

*MILFORD CITY COUNCIL*  
*MINUTES OF MEETING*  
*January 24, 2011*

The Milford City Council held a Public Hearing on Monday, January 24, 2011 in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware to hear the application of:

Dale McCalister on behalf of Silicato-Wood Partnership LLC for a Conditional Use to allow a billboard in a C-3 District at 108 Silicato Parkway, west of State Route 1 and south of N.E. Tenth Street, Milford, Delaware. Tax Map MD-16-174.15-01-01-05; 3.42 +/- acres.

PRESIDING:           Honorable Mayor Joseph Ronnie Rogers

IN ATTENDANCE:   Councilpersons Steve Johnson, Garrett Grier III, S. Allen Pikus, Jason Adkins, Owen Brooks, Jr., Douglas Morrow, James Starling, Sr. and Katrina Wilson

ALSO:                City Manager David Baird, Police Chief Keith Hudson and City Clerk/Recorder Terri Hudson

Mayor Rogers called the Public Hearing to order at 7:07 p.m.

City Planner Gary Norris informed council the conditional use will allow a billboard in a C-3 District. The application was reviewed by the City of Milford Planning Commission whose recommendation was to approve the conditional use by a vote of 6-2 with one abstention.

He noted the application meets all State of Delaware requirements in relation to billboards.

Mr. Norris advised the applicant is present to answer any further questions.

Mr. Silicato then addressed council stating that Dale McCalister of First State Signs is also present. He reiterated the application is for a billboard to be placed in a C-3 zone on State Route 1. The proper approval and license must also be obtained from the State of Delaware which he hopes will coincide with city councils' approval.

He explained the 12x48 billboard will be the third and last billboard at the south end of the property where the new entrance is proposed. Primarily, it will be used for local businesses with the intent to advertise one of the five businesses located at this site. Mr. Silicato stated he is aware of the ordinance which states that on-site signage cannot technically be located on that specific lot though that issue is being addressed.

He noted that this ties in with economic development and as a developer, Mr. Silicato feels that in this market it is very important to take advantage of every possibility to solicit and encourage businesses to come to Milford. For example, he said there are many people still convinced that Grotto Pizza is not coming to Milford and assured everyone they will open this year. Grotto's Owner, Dominick Pulieri was at the site recently and informed Mr. Silicato that during the many years they had a billboard on that site, there were many great comments about the board which is one of the reasons they considered Milford.

Mr. Silicato feels it is a way to attract business and get the attention of the many people traveling to the beach from New York, New Jersey and Pennsylvania. They want them to stop and shop in Milford and spend their money here.

He said he welcomes any questions noting that Mr. McCalister is also present to answer any questions specific to the sign.

Mr. Brooks confirmed that there will be three billboards in less than a quarter mile. Mr. Silicato stated that he believes the state allows billboards approximately every 300 feet and these signs are around 500 feet apart. He is unsure though the frontage may be 1,500 to 2,000 feet.

Mr. Brooks asked Mr. Silicato's opinion regarding persons driving 60 to 70 miles an hour and whether they will be paying attention to the signs instead of traffic exiting that intersection. Mr. Silicato referenced the state mandates that were put

in place by experts who have a great deal of experience with that type of situation. He noted the states' requirements are based on studies that determine the size and distance location from intersections and distance between boards and again emphasized that these signs exceed that distance.

Mr. Brooks reiterated his concern about vehicles traveling 60 to 70 miles an hour who are entering an area with three billboards where cars are entering and exiting a site with a Grottos, Royal Farms and other businesses. He is hoping they will pay attention to those vehicles instead of the three billboards.

Mr. Silicato said he hopes the cars exiting the site will also be paying attention to the vehicles traveling on the highway.

Mr. Brooks then added that a few years ago, Kent County Levy Court Commissioner Eric Buckson reported that intersection was rated as barely passing. As council approved additional applications, Mr. Buckson predicted it would become a failing intersection. Therefore, he is hesitant about approving the billboard.

Mr. Silicato said he is unsure if the billboard has a direct impact on the failing of the intersection. That is a decision of DelDOT noting that subject has been beaten to death during the time of the original application. He added he is unable to mandate to DelDOT what he feels should be done. He said he is all for safety and can only adhere to what the state makes him adhere to.

Mr. Pikus estimated the last billboard is approximately 600 feet past the other billboard; Mr. Silicato confirmed it is approximately 500 to 600 feet.

Mr. Baird then referenced the sign chart in the zoning ordinance noting there is a 225 square foot reference and asked the city planner to clarify that for the record. Mr. Norris explained that only applies to a freestanding sign and not a billboard. Mr. Baird confirmed the city standards of 225 feet do not apply to this application adding this is subject to DelDOT's standards. Mr. Norris agreed that any billboard will need to comply with DelDOT size and standards.

Jim Higgins of 20 Meadowlark at Meadows at Shawnee then stated that the back of his house is on Route 1. He commented that the mayor and other council members said they did not think there was another place where a billboard could be placed in Milford at the time the ordinance was passed.

Mr. Higgins said it is ugly and not attractive to the city and does not attract business to the city. According to the law, it must advertise things off site so it is not going to bring business to this city. Also, he thinks it will bring his home value down even though he is a mile away. If he decides to sell, anyone coming down Route 1 must look at these billboards and he said that most people agree they are ugly.

He then stressed that billboards impact migratory birds and their flights from up in Canada down to South America.

He also noted there are ongoing federal and state investigations on this land and how it was purchased in addition to the access on Route 1. It is his understanding that should not have been done in the first place. When Mr. Silicato was given permission to build on the land, he was not supposed to clear-cut the land. However, the land is now bare and all the trees behind it were removed.

Mr. Higgins recalled moving to Milford when he loved looking at the trees that are now clear-cut and gone. According to the newspaper, that was not supposed to have happened. He said there is nothing that says he will do what he wants with this. According to Mr. Higgins, as long as he has it up, no one cares.

Mr. Higgins then advised there is a Board of Adjustment hearing on Thursday for Mr. Silicato to move it closer to the road.

Mr. Baird said for the record, the Board of Adjustment case and the case being heard tonight are completely unrelated and do not deal with the same signage. Mr. Higgins said he went by what he read though he did not understand it. Mr. Higgins asked that because of the many investigations going on, council needs to hold off issuing a variance for this billboard.

Dave Markowitz of 8 East Thrush Drive in Meadows at Shawnee then said he heard Mr. Silicato state the billboards will be for businesses on the same property. He has never seen anyone build a business on a highway and not put a sign up to advertise what it is. He asked why a billboard is needed because he is sure Royal Farms will have their own sign, Grottos will have a sign and anyone else that is there will have a sign. He asked why we need ugly, big billboards and suggested he go out and look at the Grotto billboard which he said is also ugly.

Mr. Markowitz said he obviously missed the call and visit from his District 1 council members to get all of their constituents' opinions. However, the people at Meadows at Shawnee do not want it and he believes the people at Hearthstone did not want it either. Because council made District 1 the biggest district, their council members need to find out what the residents want and recommends other council members talk to their constituents as well, though he is sure that will never happen.

He asked how council will deny any future billboards after they approve this one and that Mr. Fannin will then want to add a billboard. Mr. Markowitz agrees that council should take another two weeks to allow everyone to get together to find out what the rest of the people in Milford want. He then offered to oversee that survey.

Joe Palermo of 5 Misty Vale Court in Meadows at Shawnee reiterated what the two previous speakers said adding this is a rush-to-call and the city needs to wait until the investigations are done. He said at that point, we could then decide what steps should be taken.

Ms. Wilson recalled the time taken to work on this ordinance noting it was discussed thoroughly and many times. Prior to council review, this application was reviewed by the planning commission during which time public comment was also taken. The recommendation of the planning commission was to approve the ordinance. Based on that action, she moved to accept the conditional use application to allow the billboard in a C-3 district. Mr. Grier seconded motion. Motion carried by the following 6-2 vote:

No-Johnson, Brooks

Yes-Grier, Pikus, Adkins, Morrow, Starling, Wilson

Mr. Adkins explained he is basing his vote on four reasons. The planning commission has recommended approval of the application. This is a C-3 district and there are no immediate houses surrounding this site that could be directly affected. He understands the difference of opinion from people who are opposed to billboards, though he views it differently. He does not see them differently and when in the proper zone, they serve a proper function. For all of these reasons, he votes yes.

Mr. Brooks recalled a month or two ago, he put a motion on the floor that no more billboards are allowed in the city. He also recalled that back in 2006, City Manager Carmean said there would be no more billboards in the city. A meeting was held and his motion to prohibit the billboards resulted in a 4-4 tie. The mayor then said something needs to be in place that we can work with. The matter came back and Mr. Brooks was led to believe there would be no more billboards in the city. At that time, he went along with the State of Delaware regulations. Also, he has talked to his neighbors whom this does affect. Though he has nothing personal against Mr. Silicato, but he votes no.

Mr. Morrow said he is supporting the planning commission who approved it with a 6-2 vote and votes yes.

With no further business, Mayor Rogers closed the Public Hearing and adjourned the meeting at 7:28 p.m.

Respectfully submitted,



Terri K. Hudson, CMC  
City Clerk/Recorder

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ALSO:                        City Manager David Baird, Police Chief Keith Hudson and City Clerk/Recorder Terri Hudson

CALL TO ORDER

Mayor Rogers called the Council Meeting to order at 7:28 p.m.

INVOCATION AND PLEDGE

The Pledge of Allegiance followed the invocation given by Councilman Starling.

RECOGNITION

*Milford Police Officers-Patrolman John L. Rose & Patrolman Jonathan L. Ricketts*

Chief Hudson introduced the department's newest officers. He reported that Patrolman Rose graduated from the Delaware Police Training Academy in September and Patrolman Ricketts this past December.

Patrolman Rose has been released though Patrolman Ricketts continues his Field Training Program.

While in the academy, each officer received the Outstanding Recruit Award in their perspective classes.

Mayor Rogers and council welcomed the officers to Milford Police Department.

COMMUNICATIONS

Mayor Rogers thanked the city workers responsible for clearing the snow over the Thanksgiving weekend as well as this past weekend.

Nothing additional to report.

NEW BUSINESS

*Budget Adjustment/Mispillion Riverwalk (Parks and Recreation)*

Mr. Emory reported there is a potential for additional funding through the Land and Water Conservation Trust Fund of \$185,000 for a proposed overall budget of \$377,000. This will add a 37 x 10 floating dock that was not part of the original budget. Upon completion, the walk will be continuous from Silver Lake to Goat Island.

In addition, the old Fisherhawke property has some grading and drainage issues that need to be addressed. Some site work was already done but needs to be manipulated to complete this project.

He advised that a small additional professional service fee is needed for both projects.

Mr. Emory stated he is confident the \$185,000 application will be approved. This is because most municipalities are not applying for the funding because of the match requirement.

He predicts bidding on the project this spring with construction occurring this summer.

When questioned about whether this includes the Warnell Greenway, Mr. Emory explained this section can be accessed off Columbia. Site improvements will be done in that area which includes upgraded sidewalks that will extend to the Warnell Greenway.

Mr. Pikus then asked about improvements to Columbia Street Extended, which is currently a dead end. Mr. Emory confirmed that will become part of the Greenway. He said the land is still owned by the developer though negotiations continue. However, the area is not appropriate for vehicle traffic.

Mr. Baird reiterated the greenway will come up to where Columbia ends at the Mispillion intersection. This proposal makes improvements to Columbia from Southeast Front Street that will tie into the riverwalk.

Mr. Emory then advised the trail head portion will be at Calvary Church where vehicles may park and people can access the riverwalk in addition to the area behind the shipyard. He feels the private ownership of the shipyard is not an impediment to the riverwalk.

Senator Simpson was thanked for his contributions to this project along with his other colleagues. Mr. Baird then noted that Representative Harvey Kenton was in attendance this evening.

Mr. Pikus moved for approval of the proposed budget as shown below, seconded by Ms. Wilson:

| Funding Source                       | Current Budget | PROPOSED BUDGET |
|--------------------------------------|----------------|-----------------|
| City Funds                           | 50,000         | 42,015          |
| Community Transportation Funds       | 85,000         | 150,000         |
| Land & Water Conservation Trust Fund | 125,000        | 185,000         |
| TOTAL                                | \$260,000      | \$377,015       |

Motion carried by unanimous roll call vote.

*Bid Award/Sale of Transformer (Electric Department)*

Sealed bids were received, publicly opened and read on January 20, 2011 for the sale and removal of a Power Transformer. Bids ranged from \$12,000 to \$47,000. A letter from Progressive Engineering Consultants indicated they reviewed the bids and recommend acceptance of the highest proposal as offered in the alternate bid by Mid-Atlantic Dismantlement of Dover in the amount of \$47,000.00.

Mr. Pikus moved to award the bid for the sale and removal of the transformer to Mid-Atlantic Dismantlement in the amount of \$47,000.00, seconded by Mr. Morrow. Motion carried.

The transformer is being replaced by one previously ordered and awarded by city council earlier this fall.

*Bid Award/Backhoe (Street Department)*

Public Works Director Brad Dennehy was in attendance to present this bid.

Sealed bids were received, publicly opened and read on January 19, 2011 for a 2011 Model 420E Caterpillar Backhoe. The following bids were received:

|                                 |             |               |
|---------------------------------|-------------|---------------|
| Folcorner Equipment Corporation | \$82,370.00 | (Case)        |
| Albon Tractor                   | \$92,600.00 | (Caterpillar) |
| JESCO, Incorporated             | \$81,170.00 | (John Deere)  |

The new backhoe will replace an existing fifteen-year-old backhoe. The item was budgeted for \$85,000 as a Street Department capital item.

Of three bids received, the high bidder was for the exact piece of equipment specified. Mr. Dennehy reported that he and Street Superintendent Tim Webb reviewed the bids. They also met with a representative of the lowest bidder.

According to Mr. Dennehy, the lowest bid is for a John Deere 310 SJ that meets the general intentions of the bid proposal. Although the John Deere 31 is not specific to the bid, Mr. Dennehy feels this is a comparable piece of equipment. He recommends council accept the low bid from JESCO, Incorporated in the amount of \$81,170.

He added the old backhoe will continue to be used at the Public Works facility.

Mr. Pikus asked the cost to convert to the brine application. Mr. Dennehy said they are just beginning to consider using the brine solution which will require a new tank. However, the city has a flatbed truck that can be converted for that purpose. He estimates it would cost approximately \$20,000 though additional information is needed before that decision is made.

Mr. Brooks moved to award the bid to JESCO, Incorporated in the amount of \$81,170, seconded by Mr. Morrow. Motion carried by unanimous roll call vote.

#### *N.E. Tenth Street Paving Project*

Mr. Baird advised there have been ongoing discussions with the contractor regarding the N.E. Tenth Street Project which does not meet our satisfaction. Mr. Mallamo has been working with the contractor the last couple of weeks to determine any possible failures and possible alternatives which he will discuss this evening.

There was an evaluation meeting this morning to review the findings and possible proposals. Mr. Baird stated that at this time, this is only an update because there are still some questions about the bonding as well as the contractual language.

City Engineer Mark Mallamo then advised council his presentation will concentrate mainly on the technical aspects and not the contractual issues.

He recalled that Tenth Street was paved November 30, 2010. It was a mill and paving project which means the old blacktop is torn out and replaced with new blacktop. There was other work done on the road by city crews and other contractors in addition to the paving contractor. Issues that impact the ride quality include the utilities in the roadway such as the sewer system, storm drains, water valves, etc. One item is a dip after a manhole when heading eastbound. There is a severe elevation change from the top of the manhole to the nearest catch basin. Some drop is expected at a catch basin because the water must run downward to clear the road. However, the drop is more than was expected.

He said unfortunately, it was not identified for adjustment before the paving was done because the manhole frame and cover were replaced for infiltration purposes. It was an older frame and the replacement was needed to tighten up the sewer system as part of the ongoing I&I project.

There was other work done on the transite water main beneath the street. It was somewhat fragile and caused some concern in addition to the age of the water services that served those homes. As a result, the taps on the water main were replaced and new services were run to the homes prior to the paving. Some ADA ramps were also added for handicapped access throughout the area.

After the milling and paving was completed, it was determined the ride quality did not meet the desired standard. Some major issues included a large dip in the east bound lane right after manhole 4-38, and an abrupt drop into an adjusted catch basin in the 300 block of N.E. Tenth Street. There are a total of eleven catch basins on the road and seven were chosen for adjustment. Some were left alone because of water running to them.

He recommends the manhole be adjusted to a lower elevation in order to improve the road issue. This would be at city costs because it was done by city crews and was not part of the paving contract or the concrete/curb project.

Mr. Mallamo said that in addition, the catch basin needs to be adjusted to a different grade. He explained the road has a crown which allows water to run to its sides. It needs to be low enough to get the water to run to the catch basin. He noted that a catch basin will always be felt when you run over it with your car. But in this case, it tipped counter to the crown of the road which is causing a severe depression.

He advised there are a couple ways to fix it including moving it over into the curb and adjusted back up. That work would be at the city's cost. However, he would like to ask the contractor to help the city out because when they adjusted it, Mr. Mallamo expected it could be adjusted to a better ride elevation. He is unsure if the contractor will agree though he would recommend it be requested.

Mr. Baird then stated that some sort of solution can probably be worked out that is mutually agreeable to the city and the contractor. Mr. Mallamo feels it is something that can be worked out. He did call the contractor today though he does not feel anything was resolved. This was something he had been debating and trying to figure out what can be done and what should have been done though he came to this recommendation on Friday. When he spoke to the contractor, his initial response was negative.

The other issue involves the general ride quality of the entire road which is a more difficult problem. In prior conversations with the city manager and the public works director, they have discussed how to determine what is acceptable and what is not. The spec was written to adhere to DelDOT specifications. DelDOT specs have a test called a rolling straight edge test which Mr. Mallamo explained is a ten-foot beam with wheels with a smaller wheel in the center. The wheel in the center is on a gauge that can ride up and down. As that traverses along the path of the roadway, that center wheel has a gauge that reads how far up and down it is going.

Last Wednesday, Mr. Mallamo had DelDOT come out and run the test to determine whether or not the road met the standard deflection allowable. This test compares the magnitude of those dips and bumps to the specification. The testing was started in the east bound lane near Walnut Street. The pavement was marked with chalk at each bump or dip that exceeded the spec. After about fifty feet of testing the roadway that looked fine to the unaided eye, it was apparent the road surface did not meet the specs. The chalk marks were appearing every four to five feet and some of the irregularities exceeded the range of the measuring gauge. The testing was continued eastbound to the entrance to the high school and then resumed in the westbound lane back to the starting point. It was agreed by all that continued testing of the entire road would yield the same results, so testing was stopped at that point.

The paving contractor was present who concurred it did not meet the specs and agreed to participate in its repair. The city engineer said that he did ask for some payment consideration that would help with materials, though he intends to fulfill his obligation to fix, to the extent practical, the ride quality issues. He is also fulfilling his obligation to repair any issues on the other three roads that were paved.

Mr. Mallamo reported there is a bond on the project for 100% of the cost of the work. The city has paid for the Masten Circle, Foster Street and Evans Street paving with the 10% retainage held back though nothing has been paid on Tenth Street. The city did pay for the adjustment of the catch basins and curb and ramp work.

Mr. Mallamo referenced the memo in which he stated that considering the condition of the water line and other issues out there, to really make it right, the city would need to spend up to \$250,000. This would involve a complete rebuild and replacement of the water main and all curbing (currently there is broken curb and cracks that barely meet city specs). In order to save money, he feels we did what was needed to make a good road.

He said another option is to tear out everything, remill and repave which could cost about \$55,000. The manhole and catch basin would still need to be addressed even if it was milled and paved which would create some additional costs.

A third option, which DelDOT recommended, is diamond grinding. Mr. Mallamo explained that diamond grinding is a highly specialized procedure where large equipment is used to smoothly grind off the bumps and even out the road surface. This is used routinely in Delaware and surrounding states to fix problems such as this. There is only one grinding contractor in the mid Atlantic region that does this type of work.

As a result, Mr. Mallamo contacted the grinding contractor to confirm they could do the work and it would not damage the water service beneath the road and that the road would support their equipment. He said this process is much more cost effective versus tearing out the roadway and starting from scratch.

Mr. Mallamo said the third option would be his recommendation. He added the paving contractor has agreed to absorb the costs which will be between \$12,000 and \$15,000 and is based on a ballpark figure provided by the vendor in a telephone conversation.

The city engineer then informed council the grinding process is unable to address the bump and dip issues associated with the manholes and catch basins. However, he feels this can provide a much better road than currently exists. Additionally, though the city will have some costs involved, the majority of the costs will be absorbed by the paving contractor.

Mr. Mallamo estimates a \$3,000 cost to adjust the manhole and repave the immediate area surrounding the manhole to even out the paving. Some additional paving will also be needed around the catch basin which is too low. He believes the paving contractor had to pull the blacktop down to meet the grate.

To fix these two issues, Mr. Mallamo's opinion is the city has some responsibility for not defining the problems beforehand.

Mr. Pikus asked if it is possible to pave approximately twenty feet back so vehicles gradually go to the manhole rather than it being a sudden jar. Mr. Mallamo explained the curb is part of the issue as it runs somewhat flat and is very close to the catch basin. The catch basin projects away from the curb into the road which caused the swale to run out into the road and away from the curb. He feels it could be a little better though it won't be satisfactory unless it is raised or moved back and out of the traffic pathway.

The preferred method would be to move it against the curb or into the sidewalk but that would come with some additional costs.

When asked how the original contractor was planning to correct the roadway, Mr. Baird advised there are still many unanswered questions. He said as Mr. Mallamo has done his analysis, more questions have been raised. After we receive the answers over the next week or so, a formal recommendation will be made and costs provided at a future meeting. Those costs being presented tonight are only verbal estimates.

Ms. Wilson asked who inspects these projects after city crews have completed their jobs; Mr. Mallamo advised the city does not have an outside inspector. In this case, DelDOT was asked to confirm the ride quality issues because he does not have the equipment or manpower to do that work. Mr. Mallamo did not observe the manhole issue until the paving was done. They were aware of the catch basin problem which was added to the list for adjustment. He said he will take the blame for the fact it wasn't adjusted as was expected, though he expected the contractor to adjust to a more suitable grade. The issue was acknowledged though there was no good solution until it was done.

Mr. Mallamo said that at the same time, they were trying to beat weather deadlines which is why the milling and paving were scheduled with the intent to blend it in hopes that would work. This was the last street paved this year which occurred on November 30<sup>th</sup>. They worked on it two nights in a row trying to beat the weather. At this point, he wished he did not pave it but the plan was to get it done. He said the street was already torn up as the other work was being done. He agreed that something needed to be done though the result was not what he wanted. The time pressure was a major factor with the goal to complete it before the freezing weather.

Mayor Rogers complimented Mr. Mallamo on explaining what occurred. He recommends that everyone work together and get these problems resolved.

Mr. Starling recommended that they also look at Church Street because the manholes look low there as well. He is unsure when the paving is planned, but he feels the same thing could happen there. Mr. Mallamo advised that Church Street was on the last year's bid list, but the contractors were given sixty days for the concrete work and ninety days for the paving. The contracts expired December 31<sup>st</sup>. His recommendation is to find a new vendor to rebid Church Street along with any other streets such as Columbia Street this coming year.

Mr. Starling asked what work was done; Mr. Mallamo advised the city crews went through and replaced water services and manhole frame and covers. The staff was instructed to install them at the existing grade which was the same manner as was done on Tenth Street. He feels that some survey work is needed to confirm where they need to be. He also pointed out that some bumps and discrepancies are more acceptable on an in-town road due to lower speeds.

Mr. Mallamo said that one of the things mentioned in his memo was a complete rebuild. Church Street could be surveyed and additional work done to the sewers because that was not included in the sewer study. It could become a much bigger project which could include sidewalks as well. However, that was not part of that project which was to only fix the water services. He explained what we do not want is a newly paved street with water squirting up thru it which is why the water services line replacements were done. When a water or sewer problem is identified, Mr. Mallamo said it is important to fix them before you pave the street. This prevents cutting the street after the paving is done to make additional repairs.

He said on this scale, it is difficult to find and repair every problem which is what occurred with the manhole on Tenth Street.

Mr. Mallamo agrees with Mr. Starling that Church Street is in very rough shape noting there are a number of issues with the curbing. He said there is 675 feet of curbing that needs replacing on that street that was not completed by the contractor within that sixty-day term. The handicapped ramps and curbing on Church Street are still an issue that have not been completely addressed as well.

Mr. Brooks commended Mr. Mallamo noting that he was on Tenth Street everyday working and added that it was a big project and not an easy one.

#### UNFINISHED BUSINESS

##### *Adoption of Ordinance 2011-1/Fiber Optic Code*

Mr. Pikus moved to adopt the following ordinance, seconded by Mr. Brooks:

##### *ORDINANCE NO. 2011-1*

*AN ORDINANCE TO AMEND THE CODE OF THE CITY OF MILFORD BY ADDING A NEW CHAPTER ENTITLED FIBER OPTICS.*

*NOW, THEREFORE, THE CITY OF MILFORD HEREBY ORDAINS:*

*Amend the Milford Code by adding a new Chapter entitled Fiber Optics to read as follows:*

##### *Section 1. General Conditions.*

- (A) *The City of Milford has installed fiber optic cables to improve internal networking capabilities and to provide telecommunication services to its electrical customers.*
- (B) *Of those fiber optic facilities, the city has the ability to license certain unused capacity within its communications network to enhance utilization and to obtain additional revenues.*

- (C) Customers who desire to utilize a portion of the city's unused fiber optic must enter into a Fiber Use License Agreement in which the terms and conditions are contained therein.
- (D) All agreements are subject to the review of the City of Milford Electric Department Superintendent.
- (E) The Mayor of the City of Milford is hereby authorized to execute a Fiber Use License Agreement upon the approval of the Electric Department Superintendent.
- (F) Although the City of Milford will make every effort to provide customers with quality, reliable, continuous fiber optic service, the city makes no guarantees to system interruptions specifically caused by weather, earthquakes or any other conditions beyond its control.

### Section 2. Fiber Optic Rates, Fees and Charges

- (A) Rates, Fees and Charges shall be in accordance with the following table:

- (1) Fiber Pricing (Per Month/Per Fiber/Per Mile)

| <u>1-12 Fibers</u> | <u>Current</u> | <u>New</u> |
|--------------------|----------------|------------|
| 1 Year Term        | \$75.90        | \$103.50   |
| 5 Year Term        | \$66.00        | \$90.00    |
| 10 Year Term       | \$59.40        | \$81.00    |
| 15 Year Term       | \$50.76        | \$72.90    |

| <u>13 or More Fibers</u> | <u>Current</u> | <u>New</u> |
|--------------------------|----------------|------------|
| 1 Year Term              | \$70.67        | \$96.36    |
| 5 Year Term              | \$60.67        | \$82.73    |
| 10 Year Term             | \$55.40        | \$75.54    |
| 15 Year Term             | \$48.88        | \$70.20    |

- (2) Drop Cable \$2.20/ft (Pole to Building)
- (3) Construction Cost (Labor) \$3.00/ft (4 Men & 2 Bucket Trucks - 16 hrs)
- (4) Splices (City)
- |                  |                |
|------------------|----------------|
| Splices & Trays  | \$40.00/splice |
| Splice Enclosure | \$1,000.00     |

- (5) Splices (Under/comm, Incorporated)

Set up and splice designated strands of the 96 fiber loop to new cable using splice cases and trays provided by the City.

|                           |          |
|---------------------------|----------|
| Splice Setup Per Location | \$300.00 |
| Splice Per Strand         | \$25.00  |

(6) Set up and terminate designated strands of new cable at customers' location using new hardware and pigtails provided by Under/comm, Incorporated

|                                |          |
|--------------------------------|----------|
| Termination Setup Per Location | \$200.00 |
| Splice Pigtail Per Location    | \$34.00  |

- (7) Rates are subject to change annually.

### Section 3. Dates.

Adoption: January 24, 2011  
Effective: February 3, 2011

Motion carried.

*Economic Development Strategy Study/John Rhodes (Moran, Stahl and Boyer)*

Mr. Rhodes introduced himself to council. He reported that in 2007, he led a team to do an Economic Development Strategy for Kent County and also did some work for the City of Dover. During the county study, he visited Milford to interview most of the employers and was impressed with what he saw was happening. Three years later, he is impressed with what Milford is trying to do though he is encouraging Milford to take it to the next level.

The level of work that was done on the study, and the time it was completed in, Mr. Rhodes feels it may be a world's record. They came on site, did interviews and put together a sixty-page report in less than 3 ½ weeks. He attributed that to Economic Development Chair Garrett Grier and City Manager David Baird who did what was necessary to complete his job.

Mr. Rhodes then presented a power point (see attached).

He said when considering the year 2025, this community should be looking in terms of what type of employers and jobs will be here. Also, what use of the land there will be. The land, called the City of Milford, will be basically fully developed by then. He is aware the city is in the annexation program and is able to get more land in the future. But if you need to find more land, a lot of that land will be used. The growth in the downtown area has a great start but will probably see where it is going to go by then as everyone appears to be on an upward trajectory to get that finished.

He then reviewed and discussed a number of topics that were part of his strategy report and recommendations.

Opportunities for the next generation and the next generation. This means whether your children and grandchildren will be here working or will they all have left. In that case, it would leave an older, aging community. If opportunities do not exist, they will not stay.

Improved education quality. There is a phenomenal facility with plans for other facilities. There is the matter of what to do inside the facility to make education the great thing it can be though to some degree it is here.

Mr. Rhodes explained that today, we are charting the future of this community.

He said when we look at the process to come to where we are today, we use four tasks. Task one was to gather a tremendous amount of background information and gather stakeholder feedback. Gathering feedback meant we had a steering committee, the city council's economic development subcommittee with Garrett Grier leading the charge. He said he interviewed a lot of the local employees and sat down with the Superintendent of the Milford School District. They looked at real estate developers and brokers and different projects and dreams of what they want to do. He spent time with the chamber and the downtown group. Overall, he talked with more than 150 people in the community which he feels is a good ratio in a community of about 26,000.

They then evaluated the economic and land use situation in Milford and did a SWOT Analysis with strengths, weaknesses, opportunities and threats. That was done in a group after which Mr. Rhodes took that information and worked it in with what he knows about the two counties and the world in general.

A Vision, Objectives and a Strategy for Economic Growth was then developed. They then developed an action plan which he will present tonight.

Mr. Rhodes said that one of the key things when doing an economic analysis are assets and challenges. That is the basis for what they can deal with short term.

Geographically, he feels Milford is in a unique situation. Milford is not on an interstate, but is strategically located in relation to the Wilmington, Philadelphia and New York markets on one side and the Baltimore, Washington and Richmond markets on the other side.

The labor and overall costs of doing business here is highly competitive when considering the Mid-Atlantic Region and being as close to the core of that region. He said Milford is considered a low-cost, competitive area to do business.

The success of the community in general, with the support of the Chamber of Commerce and the Downtown Group provides a social infrastructure to be successful.

Local government is in support of local business. Mr. Rhodes has been in many communities and local governments is very pro-business in Milford. He has seen the alternative which is not appealing.

Access to local healthcare services and the expansion of that healthcare services and some of the visions in this community for healthcare will make Milford a world class healthcare destination for the Delmarva Peninsula.

The local school district seeking to improve the quality of schools. Where Milford schools are today is not where they will be in five to ten years because there is a lot of emphasis to keep growing.

The existing profile of manufacturing and other businesses is something enviable that Milford has.

The local company experience in contracting with government agencies and in particular, First State Manufacturing, and what they have done and what they can bring in contracting and other manufacturers that have a really good outside reach. There is some good experience here on knowing how to deal with the outside world.

The proximity to the beach and access to the Mispillion River for recreational activities and trail possibilities are all tremendous assets to the community for tourism.

Some of the challenges of the Milford area are the different views on economic and physical growth among residents. This exists in every community though Milford needs to come up with some kind of harmony that says we are a shared vision and where do we want to go instead of having a polarized one. Locally, Mr. Rhodes would like to see more of a vision sharing of where we want to go and then work on getting there.

A need for a consistent implementation and interpretation of the Land Use Plan on projects. When city council and city officials are executing something to do with development, there is a need for consistency from one day to the next. If not, it will cause serious furor in terms of how people interpret what is being done with different pieces of land around the community.

Part of aligning the local jobs of the future with the next generation's career plans has to do with modifying what people think they will be doing in the future. Most people think they are going to be in international business, public relations or computer games. The reality is there are many more opportunities in this community that might include advanced manufacturing that are very exciting. He feels that manufacturing should be changed to technology which is something that may be more appealing to our youth.

Adequate spousal employment options for working professionals. As Milford expands its base in terms of professional services and health care and similar areas, there are a lot of jobs that can be done and the opportunity to bring in the doctors and professional services we need by providing spousal employment options. There are many dual working families today and it is necessary to look at jobs for both sides of the house in terms of careers.

The need for a well defined and enforced historic preservation ordinance that reinforces "quality of place" in the downtown area. One of the greatest assets of this community is that when you come to this town, it looks like a real town. There is a little quaintness and a little history. The only thing he sees and heard from people was about the importance of preserving the ordinances that keep this a quality place. This would reinforce the "quality of place" in the downtown area.

Road access is two-lane going east/west and limited access to the north. Employers and manufacturers do not feel that is a problem. But site selectors and consultants are getting out their GPS programs with the intent is to be on an interstate

and Milford is not going to show up. In terms of marketing and promoting yourself, anybody on a state highway with limited access never shows up on those screens. That is an issue though it can be overcome.

The current performance ratings of Milford High School and Middle School are challenging. That could be an issue for potentially relocating families. This could be a state where the schools grade themselves really high, but looking at it as a casual viewer, the statistics are challenging if he were bringing his children from a big city and was planning to relocate as a doctor, lawyer or engineer. They do not look favorable though that is fixable.

When looking at a local economy, you look at the available resources. Wrapped around those resources, are primary industries. Those industries bring cash. It can be a manufacturing firm that sells outside here or a college that brings tuition in. It can be a healthcare operation that is regional. Anybody outside of the city that comes here and spends money in the city, that business is considered a primary industry or a level one industry.

Level two are those support services that are here and exist strictly because the level one businesses are here also. For example, we may have a hospital that is regional. He understands the hospital system is here and a big hospital in Dover. There are large numbers of people that come here for those services, but there may be other businesses here that support the healthcare industry which are level two.

The level three or wraparound are the consumer services that are here including retail, personal services, local government, local construction firms, etc. Those services are here because people are here. In Florida, when you are in a heavy populated retirement community, you will find the vast majority of the economy is wrapped around a level three. The problem with a predominantly retired community, is they are living off their income which becomes the only flow of cash into the community. It is difficult to grow a community on retirement income rather than on taxes from manufacturing or other people. Consumer services are necessary and a very important part of a community's quality of life.

As economic developers, it is important to focus on the primary industries.

He said as a group, they looked at the first chart and then at the second chart noting a lot of options were available. Whether it was on the agriculture support side or distribution, he listened to the group and weighed the positive and negatives of each one.

Mr. Rhodes then went home and did a spider diagram. One of the things he wanted to see for those segments was the relationship to one another. It would be interesting to see how strategic those that relate at least four or more times with another segment. For example, retirement and retail, technology (manufacturing) and an entrepreneurial segment; if we were to set that up and determined that tourism actually hit many parts of the economy. That does not mean that health care is not a strategic part. It just says there are certain parts of the economy that become very critical and very key to the leveraging and growth of others. No part of the economy is an island unto itself as a lot feed off each other.

He said they looked at each segment of the economy and looked at their current strengths and the growth potential. They saw in the area of health care and retirement as the economy recovers. There will be some high growth. They also saw some areas where there was moderate growth. They then saw some areas with limited growth. With agricultural, they gave it a limited growth though they believe it is a very strategic part of this region. The opportunity to have that is good though it will probably not have massive incremental growth but is still something that needs to be protected and preserved though it won't bring a lot of new jobs.

The warehousing segment because land here is a premium so it is not a good idea to bring this as a warehousing district for the balance of the state. There are other places that will have that role though Mr. Rhodes does not think Milford will,

The next thing they looked at was a vision for economic growth.

Facilitate growth of local economy that is sustainable and balanced.

They looked at facilitating growth of the local economy that is sustainable and balanced. The idea is to attract businesses

here that have a good chance of sustaining themselves. One way to look at a business and determine how long they will stay is to ask how much research or how much product changing they are doing or how much market adaptation they are doing as they go forward. The life cycle of any one given product only lasts so long.

He said that every person in this room with a company has products or a service. Each of those products or services has a life cycle. That is due to other competition or the reason for the product to change. Part of being sustainable is to ensure there are companies that are continually creating new products.

Engage in economic activities that are in demand and competitive. Mr. Rhodes looked in some areas of the economy in terms of healthcare, energy, infrastructure and a lot of the things around the country people are looking for. Also, what aspects we can get here to sustain this community.

Provide quality jobs for current and emerging work force. In other words, keep the people here working while getting ready for the next generation. Get them excited about being able to work here and available jobs.

Sustain the quality of place while seeking venues/activities that attract the emerging workforce. The quality of place here is exceptionally sensitive and important. There is something about this community that makes it very special. In the process of growing we do not want to destroy what it is and what we are. In general, we are doing a really good job of preserving it. Taking a community that went through some maturation in terms of the shipping industry that completed disappeared fifty years ago. Yet, we are still here because we continued to reinvent ourselves.

Assure the quality of and the access to the quality of life attributes that are so important here.

Protect the tax base needed to maintain government services.

He then reviewed the three areas of a growing economy.

The traditional economic development is to either attract new business to an area or expand existing business. Equally as critical in this community, is to be able to grow and start up entrepreneur businesses.

Parks, water, wetlands, forests and other natural areas are extremely important to this community. The agriculture and natural resources industries are what they are and will stay what they are to some degree. There are property owners who will sell off agricultural lands as the family matures or for other personal reasons.

Parks and water areas make up quality of life, but do not pay any taxes. Agriculture is a very valuable part of our income base, though the taxes are much lower than the manufacturing taxes.

Quality of life attributes. People that are residents pay taxes but the others, such as schools, cultural and historical facilities and religious and other nonprofit organizations do not pay taxes though we need to cover for them in terms of the value of the roadways, utility services, etc. We want them as part of our quality of our life.

What we are trying to do in economic development is to grow. Future growth options were evaluated by considering what land should be allocated to businesses that provide on going jobs and that will pay taxes. We looked at the community and considered the two corridors (Route 113 and Route 1). The lands that were available were then considered, their future potential, how close they were to a corridor and the valuable ones that are relatively close to the corridors that are needed to get people that want to work to and from them.

Then referenced was the older, traditional manufacturing area in Milford. In years past, manufacturing facilities would be placed in the center of the community with a great deal of housing around it because many people walked to work.

Today, manufacturing is placed closer to the corridors in order to get trucks in and out. That does not mean we cannot populate those buildings with manufacturing, which is being done in Milford, but a lot of those modern businesses will not have the heavy truck traffic that another industry would have.

Mr. Rhodes then discussed the action plan. He explained there are six areas that were focused on. One of them was on real estate as in land and buildings.

The industrial business park the city currently has only a few sites left. With the economy down and the cost of land taking a dive, this is a great opportunity to consider securing another hundred acres somewhere in the community to look at a next generation business park. He does not want to pave this community with business parks, but there are some primaries along US 113 and the State Route 1 corridor that should be considered for future acquisition now. When the land prices start to climb again, it will be no longer good to business because they cannot afford it.

The other consideration is to design a virtual building for the business park. Conceptualize what a building would look like and get it permitted. That would increase the speed of the market when someone comes here. A community of this size is not going to invest in a new building and hopes it will be leased. However, a building can be designed to show potential buyers what we want it to look like. Get approvals ahead of time to reduce the amount of time it takes to get into the building. Waiting two years to get permits and approvals is a problem because the market has already matured and the opportunity is lost. Milford needs to be ready for companies that want to build here.

He also supports the development of the medical business park that is being considered for the southeast portion of the city. That location is an idea place to put a business park as well as some mixed use activity. It really was one of the ideal locations along the Route 1 corridor. The land is available and there are some very interesting opportunities that need to be focused on.

He also looked at workforce development. Mr. Rhodes feels it is very important in going forward. There are some issues in the high school in terms of department as it was called in the old days. If a lot of those kids could focus on what they could be, a lot of those issues would go away. When you get away from thinking about only today or what we are going to do after school, one gets in trouble. But if you can give them something to think about by helping them partner with some of the different businesses by spending an afternoon with a business. Build mentorship programs, build career awareness, add career fairs for the kids so that employees in the region could interface with the students and give them something to think about and a vision of what they could be. That solves a lot of problems.

Expand the on site training capabilities to support local industry. There are a number of industries here that require specialized training. Some of that training requires traveling a great deal. That is something that should be considered putting into this community to support and protect those employers here.

The feasibility of establishing a training conference center. Looking at this community five, ten, fifteen years from now, when there may be an expanded medical activity here and some interesting manufacturing. One of the things that communities have done to build awareness is by putting on a conference or having a strategic meeting for the state. That builds awareness in the community. Also, from the standpoint of getting people together. In city hall, there is only the council chambers as a meeting room for the community. Across from the high school is a nice piece of property that is new on the market. If a training and conference center could be built there, it would be a convenient location and could be used for high school students training. It could be used for medical training. It could bring some education and training into this community. Currently, people have to travel to Dover or Georgetown. It could also put Milford on the map.

From an infrastructure standpoint, he thinks it is important to keep electric rates down and attract industries that are either energy or non-energy intensive. In Delaware, energy costs are on the high side compared to neighboring states. As a result, there will be industries that will not come here.

Provide the utilities to the new business park and at least stub them in at the road to get them in quickly.

Organizational support for economic development. Milford is a small community but similar sized communities have hired a full or part-time staff person on the onset to focus on economic development, help bridge the gap between the city, the workforce development board, the county and state. Also very important, they can really put some energy on what is going to happen locally. Consider some type of modest staff position, then let that grow as it will.

He also recommends establishing a permanent economic development advisory panel that would be on the citizen and business side. This would reflect what already exists on city council. It would allow the community at large, whether it is developers or manufacturers in the community, to get together on an ongoing basis and say, how are we doing and are we getting where we need to go and let's keep moving.

He also recommends the support of new business, start up and the expansion of existing businesses. Mr. Rhodes thinks this is critical. There is a very strong Junior Achievement Program in New Castle County which is being considered for this area and there is a need to push that program in Milford. That has a whole infrastructure of services, scope and approach that could be leveraged and taken into a career awareness campaign.

Leveraging the entrepreneurship program at DelTech in Georgetown. He wants to get that program down into the high school level. Get people to understand that they may want to consider working in their own business someday. In the old days, almost everyone was working in a small business. Then large companies came along. We want to re-institute entrepreneurship.

Also consider low-cost space and low-cost loans or grants for businesses to be able to stimulate growth. Also, meeting with existing businesses on a semiannual basis to identify resource needs. It is really important to keep an eye on current businesses in terms of utilities and things the city can assist with, but also from the workforce standpoint. The economic development staff person can visit these businesses and get their confidence about where they are going and what should be planned.

There is also a great deal of things that can be done to attract businesses to the downtown area. What has been done in Milford so far is incredible, but if something like a Y 5 bookstore where people come that is appealing to the downtown area. The arts and crafts side and similar things should be considered. Businesses need to want to be there so there is a need to demonstrate the market is there.

When the downtown hits some type of a tipping point when the right kind of businesses are there, people just migrate there. The businesses on Route 113 and Route 1 can be kept viable, but there is a reason to come downtown. He feels we are not quite there, but are close.

He is familiar with a town in Maine that took an old boat building facility and made it into a boat building school. What he saw there was magic and what could be done in Milford with some grants and support where people from all over the county would flock to build their boat. The families will be shopping and spending money and walking the trails. All of a sudden, Milford becomes very interesting. It is a core part of Milford's heritage and something we should not lose.

Continued support of the amphitheater along the river as well as the riverwalk and the trails. He feels there are a tremendous number of venues we can continue to expand and grown on.

In terms of marketing and promotion, the community profile has already been developed by Mr. Rhodes. Next is to issue a profile to the target audience. He feels that needs to be sent to DEDO first. Let them know what we feel our target industries are and the tools we have available. From there, we go into the county level marketing and whatever else the state is going to do that comes out of this new program and governor's administration and where we fit in and how we can market ourselves.

He feels what is really important is to reach out to new and recently arrived residents with a "welcome basket" of coupons, a letter from the mayor and ways in which they can become involved in the community. We need to get them on board and not make enemies of people from other places. Especially those that do not have the same eye to eye as people that have been here a long time. That needs to be done as fast as possible.

Secondly, a newcomers' group needs to be established. People from all over can become involved in this group. They meet monthly with fun and informative luncheons. People can give presentations and not only inform them of what is going in the community, but tell them what they can do to be part of the community. It can be a huge social event. Lastly, in addition to an economic development forum, there should be a citizens' forum established. This could be a chance for the citizens to talk about what is going on in the community. The city manager and the mayor could be part

of this by talking about what is going on and how to work together as a team. He wants to prevent people from kicking and screaming about everything that is being done. Instead, make them understand the vision.

Mr. Rhodes said council can have the role of a facilitator. Knowing the vision of the community will help get it right. Council will always end up being the mediator because that is what the people put them in office to do. He thinks it is important to have a vision and actually become the visionary of the community though it must be a shared vision. He thinks council should be an innovator in the ways you go after things or get things done. Think about things a little out of the box

Council needs to be the cheerleaders by encouraging companies as they grow. This can be done at a special luncheon held in their honor.

What needs to be done with codes, ordinances and any type of action must be consistent on how it is executed. Council is the representative to our state and county on many different missions.

He concluded by saying council needs to take the baton and run. He has given them a baton and some vision. This community is a very special place in his opinion. He said it has been a privilege being here and working here. There are more assets here than most larger cities. He said to use them well; that will result in a phenomenal community of people that are working together.

Mayor Rogers thanked Mr. Rhodes stating he has given him what was asked for. One of his goals has been economic development and it has worked in the past, but this has rekindled the fire for future economic development. He is very excited and will fully support this program. He agrees that working together is the key to its success. Downtown Milford, Chamber of Commerce and other groups in Milford will need to continue to meet and work together on his vision.

The mayor then stated that he tasked Councilman Grier with this project; Mr. Grier did as Mayor Rogers expected and completed the task in a very successful way. This has prepared us to take the next step under his continued leadership.

This was followed by a round of applause by those present.

Chamber President Fred Rohm then said one of the reasons he was elected president is because he spent a 35-year career as a manager of chambers of commerce with the longest term in New Castle County where he was involved in a lot of development issues. He read over this report and commends Mr. Rhodes, the city manager and others who worked on it.

He said a couple of key things and one is to provide a staff position which he suggests be independent of the city and recommends if fall under a 501(c)(3) corporation. The 501(c)(3) could go after foundation grants and industrial contributions. It has a better chance of existing as a cheerleader if it is not tied directly to the town government. He ran into this where he worked in three different chambers and found it worked well being independent.

Mr. Rohm said the chamber is already starting to launch some efforts that will be helpful including the Community Forum scheduled next month. They have invited about fifty nonprofit organizations to attend. His experience with those will allow them to understand the opportunities and challenges and bring them into the process.

His final thought is that this is a big report. It needs prioritizing and once that is decided, the town needs to stick to it. Anything chopped off diminishes the possibility that fourteen years from now, we will have the progress that Mr. Rhodes outlines we can have.

He feels very confident in pledging the efforts of the Chamber of Commerce to this. He has some ideas where they can contribute and are ready to go.

Mr. Grier then pointed out there is a lot more than the overview that what was presented this evening. He highly recommends people go on line (city website) to access the report and digest it. His intention is for this plan to be adopted by the city and be used as a roadmap over the next fifteen years to try and stand out. We want to be the community that

people want to come to, businesses want to open up in and where our children will have the ability to make their home and work in as well.

Mr. Grier thanked Mr. Rhodes for the amount of time he has put into the plan. Mayor Rogers agreed adding he is pleased with the input from the people that participated in the forum.

Mr. Rhodes concluded by telling the residents of Milford that this was the best dollar ever spent on economic development. If this is followed, he assures everyone this community will be second to none. He is very passionate about Milford noting there is a huge potential here.

Mr. Baird said that eventually city council will take ownership of this document by adopting it and starting the implementation. He added it is really the product of a lot of the people sitting in this room. He said a number of people participated in one way or another. We had a large steering committee that helped guide things. They spoke to roughly fifty or sixty businesses throughout the community in a couple of days. This could not have been completed with input from all those people and ultimately, it will be up to everyone to continue to help with its implementation in order to make this work.

The city manager agreed and pointed out that our work is just beginning.

Mayor Rogers agreed stating that with community input and everyone working together, this can develop into something positive and resourceful. He then thanked everyone that participated for the time and effort they put into this project.

Mr. Grier then moved to adopt the City of Milford Economic Development Strategy, seconded by Mr. Pikus. Motion carried with no one opposed.

#### *Economic Development Position*

Mr. Baird said as was previously discussed, city council is able to establish an Economic Development Position within the city to help with the implementation of the plan. He is proposing is a temporary, part-time position and is asking council for authorization. The position is for the remainder of the budget year thru June 30, 2011. This person would start to work on a lot of the action plan items presented this evening in addition to helping the city move forward in what is needed out of this position.

If council agrees, he is asking for authorization for a temporary part-time Economic Development position and funding of \$20,000 from the General Fund-Fund Balance.

Mr. Grier moved for approval of a temporary, part-time position for Economic Development with a budget of \$20,000 until the end of the fiscal years, seconded by Mr. Starling. Motion carried by unanimous roll call vote.

ADJOURN

With no further business, the Council Meeting was adjourned at 9:14 p.m.

Respectfully submitted,



Terri K. Hudson, CMC  
Recorder/City Clerk

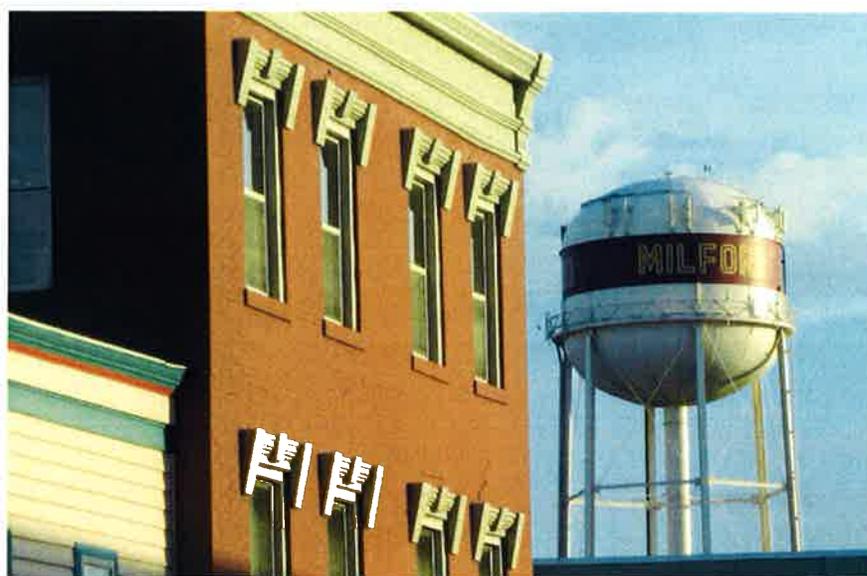
Attachment: Moran, Stahl and Boyer Power Point Presentation

ECONOMIC DEVELOPMENT STRATEGY  
**CITY OF MILFORD, DE**  
DECEMBER 2010



**Moran, Stahl & Boyer**

Site Selection and Economic Development Consultants



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**■ INTRODUCTION AND BACKGROUND INFORMATION**

The City of Milford, DE is located in south central Delaware and straddles both Kent and Sussex Counties. Milford’s population has expanded from 6,700 in 2000 to nearly 9,000 residents primarily from retired and pre-retired residents relocating from nearby states due to the relative low cost of taxes and housing, access to the beach and overall attractiveness of the area.

**Historical Perspective and Current Needs**

Milford was originally settled in the late 17<sup>th</sup> century on the banks of the Mispillion River with access to large stands of hardwood trees (particularly white oak). A dam was later installed on the river and a sawmill and grist mill were built. Years of significant wealth in the community followed as a major shipbuilding industry was established that lasted until the 1920’s, and then again during WWII.

Since WW II, the community has sustained itself as a commercial center for the large-scale agricultural industry located throughout southern Delaware. There has also been a manufacturing presence beginning with the Caulk Company in the late 19<sup>th</sup> century that still produces dental material and supplies. More recently, the community has become be a destination for retirees and pre-retirees from NJ, NY, PA and other states within the greater region. This influx of new residents has begun to build a schism in the community as to a vision for the future and the direction of the local economy. This has led to the need to address the following questions:

- What aspects of the local economy should be focused on for growth?
- What types of development should be encouraged and in what locations?
- What types of jobs/opportunities does the working population need to have available?
- What types of businesses would be interested in relocating /starting up in the area?

**Project Approach**

Moran, Stahl & Boyer, a nationally recognized economic develop and site selection consultant, was retained to facilitate the City of Milford through a process that results in the establishment of an economic development strategy with a trajectory toward 2025 along



and a 5-year plan that includes the following tasks:



- Task 1 – Gather background information on the community and feedback from local stakeholders. During October 27-29, MS&B (John Rhodes) met with a cross-section of community stakeholders that included a steering committee, representatives from the City Council’s economic development subcommittee, local employers, representatives from the Milford School District, real estate developers and brokers, the Chamber of Commerce, and a large contingent of members of the Milford Downtown Association.
- Task 2 – Evaluate the current local economy and the land use projections based on the Comprehensive Land Use Plan and engage in a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis with input from the community stakeholders.
- Task 3 – Make specific recommendations on potential growth areas for the local economy, where economic growth would best take place and action items needed to achieve growth objectives.

**The Structure of a Healthy and Sustainable Local Economy**

A typical local economy leverages its resources to support a diverse presence of Level 1 Primary Industries (those that bring money into the local economy from other sources). Level 2 Business Services exist to support the Primary Industries, and the Level 3 Consumer Services support the local residents. The strategy for a healthy economy is to have a strong base of Primary Industries that are the underpinning for the other two levels and provide the types and diversity of jobs as well as the tax base needed for the community to support local government services.

COMPOSITION OF A LOCAL ECONOMY: THE "ECONOMIC PORTFOLIO"



## Land Use Allocation is a Delicate Balancing Act for a Successful Community

In order to maintain a healthy and sustainable local economy, it is critical to make balanced choices on land allocation. Each of the categories below are necessary to the vitality of a small town in a rural agricultural setting, but there needs to be a balance in land use.



## Perspective on Land Use From the Vantage Point of Different Stakeholders

Each stakeholder views land from a different perspective with each having a valid opinion as described below. Note that the quotes below are meant to be representative but are not actual statements.



### Optimize the Development of the Land:

- **Land Owner:** “We’ve had the land in the family for 150 years and we should be able to do with it as we please. Since dad died three years ago, we just can’t keep the farm up since everyone in the family has moved away. We would like to sell it to a developer because they are giving us the highest price for the land”.
- **Developer:** “Great piece of land with some trees, relatively flat. Would make a nice high-end development that I can get top dollar for.”
- **Big Box Retailer:** “This is an ideal location for our new store, just off the main highway and accessible for residents from four communities. We’re going to offer a competitive price for the land.”
- **Manufacturer:** “Great location for our new operation. We would invest \$100 million into a new plant and hire 250 people with pay rates well above the area average wages. However, we are not willing to pay \$150,000 per acre. We can go up to Cecil County in Maryland for much less.”
- **Local Government:** “We would like to see this land be converted into a productive use that provides good jobs for the community and adds significantly to the tax base. This parcel is just perfect for our new business park.”

### Do not Develop the Land:

- **New Resident to the Area:** “We want the farm to stay just as it is. We moved here from NJ to enjoy the country scenery and quiet back roads. They are not going to carve up this farm and make congestion out of it if we can stop it!”
- **Environmentalist:** “This land should be purchased by the County or City and made into a park. It has several different ecosystems and we could make some great trails within it.”
- **Neighbor:** “No one is going to convert this beautiful farm into asphalt and congestion . . . we’ll fight it all the way!”
- **Local Bicycle Club:** “This farm is one of the best views on our favorite touring route and we will fight to keep it just as it is!”

## Summary of Location Preferences by Life Stage

### Young Singles



**Housing:** Apartment “downtown” where there is action, later a condo/starter house.

**Job/Career/Volunteer:** Stimulating job, short commute, other local job options.

**Education:** opportunity to take college courses and get advanced degrees

**Access to Family/Friends:** either close by or air access within an hour and/or drive to family within a few hours.

**Medical/Family Services:** access to local clinic (medical not given much thought).

**Entertainment/Activities:** trails, parks, river – places to be physically active; concerts and festivals that attract young adults; sporting events; close access to gym, social activities/organizations/events to meet with other young adults, etc.

**Retail:** food (organic), clothing store, sports equipment, coffee shop with wi/fi as a meeting place, electronics/cell phone store, office supplies (if own business), etc.

**Restaurants/Bars:** meeting places with other young singles.

### Families With Children



**Housing:** safe neighborhoods with other children and similar families.

**Job/Career/Volunteer:** multiple career options and spousal employment.

**Education:** high quality K-12, special classes, advanced classes, good library.

**Access to Family/Friends:** air access within an hour and/or drive to family

**Entertainment/Activities:** sports teams, art/dance lessons, parks, active churches, etc.

**Medical/Family Services:** local clinic and general hospital.

**Retail:** grocery, big box (WalMart, Kohls, Target, hardware/home center, electronics, etc.) some specialty stores, craft and school project supplies, book stores, etc.

**Restaurants:** family, fast food with variety and unique restaurants for “date night”.

### Empty Nesters (Near/In Retirement)



**Housing:** house or condo that is low maintenance, has room for visiting friends and family and is in a quiet area away from teenagers/loud neighbors.

**Job/Career/Volunteer:** work from home full/part time and/or volunteer in community – something to stay active and has meaning.

**Education:** opportunity to take or teach selected courses (history, art, math, etc.)

**Access to Family/Friends:** either close by or air access within an hour and/or drive to family within a few hours.

**Entertainment/Activities:** golf course, trails/neighborhoods for walking/biking, attractions for grandchildren and visiting friends, concerts, community events, community center to meet other empty nesters, etc.

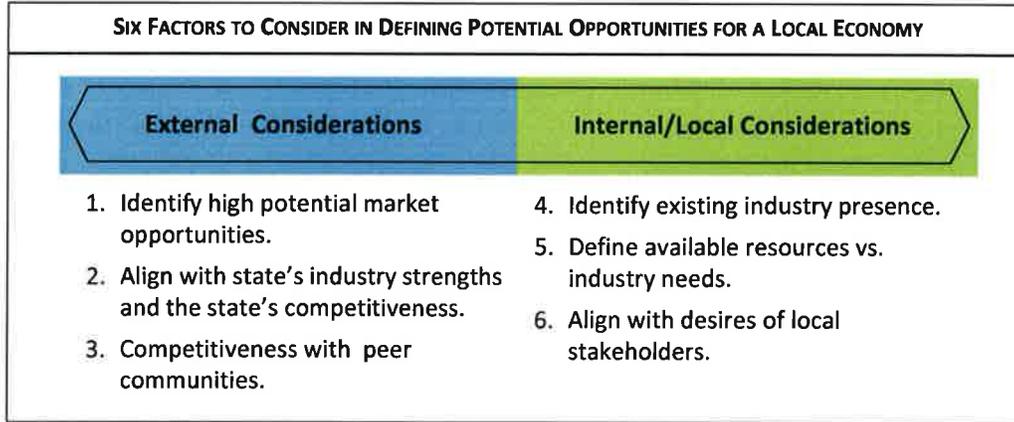
**Medical/Family Services:** general hospital plus specialists within reasonable access.

**Retail:** big box (WalMart, Kohls/other clothing stores, Target, Lowes, etc.) along with unique local stores for gifts, books, coffee shop, art/craft supplies, etc.

**Restaurants:** some chains but also local unique restaurants that are quiet and serve special diet foods (gluten/lactic acid free, no MSG, organic, etc.)

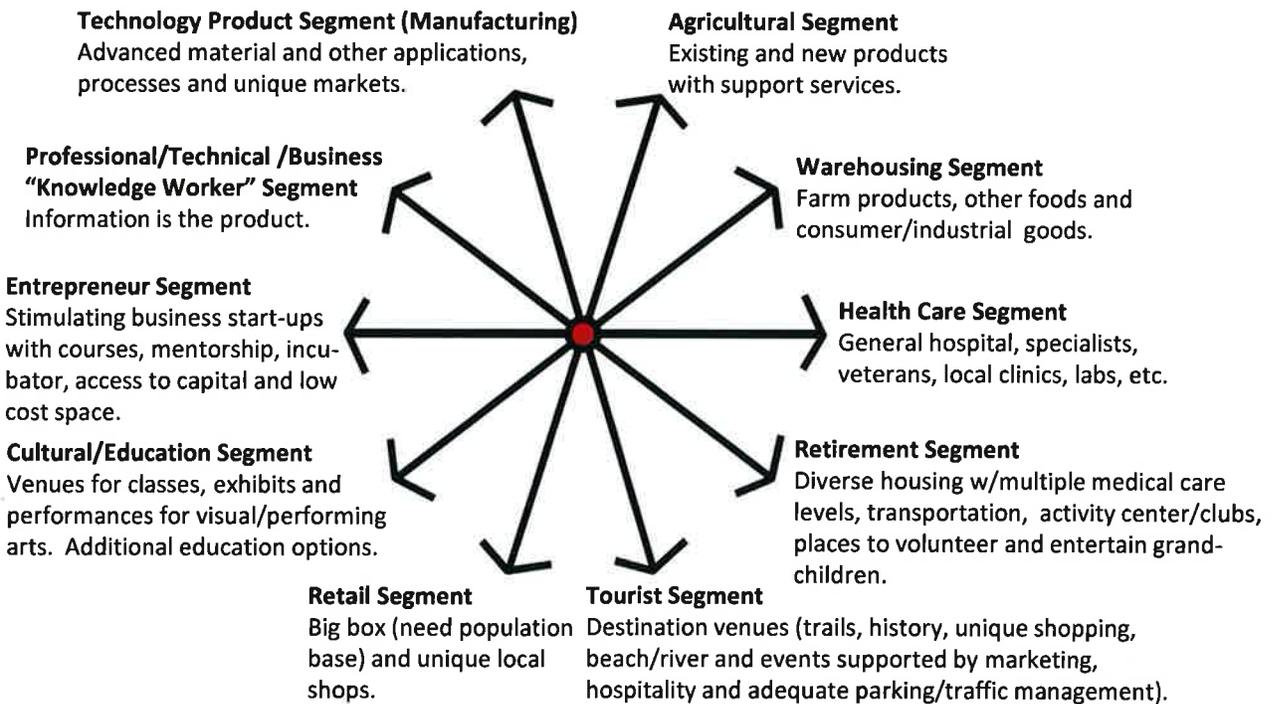
**Potential Opportunities for Milford Area**

Types of industries/economic segments that make favorable candidates for economic growth within the area were identified based on a consideration of the following input model:



The drivers of a typical local economy are derived from multiple segments of economic activity. A center is a focal point of resources and activity and a typically derived from access to specific resources, characteristics or geographic positioning (access to markets). Each local economy may only have a certain number of these segments and may have the ability to expand into others. Keep in mind that with limited land and other resources available, a community must set priorities as to which centers to pursue and to what level.

**OPTIONS FOR ECONOMIC GROWTH SEGMENTS**





**■ ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN**

**Defining a Vision**

An economic development strategy is derived from a **shared vision** that the majority of stakeholders in the community seek to achieve:

- Facilitate growth of the local economy that is sustainable and balanced, facilitating the growth of new businesses, expansion of existing businesses, and the attraction of businesses to the area.
- Engage in economic activities that are in demand in the market-place and are competitively positioned;
- Provide quality jobs for current job seekers while anticipating the needs/opportunities of the emerging workforce (additional emphasis on college graduates);
- Sustain the quality of place (pastoral farmlands, small historic town, limited congestion, etc.) that are key characteristics of the area while seeking venues and activities that make the area attractive the emerging workforce, younger professionals and entrepreneurs.
- Assure the quality of and access to healthcare, education, retail options and attractive reasonably priced housing as well as parks, trails, culture and other attributes that support a high quality of life;
- Provide the tax base that supports the level and quality of government services required for residents and businesses.



## Identifying the Priority Segments of Economic Activity

The next step in defining an economic development strategy is to identify the priority segments of the local economy that will be key drivers for the future. Some segments will be a continuation of currently strong segments while others may be emerging ones. Details on the analysis of each segment of economic activity are provided in Section 4 of this report.

| Technology Product Segment (Manufacturing)  |                                   |                                     |
|---|-----------------------------------|-------------------------------------|
| <p>Opportunity to leverage existing industry presence locally and throughout the state as well as the local knowledge of marketing to multiple levels of government. Being a relatively remote area (not near an interstate), potential growth will come primarily from local company expansions, from situations where company owners select the area for personal reasons (e.g., quality of life or familiar with the area), access to low operating costs and similar reasons. Potential product lines include:</p> <ul style="list-style-type: none"> <li>• High value plastic parts, components and finished products.</li> <li>• Metal fabricated parts and components.</li> <li>• High value fabric-based products and components.</li> <li>• Other military products and components.</li> <li>• Products that support or are derived from local/regional agriculture.</li> <li>• Medical devices.</li> <li>• Product derivatives from advanced DuPont materials.</li> </ul> |                                   |                                     |
| <b>Current Strength:</b> Moderate   | <b>Potential Growth:</b> Moderate | <b>Economic Growth Priority*:</b> 5 |
| <b>Comments:</b> Depends on available land, improved labor quality and quantity, and interest in business owners in the area.   |                                   |                                     |
| Warehousing/Distribution  |                                   |                                     |
| <p>Opportunities to distribute to Sussex County, other Eastern Shore areas and the markets to the north and south. Not being on an interstate, the opportunities will be limited; particularly by outside firms screening the geography for potential locations.</p>  |                                   |                                     |
| <b>Current Strength:</b> Low  | <b>Potential Growth:</b> Limited  | <b>Economic Growth Priority*:</b> 1 |
| <b>Comments:</b> Transportation access and limited land availability are issues.  |                                   |                                     |
| Health Care   |                                   |                                     |
| <ul style="list-style-type: none"> <li>• Bayhealth Medical Center is undergoing an expansion to increase capacity of existing services.</li> <li>• Medical services will expand with population growth and in particular the 55 year olds and above.</li> <li>• Potential for a regional specialty center to serve Kent and Sussex Counties in Delaware and portions of Eastern Shore Maryland.</li> </ul>  |                                   |                                     |
| <b>Current Strength:</b> High   | <b>Potential Growth:</b> High     | <b>Economic Growth Priority*:</b> 5 |
| <b>Comments:</b> Expansion of segment through scope of service, influx of retirees and overall population growth.   |                                   |                                     |
| Agriculture   |                                   |                                     |
| <p>As the local agricultural economy stands, it is mature and does not have a significant growth curve unless there were to be some significant change in type of crop/livestock farmed. However, there are niche opportunities to consider:</p> <ul style="list-style-type: none"> <li>• Locally grown field crops for local/regional consumption and/or organically grown fruits and vegetables.</li> </ul>   |                                   |                                     |
| <b>Current Strength:</b> High   | <b>Potential Growth:</b> Limited  | <b>Economic Growth Priority*:</b> 1 |
| <b>Comments:</b> Growth limited if focus remains on poultry feed crops.   |                                   |                                     |

\*Economic Growth Priority: 1 = lowest, 5 = highest priority.

**Segment: Knowledge Worker Segment (Professional, Scientific and Technical Services)**

- Reflection of overall local population and business growth (market opportunities to serve local clients).
- Desire for individuals and small companies to locate in the area for quality of life considerations.

|                              |                                   |                                    |
|------------------------------|-----------------------------------|------------------------------------|
| <b>Current Strength:</b> Low | <b>Potential Growth:</b> Moderate | <b>Economic Growth Priority:</b> 2 |
|------------------------------|-----------------------------------|------------------------------------|

**Comments:** Reflection of population/business growth and improvements in quality of life for younger professionals.

**Retail/Restaurants**

- Bookstore (downtown) in conjunction with a coffee shop/bakery and wi-fi access.
- Sports equipment (kayaks, golf equipment, softball/baseball, hiking, etc.), both sale and rental.
- Office supply/art supply/craft and hobby/card store (offer craft lessons and sell supplies).
- Additional big box as population expands (Kohls, Target, Lowes/Home Depot, etc.).
- Additional gift shops with picture framing capability.
- Other food shops/restaurants: classic diner, Thai/Asian, more upscale/unique restaurant, ice cream/yogurt, soup/sandwich, healthy/energy drinks/foods, etc.

|                                   |                                   |                                     |
|-----------------------------------|-----------------------------------|-------------------------------------|
| <b>Current Strength:</b> Moderate | <b>Potential Growth:</b> Moderate | <b>Economic Growth Priority*:</b> 4 |
|-----------------------------------|-----------------------------------|-------------------------------------|

• **Comments:** Growth derived from population growth and niche specialty options.

**Cultural/Educational Services**

- Locally delivered MBA program supported by web-based teaching.
- Local nursing school (partner with Delaware State University).
- Local training center for manufacturing and other programs.

|                              |                                   |                                     |
|------------------------------|-----------------------------------|-------------------------------------|
| <b>Current Strength:</b> Low | <b>Potential Growth:</b> Moderate | <b>Economic Growth Priority*:</b> 3 |
|------------------------------|-----------------------------------|-------------------------------------|

**Comments:** Culture is valuable to tourism and quality of life but not a major jobs generator or tax payer. Education will enhance quality of workforce but as a segment provide limited jobs/taxes.

**Tourism**

- Boat/ship building museum with a boat building school.
- Additional walking and bike trails.
- Layout bike tours on back roads and provide route descriptions along with points of interest.
- Build an amphitheater along the river east of downtown.
- Additional events, such as: monthly downtown concerts, bike races, triathlon (running, biking and canoe or kayak), additional craft fairs, other "Taste of Milford" events, etc.

|                                   |                                   |                                     |
|-----------------------------------|-----------------------------------|-------------------------------------|
| <b>Current Strength:</b> Moderate | <b>Potential Growth:</b> Moderate | <b>Economic Growth Priority*:</b> 3 |
|-----------------------------------|-----------------------------------|-------------------------------------|

**Comments:** Can expand segment with additional venues and promotion.

**Entrepreneurism**

Stimulating/supporting start-ups of new businesses that diversify the economy and leverage existing businesses.

|                              |                                   |  |
|------------------------------|-----------------------------------|--|
| <b>Current Strength:</b> Low | <b>Potential Growth:</b> Moderate | <b>Stakeholder Interest Priority*:</b> 3 |
|------------------------------|-----------------------------------|--|

**Comments:** This will depend on local interest in new business development including students, new graduates, experienced technical/business talent and support from the retirees (SCORE Program).

\*Economic Growth Priority: 1 = lowest, 5 = highest priority.

## Resource Needs and Gap Analysis for Stimulating Growth Within Primary Segments of Economic Activity

| Economic Activity                        | Resource Needs   | Current Gaps   |
|--|--|--|
| <b>Technology Product Segment (Mfg.)</b> | <p><b>Real Estate:</b> buildings (from 25,000 to 100,000 sf) and sites at a high level of readiness.</p> <p><b>Labor:</b> qualified HS grads and those with higher skills for specific operations.</p> <p><b>Utilities:</b> high electric power uses need rates at &lt;8.5 cents per kWh.</p> <p><b>Transportation:</b> access to trucking services; some operations such as plastics molders need rail access.</p>  | <ul style="list-style-type: none"> <li>• Need more land (100+ acres) allocated and zoned as a business park for light manufacturing activities.</li> <li>• Workforce needs to be aware of opportunities and the requirements needed to secure jobs in the segment.</li> <li>• Cost of electric power needs to be &lt;8.5 cents per kWh in order to compete.</li> </ul> |
| <b>Healthcare Segment</b>                | <p><b>Real Estate:</b> sites and a medical services park for long-term growth.</p> <p><b>Labor:</b> cross-section of medical staff.</p> <p><b>Utilities:</b> redundant/back-up power supplies.</p> <p><b>Quality of Life:</b> Location and setting of homes (beach, in-town, farmstead or up-scale development), excellent schools (public and/or private), country club access, etc.</p>  | <ul style="list-style-type: none"> <li>• With the establishment of the Medical Business Park in the southeast sector of the City, there will be adequate real estate for significant growth.</li> <li>• Quality of public schools needs to improve to help recruit medical staff to the area (and have them live within the Milford school district).</li> </ul>       |
| <b>Knowledge Worker Segment</b>          | <p><b>Real Estate:</b> small stand-alone offices, multi-tenant building, office over a store in a downtown area or converted house. Space varies from Class A, B or C from 1,500 sf up to 25,000 sf.</p> <p><b>Labor:</b> primary staff will be four-year college or above trained in a specialized discipline with support from office management and technicians.</p> <p><b>Utilities:</b> High speed internet access.</p> <p><b>Quality of Life:</b> same as above.</p> | <ul style="list-style-type: none"> <li>• Need to expand office potential in the downtown area (locate over retail businesses) and other area throughout the City.</li> <li>• Quality of life: improve schools as noted above. Enhance activities and venues for young professionals.</li> </ul>  |
| <b>Retail/Restaurant Segment</b>         | <p><b>Real Estate:</b> availability of leased space in downtown area, strip mall space and large box sites (10+ acres).</p> <p><b>Labor:</b> customer service/sales staff (primarily high school educated with ability to learn retail skills).</p>  | <ul style="list-style-type: none"> <li>• Need additional retail options in downtown (see options on page 8).</li> </ul>  |
| <b>Tourism Segment</b>                   | Will depend on specific venue.   | <ul style="list-style-type: none"> <li>• Need additional tourism venues as noted on page 9.</li> </ul>   |
| <b>Entrepreneur Segment</b>              | <p><b>Real Estate:</b> low cost space for initial business incubator and for first five years.</p> <p><b>Human Resources:</b> candidates to operate new businesses and mentors to support them.</p> <p><b>Financial Resources:</b> access to capital, loans and grants.</p>  | <ul style="list-style-type: none"> <li>• Need designated low cost space for start-up businesses.</li> <li>• Need to stimulate interest in entrepreneurship and support infrastructure.</li> </ul>  |
| <b>Retirement Segment</b>                | <p><b>Real Estate:</b> land for stand-alone housing, condos and different levels of eldercare.</p> <p><b>Medical Care:</b> access to general hospital and different specialties.</p> <p><b>Other:</b> activity and retail options for residents and guests.</p>  | Segment is reasonably resourced and will expand with the returning economy and the availability of housing product.  |

## Economic Development Strategy (Integrated Effort of the Community Organizations and Government)

The economic strategy has multiple components that focus on the following:

- Make available real estate (land/buildings) at a quantity, type and location that is commensurate with the needs of each economic segment at a cost that is competitive in the Mid-Atlantic marketplace.
- Support the equipping (awareness of opportunities, training and motivation) of the workforce to meet the needs of each economic segment.
- Seek to provide the required utilities where and when they are needed and at the quality and cost that keeps the community competitive. Provide road access to sites as required.
- Provide the organizational support to assure economic development progresses in an effective manner.
- Support the establishment of new businesses, the expansion of existing businesses and the attraction of outside businesses to the area.
- Engage in the appropriate marketing and promotion activities to stimulate interest in the community and enhance its economic segments.
- Provide internal community communications to assure residents are informed and support economic growth activities.

### Action Plan for Achieving Economic Growth

| Scope of Action Item  | Responsible  | Priority*(Timing)          |
|---|--|----------------------------|
| <b>1. Real Estate (Land and Buildings):</b> provide the quantity, type, size and level of readiness to meet needs of each economic segment.   |  |                            |
| 1.1 Secure at least 100 additional acres along the US 113 corridor for a business park. Get the park to a Shovel Ready Status and some lots to a pad ready status (see Appendix for details).   | City of Milford  | Priority: 4 (Next 2 years) |
| 1.2 Design virtual building for business park (see Appendix)  | City of Milford  | Priority: 4 (Next 2 years) |
| 1.3 Support the development of the Medical Business Park proposed in the SE portion of the City.  | City of Milford  | Priority 4/5 (as needed)   |
| <b>2. Workforce Development</b>   |  |                            |
| 2.1 Enhance relationship between local employers and high school/college educators to build a high level of awareness of local job/career opportunities within the area. <ul style="list-style-type: none"> <li>• Provide rough projections to educators as to the number and types of jobs that will be needed in the near future.</li> <li>• Communicate with students the qualifications required to secure a specific types of jobs.</li> <li>• Provide opportunities for facility tours, internships, part-time and summer employment as well as presentations at schools by local employers from different businesses/careers.</li> </ul> | <ul style="list-style-type: none"> <li>•Milford School District</li> <li>•Chamber of Commerce</li> <li>•Local employers</li> <li>•Workforce Board</li> </ul> | Priority: 5 (by fall 2011) |
| 2.2 Expand the capabilities of on-site training for local industry to include ammonia-based cooling systems, Mechatronics, etc.   | <ul style="list-style-type: none"> <li>•City of Milford</li> <li>•Local employers</li> <li>•DelTech</li> </ul>   | Priority: 3 (by 2012)      |
| 2.3 Perform feasibility study for establishing a training/conference center within the City to support local businesses and workers. (See concept on following page.)   | City of Milford  | Priority: 3 (by 2012)      |

\*Priority: 1 = lowest, 5 = highest priority.



**Proposed Training and Conference Center Within a Business Park**



Existing High School Campus

Business Park

Training & Conference Center



Conference Room With Multiple Configurations



Lecture Hall/Amphitheater for Education, Training and Community Meetings



Labs for Industrial and Medical Training



Flexible Classrooms

| Scope of Action Item  | Responsible   | Priority*(Timing)                                  |
|---|---|--|
| <b>3. Infrastructure (Utilities and Roads)</b>  |   |  |
| 3.1 Frequently (1-2 times per year) evaluate the City's electric rate structure for business/industrial customers in order to sustain competitiveness.  | • City of Milford<br>• Local utilities                        | Priority: 3 (on-going initiative)                  |
| 3.2 Provide water/sewer/power/telecom/gas at new business park sites as needed to support business growth.  | • City of Milford<br>• Local utilities                        | Priority: 5 (on-going initiative)                  |
| <b>4. Organizational Support for Economic Development</b>   |   |  |
| 4.1 Provide for a staff position to oversee the efforts of economic development within the City. This position would be on the City's payroll or part of a 501(c)3 organization. (see Appendix for job description)   | City of Milford   | Priority: 1 (address in 1Q 2011)                   |
| 4.2 Establish Economic Development Advisory Panel to guide decisions/activities related to economic development. An Advisory Panel typically has ~10 members selected to serve a 2-year term and represent different stakeholders (developers/real estate, small business, educators, City government, religious community, retirees, bankers, major employers, state economic development, Chamber, etc.). | City of Milford   | Priority: 5  |
| <b>5. Support New Business Start-Ups and the Expansion of Existing Businesses.</b>  |   |  |
| 5.1 Establish a Junior Achievement program locally to build awareness and basic skills of entrepreneurship among local students.  | • Milford School Dist.<br>• Jr. Achievement                   | Priority: 5 (by fall 2011)                         |
| 5.2 Leverage the entrepreneurship program at DelTech in Georgetown, complement with a SCORE program utilizing some local retirees experienced in specific businesses and access to state-level resources/web sites.   | • City of Milford<br>• DelTech<br>• Chamber of Com.           | Priority: 4 (by fall 2011)                         |
| 5.3 Provide access to low cost space for start-up companies. Note: First State Manufacturing has an interest in helping small businesses start-up new product lines that are marketed to government agencies. There could be some available space within their new facility.  | • City of Milford<br>• Local developers<br>• First State Mfg. | Priority: 3 (formal ID of properties by June 2011) |
| 5.4 Provide access to low cost loans to stimulate new business growth in the City.  | • Local banks<br>• Angel networks                             | Priority: 3 (ongoing)                              |
| 5.5 Meet with existing businesses semi-annually to determine resource needs to support their growth and competitiveness.  | • City of Milford   | Priority: 5 (establish routine in 1Q 2011)         |
| 5.6 Support the expansion of additional shops/venues in the downtown area, including a bookstore, office supply, hobby shop with craft courses, unique gift shops, old time general store, ship building museum and boat building school, amphitheater along river east of downtown, etc.   | • Milford Downtown, Inc.                                      | Priority: 5 (ongoing)                              |
| 5.7 Support development of additional hiking/biking trails and a guide for biking back roads throughout the area.   | • City of Milford<br>• Chamber of Com.                        | Priority: 3 (ongoing)                              |

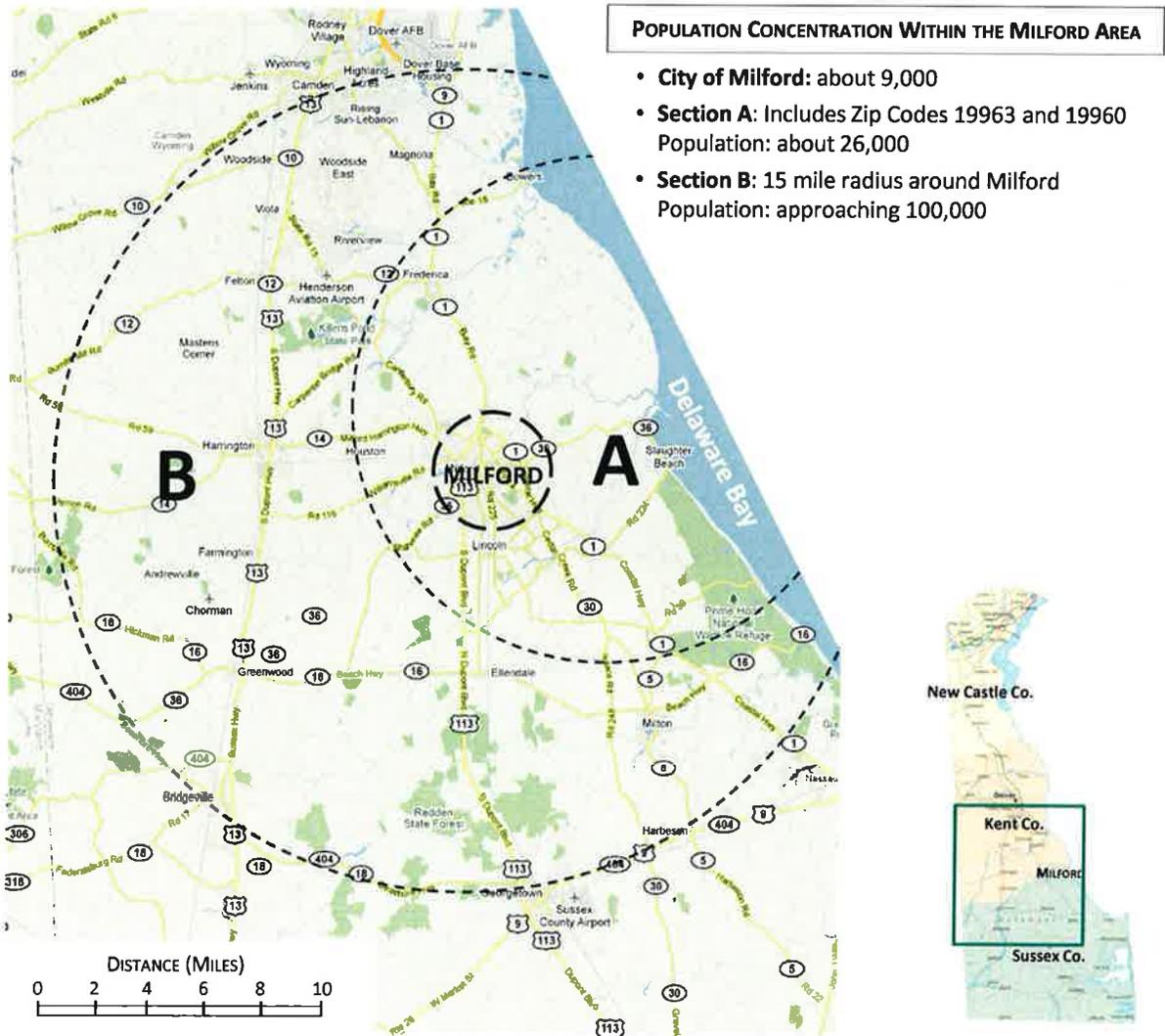
\*Priority: 1 = lowest, 5 = highest priority.

| Scope of Action Item  | Responsible  | Priority*(Timing)                 |
|---|--|-----------------------------------|
| <b>6. Marketing, Promotion and Internal Communications</b>  |  |                                   |
| 6.1 Develop a community profile for promoting the area to major retailers, potential manufacturing employers and to the State.  | City of Milford<br>Moran, Stahl & Boyer                      | Priority: 4 (Dec 15, 2010)        |
| 6.2 Issue community profile via e-mail to targeted companies and contacts at the State.   | City of Milford  | Priority: 4 (1 Q 2011 to State)   |
| 6.3 Work with the State in a program for direct marketing and trade show participation, site consultant/broker visits, etc.   | City of Milford  | Priority: 4 (on-going initiative) |
| 6.4 Engage in an outreach to new and recently arrived residents to the community through a "welcome basket" with information on the City and its long-term plans, coupons/samples from area shops, and a list of ways to get involved in the community. | City of Milford  | Priority: 4 (initiate fall 2011)  |
| 6.5 Establish a "Newcomers Group" that has monthly luncheons and presentations by different organizations within the community.   | City of Milford<br>Chamber of Com.<br>Milford Downtown, Inc. | Priority: 4 (initiate fall 2011)  |
| 6.6 Establish a "Citizens' Forum" that allows individuals to provide constructive ideas, "vent" their concerns to the City and its officials, and get a heads-up on what is going on in the community.  | City of Milford  | Priority: 5 (initiate fall 2011)  |

\*Priority: 1 = lowest, 5 = highest priority.

**■ COMMUNITY PROFILE**

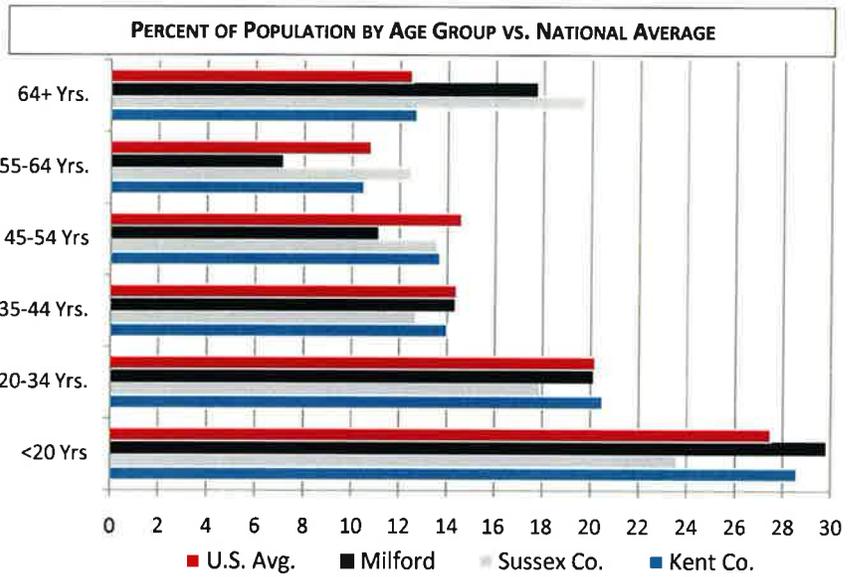
The population of the City is currently at nearly 9,000 residents, up from 6,700 in 2000. Growth has been robust, particularly among retirees and pre-retirees up until the housing market crash beginning in 2008. Within the 19963 and 19960 zip codes (area "A") below there are approximately 26,000 residents and nearly 100,000 within a 15 mile radius of Milford, taking in areas just south of Dover, northern portion of Georgetown and portions of Bridgeville.



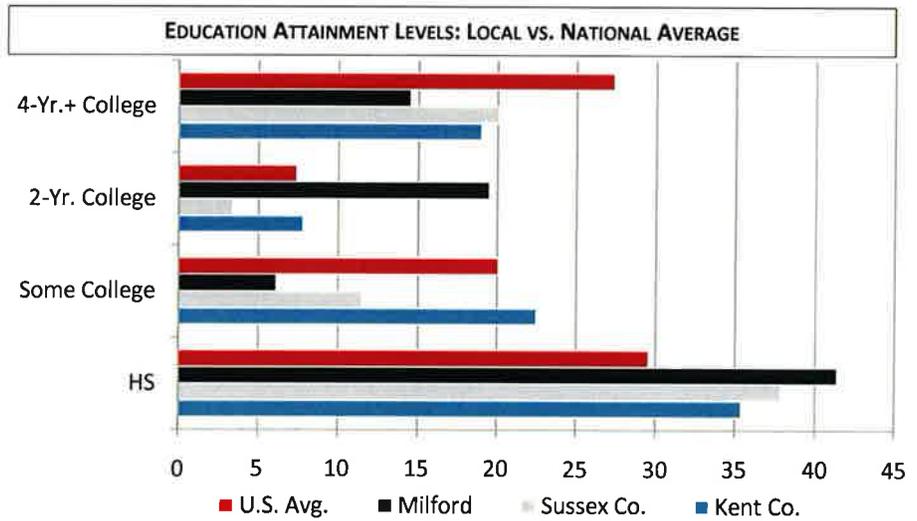
Sussex County and the City of Milford have very high 65+ years age brackets.

The City also has a high <20 year old bracket.

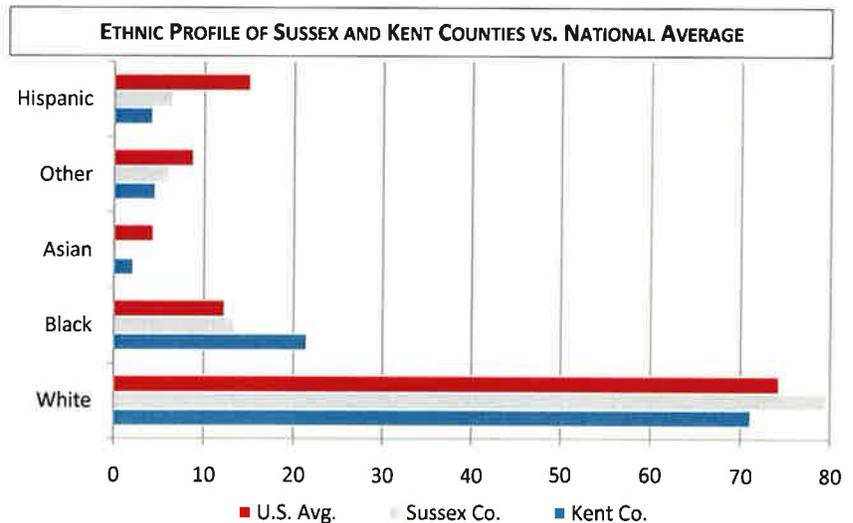
The key bracket viewed by prospective companies is the 20-34 year olds and the local percentage is at national average (which is good).



High school attainment is very high while 4-year college is low, which is reflective of the rural area.



The local Hispanic/Latino population expands as the jobs are available in agriculture and food processing.



## Economic History of Milford, DE

Local history provides a perspective on how the community has sustained itself over its period of existence.

Henry Bowan first settled on the northern bank of the Mispillion in an area known as the Saw Mill Range.

The Reverend Sydenham Thorne builds a dam across the Mispillion River to power a grist and saw mill.



Stately homes were built including "The Towers" that was built in 1783 and remodeled in 1891.



The City of Milford is incorporated in 1807.

Fruit drying equipment was manufactured in Milford from 1860 – 1875.

LD Caulk began producing dental materials in 1877.

Wilson M. Vinyard established the Vinyard Shipyard in 1896 on the south bank of the Mispillion River. During WW I, the shipyard produced diesel-powered tugs and three sub chasers and during WWII was retrooled to build 14 sub chasers.



SC 1497  
Built 1942



Augusta  
Built 1927

Vinyard Shipyard also produced a line of pleasure craft. In 1996, Sudler Lofland re-established the shipyard and has restored several of the original yachts.

1680

1690

1700

1710

1720

1730

1740

1750

1760

1770

1780

1790

1800

1810

1820

1830

1840

1850

1860

1870

1880

1890

1900

1910

1920

1930

1940

1950

1960

1970

1980

1990

2000

2010



Large stands of white oak trees could be found throughout the area.

The local ship building industry was flourishing in the 1770's and brought prosperity to the area through the 1920's. The City would eventually have six shipyards and produce 600 wooden ships.



S/V Albert F. Paul  
735 tons  
Built 1917

In 1917, the William G. Abbott Shipyard built the largest ship in Milford, the four-masted, 174' long Albert F. Paul that was eventually sunk by a German U-Boat in 1942 while hauling salt from the Turks Island to Baltimore.

Once the shipyards began to shut down, the area became a commercial center for large agricultural industry in Southern DE. Several canneries were established to process peas, beans and other field crops.



The small wooden spoons used with ice cream cups were also produced here.



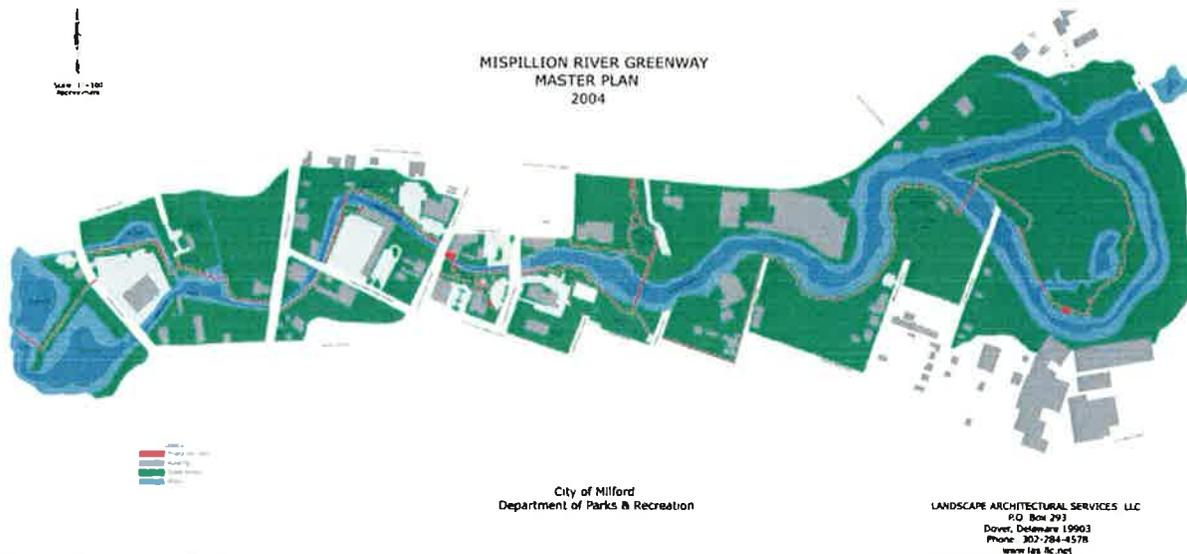
Over the past 30 years a number of manufacturing firms have been established in the area that has diversified the economy.

Since 2000, there has been an influx of retirees and pre-retirees from NY/NJ/PA to the area due to low cost and attractiveness.

## Overall Strengths and Challenges of the Area for Sustaining/Attracting/Stimulating Business

### Strengths of Area for Stimulating Economic Activity

- Geographic positioning with access to major East Coast markets.
- Cost of labor and overall cost of doing business is favorable compared with other locations within the Mid-Atlantic Region.
- Success of the business community and the support from the Chamber of Commerce.
- Local government (administration) that seeks to continuously improve delivery of services and support for local business.
- Access to local healthcare services (that are expanding).
- Local school district seeking to improve quality of schools through better facilities, teachers and leaders and engaging the students and their families to achieve higher performance in behavior, attitude and outcome.
- Existing profile of manufacturing, distribution, retail and professional/medical services to support new growth.
- Local company experience in contracting with government agencies is an important skill for future business expansion opportunities.
- Proximity to the beach and access to the Mispillion River for recreational activities; including the Mispillion River Greenway.



### Challenges of Area for Stimulating Economic Activity

- The negative perceptions of economic growth as viewed by the emerging/expanding local segment of retirees and their attempts to block most projects.
- A need for a consistent message by the City Council on the support of specific projects and the implementation/interpretation of the Comprehensive Land Use Plan.
- Aligning the jobs of the future that will be available in the area with the career plans of the next generation. A misalignment results in a significant loss of young adult residents and a diminishment of the labor force needed to attract/retain business.
- Having adequate spousal employment options to make the area attractive to working professionals.
- The need for a well defined and enforced historic preservation ordinance that assures the evolving quality of the downtown area architecture and overall “quality of place”.
- Road access from Milford to the west follows a two-lane road for most of the route through the Eastern Shore Region. State Route 1 north is a limited access highway but not an interstate and would not be identified through a GIS mapping scan focused on interstate access.
- Current performance ratings of Milford High School and Middle School will be a potential issue for families with school-age children considering a relocation to the area.

**■ ECONOMIC SEGMENT ANALYSIS**

The section provides details on each of the following economic segments in order to analyze what are those segments with the highest potential.

- Technology Product Segment (Manufacturing)
- Warehousing Segment
- Knowledge Worker Segment (Professional, Scientific and Technical Services)
- Healthcare Segment
- Retail/Restaurant Segment
- Cultural/Education Services Segment (Not Including Public School System)
- Tourism Segment
- Retirement Segment
- Entrepreneur Segment
- Agriculture Segment

### Technology Product Segment (Manufacturing)

| Major Employer            | Employment | Scope of Business                  | Expansion Potential |
|---------------------------|------------|------------------------------------|---------------------|
| Perdue Farms              | 1,000+     | Chicken processing                 | Limited             |
| Dentsply/Caulk            | 250-499    | Dental supplies/materials          | Moderate to high    |
| Baltimore Air Coil        | 250-499    | Cooling/condensing equipment       | Moderate            |
| Seawatch International    | 100-249    | Seafood processing                 | Limited             |
| First State Manufacturing | 50-99      | Seat cushions, other sewn products | High                |
| Growmark FS               | 20-49      | Fertilizer manufacturer            | Limited             |
| Mohawk Electrical Systems | 20-49      | Electrical components              | High                |
| Atlantic Concrete Company | 20-49      | Ready-mix concrete                 | Moderate            |

#### Potential Growth Opportunities

Opportunity to leverage existing industry presence locally and throughout the state as well as the local knowledge of marketing to multiple levels of government. Being a relatively remote area (not near an interstate), potential growth will come primarily from local company expansions, from situations where company owners select the area for personal reasons (e.g., quality of life or familiar with the area), access to low operating costs and similar reasons. Potential product lines include:

- High value plastic parts, components and finished products.
- Metal fabricated parts and components.
- High value fabric-based products and components.
- Other military products and components.
- Product that supports or is derived from agriculture.
- Medical devices.
- Product derivatives from advanced DuPont materials.

#### Resource Requirements

|                |   |
|----------------|---|
| Real Estate    | Smaller businesses (25,000 to 100,000 sf) prefer to lease a building with an option to buy. Larger buildings or specialized operations tend to build and own a building and seek out sites that are shovel or pad ready.  |
| Labor          | Common needs include HS grads with good math and reading skills, can work in teams, are drug free and willing to learn new skills. Higher skilled jobs include computerized machine operators, assemblers, fabricators, inspectors/quality specialists, and multi-skilled maintenance staff (aka Mechatronics). |
| Utilities      | Higher electric power users seek power costs <8.5 cents per kWh. Some operations require natural gas. Most operations are seeking high speed internet for data and information transfer.  |
| Transportation | Access to trucking services, some operations (such as larger plastics molding firms) require rail access.   |

#### Strategy to Expand Segment

- Support the expansion of existing businesses by identifying and meeting resource needs.
- Facilitate the start-up of new businesses.
- Have sites available from 5 acres to 50 acres in size that are at a high level of readiness.
- Develop a resource profile and web site to market area to potential companies relocating to the region.
- Seek solutions to lower power costs.

**Warehousing Segment**

| Major Employer                   | Employment    | Scope of Business                 | Expansion Potential |
|----------------------------------|---------------|-----------------------------------|---------------------|
| Burris Logistics (HQ/operations) | 1,000+        | Food/retail warehousing/transport | Limited in Milford  |
| US Cold Storage                  | 20-49         | Cold storage for Perdue, others   | Limited in Milford  |
| Transportation Companies         | Various sizes | Regional/long haul transportation | Limited in Milford  |

**Potential Growth Opportunities**

- Opportunities to distribute to Sussex County, other Eastern Shore areas and the markets to the north and south.

**Resource Requirements**

|             |  |
|-------------|--|
| Real Estate | Sites with 25 to 100 acres in close proximity to US 113 and SR 1.                  |
| Labor       | Material handling, operation/maintenance of automated equipment, general laborers. |
| Utilities   | Reasonable energy costs, high speed internet for data transmission.                |

**Strategy to Expand Segment**

- Have large sites that are shovel ready for new facility construction.
- Provide training resources that support material handling and operation/maintenance of automated.



## Knowledge Worker Segment (Professional, Scientific and Technical Services)

| Type of Service                                   | Number of Employers by Employment Level |       |       |       |         |         |         |
|---|---|-------|-------|-------|---------|---------|---------|
|   | <10                                     | 10-19 | 20-49 | 50-99 | 100-249 | 250-499 | 500-999 |
| Legal Services                                    | 4                                       | 1     |       |       |         |         |         |
| Tax, CPA and Other Accounting Services            | 9                                       | 1     |       |       |         |         |         |
| Architectural, Engineering, Surveying and Related | 1                                       | 1     | 1     |       |         |         |         |
| Interior, Industrial and Graphic Design           | 1                                       |       |       |       |         |         |         |
| Computer Systems Design and Related Services      | 3                                       |       |       |       |         |         |         |
| Management, Scientific and Technical Consulting   | 5                                       |       |       |       |         |         |         |
| Scientific R&D Services                           |   |       |       |       |         |         |         |
| Advertising, PR and Related Services              | 3                                       |       |       |       |         |         |         |
| Marketing Research, Photography, Other Services   | 1                                       |       |       |       |         |         |         |
| Veterinary Services                               | 1                                       | 1     |       |       |         |         |         |

### Potential Growth Opportunities

- Reflection of overall local population and business growth (market opportunities to serve local clients).
- Desire for individuals and small companies to locate in the area for quality of life considerations.

### Resource Requirements

|                 |   |
|-----------------|---|
| Real Estate     | Lease of small stand alone offices, multi-tenant building, office over a store in a downtown area or converted house. Space varies from Class A, B or C from 1,500 sf up to 25,000 sf.                    |
| Labor           | Primary staff will be four-year college or above trained in a specialized discipline with support from office management and technician staff for engineers/architects and other professional businesses. |
| Utilities       | High speed internet is a strong need for data/file transfer.  |
| Quality of Life | Location and setting of homes (beach, in-town, farmstead or up-scale development), excellent schools (public and/or private), country club access, etc.   |

### Strategy to Expand Segment

- Market the area to area graduates seeking to return as well as to those staying at the beach and via newspapers (e-papers) and web sites that serve the major metro areas in the Mid-Atlantic Region.



## Health Care Segment

| Type of Service                                      | Number of Employers by Employment Level |       |       |       |         |         |         |
|--|---|-------|-------|-------|---------|---------|---------|
|  | <10                                     | 10-19 | 20-49 | 50-99 | 100-249 | 250-499 | 500-999 |
| General Hospital (Bayhealth Medical Center)          |   |       |       |       |         |         | 1       |
| Offices (physicians, dentists, optometrists, etc)    | 50                                      | 8     | 4     |       |         |         |         |
| Outpatient Services (imaging centers, dialysis, etc) | 2                                       | 1     | 2     |       |         |         |         |
| Medical Laboratories                                 | 1                                       |       |       |       |         |         |         |
| Home Healthcare Services                             | 1                                       |       | 1     |       |         |         |         |
| Ambulance Services                                   |   |       | 1     |       |         |         |         |
| Residential Care Facilities                          | 4                                       | 4     | 0     | 1     |         |         |         |
| Family Services (child care, vocational rehab, etc.) | 14                                      | 6     | 4     |       |         | 1       |         |

### Potential Growth Opportunities

- Bayhealth Medical Center is undergoing an expansion to increase capacity of existing services.
- Local clinics, labs, and multi-stage eldercare will expand in proportion to age 55+ population growth.
- Potential for a regional specialty center to serve Kent and Sussex Counties in Delaware and portions of Eastern Shore Maryland.

### Resource Requirements

|             |   |
|-------------|---|
| Real Estate | Specialized medical facilities and offices with examination rooms.                    |
| Labor       | Doctors, PA's, nurses, medical technicians, clerical/reception and maintenance staff. |
| Utilities   | Redundant/back-up power supplies.   |

### Strategy to Expand Segment

- Have sites available for medical facilities
- Local/regional training of nurses, medical technicians, clerical/reception and maintenance staff.
- Support Bayhealth Medical and other developers/operators in receiving the permits and utilities required in a timely manner.
- Communication tool on sites, specialty buildings and available talent.



## Retail/Restaurant Segment

| Type of Retailer                               | Number of Employers by Employment Level |       |       |       |         |         |         |
|--|---|-------|-------|-------|---------|---------|---------|
|  | <10                                     | 10-19 | 20-49 | 50-99 | 100-249 | 250-499 | 500-999 |
| Vehicle-Related (Car/boat/parts/tires)         | 5                                       | 5     | 5     | 1     | 1       |         |         |
| Furniture and Flooring                         | 4                                       |       |       |       |         |         |         |
| Home Appliances/Electronics/Computers          | 6                                       | 1     |       |       |         |         |         |
| Hardware, Paint, Building Materials            | 7                                       | 1     | 3     |       |         |         |         |
| Nursery/Garden Center                          | 2                                       |       | 1     |       |         |         |         |
| Grocery Stores/Warehouse Clubs                 | 1                                       | 2     | 1     | 1     |         | 1       |         |
| Convenience Stores/Gas Stations w/ Con. Stores | 13                                      | 2     | 2     |       |         |         |         |
| Other Gas Stations                             | 2                                       |       |       |       |         |         |         |
| Clothing/Shoe Stores                           | 5                                       |       | 1     |       |         |         |         |
| Health-Related Stores                          | 9                                       | 2     | 1     |       |         |         |         |
| Beer, Wine and Liquor                          | 4                                       |       |       |       |         |         |         |
| Florists                                       | 3                                       |       |       |       |         |         |         |
| Gift, Novelty and Souvenir                     | 2                                       |       |       |       |         |         |         |
| Pet and Pet Supplies                           | 1                                       |       |       |       |         |         |         |
| Electronic Shopping                            | 2                                       |       |       |       |         |         |         |
| Full Service Car Wash                          |   |       | 1     |       |         |         |         |
| Bicycles and Other Sports Equipment            | 1                                       |       |       |       |         |         |         |
| Heating Oil/LPG                                | 3                                       |       |       |       |         |         |         |

### Potential Growth Opportunities

- Bookstores (discount/specialty) in conjunction with a coffee shop/bakery and wi-fi access.
- Sports equipment (kayaks, golf equipment, softball/baseball, hiking, etc.), both sale and rental.
- Office supply/art supply/craft and hobby/card store (offer craft lessons and sell supplies).
- Additional big box as population expands (Kohls, Target, Lowes/Home Depot, etc.).
- Additional gift shops with picture framing capability.
- Other food shops/restaurants: Mexican (downtown), classic diner, Thai/Asian, more upscale/unique restaurant, ice cream/yogurt, soup/sandwich, healthy/energy drinks/foods, etc.

### Resource Requirements

|             |   |
|-------------|---|
| Real Estate | Have retail available in a downtown setting, strip mall space and large box sites (10+ acres).<br>Smaller retailers lease space while the larger chains lease or buy. |
| Labor       | Customer service/sales staff (primarily high school educated with ability to learn retail skills)   |

### Strategy to Expand Segment

- Develop a business opportunity committee within Downtown Milford, Incorporated to identify, recruit or start-up additional businesses in the downtown area.
- Identify and prep sites for big box stores and develop a promotional package on the site and area demographics.

**Cultural/Education Services Segment (Not Including Public School System)**

| Organization/Institution                  | Description  |
|---|--|
| Mispillion Art League                     | Art classes, exhibitions and other events at the Riverwalk Center for the Arts.  |
| Delaware Music School                     | Music education for all ages in voice and instruments.   |
| Delaware Technical and Community Colleges | Closest campus is in Georgetown, about 15 miles to the south (see program offerings under Education in Section 5 of the report). |

**Potential Growth Opportunities**

- MBA program offered in the community and via the internet.
- Industrial training programs offered at employers site, including: ammonia-based cooling systems, Mechatronics maintenance training,
- Local nursing school (partner with Delaware State University).
- Local training center for manufacturing and other programs.

**Resource Requirements**

|             |  |
|-------------|--|
| Real Estate | Establish community training facility and conference center for education and business activity. |
| Labor       | Will vary depending on cultural venue.   |

**Strategy to Expand Segment**

- Establish a training facility with meeting/conference rooms within the community
- MBA program offered in the community and via the internet.
- Industrial training programs offered at employers site, including: machine tool set-up and operations, ammonia-based cooling systems, Mechatronics maintenance training,



## Tourism Segment

### Major Destinations/Events/Accommodations (Tourism Drivers)

| Destination/Event      | Description/Comments  |
|------------------------|---|
| Museums                | Milford Museum of local history   |
| Golf Courses           | Shawnee Country Club  |
| Bowling Lanes          | Milford Bowling Lanes   |
| Marinas                | Cedar Creek Marina  |
| Historic Downtown Area | Downtown Milford (shopping, music, art, food, River Walk Area, etc.)  |
| Bed & Breakfasts       | Causey Mansion, Towers Bed and Breakfast  |
| Chain Hotels           | AmeiInn, Super 8 and Hampton Inn  |
| Major Events           | <ul style="list-style-type: none"> <li>• Bug and Bud Festival (April)</li> <li>• CCGM Golf Classic (June)</li> <li>• Riverwalk Freedom Festival (September)</li> <li>• Holiday Auction/Tastes of Milford (November)</li> <li>• Milford Holiday Stroll (December)</li> </ul> |
| Theater                | Riverfront Theater (Second Street Players)  |
| Nature Centers/Trails  | Abbotts Mill Nature Center and historical site; Riverwalk   |
| Access to Beaches      | Slaughter, Broadkill and Lewes Beaches  |

### Potential Growth Opportunities

- Boat/ship building museum with a boat building school.
- Additional walking trails as well as bike trails.
- Layout of bike tours on back roads (with description of points of interest).
- Build an amphitheater along the river east of downtown.
- Additional events, such as: monthly downtown concerts, bike races, triathlon (running, biking and canoe or kayak), additional craft fairs, "Taste of Milford", etc.

### Strategy to Expand Segment

- Discuss the opportunity of a boat/ship building museum a small craft boat building/repair school with Milford Shipyard (Sudler Lofland).
- Develop a bike trail/bike touring promotion committee as part of the Chamber.
- Establish a committee to identify, establish and promote 2-3 additional events to bring residents/tourists to the downtown area.

Photos of current Milford Shipyard.



## Retirement Segment

### Description of Segment

The retirement segment is more of an overlay of multiple segments driven by the expanded presence of pre-retirees and retirees relocating to the area. Segments that are impacted by retirees include:

- Housing construction and renovation (stand alone, condos, housing with access to different levels of care).
- Access to health care (general and specialty services).
- Retail (grocery, drug, crafts/hobbies, gifts for family, etc.)
- Activity venues (community center, restaurants, walking places, clubs/meetings, museums, etc.) for the residents and their guests (family and friends).
- Transportation for older residents.

### Potential Growth Opportunities

Once the economy expands and the issue of selling houses in NJ/NY/PA is resolved, the influx of retirees will continue as long as the housing availability exists in the area.

### Strategy to Expand Segment

The strategy will depend on how large of a segment does the community want it to become. Managing the rate of housing construction will be a method of controlling the growth rate.

## Entrepreneur Segment

### Description of Segment

The entrepreneur segment is also more of an overlay on other segments that is focused on early stage business development for the following typical types of businesses:

- Technical businesses (software, engineering, architecture, etc.)
- Communications
- Retail
- Other services
- Niche manufacturing for a specific product

### Potential Growth Opportunities

Limited only by the creativity and motivation of the local residents.

### Strategy to Expand Segment

Make available the following resources:

- Courses and seminars in entrepreneurship (how to write and execute a business and marketing plan).
- Have low cost space available for start-up firms to reside (the co-location of firms can be a critical factor in their success).
- Provide access to some types of loans, investment capital, grants, etc. to support start-up process.
- Provide mentors for new business owners to coach and support their business decisions.

## Agriculture Segment

### Description of Segment

The agriculture segment represents a mature segment that includes the following activities:

- Farms raising poultry, other livestock and/or field crops.
- Feed, fertilizer, fuel and pesticide providers.
- Equipment and other supplies providers.
- Financial providers.
- Crop/live stock processors and warehousing.

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### Potential Growth Opportunities

As the local agricultural economy stands, it is fairly mature and does not have a significant growth curve unless there were to be some significant change in type of crop or livestock farmed. However, there are niche opportunities to pursue/expand that may include the following:

- Locally grown field crops for local/regional consumption (primarily on a fresh basis).
- Organically grown fruits and vegetables.

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### Strategy to Expand Segment

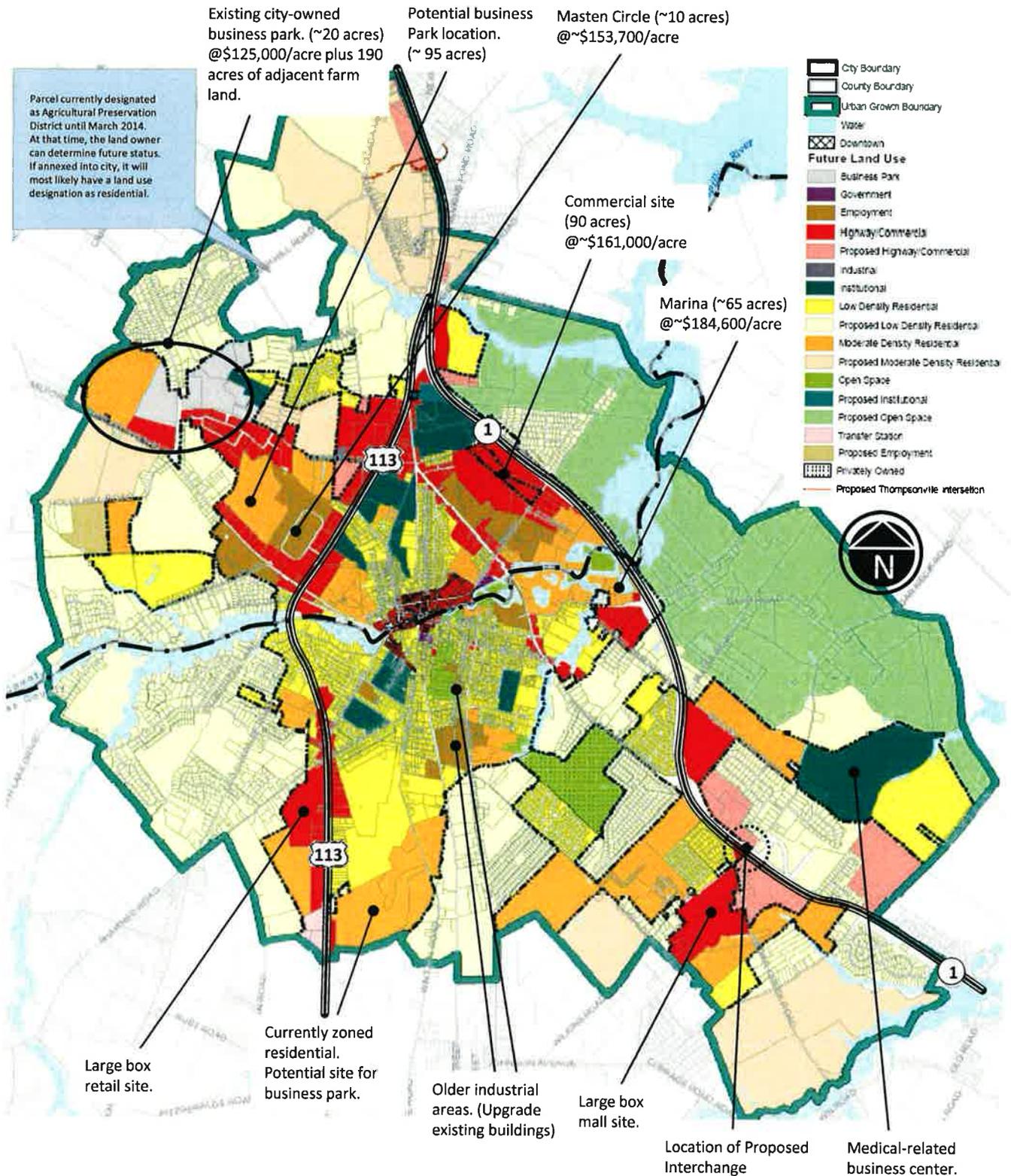
Strategy for growth focuses primarily of efficiencies of existing farm products.

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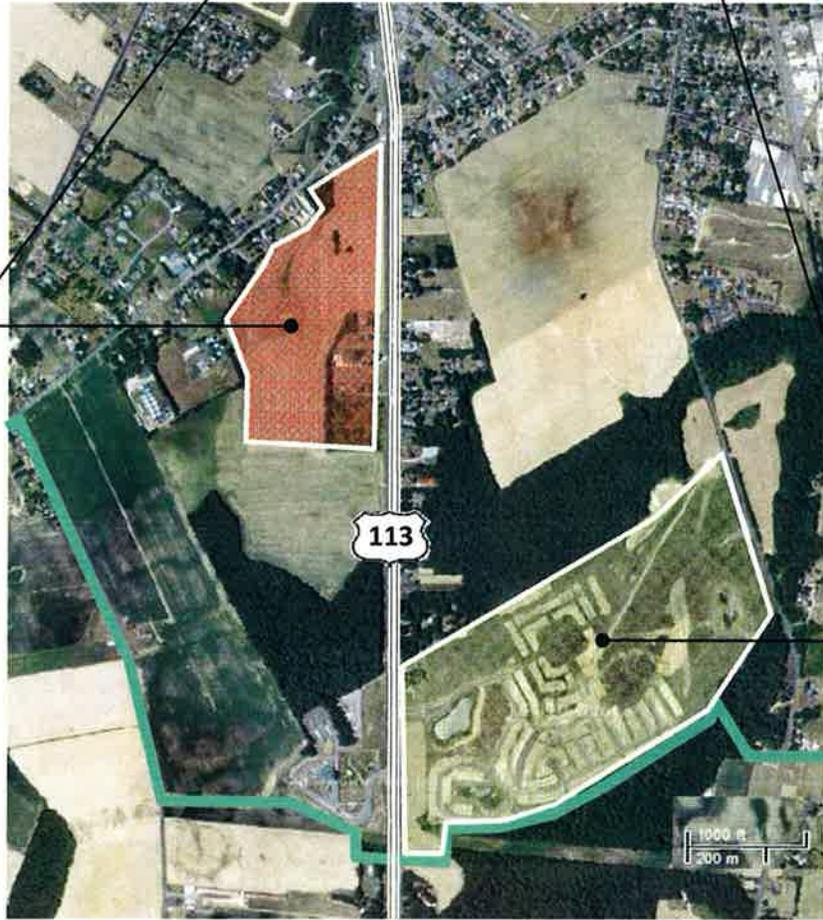
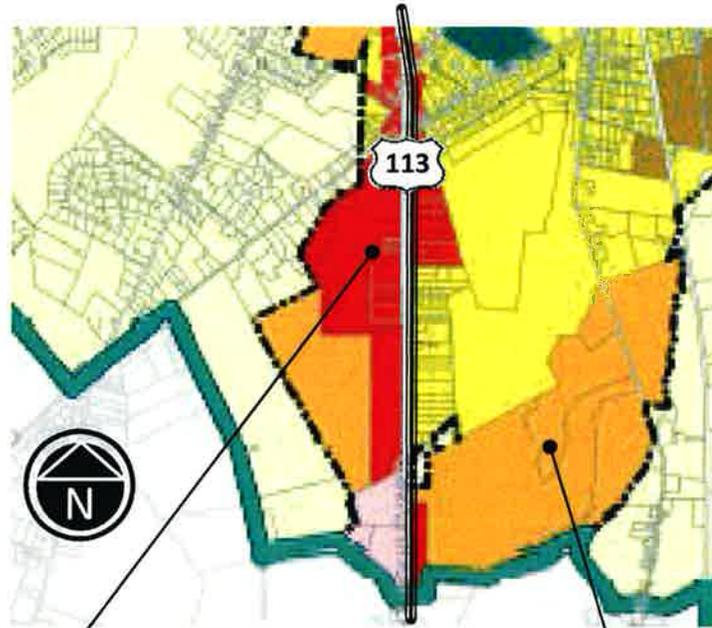
**■ Resource Assessment**

| Resource                                | Assessment  |
|---|---|
| <b>Real Estate (Land and Buildings)</b> | Most of the available land within the City limits is designated residential or commercial. There needs to be an additional 100+ acres set aside as a business park for light industrial. Some lots will need to be shovel ready and pad ready as well as a virtual building designed (about 50,000 sq. ft.) to improve the level of site readiness.   |
| <b>Labor Cost and Availability</b>      | Labor cost is competitive but the preparation of the labor force needs to improve to meet new demands. There may also be a need to transport labor from northern Delaware in the near future to supplement the local labor force.   |
| <b>Education Resources</b>              | <p>The typical high school graduate that has a potential to enter the manufacturing workforce needs to have enhanced math/reading skills to support the technologies that are utilized locally.</p> <p>The high school and middle school ratings and statistics are not positive and will not attract families seeking a “high quality” education.</p> <p>Delaware Tech has a variety of business programs to support industry but the technical programs are limited. Most support to industry will be in the form of the delivery of a specific course rather than a degree-oriented program.</p> |
| <b>Energy Cost</b>                      | Energy cost is perceived to be high and seems high compared to other Mid-Atlantic and Southeast locations. A competitive number to be lower than is 8.5 cents per kWh that is still a few cents higher than the Southeast states.   |
| <b>Housing Availability and Cost</b>    | There is a good supply of housing within suburban neighborhoods at a broad range of price points. Most apartment complexes are in the Dover area with an average cost for 1 bedroom (\$780), 2 bedroom (\$870) and 3 bedroom (\$1,000), which is reasonable. Younger workers seek apartments in the downtown area where they have access to night life (when it exists) and meeting places.   |
| <b>Cost of Living</b>                   | The Milford area has an overall cost of living = 100 (the national average) which is significantly below regional metro areas but in-line with other smaller communities.   |

## Available Sites for Future Growth



### Land Parcels on the Southwest Portion of the City

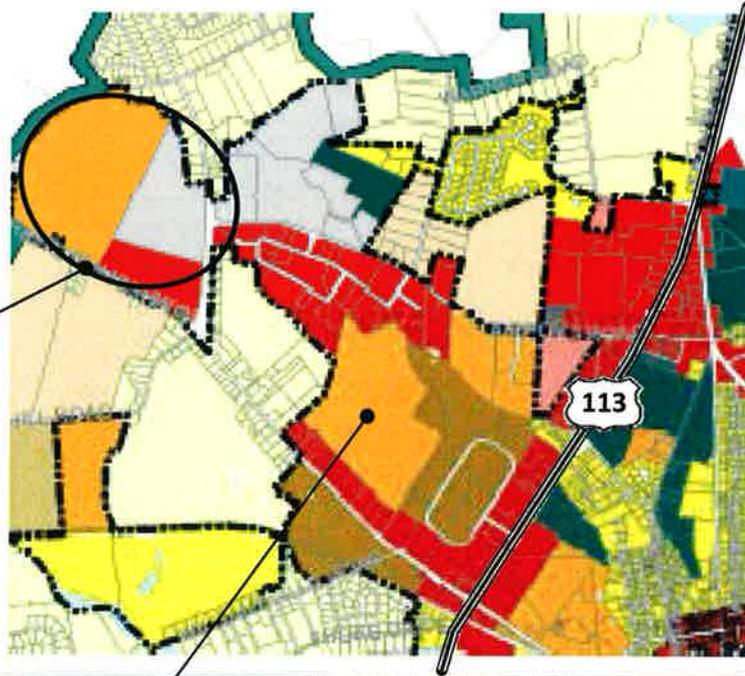


Large box retail site.  
(~45 acres)  
**Note:** heavy seasonal  
traffic would require  
traffic signal access.

Currently zoned  
residential.  
Potential site for  
business park.  
(~95 acres)

### Land Parcels on the Northwest Portion of the City

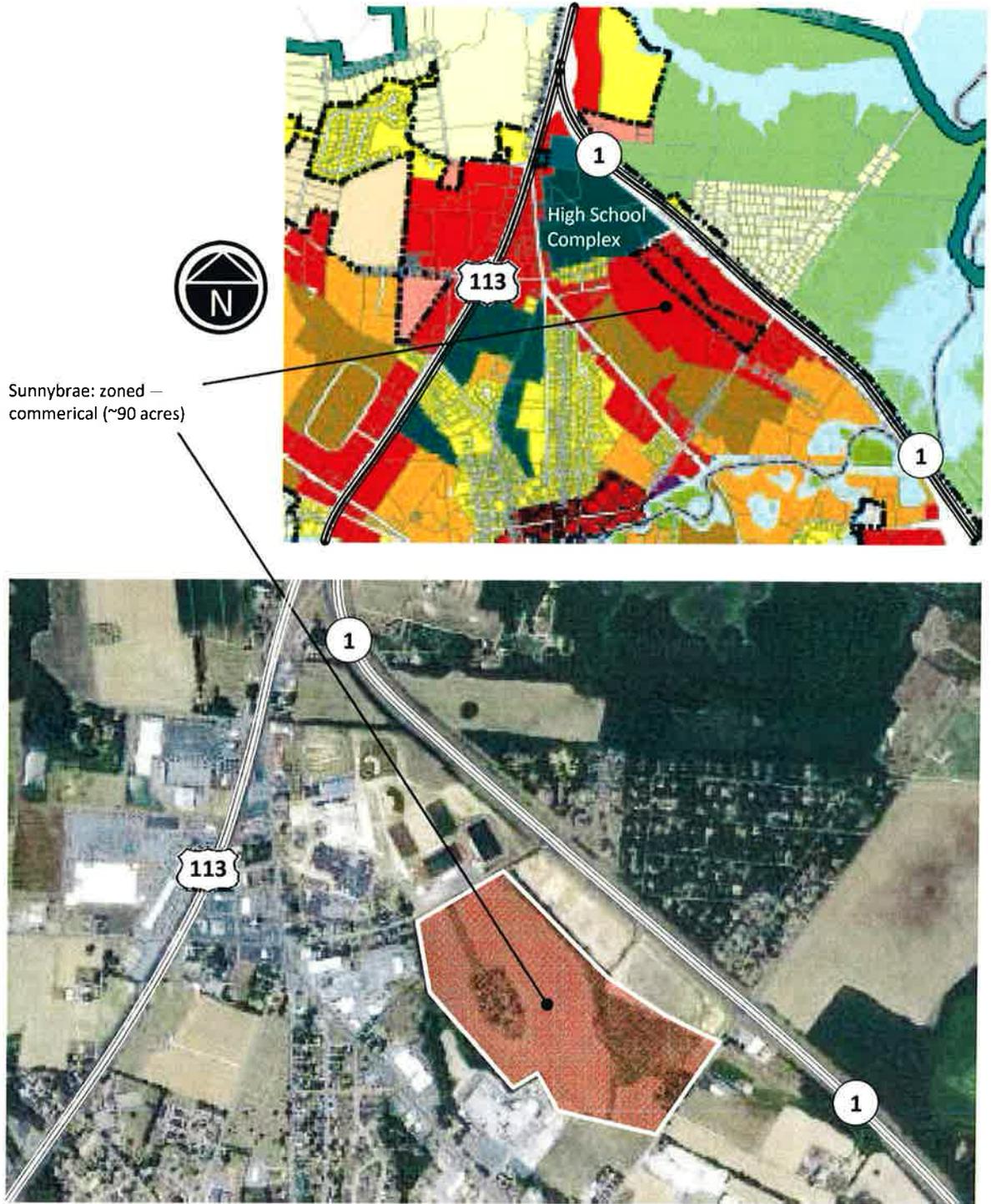
Smaller lots remaining in Milford Business Park plus 190 acres of adjacent farm land.



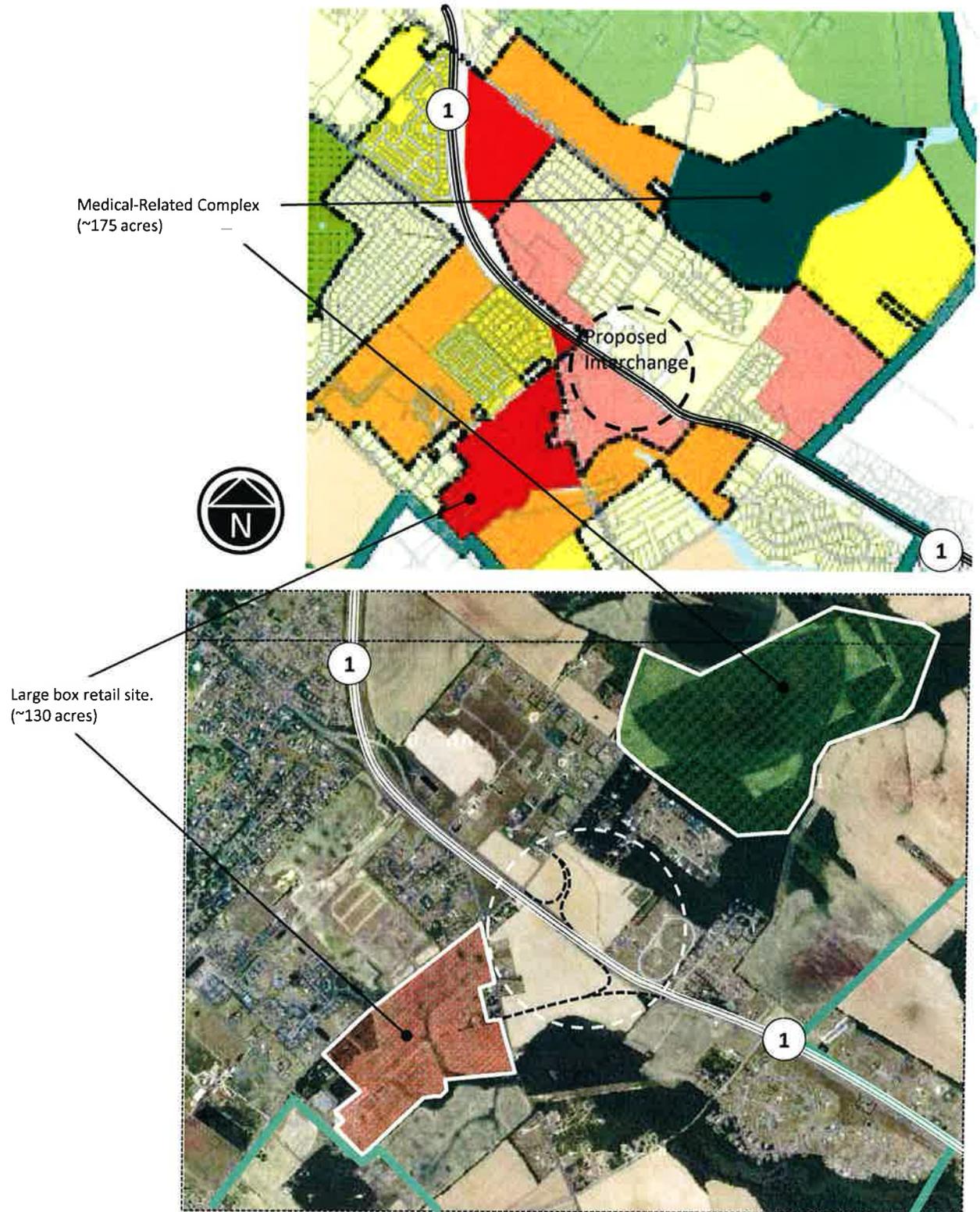
Currently zoned residential. Potential site for business park. (~95 acres)

Marsten Circle Area (~10 acres)

Land Parcels on the Northeast Portion of the City



## Land Parcels on the Southeast Portion of the City



**Level of Site Readiness is Critical**

When making real estate decisions, companies seek out options that minimize startup time and limit potential risks. If the type of facility required is relatively generic, the company will first screen the real estate listings for buildings then for building sites. If the building requirements are fairly unique (extra large site or building size, very specialized space layouts in need of high-end architectural features), the company will seek a building site. Different companies and types of operations will be attracted to different levels of readiness – from a developed site to a shell building in place to a move-in quality building.

MS&B developed a multi-level scale for determining the level of site readiness (see figure below). The scale ranges from raw land currently zoned agriculture up to a fully developed site with a building in place. Each level indicates an incremental amount of effort that reduces the time to startup for the prospective company. When a community is considering the development and marketing of a particular site, make an effort to determine what level of readiness will be needed to assure that certain types of businesses will be attracted to the site.

DESCRIPTION OF SITE READINESS LEVELS

Readiness is ultimately defined by prospective companies as the time required to obtain occupancy in a building on a site.



## Cost and Availability of Labor

| COST OF LABOR COMPARISON                 |            |          |            |           |               |              |               |
|--|------------|----------|------------|-----------|---------------|--------------|---------------|
| Job Title                                | Sussex Co. | Dover    | Wilmington | Baltimore | Salisbury, MD | Richmond, VA | Allentown, PA |
| Front Line Supervisor (51-1011)          | \$45,850   | \$58,210 | \$65,740   | \$57,520  | \$44,710      | \$54,710     | \$57,240      |
| Machinist (51-4041)                      | \$43,400   | \$58,210 | \$48,210   | \$48,280  | \$32,680      | \$40,300     | \$41,140      |
| Team Assembly (51-2092)                  | \$29,110   | \$26,750 | \$33,060   | \$30,530  | \$22,340      | \$26,580     | \$29,520      |
| Inspectors/Testers (51-9061)             | \$28,620   | \$40,200 | \$40,910   | \$40,180  | \$27,720      | \$34,860     | \$36,150      |
| Plastics/Metal Mach. Operators (51-4031) | \$33,260   | \$40,340 | \$30,100   | \$36,790  | \$28,210      | \$32,640     | \$32,530      |

### Notes:

Dover wage rates are most likely impacted by the Dover Air Force Base activities.

### Input From Local Employer Interviews

- Local workforce is good overall but the demand for employees with greater math and reading/English skills is derived from three factors: (1) increased sophistication of processes; (2) ever-expanding quality requirements; (3) safety in handling certain types of materials that requires the ability to strictly understand and follow instructions.
- The need to transport labor from the Wilmington/other points in northern Delaware may be a reality as the economy recovers and the local businesses expand.

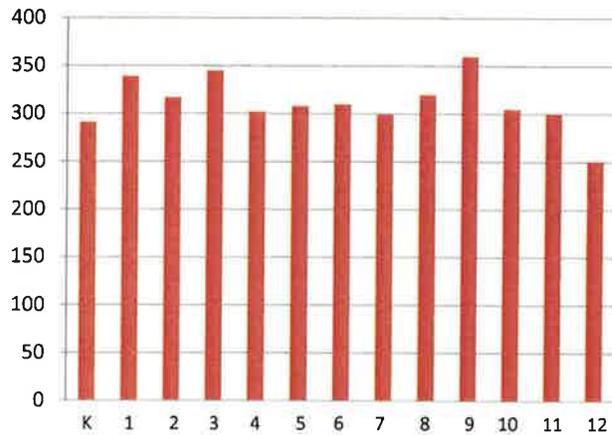
### Education: Overview on Milford School District

The community has recently invested a substantial amount into the High School campus, in particular the Milford Central Academy facility. At present, the High School is rated at the *Watch* level which is the lowest and the Middle School is rated at *Academic Progress* level - the next to lowest level. In addition, there were 988 suspensions issued to over 30% of the students last year and the SAT scores are substantially lower than national average. Parents considering a relocation to the area will be alarmed by these statistics and will consider the private school option if it fits their budget.

**ETHNIC PROFILE OF STUDENTS IN MILFORD SCHOOLS**



**ENROLLMENT BY YEAR FOR MILFORD SCHOOLS**



**SAT REASONING TEST COMPARISON (2008-2009)**

| Description      | Milford | State | National |
|------------------|---------|-------|----------|
| Math             | 476     | 485   | 525      |
| Writing          | 446     | 465   | 493      |
| Critical Reading | 461     | 479   | 501      |
| Total            | 1,383   | 1,429 | 1,509    |

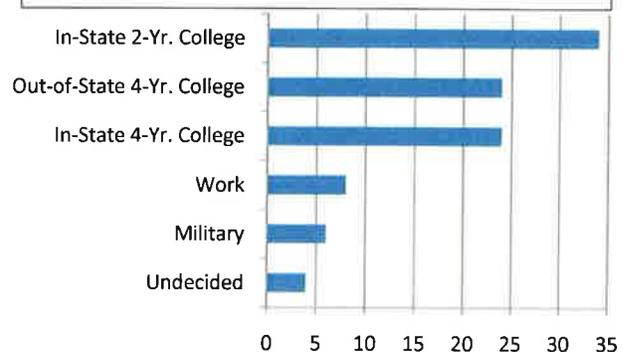
**OVERALL SCHOOL PERFORMANCE**

| School                | Current Performance Level  |
|-----------------------|----------------------------|
| Milford High School   | Academic Watch (Tier 5)    |
| Milford Middle School | Academic Progress (Tier 4) |
| Ross Elementary       | Academic Review (Tier 3)   |
| Banneker Elementary   | Superior (Tier 1)          |

**HIGH SCHOOL STATISTICS**

|                             |       |
|-----------------------------|-------|
| Total Enrollment (9-12)     | 1,190 |
| English as Second Language  | 4.8%  |
| Low Income Status           | 42.3% |
| Special Education Students  | 12.3% |
| Number of Suspensions       | 988   |
| Number of Students Involved | 375   |
| % of Students Suspended     | 32%   |

**POST GRADUATE PLANS FOR MILFORD HIGH SCHOOL SENIORS**



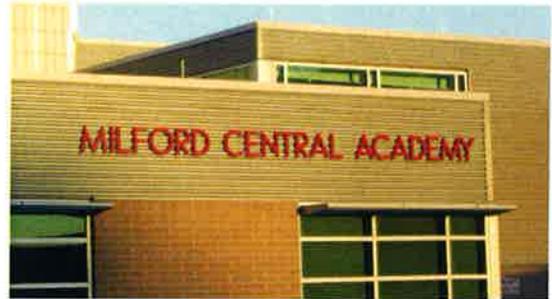
**Source:**

Delaware Department of Education web site for the Milford School District:  
<http://profiles.doe.k12.de.us/SchoolProfiles/District/Student.aspx?checkSchool=0&districtCode=18&district=Milford>

**Education: Milford High School and Central Academy Campus (cont'd)**

There has been a substantial investment in making this campus a high quality facility. Grades 8-9 attend the newly completed Milford Central Academy that shares a campus with Milford High School.

The campus encompasses nearly 70 acres and is located just west of State Route 1 on the northern section of the City of Milford.



Milford Central Academy  
(Grades 8-9)

Milford High School  
(Grades 10-12)

## Education: Delaware Technical and Community College

Delaware Tech has campus near Milford in Dover and Georgetown offering a variety of technical, business and health care-related programs at the two-year and pre-four year levels.



| Description                         | Delaware Tech Georgetown | Delaware Tech Dover |
|-------------------------------------|--------------------------|---------------------|
| Total Enrollment                    | 4,800                    | 3,400               |
| <b>Annual Graduates by Program:</b> |                          |                     |
| Agricultural Business               | 12                       | -                   |
| Accounting                          | 21                       | 15                  |
| General Business                    | 49                       | 16                  |
| Human Resources                     | -                        | 1                   |
| Management Information Systems      | 1                        | 1                   |
| Entrepreneurship                    | 2                        | 2                   |
| Construction Management             | 5                        | 1                   |
| Marketing                           | 5                        | 2                   |
| Office Management                   | 11                       | 4                   |
| Computer and Info. Sciences         | 22                       | 2                   |
| Architectural Engineering Tech.     | 15                       | 2                   |
| Civil Engineer Tech.                | 10                       | 1                   |
| Computer Systems Tech.              | 9                        | 10                  |
| Drafting/Design/CADD                | 9                        | -                   |
| Electrical/Electronics Tech.        | 3                        | 2                   |
| EMT Paramedics                      | -                        | 3                   |
| Clinical/Medical Lab Assistant      | 3                        | -                   |
| Medical/Clinical Assistant          | 2                        | -                   |
| Occupational Therapist              | 12                       | -                   |
| Physical Therapist                  | 8                        | -                   |
| Radiology Tech.                     | 13                       | -                   |
| Nurses (ASN)                        | 59                       | 76                  |
| Respiratory Tech.                   | 9                        | -                   |
| Veterinary Tech.                    | 8                        | -                   |
| Biotechnology Tech.                 | 3                        | -                   |
| Visual Arts                         | -                        | 33                  |

**Education: Delaware State University, Wilmington University and Wesley College**

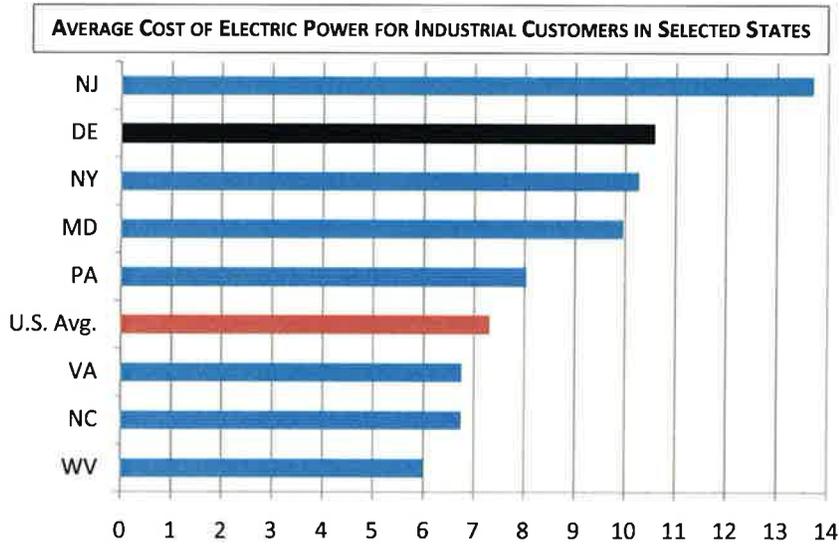
These colleges are strong in business, education and health-related professions. Wilmington University has computer science but none of the schools offer engineering.

| Description                         | DE State University | Wilmington Univ.* | Wesley College   |
|-------------------------------------|---------------------|-------------------|------------------|
| Total Enrollment                    | 3,610               | 9,650             | 2,425            |
| <b>Annual Graduates by Program:</b> | Bachelor/Masters    | Bachelor/Masters  | Bachelor/Masters |
| Agricultural Business               | 14/5                | -                 | -                |
| Accounting                          | 8                   | 57                | 9                |
| General Business                    | 73/37               | 110/129           | 89/34            |
| Human Resources                     | -                   | 33/3              | -                |
| Management Information Systems      | -                   | 23 (MS)           | -                |
| Entrepreneurship                    | -                   | -                 | -                |
| Marketing                           | -                   | 48/17             | -                |
| Computer and Info. Sciences         | 6                   | 40/5              | -                |
| Engineering                         | -                   | -                 | -                |
| Nursing                             | 21                  | 96                | 49               |
| Nursing Administration              | -                   | 33 (MS)           | 19 (MS)          |
| Visual Arts                         | 2                   | 22                | -                |

\*Includes all Wilmington University campuses.

### Energy Cost Overview

The cost of electric power is a key location selection criteria for industrial operations, particularly among the larger users. The Northeast and Mid-Atlantic regions have the highest unit power costs in the continental United States and range from 8 cents/kWh in Pennsylvania up to over 14 cents per kWh in Rhode Island.



Source: U.S. Energy Information Administration (2010)

It should be noted that the cost of energy for a given location needs to be compared with all the other operating expenses (land cost, taxes, labor, logistics, etc.) to determine the ultimate competitiveness of a location. Milford will compare well with NJ, NY, major metro areas in PA, MD and Northern VA but not in more remote/smaller towns in PA (Bethlehem/Allentown, Lancaster and York), or in Richmond and other parts of VA and the Southeast.

## Housing Availability

There is a good supply of housing within suburban neighborhoods at a broad range of price points. Most apartment complexes are in the Dover area with an average cost for 1 bedroom (\$780), 2 bedrooms (\$870) and 3 bedrooms (\$1,000).



|              |                     |
|--------------|---------------------|
| Asking Price | \$599,000           |
| Size of Home | 3,800               |
| Size of Lot  | 1.28                |
| No. Bedrooms | 4                   |
| No. Baths    | 3                   |
| Age of Home  | 14 years (upgraded) |



|              |           |
|--------------|-----------|
| Asking Price | \$359,900 |
| Size of Home | 3,363 sf  |
| Size of Lot  | 0.67 acre |
| No. Bedrooms | 4         |
| No. Baths    | 3         |
| Age of Home  | 5 years   |



|              |           |
|--------------|-----------|
| Asking Price | \$284,900 |
| Size of Home | 2,722     |
| Size of Lot  | 0.87      |
| No. Bedrooms | 4         |
| No. Baths    | 2.5       |
| Age of Home  | 5 years   |



|              |           |
|--------------|-----------|
| Asking Price | \$248,485 |
| Size of Home | 1,937     |
| Size of Lot  | 0.25      |
| No. Bedrooms | 4         |
| No. Baths    | 2.5       |
| Age of Home  | New       |



|              |           |
|--------------|-----------|
| Asking Price | \$199,000 |
| Size of Home | 2,215     |
| Size of Lot  | 0.4       |
| No. Bedrooms | 4         |
| No. Baths    | 2.5       |
| Age of Home  | 4 years   |



|              |           |
|--------------|-----------|
| Asking Price | \$164,686 |
| Size of Home | 1,278     |
| Size of Lot  | Condo     |
| No. Bedrooms | 3         |
| No. Baths    | 2         |
| Age of Home  | New       |

**Source:**  
Realtor.com (2010)

### Cost of Living Index Comparison

Milford's Cost of Living Index is just at the national average but significantly lower than Washington, DC, northern NJ, New York City and Long Island, NY.

| COMPARISON OF COST OF LIVING FOR SELECTED LOCATIONS |         |         |      |           |                |             |
|---|---------|---------|------|-----------|----------------|-------------|
|   | Overall | Housing | Food | Utilities | Transportation | Health Care |
| Milford, DE   | 100     | 91      | 102  | 121       | 100            | 109         |
| Dover, DE   | 99      | 94      | 95   | 124       | 97             | 107         |
| Wilmington, DE                                      | 98      | 79      | 111  | 115       | 100            | 114         |
| Salisbury, MD                                       | 95      | 74      | 107  | 118       | 106            | 100         |
| Washington, DC                                      | 133     | 186     | 112  | 99        | 103            | 105         |
| Annapolis, MD                                       | 136     | 191     | 109  | 121       | 104            | 101         |
| Baltimore, MD                                       | 93      | 73      | 104  | 124       | 103            | 98          |
| No. Bergen, NJ                                      | 134     | 175     | 113  | 116       | 98             | 110         |
| Princeton, NJ                                       | 118     | 131     | 111  | 118       | 100            | 110         |
| Cherry Hill, NJ                                     | 116     | 128     | 112  | 117       | 98             | 111         |
| New York, NY  | 167     | 250     | 129  | 149       | 100            | 117         |
| Hempstead, LI                                       | 122     | 133     | 112  | 130       | 110            | 114         |
| Allentown, PA                                       | 84      | 52      | 101  | 111       | 96             | 93          |
| Boston, MA  | 162     | 232     | 117  | 159       | 101            | 126         |
| Richmond, VA  | 109     | 114     | 102  | 117       | 101            | 108         |
| Charlotte, NC                                       | 101     | 107     | 101  | 97        | 96             | 102         |

| Legend for Chart  |                        |
|---|------------------------|
|  | Very Unfavorable       |
|  | Moderately Unfavorable |
|  | Average                |
|  | Moderately Favorable   |
|  | Very Favorable         |

**Source:**  
Sperling's Best Places Cost of Living Comparison (2010)

**■ DOWNTOWN RETAIL OPTIONS AND EXAMPLES**

This section reviews selected retail options typically found in a downtown/Main Street situation, reviews examples of unique retail and related economic activities in 10 smaller communities across the U.S., and then identifies some ideas for downtown Milford as it fills in its shops on Walnut Street.



**Selected Types of Retail Shops for “Main Street”**

| Restaurants   | Art/Craft Shop   | Food Shops   | Book Store   | Sports/Outdoor   | Unique Items   |
|---|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>• Mexican</li> <li>• Thai/Asian</li> <li>• American</li> <li>• Pizza</li> <li>• Classic diner</li> <li>• Steak/seafood</li> <li>• Upscale</li> </ul> | <ul style="list-style-type: none"> <li>• Art supplies</li> <li>• Craft materials</li> <li>• Unique cards</li> <li>• Kits/models</li> <li>• Hobby items</li> <li>• School project materials</li> <li>• Office supplies</li> </ul> | <ul style="list-style-type: none"> <li>• Specialty coffees</li> <li>• Baked goods</li> <li>• Box lunch/catering</li> <li>• Soup/Sandwiches</li> <li>• Health/energy foods/drinks</li> <li>• Specialty candy</li> <li>• Ice cream/yogurt</li> <li>• WI-FI access</li> <li>• Gift baskets</li> </ul> | <ul style="list-style-type: none"> <li>• Nature/birding</li> <li>• Trail guides</li> <li>• Regional history</li> <li>• Beach novels</li> <li>• Gift books</li> </ul> | <ul style="list-style-type: none"> <li>• Bikes/accessories</li> <li>• Kayaks/canoes</li> <li>• Baseball/softball</li> <li>• Soccer</li> <li>• Beach accessories</li> <li>• Hiking/walking</li> <li>• Bike and kayak rentals</li> </ul> | <ul style="list-style-type: none"> <li>• Jewelry</li> <li>• Unique clothing</li> <li>• Special antiques</li> <li>• Art works</li> <li>• Framed photos</li> <li>• Picture framing</li> <li>• Clocks</li> <li>• Ship models</li> <li>• Special gifts</li> <li>• Florist</li> </ul> |

Venues/Activities/ That Attract Customers Downtown

|                              | Restaurants         | Art/Craft Shop         | Food Shops                     | Book Store                   | Sports/Outdoor                        | Unique Items                 |
|------------------------------|---------------------|------------------------|--------------------------------|------------------------------|---------------------------------------|------------------------------|
| Downtown Offices             | Lunch w/ clients    | Office supplies        | Morning coffee<br>Daily lunch  | Business and general reading | Gear/accessories                      | Gifts for spouse and clients |
| Walking Trails Nature Center | Lunch after walking | Local cards            | Lunch/snacks                   | Guide and nature books       | Gear/accessories                      |                              |
| Bike Trails and Routes       |                     |                        | Lunch/snacks                   | Guide books on the region    | Gear/accessories                      |                              |
| Sports Events and Teams      |                     |                        | Lunch/snacks                   |                              | Gear/accessories                      |                              |
| Home Tours Local History     | Lunch and dinner    |                        | Lunch/snacks                   | Local history books          |                                       |                              |
| River/Beach Activities       |                     |                        | Lunch/snacks                   | Books for beach              | Gear/accessories/<br>equipment rental |                              |
| Community Center             | Special dinners     |                        | Morning coffee and lunch       | Book club ordering           |                                       |                              |
| Children’s Activities        |                     | Craft and school items |                                | Story time                   | Gear/accessories                      |                              |
| Couples Getaways             | Lunch and dinner    | Gift/hobby shopping    | Morning Coffee<br>Lunch/snacks | Guide and beach books        | Equipment rental                      | Special gifts and momentos   |
| Promoted Events              | Lunch and dinner    | Gift/hobby shopping    | Morning Coffee<br>Lunch/snacks | Local and general books      | Gear/accessories/<br>equipment rental | Special gifts                |

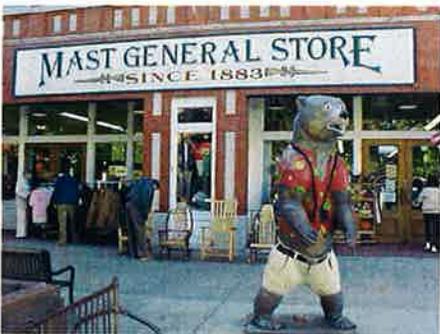
### Communities With Successful Development Activities and Retail/Restaurant Establishments

The following ten (10) communities were selected as examples in order to highlight specific community development activities and retail/restaurant operations that have helped to promote tourism, enhance the downtown area and add to the local quality of life. They were selected to either confirm some of the efforts already completed in Milford as well as highlight additional actions and types of retail and restaurants that may be considered. Specific observations on the examples are as follows:

- Bookstores, coffee shops with wi-fi and small breakfast/lunch diners can be the focal points of downtown activity.
- A general store with some nostalgia may be a great draw for residents and their children/grand children as well as tourists.
- Trails for walking/bikes are a significant draw for residents and tourists.
- Cultural venues and well-presented museums can act as a significant draw for tourism while enhancing local quality of life. Maybe a boat building museum for Milford.
- The small boat school in Brooklin, ME may be applied to the Vinyard Boat Yard in Milford.
- Outdoor restaurants and amphitheaters are key focal points.

| Location             | Population | % Population 24-35 Yrs. Old | % Population 65+ Yrs. Old |
|----------------------|------------|-----------------------------|---------------------------|
| Milford, DE          | 9,000      | 13.1%                       | 17.7%                     |
| Asheville, NC        | 75,600     | 15.2%                       | 16.6%                     |
| Bend, OR             | 72,000     | 19.8%                       | 12.0%                     |
| Naperville, IL       | 145,700    | 11.3%                       | 7.3%                      |
| Staunton, VA         | 23,700     | 12.1%                       | 20.4%                     |
| Corning, NY          | 10,800     | 14.4%                       | 17.8%                     |
| Lakewood Ranch, FL   | 16,500     | 12.0%                       | 15.0%                     |
| Brooklin, ME         | 850        | 8.6%                        | 18.3%                     |
| Brainerd, MN         | 15,000     | 13.6%                       | 18.1%                     |
| Saratoga Springs, NY | 25,300     | 14.2%                       | 15.3%                     |
| Pella, IA            | 9,800      | 10.7%                       | 18.5%                     |





**Asheville, NC**

Malaprop's well know bookstore/café offers books, house blends of coffee, locally-baked pastries as well as gifts and cards in a laid back environment that hosts regional authors and community groups in the store. A very popular destination for tourists and locals.

Another interesting and frequented local retailer is Mast General Store. A classic old time carry everything from books, clothing, footwear, gifts, camping gear, etc. A fun place for locals and a must see for tourists. They also have internet-based selling.



**Bend, OR**

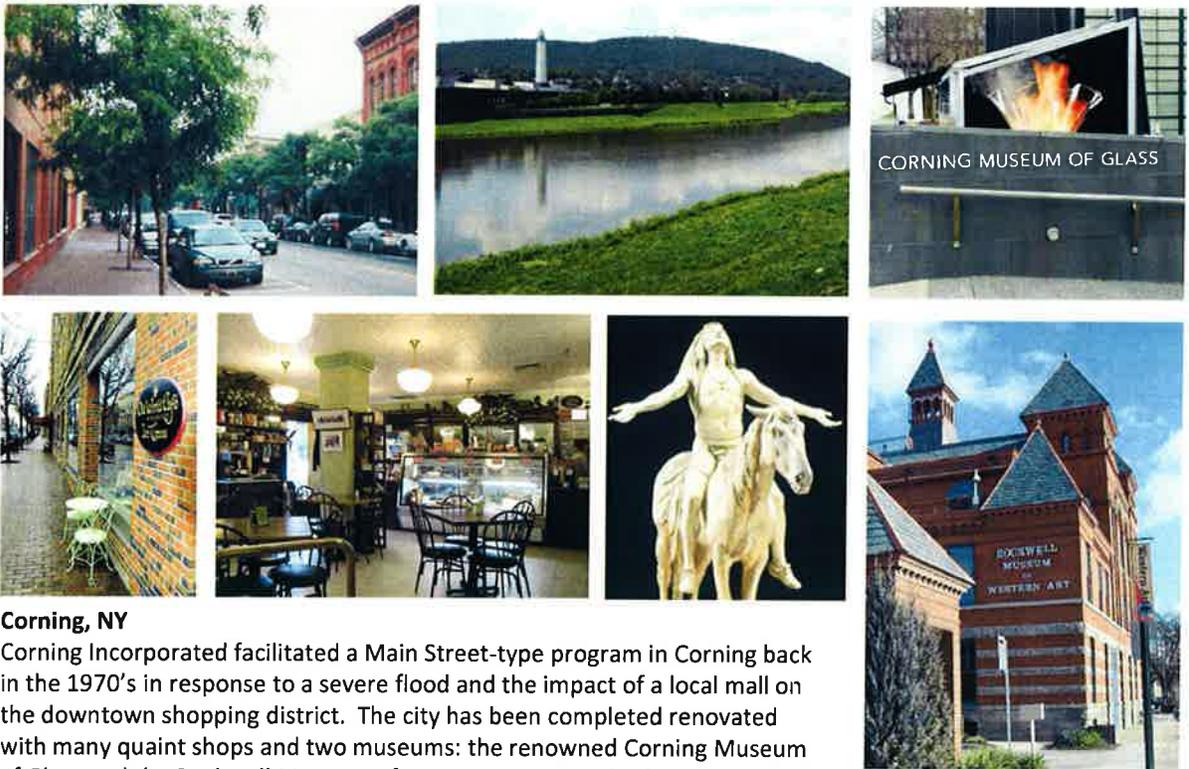
This former sawmill town has been converted into a 21<sup>st</sup> century showplace with a river trail, parks, outdoor amphitheater (on the river), Main Street program and multiple outdoor cafes and restaurants. It is a very popular tourist and relocation destination on the West Coast. The quality of life package has stimulated a number of businesses to startup and/or relocate to the area.



**Naperville, IL**  
 A very popular suburban town just west of Chicago that has invested in many amenities to improve the sense of place while also attracting visitors. The vibrant downtown buildings were restored over time and filled with interesting and unique shops. There are a number of indoor/outdoor cafes and meeting places for all ages. The town also has a river walk and a new park (see above). The area has access to the Illinois Prairie Path that is well used and a valuable asset .



**Staunton, VA**  
 The city has not only upgraded their "Main Street" but also pulled together funds for a world class Shakespeare Theater that has patrons from throughout the East Coast.



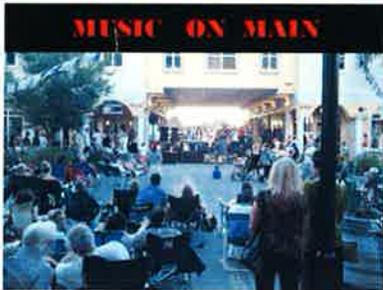
**Corning, NY**

Corning Incorporated facilitated a Main Street-type program in Corning back in the 1970's in response to a severe flood and the impact of a local mall on the downtown shopping district. The city has been completely renovated with many quaint shops and two museums: the renowned Corning Museum of Glass and the Rockwell Museum of Western Art. It is also host to the Old World Café that is a focal point at lunch for soup and sandwiches and it has great ice cream, coffees, gift baskets and unique foods.



**Lakewood Ranch, FL**

Local bike club, comprised of male/female working and retired folks, schedule weekend rides around the area that end at a local restaurant for breakfast and a side trip to the nearby bike shop.



On the first Friday of every month, there is a free concert on "Main Street" and residents and tourists from throughout the area attend, buy food and browse in the local shops.

At the children's book store, Tuesday morning is story time when parents bring their pre-schoolers to hear a story and possibly buy a book for home.



## BROOKLIN BOAT YARD

CUSTOM BUILDING • DESIGN • RESTORATION



### Brooklin, ME

They call themselves the Boat Capital of the World because they produce a wide range of water craft from small skiffs, to lobster boats and serious pleasure craft. One thing they do that is unique is that they run 1-2 week classes that regular folks (from around the world) attend to be part of building a small boat. They can choose from different types or they can take a course in seamanship to operate a boat.

The school becomes a key part of their economy as well as a major source of promotion of the town's primary industry – boatbuilding.



### Brainerd, MN

It's a compact little restaurant that offers up breakfast, lunch and pies; by the slice and the whole pie. It's one of the few places you can order eggs over easy, a side of bacon and a slice of hot – just out of the oven – apple pie. A favorite destination of locals as well as tourists fortunate enough to stop.



**Saratoga Springs, NY**

Over the past 40 years the city has been returned to some of its original shine when it was “the place to be” for the social elite in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries.

One popular destination is the Putnam Deli – “Best deli from New York to Montreal – located on Broadway, the main street in the city. It offers great sandwiches, salads, soups, baked goods, unique foods and gift baskets. A very popular lunch destination for the downtown working professionals.



**Pella, IA**

A unique town with an obvious Dutch theme; complete with a canal, wind mills and gardens full of tulips that explore in the spring. The downtown has been well maintained and has many unique shops for locals and tourists. There is also a well utilized bike trail and the city holds a series of festivals throughout the year to keep the tourist coming back. The spring Tulip Festival is the one that is best known.

The town is host to the corporate headquarters of Pella Corporation (window and door fame) and Central College, a small liberal arts college.

## **Appendix**

- A. General Design Considerations for Business Parks
- B. Design Details for Virtual Buildings
- C. Certified Shovel Ready Site Program
- D. Pad-Ready Sites
- E. Sample Job Description: Economic Development Director

## Appendix A: General Design Considerations for Business Parks

Identified below are general criteria to consider when designing business parks and industrial sites.



### Operations In/Near Park or Site

- Compatibility of types of operations within a business park or contiguous sites (manufacturing vs. distribution vs. office). Defined standards and covenants can help sustain a certain level of quality.
- “Sensitive” neighbors (schools, parks, residential, hospitals, daycare, etc.) located near the site and between the site and the interstate.
- Distance to interstate (<2-3 miles is preferable) with a consideration for traffic lights and turning lanes at site entrances, traffic flow to the interstate and access ramps and turning lanes at the interstate.
- Access to local amenities (restaurants, motels, industrial suppliers, etc.)

### General Design Considerations

- Size, layout and aspect ratio of lots.
- Architectural standards for buildings.
- 25-30'+ ceilings and 50' column spans are common for industrial/warehouse buildings.
- Use of flex buildings (to optimize reuse)
- Landscaping guidelines.
- Lighting, signage and roads.
- Surface water runoff management.
- Utility access (size, cost and backup).



### Operating Covenants

- What can be stored outside.
- Storage screens and fences.
- Maintenance of buildings and landscaping.

### Ownership Preferences of Industrial Buildings

- Smaller firms (<25,000 sq. ft.): lease existing building with option to buy.
- Medium firms (25,000 to 100,000 sq. ft.): lease existing building with option to buy, expand over time.
- Larger firms (>100,000 sq. ft.) buy, lease or build to suit.

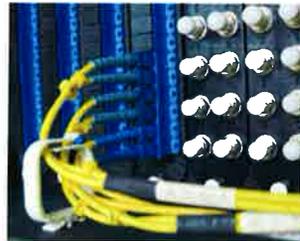
### Contractual Considerations

- Sale vs. lease of land or buildings.
- Low cost land as an incentive.

## Details on Electric Power and Telecom

### Electric Power

- Typical warehousing and light industrial operations will require 480/277-volt, 3-phase, four wire power with a draw of 1,000 to 1,500 amps. Operations that may require higher operating voltages and/or larger current draws include large coolers/freezers, compressors, presses, resistance heaters, welding operations, highly automated systems for material handling and processing, etc.
- Utility systems will typically distribute power at 12.5 to 34.5 kV (sometimes up to 69 kV) that are stepped down, frequently in multiple stages, to 480/277-volts for ultimate end use.
- Based on ANSI/IEEE information, industrial facilities with loads less than 10,000 kVA will find that 4,160 V is the most economic primary distribution voltage while facilities with loads over 20,000 kVA are best served at the 13.8 kV level.
- Many industrial firms with critical operations (perishable food, data centers, special processing, etc.) will require dual feed and some type of backup power (e.g., emergency generator) system.
- Power systems also take into consideration the load factor (ratio of average to peak load requirements) that may be significant if there are frequent startups from large motors, large lighting systems and other equipment with high instantaneous power requirements.



### Telecom

- Telecom needs continue to expand as the demand for data transfer, teleconferencing and other functions drive up demand for band width.
- Fiber optic networks with dual feed from points of presence are preferred.
- Larger businesses will require a T1 line while smaller and non-critical operations will utilize a DSL line.

## Appendix B: Design Details for Virtual Buildings

The use of a virtually designed building along with a Shovel Ready or Pad Ready site has become common practice in many parts of the country. There are a number of benefits including:

- ➡ An improved readiness level for the site and less risk perceived by the prospective company.
- ➡ A prospective company can visualize the final product and the expectations for the quality of construction can be easily communicated.

The key aspects of a virtual building design package include the following:

- Basis plan view of building and lot showing building outline and column placements, parking, etc.
- Architectural rendering of building to note design style, wall surfaces/finishing, landscaping, etc.
- Master plan of lot that includes water management system (ponds), road access, building orientation and access ways to major highway.
- Details on overall size of building and each type of space (manufacturing/warehouse, office, etc.).
- Utility details including size and capacity of water, sewer, electric power, gas and telecom lines.



Architectural rendering of building noted above and a master plan of the site (including water management) is noted to the right.



### Appendix C: Certified Shovel Ready Site Program

Many states and communities have established a Certified Site Program because of the following benefits to a prospective company and the community:

- Reduces the construction time and potential risks for prospective companies seeking to build a facility in a community.
- Provides a community with a competitive advantage over those communities that do not have certified sites.
- Increases market exposure because prospective companies frequently will focus on certified sites.



#### Key Elements of a Certified Site

Different states and regions have varied requirements for a certified “shovel ready” with the most common attributes being:

- Ownership of the site is well defined and in the hands of a third party such as a local government agency, developer, private company, etc.
- Detailed information on the site is readily available and packaged in a profile that includes:
  - Site boundaries and identification of adjacent owners,
  - Layout of the site with lot lines, roads, utilities and surface water containment structures,
  - Access to rail lines (as appropriate) and interstate access,
  - Offering price per acre or for specific lots.
- Identification of whether the site or adjacent sites are in any type of economic development zone that would qualify the occupant for certain incentives.
- Completion of formal title search as well as geotechnical soils testing, Environmental Assessment(s), archeological studies, wetlands and flood plain determination, and other studies.
- Define transportation access to site and timing required for road and/or rail installation.
- Confirm utility access to site and timing required to run service to a specific lot/site.



#### **Appendix D: Overview on Pad Ready Sites**

A pad ready site is a step beyond a shovel ready site and includes site grading and seeding (for erosion control), road access has been completed and the utilities are installed and stubbed to the curb of the site. This reduces any real or perceived risk in getting the site prepared and utilities in place.

Example of a Pad-Ready Site



## **Appendix E: Sample Job Description: Director of Economic Development, City of Milford**

**Title:** Director of Economic Development

### **General Duties:**

- Identify, seek funding and support, and facilitate the completion of projects and programs that support economic growth within the City.
- Write federal and state-level grants for support of specific economic development-related initiatives.
- Monitor and anticipate the needs (labor, facilities, utilities, training, etc.) of existing employers through routine contact and communicate needs to the City Manager.
- Maintain a list of employers within the City by industry with contact information, scope of business, employment level, location, amount of time located within the city and other pertinent information.
- Assure that a list/profile of existing sites and buildings is available and posted on web-based real estate databases.
- Maintain the Economic Development Resource Profile of the City.
- Provide updates on activities and progress to the City Manager, Mayor, City Council (as requested), Economic Development Advisory Panel, and other organizations.
- Engage in day-to-day interface with the Chamber of Commerce; Milford Downtown, Incorporated; State of Delaware Economic Development Office; local real estate brokers and developers; Workforce Development Board; site selection professionals and national real estate brokers; and other organizations that relate to economic development.

### **Metrics for Monitoring Job Progress:**

- Retention and growth (jobs and investment) of existing businesses.
- Overall and specific industry growth in jobs and new businesses.
- 360 review of peers, subordinates, managers and interface organizations.

### **Qualifications for Position:**

- Four-year college degree (minimum) in business, community planning, government administration, economics or related fields.
- 2-5 years of experience (minimum) in an economic development staff position at the city, county or state level, or in a consulting firm working for local governments.

### **Compensation:**

- Commensurate with level of education, experience and local pay rates.

RESOURCE PROFILE FOR ECONOMIC GROWTH  
CITY OF MILFORD, DE



**Moran, Stahl & Boyer**

Site Selection and Economic Development Consultants



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| 4       | Transportation Access                                       | 9    |
| 5       | Quality of Life   | 10   |

This profile was prepared by Moran, Stahl & Boyer, a leading economic development and site selection consultant, as an objective overview on the City of Milford, DE area as a potential destination for business.

*For additional details on the area, contact:*

David Baird, City Manager  
**City of Milford**  
201 S Walnut St • Milford, DE 19963  
**Phone:** 302-424-3712  
**E-mail:** dbaird@milford-de.gov

■ **OVERVIEW ON THE CITY OF MILFORD**

The City of Milford, DE is located in south central Delaware on the border of Kent and Sussex Counties. Milford's population has expanded from 6,700 in 2000 to nearly 9,000 residents primarily as a result of relocations from neighboring states to take advantage of the lower cost of living along with access to beaches and the attractiveness of this historic small town.

Milford was settled on the banks of the Mispillion River over 300 years ago and became a shipbuilding center up until the 1920's. The City's economy also supports the substantial agricultural presence in the region as well as diverse manufacturing and health care.

The City is not located near an interstate highway but has four-lane highway access to the north and improved two-lane access to the west and south.

Overall, the City offers a low cost operating environment that is readily accessible to Mid-Atlantic and Northeast markets.



## Economic History of Milford

Local history provides a perspective on how the community has sustained itself for over 300 years.

Henry Bowan first settled on the northern bank of the Mispillion in an area known as the Saw Mill Range.

The Reverend Sydenham Thorne builds a dam across the Mispillion River to power a grist and saw mill.



Stately homes were built including "The Towers" that was built in 1783 and remodeled in 1891.



The City of Milford is incorporated in 1807.

Fruit drying equipment was manufactured in Milford from 1860 – 1875.

LD Caulk began producing dental materials in 1877.

Wilson M. Vinyard established the Vinyard Shipyard in 1896 on the south bank of the Mispillion River. During WW I, the shipyard produced diesel-powered tugs and three sub chasers and during WWII was retrooled to build 14 sub chasers.



SC 1497  
Built 1942



Augusta  
Built 1927

Vinyard Shipyard also produced a line of pleasure craft. In 1996, Sudler Lofland reestablished the shipyard and has restored several of the original yachts.

|      |
|------|
| 1680 |
| 1690 |
| 1700 |
| 1710 |
| 1720 |
| 1730 |
| 1740 |
| 1750 |
| 1760 |
| 1770 |
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| 1920 |
| 1930 |
| 1940 |
| 1950 |
| 1960 |
| 1970 |
| 1980 |
| 1990 |
| 2000 |
| 2010 |



Large stands of white oak trees could be found throughout the area that were utilized in ship-building.

The local ship building industry was flourishing in the 1770's and brought prosperity to the area through the 1920's. The City would eventually have six shipyards and produce 600 wooden ships.



S/V Albert F. Paul  
735 tons  
Built 1917

In 1917, the William G. Abbott Shipyard built the largest ship in Milford, the four-masted, 174 long Albert F. Paul that was eventually sunk by a German U-Boat in 1942 while hauling salt from the Turks Island to Baltimore.

Once the shipyards began to shut down, the area became a commercial center for large agricultural industry in Southern DE. Several canneries were established to process peas, beans and other field crops.



The small wooden spoons used with ice cream cups were also produced here.

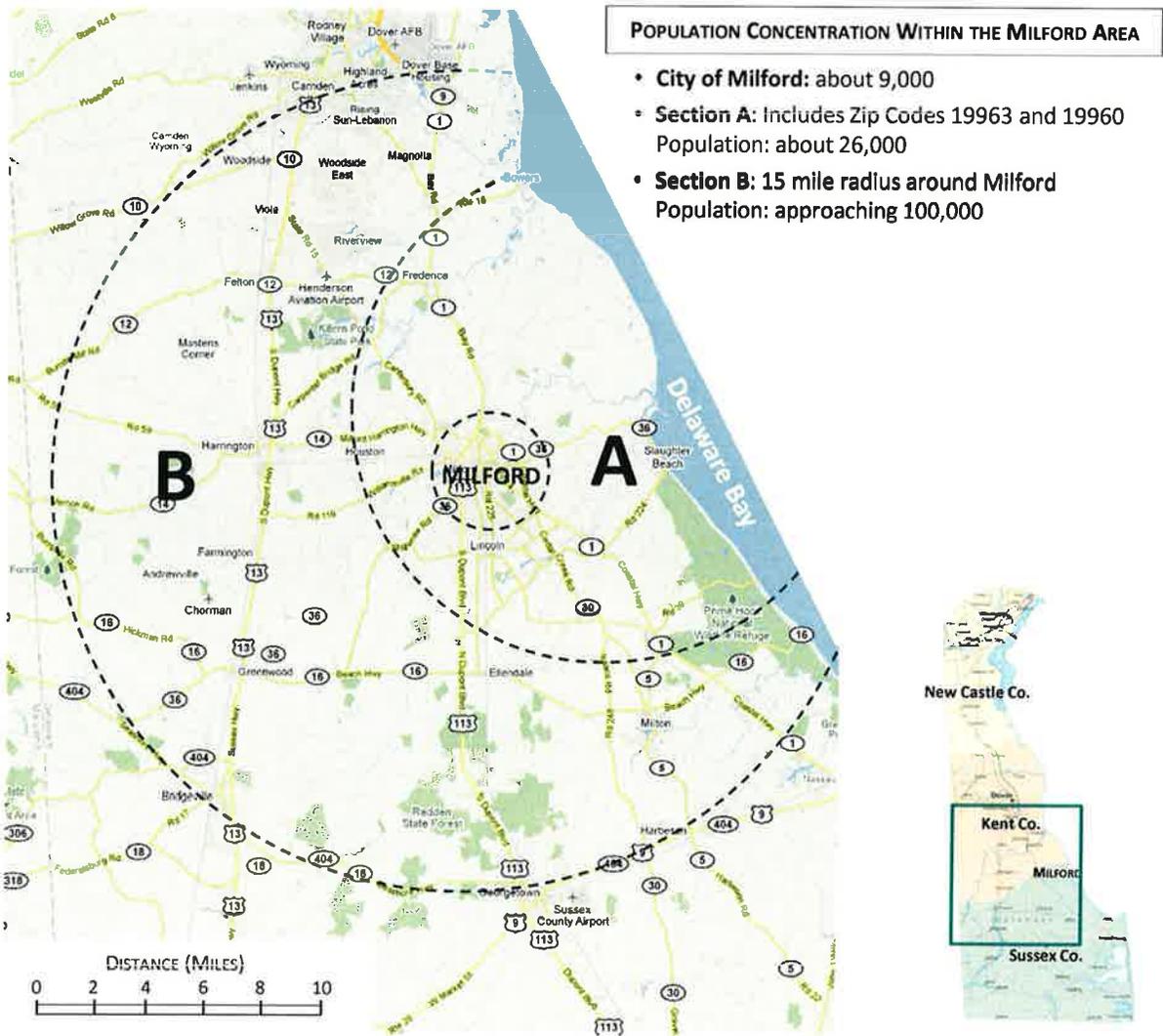


Over the past 30 years a number of manufacturing firms have been established in the area that has diversified the economy.

Since 2000, there has been an influx of retirees and pre-retirees from NY/NJ/PA to the area due to low cost and attractiveness.

**■ COMMUNITY DEMOGRAPHICS, LABOR FORCE AND EDUCATION RESOURCES**

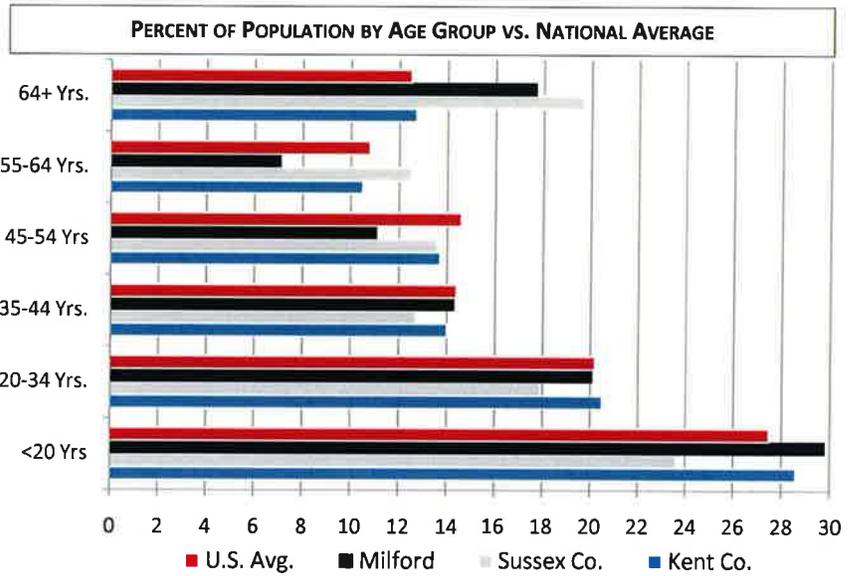
The population of the City is currently at nearly 9,000 residents, up from 6,700 in 2000. Growth has been robust until the housing market crash beginning in 2008. Within the 19963 and 19960 zip codes (area “A”) below, there are approximately 26,000 residents and nearly 100,000 within a 15 mile radius of Milford, taking in areas just south of Dover, northern portion of Georgetown and portions of Bridgeville.



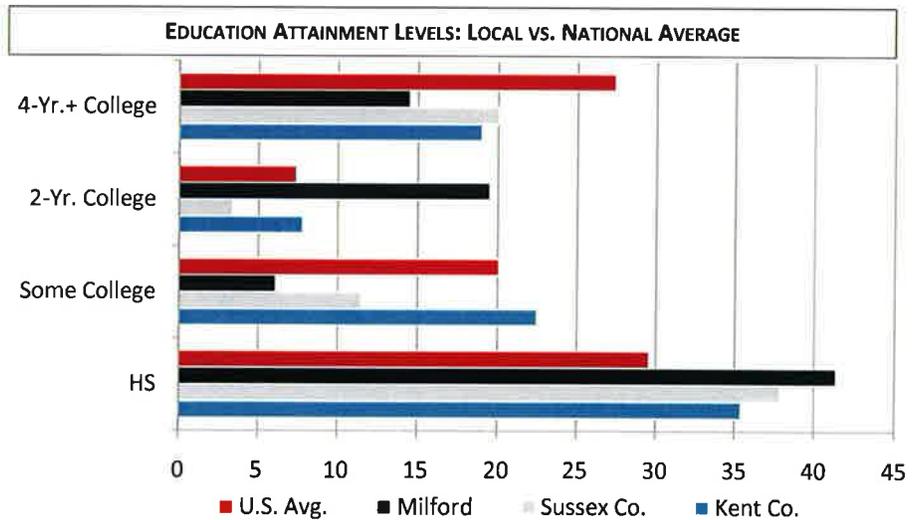
Sussex County and the City of Milford have very high 65+ years age brackets.

The City also has a high <20 year old bracket.

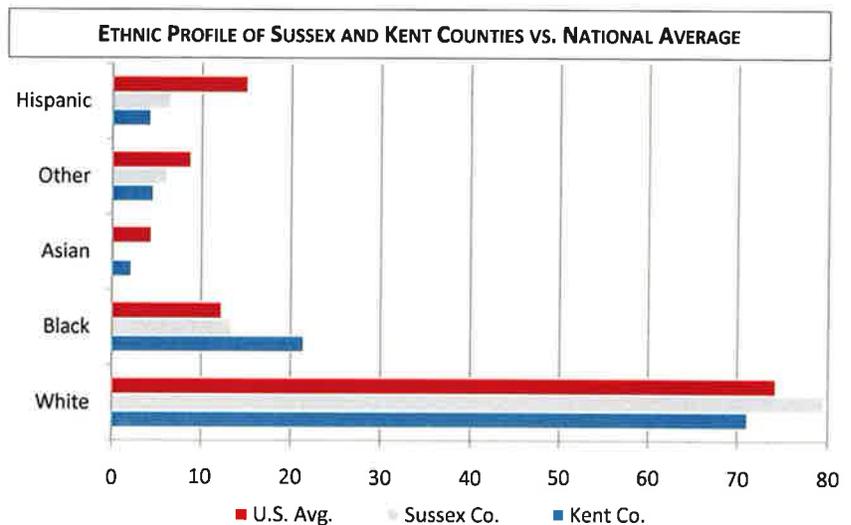
The key bracket viewed by prospective companies is the 20-34 year olds and the local percentage is at national average (which is good).



High school attainment is very high while 4-year college is low, which is reflective of the rural area.



The local Hispanic/Latino population expands as the jobs are available in agriculture and food processing.



## Cost and Availability of Labor

| COST OF LABOR COMPARISON                 |            |          |            |           |              |
|--|------------|----------|------------|-----------|--------------|
| Job Title                                | Sussex Co. | Dover    | Wilmington | Baltimore | Richmond, VA |
| Front Line Supervisor (51-1011)          | \$45,850   | \$58,210 | \$65,740   | \$57,520  | \$54,710     |
| Machinist (51-4041)                      | \$43,400   | \$58,210 | \$48,210   | \$48,280  | \$40,300     |
| Team Assembly (51-2092)                  | \$29,110   | \$26,750 | \$33,060   | \$30,530  | \$26,580     |
| Inspectors/Testers (51-9061)             | \$28,620   | \$40,200 | \$40,910   | \$40,180  | \$34,860     |
| Plastics/Metal Mach. Operators (51-4031) | \$33,260   | \$40,340 | \$30,100   | \$36,790  | \$32,640     |

### Notes:

Dover wage rates are most likely impacted by the Dover Air Force Base activities.

### Education: Delaware State University, Wilmington University and Wesley College

These colleges are strong in business, education and health-related professions. Wilmington University has computer science but none of the schools offer engineering.

| Description                         | DE State University | Wilmington Univ.* | Wesley College   |
|-------------------------------------|---------------------|-------------------|------------------|
| Total Enrollment                    | 3,610               | 9,650             | 2,425            |
| <b>Annual Graduates by Program:</b> | Bachelor/Masters    | Bachelor/Masters  | Bachelor/Masters |
| Agricultural Business               | 14/5                | -                 | -                |
| Accounting                          | 8                   | 57                | 9                |
| General Business                    | 73/37               | 110/129           | 89/34            |
| Human Resources                     | -                   | 33/3              | -                |
| Management Information Systems      | -                   | 23 (MS)           | -                |
| Entrepreneurship                    | -                   | -                 | -                |
| Marketing                           | -                   | 48/17             | -                |
| Computer and Info. Sciences         | 6                   | 40/5              | -                |
| Engineering                         | -                   | -                 | -                |
| Nursing                             | 21                  | 96                | 49               |
| Nursing Administration              | -                   | 33 (MS)           | 19 (MS)          |
| Visual Arts                         | 2                   | 22                | -                |

\*Includes all Wilmington University campuses.

## Education: Delaware Technical and Community College

Delaware Tech has campus near Milford in Dover and Georgetown offering a variety of technical, business and health care-related programs at the two-year and pre-four year levels.



| Description                         | Delaware Tech Georgetown | Delaware Tech Dover |
|-------------------------------------|--------------------------|---------------------|
| Total Enrollment                    | 4,800                    | 3,400               |
| <b>Annual Graduates by Program:</b> |                          |                     |
| Agricultural Business               | 12                       | -                   |
| Accounting                          | 21                       | 15                  |
| General Business                    | 49                       | 16                  |
| Human Resources                     | -                        | 1                   |
| Management Information Systems      | 1                        | 1                   |
| Entrepreneurship                    | 2                        | 2                   |
| Construction Management             | 5                        | 1                   |
| Marketing                           | 5                        | 2                   |
| Office Management                   | 11                       | 4                   |
| Computer and Info. Sciences         | 22                       | 2                   |
| Architectural Engineering Tech.     | 15                       | 2                   |
| Civil Engineer Tech.                | 10                       | 1                   |
| Computer Systems Tech.              | 9                        | 10                  |
| Drafting/Design/CADD                | 9                        | -                   |
| Electrical/Electronics Tech.        | 3                        | 2                   |
| EMT Paramedics                      | -                        | 3                   |
| Clinical/Medical Lab Assistant      | 3                        | -                   |
| Medical/Clinical Assistant          | 2                        | -                   |
| Occupational Therapist              | 12                       | -                   |
| Physical Therapist                  | 8                        | -                   |
| Radiology Tech.                     | 13                       | -                   |
| Nurses (ASN)                        | 59                       | 76                  |
| Respiratory Tech.                   | 9                        | -                   |
| Veterinary Tech.                    | 8                        | -                   |
| Biotechnology Tech.                 | 3                        | -                   |
| Visual Arts                         | -                        | 33                  |

**OVERVIEW ON THE LOCAL ECONOMY**

The local economy is fairly diverse with a strong presence of health care, manufacturing, support to the large agriculture activity in the region, some tourism, and local retail. The City of Dover and Dover Air Force Base are located 10 miles to the north and are also a source of employment.

| Number and Size of Companies by Economic Segment/Industry |       |       |       |         |         |         |        |
|---|-------|-------|-------|---------|---------|---------|--------|
| Employer Description                                      | 10-19 | 20-49 | 50-99 | 100-249 | 250-499 | 500-999 | 1,000+ |
| Construction  | 7     | 2     |       |         |         |         |        |
| Manufacturing   | 3     | 5     | 2     | 1       | 2       |         | 1      |
| Wholesale Trade   | 5     | 2     | 1     |         |         |         |        |
| Retail Trade  | 16    | 16    | 2     | 1       | 1       |         |        |
| Transportation/Warehousing                                | 5     | 3     |       |         |         |         | 1      |
| Media/Publishing/Internet                                 | 4     | 1     | 1     |         |         |         |        |
| Finance and Insurance                                     | 6     |       |       |         |         |         |        |
| Real Estate   | 2     |       |       |         |         |         |        |
| Professional, Scientific and Technical Services           | 5     | 1     |       |         |         |         |        |
| Management of Companies                                   |       |       | 1     |         |         |         |        |
| Administrative Support, Waste Management                  |       | 3     |       | 2       |         |         |        |
| Educational Services                                      | 1     | 1     |       |         |         |         |        |
| Health Care and Social Services                           | 19    | 12    | 1     | 1       | 1       | 1       |        |
| Arts, Entertainment and Recreation                        | 1     | 2     |       |         |         |         |        |
| Accommodation and Food Service                            | 12    | 10    | 1     |         |         |         |        |
| Other Services  | 5     | 1     | 1     |         |         |         |        |

| Selected Major Non-Government Employers (100+ Employees) |            |                              |
|--|------------|------------------------------|
| Major Employer   | Employment | Scope of Business            |
| Perdue Farms   | 1,000+     | Chicken processing           |
| Burriss Logistics (HQ/operations)                        | 1,000+     | Distribution services        |
| Bayhealth Medical Center                                 | 500-999    | Medical services             |
| Baltimore Air Coil                                       | 250-499    | Cooling/condensing equipment |
| Dentsply/Caulk   | 250-499    | Dental supplies/materials    |
| Wal-Mart   | 250-499    | Retailer                     |
| Seawatch International                                   | 100-249    | Seafood processing           |

## **Economic Segments With Growth Potential in Milford**

### **Technology Product Segment (Manufacturing)**

Opportunity to leverage the existing industry presence locally and throughout the state as well as the local knowledge of marketing to multiple levels of government. Being a relatively remote area (not near an interstate), potential growth will come primarily from local company expansions, from situations where company owners select the area for personal reasons (e.g., quality of life or familiar with the area), access to low operating costs and similar reasons. Potential product lines include:

- High value plastic parts, components and finished products.
- Metal fabricated parts and components.
- High value fabric-based products and components.
- Other military products and components.
- Products that support or are derived from local/regional agriculture.
- Selected medical devices.
- Product derivatives from advanced DuPont materials.

### **Healthcare Segment**

There is a planned expansion of core medical services and an opportunity to attract more specialized region medical services.

- Bayhealth Medical Center is undergoing an expansion to increase capacity of existing services.
- Medical services will expand with population growth and in particular the 55+ year olds.
- Potential for a regional specialty center to serve Kent and Sussex Counties in Delaware and portions of Eastern Shore Maryland.

### **Retail/Restaurant Segment**

Opportunities to complement the existing retail presence in the City, both downtown and along the Route 113 and Route 1 corridors.

- Bookstore (downtown) in conjunction with a coffee shop/bakery and wi-fi access.
- Sports equipment (kayaks, golf equipment, softball/baseball, hiking, etc.), both sale and rental.
- Office supply/art supply/craft and hobby/card store (offer craft lessons and sell supplies).
- Additional big box as population expands (Kohls, Target, Lowes/Home Depot, etc.).
- Additional gift shops with picture framing capability.
- Other food shops/restaurants: classic diner, Thai/Asian, more upscale/unique restaurant, ice cream/yogurt, soup/sandwich, healthy/energy drinks/foods, etc.

### **Tourism Segment**

Opportunities to leverage ship building heritage, access to the river and the rural setting around the City.

- Boat/ship building museum with a boat building school.
- Additional walking and bike trails.
- Layout bike tours on back roads and provide route descriptions along with points of interest.
- Build an amphitheater along the river east of downtown.
- Additional events, such as: monthly downtown concerts, bike races, triathlon (running, biking and canoe or kayak), additional craft fairs, other "Taste of Milford" events, etc.

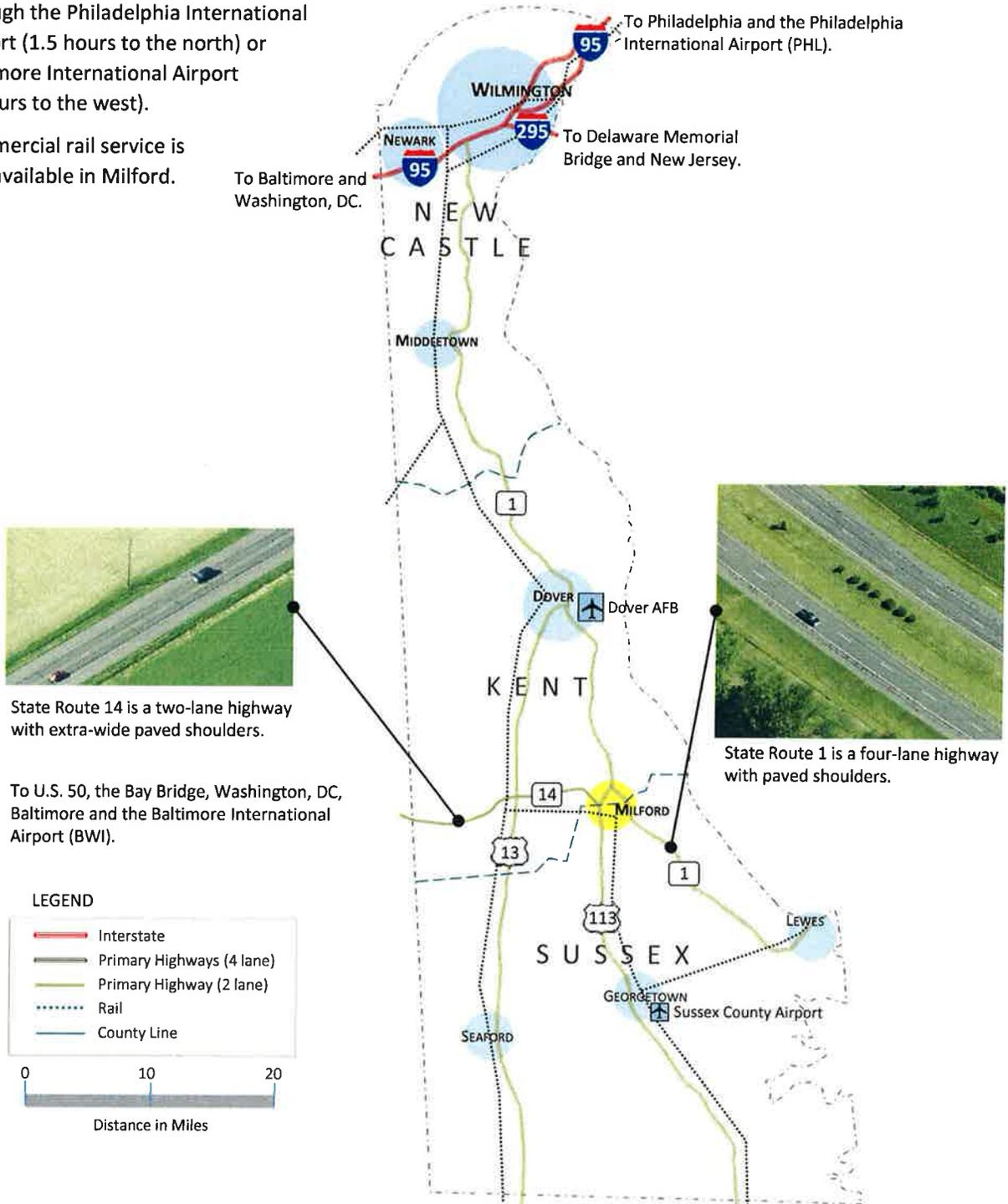
**■ TRANSPORTATION ACCESS**

Highway access to Milford from the north is on four-lane State Route 1 and from the west is on State Route 14, an improved two-lane road with wide paved shoulders. Local employers have had no issues shipping in or out of the area and have access to multiple shipping companies.

Commercial air service from Milford is either through the Philadelphia International Airport (1.5 hours to the north) or Baltimore International Airport (2 hours to the west).

Commercial rail service is also available in Milford.

To Philadelphia and the Philadelphia International Airport (PHL).  
 To Delaware Memorial Bridge and New Jersey.  
 To Baltimore and Washington, DC.



State Route 14 is a two-lane highway with extra-wide paved shoulders.



State Route 1 is a four-lane highway with paved shoulders.

To U.S. 50, the Bay Bridge, Washington, DC, Baltimore and the Baltimore International Airport (BWI).

**LEGEND**

- Interstate
- Primary Highways (4 lane)
- Primary Highway (2 lane)
- ⋯ Rail
- County Line

0 10 20  
Distance in Miles

**■ QUALITY OF LIFE**

The community enjoys a unique quality of life that provides access to the popular Delaware Beaches but also to Milford’s quaint downtown area and the many surround farmlands with scenic back roads. The area has a number of recently built neighborhoods with newer construction along with an array of older historic homes . Examples of available homes are provided on the next page.



Delaware beaches are a very popular destination.



Sussex County countryside.



There has been a substantial investment in upgrading Milford’s historic downtown.

**Arts, Culture and Nature**

Arts, culture and nature study are well represented in the community through access to the Riverfront Theater, the Mispillion Art League, the Delaware Music School and the Abbotts Mill Nature Center. An appreciation of the esthetic is a key part of the local culture.

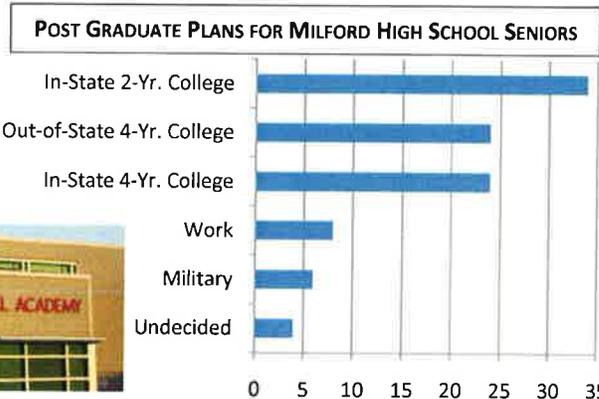
The community also celebrates different seasons of the year with special festivals and events that include the Bug and Bud Festival (April), CCGM Golf Classic (June), Riverwalk Freedom Festival (September), Holiday Auction/Tastes of Milford (November) and the Milford Holiday Stroll (December).

**Investment in Education**

The community is constantly striving to improve the quality of K-12 education. Just recently, the high school campus was expanded and the Milford Central Academy for 8<sup>th</sup> and 9<sup>th</sup> graders was constructed. This will allow a better focus on these two critical school years while providing these students access to the unique resources available at the high school.



Newly upgraded high school and grade 8-9 campus.



### Cost of Living and Housing Availability

The overall Cost of Living Index for the Milford Area is at the National Average which is substantially lower than many of the metro areas of the Mid-Atlantic and coastal Northeast states. This is one of the reasons residents from nearby states have relocated to the area.

There is a good supply of housing within suburban neighborhoods at a broad range of price points. Most apartment complexes are in the Dover area (ten miles to the north) with an average cost for one bedroom (\$780), two bedrooms (\$870) and three bedrooms (\$1,000).

| COST OF LIVING FOR SELECTED LOCATIONS |         |         |
|---------------------------------------|---------|---------|
|                                       | Overall | Housing |
| Milford, DE                           | 100     | 91      |
| Washington, DC                        | 133     | 186     |
| Annapolis, MD                         | 136     | 191     |
| No. Bergen, NJ                        | 134     | 175     |
| Princeton, NJ                         | 118     | 131     |
| Cherry Hill, NJ                       | 116     | 128     |
| New York, NY                          | 167     | 250     |
| Hempstead, LI                         | 122     | 133     |
| Boston, MA                            | 162     | 232     |

**Source:**  
Sperling's Cost of Living Comparison (2010)

### EXAMPLES OF AVAILABLE HOUSING AT THE LOWER PRICE POINTS



|              |           |
|--------------|-----------|
| Asking Price | \$359,900 |
| Size of Home | 3,363 sf  |
| Size of Lot  | 0.67 acre |
| No. Bedrooms | 4         |
| No. Baths    | 3         |
| Age of Home  | 5 years   |



|              |           |
|--------------|-----------|
| Asking Price | \$199,000 |
| Size of Home | 2,215     |
| Size of Lot  | 0.4       |
| No. Bedrooms | 4         |
| No. Baths    | 2.5       |
| Age of Home  | 4 years   |



|              |           |
|--------------|-----------|
| Asking Price | \$164,686 |
| Size of Home | 1,278     |
| Size of Lot  | Condo     |
| No. Bedrooms | 3         |
| No. Baths    | 2         |
| Age of Home  | New       |

**Source:**  
Realtor.com (2010)

*MILFORD CITY COUNCIL*  
MINUTES OF MEETING  
*January 24, 2011*

The City Council of the City of Milford met in Workshop Session on Monday, January 24, 2011 in the Joseph Ronnie Rogers Council Chambers of Milford City Hall, 201 South Walnut Street, Milford, Delaware.

PRESIDING: Honorable Mayor Joseph Ronnie Rogers

IN ATTENDANCE: Councilpersons Steve Johnson, Garrett Grier III, S. Allen Pikus, Jason Adkins, Owen Brooks, Jr., Douglas Morrow, James Starling, Sr. and Katrina Wilson

ALSO: City Manager David Baird, Police Chief Keith Hudson and City Clerk/Recorder Terri Hudson

The Workshop Session convened at 9:18 p.m.

*Charter Change/City Election Change of Date Update*

Mayor Rogers recalled the recent charter change adopted by council on November 22, 2010:

WHEREAS, the Charter of the City of Milford requires the Annual Municipal Election to be held on the fourth Saturday of April; and

WHEREAS, in some years, that Saturday falls between Good Friday and Easter Sunday; and

WHEREAS, this has the potential to place a burden on observant Christians and those celebrating the holiday with family and friends, many of whom will be out of town.

NOW, THEREFORE, BE IT RESOLVED:

That any year in which the Annual Municipal Election falls between Good Friday and Easter Sunday, that election shall be moved to the third Saturday in April to allow for maximum voter participation in the City of Milford Elections.

AND BE IT FURTHER RESOLVED, that the City Solicitor of the City of Milford, is authorized and directed to forward a copy of this Resolution and Amendment to the City of Milford Charter to members of the Delaware General Assembly and to seek the assistance and support of those members of the General Assembly for this City of Milford Charter Amendment.

AND that the General Assembly of the State of Delaware is hereby requested, during its 2011 Session, to approve by no less than a two-thirds vote of all members elected to each branch, the amendment of the City Charter of the City of Milford, Delaware, in the form and manner as follows:

Delaware State Senate  
146<sup>th</sup> General Assembly  
Senate Bill No. 6

AN ACT TO AMEND THE CHARTER OF THE CITY OF MILFORD, BEING CHAPTER 148, VOLUME 72, OF THE LAWS OF DELAWARE, AS AMENDED, RELATING TO ELECTIONS.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF DELAWARE (Two-thirds of all members elected to each house thereof concurring therein):

Section 1. Amend Article II, Section 2.01, by inserting a new subsection 2.01(1) to read as follows:

(a) The annual municipal election shall be held on the fourth Saturday in the month of April between the hours of 12 noon and 8:00 p.m. at such places as shall be determined by the Council and in accordance with State law.

*(1) Except that, in any year when the fourth Saturday in April falls between Good Friday and Easter Sunday, the annual municipal election shall be held on the third Saturday of April.*

Section 2. This Act shall become effective upon its enactment into law.

Mayor Rogers then explained the fourth Saturday of April, which is the normal date for the city election, falls on Easter Weekend. As a result, a charter amendment was needed which was approved by council and turned over to the General Assembly for action.

Mr. Baird noted that the bill was passed by the Senate last week and is currently in the House of Representatives. Representative Kenton is working the bill which should be in committee this Wednesday and possibly on the floor Wednesday afternoon or Thursday. After their approval, it will be sent to the Governor's Office for signature. They have been notified of the importance of the timing associated with the bill and its effect on the upcoming election.

Mayor Rogers then announced that with the change, the election will be held April 16, 2011. The deadline to file for the Office of Council is February 15, 2011. The deadline for voter registration will be March 17, 2011.

Notices have been posted and published in both the Milford Chronicle, Milford Beacon and are being added to the utility bill.

He advised that this is the first time anyone can recall the Milford election falling on Easter Weekend adding that it will not occur again until 2038.

With no further business, the Workshop Session concluded at 9:29 p.m.

Respectfully submitted,



Terri K. Hudson, CMC  
City Clerk/Recorder