

City of Milford



AGENDA

Council Meeting

January 24, 2011

Milford City Hall - Joseph Ronnie Rogers Council Chambers - 201 South Walnut Street, Milford, Delaware

7:00 P.M.

PUBLIC HEARINGS

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.

Adoption of Ordinance 2010-21/Conditional Use/Silicato-Wood Partnership LLC

COUNCIL MEETING

Call to Order - Mayor Joseph Ronnie Rogers

Invocation

Pledge of Allegiance

Recognition-Milford Police Officers-Pt/m. John L. Rose & Pt/m. Jonathan L. Ricketts

Communications

New Business -

Budget Adjustment/Mispiration Riverwalk (Parks and Recreation)

Bid Award/Sale of Transformer (Electric Department)

Bid Award/Backhoe (Street Department)

N.E. Tenth Street Paving Project

Unfinished Business-

Adoption of Ordinance 2011-1/Fiber Optic Code

Economic Development Strategy Study/John Rhodes

Economic Development Position

Adjourn

WORKSHOP

Call to Order - Mayor Joseph Ronnie Rogers

Charter Change/City Election Change of Date Update

Adjourn

SUPPORTING DOCUMENTS MUST BE SUBMITTED TO THE CITY CLERK IN ELECTRONIC FORMAT NO LATER THAN ONE WEEK PRIOR TO MEETING; NO PAPER DOCUMENTS WILL BE ACCEPTED OR DISTRIBUTED AFTER PACKET HAS BEEN POSTED ON THE CITY OF MILFORD WEBSITE.

This agenda shall be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

City of Milford



PUBLIC NOTICE

CITY COUNCIL HEARING

NOTICE IS HEREBY GIVEN that the City Council of the City of Milford will hold a Public Hearing on Monday, January 24, 2011 at 7:00 p.m., or as soon thereafter as possible, in the Joseph Ronnie Rogers Council Chambers at Milford City Hall, 201 South Walnut Street, Milford, Delaware to reconsider final action on the following matter:

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.

All interested persons are hereby notified to be present and to express their views before a final decision is rendered. Written comments will be accepted up to one week prior to the hearing date.

Please direct all questions or comments to Christine Crouch at 302-424-3712 Extension 308.

By: Terri K. Hudson, CMC
City Clerk

PROJECT #:

10-149

CITY OF MILFORD
DELAWARE



"THE GARDEN CITY OF TWIN COUNTIES"

PLANNING AND ZONING DEPARTMENT
(302) 422-6616
FAX # (302) 424-5933

201 S. WALNUT STREET
PO BOX 159
MILFORD, DELAWARE 19963

SITE PLAN CONDITIONAL USE **APPLICATION** SUB-DIVISION VARIANCE CHANGE OF ZONE
(circle all that apply)

The undersigned hereby makes formal application to the City of Milford for the approval of Conditional Use for the property described below. Applications shall be represented at the appropriate meetings or hearing. The applicant is aware that no applications will be accepted if violations exist or if any service fees, including taxes, are delinquent.

OWNER NAME: Silicato-Woods Partnership LLC PHONE NUMBER: 302-422-3350
ADDRESS: P.O. Box 221
Milford, DE 19963

SIGNATURE: [Signature] DATE: 10-7-10

PLEASE NOTE: LEGAL OWNER MUST SIGN APPLICATION! FEE: \$ 700.00
NON-REFUNDABLE

APPLICANT NAME: Dale McCalister PHONE NUMBER: 302-244-9990
ADDRESS: 1190 E. L. McCreed Rd Dover, DE 19901

SITE LOCATION: ROAD _____ N,S,E,W SIDE _____ FEET N,S,E,W OF _____
ROAD _____ SUBDIVISION NAME: _____ LOT NUMBER: _____
SITE ADDRESS: 108 Silicato Parkway

ZONING: EXISTING: C3 PROPOSED: same TAX MAP NUMBER: MD-16-174.15-01-01.05

PRESENT USE: vacant land PROPOSED USE: Royal Farms

AREA OF PETITION: 3.42 AC AREA OF ADJACENT LAND IN SAME OWNERSHIP: 1.86 AC

SANITARY FACILITIES: EXISTING _____ PROPOSED _____
ELECTRIC SUPPLY: EXISTING nta PROPOSED nta
WATER SUPPLY: EXISTING _____ PROPOSED _____

DWELLING UNITS: EXISTING: _____ PROPOSED: _____
FRONT SETBACK: REQUIRED: _____ FT PROPOSED: _____ FT
REAR SETBACK: REQUIRED: _____ FT PROPOSED: _____ FT
SIDE SETBACKS: REQUIRED: _____ FT PROPOSED: _____ FT

WETLANDS ON SITE? YES NO COMPREHENSIVE PLAN RECOMMENDATION: _____
ZONING CHAPTER 230, ARTICLE _____
VARIANCE INFORMATION (IF APPLICABLE): _____

CONTACT FOR APPLICATION: Dale McCalister PHONE: 744 9990

APPLICATION RECEIVED BY: Christine Cronch DATE: 10-13-10

DAC MTG:
11

P.C. MTG:
12-21-10

COUNCIL MTG:
01

~~B.O.A. MTG:~~

NOTICE OF ORDINANCE ADOPTION
CITY OF MILFORD

NOTICE IS HEREBY GIVEN that on Monday, September 27, 2010, City Council, in regular session at the Joseph Ronnie Rogers Council Chambers at 201 South Walnut Street, Milford, Delaware adopted the following ordinance:

ORDINANCE 2009-22

AN ORDINANCE TO AMEND CHAPTER 230 OF THE CODE OF THE CITY OF MILFORD, ZONING, FOR THE PURPOSE OF ALLOWING BILLBOARDS AS A CONDITIONAL USE IN A HIGHWAY COMMERCIAL (C-3) DISTRICT.

WHEREAS, the City acknowledges the current zoning ordinance does not adequately define and address the placement of billboards within the City limits;

NOW, THEREFORE THE CITY OF MILFORD HEREBY ORDAINS:

Section 1. Chapter 230, Section 4 of the Code of the City of Milford, entitled Zoning, is hereby amended by adding the following definition:

BILLBOARD – A sign directing attention to a business, commodity, service or entertainment conducted, sold or offered elsewhere than upon the premises where the sign is maintained.

Section 2. Chapter 230, Section 14.C of the Code of the City of Milford, entitled Zoning, is hereby amended by adding the following language:

(18) Billboard, subject to the following:
(a) Shall be constructed and maintained in accordance with the Delaware Code, Title 17-Highways, Chapter 11-Regulations of Outdoor Advertising, Subchapter 1-General Provisions.

Section 3. Chapter 230, Section 26.B, of the Code of the City of Milford, entitled Zoning, is hereby amended as follows:

ZONING
City of Milford
Sign Types and Allowable Dimensions and Restrictions

SEE ATTACHED SIGN CHART

Section 4. Dates.

Introduction to City Council-11/23/09
Planning Commission Public Hearing-12/15/09
City Council Public Hearing-07/26/10
Adoption Date-09/27/10
Effective Date-10/07/10

A complete copy of the City of Milford Code is available for review at the City Clerk's Office at Milford City Hall, 201 South Walnut Street, Milford, Delaware or on the website cityofmilford.com

By: Terri K. Hudson, CMC
City Clerk

Zoning District	TYPES OF SIGNS													
	Wall or Mailbox (residence/occupant ID)		Freestanding (mounted on posts(s))		Fascia: Commercial (wall, roof edge, etc) (of wall square feet)	Hanging/ Projecting (extended from wall) (square feet)	Marquee (movable letters)		Illuminated (non flashing)		EMB Sq Ft	Mobile (mounted, trailer, etc.)	Billboard (outdoor advertisement)	PROPOSED Billboard
	Ht	Sq Feet	Ht	Sq Feet			Ht	Sq Feet	Ht	Sq Feet				
R-1	42"	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Prohibited	N/A	N/A	Prohibited
R-2	42"	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Prohibited	N/A	N/A	Prohibited
R-3	42"	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Prohibited	N/A	N/A	Prohibited
C-1	42"	2	48"	4	10%	15	48"	9	48"	4	Prohibited	N/A	N/A	Prohibited
C-2	N/A	N/A	48"	4	10%	20	48"	9	48"	4	Prohibited	N/A	N/A	Prohibited
C-3	N/A	N/A	28"	225	10%	20	10'	48	28'	225	32 and ratio of 4:8	N/A	N/A	CONDITIONAL USE- PER DelDOT Standards
H-1	N/A	N/A	25'	70	5%	N/A	N/A	N/A	25'	70	Prohibited	N/A	N/A	Prohibited
OC-1	N/A	N/A	28'	225	5%	N/A	10'	48	28'	225	Prohibited	N/A	N/A	Prohibited
I-1	N/A	N/A	28'	200	5%	N/A	10'	48	28'	200	Prohibited	N/A	N/A	Prohibited
I-2	N/A	N/A	28'	200	5%	N/A	10'	48	28'	200	Prohibited	N/A	N/A	Prohibited



[HOME](#) > [TITLE 17](#) > [CHAPTER 11](#)

[§ 1101](#) [§ 1102](#) [§ 1103](#) [§ 1104](#) [§ 1105](#) [§ 1106](#) [§ 1107](#) [§ 1108](#) [§ 1109](#) [§ 1110](#) [§ 1111](#) [§ 1112](#) [§ 1113](#) [§ 1114](#) [§§ 1115-1119](#) [§ 1120](#)

TITLE 17

Highways

CHAPTER 11. REGULATION OF OUTDOOR ADVERTISING

Subchapter I. General Provisions

§ 1101. Purpose and policy.

The rapid growth in the use of motor vehicles throughout this State and the concurrent extension of highways built or improved at public expense has lead to great changes in the extent and character of public travel. The investment of this State, municipalities and towns in good roads, parks, parkways, playgrounds and reservations, and the safety, convenience and welfare of the inhabitants have been affected.

The regulation and control of outdoor advertising signs, displays and devices of all kinds is provided for in order to promote the general welfare, especially in the particulars hereinafter recited.

The people of this State would suffer economically if the State failed to participate fully in the allocation and apportionment of federal-aid highway funds since a reduction in federal-aid highway funds would necessitate increased taxation to support and maintain the state road program and system. It is, consequently, the intention of this chapter, among other things, to provide a statutory basis for regulation of outdoor advertising consistent with the public policy relating to areas adjacent to federal-aid interstate and primary systems declared by the Congress of the United States in Title 23, United States Code.

42 Del. Laws, c. 182, § 1; 17 Del. C. 1953, § 1101; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276.;

§ 1102. Scope and definitions.

(a) The powers and authority granted in this chapter are in derogation of no other powers or authority granted by or created by or exercised under any other statute, or by a planning or zoning board or authority, or other public officer, but shall be construed as in addition to any such power or authority, which shall remain unaffected.

(b) As used in this chapter:

(1) "Commercial or industrial activities for purposes of unzoned commercial and industrial areas" means those activities generally recognized as commercial or industrial by zoning authorities in this State, except that none of the following activities shall be considered commercial or industrial:

- a. Outdoor advertising structures;
- b. Forestry, ranching, grazing and farming including, but not limited to, wayside fresh produce stands;
- c. Transient or temporary activities;
- d. Activities more than 600 feet from the nearest edge of the right-of-way along the interstate and federal-aid primary route;

- e. Activities conducted in buildings principally used as a residence;
- f. Railroad tracks and minor sidings;
- g. Activities not visible from the main traveled way.

(2) "Controlled areas" means and includes any area inside the boundaries of this State which is adjacent to the right-of-way of a highway of the interstate or primary systems, except that areas beyond 660 feet of the right-of-way inside urban areas shall be excluded from this chapter.

(3) "Department" means the Department of Transportation.

(4) "Erect" means to construct, build, raise, assemble, place, affix, attach, create, paint, draw or in any way bring into being or establish, but it shall not include any of the foregoing activities when performed as an incident to the change of advertising message or customary maintenance of a sign or sign structure.

(5) "Information center" means an area or site established and maintained at a rest area for the purpose of informing the public of places of interest within the State and providing such other information as the Department may consider desirable.

(6) "Interstate system" means that portion of the national system of interstate and defense highways located within this State, as officially designated, or as may hereafter be so designated, by the Department and approved by the Secretary of Transportation of the United States, pursuant to Title 23, United States Code, "Highways."

(7) The "laws of this State" shall include a provision of the Constitution or statutes of the State, or an ordinance, rule or regulation enacted or adopted by an agency or political subdivision of this State pursuant to the Constitution or statutes.

(8) "Maintain" means to allow to exist in accordance with state law.

(9) "Outdoor advertising" or "outdoor advertising signs, displays and devices" shall include any outdoor sign, display, device, picture, emblem, trademark, figure, painting, drawing, message, placard, poster, billboard, light or other thing which is designed, intended or used to advertise, to inform or to attract the attention of the traveling public, which is within 660 feet and visible or beyond 660 feet and visible and erected with the purpose of being read from the main traveled way of any state highway.

(10) "Primary system" means that portion of connected main highways of this State officially designated as such, or as may hereafter be designated as such, by the Department and approved by the Secretary of Transportation of the United States, pursuant to Title 23, United States Code, "Highways."

(11) "Rest area" means an area or site established and maintained within or adjacent to the right-of-way by or under public supervision or control, for the convenience of the traveling public.

(12) "Unzoned commercial or industrial areas" means those areas not zoned by any state, county or local ordinance or regulation on which there are located 1 or more permanent structures devoted to a business or industrial activity or on which a commercial or industrial activity is actually conducted, whether or not a permanent structure is located thereon, and the area along the highway extending outward 800 feet from and beyond the edge of such activity. Each side of the highway will be considered separately in applying this definition. All measurements shall be from the outer edges of the regularly used buildings, parking lots, storage or processing areas of the commercial or industrial activities, not from the property lines of the activities, and shall be along or parallel to the edge of the pavement of the highway.

(13) "Urban areas" means and includes those areas designated as such by the Bureau of the Census and whose boundaries have been approved by the Secretary of the United States Department of Transportation.

(14) "Visible" means capable of being seen (whether or not legible) without visual aid by a person of normal visual acuity.

(15) "Zoned commercial or industrial areas" means those areas which are zoned for business, industry, commerce or trade pursuant to a state or local zoning ordinance or regulation, except that those areas beyond 660 feet outside urban areas shall not be recognized as commercial, industrial, unzoned commercial or unzoned industrial in the application of this chapter.

42 Del. Laws, c. 182, § 1; 17 Del. C. 1953, § 1102; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 57 Del. Laws, c. 633, §§ 1, 2; 60 Del. Laws, c. 290, § 1; 61 Del. Laws, c. 262, §§ 1-6.;

§ 1103. Enforcement of chapter; rules and regulations; examinations; territorial limitations.

(a) The Department shall:

(1) Enforce this chapter; and

(2) Make, publish and enforce such regulations for the proper control and restriction of outdoor advertising signs, displays and devices as may be necessary or advisable to implement the policy and accomplish the purposes of this chapter.

(b) All employees of the Department, or any peace officer of this State, when so directed by the Department or its officers, may enter into and upon any land or building to make any examination or survey which the Department deems necessary to the effective administration of this chapter or to enforce this chapter.

(c) This chapter shall apply only to outdoor advertising signs, displays and devices situate outside the corporate limits of any incorporated city or town in this State and to those outdoor advertising signs, displays and devices situate in controlled areas within such corporate limits.

42 Del. Laws, c. 182, §§ 2, 14; 17 Del. C. 1953, § 1103; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 57 Del. Laws, c. 633, § 7; 61 Del. Laws, c. 262, § 7.;

§ 1104. Application and issuance of permits; revocation.

(a) Except as otherwise provided, no person, whether engaged in the business of outdoor advertising or not, shall erect, maintain or display any outdoor advertising sign, display or device, above or upon real property, without first obtaining a permit from the Department.

(b) A separate application for a permit shall be made for each separate outdoor advertising sign, display or device on a form furnished by the Department, which application shall contain such information as it may require. For the purpose of this subsection, each single sign panel or face shall be interpreted as constituting an outdoor advertising sign, display or device. Each application shall be accompanied by the written consent of the owner or tenant of the real property upon which such sign, display or device is to be erected or maintained. No new application shall be made for a permit to maintain any existing outdoor advertising sign, display or device or to renew a permit.

(c) The Department, in accordance with this chapter, shall issue or renew permits for a period of at least 1 year for the erection and maintenance of all types of outdoor advertising signs, displays and devices; provided, however, that all new permits issued shall expire at the next regular renewal period established by the Department. No permit shall be issued for the erection or construction of any sign which would be in violation of local law or ordinance at the time application is filed.

(d) The Department may establish and collect fees for the issuance of permits and renewals thereof. The amount of such charge shall be so fixed as to provide the Department with the funds deemed necessary by it to defray the costs of the administration of this chapter.

(e) When an application for a permit or for a renewal thereof is made by a nonresident or by a foreign corporation engaged in the business of outdoor advertising, the Department, at its discretion, as a condition to the issuance of such permit or renewal, may require such corporation to deposit with the Department a bond, in an amount and with surety to be approved by the Department, to secure such corporation's compliance with this chapter.

(f) All sign permits issued under this section shall terminate and become void if the sign structure for which the permit is issued is not under construction within 6 months and is not fully constructed in full compliance with the terms of this chapter within 1 year after its issuance. Under no circumstances shall there be any refund of a permit fee which has become void.

42 Del. Laws, c. 182, § 3; 17 Del. C. 1953, § 1104; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 57 Del. Laws, c. 633, §§ 8, 9; 61 Del. Laws, c. 262, §§ 8-10.;



§ 1105. Advertising identification.

The Department shall require that each outdoor advertising sign, display or device shall bear an identifying tag or plate to be issued by the Department, and, upon erection shall bear the name of the party responsible for the erection and maintenance of the sign and the Department shall make provisions for the details thereof.

42 Del. Laws, c. 182, § 4; 17 Del. C. 1953, § 1105; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 60 Del. Laws, c. 290, § 3; 61 Del. Laws, c. 262, § 11.;

§ 1106. Removal upon expiration or revocation of permit.

All outdoor advertising signs, displays and devices shall be removed by the outdoor advertiser or other person erecting, owning, maintaining or displaying the same, or, in the event of that person's default, by the owner or tenant of the premises upon which any such sign, display or device is located, within 30 days from the date of the expiration or revocation of the permit for the same.

42 Del. Laws, c. 182, § 5; 17 Del. C. 1953, § 1106; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 70 Del. Laws, c. 186, § 1.;

§ 1107. Unlawful to remove or damage road markers, etc., or place advertising on highways.

(a) No person shall willfully or maliciously displace, remove, destroy or injure a mileboard, milestone, danger sign or signal, guide sign or guide post or any inscription thereon, lawfully within the right-of-way of a public highway.

(b) No person shall in any manner paint, print, place, put or affix any outdoor advertising, outdoor advertising signs, displays or devices upon or to any rock, stone, tree, fence, stump, pole, milestone, danger signal, guide sign, guide post, building or other object lawfully within the right-of-way of any public highway.

42 Del. Laws, c. 182, § 7; 17 Del. C. 1953, § 1107; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 61 Del. Laws, c. 262, § 12.;



§ 1108. Location and condition of advertising regulated.

(a) Subject to subsection (c) of this section, no outdoor advertising sign, display or device, except a directional or warning sign, official sign or notice erected by or with the approval of the Department, shall be erected subsequent to July 14, 1969, within 25 feet of the right-of-way line of any public highway if visible from any portion of the same.

(b) Subject to subsection (c) and subsection (d) of this section, no outdoor advertising sign, display or device, except a directional or warning sign, official sign or notice erected by or with the approval of the Department, shall be erected or maintained:

(1) On the right-of-way of any public highways;

(2) Within 25 feet of any public playground, school or church if visible from any portion of the same;

(3) Upon the inside curves or at or near a railroad crossing or a highway intersection, if such would obstruct or interfere with the view of a train, locomotive, streetcar or other vehicle at or

approaching such crossing or intersection or so as to obstruct the view of such intersection or crossing or of a turn or a sharp change in alignment or in any manner dangerous to the public;

(4) If such sign, display or device is obsolete or is not in good physical condition;

(5) If such sign, display or device is not securely affixed to a substantial structure or in any way endangers traffic on any public highway.

(c) Subsection (a) of this section shall not apply to outdoor advertising signs, displays or devices which advertise the sale or lease of, or activities conducted upon, the real property where they are located, or any outdoor advertising signs displayed on any school bus waiting shelter located and approved by the State Department of Education.

(d) Beautification/landscape planting sponsorship signs located within the right-of-way of any public highway shall be erected or placed as defined below and as such are exempt from this chapter and section:

(1) Signs under the above provision denoting the name of the person(s) or organization sponsoring/or donating, planting and/or maintaining beautification/landscape projects shall require an approved right-of-way use agreement issued by the Department of Transportation;

(2) Such signs shall not exceed 6 square feet and shall be constructed, painted and lettered according to standards for material and fabrication as required by the Department of Transportation.

42 Del. Laws, c. 182, §§ 6, 11; 17 Del. C. 1953, § 1108; 53 Del. Laws, c. 87, § 1; 55 Del. Laws, c. 407; 56 Del. Laws, c. 178; 56 Del. Laws, c. 351, § 1; 57 Del. Laws, c. 276; 57 Del. Laws, c. 633, §§ 10, 11; 61 Del. Laws, c. 262, §§ 13-15; 62 Del. Laws, c. 267, §§ 1, 2; 71 Del. Laws, c. 318, § 1.;

§ 1109. Forbidden advertising.

No outdoor advertising signs, displays or devices shall display copy which violates any federal or state law, or which is offensive to the moral standards of the community at the time the copy is offered for display, or which is false, misleading or deceptive.

42 Del. Laws, c. 182, § 10; 17 Del. C. 1953, § 1109; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276.;

§ 1110. Delaware Byways Program.

In order to provide criteria for the size, spacing and lighting of signs which effectively control the erection of outdoor advertising signs, displays and devices erected subsequent to July 14, 1969, other than those advertising the sale or lease of the property on which they are located, or activities conducted thereon, the Department establishes the following criteria for use in making, publishing and enforcing regulations:

(a) In zoned commercial and industrial areas, the Department shall certify to the administrator as notice of effective control that there have been established within such areas regulations which are effective and are enforced with respect to the size, lighting and spacing of outdoor advertising signs, displays and devices. In such areas, the size, lighting and spacing requirements set forth below shall not apply.

(b) In all other zoned and unzoned commercial and industrial areas, the criteria set forth below shall apply:

(1) Construction of signs. --

a. The maximum area for any one sign shall be 1,200 square feet with a maximum height of 25 feet and maximum length of 60 feet, inclusive of any border and trim but excluding ornamental base or apron, supports and other structural members.

b. The area of the sign shall be computed by the sign maker utilizing the most practical method which encompasses the entire sign and this data shall be submitted to the Division of Highways upon application for permit.

c. A sign structure may contain 1 or 2 signs per facing and 2 sign facings may be placed back to back or V-type at one location but in no event shall the total area of any facing exceed 1,200 square feet.

d. A sign which exceeds 600 square feet in area may not be on the same sign facing with any other sign.

e. All newly erected, rebuilt or replaced sign structures shall be constructed in accordance with the applicable wind pressure standards of the local building code, or, in the absence of such requirement, shall be constructed to withstand a minimum wind pressure of 25 pounds per square foot.

(2) Spacing of signs. --

a. Interstate and federal aid primary highways.

1. Signs may not be located in such a manner as to obscure, or otherwise physically interfere with the effectiveness of an official traffic sign, signal or device, or obstruct or physically interfere with the driver's view of approaching, merging or intersecting traffic. Except for roof signs, wall signs and free standing signs against the wall of a building, no ground sign shall be placed within 35 feet of either highway right-of-way at an intersection where they converge, unless the base of such sign shall be at least 8 feet above ground level or road bed, whichever is higher.

b. Interstate highways and controlled access highways on the federal aid primary system.

1. No two structures shall be spaced less than 500 feet apart.

2. Outside of incorporated cities and towns, no structure may be located within 500 feet of an interchange, intersection at grade, rest area or information center (measured along the interstate or freeway from the beginning or ending of pavement widening at the exit from or entrance to the main traveled way).

c. Non-controlled access federal aid primary highways.

1. Outside of incorporated cities and towns, no 2 structures shall be spaced less than 300 feet apart.

2. Within incorporated cities and towns, no 2 structures shall be spaced less than 100 feet apart.

d. The above spacing-between-structures provisions do not apply to structures separated by buildings or other obstructions in such a manner that only 1 sign facing located within the above spacing distances is visible from the highway at any one time.

e. Official and "on premise" signs, as defined in subsection (c) of § 131 of Title 23, United States Code, and structures that are not lawfully maintained shall not be counted nor shall measurements be made from them for purposes of determining compliance with spacing requirements.

f. The minimum distance between structures shall be measured along the nearest edge of the pavement between points directly opposite the signs along each side of the highway and shall apply only to structures located on the same side of the highway.

(3) Lighting. -- Signs may be illuminated, subject to the following restrictions.

a. Signs which contain, include, or are illuminated by any flashing, intermittent, or moving light or lights are prohibited, except those giving public service information such as time, date, temperature, weather, or traffic conditions, or as defined in paragraph (3)e. of this section.

b. Signs which are not effectively shielded to prevent beams or rays of light from being directed at any portion of the traveled ways of an interstate or federal-aid primary highway and

which are of such intensity or brilliance as to cause glare or to impair the vision of a driver of a motor vehicle or which otherwise obscure or interfere with a driver's operation of a motor vehicle are prohibited.

c. A sign may not be illuminated so that it interferes with the effectiveness of, or obscures, an official traffic control device such as a sign or signal.

d. All lighting is subject to any other provisions of law relating to the lighting of signs presently applicable to all highways under the jurisdiction of the State.

e. Notwithstanding the provisions of paragraphs (b)(3)a. through d. of this section, signs commonly known as variable message signs may be changed at intervals by electronic or mechanical process or remote control, and are permitted within 660 feet of the edge of the right-of-way of any interstate or federal-aid primary highway so designated as of June 1, 1991, and of the National Highway System. These variable message signs are permitted, except as prohibited by local ordinance or zoning regulation or by the Delaware federal-state outdoor advertising agreement of May 1, 1968, and are not considered to be in violation of flashing, intermittent, or moving lights criteria provided that:

1. Each message remains fixed for a minimum of at least 10 seconds.
2. When the message is changed, it must be accomplished in 1 second or less, with all moving parts or illumination changing simultaneously and in unison.
3. A variable message sign along the same roadway and facing in the same direction of travel may not be placed, as measured along the centerline of the roadway, within 2,500 feet of another variable message sign, or within 500 feet of a static billboard sign regulated by this section, or within 1,000 feet of an interchange, interstate junction of merging or diverging traffic, or an at-grade intersection.
4. A variable message sign must contain a default design that will freeze the sign in 1 position if a malfunction occurs or, in the alternative, that will shut down.
5. A variable message sign may not contain or display any lights, effects, or messages that flash, move, appear to be animated or to move, scroll, or change in intensity during the fixed display period. A variable message sign must appropriately adjust display brightness as ambient light levels change.
6. A sign that attempts or appears to attempt to direct the movement of traffic or which contains wording, color, shapes, or likenesses of official traffic control devices is prohibited.
7. A sign may not be placed along designated Delaware byways.

(4) The State and local political subdivisions shall have full authority under their own zoning laws to zone areas for commercial or industrial purposes and the action of the State and local political subdivisions in this regard will be accepted for the purposes of this chapter. At any time that a political subdivision adopts regulations which include the size, lighting and spacing of outdoor advertising, the State shall so certify to the administrator and control of outdoor advertising in commercial or industrial areas will transfer to subsection (a) of this section.

17 Del. C. 1953, § 1110; 57 Del. Laws, c. 276; 57 Del. Laws, c. 633, §§ 3-6; 60 Del. Laws, c. 290, § 2; 61 Del. Laws, c. 262, § 16; 76 Del. Laws, c. 144, § 1; 77 Del. Laws, c. 367, § 1.

§ 1111. Public nuisance; abatement.

(a) Any outdoor advertising sign, display or device which is erected or maintained in violation of this chapter or any regulations lawfully adopted pursuant to this chapter is declared to be a public nuisance and may be forthwith removed, obliterated or abated by the Department, its employees or any peace officer of this State, when such violation is not corrected after 30 days' written notice of the violation to the owner of the sign, display or device or to the owner, lessee or occupant of the land

upon which the sign, display or device is located. All costs incurred by the Department in abating a nuisance pursuant to this section shall be the responsibility of the owner of the sign, display or device and the Department shall have an action at law to recover such costs, as well as the expenses of suit.

When any sign is damaged, or falls into disrepair to the extent that obvious repairs are needed, the owner shall be notified in writing by the Department to make all necessary repairs. If the sign is not repaired, rebuilt or removed within 30 days of the notification, the applicable sign permit shall lapse and become null and void.

(b) Any person, business or company which knowingly paints, builds and erects or maintains an outdoor advertising sign without a permit shall be in violation of the chapter.

(c)(1) Any outdoor advertising sign, display or device which is erected or maintained in violation of § 1108(b)(1) of this title shall be subject to immediate removal and the other enforcement provisions of § 525 of this title, without regard to the clear zone distance limitations of that section.

(2) Paragraph (c)(1) of this section shall not apply during the 30-day period immediately preceding and the 30-day period after an election administered pursuant to Title 15, in those election districts affected by such election or elections.

42 Del. Laws, c. 182, § 13; 17 Del. C. 1953, § 1111; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 57 Del. Laws, c. 633, § 12; 60 Del. Laws, c. 290, §§ 4, 5; 75 Del. Laws, c. 98, § 124.;

§ 1112. Injunctive relief.

The Department or any taxpayer may maintain an action for an injunction to restrain any violation or threatened violation of this chapter or of any regulation lawfully adopted pursuant thereto.

42 Del. Laws, c. 182, § 13; 17 Del. C. 1953, § 1112; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276.;

§ 1113. Penalties.

Whoever violates this chapter or any regulation lawfully adopted pursuant to this chapter shall be fined not less than \$10 nor more than \$50.

Each day that a violation is allowed to continue after 30 days' written notice of its existence shall constitute a separate offense.

42 Del. Laws, c. 182, § 13; 17 Del. C. 1953, § 1113; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276.;

§ 1114. Signs excepted from provisions of this subchapter.

The classes of signs described below are excepted from all provisions of this subchapter other than the provisions of § 1103(a)(2) insofar as those provisions may be implemented by regulations controlling and restricting outdoor advertising signs, displays and devices in controlled areas:

(1) Outdoor advertising signs, displays and devices 32 square feet or less erected or maintained upon real property and placed on the premises to identify a business conducted thereon.

(2) Outdoor advertising signs, displays and devices (containing 12 square feet or less in areas zoned residential or 32 square feet or less in areas zoned otherwise) upon real property stating that the property, or a part thereof, is for sale or for rent.

(3) A notice or advertisement required by law in any legal proceeding or put upon the property by public authority.

(4) A danger or precautionary sign containing 2 square feet or less relating to the premises or a sign warning of the condition of or danger of travel on a highway.

(5) Any notice or sign of any railroad or other transportation or transmission or communication company necessary for the direction or information or safety of the public.

(6) Any sign containing 6 square feet or less and directing travelers to any town, village, city, historical site or attractions, provided the same is maintained at public expense.

(7) Nonofficial signs displayed on transit shelters under contracts approved by the Department.

42 Del. Laws, c. 182, § 8; 17 Del. C. 1953, § 1114; 53 Del. Laws, c. 87, § 1; 57 Del. Laws, c. 276; 60 Del. Laws, c. 290, § 6; 61 Del. Laws, c. 262, §§ 17, 18; 63 Del. Laws, c. 178, §§ 1, 2; 71 Del. Laws, c. 318, §§ 2, 3.;

§§ 1115-1119. [Reserved.]

§ 1120. Severability.

If any exception, section, part, phrase, or provision of this chapter or the application thereof be held invalid by any court of competent jurisdiction, such judgment shall be confined in its operation to the exception, section, part, phrase, provision, or application directly involved in the controversy in which such judgment shall have been rendered, and shall not affect or impair the remainder of this chapter or the application thereof.

71 Del. Laws, c. 318, § 4.;

NOTICE: The Delaware Code appearing on this site was prepared by the Division of Research of Legislative Council of the General Assembly with the assistance of the Government Information Center, under the supervision of the Delaware Code Revisors and the editorial staff of LexisNexis, includes all acts effective as of September 11, 2010 up to and including 77 Del. Laws, c. 475.

DISCLAIMER: Please Note: With respect to the Delaware Code documents available from this site or server, neither the State of Delaware nor any of its employees, makes any warranty, express or implied, including the warranties of merchantability and fitness for a particular purpose, or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information, apparatus, product, or process disclosed, or represents that its use would not infringe privately-owned rights. This information is provided for informational purposes only. Please seek legal counsel for help on interpretation of individual statutes.



CLIENT:

CONTACT:

JOB LOCATION :

JOB SPECS:

This drawing remains the exclusive property of First State Signs. It is submitted for your consideration in the purchase of the product(s) manufactured according to these plans. This design cannot be copied in whole or in part, reproduced, altered or exhibited in any manner without the expressed written permission of First State Signs. Exceptions are previously copyrighted artwork supplied by client.

DRAWING DATE:

DRAWING BY: TONY

REVISION DATES:

APPROVED AS IS APPROVED AS NOTED

APPROVED BY:

APPROVAL DATE:

Your signature acknowledges full approval of design layout and content, releasing First State Signs from responsibility in regard to incorrect information and design. Any colors shown on this page are only representative of actual colors as noted. Final color will be matched as close as possible. Slight color variances are inevitable due to material's used.

FILE :

FILE LOCATION:

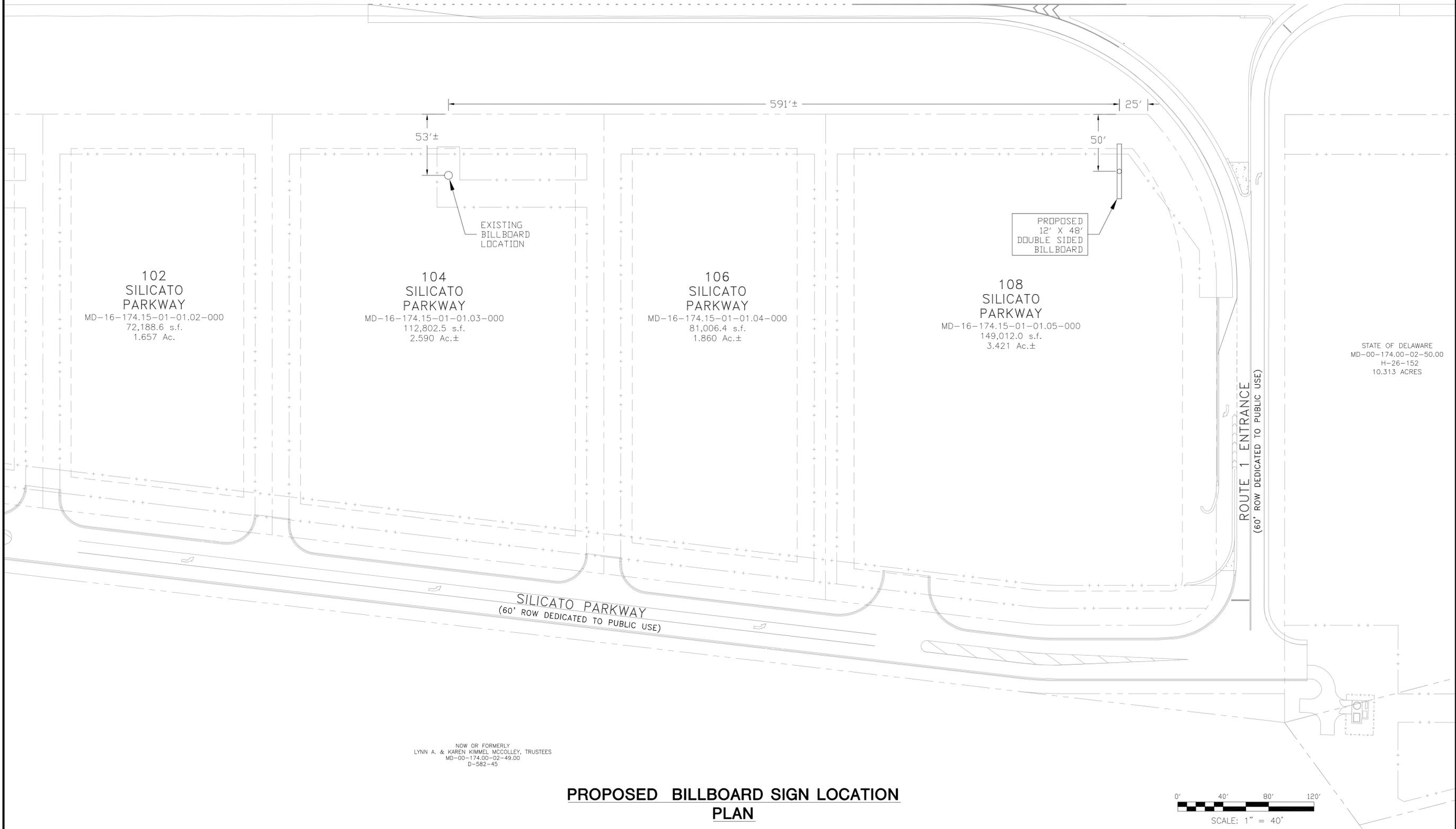
12'x48' billboard
28' tall
matching existing structure





RT. 1 (NORTHBOUND)

RT. 1 (SOUTHBOUND)



102
SILICATO
PARKWAY
MD-16-174.15-01-01.02-000
72,188.6 s.f.
1.657 Ac.

104
SILICATO
PARKWAY
MD-16-174.15-01-01.03-000
112,802.5 s.f.
2.590 Ac.±

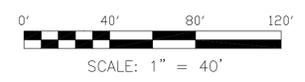
106
SILICATO
PARKWAY
MD-16-174.15-01-01.04-000
81,006.4 s.f.
1.860 Ac.±

108
SILICATO
PARKWAY
MD-16-174.15-01-01.05-000
149,012.0 s.f.
3.421 Ac.±

STATE OF DELAWARE
MD-00-174.00-02-50.00
H-26-152
10.313 ACRES

NOW OR FORMERLY
LYNN A. & KAREN KIMMEL MCCOLLEY, TRUSTEES
MD-00-174.00-02-49.00
D-582-45

PROPOSED BILLBOARD SIGN LOCATION PLAN



DAVIS, BOWEN & FRIEDEL, INC.
ARCHITECTS, ENGINEERS & SURVEYORS
SALISBURY, MARYLAND (410) 543-9091
MILFORD, DELAWARE (302) 424-1441
PROPOSED BILLBOARD LOCATION PLAN

SILICATO LEASING CORPORATION
CITY OF MILFORD
MILFORD HUNDRED, KENT COUNTY, DELAWARE

Date: **SEPTEMBER 2010**
Scale: **1" = 40'**
Dwn.By: **CRS**
Proj.No.: **059H037**
Dwg.No.:

PUBLIC NOTICE

Notice is hereby given the following ordinance is under review by the
Milford Planning Commission and Milford City Council:

ORDINANCE 2010-21

Conditional Use/Silicato-Wood Partnership LLC

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MILFORD, DELAWARE AUTHORIZING A CONDITIONAL USE PERMIT FOR DALE McCALISTER ON BEHALF OF SILICATO-WOOD PARTNERSHIP LLC TO ALLOW A BILLBOARD IN A C-3 DISTRICT AT 108 SILICATO PARKWAY, MILFORD, DELAWARE. TAX MAP MD-16-174.15-01-01-05; 3.42 +/- acres.

Whereas, the City of Milford has been requested by Dale McCalister on behalf of Silicato-Wood Partnership LLC to allow a conditional use for a billboard; and

Whereas, the Planning Commission reviewed the application at a public hearing on December 21, 2010 and has presented the item to be considered by the City Council; and

Whereas, the City Council held an advertised public hearing on January 24, 2011 to allow public comment on the application.

Now, Therefore, the City of Milford hereby ordains:

Section 1. Upon the adoption of this ordinance, Silicato-Wood Partnership LLC is hereby granted a conditional use permit to allow a billboard in accordance with the application, approved plans and any conditions set forth;

Section 2. Construction or operation shall be commenced within one year of the date of issuance or the conditional use permit becomes void.

Section 3. Dates.

Introduction to City Council: 12-13-10

Planning Commission Review & Public Hearing: 12-21-11

City Council Review & Public Hearing 01-24-11

This ordinance shall take effect and be in force ten days after its adoption.

Ordinance 2010-10 is scheduled for adoption, with or without amendments, at the Council Meeting on January 24, 2011. Should you have questions, please contact the City of Milford Planning and Zoning Department at 302-424-3712 Extension 308.

From: CCGM [milford@milfordchamber.com]
Sent: Friday, January 14, 2011 3:58 PM
To: ;
Subject: SBA News Release



News Release

PRESS OFFICE

Release Date: January 11, 2011

Contact: Tiffani Clements
(202) 401 0035

Release Number: 11-03

Internet Address: <http://www.sba.gov/news>

SBA Announces Grant Funding to Increase Contracting Opportunities for Small Businesses under New Pilot Program

WASHINGTON – The U.S. Small Business Administration is accepting grant funding proposals from eligible and well-established national organizations interested in providing training, guidance, counseling, mentoring and procurement assistance to small businesses in teaming arrangements, which may be in the form of a joint venture or prime and subcontractor relationship, under its new Small Business Teaming Pilot program.

The Small Business Teaming Pilot program was established by Congress under the Small Business Jobs Act of 2010. Under this new program, the SBA expects to make 10-to-20 grant awards in the range of \$250,000-\$500,000 totaling up to \$5,000,000 for fiscal year 2011.

“The Small Business Jobs Act provides critical resources to help small businesses continue to drive economic recovery and create jobs,” said SBA Administrator Karen Mills. “The teaming pilot program will help put contract dollars into the hands of small businesses, create job opportunities through the teaming arrangements, help drive innovation and promote economic growth for our nation’s economy.”

To be eligible for these grant awards, an applicant must:

- be a private, non-profit or for-profit entity;
- have been in existence continually for the past three years;
- have experience dealing with issues relating to small business on a national level; and
- demonstrate that it has the capacity to provide assistance to small businesses.

Applicant organizations selected for these awards must leverage the funding received by the SBA by working in conjunction with SBA’s district offices and other federal, state, local and tribal government small business development programs, including: Procurement Technical Assistance Centers, SBA resource partners such as SCORE, Small Business Development Centers, Women’s Business Centers, Veterans Business Outreach Centers, 7(j) technical assistance providers, universities, other institutions of higher education and private organizations such as chambers of commerce and trade and industry groups and associations.

All proposals must be submitted electronically via the government-wide financial assistance portal www.grants.gov no later than 11:59 p.m. on Feb. 25, 2011. For more information about the Small Business Teaming Pilot Program, visit: www.sba.gov/teaming.

Don't be left out in the Cold...
Join us at the
Chamber of Commerce
for Greater Milford
January Business Mixer

Hosted By



329 Mullet Run St.
(off Airport Road) ~ Milford
January 26th, 2010
From 5 to 7 p.m.

Bring a friend, colleague, network & enjoy refreshments.
Don't forget to bring your business cards.

Bring a canned good to be donated to the
local food bank and be entered into a drawing
to win a gift card to a local restaurant.

Please RSVP by Monday-January 24th.

milford@milfordchamber.com or

Fax: 302-422-7503

From: CCGM [milford@milfordchamber.com]
Sent: Friday, January 21, 2011 9:57 AM
To: ;
Subject: Milford Rotary Club - Evening of Friendship



Milford Rotary Club
P.O. Box 10
Milford, DE 19963

*To purchase tickets or
for information on
becoming a sponsor call:
(302) 422-4569*

*or
Marcel Agency (302) 422-9626
In Downtown Milford*



Evening of Friendship

Benefitting Educational Programs in the Milford School District

hosted by

Milford Rotary Club

at

Shawnee Country Club in Milford

on

Saturday, January 29, 2011

from

7pm to 10pm

Honoring

The Honorable & Mrs. V. George Carey

Complimentary Beverage, Hors D'oeuvres,

Cash Bar and Door Prizes

Music provided by Arvin Nool and the Swing Noteables

Tickets are \$50 per person or \$90 per couple (partial tax deduction)

Alternative Date Saturday, February 5, 2011

Proposed Budget Adjustment
City of Milford Parks & Recreation
Mispillion Greenway Project
January 24, 2011

Background

The Parks and Recreation Department is planning to move forward with the development of the Chaney-Wilmont portion of the Mispillion Greenway that will complete the section of the Riverwalk from Columbia Ave. to the existing section of the Riverwalk that ends at Marshall Street. City Council approved a budget of \$260,000 as part of the 2010-11 Capital Budget Program and awarded the design contract to Landscape Architectural Services on August 9, 2010.

On September 27, 2010, City Council amended the Capital Budget and this project budget relating to the \$50,000 of City Funds. This amendment was associated with the revised agreement with the Boys & Girls Club. \$42,985 was transferred for use with the Boys & Girls Club agreement and \$7,015 was utilized for professional services by Landscape Architectural Services on the Chaney-Wilmont Greenway.

A revised cost estimate has been prepared based upon the design work completed to date and Mr. Emory is preparing to submit a grant application to DNREC for funding from the Land and Water Conservation Trust Fund in the amount of \$185,000. The proposed budget is based upon the revised cost estimate and the application that is being prepared for submittal no later than February 11, 2011.

Estimated Project Schedule

Design:	Ongoing
Bid:	Late Spring 2011
Construction:	Summer/Fall 2011

Proposed Budget Amendment

Funding Source	Current Budget	Proposed Budget	Notes
City Funds	50,000	42,015	Balance of \$7,015 plus \$35,000 transfer from Playground @ Silicato Park
Community Transportation Funds	85,000	150,000	DeIDOT Agreement 11-P-PROG-23
Land & Water Conservation Trust Fund	125,000	185,000	Application Submitted by Feb. 11, 2011
Total	\$260,000	\$377,015	

Recommendation

It is recommended City Council approve the budget adjustment as presented.



**LANDSCAPE
ARCHITECTURAL
SERVICES, L.L.C.**



Cost Estimate

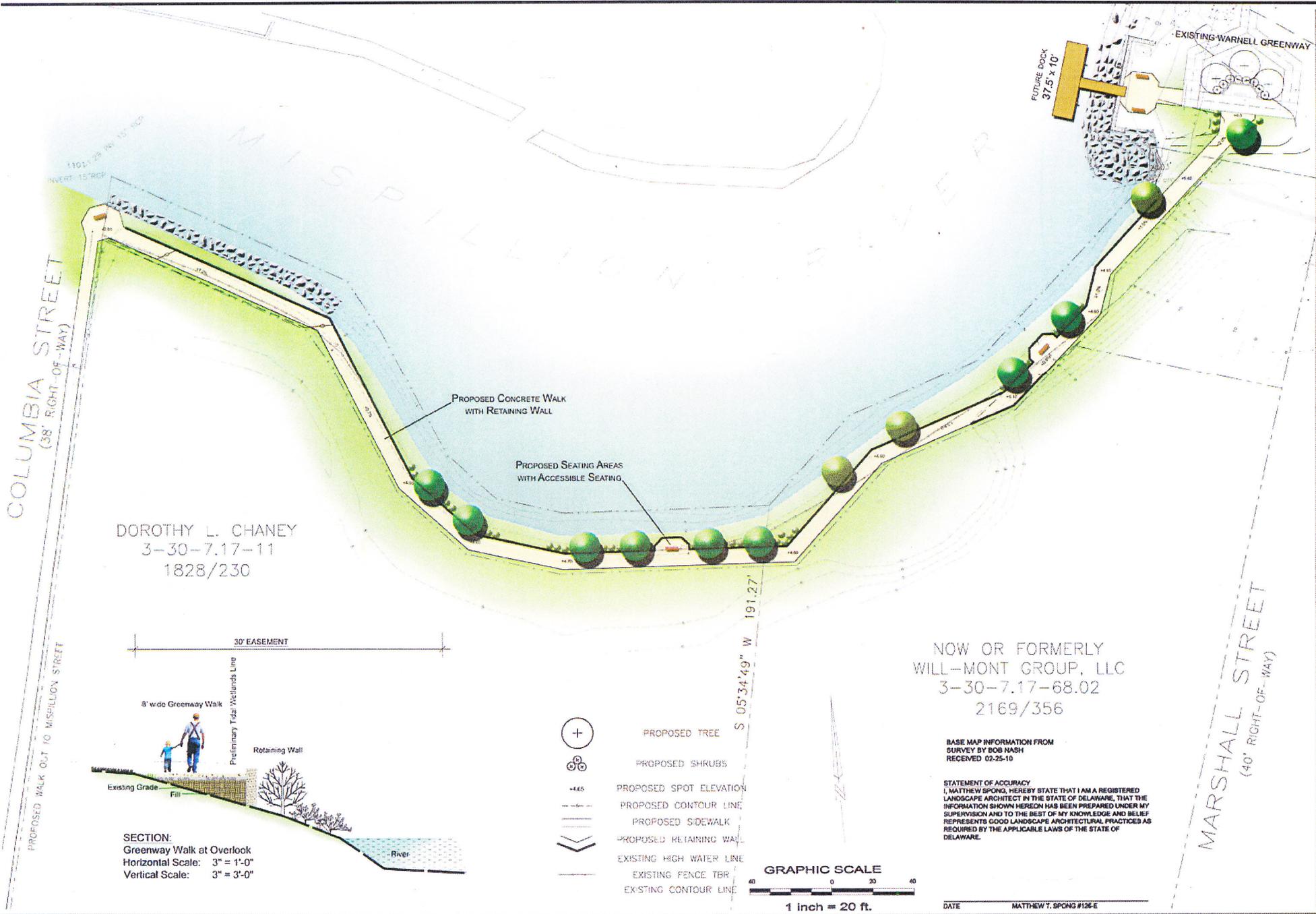
Client: Chaney / Wilmont Greenway

Milford, Delaware

Page 1 of 2

Date: Revised 1/19/2011

Item	Quantity	Description	Unit Cost	Total
		Mobilization & General Conditions	LS	18,000.00
	700 lf	Silt Fence	1.75	1,225.00
	1	Stabilized Construction Entrance	LS	2,000.00
	2	Inlet Protection	150.00	300.00
	2901 sf	Grading	0.25	725.25
	240 cy	Fill (balance)	50.00	12,000.00
	2	Lawn Drain	1,500.00	3,000.00
	3	Walk Drains	1,000.00	3,000.00
	3	Flared End Section	200.00	600.00
	106 lf	8" Drain Pipe	30.00	3,180.00
	5,768 sf	Exposed Aggregate Concrete Walk	10.00	57,680.00
	2,064 sf	Exposed Aggregate Concrete Walk Columbia to Mispilion	10.00	20,640.00
	37.5' x 10'	Floating Dock	LS	60,000.00
	1324 sf	Segmental Block Retaining Wall	35.00	46,340.00
	3	6' Bench	1,000.00	3,000.00
	2	Trash receptacle	1,000.00	2,000.00
	12	Flowering Trees	250.00	3,000.00
	2684 sf	Seeding	0.50	1,342.00



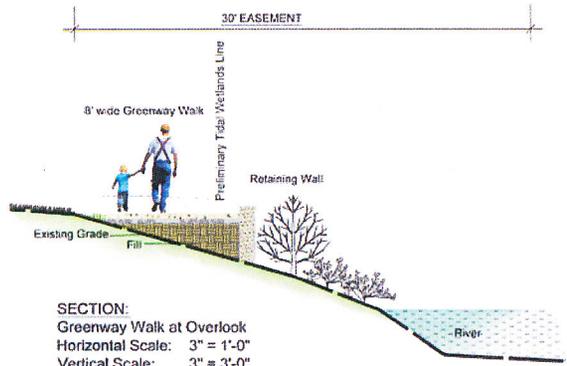
COLUMBIA STREET
(38' RIGHT-OF-WAY)

PROPOSED WALK OUT TO MISPELLION STREET

MARSHALL STREET
(40' RIGHT-OF-WAY)

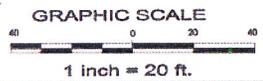
DOROTHY L. CHANEY
3-30-7.17-11
1828/230

NOW OR FORMERLY
WILL-MONT GROUP, LLC
3-30-7.17-68.02
2169/356



SECTION:
Greenway Walk at Overlook
Horizontal Scale: 3" = 1'-0"
Vertical Scale: 3" = 3'-0"

- PROPOSED TREE
- PROPOSED SHRUBS
- PROPOSED SPOT ELEVATION
- PROPOSED CONTOUR LINE
- PROPOSED SIDEWALK
- PROPOSED RETAINING WALL
- EXISTING HIGH WATER LINE
- EXISTING FENCE TBR
- EXISTING CONTOUR LINE



BASE MAP INFORMATION FROM
SURVEY BY BOB NASH
RECEIVED 02-25-10

STATEMENT OF ACCURACY
I, MATTHEW SPONG, HEREBY STATE THAT I AM A REGISTERED
LANDSCAPE ARCHITECT IN THE STATE OF DELAWARE, THAT THE
INFORMATION SHOWN HEREON HAS BEEN PREPARED UNDER MY
SUPERVISION AND TO THE BEST OF MY KNOWLEDGE AND BELIEF
REPRESENTS GOOD LANDSCAPE ARCHITECTURAL PRACTICES AS
REQUIRED BY THE APPLICABLE LAWS OF THE STATE OF
DELAWARE.

DATE: MATTHEW T. SPONG #126-E

1

PRELIMINARY PLAN

CHANEY - WILMONT
GREENWAY
COLUMBIA and MARSHALL STS.

USB
LANDSCAPE ARCHITECTURAL SERVICES, LLC
1000 N. MARKET STREET, SUITE 200
WILMINGTON, DE 19801
TEL: 302.441.1234
WWW.USBLANDSCAPE.COM

City of Willford
Department of
Parks & Recreation
Mr. Gary Emory, Dir.

ADVERTISEMENT FOR BIDS
FOR
THE CITY OF MILFORD DELAWARE

The City of Milford Delaware will be receiving proposals for the sale and removal of one substation transformer. Proposals and supporting documentation shall be submitted in a sealed envelope to The City of Milford at one of the following addresses no later than 3:00 PM local time on Thursday, January 20, 2011 at which time they shall be publicly opened and read at the City Hall, 201 S. Walnut Street. Proposals shall be clearly marked **“Sealed Proposal for Sale and Removal of Power Transformer”**.

Mailing Address

City of Milford
201 S. Walnut Street
Milford, Delaware 19963
Attention: Ms. Terri Hudson

Shipping Address

City of Milford
201 S. Walnut Street
Milford, Delaware 19963
Attention: Ms. Terri Hudson

Questions regarding the requirements of the proposal or requests for documents shall be directed to Progressive Engineering Consultants, Inc. by telephone (704) 545-7327 or mailing enquiries to:

Progressive Engineering Consultants, Inc.
PO Box 690638
Charlotte, NC 28227
Attention: R. Alan Cobb

The City of Milford reserves the right to reject any and all proposals and to accept any proposal deemed to be in the best interest of the City of Milford.

BID TABULATION FORM

City of Milford, Delaware

Transformer Sale and Removal

Bid Date: January 20, 2011 3:00 PM

Bidder:	Base Bid Mid-Atlantic <u>Dismantlement</u>	Alt. Bid Mid-Atlantic <u>Dismantlement</u>	G&S Motor <u>Motor Equip.</u>	Pierson <u>Construction Co.</u>
----------------	---	---	--	--

Diamantle And Remove Transformer	<u>\$12,000.00</u>	<u>\$47,000.00**</u>	<u>\$22,500.00</u>	<u>\$28,230.00</u>
---	--------------------	----------------------	--------------------	--------------------

Execptions, Clarifications, or Alternate Pricing	<u>Note #1</u>	<u>Note #2</u>		
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****Recommended Award**

Note #1 – Base Bid price allows City to keep radiator fans, bushings, and control cabinet components.

**Note #2 – Alternate Bid price allows Bidder to take ownership of all transformer components.
If Bidder is to furnish covers for transformer openings deduct \$1,000.00 from price quoted.**

BIDDER'S PROPOSAL
FOR
SALE AND REMOVAL
OF
SUBSTATION TRANSFORMER
FOR
THE CITY OF MILFORD DELAWARE

The undersigned has carefully examined the Specifications and attached documentation and agrees to furnish the labor, tools, materials, and permits, and pay to the City the following total price for one (1) power transformer as specified:

Dismantle and Remove Transformer

\$ 22,500.00 Lot Price G&S pays The City of Milford, DE

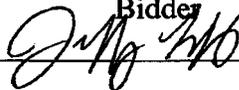
The above price is based upon the following conditions:

- * G&S will provide all labor, materials, transportation and cranes.
- * G&S will remove all oil.
- * The unit will be accessible for our crews to work on. There will be no overhead lines or interferences.
- * The City of Milford will provide a boom truck to remove bushings and radiators.

G&S Motor Equipment Co., Inc

Bidder

By



1800 Harrison Avenue

Kearny, NJ 07032

Address

Telephone Number 201-998-9244

BIDDER'S PROPOSAL
FOR
SALE AND REMOVAL
OF
SUBSTATION TRANSFORMER
FOR
THE CITY OF MILFORD DELAWARE

The undersigned has carefully examined the Specifications and attached documentation and agrees to furnish the labor, tools, materials, and permits, and pay to the City the following total price for one (1) power transformer as specified:

Dismantle and Remove Transformer \$ - 28,230.00


Richard E. Peterson Const Co Inc
Bidder
By _____

Robert L. Baccala, VP
426 Swedesboro Road
Pilesgrove NJ 08098
Address

Telephone Number 856 769 8244

BIDDER'S PROPOSAL
FOR
SALE AND REMOVAL
OF
SUBSTATION TRANSFORMER
FOR
THE CITY OF MILFORD DELAWARE

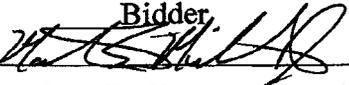
The undersigned has carefully examined the Specifications and attached documentation and agrees to furnish the labor, tools, materials, and permits, and pay to the City the following total price for one (1) power transformer as specified:

Dismantle and Remove Transformer \$ 12,000.00

Mid-Atlantic Dismantlement Corporation

Bidder.

By


Mathew E. Mitten, President

P. O. Box 1192
Dover, DE 19903

Address

Telephone Number 302-698-5402

*Alternate Bid: Transformer is fully intact with Bushing, Radiator Fans and control Cabinet Components.

All other Bid Specifications remain unchanged. \$47,000.00

Progressive Engineering Consultants, Inc.

P.O. BOX 690638 CHARLOTTE, NC 28227 - 7011

TELEPHONE (704) 545 - 7327

FACSIMILE (704) 545 - 2315

progress@pecinc.net

January 21, 2011

Mr. Rick Carmean
City of Milford
Milford, De
Via: Electronic Mail

Re: Award Recommendation – Sale and Removal of Substation Transformer

Dear Mr. Carmean:

Sealed bids were received, publicly opened, and read on January 20, 2011 for furnishing the labor and equipment to decommission and remove the #1 transformer in your existing 138 kV substation. As shown by the enclosed tabulation of bids received, Mid-Atlantic Dismantlement of Dover offered the highest amount for the unit in their Alternate Bid of \$47,000.00. The alternate bid would allow the Bidder to purchase all of the transformer components. Given the difference of \$18,770.00 between the highest and second highest bids we would recommend that the City accept the Alternate Bid offered by Mid-Atlantic and allow them to purchase all of the transformer components.

Please notify us of your decision in order that we may issue the Bidder a Notice to Proceed.

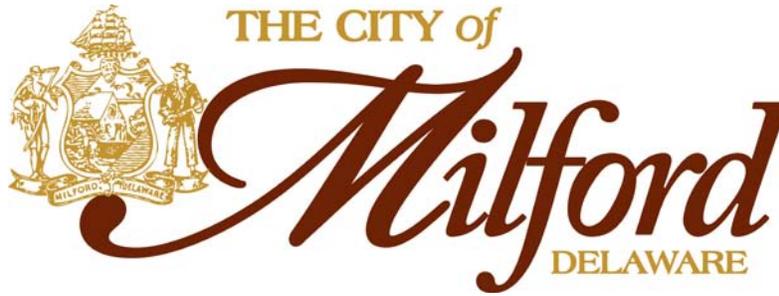
Should you have questions or comments, please call.

Very Truly Yours,

PROGRESSIVE ENGINEERING CONSULTANTS, INC.

By *R. Alan Cobb*
R. Alan Cobb, P.E.

RAC
012111rc



INVITATION TO BID

Bids for a **2011 Caterpillar Backhoe, Model # 420E** will be received by the City of Milford at City Hall, 201 S. Walnut Street, Milford, Delaware until Wednesday, **January 19th, 2011 at 2:00 p.m.**, and then at said office publicly open and read aloud.

Specifications are available at the City of Milford Public Works - Street Department at 180 Vickers Drive in the Greater Milford Business Park, Milford, Delaware and online at www.cityofmilford.com/bids.aspx.

Bids shall be addressed to:

City of Milford
Attn: Terri Hudson, City Clerk
201 South Walnut St.
Milford, DE 19963

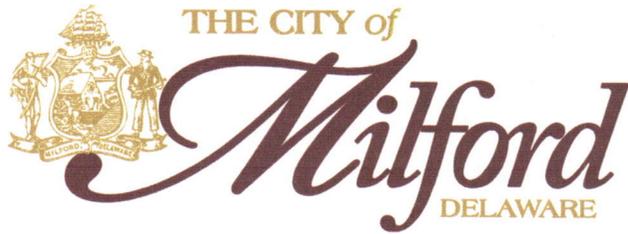
Questions should be referred to Christie Hughes, Street Department at, (302) 422-6616, extension 100.

Bids must be clearly marked "**Sealed Bid – Backhoe**" on the outside envelope. Award of the bid will be made at the next regularly scheduled City Council meeting.

The City of Milford reserves the right to reject ANY AND ALL BIDS and to waive any informalities within the bids.

The City of Milford

By: David Baird
City Manager



January 19, 2011....Closing Time: 2:00 p.m.

Description: 2011- Caterpillar Backhoe, Model # 420E

Terms: see bid packet

Bidder Name	Address	Phone Number	Bid Amount
Folcomer Equipment Corp.	Greenwood, De		\$82,370.00
Alban Tractor	Baltimore, MD		\$92,600.00
JESCO, Inc.	South Plainfield, NJ		\$81,170.00

Low Bidder			
Name	Address	Phone Number	Bid Amount
JESCO, Inc.	South Plainfield, NJ		\$81,170.00



THE CITY of

Milford

DELAWARE

Proposal of: **2011Caterpillar Backhoe, Model # 420E**

To the City of Milford,

In compliance with the Invitation to Bid, Bidder hereby proposed to furnish one (1): **2011Caterpillar Backhoe, Model # 420E** in strict accordance with the specifications at the price stated below.

By Submission of this Bid, each Bidder certifies, and in the case of a joint Bid, each party thereto certifies as to his own organization, that this Bid has been arrived at independently without consultation, communication or agreement as to any matter relating to this Bid with any other Bidder or with any other competitor.

Bidder acknowledges receipt of the following (if any) Addendum: _____

Bid Schedule

Make, Model, Year: Case 580 Super N Year: 2011

- 1 - 2011Caterpillar Backhoe, Model # 420E

\$ 82,370.00

Total Net Bid Price

\$ 82,370.00

Delivery Date: < 75 days ARO

Availability of spare parts and service will be a factor in acceptance of the bid. Location of Bidders part and service nearest specified delivery point for the equipment offered in this proposal:

Greenwood DE

Bidder Information:

Name: Folcomer Equipment Corp.

Address: PO Box 338, 12420 Sussex Hwy
Greenwood DE 19950

Phone Number: 302-349-5760



THE CITY of

Milford

DELAWARE

Proposal of: **2011Caterpillar Backhoe, Model # 420E**

To the City of Milford,

In compliance with the Invitation to Bid, Bidder hereby proposed to furnish one (1): **2011Caterpillar Backhoe, Model # 420E** in strict accordance with the specifications at the price stated below.

By Submission of this Bid, each Bidder certifies, and in the case of a joint Bid, each party thereto certifies as to his own organization, that this Bid has been arrived at independently without consultation, communication or agreement as to any matter relating to this Bid with any other Bidder or with any other competitor.

Bidder acknowledges receipt of the following (if any) Addendum: _____

Bid Schedule

Make, Model, Year: 2011 Caterpillar 420E

- **1 – 2011Caterpillar Backhoe, Model # 420E**

\$ 92,600 . 00

Total Net Bid Price

\$ 92,600 . 00

Delivery Date: 60-90 Days from Order

Availability of spare parts and service will be a factor in acceptance of the bid. Location of Bidders part and service nearest specified delivery point for the equipment offered in this proposal:

Felton, DE

Bidder Information:

Name: Alban Tractor Co. Inc.

Address: 8531 Pulaski Highway
Baltimore, MD 21237

Phone Number: 410-686-7777



Proposal of: **2011Caterpillar Backhoe, Model # 420E**

To the City of Milford,

In compliance with the Invitation to Bid, Bidder hereby proposed to furnish one (1): **2011Caterpillar Backhoe, Model # 420E** in strict accordance with the specifications at the price stated below.

By Submission of this Bid, each Bidder certifies, and in the case of a joint Bid, each party thereto certifies as to his own organization, that this Bid has been arrived at independently without consultation, communication or agreement as to any matter relating to this Bid with any other Bidder or with any other competitor.

Bidder acknowledges receipt of the following (if any) Addendum: _____

Bid Schedule

Make, Model, Year: John Deere 310SJ Backhoe Loader - 2011

- **1 - 2011Caterpillar Backhoe, Model # 420E**

\$ 81,170.00

Total Net Bid Price

\$ 81,170.00

Delivery Date: 45 Days from Issuance of P.O.

Availability of spare parts and service will be a factor in acceptance of the bid. Location of Bidders part and service nearest specified delivery point for the equipment offered in this proposal:

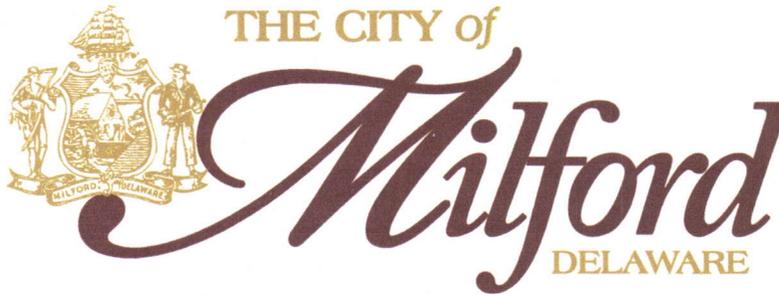
JESCO, Inc. 9060 Ocean Highway, Delmar, MD 21875 or
JESCO, Inc. 1001 Industrial Drive, Middletown, DE 19709

Bidder Information:

Name: JESCO, Inc.

Address: 118 St. Nicholas Ave
South Plainfield, NJ 07080
Noah Gerstmyer

Phone Number: 410-218-1274



PUBLIC WORKS DEPARTMENT
302.422.6616, FAX 302.422.1119

180 VICKERS DRIVE
MILFORD, DE 19963

MEMO

TO: David Baird
City Manager

FR: Brad Dennehy *BD*
Director of Public Works

DA: January 20, 2011

RE: Awarding of Streets Department Backhoe bid.

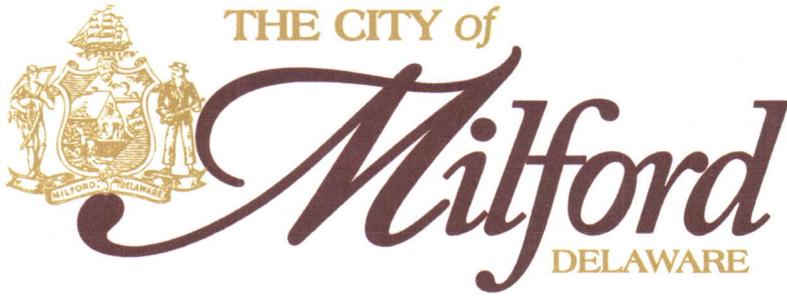
Dave,

The bids for the Streets Department Backhoe were received and opened yesterday. Please see attached received bids.

The new Backhoe will be used to replace the existing 15 year old Backhoe. This piece of equipment will be used extensively by the Streets Department for street, stormwater, curb and sidewalk restoration and repairs. It will also be used during snow emergencies to assist in snow removal.

Funding for this piece of equipment had been budgeted for as a capital item in the Streets Department budget of \$85,000. Of the three bids received yesterday the high bidder was for the exact piece of equipment we had specified (a Caterpillar 420E). Because of the difference in bid prices, Tim Webb (Street Department Superintendent) and I reviewed all bids and also met with a representative of the lowest bidder. After careful review we believe that the lowest bid piece of equipment (John Deere 310 SJ) meets the general intentions of the bid proposal, is very similar to, and either meets or exceeds the specifications for the Caterpillar 420E.

Although the John Deere 310SJ is not specifically what we had put out to bid, I feel the City is covered by the statements in the bid documents of "(a)ny reference to a model or brand name is only to denote quality and does not mean that equal equipment will not be considered", and "the City of Milford reserves the right to reject ANY AND ALL BIDS and to waive any informalities within the bids".



PUBLIC WORKS DEPARTMENT
302.422.6616, FAX 302.422.1119

180 VICKERS DRIVE
MILFORD, DE 19963

My recommendation is then to accept the low bid of \$81,170 from JESCO, Inc for a John Deere 310SJ backhoe, with the funding being supplied from the Streets Department capital line item.

If you require further information please contact me.

Thank you.



ENGINEERING DEPARTMENT
302.422.1110, FAX 302.422.1119

180 VICKERS DRIVE
MILFORD, DE 19963

www.cityofmilford.com

MEMORANDUM

TO: David Baird, City Manager

FROM: Mark S. Mallamo, P.E., City Engineer 

DATE: January 21, 2011

REFERENCE: Remediation for Ride Quality on 10th Street Paving

10th Street was paved on November 30, 2010 as part of the 2010 Road Improvements program. The paving contractor was C&J Paving, Inc. Under separate contract sidewalk ramps, some curb repairs and adjustments to storm water catch basins was performed by Shea Concrete LTD. Other work on this street prior to paving included water service line replacements and some sanitary sewer manhole frame and cover replacements, performed by City staff.

After the milling and paving was completed it was noted that 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 near 301 10th Street. In addition to these two defined points the general ride quality of the entire road felt substandard.

That general ride quality issue was confirmed to be out of specification on January 19, 2011 when a DelDOT crew, accompanied by City staff and Mr. Reed, the paving contractor, performed a rolling 10 foot straight edge test. This test measures the road surface for dips and bumps and 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 50 feet of testing roadway that looked fine to the unaided eye, it was apparent the road surface was not meeting the specs. The chalk marks were appearing every 4 to 5 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 we stopped testing at that point.

The contractor and I discussed the ride quality test results and possible repairs with DelDOT staff to see if these results were typical and what remediation methods have been used successfully in the past. Indeed the results were fairly typical for roads that have been tested after the quality was questioned. The recommended remediation is diamond grinding. Diamond grinding is a highly specialized procedure whereby large equipment is utilized to smoothly grind off the bumps and even out the road surface to meet the ride quality standards. This is used routinely in Delaware and surrounding states to fix problems such as this. There is only one contractor in the mid Atlantic region that does this type of work.

I contacted the grinding contractor to assure that 10th Street was a suitable candidate for this procedure and get a cost estimate for profile grinding the entire length of newly paved roadway. The grinding contractor assured me the equipment could be used safely over City water and sewer lines and the road surface would support the equipment. The grinding contractor also stated this work would substantially improve the ride quality and meet the DelDOT spec after grinding. The cost for this procedure is estimated to be \$12,000 to \$15,000. Mr. Reed, the paving contractor, has verbally agreed to pay for this remedial work. However he has requested the City make payment to his company for the road minus \$15,000 at this time.

This grinding procedure cannot fix the aforementioned major bump and dip issues associated with the manholes and catch basins. The dip between manhole and catch basin that is apparent now was not identified prior to the paving project when the manhole cover was replaced. The storm water catch basins along the curb approximately 22 feet past the manhole are approximately 6 inches lower than the manhole lid. It is expected that catch basins will be the lowest points in the roadway and a manhole in the center will be higher, but six inches of drop in that length of road is extreme. The road previously had a full width repair that was about 260 feet long extending over the manhole in question that may have masked the extreme elevation change. After milling out the old road surface the paving contractor was required to pave between these two fixed points in the buried utilities, which resulted in the large dip. To properly address this issue the manhole frame and cover should be lowered at least 3 inches to reduce the severity of this dip. This repair should include removal of the newly laid asphalt road surface in both lanes extending twenty feet on both sides of the manhole and repaving this area at the new grade. The estimated cost to mill and repave this area, if City staff performs the manhole work, is \$3000. I do not feel it is fair to expect the paving contractor to absorb this cost considering the utility adjustments were not part of the paving contract and therefore not under his control.

The other major ride issue is the catch basin near 301 10th Street. There are 11 catch basins in the roadway and 7 of them were adjusted including installation of new bicycle safe grates. This work was performed by Shea Concrete. The problem catch basin was adjusted, but the pitch of the grate remains counter to or opposite the crown of the roadway, which results in an unacceptable dip in the right tire path of the roadway. I am not sure why the contractor did not correct this problem when they performed the adjustment and replaced the grate. This problem should have been avoided with a correct repair and may be a result of miscommunication between myself and the contractor. However I feel Shea Concrete should raise this grate to a suitable grade at no cost to the City considering the problem was visibly apparent and they should know better than to duplicate a problem when making adjustments. This repair would require some additional pavement patching to meet the newly aligned grate at an estimated cost of \$250.

If the City chooses to follow these recommendations and the contractors fulfill the obligations as stated above the additional cost to the City is estimated to be \$3,250.00. However some deficiencies

noted during this construction project would remain. The existing water main running from Walnut Street to Salevan Avenue is aged and made of Transite pipe. This is the same type of pipe that recently failed on NE Front Street. Also the milling operation exposed sections of roadway that have no stone base to support the asphalt. Drainage has been a noted issue over the years as well. A complete rebuild of the road including replacement of aged water mains and storm water structures including curb replacement, adding a bicycle path and adding stone base would certainly result in greatly improved roadway to serve the residents, the school and business that frequently use this road. However the cost to for such a large scale project would likely exceed \$250,000. The cost to mill out the new surface and repave the street using another contractor is estimated at \$55,000.

I recommend requiring C&J Paving repair the road surface utilizing diamond grinding at their cost. The repairs should include any seam and joint quality issues that have been discussed prior to this memorandum. The dipped catch basin should be repaired by Shea Concrete at their cost. The manhole should be adjusted by City water and sewer crews and the associated paving repairs for these major adjustments should be paid for by the City. The City should consider the payment option requested by Mr. Reed of C&J Paving of partial payment for materials expended. If this partial payment is taken forward I recommend retainage equal to at least the estimated cost of the grinding operation and hold the bond and retainage until satisfied with the quality of the work.

PUBLIC NOTICE
City of Milford Fiber Optic Code
Ordinance 2011-1

NOTICE IS HEREBY GIVEN the following Ordinance is currently under review by City Council of the City of Milford:

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 pigtailed provided by Under/comm, Incorporated		
	Termination Setup Per Location	\$200.00	
	Splice Pigtail Per Location	\$34.00	

Rates are subject to change annually.

Section 3. Dates.

Introduction: January 10, 2011
Adoption: January 24, 2011
Effective: February 3, 2011

A complete copy of the Code of the City of Milford is available by request through the City Clerk's Office at Milford City Hall, 201 S. Walnut Street, Milford, DE 19963 or by accessing its website at cityofmilford.com

By: Terri K. Hudson, CMC
City Clerk

ECONOMIC DEVELOPMENT STRATEGY

PRESENTATION TO THE CITY OF MILFORD, DE • JANUARY 24, 2011

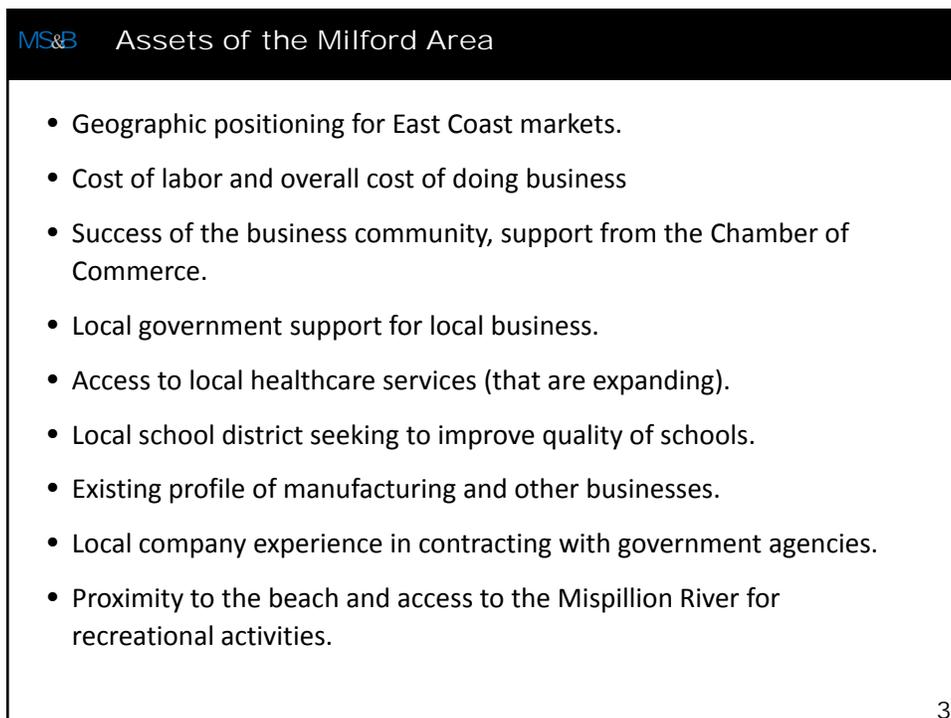
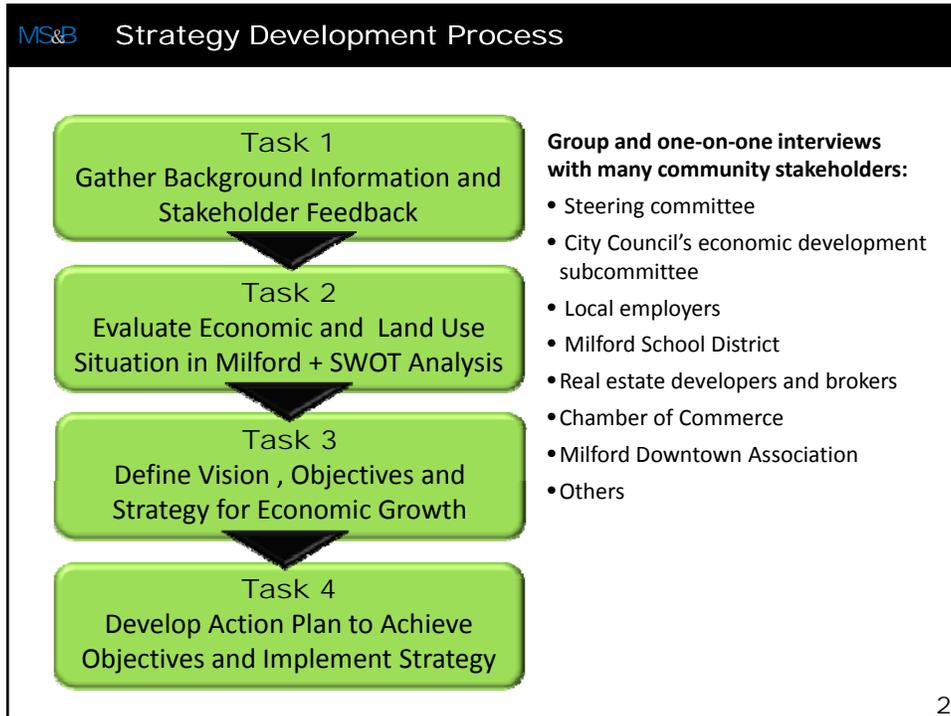


Moran, Stahl & Boyer
Site Selection and Economic Development Consultants

MS&B Milford's Future In the Year 2025

- ➔ Types of employers and jobs.
- ➔ Use of land.
- ➔ Growth of downtown area.
- ➔ Opportunities for next generation.
- ➔ Improved education quality.

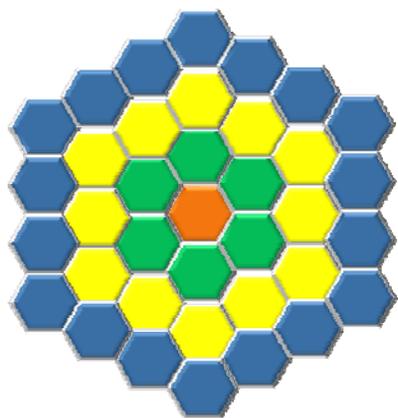
We are charting the future of this community today!



MS&B Challenges of the Milford Area

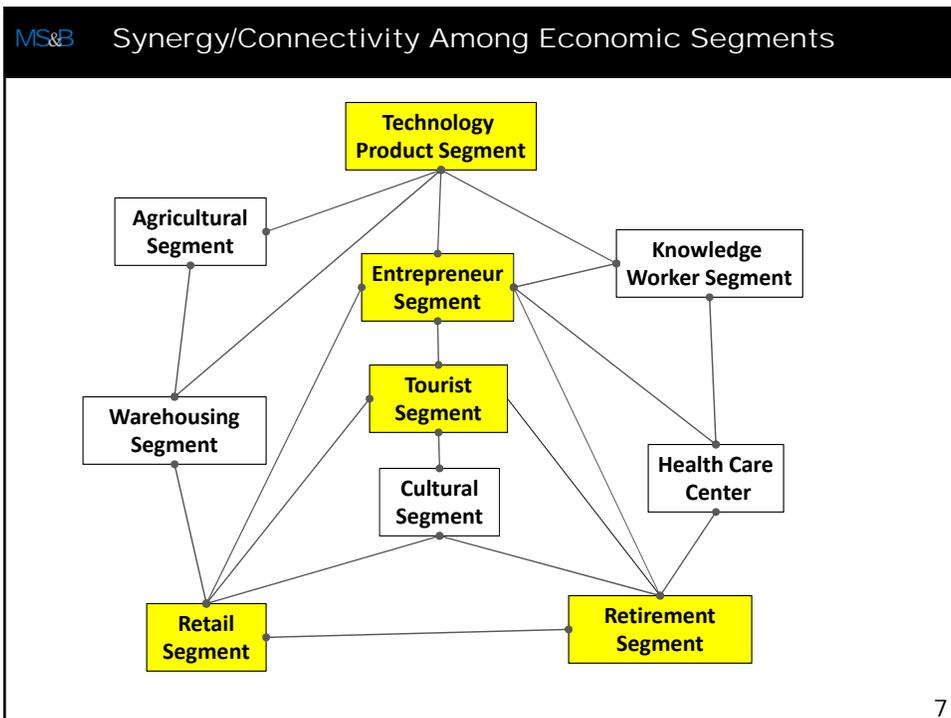
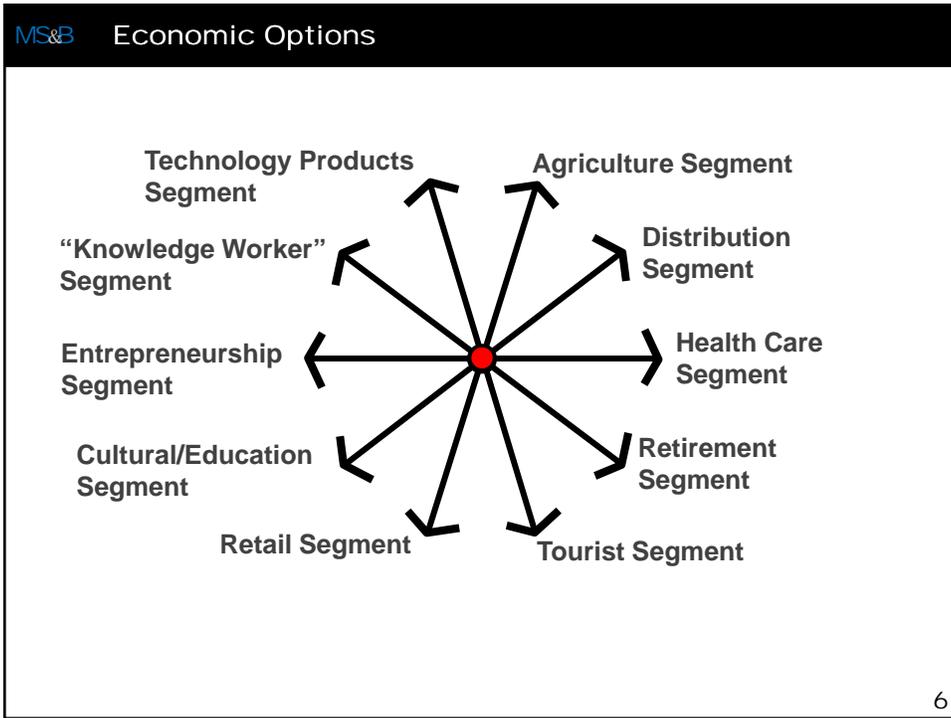
- Differing views on economic/physical growth among residents.
- A need for a consistent implementation/interpretation of the Land Use Plan on projects.
- Aligning the local jobs of the future with next generation’s career plans.
- Having adequate spousal employment options for working professionals.
- Need well defined and enforced historic preservation ordinance that reinforces “quality of place” in the downtown area.
- Road access: 2-lane to the west and limited access to the north.
- Current performance ratings of Milford High School and Middle School will be a potential issue for potentially relocating families.

MS&B LOCAL ECONOMIC “PORTFOLIO”



- Resources**
- Level 1 - Primary Industries**
Employers that infuse money into the county from outside sources, such as:
 - State/Federal Government
 - Agriculture
 - Manufacturing
 - Colleges/Universities
 - National Financial Services Firms
 - Business Services (with outside clients)
 - Regional Healthcare Operations
 - Regional Retail Operations
 - Regional Distribution Operations
 - Tourism-Related Businesses
- Level 2 - Business Support Services**
Provide support service to the primary industries located in the county
- Level 3 - Consumer Services**
Provide services to local residents (Retail, personal services, local gov't)

Consider: Quality/Variety of Jobs and Size of Tax Base vs. Demand for Services 5



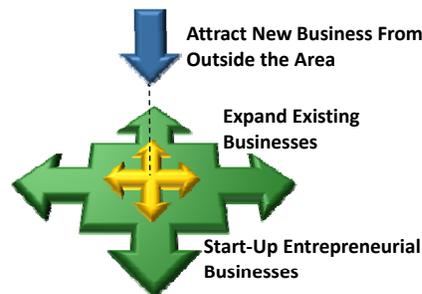
MS&B Identifying Primary Economic Segments

Economic Activity	Current Strength	Potential Growth
Technology Product Segment (Manufacturing)	Moderate	Moderate
Warehousing Segment	Low	Limited
Healthcare Segment	High	Higher
Knowledge Worker Segment	Low	Moderate
Retail Segment	Moderate	Moderate
Culture/Education Segment	Low	Limited
Tourism Segment	Moderate	Moderate
Entrepreneur Segment	Low	Moderate
Agricultural Segment	High	Limited
Retirement Segment	Emerging	High

1

MS&B Defining a Vision for Economic Growth

- Facilitate growth of local economy that is sustainable and balanced.
- Engage in economic activities that are in demand and competitive.
- Provide quality jobs for current and emerging workforce.
- Sustain the quality of place while seeking venues/activities that attract the emerging workforce.
- Assure quality of and access to quality of life attributes.
- Provide the tax base to provide needed government services.



8

MS&B Critical Issue: Balanced Land Use

Businesses that Provide On-Going Jobs and Pay Taxes <ul style="list-style-type: none">• Manufacturing.• Warehousing.• Offices for multiple segments.• Retail operations.• Hospitality.• Health care.	Quality of Life Attributes <ul style="list-style-type: none">• Residential developments.• Schools.• Cultural/historic facilities.• Religious and other non-profit organizations.
Roads, Utilities and Government Facilities	
All Facets of Agriculture and Natural Resource Industries.	Parks, Water, Wetlands, Forests and Other Natural Areas.

9

MS&B Future Growth Options Were Evaluated

The map displays a geographic area with various colored zones representing different land use options. A network of roads is overlaid on the map, with two major roads labeled '113' and '1'. A north arrow is located in the upper right corner. A text box in the upper left corner contains the following text: "If Agricultural Preservation District options remain by the owners, we may consider these parcels for 2. If removed by the owners, but present, a plan amendment will be passed between the date of plan for annexation, if annexation is the future land use will be".

10

MS&B Recommended Action Plan

1. Real Estate (Land and Buildings)

- 1.1 Secure 100+ acres along US 113 corridor for next generation business park.
- 1.2 Design virtual building for business park.
- 1.3 Support development of Medical Business Park in SE portion of City.

2. Workforce Development

- 2.1 Build relationships between local employers high schools/colleges to build career awareness and local options.
- 2.2 Expand on-site training capabilities to support local industry.
- 2.3 Feasibility of establishing training conference center.

3. Infrastructure (Utilities and Roads)

- 3.1 Evaluate electric rate structure periodically to assure competitiveness.
- 3.2 Provide utilities to new business park.

4. Organizational Support for Economic Development

- 4.1 Provide staff position for economic development.
- 4.2 Establish Economic Development Advisory Panel.

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MS&B Proposed Action Plan

5. Support New Business Start-Ups and Expansion of Existing Businesses

- 5.1 Establish Junior Achievement Program.
- 5.2 Leverage entrepreneurship program at DelTech in Georgetown.
- 5.3 Provide access to low-cost space.
- 5.4 Provide access to low-cost loans to stimulate growth.
- 5.5 Meeting with existing businesses semi-annually to identify resource needs.
- 5.6 Support actions to expand downtown shops, consider boat building museum and school, and amphitheater along the river.

6. Marketing and Promotion Activities

- 6.1 Develop Community Profile (complete).
- 6.2 Issue Profile to target audience.
- 6.3 Work with State (DEDO) and Kent/Sussex Counties on area marketing.
- 6.4 Reach out to new/recently arrived residents with "welcome basket" of coupons, a letter from the Mayor and ways individuals can get involved in the community.
- 6.5 Establish a "Newcomers Group" with monthly fun/informative luncheons with presentations from organizations throughout the community.
- 6.6 Establish a "Citizens' Forum" for government to discourse with citizens on issues.

12

FACILITATOR

MEDIATOR

VISIONARY

INNOVATOR

Cheer leader for Other Stakeholders

CONSISTENT PLAYER

Representative to State/County Initiatives

Take the "Baton" and Run With it . . .



ECONOMIC DEVELOPMENT STRATEGY
CITY OF MILFORD, DE
DECEMBER 2010



Moran, Stahl & Boyer
Site Selection and Economic Development Consultants



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For additional details concerning this report, contact:

John M. Rhodes, Senior Principal

Moran, Stahl & Boyer

Phone: 941.755.0074

E-Mail: john.rhodes@msbconsulting.com



■ 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 17th 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 19th 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

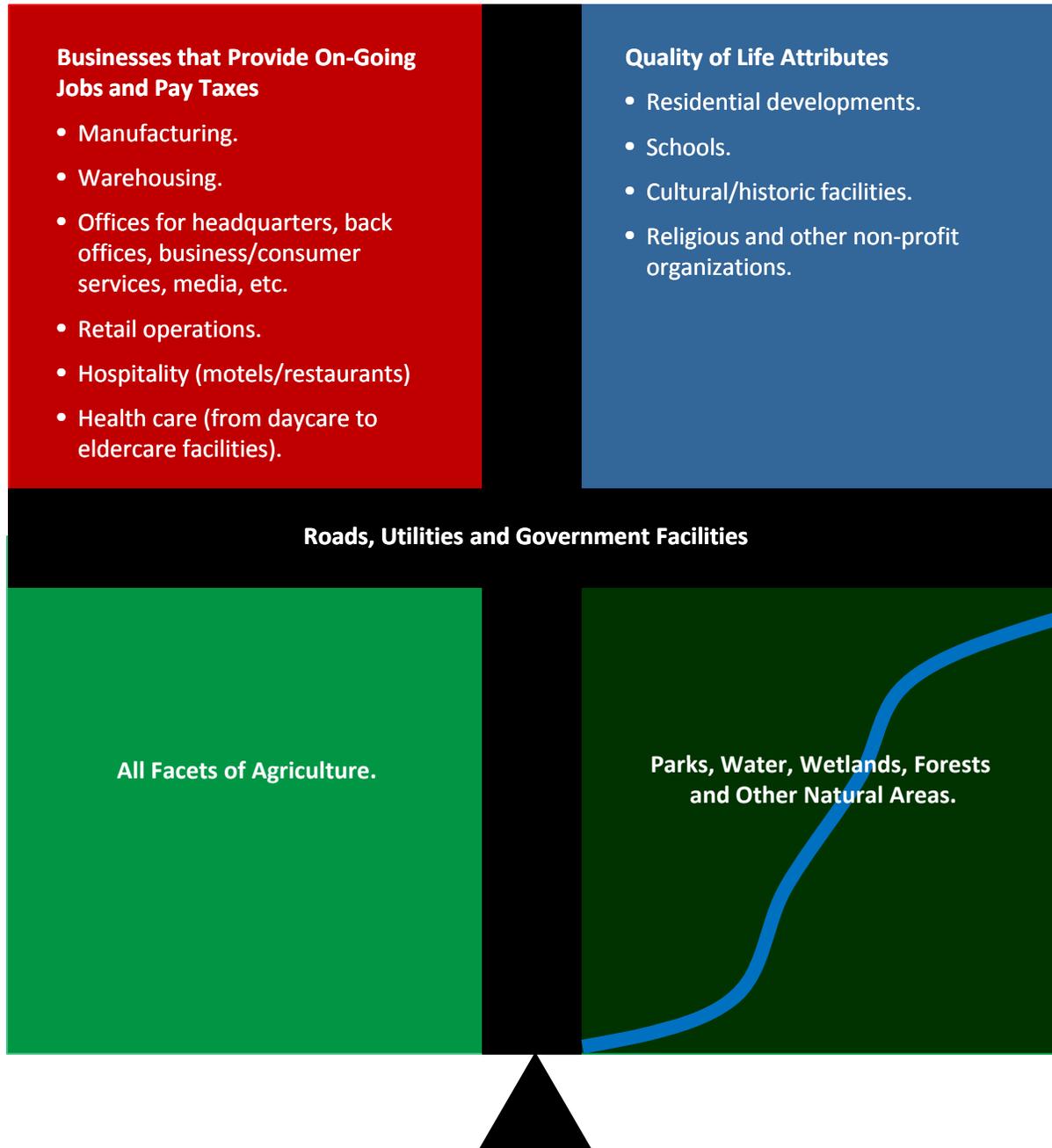
A typical local economy leverages its resources to support a diverse presence of Level 1 Primary Industries (those that bring money into the local economy from other sources). Level 2 Business Services exist to support the Primary Industries, and the Level 3 Consumer Services support the local residents. 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 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.

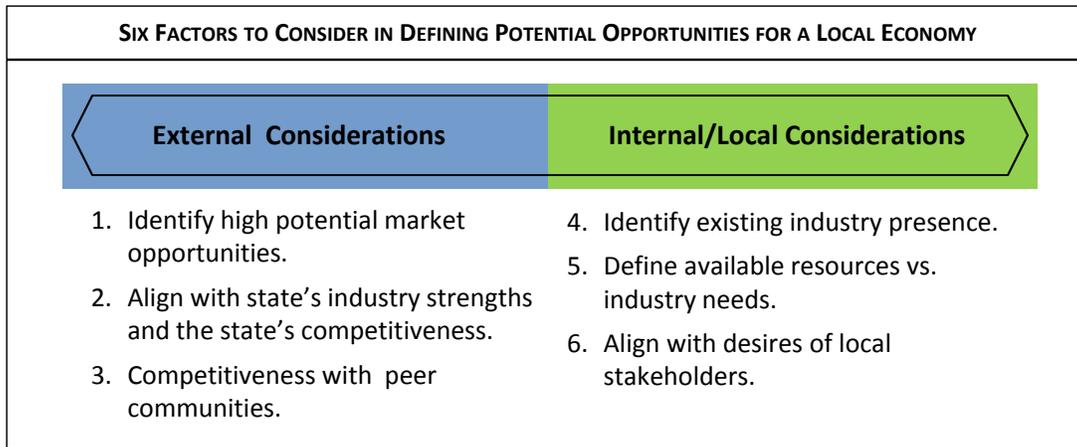
Medical/Family Services: general hospital plus specialists within reasonable access.

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.

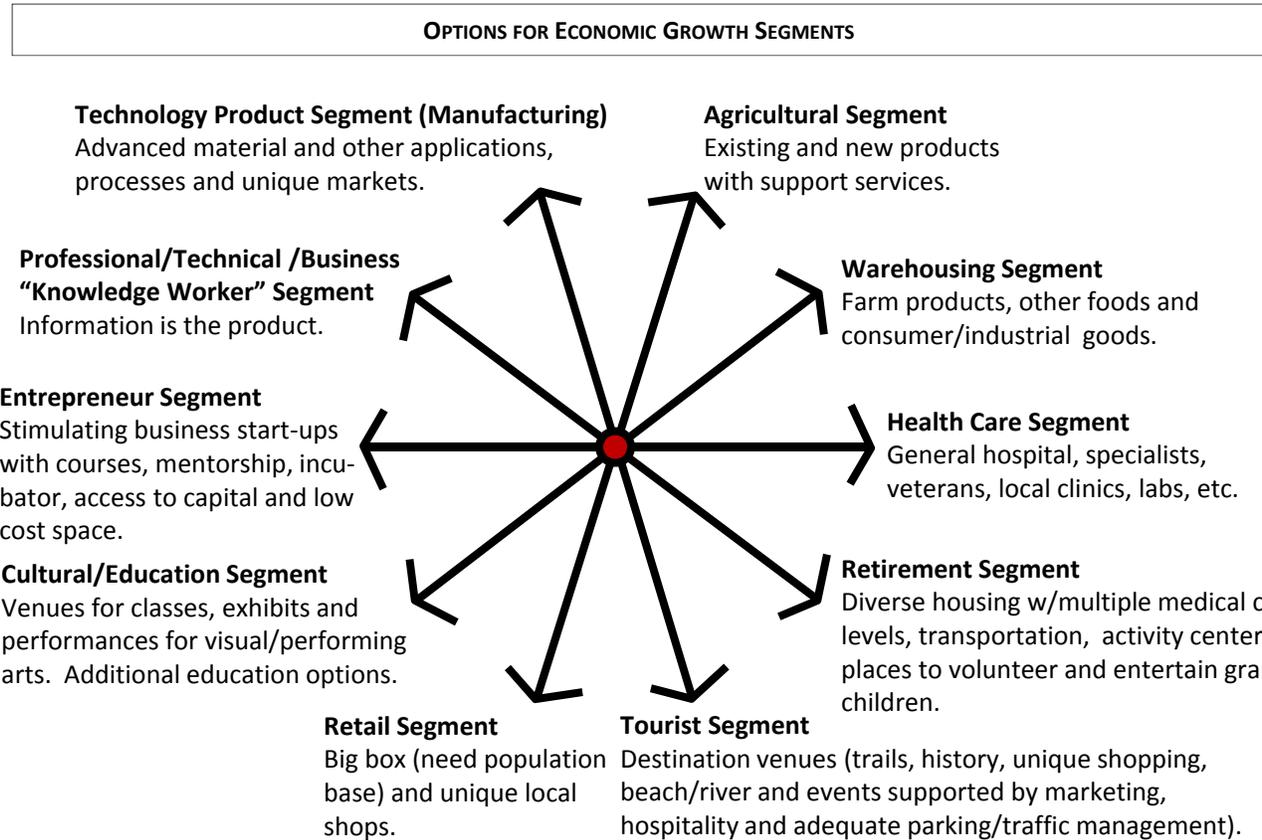
Restaurants: some chains but also local unique restaurants that are quiet and serve special diet foods (gluten/lactic acid free, no MSG, organic, etc.)

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.

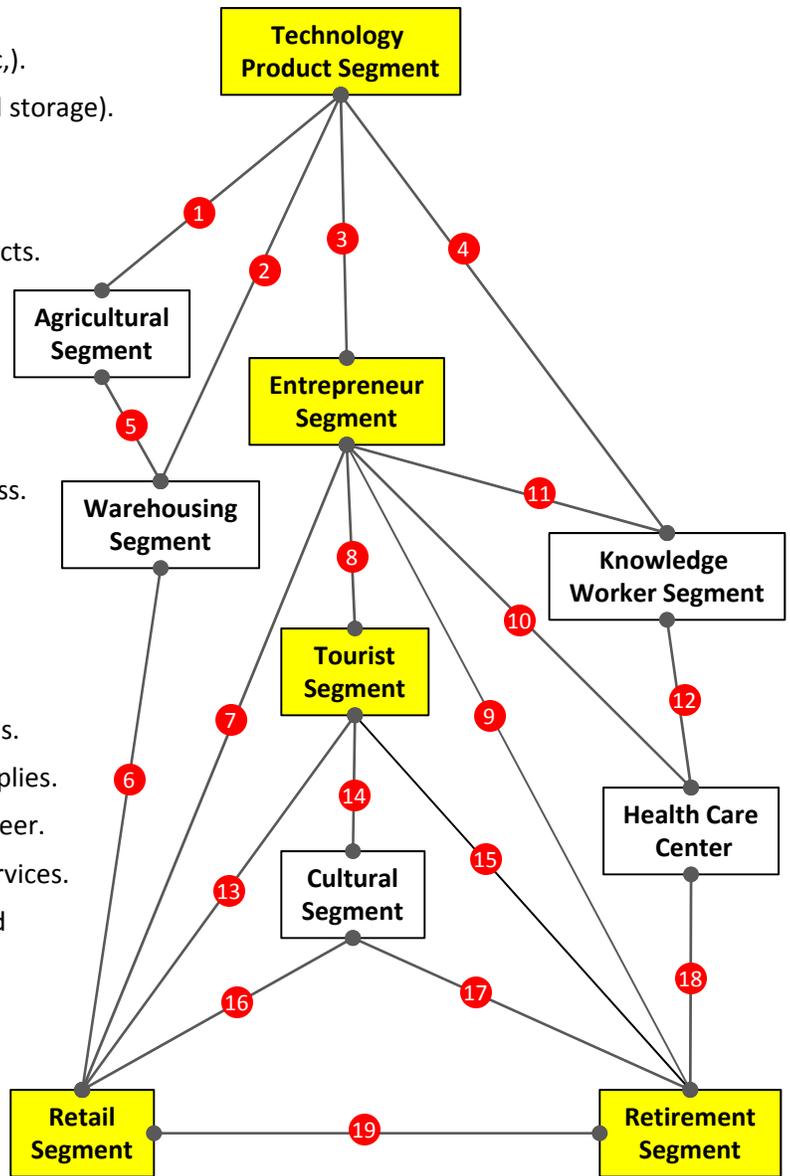


Synergies Among Economic Segments

The diagram below identifies the potential synergies between economic segments and opportunities for leveraging efforts to most effectively expand/enhance the local economy.

Description of Connecting Points:

1. Ag processing (chickens, vegetables, soy, etc.).
2. Distribution support for manufacturing (cold storage).
3. New technology business startup support.
4. Technical support to technology businesses.
5. Distribution support of commodity ag products.
6. Distribution support of regional retail.
7. Retail business start-up support.
8. Start-up support of tourist venues.
9. Retirees supporting new business (SCORE).
10. Support start-up of medical services business.
11. Support start-up of knowledge business.
12. Technical support of medical services.
13. Specialty retail supports tourism.
14. Cultural activities/events support tourism.
15. Retirees support tourism with family/friends.
16. Special retailers can provide arts/crafts supplies.
17. Retirees engage in cultural activities/volunteer.
18. Retirees require high quality health care services.
19. Retirees impact retail activities with gift and general purchases.



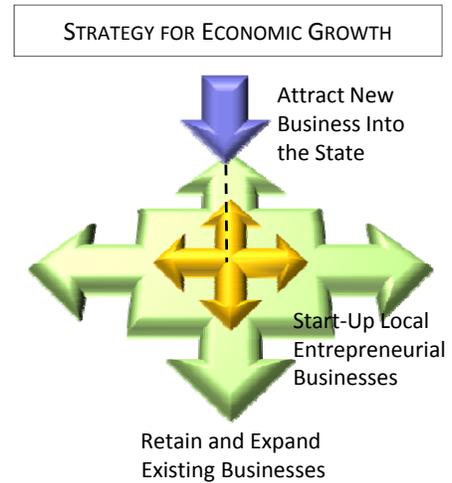
Economic segments with 4 or more connections.

■ 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 marketplace 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)

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.
- Products that support or are derived from local/regional agriculture.
- Medical devices.
- Product derivatives from advanced DuPont materials.

Current Strength: Moderate	Potential Growth: Moderate	Economic Growth Priority*: 5
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Comments: Depends on available land, improved labor quality and quantity, and interest in business owners in the area.

Warehousing/Distribution

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.

Current Strength: Low	Potential Growth: Limited	Economic Growth Priority*: 1
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Comments: Transportation access and limited land availability are issues.

Health Care

- 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 and above.
- Potential for a regional specialty center to serve Kent and Sussex Counties in Delaware and portions of Eastern Shore Maryland.

Current Strength: High	Potential Growth: High	Economic Growth Priority*: 5
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Comments: Expansion of segment through scope of service, influx of retirees and overall population growth.

Agriculture

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:

- Locally grown field crops for local/regional consumption and/or organically grown fruits and vegetables.

Current Strength: High	Potential Growth: Limited	Economic Growth Priority*: 1
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Comments: 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.

Current Strength: Low	Potential Growth: Moderate	Economic Growth Priority: 2
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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.

Current Strength: Moderate	Potential Growth: Moderate	Economic Growth Priority*: 4
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- **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.

Current Strength: Low	Potential Growth: Moderate	Economic Growth Priority*: 3
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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.

Current Strength: Moderate	Potential Growth: Moderate	Economic Growth Priority*: 3
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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.

Current Strength: Low	Potential Growth: Moderate	Stakeholder Interest Priority*: 3
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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
Technology Product Segment (Mfg.)	<p>Real Estate: buildings (from 25,000 to 100,000 sf) and sites at a high level of readiness.</p> <p>Labor: qualified HS grads and those with higher skills for specific operations.</p> <p>Utilities: high electric power uses need rates at <8.5 cents per kWh.</p> <p>Transportation: access to trucking services; some operations such a plastics molders need rail access.</p>	<ul style="list-style-type: none"> • Need more land (100+ acres) allocated and zoned as a business park for light manufacturing activities. • Workforce needs to be aware of opportunities and the requirements needed to secure jobs in the segment. • Cost of electric power needs to be <8.5 cents per kWh in order to compete.
Healthcare Segment	<p>Real Estate: sites and a medical services park for long-term growth.</p> <p>Labor: cross-section of medical staff.</p> <p>Utilities: redundant/back-up power supplies.</p> <p>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.</p>	<ul style="list-style-type: none"> • With the establishment of the Medical Business Park in the southeast sector of the City, there will be adequate real estate for significant growth. • Quality of public schools needs to improve to help recruit medical staff to the area (and have them live within the Milford school district).
Knowledge Worker Segment	<p>Real Estate: 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>Labor: primary staff will be four-year college or above trained in a specialized discipline with support from office management and technicians.</p> <p>Utilities: High speed internet access.</p> <p>Quality of Life: same as above.</p>	<ul style="list-style-type: none"> • Need to expand office potential in the downtown area (locate over retail businesses) and other area throughout the City. • Quality of life: improve schools as noted above. Enhance activities and venues for young professionals.
Retail/Restaurant Segment	<p>Real Estate: availability of leased space in downtown area, strip mall space and large box sites (10+ acres).</p> <p>Labor: customer service/sales staff (primarily high school educated with ability to learn retail skills).</p>	<ul style="list-style-type: none"> • Need additional retail options in downtown (see options on page 8).
Tourism Segment	Will depend on specific venue.	<ul style="list-style-type: none"> • Need additional tourism venues as noted on page 9.
Entrepreneur Segment	<p>Real Estate: low cost space for initial business incubator and for first five years.</p> <p>Human Resources: candidates to operate new businesses and mentors to support them.</p> <p>Financial Resources: access to capital, loans and grants.</p>	<ul style="list-style-type: none"> • Need designated low cost space for start-up businesses. • Need to stimulate interest in entrepreneurship and support infrastructure.
Retirement Segment	<p>Real Estate: land for stand-alone housing, condos and different levels of eldercare.</p> <p>Medical Care: access to general hospital and different specialties.</p> <p>Other: 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)
<p>1. Real Estate (Land and Buildings): provide the quantity, type, size and level of readiness to meet needs of each economic segment.</p> <p>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).</p> <p>1.2 Design virtual building for business park (see Appendix)</p> <p>1.3 Support the development of the Medical Business Park proposed in the SE portion of the City.</p>	<p>City of Milford</p> <p>City of Milford</p> <p>City of Milford</p>	<p>Priority: 4 (Next 2 years)</p> <p>Priority: 4 (Next 2 years)</p> <p>Priority 4/5 (as needed)</p>
<p>2. Workforce Development</p> <p>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.</p> <ul style="list-style-type: none"> • Provide rough projections to educators as to the number and types of jobs that will be needed in the near future. • Communicate with students the qualifications required to secure a specific types of jobs. • Provide opportunities for facility tours, internships, part-time and summer employment as well as presentations at schools by local employers from different businesses/careers. <p>2.2 Expand the capabilities of on-site training for local industry to include ammonia-based cooling systems, Mechatronics, etc.</p> <p>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.)</p>	<ul style="list-style-type: none"> •Milford School District •Chamber of Commerce •Local employers •Workforce Board <p>•City of Milford</p> <p>•Local employers</p> <p>•DelTech</p> <p>City of Milford</p>	<p>Priority: 5 (by fall 2011)</p> <p>Priority: 3 (by 2012)</p> <p>Priority: 3 (by 2012)</p>

*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)
3. Infrastructure (Utilities and Roads)		
3.1 Frequently (1-2 times per year) evaluate the City's electric rate structure for business/industrial customers in order to sustain competitiveness.	<ul style="list-style-type: none"> • City of Milford • 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.	<ul style="list-style-type: none"> • City of Milford • Local utilities 	Priority: 5 (on-going initiative)
4. Organizational Support for Economic Development		
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
5. Support New Business Start-Ups and the Expansion of Existing Businesses.		
5.1 Establish a Junior Achievement program locally to build awareness and basic skills of entrepreneurship among local students.	<ul style="list-style-type: none"> •Milford School Dist. •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.	<ul style="list-style-type: none"> •City of Milford •DelTech •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.	<ul style="list-style-type: none"> •City of Milford •Local developers •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.	<ul style="list-style-type: none"> •Local banks •Angel networks 	Priority: 3 (ongoing)
5.5 Meet with existing businesses semi-annually to determine resource needs to support their growth and competitiveness.	<ul style="list-style-type: none"> •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.	<ul style="list-style-type: none"> •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.	<ul style="list-style-type: none"> •City of Milford •Chamber of Com. 	Priority: 3 (ongoing)

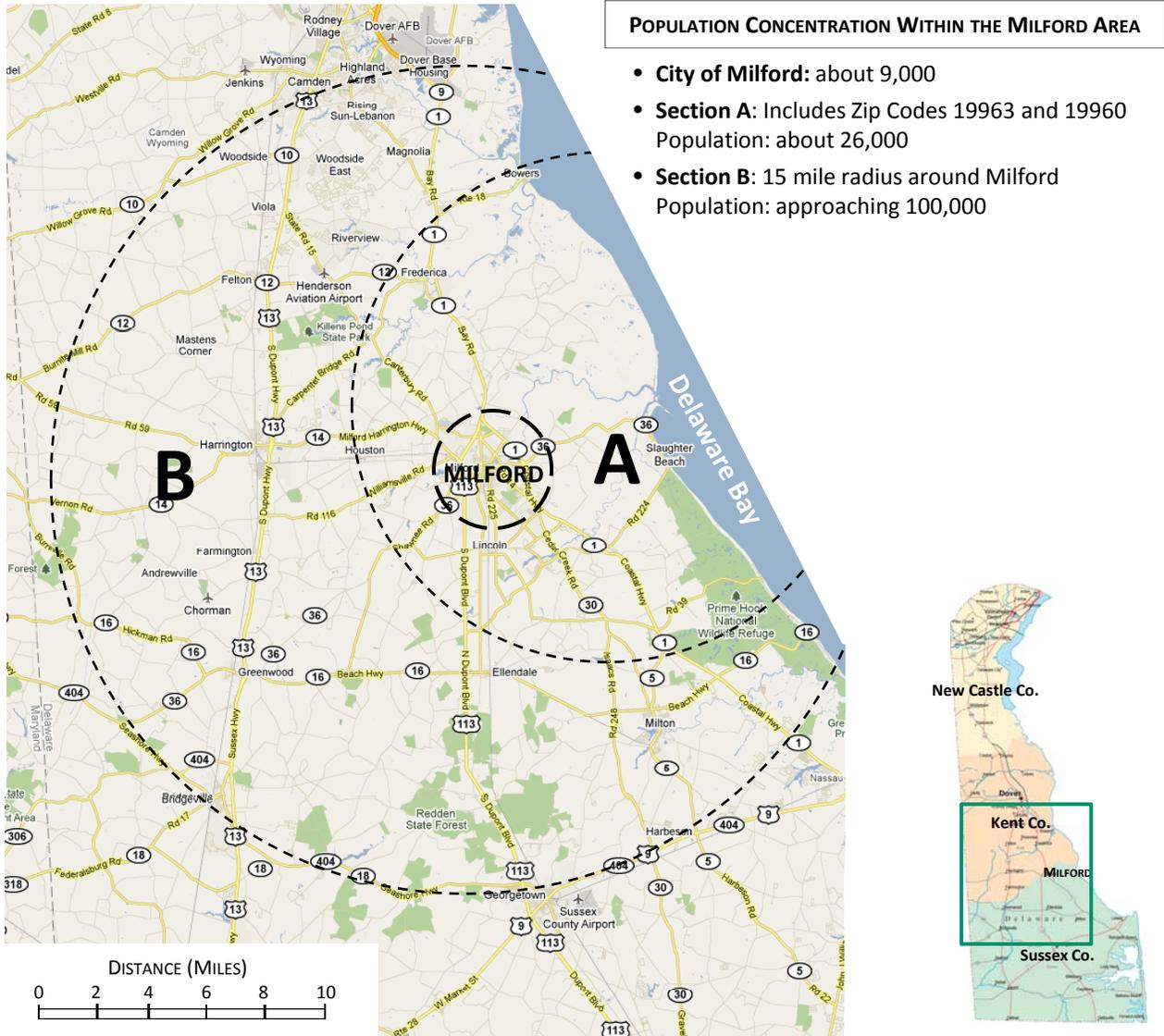
*Priority: 1 = lowest, 5 = highest priority.

Scope of Action Item	Responsible	Priority*(Timing)
6. Marketing, Promotion and Internal Communications		
6.1 Develop a community profile for promoting the area to major retailers, potential manufacturing employers and to the State.	City of Milford 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 Chamber of Com. 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

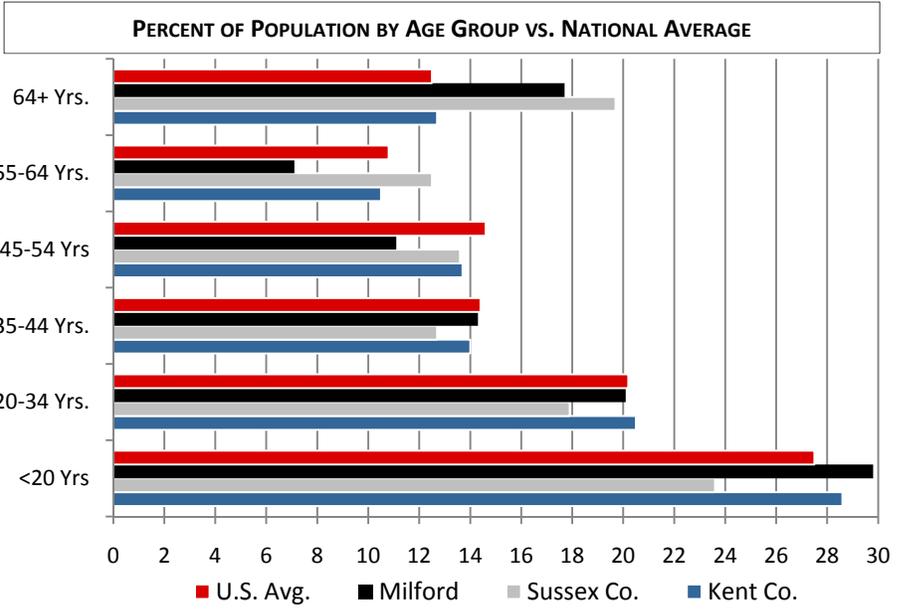
The population of the City is currently at nearly 9,000 residents, up from 6,700 in 2000. Growth has been robust, particularly among retirees and pre-retirees up until the housing market crash beginning in 2008. Within the 19963 and 19960 zip codes (area “A”) below there are approximately 26,000 residents 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.



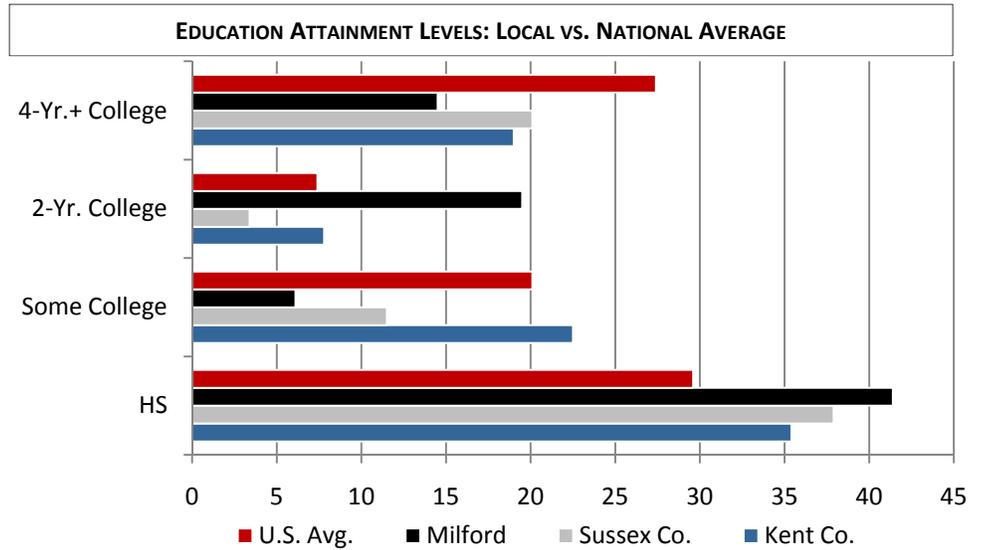
Sussex County and the City of Milford have very high 65+ years age brackets.

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

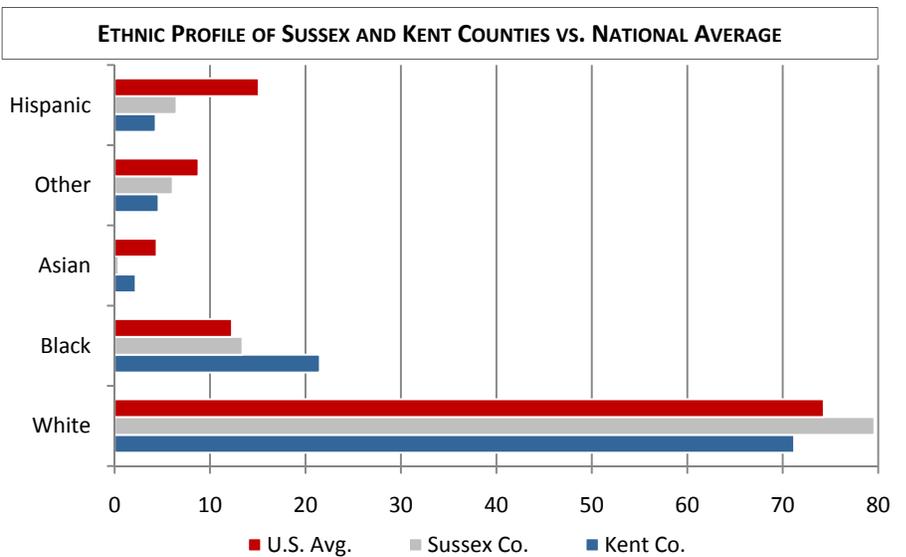
The key bracket viewed by prospective companies is the 20-34 year olds and the local percentage is at national average (which is good).



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 retrofitted to build 14 sub chasers.

SC 1497
Built 1942



Augusta
Built 1927

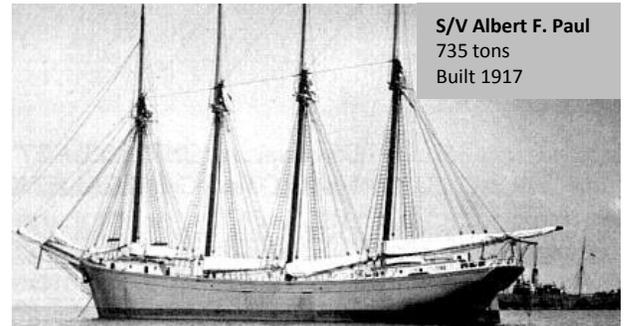
Vinyard Shipyard also produced a line of pleasure craft. In 1996, Sudler Lofland re-established the shipyard and has restored several of the original yachts.

1680
1690
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1960
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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.



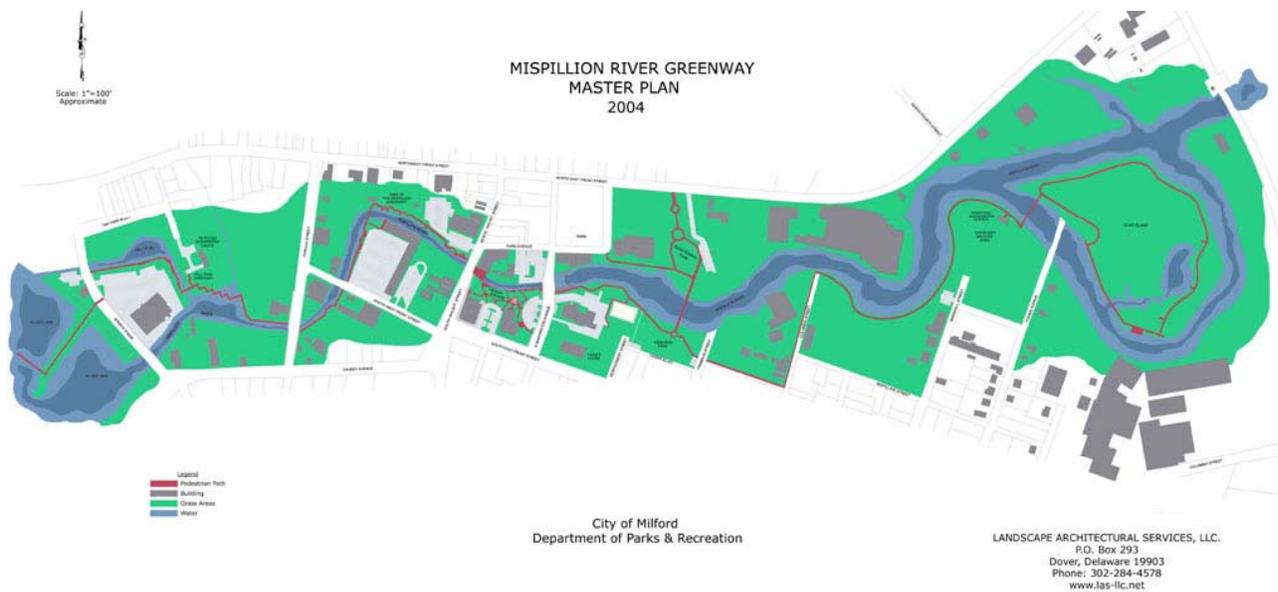
Over the past 30 years a number of manufacturing firms have been established in the area that has diversified the economy.

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
Burriss 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). 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	AmeicInn, Super 8 and Hampton Inn
Major Events	<ul style="list-style-type: none"> • Bug and Bud Festival (April) • CCGM Golf Classic (June) • Riverwalk Freedom Festival (September) • Holiday Auction/Tastes of Milford (November) • Milford Holiday Stroll (December)
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 they 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.

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.

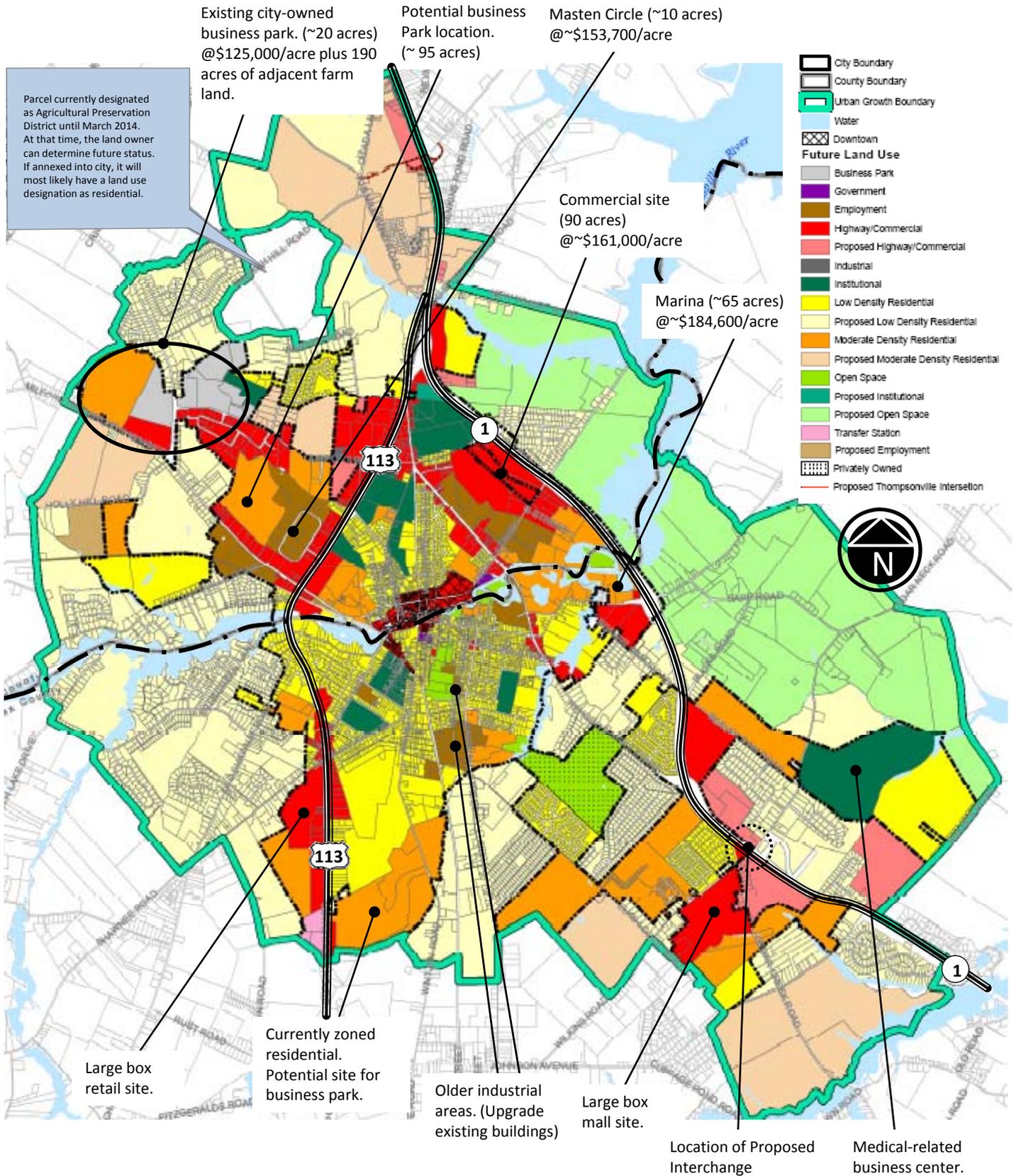
Strategy to Expand Segment

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

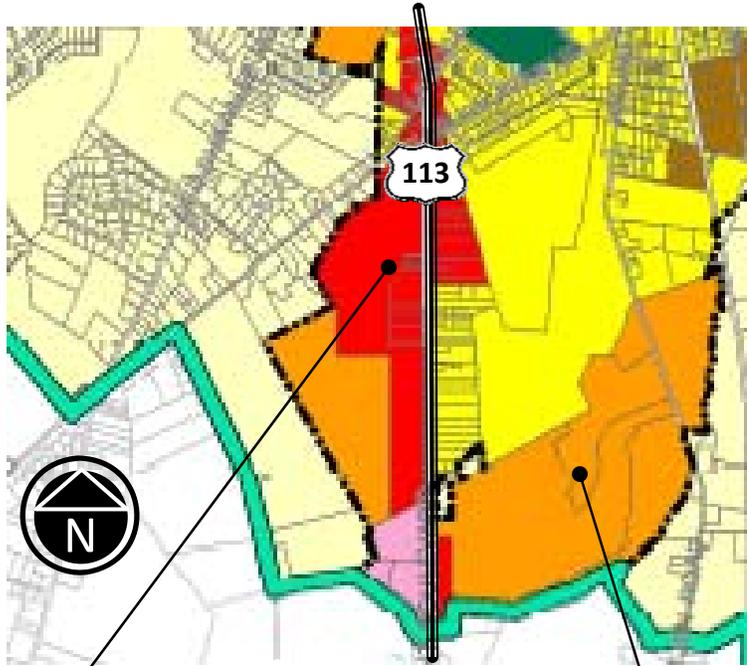
■ Resource Assessment

Resource	Assessment
Real Estate (Land and Buildings)	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.
Labor Cost and Availability	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.
Education Resources	<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>
Energy Cost	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.
Housing Availability and Cost	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.
Cost of Living	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

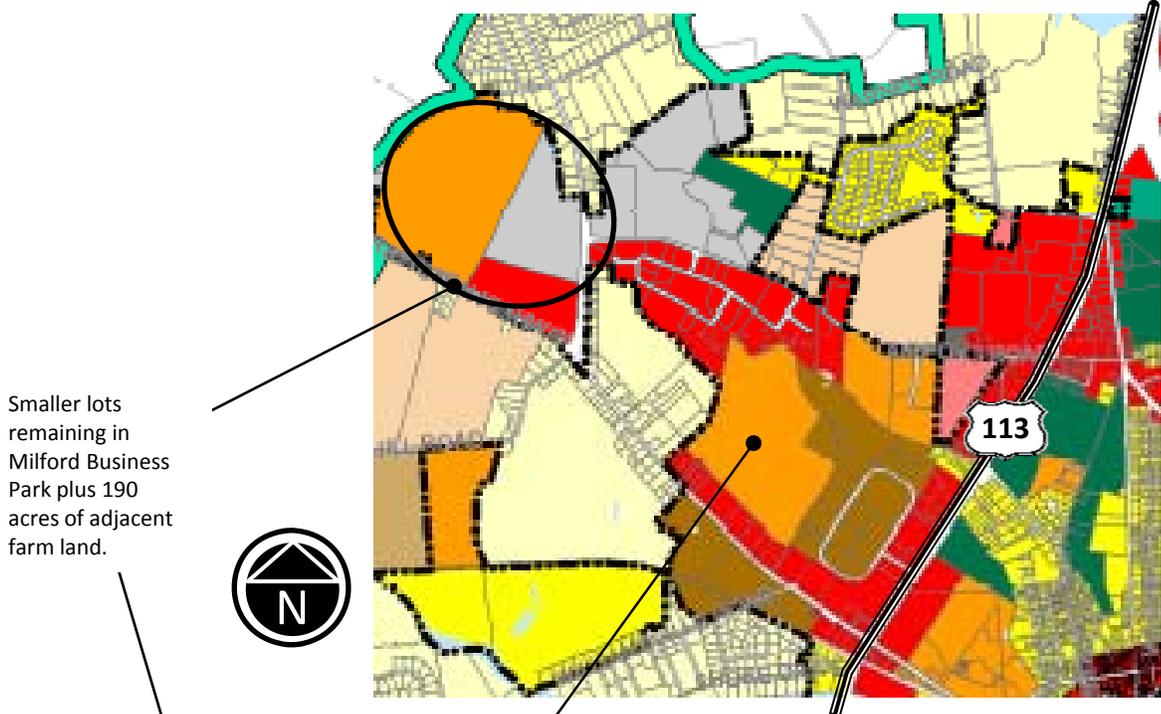


Large box retail site.
(~45 acres)
Note: heavy seasonal
traffic would require
traffic signal access.

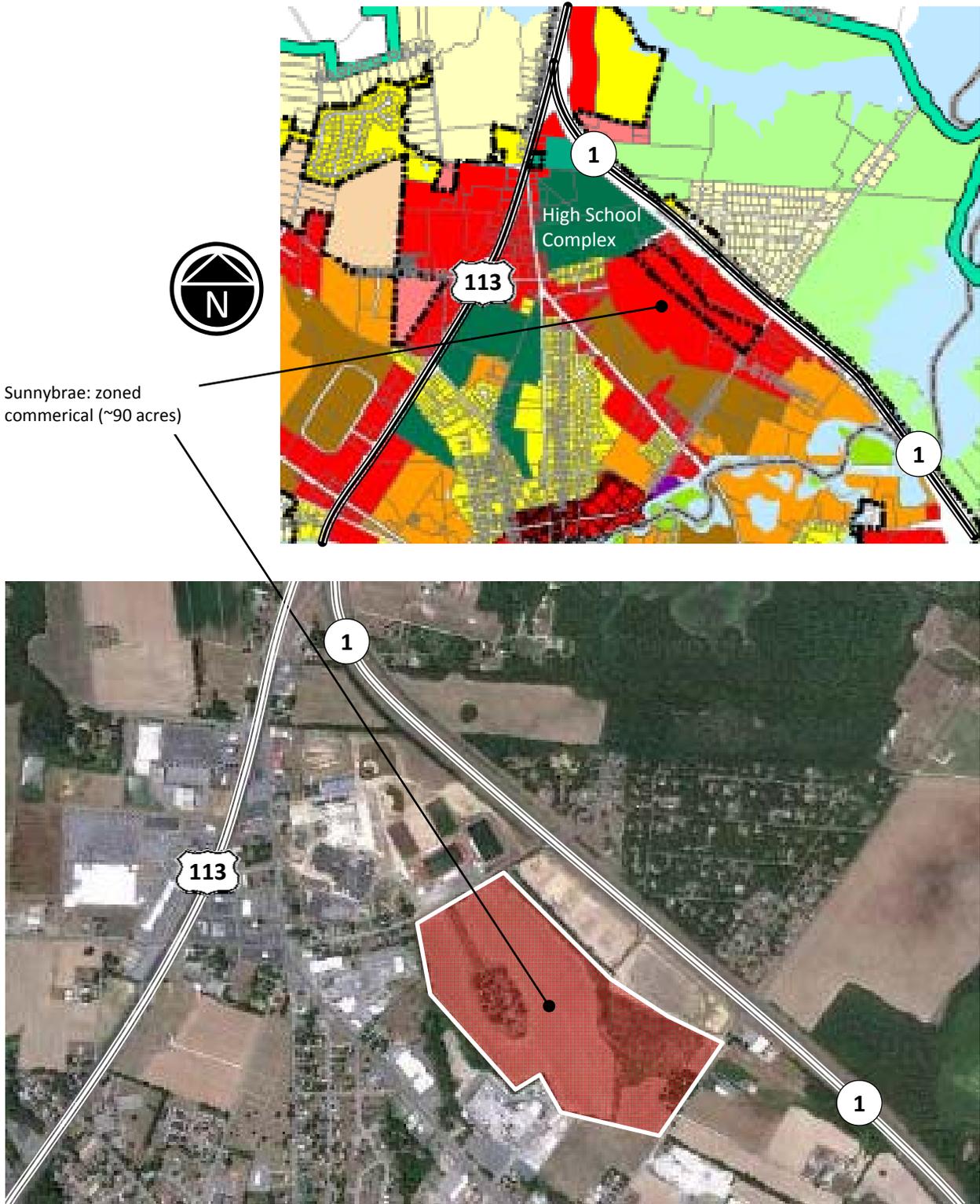


Currently zoned
residential.
Potential site for
business park.
(~95 acres)

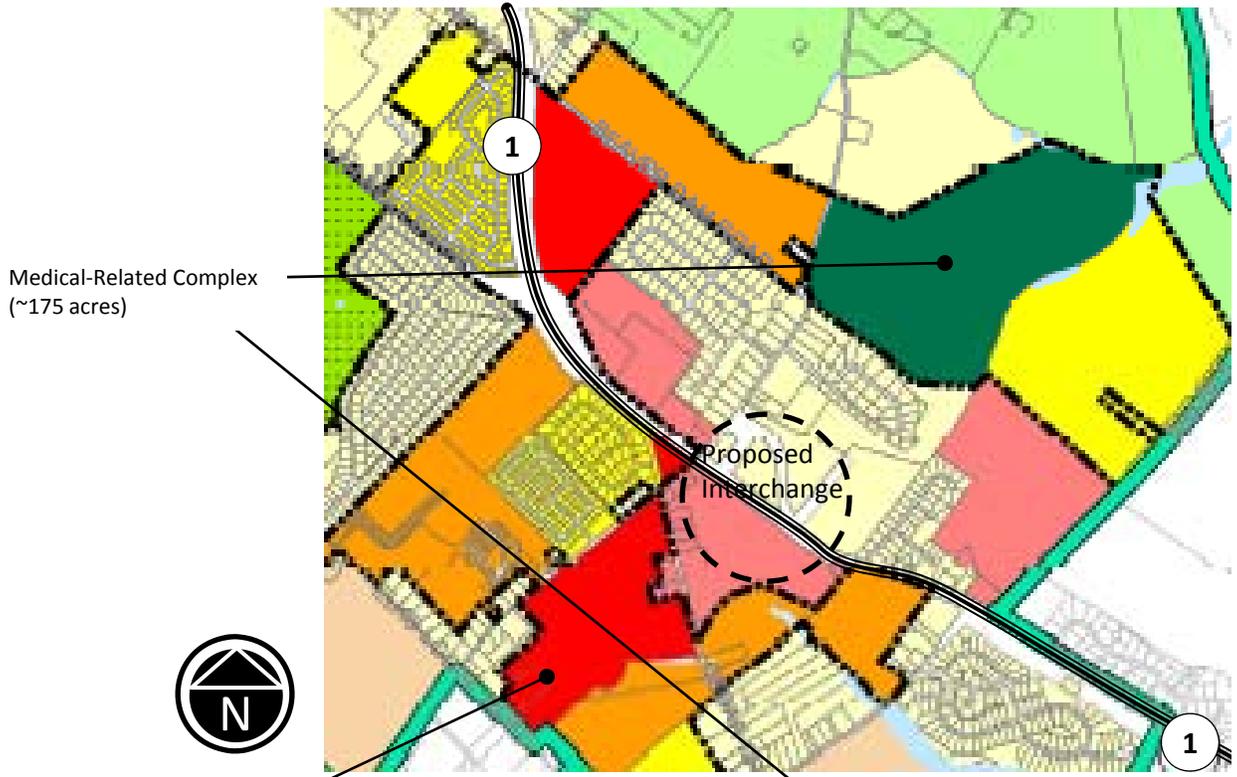
Land Parcels on the Northwest Portion of the City



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.

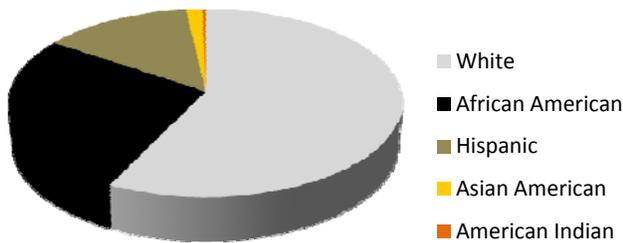
Input From Local Employer Interviews

- 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.

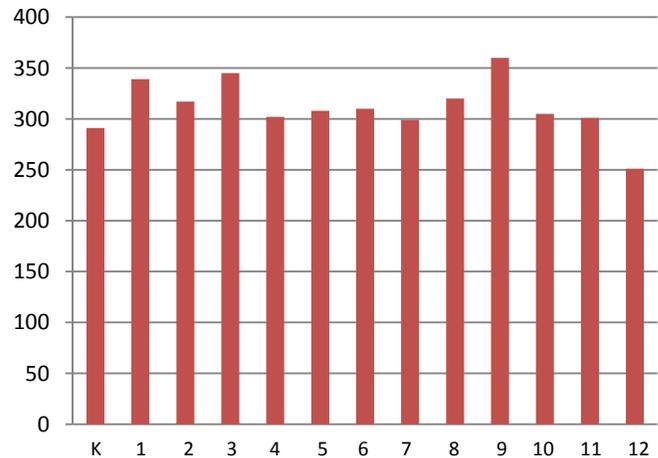
Education: Overview on Milford School District

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

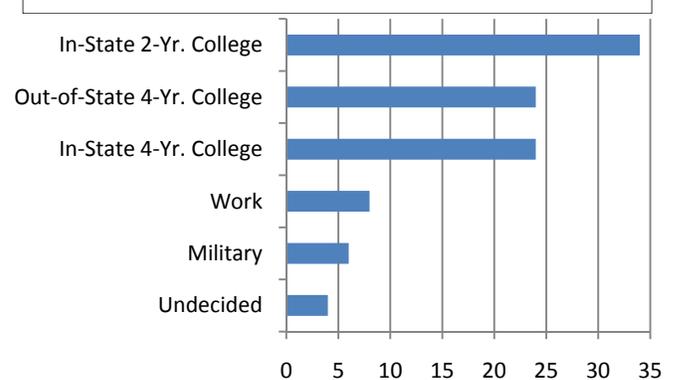
OVERALL SCHOOL PERFORMANCE

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.

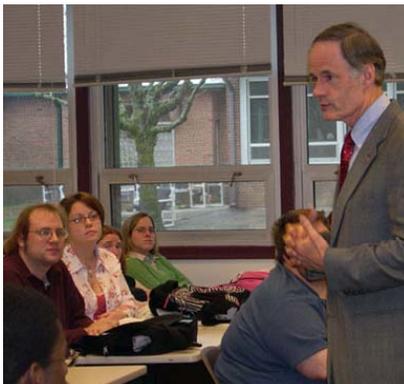


Milford Central Academy
(Grades 8-9)

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
Annual Graduates by Program:		
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

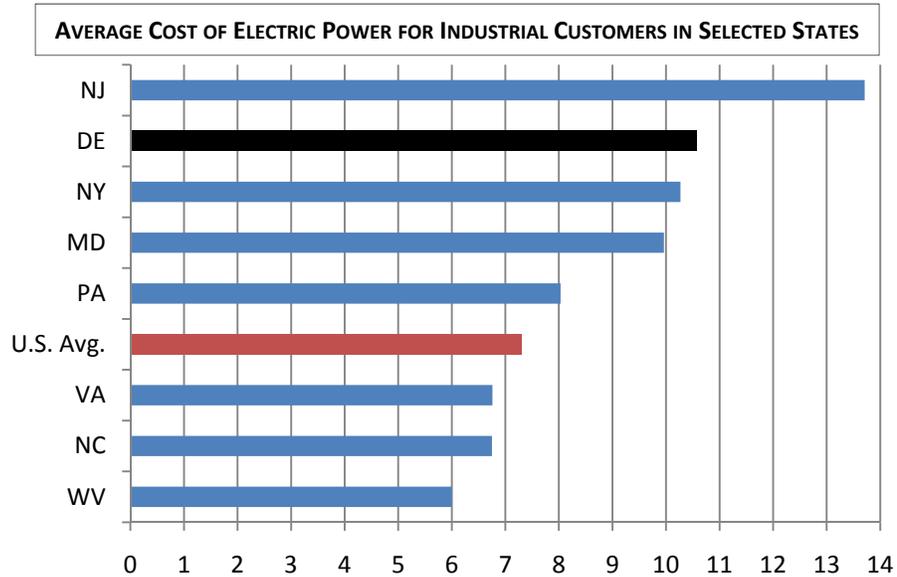
These colleges a strong in business, education an health-related professions. Wilmington University has computer science but none of the schools offer engineering.

Description	DE State University	Wilmington Univ.*	Wesley College
Total Enrollment	3,610	9,650	2,425
Annual Graduates by Program:	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



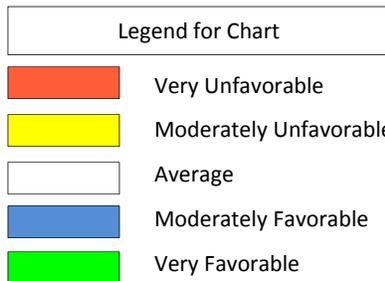
Asking Price	\$164,686
Size of Home	1,278
Size of Lot	Condo
No. Bedrooms	3
No. Baths	2
Age of Home	New

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



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

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 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/ 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 Lunch/snacks	Guide and beach books	Equipment rental	Special gifts and momentos
Promoted Events	Lunch and dinner	Gift/hobby shopping	Morning Coffee Lunch/snacks	Local and general books	Gear/accessories/ 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 21st 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 preschoolers 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

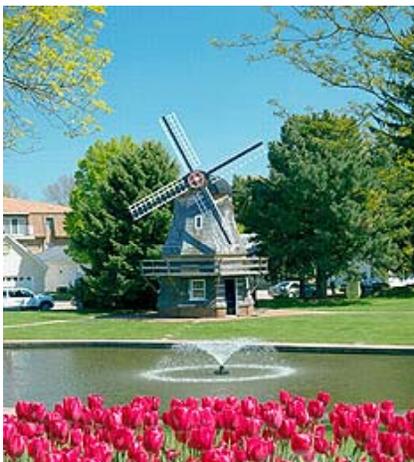
It's a compact little restaurant that offers up breakfast, lunch and pies; by the slice and the whole pie. It's one of the few places you can order eggs over easy, a side of bacon and a slice of hot – just out of the oven – apple pie. A favorite destination of locals as well as tourists fortunate enough 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 19th and early 20th 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.

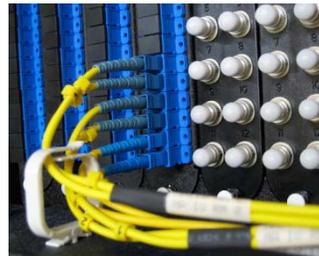
Contractual Considerations

- 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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3	Overview on the Local Economy	7
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 retrofitted to build 14 sub chasers.

SC 1497
Built 1942



Augusta
Built 1927

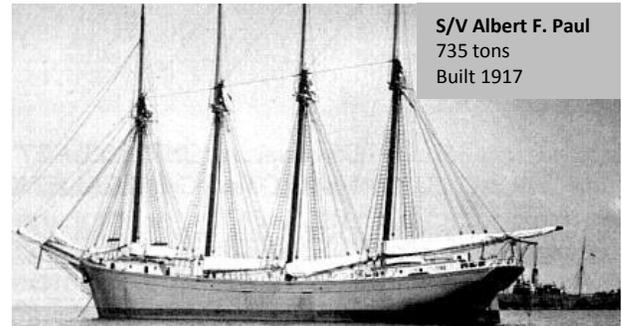
Vinyard Shipyard also produced a line of pleasure craft. In 1996, Sudler Lofland reestablished the shipyard and has restored several of the original yachts.

1680
1690
1700
1710
1720
1730
1740
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1790
1800
1810
1820
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1900
1910
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.

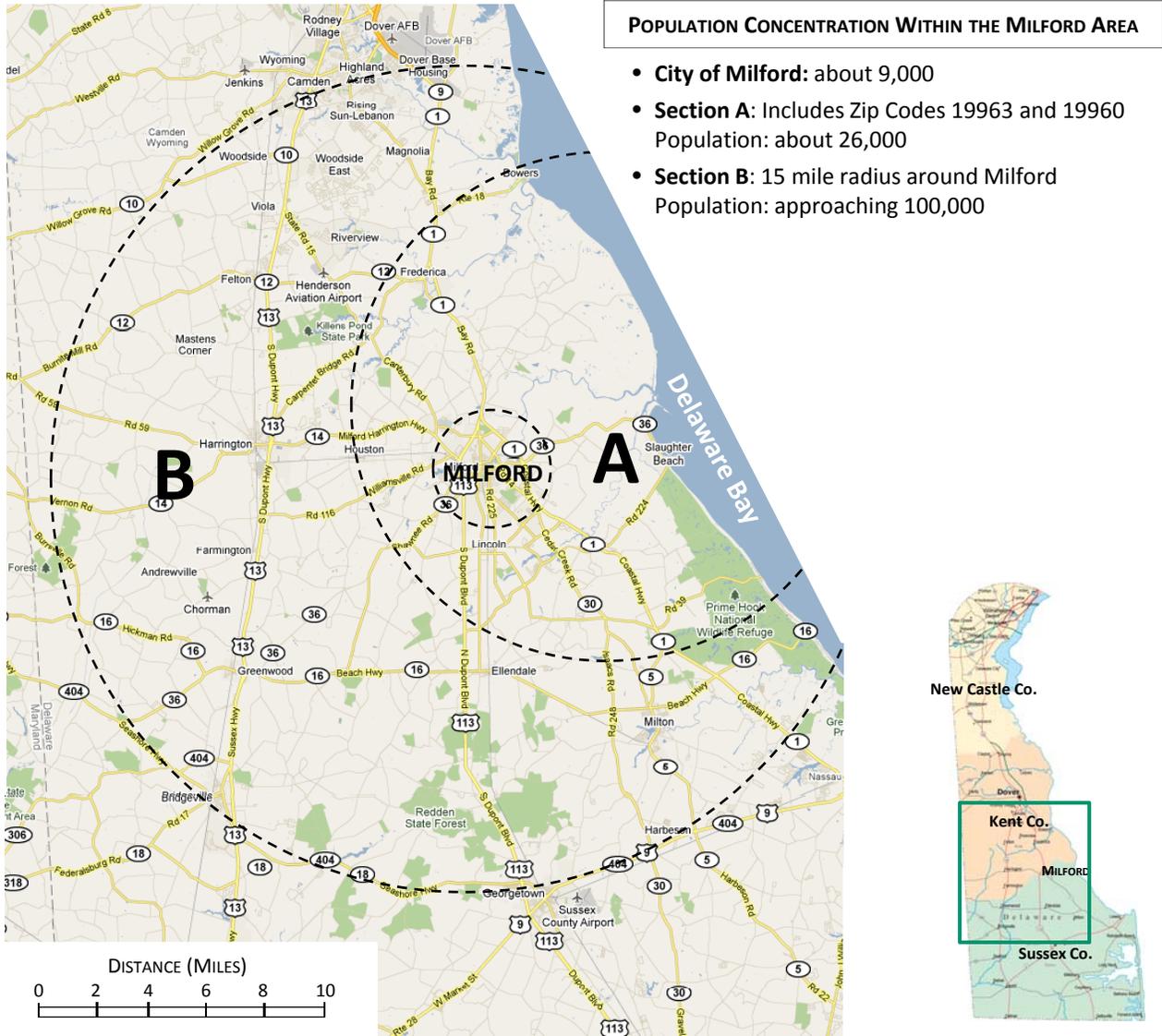


Over the past 30 years a number of manufacturing firms have been established in the area that has diversified the economy.

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

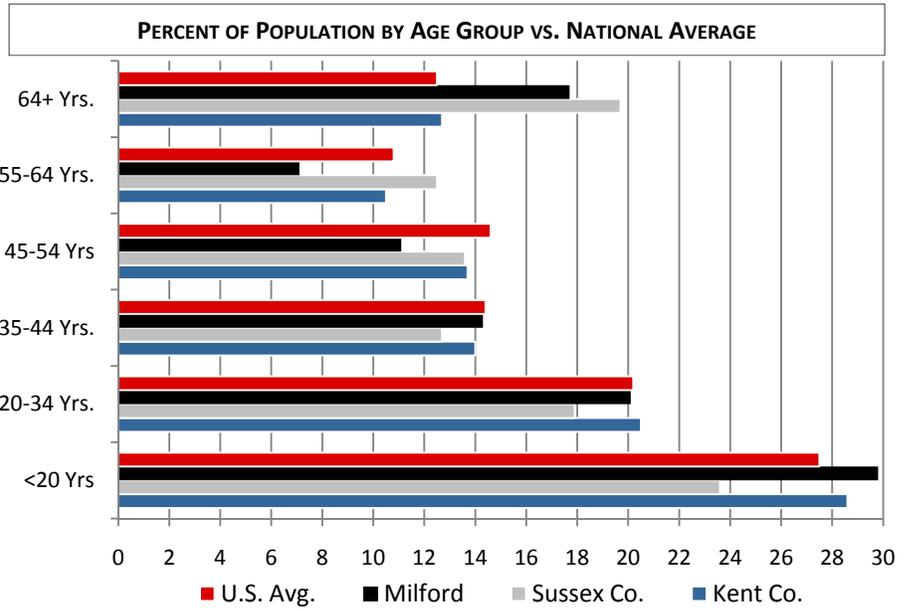
The population of the City is currently at nearly 9,000 residents, up from 6,700 in 2000. Growth has been robust until the housing market crash beginning in 2008. Within the 19963 and 19960 zip codes (area “A”) below, there are approximately 26,000 residents and nearly 100,000 within a 15 mile radius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



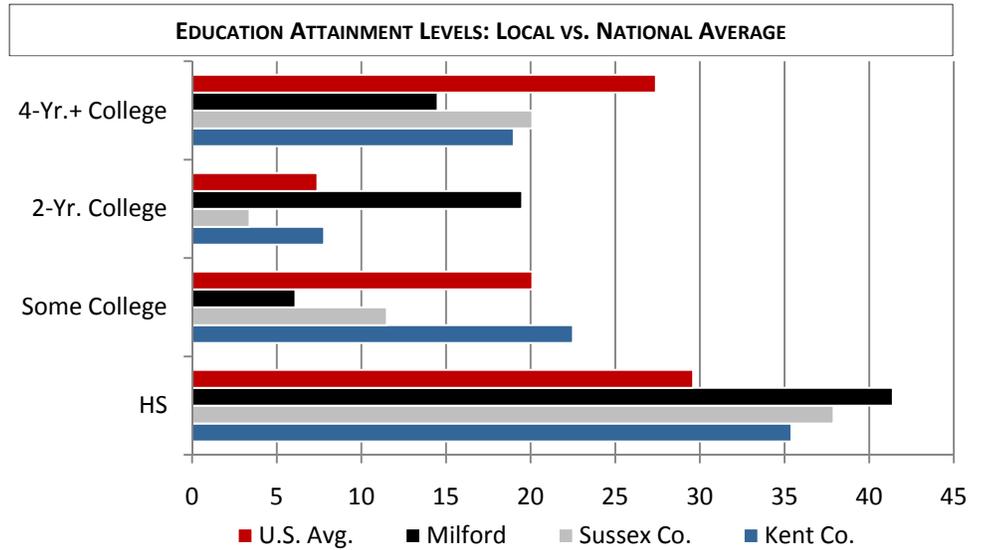
Sussex County and the City of Milford have very high 65+ years age brackets.

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

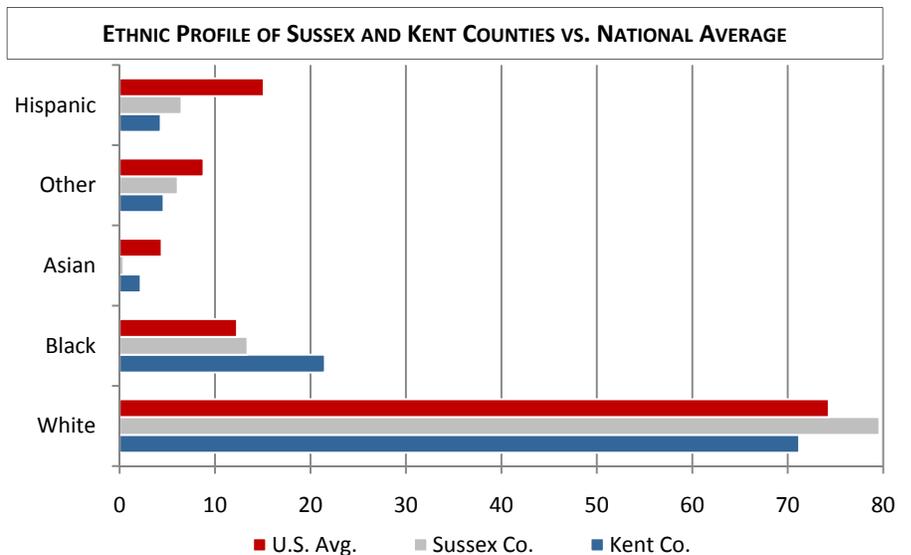
The key bracket viewed by prospective companies is the 20-34 year olds and the local percentage is at national average (which is good).



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

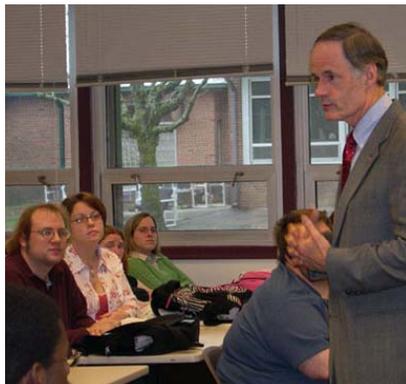
These colleges are strong in business, education and health-related professions. Wilmington University has computer science but none of the schools offer engineering.

Description	DE State University	Wilmington Univ.*	Wesley College
Total Enrollment	3,610	9,650	2,425
Annual Graduates by Program:	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
Annual Graduates by Program:		
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.

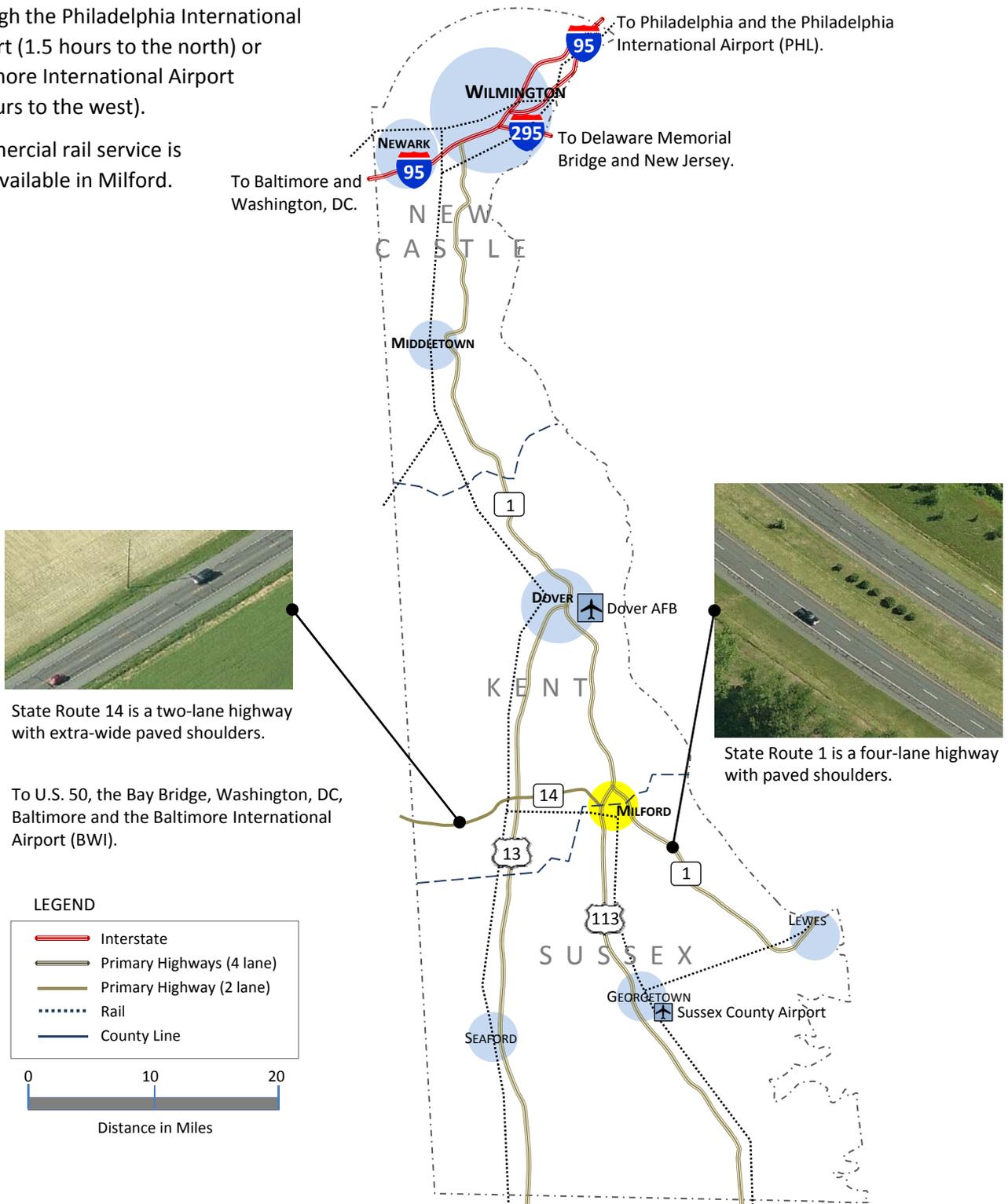
- Boat/ship building museum with a boat building school.
- Additional walking and bike trails.
- Layout bike tours on back roads and provide route descriptions along with points of interest.
- Build an amphitheater along the river east of downtown.
- Additional events, such as: monthly downtown concerts, 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.



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.

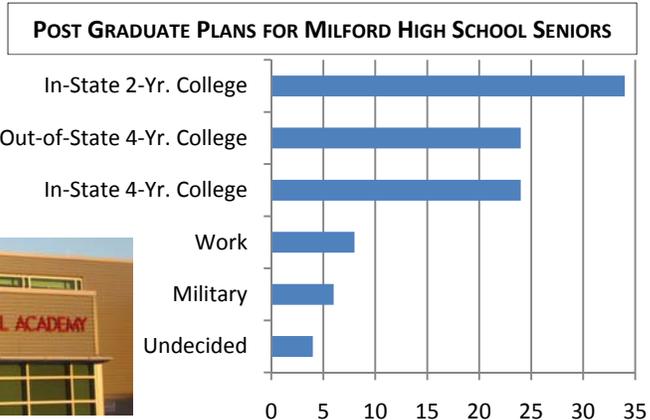
The community also celebrates different seasons of the year with special festivals and events that include the Bug and Bud Festival (April), CCGM Golf Classic (June), Riverwalk Freedom Festival (September), Holiday Auction/Tastes of Milford (November) and the Milford Holiday Stroll (December).

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 8th and 9th 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)