

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



Moran, Stahl & Boyer  
Site Selection and Economic Development Consultants



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■ INTRODUCTION AND BACKGROUND INFORMATION

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

**Historical Perspective and Current Needs**

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

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

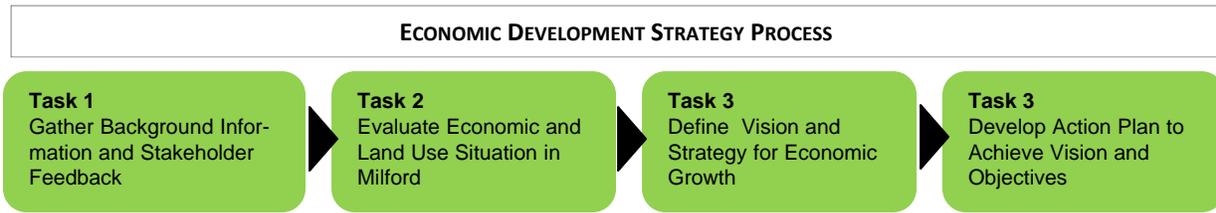
- What aspects of the local economy should be focused on for growth?
- What types of development should be encouraged and in what locations?
- What types of jobs/opportunities does the working population need to have available?
- What types of businesses would be interested in relocating /starting up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

**Project Approach**

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



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



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

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

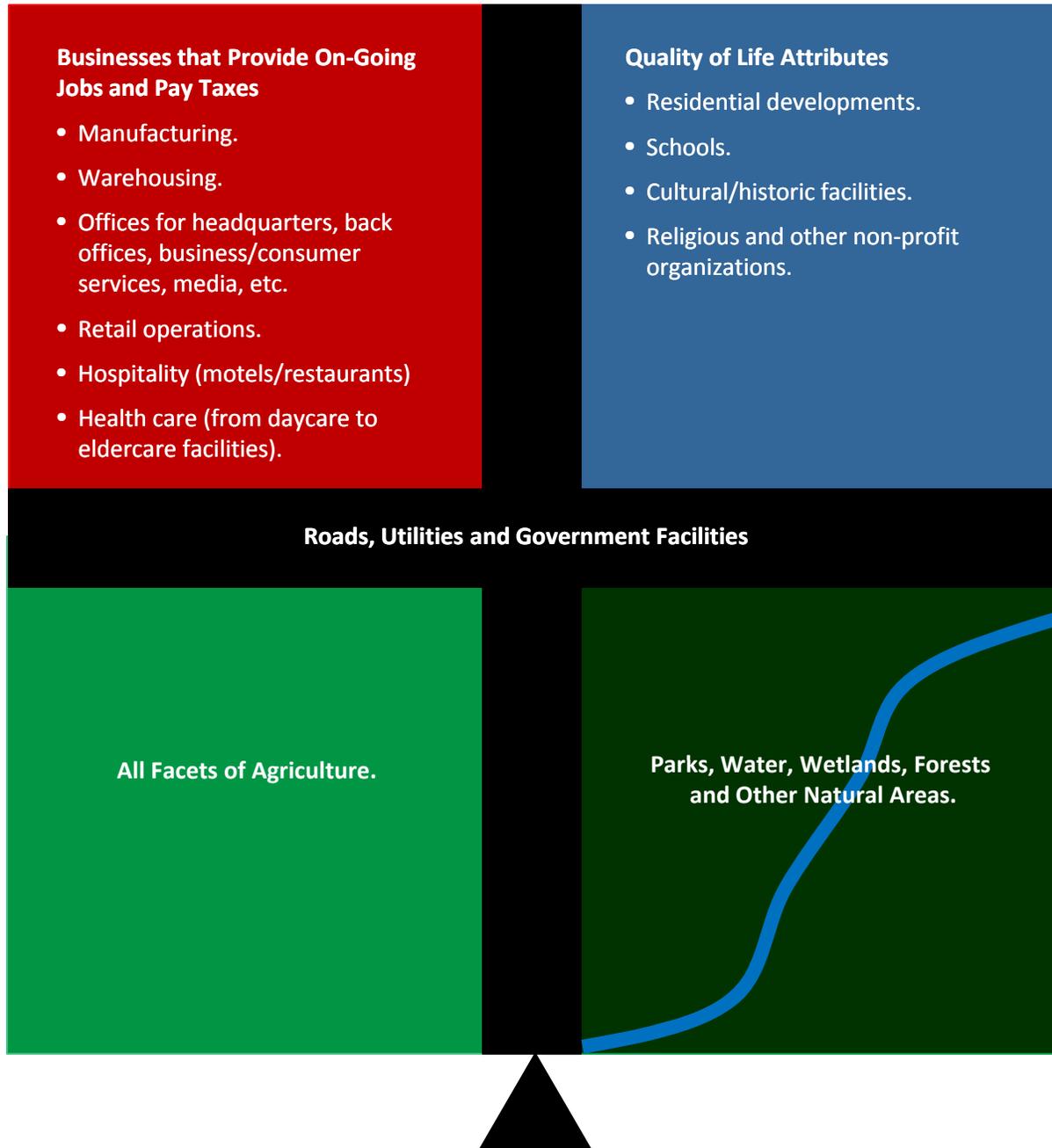
A typical local economy leverages its resources to support a diverse presence of Level 1 Primary Industries (those that bring money into the local economy from other sources). Level 2 Business Services exist to support the Primary Industries, and the Level 3 Consumer Services support the local residents.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

COMPOSITION OF A LOCAL ECONOMY: THE “ECONOMIC PORTFOLIO”



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

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



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

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



### Optimize the Development of the Land:

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

### Do not Develop the Land:

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

## Summary of Location Preferences by Life Stage

### Young Singles



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

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

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

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

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

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

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

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

### Families With Children



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

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

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

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

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

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

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

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

### Empty Nesters (Near/In Retirement)



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

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

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

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

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

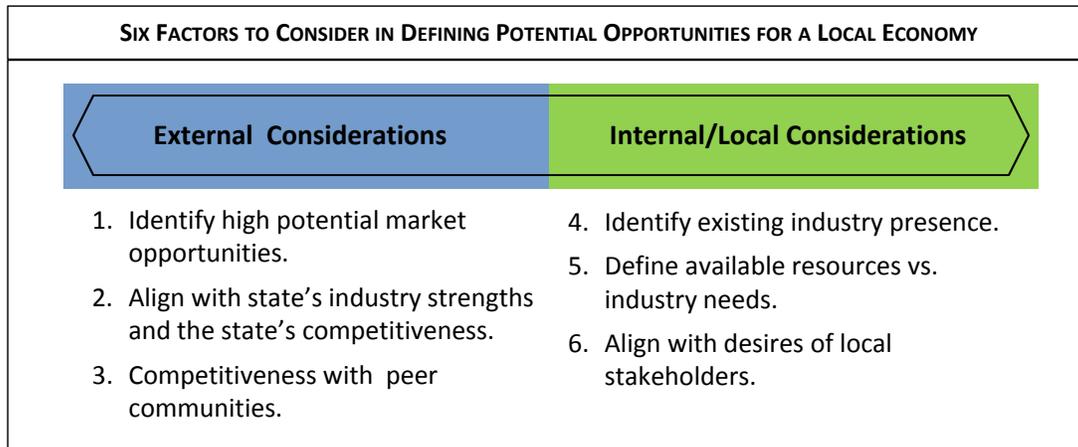
**Medical/Family Services:** general hospital plus specialists within reasonable access.

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

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

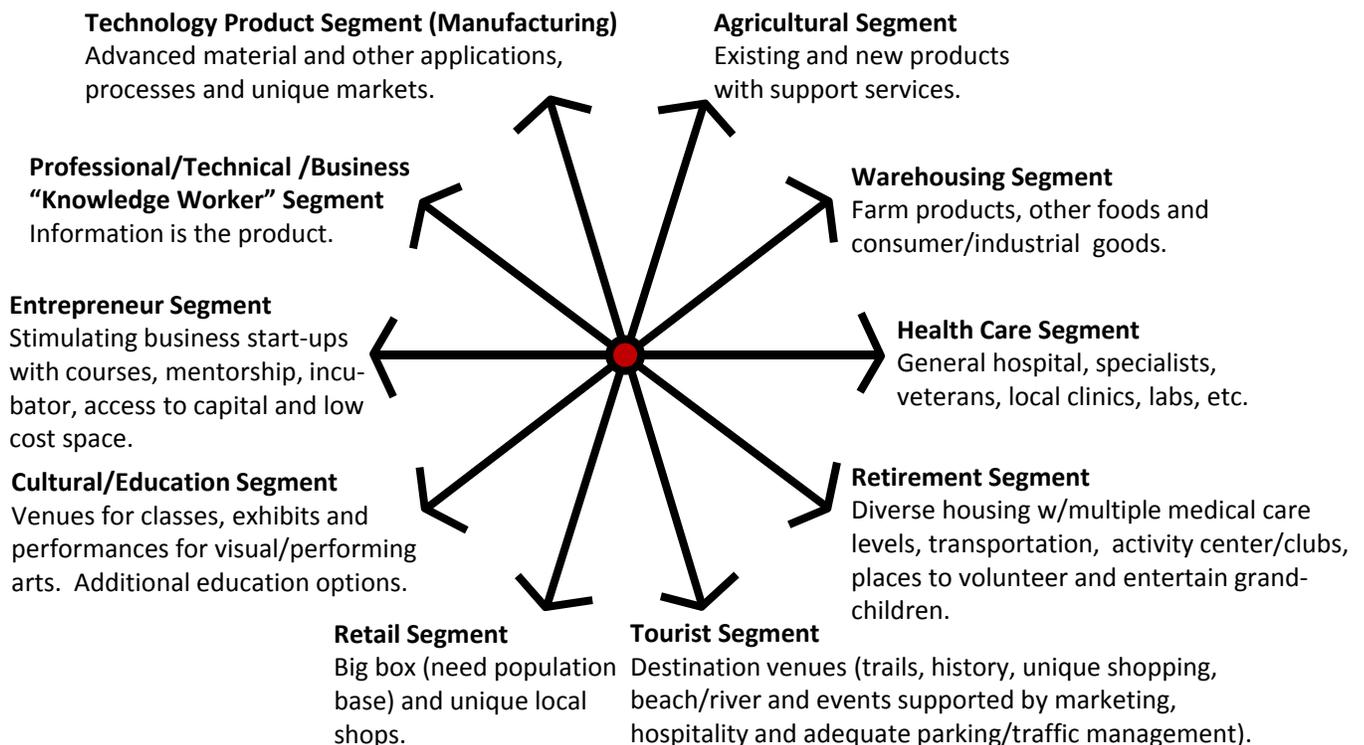
## Potential Opportunities for Milford Area

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



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

### OPTIONS FOR ECONOMIC GROWTH SEGMENTS

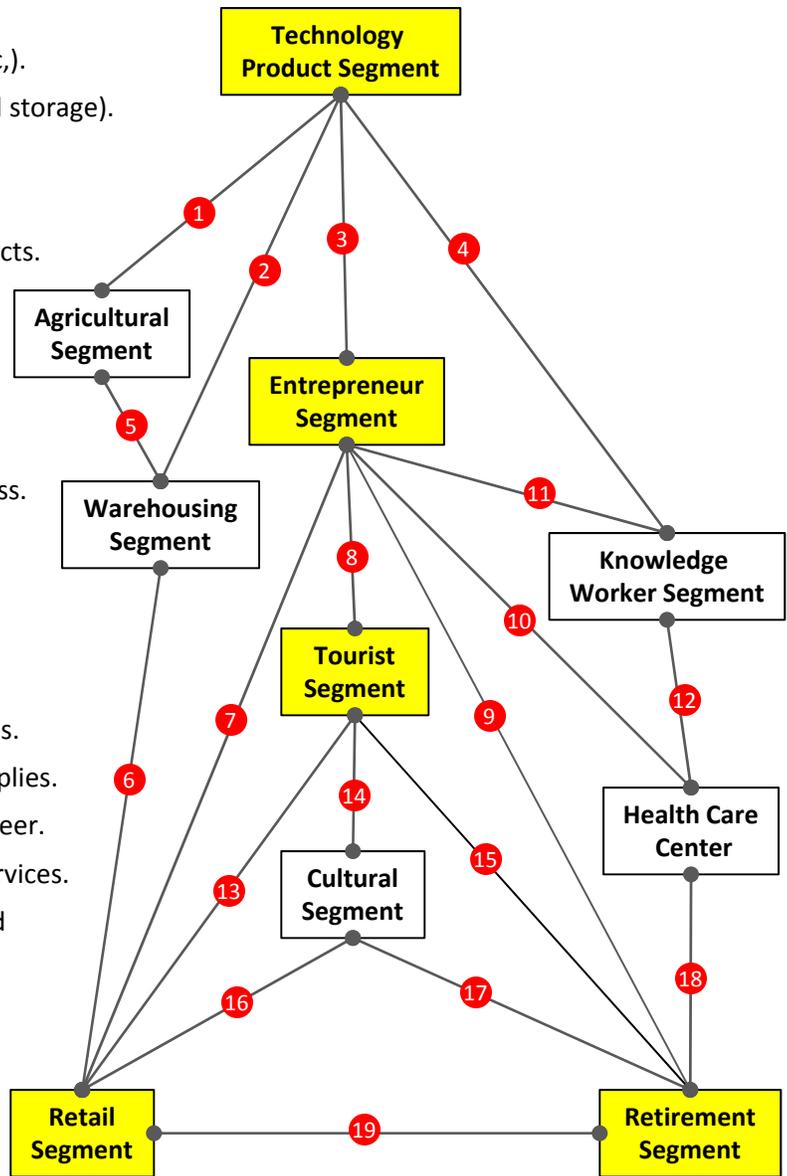


## Synergies Among Economic Segments

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

**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

**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

**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

**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.

<b>Current Strength:</b> Low	<b>Potential Growth:</b> Moderate	<b>Economic Growth Priority:</b> 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.

<b>Current Strength:</b> Moderate	<b>Potential Growth:</b> Moderate	<b>Economic Growth Priority*:</b> 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.

<b>Current Strength:</b> Low	<b>Potential Growth:</b> Moderate	<b>Economic Growth Priority*:</b> 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.

<b>Current Strength:</b> Moderate	<b>Potential Growth:</b> Moderate	<b>Economic Growth Priority*:</b> 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.

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

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

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

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

### Action Plan for Achieving Economic Growth

Scope of Action Item	Responsible	Priority*(Timing)
<p><b>1. Real Estate (Land and Buildings):</b> 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><b>2. Workforce Development</b></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"> <li>• Provide rough projections to educators as to the number and types of jobs that will be needed in the near future.</li> <li>• Communicate with students the qualifications required to secure a specific types of jobs.</li> <li>• Provide opportunities for facility tours, internships, part-time and summer employment as well as presentations at schools by local employers from different businesses/careers.</li> </ul> <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"> <li>•Milford School District</li> <li>•Chamber of Commerce</li> <li>•Local employers</li> <li>•Workforce Board</li> </ul> <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)
<p><b>3. Infrastructure (Utilities and Roads)</b></p> <p>3.1 Frequently (1-2 times per year) evaluate the City's electric rate structure for business/industrial customers in order to sustain competitiveness.</p> <p>3.2 Provide water/sewer/power/telecom/gas at new business park sites as needed to support business growth.</p>	<ul style="list-style-type: none"> <li>• City of Milford</li> <li>• Local utilities</li> </ul> <ul style="list-style-type: none"> <li>• City of Milford</li> <li>• Local utilities</li> </ul>	<p>Priority: 3 (on-going initiative)</p> <p>Priority: 5 (on-going initiative)</p>
<p><b>4. Organizational Support for Economic Development</b></p> <p>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)</p> <p>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.).</p>	<p>City of Milford</p> <p>City of Milford</p>	<p>Priority: 1 (address in 1Q 2011)</p> <p>Priority: 5</p>
<p><b>5. Support New Business Start-Ups and the Expansion of Existing Businesses.</b></p> <p>5.1 Establish a Junior Achievement program locally to build awareness and basic skills of entrepreneurship among local students.</p> <p>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.</p> <p>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.</p> <p>5.4 Provide access to low cost loans to stimulate new business growth in the City.</p> <p>5.5 Meet with existing businesses semi-annually to determine resource needs to support their growth and competitiveness.</p> <p>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.</p> <p>5.7 Support development of additional hiking/biking trails and a guide for biking back roads throughout the area.</p>	<ul style="list-style-type: none"> <li>•Milford School Dist.</li> <li>•Jr. Achievement</li> </ul> <ul style="list-style-type: none"> <li>•City of Milford</li> <li>•DelTech</li> <li>•Chamber of Com.</li> </ul> <ul style="list-style-type: none"> <li>•City of Milford</li> <li>•Local developers</li> <li>•First State Mfg.</li> </ul> <ul style="list-style-type: none"> <li>•Local banks</li> <li>•Angel networks</li> </ul> <ul style="list-style-type: none"> <li>•City of Milford</li> </ul> <ul style="list-style-type: none"> <li>•Milford Downtown, Inc.</li> </ul> <ul style="list-style-type: none"> <li>•City of Milford</li> <li>•Chamber of Com.</li> </ul>	<p>Priority: 5 (by fall 2011)</p> <p>Priority: 4 (by fall 2011)</p> <p>Priority: 3 (formal ID of properties by June 2011)</p> <p>Priority: 3 (ongoing)</p> <p>Priority: 5 (establish routine in 1Q 2011)</p> <p>Priority: 5 (ongoing)</p> <p>Priority: 3 (ongoing)</p>

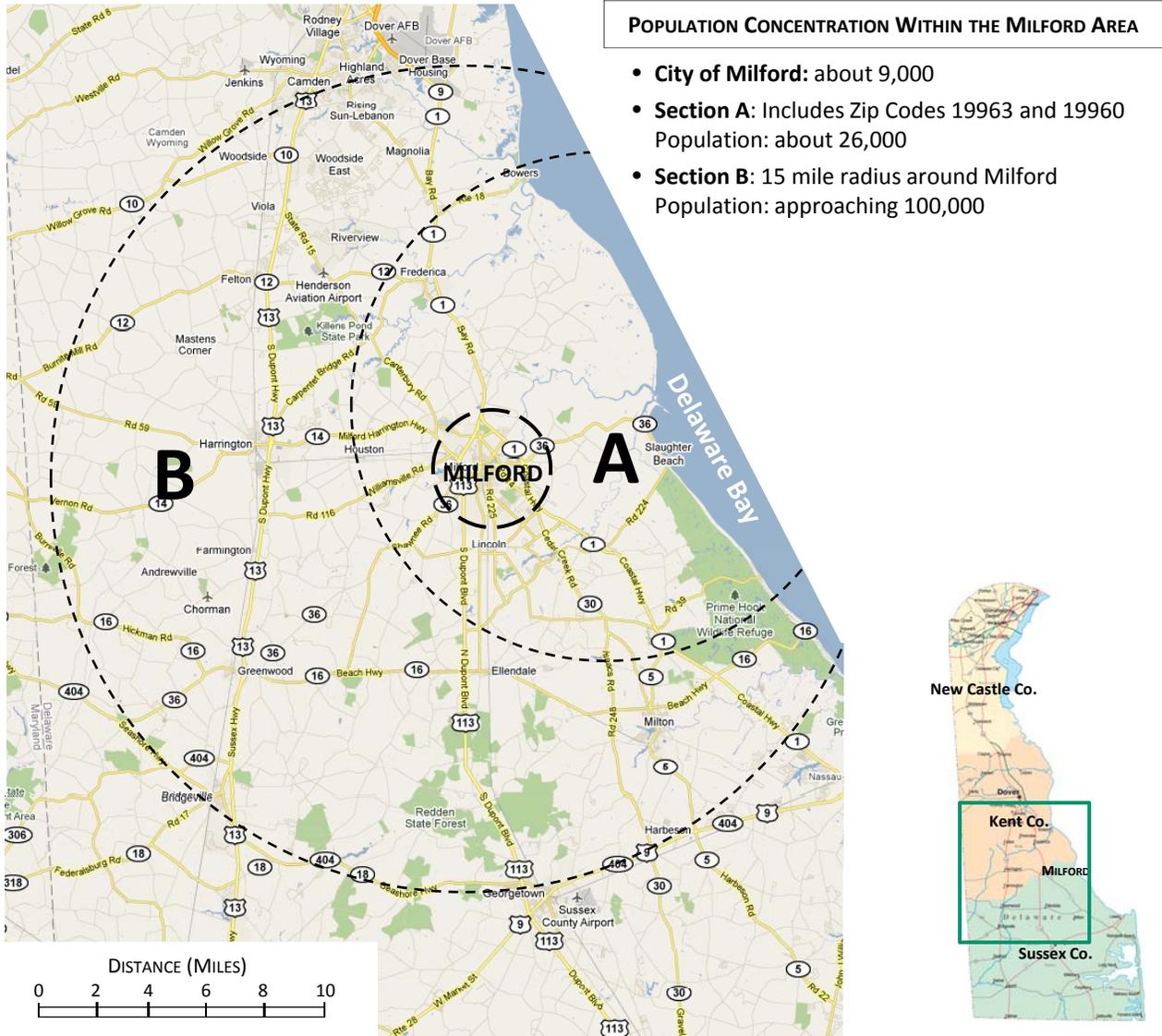
\*Priority: 1 = lowest, 5 = highest priority.

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

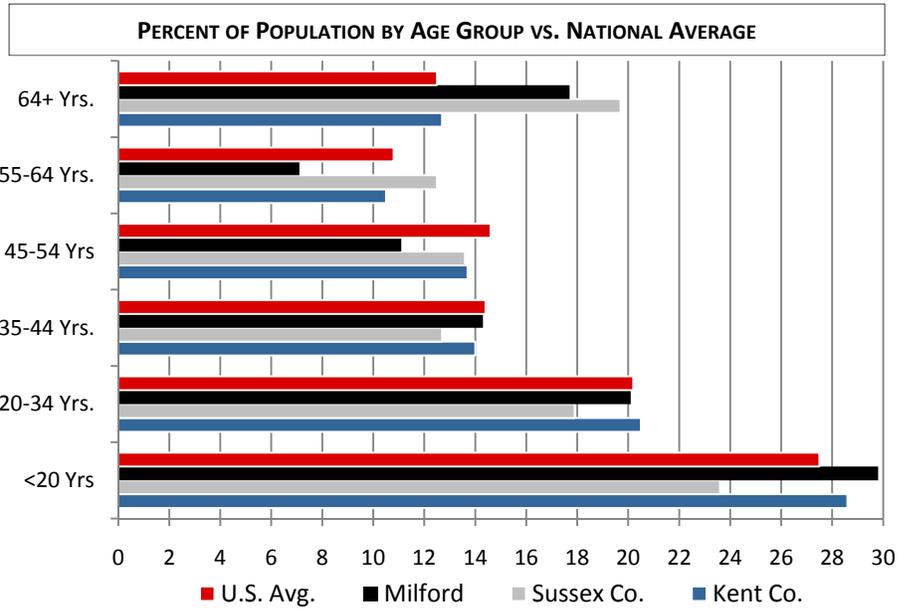
The population of the City is currently at nearly 9,000 residents, up from 6,700 in 2000. Growth has been robust, particularly among retirees and pre-retirees up until the housing market crash beginning in 2008. Within the 19963 and 19960 zip codes (area “A”) below there are approximately 26,000 residents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



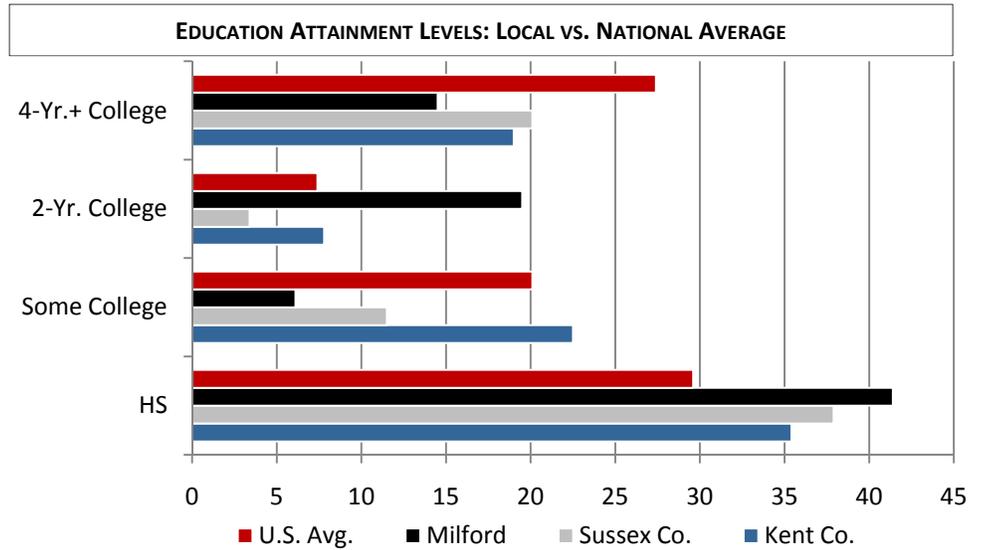
Sussex County and the City of Milford have very high 65+ years age brackets.

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

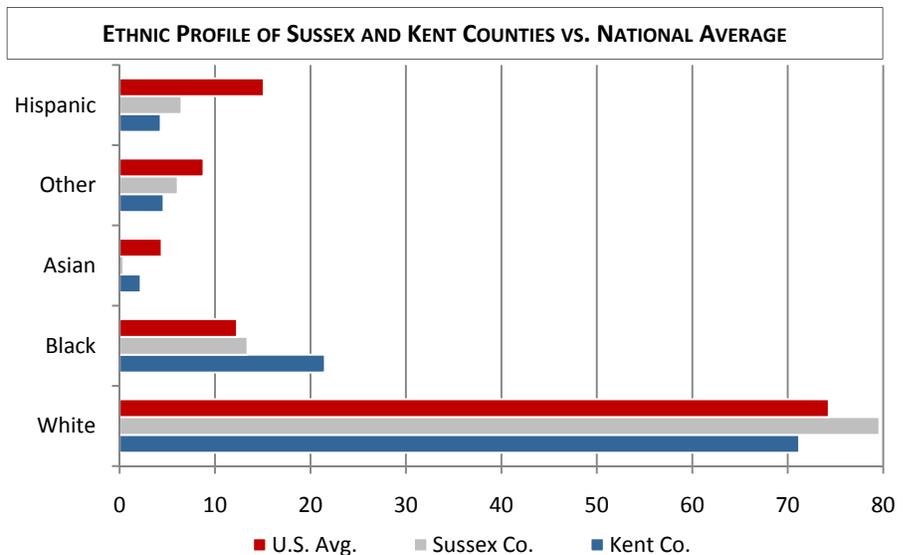
The key bracket viewed by prospective companies is the 20-34 year olds and the local percentage is at national average (which is good).



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

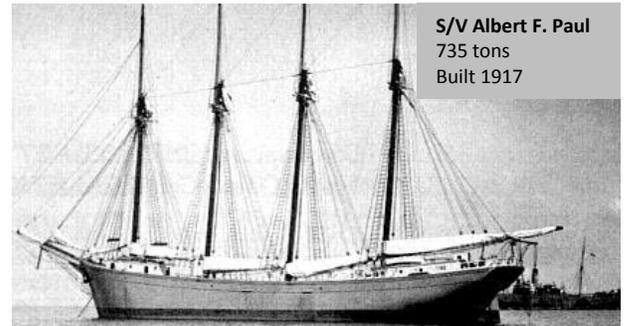
Vinyard Shipyard also produced a line of pleasure craft. In 1996, Sudler Lofland re-established the shipyard and has restored several of the original yachts.

1680
1690
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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.



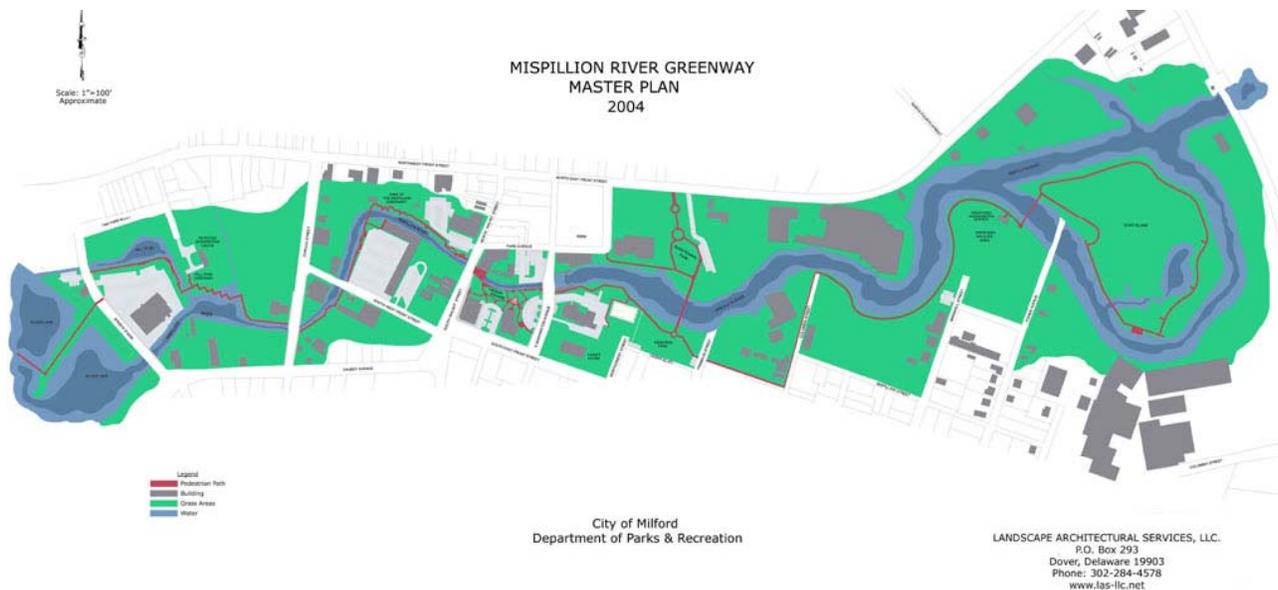
Over the past 30 years a number of manufacturing firms have been established in the area that has diversified the economy.

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"> <li>• Bug and Bud Festival (April)</li> <li>• CCGM Golf Classic (June)</li> <li>• Riverwalk Freedom Festival (September)</li> <li>• Holiday Auction/Tastes of Milford (November)</li> <li>• Milford Holiday Stroll (December)</li> </ul>
Theater	Riverfront Theater (Second Street Players)
Nature Centers/Trails	Abbotts Mill Nature Center and historical site; Riverwalk
Access to Beaches	Slaughter, Broadkill and Lewes Beaches

### Potential Growth Opportunities

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

### Strategy to Expand Segment

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

Photos of current Milford Shipyard.



## Retirement Segment

### Description of Segment

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

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

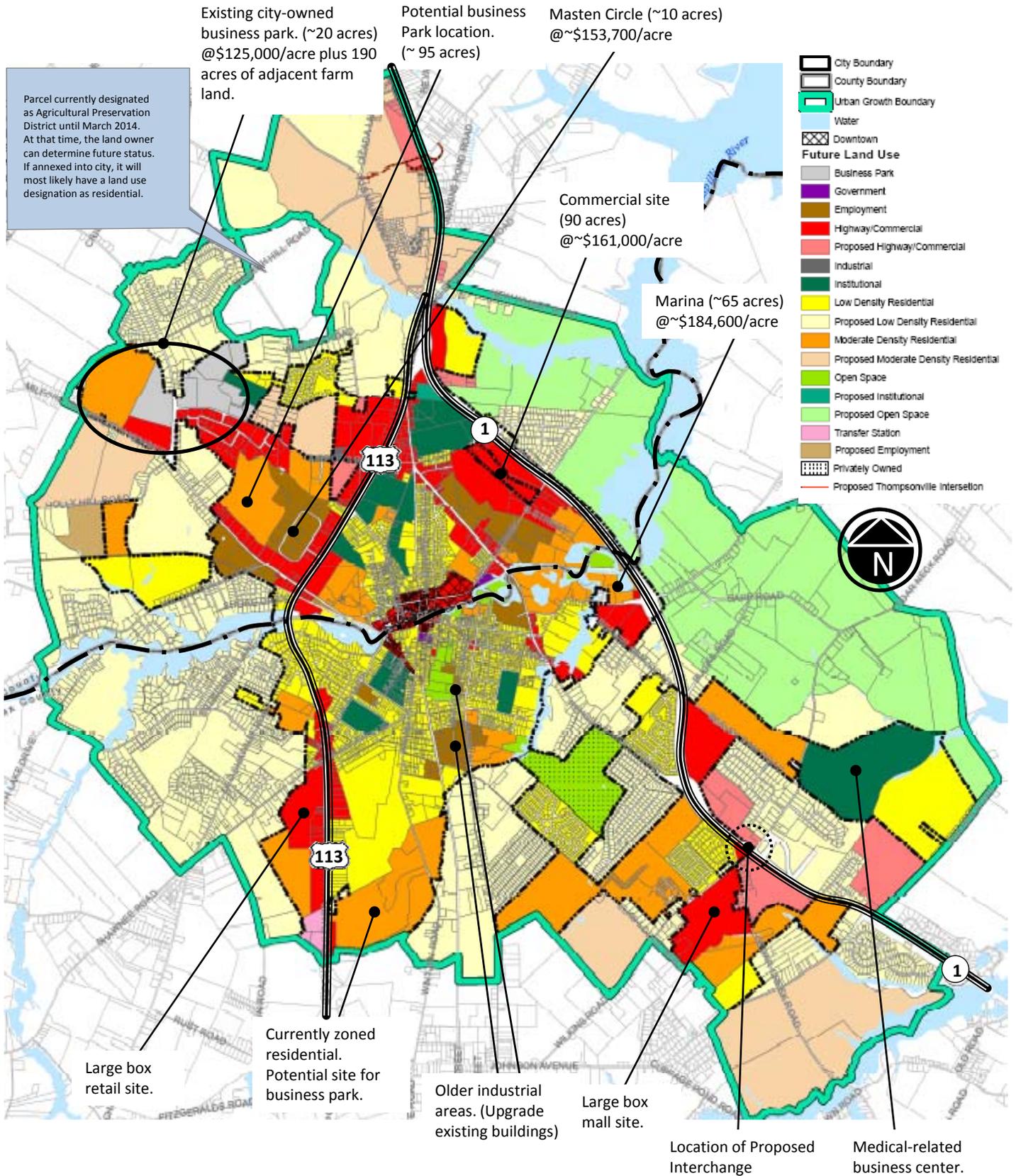
### Strategy to Expand Segment

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

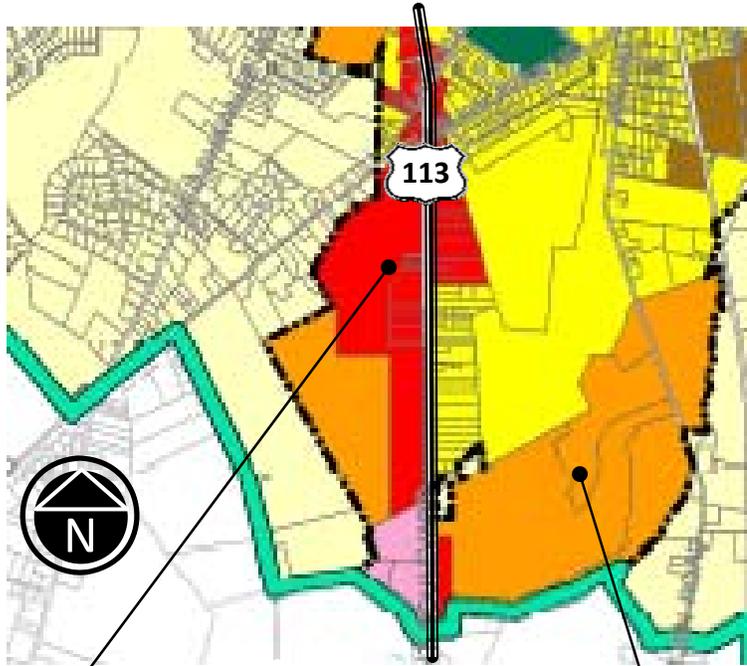
**■ Resource Assessment**

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

# Available Sites for Future Growth



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

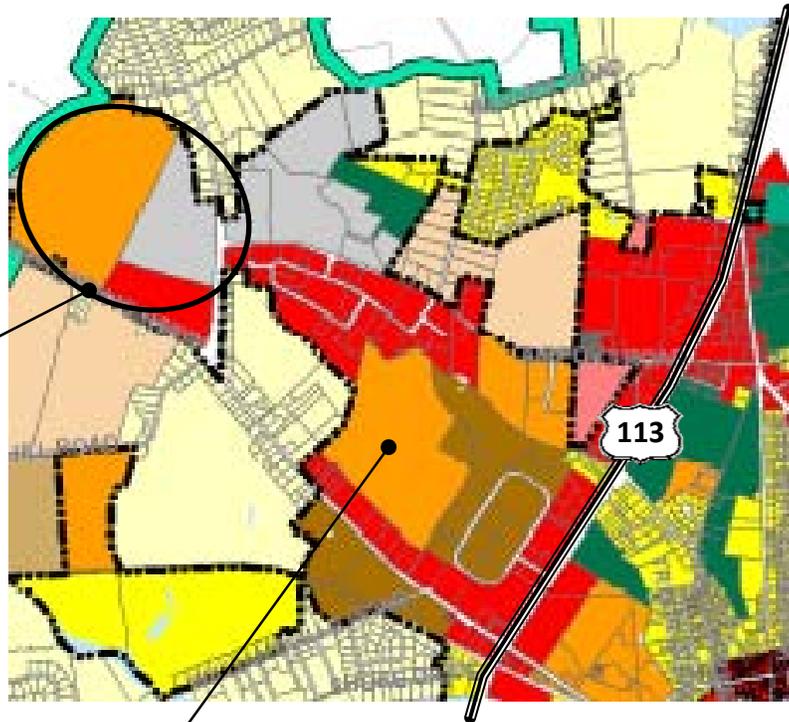


Large box retail site.  
(~45 acres)  
**Note:** heavy seasonal  
traffic would require  
traffic signal access.



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

# Land Parcels on the Northwest Portion of the City



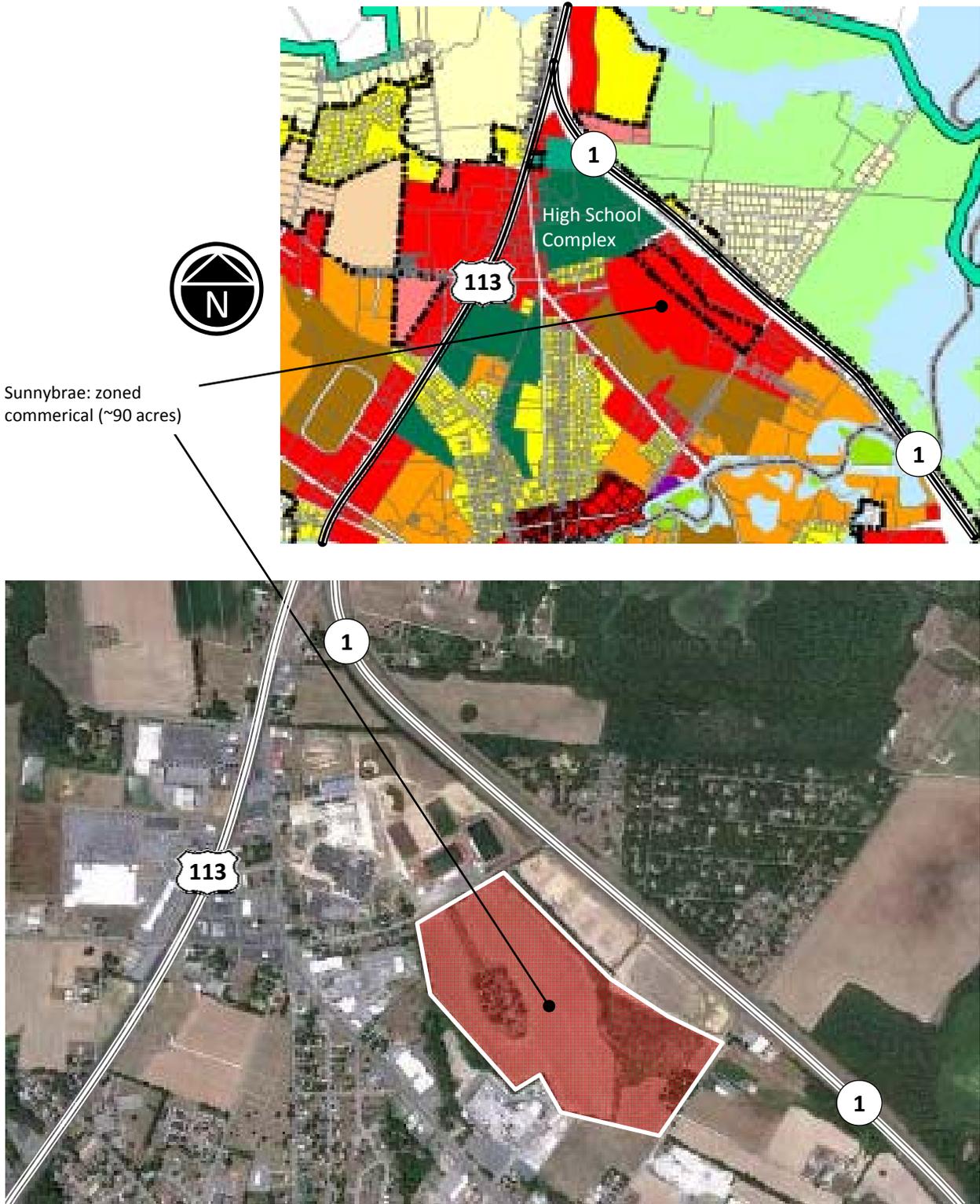
Smaller lots remaining in Milford Business Park plus 190 acres of adjacent farm land.



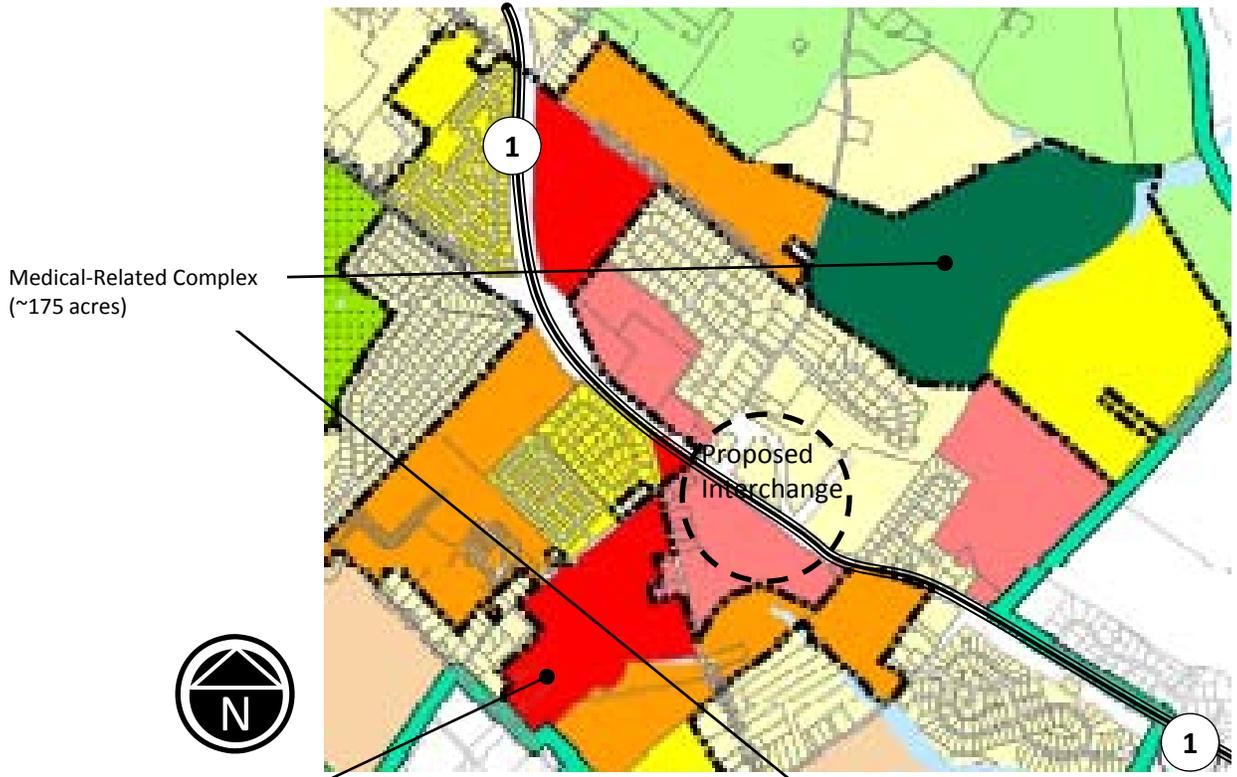
Currently zoned residential. Potential site for business park. (~95 acres)

Marsten Circle Area (~10 acres)

Land Parcels on the Northeast Portion of the City



Land Parcels on the Southeast Portion of the City



## Level of Site Readiness is Critical

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

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

### DESCRIPTION OF SITE READINESS LEVELS

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



**Cost and Availability of Labor**

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

**Notes:**

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

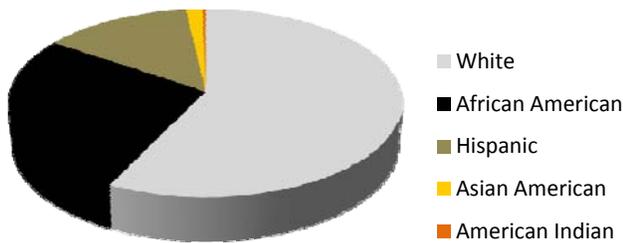
**Input From Local Employer Interviews**

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

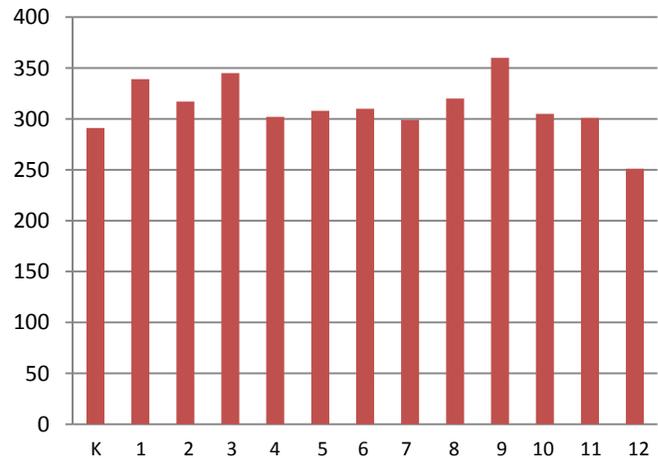
## Education: Overview on Milford School District

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

ETHNIC PROFILE OF STUDENTS IN MILFORD SCHOOLS



ENROLLMENT BY YEAR FOR MILFORD SCHOOLS



SAT REASONING TEST COMPARISON (2008-2009)

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

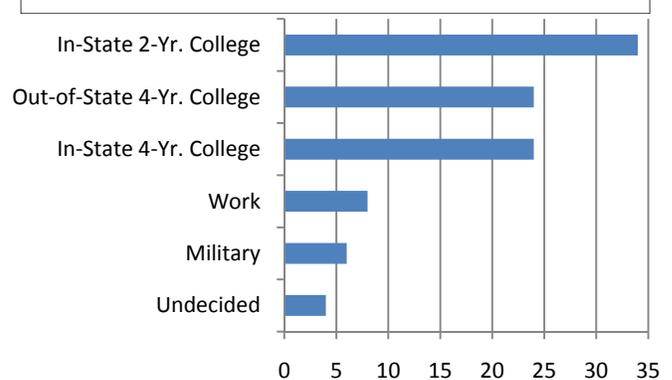
OVERALL SCHOOL PERFORMANCE

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

HIGH SCHOOL STATISTICS

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

POST GRADUATE PLANS FOR MILFORD HIGH SCHOOL SENIORS



### Source:

Delaware Department of Education web site for the Milford School District:

<http://profiles.doe.k12.de.us/SchoolProfiles/District/Student.aspx?checkSchool=0&districtCode=18&district=Milford>

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

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

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



Milford Central Academy  
(Grades 8-9)

Milford High School  
(Grades 10-12)

## Education: Delaware Technical and Community College

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



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

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

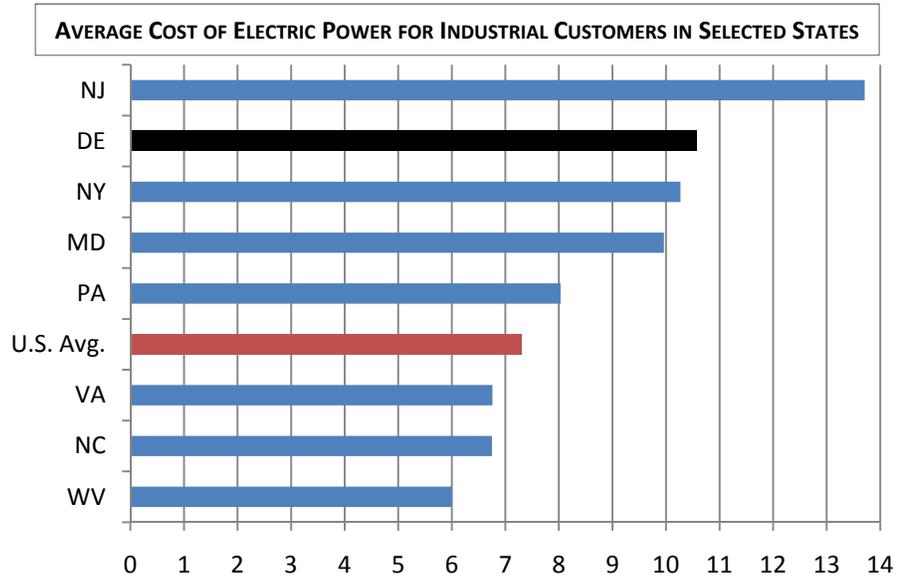
These colleges a strong in business, education an health-related professions. Wilmington University has computer science but none of the schools offer engineering.

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

\*Includes all Wilmington University campuses.

## Energy Cost Overview

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



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

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

## Housing Availability

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



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



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



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



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



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



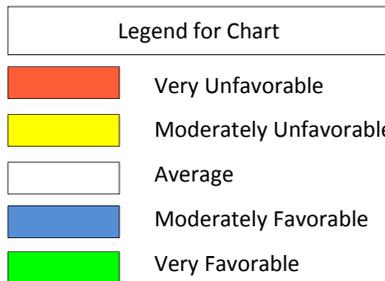
Asking Price	\$164,686
Size of Home	1,278
Size of Lot	Condo
No. Bedrooms	3
No. Baths	2
Age of Home	New

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

### Cost of Living Index Comparison

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

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



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

■ DOWNTOWN RETAIL OPTIONS AND EXAMPLES

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



Selected Types of Retail Shops for “Main Street”

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

Venues/Activities/ That Attract Customers Downtown

	Restaurants	Art/Craft Shop	Food Shops	Book Store	Sports/Outdoor	Unique Items
Downtown Offices	Lunch w/ clients	Office supplies	Morning coffee 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%

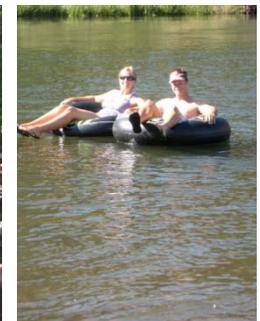




**Asheville, NC**

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



**Naperville, IL**

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



**Staunton, VA**

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



**Corning, NY**

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



**Lakewood Ranch, FL**

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



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

At the children's book store, Tuesday morning is story time when parents bring their 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

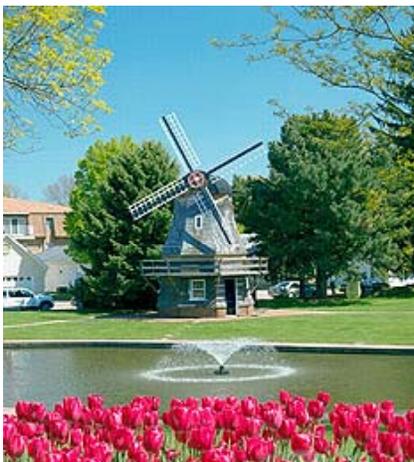
It's a compact little restaurant that offers up breakfast, lunch and pies; by the slice and the whole pie. It's one of the few places you can order eggs over easy, a side of bacon and a slice of hot – just out of the oven – apple pie. A favorite destination of locals as well as tourists fortunate enough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

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



**Pella, IA**

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

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

## **Appendix**

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

## Appendix A: General Design Considerations for Business Parks

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



### Operations In/Near Park or Site

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

### General Design Considerations

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



### Operating Covenants

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

### Ownership Preferences of Industrial Buildings

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

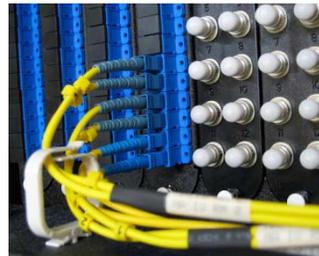
### Contractual Considerations

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

## Details on Electric Power and Telecom

### Electric Power

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



### Telecom

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

## Appendix B: Design Details for Virtual Buildings

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

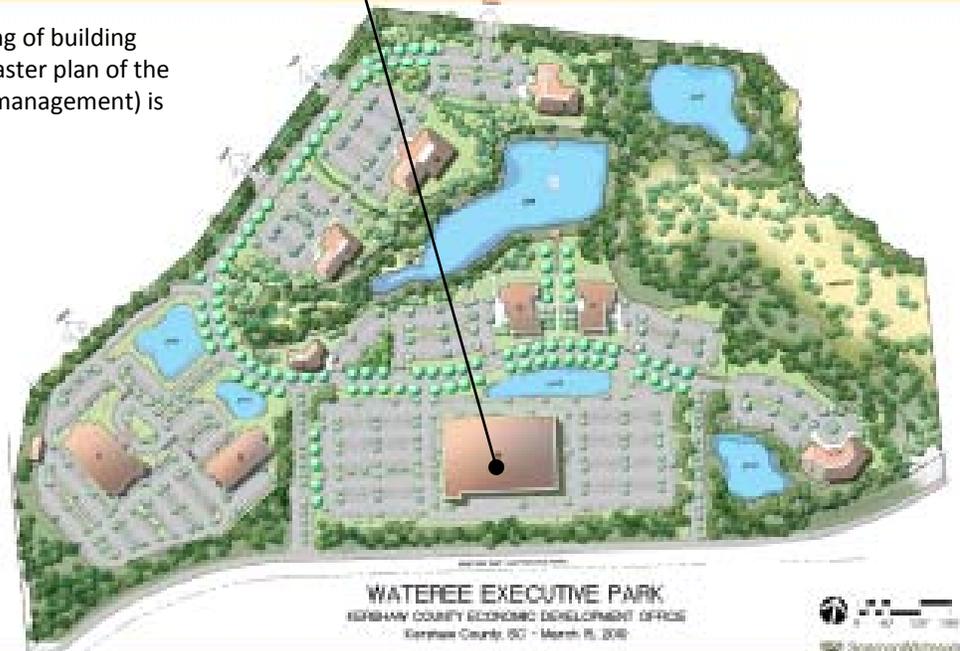
- An improved readiness level for the site and less risk perceived by the prospective company.
- A prospective company can visualize the final product and the expectations for the quality of construction can be easily communicated.

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

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



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



## Appendix C: Certified Shovel Ready Site Program

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

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



### Key Elements of a Certified Site

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

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



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

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

Example of a Pad-Ready Site



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

**Title:** Director of Economic Development

### **General Duties:**

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

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

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

### **Qualifications for Position:**

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

### **Compensation:**

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