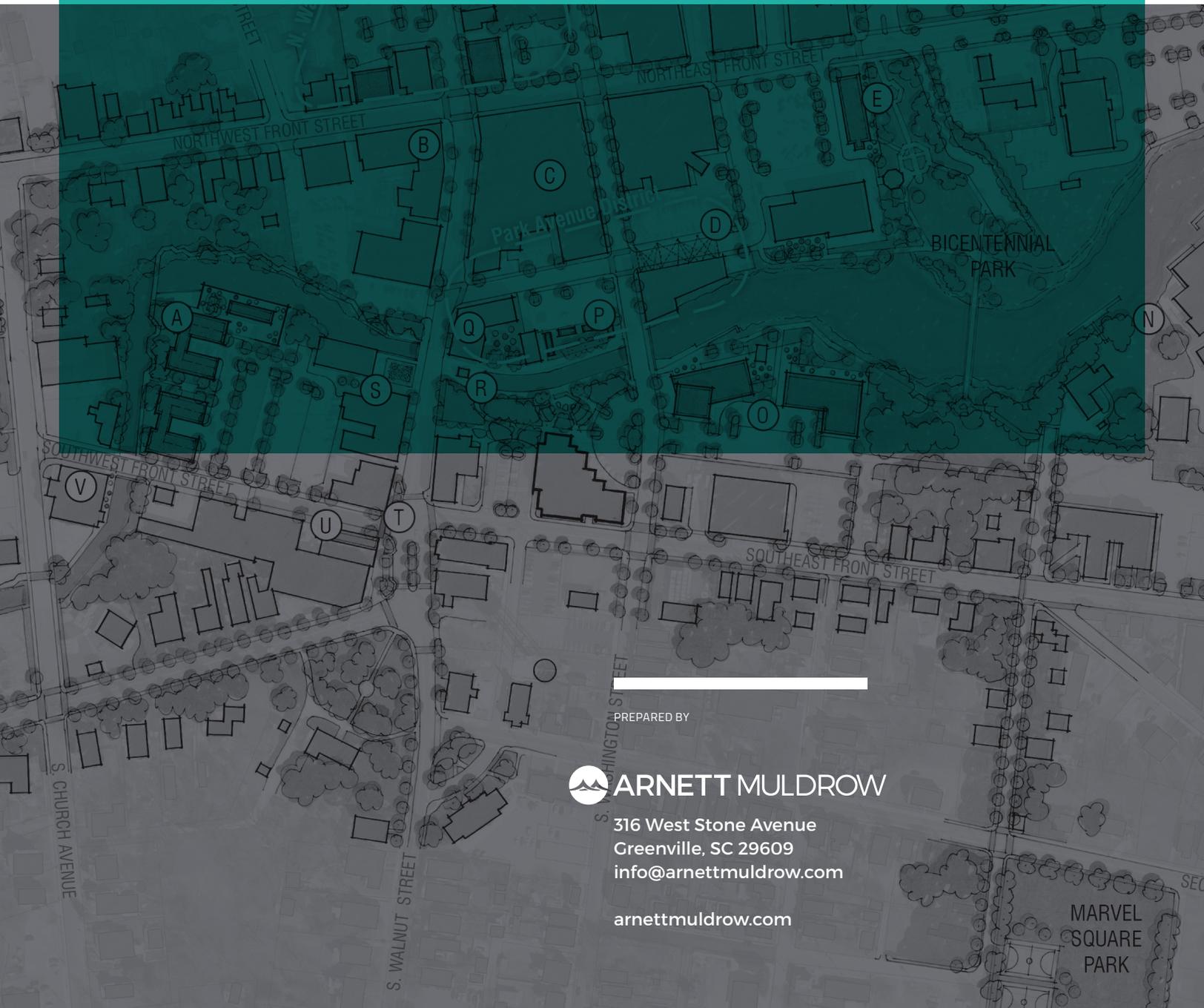




Milford Rivertown Rebirth Plan 2025

A plan for the redevelopment and revitalization of Milford, Delaware's Downtown District and the riverfront district of the Mispillion River.



PREPARED BY



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MARVEL
SQUARE
PARK

Creativity
transforms
a place in a
home





Conceptual Vision Plan

Every community has a heart.
A place where its soul is derived. That heart beats in our
Historic Downtown, where unique character abounds.

After years of capacity building, The City of Milford, along with the Chamber of Commerce, Downtown Milford Inc. and the Delaware Economic Development Office came together to craft a vision for downtown Milford. The purpose of this vision was to harness the potential of downtown Milford, and the unique character it provides, to push the momentum of the community forward and convert long-standing public sector catalyst projects into private sector investment.

On September 17, 2015, led by Arnett Muldrow & Associates of Greenville, South Carolina, over 250 citizens gathered together in focus groups and public meetings to craft this vision for the people of Milford. This is truly a shared vision. A plan of the people, and a plan that is for the people. We place the utmost focus on quality of life and project that help to create the sensation that Milford is the place to be.

With a combination of market data, physical design, and branding and marketing, this plan not only covers the pretty pictures, but delves into the true market potential as well as how to invite new investors and new customers as we proceed.

The plan represents the first major step in what we are calling the **Rivertown Rebirth. And it all starts today.**



Vision is
the **ART** of
seeing what is
INVISIBLE to
others.

-JOHNATHAN SWIFT



1.0 Rivertown Rebirth

We are a community born of the river. It was the mill at the crossing of the Mispillion that inspired our name. This river was home to two centuries of shipbuilding that made us a center of maritime industry. This river inspires craftsmanship. This river remains our link to the vital waters of this great peninsula.

Though the nature of the river has changed, it is no less important to our lives. It bisects our downtown, makes us the heart of two counties, and is the focus of a rebirth centered on recreation, education, the arts, and creating and keeping a warm community.

Our downtown is the heart of our creative transformation. Our galleries, shops, and performance spaces are gathering places for people from all walks of life. Our events allow us to celebrate the place we call home.

We remain a center of commerce for a rural community, an escape from the pressures of urban life, and a community centered on family. We are the kind of place where a children's class inspires leaders, a landscape inspires artists, and a history inspires vision.

We are the waters of the Mispillion River.

We are the families gathered for the Little League Parade.

We are the fresh baked cookies and amazing coffee from a downtown bakery.

We are kayakers and paddlers, cyclists and walkers.

We are artists and art lovers.

We are teachers, students, & parents who are dedicated to shaping our future.

We are neighbors, and we are honored to share this special place with you.

We are Milford.
River Town. Art Town.
Home Town.



1.1 Character

The unique character of a place is derived from its people, architecture, scale, and flavor. The things we see, hear, smell and taste all become the essence of the community.

Physical Character

Milford benefits from a strong positive physical character that reinforces its small town atmosphere and a defined sense of place. Stakeholders have identified a variety of characteristics including the rich diversity of architecture, both old and new; the visible traces of the community’s shipbuilding heritage; murals and flower plantings. Most significantly, however, is the river and its defining presence in downtown. The Mispillion’s varying widths, edges, adjacent environments (built and natural); and the twists and turns that afford a variety of views allow for a rich diversity of how Milford interacts with the river. All of these attributes in combination with the people themselves define a very positive image for residents and visitors. Milford’s attributes and challenges are described in more detail below.



The Mispillion River and Silver Lake define Downtown Milford.





1.2 Attributes

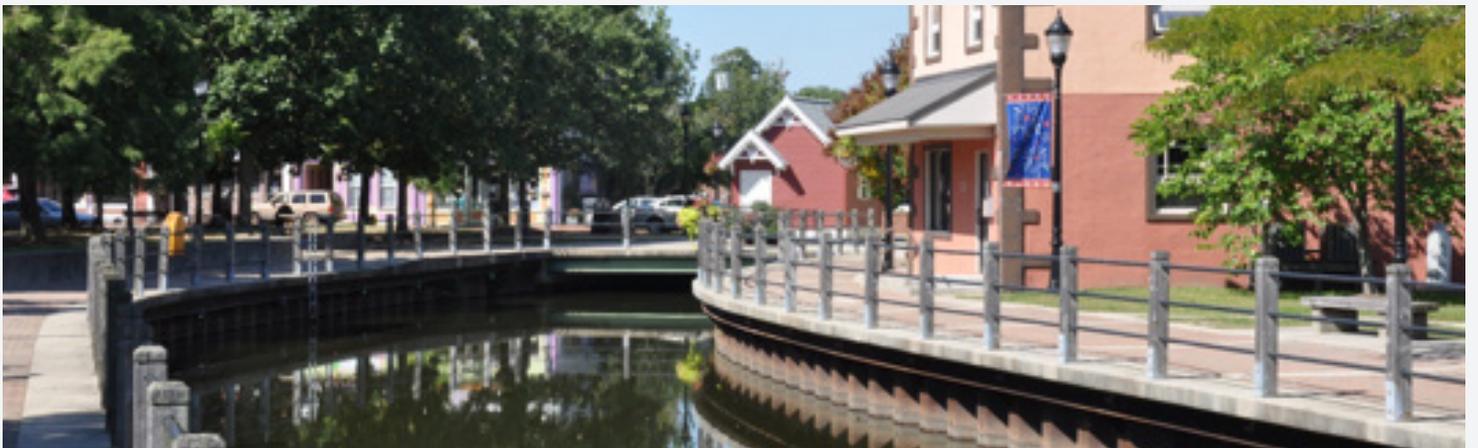
Accentuate the positives. Eliminate the negatives. Understand your strengths, and enhance your weaknesses.



Positive Attributes

The time is ripe to focus on planning for Milford's future as there is already a significant base upon which to build as defined by the town's inherent qualities and a number of projects and efforts. These include:

- **The River:** The Mispillion River defines downtown Milford. The community's history is rooted in the river and the river is even more important for its future.
- **Riverwalk:** The Riverwalk affords residents and visitors a diverse range of ways that they can engage with the waterway. In the downtown core, one can appreciate the tight framing of the river by buildings, some of which project into the river. Further out from the core, one can appreciate the wider expanse, park environments and long views up and down the river. Goat Island offers yet another experience and immerses one in the natural environment.





1.2 Attributes



Amazing Park System:
Goat Island, Bicentennial Park and Marvel Square Park create a strong network of park spaces within and close to the downtown core.



- **Compact Core:** The downtown core is very compact and walkable and provides a strong framework upon which to build. Even uses that are perceived to be far away, such as Riverwalk Plaza, are actually close to the core. Additional infill development and public space enhancements can help shorten these perceived distances.
- **Organic Street Grid:** One of the most compelling aspects of downtown Milford is the organic street “grid”. While the streets form a well-connected network, they are not purely orthogonal resulting in slight twists and bends in the network. As a result, many sightlines terminate on architecture or the river rather than down and endless straight road. Additionally, remnant spaces are formed which add interest to the experience of being downtown.
- **Attractive “Main Street”:** Significant investment has been made on streetscape enhancements along North and South Walnut Street and NW Front Street.
- **Architectural Character:** There is a diverse range of architecture within the downtown which contributes greatly to the character of the community. The architecture along NW Front Street is particularly notable.
- **Heritage:** Not only does the river define the community physically, but it is the root of the rich ship-building heritage.
- **Significant Opportunity Sites:** Numerous opportunity sites exist downtown for redevelopment, new uses or new infill development. Not only do the opportunities exist, but they are located in areas where investment could make a significant positive impact in leveraging better access to the river, more downtown activity and stronger connections among downtown destinations.
- **Development Plans:** Riverfront Village is currently planned adjacent to the Milford Shipyard. This development will bring new residents and help increase downtown activity.



1.2 Attributes



Challenges

While there are many opportunities in Milford, these are accompanied by challenges as well.

- **Potential for Suburban Style Development:** As additional businesses are attracted to downtown, many may try to make the case for developing in a suburban style. It will be important for the City to hold firm and require that new buildings are built to the street edge, matching existing build-to-lines, with parking located to the side or rear (or on street and in shared resources). Additionally, new development should consider its context and transition to and connect with existing development.
- **Riverfront Village Development:** Related to the point above, preliminary plans for Riverfront Village illustrate a site plan that maximizes views to the river but lacks any kind of relationship to the surrounding existing neighborhood.
- **Limited “Eyes on the Parks”:** While there is a great network of park spaces, particularly along the river, there are some negative uses that occur because there is a lack of positive activity. Activities such as loitering keep many people from using the park or limiting their use to certain areas.
- **Highest and Best Uses:** The basketball courts along the river are well used but they are not providing spillover activity in the park and do not represent the highest and best use for a waterfront location.
- **Park Tree Cover:** There is limited shade in some of the park spaces, particularly Bicentennial Park. Much of the vegetation includes shrubbery and small ornamental trees which does not cast enough shade. Additionally, this type of planting can obscure sightlines which are important to keep open in park spaces.
- **Sign Messaging:** The riverfront, Riverwalk, and the associated park spaces are an important asset to downtown, yet the visitors are bombarded with negative messaging at many of the park gateways.



1.3 Rivertown Rebirth Plan

Moving Forward

Following is a series of recommendations for Milford to build upon the momentum that already exists, further enhance the downtown and address some of the opportunities and concerns identified by stakeholders. Several recommendations are tied to physical locations. These are described below and identified in the Illustrative Master Plan. Essentially, the recommendations outlined below are all about the river. Whether it is leveraging the development potential for sites along the river, providing better use and more activity of park spaces or creating stronger connections to the river, the success of downtown Milford is tied to the Mispillion River.





LEGEND

- A River Bend Mixed-Use
- B Skip's Corner
- C Milford Skating Center
- D String Lights
- E Bicenennial Park Mixed-Use
- F Riverwalk Plaza Enhancements
- G Potential Riverfront Restaurant
- H Potential Amphitheater/Festival Space
- I Alternative Location for Splash Pad
- J Living Shoreline
- K Stage
- L Potential Bridge
- M Riverwalk Village
- N Historic Milford Shipyard
- O Riverplace Mixed-Use
- P Vineyard Village Pop-Up Retail
- Q CREATE
- R Downtown Bike Police Substation & Visitors Center
- S Splash Pad
- T Gateway Arch
- U Warren's Furniture Property
- V Fire House Reuse
- W God's Way Property



1.4 Focus Areas

The recommendations below are described in terms of “big moves” – large projects that would likely be developed over the long term; and “small moves” – smaller projects that could be implemented sooner in the short term. For purposes of this plan, these recommendations are divided out into three geographic areas: Downtown





East, Downtown Core and Downtown West. Additionally, recommendations that pertain to the entire downtown and not just associated with one of the geographic areas identified above are described under “general enhancements”.





2.1 Downtown East

Downtown East provides the most wide open space. It presents the opportunity to further connect with the Riverwalk and drive private sector development.

Big Moves

1. Amphitheater/Festival Space



Some community stakeholders have been developing a concept for an amphitheater and festival space on the north side of the river, at the eastern end of downtown. The Becker Morgan Group developed an ambitious concept showing an amphitheater, performance shell, Riverwalk extension, new pedestrian bridge over the river and a large plaza area with incubator retail opportunities, restrooms and concessions. Overall, the concept has significant merit; however, some aspects of the plan should be reconsidered. The plaza is very large and has the potential, like Bicentennial Park, to be underutilized except during major events. The location for incubator retail, while appropriate for large events in the space, are too far removed from the downtown core to be successful. As the concept for the amphitheater is refined, the following should be considered:

- Reduce the size of the plaza area significantly and anchor the west side of the amphitheater with an active use, such as a restaurant, so that the new park space can be activated and enjoyed on a daily basis. Plaza space can then be associated with the new restaurant and utilized for outdoor seating and coordinated with the new pedestrian bridge.
- Work with the adjacent property owner to expand and connect parking resources to maximize efficiency. If necessary, some spaces can be assigned to specific users while others remain for the amphitheater and restaurant use.
- Locate the performance shell so that it frames, rather than blocks, views across the river to the water tower.
- Set the Riverwalk back from the edge substantially enough to incorporate a living shoreline along the edge of the amphitheater space. Extend boardwalk and trail connections off of the main Riverwalk to provide interpretive opportunities along the living shoreline and add to the diversity of user experiences.
- Use extensive new tree planting to reinforce the edges of the space, frame views and provide opportunities for shaded seating areas for spectators. Trees should be predominantly tall canopy trees so that sightlines can be maintained across the space.
- Provide sidewalk and crosswalk connections to Riverwalk Plaza to utilize parking resources and encourage patrons to the amphitheater events to utilize restaurants in the Plaza.



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2.1 Downtown East



2. Destination Riverfront Restaurant

As described above, locate a destination restaurant on the along the river, at the western edge of the amphitheater space. The restaurant would further activate the Riverwalk and amphitheater space. The design should draw upon shipyard vernacular styles and utilize large windows and outdoor seating to engage the river and the new amphitheater.

3. Pedestrian Bridge

Provide a second pedestrian bridge crossing across the Mispillion River to the east of the historic Milford Shipyard. Coordinate the bridge landings with the new restaurant and amphitheater described above.

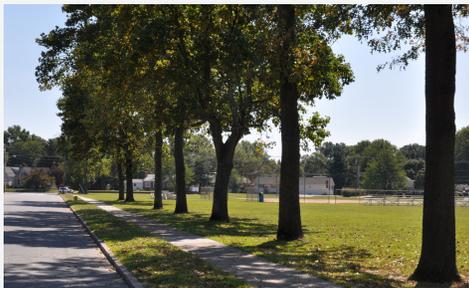
4. Historic Milford Shipyard

Work with the existing property owner and any future property owners to preserve the historic Milford Shipyard as an attraction and visitor destination in downtown. The collection of buildings, grounds and exhibit that the current property owners assembled are an important part of Milford's heritage.



5. Riverwalk Village

While the general site plan is set for Riverwalk Village, work with the developer to create a strong street edge along the southern and eastern perimeters of the property that helps integrate the new development into the existing neighborhood. The emphasis should be on creating a traditional streetscape of regularly space canopy trees. Trees with a more vertical habit should be considered so that they could be set behind the existing overhead utility lines.





2.1 Downtown East



Small Moves

1. Riverwalk Plaza Enhancements

Riverwalk plaza is in close proximity to downtown yet feels disconnected and distant because it is primarily a vehicular environment. The Plaza includes important businesses and uses that serve downtown residents and visitors. Consideration should be given to enhancing this shopping center so that it can remain viable and be better connected to other parts of downtown. Trends in retail development include repositioning shopping centers so that they can be more attractive and comfortable for customers. Trends include provide outdoor dining and gathering areas and using landscape to provide shade, seasonal interest and to help better define circulation routes. Enhancements to Riverwalk Plaza might include:

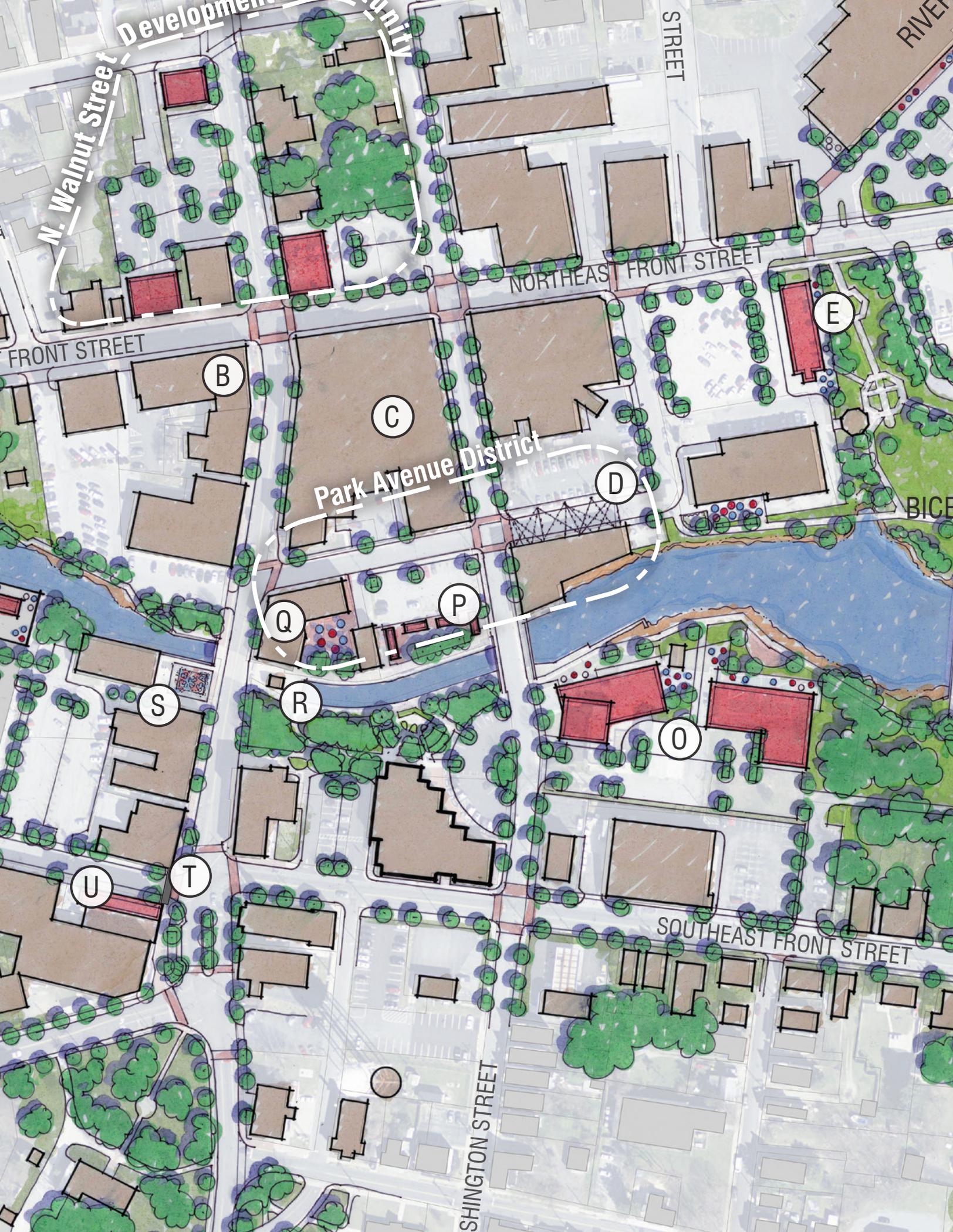
- Expand the sidewalk area along the front of the building to provide opportunities for planting and outdoor dining areas.
- Utilize planting islands and tall canopy trees to better define the circulation in front of the building and reinforce connections to Northeast Front Street.
- Improve pedestrian crosswalks within the parking area and across Northeast Front Street to better connect the shopping center to downtown and the proposed restaurant and amphitheater described above.



2. Tree Planting

In addition to the tree planting associated with projects described above, increase the tree canopy within the riverfront park space south of Goat Island and west of the dog park. Utilize tall canopy trees to better define (not fill) open spaces and provide shade near the Riverwalk and seating areas.





N. Walnut Street

Development

STREET

RIVER

FRONT STREET

NORTHEAST FRONT STREET

Park Avenue District

BICE

B

C

D

E

P

Q

R

O

S

U

T

SOUTHEAST FRONT STREET

SHINGTON STREET



3.1 Downtown Core

The Downtown Core is the true heart of our community. This is the area where retail density should be achieved and destination status cultivated.



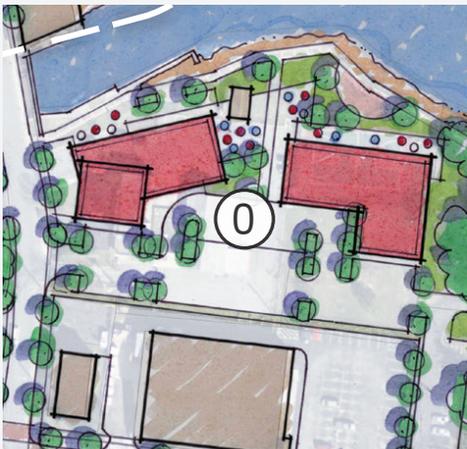
DOWNTOWN CORE

Big Moves

1. RiverPlace Mixed Use

Relocate the basketball courts to Marvel Square Park and develop this important site with mixed-use development. Development is important in this location to further activate the riverfront and provide more uses and downtown living options close to the core. Specific considerations include:

- Utilize multi-story structures with active restaurant/retail uses on the lower level
- Consider upper floor residential or office uses.
- Utilize large windows to leverage views of the water and provide “eyes” on the Riverwalk and Bicentennial Park.
- Locate the buildings along the riverfront and include outdoor patios and dining areas to take advantage of river views.
- Locate parking on the south side of the development, away from the riverfront.





3.2 Riverplace

RiverPlace (Existing Conditions):

The riverwalk along the Mispillion River is an unmistakable asset that provides a pedestrian circulation route and ordering system to the downtown area. At this location a basketball court exists that could be relocated to make room for a significant infill development to address stated needs for downtown, namely additional residential options. Moreover, by coupling residential uses with retail uses, this section of the riverwalk would become activated like the other side of the river and the additional “eyes on the riverwalk” would promote safety and likely mitigate the current vagrant issue plaguing this area.



RiverPlace (Proposed Conditions, Phase 1):

The first floors of any proposed infill development should include restaurant and retail uses that front the riverwalk. By including outdoor dining ‘decks’ for the restaurants, the riverwalk would be further activated as people like to “see and be seen.” The upper two floors should include housing options such as apartments and/or condominiums as preferred by the developer. The third floor should step back from the second to both introduce balcony/rooftop deck options as well as to cause the dominant architectural form to be two stories in height similar to most of the buildings in downtown Milford.



3.2 Riverplace



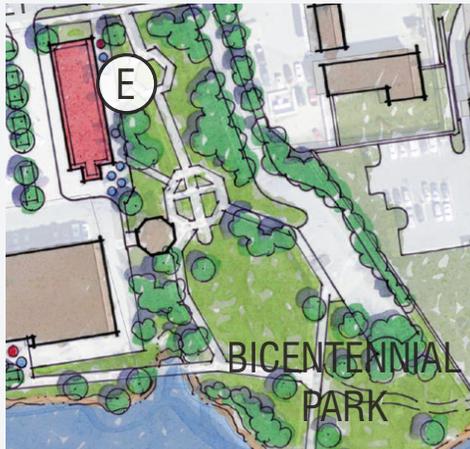
***RiverPlace** (Proposed Conditions, Phase 2 (above) and 3):*

In addition to everything noted previously, this version simply shows the impact of significant shade trees as they mature on the site in conjunction with the architectural development. The first floors of any proposed infill development should include restaurant and retail uses that front the riverwalk. By including outdoor dining 'decks' for the restaurants, the riverwalk would be further activated as people like to "see and be seen." The upper two floors should include housing options such as apartments and/or condominiums as preferred by the developer. The third floor should step back from the second to both introduce balcony/rooftop deck options as well as to cause the dominant architectural form to be two stories in height similar to most of the buildings in downtown Milford.



3.3 Downtown Core

New projects spur interest and adaptive reuse of old buildings reinforce how a dynamic and ever-changing a historic downtown can be.



2. Bicentennial Park Mixed Use

Help activate Bicentennial Park with the development of a mixed-use building on the northwest edge of the park, along NE Front Street. The building would not only provide more “eyes” on the park, but it could help better connect Riverwalk Plaza with downtown by filling in one of the development gaps between them. Because of its location, the design of the building should consider its “four front doors” and give equal design consideration to all facades. Ideally, restaurant uses could be incorporated with outdoor dining/gathering areas that face onto Bicentennial Park.



3. North Walnut Development

The north side of the intersection of NE Front and North Walnut Streets presents a significant opportunity for Milford. The highly visible bank building on the northwest corner of the intersection should be considered for reuse, ideally as a restaurant, and infill development can be incorporated to make better use of the sites on both sides of North Walnut Street. Specific considerations include:

- Reorganize the surface parking lot associated with the bank to remove redundant travel (and drive-thru) lanes and increase the efficiency of the parking.
- Preserve and reuse the existing bank building and maintain its architectural integrity with renovations.
- Remove the existing drive-thru canopy and preserve this site for infill development to create a continuous street edge along NW Front Street. Alternatively (or in the interim) consider this space as an area for an outdoor dining courtyard associated with the restaurant.
- Preserve the northeast corner of the parking lot (the southwest corner of North Walnut Street and Second Street North) for a small building infill to anchor the street corner. It could be an ancillary use to the restaurant or an independent use altogether.
- Preserve an opportunity to develop a new building at the northeast corner of North Walnut and NE Front Streets, within the existing public parking lot. This corner is too important as an anchor and gateway to downtown to remain as surface parking.





2.3 Park Avenue

Districts begin to emerge as small pockets of unique character, playing off their strengths, and creating a dynamic environment motivating people to explore.

Small Moves

1. Park Avenue District

Park Avenue is an important link between North Walnut Street and existing and proposed restaurants to the east, along the river. Currently the street is utilitarian in nature and is defined by a multitude of overhead utility lines. Since the lines can't be hidden, consider embracing their character and enhancing the street with overhead string lights, other lighting and potentially public art. This could help define a "Park Avenue District" that is distinct from other parts of downtown.





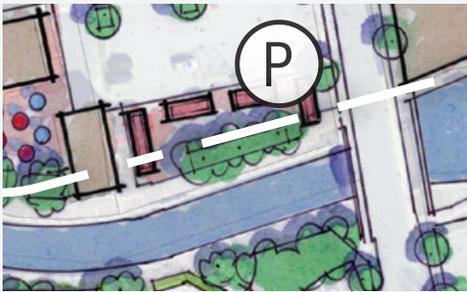
3.5 Vinyard Village

Micro-retail clusters help to build retail density while taking advantage of under-utilized space in downtown. 300-400 sq. ft . retail are affordable and profitable.



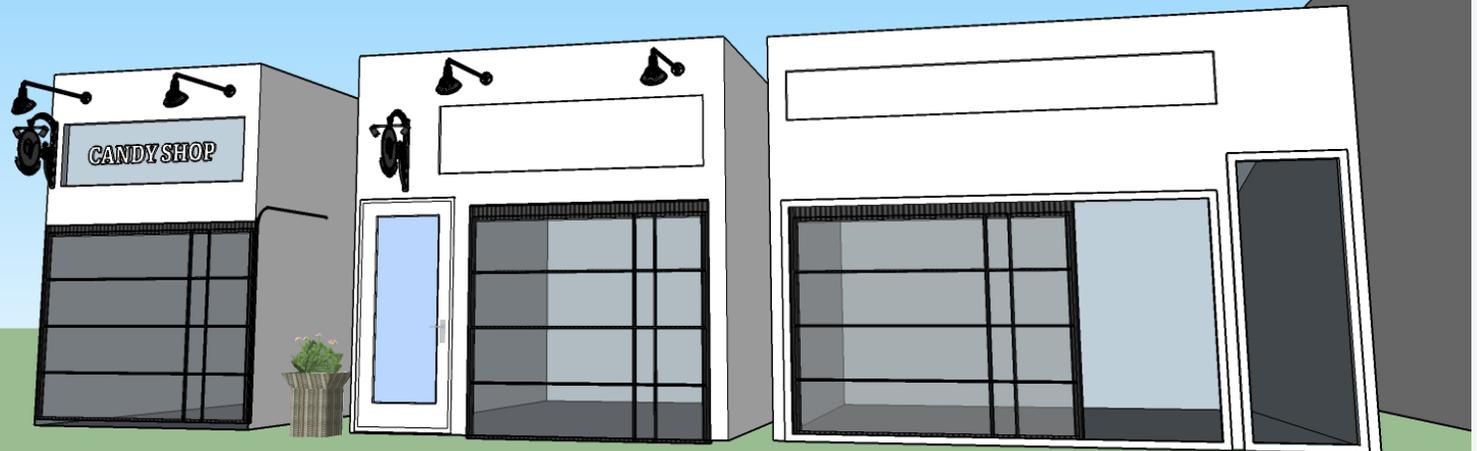
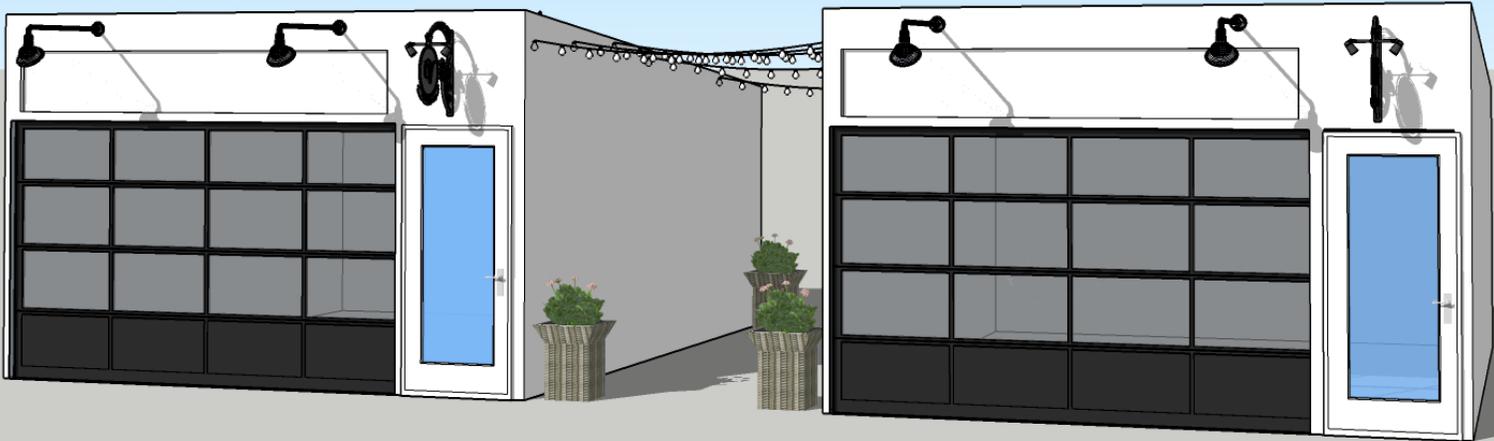
2. Vinyard Village Pop-Up Retail

Pop up retail opportunities are important ways to incubate additional downtown businesses and create more diversity in product available to customers. Just as the name describes, these are small retail venues that are extremely flexible in where they are located and how long they stay in operation. Ideally, pop-up businesses would eventually grow into permanent businesses and populate storefronts in the downtown.



As describe earlier, the proposed amphitheater area is not a viable location for incubator or pop-up retail uses which need to be located closer in to the downtown core. The surface parking lot at the southwest corner of Park Avenue and North Walnut Street is well-suited for this use, however. The location is near the center of downtown, it is along the riverfront and is highly visible. Additionally, the site is the appropriate scale in that just one or two active pop up retailers would feel successful. The existing shade trees also provide a positive setting for the retailers.







3.6 Art Town Square

The green in front of the theater should be rebranded Art Town Square. Flanked on all sides by the arts, the space should act as the true geographic heart of Milford.



Splash Pad (Proposed Conditions):

The general public stated on numerous occasions the desire to have child-oriented assets in the downtown area. A specific recommendation to satisfy this desire was a splash pad that is essentially a water fountain/feature that is flush with the ground so that liability issues associated with traditional fountains are removed. The forecourt of the theater would make a fantastic venue for the splashpad because when not in use, if designed properly, the fountain area would appear to be a plaza and could accommodate crowds as they waited for performances in the theater. Moreover, the fountain area could double as a skating rink in the winter. This would put a year-round activity generator in the heart of downtown.

3. Art Town Square

There has been community interest in developing a splash pad amenity within the downtown area. While the splash pad would serve as a recreational amenity, it could also be considered a visual amenity, suggesting a highly visible location. The grass plot in front of the Riverfront Theater could be such a location, providing highly visible activity along both Walnut Street and the riverfront. In order to be in this location, the splash pad would need to be designed so that the space could also serve as a useable entrance plaza or breakout space to the theater.

If this location is not feasible, consideration should be given to locating it in Bicentennial Park on the north side of the river. A location here could be strategic in that it would help to activate this part of the park which is under-utilized on a daily basis.

4. Bicentennial Park Enhancements

Riverfront Theater represents a terrific asset for Milford in general and downtown specifically. It's site located in the heart of downtown and adjacent to the Mispillion River makes it a prime gathering spot during performances. The 'forecourt' of the theater currently features a grass lawn.





3.7 Bicentennial Park

Built in 1976 as the City’s first park, Bicentennial Park has the opportunity to serve as an even greater contributor to the Quality of Life in Milford.



Bicentennial Park is a tremendous asset to downtown Milford. While major enhancements are not needed, minor enhancements should be considered to make the park spaces more useable on a daily basis. These enhancements include:

- Relocate the basketball courts as described above to open up opportunities for mixed-use development. While this development may reduce the overall size of the park, it could introduce positive activity into the park and “eyes on the park” to increase the sense of security for park users.
- Consider removal of some of the shrub plantings, which can require a high level of maintenance.
- Plant additional trees throughout the park, primarily along the edges, to better define park spaces and provide more shade for park users. It is important to emphasize tall canopy trees that do not obscure sightlines.
- Consider introducing a splash pad in the portion of the park on the north side of the river to create a destination use, if the recommended location in front of the theater is not feasible.



3.7 Retail Density



DBF Building (Existing Conditions):

This building, occupied by the engineering firm of Davis, Bowen and Friedel suffers from a lack of retail along the street frontage. While DBF is a terrific tenant and supporter of downtown, the absence of any retail presence along the street frontage kills any street activity and, frankly, makes the building --as well as stretches in the downtown such as this-- appear 'empty.'



DBF Building (Proposed Conditions):

Please see the Facade Component Grant section of this report for more information regarding how the illustration above would be funded. By erecting a series of demising walls approximately 10-15' inside the front wall of the building, DBF can remain the anchor tenant of this building while three micro-retail spaces can be inserted along the street frontage. The advantage of this approach is threefold: 1) great professional office tenants such as DBF can remain in place; 2) micro-retail stores are placed at the front of the building, providing much-needed retail offerings and activating the street so it doesn't appear dead; 3) the property owner secures more monthly income to offset any expenses incurred that would not be covered by the demising wall aspect of the facade component grant program.



3.8 Façade Improvement

The Skating Center could receive a facade enhancement with roll-up doors, awnings for child pick, and a new overall paint scheme





3.8 Façade Improvement

Lou's Bootery, built in 1804, with the third floor being added in 1843, should be restored and serves as a pivotal building on Milford's main intersection.





3.8 Façade Improvement

The Art League Building as it is now known received a paint job five years ago, but is all ready chipping and flaking. This new scheme highlights the architecture.





4.1 Downtown West

Home to the former Draper Cannery, South West Front street serves as a potential character district connecting and fueling rebirth in downtown.

1. River Bend Mixed Use

The existing State offices located on the north side of SW Front Street, along the riverfront, don't fully utilize this important setting, particularly with surface parking located along the riverfront. There is a long-term opportunity to demolish the existing building one-story building and develop moderate density residential uses along the waterfront, with parking located behind. This consolidates surface parking with that which exists behind the businesses on South Walnut Street, leaving the most valuable riverfront property for development. Additionally, the consolidated surface parking creates a large enough, centrally located area that would be well-suited for structured parking, should a parking structure ever be needed in downtown.

It should be noted that one of the interesting features of the existing building is that it projects into the river. The feasibility of maintaining this foundation and using the structure, or a portion of it, as an outdoor terrace or pavilion should be considered as an amenity for the residential development and the downtown. Additionally, the residential development may also consider incorporating some small retail or restaurant venue at the northern end to take advantage of this terrace and its proximity to the river.

2. Fire House Re-use

The old fire house presents a tremendous re-use opportunity on a significant and





Development

N. Walnut Street

SECOND STREET NORTH

NORTH STREET

WEST STREET

NORTHWEST FRONT STREET

A

S

T

U

V

W

SOUTHWEST FRONT STREET

CAUSEY AVENUE

S. CHURCH AVENUE

S. WALNUT STREET

SILVER LAKE



4.1 Downtown West

This simple street has the opportunity to provide 50% more retail options if the perception of connectivity is achieved.

visible site along the river. Currently it feels disconnected from the downtown core, however, the development of River Bend Mixed-Use (described above) and enhancements to SE Front Street (described below) will help create a stronger connection. Re-use should consider restaurant or other active uses and should engage the river.

3. God's Way Property

The God's Way property is a highly visible site located at the western gateway to downtown, with frontage on two spurs of the river and Silver Lake. Currently the site is dominated by surface parking and does not engage the water. Should the property owner wish to redevelop the property, consideration should be given to the following:

- Consider mixed-use, multi-story development that takes advantage of long views down Silver Lake and to the east, down the length of the river toward North Church Street.
- Consider how the development can respond to the water and better activate the Riverwalk.
- Consider how the development can establish a downtown gateway presence along Maple Avenue, particularly at the southern end of the property where Maple Avenue crosses the river.
- Consider mixed-use development with active ground level uses along some frontages.
- Develop a site plan that provides a hierarchy of open spaces (public and private) that transition from the development to the Riverwalk.

4. Warren Furniture Property

The former site of the Warren Furniture Company, at the intersection of South Walnut and SW Front Streets represents an important infill development site in the core of downtown. Development of this corner with the right uses will not only further activate South Walnut Street, but could also help to create a stronger connection to the old firehouse. The infill development should be multi story and include active ground floor retail or restaurant uses. Additionally, the facades facing both South Walnut and SW Front Streets should be considered "front facades" and activate each of these streets.



4.2 West Gateway

SW Front Street Infill (Existing Conditions):

Regrettably, a fire consumed the old Warren Furniture building that previously existed at the corner of Walnut and SW Front Street. Additionally, there is an awkward barrier a few yards down SW Front that prevents the street from being two-way as it was for most of its history. This street is a gateway of sorts into an area that features the downtown trailhead to the Mispillion River riverwalk and important assets such as the Fire House.



SW Front Street Infill (Proposed Conditions):

The infill building illustrated above shows an appropriate architectural approach for this corner site that responds to the dominant architectural precedent in the downtown area. It features several retail and restaurant spaces along SW Front street. SW Front Street needs to revert to two-way traffic along its entire length to promote ease of access to these retail and restaurant venues. Since the street is a gateway to the riverwalk trailhead and Fire House, a railroad themed arch is suggested along Walnut Street to suggest entry into a distinct node within the downtown area.



4.3 Downtown West

Small Moves

1. Southwest Front Street

SW Front Street has a great scale and has the potential to be a great pedestrian-friendly connection linking the Downtown Core with Downtown West. In conjunction with, or independent from, the redevelopment of the Warren Furniture Property, enhance the streetscape to strengthen these connections. Should the public parking resource be expanded in the future to include a parking deck, as described previously with the River Bend Mixed-Use, streetscape enhancements will help connect this resource and the associated development to the businesses along South Walnut Street, in addition to the Old Firehouse. Enhancements to consider should include:



- Façade improvements to buildings that face onto SW Front Street.
- Enhanced lighting for pedestrian safety. This could include wall mounted ornamental lighting, up-lighting or down-lighting of facades, or ornamental pedestrian street lights.
- Introduce street trees where possible. Utilize columnar forms so that they can be placed behind and not interfere with the overhead utility lines.
- Consider other elements to activate the street environment such as overhead string lights, planter pots and/or public art.
- Create a gateway element at each end of SW Front Street to distinguish this street as a unique district within the downtown and to further activate it as a pedestrian connection between the Downtown Core and Downtown West.



5.1 Enhancements

Big Moves

Streetscapes

The completed streetscapes along North and South Walnut Streets, NW Front Street and a portion of NE Front Street have done much to transform downtown Milford. Not only do these streetscapes create a positive visual impression, they also create a comfortable pedestrian environment, one that supports walkability and browsing. As the downtown continues to revitalize, streetscape investment should extend to additional streets to help reinforce connections and support and/or leverage additional private investment. Streetscape enhancements should be considered for the following streets:

Northeast Front Street: Between the alley just east of North Walnut Street to North Rehoboth Boulevard. Enhancements should consider the following:

- Conversion of the shoulder into on-street parallel parking to support adjacent amenities such as the proposed amphitheater and to provide traffic calming
- Introduction of curb extensions (bump-outs) and pedestrian crosswalks to better connect destinations and provide traffic calming
- Sidewalks
- Ornamental street lights
- Wayfinding signage
- Street trees, using columnar canopy trees that can be set back from and not interfere with the overhead utilities.



Front Street (Existing Conditions):

Front Street represents an important gateway thoroughfare into the downtown area. To the right in the above photo is a vibrant retail strip center that hosts terrific restaurants and retail venues. In the future, a major development is proposed to the left of this photo. That development might include a major urban park and amphitheater along the river. Adjacent to the park/amphitheater, a brew pub is recommended along the riverwalk. The roadway/streetscape itself features full-width shoulders that could accommodate parallel parking and/or bike lanes. Powerlines exist on both sides of the road, and there is a lack of trees along the roadway.



Front Street (Proposed Conditions):

Introduce clearly demarcated crosswalks at key intersections for pedestrian crossings (e.g. at the proposed amphitheater) and curb cuts (e.g. entry into the strip center). Include bulb-outs at each crosswalk to shorten the travel distance for the pedestrian and to create opportunities for additional landscaping adjacent to the roadway. Place columnar trees (e.g. maples as shown) behind the utility lines. Install banners on existing poles leading into downtown. Also install a comprehensive wayfinding signage system including gateway trailblazers as shown in the foreground.



5.2 Streetscape

Streets are a community’s connections, not just for cars, but for walkers and bikers as well. A well connected street system lays the groundwork for a vibrant community.

Southwest Front Street: Between North Walnut Street and South Church Avenue (as described in the previous section of the report).

Other important streetscapes include the following:

Southeast Front Street: Between South Walnut Street and Marshall Street.

Park Avenue/Denney Row: Between North Walnut Street and NE Front Street.

South Church Street: Between NW Front Street and Causey Avenue.

Causey Avenue: Between South Walnut Street and Maple Avenue.

South and North Washington Street: Between NE Front Street and SE Front Street.

Franklin Street: Between Bicentennial Park and Marvel Square Park.





5.3 Enhancements



Small Moves

In addition to the streetscape enhancements described above, additional general enhancements should be considered throughout the downtown area. These projects can be implemented as projects in and of themselves or as part of adjacent development projects.

1. Tree Planting

The many mature trees found throughout Milford play an important role in defining the small town quality and charm of the community. In addition to aesthetic qualities, however, trees offer environmental and economic benefits in addition to comfort for pedestrians during the hot summer months. Many communities across the country with mature canopies are taking steps to ensure that they maintain and increase their tree canopy coverage. Specific recommendations to consider for Milford include:

- **Use of Large Canopy Trees:** Wherever possible, plant long-lasting large canopy trees (Oaks, Maples, Plane Trees, Elms, Etc.) as they make the most impact in defining spaces, allowing for unobstructed sightlines beneath their canopies, provide the most cooling shade and visually reduce the scale of wide paved areas. If there is room for a large tree, provide a large tree. Small ornamental trees such as Crape Myrtles and Flowering Cherries should be reserved for accent planting.
- **Tree Replacement:** Work with an arborist to identify existing mature trees in the community that are in poor health and near the end of their life and plant new trees nearby (or in their place if removed).
- **Tree Planting Easements:** Work with private property owners to acquire tree planting easements where planting within the public right-of-ways is difficult. Many property owners may not be interested in allowing a tree to be planted on their property which is OK, however, many may be interested in participating. The focus should be on identifying those properties where property owners are receptive to granting a tree planting easement.
- **Tree Planting Programs:** Establish Tree Planting Programs that volunteer groups can participate in and that can be used to leverage grant funding for tree planting, particularly the planting of larger canopy trees within park spaces. For example, grants may be used to obtain trees and volunteers can be coordinated to plant them.



The dearth of shade makes Bicentennial park uninviting on a hot day.



5.3 Enhancements



2. Living Shoreline

As described in an earlier section for the proposed amphitheater, explore opportunities to introduce a living shoreline wherever possible along the Mispillion River. Living shorelines include techniques to help stabilize eroding shorelines using a combination of native wetland plants and natural structures in place of traditionally engineered structures. The ability to introduce living shorelines will need to be evaluated on a site by site basis but can be introduced incrementally. The proposed amphitheater area may be an ideal candidate for a living shoreline where it can provide both aesthetic and educational benefits.



3. Bicycle Facilities

With the flat topography, Milford is well suited for bicycling – not only as a form of recreation but as a means of transportation throughout the community. Continue to build upon the bicycle network and provide the following facilities:

- **Connections:** Create a bicycle network throughout the community and explore which routes are best suited to accommodate bikes. This may involve a combination of off-road trail, on road bike lane and/or shared lanes using “sharrow” pavement markings.
- **Bike Routes:** Designate bike routes throughout the community on less heavily traveled roadways, using bike lanes on wide roads and/or “sharrow” markings on narrow roads to designate shared lanes.
- **Signage:** Provide wayfinding signage for bikes to mark bike routes.
- **Bike Racks:** Incorporate bike racks at key destinations throughout the community.



4. Events/Programming

Introduce additional programming into the community, particularly within underutilized open spaces. For example, food trucks or vendors can set up in parking lots or along street edges during events, certain days of the week and/or certain times of day. Additionally, small regularly scheduled music events can be programmed in different locations to get people used to coming to and exposing them to certain areas and/or projects within the downtown. For example, Park Avenue and SW Front Street could be considered venues for small events.

A scenic view of a canal or river with a building on the left and a railing on the right, all under a warm orange glow. The building has several windows and a balcony. The water is calm, reflecting the surrounding scene. The sky is a uniform orange color, suggesting a sunset or sunrise. The overall mood is peaceful and contemplative.

The **future**
belongs to
those who
believe in the
beauty of their
dreams



6.1 Revitalization Tactics



FACADE GRANT APPROACHES: Component, Overall, Master Plan

Incentives: Three types of facade grants should be considered for downtown Milford that include, but are not limited to: Component Facade Grants, Overall Facade Grants, and a Facade Master Plan.

Component Facade Grants

Since many building owners are intimidated by overall façade renovations coupled with a grant process, the City or Main Street program might consider simplifying the initial phases of the façade grant program and focusing solely on individual façade elements --or components, such as signs, awnings, paint, etc.-- instead of expensive, overall façade improvement approaches. In other words, consider conducting a facade component grant program such as an awning grant program, or a paint program, or a slipcover removal program, or a signage grant program in the initial phases of this incentive. Once property owners become familiar with individual façade component programs and the process of improving one's building is demystified, then consider moving on to entire-façade-based grant programs.

In the case of Milford, our primary and initial recommendation is to fund demising walls as the first component of this grant approach. This would enable property owners to affordably modify buildings that are currently occupied by professional office tenants to construct micro-retail spaces at the fronts of the buildings along the street. This approach would mitigate the current conditions in downtown that cause downtown to appear 'dead' since there are so many gaps in retail and restaurant frontages along the downtown streets. Please see page 7 of this report for an illustration of this approach on the building currently occupied by Davis, Bowen and Friedel.

Beaufort, SC: Main Street Beaufort initiated a component grant program featuring awnings.



Searcy, Arkansas: Main Street Searcy initiated a component facade grant program featuring building rear treatments.





Milford, DE: The diagram at the left illustrates how a typical building in downtown could be modified by the construction of a demising wall to achieve higher income from the space for the property owner while accommodating retail micro-space along the street to activate downtown.



Conway, SC: This furniture company was the first in downtown to remove the metal slipcover from their building to expose a beautiful building underneath.



Conway, SC: The local government, in association with the Main Street program, realized the positive impact slipcover removal made to the Carolina Furniture Building (above right). Therefore, they enacted a component facade grant program for slipcover removal and five other buildings in downtown removed their slipcovers. See before (above) and after (right) photos of these five buildings along Main Street. The visual improvement to their main street was remarkable!





Overall Facade Grants

Once the methodology for applying for component facade grants is established and the Main Street program has a proven track record for administering them, consider ‘graduating’ up to overall facade grants that address the entire face of a building. This approach would be reserved for more ‘troublesome’ buildings that require far more physical enhancement than a singular component approach could provide. However, this approach requires far more financial capital and administrative oversight to execute than a component grant approach.



Pascagoula, MS: The owner of this former office supply and paper store took advantage of an overall facade grant from Main Street Pascagoula to retrofit the building to a restaurant and exposed its historic storefront.



Facade Master Plan

At some point, a more ambitious approach to enhancing multiple façade in a relatively short time period might be warranted. In this case, the Façade Master Plan approach as developed by Community Design Solutions and other communities across America might be appropriate. Unlike a traditional facade improvement program, the Façade Master Plan is a comprehensive rehabilitation of many downtown buildings at once. The instrument that makes this new approach to building enhancement possible is an easement. The property owner gives the City, or local non-profit administering agent, a temporary easement on the facade of their building allowing the local government to spend funds on its improvement. In exchange for this temporary easement, the grant funds pay for the facade improvements. The advantages of this type of façade program are that it allows for a single source of project management, a single source of design, and a single source for construction.

The Facade Master Plan is explained in even greater detail on the following pages. Moreover, The author of this report is pleased to offer all the documentation necessary to promote and execute such a plan to Milford. A download link to these documents is available at the following link:

<http://www.communitydesignsolutions.com/public/FacadeMasterPlanDocs.zip>



The Façade Master Plan

A Comprehensive Approach to Enhancing Downtown Facades

Description: Unlike a traditional facade improvement program, the Façade Master Plan is a comprehensive rehabilitation of many downtown buildings at once. The instrument that makes this new approach to building enhancement possible is an easement. The property owner gives the City, or local non-profit administering agent, a temporary easement on the facade of their building allowing the local government to spend funds on its improvement. In exchange for this temporary easement, the grant funds pay for the facade improvements. The advantages of this type of façade program are that it allows for a single source of project management, a single source of design, and a single source for construction.

Benefits: The single source of project management streamlines the project and removes the burden of façade enhancement from each individual property owner. The single source of design, used in conjunction with the Main Street Program's Design Committee or a set of quality design guidelines, ensures that all façade enhancements are sympathetic to the historic architectural heritage of their place. The single source of construction allows for dramatic cost savings since the contractor purchases all construction supplies for the entire enhancement project, rather than each property owner having to buy their own sign, door, windows, paint, awnings, etc. However, the biggest advantage to this approach is the ability for a downtown district to receive an overall appearance facelift in a remarkably short amount of time. Moreover, when used in conjunction with a grant source like federal CDBG funds, an individual state's department of commerce grant, or other federal, state, or local funding sources, the facade enhancements are realized with no costs to the building owner or tenant. If the funding and/or grant source requires a match from the property owner, the enhancements are still realized with nominal investment on their part that is far less than if they improved their façade on their own using solely private sector funds.

Lessons Learned:

- While design is important, it isn't all-important. It is necessary to address the underlying economy of the place –reflected in the retail vibrancy of the downtown buildings—at the same time as façade enhancements are performed. Said simply, a comprehensive/holistic approach to downtown revitalization must be utilized in the process of enhancing the exteriors of the buildings.
- While it is appropriate to establish the overall project budget on a per façade basis, it should NOT be the basis for actual improvements as each building has unique needs that will cost more or less than others.
- The administration of the façade master plan must be nimble. If the process for the owner is cumbersome or there is no flexibility in the product, participation will be compromised.
- Receive bids on an add-alternate basis to ensure you have a “buildable project” regardless of the low bid.
- There are good ways and frustrating ways to fund the Façade Master Plan.
- There are good practices and frustrating practices for interfacing with your SHPO if required.



Process:

- Apply for and receive grant funding for design and construction.
- Develop guidelines for the administration of the grant funds.
- Solicit RFQ for design professionals to develop the facade enhancement designs.
- Negotiate and hire design professional.
- Design professional photographs subject properties and interviews each property owner/tenant to ascertain appropriate enhancement approach.
- Design professional develops renderings and technical recommendations for each facade.
- Administrative party and design professional develop specifications and bid documents.
- Prospective contractors pre-qualified.
- Bid package submitted to pre-qualified contractors.
- Negotiate with and hire low bidder.
- Construction commences with oversight by administrative party and design professional.
- Punch list and project close out.

Budget:

- Design & Project Management: \$1,000 - \$1,500/facade
- Construction Allowance: \$5,000 - 10,000/facade
- Scope: To be determined by the local government. Generally speaking, include at least 20 facades, but consider executing 40-80 so that the improvements can affect entire blocks of downtown structures.
- Total: As determined/multiplied by the number of facades being considered against the budget estimates noted above
- Schedule: Begin phase one immediately upon receipt of grant or private funding.
- Responsible Party: Local government or downtown revitalization agency.
- Funding Source Design: TIF Funds, CDBG Grants, Department of Commerce grants, local bank consortium funds/low-interest loans, fund raising, private sector investment, local government budget.
- Funding Source Construction: TIF Funds, CDBG Grants, Department of Commerce grants, local bank consortium funds/low-interest loans, fund raising, private sector investment, local government budget, foundation grant funding.



*Example of a Façade Master Plan from Whitmire, SC.
Existing & proposed conditions rendering of the 100 block of East Main Street.
22 Facades were completed in 5 months.*



*Example of a Façade Master Plan from Union, SC.
Actual before and after photographs from Main Street.
80+ facades were completed in 18 months.*



Dealing with Abandoned & Dilapidated Buildings: Strategies for Saving, Maintaining and Enhancing Our Downtown Architectural Assets

In cities and towns of all sizes, municipal officials point to dilapidated structures as a challenge in their efforts to promote the highest possible quality of life and bring economic growth to their hometowns. The failure of offending property owners to repair or demolish dilapidated structures creates blight and a financial drain on community resources. It shifts the cost of abating violations from the responsible party to all taxpayers.

Dealing with these unsafe commercial and residential structures is a challenging task that requires officials to consider and carefully balance the rights of the offending property owners with rights of the owners of adjacent properties and the community at large. Because of the wide array of situations encountered and sensitivity of the property rights issue, municipalities must have a variety of tools that can be selected and effectively applied to the specific circumstances of each code enforcement case.

What's Available

Cities and towns can adopt ordinances relating to the upkeep of property. These ordinances may provide for notification to the owner outlining the conditions needing to be corrected and may require the owner to take the necessary steps to correct the conditions. The ordinances may also outline how the municipality may correct the conditions if the owner fails to take appropriate action.

As with any ordinance, cities and towns must have procedures in place that provide for due process and proper notification to the property owner when the city moves to abate a problem. Likewise, any local ordinance needs to spell out explicitly the notice procedures, method of notice as well as a procedure for appeals of decisions made by the code enforcement officials.

State law gives cities and towns the authority to enforce the International Building Codes and to adopt by reference certain appendices to this code. One of the most widely adopted appendices is the International Property Maintenance Code, which establishes standards to help ensure public health, safety and welfare of the community by requiring the maintenance of existing structures and premises. The International Property Maintenance Code provides a framework for dealing with dilapidated structures in any city no matter the size.

The International Property Maintenance Code contains a prescribed and tested process of providing proper notice as well as a specific method of serving the notice to property owners. Because this code can be adopted by reference with only minor modifications, it is a good option for municipalities starting a new code enforcement program or looking to modify their existing program. A PDF version of this code may be found by following this link:

https://www.dropbox.com/s/upw4ttgdgusxoz0/2012_International_Property_Maintenance_Code.pdf

What happens when property owners fail to correct serious code violations? One option available to the municipality is to correct the violation. If the municipality corrects the unsafe conditions associated with the property, most state law allows the municipality to place a lien equal to the cost of the abatement on the property and collect the lien in the same manner as municipal taxes.

Challenges

These code enforcement methods have limited effectiveness in certain situations. Liens on property generally can only be collected when a property is sold, and many county governments do not recognize code enforcement liens at tax sales. This means that liens might not be collected at tax sales.

Another problem with liens is that there is often a significant lag between filing the lien and collecting payment because sales of dilapidated properties occur infrequently. Likewise, ordinance summons are not effective when a property owner cannot be located or lives outside of the community or state. Ordinance summons must be personally served upon the offender.



These tools also have limited effectiveness when the property owner lacks the financial resources to abate the violations. Jailing offenders only increases the cost to the municipality and often fails to correct the violation.

Clearly, there are no “silver bullet” solutions that can solve each unique situation in every community. However, all across America certain strategies for dealing with abandoned and dilapidated buildings have begun to gain traction in dealing with this issue. A few of these strategies are noted below.

Adapted from December 2012 issue of Uptown, a publication of the Municipal Association of South Carolina

Strategies for Abandoned and Dilapidated Buildings

1. Early Warning Database

Use an early warning database to identify problem properties and to facilitate collaboration.

Too often, municipalities only find out about vacant properties after they have started to cause serious problems. An early warning database collects and organizes basic information about conditions that suggest a property is likely to become vacant. Local officials and organizations can use that information to identify at-risk properties and take action before a problem grows or gets out of control. A database can be useful for code enforcement officials, police and fire departments, community development departments, Main Street programs and neighborhood organizations.

A database can be as simple as a spreadsheet that lists problem properties and indicates whether each property has one or more of the key indicators of vacancy or abandonment, such as tax delinquency, nuisance abatement actions, utility shut-offs, or foreclosure filings. It can also be expanded to include information about the district where the property is located, such as demographic data, crime statistics, and real estate conditions. An even more comprehensive database could include information about these properties from various municipal departments. Many municipalities already collect much or all of the information in a basic database, and it is just a matter of putting that information together in one place. Even the most simple database can be used to identify problem properties and neighborhoods, guide decision making, and coordinate activity across municipal departments.

Key Benefits

Identify problem properties

A database helps a municipality identify properties that are vacant or at risk for vacancy, making it possible to intervene early and avoid more serious problems for the property.

Coordinate municipal action

A database helps a municipality share critical information with various local government departments and other key stakeholders and use it to coordinate action and facilitate collaboration.



2. Minimum Maintenance Ordinance

Use a minimum maintenance ordinance to provide an objective, district-wide standard of care for properties.

The failure to maintain property directly impacts property values of adjacent property and, in the worst case, can provide an area that attracts criminal activities. To protect a district from deterioration, a number of local governments have established property maintenance standards. There is a limit, however, on how far a jurisdiction may go in regulating unsightly areas on private property. It is an open question in many states whether their courts would uphold a beautification ordinance or a property maintenance or appearance code if the regulation is based purely upon aesthetic grounds.

The premise is that failure to provide minimum maintenance creates unsanitary and unsafe conditions, negatively impacts the aesthetic value of the community, and reduces property values. Local governments considering property standards need to work with legal counsel to make sure that the necessary procedural requirements are included in any public nuisance or property maintenance ordinance and that staff responsible for enforcement receive the necessary training.

The hardships encountered when enforcing MMOs are typically two-fold. First, the local government lacks the political will or manpower to enforce the ordinance. Second, the municipality lacks the funding required to enforce the ordinance by providing temporary clean-up and/or stabilization and weatherization measures.

Key Benefits

Objective standards

Every property owner is held to the same standard of care. This should hopefully address concerns that enforcement is due solely on the grounds of subjective aesthetic standards.

Legal authority

Assuming due process and clear communications are in effect, a MMO provides solid legal grounds for enforcing upkeep on any individual property for the sake of the community good in terms of safety and welfare.

3. Visual Enhancement Treatments

Use visual enhancement treatments as a temporary means of improving the appearance of a building while it is being prepared for occupancy or sale.

The appearance of vacancies in the downtown area can send a negative message and create the perception of a lack of retail vibrancy. To combat those perceptions and “buy time” until a building becomes occupied, any of the approaches noted below and illustrated at right can be considered.

Place artwork in vacant display windows if the interior space appearance is satisfactory. If the interior space is in detrimental condition, consider masking the windows from the interior with butcher paper or from the exterior with vinyl cling wraps. The masks can feature nostalgic photos or historic postcards of the community or images such as a map of downtown highlighting shopping and dining destinations. Place “community hero” posters in the windows to build community pride and draw attention away from the vacant building.

Key Benefits

Inexpensive

The above-noted techniques are inexpensive yet can reap significant visual rewards and temper perception of the district while buildings are being rehabilitated or sold.



4. Financial Incentives

Use financial incentives to stimulate private sector building renovation investment.

While it can be argued that a property owner that has neglected their property should not be rewarded with a financial incentive, by the same token, the economic and community benefit derived from an improved building typically outweighs perceived injustices. There are a whole host of potential incentives that can be brought to bear on this issue. Some of the most common and strategic methods are noted below.

- **Facade Grants:** Either single components (e.g. signs, awnings, paint) or overall facade grants can motivate an owner to enhance their building.
- **Historic Preservation Tax Credits:** Qualifying buildings are eligible for either 10% or 20% federal tax credits while many states match the federal credits up to 25%.
- **Tax Abatement:** This strategy freezes the taxable rate at the pre-renovation value so that improvements to the building do not render an immediate spike in property taxes.

Key Benefits

Gap financing

Sometimes these financial incentives are the difference between rehabilitating a building or letting it sit vacant. Through a nominal incentive from the public sector, the private sector might be motivated to invest in the renovation of an otherwise marginal property.

5. Vacant Building Registry

Use a vacant building registry to motivate owners to maintain buildings and return them to productive use, identify the party responsible for problem properties, monitor vacant properties, and defray costs of providing related municipal services.

A vacant building registry is an ordinance that requires owners (and, in some cases, financial institutions with an interest in a property) to register vacant buildings with a municipality. Effective registry programs also require registrants to pay a fee at regular intervals, which defrays the additional costs of providing municipal services associated with such properties. Fees also create a strong financial incentive for owners to secure and maintain vacant property and return it to productive use. Effective programs require registrants to provide 24-hour contact information, which makes it easier for a municipality to contact the owner or the owner's agent if there is a problem with the property. Some registry programs go further and include provisions that compel registrants to maintain, secure and insure vacant properties, and prepare and implement plans to return them to productive use. Good registry programs are implemented in conjunction with strong code enforcement and often include steep fines for noncompliance. A model Vacant Building Ordinance from Emporia, Kansas may be found at the following link: http://www.communitydesignsolutions.com/public/VBO_Emporia_Kansas.docx

Key Benefits

Motivate owners

Code enforcement alone isn't always enough to motivate owners to maintain vacant properties. Vacant building registries usually require payment of fees, and these added costs create an additional incentive for owners to maintain their properties.

Identify responsible parties to contact if there is a problem

Municipalities can use the information collected in the registry to contact the party responsible for a property if there is a problem.

Defray costs

Revenue generated from registration fees helps cover costs incurred by municipalities in monitoring vacant properties and enforcing vacant property requirements.



6. Receivership

Ensure that someone with the necessary expertise and resources repairs or rehabilitates a vacant property.

Receivership is a powerful but infrequently used tool for ensuring that seriously troubled properties are repaired or rehabilitated. Receivership is sometimes used as a last resort when other strategies, like traditional code enforcement, don't motivate an owner to perform necessary maintenance and repairs and a property is a danger to the community. If a property is not being properly maintained, a municipality can go to court and seek to have a receiver appointed to take care of the property. If the court appoints a receiver, this third party is authorized to act as if it owns the property. The receiver can take any step the court authorizes to repair or rehabilitate the property.

Receivers can finance the work with cash loans from banks or the municipality. In exchange, the receiver gives the lender a special certificate, which basically guarantees that it will get the full value of the loan back with interest. If the owner of the property doesn't pay back the receiver's loan with interest, the certificate becomes a lien on the property, which must be paid back before all other encumbrances on the property except taxes. This process provides the receiver with funds needed to repair the property and allows the bank or municipality financing the repairs to make a profit on its loan.

Key Benefits

Repair and rehabilitate vacant property

When other methods fail to motivate an owner to maintain a property, this process, enabled by state law, can give a receiver powerful tools to ensure that troubled properties are repaired or rehabilitated.

Pay for repairs and rehabilitation

It is often difficult to get financing to repair or rehabilitate a vacant property. The receivership process, if enabled by state law, gives receivers this critical tool to finance such repair activity.

Property owner rights

Since the property owner may retrieve the property at any point in the process by reimbursing the receiver for all costs associated with the project, the issue of property takings is addressed.

7. Acquisition or Demolition

Acquire properties to stabilize or rehabilitate individual properties or to redevelop an entire area or district in communities with large numbers of vacant properties. Demolish vacant properties that pose significant danger to the community and cannot be adequately addressed in any other way.

Acquisition: In districts where property values have fallen significantly, owners and private investors may not take proper care of a property. This neglect can cause problems for adjacent properties, and the problems can begin to spiral out of control. In situations where the private market has little incentive to act, the best alternative may be for a municipality to acquire properties.

The municipality can act aggressively (especially if it possesses a Community Development Corporation or a Redevelopment Authority) to improve a single property that is causing problems, or to improve several properties in an effort to redevelop a larger area. Municipalities can acquire properties individually or as part of a coordinated acquisition and redevelopment strategy. Where downtown stabilization or revitalization efforts require acquisition of larger numbers of properties, land banks have proven to be a very effective strategy. Though acquiring properties can be a useful and powerful tool, it is not a quick solution to a pressing problem—the process often takes a very long time.

Demolition: When a property is causing very serious problems that present a danger to the surrounding community, and the owner is not taking necessary steps to address the problem, a municipality may initiate demolition proceedings. After complying with procedures specified by state law and/or municipal ordinance, the municipality can demolish the property.



While the preservation of a downtown's architectural assets --especially its historic buildings-- is of paramount importance, occasionally the demolition of a delinquent building may cost a municipality less than taking care of a troubled property. What's more, under some circumstances, a municipality can recover the costs associated with the demolition. Carefully targeted demolition can help stabilize property values in the surrounding community and help lay the foundation for redevelopment.

Key Benefits: Acquisition

Return properties to productive use

By acquiring vacant properties that have no near-term prospect of being redeveloped by the private market, municipalities can return them to productive use, helping to stabilize communities more quickly.

Promote redevelopment

Property acquisition allows municipalities to reshape an entire district.

Key Benefits: Demolition

Remove blight

Demolishing seriously troubled buildings can help stabilize or improve struggling districts. Demolition may be the best option when vacant properties are hurting the community around them and nothing else can restore the property to productive use.

Prompt owners to take responsibility

Sometimes a threat by the municipality to demolish a property compels recalcitrant owners to take responsibility for troubled properties.

Minimize municipal costs

While demolishing a building is expensive, it is sometimes less expensive in the long run than incurring all of the municipal costs associated with taking care of a troubled building.



Illustrative Design Guidelines

Honoring your architectural past and safeguarding current investment.

Description: Architectural design guidelines, when developed and used properly, simultaneously honor the architectural character of a community while safeguarding subsequent development investment. However, in many instances design guidelines have been written in such a way as to be difficult to understand and interpret and, therefore, have been viewed as an impediment to redevelopment, or worse still, merely a local government telling the property owner what they cannot do.

Distinctions: Illustrative design guidelines vary from those forms of design guidelines in two distinct ways. The first distinction of illustrative design guidelines is how they are developed. In the traditional way, a design professional would simply write the guidelines --often using highbrow design and planning language that the common citizen cannot understand-- and they are adopted by the local government and subsequently enforced by a design review board. In the illustrative design guideline approach the guidelines are actually developed with input from the property owners that will be affected by them. The design professional shows participants photographs of buildings from their downtown and asks a series of questions that unveil an understanding of the design and planning characteristics of the community itself. These characteristics, such as, but not limited to, building height, dominant building materials, levels of detail, degree of ornament, kinds of doors and windows, etc. establish the baseline of architectural character for the guidelines. Said simply, the goal of the guidelines is to simply safeguard the architectural character that already exists within a place, NOT to impose an external style or standard of care beyond what is already there.

The second distinction is that illustrative design guidelines feature copious photographs and minimal text. People intuitively understand photographs, while trying to use words to describe design criteria can lead to misunderstanding and multiple interpretations. Therefore, with illustrative design guidelines, the topic of windows be handled in this manner: a simple statement of intent would be crafted that articulates key goals pertaining to windows...perhaps limited to the desire to use windows that are to scale and in a style that is compatible with the dominant window forms in the downtown. Thereafter, dozens of photos of acceptable windows would be featured. If necessary, a few photos of inappropriate windows might also be featured to highlight the contrast between the two types of windows.

Aiken, SC: (below, top) Conducting property owner workshop to determine the architectural characteristics of downtown Aiken before drafting the guidelines. (below, bottom) Photo-montages of typical blocks in downtown Aiken that became the objective standard for typical design issues such as building height, setback, massing, materials, etc.





Historic Districts Are Good for Your Pocketbook:

The Impact of
Local Historic Districts
on House Prices in
South Carolina

Economic Impact: The document at right is one of many studies that have demonstrated the economic benefit of design review and design guidelines that result in higher appraised real estate values. A copy of the report at right may be found at the following URL:
<http://shpo.sc.gov/pubs/Documents/hdgood-forpocketbook.pdf>

Benefits: Illustrative design guidelines have two significant benefits. The first is that the resultant document features hundreds of “can do” solutions to common design issues facing a property owner. The tone of the document turns on its head the sentiment that design guidelines tell a property owner what they cannot do to their buildings to an education document that portrays hundreds, if not thousands, of appropriate things that can do with their building. Moreover, given the fact that the property owners had a voice in their formation, they do not feel like an external standard being imposed upon them from without, but rather a self-imposed standard to ensure the architectural character of their place has been maintained and their investment in their building is safeguarded. Their investment in their building is safeguarded by the understanding that there is an agreed-upon standard of design care that all property owners now share. Said simply, an investor has no fear that his neighbor can do the wrong thing an adjacent property and thereby adversely affect the value of their property.

The final benefit of illustrative design guidelines is that they are good for business. Study after study has demonstrated that properties within areas that are governed by design review and objective design criteria such as illustrative design guidelines appreciate at a rate significantly higher than their non-regulated counterparts. The study illustrated by the adjacent image was performed in South Carolina and revealed that neighborhoods that had design review and design guidelines appreciated at a rate of 16-26% higher than non-regulated neighborhoods.



GUIDELINES FOR NEW BUILDINGS
BALCONIES

Balconies are railed or balustraded platforms that project from the building to create a sense (sometimes actual, sometimes implied) of the interior of a building being extended to the outside. Second story balconies are characteristic of a number of buildings found in downtown Aiken. When used appropriately in new buildings, balconies can add color, detail and functionality (i.e. access to outdoors from upper floors) that a building would otherwise lack.



Well executed balcony and support bracket



Example of porches/balcony/canopy from downtown Aiken.



Contemporary interpretation of traditional balcony element creates a sense of extending the inside of the building to the outside.



Contemporary interpretation of traditional balcony element on this building introduces color and detail.



Appropriate balcony installation in downtown Aiken.



Probably, this balcony installation provides a level of detail/ornament. Negatively, it should be questioned why you would have a balcony that is inaccessible/non-functional since the windows behind are fixed in nature.

Guidelines

- ❖ Integrate the balcony into the structure either by setting it into the building or by incorporating a well-detailed supporting bracket system.
- ❖ Introduce ornament and detailing in balcony railings to add character and visual interest to the building.
- ❖ Use appropriately scaled and detailed brackets or supports.

29

Aiken, SC: A sample page from the Aiken design guidelines illustrating acceptable balcony solutions for buildings in the downtown area.

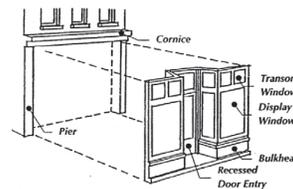
3.1.3

Storefront Renovation and Replacement

For most traditional buildings, large panes of glass at the display window level with solid kick plates below are appropriate. Multi-pane designs that divide the storefront window into small components should only be used if they restore proven historic elements and original openings.

Preserve the original kick plate, or bulkhead, whenever possible. For buildings with historic significance, restore the original bulkhead from documentary evidence. If original information is not available, develop a new simplified design that retains the original character and dimensions of the bulkhead that would most likely have been on the building. For renovations where there is no documentary evidence, appropriate bulkhead materials are: brick, painted wood panels, stone, and glazed tile or painted metal in muted tones. Align the bulkhead with those of other traditional buildings in the block.

The use of a clear glass transom over doors within the upper part of the display window area is most appropriate. Retain the original materials and proportions of the transom opening. If the framing that defines the transom has been removed, re-establish it in a new design. If the interior ceiling is lower than the transom line due to later renovation, raise the dropped ceiling up from the window to maintain its traditional dimensions. Align transom framing with other adjacent buildings to maintain a clear line along the block face. The area above the transom or storefront cornice has traditionally been used for a sign or decorative element.



Examples of inappropriate storefront renovations & replacements.

- Guidelines**
- ❖ Maintain traditional recessed entries where they exist.
 - ❖ Maintain the original size, shape and proportion of storefronts and openings to retain the historic scale and character.
 - ❖ Maintain the bulkhead, or kick plate, below the storefront display window element.
 - ❖ Preserve the transom and sign board area features.

Hartsville, SC: A sample page from the Hartsville design guidelines illustrating acceptable storefront solutions for buildings in the downtown area.



What is a Community Development Corporation?

Community development corporations (CDCs) are 501(c)(3) non-profit organizations that are created to support and revitalize communities, especially those that are impoverished or struggling. CDCs often deal with the development of affordable housing. They can also be involved in a wide range of community services that meet local needs such as education, job training, healthcare, commercial development, and other social programs.

While CDCs may work closely with a representative from the local government, they are not a government entity.

As non-profits, CDCs are tax-exempt and may receive funding from private and public sources.

CDCs run the gamut from large, well-established organizations like New Community Corporation in Newark, NJ (which owns and manages 2,000 units of housing and employs more than 500 people) to community groups that meet in a church basement. Large or small, CDCs have in common an involvement in development work. They generally have a staff and some degree of incorporation.

It's important to note that CDCs are self-identified. That is, there is no specific tax ID or certification that distinguishes a CDC from other non-profits. There are state and local associations that work specifically with CDCs (such as the Philadelphia Association of Community Development Corporations), but there has been no national association directly representing CDCs since the National Congress for Community Economic Development (NCCED) dissolved in 2006. The National Alliance of Community Economic Development Association (NACEDA) represents state and regional associations but does not directly represent CDCs.



CDCs in numbers

The NCCED estimated that in 2006, there were around 4,600 CDCs nationally. There has not been a more recent count. Some experts guess the number is lower due to the decline of available public and private sector resources caused by the economic recession, although it's worth noting that the demand for CDCs services has increased (also because of the recession).

Unlike some other states, Pa. does not have a state-level CDC association. There is no state-wide count or report of CDCs.

Two of the larger CDC associations in Pa. are the Philadelphia Association of Community Development Corporations (PACDC) and the Pittsburgh Community Reinvestment Group (PCRG).

PACDC put out a report at the end of 2012 estimating Philadelphia CDCs contributed \$5.1 billion to Pennsylvania's economy (and \$3.3 billion to Philly's economy) over the past 20 years. This includes 37,100 jobs state-wide and 11,600 in the city.

According to the report, the majority (72 percent) of Philadelphia CDC investment has gone to home construction and rehabilitation, with 21 percent to small business construction and rehabilitation and seven percent to streetscape/vacant lot greening projects.



A brief history of CDCs

Robert F. Kennedy played a big role in setting up the first CDC through the Special Impact Program, an amendment to the Economic Opportunity Act of 1964, allowing the federal funding of community development projects in poor urban areas. Kennedy created an action plan for community development, which led to the formation of the Bedford Stuyvesant Restoration Corporation, considered the first CDC in the country.

Historically, many CDCs grew out of the Civil Rights movement to fight against redlining and divestment issues in cities. Many had a community organizing/activism background.

While traditionally CDCs were location-based, there are organizations that target specific demographics (for example, the Women's Revitalization Project in Philadelphia serves low-income women and their families). And CDCs now typically focus on development rather than activism.

How do CDCs work?

CDCs follow a bottom-up approach; they are set up and run by community members or local groups like churches and civic associations. In fact, a key feature of CDCs is the inclusion of community representatives in their governing/advisory boards. While it's difficult to enforce because CDCs act independently, the rule of thumb is at least one third of the board is comprised of local residents.

As non-profit institutions, CDCs are tax-exempt and may receive unlimited donations and grants from private and public sources. A significant portion of funding comes from local government and through state and federal grants, such as the U.S. Department of Housing and Urban Development's Community Development Block Grant. CDCs can also receive funding from philanthropic foundations like the Ford Foundation and the Surdna Foundation.

CDCs may also apply for funding through intermediary organizations (like the Local Initiative Support Corporation and NeighborWorks America nationally and



local organizations like Pittsburgh’s Neighborhood Allies) that receive government resources and then allocate funding to community groups.

In Pennsylvania, CDCs can get support from local business partnerships through a state-wide tax credit called the Neighborhood Assistance Program, administered by the Pennsylvania Department of Community and Economic Development (DCED). CDCs can also apply for funding for affordable housing projects through the Pennsylvania Housing Finance Agency (PHFA), which administers the federal low-income housing tax credit program and PA State Housing Trust Fund (PHARE), among other programs. (This funding is not limited to non-profits or CDCs).

There are also city-level funding opportunities for CDCs. For example, Philadelphia has its own CDC grants and tax credit programs and its own housing trust fund. The City of Pittsburgh’s Community Development Administration Division allocates city resources through its Advisory Commission on Community Based Organizations (ACCBO).

One criticism of CDCs is that they are too dependent on government and foundational funding streams. Although CDCs are meant to meet the specific needs of a local community, a large amount of available funding might be tailored to specific types of projects (like affordable housing). Because of this, CDCs may be compelled to focus efforts based on what funds are available, rather than responding primarily to community demand.

Some CDCs are finding ways to diversify their funding streams. For example, Bickerdike Redevelopment Corporation (Chicago) has its own rental properties and a for-profit construction company, which generate income.



Gourmet cafeterias, discounted gym memberships and expensive artwork used to be luxuries afforded only by big corporate offices.

Entrepreneurs can now get the same or better amenities from a co-working space. These communal offices are an affordable solution to a private office, and offer perks that working in a solo office doesn't.

We've come up with a list of some of the coolest co-working spaces in America, from coast to coast.



There is no
COMMUNITY
without
UNITY



6.1 Brand Values

Milford, Delaware is undergoing a rebirth, and a clear concise message is essential to creating an impact as we introduce ourselves to the region and nation.

The Brand Manual is essentially a set of rules that explain how your brand works.

Brand guidelines should be flexible enough for your community to be creative, but rigid enough to keep your brand easily recognizable. Consistency is key, especially if you need the brand to extend across multiple media platforms.



6.1 Logo

Your community already has a personality. The job of the brand is to preserve that personality while helping the community to realize its vision of its future.

A. LOGOMARK

A logomark is an identifying mark or symbol that doesn't contain the business name. Think of the Nike 'swoosh', Shell, WWF, Mercedes or Adidas.

B. WORDMARK

A wordmark refers to words or the name of a business that is designed in a special way. Examples include Pinterest, eBay or Google.

A



B



C. LOGO

The logo is the combination of the logomark and logotype along with the tagline to graphically convey the identity of the community.

C





6.2 Logo Variants

Choosing the right dominant color for your brand is crucial. This color should appear on all your materials, including your logo and signage.

LOGO USAGE

As much as possible, the color you choose should set you apart, work with your industry and image, and tie to your brand promise. It should also take into account color psychology, which is fairly complex. Colors can mean different things depending on the culture, situation and industry.





6.3 Minimum Size

A logo lockup refers to the formalized position/relationship of the brand's logo (symbol) and its wordmark (logotype)

A. MINIMUM SIZE

Smaller than about 3/4 of an inch, and most logos become ineffective. It doesn't mean you can't make them smaller, you just have to know the rule before you break the rule.



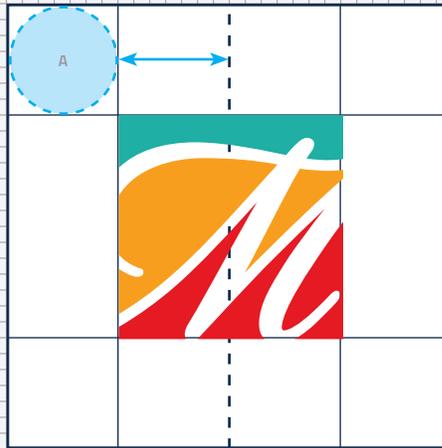


6.4 Logo Clearspace

The area that surrounds the logo known as “clear space” is as important as the logo itself

WHAT IS CLEARSPACE

The area that surrounds the logo is as important as the logo itself. The minimum area of A, known as “clear space,” provides breathing room to the logo and eliminates visual clutter (text, graphic elements or other logos) that can compete with logo legibility – thereby diminishing the effectiveness of the logo.





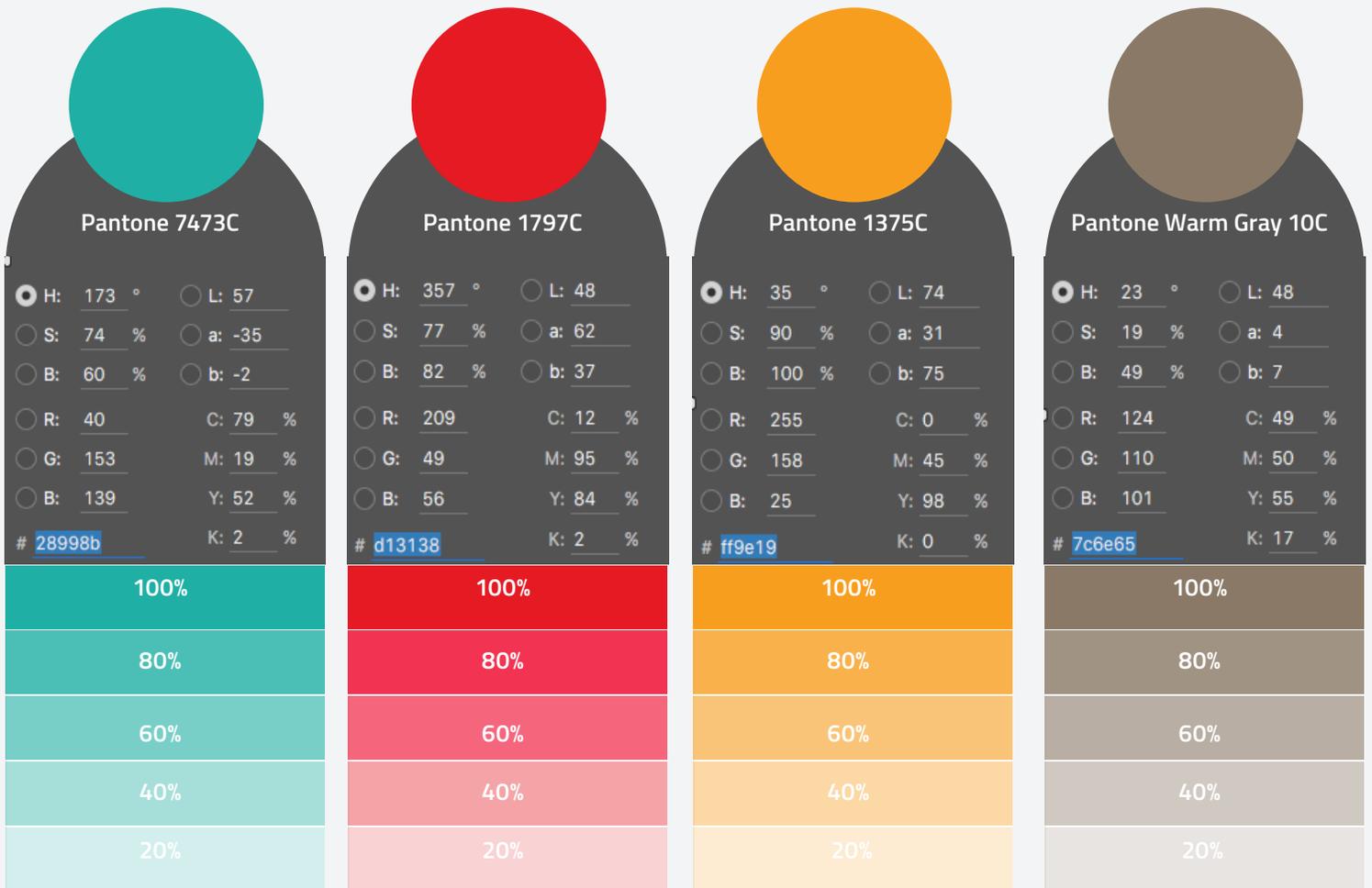
7.1 Color Wheel

Color palette choices are used to differentiate items, create depth, add emphasis, and help organize information

COLOR THEORY

Every time a consumer interacts with a brand, an opportunity exists for the company to influence their audiences' perceptions. It is up to the marketer to decipher which design and colors will influence the consumer to purchase. By educating oneself on the psychology behind color theory, marketers can further tap into branding techniques and better connect with their market, leading to a stronger brand-consumer relationship and increased profit.

Color Swatches





7.2 Color Variations

The core values define the strengths and needs to achieve a vision

Almost 90% of people's assessment on products or services is based on colors alone. Due to colors' strong influence on moods and feelings, their association with products can influence our attitudes and affect purchasing power towards brands



8.2 Typography

I do not think
of type as
something
that should
be readable.
It should
be beautiful.



DEFINITION

Typography is the visual component of the written word.

A text is a sequence of words. A text stays the same no matter how it's rendered. Consider the sentence "I like pizza." I can print that text on a piece of paper, or read it aloud, or save it in a file on my laptop. It'll be the same text, just rendered different ways—visually, audibly, digitally.

But when "I like pizza" is printed, typography gets involved. All visually displayed text involves typography—whether it's on paper, a computer screen, or a billboard.

Don't infer from the highway-sign example that typography is another word for font. Fonts are part of typography, but typography goes beyond fonts.

www.practicaltypography.com/what-is-typography.html





8.2 Brand Typeface

Typography plays a crucial role in the design of your brand identity. The typography in your logo can be as impactful as a graphic

SWATCHES

Typography is the visual component of the written word.

A text is a sequence of words. A text stays the same no matter how it's rendered. Consider the sentence "I like pizza." I can print that text on a piece of paper, or read it aloud, or save it in a file on my laptop. It'll be the same text, just rendered different ways—visually, audibly, digitally.

But when "I like pizza" is printed, typography gets involved. All visually displayed text involves typography—whether it's on paper, a computer screen, or a billboard.

Don't infer from the highway-sign example that typography is another word for font. Fonts are part of typography, but typography goes beyond fonts.

www.practicaltypography.com/what-is-typography.html

I'm Perpetua.

The primary
brand typeface

Univers is
the second
typeface



8.3 Type Hierarchy

In order to guide the reader, then, headings are usually large, sub-headings are smaller, and body type is smaller still

LEADING

For legible body text that's comfortable to read, a general rule is that your leading value should be greater than the font size; from 1.25 to 1.5 times

TRACKING

The space between letters in a block of text. In CSS this is defined with the letter-spacing property

WIDOWS & ORPHANS

A single word at the end of a column is a widow and if it's at the top of a new column it's an orphan. They look bad and can be hard to read.

Milford

H1

Milford

H2

Milford

H3

Milford

H4

Milford

BODY COPY

Milford

CAPTION

Milford

CC



8.4 Primary Typeface

Hello I'm:

Perpetua

ABCDEFGHIJKLMNO

PQRSTUVWXYZ

abcdefghijklno

pqrstuvwxyz

1234567890

Perpetua Bold

ABCDEFGHIJKLMN**OPQRSTUVWXYZ**

abcdefghijklno**pqrstuvwxyz**

1234567890!**@£\$%^&**

Perpetua Italic

*ABCDEFGHIJKLMN**OPQRSTUVWXYZ***

*abcdefghijklno**pqrstuvwxyz***

*1234567890!**@£\$%^&***



8.5 Secondary Typeface

Hello I'm:
Univers

ABCDEFGHIJKLMNO
PQRSTUVWXYZ
abcdefghijklno
pqrstuvwxyz
1234567890

Univers Bold

**ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklno
pqrstuvwxyz
1234567890!@£\$%^&**

Univers Bold Italic

***ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklno
pqrstuvwxyz
1234567890!@£\$%^&***



9.1 Wayfinding

The wayfinding system should be introduced as part of the brand because it plays such an important role in by perception and flow in the downtown district.



PRIMARY GATEWAYS

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

BUILDING MARKERS

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district.

TRAILBLAZERS

Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have between three and four locations per sign and should carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows. These Trailblazers including cattail sculptures, thus blurring the line between signage and public art.

STREET BANNERS

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed control. They too can be color coded by district and can promote local events as well as promoting the brand.

PARKING SIGNAGE

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.

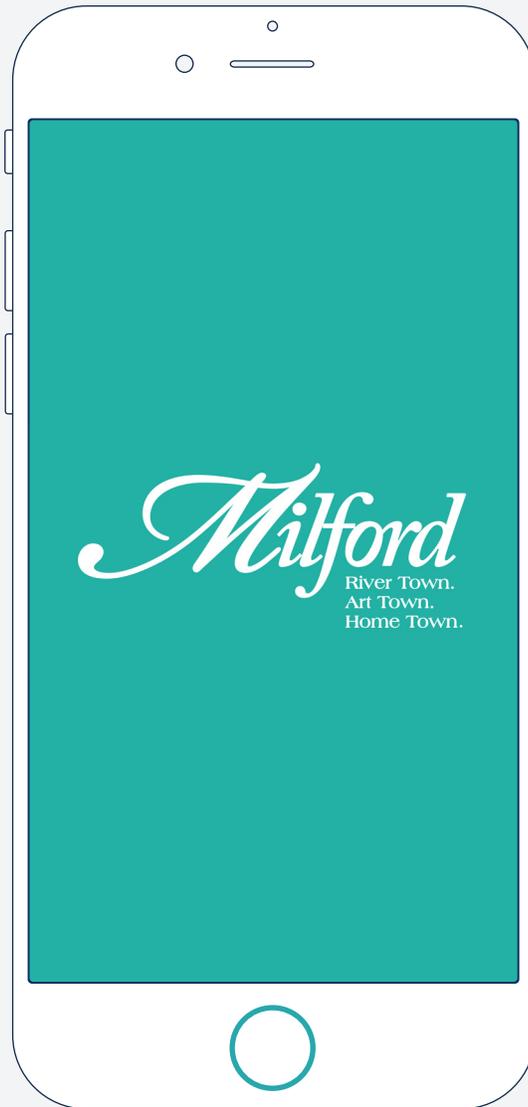
INFORMATIONAL KIOSKS

The final piece of the plan is the informational kiosk, which serves as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at major public parking lots and should include a map and the shopping & dining guide, along with the walking tour brochures.



9.2 App Design

iPhone apps are available through the Apple App Store and are designed to run on Apple's iOS mobile operating system





10.1

Logo Contact Sheet

File Format Guide

All of the included graphic files might not work on your machine, but that does not mean that the file is corrupted or that there is something wrong with your machine. These files address all of the normal uses that a community implemented design would require. Always make sure to inform vendors that you have these different file formats available.



File Type: Portable Document Format
Category: Page Layout Files

File Description: Cross-platform document created by Adobe Acrobat or a program with the Acrobat plug-in; commonly used for e-mail attachments or for saving publications in a standard format for viewing on multiple computers; usually created from another document instead of from scratch.

Program(s) that open pdf files:

Mac OS Adobe Reader to view (free)
Adobe Acrobat to edit (commercial)
Apple Preview

Windows Adobe Reader to view (free)
Adobe Acrobat to edit (commercial)
Brava! Reader



File Type: JPEG Image File
Category: Raster Image Files

File Description: Compressed graphic format standardized by the JPEG (Joint Photographic Experts Group) group; commonly used for storing digital photos since the format supports up to 24-bit color; also a common format for publishing Web graphics; compressed using lossy compression, which may noticeably reduce the image quality if a high amount of



File Type: Adobe Illustrator File
Category: Vector Image Files

File Description: Vector image file created by Adobe Illustrator; composed of paths, or lines connected by points, instead of bitmap data; may include objects, color, and text; often referred to as a Illustrator drawing. Illustrator documents can be opened with Photoshop, but the image will be rasterized, meaning it will be converted from a vector image to a bitmap.

Program(s) that open ai files:

Mac OS Adobe Illustrator, Acrobat, Reader
Adobe Photoshop (rasterized)
Apple Preview

Windows Adobe Illustrator, Acrobat, Reader
Adobe Photoshop (rasterized)



File Type: Encapsulated PostScript
Category: Vector Image Files

File Description: PostScript (.PS) file that may contain vector graphics, bitmap images, and text; includes an embedded preview image in bitmap format; often used for transferring between different operating systems.

Program(s) that open eps files:

Mac OS Apple Preview
Adobe Illustrator, Acrobat, or Photoshop
QuarkXpress

Windows CorelDRAW, Adobe Illustrator, Acrobat, or Photoshop, QuarkXpress



File Type: PNG Image File
Category: Raster Image Files

File Description: Portable Network Graphics (PNG) is a raster graphics file format that supports lossless data compression. PNG supports palette-based images, grayscale images (with or without alpha channel), & full-color non-palette-based RGB images (with or without alpha channel). PNG was designed for transferring images on the Internet, not for professional-quality print graphics, & therefore does not support non-RGB color spaces such as CMYK.

In Microsoft Office, you can place EPS or PDF files that support transparency by going to the "Insert" menu and selecting "Photo>Picture from File..." This will ensure your files are using the highest resolution graphics for output.



Abbott's logo Final.jpg



Bud&Bug.jpg



Bug&Bud.jpg



Design.jpg



Diversity Mural-4C.jpg



DMI-1C-Gray.jpg



DMI-1C-Green.jpg



DMI-B&W.jpg



DMI-Main.jpg



Eat in the Street.jpg



ER.jpg



FarmersMarket.jpg



FiveforFree.jpg



HolidayStroll copy.jpg



HolidayStroll.jpg



HouseTour.jpg



INTERNATIONAL
FOOD FESTIVAL
HOMETOWN MILFORD

InternationalFood-4C.jpg



INTERNATIONAL
FOOD FESTIVAL
HOMETOWN MILFORD

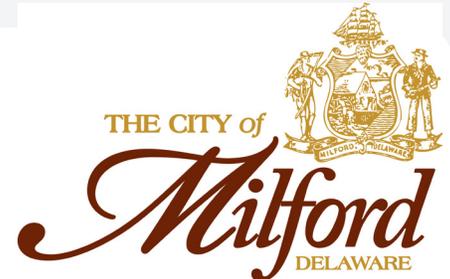
InternationalFood-B&W.jpg



Milford-City-Horz-2C.jpg



Milford-City-Horz-B&W.jpg



Milford-City-Vert-2C.jpg



Milford-City-Vert-B&W.jpg



Milford-DE-1C-Gray.jpg



Milford-DE-1C-Green.jpg



Milford-DE-2C.jpg



Milford-DE-B&W.jpg



Milford-DE-REV-1C-Gray.jpg



Milford-DE-REV-B&W.jpg



Milford-DT-1C-Gray.jpg



Milford-DT-1C.jpg



Milford-DT-2C.jpg



Milford-DT-4C.jpg



Milford-DT-B&W.jpg



Milford-DT-WT-1C-Gray.jpg



Milford-DT-WT-1C-Green.jpg



Milford-DT-WT-2C.jpg



Milford-DT-WT-B&W.jpg



Milford-DT-WT-Rev-1C-Gray.jpg



Milford-DT-WT-Rev-1C-Green.jpg



Milford-DT-WT-Rev-B&W.jpg



Milford-Tag-1C-Green.jpg



Milford-Tag-1C-Red.jpg



Milford-Tag-1C-Rev.jpg



Milford-Tag-1C-Yellow.jpg



Milford-Tag-4C-Rev.jpg



Milford-Tag-4C.jpg



Milford-Tag-B&W-Rev.jpg



Milford-Tag-B&W.jpg



ORGANIZATION

Org.jpg



P R O M O T I O N

Promo.jpg



**RIVERTOWN
REBIRTH**

Rebirth-4C.jpg



RIVERPLACE
on the Mispillion

Riverplace.jpg



SantaClaus.jpg



St.Patties.jpg



WeAreMilford

WeAreMilford.jpg



11.1 Market Data

The following is a collection of the market data gathered during the process.



Executive Summary 2015

DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total



- The population in this area is estimated to change from 12,234 to 12,886, resulting in a growth of 5.3% between 2010 and the current year. Over the next five years, the population is projected to grow by 4.9%.

The population in the United States is estimated to change from 308,745,538 to 319,459,991, resulting in a growth of 3.5% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.5%.

The current year median age for this area is 39.3, while the average age is 39.9. Five years from now, the median age is projected to be 39.3.

The current year median age for the United States is 37.9, while the average age is 38.7. Five years from now, the median age is projected to be 38.8.

Of this area's current year estimated population:

67.8% are White Alone, 19.3% are Black or African Am. Alone, 0.6% are Am. Indian and Alaska Nat. Alone, 1.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 8.2% are Some Other Race, and 2.7% are Two or More Races.

Of the United States's current year estimated population:

71.1% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 16.6%, while the United States current estimated Hispanic or Latino population is 17.6%.



- The number of households in this area is estimated to change from 4,745 to 4,940, resulting in an increase of 4.1% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 4.5%.

The number of households in the United States is estimated to change from 116,716,292 to 121,099,157, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.7%.



- The average household income is estimated to be \$64,335 for the current year, while the average household income for the United States is estimated to be \$74,165 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$64,335 to \$70,384.

The average household income in the United States is projected to change over the next five years, from \$74,165 to \$79,486.

Executive Summary 2015

DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total



■ For this area, 87.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.3% are in the Armed Forces, 55.5% are employed civilians, 8.0% are unemployed civilians, and 36.3% are not in the labor force.

For the United States, 90.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 57.4% are employed civilians, 6.2% are unemployed civilians, and 36.0% are not in the labor force.

The occupational classifications for this area are as follows:

25.3% hold blue collar occupations, 54.7% hold white collar occupations, and 20.0% are occupied as service & farm workers.

The occupational classifications for the United States are as follows:

20.4% hold blue collar occupations, 60.6% hold white collar occupations, and 19.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

0.7% are in Architecture and Engineering, 0.5% are in Arts, Entertainment and Sports, 3.0% are in Business and Financial Operations, 0.9% are in Computers and Mathematics, 5.7% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.0% are in Healthcare Support, 0.4% are in Life, Physical and Social Sciences, 9.4% are in Management, 14.0% are in Office and Administrative Support.

2.9% are in Community and Social Services, 5.9% are in Food Preparation and Serving, 0.8% are in Legal Services, 2.9% are in Protective Services, 10.8% are in Sales and Related Services, 4.0% are in Personal Care Services.

4.2% are in Building and Grounds Maintenance, 4.7% are in Construction and Extraction, 0.9% are in Farming, Fishing and Forestry, 3.9% are in Maintenance and Repair, 9.3% are in Production, 7.5% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.6% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.6% are in Management, 13.6% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.0% are in Sales and Related Services, 3.7% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.1% are in Transportation and Moving.

Executive Summary 2015

DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total



- Currently, it is estimated that 7.2% of the population age 25 and over in this area had earned a Master's Degree, 0.7% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 12.0% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.6% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 18.1% had earned a Bachelor's Degree.



- Most of the dwellings in this area (64.1%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in this area (70.9%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in this area (30.4%) are estimated to have been Housing Unit Built 2000 to 2009 for the current year.

The majority of housing units in the United States (15.3%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

Executive Summary 2015

DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total



- The population in this area is estimated to change from 22,370 to 23,546, resulting in a growth of 5.3% between 2010 and the current year. Over the next five years, the population is projected to grow by 5.0%.

The population in the United States is estimated to change from 308,745,538 to 319,459,991, resulting in a growth of 3.5% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.5%.

The current year median age for this area is 40.7, while the average age is 40.4. Five years from now, the median age is projected to be 40.6.

The current year median age for the United States is 37.9, while the average age is 38.7. Five years from now, the median age is projected to be 38.8.

Of this area's current year estimated population:

71.7% are White Alone, 17.4% are Black or African Am. Alone, 0.6% are Am. Indian and Alaska Nat. Alone, 1.1% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.5% are Some Other Race, and 2.6% are Two or More Races.

Of the United States's current year estimated population:

71.1% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 13.7%, while the United States current estimated Hispanic or Latino population is 17.6%.



- The number of households in this area is estimated to change from 8,558 to 8,913, resulting in an increase of 4.1% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 4.5%.

The number of households in the United States is estimated to change from 116,716,292 to 121,099,157, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.7%.



- The average household income is estimated to be \$65,137 for the current year, while the average household income for the United States is estimated to be \$74,165 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$65,137 to \$70,081.

The average household income in the United States is projected to change over the next five years, from \$74,165 to \$79,486.

Executive Summary 2015

DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total



■ For this area, 88.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.3% are in the Armed Forces, 55.4% are employed civilians, 7.4% are unemployed civilians, and 36.8% are not in the labor force.

For the United States, 90.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 57.4% are employed civilians, 6.2% are unemployed civilians, and 36.0% are not in the labor force.

The occupational classifications for this area are as follows:

25.2% hold blue collar occupations, 55.1% hold white collar occupations, and 19.7% are occupied as service & farm workers.

The occupational classifications for the United States are as follows:

20.4% hold blue collar occupations, 60.6% hold white collar occupations, and 19.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

0.9% are in Architecture and Engineering, 0.5% are in Arts, Entertainment and Sports, 3.4% are in Business and Financial Operations, 0.9% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.7% are in Healthcare Practitioners and Technicians, 2.3% are in Healthcare Support, 0.7% are in Life, Physical and Social Sciences, 8.5% are in Management, 13.5% are in Office and Administrative Support.

2.6% are in Community and Social Services, 6.2% are in Food Preparation and Serving, 0.8% are in Legal Services, 2.8% are in Protective Services, 11.6% are in Sales and Related Services, 3.3% are in Personal Care Services.

4.1% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 1.0% are in Farming, Fishing and Forestry, 4.5% are in Maintenance and Repair, 8.1% are in Production, 7.6% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.6% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.6% are in Management, 13.6% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.0% are in Sales and Related Services, 3.7% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.1% are in Transportation and Moving.

Executive Summary 2015

DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total



- Currently, it is estimated that 7.3% of the population age 25 and over in this area had earned a Master's Degree, 0.7% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 11.7% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.6% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 18.1% had earned a Bachelor's Degree.



- Most of the dwellings in this area (72.2%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in this area (74.9%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in this area (31.4%) are estimated to have been Housing Unit Built 2000 to 2009 for the current year.

The majority of housing units in the United States (15.3%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

Executive Summary 2015

DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total



- The population in this area is estimated to change from 34,998 to 36,599, resulting in a growth of 4.6% between 2010 and the current year. Over the next five years, the population is projected to grow by 4.5%.

The population in the United States is estimated to change from 308,745,538 to 319,459,991, resulting in a growth of 3.5% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.5%.

The current year median age for this area is 40.7, while the average age is 40.3. Five years from now, the median age is projected to be 40.6.

The current year median age for the United States is 37.9, while the average age is 38.7. Five years from now, the median age is projected to be 38.8.

Of this area's current year estimated population:

72.9% are White Alone, 17.3% are Black or African Am. Alone, 0.6% are Am. Indian and Alaska Nat. Alone, 1.1% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 5.4% are Some Other Race, and 2.7% are Two or More Races.

Of the United States's current year estimated population:

71.1% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 11.7%, while the United States current estimated Hispanic or Latino population is 17.6%.



- The number of households in this area is estimated to change from 13,288 to 13,797, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 4.2%.

The number of households in the United States is estimated to change from 116,716,292 to 121,099,157, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.7%.



- The average household income is estimated to be \$64,484 for the current year, while the average household income for the United States is estimated to be \$74,165 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$64,484 to \$68,703.

The average household income in the United States is projected to change over the next five years, from \$74,165 to \$79,486.

Executive Summary 2015

DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total



■ For this area, 88.5% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 55.7% are employed civilians, 7.2% are unemployed civilians, and 36.7% are not in the labor force.

For the United States, 90.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 57.4% are employed civilians, 6.2% are unemployed civilians, and 36.0% are not in the labor force.

The occupational classifications for this area are as follows:

26.6% hold blue collar occupations, 53.2% hold white collar occupations, and 20.2% are occupied as service & farm workers.

The occupational classifications for the United States are as follows:

20.4% hold blue collar occupations, 60.6% hold white collar occupations, and 19.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

0.8% are in Architecture and Engineering, 0.6% are in Arts, Entertainment and Sports, 3.3% are in Business and Financial Operations, 0.8% are in Computers and Mathematics, 5.9% are in Education, Training and Libraries, 5.5% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.8% are in Life, Physical and Social Sciences, 8.4% are in Management, 13.3% are in Office and Administrative Support.

2.3% are in Community and Social Services, 6.4% are in Food Preparation and Serving, 0.7% are in Legal Services, 2.9% are in Protective Services, 11.1% are in Sales and Related Services, 3.1% are in Personal Care Services.

4.1% are in Building and Grounds Maintenance, 5.8% are in Construction and Extraction, 1.1% are in Farming, Fishing and Forestry, 5.0% are in Maintenance and Repair, 7.7% are in Production, 8.1% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.6% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.6% are in Management, 13.6% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.0% are in Sales and Related Services, 3.7% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.1% are in Transportation and Moving.

Executive Summary 2015

DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total



- Currently, it is estimated that 6.4% of the population age 25 and over in this area had earned a Master's Degree, 0.6% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 11.3% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.6% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 18.1% had earned a Bachelor's Degree.



- Most of the dwellings in this area (75.2%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in this area (74.7%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in this area (29.9%) are estimated to have been Housing Unit Built 2000 to 2009 for the current year.

The majority of housing units in the United States (15.3%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

RMP Opportunity Gap - Retail Stores

DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	203,003,938	523,943,105	(320,939,167)
Motor Vehicle & Parts Dealers-441	36,087,896	163,115,355	(127,027,459)
Automotive Dealers-4411	29,711,377	155,882,872	(126,171,495)
Other Motor Vehicle Dealers-4412	3,434,125	339,918	3,094,207
Automotive Parts/Accessories, Tire Stores-4413	2,942,394	6,892,564	(3,950,170)
Furniture & Home Furnishings Stores-442	3,891,733	5,183,044	(1,291,311)
Furniture Stores-4421	2,048,542	1,258,597	789,945
Home Furnishing Stores-4422	1,843,190	3,924,447	(2,081,257)
Electronics & Appliances Stores-443	3,593,231	4,889,729	(1,296,498)
Appliance, TV, Electronics Stores-44311	2,797,374	2,305,357	492,017
Household Appliances Stores-443111	498,341	44,352	453,989
Radio, Television, Electronics Stores-443112	2,299,032	2,261,005	38,027
Computer & Software Stores-44312	712,326	2,584,372	(1,872,046)
Camera & Photographic Equipment Stores-44313	83,531	0	83,531
Building Material, Garden Equipment Stores -444	21,109,736	123,102,217	(101,992,481)
Building Material & Supply Dealers-4441	18,054,329	121,953,949	(103,899,620)
Home Centers-44411	7,328,287	6,307,944	1,020,343
Paint & Wallpaper Stores-44412	304,665	358,947	(54,282)
Hardware Stores-44413	1,829,205	1,319,288	509,917
Other Building Materials Dealers-44419	8,592,172	113,967,770	(105,375,598)
Building Materials, Lumberyards-444191	3,184,140	42,624,434	(39,440,294)
Lawn/Garden Equipment/Supplies Stores-4442	3,055,407	1,148,268	1,907,139
Outdoor Power Equipment Stores-44421	905,890	0	905,890
Nursery & Garden Centers-44422	2,149,517	1,148,268	1,001,249
Food & Beverage Stores-445	25,552,200	50,713,419	(25,161,219)
Grocery Stores-4451	16,781,871	37,427,280	(20,645,409)
Supermarkets, Grocery Stores-44511	15,671,434	34,669,247	(18,997,813)
Convenience Stores-44512	1,110,437	2,758,033	(1,647,596)
Specialty Food Stores-4452	2,013,089	52,092	1,960,997
Beer, Wine & Liquor Stores-4453	6,757,240	13,234,047	(6,476,807)
Health & Personal Care Stores-446	12,890,091	12,307,947	582,144
Pharmacies & Drug Stores-44611	10,375,903	10,918,154	(542,251)
Cosmetics, Beauty Supplies, Perfume Stores-44612	913,558	152,068	761,490
Optical Goods Stores-44613	453,339	159,732	293,607
Other Health & Personal Care Stores-44619	1,147,292	1,077,993	69,299



RMP Opportunity Gap - Retail Stores

DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	20,092,743	57,953,005	(37,860,262)
Gasoline Stations with Convenience Stores-44711	14,689,646	56,289,371	(41,599,725)
Other Gasoline Stations-44719	5,403,097	1,663,634	3,739,463
Clothing & Clothing Accessories Stores-448	9,042,086	6,649,583	2,392,503
Clothing Stores-4481	4,864,559	1,476,336	3,388,223
Men's Clothing Stores-44811	224,430	0	224,430
Women's Clothing Stores-44812	1,072,124	1,001,131	70,993
Children's, Infants' Clothing Stores-44813	319,105	39,181	279,924
Family Clothing Stores-44814	2,620,167	405,143	2,215,024
Clothing Accessories Stores-44815	209,267	0	209,267
Other Clothing Stores-44819	419,467	30,881	388,586
Shoe Stores-4482	737,097	87,406	649,691
Jewelry, Luggage, Leather Goods Stores-4483	3,440,431	5,085,842	(1,645,411)
Jewelry Stores-44831	3,076,982	5,085,842	(2,008,860)
Luggage & Leather Goods Stores-44832	363,448	0	363,448
Sporting Goods, Hobby, Book, Music Stores-451	3,589,078	705,665	2,883,413
Sporting Goods, Hobby, Musical Inst Stores-4511	3,163,256	705,665	2,457,591
Sporting Goods Stores-45111	1,630,338	365,807	1,264,531
Hobby, Toy & Game Stores-45112	938,181	302,984	635,197
Sewing, Needlework & Piece Goods Stores-45113	294,914	36,874	258,040
Musical Instrument & Supplies Stores-45114	299,822	0	299,822
Book, Periodical & Music Stores-4512	425,822	0	425,822
Book Stores & News Dealers-45121	359,315	0	359,315
Book Stores-451211	311,552	0	311,552
News Dealers & Newsstands-451212	47,763	0	47,763
Prerecorded Tape, CD, Record Stores-45122	66,507	0	66,507
General Merchandise Stores-452	23,851,485	71,965,579	(48,114,094)
Department Stores, Excl Leased Departments-4521	10,162,834	55,839,613	(45,676,779)
Other General Merchandise Stores-4529	13,688,651	16,125,966	(2,437,315)
Miscellaneous Store Retailers-453	5,541,428	9,294,442	(3,753,014)
Florists-4531	204,716	934,536	(729,820)
Office Supplies, Stationery, Gift Stores-4532	2,504,366	4,549,174	(2,044,808)
Office Supplies & Stationery Stores-45321	1,188,984	0	1,188,984
Gift, Novelty & Souvenir Stores-45322	1,315,381	4,549,174	(3,233,793)
Used Merchandise Stores-4533	384,993	536,736	(151,743)
Other Miscellaneous Store Retailers-4539	2,447,354	3,273,995	(826,641)
Non-Store Retailers-454	17,870,375	6,087,340	11,783,035

RMP Opportunity Gap - Retail Stores

DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Foodservice & Drinking Places-722	19,891,857	11,975,780	7,916,077
Full-Service Restaurants-7221	8,938,274	7,876,244	1,062,030
Limited-Service Eating Places-7222	7,963,092	3,653,345	4,309,747
Special Foodservices-7223	2,191,933	283,511	1,908,422
Drinking Places -Alcoholic Beverages-7224	798,558	162,680	635,878
 GAFO *	 46,471,978	 93,942,774	 (47,470,796)
General Merchandise Stores-452	23,851,485	71,965,579	(48,114,094)
Clothing & Clothing Accessories Stores-448	9,042,086	6,649,583	2,392,503
Furniture & Home Furnishings Stores-442	3,891,733	5,183,044	(1,291,311)
Electronics & Appliances Stores-443	3,593,231	4,889,729	(1,296,498)
Sporting Goods, Hobby, Book, Music Stores-451	3,589,078	705,665	2,883,413
Office Supplies, Stationery, Gift Stores-4532	2,504,366	4,549,174	(2,044,808)

RMP Opportunity Gap - Retail Stores

DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	377,206,041	791,579,067	(414,373,026)
Motor Vehicle & Parts Dealers-441	68,358,446	270,111,072	(201,752,626)
Automotive Dealers-4411	56,106,727	255,158,326	(199,051,599)
Other Motor Vehicle Dealers-4412	6,738,504	4,479,834	2,258,670
Automotive Parts/Accessories, Tire Stores-4413	5,513,216	10,472,912	(4,959,696)
Furniture & Home Furnishings Stores-442	7,189,419	6,043,929	1,145,490
Furniture Stores-4421	3,766,541	1,298,390	2,468,151
Home Furnishing Stores-4422	3,422,878	4,745,539	(1,322,661)
Electronics & Appliances Stores-443	6,579,454	5,950,564	628,890
Appliance, TV, Electronics Stores-44311	5,127,260	3,001,996	2,125,264
Household Appliances Stores-443111	925,685	44,352	881,333
Radio, Television, Electronics Stores-443112	4,201,575	2,957,644	1,243,931
Computer & Software Stores-44312	1,299,279	2,948,569	(1,649,290)
Camera & Photographic Equipment Stores-44313	152,914	0	152,914
Building Material, Garden Equipment Stores -444	39,820,654	177,004,986	(137,184,332)
Building Material & Supply Dealers-4441	34,008,306	173,035,083	(139,026,777)
Home Centers-44411	13,717,055	10,607,040	3,110,015
Paint & Wallpaper Stores-44412	578,757	358,947	219,810
Hardware Stores-44413	3,405,138	2,636,661	768,477
Other Building Materials Dealers-44419	16,307,356	159,432,435	(143,125,079)
Building Materials, Lumberyards-444191	5,985,096	59,628,413	(53,643,317)
Lawn/Garden Equipment/Supplies Stores-4442	5,812,348	3,969,903	1,842,445
Outdoor Power Equipment Stores-44421	1,783,491	167,942	1,615,549
Nursery & Garden Centers-44422	4,028,857	3,801,961	226,896
Food & Beverage Stores-445	47,298,853	67,267,776	(19,968,923)
Grocery Stores-4451	31,102,879	46,589,499	(15,486,620)
Supermarkets, Grocery Stores-44511	29,043,583	43,114,871	(14,071,288)
Convenience Stores-44512	2,059,296	3,474,629	(1,415,333)
Specialty Food Stores-4452	3,729,555	104,109	3,625,446
Beer, Wine & Liquor Stores-4453	12,466,419	20,574,168	(8,107,749)
Health & Personal Care Stores-446	23,939,389	17,636,337	6,303,052
Pharmacies & Drug Stores-44611	19,263,986	15,578,312	3,685,674
Cosmetics, Beauty Supplies, Perfume Stores-44612	1,696,448	152,068	1,544,380
Optical Goods Stores-44613	848,942	319,232	529,710
Other Health & Personal Care Stores-44619	2,130,013	1,586,726	543,287



RMP Opportunity Gap - Retail Stores

DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	37,236,066	68,138,822	(30,902,756)
Gasoline Stations with Convenience Stores-44711	27,226,404	66,119,148	(38,892,744)
Other Gasoline Stations-44719	10,009,663	2,019,675	7,989,988
Clothing & Clothing Accessories Stores-448	16,512,525	8,319,214	8,193,311
Clothing Stores-4481	8,878,101	1,947,177	6,930,924
Men's Clothing Stores-44811	412,420	0	412,420
Women's Clothing Stores-44812	1,963,758	1,322,587	641,171
Children's, Infants' Clothing Stores-44813	571,145	44,230	526,915
Family Clothing Stores-44814	4,778,124	535,492	4,242,632
Clothing Accessories Stores-44815	383,486	0	383,486
Other Clothing Stores-44819	769,169	44,867	724,302
Shoe Stores-4482	1,342,189	174,684	1,167,505
Jewelry, Luggage, Leather Goods Stores-4483	6,292,235	6,197,353	94,882
Jewelry Stores-44831	5,622,384	6,197,353	(574,969)
Luggage & Leather Goods Stores-44832	669,851	0	669,851
Sporting Goods, Hobby, Book, Music Stores-451	6,586,053	1,283,041	5,303,012
Sporting Goods, Hobby, Musical Inst Stores-4511	5,807,131	1,283,041	4,524,090
Sporting Goods Stores-45111	2,991,656	623,801	2,367,855
Hobby, Toy & Game Stores-45112	1,708,646	622,366	1,086,280
Sewing, Needlework & Piece Goods Stores-45113	557,010	36,874	520,136
Musical Instrument & Supplies Stores-45114	549,819	0	549,819
Book, Periodical & Music Stores-4512	778,922	0	778,922
Book Stores & News Dealers-45121	657,254	0	657,254
Book Stores-451211	569,052	0	569,052
News Dealers & Newsstands-451212	88,202	0	88,202
Prerecorded Tape, CD, Record Stores-45122	121,668	0	121,668
General Merchandise Stores-452	43,907,985	129,862,899	(85,954,914)
Department Stores, Excl Leased Departments-4521	18,612,236	104,368,301	(85,756,065)
Other General Merchandise Stores-4529	25,295,749	25,494,598	(198,849)
Miscellaneous Store Retailers-453	10,295,356	12,494,622	(2,199,266)
Florists-4531	385,155	1,190,769	(805,614)
Office Supplies, Stationery, Gift Stores-4532	4,624,620	6,005,849	(1,381,229)
Office Supplies & Stationery Stores-45321	2,200,900	0	2,200,900
Gift, Novelty & Souvenir Stores-45322	2,423,720	6,005,849	(3,582,129)
Used Merchandise Stores-4533	704,123	537,475	166,648
Other Miscellaneous Store Retailers-4539	4,581,457	4,760,529	(179,072)
Non-Store Retailers-454	32,997,987	10,002,471	22,995,516



RMP Opportunity Gap - Retail Stores

DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Foodservice & Drinking Places-722	36,483,854	17,463,333	19,020,521
Full-Service Restaurants-7221	16,381,712	10,526,776	5,854,936
Limited-Service Eating Places-7222	14,606,291	6,318,355	8,287,936
Special Foodservices-7223	4,024,094	420,789	3,603,305
Drinking Places -Alcoholic Beverages-7224	1,471,757	197,413	1,274,344
GAFO *	85,400,056	157,465,496	(72,065,440)
General Merchandise Stores-452	43,907,985	129,862,899	(85,954,914)
Clothing & Clothing Accessories Stores-448	16,512,525	8,319,214	8,193,311
Furniture & Home Furnishings Stores-442	7,189,419	6,043,929	1,145,490
Electronics & Appliances Stores-443	6,579,454	5,950,564	628,890
Sporting Goods, Hobby, Book, Music Stores-451	6,586,053	1,283,041	5,303,012
Office Supplies, Stationery, Gift Stores-4532	4,624,620	6,005,849	(1,381,229)

RMP Opportunity Gap - Retail Stores

DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	588,815,538	965,408,235	(376,592,697)
Motor Vehicle & Parts Dealers-441	107,822,703	293,873,322	(186,050,619)
Automotive Dealers-4411	88,498,988	273,051,414	(184,552,426)
Other Motor Vehicle Dealers-4412	10,743,229	8,894,985	1,848,244
Automotive Parts/Accessories, Tire Stores-4413	8,580,486	11,926,923	(3,346,437)
Furniture & Home Furnishings Stores-442	11,080,762	9,847,351	1,233,411
Furniture Stores-4421	5,790,161	4,918,745	871,416
Home Furnishing Stores-4422	5,290,601	4,928,606	361,995
Electronics & Appliances Stores-443	10,158,202	13,068,342	(2,910,140)
Appliance, TV, Electronics Stores-44311	7,919,880	9,954,742	(2,034,862)
Household Appliances Stores-443111	1,437,359	46,003	1,391,356
Radio, Television, Electronics Stores-443112	6,482,521	9,908,739	(3,426,218)
Computer & Software Stores-44312	2,002,618	3,113,600	(1,110,982)
Camera & Photographic Equipment Stores-44313	235,703	0	235,703
Building Material, Garden Equipment Stores -444	62,034,012	211,298,648	(149,264,636)
Building Material & Supply Dealers-4441	52,901,380	205,257,847	(152,356,467)
Home Centers-44411	21,305,019	11,185,786	10,119,233
Paint & Wallpaper Stores-44412	898,211	358,947	539,264
Hardware Stores-44413	5,285,300	3,770,410	1,514,890
Other Building Materials Dealers-44419	25,412,849	189,942,704	(164,529,855)
Building Materials, Lumberyards-444191	9,298,372	71,039,384	(61,741,012)
Lawn/Garden Equipment/Supplies Stores-4442	9,132,632	6,040,801	3,091,831
Outdoor Power Equipment Stores-44421	2,833,825	439,836	2,393,989
Nursery & Garden Centers-44422	6,298,807	5,600,965	697,842
Food & Beverage Stores-445	73,999,322	76,056,899	(2,057,577)
Grocery Stores-4451	48,691,394	49,879,215	(1,187,821)
Supermarkets, Grocery Stores-44511	45,452,856	45,947,048	(494,192)
Convenience Stores-44512	3,238,538	3,932,167	(693,629)
Specialty Food Stores-4452	5,843,832	735,435	5,108,397
Beer, Wine & Liquor Stores-4453	19,464,096	25,442,249	(5,978,153)
Health & Personal Care Stores-446	37,090,918	29,300,363	7,790,555
Pharmacies & Drug Stores-44611	29,840,306	26,888,031	2,952,275
Cosmetics, Beauty Supplies, Perfume Stores-44612	2,626,202	168,658	2,457,544
Optical Goods Stores-44613	1,323,495	364,541	958,954
Other Health & Personal Care Stores-44619	3,300,915	1,879,132	1,421,783



RMP Opportunity Gap - Retail Stores

DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	58,606,096	120,012,503	(61,406,407)
Gasoline Stations with Convenience Stores-44711	42,869,706	117,398,766	(74,529,060)
Other Gasoline Stations-44719	15,736,391	2,613,737	13,122,654
Clothing & Clothing Accessories Stores-448	25,428,428	8,551,776	16,876,652
Clothing Stores-4481	13,748,205	2,072,564	11,675,641
Men's Clothing Stores-44811	640,196	0	640,196
Women's Clothing Stores-44812	3,044,334	1,434,471	1,609,863
Children's, Infants' Clothing Stores-44813	879,307	44,230	835,077
Family Clothing Stores-44814	7,397,729	541,443	6,856,286
Clothing Accessories Stores-44815	594,475	0	594,475
Other Clothing Stores-44819	1,192,165	52,420	1,139,745
Shoe Stores-4482	2,087,975	281,859	1,806,116
Jewelry, Luggage, Leather Goods Stores-4483	9,592,248	6,197,353	3,394,895
Jewelry Stores-44831	8,552,378	6,197,353	2,355,025
Luggage & Leather Goods Stores-44832	1,039,870	0	1,039,870
Sporting Goods, Hobby, Book, Music Stores-451	10,109,974	2,219,420	7,890,554
Sporting Goods, Hobby, Musical Inst Stores-4511	8,916,043	2,219,420	6,696,623
Sporting Goods Stores-45111	4,593,167	1,337,478	3,255,689
Hobby, Toy & Game Stores-45112	2,615,420	702,340	1,913,080
Sewing, Needlework & Piece Goods Stores-45113	858,475	36,874	821,601
Musical Instrument & Supplies Stores-45114	848,980	142,728	706,252
Book, Periodical & Music Stores-4512	1,193,932	0	1,193,932
Book Stores & News Dealers-45121	1,006,444	0	1,006,444
Book Stores-451211	869,305	0	869,305
News Dealers & Newsstands-451212	137,139	0	137,139
Prerecorded Tape, CD, Record Stores-45122	187,488	0	187,488
General Merchandise Stores-452	68,229,933	141,511,918	(73,281,985)
Department Stores, Excl Leased Departments-4521	28,817,956	109,764,296	(80,946,340)
Other General Merchandise Stores-4529	39,411,977	31,747,622	7,664,355
Miscellaneous Store Retailers-453	16,071,135	15,431,088	640,047
Florists-4531	598,942	1,390,200	(791,258)
Office Supplies, Stationery, Gift Stores-4532	7,156,985	6,904,998	251,987
Office Supplies & Stationery Stores-45321	3,406,593	0	3,406,593
Gift, Novelty & Souvenir Stores-45322	3,750,392	6,904,998	(3,154,606)
Used Merchandise Stores-4533	1,086,308	746,577	339,731
Other Miscellaneous Store Retailers-4539	7,228,900	6,389,313	839,587
Non-Store Retailers-454	51,134,260	22,101,563	29,032,697



RMP Opportunity Gap - Retail Stores

DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Foodservice & Drinking Places-722	57,049,793	22,135,041	34,914,752
Full-Service Restaurants-7221	25,610,493	12,793,213	12,817,280
Limited-Service Eating Places-7222	22,841,002	8,699,540	14,141,462
Special Foodservices-7223	6,290,867	441,789	5,849,078
Drinking Places -Alcoholic Beverages-7224	2,307,432	200,499	2,106,933
GAFO *	132,164,284	182,103,805	(49,939,521)
General Merchandise Stores-452	68,229,933	141,511,918	(73,281,985)
Clothing & Clothing Accessories Stores-448	25,428,428	8,551,776	16,876,652
Furniture & Home Furnishings Stores-442	11,080,762	9,847,351	1,233,411
Electronics & Appliances Stores-443	10,158,202	13,068,342	(2,910,140)
Sporting Goods, Hobby, Book, Music Stores-451	10,109,974	2,219,420	7,890,554
Office Supplies, Stationery, Gift Stores-4532	7,156,985	6,904,998	251,987

Nielsen' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey , or CEX), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census. Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail store type in the specified reporting geography. When this difference is positive (demand is greater than the supply), there is an opportunity gap for that retail store type; when the difference is negative (supply is greater than demand), there is a surplus.

*GAFO (General Merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Milford
DELAWARE

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