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**STRATEGIES FOR STATE POLICIES AND SPENDING**

On April 1, 2011, Delaware Governor Jack Markell signed Executive Order #26, approving an update of the *Strategies for State Policies and Spending*, originally approved in 1999 and updated in 2004. The updated *State Strategies* document is available in PDF format (2010\_state\_strategies.pdf) and as a series of web pages.

**Executive Summary**

The purpose of Executive Order #26, as with the 1999 and 2004 Strategies for State Policies and Spending documents, is to coordinate land-use decision-making with the provision of infrastructure and services in a manner that makes the best use of our natural and fiscal resources. The importance of such coordination lies in the fact that land-use decisions are made at the local level, while the bulk of infrastructure (e.g., roads and schools) and services (e.g., emergency services and social services) that support land-use decisions are funded by the state. Thus the development of this document with local governments and citizens helps to create a unified view toward growth and preservation priorities that all levels of government can use to allocate resources.

The state makes significant investments, influenced by where and how growth occurs. For instance, over 200 schools receive nearly two-thirds of their funding from the state; DelDOT is responsible for maintaining nearly 90% of the over 13,000 lane miles in Delaware (the nationwide average for states is approximately 20%); and the state also funds approximately 15 State Service Centers that deliver more than 160 programs and services to accommodate more than 600,000 visits annually. Thus, the need to coordinate with those making land-use decisions cannot be stressed enough.

In 1999 the Cabinet Committee on State Planning Issues approved the first Strategies for State Policies and Spending. The original document was developed to assist the Cabinet Committee on State Planning Issues with its mission as specified in §9101, Title 29, (c) of the Delaware Code - to guide state investment decisions to promote efficient development patterns, protect agriculture and open space, discourage sprawl, and communicate with local governments on land-use matters. This document was updated in 2004. As in 2004, this update effort is done to maintain the relevancy and consistency with our continually changing landscape.

During the update process, the Office of State Planning Coordination (OSPC) consulted state agencies, county governments, metropolitan planning organizations, and local governments for comments. State-certified municipal and county comprehensive plans were also referred to during the data-gathering process. In addition, the OSPC held a total of 6 public meetings - two in each of Delaware's three counties to accept the public's comments on the State Strategies text and maps. Comments were also accepted in writing, and online by email.

This document will continue to use the same area designations (Levels 1 - 4 and Out-of-Play) used in the 2004 update:

- Levels 1 and 2 identify areas of the state that are most prepared for growth and where the state can make the most cost-effective infrastructure investment for schools, roads, and public safety.
- Level 3 areas reflect areas where growth is anticipated by local, county, and state plans in the longer term, or areas that may have environmental or other constraints to development. State investments will support growth in these areas; however, the state may have other priorities in the near term, especially for Levels 1 and 2.

- In the Level 4 areas, the state will make investments that will help preserve a rural character, such as investments to promote open space and agriculture. The state is also looking to enhance agricultural activities by encouraging the location of complementary businesses in these areas.
- Out-of-Play lands are those that cannot be developed for reasons including they are federal- or state-owned protected lands, parkland, the development rights have been purchased, or state or local regulations prohibit development on them.

Exhibit 8 reflects the Strategies for State Policies and Spending designations.

## KENT COUNTY COMPREHENSIVE PLAN

The 2007 Kent County Comprehensive Plan was adopted on October 7, 2008. The adopted plan to include the maps can be found on the County's website at:  
<http://www.co.kent.de.us/Departments/Planning/Zoning/documents/AdoptedCompPlan-Full.pdf>

This information was pulled from the document specifically for development near municipalities. In Chapter 2-Land Use, the goals for this Chapter are as follows:

- Building on Community Centers
- Adequate Infrastructure and Public Services
- Protection of Natural Resources
- Protection of Rural Character
- Protection of Historic Places
- Encouraging Mixed Uses where appropriate
- Preservation of Areas for Economic Development
- Discourage Sprawl Development

### Development Near Cities and Towns

#### *Description*

Development in unincorporated areas in close proximity to cities and towns should be similar in nature and respect the existing development patterns of the municipalities. Higher density residential uses and a variety of nonresidential uses should be encouraged as well as provide for a full suite of public services including adequate roads, water, wastewater, parks and recreation, and fire and emergency medical services. Medium to high densities would be considered appropriate for properties near cities and towns provided the development density and design are in keeping with the character of the surrounding area.

The approach in these areas is to recognize and protect the essential land use and aesthetic character of the cities and towns and the values they foster. Protection will require close cooperation between Kent County and the towns concerning land use planning review of development proposals, extension of services and annexation. In addition by encouraging development in and around municipalities, the Comprehensive Plan intends to reduce development pressure in other areas of the County. Development in this area is encouraged because it is contiguous with current development where it can be most effectively serviced by infrastructure including public water, sewer, and roads.

Concentrated and mixed use development is encouraged in areas proximate to municipalities. This development can include residential, employment, services, commercial, industrial,

institutional, and shopping. Concentrated and mixed use development makes the most cost-effective use of public infrastructure. This development form may reduce the number of vehicular trips and trip lengths needed. These factors combine to lower the per capita cost of infrastructure, reduce the traffic impacts of development and cost to build, improve, and maintain roads.

#### *Land Uses*

Development should be mixed use, compact, and in keeping with land use patterns and characteristics in the municipalities. Mixed use projects should be performance based and reviewed according to certain performance criteria. Performance criteria should be based on achieving the characteristics of nearby municipalities. Appropriate housing types include single-family, two-family, townhouses, and multiplex and multifamily. Residential use may also be permitted on upper floors of structures with first floor commercial.

A wide range of commercial uses should be considered in areas proximate to municipalities including wholesale and retail sales, personal and business services, civic uses and office space. Large shopping centers over 100,000 square feet should be located in proximity to principal arterial and major collectors. Neighborhood commercial uses should be located near or within residential areas. Light and heavy industrial uses including non-manufacturing and manufacturing should be located in areas appropriate to their intensity and infrastructure requirements. The purpose of commercial development in these areas is to create a sense of place and destination for existing and new neighborhoods while complementing the existing commercial development in the adjacent towns. This development will serve an agglomeration of adjacent and nearby neighborhoods, the adjacent town, and the larger community. Commercial development in these areas should function as transitional passages between the towns and larger regional-scaled communities. Small blocks and frequent intersections with connecting streets and sidewalks connect residents to regional transportation, commercial services and an active streetscape. Commercial development will be typically between .5 and 1.5 miles in length and will be located along roadways classified as minor arterials and major collectors. While this development will be accessed by automobile, the design should appeal to the pedestrian scale. Design elements need to serve both pedestrian and vehicular traffic also with public transit opportunities in mind. Types of uses include restaurants, specialty shops, services, grocery and civic uses (i.e. libraries and fire stations).

The following exhibits were taken into consideration during the creation of the City of Harrington's Comprehensive Plan:

- Exhibit 9 Kent County Future Land Use
- Exhibit 10 Kent County Commercial Areas
- Exhibit 11 Proposed Industrial and Business Park Areas

## **DEVELOPMENT CLIMATE**

In the past five years there have been several development projects within the City. While the majority of the residential development projects are still in their preliminary stages, most of the commercial development is in the final stage and has been built.

Eight residential developments have been presented; of these eight developments, only two are in their final stages. Friendship Village Apartments, located at Park Brown Road, has completed construction of their 168 apartments. Friendship Village is also in the final stages and has begun construction on the 153 proposed single family homes. Midway Park Center

Apartments, a 60 unit multi-family development, is in the concept stage, as is the mixed-use development of Fox Meadows. Cabot Creek, Harrington Garden Apartments, Ashley’s Cove and Harmill Village are all in the preliminary stages. The combination of these residential developments will bring 1,069 multi-family units and 397 single family homes to the community. See Exhibit 12.

**Residential Development, 2005-2010**

Development Name	Location	Multi-Family	Single Family	Mixed Use	Approvals			Const. Complete
					Concept	Prelim	Final	
Cabot Creek	Doctor Smith Road		179			X		
Harrington Garden Apts.	Milford/Harrington Hwy	304				X		
Ashley's Cove	Milford/Harrington Hwy	14				X		
Harmill Village	Milford/Harrington Hwy	178	16	194		X		
Midway Park Center Apts.	DuPont Highway	60			X			
Friendship Village Apts.	Park Brown Road	168					X	X
Friendship Village	Park Brown Road		153				X	13/158
The Legacy	Raughley Hill Road	345	49	394	X			
TOTALS		1069	397					

NOTE 1: Mutli-Family includes duplex, townhouse & apartment type units  
 NOTE 1: Information gathered as of September 30, 2010.

Within the last five years there have been four new commercial projects developed along Dupont Highway, with the majority completed. Out of the four, Harrington Retail Center is the only project not completed or under construction. Rite Aid, Walgreens and Royal Farms have all been completed. See Exhibit 13.

**New Commercial Development, 2005-2010**

Business Name	Location	Approvals			Built
		Concept	Prelim	Final	
Rite Aid	Dupont Highway	X	X	X	X
Walgreen's	Dupont Highway	X	X	X	X
Royal Farms	Dupont Highway	X	X	X	X
Harrington Retail Center	Dupont Highway	X	X	X	



**ANNEXATIONS**

The City of Harrington recognizes the importance of growth and the expansion of the City limits. It provides controlled growth, expansion of City services, a sense of Community and clear jurisdiction of regulations. Several enclaves have been created in the past and the City should focus on these eliminating these. Many of the enclave properties receive City services, whether it is utilities, Police, Library or Parks and Recreation without contributing to the tax base of the City.

From 2005 to the present there have been 29 parcels annexed into Harrington that added approximately 409 acres. Out of those parcels, 21 parcels were annexed in 2007. Between 2005 and 2006, seven parcels were annexed and only one parcel in 2009. The largest annexation totaling approximately 117 acres was Collison-Cabot Creek. The largest single parcel annexed was 70 acres at Lucky Estates-Scenic Acres. As mentioned, the last parcel to be annexed was in 2009 for Harrington Retail Center and is a little less than five acres. Exhibit 14 depicts the Annexation locations that were approved between 2005 -2012.

Exhibit 15 shows the areas for annexation consideration and the recommended future land uses. This map was created by reviewing the development demands, potential expansion opportunities for utilities and adjacent to the existing City limits. Additional lands have been added to the growth area based on conversations with property owners and potential development as well as opportunities for designed growth.

City of Harrington Annexations, 2005 to Present

DATE	RESOLUTION #	MAP PARCEL #	ACRES	DESCRIPTION/LOCATION
2/22/2005	05-R-05	MN-00-171.00-04-02.00	1.3	Two Farms Inc
6/27/2005	05-R-12	MN-00-171.00-04-13.00	0.22	Joseph Jr & Rita Wells
6/27/2005	05-R-13	MN-00-171.00-04-17.00	0.22	Eric & Tina Camper
4/17/2006	06-R-07	MN-00-171.00-04-15.00	0.27	Mary V Layton
4/17/2006	06-R-07	MN-00-170.00-02-27.00	1.7	Satterfield & Ryan
5/1/2006	06-R-09	MN-00-180.00-02-19.01	7.3	Ron Messick
9/5/2006	06-R-12	MN-00-180.00-01-07.00	1.6	James Burgess
5/7/2007	07-R-04	MN-00-171.00-04-56.00	36.1	Mast & Associates
5/7/2007	07-R-04	MN-00-171.00-04-55.00	0.36	Mast & Associates
5/7/2007	07-R-05	MN-00-180.00-02-03.01	20.3	Collison-Cabot Creek
5/7/2007	07-R-05	MN-00-180.00-02-01.00	60.1	Collison-Cabot Creek
5/7/2007	07-R-05	MN-00-180.00-02-04.00	15.6	Collison-Cabot Creek
5/7/2007	07-R-05	MN-00-180.00-02-04.01	20.4	Collison-Cabot Creek
5/7/2007	07-R-05	MN-00-180.00-02-01.05	0.51	Collison-Cabot Creek
5/7/2007	07-R-05	MN-00-180.00-02-01.04	0.51	Collison-Cabot Creek
5/21/2007	07-R-10	MN-00-170.00-02-20.00	134	Pea Hill Properties
5/21/2007	07-R-11	MN-00-170.16-01-09.00	0.34	Kerr single lot
5/21/2007	07-R-11	MN-00-170.16-01-08.00	0.34	Wheeler single lot
5/21/2007	07-R-11	MN-00-170.00-02-32.00	0.7	Wheeler single lot
5/21/2007	07-R-11	MN-00-170.00-02-19.00	28.6	Wheeler single lot
5/21/2007	07-R-11	MN-00-170.00-02-19.02	0.43	Wheeler Park lot
10/15/2007	07-R-16	MN-00-170.00-02-17.00	70	Lucky Estates-Scenic Acres
10/15/2007	07-R-16	MN-00-170.00-02-17.01	0.53	Lucky Estates-Scenic Acres
10/15/2007	07-R-16	MN.00-170.00-02-17.02	0.5	Lucky Estates-Scenic Acres
10/15/2007	07-R-16	MN.00-170.00-02-17.03	0.56	Lucky Estates-Scenic Acres
10/15/2007	07-R-16	MN.00-170.00-02-17.04	0.51	Lucky Estates-Scenic Acres
10/15/2007	07-R-16	MN.00-170.00-02-17.05	0.5	Lucky Estates-Scenic Acres
10/15/2007	07-R-16	MN.00-170.00-02-17.06	0.53	Lucky Estates-Scenic Acres
11/16/2009	09-R-07	MN-00-171.00-04-43.00	4.6	Harrington Retail Center

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TOTAL ACRES                      408.63

Exhibit 15 also shows the areas of consideration and potential uses for annexation into the City limits. While this is determined by current economic development trends, the City is not opposed to considering land use changes based on development trends on a case by case basis. The proposed development application would need to absorb the associated costs in changing the appropriate maps and documents as well as professional fees throughout the process.

Properties considered for annexation must be adjacent to existing City limits and within the Annexation Future Land Use Plan area. All annexations will provide an application, the prescribed fee and any concept plans (if available) to the City for proper review and process. The City further assists annexation applications with the Plan of Services State requirement to review the additional need for services. All annexations are considered, reviewed and an Annexation Committee Report is provided to reflect the pros and cons of the application prior to the City Council taking action.

## **FUTURE GROWTH AREAS**

### **COMMERCIAL**

Harrington has three types of commercial land use areas that are different in location and type of permitted land uses. The three are further identified as Service Commercial Corridor, Downtown/Central Commercial and Infill Commercial. Exhibit 17, Future Land Uses, depicts these areas as discussed in this Chapter.

Service Commercial Corridor: The service commercial corridor is known as the businesses located along the major north/south highway with the widest array of commercial permitted uses. These uses include gas stations, larger multi-tenant structures, restaurants, and retailers such as pharmacies and grocery stores. As shown on Exhibit 26, the appropriate zoning for this land use would be C-3 Service Commercial.

During the site plan review process, the Planning & Zoning Commission has encouraged developers to add amenities for patrons such as bicycle racks, pedestrian connectivity, outdoor seating & benches, overhead entry protection for wet weather, architectural features on all visible sides of the structures, transit shelters, garbage containers, complimentary character designed signage and lighting as well as seasonal landscaped areas. All new applications that received approval agreed to these minor site improvements.

Listed below are the Service Commercial Area discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

#### Assets

- Increased demand for commercial development
- expedited planning process for redevelopment
- Updated planning and zoning tools to address immediate needs
- Enhanced development process by using professional Planner & Engineer along with staff

- Ongoing improvements and financial investments being made with little marketing effort

Needs

- window displays and maintenance on vacant buildings
- Design standards that reflect the neighborhood character
- Increased curb appeal
- Pedestrian connectivity
- major employers
- New tenants that provide different services than those existing

Goals

(not listed in any specific order and should be considered as funding/resources are available)

- Encourage professional services (medical, dental, emergent care, etc.)
- Encourage other commercial uses that are lacking (small anchor retail, auto dealership, dry cleaning, sit down family restaurant, etc.)
- Research incentives for infill and vacant lot curb appeal improvements
- Continue to work with DeDOT regarding highway entrance/exit
- Rewrite Chapter 440 Zoning to address parking, permitted uses, signage, etc.

Downtown/Central Commercial: The downtown neighborhood has experienced some infill with improvements being made to a few buildings. While the majority of the empty structures are older and may not be up to current building code regulations, they still hold great development potential. Several of the buildings are large and the building footprint takes up the majority of the property; therefore, on-site parking requirements cannot be met. As shown on Exhibit 26, the appropriate zoning for this land use would be C-2 Central Commercial.

The downtown neighborhood should reflect Harrington’s small town character with seasonal window displays that encourage the community to shop locally. The downtown in every small town reflects the heart and soul of the community. Downtown is the location of events and gatherings for neighbors and businesses. The community can park their vehicle, walk or ride their bicycles downtown to shop, eat and socialize.

Several of the structures have made improvements, such as:



Sidewalk & Store Front Display



Murals & Painting (with accent trim)



Awnings & Window Lettering



Awning, Window Display & Planters



Awning, Window Display & New Paint

The City of Harrington received funding to reconstruct the sidewalks in the downtown neighborhood. This is a major downtown enhancement project and is currently underway. The project enhanced the downtown character as well as included American Disabilities Act compliance. Pictures during construction and completion are shown:



DURING CONSTRUCTION





AFTER CONSTRUCTION



Freedom Park is located on the corner of Fleming Street and Mechanic Street adjacent to the Harrington Police Department. This was a vacant lot with broken pieces of concrete and weeds that was used as an overflow parking lot for the area. The vision of the Harrington Police Department with the support from the Mayor and City Council was to create a centrally located park in the downtown area that would provide a location for multiple community events.



The Park needed to be designed with open space so several different events could be held. The project scope consists of a stage, fence, benches, sign, Christmas tree, flag pole, irrigation and landscaping. Everything listed above has been completed with the exception of the stage, which is currently under construction.

The park has been funded by local donations, seized monies and a grant. This Park could not become a reality without the help from the Harrington American Legion, Harrington Rotary Club, Linda Chick, Remington Vernick & Beach, Instant Rain, Madclay Homes, John Schatzschneider and Bayside Electric.

Listed below are the Downtown/Central Commercial Area discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

Assets

- Caring business owners and tenants
- Farmers Market location
- Seasonal window and sidewalk displays
- Streetscape improvements
- Neighborhood community presence
- Central community event location
- On-going Curb appeal improvements

- Freedom Park located next to the Police Department

#### Needs

- Railroad tracks-improvements and blend with the downtown character
- Lack of character and maintenance
- Structure and curb appeal improvements
- Signage for downtown directory/map of merchants
- new street lighting for remaining downtown area
- window displays and maintenance on vacant buildings
- Community downtown organization with local business officers and oversight
- Downtown merchant involvement within their business for community events and seasonal decorations

#### Goals

(not listed in any specific order and should be considered as funding/resources are available)

- Conduct Feasibility study for traffic flow, requirements and public parking location
- Update (Chapter 440 Zoning) Central Commercial Zoning district for downtown flexibility
- Encourage sit down restaurants with outdoor seating areas
- Encourage personal services (beauty, barber, copy/fax, etc.)
- Enforce separate utility services for each use
- Preserve character thru creating business friendly design standard regulations
- Integrate the railroad station/tracks with the downtown character
- Assist in marketing walkability and community events with local merchants
- Continue the rotation of the street banners to promote community events
- Permit downtown mixed permitted uses
- Improve the relationship between the City and Norfolk Southern. Conduct master plan and implement improvements such as: bicycle racks, transit bus shelter, benches, planters, downtown directory and common area outdoor sitting areas.
- Continue to support the infrastructure and events at Freedom Park

#### Neighborhood Commercial:

Listed below are the Neighborhood Commercial Area discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

#### Assets

- Smaller scale businesses that are community friendly
- These type of land uses serve the local neighborhood within walking distance

#### Needs

- Ensure the neighborhood businesses are those that would not attract large signage, increase in traffic and noise
- Encourage personal service type uses
- Create design standards that would ensure the character of the neighborhood is preserved
- Pursue pedestrian connectivity

#### Goals

(not listed in any specific order and should be considered as funding/resources are available)

- Encourage personal type services
- Encourage a variety of neighborhood commercial uses
- Consider incentives for infill and vacant lot curb appeal improvements. Continue to work with DeIDOT regarding highway entrance/exit, if applicable

## **RESIDENTIAL**

Harrington has three types of residential land that are different in location and type of permitted land uses. The three are further identified as Low Density Residential, Medium Density Residential and High Density Residential. Exhibit 17, Future Land Uses depicts these areas as discussed in this Chapter. Additional information regarding housing within the City can be located in Chapter 13 of this document entitled, Housing.

Low Density Residential: The Low Density Residential land use is predominantly single family. This land use further incorporates institutional uses, such as: nonprofit organizations, churches, Fire Company, private membership clubs, parks, schools and government uses. Home occupation type uses defined by the City Zoning Code are also allowed in the low density residential land use. This land use also includes the existing mobile home/trailer uses. As shown on Exhibit 26, the appropriate zoning for this land use would be R-1 One Family Residential.

Medium Density Residential: Medium Density Residential land use would allow smaller scale land uses, such as: single family, duplex/twin units and townhouses. This land use has been successful in redevelopment and single infill lots. It has further allowed for conversions of single family structures to a duplex/twin unit upon meeting the building and zoning code regulations. These multi-unit structures must provide separate utilities for each dwelling unit prior to being permitted. As shown on Exhibit 26, the appropriate zoning for this land use is R-2 Multi-Family or R-3 Group Housing; however, the uses in R-1 One Family Residential zoning district is permitted as well.

High Density Residential: High Density Residential land use is determined as larger multi-family apartments. These are high-density land uses located on one parcel of land with onsite amenities, parking, utilities and services. As shown on Exhibit 26, the appropriate zoning for this land use is R-4 Multi Story Apartment; however, the uses in R-1 One Family Residential, R-2 Multi-Family or R-3 Group Housing zoning districts are permitted as well.

Listed below are the residential discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

### Assets

- Harrington provides a variety of housing types for all incomes & ages
- Housing structures have multiple architectural styles throughout the City
- Neighborhoods are quaint and quiet
- Harrington is a Walkable community

### Needs

- Lack of structure and property maintenance
- Lack of curb appeal, such as: landscaping, fresh paint, shutters, flags, etc.
- Lack of character and style of structures

- Need for fenced yards and storage buildings
- Older stock of homes not blending with new stock of infill homes
- Lack of pedestrian connectivity
- Lack of Animal control

#### Goals

(not listed in any specific order and should be considered as funding/resources are available)

- Encourage a variety of housing styles and features by preserving the character of the neighborhood
- Encourage housing features: front porches, predominant entryway to face the street, etc.
- Prepare design standards for multi-family units that share a common wall. Review regulations on mandatory sidewalks, curbing and street lighting for infill and new development
- Enforce all dwelling structures to post visible street numbers
- Continue to increase the enforcement of property maintenance regulations
- Encourage owner occupied housing units
- Inspect new rental units and prepare educational material for tenants/owners regarding the most common regulation violations within the City
- Create a mixed use zoning district that would allow for creative design features with multiple residential type land uses
- Rewrite Chapter 440 Zoning

#### **MIXED USE DEVELOPMENT**

Harrington currently does not have a mixed use land use with a complimentary zoning district. Two developments have created multiple land use/zoning districts on one parcel of land before a mixed use zoning district could be adopted. One of the developments was approved for two medium residential uses and one commercial, this design was split into three different development areas. The other development was approved for three medium residential areas and one commercial area; this design had multiple zonings in all areas. Both of these developments lack creative and flexible design components. They are both designed as standard subdivisions with different residential uses to maximize density.

The mixed use land use and zoning district would allow for better design and flexibility. The vision for the new land use and zoning would be to include an array of housing stock to include a neighborhood type commercial component that could serve the needs of the community.

The mixed land use can be considered with a conceptual plan to ensure the City and developer work together for a good design with community amenities. If a conceptual plan is not presented, the property would remain or be annexed as R-1 One Family Residential. As shown on Exhibit 26, the appropriate zoning for this land would be created with a new zoning district. The new zoning district should include: R-1 One Family Residential, R-2 Multi-Family, R-3 Group Housing and C-1 Neighborhood Commercial. Exhibit 15 Annexation Future Land Use shows two designated categories (Residential & Commercial) for consideration of a mixed use development.

Listed below are the mixed use discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

**Assets**

- A well written mixed use zoning classification can ensure larger scale properties flexibility in design to ensure a well-designed and attractive type subdivision
- A sense of community is provided for those that own and rent within the mixed use development

**A better design is provided with appealing and functional community Needs**

- Vehicle and pedestrian connectivity is met throughout the development, as well as, the neighboring communities and/or future development
- Harrington needs a good mixed use design project to encourage all styles of housing with a small commercial component to serve the neighborhood
- Commercial mixed use development designed for the Harrington State Fair/Raceway and Casino expansion area that would encourage agriculture, entertainment, and other complimentary uses.

**Goals**

(not listed in any specific order and should be considered as funding/resources are available)

- Create two new mixed use zoning classification (Residential & Commercial)
- Encourage a variety of housing styles and features by preserving the character of the neighboring community
- Encourage housing features: front porches, predominant entryway to face the street, etc.
- Prepare design standards for multi-family complexes and multi-family units that share a common wall. Review regulations on mandatory sidewalks, curbing and street lighting for infill and new development
- Enforce all dwelling structures to post visible street numbers

**MANUFACTURING**

Harrington has several existing manufacturing businesses located on DuPont Highway-US 13 and near the railroad tracks. These businesses support local employment and are involved in the community. Permanent closing or relocation of these businesses is a major concern. These large structures and land uses are specific to the nature of the specific business and would be difficult to retrofit or fill with new businesses. Harrington supports the expansion of manufacturing uses and the efforts of the State of Delaware Economic Development Office to attract manufacturing businesses to the area.

Harrington is a major location for rail freight service and this should be embraced when marketing potential manufacturing businesses. Exhibit 17, Future Land Uses depicts these areas as discussed in this Chapter. The City owns Cluckey Drive, which provides access for manufacturing traffic on DuPont Highway for multiple parcels located on this street.

Listed below are the manufacturing discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

**Assets**

- Creates local employment
- Increases the City tax base
- Stimulates the local economy

- Supports local business within the community

#### Needs

- Provide additional employment for all skill and income levels the community
- Infill vacant manufacturing land
- Work with potential developers on filling vacant manufacturing structures
- Increase marketing, communication and coordination with the State/County Economic Development offices

#### Goals

- Review permitted uses, design standards for better curb appeal and limitations
- Market to national and local manufacturing businesses for relocation and/or expansion
- Work with outside agencies such as Delaware Economic Develop Office, Office of State Planning, Kent County Economic Development and the railroad to pursue businesses that would be interested in availability of freight rail service

### **INDUSTRIAL**

Harrington has City owned property zoned Industrial Park with great potential for an industrial park master plan. This property does not have direct access or an approved access location at this time; however, utility services are on site or within a small extension distance. The City only has two properties with the industrial land use category as shown on Exhibit 14, Future Land Use. The other property is partially out of the City and presently owned by Mountaire Farms.

Listed below are the industrial discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

#### Assets

- Creates local employment
- Increases the City tax base
- Stimulates the local economy
- Supports local business within the community

#### Needs

- Provide additional employment for all skill and income levels in the community
- Increase marketing, communication and coordination with the State/County Economic Development offices
- Review the permitted uses to ensure they are meeting the goals of the community plan and location
- Create flexible design standards to property has street frontage curb appeal and neighbor friendly

#### Goals

- Rewrite Chapter 440 Zoning to include the Industrial zoning district
- Review permitted uses that would be acceptable for the location
- Establish a working group and conduct a feasibility study on the development potential for the City industrial park land. The study should estimate associated costs, projected revenues, and types of businesses suitable for the neighboring properties. It should also assist in determining City incentives and access options

### **PARKS & OPEN SPACE**

The City of Harrington has an open space and recreation regulation that requires active and passive areas with each residential development. This regulation should be rewritten to update

options for active recreation, as well as, reconsider other alternatives to support the existing City Parks and Recreation Department.

As in most communities, recreation is an important part of community life in Harrington. One source being used to evaluate the recreation needs of the City comes from the Delaware Outdoors, 2009-2011: Delaware State Comprehensive Outdoor Recreation Plan (SCORP). While the Plan discusses recreation needs for the entire State, it also breaks the state into regions. Harrington falls under Region 3 which includes all of Kent County, so the results from SCORP do not directly reflect Harrington’s needs but give insight into what may be recreation needs in the City.

For outdoor recreation, communities in Region 3 believe that walking or jogging paths, swimming pools and bike paths are high priority facility needs. In that same category, open space and passive recreation, playgrounds and picnic areas are also seen as high priority. In moderate priority, some facility needs are basketball courts, baseball and soccer fields, and tennis courts. In low priority, mountain biking trails, dog parks and water parks fall last on the list. Overall this Region would like more designated areas for walking, biking and spending time outside and we believe this is true in Harrington as well. Areas marked below with an asterisk indicate priorities for Harrington.

**Outdoor Recreation Plan Region 3 Priorities**

<b>High Priority Facility Needs</b>	<b>Moderate Priority Facility Needs</b>	<b>Low Priority Facility Needs</b>
*Walking or Jogging Paths	Golf Courses	Mountain Biking Trails
Swimming Pools	*Basketball Courts	ATV Trails
*Bike Paths	Baseball/Softball Fields	*Disc Golf Courses
Beach Access	Kayak/Canoe Access	Dog Parks
Access to Historic Sites	Powerboat Access	*Lacrosse Fields
*Open Space/Passive Recreation	*Soccer Fields	Roller Hockey Areas
Fishing Areas	*Football Fields	Water Parks
*Playgrounds	*Tennis Courts	
Picnic Areas	*Volleyball Courts	
Hiking Trails	Hunting Areas	
Camping Areas	Rollerblading/Rollerskating Areas	
Nature Programs	Skate Parks	
	Equestrian Trails	

In this specific Region, the Plan has created a recreation inventory. The majority of land in this Region is considered protected land and makes up 52,498 acres. Recreation fields and courts account for about 260 acres of the recreation inventory in Region 3. This may be why recreation fields are seen as a moderate priority. In comparison, there are 53 miles of hiking trails, which are seen as a high priority.

Parks, Recreation and Open Space are vital for a community and also assist in providing opportunities for a healthier community. As shown on Exhibit 17 Future Land Use, Harrington lacks dedicated open space and recreational land. The Harrington Parks and Recreation

Department currently provides many recreational services (see Chapter 5 City Services). These services are funded through program fees and fund raising with some subsidy from the City. There are concerns regarding handling additional demands for services and the types of services that increased population brings. Additionally, there is also concern for the number of participants who are not located within the City limits, but utilizing community services. While most of the activities require a registration fee, it is important to track and analyze those services that are not contributing as part of the City tax base operating budget.

Listed below are the parks, recreation and open space discussion points from the Joint Planning & Zoning Commission and Comprehensive Plan Committee meetings:

#### Assets

- Great volunteers, local sponsorship and community support for the services
- Excellent staff dedication and overall operations
- Adequate promotion of active and healthy activities
- Continually good public relations for the City and community
- Great communication both externally and internally
- Organized HPR Advisory Committee

#### Needs

- Adult recreation opportunities and organized services
- Increased street parking around HPR building, encourage parking in the gated yard during operating hours
- Increased research and grant funding applications for operations and overall services
- Analysis of personnel and services to ensure the needs are being met
- Additional funds and support to maintain or expand existing services
- Survey of what recreational services the community is interested in
- Obtain a complete inventory of all parks, recreation and open space to include private and public area.

#### Goals

- Create a focus team through the HPR Advisory Committee and other citizens to create a survey limited to the City limits of Harrington regarding recreation services and community input
- Conduct a recreation study to determine service needs, existing and future infrastructure, grant opportunities, and develop an overall long- range capital improvement plan.
- Continue to track out of City services for cost comparison data
- Partner with the HPR Advisory Committee to seek grant funded applications and programs
- Rewrite Chapter 440 Zoning in relation to the open space and recreation regulations
- Increase education awareness on healthier lifestyle options
- Partner with other organizations and local nonprofit agencies to provide education, events, and services

## MASTER PLANNING

The Comprehensive Plan identifies the need for Master Plans in several areas. The Comprehensive Plan represents general guidelines for growth and development; however, Master Plans are different as they are meant to produce more predictable outcomes based on

very specific areas. The City will review opportunities for master planning as the need arises and funding availability for the project is met.

The Delaware Office of State Planning Coordination published a “Guide for Master Planning in Delaware” in September of 2012 with assistance from the University of Delaware’s Institute for Public Administration. The definition in this publication of a Master Plan states: “A land use plan focused on one or more sites within an area that identified access, general improvements and needed infrastructure, and intended to guide growth and development over a number of years and in phases”. This document further states “You need a Master Plan when you realize that you must do more detailed planning for infrastructure than is provided for in your comprehensive plan”. Master plans include involvement from the identified key stakeholders and Public throughout the process. This document can be found on the Delaware Office of State Planning Coordination website location at <http://www.stateplanning.delaware.gov/>.

**FUTURE LAND USE**

In 2004, the City of Harrington contained about 1,097 acres. The majority of the land was categorized as residential and made up about 486 acres. The next largest categories were recreational and agricultural business, which made up about 205 and 200 acres, respectively. Institutional and Industrial categories were the smallest with about 18 acres and 27 acres respectively.

**2004 Harrington Future Land Use Composition**

Land Use	Acres
Ag/Business	200.76
Commercial	67.13
Industrial	26.72
Institutional	17.61
Recreational	205.17
Wooded	93.08
Residential	423.64
Existing Residential	62.54
<b>TOTAL</b>	<b>1,096.65</b>

The categories for land use have been modified to ensure the correct area is designated while aligning with the zoning classifications. Listed below are the categories for land use. The total City limits included 1,725 acres, out of which approximately 157 acres of the total acres are categorized as railroad and right of way lands. The future land use map within the City limits can be found on Exhibit 17.

Land Use	Acres
Low Density Residential	695.04
Medium Density Residential	50.91
High Density Residential	68.42
Neighborhood Commercial	9.94
Central Commercial	24.94
Service Commercial	123.83
Manufacturing	204.78
Industrial	41.92

Mixed	328.87
Open Space	19.37
<b>TOTAL</b>	<b>1,568.02</b>

**ZONING**

Harrington’s zoning is currently broken down into 11 different categories. The categories help specify what type of use is found in each group.

There are four specific residential categories, R-1 through R-4. Single Family (R-1), Multifamily (R-2), Group Housing (R-3) and Multi-Story Apartment (R-4) make up approximately 852 acres out of the total. The largest category is R-1 or Single Family residential makes up about 721 acres.

Commercial zoning is broken into three specific categories (C-1 through C-3) and makes up about 285 acres. Neighborhood commercial (C-1) is the smallest category. Service (C-3) commercial is the largest category as most of this area is located on DuPont Highway. The remaining categories, Manufacturing, Industrial Park, Manufactured Housing and Multiple Zoning make up approximately 538 acres, with the Industrial Park being the smallest with 66 acres. The zoning map for the City can be found on Exhibit 18.

**Harrington Existing Zoning Composition**

<b>ID</b>	<b>Classification</b>	<b>Acres</b>
R-1	One Family Residential	720.93
R-2	Multifamily Residential	47.83
R-3	Group Housing Residential	43.51
R-4	Multi-Story Apartment Residential	39.47
C-1	Neighborhood Commercial	0.56
C-2	Central Commercial	42.98
C-3	Service Commercial	134.14
M	Manufacturing	196.14
IMP	Industrial Park	66.18
MH	Manufactured Housing	137.07
MZ	Multiple Zoning	139.21
	<b>TOTAL</b>	<b>1568.02</b>

The Zoning map is attached in this document as a reference, it is understood the Officials Zoning map may change without changing the current approved Comprehensive Land Use Plan. The Official City Zoning map can be found in City Hall. A copy of this map and a zoning spreadsheet by parcel number may be found on the City’s website, located at:

<http://harrington.delaware.gov>