City of Harrington
Downtown Development District Plan
Adopted - May 9, 2016

City of Harrington

Merchants
Residents

The Hub
of Delaware

Property Owners
Organizations

KCI

It's good to be in the Hub...

Table of Contents

Acknowledgements — *Page 7*

Chapter One - The Introduction — **Page 9**

Downtown Description — *Page 11*
Purpose & Need — *Page 11*
Downtown Planning Process — *Page 13*
Existing Documents, Activities & Organizations — *Page 18*

Chapter Two - The Data — **Page 25**

Demographics & Housing — *Page 27*
Land Use & Zoning — *Page 30*
Natural & Cultural Resources — *Page 36*
Physical, Public Realm & Walkability — *Page 38*
Economic & Market Analysis — *Page 46*

Chapter Three - The Vision — **Page 51**

Chapter Four - The Goals, Objectives & Strategies — **Page 59**

Chapter Five - The Implementation — **Page 77**

Key Priority Projects — *Page 79*
Implementation — *Page 80*
Political Will & Implementation Ability — *Page 83*
Downtown Coordination — *Page 85*
Downtown Branding Strategy — *Page 85*
Consistency — *Page 87*

Chapter Six - The Incentives — **Page 89**

Existing Incentives — *Page 91*
Proposed Incentives — *Page 91*
Other Funding & Support Opportunities — *Page 92*

Chapter Seven - The Evaluation — **Page 95**

Chapter Eight - The Maps — **Page 99**

Chapter Nine - Appendix — **Page 119**

Downtown Survey — *Page 121*
News Articles — *Page 161*
Letters of Support — *Page 167*
Public Hearing Notice & Public Comments — *Page 179*
Local Enabling Legislation — *Page 183*
Websites & Links of Interest — *Page 185*

Maps

Map 1. Downtown Boundary *Page 101*
Map 2. Downtown Aerial *Page 103*
Map 3. Existing Land Use *Page 105*
Map 4. Zoning *Page 107*
Map 5. Downtown Redevelopment *Page 109*
Map 6. Priority Redevelopment Projects *Page 111*
Map 7. Environmental Features *Page 113*
Map 8. Transportation *Page 115*
Map 9. Downtown Parking *Page 117*

Tables

Table 1. City Housing Values & Renter Costs *Page 29*
Table 2. Industries Represented by City Residents *Page 29*
Table 3. Existing Land Use, 2016 *Page 30*
Table 4. Zoning, 2016 *Page 31*
Table 5. Industries Represented by Downtown Residents *Page 46*
Table 6. Downtown Resident Top Job Locations *Page 47*
Table 7. Downtown Workers' Top Origin Locations *Page 47*

Figures

Figure 1. Population Pyramids, 2010 *Page 27*
Figure 2. Racial Breakdown, 2010 *Page 28*
Figure 3. Bicycle Map *Page 40*
Figure 4. DART Route 117 *Page 41*
Figure 5. Downtown Resident Jobs by Distance & Direction, 2013 *Page 47*
Figure 6. Downtown Workers' Origins by Distance & Direction, 2013 *Page 47*
Figure 7. Downtown Job Inflow/Outflow, 2013 *Page 47*
Figure 8. SWOT Analysis *Page 49*

Acknowledgments

This Plan would not have been possible without the cooperative efforts of a number of dedicated citizens, stakeholders, City staff, and elected and appointed officials. The City of Harrington selected consultant KCI Technologies, Inc. (KCI) for this project, as the Project Manager has been the City Planning Consultant for over ten years and is intimately familiar with the community.

The Downtown Development District planning process officially began in March 2015 with the submission of a Neighborhood Building Blocks Fund Grant application. Since then, community members have contributed numerous hours toward the preparation of this Plan. City Planning Consultants and City staff facilitated four Task Force meetings, two open houses, one public presentation, and one public hearing before the City Council, in addition to facilitating an online downtown survey as well as several community outreach notifications.

Community input and public participation is the foundation of the Downtown Development District Plan. Without the ongoing participation and support, this Plan would not have been possible.

City Council
Anthony R. Moyer, Mayor
Duane E. Bivans, Vice Mayor
Charles W. Porter, District 1
Amy Minner, District 2
Fonda Coleman, District 3
Eric Marquis, District 4
Kenneth W. Stubbs, District 5

Planning Commission
James Coudriet, Chairman
Jeff Rettig, Vice Chairman
Elizabeth Brode
William Rogers
Stacey Sizmore

Harrington Staff
Teresa Tieman, City Manager
Kelly Blanchies, Clerk of Council
Rhiannon Bush, City Clerk
Dean Gary, Accountant
Beverley Ireland, Administrative Assistant
Adam Poplos, Code Enforcement
Joyce Wix, Administrative Assistant
Michael Davis, Clerk

Downtown Task Force
Viva Poore, Harrington Historical Society
Jack Stewart, The Clutter Box
Jeff Bowers, Bowers Group LLC
James Callaway, Trinity United Methodist Church
Christine Hayward, Harrington Public Library
Cheryl Lahman, The Harrington Florist & Cakery
Alan Matas, Connections Community Support Programs
Andy Patel, Downtown Junction

City Planning Consultants
Debbie Pfeil - Project Manager
Associate / Planning Manager

Lauren Good, AICP - Project Lead
Project Planner

KCI TECHNOLOGIES
ENGINEERS | PLANNERS | SCIENTISTS | CONSTRUCTION MANAGERS

Funding for this Plan was provided by the Neighborhood Building Blocks Fund.

A special thanks is given to the Delaware Public Archives for the provision of numerous historical images of Downtown Harrington.

Chapter One.

Downtown Harrington - The Introduction

Downtown Description

For the purposes of this Plan, Harrington's Downtown Development District shall be referred to as the Downtown and identified as the area shown on *Map 1. Downtown Boundary*. The Downtown, comprised mostly of the traditional central business district (Commerce Street, Railroad Avenue, and Mechanic Street), encompasses some of the adjacent residential streets where homes have been converted to businesses and other non-residential uses (Fleming Street, Dorman Street, and Delaware Avenue) and also extends eastward along Clark Street to incorporate commercial properties that cross the north-south running railroad tracks. The City has a population of approximately 3,500 and so chose a boundary of approximately 33 acres and 108 parcels, representing an area most in need of revitalization in which to concentrate their initial efforts.

The City used relevant data to support the need for the creation of their Downtown Development District Plan (Downtown Plan). With Census and other local data, the City was able to provide evidence that the Downtown has low homeownership, vacant buildings and storefronts, and a number of structures with existing code violations.

The City was able to identify a variety of potential positive impacts, including economic development potential, increased homeownership, positive marketing and identity creation, formation of a downtown organization, and a greater feeling of Downtown ownership. By attracting a greater number of owner-occupied residences, the City hopes that there will be increased residential property maintenance and general activity within the Downtown. They also feel that Downtown redevelopment will increase community pride, in turn encouraging additional investment, and reinvigorating the City as a whole.

Purpose & Need

In 2014, the Downtown Development Districts Act was enacted by the Delaware General Assembly in order to:

- spur private capital investment in commercial business districts and other neighborhoods;
- stimulate job growth and improve the commercial vitality of such districts and neighborhoods;
- help build a stable community of long-term residents by improving housing opportunities; and
- assist local governments in strengthening neighborhoods while harnessing the attraction that vibrant downtowns hold for talented people, innovative small businesses, and residents from all walks of life.

In the first round of Downtown Development District (DDD) applications in 2014, three communities were awarded designation: Dover, Seaford, and Wilmington. Governor Markell announced the opening of a second round of DDD applications on March 16, 2016. Communities throughout the State would have the opportunity to apply to have their downtown areas designated as Districts and take advantage of the program.

Local governments wishing to take advantage of the program must identify a downtown district in their community and apply for designation through the Office of State Planning Coordination. Completed applications are considered by the Cabinet Committee on State Planning Issues, which makes recommendations to the Governor, who then designates Downtown Development Districts. Selection as a Downtown Development District entitles private construction projects within the identified District to receive grants to offset 20% of their capital construction costs.

Unlike similar incentives in other states that are often limited to commercial and industrial projects, Downtown Development District grants are available for a broad range of projects including residential, mixed-use, commercial, and industrial projects within the boundaries of a DDD. Grants are available to virtually anyone who makes qualified real estate improvements in a DDD. This includes for-profit builders and investors, nonprofit organizations, businesses, and even homeowners. For eligibility purposes, qualified real property investments are capital expenditures, incurred after DDD designation, necessary for rehabilitation, expansion, or new construction, sometimes referred to as "hard costs". Examples include exterior, interior, structural, mechanical, or electrical improvements; excavations; grading and paving; landscaping or land improvements; and demolition. In addition to the DDD grant administered by the Delaware State Housing Authority, several State agencies are offering enhancement to existing programs for those

communities that achieve DDD designation including the Department of Agriculture; Department of Children, Youth and Their Families; Department of Health and Social Services; State Housing Authority; Department of Natural Resources and Environmental Control; Department of State; and the Sustainable Energy Utility. Many State agencies also have existing programs that will further DDD initiatives.

Harrington received a Neighborhood Building Blocks Fund Grant in 2015 to develop a Downtown Development District Plan, in order to apply for State designation under this program. This grant, funded by the JP Morgan Chase settlement agreement, awarded $40,000 to the City of Harrington to engage a planning consultant and prepare a District Plan (including stakeholder and public outreach process) and accompanying maps for submittal to the Office of State Planning Coordination for application for designation as a Downtown Development District. Harrington intends to submit their application for Downtown Development District designation in the June 1, 2016 designation application round.

The City of Harrington has long been an important commercial, agricultural, and entertainment hub in Delaware. In more recent history, the majority of the regional draws and attractions are located outside of the City's core downtown. A major challenge for the City is to redevelop the Downtown with the right mix of uses, promote day and night economic activity as well as year-round activity, and compete with the abundant commercial and entertainment options outside of the Downtown. The Downtown still has a variety of small-scale businesses including retail, banks, and professional and general services, but currently has a number of vacant and underutilized properties.

Harrington is starting to see a redevelopment trend occur in the Downtown, which has experienced some infill and also several redevelopment projects that have made improvements such as exterior renovations and signage upgrades. In 2007, the City changed its development review process, making many processes subject to only administrative review, thereby expediting the project review and resulting in a process that was less expensive in terms of time and cost. This process has been very successful and encourages redevelopment through onsite guidance and building improvements. Unfortunately, most of the successful redevelopment projects that have taken advantage of this new, expedited process have been located on DuPont Highway; however, some were located in the Downtown area, such as Spartan Station, Downtown Junction, and a local farmers' market.

The City desires to continue stimulating development in the Downtown and build off of these recent successes. One major goal is to revitalize the Downtown, improve existing businesses, and attract new businesses. Toward this goal, the City supports additional infill development on vacant parcels for mixed uses, as well as the adaptive reuse of existing structures. 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. As such, some development requirements such as on-site parking may be difficult to meet.

The City also desires to create a more vibrant live-work-play community with a mix of residential, retail, service, and entertainment uses. Currently, the City wishes to attract additional retail and professional office type uses. The Downtown would benefit from more daily amenities such as groceries, nighttime restaurants, a movie or play theater, and housing options for all ages and income groups. Retail, entertainment, and lodging uses in the City could dovetail and benefit from the many regional attractions such as the Harrington Casino and Raceway and other uses on DuPont Highway, as well as annual attractions such as the Harrington State Fair. In addition, the City would like to increase its resident population working within City limits. Apartments above retail or offices in the Downtown would offer additional housing options for a wider range of ages and income levels, and additional retail and office uses in the Downtown would offer more job opportunities for residents.

The City further wishes to encourage foot traffic and make the streets more pedestrian friendly, beautify the public realm, and promote public safety through street activity. The City has been advancing placemaking principles that promote pedestrian activity and retaining and attracting neighborhood scale businesses. For instance, the City received funding to reconstruct the sidewalks in the Downtown. This is a major enhancement project to enhance character, as well as bring the Downtown into Americans with Disabilities Act compliance.

Marketing, promotion, and additional branding efforts are also needed to encourage local residents, employees, and visitors to regularly visit downtown businesses and community events. Businesses need to be organized and set forth joint marketing and special events. The City would also like to focus on business recruitment, including maintaining an inventory of available business space and publicizing commercial opportunities.

Downtown Planning Process

Downtown Reconnaissance Survey

At the beginning of the Downtown planning process, City Planning Consultants visited the City of Harrington and walked the streets that would eventually comprise the Downtown boundary in order to best observe, document, and photograph its existing conditions. This survey included documentation of uses and businesses, urban form, contributing features to community identity and character, property maintenance and upkeep, redevelopment opportunities, streetscape conditions, and overall walkability. One of the Consultants has served as Harrington's City Planner for over ten years and is very familiar with the City and was able to give even deeper insight to this process than would a casual observer who did not have nearly the same depth and breadth of knowledge.

Stakeholders & Partnerships

Stakeholders and partners play significant roles in achieving the goals stated within this Plan. It is important that everyone work together to implement the Plan as well as work toward improving the overall Downtown. When forming a Downtown Merchants' Organization, it is important to strive for diversity, dedication, and positive promotion within leadership positions. The City should encompass a supportive role and not a leadership role other than the initial coordination. The local stakeholders identified within the Downtown include, but are not limited to:

- Business Owners
- Property Owners
- City of Harrington City Hall
- City of Harrington Police Department
- Residents/Consumers
- Harrington Senior Center
- U.S. Post Office - Harrington
- Norfolk Southern Railroad
- Religious Institutions
- Financial Institutions
- Harrington Historical Society

Partners play a significant role within the Downtown. While these partners may not reside in the City limits, the resources, knowledge, and overall support to the Downtown can be significant. The potential partners identified within the Downtown include, but are not limited to:

- Harrington-Greenwood-Felton Centennial Rotary Club
- Central Delaware Chamber of Commerce
- Kent Economic Development
- Delaware Economic Development Office
- Kent County & Greater Dover Tourism
- Delaware Department of Transportation
- Delaware Department of Natural Resources & Environmental Control
- Small Business Association - Delaware District Office
- United States Department of Agriculture - Business and Cooperative Rural Development

Community Outreach

Community outreach is an important component in the planning process. The opinions of residents, business owners and operators, property owners, and visitors help to identify what they think the important issues are that need to be addressed and how they think the Downtown can be improved in the future. The following outreach methods were completed during the process of creating this Plan:

- Task Force Meetings (4);
- Downtown Survey;
- Community Outreach Events (2);
- Public Presentation (draft Plan); and
- Public Hearing.

Task Force Meetings
The Downtown Task Force was appointed by the City Manager and was comprised of a number of

Harrington citizens, business owners, and nonprofit organization members who are active in the community. Members donated numerous hours to attend meetings, provided their input on a variety of topics, decorated their businesses and organizations for Downtown open houses, encouraged friends and family members to participate in online surveys, attended public presentations, and most importantly, gave invaluable input into the Downtown Plan that could not have been written without their support and encouragement.

The Task Force met on four separate occasions:

Task Force Meeting No. 1 | Kick-Off
The Task Force kick-off meeting was held on December 1, 2015 at the Price Community Center. Task Force members were present to hear the City Planning Consultants discuss background on the 2014 Downtown Development Districts Act, Neighborhood Building Blocks Fund (NBBF) Grant, and Harrington's successful NBBF grant application.

The overall project scope and schedule was discussed, as well as project roles and responsibilities. A brief overview of recent projects and investments was given that led into a discussion of the Downtown's demographics and existing conditions. Members were introduced to their homework assignment – a SWOT analysis – where they were asked to walk the Downtown and think about its strengths, weaknesses, opportunities, and threats. Members were also asked to review and comment on draft survey questions that would be finalized and made public in January 2016. A proposal for a community outreach event was also discussed – *Love Your Downtown*. Members were also asked to consider whether they would like to see any changes to the proposed Downtown boundary.

Task Force Meeting No. 2 | Visioning
The second Task Force meeting focused on visioning activities and was held on January 12, 2016, also at the Price Community Center. Task

Force members heard the City Planning Consultants review five model projects: Winchester, VA; Apex, NC; Milford, DE; Keswick Village, PA; and a mixed-use Habitat for Humanity project located in Albany, NY. Consultants also discussed lessons learned in interviewing staff from these and other "model" towns, as well as their own past experiences. Members were asked their opinions on the proposed Downtown boundaries. The SWOT analysis that was assigned as homework during the first meeting was discussed in depth (information can be found in Chapter Two under Economic & Market Analysis). Members were introduced to their homework assignment – consideration of possible goals and objectives. They were also asked to attend the upcoming community outreach event – Love Your Downtown – and were reminded to participate in the downtown survey and ask others to as well.

Task Force Meeting No. 3 | Goals & Objectives
The third Task Force meeting focused on goals and objectives and was held on March 10, 2016, again at the Price Community Center. Task Force members heard the City Planning Consultants present an overview of the downtown survey results. A follow-up to the previous Task Force meeting's SWOT analysis was held, based on results of the survey. Members began a discussion of goals and objectives that would be completed at the following meeting.

Task Force Meeting No. 4 | Incentives
The fourth Task Force meeting centered on a discussion of possible incentives to be offered within the Downtown. It was held on March 23, 2016 in the Harrington City Hall Council Chambers. Goals and objectives for the Downtown were finalized and the ultimate vision was determined. Direction was determined for incentives and the Task Force gave 100% buy-in to the process to-date.

Downtown Survey
In January 2016, an online survey was opened to all residents, business owners and operators, property owners, renters,

employees, and visitors to the City of Harrington. The online survey ran from January 11, 2016 through February 19, 2016. Paper copies of the survey were also made available to those without internet access. Postcards describing the Downtown project, as well as requesting completion of the survey, were distributed at the Love Your Downtown Open House, throughout the Downtown, and emailed to various stakeholders. The survey was also available for those who chose to complete it in a paper format. These were returned to the City Hall and were manually entered into the online survey for data analysis. A total of 88 responses were collected. Surveys were differentiated for residents/ visitors and merchants. The purpose of the survey was to collect information on the frequency and purpose of consumer activity in the Harrington area, the demand for new and expanded commercial offerings, the factors that influence local consumer shopping decisions, and the needs of local business owners and operators.

The survey focused on the following areas:

- when and where visitors shopped in the Downtown;
- features that attract respondents to a shopping/ business area;
- advantages and disadvantages of Harrington's Downtown;
- safety;
- preferred future scenarios;
- businesses respondents would like to see in the Downtown;
- changes that would improve the Downtown;
- needs for Downtown business expansion;
- potentially useful services for local merchants;
- importance of various consumer segments;
- barriers and obstacles facing Downtown businesses; and
- forms of advertising currently utilized by Downtown businesses.

Forty percent of survey respondents were Harrington residents. Nearly 65% of those responding to the survey were women. Over 93% of the respondents were white and over 97% indicated they were not Hispanic or Latino. Slightly over 45% of respondents indicated their age to be between 45 and 64. The following list briefly summarizes responses to the survey:

- The most common frequencies for visiting Downtown Harrington was "once every few months" (31% of respondents) and "once a month" (23% of respondents).
- Respondents indicated that the places they most frequently visited in the Downtown were the "Post Office or Bank" and "Retail".
- The most commonly identified time to visit the Downtown was Monday-Friday, before 5:00pm.
- When questioned about safety, 100% of respondents indicated they felt safe in the Downtown during the day and 61% indicated they felt safe during the night.
- The factors "friendly local service," "supporting local businesses," and "convenient location" were most commonly cited as major advantages of the Downtown.
- "Lack in variety of goods and services" was most commonly cited as a major disadvantage of the Downtown.
- When questioned about the types of businesses respondents would like to see come to the Downtown, the most common requests were for personal service uses, pubic and civic uses, and commercial retail uses, with specific requests such as a small grocery store and hair salon. Locally-owned restaurants, coffee shops, and specialty food shops were the most requested food-related businesses, with specific requests such as an ice cream shop, bistro, and sports bar.
- When asked if respondents "strongly agree" that certain traits attract them to a shopping/ business area, "friendly customer service," "quality of products and services," and "variety of products and services" were most commonly rated as influencing factors.
- 40% of respondents to the merchant survey indicated they had a need to expand. In a separate question, only 40% of respondents indicated that they were committed to keeping their business Downtown.

Additional information gleaned from the survey can be found throughout this Plan. The survey forms and more detailed results can be found in the Appendix.

Community Outreach - Love Your Downtown Open House

On February 5, 2016, the Harrington Downtown Development District Partnership (comprised of the City of Harrington, City Planning Consultants, and Downtown businesses and nonprofits) held an event, Love Your Downtown, in conjunction with the City Council's proclamation of February as City Goes Red Month and February 5th as Wear Red Day. In addition to working with the City to promote City Goes Red Month and Wear Red Day to urge all citizens to show their support for women and the fight against heart disease, the Love Your Downtown Open House encouraged businesses to create red window displays and decorations. This outreach event encouraged area residents to visit Downtown businesses, nonprofits, and government agencies to learn what they sell or services they provide, and hopefully to encourage these same people to patron a new business or entity. Each participating business/nonprofit was provided an event card that encouraged each person to visit all the businesses/nonprofits shown on the Downtown map and obtain a signature of each business to be eligible for a gift basket upon completion. An educational project booth was displayed within the City Hall Council Chambers to wrap up the end of the day by drawing event cards to win the two gift baskets. The purpose of this booth was to display information on the Downtown project, gain feedback on the proposed boundary and SWOT (strengths, weaknesses, opportunities, and threats) analysis (see Chapter Two), and to encourage attendees to fill out the downtown survey. There was a proposed boundary map and SWOT analysis, as well as information on the 2014 Downtown Development District Act for community members to review and ask questions.

City of Harrington Staff members Joyce Wix, Beverley Ireland, and City Manager Teresa Tieman join City Planning Consultants Lauren Good and Debbie Pfeil of KCI Technologies at the Love Your Downtown project booth displayed in City Hall.

Nine stakeholders participated in the open house:

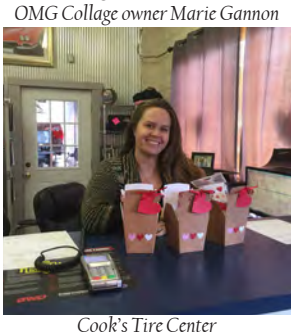
Happy Tails Dog Grooming

The Harrington Florist & Cakery

The Clutter Box

City Manager Teresa Tieman with OMG Collage owner Marie Gannon

Power in Praise Ministries



Cook's Tire Center

Harrington Police Department

Harrington City Hall

Harrington Historical Society (HHS)
Mayor Anthony Moyer, HHS President Jean Miller, HHS Treasurer Viva Poore, and City Manager Teresa Tieman

Community Outreach - Senior Center Birthday Celebration

Gene Price, Director of Harrington Senior Center, Inc., invited the City Planning Consultants to attend their February 16, 2016 birthday celebration to discuss the Downtown project. Keeping the "Love Your Downtown" theme of the open house event, display tables were set up and the two Consultants gave brief presentations on the Plan and eventual goals of Downtown Development District designation with the State. They also assisted numerous celebration participants in filling out their downtown surveys (more information above). Celebrants who filled out surveys were entered into a raffle for gift baskets provided by the City Planning Consultants.

Public Presentation

On April 14, 2016, a joint meeting of the Harrington City Council, Planning Commission, and Downtown Task Force was held at the Price Community Center, and was open to the public. All stakeholders with physical addresses located within the Downtown were hand-delivered a flyer inviting them to attend. Information about the presentation was also advertised in the newspaper and posted on the City's website. At this meeting, City Planning Consultants gave a presentation on the Plan's development, the outreach process, the Downtown vision, the Plan's goals and objectives, implementation strategies and timelines, incentives, and an overview of the Downtown Development District Designation application process. All attendees were invited to ask questions. This presentation served as the public release of the Plan document and the following day (April 15th) marked the beginning of the public comment period, which would end on May 9th at the close of the Public Hearing.

Public Hearing

The Public Hearing on Harrington's Downtown Development District Plan was held on May 9, 2016 and public comments were received from April 15th through the close of the Public Hearing. A legal notice advertising the Public Hearing was published in the Delaware State News on April 24, 2016 and in The Journal on April 27, 2016. All public comments received during this period are provided in the Appendix.

Local Press Coverage

The City thanks The Journal for their coverage and support of this project with news articles published on the following dates: February 3, 2016; February 10, 2016; April 6, 2016; and April 20, 2016. Copies of these articles can be found in the Appendix.

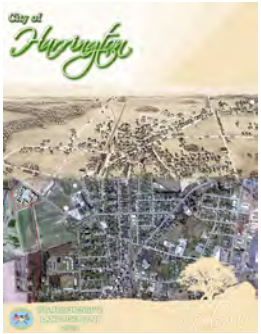
Agency Coordination

A draft of this Downtown Plan was submitted to the Office of State Planning Coordination (OSPC) on April 15, 2016, the same time the draft was released to the public, in accordance with the Neighborhood Building Blocks Grant Agreement.

Existing Documents, Activities & Organizations

Comprehensive Land Use Plan

The City of Harrington's Comprehensive Land Use Plan was adopted on December 16, 2013 and certified by the Governor. Its primary vision is to maintain the quality of life and rural character of the community while protecting the health, safety, economic health, and welfare of its citizens. Harrington recognizes that responsible and sustainable use of land and natural resources is critical to the economic growth of the community.



The function of the Comprehensive Land Use Plan is to provide direction relating to growth management, redevelopment, transportation, environmental protection, and City services based on past and present data and trends. The Comprehensive Plan identified areas of improvement and implementation items for future consideration.

While applicable to the entire City, the Comprehensive Plan holds a number of themes that can be used to further inform the Downtown planning process. It indicates that the downtown in every small town reflects the heart and soul of the community. Harrington's Downtown should reflect the City's small town character with seasonal window displays that encourage the community to shop locally. It should be the location of events and gatherings for neighbors and businesses. The community should be able to park their vehicles, walk, or ride their bicycles to the Downtown to shop, eat, and socialize. The Comprehensive Plan's themes and goals that are relevant to the Downtown have been incorporated throughout this Plan and, most specifically, into Chapter Four.

Upon adoption of the Comprehensive Land Use Plan, the City prepared a comprehensive rezoning to ensure the proposed zoning changes complement the approved future land use classifications. During this process, all parcels were compared to the existing zoning to determine proposed zoning changes. Notifications were sent to the affected property owners allowing an opportunity to meet with the City to discuss the changes and to determine if property owners wished to oppose the proposed zoning. Based on requested meetings by the property owners, only eight parcels were in opposition to the proposed zoning changes. These eight parcels were reviewed and a recommendation was made to allow the current zoning classification to stand. One hundred and sixty-seven parcels (excluding the eight opposed parcels) were presented for zoning changes and adopted as presented in Ordinance 15-07 on July 20, 2015. Ordinance 15-16 was presented to amend the recently adopted Comprehensive Land Use Plan, Exhibit 17 - Future Land Use to change the eight parcels to complement the existing land use classification. This Ordinance was adopted on December 7, 2015. The City submitted the Comprehensive Land Use Plan Amendment to the Office of State Planning Coordination on February 1, 2016 and presented at the Preliminary Land Use Service (PLUS) meeting on February 24, 2016. Correspondence was received regarding the PLUS application with no State objections.

Zoning Regulations & Design Standards

The 2013 Comprehensive Land Use Plan identified certain needs as they pertain to aesthetic appearance and the function of the Downtown. During this process, it was discovered that the Downtown area had several spot zoning classifications and the neighboring uses were not complementary in nature. The identified needs included, but were not limited to, the following:

- lack of character and maintenance;
- structure and curb appeal improvements;
- new street lighting for remaining downtown area; and

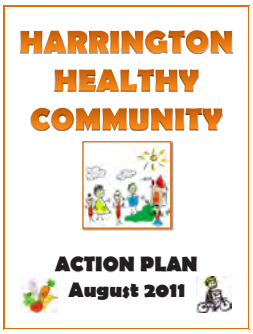
- window displays and maintenance of vacant buildings.

The City's Zoning Ordinance (Chapter 440 of the City Code) recently underwent a comprehensive update, which was adopted on July 20, 2015 and ensured the neighborhood uses were allowed throughout the area. The majority of the Downtown is in the C-2 Central Commercial Zone, which was completely updated to be a major component in the City's redevelopment efforts. The intent of this zoning district is to create a lively, safe, human-scaled downtown area in which people will want to live, visit, shop, and work. The C-2 Zone regulations permit a variety of uses that one finds in a traditional downtown. In addition, the design standards focus on creating a pedestrian-oriented space through form-based site, building design, and placemaking standards.

The Downtown also includes a smaller portion of C-3 Service Commercial Zone, which permits uses and has zoning requirements that are more typical of a higher commercial highway environment than a traditional, walkable downtown. A more detailed description and assessment of the zoning districts within the Downtown are provided in Chapter Two.

Healthy Community Action Plan

The Harrington Healthy Community Action Plan (HCAP) provides a tool containing strategies based on community assessment data and input from a partnership team comprised of positive, active, diverse, committed, and community-driven individuals that brought several different viewpoints to the project. A community assessment was completed using the Community Health Assessment and Group Evaluation (CHANGE) tool developed by the Centers for Disease Control and Prevention (CDC). Project goals were to develop and/or strengthen the capacity of the Harrington community to reduce obesity and other chronic diseases and improve the health of residents by implementing policies, systems, environmental strategies, and programmatic supports to increase healthy eating and opportunities for active living and healthy behaviors.



The HCAP, while applicable to the entire City, includes some goals that have and can be used to further inform strategies for the Downtown:

- develop a mixed use zoning classification (this goal was achieved through the adoption of new C-2 Zone regulations in Chapter 440, Zoning in 2015);
- develop a bicycle and pedestrian plan;
- conduct annual Harrington Healthy Community Day;
- continue the Farmers' Market; and
- encourage medical and dental services to locate in Harrington.

Strategies for State Policies & Spending

On April 14, 2016, Governor Markell signed Executive Order 59 adopting the 2015 Delaware Strategies for State Policies and Spending. Originally approved in 1999 and updated in 2004 and 2010, the 2015 document is the third iteration and is now available online. A link has been provided in the Appendix.

The purpose of this document, as with previous 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 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 and services that support land use decisions are funded by the State. The development of the State Strategies 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 document uses the following area designations:

- 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 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 designation as federally- or state-owned protected lands, parkland, the development rights have been purchased, or State and local regulations prohibit development.

The entirety of Harrington's Downtown has been designated as Level 1. A link to the Office of State Planning's website with more information and official maps can be found in the Appendix. According to the 2015 document, in investment Level 1 areas, State investments and policies should support and encourage a wide range of uses and densities, promote a variety of transportation options, foster efficient use of existing public and private investments, and enhance community identity and integrity. Overall, it is the State's intent to use its spending and management tools to maintain and enhance community character, to promote well-designed and efficient new growth, and to facilitate redevelopment within these areas.

Public Investments

Since fiscal year 2010, significant public investments have been made to the Downtown. The investments made were between fiscal years 2010-2013:

- Clark Street - $33,354 DelDOT funded with no City match
- Streetscape Phase 1 - $24,000 Transportation Enhancement Program with no City match
- Streetscape Phase 1 - $302,032 ($248,600 DelDOT funded and $53,432 City funded)
- Clark Street Curbing - $6,010 City funded
- Freedom Park - $49,987 ($20,000 Delaware Land Trust funded and $29,987 matching funds)

Downtown Streetscape Improvements

The City of Harrington received funding for several improvements within the Downtown. This project not only served to enhance the Downtown character, but achieved Americans with Disabilities Act compliance. The DelDOT Transportation Enhancement and Community Transportation Fund provided monies for construction of the Downtown Streetscape Project.

Phase one consisted of the enhancement of the sidewalks and intersections on Commerce Street from Dorman Street to Fleming Street and on Clark Street from Fleming Street to Hanley Street. The extent of work at each location included:

- removal and disposal of 620 linear feet of curbing
- removal and disposal of 11,400 square feet of existing concrete sidewalk and asphalt paving

- installation of 622 linear feet of concrete curbing
- installation of 11,000 square feet of concrete sidewalk and driveway apron
- installation of 50 tons of hot mix paving
- installation of 15 landscaped islands
- installation of electric conduit and lighting for 18 street lights
- installation of 5 aluminum drain outlets

Freedom Park

Freedom Park, located on the corner of Fleming Street and Mechanic Street, was once a vacant lot with broken pieces of concrete and weeds used as an overflow parking lot. The Police Department, with approval from the City Council approving Resolution 13-R-11 on July 15, 2013, applied for a Delaware Land Trust Fund (DTF) grant in the amount of $20,000 for landscaping, signage, and sidewalks. A 50% match was required from the City; therefore, monies from seized funds and donations accounted for the match. With the vision of the Harrington Police Department and support of the Mayor and City Council, the new park was designed to include a gazebo, benches, sign, Christmas tree, flag pole, irrigation, fence, and landscaping so that it could be a multi-purpose open space area. Freedom Park is the site of many Downtown events throughout the year. More information about these events can be found below in the Downtown Events section.

Designations

The City of Harrington is one of ten "Commercial District Affiliate" (CDA) designations by the State of Delaware Department of Economic Development

Office (DEDO). This designation is for communities that choose to implement downtown revitalization strategies similar to designated Main Street programs, but on a smaller scale. Some of these towns are "testing the waters" as they consider future Main Street designation. DEDO works with these communities to build strategies that will encourage partnership development, new funding opportunities, and increased opportunities for small businesses. The CDA municipalities can participate in Downtown Delaware's group training activities led by state and national downtown development experts. Affiliates are in the "network" to learn about best practices in the field of revitalization, to work with a downtown business development expert, and to trade best practices with peers from around the state, particularly in the area of business development. Many of Delaware's CDAs are direct beneficiaries of USDA grant-related activities. Ultimately, CDAs are offered an opportunity to plan proactively for a vibrant, synergistic downtown commercial business district based on the Four Point Main Street model.

On June 3, 2008, representatives from the Delaware Economic Development Office presented the "Main Street Program and Next Step for Downtown" to the City identifying the Main Street Four-Point Approach. The four point approach presented included:

Organization | Develop a budget, gauge community interest, have a speakers bureau, gauge volunteer level, ascertain pledges, and prepare the Delaware Main Street application to DEDO.

Design | Streetscape design, design incentives, and review zoning to include project buildings.

Promotion | Coordinate a calendar of events.

Economic & Restructuring | Work with a DEDO business development specialist, make use of free energy audits, and develop a building/business inventory.

The next steps were preparing a Main Street work plan to move forward in applying for the Main Street designation. The official Main Street application was never submitted by the City of Harrington based on the lack of Downtown stakeholders and partners.

Downtown Events

Several large events take place in the Downtown throughout the year that bring the community together.

Heritage Day is an annual celebration of the City's history, featuring a parade (above, far), food, games (above, low), entertainment, and crafts, as well as an annual watermelon-eating contest.

Police National Night Out is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie to make neighborhoods safer, better places to live.

Music in the Park

Freedom Park is the site of many Downtown Events including Movies in the Park (top) and Music in the Park (logo, bottom). These events draw many participants from throughout the community.

Freedom Park is also the site of the City's annual Christmas Tree Lighting Ceremony, as well as a spot where many people congregate for the Christmas Parade. As you can see above, the site is well-decorated for all of the City's holiday festivities.

Lake Forest High School also rotates its annual Homecoming Parade, which takes place in Harrington's Downtown every few years. In addition to these events, there are also a number of popular community services, including Parks and Recreation programs, Police Department community events, school outreach events, Library community programs, local church and nonprofit organization events, and supportive local business' events that occur either within or very close to the Downtown area.

Chapter Two.

Downtown Harrington - The Data

Through the many assets, opportunities, and challenges identified through this Downtown Plan, it is clear that Harrington's Downtown is well-positioned for growth and infill development. This Plan builds from these strengths, carries out the City's vision, and puts the placemaking recommendations in the Comprehensive Plan and recent zoning updates to work. Redevelopment is a top priority and Harrington wishes to address several critical issues that may be hindering the Downtown from meeting its economic potential and capitalize on its many strengths and opportunities.

Demographics & Housing

Population

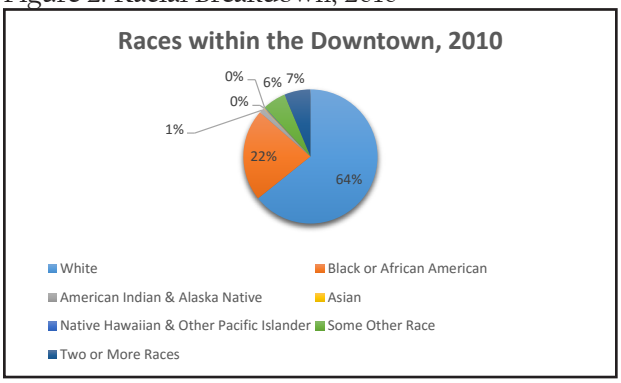
Harrington's estimated population in 2013 was 3,616, a very slight increase over the 2010 U.S. Census count of 3,562 and only a 14% increase to the 2000 population of 3,174. While Harrington's population growth during this 2000-2013 time period is more in line with that of the State's 18% growth, it should be noted that Kent County's population growth is more than double that of the City's at 30% during the same 13-year time period. Population figures are not available for the Downtown due to the way the Census collects data at this smaller area level, but the Census Blocks that most closely correspond to the Downtown exhibited a population growth of 20% from 2000 to 2010, growing from a population of 460 to 554.

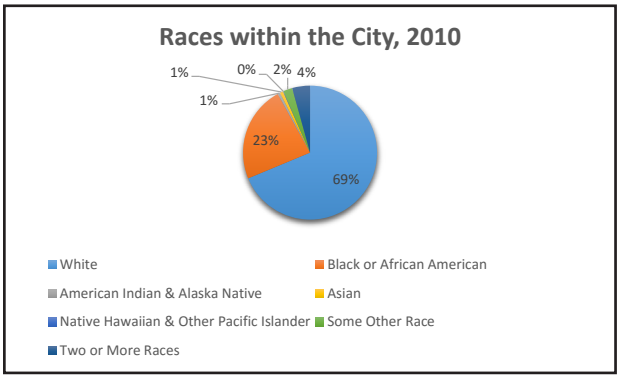
Almost 60% of the Downtown is comprised mostly of working aged individuals (aged 20-65). The next largest group in the Downtown is comprised of school-aged individuals, with almost 26% between the ages 5-19. Seniors make up 8.5% of the population and preschoolers (less than 5 years old) make up less than 8%. As you can see from the population pyramids shown in Figure 1, the population of the Downtown is skewed slightly to the younger age groups, while the City as a whole has higher senior and elderly populations. The median age of the City of Harrington was 33 years according to the 2010 Census.

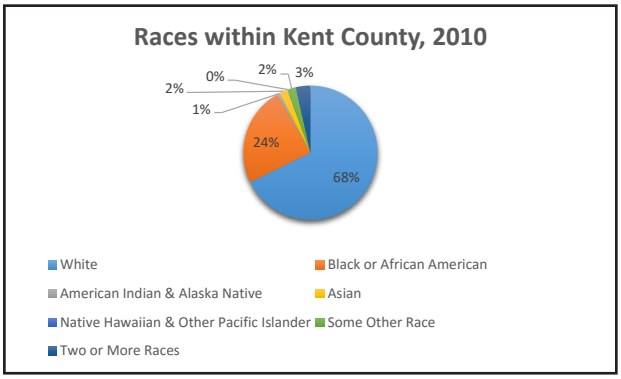
Figure 1. Population Pyramids, 2010

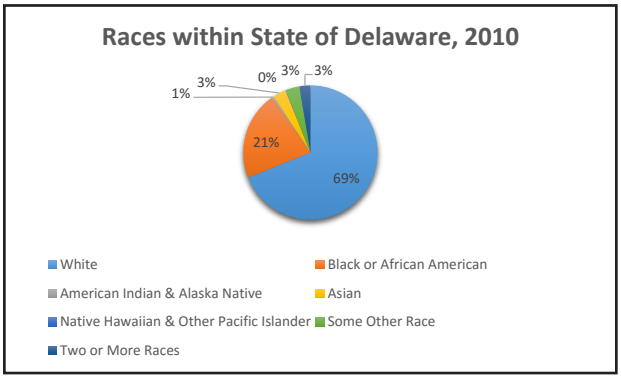
According to the 2010 Census, over 66% of the Downtown's population was white, 19% was black, 6% was two or more races, and 8% was other. The category "other" encompasses American Indian or Alaska Native, Asian, Native Hawaiian or other Pacific Islander, and other races not specifically listed. Persons of Hispanic or Latino origin accounted for 8% of the Downtown's population. These numbers vary slightly from what can be seen in the City as a whole, where 68% of the population was white, 23% was black, and 8% was other. Five percent of the Downtown population was of Hispanic or Latino origin. This comparison shows that the Downtown is *slightly* more diverse than the City as a whole. The percentages shown for the City very closely mirror those shown for Kent County and the State of Delaware as well. See Figure 2 for a breakdown of races within the Downtown, City, County, and State.

Figure 2. Racial Breakdown, 2010









Income & Poverty

Harrington's 2013 median household income was estimated to be $38,182, more than $15,000 below the Kent County median of $55,000 and more than $20,000 below the State median of $60,000. Median per capita income was $17,891, compared to the County's $24,851 and the State's $29,819. The City's poverty rate of 19.7%, according to the 2009-2013 American Community Survey, was almost 60% greater than the State's 11.7% rate. Unfortunately, this information is not available at the Census Block level and, thus, cannot be determined for the Downtown area.

Housing & Homeownership

The City's 2013 homeownership rate of just over 50% greatly falls behind the County (72.3%), State (72.5%), and national (64.9%) rates. According to the 2013 Comprehensive Land Use Plan, the percentage of owner-occupied units throughout the City has been decreasing over the past 25 years, although the actual number of units is still the largest segment of housing stock that can be found. This is due to a dramatic increase in the number of mobile homes and trailers within City limits as part of the annexation of a mobile home park between 1990 and 2000 and the construction of several multi-family structures in the 2000s. Within the Downtown, the homeownership rate is even lower, at only 45%. The Downtown also has a residential vacancy rate that is nearing 15%.

The 2000 Census identified 674 owner-occupied housing units within the City. Seventy percent of those were valued between $50,000 and $99,999. Less than 1% were valued above $150,000, while almost 7% were valued below $50,000. The median value was $83,800. The largest market segment for renter-occupied units was for the $500-$749 price range, with one-third of renters falling in that category. Just over 8% of renters paid over $750 per month, while almost one-third paid less than $300. The median monthly rental price paid in 2000 was $434.

The 2010 Census saw a 20% increase in the number of owner-occupied housing units. The values of those units also rose considerably, with almost 70%

of units ranging in value from $100,000 to $299,999. There were still 27% of owner-occupied units that had values of less than $100,000, while just over 3% had values over $300,000. The median value for owner-occupied units was $151,600. The number of renter-occupied units increased by almost 30% during the same time period. The largest market segment for renter-occupied units was for the $1,000-$1,499 price range, doubling since 2000, with 28% of renters falling in that category. Almost half of renters paid over $750, while almost one-quarter still paid less than $300. The median rental price paid in 2010 was $1,103 per month.

Table 1. City Housing Values & Renter Costs

		2010		2000	
		No.	%	No.	%
Owner-Occupied	Total Units	812	-	672	1
	<$50,000	150	18.5%	45	6.7%
	$50,000-$99,999	75	9.2%	472	70.0%
	$100,000-$149,999	178	21.9%	154	22.8%
	$150,000-$199,999	207	25.5%	3	0.4%
	$200,000-$299,999	174	21.4%	0	0.0%
	$300,000-$499,999	28	3.4%	0	0.0%
	$500,000-$999,999	0	0.0%	0	0.0%
	$1,000,000+	0	0.0%	0	0.0%
	With Mortgage	506	62.3%	364	54.0%
	Without Mortgage	306	37.7%	310	46.0%
Renter-Occupied	Total Units	528	-	418	-
	<$200	10	1.9%	78	18.7%
	$200-$299	117	22.2%	57	13.6%
	$300-$499	73	13.8%	88	21.1%
	$500-$749	81	15.3%	139	33.3%
	$750-$999	99	18.8%	35	18.4%
	$1,000-$1,499	148	28.0%	0	0.0%
	$1,500+	0	0.0%	0	0.0%

Harrington offers a variety of architectural features and character in single-family homes throughout its neighborhoods and a number of multi-family housing units available for rental options, including state-assisted housing. Both single- and multi-family housing options are available within the Downtown.

In Harrington, the greatest segment of the housing stock (28%) was built from 1990 to 1999. As of the 2010 Census, the majority of homes in the City are between 11 and 20 years old. Homes built before 1940 (75 years old or older) make up about 20% of the housing stock. Houses built between the 1940s and 1960s account for another 20% of the housing stock. About 15% of the housing stock was built in the 1970s and 1980s.

Employment

The 2009-2013 American Community Survey estimates indicated there were 1,830 residents in Harrington that were in the labor force (16 years and over and employable). Out of those residents in the civilian labor force, there were a total of 331 residents that were unemployed. The City's unemployment rate was 18%. This rate is three times the County's and two times the State's unemployment rates, at 6.1% and 8.9%, respectively.

Workers were employed in the following occupations: management, business, science, and arts occupations (28.6%); sales and office occupations (23.1%); service occupations (22.0%); natural resources, construction, and maintenance occupations (13.2%); and production, transportation, and material moving occupations (13.2%). Based on comparisons to the State, Harrington's residents have relative specializations in the community and social services, health technologists and technicians, and healthcare support occupations, meaning that residents have more of these occupations than the State average. The top ten industries represented by City residents include those listed in Table 2.

Table 2. Industries Represented by City Residents

Industry	%
Educational Services, Health Care & Social Assistance	24.7%
Retail Trade	17.8%
Arts, Entertainment & Recreation, Accommodation & Food Services	11.6%
Manufacturing	10.6%
Public Administration	10.4%
Other Services, except Public Administration	8.0%
Construction	7.8%
Transportation & Warehousing, Utilities	3.0%
Wholesale Trade	2.6%
Information	1.6%

Land Use & Zoning

Land Use

There is a well-balanced mix of commercial, residential, and institutional land uses within the Downtown. The most prevalent land uses in terms of land area are commercial and residential uses. Commercial uses total 6.4 acres, making up almost a quarter of the Downtown, excluding right-of-way. Single-family residential land totals 5.7 acres and 22% of the Downtown. Mixed-use, which contains both non-residential and residential uses, comprises 4.4 acres of land and 17% of the total area. Institutional land uses such as government, religious, and civic uses total 4.1 acres and 16%. There are 12 vacant parcels totaling 2.1 acres and 8% of the Downtown. These parcels are entirely vacant and do not contain a building, whether occupied or unoccupied. There are six multi-family residential lots on 1.2 acres and 4% of the total land area. Two acres, or 7%, of the land in the Downtown are used for the railroad. There is one park, Freedom Park, on a site of slightly more than 1/8th of an acre that comprises 0.5% of the Downtown's total area. See *Map 3. Existing Land Use* and Table 3. Existing Land Use for the distribution of each land use type within the Downtown's boundaries. *Please note that the figures in the table below do not exactly match the figures in this paragraph as the table accounts for the acreage within the right-of-way.*

Table 3. Existing Land Use, 2016

Land Use	No. Parcels	No. Acres	% of Downtown
Right-of-Way	n/a	6.3	19.3%
Commercial	22	6.2	19.0%
Single-Family Residential	26	5.7	17.4%
Mixed Use	16	4.3	13.1%
Institutional	22	4.1	12.5%
Railroad	2	2.0	6.1%
Vacant	11	1.9	5.8%
Multi-Family Residential	5	1.2	3.7%
Park/Open Space	5*	1.0	3.1%
	109*	**32.7**	**100%**

**Note: Freedom Park and the Police Department share a parcel and are counted twice in the Parcel column.*

Although the uses are generally dispersed throughout the Downtown, there is an evident clustering of uses. There is a concentration of institutional uses near Mechanic Street, between Dorman Street and Railroad Avenue. The majority of the single-family homes are grouped west of Dorman Street as well as on the south side of Clark Street, between Ward Street and the former Spartan Station. Commerce Street, from Railroad Avenue to Dorman Street, exemplifies traditional 'Main Street' character as it contains a variety of neighborhood-scale commercial retail uses, such as antiques, a general store, and a combined florist and bakery. It also includes service-oriented uses such as a post office, banks, and City Hall, as well as mixed-use buildings with apartments on the second floor.

The City wishes to create a more vibrant live-work-play community with a mix of residential, retail, service, and entertainment uses. A major challenge and opportunity for the Downtown is to evolve with the right mix of uses that would promote day and night economic activity, as well as year-round activity. The Downtown would benefit from more daily amenities such as groceries, nighttime restaurants, a movie or play theater, and housing options for all age and income groups. Retail, entertainment, and lodging uses in the City could dovetail and capitalize on the abundant commercial and entertainment attractions and events outside of the Downtown, such as the Harrington Casino and Raceway and the Delaware State Fair.

Additional retail, office, and entertainment uses in the Downtown would offer more job opportunities for residents. As Harrington would also like to increase and diversify its resident population that works within City limits, apartments above retail or offices in the Downtown would offer even more housing options that could appeal to a broader range of ages and income groups.

Zoning

The Downtown is located in the central area of the City where moderate and high-density mixed-use development patterns are established and desired and where building reuse and infill to create higher densities is encouraged. The C-2 Central Commercial Zone advances a centrally located mixed-use area, as

it encourages the establishment and continuation of small commercial retail, professional business, arts and culture, restaurant, and entertainment uses in conjunction with supportive residential uses. The C-2 Zone consists of 95 parcels on 21 acres, making up the majority (80%) of the Downtown, excluding rights-of-way.

The C-2 Zone gives developers flexibility in design, while maintaining and enhancing the character of the City. The design and development standards focus on creating a pedestrian-oriented traditional downtown through form-based site and building design and placemaking standards. It permits a wide range of uses that help create an environment where most daily needs can be met. The C-2 Zone also allows small lot sizes and minimal front and side yard setbacks, which allow buildings closer to each other and to the street and sidewalk that create a more compact, pedestrian-scale environment. The streetscape standards require street trees, lights, and sidewalks and the architectural standards aim to create a sense of place and promote sidewalks and storefronts as public spaces.

The Downtown also includes the C-3 Service Commercial Zone, which consists of twelve parcels on over 4 acres, making up 17% of the District. There are two groupings of C-3 zoned parcels: on the north side of Clark Street between Delaware Street and the Volunteer Fire Department site entrance and at the southern end of the Downtown boundary between O Alley and the Norfolk Southern Railroad. The intent of the C-3 Zone is to provide for highway-oriented retail and automotive and heavier service-type business activities, which ordinarily require main-highway locations and cater to transient as well as to local customers. The C-3 Zone permits all of the uses in the C-2 Zone, as well as drive-through facilities, motor vehicle services, sales and repair shops, supermarkets, shopping centers, storage and warehouses, funeral homes, commercial greenhouses, and agricultural supply stores. The lot area, yard, and dimension requirements, as well as parking and sign standards, are more typical of a suburban commercial highway environment than a traditional, walkable downtown.

Table 4. Zoning, 2016

Zoning	Parcels	Acres	
	No.	No.	%
C-2 Central Commercial	95	21.0	80%
C-3 Service Commercial	12	4.4	17%
R-1 Single Family Res.	1	0.9	3%
	108	**26.3**	**100%***

**The remaining 6.4 acres and 20% of the Downtown is comprised of right-of-way.*

Economic Development

The City desires to continue to stimulate development in the Downtown and build off these recent successes. The City supports additional infill development on vacant parcels for mixed uses, as well as the adaptive reuse of existing structures. 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. The City should continue to assist in the regulatory process with these issues to improve existing businesses, attract new businesses, and facilitate infill development.

In 2007, the City authorized the City Planning Consultant to review the current development application procedures and create methods to streamline and clarify the process. A two tier review process was presented and adopted by the City Council that created a Category A Site Plan Review and a Category B Administrative Plan Review. This tier system allowed specific development applications to be completed without any public meeting, if the project was Code compliant. These procedures can be found in the City of Harrington Code, Chapter 440-287, Uses Requiring Site Plans. The resulting process was less expensive in terms of time and cost. This process has been very successful and encourages redevelopment through onsite guidance and building improvements, and is believed to have initiated a downtown resurgence.

This section has been broken down into three Economic Development sections to assist in identifying the importance of each area: existing structure redevelopment, vacant land development, and priority redevelopment areas.

Existing Structure Redevelopment

The City previously had several vacant buildings prior to 2007. Since then, many of those have been occupied with new businesses. Vacant buildings with storefronts can contribute to increasing the curb appeal by providing seasonal window displays as well as promoting upcoming citywide events. This will allow pedestrian traffic an opportunity to view the storefront information and perhaps entice a potential stakeholder to occupy the vacant building.

There were several redevelopment projects where current property and business owners have made improvements to existing buildings. These improvements included exterior renovations and signage upgrades, among other things. The successful recent redevelopment projects that have been completed in the Downtown include:

The Harrington Florist & Cakery, before (left) and after (right), with a new facade. Changes include new signage, paint, and awnings.

A once vacant lot in a prominent Downtown location (left) is now used as the local Farmers' Market (right). The site has been updated with landscaping and signage appropriate for the use.

A vacant, boarded up building (left), became Downtown Junction (right). The building was painted with contrasting colors and received new signage. Due to the interior set-up, side and rear window displays were not feasible, so the owner decided to fill these spaces with historical photos of Downtown Harrington, received from the Delaware Public Archives.

OMG Collage, before (left) and after (right), with an updated facade. Changed include updated paint and new signage.

The Calloway Building recently received a facelift (right) consisting of paint, new awnings, and new signage. This building is currently occupied by The Clutter Box, Happy Tails Dog Grooming, and Anchors Aweigh, a new restaurant to be opening spring 2016.

Once known as Spartan Station, a mostly-vacant strip mall (left), this space has been occupied by Connections Community Support Programs (right), an organization that provides care to those suffering from substance abuse issues.

Harrington's City Hall, located at 106 Dorman Street, has recently undergone renovations, both to its interior and its exterior.

Power in Praise Ministries, a church located at 14 Clark Street, was once a building that sat vacant in the Downtown's gateway for a period of many years.

Many of the stores and nonprofits Downtown have updated their signage recently. The signage adds to the visual appeal of both the business/organization and the Downtown.

Two new businesses have recently occupied existing vacant structures in the Downtown: Anchors Aweigh (left) and Blue Hen Construction (right).

Most recently, two vacant structures were redeveloped and the tenants are now open for business. Both business owners are very friendly, eager to expand the business, and will be an asset to the commnity. These businesses provide additional services to the Downtown area and are listed below:

- **Anchors Aweigh** is a full service carry out or sit down restaurant located at 29 commerce Street. Harry Marker, a Navy Veteran, is the owner and has over 25 years of experience in the restaurant business. He found the new location while reading The Guide and thought the Downtown location to be ideal. He is known for his cheesesteaks, Italian subs, and large breakfast sandwiches. Mr. Marker would like to support the church community on Sundays and is looking forward to moving his BBQ and smoker outside on the patio during the warm weather. They are open Tuesday-Sunday for breakfast and lunch.

- **Blue Hen Construction** provides services for residential and light commercial construction, located at 1 Dorman Street. Darrin and Laura Simpson are the owners and started the business in 2007. Mr. Simpson is a Lake Forest graduate and a Harrington native, never living more than 5 miles away from his hometown. They have designed and built several single-family homes throughout Delaware, including within Harrington. Mr. and Mrs. Simpson wanted an office centrally located and saw an opportunity to be in Downtown Harrington.

In addition to the completed redevelopment projects listed above, a large multi-use structure known as "Stones Tavern & Package" is under renovation with a new owner. This structure has remained vacant since fire damages in February 2015. The new owner intends to keep the Stone's name and reopen a sports bar and grill to include a package store.

These improvements clearly show a strong private investment and interest in the Downtown, as shown on *Map 5. Downtown Redevelopment*.

Vacant Land Development

The City prefers vacant land to be developed to stimulate the Downtown growth; however, this land can also be utilized in many other ways. Vacant lots can be developed as a gateway, sitting area, courtyard, event location, or be kept as green open space. This promotes visual curb appeal rather than an underdeveloped vacant lot with no sense of belonging or contribution to the vitality of the Downtown.

As shown on *Map 6. Priority Redevelopment Projects*, there are 27 parcels totaling just over 5 acres that are classified as vacant or underutilized property. These parcels offer opportunities for compatible infill development. Nine of these parcels currently contain a building, which are either vacant or the yard area is large enough to be subdivided and developed under the current Zoning Regulations. There are seven parcels with vacant buildings. Two properties are currently used as open space with amenities, but are classified as infill potential as they are privately owned. Potential infill could include additional park amenities or improvements.

On the corner of Clark Street and East Street, the City took possess of an unsafe structure, known as the "Old Mission". Based on the condition of the structure as well as health and safety concerns, the City demolished the structure and graded the lot. This location is identified as one of the Downtown gateways and the property is currently for sale.

Priority Redevelopment Areas

It is a priority for Harrington to reduce the number of vacant structures as well as vacant lots. The curb appeal and occupancy rate plays a vital role in sustaining the Downtown as an economic development engine for the City.

The City strives to ensure all structures are being maintained in a safe, Code compliant manner.

Harrington took possession of a structure, known as the "Old Mission" property located on the corner of Clark and East Streets. This structure was not maintained or safe for occupancy; therefore, the City demolished the structure and graded the site. This property is now being offered for sale.

Another structure that lacks property maintenance and Code compliance is located on the west side of Commerce Street next to the WSFS Bank. It has been condemned by the City and is awaiting advertisement of demolition.

There are some highly visible and notable vacant lots at prominent locations in the Downtown. These vacant lands are considered to be an asset as they offer prime opportunities for infill development that fit within the context of the Downtown vision and goals. For this reason, these lots are identified as priority redevelopment areas located on *Map 6. Priority Redevelopment Projects*.

These areas have been defined as priorities for redevelopment based on existing infrastructure, walkability, key locations with high visibility, and needed curb appeal improvements. The priority for redevelopment areas ranks the vacant structures first and foremost, followed by vacant lots as stated below:

1. Vacant Structures

North end of the Connections Complex located on the corner of Clark Street & Reed Street, formerly Kottage Kafe.

Clark Street two-story vacant building next to Bowers Group, formerly an antique retail store.

Single-family two story residential structure located at 19 Dorman Street.

2. Vacant Lots

Gateway parcels located on south side of Clark Street and east side of East Street.

Gateway parcels located on the east side of Delaware Avenue.

Parcel located on Commerce Street.

Parcel located on Hanley Street.

Natural & Cultural Resources

Floodplains

Special flood hazard areas, or the floodplain, are a graphic representation of the base flood on the Federal Emergency Management Agency's (FEMA) Flood Insurance Rate Maps (FIRM). The base flood is the flood expected to have a 1% chance of being equaled or exceeded in any given year. In a 30-

year period (the standard length of a conventional residential mortgage), there is a 26% chance that a structure in the regulated floodplain will be flooded by a 1% chance flood, also known as the 100-year flood event. The City has adopted and enforces Floodplain Regulations, found in Chapter 212 of the City Code, and also participates in the National Flood Insurance Program.

The Downtown is in an area of minimal flood hazard, with no special flood hazard areas mapped as of the latest FIRM publication of July 7, 2014. Although there are no special flood hazard areas mapped as of the writing of this Plan, current FEMA Flood Insurance Rate Maps should be consulted prior to the purchase of real estate and development-related activities.

Wetlands

Wetlands are defined by wetland hydrology, hydric soils, and hydrophytic vegetation and are important to reduce or mitigate flooding impacts, maintain and improve water quality, and provide habitat for various plant and animal species. The United States Army Corps of Engineers (USACE) regulates tidal and nontidal wetlands under Section 404 provisions of the Federal Clean Water Act. The State more stringently regulates tidal and some nontidal wetlands (e.g., perennial and intermittent streams/ditches and ponds containing a surface water connection to other wetlands) under the Subaqueous Lands Act (7 Del.C. Chapter 72) and the Regulations Governing the Use of Subaqueous Lands.

There are no mapped wetlands located within the Downtown's boundaries. Although there are no wetlands mapped within the Downtown as of the writing of this Plan, it is always important to consult reputable sources to verify this information prior to the purchase of real estate or any development-related activities.

Sourcewater Protection

Approximately 27% of the Downtown lies within the City's Excellent Recharge Area, designated by the State's Department of Natural Resources and Environmental Control (DNREC). A portion of the southernmost parcel in the Downtown also contains Wellhead Protection Area. The areas affected can be seen on *Map 7. Environmental Features*. Harrington adopted a Source Water Protection Ordinance, Chapter 350 of the City Code, in 2008 in order to meet requirements of the State Source Water Protection Act of 2001. The purpose of Harrington's Source Water Protection Ordinance is to ensure that land use activities are conducted in such a way as to minimize the impact on, and reduce the risk of contamination to, excellent groundwater recharge areas and wellhead protection areas, which are the source for public drinking water in the City.

Per the City's Source Water Protection Ordinance, underground and aboveground storage tanks would be prohibited in these areas, as well as junk yards, scrap yards, salvage yards, mines and gravel pits; however, these latter uses are not ones that would be conducive to a traditional downtown environment regardless. New development in these areas is limited in the amount of gross impervious cover that is created; however, this threshold may be exceeded if stormwater is treated according to green technology best management practices to remove contaminants and if roof drains are discharged into underground recharge systems or onto permeable surfaces. This is not a complete list of requirements for development within Source Water Protection Areas and, thus, Chapter 350 of the City Code should be consulted accordingly.

Historic Preservation

The 2013 Comprehensive Land Use Plan entertained the notion of creating three historic districts, one of which could include a large portion of the Downtown. Although the City did not intend to impose historic preservation by ordinance under that Comprehensive Plan, the City Council noted its willingness to work with property owners or private groups to recognize properties that are of significance to the community, the State, and the Nation. If requested to assist private preservation efforts, the City will support property owners' requests for federal funding for historic preservation or designation of the potential districts.

One potential district called out in the Comprehensive Plan, the largest of the three proposed in that Plan, could extend along Delaware Avenue and Railroad Avenue. Potential boundaries are described as North Street and Simmons Road on the north, Delaware Avenue on the east, Reese Avenue on the south, and West Street on the west. Areas of interest include Calvin, Dorman, and Commerce Streets. The area is representative of urbanization and early suburbanization from 1880 to 1940. The potential historic district retains its physical integrity as the density remains the same as when it was first built.

One property in Harrington is currently listed on the National Register of Historic Places, St. Stephen's Protestant Episcopal Church, and can be found within the Downtown on Fleming Street. Today, the former church is now part of the Harrington Historical Society complex and is home to the Society's library as well as many museum displays.

St. Stephens Protestant Episcopal Church. Source: Delaware Public Archives

St. Stephen's Church, as it now looks, is used as part of the Harrington Historical Society complex. As of April 2016, it is the only property in the City of Harrington that is listed on the National Register of Historic Places.

Many other symbols of Harrington's history existing throughout the Downtown:

A sign, located at the corner of Commerce Street, Mechanic Street, Hanley Street, and Railroad Avenue, marks the location of historic "Clark's Corner".

A sign, located at the Harrington Post Office, commemorates the "First Rural Free Delivery Route," beginning in Delaware on October 3, 1898 with the establishment of a route originating in Harrington. Joseph G. Peckham was appointed to serve as carrier. The route was 17.25 miles long and approximately 600 families were served.

Physical, Public Realm & Walkability

Connectivity & Walkability

The City is located at the intersection of two major arterial roads - U.S. Route 13 and State Route 14. Route 13 connects commuters to Dover and Seaford and Route 14 to neighboring Milford. This location and proximity to major access routes provides convenient access to surrounding communities, which is a key asset and offers an opportunity for bringing additional people into the Downtown.

Harrington's Downtown has not experienced major traffic problems, unlike other nearby towns, since the majority of the regional traffic travels on Route 13; however, it is important that the Downtown continues to attract a segment of highway travelers and not only local residents in order to remain prosperous. One problem the Downtown does experience is the local railroad stopping the flow of traffic daily as the train crosses the street and/or stops at the station. *Map 8. Transportation* shows the road, sidewalk, and bike route network within and surrounding the Downtown.

The Downtown has existing pedestrian-friendly

characteristics, such as being small and compact, having an extensive sidewalk network, and motorists generally having high visibility at intersections and pedestrian crossings. In addition, while not a traditional gridded street pattern, the Downtown's streets were laid out at nearly 90- and 45-degree angles, making them fairly easy to navigate. The Downtown streets also connect very well to the adjacent residential neighborhoods with their abundant sidewalk network.

The largest block is approximately 500' by 350', making them easily traversable; however, the addition of crosswalks at intersections and/or mid-block crosswalks could be considered in more highly trafficked areas. One feature that does distract from the Downtown's connectivity are two one-way streets, Dorman Street and Fleming Street. These are relatively narrow streets that do allow parallel parking, but are not wide enough to allow for two-way traffic. These streets do closely parallel one another and do not offer so much of an inconvenience to the Downtown as to be detrimental.
Although the Downtown does exhibit positive connectivity and walkability in general, there is a lack of streetscape amenities (e.g., street trees, greenery, benches) that can contribute to the streets feeling wider and ultimately make pedestrians less comfortable.

Curb bump-outs and on-street parking are effective traffic calming measures. A Downtown business has chosen to decorate this particular bump-out with a colorful display of furniture, further adding to the appeal of the adjacent store, while still maintaining a free-flowing pedestrian walkway.

The wide turning radius and "right turn keep moving" sign at the Downtown's main intersection is designed for vehicles to maintain speed. The wide radius also creates a long pedestrian crossing. Intersections such as these can be confusing for visitors who are not familiar with the area.

Sidewalks & Biking

The City wishes to encourage foot traffic by making the streets more pedestrian-friendly, beautifying the public realm, and promoting public safety through street activity. The City has been advancing placemaking strategies that promote pedestrian activity and retaining and attracting neighborhood scale businesses. Examples of this include upgrading street lighting and crosswalk, sidewalk, and curbing improvements (information about these improvements can be found in Chapter One under *Public Investments*).

Downtown sidewalk in a predominantly residential area in need of repair.

Sidewalk in a predominantly commercial area that has been improved as part of the Downtown Streetscape Improvement project.

Map 8. Transportation displays the locations of sidewalks within and connecting to the Downtown. In general, the sidewalks in the Downtown are in good condition and are well-maintained. The 2013 Comprehensive Land Use Plan (discussed in Chapter One) includes the results of a sidewalk inventory and study prepared by the Dover/Kent County Metropolitan Planning Organization, which shows missing sidewalks and needed repairs, and makes recommendations for construction or improvement based on priority levels. The highest priorities were streets in the City that lacked a sidewalk on either side of the street and streets that were closer to the Downtown. There were no sidewalks in the Downtown that were categorized as a high priority. A mid-priority area existed on Hanley Street from Mispillion Street to Clark Street. The City received funding to reconstruct some of the sidewalks in the Downtown (information about these improvements can be found in Chapter One under *Public Investments*). The project enhanced the Downtown character as well as included Americans with Disabilities Act compliance.

The Transportation Map (*Map 8*) shows that the State of Delaware has identified Clark Street, Commerce Street, and West Street as bicycling routes; however, Clark Street is the only street that has been designated as having a "bikeway". A bikeway, in these terms, means that the street includes shoulders and wide outside lanes, which may or may not be marked and signed as bike routes and, as such, cyclists should be alert for occasional turn lanes in these areas. Clark Street has not been marked and signed as a bike route within the City of Harrington. As Figure 3 shows, Clark Street also experiences high traffic volume, with over 5,000 vehicles daily and so cyclists should take care when traveling on this roadway.

As the downtown provides a greater regional draw, it will be important to continue to maintain sidewalks and enhance traffic calming measures that offer cyclists and pedestrians comfort, safety, and convenience.

Delaware Avenue, near the Downtown boundary. A "Share the Road" sign has good intentions; however, a designated bike lane or shared lane markings would be more beneficial. Delaware Avenue is a State-maintained and regulated roadway.

Figure 3. Bicycle Map

Source: Delaware Bicycle Maps, Delaware Bicycle Council

Bus Route

The DART Harrington-Dover Bus Route 117 currently runs Monday-Friday connecting the Delaware State Fairgrounds and Dover. There is one bus stop located within the Downtown at Delaware Avenue just north of Clark Street. There are two other bus stop locations within the City: Clark's Corner and US 13 at Delaware State Fairgrounds. Current buses operate leaving Downtown Harrington to Dover from 5:38 a.m. until 8:37 p.m. at this location. Routes leave Dover and arrive at the Downtown location from 8:11 a.m. until 10:11 p.m. Route 117 stops can easily connect with other bus services to New Castle and Sussex County locations. The route and times should be verified before relying on this information to secure public transportation, as the bus route is subject to change. The U.S. Census indicates that the majority of Harrington residents commute using private vehicles rather than alternative forms of transportation.

Figure 4. DART Route 117

Source: DART First State

A DART bus passing through the Downtown.

Harrington's Downtown bus stop is located on Delaware Avenue. Its location is marked by the sign posted on the electric pole, shown on the right side of this photo.

Railroad

A railroad operated by the Norfolk Southern Railroad divides the Downtown, impeding connectivity and limiting movement. There is only one crossing in the Downtown at Clark Street. Since it is difficult to obtain approval for new at-grade crossings of a main railroad line, any additional crossing, vehicular or pedestrian, will not be likely. While the railroad limits mobility in the Downtown, it is also a significant part of the City's heritage. The Railroad Museum and the rail lands south of Clark Street offer a historical context and character to the Downtown. The 2013 Comprehensive Land Use Plan recommends improvements to the tracks in order to better blend in with the Downtown character. The Comprehensive Plan also states that the City strongly supports and encourages commuter rail service with a stop in Harrington.

The railroad station recently underwent exterior renovations, which improved the aesthetic quality of the building. As the building is located in the Downtown's northern gateway, this renovation was a needed and appreciated improvement to the site; however, the City would still like to work with Norfolk Southern to devise a plan for improving the entire site.

The Norfolk Railroad Station - before renovations (above) and after (below).

The railroad station is located in the middle of the Downtown and is in need of improvements, specifically around the pedestrian areas to include Railroad Avenue and the Delaware Avenue gateway. These improvements could range from planter boxes, designated parking improvement areas, as well as green open areas. This area is currently looked upon more as a manufacturing and/or storage yard than a Downtown gateway, something the City is hoping to change.

The Norfolk Southern Railroad runs north-south through the Downtown. While the railroad at times limits both vehicular and pedestrian/cyclist mobility in the Downtown, it also offers historical context and character to the District. In the first photo to the left, a train passes by the station. In the upper photo, a caboose sits outside of the Train Museum, located on Hanley Street, adjacent to the working rail line. In the lower photo, a railroad crossing sign and arm is located at the only crossing on Clark Street.

Gateways & Streetscapes

It is a goal of the City to reinforce the Downtown's identity with attractive gateways at its edges. Improved gateways are an important aspect of downtowns, as they help to define identity, signify

to travelers that they have entered an historic area, and instill a sense of place and civic pride. Potential strategic gateways for Harrington's Downtown include Commerce Street, Clark Street, and Delaware Avenue.

Commerce Street Gateway
The intersection at Commerce Street and Mispillion Street offers a prominent gateway. Here, the City transitions from residential to non-residential uses, includes the architecturally prominent Trinity United Methodist Church, and is the location where 'Main Street' streetscape improvements begin such as crosswalks, curb ramps, and street lighting. An area of concern is the appearance of the other Downtown entrances.

Clark Street Gateway
The intersection of Clark Street and East Street also offers a prominent gateway. This gateway begins with a residential area, then transitions to vacant lots and a mix of residential and neighborhood uses such as the Connections complex.

Delaware Avenue Gateway
Travelers entering the Downtown on Delaware Avenue and Clark Street first see vacant areas and an under-maintained railroad station with "no trespassing" signs. There is no sense of arrival into a historic and revitalizing Downtown; however, just past the railroad, the well-maintained intersection at Commerce Street and the historic bank become an appealing focal point.

Downtown Streetscapes
The Downtown, particularly Commerce Street, has a distinct streetscape and architectural features that help create a unique identity and character, and that exemplify a traditional historic downtown. The key streetscape features in the Downtown include the historic brick strip in the sidewalks, pedestrian scale street lighting, red brick buildings, and other distinguishable architecture. Interesting signage, attractive window displays, and sidewalk furnishings placed by business owners also add character and charm. Buildings in the commercial core are generally built up to the sidewalk, anchor the intersection corners, and are within close proximity to one another. All of these factors contribute in defining the streetscape as a public realm and create a more interesting and pedestrian-friendly environment.

Window displays, street furniture, and plantings help soften a building's mass and bulk, and help to create a more inviting public streetscape.

Creative signage and detail adds visual appeal to an otherwise blank brick wall.

Further south on Commerce Street, between Dorman Street and the Downtown boundary at Mispillion Street, there are mixed-use and single-family residential homes that further add to the Downtown's unique architecture and small town historic character, contributing to an attractive gateway.

The McKnalt Carpenter & Baker Funeral Home, located on Commerce Street, reflects the traditional residential architecture found in the Downtown, which has been preserved and enhanced through adaptive reuse. This preservation and reuse helps to characterize the Downtown.

Open Space

There are four open space and recreational areas totaling just under one acre and 3% of the total Downtown area: Freedom Park on Mechanic Street; privately owned lands on Commerce Street; the Farmers' Market on Commerce Street; and a privately owned playground that was once part of a daycare located in Spartan Station at the corner of Mill Street and East Street. When available to the public, these amenities are key assets and opportunities as they offer residents and visitors a gathering space for community events and programs and another place to visit while in the Downtown.

What could have been a large parking area is being used as a public space. This small shed is also the site of Santa's House when he comes to visit Harrington's Downtown each December. During other times of the year, it is used as a small picnic area adjacent to the Harrington Florist & Cakery.

The Downtown Harrington Farmers' Market, located in a once-vacant lot on Commerce Street, is open on Saturdays May through September. The sign posted onsite will have opening and closing days listed, as well as times of operation.

Located on the corner of Fleming Street and Mechanic Street, Freedom Park was once a vacant lot filled with broken pieces of concrete and weeds, used as an overflow parking lot for the area. It is now used as a centrally located Downtown park that can provide a location for multiple community events.

Parking

There are large expanses of parking covering a significant portion of the Downtown. The total parking area, including the driveways and driving aisles, is approximately 5 acres and comprises 15% of the total Downtown area.

Off-street parking for existing structures are provided for several parcels; however, many structures cover the majority of their associated lots and cannot meet the parking requirements. In addition, many of the streets in the Downtown have available on-street parking on at least one side. The majority of Downtown customers park in the two bank parking areas and walk to multiple locations; however, these lots are not designated as shared or satellite parking areas. The parking supply appears to exceed demand, as there is often on-street and off-street parking spaces available during the day and night. In fact, most parking areas are predominantly vacant in the Downtown during daytime and evening hours unless an organized event is taking place.

While this is a privately-owned parking lot located between Commerce Street and Hanley Street, it is often underutilized.

Some parking areas in the Downtown are not improved with pavement, striping, or curbing. Some of these private, undesignated, and unimproved parking areas are along the public street, creating visual blight and use valuable land that could have higher and more beneficial uses. Since there does not appear to be an imminent issue with parking supply, there is an opportunity to redevelop the underutilized lots.

The City's parking regulations require parking lots to be located behind or to the side of the primary structure, require connections from public sidewalks to parking lots, and in some cases require vehicular connections between adjacent lots. Commercial parking lots are also required to have screening, landscaping, and adequate circulation and dimensions. Non-residential uses are required to have one off-street parking space for a prescribed amount of building square footage. In order to eliminate the potential undue burden of complying with the parking requirements for property owners and developers, alternatives and credits are offered toward complying with the regulations. Since many private lots and on-street spaces are under capacity, there is an opportunity to allow off-site parking lots, on-street parking, and shared parking

arrangements to be counted toward the required amount of spaces. Property owners and prospective developers should be made aware of these parking alternatives and credits.

Map 9. Downtown Parking shows off-street parking lots, both private and public, that contain five or more spaces. This map clearly shows an abundance of off-street parking for customers and employees, some on parking areas that have not enforced private use only. It is necessary for dwelling units to provide off-street parking so the tenants and/or property owners can have guaranteed on-site parking.

The City is fortunate in the fact that they have areas that can be improved along Hanley Street and Railroad Avenue to provide on-street parking within the Downtown area and in close walking proximity to so many of the Downtown businesses. This is a high priority redevelopment area that could include Norfolk Southern Railroad as a partner. Improvements can be made in these areas for pedestrian connectivity, lighting, benches, walking tours, and on-street parking. The City Planning Consultant also recommended walking tour signs within these two areas demonstrating the railroad's history within the City. It could be further designed where the benches, bike racks, and signs are in the form of a train or represent the train theme on the amenities. The installed light poles could include banners along the areas extending the railroad branding theme. This should be master planned in order to maximize the potential design and funding opportunities.

Economic & Market Analysis

Downtown Jobs

According to the U.S. Census Bureau's Center for Economic Studies, there were 17 people living in the Downtown who held primary jobs in 2013. Sixty-five percent (65%) of these were aged 30 to 54. Downtown citizens held jobs in the industries listed in Table 5.

Table 5. Industries Represented by Downtown Residents

Industry	%
Arts, Entertainment & Recreation	23.5%
Manufacturing	23.5%
Public Administration	17.6%
Retail Trade	11.8%
Agriculture, Forestry, Fishing & Hunting	5.9%
Educational Services	5.9%
Health Care & Social Assistance	5.9%
Transportation & Warehousing	5.9%

None of these residents actually worked within the Downtown, although 65% worked less than 10 miles from their home. Figure 5 shows the distance and direction residents travel to work. Table 6 accounts for the top locations where residents work. In contrast, 26 people held jobs in the Downtown who commuted from outside the area. 38.5% of these workers traveled less than 10 miles to arrive at their jobs. The same percentage traveled 10 to 24 miles to arrive. One person traveled more than 50 miles.

Figure 5. Downtown Resident Jobs by Distance & Direction, 2013

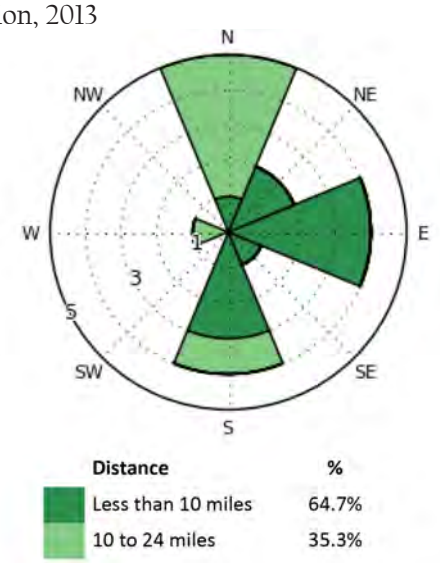


Table 6. Downtown Resident Top Job Locations

Place	%
Dover, DE	11.8%
Milford, DE	11.8%
Camden, DE	5.9%
Harrington, DE	5.9%
Highland Acres, DE	5.9%

Figure 6 shows the distance and direction workers travel to get to the Downtown for their job. Table 7 accounts for the top locations from where workers originate.

Figure 6. Downtown Workers' Origins by Distance & Direction, 2013

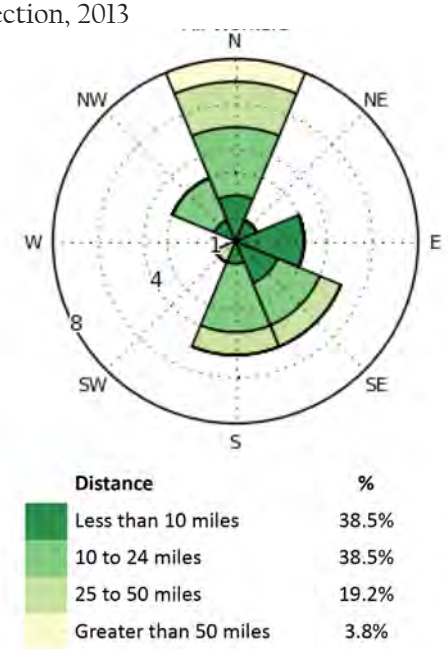
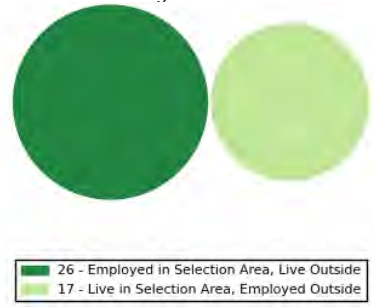


Table 7. Downtown Workers' Top Origin Locations

Place	%
Harrington, DE	11.5%
Dover, DE	3.8%
Laurel, DE	3.8%
Carneys Point, NJ	3.8%

As shown in Figure 7, there is an imbalance between the number of people who are employed within the Downtown who live outside the area and the number of people who live within the Downtown who work outside the area. This is important to be aware of for the Downtown to become a successful live-work-play community. Since this is indeed one of the goals, the City and its partners should aim to have a more balanced inflow/outflow count in the future - or at least try to capture some of the downtown employees in the Downtown.

Figure 7. Downtown Job Inflow/Outflow, 2013



SWOT Analysis

The SWOT analysis is a strategic balance sheet that includes lists of the Downtown's strengths, weaknesses, opportunities, and threats. The purpose of outlining this information is to help the City understand the Downtown from an unbiased perspective. The benefits of a SWOT analysis are that it provides learning and knowledge critical to the Downtown's vitality and prosperity. This information was gathered over the course of several Task Force meetings, the downtown survey, public outreach, and background research.

Items from the Downtown SWOT analysis can be found on the next page. This information was used to help create the goals, objectives, and strategies found in Chapter Four. The SWOT Analysis form shown below was a homework assignment for the Downtown Task Force, reviewed and updated at each Task Force meeting.

DOWNTOWN DEVELOPMENT DISTRICT PLAN: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

CITY OF HARRINGTON DELAWARE

KCI TECHNOLOGIES

Figure 8. SWOT Analysis

Strengths	Weaknesses
● ADA compliant sidewalks are required for all new residential construction and development ● 2013 Comprehensive Land Use Plan was adopted ● Farmers' Market has been in operation in the Downtown since the summer of 2011 ● The Senior Center, located within the Downtown, provides healthy meals, physical activity classes, transportation, health screenings, and educational/awareness programs ● Caring business owners and tenants ● Seasonal window and sidewalk displays ● Ongoing streetscape improvements ● Neighborhood community presence ● Ongoing curb appeal improvements ● Freedom Park location ● Central location ● Low taxes ● Truck bypass ● Space availability ● Rail system ● Public utilities ● DART bus stop location ● Walkability ● Public library nearby ● Museums open to the public ● Availability of parking ● Emergency services (Police, EMS, Paramedics, Fire) ● Easy planning process ● Friendly City staff ● Parks & Rec ● Only railroad tower in Delaware ● Great housing stock ● Variety of businesses ● "Main Street" program ● Council desire to see City grow	● There is not a comprehensive Downtown bicycle and pedestrian plan in place ● Railroad tracks and station - improvements needed to blend with the Downtown character ● Lack of overall character and maintenance ● Overall structure and curb appeal improvements lacking ● Lack of signage for Downtown directory/map of merchants ● Lack of signage for truck bypass ● Signage needed to direct people to available parking ● Lack of public involvement ● Lack of employment ● Lack of promotion ● Lack of community events ● Lack of stakeholder organizations ● Lack of positivity - looking to the next person ● Lack of unity - positive message ● Communication - difficult to find information, especially if one does not use social media/internet ● Rental vs. homeownership rate ● City Council divided on how and where City should grow ● Aesthetics ● Railroad Avenue appearance ● Signage at Commerce & Clark Street intersection
Opportunities	**Threats**
● Harrington Healthy Community Partnership Team has been in place since 2010 ● Farmers' Market promotion and expansion ● Neighborhood community presence ● Central community event location ● Ongoing streetscape improvements ● Ongoing curb appeal improvements ● Vacant buildings within the Downtown area could provide window displays ● Downtown business organization with local business officers and oversight ● Downtown merchant involvement for community events and seasonal decorations ● Ability to reroute traffic to truck bypass for Downtown events ● Railroad/historic train ● Provision of kiosk/map for Downtown information ● Harrington's history (e.g., 100th ____) ● Expand business offerings ● Learning from each other - making connections (stakeholder outreach program) ● Willing to work together to support Downtown advertisement ● Aesthetic issues are easy to fix ● Vacant buildings/storefronts do not have to look vacant ● Design standards/accountability ● "Good/Nice letters" --> City of Salisbury example ● Beautification Committee ● "Enterprise Club" --> mini Shark Tank ● Need something to make people want to get out of their vehicle	● Vacant buildings within the Downtown area are not provided with ongoing maintenance ● Crumbling infrastructure ● Future demand for infrastructure ● Lack of unity ● U.S. Route 13 ● Aesthetics can make some areas look scary

Chapter Three.

Downtown Harrington - The Vision

In order for the Downtown Plan to properly create a vision for the future, research was conducted to see what the past held, learned the needs of the present, and created changes for the future. John F. Kennedy presented two great quotes that pertain to the visions of the Plan:

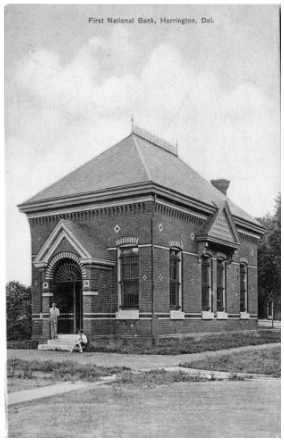
"CHANGE is the law of life and those who look only to the past or present are certain to miss the future."

"Those who look only to the past or the present are certain to miss the future."

As show below, older Harrington images were found thanks to the Delaware Public Archives, along with photos near the relevant location taken by KCI. They clearly show the path from past to the present.

Commerce Street and Clark Street intersection looking south.

Corner of Clark Street and Commerce Street - U.S. Post Office



Clark Street and Mechanic Street intersection - formerly the First National Bank, now Community Christian Church.

Clark Street view looking north - Norfolk Southern Railroad Train Station

Corner of Commerce Street and West Mispillion Street - Trinity United Methodist Church

Fleming Street - St. Stephen's Protestant Church (recently placed on the National Register of Historic Places)

Corner of Clark Street and East Street - Formerly the Acme Super Market (above) and Spartan Station; now, Connections Community Support Programs, Inc. (below)

Commerce Street and Dorman Street intersection. View looking north on Commerce Street.

Commerce Street looking north toward Downtown

As seen on the map above, Harrington was and still is

"The Hub of Delaware"

After almost a year of studying, planning, and gathering ideas and input from the community in the Downtown planning process, eight core visions emerged for Downtown Harrington:

One.
Downtown is a place where **people come to play, work, shop, and live** – a vibrant and important community gathering place.

Two.
Downtown is **safe and friendly** for people of all ages, income levels, and cultures.

Three.
Downtown is an **economic engine for the City**, promoting a diverse economic environment that supports local entrepreneurial ventures.

Four.
Downtown is a **successful and desirable neighborhood** with a variety of housing choices and a mix of uses.

Five.
Downtown **values its historic buildings** and encourages **compatible, high-quality new construction**.

Six.
Downtown's streets safely accommodate **many modes of travel**: pedestrians, bicycles, automobiles, transit, and freight.

Seven.
Downtown's **streetscape is active and comfortable day and night**, with pedestrian-scale lighting, landscaping, seating, and other coordinated amenities that establish a distinct identity.

Eight.
Downtown has **thriving public events** that are local and regional destinations.

Chapter Four.

Downtown Harrington - The Goals, Objectives & Strategies

This chapter lays out an integrated, holistic plan for improving the Downtown by addressing ten key issues. In many cases, these issues overlap - for example, the lack of activity in the Downtown is partially the result of the limited number of businesses. Similarly, many of the strategies proposed address more than one issue - for example, a strategy that generates additional activity in the Downtown may also involve youth and students as well as bringing potential customers for businesses.

The chapter is organized around the ten issues. Each topic is established around a broad goal - a statement of what the community wants to achieve in the long term with respect to the Downtown. The goals reflect the Vision for Downtown, found in Chapter Three. The chapter also sets out objectives related to each of the ten goals. These objectives are statements of what needs to be done for the community to move forward toward achieving the goal. For each objective, the chapter then sets out specific **strategies** - projects or activities - that contribute to accomplishing the stated objective.

This Plan describes many of the proposed actions in detail to ensure that various groups or organizations that may carry out the different strategies in the future understand the thinking that went into the Plan. This should enable them to carry out the intent of the Plan even if the actual strategy is modified to better reflect the situation when the strategy is implemented or to capitalize on new opportunities.

Goal No. 1

Strengthen **residential** neighborhoods, with an emphasis on encouraging homeownership, rehabilitating older buildings, maintaining the existing character, and avoiding incompatible development.

Background | A strong and robust Downtown residential population is critical to the overall health and vitality of the area. Downtown residents provide a steady and consistent clientele for the retail, service, dining, and entertainment uses found Downtown and create around-the-clock vibrancy for the area.

Downtown is home to a dynamic population that spans a wide range of ages and incomes. Each segment of the population has a diverse set of housing needs and preferences that should be reflected in the types of housing provided. There are various types of housing options that can meet a diverse Downtown housing market. General categories include upper floor rental units, apartment buildings, townhouses, live/work spaces, and single-family residences. These options typically involve re-using existing buildings as well as in-fill construction on vacant or underutilized properties.

Placing residents within close proximity to jobs and amenities increases street level activity and creates a vibrant environment throughout the Downtown. Public and private entities should work together to identify housing needs and preferences and foster partnerships to meet these needs.

Objective

Improve and expand the overall housing stock to provide for and attract both older and younger household populations, thereby supporting all household incomes in the Downtown.

Strategy
Continually evaluate zoning and land use regulations to ensure policies allow for and encourage Downtown housing in the form of rehabilitation and preservation of existing buildings, infill development, and new construction.

Strategy
Actively monitor the condition of existing housing and enforce the City's Property Maintenance Code.

Strategy
Create a clearinghouse, database, and/or promotional brochure of existing residential financing options and incentives.

Goal No. 2

Create a **Downtown** where shops, banks, and other traditional businesses flourish alongside creative enterprises in a friendly, lively, and successful atmosphere.

Background | To achieve our vision of the Downtown, existing businesses need to be more successful and additional businesses that build on the Downtown's strengths need to be attracted to the area. This will require a focused effort to attract new customers to

Downtown and to promote Downtown as a desirable place to do business. The City must think in terms of marketing Downtown as well as its individual businesses to both consumers and to business people.

Downtown functions in a regional economy - it competes with other commercial centers for customers' spending. It also competes with other locations to attract and retain businesses. As the regional economy has evolved over the last few decades, customers for downtown businesses have been siphoned off, first by big box retailers and then by new retail centers. For Downtown to prosper, it has to reestablish a niche in the larger regional economy. Downtown Harrington offers a unique set of opportunities including its small-town historic character, convenient access, and the availability of moderate cost space - successful revitalization must build on those opportunities.

Objective

Identify and support an organization to lead and champion Downtown revitalization.

Strategy

Establish a formal Downtown Merchants' Association within the City of Harrington to foster new development and redevelopment Downtown and to help implement the goals, objectives, and strategies identified in this Plan.

Strategy

Develop a comprehensive marketing and branding strategy for Downtown revitalization.

Downtown Harrington lacks a clear identity in the minds of the public. While the City has a logo - the Hub of Delaware - Downtown is simply downtown. A program should be undertaken to develop a "brand" for the Downtown that creates a clear identity for the area while reflecting the core values of the community. This "brand" should then be used in a comprehensive marketing program.

Strategy

Establish an ongoing program of retail promotions to encourage consumers to use Downtown businesses.

Businesses within Downtown Harrington periodically conduct retail promotion activities to attract customers to Downtown and increase sales. An ongoing program of retail promotions should be undertaken including consideration of the following types of activities:

- Develop targeted retail promotions aimed at specific consumer groups such as Downtown workers or people who live in Downtown or other specific area
- Develop cluster cross-business referral discount programs where customers who make purchases at Downtown businesses receive discounts on other purchases made at participating businesses in the Downtown
- Assist local businesses to participate in existing internet discount coupon programs such as Living Social or Groupon

Strategy

Establish a system for connecting potential businesses with property owners.

Objective

Improve the economic vitality of existing Downtown businesses.

The economic vitality of Downtown is dependent on people spending money in Downtown businesses and on activities located there.

Strategy

Increase the awareness of Downtown businesses by creating an internet business directory and map.

To provide people with up-to-date information about what is available in the Downtown, a web-based business directory should be established and regularly updated. This directory should categorize businesses by the goods and services they provide. For each business, the site should provide information about the business, provide a link to a map showing the location of the business, and a link to the business' website if they have one.

Strategy

Support the Buy Local program.

Most Downtown businesses are, and likely will continue to be, locally-owned independent businesses. The State of Delaware has a Buy Local program. Downtown businesses and improvement activities should support the Buy Local program and encourage area residents and visitors to think about buying "locally" when they make purchases.

Objective

Increase the number and diversity/variety of businesses and other uses in the Downtown.

As the Downtown has struggled in recent years, both the number and diversity of retail businesses and services has decreased. A key component of this Plan involves increasing the number and diversity of businesses in the Downtown.

Strategy

Undertake a targeted business recruitment program.

Attracting new businesses and uses to the Downtown should be a shared responsibility. On one hand, the primary responsibility rests with the property owners who have space to rent or sell, but the Downtown Merchants' Association and City can also play a role in identifying and recruiting potential tenants. Typically, business recruitment involves advertising and responding to inquiries. A proactive targeted business recruitment program should be undertaken to interest businesses and other organizations to move to Downtown. This program could include the following types of activities:

- Develop recruiting materials and a welcome packet that provide information about the current business mix, the market, space costs and availability, and the sources of assistance
- Develop a "How to Start a Business in Harrington Guide"
- Establish a group of "business ambassadors" consisting of Downtown business and property owners and others who are involved in Downtown who will agree to be involved in the actual recruiting process and meet with people who are interested in Downtown
- Identify potential targets - individuals, businesses, or organizations - focusing on the following groups:
  - independent, locally-owned enterprises
  - businesses that are not located in Harrington and might be potentially interested in relocating from another location
  - businesses that are located outside of Harrington that may have the potential to open an additional location in Harrington
  - home-based entrepreneurs/businesses in the Harrington area that may be ready to open a full-time business
  - potential business owners who are interested in the Downtown
- Do background research about each identified target to learn about their business and space situation in preparation for an informed contact
- Personally contact each target to talk about Downtown Harrington, explain what it has to offer as a location, and provide targets with a welcome packet and other information about the community and Downtown
- Maintain ongoing contact with people who may be interested in Downtown in the future but who are not yet ready to make a space commitment

Strategy

Establish a system for connecting potential businesses with property owners.

A number of different people own buildings in Downtown and various people handle the rental of space in those buildings. When people are identified who have an interest in Downtown, making the connection to the property owners is a key step. A central listing of available space in Downtown should be created and maintained, and a system for connecting potential tenants with property owners established.

Strategy

Gradually add retail space that capitalizes on new, higher income residents and employees, as

their numbers increase.

Strategy
Encourage the development of niche businesses.

There is an opportunity for Downtown businesses that provide shopping experiences and goods or services that are unique. Niche retail establishments that offer high quality products that are locally produced or have qualities that are "uniquely Harrington" can appeal to both tourists and the local community. Also, providing interesting, enjoyable, and unique shopping experiences can have great appeal.

Strategy
Encourage sit down restaurants with outdoor seating areas.

The City should provide opportunities for outdoor dining and gathering spaces that promote active and lively streetscape environments. Appropriate sidewalk widths will have to be provided in order to accommodate small dining tables without restricting pedestrian flow. Revisions may be required to allow restaurants to operate outdoor dining within the public right-of-way. Temporary, low-level decorative barriers that also incorporate planter boxes should be used to separate dining from pedestrian through-traffic on the sidewalk.

Strategy
Encourage personal service businesses to locate within the Downtown.

Objective
Attract new private and public investment.

Strategy
Evaluate existing incentive programs and create additional incentive programs, as appropriate.

Strategy
Strengthen the relationship with supportive economic development based organizations with extended resources to ensure the Downtown's vacant structures and lots are being marketed and occupied with investments.

Objective
Encourage and support businesses, nonprofits, government, and citizens working together to attain common goals and fully capitalize on the Downtown's resources.

Strategy
Market the Downtown for customers and businesses, including joint marketing and promotions among businesses and special events.

Strategy
Assist in marketing walkability and community events with local merchants.

Strategy
Encourage businesses of similar types to standardize hours of operation to provide a more coordinated and cohesive Downtown and a more consistent and predictable environment for visitors and patrons.

Strategy
Focus on enhancing the characteristics that set Downtown apart from other places in the City.

The U.S. Route 13 highway commercial corridor is more auto-oriented and occupied by businesses that need to attract and accommodate vehicle traffic. Downtown can also accommodate and attract vehicle traffic, but what makes it unique is that it is also a good place to get out of the car and walk around. Economic activity can be enhanced by improving pedestrian infrastructure and providing interesting experiences through public art, architecture, and urban design throughout the Downtown. Rather than view Downtown as being in competition with the highway commercial corridor, it should be seen as an opportunity to have complementary and unique commercial neighborhoods.

Objective
Promote a balanced mix of service, restaurant, retail, public, and residential uses.

Objective
Encourage infill while preserving and strengthening the existing Downtown character.

Goal No. 3

Preserve **natural and cultural resources** by encouraging the appropriate preservation and/or reuse of older buildings and sites and the protection of environmentally sensitive resources.

Background | The Downtown has an opportunity to become a leader in transitioning to a greener economy. This includes opportunities to increase the rate of recycling among Downtown residents and businesses as well as to reduce overall energy use. In its past, Downtown Harrington was a walkable community where people shopped Downtown and lived in the surrounding residential neighborhoods. Over the years, some of these things have changed; however, the Downtown has the potential to recapture more of a mixed-use character with employment, shopping, services, and housing all available in a compact area.

Objective
Encourage the appropriate reuse of older buildings, particularly including the rehabilitation of historically or architecturally significant buildings.

Objective
Protect the amounts and quality of groundwater and promote groundwater recharge.

Sustainability and best management practices (BMPs) should play a larger role in future development, redevelopment, and improvements to reduce stormwater runoff. The following are sustainable practices and applications that should be considered for future development, redevelopment and improvements in the Downtown.

Strategy
Investigate the use of permeable pavers and porous asphalt in new parking lot construction to reduce stormwater runoff, especially in designated Source Water Protection Areas.

Strategy
Encourage the use of native plant material.

Strategy
Increase the urban tree canopy.

Strategy
Encourage biodiversity.

Strategy
Use bioswales, bioretention, and rain gardens in new development, parking lots, and the public right-of-way to reduce stormwater runoff.

Objective
Encourage the Downtown to be a model green community that fosters environmentally sound practices.

Strategy
Promote recycling among Downtown businesses and residents.

An informational program should be conducted to inform property owners, businesses, and residents about the benefit of recycling and to encourage them to utilize the substation.

Strategy
Encourage the Downtown to be a model for City recycling efforts by increasing the share of the wastes generated by Downtown businesses and residents that are recycled.

Strategy
Promote programs to improve the energy efficiency of Downtown buildings and infrastructure.

The Sustainable Energy Utility (and other State agencies) offers a number of loan, grant, and technical assistance programs to assist both residential and non-residential property owners and businesses reduce their energy use. A program should be developed to make people in the Downtown aware of these programs and to help them participate in these programs. This could include making program information available, holding workshops, and providing one-on-one assistance.

Goal No. 4

Improve the **appearance** of the Downtown's public and private realm.

Background | The appearance of an area influences how people feel about it. If the area is attractive, clean, and well-maintained, it creates a positive, inviting feeling. Conversely, if the area is rundown and poorly maintained, it is a deterrent to people coming to the area. The basic infrastructure of Downtown Harrington (or the bones) is quite attractive. Commerce Street is lined with older buildings that in large measure have retained their basic character. The location of buildings at the back of the sidewalk is consistent, and reasonably intact, with a few exceptions. The City recently undertook streetscape improvements that upgraded portions of the Downtown with improved sidewalks and new ornamental street lighting. A number of storefronts have also been improved.

In spite of its "good bones" and prior improvement efforts, the appearance of the Downtown is not as inviting and welcoming as it could be. Both the public infrastructure and private buildings need to be "spruced up" to make the Downtown more attractive. While the historic character of buildings should be maintained and enhanced, Downtown should be "brightened up" with the addition of more color to buildings.

Objective
Provide and support streetscapes that foster a sense of place, civic pride, belonging, and accessibility for all members of the community.

Strategy
Establish a volunteer-based Downtown clean-up/beautification day and/or program.

Strategy
Coordinate existing efforts to provide greenery and flowers in the Downtown.

Efforts should be made to regularly provide greenery and flowers throughout the Downtown. The use of planters and appropriate species of street trees should be investigated.

Strategy
Develop a public art program for Downtown improvements.

Public art can enhance the Downtown environment and highlight a creative economy. The City should include public art in downtown improvement projects at appropriate locations. A focus of this program could be to tap into a local Harrington artist.

Strategy
Extend streetscape improvements and street lighting throughout the Downtown.

Strategy
Continue to support the improvements and events at Freedom Park.

Strategy
Increase property maintenance and zoning enforcement throughout the Downtown.

Objective
Enhance the visual appearance of the City-maintained buildings in the Downtown.

Objective
Integrate the railroad station and tracks into the Downtown's character.

Objective
Seek to extend the best features of existing development into newer development and promote compatible infill development into the Downtown. Promote new construction that extends the community's character and promotes a pedestrian-friendly environment.

Objective
Enhance the visual appearance of privately-owned buildings within the Downtown.

Strategy
Work with property owners to upgrade the appearance of buildings.

While most buildings in the Downtown are attractive, historic structures, the overall visual environment can be somewhat drab and uninviting. A number of tenants and property

owners have invested in their buildings and some have used bright colors or interesting signage as part of their improvement. A short term improvement program should be undertaken to work with property owners to clean and brighten-up buildings throughout the Downtown. This effort should include the following components:

- A cooperative program should be undertaken to help property owners clean up the exterior of their buildings by identifying areas where a coordinated effort might reduce the costs for individual owners. This might include power washing of buildings, window cleaning and repair, and similar activities that have significant mobilization or equipment costs that can be shared.
- A program or design project to encourage property owners to "brighten up" the facade of their buildings by painting doors, trim, or building accents with bright colors. One possibility would be to create a "Doors of Downtown" concept in which property owners and/or businesses are encouraged to paint their front door or the trim around the front door in a bright color. This could then be used as part of the marketing identity for Downtown.

Strategy
Work with property owners/businesses to light up storefronts/store windows including spaces that are currently vacant.

Some Downtown businesses light their display windows in the evening while others do not. In addition, many of the storefronts of vacant spaces are unlit. This creates dark spots in the nighttime environment in the Downtown. A program should be developed to work with existing businesses and the owners of building spaces to install attractive displays in storefronts and to light them in the evening. This program could use high school students and other volunteers to develop and maintain the window displays for participating businesses and property owners. This program could also include seasonal window painting and seasonal activities.

Goal No. 5

Proactively plan for improved **infrastructure** (e.g., structures, roads, utilities, pedestrian connectivity, routine maintenance).

Background | There is a set of core facilities that supports the Downtown including its streets, sidewalks, park, street lighting, traffic signals, water and sewer systems, telecommunication networks, power systems, and similar infrastructure. This infrastructure also includes public parking facilities both on street and in parking lots, facilities for pedestrians and bicyclists, and bus service. This group of infrastructure is additionally discussed under Goals No. 6 and 7. For Downtown to be an economically viable and attractive place, these basic systems must work, be well maintained, and be attractive.

Strategy
Implement improvements such as bicycle racks, transit bus shelter, benches, planters, downtown directory, and common area outdoor sitting areas.

Strategy
Identify, prioritize, and correct accessibility barriers to sidewalks, curbs, pedestrian signals, and other pedestrian facilities.

Strategy
Investigate the provision of a broadband ring around the City or free WiFi services within the Downtown.

Making wireless access to the internet a universal service has the capacity to enhance City management and public safety, especially when used by City employees, police officers, and firefighters out in the field. It can also be viewed as a social service to visitors and tourists as well as residents who many not have access to private high-speed service. The most compelling benefit of offering free internet access Downtown is its ability to attract and improve economic development.

Strategy
Use high efficiency lighting such as LEDs when street lighting and other lighting is replaced or upgraded.

The City should adopt a policy to use high efficiency lighting when feasible for street lighting and other outdoor and indoor lighting of public facilities. The City should also encourage private property owners and developers to consider the use of high efficiency lighting when new lighting is installed.

Strategy
Ensure underground utilities are evaluated for replacement or repair when road reconstruction projects are being addressed.

All road restoration projects within the Downtown create an opportunity to evaluate existing conditions to ensure services are being provided without disruption to their maximum ability.

Goal No. 6

Enhance the Downtown's **transportation and circulation** system to connect and integrate amenities and destinations.

Objective

Create an environment that promotes the use of alternative transportation including walking, biking, and transit to move around and come to the Downtown.

Strategy
Improve traffic flow.

Strategy
Promote the use of alternative transportation.

A program should be undertaken to promote the use of mass transit and other non-automobile forms of transportation to come to the Downtown. This might include programs to offer incentives to people who use the bus to come to Downtown, such as a Bus 'n Buy program in which people who make a purchase in the Downtown are provided a voucher for a free or discounted ride or special transit promotion days to encourage use of the bus system. These programs would need to be coordinated with DART to ensure their viability.

Strategy
Develop a bicycle and pedestrian plan.

Strategy
Improve bicycle facilities and lanes.
There are currently limited facilities for bicycles in the Downtown. As part of the program to improve pedestrian facilities, additional places for parking and locking bicycles should be installed. Although the State has designated Clark and Commerce Streets as part of the State's regional bicycle route, they have also noted that these roads routinely experience traffic in excess of 5,000 vehicles daily. While Clark Street includes shoulders and wide outside lanes, Commerce Street does not. Consideration should be given to encouraging recreational cyclists to use alternative streets unless their destination is on a main street in the Downtown.

Objective

Develop a comprehensive Downtown wayfinding system.

Wayfinding should be a coordinated effort with the goal of directing pedestrians, cyclists, and motorists by providing directions to popular destinations, events, and information relevant to the Downtown. The City should implement a coordinated wayfinding program that can better guide travelers to the Downtown and more effectively direct movement within and around Downtown.

Strategy
Pursue funding options to develop a comprehensive wayfinding program.

Strategy
Establish a high quality wayfinding program to better direct motorists to and from the Downtown from the surrounding community and the regional highway system. This entails the placement of signs along roadways well outside the boundaries of the Downtown.

Strategy
Supplement the proposed wayfinding program with printed maps and brochures, digital and audio tours, a freestanding kiosk(s), and/or website and apps to guide visitors throughout the Downtown.

Goal No. 7

Provide a sufficient amount of **parking** within the Downtown and ensure its use is properly managed.

Objective

Optimize Downtown parking for all stakeholders and visitors.

Strategy
Conduct a comprehensive parking study to guide the Downtown parking program.

The City should conduct a comprehensive Downtown parking study to quantify and qualify existing parking assets, obtain detailed parking demand data by location, time period, and day of week, including event days, to quantify future parking need, refine potential public parking locations/feasibility, and evaluate cost implications of parking operations/management efficiencies. Railroad Avenue and Hanley Street are a priority redevelopment area located Downtown for improvements such as additional on-street parking, sidewalks, bicycle racks, and pedestrian amenities.

Strategy
Improve bicycle parking facilities within the Downtown.

Objective

Ensure that there is adequate and appropriately located parking to meet the needs of residents, employees, and patrons.

Strategy
Improve parking signage.

There is one public parking lot currently in the Downtown, but ample on-street parking; however, there are limited signs directing people to either the lot or on-street parking areas. The lot is not clearly marked to designate it as public parking. The City should undertake a program to install signs directing people to the public parking lot at City Hall and other public parking areas as may be available in the future, and clearly designate which spaces are for public use in those lots where there are also reserved spaces.

Goal No. 8

Create a Downtown that is alive night and day with **events and activities**.

Background | Events and activities can attract visitors to Downtown Harrington, generating activity, creating a greater sense of community, showcasing the Downtown area, and reinforcing Downtown as a community focal point, and social and entertainment center. During the public outreach process, Harrington residents, employees, visitors, and business owners discussed numerous events and festivals they enjoyed, both past and present, including Heritage Day, the Strawberry Festival, and Concerts in the Park, among others. While not all of these events are active, they are well-known and many hope to see current ones continued and/or expanded, and past ones revived.

In addition, the simple request of "more events downtown" has been frequently heard throughout the process. Unfortunately, Downtown may currently lack sufficient space to host or expand regular large-scale events. By creating new spaces for improved community events, including new open space or utilizing parking areas or rights-of-way, the City can better position Downtown to become a stronger and more vibrant center for art and entertainment.

Objective

Increase the number and diversity of cultural, entertainment, and recreational activities and events in the Downtown that attract a wide range of people to the Downtown.

Strategy
Continue current activities and events designed to bring people to the Downtown, with a focus on increasing participation in these activities and expanding the potential for integrating business enhancement actions during events.

Many of the current activities and events are designed to bring people Downtown. In some cases, these are people who come for the specific events but are not regular customers of Downtown businesses. Current activities should be reviewed and new activities designed to include tie-ins with Downtown businesses such as retail promotions to convert event attendees into customers. This can include having concurrent activities involving the businesses during the events or activities, promotions that encourage event participants to return to shop at Downtown businesses such as discount coupons for future purchases, or information about what is available in Downtown in the way of goods and services. As part of this effort, a media and marketing plan should be developed to capitalize on events that are already occurring in the Downtown.

Strategy
Review past and historical events and festivals that could be revived or incorporated with other events (e.g., Strawberry Festival, Harrington Healthy Community Day). Encourage new Downtown volunteers to get involved in the planning and organization of the events to ensure they are maximizing the amount of visitor business during the events.

Strategy
Continue the Downtown Farmers' Market.

Look at opportunities to partner with and take advantage of the state's Buy Local and other Department of Agriculture programs to expand the existing Downtown Farmers' Market.

Strategy
Develop and maintain a coordinated calendar of community events and activities with a focus on Downtown activities.

The City of Harrington maintains a calendar of community activities on its website, but it is not a complete list. An implementation item should be the development of a consolidated calendar of community events and activities. This should include a system to collect and disseminate information about all public and community activities and events that occur in or involve Downtown Harrington.

Goal No. 9

Create a Downtown where residents, workers, visitors, and patrons feel **safe** both day and night.

Background | To achieve Harrington's vision for the Downtown, visitors must feel safe when they think about coming to Downtown, business owners have to know that Downtown is safe - for their own business and for their customers, and residents have to be safe to live in Downtown. Creating an environment in which people feel safe in Downtown is absolutely essential to improving the area, to attracting new customers and businesses, and to making Downtown a desirable place to live. Unless Downtown is safe, and is also perceived to be safe, other efforts to improve the Downtown will struggle.

A perception of safety emerges from a variety of factors. There needs to be a visible police presence and involvement with the Downtown community to make people feel safe, as well as to deter inappropriate activity. But safety is not just about having more police. It also involves having more "eyes on the street" and more positive activity in the Downtown. It requires creating a cooperative environment in which property owners, business people, and residents work with the police and each other to address issues and concerns. It requires having more people in the Downtown - think about the difference in how you feel walking along an empty street versus one that is alive with people. It requires having a physical environment that feels safe - that is well lit and that is comfortable to be in. The following describes a program for increasing the perception, as well as the reality, of safety in the Downtown.

Objective

Ensure that the environment in the Downtown promotes a feeling of safety.

The physical environment contributes to a person's perception of safety. A well-lit, clean, and nicely maintained space creates one perception while a dimly or unevenly lit space that is littered and poorly maintained conveys a different feeling. The Task Force meetings and downtown survey identified a number of concerns about the lighting and overall

physical environment in Downtown,

Strategy
Increase street level vitality by encouraging the active use of ground floor space in the Downtown core.

Strategy
Conduct a lighting inventory study of the Downtown to determine areas of poor lighting, especially for pedestrians.

Strategy
Improve pedestrian facilities and street lighting.

Objective

Ensure that people feel safe in Downtown by minimizing activities that contribute to concerns about safety.

The behavior of a few people can greatly influence the overall perception of public safety in Downtown Harrington. This includes motorists speeding through the Downtown and patrons congregating on the sidewalk outside of businesses, potentially creating disturbances. The Police Department is working to reduce these behaviors but it requires an ongoing effort. The following actions are designed to reduce the amount of problems or anti-social behavior in the Downtown.

Strategy
Support Police Department efforts to reduce anti-social behavior in the Downtown.

The efforts of the Police Department to reduce the incidence of anti-social behavior in Downtown should be endorsed and supported by the community-at-large and people should be encouraged to help the Department by helping to "make the case" against offending businesses and their patrons. This should include encouraging Downtown residents to report incidents of inappropriate behavior, to participate in public meetings, and to support directing police services and resources to these activities including budget hearings and similar events. Ongoing efforts should be made to locate and secure outside funding to support the Police Department's work in these areas.

Strategy
Publicize and enforce the State's "Yield to Pedestrians in the Crosswalk" law.

The agency responsible for the jurisdiction of the street should regularly upgrade the marking of crosswalks in the Downtown and install clear "yield to pedestrian" signs and indicators. Several of the streets in the Downtown are maintained by the Delaware Department of Transportation. An informational campaign should be undertaken to inform the public and motorists to yield to pedestrians in a crosswalk.

Objective

Enhance community policing to increase citizen awareness of the police presence in the Downtown.

The Harrington Police Department plays a critical role in creating a safe downtown. The Department recognizes this and supports the concept of community policing. Many people are unaware of what the Department is doing to ensure that the Downtown is a safe place. The following actions are designed to increase the awareness of the Police Department's ongoing community policing activities in the Downtown.

Strategy
Publicize Police Department community policing activities in the Downtown.

An ongoing program should be undertaken in conjunction with the Police Department to make both Downtown interests and the greater community more aware of what the Department is doing to improve public safety in the Downtown and how people can assist them in this effort. This program will need to evolve over time, but should include articles in The Harrington Journal, City Chatter Newsletter, and Chief's Corner about the activities of the Police Department, activities to make people aware of Downtown patrols and patrol officers, publicity for successful efforts to reduce problem behavior, and a mechanism to provide support for Police Department funding and activities that relate to the Downtown.

Strategy
Create a community event procedure to establish a clearinghouse to ensure an appropriate police presence at Downtown activities as well as any additional services such as trash, traffic control, public works, and City personnel.

A system should be established that informs the City and all departments of planned activities in the Downtown - even those not requiring event permits. This should provide the City with sufficient lead time to allow them to assess the need for a City service and to schedule additional coverage if appropriate. This system should function as the clearinghouse where various groups can notify and work with the City to ensure that an appropriate police presence is provided during special events and activities.

Goal No. 10

Create an environment in which **young people** feel welcome in the Downtown and contribute to making it a friendly, lively, and successful atmosphere.

Background | Our youth are the future of Downtown. If they develop an interest in and a habit of doing things in the Downtown, this will pay long term dividends to the community. It is key that young people be involved in deciding how they can help and what roles they should play in both implementing this Downtown Plan and being involved in the City in general. This section looks at some possible approaches for involving them in the implementation process.

Objective

Foster more involvement by local school students and other young people in Downtown activities.

Strategy
Establish a City of Harrington student liaison position.

The City of Harrington should designate a person to act as a student liaison to work with young people and to involve them in Downtown revitalization activities.

Strategy
Add student representatives to existing and future City committees, as appropriate, especially in regard to the Downtown.

Young people should have a seat at the table and participate in the decisions about the future of the Downtown and help determine how students can be involved in the implementation of the Downtown Plan. Student board member positions should be created and solicited. This effort should include a commitment to ensure that these student board members will be able to get to and from meetings.

Strategy
Consider the creation of a program for Downtown businesses to mentor young adults and involve them as interns.

Involving high school students in Downtown businesses will increase their interest in the Downtown while allowing them to develop important job and life skills. A program should be established to place young people as "student interns" in Downtown businesses. This effort should include a commitment on the part of the businesses to provide the student with ongoing mentoring during the internship period.

Strategy
Involve students in projects to improve the Downtown.

The City of Harrington student liaison should work with student representatives to identify ways that young people can be involved in the implementation of the Downtown Plan and to help organize those activities.

Objective

Expand the range of businesses and activities in the Downtown that appeal to younger customers.

Strategy
Create a home base for teens.

Young people care about the future of their community and its Downtown. A recurring theme is that there is not much to attract young adults to Downtown and little for them to do if they do come to Downtown. Students and other

young people should be invited to participate in a program to plan and develop an appropriate "home base" for teens in Downtown. The nature and size of this facility will need to evolve during the planning process to ensure that it meets the needs of the City's youth and is sustainable over the long term.

Strategy
Keep youth informed about the Downtown.
The City of Harrington's student liaison should provide information about Downtown activities and programs to area schools as well as the Harrington Public Library for publication and dissemination among students. The liaison should also work with interested faculty and staff to ensure that students are kept involved in Downtown activities.

Strategy
Develop a directory of youth activities.

A number of groups and organizations conduct activities that involve young people and students. Typically each organization or program promotes its own activities. In conjunction with the coordinated calendar of community events and activities, a system should be put in place to establish a comprehensive directory and calendar of youth-oriented programs.

The following is a restatement of the ten goals developed for Downtown Harrington:

Goal No. 1

Strengthen older **residential** neighborhoods, with an emphasis on encouraging homeownership, rehabilitating older buildings, maintaining the existing character, and avoiding incompatible development.

Goal No. 2

Create a **Downtown** where shops, banks, and other traditional businesses flourish alongside creative enterprises in a friendly, lively, and successful atmosphere.

Goal No. 3

Preserve **natural and cultural resources** by encouraging the appropriate preservation and/or reuse of older buildings and sites and the protection of environmentally sensitive resources.

Goal No. 4

Improve the **appearance** of the Downtown's public and private realm.

Goal No. 5

Proactively plan for improved **infrastructure** (e.g., structures, roads, utilities, pedestrian connectivity, routine maintenance).

Goal No. 6

Enhance the Downtown's **transportation and circulation** system to connect and integrate amenities and destinations.

Goal No. 7

Provide a sufficient amount of **parking** within the Downtown and ensure its use is properly managed.

Goal No. 8

Create a Downtown that is alive night and day with **events and activities**.

Goal No. 9

Create a Downtown where residents, workers, visitors, and patrons feel **safe** both day and night.

Goal No. 10

Create an environment in which **young people** feel welcome in the Downtown and contribute to making it a friendly, lively, and successful atmosphere.

Chapter Five.

Downtown Harrington - The Implementation

Key Priority Projects

While several private and public investments have been made Downtown, it is crucial moving forward that focus be given to a few key priority projects. Based on the SWOT analysis, downtown survey, development activity, and collected data, the priority projects were defined as the Railroad Area Improvements and Redevelopment Areas.

Railroad Area Improvements

Railroad area improvements would take place along Delaware Avenue and Railroad Avenue to Hanley Street. This area is located in the middle of the Downtown and is an opportunity to create a walking train tourism destination. Each street has different improvement needs within the area.

Delaware Avenue
Delaware Avenue has been identified as a Downtown gateway from Delaware Avenue to Clark Street. The western side of the street accesses a rail storage yard as well as the Train Station and is predominantly a gravel surface with no landscaping or identified parking spaces. This area could easily be improved by adding landscaping components, marked parking spaces, and a buffer between the storage yard and Delaware Avenue. The eastern side of the street provides a mix of vacant lots between a few neighborhood businesses. This area could be improved by new structures being built on the vacant lots or landscaped green open spaces.

Railroad Avenue & Hanley Street
The Railroad Avenue and Hanley Street location is a great opportunity for improvements to be designed in a master plan that would allow visitors to walk from the northern portion of Railroad Avenue past the Train Museum on Hanley Street. During this walking tour, visitors can read educational and historical signs regarding the railroad service to Harrington and the State of Delaware. The train theme could include the "Hub of Delaware" slogan, benches, safe pedestrian connectivity, low level lighting, trash receptacles, and bicycle racks. This design theme could be used throughout the project, ensuring train shapes are used in all of the design features. The master plan should include amenities, additional on-street parking, lighting, drainage, sidewalks, as well as fence relocation.

The initial identified stakeholders could include Norfolk Southern Railroad, the Harrington Historical Society, Delaware Department of Transportation, Kent County Tourism, train enthusiast organizations, and the Delaware Economic Development Office Downtown Delaware Main Street Program, along with the Downtown stakeholders.

Redevelopment Areas

Redevelopment areas are identified as vacant structures and vacant lots located in the Downtown area. Some of them are further identified as a potential gateway. *Map 6. Priority Redevelopment Projects*, shows the two areas for redevelopment. These areas have been defined as priorities for redevelopment based on existing infrastructure, walkability, key locations with high visibility, and needed curb appeal improvements. The curb appeal and occupancy rate plays a vital role in sustaining the Downtown as an economic development engine for the City. Each type of redevelopment has different improvement needs within this area:

Vacant Structures
The number of vacant structures have drastically fallen since 2007; however, those few that are currently vacant play a critical role when stakeholders are looking to invest in this area. It is important that filling existing structures be the first priority for the Downtown. Structures can remain vacant for several reasons such as rent being too high, selectivity with specific tenants, structure not being up to building code requirements, lack of investment to bring the property to the current market needs, difficulty in finding tenants, location, etc. To actively market the vacant structures and provide a presence Downtown, it is recommended that any vacant structure with windows provide seasonal displays and promote City events as well as post the property and owner contact information for potential occupancy. It is further recommended that the City work with all existing structures that have boarded windows to recommended window replacement or encourage the installation of older Downtown images such as those located on Downtown Junction's exterior walls.

Vacant Lots
The Downtown area has quite a few vacant lots; however, several of them are very small in size and it would be difficult to meet all of the development requirements if they were to be developed separately. Some of the challenges to the small vacant lots, if required, include stormwater management, off-street parking, entrance and exit locations, trash services, fire lanes, and loading spaces. These vacant lots are strongly encouraged to provide landscaping and amenities while they remain undeveloped. The gateway parcels located along Delaware Avenue, Clark Street, and Commerce Street offer prime opportunities for infill development that fits within the context of the Downtown vision and goals.

Implementation

The implementation items are based on the downtown survey, collected data, existing conditions, Task Force member input, as well as City staff and City Planning Consulting input.

Upon Plan Adoption

State of Delaware Downtown Development District Designation Application | The City Planning Consultant will prepare the application and City Resolution based on the recently adopted Downtown Development District Plan. This application and supportive materials will be submitted no later than June 1, 2016, as required for this year's application cycle.

Completion within One Month of Plan Adoption

City Website Page | The City will create a separate page for the Downtown Development District Plan and all information pertaining to the Downtown.

Private/Public Investment Tracking | The City Finance Clerk will be responsible for tracking all the private and public investments within the Downtown. This includes all permits, development applications, City improvement projects, as well as any additional City expenses for services.

City Vacant Lot & Structure Website | The City currently provides a map with detailed information regarding each Commercial vacant lot and structure within the City limits. This will be expanded to include all vacant lots located within the City limits.

Downtown Revitalization Area Tax Incentive Program | The City will update Chapter 378 of its Code to match the Downtown boundaries shown on *Map 1. Downtown Boundary*, clarify the Program process, and ensure it is user friendly. All improvements to the exterior of existing commercial structures located in the Downtown area facing Commerce Street and/or Clark Street are eligible to apply for a partial exemption from the City's real estate taxes.

Development and Redevelopment Incentives | The City will formalize the proposed incentives for Downtown and Citywide and present them to the City Council for consideration and approval. This can be used as a marketing tool to stimulate growth, which can be revisited annually during the budget process.

Completion within Three Months of Plan Adoption

Downtown Business Map | This map would feature all Downtown businesses along with the physical location, pictures, and business profile information. The City Planning Consultant will arrange specific days to meet, take photographs, and obtain the profile information. They will then create the informational map and have it posted to the City website that houses the Downtown page.

Downtown Marketing Brochure | The City Planning Consultant will create a Downtown brochure with pertinent marketing information and available resources for distribution and posting on the City's website. The launch of the brochure and new planning tools will be sent to the County and State Economic Development agencies, local Chamber of Commerce, and tourism organizations as well as to real estate agencies.

City Community Event Calendar | The City will host, maintain, and update a Citywide community calendar with links and/or information to any event hosted in the area. It will be the responsibility of the organization to provide the information and notify the calendar contact person within the City

to update the calendar. A clear procedure will be developed prior to this service being provided live. This tool will assist everyone to schedule their event in advance and strive to avoid conflicts with other planned events.

Community Event Notification Procedure | Create an event procedure to ensure awareness of the event to include the need for any additional City services to be reviewed and approved by the City departments.

Railroad Area Improvements | Initial meeting with the City Manager, City Planning Consultant, and City Engineer to discuss the railroad area master plan and opportunities for project funding. The City Planning Consultant will prepare a rough conceptual aerial plan for discussion purposes, funding opportunities, and identify next steps in stakeholder outreach meetings.

Railroad Area Improvements | City Manager and City Consultant stakeholder meetings will be held with State agencies as well as Norfolk Southern Railroad to discuss the project partnership opportunities.

Completion within Six Months of Plan Adoption

Buy Local Program | The State of Delaware hosts a Buy Local Program and this branding can be used throughout the Downtown area and even citywide.

Downtown Merchants' Organization | The City should coordinate and facilitate the first Downtown organizational meeting. All property owners, businesses, and identified Downtown stakeholders should be invited. The goal of the first meeting is to seek interest, discuss intent, define the City's supportive role, leadership positions, and next steps to include a meeting date.

Completion within One Year of Plan Adoption

City Spring Clean Up | The City currently hosts a yearly clean-up program that allows Harrington residents the ability to remove large bulk items and bring them to the Public Works Yard. This program will be expanded to include a volunteer-based Downtown or Citywide clean-up day during this week.

Downtown Annual Report | The Downtown Merchants' Organization and the City should prepare an annual report regarding specific accomplishments, investment and incentive tracking, implementation status, membership, and path moving forward within the Downtown. This should be presented to City Council as well as pertinent State agencies on a regular annual basis.

Downtown Promotions & Event | The Downtown Merchants' Association will create annual promotional events as well as participate in organized events located Downtown. This information will be promoted at a minimum on the City's Downtown website. This will also provide an opportunity to discuss the business and window display initiatives.

Economic Development Organization | The City should coordinate and facilitate the first Citywide Economic Development Organization meeting. Large employers, identified stakeholders, and a variety of business owners, realtors, and tenants should be invited. The goal of the first meeting is to seek interest, discuss intent, define the City's supportive role, leadership positions, and next steps to include a meeting date. Once the leadership has been established to include meeting formats, it is recommended additional advisory members be asked to assist from Kent County Economic Development Department and the State of Delaware Department of Economic Development.

Infrastructure Improvements | Identify improvement areas for items such as bicycle racks, Downtown information kiosk or structure, bus shelter, benches, outdoor sitting areas, lighting upgrades as well as new lighting, bicycle route designations, wayfinding signage, pedestrian linkage and ADA improvements, as well as opportunities for the removal of overhead wires.

Landscaping and Tree Plan | Identify the public and private areas for landscape and tree plantings as well as determine the most appropriate native species for the area. Further determine the associated time and maintenance costs.

Parking Pavement Alternatives | The City will investigate alternative paving methods such as permeable pavers, porous asphalt, etc. for parking areas located within the Downtown. A workshop with multiple vendors should be set up to determine options moving forward along with estimated costs and long term maintenance.

Parking Study | Research and prepare a parking study that focuses on off-street parking within the Downtown. This should include existing parking availability as well as areas for improvement such as along Railroad Avenue and Hanley Street. This should also include the wayfinding signage program.

Vacant Lot Improvements | The City will meet with the owners of the vacant lots to discuss improvement options and occupancy initiatives.

Youth Organization Involvement | Research the local youth organizations to include an understanding of their capabilities. Solicit involvement from the organizations and select a youth liaison to serve as part of the Merchants' Association.

Completion within Three Years of Plan Adoption

Beautification Program | Identify existing structures and sites that are in need of curb appeal-type improvements. These can range from landscaping, paint, shutters, detrimental object removal, and power washing to name a few. The property owner from each identified site could be contacted by City Code Enforcement personnel to discuss the program as well as any incentives available for the improvements. The program would include recognition within the City newsletter, City website, certificate from the Mayor and Council, as well as a temporary sign on the property to be rotated for future winners. This program can be set up on a Ward-specific basis, Citywide, or Downtown specific.

Business Recruitment Program | The Downtown Merchants' Association and the City Manager will develop a recruitment program. The City Manager will continue to work closely with the County and State Economic Development and Tourism agencies to actively promote and recruit new businesses.

Downtown Art Program | The Downtown Merchants' Association will develop a Downtown public art program. A few ideas to being with may include local art organizations, sponsor a themed art contest, winners from the Delaware State Fair, etc. as these can be displayed in local business' windows and special showing locations Downtown.

Marketing & Branding Strategy | The City and Downtown Merchants' Association will create a comprehensive branding and marketing strategy for the Downtown.

Recycling | The City will promote all existing recycling programs and forward information for vendor recycling programs to all commercial, multi-family, and mixed-use businesses.

Sustainability Workshop | The City will host a free workshop with vendors to assist in the education of new sustainable initiatives and products. The public workshop will also provide information on potential funding opportunities. Examples of a few initiatives are recycling, solar, energy efficiency, etc.

WiFi Service | Investigate the opportunity to provide free WiFi services in the Downtown as this will attract customers and new businesses. Research the potential for a broadband ring that could also serve Harrington's multiple emergency organizations.

Ongoing Implementation

Code Evaluation | The City will continue to evaluate zoning and land use regulations.

Communication with Key Agencies & Organizations | Continue ongoing communication and interaction with the State of Delaware Economic Development Office, Kent County Economic Partnership, and the Greater Kent Committee to ensure vacant structures and lots are marketed to attract new investments.

Funding Opportunities | The City will continue to research a variety of funding opportunities to support the Downtown Plan initiatives.

Organization of Downtown Events | Continue to support all events located Downtown as well as promote all events on a regional scale to optimize the number of visitors. Ensure each event has a Police presence where the level of involvement is determined by the Police Chief. Walking Police presence is encouraged in a small Downtown area where the officer can respond quickly to their respective vehicle, if needed.

Police Department Presence | Continue to increase the Police Department presence at all events as well as regular foot patrol Downtown.

Property Maintenance & Code Enforcement | Continue to increase property maintenance and zoning code enforcement.

Redevelopment & Development Promotion | The City will continue to work closely with the County and State Economic Development agencies, local Chamber of Commerce and Tourism organizations as well as the real estate agencies to actively promote and recruit new businesses to Harrington.

Political Will & Implementation Ability

The City has invested time and money in relation to the growth and development in Harrington. Development resources, updated Codes, and tools have been a priority within the City starting in 2006 when a City Planning Consultant was hired to assist in managing several critical projects. The list of adopted projects demonstrates the history of political will and the large amount of investment made in relation to development and redevelopment:

Downtown Revitalization Tax Incentive Program
On September 7, 2015, the City Council approved Ordinance 05-07 providing tax incentives for revitalization activities in the Downtown area.

Board of Adjustment
On November 20, 2006, the City Council approved Ordinance 06-13 rewriting the Zoning Ordinance relating to the Board of Adjustment.

Planning Commission
On January 16, 2007, the City Council approved Ordinance 07-01 rewriting the Zoning Ordinance relating to the Planning Commission, Site Plans, and the Approval Process. This Ordinance created the two tier expedited review process throughout the City: Category A Site Plan and Category B (Administrative) Plan Review.

Zoning Ordinance - Commercial Uses
On April 2, 2007, the City Council approved Ordinance 07-02 amending the regulations applicable to the C-3 Service Commercial Zone by permitting uses allowed in the C-1 Neighborhood Commercial or the C-2 Central Commercial Zones to be located in the C-3 Service Commercial Zone.

Zoning Ordinance - Residential Uses
On April 16, 2007, the City Council approved Ordinance 07-04 amending the regulations applicable to permit any use permitted in the R-1 zoning district to be placed in the R-3 and R-4 districts.

Subdivision Ordinance
On June 4, 2007, the City Council approved Ordinance 07-05 replacing the Land Subdivision Regulations of 2004 in its entirety.

Municipal Fees
On June 18, 2007, the City Council approved Ordinance 07-07 consolidating the City of Harrington fee charges for the various municipal services and located them in one Code section. Chapter 180, Municipal Fees was created and is used frequently for all City applications.

Zoning Ordinance - R-2 District
On September 4, 2007, the City Council approved Ordinance 07-10 by eliminating the requirement that lots on which multi-family dwellings are placed remain under single ownership for the life of the building. This amendment will permit, for example, individual ownership of each side of a duplex.

Downtown Revitalization Tax Incentive Program
On April 7, 2008, the City Council approved Ordinance 08-01 to expand the area covered by the Downtown Revitalization Tax Incentive Program to include the area along Clark Street between East Street and southbound U.S. Route 13, to clarify the tax incentives are restricted to exterior improvements made to structures in commercial zones, and to cap the cumulative total of the tax exemptions at the total cost of the improvements.

Source Water Protection Regulations
On August 4, 2008, the City Council approved Ordinance 08-03 adopting new Source Water Protection Regulations. The State of Delaware Source Water Protection Law of 2001 required the City to adopt regulations governing the use of land within wellhead protection and excellent groundwater recharge potential areas in order to protect these areas from activities and substances that may harm water quality and subtract from overall water quantity.

Code Codification
On December 15, 2008, the City Council approved Ordinance 08-07, which consolidated all approved and adopted Ordinances in the City of Harrington into "The Code of the City of Harrington" with Chapters and Sections. This allowed the entire Code to be placed in a catalog format and be made available online as a development resource and tool. The City Code is maintained and hosted by General Code.

City Zoning Map
On April 5, 2010, the City Council approved Ordinance 10-01 updating the "Zoning Map of the City of Harrington" by providing two exhibits that clearly indicate the zoning of the properties located within the City limits of Harrington. All City records were updated to reflect the correct zoning classification and are available on the City's website.

Sidewalk and Curbing - New Construction
On November 7, 2011, the City Council approved Ordinance 11-07 requiring all new construction to include the installation of sidewalks and curbing on street frontages, on corner lots, and the side exposed to traffic. All corners will be handicap accessible. Sidewalk and curbing must be installed before a certificate of occupancy is issued. This Ordinance increases the pedestrian connectivity within the City limits.

Council District Map
On March 5, 2012, the City Council approved Ordinance 12-05 adopting a new district map that reflects the reapportioned districts that are nearly equal in population as shown by the most recent federal decennial census.

Comprehensive Land Use Plan
On December 16, 2013, the City Council approved Ordinance 13-04, adopting the new Harrington Comprehensive Land Use Plan.

Chapter 440 Zoning Rewrite
On July 20, 2015, the City Council approved Ordinance 15-06, which replaced Chapter 440 Zoning to revise the Zoning Code in its entirety. This project included the modification to the C-2 Central Commercial Zone, which is the predominant zoning classification for the Downtown.

Comprehensive Rezoning
On July 20, 2015, the City Council approved Ordinance 15-07, which is a Comprehensive Rezoning to align property zoning to the Future Land Use Map adopted as part of the Comprehensive Land Use Plan. It also amends the Zoning Map for the City of Harrington to reflect the zoning changes.

Development Toolkit
The City Planning Consultant provided the City with a finalized Development Toolkit that included user-friendly guides for developers, engineers, and surveyors to use when completing development applications. These toolkits, created for concept, preliminary, final, and administrative site plans, as well as for zoning compliance certificate applications, include information on procedures, process flowcharts, and checklists for submittal requirements. The toolkits will help to ensure that the City receives all of the information required to review an application in the first submission, as well as ensures that applicants are fully aware of the application process and timeline.

Downtown Development District Plan
On May 9, 2016, the City Council approved Ordinance 16-06, which adopted a Downtown Development District Plan. The City Planning Consultant was asked to write an application for a Neighborhood Building Blocks Fund grant, which funded this Plan. The Plan's goals are to improve commercial vitality, stimulate job growth, build a diverse array of businesses, help build a stable community of long-term residents, increase home ownership for all income levels, and reduce the amount of vacant housing. The Plan has brought together numerous planning efforts and documents, united stakeholders with a shared vision for the Downtown, and is the key document for the Downtown to articulate common goals and strategies, coordinate economic development efforts, identify priority development and redevelopment opportunities, and assist in marketing

and community events.

The intent behind this Plan is to ensure steps are taken to move the Downtown in the direction of being the City's economic development engine to host several events by creating a sense of belonging and community pride. Harrington strives to become a successful place of interest for stakeholders, tourism, guests, new homebuyers relocating to the City, customers, and new businesses. For this to continue and increase additional awareness, the local Government leadership must continue to:

- always promote Harrington in a positive manner;
- educate the Public on all City initiatives;
- clarify rumors by obtaining and sharing factual information;
- lead by example;
- promote the Citywide activities;
- be actively involved in events; and
- support the administration and planning and engineering projects, initiatives, and funding applications.

City departments should participate in these events as they have two public facilities (City Hall and the Police Department) Downtown, as well. This Plan does not detract from the importance of other crucial areas within the City; however, this promotes a common event and activity location within the community while supporting local businesses within a safe walking distance. The political will and ability to implement the Plan is essential for the fate of Downtown for years to come as well as any potential funding opportunities in the future. This is a living document and should continually be looked upon frequently for implementation and guidance within the Downtown.

Downtown Coordination

During the Task Force meetings and research for the Downtown Plan, it was determined that all successful Downtown Districts in Delaware, as well as other states, have a strong merchant organization, as well as other supportive organizations. It was further found that the local government administration and leadership held a stakeholder member role in the organization, rather than a leadership position. The member positions within the merchant organization should be the City Manager or his/her designee as well as a member of City Council. The role would be supportive in nature and ensure that event coordination, promotion, and communication remain a priority with the City.

The Task Force discussed forming a Merchants' Association that would focus specifically on the Downtown as the needs are quite different from the commercial businesses located on the commercial corridor on U.S. Route 13. The organization could participate and promote the scheduled events in the Downtown and include newly formed events at Freedom Park as well as organize separate promotional events on a regular basis such as First Fridays, quarterly holiday events, frequent flyer programs, etc. The City should participate in these events as well as they have two public facilities (City Hall and the Police Department) Downtown. The Downtown stakeholders will need to come together and form the Merchants' Association to promote their investment and create a vibrant Downtown community.

Downtown Branding Strategy

Branding is a tool that the City of Harrington can use to define the Downtown and develop a long-term vision for a place that is compelling to many residents and visitors. Ultimately, it can be used to influence and shape positive perceptions of a location, creating a foundation that helps make that place desirable as a destination for residents to call home, visitors to spend time, and businesses and investors to develop.

As a key implementation component of the Downtown Plan, initiating a successful Downtown branding strategy requires honest and thoughtful responses to the following questions:

- What does Downtown Harrington stand for today - what are its strengths and weaknesses?
- What can and should Downtown Harrington stand for in the future, and how do we articulate this?
- What will make Downtown Harrington unique, valued, and attractive to target businesses and consumer audiences?
- How will we make this new positioning become a reality?
- What role do key stakeholders and community groups have in bringing the Downtown Harrington brand to life?
- How will we measure the success of the branding strategy?

Although the Downtown Plan and process has provided answers and insight to some of these questions, there remains work to be done. Armed with the answers to all of these questions, the City of Harrington can work toward developing a brand for Downtown. While the process communities undertake to develop a unified brand for downtown may differ, the following steps are commonly considered:

- define clear objectives;
- understand the target audience;
- identify the current brand image;
- set the aspirational brand identity;
- develop the positioning;
- create value propositions; and
- execute the brand strategy.

Define Clear Objectives

Prior to beginning the process, the City should identify what the Downtown Harrington branding strategy is trying to achieve. What specific results is the City of Harrington seeking from the development of a brand strategy? Is the primary objective to attract and retain residents? Drive commerce? Attract visitors? Change current perceptions? The answers to these questions, and the priorities among them, help define the scope of the project, and the key activities that form the approach to the initiative.

While the Downtown Plan focuses on improvements and projects to be undertaken within the Downtown, it also provides an initial understanding of objectives the City and community share for the Downtown's future. Reviewing community outreach and the Plan's vision for Downtown will help provide a foundation for branding objectives that best respond to community needs and desires.

Understand the Target Users

Understanding all the Downtown users can be a difficult step in place branding, as it is tempting to put everyone into one group. Time should be taken to identify the types of people the City of Harrington wants to attract to the Downtown. These groups should be minimized in number, however, and prioritized based on importance to the objectives of the branding strategy. Focusing on a few, specific audiences can uncover more detailed and specific insights rather than gathering a variety of general insights.

Identify the Current Brand Image

What image does Downtown Harrington give people today? Is it simply Commerce Street? Is it City Hall? The train station? Has this image of Downtown Harrington changed over time? This step in the process is designed to gain insight to the benefits and associations that residents, employees, business owners, and visitors have with the Downtown and to assess the gap between the current state and the desired state.

Community outreach conducted throughout the planning process helps to establish an understanding of the current Downtown identity. Understanding that identity, or lack of identity, helps to determine the steps necessary to mend that image.

Set the Aspirational Brand Identity

What image does Downtown Harrington want to give users? How does the City want the public to describe Downtown? An aspirational brand identity should be within reach and credible for the brand. It should craft the association you want residents, employees, business owners, and visitors to make when they think of Downtown Harrington.

Sometimes area branding is not about inventing something - it can be about discovering what is already there. The City of Harrington could examine the perceived strengths of the Downtown and build on these to create the aspirational brand identity. Whatever the result, the aspirational brand identity should influence future business and community decisions and should be an identity Downtown Harrington can sustain for a long period of time.

Develop the Positioning

What are the benefits that Downtown Harrington wants to own or offer in the minds of the public? Brand positioning is the means for transitioning the Downtown's current brand image to the aspirational brand identity it desires. It is a promise or benefit

that Downtown Harrington wants to own in the minds of the user.

The aspirational brand identity and its associated positioning typically has a long horizon. Perceptions of the Downtown will not change overnight and could require significant changes over time to see the aspirational identity become a reality.

Create Value Propositions

What does the positioning mean for each user and what are the messages that should be communicated to influence their perceptions? Once defined, it is important to make the propositions actionable. The key is to take a critical look at Downtown Harrington's characteristics and policies and to ensure that they are aligned to the aspirational brand identity.

Execute the Brand Strategy

In developing the Downtown Harrington branding and promotional plan, it is critical to identify every point at which a potential user may come into contact with the brand. Every interaction with the public is an opportunity to enhance or diminish the Downtown Harrington brand. These points of contact may vary widely in form, including the physical environment, street signage, advertising, brochures, websites, events, and interaction with residents. Much of the execution relies on improving these points of contact, to lend credibility to the new brand.

Consistency

This Downtown Development District Plan is consistent with the City of Harrington's certified Comprehensive Land Use Plan in that it furthers a number of goals and objectives related to downtown redevelopment, economic development, and housing. The Comprehensive Plan identified a number of needs and goals that have been more specifically addressed in this Plan, and which have been assigned specific strategies with associated implementation timelines in order to ensure their successful completion.

The Downtown, as depicted in *Map 1. Downtown Boundary*, is entirely within a Level 1 Investment Area as shown in the Strategies for State Policies and Spending. This is the highest priority area for State investment; therefore, the Downtown and Downtown Plan are consistent with the goals and objectives of the Strategies for State Policies and Spending.

Chapter Six.

Downtown Harrington - The Incentives

Existing Incentives

Expedited Review Process | Citywide
In 2007, a two-tiered review process was presented and adopted by the City Council that created a Category A Site Plan Review and a Category B Administrative Plan Review. This tier system allowed specific development applications to be completed without any public meeting, if the project was Code compliant with an Administrative review process. These procedures can be found in the City of Harrington Code, Chapter 440-287, Uses Requiring Site Plans. If the requirements were followed as stated in the City Code, the process was faster and less expensive in terms of time and cost. This process has been very successful and encourages redevelopment through onsite guidance and building improvements and is believed to have initiated a Downtown resurgence.

Downtown Revitalization Area Tax Incentive Program | Downtown
On May 7, 2012, the City Council approved Ordinance 12-07 relating to the Downtown Revitalization Area Tax Incentive Program. All improvements to the exterior of existing commercial structures located in the downtown area facing Commerce Street and/or Clark Street are eligible to apply for a partial exemption from the City's real estate taxes. See City Code Chapter 378 Downtown Revitalization Area Tax Incentive Program.

Sewer and Water Impact Fee Calculations | Citywide
On February 19, 2013, the City Council approved Ordinances 13-01 and 13-02 regarding the calculation of Equivalent Dwelling Units (EDUs) in relation to sewer and water impact fees. This revision was adopted based on Kent County Levy Court's impact fee calculations.

Site Plan Extension | Citywide
On June 2, 2014, the City Council approved Ordinance 14-09, which extended the length of time for a site plan approval. The Planning Commission's site plan approval shall become null and void unless a zoning compliance certificate has been issued for the proposed development within two years from the date of the Planning Commission approval. The Planning Commission may, for good cause, grant an extension of up to a total of eighteen months.

Reduced Fee Adoption | Citywide
On June 16, 2014, the City Council approved Ordinance 14-04, which adopted a new fee schedule, reducing the water impact fee from $2,000 to $1,170 and adjusting other municipal fees.

Water Usage Fee Reduction | Citywide
On September 16, 2014, the City Council approved Ordinance 14-14 to reduce the water usage fees. This ordinance reduced the water rate for in-City users from $3.55/1,000 gallons of usage to $3.25/1,000 gallons of usage and for out-of-City users from $4.72/1,000 gallons of usage to $4.32/1,000 gallons of usage.

First-Time Home Buyer Realty Transfer Tax Exemption | Citywide
On April 18, 2016, the City Council approved Ordinance 16-04 to allow for an exemption from the realty transfer tax for first-time homebuyers as defined in the City of Harrington Code, Chapter 378 Taxation.

Proposed Incentives

Sewer Impact Fee Reduction | Citywide
The Sewer Impact Fee will be reduced and will have annual step increases.

Direct Job Creation Impact Fee Waiver | Citywide
A tiered system to waive water and sewer impact fees based on the number of full-time jobs created within the City.

New Business License Fee Waiver | Downtown
New businesses located in the Downtown, as shown on *Map 1. Downtown Boundary*, will be eligible for a one-time waiver of its Business License fee for the first three years. Businesses will still be required to obtain the Business License. This license waiver does not apply to rental licensing.

Development Application Fee Reduction | Downtown
Development applications for a Category A or Category B plan review within the Downtown, as shown on *Map 1. Downtown Boundary*, are eligible for a one-time fee reduction in the amount of $200 per parcel and/or application.

Development Application Expedited Review Time | Downtown
Any site plan review applications submitted in the Downtown, as shown on *Map 1. Downtown Boundary*, will receive review comments within 10 working days from

the date of submission to the City.

First-Time Home Buyer Tax Abatement | Downtown A first-time homebuyer for an owner-occupied single-family home may be eligible for a one-time abatement of the first full tax assessment billing.

Other Funding & Support Opportunities

Federal Sources

Brownfield Economic Development Initiative (BEDI) | BEDI is a competitive program used to spur the return of brownfields to productive economic reuse. BEDI grants must be used in conjunction with HUD Section 108 guaranteed loans.

Community Development Block Grant (CDBG) | CDBG grants are funds from the U.S. Department of Housing and Urban Development (HUD) for community revitalization through housing, infrastructure, and economic development programs that serve the interests of low- and moderate-income populations.

Economic Development Administration (EDA) Grant | EDA grants can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and economic vitality.

Environmental Protection Agency (EPA) Assessment Grant | Assessment grants provide funding to carry out cleanup activities at brownfield sites. An applicant must own the site for which funding is requested at the time of the application.

Historic Preservation Tax Credit Program (HPTC) | HPTC provides developers with a federal tax credit up to 20% off of the costs associated with the renovation or rehabilitation of a building listed on the National Register of Historic Places.

HOME | HOME provides grants to states and municipalities to fund a wide range of activities intended to assist in building, buying, and/or rehabilitating affordable housing.

Low Income Housing Tax Credit (LIHTC) Program | The LIHTC program provides a dollar to dollar tax credit to attract equity investments to finance the development of affordable housing.

Neighborhood Stabilization Program (NSP) | NSP grants are funds made available to acquire and rehabilitate abandoned or foreclosed housing or residential properties in neighborhoods.

New Market Tax Credit (NMTC) Program | The NMTC Program attracts investment capital to qualifying low-income census tracts by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized institutions called Community Development Entities (CDEs).

U.S. Department of Transportation (DOT) Tiger Grant | Tiger Grants provide funds for investment in road, rail, transit, and port projects that promise to achieve critical national objectives that make communities more livable and sustainable.

State Sources

Advantage 4 | This grant program assists qualified borrowers in the purchase of their own home by providing down payment and closing cost assistance in the form of a grant equal to 4% of the first mortgage loan amount.

Clean Transportation Incentive Program | This program provides grants and rebates for Delawareans, Delaware counties and municipalities, and Delaware businesses for the purchase of new,

alternatively fueled vehicles and electric vehicle charging stations.

Delaware Emergency Mortgage Assistance Program (DEMAP) | DEMAP is designed to assist Delawareans who are 90 days or more delinquent on their mortgage payments. Reasons for hardship are limited to unemployment or reduction in hours as a result of a downturn in the economy, illness, or injury. The Delaware State Housing Authority brings the mortgage current with a lump sum payment and makes additional payments for up to 24 months that allows the borrower to stabilize their financial position.

Energy Assessments | The Delaware Sustainable Energy Utility is subsidizing energy audits performed by the University of Delaware's Industrial Assessment Center. This program also serves to train UD graduate students through hands-on energy auditing experience. After the building assessment, participants receive a list of recommended energy conservation measures, estimated costs and savings, and payback periods.

Energy Efficiency Investment Fund (EEIF) | The EEIF program helps businesses offset upfront costs for energy efficiency improvements and offers two grant/loan options for installation of energy efficiency projects.

First Time Homebuyer Tax Credit | This program is a federal income tax credit designed to help make homeownership more affordable to qualified homebuyers. Homebuyers who elect to use the federal tax credit are eligible to claim a portion of the annual interest paid on their mortgage as a special tax credit.

Green Energy Program | This program provides grant incentives for qualifying renewable energy systems installed in Delaware. In order to qualify for rebates, a participant's electricity provider must collect funds for the program and currently offer a grant program for renewable energy projects. Each utility company offering rebates has unique program regulations, requirements, program budgets, incentive levels, and application forms.

Green Infrastructure | Green infrastructure loans are available for projects at below market interest rates. Interest rate subsidies and/or principal forgiveness may be provided based on the affordability of the project. Wastewater facilities and environmentally innovative projects are eligible.

Home Purchase Rehabilitation Program | This program assists homebuyers purchase a home that may need to be repaired, improved, or made more energy efficient. The cost to purchase the home and the costs of repairs (up to $35,000) are combined into one loan.

Housing Development Fund (HDF) | The HDF is designed to provide financing for developers through sponsoring agencies. Types of developments that will be considered include, but are not limited to, the acquisition and/or rehabilitation of existing housing, the adaptive reuse of buildings, and new construction.

Leaking Storage Tank Remediation | These loans provide a source of low interest financing for protecting the State's groundwater supplies by rehabilitating underground storage tank systems. Eligibility is open to owners or lessees of underground storage tank facilities that need rehabilitation in order to meet regulatory requirements and where the applicant demonstrates ability to repay the loan.

Low Income Housing Tax Credit (LIHTC) | The statewide program provides a direct federal income tax credit to qualified owners and investors to build, acquire, or rehabilitate rental housing units to rent to working low-income Delawareans. The equity raised through the tax credit investment makes it possible for developers to attract the financing needed to create or restore low-income rental housing.

National Register of Historic Places Technical Assistance | The Delaware Department of State, Division of Historical & Cultural Affairs provides technical assistance to parties interested in applying for recognition on the National Register of Historic Places.

Neighborhood Assistance Act (NAA) | The NAA program encourages businesses and individuals

who pay Delaware state income taxes to invest in programs serving impoverished neighborhoods or serving low- and moderate-income families. In exchange for a qualified contribution to benefit an approved non-profit program, the NAA provides state tax credits equal to 50% of the investment.

Recycling | Recycling programs support the statewide universal recycling law and offers grants, loans, business sector recycling toolkits, and technical assistance. Government, commercial, and non-profit applicants are eligible for grants and loans to increase the recycling rate.

Second Mortgage Assistance Loan (SMAL) | SMAL assists income qualified borrowers in the purchase of their own home by providing down payment and closing cost assistance in the form of second mortgages. SMAL must be used in conjunction with the Delaware State Housing Authority's Homeownership Loan.

SEU Low-Interest Loan Program for Businesses and Non-Profits | The Delaware Sustainable Energy Utility will provide direct low-interest loans to businesses, non-profits, and governments for the purpose of financing energy conservation measures. Loans can range between $25,000 and $1 million.

Strong Neighborhood Housing Fund (SNHF) | The SNHF is intended to fund local jurisdictions and non-profit development agencies to acquire, renovate, and sell vacant, abandoned, foreclosed, or blighted buildings in targeted areas.

Stormwater Infrastructure | Loans are available for stormwater infrastructure projects at below market interest rates. Interest rate subsidies and/or principal forgiveness may be provided based on the affordability of the project. Projects with water quality benefits are eligible.

Sustainable Energy Utility (SEU) | The SEU buys solar renewable energy credits (SREC) for $0.45 per watt from solar installations up to 50Kw. In exchange, the generation owners assign SREC generated over the next 20 years to the SEU. Residential photovoltaic systems up to 50kW are eligible to generate for SREC procurement.

Waste Reduction | This program conducts free waste assessments to help participants understand Best Management Practices (BMPs) and navigate service options related to waste streams. Government and commercial applicants are eligible for technical assistance to increase the recycling rate, reduce waste generation, and cut costs.

Weatherization Assistance Program (WAP) | WAP is a free service that is designed to reduce energy costs for low-income families by improving the energy efficiency of their home. Grant funds are provided by the U.S. Department of Energy and state sources for administering the program. Residential home owners, low-income housing developers and owners, and home renters are eligible to apply for direct grants to install energy efficiency and home weatherization measures.

Welcome Home/Home Again | This is a home ownership program that provides first mortgage financing at below-market interest rates to qualified homebuyers.

Chapter Seven.

Downtown Harrington - The Evaluation

The short term success of the Downtown Development District Plan should be measured in two ways. First, has the City in fact implemented, in a timely manner and with a reasonable commitment of resources, the actions set forth in this Plan. Second, have the conditions in the Downtown improved as a result of the implementation of the Downtown Development District Plan.

The evaluation should review each action in the Plan that should have been undertaken during the time period covered by the evaluation as well as the continuing/ongoing activities. For each of these actions, the evaluation should address the following:

- Was the action carried out as planned?
- If not, why not or how was it changed?
- How successful was the action from an operational perspective (number of participants or other indicators of involvement/participation)?
- How could the action be improved if it is a recurring or ongoing activity?
- Should the activity be continued? Be modified?
- Is there any evidence that the action has had a positive impact on the Downtown?

In addition to the status evaluation noted above, an evaluation of the effectiveness of implementing the Plan should be conducted. The effectiveness report should document at least the following:

- the nature and amount of all public improvements undertaken within the Downtown;
- the number, type, and value of investments made in private property within the Downtown including renovations, expansions, or new buildings;
- the number and type of new businesses that opened in or relocated to the Downtown including the number of new jobs created;
- the number and type of businesses that closed or relocated from the Downtown including the number of jobs lost;
- the number and type of business expansions within the Downtown including the number of new jobs created; and
- the percentage change in taxable property valuation of all private property in the Downtown.

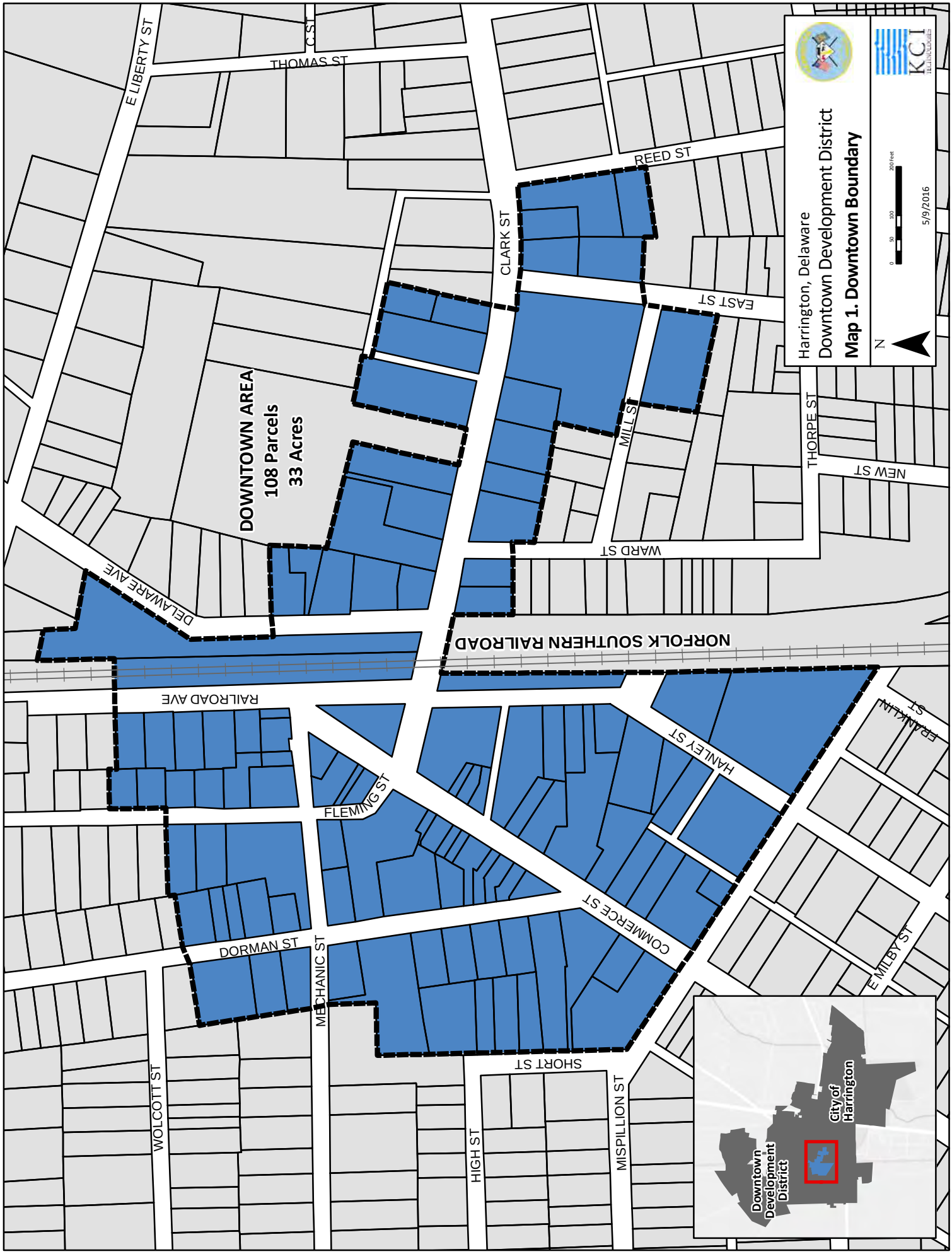
As part of this review, the City Manager and City Planner should consider whether any amendments should be made to the Downtown Plan to improve its effectiveness or to respond to changing conditions or opportunities. If they believe that an amendment of the Plan is warranted, they should prepare appropriate amendments and submit them for consideration and possible recommendation to the City Council as formal amendments. The objective of this process is that the Downtown Development District Plan will become a "living document" that is updated and refined on an ongoing basis to serve as a guide for the community's downtown revitalization activities.

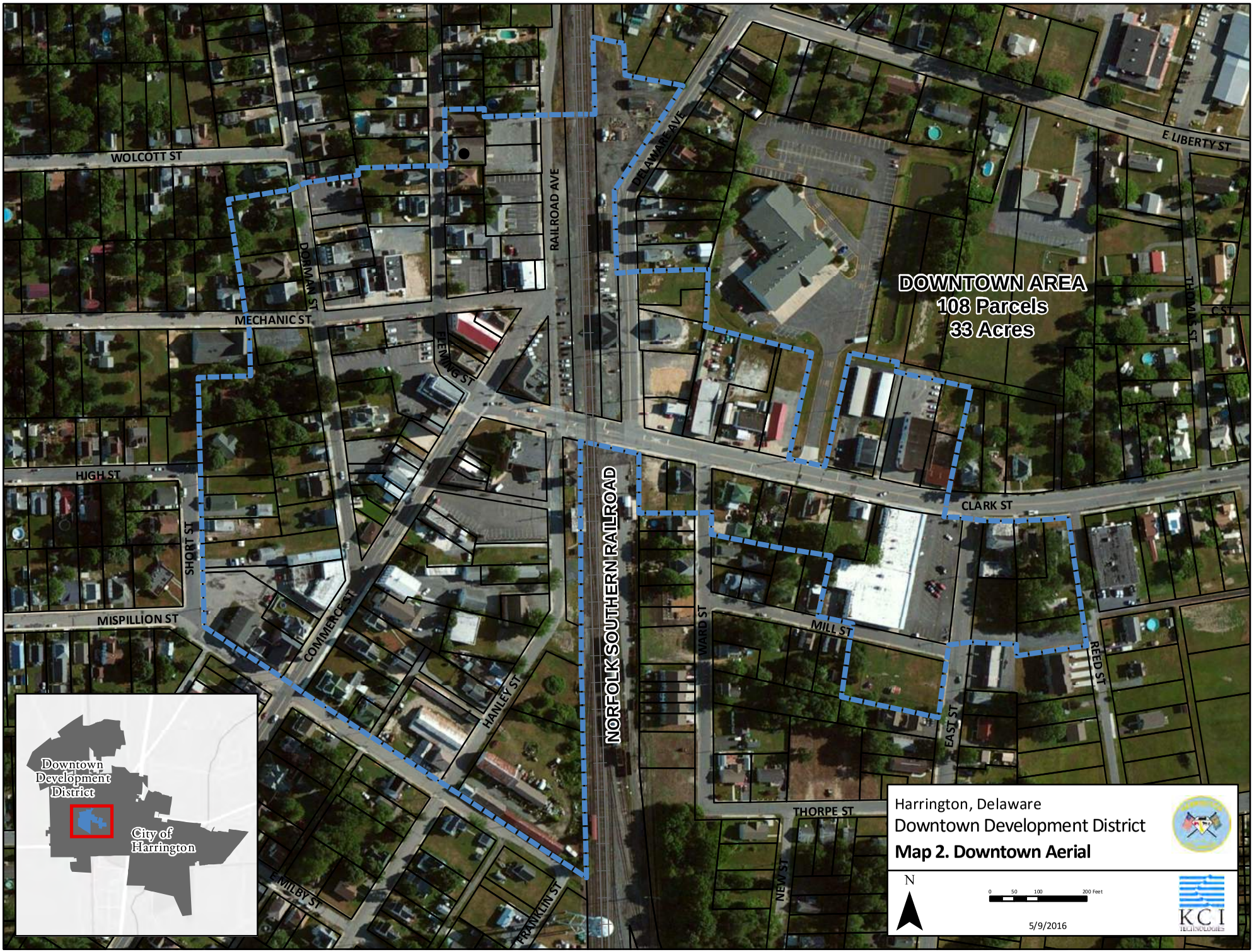
A key element of the evaluation process is keeping the Downtown community, volunteers, and the larger Harrington community aware of the progress being made to implement (and possibly revise and update) the Downtown Development District Plan. This reporting should take a number of forms including, but not limited to, the following:

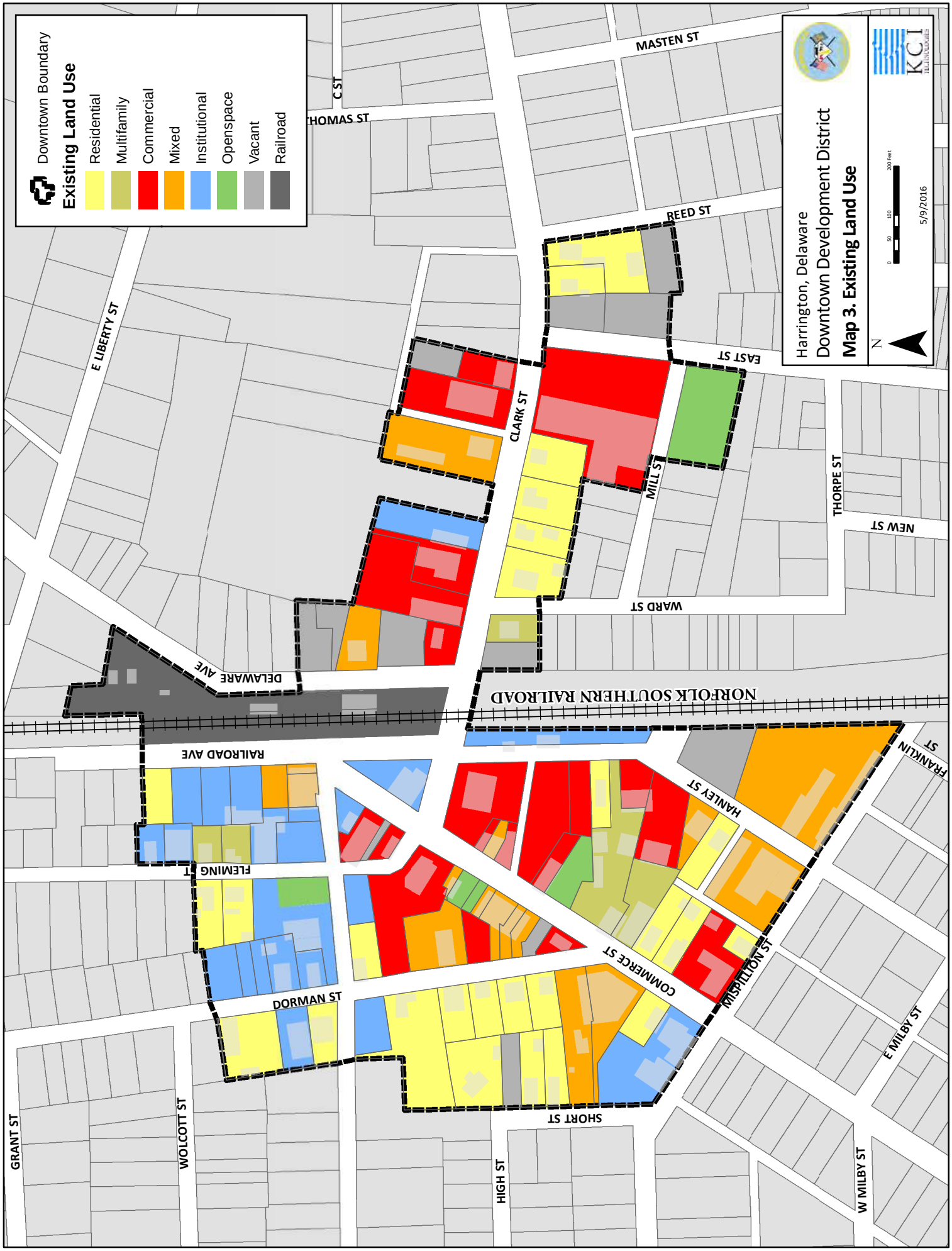
- Following each periodic evaluation, the City Manager and City Planner should prepare a summary of the progress made during the past evaluation period and the key achievements in improving the Downtown. This should be done as a one or two page handout that can be posted on the City's website and printed and distributed to the Downtown community and volunteers and used as a handout at Downtown events and activities.
- Following the presentation of the progress report to the City Council, a celebration should be held to note the progress made during the evaluation period, to recognize special accomplishments, and to thank the Downtown community and volunteers for their contributions to the success.
- The City should establish a regular process for reporting successes in implementing the Plan to the local media and encouraging them to provide coverage.

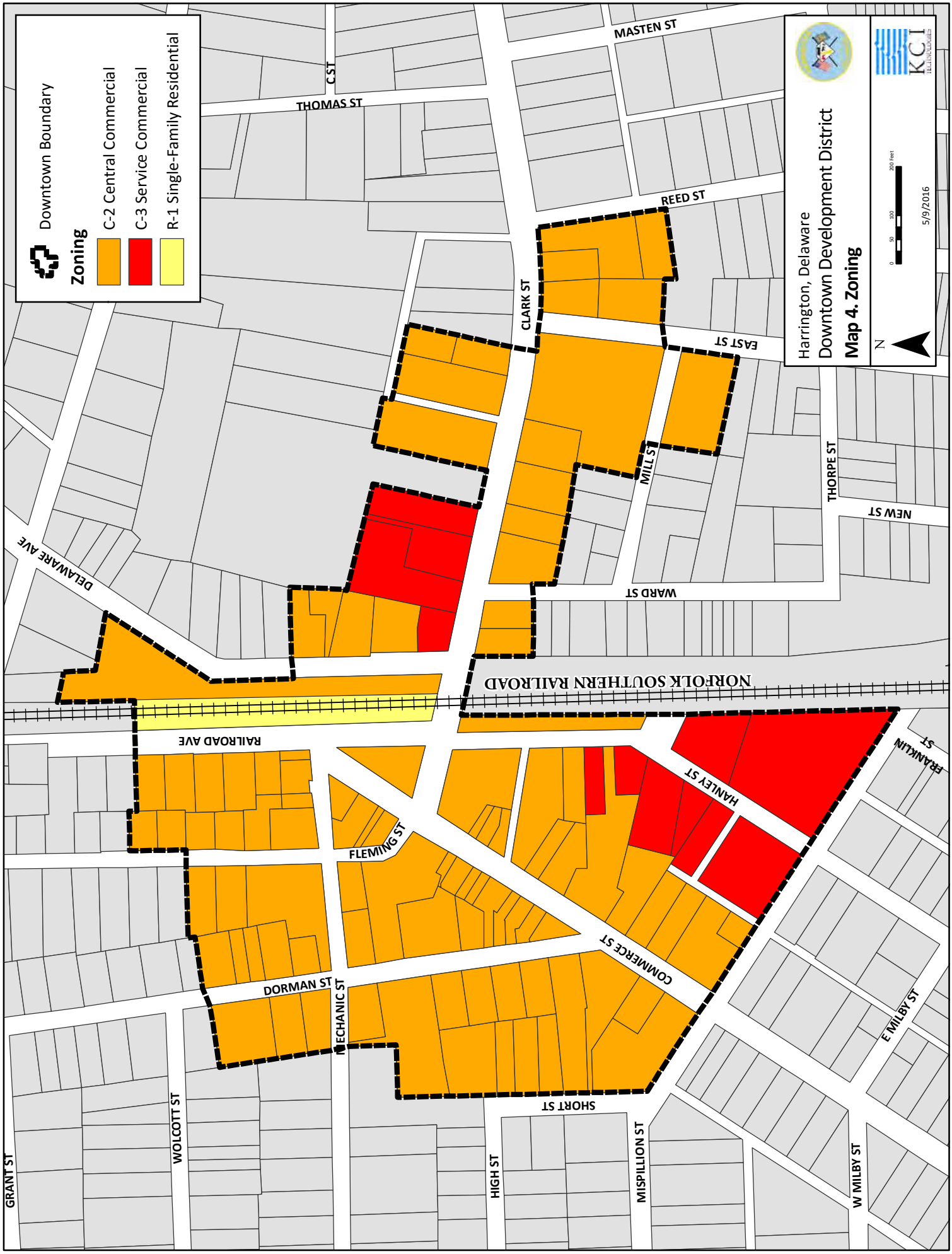
Chapter Eight.

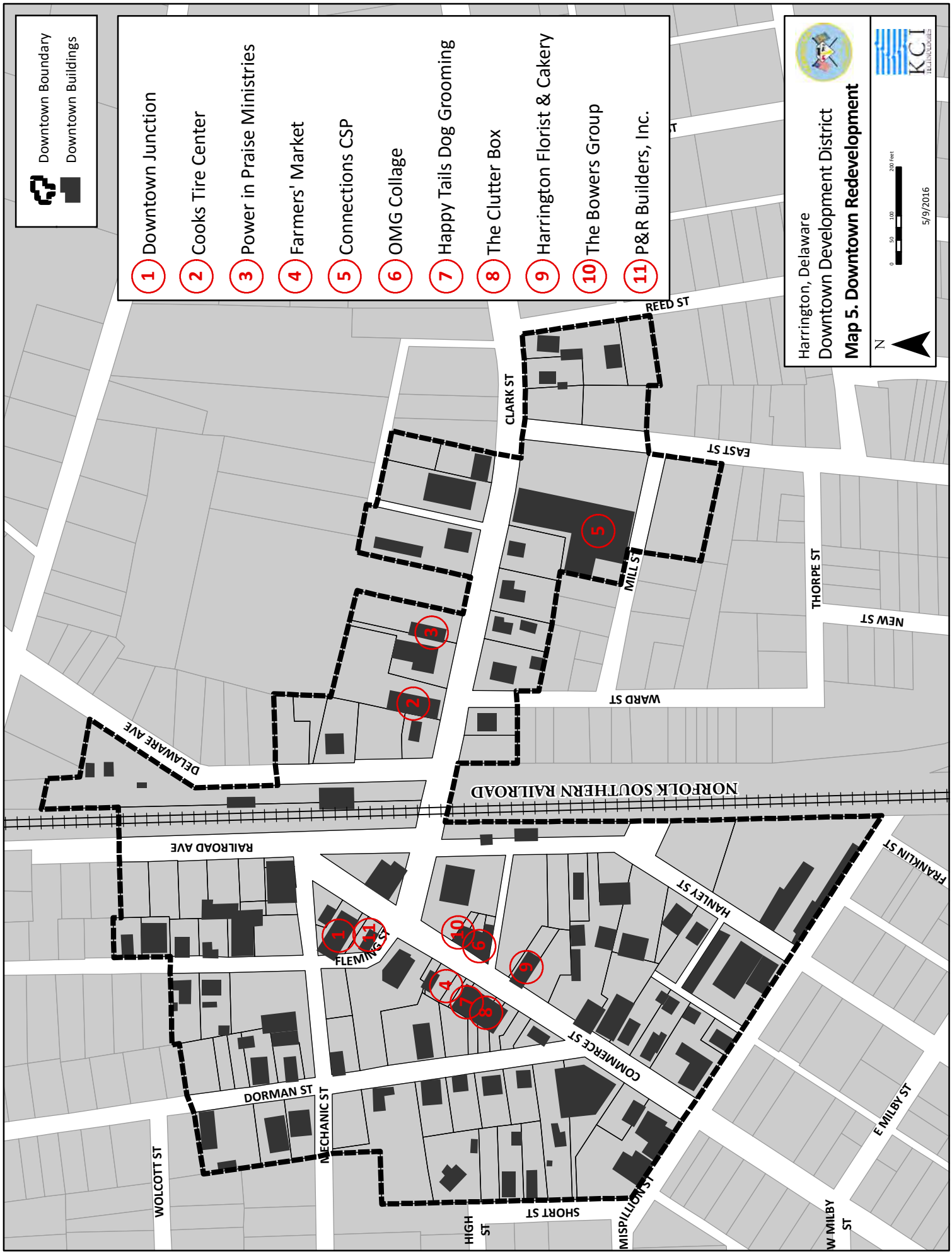
Downtown Harrington - The Maps

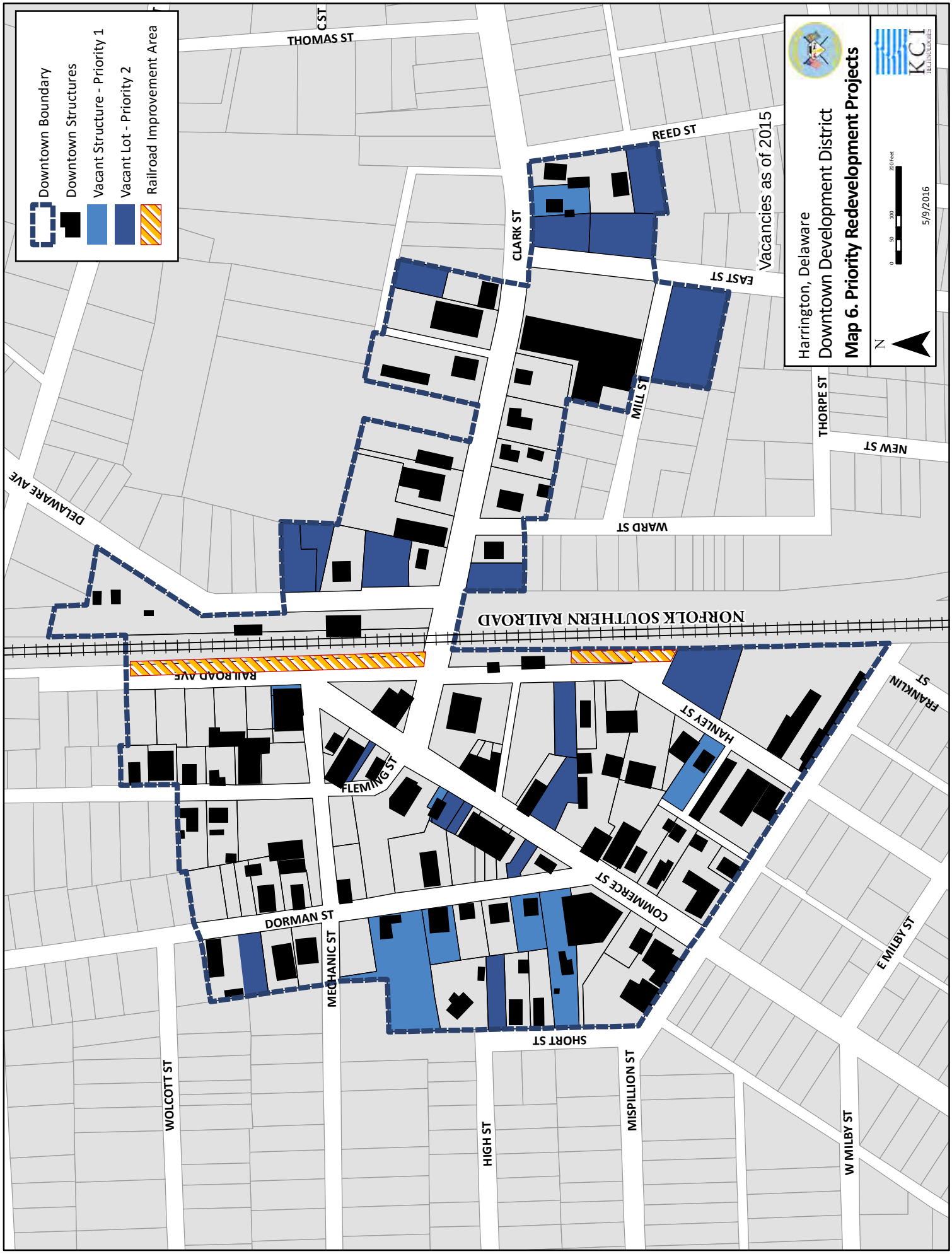

Harrington, Delaware
Downtown Development District
Map 1. Downtown Boundary
N
0
50
100
200 Feet
5/9/2016
KCI
DOWNTOWN AREA
108 Parcels
33 Acres
E LIBERTY ST
THOMAS ST
C ST
REED ST
CLARK ST
EAST ST
MILL ST
THORPE ST
NEW ST
WARD ST
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
HANLEY ST
FRANKLIN ST
FLEMING ST
COMMERCE ST
DORMAN ST
MECHANIC ST
E MILBY ST
SHORT ST
WOLCOTT ST
HIGH ST
MISPILLION ST
City of Harrington
Downtown Development District

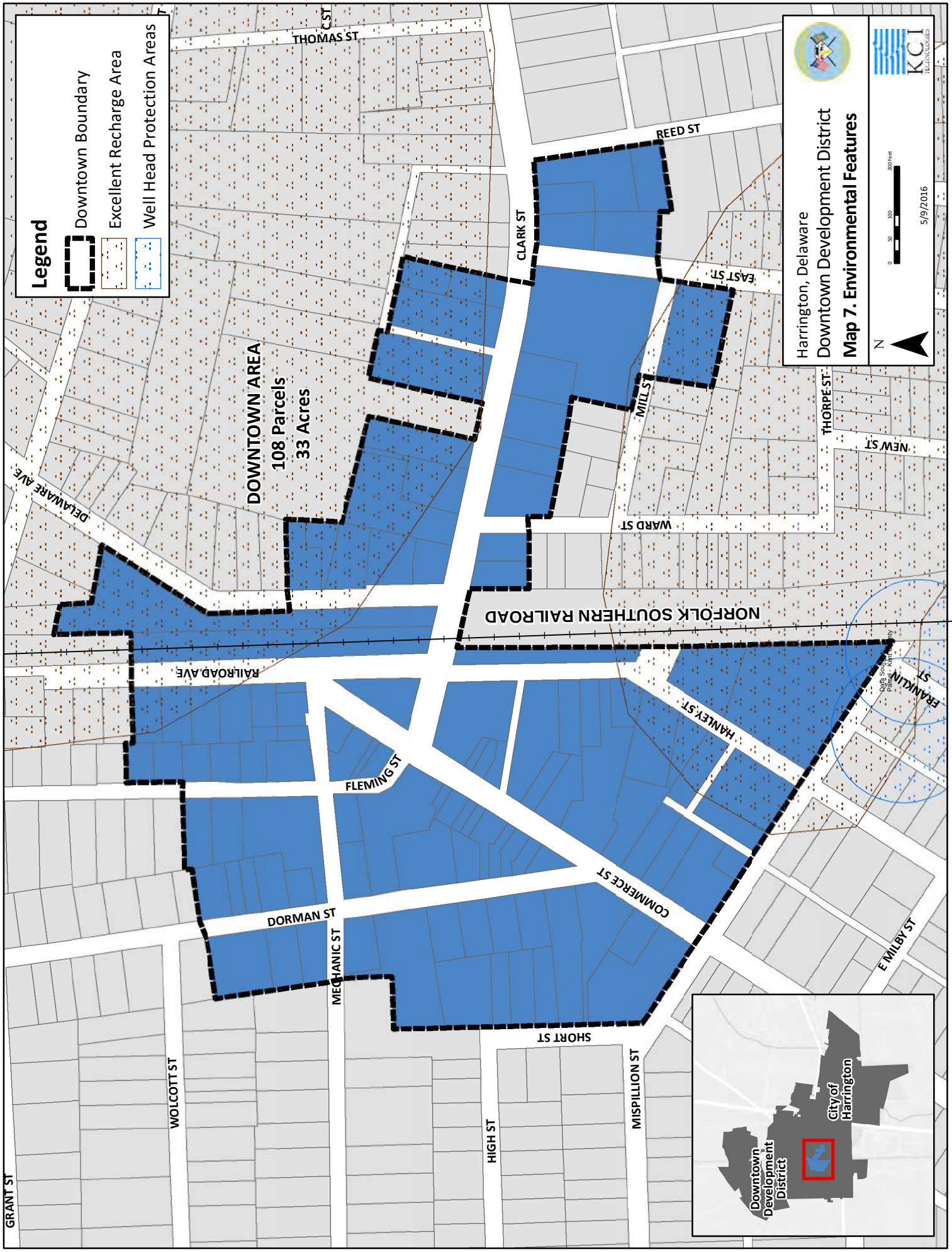

DOWNTOWN AREA
108 Parcels
33 Acres
WOLCOTT ST
MECHANIC ST
HIGH ST
MISPILLION ST
E LIBERTY ST
CLARK ST
MILL ST
THORPE ST
DORMAN ST
FLEMING ST
SHORT ST
COMMERCE ST
HANLEY ST
EMILBY ST
FRANKLIN ST
RAILROAD AVE
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
WARD ST
NEW ST
EAST ST
REED ST
THOMAS ST
CST
Downtown Development District
City of Harrington
Harrington, Delaware
Downtown Development District
Map 2. Downtown Aerial
N
0 50 100 200 Feet
5/9/2016
KCI TECHNOLOGIES

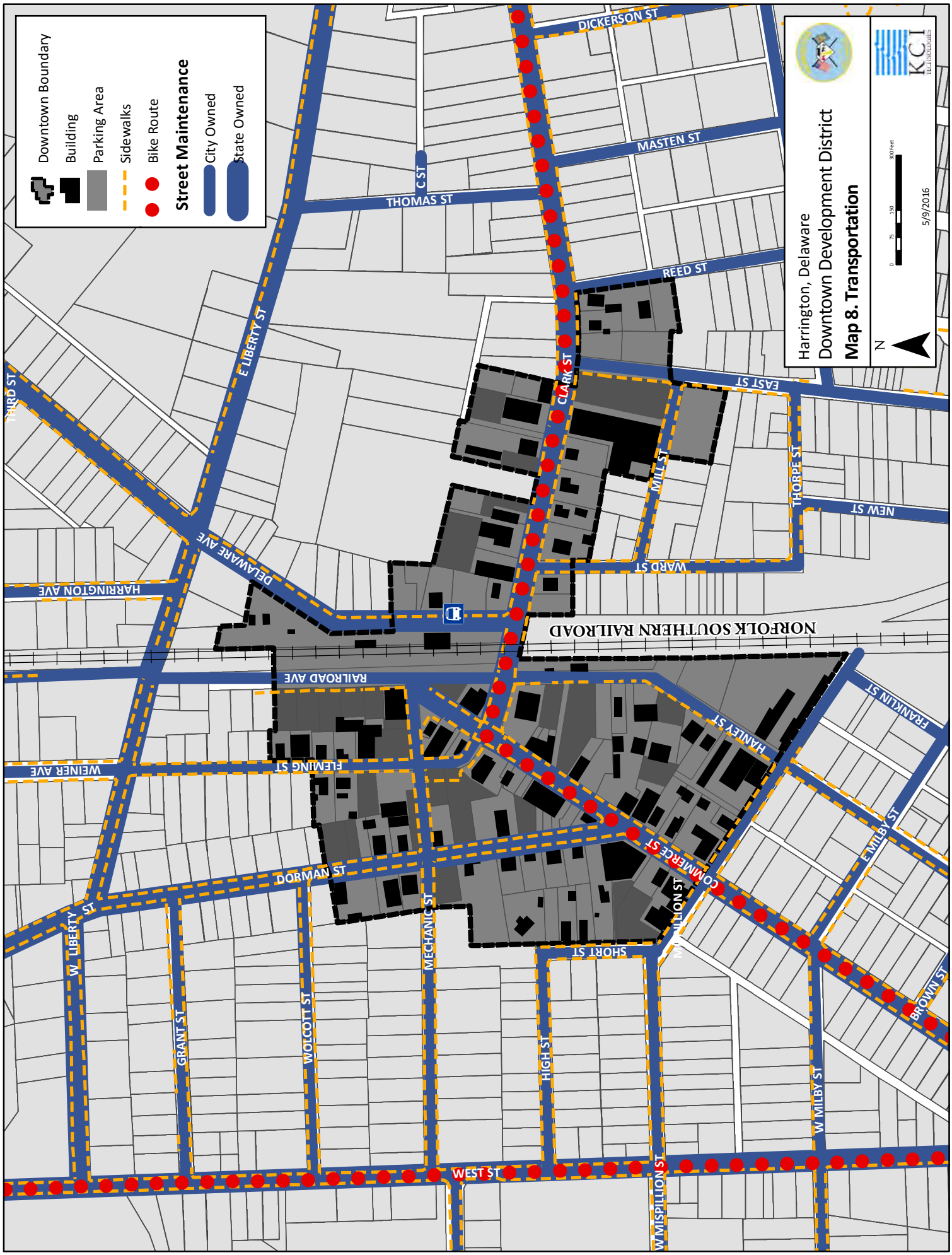

Downtown Boundary
Existing Land Use
Residential
Multifamily
Commercial
Mixed
Institutional
Openspace
Vacant
Railroad
Harrington, Delaware
Downtown Development District
Map 3. Existing Land Use
N
0 50 100 200 Feet
5/9/2016
KCI TECHNOLOGIES
MASTEN ST
C ST
THOMAS ST
REED ST
E LIBERTY ST
EAST ST
CLARK ST
MILL ST
THORPE ST
NEW ST
WARD ST
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
FLEMING ST
HANLEY ST
FRANKLIN ST
COMMERCE ST
MISPILLION ST
DORMAN ST
E MILBY ST
SHORT ST
GRANT ST
WOLCOTT ST
HIGH ST
W MILBY ST

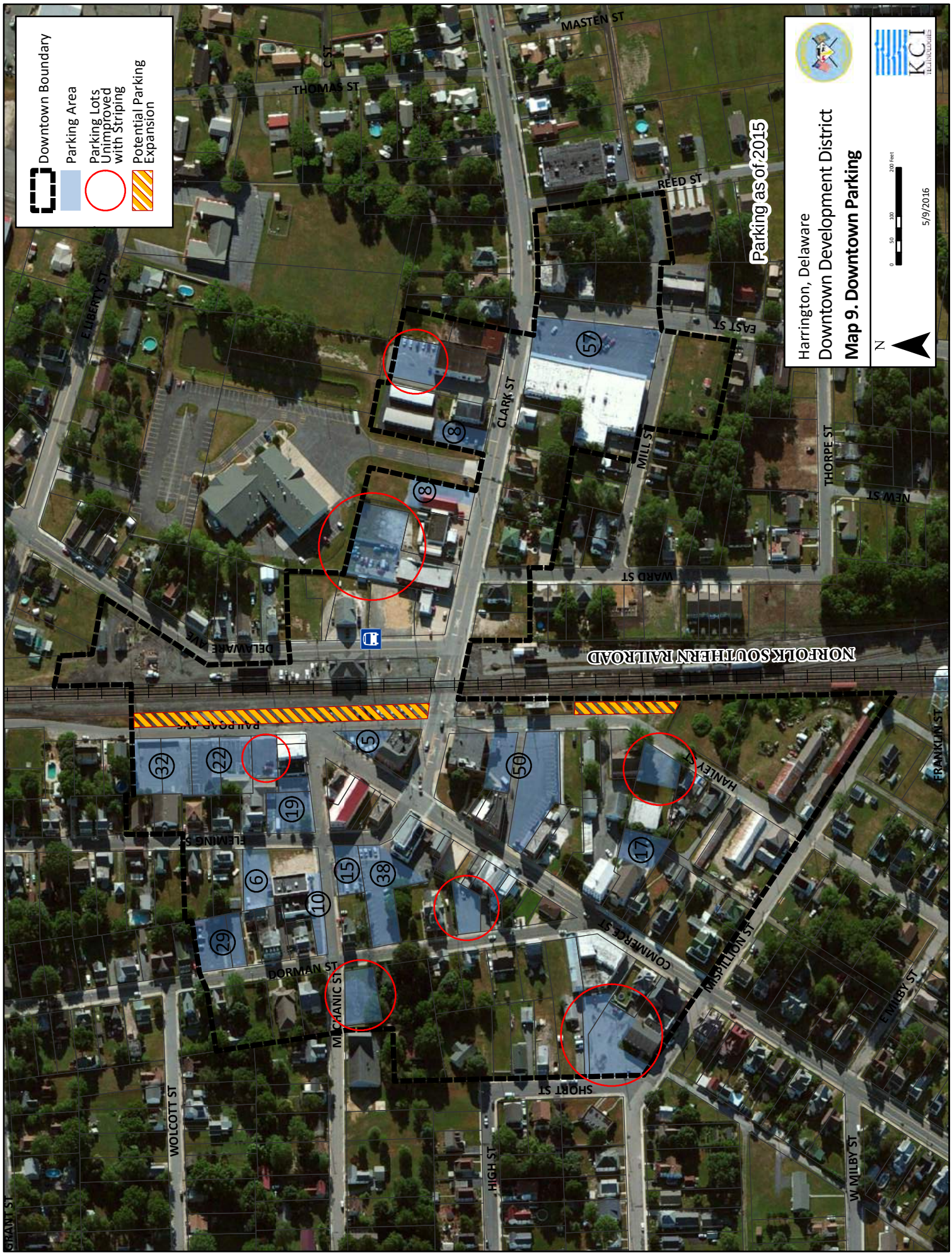

Downtown Boundary
Zoning
C-2 Central Commercial
C-3 Service Commercial
R-1 Single-Family Residential
Harrington, Delaware
Downtown Development District
Map 4. Zoning
0
50
100
200 Feet
5/9/2016
N
KCI
MASTEN ST
THOMAS ST
C ST
REED ST
CLARK ST
EAST ST
MILL ST
THORPE ST
NEW ST
WARD ST
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
FLEMING ST
HANLEY ST
FRANKLIN ST
COMMERCE ST
DORMAN ST
MECHANIC ST
E MILBY ST
SHORT ST
GRANT ST
WOLCOTT ST
HIGH ST
MISPILLION ST
W MILBY ST


Downtown Boundary
Downtown Buildings
1 Downtown Junction
2 Cooks Tire Center
3 Power in Praise Ministries
4 Farmers' Market
5 Connections CSP
6 OMG Collage
7 Happy Tails Dog Grooming
8 The Clutter Box
9 Harrington Florist & Cakery
10 The Bowers Group
11 P&R Builders, Inc.
Harrington, Delaware
Downtown Development District
Map 5. Downtown Redevelopment
N
0 50 100 200 Feet
5/9/2016
KCI TECHNOLOGIES
REED ST
CLARK ST
EAST ST
MILL ST
THORPE ST
NEW ST
WARD ST
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
FRANKLIN ST
HANLEY ST
FLEMING ST
COMMERCE ST
DORMAN ST
MECHANIC ST
WOLCOTT ST
SHORT ST
HIGH ST
MISPILLION ST
E MILBY ST
W MILBY ST


Downtown Boundary
Downtown Structures
Vacant Structure - Priority 1
Vacant Lot - Priority 2
Railroad Improvement Area
Harrington, Delaware
Downtown Development District
Map 6. Priority Redevelopment Projects
Vacancies as of 2015
N
0 50 100 200 Feet
5/9/2016
KCI TECHNOLOGIES
THOMAS ST
C ST
REED ST
CLARK ST
EAST ST
MILL ST
THORPE ST
NEW ST
WARD ST
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
HANLEY ST
FRANKLIN ST
FLEMING ST
COMMERCE ST
DORMAN ST
MECHANIC ST
SHORT ST
E MILBY ST
WOLCOTT ST
HIGH ST
MISPILLION ST
W MILBY ST


Harrington, Delaware
Downtown Development District
Map 7. Environmental Features
5/9/2016
Legend
Downtown Boundary
Excellent Recharge Area
Well Head Protection Areas
DOWNTOWN AREA
108 Parcels
33 Acres
THOMAS ST
REED ST
CLARK ST
EAST ST
MILL ST
THORPE ST
NEW ST
WARD ST
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
HANLEY ST
FRANKLIN ST
FLEMING ST
COMMERCE ST
DORMAN ST
MECHANIC ST
E MILBY ST
SHORT ST
MISPILLION ST
WOLCOTT ST
HIGH ST
GRANT ST
City of Harrington
Downtown Development District


Downtown Boundary
Building
Parking Area
Sidewalks
Bike Route
Street Maintenance
City Owned
State Owned
Harrington, Delaware
Downtown Development District
Map 8. Transportation
N
0
75
150
300 Feet
5/9/2016
KCI
DICKERSON ST
MASTEN ST
THOMAS ST
C ST
REED ST
E LIBERTY ST
CLARK ST
EAST ST
THIRD ST
MILL ST
THORPE ST
NEW ST
WARD ST
DELAWARE AVE
HARRINGTON AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
FRANKLIN ST
HANLEY ST
WEINER AVE
FLEMING ST
COMMERCE ST
E MILBY ST
DORMAN ST
W LIBERTY ST
MECHANIC ST
MCMILLION ST
SHORT ST
BROWN ST
GRANT ST
WOLCOTT ST
HIGH ST
W MILBY ST
WEST ST
W MISPILLION ST


Downtown Boundary
Parking Area
Parking Lots Unimproved with Striping
Potential Parking Expansion
Parking as of 2015
Harrington, Delaware
Downtown Development District
Map 9. Downtown Parking
N
0 50 100 200 Feet
5/9/2016
KCI
MASTEN ST
THOMAS ST
C ST
REED ST
EAST ST
CLARK ST
MILL ST
THORPE ST
NEW ST
WARD ST
E LIBERTY ST
DELAWARE AVE
NORFOLK SOUTHERN RAILROAD
RAILROAD AVE
FLEMING ST
HANLEY ST
FRANKLIN ST
COMMERCE ST
MISPILLION ST
DORMAN ST
MECHANIC ST
SHORT ST
HIGH ST
WOLCOTT ST
GRANT ST
E MILBY ST
W MILBY ST
32
22
19
5
50
17
29
6
10
15
38
8
8
57

Chapter Nine.

Appendix

Downtown Survey:
Resident/Visitor Survey

Harrington Downtown Development District Survey — DUE BY FEBRUARY 19, 2016

Welcome to the Harrington Downtown Development District Survey!

The City of Harrington has long been an important commercial, agricultural, and entertainment hub in Delaware. The downtown has a variety of small-scale businesses including retail, banks, and professional and general services. The City is starting to see a redevelopment trend occur in the downtown and has received a grant to develop a Downtown Development District Plan. Harrington desires to continue stimulating development and build upon recent successes. To that end, the District Plan will:

- Unite business, government, and citizens to attain common goals
- Coordinate economic marketing efforts with State and County Economic Development offices as well as the Central Chamber of Commerce
- Articulate and illustrate the shared vision and strategies
- Assess assets and opportunities to capitalize on, as well as obstacles to overcome
- Identify a priority project to be a focal point and anchor other redevelopment efforts
- Be a promotional tool to share with potential investors
- Assist in marketing walkability and community events with local merchants

As part of the Downtown Development District planning process, we are conducting a survey on the frequency and purpose of consumer activity in the Harrington area, the demand for new and expanded commercial offerings, the factors that influence local consumer shopping decisions, and the needs of local business owners and operators. The results of this survey will help to identify current and future market opportunities in the Harrington area in attracting businesses that consumers want and need, as well as needs of business owners and operators.

Thank you for participating in our survey. Your feedback is important. Once completed, please return to:

City of Harrington
106 Dorman Street
Harrington, DE 19952

---

1. Are you a:
   - ☐ Harrington Resident
   - ☐ Harrington Property Owner
   - ☐ Harrington Business Owner
   - ☐ Harrington Employee (within the downtown area)
   - ☐ Visitor

Harrington Downtown Development District Survey - Resident / Visitor Survey

2. How often do you shop at the following locations?

	5+ times a week	2-4 times a week	Once a week	Once a month	Once every few months	Never
Downtown Harrington						
Route 13 Corridor						
Milford						
Seaford						
Dover/Camden						
Other (please specify)						

3. What places/stores do you visit in Harrington's downtown?
   - ☐ Retail
   - ☐ Service
   - ☐ Restaurant
   - ☐ Town
   - ☐ Freedom Park
   - ☐ Post Office or Bank
   - ☐ Farmers' Market
   - ☐ Other (please specify): _____

4. What time do you typically visit Harrington's downtown?
   - ☐ Monday-Friday, before 5pm
   - ☐ Monday-Friday, 11am - 2pm
   - ☐ Monday-Friday, after 5pm
   - ☐ Saturday-Sunday, before 5pm
   - ☐ Saturday-Sunday, after 5pm

5. Have you attended any of the following events in the past three years?
   - ☐ Heritage Day
   - ☐ Police National Night Out
   - ☐ Tree Lighting Ceremony
   - ☐ Christmas Parade
   - ☐ Other (please specify): _____

Harrington Downtown Development District Survey - Resident / Visitor Survey

6. How do you most often travel to establishments in the downtown?
   - ☐ Walk
   - ☐ Bike
   - ☐ Drive and use on-street parking
   - ☐ Drive and use municipal parking
   - ☐ Drive and use parking at one establishment, then leave the downtown
   - ☐ Drive, use one establishment's parking, and visit multiple places
   - ☐ Drive and use multiple establishments' parking lots

7. Which of the following attracts you to a shopping/business area?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Variety of products and services					
Quality of products and services					
One-stop shopping (variety of products in one store)					
Look and feel of the business area					
Friendly customer service					
Independent stores over chains					
Nearby places to eat					
Shopping after 5pm on weekdays and weekends					
Convenient location (close to home or work)					
Convenient parking					
Pedestrian safety and convenience					
Price					
Other (please specify)					

8. Do you feel safe in Harrington's downtown during the day and night? If your response to either is "No," please explain why to the right.

	Yes	No
Day		
Night		

Harrington Downtown Development District Survey - Resident / Visitor Survey

9. Currently, what are the major advantages of Harrington's downtown?
   - ☐ Convenient location
   - ☐ Fair prices
   - ☐ Friendly local service
   - ☐ Easy to find parking
   - ☐ Supporting local businesses
   - ☐ Less traffic and crowds
   - ☐ Within walking distance
   - ☐ Selection of goods/services
   - ☐ Know local employees
   - ☐ Events at Freedom Park
   - ☐ Other (please specify): _____

10. Currently, what are the major disadvantages of Harrington's downtown?
   - ☐ Inconvenient location
   - ☐ Poor appearance
   - ☐ Lack in variety of goods/services
   - ☐ High prices
   - ☐ Limited hours
   - ☐ Difficult or inconvenient to park and walk
   - ☐ Traffic
   - ☐ Poor customer service
   - ☐ Other (please specify): _____

11. Imagine Harrington's downtown in ten years. How appealing are these future scenarios?

	Very Appealing	Somewhat Appealing	Not Appealing	No Opinion	Don't Know
An attractive place to call home with a mix of residential styles (e.g., single-family, townhouses, apartments) that appeal to a variety of ages and incomes					
An aesthetic blend of green space, natural elements, and pedestrian amenities with an historic flavor					
A place with new professional offices and businesses that provides jobs and employees who patron other establishments in the downtown					
A meeting place and the center of community activities with a mix of shopping, restaurants, cultural, and recreation spaces					
A niche destination place where specialty retail stores and restaurants attract visitors from out of town					
A place where locally owned stores/service shops for personal errands and dining/entertainment opportunities serve mainly the residents of the Harrington area					
A regional destination retail center attracting people from a distance with a mix of retailers					
Other (please specify)					

Harrington Downtown Development District Survey - Resident / Visitor Survey

12. What general service businesses would you most like to see come to downtown?
- ☐ Public and civic (e.g., library, park, community center, community garden, gallery)
- ☐ Institutional (e.g., religious, government, education, financial)
- ☐ Personal service (e.g., health club, beauty, tailor, dry cleaning, jewelry, household repair)
- ☐ Convenience store
- ☐ Commercial retail (e.g., general merchandise, clothing, hardware, household supplies and furnishings)
- ☐ Professional office (e.g., medical, law, accounting, architecture)
- ☐ Specialty retail (e.g., antiques, plants/flowers, gift shops)
- ☐ Youth programs
- ☐ Temporary
- ☐ Other (please specify): _____

13. What food-related businesses would you like to see in the downtown?
- ☐ Locally owned restaurants
- ☐ Chain restaurants
- ☐ Coffee shop
- ☐ Evening dining
- ☐ Tavern and grill
- ☐ Fast food/take out
- ☐ Deli/sandwich
- ☐ Grocery store
- ☐ Specialty food (e.g., bakery, butcher, ice cream)
- ☐ Breakfast/lunch dining
- ☐ Other (please specify): _____

14. What types of arts and cultural events/activities are best suited for downtown Harrington?
- ☐ Outdoor concert
- ☐ Food festival
- ☐ Antique festival
- ☐ Seasonal/holiday festival
- ☐ Kid-friendly/family event
- ☐ Cultural/heritage festival
- ☐ Merchants Night
- ☐ Other (please specify): _____
- ☐ "First Friday" (regular day where business stay open later in the evening)

15. What changes do you believe would help improve the Harrington downtown area? *(please choose up to 5)*
- ☐ Improved appearance
- ☐ Improved parking
- ☐ Greater variety of stores
- ☐ Better quality of merchandise
- ☐ Greater selection of merchandise
- ☐ Greater variety of merchandise
- ☐ Better atmosphere
- ☐ More competitive pricing
- ☐ Greater feeling of safety
- ☐ Improved customer service
- ☐ Expanded store hours
- ☐ Less traffic congestion
- ☐ Additional promotion and advertising
- ☐ Creative storefronts and signage
- ☐ Attractive outdoor dining areas
- ☐ Other (please specify): _____

16. Is there a community similar to Harrington that you feel has a vibrant and attractive downtown that we can learn from? _____

Harrington Downtown Development District Survey - Resident / Visitor Survey

17. If there were vacant buildings or lots in downtown Harrington, what do you think they should be used for to create more economic activity for the downtown? Do you have specific locations in mind?

18. If there was one thing that you could keep the same and one thing you could change about downtown Harrington, what would those be?

19. Do you have any other ideas that you feel would help attract residents, businesses, and visitors to downtown Harrington?

Harrington Downtown Development District Survey - Demographics Information

20. Home Zip Code: _____

21. Work Zip Code: _____

22. Age:
- ☐ Under 18
- ☐ 18-24
- ☐ 25-44
- ☐ 45-64
- ☐ 65+

23. Gender
- ☐ Male
- ☐ Female

24. Household's Annual Income
- ☐ < $15,000
- ☐ $15,000 - $24,999
- ☐ $25,000 - $34,999
- ☐ $35,000 - $49,999
- ☐ $50,000 - $74,999
- ☐ $75,000 - $99,999
- ☐ $100,000 - $149,999
- ☐ $150,000 - $199,999
- ☐ $200,000 +

25. Race:
- ☐ White
- ☐ Black or African American
- ☐ American Indian and Alaskan Native
- ☐ Asian
- ☐ Native Hawaiian and Other Pacific Islander
- ☐ Other (please specify): _____

26. Hispanic Origin
- ☐ Hispanic or Latino (of any race)
- ☐ Not Hispanic or Latino

Downtown Survey:
Merchant Survey

Harrington Downtown Development District Survey — DUE BY FEBRUARY 19, 2016

Welcome to the Harrington Downtown Development District Survey! — MERCHANTS ONLY!

The City of Harrington has long been an important commercial, agricultural, and entertainment hub in Delaware. The downtown has a variety of small-scale businesses including retail, banks, and professional and general services. The City is starting to see a redevelopment trend occur in the downtown and has received a grant to develop a Downtown Development District Plan. Harrington desires to continue stimulating development and build upon recent successes. To that end, the District Plan will:

- Unite business, government, and citizens to attain common goals
- Coordinate economic marketing efforts with State and County Economic Development offices as well as the Central Chamber of Commerce
- Articulate and illustrate the shared vision and strategies
- Assess assets and opportunities to capitalize on, as well as obstacles to overcome
- Identify a priority project to be a focal point and anchor other redevelopment efforts
- Be a promotional tool to share with potential investors
- Assist in marketing walkability and community events with local merchants

As part of the Downtown Development District planning process, we are conducting a survey on the frequency and purpose of consumer activity in the Harrington area, the demand for new and expanded commercial offerings, the factors that influence local consumer shopping decisions, and the needs of local business owners and operators. The results of this survey will help to identify current and future market opportunities in the Harrington area in attracting businesses that consumers want and need, as well as needs of business owners and operators.

Thank you for participating in our survey. Your feedback is important. Once completed, please return to:

City of Harrington
106 Dorman Street
Harrington, DE 19952

---

1. Are you a:
   - ☐ Harrington Resident
   - ☐ Harrington Property Owner
   - ☐ Harrington Business Owner
   - ☐ Harrington Employee (within the downtown area)
   - ☐ Visitor

Harrington Downtown Development District Survey - Merchant Survey

2. If you own a business downtown, do you have a need to expand?
   - ☐ Yes
   - ☐ No
   - ☐ Maybe
   - ☐ I own a business, but it is not located downtown

3. What would you need to expand your business downtown?
   - ☐ New building
   - ☐ Available space
   - ☐ Parking
   - ☐ Capital/funding
   - ☐ Localized incentives
   - ☐ Other (please specify): _____

4 Are you committed to keeping your business downtown?
   - ☐ Yes
   - ☐ No - please explain:

5. Would you be interested in a downtown incentive/discount program?
   - ☐ Yes
   - ☐ No

6. If programs were available, could your business use information on or assistance with the following topics?

	Definitely	Probably	Unsure	Probably Not	Definitely Not
Business planning					
Small Business loans					
Obtaining permits for expansion					
Financial management					
Marketing/branding/advertising					
Employee hiring/training					
Customer service/hospitality					
Building improvements					
Window/interior store displays					
Internet service					
E-commerce/web design					
Buying/selling a business					
Other (please specify):					

Harrington Downtown Development District Survey - Merchant Survey

7. How useful to your business are/could be the following services?

	Very Useful	Useful	Useless	Don't Know
Group business training (e.g., workshops, speakers)				
Cooperative advertising coordination				
Marketing of the downtown as a shopping destination				
Facade grants				
Public improvement grants				
Business directories, brochures, maps				
Website or internet resources				
Retail event coordination				
Special event coordination				
Downtown-wide WiFi				
Formation of a downtown merchant's association				

8. If financial assistance were available, would you consider building improvements such as facade work or new signage?
   ☐ Yes ☐ No

9. What are your business' busiest and slowest months?
   Busiest: _____ Slowest: _____

10. What are your business' hours of operation for both your busiest and slowest months?
    Busiest: _____ Slowest: _____

11. What are your thoughts on store hours?
    ☐ I am open all the hours I need to be
    ☐ I can't be open more hours for personal reasons
    ☐ I would like to be open more hours but can't afford the staff
    ☐ I would like to be open more hours but can't find good staff
    ☐ I would be open more hours if I were sure of sales
    ☐ I would be open more hours if everyone else was

12. Would you be interested in expanding your hours for special events?
    ☐ Yes ☐ No

Harrington Downtown Development District Survey - Merchant Survey

13. How many people, including owners, does your business employ in each of the following categories?

Full time (32 or more hours per week) year-round	
Part time, year-round	
Seasonal	

14. How important are the following consumer segments to your business?

	Very Important	Important	Not Important	No Sure
Males				
Females				
Age: Under 18				
Age: 18-24				
Age: 25-44				
Age: 45-64				
Age: 65+				
Harrington residents				
Regional residents (outside Harrington)				
Downtown employees				
Students				
Tourists and visitors				
Other (please specify):				

15. What are some of the major barriers or obstacles facing your business today?

- ☐ Customer traffic (not enough/shrinking)
- ☐ Property improvements (e.g., facade)
- ☐ Cost of rent/property
- ☐ Availability of telecommunications services
- ☐ Cash flow/working capital
- ☐ General operating costs
- ☐ Outdated machinery/technology
- ☐ City/County/State codes or regulations
- ☐ Skill level/preparation of employees
- ☐ Current economic conditions
- ☐ Public safety/crime
- ☐ Parking
- ☐ Congestion/traffic
- ☐ Payroll costs
- ☐ Competition
- ☐ Insurance costs
- ☐ Availability of employees
- ☐ Computer/technology issues
- ☐ Other (please specify): _____

Harrington Downtown Development District Survey - Merchant Survey

16. How do you reach potential customers?
- ☐ Newspapers
- ☐ Magazines
- ☐ Radio
- ☐ Television
- ☐ Yellow Pages
- ☐ Direct Mail/Catalogs
- ☐ Window Displays
- ☐ Billboards
- ☐ Word of Mouth
- ☐ Internet
- ☐ Local Service Organizations
- ☐ Referrals
- ☐ Other (please specify): _____

Harrington Downtown Development District Survey - Demographics Information

17. Home Zip Code: _____

18. Work Zip Code: _____

19. Age:
- ☐ Under 18
- ☐ 18-24
- ☐ 25-44
- ☐ 45-64
- ☐ 65+

20. Gender
- ☐ Male
- ☐ Female

21. Household's Annual Income
- ☐ < $15,000
- ☐ $15,000 - $24,999
- ☐ $25,000 - $34,999
- ☐ $35,000 - $49,999
- ☐ $50,000 - $74,999
- ☐ $75,000 - $99,999
- ☐ $100,000 - $149,999
- ☐ $150,000 - $199,999
- ☐ $200,000 +

22. Race:
- ☐ White
- ☐ Black or African American
- ☐ American Indian and Alaskan Native
- ☐ Asian
- ☐ Native Hawaiian and Other Pacific Islander
- ☐ Other (please specify): _____

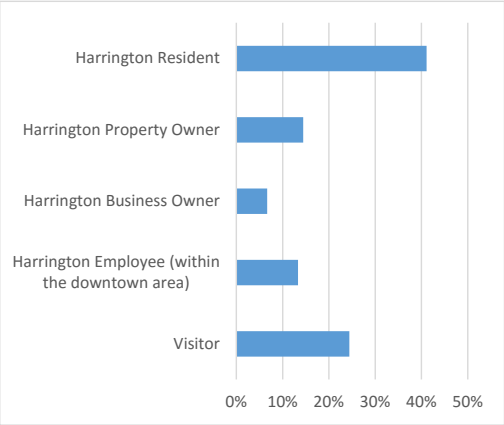
23. Hispanic Origin
- ☐ Hispanic or Latino (of any race)
- ☐ Not Hispanic or Latino

Downtown Survey:
Survey Results

The data provided in the following tables and graphs accurately matches that provided in the original survey results; however, the format has been modified to complement this document..

Q1. Are you a:

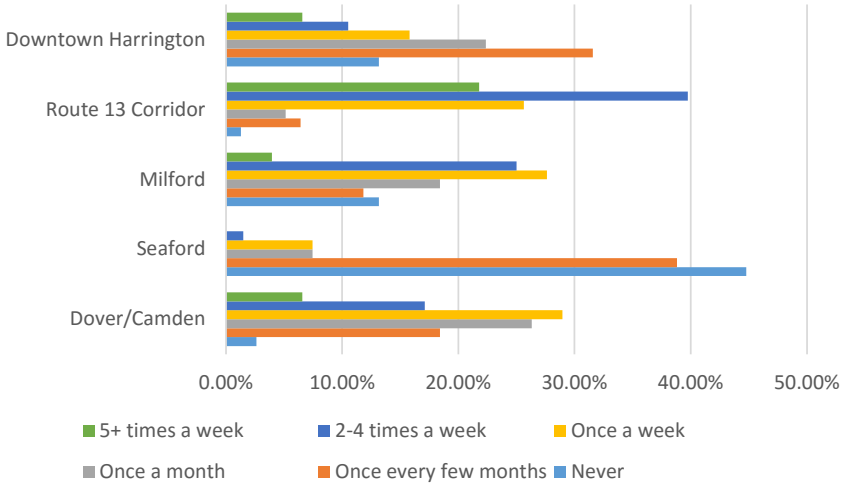
Answered: 90 Skipped: 0



Answer Choices	Responses	
Harrington Resident	41.11%	37
Harrington Property Owner	14.44%	13
Harrington Business Owner	6.67%	6
Harrington Employee (within the downtown area)	13.33%	12
Visitor	24.44%	22
Total		90

Q2. How often do you shop at the following locations?

Answered: 82 Skipped: 8

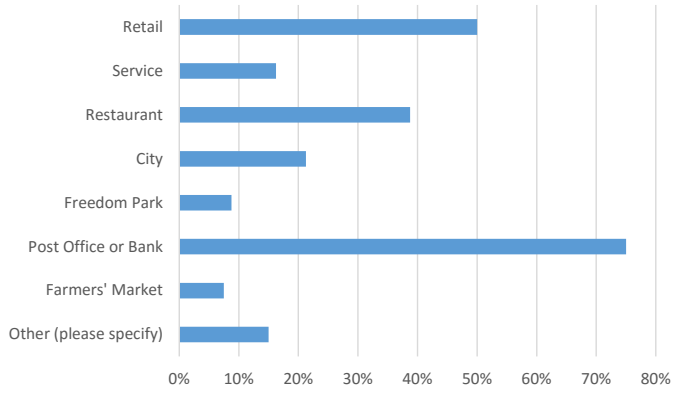


Write-In Responses:
Greenwood
Baltimore
Middletown
Beaches
Easton
Georgetown
Christiana Mall
Salisbury Mall
Beach Outlets

	5+ times a week	2-4 times a week	Once a week	Once a month	Once every few months	Never	Total
Downtown Harrington	6.58% 5	10.53% 8	15.79% 12	22.37% 17	31.58% 24	13.16% 10	76
Route 13 Corridor	21.79% 17	39.74% 31	25.64% 20	5.13% 4	6.41% 5	1.28% 1	78
Milford	3.95% 3	25.00% 19	27.63% 21	18.42% 14	11.84% 9	13.16% 10	76
Seaford	0.00% 0	1.49% 1	7.46% 5	7.46% 5	38.81% 26	44.78% 30	67
Dover/Camden	6.58% 5	17.11% 13	28.95% 22	26.32% 20	18.42% 14	2.63% 2	76

Q3. What places/stores do you visit in Harrington's downtown?

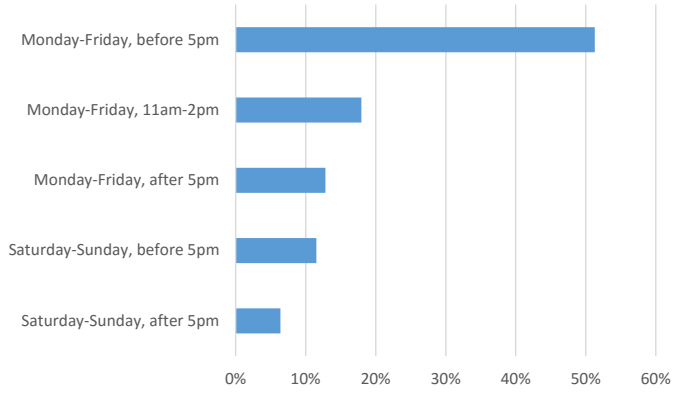
Answered: 80 Skipped: 10



Answer Choices	Responses		Write Ins:
Retail	50.00%	40	Trinity UM Church; Friends & Family; Insurance; Harrington Florist & Cakery (2); Museums; Post Office, occasionally; bank; answer to #2 Downtown Harrington applies to these places only; The Clutter Box; Happy Tails excellent dog grooming services; The Clutter Box Antiques; bank; Harrington Public Library
Service	16.25%	13	
Restaurant	38.75%	31	
City	21.25%	17	
Freedom Park	8.75%	7	
Post Office or Bank	75.00%	60	
Farmers' Market	7.50%	6	
Other (please specify)	15.00%	12	

Q4. What time do you typically visit Harrington's downtown?

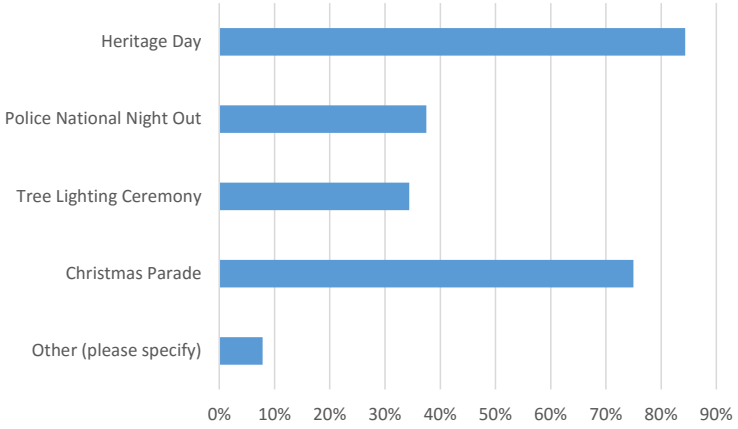
Answered: 78 Skipped: 12



Answer Choices	Responses	
Monday-Friday, before 5pm	51.28%	40
Monday-Friday, 11am-2pm	17.95%	14
Monday-Friday, after 5pm	12.82%	10
Saturday-Sunday, before 5pm	11.54%	9
Saturday-Sunday, after 5pm	6.41%	5

Q5. Have you attended any of the following events in the past three years?

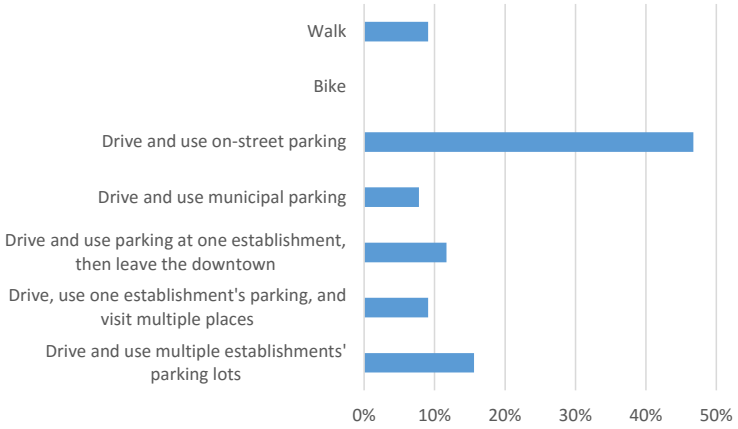
Answered: 64 Skipped: 26



Answer Choices	Responses		Write-Ins:
Heritage Day	84.38%	54	I attended all but Police Night Out annually, but none in the past three years; Movies; no recently moved here; Library functions, Church
Police National Night Out	37.50%	24	
Tree Lighting Ceremony	34.38%	22	
Christmas Parade	75.00%	48	
Other (please specify)	7.81%	5	

Q6. How do you most often travel to establishments in the downtown?

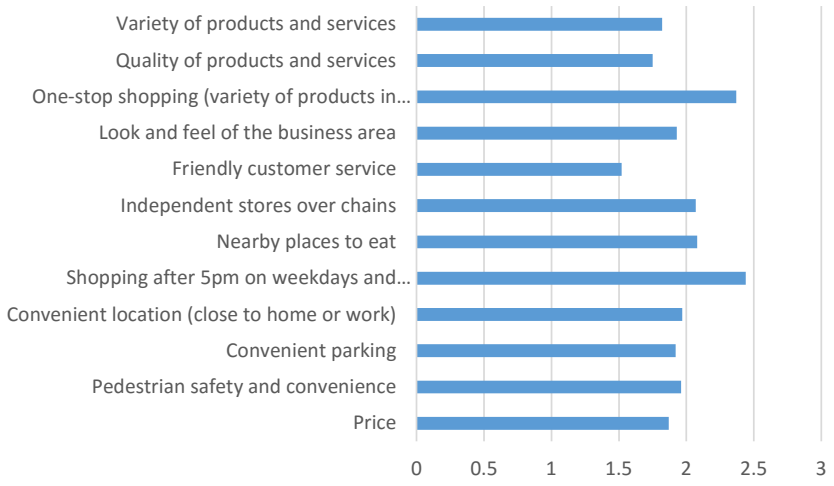
Answered: 77 Skipped: 13



Answer Choices	Responses	
Walk	9.09%	7
Bike	0.00%	0
Drive and use on-street parking	46.75%	36
Drive and use municipal parking	7.79%	6
Drive and use parking at one establishment, then leave the downtown	11.69%	9
Drive, use one establishment's parking, and visit multiple places	9.09%	7
Drive and use multiple establishments' parking lots	15.58%	12

Q7. Which of the following attracts you to a shopping/business area?

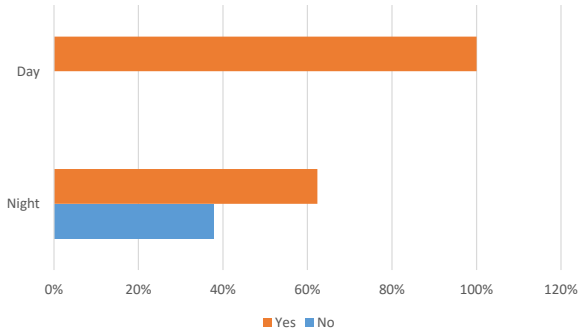
Answered: 77 Skipped: 13



	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total	Weighted Average
Variety of products & services	45.21% 33	36.99% 27	10.96% 8	4.11% 3	2.74% 2	73	1.82
Quality of products & services	47.89% 34	36.62% 26	9.86% 7	4.23% 3	1.41% 1	71	1.75
One-stop shopping	20.90% 14	41.79% 28	20.90% 14	11.94% 8	4.48% 3	67	2.37
Look & feel of the business area	33.82% 23	47.06% 32	13.24% 9	4.41% 3	1.47% 1	68	1.93
Friendly customer service	57.53% 42	34.25% 25	6.85% 5	1.37% 1	0.00% 0	73	1.52
Independent stores over chains	35.71% 25	28.57% 20	28.57% 20	7.14% 5	0.00% 0	70	2.07
Nearby places to eat	30.99% 22	38.03% 27	23.94% 17	5.63% 4	1.41% 1	71	2.08
Shopping after 5pm	19.12% 13	33.82% 23	35.29% 24	7.35% 5	4.41% 3	68	2.44
Convenient location	32.39% 23	45.07% 32	16.90% 12	4.23% 3	1.41% 1	71	1.97
Convenient parking	40.85% 29	36.62% 26	15.49% 11	4.23% 3	2.82% 2	71	1.92
Pedestrian safety & convenience	38.36% 28	39.73% 29	13.70% 10	4.11% 3	4.11% 3	73	1.96
Price	36.62% 26	45.07% 32	14.08% 10	2.82% 2	1.41% 1	71	1.87
Write Ins:	Attend church meetings and services; Uniqueness of shops (Clutter Box and Antique Store); My bank and insurance co are within walking distance. I shop the Clutter Box for quality and service.						

Q8. Do you feel safe in Harrington's downtown during the day and night?

Answered: 78 Skipped: 12

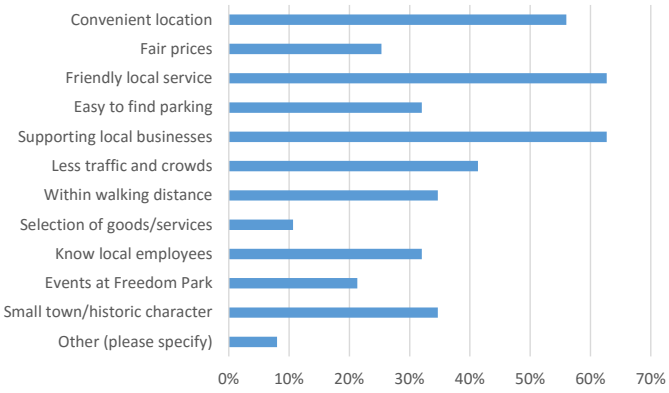


	Yes	No	Total
Day	100.00% 78	0.00% 0	78
Night	62.32% 43	37.68% 26	69

Comments:
Too many young kids hanging out.
Too many drugs - just like everywhere these days, also crime - due to plea bargain with some. Harrington police chief Norman is exceptional from talks I had with other residents. Some officers not trusted.
Too many people that walk in the street not on the sidewalks.
I avoid night - crime is everywhere.
Don't visit at night.
Way too many teenagers walking around, up and down Clark Street and side streets. Vacant houses have squatters and you can see drug paraphenalia on the streets. Not even safe to drive thru ATM after 5pm. Even during the day there are nefarious looking guys hanging around the Junction across from the post office.
Wonderful police department.
Not here at night.
You can watch drug exchanges happening as you ride by.
Dim lighting, kids/people. I. That area at night.
I don't particularly feel safe anywhere in Harrington at night. Buildings and houses are in disrepair; I have witnessed fights/arguments on the street; streets can seem desolate; I don't know the people of the town the way I did at one time; town has a lot of traffic just passing through. I feel safer during the day; although, not as safe as I did at one time.
The news with violence in Harrington.
Needs more lighting in certain areas.
Not always, parts of town is run down. I'm in the market to buy a home and I'm going to look at one on E. Center St. I have 3 small children and safety is my main concern.
There are numerous groups of teenagers hanging around and no visible police presence in town. Some areas are dark and not well lit.
I am usually alone and I don't see a lot of police patrolling the area.
I wouldn't walk alone at night, which is sad since I grew up here doing that. But I can see the differences between then and now. More drugs in the area make me nervous and the methadone clinic isn't helping. It just brings more addicts to the area for a quick fix then they stick around. There has been more crime since it opened. I wish I could feel comfortable letting my kids play like I did.
It depends on the *atmosphere* or *feel* of the area. Sometimes it feels ok other times it doesn't.
Have you read the news? All the creepy druggies and other people wandering vacantly about make me uncomfortable. Also, I'm averse to getting shot.
At times there is a group of young men walking the streets.
For the most part I feel safe walking downtown during the day except for a certain location where there are always people loitering around the store entrance. I do not walk anywhere in town after dark that includes walking home from work or walking my dog.
City not safe at night.

Q9. Currently, what are the major advantages of Harrington's downtown?

Answered: 75 Skipped: 15

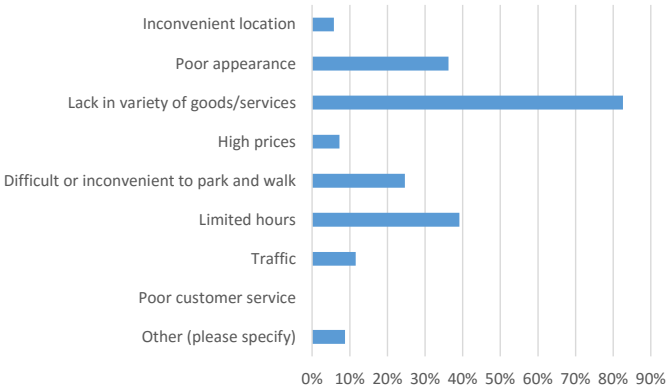


Answer Choices	Responses	
Convenient location	56.00%	42
Fair prices	25.33%	19
Friendly local service	62.67%	47
Easy to find parking	32.00%	24
Supporting local businesses	62.67%	47
Less traffic and crowds	41.33%	31
Within walking distance	34.67%	26
Selection of goods/services	10.67%	8
Know local employees	32.00%	24
Events at Freedom Park	21.33%	16
Small town/historic character	34.67%	26
Other (please specify)	8.00%	6

Write-Ins:
Post office & bank; That is where the post office is; None; None that come to mind; It is getting there but it does not have enough "curb appeal"; Within walking distance once parked at an establishment and going to others.

Q10. Currently, what are the major disadvantages of Harrington's downtown?

Answered: 69 Skipped: 21

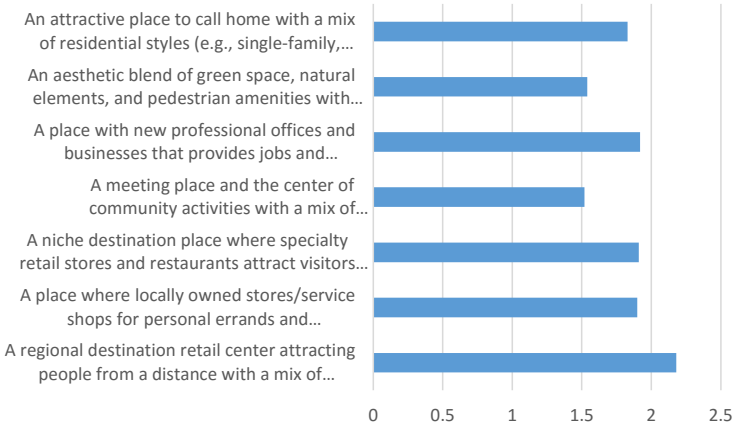


Answer Choices	Responses	
Inconvenient location	5.80%	4
Poor appearance	36.23%	25
Lack in variety of goods/ services	82.61%	57
High prices	7.25%	5
Difficult/inconvenient to park/walk	24.64%	17
Limited hours	39.13%	27
Traffic	11.59%	8
Poor customer service	0.00%	0
Other (please specify)	8.70%	6

Write-Ins:
None; Train (2); Roads in bad shape; Crime - Not fun to shop when you have to watch your car!; A "bistro" or coffee shop would be an ideal addition to help improve the look and feel of the downtown area as well as a bakery.

Q11. Imagine Harrington's downtown in ten years. How appealing are these future scenarios?

Answered: 75 Skipped: 15



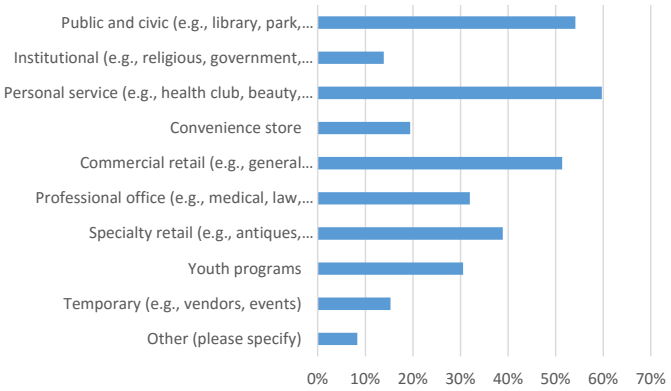
	Very Appealing	Somewhat Appealing	Not Appealing	No Opinion	Don't Know	Total	Weighted Average
An attractive place to call home with a mix of residential styles (e.g., single-family, townhouses, apartments) that appeal to a variety of ages and incomes	40.28% 29	41.67% 30	12.50% 9	5.56% 4	0.00% 0	72	1.83
An aesthetic blend of green space, natural elements, and pedestrian amenities with an historic flavor	54.17% 39	40.28% 29	2.78% 2	2.78% 2	0.00% 0	72	1.54
A place with new professional offices and businesses that provides jobs and employees who patron other establishments in the downtown	45.07% 32	28.17% 20	18.31% 13	7.04% 5	1.41% 1	71	1.92
A meeting place and the center of community activities with a mix of shopping, restaurants, cultural, and recreation spaces	67.12% 49	21.92% 16	4.11% 3	5.48% 4	1.37% 1	73	1.52
A niche destination place where specialty retail stores and restaurants attract visitors from out of town	44.59% 33	33.78% 25	10.81% 8	8.11% 6	2.70% 2	74	1.91
A place where locally owned stores/service shops for personal errands and dining/entertainment opportunities serve mainly the residents of the Harrington area	43.06% 31	37.50% 27	9.72% 7	5.56% 4	4.17% 3	72	1.90
A regional destination retail center attracting people from a distance with a mix of retailers	26.39% 19	41.67% 30	20.83% 15	9.72% 7	1.39% 1	72	2.18

Write-Ins:

- Craft/flea market.
- There isn't much in our downtown. No local parks for children to play in, no coffee shops to sit in. Look at downtown Milford they have so much in such a little area.
- Any combination that could serve local people but also attract people from other areas. a ton of cars drive through on the way to someplace else but few stop. It's a pretty little area. I think cuter than Milford an I feel more safe than in Milford, but fewer attractions here. I don't understand why. I moved here 3 years ago. Part of my job involves going to small towns all over DE and the eastern shore. Very few towns are as pretty as Harrington or feel as safe as Harrington but seem to attract more downtown businesses. Milford and Seaford are downright scary after dark. I've never felt uneasy walking my dog in downtown Harrington at night.
- Should have some type of convenience store downtown like Dollar General. It would also be wonderful to have some type of walking path.
- I agree with most of these, there are professional buildings by 13, past Arbys etc. I think the downtown area should be made quaint almost but not exactly like Milford. A place where you walk and look around and say, yeah, this is MY town and I'm glad.

Q12. What general service businesses would you like to see come to downtown?

Answered: 72 Skipped: 18

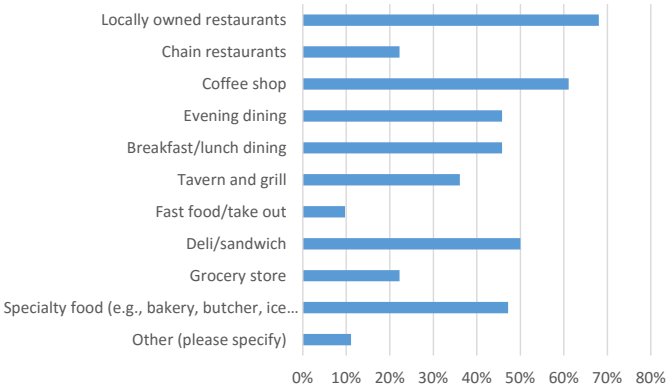


Write-Ins:
Wawa, Cracker Barrel; Grocery store, specialty foods - bakery, coffee, etc.; Professional office space on the 2nd/3rd floor above ground level shops/restaurants; Pizza shop; Fast food ice cream; A hair salong could also be a great addition

Answer Choices	Responses	
Public and civic (e.g., library, park, community center, community garden, gallery)	54.17%	39
Institutional (e.g., religious, government, education, financial)	13.89%	10
Personal service (e.g., health club, beauty, tailor, dry cleaning, jewelry, household repair)	59.72%	43
Convenience store	19.44%	14
Commercial retail (e.g., general merchandise, clothing, hardware, household supplies & furnishings)	51.39%	37
Professional office (e.g., medical, law, accounting, architecture)	31.94%	23
Specialty retail (e.g., antiques, plants/flowers, gift shops)	38.89%	28
Youth programs	30.56%	22
Temporary (e.g., vendors, events)	15.28%	11
Other (please specify)	8.33%	6

Q13. What food-related businesses would you like to see in the downtown?

Answered: 72 Skipped: 18

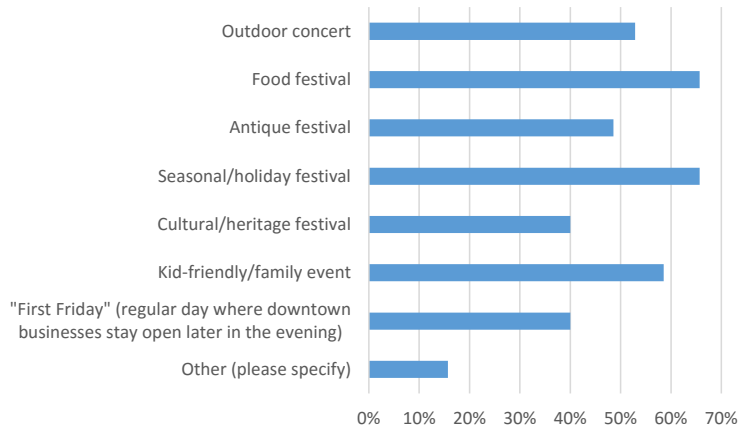


Write-Ins:
Brew pub; None; KFC; Don't need any more; We already have nice store in Downtown, we need to support that; We need a good bakery with fresh rolls and pastries; Coffee shop, book store like Barnes and Noble, sports bar with TVs, movie theater; A 'bistro' or other quaint eatery would be lovely, a bakery wouldn't hurt either.

Answer Choices	Responses		Answer Choices	Responses	
Locally owned restaurants	68.06%	49	Chain restaurants	22.22%	16
Coffee shop	61.11%	44	Evening Dining	45.83%	33
Breakfast/lunch dining	45.83%	33	Tavern and grill	36.11%	26
Fast food/take out	9.72%	7	Deli/sandwich	50.00%	36
Grocery store	22.22%	16	Specialty food (e.g., bakery, butcher, ice cream)	47.22%	34
Other (please specify)	11.11%	8			

Q14. What types of arts and cultural events/activities are best suited for downtown?

Answered: 70 Skipped: 20



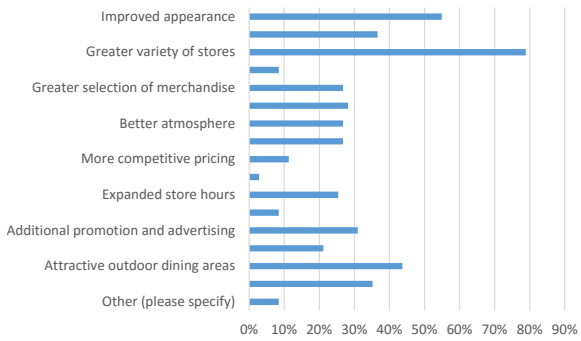
Answer Choices	Responses	
Outdoor concert	52.86%	37
Food festival	65.71%	46
Antique festival	48.57%	34
Seasonal/holiday festival	65.71%	46
Cultural/heritage festival	40.00%	28
Kid-friendly/family event	58.57%	41
"First Friday"	40.00%	28
Other (please specify)	15.71%	11

Write-Ins:

Various mixers; Merchants night (5); Street dance; Grow Heritage Day the way it used to be. You used to have streets of vendors and yardsale tables. You have 4 types of people who come to these events: people who love freebies, yardsale items, homemade items, homesales. When I was a kid this event was huge! K9 demonstrations, streets of yardsale tables, now its not worth gonig to. Why can't you walk during the Christmas Parade? Only floats? Just odd that have so many rules for fun things. How about a street dance like Greenwood does?; Any of the above but the current downtown space doesn't seem to adequately support these uses; Old time band concerts would be wonderful to try with ice cream socials topped off with one of Norman's movies; It would be nice to have some stores open later in the evenings. It's hard to accommodate everyone, that's for sure.

Q15. What changes do you believe would help improve the downtown area?

Answered: 71 Skipped: 19



Other (please specify) [8.45% / 6 responses]:

Dedicated bike trail; I think the storefront signage is top notch; It would be great to see a business and next to it would be a place like Dolce Bakery/Barnes/Starbucks or something like that - the downtown needs more curb appeal but so does the city. Need to start getting on banks and investors to do something with empty houses; Prices; Sorry, I know it's more than 5. It's hard not to go over 5. I really do hope this works out; A library.

Answer Choices	Responses		Answer Choices	Responses	
Improved appearance	54.93%	39	Improved parking	36.62%	26
Greater variety of stores	78.87%	56	Better quality of merchandise	26.76%	19
Greater selection of merchandise	26.76%	19	Greater variety of merchandise	28.17%	20
Better atmosphere	26.76%	19	Greater feeling of safety	26.76%	19
More competitive pricing	11.27%	8	Improved customer service	2.82%	2
Expanded store hours	25.35%	18	Less traffic congestion	8.45%	6
Additional promotion & advertising	30.99%	22	Additional outdoor seating	21.13%	15
Attractive outdoor dining areas	43.66%	31	Creative storefronts & signage	35.21%	25

Q16. Is there a community similar to Harrington that you feel has a vibrant and attractive downtown that we can learn from?

Answered: 35 Skipped: 55

Town	Responses	Town	Responses	Town	Responses
Milford, DE	18	Milton, DE	5	Berlin, MD	4
Lewes, DE	3	Dover, DE	2	St. Michaels, MD	2
East Northport, NY	1	Greenwood, DE	1	Rehoboth, DE	1
Smyrna, DE	1				

Q17. If there were vacant buildings or lots in downtown Harrington, what do you think they should be used for to create more economic activity for the downtown? Do you have specific locations in mind?

Answered: 41 Skipped: 49

Responses:

- Coffee shop/bakery (similar to LaDolce in Milford) in one of the two buildings next to OMG Collage. A small, up-scale restaurant/pub at old Stone's Hotel. Mid-price, extended lease apartments above Stone's Hotel. A breakfast-lunch deli/restaurant replacing Hoagie Time.
- No. Maybe a farm market. That is what attracted my family. The farmers were so friendly and accepting of new people and this creates jobs, turn over of money and of course the market - could also have a community communications office. When and moved here 45 years ago and came from New Castle.
- Somewhere kid friendly. Arts and crafts, pottery, play time cafe. There's no where to take your kids to have fun!
- No. (2)
- Sitting area.
- Soup kitchens, Code Purple, indoor flea market.
- Food courts, Dollar Tree.
- Specialty market, Dollar Tree.
- Building next to WSFS.
- Outdoor seating.
- I would love to see a consignment shop, used bookstore, coffeehouse and/or card & gift shop in the place of that nasty Downtown Junction which is a drug haven and smells like curry & incense. Harrington should do a pop-up program like Milford to attract small, new businesses.
- Free farmers' market.
- Old Jay's Market-area - gas and convenience store.
- You have quite a few vacant areas or empty buildings in the downtown area. I hear Stones is becoming a pizza restaurant which would be awesome. How about the building on the corner across from the post office that has been empty for years, the empty lot that salvation army used to be in? The Hoagie Time building is empty again. There is no beautiful flowers or benches. Nothing welcoming in the area.
- Things listed earlier in survey.
- Parking. There is no parking downtown to visit any stores. Building near bank that has been condemned.
- We definitely need an upscale eatery/pub. A place you could get a quality sandwich/burger or salad and a beer or wine. Nothing that would become a late night booze hall.
- Theater. (2)
- Youth center.
- I know both Milford and Milton have rent breaks for startups. I would love to see a gym or some sort of fitness classes downtown.
- Restaurants, pubs, antique stores, family owned reatil stores.
- Clothes at reasonable prices, gifts. Create a downtown that is a draw for all. Food.
- Bakery
- Arts center
- Let investors fix up these vacant and run down housing. I think make it easier process for investors to build on vacant lots

Q17. Responses Continued:
● The City seems to be down zoning commercial properties to TND and then claim they want growth. Businesses bring people. ● Boutique coffee shop, news stand, books, doctor or dentist. ● It would be nice to have a theater for creative arts. ● Old Salvation Army lot and Farrow building could be redeveloped with shops. ● Empty lots on Clark and Commerce Streets. ● Children related activities, new stores, or restaurants. ● Kid center (arts, crafts, games, music) coffee shop, book store ● Fix them up first & put in educational or retail locations ● Not vacant, but I have always wondered about the RR car and building, by M&T Bank, is that ever open to tour? ● Dining, commercial retail ● A library within walking distance of downtown would be great. ● Yes, maybe pop up shops (such as for vintage or thrift stores) or creative window displays for holidays or appropriate seasons. ● Nice restaurant. Grocery store. Clothing store. Dry cleaners. There are so many options because right now we have nothing but3 businesses to choose but they do not provide the necessities of life such as groceries, clothes, etc. ● Offices.

Q18. If there was one thing that you could keep the same and one thing you could change about downtown Harrington, what would those be?

Answered: 41 Skipped: 49

Responses:
● Keep the eye-pleasing store fronts such as The Harrington Florist & The Clutter Box. Fix-up or remove and replace the unsafe eye-sore buildings like the one just past the WSFS bank. ● Where I worked at Dupont Co. in the communications dep. taking visitors around and explaining some of the history. We had family who lived in Sussex all of their lives and had large farms. ● Encourage renovating the buildings. Less apartments in the downtown area make a business. ● Storefronts displayed; new growth same character design. ● Sub Shop ● Senior Center ● Feel of original buildings ● Like the new street lights ● Historic look; vacant buildings filled ● No need to change ● Keep the local merchants that bring flavor to Harrington such as the Bakery, Florist, Clutter Box, Happy Tails, Antique shop, etc. Get rid of the businesses that discredit the town as mentioned above. And close down the new drug rehab place! ● More variety/convenient parking. ● Keep the lights - new fixtures look nice. Add hours to present downtown businesses. ● Let's fill these buildings we have empty and PRETTY up our neighborhood. Let's offer some amazing things through the holidays like Berlin does in their downtown area. Our downtown is SMALL we have to make people want to stop in. ● Keep small atmosphere; more businesses. ● I would keep as much of the historic feel to the downtown, to include Clark Street and Commerce Street - this includes housing. ● I loved when Taylor's Hardware was downtown. The place was hopping with customers and you were just a hop skip and a jump away if you needed something quick. ● Keep the same - the small town feeling, historical and the post office. Change - upkeep on the buildings must improve. Need eateries, bakeries, tea/coffee shops. ● Not sure

Q18. Responses Continued:
● Keep friendly local business owners. Get rid of Stones. ● Keep small town atmosphere and lose vacant buildings. ● Nothing is more beautiful than Commerce Street at Christmas. Add a gym. Encourage professional services to have offices downtown. That would attract a base of people who have jobs, and then when stores open they would have a customer base. ● Better Christmas decorations, more police patrols for tractor trailers driving illegally on road. ● Charm of downtown-keep more retail to create a walking day of events for many. ● DO NOT change the historical features but build around the appearance of empty buildings. ● Keep the charm of downtown. Get rid of vacant buildings downtown. Have a boutique downtown. ● I like the look of the shops along Commerce Street. The unattractive area and homes along the railroad tracks. ● Keep: small shops. Change: road width. ● I like the attractive window displays from businesses that are DT and I think we need more variety of businesses DT. I think we need a business association that is active and focused on business not politics. ● Keep the hometown feel, but improve the overall appearance. ● Keep the same: local businesses. Change: parking. ● Def keep the small town feel but would make sure to fix up the old buildings. Condemned buildings look bad and make Harrington look poor. ● The traffic's not bad, but it isn't a good place to be at night. ● I love the small town feel, locally owned business, municipal interaction with residents (polic night out, etc). The only thing I would change is the lack of activity for teens. My son used to love going to united at the church, he wanted something along those lines. The issues that continually happened there would be the one thing I would like changed. ● Definitely keep the "small town vibe". That's always so impressive, esp as a town develops. Change building appearances, perhaps a local artist could help with that area. Signage, building front ideas, etc. ● Keep the improved street lights. Expand the street to complete Commerce Street and incorporate Clark Street. ● Same-the great Antique and Floral Shop, and the banks. Different-everything else. ● I would like to see more attractive landscapes and a variety of interesting and unique businesses as well as a . ● The 2 antique shows are great and so is the flower/bake shop. Naturally the banks and post office are great but that is all there is. ● Friendly people ● Freedom Park & the Museum are both very nice. I would change the look and atmosphere of Stone's - eliminate the liquor store. People actually ride their lawnmowers to the liquor store! I wonder what visitors think of that!

Q19. Do you have any other ideas that you feel would help attract residents, businesses, and visitors to downtown Harrington?

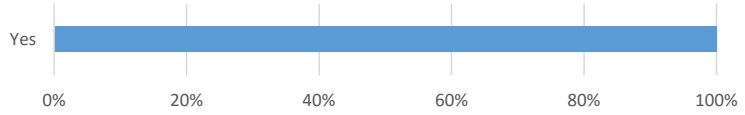
Answered: 31 Skipped: 59

Responses:
● Use the grassy lot at the corner of Clark & Commerce as a small park with benches, flowers, flags, an elevated platform, etc. as a meeting place, drink coffee, eat lunch, read a book, and more. ● I don't know what the financial situation is in Harrington but I do know from many senior residents that they feel that the taxes are too high, and the sewer and water is not fair. I agree if what I was told by City Hall that the sewer was calculated on the amount of water used, which they took 2x the water bill and made that the amount for the sewer because there are no meters for the sewer. Seniors have a hard time because of the high tax and the unfair water bills. ● Longer business hours, maybe some Sunday hoursa nd another good business besides waht is already there. ● Events and things to draw them. ● More shops. ● Allow zoning of some of the vacant houses on Clark Street and Commerce Street to be businesses. So many small businesses would thrive if given the opportunity to be embraced by a small town. ● Family oriented - parks and picnic area. ● Let's get a committee together of an array of age groups: people with kids and without. ● More word of mouth advertising

Q19. Responses Continued:
● We need to get rid of the convenience store across from the post office. It can build where Jays Market was, near WT Chipman to serve that part of the community. It can be far for those people to walk to the shopping centers on the highway. This store would supply a deli and a convenient shopping choice. Stones needs to go! It has always been an eyesore and an embarrassment to Harrington. Once that building is torn down a nicer facility can be constructed to house a nice/upscale eatery/pub with parking. The closed sub shop near Nationwide could become a specialty coffee/tea/bakery, but would need to use the parking lot across the street. The antique stores are nice and draw people who would hopefully eat at some of my previously listed eateries. Some of the remaining buildings may need to have some work done on them in order to draw businesss on the street level for shoppers and professional businesses on the upper floors. This small, intense shopping area can become a highly positive influence on Harrington.
● Not sure.
● Create a rail with trail for bikes and pedestrians that connects to other towns along the rail road.
● Local family owned businesses.
● A unique venue.
● On the right track with movies and events downtown.
● Fix up the existing buildings and encourage new businesses.
● More stores. Increased variety of merchandise.
● More enforcement with empty buildings that are going to ruin all over town. You may start to get the downtown looking ok but once they leave that area the rest of the city is NOT attractive with empty housing.
● I feel having a historic district that extends one block past the Methodist church on Commerce Street would help make the area more attractive and bring the history of Harrington to life.
● I wish businesses would band together to promote doing business in Harrington.
● Offer more modern ideas without losing the small town feel, keep the community involved.
● Variety in stores, lots of knick knack stores and they're not that widely appealing.
● We absolutely need a park with a playground for the kids. Even if it's small, it would be great.
● Keep the small town feel, but make it aesthetically pleasing and easy to get to.
● I don't know.
● I'd like to know how many towns have done this and are successful 3, 5 yrs down the road. What did they do? How have they maintained it?
● Less city government restrictions to make it more desirable to move, work and build a business in town.
● Having some type of gimmick, ie. Milford has the river walk and Georgetown has the circle. Harrington needs something to set it apart and make it special.
● I think one of the main things that needs to be be done is to clean up the entire town. I think there are codes on the books for type of furniture on porches, junk piled in yards, cars sitting in yards that don't run. I also think landlords need to improve rentals. Many are in need of repairs and I have a feeling many are not up to codes.
● I wish i did.
● The train station is a terrible eyesore-fix it and paint it! Fix Railroad Avenue along the fence - parking is a mess! No loitering on street corners and in front of businesses.

Q20.I have completed the Resident/Visitor section of the survey.

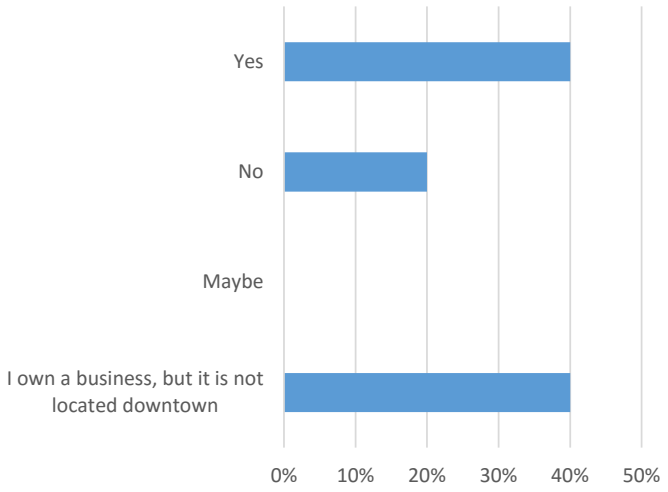
Answered: 74 Skipped: 16



Answer Choices	Responses	
Yes	100.00%	74

Q21.If you own a business downtown, do you have a need to expand?

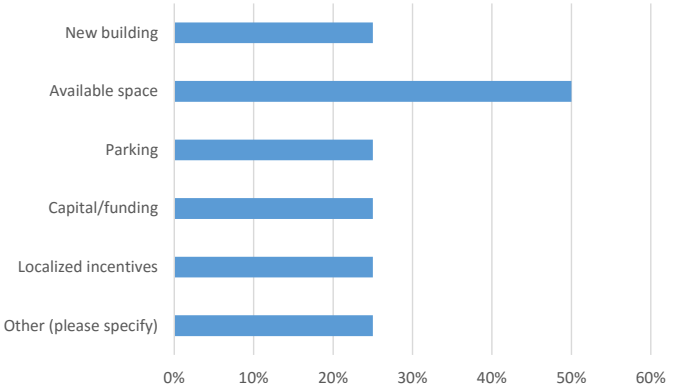
Answered: 5 Skipped: 85



Answer Choices	Responses	
Yes	40.00%	2
No	20.00%	1
Maybe	0.00%	0
I own a business, but it is not located downtown	40.00%	2

Q22.What would you need to expand your business downtown?

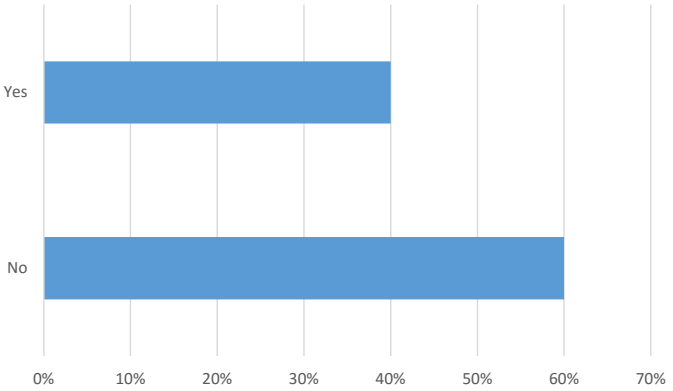
Answered: 4 Skipped: 86



Answer Choices	Responses	
New building	25.00%	1
Available space	50.00%	2
Parking	25.00%	1
Capital/funding	25.00%	1
Localized incentives	25.00%	1
Other (please specify)	25.00%	1
Write-Ins:		
● None		

Q23.Are you committed to keeping your business downtown?

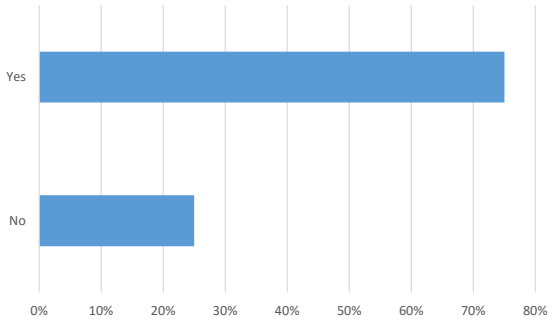
Answered: 5 Skipped: 85



Answer Choices	Responses	
Yes	40.00%	2
No	60.00%	3
Comments:		
● taxes taxes taxes		

Q24. Would you be interested in a downtown incentive/discount program?

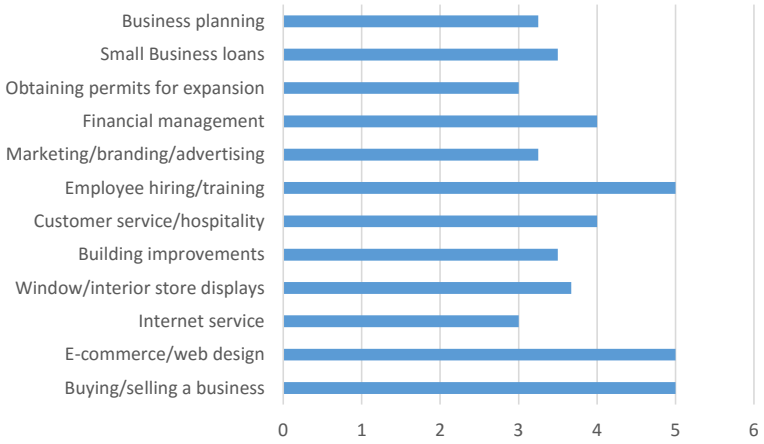
Answered: 4 Skipped: 86



Answer Choices	Responses	
Yes	75.00%	3
No	25.00%	1

Q25. If programs were available, could your business use information on or assistance with the following topics?

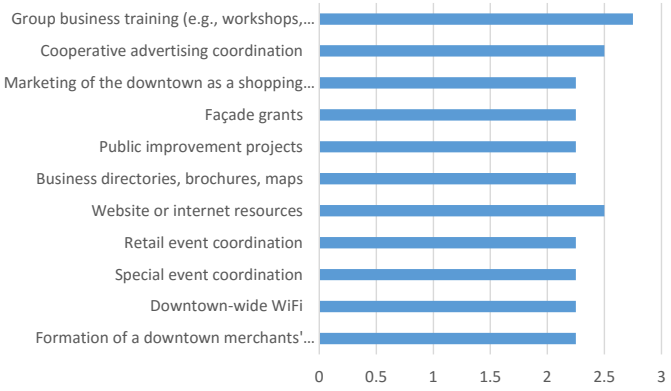
Answered: 4 Skipped: 86



	Definitely	Probably	Unsure	Probably Not	Definitely Not	Total	Weighted Average
Business planning	25.00%/1	25.00%/1	0.00%/0	0.00%/0	50.00%/2	4	3.25
Small Business loans	25.00%/1	0.00%/0	25.00%/1	0.00%/0	50.00%/2	4	3.50
Obtaining permits for expansion	33.33%/1	0.00%/0	33.33%/1	0.00%/0	33.33%/1	3	3.00
Financial management	0.00%/0	33.33%/1	0.00%/0	0.00%/0	66.67%/2	3	4.00
Marketing/branding/advertising	25.00%/1	25.00%/1	0.00%/0	0.00%/0	50.00%/2	4	3.25
Employee hiring/training	0.00%/0	0.00%/0	0.00%/0	0.00%/0	100.0%/4	4	5.00
Customer service/hospitality	0.00%/0	33.33%/1	0.00%/0	0.00%/0	66.67%/2	3	4.00
Building improvements	25.00%/1	0.00%/0	25.00%/1	0.00%/0	50.00%/2	4	3.50
Window/interior store displays	33.33%/1	0.00%/0	0.00%/0	0.00%/0	66.67%/2	3	3.67
Internet service	50.00%/2	0.00%/0	0.00%/0	0.00%/0	50.00%/2	4	3.00
E-commerce/web design	0.00%/0	0.00%/0	0.00%/0	0.00%/0	100.0/3	3	5.00
Buying/selling a business	0.005/0	0.00%/0	0.00%/0	0.00%/0	100.0%/3	3	5.00
Comment:	Harrington can't handle their own issues sure don't know how to run a business.						

Q26.How useful to your business are/could be the following services?

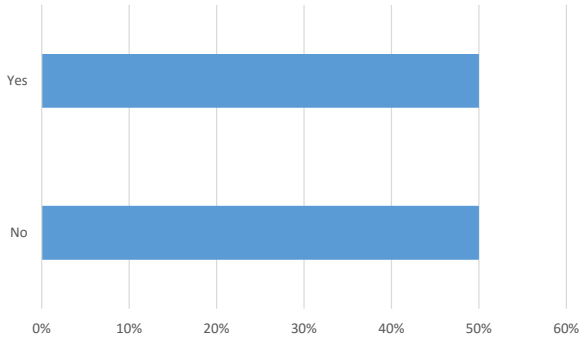
Answered: 4 Skipped: 86



	Very Useful	Useful	Useless	Don't Know	Total	Weighted Average
Group business training (e.g., workshops, speakers)	0.00% 0	25.00% 1	75.00% 3	0.00% 0	4	2.75
Cooperative advertising coordination	0.00% 0	50.00% 2	50.00% 2	0.00% 0	4	2.50
Marketing of the downtown as a shopping destination	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	2.25
Facade grants	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	2.25
Public improvement projects	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	2.25
Business directories, brochures, maps	25.00% 1	25.00% 1	50.00% 2	0.005 0	4	2.25
Website or internet resources	0.00% 0	50.00% 2	50.00% 2	0.00% 0	4	2.50
Retail event coordination	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	2.25
Special event coordination	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	2.25
Downtown-wide WiFi	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	2.25
Formation of a downtown merchants' association	25.00% 1	25.00% 1	50.00% 2	0.00% 0	4	2.25

Q27. If financial assistance were available, would you consider building improvements such as facade work or new signage?

Answered: 4 Skipped: 86



Answer Choices	Responses	
Yes	50.00%	2
No	50.00%	2

Q28. What are your business' busiest and slowest months?

Answered: 3 Skipped: 87

Busiest Month(s)	Slowest Month(s)
● April thru December ● March - October ● June, July, August	● January thru March ● November - February ● December

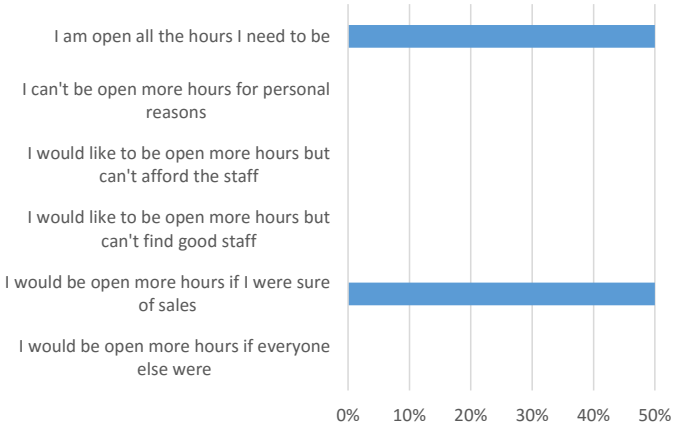
Q29. What are your business' hours of operation for both your busiest and slowest months?

Answered: 2 Skipped: 88

Busiest Month(s)	Slowest Month(s)
● 10:30 / 5 ● 9:00am to 6:00pm	● 10:30 / 5 ● 9:00am to 6:00pm

Q30. What are your thoughts on store hours?

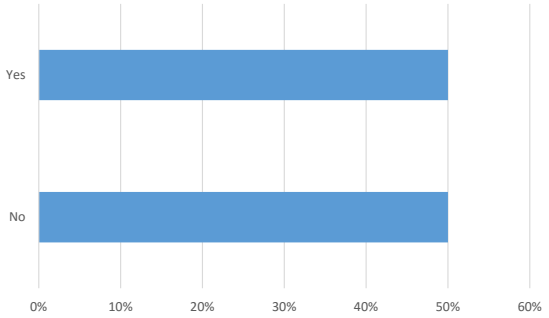
Answered: 4 Skipped: 86



Answer Choices	Responses	
I am open all the hours I need to be	50.00%	2
I can't be open more for personal reasons	0.00%	0
I would like to be open more hours but can't afford the staff	0.00%	0
I would like to be open more hours but can't find good staff	0.00%	0
I would be open more hours if I were sure of sales	50.00%	2
I would be open more hours if everyone else were	0.00%	0

Q31. Would you be interested in expanding your hours for special events?

Answered: 4 Skipped: 86



Answer Choices	Responses	
Yes	50.00%	2
No	50.00%	2

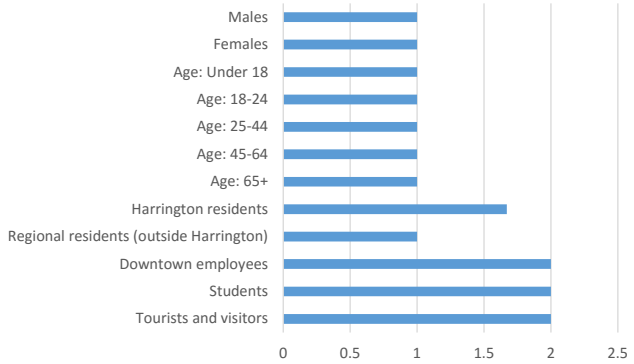
Q32. How many people, including owners, does your business employ in each of the following categories?

Answered: 2 Skipped: 88

Full time (32 or more hours per week) year-round	Part time, year-round	Seasonal
● 2 ● 4	● 2	● 2

Q33. How important are the following consumer segments to your business?

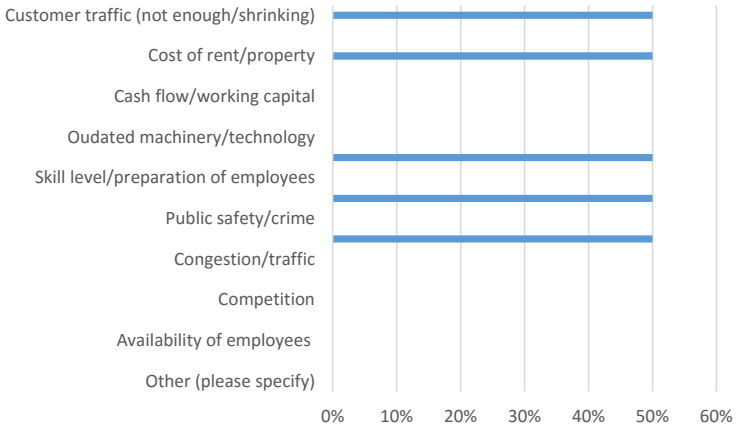
Answered: 3 Skipped: 87



	Very important	Important	Not important	Not sure	Total	Weighted Avg.
Males	100.00%/2	0.00%/0	0.00%/0	0.00%/0	2	1.00
Females	100.00%/2	0.00%/0	0.00%/0	0.00%/0	2	1.00
Age: Under 18	100.00%/2	0.00%/0	0.00%/0	0.00%/0	2	1.00
Age: 18-24	100.00%/2	0.00%/0	0.00%/0	0.00%/0	2	1.00
Age: 25-44	100.00%/2	0.00%/0	0.00%/0	0.00%/0	2	1.00
Age: 45-64	100.00%/1	0.00%/0	0.00%/0	0.00%/0	1	1.00
Age: 65+	100.00%/1	0.00%/0	0.00%/0	0.00%/0	1	1.00
Harrington residents	66.67%/2	0.00%/0	33.33%/1	0.00%/0	3	1.67
Regional residents (outside Harrington)	100.00%/2	0.00%/0	0.00%/0	0.00%/0	2	1.00
Downtown employees	50.00%/1	0.00%/0	50.00%/1	0.00%/0	2	2.00
Students	33.33%/1	33.33%/1	33.33%/1	0.00%/0	3	2.00
Tourists and visitors	50.00%/1	0.00%/0	50.00%/1	0.00%/0	2	2.00

Q34. What are some of the major barriers or obstacles facing your business today?

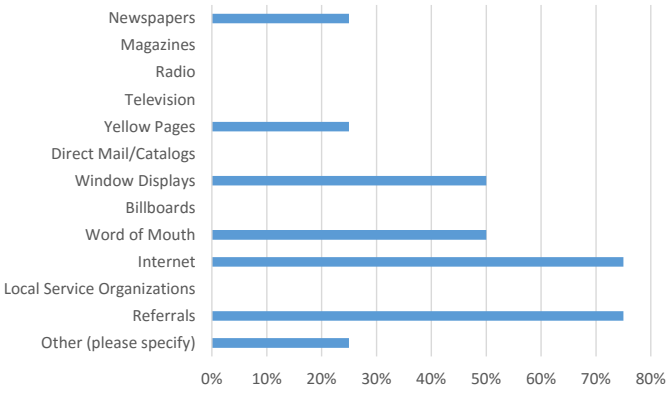
Answered: 2 Skipped: 88



Answer Choice	Responses	
Customer traffic (not enough/shrinking)	50.00%	1
Property improvements (e.g., facade)	0.00%	0
Cost of rent/property	50.00%	1
Availability of telecommunications services	0.00%	0
Cash flow/working capital	0.00%	0
General operating costs	0.00%	0
Outdated machinery/technology	0.00%	0
City/County/State codes or regulations	50.00%	1
Skill level/preparation of employees	0.00%	0
Current economic conditions	50.00%	1
Public safety/crime	0.00%	0
Parking	50.00%	1
Congestion/traffic	0.00%	0
Payroll costs	0.00%	0
Competition	0.00%	0
Insurance costs	0.00%	0
Availability of employees	0.00%	0
Computer/technology issues	0.00%	0
Other (please specify)	0.00%	0

Q35.How do you reach potential customers?

Answered: 4 Skipped: 86



Answer Choices	Responses	
Newspapers	25.00%	1
Magazines	0.00%	0
Radio	0.00%	0
Television	0.00%	0
Yellow Pages	25.00%	1
Direct Mail/Catalogs	0.00%	0
Window Displays	50.00%	2
Billboards	0.00%	0
Word of Mouth	50.00%	2
Internet	75.00%	3
Local Service Organizations	0.00%	0
Referrals	75.00%	3
Other (please specify)	25%	1
Write-Ins:	Signs	

Q36.Home Zip Code

Answered: 75 Skipped: 15

Zip Code	City/Town	No. Responses	Zip Code	City/Town	No. Responses
19952	Harrington, DE	50	19943	Felton, DE	7
19904	Dover, DE	3	19963	Milford, DE	3
19901	Dover, DE	2	19947	Georgetown, DE	1
19950	Greenwood, DE	1	19954	Houston, DE	1
19960	Lincoln, DE	1	19709	Middletown, DE	1
19801	Wilmington, DE	1	19806	Wilmington, DE	1
21875	Delmar, MD	1			

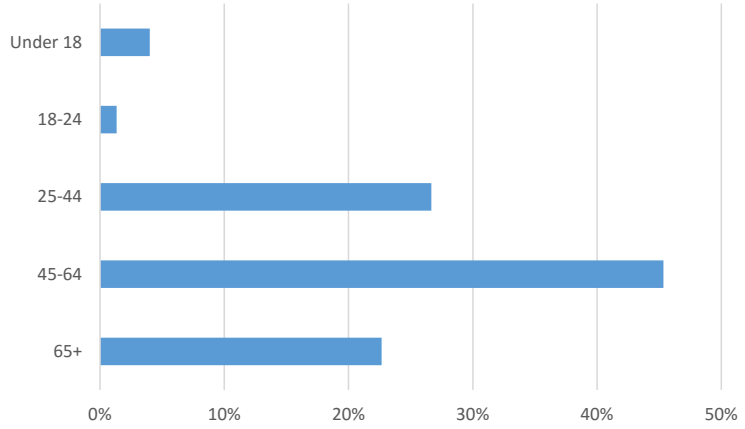
Q37.Work Zip Code

Answered: 53 Skipped: 37

Zip Code	City/Town	No. Responses	Zip Code	City/Town	No. Responses
19952	Harrington, DE	19	19901	Dover, DE	6
19963	Milford, DE	4	19904	Dover, DE	3
19943	Felton, DE	3	19933	Bridgeville, DE	1
19934	Camden-Wyoming, DE	1	19903	Dover, DE	1
19702	Newark, DE	1	19971	Rehoboth, DE	1
19801	Wilmington, DE	1	20658	Marburg, MD	1
21801	Salisbury, MD	1	n/a	Retired	7

Q38.Age

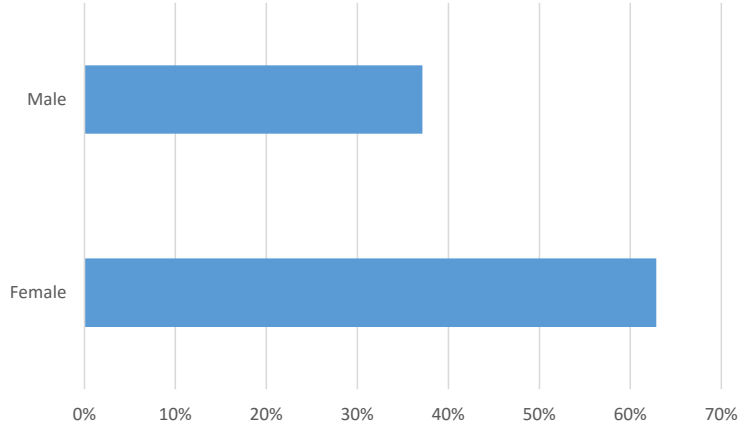
Answered: 75 Skipped: 15



Answer Choices	Responses	
Under 18	4.00%	3
18-24	1.33%	1
25-44	26.67%	20
45-64	45.33%	34
65+	22.67%	17

Q39.Gender

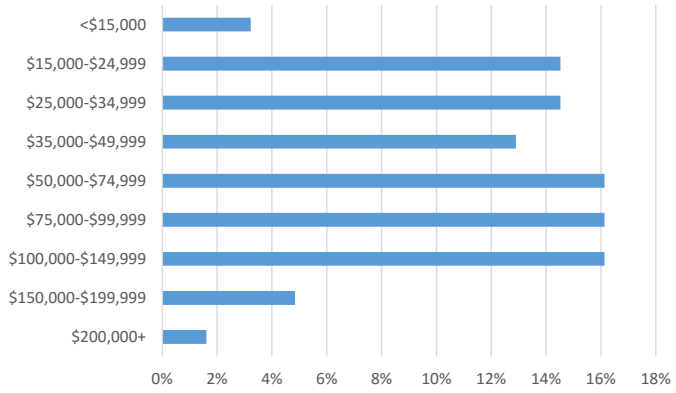
Answered: 70 Skipped: 20



Answer Choices	Responses	
Male	37.14%	26
Female	62.86%	44

Q40.Household's Annual Income

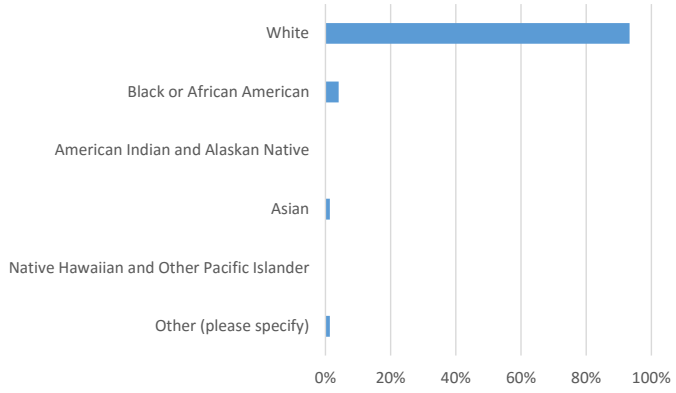
Answered: 62 Skipped: 28



Answer Choices	Responses	
‹ $15,000	3.23%	2
$15,000-$24,999	14.52%	9
$25,000-$34,999	14.52%	9
$35,000-$49,999	12.90%	8
$50,000-$74,999	16.13%	10
$75,000-$99,999	16.13%	10
$100,000-$149,999	16.13%	10
$150,000-$199,999	4.84%	3
$200,000+	1.61%	1

Q41.Race

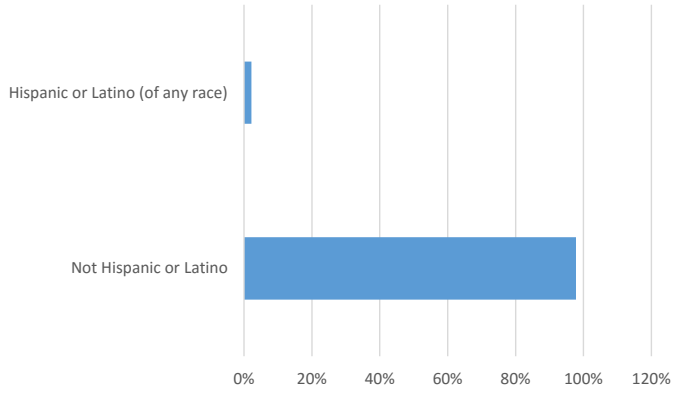
Answered: 75 Skipped: 15



Answer Choices	Responses	
White	93.33%	70
Black or African American	4.00%	3
American Indian & Alaskan Native	0.00%	0
Asian	1.33%	1
Native Hawaiian & Other Pacific Islander	0.00%	0
Other (please specify)	1.33%	1
Write-In: White and African American, you should really let people choose two or more races		

Q42.Hispanic Origin

Answered: 45 Skipped: 45



Answer Choices	Responses	
Hispanic or Latino (of any race)	2.22%	1
Not Hispanic or Latino	97.78%	44

News Articles:
The Journal - February 3, 2016
The Journal - February 10, 2016
The Journal - April 6, 2016
The Journal - April 20, 2016

THE JOURNAL
FEBRUARY 3, 2016

Harrington seeks input on downtown

The Journal

HARRINGTON — Visitors and residents alike can easily see that Harrington is "the hub of Delaware" upon entering the city.

Officials hope to make that statement true once more by requesting input as a part of $40,000 grant received to develop a Downtown Development District Plan, according to City Manager Terry Tieman.

"The city of Harrington has long been an important commercial, agricultural and entertainment hub in Delaware," according to city officials. "The downtown has a variety of small-scale businesses including retail, banks, and professional and general services. The city is starting to see a redevelopment trend occur in the downtown. Harrington desires to continue stimulating development and build upon recent successes."

Officials say the district plan will:

- Unite business, government, and citizens to attain common goals.
- Coordinate economic and marketing efforts with State and County Economic Development offices as well as the Central Chamber of Commerce.
- Articulate and illustrate the shared vision and strategies.
- Assess assets and opportunities to capitalize on, as well as obstacles to overcome.
- Identify a priority project to be a focal point and anchor other redevelopment efforts.
- Be a promotional tool to share with potential investors.
- Assist in marketing walkability and community events with local merchants.

An online survey is currently being conducted on the frequency and purpose of consumer activity in the Harrington area, the demand for new and expanded commercial offerings, the factors that influence local consumer shopping decisions and the needs of local business owners and operators. The results of this survey will help identify current and future market opportunities in the Harrington area in attracting businesses that consumers want and need, as well as needs of business owners and operators, according to officials.

Current residents, tenants, visitors, patrons of Harrington area businesses and business owners or operators are asked to participate in the survey which can be found online at harrington.delaware.gov or in City Hall.

Harrington Parks & Recreation news

Program registrations can be taken during regular business hours, Mondays through Thursdays 8 a.m. to 4 p.m. and on Fridays from 8 a.m. to noon.

The drop box may be used to register any evening; HPR is open from 5:30-7 p.m. Harrington Parks & Recreation is located at 114 East Liberty St. For more information, call 398-8975 or visit hprnews.com.

American Legion Breakfast

Join Harrington Parks and Recreations at the American Legion for breakfast from 8-11 a.m. Sunday, Feb. 28. Adult tickets are $7.

Golf Tournament

The annual Golf Tournament will be held on Friday, May 20 at Jonathan's Landing Golf Course. Registration is limited to the first 15 teams. The cost is $300 per foursome. Deadline for entry is May 13. The fee includes golf, cart, open range and luncheon. Awards, prizes and luncheon will take place after play. For more information or to register, contact Bill Falasco at 398-8975 x103.

Heritage Day

Harrington Heritage Day will be held Saturday, Aug. 27. Vendor registrations are now being accepted. Space is limited and early registration is strongly suggested. Heritage Day will include exhibitors and vendors, antique tractors, antique autos, model airplanes, petting zoo, inflatables and live entertainment.

Adult Fitness

The center will be open to adults during business hours. Treadmills, universal weights, nautilus, elliptical, stair steppers and exercise bikes are available for use. Registration forms and a valid ID are needed prior to use. Registration is $50 for individuals or $75 per couple.

Spring sports offered

The registration deadline for Tot Soccer (ages 2 & 3) through the U12 age division is Friday, Feb. 26. It costs $65 for the first player in a family, $55 for the second and $45 for additional family members. Tot soccer is $40.

For more offerings, contact the Harrington Parks & Recreation Department.

Harrington Public Library news and events

The library is open Monday, Wednesday, and Friday from 10 a.m. to 6 p.m. and from 11:30 a.m. to 8 p.m. on Tuesdays and Thursdays. The library is open Saturdays from 10 a.m. to 2 p.m. For more information, call 398-4647 or stop in at 110 Center St. in Harrington.

Library Corner

Groundhog's Day-Storytime

Wednesday, Feb. 3 at 10:45 a.m. Storytime is held every Wednesday. This program is geared towards preschool age children and below. New stories and crafts each week. For groups larger than 10, sign up in advance.

Minecraft Club

Wednesday, Feb. 3 at 3:30 p.m. Come to the library to play minecraft with friends. Laptops will be in the back room for game play. Children must be over 10 years of age and must sign up to participate.

'Goosebumps' Movies

Thursday, Feb. 4 at 6 p.m. Come to the library to see the new "Goosebumps" movie starring Jack Black. The movies will be shown in the library's back room, so it's like a Drive in, minus the bugs and uncomfortable car seats. Free refreshments will be served during the movies. Space is limited, sign up in advance.

Baby and Me Storytime

Saturday, Feb. 6 at 10:30 a.m. For birth to 24 months. Sponsored by the Harrington Public Library and the Lake Forest Readiness Team. Presented by former HPL Children's Librarian Marie Cunningham.

Computer Help Lab

Monday, Feb. 8 at noon. Basic computer class. Space is limited; sign up at the front desk.

Minecraft Club

Monday, Feb. 8 at 3:30 p.m. Come to the library to play minecraft with friends. Laptops will be in the back room for game play. Children must be over 10 years of age and must sign up to participate.

Valentine's Day-Storytime

Wednesday, Feb. 10 at 10:45 a.m. Storytime every Wednesday. This program is geared towards preschool age children and below. Each week we read new stories and make fun crafts. For groups larger than 10, sign up in advance.

Minecraft Club

Wednesday, Feb. 10 at 3:30 p.m. Come to the library to play minecraft with friends. Laptops will be in the back room for game play. Children must be over 10 years of age and must sign up to participate.

Family Fun Night and Reading to the Dogs

Thursday, Feb. 11 at 6 p.m. Come to the free craft night provided by the Polytech Parents as Teachers Group. There is also a free reading program to help improve your child's reading skills. Meet the volunteer dogs. They love to be read too.

Baby and Me Storytime

Saturday, Feb. 13 at 10:30 a.m. For birth to 24 months. Sponsored by the Harrington Public Library and the Lake Forest Readiness Team. Presented by former HPL Children's Librarian Marie Cunningham.

THE JOURNAL
FEBRUARY 10, 2016

Love Your Downtown event a 'success'

The Journal/Jennifer Antonik

Project Manager Debbie Pfiel, Project Lead Lauren Good and City Manager Terry Tieman enjoy the winnings of Rev. Larry Jameson of Asbury United Methodist Church in Harrington from the Love Your Downtown event Friday, Feb. 12. See more on page 5.

THE JOURNAL
FEBRUARY 10, 2016

The Journal/Jennifer Aentonik

Local business owners and regulars share a picture at the end of the Love Your Downtown event. From left to right: Harrington City Councilmember Kenny Stubbs, Robbin Stubbs, Ava Grace Lahman, Frank Tolson, Cheryl Lahman, Jack Stewart and LeRoy Lahman.

Harrington hosts Love Your Downtown

Special to The Journal

Harrington City Manager Terry Tieman, pictured in the middle, says, "We call this event a success. This [event] could be the very beginnings of a downtown group of businesses and people dedicated to growing Harrington." Pictured from front to back: Harrington Administrative Assistants Joyce Wicks and Beverley Ireland, City Manager Terry Tieman, KCI Project Lead Lauren Good and KCI Project Manager Debbie Pfiel.

THE JOURNAL
APRIL 6, 2016

Harrington to unveil downtown development plan

The Journal

HARRINGTON — The city of Harrington will present a plan focusing on economic development for its downtown area this month after months of planning and anticipation.

City Manager Teresa Tieman said, "It is our goal to improve our commercial vitality, stimulate job growth and build a more diverse array of businesses in our downtown area. Our mayor and city council would also like to see a stable community of long-term residents, increased home ownership and reduced vacant buildings in our downtown area."

In order to accomplish these goals, Harrington has developed a plan with input from stakeholders. Funding for the plan came from the State of Delaware's Neighborhood Building Blocks Grant in 2015.

The unveiling is scheduled for April 14 at 6:30 p.m. at the Price Community Center. Included in the plan are shared visions for the downtown area, economic development incentives and strategies to stimulate growth and development.

The public is strongly encouraged to attend this important meeting. The draft plan will be available for review and public comment from April 15 through May 19. Copies of the plan may be viewed at city hall, the Harrington Public Library and online.

Harrington Public Library News and Events

National Library Week Writing Challenge

Submit a creative expression for chance to win $25 from Amazon. om! Submissions may be a short tory, essay, or poem.

All entries should be 500 words r less. A winning entry will best exmplify how the Harrington Public Library changed your life or made t better.

All participants will receive a ote bag, but only one person will ake the grand prize in each cateory. There are three categories: Elementary Group, grades 1-5; Teen Group, grades 6-12; and the Adult Group. Submit your entry to harington.library@lib.de.us or on paper to the front desk no later than April 11.

The winners will be announced nd celebrated at 4 p.m. April 15.

Baby Animals-Storytime

Wednesday, April 6 at 10:45 a.m. Storytime every Wednesday. This program is geared towards preschool age children and below. Each week read new stories and make fun crafts. For groups larger than 10, sign up in advance.

Baby and Me Storytime

Saturday, April 9 at 10:30 a.m. For birth to 24 months. Sponsored by the Harrington Public Library and the Lake Forest Readiness Team. Presented by former HPL Children's Librarian Marie Cunningham.

Library Corner

Computer Help Lab

Monday, April 11 at noon. Basic Computer Class. Space is limited; sign up at the front desk.

Minecraft Club

Monday, April 11 at 3:30 p.m. Come to the library to play minecraft with friends. Laptops will be set up in the back room for game play. Children must be between 10 years of age through eight grade. A first come, first serve basis with the laptops.

Life-Sized Pac-Man for Teens

Tuesday, April 12 at 6 p.m. For children in sixth grade through 12th grade, come and participate in a life-sized Pac-Man. The idea is to play a game of Pac-Man in real life, using the kids as the players. You must sign up to participate; space is limited. Call 398-4647.

Library Themed-Storytime

Wednesday, April 13 at 10:45 a.m. Storytime every Wednesday. This program is geared towards preschool age children and below. Each week read new stories and make fun crafts. For groups larger than 10, sign up in advance.

Minecraft Club

Wednesday, April 13 at 3:30 p.m.

Come to the craft with fr set up in th play. Childre years of age t first come, fi laptops.

Magician M fun night, F

Thursday, see a magic s gician Mike craft night pr Parents as a free readin prove your ch also get to m They love to

National L Writing Co

Friday, Ap from the wri nounced.

Computer

Monday, Computer C sign up at th

Minecraft

Monday, Come to the with friends. in the back r dren must be through eigh first serve ba

Harrington Parks and Recs News and Events

Program registrations can be taken during regular business hours, Mondays through Thursdays 8 a.m. to 4 p.m. and on Fridays from 8 a.m. to noon.

The drop box may be used to register any evening; HPR is open from 5:30-7 p.m. Harrington Parks & Recreation is located at 114 East Liberty St. For more information, call 398-7975 or visit hprnews.com.

Heritage Day

Harrington Heritage Day is August 27. endor registrations are now being accepted. Spaces are open to craft and food vendors, and information booths. Space is extremely limited and early registration is strongly suggested.

Many exhibits and vendors will be available such as antique tractors, antique autos, model airplanes, a petting zoo, inflatables and live entertainment. New ideas

Notes and News from Harrington Parks and Recreation

Golf Tournament

The annual Golf Tournament will be held on Friday, May 20 at Jonathan's Landing Golf Course. Registration is limited to the first 25 teams. The cost is $300 per foursome. Deadline for entry is May 13. The fee includes golf, cart, open range and luncheon. Awards, prizes and luncheon will take place after play. For more information or to register, contact Bill Falasco at 398-7975 x 103.

Pop Warner Football, Cheer

Pop Warner Football and Cheer Signups will be on Saturday, April 9 from 10-12 p.m. at the Recreation Center. Bring your child's birth certificate and a photo ID. And, you also need to fill out the following forms sent Form, Permission and Waiver Form, and Medical History Form. Beginning July 1, we will need a copy of your physical, the fourth marking period report card and payment.

Adult Fitness

The center will be open to adults during business hours. Treadmills, universal weights, nautilus, elliptical, stair steppers and exercise bikes are available for use. Registration forms and a valid ID are needed prior to use. Registration is $50 for individuals or $75 per couple.

Tennis

We are now accepting registrations for our tennis program. This is offered for children from 7 to 13 years old. Classes will be held at the Lake Forest High School Tennis Courts on Mondays & Wednesdays beginning the end May for four weeks. The cost is $50 per person. If you need to order a racket there is an additional $15 charge. Registra-

Basic Tum and Gymn

Registrati and gymnas program is f years old and registered pa gin in April a will teach th tumbling, ju cost is $60 ar

at the HPR

Ladies Fit

This clas and run th from 9:45-10 Each class $35 up front

Help the F Center an

You can d you wish to collection

THE JOURNAL
APRIL 20, 2016

Harrington prepares to develop downtown area

Town to apply for state Downtown Development District designation

By Jennifer Antonik
The Journal

HARRINGTON — With an application ready to submit, Harrington hopes to earn the designation of having a Downtown Development District given by the state of Delaware after Governor Jack Markell announced an expansion to the program in March.

"Delaware's downtowns are drivers of economic growth and prosperity, and this program has proven that a small amount of state support can catalyze major private investment to energize these key areas," Governor Markell said. "We look forward to building on the program's success, and supporting more investment."

Areas in Seaford, Dover and Wilmington were selected last year and have already realized $9.7 million in grant funding and more than $160 million of private investment, according to the governor.

Each designation last for 10 years with the opportunity for an additional five-year extension, according to KCI Project Manager Debbie Pfeil.

With a population below 9,000, Ms. Pfeil said Harrington is eligible to include up to 85 acres in the application due June 1 along with a resolution passed by city councilmembers supporting the process.

The application will be evaluated based on the need and impact of the district designation, quality of the district plan and quality of the local incentives offered by the city.

The city of Harrington already offers several incentives, including a downtown revitalization area tax incentive program, an expedited review process, sewer and water impact fee calculations and site plan extensions and is currently working towards a first-time home buyer realty transfer tax exemption, according to Ms. Pfeil.

Proposed incentives include a sewer impact fee reduction, job creation, new business license fee waiver and first-time home buyer tax abatement to name a few.

The application process should be an easy one this year, city officials say, thanks to a recently updated comprehensive plan and other existing documents like a healthy community action plan, zoning regulations and strategies for state policies and spending.

The Downtown Development District Plan is currently available on the city website for review by the public and will remain available until May 9. Officials hope to have the public hearing and city council process finished and adopted by May 16.

News Editor Jennifer Antonik can be reached at jantonik@newszap.com or 302-422-1200.

Special to The Journal

The city of Harrington hopes to be included in the next round of Downtown Development District designations, each lasting at least 10 years. This map of the proposed district area includes many areas of what is currently already known as the downtown part of Harrington.

Letters of Support:

State Senator F. Gary Simpson, 18th District
State Representative William R. "Bobby" Outten, 30th District
LeFeisha D. Cannon, Power in Praise Ministries, Inc.
Marie Gannon, OMG Collage
Catherine D. McKay, Connections Community Support Programs
Viva Poore, Harrington Historical Society
Robert E. Price, Jr., Harrington Senior Center, Inc.
Darrin Simpson, Blue Hen Construction
James M. Callaway, Trinity United Methodist Church

Combined Letter of Support:
Downtown Junction
Bowers Group, LLC
The Clutter Box Antiques
Happy Tails Dog Grooming
Harry Marker LLC t/a Anchors Away
The Harrington Florist & Cakery

F. GARY SIMPSON
Minority Leader
STATE SENATOR
18TH District

SENATE
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Agriculture
Energy & Transit
Ethics
Executive
Judiciary
Legislative Council
Permanent Rules
Delaware Economic & Financial Advisory Council

May 6th, 2016

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, DE 19952

Dear Ms. Tieman,

As the 18th District State Senator, I would like to recognize the City of Harrington for all the dedication and public involvement in preparing the Downtown Development District Plan and support the application for State designation. The Plan clearly states the vision, goals and objectives as well as a scheduled implementation plan to ensure the initiatives are being completed.

It is understood this plan was funded by the Neighborhood Building Blocks Fund grant and another City application is being completed for next fiscal year to complete several Downtown implementation items. Harrington has successfully taken advantage of available funding opportunities over the years and should be complimented on all the City wide initiatives as well as the Downtown Development District Plan development.

This Plan is very thorough and clearly a result based on input from the Task Force Members, Stakeholders, Community, City employees and City Planning Consultant. The Downtown District Plan promotes a walkable location for the Community to come together and enjoy several safe, family friendly events. I believe it is important and want this tradition to continue and pass along to the younger generation.

As your Senator for the 18th District, I support the City of Harrington Downtown Development District State designation application as well as your application for the Neighborhood Building Blocks Fund for Plan implementation. If you should need additional support during your implementation process, please contact me anytime.

Sincerely,

F. Gary Simpson

F. Gary Simpson
18 District Senator

Senate Office: 302-744-4134 Senate Fax: 302-739-5049 email: GSIMPSON@UDEL.EDU
6 W. Clarke Avenue, Milford, Delaware 19963 Home: 302-422-3460

WILLIAM R. OUTTEN
STATE REPRESENTATIVE
30th District

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Agriculture
Corrections
Judiciary
Public Safety & Homeland Security
Veterans Affairs

May, 2015

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, Delaware 19952

Dear Ms. Tieman:

I am pleased to submit this letter of support on behalf of the City of Harrington in regard to the Downtown Development District Plan and application for State designation. The Plan clearly demonstrates the vision, goals and objectives that is being designed for the City of Harrington and outlines in detail the scheduled implementation of the plan to ensure that all initiatives are completed. I commend everyone that took part in this effort for their hard work and due diligence to reaching a conclusion and a plan suitable for the needs of the City of Harrington.

It is my understanding that this plan was funded by the Neighborhood Building Blocks Fund Grant. It is my further understanding that another City application is being completed for the next fiscal year to address several Downtown implementation items. This grant application will preserve the rich railroad heritage that is the City of Harrington. These plans will improve Railroad Avenue and Hanley Street while continuing to improve Main Street.

The City of Harrington promoted this plan by involving the public in the overall process and creating a sense of community action. I am very active in my hometown of Harrington and have participated in and enjoyed many activities and special events in the Downtown area for years. The Downtown District Plan promotes a safe, family inspired area that will allow citizens and visitors alike to attend events. I believe it is important that the City of Harrington continue this tradition for the present and future generations that will call this area home.

As the State Representative for the 30th District which includes the City of Harrington, I give my wholehearted support to the City of Harrington Downtown Development District State designation application. I look forward to working closely with the City of Harrington in the implementation of this effort.

If you have any questions regarding this matter, do not hesitate to contact me.

Sincerely,

Bobby

William R. "Bobby" Outten
30th District
State Representative

WRO/mmd

532 Hopkins Cemetery Road, Harrington, Delaware 19952
Home: 302-398-3816 House Office: 302-744-4083 www.repbobbyoutten.com

POWER IN PRAISE MINISTRIES, INC.

"But ye shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses..." Acts 1:8

Empowering People ❖ Impacting Communities ❖ Advancing the Kingdom

May 10, 2016

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, DE 19952

Dear Ms. Tieman,

It is our pleasure to provide a letter in support of the City's application to State of Delaware for designation as a Downtown Development District. Our church, Power In Praise Ministries, Inc., has been a part of the Harrington community since 2006 and we are privileged to not only have witness efforts towards a better City, but also to have been a part of the transformation. The Downtown Development District Plan is designed to further facilitate commercial and residential improvements that are necessary to keep any city in America growing and relevant. With two properties located in the heart of Harrington on Clark Street, we hold a vested interest in seeing the City of Harrington flourish, and we assume ownership alongside the City in building a better Harrington.

The City's Downtown Development District Plan has established ten clearly-defined goals with objectives and strategies as to how they can be accomplished. All of these goals are essential to the growth and sustainability of the Downtown District and Goals 1, 2, 3, 4, 8, 9, and 10 specifically align with the mission, vision, and goals (past and present) for both our church, Power In Praise Ministries, Inc. and our non-profit organization currently in its infancy stages, Greater Harrington Community Development Corporation.

Activities and initiatives in the last twelve months alone reflect our commitment to the City of Harrington, and those who live, learn, and labor in it, including our high school diploma program, money management and credit counseling courses, food pantry program, and annual family fun day event where we gave away food, 200+ backpacks filled with school supplies and over 100 bikes to community youth, all for free. As an organization committed to the economic, physical, social, personal, and developmental growth of the Harrington Downtown Development District area and those who are a part of it, we are most assuredly in favor of the Downtown Development District Plan, its respective designation application, and the 2016 Neighborhood Building Blocks Fund Application to support Plan implementation.

Power In Praise Ministries, Inc. fully supports the City's efforts to obtain the Downtown Development Designation. We will continue to provide services to our community and be an active part in the initiatives and strategies put in motion to ensure the Downtown Development District Plan continues to be successful. We appreciate your support in having our voices be heard. My husband and I are both available should you need anything additional from us or the ministry.

Warmest regards,

LeFeisha D. Cannon

LeFeisha D. Cannon, MBA
Administrator, Power In Praise Ministries, Inc.
14 Clark Street • Harrington, Delaware 19952
27 Clark Street • Harrington, Delaware 19952

14 Clark Street • Harrington, Delaware 19952 • Phone: 302.398.8888

CONNECTIONS
COMMUNITY SUPPORT PROGRAMS

May 9, 2016

Ms. Teresa Tieman, City Manager
City of Harrington
106 Dorman Street
Harrington, DE 19952

RE: **Downtown Development District Application**

Dear Ms. Tieman:

It is with great enthusiasm that I write this letter on behalf of Connections Community Support Programs, Inc. in support of the City of Harrington's application to the State of Delaware for Downtown Development District designation.

Since the opening of our facility in Harrington, we have come to realize that we are much more than a service provider--we are now truly a member of the Harrington community. The relationship that has developed between the City and its residents and Connections has surpassed our expectation and we now realize that we are as much a part of the community as any resident or business. We were especially pleased that we were included in the Downtown Development District Task Force and were able to contribute to the planning of this application.

You have our full support in this application and you can be assured that we will continue to participate as an active part of the Harrington community. Please do not hesitate to reach out to me should there be a need for any additional support.

Sincerely,

Catherine D McKay
President and CEO

500 West 10th Street ▪ Wilmington, DE 19801 ▪ www.connectionscsp.org

United Way

Administration
(302-984-3380)

Toll Free
(866-477-5345)

Fax
(302-984-3324)

carf

May 3, 2016

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, DE 19952

Dear Ms. Tieman,

The Harrington Historical Society is honored to provide a Letter of Support for the City's application to obtain a State of Delaware's Downtown Development District designation. As you are aware, I served on the City's Downtown Development District Task Force and attended all the meeting, participated in the Community Open House Outreach Event and promoted the activities associated with the Plan on behalf of the Harrington Historical Society.

The City of Harrington Downtown Development District Plan includes ten defined Goals with a focus on these topics: Residential, Downtown, Natural and Cultural Resources, Appearance, Infrastructure, Transportation and Circulation, Parking, Events and Activities, Safety, and Young People. All of these are important to the vitality of the Downtown District and the continued success of the Historical Society.

It is important to note that that Harrington Historical Society owns and maintains three areas in the City: Museum, Old Church and the Railroad Tower; all of which are located in the Downtown Development District Boundary. This will allow additional opportunities for funding to assist in maintaining and preserving these three locations.

The Harrington Historical Society worked diligently and was recently approved for the St. Stephen's Protestant Episcopal Church to be placed on the National Registry of Historic Places.

The Harrington Historical Society supports the City's efforts to obtain the Downtown Development Designation. We look forward to continuing to be a part of the work with the Priority Improvement Areas as stated in the implementation Chapter of the Downtown Development District Plan.

Sincerely,

Viva Poore

Viva Poore
Treasurer, Historical Society

Harrington Senior Center, Inc.

Robert E. Price, Jr. - Executive Director

Over 40 Years of Serving Our Area's Most Precious Natural Resource, Our Seniors

May 3, 2016

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, DE 19952

Dear Ms. Tieman,

The Harrington Senior Center would like to support the City's application to obtain a State of Delaware's Downtown Development District designation. As you are aware, the Harrington Senior Center supported the initiative by hosting one of the City's Outreach events. We invited the City's project representatives to promote the project by attending our February Birthday Celebration luncheon. It was very well received and several of the Senior Center Members completed the Community survey on site with assistance from the project team.

The City of Harrington Downtown Development District Plan includes ten defined Goals with a focus on these topics: Residential, Downtown, Natural and Cultural Resources, Appearance, Infrastructure, Transportation and Circulation, Parking, Events and Activities, Safety, and Young People. As a former mayor, I realize all of these are important to the vitality of the Downtown District and the continued success of the Harrington Senior Center.

The Harrington Senior Center in located in the Downtown Development District Boundary. This will allow additional opportunities for funding to assist in maintaining and preserving the Senior Center.

The Harrington Senior Center applauds and supports the City's efforts to obtain the Downtown Development Designation. If you should have any questions, please contact me anytime.

Sincerely,

Robert E. Price, Jr.
Executive Director

102 Fleming Street
Harrington, Delaware 19952
302-398-4224

Trinity United Methodist Church
63 Commerce Street, Harrington, DE 19952
Shannon Harris - Pastor

May 17, 2016

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, DE 19952

RE: Letter of Support - Harrington Downtown Development District Plan

Dear Ms. Tieman:

Trinity United Methodist Church is providing a Letter of Support for the City's application to obtain a State of Delaware's Downtown Development District designation.

I had the opportunity to serve on the City's Downtown Development District Task Force representing our pastor and with the approval and support of our administrative church council. I attended several meetings, participated in the *Walk Around Survey* and provided input to the Strengths – Weaknesses – Opportunity – Threats tool.

We support the goals laid out in the City of Harrington Downtown Development District Plan. These goals include a focus on following areas: Residential, Downtown, Natural and Cultural Resources, Appearance, Infrastructure, Transportation and Circulation, Parking, Events and Activities, Safety, and Young People.

Trinity UMC is located prominently in the targeted Downtown Development District. Built nearly 120 years ago, our church is historically significant as a cornerstone of the District. The church participates in community events such as parades, Harrington Heritage Day, concerts, meetings and more. Our parking lot is used by the public and provides convenience on occasions when other street parking and lots in the Downtown Districts are filled.

Trinity UMC, its pastor, administrative officers and congregation support the City's efforts to obtain the Downtown Development Designation. We plan to continue as participants in the efforts to improve the quality of life for our community and to revitalize our Downtown District. Thank you.

Sincerely,

James M. Callaway
Senior Lay Leader, Trinity UMC

May 9, 2016

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, DE 19952

Dear Ms. Tieman,

The City of Harrington applied and was awarded a Neighborhood Building Blocks Fund grant last year to create a Downtown Development District (DDD) Plan. This project followed the initiatives set forth in Senate Bil Number 191 enacting the Downtown Development District Act. The Downtown Development District Act is intended to leverage state resources to spur private investment in commercial business districts anc surrounding neighborhoods; to improve the commercial vitality of our downtowns; and to increase the numbe of residences for all walks of life in the downtowns and surrounding neighborhoods.

The City created and met frequently with a Downtown Development District Task Force, created the Distric boundary, facilitated two Outreach events, completed a Community survey, created the Plan, notified al property owners in the proposed District and presented the draft Plan at an open Community meeting.

As a business stakeholder located within the Harrington Downtown Development District area, support the City of Harrington's:

- Downtown Development District Plan
- Downtown Development District State of Delaware designation application
- 2016 Neighborhood Building Blocks Fund Application for DDD Plan implementation

My role as a business stakeholder is to support the activities and events held within the District, continue tc provide services to the Community, remain active with the initiatives and continue to provide input in the planning process. As time permits, I am dedicated to helping with initiatives to ensure the Downtown remains and will continue to be successful.

Thank you for your continued support with the initiatives and incentives within the Downtown area.

Business Name (printed): Blue Hen Construction

Address: 1 Dorman St Harrington, DE 19952

Signature: [illegible]

May 9, 2016

City of Harrington
Attn: Teresa Tieman, City Manager
106 Dorman Street
Harrington, DE 19952

Dear Ms. Tieman,

The City of Harrington applied and was awarded a Neighborhood Building Blocks Fund grant last year to create a Downtown Development District (DDD) Plan. This project followed the initiatives set forth in Senate Bill Number 191 enacting the Downtown Development District Act. The Downtown Development District Act is intended to leverage state resources to spur private investment in commercial business districts and surrounding neighborhoods; to improve the commercial vitality of our downtowns; and to increase the number of residences for all walks of life in the downtowns and surrounding neighborhoods.

The City created and met frequently with a Downtown Development District Task Force, created the District boundary, facilitated two Outreach events, completed a Community survey, created the Plan, notified all property owners in the proposed District and presented the draft Plan at an open Community meeting.

As a business stakeholder located within the Harrington Downtown Development District area, I support the City of Harrington's:

- Downtown Development District Plan
- Downtown Development District State of Delaware designation application
- 2016 Neighborhood Building Blocks Fund Application for DDD Plan implementation

My role as a business stakeholder is to support the activities and events held within the District, continue to provide services to the Community, remain active with the initiatives and continue to provide input in the planning process. As time permits, I am dedicated to helping with initiatives to ensure the Downtown remains and will continue to be successful.

Thank you for your continued support with the initiatives and incentives within the Downtown area.

Business Name (printed): Downtown Junction
Address: 3 Commerce St Harrington, DE 19952
Signature:

Business Name (printed): Bowers Group LLC
Address: 10 Commerce St Harrington, DE 19952
Signature:

Business Name (printed): The clutterbox Antiques
Address: 27A Commerce ST. Harrington, DE 19952
Signature: Jack Stewart

Business Name (printed): HAPPY TAILS DOG GROOMING
Address: 25 COMMERCE STREET Harrington, DE 19952
Signature: Mary Rehrese

Business Name (printed): Harry Marker LLC T/A Anchors Away
Address: 29 COMMERCE ST Harrington, DE 19952
Signature: Harry J Marker Jr.

Business Name (printed): THE HARRINGTON FLORIST & CAKERY
Address: 24 COMMERCE ST Harrington, DE 19952
Signature:

Public Hearing Notice & Public Comments

Employment - Medical | Employment - Medical | Employment - Medical | Employment - Medical

HEALTHCARE

Beebe Healthcare
100 Since 1916 YEARS OF CARING

Billing Manager
(Multi-Provider Preferred)
LEWES, DE

Beebe Healthcare has become the premier healthcare facility in Sussex County, serving a thriving beach and vacation resort area and a growing year-round population. Beebe Healthcare offers you a unique opportunity to not only love what you do, but love where you live and work!

Minimum Requirements:
- Education: Bachelor's degree preferred. High School graduate with Advanced education. Years of experience in lieu of formal education considered.
- Membership in professional organizations such as MGMA (Medical Group Management Association) and PAHCOM (Professional Association of Health Care Office Managers) is required.
- Five years of billing practice management experience in a multi-provider physician group.
- Proven experience with a physician office EHR and electronic billing system.
- Membership in Professional Healthcare Organization with a focus on Physician Office Practice management desirable.

Responsible for fiscal management, performance improvement activities, and compliance with all relevant policies/procedures and regulations. Manages all aspects of personnel processes. Responsible for oversight and day to day operations of Billing, Insurance Correspondence, Governmental Follow Up, Cash Posting and other support duties performed by Billing staff as related to Professional Services Revenue Cycle.

Please visit our website to apply online, and for more information and detailed job descriptions.

www.beebehealth care.org
Phone: 302-645-3336
email: employ ment@beebehealth care.org
424 Savannah Road, Lewes, DE 19958

EOE

Houses - Sale | Houses - Sale

Masten Realty

715 S. DuPont Hwy.
Milford, DE • 302-422-1850
www.mastenrealty.com

LAKEVIEW AVENUE, MILFORD
4 BR, 2.1 BA home in downtown Milford. Living room, family room & dining room downstairs. Mudroom w/half bath. Custom tile in upstairs bath. Vaulted ceilings with skylight windows in master bedroom. Home is move-in ready. **Call today to schedule your tour $205,000.**

DELAWARE AVENUE, HARRINGTON
2 BR, 1 BA home in outskirts of Harrington. Stylish fixtures, crown molding, hardwood floors, tile in kitchen & bath. Newer kitchen with spotless appliances. Mud/laundry room off garage, and deck that overlooks corner lot. **Call today for more details $145,000.**

State Public - Legal Notices | State Public - Legal Notices

PUBLIC NOTICE
City of Harrington
Additions to Tax Bills & Appeals

The City Council of the City of Harrington adopted Resolution 16-R-08 on April 18, 2016. This resolution adopted a list of other debts, including charges, costs, and other assessments owed to the City of Harrington to be added to tax bills and set the procedure for appeals. This list can be viewed at Harrington City Hall or on the City's website at http://harrington.delaware.gov.

The Harrington City Council will hear appeals from any debts shown on this list and make such corrections as it deems appropriate on May 16, 2016 at 7:00 pm at City Hall, 106 Dorman Street. Any person/entity desiring to contest any debt on the list shall file a Notice of Intent to Appeal at least three (3) days prior to the hearing, such notice shall describe the factual and legal basis for the appeal, and shall appear before the Harrington City Council on May 16, 2016 at 7:00 pm at City Hall, 106 Dorman Street. Any questions can be directed to the Clerk of Council, Kelly Blanchies, at (302) 398-4476.
112389 DSN 5/1 HJ 4/27/2016

City of Harrington
Downtown Development District
Plan Public Hearing

A Public Hearing will be held for comments on the City of Harrington Downtown Development District Plan Draft on May 9, 2016 at 6:30 pm at Harrington City Hall, 106 Dorman Street, Harrington, DE. Written comments are also being accept until May 9, 2016 by the Clerk of Council at kblanchies@cityofharrington.com or at City Hall, 106 Dorman St., Harrington, DE 19952. The Downtown Development District Plan can be viewed at City Hall or the Harrington Public Library, 110 E. Center Street. The Downtown Development District Plan is also available on the City's website, http://harrington.delaware.gov. Contact Clerk of Council Kelly Blanchies with questions at (302) 398-4476.
111583 DSN 4/24 HJ 4/27/2016

Agriculture | Rentals | Seasonal | Seasonal

Lawn & Garden | Apartments

TILLER MTD GARDEN

Currently Accepting

SEASONAL EMPLOYMENT OPENINGS

The City of Rehoboth Beach, Delaware will accept applications for seasonal (summer) Streets Department laborers and lawn care maintenance workers. Positions will require

Houses - Rent

Must See!

Planters Run/55+

Real Estate

Land - Sale

NATURAL UNSPOILED
COASTAL PROPERTY
- There is a place just

Resort Property - Sale

Delaware's Resort

Automotive

CITY OF HARRINGTON
DOWNTOWN DEVELOPMENT DISTRICT PLAN
MAY 9, 2016 – PUBLIC HEARING INFORMATION

PAGE	"DRAFT" DOCUMENT CHANGES
Cover	Changed draft date to 5/9/2016
3	Changed Appendix list
12	capitalized Downtown in paragraph 3
16	added titles of Harrington Historical Society officers in photo description
17	added two photos from 4/14/16 public presentation
19	updated Strategies for State Policies & Spending to reflect 4/14/16 signing of Exec Order 59 by Gov. Markell
Map 4.	updated date to 5/16/2016 and corrected zoning of parcel @corner of Clark & Delaware to C-3 from C-2
31	updated Table 4 to reflect new zoning info on Map 4; updated narrative to reflect changes to Map 4 & Map 4
35	updated last paragraph & photo description to delete reference to Sheriff's Sale (added demolition wording)
55	Goal Three: deleted word "as"
82	under DDD Plan, changed "created" to "adopted"
89	1st time home buyer realty transfer tax exemption - updated approval date to 4/18/2016
89	job creation - updated to "five" zoning districts
89	new business license "fee" waiver - added word "fee"; clarified need to still get a license
Map 1.	updated date to 5/9/2016
Map 2.	updated date to 5/9/2016
Map 3.	updated date to 5/9/2016
Map 5.	updated date to 5/9/2016
Map 6.	updated date to 5/9/2016; added "Vacancies as of 2015"; hashed RR Improvement Area
Map 7.	updated date to 5/9/2016
Map 8.	updated date to 5/9/2016
Map 9.	updated date to 5/9/2016
3	added final page numbers to Table of Contents & format
Appendix	Included "News Articles"
Appendix	Included "Downtown Survey" note information was reformatted & accurate to reflect the data
Appendix	Included "Public Hearing Notice"
17	Added "Local Press Coverage" section including information on articles included in The Journal
17	Updated Agency Coordination section to reflect OSPC not providing comments
Appendix	Included "Letters of Support"
51	replaced Post Office "after" photo
89/90	Updated proposed incentives to match those in City's Redevelopment Ordinance
36	Replaced photo/text for 3rd vacant structure listing w/ 19 Dorman Street SFR
35	updated info on Stone's
35	included info on Anchors Aweigh and Blue Hen Construction
33/34	added photos
84	updated DDD Plan Ordinance number; will update adoption date once official
Footer	changed footer from "Draft" to "Final"

FROM	PUBLIC COMMENTS RECEIVED (as of 4:30 pm on 5/9/2016)
Amy Minner	1. Change to reflect the Ordinance currently being worked on.
REPLY	The Local Incentives have been modified to match the proposed Ordinance. They will remain in the proposed section for the adoption of the Plan.
Amy Minner	2. Strategy to include the railroad before even meeting with them and going over what our intentions are is putting the cart before the horse.
REPLY	The initial parking improvements can be looked at within the City ROW; however, the City is looking at applying for a NBBF grant to master plan the priority improvement areas in the Plan. This would include multiple meetings with stakeholders to include the Railroad to best determine a path forward for design and implementation.

Local Enabling Legislation

CITY OF HARRINGTON
ORDINANCE NO. 16-06

AN ORDINANCE ADOPTING THE DOWNTOWN DEVELOPMENT DISTRICT PLAN

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF HARRINGTON IN COUNCIL MET:

Section 1. That the document titled "Downtown Development District Plan" attached hereto as Exhibit A is adopted as the Downtown Development District Plan for the City of Harrington.

Repealer. All ordinances and parts of ordinances inconsistent with the provisions of this Ordinance are hereby repealed.

Effective Date. The Clerk of Council shall certify to the adoption of this Ordinance and cause the same to be published as required by law; and this Ordinance shall take effect and be in force from and after its approval by Council.

SO ORDAINED by the majority of Council Members present at a regular session of Harrington City Council, to be effective upon signing.

Anthony R. Moyer, Mayor

Attest: _____
Kelly Blanchies, Clerk of Council

Date of Adoption: May 9, 2016

SYNOPSIS

This Ordinance adopts the Downtown Development District Plan.

First Reading: April 18, 2016
Public Hearing: May 9, 2016
Second Reading: May 9, 2016

Websites & Links of Interest

City

City of Harrington: http://harrington.delaware.gov/
2013 Comprehensive Land Use Plan: http://harrington.delaware.gov/comprehensive-land-use-plan/
Harrington Fire Company Inc.: http://harringtonfireco.com/
Lake Forest South Elementary School: http://www.lf.k12.de.us/south/
Lake Forest W.T. Chipman Middle School: http://www.lf.k12.de.us/chipman/
Parks & Recreation: http://www.hprnews.com/
Police Department: http://harrington.delaware.gov/police-department/
Upcoming Events: http://harrington.delaware.gov/events/

Local

Kent County Levy Court: www.co.kent.de.us
Lake Forest Church Association - Food Pantry: https://sites.google.com/site/lakeforestchurchassociation/home

State

2015 Strategies for State Policies and Spending: http://www.stateplanning.delaware.gov/strategies/
Buy Local: http://dda.delaware.gov/marketing/BuyLocal.shtml
Delaware Public Archives: http://archives.delaware.gov/index.shtml
Delaware State Housing Authority: http://destatehousing.com
Delaware Sustainable Energy Utility: www.energizedelaware.org
Delaware Transit Corporation: www.dartfirststate.com
Department of Agriculture: http://dda.delaware.gov
Department of Economic Development Office: http://dedo.delaware.gov
Department of Health and Social Services: http://dhss.delaware.gov/dhss
Department of Natural Resources and Environmental Control: http://dnrec.delaware.gov
Department of Transportation: http://deldot.gov
Downtown Development Districts: http://stateplanning.delaware.gov/ddd
Office of State Planning Coordination: http://stateplanning.delaware.gov
State Historic Preservation Office: http://history.delaware.gov/preservation

Federal

FEMA Online Flood Maps: https://msc.fema.gov/portal
National Register of Historic Places: https://www.nps.gov/nr/
U.S. Census Bureau: www.census.gov
U.S. Department of Transportation: https://www.transportation.gov
U.S. Economic Development Administration: https://www.edu.gov
U.S. Environmental Protection Agency: https://www3.epa.gov
U.S. Department of Agriculture: www.usda.gov/wps/portal/usda/usdahome
U.S. Department of Housing and Urban Development: http://portal.hud.gov/hudportal/HUD

Thanks to everyone who contributed to the

City of Harrington
Downtown Development District Plan

City of Harrington

Merchants
Residents

The Hub
of Delaware

Property Owners
Organizations

KCI

It's good to be in the Hub...