



# Dover Transit Center Neighborhood Plan



Charrette Closing Presentation  
October 1, 2010



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# Acknowledgements

- Dover/Kent County MPO
- Downtown Dover Partnership
- City of Dover City Council
- City of Dover Planning, Library, Parks and Recreation
- Delaware Office of State Planning Coordination, Department of Transportation, State Housing Authority, Division of Facilities Management, Division of Public Health, State Historic Preservation Office
- Delaware Transit Corporation
- Delaware State Housing Authority
- Delaware State University
- Wesley College
- Schwartz Center for the Arts
- City Cab
- ... many, many more!



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# Charrette Statistics

- Five intensive days and an equivalent of about 450 hours of work
- About 100 participants
  - City Council, City and State agency staff, Downtown Dover Partnership, community leaders, developers, business owners, citizens
- Opening presentation, Open House, stakeholder meetings, focus group meetings, individual and group discussions



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# 1<sup>st</sup> Day of the Charrette



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# 3<sup>rd</sup> Day of the Charrette



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# A Vision for Dover

*Create a downtown worthy of  
the First State Capital*



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# The Dover Vision Plan



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# A Mission for Dover

*Partners committed to a plan  
and working to build  
a downtown worthy of  
the First State Capital*



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# State Capitals Comparison

<b>State Capital</b>	<b>City Population</b>	<b>Legislature Size</b>	<b>Legislative Staff</b>	<b>Downtown Jobs</b>
<b>Dover, DE</b>	<b>36,560</b>	<b>62</b>	<b>125</b>	<b>9,713</b>
<b>Annapolis, MD</b>	<b>36,879</b>	<b>188</b>	<b>732</b>	<b>5,301</b>
<b>Concord, NH</b>	<b>42,546</b>	<b>424</b>	<b>179</b>	<b>n/a</b>
<b>Frankfort, KY</b>	<b>27,382</b>	<b>138</b>	<b>679</b>	<b>6,330</b>
<b>Helena, MT</b>	<b>29,939</b>	<b>150</b>	<b>237</b>	<b>12,487</b>
<b>Jefferson City, MO</b>	<b>41,297</b>	<b>197</b>	<b>509</b>	<b>12,342</b>
<b>Juneau, AK</b>	<b>30,796</b>	<b>60</b>	<b>460</b>	<b>6,075</b>



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# Dover, Delaware

**Population:**  
**36,560**

**Legislature  
Size:**  
**62**

**Legislative  
Staff:**  
**125**

**Downtown  
Jobs:**  
**9,713**



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# Annapolis, Maryland

**Population:  
36,879**

**Downtown  
Jobs:  
5,301**

**Tourism,  
Regional  
Destination,  
Festivals,  
Historic  
Downtown,  
Waterfront**





# Concord, New Hampshire

**Population:**  
**42,546**

**Downtown  
Jobs:**  
**n/a**

**Similar but  
with more  
restaurants,  
artist galleries,  
museums**



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# Frankfort, Kentucky

**Population:**  
**27,382**

**Downtown\***  
**Jobs:**  
**6,330**

**Performing  
Arts Center,  
Convention  
Center**



\* Includes govt. jobs  
outside of downtown core



# Jefferson City, Missouri

**Population:  
41,297**

**Downtown  
Jobs:  
12,342**

**Downtown  
Grid of Streets,  
Restaurants,  
Retail, Mixed  
Use**



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# Juneau, Alaska

**Population:**  
**30,796**

**Downtown  
Jobs:**  
**6,075**

**Capitol, Main  
Street Areas,  
Convention  
Center,  
Museum,  
Memorials**



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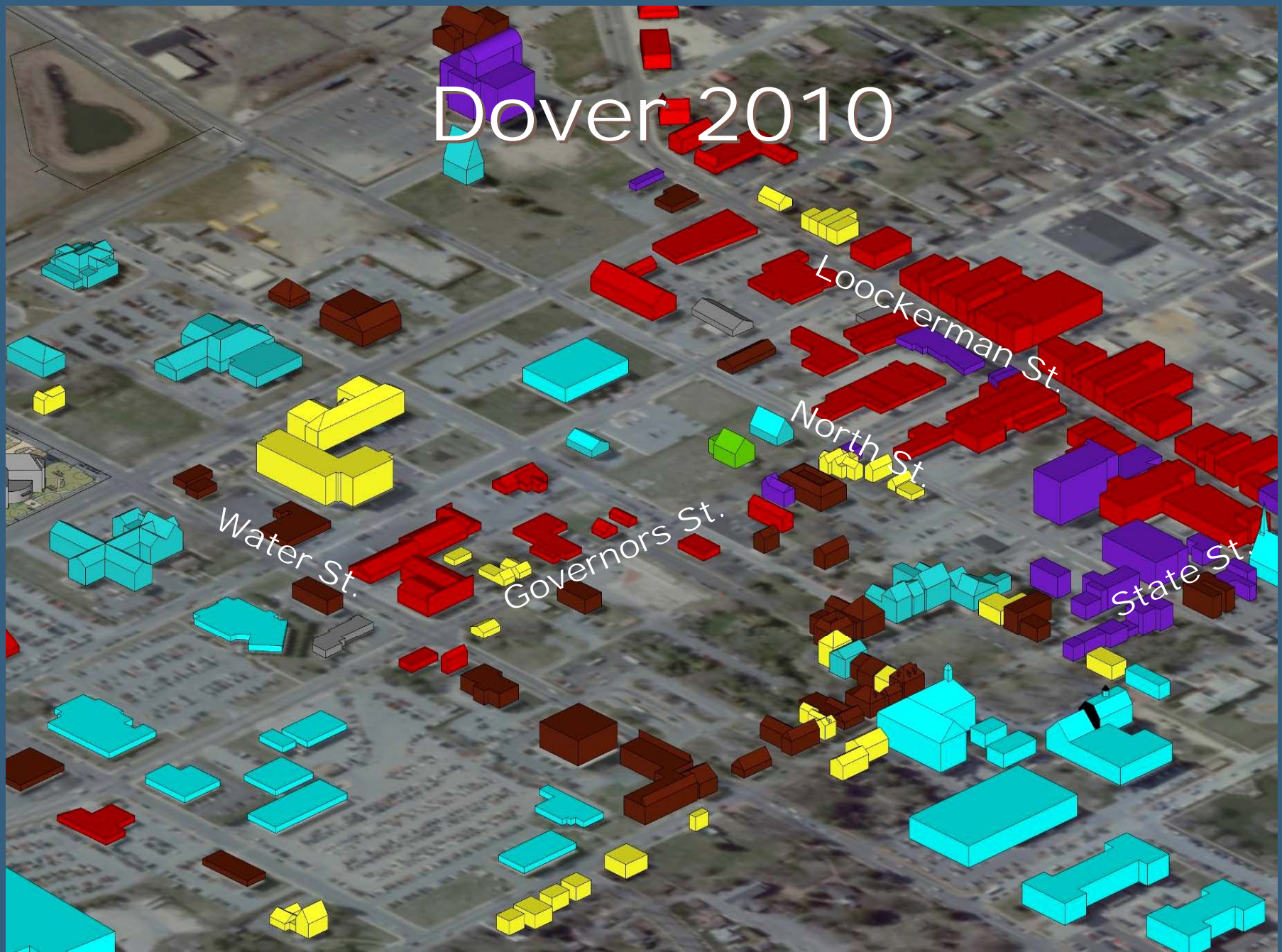


# Dover 1885



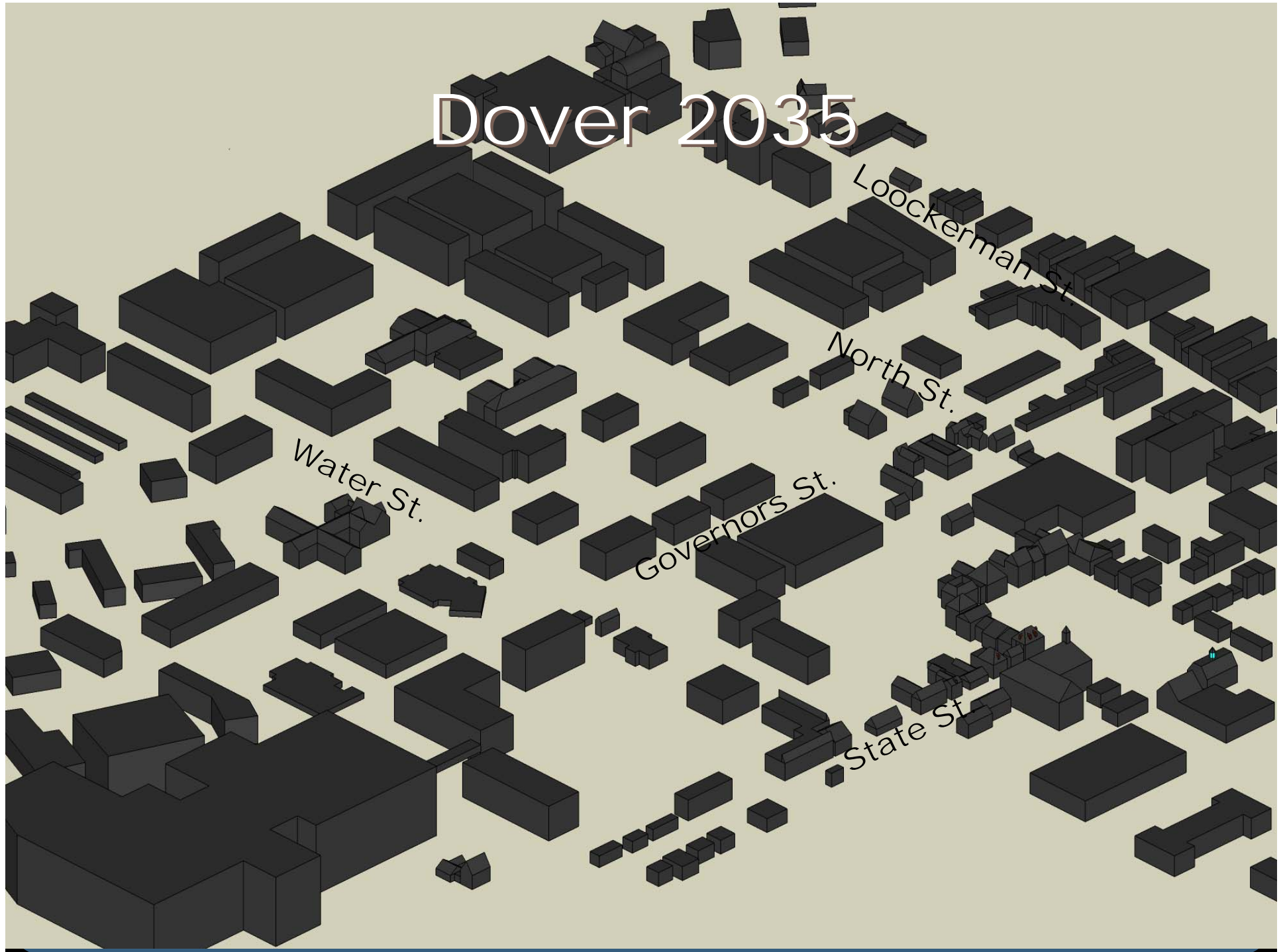


# Dover 2010





# Dover 2035





# Dover 2035



Dover 2030  
Pompano Transit Neighborhood Plan

Renaissance Planning Group  
Tampa, FL



# Dover Vision Action Plan Framework

- Build upon existing economic drivers to leverage new investment
- Improve pedestrian walkability and connectivity for the entire area
- Target new residential, mixed use, office, grocery, and retail development
- Implement district parking solutions
- Invest in improving 'look and feel' and overall area image



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# Area Context





# Existing Activity Centers

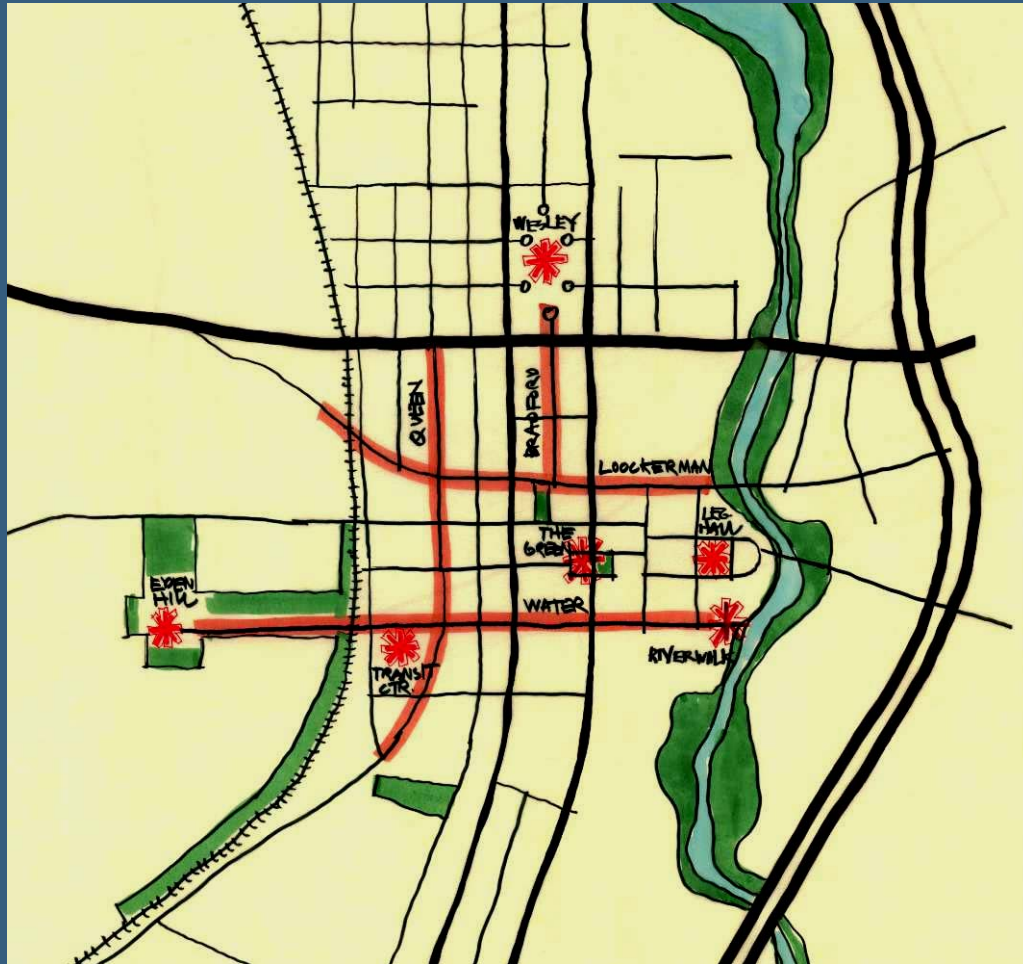


# Proposed Activity Centers





# Connecting Activity Centers



- Strengthen the pedestrian link to Wesley College using Bradford St.
- Provide a direct connection between Eden Hill/Rail Trail and St. Jones Riverwalk along Water St. with streetscape and bike paths
- Improve aesthetics and walkability with a planted median along Queen St.
- Extend streetscape and pedestrian lighting along Lookerman St. to West St.

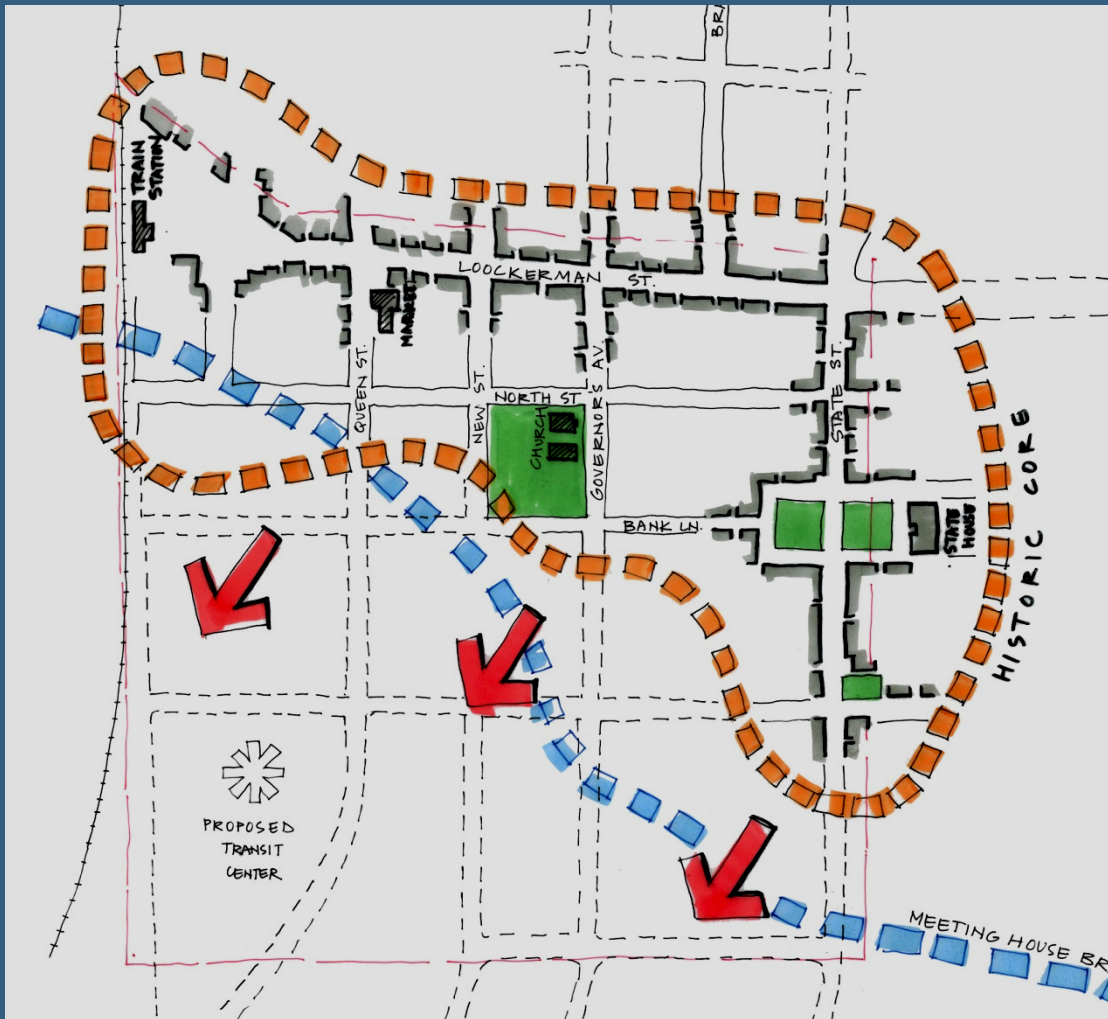
# Open Space Network



- Connect to area regional and rail trails
- Provide active and passive recreation spaces along St. Jones River



# Concept



- Build upon existing street character of Lockerman and State Streets
- Expand downtown core towards Dover Transit Center
- Fill in the gap between existing activity centers

# Existing Urban Design Framework



- Illustrates current activity is focused on Lockerman and State Streets
- Greens, parks and open space located at major civic and cultural buildings
- Existing streets lack enclosure and not inviting



# Proposed Urban Design Framework



- Reinforce street edges with active buildings fronting the street
- Great streets for great buildings
- Expand the city's original Penn plan with additional parks and green space

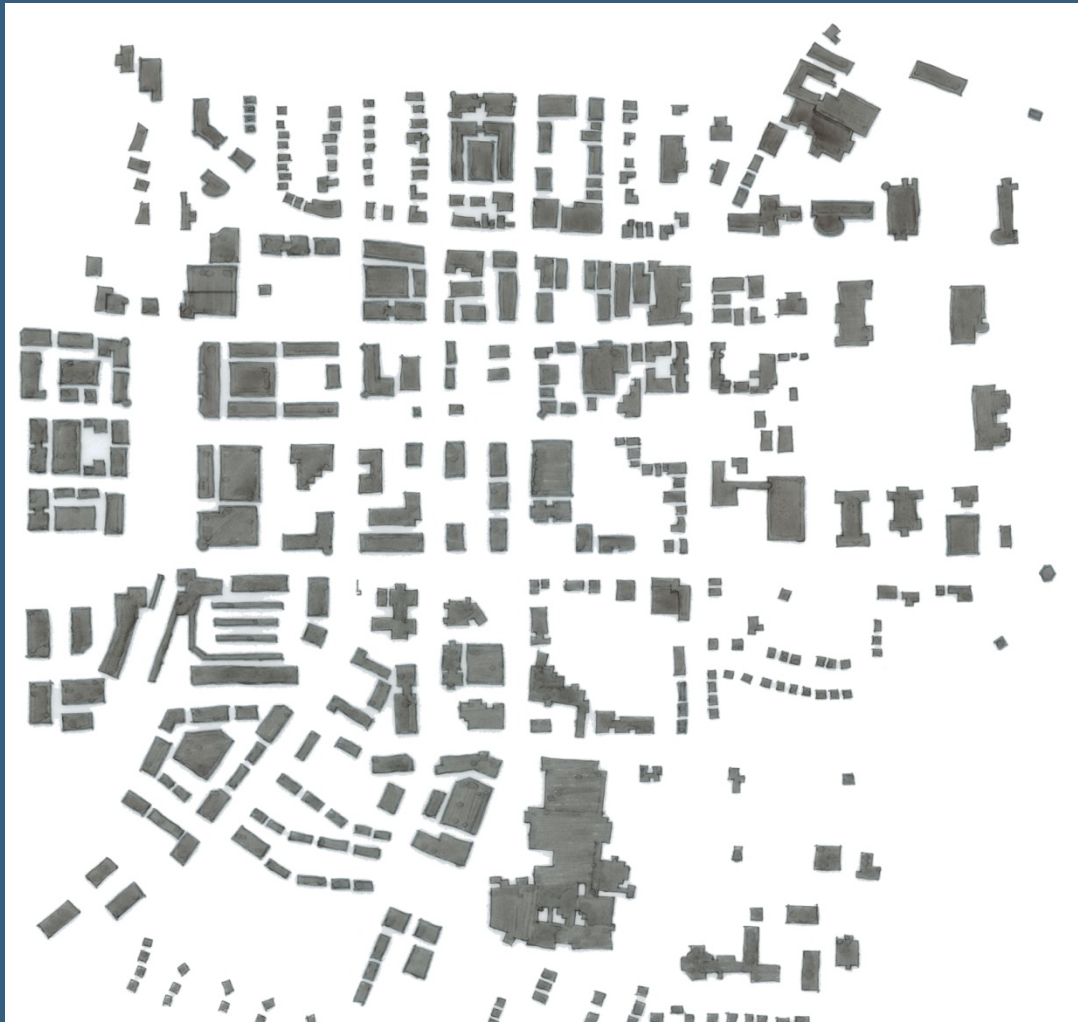
# Existing Walkable Streets



- Buildings create strong walkable pedestrian character
- Existing buildings along Lookerman and State Streets illustrate a well-defined edge
- Other areas can benefit from improvements

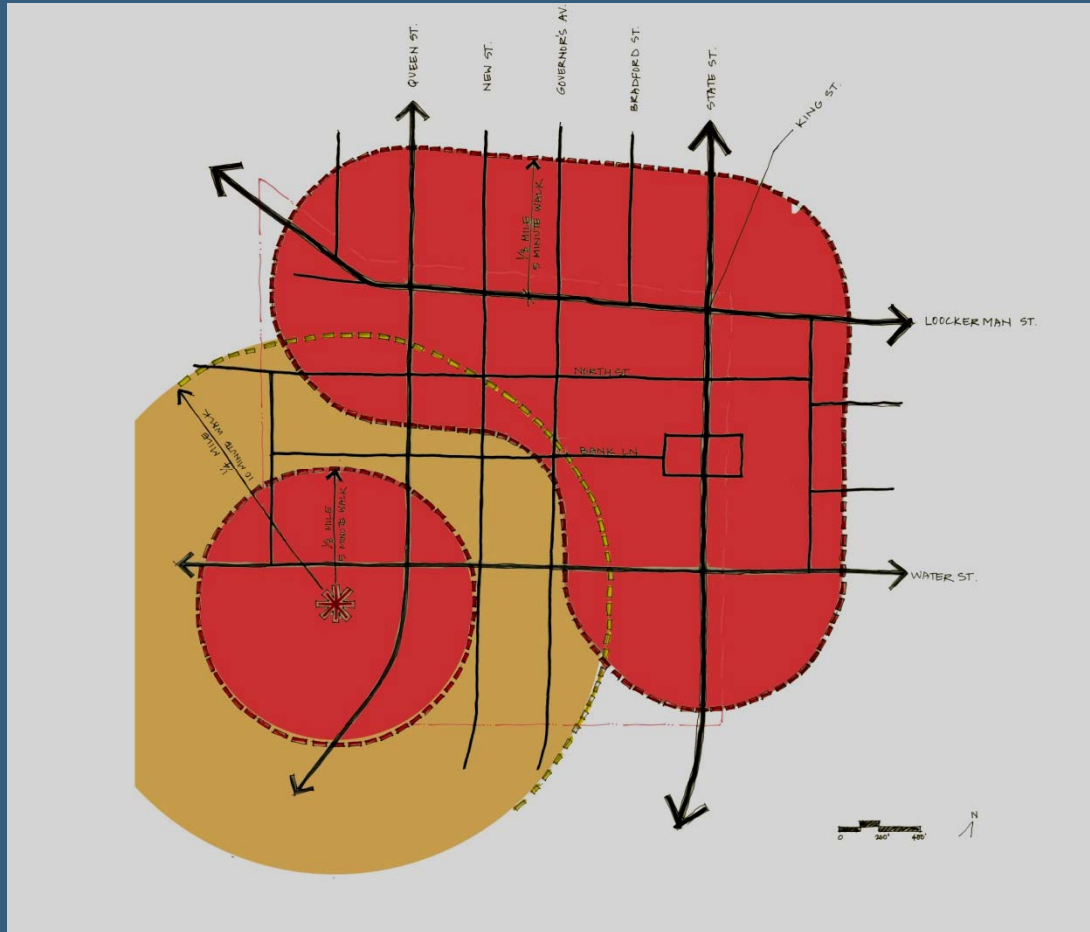


# Creating Walkable Streets



- New buildings strengthen area walkability
- Variety and scale of new development provides human-scale environment
- Well-designed streets and building fronts create memorable experiences

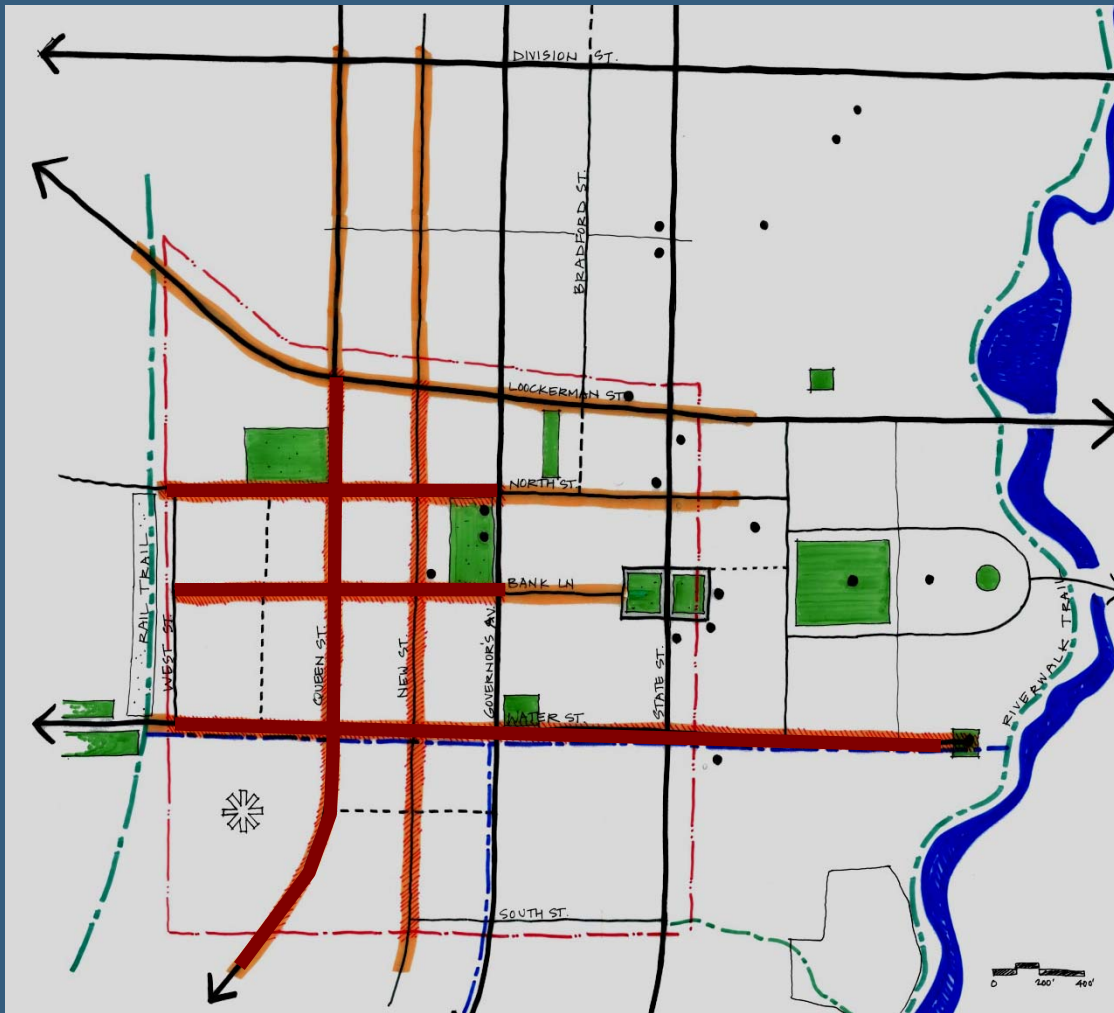
# Pedestrian Accessibility



- Transit Center creates a new activity center
- Completes area pedestrian network
- Residential component around transit center helps support downtown businesses

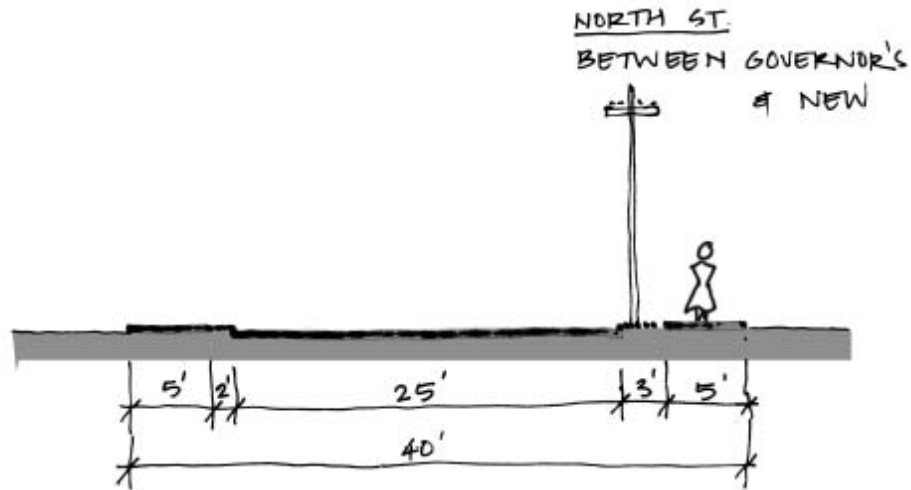


# Street Network and Enhancements



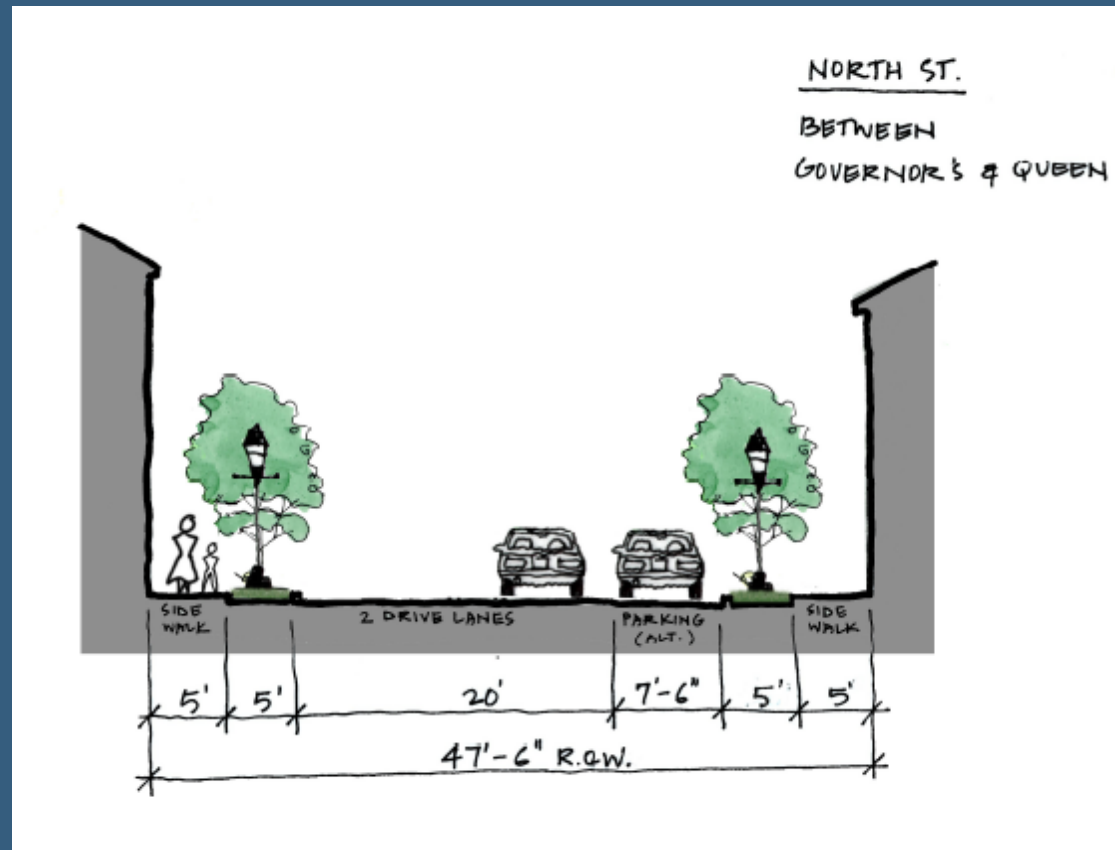
- Major E-W Streets
  - Division Street.
  - Loockerman Street
  - Water Street
- Major N-S Streets
  - State Street
  - Governors Street
- Minor Streets
  - Bradford Street
  - North Street
  - Bank Lane
  - Queen Street
  - New Street
- Street Improvements
- Streetscape Treatments

# Pedestrian Experience

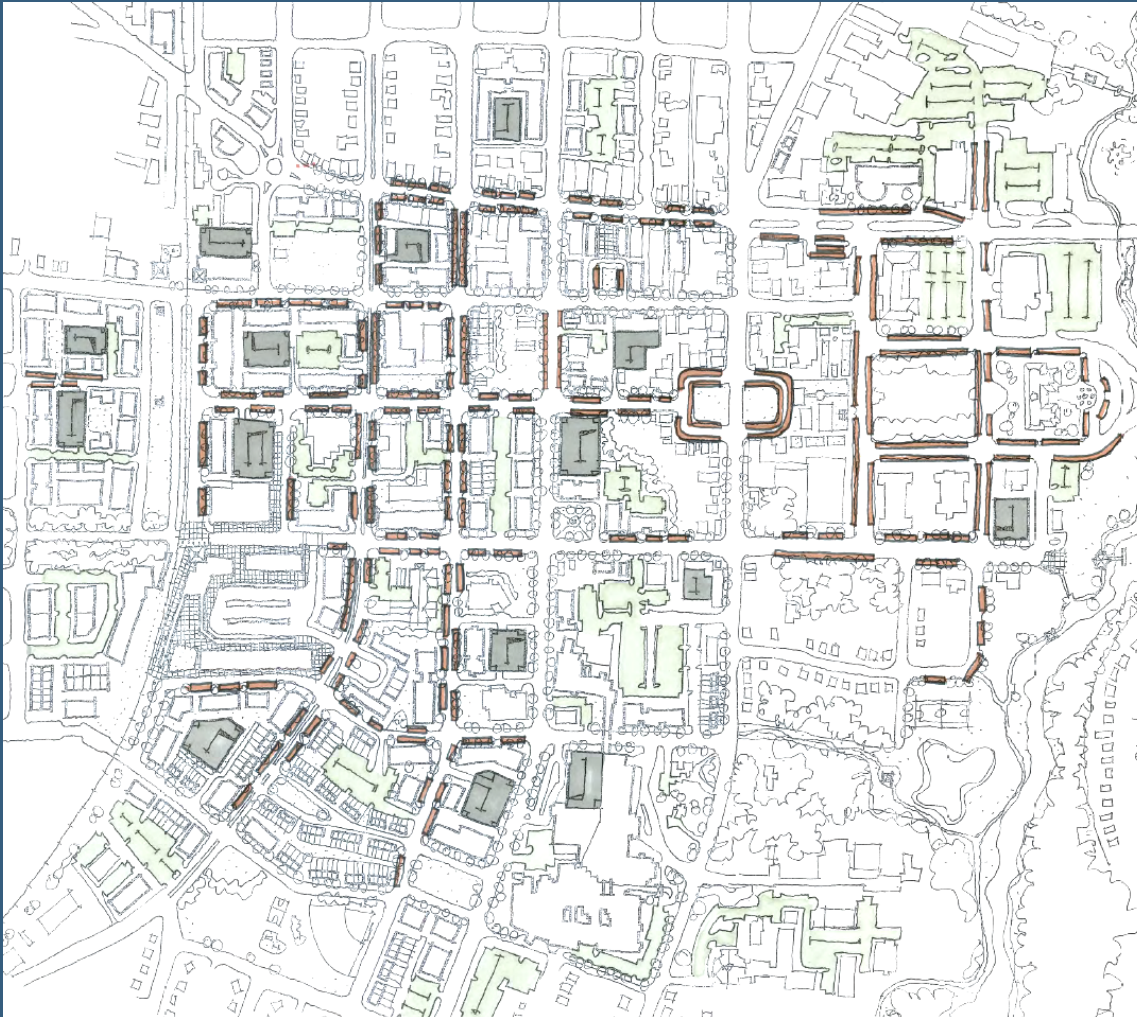




# Pedestrian Enhancement

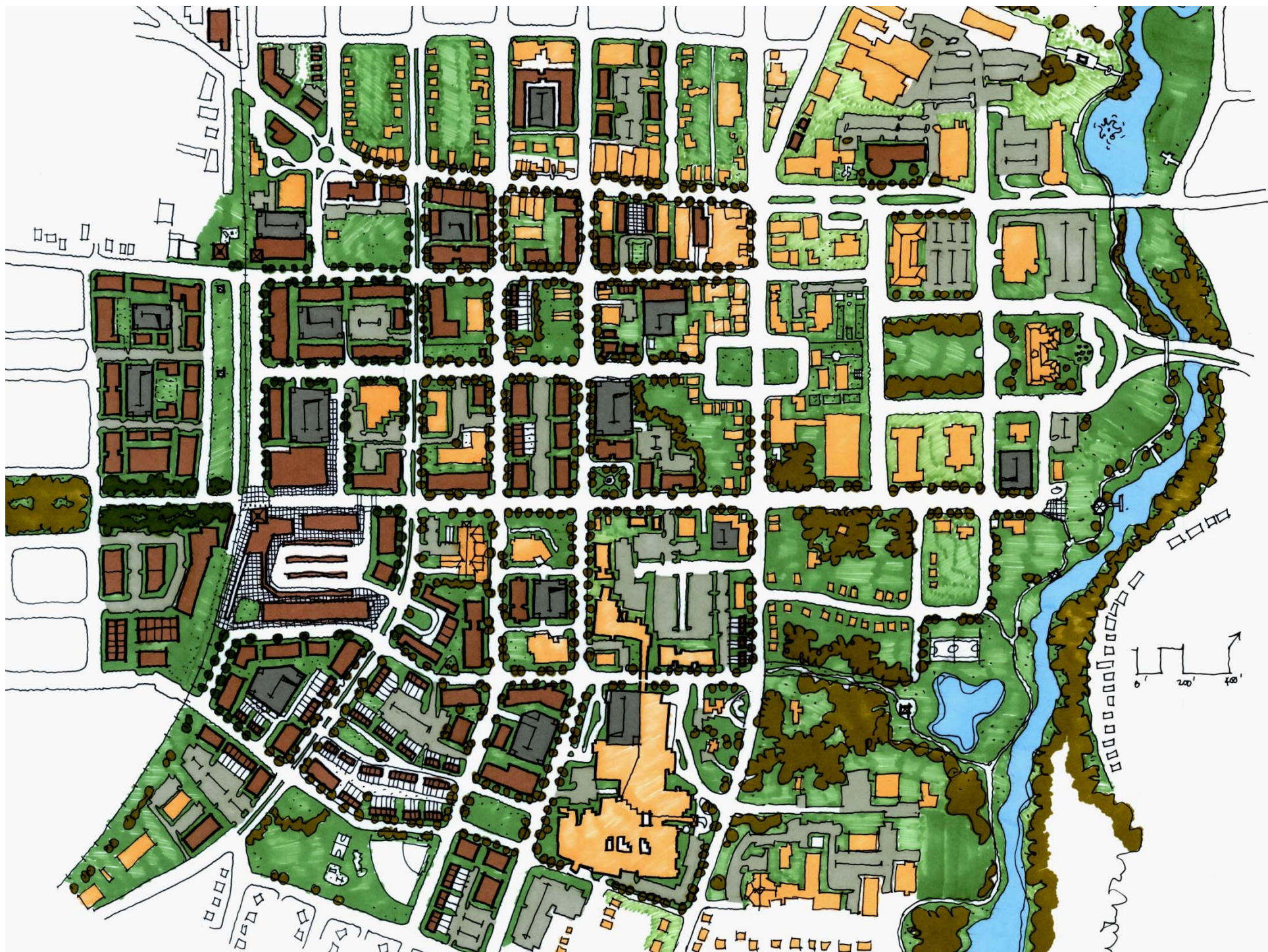


# Area Parking Strategy



- Provide district parking solutions
- Locate parking near each activity centers sufficient to serve combined demand
- Replace surface lots with structures when associated with new development
- Change perception of parking shortage
- Improve walkability between centers

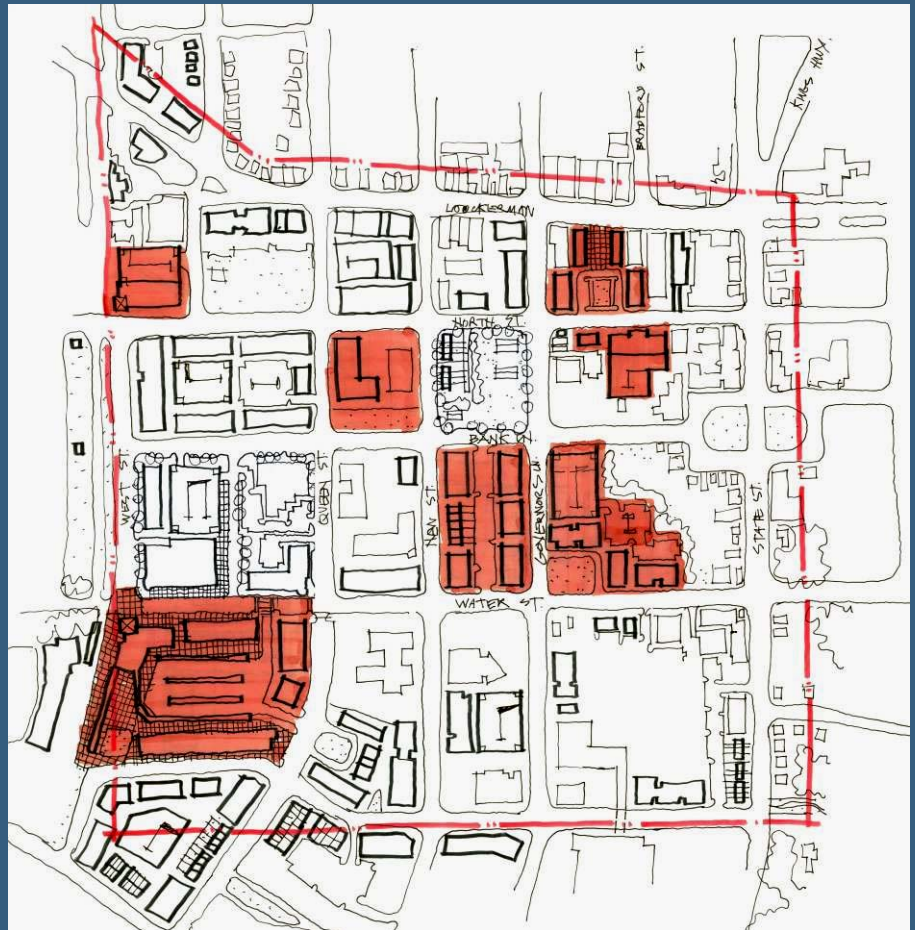






# Shorter Term Project Opportunities

- Collegiate Site
  - Loockerman Commons and Mixed Use
  - Adjacent to Museum Square
- Courtney Square
  - Residential, Retail, Mixed Use
- DHSA/Parking Area
  - Consolidated Parking and Mixed Use
- Duncan Center
  - Office, Mixed Use and Parking
- Frear Building
  - Wesley Nursing, Housing and Park
- New Transit Center
  - Transit and Mixed Use
- Transit Center/Old Capitol Cleaners
  - Hotel and Parking





# Governors Square



- Boutique Hotel at Governors and Water Sts.
- Governors Square
- Parking structure serving the hotel and area business
- Future mixed use development at the current transit center site

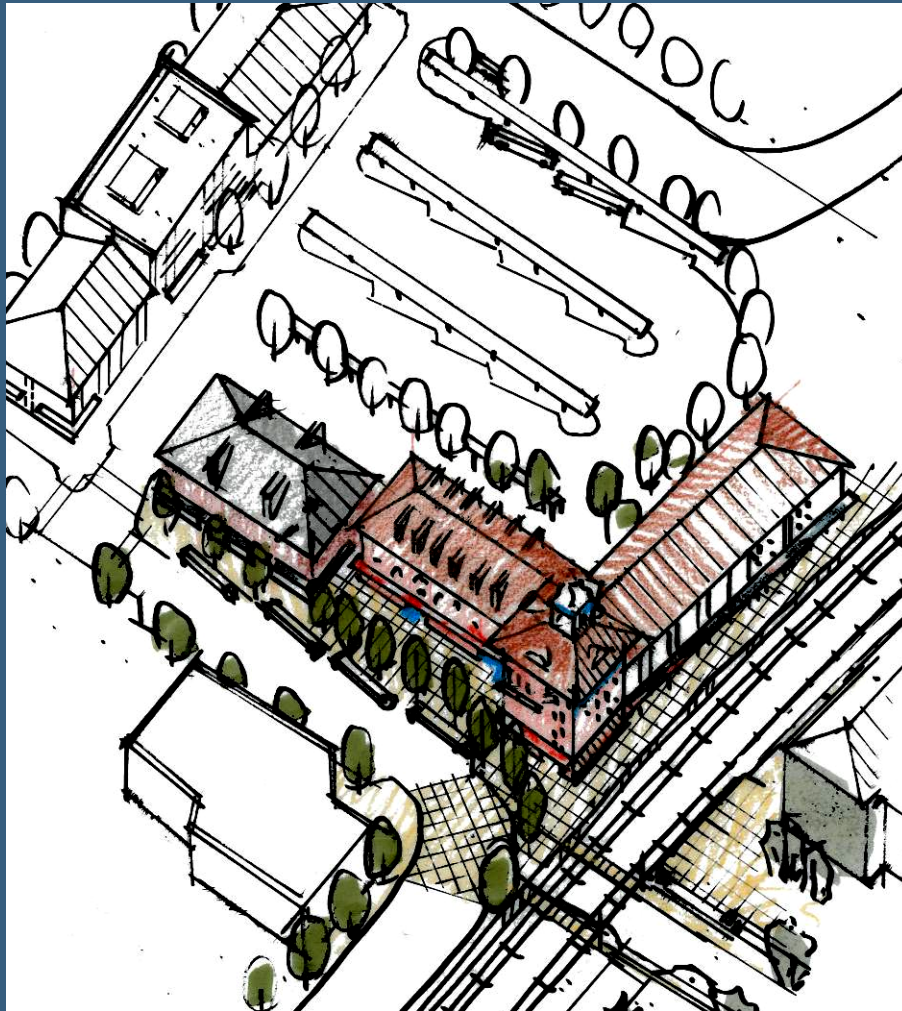
# Loockerman Commons



- Town Commons for civic events and festivals
- Retail / mixed use buildings open to the plaza
- Connects Loockerman and North Streets
- Parking access from North Street (and can be used for more festival or market space)



# Dover Transit Center



- Intermodal transit station at new terminus of West Street
- Mixed use development complex
- Civic plaza at extension of Water Street
- New activity center adjacent to Eden Hill and Bayhealth Medical Center
- Across from grocery site

# North Street at New Street (view east)





# North Street at New Street (view east)



North & New Streets View East  
Dover Transit Center Neighborhood Plan.

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Tampa, FL.

# Queen Street at North Street (view north)



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# Queen Street at North Street (view north)



Queen & North Street View South  
Dover Transit Center Neighborhood Plan

Renaissance Planning Group  
Tampa, FL

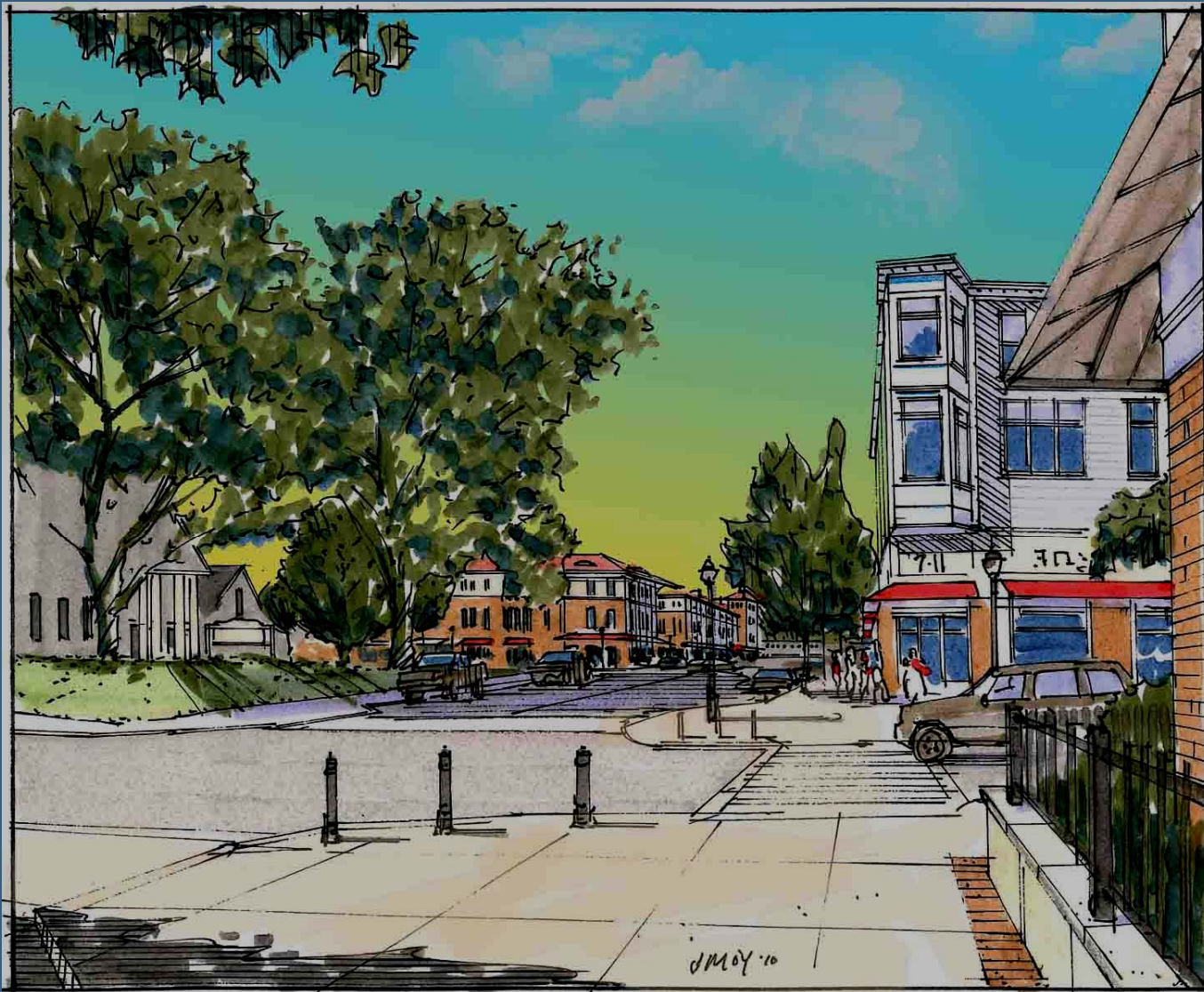


# Water Street at New Street (view west)





# Water Street at New Street (view west to the Transit Station)



Water Street view west  
Dover Transit Center Neighborhood Plan

Renaissance Planning Group  
Tampa, FL

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# North Street Gateway at West Street (view east)





# North Street Gateway at West Street (view east)



North Street Gateway  
Dover Transit Center Neighborhood Plan

Renaissance Planning Group  
Tampa, FL.

# Development Market and Program Briefing

- Where are we?
  - Demographics
- Where are we going?
  - Housing
  - Retail
  - Hotels
  - Employment



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# Kent County Household Projections

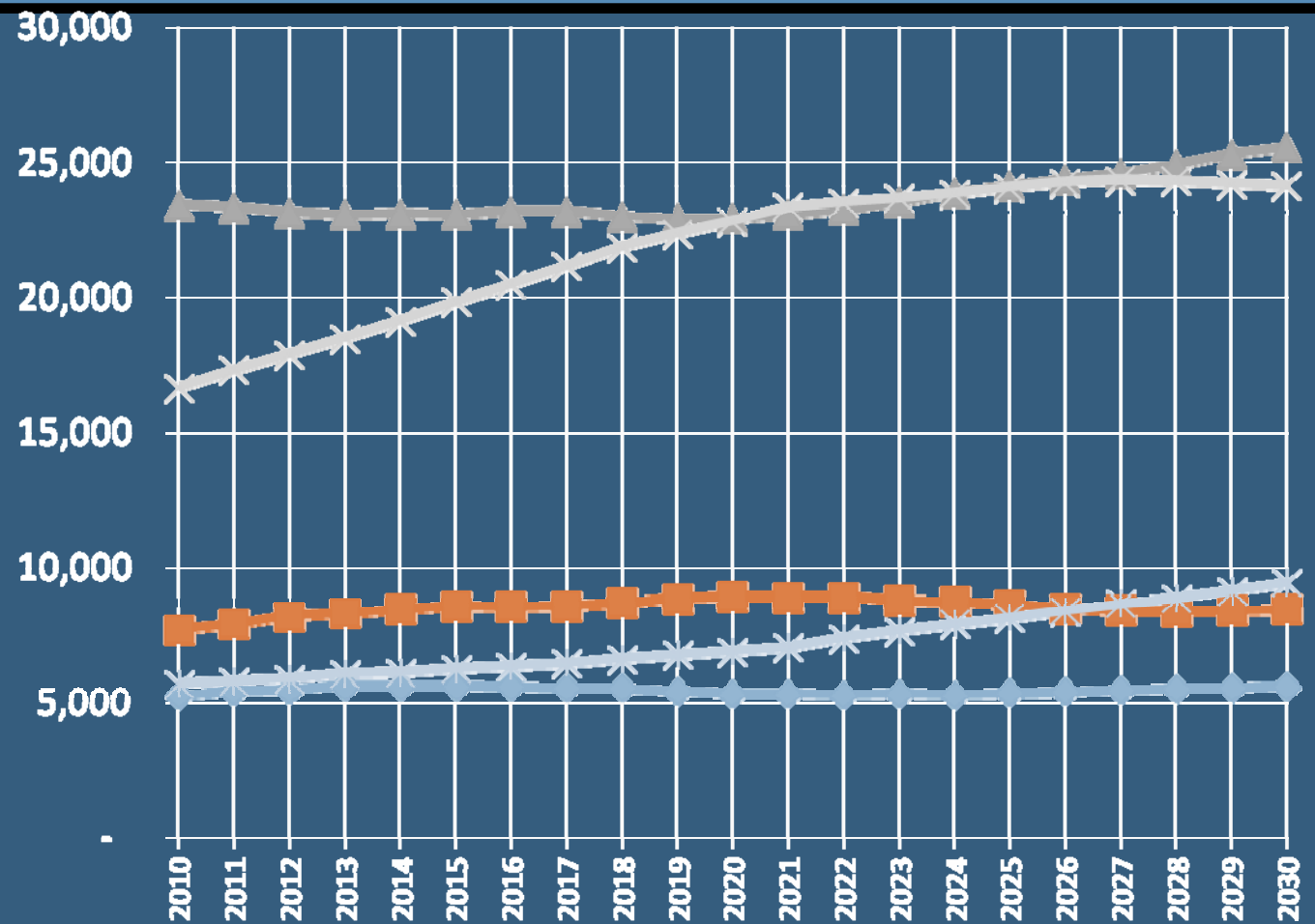
- Family households (age 35-54) the largest group
- Empty Nesters (55-74) growing fastest and will equal families during the 2020s, but then level out
- Apartment Age (22-27) and Young Professionals (28-34) are smaller and not growing
- Seniors/Retirees (75+) growing strongly throughout planning period



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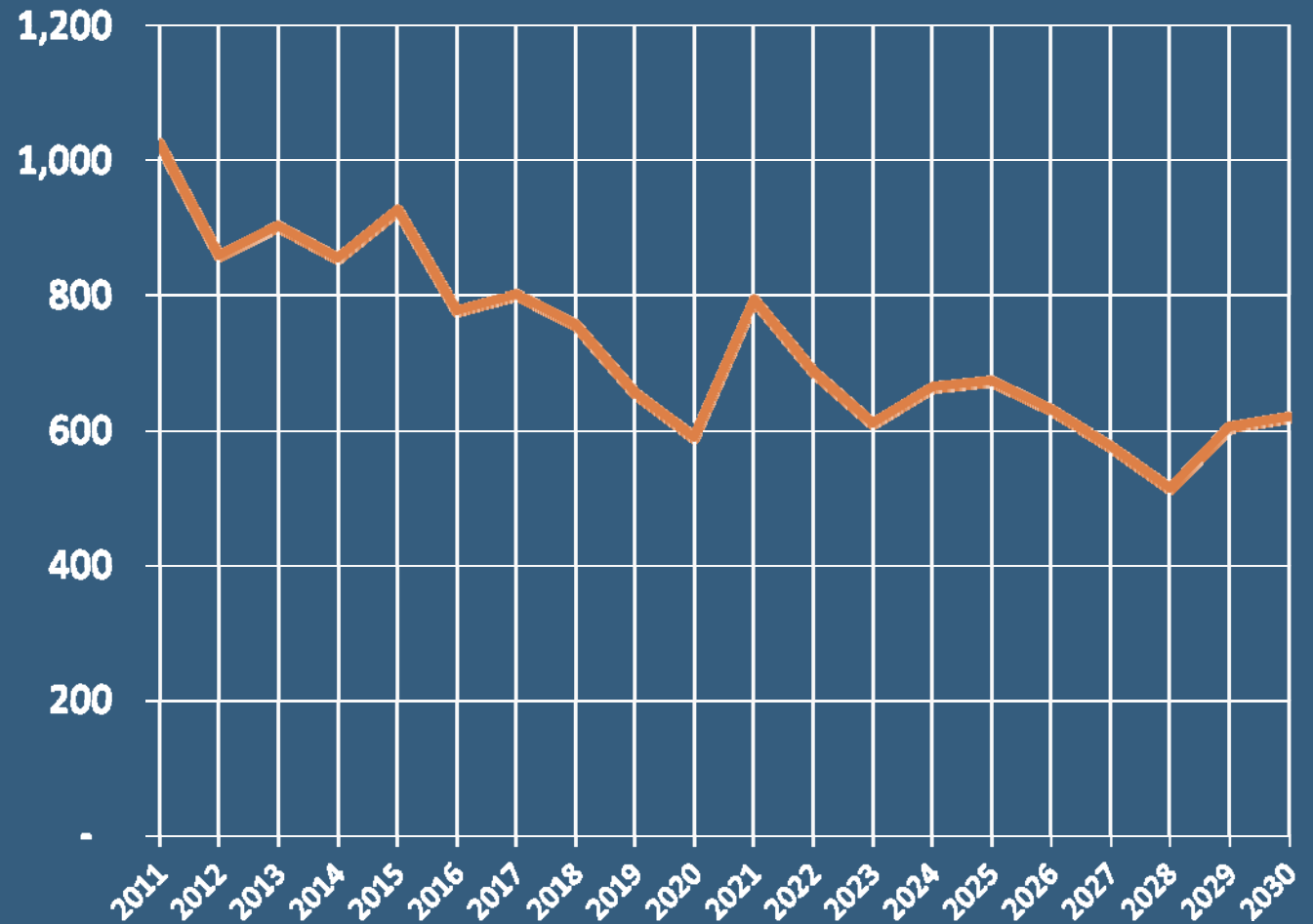
# Kent County Households by Age Group

- 22-27
- 28-34
- 35-54
- 55-74
- 75+





# Kent County Year-Over-Year Change in Households



# Downtown Dover Housing Projection

- Includes new townhouse and multi-family units (rental and ownership)
- Rough estimate for planning purposes
- Total buildout over 20 years
- Downtown Dover Projections:
  - Low: 475 units
  - Middle: 570 units
  - High: 660 units



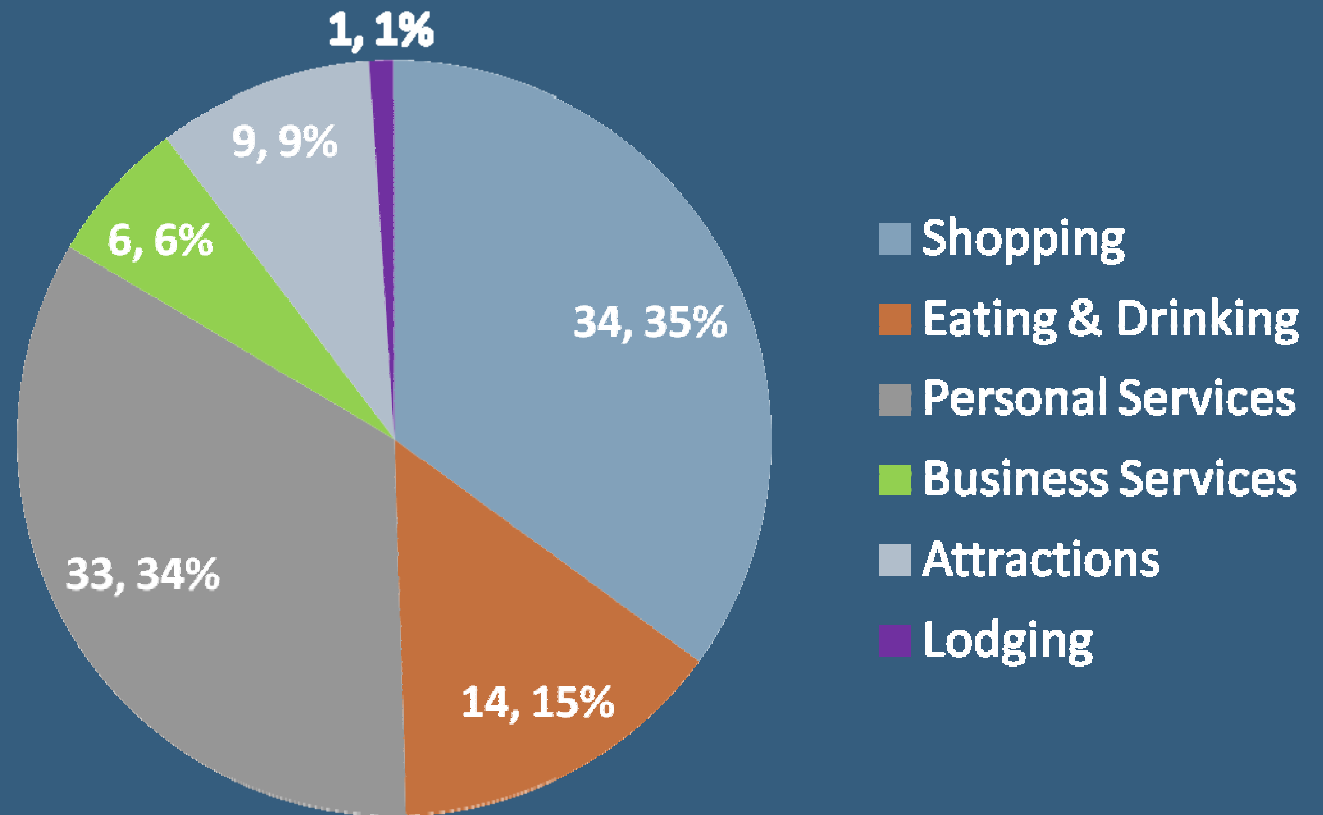
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# Retail

- Top categories in downtown business inventory:
  - Specialty Stores
  - Beauty/Personal Care/Barbershops
  - Restaurants/Food/Drink
  - Financial/Real Estate Services
- Planning issues to consider:
  - Relocation of automotive uses
  - Need for more lodging

# Downtown Dover Business Mix





# Primary Retail Gaps/Needs

- Coffeehouses
- Sandwich Shops
- Ice Cream/Candy
- Florist
- Smaller/Gourmet Grocery\*
- Specialty Food/Cookware
- Furniture/Home Décor
- Optical
- Drugstore\*
- Toys/Hobbies
- Cigars
- Restaurants of all types

*\* Reserve a location for development after residential influx*



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# Hotels

- 2,900 hotel rooms in Kent County, around 80% of which are in Dover
- Hotel development normally parallels growth in the overall economy
- Translates to 1,250 new rooms in the City of Dover over 20 years
- Assume demand for 4 to 6 hotels in downtown if sites can be found

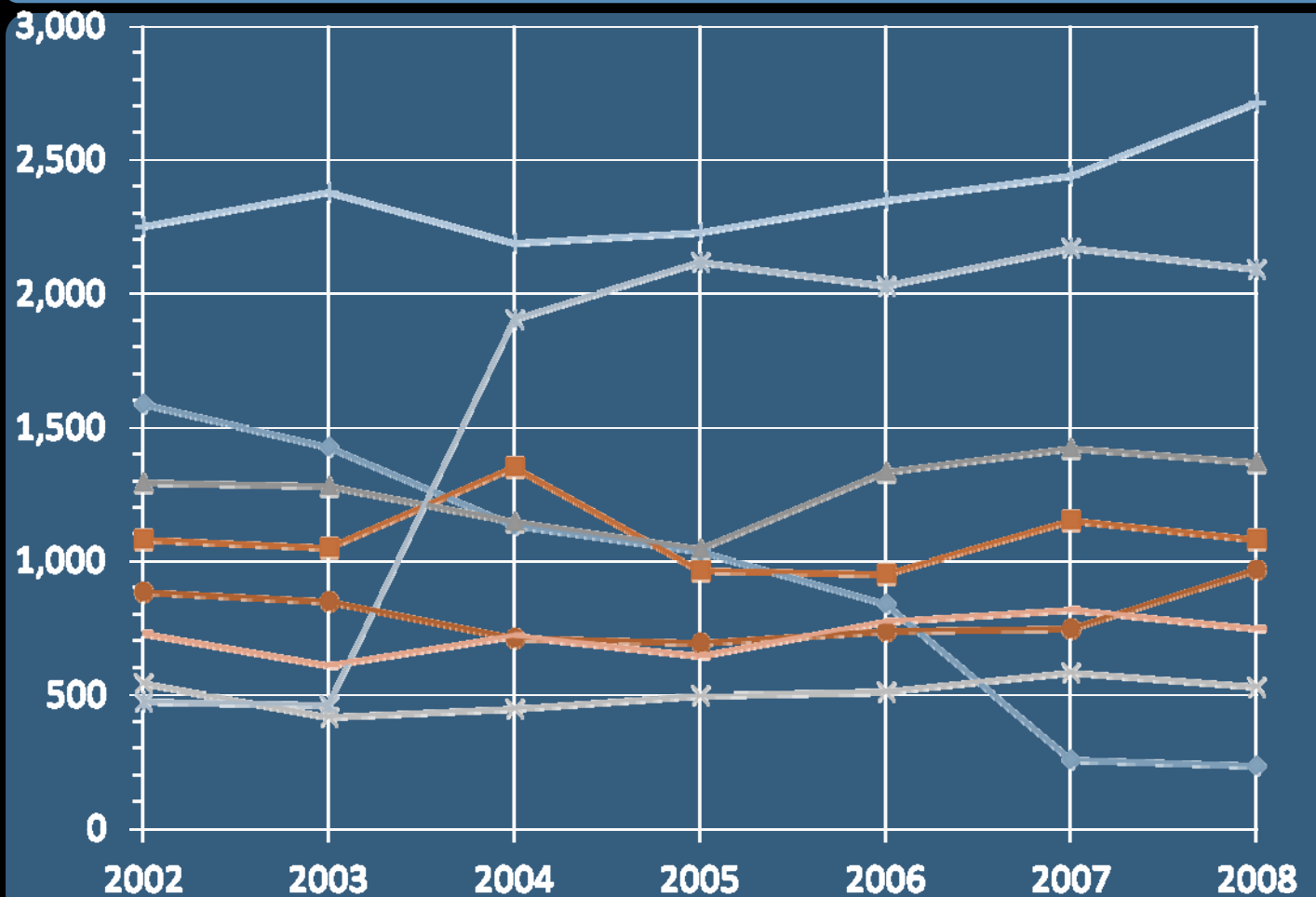


# Employment

- Over 9,700 jobs in downtown in 2008
  - 30% of total Dover employment
- Largest sectors:
  - Government
  - Health Care
  - Office-Using (mostly professional services and administrative)
- Past Trends:
  - Big decrease in manufacturing
  - Big increase in health care
  - Some increase in government
- Most downtown workers live in Dover and Kent County

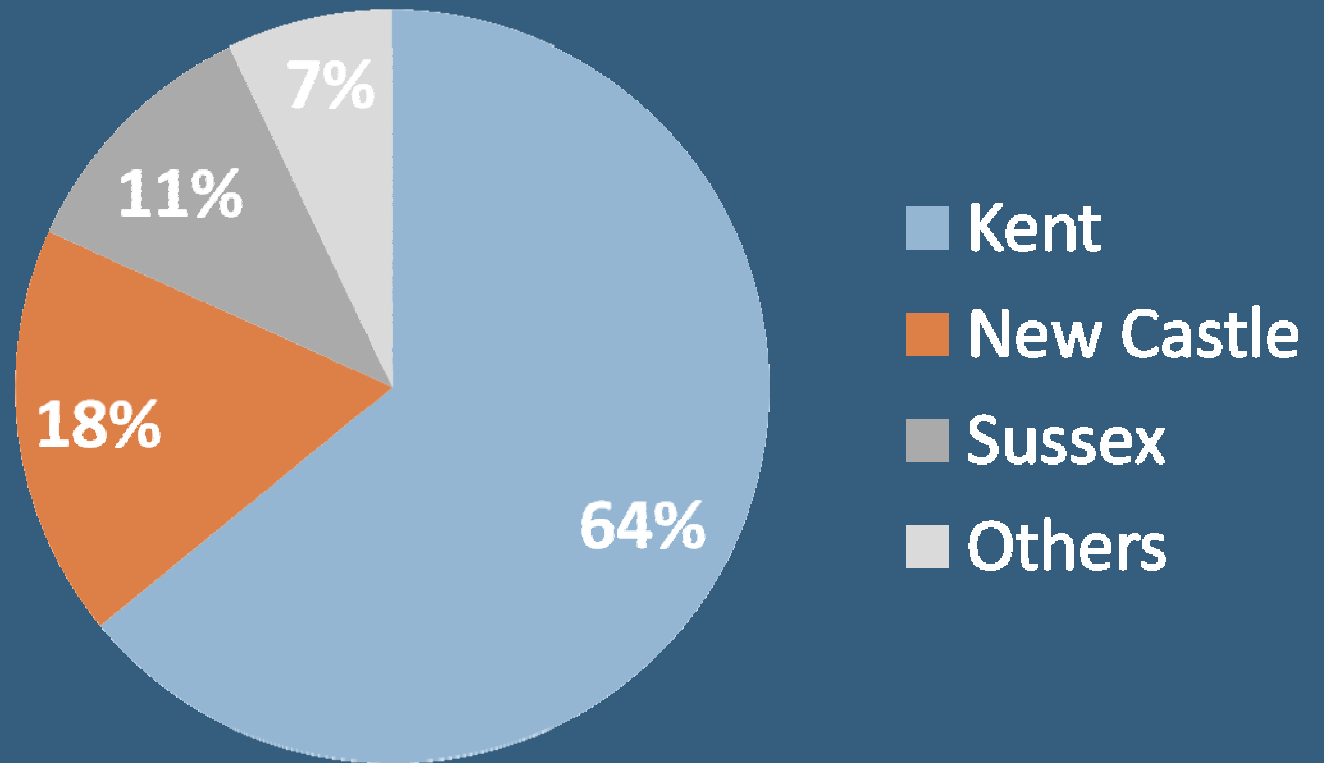
# Downtown Dover Employment by Sector

- Manufacturing
- Retail Trade
- ▲— Office-Using
- ×— Educational Services
- \*— Health Care & Social Assistance
- Accommodation & Food Services
- +— Public Administration
- +— Other Categories

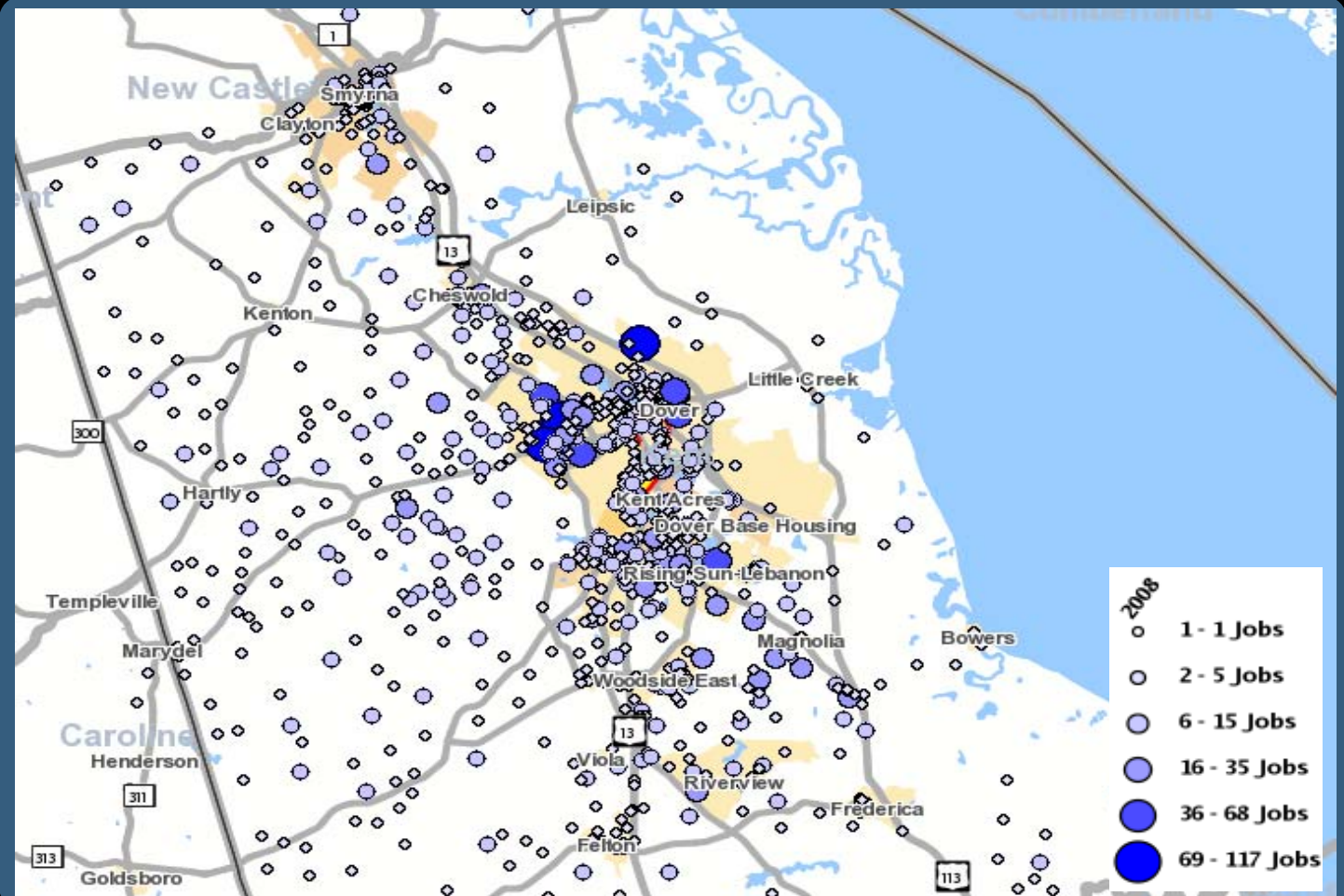




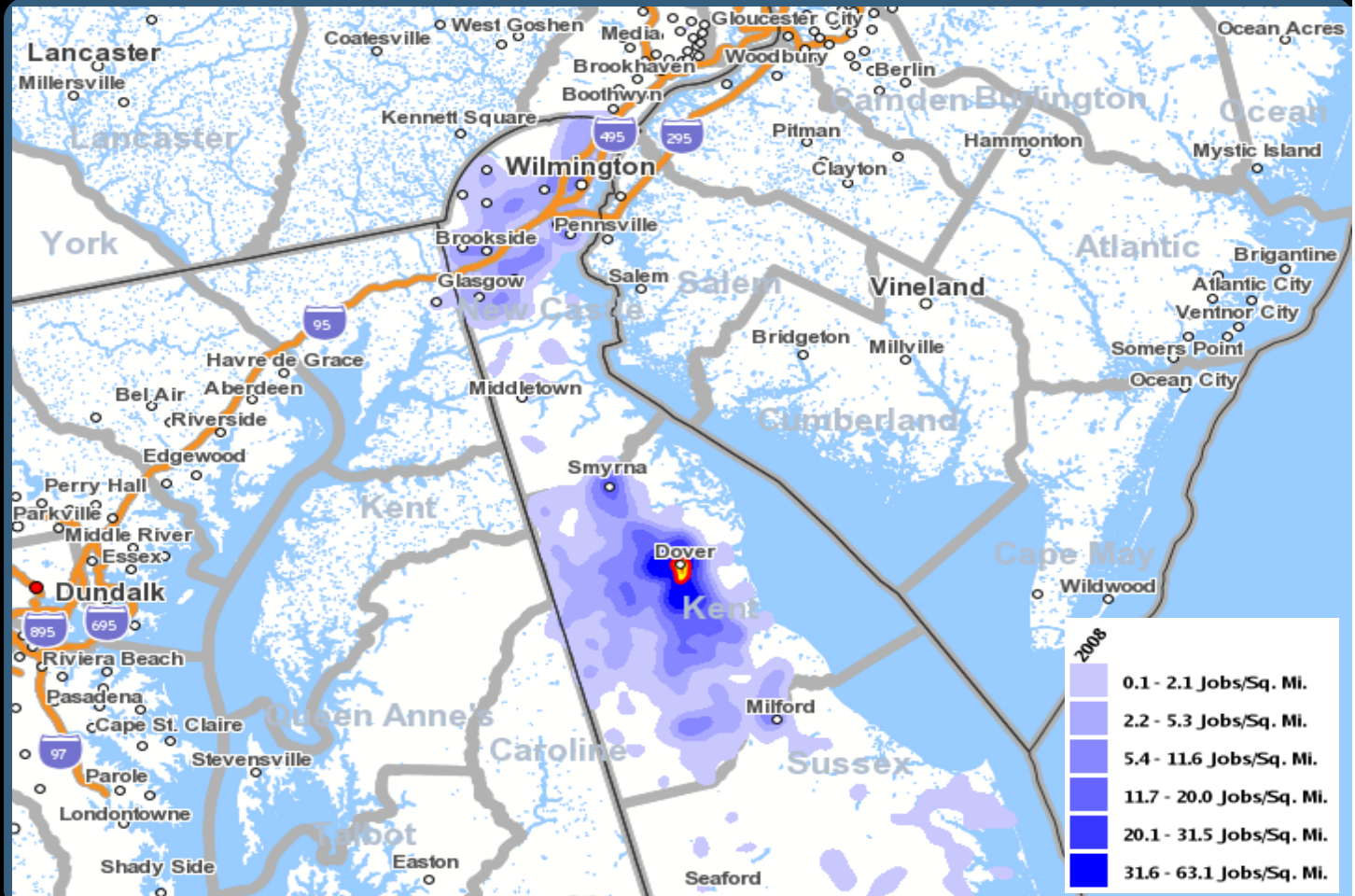
# Home County of Downtown Workers



# Home Location of Downtown Workers



# Home Location of Downtown Workers





# Office Space

- Outside of government, hospital, and college anchors, downtown is not a major office center
  - Primarily small professional firms
- Growth in office-using employment has been modest
- Plan for some additional professional office space to accommodate natural growth & increasing activity in downtown
  - Hyett Palma study in 2006 recommended 50-75,000 square feet over 5 years

# Potential Financing Sources

- Funds Raised from Existing Property Owners
  - Business Improvement District – ad valorem tax
  - Special Development District – ad valorem tax or special assessment
  - Parking Authority Benefit District - assessment
- Recurring Downtown Revenues
  - Tax Increment Financing District – regular property tax
- Broad-Based Recurring Revenues
  - Realty Transfer Tax
  - Hotel Tax (collected by State)



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# Financing Source Issues

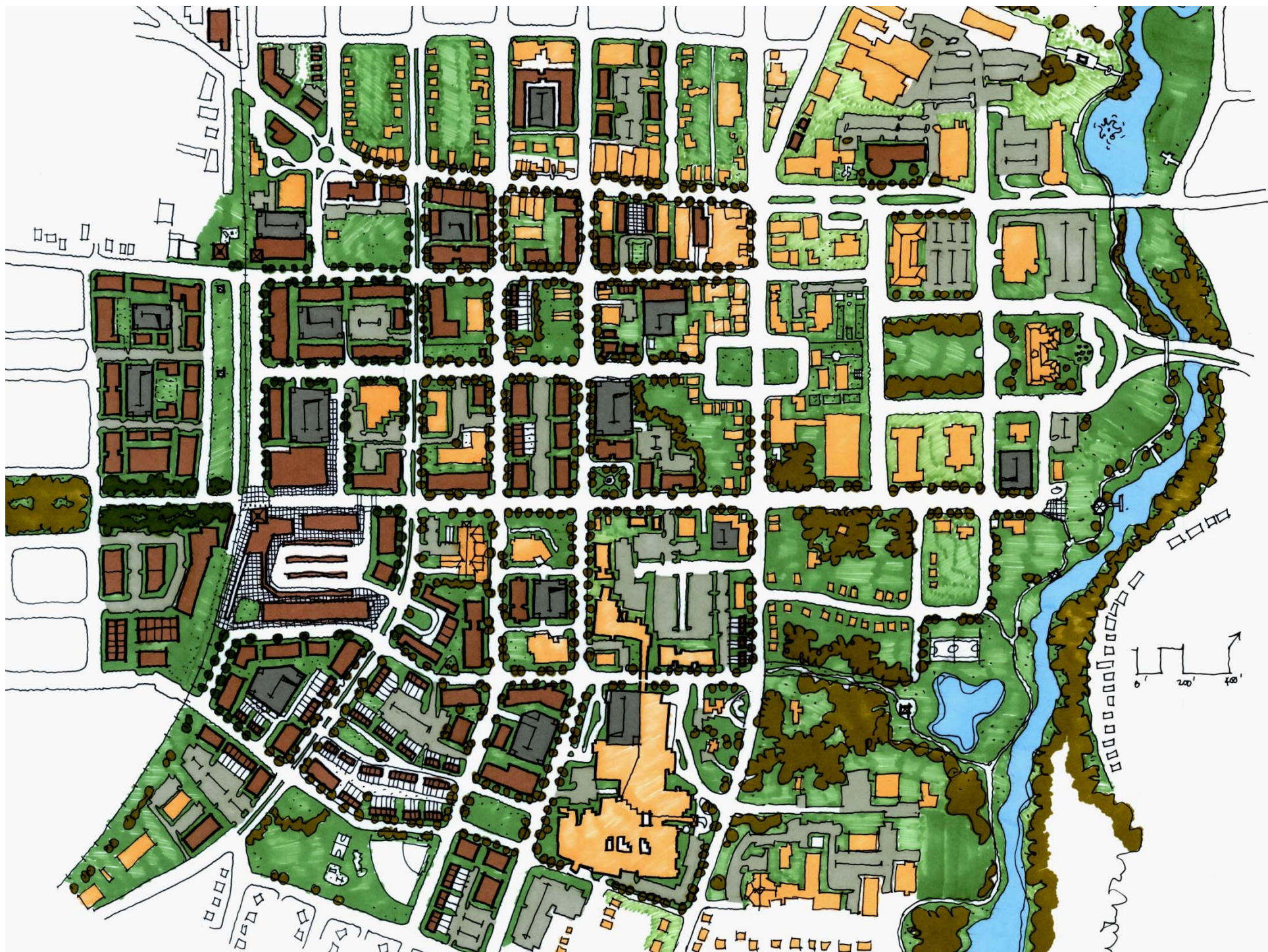
- Assessments and new ad valorem taxes burden existing property owners and could discourage investment
- TIF revenue generation is relatively weak due to low rate and assessments, and ability to only capture City share of tax bill
- Realty transfer tax may be committed to the City's general government needs
- Hotel tax would need to be allocated to the City by the State (some sort of agreement)



# Recurring Revenue Sources

- Finding a recurring revenue source would be ideal
  - Adds stability in funding; could be bonded
  - Allows for upfront investment in public improvements
- Realty Transfer Tax
  - 20 years of pledged revenue could potentially support a bond of up to \$13 million
- Hotel Tax
  - 20 years of the State's General Fund share could potentially support a bond of up to \$55 million







# Rules to Plan Implementation

- Implement an action plan
- Define a champion and key leaders
- Work together and leverage strengths of each partner (City, DDP, State, Wesley, Bayhealth ...) towards the common vision



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# Plan Implementation Recommendation

- Create a single Downtown zoning classification or Form Based Code
- Implement a City shared parking and parking management strategy
- Develop a funding mechanism to generate a consistent revenue source for development
- Measure success based on projects accomplished collectively



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## Short Term Action Recommendations

- Adopt the Vision Plan as the guiding downtown development plan
- Promote, market, and rollout Dover's vision to citizens, legislature and media
- Improve sidewalks for pedestrian comfort
- Acquire, consolidate and rezone key development parcels for disposition

# Short Term Action Recommendations

- Create a Developers Forum
- Create a joint City and State facilities and planning review committee
- Establish a unified and streamlined development review committee to ensure quality projects



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