

Board of Directors Handbook

Fiscal Year 2022



Shop Eat Explore and Repeat in Downtown Dover!

Our vision for Downtown Dover...

An increasingly vibrant and thriving downtown.

A regional destination.

People of all ages will fill downtown to visit museums and cultural attractions, have a nice meal, shop at unique retail stores, and enjoy numerous, varied and playful things to do, both inside and outdoors.

It's happening downtown!

Our Mission



DowntownDover.com

101 W. Loockerman St Suite 1-A Dover, DE 19904 302-678-2940 The Downtown Dover Partnership is committed to driving an improved quality of life for the residents and visitors of Dover, Delaware, through collective collaboration, economic development and promotion of downtown Dover's unique historic properties.

The DDP is one of only four accredited Main Street ® communities in the State of Delaware.

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^{*}Budget herein is draft until final reconciliation in August 2021; final budget to be provided Sept. 2021.

^{**}Available from DDP staff upon request.



Downtown Dover Partnership Main Street Dover 101 W. Loockerman Street, Ste 1A Dover, DE 19904 (302)678-2940

June 21, 2021

On behalf of the Downtown Dover Partnership (DDP) Board President Todd Stonesifer, the DDP Executive Committee, and Members of the Board of Directors, welcome to Fiscal Year 2022! Thank you for your willingness to serve with the DDP. You join a diverse, energetic and quite cohesive group of 17 members who represent this public/private partnership, and an unnamed number of volunteers and stakeholders who share their desire and DDP vision for ...

An increasingly vibrant and thriving downtown.

A regional destination.

People of all ages to fill downtown to visit museums and cultural attractions, have a nice meal, shop at unique retail stores, and enjoy numerous, varied, and playful things to do, both inside and outdoors.

This Downtown Dover Partnership onboarding manual will acquaint you with the organization, including its evolution, current work of the DDP, and value of Main Street America accreditation through the national headquarters of Main Street America, and will provide you with plans, budgets, reports, organizational documents, and access to web-based training opportunities to enable you to very quickly participate in meaningful discussion within this complex public-private organization.

In addition, because an important aspect of the DDP work involves the strategic purchase, maintenance, and sale of select downtown properties, also included is a list of properties currently owned by the DDP.

Each of our board members carries unique value, expertise, and style, which brings about lively discussion, a thoughtful decision-making process, and outstanding outcomes. We look forward to seeing you at the September 22 board meeting and offering to you a "behind-the-scenes" tour of downtown prior to our September meeting with my colleague and DDP Operations Manager, Tina Bradbury.

Thank you for your commitment to the DDP. We stand ready to support you in your DDP role as board members and look forward to working with you to increasingly move Downtown Dover toward its highest and best potential.

Sincerely,

Diane Laird Executive Director



History of the Downtown Dover Partnership

Circa 1995

Local partners including the City of Dover applied to the Delaware Economic Development Office, requesting to become one of Delaware's initial Main Street programs. Through a rigorous process, led by the National Main Street Center, the DEDO accepted Dover and the non-profit Main Street Dover organization was created and the Business Improvement District (BID) was legally established (one of only three BID's in the State) to ensure a sustainable source of funding for the organization.

2006

Hyatt Palma, Inc. was hired to develop an economic enhancement strategy for Downtown Dover. A project team selected by the Greater Dover Committee and comprised of a comprehensive list of downtown stakeholders oversaw and participated in the process.

In September of 2006, Hyatt Palma produced the *Dover Downtown Economic Enhancement Strategy* 2006¹ and recommended its formal adoption as the "Downtown element of the City's comprehensive plan" by the City of Dover, as well as be the official guide for the "further economic enhancement of Downtown Dover." Among other recommendations, Hyatt Palma also recommended:

- Creation of the Downtown Dover Partnership (DDP), an entity that would meld individual downtown entities, including Main Street Dover and City entities. (See page 2.)
- The hire of an economic development specialist to assist the DDP.
- Creation of an annual workplan, track metrics, produce an annual report. (All of these are per the Main Street model)
- Formation of "an arm of the [DDP] to pursue State funding, using the model of Wilmington's Riverfront Development Corporation."
- Creation of a TIF² (Tax Increment Financing) district for Downtown.
- Seek State of Delaware funding for "three Cameo Infrastructure Initiatives." The three initiatives, upon receipt of state funding, were:
 - 1. Creation of St. Jones River Park
 - 2. Downtown parking garage
 - 3. Enhancement of "Museum Square"

Other recommendations included support of the Schwartz Center, construction of Dover Public Library in downtown Dover, working with property owners to "enhance and occupy problem properties", and increasing housing units in the downtown core and neighborhood residential districts.

¹ *Note: The *Dover Downtown Economic Enhancement Strategy 2006* may be requested by contacting the Downtown Dover Partnership offices.

² NOTE: Tax increment financing, or TIF, subsidizes companies by refunding or diverting a portion of their taxes to help finance development in an area or (less frequently) on a project site. Usually, TIF helps to pay for infrastructure improvements (streets, sewers, parking lots) in the area near a new development. Source: Tax-Increment Financing | Good Jobs Firstwww.goodjobsfirst.org

July 2008

Existing entities merged to form the 501 c(6) Downtown Dover Partnership, including:

Downtown Dover Development Corporation, Main Street Dover, and the Dover Parking Authority

- The City of Dover including the Downtown Dover Development Corporation (DDDC), the Parking Authority, the Historic District Commission (HDC), and the Business Improvement District (BID)
- Main Street Dover (funded with BID monies)

The DDP comprised of a board of directors and five committees (design, promotion, organization, parking and safety and economic restructuring) that were composed of volunteers from the community. The DDP hired its first Executive Director to bolster one staff that was already in place. Over time, staff grew to three positions to manage the volunteer-driven committee structure, as well as the purchase, redevelopment, and management of multiple properties.

October 2019 to Present

After "zeroing out" Business Improvement District tax for multiple years beginning in 2017, the City Council removed the downtown Dover Business Improvement District status in 2019. The City currently provides a generous \$150,000 annual allocation to the DDP. Other sources of income include rental income and a small sum from parking revenue drawn from DDP-owned properties, and minor corporate sponsorships, donations, grants, and miscellaneous revenues. The annual DDP budget for FY 2021 is \$697,800.

The DDP does not seek funds from the community-at-large as a source of sustainable operating income, but rather relies on several sources of funding for its operations. At times, the community is tapped for specific projects and to assist "direct beneficiaries" such as the spring 2020 fundraising campaign that raised \$30,000 to provide mini-grants to approximately 30 businesses that severely struggled during the COVID-19 global pandemic that required businesses to shut doors to walk-in traffic.

Main Street Dover, Inc. is a 501 c(3) subsidiary of the Downtown Dover Partnership and, under the DDP umbrella, can accept donations for specific grant-driven projects and activities. This allows donors to receive a tax benefit for deductible donations to non-profits.

The City of Dover has continued to be a strong philosophical and financial partner of the public/private Downtown Dover Partnership since the inception of Main Street Dover in 1995, and throughout its growth and evolution as the more-encompassing Downtown Dover Partnership. Additional "anchor institutions" including Becker Morgan Group, Inc., Wesley College, Bayhealth, Kent County Tourism, NCALL/Restoring Central Dover, as well as elected officials and downtown stakeholders, have consistently held board positions and are active and meaningful partners.

Together, partners provide financial, in-kind, and volunteer resources to the DDP. A cadre of companies and individuals continue to drive and support the myriad activities undertaken by the DDP to revitalize downtown Dover's business district through economic development, preservation of the historic landscape, and marketing of the State Capital's as a destination for cultural and commercial activities - increasingly enhancing its capacity as a downtown destination in which to "shop, eat, explore, and repeat!"

BYLAWS OF DOWNTOWN DOVER PARTNERSHIP CORPORATION

ARTICLE I

Statement of purpose

The purpose of this corporation is to promote the public welfare of the residents of the City of Dover, Delaware by promoting and furthering in any way, the development of the economic, cultural, and historic resources of the downtown area of the City of Dover, and to provide for the residents, to the extent that the common good and general welfare of the community is served. The goal of the corporation is to improve the opportunities for job creation, broaden the tax base through the development of the commercial and residential potential of the Central Dover area, and to maintain and restore the historic architectural and community qualities of the downtown area consistent with the goals of the National Main Street Program. The Downtown Dover Partnership (hereinafter "DDP") shall focus its efforts within the area depicted on Schedule A, which may be changed from time to time, but only by a majority vote of Board members.

ARTICLE II

SECTION 1. <u>Control</u>. The entire and complete control of the corporation, including all powers contemplated or provided by the laws of Delaware for members of non-stock corporations, shall be vested in a Board of Directors.

SECTION 2. <u>Board of Directors</u>. The Board of Directors shall consist of seventeen (17) directors, appointed from two (2) categories. At least five (5) members of the Board of Directors must own a commercial property within the Business Improvement District or be a designee of such owners.

1. <u>First Category</u>.

- a. Five (5) individuals, either elected or appointed, from within the government of the City of Dover. These individuals shall include the City Manager, the City Planner, the Mayor, and two members of City Council, as appointed by City Council.
- b. One (1) individual from State Legislature or other representative.
- 2. <u>Second Category</u>. Eleven (11) individuals from the private sector with strong ties and commitment to revitalization of the downtown Dover area; these individuals should not now hold full-time elected or appointed public office. These individuals must include a resident of the downtown Dover area, a downtown business owner, a downtown retailer, a real estate professional whose practice includes the downtown Dover area, a professional services representative whose practice includes the downtown Dover area, a cultural arts representative, the chief executive officer of Bayhealth or his/her designee, the president of Wesley College or his/her designee and the Director of Kent County Tourism of his/her designee. Such

designees must hold senior positions within their respective organizations. Two other members must represent nonprofits, other organizations or individuals with a special interest in downtown.

SECTION 3. Appointment and term of Office. Individuals from the City of Dover in the first category (1.a.) shall be nominated and confirmed by City Council. The individual from state legislature or other representative in the first category (1.b.) shall be nominated by the DDP Board President and confirmed by the DDP Board

The individuals in the second category, other than the individuals representing Bayhealth, Wesley College, and the County Tourism office, will be nominated by an ad hoc nominating committee appointed annually by the DDP Board President, and confirmed by the DDP Board. Vacancies in this category will be nominated by the DDP Board President and confirmed by the DDP Board.

Individuals in the second category shall serve a term of three (3) years. These members shall be eligible for re-appointment to the Board for one (1) additional three (3) year term. After two (2) consecutive terms, such an individual must remain off the Board for at least one (1) year. After such hiatus, an individual may be nominated to the Board again. The terms of members shall be staggered so that no more than four (4) positions shall be vacated in any one (1) year.

SECTION 4. <u>Meetings</u>. An annual meeting of the Board of Directors shall be held during the month June of each year at such time and place as may be designated by the Board of Directors. Special meetings shall be held at the written request of the president or any two (2) Directors of the Board. Directors shall be notified of all meetings at least seven (7) days prior to the date of the meeting.

SECTION 5. Quorum. A majority of the members of the Board of Directors shall constitute a quorum to transact business at any meeting of the Board. All transactions exceeding \$50,000 must be approved by a majority of Board members. No individual can be counted toward a quorum or vote by proxy, telephone or otherwise than in personal attendance. *In times of local or national crisis or other events that prohibit the DDP Board of Directors from meeting in person, online platforms or teleconferencing will be allowed for discussion and voting.**

SECTION 6. <u>Manner of Acting</u>. The act of a majority of the Directors at a meeting at which a quorum is present shall be the act of the Board of Directors unless the act of a greater number is required by law or by these bylaws.

SECTION 7. <u>Compensation</u>. Directors shall not receive any salaries for their services as Directors.

^{*}This sentence was adopted on April 7, 2020 by unanimous vote, in writing, of the board of Directors.

SECTION 8. <u>Attendance</u>. Each DDP Board Member is expected to attend a majority of DDP Board Meetings throughout their tenure on the Board. Excessive absences shall be referred to the DDP President for consideration and further action, including removal.

ARTICLE III

Membership

Membership in this corporation shall be limited, at all times, to the members of the Board of Directors.

ARTICLE IV

Functions

The Board shall conduct the business of the corporation, including, *interalia*:

- 1. Hiring and firing the Executive Director;
- Amending the bylaws of the corporation;
- 3. Determining the goals, general policies and physical strategy of the corporation;
- 4. Selecting projects and approving the overall budget of said projects;
- 5. Approving the administrative budget of the corporation at the Annual Meeting;
 - 6. Approving the Annual Report of the corporation;

- 7. Approving the Annual Financial Statement of the corporation; and
- 8. Electing officers and filling vacancies in said offices as may occur from time to time during the year.
 - 9. And such other business as the Board determines is appropriate.

ARTICLE V

Officers

SECTION 1. Officers. The officers of the corporation shall be a President, a Vice President, a Secretary, a Treasurer, and shall serve as the DDP Executive Committee. The officers shall perform such duties as described in this Article and shall receive no compensation for these stated services.

SECTION 2. <u>Election and Term of Office</u>. The Officers of the corporation shall be elected annually by the Board of Director at the regular annual meeting of the Board of Directors. New offices may be created and filled at any meeting of the Board of Directors. Each officer shall hold office until his successor shall have been duly elected.

SECTION 3. Removal. Any Officer elected or appointed by the Board of Directors may be removed by the Board of Directors whenever, in its judgment, the best interests of the corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the Officer so removed.

SECTION 4. <u>Vacancies</u>. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

SECTION 5. <u>President</u>. The President shall:

- 1. Call all regular meetings of the Board;
- Preside at all meetings of the Board;
- Make appointments to all committees;
- 4. Serve as a member of any committee;
- 5. Perform other duties as are prescribed to the office of the President;
- 6. Supervise and control all of the business and affairs of the corporation;
- 7. Sign, with the Secretary, or any other proper officer of the corporation authorized to so act by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these bylaws or by statute to some other officer or agent of the corporation; and
- 8. Generally shall perform all duties as may be prescribed by the Board of Directors from time to time.

SECTION 6. <u>Vice-President</u>. In the absence of the President or in the event of his/her inability or refusal to act, the Vice-President shall perform the duties of the President and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice-President shall perform such other duties as from time to time may be assigned to him/her by the President or by the Board of Directors.

SECTION 7. Secretary. The Secretary or his/her designee shall:

- Oversee the custody of corporate records and of the seal of the corporation; and
- Ensure minutes of the meetings of the Board of Directors are kept in one or more books or files provided for this purpose;
- 3. Ensure all notices are duly given in accordance with the provisions of these bylaws or as required by law;
- 4. Perform all the duties incident to the office of Secretary and such other duties as from time to time may have assigned him/her by the President or by the Board of Directors.

SECTION 8. <u>Treasurer</u>. If required by the Board of Directors, the Treasurer shall give bond for the faithful discharge of his duties in such sum and with such surety or sureties as the Board of Directors shall determine. He/she shall assist the DDP Executive Director in the financial management of the DDP including:

- Charge and custody of all funds and securities of the corporation;
- 2. Provision of receipts for monies due and payable to the corporation from any source whatsoever;
- Deposit all such monies in the name of the corporation in such banks, trust companies, or other depositories;
- 4. Development of the annual financial statement and administrative budget;
- 5. Perform all the duties incident to the office of Treasurer, and such other duties as from time to time may have assigned him/her by the President or by the Board of Directors.

SECTION 9. Executive Committee. The Executive Committee shall meet on a regular basis, not less than quarterly, to review DDP business and budget, and advise the Executive Director on matters involving Partnership resources. The Executive Committee is empowered to act on behalf of the DDP Board other than for those items specifically reserved for Board decision as defined within these by-laws. A majority of the members of the Executive Committee shall constitute a quorum to transact business at any meeting of the Committee. All transactions must be approved by a majority of Executive Committee members. No individual can be counted toward a quorum or vote by proxy, telephone or otherwise than in personal attendance.

ARTICLE VI

Committees

SECTION 1. Committees.

- 1. There shall be six (6) standing committees: Marketing and Promotion, Organization, Design, Economic Vitality, Merchants, and Parking and Safety. The Board of Directors, by resolution, may designate and appoint one or more additional committees. Each of which shall consist of three or more members. Said committees shall act in an advisory capacity and shall not have nor exercise the authority of the Board of Directors in the management of the corporation.
- The Board may create such other Ad Hoc committees as it deems appropriate from time to time, determine their purpose, membership and intended duration.

SECTION 2. <u>Term of Office</u>. Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until his/her successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee, or unless such member shall cease to qualify as a member thereof.

SECTION 3. <u>Chair</u>. One member shall be appointed Chair by the DDP President. Chair of each committee shall appoint a Vice Chair.

SECTION 4. <u>Vacancies</u>. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

SECTION 5. Quorum. Unless otherwise provided in the resolution of the Board of Directors designating a committee, a quorum of the committee is not required to conduct business but whenever an action by such committee is by less than fifty percent (50%) of its appointed members, the vote of the committee must reflect the actual number of individuals present.

SECTION 6. Rules. Each committee may adopt rules for its own government not inconsistent with these bylaws or with rules adopted by the Board of Directors.

SECTION 7. Marketing and Promotion Committee. The Marketing and Promotion Committee will work to create a positive image for the downtown Dover area by promoting the downtown area as an exciting place to live, work, shop and invest.

SECTION 8. <u>Organization Committee</u>. The Organization Committee will work to encourage cooperation and leadership-building in the downtown Dover community as well as engage volunteers and partners, and promote the DDP. The Committee will also implement a systematic process to raise funds for the corporation's programs, projects and general operating fund.

SECTION 9. <u>Design Committee</u>. The Design Committee will work to improve the appearance of the downtown Dover area and to educate the public and private sector about good design principles.

SECTION 10. <u>Economic Vitality Committee</u>. The Economic Vitality Committee will work to rebuild and diversify the downtown Dover area's economy, specifically through business retention, recruitment and expansion strategies, including recommendation of strategic purchases and sales of downtown properties to the Board of Directors.

SECTION 11. <u>Merchants Committee</u>. The Merchants Committee will work to support a sustainable business community through business communication, networking support and promotional activities to enhance and grow the downtown Business Improvement District.

SECTION 12. <u>Parking and Safety Committee</u>. The Parking and Safety Committee will work to improve public parking convenience and availability, and work with partners to develop strategies to address identified safety issues in downtown Dover.

ARTICLE VII

SECTION 1. <u>Executive Director</u>. He/she shall be responsible for the coordination of the corporation's policies and such other duties as the Board of Directors may require. The Executive Director shall report directly to the President.

SECTION 2. <u>Terms of Appointment</u>. The Executive Director shall be appointed by the Board of Directors for an indefinite term and shall serve at the pleasure of the Board of Directors.

SECTION 3. Partnership Staff. The Executive Director, in consultation with the Executive Committee, may hire staff in accordance with an approved budget. Executive Director will evaluate staff performance and recommend salary changes as he/she deems appropriate for Executive Committee consideration. The Executive Director may hire contractual services for support of the Corporation in accordance with an approved budget.

ARTICLE VIII

Reports and Budgets

SECTION 1. <u>Annual Reports</u>. The Board of Directors shall direct the Executive Director to prepare an Annual Report of the Activities of the Corporation to be submitted for action at the Annual Meeting. Said report shall thence be forwarded to the City and released to the public dissemination.

SECTION 2. <u>Annual Financial Statement</u>. The Board of Directors shall direct the Executive Director to prepare an Annual Financial Statement of the corporation to be submitted for action at the Annual Meeting. Said statement shall thence be forwarded to the City and released to the public dissemination.

SECTION 3. <u>Administrative Budget</u>. The Board of Directors shall direct the Executive Director to prepare an Administrative Budget of the corporation to be submitted for action at the Annual Meeting.

ARTICLE IX

Execution of Instruments

SECTION 1. Checks, Drafts, and Orders for Payment of Money.

Payment requests are prepared and approved by DDP office staff and/or a member of the Executive Committee. Actual checks, drafts, and orders of payment of money shall be signed and delivered in the name of the corporation by the City of Dover controller.

SECTION 2. Contracts. When the execution of any contract, conveyance or other instrument has been authorized, without specification of the executing officer, the President and the Secretary or Treasurer may execute the same in the name and on behalf of the corporation, and may affix a "Certificate of Good Standing" from the Delaware Division of Corporations, as/if necessary. The Board of Directors shall have the power to designate the officers and agents who shall have the authority to execute any instrument on behalf of this corporation.

SECTION 3. <u>Deposits</u>. All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board of Directors shall designate.

ARTICLE X

Gifts

The Board of Directors may accept on behalf of the corporation, any contribution, gift, bequest, or devise for the general purposes of, or for, any special purpose of the corporation.

ARTICLE XI

Internal Revenue Service Status

The corporation shall have no capital stock and is not organized for gain or profit, but is exclusively an organization for public, educational, charitable and philanthropic purposes.

ARTICLE XII

Corporate Seal

The Board of Directors shall provide a corporate seal.

ARTICLE XIII

Amendment of Bylaws

These bylaws may be amended by a vote of three-quarters of all the Directors serving on the Board of Directors or by unanimous consent given in writing.

In addition, any changes in Article I or Article II Section 2 paragraph

1.a., First Category must be approved by Dover City Council.

ARTICLE XIV

SECTION 1. Rules. Unless otherwise specified, the Board shall observe Roberts Rules of Order in the conduct of all of its business.

SECTION 2. <u>Suspension of the Rules</u>. The Board may approve suspension of the rules by a vote of three-quarters of its members.

ARTICLE XV

Conflict of Interest

No director, officer, or employee of the corporation shall have or shall acquire any interest, direct or indirect, in any project which the corporation is promoting, or in any contract or proposed contract for materials or services or in any lease, mortgage, sale, or contract of any nature whatever relating to any such project or to the corporation, without forthwith making written and complete disclosure to the corporation of all material facts, including the nature and extent of his interest, and such disclosure shall be entered in writing upon the minute book of the corporation. No Director who has such an interest shall vote on any matter relating to such interest.

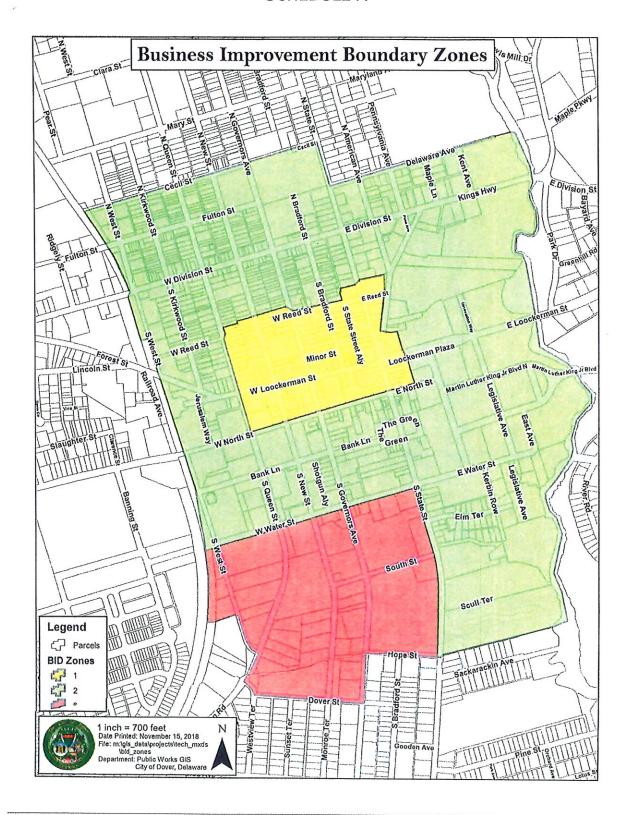
ARTICLE XVI

Indemnification

Each person who is or was a director or officer of the corporation shall be indemnified by the corporation as of right to the full extent permitted or authorized by the general corporation law of Delaware against any liability, cost or expense asserted against such director or officer and incurred by such

director and officer in any such person's capacity as a director or officer, or arising out of any such person's status as a director or officer. The corporation shall maintain Directors and Officers insurance, at its expense, to protect itself and any such person against any such liability, cost or expense.

SCHEDULE A



The Downtown Dover Partnership (DDP) is an Accredited Main Street America Community.

Accredited "We are proud to announce that 860 Main Street America programs across the nation have earned Accredited status, our top tier of recognition. This exclusive designation signifies a demonstrated commitment to comprehensive community revitalization and a proven track record of successfully applying the Main Street Approach™. 'Their hard work to advance strong local economies and improve the quality of life in their downtowns is what makes our national movement so powerful,' said Patrice Frey, President & CEO of the National Main Street Center. 'Especially during these difficult times, the Main Street Network will be crucial to strengthening local economies and ensuring downtowns remain vibrant in the years to come.'"

Blog Viewer, Mainstreet.org, June 17, 2020

The DDP has a Main Street America Community Membership.

This membership offers national recognition, tools for commercial district revitalization, and special opportunities. **Volunteer may** access many valuable resources on the Main Street America website.

Use the following shared Gmail account/Log In information (below) for this site: www.MainStreet.org

Email: volunteer@downtowndoverpartnership.com

Main Street America User Name: DoverVolunteer

Password: Loockerman1A

Password: Loockerman1A

Membership Benefits:

MAIN STREET AMERICA

Delve into the Main Street Resource Center to explore the comprehensive digital libraries containing a broad range of member resources, including signature Main Street Approach handbooks and guides, newly released revitalization toolkits, the popular *Main Street Now Journal* archive, educational webinars, blog on the latest news and stories, and short videos.

- Up to six free sub-memberships to share access to resources with your team.
- Access to The Point, our exclusive online member networking platform;
- Access to Main Street News, a weekly newsletter on new trends, stories from the field, and need-to-know information for those in the commercial district revitalization field;
- Members-only rates at the annual Main Street Now Conference, and Main Street America Institute;
- State of Main, our annual printed publication;
- Access to our digital library of revitalization publications and resource guides, including exclusive training materials on the Main Street Approach and full archives of the Main Street Now journal;
- Free online training opportunities;
- Full access to the Main Street Resource Center with sample documents, articles, reports, and more from your peers and experts in the field—all at your fingertips;

Additional benefits:

- Ability to post job openings through the National Trust for Historic Preservation's online Career Center.
- Access to tailored insurance products from the National Trust Insurance Services, LLC.
- Exclusive eligibility to be recognized as an Affiliate or Accredited Main Street America program;
- Exclusive eligibility to enter into a Licensing Agreement with the NMSC, or your Coordinating Program, to use Main Street America™ name and logo;
- Eligibility to apply for the Great American Main Street Awards and other special awards and grant programs.

Main Street America has been helping revitalize older and historic commercial districts for 40 years. Today it is a network of more than 1,600 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Main Street America is a program of the nonprofit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation.

Main Street Fundamentals

- The Main Street Approach is centered around Transformation Strategies. A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy.
- A program's work on Transformation Strategies should be organized around the Four Points: Economic Vitality, Design, Promotion, and Organization.
- A revitalization program's work and its Transformation Strategies need to be informed by a solid understanding of local and regional market data and sustained and inclusive community engagement.

What Are Transformation Strategies?



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Transformation Strategies – generated through meaningful community engagement and informed by an analysis of the district's market position — help to guide a revitalization program's work. An effective Transformation Strategy serves a particular customer segment, responds to an underserved market demand, or creates a differentiated destination.

Some "ready-to-use" strategies — called <u>Catalyst Strategies</u> — fall into two broad categories: those that are focused on a specific customer segment and those that are focused on an industry, product, or service segment. Examples include...

Workers and Residents
Elder Friendly and Aging-in-Place
Family-Friendly
Agriculture Center
Arts (performing and visual)

College Town
Convenience Goods and Services
Entertainment and Nightlife
Knowledge Economy

What Are the Four Points?



Transformation Strategies are implemented through comprehensive work in four broad areas, known as the **Four Points**.

- **1. ECONOMIC VITALITY** focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.
- **2. DESIGN** supports a community's transformation by <u>enhancing the physical and visual assets</u> that set the commercial district apart.
- **3. PROMOTION** positions the downtown or commercial district as the center of the community and hub of economic activity, while <u>creating a positive image that showcases a community's unique</u> characteristics.
- **4. ORGANIZATION** involves creating a strong foundation for a sustainable revitalization effort, including <u>cultivating partnerships</u>, <u>community involvement</u>, and resources for the district.

The Downtown Dover Partnership is a more encompassing organization than many, and as such, has added two additional committees to supplement the Four Points of Main Street.

- **5. MERCHANT COMMITTEE** works to <u>support a sustainable business community</u> through business communication, networking support and promotional activities to enhance and grow the downtown Business Improvement District.
- **6. PARKING AND SAFETY COMMITTEE** works to <u>improve public parking convenience and availability</u> and works with partners to <u>develop strategies to address identified</u> safety issues in downtown Dover.

10 CRITERIA FOR RECOGNITION AS A DESIGNATED NATIONAL MAIN STREET COMMUNITY

Accredited Main Street America Programs have met rigorous performance standards and achieved meaningful revitalization in their downtowns or commercial districts:

- 1. Broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors
- 2. Vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
- 3. Comprehensive Main Street work plan
- 4. Historic preservation ethic
- 5. Active board of directors and committees
- 6. Adequate operating budget
- 7. Paid, professional program manager
- 8. Program of ongoing training for staff and volunteers
- 9. Reporting of key statistics
- 10. Current member of the National Main Street Network

Please note that the National Main Street Center and Leadership Council of Main Street America Council are proposing an updated set of National Accreditation Standards for 2021, which includes six standards. These are detailed in the Appendix of this manual.

8 PRINCIPALS OF REVITALIZATION

The National Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies*:

- Main Street is a comprehensive approach to downtown revitalization. It must address all the
 areas in which action must take place. Design improvements alone will not bring about
 meaningful change; effective marketing, a strong organizational base, and solid economic
 development strategies are all necessary to reverse the cycle of decay from which many
 downtowns suffer.
- 2. **Main Street relies on quality.** The quality inherent in downtown commercial architecture and in the services downtown businesses offer their customers make the downtown unique in the marketplace and give it many marketing advantages.
- 3. Main Street is making meaningful, long-term revitalization possible through public/private partnerships. Neither public nor private sectors can bring about change in downtown alone. Combining the talents and resources of both sectors brings all the skills necessary for revitalization to occur together in a unified program.
- 4. **Main Street involves changing attitudes.** Changing attitudes demonstrating that positive change is taking place downtown is central to the success of a downtown revitalization program.
- 5. **Main Street focuses on existing assets.** Each community is unique, and each downtown has special characteristics that set it apart from all other downtowns in the country. Main Street has many assets to promote and market.
- 6. **Main Street is a self-help program.** Through the grass-roots effort of the volunteers, the will to succeed and the desire to work hard to bring about change is evident and crucial to downtown development.
- 7. Main Street's approach is incremental in nature. The Central Business District did not lose its economic strength overnight, it happened over a period of years. Main Street relies on a series of small improvements that change public attitude about the downtown. Gradually, the small changes will build into larger ones as resources and the organization gain strength.
- 8. **Main Street is implementation oriented.** By identifying and prioritizing the major issues the downtown must confront, Main Street can develop programs of work that break down the large issues into smaller tasks. Then, through the volunteer committees, Main Street will have the capability of achieving the quantifiable tasks the "Program of Work" maps out.

STRATEGIC PLANNING PROCESS

The board of directors of the Downtown Dover Partnership, along with key stakeholders, completed a Strategic Planning process in November 2018. The process was led by PMG Consulting. The following are outcomes:

Recommendations for DDP areas of priority:

Partnership development among entities with common downtown goals
Coalescing current partners/plans/programs/activities
Business recruitment, retention
Environmental issues (safety, security and parking)
Branding and marketing

MISSION

The Downtown Dover Partnership is committed to driving an improved quality of life for the residents and visitors of Dover, Delaware, through collective collaboration, economic development and promotion of downtown Dover's unique historic properties.

VISION

Downtown Dover Partnership's vision is to have an increasingly vibrant and thriving downtown. By the year 2023, downtown Dover will be a cultural, tourist and retail destination for the region. People of all ages will fill downtown to visit museums and cultural attractions, have a nice meal, shop at unique retail stores, and enjoy numerous, varied and playful things to do, both inside and outdoors.

MARKET-BASED STRATEGIES

- 1. Align DDP activities to capture potential customers from Wesley College and other institutions of higher learning in and near downtown Dover.*
- 2. Align DDP activities to capture potential customers identified by Kent County Tourism and those inherent to the local historic attractions as well as institutions near to downtown Dover.
- 3. Attract local workforce and residents to eat, shop and explore downtown.
- 4. Ensure DDP committee activities address downtown safety, convenient and customer-friendly parking, and building occupancy/maintenance, as well as advocate for improvements to transportation and downtown infrastructure.

^{*}While DDP will continue to work with nearby institutes of higher education, a broader strategy to "attract millennials" while ensuring that, true to the DDP vision, we are still reaching audiences of all ages through our activities and communications.

Continued from previous page...

BOARD MEETING MEETINGS/AGENDAS

This process revealed that board meetings could be shortened and refined to become more efficient. The committee recommends:

- Meeting length shall be limited to 1 1.25 hours, except in unusual circumstances.
- The Executive Committee shall review budget and expenditures (financials) on a regular basis. Financials shall be provided monthly to board by Consent Agenda and formal review shall take place on a <u>quarterly basis</u> (rather than monthly) unless there are questions to be addressed regarding the financials.
- Executive Committee shall provide Comments/Action Items toward beginning of meetings.
- Committee reports shall be scheduled and staggered so that each committee provides an update on a quarterly basis. Timely issues can be added to agenda, as necessary.
- The **Planning Department shall report** <u>once per meeting</u> on any and all items related to downtown, including RCD activities.
- Mayoral, Legislative, Police, Key Partner, and Other Stakeholder (Bayhealth, Wesley, Kent County Tourism, Police, others) shall provide updates/comments upon request.
- Routine staff reports shall be provided <u>quarterly</u>.

CURRENT WORK OF THE DDP



2020

Annual Report

Brought to an unanticipated halt in March 2020 as a result of the COVID-19 world pandemic, "stabilization" was the keyword. Stabilization of businesses and adapting organizational procedures immediately became paramount: working remotely, adjusting workplans, adopting changes to DDP by-laws to allow for virtual meetings. Even so, notable advances were celebrated by year-end.

The annual workplan kept DDP us focused on broadened marketing and small business retention efforts, as well as very carefully moving ahead with activities: Capital City Farmers Market, First Fridays, the *Paint Doverl* outdoor painting event, holiday activities, and Small Business Saturday. While attendance was notably smaller, the DDP believed the importance of ongoing events was vital for the community: familiar activities provide enjoyment, easy-to-access food and cultural opportunities meet important personal needs, and promotional shopping/dining opportunities support merchants.

But beyond stabilization, the DDP enjoyed noteworthy advances: In April, a "quick response" small business auction raised \$30,000 to aid merchants, and brought about increased trust and camaraderie among staff, merchants, and strategic partners. The farmers market ran with few vendors, yet one vendor is now establishing Dover's first brick and mortar artisan market. In October, *Paint Dover!* was expanded to three days, and a virtual exhibit as well as an extended exhibition of paintings in stores were added. In November, the DDP and Delaware State University partnered to reopen the doors of the beloved Schwartz Center for the community to enjoy The Fig Tree Band and Cartoon Christmas Trio—a diverse array of musicians who performed an outstanding evening of jazz. And currently, the DDP Parking Committee is underway with public/private development of a comprehensive parking strategy to address longstanding parking concerns in downtown Dover. We anticipate launch in late 2021.

We are not "out of the woods" with the pandemic yet. But we remain very optimistic for downtown Dover to gain ground – and even surge in 2021!

Dlane Laird, Executive Director

Shop Eat Explore and Repeat in Downtown Dover!



Our vision for Downtown Dover...

An increasingly vibrant and thriving downtown.

A regional destination.

People of all ages will fill downtown to visit museums and cultural attractions, have a nice meal, shop at unique retail stores, and enjoy numerous, varied and playful things to do, both inside and outdoors.

It's happening downtown!

Strolling Loockerman by Ray Ewing, Paint Dover! 2020

Our Mission





The Downtown Dover Partnership is committed to driving an improved quality of life for the residents and visitors of Dover, Delaware, through collective collaboration, economic development and promotion of downtown Dover's unique historic properties.

DESIGN



2 FAÇADE/SIGNAGE GRANTS \$2,471 PRIVATE REINVESTMENT

ECONOMIC VITALITY

30

MINI-GRANTS
To existing businesses

\$800

GRANT PER BUSINESS





3

NEW BUSINESSES Opened downtown *Net gain of 1 business*

COVID RESPONSE

BUSINESS RETENTION

Within just weeks of the pandemic shutdown, the DDP quickly engaged the community in an auction to benefit struggling merchants, resulting in \$25,000. The Cendel Foundation and NCALL/Unlock the Block then jointly committed \$5,000, resulting in a total of \$30,000 for business aid.

Seeing the benefit of these mini-grants, The Cendel Foundation further committed \$10,000 to benefit four downtown merchants. The DDP led efforts to recommend finalists.

Despite COVID-19 challenges for small businesses nationwide, downtown Dover has seen only two businesses close in 2020. Both were planned and unrelated to COVID.



"This year's Small Business Saturday was my best day of sales EVER!"

Shared anonymously by two downtown merchants.

EVENTS & ACTIVITIES

\$4,982 SALES

4 NEW VENDORS

35 SENIORS WELCOMED*



*Senior Farmers Market Nutrition Program launched this year



111

SOCIALLY-DISTANCED ATTENDEES at the

"RE-OPEN SCHWARTZ CENTER!"
PERFORMANCE



324

VIEWS —VIRTUAL ART EXHIBITION



43

-ARTISTS-

10 RETURNING MUSICIANS
15 NEW MUSICIANS
8 NEW POETS

18 PAINTERS

\$2,925

ARTORK SALES

MARKETING & PROMOTIONS

IMPLEMENTED 2020 CALENDAR OF EVENTS:

Capital City Farmer's Market —First Friday's —Small Business Saturday — Capital City Holiday 2020

STRATEGIC COLLABORATIONS

The Cendel Foundation, Central Delaware Chamber of Commerce, City of Dover (Finance, Mayor's Office, Planning, Police, Public Works), *Dashing Through Dover!* Delaware Division of Arts (DDOA), Delaware State Housing Authority, Delaware State University, Delaware Technical Community College, Destination Downtown Dover (D3), Dover Air Force Base, Dover Interfaith Mission for Housing, Office of State Planning Coordination, True Access Capital, Wilmington University

BOARD MEMBERSHIPS HELD

City of Dover Economic Development, Dover Days Committee, HELP Initiative, Inc., Kent County Tourism, NCALL/Unlock the Block (Steering Committee)

7,141
FOLLOWERS
10% INCREASE
Over 2019



MERCHANTS

With the goal of having the most beautiful merchant windows in the region, quarterly contests were coordinated by the Merchant Committee, who then engaged judges, such as Bayhealth nurses, members of the Kent County Realtors Assoc., Mayor Christiansen and Police Chief Johnson. Winners received a "traveling trophy" for three months. People's Choice award was also held virtually to further market downtown Dover.

Unlock value shopping!



PROMOTIONAL PROGRAM DEVELOPED



PARKING & SAFETY

COMPREHENSIVE DOWNTOWN PARKING SOLUTION



- REQUEST FOR INFORMATION CIRCULATED NATIOWIDE
- ⇒ VENDOR SELECTED COLONIAL PARKING INC.
- ⇒ DEVELOPMENT OF PLAN LAUNCHED IN NOVEMBER

TARGET IMPLEMENTATION —UPON CONSENSUS 2021!



WELCOME AMBASSADORS

To greet shoppers and visitors

ORGANIZATION

\$36,700

GRANTS, SPONSORSHIPS, IN-KIND &



*Including those made to 501 c/3 Main Street Dover



\$3,996 ANNUAL INSURANCE **SAVINGS**

With increased coverage.

CERTIFICATIONS/SPEAKING INVITATIONS

- Citizen's Police Academy: Certification completed by both full-time DDP staff
- Speaker: NCALL's entrepreneurial training course Launcher
- Panelist: Americorp VISTA's Life After Americorp virtual conference
- Panelist: Preservation Delaware day conference: Changing the Paradigm from Demolition to Reuse-Building Reuse Ordinances
- Kent Economic Summit planning committee and speaker selection

519 **VOLUNTEER HOURS**

\$14,116 VALUE OF **VOLUNTEER HOURS**



PROPERTY MANAGEMENT

2020 refinance of property loans will now save DDP \$39,000 annually.

Audit of leases and expenditures on DDP-owned properties will now result in an estimated \$15,000 annual increase in revenue.

Continued coordination of efforts: Dover Interfaith Mission for Housing to support selection of new facility target relocation: December 2021.

Concept, planning, and due diligence continues for marketing of 120 S. Governor's Ave. and west-end property at Forest St. & Railroad Ave.

Coordination of marketing properties with Kent Economic Partnership, Office of State Planning Coordination, Delaware Prosperity Partnership.



\$39,000 ANNUAL SAVINGS

\$15,000 INCREASED REVENUE

Which helped to offset \$25,000 in unanticipated property repairs/maintenance in 2020



2021

On the horizon!

- Continue to ensure merchant stability
- Aggressively strategize to "ready" vacant and underutilized downtown properties
- Recruit five new businesses, prioritizing ten select business categories
- Explore/Establish a Small Business Revolving Loan Fund
- Target a "post-COVID-19" launch of activities in May, beginning with First Friday.
- Finalize development of comprehensive business district parking plan, and launch Parking Benefit District
- Continue to work collaboratively with downtown partners to address downtown vagrancy issues
- Support and further City of Dover community policing efforts through CPTED*
- Continue collaboration with Dover Interfaith Mission for Housing (DIMH) to secure new location
- Further engage our new Delaware State University neighbors
- Open the Schwartz Center for two key events in 2021

Thank you

The Downtown Dover Partnership (DDP) values the solid financial and philosophical support of the City of Dover Mayor and City Council, as well as that of the Dover delegates to the State Legislature. The DDP Leadership extends appreciation to key partners, including those listed within this report and so many who are unnamed herein, who inform and carry out the strategies, events, and activities of this organization — a public-private partnership in its truest and finest sense.

EXECUTIVE COMMITTEE

Todd Stonesifer, President John Van Gorp, Vice President

Jonathan Street, Secretary

Pete Bradley, Treasurer

BOARD MEMBERS

Kim Adams

Representative Bill Bush

Mayor Robin Christiansen

Robert Clark

Anita Evans, Past President*

Lucy Findlay, Past Secretary*

Alan Grinstead

Mike Harrington

Matt Harline, Acting City Manager

David Hugg, City Planner

Maxine Lewis

Donna Mitchell, City Manager*

Councilman Fred Neil

Senator Trey Paradee

Past-Councilman Tanner Polce*

Councilman Ralph Taylor

Erin Thwaites*

Carla Wilson

* Served through July 1, 2020.

STAFF

Diane Laird, Executive Director
Tina Bradbury, Operations Manager
Brynn Voshell, Admin. Asst., Market Manager

DowntownDover.com

101 W. Loockerman St Suite 1-A Dover, DE 19904

Dover, DE 19904 302-678-2940

Cash and investments 881,166 Land & Buildings, Equipment, Accum Deprec. 4,381,511 TOTAL ASSETS 5,262,677 Leases/Sales Contracts, Notes Payable TOTAL LIABILITIES 2,097,090 Invested: Land/Buildings, Unreserved FUND BALANCES 3,165,587

TOTAL LIABILITIES & FUND BALANCES

ASSETS / BALANCE SHEET

5,262,677

^{*}Community Policing Through Environmental Design



Testimonies and snapshots...

We at Zuha Trend are very thankful for all the support we have received from DDP... Thanks to you, we are able to re-open with a fresh look to our customers.

> Hassan Azhar Zuha Trend



It is a big motivator to stay in

business in this area.

Caribbean Cuisine

Otis Brooks

This is a great idea for all the merchants as well as everyone coming together to support and help downtown. The generosity is greatly appreciated.

> Brooks Millican Brooks Men's Salon



DDP is the back bone of support and the voice for merchants always has our best interest at heart!! This grant helps bring a sigh of relief ...

BVD LLC

✓ Downtown Dover's Post



Lyndsey Collison Loved reading poetry at local businesses! Loved how much Dover cares about the arts!

13h Like Reply Message



Maxine's Fashions



It was wonderful to be back in the Schwartz Theater, hearing excellent musicians play. It is the most relaxed I have been in days. Many thanks!

Patty H.



Councilman Ralph Taylor







Cindy Small
Fantastic effort by
Downtown Dover
Partnership. This is a
great example of how a
business advocacy group
should support its small
businesses! Love that the
money raised will be
invested in Covid-19
grants.

40w Like Reply

10



DowntownDover.com

101 W. Loockerman St Suite 1-A Dover, DE 19904 302-678-2940



This grant would help up stay open and continue to be part of the historic district where we provide additional services to visitors and guests. We love being part of the arts and culture of our state and having local art to offer to all who live and visit here.

Norma Taylor Collins Parke Green Galleries



Testimonies and snapshots...



Downtown Dover's Post

ViLynn Moore I loved the auction! Tina's Facebook Live of all of the things going on kept me in the loop. SOZO is my favorite downtown store. Debbie and Al are awesome!

2h Like Reply Message

This will help me to keep my business open & operational.

> **Tammy Parris** Parris Nail Lounge



These funds will help somewhat with costs incurred during the unprecedented forced closure of my shop when typical income was suspended. It is a life preserver in a stormy retail sea.

This grant will help me

concentrate on past due bills

and have the supplies I need

I can make the most of my

Injured income

Tracy Robinson

Cheveux Salon

for any client who schedules so

Wished to remain anonymous



I truly appreciate the efforts of the DDP ...

We are a community and the support is so greatly appreciated. My business has suffered... This grant gives an opportunity to continue to pay my monthly bills.

Wished to remain anonymous

The shutdown hurt my business. This grant will allow me to get more up to date stock and remain competitive in this market.

> James Owens That Ish Boutique



It was an honor to be a part of the Paint Dover 2020 extraordinarily beautiful days event in the historically beautiful place of the country. Thank you Dover for the hospitality.

18w Like Reply



Great paintings by talented artists. Thank you for putting them up virtually and thank The State News for covering it so well!

So glad you are hosting these types of events. It brings Dover closer together as a community.



Although Covid-19 has been a tremendous challenge, it has brought out the best in the Dover Community. The outpouring of support and assistance demonstrated by people and businesses in Downtown Dover has been truly inspirational.

Diana Welch Grey Fox Grille & Public House



DowntownDover.com

101 W. Loockerman St Suite 1-A Dover, DE 19904 302-678-2940

DOWNTOWN DOVER PARTNERSHIP BOARD OF DIRECTORS MEETING MINUTES September 23, 2020 – Online Zoom Meeting

ATTENDANCE: Pete Bradley, Bill Bush, Robert Clark, Mayor Robin Christiansen, Alan Grinstead, Matt Harline, Dave Hugg, Maxine Lewis, Donna Mitchell Fred Neil, Trey Paradee, Gerald Rocha, Todd Stonesifer, Ralph Taylor, John Van Gorp, Carla Wilson

STAFF: Tina Bradbury, Diane Laird

COMMITTEE CHAIRS, PRESENTERS AND OTHER ATTENDEES: Emily Lytle (Dover Post), Dover PD Officer Aviles

Call to Order: Todd opened the meeting.

Agenda and Meeting minutes (February 2020 meeting) – Accepted Fred Neil, Councilman Ralph Taylor; unanimous approval.

Dover PD Update: Aviles indicated that cadets were working on another assignment but will be back as of today. Diane added that Sgt. Peer provided a response to merchants concerns and noted that Sgt. Peer will be making visits to merchants introducing himself, that cadets and temporary community police will be placed downtown increasingly, as available.

DDP Executive Committee Report: Tina discussed Fiscal Year 2021 budget; budget is balanced. Property rental income for Forest St. has increased due to increase in property taxes. Next is the FIC Taxes which has been raised from last year due to staff raises as well as now having added unemployment insurance which the DDP did not previously have. We have refinanced the PNC loans; insurance has dropped due to new insurance package. Due to COVID, our previous carrier dropped us. After shopping it, we have found a competitive rate with increases in insurance umbrella to \$3 million on each of our properties. Todd asked about \$9,000 decrease in legal expenses and Tina informed that there was no need for legal assistance this year, but she has allotted an amount in the consulting fees if a need arises. Trey asked about Sankofa and Tina informed that she is working with Gerry Street on that to get that process moving but there are no fees associated at this time. Diane informed that if needed, we could skim from some of the committees if we see that we are in need of money not budgeted for. Next line with changes is the Parking Committee, which has been increased due to the possible costs incurred in proceeding with development of parking solution with Colonial. Decrease in property tax as there will be a 5% decrease within the City but there will be a small increase in county tax. If anyone has questions Tina will gladly address them. Todd reiterated that the budget will be updated periodically, if needed. This budget has been submitted to the City and has been approved by City and Executive Committee.

Bank Accounts Update: Last year a meeting was held with Mike Harrington, Joe McDaniel, Donna Mitchell, Tina and Diane regarding keeping operating account separate from the property accounts. Tina has worked with Lori in finance to come up with a solution where we will now deposit all rent checks in the property account with a quarterly withdrawl to replenish DDP

operating account for property maintenance fees incurred. Brynn is creating a separate spreadsheet with all property maintenance costs. DDP admin keeps a detailed property expense sheet that is presented to the Executive Committee at each meeting. Todd spoke of the DDP capital on-hand and a suggestion was made to pay down some of the loans. We are now seeking the best financial institution in which to invest, while keeping that capital liquid, in case of "rainy day" needs.

On-Boarding Update: Diane spoke of the new, extensive on-boarding manual for new board members. Since this is the first of its development, it will be provided to all members. Diane will provide a conflict of interest form to all board members as well as a "rules and responsibilities" form that requires each board member to attend at least one training per year. Diane can advise of training opportunities. This is a requirement for the annual Main Street Accreditation.

The downtown tour for new (and existing) board members was successfully held the first week of September. Tina toured Carla, Matt, Alan, and Pete while highlighting the responsibilities that the DDP staff oversees and she also showed them each of the properties that DDP owns. Tina will gladly set up a second tour for those board members that are interested. Carla spoke that she would like to attend again as she was not aware of exactly how much the DDP does.

Todd welcomed all new board members and asked them to introduce themselves. Councilman Rocha is a new councilman and is excited to be learning more about the work of the DDP. Carla Wilson is a Downtown Dover Ambassador as well as real estate agent and resident of Smyrna. Councilman Taylor is happy to be on board and looks forward to working with the DDP. Alan is a retired state employee, and he and his wife own SOZO which recently located to Loockerman St. Bill Bush is the state Representative for the 29th District, as well as a small business owner. Matt Harline is the assistant city manager and comes from a Historic District in Fulton Missouri, and he is looking forward to helping strengthen downtown.

Property Updates: 2018 taxes are completed with Mitten & Winters and have been submitted with the City. Accountant office is currently working on 2019 taxes, anticipating having them completed soon. The loan process is complete and first payments will start this month for EZ Pass and South Governors Ave. We have saved \$11,224.35 this year with the newly refinance amounts. A new land-use agreement is in place with Light House Construction for Loockerman Way Plaza, good thru December 2020. If groundbreaking has not begun, we can extend the agreement going past December. The lease agreement with Auto Plus has been renewed for one year. DDP did not increase the rent for this period due to COVID. KCCAA (daycare facility) is currently on a month-to-month lease until DDP sells the property. Their lease has extended the 10-year mark and they are aware that our goal is to sell the property for redevelopment. Diane spoke about the many maintenance issues at the Governors Ave property which has caused us to target October 1 as launch date to very actively begin marketing the property for redevelopment.

Committee Reports:

Merchants: Are alive and well. Many are open but some are still on limited hours. Many are open on First Fridays and are looking forward to the *Paint Dover!* event for October's First Friday. The merchants are now responding to surveys for common hours, results of which will be promoted to increase traffic downtown.

Economic Vitality: Diane shared the new marketing video that is on the home page of the DDP (Downtown Dover) website. Suggestions, comments, changes, or questions are invited; please direct them to Diane. Unlock the Block is actively engaged with ten potential business to form an indoor artisan market at 204 W. Loockerman, a space that has been vacant for seven years. Target date: open by Christmas 2020.

City Update: Donna thanked DDP for all the work that they are doing in the downtown area. She let everyone know that she is retiring as of October 30th and Matt will be taking over for the interim. Todd thanked Donna for her many years of service with Dover. Todd mentioned that the City of Dover is working on ordinance amendments regarding parking and proposed development of a comprehensive parking solution for downtown.

Other Business: Senator Trey Paradee provided and update on general assembly. He has been receiving a lot of calls regarding Delaware Relief Grants. He is currently working with business owners to help evaluate needs. We should all be supportive of the DSU/Wesley merger/acquisition. Currently, he is working with Dover PD in regard to the use of body cams but there is a tremendous cost so he will continue to work with legislation, once back in session, to mandate body cams. Senator Paradee gave cell number if anyone wishes to speak with him. He is looking forward to what is to come for legislation in January once the election is over. Councilman Taylor informed that body cams will be part of the discussion at the Safety Advisory and Transportation Committee meeting on the 29th and invited Senator Paradee to join in on the meeting.

Wesley College Update: President Clark spoke about DSU/Wesley merger. It has been in the works for many years. This has been a team effort with City and State officials. This will take years before this is complete but is a great opportunity for our students and our community. Precautions are being practiced at the college to help prevent the spread of COVID, as well as tracking compliance of rules set in place. We have not seen any spikes in numbers. Since March 2020, the total number of Wesley positive cases is 12.

Kent County Tourism: KCT President Peter Bradley indicated that the August report reflected that receipts are down 35% from 2019. But on the positive note, we are trending up since June 2020. KCT is bringing the email marketing "in house' saving \$30,000 a year. Weekly videos are being done to highlight partners. KCT team is working hard to get people out of the house and into the community in a safe and positive way.

Public Comment: Todd spoke of FY 2021 goals for the DDP: First is the parking solution development that we are hoping will be complete this fiscal year, with implementation early FY 2022. DDP is preparing to enter into an MOU with Colonial Parking. The second is a goal to bring three new businesses to downtown and retain the current businesses in our district.

Meeting adjourned: 8:46 a.m. Motion made by Fred Neil and seconded by Matt Harline. Unanimous approval.

DOWNTOWN DOVER PARTNERSHIP BOARD OF DIRECTORS MEETING MINUTES

October 28, 2020 - Online Zoom Meeting

DRAFT

ATTENDANCE: Pete Bradley, Bill Bush, Mayor Robin Christiansen, Dave Hugg, Fred Neil, Jonathan Street, Sgt. Peer, Tom Lehman, Mike Harrington, Kim Adams, Todd Stonesifer, Ralph Taylor

STAFF: Tina Bradbury, Diane Laird

COMMITTEE CHAIRS, PRESENTERS AND OTHER ATTENDEES: Dover PD Sgt. Peer

Call to Order: Todd opened the meeting.

Agenda and Meeting minutes (September 2020 meeting) – Motion appropriate made and seconded; unanimous approval.

DDP Executive Committee Report: Todd discussed having a considerable amount of cash sitting in different accounts. Pete, Todd, Diane, and Tina met with Jason Cook, financial advisor from Citizens Investment Services, to discuss ways to better use the money. Todd mentioned that Jason recommended a liquid account that is a combination of treasury bonds and high-yield corporate bonds. If DDP needs money, there is 48 to 72 hours liquidity. Very low fees. Also, opportunity to save money on mortgage loans that we are refinancing. Awaiting a recommendation from Jason and he will provide a small presentation for a future meeting.

Dover PD Update: Sgt. Peer summarized a number of complaints over the past month. No crime - most reports were of suspicious activity and a couple minor accidents. As mentioned during the last board meeting, Sgt. Peer began meeting with business owners to introduce himself but got sick and was unable to complete as many as he anticipated. Sgt. Peer updated that he will start back up on Friday. In regard to cadets, Sgt. Peer reported that they were down one cadet. They are left with two cadets out of the three left because one cadet is in quarantine and further explained that they recently hired two more, and they should be back up to five cadets within the next week or two. Sgt. Peer will meet with Tina and Diane to discuss needs for November 6th event and the First Friday in December event.

Property Updates:

<u>Dover Interfaith Mission for Housing</u> Diane shared an email letter from the Dover Interfaith Mission for Housing that went out to the broader community requesting sponsorship and donations for renovate the building at 630 W. Division Street in Dover. DIMH is currently

October 28, 2020 - DPP Online Zoom Meeting

involved in rezoning with the city. DSHA is willing to provide some grant funds toward the project. Diane mentioned that the DDP has made contributions to DIMH but says that they will bring it to the executive committee and then back to the board in December for a discussion or update. Councilman Neil updated that this project would go to the planning commission on 11/16/20 and it will appear at the city council for a public hearing on 12/14/20- thanks to Dave Hugg who had the ordinance drafted.

South Governors Avenue (Old Acme building). Diane discussed that October 1 was an internal target date to begin prospecting for the property. A prospecting package was sent to Mike Glick of Lighthouse Construction. In addition, a package was sent to Mosaic Development Partners (MDP) who had been working with Kirby Hudson during his role as Assistant City Manager a number of years ago. MDP primarily works in Philadelphia and focuses on development of broader city blocks vs. individual building parcels. Very interesting discussion. He and his partners are looking to visit Dover. Tina added that staff had a very high view of the group. They are familiar with all of the incentives and programs and a strong understanding of how to "layer" them successfully. They also use crowdfunding to engage investors at a broad range of investment amount. More to come, but we believe there is a real possibility with them in a variety of ways. MDP was recently awarded the Navy Shipyard redevelopment project.

Committee Reports:

Parking Committee: Diane provided an update that DDP is ready to proceed with Colonial Parking Inc. and has signed the MOU. This will provide a holistic comprehensive parking solution that the city and public is invited to take part. The Parking Committee is targeting implementation very early in fiscal year 2022 (potentially July.) Todd added that the need for this plan is based on consistent complaints from investors, business owners regarding three major issues with downtown - parking is one that prevents residents from coming downtown. Perception is there is no place to park. One of the solutions will likely be metered parking downtown. The idea is enforcing parking that is currently being abused because there will be technology which will allow consistent and efficient enforcement. That in turn will create more turnover in front of businesses and disincentivize those that "abuse" on-street parking. There is a lot of support, and there will likely be a lot of discussions. So, the board should be prepared to get a lot of questions. Appropriate responses to the questions are important.

<u>Design:</u> Two murals are being celebrated and dedicated on First Friday, November 6. The mural projects were made possible due to a grant from the Neighborhood Building Blocks Fund. The Mayor will kick off celebration of the two murals Backyard Birds at the back of Mitten & Winters, CPT and the scenic mural inspired by a historic post card depicting the word "Dover" on back of the Dollar Store. Board members were encouraged to come to support the event.

Marketing & Promotion: The mural celebration, along with First Friday activities will begin a gentle kickoff of Christmas season. With COVID, we need to spread events over more "time and space." Christmas season will feature Small Business Saturday, then First Friday's tree lighting, and street closure in December. The Fig Tree Band has been playing at several First Fridays. They are local and very engaged and include a couple of DSU students and a UD student. Then the Cartoon Christmas Trio will play Vince Guaraldi's "A Charlie Brown Christmas". 180 tickets available and 45 sold to date. There are many "COVID measures" in place. Working with Sgt. Peer to ensure presence of cadets. The volunteer Downtown Dover Ambassadors will also be there to make sure the sense of safety. Tina added that they were able to open the Schwartz Center – that Christmas is happening! Todd asked Tina to share flyers to board and board to share with their spheres of influence and get a lot of people downtown. Diane stressed that they are exceptional musicians, and she has seen the group several times. Tina pointed out the need to spread the word on Small Business Saturday and to support locals right now. Our shop owners are really feeling the effects of COVID and we need to support them. While not as big as past years, it is important to please spread the word.

Mike Harrington asked if there was funding for more murals. Tina replied they will definitely continue seeking different grants to continue the arts, as well as the electric boxes at the intersections. Diane said it is important to position the murals as part of an "art walk" - a larger group of murals designed for people to start at one site and walk through downtown to see the rest. Mike is interested in a mural on the section of CenDel Building that faces Bradford Street as it is so visible to downtown.

Organization: Diane shared that next month's board meeting will include a discussion of the upcoming Main Street annual assessment at the state level that goes on up to the national level. The Downtown Dover Partnership is an accredited Main Street program, one of only four in Delaware, and that the DDP is the fastest running and most complex. There is a new coordinator at the Division of Small Business who will provide more information at the next meeting. In preparation, board members and volunteers will be required to more formally take advantage of Main Street training. We have had access to many quality training opportunities through webinars, readings, and materials on the Main Street website. She has heard from eight members. She is asking each everyone to take at least one training a year and would like all board members to be up to date in board training in time for upcoming assessment. Please contact Diane if you have an area of interest.

The new DDP Onboarding Manual was sent to board members in three parts. Diane plans to get the PDF online as one part. There is a conflict of interest form that we need back from everyone. If a conflict of interest arises, it does not necessarily mean that one cannot serve on the board. The conflict of interest form just highlights areas to be aware that you may need to recuse

yourself from discussion and/or voting. It also outlines responsibilities for board members. Take a look and return signed pages to Diane next week.

Staff changes: For many years, we worked with a gentleman named Ed who came from a homeless shelter. He cleaned windows, made deliveries and was a strong sidekick. Sadly, he died a month ago. Also, Brynn Voshell has been the DDP full time administrator for the last three years. She did a lot of administrative work, reconciling statements, parade help, and was the market manager. She submitted resignation with the hopes that she be kept on a part-time basis. They are going to try out the part-time arrangement until the dust settles. Marketing is one area we could use help on.

Updates:

<u>Representative Bush Update:</u> Not currently in session. The big thing that happened is the education settlement. Also, the current front-and-center topic is the African American task force and Economic Opportunity task force that is trying to help minority communities find ways to get funds in hands of entrepreneurs looking at mentoring and workforce training. They are keeping an eye on the Relief Grants.

Kent County Tourism: Pete had positive news as the public accommodations tax report just came out. For September, Kent County was positive. By comparison, New Castle County was down 41 percent, and Sussex was down also. Positive metric for Kent County overall. That is Kent County Tourism's main revenue. KCT receives one percent of hotel stays. They applied for a Delaware Relief Grant to help with advertising. Switched advertising agencies to advertise the county's strong amenities.

City Updates:

Mayor Christiansen: Thanked everyone for their continued interest in the heart of the City of Dover. He thanked members of council for helping with the parking efforts. This is old news but has two anchors that are going to support downtown revitalization efforts: post office is moving forward and the plans for the family court building are proceeding. Just to the south, Bayhealth is sprucing up the plan to everyone's liking. In order for the holiday season to be a success, we need to be back to normal so that activities are possible. He is hopeful that they will be able to have a downtown parade in a safe way.

<u>Councilman Neil:</u> Discussed the status of filling Donna Mitchell's position. Matt Hartline is filling in as interim City Manager. They hope to have good news very soon. Donna leaves behind "big shoes to fill."

<u>Councilman Taylor:</u> Thanked everyone for all their hard work.

<u>Matt:</u> Remind that Dover Library will be reopening on November 3rd with limited hours. In March, council approved the community policing unit from five to ten through a grant written by the Police Department.

Planning: Dave Hugg said everyone stole his thunder. Council passed the parking ordinance which is good news. Habitat and NCALL are developing a lot of housing downtown, so we will see some significant improvements soon. Citywide, we are seeing strong big and little growth. Big and small manufacturers are moving to Delaware. Slowly but surely the businesses that closed down are coming back to life. Todd reinforced NCALL and Habitat's good work as housing is required to be for homeownership. Mayor Christiansen asked Dave to cover US Corrugated, a leader in the cardboard industry, having secured a space in Dover. Located on old Kesselring Farm which has a direct railroad spur. Everybody talks about how difficult it is to work with the city of Dover but one of the company's leaders complemented the city in moving their application through so quickly. They will start moving dirt next month. Other end, there is a manufacturer on Horse Pond Road who wanted to be annexed into the City because he wanted city services.

Other Business:

Diane provided an update that Tina Hudson-Beamer of Tina's Timeless Threads was awarded a Heartbeat of America grant via Main Street. Tina has been in business approximately two years. Both Tina (Bradbury) and Diane provided letters of recommendation in a very short turn around. Tina is a lovely person who is active and engaged in the business community. She is going to use her funding to beef up her website, to get a point-of-sale system, and be more "IT savvy." Please congratulate her. The grant is between 5 to 15 thousand. She is a destination business selling high quality vintage goods.

Todd reminded everyone to give Donna Mitchell your appreciation and the DPP will give her a special gift to show our appreciation.

Mike Harrington shared that Bradford street is looking very good with improvements. A year ago, there was a flood where a lot of people lost their basements. A month ago, it rained again, and basements were ruined again. With all the improvements, is anything being done about stormwater drainage? Tina said she learned from Donna that the storm water project will not be done at the same time. Matt added that the Street Safe project is a DelDOT project. Matt will check why we are not adding in stormwater. Guess is that the city did not have a funding source. Councilman Neil stated that the city is very aware of infrastructure issues, but pandemic pushed that back.

Meeting adjourned: Motion made by Councilman Neil and seconded by Councilman Taylor. Unanimous approval. Approximately 8:30 a.m.

October 28, 2020 – DPP Online Zoom Meeting

DOWNTOWN DOVER PARTNERSHIP BOARD OF DIRECTORS MEETING MINUTES

December 2, 2020 – Online Zoom Meeting

DRAFT

ATTENDANCE: Mayor Robin Christiansen, Councilman Fred Neil, Councilman Ralph Taylor, Kim Adams, Pete Bradley, Alan Grinstead, Mike Harrington, Matt Harline, Dave Hugg, Maxine Lewis, Todd Stonesifer Jonathan Street, John Van Gorp, Carla Wilson,

STAFF: Tina Bradbury, Diane Laird

COMMITTEE CHAIRS, PRESENTERS AND OTHER ATTENDEES: Officer Aviles Patty Cannon (Division of Small Business/Delaware on Main), Cassie Semyon (WBOC)

Call to Order: Todd opened the meeting at 7:33 a.m.

Agenda and Meeting Minutes (October 2020): Councilman Neil moved to adopt agenda; Maxine seconded; motion passed. Councilman Neil moved to accept minutes; seconded by Pete Bradley; motion passed.

Dover PD Update by Officer Aviles: Confirmed that CDPD will provide services for December's First Friday. Also advised two cadets will again be serving in downtown beginning next week.

DDP Executive Committee Report: Motion to entered Executive Session duly made and accepted unanimously. Motion to exit Executive Session duly made and unanimously accepted.

• Mike Harrington moved to authorize repairs to EZ Pass building, in an amount up to \$25,000. Fred Neil seconded. Motion unanimously approved.

Property Update: No updates

Committee Report:

• Parking Update: Todd discussed that the DDP has requested and has been given the authority to develop a parking solution for the future of Downtown Dover. The media has mis-assessed the situation by saying that Dover will be getting meters. However, the DDP has not yet decided on this or other aspects of the parking solution, which has yet to be developed. DDP was only given the authority to develop a plan/solution for the future, in conjunction with any associate they deem necessary. As of right now, DDP is working with Colonial Parking. In this six-month process, there will be at least three meetings open to the public to allow all vested parties to offer their comments, questions, and work together for a reasonable compromise, in addition to monthly meetings open to the public. If there is a possibility that the plan would be more destructive than helpful for the small businesses, then the DDP will not move forward with it. They have already had one meeting so far. Councilman Taylor asked about the general consensus of downtown

merchants. Todd explained that they have heard many complaints of "no parking available in Downtown and that with each new development project, the parking problems will only get worse, if it is not addressed. There needs to be a lot of education and debate before any decisions are made. But we have to begin the process today.

Organization:

• Diane introduced Patty Cannon, the Main Street Coordinator at the Division of Small Business. Patty talked about the new annual assessment processes mandated by the National Main Street Center (NMSC). The NMSC provides a model, guidance, best practices to empower their downtown corridor to become economically vibrant. The aspiration is to be accredited. There are nineteen Delaware communities active in the Main Street working to some degree, and there are four accredited communities: Dover, Downtown Visions in Wilmington, Milford and Rehoboth. There are five things that NMSC requires to be accredited: passionate volunteers; committed elected officials, strong board oversight; strong staff; and sustainable funding. Patty shared that it will be easy when she receives the DDP report in January. The challenge will come in 2021 when they raise the bar. Next year they will be asking for more board involvement. Ms. Cannon asked for input on a poll, which will be part of the 2021 assessment. This information was shared for the Board to be prepared. Diane added that the assessment will be more comprehensive and require a much deeper review in 2021.

Legislative Update: No updates. Representative Paradee reached out to EZ Pass and no decisions have been made with regard to vendor or location beyond the current, which shall remain in place for another couple of years, at least.

City Update:

- <u>Mayor Christiansen</u>: Advised they are moved forward with the Home for the Holidays Celebration to spotlight downtown. He is looking forward to the health and success of downtown in 2021.
- <u>City Council</u>: Councilman Neil said they interviewed a number of candidates for City Manager and should have a new manager soon. Councilman Taylor encouraged everyone to band together and that we will get through the COVID challenges.
- <u>City Manager</u>: Matt advised that staff have had a few COVID infections and have had to shut down the physical offices significantly, through at least January 25. Looking forward to First Friday. Encouraging days are ahead.
- Planning: Dave reiterated Matt's comments that the city is working with limited staff.

Other Business: Diane thanked Tina for all her hard work on Small Business Saturday. Reminded everyone that this Friday is First Friday. 33 West's Brandon's Pelton will be serving food from his new food truck, Santa will be driving through downtown, the Fig Tree Band will be playing outdoors, stores will be open late.

Meeting adjourned at 8:10 a.m.: Motion made by Councilman Neil and seconded by John Van Gorp. Unanimous approval.

DOWNTOWN DOVER PARTNERSHIP BOARD OF DIRECTORS MEETING MINUTES

January 27, 2021 – Online Zoom Meeting

DRAFT

BOARD MEMBERS AND STAFF: Councilman Fred Neil, Mayor Robin Christiansen, Pete Bradley, Alan Grinstead, Mike Harrington, Matt Harline, Dave Hugg, Maxine Lewis, Todd Stonesifer, Jonathan Street, John Van Gorp, Carla Wilson, Tina Bradbury, Diane Laird

COMMITTEE CHAIRS, PRESENTERS, AND OTHER ATTENDEES: Councilman Gerald Rocha, Officer Aviles, Donny Legins.

Call to Order: Todd opened the meeting at 7:33 a.m. (approx.)

Agenda and Meeting Minutes (October 2020): Councilman Neil moved to adopt agenda; Maxine Lewis seconded; motion passed. John Van Gorp moved to accept minutes; Mayor Christiansen seconded; motion passed.

Dover PD Update by Patrolman First Class Aviles:

- Two new cadets are now active on the street.
- CDPD participated in holiday heroes in which they delivered gifts to families at their homes.
- PD is continuing property checks downtown, including on Loockerman.
- Operation Rise and Shine: 52 arrests were made (it was a multiple jurisdiction operation including Atlanta, GA).

Executive Committee Report: Todd indicated that things are moving along smoothly, there are no concerns, and that he has spent time with various committees to learn more about their activities and to ensure they are aware of the discussions about parking. Diane added that there are no concerns with budget and that a budget update will be discussed at the February meeting. Todd indicated that today's meeting would be primarily updates by committees and board members.

Property Updates: Diane reported that there are no pending concerns, and that work from EZ Pass as we discussed at the December meeting has been completed satisfactorily. In addition, an exit door issue at EZ Pass has also been appropriately resolved, for which the Director responded with his appreciation.

Committee Updates:

<u>Parking:</u> As Parking Committee Chair, Todd provided an update on the process to develop a comprehensive downtown parking solution. He also referred board members to an article in Tuesday's (Jan 26) *State News* that described progress to date: activities, considerations and input received. Public input continues to be sought to design a solution that benefits downtown investors, including from merchants. NOTE: *State News* article link:

https://delawarestatenewsde.newsmemory.com/?publink=083f1bac5 1345bf2

Economic Vitality: Johnathan Street made brief remarks then turned discussion details to Diane, Tina and Todd to provide brief overview of current recruitment and retention efforts:

Rebel Cove has been recruited by DDP to fill 33 West Loockerman Street (vacated by 33 West.)
Rebel Cove food truck vended at the farmers market several years ago which paved the way for Tina to invite the owners to consider the vacant Dover space. Less than three weeks from DDP's

- announcement of availability of the space, Rebel Cove signed the lease. Tina will continue to work closely with owner through the approvals and inspections process. Mid-spring opening date is anticipated. The community is already receiving a warm welcome through Facebook where thousands have seen, shared, and responded to the post.
- Development of additional food spaces is underway: Renovations are actively underway at 25 West Loockerman Way; 29 W. Loockerman Street (Signature Stitches) may be under contract; 108 W. Loockerman, sale pending; others are likely.
- Artisanal Market at 204 W. Loockerman: We anticipate signature of the lease imminently, with midspring opening. Fulfillment of the Unlock the Block concept includes multiple internal market artisans/vendors under one roof/store "umbrella", to be open at minimum, four days a week including one evening for workshops. Sub-vendor agreements are complex and DDP/resource partners have together provided a significant amount of technical assistance.
- Retention: DDP continues to work with merchants re: PPP, loans, grants, free training for developing a website/ecommerce site, etc.

Other Updates:

Mayor Christiansen announced that a technology advanced integrated Body Camera and Taser system for the Police Department has been approved, and also noted that he is excited to soon be needing to use his large scissors for new business openings.

City Councilman Neil:

- To follow-up on the Mayor's announcement that the City Council has agreed to a technology advanced integrated Body Camera and Taser system for the Police Department, I announced that this is a five-year \$1.2 million commitment to provide transparency and protection of our citizens.
- To keep our police ranks full, the council also approved continuing with a Spring Training session with our resurrected Police Academy. The 5 additional Community Police Officers will be in this class, Training in the State Police Class was blocked due to the limits resulting from the pandemic.
- A just completed study by a consulting group City Employee Compensation and Benefits for non-union employees showed that Dover was very competitive. The Council approved the tweaks the report suggested.
- The new City Manager, Randy Robertson, is "scheduled to arrive the second week in February." (Note: Feb 8 date of arrival.
- Complimented the job Acting City Manager Matt Harline has done during this COVID-19 19ridden time period.
- Councilman Rocha supported all the above comments.

City Manager Matt Harline:

To be added...

Planning Director Dave Hugg:

- Comp plan changes proposed, including a manufacturing to mixed-use rezoning from manuf. To C-2a. Goes Feb. 16 before Planning, then council March 8. Owner is considering a beer garden.
- Working with DelDOT and MPO to establish an advisory committee for, North St. to Forest Ave. area for a study being reactivated.

John Van Gorp on behalf of Bayhealth:

- COVID census at the Kent Campus peaked a couple weeks after Christmas at 111 patients but is
 down significantly to around 75 patients currently. He recognized the nurses and employees that
 work directly with these patients and requested the Board to thank those employees as well if they
 have the opportunity.
- Bayhealth is actively involved with the vaccination program with the state. Bayhealth has enough vaccines for its employees and a few other 1a groups. However, the state is managing distribution of the vaccine to all other groups. Bayhealth is providing staff to support the state's effort. If anyone is looking to receive the shot, they need to look to the state as the hospital has a very limited supply.
- Bayhealth is putting plans together for expansion of services on its campus. He alluded to reports in the paper regarding the Scull Mansion, a historical house on the hospital's property that may need to be removed as part of the hospital's development. Bayhealth realizes its objectives of providing health care services to the community conflicts with the objectives of historic home preservation. Therefore, Bayhealth has reached out to the Friends of Old Dover, neighbors on Elm Terrace and Holy Cross Church to see if there are reasonable suggestions on how to resolve the conflicting objectives. John is actively involved with those discussions. City Manager Dave Hugg highly commended Bayhealth's process.

Pete Bradley on behalf of Kent Country Tourism:

- KCT Public Accommodation Tax Revenue (PAT) will be materially below last year for the next few months with the current surge. The most recent PAT report for December showed PAT revenue down 41% from the prior year.
- On a positive note, KCT changed advertising agencies in Fiscal 21. For the fourth quarter, our key metrics were up from the prior year, even with a lower spend. Specifically, website unique visits were up 15% from the prior year. Average pages per session viewed was materially up from the prior year. Visitor Guide Mailings requests from advertising efforts were 841 for the fourth quarter compared to 330 the prior year. As we recover, our plan is to allocate additional advertising dollars to promote the County.
- The State of Delaware launched an awareness campaign for the period of January 9-31 which includes a TV campaign in four major regional markets and a digital advertising campaign in 18 markets. The 30 second TV spot theme is a sense of renewal and a new day is dawning to discover Delaware. It directs viewers to a new website: DiscoverDelaware.com which has three main tabs Live, Work, Visit. KCT has a landing page under the Visit Tab to promote the County and have viewers request a visitor guide and get on KCT e mail list to receive our monthly newsletter.

Todd rounded out the board meeting discussion by impressing on board members the amount and significance of the work done by staff and committees that goes on "behind the scenes" and in addition to what is actually discussed at the board meetings, considering but not limited to: property engagement, the parking initiative, business retention and recruitment, design, and in the merchant committee.

Meeting adjourned at 8:30 a.m. Motion to adjourn made by Fred Neil, seconded by John Van Gorp; unanimously accepted.

DL

DOWNTOWN DOVER PARTNERSHIP BOARD OF DIRECTORS MEETING MINUTES

February 24, 2021 - Online Zoom Meeting

DRAFT

BOARD MEMBERS AND STAFF: Councilman Fred Neil, Mayor Robin Christiansen, Pete Bradley, Alan Grinstead, Mike Harrington, Matt Harline, Dave Hugg, Kim Adams, Todd Stonesifer, Jonathan Street, John Van Gorp, Carla Wilson, Tina Bradbury, Diane Laird

COMMITTEE CHAIRS, PRESENTERS, AND OTHER ATTENDEES: Councilman Gerald Rocha, Officer Adalberto Aviles

Call to Order: Todd opened the meeting at 7:31 a.m. (approx.)

Agenda and Meeting Minutes (January 2021): Mayor Christiansen moved to approve agenda; Councilman Neil seconded; motion passed. Mayor Christiansen moved to accept minutes; Councilman Neil seconded; motion passed.

Dover PD Update by Officer Adalberto Aviles:

- Officer Aviles is compiling crime statistics for the downtown area, specifically Loockerman Street and points north and south.
- There were 78 complaints ranging from parking violations and traffic accidents to domestic issues, fights, loitering and public urination.

Conversation ensued about comparing downtown crime statistics to those in the greater Dover area at large or other retail areas. The Mayor said a hot spot map can be made available monthly. The consensus is that the perception of safety is the issue that needs to be addressed. Collection of data will help address the issues. Diane and Mayor Christiansen agree that increased number of businesses and people in the downtown area will result in lower crime. Further discussion included the need for camera surveillance and additional lighting.

Executive Committee Report: Todd discussed that the committee is vetting an investment policy to make better use of residual funds. He hopes to present it at the next meeting. Tina reviewed the budget. The staffing changed as Brynn is now part-time, maintenance costs increased, but there was a savings in insurance costs and PNC loans. Overall, the budget is healthy. Diane shared the 2020 Annual Report video that was presented to the City Council (in PowerPoint format). She is committed to a more transformational long-term change for downtown Dover in the coming months. Tina thanked everyone for their support. Although a few businesses closed, there was still a net gain in 2020. We anticipate some residual small business closures in calendar year 2021.

Property Updates: None reported.

Committee Updates:

<u>Parking:</u> Todd reported ongoing conversations with constituents in monthly meetings. The first larger public meeting will be held soon, in addition to monthly meetings, which are public. The committee is making great strides and hopes to have a solution and implementation by the end of the year.

Economic Vitality: Jonathan Street made brief remarks about the two new businesses and the development of a property map of the downtown area to show current vacancies. He turned the

discussion details to Diane and Tina. Two new businesses Black Swamp and Rebel Cove are anticipated to open by the end of April. Diane shared a draft of the vacancy map depicting the status of the business area in downtown Dover. Todd said the 'word on the street' is five additional businesses are hoping to open by the end of this year. Dave Hugg emphasized the importance of tracking the new residential housing in downtown. Last year 13 permits were issued for the construction of new homes and there is also a potential new business on West Street.

Other Updates:

No one was present to provide a legislative update.

Mayor Christiansen announced the city is fortunate to welcome the new City Manager Randy Robertson. He also noted the recent graduation of eight new Dover Police Officers and the City Council approval of a second Police Academy with seven officers which will allow the department to assign more seasoned officers to the Community Policing Unit. The Mayor was not pleased to announce event cancellations that include the Saint Patrick's Day Parade and Dover Days this year. However, he is looking forward to bigger and better versions of these two premier events in 2022. Events like these show the resiliency of the merchants and citizens of Dover.

City Council:

City Councilman Neil:

Improved lighting is happening now. An LED Smart Lighting System will be installed over the next four weeks on New, Reed and Water Streets. The Council will continue to work with DelDot on this project as some of the areas fall under their purview.

City Councilman Rocha:

In the next 6 to 8 weeks, anticipate a 'brighter future' and increased business downtown based on the improvements in lighting and community policing efforts.

City Manager Matt Harline:

The Dover Strong Program is still available for businesses. However, participation is low. The program allows businesses effected by COVID to defer utility payments of up to \$5,000 for up to two years. Tina distributed the information once and will do so again. City Manager Robertson will participate in upcoming DDP meetings.

Kent Country Tourism:

Pete Bradley explained that as a 501 C6 organization, the Kent County Tourism Office qualifies for the Federal Stimulus Bill for Paycheck Protection. The Bill allows for two and a half months of payroll expenses to be granted as a forgivable loan. They applied with Dover Federal Credit Union and intend to divert the savings to use for advertising. While the Public Accommodation Tax is depressed, the new advertising agency is working well. They are looking forward to the Dover Motor Sports events in May and Delaware Turf has a full calendar of events this Summer.

Planning Director Dave Hugg:

- City wide, there is a lot of interest in Aviation, Manufacturing and Commerce in general.
- A comprehensive plan amendment matter will be going to the City Council on March 8 which will create a new land use and zoning district for a potential new restaurant on West Street.
- Another comprehensive re-zoning process is underway for approximately 150 properties, half of which are publicly owned. The current zoning may not match the future land development.

• Construction on the new Post Office is ongoing and on POW Parkway. Office space continues to be constructed.

Public Comment:

Carla Wilson suggested consideration be given to allow Dover Police Department support staff and/or downtown merchants to monitor surveillance cameras. In response, Mayor Christiansen offered they have looked at options, particularly with the remodel of the dispatch center. Considered bringing retired Police Officers in as volunteers if clearance issues can be worked out. The Mayor thinks it is an excellent idea. The priority is the Community Policing Unit.

Alan Grinstead offered his perspective on how business at SOZO has been. Overall, they are happy, yet disappointed with the unfortunate cancellations of events. Perception of safety issues have not been an obstacle as they regularly engage with customers. Alan has been pan-handled, but also has been offered a helping hand from those who frequent the area. He noted the closure of 33 West has impacted some regular downtown patrons who would make afternoon shopping rounds downtown after lunch at the restaurant.

John Van Gorp on behalf of Bayhealth: Nothing to report. Councilman Neil commented on the great job the Bayhealth Staff at the Blue Hen Center are handling the COVID vaccination process, noting "Very expedient, they have it down pat."

Meeting adjourned at 8:43 a.m. Motion to adjourn made by John Van Gorp and seconded by Jonathan Street; unanimously accepted.

CMW/DJL

Downtown Dover Partnership - Board Meeting 3/24/21

DRAFT

DOWNTOWN DOILVER PARTNERSHIP BOARD OF DIRECTORS Wednesday, March 24, 2021 at 7:30 AM AGENDA

ZOOM:

https://zoom.us/i/94354164330

Meeting ID: 943 5416 4330

- 1. Agenda Additions/Deletions
- 2. Approval of Minutes February 2021
- 3. Police report -Officer Aviles, Community Policing Unit
- 4. Executive Committee Report/Action Items

Executive Session:

- i. Item 1
- li. Item 2
- III. Item 3
- iv. Item 4

Move out of Executive Session:

- iii Investment Policy update
- 5. Property Updates N/A
- 6. Committee Reports
 - i.Parking
 - ii.Organization
- 7. Legislative Updates
 - I. Senator Trey Paradee:
 - ii. Representative Bill Bush
- 8. City Updates
 - i. Mayor
 - II. City Council
 - iii. City Manager
 - iv. Planning Director
- 9. Other Reports
 - i. Kent County Tourism
 - ii. Wesley College
 - iii. Bayhealth
- 10. Other Business

Attending:

 Kim Adams, Jonathan Street, Carla Wilson, Pete Bradley, John Van Gorp, Todd Stonesifer, Maxine Lewis, Councilman Ralph Taylor, Councilman Fred Neil, Officer Aviles, Alan Grinstead, Bob Clark, Randy Robertson, Matt Harline, Senator Trey Paradee, Representative Bill Bradley, Dave Hugg, Tina Bradbury, Diane Laird

Agenda Additions/ Deletions

- a. Todd Stonesifer opened meeting
- b. Laird moved to delete Item #2 from Exec Session on Agenda
- c. Approved by Street, seconded by Maxine Lewis; unanimous approval.

Approval of Feb 2021 Minutes

a. Approved by Street, seconded by Maxine Lewis; unanimous approval.

Police Report

- a. Officer Aviles signed on to report in and mentioned "heat map" of crime and other incidents, showing general area.
- b. Stats: 16 paper complaints (full reports), 5 were accidents, 2 were DUI, 2 weapon/disorderly, 2 theft/ shoplifting. Other complaints were traffic stops, alarms, trespassing
- c. Officer Aviles signed off.

Executive Committee Report/ Action Items- Transcription Stopped

- a. Motion to go into Exec. session made by Street, Van Gorp seconded
- b. Motion to come out of Executive Session by Neil, Street seconded.
- c. Stonesifer made motion to approve Item 1 from Exec Session Van Gorp seconded, motion carried unanimously.
- d. Investment Policy Update: Approx. 850K in DDP Saving Account, with 350K to invest, earning 0%.
 - i. Stonesifer advocating for policy to spell out the level of risk to take. Everyone received policy in advance.
 - ii. Brought to Board to adopt in order reach out to financial advisors to bid on work. Annual review of financial advisor.
 - iii. Bradley gave overview, short term volatility ok, ability to withdraw all funds within three business days if need be, listed asset classes up for consideration. Overall objective is to be prudent and conservative.
 - v. Question raise of level of risk v. reward of investment, Bradley discussed 6-9 months in operating expenses held to minimize risk. Van Gorp reiterated conservative plan.
 - v. Neil suggested investing in companies that own lease land communities.
 - vi. Stonesifer asked to approve. Paradee motioned, Street seconded. Motion unanimously approved to move forward to request proposals. Will discuss at next meeting.

Property Updates- N/A

1. Committee reports

- a. Parking Committee update- Stonesifer
 - i. Had several meetings with stakeholders (merchants, property owners, residents, shoppers) and Councilmen have attended and aware of challenges.
 - ii. Tried to address all concerns in some shape or form.

- iii. Public Survey dispersed, 280 respondents to date. Presentation based on survey results, supports something changing to create a new solution.
- iv. Next parking meeting, Colonial Parking will propose a solution. Once Parking Committee reviews, community members will be given a chance to review, then Board. Hopefully by June meeting.

b. Organization-Laird

- i. We are making good progress in looking at vacancies, understanding why they are vacant, and recruiting accordingly. Will continue this process but need to look at the big picture and "package" downtown for investment. Need to look at all stakeholders (Bayhealth, DSU, DAFB) and consider a vision to be realized on/about 2030. DL would like to have an exploratory RFI (Request for Information) for vendor proposal. No comments.
- ii. DPD has created two ads, one is economically driven- Why to locate to Downtown Dover? for publication with the Kent Economic Partnership and one ad for events/activities for the Chamber of Commerce publication. Both are full page. (Visuals provided.)

7. Legislative Updates

- a. Senator Trey Paradee
 - i. Echoes Clark in his sentiments (9 b.)
 - ii. Lot going on at Legislative Hall. Opportunities coming in few months, Delaware is in a good position and we anticipate federal money to invest in State and downtowns. Will be working with City executives and others.
 - iii. Passed legislation in Senate (Senate Bill 15) to raise minimum wage to 10.50 as of January and have it to \$15.00 an hour within five years. Possibility to have it be amended in House in reference to small businesses.
 - iv. Introduction to Recreational Marijuana Bill, gives counties and municipalities power to zone and restrict cultivation and sale of pot as they see fit.
- b. Rep. Bill Bush-Senator Paradee asked Rep Bush to offer an update
 - i. House Bill 88 also a minimum wage bill. Discussion around time minimum wage increase would be implemented and small business exception.
 - ii. Bills in House focus on Brew Pubs and other businesses focusing on alcohol. Hoping this will lead to expansion of downtown businesses, such as Iron Hill.
 - iii. House Bill 64- proposing to increase personal income tax for over \$125,000.00
 - iv. Upcoming Bill for alcohol delivery from liquor stores in an effort to stimulate local business. Other Bills also coming up soon by Rep. Bush to stimulate local business
 - v. Senator Paradee followed up with Gun Laws and Social Justice bills will also be forthcoming.

8. City Updates

- a. Mayor Christiansen is traveling, not available at the meeting.
- b. City Council- Ralph Taylor
 - i. Body cameras are on their way for police officers. Mental health workers to being working with law enforcement. Sustainable private/public collaboration to market Dover as a safe and clean environment.
 - ii. Suggested ideas for community beautification, such as a Riverwalk.
- c. City Manager- Robertson and Harmon

- i. April 29th- Having a Job Fair from 10am-1pm. 11 large and small companies are attending, Board members are welcome to have a complimentary table.
- ii. Starting free online city newsletter, coming out every few weeks on Tuesdays. Light and lively forum for the Dover community.
- iii. LED lighting project downtown winding down with downtown installation nearly completed.
- iv. Beginning to receive applications for 5G wireless hubs.
- d. Planning Director- Dave Hugg
 - i. Hugg reiterated need for comprehensive plan brought forth by Laird and Taylor and simplifying new business process brought forth by Sen. Paradee.

9. Other Reports

- a. Kent County Tourism- Bradley having technical trouble
- b. Wesley College- President Clark
 - Wesley/ DSU merger a positive opportunity to solidify and accelerate desires to enrich the city. Three-year journey to create a sustainable model for opportunities to expand.
 - ii. Wesley name will remain with focus on Health and Behavioral Science.
 - iii. No issues with accreditation. Looking at what to change, what to keep, what programs will continue and what will end. Hopefully process complete by the end of academic year, June 2020.
 - iv. COVID accelerated change, thankful to the local and State leadership for supporting change.
- c. Bayhealth- Van Gorp had signed off due to another commitment.

10. Other Business

- a. Neil moved for adjournment, Street seconded; unanimous approval.
- b. Stonesifer thanked everyone for their work and time.

Adjourned meeting at 9:01

CH/DJ

DOWNTOWN DOVER PARTNERSHIP BOARD OF DIRECTORS MEETING MINUTES

April 23, 2021 - Online Zoom Meeting

DRAFT

BOARD MEMBERS AND STAFF: Councilman Fred Neil, Mayor Robin Christiansen, Alan Grinstead, Mike Harrington, Dave Hugg, Kim Adams, Todd Stonesifer, Carla Wilson, Ralph Taylor, Randy Robertson, Matt Harline, Tina Bradbury, Diane Laird

COMMITTEE CHAIRS, PRESENTERS, AND OTHER ATTENDEES: N/A

Call to Order: Todd opened the meeting at 7:31 a.m. (approx.) Councilman Neil motioned, Mike Harrington seconded; unanimous approval.

Meeting Minutes (April 2021): Councilman Neil motioned, Mike Harrington seconded; unanimous approval.

Dover PD Update provided by Mayor Christiansen

On April 11, the second Dover Municipality Police Academy was launched. Fourteen attendees will yield seven more full time officers, to be on the street by early September. Mayor indicated that they continue to consider a multi-service or police substation in the area of New and Reed Streets. Personnel restructuring is taking place at DPD, as the department expands. Targeting July 1 for community policing unit to be fully up and running.

Executive Session:

Mike Harrington motioned to move into Executive Session, Councilman Neil seconded; unanimous approval.

- Item #1 property discussion
- Item #2 personnel discussion

Councilman Neil motioned to move out of Executive Session, Mike Harrington seconded; unanimous approval.

Slate of Officers: Mike Harrington asked Diane to read the proposed slate of officers for fiscal year 2022, to begin July 1, 2021 (below). Upon reading the slate, motion was made by Councilman Neil, and seconded Mayor Christiansen to accept the slate of officers/members as read; unanimous approval. Todd Stonesifer abstained from the vote. (Mike Harrington oversaw the discussion.) Slate of FY 2022 DDP officers and new board members to include:

Executive Committee to remain as is:

President: Todd Stonesifer

• Vice President: John Van Gorp

• Treasurer: Pete Bradley

· Secretary: Jonathan Street

Additional board members to begin three-year terms, beginning July 1, 2021:

Linda Parkowski, Director Kent Economic Development (representing at-large or non-profit)

- Codi Canasa Owner of Agape (representing as merchant representative)
- Designee of Tony Allen, President Delaware State University (actual designee to be determined, bio will be provided to the board near future)

Todd announced that the DDP is now the owner of 136 W. Loockerman Street.

Todd provided a parking update. Most recent committee meeting, Jed Hatfield, representative for vendor Colonial Parking Inc., presented outcome of survey that had 300 respondents, followed by a presentation on overview/"first pass" draft of a comprehensive parking solution. Presentation was followed by comments/discussion from at-large stakeholders. Colonial will revamp based on discussion. Next month discussion will continue along with a proposed public meting.

Organization update: Last month, Diane indicated the exploration of developing a master plan. An RFQ (Request) is being targeted to go out the latter part of May. A \$55,000 request for Federal Appropriation Funding is not needed to pr9oceed with an RFQ. This is a highly competitive award. Ten will be taken from DE and as many as 200 competitors. City needs major vision, conceptual drawings, and in a conclusive package. Could be a \$75,000 +/-, and would require funds from DDP and others, and would also take into consideration matching funds through staff time invested in the project. Diane expressed appreciation to those that wrote letters of recommendation, including:

Safety committee: Tina acknowledged that this is a Safety Working Group within the Parking & Safety committee, and expressed appreciation to Carla Wilson and Al Grinstead for their participation and leadership in the committee. The work of this committee will support the expanded CDPD Community Policing Unit. Todd expressed that he will take an active role in the Safety

The Mayor expressed that while the actual Dover Days will not proceed traditionally, a virtual Dover Days video has been created. He also acknowledged the work of City and Asst. City Managers, and Public works and the city crews creating great beauty.

We have access to a world class school of business, with DSU coming into Dover, and he ask that DDP reach out to the head or dean of college of business at DSU. The new post office at Queen Street is targeting late August, early September occupancy and is built to meet the needs of the future of Dover and central Kent County. He believes it was wise that the City Mayor and Council and the DDP to insist that the post office to remain within the downtown, as it will act as a west end anchor. People are cleaning up properties on New Street. State, who owns properties in/near land for the future family court will be . This will act as a southern anchor.

Councilman Taylor discussed the south side of South Dover, near legislative mall, and a proposed a beautiful riverwalk to potentially run south for all to enjoy. He encouraged everyone – all citizens - to take a look on site and provide ideas.

Councilman Neil applauded Councilman Taylor for his presentation on the proposed riverwalk. As Councilman Neil considers the safety aspect that comes up repeatedly in the parking conversations he indicated that panhandling (vs. criminal acts) is the typical concern. Panhandling is not illegal and gentle handling of those involved is necessary. We need to take care of people at all levels. The CDPD spoke on that topic and seeks to engage more with vagrants, and get to know them better, going forward. Todd acknowledged work of Val DiRocili, a business owner.

Job fair at the Pitt Center, with 26 organizations, including Federal Government, plan to be there. Encouraged all to promote the opportunity. 100 lights (of 600 total) to be changed out, and this will take

another month due to the style needing to be changed out. More to come. Yesterday's Enews went out; has 300 subscribers. City has not been given guidelines, how much, etc. on the Cares Act. No final decisions have been made Army reserve unit to locate in Dover – 265 soldiers, sailors, etc. including doctors, dentist, eye doctors, all of whom are medics - will provide free medical care to the community. They will be housed at Welsey College. First come, first served. IRT has been brought in my Councilman Anderson to bring these personnel to provide eyeglasses. This will have a regional affect for Dover and surrounding community. He expressed kudos to Councilman Anderson for bringing their opportunity to Dover.

City Planner Hugg indicated that no new information/guidance has been provided re: Rescue Plan. Similar to the request Diane mentioned, the City submitted request for appropriations for old Post Office and consideration of its future. City ahs been working with Habitat and NCALL to find additional residential and commercial properties that need rehabbing. Refer to Tim Bailey at Habitat or NCALL. Some rehabilitation money is also available Must be owner occupied. Planning office is also with Housing Authority looking at condition and maintenance Senate View property and Queens/Arlens Manors properties (Bank Lane) that are in downtown, and need to address deferred maintenance issues.

Mayor Christiansen would like to see the flowers outside again this year, a project typical of Destination Downtown Dover. Todd indicated that yes, they are in the greenhouses, growing, and will be delivered to the streets of downtown on May 22. The Mayor would like to add his request of where he would like some placed, including on the steps of the Sears Building.

Tina acknowledged Mgr. Robertson appreciation for the lights and update thereof. There were some questions from the Safety working group.

Diane acknowledged both the City for providing the tulip display as well as Kent County Tourism

Other updates First Friday, May 7, everyone is encouraged to come out. Theme is "Everything's in Bloom" and the city manager's office will music, bands, buskers, shops open late, sample food from three new businesses will be available. 5-8 p.m. Five new businesses will be open before the end of the year. Business is blooming too! Kudos to Carla Wilson has been highly instrumental with the Downtown Dover Ambassador program.

Councilman Neil moved and Mike Harrington seconded to adjourn the meeting. Unanimously accepted.

Meeting adjourned 8:23 a.m.

DJL

DOWNTOWN DOVER PARTNERSHIP BOARD OF DIRECTORS MEETING MINUTES

May 21, 2021 – Online Zoom Meeting DRAFT

BOARD MEMBERS AND STAFF: Mayor Robin Christiansen, Kim Adams, Peter Bradley, Representative Bill Bush, Robert Clark, Alan Grinstead, Matt Harline, Dave Hugg, Maxine Lewis, Todd Stonesifer, Jonathan Street, Councilman Ralph Taylor, John Van Gorp, Carla Wilson, Mike Casson, Linda Parkowski, Codi Canasa, Tina Bradbury, Diane Laird,=.

COMMITTEE CHAIRS, PRESENTERS, AND OTHER ATTENDEES: Office Aviles (CDPD)

Call to Order and Approval of Agenda: Todd Stonesifer, Board President, opened the meeting at 7:30 a.m. (approx.) John Van Gorp motioned, Jonathan Street seconded; unanimous approval to open meeting and approve agenda.

Meeting Minutes (April 2021): Alan Grinstead motioned; Carla Wilson seconded; unanimous approval.

Dover PD Update provided by Officer Aviles:

Officer Aviles informed the group about two men going to door to door asking for money. They are asking for money and appear to be connected to a white Mercedes with dark windows.

Executive Session:

Mike Harrington motioned to move into Executive Session, John Van Gorp seconded, unanimous approval.

• Item #1 – Property update

Motion duly made and seconded with unanimous approval to move out of Executive Session. Todd welcomed new board members, Codi Canasa, owner of Agape Body Piercings; Dr. Michael Casson, DSU Dean of the College of Business, and long-term Dover resident; and Linda Parkowski, Executive Director for Kent Economic Partnership. Each provided a brief introduction of themselves. Todd indicated that we look forward to the contributions they will make as DDP jettisons through the "roaring twenties" of downtown Dover.

Property updates:

Tina indicated that staff is preparing renewal leases for several tenants.

Diane provided a property update for Dover Interfaith Mission for Housing (DIMH): Dover Interfaith has been seeking a new location based on our request for them to vacate the space by the end of this year (2021), and they have diligently been looking for a year and a half. They have located a couple of properties, but both of them ended up being disagreeable to the community/neighborhood adjacent/near to proposed facilities. Currently, the most recent was a west end property that was near the car wash, at which point they received pushback from local businesses, and there was also a spatial issue whereby the property was ruled to be too close to a school. While DIMH to believe the location would be suitable, but when it came to council for approval, the technicality disallowed them to locate there. They did ask for second council consideration, but approval was again denied. Diane share is a *State Newsletter* to the editor from May 16th sharing that news and offering the DIMH Executive Director's concerns and frustrations. Diane affirmed that DIMH has been diligent in seeking a new location and implored the board to consider the importance of looking at the bigger picture, which is DDP's desire to explore

development of a master plan for Downtown Dover and the entire development district, a process that could yield recommendations for a new location of DIMH and related services.

Committee Reports

Parking and Safety:

Todd provided a parking update. Tina announced that Alan Grinstead was appointed as the new co-chair of Parking and Safety. The general consensus was that 25 incidents in that area was not a large number. There are still nuisance crimes, like panhandling and loitering. The committee is discussing ideas on how to address some of those issues, as well as looking to engage some of the community who provide services to the homeless.

Metered parking will begin again soon, partnering with Park Mobile and Colonial Parking. There will be a grace period to get people familiarized with the new program. Signage is being developed.

Economic Vitality:

Tina discussed the new businesses that are preparing to launch: Rebel Cove, Coney Island Hot Dogs, and Pineapple Kale. They will be out at June's First Friday event. Other new businesses are anticipated. Alan G. asked about the artisanal market and brought up the concern that customers are anticipating it and when it does't happen as anticipated, there is a potential negative effect. Diane provided information on the most recent delay due to the COVID concerns of the electrical contractors which delays inspections and disallows work to proceed. Todd pointed out that eight new businesses will be opened by the end of the year.

Organization:

Diane provided information about the proposed Master Plan and the development of the request for qualifications. We anticipate responses to be in by the end of the summer. A request was submitted to DE Representative Lisa Blunt Rochester's office, and though the application was denied in the highly competitive process, recommendations were made. Congratulations were offered to DSU on behalf of their successful request for funding. DDP has also requested funds from USDA Rural Development to develop a revolving loan fund.

Todd asked for clarification on what the revolving loan fund entailed. Diane explained that it is an advanced program often set up by Main Street programs so that they can handle a flow of funds. The revolving loan fund means that money goes out to people, business owners in need, and then it gets repaid with low or no interest terms.

Diane then discussed the Committee Work Plans and a training she attended about two weeks ago in Greenville. The topic was Crime Prevention Through Environmental Design (CPTED). Crime prevention through environmental design is a known way to prevent crime. A handout was displayed.

Legislative Updates:

Todd informed the members that Senator Pardee was not present, but Representative Bush would give an update. Rep. Bush discussed that there is money available at the state level, particularly from Rep. Andrea Bennett, a new member of the Bond Committee.

He discussed Senate Bill 127, a Site Readiness Fund Bill, which is money that's allocated if you have an area you just want to develop to turn into a feeder for businesses. He also discussed House Bill 177, a bill that requires all vendors to accept cash payments. This is something that could affect Downtown Dover.

Rep. Bush continued with discussing Senate Bill 95, a four-year scholarship to Delaware State University and House Bill 215, a bill which is going to allow for the delivery of alcohol similar to a delivery service that other states have. Finally, he discussed House Bill 195: the Body Cam bill for police officers.

City Updates:

Mayor Christensen acknowledged the council and their continued commitment to our community policing efforts.

Todd brought up the development efforts with Habitat and NCALL on the residential areas over on New Street and Queen Street, Kirkwood Street.

Councilman Taylor thanked the new members. He also discussed the potential new substation and a mobile command center, which seemed to have more traction with the committee.

The mayor then acknowledged the beautification efforts of Destination Downtown Dover with spring flowers.

Todd asked for updates from Matt Harline, who discussed moving the Meeting House Project. Dave Hugg provided updates on the eventual relocation of the Dover Post Office.

Kent County Tourism (KCT):

Executive Director Pete Bradley gave updates on higher website traffic and new photography efforts on behalf of the committee. They are expecting a busy summer with NASCAR, Delaware State Fair, Delaware Turf and Firefly.

Wesley College:

President Bob Clark emphasized the support that they received from the Kent County legislators. He stated that the merger was going to provide opportunities, expanded opportunities, for those they serve: the students as well as then the communities that they will go forth and serve.

Matt Harline acknowledged the job Bob had done through the pandemic.

Bayhealth:

Senior Vice President John Van Gorp discussed the discontinuation of COVID efforts, as local offices are now able to handle the questions about vaccinations and testing.

Diane acknowledged the work that Carla Wilson has been doing as Co-Chair for the safety portion of parking and safety for this year, and for heading up the Downtown Dover Ambassador program. All changes to board/committee membership will take effect July 1, 2021 (launch of Fiscal year 2022.)

Public Comment:

No public comments.

Call to Adjourn:

John Van Gorp motioned, **Jonathan Street** seconded, unanimous approval. Meeting adjourned at 8:50 am.

KFR/DL

DOWNTOWN DOVER PARTNERSHIP MONTHLY BUDGET REPORT FISCAL YEAR BUDGET

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COMMITTEE WORKPLANS - SUMMARY Fiscal Year 2022

(July 2021 - June 2022)

101 West Loockerman Street, Suite 1-A
Dover, DE 19904
DowntownDoverPartnership.com
302-678-2940

VISION

An increasingly vibrant and thriving downtown.

A regional destination.

People of all ages will fill downtown to visit museums and cultural attractions, have a nice meal, shop at unique retail stores, and enjoy numerous, varied and playful things to do, both inside and outdoors.

It's happening downtown!

MISSION

The Downtown Dover Partnership is committed to driving an improved quality of life for the residents and visitors of Dover, Delaware, through collective collaboration, economic development and promotion of downtown Dover's unique historic properties.

MARKET-BASED STRATEGIES

- 1. Align DDP activities to capture potential customers from, and collaborate with, institutions of higher learning in and near downtown Dover.
- 2. Align DDP activities to capture potential customers identified by Kent County Tourism and those inherent to the local historic attractions as well as institutions near to downtown Dover.
- 3. Attract local workforce and residents to eat, shop and explore downtown.
- 4. Ensure DDP committee activities address downtown safety, convenient and customer-friendly parking, and building occupancy/maintenance, as well as advocate for improvements to transportation and downtown infrastructure.

As adopted 2019 by DDP Board of Directors*

July 2021 - June 2022

DESIGN COMMITTEE

Committee Chair:

Committee Co-Chair:

Kristin Pleasanton

kristin.pleasanton@delaware.gov

Improve the appearance of the downtown Dover area and educate the public and private sectors about good design principles and the value of historical and cultural preservation.

Committee Objectives

- Enhance the visual appeal and attractiveness of downtown Dover and involve the community in the process
- Educate property owners and the community on building improvements, as well as the importance of preservation and historic significance of downtown buildings.

ommittee Members.

Mellibers.	Laura Parks	Architect (TBD)	Andrea Maucher	- Other side for service providers Community service, if available.		1	
collillicee mellibers.	Kim Adams	Will Grimes	Carrie Hart	Dawn Melson-	Williams	Elena Stewart	Rosie Muijca

FY 2022 BUDGET

-	1 2022 DODGE				
#	PROJECT	<u>TSOO</u>	COST OTHER LINE ITEM	POSSIBLE OTHER REVENUE SOURCE:	COMMENTS
1-1	1-a Façade Grants and "Downtown Spruce Up!" Building Improvements		25,000		"Façade Program" line item in annual budget, \$30,000; survey merchant/prop. owners
1-t	1-b Design Conceptuals (target 4-5 improvements)		2,500		Above
1	1-c CPTED: Emerging needs (graffiti removal,		2,500		Above (Crime Prevention Through
	benches etc.)	and the second s			Environmental Design)
7	Holiday Storefront Decorating Contest	\$1,000			
m	Downtown Holiday Decorations or banner exp.	\$4,000			
4	Downtown Community Mural/Placemaking	\$5,000		2,500	2,500 Seek partial grant
2	Vinyls on windows	0			Seek partial grant (DDOA?)
9	Educate on importance of good design	0			Ongoing through improvements
	Miscellaneous	0			Costs common to DDP committees
	TOTAL BUDGET	\$10,000	\$30,000	\$2,500	



ECONOMIC VITALITY COMMITTEE

Committee Co-Chair:	TBD
ommittee Chair:	onathan Street

July 2021 - June 20212

Committee Goal: Rebuild, maintain and diversify the downtown Dover area's economy. Business recruitment and retention strategies as well as strategic property purchases, property management, and redevelopment enhancements to the area will be key to success.

Committee Objectives

- 1. Ensure DDP board/committees and partners are working from the same "road map"
- 2. Business Recruitment
 - . Business Retention
- . Assess and Maintain DDP-owned Property Inventory

Committee Members: Proposed

Kim Adams	Clint Robertson	uc
Mayor Christiansen	Charlie Rodriguez	zan
Mike Glick	John Van Gorp	d
Mike Harrington	Business owner	er
Dave Hugg	Paul Hughes	Jonathan to confirm Banker/Lender WSFS
Mitch May	NOTE: Over	NOTE: Over for Working Group Membership & Resource Partners

FY 2022 BUDGET:

_	FT 2022 BUDGEI:		The state of the s		
#1	PROJECT	COST	COST IF REVENUE RECEIVED	REVENUE SOUGHT	Comments
~	1 Explore creation of a downtown master plan		\$15,000	\$85,000 (appropriation sought)	\$85,000 (appropriation sought) Funds only expended if vendor hired.
7	Recruitment	\$7,500			
m	Retention (Unlock the Block/other)	\$7,500			
4	Emerging Opportunities - Revolving Loan Fund		5,000	\$30,000 USDA (pending response)	5,000 \$30,000 USDA (pending response) \$5,000 matching funds approved FY 2021
വ	Manage/Market existing properties	0			Separate line item/budget.
9	Consider strategic purchases	0			Separate line item/budget
	Miscellaneous	0			
	TOTAL COST/REVENUE	\$15,000	\$20,000	\$115,000	



1.

July 2021 - June 20212 an initiative of NCALL's Restoring Central Dover Strategy ECONOMIC VITALITY COMMITTEE
Working Group Members: Unlock the Block -

Working Group Mei	mbers: Unlock the block -	an initiative or	Members: Unlock the block - an initiative of NCALL'S Restoring Central Dover S
	3		
Tina Bradbury	ОДР		8
Judy Diogo	DSCC	Co-Chair	10
Rick Ferrell	Retail Market Answers LLC		
Will Grimes	NCALL		
Van Hampton	True Access Capital		
Diane Laird	DDP	Co-Chair	Service of the Contract of the
Will Grimes	NCALL		17.00
David Root	SBDC		All Aller of the Control of the Cont
Laura Wisler	DSB		
Cindy Small	SBDC		Agency (Agency Control of Control

Additional Volunteers:

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MARKETING & PROMOTION

Committee Co-Chair: Dina Vendetti Committee Co-Chair: **DDP Staff**

July 2021 - June 2022

Committee Goal: Create a positive image for the downtown Dover area by promoting the downtown area as an exciting place to live, visit, work, shop, and invest.

Committee Objectives

- Effective committee structure
 - Impactive community events
- Advertise and promote downtown Dover

Committee Members: See working groups pg.	roups pg. 2		NOTE: Over for Working Groups and additional volunteers	cional volunteers	
=======================================					
		411			

_	FY 2022 BUDGET					1
#	PROJECT	COST	PROPOSED REVENUE	SOURCE: REVENUE	<u>OTHER</u>	
_	Coordination of Committee Activities	0\$				
7	2 First Fridays and key events, promotions/activities	\$19,000	\$2,000	Proposed event inc	\$2,000 Proposed event income and DDOA grant	
m	3 Downtown Advertising/Marketing Plan @ \$20,000	A			Separate line Item in budget.	
	Miscellaneous					
	TOTAL COST/REVENUE	\$19,000				



MARKETING & PROMOTION

July 2021 - June 2022

See series of events, budget allocations and personnel.

Calendar of Events Working Groups

Working Group Members: First Fridays Budget: \$5,000

Includes Paint Dover! event and proposed two events at the Schwartz Center, as well as an estimated \$350 in music honorariums/supplies for each month. Proposed income: \$1,000 DDOA (DE Division of Arts) grant and projected \$1,000 registration income for Paint Dover! and Schwartz Center events, totaling potentially \$2,000 income toward these events.

Alex Tarantino	Preservation
	Delaware
Carla Wilson	Realtor
Ginny Jewell	Dover Art League
Jeanne Francis	Resident
Julie Black Smith	Resident
Lexi Reider	United Church
Lori Llewellyn	Retailer
Lucy Findlay	Retailer
Maucher, Andrea	Dept. of State
rachel.rohm@gmail.com	NCALL
Rosie Mujica	Dover Public Library
Sydney Horton	Resident/Student
Will Grimes	NCALL
Deb Grinstead	Retailer



MERCHANTS COMMITTEE

July 1, 2021 - June 30, 2022

Committee Co-Chair: Lori Llewellyn

Committee Co-Chair:

Tom Smith

Committee Goal: Create an environment that provides business networking support with a Shop Small -Shop Local philosophy to enhance and grow the Downtown Dover Business District.

Committee Objectives

Business to Business Communications

Retail Promotions

Coordination of activity with DDP Committees and Related Local Partners/Agencies 3 %

Committee Members:

All downtown merchants are invited to be members/attenders Additional Committee Members or Resource Partners: NOTE: Over for Working Group Membership N/A at present; develop for specific activities. to all Merchant Committee meetings. Fina Hudson-Beamer Anita Wheeler-Bezy **Deb Grinstead** Yossyan Azhar Dina Vendetti -ucy Findlay Codi Canasa

FY 2022 BUDGET:

#	PROJECT	COST	SOURCE: REVENUE	
-	Re-engage merchants - merchant mixers; window décor contests; Block Captain: welcome package	\$2,500		DDP
2	Add retail components to events/retail promotions	1,000		
m	Loyalty key card/tag program and promo packages/bags	1,000		DDP
4	New downtown gift card program (explore)	2,500		DDP
2	Emerging opportunities	200		DDP
9	Downtown tours by invitation (potential for local sponsors)	200		DDP
7	Coordination of efforts with DDP committees and partner	0		Marketing & Promotions for linkages with
	tourism agencies			FSHPD, KCT and CDCC; First Fridays
_∞	Explore merger of Merchant and Marketing/Promotions	0		
	Miscellaneous			
	TOTAL COST/REVENUE	\$8,000		



ORGANIZATION COMMITTEE

DRAFT July 2021 - June 2022

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Committee Co-Chair:	Executive Committee Treasurer - Pete Bradley
Committee Co-Chair:	Staff-led with Co-Chair

Committee Goal: Building a strong and sustainable foundation for the DDP revitalization effort, including cultivating partnerships, community involvement, and resources for the workplan of activities.

Committee Objectives

- Enhance and grow public/private partnerships
- Raise funds for DDP projects and administration
 - Grow quality DDP staff & volunteer base
 - Promote the organization

ommittee Members: Additional Committee Members or Resource Partners:	P		NOTE: Over for Working Group Membership	N/A at present; develop for specific activities.	
mmittee A	taff-led				

FY 2022 BUDGET:

#	PROJECT	COST	REVENUE	SOURCE: REVENUE	
-	Enhance/grow public/private partnerships	200			
7	Broad-based fundraising plan	0			
m	DDP - ongoing enhancement as competitive organization	\$7,000			Training, prof. develop.
4	4 Build high-capacity volunteer program	\$1,000			Recognition event
വ	Develop a plan to promote the organization	\$ 500			
	Miscellaneous	\$1,000			
	TOTAL COST/REVENUE	\$9,000			



PARKING & SAFETY COMMITTEE

Parking Working Group/Committee Chair:

Safety Working Group/Committee Co-Chair:

July 2021 - June 2022

Todd Stonesifer

Al Grinstead

Committee Goal: Improve public parking and safety, and perception thereof, in downtown Dover.

Committee Objectives

- Finalize development of new parking solution for downtown Dover
- Ensure public can easily navigate coming into and getting around downtown Dover
 - Address safety concerns in downtown Dover
- Improve the image of public parking & safety in downtown Dover

Committee Members:

See page two for working group members

FY 2022 BUDGET:

#	PROJECT	COST REVENUE	
_	Develop/Implement parking solution	1,000	
7	Finalize trailblazing and parking signage	0	\$23,100 from 2017-18 NBBF grant (in hand) Parking/Maint.
m	Create Parking Guide/Business Directory	2,000	
4	Re-activate downtown safety discussions	5,400	
	through Safety Working Group		
rф	DDAP Program	4,000 1,000	1,000 Potential funding, TBD
9	Improve Image of Downtown Parking & Safety	0	
	Miscellaneous	0	
	TOTAL COST/REVENUE	\$12,400	



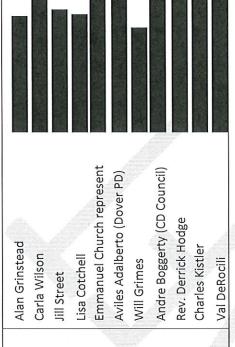
PARKING & SAFETY COMMITTEE

Working Group Members: Parking

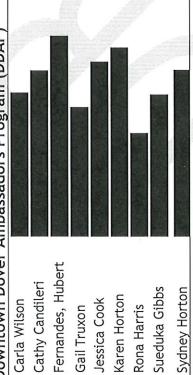
Codi Canasa Dave Hugg Fred Neil Stephen Ottinger Christopher Peer Christopher Peer Thomas Smith Cnclmn Fred Neil

Working Group Members: Safety

July 2021 - June 2022



Downtown Dover Ambassadors Program (DDAP)



DOWNTOWN DOVER PARTNERSHIP-OWNED PROPERTIES

<u>Downtown Dover Partnership-Owned Properties</u> June 2021

Purchase, ownership, and redevelopment of properties is provided for whithin the By-Laws of the Downtown Dover Partnership, as follows:

ARTICLE I - Statement of purpose

The purpose of this corporation is to promote the public welfare of the residents of the City of Dover, Delaware by promoting and furthering in any way, the development of the economic, cultural, and historic resources of the downtown area of the City of Dover, and to provide for the residents, to the extent that the common good and general welfare of the community is served. The goal of the corporation is to improve the opportunities for job creation, broaden the tax base through the development of the commercial and residential potential of the Central Dover area, and to maintain and restore the historic architectural and community qualities of the downtown area consistent with the goals of the National Main Street Program. The Downtown Dover Partnership (hereinafter "DDP") shall focus its efforts within the area depicted on Schedule A, which may be changed from time to time, but only by a majority vote of Board members.

SECTION 10. Economic Vitality Committee

The Economic Vitality Committee will work to rebuild and diversify the downtown Dover area's economy, specifically through business retention, recruitment and expansion strategies, including recommendation of strategic purchases and sales of downtown properties to the Board of Directors.

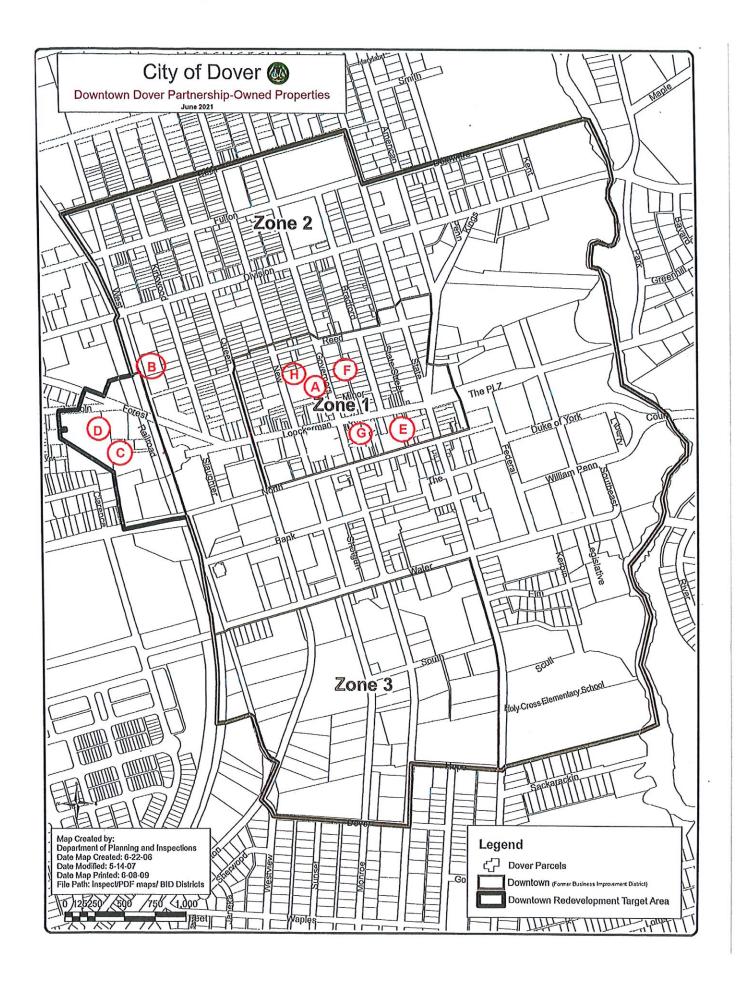
Map ID	Property Address	Property Known As	Status
А	120 S. Governors	Old Acme Site	Currently, Auto Plus auto parts retailer and daycare facility are DDP tenants at this site. Long term plans entail re-development: Conceptual drawings market the site for a multi-story, mixed-use commercialization project. A recent city-led RFP for a parking garage on the site (in addition to the commercialization project) resulted in a decision that the garage was not currently feasible costwise and possibly not yet necessary, thus the area for the conceptualized garage could be explored for surface parking or other use. As of September 2020, DDP has begun to actively market the property for sale and/or a public/private development venture.

<u>Downtown Dover Partnership-Owned Properties</u> June 2021

В	39 S. West Street	Inner City Cultural League (ICCL)	This former brownfield site is a DDP-owned property that has been leased to the ICCL since 2015. The League has introduced programs to enhance understanding of the arts and culture among Dover's inner city citizens - especially the youth. Currently, the transfer of the property as a contribution to the ICCL is planned, with a binding agreement - for now and if sold/transferred - that the property will remain within its current purpose to serve youth in the City of Dover, and support their broadening of cultural awareness and opportunity.
С	222/238 Railroad Ave	Behind Interfaith	The former brownfield site and EPA (Environmental Protection Agency) study site is a proprosed agricultural site and will be available for redevelopment use with Property D.
D	680/684 Forest Street	Old Benita's site (demo'd in 2017) and is currently used by Dover Interfaith Mission for Housing (DIMH)	This DDP-owned site is currently utilized by Dover Interfaith Mission for Housing (DIMH), with agreement for DIMH to relocate their operations by December 31, 2021. Signficent re-development plans for this property are to produce a "Food Innovation District" (FID) that will host a "circular economy" featuring aquaponics/hydroponics, brewery/beer garden, fresh food market to drive regional economic development. The site is ready for redevelopment, and the DDP has received several serious inquiries for investment/tenancy in the property, which can creative a forward-looking, "millenial-attractive" western gateway into downtown Dover. This site is to be developed with Property C.
E	22-24 W. Loockerman St	EZ Pass / Transcore	This very large property (including a sizeable basement) was previously a restaurant. Its chronic vacancy precluded DDP's purchase, redevelopment and very successful nine year lease to the State of Delaware for EZ Pass (Transcore) operations. Having completed the first two three-year lease options, Transcore is now in the first year of its final three year lease. DDP seeks to continue lease to Transcore while keeping an eye open for additional/alternate tenants in this and other appropriate downtown large-scale commercial locations.

<u>Downtown Dover Partnership-Owned Properties</u> June 2021

F	133-135 and 139-143 S. Governors Ave	Parking Lot	Shall remain for foreseeable future for use as a DDP-managed downtown parking location, and an integral part of the comprehensive downtown parking solutions project (anticipated 2021 launch.)
G	136 W Loockerman St.	Former Brooks Barber shop	Strategic DDP purchase May 2021. Plan to lease for retail incubators/pop up shops; or established retail entity.
Н	111 S. New Street	Empty Lot	This property is adjacent to DDP-owned 120 S. Governors Ave.



BOARD MEMBER ROLES AND RESPONSIBILITIES

LEGAL DUTIES

What are the legal responsibilities of nonprofit boards?

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties which would be used in court to determine whether a board member acted improperly. These standards are usually described as the duty of care, the duty of loyalty and the duty of obedience.

Duty of Care

The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

- Attend meetings
- Understand the organization
 - Bylaws and policies
 - o Financial statements
 - Risk management
 - Strategic direction and accountability to members

Duty of Loyalty

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

- Confidentiality of board discussions
- Avoid conflict of interest have policy in place

Duty of Obedience

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

- True to the mission and bylaws
- Pay payroll taxes
- Adhere to policies/restrictions of grants and donors
- Not endanger tax status
- Obey state and federal laws



Board Member Agreement

l,	, understand that as a member of the Board of Directors of
the <i>Downton</i>	on Dover Partnership, I have a legal and ethical responsibility to ensure that the organization
does the bes	t work possible in pursuit of its mission and goals. I believe in the purpose and the mission of
the organizat	ion, and I will act responsibly and prudently as one of its stewards.

I also understand that:

- Members serve without compensation.
- The position is typically a three-year term commitment with an option for an additional extension of three years, with exception of those that are: completing another's term who had to withdraw from service early; or are filling "standing seats" by virtue of position or agency.
- Board meetings are typically held at City Hall at 7:30am the 4th Wednesday of each month with
 the exception December when it is held the first Wednesday of the month. There are no
 meetings held in the months of; July, August and November. Meetings typically last one hour,
 though they may run longer depending on the content to be discussed.

As part of my responsibilities as a board member:

- 1. I will interpret and convey the organization's work and value to the community, represent the organization, and act as a spokesperson for the organization when the situation so requires.
- 2. I will attend at least seventy-five percent (75%) of the organization's board meetings and committee meetings of which I am a member, and I will attend as many DDP-led events as my schedule allows.
- 3. Each year I will make a personal financial contribution to the activity(ies) of the organization whenever possible and to the extent that I am reasonably able to do so.
- 4. I will actively participate on at least one committee or activity, and on one or more fundraising activities, if/as they arise.
- 5. I will act in the best interests of the organization, and verbally note to other board member(s) and recuse myself from discussions and votes where I have a conflict of interest. (See attached Conflict of Interest Policy and Disclosure Statement.)
- 6. I will stay informed about activities of/associated with the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies and board matters.
- 7. I will work in good faith with staff and other board members as partners toward the achievement of our goals.
- 8. I will bring honesty, positivity and professionalism within, and outside of, board meetings regarding activities and issues related to the DDP. I will hold discussions and decisions of the board in complete confidence, particularly those that are held in Executive Session.



- 9. I will support the decisions of the board to the best of my ability and as my conscience allows. In situations where I cannot <u>publically</u> support the decisions of the board if so required, I will withhold my opinion and if necessary, I will agree to resign my seat.
- 10. If I do not fulfill these commitments to the organization, I will anticipate the board president to call me and discuss my responsibilities with me.

In turn, the organization will be responsible to me in several ways:

- 1. I will be provided on a regular basis, without request, financial reports and an update of organizational activities that allow me to meet the "prudent person" standards of the law.
- 2. Opportunities will be offered to me to discuss with the Executive Director and the Board President the organization's programs, goals, activities, and status. Additionally, I can request such opportunities.
- 3. The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working, and by offering me opportunities for professional development as a board member.

To this end, and per accreditation requirements, I will participate in at least one training event, webinar, or activity each year that I serve in this capacity. DDP staff will advise of training opportunities.

- 4. Board members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to this organization. Board members and staff will work in good faith with me towards the attainment of our goals.
- 5. If the organization does not fulfill its commitments to me, I can call on the Board President and the Executive Director to discuss the organization's responsibilities to me.

I have read, understand, and will abide by the Board Member Agreement and have completed the Conflict of Interest Disclosure Statement (attached). *See NOTE below.

	DDP Board Member	DDP Board President:
	Signed:	Signed:
	Printed Name:	Printed Name:
	Date:	Date:
* N	OTE:	
	Initial here if you are a returning Board I	Member, provided a signed Conflict of Interest
Sta	tement last year, and the information has not chan	ged. <i>If this is the case, you <u>do not need to</u></i>
con	nplete a new Conflict of Interest form.	



Conflict of Interest Policy

Background Information:

Board service in the nonprofit sectors carries with its important ethical obligations. Nonprofits serve the broad public good, and board members must exercise reasonable care in their oversight of the organization. Board members have a legal responsibility to assure the prudent management of the organization's resources. Conflict of interest relates broadly to ethical behavior, which includes not just legal issues but considerations in every aspect of governance.

Decisions that require a choice among competing options can pose especially difficult ethical dilemmas for nonprofit board members. Self-monitoring is the best preventative measure. Instituting a system of checks and balances to circumvent actual or potential conflict of interest and implementing a carefully written conflict of interest policy based on the needs and circumstances of the organization are required.

A policy on conflict of interest has three essential elements:

1) FULL DISCLOSURE:

Board members and staff members in decision-making roles should make known their connections with groups doing business with the organization. This information should be provided annually at the beginning of each fiscal year.

2) BOARD MEMBER ABSTENTION FROM DISCUSSION & VOTING:

Board members who have an actual or potential conflict of interest should not vote on matters affecting transactions between the organization and the other group, although they are encouraged to stay in the meeting and are welcome to provide insight as appropriate and helpful to the Downtown Dover Partnership.

3) STAFF MEMBER ABSTENTION FROM DECISION-MAKING

Staff members who have an actual or potential conflict should not be substantively involved in decision-making affecting such transactions.



Conflict of Interest Disclosure Statement

I have read the Downtown Dover Partnership Conflict of Interest Policy and will abide by it. Following is a list of other obligations, interests and associations. I have included my employer, business relationships, organizations and other boards on which I participate. I will notify the Executive Director of changes during the year.

Employer:	
Spouse's employ	/er:
Key Business Re	ationships which might cause conflict of interest:
Organizations I p	participate in (church, social, professional):
Other boards on	which I serve:
Other conflicts:	
Name:	
Signature:	
Date:	

ORGANIZATIONAL DOCUMENTS

CERTIFICATE OF INCORPORATION

OF

DOWNTOWN DOVER PARTNERSHIP CORPORATION

The undersigned, in order to form a non-profit corporation for the purpose hereinafter stated, under and pursuant to the provisions of the General Corporation Law of the State of Delaware, certifies as follows:

ARTICLE I

The name of the corporation is Downtown Dover Partnership Corporation.

ARTICLE II

The registered office of the corporation is City Hall, 15 Loockerman Street Plaza, Dover, Delaware. The corporation's registered agent at such address is the City Manager of the City of Dover.

ARTICLE III

This corporation is formed for the purpose of helping to promote the public welfare of the residents of the City of Dover, Delaware by promoting and furthering the development of the economic, cultural and historic resources in the downtown area of the City of Dover, and to provide for the residents, to the extent that the common good and general welfare of the community is served. The corporation shall at all times be operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as now enacted or hereafter amended, including, for such purposes, the making of distributions to organizations that also qualify as Section 501(c)(3) exempt organizations. All funds, whether income or principal, and whether acquired by gift or contribution or otherwise, shall be devoted to said purposes. The business and objectives to be carried out and promoted by the corporation shall include, but shall not be limited to the following:

Section 1. To improve the opportunities for job creation, and to broaden the tax base through the development of the commercial and residential potential of the Central Dover area, and to maintain and restore the historic, architectural and community qualities of the downtown area consistent with the goals of the National Main Street Program.

Section 2. To provide services and take action necessary or appropriate to assist the City of Dover, or any agency thereof, in carrying out the powers of the city established by Article I, Section 2 of the Charter of the City of Dover. More particularly, said purposes shall include the following:

- 1. To carry out projects which promote the public welfare by revitalizing the economy of the central Dover area.
- 2. To create a positive image for the downtown Dover area by promoting the downtown area as an exciting place to live, work, shop and invest.
 - 3. To encourage cooperation and leadership building in the business community.
- 4. To improve the appearance of the downtown Dover area and to educate the public and private sector about good design principles.
 - 5. To rebuild and diversify the downtown Dover area's economy.
- 6. To develop parking in the downtown Dover area and provide oversight over the parking lots owned and/or managed by the corporation.
- 7. To advise the City of Dover concerning policies affecting economic development and to recommend changes in said policies, in order to improve the climate for business and commerce in the central Dover area, and thereby promote economic growth and stabilization.
- 8. To identify opportunities and means for bringing about new or sustained private economic activities in the central Dover area, thereby helping to maintain and expand employment and to stimulate retention and strengthening of the City's tax base.
- 9. To elicit and maximize private capital commitments from the private and business community.

Section 3. To serve as a connection between private development interests and the City of Dover and thereby facilitate a working relationship between such entities as will ultimately promote the public welfare.

Section 4. The corporation shall be organized so as to be a broadly-based, publicly-oriented organization, the aim of which is to derive support primarily from the private sector. Additional support will also be sought from the City of Dover and Federal, State or Local grant or loan programs.

Section 5. The corporation shall be organized and operated exclusively for the public purposes set forth herein, and its activities shall be carried on primarily in the central Dover area, City of Dover, State of Delaware, for the benefit of the City of Dover and its residents. No part of the net earnings of this Corporation shall inure to the benefit of any member of the corporation, nor to any Director or officer of the corporation, nor to any other private persons, except that reasonable compensation may be paid for services rendered to or for the corporation affecting one or more of its purposes. Such net earnings, if any, of this corporation shall be used to carry out the nonprofit corporate purposes set forth in Section 2 above.

Section 6. No substantial part of the activities of this corporation shall constitute the carrying on of propaganda or otherwise attempting to influence legislation, or any initiative or referendum before the public. The corporation shall not participate in, or intervene in (including by publication or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office. The corporation shall not be authorized to accept gifts or contributions other than those which further the purpose herein specified.

ARTICLE IV

The corporation shall have power to do any and all such acts as are necessary or conducive to the attainment of any of the objectives and purposes herein set forth, to the same extent and as fully as any natural person might or could do. Notwithstanding any other provision of these articles, the corporation shall not have the power to carry on any activity, the existence of which would cause it to fail to qualify as an organization exempt from tax under Section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent United States Internal Revenue law.

ARTICLE V

In order to carry out the purposes of the corporation, and limited exclusively to such purposes, the corporation shall have the following specific powers:

- 1. To engage in any activity and to enter into any type of contract, in its own name, which will aid the City in its programs for the benefit to the City and its residents.
- 2. To assist in the performance of the powers and authorities granted to the City under the provisions of Article I, Section 2 of the Charter of the City of Dover.
- 3. To enter into a contract or contracts with the City of Dover or any agency thereof for the performance of the purposes for which the corporation was established.
- 4. To apply for and accept any loans, grants or assistance of any character from the United States of America, the State of Delaware, the City of Dover, or any private source.
- 5. To purchase, lease, exchange, acquire by gift, devise, grant, bequest or otherwise, and to hold, develop, improve, invest, sell, assign, grant or in any way encumber or dispose of any interest in personality or land, improved or unimproved, and to carry out any business undertaking or venture, either alone or in conjunction with others, which may be lawfully conducted under the laws of the State of Delaware within the State of Delaware and within the United States or its possessions, subject to the terms and limitations of the purpose for which the corporation is

formed.

- 6. To borrow money and issue evidence of indebtedness in furtherance of any or all of the objects of its business and to secure the same by mortgage, pledge or other lien on the corporation's property and assets.
- 7. To provide financial incentives for businesses including, but not limited to, equity investments, loans, interest subsidies, and bank guarantees.
- 8. To execute legal instruments that are necessary to carry out the corporate purposes stated herein.

ARTICLE VI

Section 1. The corporation shall have no capital stock and shall pay no dividends.

Section 2. The affairs of the corporation shall be managed by a Board of Directors which shall exercise all corporate powers. The Board of Directors shall consist of fifteen (15) directors. The members of the Board shall be selected and designated as provided in this corporation's Bylaws. The members of the Board of Directors shall serve for such terms and shall have qualifications as may be set forth in the Bylaws of the corporation.

Section 3. The members of the Board of Directors shall also be members of the corporation.

Section 4. The Board of Directors shall be authorized to adopt and amend bylaws which shall provide, among other things, for the qualification of directors, removal, change of number and powers, duties and liabilities of directors, and for the operation and control of the corporation and such other matters deemed necessary or advisable by the Board of Directors, except as limited or otherwise provided in the Certificate of Incorporation, the Bylaws, or in the laws of the State of Delaware.

Section 5. None of the members of the Board of Directors, nor any officers, shall receive any compensation for serving in that capacity, but any person may be paid such compensation as the Board of Directors shall from time to time deem reasonable for services rendered the corporation and any person may be reimbursed for any expenses, disbursements, or liabilities made or incurred by such persons for or on account of the corporation or in connection with the management and conduct of the affairs of the corporation. Indemnification rights, however, shall be provided for in the bylaws.

Section 6. The mailing address of said Board of Directors shall be the City of Dover, P.O. Box 475, Dover, Delaware.

ARTICLE VII

In the event of the dissolution, liquidation or winding up of the corporation, whether voluntary or involuntary, or by operation of law, the assets of the corporation shall be distributed to such non-profit corporations, including the City of Dover, which are organized and operated in furtherance of the objects and purposes for which this corporation is organized and operated, and those other entities which, in the judgment of the City of Dover, most closely approach the purpose of this corporation, and which organization qualifies for tax exemption under the provisions of the Internal Revenue Code, either as a charitable corporation under Section 501(c)(3), or as a municipal corporation under the provisions of the Internal Revenue Code, as amended from time to time.

ARTICLE VIII

Neither proxy or mail voting shall be permitted on any matter before the Board.

ARTICLE IX

The corporation reserves the right to amend, change or repeal any of the provision contained in this certificate of corporation in the manner now or hereafter prescribe by the laws of the State of Delaware; provided, however, that any such action shall be calculated exclusively to carry out the objects and purposes for which the corporation is formed. Any amendment, change or repeal of any of the provisions contained in this certificate of incorporation shall take effect thirty (30) days after such action by the Board of Directors unless the City Council of the City of Dover shall veto such action by majority vote at a regular meeting of Council within the thirty (30) day period.

The incorporator of the corporation is William W. Pepper Sr., Deputy City Solicitor, 414 South State Street, Dover, Delaware.

I, THE UNDERSIGNED, being the incorporator hereinbefore named for the purpose of forming the corporation pursuant to corporation law of the Delaware Code do make this certification hereby declaring and certifying that this is my act and the facts stated are true and I, accordingly, have hereunto set my hand and seal this

Tth day of _ , A.D. 2006, in the presence of

Signed and sealed in the presence of:

SWORN TO and SUBSCRIBED before me this 14 day of 12

CERTIFICATE OF INCORPORATION

OF

MAIN STREET-DOVER, INC.

FIRST. - The name of this Corporation is MAIN STREET-

SECOND. - The registered office in the State of Delaware is to be located at 116 W. Water Street, in the City of Dover, County of Kent, Delaware, 19901, and the initial registered agent at such address is the law firm of Parkowski, Noble & Guerke, Professional Association.

THIRD. - This corporation is not organized for profit and shall not have authority to issue capital stock.

FOURTH. - The general purposes and objects for which this corporation is organized, and the powers which it shall have are to protect Dover's historically and culturally significant downtown commercial area which consists of the area from Wesley College to Kent General Hospital and from the railroad tracks to the St. Jones River; stimulate downtown economic development in Dover through organization of people and resources, emphasizing promotion and design of the downtown area to complement the prevailing architectural style and character of the area; preserve Dover's traditional downtown area as a healthy, economically vital center of commerce and social activity and to promote preservation, rehabilitation and re-use of the commercial, civic, residential and religious buildings in the traditional business district.

FIFTH. - This Corporation shall have any and all powers which are now or may hereafter be granted by law to non-profit corporations organized under the General Corporation Law of the State of Delaware.

SIXTH. - The name and mailing address of the incorporator is as follows: Donald R. Kinsley, Esquire, 116 W. Water Street, Dover, Delaware 19901.

SEVENTH. - This corporation shall have perpetual existence.

EIGHTH. - The private property of the members of this Corporation shall not be subject to the payment of the debts of this Corporation to any extent whatsoever.

NINTH. The business affairs of this Corporation shall be conducted by the members and such officers as shall be elected and empowered in accordance with the Bylaws of this Corporation.

TENTH. Meetings of the members may be held at such times and places as may from time to time be prescribed by the Bylaws of this Corporation.

alter or repeal any provisions contained in this Certificate of Incorporation in the manner now or hereafter prescribed by the statutes of the State of Delaware, and all rights and powers conferred on the members and officers herein are granted subject to this reservation.

TWELFTH. Provisions relating to the members of the Corporation are:

- (1) There shall be one class of membership in the Corporation. Members shall be any business organization or individual interested in supporting the purposes of the Main Street-Dover program and who elect to join the Corporation and abide by its Bylaws.
- suspend any person from membership in the Corporation during any period of time when such person is in default of any of his obligations (including, without limitation, the failure to pay any assessment), provided that such default has continued uncured for a period of ten (10) days after written notice thereof to such member.
- (3) The members of the Corporation shall have the right to vote for the election and removal of Directors and upon such other matters with respect to which a vote of members is required under the Bylaws or under the provisions of the General Corporation Law of Delaware.

THIRTEENTH: The personal liability of the Directors of the Corporation is hereby limited to the fullest extent permitted by paragraph (7) of subsection (b) of \$102 of the General Corporation Law of the State of Delaware, as the same may be amended and supplemented.

FOURTEENTH: The Corporation shall, to the fullest extent permitted by \$145 of the General Corporation Law of the State of Delaware, as the same may be amended and supplemented, indemnify any and all persons whom it shall have power to

indemnify under said Section from and against any and all of the expenses, liabilities, or other matters referred to in or covered by said Section, and the indemnification provided for herein shall not be deemed exclusive of any other rights to which those indemnified may be entitled under any Bylaw, agreement, vote of members or disinterested directors, or otherwise both as to action in his official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a director, officer, employee or agent and shall inure to the benefit of their heirs, executors and administrators of such a person.

IN WITNESS WHEREOF, I, the undersigned, for the purpose of forming a corporation under the laws of the State of Delaware, do make, file and record this Certificate, and do certify that the facts herein stated are true; and I have accordingly hereunto set my hand and seal this _____ day of

December, 1992.

tness DONALD R. KINSLEY Incorporator

STATE OF DELAWARE SECRETARY OF STATE DIVISION OF CORPORATIONS FILED 09:00 AM 05/18/1994 944089213 - 2318631

CERTIFICATE OF AMENDMENT OF CERTIFICATE OF INCORPORATION OF MAIN STREET-DOVER, INC. (A CORPORATION WITHOUT CAPITAL STOCK)

MAIN STREET-DOVER, INC., a Delaware corporation, certifies:

FIRST: That the members of the governing body of said corporation, at a meeting duly convened and held on the 20th day of April, 1994, duly proposed amendments to its Certificate of Incorporation and at said meeting duly passed a resolution setting forth the amendments proposed, declaring their advisability and calling a meeting of the governing body of said corporation for the consideration thereof, said meeting being called on a date not earlier than fifteen days and not later than sixty days from the meeting at which the aforementioned resolution had been passed.

pursuant to such call and to due and written notice thereof given to each of the members of the governing body more than six (6) days prior to such date, all as required by the by-laws of the corporation, a special meeting of the members of the governing body was held and there were present at such meeting at least a majority of the members of the whole number of said governing body of the corporation;

THIRD: That at said meeting a vote of the members of the governing body was taken for and against the amendment to the Certificate of Incorporation, said Amendment being as follows:

The Certificate of Incorporation of the corporation is amended by deleting ARTICLE 4th thereof and substituting therefore the following:

Said corporation is organized Article 4th: exclusively for the charitable educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, or the corresponding section of any future federal tax codes, and more specifically: (a) to promote the historic preservation, protection and use of Dover's traditional downtown area, including that area's commercial, civic and religious enterprises and residences; (b) to take remedial actions to eliminate the physical, economic and social deterioration of Dover's traditional downtown area and thereby promote Dover's historic preservation and to contribute to its commercial betterment while lessening the burdens of Dover's government; (c) to disseminate information on and promote interest in the preservation, history, culture, architecture and public use of Dover's traditional downtown area; (d) to hold meetings, seminars and activities for the instruction of members and the public and those areas such as building rehabilitation and design, economic restructuring and planning management that foster the preservation of Dover's traditional downtown area, and enhance the understanding and appreciation of its history, culture and architecture; (e) to aid, work with and participate in the activities of other organizations, individuals and public and private entities located within and outside of Dover engaged in similar purposes; (f) to solicit and receive and administer funds for educational and charitable purposes and to that end to take and hold by bequest, devise, gift, grant, purchase, lease or otherwise, either absolutely or jointly with another person or corporation any property, real, personal, tangible, intangible or any undivided interest therein, without limitation as to amount of value; to sell, convey or otherwise dispose of any such property and to invest, reinvest, or deal with the principal or income thereof in such manner as, in the judgment of the corporation's directors, or best promote the purposes of the corporation without limitation, except such limitation, if any, as may be contained in the instrument under which such property is received, the bylaws of the corporation, or any laws applicable In addition, no parts of the net thereto. earnings of the corporation inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions furtherance of the purposes set forth in this No substantial part of article. activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidates for public office. Notwithstanding any other provision of these Articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of Internal Revenue Code, or corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

In addition, upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of \$501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

IN WITNESS WHEREOF, Main-Street Dover, Inc. has caused this Certificate of Amendment to be executed by its president & secretary on this 17th day of May, 1994.

MAIN-STREET DOVER, INC.

By:

Fres

(Corporate Seal)

Attest: ∠

Secretary

101

State of Delaware Secretary of State Division of Corporations Delivered 03:32 PM 01/21/2010 FILED 03:32 PM 01/21/2010 SRV 100060394 - 2318631 FILE

STATE OF DELAWARE SHORT FORM CERTIFICATE OF DISSOLUTION PURSUANT TO SECTION 276 AND 391 (a)(5)(b)

1.	Name of Corporation	MAIN Street-Dou.	er. Inc.			
2.	The corporation has no assets and has ceased transacting business.					
3.	The corporation, for each year since its incorporation in this State, has not been required to pay franchise tax prescribed by Section 503 of the General corporation Law of the State of Delaware.					
4.	The corporation has paid all fees due to or assessable by this State through the end of the year in which the certificate of dissolution is filed.					
5.	The dissolution has been authorized by the Governing Body and members or by unanimous consent of members on					
6.	The names and addresses of the directors and officers or the Governing Body of the corporation are as follows:					
	NAME	TITLE	Appropriate			
PAUL	. E. LAKEMAN	PRESIDENT	ADDRESS 19904			
STAN	FORD SMITH	VICE PRESIDENT	ADDRESS 1990+ 640 5. STATE ST DOVER 237 W. LOOCKERMAN DOVER			
	A MITCHELL	TREAGURER	POBOX 475 DOVER DE 19903			
CRAI	G T. ELIASSEN	SECRETARY	POBOX 475 DOVER, DE			
7.	The signatory hereto ac	cknowledges the above statements to	19903			
By: Authorized Officer						
Name: Paul E. LAKEMAN						
		Name: Print or Type				

State of Delaware Secretary of State Division of Corporations Delivered 02:39 PM 01/17/2013 FILED 02:39 PM 01/17/2013 SRV 130068742 - 2318631 FILE

STATE OF DELAWARE CERTIFICATE OF REVOCATION OF VOLUNTARY DISSOLUTION

The corporation organized and existing under the General Corporation Law of the State of Delaware, hereby certifies as follows: The name of the corporation is MAIN STREET-DOVER, INC. 1. The Registered Office of the corporation in the State of Delaware is located at 15 LOOCKERMAN PLAZA ,County of KENT in the City of DOVER . The name of the Registered Agent at such address upon Zip Code 19901 whom process against this Corporation may be served is. Parkowski, Guerke + Swayze, PA The Certificate of Dissolution was filed in the office of the Secretary of State of A.D. 2010 day of JANUARY Delaware on the 21ST The names and addresses of the directors and officers of the corporation are as 4. follows: **ADDRESS** TITLE NAME 309 S GOVERNORS AVE, DOVER 19901 PRESIDENT GREGORY V. MOORE, P.E. VICE PRESIDENT 409 S STATE ST, DOVER 19901 GERALD STREET 15/21 THE GREEN, DOVER 19901 SECRETARY TIMOTHY SLAVIN 439 N DUPONT HWY, DOVER 19901 TREASURER CYNTHIA SMALL Board of Directure (Please infilate which of the following applies by circling either 5a or 5b) That the holders of at least a majority of the stock of the corporation outstanding and entitled to vote on the dissolution have voted in favor of a resolution to revoke the dissolution. That, in lieu of a meeting and vote of stockholders, the stockholders have given their written consent to the revocation in accordance with Section 228 of the General Corporation Law of the State of Delaware. By

State of Delaware Secretary of State Division of Corporations Delivered 02:39 PM 01/17/2013 FILED 02:40 PM 01/17/2013 SRV 130068750 - 2318631 FILE

STATE OF DELAWARE CERTIFICATE OF CHANGE OF REGISTERED AGENT AND/OR REGISTERED OFFICE

The corporation organized and existing under the General Corporation Law of the State of Delaware, hereby certifies as follows:

1.	The name of the corporation is MAIN STREET-DOVER, INC.
2. 15 LO	The Registered Office of the corporation in the State of Delaware is changed to CKERMAN PLAZA
	(street), in the City of DOVER
Cour	y of KENT Zip Code 19901 . The name of the
Regi serve	tered Agent at such address upon whom process against this Corporation may be lis SCOTT KOENIG
	By: Authorized Officer Name: Treancy V. Man (4)

Print or Type



State of Planare

SECRETARY OF STATE
DIVISION OF CORPORATIONS
P.O. BOX 898
DOVER, DELAWARE 19903

8264604 MAIN STREET DOVER, INC. 101 WEST LOCKERMAN STREET STE 1A DOOVER, DE 19904

04-16-2019

DESCRIPTION	Anna and the commence of the c	AMOUNT
2318631 - MAIN STREET-DOVER, INC. 4100H Plain Copy History 1 Copies		,
	Plain Copy Fee	\$30.00
	TOTAL CHARGES TOTAL PAYMENTS	\$30.00 \$30.00
	BALANCE	\$0.00



Delaware on Main ~ Statewide Main Street Coordinating Program

Local Main Street Program Evaluation Report

Community/Organization Name				
Month/Year				

Introduction

The purpose of the Delaware on Main evaluation visit is to recognize program accomplishments, to address and discuss additional district issues, and to eliminate barriers to achieving your work plan goals and activities. This evaluation is not meant to be a qualitative ranking to compare your district's last year's activities with other programs, and no official "report card" will be issued. Main Street districts vary considerably in their priorities, financial and volunteer resources, and the scope and types of activities the Main Street program decides to undertake; therefore, comparison between districts is impossible. Instead, the evaluation examines the effectiveness of the local Main Street program within its own context and circumstances, and recommends a level of activity the organization and community is prepared to undertake in the coming year appropriate to your overall goals and objectives.

During the evaluation visit, information will be collected from several sources, including input from municipal partners, and on-site interviews with the board and committee members and staff. This information will be integrated into recommendations organized within the context of the Ten National Main Street Criteria and minimum standards. The National Main Street Criteria accreditation program is intended to promote national standards of performance for established Main Street organizations, and annual accreditation for programs meeting the standards. These standards, developed by the National Main Street Center (NMSC), in cooperation with Main Street America coordinating programs, provide benchmarks and guidelines on how a Main Street America program should optimally function, and serve as an incentive for programs to operate more effectively.

National Main Street Accreditation Criteria/Standards Rating using a score of 0-10

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Date

1. Broad-based Community Support

At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community — not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

Sui of Fortunizing the domination district
ndicators
Board representation comes from at least 5 of the following entities: chamber, CVB, city, county, preservation
organization, district property owner, district business owner, resident, large employer, other community
institution/organization (1 point)
Organization recruited 10 new volunteers during the year (1 point)
• Staff spends 20% of their hours per week working with district stakeholders (1 point)
Organization actively works to recruit new members and retain existing members (1 point)
Public support comprises at least 10% but less than 50% of budget revenue (1 point)
Organization partnered with at least two other organizations (1 point)
Met with a city commissioner outside of regularly scheduled council meetings (1 point)
Met with/sent communications to county commissioner/state rep/state senator (1 point)
_ist County &/or City Leader(s):
List State Representative & District:
List State Senator & District:
Organization can demonstrate a strong relationship with city commissioner (1 point)
• Organization maintains an active and consistent public relations campaign that includes tools such as a newsletter,
updated website, Facebook page, twitter account, press releases, annual meeting, and annual report (1 point)
TOTAL
2. Vision and Mission Statement
A mission statement communicates the organization's sense of purpose and overall direction. A vision statement
communicates and describes the look and feel of the district when the mission has been accomplished. The mission
statement can state the method to achieve the community's vision for their downtown.
Be mindful that neither is simply a slogan. Both should be developed with the participation of the board, committees,
program volunteers, and the community.
ndicators-
• Current and clear mission statement (2 points)
• Current and clear vision statement (2 points)
• All board members are familiar with the mission statement (2 points)
Organization has reviewed the mission and/or vision during the year (2 points)
• Organization actively promotes the mission and/or vision to the public using tools such as its website, business cards,
press releases, banners, etc (2 points)
TOTAL

3. Comprehensive Work Plan

A comprehensive annual work plan provides a detailed blueprint for the organization's activities; reinforces the program's accountability both within the organization and in the broader community; and provides measurable

objectives by which the program can track its progress. **Engagement from the Board and Committees to create the plan** and tasks with names of people assigned to those tasks are important.

Points should not be given if the work plan has been done by Main Street staff or consultants.

Indicators-	
 Annual work plan document was completed by the Board within the previous year (2 points) Economic Vitality work plan includes multiple projects, measurable goals, multiple volunteers, specific 	tasks,
completion dates, and budget/costs, with regular updates to the board (2 points) • Design Committee work plan includes multiple projects, measurable goals, multiple volunteers, specific	tasks,
completion dates, and budget/costs, with regular updates to the board (2 points) Organization Committee work plan includes multiple projects, measurable goals, multiple volunteers, s	——— pecific tasks,
completion dates, and budget/costs, with regular updates to the board (2 points) • Promotion Committee work plan includes multiple projects, measurable goals, multiple volunteers, spe	
completion dates, and budget/costs, with regular updates to the board (2 points)	
 All Work Plans are completed by Board/Committees and not Executive Director (2 points) TOTAL 	
4. Historic Preservation Ethic	
Historic preservation is central to a Main Street program's purpose. The historic buildings and public space traditional commercial district enrich civic life and add value to the community. Developing a historic presis an ongoing process of education and discovery for a community and for a local Main Street program. In programs that have embraced a strong historic preservation ethic are successful in saving, rehabilitating, new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through specific building improvement projects and through policy and regulatory changes, which make it easier property within the commercial district.	servation ethic Main Street and finding ugh both
Some Main Street programs purport to support preservation values, but do not fully understand that particle, not just an activity or group of activities. Historic preservation involves not only the process of restoring, or renovating older commercial buildings but also the process of adopting preservation-friengland use policies, and removing other barriers to investment.	of rehabilitating,
 Indicators- Organization can demonstrate advocacy efforts to inject good design in its district (1 point) 	
Business District listed in the National Register of Historic Places (1 point)	
Organization completed a preservation/history project during the year (1 point)	
 Local funding is in place to assist with building improvements (1 point) 	
 Organization assisted property owners with design assistance (1 point) 	
 Municipality has a code enforcement strategy in place (1 point) 	
 Organization representative attended a preservation training/workshop/event this year (1 point) No historically significant buildings were demolished. If a building was lost, demonstrate how the organ mounted a campaign to stop the demolition (1 point) 	 nization
A district building was appropriately renovated (1 point)	
 Organization conducted research in history of district/history of important district buildings/resources (1 point) 	
 Organization participated in effort to educate public/neighborhood on historic elements of the district (1 point) 	
Organization utilized history in marketing/branding efforts of the district (1 point) TOTAL	

5. Active Board & Committees

Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district(s). The direct involvement of an **active** board of directors and **active** committees are key to this process. The Executive Director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the

it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained. A full board that meets regularly, as stated in its bylaws, is extremely important. Indicators- Board is active in fundraising for the organization (1 point) Organization achieved 100% personal board giving (1 point) Board met regularly and had a quorum for at least 80% of meetings as well as a quorum for the annual evaluation (1 point) • Each board member also serves as either an officer or committee member (1 point) Organization has by-laws document, board member commitment letter, board member job description, and formal board member orientation (1 point) Organization has Directors and Officers insurance (1 point) • Economic Vitality - majority of committee attended at least 75% of scheduled meetings, completed at least two projects, and has an active chair (1 point) • Design – majority of committee attended at least 75% of scheduled meetings, completed at least two projects, and has an active committee chair (1 point) Organization – majority of committee attended at least 75% of scheduled meetings, completed at least two projects, and has an active committee chair (1 point) • Promotion-majority of committee attended at least 75% of scheduled meetings, completed at least two projects, and has an active committee chair (1 point) **TOTAL** 6. Adequate Operating Budget In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). In addition, program budgets are likely to vary according to regional economic differences and community size. Indicators- Main Street organization has an annual budget of at least \$75,000 (1 point) • Funding is derived from at least 5 of the following sources: Membership, earned income, sponsorship, municipal support, county support, charitable contributions, events and other community organizations (1 point) Not more than 50% of the budget is derived from a single source (public support, stakeholder support, earned income) (1 point) Earned income comprises at least 25% of FY budget revenue (1 point) Stakeholder support (membership) comprises at least 25% of FY budget revenue (1 point) Budget includes travel expenses for Director or Board member/s to attend the National Main Streets Conference (1 point) Organization had at least 3 months of operating reserves at the end of FY (1 point) Board has adopted a comprehensive Financial Policies/Procedures document (1 point) Organization has an active treasurer making regular monthly financial reports to the board (1 point) Organization has an annual audit or review (1 point) TOTAL

commercial district. In some cases, local programs have been launched by or have merged with other organizations, which have a broader agenda. A local program in one of these circumstances has a better chance of long-term success if

7. Staff Management & Development

Coordinating a successful Main Street program requires a trained, professional staff person whose sole job focus is the commercial district. Main Street Directors come from a broad range of academic and professional backgrounds. The most successful Main Street Directors are those who are good communicators, can motivate volunteers, and have good project management skills, keeping revitalization activities moving forward on schedule and on budget.

Date of Hire for Main Street/Organization Director:
Date of completed annual employee evaluation:
• Staff salary meets average of \$47,000 (1 point) • Staff employed full-time (40 hours/week) (4 points) • Executive staff was in place for at least 10 months during the year (1 point) • Executive staff made regular monthly reports to the board (1 point) • Executive staff shares quarterly reports with Board of Directors (1 point) • Executive staff received formal written evaluation, during which performance expectations & compensation package of staff were reviewed/revised (2 points) • Organization provided staff with professional development opportunities (1 point) • Executive staff answers to and has only 1 boss, typically the board chair (1 point) • Executive staff is active and engaged in the community(1 point)
8. Program of Ongoing Training
In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants—both staff and volunteers—need different skills in different phases of the revitalization process. For that reason, the skills a program's participants learn in the program's catalyst phase are rarely adequate for the growth or management phases. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. Moreover, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models. Regular attendance at Revitalization Series trainings and networking events are strongly recommended for Main Street executive staff. Staff and volunteer attendance at training opportunities such as the National Main Street Conference is strongly recommended. Indicators- • Staff attended at least 2 Delaware on Main events and/or has been through Director Orientation and/or Basic Training during the past 12 months (3 points) • All Board Members have participated in Board Member Role & Responsibility Training (2 points) • Organization representative attended the National Main Street Conference (3 points) • Organization has an orientation process in place to acclimate new volunteers for working within a Main Street context (2 points) TOTAL TOTAL TOTAL
9. Reporting of Key Statistics
Tracking statistics—reinvestment, job and business creation, etc—provides a tangible measurement of the local Main Street program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis, and shared whenever appropriate. Indicators-
 Organization creates/distributes an annual report (4 points) Staff regularly communicates with Coordinator outside of trainings and networking meetings (1 point) Staff is using the National Main Street networking platform, The Point, as a resource tool (1 point) Staff actively participates at the Delaware on Main meetings/events (2 points) Staff regularly shares information with other Delaware on Main Directors (1 point) Organization holds an annual meeting to promote its impact on revitalization/redevelopment (1 point) TOTAL

The Main Street Director's position is full-time (generally 40+ hours per week).

10. Main Street America Membership

Participation in the National Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information and resources.

odicators- Organization is a current Main Street America member (10 points) Program using Main Street America® branding and logo on your website and/or printed materials	
What percentage of budget does public funding represent of overall budget? TOTAL	
Total number of accreditation criteria receiving 7 or more points:	

Organizations must score at least 7 points in EACH of the 10 Criteria/Standards in order to receive full accreditation.

A. Attachments

Please include **ALL** the following attachments in paper -or- electronic form to assist us in providing the most accurate evaluation of your program possible.

Attachments- (Please check box to ensure enclosure)

- □ Board roster
- Committee rosters
- Committee attendance numbers for the year (percentage of committee members attending meetings)
- Mission statement and vision statement
- □ Annual work plan for each committee (include board and/or staff work plans if your organization completes these)
- □ Long-range strategic plan
- □ Annual budget showing revenue/expense
- □ Annual P&L Statement
- ☐ Annual Report (Due in January of each year for the previous year)

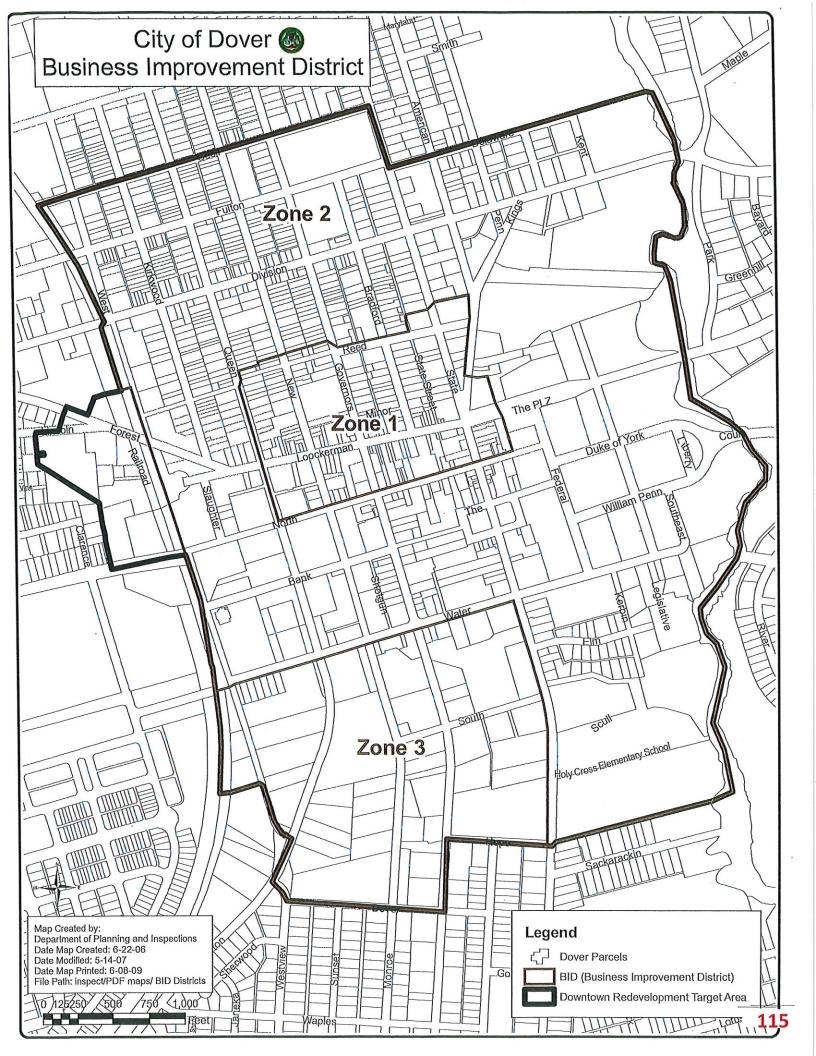


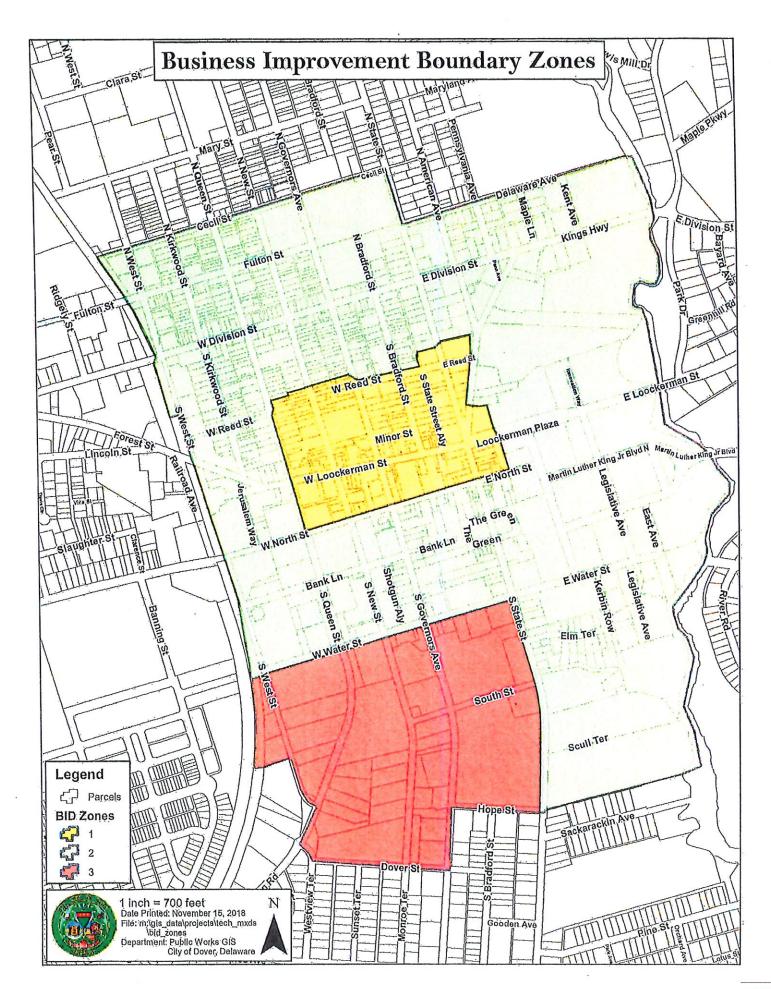
2020 Reinvestment Statistics

programs January 1-December 31, 2020

Coordinating Program:

- 1) Full-time jobs created (Net)
- 2) Part-time jobs created (Net)
- 3) New Businesses Created (Net)
- 4) Rehabilitation Projects Completed
- 5) Public Improvement Projects Completed
- 6) New Construction Projects Completed
- 7) \$ Public Investment
- 8) \$ Private Investment
- 9) Average Organization Budget
- 10) Volunteer Hours Contributed
- 11) Number of Programs included in these Statistics
- 12) Do you receive any local government funding dedicated to your Main Street Program? (yes or no)
- 13) What percentage of your annual budget comes from your local public entities (county, city, etc.?) For example,
- 14) For Accredited & Affiliate programs, are you using Main Street America® branding and logo on your website and/or printed materials? (yes or no) Any examples you may be able to attach and/or share would be great.

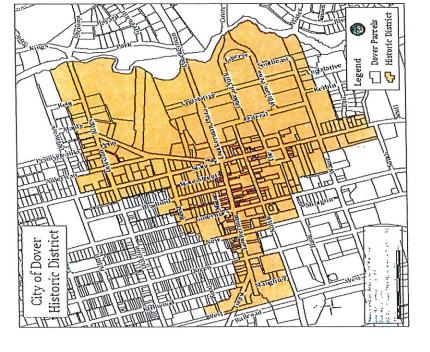




Helpful Resources...

- The Secretary of Interior's Standards Rehabilitation of Historic Buildings Properties, and Guidelines for www.nps.gov/history/hps/tps/ for the Treatment of Historic standards_guidelines.html
- Division of Historical & Cultural Affairs Tax Credits for Preservation www.history.delaware.gov State of Delaware,
- Properties—Kent County, Delaware Planning/HistoricPresv/index.htm Tax Credit Program for Historic www.co.kent.de.us/Departments/
- City of Dover Tax Credits for Historic Properties

City of Dover, Code of Ordinances, Chapter 102 Taxation, Article V



Qualifying properties located within the Historic District Zone as shown above may qualify for this unique program.

For more Information:

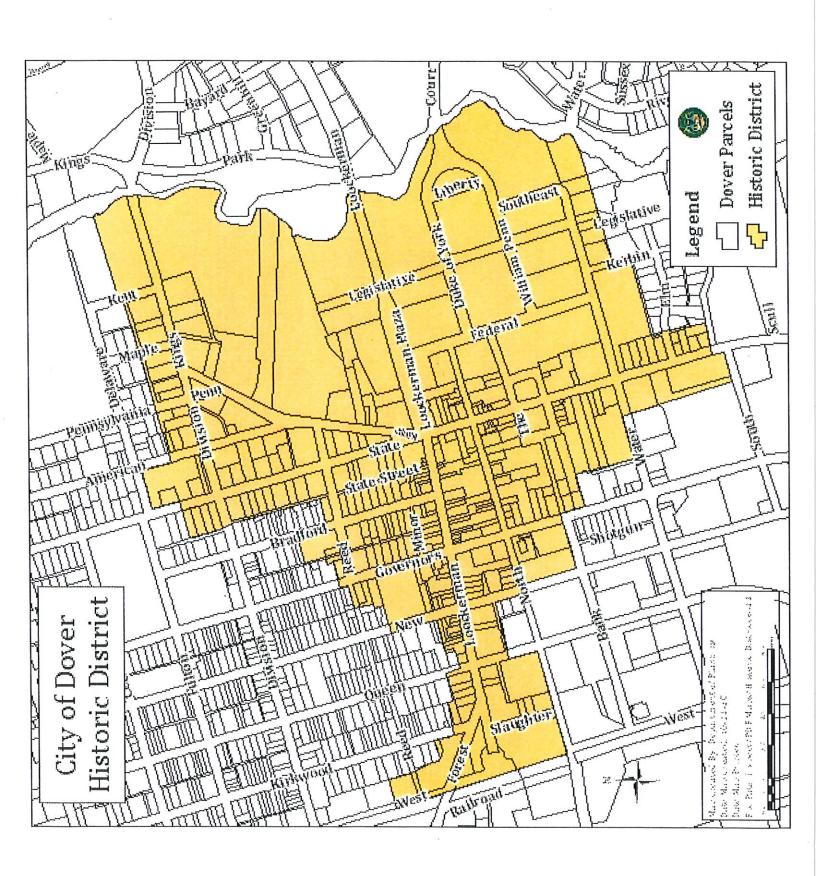
15 Loockerman Plaza, Dover, DE 19901 Department of Planning & Community Dover City Hall Development

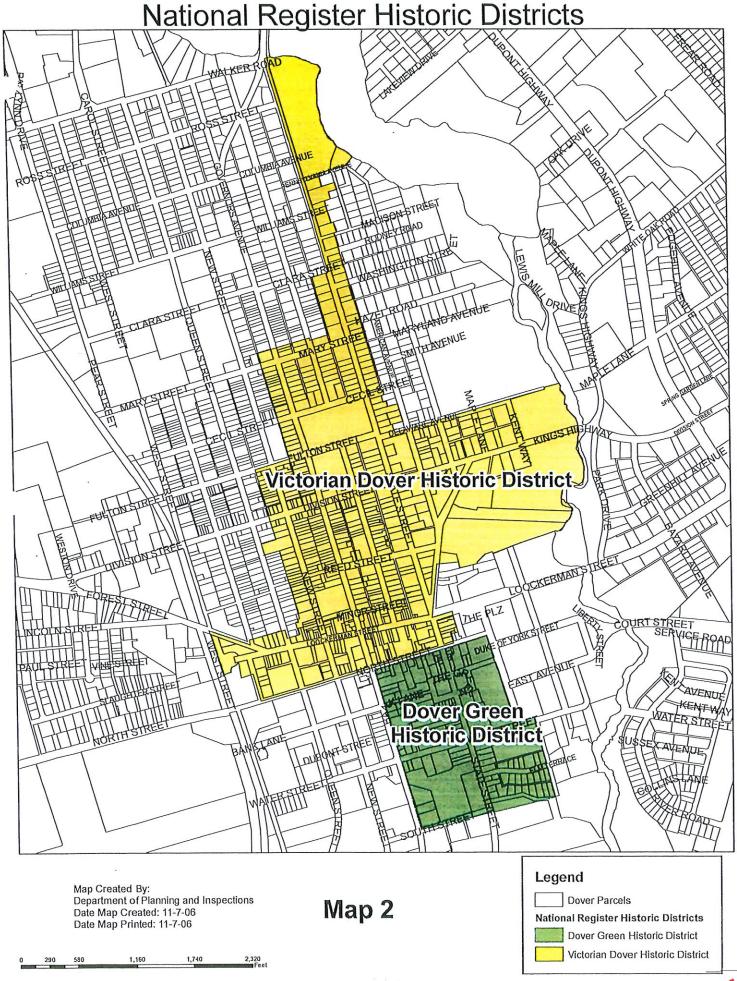
Phone: 302-736-7196 Fax: 302-736-4217

TAX CREDI PROGRAM CITY OF DOVER

PROPERTIES HISTORIC FOR

Planning Department 302-736-7196





Take a few moments to peruse the Downtown Doer Partnership's website:

www.DowntownDover.com OR www.DowntownDoverPartnership.com

It's Happening Now in Downtown Dover

- A Public and private partners coming together to make it happen
- ☆ New investment by young, successful entrepreneurs in Dover's historic commercial district.
- 17 Well-established businesses are now being complemented by a mix of newer retailers, and service providers.

Development has taken place, layered incentives are now available - a package of incentives that rival any city in the region, and new partners are sharing a vision in leading downtown Dover toward its best and highest potential.

We invite you to BE PART OF IT ALL because It's Happening in DOWNTOWN DOVER!





There's more underway.

There's more to come.

Parking Survey Results

After years of study, the Downtown Dover Partnership (DDP) announced that they have partnered with Colonial Parking to develop a Downtown Dover parking management plan at their November 2020 Parking Committee meeting. During the plast several months the DDP Colonial Team heard from a variety of stakeholders about their thoughts regarding parking in Downtown Dover. In order to gather as much information as possible, the team launched a survey in March 2021. The survey asked about parking behaviors, parking conditions and ideas for future improvements to parking in Downtown Dover. Below are the initial findings of the survey based on 123 respondents.

☆ CLICK HERE TO VIEW FULL REPORT - PDF







Historically Happening



Open for Business

















CLICK TO VIEW LISTINGS/DETAILS









