



Strategic Plan for the City of Milford, Delaware

Adopted: August 28, 2023



UNIVERSITY OF DELAWARE
BIDEN SCHOOL OF PUBLIC
POLICY & ADMINISTRATION

prepared by the Institute for Public Administration, University of Delaware | www.ipa.udel.edu



CITY HALL

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City Manager Letter to Residents and Employees

In 2018, the City of Milford adopted a Strategic Plan to guide Council and City staff for the next five year. I am happy to report that many objectives outlined within that plan have been completed.

Council, community members, stakeholders, and City staff all participated in this update to the Strategic Plan, and it is important they continue to be engaged in the implementation of the goals and objectives identified herein. Responses from National Citizen's Survey also helped informed the plan's goals and objectives. Bringing all the ideas together to shape this final Strategic Plan will help guide Council and staff in shaping a better future for Milford.

I sincerely appreciate City Council's dedication and support throughout the process. The Council met in October 2022 to begin updating the plan and continued participating in the process by engaging and talking with community member.

Much of the behind-the-scenes work done daily by our management team and employees goes hand in hand with the formation and implementation of the plan. Beginning in 2018,

we implemented an aggressive five-year Capital Improvement Plan that intends to address every goal and objective of the plan. We will continue to provide regular reports on the progress of this plan and will continue to link the plan to employee performance and budgetary decision making.

I want to extend my deepest appreciation to Bill McGowan, Chase Barnes, and Jen Reitz of the University of Delaware's Institute for Public Administration and ICMA Local Government Management Fellow Melody Barger for facilitating and guiding the process and working with elected officials, community members, and staff to update this plan.

Sincerely,

Mark Whitfield
City Manager

Milford City Council Profile



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To contact your elected official via telephone, please call City Hall at (302) 422-1111. For updated contact information for current elected officials, please access the City Website at www.cityofmilford.com/175/Member-Information. Note: Residents must be registered to vote in the City of Milford to participate in elections.





Overview

Executive Summary

In the fall of 2022, the City of Milford began a five-year review and update of their strategic plan. The following pages are the result of deliberate and collaborative efforts to listen and understand the needs and concerns of all its citizens.

The Strategic Plan creates an organizational framework to drive effective decision-making for City Council and City management through the next five years. This framework lays the foundation for allocating financial and staffing resources, as well as proactively managing natural and environmental resources, for the City of Milford to thrive and grow.

This plan includes vision, mission, values, and belief statements, which serve as the decision-making foundation for the City's employees, management, and leadership. This plan revision aligns with and unites previous municipal planning documents into a solid structure for managing change, growth, and development.

Through community discussion and questions, Milford's residents deliberated the current plan priorities and accomplishments and identified additional areas for development. There are several noteworthy highlights.

- **Milford is a well-managed city with solid fiscal and operational policies and implementation.**
- **Milford is at a critical identity crossroads. It is a destination because of its location near the resorts, its affordable costs and small-town feel. It is not a destination recognized in and of itself as a place to live, work, and play.**

- **Residents of Milford want to participate in their community at all levels from arts, entertainment, and parks and recreation to a deeper engagement with each other and how the city grows.**
- **The downtown and surrounding core neighborhoods are a vital part of the character of Milford.**

A summary of what was heard during the Community Conversations is in Appendix 1.

Unlike the previous plan, this revision separates Community Engagement from Fiscal Responsibility creating six priority areas, focuses more attention to implementation of the Rivertown Rebirth Plan 2025 (Downtown Master Plan) and 2021 Bicycle Master Plan, updates the current objectives and strategies, and adds an easy-to-use matrix as a pathway to progress for community use.

The Planning Process

Our Strategic Plan is a road map to guide the City of Milford’s planning, staffing, and fiscal decisions over the next five years.

Planning Process

After assisting the City with developing its initial Strategic Plan in 2018, the Institute for Public Administration (IPA) at the University of Delaware once again worked with City staff and Council to understand what had changed since that plan was adopted. What has been accomplished? What new challenges have arisen? And how have priorities shifted or evolved? At a half-day retreat in the fall of 2022, Council discussed these questions and reviewed current priorities and operations. However, the feedback and opinions of residents, community leaders, and business owners is a critical component of the process. This input was gleaned through Council interactions, the National Community Survey, and a series of Community Conversations.

Council Asks

At its retreat, the eight Council members agreed to “ask” community members in their districts four questions about the type of community that they would want to live in and what needed to change for Milford to become that ideal community. The summary of these interviews is found in Appendix 2.

National Community Survey

Another source of input into the plan was the 2022 National Community Survey™ (The NCS™) report. This nationally recognized survey instrument focuses on the “livability” of a community. The survey utilizes a standardized process that combines high-quality research methods with a database of comparable data to help cities and towns understand their residents’ opinions, satisfaction levels, and concerns through a questionnaire survey. The 2022 Milford report provides the opinions of a representative sample of 432 residents

Overview

(approximately 4% of the population) of the City collected during the winter of 2022 and allows for comparison and trend identification from the previous survey conducted in 2017. Survey results can be found on the City's website.

Community Conversations and Open House

Between November 2022 and February 2023, IPA facilitated four Community Conversations focusing on each of the four Priority Areas that framed the previous Strategic Plan: Public Safety and Preparedness (January 2023), Economic Health and Development (December 2022), Mobility and Infrastructure (February 2023), and Neighborhoods and Community Service (November 2022). Invitees consisted of a range of residents and business owners representing the different Wards and neighborhoods, as submitted by Council. Approximately 20 residents participated in each conversation.

A Community Conversation is a guided discussion conducted with a small but diverse group of participants to gather more information on resident and stakeholder views and opinions. A form of qualitative research, these “conversations” consisted of a facilitated discussion framed around a series of in-depth questions about that topic area.

Questions were asked in an interactive group setting where participants took turns sharing their thoughts and opinions. Responses were captured by a note taker. Following the conversations, the City invited the public to an open house

City of Milford

MISSION

Provide proactive, responsive services and fulfill the needs of a diverse community by using innovative and sustainable methods.

VISION

Small town feel, big time opportunities.



where they could listen to and review the overarching themes and findings that emerged from the conversations and provide additional clarification and reinforce areas of agreement.

Discussions with Council Members

Following the Community Conversations, IPA staff members met with City Council and City management to present the themes and emerging recommendations of the updated plan. Based on this framework, Council was able to refine the goals, objectives, and strategies to best reflect the residents' priorities.

City of Milford

VALUE STATEMENTS

Open and Honest Communication

Effectively and clearly communicate ideas, information, and expectations between team members and to our community in a responsible, transparent manner.

Reliability

Ensure and provide consistent, quality services that residents and customers can depend on.

Respect for Diversity and Equity

Foster and support a culture that values the rich heritage of the City and experiences of our community members, while providing services impartially and fairly to all.

Stewards of Our Resources

Make the best use of resources, in the short- and long-term.

Commitment to Excellence

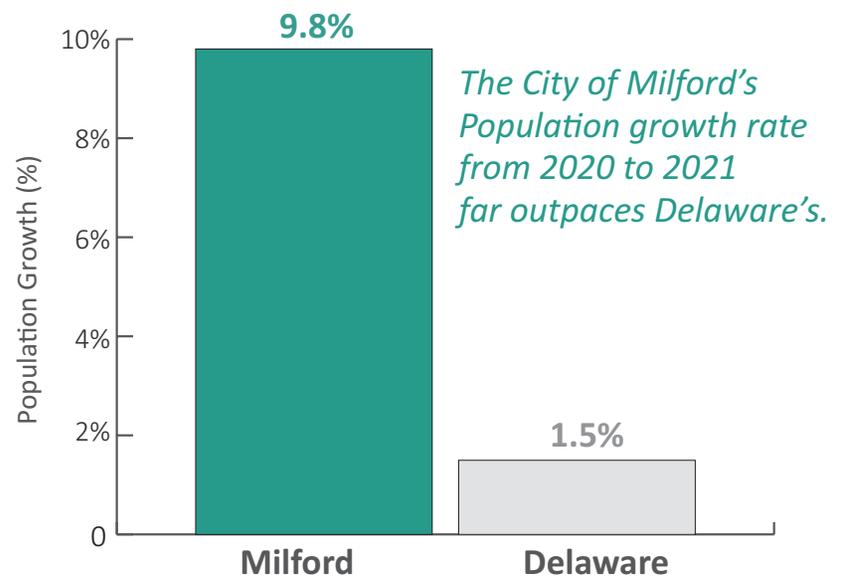
Tackle objectives quickly and positively, going above and beyond basic requirements, to create a service-oriented culture through teamwork and collaboration.

City Profile

With 11,190 residents, the City of Milford is a diverse community, spanning 9.86 miles between Kent and Sussex Counties. Over the past decade, Milford has experienced consistent growth in both its population and economy.

Population

The population growth rate from 2020 to 2021 was 9.8 percent, which far outpaces Delaware's population growth rate of 1.5 percent during that period. In addition to its rapid population growth, Milford is also very diverse. According to the 2020 census, 58 percent of residents are white, while 24 percent are black or African American, 15 percent are Hispanic or Latino, 3 percent are Asian, and 5 percent are of two or more races. In addition, 30 percent of Milford residents speak a language other than English at home. Approximately 35 percent of Milford's residents are under the age of 18, 10-percent higher than the state average. Milford residents over the age of 65 make up 25 percent of the City's population, almost 5-percent higher than the state average.



Economy

The median household income in Milford is \$47,849 which is 31 percent and 34 percent lower than the national and state averages, respectively. The homeownership rate in Milford is 49.5 percent, which is over 20 percent less than the state average. Approximately 17 percent of Milford residents live below the poverty line. There are over 400 businesses in Milford, and more than 50 percent of persons over the age of 16 are in the labor force.

Quick Figures

11,190 *residents*

49.5% *own homes*

17% *live below the poverty line*

\$47,849 *median household income*

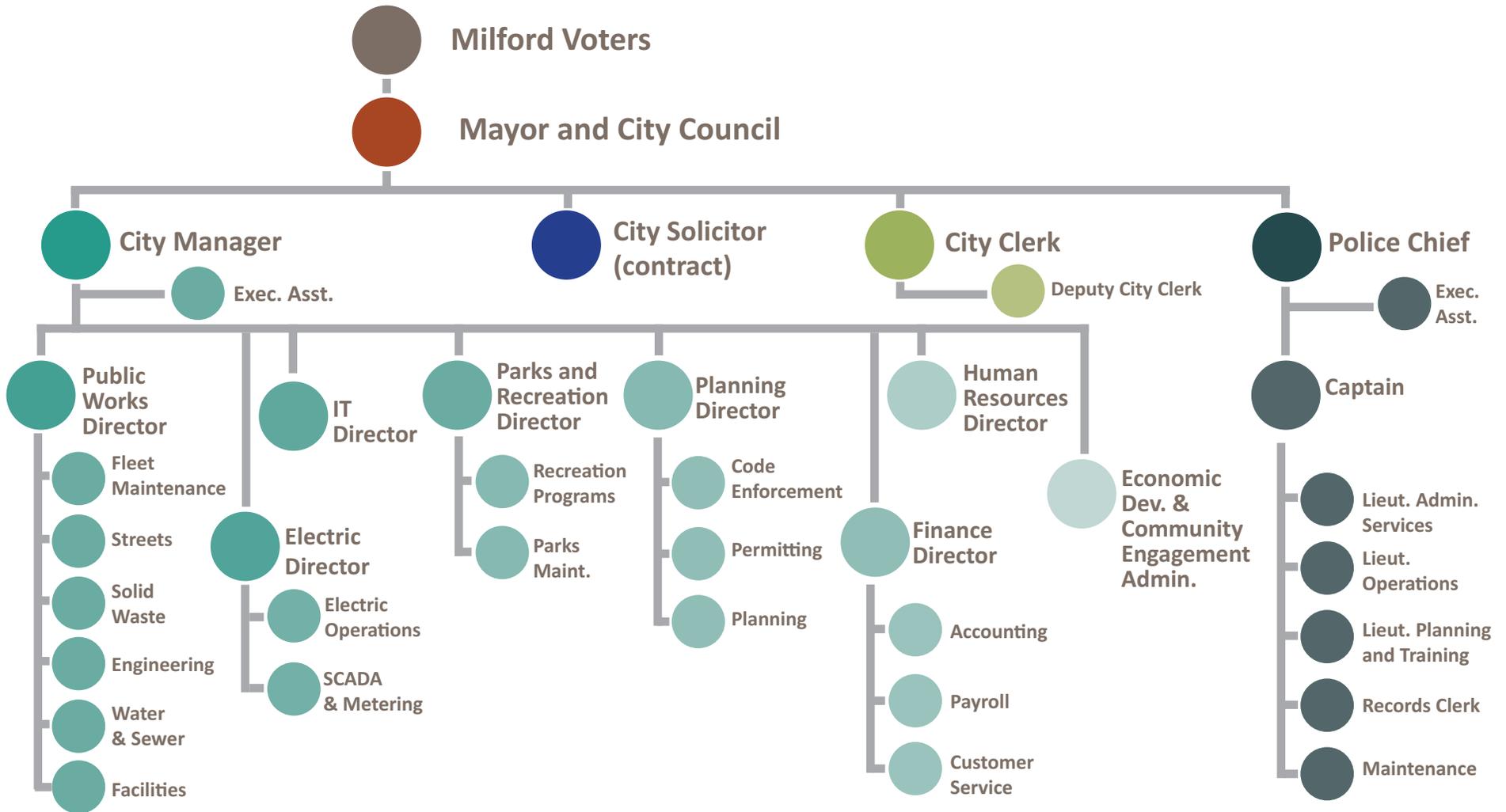
Government Structure

The City of Milford follows a council-manager form of government that combines the strong leadership of elected officials with the strong managerial experience of an appointed manager. In a council-manager government, Councilmembers are the leaders and policy makers elected by the residents of Milford to represent the four wards and to concentrate on policy issues that are responsive to citizens' needs and wishes. The City Council directly oversees the Chief of Police and the City Clerk. A City Manager is appointed by the Council to carry out policy and ensure that the entire community is being served. Below is an organizational chart depicting the council-manager form of government in the City of Milford, as well as an overview of each City Department, its responsibilities, and contact information.

Directory for City Departments

Location	Address	Phone	Fax
City Hall	201 South Walnut Street	422-1111	424-3558
Customer Service Center	119 South Walnut Street	422-6616	422-1120
Finance Department	10 Southeast Second Street	424-5140	424-5932
Milford Armory	604 N. Walnut Street		
Parks & Recreation Department	207 Franklin Street	422-1104	422-0409
Planning Department	180 Vickers Drive	424-8396	424-3559
Police Department	400 Northeast Front Street	422-8081	424-2330
Public Works Department	180 Vickers Drive	422-1110	422-1117

Organizational Chart



Where Are We Now?

In order to establish a thoughtful, achievable, and forward-thinking Strategic Plan, it is important to understand where the City of Milford is coming from and what is happening currently.

General

- Conducted a retreat to build and strengthen cohesiveness and communication among council members and staff.
- Developed belief statements for each priority area.

Public Safety and Preparedness

- Complete Construction of a police station with an estimated completion date of October 2023.
- Hired new police officers to get the police department fully staffed to its authorized strength of 37 officers.
- Continue to evaluate the growth of the department as the city grows.
- Promote transparency of crime data for the City of Milford residents and visitor.
- Reduce overall Part 1 Crimes.

Economic Health and Development

- Purchase property for a new industrial park.
- Hired an economic development and community engagement administrator.
- Created an economic development website with a checklist for how to start and conduct a business in Milford.
- Purchased billboard ad space on Rt. 1 to advertise growinmilford.com.
- Downtown Development District private investments.
- Chapter 230 Zoning and Chapter 200 Subdivision of Land code updates.
- 2021 Comprehensive Plan Amendment increasing the amount of potential industrially zoned land within the City's urban growth boundary.

Mobility and Infrastructure

- Adopted the 2021 Bicycle Master Plan.
- Updated and continually monitor sidewalk status.
- Installed downtown bike racks.
- Street pavement assessment program.
- Conducted inventory of lead water service lines to meet EPA Requirement.
- Formulated Cross Connection Control Program and amended current City Code to comply with.

Neighborhoods and Community Services

- Updated the city building code.
- Developed a rental inspection checklist for landlords and homeowners on property upkeep.
- Construction of pickleball courts, playground and restrooms for Memorial Park with anticipated completion fall of 2023.
- Hired 2 Recreation Coordinators.
- Creation of a skilled, diverse, and bilingual work environment.
- Farmer's Market will return in 2023.
- Conducted the second National Citizen Survey.
- Chapter 230 Zoning and Chapter 200 Subdivision of Land code updates.

Fiscal Responsibility

- Completed a utility rate study and updated the five-year rate plan.
- Developed a cash reserve policy.

Existing Plans

Downtown Development Plan

The purpose of Rivertown Rebirth Plan is to “harness the potential of downtown Milford, and the unique character it provides, to push the momentum of the community forward and convert long-standing public sector catalyst projects into private sector investment.” Essentially, the plan aims to enhance the downtown by creating stronger ties to the Mispillion River and reinforcing the traditional character of the downtown. These ties come in the form of new and improved open spaces along the river, better access to the river for residents and visitors, and leveraging this development potential to maintain the viability of existing buildings and fill vacant spaces.

The plan has three primary components: a conceptual master plan for the downtown with recommendations, a branding package, and a market study.

Plan recommendations focus on both “big moves” and small enhancements to improve the appearance, vitality, and enjoyment of the downtown.

Understanding Today

Recommendations focus on:

- the building of an amphitheater space.
- incorporating mixed-use development in various locations.
- a pedestrian bridge across the river at the eastern end.
- streetscaping, gateways, and wayfinding signage.
- improved pedestrian safety and experience.
- a living shoreline along the northeast side of the river
- better activation of existing parks and open space to draw the community to the river.

The plan is primarily implemented through a partnership between the City and Downtown Milford, Inc. Participation in the state's Downtown Development District program provides incentives for private development that is consistent with the plan and leverages public dollars.

The City has the flexibility to reassess concepts in the master plan. In one example of this, the City has opted to forego the recommendation for a mixed-use Riverwalk in favor of additional open space.



Bicycle & Pedestrian Plan

The Goal of this plan is to provide the people of Milford with a dynamic active transportation system composed of trails, roads, and paths that is inclusive, safe, and functional for all levels of recreation and commuting while increasing economic vitality in Milford.

Recommended Northern Loop Improvements: NE/NW Front St., N. Walnut St., N. Rehoboth Blvd., Airport Rd, Canterbury Rd., Milford Harrington Highway, Big Stone Beach Rd., Carpenters Pit Rd., Bowman Rd., Road 406, Holly Hill Rd., and Williamsville Rd.

Understanding Today

Recommended Southwest Spur Improvements: US 113, S. Walnut St., and McCoy St.

Recommended Southwest Loop Improvements: Abbotts Mill Rd., Griffith Lake Dr., Meadow Brook Ln., Old Shawnee Rd., Shawnee Rd., US 113, S. Walnut St., and McCoy St.

Recommended Southeast Loop Improvements: S. Walnut St, Marshall St., S. Rehoboth Blvd., Elks Lodge Rd., Cedar Creek Rd., Beaver Dam Rd., and Wilkins Rd.

High Value Standalone Road Projects by Impact:

1. Front St. Sidepath, East - (Northern Loop)
2. US 113 Sidepath - (Northern Loop / Southwest Spur)
3. Front St. Sidepath, West - (Northern Loop)
4. Walnut St. Sidepath, South - (Southwest Spur)
5. Rehoboth Blvd. Sidepath - (Southeast Loop)
6. Marshall St. Protected Bike Lane - (Southeast Loop)
7. Little League Pathway - (Southeast Loop)
8. Airport Rd. Sidepath - (Northern Loop)

High Priority Standalone Intersection Improvements by Impact:

1. SE Second and Marshal St.
2. Marshall St./Elks Lodge Rd.
3. Wilkins Rd./Elks Lodge Rd.

4. Elks Lodge Rd./Johnson Rd.
5. Johnson Rd./State Route 30
6. State Route 30/Wellness Way
7. State Route 30/Wilkins Rd.
8. State Route 30/Kirby Rd.
9. Rehoboth Blvd./SE Second St.
10. Rehoboth Blvd./NE Front St.
11. Rehoboth Blvd./SE Front St.
12. Rehoboth/Tenth /Walnut/Washington
13. Beaverdam Rd/ State Route 36
14. State Route 14/US 113
15. US 113/Airport Rd.
16. US 113/Buccaneer Blvd.
17. US 113/Kings Highway
18. US 113/Lakeview Ave.

Recommendations for Regional Routes:

- Milford to Harrington
- Milford to Frederica
- Milford to Slaughter Beach
- Milford to Lewes
- Milford to Lincoln
- Milford to Camden

Looking Forward

To successfully move the City toward its vision and effectively address the needs and concerns of our residents and stakeholders, there needed to be specific and measurable goals.

City officials have worked to establish six priority areas, all of which are defined on the next page. Each priority area consists of goals, objectives, and strategies for their achievement. As a follow up to this plan, specific action items, success metrics, a timeline, and community partners are developed by the appropriate Department Heads for each strategy.

The following pages outline the framework for each priority area, which will be used during implementation. These details can also be found in tabular form in Appendix B. The Appendix chart will be regularly updated (at least twice annually) and made available online.



Community Engagement

We believe...

- *in all residents volunteering for the betterment of the City.*
- *City government is open, transparent, and engaging.*
- *constant citizen contact will lead to better governance.*
- *community events are vital to the wellbeing of the City.*

GOAL

Build an open, transparent, and engaged dialogue between the City government and the Milford community.

→ **OBJECTIVE 1**

Build and maintain regular and timely communications with community members about the City's activities, programs, and services.

Strategies

- > Continue to broaden the City's communication channels to include a wider range of print, email, social media, radio/tv, and in-person opportunities.
- > Increase frequency of communications by creating more

opportunities for public dialogue and resident feedback.

- > Consider surveying residents to assess the best way to communicate with them.
- > Give particular focus to promoting recreational opportunities, emergency preparedness, community events, development, and City achievements.

→ **OBJECTIVE 2**

Promote community participation in all aspects of City life.

Strategies

- > Create a central hub for information on volunteer opportunities and contact information.
- > Create ways of recognizing community volunteers and activists.
- > Investigate ways to incorporate creative placemaking principles to develop the arts in Milford.

→ **OBJECTIVE 3**

Develop monthly community events to engage the community and attract visitors to the City.

Strategy

- > Expand community festivals and establish new events, such as a concert series and art loop.

Public Safety & Preparedness

We believe...

- *in a fully diverse staff and professionally trained police force.*
- *in a properly funded and staffed police force and emergency services to meet future growth of the city.*
- *mutual trust exists between the police and residents.*

GOAL

Efficiently Utilize All Police Resources

(i.e., staff time, personnel, training, and technology)

→ OBJECTIVE 1

Evaluate and regularly monitor the Milford Police Department (MPD), including patterns of calls for service, types of crimes, and deployment of police resources

Strategies

- > Analyze existing data to understand what types of crime are taking place, where, when, and responses to address crime patterns in real time.

- > Identify new tools, technology, and analytics to assist in establishing patterns and promote intelligence lead policing models to reduce crime.
- > Utilize current and new technology to help collect and analyze data that will deploy police resources to address crime trends.

GOAL Reduce Crime

→ OBJECTIVE 1

Make a meaningful reduction in Part 1 crime in the City of Milford.

Strategies

- > Identify the types of crimes being committed in the City of Milford.
- > Create bi-weekly meeting with Police Command Staff to create avenues of accountable for where, when, and why the crime is occurring.
- > Create a plan of action for those crimes, execute the plan and re-evaluate the plan to effectively reduce crime.

→ OBJECTIVE 2

Implement researched-based policing strategics to reduce overall crime and improve public safety.

Strategies

- > Adapt evidence-based approaches to local conditions and constraints and evaluate their effectiveness, while demonstrating successful outcomes with promising strategies in reducing crime.
- > Conduct listening sessions and community meetings to identify problems and co-produce tangible solutions.
- > Offer citizen police academies, volunteer opportunities (neighborhood watch programs, etc.), and youth engagement activities.

→ OBJECTIVE 3

Expand the City's efforts and capacity to address homelessness.

Strategies

- > Partner with state agencies and towns to identify and implement best practices.
- > Establish strategic partnerships with community-based service providers, substance abuse treatment services, victim services, business associations, faith-based organizations, and educational institutions.
- > Explore other community initiatives (e.g., Georgetown and Salisbury, MD).
- > Explore innovative housing solutions, such as pallet housing.
- > Promote opportunities for residents to volunteer in assisting this population.
- > Continue to seek additional funding for full-time Behavioral Health Unit Staff.



Establish and Maintain Strong and Beneficial Police-Community Relations

→ OBJECTIVE 1

Create a reciprocal and trusting relationship between Milford residents and police officers through consistently proactive, responsive, and visible policing throughout the City.

Strategies

- > Established patrol areas for officers to work same area, so that the officers know their community and the community knows them.
- > Leverage existing community partnerships and support to increase community-police engagement.
- > Leverage social media to share information and promote transparency.
- > Conduct citizen surveys.
- > Establish a community advisory group.

GOAL

Utilize Effective, Proactive Emergency Preparedness and Public Safety Strategies

→ **OBJECTIVE 1**

Work with the Carlisle Fire Company on evaluating the use of new technology for communication.

Strategy

- > Identify new technologies that could help limit the use of the fire siren.

→ **OBJECTIVE 2**

Proactively plan for emergency events (i.e., storms, active shooters) through regular meetings between all City departments and state, regional, and local agencies to ensure plans are up-to-date and compatible.

Strategies

- > Update existing and adopt new City of Milford Emergency Plans, which are compatible with statewide initiatives and plans.
- > Ensure excellent internal emergency management coordination of executive leadership, personnel, resources, and communications.
- > Educate the community about current plans and when plans are adopted or updated.

→ **OBJECTIVE 3**

Enhance and create a safe physical environment in Milford.

Strategies

- > Improve lighting on streets and public areas.
- > Examine the use of cameras in key locations.



→ **OBJECTIVE 4**

On a regular basis offer and make available preventative training for emergency events (i.e., storms, active shooters).

Strategies

- > Provide training opportunities for the community upon requests.
- > Offer community-wide emergency planning events.

Economic Health & Development

We Believe...

- *in the creation of higher paying jobs and career opportunities (focus on medical industry and related fields).*
- *in a strong economic policy based on well thought out regulations.*
- *in attracting companies with strong potential for growth that will enhance Milford's future.*
- *in high quality amenities, including beautification, that will establish excellent quality of life for residents while maintaining the unique characteristics of the City.*

GOAL

Enable Growth of Existing Businesses

→ OBJECTIVE 1

Foster economic activity that will grow the local employment by 4 percent in five years.

Strategies

- > Partner to provide and advertise job training opportunities so the Milford workforce is ready for the future.
- > Support workforce development through job training and apprenticeship programs.
- > Work with School Districts to connect educational opportunities and outcomes with economic and business development to encourage young residents to stay in Milford.

→ OBJECTIVE 2

Work with the existing business community to develop strategies that foster economic growth for the employers, residents, and visitors.

Strategies

- > Conduct needs assessments of current businesses to identify growth opportunities.
- > Develop resources for marketing and promoting businesses, such as signs promoting Milford businesses on State Rt 1 and Rt 113.
- > Improve bike and pedestrian access to existing businesses as outlined in the Bicycle and Pedestrian Masterplan.

GOAL

Foster the Establishment of New Businesses

→ **OBJECTIVE 1**

Identify opportunities for growth and development of new businesses in Milford by promoting advantages and opportunities in Milford and leveraging the Downtown Development District and other state assistance.

Strategies

- > Connect the industrial park to the City with pedestrian and bike paths.
- > Annually review the process by which new businesses move to Milford, to develop more user-friendly services.
- > Continue to provide current incentives for businesses of all types and sizes.
- > Identify and assess vacant properties for business use and create incentives for new businesses to invest in and occupy vacant commercial properties.

→ **OBJECTIVE 2**

Ensure City ordinances and procedures support new and expanding businesses to promote business success in the City of Milford.

Strategies

- > Conduct a business satisfaction survey following completion of interactions with the City.
- > Ensure that all business-related organizations and City departments are knowledgeable about development processes for new or expanding businesses through communication and training of City Staff and coordination with partner organizations.

GOAL

Meet the Commercial Needs of Residents, Businesses, and Visitors

→ **OBJECTIVE 1**

- > Develop a more vibrant downtown, to bring more visitors to Milford and promote community pride.

Strategies

- > Leverage the Downtown Development District to implement the Rivertown Rebirth Plan and enhance river-based recreation and events.
- > Provide more signage and wayfinding for things like businesses, the river-walk, and parking.
- > Continue to incentivize mixed-use properties in downtown.
- > Host more citywide events in the downtown area to bring patrons to businesses.

→ **OBJECTIVE 2**

Encourage a greater variety of businesses and restaurants.

Strategies

- > Recruit popular businesses and restaurants that make Milford a destination.
- > Activate existing business community to fill market gaps.

GOAL Bring More Tourism to Milford

→ OBJECTIVE 1

- > Actively promote tourism opportunities through arts, culture, and eco-tourism in Milford, to bring in visitors and provide residents with more recreational options.

Strategies

- > Expand community festivals and establish new events, such as a concert series and art loop.
- > Advertise on print, radio, tv, social media, other Delaware park webpages, etc.
- > Continue to pursue creative methods of promoting City events, such as street banners.
- > Provide amenities such as public bathrooms that support tourism.
- > Promote the Mispillion River as Delaware's Hidden River.
- > Provide more opportunities for public art.

→ OBJECTIVE 2

- > Develop more river-based activities to bring in more visitors and provide residents with more recreational options.

Strategies

- > Partner with local nature societies, recreational clubs, and businesses to recruit more outdoor recreational activities.
- > Provide additional access points along the Mispillion River.



Mobility & Infrastructure

We Believe...

- all residents need equal access to broadband.
- in a well-planned, walkable City.
- in well-maintained and well-planned infrastructure to meet future needs.
- all residents have access to alternate transportation.

GOAL

Proactively Maintain Our Streets

→ OBJECTIVE 1

Maintain City streets so that 80 percent are always in “Fair,” “Satisfactory,” or “Good” condition.

Strategies

- > Fund street rehabilitation so that all streets rated “Poor,” “Very Poor,” or “Serious” condition are completed over the next five years.
- > Regularly update the Pavement Condition Report.
- > Proactively repair and repave City streets after making necessary utility and sidewalk improvements and repairs.

- > Promote the use of My Milford See, Click, Fix phone app for citizens to participate in problem identification and City opportunities.

GOAL

Proactively Maintain Our Utility Infrastructure

(i.e., electric, water, and wastewater systems)

→ OBJECTIVE 1

- > Continue to identify and utilize new technology to improve the efficiency and effectiveness of utility services.

Strategy

- > Use Supervisory Control and Data Acquisition (SCADA), AMI, and other smart technology to monitor our electric, water, and wastewater systems.

→ OBJECTIVE 2

Evaluate current condition and put plans in place to maintain or replace City utility infrastructure.

Strategies

- > Conduct regular preventative maintenance.
- > Establish an inventory of existing utility infrastructure and grade that system on an “Excellent” to “Serious” condition scale.
- > Address inflow and infiltration into the wastewater system.

- > Address older portions of the City without cleanouts and/or house traps on service lines.
- > Implement the Lead and Copper Replacement Program driven by the EPA and DHSS/DPH/Office of Drinking Water. Update code and write and implement a Cross Connection Control Program to protect the City of Milford's water supply as a Public Water System Institute proactive replacement program based on the inventory system.

GOAL Address Future Growth by Proactively Making Improvements to Infrastructure

→ **OBJECTIVE 1**

Develop a short- and long-range infrastructure plan in alignment with the Comprehensive Plan.

Strategies

- > Review progress with the City manager on a semi-annual basis.
- > Update regulations to comply with recommendations in the comprehensive plan.

→ **OBJECTIVE 2**

Meet semi-annually with the City Manager, Planning Director, Public Works Director, City Engineer, and Council to project and evaluate wastewater demands required for future growth.

Strategy

- > Sewer: Install force main from South East Pump Station to Kent County Pump Station (evaluate other potential areas that would be in addition to this system such as areas east and west of State Route 1 from the Mispillion River, south.)

→ **OBJECTIVE 3**

Meet semi-annually with the City Manager, Planning Director, Electric Director and Council to project and evaluate electricity demands required for future growth.

Strategies

- > Consider the installation of an additional substation or substation expansion projects.
- > Investigate energy efficiency measures to reduce energy demand and consumption for City facilities.
- > Evaluate renewable generation and Energy Storage options to reduce demand and smooth / flatten load curve.
- > Consider electric generation to reduce the reliance on PJM.

→ **OBJECTIVE 4**

Meet semi-annually with the City Manager, Planning Director, Public Works Director, City Engineer, and Council to project and evaluate water demands required for future growth.

Strategies

- > Evaluate storage demands for water in northwest business park and other portions of the City.
- > Investigate alternatives for water production in the southeast area of the City to address future growth in that area.

GOAL Continue to Develop a Multi-Modal, Pedestrian-Friendly Framework Throughout the City

→ **OBJECTIVE 1**

Include “Complete Streets” best practices as a part of all projected new street or repaving projects.

Strategy

- > Address deficiencies and maintenance issues in the City’s bicycle network.

→ **OBJECTIVE 2**

Implement the sidewalk maintenance and replacement program.

Strategy

- > Regularly inspect the sidewalks on a 4-year cycle by ward to notify and work with property owners on necessary repairs and/or replacement.

→ **OBJECTIVE 3**

Improve existing transportation options and accessibility by evaluating the number of routes, the frequency of routes, where stops are, and where they should be.

Strategy

- > Work with DART to improve transportation accessibility within the City and to provide access to key destinations such as the new Bayhealth Sussex Campus and Nationwide Campus.

→ **OBJECTIVE 4**

Implement the Bicycle and Pedestrian Plan.

Strategies

- > Implement high value standalone road projects and intersection improvements based on impact.
- > Collaborate with Kent County, Sussex County, nearby local governments, DelDOT, Dover/Kent County MPO, and the University of Delaware to develop regional bicycle routes.

GOAL Improve Traffic Management Throughout the City

→ **OBJECTIVE 1**

Work with agency partners to ensure that the safety of pedestrians and drivers is improved.

Strategies

- > Perform an Engineering Traffic Study within the City.
- > Evaluate truck traffic downtown and feasibility of maneuvers at downtown intersections.
- > Improve accessibility to and from the East and West portions of the City.

Neighborhoods & Community Services

We Believe...

- *all residents and business take pride in our City.*
- *all residents have equal access to City services.*
- *all residents of all ages have access to open space and recreational opportunities.*
- *all residents have an equal voice in their governance.*
- *all neighborhoods will have interconnectivity with each other.*

GOAL

Preserve and Enhance the Property Values and Quality of our Neighborhoods

→ OBJECTIVE 1

Ensure properties are safe, attractive, and well-maintained through improved code compliance.

Strategies

- > Continue proactive code enforcement throughout the City through additional enforcement and revised standards.

- > Continue proactive information sharing and outreach regarding code requirements to landlords, tenants, and homeowners.

→ OBJECTIVE 2

Enhance the City's identity through well-maintained and interconnected public green spaces and parks.

Strategies

- > Expand the beautification and maintenance program for streetscapes and gateways.
- > Maintain and appropriately program the current, 200-acres of open space to provide for diverse outdoor recreational activities.
- > Sponsor Community Clean Ups and other volunteer led opportunities.
- > Connect public open spaces through biking and walking paths that do not use state highways.

→ OBJECTIVE 3

During future neighborhood planning and zoning, ensure the inclusion of sufficient and connected open space in and near neighborhoods.

Strategies

- > Continue to connect neighborhoods with bicycle and pedestrian paths as designated in the plan.

- > Continue to evaluate City ordinances and enhance requirements that all new developments meet minimum requirements for open space networks so that sidewalks and trails connect with other parts of Milford.

GOAL **Encourage a Balanced Range of Housing Types and Home-Ownership Opportunities for Existing and Future Residents**

→ **OBJECTIVE 1**

Ensure a variety of housing options in varying affordability ranges are available throughout the City, in order to encourage residents of all socioeconomic backgrounds to reside in the City.

Strategies

- > Ensure zoning ordinance provides for variety and flexibility in housing options.
- > Continually evaluate ways to attract more affordable housing options.
- > Consider implementing a Historic Preservation ordinance to protect buildings from destruction or insensitive rehabilitation.

GOAL **Promote a Healthy Community with a Variety of Recreational Activities Provided by the City and Community Partners**

→ **OBJECTIVE 1**

Provide residents with more recreation options by partnering with local private and nonprofit agencies in the area.

Strategies

- > Continue to partner with external organizations to gain access to more outdoor and indoor facilities for adult and child sports leagues.
- > Build capacity of the Parks and Recreation Advisory Board (consisting of residents) to advise City Council, expand outreach, and recruit volunteers.
- > Expand access to existing regional recreational amenities through varied transportation options.
- > Work with residents and partners to create a recreational scholarship or subsidy for families who struggle to pay program fees.

→ **OBJECTIVE 2**

Actively promote current recreational opportunities offered by the City and partners.

Strategies

- > Work with recreational partners, schools, and others to increase awareness of current children's programming.
- > Promote available activities through a variety of media.

Fiscal Responsibility

GOAL Operate in an Efficient and Responsible Manner

→ **OBJECTIVE 1**

Manage resources wisely and sustainably by maintaining appropriate fund balances and reserves.

Strategies

- > Achieve a structurally balanced budget through diverse revenue sources, smart financial management, comprehensive forecasting, and results-oriented and efficient services.
- > Continue to maintain and implement a five-year Capital Improvement Plan.
- > Develop a long-range operating forecast for the general fund and all utility funds in conjunction with the five-year Capital Improvement Plan to identify threats to the City's reserve policies, structural balance, rate structures, debt covenants and solvency to allow for the implementation of any corrective action in advance.



- > Achieve and maintain fiscally-sound balances and reserves for all the City's various funds.
- > Ensure Electric, Solid Waste, Water, and Wastewater utilities are properly funded and that rates are fairly and appropriately set by conducting cost of service studies.
 - > Both water treatment plants and sanitary sewer pump stations are funded for and experience ongoing equipment/component replacement to ensure the need for fewer reactive breakdown responses.
- > Identify ways to deal with the high demand for electricity when the cost is at its highest peak, both in the short and long term.
- > Investigate and implement the use of technology to improve delivery of services.

Community Conversations— What We Heard

Neighborhoods and Community Services

- **Growth** – Growth is a major concern of all residents and is a contributing factor to an emerging identity challenge.
 - Residents want to see controlled growth and limited sprawl.
 - However, they also want more stores and amenities.
- **Housing** – Housing availability is directly tied to growth.
 - There should be a variety of new housing being provided.
 - The price of new and existing housing stock is a major concern.
 - There is major skepticism about the role developers play in determining the type of new housing built.
- **Aesthetics / Beautification** – Residents are proud of Milford and think it is a beautiful place.
 - More **code enforcement** to encourage the upkeep of homes.

- **Less litter.**
- Promote the attractive aspects of Milford to attract visitors and new residents.

Economic Health and Development

- Residents want a **better mix of businesses** in Milford.
- Challenges for downtown include homelessness, lack of connectivity to the larger region, the state agency presence, lack of parking, and slow business permitting processes.
- City should **embrace healthcare, industry, and culture** to increase economic development.
- Current lack of jobs is seen as a deterrent to young people.

Public Safety and Preparedness

- The major safety issues mentioned by residents were:
 - high rates of youth crime
 - lack of community policing

- homelessness
- code enforcement
- Residents want to see more activities and opportunities for youth.
- **Stronger relationships** between residents and the police.
- More **police presence**, foot patrols downtown and in neighborhoods, attendance at public events, and community outreach through initiatives like the Police Athletic League.
- Residents would like **more/better lighting** downtown and in their neighborhoods.
- **Address homelessness.** Suggestions include a police behavioral health unit, panhandling code enforcement, and temporary housing for housing insecure individuals (e.g., the pallet structures in Georgetown).

Infrastructure Transportation

- Most residents are comfortable driving and walking around Milford.
- There is a lot of **interest in cycling**. However, residents do not feel safe using streets and roads without separate bike facilities.
- **Concerns:** Large truck traffic and congested intersections.
- More **transportation options** that connect Milford with the larger community and **regional destinations**, such as DE

Turf and the Hospital.

- Residents are skeptical that streets in developments are being properly graded and repaved when construction concludes.

Other Infrastructure

- Residents rate Milford's infrastructure as good and reliable, especially snow removal.

City Response:

- *Though this need has dwindled greatly over the last few years, snow removal planning and operations is undergoing technology advances to ensure that the highest priority destinations and attractors have roads cleared first with efficient clearing of secondary roads and destinations/attractors thereafter.*
- Some concerns included: expanded gas service, lack of ISP competition, and the effectiveness of solid-waste removal (i.e., Is recycling actually being recycled?)

City Response:

- *Solid Waste Program is undergoing a reboot.*
- *Large containers will continue to be available to new customers but will be picked up by a commercial carrier on the City's behalf.*
- *Implementation of route management software will efficiently program daily route alignments, record pickup eligibility as well as the actual pickup itself, notifying the*

customer if their containers were picked up or not available for pickup.

- *The City continues to purchase new vehicles in accordance with expected service life and has arrangements with other fleets to borrow vehicles if/when necessary due to breakdown.*
- *Container replacement will be managed within the capabilities of the route management software, therefore making issued container function more reliable and less likely to break down, requiring reactive replacement with delayed or slow turnaround.*
- Residents are also acutely aware that increased development might strain City resources when it comes to infrastructure.
- Reassurance that essential infrastructure is properly secured from vandalism and domestic terrorism.

City Response:

- *The City has completed an infrastructure security review and has begun to implement the recommendations made in this audit.*

Community Engagement and Local Government

Most residents recognize the positive attributes of the city and its government. However, there are areas they feel could be improved:

- **Communications**

- Greater variety of mediums, more frequent, timelier.
- Share success stories.
- Make in-person resources available at centralized location(s).

- **City Response:**

- *A monthly utility education column appears in the City's Utility newsletter. Covering a widely diverse array of subject matter, customers are informed about seasonal concerns, utility cost-saving tips, safe utility practices and environmental conservation guidance.*

- **Civic Participation/Volunteerism**

- No shortage of opportunity, only participants.
- Try greater promotion of volunteer opportunities.

- **Identity**

- Milford is at an identity crossroads; a difference of opinion about the vision of Milford's future has emerged between newer residents and legacy residents.

Council Asks—Summary of Responses

What kind of Community do you want to live in?

- A community that has a variety of department stores such as Kohl's, Target, Home Depot, or Lowes. A community that has a variety of restaurants to eat at with your loved one on the weekend and through the week. A community that has more than two upscale hotels to offer.
- I would like to live in a community where there is more community engagement and a sense of unity and mutual respect. The unity doesn't necessarily have to be a "friendship" but one of respect. I also think it's important for new community members or residents to be aware of the rules and ordinances for the City of Milford
- Safe to walk in (from dogs and robbers), quiet, and friendly people and police.
- A safe community that provides protection for citizens from gun violence, drugs, child abduction/abuse, domestic violence and other criminal activities. Good educational systems (schools). Good Health Care systems (hospitals, doctor offices, Specialist in various fields, Rehabilitation sites for different needs (physical, addictions, certain diseases, etc.). Adequate employment and transportation opportunities. Proper grocery stores to promote health & nutrition for families of different cultures. Freedom to express yourself. Fairness regardless of race, age, gender.
- We would like to live in a community that is thriving and involved with knowing what's happening in our community and have more options for our children. Example... playgrounds, activities, dances, things to keep them occupied instead of being on the street. More community activities.

- A community of likeminded people who want to work together to better their neighborhoods and take action when called on.
- I want to live in an active community that encourages and provides opportunity. For people to get outside. I would like there to be a variety of trails and paths for walking, running, and biking. I would like there to be non-chain restaurants to visit.
- A diverse community with cultural activities including art, music and dance
- First priority is to live in a safe community with low crime. Second priority would be safe drinking water. Third priority would be more retail stores.
- Safety and security in the community is of utmost importance. Education, medical facilities, doctors, and community amenities are factors in selecting the community to live in.
- Don't build more. That our coach can handle. We are rapidly approaching the time when we'll be spending more time sitting in traffic than actually driving.
- One that is safe to walk in any part of town without fear or anxiety. No homelessness. Fare taxes new line. Fun offers arts, music fairs.
- Safe and clean city with activities for teens. One with excellent hospitals, doctors, so we don't have to travel out of town for specialty care, IE heart. Clean water. Lower taxes. Get proper infrastructure in place before more building takes place.
- Safe and well developed good schools academically. The middle school and high school are poor rating.
- Crime free cohesive community where the residents take pride in their homes and neighborhood. A place where progress is. Tempered to the limits of its infrastructure and financial capabilities.
- A community where it's safe to go outside and have a nice relaxing time without having to worry about a dog or a stranger coming out of nowhere. And attacking you.
- One where 75% agree on rules and regulations, then have a strict enforcement policy.
- I would like to live in a community where it is safe. Where resources are available to use to us, the community. And an environmental consciousness is set in place.
- A supportive, safe community with less red tape.

Themes:

- Safety, Thriving, engaged and active community regarding Citizens and government engaged, listening and doing.

Why is that important to you?

- Because as it is now, we have to travel out of town to shop at these places. There [is] only a Walmart and Cato here in Milford with no other stores available for clothes for men. We travel to other towns or cites to get material for our homes, Ace Hardware has a very limited selection and can be a little pricey for what they do have.
- When we want a good meal, we travel to Dover for a nice restaurant. Why should we need to travel 20 or 25 miles for a good meal that is reasonable. The hotels would help Milford since it is near the beaches, two good hotels are not enough especially if you have new people moving to our town and they may have guests that visit, nothing more frustrating to have an event at your home and your guest have to drive to Dover to get a room because Milford has inadequate hotels.
- When I moved to the City of Milford, I was not aware of ordinances until I had problems with my neighbors. Only then, did I take the time to actually find the ordinances online. Many residents in Milford are older individuals who may not have the capability to access the internet. Some residents are from other countries who may not speak nor read the English language. Therefore the online ordinances would be of no effect.
- Safety should be one of the number one factors when living in any community be it from others or those whose duty it is to protect and serve. I remember a time when most of us used to know and get along very well with the Police. Now it feels as if they just look to "get us" or "catch us" doing something wrong. I have never felt the way I have been feeling about most officers as I do today. My guard is ALWAYS up! I do not trust most of this new generation of police in Milford.
- It's important to me because I want to have a sense of belonging in my community. A place that I can call home, where my children and grandchildren, etc. can grow up. I want to enjoy a fulfilling life and I can be connected to good and positive neighbors and friends. A community where I can serve on town councils or committees and help to develop policies and procedures that will make the community stronger in a positive way.
- It's important to me and my family that we have these things in order to grow. It takes a village.
- Because we all want to feel safe and secure. I grew up in in a city and I'm comfortable here in Milford
- I want there to be options to stay fit and active other than just walking around my neighborhood. I would like to support small business and Milford at the same time.

- Celebrating the different cultures within our own community. We increase our understanding and connection to the world at large.
- The need to feel safe and secure in my home and when I am out in the community. They need to be assured that my tap water is safe for drinking and cooking new line So I can shop locally instead of driving 20 miles north or South for a better selection and choices.
- We should always be able to feel safe living in the community. This is not just in the development. Lived in but all areas of the community. Freedom to go everywhere and not have fear of people or groups. God.
- Safety first. Every new development and business increases traffic and our steady city streets. Can barely handle the load now. The worst traffic gets to more people drive like idiots.
- Safety, Home cost values continually go up, Excellent healthcare. Good pain, industrial jobs. Safety and plentiful water supply.
- Top notch schools in charter school option in Milford. Our school system now is subpar and children are our future leaders, doctors, educators, etc. Water is now often brown and highly chlorinated. Not healthy.
- When the community expands without regards to the infrastructure in place, schools, hospitals, 911 services and traffic suffer. Causing insufficient services for the residents.
- It's important to me because you generally want to be safe or have your family safe with you wherever you go, even if it's in the privacy of your own home or yard.
- I would prefer not to live in a community with an HOA. We, however, are legally required to maintain one. Hence, we should all abide by rules that are fair, cohesive, and neighborly.
- This is important to me because I would like to feel safe in my community. It puts one's mind at ease. It also is good for one's health. And you take pride in the community. That is safe. Having resources accessible is also important. So that way we can meet our needs. Hmm.
- Because we are a family-owned restaurant.

Themes

- Safety for everyone, a need to belong, Thoughtfulness about the future, culturally diverse, “It takes a village.”

How is that different from how you see things now?

- I travel a lot within the State of Delaware working as a Comcast Manager and I see other cities and towns in Delaware expanding, growing, and offering more for the consumer. I look at Seaford, Camden, Middletown, and a few other areas and I see progress. Being that I left Milford in 1977 and joined the Military and return in 2003 I do see some changes in Milford, but I believe it could expand more.
- I see way too many strange people in the neighborhood who appear a little suspect. One time a man ducked down behind the daycare fence as I was getting in my car. I just happened to see him as he did it and stared him down so he quickly got back up and left in the opposite direction. As far as the police, one time one tried to catch me doing something wrong while leaving my driveway to go to work. He was just sitting as if waiting for me to leave and when I left, he tore down the ONE-WAY street and put on his lights. I just laughed at him because I knew I was legit! He needed to do his job and go catch a "real crook" as my mom would say and leave innocent, hardworking people ALONE! I can share all the details if you wish to hear them. The police need to ride through other neighborhoods as much as I see them over here in our neighborhood.
- I think more individuals should be engaged with the community problems, as well as myself. Community individuals should attend the town meetings, community meetings/events and be at the table for discussions and conversations concerning community issues.
- It's very different now. The things I stated previously we do not see.
- Working with the public daily I see people who look through life with blinders on. Look to the left and right. We are all different but can make a difference.
- There are a number of small businesses that are not conducive to spending a night out. Thrift shops are sleepy, boring and closed by 2:00 PM.
- I don't see much of a nightlife. Here in Milford. Live music, art exhibits, theater, etcetera would be nice.
- I checked the crime statistics for Milford DE and the crime rate is very high. There has been discolored water issue in Milford since 2017 from a bad well and now when hydrants are flushed. The only full line store in Milford is Walmart, and that is not enough.
- There is a stigma of the homeless population. Homeless individuals are dangerous and ruining the community image.

Appendix 2

- I see careless driving on a regular basis. More buildings without new ways to navigate in and around. Town increased the likelihood of more accidents and injuries.
- Bad sections of town, homeless people. Questionable health care. Not many industries here.
- Now substandard school system. Need more qualified teachers? Must travel or be airlifted out for specialty or some emergency care. Water is highly questionable now, often brown and no answers why.
- I've only lived here three years and the town is lacking. Supply of food on the shelves.
- Is a lifelong resident of this area. I have seen expansion without regard to the impact on the residents. Police station was overwhelmed. New hospital is at capacity in just a few years. Schools are overwhelmed. Roads in town are in disrepair. New residents, for the most part. Move here for lower taxes. Which will have to increase due to increases in services.
- It's a different and far dream from what I see now. There are dogs running around with no leashes on, big ones. There are cars everywhere now and then, driving fast down the street with no care for pedestrians on the sidelines or kids outside.
- The HOA has enforced the rules in two years. The focus seems to be on changing the rules so the board has less to do and little, if any enforcement.
- I believe we do have some of this already implemented. In our community, we can do better. We have resources available, but maybe can expand the range of those resources. The city is also always improving and providing environmentally friendly options. For example, we can recycle.
- I see a lot of roadblocks. Pass the buck, bureaucracy.

Themes:

- Haphazard growth, homelessness, lack of activities for everyone including a night life, Safety in community and on the roads, there are opportunities to do things.

What are some of the things that need to happen to create that kind of change?

- Better planning, ask the community what we want, I'm sure everyone in Milford would agree on a Home Depot, more clothing stores, a working car wash and nice restaurant like Texas Roadhouse, etc.
 - I think it would be great (if it's not currently in effect) to have the ordinances printed in all languages based on the Milford population (Spanish, Creole, etc.) readily available. Most new residents have to visit the City of Milford to arrange for Trash and Electric Services. I think the idea to have a Welcome packet would be great! The Welcome packet could include fun facts about the City of Milford, School information, services and of course, the ordinances.
 - We need yearly or bi-yearly meet and greets for the community with the Police, Milford Councilmen from each district, and the Mayor so we can voice, listen to and share concerns and experiences. This should be a non-threatening environment with light refreshments and ice breakers to open. Announcements can be shared from participants as to what they are doing in the community. I do like all of the downtown activities. They are really a nice breath of fresh air in Milford!
- Be at the table to speak out; Donate money, food, clothing, etc. for community needs; Recruit volunteers; Begin a neighborhood watch; Connect with neighbors; Have fundraising events; Charity walks; Community Clean-up days; Provide support groups; Food Give Aways; Community Days; Community Resource events, etc.; Develop a Strong Community Committee/Program.
 - Some of the things that need to happen is what we discussed earlier. We need to get more people involved. More community action to address these issues. I have tasked myself to be the person to jump start this and with the help of you and others I can see us making a major change in the near future.
 - Community meetings maybe? Where people can toss around their thoughts and ideas and then proceed to take action together.
 - Benefits. To attract small business owners to the area. Making downtown more safe at night.
 - Start with local artists who are trying to get the Art scene started on their own.
 - More police presence throughout the community to deter crime.

Appendix 2

- Have an independent, impartial third party outside the state of Delaware to test their water and report on it new line Opening of a full line department store for clothing and home goods and a Home Depot for home improvements and necessities.
- The town needs to be assisted through state programs to address the homeless population. Lower rents, 24-hour shelters and other aides would help.
- Stop building so much, especially new housing developments. More enforcement of traffic laws, especially speeding. Rehoboth Blvd. is a prime example of constant speed. When traffic is not heavy.
- Increase incentives for industries to move to Milford. Build a Wicomico style indoor Civic Center venue for entertainment. Research, locate and upgrade number of water wells. And towers.
- Overhaul of our drinking water pipe system new line. Have a charter school option in Milford inside city limits new line; Increase the amount of doctors in town and have more skilled providers. And Equip hospital to bring all stroke, heart, and ICU patients here. new line increase teacher salaries.
- Like doctors, lawyers. For the housing market, more economic growth.
- Slow down expansion until infrastructure catches up. To the needs of the community at large. Buying property for a new industrial park. Doesn't seem to fit this narrative. Maybe they should. By Shawnee Country Club, Rookery North. For use of all residents as a park.
- There should be certain speed limits signs people need to follow, with certain fines for those that break those limits. Communication and information for residents and visitors should be a must.
- I created a HOA Rules Committee to do just that, but the incoming President stopped it. The new rules created are far from what is needed. And we will not have 3/4 of our folks actively engaged in agreement. The effort will put in be put in the past time without the constituency understanding.
- The city needs to listen to the people in the community and hear what the needs are. In the safety aspect, speeding on busy streets in school zones is occurring. Maybe strict penalties can be put in place. We can expand our resources by providing more retail and dining to the community.
- Get rid of roadblocks, pass the buck, Bureaucracy. Transparency is important.

Themes:

- Participation by community, incentives for growth, economic development, step up or get better at planning and regulations, community policing, promote arts and culture.





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prepared by the Institute for Public Administration, University of Delaware | www.ipa.udel.edu