

CITY OF MILFORD
CITY COUNCIL ECONOMIC DEVELOPMENT STEERING COMMITTEE

Minutes of Meeting

October 28, 2010

A meeting of the City of Milford Economic Development Steering Committee was held in the Joseph Ronnie Rogers Council Chambers of City Hall, 201 South Walnut Street, Milford, DE 19963 on Thursday, October 28, 2010 at 8:30 am.

IN ATTENDANCE: Mayor Rogers, Councilman Garrett Grier, Councilman James Starling, City Manager David Baird, Richard Carmean, Richard Johnson of Richard Y. Johnson Construction, Brendon Warfel of Brendon T. Warfel Construction, David Hitchens of Key Properties Group, Skip Jones of Atlantic Concrete, Melodie Booker of Delaware Economic Development Office, Jason James of Burris Logistics, Jamie Masten of Masten Realty, Terry Murphy of Bayhealth Medical Center, Sher Venazulas of First State Manufacturing, Mark Schanne of State Farm Insurance, Dennis Silicato of Silicato Development, Randy Marvel of Marvel Agency, Tim Johnson, Tom Draper of Draper Communications
Also: John Rhodes of Moran, Stahl & Boyer, Recording Secretary Christine Crouch

Council Grier thanked and welcomed everyone to the meeting and explained the purpose of the Steering Committee is to develop a strategic plan, specifically where the City wants to be in five and ten years.

Mr. Rhodes of MS& B introduced himself explaining the City has hired him as a consultant to create the road map for the City to achieve their goals for their five and ten year plan. Today's purpose is for the attendees to craft a vision of how to achieve the goals of the steering committee. He began by reviewing a powerpoint presentation, which will be included in the minutes of the meeting.

Mr. Rhodes reviewed the resources of Milford, in other words how money flows into the community. Typically these would be something or things that are unique to the community. He then explained that primary industry, residents and business support services support the resources.

In identifying the strengths and opportunities of the community, the committee cited the small home town feel, the quaintness, the river, the hospital and the community events. Possible opportunities include Junior Achievement and technology based employment.

When asked what the committee felt were weaknesses, the committee felt it important to have the housing stock cleaned up. Some members of the committee noted this is especially an issue for rental housing units. In addition, employment industry should be increased to provide jobs for residents to move here and work here.

Mr. Rhodes asked what the primary employment industries are in the City. Adding manufacturing industries to the City was of importance to members of the committee, as a means to add jobs. The last manufacturing business opened in the city was approximately ten years ago. Recently the city lost a plastics manufacturing business. The importance of increasing employment industry is two-fold. By having jobs here, it will encourage people to live here, thereby increasing the residential tax base. A business, however, increases the tax base much greater than a residence does though. Either way, an employment industry increases the tax base.

Mr. Rhodes had the committee briefly review the available land in the City and what it zoned for. Based on what the committee would like to see added to the community, zoning may need to be changed in the next Comprehensive Plan, which is due for certification in 2013.

When asked for the committee's opinion on the threats of the community, several members of the committee explained their frustration they have with residents who do not want any change to occur for various reasons. These residents attend the council meetings voicing their concerns, which often times resort to personal attacks, and manage to draw so much negative attention to any project that the project fails. Mr. Rhodes explained he has seen this in numerous communities across the country when a municipality is comprised of retirees from other states. Those new residents are so accustomed to seeing changes happen so drastically and radically, they become anti change to everything without knowing fully what the end result will be. It will be important for the leadership of the community, such as council and this committee, to explain to new residents what the goals of this committee are and why it is important to the residents. It is equally important for council to not be swayed by the residents that are attending the meetings and stirring up issues that are not related to the issue at hand. To be able to see the big picture and overall goals of this committee will be paramount. Mr. Rhodes suggested holding a "new resident" type of meeting once per month and explaining to the new residents what their role in this committee's purpose is.

Mr. Rhodes will be performing individual interviews with several committee members as well as with people not on the committee during the next two days to gain a better understanding of the community. He will be returning to the City to speak to the committee on Friday, November 19, 2010. He anticipates having a plan of action at that meeting and providing the committee with a document on that plan.

Mr. Grier thanked the committee for their attendance.

Respectfully Submitted,



Christine Crouch
Recording Secretary

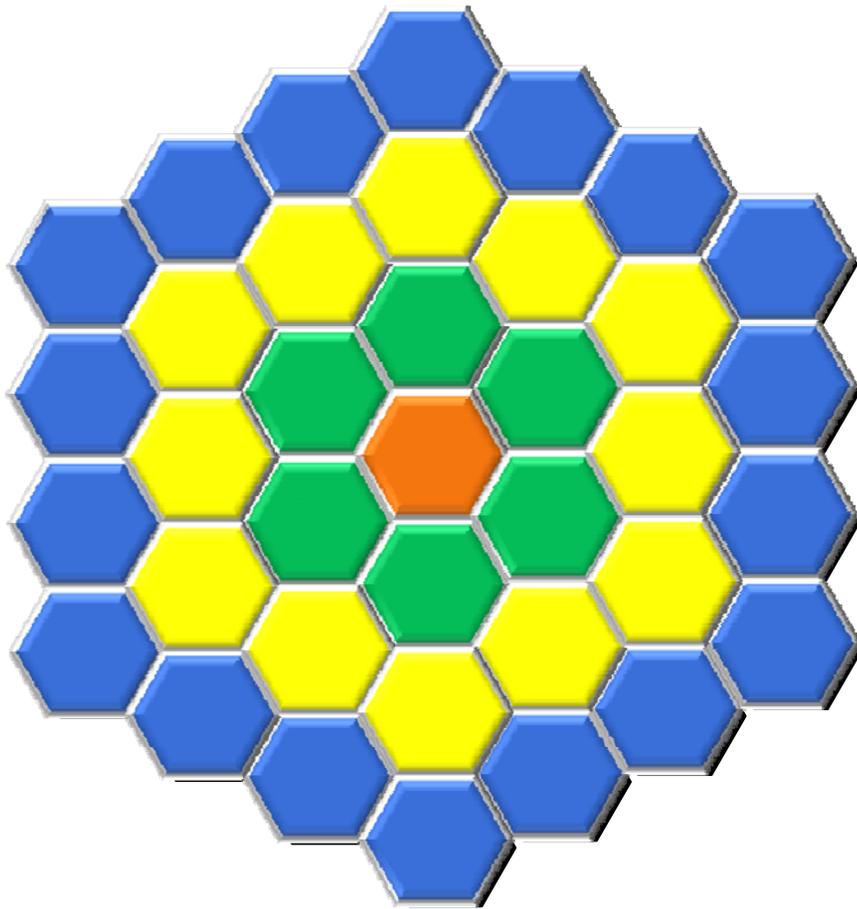


DEFINING AN ECONOMIC DEVELOPMENT STRATEGY FOR MILFORD, DE



Moran, Stahl & Boyer
Site Selection and Economic Development Consultants

1. Current situation: strengths, weaknesses, opportunities and threats.
2. Defining a vision for the future: jobs, tax base, land use, quality of life, profile of residents.
3. Plan for achieving the vision: who, what, when.



Resources



Level 1 - Primary Industries

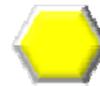
Employers that infuse money into the county from outside sources, such as:

- State/Federal Government
- Agriculture
- Manufacturing
- Colleges/Universities
- National Financial Services Firms
- Business Services (with outside clients)
- Regional Healthcare Operations
- Regional Retail Operations
- Regional Distribution Operations
- Tourism-Related Businesses



Level 3 - Resident Support

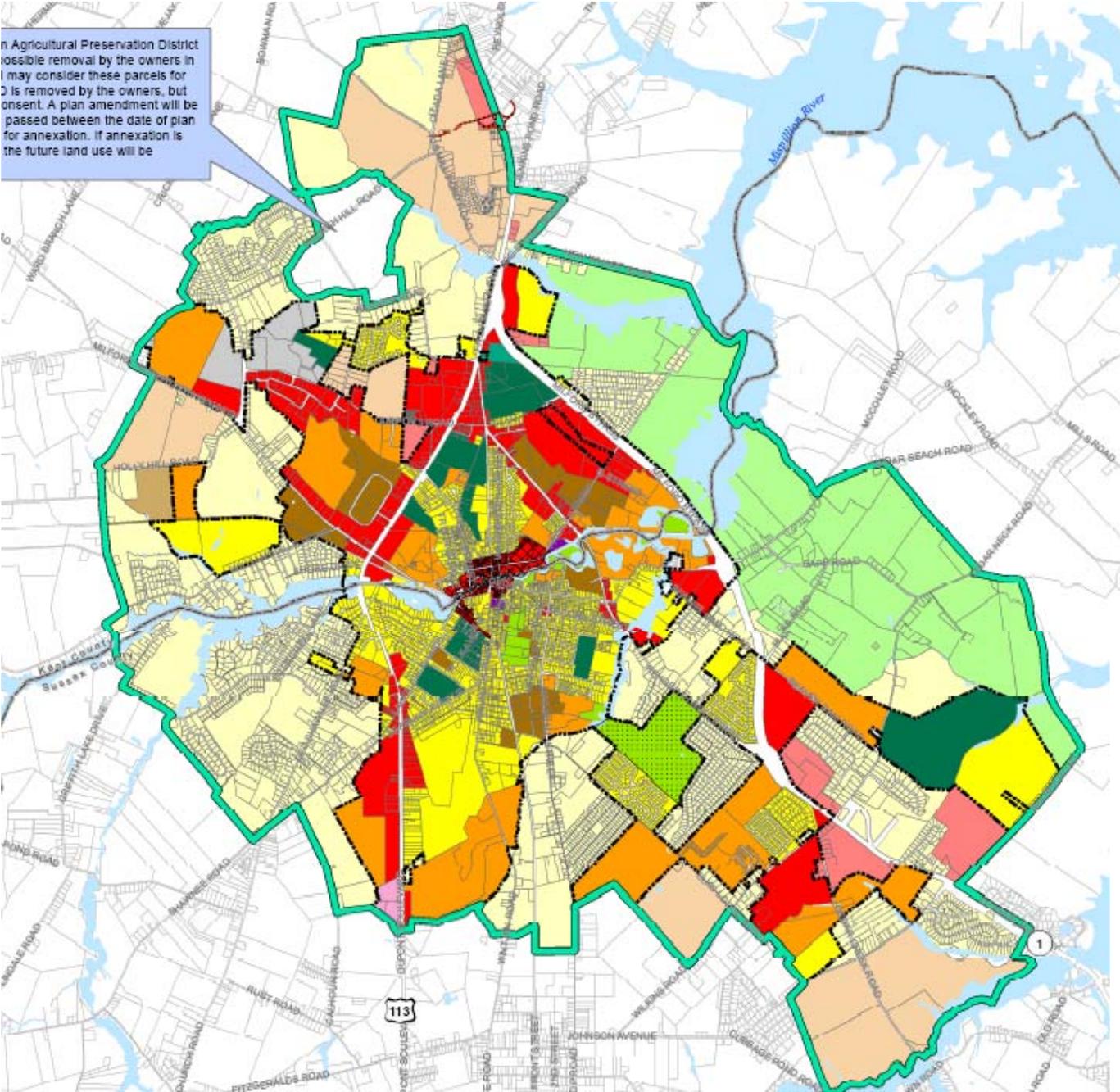
Provide services to local residents
(Retail, personal services, local gov't)



Level 2 - Business Support Services

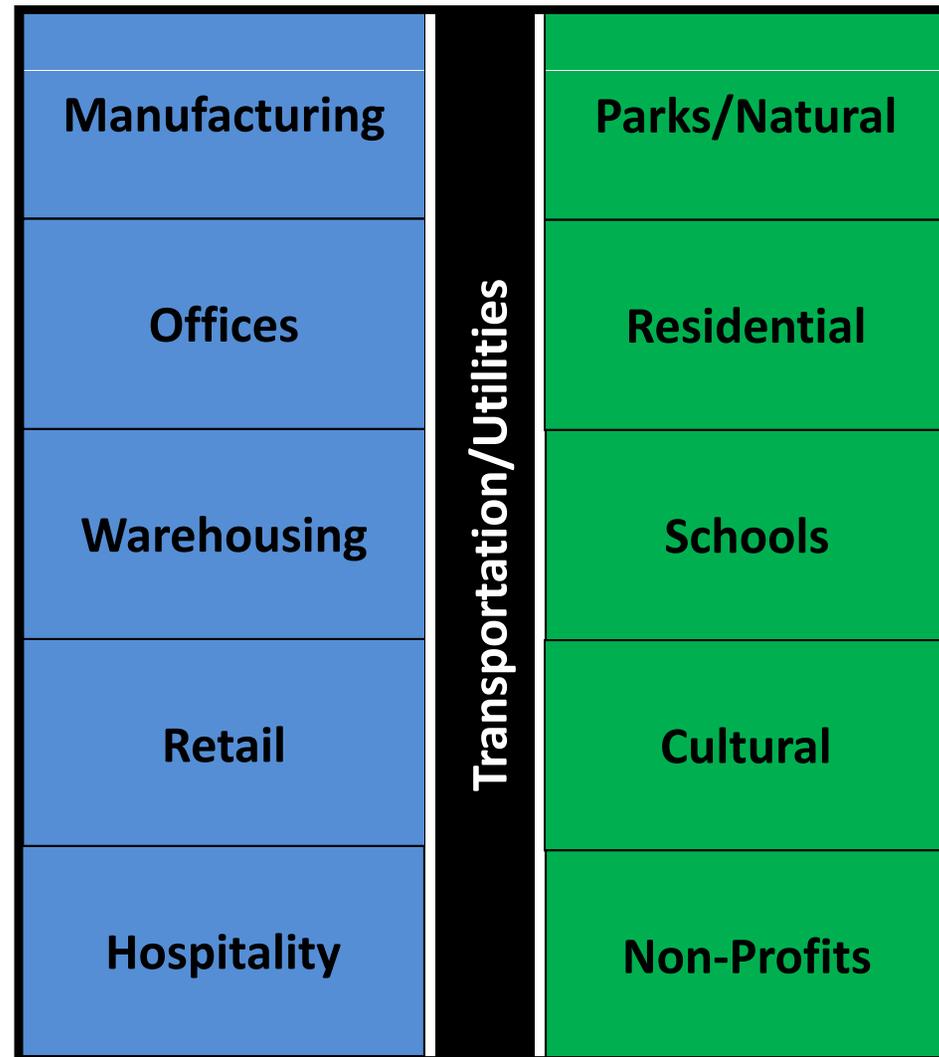
Provide support service to the primary industries located in the county

Consider: Quality/Variety of Jobs and Size of Tax Base vs. Demand for Services



- Jobs and revenue required to sustain the community.
- Land use policy to support economic growth while sustaining a high quality of life.
- Land is the ultimate limiting commodity.

Jobs/Revenue vs. Quality of Life



Type of Operation	Number of Jobs / Acre	Job Income	Tax Revenue	Impacts on Community
Offices	High	High	High	Increased commuter traffic
Manufacturing Plant	Moderate	Varies	High	<ul style="list-style-type: none"> • Traffic during shift changes • Truck traffic (need to locate near primary highway) • Potential water use, air emissions, wastewater and solid waste
Retail Complex	Low to Moderate	Low	Moderate	Increased local traffic
Residential Development	Moderate (construction)	Low to Moderate	Relatively Low	Expansion of schools and infrastructure required

- Business Owners
 - > Service (local)
 - > Service (outside the area)
 - > Manufacturing
 - > Other
- Local workers
 - > Service
 - > Manufacturing
 - > Government
- Commuters
- Retirees
- Seasonal



SWOT Analysis

1. What are our resources?

2. What are our options?

3. How feasible is each option?

4. What is our vision for the next five years?

5. What strategy and actions must we implement to achieve our vision?



Strengths

Weaknesses

Opportunities

Threats



E

N Walnut St

Park Ave

Washington St

S Walnut St

SE Front St

SW Front St

SW Front St

36

S Walnut St

Pearl Alley

S Washington St

S Walnut St

Causey Ave

36

SE 2nd St

Business and Community Resources and Infrastructure

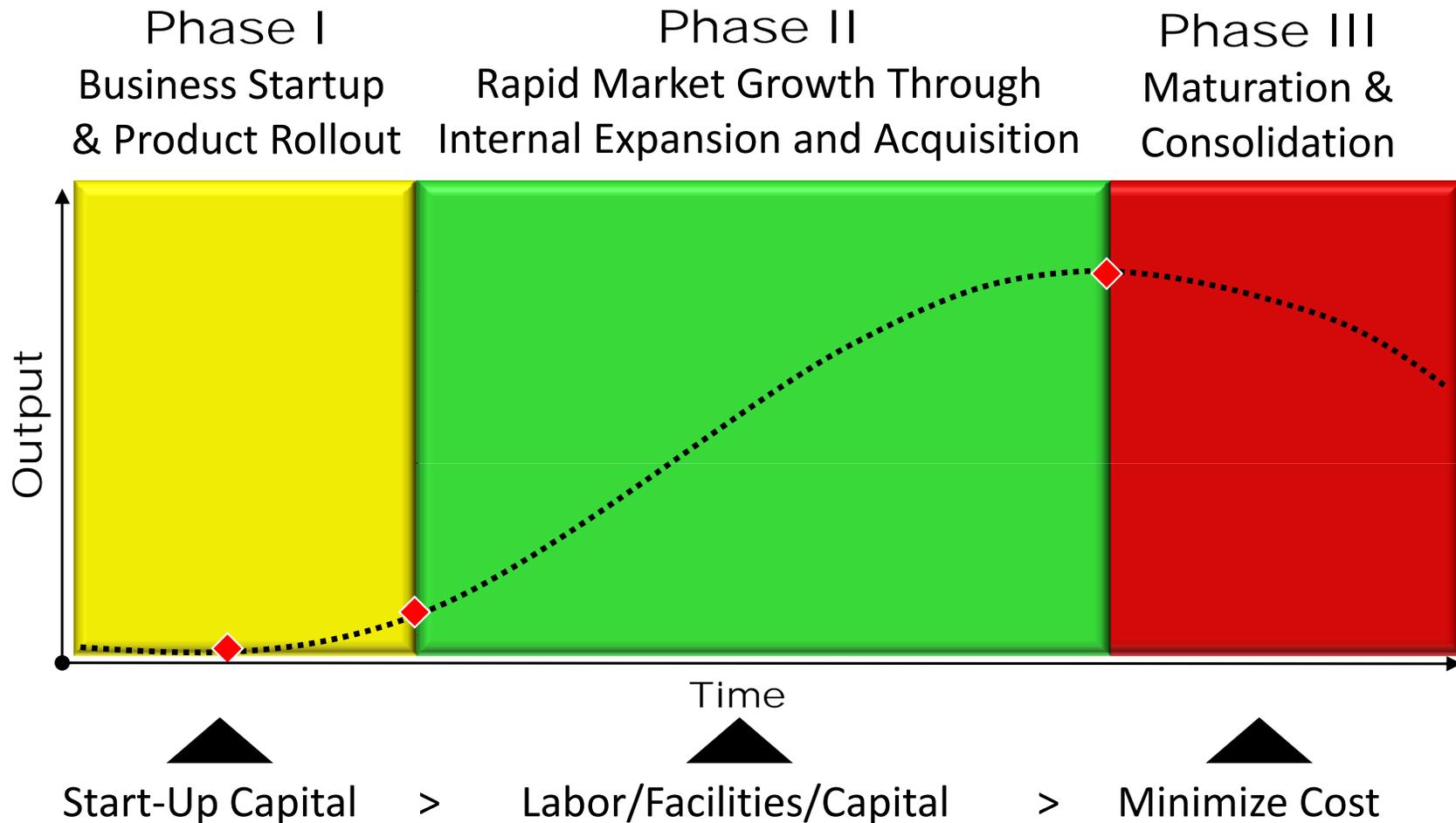
Buildings and Sites**Local Utilities****Transportation****Financial Resources
and Incentives****Business Services and
Access to R&D****Industry Presence**

Workforce Development and Job Opportunity

Labor Skills Inventory**Education and
Training Resources****Industry Presence**

Quality of Life Factors . . . When Attracting Businesses to the Area

**Housing Options
and Cost****Education: Child
Care Through College****Healthcare Facilities
and Cost****Cultural and
Recreational Options****Restaurants and
Retail Options****Religious/Social
Organizations/Activities**



Companies seek different capital funding, labor skills, facilities, cost structure, and logistical positioning throughout a particular product life cycle.