

## DRAFT Objectives and Goals

### Background to this document.

This document is the outgrowth of a list of “fundamental questions” that were reviewed by the Working Group at its March 26, 2016 meeting. While there was a consensus that those were important questions, some members of the Working Group wanted to see them converted into “goals” prior to a full discussion. Earlier drafts of this document were discussed at the March 28, May 28 and June 11 CDPWG meetings, and subsequently updated. The relevant portions of the minutes from these meetings are attached as an Addendum.

The primary intent of this document is to frame a set of draft **objectives**, to use for discussion within the Working Group to define areas of group alignment and areas of differences of opinion. And, to frame some draft **goals/milestones**, to stimulate discussions and provide some initial input to the critical-issue teams that will be working on a final set of objectives, goals and recommendations in each of these areas.

Definitions. While many believe the definitions of “goal” and “objective” to be interchangeable, we have adopted the following hierarchy:

**Objective: An objective is what you'd like to accomplish in the long-term. In the context of a comprehensive plan it is the overarching principle that drives strategy and tactics.**

- **Goal.** Goals are those elements that must be achieved along the path from the situation today to achievement of the objective; goals must be measurable.

### Financial Sustainability

**Financial sustainability based on stable and predictable revenue sources and reasonable and predictable expenditures.**

- Five- and 10-year capital expenditure plans are established (Town; immediate and ongoing)
- Fee, tax and fine schedules are re-assessed to balance the costs of Town operations, capital improvements, and ocean-beach and bay-shore preservation equitably across all stakeholder groups<sup>1</sup> (Town; 3 year goal)
- Where possible, trends in revenue should tend toward increasing that portion of total revenue that is fixed and determinable, while any increases in business fees or taxes should be changed infrequently to provide for a stable operating environment (Town; immediate and ongoing)
- A resolution committing the Town to establish one or more dedicated “rainy-day funds”<sup>2</sup> to meet anticipated and unanticipated future expenditures, with aggregate funding exceeding one-half of its annual operating expenditures is enacted (Town Commissioners; 1 year goal), and this/these reserve fund(s) are fully funded (Town; 7 year goal)

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<sup>1</sup> Stakeholder groups include, in no particular order: property owners, residents, businesses, and visitors (including visitors who are free riders).

<sup>2</sup> In addition to its unrestricted reserve funds, the Town currently has five self-restricted funds outside of the Beach Preservation Fund.

- 1 • A resolution establishing a “sea-level rise war chest” to protect and preserve both the  
2 ocean beach and bay shores and to provide adequate drainage is enacted (Town; 1 year  
3 goal); an ordinance is enacted to permit the extension of the mission of the existing  
4 Beach Tax to include the use of, at a minimum, any new funding added to this fund to  
5 also be used for bay shore preservation and drainage projects (Town 2year goal); a target  
6 revenue stream into this fund is established and achieved by equitably assessing all  
7 stakeholder groups (Town; 3 year goal)
- 8 • A memoranda of understanding (MOU) is established with the County to reimburse  
9 Dewey Beach when, for example Dewey Police respond to a 911 call from such  
10 communities when the State Police are unable to respond (Town and County; 3 year  
11 goal);
- 12 • An MOU is established with the County to allocate a portion of the real estate transfer tax  
13 from surrounding communities to reimburse Dewey Beach for the expense of  
14 maintaining 5-star beaches, bay access and a vibrant resort community for use by tens of  
15 thousands of residents in and visitors to these neighboring communities (Town and  
16 County; 5 year goal)
- 17 • A policy is established regarding regulation of tourist buses delivering large numbers of  
18 day-trippers who come to Dewey for all it has to offer, but make no direct contribution to  
19 the Town’s operations or infrastructure improvements (and sometimes no indirect  
20 contribution) (Town; 2 year goal); if such busing operations are permitted to continue, a  
21 mechanism is established that taps into, in a reliable and predictable manner, said bus-ins  
22 to establish and maintain appropriate Town infrastructure (Town, Chamber, State and  
23 County Officials; 5 year goal)
- 24 • The Town shall develop an analytical financial model regarding how the Town is used  
25 that incorporates current and future services and revenue streams, and that can be used to  
26 guide policy development as the Town evolves into a more year-round resort (Town; 3  
27 year goal)
- 28 • The Town shall formalize research and other activities aimed at identifying and applying  
29 for external financial resources that the Town can leverage for various strategic projects  
30 and programs (Town; 2 year goal and ongoing)

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32 **The Town invests in itself to be recognized as a gem of a Mid-Atlantic small beach town;**  
33 **clean, beautiful and vibrant.**

- 34 • A culture of respect for the built and natural environments in and around Town is created  
35 and adopted by all stakeholder groups (Town and stakeholder groups; immediate and  
36 ongoing)
- 37 • Municipal code suitable for an attractive resort community is created, that establishes  
38 minimum standards for construction, property maintenance, trash, etc. (Town; immediate  
39 and ongoing)

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42 Balancing Stakeholder Needs

43 **All stakeholder groups contribute to Dewey’s vibrancy, and share in the costs and benefits**  
44 **of the Town’s culture and commerce in a balanced way.**

- 45 • The Town affirmatively balances the needs and wants of all stakeholder groups when  
46 setting policy (Mayor and Town Commissioners; immediate and ongoing)

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More Year-Round Town

**The Town’s culture and commerce extend throughout the Spring and Fall shoulder seasons.**

- “Come to Dewey – Stay in Dewey” becomes a reality in which conveniences like a loaf of bread and bottle of milk, or aspirin and cough syrup are available in Town throughout the Spring and Fall shoulder seasons (Town, Chamber & business community; 5 year goal)
- Many restaurants, entertainment venues, hotel/motels and many private residential rentals are open, at least Thursday to Monday, from mid-March through the end of November (Town, Chamber, and business community; 5 year goal)
- At least one major family-oriented event is held in/sponsored by the Town each month during the Spring and Fall shoulder seasons (Business, Chamber and residential property owners; 5 year goal)
- The Town establishes policy that encourages property owners to become Dewey Beach residents (Town and residential property owners; 5 year goal)
- The Town upgrades its infrastructure as required to support an increased population of residents, many of whom are likely to be senior citizens (Town; 7 year goal)
- The Town establishes policy that encourages businesses to serve the needs of a more year-round clientele (Town, Chamber and business owners; 5 year goal)

Public Safety

**The Town provides for the security and safety of all stakeholders within Town limits, including on its beaches and ocean and bay areas, in residential and commercial areas, and along Coastal Highway (SR-1).**

- Pathways exist for safe skateboarding, biking, and walking the length of Town (Town and DelDOT; 10 year goal)
- At all times it is safe and convenient for families with small children, dogs and the elderly to cross SR-1 (Town and DelDot; 5 year goal)
- Life Guard and EMT services are extended into the shoulder seasons, to provide for safe, extended use of the ocean and bay beaches in a manner that doesn’t conflict with enjoyment of “dogs on the beach” (Town; 2 year goal)
- A policy regarding side-street lighting that provides enhanced public safety and preserves the beauty of the night sky (see darksky.org) is established (Town and DelDot; 1 year goal); MOUs with the relevant State agencies are established for funding and installation (Town and DelDot; 3 year goal); installation is complete (Town; 6 year goal)
- Nuisance code violations, e.g., littering, drunk and disorderly, civil disorder, and loud noise are reduced by 40% from the respective 2015 levels (Town; 3 year goal)
- The Town formalizes a policy for the detention and holding of drunk and disorderly persons (Town; 2 year goal); if this policy includes an in-Town facility such facility to be properly planned and built (Town; 5 year goal)

Governance**Town operations and governance are recognized as efficient and effective in meeting the needs of this vibrant and evolving community.**

- Comprehensive external review completed of current operations and departmental staffing to meet the needs of the Town today and moving forward into the future (Town; 2 year goal)
- External review of our current governmental structure and its appropriateness for the evolving size and complexity of the Town is completed (Town; 5 year goal)
- All Town Code has been reviewed and amended as necessary to ensure it is clear and enforceable (Town; 3 year goal)
- Processes are established to ensure that all Town code is enforced, and that enforcement actions are documented and fairly applied to all (Town; 3 year goal)
- Establish policy and processes to implement an “e-government” program (Town; 2 years); followed by rapid implementation (Town; 3 year goal)
- Review the recommendations and best practices for public engagement from the Delaware Complete Communities Project and develop a plan for enhancing public awareness of and engagement in town issues, events, and other activities (Town; 3 year goal)

Annexation**Annex strategic areas of neighboring lands and communities to improve the long-term viability of the area and to protect the surrounding natural resources.**

- Comprehensive business cases are developed to guide annexation efforts related to N. Indian Beach, Indian Beach, Sea Breeze, The Forgotten Mile and neighboring areas of unincorporated Sussex County (Town, County and State agencies; 6 year goal)

Built Environment**The positive characteristics of the Town and the diversity of its surrounding natural resources are protected in perpetuity by appropriate municipal code and effective Town governance.**

- Zoning and related Town code is amended to account for modern trends in residential and residential-rental use, and to clarify/unify occupancy criteria (Town; 2 year goal)
- Zoning and related code is amended so as to protect the special character of each of the various residential-use zoning districts, including the encouragement of front porches and open space, and appropriate reductions in maximum building size, lot coverage and occupancy in each residential zoning district, and a minimum set of aesthetic and maintenance standards town wide (Town; 3 year goal)
- Zoning and related code is amended so as to protect and/or expand the Town’s diverse natural resources (Town 4 year goal)
- Zoning Code is amended to base future maximum building height standards for buildings in and adjacent to flood prone areas on sea-level rise estimates 30 years further into the future, (Town, DNREC and DEMA; 7 year goal)

- 1 • Zoning and related code is amended to permit residences in and adjacent to flood prone  
2 areas to be elevated to protect against current flood-water levels and flood-water levels  
3 predicted from sea-level rise models over the next 30 years (Town; 2 year goal)
- 4 • Zoning and related code is amended to allow for improvements to be made to the many  
5 older residential properties on substandard lots that are non-conforming due to setback  
6 encroachment or excessive dwelling unit density (Town; 2 year goal)
- 7 • MOUs with the County and State and responsible utilities are established to define roles  
8 and responsibilities to insure that all infrastructure within the Town limits is regularly  
9 inspected and maintained in optimum operating condition (Town and agencies; 5 year  
10 goal)
- 11 • The Town shall establish an analytical model of how large a population can be supported  
12 by available clean water and sewage resources and factors such considerations into all  
13 future planning (Town; 3 year goal)

#### 16 Natural Environment

#### 17 **The Town takes a leadership position in, and responsibility for, protecting and preserving** 18 **the natural environment in and around Dewey.**

- 19 • MOUs are established with State and County organizations to provide supporting  
20 expertise and funding (Town and State/County organizations; 5 year goal)
- 21 • MOUs are established with CIB, DNREC, DEMA, FEMA, etc. to use the Town as a test  
22 bed/place to go for partnering and testing of “green”/”natural”/”living shoreline”  
23 technologies for the protection of bayside shores, wetlands and properties (Town and  
24 agencies; 5 year goal)
- 25 • MOUs are established with County and State agencies to consider options for a 1 to 2  
26 mile bay walk (2 year goal); perform appropriate engineering studies (4 year goal); and  
27 begin construction (6 year goal)
- 28 • The Town shall establish an inventory of existing infrastructure and assess the current  
29 status of each element (Town; 1 year goal); a plan and appropriate MOUs with County  
30 and State agencies are established for remediation of all sub-standard infrastructure  
31 (Town, County and State; 3 year goal)
- 32 • A plan for best-available technology storm-water-pollutant discharge into the adjacent  
33 bay and lakes is approved by the Town Commissioners (Town, DNREC, Army Corps; 5  
34 year goal); MOUs with County and State agencies for funding are in place and  
35 construction has begun (8 year goal)
- 36 • An MOU has been established with the State to invest in the bay ends of all State-owned  
37 roadways in residential areas of the Town, to improve bay access and recreational use  
38 (Town and State agencies; 5 year goal)

#### 40 **The Town maintains a strategy for long-term adaptation to sea-level rise that is supported** 41 **by County and State policy, operations and funding.**

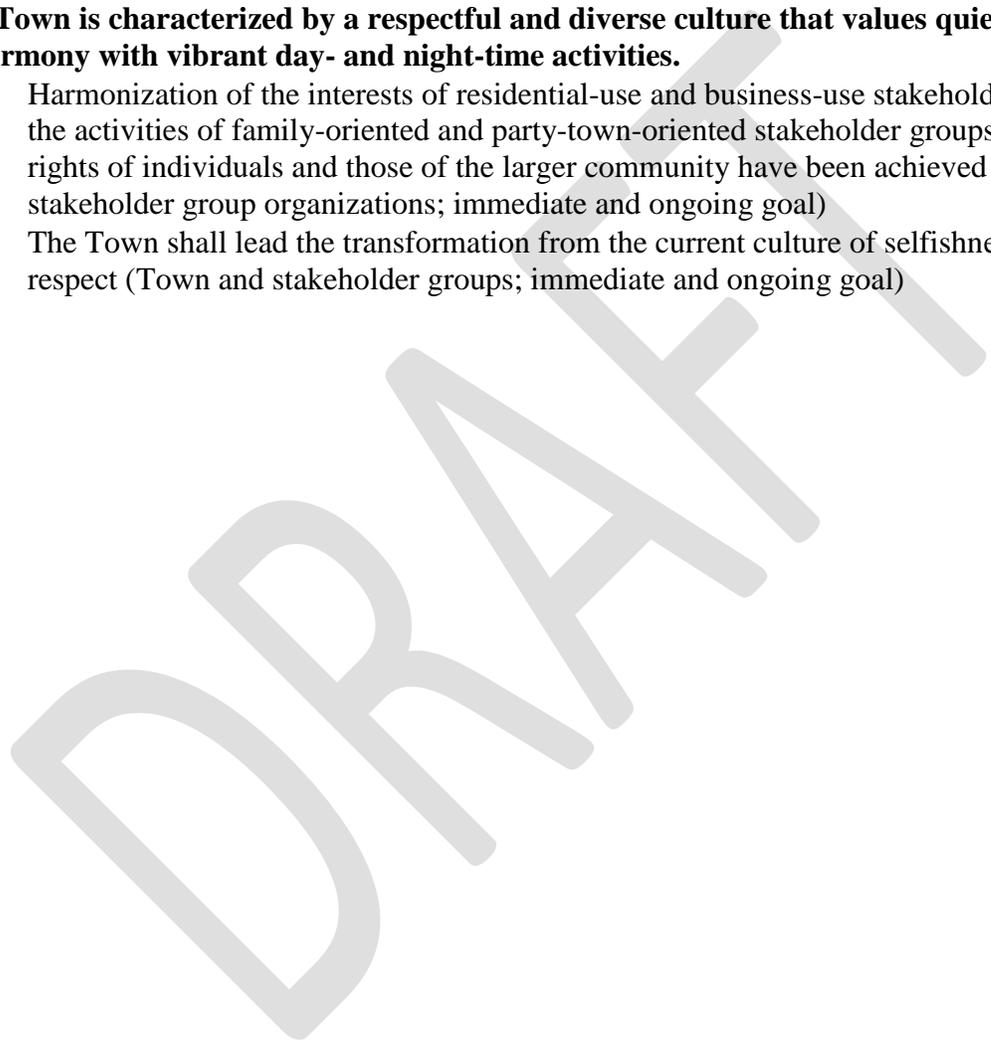
- 42 • The Town develops a policy and processes to monitor the evolving models of sea level  
43 rise in the Coastal Delaware region, and their implications for Dewey, and reports back  
44 regularly to the Town’s stakeholders (Town; 2 year goal and ongoing)

- 1 • The Town will establish an MOU with DelDOT delineating roles and responsibilities for  
2 keeping SR-1 open as a regional emergency route in the face of severe flooding and/or  
3 sea level rise (Town and DelDOT; 5 year goal)
- 4 • The Town shall establish a policy, memorialized in MOUs with the County and State, for  
5 how it will act when eventually faced with an effective rise in local sea level of 3' above  
6 the current level (Town and County/State agencies; 10 year goal)

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9 Balance

10 **The Town is characterized by a respectful and diverse culture that values quiet enjoyment**  
11 **in harmony with vibrant day- and night-time activities.**

- 12 • Harmonization of the interests of residential-use and business-use stakeholder groups, of  
13 the activities of family-oriented and party-town-oriented stakeholder groups, and of the  
14 rights of individuals and those of the larger community have been achieved (Town and  
15 stakeholder group organizations; immediate and ongoing goal)
- 16 • The Town shall lead the transformation from the current culture of selfishness to one of  
17 respect (Town and stakeholder groups; immediate and ongoing goal)



## ADDENDUM

**Excerpt from March 28, 2016 Working Group minutes**

As an example, the Working Group discussed the question of annexation. Considerations in favor of considering annexations include:

- Dewey has public safety services to offer the adjacent communities,
- Dewey provides services to residents and visitors to these communities that cost Dewey, annexation provides Dewey additional revenue via the real estate transfer taxes (at no cost to the communities)
- There are environmental risks from not cooperating on dealing with beach nourishment, sea-level rise and bay-side flooding
- Identification of a neighborhood as an area of concern provides Dewey a seat at the table in negotiations related to future development(s)
- If Dewey does not include consideration for annexation, state will not allow future annexations without revision of the Town's comp plan
- Annexation would be more attractive to these neighbors if Dewey were to continue to not have a property tax

A vision including possible annexation, would have a complex sequence of activities that would have to be incorporated in the plan (Dewey's current plan has a page related to the consideration of annexation of neighboring areas including the steps required to move toward this goal) and the benefits to these areas would have to be developed.

**Excerpt from May 28, 2016 Working Group minutes**Financial Sustainability (under Economic Development)

**Obj: Financial sustainability based on stable and predictable revenue sources and reasonable and predictable expenditures.** There was broad discussion regarding adding the concept of "fixed and determinable" revenues –not necessarily a property tax but offering the Town a fixed source of income like most other municipalities have. The concern being that most of the Town's current revenue sources are related to seasonal activities and closely tied to the National Economy, and that this may not suffice for a financially sustainable future. There was consensus to leave the Objective as written, with "stable and predictable", and deal with the process to getting to a sustainable future state in the milestones, including considerations of fees and taxes.

Some comments while discussing this objective:

- this is not about what we have today; rather is focused on financial sustainability in the future
- all governments operate on a combination of fixed (e.g., property tax) and variable (e.g., fees) revenue sources
- stable implies stability, based on a blend of revenue streams
- the Town's finances are those of a resort community with cyclical revenues and expenditures tied to the seasonal cycle

- 1 • a large part of the Town’s revenue comes from real estate related income and is
- 2 dependent on the overall economy; is this where we want to be in the future?
- 3 • stable revenue is the objective, increasing the fixed portion of the Town’s overall revenue
- 4 stream is a milestone to achieving future financial sustainability; need buy-in from all
- 5 stakeholder groups
- 6 • want more income from fixed income sources as the Town’s non-rental population grows
- 7 and/or the Town becomes more year round
- 8 • Overall, there was a reluctance to implicitly put a “property tax” into this Objective
- 9 (which would tie the hands of future Town Commissioners) and a consensus to leave this
- 10 Objective as written

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12 Comments made while discussing the related bulleted points (i.e., milestones) included:

- 13 • Capital expenditure plan.
  - 14 ○ Town current has no firm capitol budgeting process or goals; does have an
  - 15 informal process to set aside excess revenue for self-defined uses, like road and
  - 16 infrastructure maintenance
  - 17 ○ Many of us flagged the existence of a capital improvement plan as a strong
  - 18 positive in the comp plans of neighboring municipalities
- 19 • Equitability of fee, tax and fine schedules across all stakeholder groups
  - 20 ○ Strong consensus for equitability
  - 21 ○ First comprehensive review – and possible rebalancing – within 3 years; yearly
  - 22 updates are too frequent while 10 years is probably too long to wait for a
  - 23 subsequent review (Ed. Note: the last revision of fees and fines for fairness was
  - 24 approx. 8 years ago; general changes in fee, fine, and tax structures do not
  - 25 consider fairness across stakeholder groups but have dealt with raising more
  - 26 revenue and/or punitive goals)
  - 27 ○ Businesses want fixed and predictable fee and tax schedules that they can build
  - 28 into their planning – stability
  - 29 ○ If not mandated is likely to fall through the cracks; does not preclude changes in
  - 30 fee, fine and/or tax schedules on a more frequent basis as required
  - 31 ○ Establishes a requirement for a bay beach/shoreline protection/preservation fund,
  - 32 for which there was strong consensus to include in the plan
- 33 • Constraints on year-over-year increases in expenditures
  - 34 ○ Not supported as a standalone milestone; too restrictive and not typically in other
  - 35 comp plans
  - 36 ○ Intent should be to require a rigorous budgetary process that is responsible to the
  - 37 people
  - 38 ○ Possibly counter-productive in regard to establishment of a capital improvement
  - 39 plan and also in regard to the Town evolving into more year round operations
- 40 • Rainy day funds established and funded
  - 41 ○ Have 5 different self-committed funds (e.g., Infrastructure) and one permanently-
  - 42 committed fund (e.g., Beach Preservation fund), is the intent to have these funds
  - 43 “self-committed” which can be changed by majority vote in Town Council, or
  - 44 “permanently committed” which cannot be changed without a referendum vote?
  - 45 ○ A reserve of one year’s operating funds is a lot, most towns only have a 3 or 4
  - 46 month rainy day fund (Ed. Note. A large reserve benefitted the Town when it

- 1 experienced a \$750,000 shortfall in revenue in the aftermath of a major economic  
2 crisis, and again a few years later when funding a \$1,000,000 infrastructure  
3 project)
- 4 ○ Support for such a restricted fund or funds and a goal of one-years operational  
5 budget; less certainty about an appropriate time frame
- 6 ● Sea-level rise war chest
    - 7 ○ Strong support for a “sea-level-rise war chest”
    - 8 ○ Have a partial fund, dedicated only to the ocean beach preservation
    - 9 ○ Need something useful for beach, bay and drainage
    - 10 ○ Beach replenishment tax today is about \$185,000 a year – about \$100 per  
11 property per year
    - 12 ○ Adding a bay and drainage component at the same rate as the beach tax would  
13 result in the generation of \$360,000/year
    - 14 ○ Recognized that the big question is what is the right number each year
    - 15 ○ Need to address what to do when ½ the Town disappears under water, not  
16 incremental nourishment
    - 17 ○ It is likely that \$50 million will be spent to protect the Town over the next 50  
18 years to protect from the results of SLR
    - 19 ○ The beach tax today can only be spent on the ocean beach, not on the bay  
20 beaches, wetlands or shorelines and not on bay-side drainage issues
    - 21 ○ A suggestion was made to work to get legal authorization to allocate monies in  
22 the existing beach fund to pressing bay-side sea-level rise issues
    - 23 ○ Much of this sea-level rise issue might better be removed from Financial  
24 Sustainability/Economic Development and moved to Natural Environment.
  - 25 ● Memoranda of Understanding (MOUs)
    - 26 ○ Lack of interest in/doubt of the feasibility of providing services to neighboring  
27 communities under a formal contract
    - 28 ○ Might make sense to do an MOU with the County to reimburse Dewey when, for  
29 example Dewey Police respond to a 911 call from such communities (which goes  
30 to the State Police) when the State Police are unable to respond
    - 31 ○ Transfer tax provides “State fund” support (Ed. Note. At a rate of \$600,000 to  
32 \$700,000 per year) to Dewey.
    - 33 ○ We provide clean streets and open areas for the pleasure of residents and guests of  
34 these communities
    - 35 ○ Concern that the County would either not give up this money or that trying to get  
36 it might backfire since we are in a burden already on the State Police and EMT  
37 services
    - 38 ○ Consensus to raise as an issue to explore
  - 39 ● Walk-ins
    - 40 ○ As an indicator of the magnitude of the issue, 7 buses were seen dropping off  
41 people along SR-1 around 8:30 am; maybe 300 – 500 people.
    - 42 ○ If they are patronizing Dewey businesses, that would be fine; if not there is no  
43 benefit to the Town
    - 44 ○ Town doesn’t have the infrastructure (e.g., public toilets, public safety) to deal  
45 with this magnitude of visitors

- 1 ○ If the buses have a Town business license (\$309) that would reimburse the Town,  
2 but is this business license set at an appropriate level given the level of impact  
3 from this type of business?
- 4 ○ This goes back to financial sustainability. At some point the Town is full; it used  
5 to be when all the parking spots were full
- 6 ○ Locally and nationally, towns are prohibiting large buses from coming in and  
7 dropping of people
- 8 ○ The Indian River State Park is set up for large buses
- 9 ○ An important point to include in the comp plan

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12 Should consider including language encouraging research into external financial resources, e.g.,  
13 grants, that the Town can leverage for various projects.

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15 Relationship between financial sustainability and how the Town is used. There should be an  
16 objective/milestone regarding the creation of a financial model that can guide the evolution from  
17 a seasonal town to a year round town. Strong consensus on this concept.

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20 **Obj. The Town operates with adequate resources, investing in itself and being recognized**  
21 **as a gem of a Mid-Atlantic small beach town; clean, beautiful and vibrant.**

22 This is about the Town having a high level of pride in place; often in the past has skimped on  
23 spending on itself. Driving force should be the Town investing in itself with an objective of  
24 being recognized as a “five star resort town for all” just like its beach is recognized as a “five star  
25 beach.

- 26 • Respect for the built and natural environments.
- 27 ○ Consensus on this item.
- 28 • Minimum standards for housing maintenance
- 29 ○ Current code permits derelict housing to remain without any penalty or
- 30 premeditative action by the Town
- 31 ○ Consensus on addressing in the code some standards on the upkeep of property,
- 32 consistent with the about objective – “high quality and/or attractive
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34 These issues need to be included in the overall Mission statement.

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36 Prioritization of Stakeholder Needs

- 37 • **Obj. All stakeholder groups contribute to Dewey’s vibrancy, and share in the costs**  
38 **and benefits of the Town’s culture and commerce in a balanced way.**

39 Strong consensus in balancing the needs and wants of all stakeholder groups rather than  
40 prioritizing one group’s needs/wants over those of any other; change the objective to replace  
41 “prioritization” with “balance”.

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1 Year Round Town

2 • **Obj. Year Round Town**

- 3 ○ Still do not define “year round town” – nothing in these milestones that speaks to  
4 year round (milestones are focused on extended shoulder seasons)
- 5 ○ Why would we not want a year round town? Should be yearning/working toward  
6 a year round town. Extended weekends in the shoulder seasons is one step toward  
7 being a year round town; it is a process
- 8 ○ Many do not want 52 weeks that looks like the middle of July
- 9 ○ Need to look at what it is that is keeping Dewey from being a year round town  
10 (don’t have a resident population in Dewey; people in Sea Breeze go somewhere  
11 else)
- 12 ○ Town does not encourage year round residency
- 13 ○ In next ten years will have close to 1,000 year round residents
- 14 ○ Up side of a major increase in the number of “year round residents” is a  
15 corresponding decrease in rentals; the Town should encourage the year round use  
16 of some properties by their owners because that will reduce the burden of  
17 overpopulation in the summer time. This will also create a whole different culture
- 18 ○ Maybe the focus/language should not be “resident” but “family use”; taking  
19 residential properties out of rental use and reserving as a second home for year  
20 round family weekends at the shore will achieve the same ends
- 21 ○ Business also will need to change business models because their clientele will be  
22 different summer versus winter at first; maybe year round later
- 23 ○ Businesses are doing things to extend shoulder season activities, and are targeting  
24 these activities to families; many are alcohol free
- 25 ○ Different dynamic: year round residents will be older and with families, will  
26 encourage businesses and activities that cater to them
- 27 ○ Town businesses need to provide some set of basic services that winter visitors  
28 can walk to (e.g., bread & cough medicine)
- 29 ○ The Town need to commit to spend money, to market the Town to investors as a  
30 year round town for them to move to, and to visitors to help provide the critical  
31 mass of potential patrons; all of the infrastructure will have to be kept open (many  
32 of these services are provided by County and the Town will have to work with the  
33 County)
- 34 ○ Many like the changes of season and attendant changes in levels and types of  
35 activities; people coming in the summer come for the sun and warm water, and to  
36 blow off steam; people coming in the winter will be coming for different  
37 purposes, which should still provide seasonal change
- 38 ○ If you want a more year round town, the town needs someone in place to deal  
39 with the related issues
- 40 ○ To be a year round town, will need changes in infrastructure, e.g., electric poles  
41 removed from the center of sidewalks and some way to move throughout town in  
42 a wheel chair
- 43 ○ Don’t want year round to mean extended 52 warrior weekends

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45 There was consensus 1) to change the objective to “More-year-round town”; 2) the trend is that  
46 the Town will move in the direction of becoming more year round, and that this is good thing.

1 However there were various opinions about how hard the Town should try to push this in a comp  
2 plan and whether this evolution will be lead by the business community or by the residential  
3 community.  
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#### 5 6 Public Safety

7 **Obj. The Town provides for the security and safety of all stakeholders within Town limits,**  
8 **including on its beaches and ocean and bay areas, in residential and commercial areas, and**  
9 **along Coastal Highway (SR-1).**

- 10 • Not here is the “jail” – a lot of problems in our town are the result of not having a holding  
11 cell/jail. A simple fine does not send the right signals to stop all of the bad behavior. To  
12 make an arrest, requires taking the suspect to Georgetown for processing, a process that  
13 takes two officers out of the town for about 3 hours per occurrence. If we don’t plan for a  
14 jail, we will never have a jail, i.e., a place to hold drunks until they sober up. Now is the  
15 time with the new town space to move forward on such an initiative. There were other  
16 comments that indicated having a jail and arresting people might result in increased bad  
17 behavior and that running a jail is a complicated and expensive operation.
- 18 • Major concern over “drunk and disorderly” behavior. Nowhere else in Delaware do  
19 people come and totally ignore the rules, because we don’t/can’t enforce the rules.
- 20 • Enforcement is key – the current process has resulted in a murder and many rapes and  
21 assaults. Stop the culture of “anything goes in Dewey”. Four years ago at a town  
22 emergency meeting the State (Department of Drug and Alcohol Enforcement) came in to  
23 talk to us with us; they said they would come in and bring it on but the Town never  
24 followed up on the offer.
- 25 • Attacking “over-serving” is not going to solve the problem. Nor are the bars totally  
26 responsible. The town police need to be better trained and take a more proactive approach  
27 to enforcing our laws.
- 28 • A holding facility in the basement of Town Hall that is used 20 days a year will be  
29 expensive (but maybe staffing could be outsourced)
- 30 • On any weekend day during the summer you can see the weekend warriors walking  
31 around the street with a drink in their hand.
- 32 • Need to better train the police on how to handle trouble-making drunks.
- 33 • Town needs to take this issue seriously, in a comprehensive manner and get the message  
34 out that drunk and disorderly behavior will be punished
- 35 • Civil fines for bad behavior bring in about \$150,000 to \$200,000 a year, whereas the  
36 police department budget is in the \$1,500,000 range.
- 37 • The one draft milestone related to long-term reduction in nuisance code violations seems  
38 too high/unobtainable; if there is no goal/metric it is likely nothing will get done; this was  
39 a placeholder to get the discussion going (what is the right number?)  
40

#### 41 42 Governance

43 **Obj. Town operations and governance recognized as efficient and effective in meeting the**  
44 **needs of this vibrant and evolving community**

- 45 • While some of these bullets might be inappropriate there was consensus that government  
46 operations be efficiently and effectively carried out.

- 1 • The terms of service and roles/responsibilities of Town officials should be reviewed and  
2 revised as warranted; possibly compensating the Mayor for his/her service and increase in  
3 terms of Commissioner office and holding elections every other year (certainly will have  
4 to change at some point as the Town is growing to 1,000 permanent residents) – has to be  
5 in sync with the future vision of the Town (so doing would likely require a Charter  
6 change). What is so unique about Dewey that this type of issue would be addressed in its  
7 comp plan?
- 8 • Consensus for including an e-governance paradigm in the comp plan future vision
- 9 • External reviews? Like the idea but who pays, how much? (David King will look into  
10 costs.) Such a review(s) critical for optimal design and use of the new town hall space.
- 11 • UDEL DCCP has a set of tools, including one for the increasing public engagement –  
12 support for better public awareness and engagement with what is going on in Town

#### 13 Annexation

14  
15  
16 **Obj. Annex strategic areas of neighboring lands and communities to improve the long-term  
17 viability of the area and to protect the surrounding natural resources.**

18 (Spent time on this at a prior meeting, skipped over)

#### 19 Built Environment

20  
21 **Obj. The existing small-town character of the Town and diversity of its surrounding  
22 natural resources are protected in perpetuity by appropriate municipal code and effective  
23 Town governance.**

- 24 • “Existing small town character”? Is this the objective, to retain the existing character?  
25 Across the town there are a lot of different types of houses and housing. There are a lot  
26 of small cottages in town; many of them can never be anything else within the constraints  
27 of the Town’s zoning. Do we want to preserve these cute little cottages next to large  
28 single family and multi-family housing?
- 29 • Need to think about something broader than “existing small town”, like a first class beach  
30 town – what is the ideal. Most would not say that the existing architecture across Dewey  
31 is not ideal; is not even good.
- 32 • Need to think about population density as well as structures
- 33 • Support for the concept of a type of architectural review board (ARB) to ensure that  
34 future housing is consistent with the town’s future vision.
- 35 • Is it the character of the structures that we want to preserve, or the character of the  
36 ongoing inter-personal relationships that make Dewey such a charming place. This would  
37 go beyond the purview of the Planning Commission, and keep Dewey from becoming a  
38 mini-Ocean City – this might be a good reason to have an ARB
- 39 • Each street has its own character – not based on built environment but the inter-personal  
40 interactions.
- 41 • Do we keep the same zoning district boundaries and/or zoning code based around desired  
42 inter-personal relationships
- 43 • What zoning requirements might encourage the retaining of existing inter-personal  
44 relationships? Possibly relaxation of floor area restrictions for front porches and reducing  
45 front yard setbacks to get the porch closer to the street
- 46

- 1 • The housing in Dewey is a hodgepodge. The Dewey Beach of the 1950s and 1960s is  
2 gone. Would like to see more single family than duplexes and large condos
- 3 • Want more quality than less; more order than chaos; need to find a balance than saying it  
4 needs to be this or that; what is a holistic vision of the center of Dewey?
- 5 • Looking back at the town from the end of the pier gives a very different picture of the  
6 center of Dewey
- 7 • Bring in a small town/beach town planner to take a look at the town and make some  
8 recommendations
- 9 • Look at the zoning; could it be simplified
- 10 • Most of the non-conforming properties are pretty much stuck in their current  
11 configurations due to zoning and flood zone regulations
- 12 • Need to think ahead in regard to sea-level rise in terms of structures in regard to zoning  
13

### 14 **Excerpt from the June 11, 2016 CDPWG meeting**

#### 15 Natural Environment

#### 16 **Obj: The Town takes a leadership position in, and responsibility for, protecting and** 17 **preserving the natural environment in and around Dewey.**

- 18 • Memoranda of understanding are required for coordination & funding; need to be  
19 anticipated in the comp plan (issues germane to the plan are not the details of executing  
20 such MOUs, but rather the anticipation that such MOUs are necessary in the mid-term for  
21 achieving this part of the Town's future vision)
- 22 • Strong support for using state-of-the-art technology to protect the bayshore areas; strong  
23 support being a recognized leader in testing and adopting new "green", or natural sea-  
24 level rise technologies (need a better definition of "living shoreline technology");  
25 establishing Dewey as the go-to place for CIB, DNREC, etc to come for partnering and  
26 testing new living shoreline technologies
- 27 • Need to include the establishment of an inventory of existing infrastructure and  
28 assessment of current status as a short term milestone in the plan. This is necessary for  
29 any future planning/budgeting for maintenance and improvement
- 30 • Zero pollutant discharge will be very expensive; support to replace this milestone with  
31 "near-zero" pollutant discharge (or best reasonably obtainable with existing technology).  
32 A lot of progress has been made on reductions in nutrient discharge, problem now is oil,  
33 grease and other automobile-derived pollutants. This often requires different remediation  
34 approaches and this needs to be recognized in the plan
- 35 • State unlikely to "cede" control of end of roadways, and these areas are currently used by  
36 abutting businesses under sub-aqueous leases. Strong support to amend this milestone to  
37 replace "cede" with "invest in" and to focus on road ends in the more residential areas  
38 (only a few, but they could be important in the future vision). The Town does a little to  
39 maintain/improve these areas, but it should do a lot more. This milestone should clearly  
40 address the sense that there is less than optimum access to/use of the bay within the  
41 Town's borders
- 42 • Part of the uniqueness of Dewey – in comparison to our neighboring coastal towns – is  
43 the juxtaposition of ocean and bay. This is one of our greatest assets and a serious holistic  
44 approach should be a top priority in the new comp plan  
45  
46

- Overall, likely to be very expensive – including maintenance – and require a broad range of technical expertise – thus the need for appropriate MOUs
- How to fund? Possibly from grants and contributions from our MOU partners and the State; possibly from a bay-tax (similar to or a part of the “beach tax”).

**Obj: The Town maintains a strategy for long-term adaptation to sea-level rise that is supported by County and State policy, operations and funding.**

- Modeling for sea-level rise has a large uncertainty, e.g., specific sea-level increase by 2050 (plus/minus a factor of two over the next 85 years). While the Town might be able to survive a 3’ rise in sea level through appropriate actions, it will probably not survive a 9’ rise. Rephrase this milestone in terms of some threshold level of sea-level rise, like 3’ or 4’ – the point at which action would have to be taken to ensure viability of the Town over the subsequent 2’ or 4’ of sea level rise (perhaps the subsequent 30 to 50 years)
- Strong support for this milestone, requiring the Town to establish policy within the next 10 years to guide future actions against a 3’ to 4’ rise in sea level
- While there is a lot of talk about responding to sea level rise, this is all very costly. Typically, municipalities are beginning to take one of three approaches: planned retreat (with possible prohibition on rebuilding and/or eminent domain), adaptation (building requirements to accommodate rising sea levels and storm surge, e.g., houses on stilts being one example; also need to address emergency vehicle access over regularly-flooded roadways), or hardening by building sea walls, etc. (inappropriate for a resort town and likely infeasible given winding Rehoboth Bay shoreline)
- A critical milestone would be to include requirements for the Town to develop policy and processes to monitor the evolving models of sea level rise in the Coastal Delaware region, and their implications for Dewey and report back regularly to the Town’s stakeholders
- General consensus that a sea level rise of 6” to 12” would result in minor inconveniences for some; a rise of 10’ would mean “game over” for Dewey. At some point the Town needs to make proactive plans or we will all wake up some morning and have no other options than just walking away
- Addressing these issues in the plan will provide important information to potential business and residential investors in the Town; establishing a basis for evaluating the mid- to long-term viability of the Town and these potential investments

David King will update this document along the lines herein discussed and the Working Group will revisit these topics.

Balance

**Obj: (amended by consensus to read): The Town is characterized by a respectful and diverse culture that values quiet enjoyment in harmony with vibrant day- and night-time activities.**

- Town is more “dog friendly” than it is “kid friendly”; need to change focus from “family friendly” to “family oriented”
- Town stakeholders include “weekend warriors” and “old farts”, and everything in between. We would not have the vibrant culture in town that we all enjoy without all of

- 1 these factions; the Town is all of us. Each needs to respect the needs and wants of the  
2 other – achieving a culture of respect for the Town and its stakeholders in the near- to  
3 mid-term would be a big deal
- 4 • Strong support for this milestone related to harmonization of interests of residential-use  
5 and business-use stakeholder groups
  - 6 • Also strong support for a milestone related to balance between the rights of the individual  
7 versus that of the larger community; there is a culture of selfishness that harms the  
8 overall harmony in the Town
  - 9 • Consensus that we-the-Town need to find a way to eliminate the 5% of bad element; this  
10 is both a marketing (who do we seek to attract) and a law-enforcement (why do we  
11 permit) issue; the reality fueled by the perception that “anything goes” in Dewey Beach  
12 needs to be changed
  - 13 • Need to change from a Town culture that accepts rude and selfish, and drunk and  
14 disorderly behaviors to one that is more family oriented
  - 15

DRAFT