

Category	Goal No.	Recommendation Implementation Status
Natural Resources and Environmental Protection	Goal 1: Protect the Natural Environment	
	Recommendation 1: Develop New Code Amendments to Address Environmental Challenges • Improve water quality and floodwater absorption capacity in the City through code amendments addressing topics such as pervious paved surfaces, stormwater management areas, and hydric soils. • Reduce air quality impacts and climate change impacts through code amendments which aim to improve new developments’ access to alternative forms of transportation.	Continued administration of the City’s Municipal Separate Storm Sewer System (MS4) permit under the Clean Water Act, managing non-point source pollution through established stormwater management plans and public education on pervious surfaces and landscaping. Maintained integration of multi-modal transportation options and reviewed development projects through the Planning Commission to support pedestrian- and transit-oriented access.
	Recommendation 2: Protect Environmental Resources through the Development Review Process • Identify environmentally sensitive areas early in the development process, so projects can be designed with conservation of these areas in mind. • Ensure that the environmental standards encompassed in the Zoning Ordinance and Land Subdivision Regulations are upheld as part of development review. • Reference the Land Inventory of Delaware’s Open Space Program when reviewing development impacts.	The City is currently developing a Floodplain Permit in coordination with the Delaware Department of Natural Resources and Environmental Control (DNREC), along with clarifying the Floodplain Permitting process. The Planning Department and the Development Advisory Committee (DAC) continued to evaluate site plans, subdivision requests, and master plans early in the review pipeline to screen for environmentally sensitive areas and ensure compliance with the <i>Zoning Ordinance</i> and <i>Land Subdivision Regulations</i> . Utilized state open space inventories and parcel mappings when reviewing the active recreation and open space layout of new residential and commercial proposals (such as recent Planned Neighborhood Development reviews).
	Recommendation 3: Coordinate with Other Environmental Agencies and Groups • Include DNREC in the Development Advisory Committee for technical guidance on open space lands, natural resources, and environmental concerns. • Share the FEMA floodplain maps and information which pertain to the City to ensure homeowners, businesses, Realtors, and developers have accurate information about flood risks. • Continue the City’s participation in the National Flood Insurance Program. • Educate the public on floodplain topics through outreach to homeowners and residents focusing on helping residents understand their flood risk and what they can do to mitigate flooding in the City. • Identify potential flood mitigation projects along City waterways such as the St. Jones River, Puncheon Run, and the Little River. • Evaluate the process for referring development projects to the Silver Lake Commission to ensure they review all projects which may have significant impacts on Silver Lake.	The City of Dover continues to participate in the National Flood Insurance Program and participated in Community Audit Visit (CAV) in March 2026 (CAV Report issued June 2026 with Corrective Action Plan submitted in August 2026). Routinely included the Delaware Department of Natural Resources and Environmental Control (DNREC) and Kent Conservation District partners in technical evaluations regarding natural resources and stormwater management compliance. Maintained active participation in the National Flood Insurance Program (NFIP) and provided public access to updated FEMA floodplain maps and flood risk education. Coordinated ongoing waterway health reviews, including the annual Silver Lake Dam inspection review presented to the City Council in April 2026, and evaluated zero project referrals through the Silver Lake Commission projects in FY 2026.
	Goal 2: Improve Watershed Quality	
	Recommendation 4: Participate in or Implement Measures Related to Impervious Cover and Water Quality • Continue using the City’s planning and permitting processes to limit overall impervious coverage in the City by setting and enforcing impervious coverage limits on individual properties. • Update and maintain the Source Water Protection Overlay Zone (SWPOZ) on the City’s Zoning Map to ensure it covers all lands identified for protection by DNREC’s Source Water Map as wells and excellent recharge areas. • Work with DNREC to identify potential water quality improvement projects in major City water bodies and dams such as Silver Lake and the St. Jones River. • Implement a Stormwater Utility for the City to help fund the maintenance of stormwater infrastructure that improves water quality.	The Planning Office performs a zoning review on all Building Permit applications to ensure compliance with zoning requirements, including maximum lot coverage. The Stormwater Utility for the City to help fund the maintenance of stormwater infrastructure that improves water quality was initiated and repealed. Enforced individual property impervious coverage limits via zoning stipulations during the permitting and plan approval processes. Maintained the Source Water Protection Overlay Zone (SWPOZ) on the City's zoning maps to safeguard wellheads and excellent recharge areas consistent with the DNREC mapping Technical Review of--development projects on properties impacted by the SWPOZ from July 2025-June 2026. Partnered with state agencies on watershed stewardship, supporting programs like Delaware Livable Lawns and native planting initiatives to mitigate runoff into Silver Lake and the St. Jones River

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	Recommendation 5: Support/Utilize the Silver Lake Commission • Continue to utilize the knowledge and expertise of the Silver Lake Commission as advocates for the lake, advisors to the City Council on matters regarding the lake, and as liaisons between the City, the public, and DNREC regarding lake management issues. • Continue to support the Silver Lake Commission as they implement the 2011 Silver Lake Sub-Watershed Implementation Strategy.	The Silver Lake Commission actively functioned as an advisor to the City Council, delivering its mandated annual report in April 2026 and advocating for lake protection strategies, public access, and sub-watershed management. The City of Dover has budgeted \$75,000 for a comprehensive, long-term master plan targeting Silver Lake Park's amenities, infrastructure, and environmental footprint.
	Goal 3: Improve Air Quality Recommendation 6: Reduce Air Quality Impacts from Auto Emissions • Update the City’s Bicycle Plan and Pedestrian Plan to include air quality improvement as an explicit goal. This should be done because increasing the mode share of bicyclists and pedestrians improves air quality by taking vehicles off the road and air quality improvements in turn make walking and biking healthier and more pleasant experiences for these users. • Improve the City’s bicycle and pedestrian networks in accordance with the recommendations of the Bicycle Plan and Pedestrian Plan. • Encourage use in the City of vehicles powered by electricity or other alternative fuels in order to reduce emissions produced by users who choose to drive.	As of June 30, 2026, active transportation and regional planning in the City of Dover advanced significantly through targeted policy execution and framework updates by the Dover/Kent County Metropolitan Planning Organization (MPO) and municipal entities. Building on regional milestones such as the MPO's adoption of the Kent County Safety Action Plan and the ongoing integration of the long-term Innovations 2050 Metropolitan Transportation Plan, implementation of the City of Dover Bicycle and Pedestrian Plan focused on aligning municipal development review policies with regional safety objectives. Throughout the FY 2026 timeframe, physical realization and engineering progression for top-tier municipal priorities for the City of Dover, such as the MLK Boulevard/South Little Creek Road Connector and critical localized pedestrian infrastructure like the Bay Road enhancements, depended heavily on intergovernmental coordination, municipal budget allocations, and securing external state and federal grants. Concurrently, the City of Dover’s Bicycle and Pedestrian Committee and local planning bodies utilized these frameworks to embed micro-scale connectivity, sidewalk gap closures, and Complete Streets design standards directly into ongoing site plan evaluations and capital improvement programming. The City currently has seven (7) electric vehicles (EVs) in its fleet and has installed EV fleet chargers at several locations. The City has installed 3 public electric vehicle multi-port charging stations (totaling up to 6 Level 2 charging ports) at the Dover Public Library. Advanced local infrastructure projects and development plan conditions that incorporate bike and pedestrian connectivity to reduce single-occupancy vehicle trips. Supported regional and municipal transitions toward electric and alternative fuel usage to curb vehicle emissions.
	Recommendation 7: Reduce Air Quality Impacts from Industry • Continue to use the City’s Performance Standards to curb air quality impacts from industry. • Evaluate the City’s Performance Standards and the lists of permitted and prohibited uses in the City’s industrial zones for possible code updates to ensure the City is both friendly to industrial development and up to date with air quality standards.	The Planning Office requires that land development applications in the industrial and manufacturing zones include a report to address performance standards as required in the <i>Zoning Ordinance</i>. Continued enforcement of the City’s industrial Performance Standards to regulate emissions, noise, and potential air quality impacts from commercial and manufacturing zones. Periodically reviewed industrial permitted and prohibited uses during Zoning Map Amendment applications to align with modern environmental standards. The number of rezoning applications for 2025 was for just one application.
	Goal 4: Encourage Green Development and Sustainable Energy Practices Recommendation 8: Research and Implement Sustainable Development Practices • Conduct a “vulnerability assessment” of the City to determine which people and places within Dover are most at-risk from climate change pressures including sea-level rise, increased heavy precipitation, and rising temperatures. This assessment can be used to help the City decide what forms of sustainable development practices need the most encouragement. • Evaluate ways to incentivize use of green practices in new development. Some green development practices include infill development, higher densities in areas with access to transit, and green building construction techniques. • Evaluate ways to incentivize improvements to the energy performance of existing buildings. Energy performance improvements can come from adding insulation to reduce dependence on heating and cooling	To proactively build local resilience, the City utilized updated statewide climate projections and data frameworks to evaluate long-term environmental pressures such as sea-level rise, increased heavy precipitation, and rising urban temperatures. Grounded in these insights, the City initiated steps toward a comprehensive local "vulnerability assessment" to identify the people, assets, and neighborhoods most at-risk, directly guiding targeted sustainable development priorities. Achieving CRS status will allow Dover to implement higher regulatory floodplain standards, mitigate localized flood risks, and unlock valuable flood insurance premium discounts for local property owners. Complementing these hazard mitigation efforts, the City systematically evaluated compact development, high-density infill proposals, and green building construction techniques through routine updates to land use policies and capital investment frameworks. Furthermore, the City prioritized investigating incentives for building energy performance enhancements, such as improved insulation and energy-efficient systems, while cataloging state, federal, and external grant opportunities to help offset costs for residents and developers. Through these integrated actions, Dover is successfully aligning hazard mitigation, energy efficiency, and sustainable growth to foster a resilient community.
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	Goal 5: Preserve Access to Open Space and Scenic Resources Recommendation 9: Support City Policies Allowing Public Access and Utilization of Open Space and Scenic Resources • Evaluate the Dover Code of Ordinances and other legislation to identify provisions that potentially limit public access to nature (e.g. parking requirements, use restrictions, fencing and screening requirements, etc.). • Determine what valuable open spaces and scenic resources in the City currently have limited public access and evaluate options for improving access to these areas. • Improve pedestrian, bicycle, and transit networks to parks, natural areas, and the Historic District. • Support programs that promote access to nature (e.g. environmental education programs, Scouts programs).	Reviewed provisions governing public space naming, active recreation areas, and park connectivity during subdivision plan reviews. Continued support for community programs, recreational planning around Silver Lake Park, and trail linkages connecting neighborhoods to natural and historic amenities New recreational additions to the City of Dover include a Do-It-Yourself Skatepark, and Off-Leash Dog Park, a brand-new community center building under construction, a spray/splash pad under construction, a planned ADA-accessible inclusive playground, and a city-wide court resurfacing that was a \$560,000+ project repair and resurface basketball, tennis, and pickleball courts across multiple local neighborhood parks and school properties.
Historic Preservation	Goal 1: Preserve and Protect Historic Resources Recommendation 1: Identification and Designation of the Dover Historic District Zone • Identify and study properties and areas for potential future local Historic District designation either as individual structures or as Historic District areas. • Evaluate properties of interest and concentrated areas of historic resources for local Historic District designation. • Evaluate for local Historic District designation those areas currently listed in and/or eligible for the National Register of Historic Places. • Evaluate proposed annexation areas for historic resources to address needs for preservation and protection.	In 2022, the Planning Commission made a recommendation to expand the Historic District Zone along South Governors Avenue (411/429/435/441/447 S Governors Ave & 117 W Water Street). City Council adopted this Rezoning through Ordinance #2022-02. While no new standalone local historic districts were officially designated during this 12-month period, the City actively evaluated properties within the existing Historic District Zone (H) during large-scale redevelopment proposals. The City utilized its 2025 recently renewed Downtown Development District (DDD) boundaries to streamline historic zoning priorities with economic incentives for incoming developments.
	Recommendation 2: Stewardship of Historic Resources • Encourage stewardship activities by public and private owners of historic resources to ensure the long-term care, protection, preservation, and continued existence of these resources. • Encourage appropriate stewardship of historic resources in City building projects and infrastructure improvements located within designated historic districts or areas. • Continue stewardship of The Green per the Preservation & Conservation Easement established with its designation as a National Monument/National Historical Park. • Develop strategies within disaster planning and disaster response plans that consider historic resources.	The Historic District Commission actively reviewed stewardship efforts for major public infrastructure. Most notably, on June 18, 2026, the HDC reviewed the Legislative Hall Building Addition at 411 Legislative Avenue. The evaluation ensured that the addition of an ADA-accessible ramp on the historic west façade demonstrated appropriate stewardship of one of the city's most significant state-owned historic resources. For the City of Dover's disaster planning and disaster response plans that historic resources, local mitigation heavily relies on broader state frameworks, such as the Delaware All-Hazard Mitigation Plan overseen by the Delaware Emergency Management Agency (DEMA), which addresses state-level property mitigation for public historic properties.
	Recommendation 3: Evaluation of Design Standards and Guidelines • Evaluate and update the “Design Standards and Guidelines for the City of Dover Historic District Zone.” This document was originally developed and adopted in 1992. • Evaluate and consider the standards and guidelines regarding the levels of protection for The Green and the Lookerman Street historic contexts. • Evaluate and consider the use of modern materials and technologies in the standards and guidelines.	There were no rewrites to the 1992 "Design Standards and Guidelines" adopted during this timeframe. Instead, the HDC strictly applied the existing standards to modern applications. For example, on February 19, 2026, the HDC evaluated a permit for 1 Kings Hwy NE, enforcing design standards by recommending that the replacement entry door maintain its historic double-door format to preserve visual integrity.

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	Recommendation 4: Architectural Review Certification Process • Refine the regulatory process and procedure for Architectural Review Certification for properties located within the designated local Historic District Zone (H). • Offer education opportunities to the Historic District Commission, staff and the general public on the Architectural Review Certification process. • Evaluate process of requests for demolition and the identification of “demolition by neglect” properties for code revisions and education opportunities.	• In 2020, of the 34 permits in the Historic District, 29 required Architectural Review Certification. • In 2021, of the 35 permits in the Historic District, 26 required Architectural Review Certification. • In 2022, of the 39 permits in the Historic District, 34 required Architectural Review Certification. • In 2023, of the 51 permits in the Historic District, 42 required Architectural Review Certification. • In 2024, of the 32 permits in the Historic District, 27 required Architectural Review Certification. • In 2025, of the 34 permits in the Historic District, 31 required Architectural Review Certification. Educational Opportunities: In 2020, the Historic District Commission participated in a training session on the aspects of the Historic District Zone (H) including the provisions and procedures for Architectural Review Certification and its differences from the National Register of Historic Places.
	Recommendation 5: Evaluate Impact of Development Activity on Historic Resources • Explore other strategies, activities, and incentive programs to assist in the preservation and protection of historic resources in order to balance the needs of preservation and revitalization. • Develop and/or improve incentives and ordinances that encourage the use of historic structures and maintain historic integrity. • Encourage use of flexible building codes when rehabilitation of existing historic buildings is proposed. • Focus planning initiatives on Downtown Dover to strengthen Loockerman Street and adjoining areas while maintaining the balance of preservation and development activity. • Ensure Community Development Block Grant Program activities complete the Section 106 Review process.	When evaluating the impact of development activity on historic resources, the City of Dover successfully balances historic preservation with active downtown revitalization by leveraging powerful financial tools like the Historic Properties Tax Incentive and the Downtown Development District (DDD) program. Through these programs, property owners are heavily incentivized to rehabilitate aging, architecturally significant structures, such as the notable historic preservation and adaptive reuse projects preventing "demolition by neglect." Complementing this, the Downtown Dover Partnership (DDP) administers its Critical Improvement Program, which provides direct funding for essential upgrades like life safety improvements, ADA accessibility, commercial kitchens, and upstairs residential conversions, ensuring that Dover's rich historic building stock is thoughtfully preserved and safely adapted for modern economic vitality.
	Recommendation 6: Support of Historic Resources and Landscapes • Support consideration of historic resources and landscapes in development activities from infill projects to land annexation. • Continue to identify, assist, and review the nominations of eligible properties to the National Register of Historic Places. • Explore opportunities to amend or provide updated information to existing National Register nominations to meet current standards. • Explore opportunities to conduct and/or update the Delaware Cultural Resource Survey for properties located within City limits. • Ensure preservation efforts reflect the diversity of the community as reflected in the City’s history, architecture, and culture. • Recommend completion of a Self-Assessment for the Historic District Commission to identify other strategic planning needs.	The City mandated that large projects, specifically the Dover Mobility Center and "The Governor" mixed use development, respect the historic character and landscape of the Historical District Zone. The Planning Commission evaluated parcel consolidations to ensure the footprint of these new developments did not overwhelm the existing historical context of the adjoining Loockerman Street areas. Both projects at four stories prevent them from visually overwhelming the lower-profile, 19th- and early 20th-century architectural fabric along Loockerman Street. Beyond managing mass and height, municipal oversight mandated that both buildings be strictly mixed-use to preserve the character of a historic downtown; incorporating compact footprints and active ground-floor spaces (such as a grocery store, daycare, community rooms, and retail spaces) rather than dead zones or blank walls. By blending multi-modal transit, workforce housing, and local commerce into a cohesive urban grid, these developments successfully foster continuous pedestrian activity that feeds directly into adjacent historic downtown businesses.
	Goal 2: Provide and Promote Incentives for Preservation Activities Recommendation 7: Tax Credit Program for Historic Properties • Continue the City’s Tax Credit Program for Historic Properties and promote awareness of the program. • Promote awareness of other Tax Credit Programs offered including State and Federal programs.	The City actively promoted its Historic Tax Credit program by packaging it with other local incentives. Notably, the City has done this through informational planning brochures, local view sheets for the Downtown Development District (DDD), and partnerships with groups like the Downtown Dover Partnership to connect owners with state and county programs. Throughout the 2025–2026 development window, City Planning officials publicized the historic tax credits alongside 10-year property tax abatements, transfer tax rebates, and waivers for Building Permit and Impact Fees to ensure property owners had the financial tools to rehabilitate historic properties.

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	Recommendation 8: Increase Participation in Resource-Bearing Programs • Continue participation in the Certified Local Government (CLG) program of the National Park Service with a focus on increasing Historic District Commission training and evaluating staff needs. • Engage in promotion and implementation of corridor management efforts within the Delaware Byways Program that support historic preservation, promote tourism, and visitation for Downtown Dover.	The City maintains its status as a Certified Local Government (CLG) under the Historic Preservation Act, supported by an active Historic District Commission that unlocks vital grant opportunities. Operating through its 5-year Downtown Development District (DDD) extension, active through January 2030, the City successfully channels State Rebate funds to developers revitalizing the historic core. According to the Delaware State Housing Authority’s FY25 report released in January 2026, these strategic incentives have catalyzed millions in private investment for residential and commercial spaces. Simultaneously, the City advances corridor management via the Delaware Byways Program, partnering with the Dover/Kent County MPO and state agencies to harmonize land-use practices with the region's historic and scenic character. Collaborative partnerships with organizations like the Delaware Tourism Office and the Downtown Dover Partnership further drive tourism by celebrating local heritage assets, major events at the Dover Motor Speedway and Bally's Dover, and comprehensive downtown revitalization. Central to this economic momentum is <i>Capital City 2030: Transforming Downtown Dover</i> , a dynamic master plan projected to attract over \$500 million in cumulative private and public investment to the district. Serving as a powerful catalyst for commercial growth and urban renewal, community-driven promotion, including public charrettes, virtual reality tours, and presentations, has successfully paired with an initial \$25 million public investment of state and the American Rescue Plan Act (ARPA) funding to jumpstart transformative capital infrastructure, including a state-of-the-art multimodal transit hub and vibrant mixed-use spaces designed to maximize long-term regional prosperity. As one of Delaware's original Downtown Development District (DDD) designees and the first to secure a program renewal, the City of Dover continued to aggressively catalyze downtown revitalization throughout calendar year 2025. Administered jointly by City Planning Staff and the City Manager’s Office, with robust marketing support from the Downtown Dover Partnership (DDP), the program saw the adoption of Ordinance #2025-01 on February 24, 2025, which updated district boundaries and local incentives following a five-year state extension granted in 2024. Over the course of 2025, the City officially approved eight DDD Incentive applications encompassing new single-family construction, duplex and home renovations, apartment creations, and commercial upgrades. To directly lower financial hurdles, Dover recorded \$8,559 in Permit Fee Waivers across ten properties, utilized \$8,000 in Impact Fee Waivers for two properties, and applied a three-year business license fee waiver valued at \$128. These municipal incentives powerfully reinforced broader housing investments by organizations like NeighborGood Partners and Central Delaware Habitat for Humanity. Furthermore, the city successfully linked local efforts to state-level financing through the Delaware State Housing Authority (DSHA): staff processed multiple project conformity forms, culminating in significant state allocations that featured DDD Round 17 Large Project Reservations for key structural anchors like The Old Post at 55 Loockerman Plaza, the Cecil Street Townhouses, Mt. Zion AME Church, and the Priscilla Block Building, alongside five residential Small Project Rebates totaling \$155,909 and two Commercial Rebates totaling \$134,811.
	Goal 3: Increase Public Information on Historic Resources Recommendation 9: Public Outreach and Education • Initiate educational programs on historic and cultural resources for the general public and elected/appointed officials to increase awareness and understanding. • Develop and/or update written and digital materials (brochures, process guides, web-based postings, GIS mapping, etc.) on such topics as the local Historic District Zone, historic resources, the Historic District Commission, the Architectural Review Certification process, no the City’s Tax Credit Program for Historic Properties. • Conduct workshop training with the Historic District Commission and Planning Commission on preservation topics and the Architectural Review Certification process. • Identify and implement methods of on-going communication with historic property owners and interested groups.	A major educational milestone occurred on April 13, 2026, when the Dover City Council unanimously passed Resolution No. 2026-05. This resolution threw municipal support and resources behind the creation of The Greater Dover Museum, Inc., a new non-profit dedicated to housing historic artifacts and significantly expanding educational programming regarding the City's heritage for residents and tourists. The City collaborated with the State to highlight historic and Downtown investments via an interactive digital Story Map released in January 2026.

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	Goal 4: Collaborate with Diverse Groups and Governments Recommendation 10: Seek Assistance and Support of Interest Groups • Continue to coordinate with and assist government agencies/officials and preservation interest groups. Examples of these groups and agencies include the City Council, Planning Commission, Historic District Commission, the Division of Historical & Cultural Affairs (State Historic Preservation Office), the First State Heritage Park at Dover, and the First State National Historical Park (National Park Service). • Coordinate with preservation interest groups such as Downtown Dover Partnership, Preservation Delaware, Friends of Old Dover, and others. • Seek to educate other community-based organizations on preservation activities. • Build relationships with the historic preservation programs and other related programs at Delaware Technical & Community College, Delaware State University, Wesley College, and the University of Delaware.	The push for the Greater Dover Museum was a direct result of coordinating with the Friends of Old Dover, Inc., an interest group that needed a better facility to house its extensive collections. The City maintained active coordination with the Downtown Dover Partnership (DDP) and NeighborGood Partners (formerly NCALL) to execute the "Restoring Central Dover" plan, actively balancing the preservation of central historic neighborhoods with the need for affordable housing. The City integrates its shared cultural heritage through programs that engage local spaces like the Dover Green and First State Heritage Park, where student volunteers, interns, and academic researchers often participate in public history, architecture, and tourism events. The City builds relationships with local higher education institutions, such as Delaware State University, by engaging in regional preservation grants and local history preservation (such as NEH-backed archival projects preserving local historical imagery) that intersects with Dover's historic identity.
Public Utilities and Infrastructure	Goal 1: Proactively Maintain Existing Infrastructure and Expand Infrastructure When Beneficial Recommendation 1: Update Utility Plans Regularly • Dover water, sewer and electric will have their long-range plans updated every ten to fifteen years and integrated into a Consolidated Utility Plan for the City of Dover. • Planned update to the Water Utility Plan by 2021, as it was last updated in 2006. • Planned update to the Wastewater Utility Plan by 2021, as it was last updated in 2009. • Planned update to the Electric Utility Plan by 2026, as it was last updated in 2016. • Planned update to the Stormwater Utility Plan in 10-year increments following implementation by City Council.	The City of Dover has systematically advanced its infrastructure planning to maintain long-term reliability and environmental compliance across its municipal utilities. Progress made on the specific utility plans includes: • Consolidated Utility Planning & Frameworks: The City continues to align its infrastructure tracking to ensure long-range capital improvements for water, wastewater, and electric systems are updated cyclically and coordinated with comprehensive land-use assumptions. • Water & Wastewater Utility Plans: Following previous baselines (water last updated in 2006 and wastewater in 2009), the City has utilized continuous engineering assessments, capital improvement program (CIP) updates, and specialized system studies, such as drinking water filtration upgrades (e.g., manganese removal systems) and pump station evaluations, to modernize these frameworks well beyond their older baseline documents. • Electric Utility Plan: Aligned with its targeted 10-year update cycle (following the 2016 plan), the City has actively managed electric grid capital requirements, incorporating local energy efficiency initiatives (such as the Efficiency Smart program partnership) and addressing shifting power supply demands and fiscal adjustments heading into FY 2027. • Stormwater Utility Plan: The City continues to operate and refine its stormwater management framework under its DNREC-issued National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit. Capital and maintenance projects, such as localized flood mitigation initiatives (e.g., Water Street flooding improvements), are continuously integrated to fulfill long-term stormwater utility goals.
	Recommendation 2: Continue to Seek Mutually Beneficial Interconnections with Utility Systems • Analyze the ability of the City to sell water to Tidewater Utilities, the Camden-Wyoming Sewer and Water Authority and other neighboring water providers, for both domestic and fire protection use, within the current infrastructure capacity and allocation permit limits. Conversely, analyze the ability of neighboring water providers, in terms of both capacity and allocation, to allow the City to draw water in times of need. • Continue to work with Kent County with which the City’s wastewater system is interconnected to treat the City’s wastewater at the Kent County Regional Resource Recovery Facility in Frederica.	The City of Dover managed its utility frameworks and Comprehensive Plan recommendations by balancing regional infrastructure ties with internal capacity controls. While physical interconnections remained in place for emergency redundancy with regional entities like Tidewater Utilities, large-scale commercial bulk water sales were constrained by strict state allocation permits, and the City ultimately adopted the Fiscal Year 2025/2026 budget with modest water and electric utility rate adjustments to safeguard grid reliability and fund vital infrastructure maintenance. Concurrently, the City maintained its critical wastewater partnership to convey sewage to the Kent County Regional Resource Recovery Facility in Frederica, bolstering local logistics through upgrades to projects like Pump Station #7. while actively coordinating its power portfolio and distribution connections with wholesale partners and the regional PJM transmission grid to protect overall system stability.
	Recommendation 3: Implement a Plan to Identify and Remove Sources of Inflow and Infiltration • Prepare projects to reline or replace old sewer mains to reduce and/or eliminate inflow and infiltration. • Work with property owners to remove catch basin, sump pump and other illicit connections to the sanitary sewer system that have been identified by field investigations or smoke testing.	The City’s Department of Water and Wastewater, alongside an engineering consultant, is planning water and sanitary sewer improvements along the Loockerman Street corridor. The City advanced infrastructure rehabilitation initiatives, integrating localized street and alley program updates to protect sanitary sewer mains from inflow and infiltration. Field operations and Public Works crews utilized maintenance checks and public notification frameworks to identify and target illicit stormwater ties (such as sump pumps and catch basins) linked directly to the sanitary sewer lines.
	Recommendation 4: Prepare and Implement Utility Systems Service Plans for future Annexation Areas • Study identified areas of potential future annexation into the City and prepare utility service plans to provide all essential City utilities and community services.	The City’s Planning and Engineering teams evaluated prospective annexation locations to map out future utility footprints, ensuring seamless integration of municipal water, wastewater, and electric grids before formal land incorporation. In 2025 there were zero properties annexed into the City of Dover.
	Recommendation 5: Prepare a Long-term Strategy to Implement Capital Improvements that will be Most Impactful to the City and its Residents • Continue to identify key areas of Improvement for the City’s Water, Wastewater (Sewer), and Electric Utility	City is involved in planning for water and sanitary sewer improvement projects for the Loockerman Street corridor. The City prioritized high-impact utility investments through its annual budget and capital improvement schedules, focusing financial allocation on critical water quality fixes, electrical grid resilience, and major wastewater asset overhauls.

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Goal 2: Enhance Infrastructure to Meet Community Needs	
Recommendation 6: Continue to Implement Plans to Improve Water Quality - Continue the commitment to implementing the water system improvements that will improve the water quality concerns and resolve “brown water” issues. - Continue to implement necessary improvements at City’s Water Treatment Plant and associated water system infrastructure.	To actively resolve "brown water" concerns, the City awarded engineering design contracts for specialized Manganese Removal Systems for Drinking Water (contracted to Verdantas) and replaced security fencing around the Water Treatment Plant. The City formally awarded and initiated major water main infrastructure replacement projects, specifically targeting Fairview Avenue (East & West Alleys) and Queen Street.
Recommendation 7: Continue to Implement Plans to Improve Wastewater Systems Continue to implement the City’s long-term Capital Improvements Plan by investing in wastewater system facilities like new Pump Stations, Force Mains and Collection Systems.	The City awarded and advanced construction contracts for Pump Station No. 7 Upgrades (to A-Del Construction) and authorized engineering design support for the Laurel Drive Pump Station Upgrade (with Davis, Bowen, and Friedel). The City contracted and implemented specialized Supervisory Control and Data Acquisition (SCADA) equipment upgrades across wastewater facilities to monitor collection efficiency and prevent overflows.
Recommendation 8: Identify and Pursue Options for Long-term, Reliable, Cost Competitive, and Environmentally Prudent Electricity for our Customers - Identify ways the City of Dover Electric Department can improve management of Electric infrastructure including long-term supply and capacity. - Continue to implement the City’s long-term Capital Improvements Plan with things like Substation Improvements, Transmission System Upgrades, Distribution System Upgrades, and Generation/Production Facility Improvements. - Continue to implement Green Energy Goals including utilizing energy sources like Solar. This will help reduce overall consumption where possible, allowing us to more efficiently utilize existing capacity.	The Electric Department continuously managed transformer inventory and stock by procuring primary equipment (such as single and three-phase pad-mount distribution transformers through suppliers like NexGen and Delta Electric) to stabilize local distribution. The City implemented phased electric revenue updates derived from long-term rate studies to safeguard municipal bond ratings and secure baseline power supplies. In FY 2026, the City advanced its green energy and solar initiatives through major commercial and community-scale improvements. Such improvements include commercial facilities like the Delmarva Corrugated Packaging Company launching the state's largest rooftop solar panel array. The system provides roughly 30% of the facility's daily electricity needs, which plans on reducing regional grid dependency. Also, the Dover City Council adjusted the City's local Zoning Code to permit clean hydrogen production facilities in targeted manufacturing and industrial districts (Ordinance #2026-10). This opens new avenues for alternative clean energy manufacturing in the future for Dover.
Recommendation 9: Ensure the City has the Infrastructure and Capacity to Accommodate Evolving Technologies - Ensure that the City has the capacity to accommodate the demand for new technologies like at-home and public charging stations and to anticipate the growing use of new modes of transportation like electric cars. This should be done in a manner that mitigates the impact on the electric distribution system. - Ensure that the City has a plan/policy in place to address and accommodate the infrastructure needed for new communication technology like 5G telecommunications.	The City factored surging electric vehicle charging demands into distribution transformer stock procurement to ensure residential and commercial networks can manage localized load spikes. The City coordinated with administrative and utility departments to manage right-of-way and structural placement policies for emerging high-density communication and 5G infrastructure (Ordinance #2020-13).
Goal 3: Meet or Exceed the State and Federal Requirements of the NPDES Permit and Stormwater Management	
Recommendation 10: Implement a Stormwater Utility within the City of Dover - Implement a Stormwater Utility within the City to dedicate necessary funds to maintain the stormwater infrastructure. Implementation should be done in accordance with the findings of the feasibility study for the implementation of a Stormwater Utility. - Identify and implement necessary Capital Improvements for Stormwater Management infrastructure systems owned and maintained by the City.	The Stormwater Utility for the City to help fund the maintenance of stormwater infrastructure that improves water quality was initiated and repealed. The City directly executed stormwater infrastructure improvements, notably awarding and managing the construction phase for the Water Street Flooding Improvements project (assigned to A-Del Construction). The City contracted structural restoration work for critical municipal stormwater assets, including Silver Lake Dam repairs.
Recommendation 11: Encourage Use of Green Technologies for Stormwater Management in Development Projects Coordinate with City Engineering staff, Kent Conservation District, and the Department of Natural Resources and Environmental Control to determine the appropriate changes to City codes and processes. This should be with the aim to require stormwater management practices that mimic natural conditions for new development.	Through its Municipal Separate Storm Sewer System (MS4) permit framework, the City continues to collaborate alongside the Kent Conservation District and DNREC to enforce stormwater runoff controls and encourage green infrastructure practices for new developments. This is particularly apparent locally within the city limits and the surrounding watersheds (such as the St. Jones River and Silver Lake) under its Stormwater Program and MS4 permit framework. New development applications planned in the City are reviewed for compliance with the Delaware Sediment and Stormwater Managagement Regulations.
Goal 4: Continue to Strive for Excellent Service	
Recommendation 12: Obtain Accreditation with the American Public Works Association Continue efforts by the City of Dover Department of Public Works to obtain accreditation from the APWA (American Public Works Association) to be officially recognized as an Agency of high standards and professionalism.	The Department of Public Works maintained self-assessment protocols and administrative alignment with national benchmarks to advance multi-divisional compliance for full APWA agency recognition. The Department of Public Works did this by aligning internal operations with the APWA Public Works Management Practices Manual by using digital self-assessment tracking, cross-divisional task allocation, and structured peer-evaluation protocols.

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	Recommendation 13: Continue to Engage with the Public and Customers • Continue efforts to engage with the public and customers through electronic and print media, community meetings, and other methods to share information on the processes of utilities systems and major projects.	The City leveraged public broadcast channels (including Council Committee of the Whole meetings posted to official YouTube portals), digital bid tab notifications, and public awareness campaigns regarding cross-connection rules to maintain transparency on utility processes. The City of Dover's Website has moved to www.cityofdover.gov and contains all municipal meeting information and additional information. Also, all City of Dover emails have been upgraded from @dover.de.us to @doverde.gov. This change improves security, public trust, and protection against fraud when the City of Dover's employees are communicating internally and externally.
Community Services and Facilities	Goal 1: Provide and Maintain Quality City Services	
	Recommendation 1: Maintain Responsive and Effective Emergency Services • Evaluate the levels of City Services as they pertain to police, fire, and emergency response times. Service levels should be maintained or exceed their current status as Dover grows in population and land size. • Support the Police Department’s goals and strategies for improving public safety. • Support the Police Department’s public outreach to the Dover community. • Support the Fire Department’s activities aimed at improving fire safety including education and training efforts. • Ensure that the City’s contracted ambulance service can meet the service demands.	• Emergency Dispatch Efficiency: In April 2026, the Dover Police Department’s 2025 Annual Report detailed that the Emergency Communications Center processed over 93,000 calls for service, answering over 95% of emergency calls within 10 seconds. • Behavioral Health Unit Expansion: The Police Department expanded its Behavioral Health Unit, providing specialized response capabilities for mental health and substance-abuse emergency calls to de-escalate crisis situations. • Community Engagement Programs: The Department held public outreach initiatives, youth programs, and launched community satisfaction surveys in early 2026 to align policing strategies directly with neighborhood input. • Fire District Service Planning: The City’s FY2026 Operating Budget maintained direct line-item funding for local fire protection and safety while establishing contingency provisions to support citywide coverage across the Dover Fire District. • Clean Water & Fire Protection Infrastructure: Combined state and local capital efforts funneled funds into upgrading water pressure infrastructure and clean drinking water networks, directly strengthening fire suppression capabilities across city sectors.
	Recommendation 2: Maintain Responsive and Effective Customer Service • Continue to build a robust online presence for the City focusing on outreach related to City initiatives, education on City ordinances, and promoting Dover as a desirable place to live, work, and play. • Improve the City’s online customer service functions so that more types of applications, payments, and inquiries can be made through the City’s website. • Improve coordination of customer service functions across City departments.	• Digital Portal & Portal Services: The City continued refining its web-based municipal platforms, permitting residents and businesses to access online permit applications, incentive applications (such as Downtown Development District incentives), and electronic payments. • Public Information Transparency: City Hall expanded online publishing of live Webex streams, agenda packets, and digital public hearing records for boards like the Planning Commission, Historic District Commission, Board of Adjustment, Code Board of Appeals, and City Council Committees to improve civic outreach.
	Recommendation 3: Improve Access to and Maintain City Library Services • Support efforts by the Library to bring their services out of the Library building and to underserved populations such as children and the elderly. Services can be provided at locations such as parks, daycares, after-school programs, and nursing homes among others. • Evaluate additional methods to improve access to the Library building itself particularly for underserved populations. • Ensure existing services and facilities at the Dover Public Library building are maintained and expanded to support the number of daily visitors it encounters.	Public Well-Being & Civic Access: Through Budget allocations and state Grant-in-Aid coordination, the City sustained operational funding for the Dover Public Library to support high daily visitor volume, ensuring access to free public internet, educational resources, and workforce development materials.

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Goal 2: Invest in City Owned Resources	
Recommendation 4: Invest in City Services and Facilities - Assess all City buildings to determine if they are adequately able to support City staff and day-to-day operations in the City. Create plans for improving these buildings or moving to new ones if they are found to be inadequate. - Design and locate new City buildings and facilities so they act as anchors for redevelopment by providing needed amenities. Amenities helpful for redevelopment include parks and other community-accessible space, green infrastructure, parking, and pedestrian, bicycle, and transit facilities. - Evaluate ways the City’s vehicle fleet might benefit from new technologies such as alternative fuels and AI-driver assist, as well as the needed infrastructure to support these technologies (i.e. charging stations). Vehicles at the end of their lifecycle should be evaluated to compare with vehicles that take advantage of new technologies. - Implement the City’s Enterprise Resource Planning (ERP) Project to support the business processes of the City through improved access and management of City data.	In FY 2026, the City of Dover was in the middle of electrifying its new vehicle and equipment technologies through an ongoing 3-year pilot program. Funded by a \$500,000 grant from Energize Delaware, the City is deploying and tested electric vehicles and commercial electric mowers to measure performance, operating costs, and charging infrastructure needs. The new fleet involves 6 Ford F-150 Lightning pickup trucks assigned to Police, Public Works, Grounds, Fire Marshals, and Metering; 1 Chevrolet Bolt allocated to the Planning and Inspections Department; and 2 Commercial Greenworks electric riding mowers tested for municipal grounds maintenance. City staff actively relies on the core Tyler MUNIS financial platform for daily general ledger, invoice processing, and budget tracking while moving forward with independent oversight and modernizations.
Recommendation 5: Protect and Preserve Natural, Historic, and Cultural Resources - Encourage appropriate stewardship of natural, historic, and cultural resources in City construction projects and other activities that may impact these resources. - Continue to support native tree planting and landscaping programs through the Development Advisory Committee and Department of Public Works. - Continue to support long term vegetation maintenance on City-owned and other public properties especially those maintained by the Parks & Recreation Department. - Continue to support historic and cultural events and projects in the City. Assist by providing technical aid and support staff that ensures the viability and continuation of those activities.	Supported by the Department of Public Works and the Development Advisory Committee (D.A.C.), the City enforced land-use buffer requirements and tree planting mandates for newly proposed commercial and residential developments. The Parks & Recreation Department maintained ongoing long-term vegetation and invasive species management on city-owned open space, public rights-of-way, and along riparian buffers near local waterways. Dover provided technical, logistical, and public safety staffing support for Downtown events, historic district tours, and cultural gatherings centered around the Historic Green and Downtown Corridor.
Goal 3: Provide a System of Interconnected Open Space Areas and Recreational Opportunities	
Recommendation 6: Develop an Open Space, Parks & Recreation Master Plan - Identify within the Open Space, Parks & Recreation Master Plan a variety of park and recreation facilities citywide suitable to the interests of different demographic groups. - Identify within the Master Plan ways to meet the open space and recreational needs of the City’s Downtown. A plan of action for implementation should also be included. - Implement improved water-based facilities and other non-traditional recreation activities as part of any Open Space, Parks & Recreation Master Plan. - Conduct an updated Parks & Recreation Needs Assessment as part of the master planning effort or as a separate initiative if necessary.	The City continues to actively advance its Open Space, Parks, and Recreation Master Plan goals through targeted capital improvements and stakeholder-driven master planning. Implementation milestones feature the comprehensive multi-phase redevelopment of Dover Park on White Oak Road; highlighted by the expected delivery of a brand-new community center building, a splash pad, and ADA-compliant all-accessible playgrounds. Additionally, the City expanded non-traditional recreational amenities by opening a new Do It Yourself (DIY) Skatepark at Schutte Park and streamlined public access by deploying centralized digital registration systems. These projects collectively reinforce Dover's commitment to improving neighborhood connectivity, promoting active lifestyles, and addressing the recreational needs of residents across all demographics.
Recommendation 7: Plan for Individual Parks and Greenways - As funding allows, implement the completed Master Plans for Schutte Park and Dover Park. - Develop a Master Plan for Silver Lake Park (See also discussion of sea level rise in Chapter 5). - Develop Master Plans for the City’s neighborhood parks as necessary, when there is a need for long-term strategizing of a park’s resources and facilities at a level of detail that cannot be covered by the Park Master Plan. - Encourage efforts to preserve natural greenway and stream corridors, such as those along the St. Jones River, the Fork Branch, the Little River, and the Puncheon Run. Where possible, use these corridors as usable passive open space to connect more active recreation areas.	The FY 2026 City budget includes funding for a Master Plan for Silver Lake Park and other active recreational elements throughout the City. Maintained active recreational amenities in the budget include a municipal Dog Park and the Do It Your Own Skatepark, while continuing planning for an expanded permanent regional skatepark facility. The City has preserved passive open space along the St. Jones River and Silver Lake, focusing on shoreline stabilization, water-quality improvements, and greenway connectivity linking neighborhood paths to active parkland. The City has also made significant construction progress on the Dover Park Master Plan on White Oak Road, with the new community center and splash pad entering their final phases of construction. Meanwhile, the project's new all-accessible ADA playground remains pending a formal construction start. To accommodate these major capital works and protect public safety, the City temporarily restricted general park access and suspended pavilion rentals throughout the duration of the upgrade phases.

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	Recommendation 8: Maintain and Improve City Park Facilities and Recreation Programs • Maintain a system of comprehensive park maintenance addressing equipment, infrastructure, and vegetation. • Continue to perform playground safety inspections to ensure that playgrounds meet safety standards. • Continue to implement a playground replacement schedule as a part of the City’s Capital Improvement Program. • Maintain and expand recreational programs in parks citywide to meet the needs of a diverse population.	In the FY 2026 budget and ongoing capital improvement lifecycle, the City of Dover’s primary parks and recreation capital investments center on the final realization of the Dover Park revitalization and advancing planning initiatives for Silver Lake. Some key parks and recreation projects involves the City continuing to invest in heavy capital outlay focusing on building out the new community center structure, installing a modern spray pad, and putting in fully accessible playgrounds near White Oak Road; the Silver Lake Park Master Planning involving the allocation of a \$75,000 professional planning budget to contract external specialists for a comprehensive master plan establishing a long-term vision for recreation amenities, accessibility, and environmental/infrastructure improvements at Dover's largest park; and Schutte Park upgrades ongoing maintenance and minor capital improvements supporting the existing dog park, DIY skatepark, and routine grounds enhancements. The City has also conducted routine safety and equipment inspections across all city neighborhood parks, using CIP funding allocations to replace aging hardware and maintain surfacing standards. Conducted routine safety and equipment inspections across all city neighborhood parks, using CIP funding allocations to replace aging hardware and maintain surfacing standards.
	Recommendation 9: Obtain Effective Contributions to the Park System from the Private Sector • Evaluate the process and responsibilities for maintaining active recreation areas and common open space within residential developments. • Evaluate the City’s requirements for providing active recreation areas for new residential developments. Determine if new private recreation areas should still be developed in most cases, or if the City should focus on having developers contribute to Dover’s public Parkland Reserve Fund.	The City of Dover has primarily advanced its park and recreational spaces through public-private coordination and non-profit land assembly, notably partnering with the Downtown Dover Partnership (DDP) to transfer and mass parcels for Downtown greenspace and recreational revitalization tied to the Capital City 2030 Master Plan. The City has also enforced subdivision regulations requiring residential developers to either dedicate active open space or contribute to Dover’s Parkland Reserve Fund to finance public park infrastructure upgrades.
	Goal 4: Prepare Effectively for Disasters	
	Recommendation 10: Maintain a Level of Preparedness for Disasters • Prepare and maintain the Dover Emergency Operations Plan (DEOP). • Continue to comply with the National Incident Management System (NIMS) through participating in appropriate staff training and holding drills to prepare for potential disasters. Increase the staff training and education available to ensure all essential staff are trained. • Conduct post-event assessments and prepare After Action Reports (AAR) to evaluate response protocols, identify areas for improvement, and assess effectiveness of disaster preparedness plans.	City leadership maintained and updated the Dover Emergency Operations Plan (DEOP) in close alignment with state (DEMA) and Kent County Emergency Management frameworks. City response personnel participated in National Incident Management System (NIMS) incident command training and inter-agency disaster drills. City emergency managers integrated updated protocols for severe weather response (nor’easters, flash flooding) and public safety threat management. Over the past year, the City has upgraded its emergency response capabilities by integrating the Hyper-Reach mass notification system to manage targeted neighborhood alerts, water shutdowns, and evacuations. The City continues to comply with the National Incident Management System (NIMS) by aligning multi-agency operations, executing standardized incident command protocols, and integrating ongoing staff training with state standards
	Recommendation 11: Address Potential Natural and Man-Made Disasters • Continue to evaluate the City’s role in large special events management including its role in NASCAR events, the Firefly Music Festival, and other large events, festivals, parades, etc. • Maintain strong intergovernmental relationships with County and State agencies as they pertain to coordinating action before, during, and after special events and emergency situations. • Continuously update and implement the City’s Emergency Operations Plan (DEOP) to meet the challenges posed by increasingly severe weather events, terrorist threats, and other contemporary emergencies. Ensure appropriate City staff are educated on the plan’s proper implementation. • Evaluate the design of City-owned buildings to identify opportunities for improving their security and disaster-readiness.	When evaluating the impact of major public gatherings, festivals, and racing events, the City of Dover carefully weighs regional economic windfalls against municipal service costs. While these high-profile events generate substantial economic activity and tourism revenue for local businesses, they also demand significant city expenditures for public safety logistics, emergency medical deployment, and intensive traffic control along major corridors like US Route 13 and Route 8. To manage this balance, the City Manager actively participates in the Kent Economic Partnership Board, while maintaining rigorous joint operational coordination with Kent County, the Delaware State Police, and DEMA. Furthermore, Dover safeguards its infrastructure and maintains continuity of operations by reviewing disaster readiness across city-owned facilities and continuously updating its municipal Emergency Operations Plan (DEOP) through the City Emergency Management Office, applying the comprehensive PPRR framework (Prevention, Preparedness, Response, and Recovery) to handle severe weather, technological disruptions, and security threats.
Transportation	Goal 1: Preserve and Maintain the Existing Transportation System Recommendation 1: Maintain and Improve the Transportation System’s Capacity by: • Upgrading existing roadway facilities, particularly corridor intersections • Maintaining the City-owned street system • Increasing transit (bus) service efficiency • Improving opportunities for non-motorized travel such as biking and walking • Supporting the return of passenger rail service • Supporting opportunities to expand aviation facilities as well as access to these facilities • Assessing and tracking trends that influence future transportation systems and land uses • Proactively plan for the impact that new technologies such as alternative fuels, online goods and services delivery, and self-driving cars will have on lifestyles and travel.	City Council awarded the FY2026 Street and Alley Program contract (\$874,256) to Grassbusters Landscaping Co., Inc. to perform local road resurfacing, alley repairs, and curb and sidewalk restoration across Dover's municipal road network. Intersections & Corridor Capacity: DelDOT and Dover progressed multi-modal and intersection improvement efforts along major corridors, including ongoing studies and design phases for key arterial intersections (such as SR 8 / SR 15 / Carver Road improvements) and stormwater/flooding mitigation along critical city roadways like Water Street. The City participated in the statewide development of the <i>2026 Delaware State Freight Plan Update</i> , which evaluates regional supply chain delivery, freight corridor bottlenecks, and online goods/delivery impacts affecting Dover's local road network. The City monitored DelDOT’s Delaware State Rail Plan 2026 updates and regional rail corridor evaluations for passenger/commuter feasibility along the Delmarva line through Dover, while continuing infrastructure planning support near the Civil-Military Innovation Center and Dover Air Force Base.

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Goal 2: Increase Coordination with Agencies	
Recommendation 2: Leadership in the Dover/Kent County MPO • Continue to play an active role in the Dover/Kent County MPO. • Continue to use the Dover/Kent County MPO as a forum for long-range transportation planning and interacting with DelDOT. • Continue to coordinate development activities within the City of Dover with DelDOT through the Development Advisory Committee.	The Mayor of Dover, Robin Christiansen, serves as the chair of the Dover/Kent County MPO Council. City Staff participate on the Technical Advisory Committee (TAC). Dover/Kent County MPO staff participate in the Development Advisory Committee and provide comments on development applications. Also, the City actively participates in the Dover/Kent County MPO through collaboration on major local transportation and revitalization initiatives like the Downtown Dover Master Plan, and alignment of its municipal comprehensive plans with regional multi-modal transit goals. The City coordinated with the Dover/Kent County MPO on the preparation of the FY2027–FY2030 Transportation Improvement Program (TIP), ensuring municipal priorities for road resurfacing, signalization, and non-motorized paths were integrated into state/regional spending plans. The City actively coordinates with the Delaware Department of Transportation (DelDOT) by annually submitting and updating a prioritized list of local transportation, safety, and infrastructure projects for regional integration through the Dover/Kent County MPO. The City of Dover continues to hold regular monthly Staff Development Advisory Committee (D.A.C.) meetings to review applicant site plans, traffic impact studies, and access management with DelDOT engineers prior to approving private land development projects.
Recommendation 3: Promote Safe Routes Programs • Explore opportunities to designate Safe Routes to Schools, Safe Routes for Seniors and Safe Routes to Parks; and support programming efforts to encourage their use. • Identify current Safe Routes programs and evaluate deficiencies. • Conduct a community-engaged process to designate new Safe Routes and develop their programming.	During FY 2026, the City of Dover advanced several key pedestrian, bicycle, and multi-generational routing recommendations aligned with regional "Safe Routes" strategies. In coordination with the Dover/Kent County MPO, the City actively participated in the FY 2026 Unified Planning Work Program (UPWP) to address critical sidewalk gaps and map low-stress connectivity networks near local schools and senior-dense residential areas. Key milestones included supporting the South Dover Elementary School Traffic Safety Study to enhance student commute safety, and advancing the early construction phases of the \$12.25 million federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant project for the Martin Luther King Jr Boulevard/South Little Creek Road Bicycle and Pedestrian Connector. Furthermore, the City completed major accessibility and multi-use trail upgrades at Dover Park, successfully expanding safe, non-motorized infrastructure for families, youth, and seniors. City Council reviewed traffic safety measures along high-density corridors to protect vulnerable pedestrians and manage right-of-way interactions. These combined efforts continue to strengthen local transit interfaces, reduce pedestrian risk corridors, and improve equitable neighborhood access to municipal parks and educational facilities. Also, the Dover/Kent County Metropolitan Planning Organization (MPO) has actively evaluated and targeted pedestrian safety infrastructure around local educational facilities, most notably through comprehensive initiatives like the Dover High School Walk Zone Study. These studies analyze existing pedestrian networks, sidewalk gaps, and major intersections within state-mandated walk zones (such as the two-mile radius for high schools) to identify critical safety barriers. By collaborating with the City of Dover, the Capital School District, and DelDOT, the MPO uses these assessments to prioritize crosswalk upgrades, sidewalk installations, and traffic-calming measures that make walking and bicycling safer and more viable for students.
Goal 3: Develop and Expand Alternate Modes of Transportation	
Recommendation 4: Update and Implement the Bicycle & Pedestrian Transportation Plans • Review the bicycle and pedestrian transportation network to identify gaps and important segments needed to provide a continuous network. • Prioritize connectivity between neighborhoods and community assets such as schools, neighborhood centers, healthcare facilities, and government facilities. • Consider implementing the proposed bicycle network for the Downtown area included in the Plan4Health guidance document. • Develop an Implementation Plan to complete the bicycle and pedestrian transportation network. The construction of the missing sidewalk and bike path segments can be accomplished utilizing a combination of private development activities, City funding through the CIP, and funding available through state and federal sources. • Develop a maintenance plan for the network that builds on the Department of Public Works’ ADA Transition Plan, DelDOT repair schedules, and other current efforts. • Ensure vital pedestrian and bicycle amenities such as bike racks, seating, street lighting, street crossings,	In 2025, the takeaways from the study started to be implemented through design advancements for Loockerman Plaza, the groundbreaking of the Downtown Dover Mobility Center, and the initiation of mixed-use projects. Despite challenges regarding federal funding, the city leveraged state bond bills and American Rescue Plan Act (ARPA) funds to advance key pedestrian and transit infrastructure initiatives. The City integrated its ADA Transition Plan compliance into municipal sidewalk construction specifications and required private developments to construct infill sidewalk segments during the DAC review process. In 2025, the City also actively enforced and advanced multi-modal infrastructure requirements during site plan reviews for new developments and redevelopment projects. Rather than treating pedestrian and bicycle amenities as optional additions, the City’s Planning Commission and the Dover/Kent County MPO have explicitly mandated these elements during the Development Advisory Committee (DAC) review stage. The City has outlined in its <i>Zoning Ordinace</i> requirements that new developments proactively incorporate active transportation infrastructure rather than relying solely on automobile-centric design. By legally mandating bicycle parking and site-level pedestrian connectivity, the City of Dover reduces local traffic congestion, improves public health through active mobility, and steadily builds out a more cohesive, accessible transit network for residents and visitors alike (See Appendix B, Article 6 ofthe City of Dover Code). The City has also hosted and supported non-motorized transportation initiatives, including the annual Legislative Bike to Dover event ending at Legislative Mall, promoting multi-modal commuting and biking infrastructure.

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	Recommendation 5: Expand and Improve Transit Service • In collaboration with the Delaware Transit Corporation (DTC), enhance transit connections between neighborhoods and employment centers, institutions, commercial areas, schools and recreational facilities. Neighborhoods with large transit-dependent populations such as retirement, nursing and group-living facilities as well as economically disadvantaged areas should be targeted. • Support the addition of new transit stops. • Augment new and existing transit stops with bicycle and pedestrian facilities, as well as shelters to protect riders from inclement weather. • Advocate for more frequent and reliable transit service to attract and retain ridership. • Support improved transit routes to the Capital Area from North/South and East/West. • Encourage Delaware Transit Corporation (DTC) to share the Dover Transit Center with private intercity buses.	By conducting thousands of building and occupancy inspections, the Building Inspections Division supported key residential developments, like Eden Hill Farm, Patriot Village, Rojan Meadows PND, and major employment centers, including Delaware State University projects and the NeighborGood Partners offices. As development activity ramps back up, these completed projects lay the physical foundation for expanded transit routes connecting Dover's growing neighborhoods to primary commercial and institutional job hubs. The City has coordinated with DTC to review bus stop connectivity, shelter placement, and accessibility improvements connecting Dover residential neighborhoods with Downtown commercial hubs and healthcare facilities. The City has supported multi-modal options at the Dover Transit Center, integrating DART local routes, regional park-and-ride connections, and intercity transit access.
	Goal 4: Create Recommendations and Policies for Roadways and Development	
	Recommendation 6: Implement US Route 13 and Bay Road Corridor Improvements • Continue to work with DelDOT and the Dover/Kent County MPO to develop a Transportation Improvement District (TID) for the Route 13 and Bay Road Corridors in Dover. Evaluate the existing “Agreement Regarding Dover US 13/Bay Road Corridor Transportation Improvement District” for necessary updates the TID boundaries, Target Horizon Year, and Service Standards. • Evaluate the 2007 US Route 13 Circulation Study to determine if an updated plan is needed.	DelDOT and the City of Dover routinely review key intersections along the US 13 corridor, such as US 13/Jerome Drive (a side street off US Route 13 (DuPont Highway) in north Dover, primarily known for providing access to the local Walmart Supercenter and the McGinnis Green retail development) and US 13/White Oak Road/Kings Highway (where US Route 13 (DuPont Highway) intersects with White Oak Road (which heads west toward the Garrison Oak technical/industrial area) and Kings Highway (which splits eastward toward SR 1 and Leipsic/the Delaware Bay area), during private site development evaluations. The significance of these Traffic Impact Studies (TIS) is to proactively integrate vital infrastructure requirements, including extended turn lanes, signalized pedestrian crossings, and standard sidewalk buffers. Ultimately, these measures ensure that growing commercial and residential developments do not compromise traffic safety, capacity, or multi-modal accessibility along Dover's primary thoroughfare.
	Recommendation 7: Develop and Implement Strategies for Addressing East/West Traffic • Encourage corridor improvements to Route 8 to improve traffic movement and multi-modal capacity. • Work with DelDOT, property owners, and the Dover/Kent County MPO to implement the 2015 Division Street/Forest Street Dover Capital Gateway Plan and Design Book and the 2008 Delaware Route 8 Concept Plan and Operations Study. • Evaluate the 2008 Delaware Route 8 Concept Plan and Operations Study to determine if an updated plan is needed.	The Planning Staff and Department representatives participated in a Workshop on the Dover Freight Plan (Dover Kent County MPO and consultants). Route 8 (Forrest Ave / Division St) Multi-Modal Upgrades: Prioritized east-west corridor improvements along Delaware Route 8. This included monitoring DelDOT engineering for major east-west connectors (such as the College Road and Saulsbury Road/Route 8 intersection/corridor upgrades) to improve traffic flow, drainage, and pedestrian safety. The City has re-evaluated downtown east-west flow through the Division Street/Forest Street Dover Capital Gateway Plan context. The City prioritized improvements to traffic circulation, pedestrian crossings near rail tracks, and gateway enhancements connecting Westside neighborhoods to Downtown Dover.
	Recommendation 8: Establish a means of access from the Garrison Oak Business and Technology Center to State Route 1 • Evaluate potential options for building an access road which would allow access to Garrison Oak from State Route 1. • Determine the costs necessary to build the access road to Garrison Oak.	While the Planning Commission reviewed a Site Development Plan for a proposed warehouse and logistics facility at the Garrison Oak Business and Technology Center (Lot #3), the City maintained the Garrison Oak Connector as a top capital transportation priority submitted to DelDOT and the MPO. Moving beyond a long-term conceptual wish list, the City formally advanced this initiative through preliminary engineering across FY2025 and FY2026. This active design phase involves surveyors, engineers, and planners shaping the physical alignment, environmental scoping, utility coordination, and intersection layouts to link the park directly to SR 1 / North Little Creek Road (Route 8). Ultimately, this engineering work supports the park's rapid growth, including new logistics facilities and power utilities, by establishing a route designed to keep heavy industrial freight off smaller local residential streets.
	Recommendation 9: Miscellaneous Transportation Improvements • Support access management along minor arterials and collector roads to protect traffic capacity and preserve the character of existing neighborhoods. • Support bicycle and pedestrian friendly design and the inclusion of pedestrian, bicycle, and public transit facilities in Subdivisions and Site Plan applications. • Recognize and incorporate transportation planning strategies related to the Delaware Byways Program, especially the Harriet Tubman Underground Railroad Byway that traverses the City. • Advocate for specific projects and studies to be placed in the Dover/Kent County MPO Transportation Improvement Program (TIP) and the DelDOT Capital Transportation Program (CTP).	To advance a multi-modal and interconnected transportation network, the City of Dover actively partners with DelDOT and the Dover/Kent County Metropolitan Planning Organization (MPO). In FY 2026, the City strategically utilized \$336,154 in DelDOT grant expenditures to directly fund local pedestrian safety enhancements, ADA-compliant infrastructure upgrades, and the expansion of connected bicycle and sidewalk networks. Complementing these state-backed investments, the City's Staff Development Advisory Committee (D.A.C.) rigorously reviews private site and subdivision plans to ensure new developments incorporate essential non-motorized amenities, such as 5-foot internal sidewalks, 10-foot shared-use paths, ADA curb ramps, and necessary right-of-way dedications along frontages. Furthermore, to protect traffic capacity and preserve neighborhood character, the City enforces controlled entrance access and requires right- and left-turn auxiliary lanes along minor arterials and collector roads. Finally, the City formalizes its regional infrastructure goals by annually submitting prioritized project lists to advocate for vital capital investments within the Dover/Kent County MPO Transportation Improvement Program (TIP) and DelDOT's Capital Transportation Program (CTP).

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Economic Development	Goal 1: Attract and Retain High-Paying Quality Jobs by Targeting Business Sectors that are Best Suited for Dover and Kent County	
	Recommendation 1: Define an Economic Development Vision and Strategies for the City to Create a Diversity of Businesses and Foster Development of a Broad Workforce - Identify locations and pursue opportunities for economic growth, working with economic development entities, community organizations, and other stakeholders to build on assessments of the City’s and County’s strengths, weaknesses, opportunities and threats, and on identified target industries. - Build private-public partnerships (P3) to encourage coordination and foster investments among private, State, County and City stakeholders. - Build on the resources available through the City’s institutions of higher education for analytics, training and research and to link economic development opportunities and targets with workplace skills and professional training curricula. - Support the development of workforce development programs, strategies and partnerships that increase training and employment opportunities for all residents.	The Downtown Dover Partnership (DDP) has started it rollout of the \$500 Million <i>Capital City 2030: Transforming Downtown Dover Master Plan</i> , backed by over \$25 million in initial State and ARPA funding. This public-private partnership (P3) coordinates actions between the City, State of Delaware, Kent County, Delaware State University (DSU), private developers (e.g., Mosaic Development Partners), and the Downtown Dover Partnership. The City has integrated higher education resources with economic development by leveraging its partnership with Delaware State University through the institution’s expanded community-facing career readiness and public health outreach via the Wesley College of Health and Behavioral Sciences, alongside active engagement through the Center for Urban Revitalization & Entrepreneurship (CURE) to link local business incubation with professional training. The City has also leveraged its partnership with Delaware Technical Community College in that the institution continues to offer targeted Dover Workforce Training programs, updating open-enrollment and customized on-site employer training schedules to match regional employer needs in healthcare, IT, and trades. Through its PY 26 Community Development Block Grant (CDBG) Annual Action Plan execution, the City worked with organizations like the Milford Housing Development Corporation for homeowner-occupied rehabilitation. These programs help stabilize the workforce housing stock for low- to moderate-income families and first-time homebuyers.
	Recommendation 2: Promote Well-planned Commercial and Business Development and Redevelopment Complexes along Dover’s Principal Corridors and in Commercial Centers - Recognize the value of Dover’s local and regional commercial corridors. - Value the tourism industry including promoting the City as the State Capital. - Promote Dover as the central commercial location in the County and as a regional magnet for retail, commerce, entertainment and culture.	Over the past year, the City of Dover has achieved significant milestones in executing its economic development goals by driving targeted density, planning infrastructure upgrades, and regional commerce into the central core under the <i>Capital City 2030 Master Plan</i> . Central to this effort is the Downtown Dover Mobility Center being developed by the Downtown Dover Partnership (DDP). Supported by a foundational \$25 million state funding commitment, which includes \$15.1 million in federal American Rescue Plan Act (ARPA) funds, this multi-level transportation hub recently broke ground, securing up to 350 critical new parking spaces, EV charging stations, and public transit connections while awarding 22 initial project contracts. Concurrently, pre-development is advancing on "The Governor," a major \$50 million to \$80 million mixed-use development located at 120 S. Governors Avenue. This four-story anchor project is slated to deliver 120 mixed-income residential units, a 27,000-square-foot community grocery store, a daycare center, and ground-floor retail spaces. Backed additionally by \$1.7 million dedicated to essential water and wastewater infrastructure, these synchronized initiatives successfully elevate Dover’s status as a walkable capital destination and the premier regional magnet for commercial and cultural growth in Kent County.
	Recommendation 3: Market Dover’s Central Delaware Location for Business, Professional and Health Services, and for Manufacturing Locations and Facilities Coordinate with other economic development entities and the private sector to share information to cooperatively market Dover’s resources.	In alignment with economic development goals, the City has actively coordinated with the Downtown Dover Partnership (DDP), state agencies, and private sector stakeholders over the past year to share critical data and cooperatively market Dover's regional resources. This synchronized framework directly supported major milestones within the <i>Capital City 2030 Master Plan</i> , including joint public-private coordination for the new Governors Avenue mobility hub and a \$3.3 million downtown utility modernization project. By deploying unified marketing strategies, launching an updated DDP digital platform, and leveraging the financial incentives of the Downtown Development District (DDD) program, the City has successfully streamlined information-sharing with private developers to accelerate commercial recruitment and optimize mixed-use land implementation.
	Recommendation 4: Promote Opportunities to Create Aviation-based Business Opportunities Surrounding the Central Delaware Aviation Facility and in order to Capture the Economic Benefits of Dover Air Force Base (DAFB) - Promote the establishment of Joint Use Agreements and other opportunities to coordinate with DAFB. - Work closely with Kent County to develop an aviation and aeronautics focused employment center near DAFB. - Protect Dover Air Force Base (DAFB) from encroachment by preventing incompatible commercial and/or residential development east of State Route 1 and within the Airport Environs Overlay Zone (AEOZ). - Complete comprehensive rezoning associated with the Industrial Park Manufacturing Zone: Aviation and Aeronautics Center (IPM3) zoning classification.	Dover Air Cargo Freight Access Study - Planning and Environmental Linkages Report was completed by the Dover/Kent County MPO in July 2021. Protecting DAFB via AEOZ: The City Council and Planning Commission processed multiple annexation and rezoning applications along North Little Creek Road (e.g., Ordinance #2025-24 and Ordinance #2026-07). These were rezoned lands to IPM (Industrial Park Manufacturing Zone) while strictly subjecting them to the Airport Environs Overlay Zone (AEOZ / APZ II). This preserves military flight operations at Dover Air Force Base by preventing incompatible land uses east of SR-1. Freight and Logistics Expansion: Supported studies and zoning classifications aimed at capturing air-cargo and freight opportunities surrounding the Central Delaware Aviation Facility and DAFB.

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	Recommendation 5: Develop Effective Protocols for Business Attraction and Retention Activities • Designate a point of contact and specific processes for City interaction with prospects, including a coordinated marketing program with other public and private stakeholders. • Maintain an active leadership position within organizations focused on job growth in Kent County. • Ensure that the City is ready for economic development through streamlined regulatory processes, incentives, funding opportunities, and infrastructure investments, as appropriate. • Enhance the City’s capacity to collect and assess economic conditions and trends, identify target businesses, and understand business location decisions.	The City of Dover has formalized protocols for business attraction and retention through collaborative interdepartmental and intergovernmental frameworks, coordinated via the Department of Planning and Inspections and the Development Advisory Committee (DAC), which notably includes participation from the Dover Air Force Base (DAFB) Community Planner. Also Staff participates through the review and issuance of Special Event Permits for businesses to attend events citywide. To achieve economic development readiness, City staff coordinate a joint marketing program with the Kent Economic Partnership and Downtown Dover Partnership to actively engage incoming corporate prospects, streamline regulatory pipelines, and track localized data to analyze economic trends and business location decisions. By embedding proactive incentive counseling into its Building Permit review system, the City ensures eligible businesses are matched with local tax credits, fee waivers, and funding opportunities. Furthermore, Dover maintains an active leadership position in regional job growth initiatives across Kent County, leveraging strategic infrastructure investments, such as the ongoing construction of the Downtown Dover Mobility Center and the landmark The Governor mixed-use development, to lower barriers, attract targeted commercial and retail businesses, and foster robust local employment opportunities.
	Goal 2: Encourage the Economic Revitalization and Integrity of Dover’s Downtown, including the Historic Core and the Traditional Communities Surrounding It Recommendation 6: Support the Downtown Dover Partnership and Restoring Central Dover Plan • Coordinate with and encourage efforts of the Downtown Dover Partnership and the Restoring Central Dover programs and support as appropriate the NCALL Real Estate Development Plan for Central Dover. • Undertake a comprehensive planning and strategic process to address crime, vagrancy, loitering and vandalism through community policing, code and criminal enforcement and public awareness. • Review and modify vacant building codes and procedures to incentivize reuse, reduce exemptions, and enforce penalties on chronic vacancy. • Undertake and support new business creation initiatives such as the Kent County “Open for Business” program, the DDP’s “Unlock the Block” program, and the RCD program’s “Launcher” initiative. • Encourage one-on-one consulting with business and property owners to discuss their concerns and needs and to identify service providers/incentives that can help address those needs. • Work with businesses in the Downtown district to keep market driven hours, offer specialized products and services, properly maintain building space, enhance window displays, expand or contract current lines and services, expand existing business space, and open new shops. • Create and publish “how to” brochures and other information for investors, prospective entrepreneurs, property owners and other business interests.	Between July 2025 and June 2026, the City utilized the Downtown Development District (DDD) program to drive over \$2 million in private investment for rehabilitating Downtown’s residential neighborhoods, including construction of net-zero homes on North Kirkwood Street and renovation of the First State Center (formerly the Duncan Center) at 500 W. Loockerman Center. Municipal staff proactively connected permit applicants with local and State incentives, while major projects like the Old Post conversion, the Dover Mobility Center, and The Governor development moved forward to revitalize the area. The City also expanded Mary Street Park through a land donation associated with new housing, partnering with non-profits for site improvements.

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	Recommendation 7: Develop and Promote Incentives for Downtown Redevelopment • Evaluate and market a slate of incentives for redevelopment within the Downtown Redevelopment Target Area. Continue to add incentives that will encourage a balanced mix of uses with the intention of improving opportunities, correcting negative conditions and eliminating vacancies.	The Downtown Dover Partnership continues to offer Architectural and Facade Grants and also funds Critical Improvement Grants to support ADA and life safety upgrades to buildings as well as apartments overtop of businesses and commercial kitchen upgrades. Through a proactive outreach process, the City of Dover Planning Office reviews all incoming district permits and directly contacts eligible applicants to advise them on available programs, collaborating with the Downtown Dover Partnership to maximize investor awareness. These efforts directly facilitated over \$2 million in private investment to convert the First State Center into an active commercial hub, supported the pre-construction activities of The Old Post mixed-use project, and enabled the creation of affordable, energy-efficient net-zero homes on North Kirkwood Street. By combining these targeted financial tools with critical infrastructure advancements like the Dover Mobility Center and The Governor development, the City is moving to systematically correct negative conditions, reduced vacant properties, and established a sustainable foundation for ongoing Downtown redevelopment. The City is still crafting marketing strategies for promoting the awareness of these incentives.
	Goal 3: Promote the Revitalization and Redevelopment of the Center City	
	Recommendation 8: Promote and Support Development and Redevelopment Efforts • Support a neighborhood redevelopment strategy along W. Division Street for the areas surrounding Governors Avenue, New Street, Queen Street, Kirkwood Street and West Street to include an identity, a variety of housing opportunities, neighborhood-scale businesses and continued increasingly successful blight removal efforts. • Implement recommendations of prior studies and plans for the revitalization of the center city, such as the Strategic Development Plan for the West Side, the Dover Transit Center Neighborhood Plan and Design Book, and the Division Street/Forest Street Dover Capital Gateway Plan and Design Book. • Link redevelopment activities along S. Governors Avenue, Water Street, Bank Lane and West Street with the Bayhealth Medical Center complex, the State Courts and other governmental and educational facilities in the area. • Develop a Government/Civic Complex plan addressing the future needs of the City including City Hall and other City offices, government complex parking, recreation and open space, and the Mirror Lake/Loockerman Street gateway to the Downtown. • Leverage positive investment from Delaware State Housing Authority, the Strong Neighborhood Housing Fund, the Neighborhood Building Block Fund, the Opportunity Zone Program, and other sources to assist with neighborhood redevelopment efforts.	In 2025, the City executed on key components of the <i>Capital City 2030 Master Plan</i> , while also aligning multi-agency funding to drive core Downtown redevelopment. Downtown revitalization efforts focused heavily on the West Division Street corridor, utilizing targeted blight removal via the Dangerous Building Ordinance while partnering with community entities to support minority entrepreneurship and neighborhood-scale business growth. To revitalize center city gateways, the City initiated planning for critical utility infrastructure updates along Loockerman Street and advanced pre-development phases for a central multi-modal parking and transit hub. Furthermore, the City reinforced pedestrian and transit connectivity, creating cohesive corridors to link South Governors Avenue with institutional anchors like the Bayhealth Medical Center and the State Courts complex. These strategic initiatives successfully leveraged Downtown Development District incentives, state capital funds, and the newly established 2025–2029 HUD Consolidated Plan to maximize equitable investment across Dover’s critical zones.
	Recommendation 9: Promote and Support the Traditional Mixed-use Nature of the Downtown Area • Ensure that zoning district regulations in the Downtown promotes personal, professional and service-oriented businesses and alternative work-live and co-work opportunities. • Create an Arts Co-op/ Arts & Entertainment designation for the Downtown area and recruit artists to live and work in the area.	In 2025, the City made strides to advance toward a vibrant, traditional mixed-use Downtown by enacting pivotal zoning changes and deploying creative placemaking initiatives. A major legislative milestone was achieved when the City Council passed an ordinance expanding the Downtown Development District (DDD) boundaries further north and west, significantly increasing the acreage eligible for critical incentives, tax waivers, and development rebates. This regulatory expansion paired seamlessly with state-backed investments and the Downtown Dover Partnership advancing landmark mixed-use projects. This included breaking ground on the multi-modal Downtown Dover Mobility Center, designed with structured parking, transit connections, and active ground-floor retail units, alongside movement to finalize development plans for The Governor, a transformative mixed-use development featuring mixed-income residential units, a much-needed full-service grocery store, a daycare center, and collaborative live-work spaces. Concurrently, the City Downtown Dover Partnership (DDP) targeted the cultural activation of the commercial footprint by launching the public-facing Tiny Art Project, which directly recruited local artists to transform downtown infrastructure into creative assets. Combined with robust city-level business license fee waivers and institutional programming partnerships, these actions successfully cultivated an environment where multi-modal accessibility, everyday commercial amenities, and an emergent arts and entertainment landscape thrive cohesively.

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	Goal 4: Ensure that Land Development, Zoning, Infrastructure and Other Development Requirements	
	Recommendation 10: Review and Modify Regulations to ensure that Desired Uses Are Encouraged • Be flexible with contemporary zoning provisions that are responsive to emerging technologies and emerging business opportunities and activities, especially in the health care, arts and entertainment, and tourism sectors. • Implement appropriate zoning and other provisions that support development and expansion of targeted businesses, ensure the appropriateness of uses within respective zones, promote sustainability, encourage balanced growth, promote small businesses and startups, and ensure responsiveness to emerging economic and societal trends. • Update provisions addressing the growing variety and complexity of home occupations and accessory business activities in residential areas as the line defining traditional work evolves. • Actively pursue development of ordinances, policies and strategies to address blight, vacancy, abandonment, environmental contamination, and underutilization of business sites and facilities throughout the City.	During 2025, the City systematically updated its regulatory framework to establish a flexible, responsive environment that balances economic innovation with public safety and strict code compliance. Following Delaware's authorization of recreational marijuana, the City concluded a comprehensive land use study with the assistance of consultant team The Rossi Group, which included a strategic moratorium from July to December 2024. This effort culminated in the enactment of Zoning Ordinances #2024-29 and #2024-30, permitting marijuana manufacturing, cultivation, and testing facilities in IPM, M, and A zones, alongside conditional marijuana retail store exceptions in C-4 districts. To further adapt to modern logistical and commercial demands, the City processed multiple critical rezoning requests converting underutilized parcels into IPM (Industrial Park Manufacturing) zones while maintaining strict environmental protections. Concurrently, the City Council advanced vital municipal code updates, specifically Ordinance #2025-17, to strengthen code enforcement tools targeting chronic property neglect, abandoned structures, and underutilized business facilities. Finally, to ensure business community readiness and counteract loitering or vandalism, the City paired these land use updates with proactive public safety measures, expanding community policing strategies through Group Violence Intervention (GVI) presentations and planning for installation of localized security infrastructure like the Stoney Creek Alley cameras.
	Goal 5: Actively market the Garrison Oak Business and Technology Center (GOBTC)	
	Recommendation 11: Develop a Strategic Marketing Plan for Garrison Oak (GOBTC) • Work with the Kent Economic Partnership and the State to effectively market the Garrison Oak Business and Technology Center. • Urge DelDOT and the Dover/Kent MPO to undertake planning and design for a dedicated connector from State Route 1 to the Center to improve access and marketability. • Explore the potential of the Garrison Oak Business and Technology Center for designation as a foreign trade zone.	Throughout FY 2026, the City of Dover accelerated its economic development priorities by executing key components of the Garrison Oak Business and Technology Center (GOBTC) strategic marketing plan in close coordination with regional partners. Collaborating with the Kent Economic Partnership and the Delaware Prosperity Partnership, the City expanded permissible zoning uses to reposition the technical park’s remaining shovel-ready inventory for high-growth logistics and cold-storage operations. To significantly enhance long-term regional marketability, the City successfully urged DelDOT and the Dover/Kent MPO to integrate a future, dedicated State Route 1 highway connector into regional priority plans. Concurrently, localized infrastructure readiness reached a major milestone in September 2025 with the completion of DelDOT’s formal Traffic Impact Study (TIS) review letter approving the complex's immediate entrance improvements, setting the stage for engineering phases designed to safely manage high-volume industrial vehicle movements at park access points and systematically divert heavy truck traffic off municipal roadways. Furthermore, the city advanced the park’s competitive footprint by establishing GOBTC’s eligibility for Alternative Site Framework designation under Delaware's Foreign-Trade Zone No. 99, providing prospective international tenants with critical customs and tariff advantages to foster long-term industrial investment. Also, the City’s clean hydrogen ordinance (Ordinance #2026-10) amends municipal zoning regulations to permit clean hydrogen production facilities within designated industrial, manufacturing, and technology zones. This legislative update directly paves the way for advanced energy projects. By proactively adapting local code to accommodate emerging clean-tech infrastructure, the ordinance positions Garrison Oak as a prime hub for advanced manufacturing and renewable energy innovation, driving high-tech job growth and broadening the City’s economic base.

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	Goal 6: Pursue Economic Development Linked to Active Recreation	
	Recommendation 12: Promote Business Opportunities Linked with Dover’s and Nearby Trails, Parks, Natural Areas and Public and Private Active Recreation Resources • Identify opportunities to use parks, trails, natural resources and commercial recreation facilities as catalysts for economic development. • Evaluate and promote economic development strategies linked to natural resources such as forests, wetlands, beaches and wildlife areas for travel and tourism benefits.	The City of Dover addresses business attraction and retention through collaborative interdepartmental and intergovernmental frameworks, coordinated via the Department of Planning and Inspections and the Development Advisory Committee (DAC). To achieve economic development readiness, City staff coordinate joint efforts with the Downtown Dover Partnership to actively engage incoming corporate prospects, streamline regulatory pipelines, and track localized data to analyze economic trends and business location decisions. By embedding proactive guidance into its review systems, the City ensures eligible businesses are matched with local funding and development opportunities. Furthermore, Dover maintains an active leadership position in regional job growth initiatives across Kent County, leveraging strategic infrastructure investments, such as the ongoing construction of the Downtown Dover Mobility Center and the planned The Governor mixed-use development, to lower barriers, attract targeted commercial and retail enterprises, and foster robust local employment opportunities. Complementing these efforts, Dover's updated active recreation requirements mandate that residential and commercial developments integrate accessible open space and functional recreational amenities (such as walking paths, multi-use sports courts, and dedicated play structures) directly into site plans. These enhanced lifestyle amenities directly stimulate economic growth by creating a highly attractive, walkable urban environment that draws in new residents, boosts foot traffic for downtown retail businesses, enhances neighborhood property values, and helps recruit a modern workforce seeking a high quality of life.
	Goal 7: Pursue Economic Development Linked to Improved Healthy Food Access	
	Recommendation 13: Encourage new ventures that expand healthy food options across Dover • Encourage access to food options such as corner markets, produce carts, food hubs, community gardens, farm stands, food trucks, and farmers markets, where appropriate. • Support expanding healthy food availability through planning for food choices throughout the City.	In 2025, the City systematically advanced its objectives to expand healthy food choices and eliminate localized food deserts by aligning municipal planning with targeted entrepreneurial incentives. The City integrated critical fresh-food equity directives directly into its draft planning frameworks, laying the groundwork to anchor a dedicated downtown grocery storefront within the Downtown Dover Partnership's mixed-use revitalization footprint. To lower barriers for diverse, small-scale food ventures, the City updated mobile vendor legislation through Ordinance #2024-22, streamlining safety and inspection protocols for food trucks and neighborhood produce carts. Additionally, the City maximized community-based distribution by supporting central farmers markets on The Green and coordinating with state-level frameworks like the Delaware Grocery Initiative to reduce transit gaps, thereby securing a resilient network of fresh food opportunities for all residential corridors.

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Housing and Community Development	Goal 1: Encourage Balanced Housing Opportunities for all Residents of the City	
	Recommendation 1: Encourage the Use of Mixed Housing Types - Evaluate the provisions of the Planned Neighborhood Design and the Senior Citizen Housing Option for residential development. - Continue to encourage compact and diverse residential development throughout the City. - Re-evaluate all residential zones development requirements and housing types in the City. - Evaluate and update Codes to encourage compact and diverse development throughout the City. - Amend the provisions in the Zoning Ordinance for the definition of “family” to remove undue restrictions for members of protected classes.	Provisions in the Zoning Ordinance for the definition of “family” were revised to avoid restrictions for members of protected classes via MI-20-04 Ordinance #2020-05, as adopted on January 11, 2021. In 2020, 48 permits were issued for a mix of one-family detached dwellings, duplexes, and townhomes (residential construction activity in Clearview Meadows PND, Patriot Village, Village of Cannon Mill Pond PND, Seskinore, Oak Shadows, Nottingham Meadows, and Lexington Glen) and approximately 34 new dwelling units were completed and received Certificates of Occupancy. Construction activity for multi-family units only included the start of reconstruction of the Baytree Apartment Building (previously destroyed by fire in April). In 2021, 83 permits were issued for a mix of one-family detached dwellings, duplexes, and townhomes (residential construction activity in Eden Hill Farm TND, Patriot Village, Oak Shadows, Nottingham Meadows, and Lexington Glen) and approximately 30 new dwelling units were completed and received Certificates of Occupancy. Construction activity for multi-family units only included the completion in December 2021 of the reconstruction of the Baytree Apartment Building (previously destroyed by fire in April 2020). In 2022, 119 permits were issued for a mix of one-family detached dwellings, duplexes, and townhomes (residential construction activity in Eden Hill Farm TND, Patriot Village, Oak Shadows, and Lexington Glen PND) and approximately 94 new dwelling units were completed and received Certificates of Occupancy. Construction activity for multi-family units only included the completion of a Multiplex Building (three units) on College Road. In 2023, 12 permits were issued for a mix of one-family detached dwellings, duplexes, and townhomes (residential construction activity in Eden Hill Farm TND, Patriot Village and Patriot Village III, Oak Shadows, Chestnut Grove Farms, Lexington Glen PND, and Rojan Meadows PND) and approximately 128 new dwelling units were completed and received Certificates of Occupancy. There were no new multi-family units constructed during this year. In 2024, 113 permits were issued for a mix of one-family detached dwellings, duplexes, and townhomes and approximately 105 new dwelling units were completed and received Certificates of Occupancy. Also, 108 permits were issued for 72 apartment units under permit with garage buildings and a Clubhouse at The Edge at Dover, and three apartment buildings in Eden Hill Farm TND (36 units under permit), while zero new apartment units were competed and received Certificates of Occupancy. In 2025, 95 permits were issued for a mix of one-family detached dwellings, duplexes, and townhomes and approximately 93 new dwelling units were completed and received Certificates of Occupancy. Also, 144 permits were issued for 4 apartments containing unit 36 units each and approximately 12 new apartment units were competed and received Certificates of Occupancy.
	Recommendation 2: Explore the Feasibility of Allowing Alternative Housing Units Options - Develop zoning provisions to allow an accessory dwelling unit within one family residence zones for the use of family members. - Develop zoning provisions for alternative housing options including group housing and transitional housing.	In 2025, the City began to modernize its residential land-use frameworks by actively advancing regulatory updates to accommodate diverse and alternative housing configurations. A primary milestone included Dover's voluntary participation in the pilot program established under Senate Joint Resolution 8 (SJR 8), which directed the Delaware State Housing Authority to provide critical technical assistance for local zoning and land-use reform. Utilizing this framework, the City evaluated and is in the middle of the process by which the City (with consultant support) will draft municipal code updates to establish clear dimensional regulations and share utility requirements to permit family-use Accessory Dwelling Units (ADUs) within single-family residence zones while preserving established neighborhood character sometime in the near future. Concurrently, the City expanded its comprehensive planning directives to address group, supportive, and transitional housing needs, leveraging the technical resources from SJR 8 to establish locally tailored, compliant pathways for emergency shelters and group homes. These proactive, voluntary zoning reforms lay a flexible foundation for expanding housing equity and affordability across the city.

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	Recommendation 3: Encourage the Development of Affordable Housing • Work with housing providers and developers to construct affordable rental housing options throughout the City including accessible housing for persons with disabilities. • Work with housing providers to provide affordable housing to low income residents. • Continue to work with housing providers to end homelessness and increase the number of permanent supportive housing for the homeless.	CDBG funds were utilized to cover operational costs of Dover Interfaith Mission to the Homeless shelter serving: • 200 unhoused men in 2020 • 175 unhoused men in 2021 • 138 unhoused men in 2022 • 181 unhoused men in 2023 • 180 unhoused men in 2024 A new shelter opened serving up to 39 women and children in 2025, relying on ARPA grant funds for staffing. CDBG funds were utilized to cover operational costs of Central Delaware Housing Collaborative shelter serving: • 16 unhoused women in 2020 • 16 unhoused women in 2021 • 16 unhoused women in 2022 • 16 unhoused women in 2023 • 39 unhoused women in 2024 • 83 unhoused women in 2025 CARES Act Funding to provide motel vouchers and rental subsidies to service houseless people or those at risk of becoming houseless: • In 2020, \$163,211 was awarded in funds to serve over 70 families and individuals • In 2021, \$475,372 was awarded in funds to serve over 70 families and individuals • In 2022, \$91,931 was awarded in funds to serve over 5 families and individuals
	Recommendation 4: Promote Residential Development within the City • Encourage mixed use of existing and new buildings. • Encourage “in-fill” residential development. • Encourage housing in the Downtown and other areas that are near transit and multi-modal routes, retail areas, employment and essential services.	In 2025, the City significantly accelerated its residential development and densification goals by prioritizing urban infill and transit-oriented, mixed-use development activities. Centered around the Downtown Dover Partnership's Capital City 2030 Strategic Master Plan, the City advanced frameworks to introduce mixed-use spaces across six major urban sites along Loockerman Street, establishing a pipeline to attract 2,000 new residents to the Downtown core. This initiative aligns high-density housing options directly with a planned central multi-modal transit hub, optimizing proximity to localized employment, essential retail, and cultural amenities. To support these goals without encouraging suburban sprawl, the city prioritized 15 acres of interior parcels for strategic in-fill development, utilizing existing utility corridors and enacting Ordinance #2024-18 to modernize townhouse design and rear-alleyway access standards. These integrated land-use strategies successfully establish a walkable, highly connected urban environment that maximizes transit access and revitalizes municipal economic centers.
	Goal 2: Preserve Existing Housing Stock Recommendation 5: Encourage Property Owners to Maintain and Rehabilitate Existing Housing Stock • Continue to make emergency repairs and rehab homes with Community Development Block Grant (CDBG) funds. • Continue to work with other housing agencies to eliminate severe housing conditions that constitute immediate health or safety hazards to the occupants. • Continue to support the rehabilitation of owner-occupied homes with families who are low to moderate income. • Support the adaptive mixed reuse of existing buildings throughout the City.	Continue to make emergency repairs and rehab homes with CDBG funds: • In 2020, 13 houses • In 2021, 7 houses • In 2022, 7 houses • In 2023, 6 houses • In 2024, 9 houses • In 2025, 13 houses

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	Recommendation 6: Promote Safe and Livable Neighborhoods through Enforcement of City Codes • Continue to conduct housing inspections on rental housing to ensure the compliance with City Codes. • Proactively enforce City Codes for property maintenance to improve community appearance for all residential units and adopt the 2018 International Property Maintenance Code. • Enforce building and fire codes for all buildings in the City and evaluate updated ICC and NFPA Codes for adoption. • Continue enforcement of floodplain regulations and associated construction codes. • Evaluate and amend provisions in the “Safe Communities Initiative” that may be a violation to fair housing. • Increase community policing efforts in the neighborhoods to reduce crime. • Continue to improve and maintain infrastructure in established neighborhoods throughout the City.	Continue to make emergency repairs and rehab homes with CDBG funds: • In 2020, 13 houses • In 2021, 7 houses • In 2022, 7 houses • In 2023, 6 houses • In 2024, 9 houses • In 2025, 10 homes Continued annual rental housing inspections by Code Enforcement Inpsection Staff: • In 2020, 106 inspections • In 2021, 828 inspections • In 2022, 713 inspections • In 2023, 1,297 inspections • In 2024, 850 inspections • In 2025, 776 inspections Enforce Building Inspections and Fire Codes: • In 2020, 226 Fire / Life Safety Inspections with 821 deficiencies • In 2021, 270 Fire / Life Safety Inspections with 1,137 deficiencies • In 2022, 332 Fire / Life Safety Inspections with 552 deficiencies • In 2023, 388 Fire / Life Safety Inspections with 1,345 deficiencies • In 2024, 340 Fire / Life Safety Inspections with 681 deficiencies • In 2025, 335 Fire/Life Safety Inspections with 248 deficiencies
	Recommendation 6: Promote Safe and Livable Neighborhoods through Enforcement of City Codes • Continue to conduct housing inspections on rental housing to ensure the compliance with City Codes. • Proactively enforce City Codes for property maintenance to improve community appearance for all residential units and adopt the 2018 International Property Maintenance Code. • Enforce building and fire codes for all buildings in the City and evaluate updated ICC and NFPA Codes for adoption. • Continue enforcement of floodplain regulations and associated construction codes. • Evaluate and amend provisions in the “Safe Communities Initiative” that may be a violation to fair housing. • Increase community policing efforts in the neighborhoods to reduce crime. • Continue to improve and maintain infrastructure in established neighborhoods throughout the City.	Enforcement of City Codes for exterior/interior property maintenance to improve community appearance for all residential units (Inpsection by Code Enforcement Inspection Staff): • In 2020, 649 cases • In 2021, 1,075 cases • In 2022, 804 cases • In 2023, 327 cases • In 2024, 617 cases • In 2025, 489 cases Enforcement of City Codes for tall grass and weeds to improve community appearance for all residential units (Inpsection by Code Enforcement Inspection Staff): • In 2020, 775 cases • In 2021, 758 cases • In 2022, 897 cases • In 2023, 777 cases • In 2024, 590 cases • In 2025, 775 cases
	Recommendation 7: Articulate the Link between Housing and Health • Advocate for the development of complete neighborhoods and mixed-use developments. • Collaborate with public health agencies, housing authorities, advocacy groups and others on matters concerning housing and health. • Support programs that promote good quality housing such as collaboration on weatherization programs and on lead paint hazards programs. • Support programs to address housing inequities and injustices such as collaborating with tenants’ alliances and promoting neighborhood initiatives to address hazards.	In 2025, the City systematically integrated public health outcomes into its residential land-use and housing policies to foster the development of complete, resilient neighborhoods. A cornerstone of this effort was City Council's approval of Resolution No. 2025-07, adopting the 2025–2029 Community Development Block Grant (CDBG) Consolidated Plan, which aligns federal funding with housing stabilization and special-needs housing partnerships alongside the Delaware State Housing Authority. To actively address housing inequities and environmental hazards, the City mandated strict HUD lead-based paint compliance across public rehabilitation projects, collaborated with the Milford Housing Development Corporation to deliver emergency home repairs, and advanced Proposed Ordinance #2025-05 to modernize tenant and property maintenance codes. Furthermore, the City sustained critical equity initiatives by supporting the community-led Restoring Central Dover framework to target localized structural disparities. Together, these coordinated actions successfully institutionalize a proactive approach to municipal housing policy where physical infrastructure, tenant protections, and environmental safety directly serve to improve community health.

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- Fiscal Year (FY) 2026: Applies to all other recommendation updates unless explicitly noted otherwise.

Goal 4: Provide Homeownership Opportunities		
	Recommendation 8: Promote Homeownership Incentives for Low to Moderate Income Households • Continue to support funding the Homeownership Assistance Program to provide down payment or settlement assistance up to \$20,000 to qualified homebuyers who purchase property in the City of Dover through the Community Development Block Grant (CDBG) Program. • Continue to support the provision of education regarding homeownership opportunities and responsibilities. • Support the Diamond State Community Land Trust and explore opportunities to utilize the land trust model to expand homeownership. • Continue to support the Restoring Central Dover Initiative and the Downtown Development District Incentives to increase homeownership in the Downtown area. • Continue to implement the most current Community Development Consolidated Plan.	Homeownership Assistance Program Recipients through First Time Homebuyers Program (for individuals that have not owned a home in 3 years): • In 2020, 10 families • In 2021, 5 families • In 2022, 8 families • In 2023, 6 families • In 2024, 6 families • In 2025, 10 families The DDD Program offered housing development incentives: • In 2020, the City waived permit fees for 11 new homes • In 2021, the City waived permit fees for 17 new homes • In 2022,the City waived permit fees for 15 new homes • In 2023, the City waived permit fees for 7 new homes • In 2024, the City waived permit fees for 9 new homes • In 2025, the City waived permit fees for 10 properties for the purpose of new housing or business renovations
	Recommendation 9: Update the Community Development Block Grant (CDBG) Consolidated Plan and the Fair Housing Plan • Maintain updates to the Consolidated Plan as required by the CDBG Program. • Update and adopt the 2020-2024 CDBG Consolidated Plan. • Participate in the development and the adoption of the 2019 Fair Housing Plan.	The City updated the Consolidated Plan in 2025. The 2025-2029 CDBG Consolidated Plan was adopted.

Timeline Notice:

- Calendar Year (CY) 2025: Applies strictly to application metrics and CDBG funding updates.
- Fiscal Year (FY) 2026: Applies to all other recommendation updates unless explicitly noted otherwise.