



Wilmington City Council Strategic Planning Process

Moving Wilmington Forward
2017-2021
Wilmington, DE

Progress Report – August 2018

Wilmington City Council

Strategic Planning Process

Overview

Members of the 107th Session of the Wilmington City Council commenced the Strategic Planning Process even before taking office, with discussions centering on the formulation of a document inspired by the needs of our residents, businesses and visitors, as well as the responsibilities and interests of elected legislators. Over the course of nearly a year, Council Members worked collaboratively and with an expert in strategic planning to discuss and identify priorities and set objectives for our term in office.

In addition to devising mission statements for City Council and each of its committees, Council Members also identified a set of priorities to help guide future endeavors and actions undertaken by this legislative body. These are comprehensive, and touch nearly every facet of City government and daily life in Wilmington.

The pages that follow capture actions taken by the 107th Session of City Council to address each of the priorities and objectives set forth in the Strategic Planning Process – which was adopted by Resolution 17-089 on December 7, 2017. The actions recorded in this progress report take a variety of forms: in addition to legislation (ordinances and resolutions), actions also include committee meetings and other public hearings during which City Council facilitated discussions and the dissemination of critical information to Wilmingtonians. And while City Council – as a legislative branch of government – is not able to address each of the priorities on its own, members can play a role in advocating for policies and initiatives. This report, therefore, includes a wide range of actions taken by this Council in the various categories encompassed by the priorities.

As the title implies, the Strategic Planning Process is not a single, defined effort – rather, it is a commitment to an organized manner of thinking and planning, and one which involves deep reflection and critical thinking. In keeping with this understanding, this progress report – much like the Strategic Planning Process report itself – is a living document, and one which will be updated on a regular basis as this session of City Council continues to work diligently and collectively to move Wilmington forward.

Wilmington City Council Strategic Planning Process Priorities

City Council is committed to working towards a...





Safe and Secure Wilmington

City Council has identified priorities surrounding public safety and security in Wilmington, including:

Crime Prevention and Suppression

- [Ordinance 18-040](#) – Amending Chapter 37 of the City Code regarding off-highway vehicles (July 12, 2018)
- Letter sent to members of the Delaware General Assembly supporting various measures designed to combat gun violence and promote public safety (March 19, 2018)
- [Resolution 18-012](#) – Supporting House Bill 300, which would ban devices designed to accelerate the rate of fire of a semiautomatic rifle (Feb. 15, 2018)
- [Resolution 17-074](#) – Requesting that the Attorney General conduct a study on bump stocks (Oct. 19, 2017) (The General Assembly took subsequent action on this topic, introducing House Bill 300, which Council further supported with Res. 18-012)
- [Resolution 17-070](#) – Opposing proposed concealed carry reciprocity measures at the federal level (Sept. 21, 2017)
- [Resolution 17-039](#) – Opposing House Bill 125, which would effectively reinstate the death penalty in Delaware (June 1, 2017)
- Review and approval of several grant applications and fund acceptances to support initiatives of the Wilmington Police Department and the Wilmington Fire Department (2017 and 2018) (Examples include [Resolution 17-017](#), [Resolution 17-018](#) and [Resolution 17-076](#))

Community Policing and Outreach

- [Resolution 18-041](#) – Supporting the bipartisan efforts of the American Civil Liberties Union (ACLU) Campaign for Smart Justice (May 17, 2018)
- Community Conversations Series in each Councilmanic District with Police Chief Robert J. Tracy (Examples of programs: [District 4](#), [District 5](#), [District 6](#), [District 7](#), [District 8](#)) (Summer 2017)
- [Presentation](#) by Stephanie Hamilton, Victim Services Supervisor, on the Wilmington Police Department's Victim Services Unit (May 10, 2017)

- [Discussion](#) with Wilmington Policy Chief Robert J. Tracy about his plans for the Wilmington Police Department (May 8, 2017)

Implementing the Recommendations of the Centers for Disease Control and Prevention Report Related to Youth Firearm Violence

- [Resolution 18-037](#) – Concerning trauma-informed treatments for children exposed to violence (May 17, 2018)
- [Resolution 17-081](#) – Grant to the Culture Restoration Project (“Behind Those Bars”) to support youth anti-violence programming (Approved by Resolution on Dec. 7, 2017)
- [Resolution 17-043](#) – Accepting funds from other Delaware governmental entities to support the work of the Wilmington Community Advisory Council (formerly the CDC Community Advisory Council) (June 15, 2017)



Growing Wilmington

City Council has identified priorities related to growth, development and neighborhood revitalization in Wilmington, including:

Neighborhood Revitalization Plans

- [Ordinance 18-033](#) - Amending Chapter 48 of the City Code to update the zoning code (July 12, 2018)
- [Ordinance 18-019](#) – Rezoning two blocks (seven parcels) of land located in Wilmington within the area bounded by Front, Walnut, Second and Lombard Streets (July 2, 2018)
- [Ordinance 18-018](#) – Annexing and rezoning eight parcels of land (in South Wilmington and on the Riverfront) (July 12, 2018)
- [Resolution 18-026](#) – Supporting continued funding of Community Development Block Grants (CDBG) at the federal level (Apr. 5, 2018)
- [Presentation](#) by the Department of Planning and Development related to updates of the City's Bike Plan (Mar. 8, 2018)
- [Ordinance 17-029](#) – Authorizing the annexation of the Cathedral Cemetery (Sept. 21, 2017)
- [Resolution 17-064](#) – Approving the lease agreement between the Urban Bike Project and Wilmington, and Wilmington and Cityfest, Inc. (Sept. 21, 2017)
- [Resolution 17-031](#) – Supporting the West Side Revitalization Plan (May 4, 2017)
- [Presentation](#) by Herbert White, Urban Forest Administrator for the City of Wilmington on the plan for beautification and the planting of trees throughout the City, and the role of the Wilmington Youth Leadership Commission in assisting the Urban Forest Administrator (April 27, 2017)
- [Presentation](#) by Laura Wilburn, Executive Director of the Urban Bike Project, on the organization's goals, capital campaign and statistics on bicycle usage throughout the City (March 9, 2017)
- [Presentation](#) by David Buches of the Federal Home Loan Bank of Pittsburgh, on Blueprint Communities (Jan. 17, 2017)

Comprehensive Development Plan

Infrastructure Development and Revitalization (Repairs, Water, Sewer, Sidewalks, Roads)

- [Presentations](#) by Anthony DePrima, on the Delaware Sustainable Energy Utility, Inc.; and Jeffrey Richardson, on Imani Energy, Inc. (June 18, 2018)
- [Presentation](#) by the Department of Public Works related to capital projects (March 19, 2018)
- [Presentation](#) by the Department of Parks and Recreation regarding the status of City parks, recreation facilities and future proposals (Feb. 28, 2018)
- [Public Meeting](#) regarding DART bus service changes at Rodney Square (Feb. 7, 2018)
- [Presentation](#) by Delmarva Power regarding gas odors and gas meter replacement locations (Feb. 7, 2018)
- [Resolution 17-087](#) – Requesting the addition of a City Council Representative to the Canby Park Working Group (Nov. 16, 2017)
- [Resolution 17-067](#) – Supporting proposals for a direct-to-airport train line (Sept. 21, 2017)
- [Presentation](#) by Director Kevin Kelley of the Department of Parks and Recreation with updates on the City Park Projects, including: Connell Street Park; Father Tucker Park; Fourth and Rodney Park; Kosciuszko Park (Feb. 8, 2017)
- [Presentation](#) by Dave Gula of WILMAPCO and John Sisson of the Delaware Transit Corporation on Wilmington transit, Rodney Square improvements, an operational analysis, the Fourth Street Transit Corridor, bus shelter prototype, traffic analysis, Orange Street two-way conversion, Tatnall Street bus holdover site, and the Wilmington Transit Center (Jan. 18, 2017)
- [Presentation](#) by Christian Willauer, Director of Community and Economic Development at Cornerstone West CDC on the West Side Grows Park Project (Jan. 11, 2017)
- Review and approval of several grant applications and fund acceptances supporting park improvements and revitalization, environmental action, historic preservation and other measures in various neighborhoods (2017 and 2018) (Examples include [Resolution 17-023](#), [Resolution 17-025](#) and [Resolution 17-050](#))

Brownfields Remediation, Cleanup and Redevelopment

- [Resolution 17-013](#) – Authorizing the Department of Planning and Development to accept a Brownfield Area-wide Planning Grant from the United States Environmental Protection Agency, Office of Brownfields and Land Revitalization (EPA) for funding a brownfield area-wide action plan and implementation plan for the Brandywine Riverfront Northeast Community (Feb. 16, 2017)

Mixed Housing Development

- [Presentation](#) by Renee Spruiel of Greater Wilmington Housing Providers on community support resources for landlords who provide housing opportunities in Delaware (June 8, 2017)



Stabilized Wilmington

City Council has identified priorities related to enforcement of the City Code, the management of vacant properties and the initiatives of the Land Bank in Wilmington, including:

Code Enforcement

- [Ordinance 17-041](#) – *Adjusting requirements for landlord training as a condition for Rental Business Licenses to apply to new landlords and those with provisional business licenses (Dec. 14, 2017)*
- [Ordinance 17-040](#) – *Extending the time period during which nuisance points can accumulate in the hopes of better identifying properties that constitute a public nuisance (Dec. 14, 2017)*

Vacant Properties

- [Presentation](#) by the Wilmington Housing Partnership related to housing projects (March 8, 2018)

Land Bank



Resident and Visitor Friendly Wilmington

City Council has identified priorities related to the provision of basic municipal services – including trash and recycling collection and the enforcement of parking regulations – and the importance of fostering a Wilmington that is friendly and welcoming to residents and visitors:

Trash and Recycling Services

Parking Enforcement

Parking Enhancements and Planning (Commercial, Residential, Downtown, Smart Meters, etc.)

- [Ordinance 18-030](#) – *Enacting Certain Parking Regulations (June 21, 2018)*
- [Ordinance 18-029](#) – *Amending Chapter 37 of the City Code regarding the boundaries of special residential parking areas/districts "X", "Y", and "W" (June 21, 2018)*
- [Ordinance 18-017](#) – *Enacting Certain Traffic/Parking Regulations (June 7, 2018)*
- [Presentation](#) by the Department of Public Works regarding smart parking meters (Feb. 7, 2018)
- [Ordinance 17-054](#) – *Enacting certain parking regulations (Jan. 11, 2018)*
- [Ordinance 17-037](#) – *Enacting various parking and traffic regulations (Nov. 17, 2017)*
- [Ordinance 17-027](#) – *Enacting various parking and traffic regulations (Sept. 21, 2017)*
- [Ordinance 17-015](#) – *Enacting various parking and traffic regulations (May 18, 2017)*
- [Ordinance 17-014](#) – *Enacting various parking and traffic regulations (May 18, 2017)*



Business Friendly Wilmington

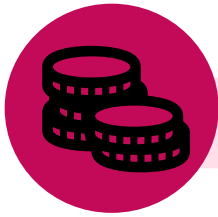
City Council has identified priorities related to fostering an environment that is ripe for business development as a key to broader economic development and growth, including:

Disadvantaged Business Enterprise and Minority Business Enterprise Development

- [Presentation](#) on the City of Wilmington Minority Business Development Program (March 6, 2017)

Business Plan Development and Resources for Neighborhood Business Corridors

- [Ordinance 18-026](#) – Amending Chapter 5 of the City Code regarding the head tax abatement/exemption program (May 18, 2018)
- [Resolution 18-007](#) – Supporting Old Brandywine Village’s application for Commercial District Affiliate Program participation (Jan. 18, 2018)
- [Ordinance 17-048](#) – Extending the hours of operation for liquor stores on Sundays (Dec. 7, 2017)
- [Ordinance 17-022](#) – Expanding the Downtown Business Improvement District to include the 800 block of Washington Street (July 6, 2017)



Prosperous and Sustainable Wilmington

City Council has identified priorities related to City government operations in Wilmington, with the objectives of enhancing revenue opportunities, controlling for expenditures and instituting personnel and financial policies, including:

Revenue Enhancements

- [Resolution 17-090](#) – *Calling on the United States Congress to consider cities in the proposed Tax Reform Plan (Dec. 7, 2017)*

Budget and Expenditure Controls

- [Discussion](#) on the *Fiscal Year 2017 Comprehensive Annual Financial Report (CAFR) and the Audit on the City's Financial Statements by external auditor (Feb. 26, 2018)*
- [Ordinance 17-031](#) – *Adjusting bidding requirement thresholds consistent with a City Charter change enacted by the Delaware General Assembly (Sept. 7, 2017)*
- [Budget Hearings](#) on *City departments for Fiscal Year 2018 and Fiscal Year 2019 (April and May 2017; April and May 2018)*

Policies and Strategies Regarding Risk Management, Workers Compensation and Human Resources

- [Resolution 18-054](#) – *Asking the Mayor and the Department of Finance to provide City employees an advance opportunity to bid on motor vehicles being disposed by the City (July 12, 2018)*
- [Resolution 18-024](#) – *Acknowledging the importance of a safe and healthy workplace and calling upon the Delaware General Assembly to adopt Healthy Workplace Legislation (Apr. 5, 2018)*
- [Resolution 18-010](#) – *Requesting City officials to collaborate to conduct a study regarding harassment policies and the City's Code of Conduct (Feb. 15, 2018)*
- [Ordinance 17-052](#) – *Modifying regulations pertaining to the safe passing of municipal vehicles on City streets to protect public employees and promote safety (Dec. 14, 2017)*
- [Ordinance 17-051](#) – *Allowing retired firefighters on Fire Pension Board (Dec. 14, 2017)*

- [Ordinance 17-019](#) – *Regarding direct deposit requirements for City employees (July 6, 2017)*



Wilmington for All Ages

City Council has identified priorities related to fostering a Wilmington that is inclusive of all ages, and which provides opportunities for residents and visitors at every stage of life, including:

Advocacy and Support for Wilmington's Youth in the Educational Process

- [Resolution 18-057](#) – Approving a Grant from City Council to the Wilmington Education Strategies Think Tank (July 12, 2018)
- [Resolution 18-039](#) – Encouraging the adoption of an ethnic studies curriculum for school districts serving students from the City of Wilmington (May 17, 2018)
- [Resolution 18-038](#) – Encouraging the prohibition against the suspension and expulsion of pre-kindergarten through second grade students (May 17, 2018)
- [Presentation](#) by the Wilmington Education Strategy Think Tank (WESTT) proposing the creation of an Office of Education and Public Policy in Wilmington Chukwuocha (May 9, 2018)
- [Presentation](#) by Dorrell Green, Director of the Department of Education's Office of Innovation and Improvement, on the topic of organizational developments and progress related to Wilmington education (Mar. 14, 2018)
- [Resolution 18-005](#) – Supporting proposed Delaware Department of Education regulations preventing discrimination (Jan. 18, 2018)
- [Participation](#) in literacy initiative with donated books and guest reading for Wilmington Head Start program (Dec. 11, 2017)
- [Resolution 17-086](#) – Supporting the Delaware Governor's efforts around a partnership with the Christina School District (Nov. 16, 2017)
- [Resolution 17-085](#) – Opposing the U.S. Department of Education's actions regarding Title IX policies pertaining to investigations of sexual assault on college and university campuses (Nov. 16, 2017)
- [Resolution 17-062](#) – Encouraging the Delaware Department of Education to implement a uniform policy related to school bus video retention (Sept. 21, 2017)
- [Resolution 17-044](#) – Opposing the House Resolution 610 in the United States Congress, the "Choices in Education Act" (June 15, 2017)
- [Resolution 17-009](#) – Supporting Delaware House Bill No. 17, which would extend the compulsory age for education from 16 to 17 (Feb. 16, 2017)

- [Resolution 17-015](#) – Regarding local control of education (Feb. 16, 2017)
- [Resolution 17-007](#) – Requesting the names of outstanding Wilmington students (Feb. 2, 2017)

Youth Master Plan

Adult and Youth Workforce Development

- Review and approval of several grant applications and fund acceptances to support the City's Summer Youth Employment Program (2017 and 2018) (Examples include [Resolution 17-010](#) and [Resolution 17-011](#))

Implementing the Recommendations of the Centers for Disease Control and Prevention Report Related to Positive Youth and Family Development Activities

- [Resolution 18-053](#) – Approving the acceptance of requested grant funds, if awarded, from the State of Delaware and New Castle County to support the efforts of the Wilmington Community Advisory Council to combat youth firearm violence in Wilmington (July 12, 2018)
- [Presentation](#) by the Wilmington Community Advisory Committee (WCAC) relating to its 2017 Annual Report and the launch of the P.O.W.E.R. Campaign (April 2, 2018)
- [Council-Facilitated Screenings](#) of 'Black Panther' film for youth throughout Wilmington (February-March 2018)
- [Grant](#) to Neighborhood House, Inc., to support programming to engage youth in positive activities (Approved by Resolution on Nov. 2, 2017)
- [Resolution 17-061](#) – Encouraging trauma-informed care training (Sept. 21, 2017)
- Update on the [CDC Report](#) Recommendations (March 7, 2017)
- Review and Approval of several grant applications and fund acceptances to support programming by the Department of Parks and Recreation in support of youth, as well as to support Safe Haven programming (2017 and 2018) (Examples include Resolution [17-020](#), [Resolution 17-022](#) and [Resolution 17-058](#))



Healthy Wilmington

City Council has identified priorities surrounding the promotion of health and wellness in Wilmington, including:

Mental and Physical Health Services

- [Ordinance 18-028](#) – Amending Chapter 38 of the City Code regarding inclusive parks and playgrounds (June 7, 2018)
- Presentation by the Department of Licenses and Inspections regarding bed bugs and tips for residents about bed bug extermination and support (May 23, 2018)
- [Resolution 18-025](#) – Designating March 6th as “Black Balloon Overdose Awareness Day” and promoting awareness of opioid-related overdose deaths (Apr. 5, 2018)
- [Resolution 18-018](#) – Supporting the work of social workers and recognizing March as “Social Work Month” (Apr. 5, 2018)
- [Discussion](#) on the topic of opioid overdoses and resources available to Delawareans with Greg Valentine, Director of Community Behavior Health Services (Mar. 28, 2018)
- [Ordinance 17-026](#) – Amending the City Code to allow for the use of support animals consistent with federal regulations and laws (Jan. 18, 2018)
- [Presentation](#) by the Delaware Breast Cancer Coalition in recognition of the month of October as National Breast Cancer Awareness Month (Oct. 25, 2017)
- [Presentation](#) by the Delaware Coalition Against Domestic Violence in recognition of the month of October as National Domestic Violence Awareness Month (Oct. 25, 2017)
- [Resolution 17-055](#) – Urging the U.S. Congress to reject proposals to cut funding for human and environmental needs in favor of military budget increases (Sept. 7, 2017)
- [Presentation](#) by Paul Beane, Director of Employment Programs at Delaware Association of Rehabilitation Facilities, on the association’s work and how it can assist with the employment of those with disabilities (May 24, 2017)
- [Presentation](#) by the Wilmington Youth Leadership Commission on the Group’s AIDS Awareness Project (May 10, 2017)
- Review and approval of grant applications and fund acceptances supporting health-related initiatives (2017 and 2018) (Examples include Resolution [17-060](#))

Adult, Family and Youth Homelessness

- [Resolution 17-073](#) – Supporting Charity Crossing’s petition to recognize February 14, 2018 as “Socks for the Homeless Day” (Oct. 19, 2017)
- [Presentation](#) by Deborah White, Executive Director of Herstory Ensemble, on homelessness in Wilmington and tools to help combat homelessness (June 8, 2017)

Senior Services

- [Public Meeting](#) regarding public concerns about elevators in Wilmington Housing Authority properties (Jan. 24, 2018)
- [Participation](#) in 35th Annual Turkey Drive organized by NOR Enterprises (October-November, 2017)
- [Presentation](#) by Michelle Hond about St. Francis LIFE and Resources for Wilmington Residents (June 28, 2017)



Transparent and Well-Represented Wilmington

City Council has identified priorities related to fostering a transparent and well-represented Wilmington, including:

Transparency of City Government

- [Ordinance 18-020](#) – Amending Chapter 2 of the City Code regarding official names of streets, parks, playgrounds, plazas, buildings, facilities, statutes and monuments, other lands reserved for public use (May 17, 2018)
- [Ordinance 18-001](#) – Amending Chapter 35 of the City Code regarding human rights (May 17, 2018)
- [Resolution 18-015](#) – Requesting a legal opinion regarding Councilmanic salaries (March 1, 2018)
- [Resolution 18-016](#) – Declaring Wilmington to be a Human Rights City (March 1, 2018)
- [Resolution 18-017](#) – Declaring Wilmington to be a City for CEDAW (the Convention on the Elimination of all forms of Discrimination Against Women) (March 1, 2018)
- [Ordinance 17-053](#) – Repealing a regulation pertaining to itinerant performers (Code Cleanup Initiative) (Dec. 14, 2017)
- [Ordinance 17-035](#) – Regarding the allocation, approval and notification of grant awards (Oct. 5, 2017)
- [Committee Meeting](#) with discussion about Council and City grant funding supporting community organizations and causes (Sept. 8, 2017)
- [Ordinance 17-025](#) – Regarding the requirement of bi-monthly reports from the Law Department (July 6, 2017)

Redistricting

- [Resolution 17-032](#) – Supporting Senate Bill No. 27, which would establish an Independent Redistricting Commission for the State of Delaware (May 4, 2017)



Connected, Informed and Engaged Wilmington

City Council has identified priorities related to encouraging communication, sharing information and fostering engagement in Wilmington, including:

Constituent, Civic and Community Engagement

- [Resolution 18-052](#) – Encouraging the Mayor to sub-name a portion of the street in the area of East 28th Street and Speakman Place as "Wilbert "Wilby" B. Fletcher Way" (July 2, 2018)
- [Resolution 18-048](#) - Supporting Wilmington joining the Cities of Service Coalition and encouraging the Mayor to sign a Declaration of Service (June 21, 2018)
- [Resolution 18-006](#) – Condemning the Libyan slave trade (Jan. 18, 2018)
- [Resolution 17-093](#) – Supporting efforts by the Wilmington Professional Firefighters Union to preserve the property at 1927 Lakeview Road as a memorial to fallen firefighters (Dec. 14, 2017)
- [Resolution 17-083](#) – Recognizing diverse holidays in Wilmington and encouraging inclusivity among city departments (Nov. 16, 2017)
- [Resolution 17-063](#) – Establishing a partnership between Delaware State University, University of Delaware and Wilmington (Sept. 21, 2017)
- [Resolution 17-041](#) – Proposing an amendment to the City Charter related to the age requirement of the Mayor (July 6, 2017)
- [Presentation](#) by Donna Snyder, Director of Delaware 2-1-1, with an overview of the program and the resources available to Wilmington residents (June 14, 2017)
- [Resolution 17-037](#) – Recognizing Muslim holidays of Eid al-Fitr and Eid al Adha (May 18, 2017)
- [Presentation](#) by Jennifer Prado, Director of the Office of Constituent Services, on the Adopt-A-Block Program and the Upcoming Citywide Clean Up (April 27, 2017)

Oversight of Franchise Agreement for Cable Services

- [Discussion](#) on the approval of the Leased Access Preservation Association's (LAPA) final one-year renewal agreement to extend until March 31, 2019 (Mar. 23, 2018)
- [Report](#) from Leased Access Preservation Association (LAPA) regarding the operations of LAPA 28 TV, and regarding the assessment of equipment that is being leased from the City (Mar. 23, 2018)

- [Presentation](#) by the Leased Access Preservation Association on its year-end report and the City's Public Channel (March 10, 2017)

Providing Access to PEG (Public, Education, Government) for Access to Television for Local Community, Schools and Government

- [Ordinance 18-023](#) – Amending Chapter 2 of the City Code regarding storage of tapes of Council Meetings (June 7, 2018)
- [Ordinance 18-022](#) – Authorizing the Educational Access Channel Agreement between Red Clay Consolidated School District and the City of Wilmington (June 7, 2018)
- [Discussion](#) on the Request for Proposal (RFP) timeframe process for the Educational Access Channel Manager Agreement (Mar. 23, 2018)
- [Report](#) from Red Clay Consolidated School District regarding the operations of the Educational Access Channel Manager Agreement (Mar. 23, 2018)
- [Presentation](#) from the Red Clay Consolidation School District regarding its year-end report and the Education Channel (March 10, 2017)