

**REGULAR MEETING OF WILMINGTON CITY COUNCIL
NOVEMBER 7, 2019 @ 6:30 P.M. – REVISED***

**Council Chambers
Louis L. Redding City/County Building
800 N. French Street - Wilmington, DE 19801
www.WilmingtonDe.gov or www.WITN22.org**

AGENDA

- I. Call to Order**
 - Prayer**
 - Pledge of Allegiance**
 - Roll Call**

- II. Approval of Minutes**

- III. Committee Reports**

- IV. Acceptance of Treasurer’s Report**

- V. Non-Legislative Business**

All Council	Sympathy Sonia Schorr Sloan
All Council	Sympathy U.S. Representative Elijah Cummings
All Council	Sympathy U.S. Representative John Conyers
Harlee	Recognize Cavanaugh’s Restaurant
McCoy	Recognize Rainbow of Grace Community Service
Oliver	Sympathy Jordan Righter
Oliver	Sympathy Ben F. Martin, Sr.
Oliver	Sympathy John M. Kwiatkowski
Oliver	Sympathy Edith V. Williams
Oliver	Sympathy Agnes Sampson
Oliver	Sympathy Gwendolyn Jeffers
Oliver	Sympathy Charles A. Scully
Shabazz	Recognize Barbara Cooper
Shabazz	Sympathy Herbert James Porter, Sr.
Shabazz	Sympathy Helen C. Street
Turner	Sympathy Emma L. Hussey Grady

VI. Legislative Business

OLIVER

#4731 A Resolution Approving the Department of Public Works’ Grant Application to the Delaware Water Infrastructure Advisory Council to Assist in Design of Green Stormwater Improvements Associated with the Park Improvement Project at 15th and Walnut Street

Synopsis: *This Resolution is being presented by the Administration for Council's review and approval. This Resolution authorizes the Department of Public Works' application for a grant from the Delaware Water Infrastructure Advisory Council in the amount of \$50,000. The remaining \$50,000 is in loan proceeds from anticipated SRF funding. The grant will assist the City in creating the Preliminary Engineering Report and Environmental Information Documents related to stormwater improvements needed as part of a park improvement project at 15th and Walnut Street.*

SHABAZZ (Harlee presenting on behalf of Shabazz)

#4732 An Ordinance to Amend Chapter 44 of the City Code Regarding the Duration of the Riverfront Wilmington Business Improvement District **(1st & 2nd Reading)**

Synopsis: *This Ordinance is being presented by the Administration for Council's review and approval. This Ordinance extends the duration of the Riverfront Wilmington Business Improvement District for another ten-year period until October 1, 2029. This extension is retroactive to October 1, 2019.*

TURNER

#4733 An Ordinance to Enact Certain Traffic/Parking Regulations **(1st & 2nd Reading)**

Synopsis: *This Ordinance is being presented by the Administration for Council's review and approval. This Ordinance approves various traffic and parking regulations in the City.*

SHABAZZ (Turner presenting on behalf of Shabazz)

#4734 A Resolution Approving the Department of Public Works' Grant Application to the Federal Emergency Management Agency to Assist in Developing Hazard Mitigation Strategies for South Wilmington

Synopsis: *This Resolution is being presented by the Administration for Council's review and approval. This Resolution authorizes the Department of Public Works' application for a grant from FEMA for advance assistance related to the development of cost-effective and impactful hazard mitigation strategies for the vulnerable neighborhood of South Wilmington including Southbridge.*

SHABAZZ (Johnson presenting on behalf of Shabazz)

#4735 A Resolution Adopting the Comprehensive Development Plan Entitled "Wilmington 2028: A Comprehensive Plan for Our City and Communities" **(Public Hearing)**

Synopsis: *This Resolution is being presented by the Administration for Council's review and approval. This Resolution adopts the comprehensive development plan entitled "Wilmington 2028: A Comprehensive Plan for Our City and Communities", as*

amended by the City Planning Commission in its Resolution 12-19, thereby replacing all components of the existing Citywide comprehensive development plan.

FREEL

#4736

An Ordinance to Authorize and Approve a Contract Between the City of Wilmington and Rehrig Financial Services for the Lease of, and Option to Purchase, Municipal Solid Waste Containers **(1st & 2nd Reading)**

Synopsis:

This Ordinance is being presented by the Administration for Council's review and approval. This Ordinance authorizes the City to enter into a five-year contract with Rehrig Financial Services for the lease of, and option to purchase, municipal solid waste containers.

#4696

Ord. 19-040 Amend Article IX, Division 2, Subdivision III of Chapter 48 of the City Code to Provide Penalty and Enforcement Provisions Relating to Neighborhood Conservation Districts **(Public Hearing - 3rd & Final Reading)**

Synopsis:

This Ordinance is being presented by the City Council for Council's review and approval. This Ordinance amends Chapter 48, Article IX, Division 2, Subdivision III of the Wilmington City Code to provide penalty and enforcement provisions for violations of code requirements relating to Neighborhood Conservation Districts. Such provisions include, but are not limited to, the imposition of fines, removal of work undertaken without the appropriate authorization(s), restoration of original elements and replacement of unauthorized materials.

ADAMS

#4737

An Ordinance Inducing the Orderly Wind-Down of the Wilmington Parking Authority **(1st & 2nd Reading)**

Synopsis:

This Ordinance is being presented by City Council for Council's review and approval. This Ordinance induces the Wilmington Parking Authority to wind-down its operations via an orderly sale of its real estate holdings and use those sale proceeds to paydown the WPA Bonds and payoff other debts owed by the WPA. Thereafter the WPA would convey its property to the City and effectuate the termination of its existence.

DIXON

#4738

An Ordinance to Amend Chapter 13, Article II of the City Code Regarding Nuisances Caused by Vacant Properties **(1st & 2nd Reading)**

Synopsis:

This Ordinance is being presented by City Council for Council's review and approval. This Ordinance amends Chapter 13, Article II of the City Code by requiring

all vacant properties located within the City of Wilmington to be maintained in a safe, secure and sanitary condition so as not to endanger the health, safety, or welfare of City residents. This Ordinance authorizes the Commissioner of Licenses and Inspections or his authorized representative or designee to enforce City Code Section 13-42, and establishes the procedure for enforcement including the issuance of civil fines for violations of this Section and the property owner's right to appeal a notice of violation pursuant to this Section.

WALSH

#4739

A Resolution Approving the Wilmington Police Department's Grant Application to the U.S. Department of Justice's ("DOJ") Justice Assistant Grant ("JAG") to Obtain Funding to Implement an Anti-Violence Initiative and a Cold Case Investigator Position

Synopsis:

This Resolution is being presented by the Administration for Council's review and approval. This Resolution authorizes the Wilmington Police Department's application for a grant from the U.S. Department of Justice in the amount of \$215,521. The grant will enable the Wilmington Police Department to implement an Anti-Violence Initiative and to fund a Cold Case Investigator position within the Department.

#4740

A Resolution Approving the Wilmington Police Department's Grant Application to the Department of Safety and Homeland Security for Violent Crime Overtime Funds

Synopsis:

This Resolution is being presented by the Administration for Council's review and approval. This Resolution authorizes the Wilmington Police Department's application for a grant from the Delaware Department of Safety and Homeland Security in the amount of \$403,608.20. The grant will enable the Wilmington Police Department to implement an overtime program which will deploy Officers and resources to combat violent crime in areas identified by intelligence-driven data.

#4741

A Resolution Approving the Wilmington Police Department's Grant Application to the Delaware Department of Justice for Special Law Enforcement Assistance Funds to be Used to Obtain Upgraded Hostage Negotiation Equipment

Synopsis:

This Resolution is being presented by the Administration for Council's review and approval. This Resolution authorizes the Wilmington Police Department's application for a grant from Delaware Department of Justice for funding from the Special Law Enforcement Assistant Fund in the amount of \$30,000. The funds will be used to purchase equipment upgrades for the Crisis Management Hostage Negotiation Team. No local matching funds are required.

#4742 A Resolution Regarding the Wilmington Police Department Commencing an Academy Class

Synopsis: *This Resolution is being presented by the Administration for Council’s review and approval. In this Resolution, the City Council recognizes that the Chief of the Police Department has represented that it is anticipated that the manpower of the Police Department will fall below ninety-five percent of the number of police officers set forth in the position allocation list attached to the fiscal year 2020 annual operating budget ordinance by the end of 2019 and has drafted a resolution calling for the commencement of an academy class for the Police Department once manpower falls below the requisite threshold.*

#4743 An Ordinance to Authorize and Approve a Contract Between the City of Wilmington and Saint Francis Hospital, Inc. for Emergency Ambulance Service **(1st & 2nd Reading)**

Synopsis: *This Ordinance is being presented by the Administration for Council’s review and approval. This Ordinance authorizes the execution of a no-cost four (4) year contract between the City of Wilmington and Saint Francis Hospital, Inc. to provide emergency ambulance service, without regard to the ability to pay, from calls received by the New Castle County Emergency Communications Center via the E-9-1-1 System.*

VII. Petitions and Communications

VIII. Adjournment

**Note: Agenda #4654 - Rev. 2 (Sub. 2 to Ord. 19-026) was removed from the agenda.*

Wilmington, Delaware
November 7, 2019

#4731

Sponsor:

**Council
Member
Oliver**

WHEREAS, pursuant to Section 2-363 of the City Code, the Council deemed it necessary and proper to specify the requirements for review and approval of City-sponsored grant applications and proposals, including authorization for expedited grant applications when necessary prior to Council’s approval by resolution; and

Co-Sponsor:

**Council
Member
Harlee**

WHEREAS, the Delaware Water Infrastructure Advisory Council (WIAC) offers funding in the form of a Project Planning Advance to assist municipalities in preparing Preliminary Engineering Reports and Environmental Information Documents; and

WHEREAS, the City has previously submitted a Notice of Intent to apply for SRF Funding for this Project; and

WHEREAS, the Department of Public Works is seeking a grant in the amount of \$50,000 from the WIAC to prepare the necessary reports and documents associated with the design of green stormwater improvements to address stormwater needs as part of a park improvement project at 15th and Walnut Street; and

WHEREAS, those planned improvements will complement the City’s Enhanced Long Term Control Plan (ELTCP) aimed at reducing the number of combined sewer overflows (CSOs) within the City; and

WHEREAS, the WIAC has approved the planning project contingent upon City Council to approval of the project advance.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the Department of Public Works, is hereby authorized to apply for grant

funding from WIAC in the amount of \$50,000 to assist in preparing Preliminary Engineering Reports and Environmental Information Documents related to the design of green stormwater improvements to address stormwater needs as part of a park improvement project at 15th and Walnut Street.

BE IT FURTHER RESOLVED that the Director of the Department of Public Works, or their designee, shall be authorized to take all necessary actions to complete the filing of the grant application, including all undertakings and assurances taken heretofore, to accept any and all funds associated with the grant application and, if and when the grant is forthcoming, to execute the grant program for the City of Wilmington.

Passed by City Council,

ATTEST: _____
City Clerk

SYNOPSIS: This Resolution authorizes the Department of Public Works' application for a grant from the Delaware Water Infrastructure Advisory Council in the amount of \$50,000. The remaining \$50,000 is in loan proceeds from anticipated SRF funding. The grant will assist the City in creating the Preliminary Engineering Report and Environmental Information Documents related to stormwater improvements needed as part of a park improvement project at 15th and Walnut Street.

FISCAL IMPACT STATEMENT: There is no impact from this grant. In the event that the project does not move forward, the City would be required to repay the advance funds, which will come from already budgeted funds.

AN ORDINANCE TO AMEND CHAPTER 44 OF THE CITY CODE REGARDING THE DURATION OF THE RIVERFRONT WILMINGTON BUSINESS IMPROVEMENT DISTRICT

#4732

Sponsor:

WHEREAS, Section 44-154 of the City Code sets forth the establishment of the Riverfront Wilmington Business Improvement District (“RWBID”); and

Council
President
Shabazz

WHEREAS, the RWBID was originally established for a ten-year period, expiring on October 1, 2009; and

Co-Sponsor:

WHEREAS, the duration of the RWBID was thereafter extended for an additional ten-year period to and including October 1, 2019; and

Council
Member
Harlee

WHEREAS, City Council deems it necessary and appropriate to further extend the duration of the RWBID for another ten years until October 1, 2029, with retroactive effect to October 1, 2019.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF WILMINGTON HEREBY ORDAINS:

SECTION 1. Chapter 44 of the City Code is hereby amended by amending Section 44-154(d) thereof to add the underlined language to read as follows:

Sec. 44-154. – Establishment of the Riverfront Wilmington Business Improvement District.

...

(d) *Duration of RWBID.* The RWBID shall have a duration of existence of ten years, unless extended by ordinance for a longer duration prior to the expiration of the first ten years. Pursuant to the authorization herein, the RWBID shall have a duration of an additional ten years to and including October 1, 2019. The duration of the RWBID is extended for an additional ten years and shall expire on October 1, 2029.

...

SECTION 2. This Ordinance shall become effective upon its passage by City Council and approval by the Mayor.

First Reading.....November 7, 2019
Second Reading.....November 7, 2019
Third Reading.....

Passed by City Council,

President of City Council

ATTEST: _____
City Clerk

Approved this ____ day of _____, 2019.

Mayor

SYNOPSIS: This Ordinance extends the duration of the Riverfront Wilmington Business Improvement District for an additional ten-year period until October 1, 2029. This extension is retroactive to October 1, 2019.

W0107884

AN ORDINANCE TO ENACT CERTAIN TRAFFIC/PARKING REGULATIONS

WHEREAS, pursuant to the City Charter and Chapter 37 of the City Code, the Department of Public Works has proposed and the City Council deems it necessary and proper to enact the traffic and parking regulations set forth herein.

#4733

Sponsors:

Council
Members

Turner
Freel
Congo
Johnson
Harlee
Oliver

NOW, THEREFORE, THE COUNCIL OF THE CITY OF WILMINGTON

HEREBY ORDAINS:

SECTION 1. That “**ALL WAY STOP**” signs be installed at the following intersections:

- a. East 2nd & Street North Lombard Street
- b. West 21st Street & North Washington Street
- c. East 10th Street & Clifford Brown Walk

SECTION 2. That “**STOP**” signs be added at the following intersections:

- a. East 6th Street & North Lombard Street
- b. North Harrison Street & Lovering Avenue
- c. Lafayette Boulevard & North Jefferson Street

SECTION 3. That the street direction for North Lombard Street between Front Street and East 2nd Street be changed from a Two-Way roadway to a **One-Way southbound** roadway.

SECTION 4. That “**NO PARKING 5:00 AM to 9:00 AM, EXCEPT SATURDAYS AND SUNDAYS**” signs be installed on the southside of East 3rd Street beginning 75 feet from the easterly building line of North Walnut Street and extending 22 feet east.

SECTION 5. That “**NO PARKING LOADING ZONE 8:00 AM TO 6:00 PM, EXCEPT SUNDAYS**” signs be installed at the following locations:

- a. The westside of North Lincoln Street, beginning 86 feet from the northerly building line of West 6th Street and extending north 20 feet.
- b. The eastside of North Dupont Street, beginning 66 feet south of the southerly building line of West 4th Street and extending south 20 feet.

SECTION 6. That “**NO PARKING CHILD DROP OFF/PICK UP 1:30 PM TO 2:30 PM, EXCEPT SATURDAYS AND SUNDAYS**” signs be installed on the northside of East 12th Street, between North King Street and North Market Street.

SECTION 7. That “**2 HOUR PARKING 8:00 AM TO 6:00 PM, EXCEPT SATURDAYS AND SUNDAYS**” signs be installed on the northside of West 16th Street, beginning 164 feet west of the westerly building line of Delaware Avenue and extending west 49 feet.

SECTION 8. That “**1 HOUR PARKING 8:00 AM TO 6:00 PM, EXCEPT SATURDAYS AND SUNDAYS**” signs be installed on the northside of West 10th Street, beginning 30 feet from the easterly building line of North Orange Street and extending east 126 feet.

SECTION 9. That “**15 MINUTE PARKING 8:00 A.M. TO 6:00 P.M., EXCEPT SATURDAYS AND SUNDAYS**” signs be installed on the eastside of North West street beginning 120 feet from the southerly building line of West 10th Street and extending south 20 feet.

SECTION 10. That **“15 MINUTE PARKING 8:00 A.M. TO 6:00 P.M., EXCEPT SATURDAYS”** be installed on the westside of North Lincoln Street beginning 64 feet from the northerly building line of West 6th Street and extending north 22 feet.

SECTION 11. That the portions of legislation that designate the following be hereby **RESCINDED** to allow for the **REMOVAL** of signs as stated herein:

- a. **“NO PARKING LOADING ZONE 8:00 AM TO 6:00 PM, EXCEPT SATURDAYS AND SUNDAYS”** signs on the northside of West 16th Street beginning 164 feet from the westerly building line of Delaware Avenue and extending west 49 feet.
- b. **“NO PARKING 8:00 AM TO 6:00 PM, EXCEPT SATURDAYS AND SUNDAYS”** signs on the westside of Thatcher Street between East 11th Street and East 12th Street.
- c. **“ROAD CLOSED EXCEPT FOR BUSES DAILY DURING SPECIFIC TIMES”** signs on Thatcher Street between East 11th Street & East 12th Street.
- d. **“2 HOUR PARKING 8:00 AM TO 6:00 PM, EXCEPT SATURDAYS AND SUNDAYS”** signs on the eastside of North Dupont Street, beginning 66 feet south of the southerly building line of West 4th Street and extending south 20 feet.
- e. **“NO PARKING CHILD DROP OFF/PICK UP 2:30 PM TO 3:30 PM, EXCEPT SATURDAYS AND SUNDAYS”**

signs on the northside of East 12th Street, between North King Street and North Market Street.

SECTION 12. This Ordinance shall become effective immediately upon its passage by City Council and approval by the Mayor.

First Reading.....November 7, 2019
Second Reading.....November 7, 2019
Third Reading.....

Passed by City Council,

President of City Council

ATTEST: _____
City Clerk

Approved this ____ day of _____, 2019.

Mayor

SYNOPSIS: This Ordinance approves various traffic and parking regulations in the City.

W0108144

Wilmington, Delaware
November 7, 2019

#4734

WHEREAS, pursuant to Section 2-363 of the City Code, the City may apply for grant funds, subject to the approval of City Council; and

Sponsor:

**Council
President
Shabazz**

WHEREAS, the Department of Public Works submitted a grant application to the Federal Emergency Management Agency (FEMA) in the amount of \$95,229.20 for advance assistance in the development of cost-effective and impactful hazard mitigation strategies for the vulnerable neighborhood of South Wilmington, including Southbridge; and

Co-Sponsor:

**Council
Member
Harlee**

WHEREAS, the department of public works will be contributing 25% (**\$31,743.07**) of the **total** funding (**\$126,972.27**) to accomplish the same from previously budgeted funds; and

WHEREAS, the hazard mitigation activities supported by this grant will benefit critical infrastructure including the City's Office of Emergency Management, and the Port of Wilmington; and

WHEREAS, the Southbridge neighborhood will be directly benefited by cost-effective and impactful mitigation of detrimental environmental activities and events, including flooding hazards.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the Department of Public Works, is hereby authorized to apply for grant funding from FEMA in the amount of \$95,229.20 in advance assistance related to the development of cost-effective and impactful hazard mitigation strategies for the vulnerable neighborhood of South Wilmington.

BE IT FURTHER RESOLVED that the Director of the Department of Public Works, or their designee, shall be authorized to take all necessary actions to complete the filing of the

grant application, including all undertakings and assurances taken heretofore, to accept any and all funds associated with the grant application and, if and when the grant is forthcoming, to execute the grant program for the City of Wilmington.

Passed by City Council,

ATTEST: _____
City Clerk

SYNOPSIS: This Resolution authorizes the Department of Public Works' application for a grant from FEMA for advance assistance related to the development of cost-effective and impactful hazard mitigation strategies for the vulnerable neighborhood of South Wilmington including Southbridge.

FISCAL IMPACT STATEMENT: There is no negative fiscal impact on the City as the funding to be provided by the Department of Public Works is already budgeted.

Wilmington, Delaware
November 7, 2019

#4735

Sponsor:

Council
President
Shabazz

WHEREAS, pursuant to Section 5-600(a) of the Wilmington City Charter, City Council may adopt, after a duly advertised public hearing, the comprehensive development plan of the City of Wilmington that is prepared by the Department of Planning and Development with the advice of the City Planning Commission; and

WHEREAS, “A City-Wide Plan of Land Use: A Component of the Comprehensive Development Plan for Wilmington, Delaware” was adopted by City Council on July 10, 2003, last amended by City Council on August 27, 2009, and last certified by the State of Delaware Office of State Planning Coordination (the “OSPC”) on October 21, 2010 (the “Existing Comprehensive Plan”); and

WHEREAS, 22 Del. C. § 702(e) requires municipalities to revise, update, amend as necessary, and readopt their comprehensive plans at least every ten (10) years; and

WHEREAS, 22 Del. C. § 702(f) requires municipalities to submit their comprehensive plans, and amendments and revisions to such plans, for review and approval by the OSPC and for final certification by the Governor or his designee; and

WHEREAS, the City of Wilmington submitted its updated comprehensive plan, entitled “Wilmington 2028: A Comprehensive Plan for Our City and Communities” (the “New Comprehensive Plan”), a copy of which is attached hereto as Exhibit A, to the OSPC on May 22, 2019 for review and approval; and

WHEREAS, the OSPC issued a letter dated July 26, 2019 stating that the New Comprehensive Plan could be accepted for certification following adoption of the plan by the Wilmington City Council; and

WHEREAS, on September 17, 2019, after holding a duly advertised public meeting, the City Planning Commission, by its Resolution 12-19, recommended that: (i) the New Comprehensive Plan be amended to update the future land use map to change the land use designation in the area bounded by Maryland Avenue, Anchorage Street, Oak Street, and Beech Street from “Infrastructure” to “Neighborhood Mixed Use” and (ii) City Council adopt the New Comprehensive Plan, as amended by the City Planning Commission; and

WHEREAS, in accordance with City Charter Section 5-600(a), a duly advertised public hearing on the New Comprehensive Plan was held on November 7, 2019.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the Council hereby adopts the New Comprehensive Plan entitled “Wilmington 2028: A Comprehensive Plan for Our City and Communities”, as amended by the City Planning Commission in its Resolution 12-19 (a copy of which is attached hereto as Exhibit A), thereby replacing all components of the Existing Comprehensive Plan.

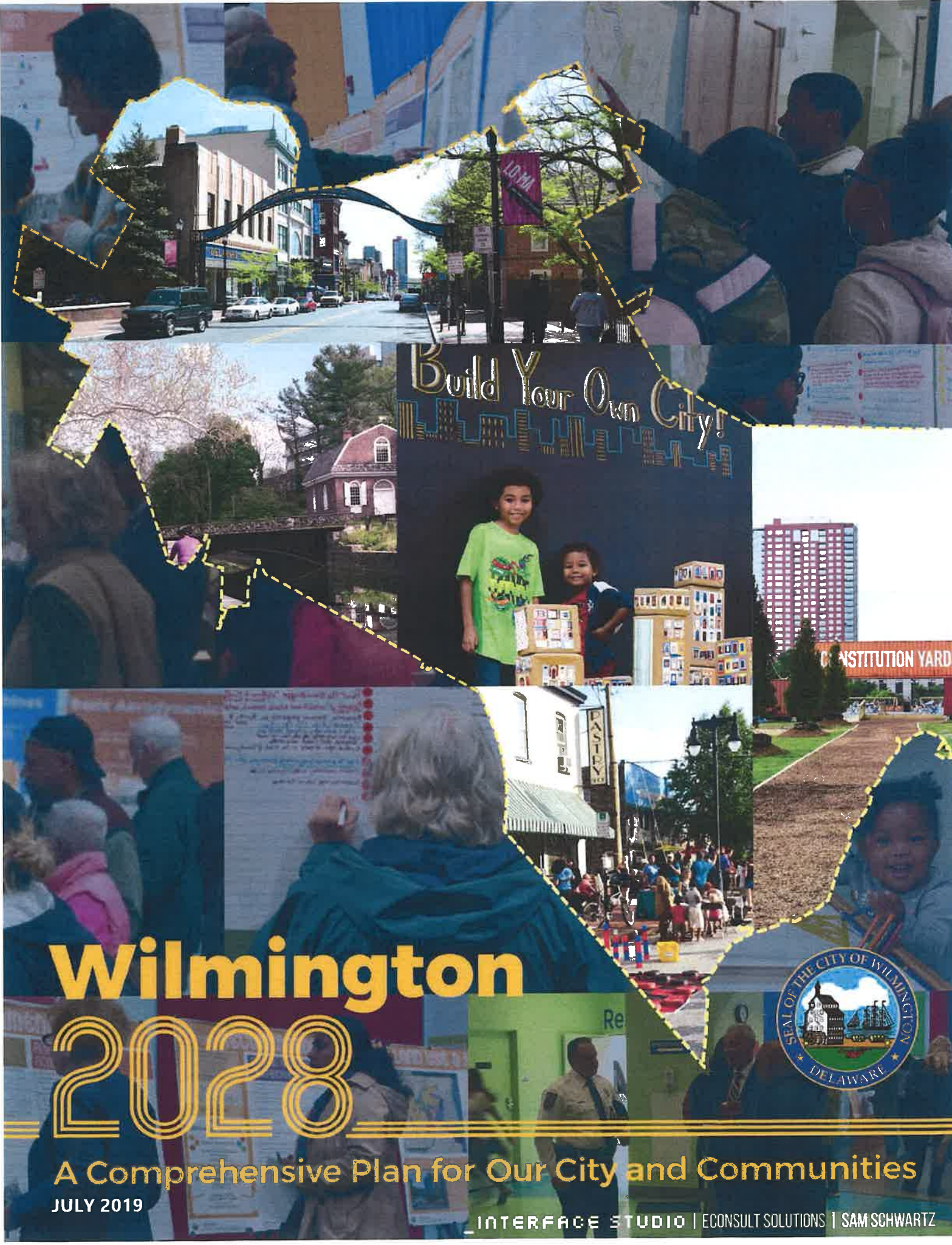
BE IT FURTHER RESOLVED that Council recommends that the New Comprehensive Plan be forwarded to the Governor for certification.

Passed by City Council,

ATTEST: _____
City Clerk

SYNOPSIS: This Resolution adopts the comprehensive plan entitled “Wilmington 2028: A Comprehensive Plan for Our City and Communities”, as amended by the City Planning Commission in its Resolution 12-19, thereby replacing all components of the existing Citywide comprehensive development plan.

EXHIBIT A



Wilmington

2028

A Comprehensive Plan for Our City and Communities

JULY 2019

INTERFACE STUDIO | ECONSULT SOLUTIONS | SAM SCHWARTZ

ACKNOWLEDGEMENTS

CITY OF WILMINGTON

Mayor

Michael S. Purzycki

City Council

Dr. Hanifa Shabazz, President

Ernest “Trippi” Congo II, 2nd District Council Member

Zanthia Oliver, 3rd District Council Member

Michelle Harlee, 4th District Council Member

Va’shun “Vash” Turner, 5th District Council Member

Yolanda McCoy, 6th District Council Member

Robert A. Williams, 7th District Council Member

Charles M. “Bud” Freel, 8th District Council Member

Ciro Adams, Council Member At-Large

Rysheema Dixon, Council Member At-Large

Samuel L. Guy, Esq., Council Member At-Large

Loretta Walsh, Council Member At-Large

City Planning Commission

Polly Weir (retired), Chair

Desmond Baker, Vice-Chair

Tanya Washington, Chief of Staff, Office of Mayor
Michael S. Purzycki

J. Brett Taylor, Director of Finance

Lloyd Budd

Joseph Chickadel

Anthony J. Hill

Department of Planning and Development

Herb M. Inden, Director

Gwinneth Kaminsky

Patricia A. Maley, AICP

Timothy Lucas

Matthew Harris

John Kurth

Gemma Tierney

Jessica Molina

Debra Campagnari Martin

Deborah Crisden-Boone

Edith Ortiz

City Departments and Offices

Mayor’s Office, Tanya Washington

Economic Development, Jeffrey C. Flynn

Fire, Michael Donohue

License and Inspection, Jeffrey Starkey

Parks and Recreation, Kevin F. Kelley, Sr.

Police, Robert J. Tracy

Public Works, Kelly A. Williams

Real Estate and Housing, Robert L. Weir

STEERING COMMITTEE

Tricia Arndt, Office of State Planning Coordination

Bebe Coker, Resident

Maria Dziembowska, Nature Conservancy

Dave Edgell, Office of State Planning Coordination

Mark Field, Grand Opera House

Rick Gessner, Wilmington Neighborhood
Conservancy Land Bank

Carrie Gray, formerly Wilmington Renaissance
Corporation

Dave Gula, WILMAPCO

Martin Hageman, Downtown Visions

Rich Hall, New Castle County Dept. of Land Use

John Harrod, DuPont Environmental Education
Center

Stephanie Hoopes, United Way

Subira Ibrahim, 1st District Neighborhood Planning
Council

Reverend Terence Keeling, Central Baptist
Community Development Corporation

Sarah Lamb, Buccini/Pollin Group

Sarah Lester, Westside Grows

Maria Matos, Latin American Community Center

Megan McGlinchey, Riverfront Development Corp.

Patti Miller, Nemours

Paul Morrill, Committee of 100

Marie Reed, Resident

Hanifa Shabazz, City Council

John Sisson, DART

Barbara Washam, Resident

Laura Wilburn, Urban Bike Project

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TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION 1

PURPOSE OF THE PLAN 1

PLANNING PROCESS 6

PLAN COMPONENTS 11

CHAPTER 2: OVERVIEW OF WILMINGTON 12

HISTORY 13

KEY DEMOGRAPHIC TRENDS 15

CHAPTER 3: VISION AND GOALS 20

CHAPTER 4: RECOMMENDATIONS 24

GOAL AREA 1. STRONG AND SAFE NEIGHBORHOODS 24

GOAL AREA 2. HEALTHY AND THRIVING COMMUNITIES 60

GOAL AREA 3. ROBUST LOCAL ECONOMY 80

GOAL AREA 4. CONNECTED CITY AND REGION 96

GOAL AREA 5. SUSTAINABLE AND RESILIENT CITY 128

LAND USE AND ZONING 146

NEIGHBORHOOD AREAS 156

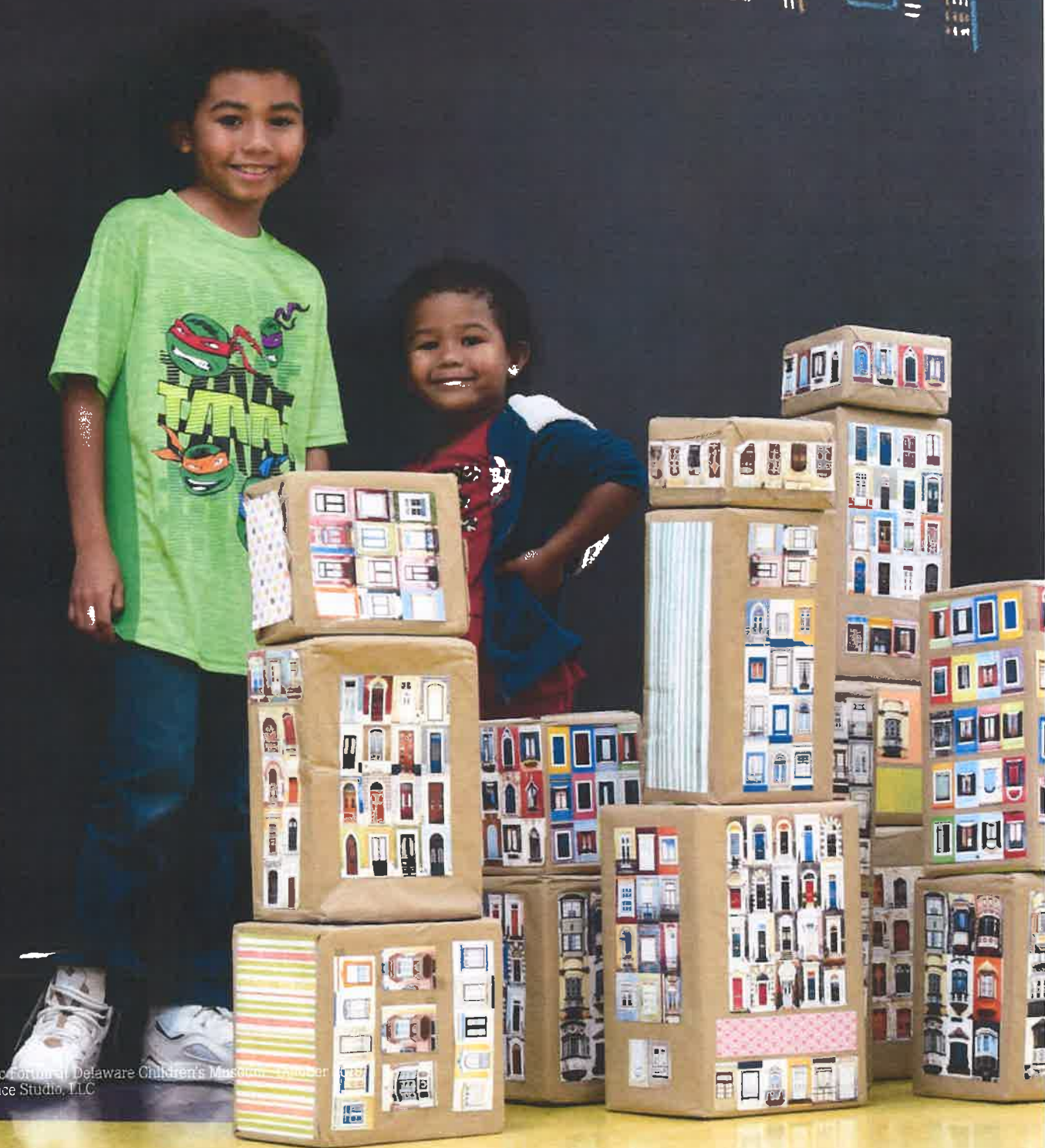
INTERGOVERNMENTAL COORDINATION 200

CHAPTER 5: IMPLEMENTATION 208

LIST OF FIGURES

FIGURE 1 CITY OF WILMINGTON MAP	3	FIGURE 53 DOWNTOWN AND RIVERFRONT PARKING MAP	107
FIGURE 2 POPULATION TREND AND PROJECTION FROM 1900 TO 2040	15	FIGURE 54 RESULTS OF "WHAT IS A GREAT STREET" ACTIVITY	109
FIGURE 4 AGE DISTRIBUTION OF CITY AND COUNTY 2000-2015	16	FIGURE 55 STREET DIRECTION MAP	113
FIGURE 3 PROJECTED CHANGE IN POPULATION AND DIVERSITY, 1990-2040	16	FIGURE 56 CONCEPTUAL CROSS SECTION OF KING STREET AT 8TH STREET	114
FIGURE 5 HOUSEHOLD TYPES WITH PERCENT CHANGE 2000-2015	16	FIGURE 57 KEY CORRIDORS MAP	116
FIGURE 6 MAP OF POPULATION DENSITY BY RACE, 2010	17	FIGURE 58 CONCEPTUAL CROSS SECTION FOR GOV. PRINTZ BLVD AT 22ND STREET	117
FIGURE 7 POVERTY RATE, 2009-2014	18	FIGURE 59 CONCEPTUAL CROSS SECTION OPTIONS FOR PENN. AVE AT UNION ST	118
FIGURE 8 MAP OF PERCENT LIVING IN POVERTY	19	FIGURE 60 CONCEPTUAL CROSS SECTION FOR WALNUT STREET AT 10TH STREET	119
FIGURE 9 WILMINGTON NEIGHBORHOODS MAP	25	FIGURE 61 CONCEPTUAL REDESIGN OF 4TH STREET (FROM MARKET ST. TO UNION ST.)	120
FIGURE 10 HOUSING DENSITY MAP	26	FIGURE 62 RENDERING OF CONCEPTUAL 4TH STREET REDESIGN	121
FIGURE 11 PERCENT OF HOUSING UNITS THAT ARE VACANT	27	FIGURE 63 RENDERING OF CONCEPTUAL REDESIGN OF WASHINGTON ST.	122
FIGURE 12 HOMEOWNERSHIP RATES, 2000-2014	27	FIGURE 64 POTENTIAL REDESIGN OF DELAWARE/11TH AND N. MARKET/CONCORD	124
FIGURE 13 MAP OF PERCENT OWNER OCCUPIED HOUSING, 2010	28	FIGURE 65 PUBLIC FACILITIES MAP	130
FIGURE 14 MAP OF VACANCY, 2018	30	FIGURE 66 WATER AND WASTEWATER SYSTEMS MAP	132
FIGURE 15 MAP OF CODE VIOLATIONS, JULY 2014-JULY 2016	31	FIGURE 67 FEMA FLOOD HAZARD AREAS MAP	134
FIGURE 16 VIOLENT CRIMES PER 10,000 RESIDENTS, 2004-2012	32	FIGURE 68 SEA LEVEL RISE INUNDATION SCENARIOS MAP	135
FIGURE 17 VIOLENT AND PROPERTY CRIME RATE PER 10,000 RESIDENTS, 1984-2014	32	FIGURE 69 DELAWARE SEA LEVEL RISE SCENARIOS	137
FIGURE 18 MAP OF VIOLENT CRIME HOTSPOTS, 2012-2017	33	FIGURE 70 DAYS WITH MAX TEMPERATURES OVER 95 DEGREES FAHRENHEIT	137
FIGURE 19 PARKS AND RECREATIONAL FACILITIES MAP	34	FIGURE 71 FLOOD AND SEA LEVEL RISE RESILIENCE MEASURES	142
FIGURE 20 AVG PARK ACRES PER 1000 RESIDENTS BY TRACT POVERTY RATING	35	FIGURE 72 ILLUSTRATION OF RIVERWALK AS FLOOD MANAGEMENT OPTION	143
FIGURE 21 MAP OF PARK ACRES PER 1,000 RESIDENTS	36	FIGURE 73 ILLUSTRATION OF WATERFRONT PARK AS FLOOD MANAGEMENT OPTION	143
FIGURE 22 LOCAL ASSETS MAP	37	FIGURE 74 CURRENT LAND USE MAP	148
FIGURE 23 HISTORIC DESIGNATIONS MAP	38	FIGURE 75 FUTURE LAND USE MAP	149
FIGURE 24 MAP OF PUBLIC INPUT ON PARKS	40	FIGURE 76 CURRENT ZONING MAP	150
FIGURE 25 REDEVELOPMENT AREAS MAP	42	FIGURE 77 NEIGHBORHOOD ANALYSIS AREAS MAP	155
FIGURE 26 DEVELOPMENT INCENTIVES MAP	43	FIGURE 78 BANCROFT PARKWAY/DELAWARE AVENUE FUTURE LAND USE MAP	157
FIGURE 27 NEIGHBORHOOD STABILIZATION MAP	48	FIGURE 79 BANCROFT PARKWAY/DELAWARE AVENUE STRATEGIES MAP	158
FIGURE 28 SOCIAL DETERMINANTS OF HEALTH	61	FIGURE 80 BAYNARD BOULEVARD FUTURE LAND USE MAP	161
FIGURE 29 MAP OF POVERTY OVER TIME BY CENSUS TRACT, 1970-2014	62	FIGURE 81 BAYNARD BOULEVARD STRATEGIES MAP	162
FIGURE 30 FOOD ASSETS MAP	64	FIGURE 82 BROWNTOWN-HEDGEVILLE FUTURE LAND USE MAP	165
FIGURE 31 HIGH SCHOOL DROPOUT RATE, 2000-2014	66	FIGURE 83 BROWNTOWN-HEDGEVILLE STRATEGIES MAP	166
FIGURE 32 GRAD. RATES AT WILMINGTON PUBLIC HIGH SCHOOLS BY RACE, 2012-2014	66	FIGURE 84 EAST SIDE FUTURE LAND USE MAP	169
FIGURE 33 SCHOOLS AND SCHOOL DISTRICTS MAP	67	FIGURE 85 EAST SIDE STRATEGIES MAP	170
FIGURE 34 PREVALENCE OF SELECT CHRONIC HEALTH CONDITIONS BY POVERTY	68	FIGURE 86 MIDTOWN BRANDYWINE/CENTRAL FUTURE LAND USE MAP	173
FIGURE 35 REGIONAL TRANSPORTATION MAP	81	FIGURE 87 MIDTOWN BRANDYWINE/CENTRAL STRATEGIES MAP	174
FIGURE 36 REGIONAL DESTINATIONS MAP	82	FIGURE 88 NORTHWEST FUTURE LAND USE MAP	177
FIGURE 37 INDUSTRY SECTOR COMPARISON	83	FIGURE 89 NORTHWEST STRATEGIES MAP	178
FIGURE 38 EMPLOYMENT BY SECTOR*, 2018	84	FIGURE 90 PRICE'S RUN/RIVERSIDE/11TH STREET FUTURE LAND USE MAP	181
FIGURE 39 EMPLOYMENT IN WILMINGTON BY SUB-SECTOR*, 2018	84	FIGURE 91 PRICE'S RUN/RIVERSIDE/11TH STREET STRATEGIES MAP	182
FIGURE 40 PERCENT OF POPULATION WITH BA OR HIGHER	85	FIGURE 92 SOUTHWEST FUTURE LAND USE MAP	185
FIGURE 41 UNEMPLOYMENT RATE, 2000-2016	85	FIGURE 93 SOUTHWEST STRATEGIES MAP	186
FIGURE 42 MEDIAN PERCENT CHANGE IN HOUSEHOLD INCOME BY RACE	85	FIGURE 94 SOUTH WILMINGTON FUTURE LAND USE MAP	189
FIGURE 43 INFLOW MAP: WHERE WILMINGTON WORKERS LIVE, 2014	86	FIGURE 95 SOUTH WILMINGTON STRATEGIES MAP	190
FIGURE 44 OUTFLOW MAP: WHERE WILMINGTON RESIDENTS WORK, 2014	87	FIGURE 96 WEST CENTER CITY FUTURE LAND USE MAP	193
FIGURE 46 INFLOW/OUTFLOW JOB AND INCOME DISTRIBUTION	88	FIGURE 97 WEST CENTER CITY STRATEGIES MAP	194
FIGURE 45 EMPLOYMENT TRENDS, 2002-2014	88	FIGURE 98 WEST SIDE FUTURE LAND USE MAP	197
FIGURE 47 ECONOMIC OPPORTUNITIES MAP	91	FIGURE 99 WEST SIDE STRATEGIES MAP	198
FIGURE 48 WALKSHED MAP	99	FIGURE 100 DELAWARE STRATEGIES FOR STATE POLICIES AND SPENDING MAP, 2015	203
FIGURE 49 BIKESHED MAP	101	FIGURE 101 FUTURE LAND USE OF ADJACENT AREAS MAP	204
FIGURE 50 MAP OF TRANSIT RIDERSHIP AND RESIDENT EMPLOYMENT, 2016	103	FIGURE 102 AREAS OF INTERGOVERNMENTAL COORDINATION MAP	207
FIGURE 51 MAP OF AVERAGE ANNUAL DAILY TRAFFIC, 2013	105	FIGURE 103 PUBLIC INPUT SUMMARY: TOP KEY CITYWIDE RECOMMENDATIONS	209
FIGURE 52 MAP OF CRASH HOTSPOTS, 2012-2016	106		

Build Your Own City!



Round 2 Public Forum at Delaware Children's Museum, October
Source: Interface Studio, LLC

1 INTRODUCTION

PURPOSE OF THE PLAN

“Who would invest in a corporation if it didn’t have a business plan? ... The same is true for a community if it doesn’t have a plan. Every successful institution, whether a corporation or a community, needs a plan.”

- Ed McMahon, Charles E. Fraser Chair on Sustainable Development at the Urban Land Institute

Project Background

In the last 20 years, Wilmington’s downtown and riverfront have been dramatically transformed but revitalization is uneven in the neighborhoods and the city as a whole. New mixed-use development and renovated historic buildings, park improvements, and pedestrian infrastructure have been credited with the in-migration of new residents and an increasingly vibrant street life, showing that Wilmington is capitalizing on the nationwide trend of young workers and businesses relocating to cities. However, many neighborhoods in the city suffer from high levels of vacancy, poverty, and crime, impacting resident opportunity, quality of life and the city’s economic vitality.

Since the last Comprehensive Plan update in 2009, the city has experienced continued growth downtown and on the riverfront, and similar activity is starting to expand into other areas of the city as well. These include new amenities like the recently opened Jack Markell pedestrian and bike trail that links the Wilmington Riverfront to New Castle, the development of the Philadelphia 76ers farm team (the Wilmington Blue Coats) facility in South Wilmington, the planned Riverside Purpose Built Community, and the recent renovation to the Harper-Thiel building on Miller Road in the Northwest area of the city, which has already attracted a new brewery and restaurant.

The renaissance of Wilmington’s downtown, riverfront, and neighborhoods is critical to its regional competitiveness. Continuing this trajectory will mean cultivating the housing, transportation, and urban environment that can attract residents, workers, and the businesses that seek the advantages of a city, and connecting to neighborhoods across the city to make Wilmington a great place to live and work.

What is a Comprehensive Plan?

In Delaware, a Comprehensive Plan is a State-mandated document that describes policies and actions related to a municipality's land use, neighborhoods, transportation, infrastructure, the economy, the environment, and quality of life. The Delaware State Code also stipulates that a comprehensive plan functions as a legal document with which all land use actions must be consistent. To continue the momentum of growth and revitalization, the City of Wilmington must think proactively and prepare for tomorrow, today. As the introduction quote from Ed McMahon notes we need to plan for the future to create the conditions for success. This is where a Comprehensive Plan comes in.

Updating the Comprehensive Plan now provides the opportunity to build on the positive initiatives already in full swing while proactively tackling existing and new challenges to keep the city's infrastructure and neighborhoods in good shape and build their resilience to climate change. The Comprehensive Plan process involved extensive community outreach to shape a vision for the city's future and a framework for the development of programmatic goals and budgetary planning from the appropriate City departments. As a community-driven document, the Comprehensive Plan helps each community achieve their goals while balancing competing interests. The Plan establishes priorities, helps guide decision making, determines how best to spend limited resources, and helps raise money for improvements citywide.



Round 2 Public Forum at Delaware Children's Museum - October 2018 Source: Interface Studio

CITY OF WILMINGTON



Figure 1 City of Wilmington map
Source: City of Wilmington

- Municipal boundary
- Open space
- Cemetery
- Water body

Previous Plans and Accomplishments

The new Comprehensive Plan has provided us with an opportunity to build upon work that is already being done and/or is ongoing to improve the quality of life of Wilmington and its diverse neighborhoods at both the City level and the grassroots neighborhood level. Planning is essential to make the most of limited resources to accomplish great things for our city. Results can take many years to bear fruit, but there are also incremental steps that lead to these larger accomplishments. Looking to past planning efforts demonstrates how important it has been for the city's revitalization over the years.

The following are a selection of these plans and their accomplishments:

City Prepared Plans:

- **A Pilot Plan for Wilmington's In-Town Riverfront:** This 1979 plan is an excellent example of a planning effort that has had a great impact on the city. It also demonstrates the importance of the plan for guidance and the how the plan plants a seed that flourishes over time. This plan sets forth the vision of the citizens of Wilmington to reclaim the riverfront area for all to use. Prior to this initiative, these areas were reserved primarily for light and heavy industrial uses, including junk yards. Today, in 2019, the west bank of the Christina River has been totally repurposed as a mixed use residential and retail area. Other plans for this area that have contributed to what we now see today, include:
 - **Christina Gateway Development Strategy & Action Plan (1992)**
 - **A Vision for the Rivers (1994)**
- **Downtown Development Strategy:** Among the many recommendations to come from this 1992 Department of Planning study was the recommendation to create a Historic District for Lower Market Street which did occur in 1998. This district has helped preserve the character of this area which has contributed to its revitalization, including a distinct strategy using the LOMA (Lower Market Street) designation to market the area.
- **Downtown Development District Plan:** On January 11, 2015, Governor Markell announced Wilmington's designation as one of three

Downtown Development Districts (DDD). The Downtown Development District Program seeks to revitalize the downtown / Central Business District through the use of economic and other incentives in order to:

- Spur capital investments,
- Stimulate job growth and improve commercial vitality,
- Improve housing opportunities, and
- Strengthen neighborhoods adjacent to downtown areas.

Property owners in the designated Downtown Development District are eligible for a variety of incentives from the State and the City of Wilmington. This has resulted in a large number of properties in this area being renovated along with a large infusion of public funds that has leveraged a greater amount of private funds; in the period through 2018, \$18,600,668 in rebates leveraged \$374,147,634 in private investments.

- **EPA Area-Wide Planning Grant for Northeast Wilmington Grant:** This planning grant from December 2017 covers the area bounded by Vandever Avenue, Northeast Boulevard, Brandywine Creek, and Market Street. Consultants are assisting the City and the surrounding community in developing an implementation strategy for specific brownfield sites. They will also identify additional grant funding that the City can pursue, both local and Federal which can help to move the sites back to productive use.

Select Neighborhood and Other Prepared Plans:

- **Creative District Vision Plan:** The 2014 Creative District plan was developed under the guidance of the Wilmington Renaissance Corporation and a diverse steering committee comprised of institutional partners, artists, Downtown stakeholders and City representatives. The mission of the Wilmington Creative District is to implement creative placemaking strategies to:
 - Revitalize the area of Wilmington’s downtown between Shipley Street, Washington Street, Fourth Street, and Ninth Street,
 - Extend the experience and investment along Market Street further west to adjacent communities and areas beyond Downtown, and
 - Establish Wilmington as a destination for producers and consumers of art, history, culture, and creativity.
- **Westside Grows Together – Neighborhood Revitalization Plan:** This 2012 plan focused on improving the quality of life for the Westside community (an area bounded by Jackson Street / I-95, Lancaster Avenue, the rail line west of Bancroft Parkway, and Pennsylvania Avenue) and maintaining the community character of the area. Some of their accomplishments include:
 - Leveraging \$1.4 million to renovate three neighborhood parks, and completing construction of two of the three parks.
 - Designating Lincoln & Union Streets as a Main Street Affiliate through the State of Delaware. The business community leveraged \$4 million in streetscape and transportation enhancements.
- Planting approximately 300 trees with partners such as the Delaware Center for Horticulture and the City of Wilmington.
- **Blueprint Communities Plans:** A Community Revitalization Initiative of the Federal Home Loan Bank of Pittsburgh in partnership with the University of Delaware Center for Community Research and Service. Blueprint Communities provides training, technical assistance, coaching, and financial support to groups from selected communities in Delaware who seek to develop and implement plans that revitalize their communities. Two of the more prominent plans that have been developed under this program are:
 - **The Northeast Wilmington Blueprint Community** serves the Northeast community. The Northeast Blueprint Revitalization Initiative is an effort to mobilize the community around a comprehensive look at revitalizing Northeast Wilmington by utilizing a proven approach supported by the resources of the University of Delaware and the Federal Home Loan Bank of Pittsburgh’s Blueprint Communities® Delaware and the City of Wilmington.
 - **The Washington Heights Blueprint Community** serves the Triangle, Washington Heights, and Brandywine Village associations in the City of Wilmington, Delaware. This is an effort to bring our community assets together to effectively address issues and concerns. The goal of this plan is to develop a vision to strengthen the capacity of existing organizations to enhance the economic, social, cultural and physical conditions within the community’s boundaries.

PLANNING PROCESS

Planning Phases

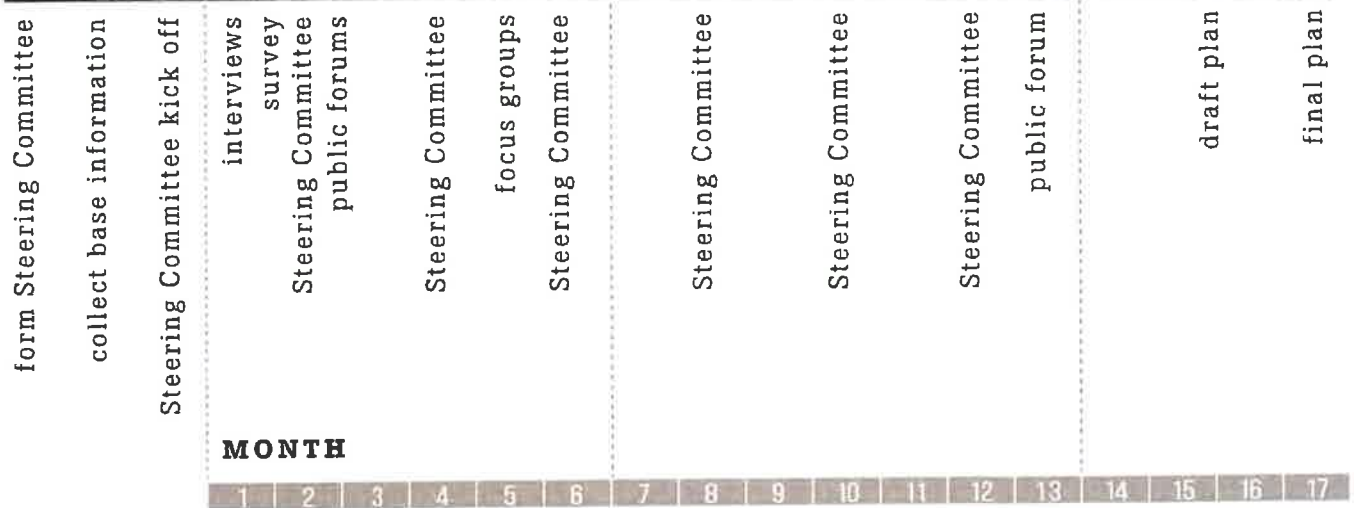
Wilmington 2028 is the culmination of a year and a half-long planning process that sought to involve everyone with a stake in the City of Wilmington. The Wilmington 2028 planning process began in the summer of 2017 and had four main phases:

1. **START UP** - during which a steering committee was formed of residents and stakeholders from the public and private sectors to guide the planning process and development of the plan.
2. **RESEARCH AND ANALYSIS** - which combined data collection and analysis with input from the public through a range of community engagement activities, including interviews, focus groups, public forums, and surveys.
3. **VISION AND RECOMMENDATIONS** - which were formed from the research findings and public input, and reviewed and shaped by the steering committee.
4. **PLAN DEVELOPMENT** - during which the vision and recommendations were further refined and prioritized through community input and steering committee guidance, and all elements of the process packaged into a plan document.

PLAN PHASES



KEY TASKS





Round 2 Public Forum at Delaware Children's Museum - October 2018. Source: Interface Studio

Community Engagement

The planning process included input from a wide variety of people including residents, workers, businesses, and visitors through numerous activities and venues. Community engagement included the following:

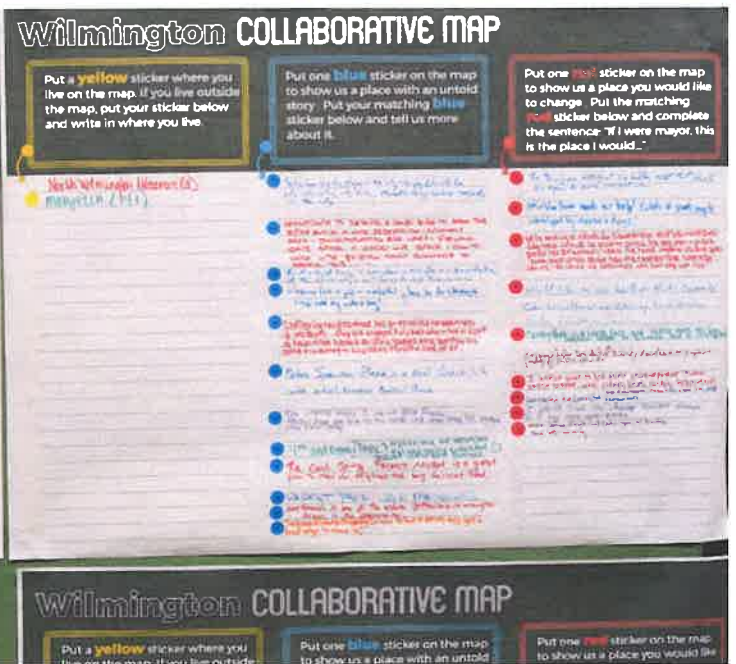
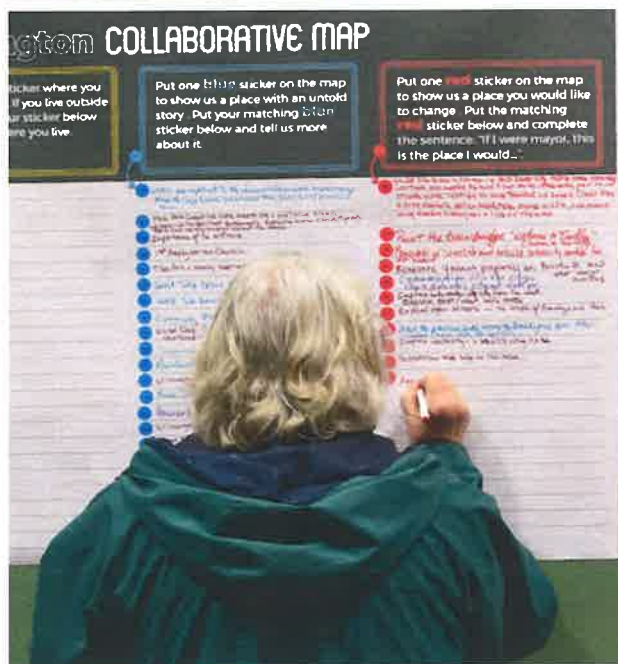
STEERING COMMITTEE - The steering committee was composed of local residents, community leaders, public officials, and institutional and business representatives, and was appointed by the Mayor's Office to guide the process. The steering committee convened at key points in the process as follows:

- September 14, 2017 kick off meeting;
- November 9, 2017 review existing conditions analysis and preliminary findings from survey and interviews;
- January 11, 2018 review public input summary;
- March 8, 2018 review draft vision and goals;
- May 10, 2018 work session to refine draft vision and goals;
- July 12, 2018 review preliminary recommendations;
- September 13, 2018 work session to refine and prioritize recommendations.

SURVEY - More than 2,300 residents, workers and visitors participated in a survey about their perceptions of the city and their neighborhood. The survey was available both online and on paper.

INTERVIEWS - 37 confidential interviews were conducted with stakeholders that included residents, community leaders, business owners, service providers, and public officials.

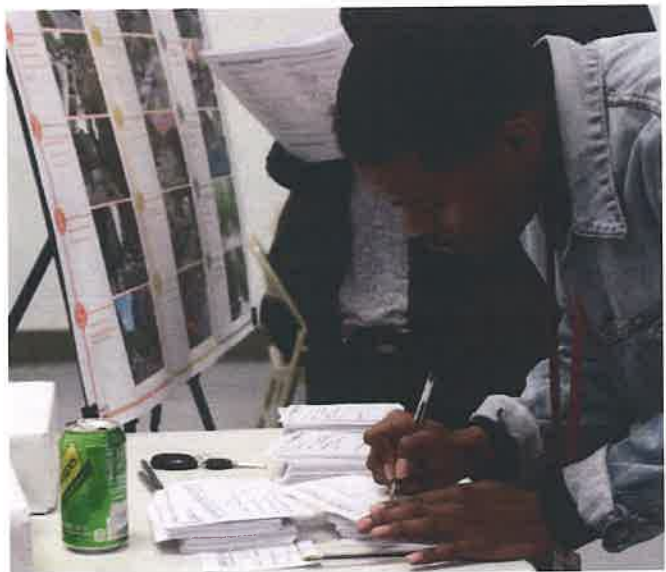
FOCUS GROUPS - 10 focus groups were gathered to delve deeper in specific topic areas: Economic Development, Creative Sector, Community Development, Connectivity, Environment, Parks and Recreation, Service Providers, Youth Services, Youth, and Spanish-speaking.



Round 1 Public Forums - November 2017
Source: Interface Studio

PUBLIC FORUMS – several public forums provided residents with opportunities to learn about the plan and provide input. More than 400 people attended five neighborhood forums and a final public rollout of the plan at the Delaware Children’s Museum. Additionally, forum activities were made available online for those who were unable to attend in person, and the Planning Department has given presentations at 22 community meetings and events around the city.

- November 8, 2017 forum at P.S. DuPont Middle School
- November 13, 2017 forum at Kingswood Community Center
- November 14, 2017 forum at Woodlawn Library
- November 21, 2017 forum at Southbridge Neighborhood House
- November 30, 2017 forum at Mt. Carmel United Church
- October 17, 2018 forum at Delaware Children’s Museum



Round 1 Public Forums - November 2017
Source: Interface Studio



Round 2 Public Forum at Delaware Children's Museum - October 2016
Source: Interface Studio

PLAN COMPONENTS

Wilmington 2028 is not just an update to the City's 2009 Citywide Comprehensive Plan, it is a complete transformation of the plan format. The current plan is comprised of 13 separate documents: A Citywide Plan along with 12 separate neighborhood plans. Keeping these documents current and reflective of stakeholder needs and concerns can be a cumbersome process since any modifications require separate administrative and legal actions.

Wilmington 2028 combines both aspects of these documents into one plan that presents an overarching Vision, set of Goals, and Policies and Strategies that are reflective of the needs of stakeholders citywide and at the neighborhood level. The VISION is an aspirational statement that synthesizes the community's hopes and describes a desired future outcome. The GOALS are statements designed to help achieve the vision and provide a framework for organizing the policies and strategies. The POLICIES provide guidance and direction to decision-makers and community leaders. The STRATEGIES are specific actions that must be taken to fulfill the goals and vision.



Round 2 Public Forum at Delaware Children's Museum - October 2018
Source: Interface Studio



2 OVERVIEW

HISTORY

Natural features have affected the city's residential development pattern. Wilmington lies at the fall line that separates the flat coastal plain from the hilly areas to the west. East of Market Street, and along both sides of the Christina River, the land is flat, low-lying, and marshy in places. The west side of Market Street is hilly and rises to a point that marks the watershed between the Brandywine and the Christina Rivers. This watershed line runs along Delaware Avenue westward from 10th and Market Streets. The hilly and therefore healthier west side, was more attractive for the original residential areas such as Quaker Hill, developed beginning in the mid-18th century.

The City of Wilmington traces its origins to the 17th century. After periods of Swedish (1638), Dutch (1655), and British (1664) colonization, the area stabilized under British rule (with Quaker influence) and was granted a borough charter in 1739 by the King of England. At that time the name changed from Willington (after Thomas Willing, the first "developer" of the land who organized the area in a grid pattern like Philadelphia) to Wilmington, presumably after Spencer Compton, Earl of Wilmington, a favorite of the King. From the granting of the charter until the Revolution, the town developed steadily into a prosperous business and residential community. During the Revolution, its milling industries, geographic location, key leaders, and resources made Wilmington particularly strategic.

The borough of Wilmington officially became a city in 1832, when a charter was granted by the State legislature. In 1837 the completion of the Philadelphia, Wilmington & Baltimore Railroad made the city accessible by water, road, and rail on the main north-south transportation route and the area's economy flourished.

The Civil War had a profound effect on the city's economy. Delaware, though officially a Union State, was divided in its support of both the Confederate and the Union soldiers. Wilmington was the center of the northern partisans in Delaware. The outbreak of the Civil War found Wilmington with a strong industrial base which responded to meet the great demands of war. Older establishments expanded and many new industries were attracted to the city. Wilmington products included ships, railroad cars, gunpowder, shoes, tents, uniforms, blankets, and other war-related goods, and the city emerged from the war with a greatly diversified economy.

By 1868, Wilmington was producing more iron ships than the rest of the country combined and rated first in the production of gunpowder and second in carriages and leather. The post-war prosperity allowed the construction of many elaborate new homes and businesses, which induced residential development to the west of the existing city.

In 1864, the first horsecar line was initiated, assisting development of residential areas outside the city boundaries. The first “suburban” area to be developed was centered around today’s Delaware Avenue. Wealthy industrialists and businessmen built ornate mansions on this street making it the city’s most fashionable address.

The late nineteenth century saw the development of a comprehensive park system under William Bancroft, a successful Wilmington businessman with a concern for the preservation of open parkland in Wilmington, who was influenced by the work of Frederick Law Olmsted. Rockford Park and Brandywine Park owe their creation to his generous donation of land and efforts.

The period between the Civil War and World War I, brought new industries and the greatest population growth. In 1860 there were 21,250 people living in the city. By 1920 that number had risen to 110,168.

Both World Wars stimulated the city’s industries. Industries vital to the war effort - shipyards, steel foundries, machinery, and chemical producers - operated on a 24-hour basis. Other industries produced such goods as automobiles, leather products, and clothing. Delaware’s liberal tax structure attracted corporations to locate in or near Wilmington, firmly establishing the city as a “Corporate Capital” even after the decline of large-scale manufacturing in Wilmington. The burgeoning number of automobiles and roadways in the 1950s made living in the suburbs and commuting into the city to work possible and contributed to significant population losses in Wilmington.

In the 1960s and 70s, urban renewal projects cleared many blocks of housing and the construction of I-95 cut a swath through several of Wilmington’s most stable neighborhoods. This period has had the greatest impact on the city’s urban form. The West Side, West Center City, and the East Side were cut off from downtown and from each other.

Numerous banks and financial institutions relocated to the area after the Financial Center Development Act of 1981 substantially liberalized the laws governing banks operating within the state. In 1986, the state adopted legislation targeted at attracting international finance and insurance companies.

More recently, Wilmington’s downtown and riverfront areas, much like other downtowns across the county, have seen a resurgence fueled by new residents interested in downtown living. These new residents are changing the demographic makeup of these neighborhoods, adding residents that are more likely to be single, younger, and with higher levels of education and incomes than the population of the city as a whole.

KEY DEMOGRAPHIC TRENDS — GROWTH AND POPULATION

Population change

Wilmington's population has stabilized since the low point in the 1980s. In 2010, the last decennial count, the population reached 70,851 and was estimated at 71,263 according to the 2014 American Community Survey. The census tracts for downtown and riverfront have seen the most dramatic growth, and these figures do not reflect the enormous amount of residential built in those areas since the last census (approximately 1,800 housing units have been built since the 2010 decennial count). Given this, the actual growth numbers are likely higher.

The Delaware Population Consortium projects that the population will grow by approximately 2,800 people by 2030 for a total population of 75,579. By 2040, the population is projected to grow to over 76,000, an 8% increase from 2010 decennial count. These figures are still far below the city's mid-century population high point of 112,504.

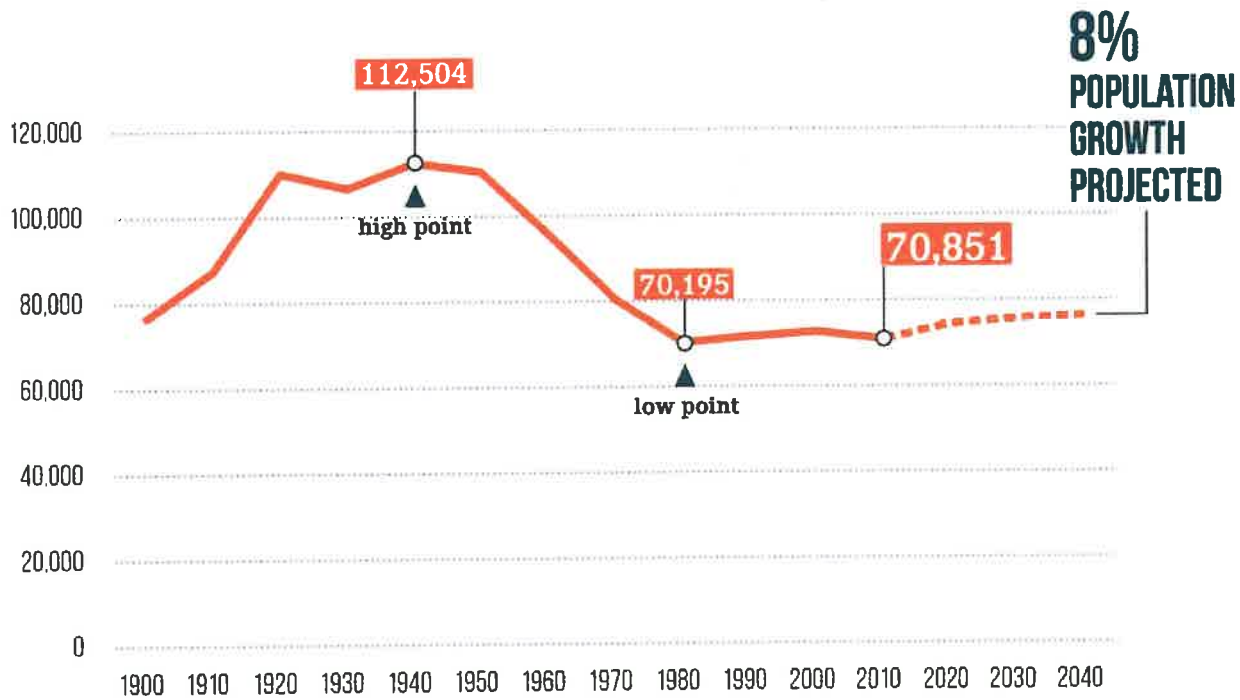


Figure 2 Population trend and projection from 1900 to 2040
Source: US Census, Delaware Population Consortium

Age distribution and household type

Between 2000 and 2015, Wilmington gained population among 25-34 year olds, outpacing the county. Residents 55 years and older have also increased since 2000. However, the share of children under 18 and adults 35-44 declined.

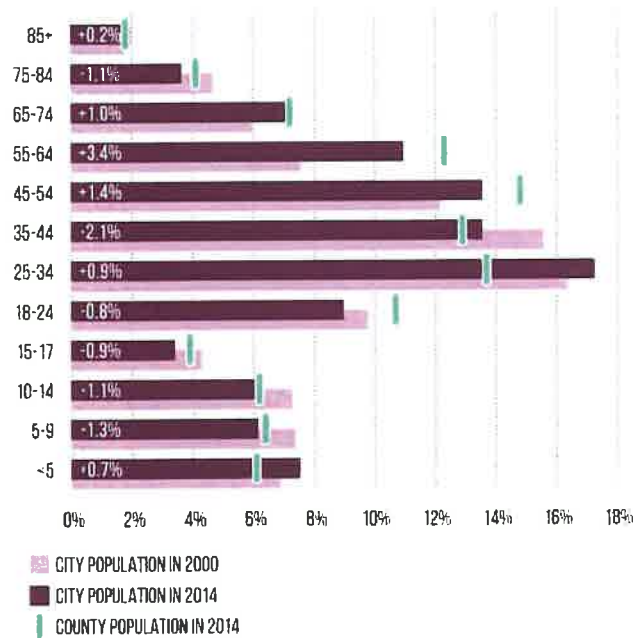


Figure 4 Age distribution of City and County 2000-2015
Source: US Census, 2000. American Community Survey, 2011-2015 5-Year Estimates

Over the same period, the share of married families with children declined in the city by 3.2%, while non-family households grew 2.6%. Non-family households with no children made up 46.8% of the households, family households with no children made up 23.2%, single parent households made up 20.6%, and married family households with children made up 9.2%.

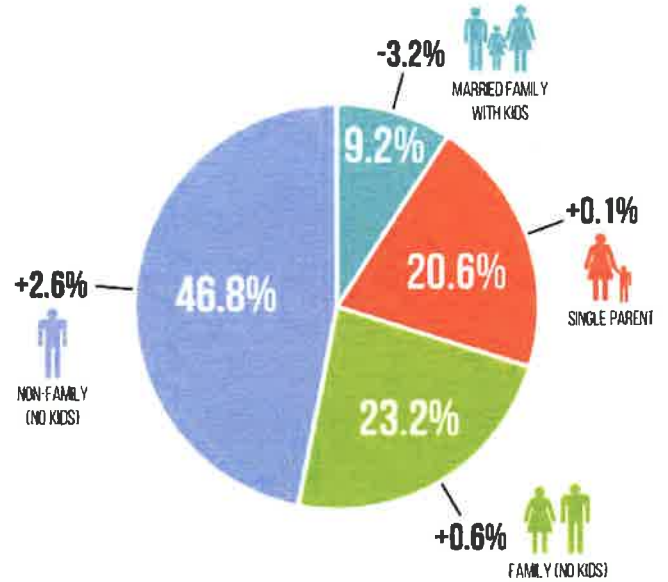


Figure 5 Household types with percent change 2000-2015
Source: US Census, 2000. American Community Survey, 2011-2015 5-Year Estimates



Figure 3 Projected change in population and diversity, 1990-2040
Source: US Census (1990, 2000, 2010), Delaware Population Consortium
"Other" includes American Indian and Alaska Native Alone, Asian Alone, Native Hawaiian and Other Pacific Islander Alone, Some Other Race Alone, and Two or More Races

Race and ethnicity

Wilmington has become a more diverse city in the past 25 years with a growing Hispanic and Latinx population. According to 2014 American Community Survey estimates, the population was 28.9% white (not Hispanic or Latinx), 54.6% black (not Hispanic or Latinx), 1.1% Asian, and 1.8% other (which includes American Indian and Alaska Native, Native Hawaiian and other Pacific Islander, and two or more races). Additionally, 13.6% of the population identified as Hispanic or Latinx of any race. The foreign-born population has grown and was estimated to be 7% of the population in 2014, and almost 15% of Wilmington residents speak a language other than English at home.

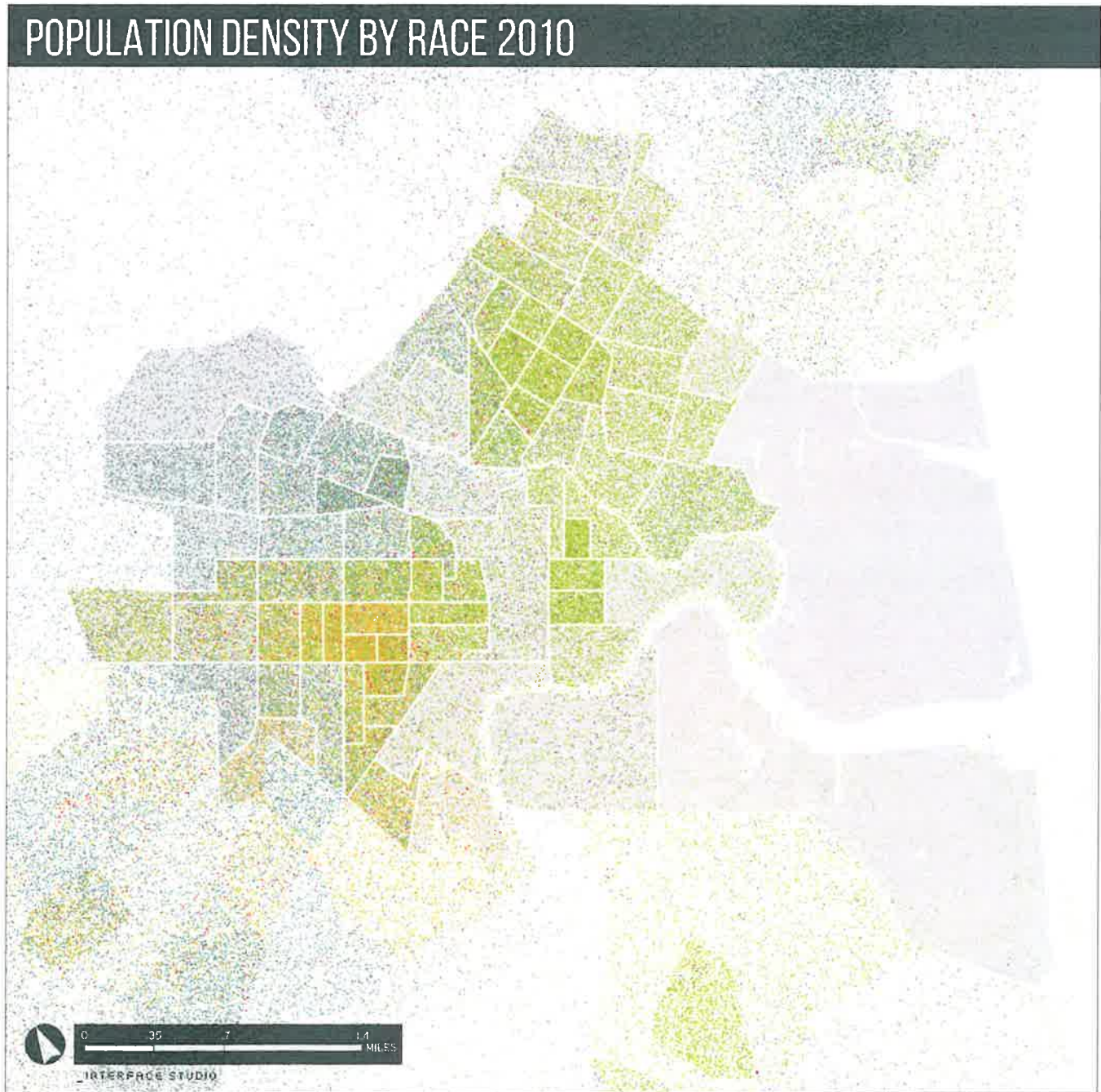


Figure 6 **Map of population density by race, 2010**
Source: US Census 2010

Income and Poverty

According to 2014 American Community Survey estimates, the median household income in Wilmington was \$38,979, 35% lower than the state median income of \$60,231 and 40% lower than the county median income of \$64,857.

The poverty rate in the city was 22.6%, more than 2.5 times the statewide poverty rate, and has been rising each year since 2009. Poverty disproportionately impacts children in Wilmington. Nearly 40% of children in Wilmington live in poverty, which is more than double the rate for children in the region.

In some census tracts within Wilmington, the poverty rate ranges from 40 to 69%. These high poverty neighborhoods overwhelmingly impact the city's largest minority populations. In Wilmington's census tracts where more than 1 in 5 residents live in poverty, 75% or more of residents are African-American or Hispanic.

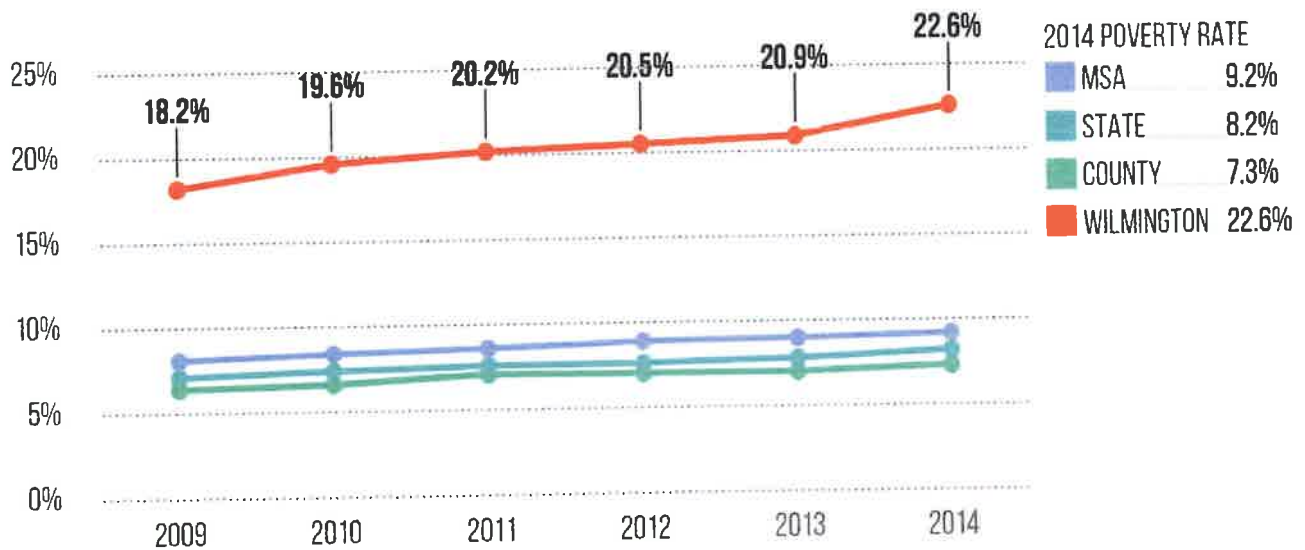


Figure 7 **Poverty rate, 2009-2014**
 Source: US Census (2000), ACS 5-yr estimates (2005-2009 through 2010-2014)

PERCENT LIVING IN POVERTY 2014

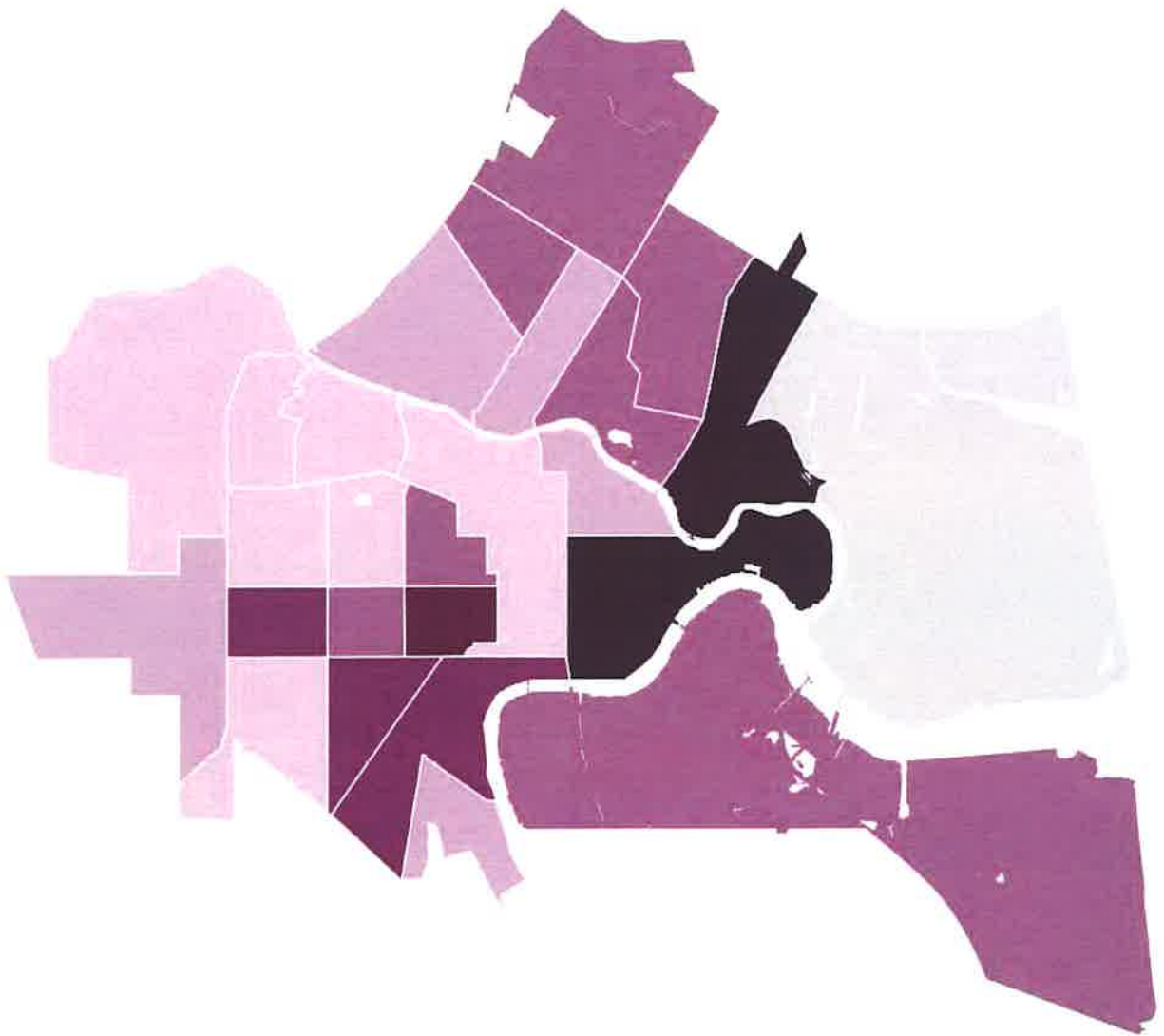


Figure 8 **Map of percent living in poverty**
Source: US Census, ACS 2010-2014 (5-Year Estimates)

- 50%+
- 40 - 50%
- 30 - 40%
- 20 - 30%
- 10 - 20%
- 0 - 10%
- No Residents

The best little city in America!

A great city to live. It is just the right size to enjoy the conveniences of urban cities in a small tight-knit community.

A place where inner city kids will get a great education and feel proud to call Wilmington their home.

A unique and affordable small city

Residents feel comfortable walking the streets, sitting on porches, and just loving and looking out for each other.

Mixed-income housing would be more effective and just.

In the 21st century...the success of cities will be [determined by] the competition for talent, and those cities that have been successful at attracting and retaining talent are those that nurture the creative environment.

more amenities close by and more community gatherings

Wilmington needs to be an attractive place for people to live to meet our greenhouse gas goals.

A safe and clean city with excellent schools and thriving businesses.

This is a small city with the potential to be a great small city...a 24 hour city and not just an employment center.

Become a city of cultural diversity. Be a destination for music, art, and dining. Embrace the creative economy!

A healthy, safe and vibrant city with parks, bike and pedestrian priorities, jobs and affordable housing for low-income residents.

We need to talk about the strengths of the different neighborhoods.

The value of the corridors need to be redefined and become more meaningful to the people who live around them.

Wilmington is a beautiful, wonderful city. The architecture is amazing and the art scene is incredible for a city of its size...

Create an environment where young people will be happy to participate.

better walkable spaces connecting to other areas

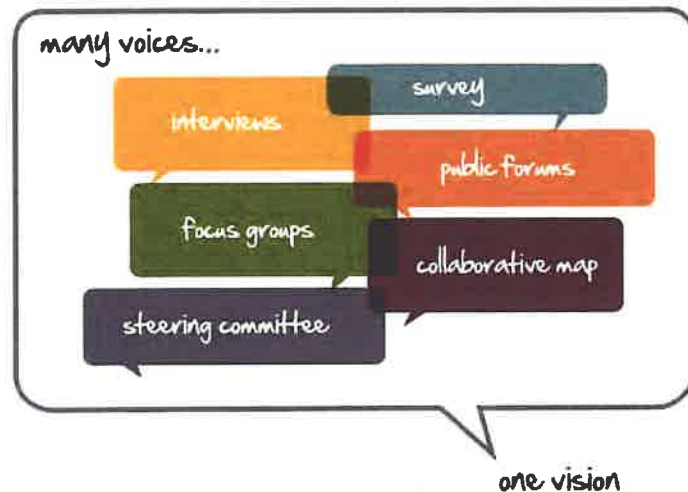
Your Vision for 2028: quotes from public forums, interviews, focus groups, and survey

3

VISION AND GOALS

“Setting ambitious goals that will inspire us...and imagining the city as we want it to be and not as it is”

- Mayor Michael Purzycki, Inaugural address



Vision

Wilmington is a **great small city** that offers a high quality of life. It combines the attractions of cosmopolitan city life with a tight-knit and welcoming community. It is a **city of opportunity** for everyone. It has a robust economy, plenty to do with a vibrant cultural community and abundant recreational options, and support for homegrown creativity and innovation that create local jobs and enrich lives. It is a **diverse and family-friendly city** where people look out for one another, and are proud to live and work in the community. It is a **safe, healthy and attractive city** of beautiful parks and historic neighborhoods that are walkable and bikeable, where residents have easy access to community amenities. It is a **resilient and sustainable city** that embraces green design to protect the well-being of its people and businesses. And most of all, it is a **city of connected neighborhoods and communities** where people, organizations, the City and the State are working together toward a shared future.

Guiding Principles

These guiding principles animate the plan across all the goal areas and elements:

- **Equity:** opportunity for everyone and all neighborhoods
- **Health:** people and neighborhoods have what they need to be healthy
- **Sustainability:** economic and environmental systems that are mutually supportive
- **Resilience:** ability to bounce back from economic and environmental changes
- **Safety:** a safe environment for everyone in all neighborhoods



Round 2 Public Forum at Delaware Children's Museum - October 2018.
Source: Interface Studio

Five Goal Areas

1. Strong and safe neighborhoods:

This section of the plan is about the city's physical environment including housing, community character, historic and cultural resources, and open space and recreation, and is organized through the following goals:

- Goal 1.1: Promote walkable neighborhoods with access to jobs, services and amenities
- Goal 1.2: Ensure all residents have access to quality housing that is affordable, resilient and offers choice
- Goal 1.3: Reduce neighborhood blight and crime
- Goal 1.4: Ensure neighborhoods have access to high quality, welcoming public spaces and recreation
- Goal 1.5: Support neighborhood character, cohesion and pride

2. Healthy and thriving communities:

This section of the plan focuses on the city's people, developing human capital and community capacity through community building, health, and services, and is organized through the following goals:

- Goal 2.1: Ensure all youth have opportunities to shape their future in and out of school
- Goal 2.2: Encourage a coordinated and holistic approach to service provision and access
- Goal 2.3: Make healthy living the default choice
- Goal 2.4: Build community capacity and civic engagement

3. Robust local economy:

This section of the plan is about building a resilient and diverse economy, and is organized through the following goals:

- Goal 3.1: Encourage a diverse and inclusive local economy in all neighborhoods
- Goal 3.2: Invest in training to access the jobs and opportunities of today and tomorrow
- Goal 3.3: Ensure that Wilmington is a city where inclusive businesses can thrive
- Goal 3.4: Promote city assets to attract and retain residents, employers and investment

4. Connected city and region:

This section of the plan is about transportation and mobility for all that is balanced, and is organized through the following goals:

- Goal 4.1: Connect across Wilmington and throughout the region via a multimodal network that gives residents affordable, high-quality transportation choices
- Goal 4.2: Use streets to enhance the city's economic vitality, safety, health, and environment
- Goal 4.3: Optimize parking to provide the right amount of parking, in the right locations, at the right price
- Goal 4.4: Evaluate the potential of new technologies and transportation ideas through pilot testing

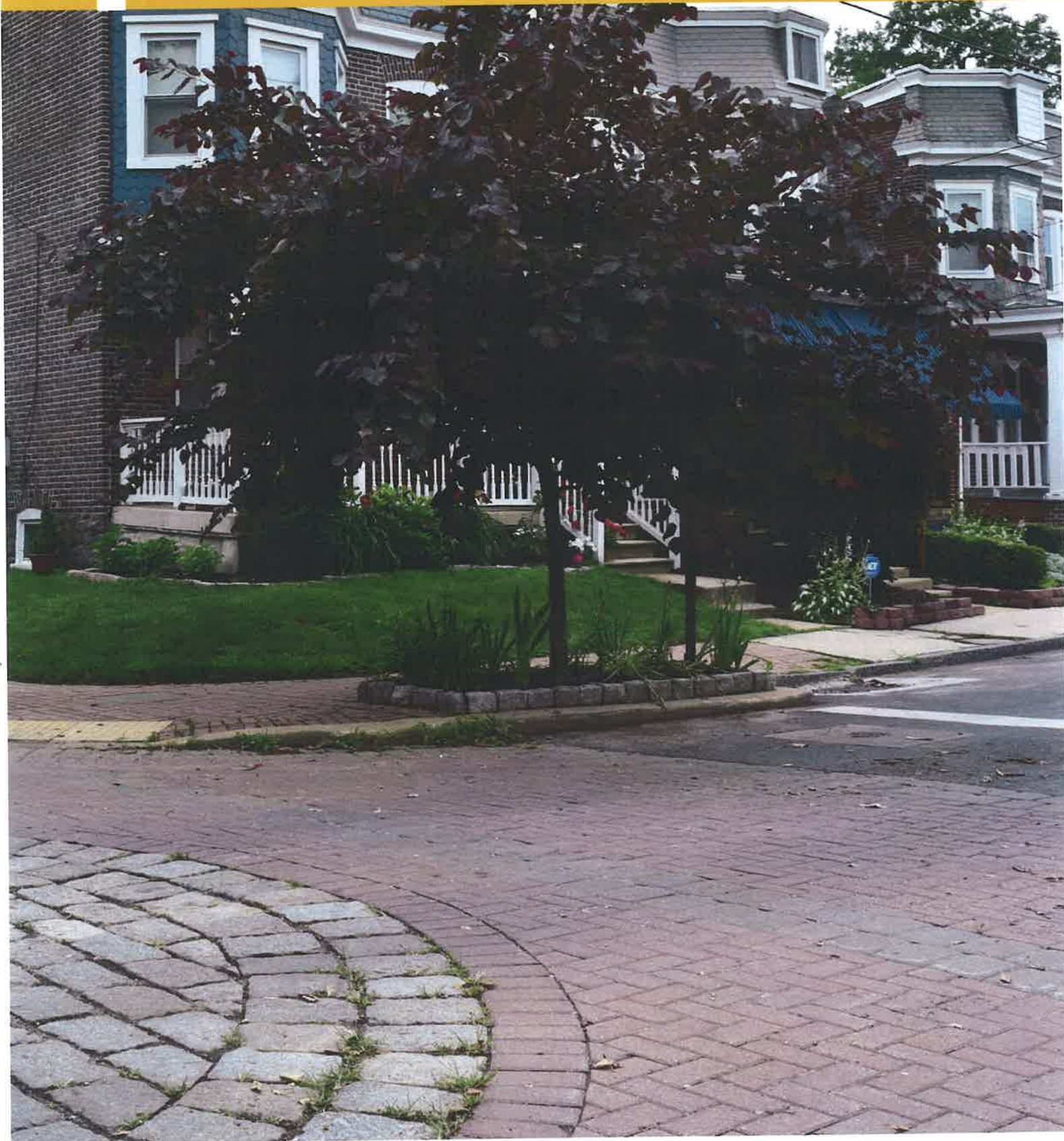
5. Sustainable and resilient city:

This section of the plan is about city infrastructure and services, resource conservation, and climate readiness, and is organized through the following goals:

- Goal 5.1: Provide high quality city services, facilities and infrastructure for existing and future residents and businesses
- Goal 5.2: Conserve resources and reduce greenhouse gas emissions to protect air and water quality and mitigate city's contribution to climate change
- Goal 5.3: Promote resilience to climate change and flooding in all long-range planning, critical public facilities and infrastructure
- Goal 5.4: Promote community greening and sustainable practices for aesthetic and environmental benefit

4

RECOMMENDATIONS



1. STRONG AND SAFE NEIGHBORHOODS

OVERVIEW

Residents' well-being depends in large part on the qualities of their neighborhoods and communities. Wilmington retains a compact urban form with distinctive neighborhoods, parks, and a variety of desirable housing stock that is predominantly composed of row houses but also includes detached single family homes and apartment buildings. While these qualities give all neighborhoods the foundation to be healthy and walkable, neighborhoods vary significantly and persistent poverty compounds indicators of neighborhood health such as rising vacancy, housing cost burden, and crime. This section of the plan addresses the components of strong and safe neighborhoods to promote social, economic, and physical health for all residents.



Figure 9 **Wilmington neighborhoods map**
Source: City of Wilmington

Housing

HOUSING INVENTORY

In 2014, the city's total number of housing units were estimated to be 34,635 of which 16% were vacant. Most of the housing, 64%, consisted of single family units (53% in attached units and 11% in detached units) and 35% were multifamily units. Of occupied units, almost three quarters are 50 years old or older and the greatest proportion of housing, 42.5%, were built in 1939 or earlier.

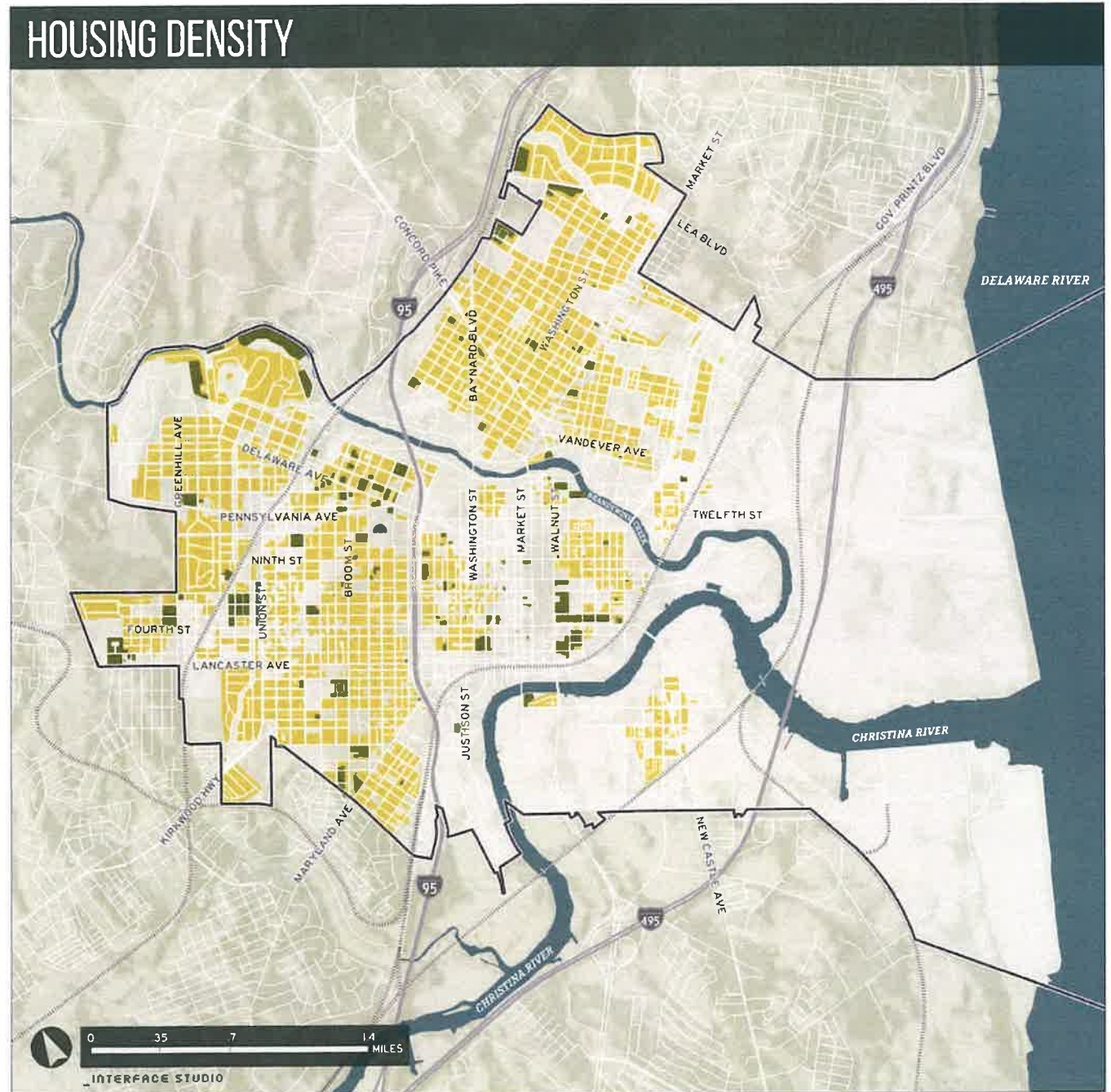


Figure 10 **Housing density map**
Source: City of Wilmington

Low-Medium Density Residential
 Medium-High Density Residential

According to data from the 2014-2015 Delaware Affordable Housing Services Directory, 17% of all housing units are affordable rental units. Of these, 60% are family units, 35% are elderly, 1% are for the disabled, and 4% are single room occupancy.

This housing inventory uses American Community Survey 5-year estimates and is not a count of housing, which is done every 10 years with the next decennial census occurring in 2020. It is important to note that a number of new residential projects may not be reflected in these estimates: for example, approximately 1,800 housing units have been built, mainly downtown and on the riverfront, since the 2010 decennial count, of which over 700 units were completed in 2014 or after.

Approximately 1,000 new housing units are under construction or planned in Wilmington, including in the Downtown District, along Pennsylvania Avenue near Union Street and on both the Christina and Brandywine rivers.

AFFORDABILITY

Between 2000 and 2014, there were significant gains in median home values across the city, with the highest home values concentrated downtown and in the northwestern areas. However, housing costs are burdensome for 37% of Wilmington households: more than half of renter households (51%) and about a third of homeowner households (31%) pay more than 30 percent of their income towards housing costs. Homeownership rates declined to 46% in 2014 from 50% in 2000.

The median home value in 2014 was \$171,400 and the median gross rent was \$910. A household income of \$49,000 is needed to afford a house with the median home price, which is over \$10,000 more than the median household income of \$38,979. Similarly, renter median household incomes fall \$10,000 short of the annual income needed to afford the median gross rent.

According to New Castle County Sheriff data, there were 908 foreclosure filings in Wilmington from 2013-2014, a rate of 3.3 foreclosure filings for every 100 residential parcels, which was three times the national rate. The rate of foreclosure filings varied across the city, with elevated rates found in the 11th Street Bridge, Upper East Side, Southbridge, Browntown and Hilltop neighborhoods.

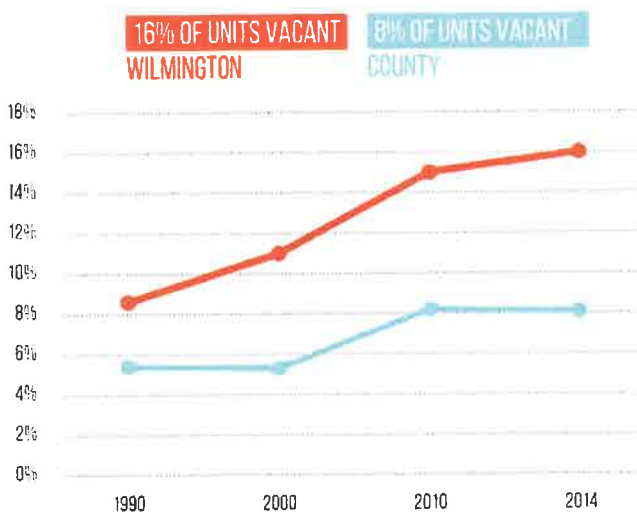


Figure 11 Percent of housing units that are vacant
Source: U.S. Census (1990, 2000, 2010), ACS 5-Year Estimates (2010-2014)

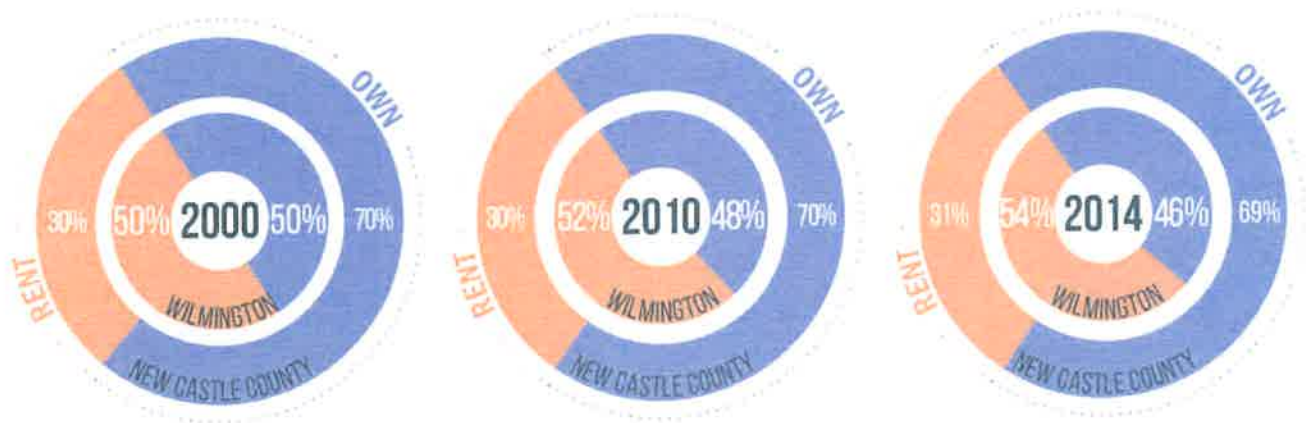


Figure 12 Homeownership rates, 2000-2014
Source: US Census (2000, 2010), ACS 5-Year Estimates (2010-2014)

OWNER OCCUPIED UNITS AS A % OF ALL OCCUPIED UNITS 2010

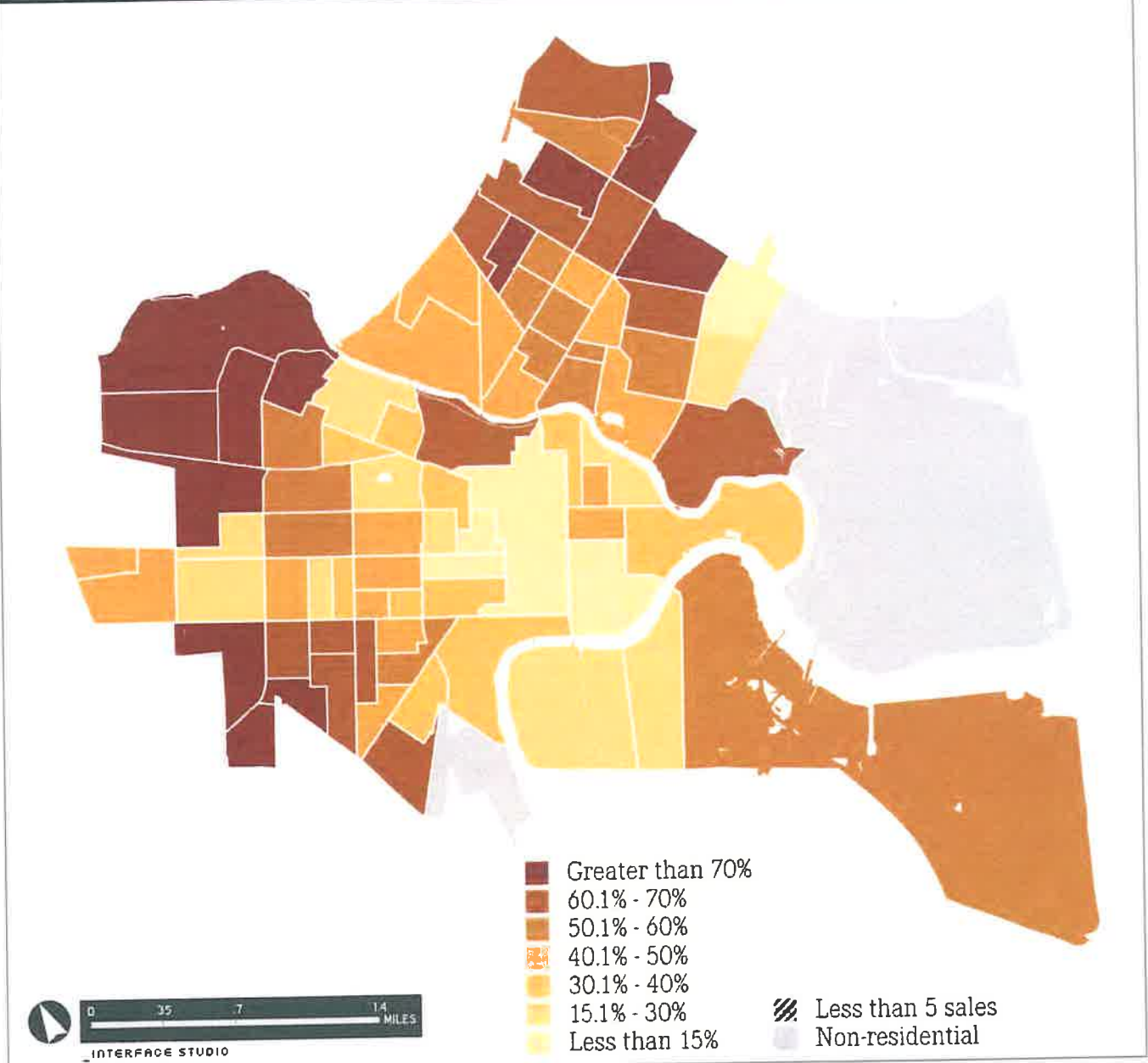


Figure 13 **Map of percent owner occupied housing, 2010**
 Source: The Reinvestment Fund (TRF)

HOUSING NEED

In its Five-Year Consolidated Plan for FY 2016-2020, the City identified low-to-moderate income (LMI) households with incomes less than 50% of the area median income (AMI), particularly those with extremely low-incomes of less than 30% of AMI, as priorities, along with special needs populations such as the homeless, persons at risk of homelessness, the elderly and persons with disabilities. According to 2008-2012 CHAS data from the Consolidated Plan, 11,635 households have incomes less than 50% of the HUD Adjusted Median Family Income (HAMFI) and 6,775 households have incomes less than 30% of HAMFI.

The Consolidated Plan identified housing cost burden as the most common problem, as well as quality affordable housing and homeownership, especially in the older central neighborhoods where housing stock is old and expensive to modernize. Populations most affected by housing problems are extremely low-income households, small households, elderly households and renter households.

Homelessness and risk for homeless are also concerns for these populations. The Consolidated Plan does not provide estimates of those at risk of becoming homeless but describes extremely low-income households with severe housing cost burden as at risk of homelessness. According to HUD this includes 1,570 non-elderly family renter households, 540 elderly renter households and 1,860 other (mostly single-person) households.

The Delaware Population Consortium projects a population of 75,579 by 2030 which translates to approximately 31,491 households assuming an average household size of 2.4. The city's total 34,635 housing units from 2014 American Community Survey estimate, plus the additional 1,700 built or in the pipeline since 2014, are more than sufficient to meet the city's projected housing needs.¹ According to the Consolidated Plan, approximately 75% of units (19,875 rental units and 6,325 owner units) are affordable to households earning 80% of HAMFI and 27% of units (7,695 rental units and 1,785 owner units) are affordable to households earning 50% of HAMFI.

AFFORDABLE HOUSING STRATEGIES

The City stimulates and supports neighborhood revitalization efforts and new development projects that promote homeownership and quality affordable rental housing. The City works with community housing development organizations, the Wilmington Neighborhood Conservancy Land Bank and developers to find sites for infill development of affordable housing, and prepares sites through its acquisition, demolition, and clearance programs. The City also administers a housing rehabilitation program to assist in urgent maintenance and repairs for low-income households, and disseminates information about projects and financial resources to homeowners for maintaining and improving their properties.

The City's priorities for the 5-year period of 2016-2020 as stated in the Consolidated Plan are aligned with this comprehensive plan:

- Increase the supply of quality affordable housing
- Improve the quality of the existing housing stock
- Reduce the impact of neglected and vacant properties
- Engage in targeted comprehensive neighborhood revitalization
- Reduce the number of vacant properties
- Provide housing opportunities and supportive services for the homeless
- Help all City residents meet basic social and economic needs.

¹ This assumes a one-to-one correlation without consideration of rental vs homeownership needs and that probably at least 10% of the housing stock fails to meet Housing Quality Standards. Thus, a further, in-depth study would be needed to determine housing availability versus housing demand with an emphasis on rental demand/availability and homeownership demand /availability. In addition, one needs to also take into consideration the affordability factor.

Community Conditions

VACANCY AND BLIGHT

Wilmington's housing vacancy rate of 16% in 2014 has risen steadily since 1990 and was double the New Castle County rate of 8%. Neighborhoods such as the East Side, West Center City, the 9th Ward area, Price's Run and Hilltop are hardest hit by vacancy which also correlates with other factors such as persistent poverty, crime and limited access to open space.



Figure 14 Map of vacancy, 2018
Source: City of Wilmington (2018)

■ Vacant parcels ■ Vacant parcels with buildings

Code violations for the period 2014-2016 were also concentrated in some of these neighborhoods - Price's Run, the East Side, West Center City, and Hilltop - as well as parts of Southbridge, Riverside, Harlan, Delaware Avenue, Canby Park, and between Concord Avenue and Baynard Boulevard.

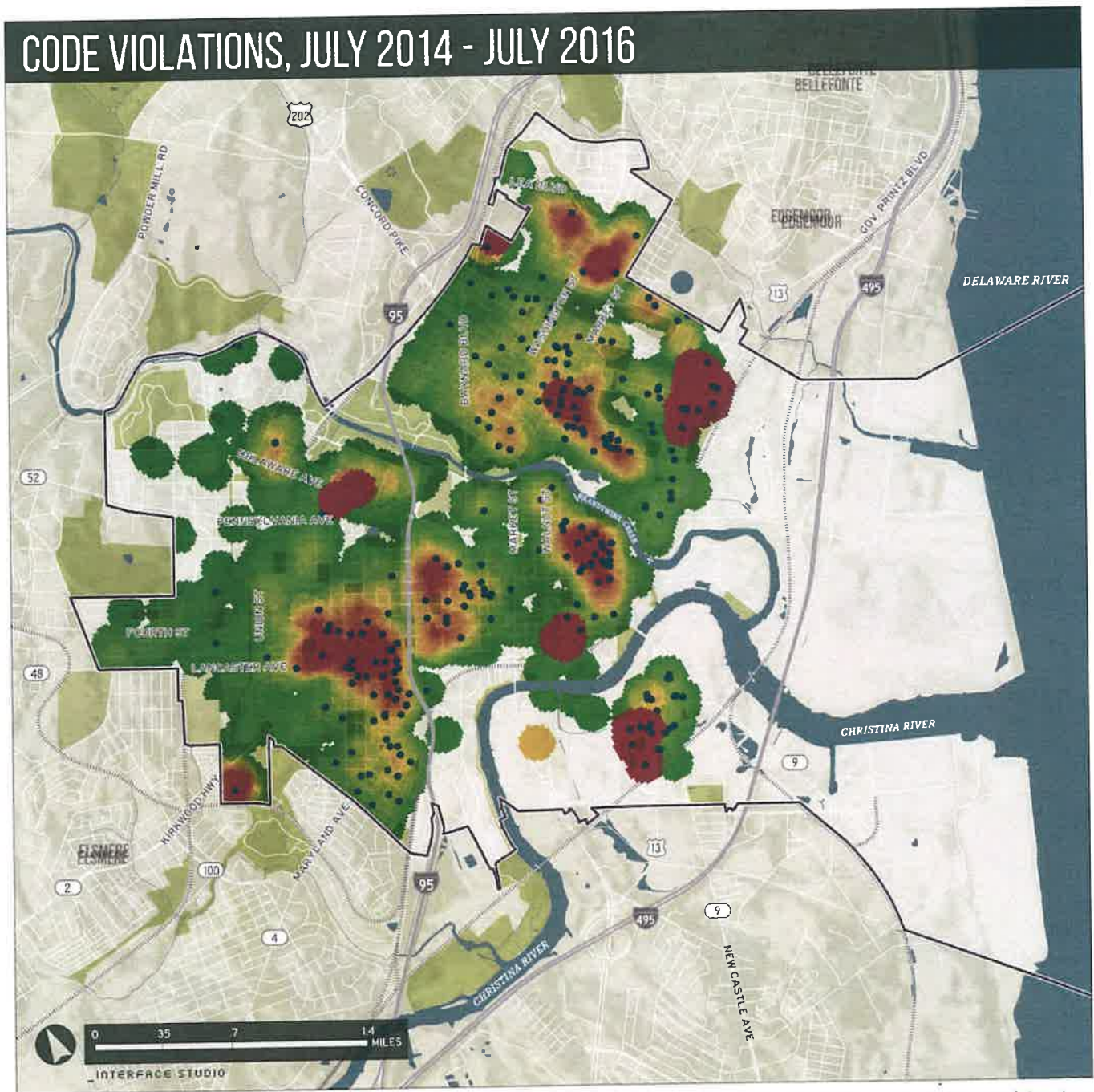


Figure 15 Map of code violations, July 2014-July 2016
 Source: City of Wilmington (2016)

CRIME

Crime is a serious concern but there have been positive trends in 2018. Property crime has declined from high levels in the 1990s with a rate of 1000/10,000 residents to a rate of 525/10,000 residents in 2014. While violent crime remains high for a city of Wilmington's size - Wilmington's violent crime rate of 164 incidents per 10,000 residents places it lower than Camden's rate of 203 but higher than Philadelphia's 102 - overall crime across all categories have shown a 14% drop in 2018 over 2017, according to Wilmington Police Department CompStat figures.² Gun violence is a particular threat to the city's youth, where roughly 3 out of every 1,000 teens are injured or killed by gun violence each year.³ However, 2018 CompStat figures show a 56% drop in all shooting incidents over 2017, including a 56% drop in juvenile shooting incidents.

Violent crime is highest in neighborhoods where poverty and blight are also concerns, such as the East Side, West Center City, the 9th Ward area, Price's Run and Hilltop. There are many factors that contribute to crime and a multipronged strategy is needed that addresses vacancy and blight, opportunity, and family stability. This goal area addresses the physical environment but other sections of this plan that focus on people and the economy are also critical components of a comprehensive approach to crime reduction.

² Wilmington Police Department. (2018) CompStat Crime Complaints, Volume 2, Number 52. Retrieved from <https://www.wilmingtonde.gov/Home/ShowDocument?id=6820>
³ Horn, Reyes, Parra, Jedra, & Fenn. (2017, September 9). Wilmington: most dangerous place in America for youth. Retrieved from <https://www.delawareonline.com/story/news/crime/2017/09/08/our-babies-killing-each-other/100135370/>

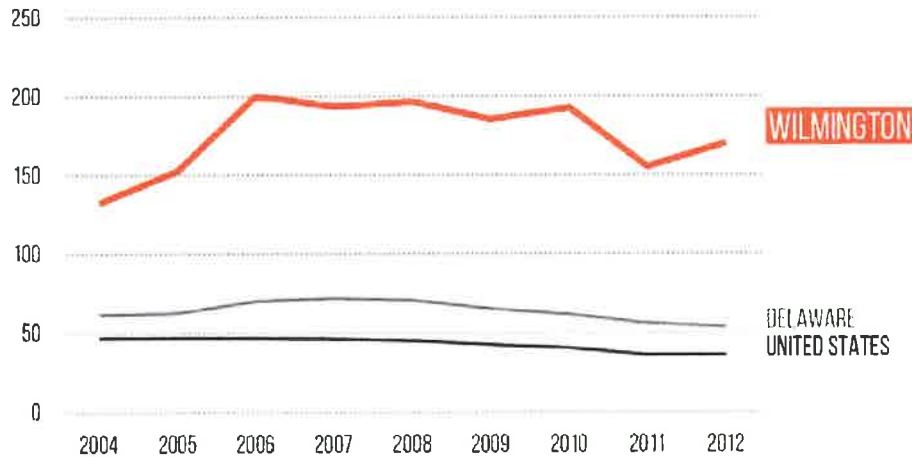


Figure 16 **Violent crimes per 10,000 residents, 2004-2012**
 Source: FBI, Uniform Crime Reports as prepared by the National Archive of Criminal Justice Data

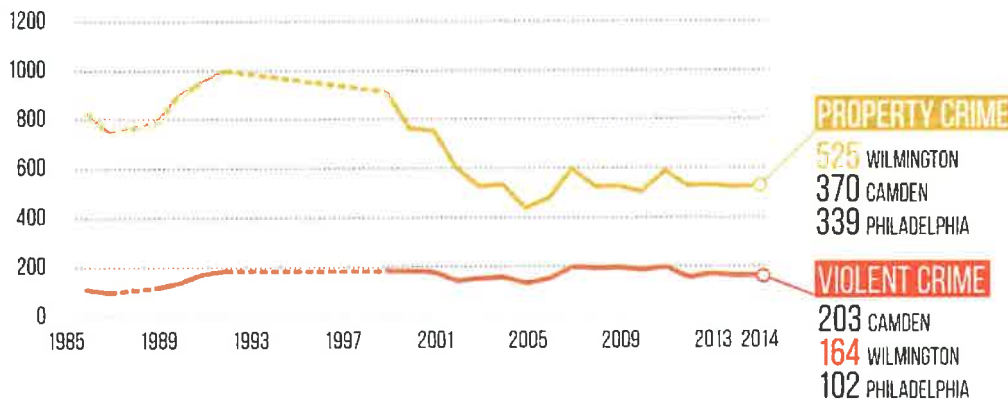


Figure 17 **Violent and property crime rate per 10,000 residents, 1984-2014**
 Source: FBI, Uniform Crime Reports as prepared by the National Archive of Criminal Justice Data
 Dotted lines indicate years for which data is not available.

VIOLENT CRIME HOTSPOTS 2012-2017

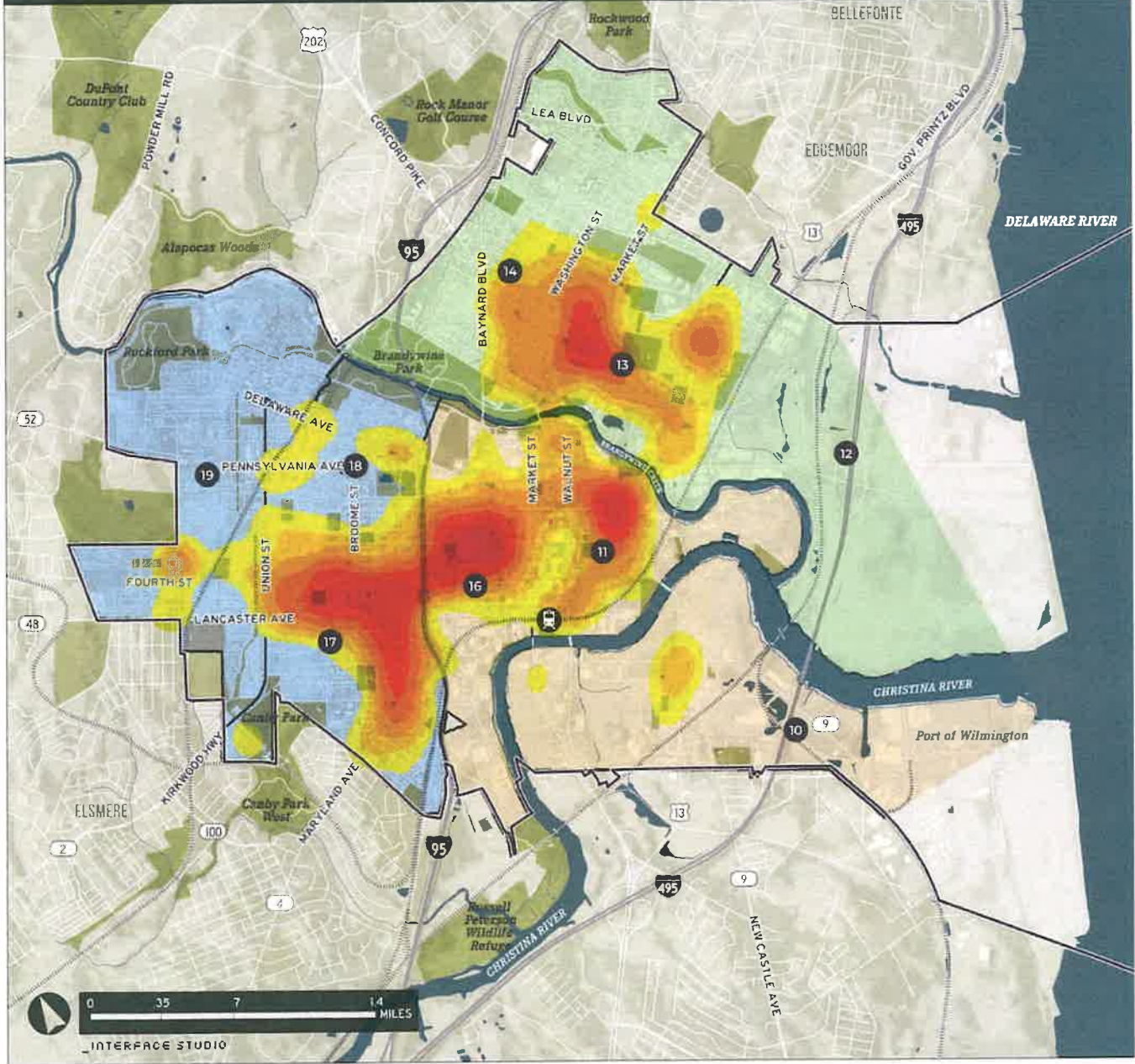
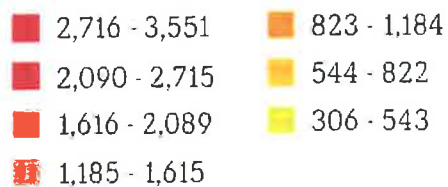


Figure 18 Map of violent crime hotspots, 2012-2017
Source: Wilmington Police Department (2017)

Violent Crimes



Police District



PARKS BY OWNERSHIP

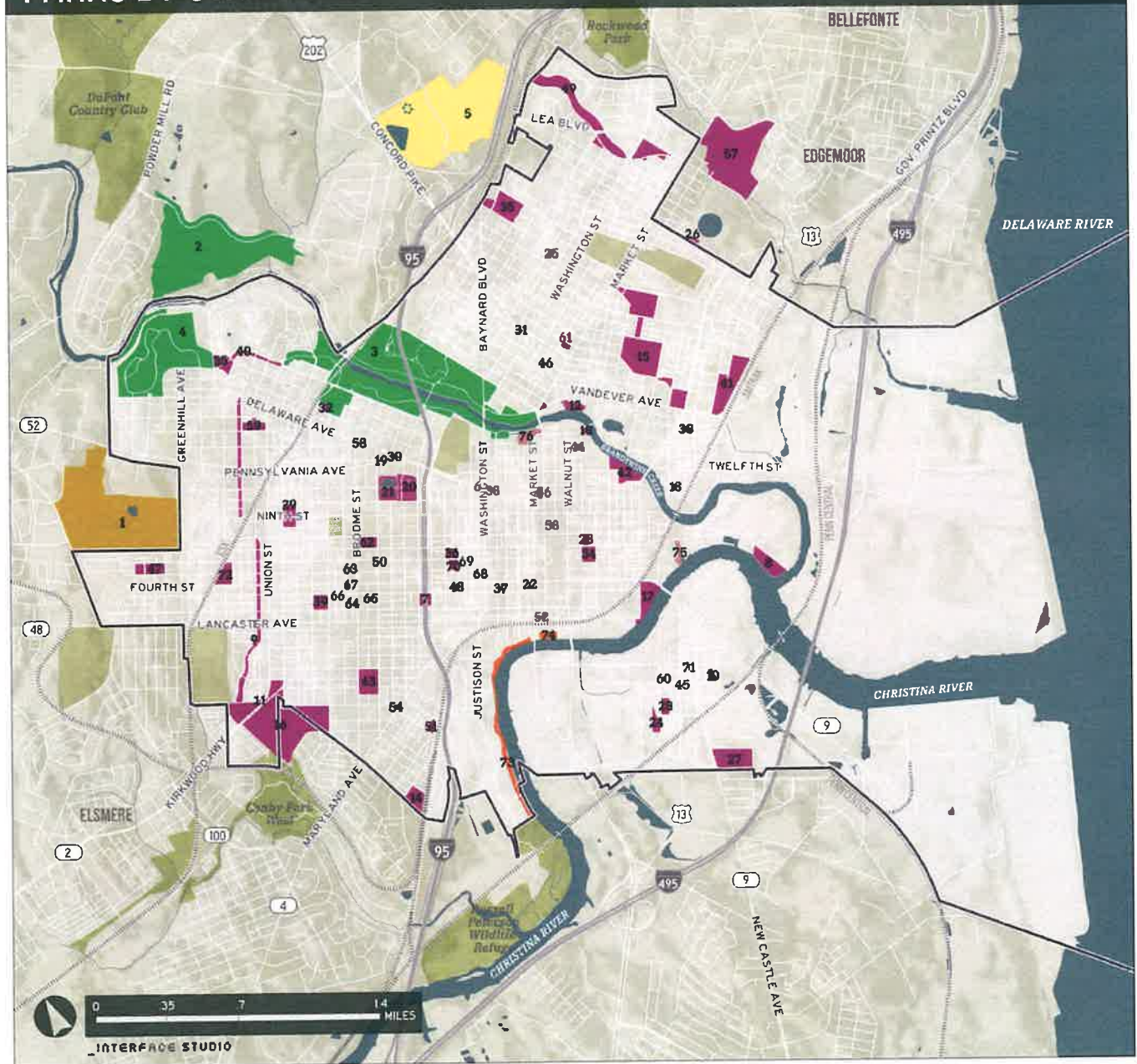


Figure 19 Parks and recreational facilities map
Source: City of Wilmington

- **City-owned parkland leased to county**
 - 1 Ed "Porky" Oliver Golf Club
- **City-owned parkland managed by state**
 - 2 Alapocas Woods
 - 3 Brandywine Park
 - 4 Rockford Park
- **City-owned parkland privately operated**
 - 5 Rock Manor Golf Course
- **Park & recreation facility**
 - 6 11th & Washington Sts. Triangle
 - 7 Adams St. Courts
 - 8 Babiarz Park
 - 9 Bancroft Pkwy
 - 10 Barbara Hicks Playground
 - 11 Barry & Union Sts. Triangle
 - 12 Brandywine Mills Park
 - 13 Brandywine Playground
 - 14 Brown Park/Eddie Cihocki Field
 - 15 Brown/Burton/Winchester Park
 - 16 Canby Park
 - 17 Christina Park
 - 18 Clifford Brown Plaza
 - 19 Columbus Triangle
 - 20 Cool Spring Park

- 21 Cool Spring Reservoir Plaza
- 22 Del. Tech & Comm. College Plaza
- 23 Dr. Foster M. Brown Community Pool
- 24 Dugan Field
- 25 Eastlake Playground
- 26 Eastlawn Playground
- 27 Eden Park
- 28 Elbert Playground
- 29 Father Tucker Park
- 30 Fountain Plaza
- 31 Garfield Triangle
- 32 Gilpin Playground
- 33 H.B. DuPont Plaza
- 34 H.M. Holloway Sr. Park
- 35 Haynes Park
- 36 Helen Chambers Playground
- 37 Jennie Weaver Playground
- 38 Johnston Playground
- 39 Judy Johnson Park
- 40 Kentmere Parkway
- 41 Kingswood Complex
- 42 Kirkwood Park
- 43 Kosciuszko Park
- 44 Kruse Playground
- 45 Lot: B & Heald Sts.
- 46 Louis L. Redding Park
- 47 Mack Park
- 48 Madison St. Playground
- 49 Matsun Run Pkwy
- 50 McCoy Park
- 51 Michaels' Playground
- 52 MLK Blvd & King St. Median
- 53 Peter Spencer Plaza
- 54 Pulaski Triangle
- 55 Rockford Grove
- 56 Rodney Square
- 57 Sellers Park
- 58 Soldiers and Sailors' Monument Park
- 59 Stapler Park
- 60 Stoney Davis Park
- 61 Tatnall Playground
- 62 Tilton Park
- 63 Tot Lot: 1405 W. 5th St.
- 64 Tot Lot: 217 N. Fulton St.
- 65 Tot Lot: 222 N. Connell St.
- 66 Tot Lot: 237 N. Rodney St.
- 67 Tot Lot: 314 N. Rodney St.
- 68 Tot Lot: Freedom, 5th; & Jefferson Sts.
- 69 Tot Lot: Madison St.
- 70 William "Hicks" Anderson Community Center
- 71 Winston A. Truitt Triangle
- 72 Woodlawn Park
- Owned and maintained by RDC**
- 73 River Walk
- 74 Tubman-Garrett Riverfront Park
- State Park**
- 75 Fort Christina Park
- 76 H. Fletcher Brown Park

Open Space

With a rich public space system of riverfronts, neighborhood parks, active recreation centers, tot lots and plazas throughout the neighborhoods, Wilmington has the potential to grow a vibrant and equitable public space system that reaches every corner of the city. Wilmington has 68 city parks and recreational facilities, two state parks, four City-owned/State-maintained parks, and two City-owned golf courses. This amounts to 7.6 acres of public parkland per 1,000 residents in Wilmington compared with a median of 9.7 acres in other medium-high density US cities.⁴ Overall, Wilmington has excellent access to parks with 98% of Wilmington residents living within a 10-minute walk to a park compared with a national average of 54%.⁵ However, the quality, size and safety of the parks vary greatly with some densely populated neighborhoods having insufficient parkland for the number of residents who live nearby or parks that have maintenance or safety issues that impact their use. Although almost all residents fall within a quarter-mile walk of a park larger than a half-acre, affluent neighborhoods have access to 3.6 times as much park space as high poverty neighborhoods. For example, in census tracts where the poverty rate exceeds 30%, there are only 3.6 acres of parkland per 1,000 residents whereas census tracts where poverty rates are less than 10% have an average of 13.1 acres of parkland per 1,000 residents.

⁴ Trust for Public Land. (2015).

⁵ Trust for Public Land. (n.d.). ParkServe. Retrieved from <https://parksolve.tpl.org/city/id/1077580/>

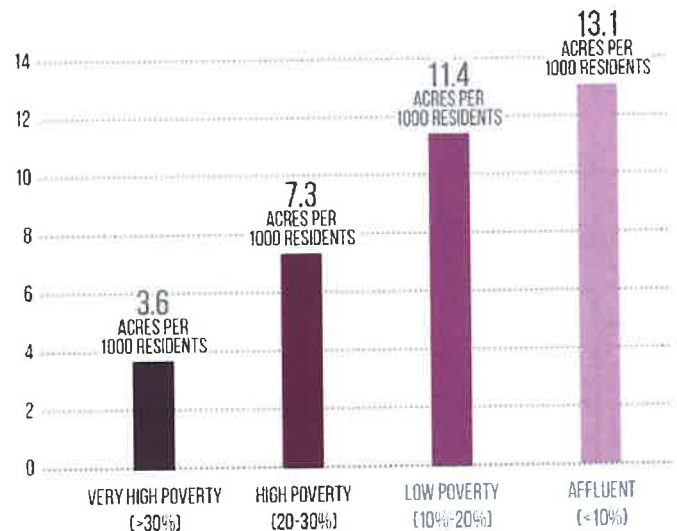


Figure 20 Average park acres per 1000 residents* by census tract poverty rating

*Based on population within a quarter mile of each park; see Figure 21 map

LOCAL PARK SUPPLY

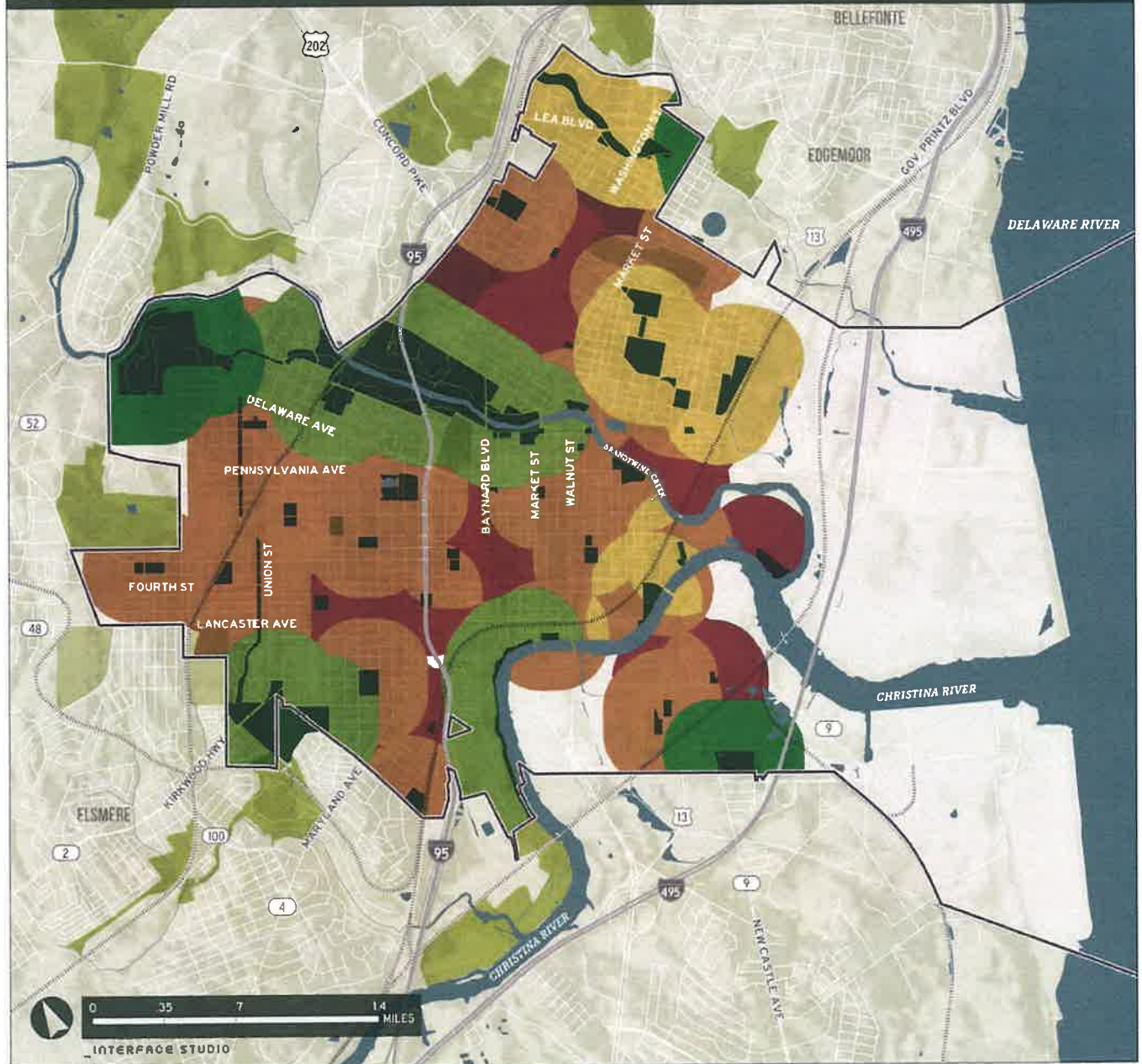


Figure 21 Map of park acres per 1,000 residents
 Based on population within a quarter mile of each park. Empty areas contain no residential parcels.
 Source: City of Wilmington, Interface Studio

- No park acres within 1/4 mile
 - 0.1 - 0.9 acres
 - 1 - 4.9 acres
 - 5 - 9.9 acres
 - 10 - 24.9 acres
 - Over 25 acres
 - Park within city limits
- Empty areas contain no residential parcels*

Community Character and Historic/Cultural Resources

Wilmington's neighborhoods are diverse and distinctive. Most neighborhoods are primarily residential and composed of medium density row houses with neighborhood-serving businesses and institutions. Downtown and the riverfront are more mixed in their uses and building types and have seen the bulk of higher density new construction. Commercial activity and cultural institutions are concentrated in these areas. Other neighborhood commercial areas in the city include Trolley Square, Little Italy and Union Street, and North Market Street.

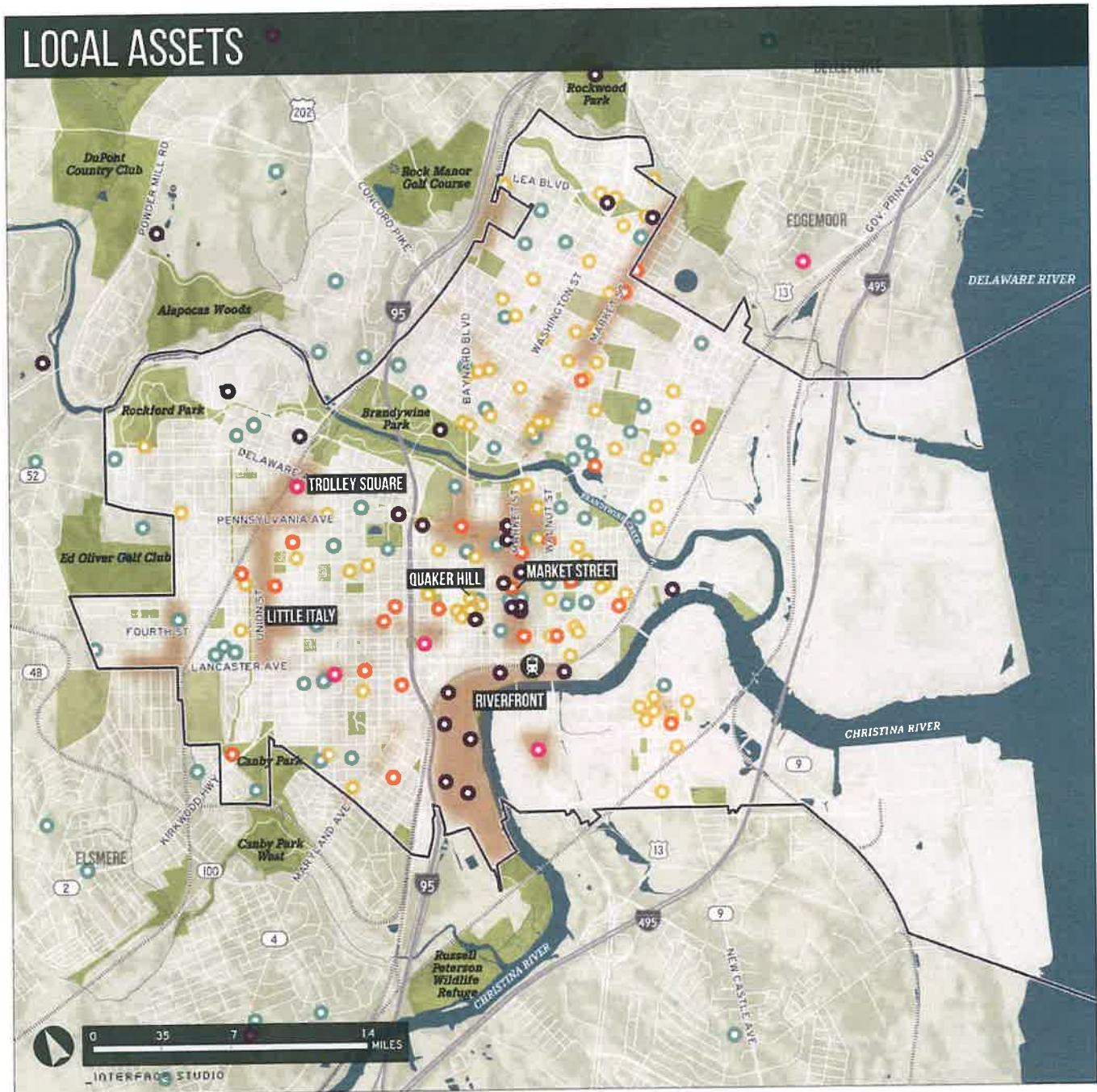





Figure 22 Local assets map
Source: City of Wilmington, Interface Studio

- Art/Culture/Entertainment
- Education
- Supermarket
- Community
- Religious
- Commercial Area
- Education

Wilmington has a rich history with buildings dating to the 1700s, displaying popular styles from the Revolution through late 20th century. These include Federal, Queen Anne, and American Four Square, which are found in quantity, and examples of Second Empire, Richardson Romanesque, Italian Villa, Greek Revival, Georgian, Art Deco and International Style. The city has 17 historic districts and 48 buildings on the National Register of Historic Places. Additionally, three districts and one individual place have a “determined eligible” designation. The City uses overlay zoning for City Historic Districts and a Neighborhood Conservation District to regulate and protect its architectural heritage.



Figure 23 **Historic designations map**
 Source: Delaware FirstMap Open Data (2016)

-  Neighborhood Conserv District
-  National Register Historic District
-  National Register Historic Place

SUMMARY OF KEY PUBLIC INPUT

Residents rated parks and recreational opportunities (#2), local history and architecture (#4), and affordability (#6) among the best things about Wilmington.

Residents want to see more mixed use development and downtown revitalization, but also balance investments across the city. Residents ranked “downtown revitalization” among the top three improvements that would make the greatest impact on quality of life in Wilmington and when asked what they would focus on if they were Mayor of the city, the second highest number of resident-generated ideas fell within the theme of “revitalizing neighborhoods.” At the second public forum, of the more than 50 key recommendations, “encourage mixed use development, infill and redevelopment in key opportunity areas” and “balance investments between neighborhoods, downtown and the riverfront” were among the top voted recommendations, ranking sixth and seventh.

Affordability ranked among residents as one of the top five most important qualities of a neighborhood and “new and renovated housing” was among the top improvements that would make the greatest impact on quality of life. In the second public forum, “improve existing housing stock,” “develop new housing products and affordable housing,” and “promote pathways to homeownership” were among the top voted recommendations, ranking number eight, ten and eleven, respectively.

Safety was overwhelming chosen as both the most important quality residents looked for in a neighborhood and something that Wilmington needed to work on; 77% of residents said safety was the most important quality in a neighborhood, 65% gave the city a poor rating for safety, 47% gave the city a poor rating for “safe, attractive neighborhoods,” and 64% ranked “improved public safety” the number one thing that would have the biggest impact on quality of life in Wilmington. When asked what they would focus on if they were Mayor of the city, the fourth highest number of resident-generated ideas fell within the theme of “improving crime and safety.”

At the 2nd public forum, three recommendations related to public safety were among the top voted recommendations. “Expand the Neighborhood Stabilization Program in critical areas” received the most votes and more than three times as much funding in the forum’s participatory budgeting exercise compared to other recommendations. “Support Community Advisory Committee to reduce violence” came in third, and “support community engagement through community-based public safety” was ninth.

Although parks were ranked as the second best thing in Wilmington and are considered among the most important qualities of a neighborhood by residents, individual neighborhood parks received mixed ratings for quality. Brandywine Park and Rockford Park were most visited and earned high marks for park quality, while some neighborhood parks were highlighted as in need of improvement, such as Burton Brown Winchester, Eden Park, Hicks Park, Compton Park, Father Tucker Park, Canby Park, and Woodlawn Park. When asked what would make their neighborhood park better, maintenance and basic amenities (like lighting, seating, shade, bathrooms) were the top choices.

A sense of community was ranked the second most important quality of a neighborhood by residents and many residents expressed a desire for better community ties and sense of pride.

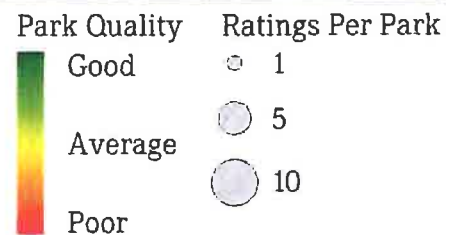
Of the five goal areas, the Strong and Safe Neighborhoods goals received the highest number of votes, with “Goal 1.3 Reduce neighborhood blight and crime” and “Goal 1.2 Ensure all residents have quality housing” selected as the highest priorities.

LET'S TALK PARKS!

122
responses



Figure 24 Map of public input on parks
Source: Interface Studio, Public Forums 2017



GOALS AND RECOMMENDATIONS

GOAL 1.1: PROMOTE WALKABLE NEIGHBORHOODS WITH ACCESS TO JOBS, SERVICES AND AMENITIES

Mixed use, walkable development supports round-the-clock city life by attracting people and economic growth, and improves quality of life by bringing people closer to hubs of activity and opportunity.

“I would like to see a vibrant thriving city, a lot more people living and working here...not just in the office towers.”


“My vision for 2028 is for every neighborhood to be a true mixed use neighborhood.”

- **Encourage mixed use development in neighborhood commercial corridors and in the central business district.** Wilmington’s downtown and Christina riverfront are attracting more residents, which brings more activity outside of the 9 to 5 workday. Other riverfront areas such as the east bank of the Christina around South Market Street and the EPA brownfield site and Northeast gateway on the north bank of the Brandywine Creek are infill and redevelopment opportunities where a greater mix of uses and activity can be created along with waterfront access and amenities. Mixed use should also be encouraged to create walkable neighborhood hubs of activity on North Market Street, Union Street, 4th Street, and Maryland Avenue, and the Creative District.
- **Catalyze infill and redevelopment opportunities.** Four areas in the city have been identified as redevelopment areas where major land use changes are anticipated due to concentrations of underutilized land. They include the Riverside Purpose-Built Community, the EPA brownfield site/Northeast gateway, the surface parking lots in Creative District, and the vacant and former industrial land in the South Market Waterfront. Unlocking the potential of these areas with mixed use development provides the best opportunity to transform the city with more residents and activity. These redevelopment areas fall within the boundaries of incentive programs such as the [Downtown Development District](http://destatehousing.com/Developers/dv_ddd.php) (http://destatehousing.com/Developers/dv_ddd.php) and [Opportunity Zones](https://news.delaware.gov/2018/04/19/opportunity-zones/) (<https://news.delaware.gov/2018/04/19/opportunity-zones/>) that are designed to spur private investment and economic growth. These incentives include federal tax incentives, state investment rebates, local tax abatements, affordable bridge loans, and other state and local incentives. Additionally, the City can work with property owners to use the [Delaware Brownfields Marketplace](http://apps.dnrec.state.de.us/BFExt/BFExtMain.aspx) (<http://apps.dnrec.state.de.us/BFExt/BFExtMain.aspx>), an interactive database that contains a list of potential brownfield sites throughout Delaware.
- **Evaluate former public buildings, such as school buildings, for redevelopment.** Several school buildings are vacant or will be vacant in the near future, including Ebert-Palmer, Moyer, Pulaski, and Thomas Edison. The City and its partners should plan with the communities where these buildings are located to determine how best to reuse them.
- **Allow more intensive uses to provide jobs in proximity to where people live.** Special areas such as the Creative District and Employment Centers are prime opportunities to locate a broader range of jobs in the city, from tech innovation to manufacturing and assembly. Locating jobs for residents closer to where they live shortens commute times and reduces traffic and congestion, greatly improving quality of life. [see also recommendation under Goal 3.1 in Robust Local Economy]

REDEVELOPMENT AREAS



Figure 25 Redevelopment areas map
Source: City of Wilmington, Interface Studio

-  Major areas of change
- ① Riverside Purpose-Built Area
 - ② EPA site/NE gateway
 - ③ Creative District/West Center City
 - ④ South Market Waterfront

DEVELOPMENT INCENTIVES

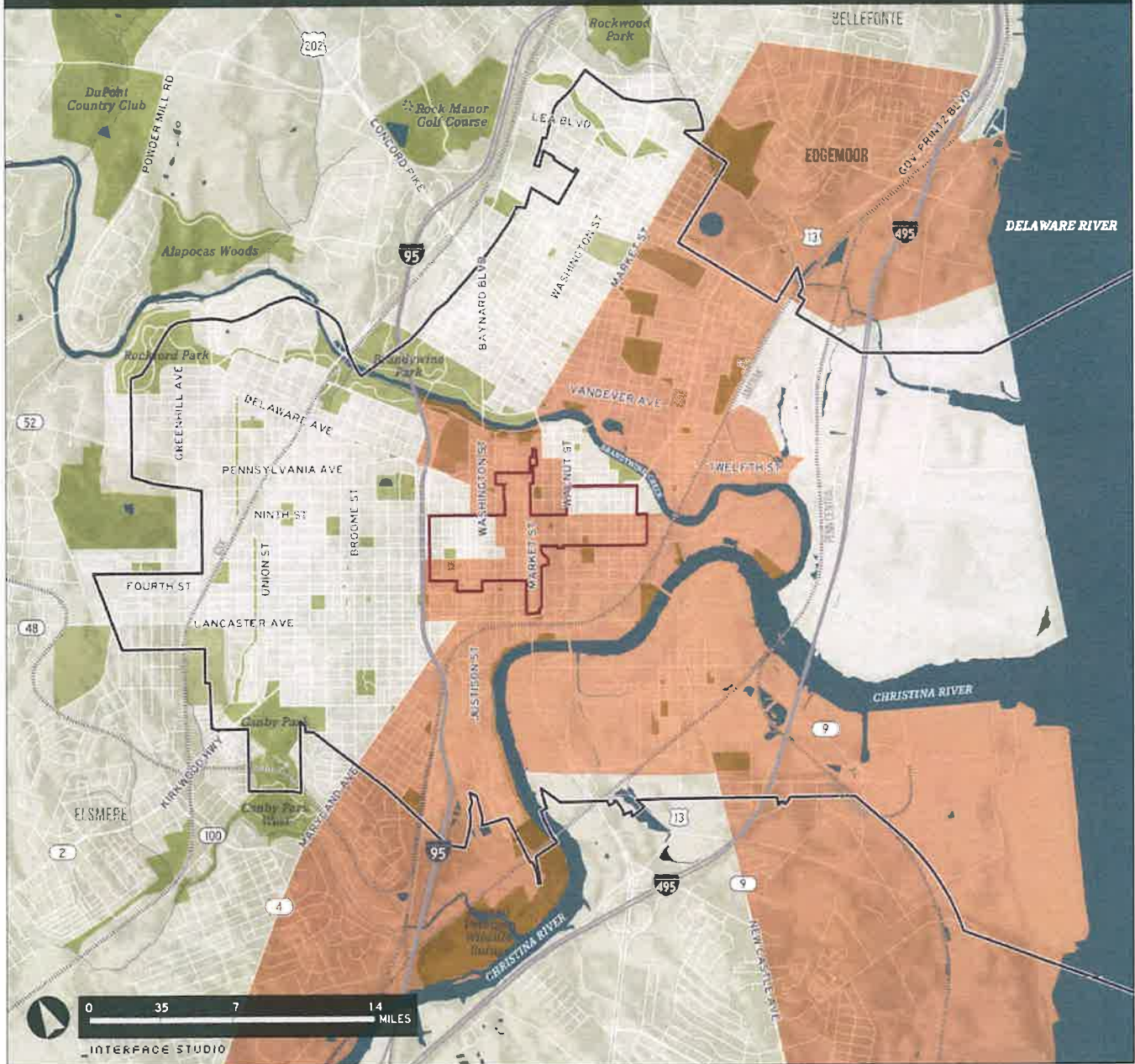


Figure 26 Development incentives map
Source: City of Wilmington

- Opportunity Zones
- Downtown Development District

GOAL 1.2: ENSURE ALL RESIDENTS HAVE ACCESS TO QUALITY HOUSING THAT IS AFFORDABLE AND OFFERS CHOICE

A range of housing choices is needed to retain and attract diverse residents, but housing insecurity is a concern for many of the city's lower income residents, destabilizing both households and neighborhoods. Helping residents maintain housing stability will strengthen neighborhoods and help residents benefit from neighborhood improvements.

“Mixed-income housing would be more effective and just.”

Help residents achieve and maintain housing stability

- **Help existing residents maintain, improve and stay in their homes.** Housing insecurity is a major concern for low- and moderate-income households who live paycheck to paycheck with no savings to cover emergency events. Seniors and low- and moderate-income residents may struggle to maintain and repair housing or pay bills, leading to conditions where code violations, utility shut offs, evictions or foreclosures force them from their homes. The City of Wilmington can work with partners that provide assistance to help residents improve the condition of their homes and stay in their homes through:
 - Financial and technical assistance for basic repairs, weatherization and age-in-place retrofits;
 - Tax abatements for low-income households and seniors;
 - Utilities assistance to prevent shut offs;
 - Assistance to renters facing displacement due to landlord code violations, such as stabilization grants, low-cost loans for security deposits, moving costs, and legal assistance.
- **Promote pathways to homeownership for existing and new residents.** The City and its partners promote homeownership to existing residents to stabilize neighborhoods and ensure residents benefit from revitalization. This should include financial and technical assistance for low-, moderate- and middle-income renters who are looking to become first-time homebuyers. Plans include increasing access to low-interest lending, expanding lease-to-purchase and Live Where You Work programs, and re-establishing the city's urban homesteading program.

Provide a range of housing choices to retain and attract diverse residents

- **Develop new affordable housing.** The City's Consolidated Plan outlines the mechanisms for affordable housing through programs such as CDBG, NSP, HOME and City Strategic Funds. The Housing Opportunity Fund is also used to promote housing projects but will need to be replenished. There are also other innovative strategies to consider such as:
 - Leveraging large-scale projects for social impact, including affordable housing and inclusive economic opportunity for local vendors [see also recommendations under Goal 3.1 in Robust Local Economy];
 - Using incentives such as density bonuses, expedited permitting and review, tax incentives, fee waivers, and reduced parking requirements in areas such as the Downtown Development District and Opportunity Zones

> **EXAMPLE:** parking requirements have already been eliminated in the C-3 and C-4 zoning areas of Wilmington's Zoning Code.

- Using the Wilmington Neighborhood Conservancy Land Bank to target renovations and new construction for affordable housing;
- Exploring hospital-housing partnerships for affordable housing and community development.

> **EXAMPLE:** [Boston Medical Center](#) investment in community partnerships to support affordable housing initiatives to improve community and patient health, and reduce medical costs by addressing homelessness and housing insecurity. Delaware, like Massachusetts, is one of 34 states with certificate of need (CON) programs designed to control health care costs by facilitating coordinated planning that includes upstream contributors such as inadequate housing.

TO LEARN MORE VISIT: <https://www.bmc.org/news/press-releases/2017/12/07/boston-medical-center-invest-65-million-affordable-housing-improve>

- **Develop new housing products that suit the needs of a changing population.** Millennials, immigrants and retirees are leading population growth in urban centers. However, homeownership rates for millennials are much lower than for previous generations, as many of them graduated into a recession with student debt and stagnant wages. Innovative housing products, such as micro residential units and tiny houses - typically less than 350 square feet, provide high-quality design at affordable prices. These types of spaces are also attractive for retirees looking to downsize. At the other end of the spectrum, multigenerational housing and accessory dwelling units reflect another trend of grandparents moving in to help take care of young grandkids, or homeowners being able to use rental income to help afford a mortgage. Zoning codes should be reviewed to determine where and how they can be updated to allow for these housing products.
- **Promote incentives and programs for the purchase and rehabilitation of existing housing stock.** Wilmington's existing rowhouses and twins are very attractive first homes for young professionals and young families as they offer character and value, especially for those looking for fixer uppers. The revitalization of Philadelphia's rowhouse neighborhoods are an example of the attractiveness of this type of housing stock for a new generation of homeowners. However, the age and condition of many of these homes are challenging for first-time buyers to take the plunge. The City and its partners should promote these homeownership opportunities and any available incentives for rehabilitation to potential homebuyers. Wilmington's own Urban Homestead Program contributed greatly to the evolution of the Trinity Vicinity neighborhood in the 1970s. Under that program, eligible buyers could purchase abandoned homes for \$1 with a commitment to rehabilitate, maintain and occupy the property. Live Where You Work homebuyer programs are another incentive that offer low-interest mortgage loans, downpayment assistance, and/or closing costs assistance to promote homeownership for area employees.

> **EXAMPLE:** The [Wilmington Neighborhood Conservancy Land Bank Homesteading Program](https://www.wilmingtonlandbank.org/) (<https://www.wilmingtonlandbank.org/>) offers properties for sale for buyers who will live in the homes as owner occupants. The [Vacants to Value](http://www.vacantstoavalue.org/Incentives.aspx) (<http://www.vacantstoavalue.org/Incentives.aspx>) program in Baltimore offers incentives for homebuyers and developers to invest in city-owned properties. Also in Baltimore, the [Live Near Your Work Benefit](https://livebaltimore.com/live-near-your-work/) (<https://livebaltimore.com/live-near-your-work/>) counts over 100 employers participating and offers prospective homebuyers incentives, funded partially by employers and partially by the City of Baltimore, to be used for downpayment or closing costs. The [University of Pennsylvania Home Ownership Services](http://cms.business-services.upenn.edu/homeownership/) (<http://cms.business-services.upenn.edu/homeownership/>) offers eligible employees of the university and health system forgivable loans for home purchase and home improvements, as well as closing cost assistance within the program boundaries.



Examples of small housing units

GOAL 1.3: REDUCE NEIGHBORHOOD BLIGHT AND CRIME

Reducing vacancy, blight and crime is a priority to improve resident quality of life, stabilize neighborhoods and encourage local economic growth.

“A safe and clean city.”

Target and prioritize neighborhood stabilization efforts

- **Continue Neighborhood Stabilization Program in critical areas of transition.** The program, piloted in West Center City, targets crime and blight reduction by focusing the City’s resources to preserve and stabilize neighborhoods at risk of deterioration and rehabilitate areas with high levels of vacancy and crime. The program coordinates across City departments and partners with communities to increase public safety, code enforcement, infrastructure and services, and improve vacant properties for community use. [see also recommendation under Goal 3.3 in Robust Local Economy]
- **Identify and prioritize areas.** Use departmental data, GIS and on-the-ground observation techniques to define areas.
- **Secure and stabilize vacant properties (Citywide initiative).** Vacancy and blight are a drain on the perception of public safety, attractiveness, and quality of life in Wilmington. Addressing these issues requires an aggressive and interdepartmental and inter-organizational response. The City should continue to work with the Wilmington Neighborhood Conservancy Land Bank (WNCLB), community development corporations (CDCs), the Delaware Department of Justice, and the funding community to aggressively secure and stabilize vacant properties. These properties can then be rehabilitated and repurposed for community needs such as affordable housing, local business and open space. [see also recommendations under Goal 1.2 in Strong and Safe Neighborhoods, Goal 2.3 in Healthy and Thriving Communities, and Goal 3.3 in Robust Local Economy]
- **Target and prevent nuisance properties by enforcing existing regulations (Citywide initiative).** The City has prioritized blight elimination both through preventive and corrective measures and has allocated resources such as additional housing code inspectors to improve enforcement of existing regulations. Measures to prevent properties from becoming nuisance properties include helping cooperative property owners in maintaining and improving their properties to avoid or address code violations, rental registration, pre-rental inspections and increased code enforcement. Additionally, an inventory of rental properties, identification of unlicensed landlords and stepped up communication with absentee landlords can increase residential rental license registration and inspection. While prevention is key, properties that have become a nuisance can be addressed through the landlord training program, nuisance property program, vacant property registration, and if problems are not addressed, targeted for stabilization by the City and its partners. [see also recommendations under Goal 1.2 in Strong and Safe Neighborhoods]

HOUSING / NEIGHBORHOOD STABILIZATION



Figure 27 Neighborhood stabilization map
 Source: City of Wilmington, Interface Studio

- Preserve/strengthen
- Stabilize/rehabilitate

- **Focus anti-blight and beautification efforts on key corridors and gateways.** Corridors such as Lancaster Avenue, Maryland Avenue, Walnut Street, North Market Street, South Market Street, Concord Avenue, Pennsylvania Avenue, and Northeast Boulevard are gateway corridors that carry high volumes of people in and out of the city. Additionally, corridors such as 4th Street and Washington Street are important neighborhood Main Streets and gateways to downtown Wilmington. Scenic byways, such as the Brandywine Valley National Scenic Byway and Harriet Tubman Underground Railroad Byway, connect Wilmington to the wider region and natural and cultural assets. These key corridors represent the public face of the city and should serve as gathering places rather than barriers for the neighborhoods around them, therefore, it is important that these corridors present the city at its best. The City and its partners should focus measures such as property maintenance, building repair/renovation, anti-littering and clean up, vacant lot management, tree planting and greening, and public art on these corridors. [see also recommendations under Goals 3.3 and 3.4 in Robust Local Economy, and Goal 4.2 in Connected City and Region]
- **Promote and strengthen organizations and tools that enable citizens to report issues.** Neighborhood residents are the eyes on the ground to help the City stay on top of issues as they arise. Community leaders, such as civic associations, can take the lead on organizing around issues such as vacant and nuisance properties, trash, and other quality of life issues. Individual residents can also report issues using new tools to simplify the process. Encourage residents to use the Public Works “Resolve It” app from their smart phones to report issues. Citizens can also use the Delmarva [interactive street light outage reporting site](https://delmarva.streetlightoutages.com/map/default.html). (<https://delmarva.streetlightoutages.com/map/default.html>) and a 311 Call Center was approved in the City’s FY 2019 budget. The call center will provide a platform for residents to register questions or complaints, and track City response through the City website.

Build community resilience to crime

- **Support the Wilmington Community Advisory Committee to reduce violence.** The reduction in gun violence between 2017 and 2018 is a result of the hard work of many partners focused on public safety, public health and community services, but more work needs to be done. In 2013, the Centers for Disease Control and Prevention (CDC) produced recommendations for a public health response to preventing gun violence. This effort was initiated by the Wilmington City Council, Mayor’s Office and Delaware Division of Public Health. The Wilmington Community Advisory Committee came out of the work of the CDC and promotes community-based social service programs for youth to provide positive influences that build their future. Their efforts should be coordinated with other recommendations in this plan that support positive youth development, including jobs, training and mentorship programs, educational programs, and healthcare as described in the Healthy and Thriving Communities goal area.
- **Support community engagement through community-based responses to public safety.** The Wilmington Police Department is focused on community engagement and building trust. Avenues for building the relationship between police and the communities they police include community policing training and efforts in every sector, and a focus on cultivating strong neighborhoods with community partnerships to identify and solve community problems. Additionally, police forge community bonds through participation in community events and youth programs such as the Police Athletic League and the [Youth Police Academy](https://www.wilmingtonde.gov/government/public-safety/wilmington-police-department/wpd-youth-academy) (<https://www.wilmingtonde.gov/government/public-safety/wilmington-police-department/wpd-youth-academy>) which educates teens about police work, instills civic responsibility, and builds positive relationships.

An important aspect of Wilmington's approach to public safety includes building and maintaining strong neighborhoods where residents are engaged in creating safe environments. Some examples of community-based efforts include neighborhood watch programs and volunteer groups like the Wilmington Peacekeepers, building on events such as National Night Out, and organizing community approaches to safe ride/walking escorts, such as the [Safety Escort Service](http://downtownwilmingtonde.com/initiatives-blog/2015/8/31/safety-escort-service) (<http://downtownwilmingtonde.com/initiatives-blog/2015/8/31/safety-escort-service>) provided by Downtown Visions. Providing safe passage enhances residents' mobility and access around their neighborhoods and makes commercial corridors and districts livelier. Business improvement districts, merchant associations and institutions in neighborhoods around the city are candidates for spreading such a service beyond the downtown district. [see also recommendation under Goal 3.3 in Robust Local Economy]

- **Use Crime Prevention through Environmental Design (CPTED) tactics to ensure public spaces are cared for and monitored.** CPTED is an approach to crime prevention that focuses on creating a built environment that influences decision-making before a crime occurs. Design interventions can help signal that spaces are maintained, used and monitored. For example, designing buildings so that windows and doors rather than blank walls face the street creates a sense of eyes on the street. Good visibility and clear sightlines are important. Make sure there is adequate lighting in neighborhoods, particularly pedestrian-level street lighting in areas that are underlit, and encourage residents to report street light outages and repair needs. Other ways to improve lighting include porch light programs that encourage residents and businesses to leave external lights on at night. Trim trees that may be blocking light fixtures and maintain landscaping to provide clear sightlines, especially around entrances.
- **Help businesses and institutions install security cameras and connect with the Public Safety Camera System.** Another aspect of CPTED is surveillance. The City's Public Safety Camera System will allow the Police Department's Real Time Crime Center to access neighborhood and business video cameras for the purposes of preventing and responding to crime. The [Wilmington Video Safety Partnership](http://downtownwilmingtonde.com/initiatives-blog/2015/8/4/video-safety-partnership) (<http://downtownwilmingtonde.com/initiatives-blog/2015/8/4/video-safety-partnership>) is an example of collaboration between Downtown Visions, the City's public safety departments, and the corporations, non-profits, and foundations downtown. Other neighborhoods and business districts can implement similar programs through partnerships between local businesses, non-profits and institutions in a business improvement district, merchants association, or other organizing entity.

> Crime Prevention Through Environmental Design (CPTED) Principles:

- 1) Access Control** – Using the layout of your environmental design to physically limit the access and egress points. This practice can also guide users, both positive and negative, to a specific direction within the park. Controlling access makes negative users feel uncomfortable and less apt to commit a crime.
- 2) Surveillance** – Involves the elimination of physical barriers that inhibit the casual observer from scrutinizing behaviors inside a space. Surveillance is enhanced by lighting, proper placement of shrubbery, well-placed windows, elimination of physical barriers, and architecture and social commitment.
- 3) Territorial Reinforcement** – This concept involves facilitating the process of turning an area over to legitimate users who will take ownership of the space and care for it. This helps eliminate or reduce nuisance behaviors because bad actors using the space receive increased monitoring.
- 4) Maintenance and Management** – Keeping areas "clean and green" is the minimum standard for scheduled maintenance. Have a plan and take the extra steps to create a clean, well-kept area for your patrons. Do not let things like graffiti, garbage and/or damaged property be seen by your positive users. Have staff locate, clean and fix issues before your park is open or highly populated.

TO LEARN MORE VISIT: Using Design to Reduce Crime: <https://www.nrpa.org/parks-recreation-magazine/2016/march/using-design-to-reduce-crime/>

GOAL 1.4: ENSURE NEIGHBORHOODS HAVE ACCESS TO HIGH QUALITY, WELCOMING PUBLIC SPACES AND RECREATION

Wilmington has an extensive public space system with the potential to reach every corner of the city. Yet to leverage this unique asset, Wilmington must invest in its existing public spaces and look to new, innovative solutions so that the city's public spaces meet the needs and preferences of twenty-first century users.

Maintain high quality facilities in all neighborhoods by investing in existing assets

“Keep parks clean and utilize them for healthy programs for families.”

“We have to put events and activities in the park so it's not turned over to the street, for example basketball tournaments, jazz.”

- **Implement an equitable investment strategy to bring physical and programmatic improvements to civic spaces.** While Wilmington has park facilities in nearly every neighborhood, affluent neighborhoods were found to have access to more than three times as much parkland as very high poverty neighborhoods. Parks and recreation facilities were often cited as pressing needs during the public outreach process not just for their recreational and social benefits, but as a strategy for improving public safety by providing safe and enjoyable places for residents of all ages to go and participate in activities with friends, families, and neighbors. Wilmington should develop a capital investment strategy to target improvements in parks, libraries and recreation centers that serve communities with the highest needs, with a goal to use these public space investments to improve social, economic, and quality of life outcomes for neighborhood residents.



The map shows the five boroughs of New York City with various colored markers indicating park projects. A legend on the left identifies the markers: red circles for Capital Projects, a cross-in-circle for Programming Locations, blue circles for Select Targeted Improvement Projects, orange circles for Active Capital Projects, grey squares for CPI Zones, and green areas for All Public Parkland. A scale bar and the City of New York Parks & Recreation logo are also present.

> Community Parks Initiative, NYC Parks

New York City's [Community Parks Initiative](#) targets park investments in neighborhoods with the greatest need working in collaboration with local communities. The identification of priority parks for improvement was informed by a data-driven analysis that helped direct investment to communities with the greatest need and whose parks were lagging in capital investments.

Improvements are designed with input from local community members, and include capital projects and enhanced public programming. To create a stronger sense of ownership, stewardship, and trust with local communities, this initiative also emphasizes building stronger partnerships with community groups and growing the capacity of local communities to better care for and use their parks. An additional example of a citywide targeted park investment strategy is Philadelphia's [Rebuild](#) Initiative.

TO LEARN MORE ABOUT NYC'S COMMUNITY PARKS INITIATIVE VISIT: <https://www.nycgovparks.org/about/framework-for-an-equitable-future/community-parks-initiative>

TO LEARN MORE ABOUT PHILADELPHIA'S REBUILD INITIATIVE VISIT: <https://rebuild.phila.gov/>

- **Design for safety and comfort.** Residents reported feeling unsafe in some parks that have a reputation for crime. To counter this, the City should use Crime Prevention through Environmental Design (CPTED) strategies when making improvements to city parks. CPTED strategies could include defining or limited access points, ensuring clear visibility into the site, better lighting, improved maintenance and management, and filling the park with visitors and positive activity to make criminal elements feel unwelcome. [see also recommendation under Goal 1.3 in Strong and Safe Neighborhoods] To complement CPTED investments, design improvements to city parks should also strive to increase attendance and use of these parks by the residents and visitors that the parks are meant to serve. This means that parks should be designed with the elements that help encourage and facilitate use, including defined paths, furniture, wayfinding signage, bike parking, bathrooms, and other such amenities that make parks easy to visit. Additionally, park maintenance plans should be designed to ensure that signs of deterioration are minimized, which signals to users that a park is well cared for.

> **EXAMPLE:** The Center for Active Design's [Civic Design Guidelines](https://centerforactivedesign.org/assembly) (https://centerforactivedesign.org/assembly) provide evidence-based design and maintenance strategies for creating better public spaces, increasing trust in neighbors and institutions, and promoting local stewardship.

- **Intensify public space programming.** Park systems around the country are increasingly bringing programming into their spaces to engage communities with fun, positive activities, be they centered around the arts, athletics, food, or other interests. In Wilmington, ramping up positive activity in neighborhood parks will help to overcome concerns over safety. Programming often involves working with partner providers - for example, the City's Summer in the Parks arts program is a partnership with the Grand to bring free, interactive and fun entertainment and performances into the city's park spaces. The City should support similar efforts to ensure all residents have access to high-quality programming in their neighborhood parks throughout the year, and work to engage a diverse array of local organizations to provide programming.



Wilmington's Summer in the City arts program brings free, interactive, and fun entertainment and performances into the city's park spaces.

- **Reinvest in Wilmington’s public pool infrastructure.** Wilmington’s public pool system consists of three outdoor pools (Eden Park Pool, Foster Brown Pool, Joseph R. Biden, Jr. Aquatic Center), two indoor pools (William “Hicks” Anderson Community Center Pool, P.S DuPont Middle School), in addition to five public spray parks. Public pools have many benefits - they provide activities for communities in the summer, an escape from the heat, a place to exercise and participate in team sports, and a getaway for those who can’t afford a beach vacation. With a network of public pools located within neighborhoods of need, the city should support an initiative to improve these facilities along the lines of the [Swim Philly](https://www.phila.gov/programs/swim-philly/) (<https://www.phila.gov/programs/swim-philly/>) initiative in Philadelphia or the [Cool Pools](https://www.nycgovparks.org/highlights/cool-pools) (<https://www.nycgovparks.org/highlights/cool-pools>) initiative in NYC, which use low-cost interventions to add amenities, beautification elements, and free community programs. These initiatives have been successful in increasing user attendance and satisfaction, resulting in a decrease in behavioral incidents and an increase in adult and family users, and have often increased community stewardship around pool sites.



Example of a low-cost intervention to improve the visitor experience at public pool in the Francisville neighborhood of Philadelphia.

- Invest in a resilient and accessible waterfront that is a recreational amenity for all residents.**

Throughout the country, cities have leveraged their once-industrial waterfronts to create thriving parks, trails, and public spaces that spur further economic development. Active waterfronts not only help attract and retain the talent that today’s companies increasingly need to grow, but they also serve as gathering places for residents of diverse backgrounds. Wilmington should build on the success of existing and planned segments of its riverfront to create a world-class, connected riverfront on the Christina River and Brandywine Creek with programming and design elements that are welcoming for all residents and visitors. [see also recommendation under Goal 5.3 in Sustainable and Resilient City]



SCOTTSDALE, AZ



PHILADELPHIA, PA



Public art examples that activate riverfronts in Philadelphia, PA and Scottsdale, AZ.

- **Promote resiliency and sustainable practices as components of new and existing open space design and management.** Parks and recreation centers offer opportunities to mitigate the impacts of flooding on surrounding communities by incorporating stormwater infrastructure, flood mitigation efforts, and resource conservation into the park renovations and management. The new South Wilmington wetland park is an example. The feasibility and benefits of incorporating new stormwater infrastructure into park improvements should be examined when park facilities are renovated or constructed. Additionally, the City should examine water and energy usage at their park and recreation facilities with an eye towards reducing waste. [see also recommendation under Goal 5.3 in Sustainable and Resilient City]
- **Partner with the school district to create a structured community service program with the parks.** In order to graduate, every student of a Wilmington public school is required to perform community service. The City's Parks and Recreation Department should partner with the School District to create a structured, mutually beneficial community service internships to serve the needs of the parks, and especially to meet the needs of seasonal help in the summertime.

Provide new recreational programs and facilities that respond to current preferences and needs

- **Adapt recreation offerings to be flexible and accommodating to changing preferences.** While Wilmington has a wealth of recreational facilities, most were built more than half a century ago and their single purpose design makes it difficult to adapt to the changing interests of new generations and meet their recreational needs. Additionally, many recreational facilities lack amenities that can be used by people of all ages and abilities. As Wilmington adds new or upgrades existing recreational facilities, the City should ensure that an adequate share of facilities meet the needs and interests of all ages and abilities, and are flexible enough to respond to changing tastes and preferences in recreation. The City should invest in athletic fields and recreational facilities that can be used for a wide range of athletic and programmatic uses to ensure that every Wilmingtonian, now and in the future, can find an athletic program that interests them. Upgrades to fields should also take into account supplemental investments to make fields more usable for athletic events and programs, including the provision of bathrooms, equipment storage facilities, and other such features.

> EXAMPLE: The Wilmington Skate Project (WSP) is a group of diverse volunteers seeking to provide free quality skateboarding facilities throughout the city. The group helped establish the 7th Street DIY skate park, and is exploring options for bringing additional skateboarding facilities to other parts of the city. Long-time volunteers with WSP have noted that skateboarding has increasingly gained popularity among African American and Latinx youth, a group underserved by quality recreation space in the city.

- **Use rapid prototyping, cross-programming and partnerships to test new ideas.** The City should work with partners to develop and test innovative programs to try different means for bringing parks and recreation to Wilmingtonians. Increasingly, by leveraging the talent and skillset of locally based partners and support from foundations, cities are experimenting with different tactics to engage residents - scaling up what works, and adapting and learning from what doesn't.



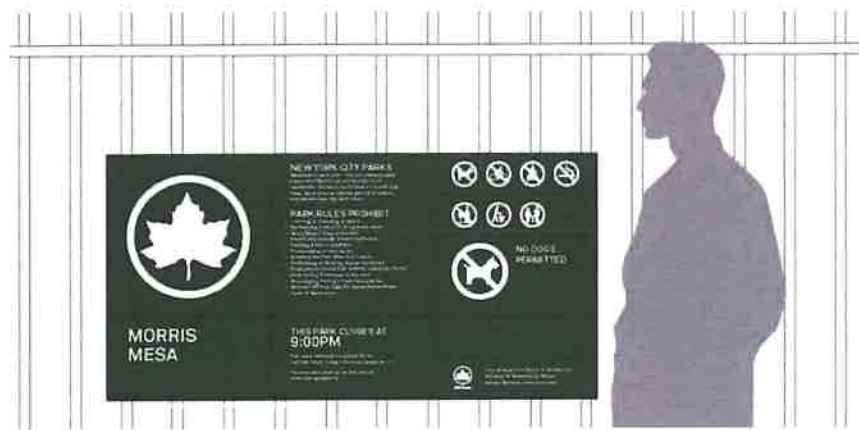
The Wilmington Renaissance Corporation through its Creative District Project are utilizing vacant lots as neighborhood parks in the "Vacant to Vibrant" program as seen in their Rock Lot at 305 West 8th Street.



Connect the Lots is a community-driven initiative to activate vacant and underutilized lots in Camden, NJ through artistic, cultural, and recreational programs, events, and projects.

- **Expand year-round, indoor recreation opportunities.** Throughout the planning process, we heard the need for more year-round opportunities such as gyms, YMCA's, Boys & Girls Clubs, PAL's, and community centers. The benefits of such facilities, as identified by community members, include a much broader range of positive outcomes than just physical activity. The benefits can also include reductions in crime and violence by giving communities places to go and things to do in a structured, safe environment. The City should explore opportunities to expand the amount of flexible indoor recreational spaces in the community through partnerships, new construction, or other means, with a priority focus on high-poverty, high-crime neighborhoods. The City is looking forward to such opportunities that will be created with the completion of the 76ers new facility/fieldhouse being built in South Wilmington. [See also recommendation under Goals 1.1 and 1.3 in Strong and Safe Neighborhoods]

- **Modernize the brand and social media communication channels of Wilmington’s parks system.** Wilmington has the foundations of a great park system - a diversity of passive and active recreation park sites that host a multitude of programs within relatively short walking distances of neighborhood residents. Yet improvements to park systems can’t just be measured in dollars invested, but in the number of users who frequent these assets, and their satisfaction and engagement with their park system. Modernizing communication channels to Wilmington residents would help increase engagement between residents and the park system, making parks the option of choice when residents decide how to use their leisure time. The City should support the park system through efforts to:
 - Improve the Parks and Recreation Department website
 - Develop a robust social media strategy
 - Modernize permitting processes
 - Create a “brand” for the park system that can be used with digital platforms, print materials, and wayfinding signage
 - Explore ways to further engage park users through technology.



New York City’s Department of Parks and Recreation worked with the design firm Pentagram to develop a flexible graphic identity for its park system. TO LEARN MORE< VISIT: <https://www.pentagram.com/work/nyc-parks/story>



A more whimsical example is a custom graphic identity developed by the design firm Byggstudio for Folklets Park in Malmö Sweden. The park’s entrance sign, pictured above, is designed to be both playful and functional, incorporating a large message board to inform the public about programs and events. TO LEARN MORE VISIT: <https://popupcity.net/how-to-brand-a-city-park/>

GOAL 1.5: SUPPORT NEIGHBORHOOD CHARACTER, COHESION AND PRIDE

Wilmington's neighborhoods have distinctive character but more can be done to protect it and forge a cohesive sense of community among neighbors.

“Wilmington is a beautiful, wonderful city. The architecture is amazing and the art scene is incredible for a city of its size...”

Strengthen neighborhood character

- **Encourage infill development and new construction that fit in with the basic patterns of neighborhood character.** Infill and new construction should contribute to neighborhood character, with urban design that promotes walkability, social interaction, safety, and sustainable land use. The design of structures and materials used should be sensitive to existing neighborhood character while also ensuring durability and safety. The City needs to develop citywide design standards in building and zoning codes to achieve these goals while maintaining a streamlined set of codes. [see also recommendation under Goal 5.1 in Sustainable and Resilient City]

Citywide design standards for rehabilitation, infill and new, multi-lot construction would consider:

- Character and scale: for example setbacks and building heights that complement the streetscape and are comparable to the majority of the properties on the block;
 - Frontage and landscaping that supports urban pedestrian environment: for example corner properties that address two streets in their design with a minimum area of doors and windows as opposed to blank walls and minimizing curb cuts for off-street parking;
 - High quality, long-lasting materials: for example durable materials consistent with building style and sensitive to site context.
- **Protect the historic character of the city.** Wilmington has a wide collection of historic structures and neighborhoods that distinguish the city and help define neighborhood character. Wilmington has many structures and districts on the National Register of Historic Places, which lists historic places worthy of preservation and helps properties receive preservation benefits and incentives. Properties within City Historic Districts require design review for all exterior changes and property owners may be eligible for a City tax abatement, Federal and State tax credits, and other limited funding programs for pre-approved work. The City will continue to keep residents and businesses informed about these districts as it has recently sent out over 5,000 brochures to residents and real estate professionals. Beyond properties that are regulated within historic districts, Wilmington's predominant rowhouse typology is a part of the city's historic fabric and should be promoted for rehabilitation, adaptive reuse, and infill development. [see also recommendation under Goal 1.2 in Strong and Safe Neighborhoods]

Develop and strengthen neighborhood cohesion and pride

“We need to talk about the strengths of the different neighborhoods.”

“Residents feel comfortable walking the streets, sitting on porches, and just loving and looking out for each other.”

- **Define and market neighborhoods.** The community assets, institutions and events that bring residents together are the glue that holds a neighborhood together and make it a unique place. Neighborhood organizations should work to define the assets and characteristics of their neighborhoods and share it widely with real estate agents and potential new residents. A neighborhood marketing campaign could incorporate various strategies including promoting neighborhood events, inviting realtors to tour neighborhood assets, and reaching out to local employees and encouraging them to spend more time to get to know the neighborhood.
- **Shine a spotlight on historic and cultural assets.** Wilmington has a wealth of historic and cultural assets both big and small, and can use them to tell a positive story of the city and its neighborhoods. The methods are many and depend on the feature being highlighted, but some examples include site-specific art whether temporary or permanent, signage, cultural trails, special events and tours, and local crowdsourced storytelling. Many events are already happening in the city but more can be done to market them and unearth smaller, local neighborhood gems. [see also recommendations under Goal 3.4 in Robust Local Economy]
- **Cultivate shared experiences and communal investment.** Social connections are important for the health of neighborhoods and for individuals as well. Strong social connections correlate with longer and healthier lives, while social isolation has been found to be a health risk comparable to smoking, alcoholism, and obesity.⁶ Neighborhood hubs of activity are the community assets and institutions where people gather and neighborhood cohesion is forged. The more points of contact neighbors have, the stronger their bond, whether it's at the corner store, playground, community garden, religious service, local bar, community clean up or block party, to name just a few. These neighborhood hubs and activities should be supported and expanded upon by finding opportunities to deepen existing experiences and create new opportunities to meet your neighbors. [see also recommendations under Goal 2.3 in Healthy and Thriving Communities]

⁶ American Psychological Association. (2017, August 5). Social isolation, loneliness could be greater threat to public health than obesity. Retrieved from <https://www.sciencedaily.com/releases/2017/08/170805165319.htm>



2. HEALTHY AND THRIVING COMMUNITIES

OVERVIEW

Growing research at the intersection of public health and urban planning show that where a person lives has an outside impact on their health outcomes¹ as 60% of health determinants are related to our physical, social and economic environments.² Where we live determines our access to opportunity, assets and our social support network, as well as our exposure to stressors. This includes housing, vacancy, crime, open space, and social cohesion. This section of the plan addresses the social supports needed to promote health and opportunity for all residents, in conjunction with and complementary to the physical recommendations of the Strong and Safe Neighborhoods section.

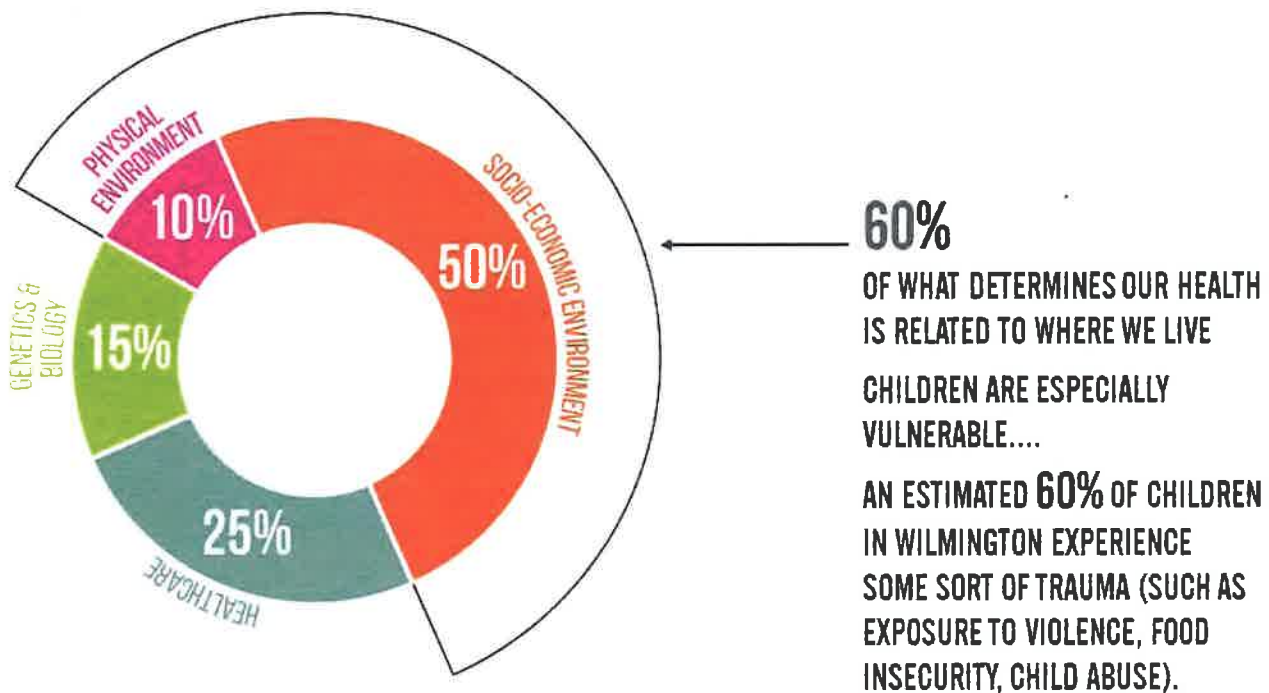


Figure 28 **Social determinants of health**

Sources:

Canadian Institute for Advanced Research, Health Canada, Population and Public Health Branch AB/NWT 2002.

National Survey for Children's Health, cited in CDC Community Advisory Council. (2017). Accelerating Youth Violence Prevention and Positive Development.

¹ Roeder, A. (2014, August 4). Zip code better predictor of health than genetic code. Retrieved from <https://www.hsph.harvard.edu/news/features/zip-code-better-predictor-of-health-than-genetic-code/>

² Canadian Institute for Advanced Research, Health Canada, Population and Public Health Branch AB/NWT. (2002).

PERSISTENT HIGH POVERTY

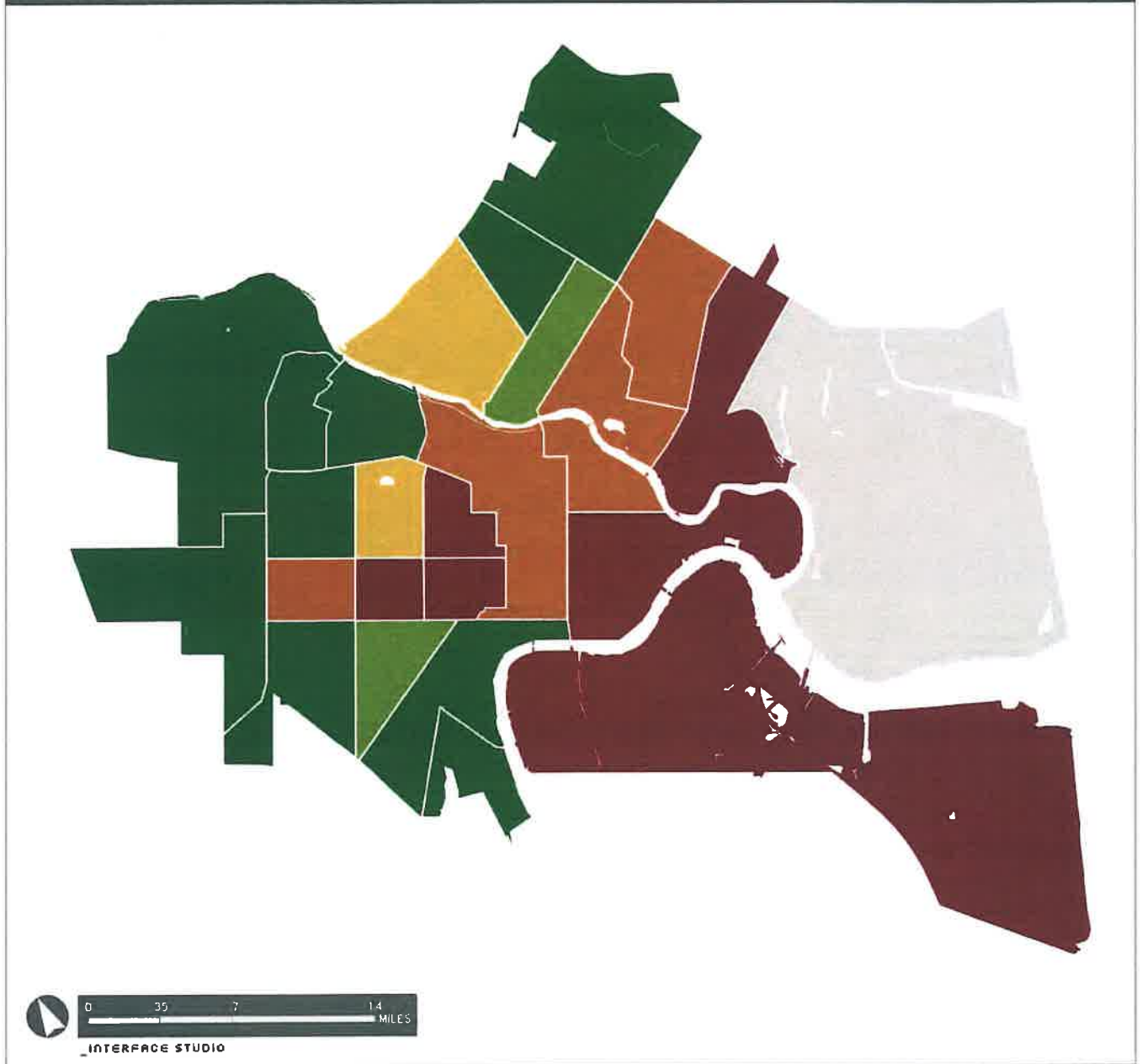


Figure 29 **Map of poverty over time by census tract, 1970-2014**
 Source: ACS 5-yr estimates (2008-2012, 2010-2014), US Census 1970-2000,
 accessed with Social Explorer

- Persistent High Poverty**
5+ decades (1970-2010), at least 20% of population in poverty
- Frequent High Poverty**
3-4 decades, at least 20% of population living in poverty
- Intermittent High Poverty**
2 decades, at least 20% of population living in poverty
- Infrequent High Poverty**
1 decade, at least 20% of population living in poverty
- No High Poverty***

*Map is generalized; some Census Tract shapes may obscure significant areas of persistent high poverty

Socioeconomic conditions

Concentrated and persistent poverty is associated with a range of negative quality of life indicators that pose significant health and safety risks to residents. Chronic stress from poverty and an inability to meet basic needs, neighborhood blight and crime contributes to poor health outcomes. This is particularly serious for children whose brains are still developing and shaped by chronic stress and trauma. Poverty in Wilmington disproportionately impacts children. According to 2014 American Community Survey estimates, nearly 40% of children in Wilmington are living in poverty, more than double the rate for children in the region, and 73% of children in Wilmington are raised in single parent households, 48% of whom are living below the poverty line.

Trauma

Over 60% of children in Wilmington have experienced some sort of trauma and 27.5% have experienced two or more traumatic events, according to the National Survey for Children's Health.³ Studies increasingly show that children who are exposed to traumatic events are at a greater risk of having lasting negative impacts on health and well-being later in life, and that children who are exposed to multiple traumatic events, rather than a single incident, are those most at risk. These traumatic events can lead to what researchers refer to as toxic levels of stress, exposure to which has a negative impact on a child's development.⁴

One such type of trauma, being the victim of or witnessing violence in one's neighborhood,⁵ is especially prevalent in Wilmington, most notably in neighborhoods exhibiting indicators of distress and disinvestment. In 2013, Wilmington experienced 162 violent crimes per resident, a rate that's nearly three times the number of violent crimes experienced statewide.⁶

³ CDC Community Advisory Council. (2017). Accelerating Youth Violence Prevention and Positive Development.

⁴ Sacks, V., & Murphy, D. (2018, February 20). The prevalence of adverse childhood experiences, nationally, by state, and by race or ethnicity. Retrieved from <https://www.childtrends.org/publications/prevalence-adverse-childhood-experiences-nationally-state-race-ethnicity>

⁵ Ibid.

⁶ FBI, Uniform Crime Reporting Program. (2013).

Food Access

Studies have shown that accessing healthy food is a challenge for many Americans, but is most pronounced in low-income communities of color. Nationally, nearly 30 million Americans live in low-income areas with limited access to supermarkets.⁷ With only four supermarkets in the city and given that 24% of Wilmington households do not own a car,⁸ many residents rely on corner stores and smaller markets that may not stock healthy or fresh food.

7 Bell, J., Mora, G., Hagan, E., Rubin, V., Karpyn, A. (2013). Access to Healthy Food and Why It Matters: A Review of the Research. Retrieved from http://theobdtrust.org/uploads/media_items/access-to-healthy-food.original.pdf
 8 ACS 2010-2014 5-yr estimates.



Figure 30 Food assets map
 Source: City of Wilmington

- Large grocery store
- Small grocery store / corner store

Education and opportunity

“For all children, life outside of school affects what happens in school. When you’re hungry, you can’t learn. When you’re homeless, you can’t do homework. When you’re worried, or sad, or angry - when mom is sick, or dad imprisoned - you can’t concentrate. Out of school challenges diminish a child’s ability to learn and thrive, especially in high-poverty urban school districts.”⁹

Education extends far beyond the school system, and improving outcomes for students require a holistic approach. Wilmington high school graduation rates have improved in recent years, rising from a rate of 76.1% in 2012 to 81.5% by 2014, though gains have not occurred evenly among all demographic groups; the graduation rates for Hispanic or Latino students dropped from 73.8% to 72.3% during this same period.¹⁰ The high school dropout rate has also improved, having fallen from a rate of 19.6% in 2000 to 9.1% by 2014, but still remains twice as high in comparison to the statewide average dropout rate of 4.8%.¹¹

Critics of education policy in the state and the current school district model maintain that the system reinforces disparity and disperses students far from their communities, missing an opportunity to build stronger neighborhoods centered around neighborhood schools. While the School Districts are beyond the jurisdiction of the City’s comprehensive plan, there are complementary actions the plan can take to support neighborhood students. A growing body of research suggests that when disadvantaged students have access to the services they and their families need, opportunities for support, advancement, and pursuing interests, supportive mentors and relationships, and basic necessities such as healthy food, shelter, they can perform better in the classroom.

9 Boston College, City Connects. (n.d.). Retrieved from <https://www.bc.edu/content/bc-web/schools/lsoe/sites/cityconnects.html/>
10 Delaware Department of Education. (2012-2014).
11 ACS 2010-2014 5-yr. estimates.

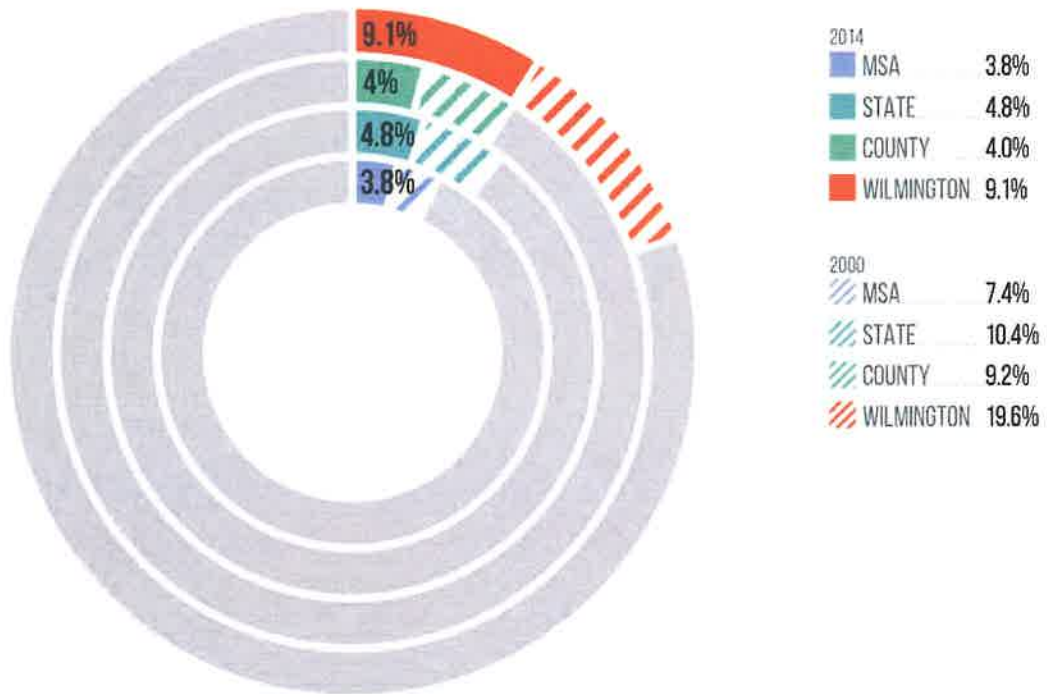


Figure 31 **High school dropout rate, 2000-2014**
 Source: US Census (2000), ACS 3-yr estimates (2010-2014)

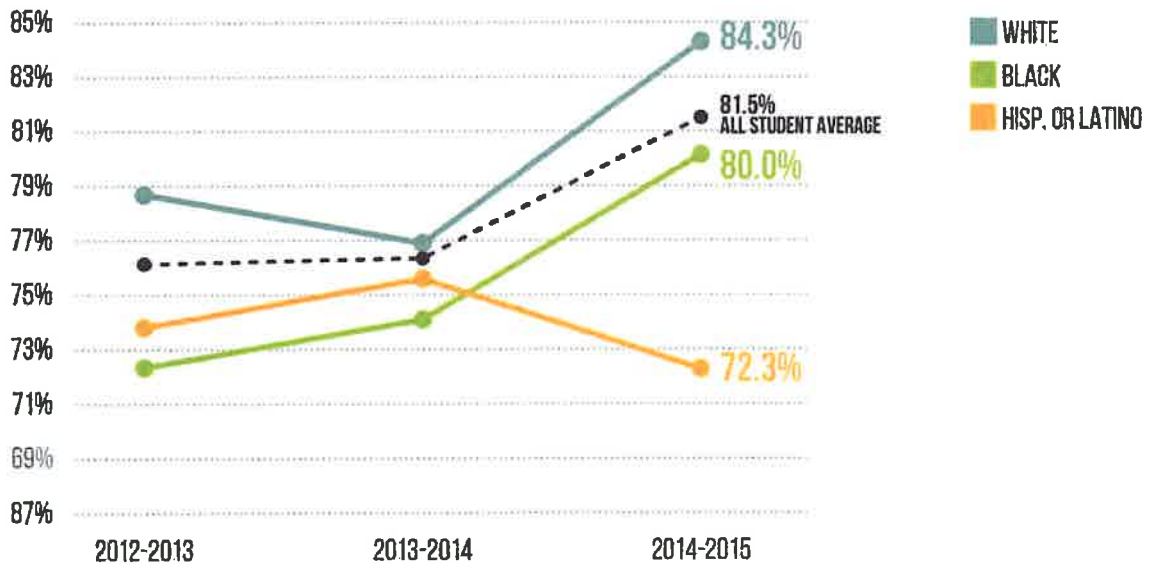


Figure 32 **Graduation rates at Wilmington public high schools by race, 2012-2014**
 Source: Delaware Department of Education
 Data includes public high schools with geographic catchments that include both the city and surrounding municipalities

SCHOOLS AND SCHOOL DISTRICTS

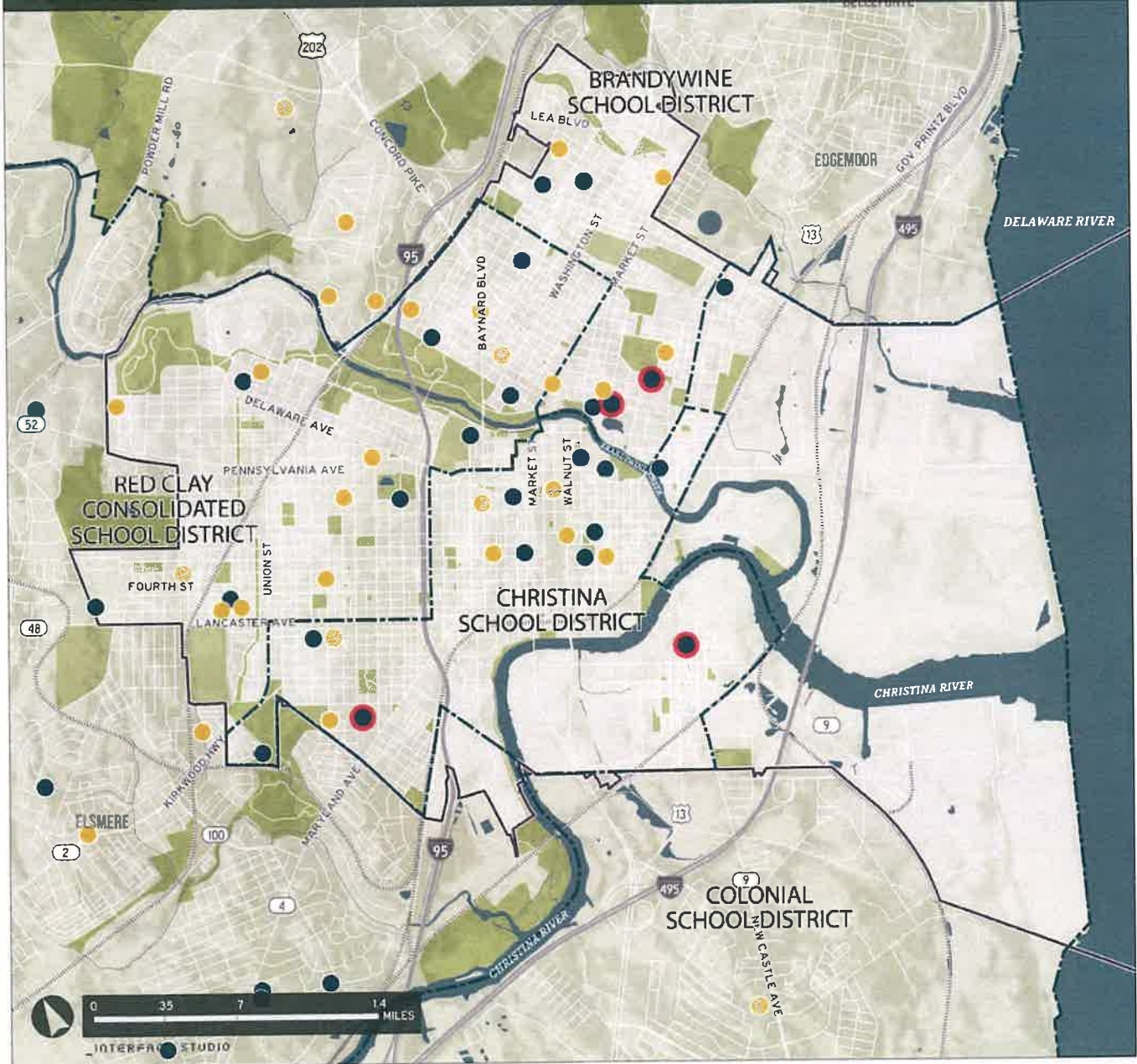






Figure 33 Schools and school districts map
Source: City of Wilmington

-  School District
-  Public School
-  Private School
-  School is closing

Physical Health

Poverty, housing insecurity and poor housing quality, food insecurity, vacancy and crime contribute to worse health outcomes in lower-income communities. Wilmington residents suffer from higher rates of chronic health conditions such as obesity, diabetes, and asthma compared to State and national averages.¹² And while these chronic conditions are higher in Wilmington, these conditions are not distributed evenly across the city. An analysis of census tracts show that rates of asthma, obesity, and diabetes are higher in Wilmington's high poverty census tracts. For example, Wilmington's obesity rate of 37% is higher than the State and national rates of 31% and 28%,¹³ respectively, and in high poverty neighborhoods, can be as high as 40%.¹⁴ Environmental factors that contribute to poor air quality, such as living within proximity of a major highway or in substandard housing, may also contribute to higher levels of asthma.

12 Delaware Health Statistics Center. (2013).
 13 Delaware Health Statistics Center. (2013).
 14 CDC BRFSS via PolicyMap. (2013).

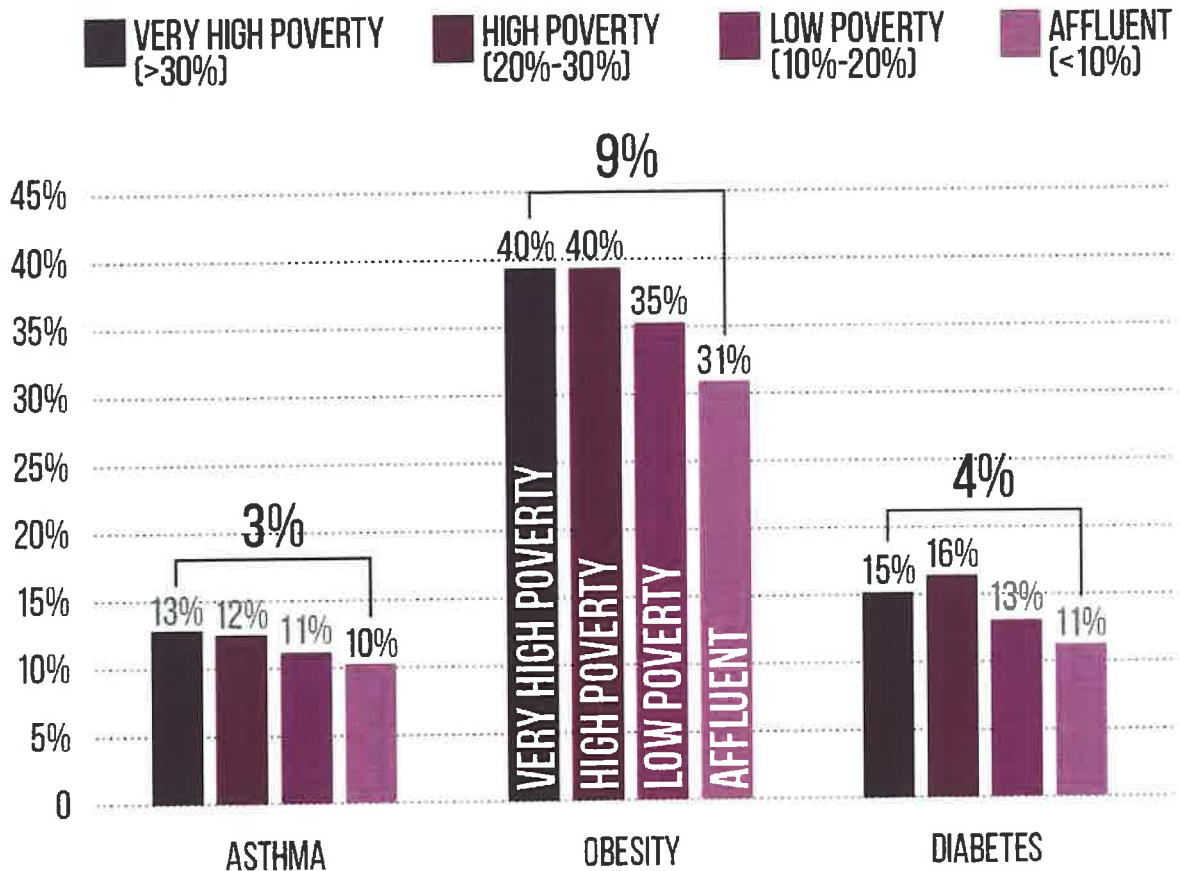


Figure 34 **Prevalence of select chronic health conditions among adults by census tract poverty rating**
 Source: CDC BRFSS via PolicyMap; U.S. Census 2010

SUMMARY OF KEY PUBLIC INPUT

When asked “What does your neighborhood need help with to be healthy?” participants in the first community forum highlighted crime and violence as the top “ailments” impacting their neighborhoods’ health, as well as blight and lack of fresh food.

Residents focused on the importance of ensuring that the city is a safe and healthy place for youth, and found some areas wanting: 37% of residents said the city was not a good place to raise a family. Safety, schools, and youth activities were cited as concerns. Among residents with children, 42% ranked schools as the most important quality in a neighborhood, but 36% of residents rated the quality of schools as poor. “New and expanded youth programs” was ranked fourth among the most important improvements that would make the greatest impact on quality of life in Wilmington. At the second public forum, “expand youth programming with partners in and out of school” was ranked fourth out of more than 50 key recommendations.

Improved job opportunities was ranked by residents as the second most important improvement that would have the greatest impact on quality of life in Wilmington. In the second public forum, “encourage opportunities for populations that face significant barriers to employment” was among the top voted recommendations, ranking fifth out of more than 50.

Across all five goal areas, “Goal 2.1 Ensure all youth have opportunities to shape their future in and out of school” was selected as a high priority.

GOALS AND RECOMMENDATIONS

GOAL 2.1: ENSURE ALL YOUTH HAVE OPPORTUNITIES TO SHAPE THEIR FUTURE IN AND OUT OF SCHOOL

The City needs to focus on retaining the next generation of Wilmington residents. In order to ensure that the city works for all residents, Wilmington should invest in homegrown opportunities, which start with youth.

Enrich and broaden educational opportunities

“A place where inner city kids will get a great education and feel proud to call Wilmington their home.”

“Most of our community are able to take their children to museums, amusement parks but there are some in our community who don’t have access. So the idea is to bring what some cannot experience into our community.”

- **Expand youth programming with partners in and out of school.** Research has shown that young people who have sustained involvement in extracurricular activities are much more likely to go on to college than kids with sparse or no involvement.¹⁵ Similarly, research has shown that children who grow up in disadvantaged neighborhoods benefit immensely from involvement in “identity projects” such as clubs, organizations, groups, or other activities that inspire and engage youth around something they are passionate about and that help young people shape their identity and socialize with others.¹⁶ Wilmington’s diverse cultural institutions and community organizations offer an opportunity to expand high-quality youth programs catering to a diverse array of interests young people may have.

> **EXAMPLE:** The [Warner-Shortlidge Arts Alliance](https://www.redclayschools.com/site/Default.aspx?PageType=3&DomainID=4&PageID=1&ViewID=6446ee88-d30c-497e-9316-3f8874b3e108&FlexDataID=830) (<https://www.redclayschools.com/site/Default.aspx?PageType=3&DomainID=4&PageID=1&ViewID=6446ee88-d30c-497e-9316-3f8874b3e108&FlexDataID=830>), which brings professional teaching artists into classrooms, includes partnerships with organizations such as OperaDelaware, Delaware Symphony Orchestra, Light Up the Queen Foundation, the Delaware Institute for the Arts in Education, and the Grand Opera House.



Source: Grand Opera House, Jon Ripsom Photography

¹⁵ Delaware Health Statistics Center. (2013).

¹⁶ Delaware Health Statistics Center. (2013).

- **Connect schools to city assets and services.** Education is more than just the time in the classroom, it includes tapping into libraries, cultural institutions, museums, and other places that encourage students to learn and explore (and make it fun to do so). The City should work with local schools, cultural institutions and the funding community to create more opportunities for all students, especially from low-income families, to access these resources. A culture directory could compile information on available resources and free/discount days, and be distributed to families to help them take advantage of all Wilmington has to offer. In addition, a “Culture Pass” providing free or reduced admission to arts, cultural and entertainment assets in the city could be developed to unlock a wider range of opportunities.

> **EXAMPLE:** In New York City, the [Cool Culture Pass](https://www.coolculture.org/cc/index.html) (https://www.coolculture.org/cc/index.html) provides free access to museums, historical societies, botanical gardens and zoos for families whose children are enrolled in schools where 60% of students qualify for free or reduced lunch.

Develop on-ramps to jobs through skills training

“Make the young part of the manufacturing and digital service industries that will rise as the city grows.”

- **Expand City summer jobs program.** Wilmington’s annual summer youth employment program, an initiative of the Parks and Recreation Department, employs over 400 young Wilmingtonians, aged 14 to 20 in competitive internships and entry-level positions throughout the city. Recently rebranded as the “Youth Career Development” program to emphasize the hope that the program could provide a pathway to a career, the initiative not only provides a six- to eight-week job placement but also matches participants with a career mentor for the summer. The City should continue to support and grow the number of slots available for interested students, the diversity of positions available, and the quality of the employment and mentoring experience. To encourage a diverse cohort, targeted outreach should be conducted in low-income, high need neighborhoods and among Spanish-speaking students.
- **Develop apprenticeship/mentorship program in partnership with local businesses and educational institutions.** One of Wilmington’s unique assets is the strong concentration of local businesses coupled with a number of high-quality educational institutions. The City should encourage local partners such as businesses and educational institutions to create a young entrepreneur mentorship program that pairs a select cohort of students with small business owners to give motivated young Wilmingtonians valuable work experience and mentorship.

> **EXAMPLE:** Myrtle Avenue Brooklyn Partnership’s [Young Entrepreneur Mentorship Program](http://myrtleavenue.org/business-services/young-entrepreneur-mentorship-program/) (http://myrtleavenue.org/business-services/young-entrepreneur-mentorship-program/) is a 6-week program that pairs teens with Myrtle Avenue business owners and Pratt Institute’s STEAM program. Since the program’s inception in 2016, the program has selected a class of 15-20 students each summer and has partnered with 70 small businesses on the corridor.

GOAL 2.2: ENCOURAGE A COORDINATED AND HOLISTIC APPROACH TO SERVICE PROVISION AND ACCESS

The City should encourage collaboration and information sharing between service providers in order to help residents navigate the full menu of services available to them and provide comprehensive and coordinated care between providers.

“We’re all coming up with the same initiatives and we’re all stating the same problems...But we’re not working together like we should.”

- **Partner with service providers to transform civic spaces into community hubs.** Cities across the country are introducing the concept of community hubs to schools, libraries and community centers to bring a variety of services that families might need - health care, social services, skills training, etc. - under one roof that is convenient for kids and parents. These efforts have been proven in several examples to improve outcomes.

> **EXAMPLE:** The [Oyle School](https://www.pbs.org/newshour/education/oyle-school) (<https://www.pbs.org/newshour/education/oyle-school>) in Cincinnati, has endeavored to close the achievement gap between poor children and more advantaged students by providing their basic health, social, and nutritional needs at school. Inspired by this model, Mayor Jim Kenney of Philadelphia introduced the [Community Schools Initiative](https://beta.phila.gov/departments/mayors-office-of-education/community-schools/) (<https://beta.phila.gov/departments/mayors-office-of-education/community-schools/>) as one of the premier initiatives of his administration, which seeks to make community schools neighborhood centers by improving access to programs and services for students, their families, and others in the neighborhood. And here in Delaware, the [Eisenberg Elementary School's Wellness Center](https://www.delawareonline.com/story/news/education/2018/04/19/nemours-life-health-center-partner-colonial-open-elementary-school-wellness-center/527818002/) (<https://www.delawareonline.com/story/news/education/2018/04/19/nemours-life-health-center-partner-colonial-open-elementary-school-wellness-center/527818002/>) is seeking to solve the lack of access to health care in the community by bringing healthcare to the school itself, with services provided by the Life Health Center in partnership with Nemours/A.I. DuPont Hospital for Children.

- **Encourage collaboration among service providers with complementary services.** Wilmington has a host of strong health care institutions and social service providers, but the challenges of care coordination and lack of information can be a challenge for residents and for providers. Connecting the dots between health care services, access, and care coordination could improve health outcomes for Wilmington residents, especially the city’s most vulnerable populations. To improve health outcomes for residents, the City should support and encourage increased collaboration and care coordination among health care and social service providers in the following areas:
 - **Funding.** Often, service providers in the same geography will compete with each other to fund programs or services that may be redundant when looked at through the lens of the city’s wider health care network. Collaboration between different service providers when pursuing funding and developing programs would help reduce redundancy and lead to stronger grant applications.
 - **Access.** A community health care worker model can help bridge the gaps by serving as a trusted local liaison between communities and health and social service providers, helping to educate, identify issues and problem solve.

- **Holistic Care.** Increasingly, primary care doctors are taking into account lifestyle habits in addition to acute systems when evaluating a patient’s health - leading to ‘prescriptions’ to exercise more and eat fruits and vegetables.
- **Data Sharing.** The Camden Coalition of Healthcare Providers (CCHP) works to improve health outcomes in Camden, New Jersey by combining real-time data from the city’s three health systems to “hotspot” areas of the city with pronounced health care issues and “super-utilizers” who account for an outsized majority of emergency room visits and healthcare spending.¹⁷ By establishing trusted relationships with health care providers, and demonstrating the value-added to providers by sharing this data, CCHP has been able to improve outcomes for the city’s neediest patients while streamlining patient care.
- **Help homeless and prison re-entry population re-acclimate to community life.** While service provisions such as food and shelter are incredibly important for homeless and prison re-entry populations, they often don’t adequately address the issue of how to reintegrate these populations into community life. The City should engage a range of partner agencies to not only help house and feed these populations, but to help train and place them in work programs, create avenues to participate in the civic and social life of the city, and provide support necessary to help these populations get back on their feet. [see also recommendation under Goal 3.2 in Robust Local Economy]
- **Support youth dealing with the impacts of trauma.** Youth growing up in neighborhoods that suffer from high levels of crime and poverty are often afflicted by trauma from exposure to violence, grief, dysfunctional family life, and other factors that impact their mental and physical health and ability to function and learn. The City should work with the School Districts, the Parks and Recreation Department, youth service providers, and experts in children’s mental health to support and grow a comprehensive, holistic approach to helping children succeed who may be struggling with the impacts of trauma, both short-term and long-term. An example of an acute trauma program is the [Youth Response Unit](https://www.wilmingtonde.gov/government/public-safety/wilmington-police-department/child-development-community-policing) (<https://www.wilmingtonde.gov/government/public-safety/wilmington-police-department/child-development-community-policing>), a collaboration of the City of Wilmington Police Department, the Delaware Division of Prevention and Behavioral Health Services, and A Seed of Hope Counseling to provide free trauma assessment and short-term counseling for children and the families after a traumatic event.
- **Develop stronger State and local communication and coordination on service provision.** A number of social service programs are concentrated in West Center City and downtown, some of which are under the jurisdiction of the State of Delaware. Community members, City officials, non-profit and business leaders have been engaged in ongoing conversations regarding the impact of these services, which address social, economic, and health-related issues. The City should facilitate stronger communication and coordination with the State and non-profit providers to improve perception, collaboratively address issues, and increase awareness of the positive impacts of these entities.

¹⁷ Truchil, A. (2014). Hotspotting: The Driver Behind the Camden Coalition’s Innovations. Retrieved from <https://www.chcs.org/hotspotting-driver-behind-camden-coalitions-innovations/>

GOAL 2.3: MAKE HEALTHY LIVING THE DEFAULT CHOICE

Healthy choices can help prevent and improve chronic conditions such as obesity and diabetes. Making it easier to choose the healthy option with regard to habits, food and nutrition, and mobility will have a positive impact on public health.

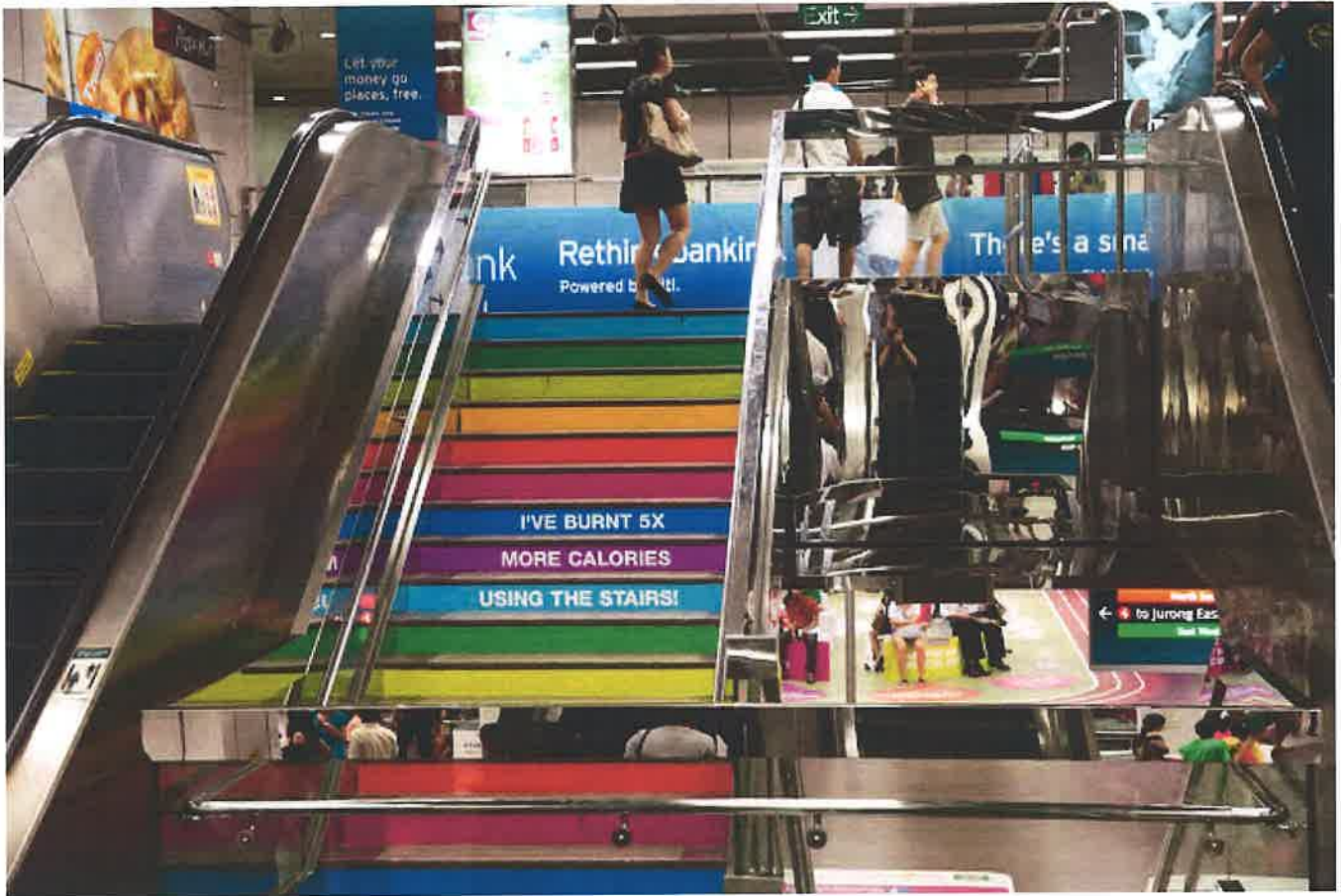
- **Improve access to healthy, fresh food.** With only four supermarkets in the city, many residents rely on corner stores and smaller markets that do not often stock fresh food. Introducing healthier fresh food options into these stores can help transform residents' shopping habits. Additionally, community gardens, commercial urban agriculture and farm stands can provide an important source of locally grown food. Support for communities to transform vacant lots or fallow land into community gardens can improve health outcomes and develop a sense of community around new, productive public spaces, while exploring indoor agriculture in warehouse spaces is an opportunity to bring larger properties into new productive use. The City should support and partner with organizations and community groups to bring healthy, affordable foods and productive landscapes to every neighborhood in the city. [see also recommendation under Goal 1.3 in Strong and Safe Neighborhoods]

> **EXAMPLE:** The Food Trust's [Healthy Corner Stores Network](http://thefoodtrust.org/what-we-do/administrative/healthy-corner-stores-network) (<http://thefoodtrust.org/what-we-do/administrative/healthy-corner-stores-network>) supports increasing healthy, affordable foods in small-scale stores, and has already partnered with a number of corner stores in the city.

- **Encourage active design.** The City should encourage measures that support walkability, bikeability, and active design by ensuring that buildings, streets, and public spaces make walking or biking a safe, enjoyable, and natural choice residents of all ages. The Centers for Disease Control and Prevention recommends that adults get at least 150 minutes of moderate intensity aerobic activity or 75 minutes of vigorous-intensity physical activity-or an equivalent combination each week¹⁸. The CDC notes that walking can be an excellent and no-cost method for anyone to reach these health goals, and offers a number of resources to help individuals and communities build walking into their daily lives.

> **EXAMPLE:** The [Complete Communities Toolbox](http://www.ipa.udel.edu/healthyDEtoolkit) (<http://www.ipa.udel.edu/healthyDEtoolkit>) by the University of Delaware offers a number of Delaware-specific resources to help communities encourage active design, and the Center for [Active Design's Active Design Guidelines](https://centerforactivedesign.org/guidelines/) (<https://centerforactivedesign.org/guidelines/>) provides additional strategies for incentivizing healthier living through the design of buildings and the public realm. The [Step It Up! Initiative](https://www.cdc.gov/physicalactivity/walking/call-to-action/pdf/infographic.pdf) (<https://www.cdc.gov/physicalactivity/walking/call-to-action/pdf/infographic.pdf>) by The Centers for Disease Control and Prevention offers a comprehensive list of ways to build healthy living into one's daily routine]

¹⁸ Centers for Disease Control and Prevention. (2018, February 13) Why Walk, Why Not! Retrieved from <https://www.cdc.gov/physicalactivity/walking/>



Design strategies for buildings and public spaces that encourage day-to-day activity.

- **Create healthy community spaces at public and institutional facilities.** Public spaces are valuable places to recreate and recharge in dense urban environments, and can have an impact on physical and mental health. While the majority of Wilmingtonians are within walking distance of a park, residents in low-income neighborhoods have less access to quality parks and higher rates of chronic disease such as obesity and diabetes that could be managed with improved lifestyle habits. At a minimum, we should ensure that parks are easily and safely connected to communities. Also, the City should look for opportunities at public sites, and partner with other public and institutional facilities, to adapt underused portions of their sites for community use such as gardens, outdoor fitness centers, or other recreational opportunities to improve access to spaces that foster health and community cohesion. [see also recommendation under Goal 1.5 in Strong and Safe Neighborhoods]

> **EXAMPLE:** Wilmington’s first urban farm, the [E.D. Robinson Urban Farm](https://www.thedch.org/what-we-do/community-gardens/urban-farming) at 12th and Brandywine (https://www.thedch.org/what-we-do/community-gardens/urban-farming), consists of both a community garden and commercial growing space. At the [Ingersoll Houses Community Garden](https://myrtleavenue.org/our-community/healthy-communities/community-gardens/) (https://myrtleavenue.org/our-community/healthy-communities/community-gardens/) on New York City Housing Authority property, over 60 residents of all ages grow their own food and flowers. The Telegraph Hill Neighborhood Center in San Francisco installed “Happy Lane” (https://kaboom.org/playability/play_everywhere/gallery/happy_lane) a playable sidewalk to encourage active play and healthy habits.



Ingersoll Houses Community Garden.
Source: Myrtle Avenue BID



E.D. Robinson Urban Farm in Wilmington.
Source: Delaware Center for Horticulture



Happy Lane is a sidewalk in San Francisco designed to encourage active play.



Outdoor fitness equipment can be incorporated into park renovations to encourage activity and exercise.

- **Pilot healthy living and wellness programs/campaigns in City government and public facilities.**

Healthy living, wellness programs, fitness groups, challenges, and campaigns can be effective methods for improving health outcomes. The City should support and partner with organizations that can provide fun and impactful programs that increase residents' access to opportunities to get healthy. For example, programs related to healthier eating could include Community-Supported Agriculture (CSAs) and nutrition/cooking classes. Programs related to exercise could include walking, biking, and fitness clubs or challenges/initiatives. Campaigns for healthier living could include smoking cessation initiatives and promoting community health screenings. While the cost of private gyms or group exercise classes may be prohibitive for many residents, cities across the country are showing how creative use of public recreation and park facilities, coupled with programs run by partners, can bring free and fun exercise programs to everyone, regardless of income or ability. At the Statewide level, the Delaware Division of Public Health's Physical Activity, Nutrition and Obesity Prevention Program could be a valuable partner in implementation.

> **EXAMPLE:** Wilmington's [Play Streets](https://www.wilmingtonde.gov/Home/Components/News/News/2945/225) (<https://www.wilmingtonde.gov/Home/Components/News/News/2945/225>) program, a partnership between the Mayor's Office, Parks and Recreation, Christina Care Health system, and Wilmington Police Department. [Philly Powered](http://phillypowered.org/) (<http://phillypowered.org/>), a program under Philadelphia's Department of Public Health Division of Chronic Disease Prevention partners with a wide array of providers to bring fun and free active recreation opportunities to all Philadelphians.

GOAL 2.4: BUILD COMMUNITY CAPACITY AND CIVIC ENGAGEMENT

The City should help build up Wilmington's "civic infrastructure" by supporting the development and capacity of civic groups and engagements. This would help create greater productive partnerships between the City and the neighborhoods.

"On every generational level, people just want to be heard."

"You do anything in this town and you get like 30 volunteers. ... Everyone is so willing."

- **Strengthen existing civic associations and help start new ones.** Civic associations provide a way for neighbors to stay informed about what's happening in the city and the community, and for citizens to communicate with the City government. Civic associations may additionally focus their attention on specific areas of concern in the community, including crime and safety, cleaning and greening, volunteerism, and zoning. The City should support the development of civic associations by supporting initiatives and training programs that build leadership capacity, educate members on city services and processes, and ensure that every neighborhood in the city is represented by high-quality civic leadership. The City should also facilitate information sharing among groups so that strong existing groups can share their knowledge and ideas with start-up groups, for example through development of a playbook of tips and best practices. A comprehensive list of Wilmington's active civic associations can be found at: <https://www.wilmingtonde.gov/government/city-offices/constituent-services/civic-and-neighborhood-organizations>. [see also recommendation under Goal 3.5 in Robust Local Economy]
- **Explore development of a citizens' academy.** The City could support training and education programs that teach citizens about participation in local government and help shape their capacity to be civic leaders. Such a program helps build capacity for residents in existing civic associations as well as residents interested in starting new civic associations.

> **EXAMPLE:** Philadelphia's [Citizens Planning Institute](https://citizensplanninginstitute.org/) (CPI) (<https://citizensplanninginstitute.org/>) is the education and outreach arm of the City Planning Commission. CPI's main program is a seven-week course that empowers citizens to be more effective community leaders and changemakers.

- **Support youth engagement and leadership development.** The youth focus group that was engaged during the planning process identified a lack of optimism about the city's future, and a wish that people cared more about the city. The City should support the formation of a youth council to give young people a voice in the city and provide the city with an avenue for better understanding the issues and challenges faced by youth in the community.

> **EXAMPLE:** [Youth United for Change](https://www.youthunitedforchange.org/) (<https://www.youthunitedforchange.org/>) is a youth-led advocacy organization consisting primarily of working-class students of color who work to reform policies to improve the Philadelphia school system.

- **Support Park Friends groups.** Park Friends are volunteer-led groups with a common interest in the stewardship of a local park. Like civic associations, these groups provide a way for citizens to have a voice in the management, programming, and improvements of park spaces, and can play an important role in volunteer engagement and fundraising. The City should continue to support and grow active park friends groups throughout the city, and strengthen an umbrella organization to connect friends groups to one another, provide training and capacity building, and assist with fundraising and the formation of partnerships that benefit Wilmington’s parks. This could involve providing support to existing groups like the Friends of Wilmington Parks and [Wilmington Parks Network](http://wilmingtonparksnet.wixsite.com/wilmparksnetwork/about_us) (http://wilmingtonparksnet.wixsite.com/wilmparksnetwork/about_us) or forming a new non-profit entity such as a conservancy to support parks and their associated friends groups.

> **EXAMPLE:** [Fairmount Park Conservancy](https://myphillypark.org/) (<https://myphillypark.org/>) is a non-profit partner in the betterment of Philadelphia’s parks, leading capital projects, attracting and leveraging investments, fostering neighborhood park stewardship, and developing innovative programs through Philadelphia 10,000+ acre park system.

- **Support civic events and coordinate with City services.** Wilmington can further engage citizens and local businesses by holding citywide civic events that provide opportunities for volunteers to lend their time to improve the city and coordinating City services to support them.

> **EXAMPLE:** Philadelphia’s biannual [Love Your Park](https://loveyourpark.org/about/) (<https://loveyourpark.org/about/>) week engages thousands of volunteers across the city to clean, green, and beautify the city’s parks.



3. ROBUST LOCAL ECONOMY

OVERVIEW

For over 20 years Delaware has been recognized as a center for the banking, financial services and insurance industry, with Wilmington and New Castle County as the nexus. This concentration of banking and financial employment is driven by a cluster of major corporate employers in downtown Wilmington. Additionally, the top three industry sectors in the city - finance/insurance, health care/social assistance, and professional, scientific, and technical services - make up 67% of the city's jobs. While Wilmington enjoys comparative workforce and cluster advantages over the region in these industry sectors, the city's economy needs a more diverse set of opportunities. This section of the plan addresses the need to build a modern, diverse economy that reinforces Wilmington's economic strengths while building it as a center for small businesses, the arts, and innovative research which already have a small but growing presence in the city.

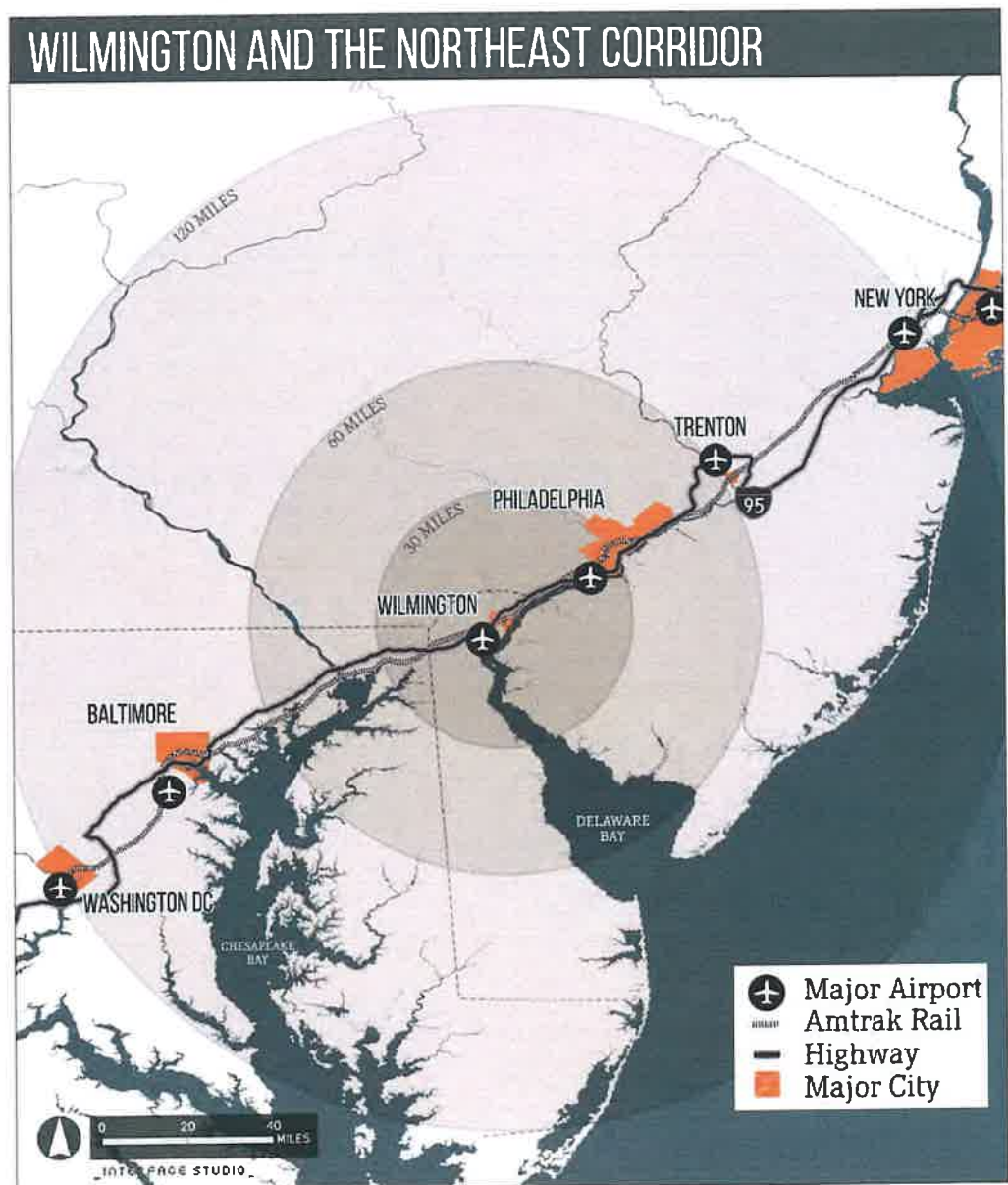


Figure 35 Regional transportation map

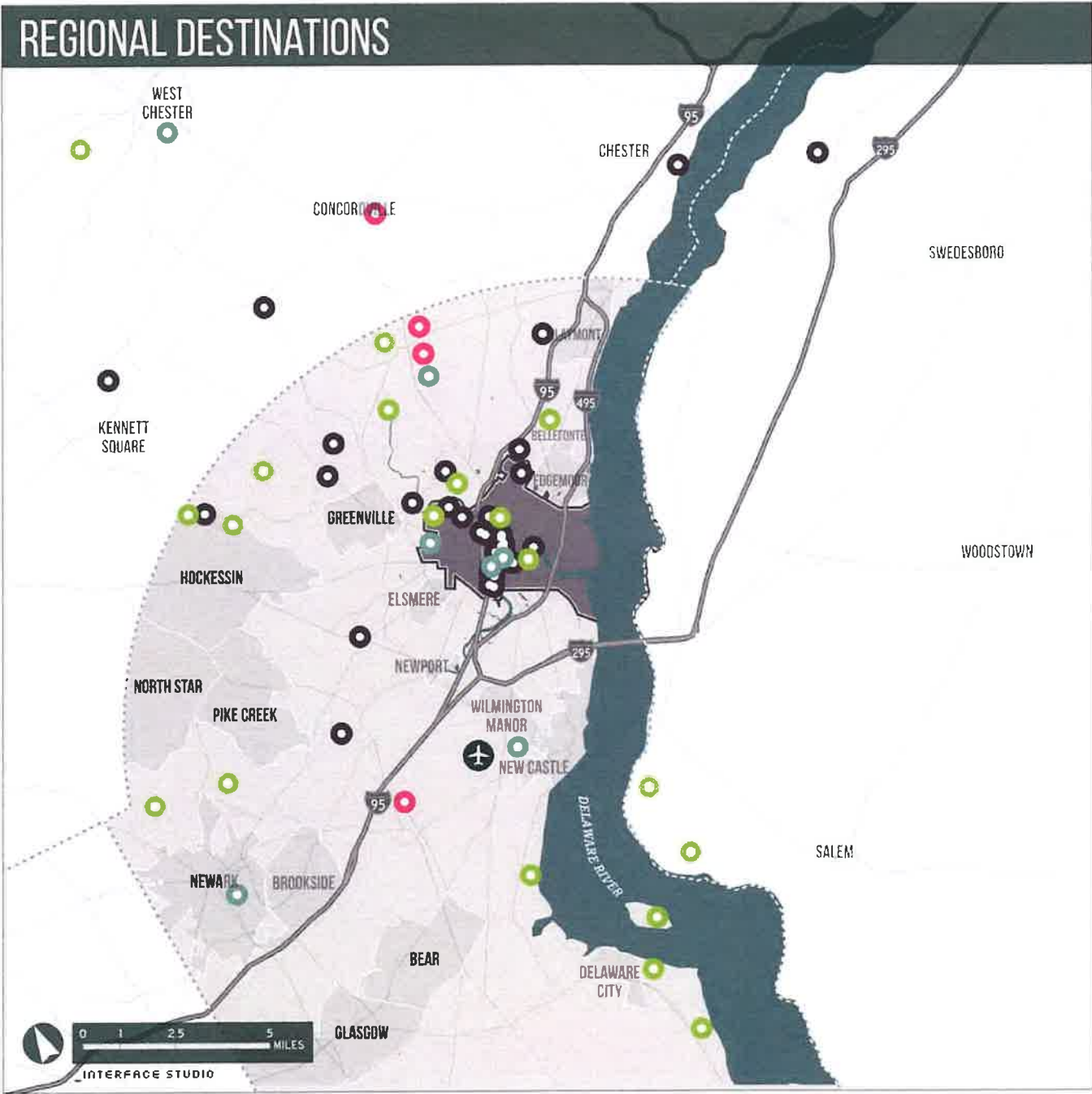


Figure 36 **Regional destinations map**
 Source: City of Wilmington, State of Delaware, Interface Studio

- Art/Culture/Entertainment
- Higher Education
- Natural Resource
- Shopping

Economic Conditions

Wilmington has strong economic assets. It is centrally located on Amtrak’s Northeast Corridor with excellent regional transportation and within a commutable distance from major cities. Wilmington is a regional destination for arts, culture and natural attractions, with over 160 arts and entertainment venues in the greater Wilmington area and over 5 million annual visitors.

Wilmington is an employment hub and a net importer of workers, with 77 jobs per 100 residents compared with 42 jobs per 100 residents in the larger Philadelphia-Camden-Wilmington region. The bulk of the city’s jobs are located downtown, where the population more than triples during the day.

But with a large proportion of the workforce coming from outside the city and the state (25% of Wilmington workers resided out of state in 2014), Wilmington employers must compete regionally to attract and retain workers. The concentration of assets and jobs in a few major employers, and the misalignment between employment opportunities and the labor market of local residents contributes to the city’s low median income and high poverty rate.

Economic Base / Major Employers

The top three industry sectors in the city - finance/insurance, health care/social assistance, and professional, scientific and technical services - make up 67% of the city’s jobs. Anchor institutions in these sectors - including DuPont, Capital One, Chemours, Highmark Blue Cross/Blue Shield, and AstraZeneca - have seen a series of layoffs over the past three years. The concentration of jobs in these sectors leaves Wilmington vulnerable to further layoffs. Wilmington’s reliance on large banks and corporations needs to be balanced with a diversity of opportunities and industries so that the local economy can flourish and all Wilmington residents can participate in it. Innovation requires an inclusive and interdisciplinary approach, and cities are increasingly focusing on how to grow and support local businesses of all sizes rather than focusing primarily on attracting or retaining one to two anchor employers.

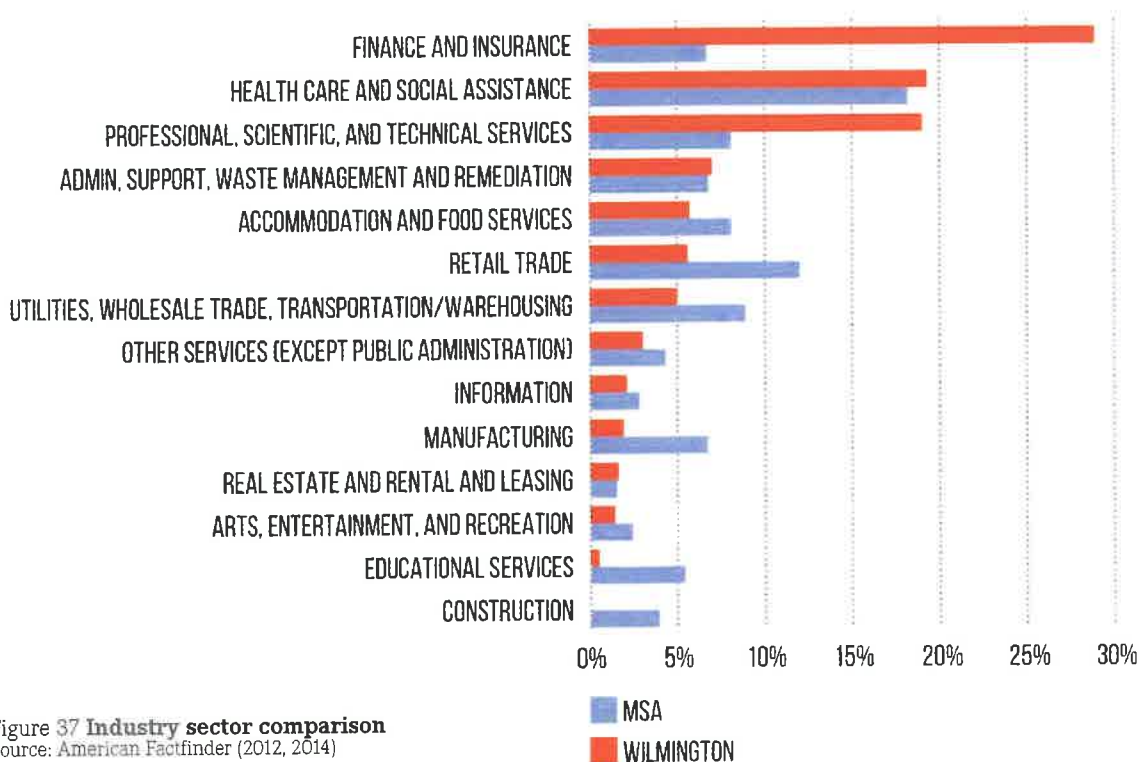


Figure 37 Industry sector comparison
Source: American Factfinder (2012, 2014)

SECTOR	JOB
Finance and insurance	11,557
Professional and technical services	6,683
Health care and social assistance	5,792
State Government	4,939
Local Government	3,193
Management of companies and enterprises	2,836
Accommodation and food services	2,084
Retail trade	1,883
Administrative and waste services	1,769
Other services, except public administration	1,191

Figure 38 **Employment by Sector*, 2018**
 Source: Delaware Department of Labor (2019)
 *2-digit NAICS code

SUB-SECTOR	JOB
Credit Intermediation and Related Activities	7,044
Securities, Commodity Contracts, and Other Financial Investments & Related Activities	3,542
Social Assistance	2,064
Food Services and Drinking Places	1,871
Administrative and Support Services	1,675
Ambulatory Health Care Services	1,416
Specialty Trade Contractors	712
Motor Vehicle and Parts Dealers	613
Religious, Grantmaking, Civic, Professional, and Similar Organizations	522
Support Activities for Transportation	516

Figure 39 **Employment in Wilmington by Sub-Sector*, 2018**
 Source: Delaware Department of Labor (2019)
 *3-digit NAICS code

Labor Market

Less than 30% of Wilmington residents 25 years and older have an Associate's degree or higher. More than 15% of residents do not have a high school diploma or equivalent. The distribution of educational attainment in Wilmington demonstrates the need for diverse employment opportunities, including blue collar jobs, as well as a push to increase educational opportunity and training, and the need to attract and retain a more diverse resident population with higher educational attainment. Only 11% of the jobs in Wilmington that pay more than \$40,000 per year are held by city residents. Unemployment rates in Wilmington are higher than the county, state and MSA; however, they have begun to track closer to the region following a dramatic spike at the start of the recession in 2008.

The concentration of high-skilled, highly-educated jobs in Wilmington and employment centers for lower-skilled workers outside the city drives high inflow/outflow; 85% of Wilmington's workforce commutes into the city from elsewhere and 73% of employed residents commute out of the city. This reflects residential income segregation in the county; more spending power outside city limits supports more service industry businesses outside city limits. Compounding the imbalance of jobs held by residents versus commuters is the income distribution between these two groups.

An examination of imbalances of earning power by race and geography also reveals an a disparity along racial lines, felt most accutely by city residents. While median household income decreased between 2000-2014 across all demographic groups, segmenting this data by race shows that African-American and Hispanic or Latinx groups suffered a greater decrease in earnings than their white counterpoints, and that the decrease in African-American earnings was nearly three times as high in the city than in the county.

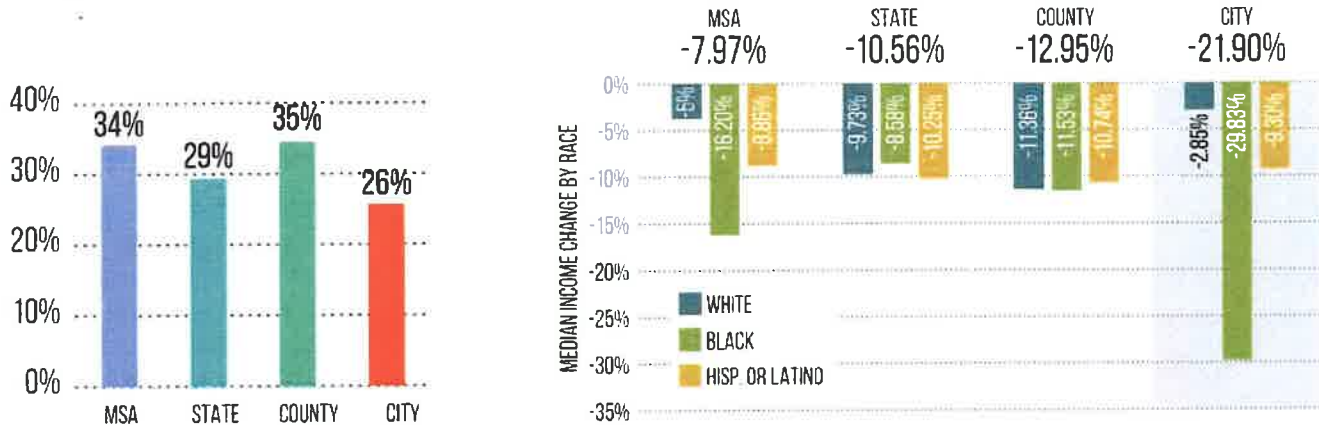


Figure 40 **Percent of population with BA or higher**
Source: US Census (2000), ACS 5-yr estimates (2010-2014)

Figure 42 **Median percent change in household income by Race**
Source: US Census (2000), ACS 5-yr estimates (2010-2014)

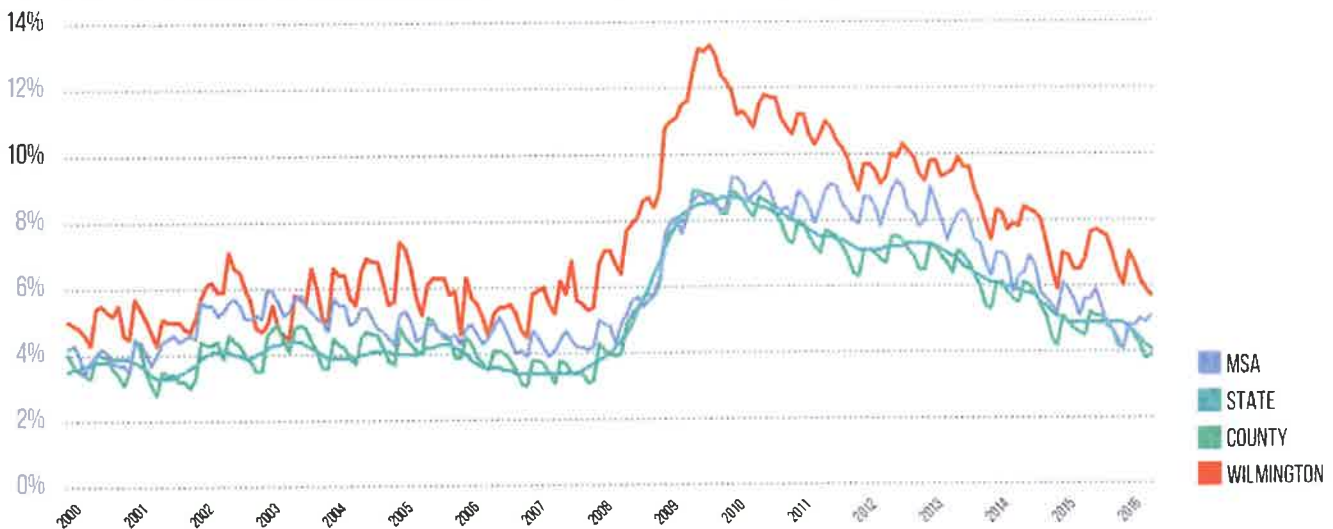


Figure 41 **Unemployment rate, 2000-2016**
Source: US Census (2000), ACS 5-yr estimates (2010-2014); Bureau of Labor Statistics

WHERE WILMINGTON WORKERS LIVE 2014

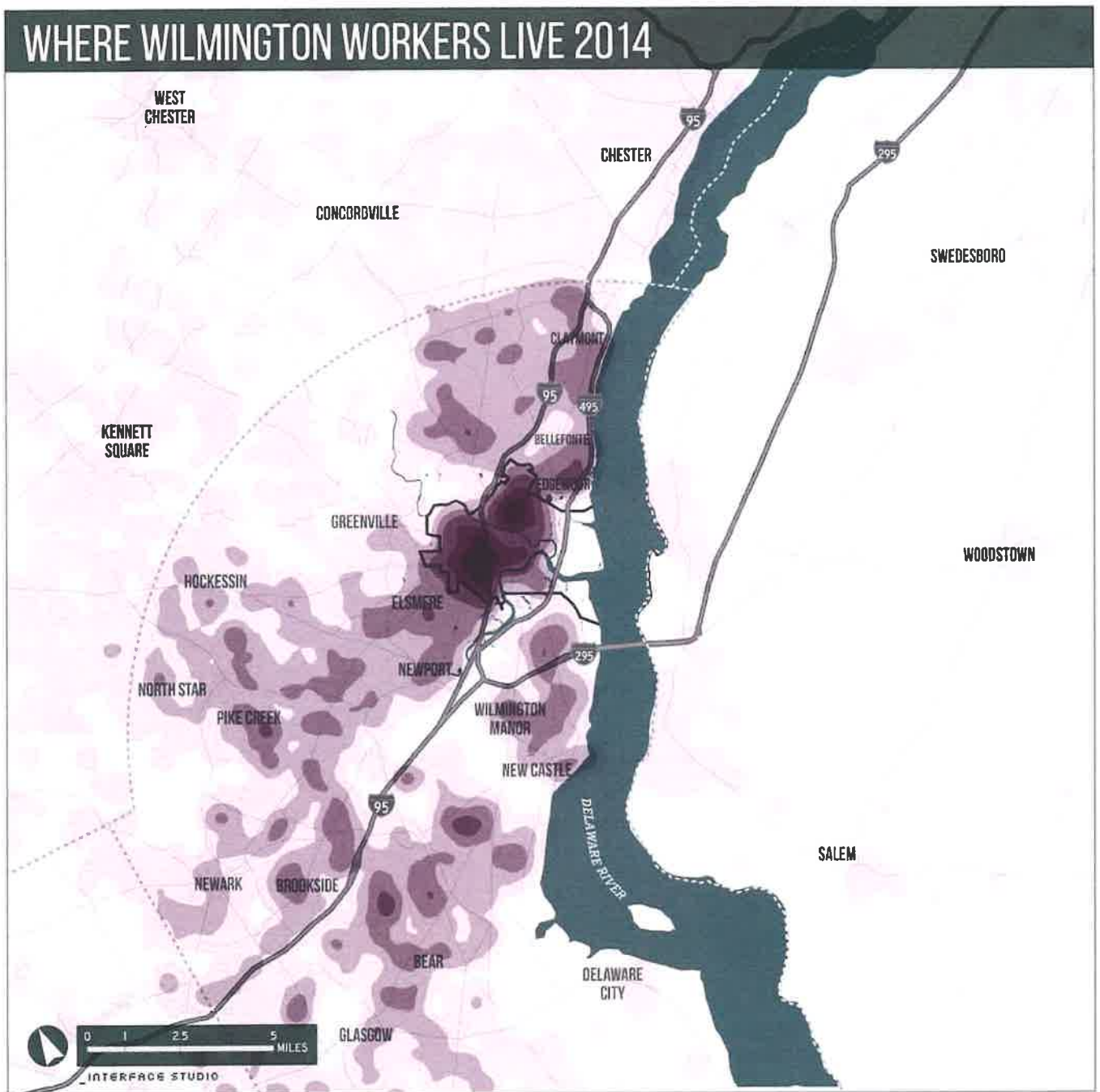


Figure 43 **Inflow map: where Wilmington workers live, 2014**
 Source: US Census, OnTheMap, LEHD Origin-Destination Employment Statistics (2002-2014)

- 1,500 - 7,317 Workers/Sq. Mile
- 1,000 - 1,500 Workers/Sq. Mile
- 500 - 1,000 Workers/Sq. Mile
- 250 - 500 Workers/Sq. Mile
- 100 - 250 Workers/Sq. Mile
- 28 - 100 Workers/Sq. Mile

WHERE WILMINGTON RESIDENTS WORK 2014

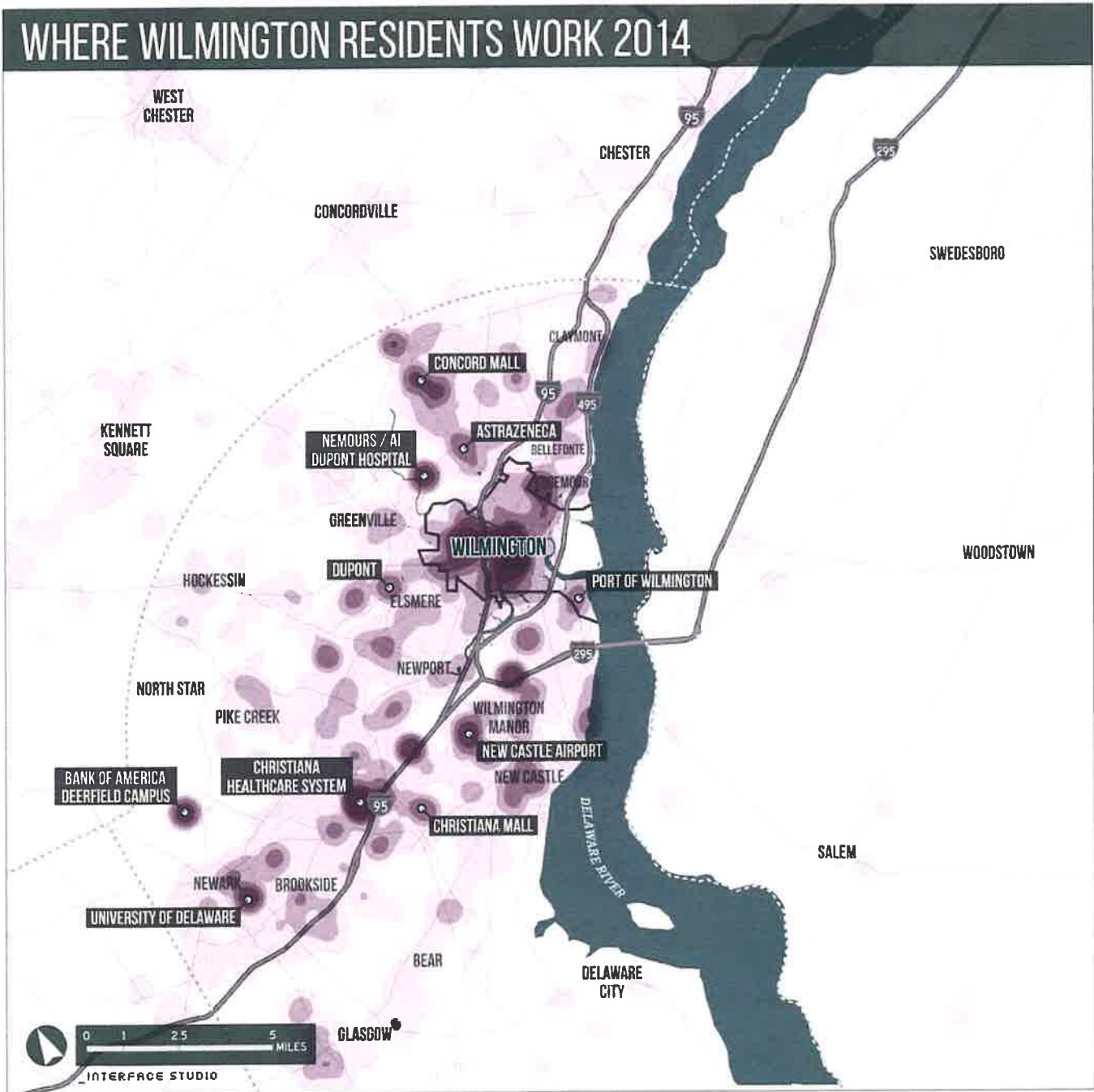


Figure 44 **Outflow map: where Wilmington residents work, 2014**
 Source: US Census, OnTheMap, LEHD Origin-Destination Employment Statistics (2002-2014)

- 3,000 - 7,317 Jobs/Sq. Mile
- 1,000 - 3,000 Jobs/Sq. Mile
- 500 - 1,000 Jobs/Sq. Mile
- 250 - 500 Jobs/Sq. Mile
- 100 - 250 Jobs/Sq. Mile
- 28 - 100 Jobs/Sq. Mile

One way to counter this imbalance is to encourage neighborhood-based employment hubs to help city residents find family-sustaining employment opportunities in Wilmington, reducing commute times and creating accessible employment opportunities for residents without access to a vehicle (24% of households in Wilmington do not own a car, nearly three times the national average).

The inflow/outflow pattern also indicates an opportunity to attract more residents to the city. Living closer to where they work will reduce commuting distance and make the city a more vibrant, mixed use place.

Employment Projection

Jobs have remained relatively steady since 2010, after a period of decline from the peak of 65,729 jobs in 2003. The Delaware Traffic Analysis Zone (TAZ) projects that the number of jobs in Wilmington will remain steady with an estimated 52,500 jobs in 2050.¹

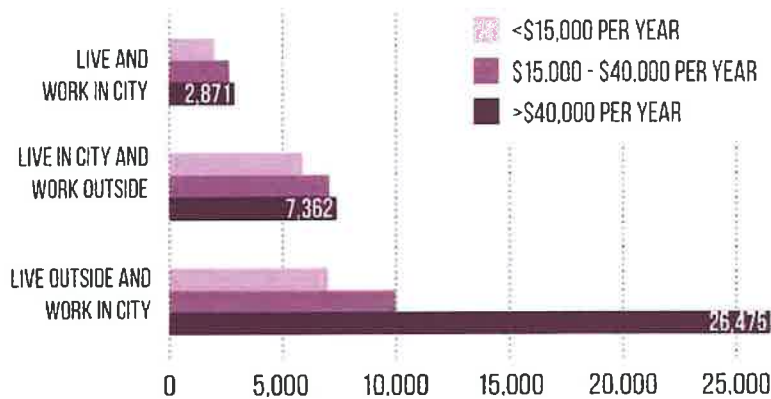


Figure 46 **Inflow/outflow job and income distribution**
Source: US Census (2000), ACS 5-yr estimates (2010-2014)

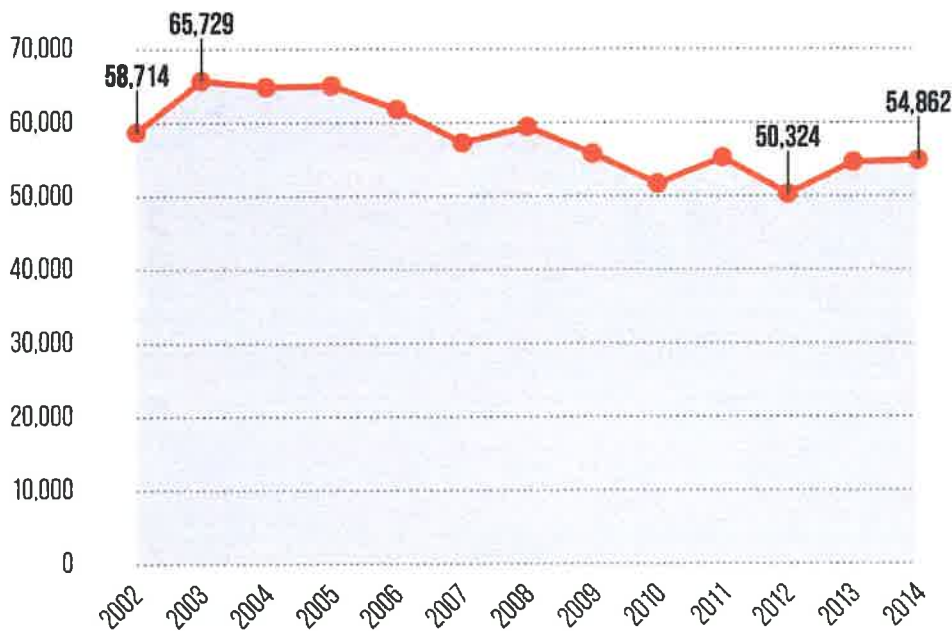


Figure 45 **Employment trends, 2002-2014**
Source: US Census (2016)

¹ Employment counts and projections can vary by source depending on how a job is defined. Variations in definition include seasonality and primary vs. all jobs.

SUMMARY OF KEY PUBLIC INPUT

Residents rated convenient location the number one best thing about Wilmington, with restaurants/bars and arts/entertainment coming in third and fifth.

“Improved job opportunities” was ranked by residents as the second most important improvement that would have the greatest impact on quality of life in Wilmington. In the second public forum, “encourage opportunities for populations that face significant barriers to employment” was among the top voted recommendations, ranking fifth out of more than 50. Throughout the public outreach process, providing jobs and opportunity for Wilmington residents has consistently been cited as an important component of a multifaceted strategy to improve public safety which in turn impacts the city’s economic development and competitiveness.

Residents ranked “downtown revitalization” as the third most important improvement that would have the greatest impact on quality of life in the city, but also expressed the need to foster vibrant neighborhood Main Streets. In the second public forum, “balance investments between neighborhoods, downtown and the riverfront” and “make neighborhood commercial corridors and centers clean, safe and attractive” were among the top voted recommendations, ranking seventh and twelfth out of more than 50.

GOALS AND RECOMMENDATIONS

GOAL 3.1: ENCOURAGE A DIVERSE AND INCLUSIVE LOCAL ECONOMY IN ALL NEIGHBORHOODS

To ensure that the Wilmington economy works for all, the City should promote an inclusive economy across all neighborhoods and job types. An inclusive economy is defined as one that benefits all residents. The development of a robust, inclusive local economy will benefit current residents through improved employment opportunities and support in starting and growing small businesses, and will make the city a more attractive option for individuals and businesses in the region.

“[We need] programs for community-level revitalization.”

- **Continue to invest in neighborhood and downtown development.** Wilmington has a relatively strong downtown business district and programs to support investment that have been piloted and proven successful in the Downtown. These programs should be replicated and scaled for the neighborhood context. This includes investments in mixed-use commercial corridors to encourage small business development and creating opportunities for light manufacturing employment hubs throughout the city. Significant economic activity takes place in Wilmington neighborhoods and along neighborhood commercial corridors, including the South Wilmington Wetlands Park project, the Teen Warehouse, Inc. by REACH Riverside, as well as a number of projects approved for 2019 by the Department of Real Estate and Housing with federal funding from HUD.
- **Preserve and promote employment hubs and business parks for blue-collar jobs.** A critical part of building a diverse local economy is ensuring that there are accessible jobs at multiple levels of skill and education throughout the city. Promoting employment hubs in the city for business parks, warehousing, and light manufacturing would create employment opportunities for residents closer to where they live, reducing the need to commute outside the city. In order support the development of these sites, we recommend that the City undertake an industrial land use study to inventory industrial land and businesses, analyze industrial supply and demand, develop a land and market strategy, and model various development scenarios. Along with an industrial land use study, the City should explore ways to position Wilmington to compete with other business parks in the State. Strategies include the single-owner model used by Dover and New Castle County to gain site control, get parcels shovel-ready, and actively market and recruit site opportunities. Through this work, Wilmington can better support the development of smaller, modern, light manufacturing sites in the city. [see also recommendation under Goal 1.1 in Strong and Safe Neighborhoods]
- **Make neighborhood commercial corridors and centers clean, safe and attractive.** Wilmington has numerous hubs of activity, but it is not perceived as a place where someone can easily and safely navigate between these hubs, particularly without a car. This makes it difficult for Wilmington to capitalize on its urban advantage at a time when urbanness is a key driver in how people choose where to live. Many neighborhood commercial corridors, such as 4th Street and N. Market Street, are seen as barriers between neighborhoods. To build a connected city and region, safe and healthy circulation between neighborhoods via commercial corridors is needed. This includes clean and safe measures, streetscaping, improving green spaces and landscaping, and providing funding for commercial facade improvement. [see also recommendations under Goal 1.3 in Strong and Safe Neighborhoods and Goal 4.2 in Connected City and Region]

ECONOMIC OPPORTUNITIES



Figure 47 Economic opportunities map

-  Neighborhood Economic Development
-  Todds Lane Industrial Park
 -  Former Del Tech site
 -  Warehouse District
 -  7th Street Peninsula
 -  South Waterfront
 -  Garasches Lane

- **Encourage the formation of merchants associations and business improvement districts to support neighborhood commercial areas.** Commercial areas are strengthened by organized businesses whether through merchant associations, Main Street programs or business improvement districts. Existing business improvement districts (BIDs) downtown and on the riverfront handle maintenance, security and marketing services in those districts and are funded by an assessment on property owners in the district. In order to strengthen other neighborhood commercial areas, the City should develop programs and policies to help businesses and community groups to organize. These efforts can include the development of a step-by-step resource guide for starting a BID and facilitating meetings between small business owners.

> **EXAMPLE:** Cities like [New York](http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf) (http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf) and [Philadelphia](https://business.phila.gov/media/Starting-A-BID-in-Philadelphia-FINAL.pdf) (<https://business.phila.gov/media/Starting-A-BID-in-Philadelphia-FINAL.pdf>) have developed guides on how to start a BID.

GOAL 3.2: INVEST IN TRAINING TO ACCESS THE JOBS AND OPPORTUNITIES OF TODAY AND TOMORROW

Wilmington is faced with a disconnect between employment opportunities and the skills of its residents. The City and its partners should develop and invest in programs and infrastructure that help residents overcome this skills gap and access jobs with long-term career opportunities.

- **Link workforce training and retraining to jobs.** Wilmington should focus its workforce training programs on skills related to current and projected employment opportunities. In particular, the City should focus on opportunities to partner with employers for direct job links in training programs and encourage on-the-job-training. Additionally, the City should work in partnership with non-profit programs, the State of Delaware (DOL, DOE), and the private sector to improve the coordination and alignment of workforce development initiatives in a data-driven manner.
- **Create employment opportunities for populations that face significant barriers to employment.** In order to build an economy that works for all residents, Wilmington should encourage and support private sector job creators to hire city residents trained from qualified workforce development agencies who work with populations with barriers to employment. This includes the city's re-entry population, people with disabilities, and youth. In order to ensure that Wilmington works for all people, the City should focus on creating opportunities to reducing barriers to employment opportunities among key populations.

> **EXAMPLE:** The [Achievement Center](https://wilmhope.org/the-achievement-center/) (<https://wilmhope.org/the-achievement-center/>) serves as a multi-disciplinary hub for prison reentry services.

GOAL 3.3: ENSURE THAT WILMINGTON IS A CITY WHERE INCLUSIVE BUSINESSES CAN THRIVE

In order to develop, support, and attract local talent, the City should focus on ensuring that inclusive businesses can thrive. An inclusive business is one that seeks to expand opportunities for low-income, minority, and marginalized groups. Making Wilmington a center for small businesses, start-ups, the arts, and innovative research will help make Wilmington a city that works for all. Encouraging businesses to purchase from local businesses during the procurement process can also help support a more diverse economy.

- **Strengthen policies and programs for diversity and inclusion.** In order to create a more inclusive economy, the City can implement policies and programs that support diversity and inclusion. This can involve setting firm goals for prioritizing minority-owned businesses in filling government contracts, providing free marketing and technical assistance to small businesses, and committing to hire locally, particularly from low-income areas. These programs will create greater opportunities for locally grown small businesses to thrive.
- **Provide support for small businesses as they grow.** During the initial phases of growth, small businesses will need marketing and technical assistance, help connecting with investors, and programs to overcome growing pains. By providing support to these homegrown businesses, Wilmington can ensure that they are in the best position to succeed and increase the robustness of the city's economy.
- **Invest in entrepreneurial training and opportunities.** In order to encourage locally-grown businesses, Wilmington should provide support for entrepreneurs looking to start or grow a business in the city. That is, programs that help many small efforts flourish. This includes investments in co-working spaces and/or offering subsidized space for startups and innovative research, providing technical assistance for local entrepreneurs, facilitating connections between entrepreneurs and investors, developing local success through mentoring programs, and promoting arts and events in the creative sector.

> **EXAMPLE:** [The Mill](https://themillspace.com/) (<https://themillspace.com/>) is a local community and coworking space that supports entrepreneurs, start-ups and established businesses.

- **Encourage a variety of types of spaces for start-ups and small businesses to grow in the city.** In addition to supporting individuals who want to launch start-ups and start small businesses, Wilmington needs to encourage the types of spaces where those new businesses can grow. Places like kitchen incubators, co-working spaces, live-work spaces, and light manufacturing spaces give businesses in the new economy the space they need to start up and scale up their operations, creating new employment opportunities for Wilmington residents.
- **Continue to ensure that State and local tax incentive tools are marketed and utilized.** Wilmington does not lack for incentive opportunities, but they may not be well known or coordinated. The available State and local tax incentive tools should be more aggressively marketed and utilized, particularly towards private investment in gateway and corridor locations throughout the city. Marketing should focus particularly on potential tax incentive recipients, including non-profit and private sector businesses currently investing in the city. The marketing efforts should also occur in conjunction with other investments by the public, for-profit, and nonprofit sectors, building on collaborative efforts to further investments in “tipping point” neighborhoods. [see also recommendation under Goal 1.3 in Strong and Safe Neighborhoods]

GOAL 3.4: PROMOTE CITY ASSETS TO ATTRACT AND RETAIN RESIDENTS, EMPLOYERS AND INVESTMENT

Wilmington does not lack for assets, but many of these assets are not well known by residents or those throughout the region. The City should better market Wilmington's assets in arts and culture, recreation and green space, events, jobs, small businesses, history, affordability, livability.

“Wilmington has a perception problem. Some of it is based in reality, but a lot of it is just bad press. When you look at places that have turned around, a lot of that is arts driven.”

“In the 21st century, the main competition that determines the success of cities will be the competition for talent, and those cities that have been successful at attracting and retaining talent are those that nurture the creative environment.”

- **Nurture a creative environment to attract talent.** In addition to the physical spaces for homegrown entrepreneurial opportunities, opportunities to network and form connections among creative innovators is a vital part of supporting local businesses and the talent they seek. By offering mentorship programs, idea sharing events, forums and conferences, and networking events like breakfasts and happy hours, the City can help build the community aspect of the entrepreneurial sector.
- **Enhance attractiveness of city gateways.** Wilmington's main entryways are the first and sometimes only views visitors have of the city. Making a positive impression along city gateways and commercial corridors will serve to attract and retain residents, employers, and investments, improve quality of life in the neighborhoods around them, and enable residents to access employment opportunities more safely. Wilmington's [Beautiful City Initiative](https://www.wilmingtonde.gov/residents/keeping-wilmington-clean) (<https://www.wilmingtonde.gov/residents/keeping-wilmington-clean>) focuses on keeping gateways clean and maintained. Streetscape, landscape, and facade improvements are key elements of this initiative, but investments in public art and pocket parks will also make these important connectors stand out and support the city's creative sector. [see also recommendations under Goal 1.3 in Strong and Safe Neighborhoods, and Goal 4.2 in Connected City and Region]
- **Expand the reach of arts and cultural institutions and make the arts visible throughout the city.** Feedback from the public outreach process revealed pride in the strong arts and cultural presence in the city; however, some also felt that more could be done to “...make arts a larger part of the city than it is today.” Local arts organizations and artists can be tapped to engage with various aspects of community revitalization and economic development, from bringing the arts into civic spaces like parks and schools, to transforming vacant lots, to improving the appearance of gateways and public spaces and thus change perceptions of the city. Such endeavors not only highlight Wilmington's rich arts and cultural identity, but also build neighborhood identity and pride. [see also recommendations under Goal 1.4 and 1.5 in Strong and Safe Neighborhoods, and Goal 2.1 in Healthy and Thriving Communities]

- **Develop wayfinding signage around key assets.** Wayfinding signage around key assets makes the city easier to navigate, which is a boon to residents and visitors alike, and encourages different modes of travel. Additionally, wayfinding signage highlights Wilmington’s key assets, including parks, recreation centers, cultural institutions, and historical sites, and is often an effective marketing tool.
- **Advance communications and branding campaign.** The City and its partners are launching efforts to better advertise its existing assets to individuals and businesses in the region. By supporting efforts to encourage diverse growth in the city, Wilmington can better attract new residents to grow the economy alongside homegrown talent. This includes the internal focus on building community pride and an external focus on changing regional and national perceptions about the city. The campaign includes websites <https://wilmington.love/> and www.WilmToday.com; YouTube channels “Wilmington Love” and “The Wilmington Show,” and social media platforms Facebook/Twitter/Instagram @ItsTimeWilmDE.



> **EXAMPLE:** Wilmington’s Creative District has several placemaking projects centered around the arts, including the [7th Street Arts Bridge](https://www.creativedistrictwilm.com/7th-street-arts-bridge) (<https://www.creativedistrictwilm.com/7th-street-arts-bridge>) and [The Public Art Prep Program \(PAPP\)](https://www.creativedistrictwilm.com/7th-street-arts-bridge) (<https://www.creativedistrictwilm.com/7th-street-arts-bridge>), a collaboration of Creative District Wilmington and Connections Community Support Programs.



LOWELL HISTORICAL SOCIETY

LO MA
LOWELL MILL AREA

NO PARKING
HERE TO
CORNER

NO PARKING
DURING DROP OFF
PICK UP ONLY
8AM-9AM
3PM-4PM
EXCEPT BUS

Live

OVERVIEW

If all of Wilmington's residents are to share in the city's growth and emerging opportunities, people living in every neighborhood must have access to safe, affordable, and high-quality transportation options. Fortunately, Wilmington already has many of the necessary ingredients to become a connected city where it is easy to get around by any mode of transportation. Wilmington has a traditional street grid made up of pedestrian-scale blocks and the city's compact footprint means that walking and biking are convenient options for many trips. Wilmington's location at the nexus of the Northeast Corridor also gives its residents access to opportunities throughout the wider region.

But while Wilmington has many of the ingredients of a connected city, the existing transportation network is largely geared towards getting cars into and out of the city as quickly as possible. In speaking with community members and business owners throughout the city, the need to provide residents with safe, affordable, and high-quality transportation choices is clear. This section of the plan addresses the elements of a complete transportation system Wilmington must focus on to become a connected city where everyone can share and participate in the city's growth.

Walking

Wilmington is a compact city— it's less than three miles from Rockford Park on the western border to the 7th Street Peninsula. Wilmington's compact nature, along with its traditional street grid made up of pedestrian scale blocks, mean that many trips within the city are relatively short and easily walkable. Downtown, where the majority of jobs, amenities and services are concentrated, is only a 15-minute walk from central neighborhoods such as the East Side, West Center City, Quaker Hill, and Midtown Brandywine, and a 20-30 minute walk from Trolley Square, Little Italy, Southbridge, the 9th Ward, and the Riverfront. According to 2014 American Community Survey estimates, 6.5% of Wilmington residents walk to work, a higher proportion compared to the average 4.7% of residents in similar-sized Northeast cities.

Walking in Wilmington can be dangerous; people walking account for a large share of those injured or killed in traffic crashes in the city. In response to the clear need to quickly improve conditions for people walking, Wilmington has planned a number of projects that will emphasize pedestrian safety, including Water Street, Walnut Street, Pennsylvania Avenue, and several intersections around the city.

WALKING TIME TO DOWNTOWN WILMINGTON UP TO 30 MINUTES



Figure 48 Walkshed map
Source: City of Wilmington, Interface Studio

Travel Time in Minutes
to 8th and Market Streets

- Up to 30
- Up to 20
- Up to 15
- Up to 10
- Up to 5

Bicycling

Just as Wilmington's compact layout and street grid should make walking a convenient choice for many trips, biking too should be an attractive transportation option in Wilmington. Every residential neighborhood in the city is within a 30-minute bike ride to downtown Wilmington and its many jobs, services, and amenities. Wilmington also connects to a number of existing and planned local and regional trails, such as the East Coast Greenway. According to the 2014 American Community Survey, only 0.6% of trips to work are by bike, but this number has increased slightly over time. This falls below the national average for major cities, which is closer to 1%, and Philadelphia's bike modeshare of 2.2%. It is worth noting that 73% of Wilmington residents commute out of the city for work, and shifting that percentage so that more residents work in the city closer to where they live can make biking more feasible.

The City of Wilmington Bicycle Plan, to be published mid-2019, outlines the City's vision for growing its network of bicycle facilities and making bicycling a popular and practical mode of transportation. Wilmington's first significant on-street bike facility was completed in 2017 on Union St. Wilmington Initiatives' list of priority transportation projects also includes adding bike facilities on Walnut Street (including the Leo J. Dugan/Walnut Street Bridge), Harrison Street, and construction of the Brandywine to Christina Bike Trail. Bicycle facilities have also been proposed on Washington and West Streets, and the City is examining the possibility of bringing a bike share program to Wilmington. Adding more on-street bicycle facilities will make bicycling a more attractive transportation option and can help to increase residents' mobility, improve public health, foster economic development, and reduce vehicle emissions.

BIKING TIME TO DOWNTOWN WILMINGTON

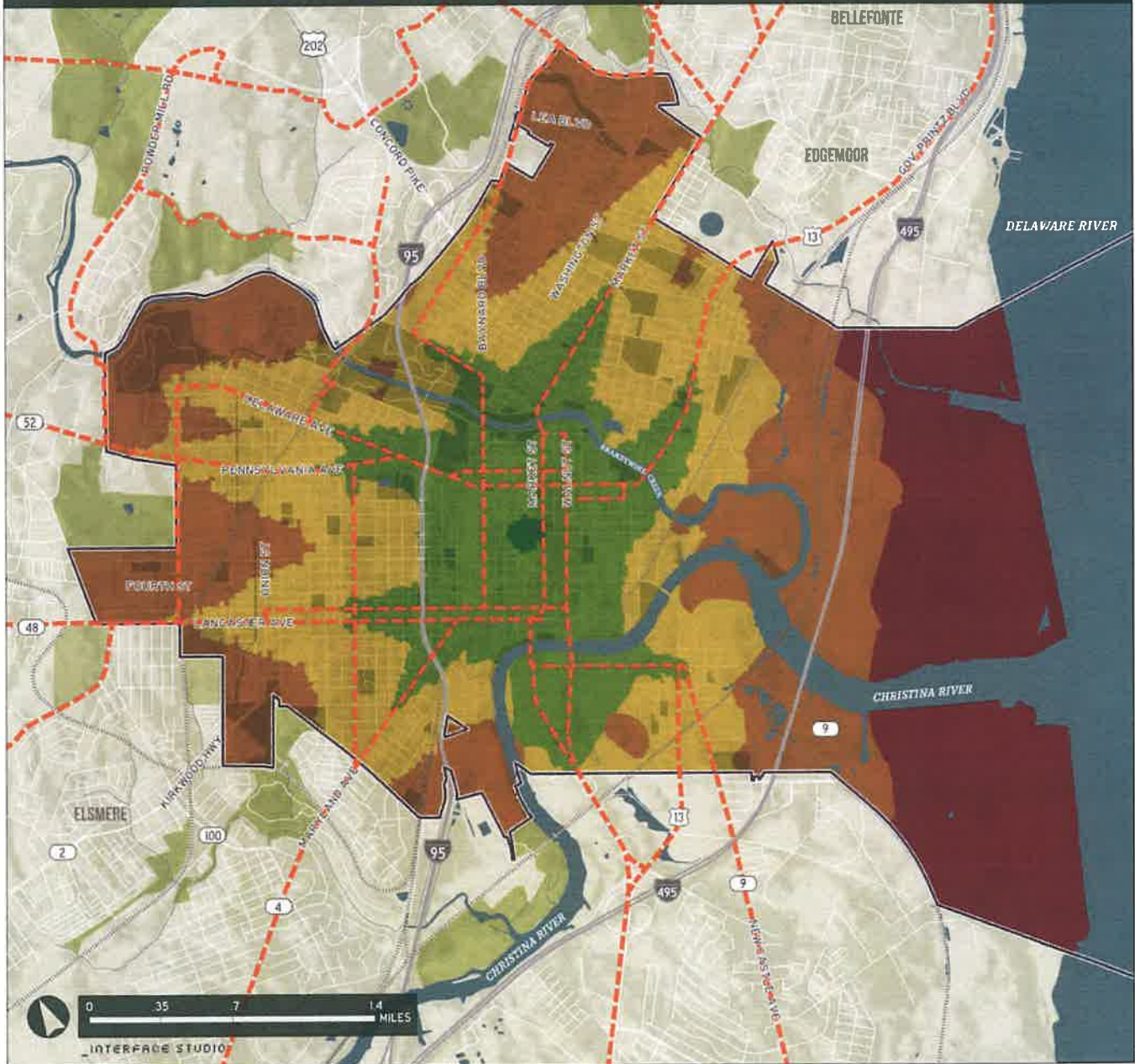


Figure 49 **Bikeshed map**
 Source: City of Wilmington, Interface Studio

- Travel Time in Minutes
 to 8th and Market Streets
 with Preference Given to
 Bicycle Routes
- Greater than 30
 - Up to 30
 - Up to 15
 - Up to 10
 - 1 Minute
 - Bicycle Route

Transit

Delaware Transit Corporation operates the DART First State (DART) bus system in Wilmington and the State of Delaware. DART has 31 routes that serve Wilmington and provides millions of bus and paratransit passenger trips each year. The DART has begun to shift its system that was heavily oriented toward downtown Wilmington by combining routes that provide better suburban-to-suburban connection while still traversing through Wilmington. These changes have reduced the hub-and-spoke nature of the DART system and are making it easier for residents to reach the growing number of jobs and other important destinations located outside of downtown via bus.

According to the 2014 American Community Survey, Wilmington residents are more reliant on public transportation than their counterparts in the region, and 24% of Wilmington households do not own a car. In Wilmington, 11.7% of residents commute to work by public transit, an increase of 2% since 1990. The gap between relatively good access to transit and low usage is likely a result of the disconnect between DART's downtown focus and the destinations people need to reach, the relatively low frequency of service, and the lack of late-night and weekend service. The planned construction of a new transit center downtown near the rail station will offer Wilmington an outstanding opportunity to continue its transformation of the transit system to better align with residents' needs. Plans are being finalized to upgrade transit amenities on several key bus corridors, such as King and Orange Streets.

DART contracts with SEPTA to provide commuter rail service from four Delaware stations, including Wilmington, to southeast Pennsylvania and downtown Philadelphia. The service provides a critical regional link to jobs, education, hospitals and entertainment. Serving SEPTA and Amtrak, the Biden Train Station in Wilmington is the 11th busiest train station in the country and has seen an increase in SEPTA customers coming through the station to work in Wilmington and the surrounding areas. The service includes 41 weekday trains, 14 Saturday trains, and 12 Sunday trains.

TRANSIT RIDERSHIP AND RESIDENT EMPLOYMENT 2016

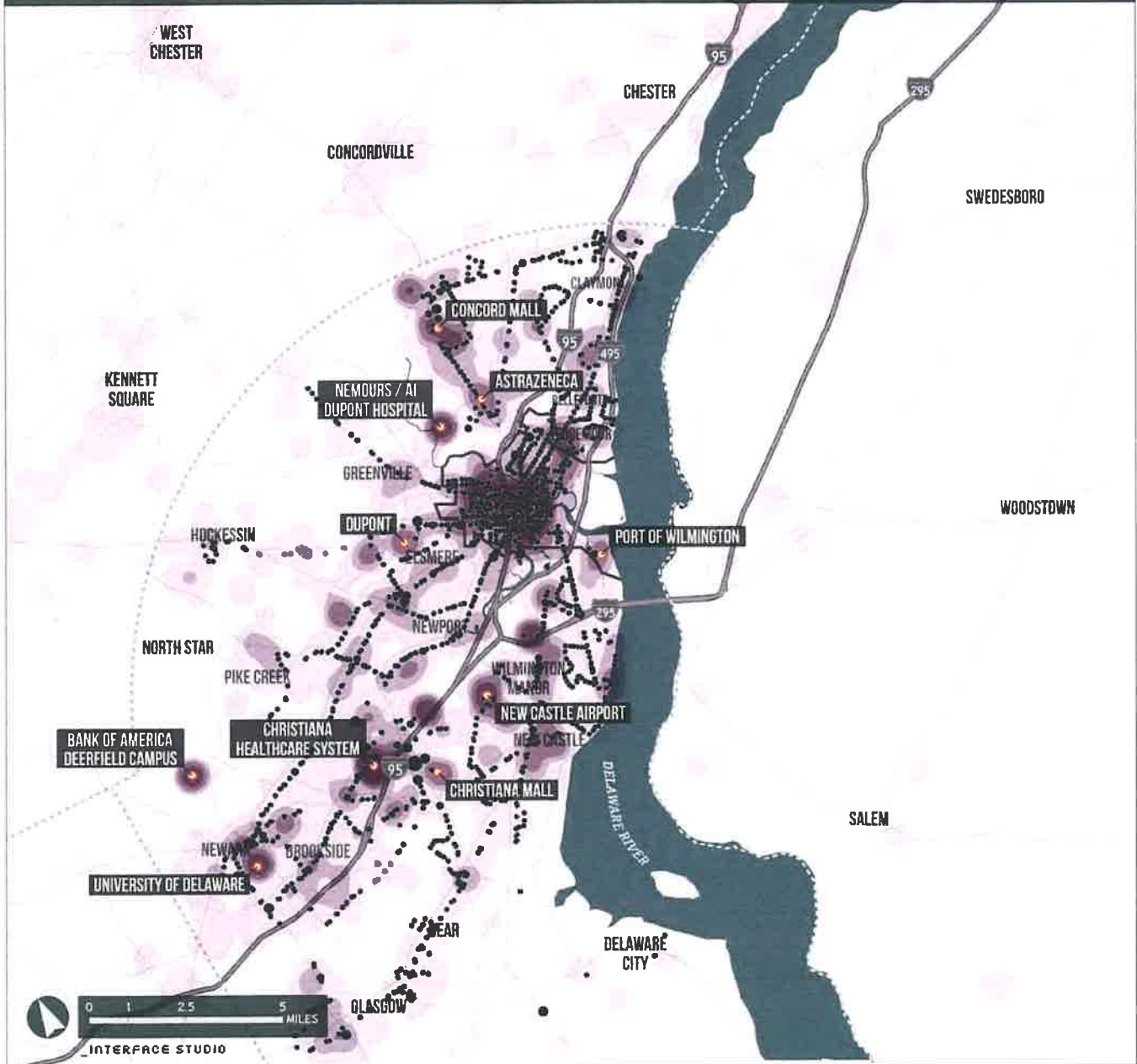


Figure 50 **Map of transit ridership and resident employment, 2016**
 Source: WILMAPCO (2016); US Census, OnTheMap, LEHD Origin-Destination Employment Statistics (2002-2014)

Average ridership - weekday

- 0 - 50
- 51 - 100
- 101 - 500
- 501 - 1000
- 1001 - 2347

Where Wilmington Residents Work

- 3,000 - 7,317 Jobs/Sq. Mile
- 1,000 - 3,000 Jobs/Sq. Mile
- 500 - 1,000 Jobs/Sq. Mile
- 250 - 500 Jobs/Sq. Mile
- 100 - 250 Jobs/Sq. Mile
- 28 - 100 Jobs/Sq. Mile

Driving

The construction of Interstates 95 and 495 in the mid-20th century re-oriented Wilmington's transportation network towards cars and had a major impact on urban form and connectivity across the city. The prevalence of one-way streets, megablocks, and on/off ramps to Interstate 95 downtown disrupt the street grid and make navigating Wilmington's streets a challenge for all users. A traditional street grid maximizes choice and disperses traffic, but changes to Wilmington's street grid have concentrated traffic on a few main corridors. Today, portions of Walnut Street, Lancaster Avenue, Lincoln Street, and Pennsylvania Avenue carry more than 20,000 vehicles per day. These streets act as barriers for people walking and biking due to their width, the volume of traffic, and the speed of those cars. Rather than connecting Wilmington residents to important destinations across the city, the existing road network is primarily geared towards bringing people into and out of downtown Wilmington with minimal delay. This is evidenced by the fact that 92% of workers who commute into Wilmington from outside the City drive alone (according to a survey of regional residents).

Between 2012 and 2016, there were an average of 179 crashes each year that resulted in an injury or fatality. These crashes were largely concentrated in several key hotspots, including: west of I-95 between Lancaster Avenue and 4th Street, along 4th Street near Monroe Street and Market Street, and the six-way intersection where Delaware Avenue meets 11th Street. Wilmington is already acting to address these hotspots, working with WILMAPCO to examine Maryland and Monroe Streets, and the upcoming renovation of Interstate 95 will include the removal of ramps at Lancaster and Jackson Streets.

Parking

When Wilmington shifted its transportation network to focus on getting cars into and out of the city, large quantities of parking were built throughout downtown and the riverfront. There are over 47 acres of parking in downtown Wilmington alone, which is more than 10% of downtown's total area. Today, all this parking acts as a barrier that walls off the city's fastest growing areas from the rest of Wilmington's neighborhoods - separating residents from opportunities, amenities, and services. Parking also dampens the growing vitality downtown and on the riverfront, creating long stretches, and even entire blocks, with no street-level activity.

While the current supply of off-street parking outweighs demand, national and local changes in urban transportation, such as the growth of ridesharing and the advent of driverless cars, seem likely to further decrease demand for parking. These changes may lead to large quantities of underutilized parking in certain areas, but this can also represent an opportunity for redevelopment or transitioning space devoted to parking to other productive uses like green infrastructure, bicycle parking, or electric vehicle charging. Wilmington is proactively addressing parking issues; the city has eliminated parking requirements in the downtown area, which will hopefully better align parking supply and demand and reduce the cost of housing downtown.

AUTOMOBILE TRAFFIC

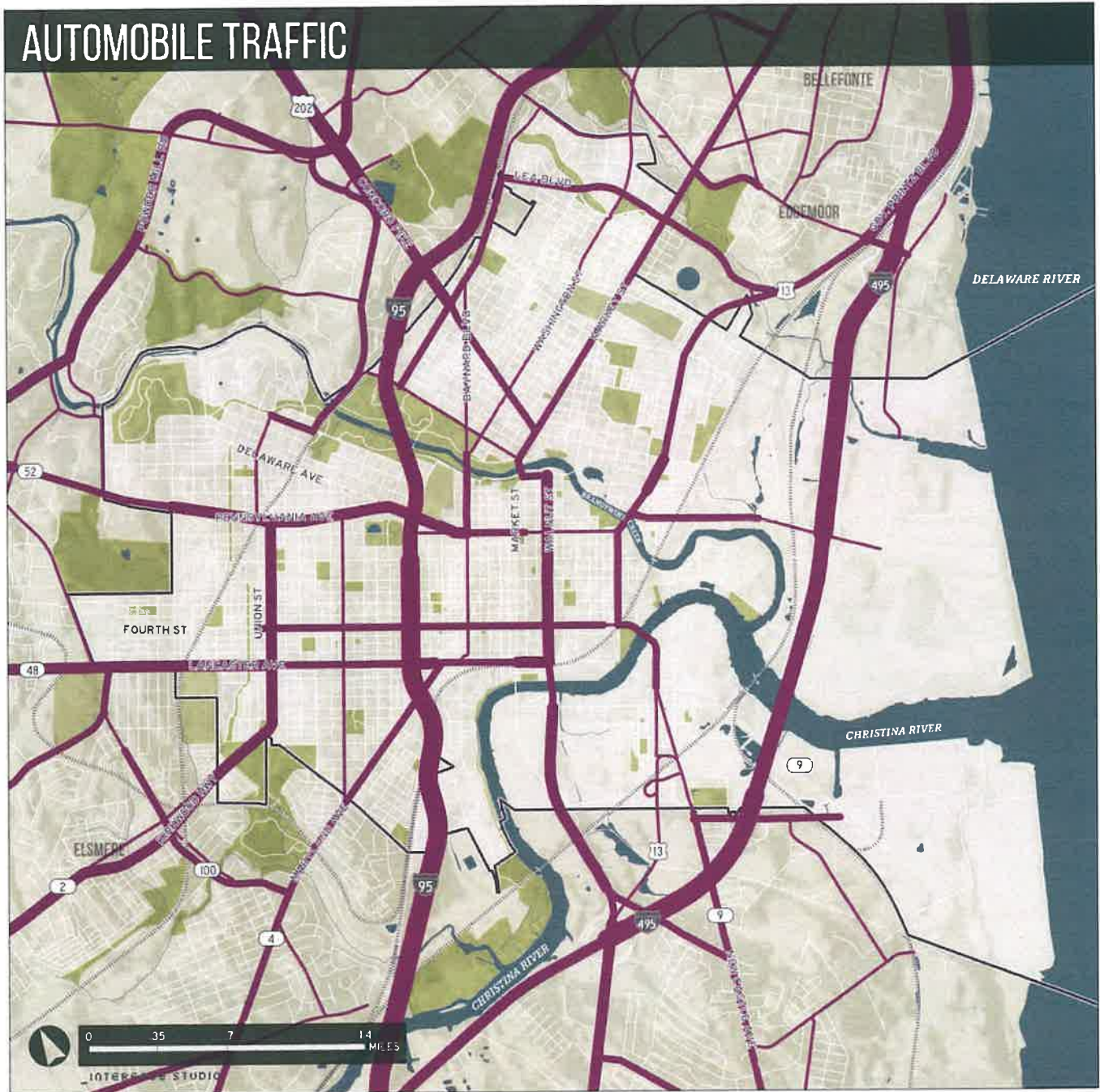







Figure 51 Map of average annual daily traffic, 2013
 Source: State of Delaware

DAILY TRAFFIC

-  76,000 vehicles and above
-  39,000 - 75,000
-  19,000 - 38,000
-  6,500 - 18,000
-  0 - 6,400

CRASH HOTSPOTS 2012-2016

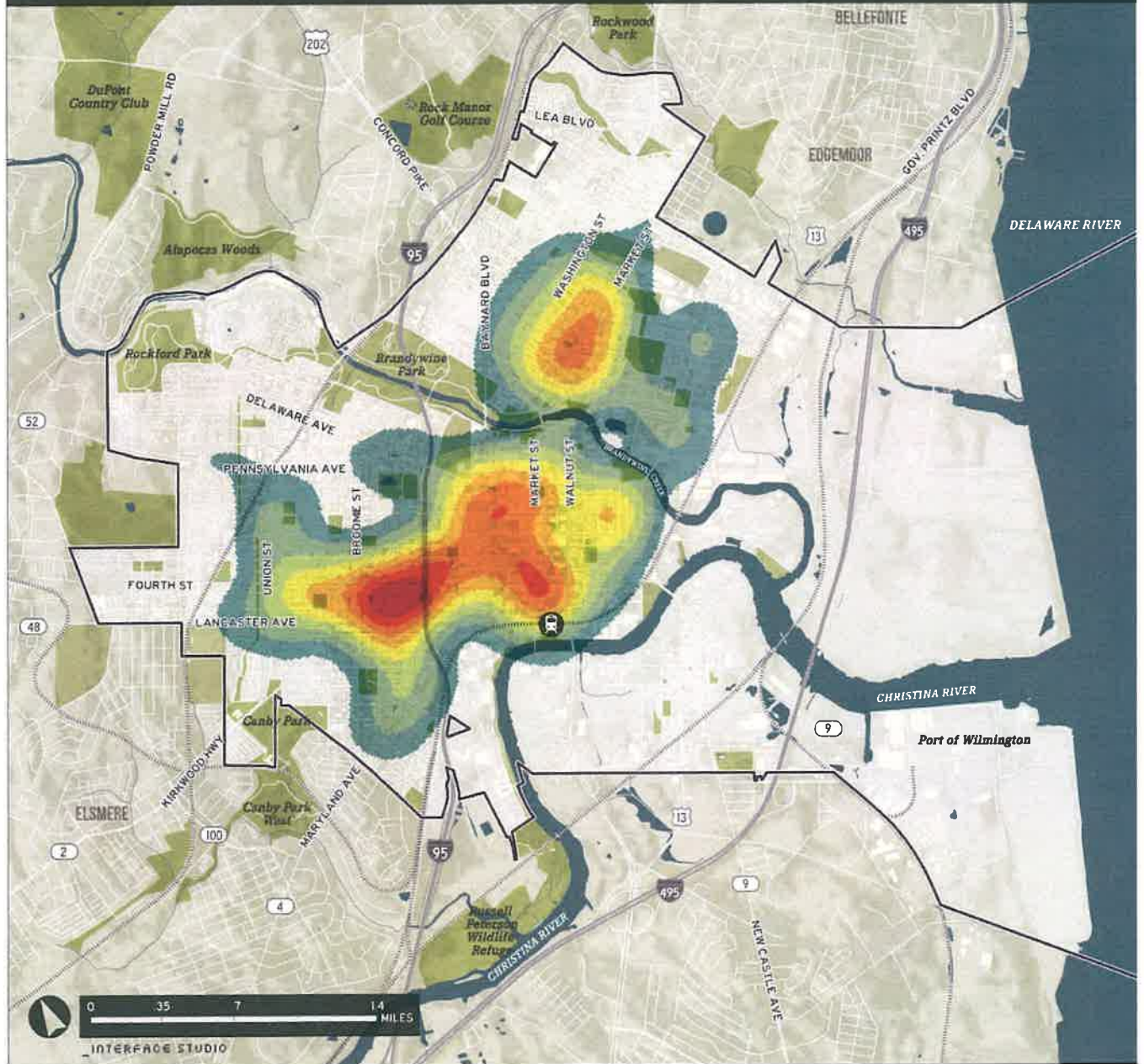


Figure 52 Map of crash hotspots, 2012-2016
Source: DelDOT

Clusters of severe crashes
(injuries and fatalities)



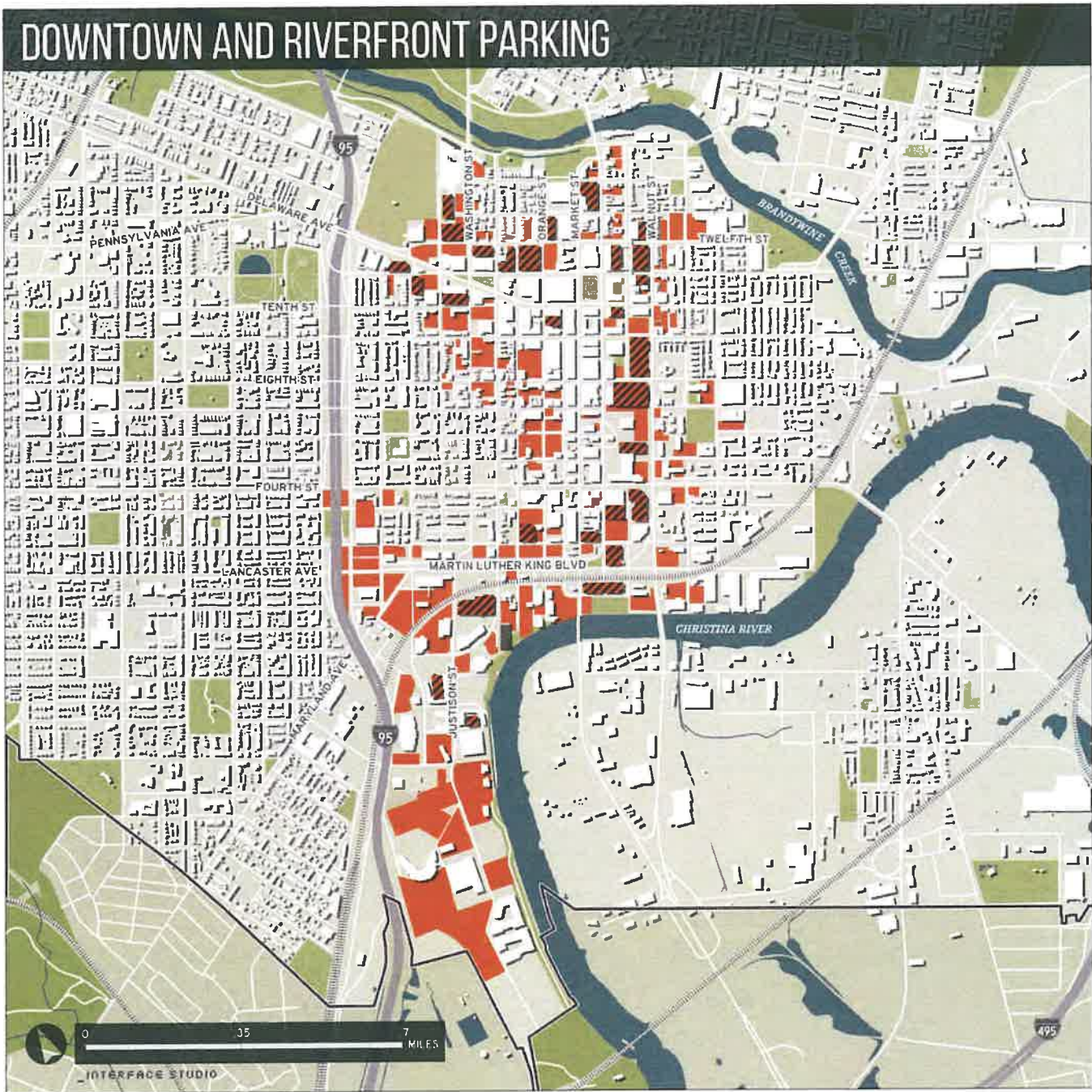


Figure 53 Downtown and riverfront parking map
 Source: Interface Studio

- Structured parking
- Surface parking lot

SUMMARY OF KEY PUBLIC INPUT

Residents rated the city's convenient location the number one best thing about Wilmington, but at the same time expressed the need to make the city better connected. When residents were asked what they would focus on if they were Mayor of Wilmington, ideas for better connectivity were the most cited and “better sidewalks and safer streets” were among the top rated improvements that would make the greatest impact on quality of life in Wilmington.

Among residents surveyed, 10.6% walked to work, while more than 20% of those who lived downtown, in Midtown Brandywine/Central and West City Center, walk to work. In contrast, 92% of the people who work in Wilmington but live outside the city commute to their jobs via car. While living in the city, particularly downtown, makes it easier to walk, only 37.1% of Wilmington residents feel that the environment for people walking is good or very good (and 26.5% feel it is poor or very poor). The perception that Wilmington is not very walkable is likely a result of critical safety issues, along with a handful of major barriers (e.g., interstates, railroads, superblocks, and parking garages) that impede connectivity for people walking.

In the first public forum, residents were asked “What is a great street?” Residents' most desired characteristics centered on inviting and attractive people-oriented streets that were pedestrian-and bike-friendly.



Residents participate in the “What is a Great Street?” activity at the first public forum

In the first public forum, residents were asked “What is a great street?” Residents’ most desired characteristics centered on inviting and attractive people-oriented streets that were pedestrian-and bike-friendly.

Out of more than 50 strategies for improving the city, “adopt Complete Streets policy, improve pedestrian safety, and expand bike network,” received the second highest number of votes and amount of funding in a participatory budgeting exercise. When asked what would encourage them to walk, bike, or take transit more, 21.6% of Wilmington residents responded with “more bike lanes and bike parking.”

The majority of Wilmington residents (57.3%) rate their access to public transit as good or very good, but only 5% of those surveyed commute via transit. In the second public forum, “restructure DART transit service to meet needs and prioritize buses on key routes” was among the top voted key citywide recommendations.

Of the five goal areas, the Connected City and Region goals received the second highest number of votes, with “Goal 4.1 Connect across Wilmington and throughout the region via a multimodal network” selected as a high priority.

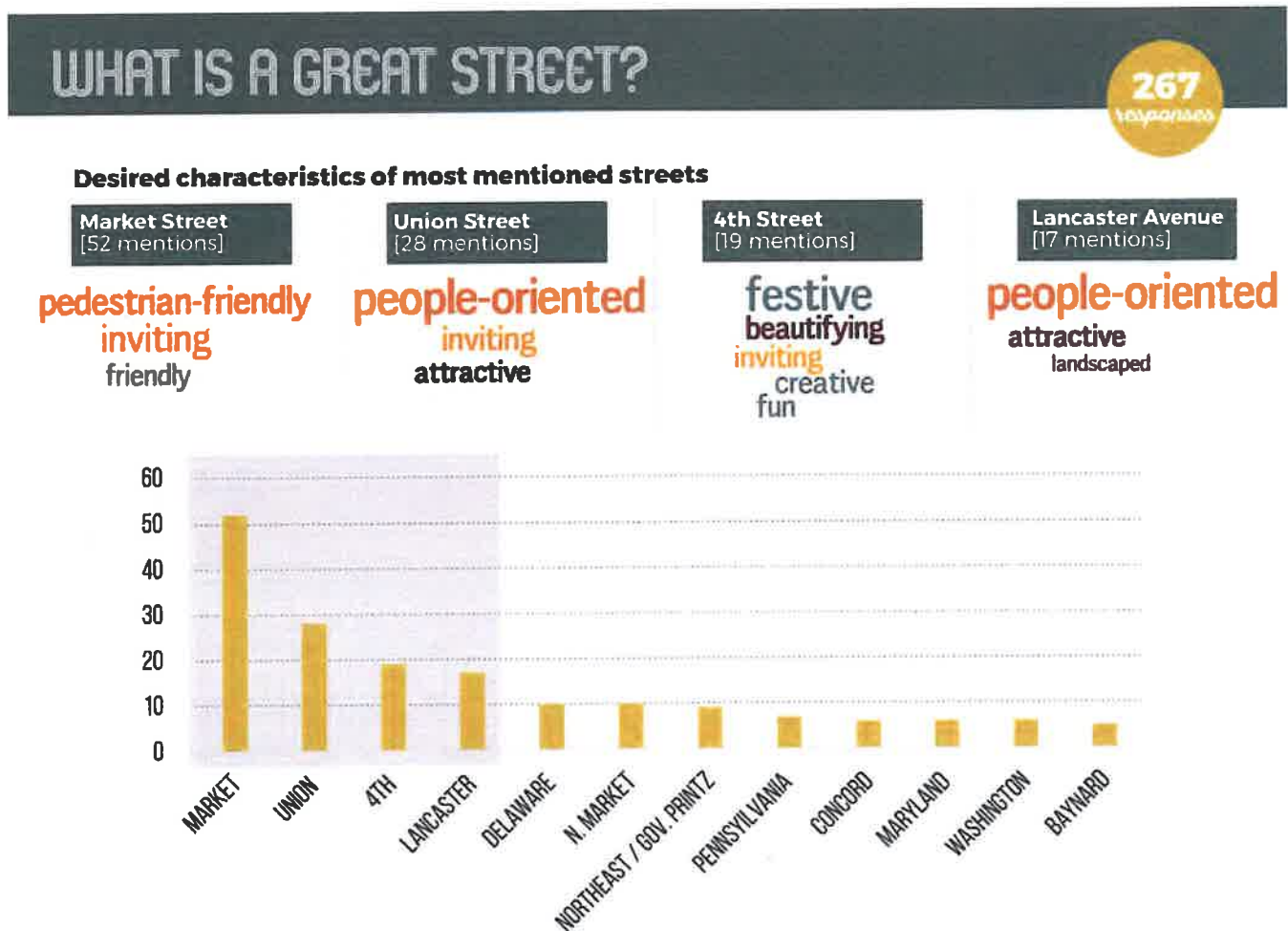


Figure 54 Results of “What is a Great Street” activity
 Source: Interface Studio

GOALS AND RECOMMENDATIONS

GOAL 4.1: CONNECT ACROSS WILMINGTON AND THROUGHOUT THE REGION VIA A MULTIMODAL NETWORK THAT GIVES RESIDENTS AFFORDABLE, HIGH-QUALITY TRANSPORTATION CHOICES

Wilmington already has many of the necessary ingredients to become a connected city, but the existing transportation network is largely geared towards getting cars into and out of the city as quickly as possible. Designing streets for all users will improve connectivity and quality of life.

“How can we keep people from jumping into their car?”

“Better walkable spaces connecting to other areas.”

Design streets that are safe and accessible for everyone, no matter their age or mode of transportation.

- **Adopt a Complete Streets policy.** Complete streets enable people of all ages and abilities to safely travel along and across streets, regardless of which mode of transportation they use. More than 1,400 cities, states, and towns around the U.S. have adopted a complete streets policy to ensure that transportation projects account for everyone’s needs. Similarly-sized cities like Camden, NJ; Rockville, MD; and Reading, PA have adopted policies.



What are complete streets?

For decades, the United States’ roadway system has been designed with one primary goal in mind: moving cars through space as quickly as possible. Over the course of the 20th century, transportation planners and traffic engineers lost sight of the multifaceted role that streets play in people’s lives and, instead, focused on designing roads for cars rather than people. The complete streets movement aims to make streets work for people once again by ensuring that everyone, whether travelling by bike, car, public transit, walking, or wheeling, can safely use our streets regardless of age or ability.

- Improve safety, connectivity, and the environment for people walking and biking throughout the city.** Wilmington must maintain its existing sidewalk network, fill key gaps in the network, and continue investing in upgrades to make sidewalks ADA-compliant. The City should also focus on making it safer and easier for pedestrians to cross the street by building curb extensions and pedestrian refuge islands, ensuring crosswalks are marked and well-lit, installing signals with leading pedestrian intervals at intersections with significant pedestrian activity, and restricting right turns on red, especially downtown. Lowering traffic speeds and reducing speeding by installing traffic calming projects, using digital speed feedback signs, and increasing enforcement can improve safety for people walking and make walking more comfortable for everyone. The City should also expand and invest in the Safe Routes to Schools program, so that walking and biking to school is a viable option for more kids across Wilmington. [see Appendix for Streets Toolbox]



Examples of pedestrian safety improvements.

- **Consider establishing a Vision Zero policy.** No one should die or be seriously injured in a traffic crash. This is the core tenet of the Vision Zero movement. Cities around the U.S. and the world are realizing that most traffic crashes are preventable and by instituting a proactive, preventative approach that prioritizes safety cities can increase safe, healthy, equitable mobility for everyone. City staff should engage with communities, advocacy organizations, schools, key departments, and other stakeholders to assess the desire and capacity to commit to and follow through on a Vision Zero policy and align it with DelDOT's *Delaware Strategic Highway Safety Plan: Toward Zero Deaths*.
- **Provide improved connections for people walking and biking across major barriers like the interstates and railroads.** Wilmington should partner with local artists and use lighting to create more welcoming spaces along highway overpasses and underpasses, and underneath rail viaducts. The proposed improvements to the Amtrak rail viaducts at French, Market, and Orange Streets can be used as a showcase to demonstrate the transformative power of these strategies. The City should also work with the Delaware Department of Transportation to incorporate similar improvements to highway underpasses and bridges into the upcoming reconstruction of Interstate 95. [see also recommendation under Goal 3.4 in Robust Local Economy and Appendix for case studies]
- **Expand Wilmington's network of low-stress bicycle facilities.** The City should prioritize building the highest priority projects listed in the new City of Wilmington Bicycle Plan and install bike parking at public facilities, destinations, and major transit stops. Examples of potential bike facilities are explored in corridor redesign scenarios under Goal 4.2. [see Appendix for Streets Toolbox]

Create a logical, easy-to-navigate street network.

- **Reconnect the street grid.** While most of the city has a compact street grid, urban renewal has created large blocks downtown and on the East Side that interrupt the grid. A large number of one-way streets, some of which are not paired or change direction, also make it confusing and difficult to navigate the network. Wilmington should actively pursue opportunities to provide direct pedestrian access where the street grid has been broken up by megablocks and to convert one-way streets to two-way operations.
- **Remove "sweeps" and consolidate interstate on/off ramps.** Wilmington is already planning to remove the Front Street sweep that funnels cars from I-95 into downtown. The City should also evaluate the removal of the sweep at King Street and Martin Luther King, Jr. Boulevard. Removing these sweeps would improve safety for all users and create two square blocks that could be developed as a transit-oriented development. Wilmington should also begin studying the feasibility of consolidating the ten on/off ramps to I-95 within the downtown. The upcoming reconstruction of Interstate 95 includes removal of the S. Jackson Street on ramp.

Improve the transit experience to support riders and increase ridership.

- **Continue cooperation and coordination with DART transit service to meet Wilmington's needs.** Increasing the frequency of transit service and ensuring routes connect Wilmington residents to the places they need to go will make DART a more competitive and convenient transportation choice. Service in downtown should be maintained, but the City and DART should continue restructuring regional routes to better connect Wilmington to suburban job and commercial centers.

> **EXAMPLE:** Amid a national decline in bus ridership, Seattle, Phoenix, and Houston have all seen bus ridership increase after adding and/or restructuring service.

STREET DIRECTION

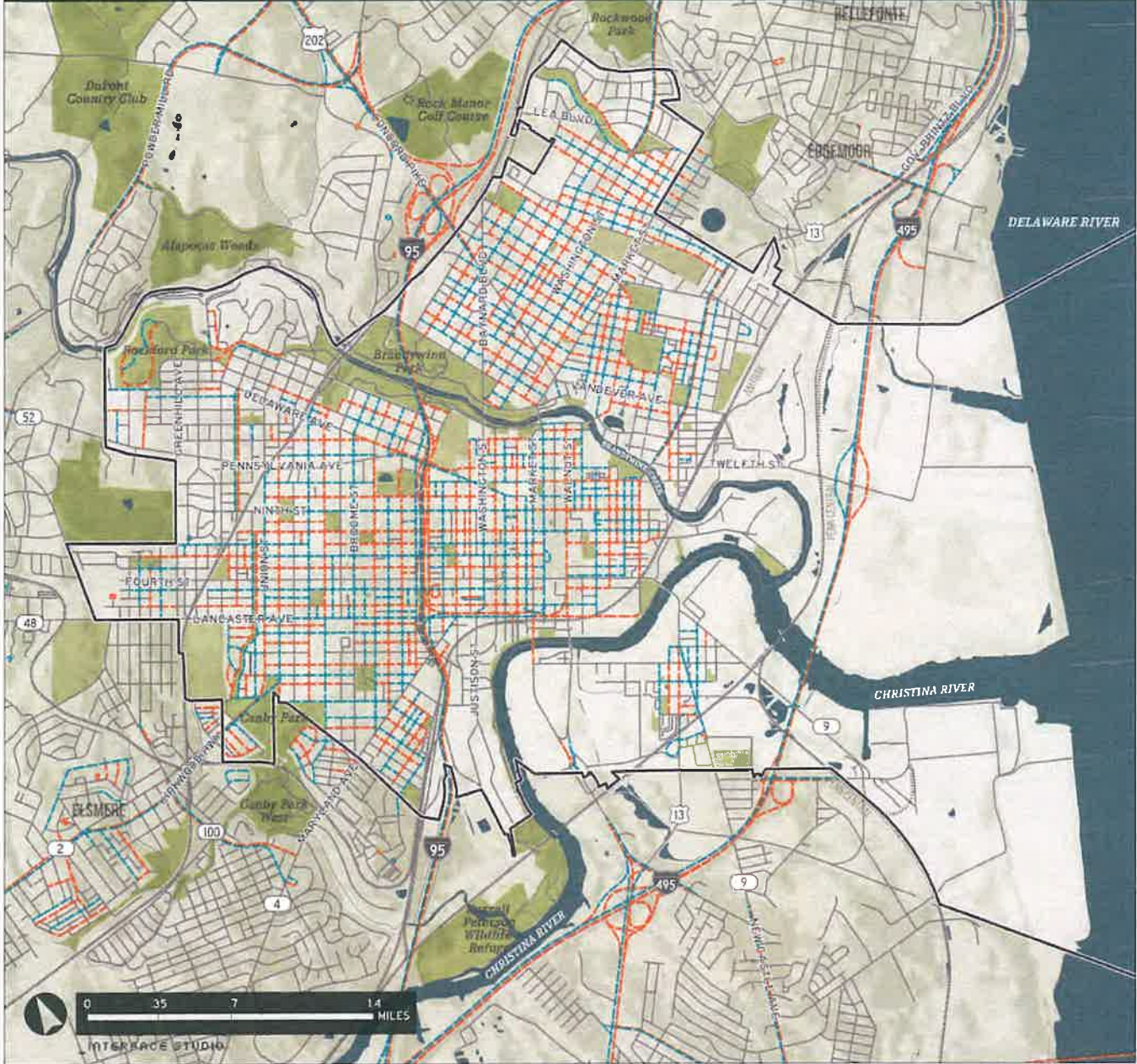





Figure 55 Street direction map
Source: Interface Studio

-  One way, generally North or East
-  One way, generally South or West
-  Two way

- **Use technology and amenities to improve the experience for people riding DART.** Enhancements to the overall experience for people using transit, like mobile access to real-time arrival information, bus shelters with transit screens, and improvements for people connecting to DART by bicycling or walking, will also increase the attractiveness of transit service. The City should partner with businesses along major bus routes to help fund amenities like upgraded transit shelters. Key information should also be provided in languages other than English given Wilmington's growing immigrant population.
- **Prioritize buses on key routes.** On routes with the highest ridership, Wilmington should look to decrease travel times for buses by implementing transit priority lanes, queue jumps, and signal priority for buses.
- **Coordinate with SEPTA and DART to expand regional rail service between Wilmington and Philadelphia.** Wilmington should coordinate with both SEPTA and DART to increase late-night and weekend regional rail service between Wilmington Station and Philadelphia to make transit a more convenient option, regardless of the time of day or day of the week.

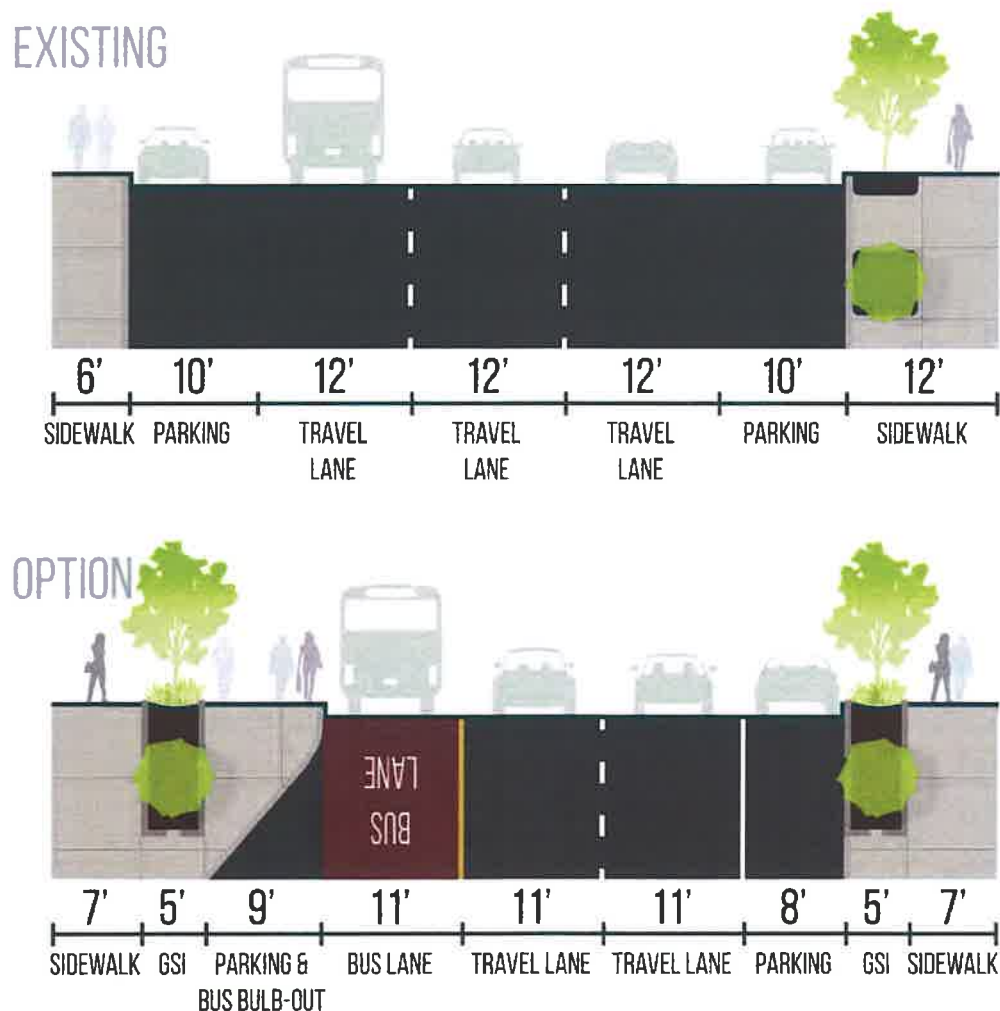


Figure 56 Conceptual cross section of King Street at 8th Street
 Source: Sam Schwartz / Interface Studio

GOAL 4.2: USE STREETS TO ENHANCE THE CITY'S ECONOMIC VITALITY, SAFETY, HEALTH, AND ENVIRONMENT

A people-first approach to street design, management, and policy will ensure that people can get around safely and easily, making the city healthier, sustainable, and more attractive.

“The value of the corridors need to be redefined and become more meaningful to the people who live around them.”

- **Identify key corridors throughout Wilmington and the tools the City needs to turn them into great streets.** These corridors have been categorized as Gateway Corridors, Main Street Corridors, and Neighborhood Corridors. Illustrative examples of these types are provided in the following pages. See Streets Toolbox in the Appendix for full set of tools and their application.

Gateway corridor



Main Street corridor







Neighborhood corridor



KEY CORRIDORS



Figure 57 Key corridors map
Source: Sam Schwartz / Interface Studio

-  Gateway
-  Gateway corridors
-  Main Street corridors
-  Neighborhood corridor

- **Gateway corridors:** Gateways connect residents from around Wilmington and the wider region to the city's major destinations and employment centers. They carry large numbers of people (10,000-30,000 vehicles per day) longer distances. Because everyone uses Wilmington's Gateways to access the city's key destinations, it is important that they convey the image of an active city and that they are safe and comfortable for everyone, whether they are driving, walking, biking, or taking the bus, to use.

Criteria: Higher traffic volumes (>10,000 AADT and most > 20,000), Connect into downtown, Wider right-of-way (multiple travel lanes in both directions)

Streets:

- Concord Ave.
- Gov. Printz Blvd.
- Lancaster Ave.
- Lincoln St.
- Martin Luther King Jr. Blvd.
- Maryland Ave.
- N. Market St.
- Pennsylvania Ave.
- Walnut St.
- Washington St.(from Delaware Ave. to Brandywine Creek)

> **EXAMPLE:** Wilmington's Beautiful City Initiative funds projects aimed at creating a cleaner, more attractive City. Special attention is being given to City gateways and neighborhoods by the Public Works Department.

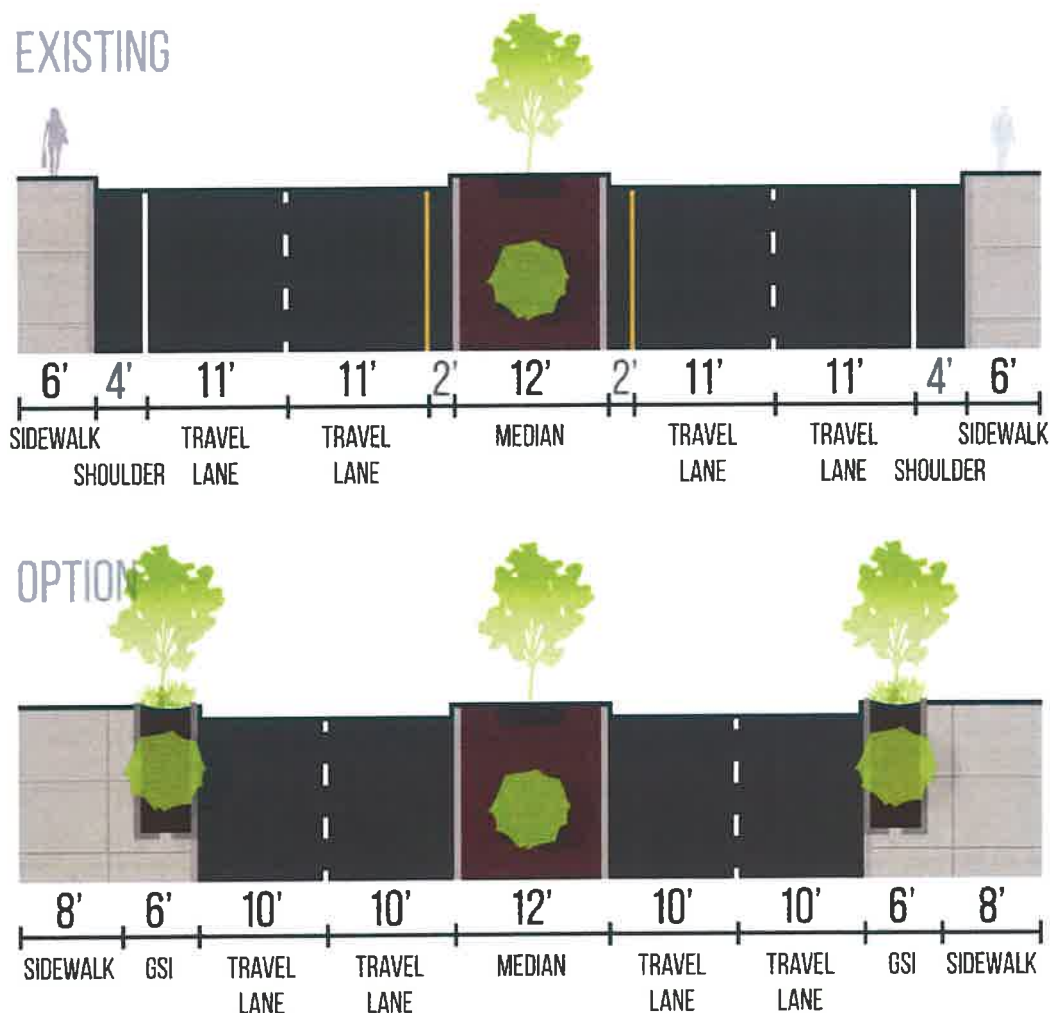
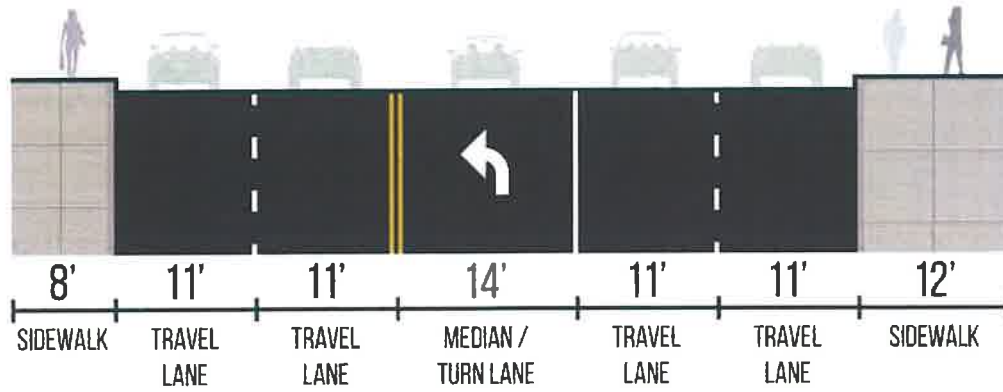
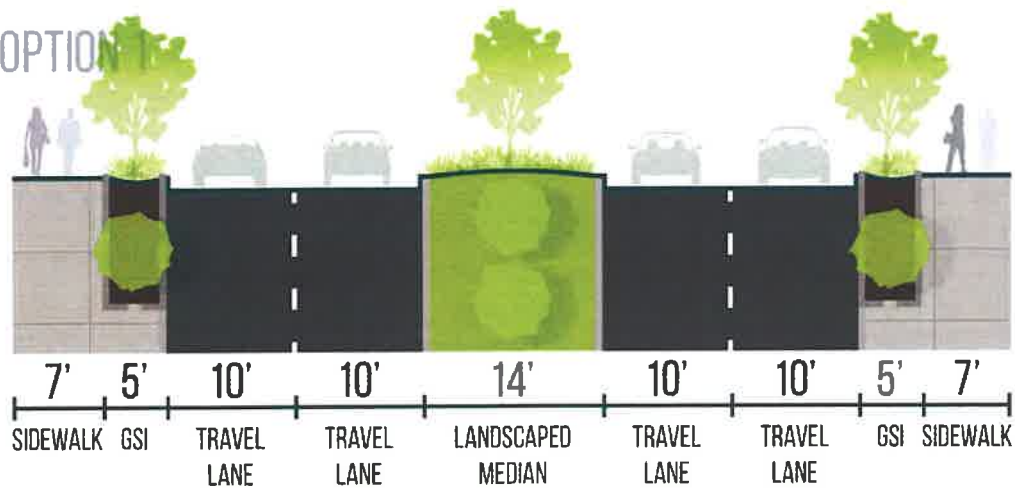


Figure 58 Conceptual cross section for Governor Printz Boulevard at 22nd Street
Source: Sam Schwartz / Interface Studio

EXISTING



OPTION 1



OPTION 2

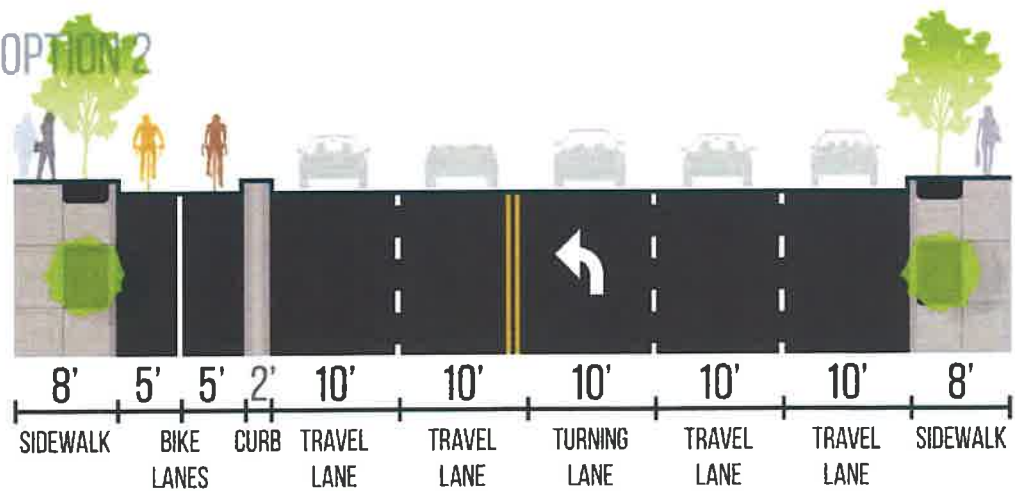


Figure 59 Conceptual cross section options for Pennsylvania Avenue at Union Street
 Source: Sam Schwartz / Interface Studio

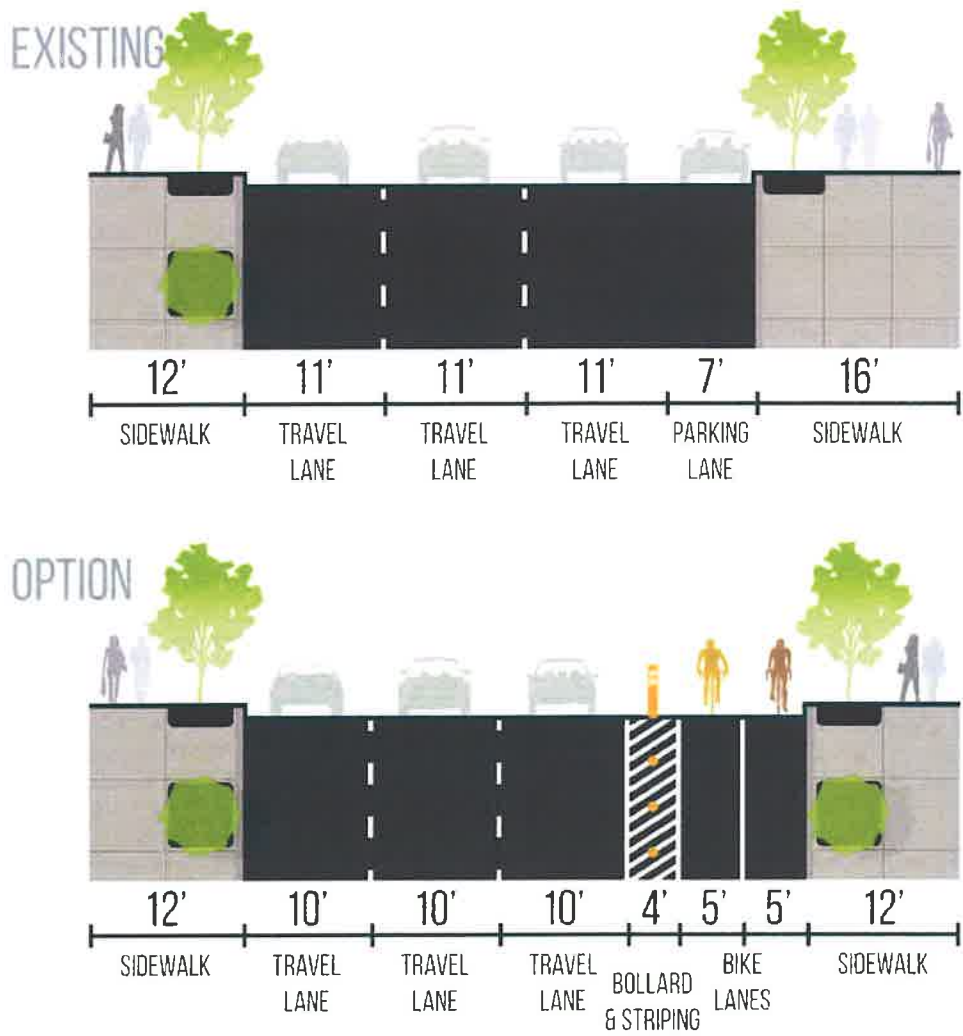


Figure 60 **Conceptual cross section for Walnut Street at 10th Street**
 Source: Sam Schwartz / Interface Studio

- **Main Street corridors:** Main Street corridors are where Wilmington residents shop, dine, and work. These streets are core to the City’s economic well-being and local business community. Wilmington’s main streets balance their role of moving cars with their function as places for neighbors to recreate, socialize, and play. In addition to people driving, main streets must be welcoming for people walking and biking and need to ensure access for buses and delivery vehicles.

Criteria: Moderate traffic volumes (<10,000 AADT), Commercial node

Streets:

- 4th St (from Market St. to Union St.)
- Delaware Ave. (@Trolley Square)
- Justison St.
- Market and N. Market St.
- Union St.
- Washington St. (from MLK Jr. Blvd. to Delaware Ave.)

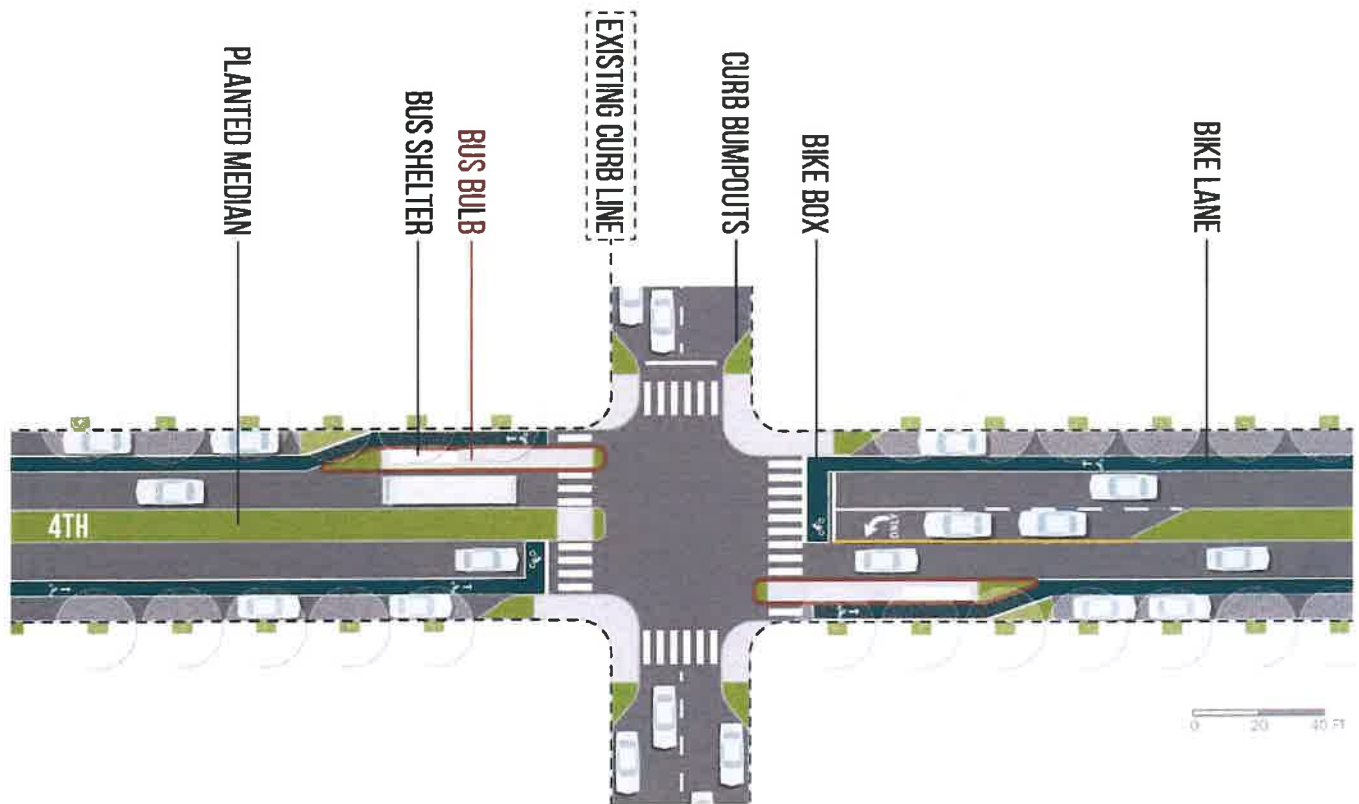


Figure 61 **Conceptual redesign of 4th Street (from Market St. to Union St.)**
Source: Interface Studio



Figure 62 **Rendering of conceptual 4th Street redesign**
 Source: Interface Studio



> EXAMPLE: Vanderbilt Avenue in Brooklyn, NY was redesigned as a multimodal commercial corridor and has slightly higher traffic volumes than 4th Street.



Figure 63 Rendering of conceptual redesign of Washington St.
Source: Interface Studio



> **EXAMPLE:** Spruce Street in Philadelphia was redesigned to accommodate a buffered bike lane and has slightly higher traffic volumes than Washington Street.

- **Neighborhood Connectors:** Neighborhood connectors are important links in Wilmington’s street network for people using all modes of travel. These streets connect residents across the City to commercial and employment centers. Neighborhood connectors are primarily fronted by a variety of housing types, from single family homes, to townhomes, to apartments, along with community facilities and some stores and businesses. They carry low to moderate amounts of traffic and should be viewed as shared community spaces.

Criteria: Low to moderate traffic volumes (most <10,000 AADT- Church and New Castle are exceptions), Primarily residential land use, Connect multiple neighborhoods/parts of the City

Streets:

- 2nd St.
 - 4th St. (west of Union St.)
 - 7th St.
 - 8th St.
 - 9th St.
 - 30th St.
 - A St.
 - Baynard Blvd.
 - Broom St.
 - Clayton St.
 - Church St.
 - Delaware Ave. (west of Union St. and from Clayton St. to Van Buren St.)
 - Greenhill St.
 - Monroe St.
 - New Castle Ave.
 - S. Heald St.
 - Spruce St.
 - Union St. (north of Delaware Ave.)
 - Vandever Ave.
 - Washington St. (north of Brandywine Creek)
- **Emphasize maintenance of existing transportation assets.** Wilmington must maintain existing sidewalks, transit facilities, and road surfaces to create a clean, comfortable public realm. Maintaining the City’s infrastructure will require adequate funding, but prioritizing routine maintenance can save Wilmington money over the long-term by avoiding more costly repairs or complete reconstruction downline.

- **Prioritize safety improvements in locations where serious crashes are concentrated and at complex intersections across the City.** Wilmington should conduct an in-depth, city-wide crash analysis to better understand the causes of crashes and where they are clustering.

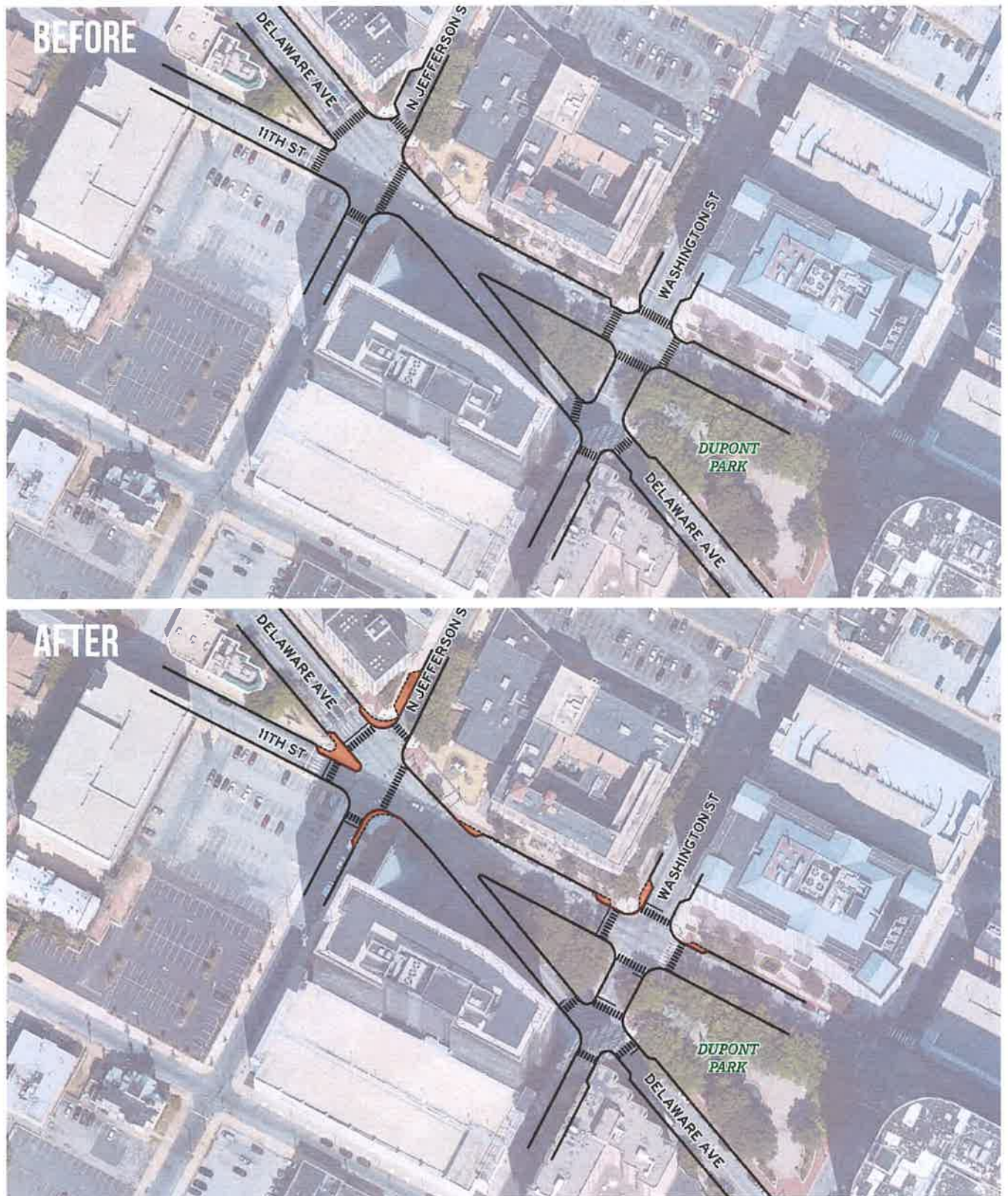


Figure 64 Potential redesign of Delaware/11th and N. Market/Concord
Source: Sam Schwartz / Interface Studio

- **Protect affordable housing when improving transportation.** Transportation improvements can have a dramatic effect on the value of surrounding land and catalyze development. Wilmington should work towards including protections for existing residents and affordable housing in transportation projects with the potential to alter the economics and land use mix of an area.
- **Limit the amount of truck traffic traveling through Wilmington’s neighborhoods.** Limiting truck traffic in neighborhoods will reduce wear and tear on roads and decrease air and noise pollution. Wilmington should better enforce truck restricted streets, as well as truck signage, with a special emphasis in South Wilmington and the Eastside, and make necessary changes to ensure trucks are clearly directed towards the appropriate routes.

> **EXAMPLE:** WILMAPCO Route 9 Corridor Master Plan offers recommendations to route truck traffic away from city neighborhoods.

- **Create a neighborhood street program.** Wilmington has focused considerable resources to improving neighborhood streets and the public realm: Wilmington completed 10 neighborhood streetscape projects in both FY 17 and 18 (with a budget of \$150,000 for each year) and organized 12 neighborhood cleanup projects each year from FY 16-18. To further strengthen this effort, the City should create a neighborhood street program through which residents can request traffic calming, green infrastructure, street rehab, or other street improvements on their street. The City should establish a dedicated funding source for the program and detail a clear process for residents to make requests.

GOAL 4.3: OPTIMIZE PARKING TO PROVIDE THE RIGHT AMOUNT OF PARKING, IN THE RIGHT LOCATIONS, AT THE RIGHT PRICE

Parking consumes 10% of the land area downtown, dampening the city’s street-level activity. With off-street supply currently outweighing demand, and national trends in urban transportation likely to further decrease demand for parking, there is an opportunity to park smarter and free up valuable space for better uses.

- **Conduct a comprehensive, citywide parking assessment.** In order to make informed decisions and craft effective parking policies, Wilmington needs a comprehensive parking database with information on pricing and occupancy rates. The City should conduct a parking study to collect this data and provide recommendations on new policies.
- **Strive to balance parking supply and demand.** Wilmington should follow a market-based approach to parking management, eliminating parking minimums and pricing parking based on demand and occupancy. Following completion of the citywide parking assessment, the City should evaluate raising rates at high-occupancy locations, reexamine time limits, and look for opportunities to implement adaptive pricing.

> **EXAMPLE:** Wilmington has already eliminated parking minimums for C-3 and C-4 zoning districts. Both Buffalo, NY and Hartford, CT eliminated all parking minimums in 2017.

- **Continue providing clear information to the public on parking availability in commercial districts.** Driving around looking for parking results in congestion, emissions and wasted time. Minimizing the search for parking improves the experience of being in the city, making for happier drivers and businesses. This can be done by providing clear wayfinding and real-time information on available parking in commercial districts and by expanding the Parkmobile app to cover commercial districts throughout Wilmington and expanding its capabilities to provide information on parking availability.
- **Encourage shared parking arrangements amongst neighboring offices, businesses, and residences.** Not all parking lots are at capacity at all times of the day. Wilmington can park smarter and more efficiently by allowing complementary uses to share parking. For example offices and businesses may need daytime parking, while residences need nighttime parking. The City should update the zoning code to allow for shared parking to be counted towards parking requirements (note: there are no parking

requirements in C-3 and C-4 zoning districts) to maximize the efficient use of parking garages and lots.

- **Create a simple process for converting under-utilized parking spaces to other uses.**

Wilmington should create a simple process for property owners adjacent to on-street parking spaces to be able to convert parking spaces into other uses, such as:

- Parklets
- Bicycle corrals
- Ride share pick up/dropoff spaces
- Spaces for short-term deliveries
- EV charging

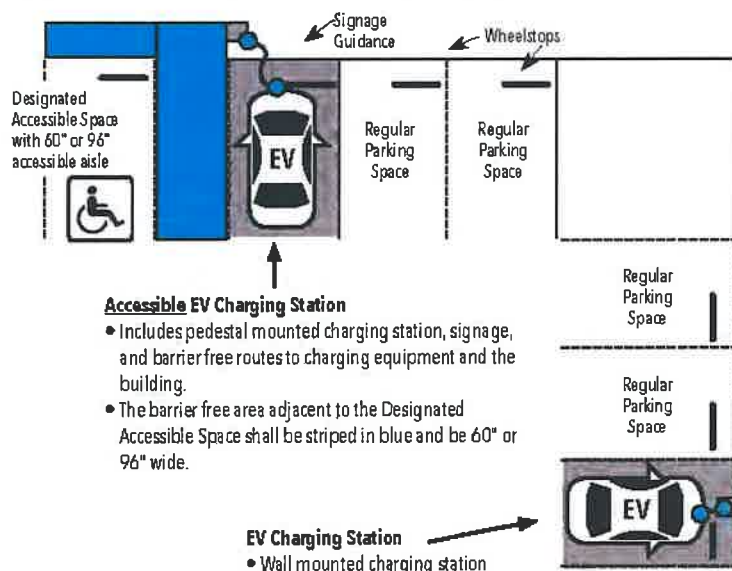
- **Encourage commuters to use alternative forms of transportation to get to work.**

Wilmington should support its large employers and other potential partners, like DART and the Downtown Wilmington Business Improvement District, in creating a transportation management association to develop overlapping programs and incentives for employees to use alternative forms of transportation.



> **EXAMPLE:** The [Philadelphia parklet program](https://www.philadelphiastreet.com/images/uploads/resource_library/City-of-Philadelphia-Parklet-Application.pdf) (https://www.philadelphiastreet.com/images/uploads/resource_library/City-of-Philadelphia-Parklet-Application.pdf) allows local businesses and community groups to apply to develop parklets.

Typical ADA-Compliant PEV Charging Parking Space



Example of parking lots with electric vehicle charging stations from the Delaware Workplace Charging Program

GOAL 4.4: EVALUATE THE POTENTIAL OF NEW TECHNOLOGIES AND TRANSPORTATION IDEAS THROUGH PILOT TESTING

From Uber and Lyft to dockless bikes and scooters, the pace of change in the transportation sector is rapid, accelerating, and filled with opportunity. All of these new services and technologies bring benefits and challenges and Wilmington must identify which services can benefit its residents and proactively work to mitigate the subsequent challenges.

- **Examine the potential to integrate emerging technologies into the existing transportation system.** While it is challenging to keep up with the onslaught of new mobility options, Wilmington should evaluate the potential of new transportation technologies and services (e.g., dockless bikes, microtransit, and autonomous vehicles) to increase mobility and choice for Wilmington residents and complement existing transportation options.
- **Pilot test new transportation services and technologies in Wilmington.** Pilot testing emerging transportation technologies will allow the City to gather more data and better assess the positives and negatives of new technologies. Wilmington should develop stringent permitting requirements and performance measures for all pilot tests.

Scorecard for emerging technology pilots

- > Does the service/ technology reduce serious injuries and fatal crashes?
- > Does the service/ technology increase mobility for people without access to cars, low-income households, and minorities?
- > Is the service/technology accessible for everyone?
- > Does the service/ technology expand access to public transit?
- > Does the service/ technology reduce congestion, air pollution, and GHG emissions?
- > Does the service/ technology contribute to sustainable urban density and land use?
- > Is the company providing the service/technology willing to contribute to the maintenance of the City's infrastructure?
- > Is the company providing the service/technology willing to share its data with the City?

- **Recognize street and curb space as valuable public assets and price them accordingly.** Wilmington should develop a fee system for new transportation technologies and services that utilize public street and/or curb space. The fees can be used to maintain these assets and ensure equitable access to new mobility options for all residents. In addition, the city should update the code as needed to account for emerging technologies and services.



OVERVIEW

A sustainable and resilient city is one which ensures its resources and services will adequately serve its residents today and tomorrow; is prepared for social, economic and environmental changes on the horizon; and is ready to bounce back from unexpected challenges stronger than before. Accomplishing these goals require an account of the city's services and resources, and the sorts of stressors that may present themselves moving forward. Wilmington services and facilities are well positioned to meet current needs, but there is more work to do to ensure that all residents will prosper and thrive in the coming years. The main long-term environmental stressor will be climate change, which will impact day to day life across the city. While the most acute impacts of climate change will extend beyond the 10-year timeframe of this Comprehensive Plan, this plan can lay the foundation to prepare and take early steps needed to mitigate future impacts. This section of the plan addresses the city's infrastructure and services to ensure Wilmington can meet the needs of current and future residents and businesses, and continue to grow in a sustainable manner.

Community Infrastructure: Services and Public Facilities

PUBLIC SAFETY: POLICE

The Police Department deploys up to 320 officers with a mission to prevent and reduce crime through community engagement. Community policing, CompStat reports, and an online service to inform residents about recent crime, CRIMEMAPPING.com, are among the initiatives and tools used by the department to foster partnerships and build community trust. Additionally, the police department has been an integral part of the West Center City initiative to reduce crime and blight, focusing on community policing and collaboration with local and federal agencies. Crime statistics have seen a steady decline over the last year between 2017 and 2018, especially with regard to shootings and homicides.

PUBLIC SAFETY: FIRE

Currently, the number and location of fire stations is adequate for the current and future anticipated population. Three fire stations (2, 4, and 6) will need to be renovated over the next decade. Equipment, such as trucks, breathing apparatus, hose, and gas meters, will need to continue to be monitored for their condition and replaced according to staggered replacement cycles.

Current staff level is good and maintaining that level will be important. Given the estimated population increase over the next 10 years, staffing should be sufficient, however actual changes in population and the built environment will need to be monitored to ensure response times are sufficient.

Currently, the majority of new development in the city is apartment buildings that require sprinklers with good fire prevention, however, other new non-apartment residential construction do not require sprinklers. The building code should be evaluated and re-written to address the sprinklering of all new residential construction.

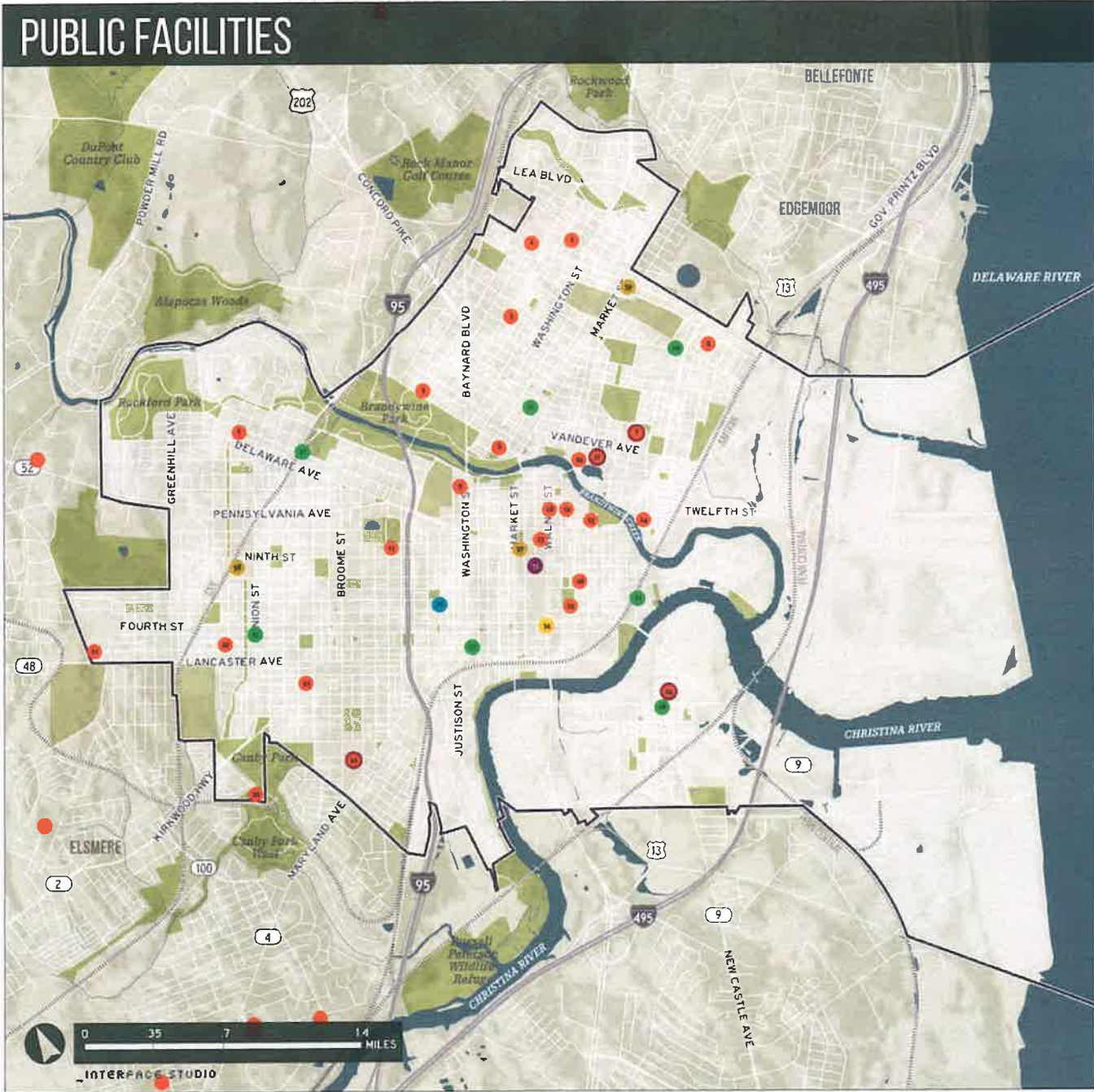




Figure 65 Public facilities map
 Source: City of Wilmington








PUBLIC FACILITIES

Public facilities include three libraries, two community centers, seven fire stations and one police station.

Public and Charter Schools

-  School is closing or closed
-  duPont (Pierre S.) Middle School
-  Harlan (David W.) Elementary School
-  Delaware College Preparatory Academy
-  East Side Charter School
-  Red Clay Alternative Ed and Warner Elementary School
-  Shortlidge (Evan G.) Academy
-  Edison (Thomas A.) Charter School
-  Highlands Elementary School
-  First State School
-  Delaware Adolescent Program Inc. (DAPI)
-  Moyer (Maurice J.) Academy
-  Howard High School of Technology
-  Stubbs (Frederick Douglass) Elementary School
-  Prestige Academy
-  Lewis (William C.) Dual Language Elementary School
-  Great Oaks School and Kuumba Academy
-  First State Montessori Academy
-  Montessori Academy Wilmington and Bancroft Elementary School
-  Pyle (Sarah) Academy
-  Joseph H. Douglass School
-  Calloway (Cab) School of the Arts and Charter School of Wilmington
-  Odyssey Charter School
-  Bayard Middle School
-  Elbert-Palmer Elementary School
-  Pulaski (Casimir) Elementary School
-  Douglass School

Fire Department

-  Fire Station 1
-  Fire Station 2
-  Fire Station 3
-  Fire Station 4
-  Fire Station 5 (new)
-  Fire Station 6
-  Fire Boat House Station 7

Police Department

-  Public Safety Building




Municipal Government

-  City/County Building

Park Department

-  William Hicks Anderson Community Center

Libraries

-  Wilmington Library
-  Woodlawn Branch Library
-  North Wilmington Library

WASTE MANAGEMENT

Community services, such as trash pick-up, leaf collection and snow removal, are adequate for the current and anticipated future population. Street cleaning of targeted areas has begun and looks to be increased to additional areas. The City currently provides residential weekly pickup of municipal solid waste and single stream recycling. Wilmington's recycling rate is about 20%, compared to Delaware's rate of 45%.¹ The Public Works Department is looking to roll out a Citywide Municipal Solid Waste Container Program to limit the volume of trash and increase recycling diversion. Looking forward, mandatory recycling and the trash hauling contracting by condo and other non-residential buildings will be critical to the expansion of waste diversion and service to serve future growth areas.

SOURCE WATER PROTECTION

The City completed a Source Water Protection Plan in November of 2010. This study can be found on the Department of Public Works website at: <https://www.wilmingtonde.gov/government/city-departments/department-of-public-works/source-water-protection-plan>.

The City's Source water protection ordinance can be found in City Code: Secs. 48-431–48-436. As noted in this section of the code, the City, with the assistance of the Delaware Department of Natural Resources and Environmental Control (DNREC) delineated a Source Water Protection Area (SWPA) within the city limits for the Brandywine Creek, the city's source of drinking water, and created a SWPA Map. Parcels within the SWPA shall be subject to this division which is designed to protect the SWPA, a critical area, from activities and substances that may harm water quality and subtract from overall water quantity. The SWPA includes two sub-categories with more stringent water quality and quantity protection requirements: (1) SWPA Subcategory A - Erosion Prone Slopes; and, (2) SWPA Subcategory B - 200 Foot Creek Buffer from the bank of the Brandywine Creek.

¹ Delaware Business Now. (2017, November 15). State's Recycling Rate Inches toward 45 Percent. Retrieved from <https://delawarebusinessnow.com/2017/11/states-recycling-rate-inches-toward-45-percent/>

WATER & WASTEWATER SYSTEMS

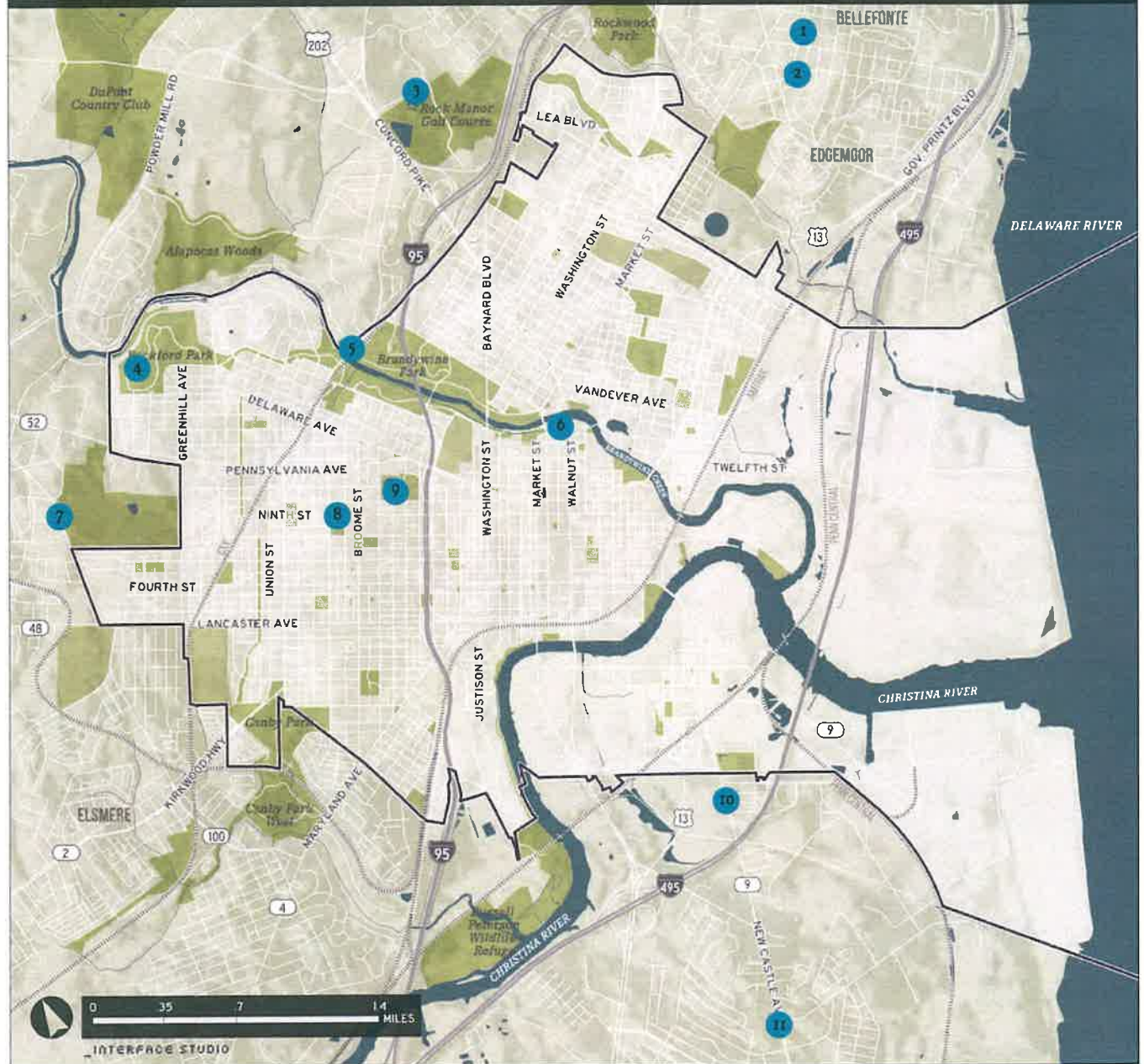


Figure 66 Water and wastewater systems map
Source: City of Wilmington

- | | |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1 Hillcrest Elevated Tank | 7 Greenhill Elevated Tank |
| 2 Hillcrest Pumping Station | 8 Rodney Sreet Reservoir & Gatehouse, Communication Tower & EDP |
| 3 Porter Gate House/Valves
Alapocas Pumping Station
Porter Filter Plant Complex | 9 Cool Spring Gate House and Reservoir
Cool Spring Pumping Station |
| 4 Rockford Tower | 10 New Castle Ave Pumping Station |
| 5 Wills Pumping Station | 11 New Castle Ave Elevated Tank (Rose Hill) |
| 6 Brandywine Membrane Plant
Brandywine Pumping Station
Water Works Center/Water Quality La | |

WATER AND WASTEWATER

The water system consists of two water filtration plants treating surface water. The main source is the Brandywine Creek with reserves at Hoopes Reservoir. There are nine elevated water tanks, five finished water pump stations, three raw water pump stations, two raw water reservoirs, a finished water reservoir, and 420 miles of water main servicing approximately 40,000 accounts. Treatment is by rapid sand filter at Porter Filter Plant and by Micro Filtration Membrane at Brandywine Filter Plant. Together both plants are capable of producing approximately 35 MGD. Average daily production is 16 MGD.

The sewer collection system is 90% combined sanitary/stormwater consisting of approximately 300 miles of sewer main. The system has three sewage pumping stations and a regional WWTP providing primary, secondary, and tertiary treatment to approximately 500,000 customers, 22,000 within the City of Wilmington and the remainder in New Castle County under a wholesale sewage treatment agreement. Average daily flow is 105 MGD with peak wet weather flows of 340 MGD.

STORMWATER MANAGEMENT

The City has been active for many years in implementing green infrastructure; in 2006 a Stormwater Utility was implemented and the City has an active Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP). Projects identified in the LTCP are underway to reduce CSOs such as sewer separations projects and the construction of a South Wilmington Wetland Park to minimize local flooding. The Public Works Department promotes the use of green infrastructure to address the management of stormwater at its source and as a way of minimizing CSOs.

Climate Change

Over the coming years, life in Wilmington may change drastically due to the effects of climate change. Rising seas, hotter temperatures, and the increased frequency of extreme weather events will touch residents in every corner of the city.

The Delaware Coastal Program reports that up to 11% of the state of Delaware will be inundated with water in 2100,² and properties at risk in New Castle County are valued at about \$582 million, according to a study from the University of Delaware.³ Significant portions of Wilmington are already susceptible to flooding; along the Christina River, approximately a thousand structures lie within the floodplain,⁴ and the Federal Emergency Management Agency (FEMA) estimates that such floodplains will grow an average of 45% by 2100 due to climate change.⁵ In Wilmington, a meter of sea level rise may inundate significant portions of neighborhoods at least three-quarters of a mile inland, according to NOAA's Sea Level Rise Viewer.⁶ And as waters rise and flooding becomes more common, so will extreme temperatures: the number of days in which temperatures reach above 95 degrees Fahrenheit may increase to around 22-48 in 2100 from 5-6 in 2017.⁷

2 Delaware Coastal Program, Delaware Department of Natural Resources & Environmental Control. (2012). *Preparing for Tomorrow's High Tide: Sea Level Rise Vulnerability Assessment for the State of Delaware*. Retrieved from <http://www.dnrec.delaware.gov/coastal/documents/sealevelrise/assesmentforweb.pdf>.

3 *Ibid.*

4 Kauffman, G. & Homsey, A. (2011). *The Delaware Floodplain*. Retrieved from <http://www.wra.udel.edu/wp-content/publications/DelawareFloodplain.pdf>. Quoted in Furlong, E. (2018). *Climate Justice: For a Prosperous & Sustainable Wilmington*.

5 Federal Insurance and Mitigation Administration, Federal Emergency Management Agency. (2013). *The Impact of Climate & Population Growth on the National Flood Insurance Program Through 2100: ES-3*, 7. Retrieved from http://www.aecom.com/content/wp-content/uploads/2016/06/Climate_Change_Report_AECOM_2013-06-11.pdf. Quoted in Furlong, 2018.

6 <https://coast.noaa.gov/digitalcoast/tools/slr.html>

7 Delaware Department of Natural Resources and Environmental Control, Delaware Climate Projections Portal

FEMA FLOOD HAZARD AREAS



Figure 67 FEMA flood hazard areas map
Source: Federal Emergency Management Agency (2016)

FEMA Flood Hazard Areas

- FEMA Moderate Flood Hazard Area
0.2% annual chance flood (500-year flood)
- FEMA Special Flood Hazard Areas
Zone A/AO/AE
1% annual chance flood (100-year flood)
- Zone VE
1% annual chance flood (100-year flood) with velocity hazard (wave action)
- Regulatory Floodway

SEA LEVEL RISE INUNDATION SCENARIOS

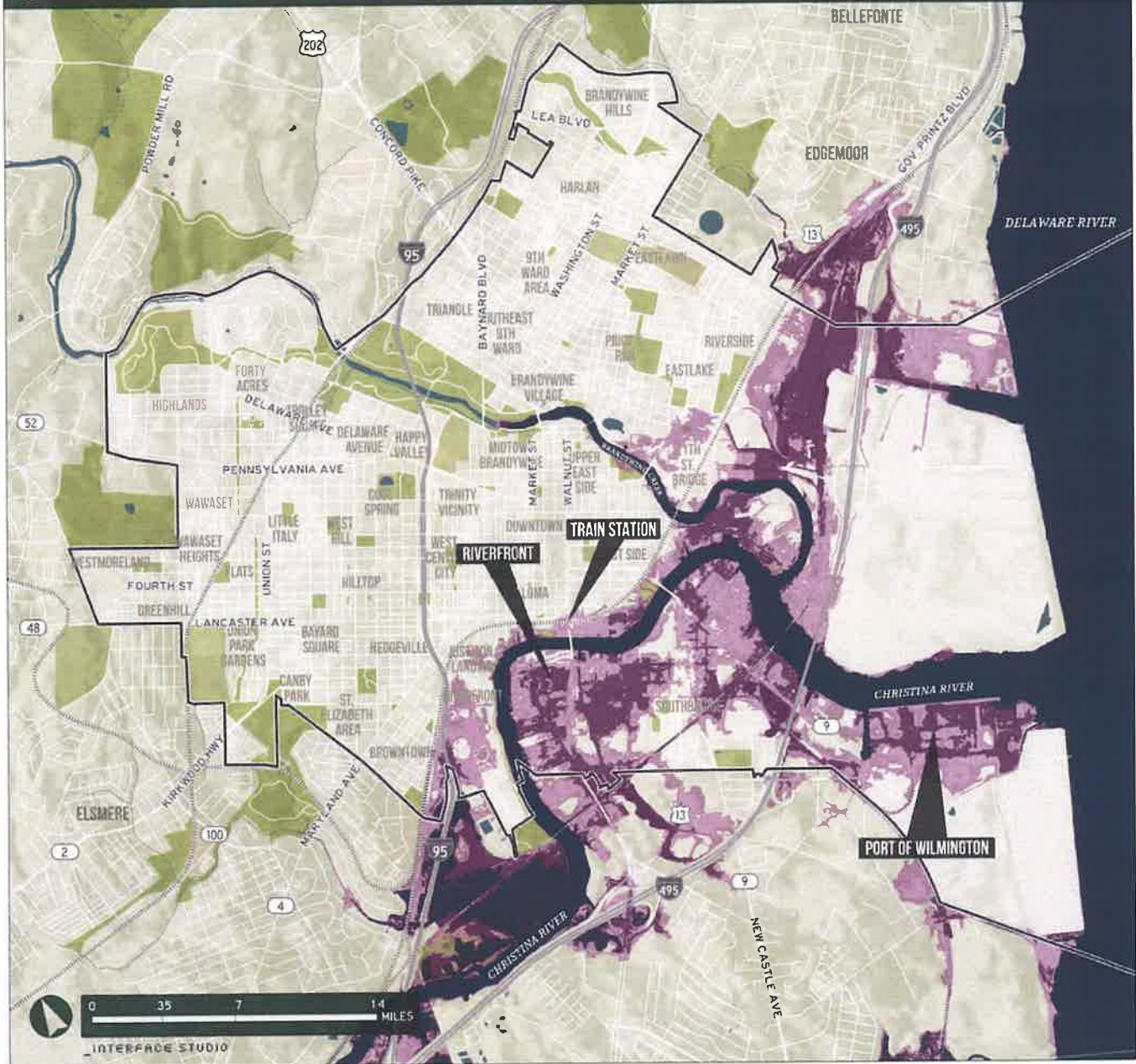


Figure 68 **Sea level rise inundation scenarios map**
 Source: State of Delaware, Delaware Coastal Programs (2016)

Sea Level Rise Scenarios

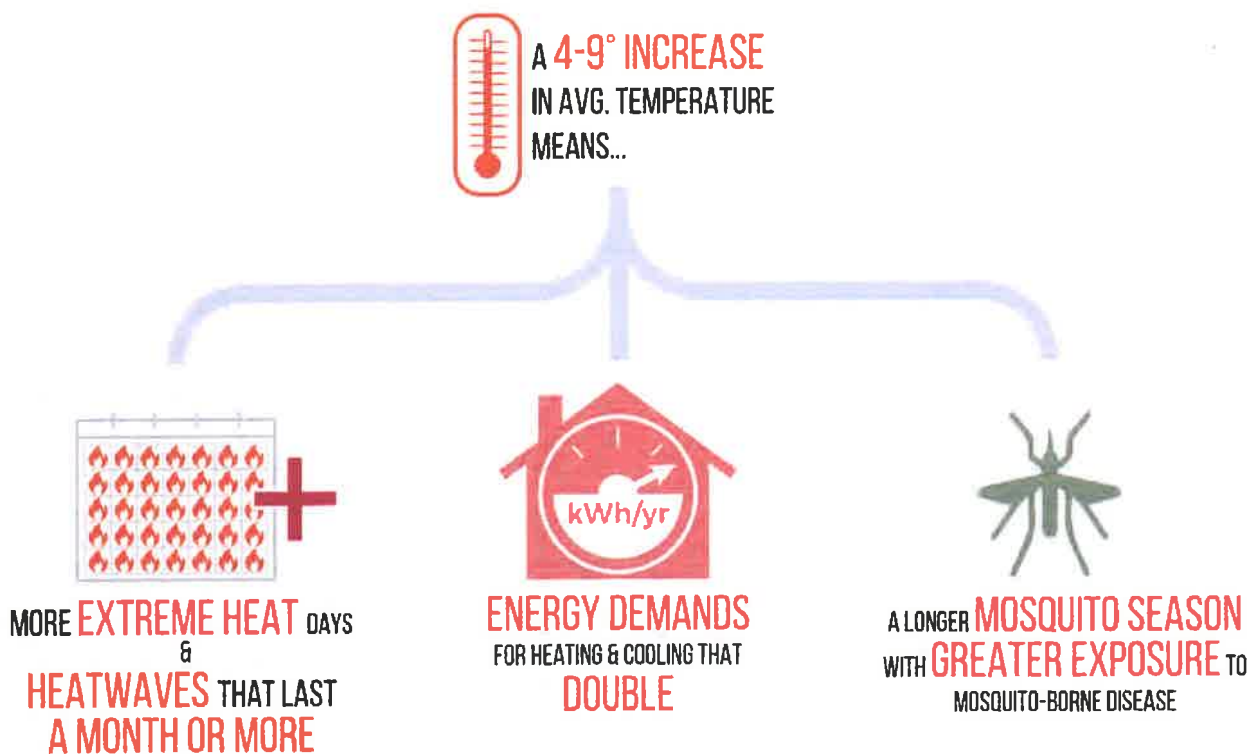
- Mean Higher High Water
- 0.5 Meter Inundation
- 1 Meter Inundation
- 1.5 Meter Inundation

The effects of climate change in Wilmington will have the greatest effect on the city’s most vulnerable populations. Rising seas will impact minority and low-income neighborhoods most of all. Additionally, hotter days and poor air quality can seriously impact residents’ health, especially among seniors and youth. Changing conditions can mean new and unexpected stresses on utility systems and emergency services, making it more important than ever that we ensure our essential infrastructure has the capacity to handle the days ahead.

Wilmington has already made great progress: Well ahead of its 2020 deadline, the City reached its goal to reduce harmful emissions 20% below 2008 levels.⁸ The City is continually working to find opportunities to reduce emissions and prepare for climate impacts. Currently the City is working with Delmarva to replace all city street lights with energy efficient LED lights to reduce energy use and greenhouse gas emissions. In South Wilmington, a new wetland park stands to absorb stormwater and combined sewer overflows will be eliminated, helping Southbridge to become more resilient to flooding and sea level rise, and the city has recently implemented an impervious surface fee to help fund the city’s response to flooding and stormwater.⁹

The Comprehensive Plan is an opportunity to coordinate existing efforts and complement the Resilient Wilmington initiative to become a more sustainable and resilient city.

IMPACTS OF RISING TEMPERATURES ON DAILY LIFE



⁸ Furlong, 64.
⁹ Furlong, 63.

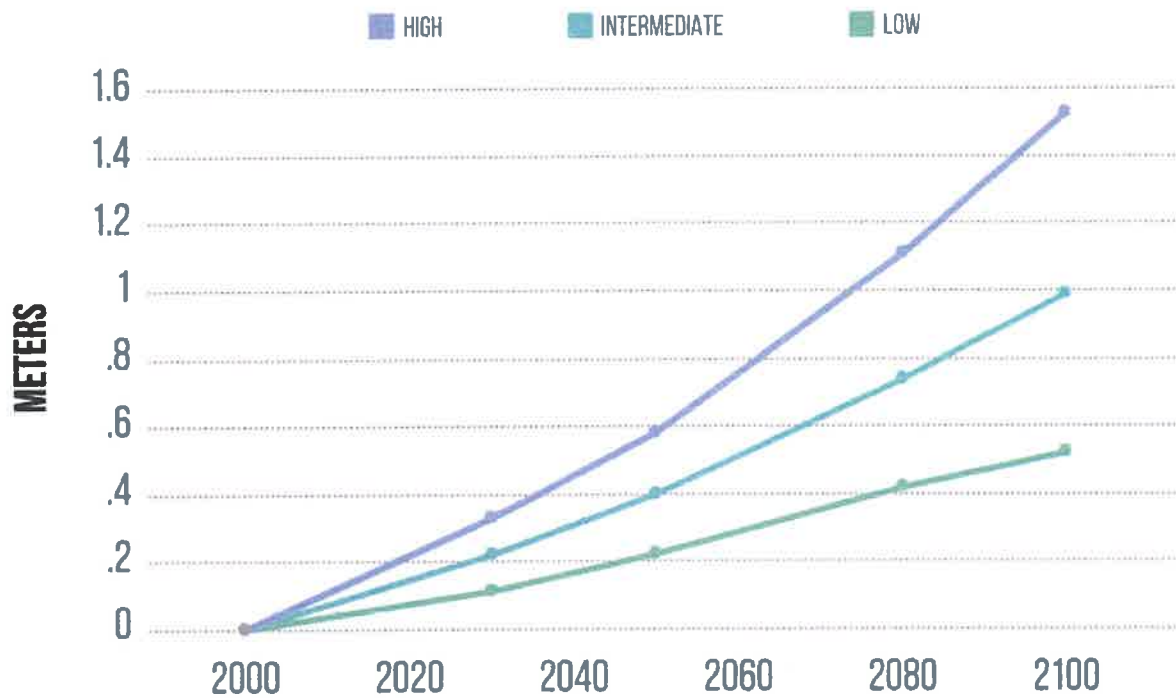


Figure 69 Delaware Relative Sea Level Rise by 2100
 Source: Delaware Geographical Survey, <https://www.dgs.udel.edu/projects/determination-future-sea-level-rise-planning-scenarios-delaware>

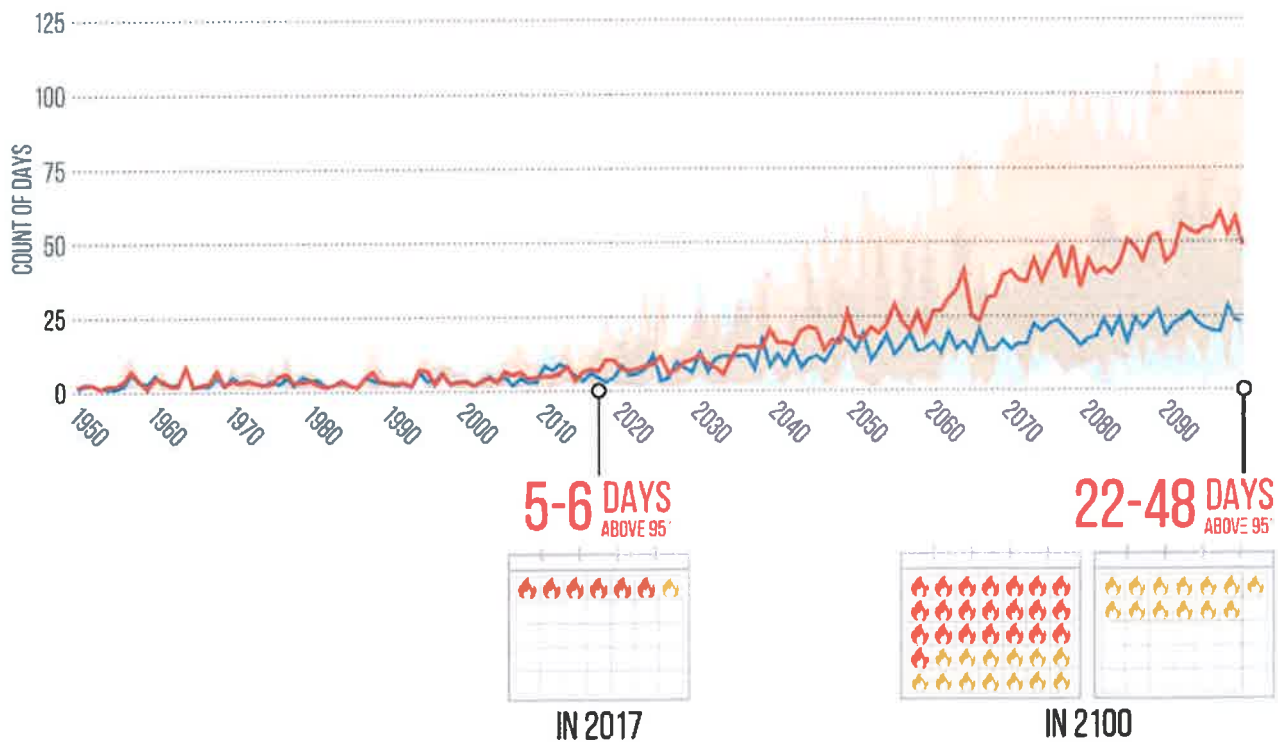


Figure 70 Days with Max Temperatures Over 95 Degrees Fahrenheit
 Source: Delaware Department of Natural Resources and Environmental Control, Delaware Climate Projections Portal

SUMMARY OF KEY PUBLIC INPUT

Residents rated parks, recreational opportunities and open space the second best quality of the city. Continuing to increase various types of open space was seen as important to address not just recreational needs but also environmental and public safety ones. In the second public forum, “increase green space through vacant lots and yards” and “increase tree canopy and develop tree coverage goal” were among the top 20 key citywide recommendations, ranking 14th and 17th respectively. For residents who live in areas impacted by flood, “proactive flood management” was an important improvement that would have the greatest impact on quality of life in Wilmington and strategic use of open space, such as the wetland park in South Wilmington, is an example of how the City can use landscape to achieve multiple goals.

GOALS AND RECOMMENDATIONS

GOAL 5.1: PROVIDE HIGH QUALITY CITY SERVICES, FACILITIES AND INFRASTRUCTURE FOR EXISTING AND FUTURE RESIDENTS AND BUSINESSES

Wilmington currently provides adequate services to support the needs of residents and businesses. As the city grows, departments will monitor capacity and systems, upgrades in technology, and continue to improve services, facilities and infrastructure as needed to maintain quality and performance.

- **Continue to monitor the capacity of infrastructure and emergency services to handle population growth and environmental changes.** The City’s public safety, water, wastewater, waste management, and energy systems currently maintain enough capacity to handle Wilmington’s present population and projected growth. As the city continues to grow and new issues arise, City departments should monitor their capacity and plan accordingly.
- **Coordinate repairs, maintenance, and improvements to public assets to save money, time, and materials.** Major infrastructure and facilities projects provide an opportunity for City and State departments to support each other’s objectives, to reduce overall resource expenditures and advance common goals, such as preparing for a changing climate. Departments should systematically inform each other about internal planning processes early on, so they can brainstorm potential collaborations before projects become solidified.
- **Update building codes.** The building code can help achieve many of the goals in this plan with regard to health and public safety, urban design and long-term resilience. As the codes are reviewed, considerations should be made with regard to fire safety standards, citywide design standards, energy and water efficiency, clean energy and resilience to climate change and flood.
- **Update zoning code.** The City is mandated to update the zoning code within 18 months of adopting the Comprehensive Plan to align the future land uses with the zoning. In some cases this will require a zoning change. In others, the code itself can be updated and re-written to reflect modern needs and circumstances. Among the issues to address are creating a more flexible code with regard to parking requirements (as was recently done to eliminate parking requirements downtown), better encouraging mixed uses in order to attain the goals of this plan for a more vibrant and walkable city, and adding provisions to protect the city from the impacts of climate change and flooding, which should be addressed in the City’s Waterfront zoning districts.

> **EXAMPLE:** Norfolk, VA’s zoning for sea level rise includes required elements such as ground floor elevation and permeable parking surfaces, as well as [Resilience-Quotient Zoning](https://www.planning.org/planning/2018/aug/silverlining/) (<https://www.planning.org/planning/2018/aug/silverlining/>), a points-based system that allows developers to choose from a range of resilient features to reach project approval.

GOAL 5.2: CONSERVE RESOURCES AND REDUCE GREENHOUSE GAS EMISSIONS TO PROTECT AIR AND WATER QUALITY AND MITIGATE CITY'S CONTRIBUTION TO CLIMATE CHANGE

Wilmington is making great progress toward reducing greenhouse gas emissions, coming in well ahead of its 2020 deadline to reduce harmful emissions 20% below 2008 levels. The City continually seeks to incorporate sustainability in its decision-making and coordinate public and private efforts to improve quality of life in the city and prepare for climate change.

“Wilmington needs to be an attractive place to live to meet our greenhouse goals.”

Coordinate efforts in order to make the city a model of sustainability

- **Develop a sustainability plan to coordinate efforts.** The plan should establish a baseline for sustainability indicators, set new reduction targets for greenhouse gasses and specifically address how City departments and the private sector can meet those targets. The Resilient Wilmington initiative led by the Department of Public Works is an important component. When complete, the Resilient Wilmington Plan will be available at the Department of Public Works.

> **EXAMPLE:** [Greenworks](https://www.phila.gov/departments/office-of-sustainability/greenworks/) (https://www.phila.gov/departments/office-of-sustainability/greenworks/) is Philadelphia's sustainability plan, which is managed by the Office of Sustainability.

- **Cultivate a culture of sustainability.** Making Wilmington a model of sustainability involves starting with City government and getting buy-in from City staff. Help City staff understand their carbon footprint and offer strategies to reduce it at work by implementing campaigns to reduce waste, energy and water use. Expand these efforts to the public through education and a coordinated narrative promoting conservation and sustainability efforts throughout the city to increase their visibility. [see also recommendation under Goal 2.3 in Healthy and Thriving Communities]

> **EXAMPLE:** Woodlawn Library rain garden

- **Coordinate with private organizations seeking to implement sustainable practices.** More and more businesses are finding that sustainability is a core value that customers appreciate. Companies should be encouraged to develop their own sustainability goals and action plans that build off and amplify City efforts to create cost savings and economic growth.

> **EXAMPLE:** [The Sustainable Business Network of Greater Philadelphia](https://www.sbnphiladelphia.org/) (https://www.sbnphiladelphia.org/) aims to empower local businesses in promoting a triple bottom line economy (people, planet, profit) by building a base of local businesses and educating policymakers and the public.

Reduce energy, water and waste and transition to clean energy

- **Conduct energy audits of public buildings and use technology to track usage.** Buildings consume 48% of all energy produced in the United States and are responsible for 45% of CO2 emissions, which is more than transportation and industry.¹⁰ To better inform efforts to reduce energy usage, the City should assess the efficiency of its buildings and track when and why facilities use the most energy. This information can be shared internally or publicly to reinforce efforts to cultivate a culture of sustainability.
- **Upgrade buildings to conserve energy and water.** More efficient building systems not only reduce contributions to climate change and pollution, but can also reduce water and energy costs. For example, passive design strategies, weatherization, more efficient HVAC systems, and smart energy management systems can reduce heating and cooling costs, and recycling stormwater or greywater (water from sinks, showers, tubs, and washing machines) can lower water consumption. The City should look to promote clean and efficient energy and water use in both the public and private sectors:
 - For municipal buildings, the City should look to upgrade public buildings through retrofits, explore installing renewable energy systems and purchasing agreements with regional renewable energy generators for building upgrades and new construction.
 - For private sector buildings, the City can encourage property owners to make upgrades through coordinated communications and marketing, updating building codes with energy efficiency standards, and connecting property owners with incentives. For example, commercial and industrial businesses can apply to the Energy Efficiency Investment Fund (<https://dnrec.alpha.delaware.gov/energy-climate/efficiency/energy-efficiency-investment-fund/>) to help replace aging, inefficient equipment with energy efficient alternatives. Specific funding support for residential/mixed use building energy audits and pursuit of LEED certification is available through the Downtown Development District program and can be found on the DDD website:<http://www.stateplanning.delaware.gov/ddd/incentives/index.shtml>.

> **EXAMPLE:** [The Atlanta Better Building Challenge](https://atlantabbc.com/) (<https://atlantabbc.com/>) aims to support the Department of Energy's goal of helping businesses reduce energy costs, enabling them to grow, invest in new technology, and create jobs.

- **Help residents and businesses incorporate solar energy production into their properties.** According to the Solar Energy Industries Association, Delaware is rapidly increasing its solar capacity with substantial increases in residential installed capacity over the last 3 years. As the solar industry matures and prices become more competitive, the City can help property owners benefit from installing solar panels by connecting them with incentives such as the Green Energy Program (<https://dnrec.alpha.delaware.gov/energy-climate/renewable/assistance/>), which provides funds and incentives for renewable energy systems.

¹⁰ 2012 US Energy Information Administration data from Architecture 2030. Why the Building Sector? Retrieved from http://architecture2030.org/buildings_problem_why/

- **Implement water-efficient irrigation for municipal properties.** Improving water efficiency in the irrigation of public landscapes will help to reduce water use, labor and costs, as well as ensure landscapes are well maintained. The City can also explore the use of recycled water for irrigation. Recycled stormwater or greywater can be used instead of the municipal drinking water supply to irrigate municipal properties such as median landscaping, parks and golf courses. This has the double benefit of reducing water use and improving water quality by reducing runoff. Such practices are becoming more common on golf courses, which are well suited to act as natural filtration systems that result in cleaner water.
- **Transition City fleet to electric vehicles and expand the availability of charging stations.** Wilmington has room to grow in the area of clean transportation. The City should utilize and promote the State of Delaware’s Clean Transportation Incentive Program (<https://dnrec.alpha.delaware.gov/energy-climate/clean-transportation/>), which provides rebates for the purchase of electric vehicles (EV) and charging stations. The City should engage in a coordinated effort across departments to transition the City fleet to electric vehicles and install EV charging stations at City parking facilities, and integrate them into utility poles and street lights. To encourage the private sector, the City could consider allowing a reduction in the overall parking requirement for developments that include charging stations and allow residents and businesses to install EV charging stations on public property.

> EXAMPLE: More than 400 cities in the U.S. have joined the Climate Mayors Electric Vehicle Purchasing Collaborative, which uses the participating cities’ collective buying power to reduce costs for electric vehicles and charging stations. By lowering procurement costs, the Collaborative hopes to accelerate the transition of municipal fleets to electric vehicles.

- **Reduce waste through recycling, composting and source reduction.** As part of cultivating a culture of sustainability and to boost recycling rates above 30%, the City should expand recycling and composting at public facilities and events, and boost residential recycling through education of homeowners, landlords and tenants, and the piloting of municipal solid waste containers to limit the volume of trash. The City should also encourage source reduction, or pre-cycling, practices in operations that include reducing printing unless necessary, purchasing in bulk to avoid packaging, reducing plastics and styrofoam in cafeterias, and encouraging use of reusable containers such as water bottles and shopping totes. These efforts can be coordinated through the development of a Zero Waste (<https://www.epa.gov/transforming-waste-tool/how-communities-have-defined-zero-waste>) component of a sustainability plan.

GOAL 5.3: PROMOTE RESILIENCE TO CLIMATE CHANGE AND FLOODING IN ALL LONG-RANGE PLANNING, CRITICAL PUBLIC FACILITIES AND INFRASTRUCTURE

Flooding and rising seas, hotter temperatures and prolonged heat waves, and the increased frequency of extreme weather events will have an impact in the city in coming years. The City can plan now to address these challenges and protect residents and businesses.

Protect against flooding and sea level rise

- Harden infrastructure vulnerable to sea level rise and extreme weather events.** Evaluate the vulnerability of critical infrastructure, including water treatment facilities and pump stations, emergency services, and transportation infrastructure - including the Wilmington Train Station and evacuation routes. Develop plans to protect infrastructure from rising waters, potentially including:
 - Increasing the absorptive capacity of land surrounding key transportation infrastructure with landscaping and bioretention facilities;
 - Developing redundancy for vulnerable infrastructure systems and evacuation routes;
 - Elevating crucial transportation routes that have no viable alternative;
 - Limiting new transportation infrastructure within the floodplain;
 - Building critical infrastructure above base flood elevation (BFE); and
 - Utilizing greening strategies to protect investments.



Figure 71 Flood and sea level rise resilience measures

- **Evaluate riverfront flood management options.** The Brandywine and Christina riverfronts are important opportunity areas in the city for future development, however, they are also vulnerable to the impacts of flood and sea level rise. Future development should include setbacks and site design elements to achieve the key goals of flood management and public waterfront access, and be included in changes to the City’s Waterfront Zoning Code. Depending on the site conditions, future infrastructure and flood management systems could include future expansion of dikes or levees, green infrastructure, wetlands, parks and trails. [see also recommendation under Goal 1.4 in Strong and Safe Neighborhoods]
- **Provide information and assistance for property owners who are susceptible to flooding.** The City and its regional partners should work to inform property owners of their exposure to flood and sea level rise and their options to mitigate the impacts of severe weather and flooding. Financial incentives and assistance should be investigated to help property owners implement flood-proofing and flood resilience measures.

Manage stormwater through grey and green infrastructure

- **Continue Combined Sewer Overflow (CSO) mitigation.** Combined sewer overflow separation projects are identified in the City’s CSO Long Term Control Plan and are an important part of flood mitigation and water quality improvement. The City’s FY 2019 budget supports the acceleration of this effort to upgrade its sewer infrastructure.
- **Integrate green stormwater infrastructure and greening into the way Wilmington designs its streets.** Integrating green infrastructure and greening strategies into Wilmington’s streets can help manage stormwater closer to where it falls and redirect it towards groundwater recharge. All street reconstruction projects should evaluate the need and feasibility of incorporating green infrastructure.

> **EXAMPLE:** Philadelphia’s Green Streets Design Manual provides guidance on the technical design of green infrastructure tools, like permeable pavement and stormwater bump-outs, as well as information on which tools are best suited to different types of street and where they should be located within the street.

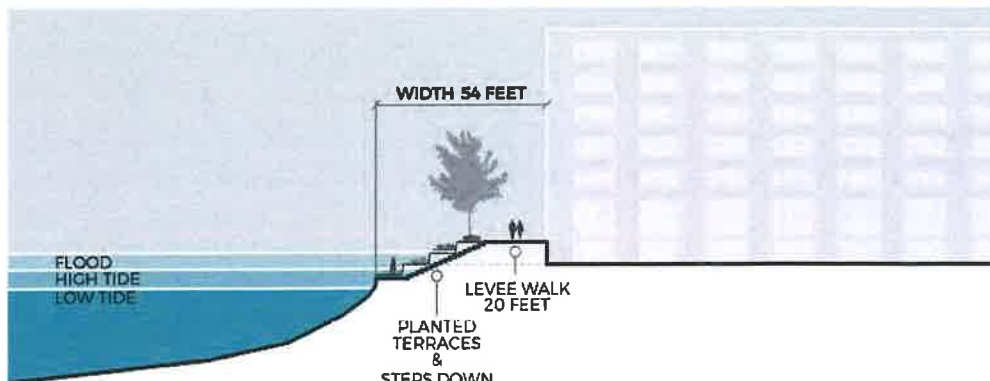


Figure 72 Illustration of riverwalk as riverfront flood management option

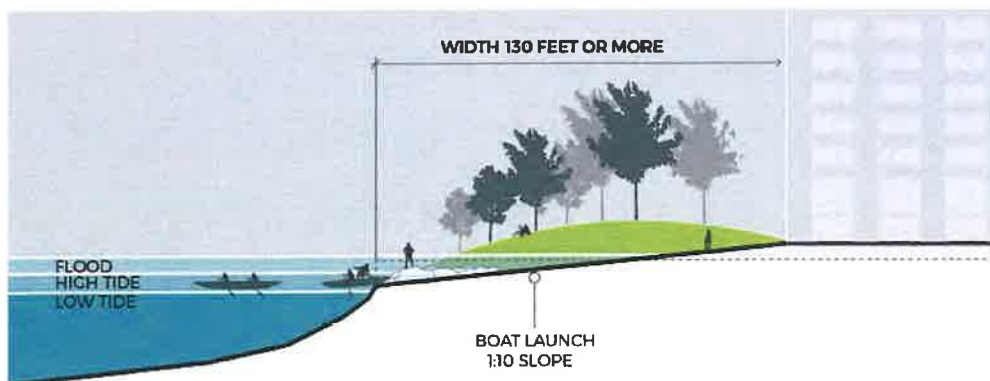


Figure 73 Illustration of waterfront park as riverfront flood management option

- **Encourage property owners to manage stormwater on-site through low impact development.** The City and its partners should promote the use of various stormwater management techniques to reduce runoff and divert stormwater from the sewer system and waterways. This includes providing information and technical assistance on installing stormwater management systems such as rain barrels, downspout planters, rain gardens, bioretention facilities, vegetative rooftops, and permeable pavements.

> **EXAMPLE:** The Philadelphia Water Department's [Rain Check Program](https://www.pwdraincheck.org/en/) (https://www.pwdraincheck.org/en/) offers residents stormwater tools and installation, including free rain barrels.



Example of a stormwater bumpout, one of the green infrastructure tools recommended in Philadelphia's Green Streets Design Manual

Reduce heat impact on vulnerable communities

- **Locate and promote the use of cooling centers in vulnerable neighborhoods.** Ensure that emergency “cooling centers” are located in lower-income areas, especially those without access to indoor air-conditioned community spaces or public pools. Promote these and all community centers, libraries and open places where anyone can come spend time and cool off during the summer. Evaluate whether information about cooling centers is reaching the populations who need them most and work with community partners to strengthen local social networks to reach vulnerable residents.
- **Provide weatherization assistance to low-income residents.** Information and resources for weatherization of both owner-occupied and renter-occupied structures will assist residents in keeping their dwellings cool without wasting energy. The Weatherization Assistance Program (<https://dnrec.alpha.delaware.gov/energy-climate/sustainable-communities/weatherization/>) is designed to reduce energy costs for low-income homeowners and renters by weatherproofing and improving energy efficiency. [see also recommendations under Goal 1.2 in Strong and Safe Neighborhoods]
- **Reduce urban heat island effect.** Developments with ample green space, reflective white roofs or absorbent green roofs, and minimal hardscaping can help ensure that a community stays cooler when the temperature goes up. A 2014 Georgia Tech study estimates that two urban heat mitigation strategies, green space and reflective building materials like white roofs, could potentially offset most projected heat-related deaths due to climate change in the Philadelphia metro region by 2050.¹¹ The City should promote the implementation of these urban heat mitigation strategies and specifically consider during the development review process whether new developments incorporate strategies to reduce overheating at the street level.



Example of rain barrels, similar to these offered for free by the Philadelphia Water Department's Rain Check Program

> **EXAMPLE:** [NYC CoolRoofs Initiative](https://www1.nyc.gov/nycbusiness/article/nyc-coolroofs) (https://www1.nyc.gov/nycbusiness/article/nyc-coolroofs) is a City initiative that offers free or low cost energy-saving reflective rooftop installation with priority to non-profits and affordable housing buildings. The program also provides local job seekers with training and work experience.

¹¹ Stone, E. Jr, Vargo, J, Liu, P, Habeeb, D, DeLucia, A., Trail, M., et al. (2014). Avoided Heat-Related Mortality through Climate Adaptation Strategies in Three US Cities. *PLoS ONE* 9(6): e100852. Retrieved from <https://doi.org/10.1371/journal.pone.0100852>

GOAL 5.4: PROMOTE COMMUNITY GREENING FOR AESTHETIC AND ENVIRONMENTAL BENEFIT

Community greening has wide-ranging benefits that include beautification, community stabilization, traffic calming, lowering temperatures and energy costs, soaking up stormwater, and providing wildlife habitat.

- **Develop a tree coverage goal and increase the tree canopy in communities that lack it.** In 2009, the Delaware Center for Horticulture estimated Wilmington's urban tree canopy to be at 16% coverage, well below the national average of 23%.¹² In 2010, the Wilmington Tree Commission announced a goal to plant 20,000 trees in the city by 2020.¹³ Though progress has been made, inadequate tree cover may be contributing to the impact of heat on the city. Trees reflect heat and absorb water, reducing the effect of extreme heat and weather upon residents, and reducing residents' energy costs. The city should increase its efforts to add trees to the neighborhoods that need them most, focusing on key corridors and parks, and also encouraging private property owners to plant trees.
- **Increase green space in the city through vacant lots and yards.** Beyond the city's parks, there is ample opportunity to increase green space through greening vacant lots and maximizing yards, making neighborhoods safer, more attractive, and cooler in the face of global warming. Vacant land is often perceived as a blight upon neighborhoods, but can become a community benefit if put to work through active management and greening. In addition to looking cared for and thus deterring nuisance activity, greened vacant lots can add much-needed usable open space to underserved communities. Yards are another opportunity to create beautiful and healthy ecological habitats. The City's efforts to increase the urban tree canopy should extend beyond streets and parks and into residents' yards, where a significant portion of open land sits. Encouraging and assisting residents to plant trees and native species in their yards can offer multiple benefits including providing habitats that support local fauna. [see also recommendations under Goal 1.3 in Strong and Safe Neighborhoods and Goal 2.3 in Healthy and Thriving Communities]

> **EXAMPLE:** The Delaware Nature Society's [Backyard Habitat](https://www.delawarenaturesociety.org/what-we-do/protecting-habitats-wildlife/garden-for-wildlife/) (<https://www.delawarenaturesociety.org/what-we-do/protecting-habitats-wildlife/garden-for-wildlife/>) programs encourage citizens to garden for wildlife and water conservation

- **Strengthen regulations regarding the replacement of trees removed during development.** The current regulation requires private developers to replace each tree that they remove from the public right of way with one new 2.5" caliper tree or larger, and city departments must replace each tree they remove from the public right of way or from public property with two 2.5" caliper trees or larger. This regulation allows the replacement of large, older trees with small, young trees, which do not have the same environmental, social, or economic impact. To encourage preservation of older trees and maintain the urban tree canopy, consider amending this regulation to require tree replacement on the basis of the total diameter or basal area of trees removed. A revised regulation might require developers and the city to replace each tree removed with one or more trees whose total sum diameter or basal area is equal to that of the removed trees. In cases where there would be no room on the property to replace the removed trees, developers would pay a fee in lieu into a fund used to plant trees on other parcels.

> **EXAMPLE:** The State of Maryland's forest conservation law and the City of Rehoboth, DE, both require tree replacement based on inches of tree caliper.

¹² Delaware Center for Horticulture. (2009). Our Urban Forest.
¹³ Furlong, 62.



MKT

STARBUCKS

STARBUCKS

STARBUCKS

The vision and goals of the Comprehensive Plan are embodied in the future land use for the city and implemented through the zoning code.

FUTURE LAND USE CATEGORIES

Parks/open space: Parks, playgrounds, trails, park-like boulevard medians (such as Bancroft and Kentmere)

Institutions: Schools, libraries, hospitals, government buildings, cemeteries, community centers, major religious meeting spaces

Manufacturing: Ports; general industrial activities, warehouses and storage; heavy and chemical industrial processes, auto repair

Mixed commercial/light manufacturing: Light manufacturing, wholesale, warehouses, assembly, tech services, “business parks,” artisanal production, all uses shall be appropriate for location adjacent to residential neighborhoods, outdoor storage and automobile-related uses are generally prohibited. Examples: Garasches Lane, Downing Drive

Regional commercial: Auto-oriented commercial (strip malls, shopping centers, self-storage facilities, office buildings outside of downtown), warehouses, wholesale, gas stations, auto repair, artisanal production. Examples: N. Market Street north of 34th, Lancaster Ave west of Woodlawn

Downtown mixed use: Office buildings, street-facing commercial retail/services, civic centers and hotels, restaurants, nightlife and performance venues; medium- to high-density residential uses (which are encouraged to have ground floor commercial). Example: Downtown

Waterfront mixed use: Medium density residential buildings (multi-family buildings encouraged to have ground floor retail), office buildings, civic centers and hotels, restaurants, commercial retail/services, nightlife and performance venues, and recreation. Examples: Christina Riverfront, Brandywine Mills

Waterfront mixed commercial/light manufacturing: Similar to employment centers, but with the addition of special setback and design requirements to ensure room for the development of flood control measures and public access to the waterfront. Examples: A Street between Humane Association and Heald Street, area south of Front Street and east of Poplar Street

Neighborhood mixed use: Street-facing commercial retail/services, small-scale nightlife and performance venues, artisanal production (breweries, artist studios, maker spaces), residential uses (permits mixed-use buildings with commercial on the ground floor and residential units on upper floors). Examples: Union Street, N. Market Street

High-density residential: Multi-family residential buildings taller than 5 stories

Medium-density residential: Semi-detached houses and rowhouses up to 3 stories in height, and apartment buildings up to 5 stories in height

Low-density residential: Detached single-family houses

Infrastructure: Water treatment plant, recycling centers and landfills, high-voltage powerlines, substations, transit centers, public (DART, Public Works) vehicle and equipment storage, reservoirs, underpasses and bridge piers, non-publicly accessible green infrastructure

CURRENT LAND USE

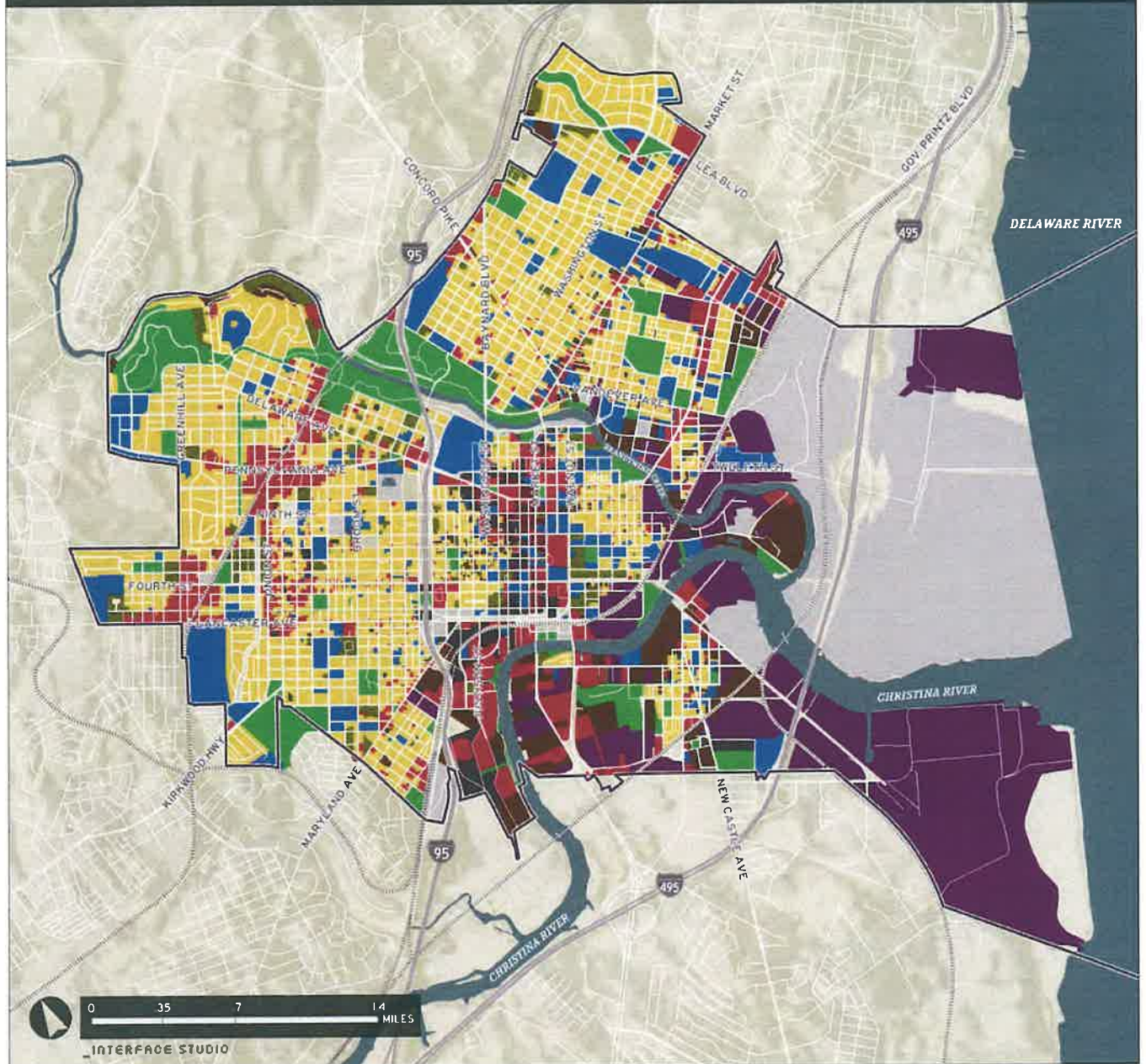


Figure 74 Current land use map
Source: City of Wilmington

- Parks & Open Space
- Institutions
- Industrial
- Commercial
- Mixed Use
- Medium-High Density Residential
- Low-Medium Density Residential
- Infrastructure
- Parking
- Vacant Land
- City border

FUTURE LAND USE

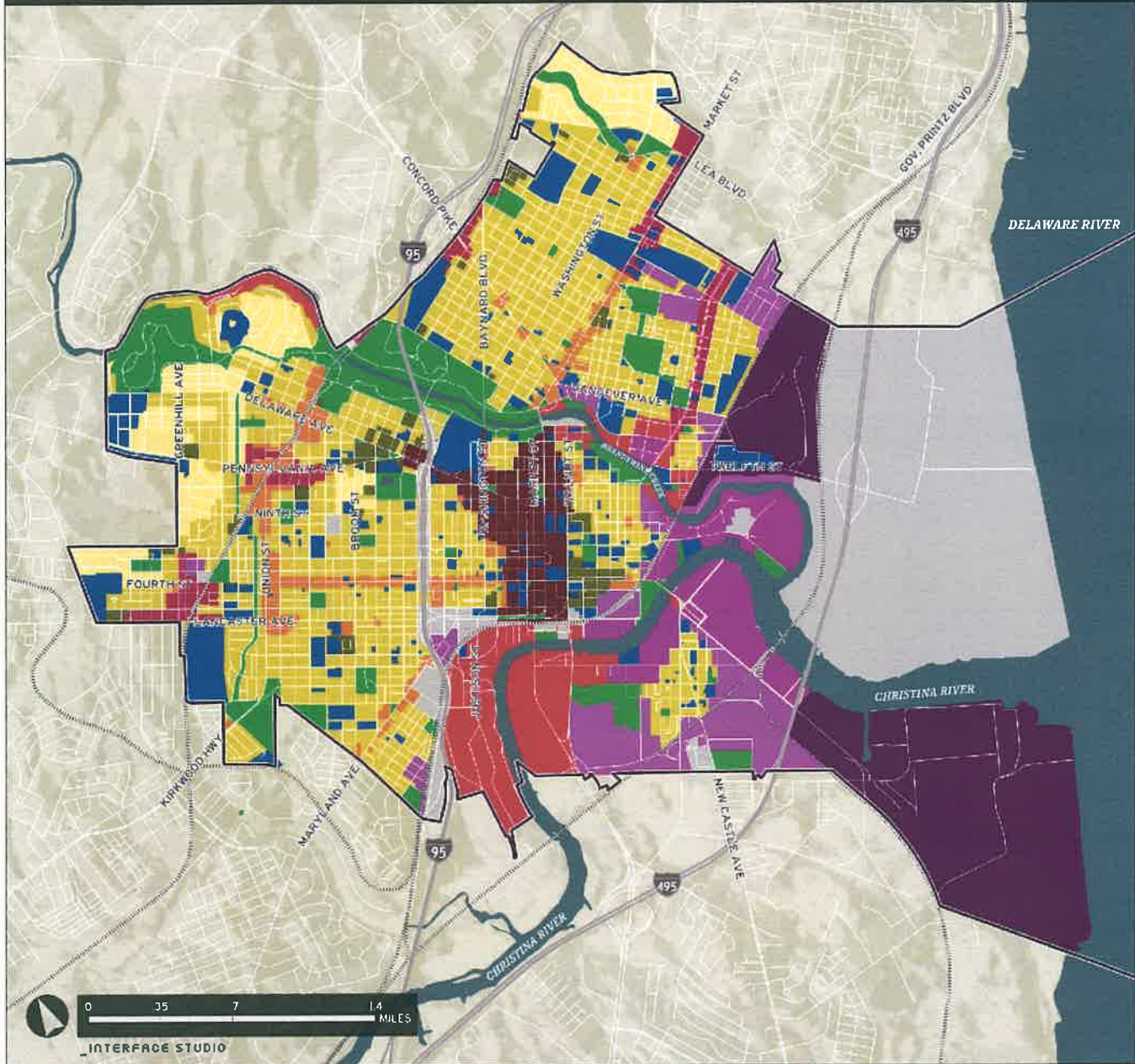


Figure 75 Future land use map
Source: City of Wilmington

- | | |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| ■ Parks & Open Space | ■ Waterfront Mixed Commercial / Light Manufacturing |
| ■ Institutions | ■ Neighborhood Mixed Use |
| ■ Manufacturing | ■ High Density Residential |
| ■ Mixed Commercial/ Light Manufacturing | ■ Medium Density Residential |
| ■ Regional Commercial | ■ Low Density Residential |
| ■ Downtown Mixed Use | ■ Infrastructure |
| ■ Waterfront Mixed Use | City border |

ZONING

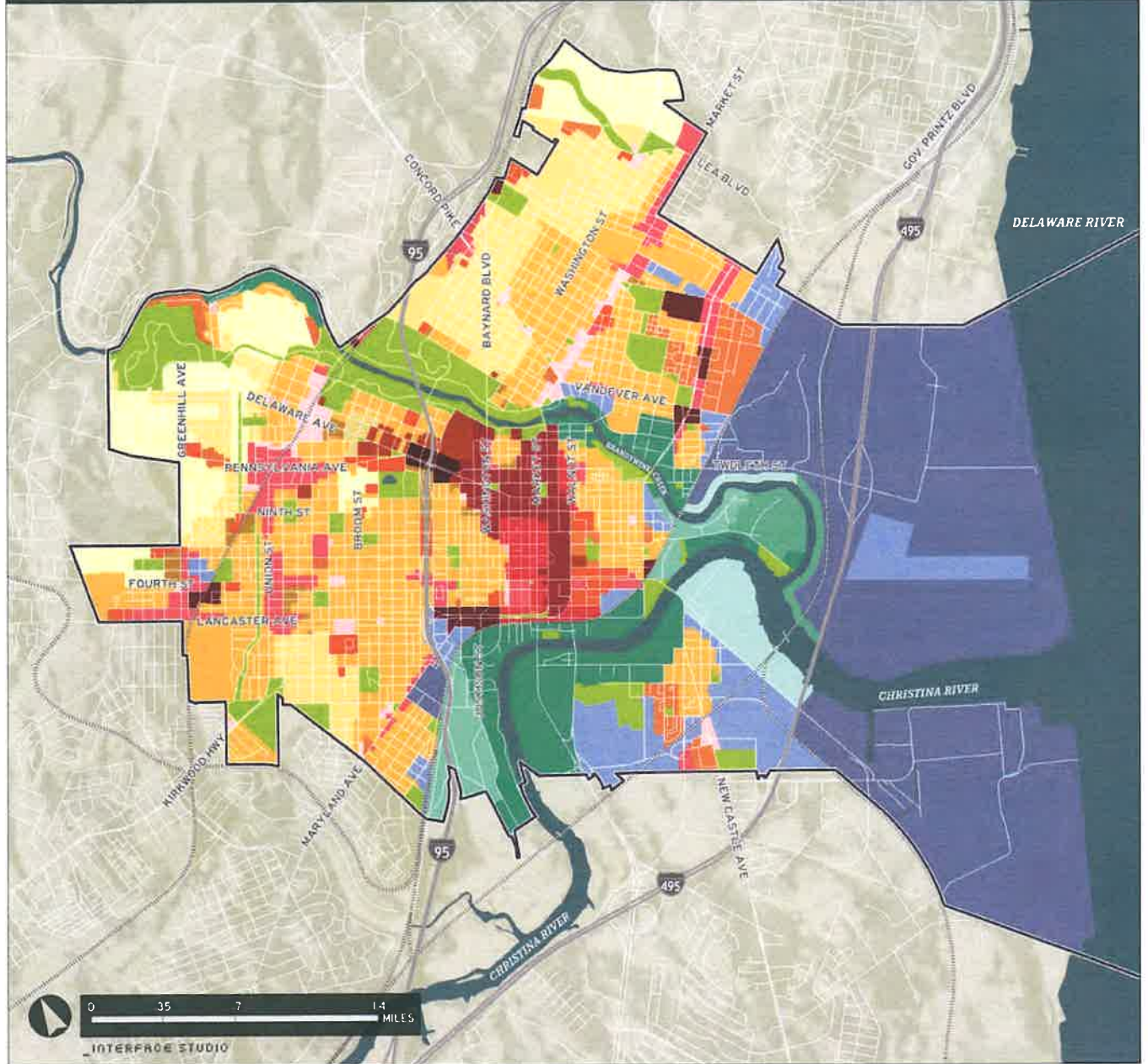


Figure 76 **Current zoning map**
Source: City of Wilmington

Commercial	Residential	Industrial
■ C-1	■ R-1	■ M-1
■ C-1A	■ R-2	■ M-2
■ C-2	■ R-2A	Waterfront Zones
■ C-2A	■ R-3	■ W-1
■ C-3	■ R-4	■ W-2
■ C-4	■ R-5A	■ W-3
■ C-5	■ R-5A-1	■ W-4
■ C-6	■ R-5B	■ Open Space
	■ R-5C	

ZONING CATEGORIES

Residential Districts

R-1: One-family detached dwellings.

Sec. 48-131.

Purpose. The R-1 district, one-family detached dwellings, is designed to protect and maintain those residential areas now developed primarily with one-family detached dwellings on relatively large lots and adjoining vacant areas likely to be developed for such purposes. It will enable the city to continue to provide a restricted type of environment which would otherwise be found only in suburban areas.

R-2: One-family detached dwellings and one-family semi-detached dwellings.

Sec. 48-132.

Purpose. The R-2 district, one-family detached dwellings and one-family semidetached dwellings, is designed to include those sections of the city where there are substantial numbers of one-family semidetached dwellings, twin houses, in most cases intermingled with one-family detached dwellings on somewhat smaller lots than are found in R-1 districts. Some public and institutional uses and home occupations are permitted.

R-2A: One-family detached and semi-detached dwellings with conversions.

Sec. 48-133.

Purpose. The R-2A district, one-family detached and semidetached dwellings with conversions, is designed to preserve certain areas which were originally developed with one-family detached dwellings and one-family semidetached dwellings, in which some such buildings have been converted for the use of two or more families, and which areas constitute an irreplaceable part of the city's limited supply of fine residential housing. It would retain the general one-family detached and semidetached character of these areas, permitting conversions for an additional family or families with zoning board of adjustment approval. New apartment houses with not more than two families on each story are also permitted.

R-3: One-family row houses.

Sec. 48-134.

Purpose. The R-3 district, one-family row houses, is designed to conserve for one-family use those areas developed with one-family row houses which have not been converted to use by two or more families. Permitted nonresidential uses are similar to those in R-2 districts.

R-4: Row houses with conversions.

Sec. 48-135.

Purpose. The R-4 district, row houses with conversions, is designed to include those areas which were originally developed with one-family row houses but where many such buildings have been converted for the use of two or more families. It would retain the general row house character of these areas, permitting conversions for an additional family or families only if approved by the zoning board of adjustment. To encourage assembly and rebuilding, new apartment houses with not more than two families on each story are permitted. Some institutions excluded from the one-family districts are permitted.

R-5: Apartment houses, subdivided into:

R-5A: Low density.

Sec. 48-136.

Purpose. The R-5A district, low density apartment houses, is designed to permit low-density garden apartment developments contiguous to one-family districts. The density of such developments is controlled by a floor area ratio and height of buildings is limited to three stories. This district includes the public housing projects of the Wilmington Housing Authority, which are typical of this kind of development.

R-5A-1: Low-medium density apartment houses.

Sec. 48-137.

Purpose. The R-5A-1 district, low-medium density apartment houses, is designed primarily to permit low to medium density apartment developments contiguous to one-family districts and to include other residential and residentially compatible, institutional uses. Any R-5A-1 district would serve to buffer one-family neighborhoods from more intensive residential and certain commercial uses. The density of uses in the district is controlled by the floor area ratio (FAR) and height of buildings is limited to five (5) stories as a matter of right.

R-5B: Medium density.

Sec. 48-138.

Purpose. The R-5-B district, medium-density apartment houses, is designed to accommodate medium-density elevator apartment houses with ample light and air at medium or high rentals. Density and yard controls would assure that they could adjoin one-family neighborhoods without impairing the value of homes therein. In some cases they would serve as buffers between one-family residence districts and commercial districts.

R-5C: High density.

Sec. 48-139.

Purpose. The R-5C district, high-density apartment houses, is designed to encourage large high-rise apartment houses in those locations where relatively high land values and convenience to downtown areas would make such buildings the best economic use of the land. They would, in general, be located on the edges of the C-4 district and where they would not immediately adjoin one-family residence districts.

Commercial Districts

C-1: Neighborhood shopping.

Sec. 48-191.

Purpose. The C-1 district, neighborhood shopping, is designed to provide sites for convenient retail and personal service establishments for a small tributary area, with a minimum impact upon adjoining or surrounding residential development. Preferably, each portion of the district should be small and compact in area, but where extensive strip development has occurred as a result of earlier zoning the district has been expanded to include such development.

C-1A: Neighborhood commercial.

Sec. 48-192.

Purpose. The C-1A district, neighborhood commercial, is designed to provide sites for convenient retail and personal service establishments for a small tributary area, with a minimum impact upon adjoining residential development. Preferably, each portion of the district should be small and compact in area, but where extensive strip development has occurred as a result of earlier zoning, the district can include such development.

C-2: Secondary business commercial centers.

Sec. 48-193.

Purpose. The C-2 district, secondary business commercial centers, is designed to provide both shopping and business needs for large segments of the city outside of the central business area. It is, in general, located on main highways and includes secondary employment centers. Where feasible, it is laid out in sufficient depth to permit and encourage designed shopping centers.

C-2A: Secondary office and business centers.

Sec. 48-194.

Purpose. The C-2A district, secondary office and business centers, is designed to provide areas for low intensity and low density office and business uses that will function as self-contained employment and service centers. It is, in general, located in areas of the city that adjoin residential areas and/or sites which act as buffers between residential areas and incompatible adjoining uses, such as heavy manufacturing or general commercial districts, or major transportation corridors. The district is also appropriate for former manufacturing or institutional sites located within residential areas that are not suited to residential redevelopment or conversion. The permitted uses are defined narrowly so as not to permit uses which generate excessive delivery, customer vehicle, or pedestrian traffic, or have hours of operation which conflict with adjoining residential uses.

C-3: Central retail.

Sec. 48-195.

Purpose. The C-3 district, central retail, is designed for that portion of the central business area which contains the main retail district, providing a wide variety of retail and display services and serving the whole city metropolitan area. While most of it is within a single compact area, it also includes some separate areas on the edges of the C-4 district.

C-4: Central office.

Sec. 48-196.

Purpose. The C-4 district, central office, is designed to accommodate the downtown office district containing the civic center, large hotels, and the principal office buildings. It permits buildings of any height and the greatest density of building of any zoning district so as to make possible the concentrations necessary for the efficient handling of both public and private business.

C-5: Heavy commercial.

Sec. 48-197.

Purpose. The C-5 district, heavy commercial, is designed to provide sites for large wholesale and storage establishments involving both storage in buildings and storage yards. It includes areas which draw heavy trucking traffic and is therefore located within easy access reach of main highways and with controls to minimize the effect on nearby residence districts.

C-6: Special commercial.

Sec. 48-198.

Purpose. The C-6 district, special commercial, is designed to encourage intense and high quality commercial uses along boulevards and major arterial streets leading to and from Wilmington's downtown area. Special controls on height and bulk as provided in division 3 of this article are designed to provide a proper setting for the development of these commercial uses. Review and approval of all new buildings and uses by a design review and preservation commission is required.

Manufacturing and Industrial Districts

M-1: Light manufacturing.

Sec. 48-246.

Purpose. The M-1 district, light manufacturing, is designed to provide areas where scientific research, light manufacturing or fabrication, and wholesale storage or warehousing activities, and providing open space around buildings and surroundings attractive to employees therein would be encouraged. They would be restricted to low-density developments on large sites with suitable landscaping, which can be operated in a clean, quiet manner. In addition, public facilities and private utilities which are needed to serve the uses within the district and adjoining residential areas may be located therein. No new residential development is permitted.

M-2: General industrial.

Sec. 48-247.

Purpose. The M-2 district, general industrial, is designed to provide areas where large-scale industries can find suitable sites served by rail, water and highway transportation. Only a few specified heavy industries which might create objectionable conditions in the residential and commercial areas of the city are excluded. No new residential development is permitted.

Waterfront Districts

W-1: Waterfront manufacturing.

Sec. 48-336.

Purpose. The W-1 waterfront manufacturing district provides areas where manufacturing and heavy industrial uses are well established and where there are suitable sites for such uses served by rail, water and highway networks.

W-2: Waterfront manufacturing/commercial.

Sec. 48-337.

Purpose. The W-2 waterfront manufacturing/commercial district provides for areas where manufacturing uses are well established and where commercial development is suitable because of locations near arterial highways.

W-3: Waterfront low intensity manufacturing/commercial recreation.

Sec. 48-338.

Purpose. The W-3 low intensity waterfront manufacturing/commercial recreation district provides areas for low intensity development that are appropriate to existing land conditions and the level of public utility and transportation services available, and includes areas with significant recreational and scenic resources.

W-4: Waterfront residential/commercial.

Sec. 48-339.

Purpose. The W-4 waterfront residential commercial district is designed to provide areas adjacent to the central business district and residential neighborhoods where medium to high density residential, retail and office development can take place.

Special Purpose Districts

Special Purpose District O: Open space.

Sec. 48-286.

Purpose. The O district, open space, is designed to include lands dedicated as permanent open space, to be enjoyed by the public for rest and recreation or to provide permanent light and air to surrounding developments.

Supplementary Districts

Supplementary District: Historic Areas, Historic Districts and Historic Landmarks

Article IX.

This article provides for the designation of historic areas within which specialized review procedures are necessary to preserve and enhance the educational and aesthetic values represented by areas and structures of historic and cultural significance. [see Historic Designations map on page 38 for City Historic Districts]

Floodplains and Floodprone Areas

Requirements in All Special Flood Hazard Areas Other Than Coastal High Hazard Areas

Article XII.

All development and new construction in special flood hazard areas as identified by the Federal Emergency Management Agency must be compliant with the City's floodplain management regulations to promote the public health, safety and general welfare. Special flood hazard areas include Zones A, AE, and AO. [see FEMA Flood Hazard Areas map on page 134]

NEIGHBORHOOD AREAS

The neighborhood areas section of the plan translates the citywide goals and recommendations into neighborhood examples. This section is organized into the 11 neighborhood analysis areas in alphabetical order and includes a brief overview of demographic and physical conditions. For a full demographic report by neighborhood analysis area, consult the City of Wilmington Demographic Profiles which are updated after each decennial census (<https://www.wilmingtonde.gov/about-us/about-the-city-of-wilmington/population-demographics>). The next census is scheduled for 2020.



Figure 77 Neighborhood analysis areas map

Source: City of Wilmington

BANCROFT PARKWAY/DELAWARE AVENUE

Overview of Key Issues

Key demographic characteristics

The population in the Bancroft Parkway/Delaware Avenue area declined at a similar rate to the city as a whole, decreasing by 2% from 2000 to 2010. Children under 18 made up only 11% of the population in 2010, and adults over 65 accounted for 23% of the population. Citywide, children under 18 made up 24% of the population and adults over 65 accounted for 12% of the population in 2010.

This area has a very low poverty and unemployment rate. The percent of people living in poverty in the Bancroft Parkway/Delaware Avenue area increased slightly from 6% to 8% between 2000 to 2010. The percent of residents in the workforce who were unemployed remained steady at about 3% from 2010 to 2014, while the citywide unemployment rate decreased from 11% to 8% during that period.

Education attainment rates are significantly higher in this area than compared to the city as a whole. Approximately 60% of the population over 25 had a college degree or higher in 2014 estimates, while 6% had less than a high school diploma. Citywide, 26% have a college degree or higher and 9% have less than a high school diploma.

Vacant units made up 8% of all housing units in 2010, about half the citywide rate of 16%. Renter occupied housing made up 44% of all occupied housing, compared to 54% citywide, while owner occupied housing made 56% in 2010. Approximately 27% of homeowners and 34% of renters were cost-burdened in 2010. Citywide, 32% of homeowners and 54% of renters were cost-burdened during the same period.

Key physical characteristics: assets and challenges

Bancroft Parkway/Delaware Avenue has varied housing stock that includes single family homes, rowhomes and apartment buildings. The area includes commercial centers at Trolley Square and along Pennsylvania Avenue, several high-quality parks, and historic landmarks.

Assets in the area include:

- Park and recreational resources such as Brandywine Park, Bancroft Parkway, Gilpin Playground, Rockford Park, and Stapler Park.
- Significant commercial areas and gateways such as Pennsylvania Avenue, Union Street, and Trolley Square.
- Delaware Art Museum
- Highlands Elementary School

Challenges: Multi-modal conditions and connections between destinations.

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for Bancroft Parkway/Delaware Avenue residents:

- Safety in the community (76%)
- Local shopping, restaurants and entertainment (56%)
- My neighbors or sense of community (46%)

How survey participants ranked these qualities for Bancroft Parkway/Delaware Avenue :

- 49% of respondents ranked “safety in the community” good, 30% rated it average, and 21% rated it poor.
- 71% of respondents ranked “local shopping, restaurants, and entertainment” good, 22% rated it average, and 7% rated it poor.
- 74% of respondents ranked “my neighbors or sense of community” good, 20% rated it average, and 5% rated it poor.

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (71%)
- Downtown revitalization (40%)
- Improved job opportunities (37%)
- Better sidewalks and safer streets (28%)
- New and expanded youth programs (18%)

BANCROFT PARKWAY/DELAWARE AVENUE

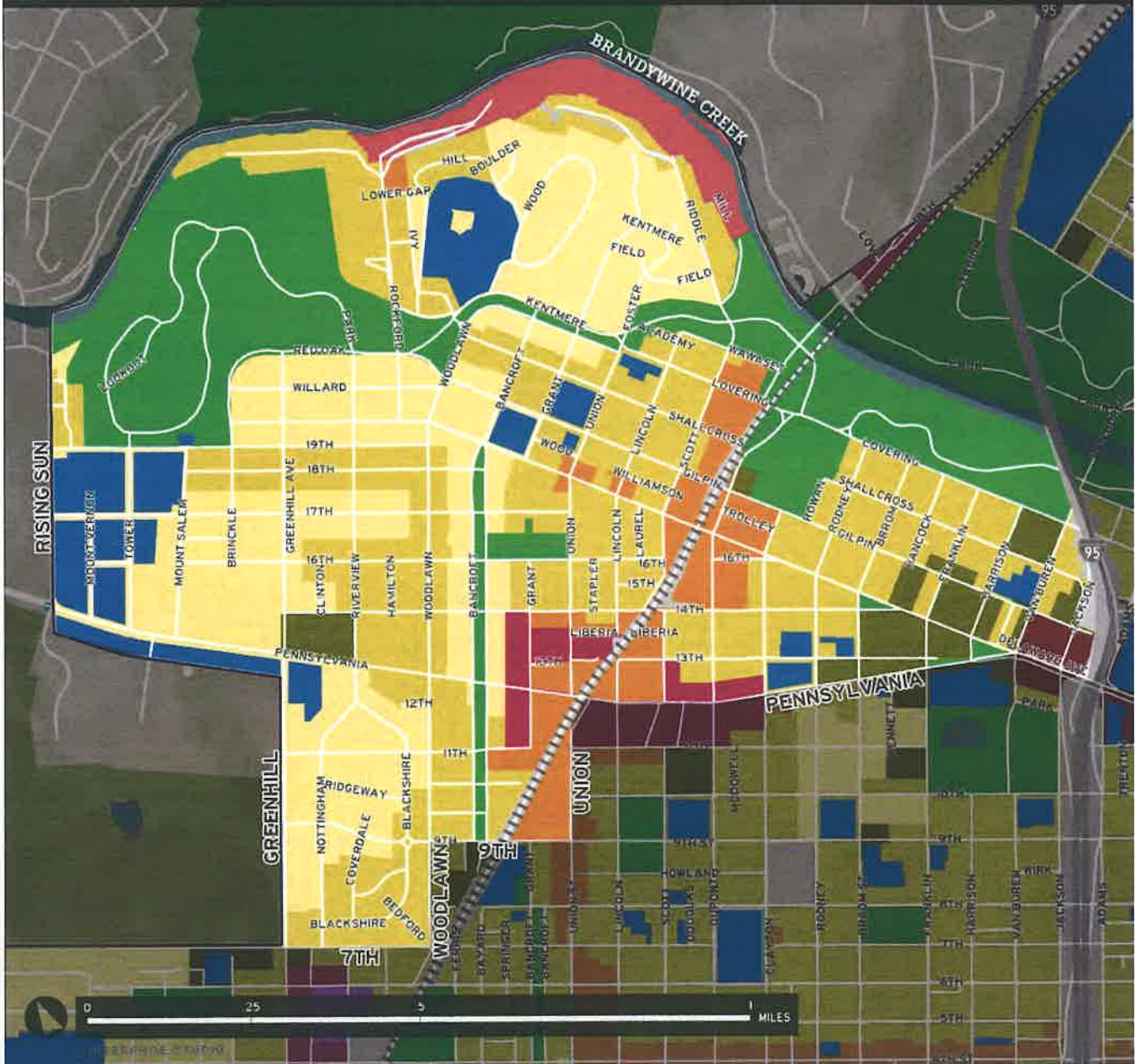


Figure 78 Bancroft Parkway/Delaware Avenue future land use map
Source: City of Wilmington

- | | |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| ■ Parks & Open Space | ■ Waterfront Mixed Commercial / Light Manufacturing |
| ■ Institutions | ■ Neighborhood Mixed Use |
| ■ Manufacturing | ■ High Density Residential |
| ■ Mixed Commercial/ Light Manufacturing | ■ Medium Density Residential |
| ■ Regional Commercial | ■ Low Density Residential |
| ■ Downtown Mixed Use | ■ Infrastructure |
| ■ Waterfront Mixed Use | □ City border |

BANCROFT PARKWAY/DELAWARE AVENUE



Figure 79 Bancroft Parkway/Delaware Avenue strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- ① Strengthen neighborhood character by ensuring infill and new construction fit in with basic neighborhood patterns.

Robust Local Economy

- ② Make neighborhood commercial corridors and centers clean, safe and attractive.
- ③ Enhance the attractiveness of city gateways.

Connected City and Region

- ④ Transform Pennsylvania Avenue as a gateway corridor that is safe and comfortable for all users.
- ⑤ Improve intersection at Pennsylvania Avenue and Union Street.
- ⑥ Enhance Bancroft Parkway as potential off-street connection to parks and other assets with pedestrian and bicycle paths.

Sustainable and Resilient City

- ⑦ Encourage expanding tree canopy and native habitat in yards.

BAYNARD BOULEVARD

Overview of Key Issues

Key demographic characteristics

The population in the Baynard Boulevard area declined at a slightly higher rate than the city as a whole, decreasing by 3% from 2000 to 2010 (citywide, the population declined by 2% during the same period). Children under 18 made up 25% of the population in 2010, and adults over 65 accounted for 12% of the population.

The percent of people living in poverty in the Baynard Boulevard area increased from 16% to 19% between 2000 to 2010.

The percent of residents in the workforce who were unemployed has increased slightly. From 2010 to 2014, the unemployment rate increased from 13% to 14%, while the citywide unemployment rate decreased from 11% to 8% during that period.

Approximately 26% of the population over 25 had a college degree or higher in 2014 estimates, while 15% had less than a high school diploma. Citywide, 26% have a college degree or higher and 9% have less than a high school diploma.

Vacant units made up 11% of all housing units in 2010, lower the citywide rate of 16%. Renter occupied housing made up 48% of all occupied housing, compared to 54% citywide, while owner occupied housing made 52% in 2010. Approximately 31% of homeowners and 47% of renters were cost-burdened in 2010. Citywide, 32% of homeowners and 54% of renters were cost-burdened during the same period.

Key physical characteristics: assets and challenges

Baynard Boulevard is a residential neighborhood just north of the Brandywine Creek and Park with commercial activity along N. Market Street.

Assets in the area include:

- Park and recreational resources such as Brandywine Park and Zoo, and a network of small pocket parks.
- Significant commercial corridors and gateways such as N. Market Street, Baynard Boulevard, and Concord Avenue.

- Institutional assets such as Shortlidge Academy and Warner Elementary School.

Challenges: Crime, vacancy and housing conditions, multimodal conditions.

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for Northwest residents:

- Safety in the community (75%)
- My neighbors or sense of community (66%)
- Local shopping, restaurants and entertainment (31%)

How survey participants ranked these qualities for Northwest:

- Only 26% of respondents ranked “safety in the community” as good, while 37% ranked it poor.
- 68% of respondents ranked “my neighbors or sense of community” as good, and only 13% ranked it poor.
- 39% of respondents ranked “local shopping, restaurants and entertainment” average, 23% ranked it good, and 23% ranked it poor.

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (58%)
- Downtown revitalization (36%)
- Improved job opportunities (33%)
- New and expanded youth programs (33%)
- Better sidewalks and safer streets (28%)

BAYNARD BOULEVARD

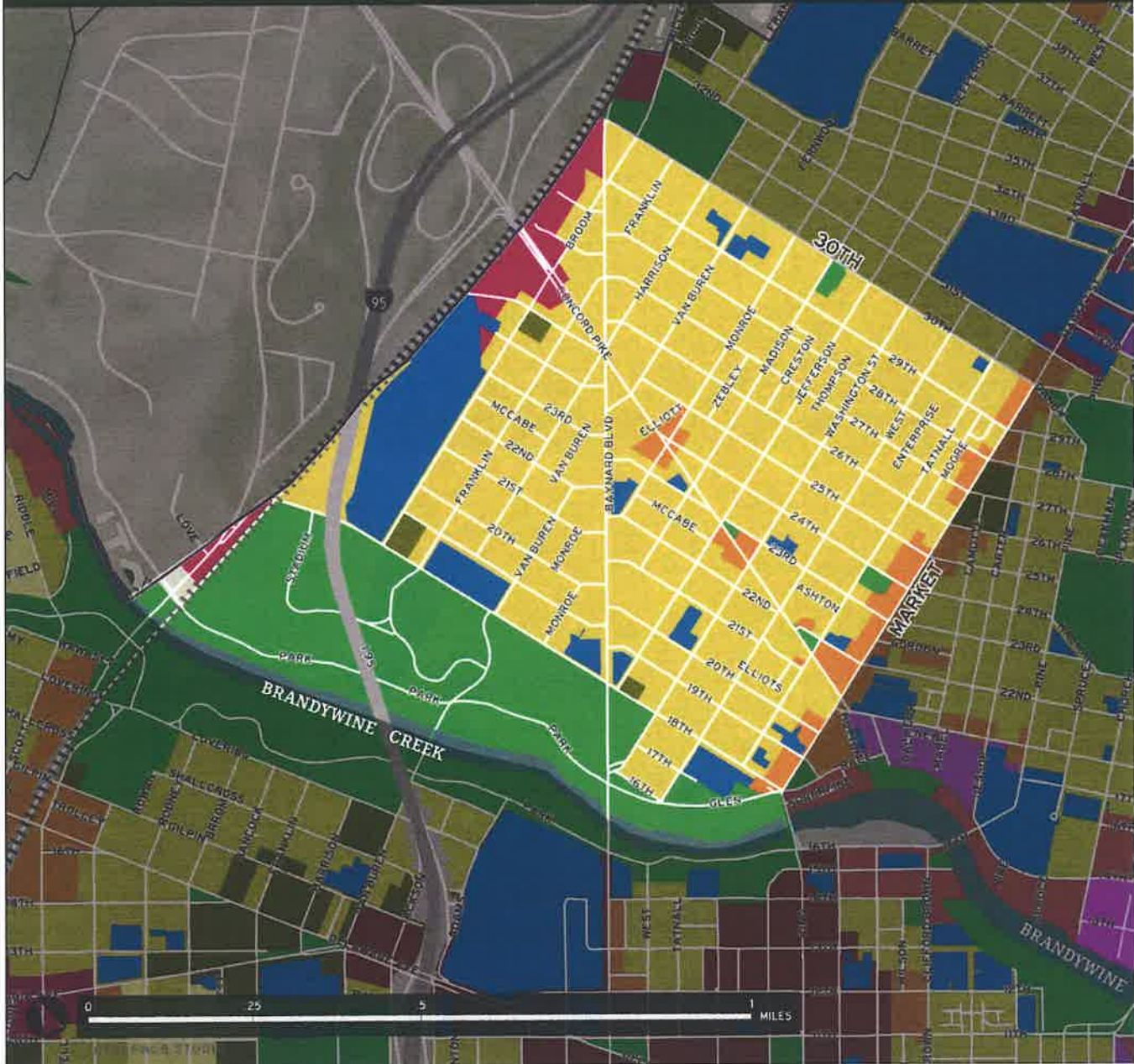


Figure 80 Baynard Boulevard future land use map
Source: City of Wilmington

- Parks & Open Space
- Institutions
- Manufacturing
- Mixed Commercial/ Light Manufacturing
- Regional Commercial
- Downtown Mixed Use
- Waterfront Mixed Use
- Waterfront Mixed Commercial / Light Manufacturing
- Neighborhood Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Infrastructure
- City border

BAYNARD BOULEVARD

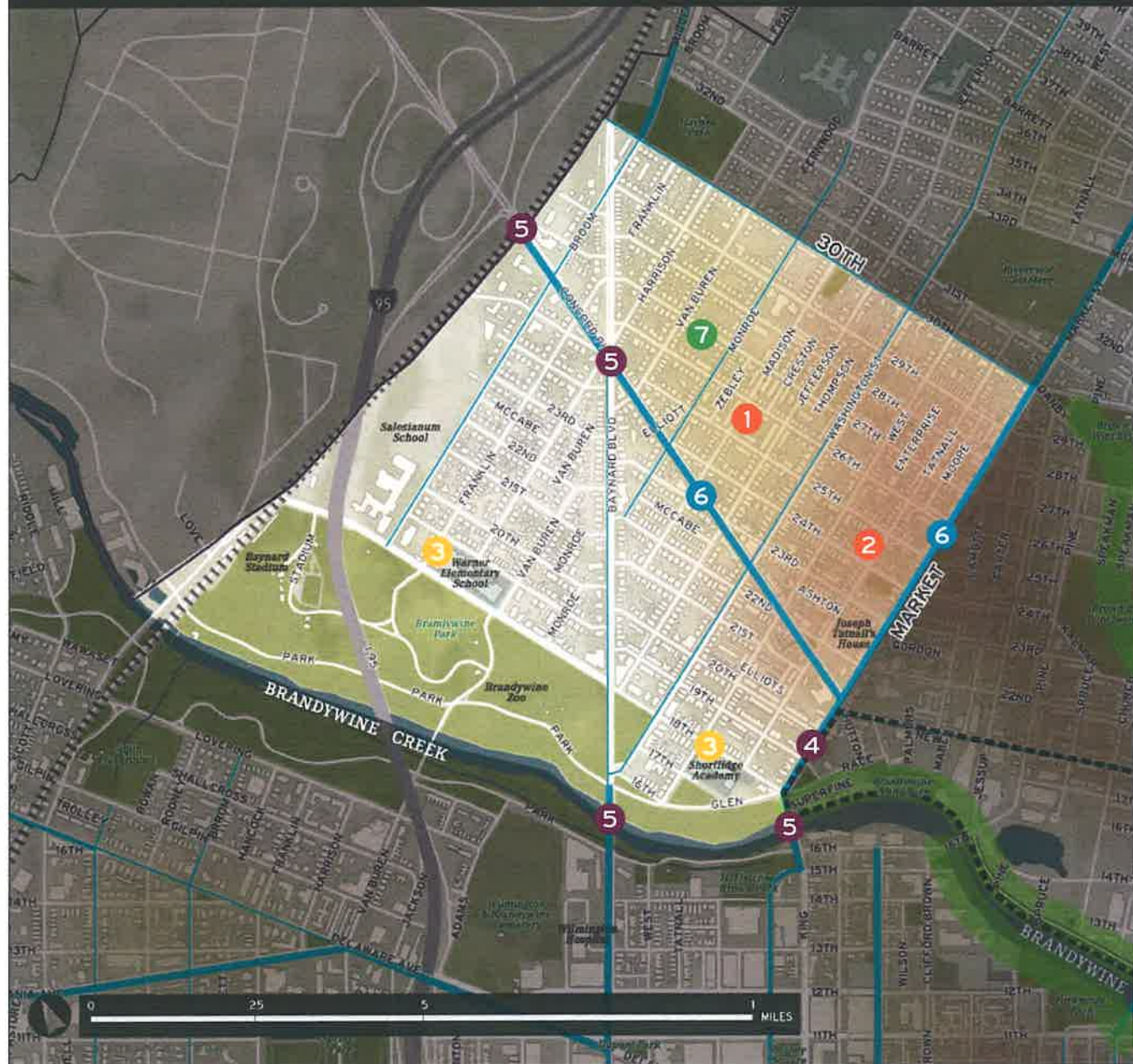


Figure 81 Baynard Boulevard strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- ① Prevent nuisance properties and stabilize vacant properties .
- ② Support community engagement through community-based public safety.

Healthy Thriving Communities

- ③ Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- ④ Make neighborhood commercial corridors and centers clean, safe and attractive.
- ⑤ Enhance the attractiveness of city gateways.

Connected City and Region

- ⑥ Enhance Concord Avenue and North Market Street as attractive gateway corridors.

Sustainable and Resilient City

- ⑦ Increase green space through yards and vacant lot improvement.

BROWNTOWN-HEDGEVILLE

Overview of Key Issues

Key demographic characteristics

The area is growing more than the city as a whole. The population of Browntown-Hedgeville grew by 4.7% between 2000 and 2010 (from 8,664 to 9,069), far greater than the citywide rate of less than 1%.

There are a significant number of children living in this area. Nearly a third (28.6%) of all Browntown-Hedgeville residents were under 18 in 2010, just over the citywide rate of 24%. About 8% were over 65, below the citywide rate of about 12%.

The percent of people living in poverty in Browntown-Hedgeville went up from 2000 to 2010, from 14% to 18%. Around 10% of residents who were in the workforce in 2014 were unemployed, greater than the citywide rate of about 8%.

The percent of residents with a college degree (25%) or with less than a high school diploma (18%) was similar to the city as a whole in 2014.

Fifty-nine percent of residents were homeowners in 2010, and 41 percent were renters. More than half (55%) of all renters were housing cost-burdened in 2010, as were about a third (34%) of all homeowners. Eleven percent of all housing units were vacant.

Key physical characteristics: assets and challenges

The area includes a dense, older residential neighborhood as well as newer waterfront development, separated from each other by the I-95 highway and a rail line.

Assets in the area include:

- Cultural institutions such as the Delaware Children’s Museum and Delaware Contemporary (art museum)
- Parks and recreational resources such as Canby Park and Kosciuszko Park
- Wilmington Amtrak Station
- Christina Riverfront
- Frawley Stadium

Challenges: Property and violent crime west of I-95, vacancy and blight, insufficient parkland and community space, western areas separated from waterfront by rail and highway

Recent and proposed projects: Christina riverfront parklands

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for East Side residents:

- Safety in the community (82%)
- My neighbors or sense of community (47%)
- Local shopping, restaurants, and entertainment (36%)

How survey participants ranked these qualities for Browntown-Hedgeville:

- 59% of respondents ranked “safety in the community” poor.
- 27% of respondents ranked “my neighbors or sense of community” average, with about half of the remaining respondents rating it good or poor.
- 28% of respondents ranked “local shopping, restaurants, and entertainment” average, with about half of the remaining respondents rating it good or poor.

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (73%)
- Improved job opportunities (31%)
- Better sidewalks and safer streets (31%)
- New and renovated housing (28%)
- Downtown revitalization (23%)

BROWNTOWN-HEDGEVILLE

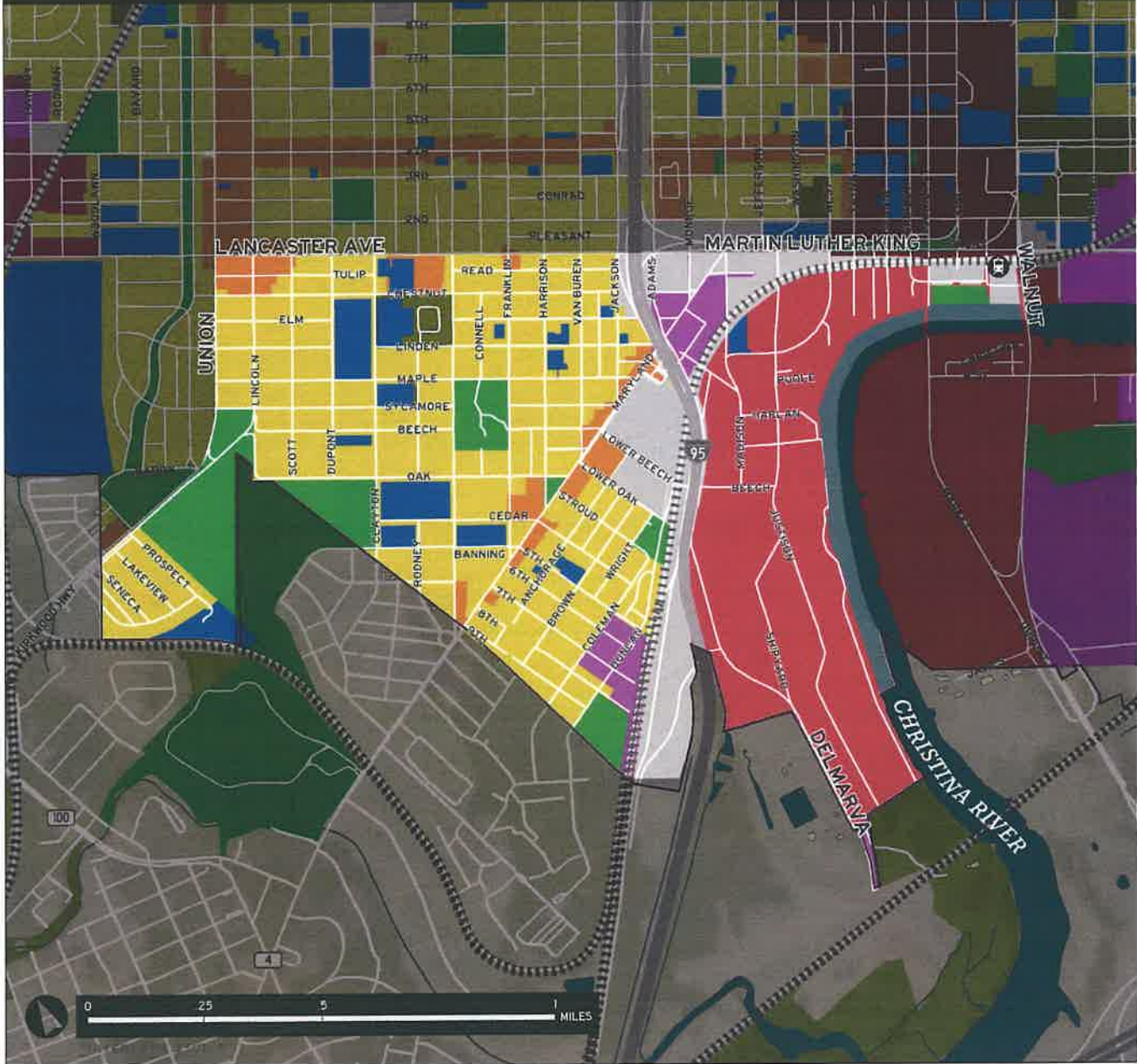


Figure 82 Browntown-Hedgeville future land use map
Source: City of Wilmington

- | | |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| ■ Parks & Open Space | ■ Waterfront Mixed Commercial / Light Manufacturing |
| ■ Institutions | ■ Neighborhood Mixed Use |
| ■ Manufacturing | ■ High Density Residential |
| ■ Mixed Commercial/ Light Manufacturing | ■ Medium Density Residential |
| ■ Regional Commercial | ■ Low Density Residential |
| ■ Downtown Mixed Use | ■ Infrastructure |
| ■ Waterfront Mixed Use | City border |

BROWNTOWN-HEDGEVILLE

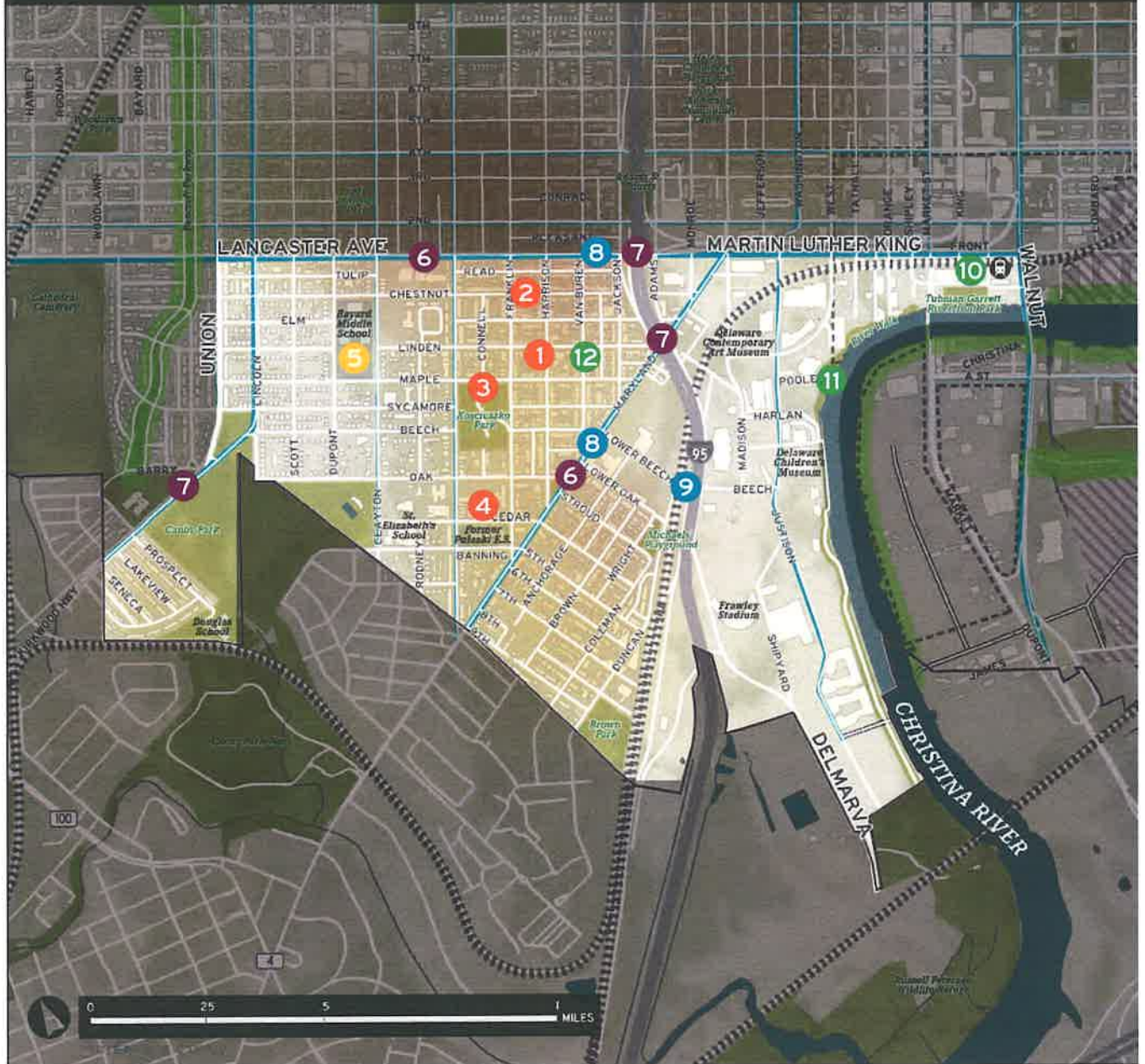


Figure 83 Browntown-Hedgeville strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- 1 Prevent nuisance properties and stabilize vacant properties.
- 2 Support community engagement through community-based public safety
- 3 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers
- 4 Evaluate former schools buildings for redevelopment.

Healthy Thriving Communities

- 5 Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- 6 Make neighborhood commercial corridors and centers clean, safe and attractive.
- 7 Enhance the attractiveness of city gateways.

Connected City and Region

- 8 Transform Maryland Ave and Lancaster Ave into gateway corridors that are safe and comfortable for all users
- 9 Improve connection to the waterfront and downtown from Browntown-Hedgeville under the rail viaduct along Linden and Beech Streets.

Sustainable and Resilient City

- 10 Harden infrastructure vulnerable to sea level rise and extreme weather events
- 11 Evaluate riverfront flood management options.
- 12 Increase green space through yards and vacant lot improvement

EAST SIDE

Overview of Key Issues

Key demographic characteristics

The population declined 14% between 2000-2010, from 6,721 to 5,793.

Children under 18 made up 21% of the population in 2010, and adults over 65 made up 9%, comparable to citywide rates.

The area has higher poverty and unemployment rates than the city as a whole. The percent of the population living below the poverty level increased from 35% in 2000 to 40% in 2010. Unemployment has also increased: 20% of those in the labor force were unemployed in 2010, climbing to 30% in 2014, far exceeding citywide rates of 11% and 8% respectively.

Only 5.8% of the population over 25 had a college degree or higher in 2014 estimates, while 13.2% had less than a high school diploma. Citywide, 26% have a college degree or higher and 9% have less than a high school diploma.

Vacant units made up 16% of all housing units in 2010, similar to the citywide rate. Renter occupied housing made up 76% of all occupied housing, compared to 54% citywide, while owner occupied housing made 24% in 2010. Cost burden is a concern for 54% of renters and 23% of owners.

Key physical characteristics: assets and challenges

The area is mainly residential with a mix of medium and high density housing in close proximity to downtown and with riverfronts on both the Christina River and the Brandywine Creek.

Assets in the area include:

- Wilmington Amtrak Station
- Park and recreational resources such as Babiarz Park, Christina Park, Compton Park, Fort Christina Park, Foster Brown Pool, Kirkwood Park.
- Schools such as Howard High School of Technology, Stubbs Elementary School, Bancroft Elementary School, Sarah Pyle Academy.

- Historic resources such as Church street Historic District, Kalmar Nickel, Old Swedes Church

Challenges: crime, poverty, vacancy, barriers to downtown including Walnut Street and megablocks from urban renewal

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for East Side residents:

- Safety in the neighborhood (72%)
- My neighbors or sense of community (49%)
- Affordability (37%)

How survey participants ranked these qualities for the East Side:

- 54% of respondents ranked “safety in the community” as poor and 37% ranked it average
- 37% of respondents ranked “my neighbors or sense of community” as poor, 33% ranked it as good, and 25% ranked it average
- 39% of respondents ranked “affordability” as average and 32% ranked it as good

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (56%)
- Improved job opportunities (40%)
- New and expanded youth programs (39%)
- New and renovated housing (26%)
- Better sidewalks and safer streets (21%)

EAST SIDE

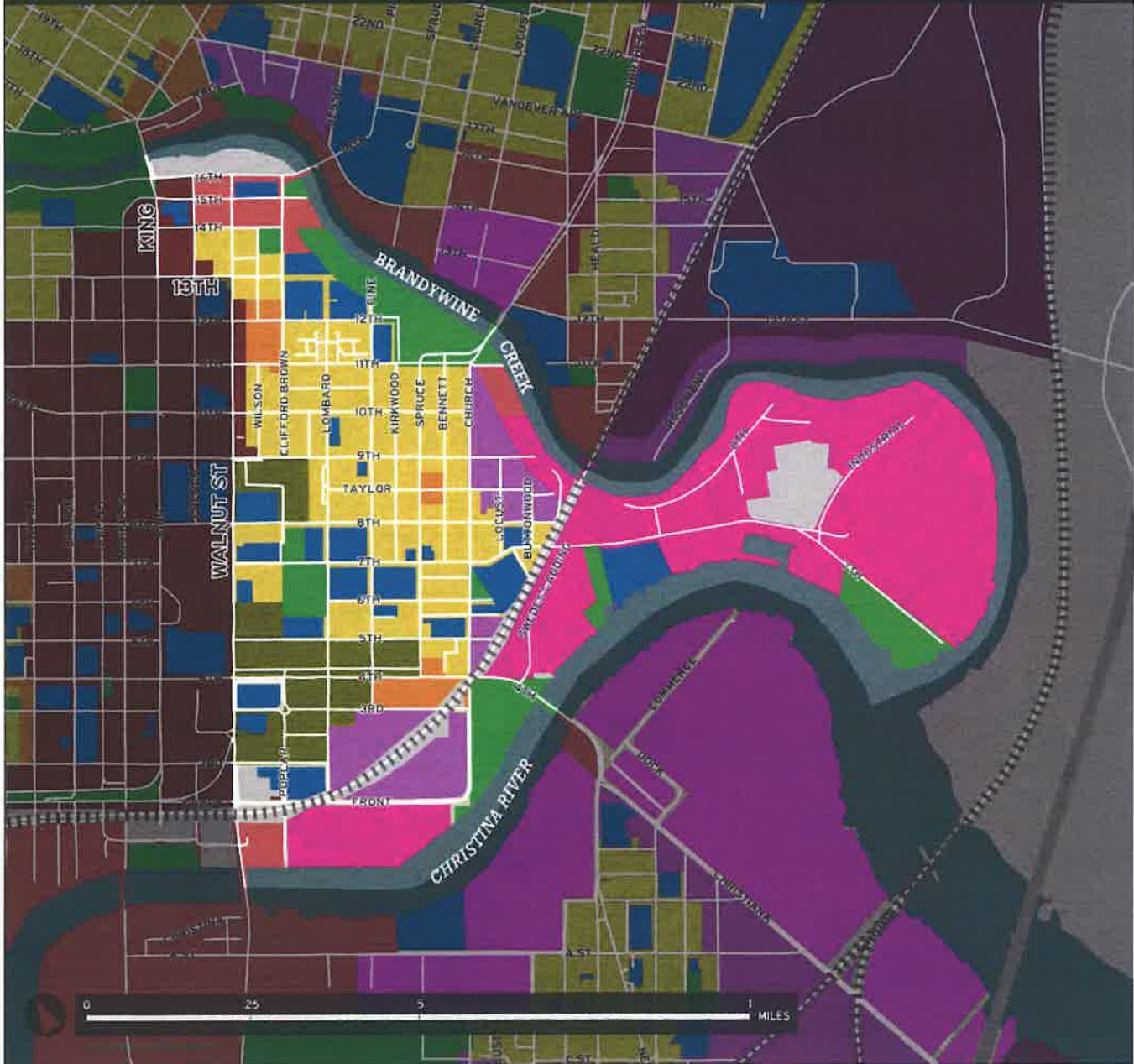


Figure 84 East Side future land use map
Source: City of Wilmington

- Parks & Open Space
- Institutions
- Manufacturing
- Mixed Commercial/Light Manufacturing
- Regional Commercial
- Downtown Mixed Use
- Waterfront Mixed Use
- Waterfront Mixed Commercial / Light Manufacturing
- Neighborhood Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Infrastructure
- City border

EAST SIDE



Figure 85 East Side strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- 1 Prevent nuisance properties and stabilize vacant properties.
- 2 Support community engagement through community-based public safety.
- 3 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers.

Healthy Thriving Communities

- 4 Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- 5 Position and promote Front Street Warehouse District and 7th Street Peninsula for neighborhood economic development.

Connected City and Region

- 6 Create better multimodal connections on 4th, 11th, 12th, and Walnut Streets.
- 7 Redesign Walnut Street to serve as a bridge between East Side and downtown.
- 8 Invest in 7th Street as an important east-west connector in the city that links assets from the 7th Street Peninsula to Bancroft Parkway.
- 9 Limit truck traffic in neighborhoods.

Sustainable and Resilient City

- 10 Extend the off-street trail along the rivers to connect and provide flood mitigation to neighborhoods north and south of the rivers.
- 11 Increase green space through yards and vacant lot improvement.

MIDTOWN BRANDYWINE/CENTRAL

Overview of Key Issues

Key demographic characteristics

The population increased 34% between 2000-2010, from 1,431 to 1,917, and housing units almost doubled over the same period, from 602 to 1,101. Even more downtown housing has been built since the 2010 census so it is expected there will be even bigger gains seen after the 2020 census.

The area has about half the percentage of children under 18 and adults over 65 than the city as a whole: children made up 13% of the population in 2010, and adults over 65 made up 6%, compared with the citywide rates of 24% and 12% respectively.

The area has higher educational attainment than the city as a whole: 48% of the population over 25 had a college degree or higher in 2014 estimates, compared to 26% citywide. But poverty rates have increased from 13% in 2000 to 22% in 2010. Unemployment was 7% in both 2010 and 2014, slightly below the city as a whole.

Vacant units made up 21% of all housing units in 2010. More residents rent in this area than in the city as a whole. Renter occupied housing made up 76% of all occupied housing, compared to 54% citywide, while owner occupied housing made up 24% in 2010. Cost burden is a concern in for 37% of renters and 23% of owners, below citywide rates of 57% and 43% respectively.

Key physical characteristics: assets and challenges

The area includes Wilmington's downtown core as well as the residential neighborhood of Midtown Brandywine. Most of the city's new residential and mixed development has occurred here and on the riverfront.

Assets in the area include:

- Major employment hub for both private and public sector jobs
- Concentration of cultural institutions
- Wilmington Amtrak Station
- Park and recreational resources such as Rodney Square and H. Fletcher Brown Park.
- Educational institutions such as Delaware

Technical Community College and Delaware College of Art and Design.

- Historic resources such as Market Street Historic District and numerous sites listed as National Register Historic Places

Challenges: barriers to downtown neighborhoods to the east and west by Walnut Street and surface parking lots

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for Midtown Brandywine/Central residents:

- Safety in the neighborhood (69%)
- Local shopping, restaurants and entertainment (55%)
- My neighbors or sense of community (44%)

How survey participants ranked these qualities for Midtown Brandywine/Central:

- 37% of respondents ranked "safety in the community" as good and 31% ranked it average
- 42% of respondents ranked "local shopping, restaurants and entertainment" as good and 37% ranked it average
- 54% of respondents ranked "my neighbors or sense of community" as good and 31% ranked it average

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (54%)
- Downtown revitalization (49%)
- Improved job opportunities (31%)
- New and expanded youth programs (28%)
- Better sidewalks and safer streets (21%)

MIDTOWN BRANDYWINE/CENTRAL

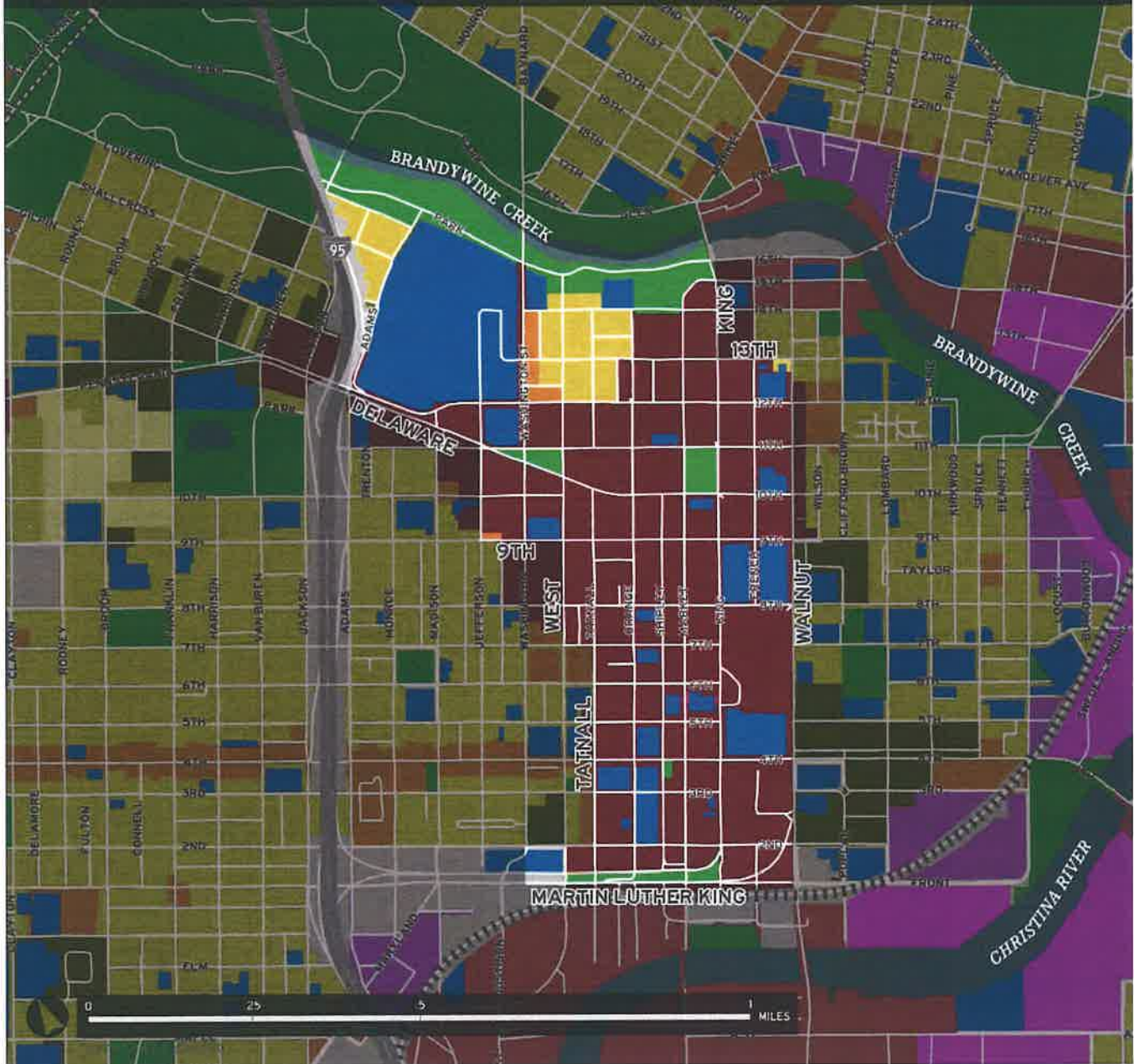


Figure 86 Midtown Brandywine/Central future land use map
Source: City of Wilmington

- | | |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| ■ Parks & Open Space | ■ Waterfront Mixed Commercial / Light Manufacturing |
| ■ Institutions | ■ Neighborhood Mixed Use |
| ■ Manufacturing | ■ High Density Residential |
| ■ Mixed Commercial / Light Manufacturing | ■ Medium Density Residential |
| ■ Regional Commercial | ■ Low Density Residential |
| ■ Downtown Mixed Use | □ Infrastructure |
| ■ Waterfront Mixed Use | □ City border |

MIDTOWN BRANDYWINE/CENTRAL

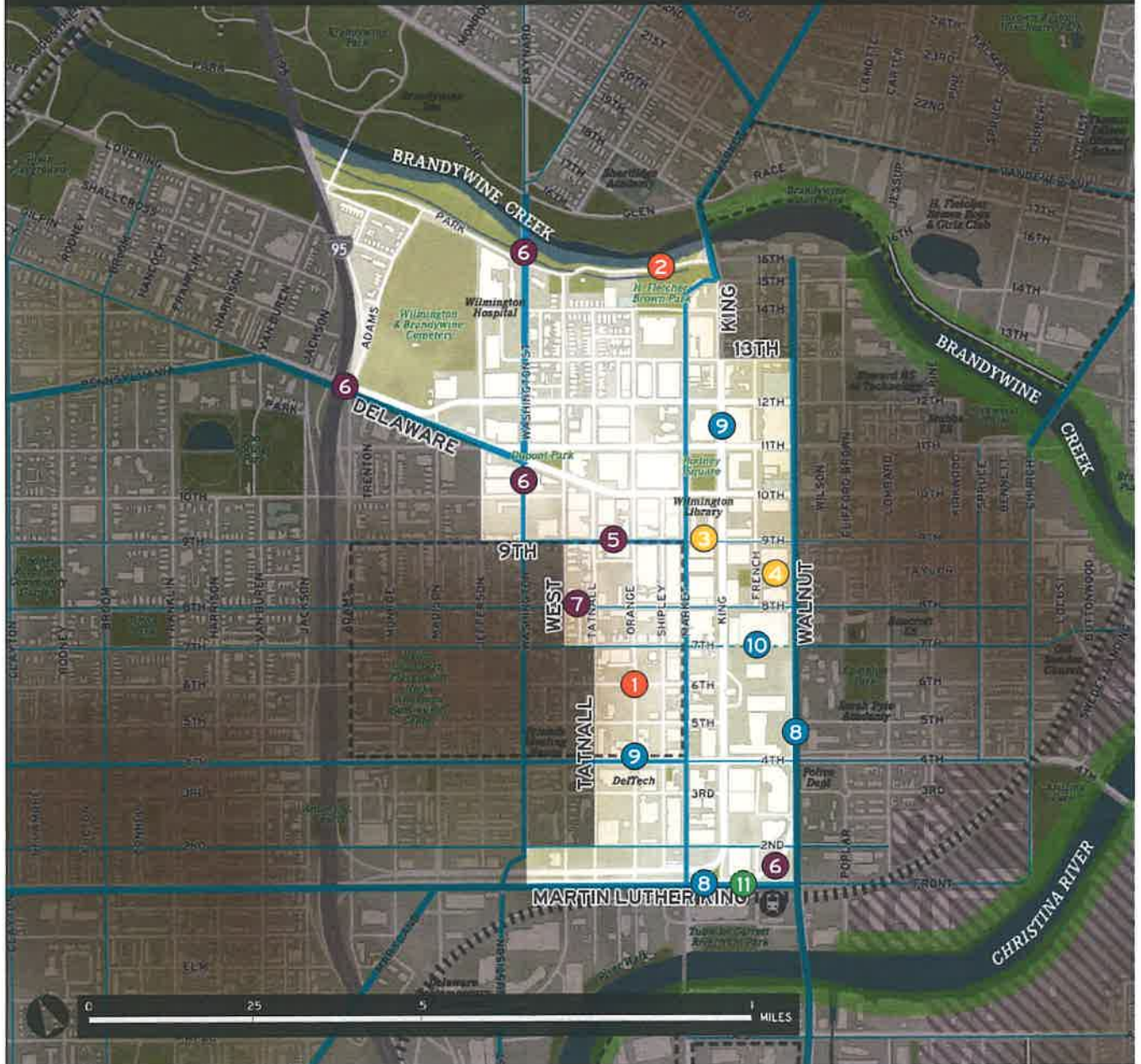


Figure 87 Midtown Brandywine/Central strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- 1 Encourage mixed use, infill and redevelopment in key opportunity areas such as surface parking lots and the Creative District.
- 2 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers.

Healthy Thriving Communities

- 3 Create healthy spaces at public and institutional facilities.
- 4 Pilot healthy living and wellness programs in government and public facilities.

Robust Local Economy

- 5 Nurture a creative environment to attract talent.
- 6 Enhance the attractiveness of city gateways.
- 7 Make the arts visible.

Connected City and Region

- 8 Improve Martin Luther King, Jr. Blvd and Walnut Street as gateway corridors that connect neighborhoods.
- 9 Create better multimodal connections on 4th, 11th, 12th, Market, King and Walnut Streets.
- 10 Reconnect 7th Street between Walnut and King with enhanced pedestrian access to connect East Side assets with downtown.

Sustainable and Resilient City

- 11 Evaluate flood management options.

NORTHWEST

Overview of Key Issues

Key demographic characteristics

The population in the Northwest area declined at about the same rate as the city as a whole, decreasing by 2% from 2000 to 2010. Children under 18 made up 24% of the population in 2010, and adults over 65 accounted for 12% of the population.

The percent of people living in poverty in the Northwest area remained steady at a rate of 11% between 2000 to 2010.

The percent of residents in the workforce who were unemployed has doubled. From 2010 to 2014, the unemployment rate increased from 6% to 12%, while the citywide unemployment rate decreased from 11% to 8% during that period.

Approximately 20% of the population over 25 had a college degree or higher in 2014 estimates, while 17% had less than a high school diploma. Citywide, 26% have a college degree or higher and 9% have less than a high school diploma.

Vacant units made up just 7% of all housing units in 2010, significantly lower the citywide rate of 16%. Renter occupied housing made up 32% of all occupied housing, compared to 54% citywide, while owner occupied housing made 68% in 2010. Approximately 45% of homeowners and 62% of renters were cost-burdened in 2010. Citywide, 32% of homeowners and 54% of renters were cost-burdened during the same period.

Key physical characteristics: assets and challenges

The Northwest is a residential neighborhood along the boundary with New Castle County. The neighborhood includes several significant parks and natural features as well as commercial corridors and redevelopment areas.

Assets in the area include:

- Park and recreational resources such as Matson Run and Haynes Park.
- Significant redevelopment sites include the new brewery at the Harper Thiel site and Riverside Hospital Site.

- Educational assets such as Harlan Elementary School and PS DuPont Middle School.
- Significant commercial corridors and gateways such as Miller Road and N. Market Street.

Challenges: Some vacancy, housing conditions, multimodal conditions

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for Northwest residents:

- Safety in the community (81%)
- My neighbors or sense of community (48%)
- Local shopping, restaurants and entertainment (32%)

How survey participants ranked these qualities for Northwest:

- 39% of respondents ranked “safety in the community” good, 32% rated it average, and 27% rated it poor.
- 55% of respondents ranked “my neighbors or sense of community” good, 26% rated it average, and 19% rated it poor.
- 35% of respondents ranked “local shopping, restaurants and entertainment” good, 29% rated it average, and 35% rated it poor.

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (68%)
- Improved job opportunities (39%)
- Downtown revitalization (34%)
- New and expanded youth programs (21%)
- New and renovated housing, and Better sidewalks and safer streets (19% each)

NORTHWEST

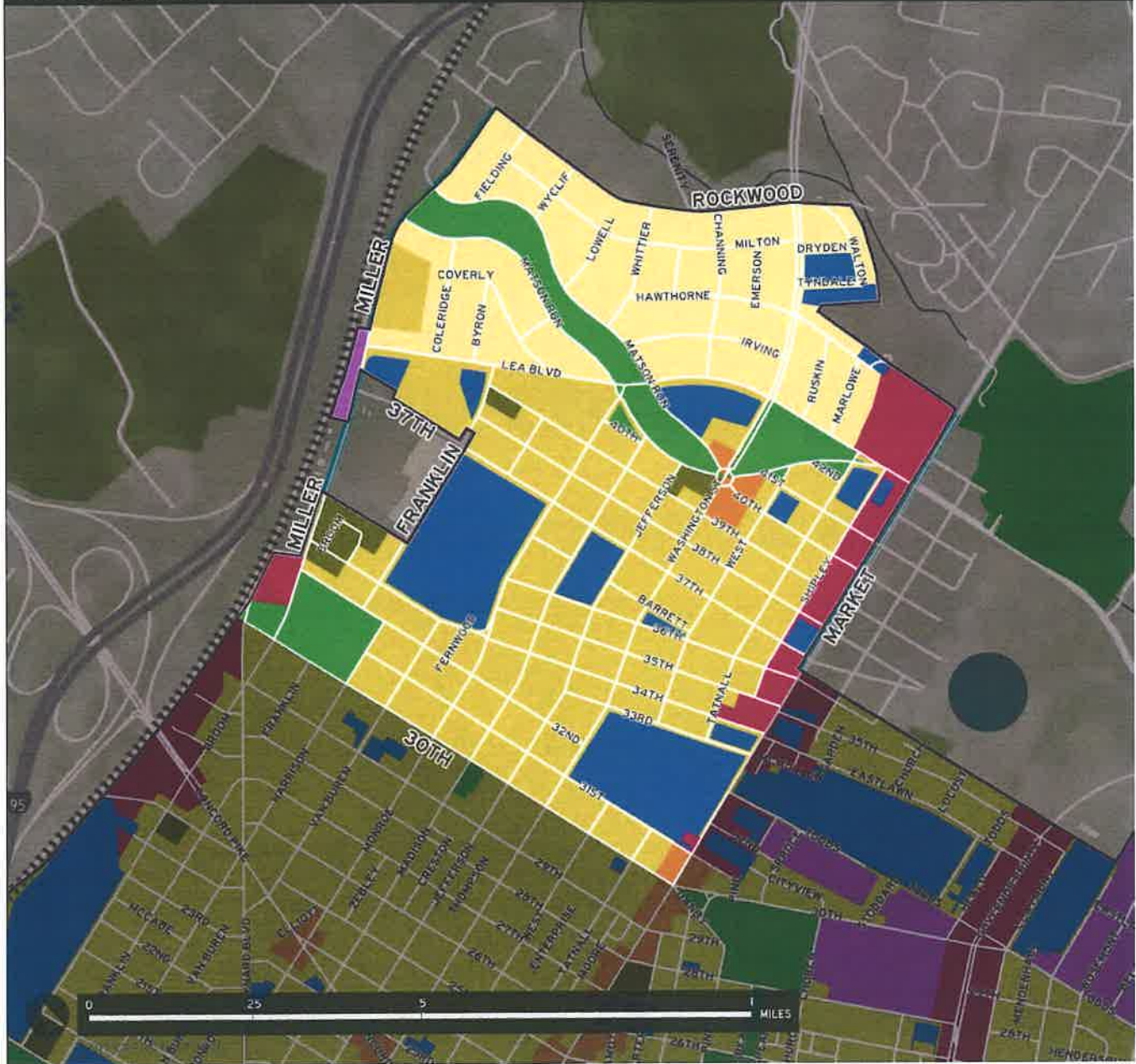


Figure 88 Northwest future land use map
Source: City of Wilmington





- | | |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| ■ Parks & Open Space | ■ Waterfront Mixed Commercial / Light Manufacturing |
| ■ Institutions | ■ Neighborhood Mixed Use |
| ■ Manufacturing | ■ High Density Residential |
| ■ Mixed Commercial / Light Manufacturing | ■ Medium Density Residential |
| ■ Regional Commercial | ■ Low Density Residential |
| ■ Downtown Mixed Use | ■ Infrastructure |
| ■ Waterfront Mixed Use | □ City border |

NORTHWEST





Figure 89 Northwest strategies map
Source: City of Wilmington

Connections

-  Gateway corridor
-  Main Street corridor
-  Neighborhood connector
-  Off-street trail

Areas

-  Major areas of change
-  Economic opportunities

Housing/neighborhood

-  Preserve/strengthen
-  Stabilize/rehabilitate

Strong Safe Neighborhoods

- 1 Encourage mixed use, infill and redevelopment in key opportunity areas.
- 2 Strengthen neighborhood character by ensuring infill and new construction fit in with basic neighborhood patterns.
- 3 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers.

Healthy Thriving Communities

- 4 Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- 5 Make neighborhood commercial corridors and centers clean, safe and attractive.

Connected City and Region

- 6 Work with the County to improve Miller Road as a gateway corridor that better aligns with planned developments along the corridor.
- 7 Enhance N. Market Street as gateway corridor.
- 8 Enhance Matson Run Park as potential off-street connection with pedestrian and bicycle paths.

PRICE'S RUN/RIVERSIDE/11TH STREET

Overview of Key Issues

Key demographic characteristics

The population in the Price's Run/Riverside/11th Street area declined more rapidly than the city as a whole, decreasing by 11% from 2000 to 2010. Children under 18 made up 25% of the population in 2010, and adults over 65 accounted for 8% of the population.

The percent of people living in poverty in the Price's Run/Riverside/11th Street area increased between 2000 to 2010 from 28% to 31%.

The percent of residents in the workforce who were unemployed has dropped slightly in recent years. From 2010 to 2014, the unemployment rate decreased from 19% to 18%, though this is far above the citywide unemployment rate of 8% in 2014.

Only 9% of the population over 25 had a college degree or higher in 2014 estimates, while 30% had less than a high school diploma. Citywide, 26% have a college degree or higher and 9% have less than a high school diploma.

Vacant units made up 17% of all housing units in 2010, slightly higher than the citywide rate of 16%. Renter occupied housing made up 48% of all occupied housing, compared to 54% citywide, while owner occupied housing made 52% in 2010. Approximately 32% of homeowners and 66% of renters were cost-burdened in 2010. Citywide, 32% of homeowners and 54% of renters were cost-burdened during the same period.

Key physical characteristics: assets and challenges

The area includes a series of unique neighborhoods, commercial corridors and gateways located just north of Wilmington's downtown core and the Brandywine Creek and just west of the Amtrak Northeast Corridor.

Assets in the area include:

- Park and recreational resources such as Brown-Burton Winchester Park and Kingswood Community Center.
- Family and youth services such as Northeast Service Center, Reeds Refuge, and Boys and Girls Club.

- Commercial and gateway corridors such as North Market Street and Governor Printz Boulevard.
- Significant planned redevelopment projects such as the Riverside Purpose Built community, the Teen Warehouse, and the EPA brownfield area.
- Natural resources such as the Brandywine Creek.

Challenges: Crime, vacancy, flooding in low-lying areas

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for Price's Run/Riverside/11th Street residents:

- Safety in the community (68%)
- Local parks and recreational opportunities (30%)
- My neighbors or sense of community (30%)

How survey participants ranked these qualities for Price's Run/Riverside/11th Street:

- Only 11% of respondents ranked "safety in the community" good, while 49% ranked it poor.
- 46% of respondents ranked "local parks and recreational opportunities" good, 30% ranked these as average, and 16% ranked these as poor.
- 41% of respondents ranked "my neighbors or sense of community" average, 30% ranked it poor, and 27% ranked it good.

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (47%)
- Improved job opportunities (39%)
- New and expanded youth programs (37%)
- Better sidewalks and safer streets (21%)
- Targeted code enforcement (21%)

PRICE'S RUN/RIVERSIDE/11TH ST BRIDGE

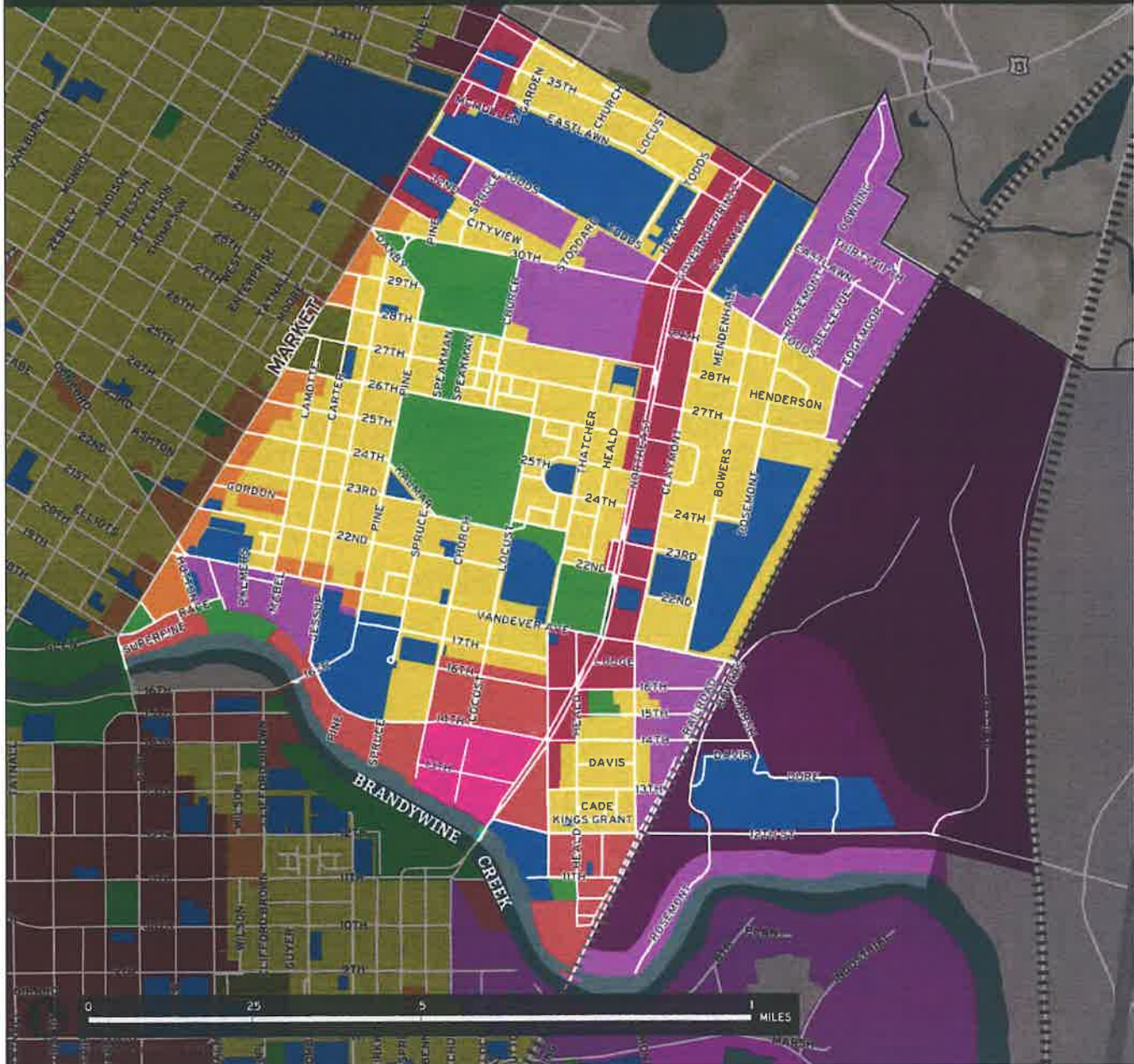


Figure 90 Price's Run/Riverside/11th Street future land use map
 Source: City of Wilmington

- Parks & Open Space
- Institutions
- Mixed Commercial/Light Manufacturing
- Regional Commercial
- Downtown Mixed Use
- Waterfront Mixed Use
- Waterfront Mixed Commercial / Light Manufacturing
- Neighborhood Mixed Use
- Low Density Residential
- High Density Residential
- Medium Density Residential
- Infrastructure
- City border

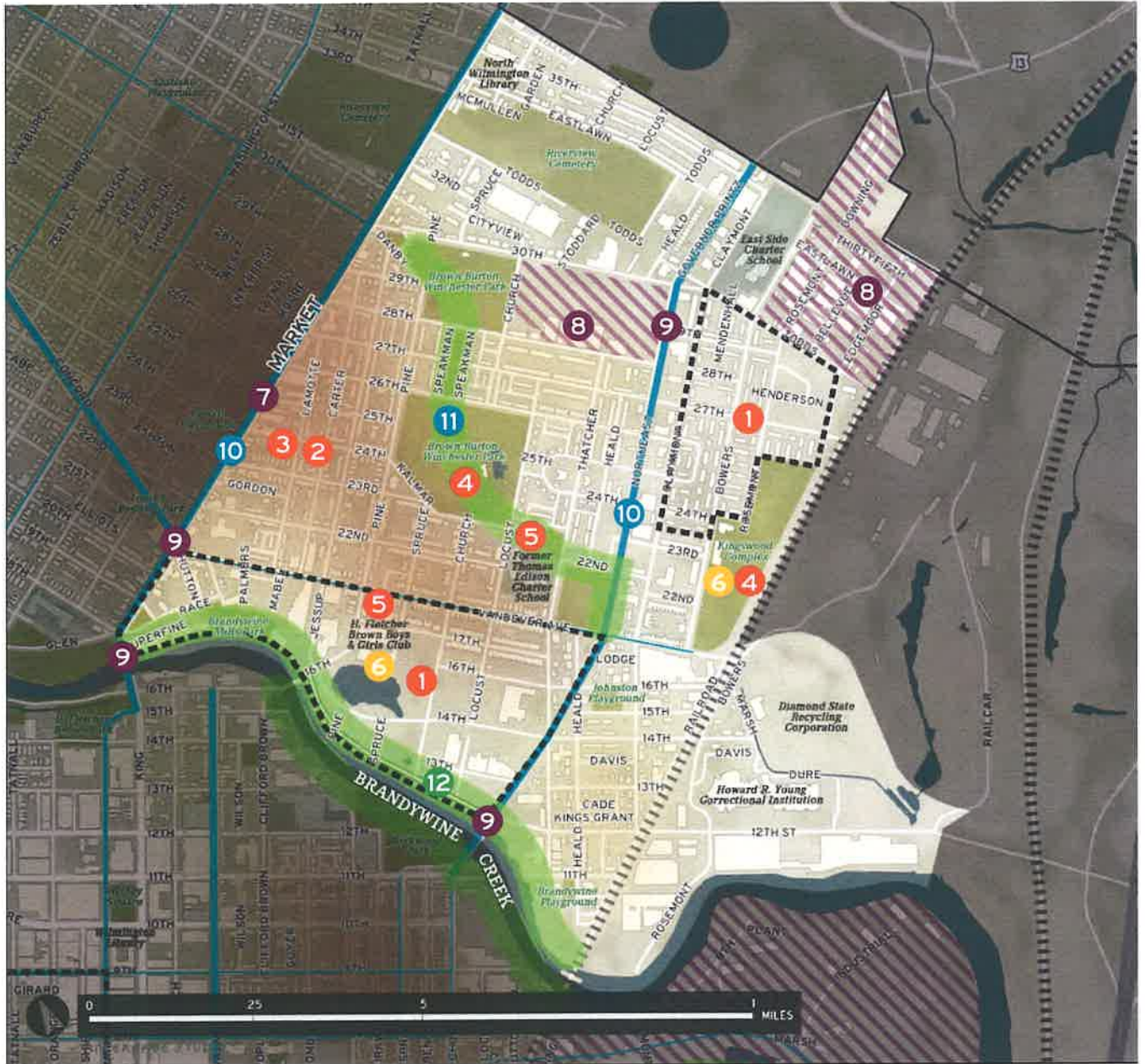


Figure 91 Price's Run/Riverside/11th Street strategies map
 Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- 1 Encourage mixed use, infill and redevelopment in key opportunity areas.
- 2 Prevent nuisance properties and stabilize vacant properties.
- 3 Support community engagement through community-based public safety.
- 4 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers.
- 5 Evaluate former schools buildings for redevelopment.

Healthy Thriving Communities

- 6 Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- 7 Make neighborhood commercial corridors and centers clean, safe and attractive.
- 8 Position and promote former Del Tech Site and Todds Lane Industrial Park as economic opportunities with blue collar jobs.
- 9 Enhance the attractiveness of city gateways.

Connected City and Region

- 10 Improve North Market Street and Northeast Boulevard as gateway corridors.
- 11 Explore potential off-street trail connection through Brown-Burton Winchester Park to civic assets.

Sustainable and Resilient City

- 12 Evaluate riverfront flood management options that include public waterfront access.

SOUTHWEST

Overview of Key Issues

Key demographic characteristics

The population trend in the Southwest area is similar to the city as a whole: it experienced about 2% growth from 2000 to 2010, about 22% of its residents were under 18 in 2010, and about 13% were over 65.

The percent of people living in poverty in Southwest went up between 2000 to 2010 from 13% to 16%.

The rate of residents in the workforce who were unemployed has also gone up. From 2010 to 2014, the unemployment rate went from 6% to 12% - far above the citywide rate of 8% in 2014.

About 44% of area residents ages 25 and over had a college degree or higher in 2014 (significantly higher than the citywide rate of 26%), while 13% had less than a high school degree.

The neighborhood was almost evenly split between homeowners (47%) and renters (53%) in 2010, similar to the citywide rates. About 8% of units were vacant, half the citywide rate. Overall, half of renters were housing-cost burdened in 2010, as were almost a third (28%) of homeowners.

Key physical characteristics: assets and challenges

Southwest is a far west neighborhood bisected by a rail line; it is home to low density and medium residential, as well as commercial areas focused around Lancaster and Greenhill Avenues.

Assets in the area include:

- Woodlawn Library
- Parks and recreational resources such as Bancroft Parkway, Mack Park and Woodlawn Park
- Commercial and gateway corridor along Lancaster Avenue and Union Street

Challenges: Park conditions, commercial corridor scale and multi-modal conditions

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for East Side residents:

- Safety in the community (83%)
- My neighbors or sense of community (53%)
- Local shopping, restaurants and entertainment (41%)

How survey participants ranked these qualities for the East Side:

- 36% of respondents ranked “safety in the community” poor, and 36% rated it average.
- 72% of respondents ranked “my neighbors or sense of community” good.
- 48% of respondents ranked “local shopping, restaurants, and entertainment” good; 21% rated it poor.

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (75%)
- Improved job opportunities (35%)
- Downtown revitalization (32%)
- Better sidewalks and safer streets (28%)
- New and renovated housing (18%)

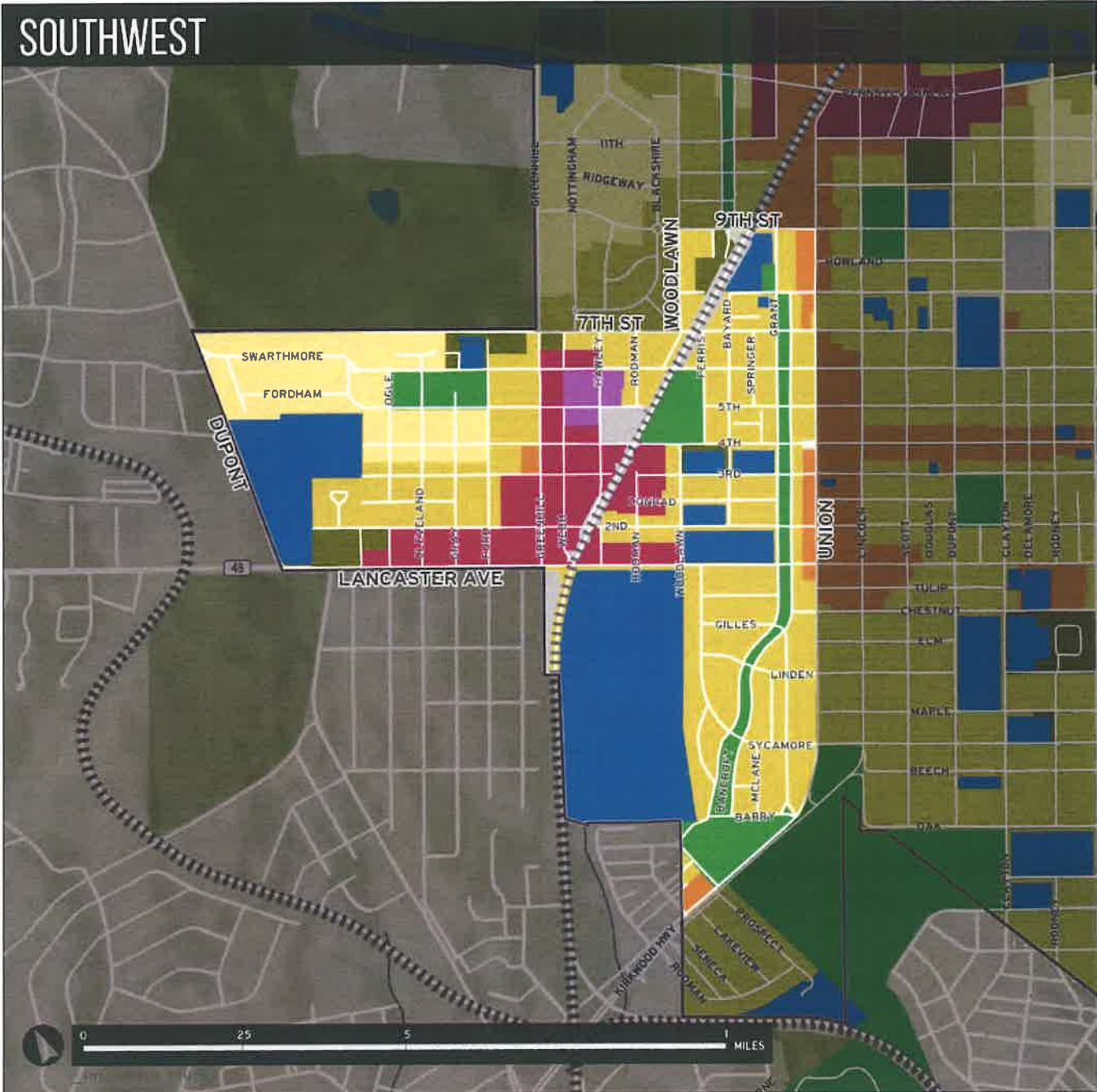


Figure 92 Southwest future land use map
 Source: City of Wilmington

- Parks & Open Space
- Institutions
- Manufacturing
- Mixed Commercial/ Light Manufacturing
- Regional Commercial
- Downtown Mixed Use
- Waterfront Mixed Use
- Waterfront Mixed Commercial / Light Manufacturing
- Neighborhood Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Infrastructure
- City border

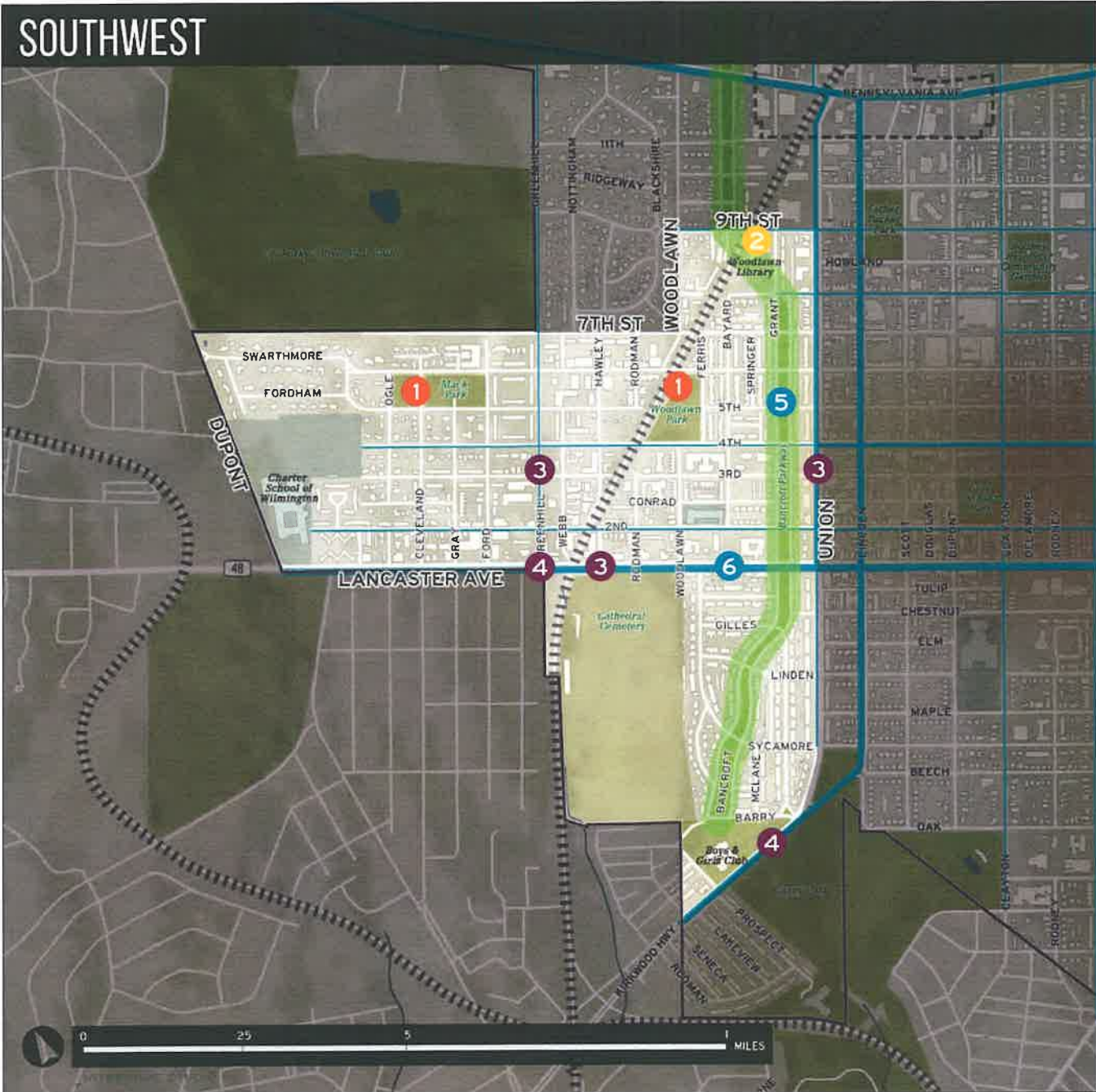


Figure 93 Southwest strategies map
 Source: City of Wilmington

- Connections**
- Gateway corridor
 - Main Street corridor
 - Neighborhood connector
 - Off-street trail
- Areas**
- Major areas of change
 - Economic opportunities
- Housing/neighborhood**
- Preserve/strengthen
 - Stabilize/rehabilitate

Strong and Safe Neighborhoods

- 1 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers.

Healthy and Thriving Communities

- 2 Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- 3 Make neighborhood commercial corridors and centers clean, safe and attractive.
- 4 Enhance the attractiveness of city gateways.

Connected City and Region

- 5 Enhance Bancroft Parkway as potential off-street connection to parks and other assets with pedestrian and bicycle paths.
- 6 Transform Lancaster Ave as a gateway corridor that is safe and comfortable for all users.

SOUTH WILMINGTON

Overview of Key Issues

Key demographic characteristics

South Wilmington saw a modest population increase (4.2%) between 2000 and 2010. In 2010 almost a third (28.9%) of residents were under 18, while about 6% were over 65.

The area saw a slight decrease in the percent of residents living below the poverty level from 2000 to 2010 (from 36% to 30%); though the poverty rate was still high. Unemployment in the area increased from 2010 to 2014, from about 7% to about 12%.

Two-thirds of residents ages 25 and over (66.6%) had a college degree or higher in 2014 - a far higher rate than the citywide rate of 26%. Ten percent of residents over 25 had less than a high school degree, lower than the 16% citywide.

The area has very high vacancy: 23% of all housing units were vacant in 2010. Of occupied units, most are home to renters (64%). Thirty-six percent of housing units are owner-occupied.

A very high rate of renters (72%) are housing cost-burdened in South Wilmington. Twenty-three percent of homeowners are cost burdened.

Key physical characteristics: assets and challenges

South Wilmington is a residential and industrial waterfront neighborhood on the south side of the Christina River.

Assets in the area include:

- Christina Crossing Shopping Center
- 76ers Fieldhouse
- Parks and recreational resources such as Barbara Hicks Park, Bradford Street Park, Eden Park, Wetlands Park

Challenges: Flooding and sea level rise, poor tree cover, high concentration of brownfields, vacancy and blight

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for South Wilmington residents:

- Safety in the community (76%)
- Local shopping, restaurants and entertainment (59%)
- My neighbors or sense of community (29%)

How survey participants ranked these qualities for the South Wilmington:

- 36% of respondents ranked “safety in the community” poor, and 32% rated it average.
- 44% of respondents ranked “local shopping, restaurants, and entertainment” good, and 36% rated it average.
- 39% of respondents ranked “my neighbors or sense of community” good, and 39% ranked it average.

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (47%)
- Improved job opportunities (33%)
- Downtown revitalization (31%)
- Better sidewalks and safer streets (29%)
- New and expanded youth programs (23%)

SOUTH WILMINGTON

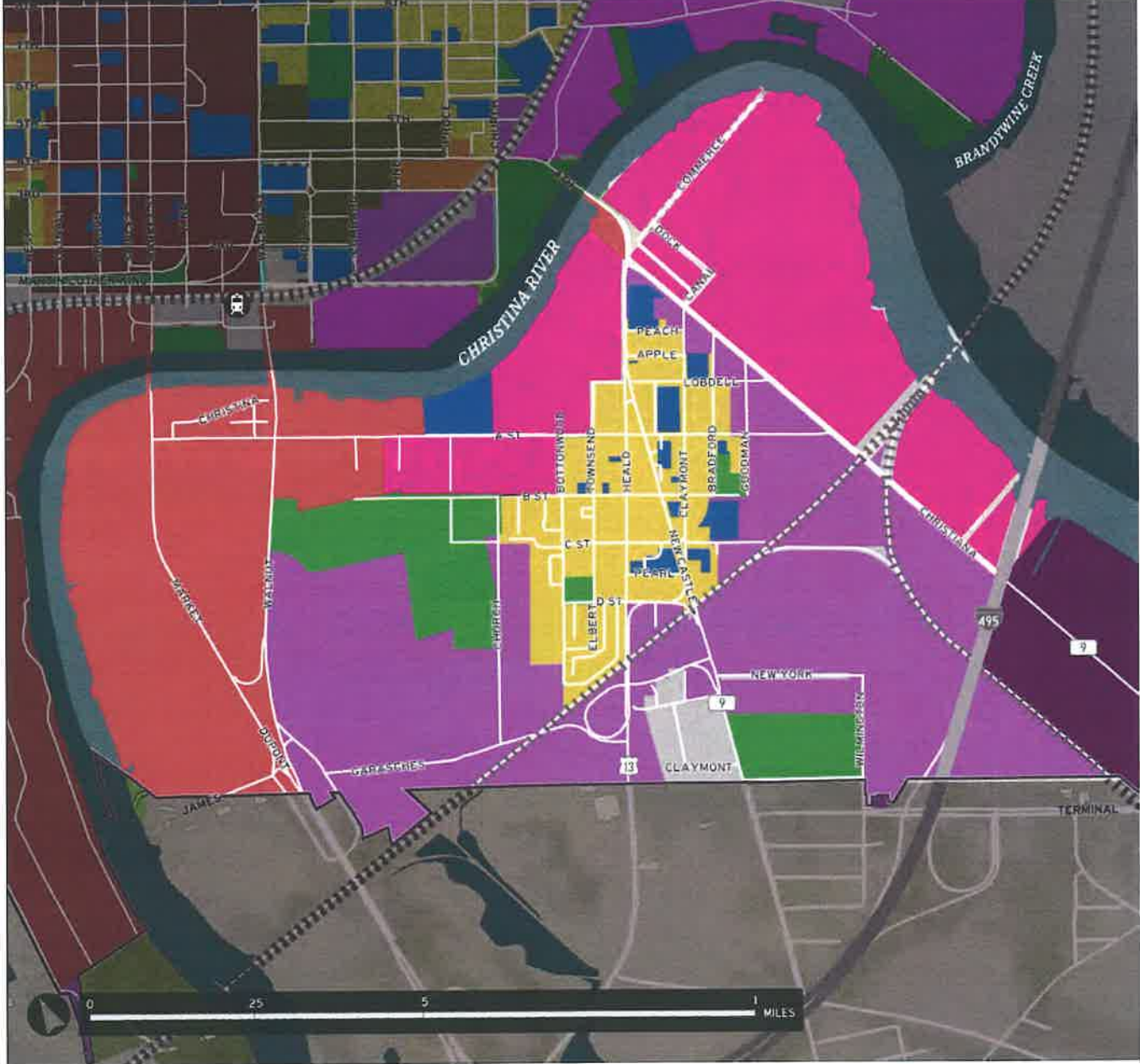


Figure 94 South Wilmington future land use map
Source: City of Wilmington

- | | |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| ■ Parks & Open Space | ■ Waterfront Mixed Commercial / Light Manufacturing |
| ■ Institutions | ■ Neighborhood Mixed Use |
| ■ Manufacturing | ■ High Density Residential |
| ■ Mixed Commercial / Light Manufacturing | ■ Medium Density Residential |
| ■ Regional Commercial | ■ Low Density Residential |
| ■ Downtown Mixed Use | ■ Infrastructure |
| ■ Waterfront Mixed Use | City border |

SOUTH WILMINGTON



Figure 95 South Wilmington strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- 1 Encourage mixed use, infill and redevelopment in key opportunity areas.
- 2 Prevent nuisance properties and stabilize vacant properties.
- 3 Support community engagement through community-based public safety
- 4 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers
- 5 Evaluate former schools buildings for redevelopment

Robust Local Economy

- 6 Make neighborhood commercial corridors and centers clean, safe and attractive.
- 7 Position and promote the Commerce Street/South Waterfront and Garasches Lane as economic opportunities with blue collar jobs.

Connected City and Region

- 8 Emphasize A Street as a neighborhood connector that supports safe and comfortable travel between local destinations.
- 9 Limit truck traffic in neighborhoods.
- 10 Emphasize wetland park trails as an alternative pedestrian and bicycle route between Southbridge and other destinations.

Sustainable and Resilient City

- 11 Harden infrastructure vulnerable to sea level rise and extreme weather events
- 12 Evaluate flood management options that include public waterfront access.

WEST CENTER CITY

Overview of Key Issues

Key demographic characteristics

The population declined 12% between 2000-2010, from 4,824 to 4,234. Children under 18 made up 29% of the population in 2010, and adults over 65 made up 10%, similar to citywide rates.

The area has higher poverty and unemployment rates than the city as a whole. The percent of the population living below the poverty level increased from 29% in 2000 to 42% in 2010. The percent of those in the labor force who were unemployed remained steady between 2010 and 2014 at 17% and 18%, compared to a decrease in the citywide rate from 11% to 8% over the same period.

Educational attainment is lower than the city as a whole: 18% of the population over 25 had a college degree or higher in 2014 estimates, while 25% had less than a high school diploma. Citywide, 26% have a college degree or higher and 9% have less than a high school diploma.

Vacant units made up 19% of all housing units in 2010. Renter occupied housing made up 73% of all occupied housing, compared to 54% citywide, while owner occupied housing made up 27% in 2010. A high percentage of renters are cost-burdened (71%), compared to the citywide rate of 54%, but the rate is lower for owners in the area (21%) than citywide (34%).

Key physical characteristics: assets and challenges

The area is mainly residential predominantly consisting of rowhouses, that is adjacent to the downtown core and includes the emerging Creative District that bridges the downtown and West Center City.

Assets in the area include:

- Park and recreational resources such as William “Hicks” Anderson Community Center, Helen Chambers Playground, Madison Street Playground.
- Historic resources such as Trinity Vicinity and Quaker Hill Historic Districts, and Friends Meeting House.
- Adams Four Shopping Center

Challenges: crime, poverty, vacancy, barriers to adjacent neighborhoods such as surface parking lots and I-95

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for West Center City residents:

- Safety in the neighborhood (82%)
- Local shopping, restaurants and entertainment (54%)
- My neighbors or sense of community (54%)

How survey participants ranked these qualities for West Center City:

- 56 % of respondents ranked “Safety in the community” as poor and 21% ranked it average
- 40% of respondents ranked “Local shopping, restaurants and entertainment” as poor, 37% ranked it as good, and 21% ranked it average
- 37% of respondents ranked “My neighbors or sense of community” as average and 30% ranked it as good

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (64%)
- New and expanded youth programs (36%)
- Improved job opportunities (36%)
- Downtown revitalization (29%)
- Better sidewalks and safer streets (27%)

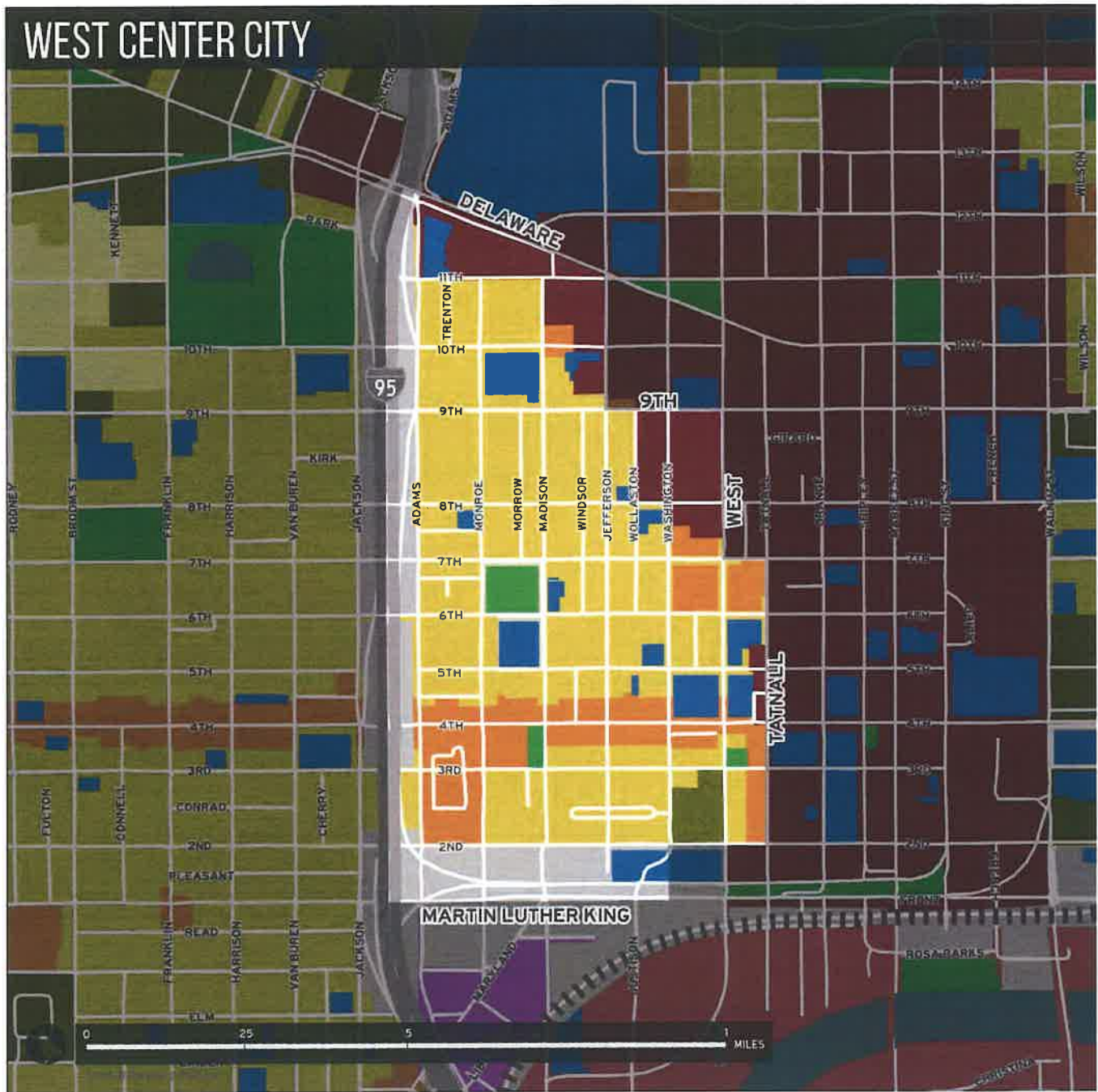


Figure 96 West Center City future land use map
 Source: City of Wilmington

- Parks & Open Space
- Institutions
- Manufacturing
- Mixed Commercial/ Light Manufacturing
- Regional Commercial
- Downtown Mixed Use
- Waterfront Mixed Use
- Waterfront Mixed Commercial / Light Manufacturing
- Neighborhood Mixed Use
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Infrastructure
- City border

WEST CENTER CITY

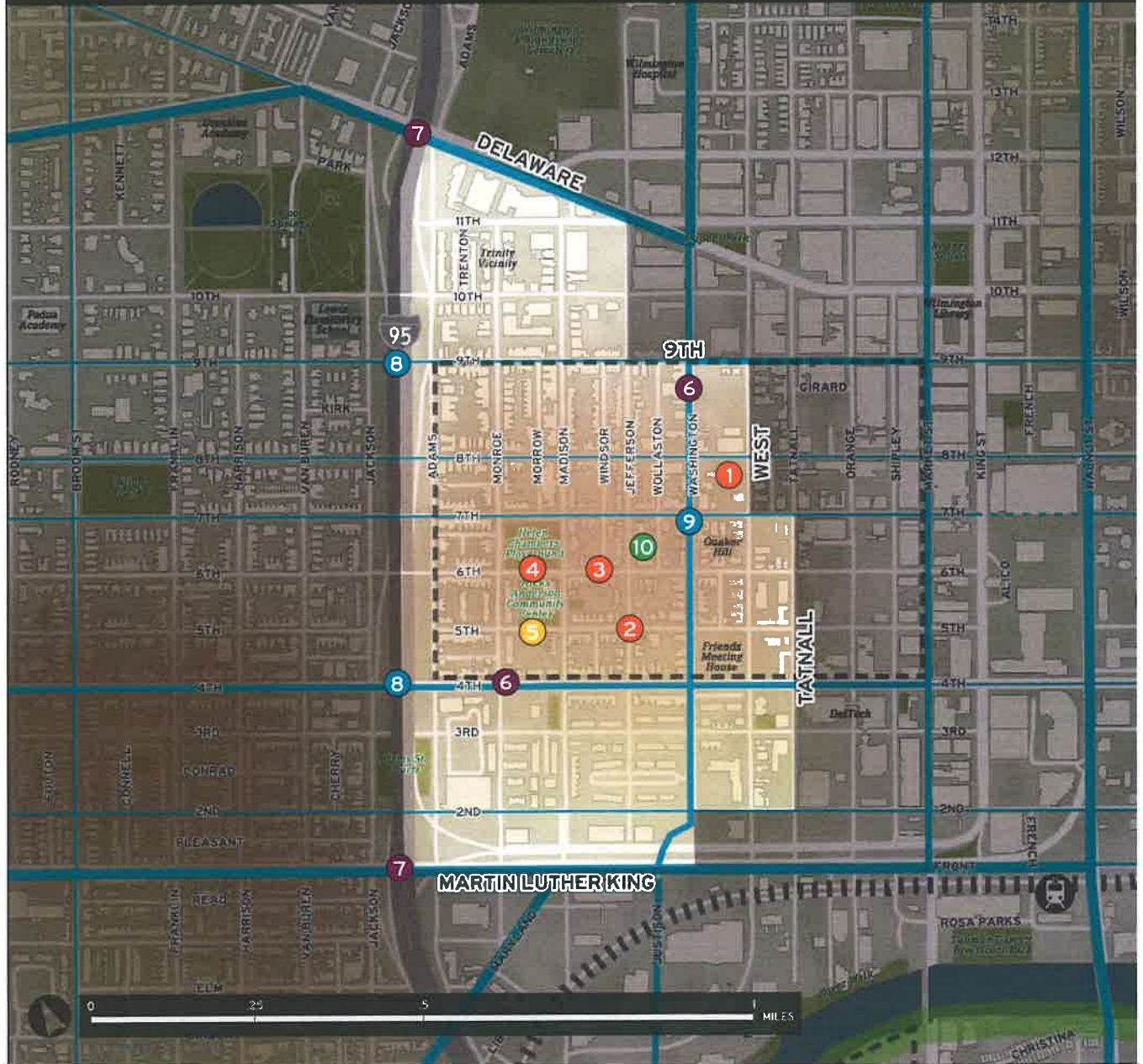


Figure 97 West Center City strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong Safe Neighborhoods

- 1 Encourage mixed use, infill and redevelopment in key opportunity areas.
- 2 Continue Neighborhood Stabilization Program in critical areas of transition, prevent nuisance properties, and stabilize vacant properties.
- 3 Support community engagement through community-based public safety.
- 4 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers.

Healthy Thriving Communities

- 5 Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- 6 Make neighborhood commercial corridors and centers clean, safe and attractive.
- 7 Enhance the attractiveness of city gateways.

Connected City and Region

- 8 Improve connections across I-95 to the West Side.
- 9 Highlight Washington Street as a great street and key corridor that bridges West Center City and the Creative District through private and public investment along the corridor and improved street design.

Sustainable and Resilient City

- 10 Increase green space through yards and vacant lot improvement.

WEST SIDE

Overview of Key Issues

Key demographic characteristics

The population declined 4% between 2000-2010, from 11,350 to 10,923.

Children under 18 made up 19% of the population in 2010, and adults over 65 made up 12%.

The area has a strong Hispanic/Latinx community, making up 29% of the population.

In 2010, 31% of the population lived below the poverty level (of those 37% were children under 18) and 13% of the labor force was unemployed.

Educational attainment is lower than the city as a whole: 19% of the population over 25 had a college degree or higher in 2014 estimates, while 25% had less than a high school diploma.

Vacant units made up 14% of all housing units in 2010. Renter occupied housing made up 58% of all occupied housing, while owner occupied housing made up 42% in 2010. Cost burden (paying 30% or more of household income on housing-related costs) is a concern for a high 62% of renters and 38% of owners.

Key physical characteristics: assets and challenges

The area is mainly residential and consists mainly of rowhouses, as well as some single-family detached homes and apartment buildings.

Assets in the area include:

- Park and recreational resources such as Cool Springs Park, Father Tucker Memorial Park, William Judy Johnson Memorial Park, Rodney Reservoir and community garden, Tilton Park.
- Historic resources such as Cool Spring, Delaware Avenue and Eighth Street/Tilton Park Historic Districts.
- Little Italy and Union Street

Challenges: crime, poverty, vacancy, barriers to adjacent neighborhoods such as surface parking lots and I-95

Summary of Key Input

Which qualities are the most important to you in a neighborhood? (participants were asked to choose three)

Top three most important qualities in a neighborhood for West Side residents:

- Safety in the neighborhood (78%)
- My neighbors or sense of community (60%)
- Local shopping, restaurants and entertainment (34%)

How survey participants ranked these qualities for the West Side:

- 46% of respondents ranked "Safety in the community" as poor and 36% ranked it average
- 57% of respondents ranked "My neighbors or sense of community" as good and 24% ranked it average
- 47% of respondents ranked "Local shopping, restaurants and entertainment" as good, 28% ranked it as average, and 25% ranked it poor

What improvements do you think would make the greatest impact on quality of life in Wilmington? (participants were asked to choose three responses)

- Improved public safety (68%)
- Improved job opportunities (35%)
- New and expanded youth programs (33%)
- Better sidewalks and safer streets (27%)
- Downtown revitalization (26%)

WEST SIDE

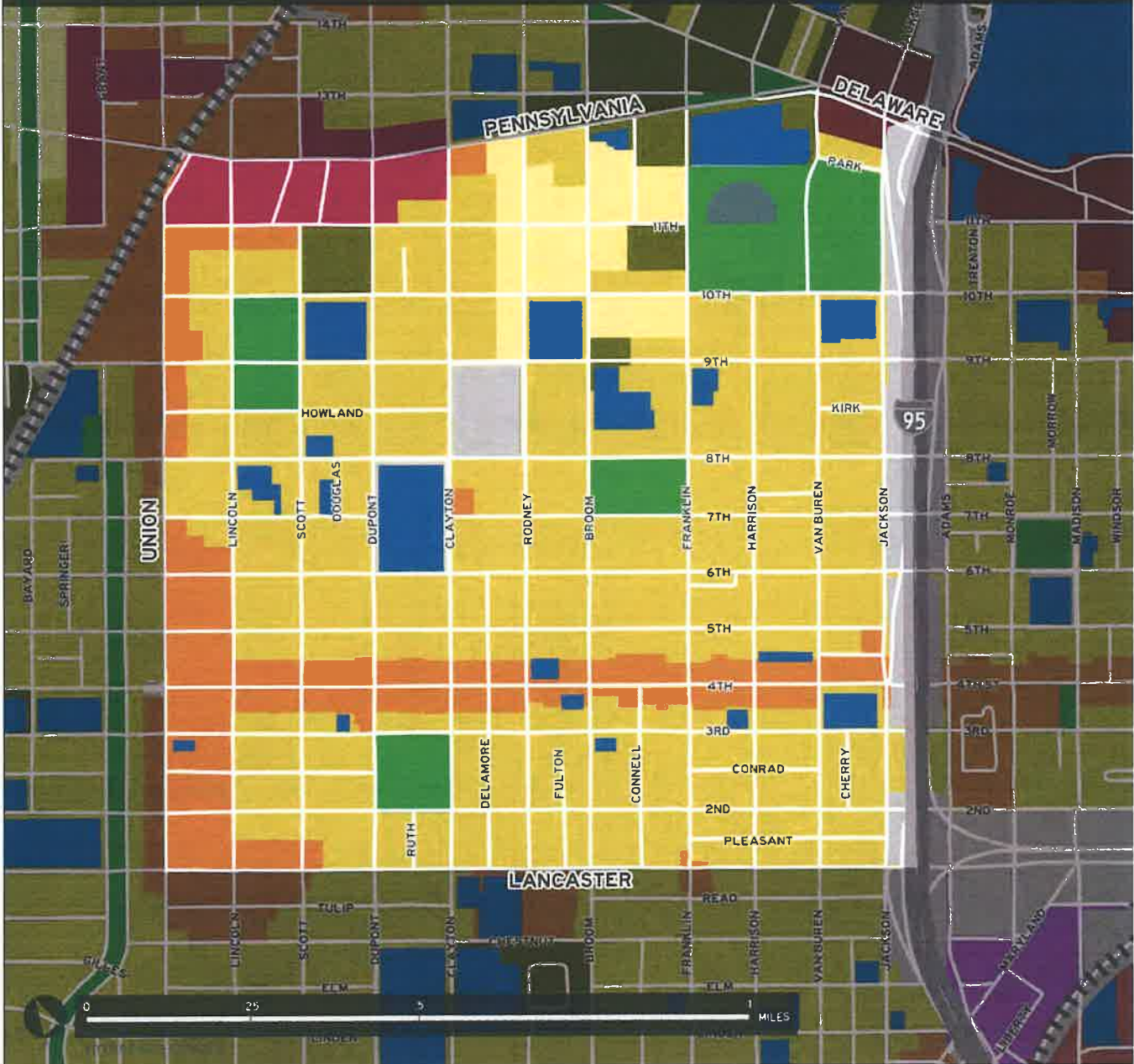


Figure 98 West Side future land use map
 Source: City of Wilmington

- | | |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| ■ Parks & Open Space | ■ Waterfront Mixed Commercial / Light Manufacturing |
| ■ Institutions | ■ Neighborhood Mixed Use |
| ■ Manufacturing | ■ High Density Residential |
| ■ Mixed Commercial / Light Manufacturing | ■ Medium Density Residential |
| ■ Regional Commercial | ■ Low Density Residential |
| ■ Downtown Mixed Use | ■ Infrastructure |
| ■ Waterfront Mixed Use | □ City border |

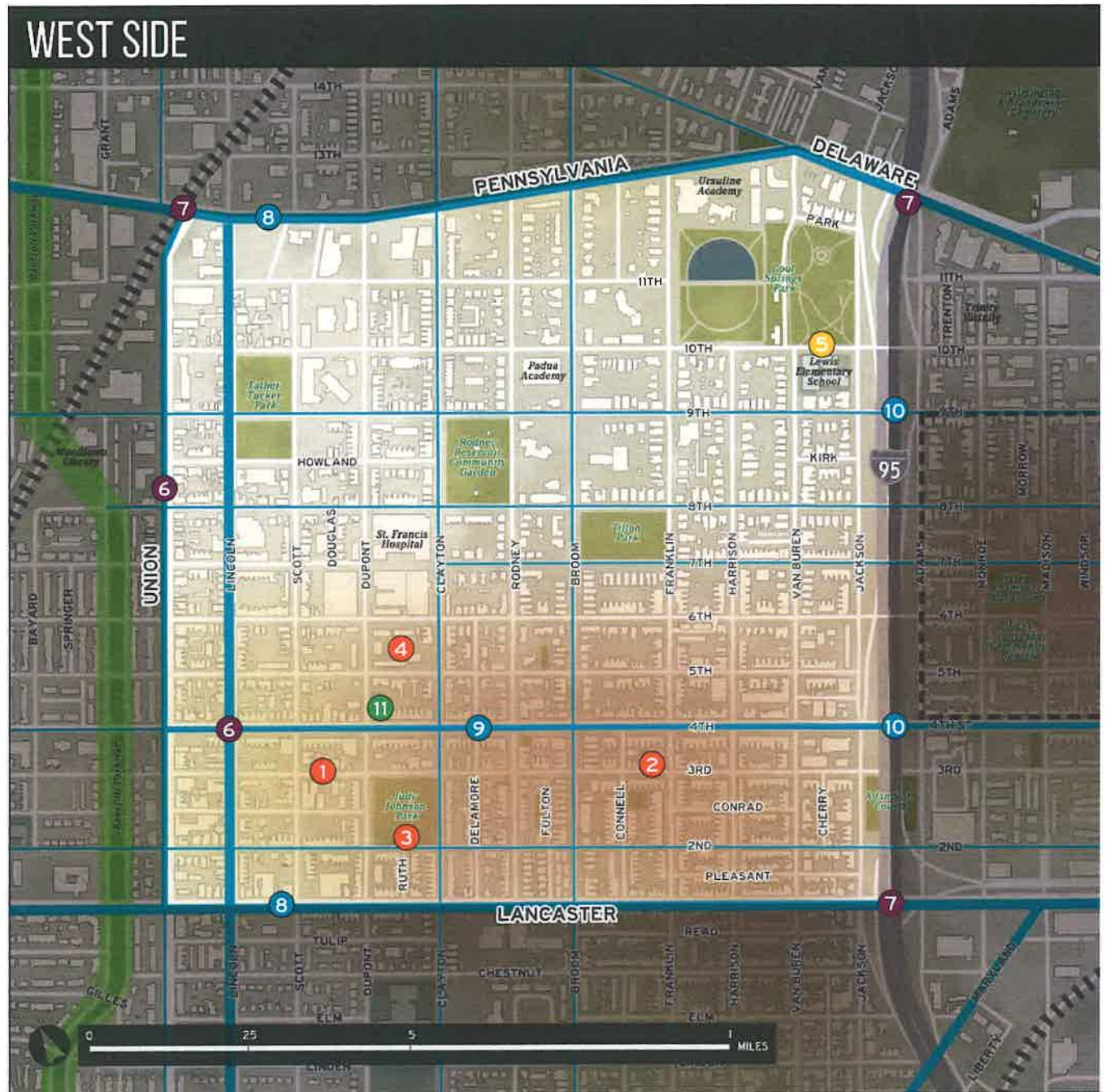


Figure 99 West Side strategies map
Source: City of Wilmington

Connections

- Gateway corridor
- Main Street corridor
- Neighborhood connector
- Off-street trail

Areas

- Major areas of change
- Economic opportunities

Housing/neighborhood

- Preserve/strengthen
- Stabilize/rehabilitate

Strong and Safe Neighborhoods

- 1 Prevent nuisance properties and stabilize vacant properties.
- 2 Support community engagement through community-based public safety.
- 3 Implement an equitable investment strategy for civic spaces like parks, pools, libraries and community centers.
- 4 Strengthen neighborhood character by ensuring infill and new construction fit in with basic neighborhood patterns.

Healthy and Thriving Communities

- 5 Partner with service agencies to transform civic spaces into community hubs that offer cross-programming.

Robust Local Economy

- 6 Make neighborhood commercial corridors and centers clean, safe and attractive.
- 7 Enhance the attractiveness of city gateways.

Connected City and Region

- 8 Improve Lancaster and Pennsylvania Avenues as gateway corridors.
- 9 Improve 4th Street as Main Street corridor that connects neighborhoods.
- 10 Improve connections across I-95 to West Center City and downtown.

Sustainable and Resilient City

- 11 Increase green space through yards and vacant lot improvement.



INTERGOVERNMENTAL RELATIONSHIPS AND COORDINATION

The City of Wilmington strives to maintain strong intergovernmental relationships with adjacent communities, New Castle County, and State agencies, such as the Delaware Department of Transportation, Department of Natural Resources and Environmental Control, and the Office of State Planning Coordination. The City coordinates with these agencies with regard to adjacent areas, corridors, transportation, waterways and open space.

Representatives from the following County, Metropolitan Planning Organization (MPO), and State agencies have been an integral part of the Comprehensive Plan process:

- DART Delaware Transit Corporation
- Delaware Department of Transportation (DelDOT)
- Delaware Health and Social Services (DHSS)
- Department of Natural Resources and Environmental Control (DNREC)
- New Castle County Department of Land Use
- Office of State Planning Coordination
- Wilmington Area Planning Council (WILMAPCO)

Representatives from DART, New Castle County Department of Land Use, Office of State Planning Coordination, and WILMAPCO were members of the Comprehensive Plan steering committee. DelDOT and DNREC were consulted through interviews and also participated in focus groups. DHSS participated in focus groups. In addition to serving on the steering committee, representatives from the New Castle County Department of Land Use were consulted with regard to county planning and areas adjacent to the city.

OTHER RELEVANT PLANNING DOCUMENTS

Strategies for State Policies and Spending

The Comprehensive Plan is in alignment with the **2015 Delaware Strategies for State Policies and Spending** which coordinates land use decision-making in the state in a manner that makes best use of natural and fiscal resources. The State has created five land use levels based on an evaluation of data concerning development and redevelopment, land preservation or agricultural development, and land considered “out of play” that cannot be developed. The five levels are:

- Levels 1 and 2: these are generally municipalities, towns or urban/urbanizing places in counties and the primary focus of State policies and investment to support growth and economic development activities that promote higher densities and mixed-use development.
- Level 3: these are areas that are in the long-term growth plans of counties or municipalities, or are adjacent to or intermingled with fast-growing areas categorized as levels 1 or 2.
- Level 4: these are areas where state policies will support agriculture, protection of natural resources, and open space activities.
- Out of play: these are publicly owned lands, private conservation lands, lands for which serious legal constraints on development are identified, and lands in some form of permanent open space protection.

Almost all of Wilmington is categorized as level 1 or 2, except for natural features which are considered “out of play.”

Adjacent areas

An analysis of the future land uses of adjacent communities is mostly in alignment with the city’s future land use plan where those land uses are residential or commercial. A review of New Castle County future land uses, and coordination with the New Castle County Department of Land Use, resulted in highlighted areas of adjacent land uses that are of interest to the City of Wilmington along the boundary of the City in South Wilmington where future land uses will see the greatest change from general and heavy industrial uses to mixed use and light industrial/office for reasons detailed further as an area for intergovernmental coordination below.

STRATEGIES FOR STATE POLICIES AND SPENDING, 2015

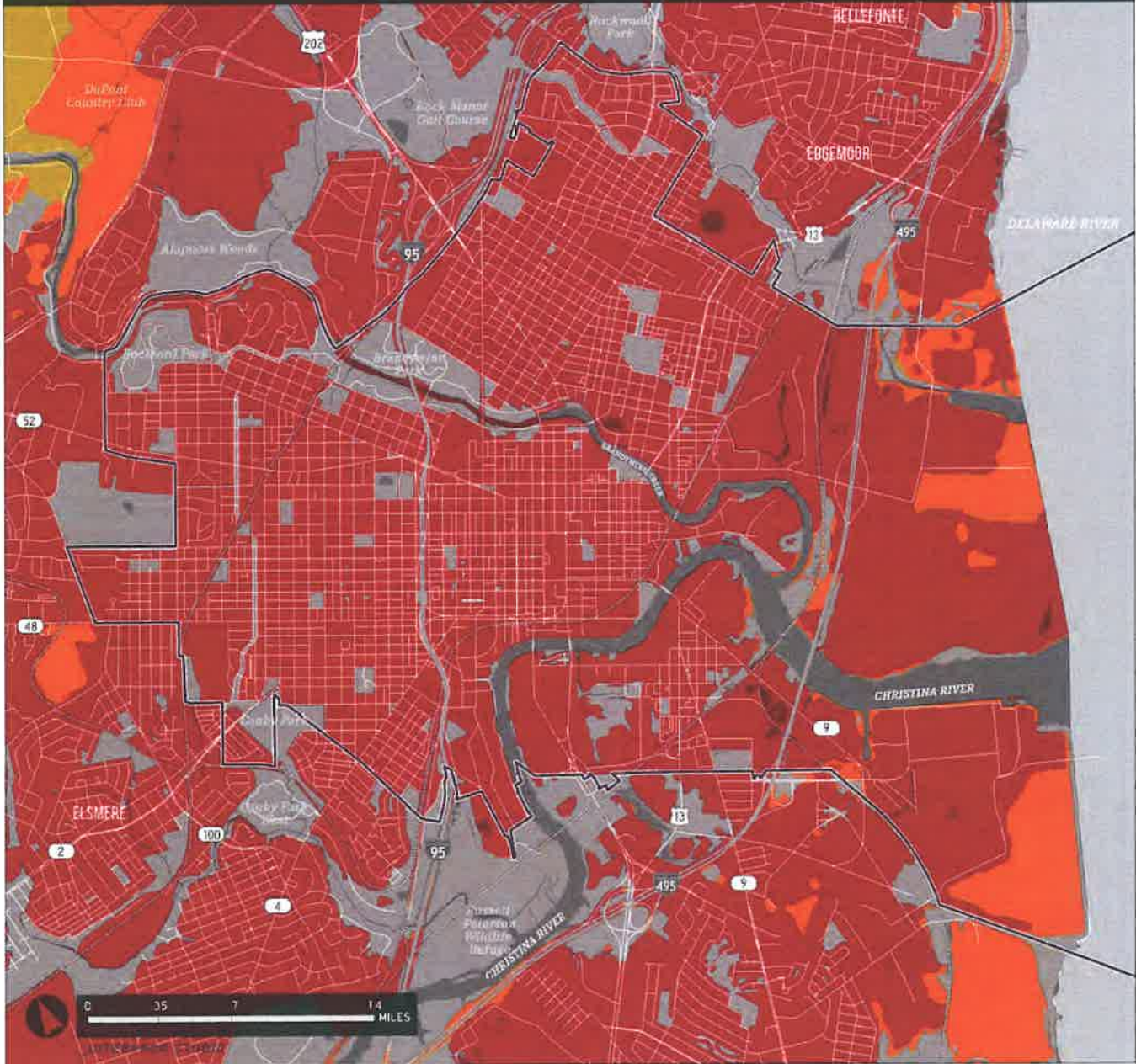


Figure 100 Delaware strategies for state policies and spending map, 2015
 Source: Delaware FirstMap

- Investment Level 1
- Investment Level 2
- Investment Level 3
- Investment Level 4
- Out of Play
- City border

FUTURE LAND USE OF ADJACENT AREAS

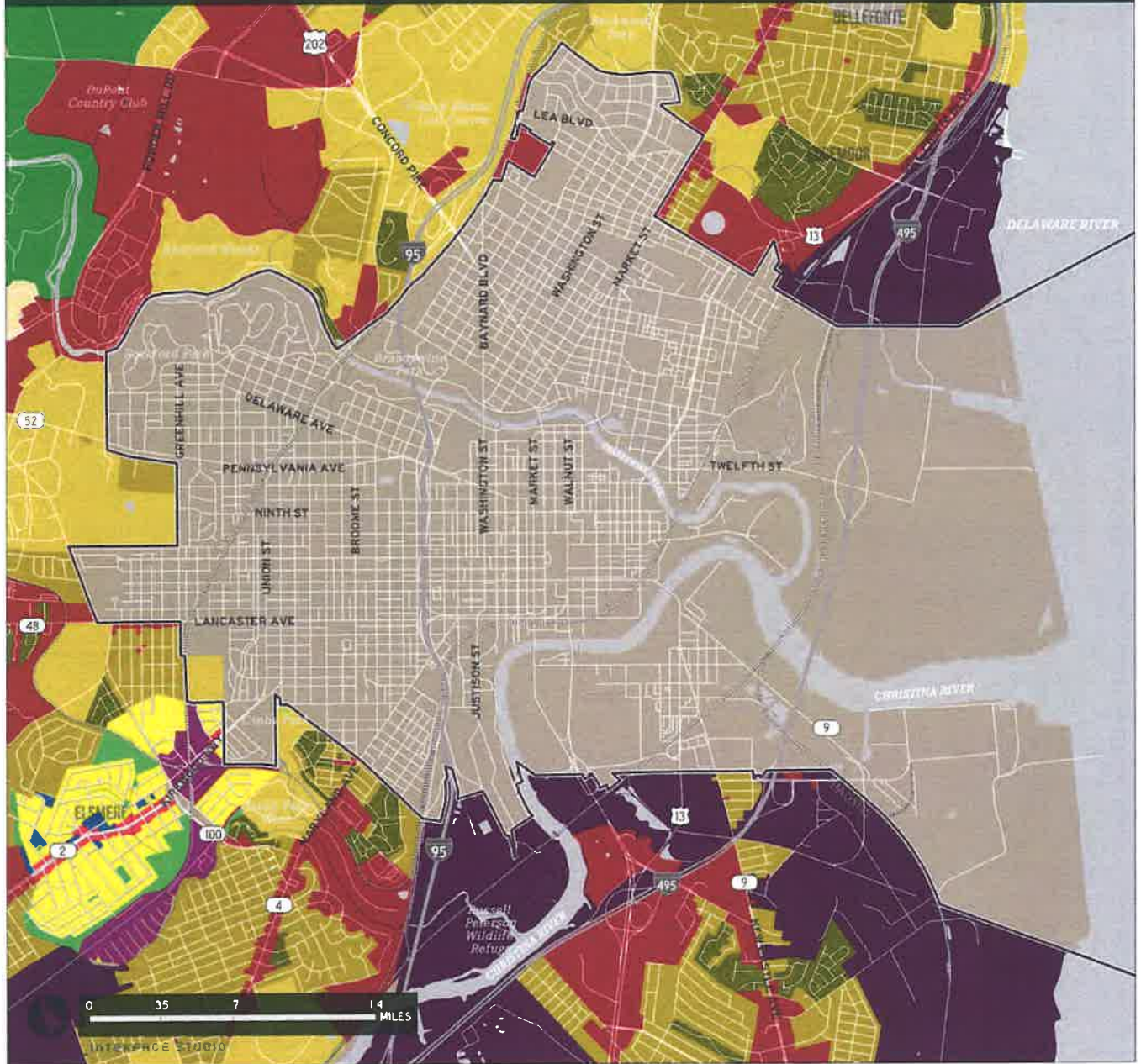


Figure 101 Future land use of adjacent areas map
 Source: (Elsmere) University of Delaware; (NCC) New Castle County

Elsmere

- Residential
- Commercial
- General Industry
- Institutional
- Parks and Recreation

New Castle County

- Commercial / Office / Industrial Development Area
- High Density Residential
- Medium Density Residential
- Low Density Residential
- Very Low Density Residential

- Resource & Rural Preservation
- Hi Zoned Land
- Municipal Land
- City border

INTERGOVERNMENTAL COORDINATION STRATEGY

Strategies for intergovernmental coordination include identifying planning issues for joint planning and coordination, such as joint planning agreements, memorandums of understanding, partnerships between the City and neighboring governments.

Annexation

Annexation is of concern for the City in that the annexation process for the City of Wilmington differs greatly from every other municipality in the State. The process for the City is quite onerous in that, not only does a property owner who elects to be within the City limits have to go through a rather rigorous City process, they must also go through a separate and, again, rigorous process, in which New Castle County government must also approve the annexation request. The County's process, generally does not start until after the City's process is complete meaning it can also take twice as long as any other municipality. It is unclear why, at this point in time, the City of Wilmington is treated differently than all other municipalities in the State. The City will endeavor to have this law changed so that the City is treated as all other municipalities are treated. With that said, until the City is permitted to follow the same annexation rules that all other municipalities follow and if annexation is deemed an appropriate course of action, the City will work closely with New Castle County as we have done in the past to make the process as smooth as possible.

The City is not currently considering any future areas for annexation. The City's policy is to consider annexation requests on a case by case basis. We note that should there be an annexation in the future the plan will be amended accordingly.

Joint planning and coordination / Position on development of adjacent areas and expansion of boundaries

CORRIDORS

Route 9 plan: This corridor was the subject of the WILMAPCO Route 9 Corridor Master Plan, which made recommendations to route truck traffic away from city neighborhoods such as Southbridge. These recommendations as well as evaluating the residential zoning discrepancy south of Eden Park are issues for joint planning and coordination.

Route 202 plan: The County is initiating the Concord Pike (Route 202) Corridor Master Plan. This corridor is an important gateway into the city. Concord Avenue in the city has been identified in the Comprehensive Plan as a gateway corridor, and the neighborhoods along it are targeted for housing and neighborhood stabilization.

Route 48 and 52: Both of these corridors have been identified in the Comprehensive Plan as gateway corridors. These corridors are an opportunity for joint planning to look at important redevelopment opportunities, such as Barley Mills and the former Pathmark, and incentives for gateways.

7th Street Peninsula and the 12th Street area studies: Along the Brandywine Creek the City partnered with WILMAPCO recently on studies affecting the 7th Street Peninsula and the 12th Street area. These studies are intended to make recommendations to improve access between Northeast Wilmington and the 7th Street Peninsula and the Brandywine River Waterfront and downtown Wilmington Central Business District as well as promote economic development opportunities among other considerations. These studies can be found on the WILMAPCO website: <http://www.wilmapco.org/>

WATERWAYS

Christina River, Brandywine Creek, Delaware River: Issues for joint planning and coordination concerning these waterways include scenic byways, stormwater runoff, water quality, flood mitigation, sea level rise and recreation.

AREAS

The following areas are important areas of transition and coordination between the City and County.

Miller Road properties in the County that includes the Miller Road Shopping Center: These New Castle County properties are adjacent to new and proposed development in the City; the redeveloped Harper-Thiel site which now houses a brewery and restaurant, and the former Riverside Hospital site, which is slated for redevelopment with upscale apartments. In order to capitalize on this positive change, the Miller Road shopping center is an area where a joint effort can be applied to improve curb appeal through code enforcement and connectivity by continuing sidewalks along Miller Road.

South Wilmington waterfront and South Market Street: The east bank of the Christina River is poised to undergo great change over the next decade of this Comprehensive Plan. Like its counterpart on the west bank of the river, the South Wilmington waterfront is envisioned as a mixed-use area that takes advantage of its waterfront location while also developing in a manner that is resilient to flood and sea level rise. Other developments in this area that will undoubtedly influence future development in a direction different than the current manufacturing zoning in the City and industrial zoning in the County include the South Wilmington Wetland Park and the new 76er multi-use facility along South Market Street adjacent to the County. This area presents a tremendous opportunity for joint work between the City and County to consider modernizing the zoning and potentially developing a sub-area plan that will benefit the City and County in seeing the area developed with mixed use development projects to compliment these other new projects.

The City will also look for other opportunities to work in coordination with adjacent governmental bodies.

AREAS OF INTERGOVERNMENTAL COORDINATION



Figure 102 Areas of intergovernmental coordination map
 Source: City of Wilmington, New Castle County, Interface Studio

- Corridors
- Areas



5

IMPLEMENTATION

The implementation of the Comprehensive Plan will involve not only the various departments of the City of Wilmington, but also partners in New Castle County and State agencies, nonprofits, the private sector, and the communities.

The implementation matrices in the following pages lay out the timeframes and partners for each plan recommendation as well as priorities as determined by the City of Wilmington with input from the steering committee and public.

Along with the implementation matrices, a major aspect of plan implementation mandated in state code is a comparison of the proposed land uses in the Future Land Use Map with the current Zoning Map. If there are inconsistencies between these maps then the City will have 18 months from plan adoption, to make them consistent with one another most likely by rezoning properties and/or by updating the actual zoning code.

TOP KEY CITYWIDE RECOMMENDATIONS

PARTICIPANTS WERE EACH ASKED TO "SPEND" A TOTAL OF \$100 ON A LIST OF RECOMMENDATIONS. THEY WERE GIVEN A \$50 BILL, A \$20 BILL, TWO \$10 BILLS, AND TWO \$5 BILLS.

TOP VOTED RECOMMENDATIONS IN ORDER OF TOTAL DOLLAR AMOUNT



Figure 103 **Public input summary: Top key citywide recommendations**
Round 2 Public Forum at Delaware Children's Museum - October 2018. Source: Interface Studio

POSITIONING CITY GOVERNMENT TO SERVE AND PARTNER WITH A WIDE RANGE OF STAKEHOLDERS

While implementation of plan recommendations will involve a combination of public, private, non-profit, and grass-roots organizations, the following actions are important to ensure that city government is an efficient and responsive implementation partner. In all efforts, the City should support innovation to overcome silos, find and vet best practices, and develop ideas for better government and partnerships.

“It’s great for insiders but hard for outsiders.”

“Ultimately, the city’s not going to grow unless you get outside investment... we need to create a system that is welcoming.”

- **Use technology and innovation to create efficiency and transparency in government.** In order to best serve residents and businesses, and compete with other urban centers for new ones, the City should implement processes that support municipal growth. These include a centralized GIS system tied to the long-term goal of expanding the City’s mapping data and technology. By streamlining access to data, Wilmington can better support small businesses and entrepreneurs who need City data in order to make investment decisions. In addition, supporting innovation through the Best Practices/Innovation position in Mayor’s Office will help to coordinate departments and help implement best practices for better government. **[***city priority]**
- **Continue to streamline the development review process.** The difficulty and uncertainty of municipal processes is a significant deterrent to growth. The City should continue to streamline its development review process, including continued documentation and digitization of the process such as the OnBase system being deployed in the Department of Public Works. In addition, more consistency and predictability in the review process will mitigate existing concerns among Wilmington developers about investing in the city due to the uncertainty and inconsistency of review process outcomes. The City should also identify additional venues for interdepartmental and inter-organizational collaboration. This should include a review and update to various City codes including our Zoning and Subdivision codes. **[***city priority]**
- **Develop standard operating procedures.** Across all City departments, standard operating procedures should be in place to ensure that a broad base of knowledge and capabilities carry over between staff to overcome silos, improve the efficiency of daily operations, ensure smooth transitions in the event of personnel changes and quickly get new hires up to speed.
- **Bolster the capacity of City staff to provide excellent service to citizens.** Investing in the capacity of City staff to effectively and efficiently serve the needs of citizens efficiently would help create greater trust in local government and provide a better quality of life to Wilmingtonians. The City should encourage training, professional development and national certification to provide excellent customer-service to citizens, track the impact of improvements in customer service, and celebrate key customer service accomplishments. Additionally, improvements in the City’s digital footprint, including the information and navigation of the City’s website, are needed to streamline service provision.

- **Strengthen the Mayor’s Office of Constituent Services to meet resident needs.** For many Wilmington residents, the City government is abstract and difficult to access. Often, the public doesn’t understand how local government works and residents can become frustrated when trying to access the services they need. The Office of Constituent Services is a vital entry point for residents for City services. Creating greater accessibility for residents includes educating the public on how government works, better coordinating between offices so there is not an undue burden on residents when they need services that involve multiple departments, better balancing constituent services between City Council and the administration, and providing information in languages other than English given Wilmington’s growing immigrant population. [see also recommendation under Goal 2.4 in Healthy and Thriving Communities]
- **Strengthen and support local capacity.** The City should serve as convener and advocate for the creative sector, small businesses and start-ups, community groups and merchant organizations. For example, the City could develop an entrepreneurial advocate position to better coordinate policy and programs in support of entrepreneurs across the tech and creative sectors. This position would act as a front door for entrepreneurs, connect them with existing programs, inform them of tax credits and other incentive tools they may be eligible for, and help them navigate the City permitting system. [****city priority**]

> **EXAMPLE:** [Seattle’s start-up advocate](https://www.bizjournals.com/seattle/blog/techflash/2016/07/startup-advocate-dont-take-seattles-business.html) (https://www.bizjournals.com/seattle/blog/techflash/2016/07/startup-advocate-dont-take-seattles-business.html) builds connections between the city’s startup community and the larger business community.

1. STRONG AND SAFE NEIGHBORHOODS

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
GOAL 1.1: PROMOTE WALKABLE NEIGHBORHOODS WITH ACCESS TO JOBS, SERVICES AND AMENITIES			
***	Encourage mixed use development in neighborhood commercial corridors and in the central business district.	1 to 5	City
	Catalyze infill and redevelopment opportunities.	1 to 5	City
	Evaluate former public buildings, such as school buildings, for redevelopment.	1 to 5	City
	Allow more intensive uses to provide jobs in proximity to where people live.	1 to 5	City
GOAL 1.2: ENSURE ALL RESIDENTS HAVE ACCESS TO QUALITY HOUSING THAT IS AFFORDABLE AND OFFERS CHOICE			
	Help existing residents maintain, improve and stay in their homes.	Ongoing	City, State, nonprofits
	Promote pathways to homeownership for existing and new residents	Ongoing	City, DSHA, Wilmington Housing Authority, Wilmington Housing Partnership, Wilmington Neighborhood Conservancy Land Bank, nonprofits
	Develop new affordable housing.	Ongoing	City, DSHA, Wilmington Housing Partnership, nonprofits, developers
	Develop new housing products that suit the needs of a changing population.	1 to 5	City, DSHA, Wilmington Housing Partnership, nonprofits, developers
***	> Review zoning code to determine how new housing products can be developed		
***	Promote incentives and programs for purchase and rehabilitation of existing housing	1 to 5	Employers, business groups, institutions, City, Wilmington Neighborhood Conservancy Land Bank, nonprofits
GOAL 1.3: REDUCE NEIGHBORHOOD BLIGHT AND CRIME			
***	Continue Neighborhood Stabilization Program in critical areas of transition.	Ongoing	City, State, community groups, nonprofits
	> Identify and prioritize areas		
	> Secure and stabilize vacant properties		
	> Target and prevent nuisance properties by enforcing existing regulations		
	Focus anti-blight and beautification efforts on key corridors and gateways.	1 to 5	City, County, community groups, nonprofits, businesses
	Promote and strengthen organizations and tools that enable citizens to report issues.	1 to 5	City, community groups
	Support the Wilmington Community Advisory Committee to reduce violence.	Ongoing	City, community groups, nonprofits
	Support community engagement through community-based responses to public safety.	Ongoing	City, community groups, nonprofits, businesses, institutions

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
	Use Crime Prevention through Environmental Design (CPTED) tactics to ensure public spaces are cared for and monitored.	1 to 5	City, community groups, nonprofits, businesses, institutions
	Help businesses and institutions install security cameras and connect with the Public Safety Camera System.	1 to 5	City, community groups, businesses, institutions
GOAL 1.4: ENSURE NEIGHBORHOODS HAVE ACCESS TO HIGH QUALITY, WELCOMING PUBLIC SPACES AND RECREATION			
***	Implement an equitable investment strategy to bring physical and programmatic improvements to civic spaces.	1 to 5	City, County, community groups, nonprofits
	Design for safety and comfort.	1 to 5	City, County, community groups, nonprofits
	Intensify public space programming.	1 to 5	City, community groups, nonprofits
	Reinvest in Wilmington's public pool infrastructure.	1 to 5	City
	Invest in a resilient and accessible waterfront that is a recreational amenity for all residents.	5 to 10	City
	Promote resiliency and sustainable practices as components of new and existing open space design and management.	1 to 5	City
	Partner with the school district to create a structured community service program with the parks.	1 to 5	City, School District
	Adapt recreation offerings to be flexible and accommodating to changing preferences.	1 to 5	City, community groups, nonprofits
	Use rapid prototyping, cross-programming and partnerships to test new ideas.	1 to 5	City, community groups, nonprofits
	Expand year-round, indoor recreation opportunities.	5 to 10	City, community groups, nonprofits
	Modernize the brand and social media communication channels of Wilmington's parks system.	1 to 5	City
GOAL 1.5: SUPPORT NEIGHBORHOOD CHARACTER, COHESION AND PRIDE			
***	Encourage infill development and new construction that fit in with the basic patterns of neighborhood character.	1 to 5	City, community groups
	> Develop citywide design standards in building and zoning code updates to address basic design considerations.		
***	Protect historic character of the city.	1 to 5	City
	Consider changes to historic districts		
	Consider including City Historic District information in zoning code update		
	Define and market neighborhoods.	1 to 5	Community groups, nonprofits
	Shine a spotlight on historic and cultural assets.	1 to 5	City, community groups
***	Cultivate shared experiences and communal investment.	1 to 5	City, community groups

2. HEALTHY AND THRIVING COMMUNITIES

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
GOAL 2.1: ENSURE ALL YOUTH HAVE OPPORTUNITIES TO SHAPE THEIR FUTURE IN AND OUT OF SCHOOL			
***	Expand youth programming with partners in and out of school.	1 to 5	School District, nonprofits, institutions, Wilmington Community Advisory Committee
	Connect schools to city assets and services.	1 to 5	City, School District, nonprofits, institutions
	Expand City summer jobs program.	1 to 5	City, School District, nonprofits, institutions
	Develop apprenticeship/mentorship program in partnership with local businesses and educational institutions.	1 to 5	Educational institutions, businesses, nonprofits
GOAL 2.2: ENCOURAGE A COORDINATED AND HOLISTIC APPROACH TO SERVICE PROVISION AND ACCESS			
	Partner with service providers to transform civic spaces into community hubs.	1 to 5	City, School District, service providers, health care institutions
	Encourage collaboration among service providers with complementary services.	1 to 5	Service providers, health care institutions
	Help homeless and prison re-entry population re-acclimate to community life.	1 to 5	City, service providers, health care institutions
	Support youth dealing with the impacts of trauma.	1 to 5	City, service providers, health care institutions, Wilmington Community Advisory Committee
	Develop stronger State and local communication and coordination on service provision.	1 to 5	City, State, service providers, nonprofits, community groups
GOAL 2.3: MAKE HEALTHY LIVING THE DEFAULT CHOICE			
	Improve access to healthy, fresh food.	1 to 5	City, community groups, nonprofits
***	Encourage active design.	1 to 5	City
***	Create healthy community spaces at public and institutional facilities.	1 to 5	City, institutions
	Pilot healthy living and wellness programs/campaigns in City government and public facilities.	1 to 5	City
GOAL 2.4: BUILD COMMUNITY CAPACITY AND CIVIC ENGAGEMENT			
***	Strengthen existing civic associations and help start new ones.	1 to 5	City, community groups
	Explore development of a citizens academy.	1 to 5	City
	Support youth engagement and leadership development.	1 to 5	City, School District, community groups, nonprofits
	Support Park Friends groups.	1 to 5	City, community groups
	Support civic events and coordinate with City services.	1 to 5	City, community groups, nonprofits

3. ROBUST LOCAL ECONOMY

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
GOAL 3.1: ENCOURAGE A DIVERSE AND INCLUSIVE LOCAL ECONOMY IN ALL NEIGHBORHOODS			
***	Continue to invest in both neighborhood and downtown development.	1 to 5	City, developers
	Preserve and promote employment hubs and business parks for blue collar jobs.	1 to 5	City, County
	Make neighborhood commercial corridors and centers clean, safe and attractive.	1 to 5	City, businesses, community groups
	Encourage the formation of merchants associations and business improvement districts to support neighborhood commercial areas.	1 to 5	City, businesses
GOAL 3.2: INVEST IN TRAINING TO ACCESS THE JOBS AND OPPORTUNITIES OF TODAY AND TOMORROW			
	Link workforce training and retraining to jobs.	1 to 5	Nonprofits, private sector, institutions
	Create employment opportunities for populations that face significant barriers to employment.	1 to 5	City, State, nonprofits
GOAL 3.3: ENSURE THAT WILMINGTON IS A CITY WHERE INCLUSIVE BUSINESSES CAN THRIVE			
***	Strengthen policies and programs for diversity and inclusion.	Ongoing	City
	Provide support for small businesses as they grow.	1 to 5	City, State, County Chamber of Commerce, institutions, NCC Innovates
	Invest in entrepreneurial training and opportunities.	1 to 5	City, State, nonprofits, private sector, institutions
	Encourage a variety of types of spaces for start-ups and small businesses to grow in the city	1 to 5	City
	Continue to ensure that state and local tax incentive tools are marketed and utilized.	1 to 5	City, State, private sector
GOAL 3.4: PROMOTE CITY ASSETS TO ATTRACT AND RETAIN RESIDENTS, EMPLOYERS AND INVESTMENT			
	Nurture a creative environment to attract talent.	5 to 10	City, State, County Chamber of Commerce, institutions, NCC Innovates
	Enhance attractiveness of city gateways.	1 to 5	City, businesses, community groups
	Expand the reach of arts and cultural institutions and make the arts visible throughout the city.	1 to 5	City, nonprofits, institutions
	Develop wayfinding signage around key assets.	1 to 5	City
	Advance communications and branding campaign.	1 to 5	City

4. CONNECTED CITY AND REGION

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
GOAL 4.1: CONNECT ACROSS WILMINGTON AND THROUGHOUT THE REGION VIA A MULTIMODAL NETWORK THAT GIVES RESIDENTS AFFORDABLE, HIGH-QUALITY TRANSPORTATION CHOICES			
	Adopt a Complete Streets policy.	1 to 5	City
***	Improve safety, connectivity, and the environment for people walking and biking throughout the city.	1 to 5	City, DelDOT, WILMAPCO, Bike DE, Urban Bike Project, community groups, business groups
	> Evaluate strategies such as physical design interventions, pedestrian signals, restricting right turn on red		
	Consider establishing a Vision Zero policy.	1 to 5	City
	Provide improved connections for people walking and biking across major barriers like the interstates and railroads.	5 to 10	City, DelDOT, WILMAPCO, Amtrak, CSX
	Expand Wilmington's network of low-stress bicycle facilities.	Ongoing	City, DelDOT, WILMAPCO, Bike DE, Urban Bike Project, Delaware Greenways
	Reconnect the street grid.	5 to 10	City, DelDOT, WILMAPCO
	Remove "sweeps" and consolidate interstate on/off ramps.	5 to 10	City, DelDOT, WILMAPCO
	Continue cooperation and coordination with DART service to meet Wilmington's needs	1 to 5	DART, City, WILMAPCO
	Use technology and amenities to improve the experience for people riding DART.	1 to 5	DART, City
	Prioritize buses on key routes.	1 to 5	DART, City, WILMAPCO, DelDOT
	Coordinate with SEPTA and DART to expand regional rail service between Wilmington and Philadelphia.	5 to 10	DART, SEPTA, City, WILMAPCO
GOAL 4.2: USE STREETS TO ENHANCE THE CITY'S ECONOMIC VITALITY, SAFETY, HEALTH, AND ENVIRONMENT			
	Identify key corridors throughout Wilmington and the tools the City needs to turn these into great streets.	1 to 5	City, DelDOT, WILMAPCO, community groups, New Castle County
	Emphasize maintenance of existing transportation assets.	Ongoing	City, DelDOT
	Prioritize safety improvements in locations where serious crashes are concentrated and at complex intersections across the City.	1 to 5	City, DelDOT, WILMAPCO
	Protect affordable housing when improving transportation.	Ongoing	City, DelDOT
	Limit the amount of truck traffic traveling through Wilmington's neighborhoods.	Ongoing	City, DelDOT, WILMAPCO, Port of Wilmington
	Create a neighborhood street program with dedicated funding for residents to request street improvements.	1 to 5	City, community groups, business groups

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
GOAL 4.3: OPTIMIZE PARKING TO PROVIDE THE RIGHT AMOUNT OF PARKING, IN THE RIGHT LOCATIONS, AT THE RIGHT PRICE			
	Strive to balance parking supply and demand.	1 to 5	City, parking lot operators
	Continue providing clear information to the public on parking availability in commercial districts.	Ongoing	City, business groups, parking lot operators
	Encourage shared parking arrangements amongst neighboring offices, businesses, and residences.	1 to 5	City, parking lot operators, developers
	Create a simple process for converting under-utilized parking spaces to other uses.	1 to 5	City, parking lot operators, developers, community groups, business groups
	Conduct a comprehensive, citywide parking assessment.	1 to 5	City
***	Encourage commuters to use alternative forms of transportation to get to work.	1 to 5	Employers, business groups, DART
GOAL 4.4: EVALUATE THE POTENTIAL OF NEW TECHNOLOGIES AND TRANSPORTATION IDEAS THROUGH PILOT TESTING			
	Examine the potential to integrate emerging technologies into the existing transportation system.	1 to 5	City, DelDOT, DART, WILMAPCO
***	Pilot test new transportation services and technologies in Wilmington.	1 to 5	City, DelDOT, DART
	Recognize street and curb space as valuable public assets and price them accordingly.	1 to 5	City, DelDOT

5. SUSTAINABLE AND RESILIENT CITY

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
GOAL 5.1: PROVIDE HIGH QUALITY CITY SERVICES, FACILITIES AND INFRASTRUCTURE FOR EXISTING AND FUTURE RESIDENTS AND BUSINESSES			
	Continue to monitor the capacity of infrastructure and emergency services to handle population growth and environmental changes.	Ongoing	City
	Coordinate repairs, maintenance, and improvements to public assets to save money, time, and materials.	Ongoing	City
	Update building codes.	Ongoing	City
	Update zoning code.	1 to 5	City
GOAL 5.2: CONSERVE RESOURCES AND REDUCE GREENHOUSE GAS EMISSIONS TO PROTECT AIR AND WATER QUALITY AND MITIGATE CITY'S CONTRIBUTION TO CLIMATE CHANGE			
***	Develop a sustainability plan to coordinate efforts.	1 to 5	City, State
	Cultivate a culture of sustainability.	1 to 5	City
	Coordinate with private organizations seeking to implement sustainable practices.	1 to 5	City, nonprofit, private sector
	Conduct energy audits of public buildings and use technology to track usage.	1 to 5	City
	Upgrade buildings to conserve energy and water.	5 to 10	City, DNREC, Energy Coordinating Agency, Interfaith Power & Light, Delaware Sustainable Energy Utility
	<i>Public buildings:</i>		
	> Retrofits		
	> Renewable energy systems		
	> Purchasing agreements with regional renewable energy generators		
	<i>Private sector buildings:</i>		
	> Coordinated communication and marketing of benefits and incentives		
	> Updated building codes with energy efficiency standards		
	Help residents and businesses incorporate solar energy production into their properties.	1 to 5	City, DNREC, Delaware Sustainable Energy Utility
	Implement water-efficient irrigation for municipal properties.	5 to 10	City
	Transition City fleet to electric vehicles and expand the availability of charging stations.	5 to 10	City, DNREC
	Reduce waste through recycling, composting and source reduction.	1 to 5	City

Priority	Recommendation	Timeframe (1-5, 5-10, 10+ years)	Partners
GOAL 5.3: PROMOTE RESILIENCE TO CLIMATE CHANGE AND FLOODING IN ALL LONG-RANGE PLANNING, CRITICAL PUBLIC FACILITIES AND INFRASTRUCTURE			
***	Harden infrastructure vulnerable to sea level rise and extreme weather events.	5 to 10	City, State, County
	> Increasing the absorptive capacity of land surrounding key transportation infrastructure		
	> Developing redundancy for vulnerable infrastructure systems and evacuation routes		
	> Elevating crucial transportation routes that have no viable alternative		
	> Limiting new transportation infrastructure within the floodplain		
	> Building critical infrastructure above base flood elevation (BFE)		
	> Utilizing greening strategies to protect investments		
***	Evaluate flood management options.	1 to 5	City
	> Update zoning code to include flood management and public waterfront access		
	Provide information and assistance for property owners who are susceptible to flooding.	1 to 5	City, State
	Continue Combined Sewer Overflow (CSO) mitigation.	Ongoing	City
	Integrate green stormwater infrastructure and greening into the way Wilmington designs its streets.	1 to 5	City
	Encourage property owners to manage stormwater on-site through low impact development.	1 to 5	City
	Locate and promote the use of cooling centers in vulnerable neighborhoods.	1 to 5	City
	Provide weatherization assistance to low-income residents.	1 to 5	City, State, community organizations
	Reduce urban heat island effect.	1 to 5	City, community organizations
	Consideration of urban heat mitigation strategies in development review process		
GOAL 5.4: PROMOTE COMMUNITY GREENING FOR AESTHETIC AND ENVIRONMENTAL BENEFIT			
***	Develop a tree coverage goal and increase the tree canopy in communities that lack it.	1 to 5	City, community organizations, DCH
	Strengthen regulations regarding the replacement of trees removed during development.	1 to 5	City
	Increase green space in the city through vacant lots and yards.	1 to 5	City, community organizations, DCH, DNS



Wilmington

2028

A Comprehensive Plan for Our City and Communities

AN ORDINANCE TO AUTHORIZE AND APPROVE A CONTRACT BETWEEN THE CITY OF WILMINGTON AND REHRIG FINANCIAL SERVICES FOR THE LEASE OF, AND OPTION TO PURCHASE, MUNICIPAL SOLID WASTE CONTAINERS

#4736

Sponsor:

**Council
Member
Freel**

Co-Sponsors:

**Council
President
Shabazz**

**Council
Members
Oliver
Turner**

WHEREAS, pursuant to Section 2-308 and Section 8-200 of the City Charter, the City of Wilmington is authorized to enter into contracts for the supply of personal property or the rendering of services for a period of more than one year if approved by City Council by ordinance; and

WHEREAS, the City desires to enter into a Master Lease Agreement (the "Agreement") with Rehrig Financial Services ("Rehrig") for the lease of, and option to purchase, municipal solid waste containers, a copy of which, in substantial form, is attached hereto and incorporated by reference herein as Exhibit "A"; and

WHEREAS, the term of the Agreement is for a period of five (5) years commencing upon execution of the Agreement, at an estimated annual price of Three Hundred Thirty Thousand, Eight Hundred Thirty-Nine Dollars and Seventy-Six Cents (\$330,839.76) and an estimated total price of One Million, Six Hundred Fifty-Four Thousand, One Hundred Ninety-Eight Dollars and Eighty Cents (\$1,654,198.80); and

WHEREAS, it is the recommendation of the Department of Public Works that the City enter into the Agreement with Rehrig for a period of five (5) years.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF WILMINGTON HEREBY ORDAINS:

SECTION 1. The Master Lease Agreement between the City of Wilmington and Rehrig Financial Services, a copy of which Agreement, in substantial form, is attached hereto as Exhibit "A," for the period of five (5) years, at an estimated annual price of Three Hundred Thirty Thousand, Eight Hundred Thirty-Nine Dollars and Seventy-Six Cents

(\$330,839.76) and an estimated total price of One Million, Six Hundred Fifty-Four Thousand, One Hundred Ninety-Eight Dollars and Eighty Cents (\$1,654,198.80) is hereby approved, and the Mayor or his designee is hereby authorized and directed to execute as many copies of the Agreement, as well as all additional undertakings related thereto, as may be necessary.

SECTION 2. This Ordinance shall become effective upon its passage by City Council and approval by the Mayor.

First Reading..... November 7, 2019
Second Reading..... November 7, 2019
Third Reading.....

Passed by City Council,

President of City Council

ATTEST: _____
City Clerk

Approved this ____ day of _____, 2019.

Mayor

SYNOPSIS: This Ordinance authorizes the execution of a Master Lease Agreement (the “Agreement”) with Rehrig Financial Services (“Rehrig”) for the lease of, and option to purchase, municipal solid waste containers. The Agreement is for a period of five (5) years commencing on the date of its execution at an estimated annual price of Three Hundred Thirty Thousand, Eight Hundred Thirty-Nine Dollars and Seventy-Six Cents (\$330,839.76) and an estimated total price of One Million, Six Hundred Fifty-Four Thousand, One Hundred Ninety-Eight Dollars and Eighty Cents (\$1,654,198.80).

FISCAL IMPACT STATEMENT: The fiscal impact of this Ordinance is a contract for the period of five (5) years commencing on the date of its execution at an estimated annual price of Three Hundred Thirty Thousand, Eight Hundred Thirty-Nine Dollars and Seventy-Six Cents (\$330,839.76) and an estimated total price of One Million, Six Hundred Fifty-Four Thousand, One Hundred Ninety-Eight Dollars and Eighty Cents (\$1,654,198.80).

W0107994

EXHIBIT A



CERTIFICATE OF INCUMBENCY AND AUTHORITY (Corporation or LLC)

I, the undersigned certifying representative ("Certifying Representative") of CITY OF WILMINGTON ("Company"), do hereby certify that:

1. I, the Certifying Representative, am the duly elected, appointed and/or qualified and acting representative of the Company and have the title set forth below my signature (usually Secretary or Assistant Secretary of Company), and that I have access to the organizational records of the Company.
2. Set forth below is the name and true signature or electronic authentication of an individual (the "Authorized Representative") that I know to be the duly elected (or appointed), qualified and acting officer, manager, member or representative of the Company, with the title set forth opposite his or her respective name.
3. The Authorized Representative has the requisite power and authority pursuant to the Company's organizational documents to bind the Company to, and sign on behalf of the Company, any and all agreements, including, but not limited to, leases, loans, finance agreements, guaranties, mortgages and/or collateral pledges (each an "Authorized Transaction"), with REHRIG FINANCIAL SERVICES ("RFS") and the written signature or electronic authentication opposite the Authorized Representative's name is such Authorized Representative's genuine signature or electronic authentication, as applicable. Until RFS receives notice in writing of any change or limitation of the authority of the Authorized Representative of this Company designated in this Certificate, RFS is authorized to rely upon the authority and power of such designated Authorized Representative to bind the Company in connection with Authorized Transactions as set forth in this Certificate.
4. All previous acts of, and all documents and papers heretofore executed and delivered by, any Authorized Representative in connection with any Authorized Transaction are ratified, confirmed and approved as the act or acts of the Company.

Title	Legal Name of Authorized Representative	Signature

**Please either: 1) provide a photocopy of the Authorized Representative's valid driver's license, OR
2) complete the Authorized Representative identification information below.**

Authorized Representative Information:

Legal Name:			Driver's License Information:	
Address:			State/Country of ID:	
City:	State:	Zip:	ID Number:	
Date of Birth:	Are You a U.S. Citizen? <input type="checkbox"/> Yes <input type="checkbox"/> No		Date Issued:	Expiration Date:

To help the government fight the funding of terrorism and money laundering, federal law requires all financial institutions to obtain, verify, and record information that identifies each client. Federal Know Your Client (KYC) requirements and RFS policy require identification of each Authorized Representative for an account. To identify the Authorized Representative, we will ask for the legal name, address, date of birth, and other relevant information.

IN WITNESS WHEREOF, the undersigned Certifying Representative has executed this Certificate as of September 19, 2019.

Title	Name	Certifying Representative's Signature

**** When preparing this Certificate, please note: (1) The Certifying Representative cannot also be an Authorized Representative for purposes of this Certificate; and (2) the Certifying Representative confirms that a separate person, each Authorized Representative, is authorized to execute binding agreements on behalf of Company with RFS.**



MASTER LEASE AGREEMENT

REHRIG FINANCIAL SERVICES 255 Woodcliff Drive • Fairport, NY • 14450		MASTER LEASE AGREEMENT NO.: 2016672 Master Lease Date: September 20, 2019		
Lessee:	Form of Organization:	State of Organization:	State Issued Organizational ID #:	
CITY OF WILMINGTON	Government Entity	Delaware		
Street:	City:	State:	County:	Postal Code: Tax ID #:
800 North French Street	Wilmington	DE	New Castle	19801

This MASTER LEASE AGREEMENT ("Master Lease Agreement") is executed by and between REHRIG FINANCIAL SERVICES ("Lessor") and the Lessee referenced above ("Lessee"). The parties agree as follows:

1. AGREEMENT OF LEASE. Pursuant to each Lease (as defined below), Lessee leases from Lessor the equipment, software, fixtures, personal property and/or other property, together with all replacements, parts, additions, accessories and substitutions (collectively, the "Equipment") listed on a unique Equipment Schedule bearing the number and date specified therein (an "Equipment Schedule"), as the same may be amended, supplemented or modified from time to time with the written consent of Lessor and Lessee. Each Equipment Schedule shall, except as set forth therein, incorporate the terms and conditions of this Master Lease Agreement and create and constitute a stand-alone lease by Lessor and Lessee (a "Lease"), which shall be separate and distinct from any other Lease, Equipment Schedule, agreement, arrangement or understanding that has been or may be entered into between the Parties, whether or not incorporating the terms and conditions of this Master Lease Agreement. In the event of a conflict between an Equipment Schedule and the Master Lease Agreement, the terms of the Equipment Schedule will prevail.

2. REPRESENTATIONS, WARRANTIES AND COVENANTS OF LESSEE. Lessee hereby represents, warrants and covenants that, with respect to this Master Lease Agreement and each Lease executed hereunder: (a) the execution, delivery and performance by Lessee of this Master Lease Agreement and of such Lease (and all documents ancillary thereto) have been or as of the date of execution will have been, duly authorized by all necessary action of Lessee, consistent with its form of organization, and does not require further approval of or notice to any other person or entity; (b) each individual executing this Master Lease Agreement and any documents relating to such Lease on Lessee's behalf was duly authorized to do so; (c) this Master Lease Agreement and such Lease (and all documents ancillary thereto) constitute legal, valid and binding agreements of Lessee enforceable in accordance with their respective terms; (d) the Equipment subject to such Lease is personal property and when placed in use by Lessee will not be or become fixtures under applicable law; (e) any financial statements furnished by Lessee to Lessor are, and as of the date of delivery will be, accurate and complete in all material respects and accurately reflect Lessee's financial condition on the dates and for the periods covered thereby, and unless Lessee has advised Lessor in writing to the contrary, each such financial statement will be prepared in accordance with generally accepted accounting principles applied on a consistent basis; (f) Lessee is not, and during the Lease Term will not be, in breach or default of any material term of any loan agreement or other agreement concerning Lessee's primary line of credit or similar loan facility with any bank or other financial institution; (g) the Equipment subject to such Lease was obtained in an arms-length transaction; (h) Lessee has the form of business organization indicated above, Lessee's chief executive office and address for purpose of notices hereunder is as listed above, and Lessee is duly organized and existing in good standing under the laws of the state listed above; (i) Lessee is duly qualified to do business wherever necessary to carry on its present business and operations and to own its property; (j) Lessee shall not change its form or state of organization and shall immediately notify Lessor of any change of Lessee's organizational identification number issued by its state of organization or its chief executive office and/or notice address; (k) there are no oral or written agreements that form a part of this Master Lease Agreement or such Lease, except such written agreements that are signed by duly authorized representatives of both Lessee and Lessor; and (l) neither Lessee nor any Guarantor: (i) is an individual, entity or organization identified on (i) any Office of Foreign Assets Control ("OFAC") "watch list", including, without limitation, OFAC's list of Specially Designated Nationals and Blocked Persons, or any Federal Bureau of Investigation "watch list" or Bureau of Industry and Security list of unverified persons or denied persons, and it is not an affiliation of any kind with such an individual, entity or organization; (ii) has a shell bank or offshore bank; and (iii) is a Person or entity resident in or whose funds are transferred from or through or has operations in, a jurisdiction identified as non-cooperative by the Financial Action Task Force or sanctioned by OFAC. Each of the foregoing representations, warranties and covenants shall be deemed reaffirmed as of the date of execution of each Lease. Lessee acknowledges that Lessor is relying on Lessee's representations and warranties and would not enter into any Lease without such representations and warranties.

3. UNIFORM COMMERCIAL CODE ACKNOWLEDGMENT. Lessee acknowledges that it has received and approved any written "Supply Contract" covering the

Equipment purchased from the Supplier and that Lessor has informed Lessee, either previously or pursuant to the applicable Lease, of the following: (a) the identity of the Supplier; (b) that Lessee may have rights under the Supply Contract; and (c) that Lessee may contact the Supplier for a description of any such rights. Each Lease is a "Finance Lease." The terms "Finance Lease," "Supply Contract" and "Supplier" as used herein have the meanings ascribed to them in Article 2A of the Uniform Commercial Code ("UCC"). This provision shall survive termination of any Lease.

4. ACCEPTANCE DATE AND LEASE DURATION. This Master Lease Agreement shall be effective and binding upon the Lessee and Lessor when signed by both parties. Each Lease shall be effective and binding upon the Lessee and Lessor when both parties have signed the related Equipment Schedule. Each Lease commences and rent is due beginning on the date that Lessee certifies in writing to Lessor pursuant to a Delivery and Acceptance Certificate that all of the applicable Equipment has been received and accepted by Lessee ("Acceptance Date"). Unless and until Lessee provides such written authorization, Lessor will not disburse payment with respect to such Equipment. The base term of each Lease shall commence on the first day of the calendar month following the Acceptance Date (such date, the "Base Lease Commencement Date"), and shall continue for the period set forth in the Equipment Schedule (the "Base Lease Term") and thereafter shall continue for successive three-month periods at the rental rate delineated in the Equipment Schedule (each an "Extended Term") until terminated by written notice of either party delivered by regular mail or e-mail to an appropriate officer of the receiving party at least 90 days prior to the expiration of the Base Lease Term or Extended Term (together, the period commencing on the Acceptance Date and continuing through the Base Lease Term and any Extended Term, the "Lease Term"). If, in accordance with Section 17, Lessee returns less than all of the Equipment subject to a Lease, the Lease Term of such Lease shall continue on successive Extended Terms until, following the required notice, all items of Equipment have been returned (or, if applicable, purchased). The Rental Payments for any Extended Term in which less than all of the Equipment has been returned shall be determined by Lessor on a prorata basis in accordance with the amount funded by Lessor with respect to the retained Equipment as a percentage of the total amount originally funded by Lessor for such Lease. All other terms and conditions of any Lease shall remain in full force and effect during the Lease Term.

5. RENTAL PAYMENTS. Lessee shall pay the rental installments (each a "Rental Payment") as and when specified herein and in each Equipment Schedule. EACH LEASE IS NON-CANCELABLE AND NON-TERMINABLE FOR THE LEASE TERM AND LESSEE'S OBLIGATION TO PAY ALL RENTAL PAYMENTS AND OTHER AMOUNTS DUE THEREUNDER SHALL BE ABSOLUTE AND UNCONDITIONAL AND NOT SUBJECT TO DEFENSE, ABATEMENT, DEDUCTION OR SETOFF AGAINST LESSOR OR ANY ASSIGNEE, TRANSFERREE OR SECURED LENDER OF LESSOR (EACH AN "ASSIGNEE") OF ANY AMOUNTS WHATSOEVER. Lessee shall pay the Rental Payments: (a) from the Acceptance Date to the Base Lease Commencement Date and through the balance of the Lease Term; (b) to Lessor at the address specified above unless otherwise instructed by Lessor or its Assignee; and (c) except as otherwise directed by Lessor in writing, all Rental Payments are due in advance on the first day of each rental period or portion of a rental period during the Lease Term (each a "Rental Payment Date"). The Rental Payment due and payable for portions of a rental period shall be calculated by Lessor on a prorata, per diem basis. Each Lease constitutes a net lease, it being the intention of the parties that all costs, expenses and liabilities associated with the Equipment subject to such Lease and/or its lease shall be borne by the Lessee. Whenever any amount due under a Lease is not received by Lessor or its Assignee when due, Lessee shall pay a delinquency charge equal to the lesser of five percent of the amount then past due or the maximum amount allowed by law, and such delinquency charge shall continue to apply for each subsequent month the amount remains unpaid, until Lessor exercises its rights under Section 12(c) hereof, whereafter interest shall accrue at 1.5% per month.

6. DISCLAIMER OF WARRANTIES: Lessee selected the Equipment subject to each Lease and represents that all such Equipment is suitable for Lessee's purposes. LESSOR IS NOT THE MANUFACTURER, DISTRIBUTOR, LICENSOR OR SUPPLIER OF ANY OF THE EQUIPMENT. LESSOR MAKES NO EXPRESS OR IMPLIED WARRANTY OR REPRESENTATION, AND LESSEE HEREBY WAIVES ALL RIGHTS AGAINST LESSOR RELATING TO, ANY WARRANTY, REPRESENTATION OR OBLIGATION WITH RESPECT TO THE QUALITY, DESIGN,

CONDITION, CAPACITY, VALUE, MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, PERFORMANCE OR WORKMANSHIP OF ANY EQUIPMENT OR AGAINST INTERFERENCE BY LICENSORS OR OTHER THIRD PARTIES, IT BEING AGREED THAT ALL EQUIPMENT IS LEASED "AS IS" AND THAT ALL SUCH RISKS SHALL BE BORNE BY THE LESSEE. LESSOR DISCLAIMS, AND LESSEE WAIVES, ANY WARRANTIES CONTAINED IN §§2A-211, 212 AND 213 OF ARTICLE 2A OF THE UCC AND LESSEE WAIVES ANY RIGHT TO DEEM LESSOR IN DEFAULT PURSUANT THERETO AND ALL OF LESSEE'S RIGHTS AND REMEDIES UNDER §§2A-508 THROUGH 522 OF ARTICLE 2A OF THE UCC OR OTHER APPLICABLE LAW. If Lessee has any claims regarding any Equipment, or any other matter arising from Lessee's relationship with the Supplier, Lessee must make such claims directly against the Supplier. For so long as no Event of Default has occurred and is continuing during the term of any Lease, Lessee shall be the beneficiary of, and entitled to, any warranty rights from the applicable manufacturer or Supplier as a result of Lessor's purchase of the Equipment subject to any Lease, to the extent permitted by law. The provisions in this section shall survive termination of any Lease.

7. USE, OPERATION AND MAINTENANCE OF THE EQUIPMENT. During the Lease Term of any Lease, Lessee shall: (a) permit the Equipment to be kept only at the location specified in such Lease and used solely for business purposes and the purpose for which it was designed and shall, at Lessee's sole expense, service, repair and maintain each item of Equipment in the same condition as when received, ordinary wear and tear excepted, in good operating order, consistent with prudent industry practice and in compliance with all applicable laws, regulations, and conditions of all insurance policies required to be maintained by Lessee under such Lease and all manuals, orders, recommendations, instructions and other written requirements as to the repair and maintenance of such item of Equipment issued at any time by the vendor and/or manufacturer thereof; (b) maintain conspicuously on any Equipment such labels, plates, decals or other markings as Lessor may reasonably require, stating that Lessor is owner of such Equipment; (c) furnish to Lessor such information concerning the condition, location, use and operation of any Equipment as Lessor may request; (d) permit any person designated by Lessor to inspect any Equipment and any records maintained in connection therewith, provided, however, that the failure of Lessor to inspect any Equipment or to inform Lessee of any noncompliance shall not relieve Lessee of any of its obligations hereunder; (e) if any Equipment does not comply with the requirements of such Lease, Lessee shall, within 30 days of written notice from Lessor, bring such Equipment into compliance; (f) not use any Equipment, nor allow the same to be used, for any unlawful purpose; and (g) make no additions, alterations, modifications or improvements (collectively, "Improvements") to any item of Equipment that are not readily removable without causing material damage to such item of Equipment or which will cause the value, utility or useful life of such item of Equipment to materially decline. If any such Improvement is made and cannot be removed without causing material damage or decline in value, utility or useful life (a "Non-Severable Improvement"), then Lessee warrants that such Non-Severable Improvement shall immediately become Lessor's property upon being installed and shall be free and clear of all liens and encumbrances and shall become Equipment subject to all of the terms and conditions of the applicable Lease. Notwithstanding the foregoing, to the extent that items of Equipment are by their nature intended to be mobile and moved in the normal course of the Lessee's business ("Mobile Equipment") (e.g., notebook computers), so long as no Event of Default has occurred and remains uncured, Lessee shall be permitted to locate and use the Mobile Equipment throughout the continental United States. Lessee shall, within 10 days of a request from Lessor, provide a report which confirms the location of each item of Mobile Equipment. All software that is listed on any Equipment Schedule includes any certificate of authenticity and other media provided in connection with software, all as delivered with or affixed as a label to the Equipment, all after-acquired updates, revisions, upgrades, new versions, enhancements, modifications, derivative works, maintenance fixes, translations, adaptations, and copies of the foregoing or of the original version of the software whether obtained from the Supplier, licensor or any source whatsoever, and references in this Master Lease Agreement or any Lease to software will be interpreted as references to any and all of the foregoing. All Improvements, other than Non-Severable Improvements, shall be removed by Lessee prior to the return of the item of Equipment hereunder or such Improvements shall also become the sole and absolute property of Lessor without any further payment by Lessor to Lessee and shall be free and clear of all liens and encumbrances whatsoever. Lessee shall repair all damage to any item of Equipment caused by the removal of any Improvement so as to restore such item of Equipment to the same condition that existed prior to its installation and as required by the applicable Lease. Lessee, at its own expense, will provide a suitable place for the operation of the Equipment.

8. PERFORMANCE OF LESSEE'S OBLIGATIONS BY LESSOR: If Lessee fails to perform any of its obligations under a Lease, Lessor may, at its sole option, perform them without waiving Lessee's default. Upon demand, Lessee shall pay to Lessor any amount paid by Lessor and any expense (including reasonable attorneys' fees and costs) or any other liability incurred by Lessor in connection with its performance of Lessee's obligations.

9. FURTHER ASSURANCES AND NOTICES. Lessee authorizes Lessor to insert applicable dates and numbers and such other information as may be necessary to complete all documentation for a Lease. Prior to Lessor's acceptance of a Lease, and for the duration of the Lease Term, Lessee shall promptly provide Lessor with all credit information reasonably requested by Lessor including, but not limited to comparative audited financial statements for the most current annual period and financial statements certified by Lessee's Chief Financial Officer for the interim reporting periods. Lessee's failure to provide such information to Lessor within ten business days of such request is an Event of Default (as defined in Section 11 hereof) under each Lease. UNLESS OTHERWISE PROVIDED HEREIN, ALL NOTICES TO LESSOR OR LESSEE SHALL

BE IN WRITING AND SENT VIA OVERNIGHT MAIL OR CERTIFIED MAIL, RETURN RECEIPT REQUESTED, TO THE ADDRESS SHOWN ABOVE OR SUCH OTHER ADDRESS AS TO WHICH THE OTHER PARTY HAS BEEN NOTIFIED IN WRITING. Lessee agrees to do or perform such further acts and to obtain, execute and deliver such additional certificates, waivers, releases, instruments, control agreements and other documents to effect the purposes of this Master Lease Agreement and any Lease, to complete and evidence the transactions contemplated by any Lease, to protect the title, interest and rights of Lessor or any Assignee in any Equipment or in any Lease, or to assure performance of Lessee's obligations under a Lease. Lessee shall, at Lessor's request, promptly provide Lessor with such other documents as Lessor may reasonably request. Lessee agrees that all communications concerning disputed debts, including an instrument tendered as full satisfaction of a debt or as "payment in full" or containing any restrictive endorsement are to be sent to Lessor's address set forth above, attention General Counsel, or at such other address as Lessor may have subsequently provided in writing.

10. UCC FILINGS. Lessee hereby irrevocably authorizes Lessor to file and record, and appoints Lessor and its agent(s) as Lessee's attorney-in-fact to execute (if applicable), file and record such UCC financing statement(s), amendments thereto and other lien recordation documents with respect to the Equipment subject to any Lease and/or any other collateral for Lessee's obligations under such Lease, ratifies such authorization and appointment with respect to any UCC financing statements or amendments thereto prior to the date of such Lease and to do all acts or things that Lessor may deem necessary to protect Lessor's title and interest in such Equipment and under such Lease. Lessee hereby covenants and agrees that it shall not file any corrective or termination statement with respect to any UCC financing statements recorded by or for the benefit of Lessor with respect to any Equipment without Lessor's prior written consent. In order to secure the payment and performance in full of all of Lessee's obligations under each Lease, Lessee hereby grants to Lessor a security interest in all of the following in which Lessee may now or hereafter have rights: (i) Equipment subject to all Leases, (ii) any and all cash, deposits and/or other property of Lessee now or hereafter in the possession or control of Lessor, or any affiliate of Lessor, and (iii) any other collateral in which Lessee has granted to Lessor, or any affiliate of Lessor a security interest to secure any other obligations, together with all parts, accessories, accessions and attachments thereto, and all replacements, substitutions and exchanges (including trade-ins), and all proceeds of the foregoing, including goods, accounts, chattel paper, documents, instruments, general intangibles, investment property, deposit accounts, letter of credit rights and supporting obligations (collectively, the "Collateral").

11. DEFAULT. The occurrence of any of the following events shall constitute an "Event of Default": (a) Lessee or any guarantor, endorser, surety or other person or entity responsible in whole or part for payment or performance of a Lease (each a "Guarantor"), fails to pay any Rental Payment or other amount under such Lease when due and the failure continues for ten days; (b) Lessee or any Guarantor fails to perform or observe any of the covenants or obligations in, or with respect to, a Lease (or guaranty thereof) other than as described in (a) or (j) of this Section 11, and such failure is not cured within ten days after written notice has been provided to Lessee; (c) Lessee or any Guarantor makes an assignment for the benefit of its creditors, files any petition or takes any action under any bankruptcy, reorganization or insolvency laws; (d) an involuntary petition is filed under any bankruptcy statute against Lessee or any Guarantor, or any receiver, trustee or custodian is appointed to take possession of Lessee's or any Guarantor's property, unless such petition or appointment is set aside or withdrawn within sixty days of said filing or appointment; (e) Lessee or any Guarantor attempts to, or does, remove, transfer, sell, sublicense, encumber, part with possession of, or sublet any of the Equipment subject to a Lease; (f) Lessee or any Guarantor attempts to assign or transfer such Lease or its interest under such Lease or moves any of the Equipment subject to such Lease from the location(s) set forth on the Equipment Schedule without Lessor's prior written consent; (g) Lessee or any Guarantor terminates its existence or undergoes a sale, buyout, change in control, or change in ownership of any type, form or manner which, as judged solely by Lessor, results in a material deterioration in the creditworthiness of Lessee or any Guarantor; (h) any certificate, statement, representation or warranty provided by the Lessee or any Guarantor under, in connection with or related to a Lease proves to be false in any material respect; (i) Supplier terminates a license for Lessee's right to use any item of software that is included within the Equipment subject to a Lease (each a "License") due to an alleged breach by Lessee of the terms of the License; (j) Lessee fails to obtain, maintain or otherwise comply with the insurance coverages required under a Lease; (k) Lessee or any Guarantor shall default in the payment or performance of any indebtedness or obligation to any affiliated firm or entity controlling, controlled by or under common control with Lessor; or (l) Lessee defaults under any real estate lease or mortgage relating to a location at which items of Equipment are located, but only if the applicable landlord or mortgagee has commenced exercise of its remedies.

12. REMEDIES. Upon the occurrence of any Event of Default, Lessor may declare this Master Lease Agreement and any Lease hereunder to be in default and, at Lessor's sole discretion, exercise any one or more of the following remedies with respect to each and any Lease: (a) through legal action, enforce specific performance by Lessee of the applicable covenants and obligations of such Lease and/or recover damages for the breach of those covenants or obligations, including reasonable attorneys' fees and court costs; (b) cancel such Lease and/or otherwise terminate Lessee's rights, but not its obligations, under such Lease; (c) by notice in writing to Lessee, as liquidated damages for the loss of a bargain and not as a penalty, accelerate and declare to be immediately due and payable the Stipulated Loss Value under such Lease, as defined in Section 19 hereof, without any presentment, demand, protest or further notice (all of which are

hereby expressly waived by Lessee), at which time the same shall become immediately due and payable; (d) require Lessee to return the Equipment subject to such Lease as provided in Section 17 hereof or Lessor may take immediate possession of such Equipment, or any part of such Equipment, from Lessee free from claims by Lessee; (e) sell any or all Equipment subject to such Lease at public or private sale or otherwise dispose of, hold, use, operate, lease to others or keep idle such Equipment, all as Lessor in its sole discretion may determine and all free and clear of any rights of Lessee; (f) remedy such Event of Default, including making repairs or modifications to the Equipment, for the account and expense of Lessee, and Lessee agrees to reimburse Lessor for all of Lessor's costs and expenses; (g) apply any deposit or other cash collateral or sale or remarketing proceeds of any Collateral to such Lease at any time to reduce any amounts due to Lessor; (h) terminate or cause the Supplier to terminate any applicable License(s) and/or suspend provision of any applicable services financed under a Lease; (i) require Lessee to cease use of and delete all software subject to a License from Lessee's computer systems; and (j) exercise any other right or remedy which may be available to Lessor under applicable law. Except for the notice provided in Section 12(c), notice of Lessor's intention to accelerate, notice of acceleration, notice of nonpayment, presentment, protest, notice of dishonor, or any other notice whatsoever are hereby waived by Lessee and any Guarantor. Interest on the Stipulated Loss Value under any Lease shall accrue at the lesser of 1.5% per month, or the maximum rate allowed by law, from the date declared due until paid in full. The exercise of any of the foregoing remedies by Lessor under or on account of any Lease will not constitute a termination or cancellation of such Lease unless Lessor so notifies Lessee in writing. At any sale of the Equipment under any Lease pursuant to this Section 12, Lessor may bid for the Equipment. Notice required, if any, of any sale or other disposition by Lessor shall be satisfied by the mailing of such notice to Lessee at least ten (10) days prior to such sale or other disposition. In the event Lessor takes possession and disposes of the Equipment subject to any Lease, Lessor shall give Lessee credit for any sums received by Lessor from such disposition after deduction of the expenses of sale or lease. Termination of a Lease under this Section 12 shall not affect Lessee's duty to perform Lessee's obligations under such Lease to Lessor in full. In the event Lessor seeks to take possession of any or all of the Equipment (or Collateral as defined herein) by court process, Lessee further irrevocably waives to the fullest extent permitted by law any bonds and any surety or security relating thereto required by any statute, court rule or otherwise as an incident to such possession. Lessee agrees to reimburse Lessor on demand for any and all costs and expenses incurred by Lessor in enforcing its rights and remedies under any provision of this Section following the occurrence of an Event of Default under a Lease, including, without limitation, reasonable attorney's fees, the costs of repossession, storage, insuring, re-letting, selling and disposing of any and all Equipment subject to such Lease, all pre-judgment and post-judgment actions taken by Lessor and all actions taken by Lessor in any bankruptcy proceeding involving the Lessee, such Equipment and/or any Guarantor. Lessor reserves a right of set-off in all deposits and/or other amounts which are held by Lessor and in which Lessee has rights (collectively, "Deposits") and Lessee authorizes Lessor to charge or setoff all sums owing by Lessee to Lessor against any and all such Deposits. Lessor's remedies hereunder shall not be deemed exclusive, but each shall be cumulative and in addition to any other remedy referred to above or otherwise available at law or equity. Waiver of any default or breach of any Lease shall not be construed as a waiver of subsequent or continuing defaults or breaches.

13. INDEMNITY. Lessee assumes liability for and agrees at its own expense to indemnify, hold harmless and defend Lessor and any Assignee, and their respective employees and agents (each an "Indemnitee"), on a net after-tax basis from and against any and all claims, liabilities, losses, damages, and expenses (including attorneys' fees and legal expenses) of every kind or nature arising out of or in connection with: (a) any Lease, including but not limited to, any Lessee breach of a representation or warranty, Event of Default and/or proceeding in bankruptcy with respect thereto; (b) the manufacture, ordering, purchase, delivery, installation, ownership, selection, possession, leasing, operation, use, maintenance, transportation and return of the Equipment subject to such Lease (including latent and other defects, whether or not discoverable by Lessee or Lessor); (c) any claims based on strict tort liability or warranty and any claim for patent, trademark or copyright infringement, and (d) any claim relating to any interruptions of service, loss of business or consequential damages (collectively, "Claims"). Lessee shall not be required to indemnify an Indemnitee against Claims to the extent such Claims result directly from the gross negligence or willful misconduct of such Indemnitee. The indemnities in this Section 13 shall survive termination of any Lease.

14. ASSIGNMENT OF THE LEASE AND/OR EQUIPMENT. LESSOR MAY ASSIGN ANY OF ITS RIGHTS IN ANY LEASE AND/OR THE EQUIPMENT SUBJECT TO SUCH LEASE TO AN ASSIGNEE, AND LESSEE HEREBY CONSENTS TO SUCH ASSIGNMENT AND FURTHER AGREES AS FOLLOWS: (A) ASSIGNEE DOES NOT ASSUME ANY OF THE OBLIGATIONS OF LESSOR UNDER SUCH LEASE, HOWEVER LESSOR SHALL REMAIN LIABLE FOR SAME; (B) LESSEE SHALL PAY ALL ASSIGNED RENTAL PAYMENTS AND OTHER AMOUNTS DUE UNDER SUCH LEASE UNCONDITIONALLY, WITHOUT OFFSET, AND LESSEE FURTHER AGREES THAT SUCH RENTAL PAYMENTS AND OTHER AMOUNTS SHALL BE PAYABLE NOTWITHSTANDING ANY DEFENSE OR COUNTERCLAIM WHATSOEVER, WHETHER BY REASON OF BREACH OF SUCH LEASE, THE EXERCISE OF ANY RIGHT UNDER SUCH LEASE, OR OTHERWISE, WHICH LESSEE MAY NOW OR HEREAFTER HAVE AGAINST LESSOR (LESSEE RESERVES ITS RIGHT TO HAVE RECOURSE DIRECTLY AGAINST LESSOR ON ACCOUNT OF ANY SUCH DEFENSE OR COUNTERCLAIM); (C) LESSEE SHALL PROVIDE LESSOR WITH A COPY OF ANY NOTICES SENT BY LESSEE TO ASSIGNEE UNDER SUCH LEASE; (D) SUBJECT TO AND WITHOUT IMPAIRMENT

OF LESSEE'S LEASEHOLD RIGHTS IN AND TO THE EQUIPMENT, LESSEE SHALL HOLD THE EQUIPMENT FOR THE BENEFIT OF ASSIGNEE TO THE EXTENT OF THE ASSIGNEE'S RIGHTS THEREIN; AND (E) SUCH ASSIGNMENT DOES NOT CHANGE LESSEE'S OBLIGATIONS UNDER SUCH LEASE, NOR DOES IT INCREASE THE BURDEN AND RISKS IMPOSED ON LESSEE. WITHOUT THE PRIOR WRITTEN CONSENT OF LESSOR, LESSEE SHALL NOT ASSIGN OR CONVEY ITS INTEREST IN ANY LEASE OR THE EQUIPMENT SUBJECT TO SUCH LEASE IN ANY FORM OR MANNER INCLUDING, BUT NOT LIMITED TO, AN ASSIGNMENT DUE TO A SALE, MERGER, LIQUIDATION, SUBLEASE, LEVERAGED BUYOUT, CHANGE OF OWNERSHIP OR CHANGE IN CONTROL.

15. DISPUTE RESOLUTION, EXCLUSIVE VENUE AND JURY WAIVER. THIS MASTER LEASE AGREEMENT HAS BEEN AND EACH LEASE WILL HAVE BEEN MADE, EXECUTED AND DELIVERED IN THE STATE OF ILLINOIS, AND, EXCEPT FOR LOCAL FILING REQUIREMENTS, SHALL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE STATE OF ILLINOIS (EXCLUSIVE OF ITS CONFLICT OF LAWS PRINCIPLES). THE PARTIES HEREBY AGREE THAT THE EXCLUSIVE VENUE FOR ANY LAWSUIT OR OTHER LEGAL PROCEEDING ARISING OUT OF OR IN ANY WAY RELATING TO ANY LEASE SHALL BE THE FEDERAL AND STATE COURTS LOCATED IN COOK COUNTY, ILLINOIS (OR SUCH OTHER VENUE AS MAY BE SELECTED BY LESSOR OR ITS ASSIGNEE THAT BEARS A REASONABLE RELATIONSHIP TO THE DISPUTE BETWEEN THE PARTIES) (THE "SELECTED VENUE"). LESSEE HEREBY CONSENTS TO PERSONAL JURISDICTION IN THE SELECTED VENUE AND AGREES THAT IT WILL NOT FILE ANY LAWSUIT OR OTHERWISE INITIATE ANY LEGAL PROCEEDING RELATING TO OR IN ANY WAY ARISING OUT OF ANY LEASE IN ANY VENUE OTHER THAN THE SELECTED VENUE. EACH OF LESSEE AND LESSOR AGREES TO WAIVE ITS RIGHT TO A TRIAL BY JURY IN ANY ACTION ARISING OUT OF OR RELATING IN ANY WAY TO ANY LEASE. LESSEE SHALL FILE ANY CLAIM THAT IT MAY HAVE AGAINST LESSOR THAT ARISES OUT OF OR IN ANY WAY RELATES TO ANY LEASE WITHIN ONE YEAR AFTER SUCH CLAIM FIRST ARISES OR FOREVER WAIVE AND BE BARRED FROM ASSERTING SUCH CLAIM.

16. OWNERSHIP OF THE EQUIPMENT. The Equipment subject to each Lease is, and shall remain, the personal property of Lessor. Lessor at all times retains ownership, title and control over Lessee's right to use such Equipment in accordance with the terms of such Lease. Lessee shall protect and defend, at its own expense, Lessor's title and/or rights in such Equipment against all claims and liens and shall keep such Equipment free and clear of all such claims and liens. To the extent software subject to a Lease is subject to a License, Lessee acknowledges that the License is being provided to Lessee solely because of payments made by Lessor to the Supplier and, accordingly, Lessee agrees that Lessor has an interest in the License and Lessee's use of the software is contingent upon payment of the Rental Payments to Lessor. Lessee agrees that it will not surrender, transfer or modify the License without first obtaining the written consent of Lessor.

17. RETURN OF EQUIPMENT. At the expiration of the applicable Lease Term, provided Lessor receives at least 90 days advance written notice of Lessee's election to do so, Lessee may exercise any applicable end of term option set forth in the applicable Equipment Schedule (if any), or return all or any portion of the Equipment subject thereto consisting of a complete System, as defined below. If Lessee elects to return any portion of the Equipment, Lessee will provide Lessor with the required written notice which includes a description of the Equipment being returned, discontinue the use of such Equipment and prior to the expiration of the applicable Lease Term, at Lessee's own expense, return such Equipment, with all peripheral materials as originally furnished by Supplier, to a location within the United States in accordance with the Equipment return instructions provided by Lessor. If such Equipment is not returned to Lessor on time and in Eligible Condition (as defined below), the applicable Lease Term shall continue and Lessee shall continue to be obligated to pay Rental Payments (in the amount last in effect under the applicable Lease) and otherwise perform all of its obligations thereunder, until such time as Lessee causes such Equipment to be returned to Lessor in Eligible Condition or Lessor elects to cancel the applicable Lease in its sole discretion, whereupon, the Stipulated Loss Value of such Equipment not returned shall be immediately due and payable, and with respect to items of Equipment returned but not in Eligible Condition, Lessee shall pay Lessor the lesser of the Stipulated Loss Value or the amount reasonably determined by Lessor as necessary to cause such Equipment to be in Eligible Condition. In the event that Lessee returns items of Equipment, but retains and continues use of items of software comprising Equipment, the items so returned shall be deemed not in Eligible Condition and Lessor shall be entitled to ongoing Rental Payments in the amount specified on the applicable Equipment Schedule and all rights and remedies provided herein. Equipment shall be in "Eligible Condition" upon its return to Lessor if each of the following conditions is satisfied: (a) the Equipment is in good working order (normal wear and tear excepted), is capable of performing all functions that such Equipment could perform when delivered to Lessee and is otherwise in salable condition; (b) the Equipment includes all engineering modifications, hardware upgrades, and other alterations required by the manufacturer or Supplier for maintenance eligibility during the applicable Lease Term, and in the case of software, Lessee will destroy all intangible software items, and deliver to Lessor all tangible items constituting software, including any certificate of authenticity and other media provided in connection with software, all as delivered with or affixed as a label to the Equipment; and (c) the Equipment is certified as eligible for a service contract by the manufacturer of the Equipment or by a service organization satisfactory to Lessor. Lessee shall arrange and pay for such inspection, repairs or modifications as are required to cause Equipment to be in Eligible Condition. At Lessor's request, Lessee will

also certify in a written form acceptable to Lessor that: all tangible software has been delivered to Lessor, all intangible copies of the software have been destroyed, Lessee has not retained the software in any form, and Lessee will not use the software after termination of the applicable Lease. When returned, all data and other information stored on hard drives and other media storage devices ("Stored Data") shall have been securely overwritten and destroyed beyond recovery using advanced wiping techniques (such process being referred to as "Data Erasure"), or if Lessee does not wish to perform the Data Erasure itself, Lessee shall so notify Lessor, and Lessor will arrange for the Data Erasure to be performed at such location at Lessee's sole risk and expense. If Data Erasure is not technically feasible, Lessee may remove and destroy the applicable hard drives and other media devices, and in such event the drives and devices shall be deemed to have suffered a Casualty Occurrence and shall be subject to the provisions of Section 19 hereof. LESSOR MAKES NO REPRESENTATION OR WARRANTY WHATSOEVER, EXPRESS OR IMPLIED, WITH RESPECT TO DATA ERASURE OR THE MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OF ANY DATA ERASURE PROCEDURES OR SERVICES. For the purposes hereof, "System" shall mean any portion of the Equipment which is a complete, stand alone and functional economic unit and not merely a part thereof, as reasonably determined by Lessor. With respect to Equipment consisting of software, System shall mean all such software subject to the License financed under the applicable Lease.

18. INSURING THE EQUIPMENT. During the Risk Period associated with a Lease, as defined in Section 19 below, Lessee shall at its own expense obtain and maintain: (a) commercial general liability insurance (naming Lessor and its assigns as additional insured) for bodily injury and property damage resulting from the maintenance, use or transportation of the Equipment subject to such Lease, with minimum limits of \$1,000,000 per occurrence; and (b) property and casualty insurance (naming Lessor and/or any Assignee as sole lender loss payee) covering all risks of loss or damage to such Equipment from any cause whatsoever, including, without limitation, fire and theft, in an amount not less than the greater of the Stipulated Loss Value or replacement value thereof. All insurance will be from an insurer and in a form and amount satisfactory to Lessor. Lessee shall deliver to Lessor Acord 23 certificates evidencing such insurance (and each renewal or replacement thereof). All policies will provide for a lender's loss payable endorsement in favor of Lessor and any Assignee, that no cancellation or material modification of such insurance shall be effective without thirty days prior written notice to Lessor and that, in respect of the interests of Lessor and any Assignee, no such insurance policy shall be invalidated by any action or inaction on the part of Lessee.

19. RISK OF LOSS TO THE EQUIPMENT. Lessee hereby assumes all risk of loss, damage or destruction for whatever reason to the Equipment subject to each Lease from the earlier of the date on which such Equipment is ordered or Lessor pays the purchase price of such Equipment, and continuing to the expiration of the applicable Lease Term and, if Lessee does not exercise an option to acquire such Equipment, the return of such Equipment to Lessor in Eligible Condition (the "Risk Period"). If during the Risk Period all or any portion of an item of Equipment is lost, stolen, destroyed, damaged beyond repair or rendered permanently unfit for use for any reason, or in the event of any condemnation, confiscation, theft or seizure or requisition of title to or use of such item (each a "Casualty Occurrence"), Lessee shall immediately inform Lessor in writing. On the next succeeding Rental Payment Date under the applicable Lease, Lessee will, at Lessor's option, either: (a) replace the Equipment subject to the Casualty Occurrence with like-kind equipment acceptable to Lessor or any Assignee, free and clear of any liens or rights of other parties, and continue to pay all Rental Payments without interruption as such become due, or (b) pay to Lessor an amount equal to the Stipulated Loss Value for the Equipment subject to the Casualty Occurrence. Upon payment of the Stipulated Loss Value to Lessor, the Rental Payments shall cease to accrue and the applicable Lease shall terminate, but in each case only with respect to the Equipment subject to the Casualty Occurrence. In the case of software, the erasure, inoperability or other incapacity of the software is also deemed a Casualty Occurrence. Insurance proceeds received by Lessor as a result of a Casualty Occurrence will be applied to the Stipulated Loss Value or to reimburse Lessee for the purchase of replacement Equipment.

The term "Stipulated Loss Value" with respect to any item of Equipment on any Rental Payment Date during the applicable Lease Term shall be an amount equal to the sum of: (a) all Rental Payments and other amounts then due and owing to Lessor under the applicable Lease, together with all accrued interest and late charges thereon calculated through and including the date of calculation; plus (b) all Rental Payments then remaining unpaid for the applicable Lease Term; plus (c) the amount of any purchase obligation with respect to such item of Equipment or, if there is no such obligation, then the fair market value of such item of Equipment at the end of the applicable Lease Term, as estimated by Lessor in its sole but reasonable discretion; plus (d) any tax and/or other indemnification amounts becoming due as a result of the loss, cancellation of the Lease and/or Event of Default, with (b) and (c) being discounted to net present value as of the date of calculation at a discount rate equal to the 1-year Treasury Constant Maturity rate as published in the Selected Interest Rates table of the Federal Reserve statistical release H.15(519) for the week ending immediately prior to the original Acceptance Date for such Lease. If less than all of the Equipment subject to a Lease is involved in a Casualty Occurrence (the "Casualty Equipment"), the applicable Stipulated Loss Value (and reduction in the remaining Rental Payments) shall be determined by Lessor on a prorata basis in accordance with the amount funded by Lessor with respect to the Casualty Equipment as a percentage of the total amount originally funded by Lessor for such Lease.

20. TAXES. All assessments and taxes (except those based upon the net income of Lessor) which may now or hereafter become due or are imposed upon the purchase,

ownership, leasing, sale, possession, use and/or disposal of the Equipment subject to any Lease by a governmental authority are to be paid by Lessee and Lessee shall indemnify Lessor against all penalties, charges, interest and costs imposed with respect thereto. Lessee authorizes Lessor to add to the amount of each Rental Payment, any sales, use or leasing tax that may be imposed on or measured by the Equipment cost or such Rental Payment. If Lessee is a tax-exempt entity, Lessee may provide Lessor with the appropriate tax exemption certificates and Lessor will apply any such tax-exempt status to the applicable Lease. While Lessee will be responsible for payment of all personal property taxes, Lessor will file personal property tax returns. Lessor is not responsible for contesting any valuation of, or tax imposed on the Equipment subject to any Lease (but may do so strictly as an accommodation to Lessee) and will not be liable or accountable to Lessee therefor. Lessor retains all federal and state tax credits or benefits relating to the Equipment subject to any Lease.

21. MISCELLANEOUS. By Lessee's execution of this Master Lease Agreement or any Lease, Lessee assigns to Lessor any and all rights Lessee may have under any purchase order(s) issued by Lessee in regard to the Equipment subject to such Lease. All agreements, representations and warranties contained in a Lease, or in any document or certificate delivered pursuant to or in connection with such Lease, which have accrued but not been fully satisfied shall expressly survive the termination of such Lease. If any provision of a Lease is determined by competent authority to be unenforceable, such determination shall not invalidate the remaining provisions of such Lease and any such unenforceability in one jurisdiction shall not render such provision unenforceable in any other jurisdiction. To the extent permitted by applicable law, Lessee waives any provision of law that renders any provision this Master Lease Agreement or any Lease prohibited or unenforceable in any respect. Time is of the essence for each Lease and each provision thereof. Any signature, execution and delivery of any document or instrument may be satisfied, in Lessor's sole discretion and to the extent permitted by the UCC, by authentication of such document or instrument as a record within the meaning of Article 9 of the UCC. A photocopy, printed electronic image or facsimile of this Master Lease, any Equipment Schedule and/or any related document that includes copies of the signatures of the parties hereto shall be treated as an original document and proof of the agreement between the parties. This Master Lease and any and all ancillary documents may be electronically and/or digitally executed. Federal law requires all financial institutions to obtain, verify, and record information that identifies each person or legal entity that opens an account or establishes a relationship with a financial institution. Specifically, this means that when you start a relationship or open an account with Lessor, Lessor will ask you for your name, address, date of birth for personal accounts, and other information, such as your tax identification number, to allow Lessor to identify you. Lessor may also ask to see the driver's license, passport, and other identifying documentation of the person(s) who executes the lease documents.

EACH LEASE CONTAINS THE ENTIRE AGREEMENT BETWEEN LESSOR AND LESSEE WITH RESPECT TO THE SUBJECT MATTER THEREOF. EACH LEASE CAN ONLY BE MODIFIED IN WRITING, WITH SUCH MODIFICATION SIGNED BY AN AUTHORIZED REPRESENTATIVE OF BOTH LESSEE AND LESSOR. NO ORAL OR OTHER WRITTEN AGREEMENTS, REPRESENTATIONS OR PROMISES SHALL BE RELIED UPON BY, OR BE BINDING ON, LESSOR AND/OR LESSEE UNLESS MADE A PART OF SUCH LEASE BY A WRITTEN MODIFICATION SIGNED BY AN AUTHORIZED REPRESENTATIVE OF BOTH LESSEE AND LESSOR. BY SIGNING BELOW, THE SIGNER CERTIFIES THAT HE OR SHE HAS READ THIS MASTER LEASE AGREEMENT, INCLUDING ALL ATTACHED PAGES, AND IS AUTHORIZED TO SIGN ON BEHALF OF LESSEE.

Accepted By Lessee:	
CITY OF WILMINGTON	
By:	
Name:	
Title:	Date:
	September 19, 2019
Accepted By Lessor:	
REHRIG FINANCIAL SERVICES	
By:	
Name:	
Steven Mayne	
Title:	Date:
Vice President	September 20, 2019



MASTER LEASE ADDENDUM

This Addendum is supplemental to and made a part of the Master Lease Agreement No. 2016672 dated September 20, 2019 (the "Master Lease") by and between CITY OF WILMINGTON ("Lessee") and REHRIG FINANCIAL SERVICES ("Lessor").

Capitalized terms used in this Addendum without definition shall have the meanings set forth in the Master Lease, unless the context hereof otherwise specifically requires. This Addendum is to be construed as supplemental to, and part of, the Master Lease. In the event of any inconsistency between the Master Lease and this Addendum, the terms and provisions of this Addendum shall prevail. Notwithstanding the terms and conditions contained in the Master Lease, and to the limited extent hereof, the parties agree as follows:

SECTION 5. RENTAL PAYMENTS.

The last sentence is hereby amended to read: "Whenever any amount due under a Lease is not received by Lessor or its Assignee when due, ~~Lessee shall pay a delinquency charge equal to the lesser of five percent of the amount then past due or the maximum amount allowed by law, and such delinquency charge shall continue to apply for each subsequent month the amount remains unpaid, until Lessor exercises its rights under Section 12 (c) hereof, whereafter, interest shall accrue at 1.5% per month"~~

9. FURTHER ASSURANCES AND NOTICES.

The following is inserted after sentence 3: "Notwithstanding the foregoing, if Lessee reports its annual and quarterly financial results on the Lessee's website for public review, Lessee shall not be required to provide such financial information to Lessor separately."

SECTION 10. UCC FILINGS.

Section (i) is hereby amended to read: "(i) Equipment subject to all Leases, and (ii) any and all cash and deposits ~~and/or other property of Lessee now or hereafter in the possession or control of Lessor, or any affiliate of Lessor and (iii) any other collateral in the which Lessee has granted the Lessor or any affiliate of Lessor a security interest to secure any other obligations,~~ together with all parts, accessories, accessions and attachments thereto, and all replacements, substitutions and exchanges (including trade-ins), and all proceeds of the foregoing, including goods, accounts, chattel paper, documents, instruments, general intangibles, investment property, deposit accounts, letter of credit rights and supporting obligations (collectively, the "Collateral")."

11. DEFAULT.

Section (a) is hereby amended to read: "(a) Lessee or any guarantor, endorser, surety or other person or entity responsible in whole or part for payment or performance of a Lease (each a "Guarantor"), fails to pay any Rental Payment or other amount under such Lease when due and the failure continues for ~~ten~~ thirty (30) days;"

12. REMEDIES.

The following sentence is hereby deleted: "Except for the notice provided in Section 12(c), notice of Lessor's intention to accelerate, notice of acceleration, notice of nonpayment, presentment, protest, notice of dishonor, or any other notice whatsoever are hereby waived by Lessee and any Guarantor."

The following sentence is hereby amended to read: "At any sale of the Equipment under any Lease pursuant to this Section 12, Lessor may bid for the Equipment. Notice required, if any, of any sale or other disposition by Lessor shall be satisfied by the mailing of such notice to Lessee at least ~~ten (10)~~ thirty (30) days prior to such sale or other disposition. In the event Lessor takes possession and disposes of the Equipment subject to any Lease, Lessor shall give Lessee credit for any sums received by Lessor from such disposition after deduction of the expenses of sale or lease."

13. INDEMNITY.

The end, starting with section "(c)", is amended as follows: "any claims based on strict tort liability or ~~warranty~~ and any claim for patent, trademark or copyright infringement, and (d) any claim relating to any interruptions of service, loss of business or consequential damages (collectively, "Claims"). Lessee shall not be required to indemnify an Indemnitee against Claims to the extent such Claims result directly from the gross negligence or willful misconduct of such Indemnitee. Lessor hereby acknowledges that Lessee has informed Lessor that Lessee may be indemnified by Rehrig Pacific Company for certain Claims to the extent caused by Rehrig Pacific Company. Without limiting Lessee's obligations under this Section 13, to the extent that Rehrig Pacific Company assumes, admits, accepts, or agrees to responsibility for a Claim in writing, to either Lessee or Lessor, or their respective agents, employees, successors or assignees, Lessor shall work in good faith with Rehrig Pacific Company and Lessee to resolve the Claim. The indemnities in this Section 13 shall survive termination of any Lease."

14. ASSIGNMENT OF THE LEASE AND/OR EQUIPMENT

The following is hereby deleted and amended as follows: "~~(C) LESSEE SHALL PROVIDE LESSOR WITH A COPY OF ANY NOTICES SENT BY LESSEE TO ASSIGNEE UNDER SUCH LEASE; (D) (C)~~"

Section (E) is hereby renamed: "(D)"

SECTION 15. DISPUTE RESOLUTION, EXCLUSIVE VENUE AND JURY WAIVER.

The first sentence is hereby amended to read: "~~MASTER LEASE AGREEMENT HAS BEEN AND EACH LEASE WILL HAVE BEEN MADE, EXECUTED AND DELIVERED IN THE STATE OF ILLINOIS, AND, EXCEPT FOR LOCAL FILING REQUIREMENTS, SHALL~~



BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE STATE OF ~~ILLINOIS~~ DELAWARE (EXCLUSIVE OF ITS CONFLICT OF LAWS PRINCIPLES). THE PARTIES HEREBY AGREE THAT THE EXCLUSIVE VENUE FOR ANY LAWSUIT OR OTHER LEGAL PROCEEDING ARISING OUT OF OR IN ANY WAY RELATING TO ANY LEASE SHALL BE THE FEDERAL AND STATE COURTS LOCATED IN ~~COOK~~ NEW CASTLE COUNTY, ~~ILLINOIS~~ DELAWARE (OR SUCH OTHER VENUE AS MAY BE SELECTED BY LESSOR OR ITS ASSIGNEE THAT BEARS A REASONABLE RELATIONSHIP TO THE DISPUTE BETWEEN THE PARTIES) (THE "SELECTED VENUE")."

The following sentence is hereby deleted: ~~LESSEE SHALL FILE ANY CLAIM THAT IT MAY HAVE AGAINST LESSOR THAT ARISES OUT OF OR IN ANY WAY RELATES TO ANY LEASE WITHIN ONE YEAR AFTER SUCH CLAIM FIRST ARISES OR FOREVER WAIVE AND BE BARRED FROM ASSERTING SUCH CLAIM.~~

SECTION 16. OWNERSHIP OF THE EQUIPMENT.

The first sentence is hereby amended to read: "The Equipment subject to each Lease is, and shall remain, the personal property of Lessor, unless Licensee exercises its Purchase Option."

The second sentence is hereby amended to read: "Lessor at all other times retains ownership, title and control over Lessee's right to use such Equipment in accordance with the terms of such Lease. Lessee shall ~~protect and defend, at its own expense, Lessor's title and/or rights in such Equipment against all claims and liens and shall keep such Equipment free and clear of all such claims and liens.~~"

SECTION 17. RETURN OF EQUIPMENT.

The following sentence is hereby amended to read: "When returned, all data and other information stored on hard drives and other media storage devices ("Stored Data") shall have been securely overwritten and destroyed beyond recovery using advanced wiping techniques (such process being referred to as "Data Erasure"), or if Lessee does not wish to perform the Data Erasure itself, Lessee shall so notify Lessor, and Lessor will arrange for the Data Erasure to be performed ~~at such location at Lessee's sole risk and expense.~~"

SECTION 18. INSURING THE EQUIPMENT.

Section 18 is hereby amended to read: ~~"During the Risk Period associated with a Lease, as defined in Section 19 below, Lessee shall at its own expense obtain and maintain: (a) commercial general liability insurance (naming Lessor and its assigns as additional insured) for bodily injury and property damage resulting from the maintenance, use or transportation of the Equipment subject to such Lease, with minimum limits of \$1,000,000 per occurrence; and (b) property and casualty insurance (naming Lessor and/or any Assignee as sole lender loss payee) covering all risks of loss or damage to such Equipment from any cause whatsoever, including, without limitation, fire and theft, in an amount not less than the greater of the Stipulated Loss Value or replacement value thereof. All insurance will be from an insurer and in a form and amount satisfactory to Lessor. Lessee shall deliver to Lessor Acord 23 certificates evidencing such insurance (and each renewal or replacement thereof). All policies will provide for a lender's loss payable endorsement in favor of Lessor and any Assignee, that no cancellation or material modification of such insurance shall be effective without thirty days prior written notice to Lessor and that, in respect of the interests of Lessor and any Assignee, no such insurance policy shall be invalidated by any action or inaction on the part of Lessee. During the Risk Period associated with a Lease, as defined in Section 19 below, Lessee shall remain self-insured."~~

SECTION 19. RISK OF LOSS TO THE EQUIPMENT.

Section (a) is hereby amended to read: "(a) all Rental Payments and other amounts then due and owing to Lessor under the applicable Lease, together with all accrued ~~interest and late charges~~ thereon calculated through and including the date of calculation;"

IN WITNESS WHEREOF the parties hereto, by their authorized signatories, have executed this Addendum at the date set forth below their respective signatures.

Accepted By Lessee: CITY OF WILMINGTON		Accepted By Lessor: REHRIG FINANCIAL SERVICES	
By:		By:	
Name:		Name: Steven Mayne	
Title:	Date: September 19, 2019	Title: Vice President	Date: September 20, 2019



ADDITIONAL CUSTOMER INFORMATION

To: REHRIG FINANCIAL SERVICES and/or its assigns ("RFS")
From: CITY OF WILMINGTON ("Customer")

Property Insurance Information:

Insurance Company:	Agent's Name:
Agent's Telephone #:	Agent's E-mail:

REHRIG FINANCIAL SERVICES and/or its assigns shall be named as lenders loss payee under casualty coverage.

Liability Insurance Information:

If the same as the property insurance Information above, please check here

Insurance Company:	Agent's Name:
Agent's Telephone #:	Agent's E-mail:

REHRIG FINANCIAL SERVICES and its assigns shall be named as an additional insured under liability coverage.

Accounts Payable Information INVOICES WILL BE E-MAILED TO THE CONTACT(S) BELOW:

Contact Name:	Contact Name:
Telephone:	Telephone:
E-mail Address:	E-mail Address:

Automatic Payment Authorization (ACH):

Bank Name:	Account Name:
Account Number:	ABA (Routing) #:
Bank Address:	
Reference: Applicable RFS Lease/Loan No. 2016672	

Customer hereby authorizes RFS to initiate debit entries in the bank account identified above for all of the amounts now or hereafter due and owing under any Master Lease or Loan Agreement and all Equipment Schedules and/or Term Notes issued thereunder (collectively, the "Contract"), and in case of a default, the full amount due under the Contract. Customer represents and warrants to RFS that the above account is a commercial account established in connection with Customer's business and not for personal, family, or household purposes. Customer remains responsible for making payments to RFS if the funds are not available or cannot be automatically debited from Customer's bank account. **THIS AUTHORIZATION WILL REMAIN IN FULL FORCE AND EFFECT UNTIL CUSTOMER PROVIDES NOT LESS THAN TWENTY (20) DAYS PRIOR WRITTEN NOTICE OF ITS TERMINATION TO RFS.**

Authorized by Customer: CITY OF WILMINGTON
By:
Name:
Title:



EQUIPMENT SCHEDULE NO. RFS01

Lessee:				
CITY OF WILMINGTON				
Street Address:	City:	State:	County:	Zip:
800 North French Street	Wilmington	DE	New Castle	19801
Contact:		Telephone:		

Please see "Exhibit A" attached hereto and made a part hereof.

[Lessee authorizes Lessor to insert the final Equipment Description once such information is confirmed by Lessor. Upon request, Lessee shall execute an amended and restated Equipment Schedule to confirm any changes to Equipment Description and/or Rental Payments.]

This Equipment Schedule No. RFS01 dated September 20, 2019 ("Equipment Schedule") incorporates the terms and conditions of that certain Master Lease No. 2016672 dated September 20, 2019 ("Master Lease") by and between REHRIG FINANCIAL SERVICES ("Lessor") and CITY OF WILMINGTON ("Lessee") (the Equipment Schedule and Master Lease as incorporated therein, the "Lease"). Lessor hereby leases to Lessee and Lessee hereby leases from Lessor the above-described items of Equipment for the Lease Term and on terms and conditions set forth herein. In the event of any conflict between the terms of the Master Lease and the terms of this Equipment Schedule, the terms of this Equipment Schedule shall prevail.

If applicable, for purposes of this Equipment Schedule and all ancillary documents, the terms defined in the Master Lease as "Delivery Order and Acceptance Certificate" and "Authorization Date" are hereby revised to be "Delivery and Acceptance Certificate" and "Acceptance Date," respectively.

Base Lease Term	Monthly Rental Payment
60 Months	\$27,569.98
Billing is monthly.	

Accepted by Lessee:		Accepted by Lessor:	
CITY OF WILMINGTON		REHRIG FINANCIAL SERVICES	
By:		By:	
Name:		Name:	
		Steven Mayne	
Title:	Date:	Title:	Date:
	September 19, 2019	Vice President	September 20, 2019



EXHIBIT A
To
Equipment Schedule No. RFS01
To
Master Lease No. 2016672

Accepted By Lessee:		
CITY OF WILMINGTON		
Equipment Location:		
800 North French Street		
City	State:	Zip:
Wilmington	DE	19801
Contact:		

Equipment Location: 800 North French Street Wilmington, DE 19801

Quantity	Description
20,951	Rehrig Pacific Company 65-Gallon Carts
702	Rehrig Pacific Company 95-Gallon Carts
1	Rehrig Pacific Company 2-Year Software Vision Mobile Software License
1	Rehrig Pacific Company 2-Year Vision Desktop Software License
1	Value Added Services provided by Rehrig Pacific Company including Assembly, Distribution, and Cellular Fees
1	Freight

Lessee certifies that the above referenced Equipment listing is correct, as of the date set forth below its authorized representative's signature.

Accepted by Lessee:		Accepted by Lessor:	
CITY OF WILMINGTON		REHRIG FINANCIAL SERVICES	
By:		By:	
Name:		Name:	
		Steven Mayne	
Title:	Date:	Title:	Date:
	September 19, 2019	Vice President	September 20, 2019



\$1.00 PURCHASE OPTION ADDENDUM
To
Equipment Schedule No. RFS01

This Addendum is supplemental to and made a part of the Equipment Schedule No. RFS01 (the "Equipment Schedule") issued pursuant to and incorporating the terms of that certain Master Lease No. 2016672 dated September 20, 2019 (the "Master Lease") by and between CITY OF WILMINGTON ("Lessee") and REHRIG FINANCIAL SERVICES ("Lessor") (the Equipment Schedule and Master Lease as incorporated therein, the "Lease").

Capitalized terms used in this Addendum without definition shall have the meanings set forth in the Lease, unless the context hereof otherwise specifically requires. This Addendum is to be construed as supplemental to, and part of, the Lease. In the event of any inconsistency between the Lease and this Addendum, the terms and provisions of this Addendum shall prevail. Notwithstanding the terms and conditions contained in the Lease, and to the limited extent hereof, the parties agree as follows:

PURCHASE OPTION

Upon Lessee's satisfaction of all obligations required under the Lease, and provided that no Event of Default has occurred and is continuing, Lessee may purchase all, but not less than all, of the Equipment from Lessor for U.S. One Dollar (\$1.00). Upon Lessee's satisfaction of all obligations under the Lease, and payment of U.S. One Dollar (\$1.00) to Lessor, Lessor shall transfer all right, title and interest Lessor may have in and to the Equipment to Lessee free and clear of all liens and encumbrances created by Lessor, but otherwise on an AS-IS, WHERE-IS basis without representation or warranty of any kind and with all faults. This purchase option shall be null and void unless the terms and conditions contained herein are specifically adhered to.

IN WITNESS WHEREOF the parties hereto, by their authorized signatories, have executed this Addendum at the date set forth below their respective signatures.

Accepted By Lessee: CITY OF WILMINGTON		Accepted By Lessor: REHRIG FINANCIAL SERVICES	
By:		By:	
Name:		Name: Steven Mayne	
Title:	Date: September 19, 2019	Title: Vice President	Date: September 20, 2019



FISCAL FUNDING ADDENDUM To Equipment Schedule No. RFS01

This Fiscal Funding Addendum ("Addendum") is supplemental to and made a part of Equipment Schedule No. RFS01, issued pursuant to and incorporating the terms of that certain Master Lease No. 2016672 dated September 20, 2019, each by and between CITY OF WILMINGTON ("Lessee") and REHRIG FINANCIAL SERVICES ("Lessor") (together forming the "Lease").

Capitalized terms used in this Addendum without definition shall have the meanings set forth in the Lease, unless the context hereof otherwise specifically requires. This Addendum is to be construed as supplemental to, and part of, the Lease. In the event of any inconsistency between the Lease and this Addendum, the terms and provisions of this Addendum shall prevail. Notwithstanding the terms and conditions contained in the Lease, and to the limited extent hereof, the parties agree as follows:

1. **LEASE TERM.** The term of this Lease will begin on the date that Lessee signs a Delivery and Acceptance Certificate and will continue for the Lease Term specified in this Lease, unless otherwise terminated as set forth in Section 3 below.
2. **FUNDING INTENT.** Lessee reasonably believes that funds can be obtained sufficient to make all Rental Payments and other payments during the Lease Term. Lessee covenants that it will do all things lawfully within its power to obtain, maintain and properly request and pursue funds from which the Rental Payments may be made, including making provisions for such payments to the extent necessary in each budget submitted for the purpose of obtaining funding, using its best efforts to have such portion of the budget approved and exhausting all available administrative reviews and appeals in the event such portion of the budget is not approved. If Lessee's governing body chooses not to appropriate funds for such Rental Payments, Lessee agrees that its governing body will evidence such non appropriation by omitting funds for such payments due during the applicable fiscal period from the budget that it adopts. Lessee and Lessor agree that Lessee's obligation to make Rental Payments under the Lease will be Lessee's current expense and will not be interpreted to be a debt in violation of applicable law or constitutional limitations or requirements. Nothing contained in the Lease will be interpreted as a pledge of Lessee's general tax revenues, funds or moneys.
3. **NON-APPROPRIATION OF FUNDS.** Provided no Event of Default has occurred and remains uncured, if: (a) sufficient funds are not appropriated and budgeted and are otherwise not available to Lessee's governing body in any fiscal period for the Rental Payments; and (b) Lessee has exhausted all funds legally available for such payments due under the Lease (a "Non-appropriation Event"), then Lessee will give Lessor not less than sixty (60) days prior written notice ("Termination Notice") and the Lease will terminate as of the last day of Lessee's fiscal period for which funds for Rental Payments are available ("Termination Date"). Such termination is without any expense or penalty, except for the portions of the Rental Payments and those expenses associated with the return of the Equipment in accordance with the Lease for which funds have been budgeted or appropriated or are otherwise legally available. Lessee shall (i) on or before the Termination Date, return the Equipment in accordance with the return requirements set forth in the Lease, (ii) provide in the Termination Notice a certification of a responsible official that a Non-Appropriation Event has occurred, (iii) deliver to Lessor, upon request by Lessor, an opinion of Lessee's counsel (addressed to Lessor) verifying that the Non-Appropriation Event as set forth in the Termination Notice has occurred, and (iv) pay Lessor all sums payable to Lessor under the Lease up to and including the Termination Date. Lessee acknowledges and agrees that, in the event of the termination of the Lease and the return of the Equipment as provided for herein, Lessee shall have no interest whatsoever in the Equipment or proceeds thereof and Lessor shall be entitled to retain for its own account the proceeds resulting from any disposition or re-leasing of the Equipment along with any advance rentals, security deposits or other sums previously paid by Lessee pursuant to the terms of the Lease.
4. **AUTHORITY AND AUTHORIZATION.** Lessee represents and agrees that: (a) Lessee is a state or a political subdivision or agency of a state; (b) the entering into and performance of the Lease is authorized under the state laws and Constitution applicable to Lessee and does not violate or contradict any judgment, law, order, or regulation, or cause any default under any agreement to which Lessee is party; (c) Lessee has complied with all bidding requirements and, where necessary, has properly presented the Lease for approval and adoption as a valid obligation on Lessee's part; and (d) Lessee has sufficient appropriated funds or other moneys available to pay all amounts due under the Lease for Lessee's current fiscal period. Upon Lessor's request, Lessee agrees to provide Lessor with an opinion of counsel as to clauses (a) through (d) above, an incumbency certificate, and other documents that Lessor may request, with all such documents being in a form satisfactory to Lessor.
5. **GOVERNMENT USE.** Lessee represents and covenants that the use of the Equipment is essential for Lessee's proper, efficient and economic operation, Lessee will be the only entity to use the Equipment during the term of the Lease and Lessee will use the Equipment only for governmental purposes. Upon Lessor's request, Lessee will provide Lessor with an essential use letter in a form satisfactory to Lessor.

Except as specifically modified by this Addendum, all terms and conditions contained in the Lease shall remain in full force and effect.

IN WITNESS WHEREOF the parties hereto, by their authorized signatories, have executed this Addendum at the date set forth below their respective signatures.

Accepted By Lessee: CITY OF WILMINGTON		Accepted By Lessor: REHRIG FINANCIAL SERVICES	
By:		By:	
Name:		Name: Steven Mayne	
Title:	Date: September 19, 2019	Title: Vice President	Date: September 20, 2019

September 20, 2019
REHRIG FINANCIAL SERVICES
255 Woodcliff Drive
Fairport, NY 14450

Attention: Steven Mayne

Re: Equipment Schedule No. RFS01 (the "Equipment Schedule), issued pursuant to and incorporating the terms of that certain Master Lease No. 2016672 dated September 20, 2019 by and between REHRIG FINANCIAL SERVICES ("Lessor") and CITY OF WILMINGTON ("Lessee"), together with all ancillary documents executed in connection therewith (collectively, the "Lease Documents")

Ladies and Gentlemen:

I am legal counsel for the Lessee, and I am familiar with the above-referenced Lease Documents and the transactions evidenced thereby between the Lessee and Lessor.

Based upon my examination of the Lease Documents and such other documents, records and papers as I deem to be relevant and necessary as the basis for my opinion set forth below, it is my opinion that:

1. The Lessee is a State or a political subdivision thereof, as those terms are used in Section 103 of the Internal Revenue Code of 1986, as amended, and is authorized by the applicable Constitution and laws to enter into the transaction(s) contemplated by the Lease Documents and to carry out its obligations thereunder.
2. The Lease Documents have been duly authorized, executed and delivered by Lessee and constitute valid, legal and binding agreements enforceable against Lessee in accordance with its terms.
3. No further approval, consent or withholding of objections is required from any Federal, state or local governmental authority with respect to the entering into or the performance by the Lessee of the Lease Documents and the transactions contemplated hereby.
4. The entering into and performance of the Lease Documents will not violate any judgment, order, law or regulation applicable to the Lessee or result in any breach of, or constitute a default under, any instrument or agreement binding upon Lessee or result in the creation of any lien, charge, security interest or other encumbrance upon any assets of the Lessee or the Equipment (as identified in the Equipment Schedule), other than those created by the Equipment Schedule.
5. There are no actions, suits or proceedings pending or threatened against or affecting the Lessee in any court or before any governmental commission, board or authority that, if adversely determined, would have a material adverse effect on the ability of the Lessee to perform its obligation(s) under the Lease Documents.
6. All required public bidding procedures, if any, regarding an award to Lessor of the transactions contemplated under the Lease Documents have been properly and completely followed by the Lessee.
7. The Lessee shall be the only entity to possess, operate and use the Equipment during the Term (as defined in the Equipment Schedule).

Lessor and Lessor's successors and assigns may rely upon the opinions set forth herein.

Counsel

By: _____

Title: _____

Date: _____

AN ORDINANCE TO AMEND ARTICLE IX, DIVISION 2, SUBDIVISION III OF CHAPTER 48 TO PROVIDE PENALTY AND ENFORCEMENT PROVISIONS RELATING TO NEIGHBORHOOD CONSERVATION DISTRICTS

#4696

Sponsor:

**Council
Member
Freel**

Co-Sponsor:

**Council
President
Shabazz**

WHEREAS, Neighborhood Conservation District (“NCD”) designation protects and preserves unique physical features, design characteristics, streetscapes and architecture of older neighborhoods in the City which contribute to the historic and cultural resources of the City; and

WHEREAS, NCD designation allows for modern day growth and revitalization of older neighborhoods while protecting the neighborhood’s distinctive qualities; and

WHEREAS, unlawful demolition and incompatible construction and alteration pose a threat to an NCD’s character defining features and history; and

WHEREAS, Council of the City of Wilmington deems it necessary and proper to amend Chapter 48 of the Wilmington City Code to provide specific enforcement and penalty provisions for violations of code requirements relating to NCDs in order to deter such unlawful conduct.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF WILMINGTON HEREBY ORDAINS:

SECTION 1. Chapter 48 of the Code is hereby amended by adding sections 48-428, 48-429 and 48-430 to read as follows:

Sec. 48-428. – Enforcement of approved work.

The building code official, or other authorized officer or employee of the department of licenses and inspections, and the planning department shall review the progress and status of work approved by the planning department or DRPC. The building code official may call upon planning department staff to provide the necessary technical assistance to ascertain and construe recommendations and conditions issued by

the commission. The planning department shall provide reports to DRPC as necessary to assure compliance with the provisions of this subdivision and the conditions of any certificate of appropriateness. Work performed outside of or inconsistent with a certificate of appropriateness or DRPC recommendations shall be a violation of this subdivision.

Sec. 48-429. - Unauthorized work.

Unless DRPC failed to take action as provided in sec. 48-416, work performed within a Neighborhood Conservation District without the required approval from either the planning department or DRPC is prohibited and shall be a violation of this subdivision. Properties where such unauthorized work has been performed shall be referred by the planning department to DRPC. DRPC shall determine whether remedial action is required to ensure the purposes set forth in sec. 48-422 of this subdivision are met. To that end, DRPC may order the removal of any unauthorized work; the replacement of unapproved materials used; the restoration of an original architectural element to its prior condition, or any combination of the foregoing. The property owner shall be responsible for any remedial action ordered by DRPC. Failure to comply with any remedial action ordered by DRPC shall be a violation of this subdivision.

Sec. 48-430. - Penalties.

- (a) *Generally.* With the exception of subsection (b) below, for any violation of the provisions of this subdivision, the owner, authorized agent, lessee or contractor of the building, structure, landmark or premises where such violation has been committed or shall exist, and the owner, authorized agent, contractor, lessee or tenant of any part of a building or premises in which a part of such violation has been committed or shall exist, and any other person who knowingly commits, takes part in, aids or assists in such violation, or who maintains any building or premises in which any such violation shall exist, for each and every violation and for each and every day that such violation continues shall be guilty of a misdemeanor, and upon conviction thereof, shall be fined not less than \$250.00 or more than \$1,000.00 for the first offense, not less than \$1,000.00 or more than \$2,500.00 for the second offense, and not less than \$1,000.00 or more than \$5,000.00 for the third and subsequent offenses. Any such fines and penalties shall be in addition to, and not in lieu of, any other fines, penalties and remedies provided by law for such cases.

- (b) *Demolition without permit.* A property owner who causes to be demolished, in part or whole, a building or structure subject to the provisions of this subdivision without first having been issued a demolition permit shall be guilty of a misdemeanor, and upon conviction thereof, shall be fined not less than \$5,000.00, which shall not be suspended.

SECTION 2. This ordinance shall be deemed effective upon signing by the Mayor.

First Reading..... August 22, 2019
Second Reading..... August 22, 2019
Third Reading

Passed by City Council,

President of City Council

ATTEST: _____
City Clerk

Approved this ____ day of _____, 2019

Mayor

SYNOPSIS: This Ordinance amends Chapter 48, Article IX, Division 2, Subdivision III of the Wilmington City Code to provide penalty and enforcement provisions for violations of code requirements relating to Neighborhood Conservation Districts. Such provisions include, but are not limited to, the imposition of fines, removal of work undertaken without the appropriate authorization(s), restoration of original elements, and replacement of unauthorized materials.

AN ORDINANCE INDUCING THE ORDERLY WIND-DOWN OF THE WILMINGTON PARKING AUTHORITY

#4737

WHEREAS, the Wilmington Parking Authority (the “WPA”) was formed in 1951 to

Sponsor:

provide off-street parking and since its founding has developed a number of garages and

**Council
Member
Adams**

parking lots throughout downtown Wilmington; and

WHEREAS, at present, the WPA owns and operates six garages and two lots within

Co-Sponsors:

the City (the “WPA Garage Properties”); and

**Council
President
Shabazz**

WHEREAS, the WPA Garage Properties are not subject to property taxes assessed by the City; and

**Council
Members
Walsh
Dixon**

WHEREAS, as of June 30, 2018, the WPA had approximately \$12.8M in outstanding bonds (the “WPA Bonds”); and

WHEREAS, the City guaranteed the WPA Bonds, which is a factor weighing negatively in determining the credit rating of all bonds issued by the City; and

WHEREAS, it is expected that any necessary capital improvements of the WPA Garage Properties will require the WPA to issue additional bonds that the City will be required to guarantee, further negatively impacting the City’s credit rating; and

WHEREAS, the City’s Central Business District (“CBD”) is facing office space vacancy rates in excess of twenty-two percent (22%) and CBD building owners/landlords need to compete for tenants with suburban landlords who have a competitive advantage of being able to provide on-site parking to their tenants; and

WHEREAS, the City has a vested interest in facilitating the entry and retention of businesses in downtown Wilmington; and

WHEREAS, on March 14, 2019 Council passed a resolution (Resolution 19-003) requesting that the Mayor have a property valuation conducted and a property valuation report prepared to determine the fair value of the WPA Garage Properties; and

WHEREAS, the Mayor had a property valuation performed and a property valuation report prepared by Appraisal Associates, Inc. (the “WPA Report”) and the WPA Report was furnished to Council and the WPA; and

WHEREAS, based upon the valuations in the WPA Report, the sale of the WPA Garage Properties can be expected to generate proceeds resulting in a distribution of over \$30M to the City, after the repayment of the WPA Bonds and other debts owed by the WPA, thus significantly improving the City’s fiscal position and credit rating; and

WHEREAS, the sale of the WPA Garage Properties would also subject those properties to the payment of property taxes to the City, further enhancing the City’s fiscal position; and

WHEREAS, the sale of the WPA Garage Properties to private owners would also enable the adjacent CBD landlords to bid on the WPA Garage Properties so that they may then negotiate on-site parking as part of any office space to be leased to businesses considering entering or exiting the City, diminishing the competitive advantage of suburban landlords; and

WHEREAS, Council believes having the WPA wind-down its operations beginning with the orderly sale of the WPA Garage Properties and culminating with its dissolution is in the best interest of the City and its residents.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF WILMINGTON HEREBY ORDAINS:

SECTION 1. It is the will of Council that the WPA immediately commence with the winding-down of its operations beginning with the orderly sale of the WPA Garage Properties.

SECTION 2. It is the will of Council that after the sale of each of the WPA Garage Properties by the WPA, the WPA use the sale proceeds to, inter alia, paydown the WPA Bonds and payoff other debts owed by the WPA.

SECTION 3. It is the will of Council that after the sale of all the WPA Garage Properties and the repayment of the WPA Bonds and the other debts owed by the WPA, the WPA convey all its remaining property to the City and terminate its existence.

SECTION 4. It is the will of Council that the WPA accomplish all of the above on or before December 31, 2021.

First Reading.....November 7, 2019
Second Reading.....November 7, 2019
Third Reading.....

Passed by City Council,

President of City Council

ATTEST: _____
City Clerk

Approved this ____ day of _____, 2019.

Mayor

SYNOPSIS: This Ordinance induces the Wilmington Parking Authority to wind-down its operations via an orderly sale of its real estate holdings and use those sale proceeds to paydown the WPA Bonds and payoff other debts owed by the WPA. Thereafter the WPA would convey its property to the City and effectuate the termination of its existence.

FISCAL IMPACT STATEMENT: The fiscal impact of this Ordinance will be positive as this Ordinance is expected to bring over \$30M into the City via the sale of the WPA Garage Properties. Furthermore, this Ordinance will increase the tax revenues of the City by subjecting the WPA Garage Properties to City taxes.

**AN ORDINANCE TO AMEND CHAPTER 13, ARTICLE II OF THE CITY CODE
REGARDING NUISANCES CAUSED BY VACANT PROPERTIES**

#4738

Sponsors:

**Council
Members
Dixon
McCoy**

WHEREAS, City Council recognizes that blighted, vacant properties are an eyesore and they decrease surrounding property values and pose a threat to the health, safety, and welfare of the public; and

WHEREAS, criminal penalties have not been sufficiently effective in deterring violations of the City Code provisions related to blighted, vacant property; and

WHEREAS, City Council believes that imposing civil penalties on property owners who fail to comply with Section 13-42 of the City Code will be more effective in deterring this unlawful conduct; and

WHEREAS, City Council deems it necessary and proper to permit the Department of Licenses and Inspections to issue citations and impose civil penalties upon property owners, or responsible parties, who fail to comply with these provisions; and

WHEREAS, City Council intends for unpaid amounts of the civil penalties for failing to comply with these City Code provisions to give rise to a lien on the property in violation, as permitted under Title 25, Section 2901 of the Delaware Code; and

WHEREAS, City Council deems it necessary and proper to amend Chapter 13, Article II of the City Code to effectuate these changes.

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF WILMINGTON
HEREBY ORDAINS:**

SECTION 1. Chapter 13 of the City Code is hereby amended by adding Section 13-42 entitled “Vacant Properties”, which shall be the document attached hereto as Exhibit A. Exhibit A shall constitute and be codified as Section 13-42 of the City Code.

Section 2. This Ordinance shall become effective upon its passage by City Council and approval by the Mayor.

First Reading.....November 7, 2019
Second Reading.....November 7, 2019
Third Reading.....

SYNOPSIS: This Ordinance amends Chapter 13, Article II of the City Code by requiring all vacant properties located within the City of Wilmington to be maintained in a safe, secure and sanitary condition so as not to endanger the health, safety or welfare of City residents. This Ordinance authorizes the Commissioner of Licenses and Inspections or his authorized representative or designee to enforce City Code Section 13-42, and establishes the procedure for enforcement including the issuance of civil fines for violations of this Section, and the property owner's right to appeal a notice of violation pursuant to this Section.

Sec. 13-42. - Vacant Properties.

- (a) "Vacant", when used in this Section, shall mean the following, except where the context clearly indicates a different meaning:

A building or structure shall be deemed to be vacant if:

For more than forty-five (45) consecutive days, no person(s) conducts a licensed business or lawfully resides or lives in any part of the building or structure as the legal or equitable owner(s), tenant(s), or otherwise claiming possession through the owner, on a permanent basis. This term does not include unoccupied structures that are:

- (1) Undergoing construction, rehabilitation or renovation that is proceeding with reasonable diligence;
 - (2) Used or held for use by the property owner as a vacation or seasonal home and is in good repair;
 - (3) Purchased at sheriff sales and have not exhausted the statutory redemption period; or
 - (4) Physically secured and the subject of a probate action or other litigation in which ownership is contest.
- (b) *General.* All vacant structures and surrounding premises shall be maintained in a safe, secure and sanitary condition as provided generally in this Chapter and specifically in this Section, so as not to endanger the health, safety, or welfare of the public. This maintenance shall include, but is not limited to, the following:
- (1) Replacing any broken windows;
 - (2) Replacing deteriorated roofing or siding to keep the property weathertight;
 - (3) Trimming shrubbery and grass to prevent neglected vegetation or natural overgrowth;
 - (4) Repairing or removing any accessory building and equipment, the condition of which is less than would be expected if the property were in active use;
 - (5) Securing all building openings to prohibit the unauthorized or illegal use of the premises or any building or equipment;
 - (6) Removing or correcting any condition detrimental to the safety of the general public including, but not limited to, trash, debris, and hazardous or unhealthy materials that have accumulated on the property;
 - (7) Maintaining all exterior surfaces including wood composition, cinderblock, or metal, in a weatherproof condition and surface coated to match the structure's exterior facade; and

- (8) Maintaining the integrity of the building structure in good repair and capable of safely supporting imposed loads.
- (c) Inspection of Structures, Buildings, Dwellings, etc., generally; Right of Entry of Enforcement Officer.

(1) The enforcement officer is hereby authorized and directed to make inspections to determine the condition of vacant structures and premises located within this City in order to perform his duty of safeguarding the health and safety of the occupants of surrounding structures and the general public. The Department of Licenses and Inspections shall serve upon the owner written notice of its intent to inspect the structure or premises forty-eight (48) hours prior to entry. If the owner or person responsible for the property does not provide written consent to the inspection, or otherwise refuses, impedes, inhibits, interferes with, restricts or obstructs entry and free access to any part of the structure or premises where inspection authorized by this Section is sought, the Department may seek, in a court of competent jurisdiction, an administrative search warrant.

(2) For the purpose of making such inspections, the enforcement officer is hereby authorized to enter and inspect all vacant structures and premises between the hours of 8:00 a.m. and 5:00 p.m. The owner of every vacant structure or premises, or the person in charge of such, shall give the enforcement officer free access to such structure and its premises during such time for the purpose of such inspection, provided that such inspection is not for the purpose of undue harassment of the owner, and that such inspection is performed in such a way that causes the least amount of inconvenience to the owner and is consistent with the efficient performance of the duties of the enforcement officer.

(3) Nothing in this Section shall be construed to prohibit the entry of the enforcement officer:

- a. At any time when an actual emergency which tends to create an immediate danger to public safety exists; or
- b. At any time when such an inspection may be requested by such owner.

(d) *Administration and Enforcement.*

(1) *Enforcement Generally.* This Section shall be enforced by the Commissioner of the Department of Licenses and Inspections or his authorized representative or designee. The Department shall maintain records relating to the inspection of each property and the administration and enforcement of this Section.

(2) Except as otherwise specifically provided by this Chapter, any person violating any order of the Commissioner of the Department of Licenses and Inspections based on the provisions of this Section, or any provision of any rule or regulation adopted by the Department for the enforcement or implementation of this Section, or violating any provision of this Section, or any provision of any such rule or

regulation, shall be subject to and liable for a civil fine of \$100 for such violation, in addition to any applicable remediation costs.

- (3) Each week's failure following any applicable cure period to comply with any order of the Commissioner based upon the provisions of this Section or the provisions of any rule or regulation adopted by the Department of Licenses and Inspections for the enforcement and implementation of this Section, and each week's failure following any applicable cure period to comply with any provision of this Section or any such rule or regulation, shall constitute a separate and distinct offense and be punishable as such with a civil fine of \$100 for each subsequent violation.
 - (4) Pursuant to title 25, chapter 29 of the Delaware Code, any fines imposed for violations of this Section and any unpaid remediation costs shall give rise to a lien(s). The unpaid amounts of such fines and/or remediation costs may be added to local property tax billings for the property which was the subject of said violation.
 - (5) If any violation remains uncorrected ninety (90) days following the date of issuance of the citation for such violation and the Commissioner of the Department of Licenses and Inspections has not otherwise agreed in writing to allow a longer period to cure such violation, then the civil fine for such violation shall double. If any violation remains uncorrected one (1) year following the date of issuance of the citation for such violation and the Commissioner of the Department of Licenses and Inspections has not otherwise agreed in writing to allow a longer period to cure such violation, then the civil fine for such violation shall triple.
- (e) *Notice of Violation—Contents, Service.* Whenever the Commissioner of the Department of Licenses and Inspections or his designee determines that there has been a violation, or that there are reasonable grounds to believe that there has been a violation, of any provision of this Section or of any rule or regulation adopted pursuant thereto, he shall give notice of such violation or alleged violation to the person responsible thereof. Such notice shall:
- (1) Be put in writing;
 - (2) Include a description of the real estate sufficient for identification;
 - (3) Include a statement of the reason why it is being issued; and
 - (4) Allow at least thirty-five (35) days from the date of such notice for the performance of any act it requires, unless otherwise provided in this chapter; in the event that the Commissioner of the Department of Licenses and Inspections or his designee determines that a lesser period of time is essential to protect the health, safety or welfare of the occupants of an adjacent property, in which case three (3) days are required for the performance of any act it requires.

- (5) The notice of violation shall be served upon the owner, operator, or property manager, as the case may require. Such notice shall be deemed to be properly served by mailing a copy thereof by certified mail, return receipt requested, to the property address, other address(es) that have been designated for the receipt of property tax bills for such property, and the last known available or reasonably ascertainable address of the property owner if different from the before-mentioned addresses. If the notice is returned “undeliverable” or circumstances otherwise indicate that service has not been effected, service shall be made by posting a copy of the notice of violation in a conspicuous place on or about the dwelling affected by the notice. The Commissioner of the Department of Licenses and Inspections may, in his discretion, require such notice to be served by delivering a copy thereof personally to such owner or such operator or by leaving a copy thereof at his usual residence in the presence of someone in the residence of suitable age and discretion who shall be informed of the contents thereof, as the circumstances may require. Any notice herein required shall, if mailed, be deemed to be effective upon the earlier to occur of five business days following the date of its mailing, the date of actual delivery or the date of posting on the property.
- (6) In no case shall the Code Official be required by this Section to provide a violation notice to:
- a. Any owner or person previously provided notice pursuant to this Section where the same violation is alleged by the Code Official to exist due to the owner’s failure to correct the original violation; or
 - b. In the event that a violation exists or is reasonably believed to exist because work is being done in an unsafe or dangerous manner which jeopardizes the health, safety or welfare of the public, or is being done (or was done) in the absence of necessary permit(s), license(s) or registration(s).
- (f) *Administrative Appeal.* The owner, operator or occupant may appeal the notice to the Commissioner of the Department of Licenses and Inspections by sending a detailed written explanation of the grounds for the appeal, along with an administrative filing fee of \$15.00, which will be refunded upon a successful appeal, to the Commissioner or his designee within fifteen (15) business days of the date of the citation. The Commissioner or his or her designee shall issue a written decision affirming, modifying, reversing, revoking, or vacating the notice within 30 calendar days of receipt of the written explanation of the grounds for the appeal. All notices may be further appealed to the Board of License and Inspection Review as provided in this Subsection. Any appeal to the Commissioner shall act only as a stay of the notice until a final decision on the appeal has been rendered, and such appeal shall not be deemed to otherwise stay, limit or impair any other orders or actions of the Commissioner made pursuant to this chapter. If during the pendency of the appeal additional notices are issued regarding the same matter under appeal, the additional notices shall not be subject to further appeal but rather shall be resolved in accordance with the decision of the initial appeal on such matter.

- (1) Any owner, operator or occupant, as the case may require, may appeal the notice to the Board of License and Inspection Review following any appeal to the Commissioner of the Department of Licenses and Inspections in accordance with Subpart (f) of this Section. The appeal shall be in writing and filed within fifteen (15) business days after the issuance of the written decision of the Commissioner or his or her designee pursuant to Subpart (f) of this Section. Any appeal to the Board of License and Inspection Review shall be accompanied at the time of filing with a fee of \$50.00, which will be refunded upon a successful appeal. The Board of License and Inspection Review shall hear and decide appeals in accordance with its duly prescribed and promulgated rules, regulations and procedures.
- (2) *Writ of Certiorari*. An aggrieved party may appeal the decision of the Board of License and Inspection Review by filing a petition for a writ of certiorari in the Delaware Superior Court.
- (3) Any owner, operator or property manager, as the case may require, who does not appeal the notice and does not perform the act or acts required under the notice, or who unsuccessfully appeals the notice and does not perform the act or acts required under the notice within the prescribed time period is in violation of this Section and may be issued a civil fine and any applicable remediation costs pursuant to Subsection 13-42(d).

Wilmington, Delaware
November 7, 2019

#4739

Sponsor:

Council
Member
Walsh

WHEREAS, pursuant to Section 2-363 of the City Code, the Council deemed it necessary and proper to specify the requirements for review and approval of City-sponsored grant applications and proposals, including authorization for expedited grant applications when necessary prior to Council’s approval by resolution; and

WHEREAS, the City, through the Wilmington Police Department (“WPD”), applied for the United States Department of Justice’s (“DOJ”) Justice Assistance Grant (“JAG”) in the amount of \$215,521; and

WHEREAS, the JAG program provides states and local governments with critical funding necessary to support a range of program areas including law enforcement, prosecution, crime prevention, and related law enforcement and corrections programs; and

WHEREAS, the Wilmington Police Department proposes to utilize the JAG grant funding to subsidize two separate projects, each of which will help address violent crime trends the City is experiencing as well as cold case investigations; and

WHEREAS, the first program WPD seeks to fund is for an overtime Anti-Violence Initiative. This Anti-Violence Initiative would address current crime trends against persons and property within the City of Wilmington including, but not limited to, homicide, rape, robbery, burglary, and theft-related crimes. In addition, the Anti-Violence Initiative would help identify dangerous criminals and disrupt criminal enterprises, operations, and activities. This initiative would be implemented in a plain-clothes and uniformed fashion; and

WHEREAS, the second program identified by WPD as a priority is a civilian Cold Case Investigator for the Criminal Investigations Division. WPD proposes to maintain a civilian

position within the department that would review the evidence of thousands of crime incidents investigated within the City of Wilmington. Evidence of crimes such as homicide, sexual assault, robbery, kidnapping, and other violent crimes would be researched for any available DNA evidence. This request is a continuation of a program which began with a FY09 Edward Byrne Memorial Justice Assistance Grant. The position has been effective and is an asset to the WPD Criminal Investigations Division; and

WHEREAS, the Council deems it necessary and proper to authorize the grant application, for the aforesaid purpose.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the WPD's grant application to the DOJ in the amount of \$215,521 is hereby authorized.

BE IT FURTHER RESOLVED that the Chief of the Wilmington Police Department, or his designee, shall be authorized to take all necessary actions to accept any and all funds associated with the grant application and to fulfill the grant requirements.

Passed by City Council,

ATTEST: _____
City Clerk

SYNOPSIS: This resolution authorizes the Wilmington Police Department's application for a grant from the U.S. Department of Justice in the amount of \$215,521. The grant will enable the Wilmington Police Department to implement an Anti-Violence Initiative and to fund a Cold Case Investigator position within the Department.

FISCAL IMPACT STATEMENT: There is no negative fiscal impact on the City as no local matching funds are required.

#4740

Sponsor:

**Council
Member
Walsh**

WHEREAS, pursuant to Section 2-363 of the City Code, the Council deemed it necessary and proper to specify the requirements for review and approval of City-sponsored grant applications and proposals, including authorization for expedited grant applications when necessary prior to Council’s approval by resolution; and

Co-Sponsor:

**Council
Member
Johnson**

WHEREAS, the City, through the Wilmington Police Department (“WPD”), applied for a grant from the Fund to Combat Violent Crimes (“FCVC”), administered by the Delaware Department of Safety and Homeland Security (“DSHS”), in the amount of \$403,608.20; and

WHEREAS, although the corporate limits of the City of Wilmington are only 12 square miles in size, the Wilmington Police Department is tasked with combating an active crime rate in this compact area; and

WHEREAS, like many jurisdictions, the Wilmington Police Department has experienced a decrease in authorized strength; and

WHEREAS, the Wilmington Police Department current authorized strength is 315 positions, dropping from a high of 342; and

WHEREAS, only 281 of the 315 authorized Wilmington Police Department positions are currently staffed; and

WHEREAS, the Wilmington Police Department proposes to use funds received from the Fund to Combat Violent Crime for an overtime program; and

WHEREAS, the overtime program will focus on intelligence-driven data of violent crimes generated from a weekly CompStat meeting; and

WHEREAS, a properly-funded overtime program will ensure that overtime assignments will target areas that are actively experiencing violent crime trends; and

WHEREAS, the overtime program will consist of directed patrols, walking assignments, tactical response initiatives, and plain clothes operations in the identified areas.

WHEREAS, the Council deems it necessary and proper to authorize the grant application, for the aforesaid purpose.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the WPD’s grant application to the DSHS in the amount of \$403,608.20 is hereby authorized.

BE IT FURTHER RESOLVED that the Chief of the Wilmington Police Department, or his designee, shall be authorized to take all necessary actions to accept any and all funds associated with the grant application and to fulfill the grant requirements.

Passed by City Council,

ATTEST: _____
City Clerk

SYNOPSIS: This resolution authorizes the Wilmington Police Department’s application for a grant from the Delaware Department of Safety and Homeland Security in the amount of \$403,608.20. The grant will enable the Wilmington Police Department to implement fund an overtime program which will deploy Officers and resources to combat violent crime in areas identified by intelligence-driven data.

FISCAL IMPACT STATEMENT: There is no negative fiscal impact on the City as no local matching funds are required.

#4741
Sponsor:
Council Member Walsh

WHEREAS, pursuant to Section 2-363 of the City Code, the Council deemed it necessary and proper to specify the requirements for review and approval of City-sponsored grant applications and proposals, including authorization for expedited grant applications when necessary prior to Council’s approval by resolution; and

WHEREAS, the City, through the Wilmington Police Department, applied for a grant in the amount of \$30,000 from Delaware Department of Justice for funding from the Special Law Enforcement Assistance Fund; and

WHEREAS, the Wilmington Police Department Crisis Management Hostage Negotiation Team utilizes a Mobile Command Center; and

WHEREAS, the Mobile Command Center houses equipment designed to establish communications with subjects in crisis; and

WHEREAS, the current ‘throw-phone’ command console, equipment which provides a link between the Negotiation Team and the subject in crisis, has degraded functionality and recently experienced a catastrophic failure; and

WHEREAS, the Wilmington Police Department seeks to upgrade to a wireless version of the command console which would eliminate issues associated with corded connections; and

WHEREAS, no matching funds are required; and

WHEREAS, the Council deems it necessary and proper to authorize the grant application, for the aforesaid purpose.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the Wilmington Police Department's grant application to the Delaware Department of Justice in the amount of \$30,000 is hereby authorized.

BE IT FURTHER RESOLVED that the Chief of Police, or his designee, shall be authorized to take all necessary actions to accept any and all funds associated with the grant application and to fulfill the grant requirements.

Passed by City Council,

ATTEST: _____
City Clerk

SYNOPSIS: This Resolution authorizes the Wilmington Police Department's application for a grant from Delaware Department of Justice for funding from the Special Law Enforcement Assistance Fund in the amount of \$30,000. The funds will be used to purchase equipment upgrades for the Crisis Management Hostage Negotiation Team. No local matching funds are required.

FISCAL IMPACT STATEMENT: There is no negative fiscal impact on the City, because no local matching funds are required by the grant.

Wilmington, Delaware
November 7, 2019

#4742

Sponsor:

**Council
Member
Walsh**

Co-Sponsor:

**Council
Member
Johnson**

WHEREAS, City Council enacted City Code Section 2-232 establishing procedures for the Chief of the Wilmington Police Department to call for the commencement of an academy class if the manpower of the Police Department falls below ninety-five (95) percent of the number of police officers set forth in the position allocation list attached to the annual operating budget ordinance for the applicable fiscal year; and

WHEREAS, on May 21, 2019, the Council approved the annual operating budget ordinance for fiscal year 2020 (the "Budget Ordinance"); and

WHEREAS, the Chief of the Police Department has represented that it is anticipated, based upon normal attrition, that the manpower of the Police Department will fall below ninety-five percent of the number of police officers set forth in the position allocation list attached to Budget Ordinance by the end of 2019; and

WHEREAS, pursuant to City Code Section 2-232(b), the Chief of the Police Department has drafted a resolution calling for the commencement of an academy class for the Police Department once manpower falls below the requisite threshold, and presented it to Council for its review.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON that the Council hereby recognizes that the Chief of the Police Department has represented that it is anticipated that the manpower of the Police Department will fall below ninety-five percent of the number of police officers set forth in the position allocation list attached to the Budget Ordinance by the end of 2019 and has drafted a

resolution calling for the commencement of academy class for the Police Department once manpower falls below the requisite threshold.

Passed by City Council,

ATTEST: _____
City Clerk

SYNOPSIS: In this Resolution, the City Council recognizes that the Chief of the Police Department has represented that it is anticipated that the manpower of the Police Department will fall below ninety-five percent of the number of police officers set forth in the position allocation list attached to the fiscal year 2020 annual operating budget ordinance by the end of 2019 and has drafted a resolution calling for the commencement of an academy class for the Police Department once manpower falls below the requisite threshold.

W0107678

**AN ORDINANCE TO AUTHORIZE AND APPROVE A CONTRACT
BETWEEN THE CITY OF WILMINGTON AND SAINT FRANCIS
HOSPITAL, INC. FOR EMERGENCY AMBULANCE SERVICE**

#4743

Sponsor:

**Council
Member
Walsh**

Co-Sponsor:

**Council
President
Shabazz**

WHEREAS, pursuant to Section 2-308 and Section 8-200 of the City Charter, the City of Wilmington is authorized to enter into contracts for the supply of personal property or the rendering of services for a period of more than one year if approved by City Council by ordinance; and

WHEREAS, the City requires a contract for a private ambulance firm to provide emergency ambulance service. This service will be provided to all persons without regard to ability to pay. The service provider will be dispatched to all calls for emergency ambulance service in the City of Wilmington received by the New Castle County Emergency Communications Center via the E-9-1-1 System; and

WHEREAS, Saint Francis Hospital, Inc., a non-profit corporation of the State of Delaware, submitted a proposal that was memorialized in a contract, a copy of which is attached hereto and incorporated by reference herein as Exhibit "I" (the "Contract") to perform the requested services at no cost to the City; and

WHEREAS, the term of the Contract is for a period of four years from October 1, 2019 through October 1, 2023; and

WHEREAS, it is the recommendation of the Wilmington Fire Department that the City enter into the Contract with Saint Francis Hospital.

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF WILMINGTON
HEREBY ORDAINS:**

SECTION 1. The Contract between the City of Wilmington and Saint Francis Hospital, Inc., a copy of which Contract, in substantial form, is attached hereto as Exhibit "I,"

for the period of four (4) years from October 1, 2019 through October 1, 2023 at no cost to the City, is hereby approved, and the Mayor and the City Clerk are hereby authorized and directed to execute as many copies of the Contract, as well as all additional undertakings related thereto, as may be necessary.

SECTION 2. This Ordinance shall become effective upon its passage by City Council and approval by the Mayor.

First Reading.....November 7, 2019
Second Reading.....November 7, 2019
Third Reading.....

Passed by City Council,

President of City Council

ATTEST: _____
City Clerk

Approved this ____ day of _____, 2019.

Mayor

SYNOPSIS: This Ordinance authorizes the execution of a no-cost four (4) year contract between the City of Wilmington and Saint Francis Hospital, Inc. to provide emergency ambulance service, without regard to the ability to pay, from calls received by the New Castle County Emergency Communications Center via the E-9-1-1 System.

FISCAL IMPACT STATEMENT: There is no fiscal impact to the City by this Ordinance.

**AGREEMENT BETWEEN THE CITY OF WILMINGTON AND
SAINT FRANCIS HEALTHCARE**

THIS AGREEMENT (the “Agreement”) is made and entered into this _____ day of _____ 2019 by and between the City of Wilmington, a municipal corporation of the State of Delaware (the “City”) and Saint Francis Hospital, Inc., a non-profit corporation of the State of Delaware, (“Contractor” and together with the City, the “Parties”).

WHEREAS, the City is requiring a contract for a private ambulance firm to provide emergency ambulance service, effective approximately October 1, 2019. This service will be provided to all persons without regard to ability to pay. The Contractor will be dispatched to all calls for emergency ambulance service in the City of Wilmington received by the New Castle County Emergency Communications Center via the E-9-1-1 System; and

WHEREAS, the Contractor has agreed to perform such services.

NOW THEREFORE, WITNESSETH, that the Parties, in connection with their mutual promises made below, agree as follows:

- A. **Scope of Services.** Contractor shall provide the services specified in Exhibit A to this Agreement for the City.
- B. **Term.** The term of this Agreement shall be effective from 1 October 2019 through 1 October 2023.
- C. **Funding.** The City shall pay zero dollars \$0.00 for services rendered under this Agreement.
- D. **General Terms and Conditions.** The City of Wilmington General Terms and Conditions attached as Exhibit B to this Agreement are incorporated herein and are an integral part of this Agreement.

IN WITNESS THEREOF, the parties hereunto have caused this Agreement to be executed as of the day and year first written above.

City of Wilmington

Witness

By: Michael Donohue
Chief of Fire
Wilmington Fire Department
Emergency Operations Center
22 S. Heald Street
Wilmington, DE 19801

Saint Francis Hospital, Inc.

Witness

By: Daniel Sinnott, President CEO
Saint Francis Hospital, Inc.
701 N. Clayton St.
Wilmington, DE 19805

EXHIBIT A

STATEMENT OF WORK

1. The Contractor, including its employees and equipment, shall meet all requirements for emergency medical ambulance service prescribed by the State of Delaware, the County of New Castle, and the City of Wilmington throughout the term of this agreement, including new standards of care and programs promulgated by the State of Delaware during the life of this contract.
2. The Contractor shall employ a Medical Director responsible for clinical oversight of ambulance services. This physician must be an emergency medicine practitioner approved by the Delaware's State EMS (Emergency Medical Services) Medical Director. This physician must have a practice proximate to the City of Wilmington. The Medical Director will be required to take an active role in oversight and must submit such periodic reports prescribed by the State EMS Medical Director to both the State and the City of Wilmington.
3. The Contractor shall provide at least six (6) 9-1-1 ambulances 24 hours a day/ 7 days a week for the city of Wilmington. A seventh ambulance shall be available 12 hours a day for inter-facility transports. When not transporting a patient, this ambulance shall be equipped to assist with 9-1-1 if call volume deems necessary.
4. The Contractor shall staff each ambulance with two (2) emergency medical caregivers who must be certified by the State of Delaware, regardless of any other qualification required by this contract.
 - A. At the time of proposal submission, 100 percent of caregivers must hold National Registry EMT-B (Emergency Medical Technician - Basic) Certification.
 - B. All caregivers must have completed a Pre-Hospital Trauma Life Support or Basic Trauma Life Support Certification Course.
 - C. All vehicle operators must have completed a State of Delaware Emergency Vehicle Operators Course. A staff roster with current certification and experience (including supervisors) must be supplied. The Contractor shall supply this staff roster quarterly, noting staff changes.
5. The Contractor must have at least seven (7) fully operational, State of Delaware certified ambulances throughout the life of this contract which meet standards established by the Delaware State Fire Prevention Commission for vehicles and equipment. A roster of vehicles and an inventory of equipment for each vehicle will be provided with the proposal. In addition to conventional communications equipment, each ambulance must be equipped with a mobile radio mounted in the patient compartment and accessible to the EMS provider

attending the patient. This radio must be compatible with Delaware State's 800 MHz trunked radio systems. These radios must be compatible with the City's most current radio system. A complete description of the vehicles intended to be used for this contract must be included in the proposal. The Contractor must also provide their own handsets for their own use.

6. The use of office space in the firehouses may be utilized by the Contractor so long as space is available. Use of the space is at the City's sole discretion. When possible, the City will give notice in advanced if space becomes unavailable, but the operational needs of the Department may require little to no notice.
7. There shall be no modifications to any fire station or station grounds without written permission from the Department.
8. In cases where the patient is responsible for payment, the patient shall not be billed more than the amount of \$250.00 dollars per transport.
9. The Contractor shall meet the following performance-based standards:
 - A. Time targets based on priority medical dispatch codes:

Advanced Life Support Five minutes (300 seconds) from dispatch time to on-scene arrival time 90 percent of the time.

Ten minutes (600 seconds) from dispatch time to on-scene arrival time 95 percent of the time.

Basic Life Support Five minutes (300 seconds) from dispatch time to on-scene arrival time 90 percent of the time.

Fifteen minutes (900 seconds) from dispatch time to on-scene arrival time 95 percent of the time.

Each response beyond these target times must be explained individually in writing by the Contractor; provided, however, that the measurement of response time targets may be suspended at the discretion of the City during periods when a Wilmington Weather Emergency Response Plan is in effect. These response times must be met in all areas of the City of Wilmington.

- B. A quality improvement plan must be submitted to and approved by the State EMS Medical Director. Quarterly reports must be submitted to the State and the City of Wilmington.
 - C. The Contractor shall provide a consistent pattern of good quality ambulance service to all parts of the City of Wilmington.

- D. The Contractor shall provide consistent and quality participation in emergency preparedness planning and drills at no cost to the City of Wilmington.
- E. The Contractor must be located in the municipal boundaries of the City of Wilmington, in a non-residential section, which has been zoned commercial or industrial, and must remain in a non-residential commercial or industrial zone for the duration of the contract. The location of the Contractor must be approved by the City.
- F. The Contractor must comply with the City's NFIRS and DEMRS Reporting System Guidelines. All reports shall be completed in accordance with the current version of the "Statewide Standard Treatment Protocol, Delaware Basic Life Support Protocols, Guidelines and Standing Orders for Prehospital and Interfacility Patients" as published by the Delaware Health and Social Services, Office of EMS.
- G. In addition to any other requirements, the Contractor shall submit monthly reports to the City on the tenth day of each month for the previous month, which shall include at least the following information:
 - i. Daily call volumes by hour and by Contractor ambulance.
 - ii. Frequency and duration of time that Contractor ambulance was out of service.
 - iii. Instances and duration of time that the City of Wilmington Fire Department's or other ambulances were required because a Contractor's ambulance was out of service.
 - iv. Other information agreed to by parties.

10. Additional Contract Requirements:

- A. The contract will contain insurance and indemnification requirements satisfactory to the City as specified in Exhibit B.1 and B.4 of this Agreement. In addition, the Contractor will be required to provide a performance bond secured in the amount of one hundred thousand dollars (\$100,000.00) in favor of the City.
- B. The Contractor will be required to treat and transport any other Public Safety personnel injured in the line of duty at no cost to the individual. The injured party shall not be billed privately.

EXHIBIT B

CITY OF WILMINGTON GENERAL TERMS AND CONDITIONS

(the Agreement as supplemented by these General Terms and Conditions shall hereinafter be referred to collectively as the "Agreement")

1. **Insurance Coverage.** Saint Francis Hospital, Inc. (the "Contractor") shall provide insurance coverage for itself and all of its employees, if any, used in connection with the Agreement as follows: workers' compensation as required by law; and comprehensive general liability coverage for personal injury, including death, and property damage in the minimum amount of One Million Dollars (\$1,000,000.00). Such policies shall be issued by a financially sound carrier and/or carriers and shall be subject to the reasonable approval of the City of Wilmington ("City"). Contractor shall provide the City with a certificate of insurance evidencing the above-stated coverage and naming the City as an additional insured.
2. **Use of Subcontractors.** Contractor may use qualified consultants, subconsultants, or subcontractors to perform the services required under this Agreement upon the written approval of the City.
3. **Discrimination and Harassment.** In the performance of this Agreement, the parties agree that they shall not discriminate or harass, or permit discrimination or harassment, against any person because of age, sex, marital status, race, religion, color, national origin or sexual orientation.
4. **Mutual Indemnification.** Contractor and City each agree to defend, indemnify, and hold harmless the other party, its parent companies, affiliates, employees, agents, and officers, from and against any and all claims, damages, actions, liabilities and expenses, including reasonable attorneys' fees, to the extent resulting from the indemnifying party's own negligent acts or omissions, or of its employees, agents, subcontractors, consultants, or subconsultants in performing the services required under this Agreement.
5. **Records.** Contractor shall maintain accounts and records, including personnel, property, and financial records, adequate to identify and account for all costs pertaining to this Agreement and such other records as may be deemed necessary by the City to assure proper accounting for all project funds. Such records shall be made available for audit purposes to the City or its authorized representatives upon request.
6. **Reports and Information.** Contractor, at such time and in such form as the City may require, shall furnish the City such reports as the City may request pertaining to the work or services undertaken pursuant to this Agreement.
7. **Business License.** Contractor shall obtain and/or maintain an appropriate business license from the City of Wilmington Department of Finance.
8. **Taxes.** Contractor shall withhold, if applicable, City of Wilmington wage taxes from the compensation of its officers, agents and employees as required by the City of Wilmington wage tax law.

9. **Findings Confidential.** All of the drawings, plans, designs, reports, analyses, specifications, information, examinations, proposals, illustrations, copy/copies, maps, graphics, slides, and documents prepared, assembled, drafted or generated by Contractor under this Agreement are confidential, and Contractor agrees that such documents shall not be made available to anyone, without the prior written approval of the City.

10. **Ownership of Information.** All of the drawings, plans, designs, reports, analyses, specifications, information, examinations, proposals, brochures, illustrations, copy/copies, maps, graphics, slides, and documents prepared, assembled, drafted, or generated by Contractor in connection with this Agreement shall become the exclusive property of the City for use by the City as the City deems appropriate. Contractor may keep copies of such documents for its records. Any reuse of the documents without the Contractor's written consent shall be at user's risk and responsibility.

11. **Notices.** Any notice which is required or may be given in connection with this Agreement shall be addressed to the parties via email and regular (USPS) mail as follows:

The City: City of Wilmington
Wilmington Fire Department
Emergency Operations Center
22 S. Heald Street
Wilmington, DE 19801
Attn: Michael Donohue, Chief of Fire

Contractor: Daniel Sinnott, CEO
Saint Francis Hospital, Inc.
701 N. Clayton St.
Wilmington, DE 19805

With a copy to: General Counsel/Legal Services
Saint Francis Healthcare Hospital, Inc.
701 N. Clayton St.
Wilmington, DE 19805

12. **Independent Contractor.** Contractor (and its employees and agents) is an independent contractor and not an employee or agent of the City.

13. **Oral Modifications.** This Agreement may not be changed orally, but only by an agreement in writing and signed by both parties.

14. **Conflict Between Provisions.** To the extent that there is any conflict between these General Terms and Conditions and other portions of the Agreement, the terms set forth in these General Terms and Conditions shall govern.

15. **Successors and Assigns.** This Agreement, and all the terms and provisions hereof, shall be binding upon and shall inure to the benefit of the City and Contractor, and their respective legal representatives, successors, and assigns.

16. **Compliance.** Contractor has developed and implemented a Corporate Compliance Plan and Code of Conduct to ensure that all business activities are in full compliance with all applicable federal, state and local laws. As part of its Corporate Compliance Plan and Code of Conduct, Contractor will comply with Contractor's Corporate Compliance Plan and Code of Conduct. Therefore, both parties mutually covenant, represent, warrant and agree that the establishment and operation of their respective facilities, businesses, services and personnel are and will continue to be in full compliance with all applicable federal, state and local laws. Specifically, the parties agree to not knowingly participate in any activity pursuant to this Agreement or in any aspect of their relationship that may constitute or be construed to constitute a violation of federal or state law regulation

If and to the extent that any payment made hereunder is determined by a court or governmental agency with jurisdiction to have been illegal, the recipient shall promptly return the payment (or the portion thereof so determined to have been illegal) to the payer. All correspondence exchanged in such matters shall be deemed to be confidential, and shall be provided solely for the purposes of re-negotiation of the Agreement and settlement of a potential dispute. No such correspondence shall be deemed disclosed as to waive any privileges otherwise applicable to same.

17. **Termination.** The City of Wilmington may terminate this Agreement at its convenience upon two weeks' notice. In the event of termination, the City shall pay to Contractor any fees then due for services performed by Contractor through the effective date of termination, if such services have been performed as specified in the Agreement. Contractor, upon receipt of such payment, shall deliver to City any deliverables, reports, or other documents to the extent then completed.

18. **Severability.** The Agreement is intended to be performed in accordance with and only to the extent permitted by all applicable laws, ordinances, rules and regulations. If any provision of this Agreement or the application thereof to any person or circumstance shall for any reason and to any extent be invalid or unenforceable, the remainder of this Agreement and the application of such provision to other persons or circumstances shall not be affected thereby, but rather shall be enforced to the greatest extent permitted by law.

19. **Payment.** Payment shall be made by the City to the Contractor as provided in this Agreement after the satisfactory completion of the work specified in this Agreement and upon proper, undisputed invoice to the City.

20. **Applicable Law and Dispute Resolution.** The laws of the State of Delaware shall govern this Agreement. All disputes in connection with this Agreement shall be resolved by the courts of New Castle County, Delaware. Contractor agrees to submit exclusively to the jurisdiction and venue of said courts.

21. **Signed Counterparts.** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which, taken together, shall constitute one and the same instrument.