

RES 22-077

Wilmington, Delaware  
December 1, 2022

#0254

Sponsor:

Council  
President  
Congo

**WHEREAS**, the members of the 108<sup>th</sup> Session of the Wilmington City Council have determined to articulate a strategic plan for legislative, policy, and financial decision-making. The ten goals enumerated in the 2022-2025 Strategic Plan (referred to as the “Plan”) sets forth priorities for the realization of a safe and secure; growing; stabilized; resident and visitor friendly; business friendly; prosperous and sustainable; healthy; transparent and well-represented; connected, informed and engaged Wilmington for all ages; and

**WHEREAS**, the Plan was developed through a comprehensive revision process that assessed Council’s ongoing legislative priorities, emerging public concerns, as well as current and forthcoming policy initiatives. Council Members evaluated the relevance of each strategic goal and specific sub-priorities to their present governing contexts and were briefed on the findings during a public Committee of the Whole meeting; and

**WHEREAS**, the mission statements of the standing committees were reformulated to better reflect their current functions and objectives. The Intergovernmental and Personnel Committees created their inaugural mission statements defining their roles in supporting the Council’s governance processes; and

**WHEREAS**, the Plan describes how Council’s progress on goals will be tracked and monitored. It also provides definitions of key policy terms and explains their relevance to existing and proposed initiatives within the City of Wilmington; and

**WHEREAS**, the 2022-2025 Strategic Plan will serve as a guiding document for the Wilmington City Council, as well as a framework for collaborative efforts with external

stakeholders at all levels of government, within public and private institutions, and City residents.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF WILMINGTON** that this Legislative body accepts the 2022-2025 Strategic Plan.

**BE IT FURTHER RESOLVED** that this 108<sup>th</sup> Session of the Wilmington City Council will use this Plan as a tool to carry out our solemn mission of responsible and transparent governance for all Wilmingtonians.

Passed by City Council,  
December 1, 2022

ATTEST: Maribel Seijo  
City Clerk

**SYNOPSIS:** The Resolution accepts the 2022-2025 Strategic Plan of the Wilmington City Council. The Plan serves as a guiding document for Council's legislative, policy, and financial decision-making, as well as a template for engagement with the City's stakeholders.



**2022-2025**

**Wilmington City Council**

**Strategic Plan**

***Moving Wilmington Forward***

**Wilmington, DE**

**108th Session of the Wilmington City Council**  
**President Ernest “Trippi” Congo**

**Shané N. Darby**  
**Zanthia Oliver**  
**Michelle Harlee**  
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**Yolanda McCoy**

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# Table of Contents

<b>Message From the City Council President .....</b>	<b>3</b>
<b>Overview .....</b>	<b>4</b>
<b>The Revision Process.....</b>	<b>5</b>
<b>Mission Statements .....</b>	<b>8</b>
<b>Core Priorities.....</b>	<b>14</b>
<b>Goals and Objectives.....</b>	<b>15</b>
SAFE AND SECURE WILMINGTON .....	16
GROWING WILMINGTON.....	17
STABILIZED WILMINGTON .....	18
RESIDENT AND VISITOR FRIENDLY WILMINGTON .....	19
BUSINESS FRIENDLY WILMINGTON .....	20
PROSPEROUS AND SUSTAINABLE WILMINGTON.....	21
WILMINGTON FOR ALL AGES .....	22
HEALTHY WILMINGTON.....	23
TRANSPARENT AND WELL-REPRESENTED WILMINGTON.....	24
CONNECTED, INFORMED AND ENGAGED WILMINGTON .....	25
<b>Goal Monitoring .....</b>	<b>26</b>
<b>Appendix I: Contexts and Definitions .....</b>	<b>28</b>
GOAL 1: SAFE AND SECURE WILMINGTON .....	28
GOAL 2: GROWING WILMINGTON.....	29
GOAL 3: STABILIZED WILMINGTON .....	31
GOAL 4: RESIDENT AND VISITOR FRIENDLY WILMINGTON .....	33
GOAL 5: BUSINESS FRIENDLY WILMINGTON .....	34
GOAL 6: PROSPEROUS AND SUSTAINABLE WILMINGTON .....	34
GOAL 7: WILMINGTON FOR ALL AGES .....	36
GOAL 8: HEALTHY WILMINGTON.....	37
GOAL 9: TRANSPARENT AND WELL-REPRESENTED WILMINGTON.....	38
GOAL 10: CONNECTED, INFORMED AND ENGAGED WILMINGTON .....	38
<b>Appendix II: Policy Statements .....</b>	<b>40</b>

## Wilmington City Council

### 2022-2025 Strategic Plan

# Message From the City Council President

**Dear colleagues and constituents,**

I am excited to present the Strategic Plan for the 108<sup>th</sup> session of the Wilmington City Council. As we strive towards greater transparency and civic engagement, this Plan represents a point of reference for our legislative pursuits, as well as an affirmation of our commitment to make lasting changes in matters that are pertinent to the communities we serve. Strategic planning assists us in leveraging the unique knowledge, skills, and experiences of each Council Member to carry out a dynamic legislative strategy that can grow and adapt to our communities' needs.

In the previous strategic planning process, the Council took inventory of the most critical issues facing Wilmington and the tools available to address them. We worked to build a consensus to facilitate change in our ever-evolving City in ways that benefit the public. Although some things have changed since the 2017-2021 Strategic Plan was adopted, having a framework to guide our legislative, policy, and financial decision-making and inspire Council Members to action remains relevant.

With the unprecedented opportunity afforded by the \$55 million in American Rescue Plan Act (ARPA) funding to Wilmington, this is a decisive moment in our City's history. These funds will allow us to address problems like gun violence, which is an epidemic in our City. While ARPA will provide much-needed resources, the Strategic Plan also clearly communicates our priorities to stakeholders outside of the City, especially at the State and County level, to facilitate sustainable partnerships. The 2022-2025 Revised Strategic Plan signifies our desire to reinforce the advances we have made, maintain our focus on the fundamental priorities in our City, incorporate new initiatives, and lay the groundwork for ongoing progress and continuity for those who will serve after us.

# Wilmington City Council

## 2022-2025 Strategic Plan

### Overview

#### A Look Back

The 2017-2021 Strategic Plan was accepted by [Res. 17-089](#) as a framework for City Council to articulate a vision for each standing committee and to pursue “a comprehensive collection of policy priorities and objectives identified by members.” The intent of the 2017-2021 Plan was to focus primarily on addressing persistent concerns while maintaining flexibility to legislate in response to unforeseen events.

#### Where We Are Now

The Wilmington City Council’s 2022-2025 Strategic Plan adheres to the fundamental concepts of strategic planning. It reflects the collective policy priorities of the members of the Council with the purpose of helping Council Members to:

- Establish a *Council-driven policy framework* to guide engagement with a broad base of constituents, department leaders, and administrative office staff,
- Allow Council to *focus on policy priorities* while leaving *space in the policy agenda for addressing unforeseen issues* that may arise,
- Ensure that Council’s *core values are upheld and policy areas* attached to those values are *consistently and adequately addressed*,
- Demonstrate fiduciary responsibility and transparency through the establishment of a Strategic Plan for legislation where *progress toward Council’s goals can be assessed and measured*, and
- *Facilitate legislative continuity* in the 108<sup>th</sup> session and beyond

Because each Council Member has varying responsibilities, policy interests, and constituent concerns, the Strategic Plan functions as a means of leveraging their diverse knowledge, skills, and abilities toward coordinated legislative action.

## The Revision Process

In the previous Strategic Plan, the Wilmington City Council identified key policy concerns on which they would focus, articulated the missions of their standing committees, and established a process to document actions taken by Council towards the realization of their goals. A distinguishing quality of strategic planning is that each iteration of the plan builds on previous efforts. To ensure that the goals and priorities of a strategic plan remain relevant, a periodic assessment is necessary to evaluate what has been achieved, what goals are still in progress, which have evolved, and what emerging concerns should be incorporated into the strategic plan framework. The process of revising the strategic plan to better align with the current policy interests and priorities of the 108<sup>th</sup> session of City Council consisted of three phases:

### **Phase 1: Assessment of the 2017-2021 Strategic Plan**

Since 2017, periodic progress reports were produced to document the legislative actions taken by the City Council and to attach each action to a specific goal. A comprehensive review of the progress reports was undertaken to determine the outcomes of the legislative actions taken in response to each goal and sub-priority over the period when the 2017-2021 Strategic Plan was in effect.

Some key achievements included:

- Amending the City Code to prohibit ticketing and arrest quotas,
- Participating in a city-wide “Listening Tour” alongside Police Chief Robert Tracy,
- Enacting an economic disparities study, reparations taskforce, and citizens complaint review board,
- Expanding the Downtown Business Improvement District,

- Requiring that all City employees complete ethics training annually, and
- Declaring the City of Wilmington as a “Human Rights City.”

The 2017-2021 Strategic Plan also articulated the first mission statements for Council’s standing committees. Each of the mission statements was reviewed, along with a sampling of committee agendas to assess the extent to which they captured the current work of the committee in question. Following the review and evaluation of Council’s ongoing priorities, emerging concerns, present and forthcoming initiatives, and committee activities, based on the legislation and initiatives put forth since the expiration of the previous Strategic Plan.

## **Phase II: Outreach**

In the second phase of planning, a questionnaire was developed to solicit feedback from Council Members. Council Members were contacted via email and phone interviews to rate on a scale of one to 10 the extent to which they felt that each goal was important, rate the degree to which they felt that each sub-priority was relevant, respond to whether they felt that specific emerging concerns should be added to the revised Strategic Plan, and present any additional priorities that they felt should be considered. The survey responses from each Council Member were aggregated to determine which goals and sub-priorities should be maintained, adjusted, or omitted, in accordance with the consensus.

Through consultation with Council Members and a review of the recent activities of the committees, committee mission statements were updated to capture their current visions and roles in facilitating the effective operation of the City. Legislative staff also collaborated with the chairs and vice chairs of the Intergovernmental and Personnel Committees, which were created after the adoption of the 2017-2021 Plan, to develop their inaugural mission statements. Tentative drafts of each committee mission statement were sent to the chair and vice chair of the respective committee for additional feedback and final approval.

On June 27, 2022, a Committee of the Whole Meeting was convened in which the legislative staff provided an overview of the strategic planning process and data generated by the questionnaire. Council Members and the public were invited to ask questions and provide additional feedback on the proposed Strategic Plan revisions.



### **Phase III: Incorporating Council Feedback**

In the final phase of strategic planning, feedback from Council Members was taken into consideration and incorporated into the present version of the 2022-2025 Strategic Plan. This revision differs from the previous Plan in its inclusion of Council’s top three “Core Priorities,” along with a plan for goal monitoring. It also includes two appendices. The first appendix gives further context and definitions of goals and sub-priorities, while the second features policy statements that, upon Council approval, will be implemented to facilitate the process of linking legislative action to specific strategic goals.

### **Conclusions**

The members of the Council bring unique perspectives and priorities to their role. The communities they serve have varying needs. Finally, the Council Members must engage multiple stakeholders and balance contending interests to catalyze change. The 2022-2025 Strategic Plan will assist in focusing on consistent goals and facilitate the effort to periodically deliberate on the relevance of those goals to the well-being of all Wilmingtonians.

# Wilmington City Council

## 2022-2025 Strategic Plan

### Mission Statements

The development of the 2017-2020 Strategic Plan involved considering the purpose and objectives of City Council and its associated standing committees. The result of this process was the formulation of a mission statement for Council as the legislative branch of government, in addition to similar mission statements for the Council Standing Committees of: Community Development and Urban Planning; Education, Youth and Families; Finance and Economic Development; Health, Aging and Disabilities; Public Safety; Public Works and Transportation; and the Wilmington Cable, Video and Telecommunications Commission.

In the current Strategic Plan, the previous mission statements were revised to reflect the present concerns of the Council and respective standing committees. Mission statements were also created to describe the objectives, functions, and focus areas of the Personnel and Intergovernmental Committees.

#### **The mission of the Wilmington City Council is to:**

- Provide visionary leadership in policymaking pertaining to quality-of-life matters and facilitate cohesive and transparent policies that are reflective of the needs and concerns of Wilmington's diverse communities
- Develop well-researched legislation that will enable Wilmington's government to provide its residents, visitors, and businesses with the highest quality of public services in a fiscally responsible manner through cooperative decision-making, strong leadership, and open communications with its public
- Fulfill the critical responsibility of providing checks and balances on the executive branch of City government, through City Council Committees and legislative measures that enhance transparency and accountability for City operations

- Connect with constituents to identify needs in the community and devise strategies to address those needs, through legislation and collaboration with the executive branch of City government

**The mission of the Cable, Video and Telecommunications Committee is to:**

- Provide administration and monitoring of any Franchise Agreement(s) for Cable Services in the City of Wilmington
- Conduct the cable renewal process under the CCPA, as amended (47 U.S.C. 521 et seq.) to ensure that Public, Educational, and Government (PEG) information, services, and affairs are accessible to Wilmington residents, communities, schools, and government entities through locally controlled television channels such as WITN, DETV, and EdTV
- Explore emerging technological opportunities pertaining to the City’s cable, video, and telecommunications activities
- Oversee matters necessary for the continued operational and administrative success of PEG information, services, policies, and affairs

**The mission of the Community Development and Urban Planning Committee is to:**

- Provide the City and its residents with a City-wide view of the developmental efforts around neighborhood revitalization, including housing and land use, to enhance and enforce codes for collective impact to improve the lives of all our citizens
- Monitor and evaluate housing development, including the activities of the Wilmington Neighborhood Conservancy Land Bank
- Identify neighborhood stabilization and revitalization efforts, and evaluate their effectiveness and the appropriate allocation of resources
- Work with the Department of Land Use and Planning on land use activities, including green space usage in community development

plans, and engage in collaborations with other quasi-governmental partners

**The mission of the Education, Youth and Families Committee is to:**

- Advocate for and create legislation that improves the overall quality of life for youth and their families in the focus areas of education, youth development, and career and community development
- Collaborate with the Department of Parks and Recreation to discuss and monitor programming and to provide ongoing support for further innovation
- Facilitate and support the process of creating and executing a Youth Master Plan
- Foster productive working relationships with stakeholders serving Wilmington’s children, youth, and families and provide them with a platform for communication and engagement with City residents

**The mission of the Finance and Economic Development Committee is to:**

- Fiscal oversight of the budget process, inclusive of ensuring all City departments’ budgets are vetted before this Committee
- Work for an annual balanced budget based on the priorities for our City, inclusive of a comprehensive assessment of property tax, water sewer rates, capital projects, and municipal fees
- Monitor revenues and expenses across funds and budgets throughout the year to ensure fiscal stability and maintain oversight of capital expenditures, including capital investments and restricted or special purpose funding
- Superintend matters related to risk management, employee relations, and collective labor agreements

- Vet proposed legislation pertaining to the administration of City government and deliberate on the financial implications for affected populations
- Explore ideas to enhance revenues and cost savings to maintain a tax base that encourages residential and business development
- Identify evidence-based and research-supported policies and strategies to address fiscal and economic risks and opportunities
- Oversight of economic development and small minority business development in the City

**The mission of the Health, Aging and Disabilities Committee is to:**

- Recommend to Council evidence-based policies in the areas of senior services; adult, child, and family homelessness; social services related to aging, disabilities, public health, mental health services, substance abuse services; and human advocacy
- Monitor policies and subsequent legislation pertaining to the above areas, and communicate that with members of Council and with the public
- Leverage Committee meetings as opportunities for presentations from health practitioners and others on matters of interest to Council and the public
- Serve as a conduit of information for assessing emerging public health threats relevant to health, aging, and disabilities that have the potential to impact residents' well-being and quality of life

**The mission of the Intergovernmental Committee is to:**

- Conduct outreach with State and federal stakeholders on issues involving coordination with multiple levels of government

- Review intergovernmental policies and relationship-building activities across various branches of government, at the federal, State, and local level
- Serve as an intermediary or conduit for the public on various intergovernmental relations matters

**The mission of the Personnel Committee is to:**

- Provides oversight for recommendations on City Council full-time staffing, such as conducting and oversight of interview and hiring process, and vetting terminations
- Serves as an intermediary regarding City Council staff's discipline matters
- Makes suggestions and policy recommendations pertaining to Council staff's scope of job responsibilities
- Serve as a conduit for City Council personnel matters regarding Council staff as well as Councilpersons, to provide a means to coordinate staff and Council in a confidential manner

**The mission of the Public Safety Committee is to:**

- Build relationships between Police, Fire, and Emergency Management personnel and all facets of the Wilmington community residents, businesses, and visitors to maintain and improve the City's overall public safety infrastructure
- Connect with the public to obtain input and analyze any community public safety needs or concerns that might exist throughout Wilmington
- Recommend policies and practices that could enhance the professionalism, integrity, and effectiveness of Police, Fire, and Emergency Management personnel, and which could enhance the relationship between and among the three public safety departments

- Identify evidence-based strategies proven to reduce crime; anticipate, assess, and confront potential threats to the collective public safety; and create safer communities, and utilize fiscal strategies to accommodate such strategies with the available resources

**The mission of the Public Works and Transportation Committee is to:**

- Recommend effective policies that facilitate the provision of quality Public Works services that enhance the living and working environment in the City of Wilmington, including prompt and efficient trash pick-up and recycling services, oversight of the City's Wastewater Treatment Plant, Water Sewer System, and Clean Drinking Water, the provision of construction and maintenance of City roads and right-of-way's, and the maintaining of safe roadways for motor vehicles, emergency, and school bus traffic.
- Explore the existing approach for parking in the City of Wilmington, and consider innovative techniques in the troubleshooting of possible deficiencies, and in anticipation of future economic and concrete development
- Facilitate the integration of emerging smart city technologies to position the City's infrastructure for modern challenges
- Collaborate with key external stakeholders around possible enhancements to the transportation infrastructure in Wilmington and throughout the region to increase connectivity and options both for Wilmingtonians and for visitors to Delaware's largest City.
- Serve as a forum for the public to understand the roles, responsibilities, and challenges, as well as the current and emerging priorities of Public Works service delivery

**Wilmington City Council  
2022-2025 Strategic Plan**

**Core Priorities**

**It is the consensus of City Council that the core priorities for legislative action are as follows:**

<b>1</b>	<b>Safe &amp; Secure Wilmington</b>
<b>2</b>	<b>Prosperous &amp; Sustainable Wilmington</b>
<b>3</b>	<b>Growing Wilmington</b>
	<b>Stabilized Wilmington</b>
	<b>Connected, Informed, &amp; Engaged Wilmington</b>



**Wilmington City Council**  
**2022-2025 Strategic Plan**  
**Goals and Objectives**

**To meet the present challenges of the City of Wilmington, City Council has identified the following goals....**





## **SAFE AND SECURE WILMINGTON**

- ❖ **Crime Prevention and ~~Suppression~~ Intervention**
- ❖ **Community Policing and Outreach**
- ❖ **Implementing the Recommendations of the CDC and Prevention Report Related to Youth Firearm Violence**
- ❖ **Implementing the Recommendations of the Community Based Public Safety Collective Landscape Analysis**
- ❖ **Emergency Management Support**



## **GROWING WILMINGTON**

- ❖ Neighborhood Revitalization Plans**
- ❖ Comprehensive Development Plan**
- ❖ Infrastructure Development and Revitalization  
(Repairs, Water, Sewer, Sidewalks, Roads)**
- ❖ Brownfields Remediation, Cleanup, and  
Redevelopment**
- ❖ Mixed Housing Development**



## **STABILIZED WILMINGTON**

- ❖ **Code Enforcement**
- ❖ **Vacant Properties**
- ❖ **Land Bank**
- ❖ **Neighborhood Stabilization**



## **RESIDENT AND VISITOR FRIENDLY WILMINGTON**

- ❖ **Trash and Recycling Services**
- ❖ **Parking Enforcement**
- ❖ **Parking Enhancements and Planning (Commercial, Residential, Downtown, Smart Meters, etc.)**



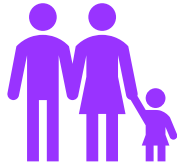
## **BUSINESS FRIENDLY WILMINGTON**

- ❖ **Disadvantaged Business Enterprise and Minority Business Enterprise Development**
- ❖ **Business Plan Development and Resources for Neighborhood Business Corridors**
- ❖ **Implementing the Recommendations of the Study on Disadvantaged Business Enterprise Disparities in Contracting with the City of Wilmington**



## **PROSPEROUS AND SUSTAINABLE WILMINGTON**

- ❖ **Revenue Enhancements**
- ❖ **Budget and Expenditure Controls**
- ❖ **Policies and Strategies Regarding Risk Management, Workers' Compensation, and Human Resources**
- ❖ **Allocating American Rescue Plan Act (ARPA) Funding Responsibly**



## WILMINGTON FOR ALL AGES

- **Advocacy and Support for Wilmington's Youth in the Educational Process**
- **Youth Master Plan**
- **Adult and Youth Workforce Development**
- **Implementing the Recommendation of the CDC and Prevention Report Related to Positive Youth and Family Development Activities**
- **Working Alongside the Wilmington Learning Collaborative to Improve Learning Outcomes for Wilmington Students**





## HEALTHY WILMINGTON

- ❖ **Mental and Physical Health Services**
- ❖ **Adult, Family, and Youth Homelessness**
- ❖ **Senior Services**



## **TRANSPARENT AND WELL-REPRESENTED WILMINGTON**

- **Transparency of City Government**
- **Ensuring the public's access to the City's meetings**
- **Facilitate the study and development of reparations proposals for African Americans, in accordance with [Res. 20-080](#)**



## **CONNECTED, INFORMED AND ENGAGED WILMINGTON**

- ❖ **Constituent, Civic, and Community Engagement**
- ❖ **Oversight of Franchise Agreement for Cable Services**
- ❖ **Providing Access to PEG for Access to Television for Local Community, Schools, and Government**
- ❖ **Diversifying Franchising Agreements**

# Wilmington City Council

## 2022-2025 Strategic Plan

### Goal Monitoring

#### **Metrics**

As the legislative body of government, the primary measure of whether this Plan has achieved its aims will be measured in terms of legislative action, including but not limited to:

- Ordinances
- Legislative resolutions
- Councilmanic communications
- Grants, financial allocations, projects, and programs initiated by Council and its members

Because the ultimate intent of legislation is to impact the conditions of the City and the quality of life of its residents, Council's legislative staff will also develop tools to inform councilmembers of key indicators of City department performance, the quality of life of constituents, and other concerns of relevance to the Council's mission.

#### **Planning and Tracking**

The Strategic Plan is both an individual and collective instrument for monitoring progress. Periodic progress reports will be issued by staff to demonstrate the extent to which the goals are being addressed and to provide information on emerging solutions to policy problems. Research staff will also work with Council Members, both collectively and individually, to advise on tools and strategies that can inform their legislative interests.

To the extent possible, staff will reference the strategic goals and/or include a strategic goals statement on legislative actions and funding justifications. Adopted legislation will be categorized, tracked, and incorporated into periodic progress reports to Council. Legislative outcomes, such as legislation introduced and/or adopted by the Delaware General Assembly as a result of City Council appeals will be documented for progress reports. Efforts will also be made to ensure that the goals

and committee mission statements are featured prominently on public interfaces, such as the Council website.

**Wilmington City Council**  
**2022-2025 Strategic Plan**

## Appendix I: Contexts and Definitions

### **GOAL 1: SAFE AND SECURE WILMINGTON**

- **Crime Prevention and ~~Suppression~~ Intervention**
  - Prevention services are designed to stop crime before it occurs and address issues that have been identified as risk factors leading to crime.
    - Activities associated with prevention can include youth development/enrichment programming, referrals to mental health and substance abuse treatment, assistance with employment and housing, and community-based support on social or family challenges. All of these services are designed to improve individual and community well-being.
  - Intervention aims to interrupt crime patterns by providing direct support to those at the greatest risk of perpetuating violence and those who are already connected to violence.
- **Community Policing and Outreach**
  - A philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.
  - The Citizens Complaint Review Board was established by [Sub. 1 to Ord. 20-034](#) “to address and participate in the resolution of complaints filed by citizens against the Wilmington Police Department (WPD) and/or its officers and members.” In consultation with NACOLE (National Association for Civilian Oversight of Law Enforcement), the Board will develop bylaws and procedures to ensure that all citizens, including members of the WPD, have a mechanism available to have substantiated complaints concerning the WPD thoroughly investigated
- **Implementing the Recommendations of the Centers for Diseases Control and Prevention (CDC) Report Related to Youth Firearm Violence**
  - The report, entitled “[Accelerating Youth Violence Prevention and Positive Development](#),” was released on January 16,

2017, to provide recommendations to address youth violence prevention and positive development

- Currently, the Wilmington Citizens Advisory Council (WCAC) leads the effort to coordinate the Report recommendation implementation process (Res. [17-043](#), [18-053](#), and [19-063](#))
- **Implementing the Recommendations of the Community Based Public Safety Collective (The Collective) Landscape Analysis**
  - The Landscape Analysis provides recommendations for a coordinated, sustainable violence intervention strategy for the City of Wilmington
  - As a component of the American Rescue Plan Act (ARPA) funding, \$7 million of appropriated funds remain to support “Safer Communities” initiatives, inclusive of the Landscape Analysis and the implementation of its recommendations.
- **Emergency Management Support**
  - Natural and manmade disasters can sometimes defy existing protocols for addressing them, especially as weather conditions become increasingly extreme. This subgoal prioritizes identifying gaps in emergency response planning and pursuing legislative actions aimed at ensuring that the City’s departments are sufficiently equipped to carry out their duties when met with extraordinary circumstances

## GOAL 2: GROWING WILMINGTON

- **Neighborhood Revitalization Plans**
  - A strategy designed to reduce the negative impacts of the housing crisis in foreclosure-concentrated neighborhoods and to bring foreclosed and abandoned properties back to productive use
  - \$22 million of ARPA funds have been set aside for the most ambitious Neighborhood Revitalization plan in the City’s history
    - The first phase will begin in the City’s historic East Side neighborhood and will include investments in new construction; full rehabilitation of existing homes; façade, system, and roof improvements for current homeowners; and the demolition of dilapidated and vacant properties.
- **Comprehensive Development Plan**

- A State-mandated document that describes policies and actions related to a municipality’s land use, neighborhoods, transportation, infrastructure, economy, environment, and quality of life
- "Wilmington 2028: A Comprehensive Plan for Our City and Communities" was adopted by Council vote in December 2019 (Res. [19-083](#))
- **Infrastructure Development and Revitalization (Repairs, Water, Sewer, Sidewalks, Roads)**
  - Refers to improvements and creation of the basic structures and systems that facilitate the operation of the City
  - The American Society of Civil Engineers lists 18 major categories of infrastructure:
 

▪ Aviation,	▪ Ports,
▪ Bridges,	▪ Public parks,
▪ Broadband,	▪ Rail,
▪ Dams,	▪ Roads,
▪ Drinking Water,	▪ Schools,
▪ Energy,	▪ Solid Waste,
▪ Hazardous Waste,	▪ Stormwater,
▪ Inland Waterways,	▪ Transit, and
▪ Levees,	▪ Wastewater
  - Some sources further subdivide infrastructure into **hard infrastructure**, such as roads and infrastructure, and **soft infrastructure** which refers to the regulations, policies, legislation, knowledge, information and networks, communities of interest, collaborative governance systems, etc. that set the conditions for the development and maintenance of structures and systems
- **Brownfields Remediation, Cleanup, and Redevelopment**
  - According to the EPA, a brownfield is a property that the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant
    - Action addressing brownfields in recent years has concentrated on the Northeast neighborhood community
    - [Res. 17-013](#) and [19-047](#) authorized the Department of Planning and Development to accept a Brownfield Area-wide Planning Grant from the United States Environmental Protection Agency, Office of Brownfields and Land Revitalization (EPA) for funding a



Brownfield Area-wide Action Plan and Implementation Plan for the Brandywine Riverfront Northeast Community

- The [Northeast Brandywine Riverfront U.S. EPA Brownfields Area-Wide Plan Wilmington, Delaware](#) was subsequently produced with an analysis of brownfields in the Northeast neighborhood and recommendations for restoring them to productive land use

- **Mixed Housing Development**

- A development strategy that leverages flexible zoning to allow for a combination of land uses, including office, commercial, residential, and in some cases, light industrial or manufacturing, within a single development or district

## GOAL 3: STABILIZED WILMINGTON

- **Code Enforcement**

- Refers to the enforcement of laws, ordinances, or codes regulating public nuisances or the public health, safety, and welfare

- **Vacant Properties**

- In previous ordinances (see [Sub. No. 3 Ord. 19-026](#)), “vacant” is defined as:
  - A building or structure intended for residential or commercial use that has not been used for the conduct of lawful business or residence for more than 6 months, with certain exceptions
    - In [31 Del. C. § 4703](#) of Delaware Code, “Vacancy rate” is defined as the percentage of residential structures that have been uninhabited for 6 months or more within a given jurisdiction

- **Land Bank**

- In 2016, [Ord. 16-059](#) authorized the execution of a Memorandum of Understanding and annual funding agreement between the City of Wilmington and the Wilmington Neighborhood Conservancy Land Bank (WNCLB) to provide \$15 million in financial support for a period of 10 years
- The mission of the WNCLB is to return vacant, dilapidated, abandoned, and delinquent properties back to productive use while strengthening and revitalizing our neighborhoods and inspiring economic development.

- **Neighborhood Stabilization**

- A strategy designed to reduce the negative impacts of the housing crisis in foreclosure-concentrated neighborhoods and to bring foreclosed and abandoned properties back to productive use
- The City’s primary mechanism for stabilization is the Neighborhood Stabilization Program which recently received additional investment through ARPA
  - The first phase of this initiative will begin on the City’s historic east side in an area bounded by Walnut to Church Streets and from Fourth Street to 11th Street with a total of \$30 million in planned allocations
- Eminent domain is another mechanism that has been proposed as a means of addressing vacant and abandoned properties
  - In the State of Delaware, eminent domain is currently described as:
    - [29 Del. C. § 9501A](#). “Acquisition by eminent domain.
      - (a) The policy of the provisions of this chapter pertaining to eminent domain is to ensure that eminent domain is used for a limited, defined public use. Public use does not include the generation of public revenues, increase in tax base, tax revenues, employment or economic health, through private land owners or economic development.
      - (b) Notwithstanding any other provision of law, neither this State nor any political subdivision thereof nor any other condemning agency, including an agency as defined in § 9501(b) of this title, shall use eminent domain other than for a public use, as defined in subsection (c) of this section.
      - (c) The term “public use” shall only mean:
        - (1) The possession, occupation, or utilization of land by the general public or by public agencies;
        - (2) The use of land for the creation or functioning of public utilities, electric cooperatives, or common carriers, or
        - (3) Where the exercise of eminent domain:
          - a. 1. Removes a “blighted area” as defined at § 4501(3) of Title 31, or a “slum area”, as defined at § 4501(23) of Title 31;

- 2. Removes a structure that is beyond repair or unfit for human habitation or use; or
    - 3. Is used to acquire abandoned real property; and
  - b. Eliminates a direct threat to public health and safety caused by or related to the real property in its current condition.”
- In the 151<sup>st</sup> Session of the Delaware General Assembly, [HB No. 458](#) was introduced, which would amend the Delaware Code to allow the exercise of eminent domain “when an ordinance declares the acquisition part of a community development plan necessary to prevent the decline or decay of the property or its surrounding area”
  - The proposed amendments also define “abandoned” and “vacant” as it relates to eminent domain
  - This proposal is out of committee and has been placed on the Ready List for scheduling when the House of Representatives reconvenes
- Tools like the vacant property list and accompanying ordinances, such as [Sub. 1 to Ord. 21-021](#), which allow for civil fines for owners who fail to register vacant properties, are also available to prevent further property abandonment

## **GOAL 4: RESIDENT AND VISITOR FRIENDLY WILMINGTON**

- **Trash and Recycling Services**
  - Governed primarily by [Chapter 45 Article IV](#) of the City Code that describes the protocols and procedures for the management of solid waste
- **Parking Enforcement**
  - Governed primarily by [Chapter 37 Article VI](#) of the City Code that regulates stopping, standing, and parking
- **Parking Enhancements and Planning (Commercial, Residential, Downtown, Smart Meters, etc.)**
  - New technologies are emerging daily that offer opportunities to improve and reimagine the administration and user experiences with parking

## **GOAL 5: BUSINESS FRIENDLY WILMINGTON**

- **Disadvantaged Business Enterprise and Minority Business Enterprise Development**
  - A new, small or local business, whether a sole proprietorship, partnership, corporation or other entity, or any business that is at least 51 percent owned and controlled by one or more socially disadvantaged individuals who, in fact, control the management and daily business operations of that business ([Code Section 35-131](#))
  - [Chapter 35, Article IV](#) describes the current assistance available to DBEs
  - The City has established the following goals for contracting with DBEs, expressed as percentages of the total dollar amount spent on construction, goods/services, and professional services contracting:
    - Construction Contracts 20%
    - Goods & Services 10%
    - Professional Services 5%
- **Business Plan Development and Resources for Neighborhood Business Corridors**
- **Implementing the Recommendations of the Study on Disadvantaged Business Enterprise (DBE) Disparities in Contracting with the City of Wilmington**
  - The study on DBE disparities in contracting was initiated by [Res. 21-018](#) to address Council’s concerns about the insufficient data-collection, methods, procedures, and transparency of data-sharing practices of City departments
  - Slated to be completed in August 2022, it is intended that its finding will inform the creation of equitable policies in the City for local businesses and residents

## **GOAL 6: PROSPEROUS AND SUSTAINABLE WILMINGTON**

- **Revenue Enhancements**
- **Budget and Expenditure Controls**

- **Policies and Strategies Regarding Risk Management, Workers' Compensation, and Human Resources**
  - In July 2022, [HB No. 422](#), which allows the City of Wilmington to “determine whether, and to what extent, its employees are required to be City residents” was signed by Governor John Carney
  - In August of 2022, [Ord. 22-035](#) was introduced to exempt employees in appointed service from the City’s residency requirement
    - This ordinance is currently pending with the Finance and Economic Development Committee
- **Allocating American Rescue Plan Act (ARPA) Funding Responsibly**
  - The federal American Rescue Plan Act (ARPA) was signed into law on March 11, 2021, by President Joseph R. Biden. This one-time capital investment was developed to counteract the unprecedented impact of the COVID-19 pandemic on localities throughout the nation.
  - The United States Department of Interim Final Rule, effective as of May 17, 2021 ([86 Fed. Reg. 26786](#)), permits funds to be used as follows:
    - 1) to respond to the COVID-19 public health emergency or its negative economic impacts;
    - 2) to respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers;
    - 3) for the provision of government services, relative to revenues collected in the most recent full fiscal year prior to the emergency; and
    - 4) to make necessary investments in water, sewer, or broadband infrastructure
  - Pursuant to [Res. 21-054](#), it was decided that the appropriation of the City of Wilmington’s ARPA funding would be directed towards:
    - Revenue Replacement, \$12 million to replace revenues lost due to COVID-19;
    - Workforce Development, \$4 million to fund skills training and internships for employment;

- Community Investment, \$5 million to assist nonprofits in restoring COVID-impacted programming for communities, including \$300,000 for councilmanic distribution;
- Neighborhood Revitalization, \$22 million for capital investment in historically underserved neighborhoods;
- Building Safer Communities, \$8 million to make neighborhoods safer through grassroots efforts to reduce gun violence and other types of crime;
- Essential Pay for Essential Work, \$2.5 million to compensate eligible first responders and essential employees;
- Administrative Costs, \$2.1 million to meet financial and compliance requirements under ARPA

## GOAL 7: WILMINGTON FOR ALL AGES

- **Advocacy and Support for Wilmington's Youth in the Educational Process**
  - According to August 2021 data provided by Delaware [FirstMap](#), there are approximately 42 public and private K-12 schools within the City limits. Although there is not a single Wilmington school district, there are several initiatives by the City’s public school districts to tailor learning goals to the needs of Wilmington youth
- **Youth Master Plan**
  - A plan of action that considers the current and future needs of youth, a vision for the future, and a youth-informed strategy for advancing policies and initiatives that contribute to the health, educational opportunities, well-being, and quality of life for youth within the municipality<sup>1</sup>
- **Adult and Youth Workforce Development**
  - A strategy that equips current and potential workers with the skills necessary to perform necessary job functions and to ensure that businesses within the City maintain their competitiveness
  - The primary workforce development programs are: the Delaware Technical Community College Workforce Training Program; Delaware Works; Job Corps Workforce Training Program; and Wilmington University’s accredited, industry-recognized certifications and professional licenses

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<sup>1</sup> For more information, see the National League of Cities (NLC) guide on creating a youth master plan, <https://www.nlc.org/resource/creating-a-youth-master-plan-action-kit/>

- **Implementing the Recommendation of the CDC and Prevention Report Related to Positive Youth and Family Development Activities**
  - The [report](#) identifies 10 key aspects of a community that is complementary to positive youth development
    - Basic needs are met– crisis and emergency needs
    - Physical and psychological space where youth feel safe and secure
    - Opportunities to experience supportive relationships from caring and competent adults
    - Opportunities to learn how to form close, durable relationships with peers that support and reinforce healthy behaviors
    - Opportunities to feel a sense of belonging and being valued
    - Opportunities to develop positive social values and norms that are connected to other resources outside the school
    - Opportunities that focus on personal pathways to success
    - Structure that is developmentally appropriate, with clear and consistent boundaries and expectations for behavior
    - Engagement in the creation of space and programs that are youth-centric
    - Settings that address individual and community trauma
- **Working Alongside the Wilmington Learning Collaborative (WLC) to Improve Learning Outcomes for Wilmington Students**
  - The WLC voluntary network of schools in Wilmington across the Christina, Red Clay, and Brandywine school districts that, in partnership with the [State of Delaware](#), aims “to create consistency for students, empower educators, school leaders, and communities, and improve outcomes for students in City of Wilmington schools”

## **GOAL 8: HEALTHY WILMINGTON**

- **Mental and Physical Health Services**
- **Adult, Family, and Youth Homelessness**
- **Senior Services**

## **GOAL 9: TRANSPARENT AND WELL-REPRESENTED WILMINGTON**

- **Transparency of City Government**
- **Ensuring the public’s access to the City’s meetings**
  - Due to the COVID-19 pandemic, Council and Committee meetings were conducted via Zoom with anchor locations. In September, meetings returned to the in-person format with options for virtual viewing and participation
  - Technological advances have created new opportunities to broaden the options for public access to meetings
- **Facilitate the study and development of reparations proposals for African Americans, in accordance with Res. 20-080**
  - In September 2020, Res. 20-080, which called for the establishment of a City Council Taskforce to Study and Develop Reparation Proposals for African Americans, with a Special Consideration for African Americans Who are Descendants of Persons Enslaved in the United States, was adopted
  - In accordance with the resolution, nominations were solicited for the Taskforce. Nominees have been contacted. The approval of appointees by Council and the implementation of the study process are forthcoming.

## **GOAL 10: CONNECTED, INFORMED AND ENGAGED WILMINGTON**

- **Constituent, Civic, and Community Engagement**
- **Oversight of Franchise Agreement for Cable Services**
  - In 2012, the "Franchise Agreement" granted Comcast a non-exclusive franchise for the construction, reconstruction, operation, and maintenance of a cable system within the City. This agreement expires in 2024.
- **Providing Access to PEG for Access to Television for Local Community, Schools, and Government**



- Section 8 of the Franchise Agreement provides that the City and Comcast “will select a third-party operator (TPO)[, which is currently DeTV,] to (i) program and operate the Access Channel and (ii) operate and manage the Studio”
- **Diversifying Franchising Agreements**
  - Residents have expressed preferences for more service provider options. While the City seeks to encourage a greater variety of companies, there is a responsibility to ensure that their services adhere to the quality standards our residents expect and that their agreements with the City are sufficiently beneficial to both parties

**Wilmington City Council**  
**2022-2025 Strategic Plan**

**Appendix II: Policy Statements**

**GOAL 1: SAFE AND SECURED WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Safe and Secure Wilmington.” It addresses the sub-priority of crime prevention and suppression, community policing and outreach, implementing the recommendations of the CDC and Based Public Safety Collective reports, or emergency management support. This legislation is grounded in policy research and is influenced by successful practices in other cities regarding public safety strategy.

**GOAL 2: GROWING WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Growing Wilmington.” It addresses the sub-priority of neighborhood revitalization plans; the Comprehensive Development Plan; infrastructure development and revitalization; brownfields remediation, cleanup, and redevelopment; or mixed housing development. This legislation is grounded in policy research and is influenced by successful practices in other cities regarding urban planning and growth.

**GOAL 3: STABILIZED WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Stabilized Wilmington.” It addresses the sub-priority of code enforcement, vacant properties, or the Land Bank. This legislation is grounded in policy research and is influenced by successful neighborhood stabilization strategies.

**GOAL 4: RESIDENT AND VISITOR FRIENDLY WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Resident and Visitor Friendly Wilmington.” It addresses the sub-priority of trash

and recycling services, parking enforcement, or parking enhancements and planning. This legislation is grounded in policy research and is influenced by successful practices in other cities regarding public service provision.

### **GOAL 5: BUSINESS FRIENDLY WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Business Friendly Wilmington.” It addresses the sub-priority of Disadvantaged Business Enterprise (DBE) and Minority Business Enterprise (MBE) development or business plan development and resources for Neighborhood Business Corridors. This legislation is grounded in policy research and is influenced by successful business development practices.

### **GOAL 6: PROSPEROUS AND SUSTAINABLE WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Prosperous and Sustainable Wilmington.” It addresses the sub-priority of revenue enhancements; budget and expenditure controls; or policies and strategies regarding risk management, workers' compensation, and human resources. This legislation is grounded in policy research and is influenced by successful budgeting practices.

### **GOAL 7: WILMINGTON FOR ALL AGES**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Wilmington for All Ages.” It addresses the sub-priority of advocacy and support for Wilmington's youth in the educational process, the Youth Master Plan, adult and youth workforce development, or implementing the recommendation of the CDC and Prevention Report related to positive youth and family development activities. This legislation is grounded in policy research and is influenced by successful human development practices.

### **GOAL 8: HEALTHY WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Healthy Wilmington.” It addresses the sub-priority of mental and physical health

services; adult, family, and youth homeless; or senior services. This legislation is grounded in policy research and is influenced by successful human services practices.

### **GOAL 9: TRANSPARENT AND WELL-REPRESENTED WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Transparent and Well-Represented Wilmington.” It addresses the sub-priority transparency of city services or redistricting. This legislation is grounded in policy research and is influenced by successful governance practices.

### **GOAL 10: CONNECTED, INFORMED AND WELL-ENGAGED WILMINGTON**

This proposed ordinance is in alignment with the 2022-2025 Strategic Plan goal of “Connected, Informed, and Well-Engaged Wilmington.” It addresses the sub-priority of constituent, civic, and community engagement; oversight of the franchise agreement for cable services; or providing access to public, educational, and government access (PEG) television channels for the local community, schools, and government. This legislation is grounded in policy research and is influenced by successful information and communications technology practices.