



Northeast Wilmington Community Revitalization Implementation Plan

October 2019



Blueprint
COMMUNITIES[®]

Northeast Wilmington

A COMMUNITY REVITALIZATION INITIATIVE



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EXECUTIVE SUMMARY

Wilmington, Delaware is ideally situated along the Northeast Corridor, with easy access to the regional transportation network. The Northeast neighborhood is located north of the Brandywine River between Interstate 95 and Interstate 495 as shown in Figure 1 below. Regional travel from the Northeast is convenient, with the Interstate 495 interchange only 5 minutes from the neighborhood, and the Philadelphia Airport a 20-minute drive north. The area is also well connected to northern New Castle County via Route 202 and Route 13. The Claymont train station is a 10-minute drive or 30-minute bike ride north, and the downtown Wilmington train station is a 7-minute drive or 12-minute bike ride south.

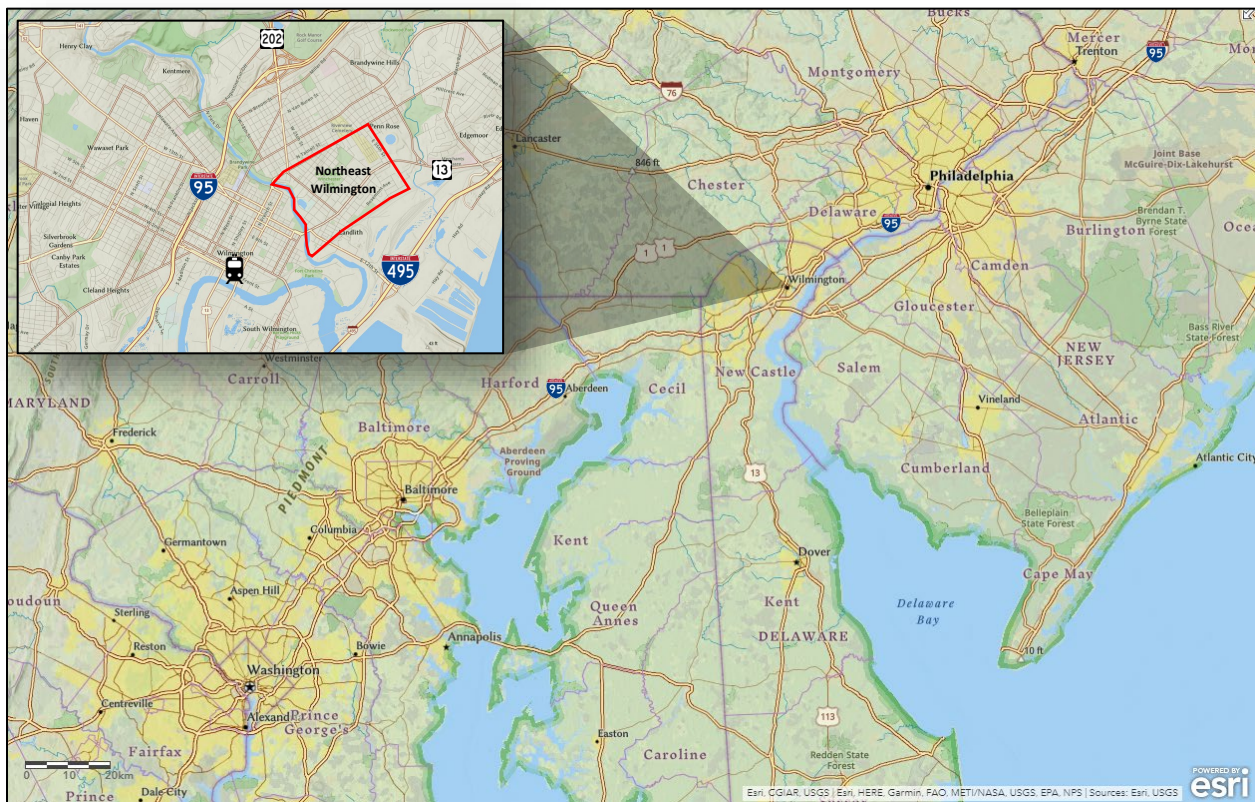


Figure 1. Northeast Wilmington Location Overview Map

Wilmington's central business district is located directly south of the Brandywine River, and is readily accessible from the Northeast by foot, bicycle, car, and transit. It is a 10-minute walk from the North Market Street bridge to Rodney Square in the heart of downtown, which has a variety of dining and entertainment options including multiple live music venues, theaters, opera and ballet companies, and a professional orchestra.

With such a prime location, Northeast Wilmington is poised for redevelopment. New business investments will be spurred by the extension of the Downtown Development District along North Market Street from the Brandywine River to 24th Street. All three Northeast Census Tracts are Opportunity Zones. The Northeast is poised to grow, and careful planning is necessary to ensure that current residents are included in plans for future investment.

In 2017, the Northeast Wilmington Community Revitalization Plan (the Blueprint Plan) was completed as part of the official Blueprint Communities® process, which is a program of the Federal Home Loan Bank of Pittsburgh. The plan was developed by a volunteer team of community representatives, local stakeholders, and interested parties in partnership with the University of Delaware Center for Community Research & Service. Blueprint Communities® is a community revitalization program that helps community leaders plan for and implement effective and comprehensive revitalization efforts. The program is designed to serve as a catalyst to revitalize older communities and neighborhoods by fostering strong local leadership and collaboration, focusing on planning and goal-setting strategies, and building local program capacity to sustain community growth. The model also encourages coordinated investments in targeted neighborhoods by public and private funders.

The original Blueprint team worked together to assess existing conditions in the community and conduct public outreach. Their work identified five strategic focus areas that the community believes are vital to improving quality of life in the Northeast: Community Economy, Health/Healthy Living, Housing, Infrastructure (including environmental issues), and Youth Development/Engagement. For each focus area, the Blueprint Plan identifies a vision, goals, and short and long-term initiatives to be advanced by residents in collaboration with key partners including the City and various Northeast Wilmington stakeholder organizations, as well as resource partners at the federal, state and local level. The Blueprint Plan also identifies current and legacy plans that address specific sections of Northeast Wilmington. The Blueprint team leveraged the Blueprint Plan to obtain a State of Delaware Neighborhood Building Blocks Fund award to bring the significant number of projects and activities contained in all of these plans into one implementation plan.

Whitman, Requardt & Associates, LLP (WRA) of Wilmington was hired to complete this Implementation Plan for Northeast Wilmington. To ensure that the strategies included in the Implementation Plan are appropriate, achievable, and address the input provided by the community, a stakeholder meeting for each of the five strategic focus areas was held with Blueprint Initiative members, City of Wilmington officials, local institutions, residents, business owners, and other interested stakeholders to discuss ongoing and future initiatives. An additional focus on crime, safety, and a clean community emerged from these meetings.

The Blueprint process and subsequent stakeholder meetings showed how many groups and individuals are invested in the Northeast. All acknowledged revitalization and economic growth are necessary, and supported the Blueprint mission, “to coordinate and facilitate place-based redevelopment in Northeast Wilmington in a sustainable, creative and community-driven manner in order to improve the quality of life of residents.” Participants also acknowledged that increasing the number of middle-class residents is a critical component of growing the Northeast economy. A diverse local economy and collaboration across all sectors, public and private, will be critical to developing economic sustainability for the community.

Based on the feedback received to date, this Implementation Plan recommends a collective impact approach. Collective impact initiatives are defined as “long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.”¹ This plan recommends the formation of a Northeast Blueprint Backbone Organization (NBBO) to support the collective impact approach, and the development of a funding strategy to sustain the organization for an initial time frame of ten years.

This Implementation Plan is intended to be a guide for the NBBO, which will be tasked with facilitating the revitalization of Northeast Wilmington by bringing the necessary cross sector partners to the table to incorporate economic and environmental resiliency into every aspect of revitalization. These partners will need significant support to allow them to commit to the long-term goal of building an economically diverse and resilient community. The City of Wilmington is a key partner, and a structured approach to collaboration will need to be developed along with a method to track support for city plans.

This Implementation Plan identifies key strategies to revitalize Northeast Wilmington at two levels. The first level, “Coordination and Community Engagement,” will establish a foundation for growth by engaging community residents and stakeholder organizations across the Northeast in a collective impact approach. This will involve facilitating the alignment of various stakeholder organization programs and supporting collaborative activities that include resident participation. It will require ongoing communication and the development of a process to track the success of revitalization efforts across Northeast Wilmington.

The second level is more targeted and will use the collective impact approach to advance two specific projects identified during the planning process. Each project is located within a specific geographic area, as shown in Figure 2 below. Each project will also require significant cross sector participation and support from partners who are able to leverage federal, state, and foundation funds for implementation.

The first project is called “North Market Street Commercial Development,” which will leverage public streetscape improvements along North Market Street to support business attraction and retention. Revitalizing this commercial corridor is critical to serving the residents of the community and future residential redevelopment. The second project is focused on the area between Brown-Burton Winchester Park and the Brandywine River and is called “Resilience in Renovation and Development.” This project will advance infrastructure investment, support the renovation of existing housing stock, and ensure new development meets the goals identified by community plans. A focus on this area will ensure that investments benefit the existing community while attracting new residents, fostering economic and environmental resilience.

¹ Kania, John, and Mark Kramer. Winter 2011. “Collective Impact.” *Stanford Social Innovation Review* 9 (1): 39. Accessed July 2, 2019. <http://stanford.ebookhost.net/ssir/digital/8/ebook/1/download.pdf>.

All current and proposed activities and recommendations were consolidated and organized into one of these three initiatives: Coordination and Community Engagement, North Market Street Commercial Development, or Resilience in Renovation and Development. Recommendations for each initiative include a justification, an overview of existing conditions, and a description.

The description for each initiative is organized in a matrix format for ease of use. The matrix includes goals along with a list of activities that support those goals, each of which is accompanied by a general timeframe, funding amount (where known), possible funding sources, and organizational partners. These charts are designed to allow collaborating partners to easily identify activities where they can contribute. The matrices included under Coordination and Community Engagement capture detailed community input and can be used to develop an understanding of community goals that may assist in the development of work plans or projects. Currently there are several collaborations of partners addressing specific projects. At the outset, the prioritization for activities depends on which project is active, but as the NBBO becomes more involved in facilitating the collective impact approach, prioritization will be decided by the collective group.

Blueprint members and stakeholder organizations have not been idle while this Implementation Plan has been under development. After the completion of the Blueprint Plan, the original Blueprint Team transitioned into the Northeast Wilmington Blueprint Initiative with two co-chairs and various community stakeholders working to address different aspects of the work described in this Implementation Plan. One group of stakeholders worked to develop this Implementation Plan; another group formed the initial phase of the community engagement collaboration; and a third group continued the resilience collaboration that began with the development of the successful EPA Brownfields Area-wide Planning Grant application. These core groups for each of the three initiatives are poised to begin to formalize the work for each initiative under the guidance of the proposed backbone organization. As a result of the successful effort to fund the development of this Implementation Plan, the Federal Home Loan Bank of Pittsburgh awarded the Northeast Wilmington Blueprint Initiative a capacity building grant to seed the creation of the backbone organization that will carry this work forward. Additional funding will be needed to grow this backbone organization so that it can operate long enough (a ten-year time frame is an industry standard) to achieve measurable change in the community.

Northeast Wilmington Implementation Plan

Initiative Overview

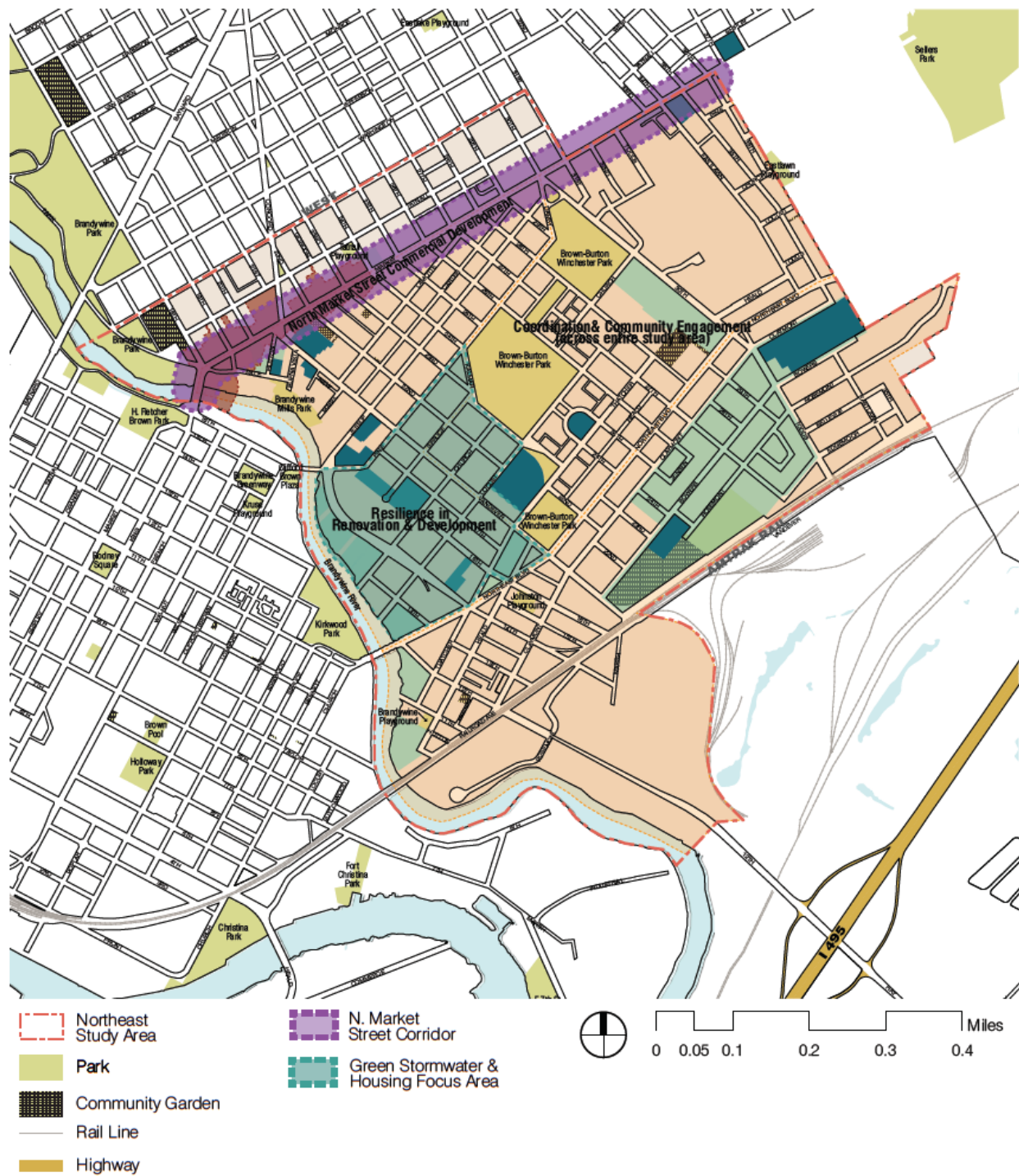


Figure 2. Initiative Overview Map

PREVIOUS PLANNING STUDIES

The following previous planning studies were reviewed by WRA and their findings incorporated into the Implementation Plan. A map showing the geographic boundaries of the previous planning studies is included in Appendix 1. Links to the full documents are provided in the References.

Greater Brandywine Village Revitalization Plan, 2001

The plan created a vision to strengthen and enhance North Market Street and the surrounding neighborhoods in the Northeast. The study identified key issues, including vacant and poorly maintained buildings along Market Street and Vandever Avenue, poor streetscape conditions on Vandever Avenue, very poor housing conditions east of Market Street, and difficulties with the one-way street network. The plan included a redevelopment concept that proposed priority action areas for distressed properties, transitional areas to monitor for future investment, gateway areas, streetscape improvement areas, and open space improvement areas. Specific site recommendations and an update on implementation are included as Appendix 1.

Brandywine River/Northeast Wilmington Redevelopment Plan, 2013

This redevelopment study, completed for the City of Wilmington, focused on the area bounded by Jessup Street, Vandever Avenue, Northeast Boulevard, and the Brandywine River. The existing conditions analysis looked at street circulation, a parcel by parcel survey of land use and property ownership, zoning, floodplain/floodway and topography, and recent improvements. The study identified five key redevelopment sites: Diamond State Salvage and City of Wilmington Maintenance Yard sites along the Brandywine River, 16th Street Quarry, and New Destiny Community Development Corporation (CDC) properties along Church, Locust, and 16th Streets. Recommendations included market rate rental apartments and condominiums combined with open space and a multi-use trail along the Brandywine River on the Diamond State Salvage and Wilmington Maintenance Yard sites, recreational offerings and mixed-use development on the quarry site, and mid-rise mixed-use neighborhood development on the New Destiny sites. All recommendations were predicated on the development of the 12th Street Connector (see “Ongoing Plans” below) to provide access to the waterfront sites.

Brandywine Riverfront Northeast Living Shoreline, 2016

This study developed recommendations for improvements to the north shoreline of the Brandywine River between Pine Street and Northeast Boulevard. The consultants worked extensively with the community to develop recommendations for the living shoreline that would meet neighborhood needs. Elements of the proposed project include shoreline stabilization, a lighted and paved pathway along the Brandywine River, paddle sports access, fishing, and water taxi access. The recommendations considered connections to future projects in the Northeast, including the 12th Street Connector.

12th Street Connector Transportation Improvement Study

The Wilmington Area Planning Council (WILMAPCO), City of Wilmington, Delaware Department of Transportation (DelDOT), and Delaware Transit Corporation (operating as DART First State) completed a transportation planning study focused on connecting 12th Street from I-495 to the Brandywine waterfront and the 16th Street Bridge. This study area is contained within the boundary of the Brownfields Area-Wide Plan described in the ongoing plans section. The 12th Street corridor is an important link between I-495, downtown Wilmington, and the Route 202 corridor. The area is underutilized with several vacant properties that lack vehicular access, and it offers no direct route for through traffic. The corridor's proximity to downtown, I-495, and the Brandywine waterfront presents a valuable opportunity that can help spur redevelopment and economic growth in the underutilized land along the waterfront. This study includes an engineering feasibility analysis to determine the best possible alignment and design that is beneficial to the community, limits impacts to sensitive environmental resources, and is cost effective. In addition to traffic and accessibility improvements, the project incorporates solutions that address factors such as:

- Better connections between the neighborhood and the Brandywine waterfront;
- Missing sidewalks, ramps, and safe road crossings, particularly around bus stops;
- Bicycle connectivity;
- Combined stormwater drainage and sewer systems with potential for sewage overflows;
- Floodplains and the risk of flash flooding;
- Aging infrastructure that has fallen into disrepair;
- Cleaning up areas with potential contamination from previous industrial uses



Figure 3. 12th Street Connector Preferred Alternative

ONGOING PLANS

While the Implementation Plan for the Northeast community was being developed, four additional planning studies were undertaken in the same area. The recommendations from these studies reflect community priorities and will be incorporated into the Implementation Plan where appropriate. A summary of these initiatives is listed below. A map showing the geographic boundaries of the ongoing planning studies is included in Appendix 1. Links to the full documents are provided in the References.

Wilmington 2028: A Comprehensive Plan for Our City and Communities

The City of Wilmington Planning Department is spearheading an effort to rewrite the City's Comprehensive Plan. A State-mandated document, *Wilmington 2028* will outline policies and goals for growth in a variety of areas including land use, transportation, infrastructure, the economy, the environment, and quality of life. The planning process involves extensive community outreach and incorporates existing planning documents including the Northeast Blueprint Plan. The outreach process was used to create a vision statement supported by five guiding principles: equity, health, sustainability, resilience, and safety. Upon completion and approval by the City and State, this document will replace "A City-Wide Plan of Land Use" (2009) and 12 accompanying neighborhood comprehensive development plans.

Northeast Brandywine Riverfront: U.S. EPA Brownfields Area-Wide Plan

The U.S. Environmental Protection Agency (EPA) awarded the City of Wilmington a \$200,000 grant to develop an area-wide plan and implementation strategy for the 100-acre Brandywine Riverfront Northeast project area. The area's catalyst sites, including the Diamond State Salvage property and Wilmington Maintenance Yard, have great potential to spur economic development because of their location along the Brandywine River and proximity to downtown Wilmington. The area-wide planning project will provide an opportunity to make substantial progress in an impoverished community with extensive social equity, environmental, and brownfields challenges. It will enable residents to develop a new vision for the neighborhood, address environmental issues, provide economic development to this urban waterfront area, and build the capacity needed to continue to address the social challenges facing residents.

Riverside Master Plan and Redevelopment

REACH Riverside is utilizing the Purpose Built Communities Model to develop more than 500 units of housing along with support services in the area bounded by Brandywine River in the south, Northeast Boulevard in the west, the City line in the north, and railroad tracks in the east (REACH stands for Redevelopment, Education, And Community Health). The Wilmington Housing Authority, Kingswood Community Center, and Eastside Charter School have entered into a formal agreement to work as partners with REACH Riverside, and work on a master plan for the area is underway. The Purpose Built Communities model is a coordinated and holistic approach to creating sustainable, stable neighborhoods that include mixed income housing, cradle-to-college education, and community wellness initiatives. Plans in the Northeast include the redevelopment of Riverside affordable housing into 400 mixed-income units, a new Kingswood Community

Center, and the expansion of Eastside Charter School from K-8 to K-12. Current information can be found at reachriverside.org.

Conclusions

The recommendations from the four ongoing planning studies will result in significant improvements to and redevelopment of the areas around the Brandywine River and Northeast Boulevard. The Implementation Plan focuses on making connections to and between these areas and includes recommendations for neighborhood areas not covered by the ongoing planning studies, including Market Street and the core housing area around Brown-Burton Winchester Park. Community outreach will be prioritized, so residents and stakeholders remain engaged in the ongoing planning studies, and to ensure the vision of the Blueprint Plan is incorporated into the recommendations of other plans. The chart below shows how this Implementation Plan supports three of the ongoing plans described above.

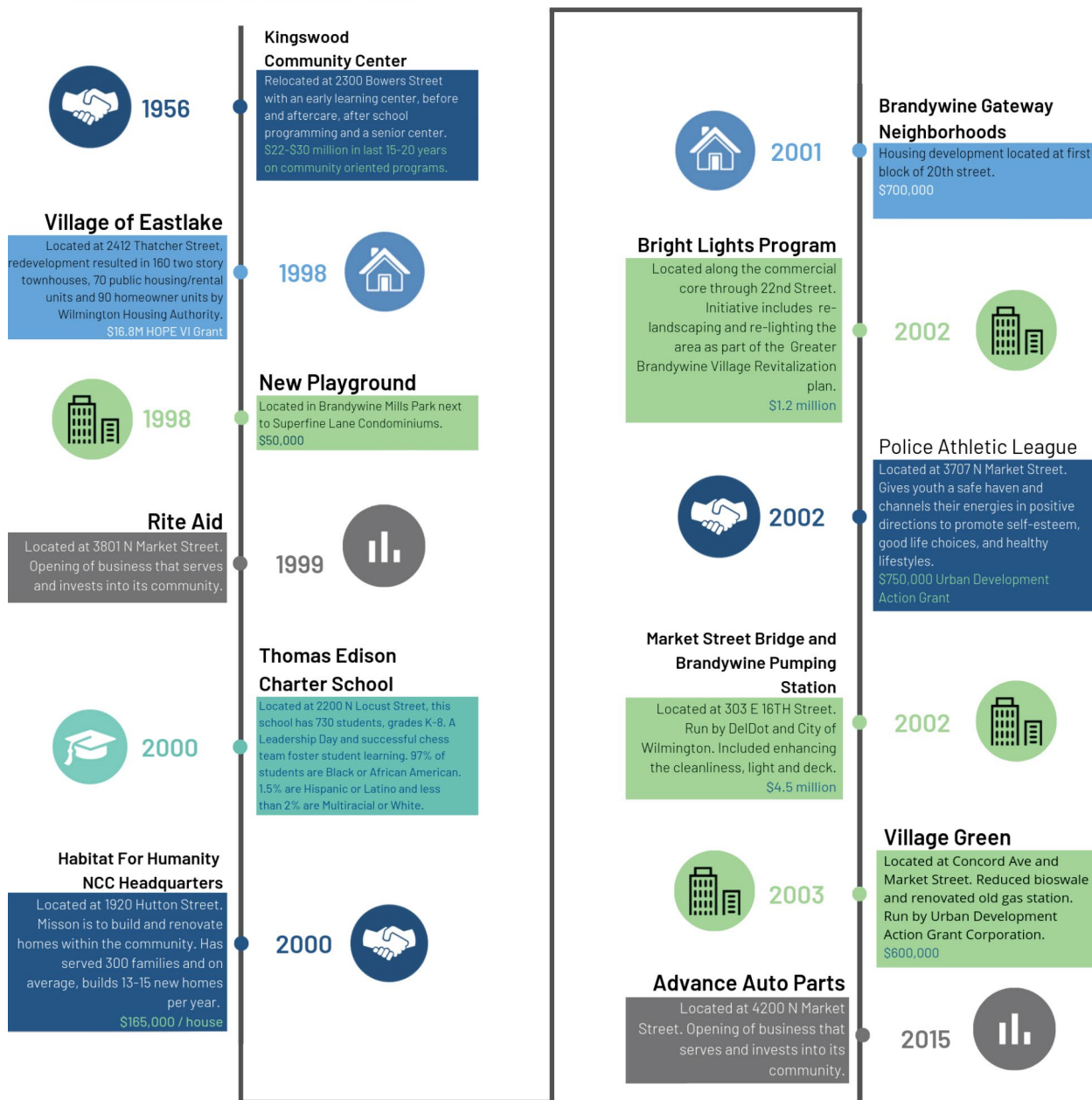
Supporting Plans

GOALS/PRIORITY ACTIONS/PURPOSE	SUPPORT
Wilmington 2028 (2019)	
Goal area 1: Strong and safe neighborhoods	
Goal 1.1: Promote walkable neighborhoods with access to jobs, services and amenities	X
Goal 1.2: Ensure all residents have quality housing that is affordable, resilient and offers choice	
Goal 1.3: Reduce neighborhood blight and crime	X
Goal 1.4: Ensure neighborhoods have access to high quality, welcoming public spaces and recreation	
Goal 1.5: Support neighborhood character, cohesion and pride	X
Goal area 2: Healthy and thriving communities	
Goal 2.1: Ensure all youth have opportunities to shape their future in and out of school	X
Goal 2.2: Encourage a coordinated and holistic approach to service provision and access	X
Goal 2.3: Make healthy living the default choice	X
Goal 2.4: Build community capacity and civic engagement	X
Goal area 3: Robust local economy	
Goal 3.1: Encourage a diverse and inclusive local economy in all neighborhoods	X
Goal 3.2: Invest in training to access the jobs and opportunities of today and tomorrow	X
Goal 3.3: Ensure that Wilmington is a city where inclusive businesses can thrive	X
Goal 3.4: Promote city assets to attract and retain residents, employers and investment	X
Goal area 4: Connected city and region	
Goal 4.1: Connect across Wilmington and throughout the region via a multimodal network that gives residents affordable, high-quality transportation choices	X
Goal 4.2: Use streets to enhance the city's economic vitality, safety, health, and environment	X
Goal 4.3: Optimize parking to provide the right amount of parking, in the right locations, at the right price	X
Goal 4.4: Evaluate the potential of new technologies and transportation ideas through pilot testing	
Goal area 5: Sustainable and resilient city	
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	X
Goal 5.4: Promote community greening and sustainable practices for aesthetic and environmental benefit	X
Northeast Brandywine Riverfront U.S. EPA Brownfields Area-Wide Plan (2019)	
Priority Actions	
1. Focus on uplifting the existing residential blocks	
2. Complete environmental assessment & remedial plans	
3. Advance the 12 th Street Connector project	
4. Establish and implement branding, signage, security, and gateway projects	X
5. Consider interim uses to increase neighborhood activity, awareness, engagement, and pride	X
6. Increase resiliency and riverfront recreation together	
7. Work toward the larger scale-new development phase	
8. Increase neighborhood connectivity	X
9. Establish a capital improvement programming and funding/financing plan	
10. Form a project task force and assign a dedicated project manager	
12th Street Connector (2019)	
Project Purpose	
Improve access between Northeast Wilmington and the Brandywine River Waterfront and downtown Wilmington Central Business District	
Improve multi-modal access for pedestrians, bicycles, and transit riders	X
Improve traffic operations	X
Support economic development and job creation	X
Provide better accommodations for freight movement for local businesses while minimizing impacts to the community	

ACCOMPLISHMENTS AND IMPACTS

Although the Blueprint planning effort began in 2016, the plans described above are evidence of a long history of civic engagement, advocacy, collaboration, and successful implementation in neighborhoods across Northeast Wilmington. These plans, as well as other community-led planning efforts, have not stayed on the shelf or at the meeting table but have resulted in tangible improvements to the built environment and quality of life for Northeast residents. The below timeline highlights some of the many accomplishments of engaged citizens, advocates, and institutions in Northeast Wilmington.

A TIMELINE OF INVESTMENTS IN NORTHEAST WILMINGTON:





2004

Brandywine Mills Plaza

Located at 1800 N Market Street, the goal of this project is to enhance Brandywine Mills Plaza with decorative lighting, new plantings and surface repair. \$140,000

East Side Charter School

Located at 3000 N Claymont Street, the school has 422 students grades K-8. A Back-to-School Block Party and an Honors Program foster the student's learning. 94% of students are Black or African American, 5.69 are Hispanic or Latino, and less than 1% are Multiracial.

2005



Wilmington HOPE Commission

Located at 38 Vandever Avenue, its goal is to develop, promote, evaluate and advocate for meaningful strategies focusing on the revitalization of Wilmington's most underserved communities. Facilities include 10,700 sq.-ft. Achievement Center. Two \$25,000 Grants



2005

Delaware Job Corps

Located at 9 Vandever Avenue, the mission is to teach eligible young people the skills they need to become employable and independent and place them in jobs or further education. \$4 million to build & \$350,000 additional funding

2005



18th Street Tree Project

Lead by the Brandywine Civic Association, forty new trees are planted between the 100 and 200 blocks. \$5,000



2007

Lafayette Court

Construction of apartments for seniors at 1803 and 1805 Market Street completed by Wilmington Senior Center. \$5.8 million

2007



2007

Millers Row

Construction of apartments from 60 to 80 East 22nd Street lead by Habitat for Humanity NCC. \$840,000



Speakman Place

Located at 30th Street, the Old Speakman Factory was converted into a residential neighborhood of 71 mixed-income townhomes, featuring an adjacent park and beautiful views of the Wilmington skyline and the Delaware Memorial Bridge. A project of Cornerstone West Community Development Corp. and Ingberman Affordable Housing \$15.5 million estimated

2007



2008

Reeds Refuge Center

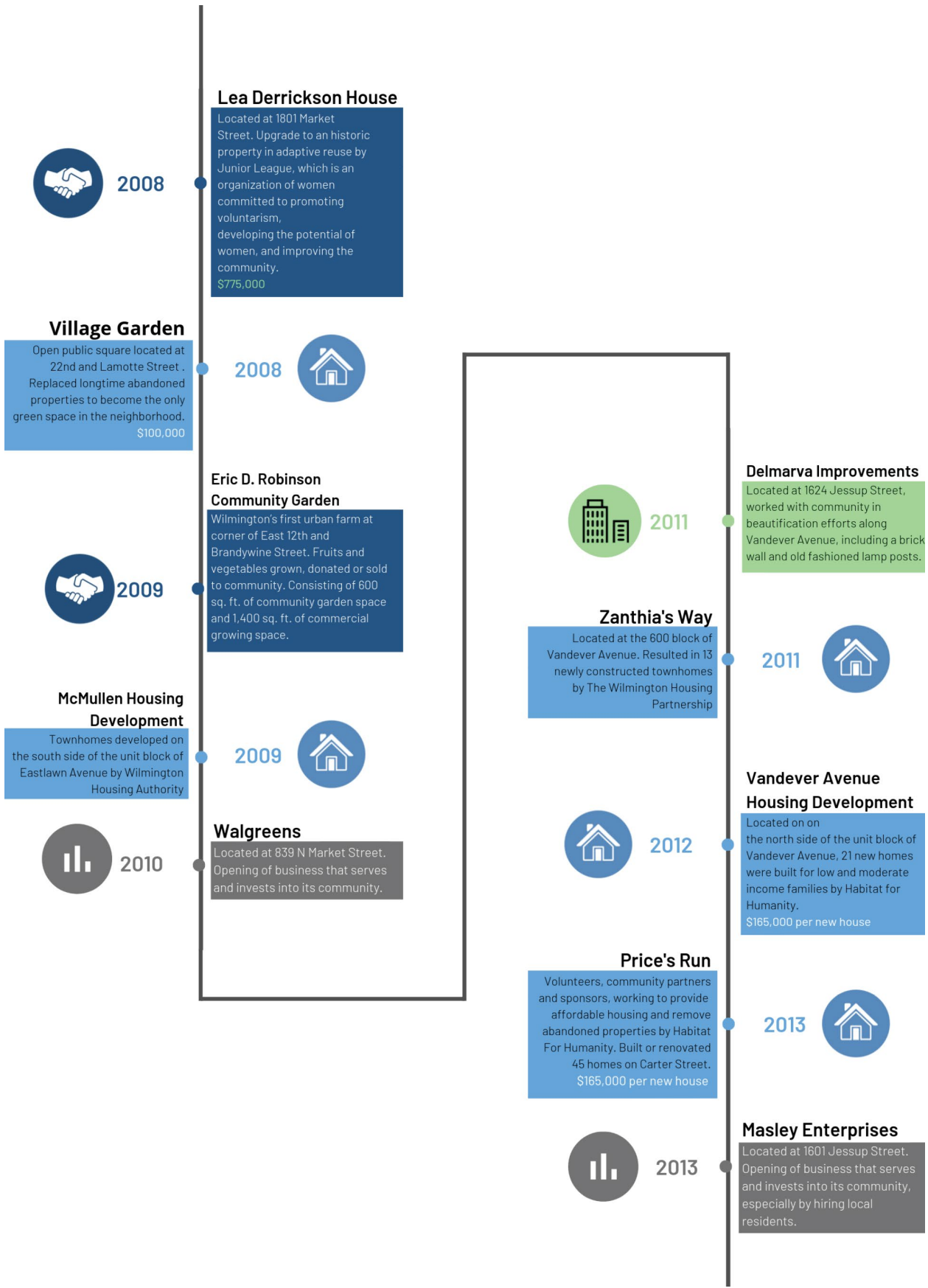
Located at 1601 N. Pine Street, Reeds' Refuge Center is community-focused and committed to the holistic development and well-being of children and financially afflicted families. Daily, nearly 100 youth are provided with a safe-haven and an outlet for expression and inspiration in the arts. Private funding

104 & 106 East 22nd Street

Housing was rehabilitated by the Greater Village Brandywine Rehabilitation Initiative and the Challenge Program. \$200,000

2008





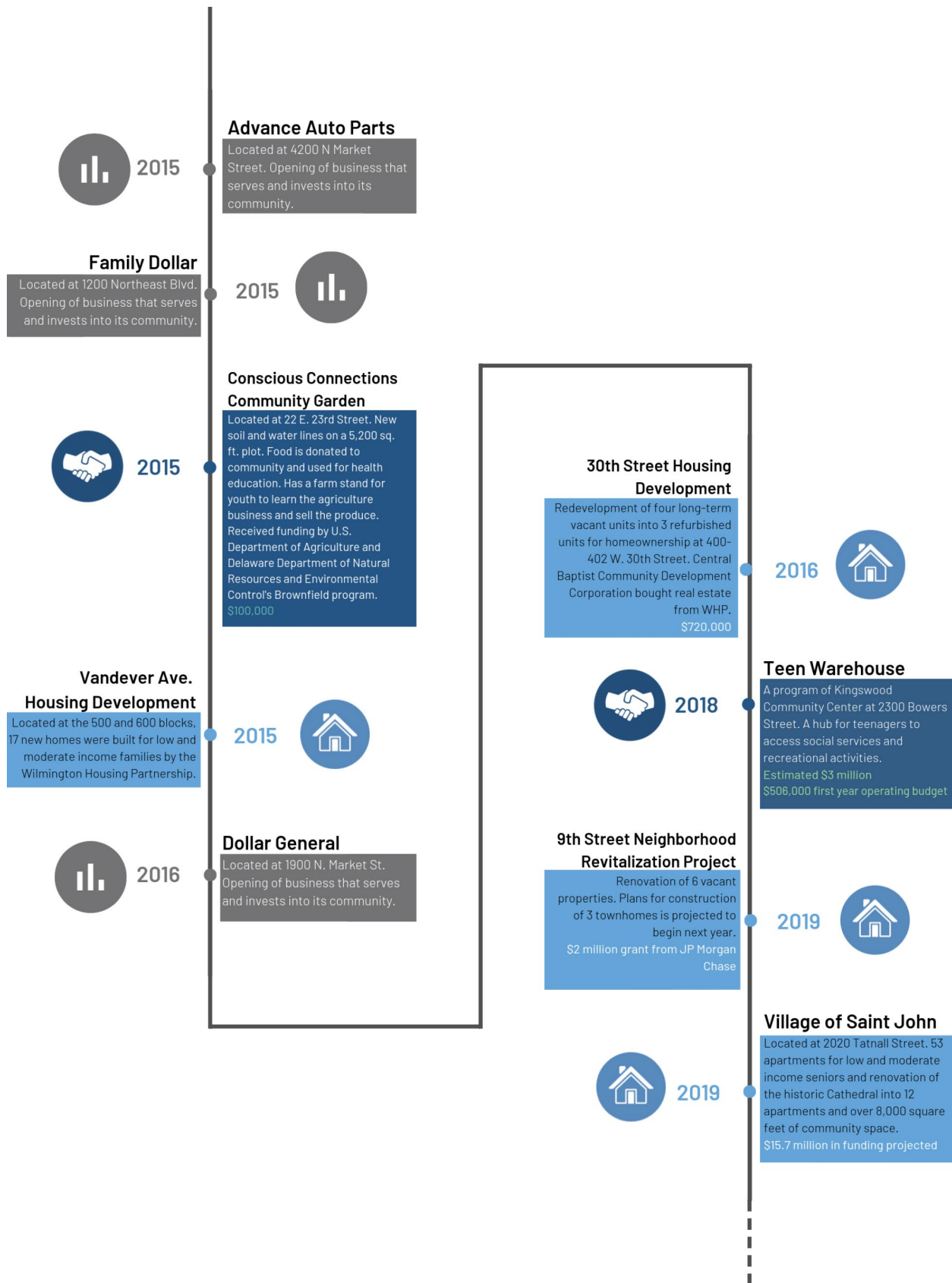
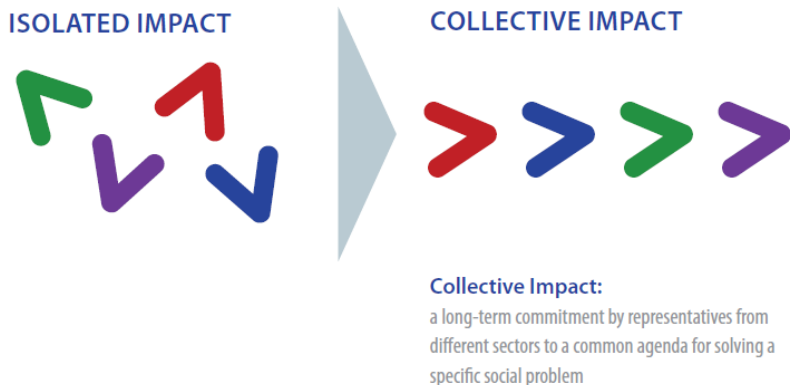


Figure 4. Investments in Northeast Wilmington Timeline

RECOMMENDATIONS

Adopt a Collective Impact Approach

As this plan documents, there are many groups working to effect positive change in Northeast Wilmington. Often, those groups work together collaboratively on a common goal. However, the collective impact approach takes collaboration a step further. The framework for a collective impact approach was established in a 2011 article by John Kania and Mark Kramer. They explained the differences between collaboration and collective impact stating, “unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.”² These five conditions are illustrated in the graphic below. This clearly articulated framework has provided non-profit, public, and private practitioners worldwide with an effective approach to addressing complex social problems.



Elements of "Collective Impact":

Common Agenda – participants share a vision for change

Shared Measurement Systems – collect data and measure results consistently on a short list of indicators at the community level and across all participating organizations

Mutually Reinforcing Activities – coordinated activities among a diverse group of stakeholders supporting a common overarching plan

Continuous Communication – develop a common vocabulary; share learning and problem solve together

Backbone Organization – A separate organization serves as the backbone of the initiative

Figure 5. Elements of Collective Impact³

² Kania, John and Mark Kramer. Winter 2011. “Collective Impact.” *Stanford Social Innovation Review* 9 (1): 36-41. Accessed July 2, 2019. <http://stanford.ebookhost.net/ssir/digital/8/ebook/1/download.pdf>.

³ Campbells Soup Company and the Food Trust. 2014. *Campbell Healthy Communities Annual Report*: 6. Camden, NJ: Campbell Soup Company. Accessed July 2, 2019. http://thefoodtrust.org/uploads/media_items/campbell-healthy-communities-annual-report-fy-2014-final.original.pdf.

The collective impact approach also requires a foundational change in how individuals and groups think about effecting change. In “Essential Mindset Shifts for Collective Impact,” the authors explain that the collective impact approach runs counter to how most organizations have approached problem solving in the past, and therefore requires partners to think in a different way as summarized in the below table.

<p>Mindset Shift 1: Who is involved</p>	<p>Get all the right eyes on the problem <i>Cross-sector perspectives are critical. Include partners from government, non-profit, corporate, and philanthropic sectors, as well as people with lived experience of the issue</i></p>
<p>Mindset Shift 2: How people work together</p>	<p>The relational is as important as the rational <i>People adopt evidence-based practices because they trust the messenger, not just because the evidence is convincing</i></p> <p>Structure is as important as strategy <i>Solutions are not known at the beginning of the process. The organizational structure must allow for an ongoing exchange of information to enable collective insights</i></p> <p>Sharing credit is as important as taking credit <i>Sharing credit builds trust among partners and allows for greater success for all parties involved. It also means funders must be on board with the collective impact approach</i></p>
<p>Mindset Shift 3: How progress happens</p>	<p>Pay attention to adaptive work, not just technical solutions <i>Complex problems change quickly. Multiple groups approaching the same problem allows for rapid learning through feedback loops and coordinating responses among participants</i></p> <p>Look for silver buckshot instead of the silver bullet <i>Success will come from a combination of many interventions. A shift from single-point interventions to investing in processes and relationships that enable organizations to work together</i></p>

Figure 6. Mindset Shifts for Collective Impact⁴

The backbone organization tasked with implementing a collective impact approach must build strong relationships with and between organizations to foster mindset shifts, and successfully work towards the establishment of a common agenda, shared measurement system, and mutually reinforcing activities, all while supporting continuous communication among all groups.

⁴ Kania, John, Fay Hanleybrown, and Jennifer Splansky Juster. 2014. “Essential Mindset Shifts for Collective Impact.” In *Collective Insights on Collective Impact*, 2-5. Stanford, CA: Stanford Social Innovation Review. Accessed July 2, 2019. <http://stanford.ebookhost.net/ssir/digital/29/ebook/1/download.pdf>.

Form a Northeast Blueprint Backbone Organization

After a full review of the tasks in the Blueprint Plan, Blueprint Team members decided that without an organization dedicated to implementing the recommendations outlined in the Plan and leading a collective impact approach, the work is likely to languish. Therefore, this Implementation Plan assumes that a Northeast Blueprint Backbone Organization (NBBO) will be formed to coordinate ongoing and future work.

The Blueprint Initiative will be responsible for the formation of the NBBO. This document will not delve into the structure of that NBBO, which is outlined in a separate effort under development by Urban Partners, Inc. Instead, this document will outline tasks that the NBBO will be responsible for once it is up and running.

This plan is organized into three separate initiatives where the NBBO will function as the coordinating organization. The first major initiative, “Coordination & Community Engagement,” includes communications and community engagement and highlights the administrative tasks that are critical to advancing the goals of the plan. It also includes a list of community development efforts already underway that will benefit from additional support and coordination provided by the NBBO, including the administrative tasks that are critical to advancing the plan. These efforts include improvements along the 30th Street corridor, Northeast Boulevard commercial redevelopment, development along the Brandywine east of the EPA Area-wide project area, and focused in-fill development efforts. The NBBO will work to foster strong local leadership and collaboration among stakeholder organizations with a goal of increasing local program capacity by aligning existing programs and developing additional programs to build a resilient community.

The second major initiative, “North Market Street Commercial Development,” is focused on the North Market Street corridor, where the NBBO will coordinate public investments in the transportation network while providing connections to resources for business owners with the goal of creating a commercial corridor that works for residents. The NBBO will bring local business leaders together to develop goals and strategies for a long-term program to promote and sustain a strong commercial corridor.

The third major initiative is “Resilience in Renovation & Development,” which focuses public green stormwater infrastructure investments and support for private residential renovations and new development in the area between Brown-Burton Winchester Park and the Brandywine River to create a financially, environmentally, and socially resilient community. This initiative will champion the development of a resiliency plan that will be integrated with residential property development. The NBBO will foster collaboration with the Wilmington Neighborhood Conservancy Land Bank and housing partners engaged in repairing and rehabilitating existing residential property. The NBBO will also work with developers to encourage mixed-income development that will support investments already made in the community and sustain community growth.

These three initiatives will build on the asset-based community development strategy outlined in the Northeast Wilmington Community Revitalization Plan. The Blueprint Initiative participants believe that by using a collective impact approach to build on existing community assets in partnership with community members and organizations, the NBBO will achieve sustainable economic development that will benefit every resident and business that calls Northeast Wilmington home.

COMMON AGENDA



Figure 7. Northeast Collective Impact Structure⁵

⁵ Kania, John and Mark Kramer. 2013. "Embracing Emergence: How Collective Impact Addresses Complexity." *Stanford Social Innovation Review*. January 21. Accessed July 24, 2019. https://ssir.org/articles/entry/social_progress_through_collective_impact

Initiative 1: Coordination and Community Engagement

Project Justification

The residents of Northeast Wilmington are the most important community asset. A core group of residents have been tireless in their willingness to attend meetings, provide extensive input into community planning processes, and participate in community events and programs. The Blueprint team worked with residents to identify five strategic focus areas that make up the Northeast Wilmington Community Revitalization Plan: community economy, health/healthy living, housing, infrastructure, and youth development and engagement. As part of the community outreach for this Implementation Plan, the Blueprint team convened working groups comprised of residents and stakeholders for each focus area to identify key issues, recommendations, and implementation partners.

One recurring theme that emerged during working group conversations was the lack of coordination among different non-profit organizations and agencies working in the Northeast who provide services to residents. Working group feedback also indicated that residents have limited time to attend meetings and limited capacity to organize and carry out suggested initiatives. Additionally, several issues identified by the working groups spanned multiple focus areas, suggesting that continuing to meet based on focus areas would limit the development of projects that address multiple goals. Crime and safety, while not a focus of the Blueprint Plan continued to surface as an issue that needs attention. The notes from these working group meetings are included in Appendix 3.

Based on these findings, there is an opportunity for the NBBO to function as an administrator, resident advocate, and organizational coordinator. As an administrator, the NBBO will be responsible for the implementation of this plan, as well as tracking and monitoring projects, programs, and development across the Northeast. As an advocate, the NBBO can ensure that the goals identified by residents and stakeholders are included in stakeholder projects and programs, that community meetings are held to provide updates on the progress of projects and programs, and that the community can continue to provide input. When residents are involved with the planning and marketing of projects and programs, organizations are better able to connect with the local community and effect positive change. This relationship also benefits the residents, as stakeholder organizations can provide staff and funding in support of resident goals. As an organizational coordinator, the NBBO will work with stakeholder organizations to implement a collective impact approach that will improve outcomes for each organization and the community.

Existing Conditions

The Northeast Blueprint Plan identified a variety of community assets. This assessment included geographic assets, like the Brandywine River, the parks system, and the community's prime location within the regional transportation system. People-based assets like the faith-based community, community and civic associations, community centers, job training centers, medical facilities, schools, and the residents themselves represent a large number of community assets.

The population of Northeast Wilmington is among the most socially vulnerable in the Mid-Atlantic; according to U.S. Census data 38% of its households are living in poverty and almost 25% of the area's housing units are vacant. According to the Centers for Disease Control and Prevention's 500 Cities Project, the area's residents also have among the highest rates of high blood pressure (47.8%), arthritis (30.1%), and asthma (13.2%) of any area in the City of Wilmington.

In addition to non-profit organizations and agencies working throughout the Northeast, there are also several planning initiatives under way (see "Ongoing Plans" section on page 7). All the plans under development aim to uplift existing residents and business owners as well as attract new investment to the area. The NBBO will ensure that there is coordinated communication between organizations supporting the implementation of plans, other stakeholder groups, and most importantly, existing residents.

The Blueprint Initiative will continue to engage the community while the NBBO is under development. The Blueprint Initiative will collect feedback from residents and stakeholder organizations on the development of the NBBO. Support from area non-profits and agencies, Blueprint members, government organizations, and the public will be critical to the future success of the NBBO. The Blueprint Initiative will continue to convene stakeholders and resource partners to focus on the following tasks which will eventually fall under the purview of the NBBO. A collective group has the expertise to address the below tasks effectively and the capacity to tackle the multiple activities proposed that are critical to developing a sustainable community.

Activity Description

Community Engagement

Ongoing, meaningful community engagement is critical to the success of any collective impact initiative because it fosters mindset shift. Residents of the neighborhood understand the problems their community faces better than any outsider, but outside perspectives may be critical to finding solutions to the problems. Trust among all parties involved is necessary to the exchange of information and problem-solving process. The NBBO should work to build relationships with and across sectors, including residential, business, government, non-profit, corporate, and philanthropic. Building trust relationships requires spending time together, whether at meetings, a community cleanup, or a neighborhood event. The NBBO will work to make sure opportunities to engage across sectors continue and will offer access to organized community meetings and communication channels to any participating organization that lacks the capacity to engage with the neighborhood.

Community engagement is not a distinct task, but a way of approaching the process that constantly asks, “How can I promote and grow community participation?” The image below shows Sherry Arnstein’s “Ladder of Citizen Participation,” with low levels of participation at the bottom and higher levels of participation at the top. Working on the upper rungs requires a rebalance of power, since people in power must relinquish decision-making to community members. However, it is this rebalance of power that will result in a strong and resilient community. Although it takes time to climb the rungs, the solutions that emerge from a true collaboration with the community will be more impactful and lasting than those developed without their involvement.

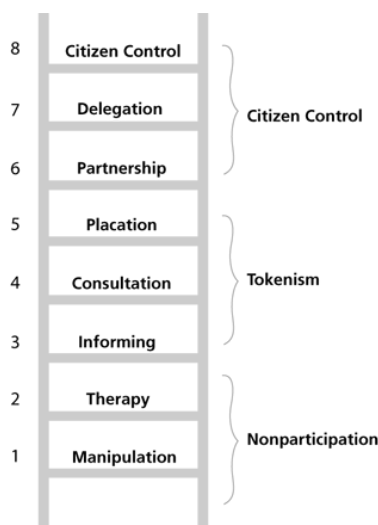


Figure 8. Arnstein's Ladder of Citizen Participation⁶

⁶ Sherry R. Arnstein. 1969. "A Ladder of Citizen Participation." *Journal of the American Planning Association* 35 (4): 216-224. Accessed July 23, 2019. <https://www.participatorymethods.org/sites/participatorymethods.org/files/Arnstein%20ladder%201969.pdf>.

Northeast Wilmington Implementation Plan

Community Organizations

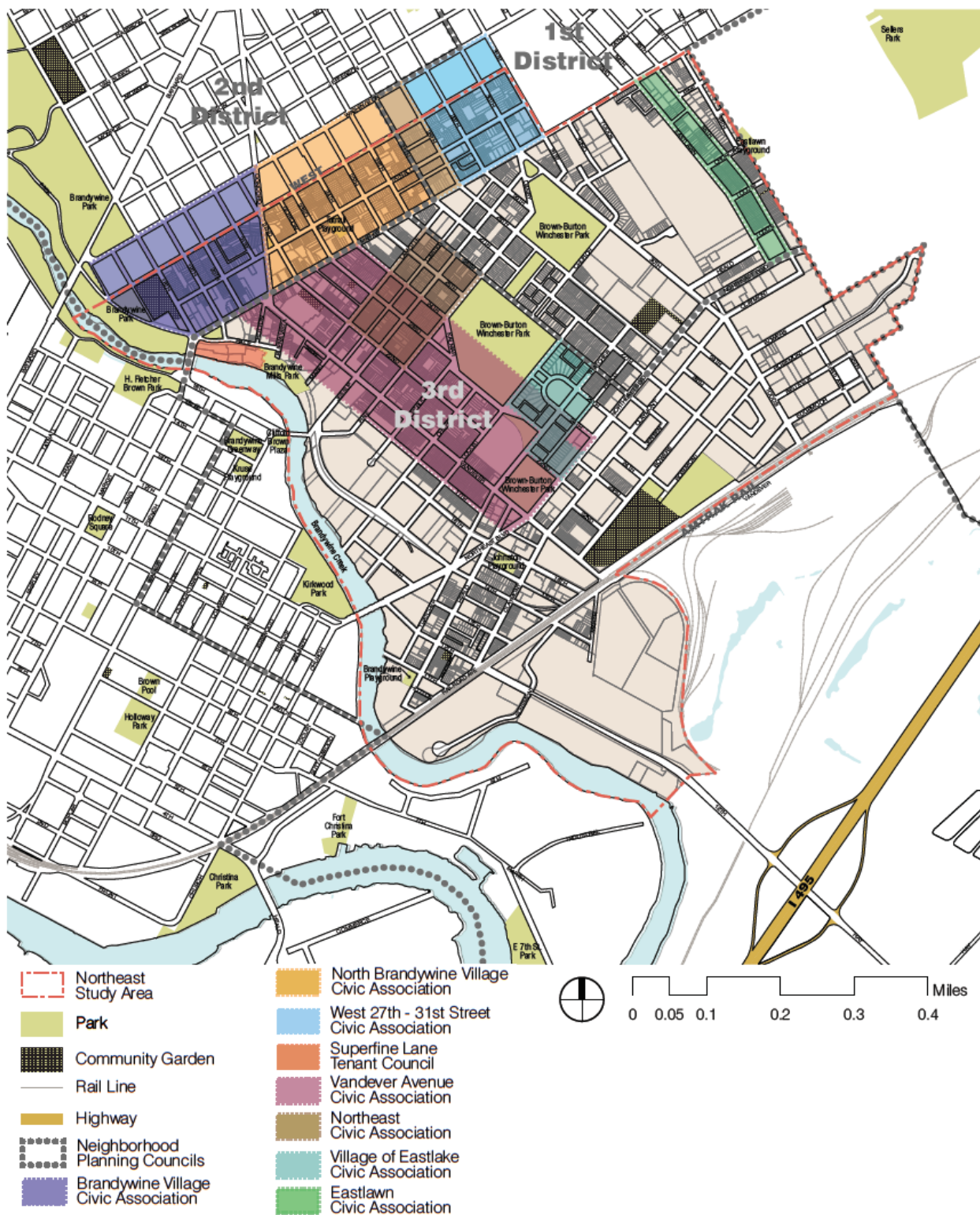


Figure 9. Community Organizations Map that shows the location of active community groups in the Northeast

Project and Program Coordination

The NBBO will encourage collaboration among Northeast Wilmington stakeholder organizations with dedicated staff focused on community revitalization and/or engagement. Existing projects and programs will be evaluated to assess how they address documented community needs, goals, and objectives. The NBBO will encourage a collective impact approach by supporting collaborations that form and by:

- Providing tools that organize the visions, goals, and activities documented in area plans, so that partner organizations can identify opportunities to contribute or undertake as a strategic focus of their organization, and refining those tools as needed.
- Identifying and engaging potential partners to achieve better results for the community through collective impact.
- Working with stakeholder organizations to develop shared metrics for their existing programs so the NBBO can track collective impact in the Northeast.
- Identifying new activities that have the necessary support from collaborating partners to warrant developing specific SMART objectives and shared metrics. SMART means specific, measurable, agreed to, realistic, and time-bound.
- Developing "reports" that include shared metrics and achievements brought about by collaboration. Utilize reports to facilitate or participate in applications for large grants, especially those providing new sources of revenue. Reports can also be used by the participating organizations, including the City to attract new funding.
- Facilitating meetings, seminars, and programs to support this work that include City, State and resource partner participation.
- Facilitating meetings to provide open lines of communication among the NBBO, the City and the community.
- Developing a full suite of communications vehicles to be accessed by all participants.

Ongoing Planning Coordination

As detailed in the Previous Plans and Ongoing Plans sections above, there are numerous planning documents that focus on the Northeast Community. It is critical to coordinate on areas where plans overlap. Additionally, it is important to stay involved with development proposals to bring all the necessary partners to the table and ensure that developers address the priorities identified by the community in the plan.

- *Wilmington 2028: A Comprehensive Plan for Our City and Communities*: This document is currently in the approvals process but will eventually be endorsed by the Wilmington Planning Commission, Wilmington City Council, and the State Office of Planning Coordination. In addition to outlining a vision for the City, the document provides information on land use that is implemented through the zoning code. All future development must comply with the zoning code.
- *Riverside Master Plan*: Continuing involvement and partnerships with the proposed Purpose Built Community at Riverside for a mixed-income development that includes

cradle to college education, health and wellness, retail, and community services. The Riverside Redevelopment Plan includes concepts for Northeast Boulevard.

- *Northeast Brandywine Riverfront U.S. EPA Brownfields Area-Wide Plan*: Supporting the recommendations of the EPA Brownfields Area Wide Plan for the Brandywine River
 - Continuing to participate in the planning study and promote active recreation along the Brandywine River and redevelopment that will bring new investment and residents to the Northeast.
 - Coordinating with the property owners, stakeholders and funders supporting the project to form a Development Committee.
 - Building upon the work accomplished through grants from DNREC and the EPA and seek funding to support developing a sustainable riverfront economy along the urban Brandywine and integrate the riverfront into the existing community. Property owners include but are not limited to the City of Wilmington, the Elks Club, New Destiny CDC, and business owners along the Northeast Boulevard. Stakeholders include but are not limited to: DNREC, NOAA, UD Small Business Development Center, Sea Grant Delaware; funders include WSFS, First State Community Loan Fund, Cinnaire and NCALL.
- Coordinating with City Council to monitor City Planning Commission and Zoning Board of Adjustment agendas for information on development proposals in the Northeast. Evaluate proposals for compliance with plans.

Creating a state-of-the-art communication vehicle that includes a central repository of contact information for volunteers, business owners, and partners in the Northeast

As discussed above, cultivating meaningful relationships is critical to successful community development work. A well developed and accessible repository of contact information for stakeholders in the Northeast will support the work of the NBBO and partners across the Northeast. The NBBO will lead this effort by:

- Working with the existing network of Blueprint participants to create a contact list that will include name, contact information, phone number, email address, and website for organizations, institutions, and businesses located in the Northeast.
- Assessing the best way to store and share contact information, i.e. searchable website, read-only google doc, print publication, etc.
- Providing the list to all community partners and keep the list up-to-date. Include a mechanism for users to update information.
- Using the list to send out updates about community cleanups and other neighborhood initiatives.
- Raising the funds to develop a state-of-the-art communication vehicle.

Collaborating to jointly sponsor community festivals and related social events within the analysis area

Events are a great way to build, maintain, and grow relationships with the community. Collaborating on existing events is preferred to creating new events. The NBBO will support this effort by:

- Creating a calendar for all events that can be part of the communication vehicle and shared among organizations.
- Convening stakeholder organizations with staff dedicated to community revitalization or community engagement in order to organize events.
- Funding for larger events is a challenge, but through collaboration coordinated by the NBBO, significant funds may be raised for larger events.

Coordinating stakeholder work on subject area recommendations

The Blueprint Plan identified five strategic focus areas: community economy, health/healthy living, housing⁷, infrastructure (including environmental issues), and youth development/engagement. A series of working group meetings for each of these five focus areas discussed existing conditions, identified programs already underway, and brainstormed future initiatives. Notes from the stakeholder meetings that relate to existing conditions and programs have been included as Appendix 3. Project recommendations that were derived from the working group meetings have been consolidated into five charts which are included below. Moving forward, these charts will be used by the NBBO to coordinate with stakeholder organizations by identifying areas of strategic focus, potential for collaboration, and a lead organization(s) for projects as appropriate. These charts also provide information for the development of base line metrics that will be used to support the collective impact approach. The NBBO will be charged with the responsibility to work with all the stakeholders to identify additional partners, develop a complete cross sector approach, and bringing all the "right eyes" on the project.

⁷ Recommendations for the housing focus area are included in the "Resilience in Renovation and Development" Project on page 38.

Community Economy Project Recommendations

- Goals:**
- Increasing the number of businesses and jobs through start-ups, relocation or expansion
 - Improving the appearance of the Commercial Districts and fill vacant commercial or retail properties
 - Supporting Workforce Development programs to increase employment and jobs

Description	Timeline*/Cost/Funding	Partners	Lead
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Promote local hiring and better connect Northeast residents with available jobs

<ul style="list-style-type: none"> • Provide information on workforce development programs to Northeast community organizations so residents can develop job readiness skills • Introduce businesses located in the Northeast to workforce development programs to link local employees with local employers • Support organizations looking to provide pre-employment programs within the community 	Ongoing	<ul style="list-style-type: none"> • Delaware Department of Labor • Mayor’s Office of Economic Development • Achievement Center • Wilmington Job Corps • Brandywine Community United Methodist Church • Conscious Connections 	
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Hold regularly scheduled community clean-ups in the Northeast

<ul style="list-style-type: none"> • Encourage Civic Association Participation in Community Project Day, an annual spring event coordinated by the City that provides free supplies and trash/yard waste pickup • Encourage groups to join the City’s Adopt-a-Block program, which requires the adopted area to be cleaned at least four times a year. Participating organizations are recognized with a green and white Adopt-a-Block sign installed in the area a group adopts • Coordinate with civic associations, Neighborhood Planning Councils, Washington Heights Blueprint Team, and Old Brandywine Village, Inc. to determine dates and locations for community cleanups • Conduct outreach to groups that could provide additional volunteers and draw interest for the cleanups (e.g. Civic Associations, Kingswood Community Center, local businesses) • Report dumping using the City’s Report It Resolve It application or submit a service request on the City website 	Ongoing	<ul style="list-style-type: none"> • Neighborhood Planning Councils and Civic Associations • Kingswood Community Center • Department of Public Works Sanitation Division (for cleanups along streets) • Department of Parks (for cleanups in City Parks) 	
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Work with the City on an acquisition strategy for key redevelopment areas and nuisance properties

<ul style="list-style-type: none"> • Develop and market a map of potential redevelopment sites • Target developers utilizing incentives including the Northeast Opportunity Zones, the Downtown Development District, and any other incentives available • Work with the community to identify nuisance properties, including liquor stores, and target them for acquisition by the City 	Near-term	<ul style="list-style-type: none"> • Mayor’s Office of Economic Development • City of Wilmington (COW) Planning Department • COW Real Estate & Housing Department • Wilmington Neighborhood Conservancy Land Bank • Wilmington Housing Authority • Ministry of Caring • Habitat for Humanity • REACH Riverside • Cinnaire Solutions • Delaware Community Reinvestment Action Council (DCRAC) • Stand by Me • HUD 	
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Community Economy Project Recommendations (continued)

Description	Timeline*/Cost/Funding	Partners	Lead
<i>Promote business development on Northeast Boulevard</i>			
<ul style="list-style-type: none"> • Work with a commercial realtor to market available properties for redevelopment • Work with New Destiny CDC to secure funding for neighborhood-serving retail on their properties • Support the redevelopment of the Edgemoor Port Facility; advocate for local hiring; educate residents about the TWIC (Transportation Worker Identification Credential) requirement • Identify reuse opportunities for large industrial sites that are complimentary to the new developments occurring along the Brandywine River and Riverside 	Near-term	<ul style="list-style-type: none"> • Gary Betty (commercial realtor) • Andy Gold (property owner) • Mayor’s Office of Economic Development • True Access Capital (formerly First State Community Loan Fund) • Cinnaire • Cinnaire Solutions • HUD • WSFS • New Destiny CDC • Delaware Small Business Development Center 	
<i>Locate a credit recovery program in the Northeast for young adults that are not in school during the day</i>			
<ul style="list-style-type: none"> • Identify an existing non-profit to house and develop the program 	Mid-term	<ul style="list-style-type: none"> • Delaware Technical Community College • DE Department of Education • East Side Charter School • Wilmington Job Corps Center 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

Health/Healthy Living Project Recommendations

- Goals:**
- Supporting State programs underway to improve services and health outcomes for communities across the State; advocate for the Northeast
 - Increasing engagement of residents in preventative care and help them identify and take ownership of chronic conditions through screenings and education
 - Improving health of residents through access to quality medical care, healthy living, safe housing, healthy foods and improved amenities for physical activity

Description	Timeline*/Cost/Funding	Partners	Lead
Build capacity of existing healthcare initiatives/organizations			
<ul style="list-style-type: none"> • Connect healthcare providers with stakeholder organizations • Create marketing/informational materials to connect residents to available community services • Format the health impact assessment done by the University of Delaware students into an easy to reference document 	<p>Ongoing</p> <p>Near-term</p> <p>Near-term</p>	<ul style="list-style-type: none"> • DHSS • Westside Healthcare • Nemours • Christiana Care Health System • Life Health Center • St. Francis Healthcare 	
Increase access to healthy foods			
<ul style="list-style-type: none"> • Promote use of EBT funds for fresh food • Support Kingswood, E.D. Robinson, and Conscious Connections Gardens in selling their produce at local venues to develop income for the gardens • Professionally evaluate the viability of urban agriculture in the Northeast and developing value added products to create a revenue stream • Investigate the possibility of a small-scale transportation solution that would provide the ability for residents to get to and from the grocery stores just outside the boundaries of the Northeast • Connect Nemours to stakeholder organizations serving the community <ul style="list-style-type: none"> ○ At community events to get the word out about health services. ○ Support the expansion of Nemours programming to include healthy cooking classes for the community ○ Support the development or expansion of food pantries • Work with DART on relocating the Route 4 bus stop inside Merchant's Square shopping center and on circulators that support the needs of residents 	<p>Ongoing</p> <p>Ongoing</p> <p>Near-term</p> <p>Mid-term</p> <p>Mid-term</p> <p>Mid-term</p>	<ul style="list-style-type: none"> • DHSS • Delaware Horticultural Society (E.D. Robinson Community Garden) • Boys & Girls Club • Conscious Connections • Kingswood Community Center (and Garden) 	
Support green space			
<ul style="list-style-type: none"> • Support the creation of a friends group for Brown-Burton Winchester Park or other City Parks to encourage park improvements • Advocate for summer youth programming within the Northeast that includes both job skills and soft skills and forward the resident goal of creating a community that youth are proud to grow up in and providing opportunities for youth to contribute to their community • Advocate for green infrastructure projects that include recreational amenities 	<p>Mid-term</p> <p>Mid-term</p> <p>Short-term</p>	<ul style="list-style-type: none"> • COW Parks • Local Businesses • Wilmington Land Bank • Delaware Center for Horticulture • The Nature Conservancy 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

Infrastructure Project Recommendations

Goals:			
<ul style="list-style-type: none"> • Create a clean, safe, walkable and well-lit community that has a sense of place • Enhance outdoor community space in parks and along the Brandywine • Improve access to public transportation • Increase attractiveness and safety of roads, traffic lights, sidewalks • Address brownfields and flooding 			
Description	Timeline*/Cost/Funding	Partners	Lead
Bicycle/pedestrian improvements			
<ul style="list-style-type: none"> • Install buffered bike lanes on Northeast Boulevard through reduction of the center median • Improve pedestrian conditions on Northeast Boulevard with sidewalk improvements, street furniture, and street trees • Create a multi-use trail connection along the Brandywine River <ul style="list-style-type: none"> ○ The portion between E. 16th Street Bridge and Northeast Boulevard is included in the 12th Street Connector Plan ○ The trail connection between Brandywine Park and the Northeast across N. Market Street is critical ○ Need to determine configuration for trail between N. Market Street and E. 16th Street Bridge ○ Future projects should consider how bicycle connections will continue along Northeast Boulevard to the south on 12th street and north up Northeast Boulevard • Install visible, safe, and protected pedestrian crossings at key intersections on Northeast Boulevard including the following: <ul style="list-style-type: none"> ○ 12th Street ○ 14th Street/Thatcher Street ○ 16th Street ○ Vandever Avenue ○ 26th Street, a connector between Riverside & Brown-Burton Winchester Park ○ 30th Street 	<p>Long-term</p> <p>Mid-term</p> <p>Long-term</p> <p>Mid-term</p>	<ul style="list-style-type: none"> • COW Transportation Division • COW Water Division • COW Planning Department • WILMAPCO • Delaware Greenways • EPA 	
Vehicular improvements			
<ul style="list-style-type: none"> • Investigate other streets that could be converted to two-way traffic 	Mid-term	<ul style="list-style-type: none"> • COW Transportation Division • NBBO 	
Stormwater and flood mitigation infrastructure			
<ul style="list-style-type: none"> • Recommendations for this project are included in the “Resilience in Renovation and Development” Initiative starting on page 38. 	Long-term	<ul style="list-style-type: none"> • COW Public Works • COW Planning Department • EPA • DNREC • NOAA • UD Water Resources Agency • UD Sea Grant Program • NBBO 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

Youth Development and Engagement Project Recommendations

Goals:			
<ul style="list-style-type: none"> Coordinating and expand existing youth activities through collaborations and partnerships Working with local organizations to engage youth in community development work Encouraging summer and weekend programs for students from the Northeast who attend school outside of the City 			
Description	Timeline*/Cost/Funding	Partners	Lead
Youth Career Development Program expansion			
<ul style="list-style-type: none"> Advocate for the expansion of the Youth Career Development Program to sponsor year-round jobs; encourage connections with a broader group of organizations 	Ongoing Staff/volunteer time	<ul style="list-style-type: none"> Parks and Rec Green Jobs Program Brown Boys & Girls Club Kingswood Community Center Reed's Refuge Urban Promise Urban Bike Project The Warehouse (REACH Riverside) 	
Youth civic engagement			
<ul style="list-style-type: none"> Advocate and support the inclusion of youth in civic activities, i.e. planning processes and volunteer opportunities 	Ongoing Staff/volunteer time	<ul style="list-style-type: none"> Civic Association Neighborhood Planning Councils 	
Faith-based youth engagement			
<ul style="list-style-type: none"> Create a database of faith-based institutions with youth populations and increase outreach/partnerships/awareness between the service providers and the faith-based community 	Short term Staff/volunteer time	<ul style="list-style-type: none"> Faith-based institutions 	
Youth transportation			
<ul style="list-style-type: none"> Create a shuttle service to help youth attend after school activities safely (case study: Detroit Youth Transit Alliance) Connect youth with the Earn a Bike Program at Urban Bike Project 	Mid-term	<ul style="list-style-type: none"> The Warehouse (REACH Riverside) Urban Bike Project Faith based organizations Wilmington Police Athletic League 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

Initiative 2: North Market Street Commercial Development

Project Justification

North Market Street needs more investment to serve as a safe and attractive commercial core for the Northeast neighborhood as well as the surrounding area. Collaboration and coordination with community groups and organizations located on both sides of Market Street is critical to the growth of the corridor. Both public and private investment guided by input from the local community will create a vibrant economy where businesses thrive and grow, where community members are able to spend their dollars in their own community, and where living wage jobs are available to community residents.

Existing Conditions

North Market Street, also known as Business Route 13, is a primary retail and transportation corridor for the Northeast community. The Market Street Bridge over the Brandywine River is one of three connections between the Northeast and downtown Wilmington. Market Street turns into Philadelphia Pike when it leaves the City to the north. Although there are numerous commercial, institutional, and residential assets located along the corridor, years of underinvestment has resulted in poor building and streetscape conditions which are exacerbated by the presence of trash. Most retail is served by foot traffic, but drivers traveling along the corridor are often using the route as an arterial to get out of the City and do not stop to shop.

The corridor is comprised of four segments that roughly follow the historic development of the corridor from the River to the northern suburbs. The core business corridor is located between Brandywine River and 22nd Street. This area has numerous historical properties predating the Revolutionary War that have been adaptively reused, including the Junior League of Wilmington, Wilmington Senior Center, and the Choir School of Delaware. Located at the northwest corner of Market Street and Concord Avenue, the former Episcopal Cathedral is now the Village of Saint John, a senior housing project under development by the Ministry of Caring. Brandywine Mills Plaza is a passive park that anchors the southern part of the zone that also serves as a location for community events. The newest retail development is the Dollar Store located at the northeast corner of 19th and Market Streets. Although a discount store, Dollar General does sell some perishable foods including eggs, bread, dairy, and frozen items, however it does not stock produce. The area north of 19th Street features small retail businesses that serve the local community, including a barber shop, sandwich shop, Chinese food take-out, and a Jamaican restaurant. North of Concord Avenue, retail businesses include a convenience store, two liquor stores, a laundromat, and more take-out restaurants. The property located at the northwest corner of Market Street and Concord Avenue looks like a park but is not open for public use. This parcel was a gas station that was remediated by Wilmington UDAG Corporation and converted into a bioswale that is still maintained by UDAG.

Potential development sites located in this area include the McConnell Johnson properties, a collection of small retail properties backed by vacant parcels located at the southeast corner of Hutton Street and Race Street. Other notable vacant structures include the former Wilmington Trust bank at 2120 N. Market Street, the former Piane Catering at 2132 N. Market Street, and scattered commercial sites throughout the zone.

The area between 22nd and 27th Street has neighborhood serving retail with apartments above along with row homes and two churches. Types of retail include take-out, convenience stores, beauty supply stores, a used car lot, liquor stores, and a funeral home with a large parking lot at the northwest corner of N. Market and 24th Street. There is a large storage unit building located at the northeast corner of N. Market and 26th Street. Potential development sites include vacant commercial structures scattered throughout the zone. Some of the existing businesses located on corner parcels have large parking lots which could be used for future development.

The primary land use between 27th and 30th Streets is residential. This area is anchored on the southern end by a church at the southwest corner of N. Market and 27th Street and the Wilmington Housing Authority Crestview Apartment Building on the east side of the 2700 block. Retail uses are located on the west side of the 2700 block, including food take-out, beauty salons, and a laundromat, but the west side of Market Street north of 28th Street is largely residential. More retail uses are concentrated along the east side of N. Market Street, and the intersection of N. Market Street and 30th Street is a commercial node with businesses on all four corners. Potential development sites include scattered vacant residential and commercial spaces located throughout this area.

Market Street north of 30th Street to the City/County line is comprised of mostly commercial and institutional uses. Parcels along this part of the corridor are generally larger, and often have parking lots as accessories to larger businesses, which include chain businesses like Walgreen's, Advance Auto Parts, McDonalds, Checkers, and multiple gas stations. Smaller local businesses are also interspersed throughout the corridor. Institutions along this part of N. Market Street include multiple churches, the Riverview Cemetery, the North Wilmington Library, and the Police Athletic League. Potential redevelopment sites include residential development on the Benchmark Builders site located between Todds Lane and Eastlawn Avenue, which should include pedestrian connections to the adjacent Northeast Wilmington Library. Due to larger parcel size, there are more prospective large development sites available in this area.

Market Street is also the boundary between Northeast and Northwest Wilmington and is home to numerous civic groups and non-profit organizations who have led various initiatives aimed at improving conditions along the corridor over the years. Civic associations along the west side of the corridor include Brandywine Village Civic Association, North Brandywine Village Civic Association, and West 27th – 31st Street Civic Association. Civic associations on the east side of the corridor include Superfine Lane Tenant Council, the Vandever Avenue Civic Association, Angels of Hope Civic Association, the Northeast Civic Association, and Eastlawn Civic Association. Organizational boundaries are shown in the map below.

The 1st, 2nd, and 3rd councilmanic districts are also located along North Market Street. Councilmanic boundaries are also the boundaries for the Neighborhood Planning Councils (NPCs), organizations designated by the City in 1993 to “provide leadership in concert with the City’s administration” and “develop a problem-solving partnership with [the] neighborhood.”⁸ The Board of Directors for each NPC is comprised of leaders from area civic associations, businesses, and organizations. NPC involvement along the corridor has changed over the years depending on the focus of the organization and funding availability.

The Brandywine Village portion of Market Street, located between the River and Concord Avenue, has arguably seen the most focus from non-profit organizations over the years. Although no longer active, Greater Brandywine Village Revitalization worked from 2002 to 2012 to “improve the quality of life in Brandywine Village by implementing a plan for safety, transportation, housing, economic development, and historic preservation.” Another non-profit named Old Brandywine Village, Inc. (OBV) was founded in 1964, and is still working to preserve historic assets and redevelop existing property along Market Street between the bridge and Concord Avenue.

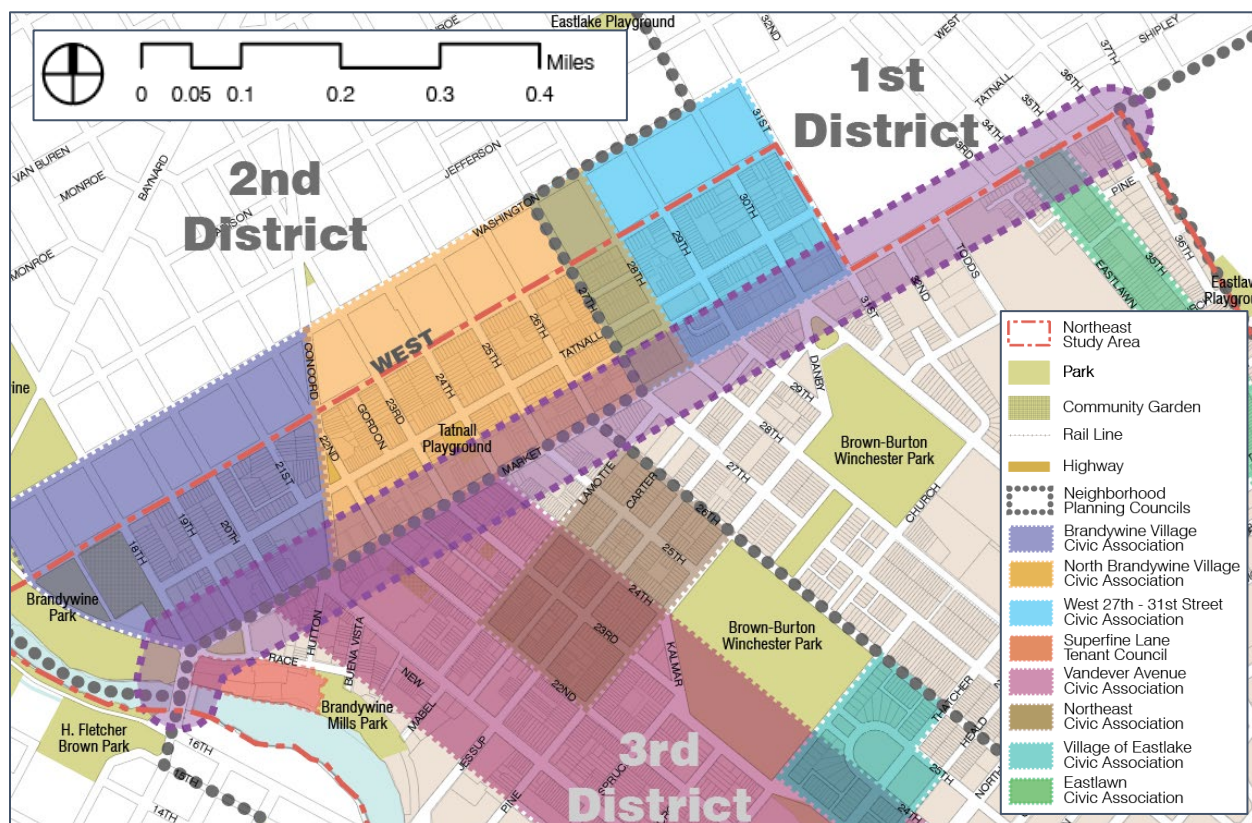


Figure 10. Active community groups along the North Market Street Corridor.

⁸Department of Planning. 2019. Neighborhood Planning Councils. Accessed July 15, 2019. <https://www.wilmingtonde.gov/government/city-departments/department-of-planning-and-development/neighborhood-planning-councils>.

Recently, the State of Delaware expanded Wilmington’s Downtown Development District (DDD) to include Market Street between the Brandywine and 27th Street (shown below in red). According to the DDD Act of 2014, the purpose of the program is to “spur private capital investment in commercial business districts and other neighborhoods.” Selection as a DDD entitles private construction projects to rebates to offset 20% of their capital construction costs. The program is administered by Delaware State Housing Authority.⁹ The east side of the Market Street corridor is designated as two Opportunity Zones (OZs) by the federal government (shown below in orange). OZs are designed to spur economic development in low-income areas by providing tax benefits to investors.¹⁰

These designations reflect years of lobbying for governmental support of economic development in the Northeast. The DDD program has been effective at using public dollars to leverage private investment statewide. In Wilmington’s current DDD (located downtown), \$18.6M of state dollars has leveraged \$374.1M of private investment between 2015 and 2018.¹¹ Although the OZ program is relatively new, officials hope that it will incent investors to put money into projects in the Northeast that will support community goals and result in jobs.

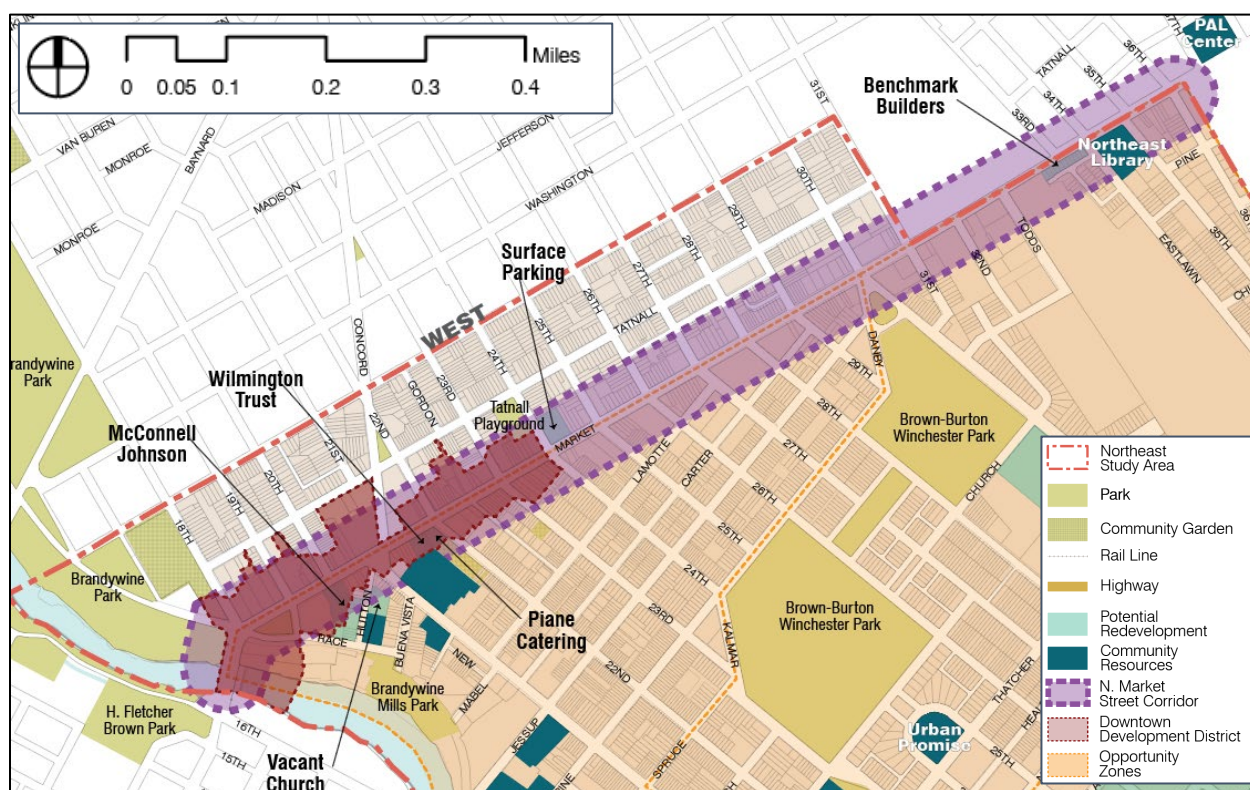


Figure 11. Map showing the North Market Street corridor, including the location of the Downtown Development District along the south part of the corridor and Opportunity Zones east of Market Street.

⁹ Delaware State Housing Authority. 2019. Downtown Development Districts Rebate Program. Accessed July 23, 2019. http://www.destatehousing.com/Developers/dv_ddd.php.

¹⁰ IRS. 2019. Opportunity Zones Frequently Asked Questions. Accessed July 23, 2019. www.irs.gov/newsroom/opportunity-zones-frequently-asked-questions.

¹¹ Delaware State Housing Authority. 2018. Downtown Development Districts Fiscal Year 2018 Annual Report. Dover, DE: State of Delaware. www.destatehousing.com/Developers/developermedia/ddd_annual_report_2018.pdf.

Project Description

Based on community and stakeholder feedback received throughout the Blueprint process, and the expansion of the Downtown Development District across the Brandywine up to 24th Street, this implementation plan suggests a coordinated focus on the Market Street corridor by the NBBO. Based on over twenty years of experience with numerous organizations working on this corridor, the Blueprint Initiative participants believe that handling all the tasks identified in the charts below will require a paid project manager working on behalf of the NBBO. That manager will be tasked with bringing the stakeholders together to develop a coordinated approach to the North Market Street business corridor. Additionally, the manager will be tasked with connecting existing businesses to resources and targeting new businesses.

It is critical to work with all stakeholders to develop a clear structure for communication in order to support the collective impact approach. The goal is to foster collaboration among active community organizations including Old Brandywine Village, Inc., the Washington Heights Blueprint Team, and adjacent civic associations, as well as businesses and residents who live along the corridor to advance public and private investment along the corridor. “North Market Street Commercial Development” will leverage public **streetscape improvements** to support ongoing work on **business attraction and retention**, while existing and future community members will benefit from the creation of a **community hub** at 22nd and Market. Goals, activity descriptions, project partners, timeline, and order of magnitude costs are detailed for each of these focus areas below.

North Market Street Streetscape Improvements

Goal: Creating a pedestrian and business friendly environment by calming traffic, increasing connectivity, and beautifying the street.

Description	Timeline*/Cost/Funding	Partners	Lead
Community engagement			
<ul style="list-style-type: none"> Work with business owners and residents to pick up trash along the corridor Teach businesses and residents to use the City's "Report It/Resolve It" app to report problems such as graffiti, signage issues, etc. Teach local businesses to use the "Report a Street Light Outage" tool on Delmarva's website to make sure existing lights are functioning 	Near-term Staff/volunteer time	<ul style="list-style-type: none"> Local businesses and residents 	
Lighting improvement			
<ul style="list-style-type: none"> Conduct a walking audit of existing street lighting and identify areas of concern Meet with City to assess how to improve lighting in areas where fixtures are missing 	Near-term Staff/volunteer time	<ul style="list-style-type: none"> Delmarva City of Wilmington Department of Public Works Transportation Division (COW Transportation) 	
Evaluate peak parking restriction			
<ul style="list-style-type: none"> Evaluate necessity of peak parking restrictions along N. Market Street (inbound am, outbound pm); allowing parking full time would support local businesses and calm traffic 	Near-term	<ul style="list-style-type: none"> COW Transportation 	
Stop sign/crosswalk installation			
<ul style="list-style-type: none"> Evaluate installation of stop signs at key intersections for safer pedestrian crossings Currently there are no crosswalks at the following cross streets: 22nd; 25th; 29th; 31st; 35th; 37th; 38th; 39th; 40th; 41st; 42nd 	Near-term	<ul style="list-style-type: none"> COW Transportation WILMAPCO DeIDOT 	
Tree planting			
<ul style="list-style-type: none"> Plant trees in empty tree pits Evaluate new locations for tree pits 	Near-term	<ul style="list-style-type: none"> COW Urban Forest Administrator Delaware Center for Horticulture 	
Street cleaning			
<ul style="list-style-type: none"> Coordinate with residents and businesses to request the Market Street corridor be cleaned weekly by street sweepers 	Near-term	<ul style="list-style-type: none"> COW Sanitation Division 	
Pave and rehabilitation of North Market Street			
<ul style="list-style-type: none"> Mark edge lane lines at 11' to calm traffic Ensure ADA compliance along corridor Install piano key cross walks Ensure countdown pedestrian signals are included at all signals 	Mid-term	<ul style="list-style-type: none"> Delaware Department of Transportation (DeIDOT) COW Transportation 	
Improve N. Market Street/ 18th Street/Superfine Lane/Glen Avenue intersection			
<ul style="list-style-type: none"> Work with DeIDOT to add bike/pedestrian (trail) crossing to connect Brandywine Park/ the Northern Delaware Greenway with the trail proposed along the Brandywine Riverfront Endorse and support funding through the Two-Way King Street TAP project 	Mid-term	<ul style="list-style-type: none"> DeIDOT COW Transportation 	
Traffic calming/beautification			
<ul style="list-style-type: none"> Install landscaped bump outs at intersections to decrease pedestrian crossing distances, slow traffic, and provide shade Install ornamental lights where there are gaps in the current network 	Long-term	<ul style="list-style-type: none"> DeIDOT COW Transportation WILMAPCO 	
Underground excess utilities			
<ul style="list-style-type: none"> Identify upcoming utility work and advocate to remove the excess overhead lines as part of the planned work 	Long-term	<ul style="list-style-type: none"> Delmarva 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

North Market Street Community Hub at 22nd and Market

Goal: Create a community hub centered on Brandywine Community United Methodist Church and the Conscious Connections Community Garden.

Focus Area: community economy, health/healthy living

Description	Timeline*/Cost/Funding	Partners	
Food Pantry			
<ul style="list-style-type: none"> • Brandywine United Methodist Church food pantry located at northeast corner of 22nd and N. Market; Currently open every two weeks • Work with Church to identify obstacles to growth • Secure additional resources (e.g. repairs, staff) to expand operation and hours 	Ongoing	<ul style="list-style-type: none"> • Brandywine United Methodist Church 	
Conscious Connections Community Garden			
<ul style="list-style-type: none"> • Located on 23rd and Gordon Streets between Lamotte and N. Market • Has been hiring local community members to work in garden • Assist with applications for workforce development grants from the Department of Labor • Help identify funding sources to support acquisition of additional properties along Gordon Street to create storage space, vertical greenhouses, and additional growing space and create an urban agriculture camp 	Ongoing	<ul style="list-style-type: none"> • Conscious Connections Community Garden 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

North Market Street Business Attraction and Retention

Goal: Supporting existing businesses and attract new businesses by connecting business owners with resources that will support reinvestment and expansion.

Description	Timeline*/Cost/Funding	Partners	Lead
Merchant Association			
<ul style="list-style-type: none"> • Work with local businesses to create a merchant’s association for N. Market Street • Connect local merchants with resources from local economic development groups including: <ul style="list-style-type: none"> ○ City of Wilmington (COW) Office of Economic Development ○ State of Delaware Division of Small Business ○ Small Business Development Center ○ True Access Capital (formerly First State Community Loan Fund) ○ New Castle County Chamber of Commerce 	Near-term Staff/volunteer time	<ul style="list-style-type: none"> • Business owners • COW Economic Development 	
Downtown Development District			
<ul style="list-style-type: none"> • Work with the COW Office of Economic Development to promote the Downtown Development District Program to retail business on Market Street below 23rd Street • Connect local and prospective business owners located within the Downtown Development District with resources from Delaware State Housing Authority 	Near-term Staff/volunteer time	<ul style="list-style-type: none"> • COW Economic Development • Delaware State Housing Authority 	
Marketing			
<ul style="list-style-type: none"> • Develop and market map of retail locations • Work with businesses to update google maps business listing with current hours and other business information 	Short term Staff/volunteer time	<ul style="list-style-type: none"> • Business owners 	
Safer community			
<ul style="list-style-type: none"> • Focus on crime reduction strategies in partnership with the Wilmington Police Department • Monitor absentee landlords, file complaints with City for nuisance properties • Work with City on acquisition of liquor stores from City line to 26th Street 	Near-term Staff/volunteer time	<ul style="list-style-type: none"> • Police • COW Real Estate and Housing 	
Façade improvement program			
<ul style="list-style-type: none"> • Model a façade improvement program on Downtown Visions Façade Improvement Program for businesses along the N. Market Street corridor 	Mid-term	<ul style="list-style-type: none"> • Old Brandywine Village, Inc. 	
Nuisance retail property assessment			
<ul style="list-style-type: none"> • Work with the COW Planning Department and Land Bank to identify, inventory, and prioritize vacant and blighted sites for acquisition • Hold sites for future redevelopment: current priority sites include Plane Catering building at 2132 N. Market Street 	Ongoing	<ul style="list-style-type: none"> • Wilmington Neighborhood Conservancy Land Bank • COW Planning 	
Community benefit agreements			
<ul style="list-style-type: none"> • Work with new businesses/developers on a Community Benefit Agreement that stipulates local hiring, community facilities, and environmental offsets to development 	Ongoing	<ul style="list-style-type: none"> • Community Groups 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

Initiative 3: Resilience in Renovation and Development

Project Justification

The Brandywine River is one of the most underutilized assets in Northeast Wilmington. While upstream, the banks of the Brandywine comprise part of Brandywine Park, in the Northeast the land adjacent to the river is primarily privately held and inaccessible to the public. The portion of the waterfront between East 16th Street and Northeast Boulevard has long been discussed as a location for development that could also improve community access to the River. Although the area is in the floodplain and is home to multiple vacant brownfield sites, it also boasts waterfront views and easy access to downtown and the regional transportation network. Two recent studies, the Brownfields Area-Wide Plan (AWP) and the 12th Street Connector Project, explored the feasibility of redevelopment. The AWP identified four proximate brownfield sites as potentially catalytic redevelopment sites and identified opportunities to increase resiliency and riverfront recreation through a riverfront park master planning process. The 12th Street Connector project identified the location, next steps, and cost of a new street to support the proposed redevelopment.

Both plans incorporated feedback from the Blueprint Planning process and extensive community feedback. Although supportive of the redevelopment plans, the community prioritized connectivity between the neighborhood and the Brandywine River, as well as more resources for existing residents and homeowners living between the River and Brown-Burton Winchester Park to the north. Many homes are in poor condition and there is a high rate of vacancy which has led to a cycle of disinvestment.

Much of the area is in the floodplain and it is also home to the largest combined sewer overflow on the Brandywine River. The term “resilience through regeneration” refers to the reuse of vacant and abandoned properties as green infrastructure with a goal of meeting the community’s priorities and creating a built environment that can quickly recover from hardship. Preliminary research in this area suggests that utilizing this approach continually decreases flood risk, and that although upfront economic costs increase, long-term return on investment is much higher.¹² By incorporating community feedback, green infrastructure projects can protect the neighborhood from flooding, providing economic development opportunities in conjunction with recreational access, linkages to public transportation, and connectivity to existing and future projects that are part of the Northeast Wilmington Blueprint Communities Initiative Revitalization Plan.

¹² Newman, Galen, Li Dongying, Zhu Rui, and Ren Dingding. 2019. “Resilience through Regeneration: The economics of repurposing vacant land with green infrastructure.” *Landscape Architecture Frontiers* 6 (6): 10. Accessed July 15, 2019. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6370328/pdf/nihms-1009326.pdf>.

New infrastructure, including the proposed transportation network and green stormwater facilities, will reduce the risk of flooding, improve water quality, and increase access to green space for the neighborhood. Investment in new infrastructure and new housing development should be coupled with investments in the existing housing stock so that current residents benefit. By coordinating public and private investment in infrastructure and housing, the entire neighborhood will become more financially and environmentally resilient.

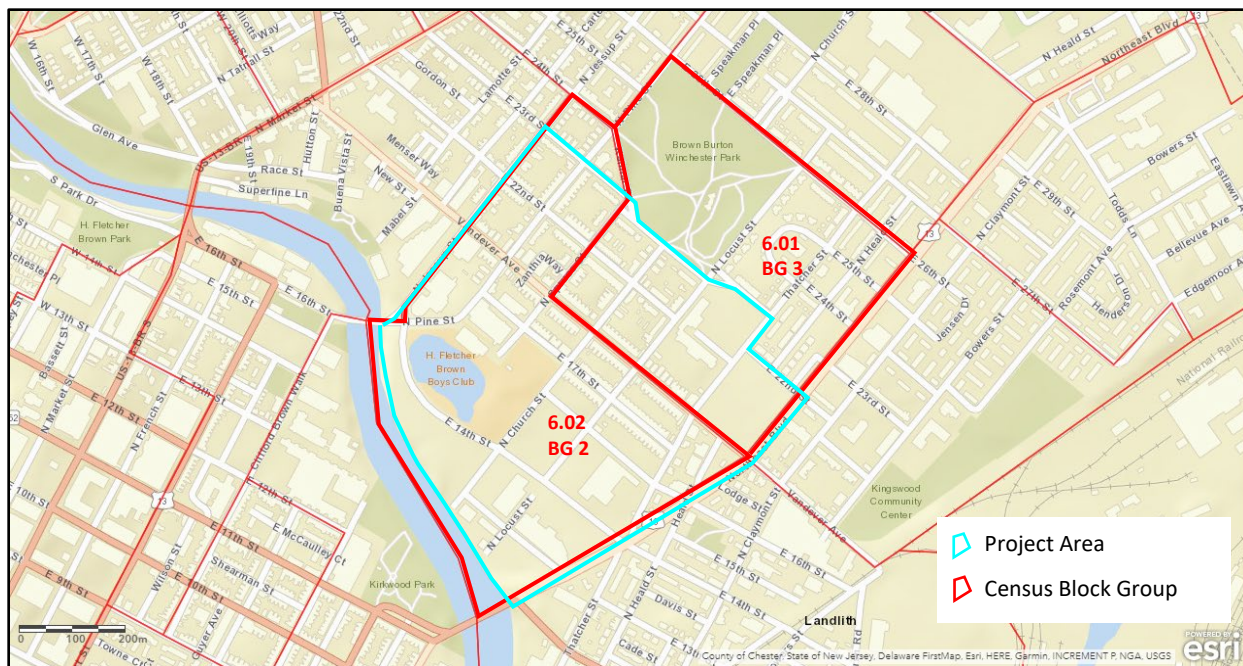
Existing Conditions

The project area is roughly bounded by Jessup Street in the west, E. 23rd Street and Brown-Burton Winchester Park in the north, Northeast Boulevard in the east, and the Brandywine River in the south. Nearly the entire area is in the 500-year floodplain. The southern part of the project site includes more than 1,800 linear feet of shoreline along the Brandywine River adjacent to the former Diamond State Salvage Yard, a partially remediated brownfield site, and is surrounded by legacy industrial facilities, causing concerns about river impairments and low water quality. This area is also vulnerable to flooding from heavy stormwater runoff and sewer overflow events associated with precipitation and the impact of high tides on low-lying property. Institutions located within the project area include the Boys & Girls Club, Thomas Edison Charter School, Delaware Health and Social Services Division of Medicaid and Medical Assistance, Nemours duPont Pediatrics, and Westside Family Healthcare

Current residents live in the area north of E. 16th Street. The primary housing type is brick rowhomes built in the first half of the 20th century. The popular housing website Zillow values many of the older properties below \$50,000. Newer rowhomes and duplexes built in the past 20 years, including houses in the Village of Eastlake and along Zanthia's Way, are often valued above \$150,000. HUD's location affordability index provides some insight into the approximate ratio of owners to renters, household size, and median income, as shown in the chart below.¹³ The two census block groups that most closely align with the project are census tract 6.02 block group 2 and census tract 6.01 block group 3. The Village of Eastlake is in the northern part of census tract 6.01 block group 3. This Wilmington Housing Authority project features 160 two-story townhomes, 90 of which are homeowner properties as evidenced by the higher homeownership rate in that block group (62% as compared to 40%).¹⁴ The household size for both renters (2.96) and owners (2.61) is significantly lower in the southern census tract than the northern census tract (4.12 and 3.51), which may reflect the smaller size of the historic housing stock located to the south. The historic housing stock in the area is generally in poor condition and in need of repairs. Although homeowners in both census tracts have a significantly higher median income than renters, incomes are still not sufficient to support the ongoing maintenance and improvements necessary to keep these historic homes in good condition.

¹³ U.S. Department of Housing and Urban Development. 2019. "Location Affordability Index v.3." HUD Open Data. March 26. Accessed July 15, 2019. <https://hudgis-hud.opendata.arcgis.com/datasets/location-affordability-index-v-3>.

¹⁴ Wilmington Housing Authority. 2019. Village of Eastlake. Accessed July 15, 2019. https://whadelaware.org/eastlake_village/.



	Census tract 6.02, Block group 2	Census tract 6.01, Block Group 3
Households	299	381
Percent owners	40%	62%
Median income owners	\$28,292	\$43,283
Average household size owners	2.61	3.51
Percent renters	60%	38%
Median income renters	\$16,355	\$23,021
Average Household size renters	2.96	4.12

Figure 12. Current ratio of owners to renters, household size, and median income for the housing focus area.

Project Description

Based on community and stakeholder feedback received throughout the Blueprint planning process, the Northeast Brandywine Riverfront Brownfields Area-Wide Plan public outreach, and the 12th Street Connector public outreach, this Implementation Plan suggests that the NBBO advocate and assist in coordinating the public and private investments proposed for the project area. The city and the Blueprint Initiative have agreed to coordinate a steering committee and develop a consistent and continuous communication process with the community. In order to maximize the contributions of various environmental and institutional resource partners and to coordinate the opportunities for public and private investment, this project will require a paid project manager.

The project “Resilience in Renovation & Development” will advance public investment in **transportation and green stormwater infrastructure** with resources to assist in the **renovation of existing housing stock** to create an economically and environmentally resilient neighborhood that benefits the existing community while attracting new residents.

Goals, activity descriptions, project partners, timeline, and order of magnitude costs are detailed for each of these focus areas below.

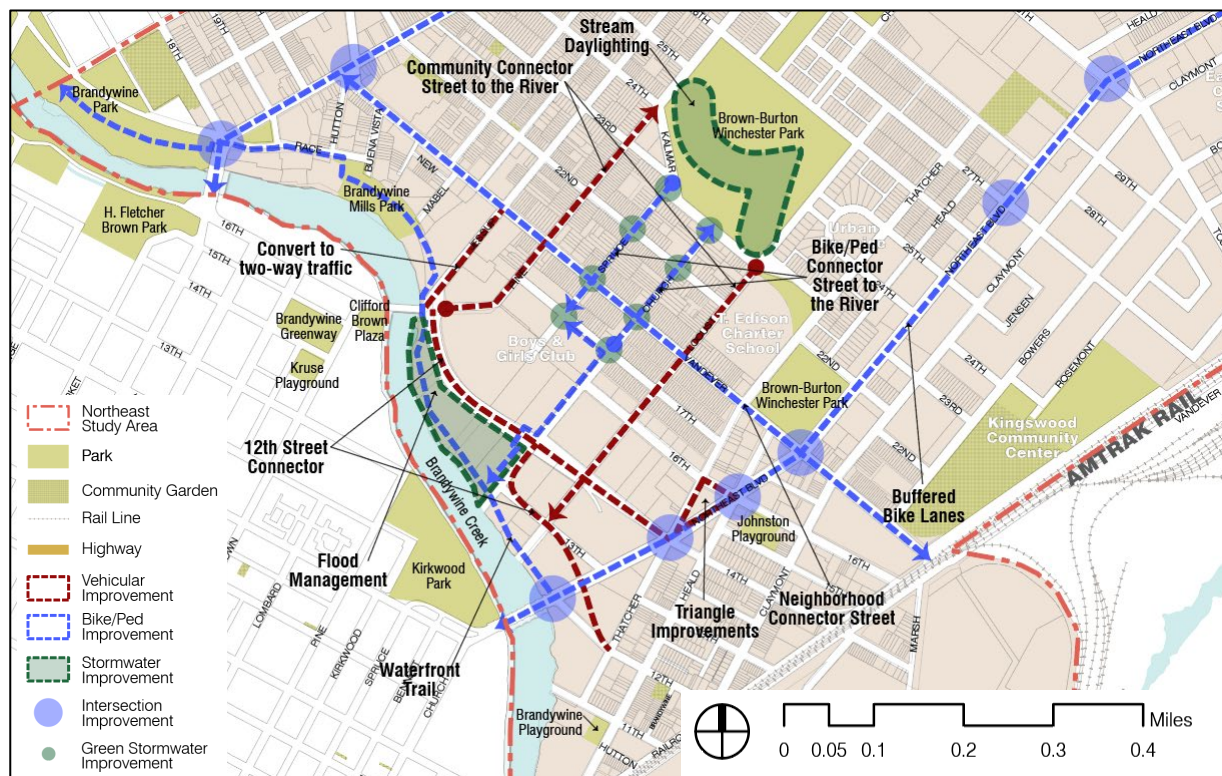


Figure 13. Map showing locations for public investments in transportation and green stormwater infrastructure

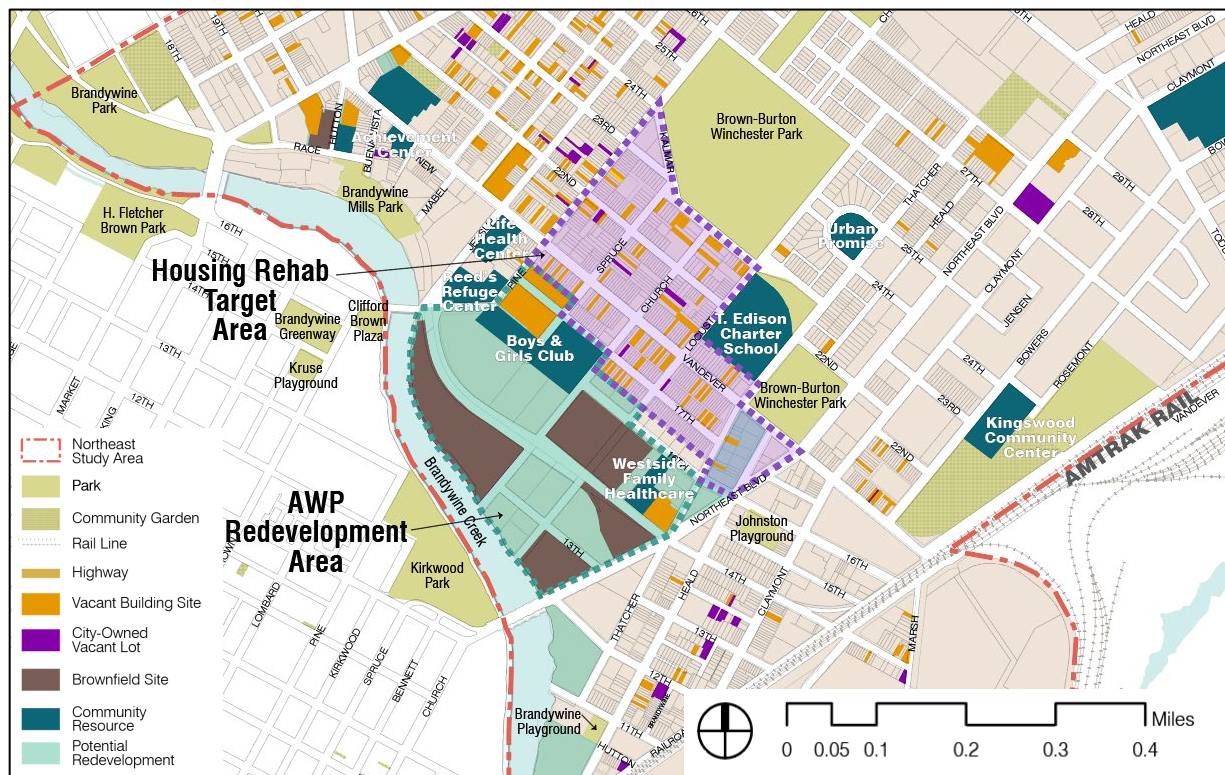


Figure 14. Map showing housing rehabilitation and redevelopment focus areas.

<i>Resilience through Rehabilitation</i>			
Goal: Creating a green resiliency project that includes bike and pedestrian connections between Brown-Burton Winchester Park and the Brandywine River.			
Description	Timeline*/Cost/ Funding	Partners	Lead
Site identification and master planning			
<ul style="list-style-type: none"> • Work with the community to identify vacant areas (parcels or public right of way) that would make sense for green stormwater infrastructure • Develop master plans incorporating community feedback for vacant lots and corridors utilizing streetscape green infrastructure techniques, bio-swales/rain gardens, and stormwater parks • Conduct a performance evaluation of the existing status and planned designs using the EPA Resource Conserving Landscape Cost Calculator and the Green Value National Stormwater Management Calculator • Use results to forecast the performance of the proposed designs in terms of social, economic, hydrologic, and public health outcomes and to determine priority phases of implementation 	Near-term Conceptual Plan: \$125,000 National Fish and Wildlife Grant (applied)	<ul style="list-style-type: none"> • University of Delaware • UD College of Health Science • UD College of Agriculture and Natural Resources • Biden School for Public Policy and Administration's Center for Community Research and Service • Delaware Sea Grant • UD Disaster Research Center • NOAA • City of Wilmington (COW) Public Works 	
Acquire open space			
<ul style="list-style-type: none"> • Meet with Land Bank staff to involve them with the master plan process • Work with the COW Department of Real Estate and Housing Wilmington Land Bank to acquire properties identified by the Site Identification and Master Planning process (coordinate this with housing rehabilitation) • Ensure City or Land Bank owned properties are effectively used for green infrastructure as opposed to lots 	Near-term Staff/volunteer time	<ul style="list-style-type: none"> • COW Real Estate and Housing • COW Public Works • Wilmington Land Bank 	
Implement recommended green stormwater infrastructure projects			
<ul style="list-style-type: none"> • Implement green stormwater infrastructure projects based on prioritization established by master planning process 	Mid-term Staff/volunteer time	<ul style="list-style-type: none"> • COW Public Works Water Division 	
Daylight Streambed in Brown-Burton Winchester Park			
<ul style="list-style-type: none"> • Explore feasibility of previous proposal to daylight the historic stream bed in Brown-Burton Winchester Park 	Mid-term	<ul style="list-style-type: none"> • COW Public Works Water Division • COW Parks 	
Diamond Salvage Site Stormwater Improvements			
<ul style="list-style-type: none"> • Study converting the Diamond Salvage Site into a flood/stormwater retention area 	Long-term	<ul style="list-style-type: none"> • COW Public Works • EPA 	
Transportation Improvements			
<ul style="list-style-type: none"> • Support the 12th Street Connector Transportation Improvements Study by WILMAPCO • Convert Jessup Street to two-way traffic between the 16th Street Bridge and Vandever Avenue • Designate roads perpendicular to the Brandywine River including Pine, Spruce, Church and Locust - as community connectors between the Brown-Burton Winchester Park system and the Brandywine • Investigate opportunities to upgrade the bicycle and pedestrian connection on two one-way pairs – Church and Spruce Streets– between Brown-Burton Winchester Park and the Brandywine River <ul style="list-style-type: none"> ○ Bike sharrows, sidewalk improvements, street trees on non-shaded blocks ○ Stormwater bumpouts at intersections, multi-use trail on the west side of Church Street between 17th Street and the Brandywine River 	Near-term Mid-term Mid-term Near-term Mid-term	<ul style="list-style-type: none"> • WILMAPCO • DelDOT • COW Transportation Division • COW Planning Department • COW Parks and Recreation • EPA 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

<i>Focused Housing Rehabilitation</i>			
Goal:			
<ul style="list-style-type: none"> Increasing housing development with diverse and quality housing stock attractive to all economic levels Fostering renovation and repair of pre-1950 homes, including programs to teach residents how to perform minor repairs and renovations Ensuring that rental properties are up to code and registered with the Department of Licenses & Inspections Ensuring that vacant properties are registered with the Department of Licenses & Inspections and supporting vacant property redevelopment Educating and connecting residents to credit counseling and homeownership resources 			
Description	Timeline*/Cost/Funding	Partners	Lead
<i>Nuisance residential property assessment</i>			
<ul style="list-style-type: none"> Work with the City of Wilmington (COW) Planning Department to identify, inventory, and prioritize vacant and blighted sites for acquisition. Work with Land Bank to hold sites for future redevelopment 	Near-term	<ul style="list-style-type: none"> COW Planning Wilmington Neighborhood Conservancy Land Bank 	
<i>Support and coordinate with non-profit housing developers</i>			
<ul style="list-style-type: none"> Community Restoration Collaborative rehabilitations around north 26th Street Habitat for Humanity NCC projects at 23rd, Vandever, Pine, and Northeast Boulevard Destiny Community Development Corporation acquisitions and redevelopment on 17th Street Reach Riverside Purpose Built Community housing EPA Brownfields Plan for Brandywine River 	Ongoing	<ul style="list-style-type: none"> Central Baptist CDC Habitat for Humanity Destiny Community Development Corporation Reach Riverside EPA COW Planning 	
<i>Support and coordinate with organizations developing vacant housing</i>			
<ul style="list-style-type: none"> Continue discussions with the Land Bank and Cinnaire around redeveloping vacant housing and providing funding for for-profit contractors to develop housing 	Near-term	<ul style="list-style-type: none"> Cinnaire 	
<i>Homeowner repair program</i>			
<ul style="list-style-type: none"> Partner with Habitat for Humanity to create a program for homeowners on to complete home repairs Make tool library and training at Habitat for Humanity available to the community Cultivate volunteer program to assist with work and training 		<ul style="list-style-type: none"> Habitat for Humanity 	
<i>Rock the Block/A Brush with Kindness</i>			
<ul style="list-style-type: none"> Participate in Habitat for Humanity "Rock the Block" initiative to improve the appearance of homes along the Vandever Avenue corridor and provide small exterior repairs for homeowners Participate in Habitat for Humanity A Brush with Kindness Program to provide eligible homeowners with assistance with exterior repairs 		<ul style="list-style-type: none"> Habitat for Humanity 	
<i>Home energy efficiency program</i>			
<ul style="list-style-type: none"> Weatherization Assistance Program (WAP) is offered through the Delaware Division of Climate, Coastal and Energy DNREC provides energy-efficiency workshops for low-income residents 		<ul style="list-style-type: none"> Delaware Division of Climate 	
<i>Live near your work</i>			
<ul style="list-style-type: none"> Explore whether a Live Near Your Work program for institutions located in the Northeast is viable 		<ul style="list-style-type: none"> Delaware State Housing Authority City of Wilmington 	
<i>Tenant assistance</i>			
<ul style="list-style-type: none"> Work with the City Planning Department to identify and register rental residential properties to ensure that properties are safe and up to code Provide tenants with information on their rights under the Residential Landlord-Tenant Code 		<ul style="list-style-type: none"> COW Planning COW Licenses and Inspections Delaware State Housing Authority 	

*Ongoing =activity underway; Near-term=less than 1 year; Short-term=1-3 years; Mid-term=3-5 years; Long-term=5+years

Next Steps

The Northeast Blueprint Initiative will undertake the creation of the Northeast Blueprint Backbone Organization (NBBO), securing the necessary funding to implement the Strategic Plan for this new organization which is currently under development in consultation with Urban Partners. Both this Implementation Plan and the Strategic Plan will provide guidance moving forward.

The NBBO will raise funds to hire a consultant to organize the three initiatives into defined collective impact projects with the right participants to facilitate cross sector collaboration. For each initiative:

- a list of participating organizations will be developed;
- outreach to the leadership of participating organizations will be conducted; and
- the NBBO will facilitate group sessions including all participating organizations to establish shared goals and metrics.

The continued success of this effort will be determined by the ability of partners to pull together and work towards the long-term goal of building an economically diverse and resilient community.

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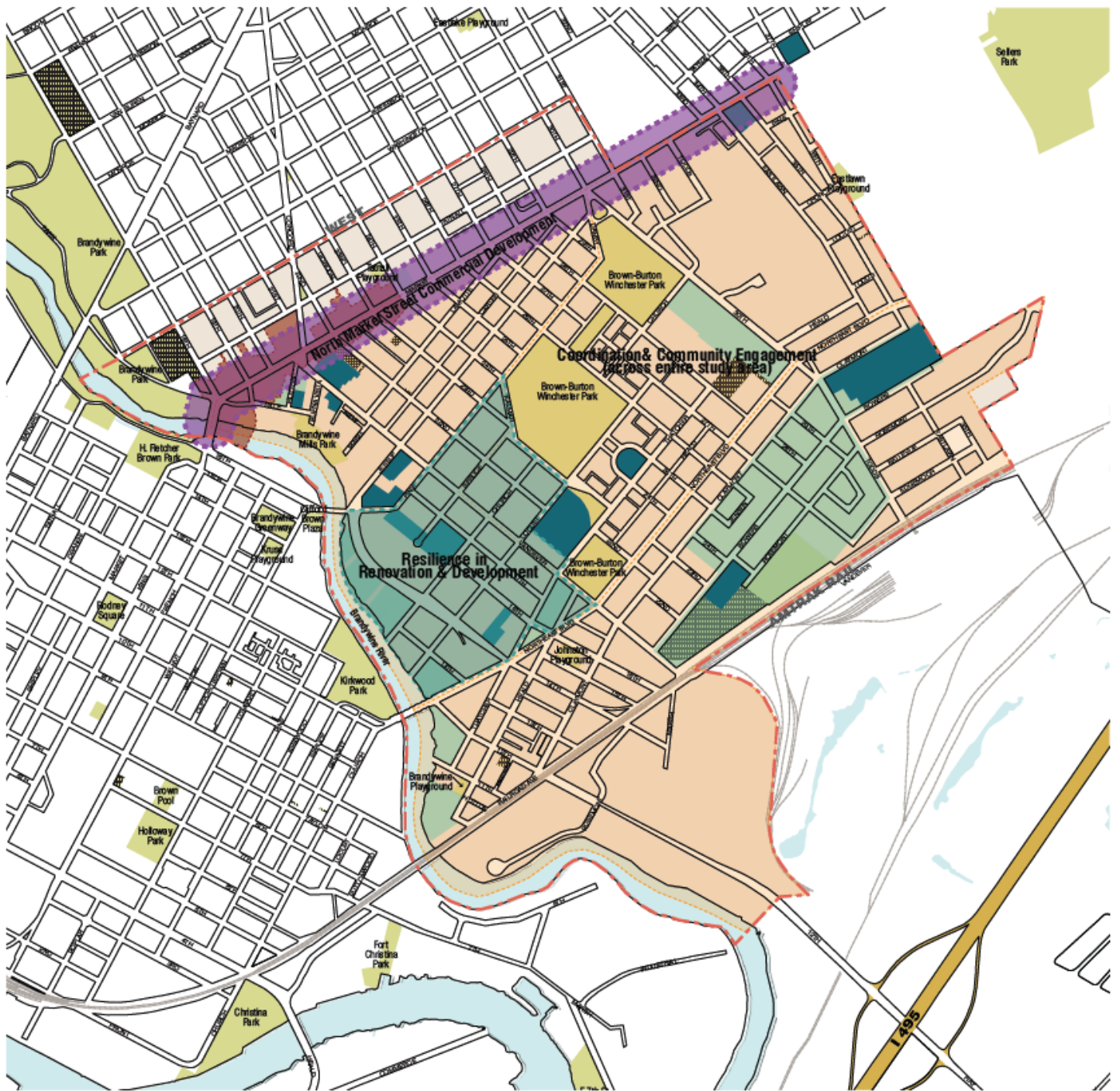
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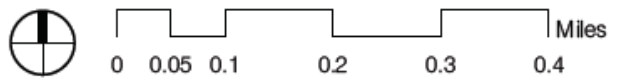
Appendix 1: Maps

Northeast Wilmington Implementation Plan

Initiative Overview

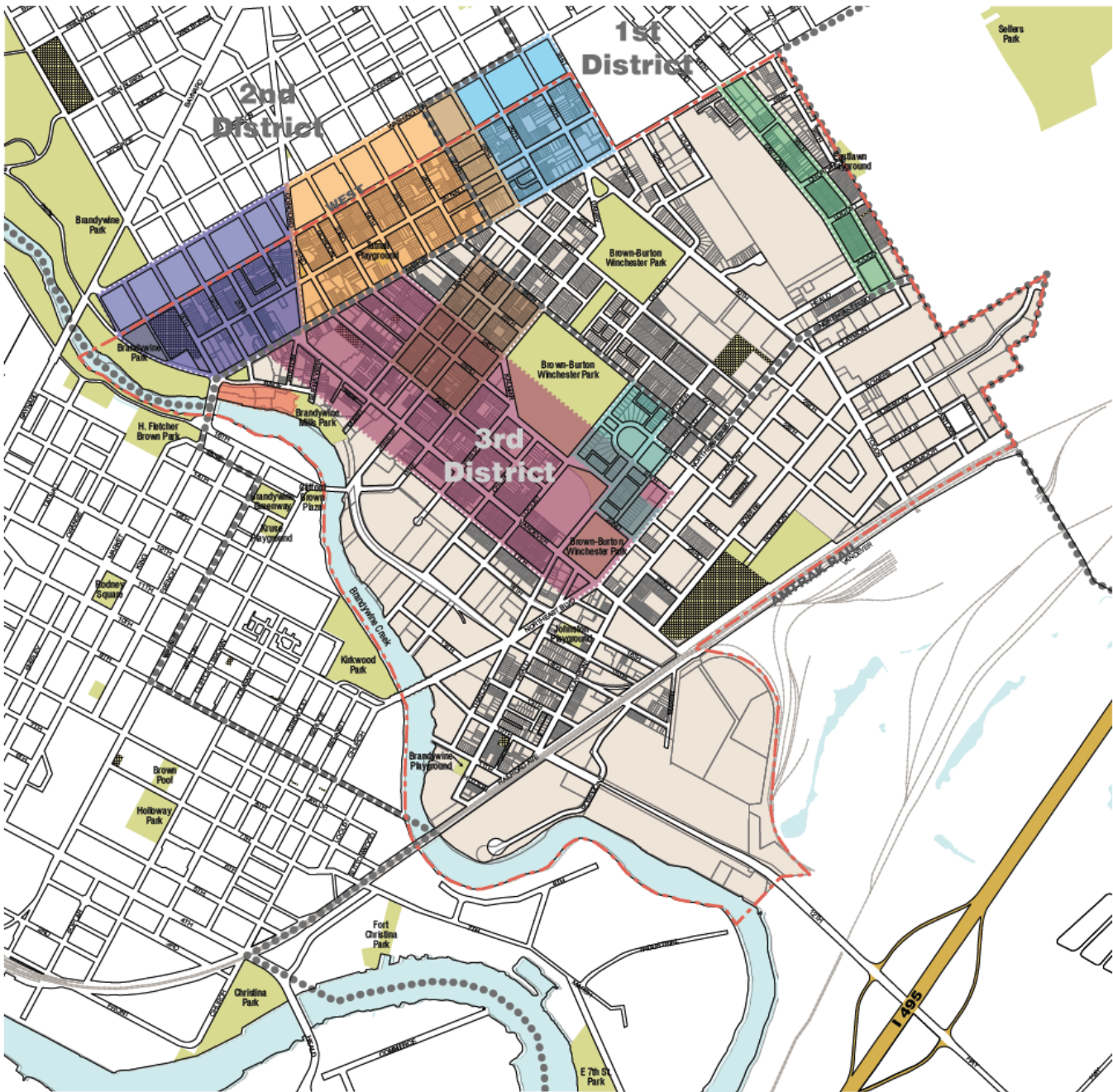


- Northeast Study Area
- Park
- Community Garden
- Rail Line
- Highway
- N. Market Street Corridor
- Green Stormwater & Housing Focus Area

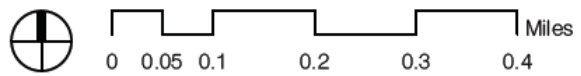


Northeast Wilmington Implementation Plan

Community Organizations

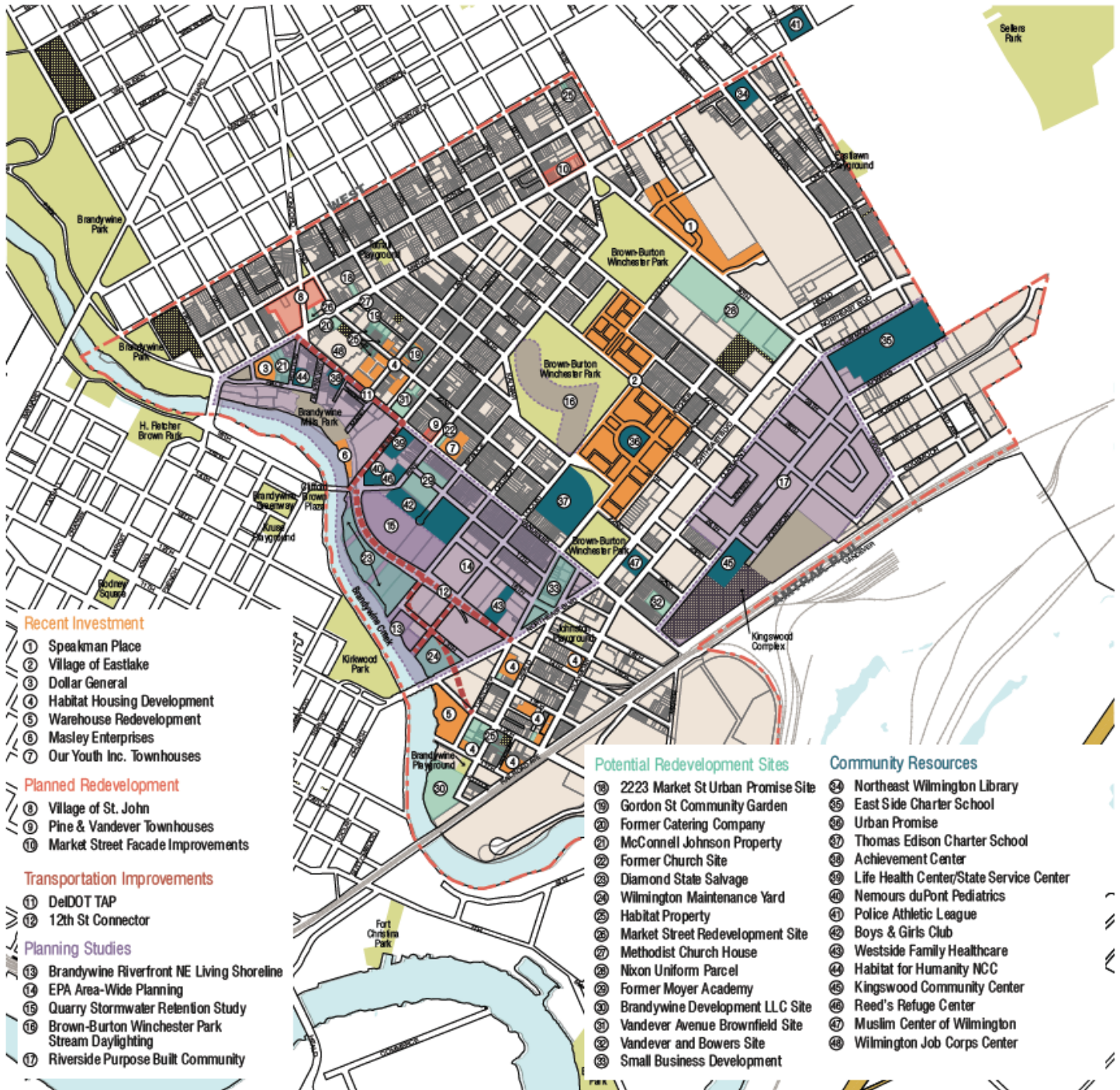


- Northeast Study Area
- Park
- Community Garden
- Rail Line
- Highway
- Neighborhood Planning Councils
- Brandywine Village Civic Association
- North Brandywine Village Civic Association
- West 27th - 31st Street Civic Association
- Superfine Lane Tenant Council
- Vandever Avenue Civic Association
- Northeast Civic Association
- Village of Eastlake Civic Association
- Eastlawn Civic Association



Northeast Wilmington Implementation Plan

Recent and Potential Development Map



Recent Investment

- ① Speakman Place
- ② Village of Eastlake
- ③ Dollar General
- ④ Habitat Housing Development
- ⑤ Warehouse Redevelopment
- ⑥ Masley Enterprises
- ⑦ Our Youth Inc. Townhouses

Planned Redevelopment

- ⑧ Village of St. John
- ⑨ Pine & Vandever Townhouses
- ⑩ Market Street Facade Improvements

Transportation Improvements

- ⑪ DeDOT TAP
- ⑫ 12th St Connector

Planning Studies

- ⑬ Brandywine Riverfront NE Living Shoreline
- ⑭ EPA Area-Wide Planning
- ⑮ Quarry Stormwater Retention Study
- ⑯ Brown-Burton Winchester Park Stream Daylighting
- ⑰ Riverside Purpose Built Community

Potential Redevelopment Sites

- ⑱ 2223 Market St Urban Promise Site
- ⑲ Gordon St Community Garden
- ⑳ Former Catering Company
- ㉑ McConnell Johnson Property
- ㉒ Former Church Site
- ㉓ Diamond State Salvage
- ㉔ Wilmington Maintenance Yard
- ㉕ Habitat Property
- ㉖ Market Street Redevelopment Site
- ㉗ Methodist Church House
- ㉘ Nixon Uniform Parcel
- ㉙ Former Moyer Academy
- ㉚ Brandywine Development LLC Site
- ㉛ Vandever Avenue Brownfield Site
- ㉜ Vandever and Bowers Site
- ㉝ Small Business Development

Community Resources

- ㉞ Northeast Wilmington Library
- ㉟ East Side Charter School
- ㊱ Urban Promise
- ㊲ Thomas Edison Charter School
- ㊳ Achievement Center
- ㊴ Life Health Center/State Service Center
- ㊵ Nemours duPont Pediatrics
- ㊶ Police Athletic League
- ㊷ Boys & Girls Club
- ㊸ Westside Family Healthcare
- ㊹ Habitat for Humanity NCC
- ㊺ Kingswood Community Center
- ㊻ Reed's Refuge Center
- ㊼ Muslim Center of Wilmington
- ㊽ Wilmington Job Corps Center

--- Northeast Study Area

■ Park

■ Community Garden

— Rail Line

— Highway

■ Recent Investment

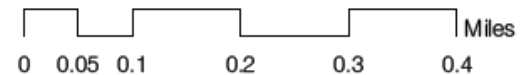
■ Planned Redevelopment

--- Transportation Improvements

■ Planning Area

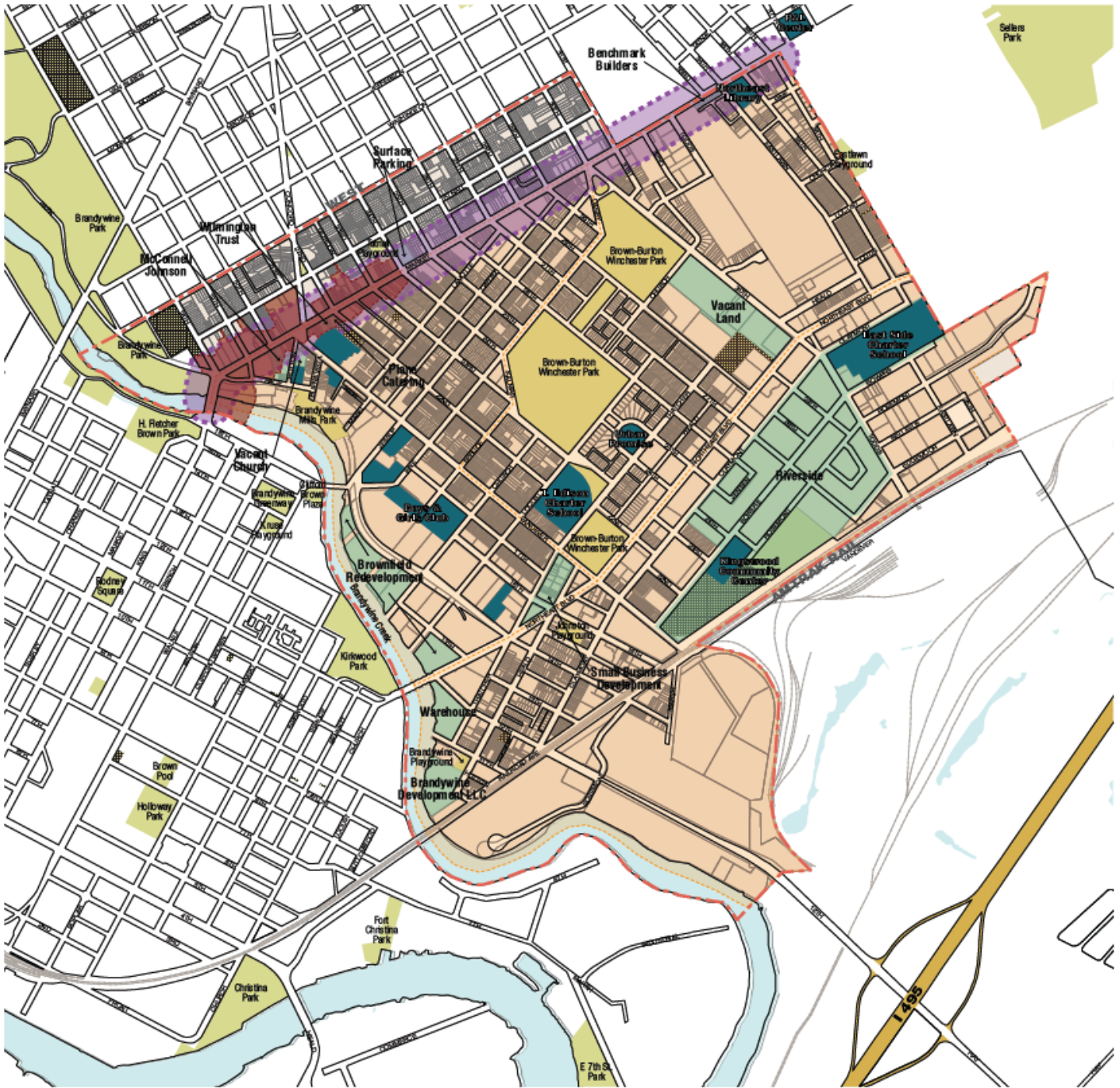
■ Potential Redevelopment

■ Community Resources

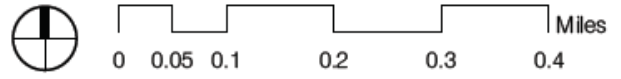


Northeast Wilmington Implementation Plan

Community Economy Map

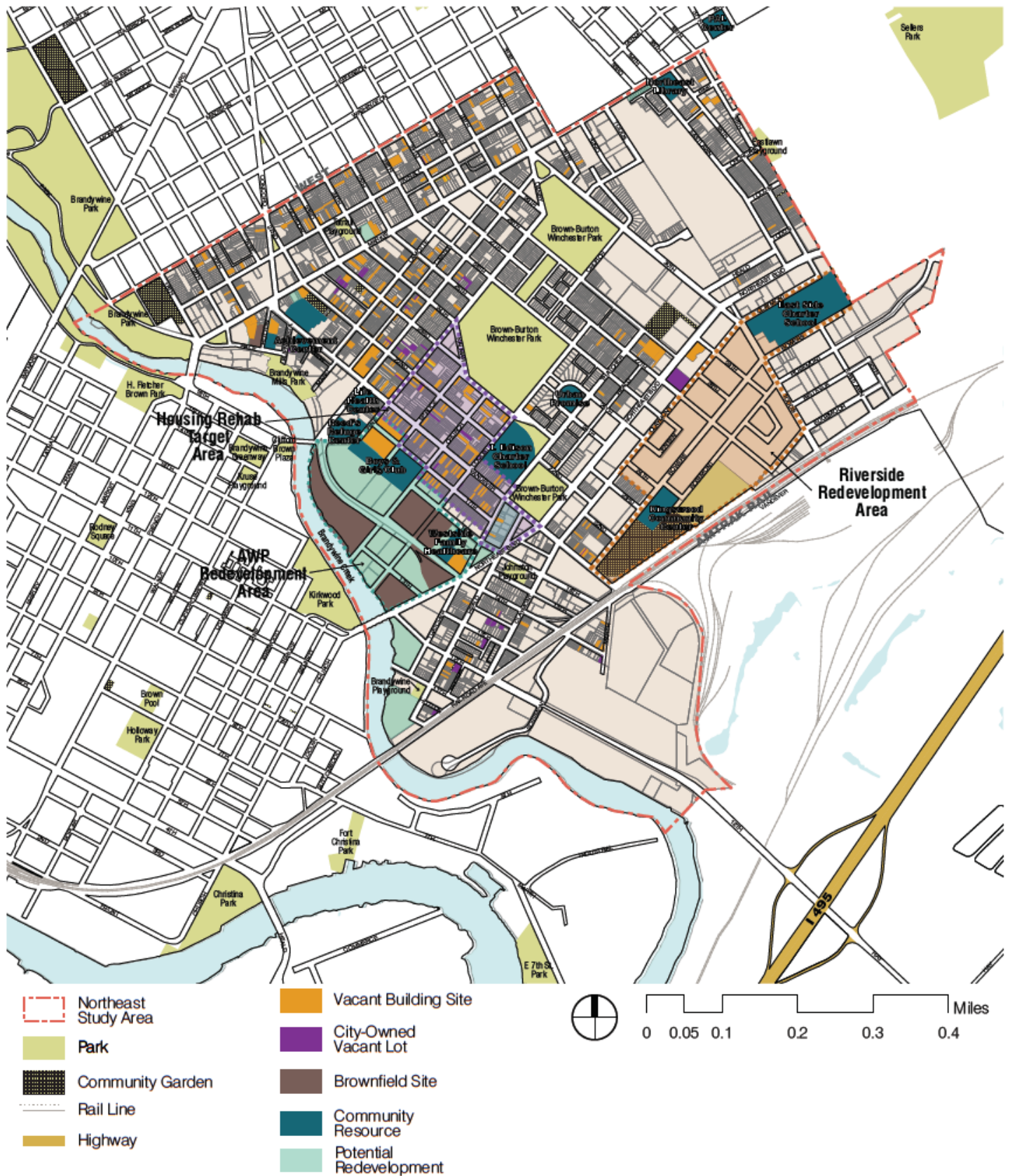


- Northeast Study Area
- Park
- Community Garden
- Rail Line
- Highway
- Potential Redevelopment
- Community Resources
- N. Market Street Corridor
- Downtown Development District
- Opportunity Zones



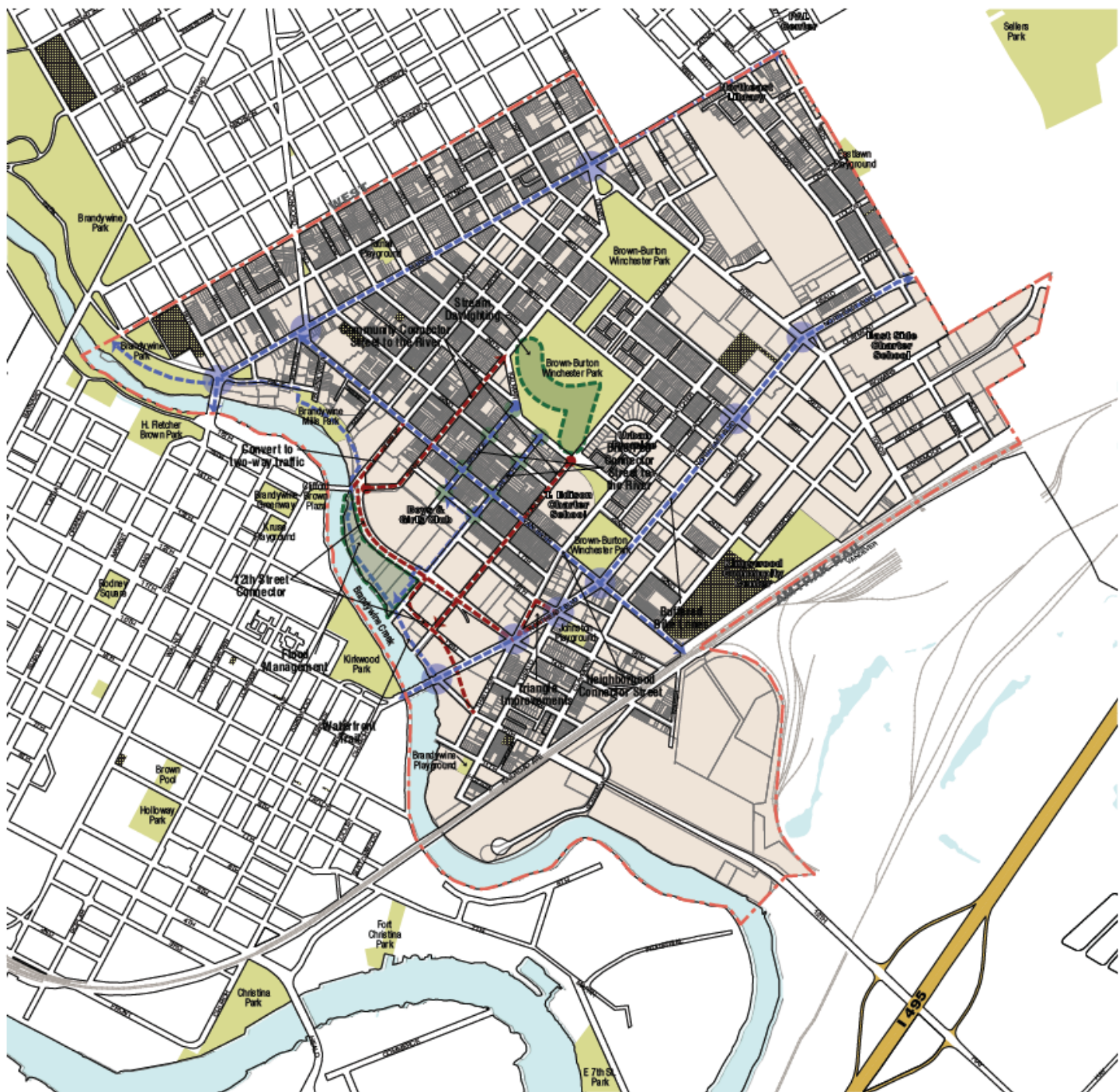
Northeast Wilmington Implementation Plan


Housing Map

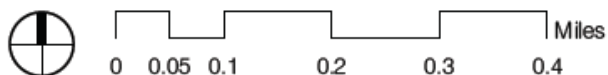


Northeast Wilmington Implementation Plan

Infrastructure Map



- | | |
|--|--|
|  Northeast Study Area |  Vehicular Improvement |
|  Park |  Bike/Ped Improvement |
|  Community Garden |  Stormwater Improvement |
|  Rail Line |  Intersection Improvement |
|  Highway |  Green Stormwater Improvement |



Appendix 2: Greater Brandywine Village Plan Recommendations and Status

Private Investment

- **Office/Mixed Use Development on Concord Avenue around West and Washington Streets**

The plan calls for the demolition of existing commercial and residential structures and creation of new office and retail with apartments above to replace housing being demolished. Since 2001, there have been no major demolitions, but existing commercial spaces have been renovated for new retail use.

- **Retail Development at Concord Avenue and Market Street**

The plan advocates for new retail development on the block bounded by Concord, Market and 22nd Street. Although this area is outside of the NE Blueprint Study Area, the intersection of Market and Concord remains a critical node for commercial/mixed-use development. Since the plan was written, the corner lot has been redeveloped from a gas station into a bioswale and parking lot by the Wilmington UDAG Corporation. The parking lot to the north has been purchased by the Ministry of Caring to serve as a parking lot for the Village of Saint John, a 53-unit senior housing development that is currently under construction.

- **Retail/Mixed Use Development on Market Street South of Concord Avenue**

The most significant change since this plan was written has been the demolition of Mammelle's paint store and the historic stone building that were both located at the southeast corner of 19th and Market and the construction of a Dollar General. This development is set back significantly from Market Street with a retaining wall and parking lot separating the building from the rest of the commercial corridor. The plan also calls for façade renovations along Market Street. This remains a priority under the Blueprint Plan. The Blueprint Plan includes both sides of Market Street in the study area, anticipating a coordinated approach to the revitalization of the Market Street corridor by all stakeholder organizations.

- **Reverse One-Way Direction on 22nd**

Since this plan was written, 22nd Street has been converted to a two-way street for half a block to provide access to the rear of the Wilmington Job Corps Center.

- **New Development on Vandever Avenue**

In addition to the Wilmington Job Corps Center which was under development at the time this plan was written, the Wilmington HOPE Commission and Delmarva Power have both made significant investments along Vandever west of Carter Street. Habitat for Humanity has also constructed homes on the east part of the block bounded by Vandever, Lamotte,

E. 22nd, and Market Street. Further east, the City of Wilmington (previously Wilmington Housing Partnership) is developing four townhomes at the northwest corner of Pine and Vandever. The Blueprint Plan advocates continued focus on development along this corridor.

- **Office/Light Industrial between the 16th Street Bridge and Northeast Boulevard**

This site, also known as the Diamond Salvage Site, is a primary focus of the Wilmington Brownfields Areawide Plan, detailed below. Since 2001, the focus has changed from office/light industrial to mixed-use with retail and multi-family housing.

Public Investment

- **Gateways**

The plan calls for upgrades to gateways into Brandywine Village. The NE Blueprint plan supports this concept, identifying the primary gateways as the bridges between the area and Downtown Wilmington. Gateway improvements are further discussed in the Infrastructure section of this document.

- **Improved Brandywine Mills Park and Riverfront Access**

The concept of Riverfront access is more fully developed by the Brandywine Riverfront Northeast Living Shoreline study and the Wilmington Brownfields Areawide Plan, described below.

- **Overhead Utility Lines**

Overhead utility lines are still present throughout the study area, as moving utilities underground was determined to be cost prohibitive. However, the City has pointed out that there are excess utility lines throughout the study area that could be removed.

- **Improved Streetscapes**

Streetscape improvements since the date of this plan have been accomplished through the Transportation Enhancement program. Now known as the Transportation Alternatives Program, additional streetscape improvement projects are currently underway along Concord Avenue, Vandever Avenue, and Jessup Street.

Appendix 3: Focus Area Working Group Meeting Notes

Community Economy

Vision

A community with a vibrant economy where businesses thrive and grow, where community members can spend their dollars in their own community, and where living wage jobs are available to community residents.

Existing Conditions

- Crime and safety
- Surrounding demographics of the Northeast
- Absentee landlords for commercial properties
- Local incomes cannot support desired businesses (e.g. retail, bank, dry cleaners); see 2018 Market Analysis included as Appendix B of Brownfields Area-Wide Plan
- Oversaturated with corner stores, liquor stores, and daycares
- Perception that businesses take advantage of the local population
- High level of unemployment
 - Lack of living wage jobs in the area
 - High number of convicted felons make it difficult for residents to qualify for jobs
 - Low level of education and lack of skills
 - Lack of public transportation to get to work, especially during afternoon, evening and overnight times
 - High number of unemployed youth; need more internships, summer jobs, and training

Current Programs/Partners

- Old Brandywine Village, Inc. (OBV) has brought together virtually all the non-profit and business partners along the N. Market Street corridor on the five blocks between the Brandywine River and the Concord Avenue Intersection. This group of partners is working to strengthen the commercial corridor through the following programs:
 - Downtown Visions Cleanup on Market Street from Brandywine River to Concord Avenue in partnership with the Job Corps
 - A camera project funded primarily through grants received by OBV, with support from the city. Market Street, Concord Avenue and Vandever Avenue are the spines for the camera locations and from each of those main corridors cameras are strung out in the high crime areas. Determining the camera locations is a collaborative effort with the Second and Third District Planning Councils

- An effort to bring the "Main Street" model to North Market Street is also in very early stages.
- A series of events on Market Street, including a 12-week Village Market at Brandywine Plaza
- Conscious Connections and the Brandywine Community United Methodist Church are each trying to improve the N. Market Street corridor by including some pre employment opportunities and training to adults in the area
 - Conscious Connections has developed an urban agriculture business serving the community from the Concord Avenue intersection with Market Street to 27th Street. The program includes education and summer jobs for youth and some limited pre-employment opportunities for area adults
 - The Brandywine Community United Methodist Church has begun to create a social service hub at the church located at 22nd and North Market Street. The hub includes a food pantry, a clothing closet, programs that are offered every other week. An office for a community nurse is staffed two days a week and a job training program was recently offered to people in the community

Health/Healthy Living

Vision

A community that has services and resources available to all residents that address the mental, emotional and physical aspects of health; a healthy and equitable community where residents have access to community gardens, parks and healthy, affordable food; a safe community; a community where residents are active, feel they have purpose, and are happy to live in a community that is thriving.

Existing Conditions

- Underutilization of Westside Healthcare due to low visibility location, lack of marketing, and transportation issues.
- Substance abuse is prevalent in the area, but there is minimal substance abuse care offered in the Northeast
- Underserved senior population for health services
- Food insecurity
- Many areas have poor walkability
- Green spaces and parks need improvements
- Lack of neighborhood serving grocery stores; grocery stores outside the neighborhood do not have good transit access

Programs/Partners

- Healthcare

- Westside Healthcare located at 908-B E. 16th Street, offers full primary medical care and at home medical care; accepts any insurance, includes a sliding fee pay scale, and a dental unit
- Nemours Pediatrics: located at 1602 Jessup Street, provides medical and behavior healthcare for children; Healthy Kids Delaware
- Life Health Center: located at 1624 N. Jessup Street, provides youth and mental health treatment
- State of Delaware Department of Health & Social Services: located at 910 E. 16th Street, Division of Medicaid and Medical Assistance
- Kingswood Community Center
- Food Access
 - Summer Food Service Program: farmer donates produce and runs a food stand on Tuesday and Friday afternoons, Nemours provides food vouchers
 - Delaware Center for Horticulture operates the E.D. Robinson Urban Farm, a community garden and food stand at 12th and Brandywine; Branches to Chances; Bridge Program
 - Kingswood Community Center Garden; is pursuing the creation of an entrepreneurial program that will produce and sell food by youth and for youth by partnering with Green Box who will use locally sourced fresh produce to create juice
 - Conscious Connections Community Garden: located on 100 block of E. Gordon Street (see North Market Street Project section below for more details)
- Programming
 - Community Health Leadership Project: 4-week workshop/pilot program at the Boys and Girls Club that focus on healthy living and staying away from risky behavior

Housing

Vision

A community with diverse, safe, clean and warm owner-occupied and rental housing stock attractive to all economic levels; where the cost of housing is affordable.

Existing Conditions

- Deferred maintenance on an aging housing stock
- Absentee landlords
- Difficulty attracting market rate development
- Competition for affordable housing funding
- High percentage of rentals
- High percentage of home values far below affordable
- Vacant lots

- Vacant properties
- Lack of owner occupancy in new housing developments

Programs/Partners

All the implementing partners listed below will be engaged in developing strategies to act on the goals for housing. Engaging the community in understanding the repair/renovation programs available; soliciting their help in distributing information throughout the community, determining the needs of current residents; and making sure identified residents have support to understand the various programs, will all be critical to addressing the housing goals

Recommendations

Implementers/Partners

- Blueprint Team
- Delaware State Housing Authority
- Wilmington Housing Authority
- City of Wilmington Department of Real Estate and Housing
- City of Wilmington Department of Planning and Development
- Wilmington Neighborhood Conservancy Land Bank
- Community Restoration Collaborative
- Habitat for Humanity
- Destiny Community Development Corporation
- EPA
- Cinnaire
- Cinnaire Solutions
- HUD

Infrastructure

Vision

A community with good connections to downtown, transit, parks and the Brandywine River – on safe, well-lit streets and pathways; a clean community with new and improved green spaces and access to the Brandywine for recreation.

Existing Conditions

- One-way streets at gateways into Northeast make it difficult to get into and out of the neighborhood. The bridges crossing the Brandywine are the major gateways between downtown Wilmington and the Northeast and while the bridges accommodate two way traffic, a confusing set of one way streets are on either side of the bridges. These intersections need to be redesigned as true gateways welcoming pedestrians and cyclists as well as those traveling by motor vehicle into the communities and positioning the

bridges as true connectors between downtown Wilmington communities and the communities in the Northeast

- Lack of connectivity to the Brandywine River
- Lack of high-quality bicycle and pedestrian infrastructure
- Northeast Boulevard seen as a barrier to connectivity that is unsafe and unattractive for bicycles and pedestrians
- Need for stormwater and flood mitigation infrastructure draining into and around the Brandywine River

Current Programs/Partners

- Transportation
 - Pave and Rehabilitation Program
 - Transportation Alternatives Program
 - DelDOT Capital Projects
 - City Capital Projects
- Sewer/Stormwater
 - City Capital Projects funded by the Water/Sewer Fund
- City of Wilmington Public Works Division of Transportation
- City of Wilmington Public Works Division of Water
- City of Wilmington Parks Department
- Delaware Department of Transportation
- Delaware Department of Natural Resources and Environmental Control
- EPA and other Federal partners
- UD Delaware Sea Grant and other UD partners
- Delaware Transit Corporation
- Wilmington Area Planning Council
- Urban Bike Project of Wilmington
- The Nature Conservancy

Youth Development and Engagement

Vision

A community that nurtures its youth! A community that captures the imagination of the community youth and increases their participation in more varied programs and opportunities; and engages them in the community in positive ways.

Existing Conditions

- Lack of sufficient programming targeting the 13-17 age group; ages 14-18 will be addressed by the Teen Warehouse (see below) but there is still a lack of programming for 13-year old's
- Limited capacity in the summer jobs program for youth
- Need opportunities for year-round youth employment
- Lack of transition jobs/mentorship opportunities for youth after they leave the summer jobs program
- Different youth programs have their own clientele and rarely mingle or interact with each other
- Existing community centers struggle to obtain funding that would allow them to expand programming and operational hours
- Transportation, youth center hours, and youth center fees are barriers to participation in youth programs

Current Programs/Partners

- City of Wilmington Parks & Rec Green Jobs Program (merged with the Youth Career Development Program Expansion)
 - 6-week youth employment program for 14 kids/summer
 - Participants work 25 hours/week earning minimum wage for local organizations (City, non-profit, and private sector)
 - Looking to expand the program and have employment opportunities during the school year
- Wilmington Job Corp Center
 - work with youth/young adults aged 16-24 on training and job placement
 - Students must be drug free, free of current probation or court visits that would interrupt the training
- Kingswood Community Center
 - Community center for all ages: early learning center, before and after school care, programming for youth, senior center for elders
 - Teen Agricultural Program will sell produce at local venues and the Brandywine Village Market
- Teen Warehouse (in development)
 - Part of the REACH Riverside initiative, after school resource center for college counseling, arts and recreation opportunities, mental health and social services for high school teens
 - Scheduled to open September 2019
 - Programming and resources for the 14-18 age group