Chapter 3
VISION
(03/14/16)

A community's *vision* is a set of shared aspirations for how the community wants to evolve. It illustrates the values of its residents, sets the purpose of the town, and provides a foundation for other community plans, policies, and decisions. It guides public investment and private development decisions and describes the community's goals.

The City of Newark's Comprehensive Development Plan V (Plan V) is a vision-based, community-driven plan. Its vision, goals, and strategies are based on an extensive public-participation process, including a variety of stakeholders and residents.

The visioning process began with a SWOT analysis: **Strengths**, **Weaknesses**, **Opportunities**, and **Threats**. A SWOT analysis is a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats, defined as follows:

Strengths: Characteristics of Newark that give the City an advantage over others communities

Weaknesses: Characteristics of Newark that are a disadvantage relative to other communities

Opportunities: Elements of what the community/City could exploit to its advantage

Threats: Elements in the environment that could cause trouble for the community in the future

Source: Xhienne; Wikimedia Commons; September 30, 2007

The following major elements were common responses (in order of frequency) from the 2008 Newark Resident Survey and the SWOT Analysis completed at six Comprehensive Development Plan Workshops:

Strengths: City's parks and trails; natural environment; community events; good selection of restaurants; college town; downtown Main Street; city services (responsive city employees/elected officials, Parks and Recreation programs, garbage pick-up, etc.); location near major cities; excellent place for senior citizens to live; downtown events; near I-95; pedestrian- and bicycle-friendly; attractive neighborhoods; excellent police presence; affordability/low taxes

Weaknesses: Downtown Main Street parking; traffic; some poorly performing K-12 public schools; behavior issues with of some UD student behavior problems; no grocery stores downtown; Main Street too student-oriented; poorly timed traffic lights; lack of frequency/reliability of transit service; half-filled/unattractive shopping centers

Opportunities: Better train service; bury power lines downtown; decrease traffic congestion; diverse and growing international business community; University STAR campus; improve bike/pedestrian facilities; more cultural events; green energy

Threats: Crime; city revenue tied to electric sales; student rentals in single-family neighborhoods; big box stores (poor architecture); apathy of residents; sprawl

The following vision grew out of this and similar analyses.

Newark's Vision

Newark's future growth and development will seek to advance the following vision elements:

- **Healthy and Active Community:** A community that provides safe infrastructure and amenities to allow opportunities for a healthy and active lifestyle, to include aspirations such as these:
    - Bicycle and pedestrian accessibility to encourage exercise
    - "Complete streets" to support all transportation options, including walking or bicycling
    - Ample parks and open space to provide opportunities for active and passive recreation
    - Compact and mixed-use development for a pedestrian-friendly environment
    - Access to healthy foods

- **Sustainable Community:** A community that will be sustainable, both economically and environmentally, for generations to come, to include aspirations such as these:
    - Promoting transit and other alternative transportation modes for reduced dependence on fossil fuels
    - Stream valley/watershed protection
    - Energy conservation and recycling
    - High air and water quality
    - Diverse economic base and welcoming business climate
    - Preserving historical resources
    - Maintaining and improving basic infrastructure
    - Efficient use of public resources.

- **Inclusive Community:** A community that embraces diversity and enables different lifestyles, to include aspirations such as these:
    - Access to transit and other alternative transportation modes for increased choice
    - Range of housing choices and affordability levels
    - Fair housing
    - Access to a variety of options for employment, commerce, and entertainment
    - Access to good schools
    - Parks and open spaces that offer a range of passive and active recreational activities
    - Support services such as dependent care, health care, and retrofitting houses

Newark's community vision defines the aspirations for the individual elements of this *Comprehensive Development Plan*. Each of the following chapters addresses strategic issues facing the City of Newark for one of these elements through a series of goals and associated action items.

Public Utilities and Infrastructure (Chapter 4)

Provide high-quality services to residents and businesses, as well as to efficiently accommodate future growth.

Strategic Issues:

- Management and funding of electric infrastructure to accommodate future growth and the development of the STAR Campus.
- Management and funding of stormwater infrastructure to address flooding issues.
- Source water protection to ensure the quality and supply of surface water and groundwater.
- Meeting new state and federal environmental quality regulations.

Housing and Community Development (Chapter 5)

Encourage diverse housing choices that contribute to attractive and unique places to live, work, play, and attend school.

Strategic Issues:

- Supply and demand for rental and owner-occupied housing.
- Recognizing of the rights of tenants and landlords to ensure safe and attractive housing stock while balancing quality-of-life issues.
- Preservation of existing housing stock.
- Pathways to homeownership.
- Impediments to fair housing. (See page 52)

Transportation (Chapter 6)

Provide feasible and attractive transportation choices for all citizens through an efficient transportation network that encourages a healthy lifestyle and promotes environmental and economic sustainability

Strategic Issues:

- Balancing the needs of automobile, transit, bicycle, and pedestrian traffic for a multimodal transportation network.
- Traffic congestion, safety, and mobility.
- Adequate parking for automobiles and bicycles to support local businesses.
- Methods to evaluate the relationship between transportation and land uses.

Environmental Quality and Natural Resources (Chapter 7)

Preserve and protect Newark's natural resources and wildlife for current and future generations.

Strategic Issues:

- Balancing environmental protection with economic and physical development.
- Resident cooperation in City initiatives to reduce environmental impact such as conservation, recycling, and reuse.
- Protection of the natural environment, water and air quality, habitats, and stream valleys.
- Clean and sustainable energy.
- Environmentally friendly design.

Parks, Recreation, and Open Space (Chapter 8)

Ensure abundant safe, attractive, and well-maintained city parks, trails, and indoor recreation facilities for active and passive recreation opportunities and protect natural areas, all of which enhance the community's quality of life and sense of place.

Strategic Issues:

- Parks and recreation programs catering to diverse ages, interests, and abilities.
- Recreational tourism.
- Connectivity, safety, and accessibility of City parks and trails.
- City beautification and preservation of the natural environment.

Economic Development (Chapter 9)

Promote a sustainable economic future for the City by encouraging a diversified local economy, creating a quality place for people to live and work, and attracting a highly qualified workforce.

Strategic Issues:

- Business diversification.
- Physical and economic vitality.
- Leveraging the asset of the University of Delaware.

Land Development (Chapter 10)

Effectively manage neighborhood preservation and high-quality development and redevelopment that meet the City's housing, employment, transportation, and recreational needs.

Strategic Issues:

- Adequate options for housing, employment, recreation, commerce, and entertainment.
- Plan for sites expected to develop or redevelop to anticipate environmental, housing, transportation, and growth issues and opportunities.

Growth and Annexation (Chapter 11)

Restrict growth to orderly annexations that protect the environment and minimize the financial burden on the city, residents, and businesses.

Strategic Issues:

- Coordination between the City and all relevant state and county agencies with any proposed expansion of the City's municipal boundaries.
- Prioritizing environmental and financial sustainability when making annexation decisions.
- Keeping the long-term interests of the City and its current constituents as paramount considerations for any annexation plans.