

Chapter 3 VISION

A Community's *vision* is a set of shared aspirations of how the community wants to preserve, develop, and change for its future in order to begin to make it a reality. Such a vision illustrates the values of its residents, sets the purpose of the town, and provides an overlay for other community plans, policies, and decisions. It guides public investment and private development decisions and describes the community's aspirations for its natural areas, recreation, industry, and neighborhoods.



The City of Newark *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 diverse variety of stakeholders and residents. More than 400 individuals, including residents, business owners, landlords, developers, representatives from collaborating public agencies and the University of Delaware, and other local interests participated in more than 24 community workshops and public hearings.

Since Plan V is a vision-based document, it holds to an identifiable structure, like a story, with a *beginning*, *middle*, and *end*, focused on the following five (5) questions:

“Where have we been?”—consisting of analysis of past trends, key events, and decisions that were instrumental in the development of Newark’s community.

“Where are we now?”—consisting of analysis of present conditions and the major issues facing the community and City.

“Where are we going?”—consisting of analysis of the likely future of the community and City if past trends and current conditions continue.

“Where do we want to go?”—consisting of analysis of what residents and stakeholders want their community to be and how it compares to analysis of the community’s likely future based on past trends and current conditions.

“How do we get there?”—consisting of analysis of what needs to happen, changes that need to be made, and the funding and assistance available to get to where the community wants to go.

Chapter 1: Introduction addresses *“Where have we been?”* by outlining the setting and a brief history of Newark, as well as a summary of past comprehensive planning in the community. Chapter 2: Community Profile covers both past and current trends to address the questions *“Where*

are we now?” and “Where are we going?” Chapter 3: Vision offers a proposal for “Where do we want to go?”

The remaining chapters, from Chapter 4 to Chapter 12, essentially cover “How do we get there?” Each chapter starts with the City’s vision and how each element (Housing, Transportation, Economic Development, etc.) advances the vision.

The visioning process began with a SWOT analysis, a structured planning approach used to evaluate the Strengths, Weaknesses, Opportunities, and Threats in the community, defined as:

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.

A SWOT analysis is a simple, yet broad, way of assessing the positive and negative internal and external forces affecting the community in order to better prepare and act effectively. The four-cornered SWOT analysis prompts a community to consider, in a balanced way:

- Building on the community’s strengths.
- Minimizing the community’s weaknesses.
- Seizing upon possible opportunities.
- Responding and/ or neutralizing possible threats.

A SWOT analysis is also helpful if one uses it to support the vision, mission, and objectives one has already defined. The SWOT will at least provide perspective and, at best, will reveal connections and areas for action. The information and analysis collected from this analysis and other workshop activities engaging the public resulted in the following vision for Newark.

SWOT ANALYSIS



Source: Xhienne; Wikimedia Commons; September 30, 2007

Newark's Vision

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

- **Healthy & Active Community:** A community that provides safe infrastructure and amenities to allow opportunities for a healthy and active lifestyle, to include aspirations such as:
 - 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:
 - Promoting transit and other alternative transportation modes for reduced dependence on fossil fuels.
 - Stream valley/watershed protection.
 - Energy conservation and recycling.
 - Air and water quality.
 - Diverse economic base.
 - Preserving historical resources.

- **Inclusive Community:** A community that embraces cultural diversity and lifestyles for all age groups, to include aspirations such as:
 - 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 dining, shopping, entertainment, arts, and employment options.
 - Access to good schools.
 - Parks and open space that offer a range of passive and active recreational activities.
 - Support services such as day care, health care, and retro-fitting houses.



Newark’s community vision carries through each element of the Newark Comprehensive Development Plan. Each chapter, or element, of Plan V seeks to address each aspiration.

Chapter Four: Public Utilities and Infrastructure

Maintain and invest in infrastructure to provide high-quality services to existing residents and businesses, as well as to efficiently provide for future growth.

Strategic Issues:

- Proactively maintain and manage stormwater-management infrastructure and develop a sustainable funding source to address aging infrastructure and flooding issues.
- Meet or exceed the state and federal requirements of National Pollutant Discharge Elimination System (NPDES) permit and Stormwater Management Plan.

Chapter Five: Housing & Community Development

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

Strategic Issues:

- Complete a comprehensive analysis of housing needs to evaluate supply of rental housing and other housing types needed.
- Review and evaluate existing code regulations to protect the rights of tenants and landlords while maintaining and promoting safe and attractive housing stock and balancing quality-of-life issues.
- Explore incentives and policies to create pathways to homeownership.
- Evaluate and remove impediments to fair housing.

Chapter Six: Transportation

Improve the transportation network to encourage a healthy lifestyle, promote environmental and economic sustainability, and provide feasible transportation choices for all citizens.

Strategic Issues:

- Advance a multimodal transportation network that accommodates the needs of uses of all ages and abilities, including motorists, pedestrians, transit, bicyclists, and commercial and emergency vehicles.
- Manage and increase the supply of parking available in Downtown Newark both for automobiles and bicycles.
- Establish a Transportation Improvement District (TID) along Newark’s Downtown core.

Chapter Seven: Environmental Quality & Natural Resources

Preserve and protect Newark’s natural resources and wildlife to ensure that future generations have access to high-quality land, water, and air.

Strategic Issues:

- Protect the natural environment’s water and air quality and preserve habitats and stream valleys.
- Promote clean and sustainable energy through advancement of *green energy*, environment-friendly design, conservation, recycling, and reuse.

Chapter Eight: Parks, Recreation, & Open Space

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:

- Promote and enhance City parks and recreational programs for users of various ages, diverse interests, and varying abilities.
- Promote “recreational tourism” in Newark.
- Improve connectivity and accessibility of Newark parks and open space to regional parks.

Chapter Nine: Economic Development

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:

- Develop and maintain Newark as a diversified business and employer destination.
- Enhance and maintain downtown Newark’s physical and economic vitality.
- Continue to leverage the assets of being the home of a major research university.

Chapter Ten: Land Development

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

Strategic Issues:

- Proactively plan for sites expected to develop or redevelop in order to better anticipate environmental, housing, transportation, and growth issues and opportunities.
- Manage land resources to provide adequate and sustainable options for housing, employment, recreation, commerce, and entertainment.

Chapter Eleven: Growth and Annexation

Promote orderly growth that protects the environment and minimizes the financial burden on the city, residents, and businesses.

Strategic Issues:

- Expand the City’s municipal boundaries in a way that is environmentally and financially sustainable and beneficial.
- Coordinate expansion of the City’s municipal boundaries with relevant state and county agencies, as well as with planning documents such as the state’s *Strategies for State Policies and Spending*.