



# WASHINGTON HEIGHTS

BLUEPRINT COMMUNITY REVITALIZATION PLAN

Blueprint  
COMMUNITIES®

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# INTRODUCTION

## Background

The Washington Heights Blueprint Community® is a new multi-year community revitalization initiative serving the Triangle, Washington Heights, and Brandywine Village neighborhood association boundaries. Supported by FHLBank of Pittsburgh, the University of Delaware Center for Community Research & Service, and the City of Wilmington, we are ambassadors committed to serving as catalysts for revitalization that will enhance the economic, social, cultural, and physical conditions of our community. Our efforts will also contribute to the emerging framework for a city-wide Comprehensive Plan being led by the City Department of Planning and Development.

We believe that authentic change must begin inside our community and are committed to bringing our community assets together to effectively address issues and concerns. Our vision is to strengthen the capacity of existing organizations to enhance the economic, social, cultural and physical conditions within our boundaries. This transformative initiative will engage key stakeholders and provide those most affected – our residents – with the opportunity to participate as decision makers to develop a well-conceived, clearly-articulated, holistic community plan. We will do this by working collaboratively with existing organizations within and outside our community, to bring awareness and resources to the issues affecting our community.



Cynthia Kelsey and Ellen Casson presenting information from the community revitalization plan at the 2017 Delaware Community Revitalization Symposium.



Community members working to beautify the traffic triangle at the intersection of Washington Street and Baynard Boulevard.

## Why Washington Heights and Why Now?

A Delaware Readiness Team called the Hanover Dream Team (HDT) started working in the community surrounding Warner and Shortlidge schools in 2013. Funded by the Early Learning Challenge Grant in partnership with private foundations and corporations, Delaware Readiness Teams are a state-wide initiative offering a unique opportunity for communities to build strong and reciprocal linkages between early learning and K-12 schools and support young children's, ages 0-8, readiness for school and for life.

Part of the work of the HDT Readiness Team included a community assessment to better understand the needs of parents and guardians raising children in the community. The community boundaries of the HDT Readiness Team are nearly the same as the boundaries of the current Washington Heights Blueprint Community.

The team held five parent focus groups in the months of March and April 2014, in which 45 participants provided valuable information about the strengths and challenges facing families in this community, particularly related to raising children and helping them "be ready" for school. We validated our summary of key findings from the focus groups by having further conversations with focus group participants and conducting surveys. Figure 1 shows the results gathered from the HDT assessment.

## Three central themes from HDT Community Assessment:

1. How individuals felt about their community varied greatly depending upon the street and sometimes the block where they lived.
2. Breaking the cycle of inadequate parenting is critical. A statement repeated in various ways in the focus groups: "There are so many people that were brought up the wrong way, that when they have children, they raise their kids the exact same way instead of trying to change."
3. Personal and organizational connections and relationships make a real difference in how a person feels about their community.

## The HDT readiness team recommended the following steps:

- Step 1. Identify grassroots leaders who live in the community.
- Step 2. Facilitate bringing these leaders together to discuss potential solutions to problems and challenges in the community.
- Step 3. Support the group by fostering improved communication across different neighborhoods within the community.
- Step 4. Strive to create an environment for positive change that will have a lasting and broad positive impact on the community.

Figure 1. Results gathered from the HDT Readiness Team assessment.

The HDT Readiness Team was beginning to reach out to the community associations within the HDT neighborhoods (Triangle, Washington Heights, and Brandywine Village) when we learned of the Blueprint Communities® request for proposal from the University of Delaware Center for Community Research & Service. This seemed like the perfect link to resources that might help us achieve our "environment for positive change." Members of the HDT and the Jefferson Street Center, Inc. board, a non-profit focused on supporting families and children, attended an information session on the Blueprint Communities initiative. Soon after, we began work on the request for proposal and formed our team.

This is a prime time for this revitalization initiative. One reason is the groundwork already laid by the Readiness Team. Relationship building has been occurring since 2013, and important partnerships with organizations and individuals have been formed within the Blueprint Community. The energy and desire is there to make a positive difference, especially in the areas of education, improving opportunities for families and children, building grassroots leadership, and improving communication within neighborhoods and across neighborhood boundaries.

The timing is also positive because the City of Wilmington is on the ground floor of the development of a comprehensive citywide revitalization plan, recognizing that community level planning and initiatives are positive for the City overall. There is also a political shift at this time in the city, state, county, and federal levels. It is not often that the political leaders change at all four levels of government, and particularly, on the local level, we see this as an excellent opportunity to leverage additional social, political, and financial capital for our community.



Our partner, the Delaware Center for Horticulture, helping to beautify a neighborhood.



## Washington Heights Blueprint Community Team

Chairperson [Candice Brown](#) is a resident of the Brandywine Village neighborhood and has owned a home on West 22nd Street for about 11 years. She is a single mother, raising a teenager, and works at Children and Families First, working with the Red Clay Community School Initiative (Shortlidge Academy and Warner Elementary School), to strengthen families and create a healthier community. She has a background in early childhood education and is also a team lead on a Delaware Readiness Team in the Northeast section of the city.

Community resident [Kimberly Holley-Nelson](#) has lived on North Monroe in the Washington Heights neighborhood for over five years. She holds a master's degree in education and serves as lead parent educator for Parents as Teachers, NCC. She has a passion for "promoting resiliency, spreading optimism and fostering relationships that empower children, families and communities." Kimberly is also a member of the Hanover Dream Team Readiness Team and the Washington Heights Neighborhood Association.

Community residents [Cynthia Kelsey](#) and [Mike Kelsey](#) live on North VanBuren Street in the Triangle Neighborhood. Cynthia was a social worker for the Delaware Division of Child Protective Services and then a prosecutor for the Delaware Department of Justice in the criminal division. Mike joined Bank of Delaware as legal counsel and had various legal and compliance roles for PNC Bank, Capital One, TD Bank and JP Morgan Chase. Both Cynthia and Mike are retired and have lived in the Triangle community for 33 years.

Community resident [Rasheedah Ahmed](#) lives on North Jefferson Street, in the Washington Heights neighborhood, where she has been a community resident since 1967. She is retired from teaching with the Red Clay School District. She is active in the Washington Heights Community Association as the chairperson of the education committee. To improve the quality of lives of the members of her community, she is currently developing a financial literacy and entrepreneurship program.

Community resident [Stanley Sharp](#) was raised in Kent County and moved to Wilmington about 10 years ago. Stanley owned two homes just off North Market Street through a program sponsored by Old Brandywine Village, Inc. He lived in and renovated each and then sold them. Currently, Stanley is renovating his current home on West 22nd Street. He is a member of the Washington Heights Neighborhood Association and the Beautification Committee. He has a degree in Landscape Horticulture from the University of Delaware.



## Washington Heights Blueprint Community Team

Artisans' Bank Senior Vice President and Chief Risk Officer [Joel Schiller](#) is serving on the team representing a member institution of the Federal Home Loan Bank of Pittsburgh. Artisans' Bank is a community based, mutually owned financial institution serving the City of Wilmington and Delaware since 1861. He previously lived in the 9th Ward community of Wilmington serves on several boards and is active in community service; such as Rotary Club, the Delaware Financial Literacy Institute, and the Delaware Community Reinvestment Act Council.

Representing the Wilmington Department of Planning and Development, [Leah Kacanda](#) also happens to be a resident of the Brandywine Village neighborhood. She is an urban planning professional working in community development, parks, and transportation in Wilmington. She has experience in policy research, project management, community engagement, and public speaking. She is also an avid cyclist and complete streets advocate.

Representing a local nonprofit organization, Jefferson Street Center, Inc., [Ellen Casson](#) lives in the Brandywine Hills community in Wilmington. She is a member of Hanover Presbyterian Church and the Team Lead for the Hanover Dream Team readiness team, so she is very familiar with the Washington Heights Blueprint Community. She has an MSW from the University of Pennsylvania and worked in criminal justice for 30 years in Philadelphia and Delaware, retiring as the Chief U.S. Probation Officer for the District of Delaware.

Representing a local community housing organization, Interfaith Community Housing of Delaware, Inc., [Gary Pollio](#) is the Executive Director of ICHDE. It is the largest statewide nonprofit community housing organization in Delaware. The mission of Interfaith Community Housing is to act as a catalyst to revitalize and strengthen neighborhoods by providing sustainable housing and homeownership services that support low and moderate income households, empower residents for leadership, and promote individual and community asset building.





# The Planning Process

The Washington Heights Blueprint Team began meeting in March 2016. Through a formal, structured, eight-month educational process, led by FHLBank Pittsburgh and the University of Delaware Center for Community Research & Service, the team learned community development and revitalization techniques and strategies and continued to build the many connections, both within and outside our community, that are needed to effect positive change within our community.

The team also met privately on a regular basis, at least once a month, to develop personal relationships within the team and to build on each participant's individual skills and personal energy. We worked carefully on a timeline that included deadlines for fulfilling assignments. One of our most important achievements was developing a comprehensive asset map of our community. We developed a better understanding of our community and worked on strategies to reach out to residents, non-profits, businesses, and organizations to engage them in the process.

The Washington Heights Blueprint Team community revitalization planning analysis is both data and people driven. We collected demographic information through existing census data, statistics, and research. We also obtained information by walking around our community and engaging in several community conversations. We conducted online and in-person surveys, and engaged focus groups in discussions.

While reaching out to community residents, we also included key stakeholders in our planning process. We had multiple conversations with past and present neighborhood leadership, including the three neighborhood associations and the Second District Planning Council. We also held focus group discussions with community leaders and representatives of nonprofits, the faith community, and schools.

Our meetings with residents, neighborhood leaders, and representatives of organizations had the objective of information sharing and relationship building. We balanced the explanation of who and what we are with giving participants the opportunity to share information with the team and with each other. We included maps and graphics to help educate participants about assets and challenges within the community. We invited participation in identifying the issues most important to the community and encouraged discussion about ideas and strategies to address those issues. We also asked for information about things that are already going on in the community that are having a positive impact. One of the most important aspects of our community engagement has been to identify residents and organizational partners who are willing to be more involved in the revitalization process.

In addition to census tract data and resources from the Wilmington Department of Planning and Development, we obtained useful information from the following resources:



Scenes from various community meetings and team planning sessions at Hanover Presbyterian Church.

- The Hanover Dream Team Delaware Readiness Team community profile, surveys and focus groups (2013/2014)
- Washington Heights Neighborhood Association strategic plan (2014)
- Christiana Care Health System Community Needs Assessment of 2016
- Delaware Schools Profile
- Delaware Housing Needs Assessment
- Kids Count in Delaware 2014 Handbook

The following pages show a small sample of key findings from some of these resources. These findings provide further support for the issues that are being raised by residents and organizations within our Blueprint Community and will strengthen our resolve to develop strategies to address those issues.

## KIDS COUNT

- The 2015 KIDS COUNT® report ranks Delaware 25th in the nation for overall child well-being.
- More than 35,000 children in Delaware live in poverty.
- African-American children are twice as likely as the average child to live in high-poverty neighborhoods and to live in single-parent families.
- The Annie E. Casey Foundation offers a number of recommendations to make good on the American promise of opportunity for all children. The Foundation promotes a two-generation strategy that simultaneously addresses the needs of children directly while providing tools and resources to their parents. Three critical strategies include:
  - Provide parents with multiple pathways to get family-supporting jobs and achieve financial stability.
  - Ensure access to high-quality early childhood education and enriching elementary school experiences.
  - Equip parents to better support their children socially and emotionally and to advocate for their kids' education.
- The percentage of adults between the ages of 18 and 24 that “drop-out” in Census Tracts 4 and 5 (Washington Heights Blueprint Community) are among the highest in the state – 27% for CT 4 and 38% for CT 5.
- Children’s long-term development and success can greatly depend on the care and support they receive at home from their family.

## HDT Readiness Team Community Profile

- Personal and organizational connections and relationships make a real difference in how a person or organization feels about their community.
- Leadership and accountability are important.
- Everyone can have a role to play in effecting positive change in our community.
- Breaking the cycle of inadequate parenting is critical. This statement was repeated in various ways in the focus groups: “There are so many people that were brought up the wrong way, that when they have children, they raise their kids the exact same way instead of trying to change.”
- Shortlidge Academy and Warner were designated priority schools by the Delaware Department of Education, meaning they fall in the lowest 5% of Title I schools in the state, based on achievement on assessment standards.
- Over 93% of the children attending Shortlidge and Warner are low income and the percentage achieving state standards for proficiency in reading is 42% and 45%, respectively, and 41% and 30%, respectively in math, compared to a state average of 72% in reading and 69% in math.

# Christiana Care Health System Community Needs Assessment

- There is broad recognition of the importance of social determinants of health to good health across the community. Among the social determinants raised by many stakeholders were high rates of poverty; the lack of nutritional or food security; and safety, violence, and the trauma related to it. Other social determinants of health identified included homelessness and the challenges related to the lack of stable housing and quality education, teens feeling disenfranchised, and the lack of safe social activities for youth.
- High levels of violent crime compromise physical safety and psychological well-being. High crime rates can also deter residents from pursuing healthy behaviors such as exercising outdoors. The rate of violent crimes in New Castle County (616 per 100,000) is greater than the state rate (576 per 100,000).
- The CDC reported: "Indeed, although Wilmington is a moderately-sized city of approximately 71,525 residents, when compared to all large cities in the United States, its homicide rate in recent years has been reported to be as high as fourth overall."
- Residents in the City of Wilmington were more likely than other New Castle residents to report that they did not seek health care in the previous year if they were sick or injured, due to cost.
- One in ten New Castle County residents reported that in the previous year they canceled a doctor's appointment or did not schedule one when it was needed because of transportation problems. Residents of the City of Wilmington experienced this problem at twice the rate of New Castle County residents.
- More than one-third of Wilmington residents report not having seen a dentist in more than two years.
- Residents of the City of Wilmington are significantly more likely to go to a hospital emergency room for medical care, rather than utilize a primary care physician.
- The birth rate among African American teens greatly exceeds the overall county rate and is twice the rate of White/Caucasian teens in New Castle County.
- Nearly one-fifth of New Castle County residents have been diagnosed with a mental health condition including clinical depression, anxiety disorder or bipolar disorder. Diagnosis is more common among City of Wilmington residents than among the residents of non-urban areas in New Castle County.
- The percentage of Wilmington residents using an illicit drug 30 days prior to the survey was higher than for New Castle County residents. Illicit drugs include marijuana, cocaine, hallucinogens, heroin, inhalants, and prescription psychotherapeutics used non-medically.

## Washington Heights Blueprint Community Partners

Along with residents and the neighborhood associations, some specific stakeholders have expressed their support and willingness to act as “official” partners in our Blueprint Community revitalization efforts.

**Becky Arnold**, President of The Female Harmony Society

**Heidi Beck**, Director of New Directions Early Head Start at the University of Delaware

**Lee Bunting**, Executive Director, Central & Walnut Street Branches, YMCA of Delaware

**Ronni Cohen**, Executive Director, Delaware Financial Literacy Institute: The Money School

**Van Hampton**, Executive Director, First State Community Loan Fund

**Andy Jacob**, pastor of Hanover Presbyterian Church

**Kathleen Patterson**, Former President, 2nd District Neighborhood Planning Council

**Kathleen Purcell**, Director of Wilmington Senior Center

**Brian Rahmer**, Research Program Director, Department of Family and Community Medicine for Christiana Care

**Rashmi Rangan**, Executive Director, Delaware Community Reinvestment Act Council, Inc. and Co-Founder, Stepping Stones Community Federal Credit Union.

**Eugene Rudder**, Director, Wilmington Housing Authority

**Sam Seo**, Delaware Center for Horticulture

**Kevin Smith**, Chief Executive Officer of Habitat for Humanity of NCC

**Danielle Sullivan and Priscilla Rakestraw**, Village of St. John and Ministry of Caring

**Jean Warren**, Director of Lutheran Community Services

**Mindy Webb**, local community lead for Project LAUNCH and Mary Moor, State project director for Project LAUNCH

**Whitney Williams**, Parents as Teachers

**Dr. Doris Griffin**, Delaware Adolescent Program, Inc.





# Community Engagement

## Survey Results

The Washington Heights Blueprint Team created a community survey, which is included in Appendix A of this report. Survey results were obtained through Survey Monkey, and also through interviews, and from surveys filled out by hand. The in-person surveys and those filled out by hand were added into the data collected from the surveys which were completed online. We currently have 126 survey results and are still reaching out for more. The following graphics breaks down the length of residence by neighborhood and other key statistics.

Many respondents provided their contact information and expressed a willingness to be more involved. Our Blueprint Team hopes to reach out to these individuals to have more direct conversations as we move forward. Respondents also offered concrete suggestions about how to improve the community and told us what they liked most about the community. The following page gives examples of what resonated with most respondents.

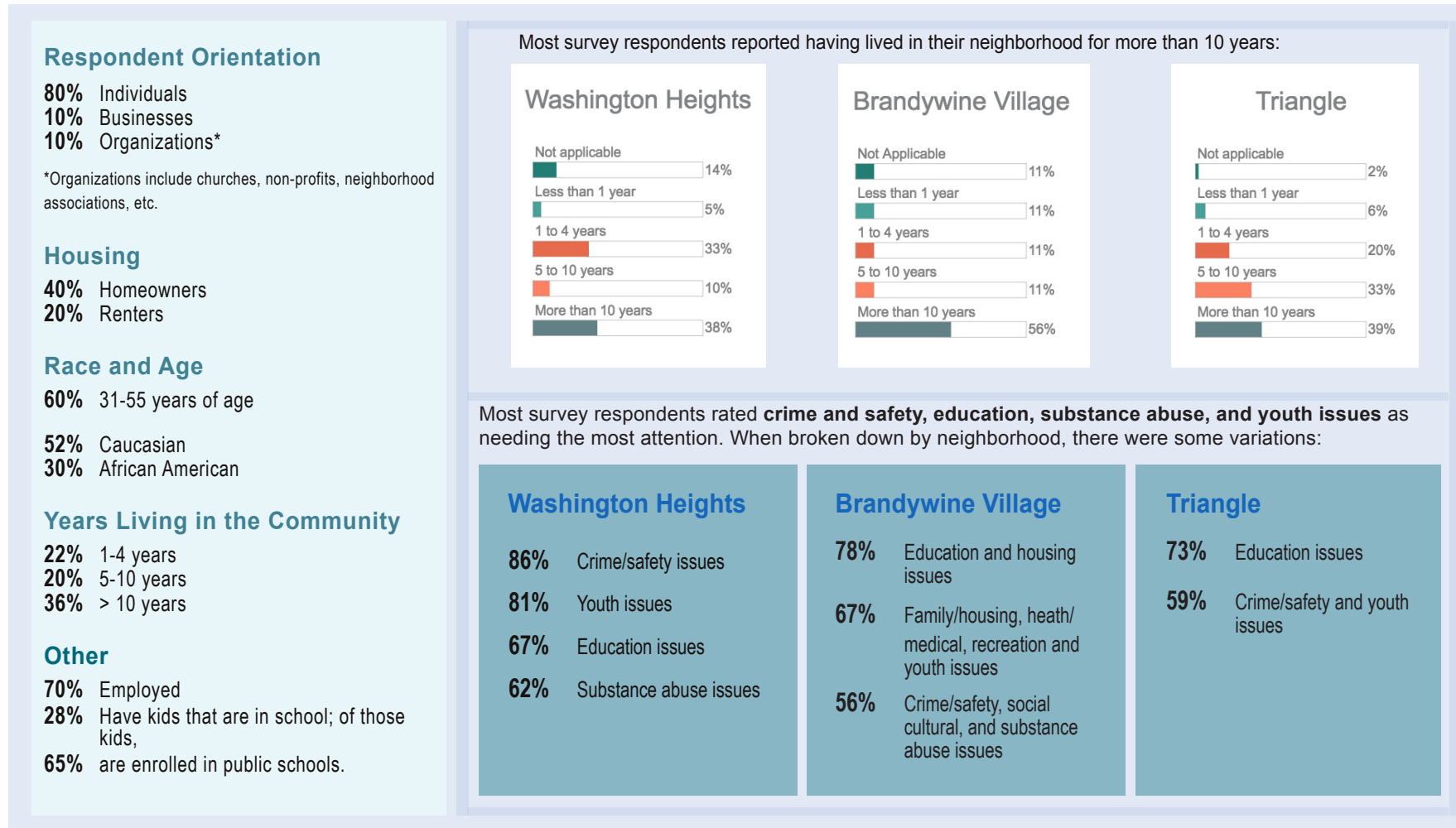


Figure 2. Washington Heights community survey results.

*What are some things you like most about the neighborhood?*

*“Community support”*

**“My neighbors have watched me grow up”**

**“Its abundance in park space”**

*“We love being in a close knit community”*

*“Close to downtown, and major roads and highways”*

**“Walkability/Bike-Ability”**

**“Trees, trees, trees!”**

*“Residents desire to improve community”*

*“Neighbors looking out for one another”*

*“Architectural diversity of housing”*

**“City living”**

**“Friendly, caring neighbors”**

**“Sense of community”**

*“Historic neighborhood with character”*

*“Corner stores stay open late”*

**“Diverse population with lots of families”**

*“Knowing my immediate neighbors”*

*What are some things the Blueprint Community can do right now to positively impact the community?*

**“Organize clean-ups of the parks and streets”**

*“Implement programs to address mental health”*

*“Lighting the parks”*

**“Parenting workshops”**

*“ENCOURAGE HOME OWNERSHIP”*

**“Restripe bike lanes / lower speed limit”**

*“Neighborhood beautification”*

**“Community garden”**

*“Adding stop signs along Market Street”*

**“Community events”**

*“Help with increasing safety”*

**“Organize places for youth to hang out”**

**“Planting street trees”**

**“Increase police presence”**

*“Neighborhood tree and shrub maintenance”*

*“Organize neighborhood watch”*

*“Encourage landlord involvement in community”*

**“Organize youth activities”**

**“Contribute to the development of major corridors”**

*“Programs to support tenants and landlords”*

Figure 2. Continued.

## Conversations and Focus Groups

To reach as many residents as possible, we participated in one-on-one interviews; we held focus groups and community conversations; and we walked the community streets, reaching out to businesses and early learning centers. There is frustration within the community, which is most often caused by crime and vandalism. Trash, littering, and rundown properties are also a source of frustration. At the same time, there are many residents who describe the community as friendly and a “good place to live.”

There is some distrust in the less affluent parts of the community of politicians and the police. As described previously, the Delaware Readiness Team, based out of Hanover Presbyterian Church, conducted 5 parent focus groups consisting of 45 parents. They expressed frustration with politicians whom they perceive as only visible at election time, and feel their concerns are never addressed.



Rasheeda Ahmed stands with Festus, owner of African Barber Shop on N. Market Street, and Kathleen Patterson, former president of the 2nd DNPC while handing out surveys to local business owners.



Focus group participants discussing which issues or problems in the community are most important.

Another major source of frustration expressed by these parents was absentee landlords who do not take care of their properties. As mentioned earlier in the report, these parents also differed greatly depending upon the street, and sometimes the block, they lived on as to how they felt about their neighborhood.

This difference in experience was also reflected in several community conversations. While some stated they felt very safe, others have witnessed serious violence or been a victim of it. There is a perception that community policing is a positive tool for improving public safety, and residents want to have good relationships with the police. At the same time, they are concerned that the police are usually only able to respond during or after a crime has been committed and believe there must be a broader commitment to education, positive opportunities for youth, and strengthening of families, if we are to “solve the crime problem.”

In two of our community conversations, the primary areas of concern were crime and public safety, education, the cleanliness and appearance of the community, and opportunities for youth. These were followed closely by housing and rentals, family and household relations, and substance abuse. There was considerable energy around education and opportunities for youth as the best long-term solution for other issues like public safety, household relations, and the appearance of the neighborhoods.

There was also discussion around the need to more publicly highlight the positive assets and activities in the community to balance some of the negative issues that often receive more attention. Participants also were open to more collaboration and sharing and believe that building on current assets and strengths is the best opportunity to achieve revitalization.

### Community Profile

The Washington Heights Blueprint Community is located north of Downtown Wilmington on the north side of the Brandywine River. The area is bounded by the CSX Railroad tracks in the north, Concord Avenue on the east, North Market Street in the south, and the Brandywine River in the west. This area includes three distinct neighborhoods, the Triangle, Washington Heights, and Brandywine Village. The community is part of the Second Councilmanic District of Wilmington.

Each neighborhood has its own civic association. The Triangle Neighborhood Association and the Washington Heights Civic Association have regular monthly meetings, which are open to the public. Both organizations encourage residents to attend and share problems and concerns. The Brandywine Village Neighborhood Association has worked to encourage the active engagement of the community but is currently not holding regular meetings. Some other smaller neighborhood groups include the Baynard House Condominiums, the Elliott Run Neighborhood, and the Baynard House Apartments (WHA) and Parkview Apartments (WHA).

These three neighborhoods are divided by transportation corridors. North Washington Street separates Washington Heights and Brandywine Village, and Baynard Boulevard separates Washington Heights and the Triangle Neighborhood. These streets are highlighted in the transportation section. Each neighborhood has unique demographic, income, and housing characteristics as described below:

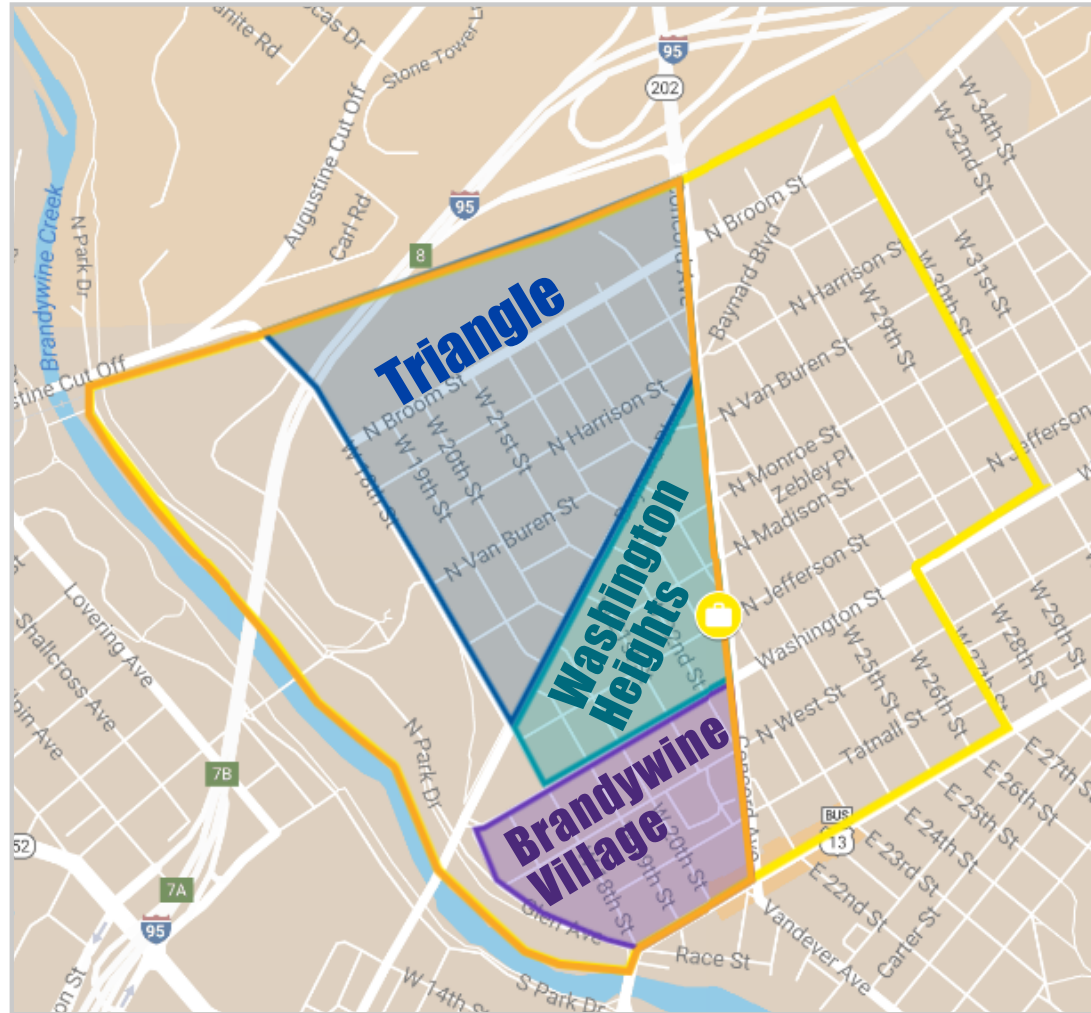


Figure 3. Map of the Blueprint Community local neighborhoods and Councilmanic District.



## Triangle

The Triangle neighborhood is the most affluent within the Blueprint Community, but it is a diverse community socio-economically. It is largely residential, and most houses are single family or duplexes, but there is one large private apartment building and some homes are rented or have been converted into apartments. There is also scattered site Section 8 housing and there are two high-rise units, one a WHA building for seniors and another building that houses low income seniors and provides apartments for those with disabilities. The Triangle neighborhood is anchored by Salesianum High School, Brandywine Park, Concord Avenue, and Baynard Boulevard. Warner Elementary School is in the Triangle neighborhood. There is some commercial activity on Broom Street, upper Concord Avenue, and Baynard Boulevard; however many residents generally leave the community to obtain essential services. Its residents are most concerned about education, crime and safety, community aesthetics and maintaining housing values.



Baynard Blvd.

## Washington Heights

The Washington Heights community is a moderate income neighborhood of mixed housing stock and values. It is anchored by a number of churches and the main thoroughfares of Concord Avenue, Washington Street, and Baynard Boulevard. There are more rental properties in the Washington Heights community than in the Triangle community, and there is one ten-story WHA housing unit for low-income seniors. The residents are most concerned about public safety, education and opportunities for youth (recreation, education, and jobs). Substance abuse has also been raised as a concern. The Washington Heights Neighborhood Association worked on a strategic plan in 2013 and highlighted additional concerns about littering, lack of maintenance of some properties and homes, lack of recreational space, and indicated that corner stores were problematic, as they tend not to provide healthy food or needed services.



West 20th St.

## Brandywine Village

This is a largely residential low- to moderate-income neighborhood. Low-end commercial activity exists along Market Street and the lower end of Concord Avenue. The neighborhood is anchored by the Cathedral of St. John and the Old Brandywine Village neighborhood, with some properties of historical significance. As a hub for seniors, the Wilmington Senior Center is a significant asset in the community. It is also used for other activities and resources. In addition to the issues listed above, the residents of this neighborhood want to improve the existing housing stock and medical and recreational opportunities that exist within the community. They would also benefit from better access to fresh food, essential services, and more recreational space.



Cathedral of St. John



## Transportation

The Washington Heights Blueprint Community is connected to Downtown by the Washington Street Bridge and North Market Street Bridge. The community includes several important transportation corridors including Baynard Boulevard, Concord Avenue, North Market Street, North Washington Street, North Broom Street, and West 18th Street. Concord Avenue provides easy access to Interstate 95, which is located directly to the north of the area. The close proximity to both Downtown Wilmington, which is a major employment center, and the Interstate 95 corridor is a considerable asset to those who live and work in the community.

The Blueprint Community is within walking distance of Downtown Wilmington. The Delaware Transit Corporation also serves the area with five bus routes: Route 2 Concord Pike; Route 11 Washington Street; Route 12 Baynard Boulevard; Route 21 Foulk Road; and Route 35 Concord Pike/Shipley Road. The Wilmington Train Station located in Downtown Wilmington at 100 South French Street provides access to Amtrak Service and the Southeastern Pennsylvania Transportation Authority's Regional Rail system. Taxi and Uber service is available within the community. Bicycle usage is low, due in part to high speed vehicular traffic and lack of bicycle lanes.



The Washington Street Bridge, which connects the community to Downtown Wilmington.



Figure 4. Map of major transportation corridors in the Washington Heights Blueprint Community.

## Demographics

According to the Census data for the entire Blueprint Community, the population is nearly evenly split between Caucasians and African Americans; however, a closer look reveals that Brandywine Village is 23% white and 76% black; the Triangle is 60% white and 38% black; and Washington Heights is 23% white and 75% black. Another notable difference is in the population above the age of 65. In Brandywine Village only 9% of the population is above the age of 65, while in the Triangle 26% of residents are seniors.

Compared to the City as a whole, the Blueprint Community has a larger percentage of white residents than the City - 47.3% white as opposed to 34.6% white. The Blueprint Community is also significantly older, with fewer youth and 21.53% over the age of 65, as opposed to only 12.37% over 65 for the City.

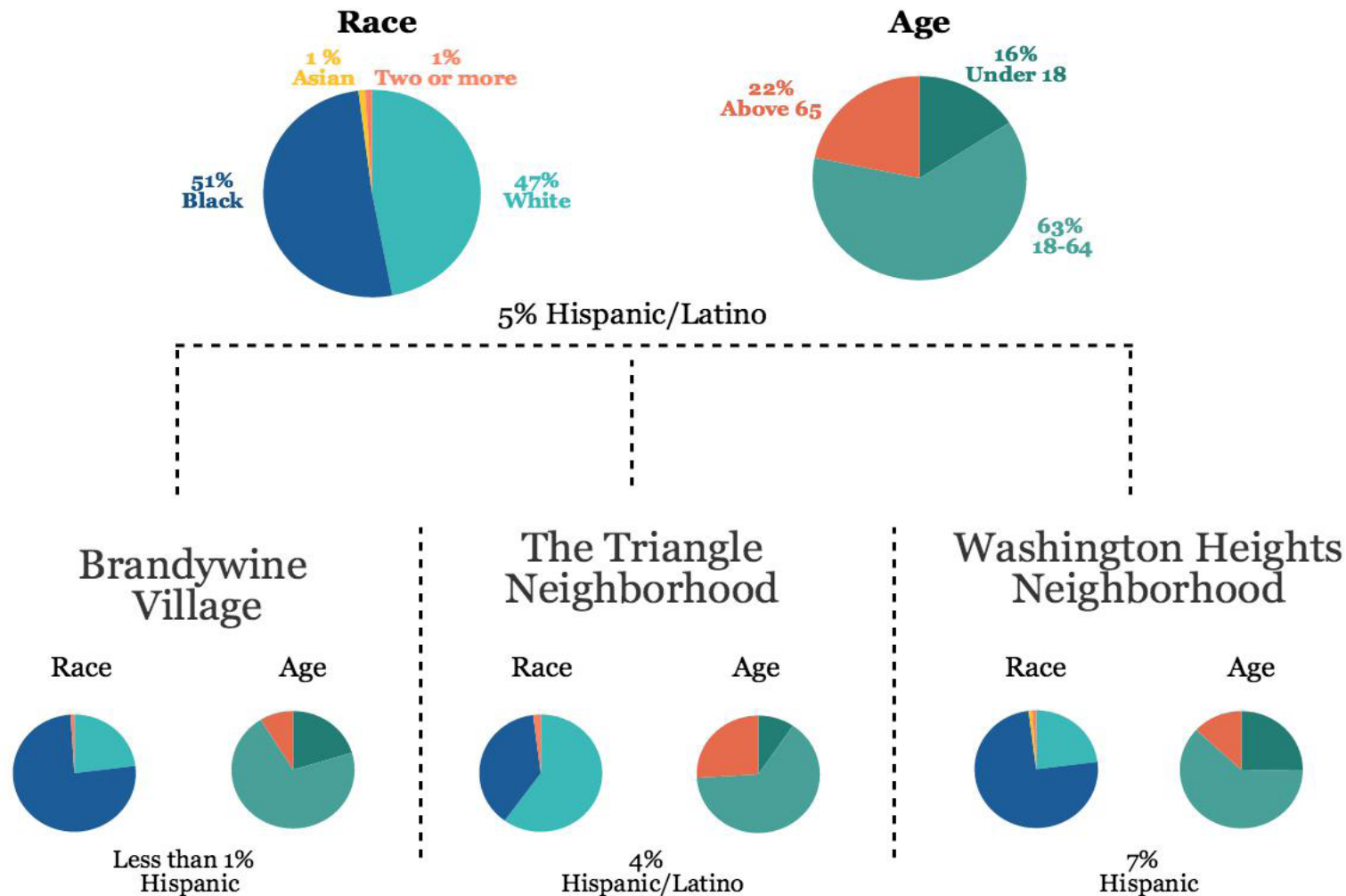


Figure 5. Age, race and ethnicity demographics of the Washington Heights Blueprint Community and the neighborhoods within.

## Crime

The News Journal maintains a map documenting the number of crimes reported to police in Delaware Neighborhoods. The crimes are reported based on the State's official crime grids. The Triangle neighborhood is covered by two grids, 108362 and 108360. Washington Heights falls entirely within 108360. Brandywine Village is within 110360, which extends north past Concord all the way to West 30th Street. The table below reflects the serious crimes (arson, drugs, property, violent, weapons) committed between November 15 and December 15, 2016. The grid divisions are shown in the [map below](#). Because the crime grids do not correspond with the City limits, it is difficult to compare the rate of crimes within the Blueprint Community to those in the City as a whole.

According to The News Journal:

After initial investigation, all Delaware police agencies submit crime reports to the state. The state provides Delawareonline with weekly updates, excluding reports of rape to protect victims' privacy. The location of each crime is based on a statewide grid system of more than 2,000 areas.

Each crime is reported separately. For example, a mugging would be listed as two items: a robbery and an assault. Also, an assault on two victims would be listed as two assaults. But an assault on one victim by two suspects would be listed as only one assault. Police sometimes do not file crime reports until many days after a crime has occurred.

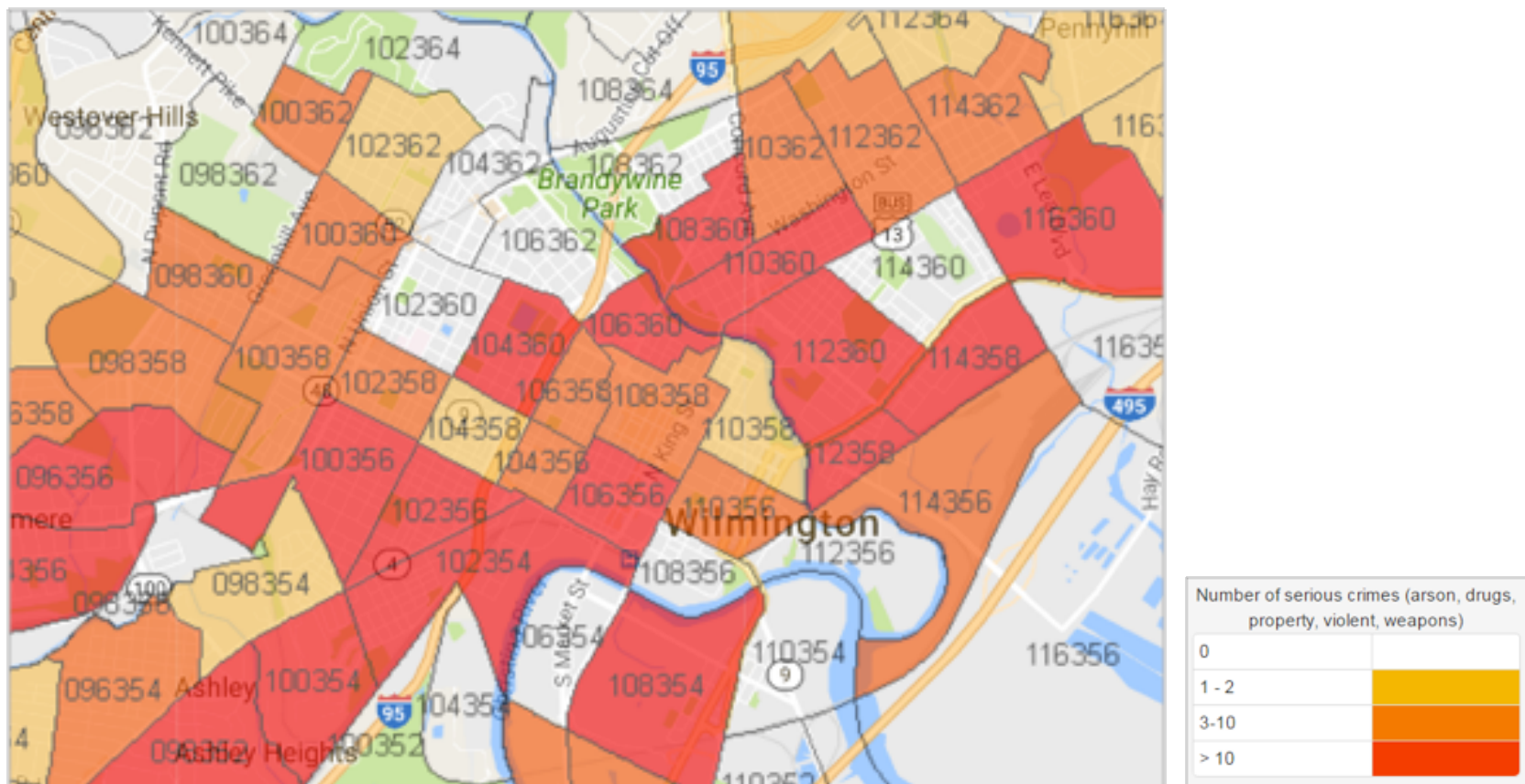


Figure 6. News Journal Crime Map.

Source: <http://www.delawareonline.com/story/news/crime/2014/01/27/map-delaware-crime/4935097/>; accessed December 28, 2016.



# Household Income

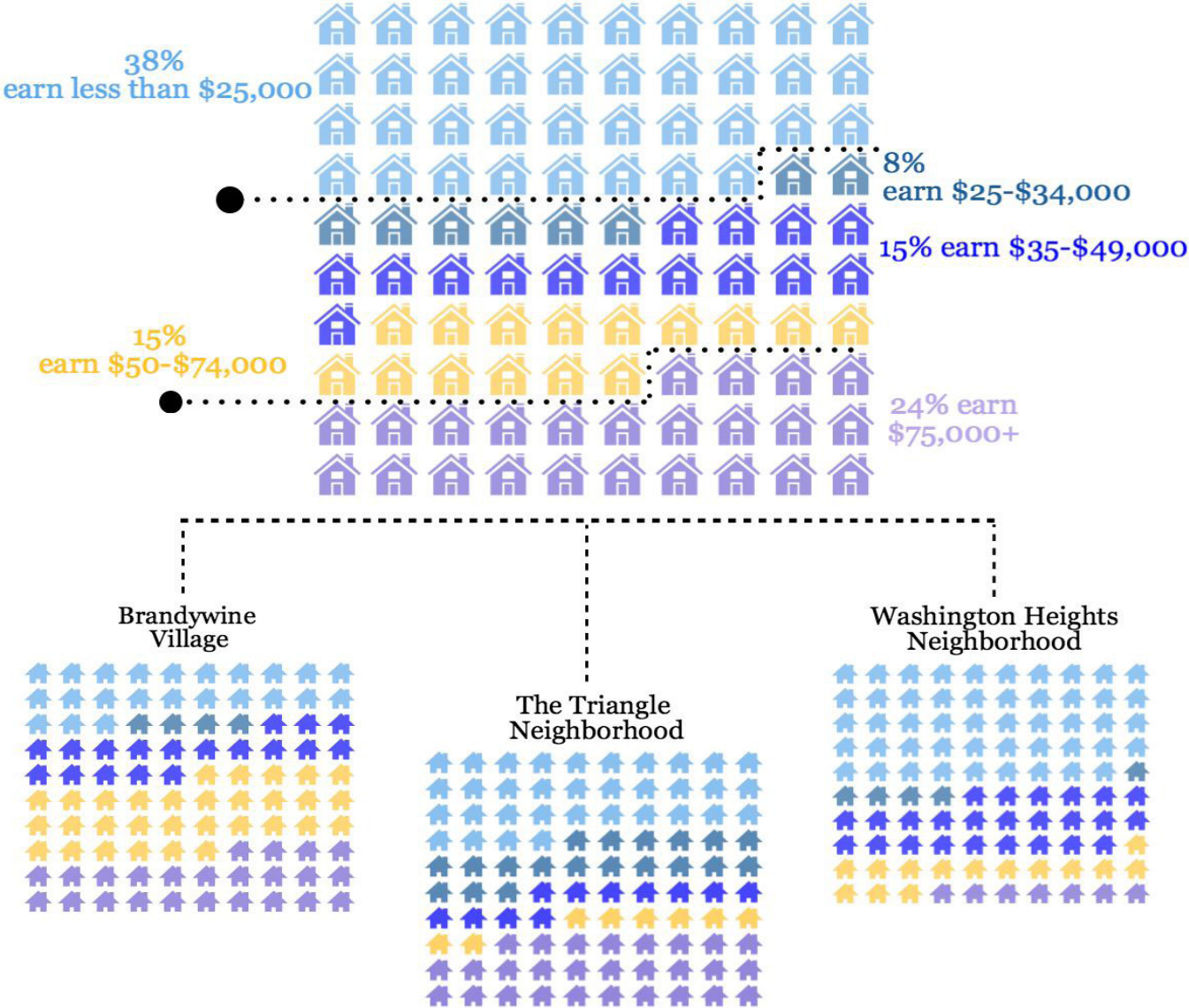


Figure 7. Household income statistics.

## Housing

Most of the housing in the Blueprint Community area was developed between 1900 and 1930. The neighborhood served as a bedroom community for workers employed by the expanding industries and businesses located in Downtown Wilmington and along the Christina and Brandywine Riverfronts. The homes are generally brick or stone construction in a variety of architectural styles popular during the late Victorian period and early 20th century. The age of the housing stock has created an environment rich in historic character, but the upkeep costs for historic homes has resulted in exterior deterioration when residents are unable to afford repairs.

According to interviews with residents, there is a perception that both absentee landlords and a more transient population have contributed to instability in parts of the neighborhood. The population is aging and moving into retirement homes and assisted living. Houses are sometimes difficult to sell because there are concerns about crime and about instability in the community.

There are 1,781 households in the Blueprint Community, with 449 in Brandywine Village, 586 in Triangle Neighborhood, and 536 in Washington Heights. As shown in Figure 8, there is a wide range of housing types. The majority of homes are single family attached homes, which include semi-detached (twins) and row houses. There are some single-family detached homes. Some properties that were previously single-family homes have been converted to 2-unit homes and duplexes, which are generally rental properties. There are also many units located in small and large apartment buildings, which account for a large percentage of housing stock in the community.

### Washington Heights Blueprint Community



### City of Wilmington



Figure 8. Housing characteristics.



Baynard Apartments, Terry Apartments, Park View Apartments, and Terry Apartments (left to right)

There are three large high rise apartments in the Blueprint Community. Terry Apartments at 2400 N. Broom Street (159 rent-assisted units) and Park View Apartments (234 units) at 1800 N. Broom Street are located in the Triangle Neighborhood. Baynard Apartments (100 units) is a ten-story high rise located at 309 W. 18th Street in Washington Heights. Terry Apartments are open to seniors 62 years of age and older and those with disabilities. Both Baynard Apartments and Parkview Apartments are operated by the Wilmington Housing Authority and provide affordable housing to seniors. This high concentration of seniors is evident in the demographic and income data.

According to a Market Value Analysis (MVA) completed by The Reinvestment Fund in 2016, the rate of homeownership is relatively consistent across the Blueprint Community, ranging from 40.1-50% owner occupied for the majority of the area. The rate increases to between 50.1% and 60% owner occupied at the southeast corner of the Blueprint Community near the intersection of North Market Street and Concord Avenue. According to the document:

[The Market Value Analysis \(MVA\) is a tool designed to assist the private market and government officials to identify and comprehend the various elements of local real estate markets. It is based fundamentally on local administrative data sources.](#)

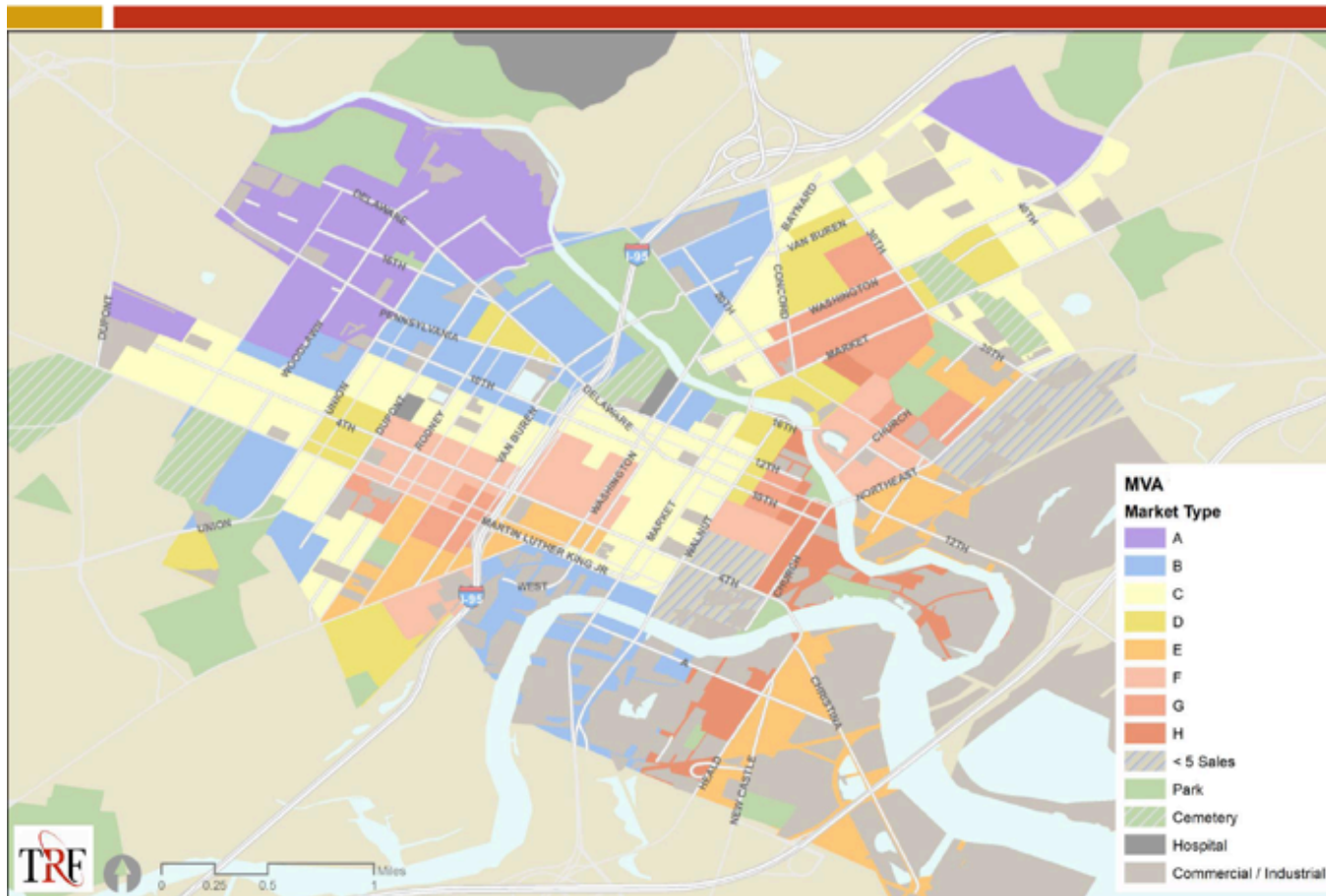
[By using an MVA, public sector officials and private market actors can more precisely craft intervention strategies in weak markets and support sustainable growth in stronger market segments.](#)

The MVA utilized market conditions to identify Market Types for the entire City ranging from A, where median sales price is highest, to H where median sales price is lowest. Other attributes of market conditions considered include variation in sales price, foreclosure filings, owner-occupancy rate, residential building permits greater than \$5,000, rental units with subsidy, vacant residential parcels, non-residential land area, and percent investor sales.

The Triangle Neighborhood was identified as market type "B," with a median sales price of \$215,393 while all of Washington Heights and most of Brandywine Village were identified as a market type "C," with a median sales price of \$115,795. The far southeast corner of Brandywine Village near the intersection of North Market Street and Concord Avenue was identified as a market type "G," with a drastically lower median sales price of \$21,289. A map of market conditions citywide can be found on the following page, along with a table detailing the characteristics for each market type.



# MVA Model Results



MVA Category	# of BGs	Median Sales Price, 2013-2014	Variance Sales Price, 2013-2014	Permits as a % of Res. Parcels, 2013-2014	% Owner Occupied, 2010	Vacancy as a % of Res. Parcels, 2014	Foreclosure Filings as % of Res. Parcels, 2013-2014	Subsidized rental as a % of All Renter Occupied, 2014	% Non-residential Land, 2014	Percent Investor Sales, 2014
A	7	\$ 343,444	0.52	6.8%	74.8%	1.2%	0.6%	0.3%	21.0%	4.0%
B	13	\$ 215,393	0.37	3.9%	47.1%	1.1%	1.5%	7.9%	50.3%	5.9%
C	16	\$ 115,795	0.55	2.6%	54.5%	3.0%	2.2%	16.7%	43.6%	20.3%
D	9	\$ 59,672	0.68	2.3%	57.5%	4.4%	3.3%	22.9%	33.1%	23.0%
E	7	\$ 34,598	0.72	1.4%	55.5%	5.5%	3.7%	18.0%	63.4%	45.2%
F	10	\$ 32,399	0.89	1.9%	32.7%	14.7%	5.9%	15.4%	38.1%	39.2%
G	10	\$ 21,289	0.81	1.7%	49.7%	7.1%	5.0%	35.8%	21.9%	47.9%
H	4	\$ 13,378	1.09	1.6%	35.1%	13.4%	7.1%	16.8%	66.8%	32.8%
Not Classified	4	NULL	NULL	1.3%	8.6%	7.6%	5.2%	74.0%	76.3%	75.0%
Study Area	76	\$ 110,876	0.65	2.8%	51.0%	5.5%	3.3%	16.9%	40.9%	25.7%

Figure 9. City-wide Market Value Analysis  
Source: The Reinvestment Fund, 2016



## Education

The Washington Heights Blueprint Community is located within the Red Clay Consolidated School District. Both Warner Elementary School (in Triangle) and Shortlidge Elementary (in Washington Heights) have been defined as “priority schools” by the State of Delaware Department of Education. Each of these schools serves a majority of low income students (93.4%). Each school also falls below state assessment averages (69% math and 72% reading), with averages of 42% in reading and 41% in math at Shortlidge and 45% in reading and 30% in math at Warner. The priority schools designation means the schools receive extra funds to implement state-approved school and school district improvement plans. The only high school in the Blueprint Community is a private Catholic school for boys, Salesianum, located in the Triangle Neighborhood at 1801 N. Broom Street.

There are approximately 22 licensed childcare centers within the community. Sharon Temple Seventh Day Adventist Church houses one of the larger childcare centers and also the Sharon Temple Adventist School, a private school for K-8 school-aged youth. Congregation Beth Shalom, on Baynard Boulevard at 18th Street, houses an after-school Hebrew School.



Warner Elementary School, Salesianum, and Shortlidge Elementary School (left to right)

## Religious Institutions

The religious institutions located in the Washington Heights Blueprint Community function as community and social service centers as well as religious centers. Historically, these institutions were the main social hubs for these residential neighborhoods. Although local membership has declined in recent decades, these organizations are still important community assets.

Hanover Presbyterian Church, located centrally between the Triangle and Washington Heights neighborhoods, has many activities that residents from both communities participate in. The education wing of the church is home to a level 4 Delaware Stars rated childcare center (Open Arms Academy). The church also provides services to at-risk residents through their Clothing Closet and Food Pantry. Christiana Care has partnered with Hanover to provide outreach and health screenings at the church and was instrumental in starting adult Zumba Classes in the church gymnasium. The gymnasium needs improvements before it can be utilized for young children and youth programs.

Congregation Beth Shalom and Peninsula McCabe Methodist Church are also located along Baynard Boulevard. Along with Hanover, these three institutions are part of a 9th Ward Interfaith Coalition, which also includes faith groups outside of the Washington Blueprint Community. One of the important efforts of this group is interfaith Thanksgiving services held in different locations each year. They have also formed a “Theology on Tap” group that meets quarterly at a local restaurant or pub to discuss different topics and share perspectives from different beliefs and faiths.

The 9th Ward Interfaith group has partnered with Family Promise of Northern New Castle County, a non-profit that prevents and ends homelessness for families by engaging faith-based congregations, volunteers and donors. The families seeking help are housed in Peninsula McCabe, while the corps of volunteers assisting with food, transportation, and activities comes primarily from Shiloh Baptist Church, Hanover, and Beth Shalom. Sharon Temple Seventh Day Adventist Church is located on Washington and 20th Street in the Washington Heights neighborhood.



Hanover Presbyterian, Congregation Beth Shalom, Peninsula McCabe Methodist Church, and Sharon Temple (left to right)

In addition to providing religious services and a school, Sharon Temple offers food to residents in need in the community. Additional faith-based communities are listed in our community asset mapping spreadsheet attached as Appendix B. The community is rich with religious institutions. Besides the ones already named, our Blueprint Community Asset Map has identified at least seven other churches and religious institutions within our community.

## Parks



The Van Buren Street Bridge in Brandywine Park, Jasper Crane Rose Garden, Baynard Stadium, and the Sugar Bowl Pavilion (left to right)

Source: "About" Friends of Wilmington Parks, <<http://www.friendsofwilmingtonparks.org/>>; accessed on December 30, 2016.

Brandywine Park, which is owned by the City of Wilmington and operated by the Delaware Division of Parks and Recreation, forms the southern boundary of the Blueprint Community. The park has paved trails that allow visitors to walk around the Brandywine Creek. It is also home to the Brandywine Zoo and multiple pavilions and picnic areas. There are recreational opportunities, including a playground, baseball fields, soccer fields, and Baynard Stadium, a municipal stadium which has a track and football field. These areas are managed in a cooperative agreement between the City of Wilmington and Delaware State Parks.

Brandywine Park also has a "friends" group known as Friends of Wilmington Parks (FOWP). FOWP is a large "grass roots" non-profit organization with over 500 members. Their mission is "Promoting the sensitive restoration of park land and buildings of the Wilmington State Parks and advocating programs for public enrichment." FOWP works with the State Division of Parks and Recreation and the City of Wilmington to preserve and maintain Wilmington State Parks. They also care for the Jasper Crane Rose Garden which is a popular spot for weddings and prom photographs. One of FOWP's recent successes has been the restoration of the Sugar Bowl Pavilion located at the north side of the Washington Street Bridge. Since the ribbon cutting, the Sugar Bowl has been the site of free community concerts and other activities.



## Local Businesses and Employment Opportunities

Statistics show that very few Wilmington residents are employed within the City and there are few employment opportunities for residents with only a high school education. Downtown Wilmington, the Wilmington Riverfront, and New Castle County are the main employment centers for office jobs and the service industry.

Within the Washington Heights Blueprint Community, there are few employment offerings. There is some commercial and retail activity along Concord Avenue, North Market Street, and Broom Street while Baynard Boulevard and 18th Street are home to several professional and medical service practices.

There are several corner stores and takeout restaurants within our community, but no large grocery stores or major restaurants. National chains stores are also limited. The small businesses which do exist provide some jobs. However, the corner stores often attract loitering which causes issues with residents. Concerns about vandalism and crime are major impediments to capital investment for the business community.



Scenes from some of the commercial corridors in the Blueprint Community.

## Asset Mapping

We have created an inventory of the many assets that exist within our Blueprint Community and we continue to add to it. We also have maps that visualize these assets and demographic data that illustrate the challenges facing our community.

Attached to this Plan as Appendix B is the asset list that identifies residents, businesses, not-for-profits, schools, and the religious organizations that provide a diverse and deep source of support for this Plan. The associated maps are included as Appendix C.

Many community assets and strengths are already described in the Community Profile section of this Plan. One particular asset to highlight is an existing redevelopment plan for the Cathedral of St. John, a historic church located at the corner of N. Market Street and Concord Avenue. The revitalization is being called the Village of St. John and the project will preserve this local landmark church while providing affordable housing for seniors along with some retail opportunity. When completed, the Village of St. John will contribute to the much needed positive sense of community in the vicinity of the Market Street corridor.

The Cathedral of St. John is a centerpiece of the Brandywine Historic District, and the transition into The Village of St. John could spark other revitalization and business development along North Market Street. The Washington Heights Blueprint Community team is excited about the possibilities of supporting this effort and perhaps influencing other positive changes along North Market Street, between 18th Street and Concord Avenue, and beyond.

Another important asset and partner to the Washington Heights Blueprint Community is the Delaware Community Reinvestment Act Council, Inc. (DCRAC). The mission of DCRAC is to ensure equitable treatment and equal access to credit and capital through consumer advocacy, education, legislation, and community outreach. DCRAC operates Stepping Stones Community FCU, a member owned, NCUA chartered, credit union serving those who live, work, or worship in the City of Wilmington. There is a specific focus on low and moderate income members at the credit union. The CU offers savings accounts, certificates of deposit, and small personal loans. Its goal is to be an alternative to check cashers and payday or title loan companies, and as part of their mission, it is also building a mobile unit that will be able to bring low- and no-cost financial services directly to the community.

# OUR VISION

The vision of the Washington Heights Blueprint Community is to strengthen the capacity of existing organizations to enhance the economic, social, cultural and physical conditions within our neighborhoods. Through the engagement of many diverse stakeholders, we will encourage our community to join us as decision makers in developing effective and sustainable revitalization plans. While we have set our bar high, we are committed to achieving our goals by unleashing the talents and aspirations of the residents, businesses, schools, and associations that exist within our neighborhoods. When we are finished, the three neighborhoods within our community will have a common denominator of pride, respect and cooperation, while retaining the attributes that make each a special part of our city.

Residents of the Washington Heights Blueprint Community envision diverse neighborhoods where they can count on their neighbors. Local schools are thriving, bus stops are safe, and children play safely in local playgrounds and parks. There are recreational opportunities for local youth at institutions across the community. Adults are engaged in programs with local youth including tutoring, working on community gardens, and completing service projects, teaching the value of civic engagement and volunteerism. Small business is growing, providing new economic opportunities to those within the community. Essential businesses, currently not serving the community, such as a grocery store, a bank branch, an auto repair, a coffee shop, and/or a restaurant, would consider investing in the community.

This neighborhood investment brings families of all social and economic backgrounds together, creating a safer, friendlier neighborhood. Families walk and bike to destinations across the neighborhood, and bus routes provide affordable and convenient access to services. Diverse shops and restaurants on North Market Street and Concord Avenue within walking distance provide jobs and spur local economic development. The new community gathering place is a place where residents from across the community come together to socialize, relax, and access information about programs and services.



Landlords take good care of their properties, and renters have a clear understanding of their rights as tenants. Owners have pride in the appearance of their homes and yards. Folks who need financial assistance can access information and resources at the community gathering place. Regular cleanups promoted by neighborhood associations keep neighborhood streets clean and green.

Growing relationships between organizations, neighborhoods, businesses and individuals continue to strengthen the community and make it a great place for long-time and new residents to live.



# PLAN FOR IMPLEMENTATION

There is energy within the community to address these issues and make positive change. We recognize that relationship building, leadership growth, and sharing of human and financial resources will require some short-term planning, but significant change will need ongoing commitment over a longer term.

In order to formalize that long term commitment, we recommend that the Blueprint Community Team joins with the Jefferson Street Center, Inc. (JSC) as the implementation vehicle/anchor organization. JSC is a 501(c) (3), the purpose of which “is to promote social justice for all, with a special emphasis on improving the quality of life for individuals and families living in the surrounding community.” This purpose supports the broad goals identified by the Blueprint Team. JSC can apply for and receive grant funding thanks to their non-profit status, which will be critical to the implementation of this plan.

JSC already has a track record for reaching out to the community. Attached under Appendix E is background information about JSC and how it developed through community outreach starting in the 1980s. JSC also has a longstanding relationship with Hanover Presbyterian Church, and formalized this relationship in 2013 through an Agreement between the Board for JSC and the Hanover Session. This agreement is also included under Appendix E.

Under the umbrella of Blueprint/Jefferson Street Center, Inc., we will form four committees that will guide the implementation of this plan while continuing to grow leadership and community involvement around the six strategic issues. The committees will also provide support to project working groups (discussed below) and plan for future projects. These four committees are: Education, Youth, and Families; Housing; Cleanliness; and Economic Development.



## Strategic Issues

As noted above, our Blueprint Community consists of three neighborhoods within the City of Wilmington. These neighborhoods (Triangle, Washington Heights, and Brandywine Village) combine to form an economically significant and socially and professionally diverse section of the city. While there are notable differences in such areas as family income and home ownership, our survey and other planning tools revealed several shared key areas of concern. Our decision to include all three neighborhoods in our Blueprint Community was based on a realization of these common concerns, and an understanding that, by addressing them under a single initiative, we will bring these adjacent neighborhoods closer together and leverage the wide range of talents and assets for the benefit of the larger constituency.

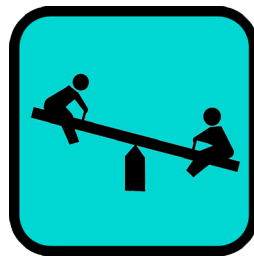
Six key areas of concern have been raised continually as we have gathered information through focus groups, conversations, surveys, and data analysis. These areas are:



Public Safety & Crime



Education



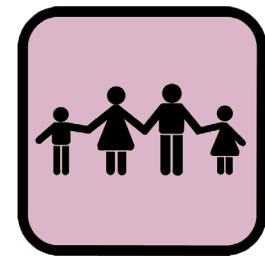
Youth Opportunities



Cleanliness



Housing & Rentals



Family & Household  
Relations

When considering the discussion comments, concerns, and recommendations, it becomes apparent that these six areas have some overlap – problems in one area create problems in another area. Likewise, positive outcomes and improvements in one area can create improvements in another area. In addition, our more recent surveys, interviews and conversations raised many of the same concerns as those uncovered through previous outreach initiatives, such as the Readiness Team focus groups and the Christiana Care Health Needs Assessment.

While collection of surveys and community feedback is ongoing, we have a summary of key survey results to date attached to this document as Appendix D. We also highlighted significant portions of the summary of the survey results under the community engagement section of this plan.

To be successful, there will need to be ongoing relationship building and sharing of knowledge, skills, and assets. The key to this will be to leverage our existing neighborhood associations and the 2nd District Planning Council. We will be working with these neighborhood organizations and others to share information, gather ideas, encourage commitment, and strengthen each other. Some methods that we will encourage include:

- Sharing newsletters and fliers about activities.
- Encouraging the leadership of different associations to share with each other some of their successes and tips for strengthening their organizations.
- Holding joint community events.
- Sharing connections with individuals and families to build involvement in and support for each of the neighborhood associations.
- Working together on projects that will improve conditions across neighborhood boundaries.

## Issue 1: Public Safety and Crime

No community can thrive if crime threatens the safety of its residents. Residents, businesses and others in our neighborhoods believe crime is a threat to the continued vitality of our community.

### Goal:

Make our streets safer and more accessible for everyone, revitalizing our neighborhoods as desirable places to live and creating a sense of community among them.

### Long-term Strategies:

- Publicly highlight positives about our community through public resources and social media and community association newsletters to change negative perceptions about the community.
- Sponsor events and activities to bring neighbors together.
- Address challenges associated with students fighting on buses and at bus stops through the creation of a school bus neighborhood watch program.
- Build stronger relationships between neighborhood associations and among neighbors and police to keep the community safe.
- Encourage the development of more places within the community where residents can easily gather to socialize and get a beverage or meal.





## Issue 2: Education

The continued viability of our neighborhoods, as positive places to live, work and worship, depends largely on the education and social development of our children.

### Goal:

To improve relations between the community and our schools (public, private, and early learning centers) to support school readiness and positive outcomes for children and their families.

### Long-term Strategies:

- Emphasize the value of community and education, by using schools in our neighborhoods to bring families together for conversations (schools become the hub).
- Nurture partnerships between interested residents and groups involved in early education, such as Delaware Readiness Teams, Parents as Teachers, Project LAUNCH and local non-profits to connect children and families with resources and support.
- Improve relationships between the community and our public schools, by attendance at school board meetings and opening communication with teachers and administrators.



## Issue 3: Youth Opportunities

Community residents are often frustrated by young people in the community who do not seem connected or seem not to have any commitment to the community. Vandalism and more serious crimes are committed by young people who reside in the community, which leads to more concerns about safety.

### Goal:

To develop more safe places for recreation, activities and mentoring for our youth.

### Long-term Strategies:

- Add playground/recreation areas in the community with supervision and mentoring.
- Establish a youth corps where young people can learn basic carpentry, plumbing, and landscaping skills under supervision, while helping neighborhood families with the upkeep of their properties.
- Identify volunteer activities for youth.
- Partner with neighborhood schools, Parks and Recreation, Central YMCA and local non-profits and churches to establish ongoing activities for neighborhood youth.
- Facilitate the development of relationships between youth groups at local religious institutions and neighborhood youth.
- Leverage a youth-oriented program such as the Urban Bike Project, Boy Scouts, and Girl Scouts to encourage our youth to develop a concept of volunteering.
- Connect the senior population with neighborhood youth.



## Issue 4: Cleanliness & Appearance of the Neighborhood

Healthy communities have well-maintained properties, clean streets and responsible residents and landlords. Our outreach efforts revealed that, by improving the appearance of all neighborhoods, the self-esteem of many residents improves. Improving the appearance and stability of the housing stock also attracts new residents and businesses.

### Goal:

To engage our residents and property owners in caring for their properties and the surrounding area.

### Long-term Strategies:

- Establish block captains and organize cleanup events.
- Schedule periodic neighborhood walking tours with Licenses and Inspections and the Attorney General's Office to identify problem areas.
- Find ways to repair broken sidewalks and curbs, working with city officials, property owners, and other resources.
- Engage neighbors, with support from Delaware Center for Horticulture, to care for trees and plant more flowers and shrubs to enhance appearance of blocks and develop plans for the long-term maintenance of investments.
- Engage local schools and other volunteers within our neighborhoods to establish community service projects for leaf raking, snow removal or other property needs for residents who are physically and/or financially unable to perform these tasks.





## Issue 5: Housing & Rentals

Lack of affordable housing causes transiency, which negatively impacts children and families and the surrounding community. Safe and affordable housing for all families fosters community pride and connections.

### Goal:

To preserve and improve existing housing, build cooperative relationships with landlords, and provide new housing where needed, so all income levels have adequate, safe and affordable places to live.

### Long-term Strategies:

- Partner with Habitat for Humanity to fix up the outside of houses, especially those with city code violations, to improve the overall appearance and feeling of the community.
- Partner with Lutheran Community Services and its program to help seniors with housing issues.
- Develop organized effort to identify problem landlords and pressure them to improve.
- Where there is a concentration of problem rentals, consider a strategy to take over the rental properties and improve quality, appearance and upkeep.
- Count the rentals; complete an inventory and notify the City if there are rentals not on the City records.
- Through one of the community non-profits or churches, set up an opportunity for local residents to consult with a landlord/tenant expert about their particular issues.
- Consider zoning changes that could encourage new uses for some of the larger homes that are hard to sell, or for other buildings that have been vacant.
- Help residents who are facing foreclosure and other financial issues through existing assets, such as Nehemiah Gateway Services at Shiloh Baptist Church, which offers counseling and coaching on practical life skills related to housing and jobs. The Delaware Financial Literacy Institute, Delaware CRA Council, and \$tand By Me are other programs that offer financial education and coaching.



## Issue 6: Family/Household Relations

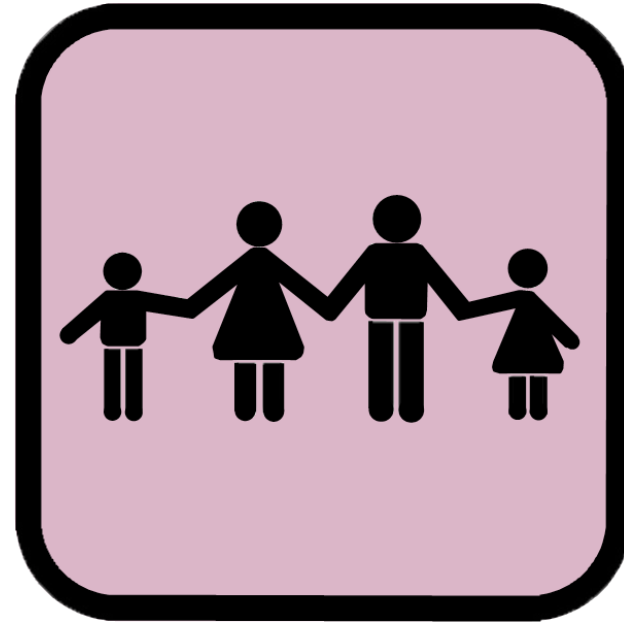
Stable families are an essential characteristic of a healthy community. Our outreach efforts revealed that our residents and other constituents believe that strengthening our families is an essential component for addressing all of the issues within the community.

### Goal:

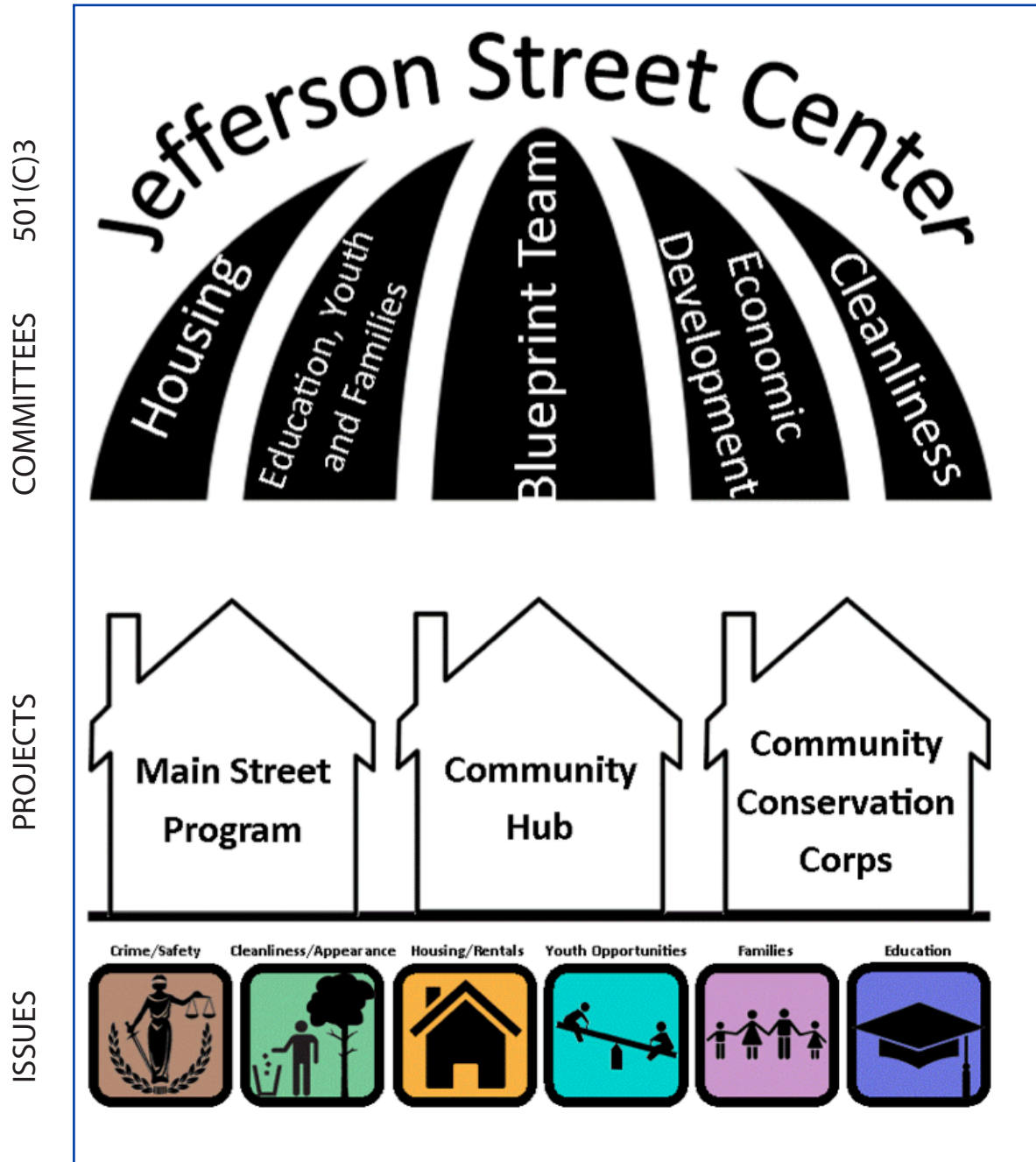
To strengthen neighborhood families by offering services to and developing relationships with them through our community associations and community outreach and activities.

### Long-term Strategies:

- Highlight our social capital and encourage “collective work” through resources such as churches (“heart” work), Habitat for Humanity (housing improvements), and Delaware Center for Horticulture (outside appearance).
- Collaborate around ways to strengthen families by connecting them with resources to address issues they face.
- Encourage more of the community caring for itself – develop block leaders and strengthen communication across barriers (physical barriers, such as Baynard Boulevard, racial barriers and socio-economic barriers).
- Take advantage of current programs in our community such as Children and Families First and its “Strengthening Families Program” and “ACES – Adverse Childhood Experiences,” Project LAUNCH, Christiana Care, Parents as Teachers, and the Stepping Stones Community Federal Credit Union.
- Through advertising, social media, and holding community events, encourage families to take advantage of many effective programs that have served our community for many years in a multitude of areas.



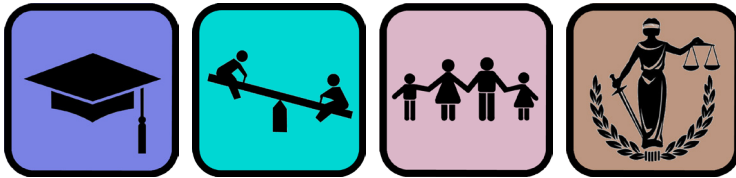
# Organizational Chart





## Education, Youth, and Families Committee

### Focus:



### Membership:

Female Harmony Society  
New Directions Early Head Start  
YMCA of Delaware  
Department of Family and Community Medicine for Christiana Care  
Project LAUNCH  
Children and Families First  
Parents as Teachers  
Delaware Financial Literacy Institute  
Delaware Adolescent Program Inc.  
Stepping Stones Community Federal Credit Union

## Housing Committee

### Focus:



### Membership:

Interfaith Community Housing of Delaware  
Habitat for Humanity of New Castle County  
Ministry of Caring  
Wilmington Housing Authority  
Delaware Community Reinvestment Act Council, Inc.

## Cleanliness Committee

### Focus:



### Membership:

Washington Heights Neighborhood Association Clean Committee  
Delaware Center for Horticulture  
Triangle and Brandywine Village Neighborhood Associations  
Second District Neighborhood Planning Council  
Friends of Wilmington Parks  
Federal Credit Union

## Economic Development Committee

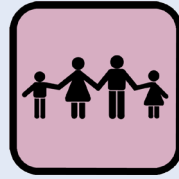
### Focus:



### Membership:

Artisans' Bank  
Old Brandywine Village, Inc.  
First State Community Loan Fund  
Stepping Stones Federal Credit Union  
Ministry of Caring

# Project Working Groups: Blueprint Community Hub



	Description	Budget	Timeline/ Action Items	Benefits
Short-term	<ul style="list-style-type: none"> <li>Renovate Hanover Gym for use by children in the community, in partnership with Blueprint Community Team, Jefferson Street Center, Inc., and Hanover Church.</li> <li>Activities could include a basketball league and bike rodeos for youth, and fitness and dance classes for adults and children.</li> <li>Provide tutoring, mentoring, financial counseling, tenant/ landlord education, and other activities at Hanover as a community hub. This would be in partnership with local neighborhood associations and local non-profits.</li> </ul>	<ul style="list-style-type: none"> <li>Sprinkler system approximately \$7,500 based on a proposal from SimplexGrinnell Sprinkler Systems. Required by the Wilmington Fire Marshal for children age 4 and younger to use the gym.</li> <li>SaniDry Dehumidifier system approximately \$3,200. Needed because the gym is below ground level.</li> <li>Replacement of mats on the walls approximately \$3,500 based on an estimate from Al's Sporting Goods.</li> <li>Total estimated projection for these renovations is \$14,200.</li> <li>Funding for staff will be required with strong participation.</li> </ul>	<ul style="list-style-type: none"> <li>Bring the partner organizations together to make sure we are in agreement on the project.</li> <li>Explore funding options.</li> <li>Identify and apply for grant funding. This process could take nine months to a year.</li> <li>Identify volunteers and resources for supporting proposed activities.</li> <li>Provide supervision of activities in the gym and expertise for the learning activities outside of the gym through volunteers in the community and through local non-profits.</li> </ul>	<ul style="list-style-type: none"> <li>When we are successful in renovating the gym and in identifying reliable partners to provide supervision and programming, we will be addressing four of the six strategic issues raised by our community outreach, that is, public safety; education; youth opportunities; and family relations. We already have a network of connections to reach the families, children, and youth in the community who could benefit from this.</li> </ul>
Long-term	<ul style="list-style-type: none"> <li>Acquire a property within the community (example – a single-family home on the 1800 block of N. Jefferson Street) that can serve as a community hub and café, with the potential for meeting space, for art display, live music entertainment and possibly other community resources.</li> <li>In partnership with City government and neighborhood associations, look at zoning regulations and pursue options for other properties that are vacant, including restaurants, cafés, and small shops.</li> </ul>	<ul style="list-style-type: none"> <li>The house on Jefferson Street used as a potential example is for sale, but the owner is also receptive to renting the property. It was recently renovated with new air conditioning and heat and a sprinkler system, but the kitchen needs upgrading. Any property acquisition like this could cost between \$300,000 and \$500,000 depending upon the size and scope of the project.</li> </ul>	<ul style="list-style-type: none"> <li>The first step is to identify the partners and potential resources. The timeline would be one to two years.</li> </ul>	<ul style="list-style-type: none"> <li>Once again, the potential of creating a “community hub” or gathering place, where there could be a combination of food and meeting space, begins to address several of the strategic issues. It would be a positive location to walk to and interact with neighbors. It would expand on activities started in the church building and be a small venue for sharing art and music.</li> </ul>



# Project Working Groups: Community Conservation Corps



	Description	Budget	Timeline/ Action Items	Benefits
Short-term	<ul style="list-style-type: none"> <li>Continue to work and formalize partnership with Delaware Center for Horticulture (DCH) to plant trees, green the neighborhood, and educate residents about the benefits of trees and how to care for them.</li> <li>Continue and expand community cleanup program, partner with local youth organizations, invite surrounding neighborhood associations, churches and schools to get involved.</li> <li>Identify rental properties in the Blueprint Community, and in cooperation with the City, determine if there are any of those properties not on City records.</li> </ul>	<ul style="list-style-type: none"> <li>Cost would depend on scope, money could come from a combination of donated funds and homeowners paying for plants. The expertise and encouragement would be free through DCH and residents who have an interest and expertise in this area.</li> <li>Expenses for expanded cleanup efforts would be nominal. Supplies such as gloves and bags can be provided through the neighborhood associations, schools, churches and other organizations recruited to be involved.</li> <li>No budget required. There will need to be a corps of volunteers from the various neighborhoods to spend time in their community identifying the rental properties.</li> </ul>	<ul style="list-style-type: none"> <li>This is a project that can begin immediately with the goal of developing methods to have this transition into an ongoing timeline in the neighborhoods.</li> <li>Action steps include talking with neighborhood associations and representatives of DCH and other potential partners to start one greening project that would lead to others.</li> <li>The identification of rental properties can begin at any time once volunteers are identified. Establishing a working group and then meeting with City representatives would be a first step.</li> </ul>	<ul style="list-style-type: none"> <li>Residents and neighborhoods feel more positive about their property, their block, and their street. It also has the potential to open up more interaction and cooperation between neighbors and between neighborhoods. It also provides the opportunity to engage more neighborhood youth in the process of taking care of their community.</li> </ul>
Long-term	<ul style="list-style-type: none"> <li>Work with City to identify properties in need of repairs; identify funding; develop grant program; possibly partner with Habitat for Humanity to take advantage of their expertise.</li> <li>Formalize a Community Conservation Corps, a citizen volunteer based training program for neighborhood youth that organizes community cleanup projects and teaches basic exterior maintenance skills.</li> </ul>	<ul style="list-style-type: none"> <li>The project to repair homes would require funds. Some homeowners might be able to contribute some funding, but developing a source of donor funds for renovations will be a priority.</li> <li>Grant funding will be necessary to procure basic tools and supplies to perform building maintenance and continue regular cleanups.</li> </ul>	<ul style="list-style-type: none"> <li>Researching potential funds and also looking for volunteer resources, such as neighborhood residents skilled in home repair, would be a second step. Bringing in other potential partners, such as Habitat for Humanity, would be a third step on the process.</li> </ul>	<ul style="list-style-type: none"> <li>It will spur ongoing renovation and improvements to other properties and encourage people to stay in their community and make the community more attractive to potential new residents.</li> </ul>

# Project Working Groups: Main Street Program



	Description	Budget	Timeline/ Action Items	Benefits
Short-term	<ul style="list-style-type: none"> <li>• Work with local businesses to advertise hours and services to Blueprint Community members via social media.</li> <li>• Leverage existing connections with local financial institutions and the First State Community Loan Fund to support economic development in the community.</li> </ul>	<ul style="list-style-type: none"> <li>• This effort will depend on volunteer hours and not require a budget.</li> </ul>	<ul style="list-style-type: none"> <li>• This project will begin with the formation of a working group and discussions with partner organizations to determine the best time frame and method to move forward.</li> </ul>	<ul style="list-style-type: none"> <li>• The benefits to the community will be far reaching – addressing many strategic issues raised, including public safety, stability, employment opportunity, and a sense of optimism about the future.</li> </ul>
Long-term	<ul style="list-style-type: none"> <li>• The Washington Heights Blueprint Community team and the Northeast Blueprint Community team both border N. Market Street. Together, they will work with community stakeholders and Blueprint Community resource partners to create an economic development plan for N. Market Street on the north side of the Brandywine.</li> <li>• Work in partnership with Northeast Blueprint Team and Old Brandywine Village on recruiting and retaining businesses.</li> <li>• Encourage an ongoing partnership with the Ministry of Caring, while the Village of Saint John is developed, and leverage opportunities for input and expansion that would benefit the community.</li> <li>• Reach out to the City of Wilmington to coordinate economic development efforts for this important commercial corridor.</li> </ul>	<ul style="list-style-type: none"> <li>• Depending on the size and scope of the economic development plan, the amount of investment could be substantial and would require grants and other means of financial support.</li> </ul>	<ul style="list-style-type: none"> <li>• After the initial organizational meetings, expand outreach to include other potential partners; such as WEDCO, DEEDO, Delaware Small Business Development Center, the SBA, Delaware Community Development Corp.; Cinnaire; and other financial institutions.</li> <li>• Also establish formal relationships with the City of Wilmington and other governmental entities to align the activities of the Blueprint Team with the City's comprehensive economic development plan.</li> </ul>	<ul style="list-style-type: none"> <li>• A long-term sustained economic development initiative will build on the short-term benefits by providing a viable economic Market Street corridor that supports local business and provides a reasonable return on investment for those who invest in our community.</li> </ul>

Appendix A:  
Washington Heights Blueprint Team Community Survey

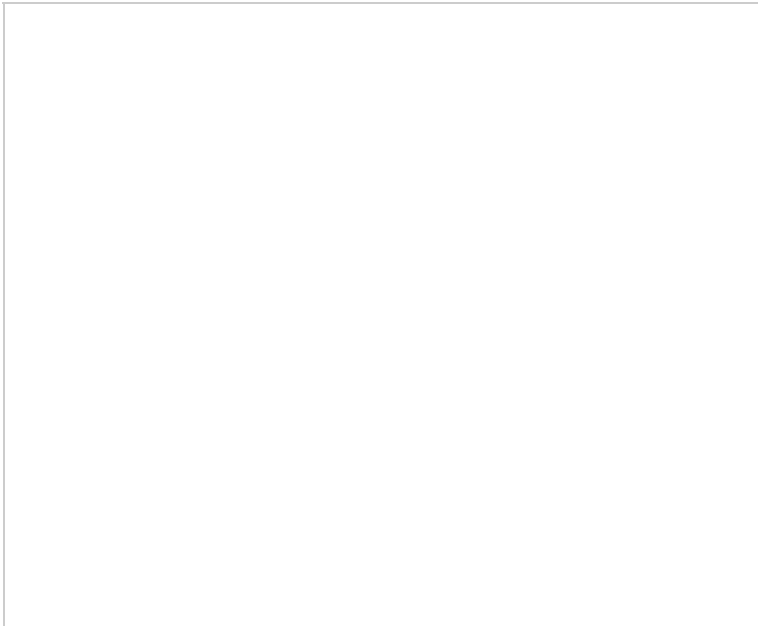




The Washington Heights Blueprint Community® is a new multi-year community revitalization initiative serving the Triangle, Washington Heights, and Brandywine Village neighborhood association boundaries. Supported by a FHLBank Pittsburgh and University of Delaware Center for Community Research & Service grant, we are ambassadors committed to serving as catalysts for revitalization that will enhance the economic, social, cultural, and physical conditions of our community.

We believe that authentic change must begin inside our community and are committed to bringing community assets together to effectively address issues and concerns within our community. Our vision is to strengthen the capacity of existing organizations to enhance the economic, social, cultural and physical conditions within our boundaries. This transformation initiative will engage key stakeholders and provide those most affected with the opportunity to participate as decision makers in developing a well-conceived, clearly-articulated, holistic community plan.

Below is a short video of two team members at the Blueprint Communities kick-off event in March 2016.





1. Are you completing this survey as an individual in our community or as a representative of a business, organization, church, nonprofit, neighborhood association or other group within our community? Please check all that apply.

- Individual
- Business
- Organization
- Church
- Nonprofit
- Neighborhood Association
- Other (please specify)

## 2. Which neighborhood do you represent?

- Brandywine Village
- Triangle
- Washington Heights
- Not sure
- Other (please specify)

## 3. Do you live, work, volunteer, or worship in this community? Please check all that apply.

- Live
- Work
- Volunteer
- Worship
- Other (please specify)



#### 4. How long have you lived in the community?

- Less than one year
- One to four years
- Five to ten years
- More than 10 years
- Not applicable

Other (please specify)

#### 5. How long have you worked and/or volunteered in this community?

- Less than one year
- One to four years
- Five to ten years
- More than 10 years
- Not applicable

Other (please specify)

## 6. How long have you worshiped in the community?

- Less than one year
- One to four years
- Five to ten years
- More than ten years
- Not applicable

Other (please specify)

## 7. How would you rate the following community issues, in relation to needing the most attention?

High/Medium/Low

Cleanliness/Appearance	<input type="text"/>
Crime/Safety	<input type="text"/>
Economy/Jobs	<input type="text"/>
Education	<input type="text"/>
Environment/open space	<input type="text"/>
Family/Household relations	<input type="text"/>
Health/Medical	<input type="text"/>
Homelessness	<input type="text"/>
Housing/Rentals	<input type="text"/>

High/Medium/Low

Mental Health

Senior Adults

Social/Cultural

Recreation

Substance Abuse

Transportation

Youth

Other (please specify)

8. If you are a resident of the community, how would you describe your neighborhood as a place to live, compared to when you first became a resident?

- A better place to live.
- A worse place to live.
- About the same.
- Not sure.
- Not Applicable

Other (please specify)

9. Based on the period of time that you have been involved in this community, how have these aspects of the community changed? Rank each category from 1 to 5 with 1=declined a lot; 2=declined a little; 3=stayed the same; 4=improved a little; 5=improved a lot.

Choose 1 thru 5

Cleanliness

Home appearance

Street appearance

Safety

Friendliness

Transportation

Schools

Housing availability

Open spaces

Employment

Recreation

Public services

Housing affordability

Goods and services available  
for purchase



10. What are three things you like most about the neighborhood (within the Blueprint Community) you live in, work or volunteer in, and/or worship in?

1)

2)

3)

11. What are three examples of small things the Blueprint Community can do right now to positively impact the community?

1)

2)

3)

12. Have you ever contacted anyone about changing something or addressing a problem in your neighborhood?

Yes

No

Not sure

### 13. If yes, what agency, group, or person did you contact?

- City government
- Neighborhood organization
- Neighbor
- Not Applicable
- Other (please specify)

### 14. Did the agency or person contacted adequately address the problem?

- Yes
- No
- Not Applicable
- Other (please specify)

### 15. What is your gender?

- Female
- Male

## 16. Age group

- < 18
- 18 to 30
- 31 to 55
- 56 to 70
- > 70

## 17. Please describe your race/ethnicity.

## 18. Do you speak a language other than English?

## 19. Are you employed?

- Full-time
- Part-time
- Unemployed
- Sporadic
- Student
- Retired

Other (please specify)

20. How would you describe your household? Check all that apply.

- A couple with children
- A couple without children
- Single parent
- Roommate
- Single person living alone
- Two or more families sharing living space
- Renter
- Homeowner
- Business
- Church
- Nonprofit

Other (please specify)



## 21. Do you have children enrolled in school?

Yes

No

Public

Private

Charter

Home

Other (please specify)

## 22. If willing, please share your contact information with us below.

Name:

Address:

Phone:

Email:

23. Thank you for your time! If you have questions, or would like to be more involved in this process, please contact [washheights@gmail.com](mailto:washheights@gmail.com). We welcome your suggestions/comments below.

Appendix B:  
Asset Mapping Spreadsheet

**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Blueprint Team	Brown, Charita Candice		Team Lead
Blueprint Team	Holley-Nelson, Kimberly		Community Engagement
Blueprint Team	Kelsey, Cynthia		Project Manager
Blueprint Team	Kelsey, Mike		Treasurer
Blueprint Team	Ahmed, Rasheedah		Community Engagement
Blueprint Team	Schiller, Joel		Scribe
Blueprint Team	Kacanda, Leah		Researcher
Blueprint Team	Casson, Ellen		Facilitator
Blueprint Team	Stanley Sharp		Home Renovation
Partners	University of Delaware Center for Community Research & Service	297 Graham Hall, Newark (19716)	University of Delaware
Partners	FHLB Pittsburgh	601 Grant Street, Pittsburgh (15219)	Federal Home Loan Bank
Individuals	Clarke, Kara		
Individuals	Goodill, John		
Individuals	Hayman, Melissa		
Individuals	Poot, Marie		
Individuals	DeLeon, Amy		
Associations	Triangle Neighborhood Association	PO Box 8073, Wilmington (19803)	Neighborhood

**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Associations	Washington Heights Neighborhood Association	309 W 22nd Street	Neighborhood
Associations	Brandywine Village Civic Association		Neighborhood
Associations	2nd District Neighborhood Planning Council	N Jefferson Street	Neighborhood
Associations	Elliott Run		Neighborhood
Associations	Baynard House Condominium Association		Neighborhood
Faith Based	Hanover Presbyterian Church	1801 N Jefferson Street	Religious
Faith Based	Congregation Beth Shalom	1801 Baynard Boulevard	Religious
Faith Based	Peninsula-McCabe UM Church	2200 Baynard Boulevard	Religious
Faith Based	Shiloh Baptist Church	215 W. 23rd Street	Religious
Faith Based	Spirit of Life Lutheran Church	500 Concord Avenue	Religious
Faith Based	New Community Church of God	2220 N. Monroe Street	Religious
Faith Based	Sharon Temple SD Adventist Church	2001 N. Washington Street	Religious
Faith Based	Whole Armour Church of God	216 W. 22nd Street	Religious
Faith Based	Ikoge Inc.	400 W. 23rd Street	Religious
Faith Based	Nu Vizion Church	1022 W. 24th Street.	Religious
Faith Based	River of Life	100 Philadelphia Pike (19809)	Religious
Faith Based	Faith Chapel Inc	1909 N Market Street	Religious



**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Schools	Warner Elementary	801 W. 18th Street	Education
Schools	Shortlidge (Evan G.) Academy	100 W. 18th Street	Education
Schools	Salesianum School	1801 N. Broom Street	Education
Schools	Denmark School	501 W 28th Street	Education
Non-Profits	Ministry of Caring - Main Offices	903 N. Madison Street (19801)	Religious
Non-Profits	Children & Families First	2005 Baynard Boulevard	Children
Non-Profits	Jefferson Street Center	1801 N Jefferson Street	Families/Community
Non-Profits	Lutheran Community Services	2809 Baynard Boulevard	LMI
Non-Profits	Wilmington Senior Center	1901 N Market Street	Seniors
Non-Profits	Habitat for Humanity New Castle County	1920 Hutton Street	Housing
Non-Profits	Junior League	1801 N Market Street	Women's Organization
Non-Profits	Female Harmony Society	1801 N Jefferson Street	Education/poverty
Non-Profits	Friends of Wilmington Parks	1910 Rockland Road	Social
Non-Profits	Delaware Adolescence Program Inc	2900 N. Van Buren Street	Education
Non-Profits	Interfaith Community Housing Delaware	613 N. Washington Street (19801)	Housing
Non-Profits	National Assn for the Education of Young Children	2004 Foulk Road, Suite 6, (19810)	Children
Non-Profits	Delaware Community Reinvestment Act Council	601 Church Street	Advocacy

**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Non-Profits	Delaware Center for Horticulture	1810 N Du Pont Street (19806)	Horticulture
Non-Profits	New Horizons Community Center	2215 C N Washington Street	Children & Teens
Non-Profits	New Directions Early Head Start	321 S College Avenue, 19711	Pregnant Parents & Families
Economic	Christiana Care Health System - Wilmington Hospital	501 W. 14th Street (19801)	Health/Research
Economic	Christiana Care Family Health Center	1901 N Market Street - Suite 200	Health
Economic	Central YMCA of Delaware	501 W. 11th Street (19801)	Health; Youth; Housing
Economic	First State Community Loan Fund	100 W. 10th Street - #1005 (19801)	Financial (CDFI)
Economic	Cinnaire (Great Lakes Capital Fund)	100 W. 10th Street, #302 (19801)	Financial (CDFI)
Economic	Van Buren Financial Group	615 W. 18th Street	Financial
Economic	The Ebright Collaborative	607 W. 18th Street	Health
Economic	Lab Corp	1806 N Van Buren Street	Health
Economic	Brandywine Women's Health Center	611 W. 18th Street	Health
Economic	Losco and Marconi PA	1813 N. Franklin Street	Professional Services
Economic	Pinnacle Funding	2002 Baynard Boulevard	Financial
Economic	Denise D. Nordheimer, Esq.	2001 Baynard Boulevard	Professional Services
Economic	Diamond Sport & Spine Clinic	2100 Baynard Blvd - Suite B	Health
Economic	Bancroft Internal Medicine	1806 N Van Buren Street - Suite 200	Health

**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Economic	Moore Physical Therapy	1808 N Van Buren Street - Suite 110	Health
Economic	Vision Quest	1010 Concord Avenue	Adolescent
Economic	Now Care	1010 Concord Avenue	Medical
Economic	Raniere Partners	1010 Concord Avenue	Professional Services
Economic	Fulton Papers	1006 W. Broom Street	Retail
Economic	Charles Potter Insurance Agents	2605 N. Broom	Professional Services
Economic	Pangro Development	2600 N. Broom Street	Professional Services
Economic	Kreston Liquors	904 Concord Avenue	Retail
Economic	JR Walker Roofing	2503 N Franklin Street	Roofing
Economic	Quarry Mill Craftsmen	808 W 21st Street	Construction
Economic	Dun-Rite Cleaners	132 Concord Avenue	Retail
Economic	201 Concord Food Market	201 Concord Ave	Retail
Economic	New Salty Barge Seafood Market	703 Concord Ave	Retail
Economic	701 Family Market	701 Concord Ave	Retail
Economic	Citgo	601 Concord Ave	Retail
Economic	Concord Liquors	2312 N. Monroe Street	Retail
Economic	Concord Deli	320 Concord Avenue	Retail

**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Economic	Keller Williams Realty	Concord Ave	Realtor
Economic	Fashion Store next to New Horizons	2215 B N Washington Street	Retail
Economic	Shorman Mini Market	2215 N. Washington Street	Retail
Economic	African Barbershop	2009 N. Market Street	Retail
Economic	Shop next to barbershop	2007 N. Market Street	Retail
Economic	China King	2003 N. Market Street	Retail
Economic	Leyba's Grocery	2001 N. Market Street	Retail
Economic	Montchanin Design Group Inc	1907 N. Market Street	Professional Services
Economic	Dollar General	1800 N. Market Street	Retail
Economic	Law Offices of Joseph W Benson PA	1701 N. Market Street	Professional Services
Child Care/Youth	Open Arms Academy	1801 N. Jefferson Street	Child Care
Child Care/Youth	Boys & Girls Club @ Shortlidge	100 West 18th Street	Youth
Child Care/Youth	Kool Kids Learning Center	2215 N Washington Street	Child Care
Child Care/Youth	Little Angels Christian Preschool	2306 North Van Buren Street	Child Care
Child Care/Youth	Di's Day Care	2013 North Market Street	Child Care
Child Care/Youth	Booker, Joyce Ann		Child Care
Child Care/Youth	Cramer, Alisa		Child Care



**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Child Care/Youth	Elam, Kathleen		Child Care
Child Care/Youth	Hawkins, Mema		Child Care
Child Care/Youth	Jackson, Wanda		Child Care
Child Care/Youth	Johnson, Elizabeth		Child Care
Child Care/Youth	Tiny Tots Childcare & Learning Center	1024 W 24th Street	Child Care
Government	Chukwuocha, Nnamdi		City Council, 1st District
Government	Walsh, Loretta		City Council at Large
Government	Wilmington State Parks		Brandywine Park
Government	City of Wilmington - WECEC (Professional Dev Res Center)	801 W 18th Street	c/o Warner School
Government	Wilmington Housing Authority	400 N Walnut Street (19801)	Public Housing Authority
Service & Civic	Fletcher Brown Boys & Girls Clubs	1601 N. Spruce Street	Youth
Service & Civic	Red Clay Community School Initiative		Education
Service & Civic	Parents as Teachers	Whitney Williams	Education
Service & Civic	Hanover Dream Team Readiness Team	1801 N. Jefferson Street	Children
Service & Civic	Northeast, Safe Strong, & Engaged Readiness Team		Children
Service & Civic	Hanover Food Pantry	1801 N. Jefferson Street	Emergency food
Service & Civic	Hanover Clothing Closet	1801 N. Jefferson Street	Free clothing

**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Service & Civic	Project LAUNCH	1801 N. Jefferson Street	Children
Housing	Village of St. John (Ministry of Caring)	10 Concord Avenue	LMI Senior Housing
Housing	Park View Apartments	1800 N Broom Street	WHA Seniors Tower
Housing	Baynard Apartments	309 W 18th Street	WHA Seniors Tower
Housing	Terry Apartments	2400 N Broom Street	Senior Apartments
Housing	Ministry of Caring	9 W. 18th Street	MF Housing
Housing	Lafayette Apartments (Wilmington Senior Center)	1803 N Market Street	WSC Senior Apartments
Housing	Briarwood Apartments	2310 Baynard Boulevard	MF Housing
Housing	2307 N. Harrison Street	2307 N. Harrison Street	MF Housing
Housing	Baynard House Condominiums	2400 Baynard Boulevard	Condominiums
Housing	Limen House	1909 Baynard Boulevard	Specialized Housing
Physical Assets	Brandywine Park		Rose Garden; Josephine Gardens
Physical Assets	Brandywine Zoo	1001 N Park Drive	City Zoo
Physical Assets	N. Market Street		Main Traffic Artery
Physical Assets	Baynard Boulevard		Main Traffic Artery
Physical Assets	Concord Avenue		Main Traffic Artery
Physical Assets	Baynard Stadium	1797 Stadium Drive	5000 seat Football and Track & Field Stadium

**WASHINGTON HEIGHTS BLUEPRINT COMMUNITY - ASSET MAPPING V18 - November 28, 2016**

<b><u>CATEGORY</u></b>	<b><u>ASSET NAME</u></b>	<b><u>ADDRESS</u></b>	<b><u>PURPOSE</u></b>
Physical Assets	Wilmington Little League Fields	West 18th Street	Wilmington Little League
Physical Assets	Wilmington Adult Baseball Fields	West 18th Street	Adult Baseball & Softball
Physical Assets	Warner Elementary Playgrounds	West 18th Street	Children's Playground
Physical Assets	Monkey Hill	North Van Buren Street	Cobblestone Drive in Brandywine Park

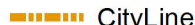




## Appendix C: Community Maps





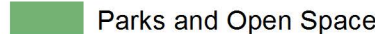
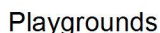



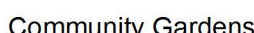

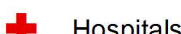
# Washington Heights Blueprint Community

## ASSETS

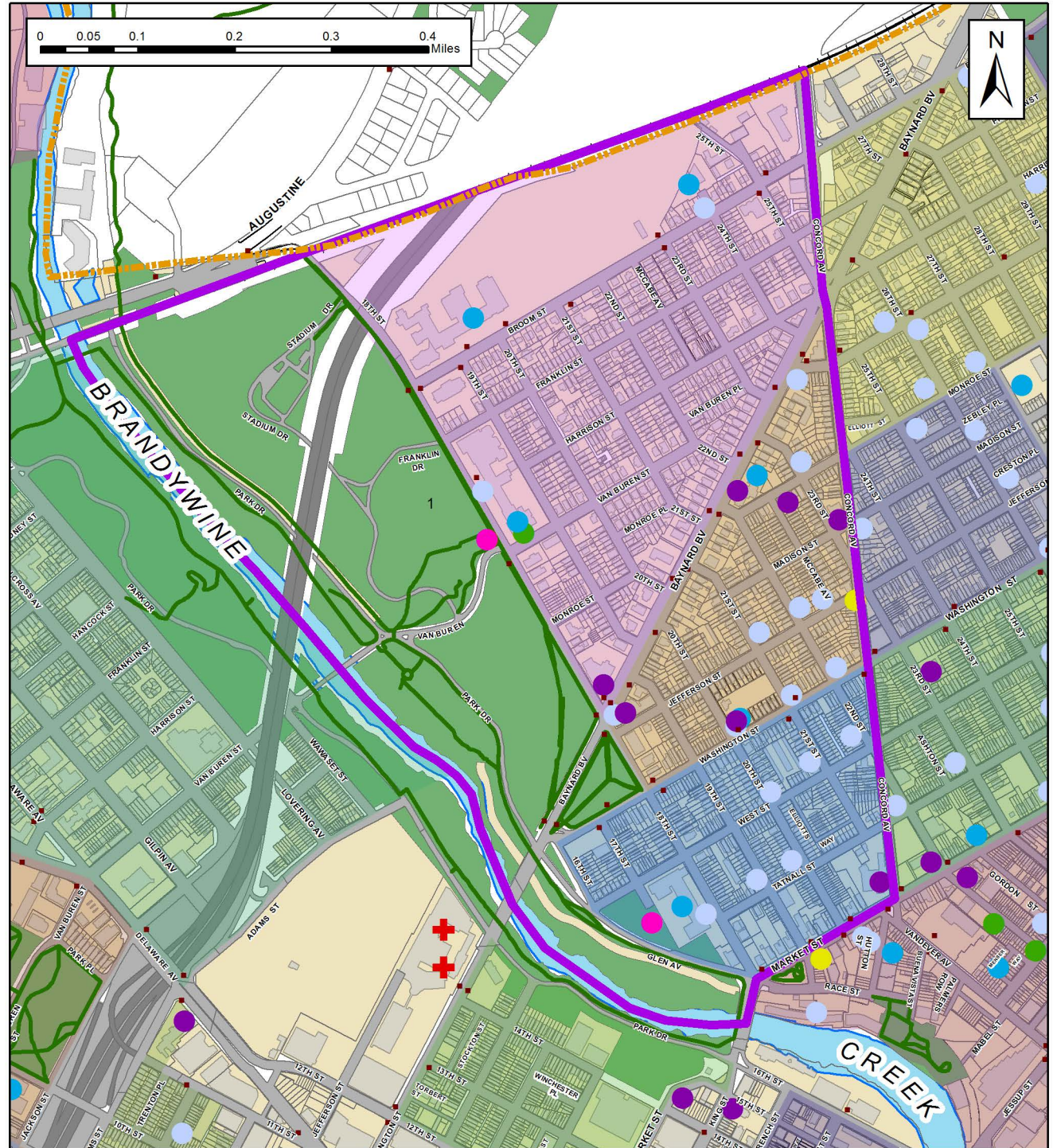
### Legend

-  CityLine
  -  Washington Heights Blueprint Boundary
- ### Civic Associations
-  Brandywine Village Civic Association
  -  Triangle Neighborhood Association
  -  Washington Heights Community Association

### Assets

-  DART Bus Stops
-  Trails
-  Parks and Open Space
-  Playgrounds
-  Churches
-  Public and Private Schools
-  Early Learning Centers
-  Community Gardens
-  Community Grocery Stores
-  Hospitals

Map produced by City of Wilmington Department of Planning  
Map data is for informational purposes only










# Washington Heights Blueprint Community

## EDUCATION

### Legend

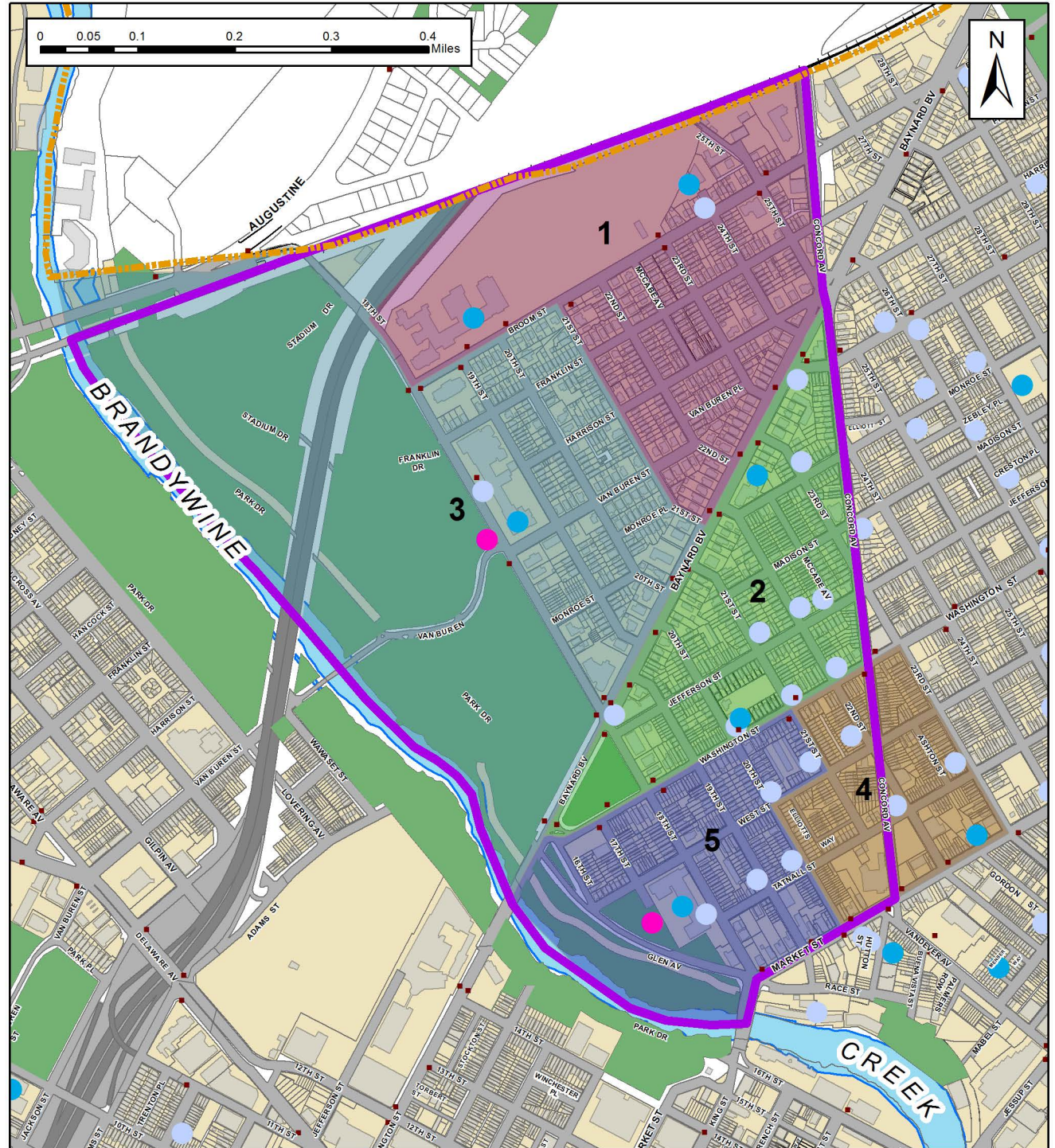
-  CityLine
-  Washington Heights Blueprint Boundary
-  DART Bus Stops
-  Parks and Open Space
-  Public and Private Schools
-  Early Learning Centers
-  Playgrounds

### Census Block Groups

	Total Population	Student Population	Percent Student Population Low Income
 1	1086	65	51%
 2	1300	201	77%
 3	671	45	38%
 4	673	160	93%
 5	604	126	82%

Data from Delaware Department of Education Webiste  
Accessed December 2016

Map produced by City of Wilmington Department of Planning  
Map data is for informational purposes only

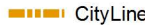
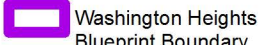

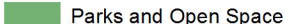

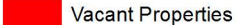




# Washington Heights Blueprint Community

## HOUSING

### Legend

-  CityLine
-  Washington Heights Blueprint Boundary
-  DART Bus Stops
-  Parks and Open Space
-  Zoning
-  Vacant Properties
-  Rental Properties

### Zoning Category Descriptions

#### MANUFACTURING & INDUSTRIAL

- M-1 Light Manufacturing
- M-2 General Industrial

#### SPECIAL PURPOSE

- O Open Space

#### WATERFRONT DISTRICTS

- W-1 Manufacturing
- W-2 Commercial/Manufacturing
- W-3 Low Intensity Manufacturing/Commercial Recreation
- W-4 Residential/Commercial

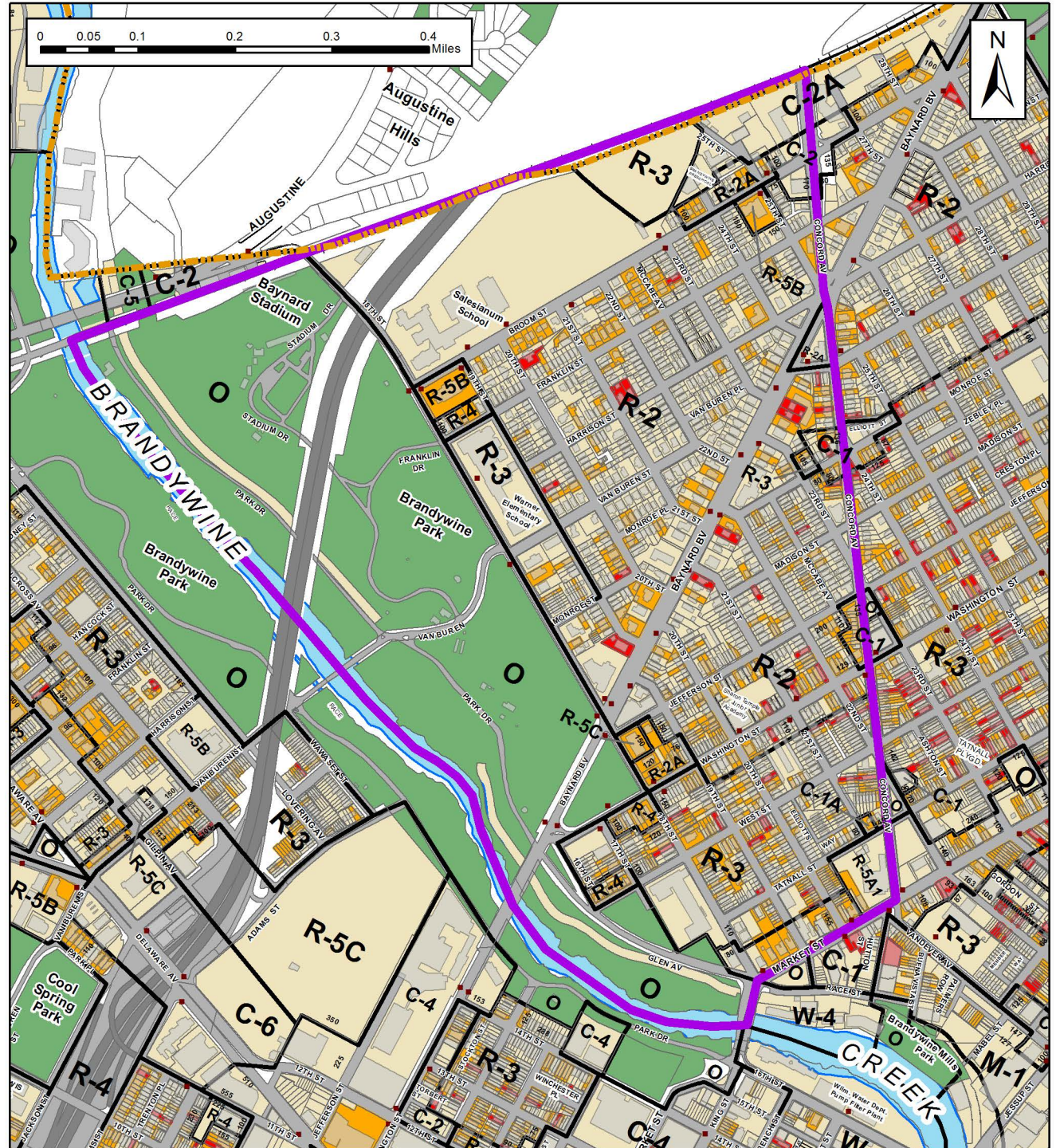
#### RESIDENTIAL

- R-1 One Family Detached Dwellings
- R-2 One Family Semi-Detached Dwellings
- R-2A Residential
- R-3 One Family Row Houses
- R-4 Row Homes With Conversions
- R-5A Apartment House Low Densit
- R-5A1 Apartment House Low-Medium Density
- R-5B Apartment House Medium Density
- R-5C Apartment House High Density

#### COMMERCIAL

- C-1 Neighborhood Shopping
- C-1A Neighborhood Commercial
- C-2 Secondary Business Centers
- C-3 Central Retail
- C-4 Central Office
- C-5 Heavy Commercial
- C-6 Special Commercial

Map produced by City of Wilmington Department of Planning  
Map data is for informational purposes only



















# Washington Heights Blueprint Community

## LAND USE

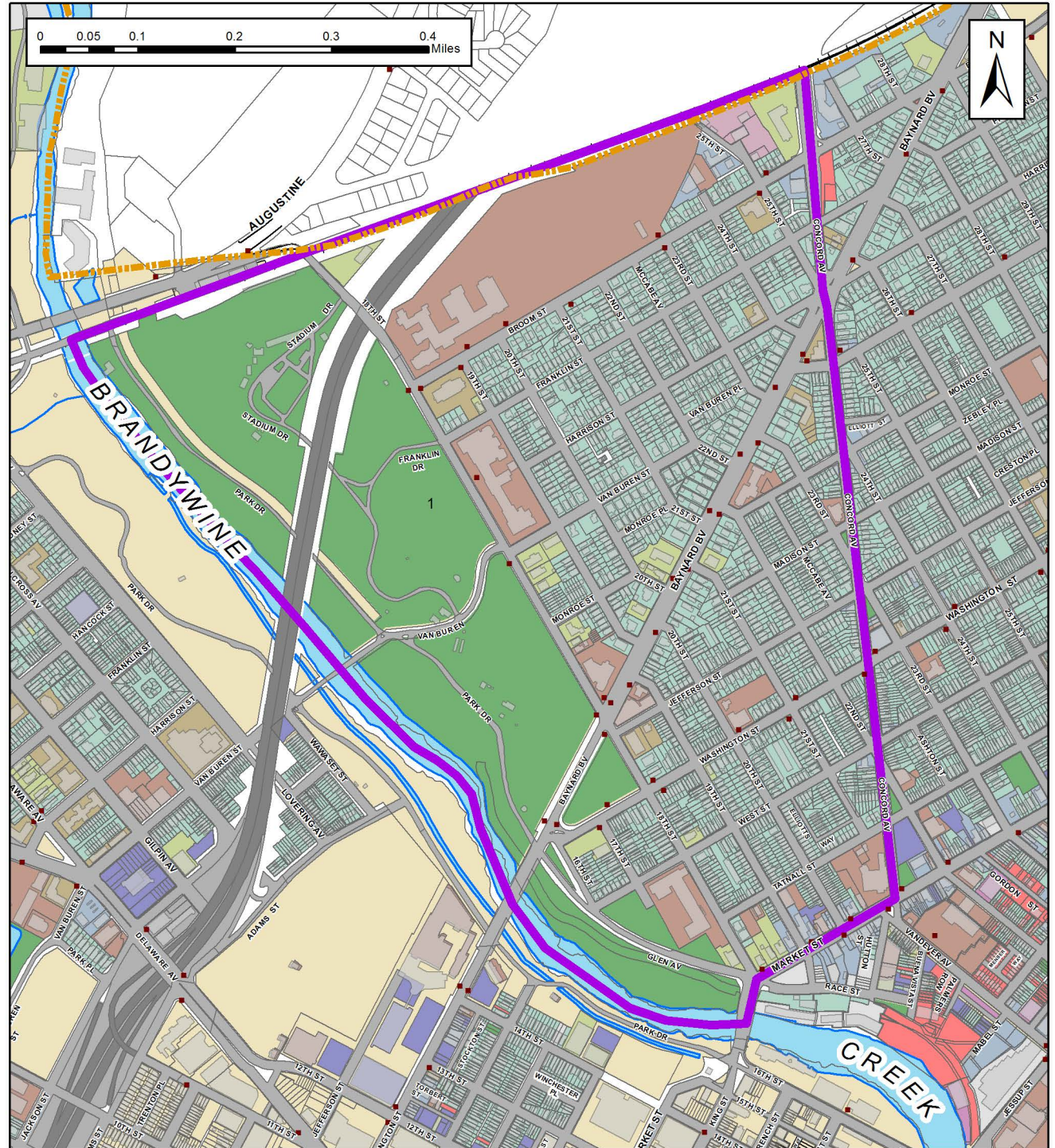
### Legend

-  CityLine
-  DART Bus Stops
-  Washington Heights Blueprint Boundary

### Land Use Category

-  Apartment Building
-  Commercial
-  Commercial Parking Lot
-  Heavy Commercial
-  Industrial/Manufacturing
-  Office
-  Park/Playground
-  Residential
-  Social/Institutional
-  Unassigned
-  Vacant or Underutilized Land

Map produced by City of Wilmington Department of Planning  
Map data is for informational purposes only





## Appendix D: Key Survey Results

# Washington Heights: Community Survey Results



Introductory  
Questions



Neighborhood/  
Community Questions



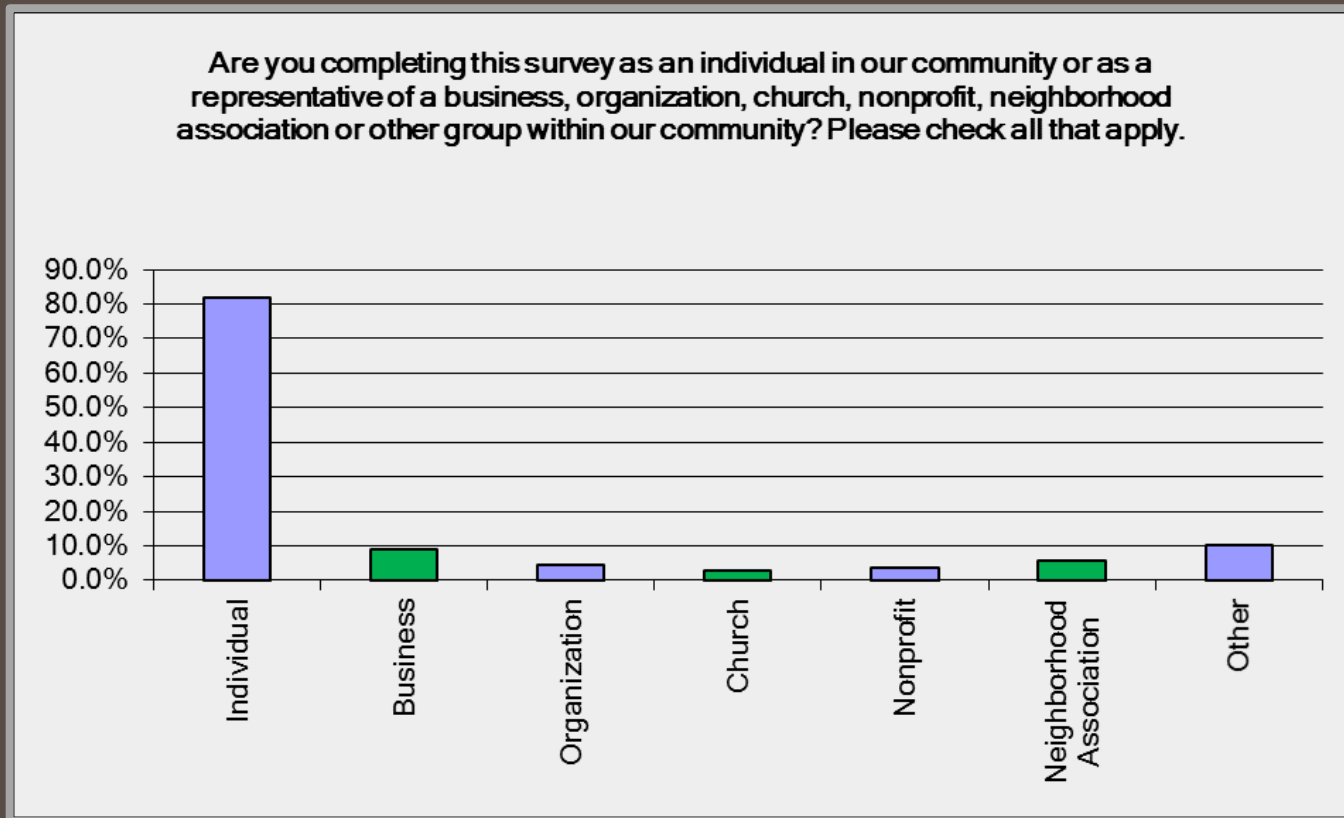
Community Insight



Blueprint Communities

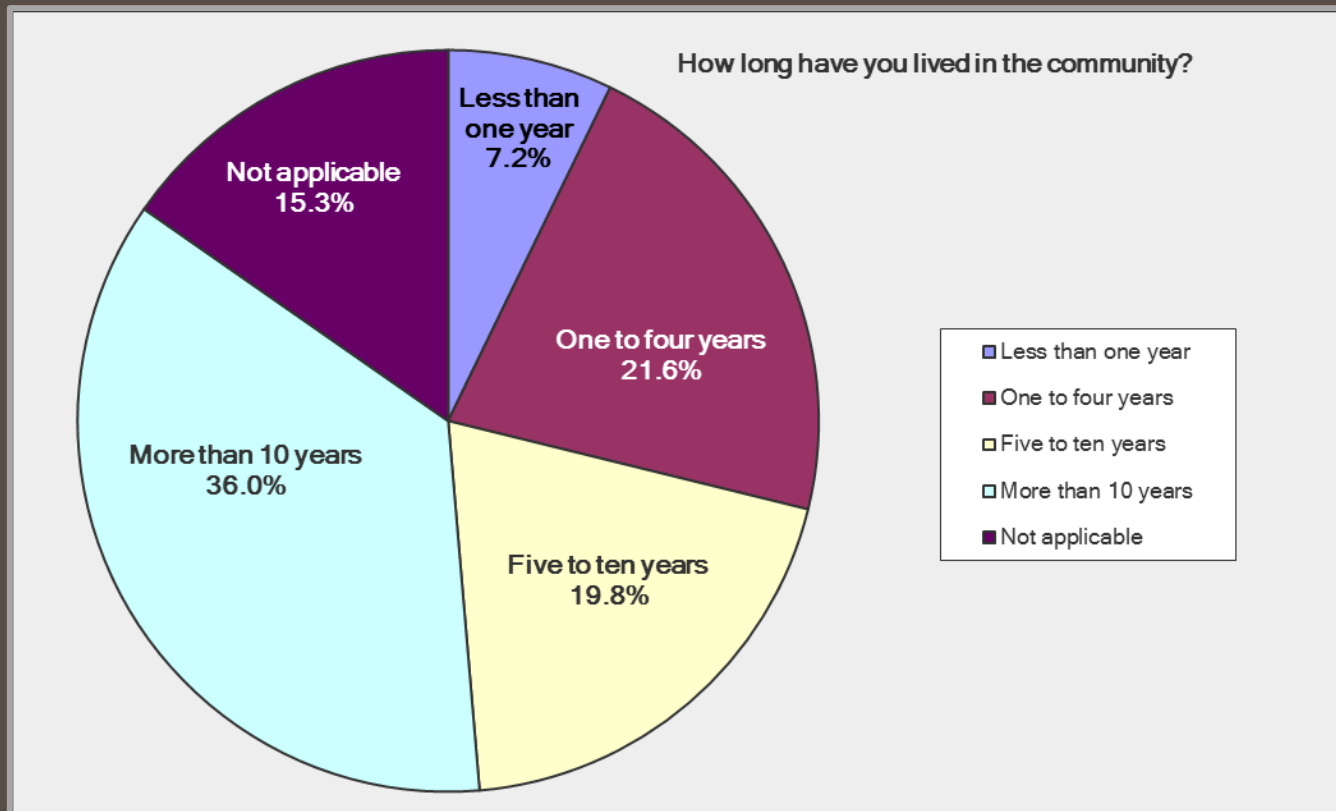
# Introductory Questions

Most people responded to the survey as individuals.



# Introductory Questions

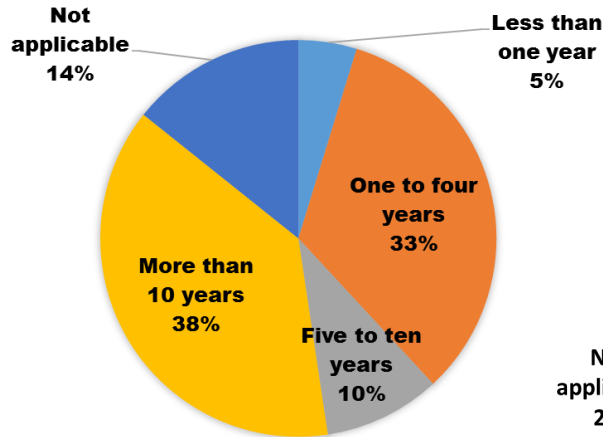
Most respondents have lived in the community for more than 10 years.



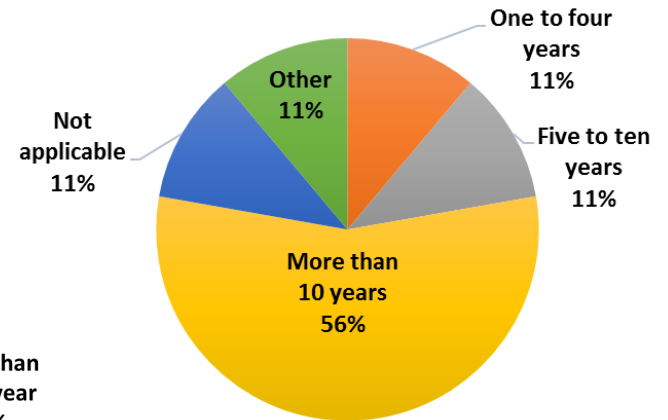


# By Neighborhood:

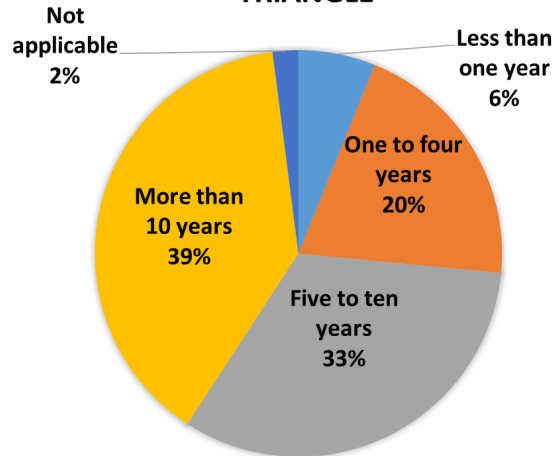
## WASHINGTON HEIGHTS



## Brandywine Village

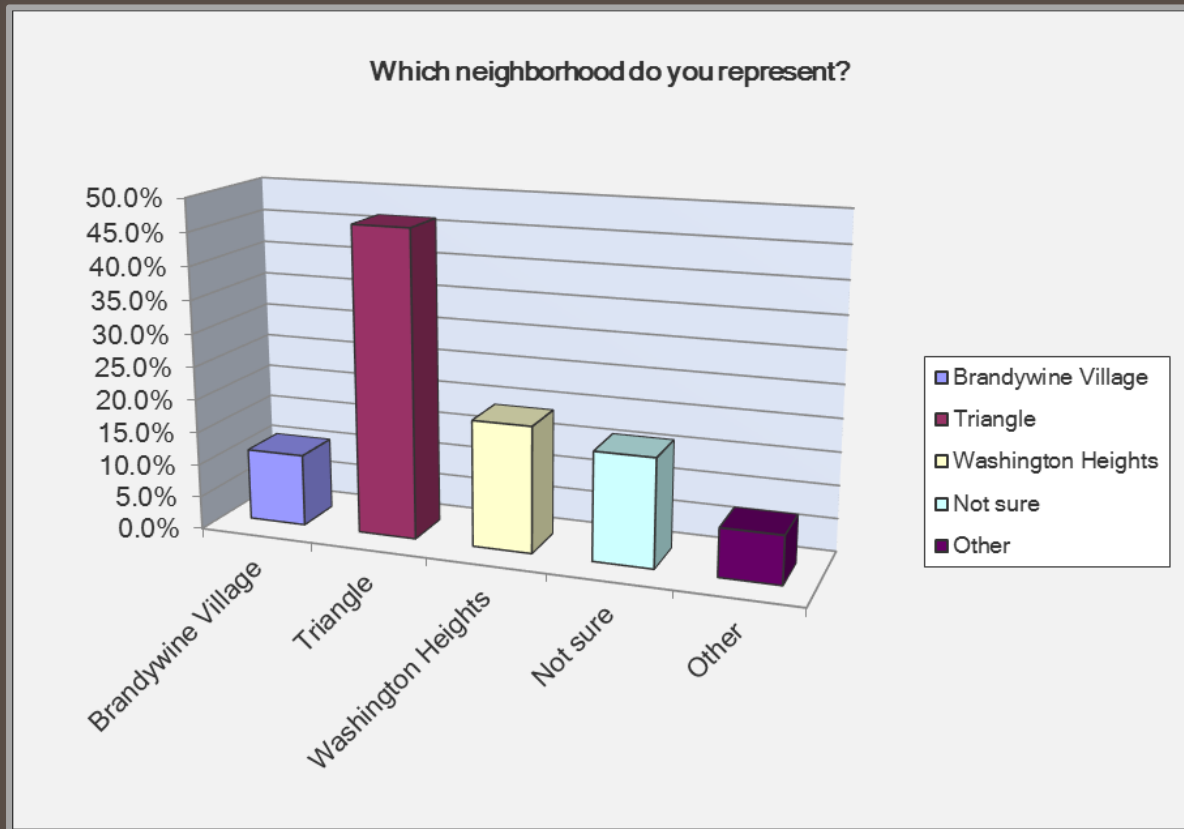


## TRIANGLE



# Introductory Questions

Most respondents live in the Triangle neighborhood.



# Neighborhood/Community Questions

Most respondents rated the following issues as needing the highest level of attention: **Crime/Safety, Education, Substance Abuse, and Youth Issues.**

Answer Options	High	Medium	low
Cleanliness/Appearance	37	52	24
Crime/Safety	84	26	4
Economy/Jobs	44	49	18
Education	76	30	8
Environment/open space	29	50	32
Family/Household relations	40	43	27
Health/Medical	37	41	33
Homelessness	29	40	41
Housing/Rentals	38	56	17
Mental Health	31	48	31
Senior Adults	22	54	34
Social/Cultural	42	43	26
Recreation	36	48	25
Substance Abuse	51	46	14
Transportation	20	57	34
Youth	73	37	2

# By Neighborhood:

## Washington Heights:

When asked to rate issues of **Highest IMPORTANCE:**

**86%** said crime/safety issues

**81%** said youth issues

**67%** said education issues

**62%** said substance abuse issues

## Brandywine Village:

When asked to rate issues of **Highest IMPORTANCE:**

**78%** said education and housing issues

**67%** said family/housing, health/medical, recreation, and youth issues

**56%** said crime/safety, social cultural, and substance abuse issues

## Triangle:

When asked to rate issues of **Highest IMPORTANCE:**

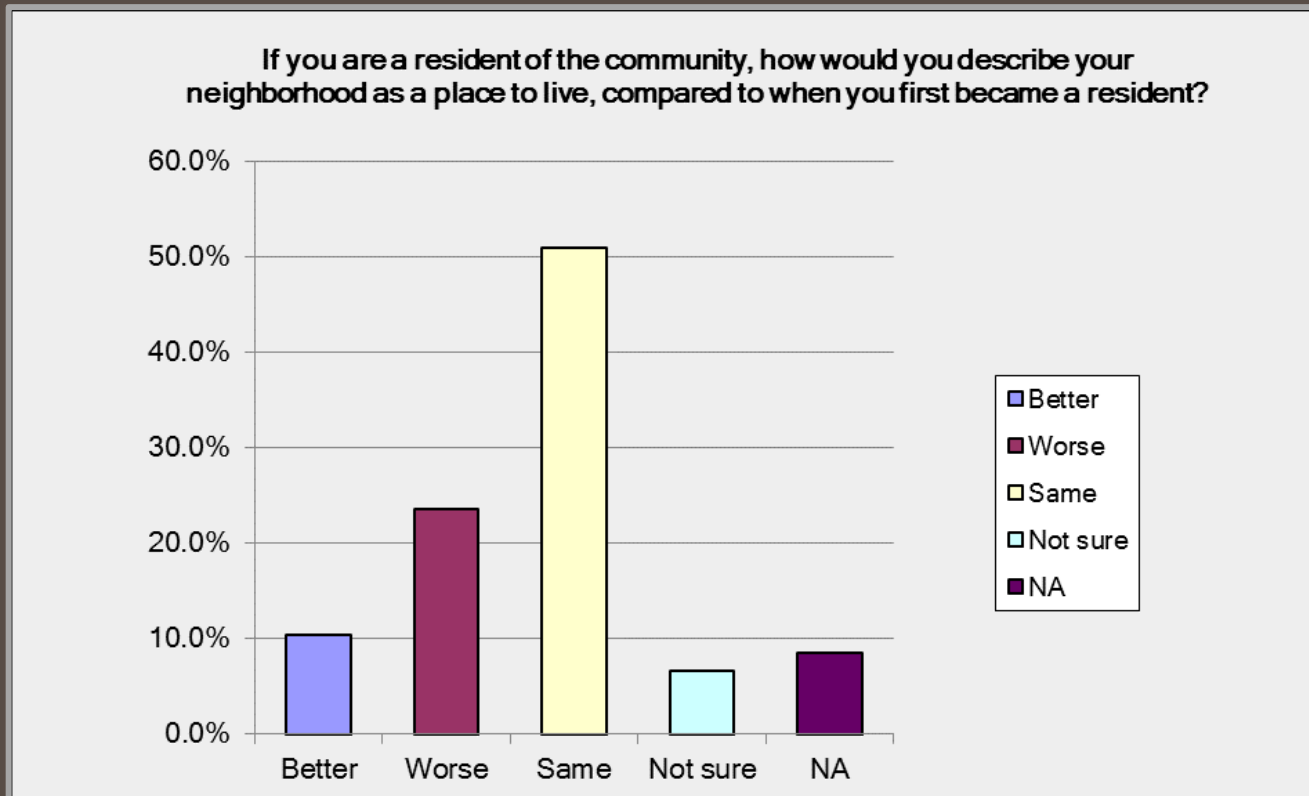
**73%** said education issues

**59%** said crime/safety and youth issues



# Neighborhood/Community Questions

Most respondents say their neighborhood is about the same as when they moved in.



# Neighborhood/Community Questions

But some people say they've seen declines – especially in **safety, schools and housing affordability.**

Answer Options	Declined a lot	Declined	Same	Improved	Improved a lot
Cleanliness	12	15	62	10	5
Home appearance	8	22	44	21	8
Street appearance	8	23	55	15	2
Safety	33	31	33	3	3
Friendliness	3	11	61	21	6
Transportation	3	6	74	12	4
Schools	17	22	49	6	6
Housing availability	8	11	62	13	5
Open spaces	5	6	73	11	3
Employment	11	20	55	8	2
Recreation	11	13	63	12	2
Public services	8	23	60	9	0
Housing affordability	14	27	41	14	3
Goods and services	9	11	62	12	1

# By Neighborhood:

## Washington Heights:

**47%** said PUBLIC SAFETY has declined a lot.

**37%** said SCHOOLS have declined a lot.

**35%** said CLEANLINESS has declined a lot.

## Triangle:

**37%** said PUBLIC SAFETY has declined a lot.

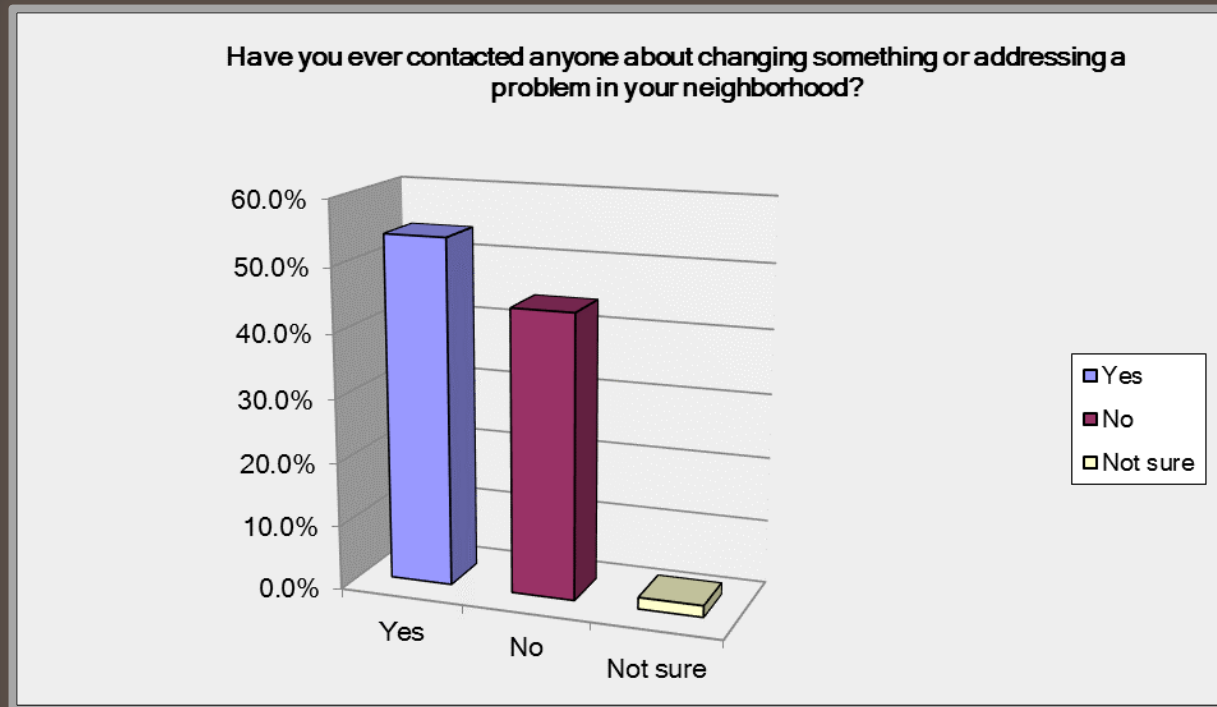
## Brandywine Village:

**38%** said STREET APPEARANCE has declined.

**33%** said HOUSING AFFORDABILITY and HOME APPEARANCE have declined.

# Neighborhood/Community Questions

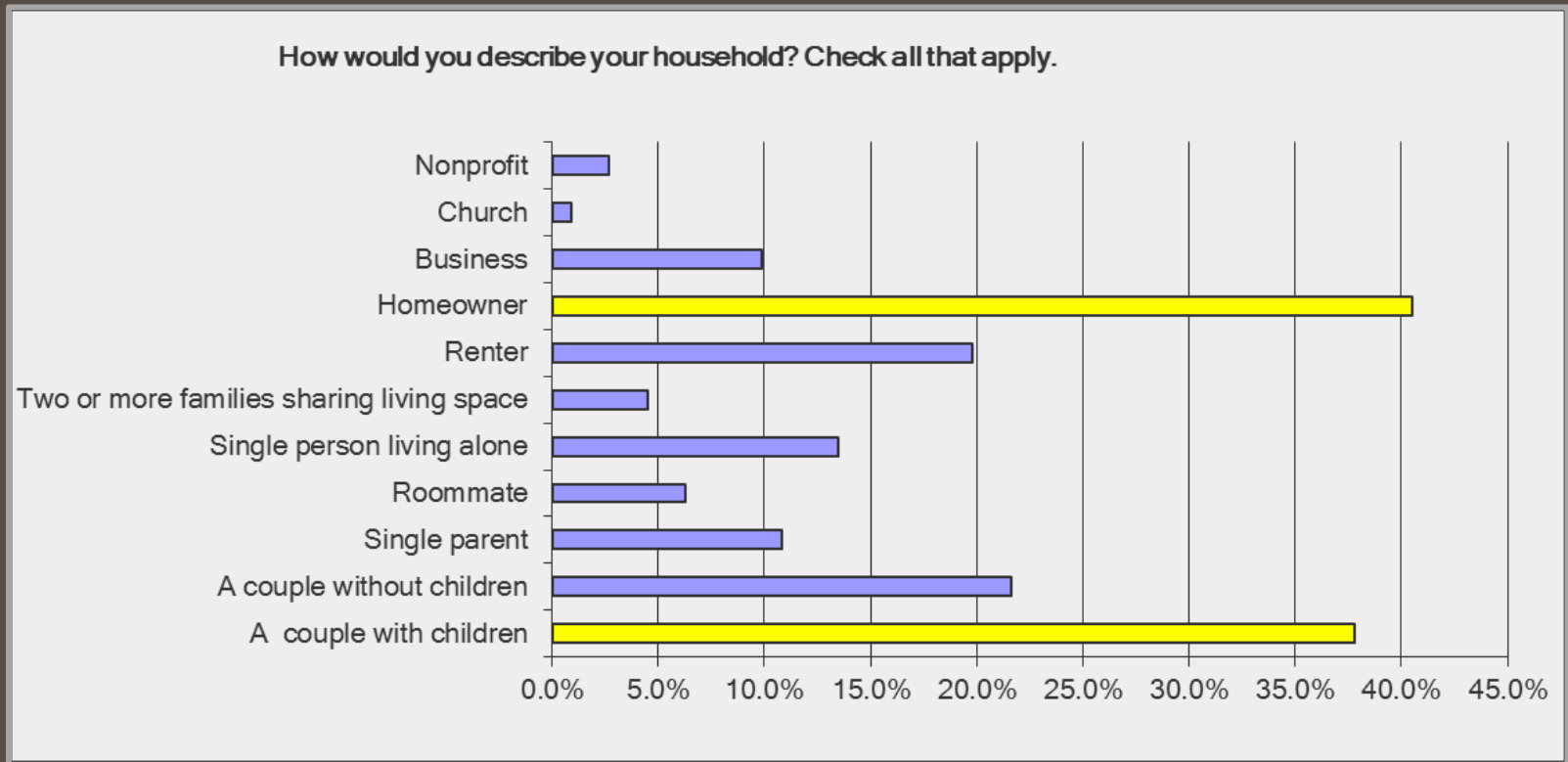
54% of respondents say they have contacted someone (most often a city government official) about a problem in their neighborhood. 54% said the problem was adequately addressed, while 46% said the problem was not adequately addressed.





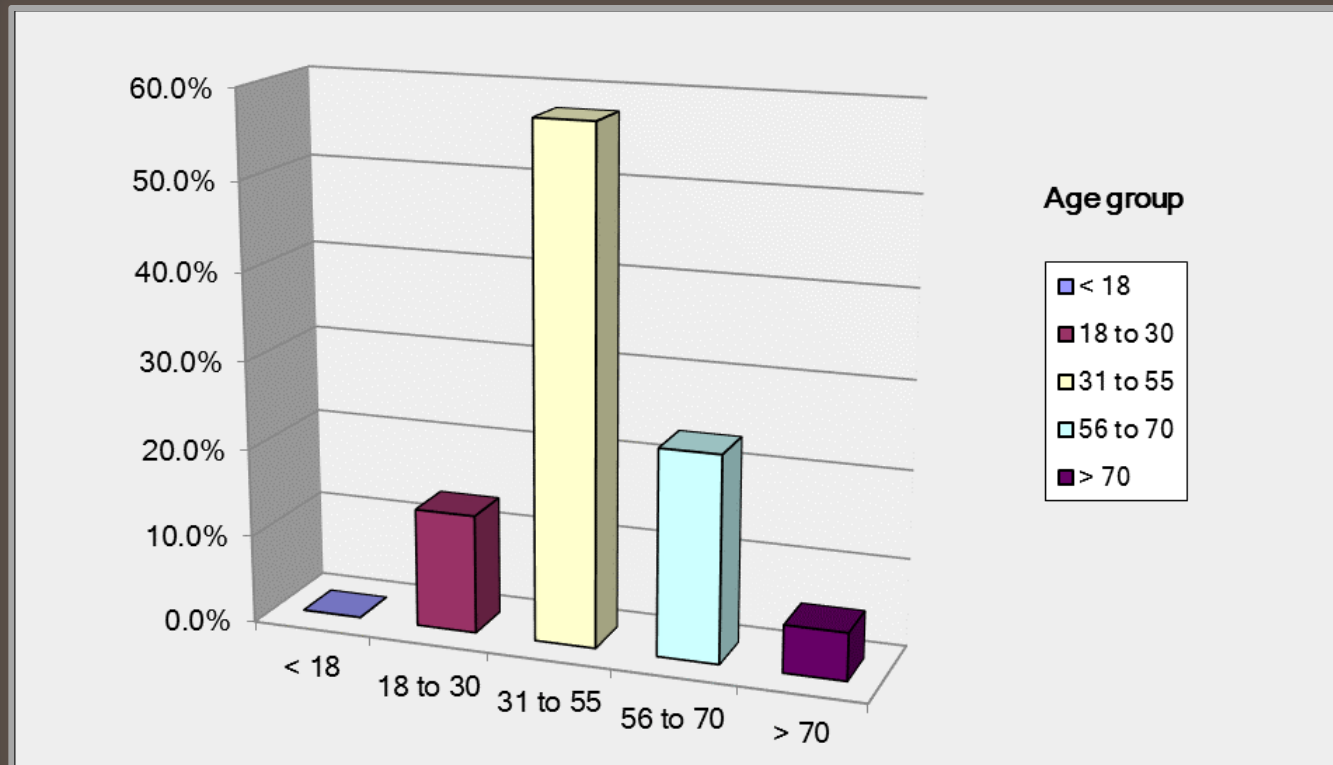
# Community Insight

Most respondents are homeowners, and most have children.



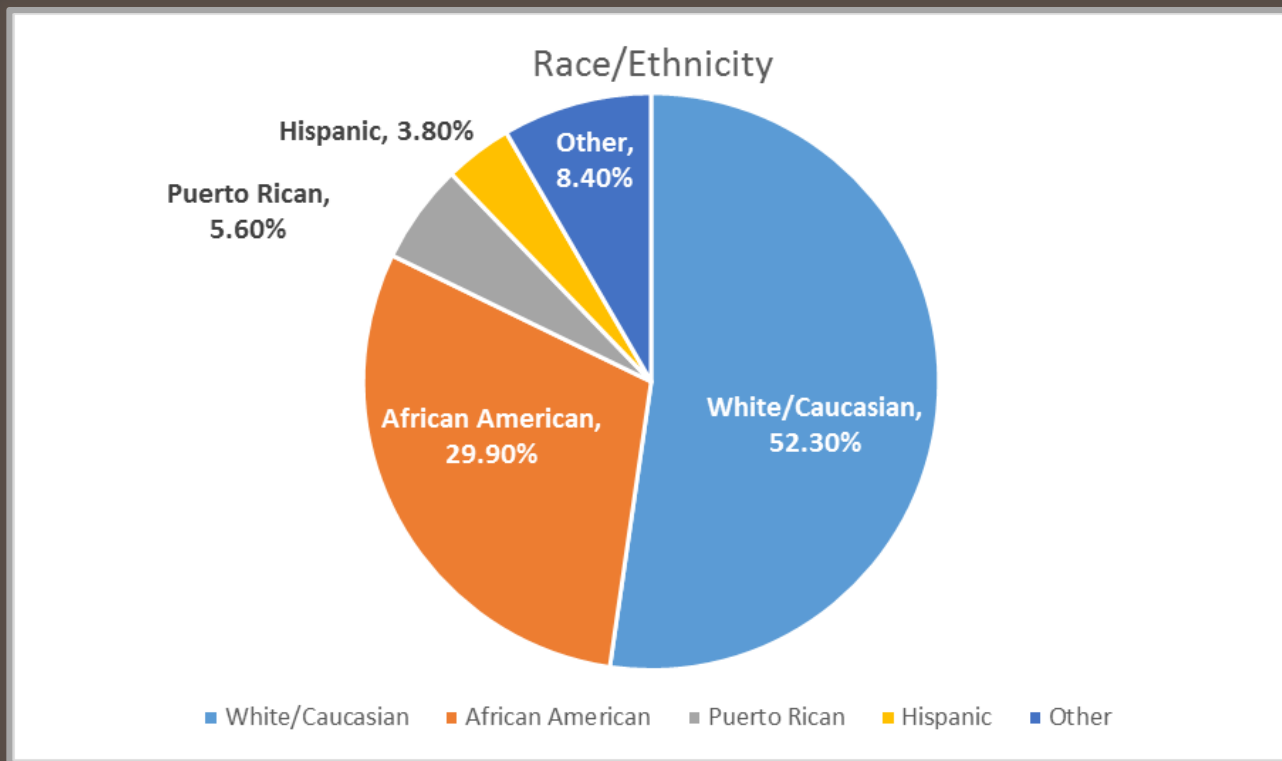
# Community Insight

Most respondents are in the 31-55 year age range.



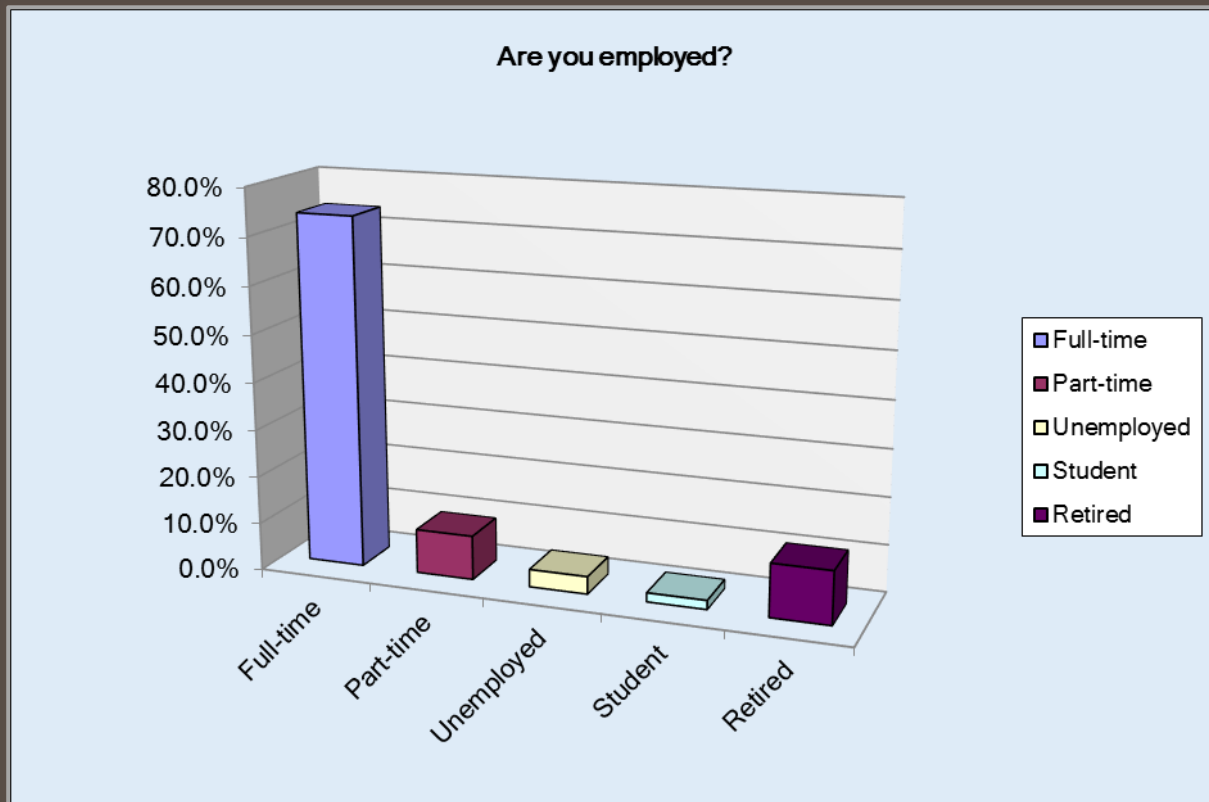
# Community Insight

Respondents were largely White/Caucasian or African American.

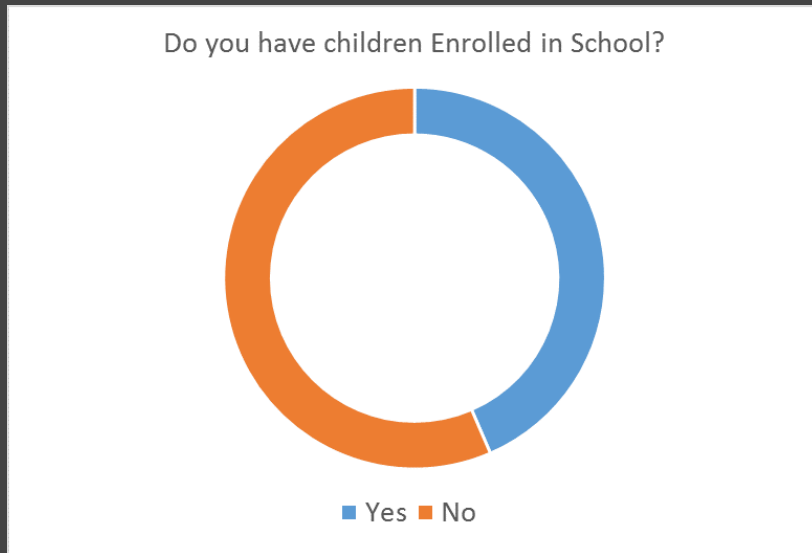


# Community Insight

Most respondents are employed full-time.

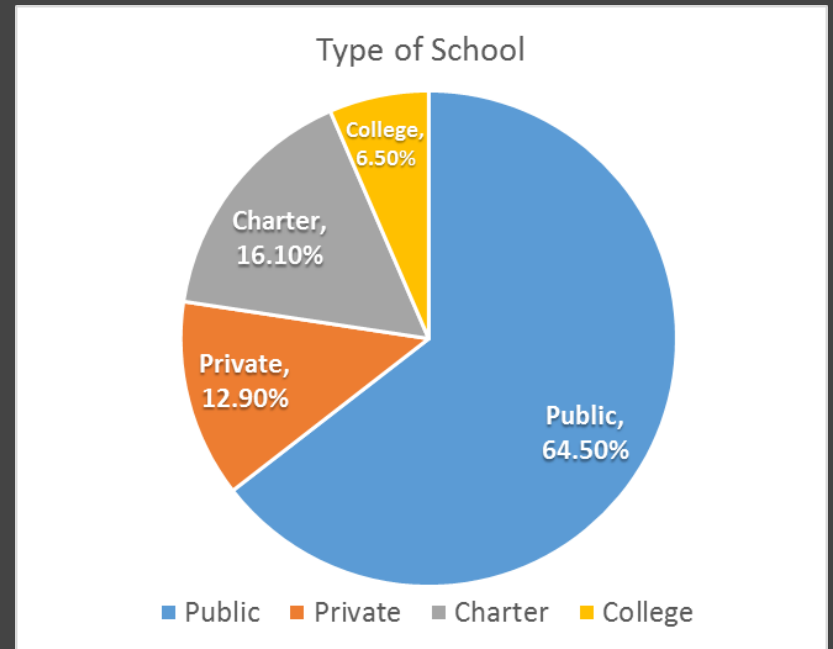


# Community Insight



28% of respondents have kids in school.

And most of those kids are enrolled in public school.

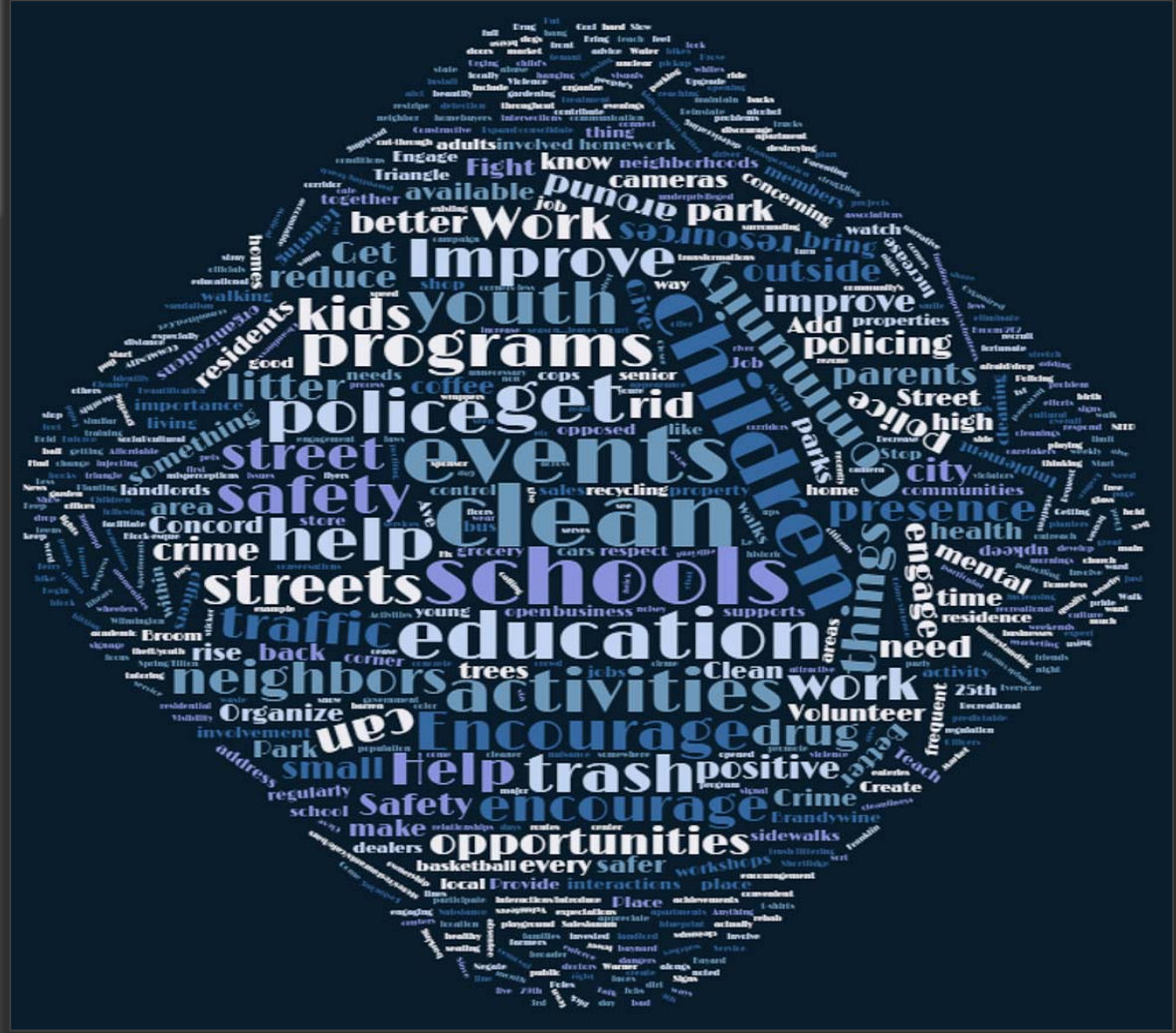








What are three examples of small things the Blueprint Community team can do to positively impact the community?





Some respondents took the time to offer suggestions on how to improve the community. Here's a small, randomly selected sample of what they had to say:

- Organize clean-up events; encourage residents to pick up stray litter
- Find a way to get community policing
- Organize recreational activities for youth
- Plant trees on the more barren streets
- Restripe streets for bike lanes / lower speed limit
- Help to find ways to encourage landlords to be invested in the broader community

Appendix E:  
Background Information on Jefferson Street Center

# Jefferson Street Center, Inc.

## Mission:

The mission of Jefferson Street Center, Inc. (hereinafter referred to as Center or JSC) is to promote social justice for all, with a special emphasis on improving the quality of life for individuals and families living in the surrounding community. The Center works with the community to identify needs, and seeks the community's support through communication with residents, local neighborhood associations, businesses, and institutions. The Center seeks to foster cooperation among community groups and residents to solve problems of mutual concern through a variety of service and support programs.

## History:

The history of Jefferson Street Center, Inc. began in 1987, when Hanover Presbyterian Church, seeking to serve its neighborhood, partnered with the Southeast Ninth Ward Neighborhood Association (now called Washington Heights Neighborhood Association) and surveyed the neighborhood around the church to determine the most pressing needs of the neighborhood. The most pressing need at that time was for child care. Hanover Presbyterian Church agreed to provide part of its building and the use of utilities without cost. The Jefferson Street Child Center was formed as an independent, nonprofit center, and incorporated under IRS Classification Code 501(c)(3). A Board of Directors was formed and By-Laws were drafted. In 1988, First Step Children's Center opened with the goal of offering secure, nurturing, and affordable child care.

In 2010, with deep regret, First Step Children's Center closed, a victim of the economic downturn. First Step was serving the working poor by providing safe, affordable child care, but lost enrollment because many of the parents lost their jobs. In addition, donations to supplement costs through tuition assistance fell, because nonprofit organizations, foundations, and individuals had to stretch their own budgets more to provide funds to worthwhile causes.



# Jefferson Street Center, Inc.

The Board went through a period of discernment and decided the child care center had to close, but there were still many needs in the community and the Board wanted to continue to make a positive difference in the lives of individuals and families in need. The Board altered its name to Jefferson Street Center, Inc. and changed its mission, which was approved by the Delaware State Division of Incorporations. JSC has maintained its 501(c)(3) status and Federal Tax ID number.

## Current Services:

JSC is located in the City of Wilmington and shares its address and meeting space with Hanover Presbyterian Church. The individuals and families served by JSC live primarily in the City of Wilmington and surrounding New Castle County, Delaware. Our current focus is supporting the community service programs housed in the Gathering Place of Hanover Presbyterian Church, including the Food Pantry, Clothing Closet, and community use of the gymnasium and Gathering Place. The Food Pantry and Clothing Closet have been located in Hanover Presbyterian Church since the 1970s. The use of the gym has changed over time, but currently it is used by a community zumba class on Tuesday and Thursday evenings, by the Sharon Temple middle school, and occasionally by Urban Promise youth. Through JSC and Hanover coordination, additional space is used for a modern dance class, a yoga class, a bridge club, and for many community meetings. We have partnered with New Directions Early Head Start, Parents as Teachers, the HDT Readiness Team, Project LAUNCH, and Children and Families First, among others, to hold activities that address the needs of families in the community.