



Fort Dupont Redevelopment and Preservation Corporation

Strategic Plan

September 19, 2023

Facilitators:
Sheila Bravo
Earl Sissell

Plan Process

- Review of organization and planning documents
- Community and staff input
- Outline of FDRPC's Strengths, Challenges, Opportunities, Aspirations, and Desired Results
- Define FDRPC's primary and secondary stakeholders
- Review/Revise FDRPC's vision, mission, and values
- Identify desired outcomes for the next five years and metrics for success
- Establish key strategies to achieve outcomes with activities to support the strategies
- Identify resource requirements and conditions to make the plan successful

FDRPC Strategic Plan started with Community Input

109 community members & FDRPC staff provided input via:

Interviews

Focus groups

Community Town Hall

Online Survey

Community Insights

- ❑ Common understanding that FDRPC is in the business of cleaning up the FDRPC campus to redevelop it for Delaware City.
- ❑ Appreciation for the interest in healing the property, creating outdoor amenities, trails, and parks, as well as more residential and commercial opportunities.
- ❑ Attitudinal difference between those who work closely with FDRPC and those who live in the community. Those who have inside knowledge understand the nuances of partnerships, challenges, how decisions are made, and the progress to date.
- ❑ Community members don't have perspective on how the plans are materializing. There is an acknowledgement that multiple entities and decision-makers are involved in the planning and execution of FDRPC work, but not clear who is deciding.
- ❑ Promises were made, but not kept as it relates to the master plan. Individuals who bought property were given commitments for amenities that have not materialized or took much longer to complete.
- ❑ There is a concern that the decisions that impact their lives and quality of life are being made by people who do not live in Delaware City, who will have to live with the consequences of those decisions.

Online Survey Insights on Priorities

☐ Top Strategic outcomes by respondents:

- Historic Building preservation
- Transparent Communication
- Development that attracts new residents and businesses

☐ Top Ranked Projects to focus on:

- Complete projects they have started/stabilize deteriorated buildings
- Ensure environmental conservation and restoration
- Redevelop to create commercial opportunities
- Address access to the water

Write-in comments: recreational and culture amenities, repairs, and water-access restoration.

FDRPC Strategic Plan Committee

- John McMahon, Board Chair
- Courtney Stewart
- David Edgell
- Wendy Rogers
- Michael Graci
- Tim Slavin, FDRPC Executive Director
- Janice Moturi, FDRPC Deputy Director-Controller

Who FRDPC Serves

1. Current & Future Residents of Delaware City
2. The Local Economy (Employers/Business/Cultural Tourism)

Who FRDPC Partners to Serve Above

1. Private and Governmental Funders
2. Partner Agencies (DNREC, Parks)

Other audiences considered but are secondary when it comes to considerations for decisions: State Taxpayers, Visitors/Tourists

Updated Vision

Fort DuPont Redevelopment and Preservation Corporation contributes to making Delaware City a dynamic destination, captivating new businesses, residents, and historical and cultural tourists. With a vibrant community and historical heritage, our city thrives along Delaware's scenic byway, offering prosperity, inclusivity, and enriching experiences for all.

Updated Mission Statement

Building a vibrant legacy: Fort DuPont Redevelopment and Preservation Corporation is dedicated to revitalizing the Fort DuPont Campus with a focus on preserving our shared history, healing the environment, developing residential and recreational spaces, and providing economic opportunities. Together, we aim to enhance our community's charm, prosperity, and quality of life.

Values

Honesty

Stewardship

Inclusion

Partnership

Progress



Values Statement

At Fort DuPont Redevelopment and Preservation Corporation, our core values are the foundation of our vision and mission and guide every aspect of our work. With unwavering dedication, we embrace the values of honesty, stewardship, inclusion, partnership, and progress as we preserve and redevelop the unique environmental, historic, and cultural resource that is Fort DuPont.

Honesty: Integrity is the cornerstone of our organization. We commit to conducting ourselves with honesty and transparency in our actions, communications, and decision-making processes. We value trust, and through open and candid interactions, we aspire to foster an environment in which our relationships with the community and our partners thrive.

Stewardship: As caretakers of Fort DuPont's land and historical and cultural heritage, we hold a profound sense of responsibility to preserve, repair, and develop this cherished campus. We champion sustainable practices that safeguard the environment, conserve resources, and honor the past while paving the way for a brighter future. With a focus on long-term sustainability, we can ensure that Fort DuPont thrives for generations to come.

Values Statement

Inclusion: We believe in the power of diversity and inclusion, embracing the richness of our organization's varied voices, perspectives, and backgrounds. We seek to foster a welcoming, accessible, and inclusive environment. We actively seek input from our stakeholders with the belief that better decisions are made when diverse voices are heard.

Partnership: Collaboration lies at the heart of our approach. We recognize that true progress is achieved through the power of partnership. We rely on alliances with community members, local businesses, government entities, and other stakeholders, to forge strong and meaningful connections. By working together, we pool our collective strengths, expertise, and resources to make a lasting, positive impact on our community.

Progress: We are dedicated to continuous improvement and forward-thinking. Progress is the engine that propels us toward a brighter future for Delaware City. Embracing innovation and creativity, we adapt to evolving challenges and opportunities. By staying agile and proactive, we ensure that our efforts lead to measurable and meaningful progress for Fort DuPont's campus and the community we serve.

Through the values of honesty, stewardship, inclusion, partnership, and progress, Fort DuPont Redevelopment and Preservation Corporation remains steadfast in its commitment to fostering a vibrant and sustainable campus and supporting our community. With our collective vision and shared principles, we forge a path that honors the past, embraces the present, and creates a legacy of local and regional prosperity for the future.

2024-2028 Plan Outcomes

- Historic Buildings and Campus Plan are updated, and progress has been made to restore and repurpose towards those plans.
- There is access to Recreational/Cultural/Nature amenities.
- Community supports FDRPC plans and trusts our decisions.

2024-2028 Strategies

- ❑ Identify the priority for projects over the next five years.
- ❑ Stand up an affiliated entity (“friends” group).
- ❑ Strengthen stakeholder trust and engagement with FDRPC based on a shared vision.
- ❑ Establish long-term financial sustainability for FDRPC.

Identify the priority for projects over the next five years

Strategy	Activity	Calendar Year Complete					\$ Estimate Cost	Partner Requirement	# New Staff	Conditions	
		2023	2024	2025	2026	2027	2028				
Identify the Priority for Projects for the next five years								TBD	Government/ Private Donors/ Contractors/ DNREC	1	
1	Complete an updated campus master plan that reflects community interests with realistic expectations										Funding comes in
2	Complete Chapel & Theatre Projects										
3	Restore 7 Rental Units										
4	Explore feasibility & prep requirements of larger spaces for commercial interests										Assessments of Conditions/Reqs for Leaseholders
5	Secure Zoning/Permit & Execute plan design for branch canal abatement & Promenade										Securing Permit/funding
7	Complete Bike Path and Walking Trails										Master Plan/State DNREC partnership/funding
8	Complete Upgrades to recreational courts (Bball/tennis etc.)										Master Plan/Marina Village - complete now even if they move later?
9	Remediate x square feet of property for future re-use purposes										Upon plan completion/regulations and costs

Stand up an affiliated entity (friends group)

Strategy		Activity	Calendar Year Complete						\$ Estimate Cost	Partner Requirement	# New Staff	Conditions
Stand up an Affiliated entity (friends group)			2023	2024	2025	2026	2027	2028	TBD	Fundraising Consultant/Experts	1	
1	Governance Structure Established											determine affiliation with FDRPC
2	Fundraising Plan Created											FDRPC seeds the costs to start fundraising
3	Historic/Cultural Program Plan Developed											based on fundraising
4	Volunteers recruited and engaged											based on historic/cultural program plan

Strengthen stakeholder trust and engagement with FDRPC based on a shared vision

Strategy	Activity	Calendar Year Complete						\$ Estimate Cost	Partner Requirement	# New Staff	<u>Conditions</u>
Strengthen stakeholder trust and engagement in FDRPC based on a shared vision		2023	2024	2025	2026	2027	2028	TBD		1	
1	Communicate Strategic Plan and convene regularly to report on progress to plan										based on board approval
2	Create and implement a communications plan for sustained and consistent messaging across communications platforms.										funding to support position
3	Provide visible before/after progress reports on long-term initiatives										
4	Communicate about the role/responsibility of FDRPC and its partners in the redevelopment, preservation, and improvement of the campus										clarify roles

Establish long-term financial sustainability for FDRPC

Strategy		Activity	Calendar Year Complete					\$ Estimate Cost	Partner Requirement	# New Staff	Conditions
			2023	2024	2025	2026	2027				
Establish Long-term Financial Sustainability for FDRPC								TBD	Government, Private Donors, Leaseholders	0	
1	Diversify funding streams based on the fundraising plan identified above										Fundraising success/ lease opportunities
2	Determine annual costs for maintain common areas/determine assessment plan										
3	Develop Updated Case for Support/Advocate for Appropriate funding levels										

Key Enablers for Plan Success

- Approvals: Ability to secure Zoning/Permitting Requirements to complete projects
- Regulations: Environmental, historic register, city
- Assessments: What may need to be removed or replaced to build in infrastructure for development
- Staff Retention and/or succession planning (retaining institutional knowledge)
- Board Structure: Use of committees/task groups to help get the work done
- Board Engagement: Leveraging expertise, networks to help achieve the plan

FDRPC
2024-2028
Strategic
Plan
Framework

<p>Our Vision:</p>	<p><i>Fort DuPont Redevelopment and Preservation Corporation contributes to making Delaware City a dynamic destination, captivating new businesses, residents, and historical and cultural tourists. With a vibrant community and historical heritage, our city thrives along Delaware's scenic byway, offering prosperity, inclusivity, and enriching experiences for all.</i></p>	
<p>Our Mission:</p>	<p><i>Building a vibrant legacy: Fort DuPont Redevelopment and Preservation Corporation is dedicated to revitalizing the Fort DuPont Campus with a focus on preserving our shared history, healing the environment, developing residential and recreational spaces, and providing economic opportunities. Together, we aim to enhance our community's charm, prosperity, and quality of life.</i></p>	
<p>Our Values:</p>	<p><i>Honesty, Stewardship, Inclusion, Partnership, Progress</i></p>	
<p>Who we Primarily Serve & Our Partners</p>	<p>Our Beneficiaries Residents of Delaware City and Fort DuPont Future Residents Delaware City's Economy</p>	<p>Our Partners Private & Governmental Funders Partner Agencies</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes in 5 years</p> <p>Historic buildings and campus plans are updated, and progress has been made to restore and repurpose towards those plans</p> <p>There is access to Recreational/Cultural/Nature amenities</p> <p>Community supports FDRPC plans and trusts our decisions</p>	<p>Success is Measured By</p> <p>x# of buildings are back in use, historic storytelling, income generated from that use, increase in economic benefit to Delaware City, recognized as a historic destination</p> <p>bike trails upgraded, recreational courts in use, theatre and chapel are operational, Branch canal promenade renovated, walking trails, fishing and access to the canal are possible</p> <p>more volunteers, positive reputation (measured up from 2023 survey), community supports the development plan and trusts we have their interests in mind, funding is available (government/private)</p>
<p>Strategies</p>	<p>Identify the priority for projects for the next five years</p> <p>Stand up an affiliated entity (friends group)</p> <p>Strengthen stakeholder trust and engagement in FDRPC based on a shared vision</p> <p>Establish Long-term Financial Sustainability for FDRPC</p>	
<p>Key Enablers (conditions)</p>	<p>Approvals: Ability to secure Zoning/Permitting Requirements to complete projects</p> <p>Regulations: environmental, historic register</p> <p>Assessments: what is underground that may need to be removed or replaced to build in infrastructure for development</p> <p>Staff Retention and/or succession planning (retaining institutional knowledge)</p> <p>Board Structure: use of committees/task groups to help get the work done</p> <p>Board Engagement: leveraging expertise, networks to help achieve the plan</p>	

Questions/Comments?