

OPPORTUNITY



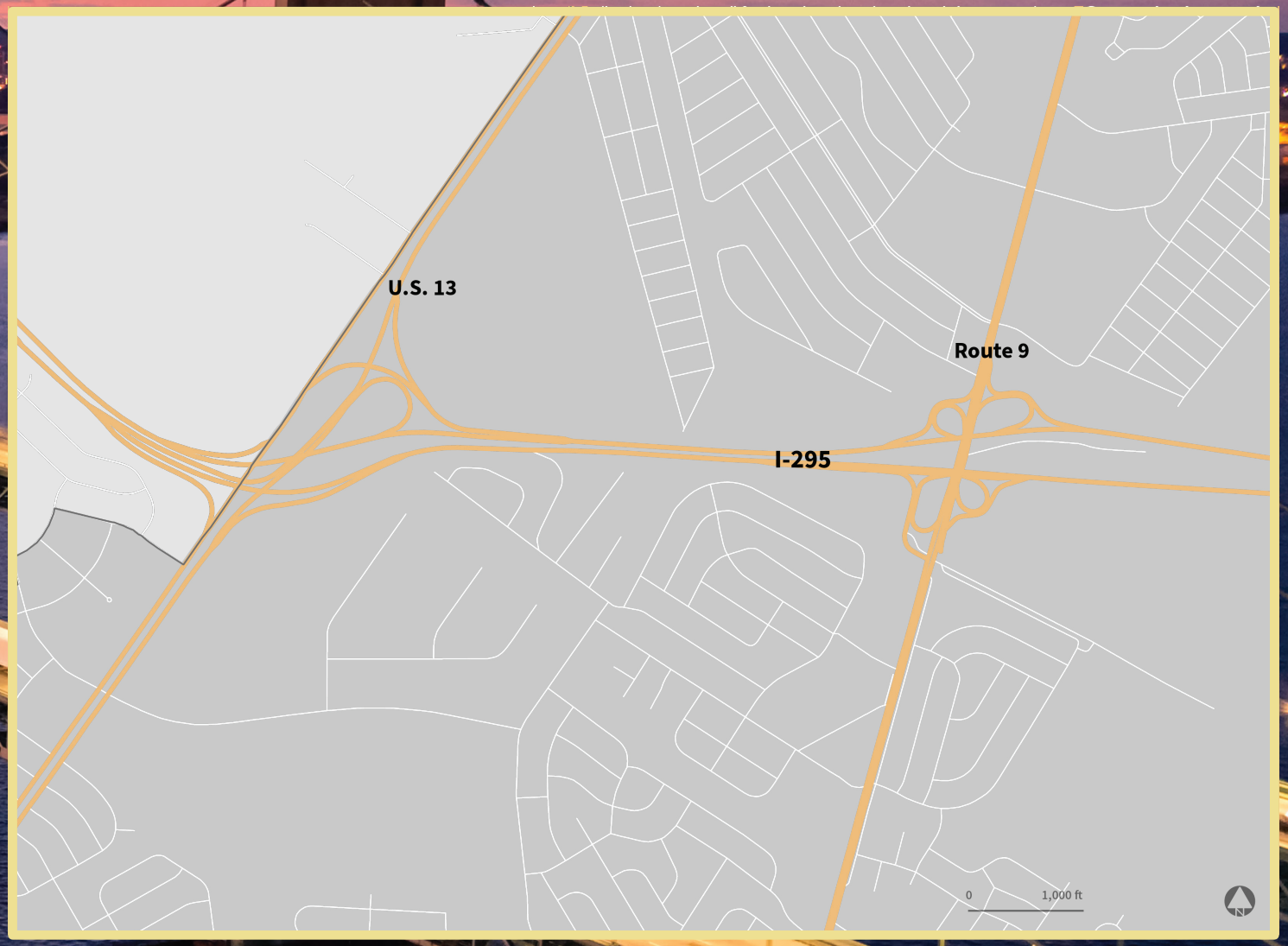


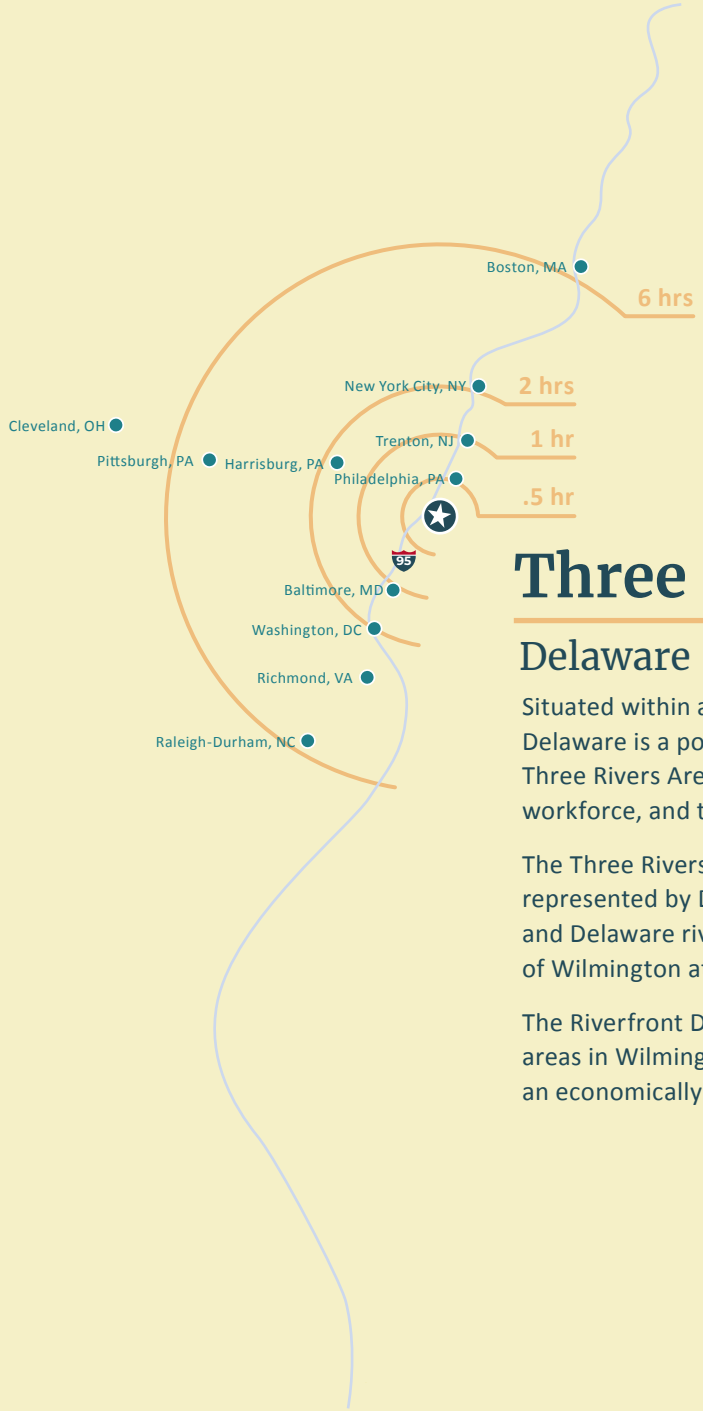




At the western end of the Delaware Memorial Bridge is **Delaware's 2nd Senatorial District,** the access point to economic opportunity and action in the First State.

Delaware lies at the heart of the Northeast Corridor—key for movement of people and goods. **Delaware's 2nd Senatorial District is the gateway,** connecting Delaware with the Northeast Corridor via the major intersection of I-295/Rt. 9.





Three Rivers Area

Delaware

Situated within a day's drive of one-third of the nation's population, the Three Rivers Area of Delaware is a powerful location for firms needing populous markets within easy reach. The Three Rivers Area is a prime location for 21st-century industry, with available land, a ready workforce, and transportation assets that avail all modes for moving people and goods.

The Three Rivers Area is within the **Delaware State 2nd Senatorial District,** which has been represented by Darius J. Brown since 2018. The confluence of the Brandywine, Christina, and Delaware rivers has historically been a key location for industry, with the bustling Port of Wilmington at the core.

The Riverfront Development Corporation successfully facilitated development of riverfront areas in Wilmington. Now, in partnership with Senator Brown, they are focused on creating an economically vibrant and environmentally sustainable Three Rivers Area.

A Message from
Senator Darius J. Brown, Megan McGlinchey, and Thomas J. Cook

To the Three Rivers Community,

After nearly a year of meeting with stakeholders, mapping key sites, and measuring possible solutions to improve housing, develop opportunities for new businesses, and to create jobs for local residents, Senator Darius Brown (Senate District 2) and the Riverfront Development Corporation (RDC) are excited to present the Three Rivers Economic Development Master Plan. This plan will serve as a guide for the next decade of economic development and community expansion.

The planning process was a collaborative approach, engaging community members, industry leaders, government officials and planning experts - while reviewing existing plans and projects as to complement those efforts rather than compete with what is already happening. The goal of this plan is to create a pathway for economic development that will make the Three Rivers Community an even better place to live, work, shop, dine and be entertained. We listened to anecdotes of the days of old, combined that with research, best practices, comparison communities and have now arrived at a comprehensive plan to advance the Three Rivers Community.

The priorities of this plan include activating spaces that include adaptive use of key real estate parcels for industrial and commercial usages as well as potential housing. The plan also offers recommendations around workforce opportunities in high growth sectors, aggressive business and residential attraction, quality of life improvements as well as ways to expand existing industry-university-student partnerships.

Thank you to everyone who embarked on this journey with us. Without your commitment to the process and moreover to our community, we would not have completed such a comprehensive approach to advancing the economy of the Three Rivers Community. Together, with various partners who were engaged in this planning process and those who will join us in the future, we will work diligently to bring this plan to life and make the Three Rivers Community a wonderful and welcoming place for everyone.



Hon. Darius J. Brown, Delaware State 2nd Senatorial District



Megan McGlinchey, Executive Director, Riverfront Development Corporation of Delaware



Thomas J. Cook, Executive Director, Delaware River and Bay Authority

"These high-level recommendations are designed to spur development and advance industry that strengthens economic vitality of the Riverfront and the 2nd Senatorial District."

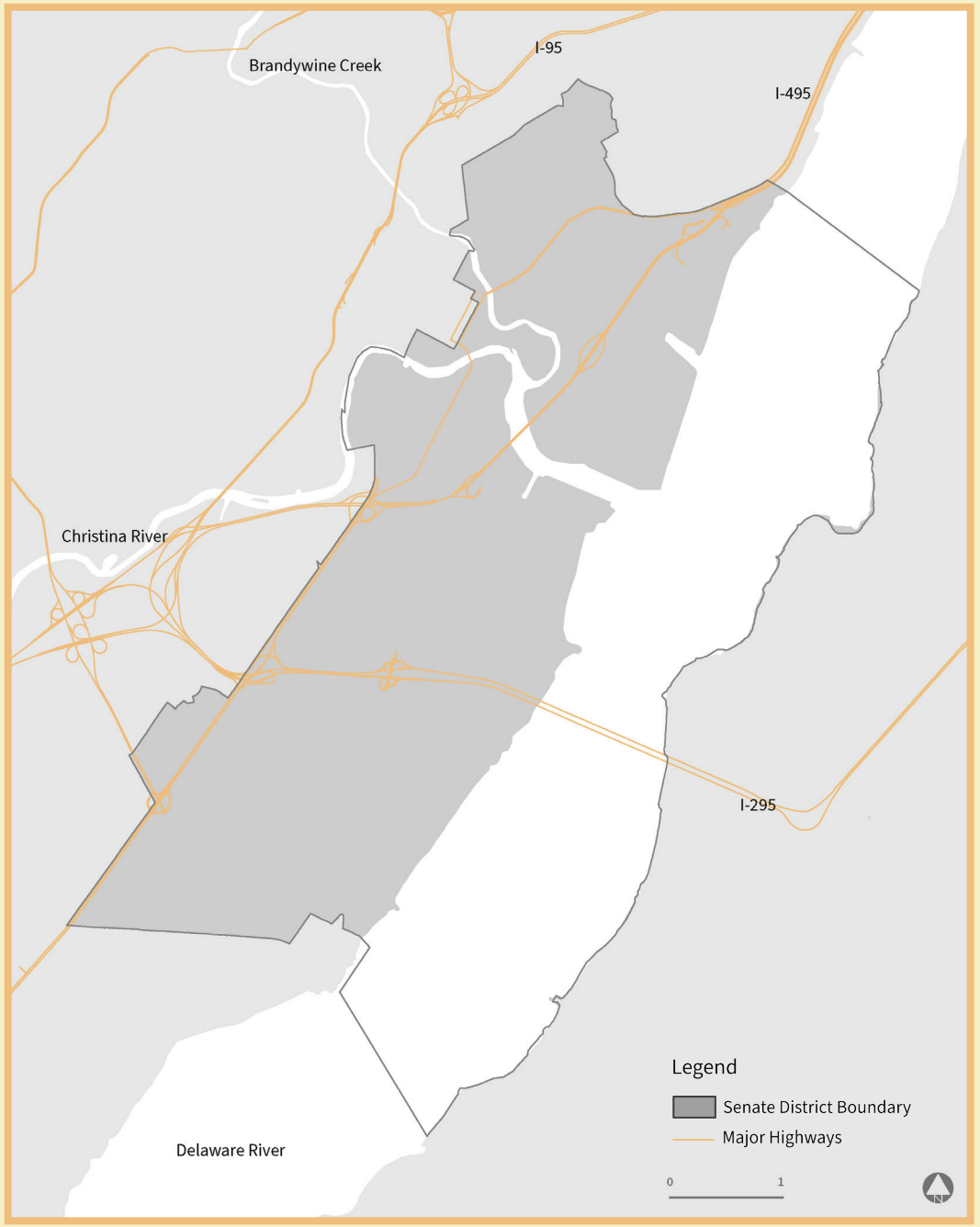
– Megan McGlinchey, Executive Director, Riverfront Development Corporation of Delaware

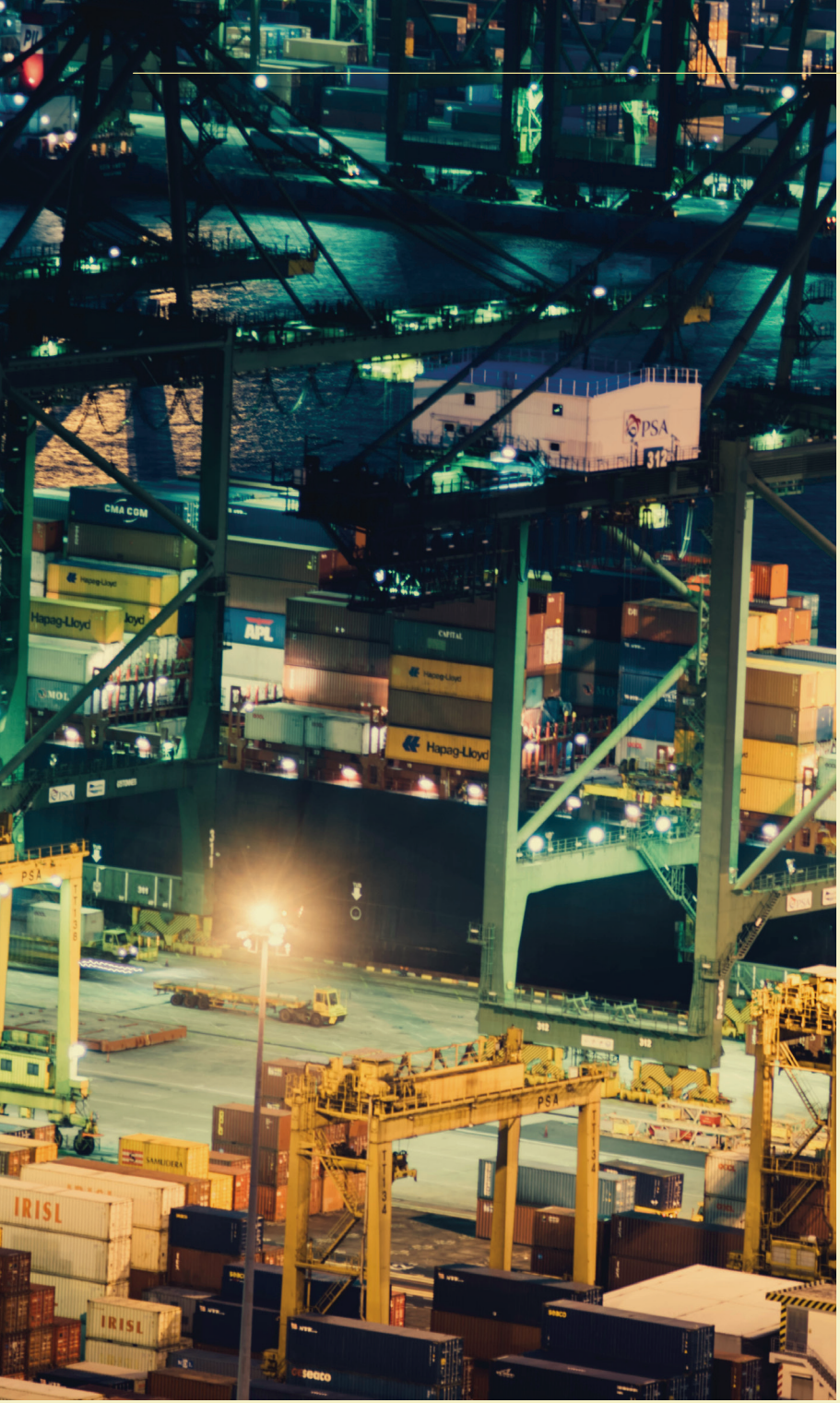
"This plan allows us to take full advantage of physical and human assets that position the 2nd District for future prosperity."

– Senator Darius Brown,
2nd Senatorial District

Opportunity Lives Here, an Economic Development Master Plan for Delaware's Three Rivers Area, is focused on the state's 2nd Senatorial District which straddles the City of Wilmington, cities of New Castle and Edgemoor, and portions of New Castle County.

Delaware 2nd Senatorial District





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Big Idea for the Three Rivers Area—

Ensure that any strategy that is deployed encourages the promotion of small business development and supporting local entrepreneurs. This should include supporting small/local developers that provide creative ideas.

—from stakeholder engagement

Executive Summary

Goals and Approach
Benefits of Investing in the Three Rivers Area
Accessible To & From Everywhere
Summary of Recommendations
Parcels of Interest



Goals and Approach

This plan provides strategies that cater to the assets of the area—including people, places, and programs—while also looking forward to the future of the 2nd Senatorial District and the State of Delaware. Three major themes—resilience, opportunity, and wellness—inform the recommendations of this plan, all of which involve the act of "connecting" to elevate the area.



RESILIENCE

Connecting ecological resilience and economic development to ensure environmentally sustainable and locally authentic solutions.



OPPORTUNITY

Connecting local residents and businesses to economic opportunities with global potential.



WELLNESS

Connecting the region to enhance mobility and recreation.

Benefits of Investing in the Three Rivers Area

The assessment of the Three Rivers Area completed for this plan yields a number of compelling strengths that position the area as a business location of choice. A selection of those assets is listed here:

LOW COST OF LIVING. The cost of housing in Wilmington is 88% of the national average.

LOW COST OF DOING BUSINESS. The City of Wilmington and New Castle County offer a favorable tax climate with low income tax rates, and 0% sales tax rate. The cost of running a business in Wilmington is 88% of the national average.

REAL ESTATE. Several large, vacant parcels zoned for industrial usage are readily available.

INVESTMENT. Throughout the 2nd Senatorial District, there have been investments in new parks, roads, infrastructure, and homes.

SMALL BUSINESS SUPPORT. There is a vast array of grants and supporting organizations for small business owners and entrepreneurs.

INCENTIVES. Financial assistance and tax and property incentives are readily available to create solutions to retain, expand, or attract businesses within the District.

LEGAL BENEFITS. Delaware has the best legal climate for corporations and is home to the Chancery Court—the nation's oldest business law forum.

PRO-BUSINESS. Delaware is one of the top states for business incorporation. Half of all American publicly-traded companies and two-thirds of Fortune 500 companies are incorporated in the state.

STRONG MAJOR INDUSTRIES. Healthcare, finance, and professional services are primary drivers in the Wilmington economy. Delaware has the highest relative concentration of financial services jobs—nearly twice the national average.

EMERGING SECTORS. Financial technology, advanced chemical manufacturing, and user experience design are flourishing, and anticipate increased rates of employment in the near future.

IN GOOD COMPANY

Known for its strong legal and financial sectors, the area is home to a wide variety of industries, including a growing tech sector. The workforce has developed expertise in the emerging fields of predictive analytics, financial technology, and user experience design. Delaware is also the highest ranked for fiber optic infrastructure in the U.S. ensuring it is able to support businesses needing 21st-century connectivity. Within the District and nearby are major employers such as:

AAA

Adesis

Bancroft Construction

Barclays

Brandywine Elevator Company

Capital One

The Chemours Company

ChristianaCare Health System

Citicorp Banking

CMH Capital

Corteva Agriscience

Delaware Business Systems

DiSabatino

DuPont

EDiS Company

Gore

HBCS

Incyte

JPMorgan Chase

Johnson Controls Holding Company

Marlette Funding

Navient

Nemours (A.I. DuPont Hospital)

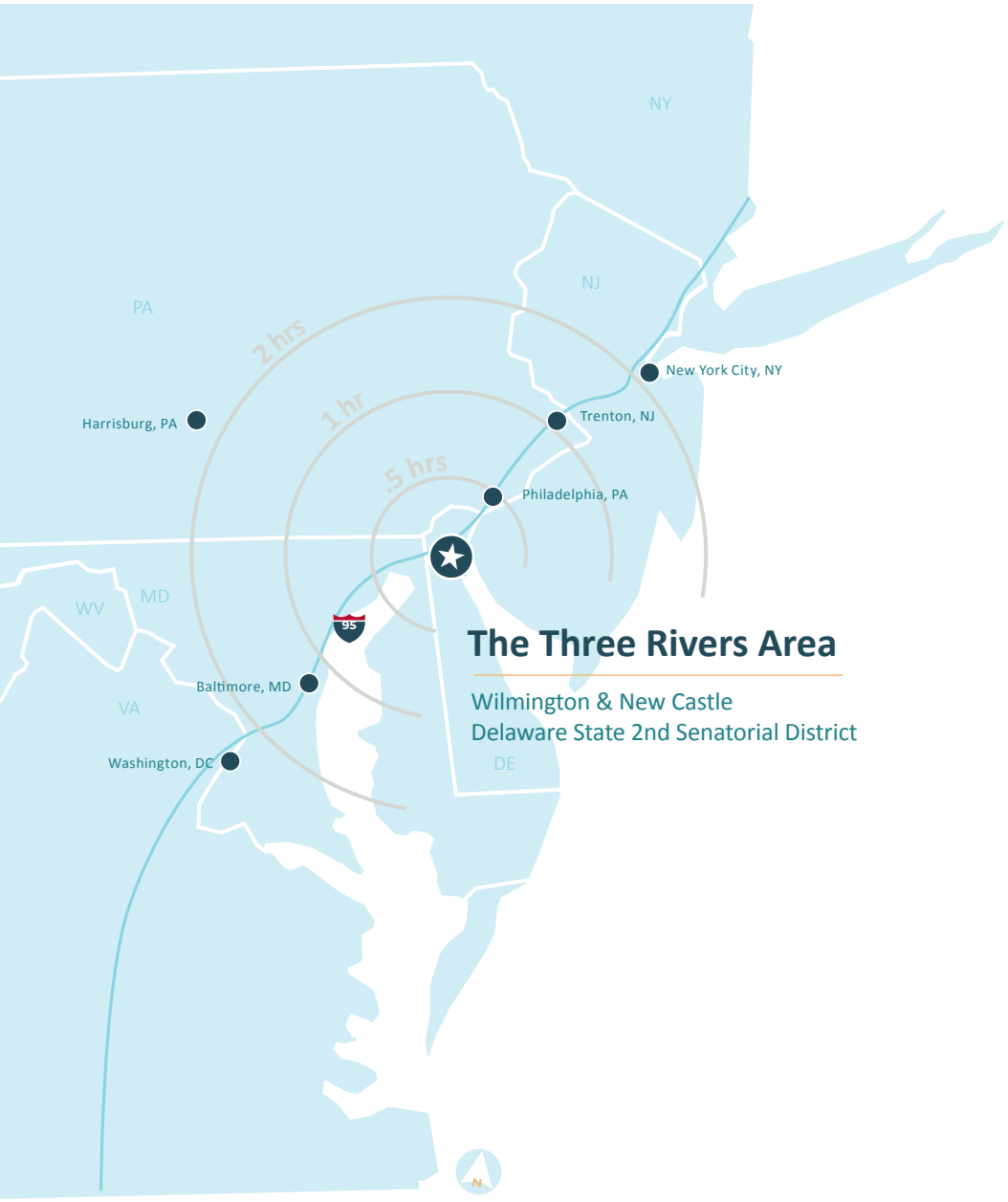
Nixon Medical

Prince Telecom

TA Instruments

United Acquisition

Wilmington University



Accessible To and From Everywhere

By Land, Air, & Sea

Situated just west of the Delaware River, along the Brandywine and Christina Rivers, Delaware's Second Senatorial District is located right on I-95, the primary north-south route on the Eastern Seabord. The District is centrally located between major cities such as Washington, D.C., and New York City, and is only 30 miles southwest of Philadelphia, making it an ideal location for both industrialists and executives.

RAIL

The Joseph R. Biden, Jr., Railroad Station (also known as Wilmington Station) is among the busiest in the U.S. and is a short ride to nine of the top 25 Amtrak destinations in the country. The Three Rivers Area is also connected to the surrounding region by SEPTA and DART.

AIR

Wilmington Airport (ILG), located just outside of the District, is a general aviation airport for private and cargo flights, as well as commercial flights to Florida offered by Avelo. Also, the Three Rivers Area is easily accessible to seven of the 30 busiest airports in the U.S.; the closest are:

New Castle: ILG, 10 minute drive from Downtown Wilmington

Philadelphia: PHL, 25 minutes to the north
Accessible by SEPTA and Amtrak

Baltimore/Washington: BWI International Airport, 1.5 hours to the south
Accessible by Amtrak

Harrisburg: MDT International Airport, 2 hours to the northwest

Newark: EWR International Airport, 2 hours to the northeast
Accessible by Amtrak

SEA

The Port of Wilmington is a full-service deep-water port and is the largest container terminal on the Delaware River. It is North American's top seaport for imports of fresh fruit, bananas, and juice concentrates, and is home to North American's largest dockside cold storage facility.

Recent Success
Adjacent to the 2nd Senatorial District



PHOTO: JOE SCARNICI/GETTY IMAGES FOR AVELO AIR

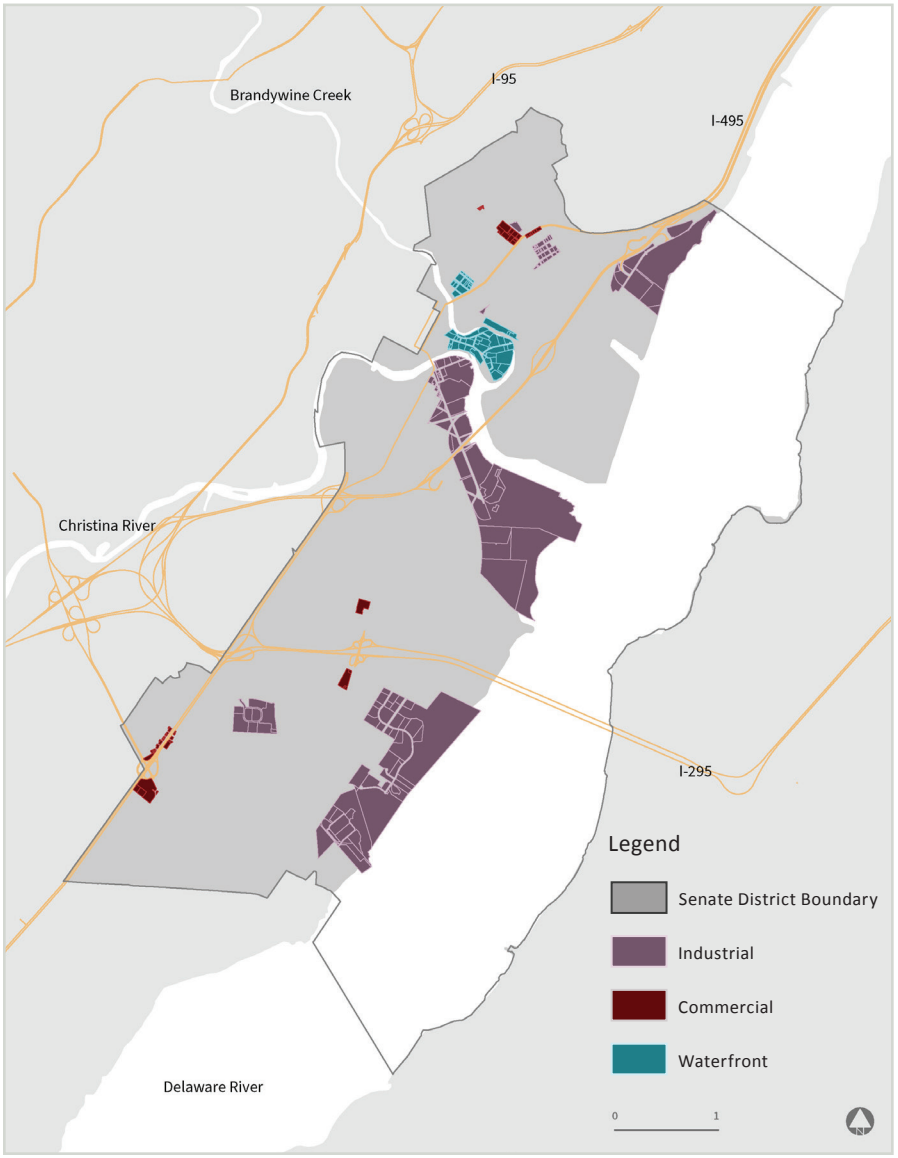
Avelo Airlines at Wilmington Airport. *Avelo Airlines opened its fourth base at Wilmington Airport (ILG) in early 2023, unlocking a new era of affordable, convenient, and reliable air service for the Delaware Valley. Avelo will initially serve five popular nonstop Florida destinations from ILG: Fort Lauderdale, Fort Myers, Orlando, Tampa, and West Palm Beach.*



PHOTO: R TODD MILLER

Summary of Real Estate Recommendations: Adaptive Reuse of Real Estate

Map of Opportunities for Adaptive Reuse of Real Estate



Leveraging physical and locational strengths, the Three Rivers Area has available land primed to be activated for high-demand global industries, businesses, and new places to live that will generate sustainable economic growth. The parcels highlighted on the map to the left are of keen interest for investment, and meet the development recommendations summarized on the following page, and detailed in Section 5 Connecting to Ideation and Solutions (hyperlinked here for ease of use).

A wide variety of land uses are represented by the three general categories shown on the map to the left. Purple shaded areas indicate Industrial uses ranging from heavy industry to light manufacturing and logistics. Red shaded parcels represent commercial uses and opportunities including regional shopping centers and neighborhood-level retail and service uses. Blue shaded areas, representing waterfront uses and opportunities, are available for light manufacturing, commercial, and residential uses. Details about each of these real estate opportunities are provided in Section 4: Connecting to Real Estate (hyperlinked here for ease of use).

Types of businesses envisioned for the Delaware 2nd Senatorial District include:

- Small or Large Industrial and Manufacturing Companies
- Grocery Stores
- Entertainment Complexes
- Various Retail Uses
- Distribution, Warehousing and Logistics
- Coffee Houses
- Restaurant Operators
- Additional Creative Entrepreneurs

Summary of Program Recommendations

Aggressive Business and Resident Attraction

The area is ready for new residents and businesses.



- **Attract another retail/ entertainment anchor to the Riverfront**
- **Attract a corporate or regional HQ that focuses on sustainability, recreation, wellness, energy, or related business**
- **Build a self-reinforcing ecosystem for inclusive entrepreneurship**
- **Invest in multimodal mobility infrastructure**

Workforce Opportunities in High Growth Sectors

Drawing from its physical and locational strengths, the Three Rivers Area is primed to connect high growth global economic opportunities to available local workforce.



- **Expand opportunities in fintech**
- **Grow entrepreneurship opportunities and increase access to capital**
- **Advance clean energy initiatives for sustainable jobs and resources for the region**
- **Support investment in charging station infrastructure**
- **Support niche light/medium manufacturing**
- **Invest in workforce development for targeted manufacturing**
- **Support growth of geospatial technology**

Quality of Life

Investments in quality of life assets yield meaningful returns, both in attracting new residents and businesses, and in serving existing residents and businesses.



- **Invest in multimodal mobility infrastructure**
- **Create a branded campaign promoting Wilmington's attractions and themes**

Industry-University-Student Partnerships

The confluence of employers seeking talent, university-anchored work opportunities, and students prioritizing real-world experience makes the difference.

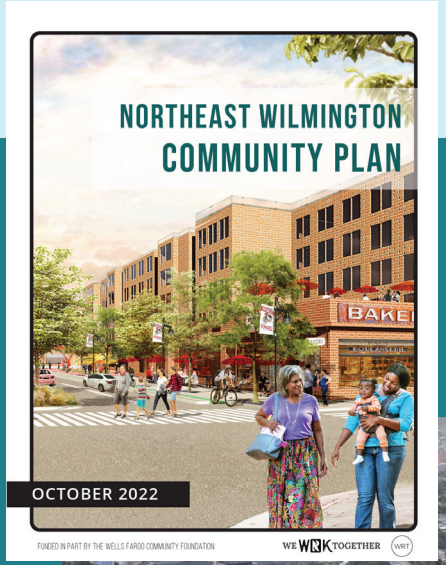


- **Expand retail and commercial options along Route 13 around Wilmington University**
- **Expand or enhance workforce and entrepreneurship options through Delaware Technical Community College and Delaware State University**

Recent Success
In the 2nd Senatorial District

***REACH Riverside** aims to improve the quality of life for residents by implementing community-led strategies that will enhance economic opportunity, build a safe and strong neighborhood, and ensure a dynamic framework for quality growth and development. REACH is an acronym for the organization's three pillars: Redevelopment, Education, And Community Health. These have been shown to have the greatest impact on a community's wellbeing. REACH promises to build 600 units of high-quality, mixed-income housing; to ensure a 21st-century education pipeline from childhood through high school; to create a comprehensive health and wellness program; and to develop vibrant commercial districts to meet the needs of the neighborhood.*

REACH Riverside cut the ribbon on its first homes in August 2022. Imani Village includes one-, two-, three-, and four-bedroom apartment homes for low-income families, with units set aside for seniors, veterans, and individuals with disabilities. The second phase of housing is already done—due in part to the allocation of more than $26 million from the state's share of federal American Rescue Plan Act funds—with another 67 units due to be completed by early 2023. Future plans include creating a multi-modal 12th Street connector and riverfront greenway and transforming key corridor through mixed-use and key strategies.




RENDERING FROM NORTHEAST WILMINGTON COMMUNITY PLAN


DBT PHOTO BY JACOB OWENS

Big Idea for the Three Rivers Area—

Life sciences will continue to be an economic driver for the region, we are well positioned to take advantage of this and should continue to strategize of how to bring more of this into Wilmington and New Castle, DE.

—from stakeholder engagement



1 Confluence of Connecting

Connection Theme

Process: From Research to Recommendations

Contemporary Planning Efforts

Stakeholder Engagement

Lessons from Peer Cities

Connection Theme

The confluence of connecting provide opportunities to bring together people, place, and programs



PEOPLE

The plan identifies ways to improve the lives of residents, businesses, and institutions by providing better opportunities for live-work-play as well as the attraction, retention, or enhancement businesses in the area.



PLACE

The plan will provide opportunities to enhance the quality of places by optimizing land use and real estate to bring vibrancy and economic activity to the area.



PROGRAMS

The plan identifies existing and suggests new programs and tools that connect people and places with support to allow opportunities to improve quality of life.

Process: From Research to Recommendations

This plan is the culmination of a six-month planning process conducted by Econsult Solutions, Inc., PACE, Whitman, Requardt and Associates, LLP, and RD Innovative Solutions. The planning process began in the summer of 2022 and had five main phases.



The team performed primary and secondary research, including demographic and income analysis, review of previous plans, selections of comparison cities, and best practice research.

The team held visioning sessions and interviews with key stakeholders including with government and quasi-government agencies, and toured the District.

Drawing on the visioning sessions and other research efforts, the team developed new ideas for the District.

These ideas were tested with stakeholders in order to translate them into actionable recommendations.

The team developed actionable recommendations that can be implemented, monitored, and adjusted as needed. Impacts, time frames, and potential partners were identified for each recommendation. Case studies provide examples of economic development initiatives from peer cities.

Contemporary Planning Efforts

It is important that the Three Rivers Area Economic Development Master Plan is both respectful of and consistent with recent planning efforts for the area. Summaries of key point from a few selected plans are highlighted below.

Wilmington 2028 Comprehensive Plan (2019)
by the Wilmington Department of Land Use and Planning
(formerly the Department of Planning and Development)

The renaissance of Wilmington's downtown, riverfront, and neighborhoods is critical to its regional competitiveness. Continuing this trajectory will mean cultivating the housing, transportation, and urban environment that can attract residents, workers, and businesses that seek the advantages of a city and connecting to neighborhoods across the city to make Wilmington a great place to live and work.

Guiding Principles:

- Equity
- Health
- Sustainability
- Resiliency

Goals:

- Strong and safe neighborhoods
- Healthy and thriving communities
- Robust local economy
- Connected city and region
- Sustainable and resilient city

Resilient Wilmington: Preparing for Tomorrow's Climate Risks (2022)
by the Wilmington Department of Public Works

The Resilient Wilmington plan helps Wilmington prepare for and reduce the impacts of climate change. Communities across Wilmington are already being affected by heavy rainfall, flooding during high tides, and extreme heat events. Over 1,000 buildings and 15% of the City's residents are currently at risk of flooding and, according to Climate Central, Delaware is tied with Arizona as the fourth-fastest warming state in the country. By taking action to build resilience now, the City is working to ensure that Wilmington has a resilient, prosperous, and equitable future.

Goals:

- Assess Wilmington's current and future risk from climate change
- Develop recommendations to mitigate and prepare for the effects of climate change for different focus areas, including transportation, waterfront development, sewer and stormwater infrastructure, and public health and safety
- Engage a robust group of stakeholders to guide the development of recommendations
- Integrate climate resilience into applicable planning and capital expenditure mechanisms within the City

Themes/Sections:

- Waterfront Development
- Sewer and Stormwater Infrastructure
- Transportation
- Public Health & Safety

The Plan includes action items that reduce vulnerability, reduce contributions to emissions, increase resilience of drainage infrastructure, and address rising shorelines.

Southbridge Neighborhood Action Plan (2021)

by Healthy Communities Delaware, The South Wilmington Planning Network, and Southbridge Civic Association

The Southbridge Neighborhood Action Plan is a blueprint for equitable growth in South Wilmington. It calls for a community benefits agreement (CBA) between residents of Southbridge and developers in South Wilmington.

Action items fall into seven key areas of focus:

- Community Empowerment. Action items that hold the key to the funding and implementation of other action Items.
- Economic Revitalization. Action items that target resources toward the economic revitalization of Southbridge.
- Youth and Education. Action Iitems that ensure youth in Southbridge have a place to play and learn in the community.
- Affordable Living. Action items that ensure that Southbridge residents are able to continue to live in the community.
- Better Health. Action items that will improve health outcomes for Southbridge residents.
- Improved Mobility. Action items that will make it easier and safer for Southbridge residents to access amenities in Wilmington using a variety of transportation modes.
- Resilience to Climate Change. Action items that enhance the preparedness of Southbridge residents for flooding, sea level rise, and rising temperatures associated with climate change.



Stakeholder Engagement

The initial stakeholder visioning session was convened virtually in June, and meetings and interviews continued into November 2022. RD Innovations and PACE engaged approximately 20 cross-sector stakeholders. The visioning session allowed the ESI Team to listen, which ensured that the tone and expectations of the report met the future needs of the 2nd Senatorial District.

We were able to gather general information about each stakeholder's role within their organization or community and how s/he could potentially support the project. The conversations were broad and included economic development needs, opportunities, assets, and potential barriers in the 2nd Senatorial District.

Interviews were conducted one-on-one with representatives of targeted organizations and agencies. Our team also conducted additional telephone interviews with various cross-sector stakeholders from New Castle County government, non-profits organziations, small businss owners, and community leaders. Through these engagements we heard big ideas for the Three Rivers Area. These big ideas have informed the recommendations of this plan; they are articulated throughout the pages of this document.

Targeted interviews were conducted with the following stakeholders:

Michael Purzycki, Mayor, and senior staff
Office of the Mayor, Wilmington, DE

Susan Love, Administrator
Delaware Division of Climate, Coastal, and Energy

Thomas J. Murray, Management Analyst
Delaware River & Bay Authority

Jeffrey Martino, Director
Partnerships and Community Affairs, Wilmington University

Rick Ferrell, Development Coach
Downtown Development Districts (DSHA)

Dionna Sargent, Vice President of Community Development
Cinnaire

Sean Park, Director
Office of Economic Development, Wilmington, DE

Michael Fleming, President
Delaware BioScience Association

Bianca Mers and Dave Ford
Reach Riverside

Richard Stat
New Castle Farmer's Market

Al Washington
Rosehill Community Center

Kurt Foreman
Delaware Prosperity Partnership

Charuni Patibanda
New Castle County, Economic Development Office

Lessons from Local Projects and Peer Cities

An important source for identifying and vetting recommendations for the Three Rivers Area Economic Development Master Plan was examining lessons from local projects as well as the experience of cities with similar waterfront assets and opportunities. The six cities presented on the following page were mined for success stories and cautionary tales that are relevant to the Wilmington, Delaware area, as innovative solutions to similar challenges are contemplated.

WILMINGTON, DELAWARE

This Mid-Atlantic mid-size city is home to half of all Fortune 500 corporations. Centrally located on the Eastern Seaboard, Wilmington has strengths in shipping, chemical manufacturing, financial services, and healthcare.

Population (City/MSA)	70,908 / 723,949
% Non-White	65.5%
Largest Private Employers	ChristianaCare: 12,000 JPMorgan: 11,000 Amazon: 7,500



COMPARISON CITIES

CINCINNATI, OHIO

This Midwest city is strategically located on the banks of the Ohio River and is home to seven Fortune 500s. It is a well-connected city with strengths in manufacturing, financial services, and healthcare, and a thriving startup ecosystem.

Population (City/MSA)	308,935 / 2.2M
% Non-White	49.7%
Largest Private Employers	The Kroger Company: 18,000 The Procter & Gamble Company: 10,000 GE Transportation: 7,000

ST. LOUIS, MISSOURI

A large percentage of the buildings that once supported the manufacturing-based economy of St. Louis have been demolished. St. Louis is an example of a city that is trying to find new uses for its large number of industrially-zoned vacant lots.

Population (City/MSA)	293,310 / 2.9M
% Non-White	53.6%
Largest Private Employers	Washington University: 19,000 Boeing: 15,000 Schnuck Markets, Inc.: 9,000

BALTIMORE, MARYLAND

Downtown is the fastest-growing residential community in Baltimore, but there has not been sufficient funding for the infrastructure and community-building that has been necessary to meet the Inner Harbor's fullest potential.

Population (City/MSA)	576,498 / 2.8M
% Non-White	70.3%
Largest Private Employers	T. Rowe Price: 4,000 McCormick and Company, Inc.: 2,500 CareFirst BlueCross/BlueShield: 2,500

CAMDEN, NEW JERSEY

Camden is well connected, located in the middle of the Boston–New York City–Washington, D.C. corridor, with connections to major ports. Like the Three Rivers Area, it has major attractions, including Adventure Aquarium.

Population (City/MSA)	71,773 / 1.2M
% Non-White	79.3%
Largest Private Employers	Campbell Soup Company: 1,200 American Water: 600 Subaru: 600

TRENTON, NEW JERSEY

Trenton is similar to Wilmington in terms of size, demographic makeup, and its history as a former industrial town on the Delaware River. New Jersey has launched a few innovative programs to help transform industrial sites.

Population (City/MSA)	90,457 / 370,000
% Non-White	64.7%
Largest Private Employers	Cenlar Capital Corporation: 3,000 Congoleum Corporation: 500 Hough Petroleum Corp: <100

SAN ANTONIO, TEXAS

Although somewhat of an outlier compared to the other case study cities, San Antonio provides an excellent example of a thriving local tourism industry. The riverfront has become both a destination, as well as a key business hub in the city. The vibrant River Walk is one of the most visited attractions in San Antonio.

Population (City/MSA)	1,451,853 / 2.6M
% Non-White	28.1%
Largest Private Employers	H-E-B Grocery Company: 20,000 Toyota Motor Manufacturing, Texas, Inc.: 2,700 Harland Clarke: 1,600

Big Idea for the Three Rivers Area

"Commercial corridor programs designed to improve activity, access, and diversity of offerings along Routes 9 and 13 are critical to revitalization efforts in 2nd Senatorial District."

- From Stakeholder Engagement

Future studies and allocated funded are needed to help enhance retail options for the area. Three Rivers Area stakeholders have stressed the need for a greater variety of commercial offerings to serve residents. Major routes through the District present such opportunities.







Enduring Success
In the 2nd Senatorial District

*Since 1954, the **New Castle Farmers Market** has been a local institution providing independently operated businesses with space to vend to offer their unique products and services to local and regional customers. It is at the historic "Hare's Corner" intersection of Routes 13 and 273 in the Airport Plaza Shopping Center. An indoor/outdoor marketplace, customers can shop for a wide variety ranging from Pennsylvania Dutch specialties, Lancaster County meats, baked goods, fresh produce, to antiques, collectibles, and other gently-used merchandise.*

Building for the Future

Investing in Electric Vehicle Infrastructure.

As the Electric Vehicle (EV) market opens to a broader consumer base, smaller and medium-sized cities will need to develop efficient and equitable EV infrastructure deployment plans, and leverage federal dollars. With fleet electrification becoming more widespread, the 2nd Senatorial District can position itself to take advantage of this change by insuring EV charging infrastructure is in place for school buses, city buses, and other public transit systems. In addition, EV charging infrastructure that is available to individuals is an amenity that can help make the District more appealing to potential residents and visitors.







Big Idea for the Three Rivers Area—

The City [and surrounding area] would benefit from the innovative development of retail and entertainment hubs that would attract more restaurants, hotels, and related businesses into the area.

—from stakeholder engagement

2 Connecting the Current State of Affairs

Economic Situation Analysis

Demographic Profile

Workforce

Economy



Economic Situation Analysis

Major Data Highlights

RESIDENTS



45,528
The District

1.01M
Delaware

MEDIAN AGE



37.4 yrs
The District

41 yrs
Delaware

MEDIAN HH INCOME



$55.3K
The District

$77.6K
Delaware

MEDIAN HOME VALUE



$182.5K
The District

$289.8K
Delaware

Demographic Profile

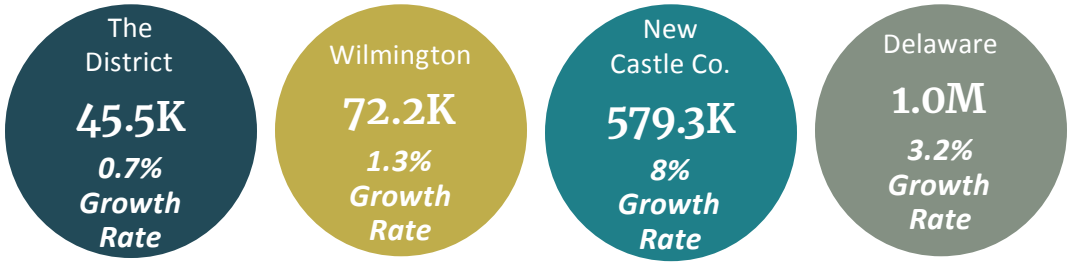
POPULATION

Delaware's 2nd Senatorial District is currently home to 45,528 residents. The area has seen two decades of population decline, following a peak of 47,221 residents in 2000. Population decline has stabilized in recent years and is projected to remain constant through the next five years.

In the last decade, the City of Wilmington has seen 1.3 percent growth, and New Castle County has seen 8 percent growth in the population. While the District isn't expected to see much growth in the near future, the Delaware Population Consortium projects a 12.5 percent increase in the total population of Delaware by 2050.[1] New housing projects may represent a boost in the county population.

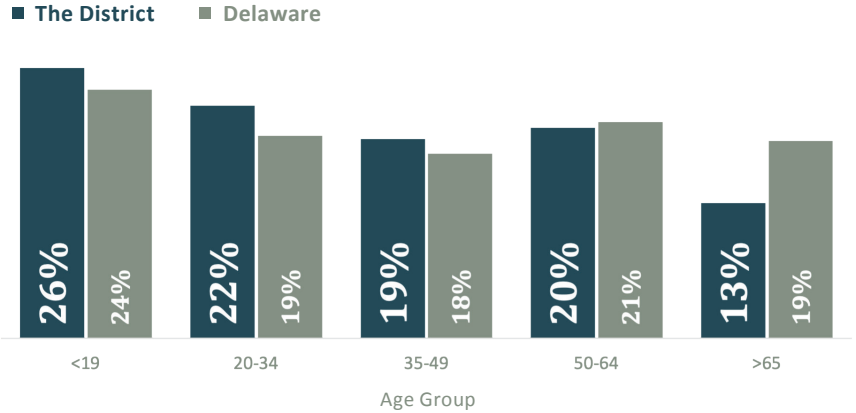
Even with stabilized population changes, there have been several shifts in the age distribution of the population. Despite population decline, one age group that continues to grow is 25- to 34-year-olds—this cohort has increase by 1.8 percentage points in the last ten years. This growing trend of young adults could be due to relative affordability and availability of housing in the area—targeting young adults could create more opportunity for business recruitment and expanded retail options. Continued investment in the district could contribute to population growth and further diversify age distribution.

Total Population and Growth Rate
(2022)



Source: ESRI Business Analyst (2022)

Age Distribution



Source: ESRI Business Analyst (2022)

1 Delaware Office of State Planning Coordination, the Population Consortium, Annual Projections, https://stateplanning.delaware.gov/demography/dpc.shtml

HOUSEHOLD CHARACTERISTICS

Median household income in the District is $55,300; however, income disparity exists across the District. The District's southern end encompasses a portion of the City of New Castle, where the median household income reaches close to $84,700, while the northern portion of the District encompasses a portion of the City of Wilmington, which has a median household income less than $53,000. Household income in the Three Rivers Area falls below Delaware's median of $77,600 and the national median of $72,400. Additionally, over 20 percent of households in the District live below the poverty line. Measures to bring a greater diversity of jobs, more businesses, and overall greater economic opportunity can help decrease the poverty levels in the District and bring about a better quality of life for existing residents.

Recent Success
In the 2nd Senatorial District



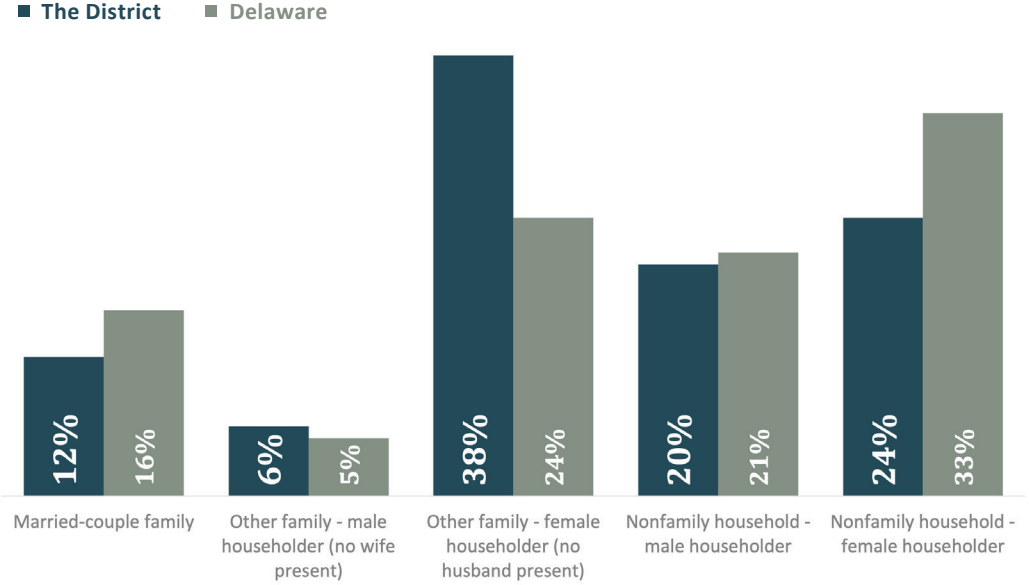
***The Villa Maria**, Ministry of Caring's newest senior housing, is in Wilmington's historic Brandywine Village. Villa Maria provides 72 affordable one-bedroom apartments for qualifying low- and moderate-income seniors. This new housing replaces vacant, dilapidated buildings on N. Market Street, and the project will extend northward to Hutton and Race Streets. It is an important investment in the District, addressing the growing need for senior housing (which is estimated to triple by 2030) and is an economic stimulus for the community.*

Median Household Income
(2022)



The national median household income is $72,400.
Source: ESRI Business Analyst (2022)

% Households Below the Poverty Line



Source: ESRI Business Analyst (2022)

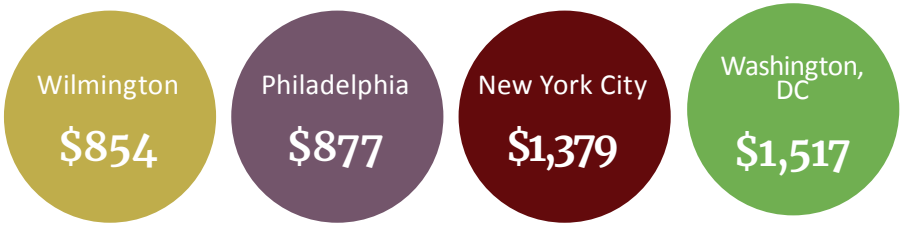
HOUSING

Wilmington is centrally located between job centers in New York City, Philadelphia, Washington, D.C., and Baltimore, which can make the city an attractive location for professionals that might not be tied to a specific work location. For comparison, according to the 2021 American Community Survey 5-year estimates, the average rent in New York City is $1,379, in Washington D.C. the average rent is $1,517, and in Philadelphia the average rent is $887—all above the average rent in Wilmington of $854.

About 54% of households in the District are owner-occupied. Another 35.2 percent are occupied by renters, while 10.9 percent of housing units are vacant. However, there are numerous blocks within the District with aging housing stock—75 percent of housing units in the District were built before 1969.

There is opportunity to renovate, rebuild, or infill existing housing stock both for modernization, as well as to accommodate population growth. Many District residents are cost-burdened by their housing expenses (meaning they spend more than 30 percent of their income on housing). Any new development should ensure that there are adequate affordable options.

Average Monthly Housing Rent



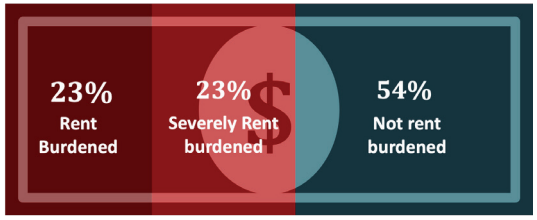
Source: U.S. Census ACS 5-year (2021)

% of Households that are Rent Cost-Burdened

(2022) The District

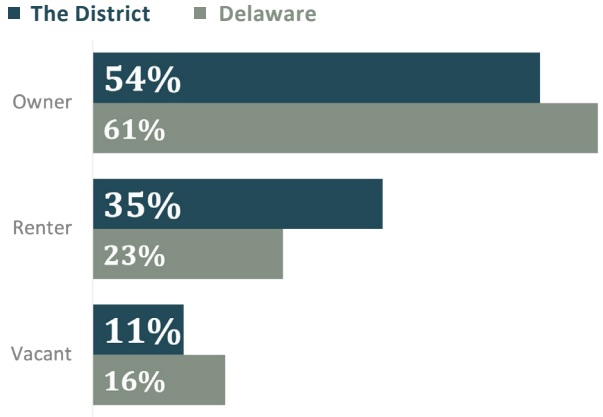


Delaware



Source: ESRI Business Analyst (2022)

Housing Status



Source: ESRI Business Analyst (2022)

Workforce

EMPLOYMENT PATTERNS

Healthcare and social services is a major industry in the District (representing 19 percent of all jobs). Major employers include standard medical facilities—ChristianaCare Health System, Nemours (A.I. DuPont Hospital)—and more related companies like Adesis (a contract research organization specializing in chemistry, including medicinal chemistry) and HBCS (which offers healthcare revenue cycle management services).

Another key industry for the District is retail trade, which accounts for nearly 12 percent of jobs in the District. Retail is diverse among the Wilmington Central Business District, neighborhood commercial corridors, and shopping centers, with options for apparel, home goods, convenience stores, and various specialty stores.

Finance and insurance is another strategic industry for the District, representing 8 percent of all jobs. Large employers in the District include Capital One, Citicorp Banking, CMH Capital and JPMorgan Chase. Fintech is also a growing industry, though these jobs can fall into either the Finance and Insurance industry, or Information industry (which accounts for 2 percent of all jobs in the District).

Transportation and warehousing is another top industry for the District. The Three Rivers Area is easily accessible by ground, air, or water, and as a central point of the mid-Atlantic region. Therefore, the area is a strategic location for current and future transportation and warehousing activities. This industry represents 8 percent of all jobs in the District.

Promoting a diversity of jobs will be beneficial to the District—creating more higher-paying jobs can attract new residents from nearby cities, and creating more management jobs, supported by workforce training programs, can help individual workers increase their earnings.

Jobs in the District by Industry

- 19% Healthcare & Social Services
- 12% Retail Trade
- 8% Finance/ Insurance
- 8% Transportation/ Warehousing
- 7% Accommodation & Food Service
- 7% Administrative & Support, Waste Management Services
- 7% Construction
- 7% Education Services
- 6% Public Administration
- 16% Other

Source: ESRI Business Analyst (2022)



State government, workforce entities, and private employers are all, independently and collectively, reassessing how to approach workforce development at a time of unprecedented change in the global economy, workforce on-ramps, and employee preferences. The inventory of initiatives is a strong indicator of the commitment to and diversity of the workforce function in the state and region. Existing workforce development programs create a strong position from which the region should contemplate targeted initiatives to capitalize on place-specific economic opportunities.

TRAINING RESOURCES

The City of Wilmington, New Castle County, and the State have robust workforce development opportunities available to residents of the District. Programs represent a wide variety of industries and skill levels. Training resources range from vocational to IT, polytechnic to warehousing. There are also continuing education and professional development programs that provide opportunities to educational degrees and credentials. Training programs are available for youth, persons with disabilities, as well as those who are making career transitions. Continued efforts are being made by workforce development officials to ensure programs are marketed to residents and refined to meet the evolving needs of employers.

Delaware Skills Center (DSC) The Delaware Skills Center is an adult vocational training center, operating as part of the New Castle County Vocational Technical School District, that is committed to providing skills training to unemployed or underemployed Delaware residents to create a pathway to a rewarding career. DSC attributes its longstanding success to its robust hands-on training approach and workplace simulations. Courses are aligned with both State and Federal licensing requirements and DSC has many strong relationships with business partners in the area.

Tech Impact ITWorks Known as ITWorks, this is a training program that prepares young people in Wilmington for entry-level IT careers. During the free 16-week program, students spend the first 11 weeks learning about PC hardware, troubleshooting, IT networking, security, and much more to prepare for the Cisco IT Essentials and the CompTIA A+ certifications. Then, students gain real-life, hands-on experience during a five-week internship at a local corporation or nonprofit. The ITWorks program is offered twice a year—Spring and Fall—and is bolstered by the support of over 100 volunteers.

West End Neighborhood House (WENH) has two employment training programs: Bright Spot Farms and th Environmental Job Training Program. The Environmental Job Training Program offers employment opportunities in careers that reduce environmental contamination and provide more sustainable futures for the community. In these free 4-week training programs, Delaware residents can earn up to 12 professional certifications, including OSHA 10, OSHA 40, and OSHA CSE—certifications that are applicable to many jobs and industries.

ServiceSource ServiceSource Delaware offers a wide range of services designed to assist individuals with disabilities and others with significant barriers to employment to gain or regain the skills and the confidence they need to launch or resume a career. ServiceSource offers an assistive technology program, benefits and financial counseling, community integration services, skills training, employment support, and more.

Job Corps Workforce Training Program The various training programs offered by Job Corps provide individuals with free career training to gain the skills and tools needed to be successful. Training areas include certified nursing assistant, culinary arts, facilities maintenance, and office administration—all jobs in key industries in the District. All programs are designed to help teach workplace relationship-building and work ethics, communication, personal growth and development, interpersonal skills, information management, multicultural awareness, career and personal planning, independent living, continuous learning, and problem solving.

Emerging Enterprise Center This business incubator and accelerator is an initiative of New Castle County Chamber of Commerce that offers 5000 sq. ft. of affordable office, conference and co-working space, business training, mentorship, and networking opportunities for those wanting to start or grow their small business. EEC offers business growth workshops, annual summits that include panel discussions and keynote talks, pitch competitions, storytelling events, and networking.

A full list of programs available to residents and businesses of the Three Rivers Area is included in the Appendix.

EDUCATION

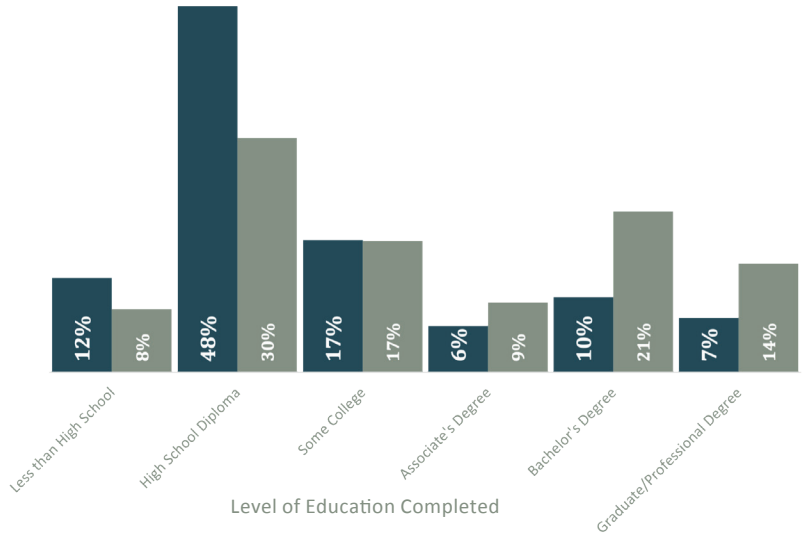
The State of Delaware is ranked among the top 20 in the U.S. for education, according to Education Week's Quality Counts rankings. The Three Rivers Area overlaps with five school districts: Christina, Colonial, Red Clay, Brandywine, and New Castle County Vocational-Technical School District. Cab Calloway School of the Arts, located in the Red Clay School District, is rated as the 3rd best high school in the state according to *U.S. News & World Report*. Conrad Schools of Science, also located in Red Clay, is 5th in the state. Brandywine School District is home to several of the top-rated schools in the state: Mount Pleasant High School (8th), Concord High School (9th), and Brandywine High School (15th). The District is also served by nine charter schools including the Charter School of Wilmington, which is ranked as the best high school in the state, and 76th in the nation, according to U.S. News.

The District is home to Wilmington University. Delaware College of Art and Design and the Wilmington campuses of Delaware State University and Delaware Technical Community College are located nearby, in downtown Wilmington. The University of Delaware's Wilmington campus is also located a few miles away.

The District is educationally diverse. Although it lags the state in bachelor's, master's, and professional degree attainment, it is on par with the state's attainment rates for some associate degrees and other higher education programs. Leadership in the District continues to work with workforce development professionals to ensure a diverse set of training and educational opportunities are available including occupational training, certifications, professional development, and pathways to higher education.

Educational Attainment

(2022) ■ The District ■ Delaware



Source: ESRI Business Analyst (2022)

Recent Success
in the 2nd Senatorial District

Rose Hill Community Center
The Rose Hill Community Center builds strong individuals, families, and communities by addressing its neighboring communities' educational, recreational, and social well-being. This is done by providing programs, events, and access to agencies and businesses that support individuals and families.



Recent Success
In the 2nd Senatorial District

North Wilmington Library. *There is a new $22M Wilmington library coming to North Market Street. Construction of the new library will be funded through funds secured in the state's Fiscal Years 2022-2023 bond bills as well as allocations from the federal American Rescue Plan Act (ARPA). The new library comes at a time of celebration and heightened visibility for the Wilmington Public Library, which won the National Medal for Museum and Library Service, the nation's highest honor given to libraries, in 2022. The new facility will coexist with the existing North Wilmington Library, providing complementary services to residents of the city.*



Route 9 Library. *The Library and Innovation Center, pictured above, anchors a new Innovation Campus designed to revitalize one of the most underserved communities in the State of Delaware. Through a robust programming and public engagement process, the Perkins & Will design team worked with neighborhood stakeholders to identify a variety of new services that will build professional skills, increase literacy, and put 21st-century technology in the hands of community members.*

The library's design provides an array of innovative program spaces under a single, protective canopy, including a black box performance space, STEM lab, media production studio, maker space, scriptorium, LEGO room, outdoor farmer's market, teaching kitchen, and a sensory room developed in partnership with Autism Delaware. The Route 9 Library + Innovation Center is a "want to" destination—an exciting, vibrant, experiential, learning-focused place tailored to the needs of the community.

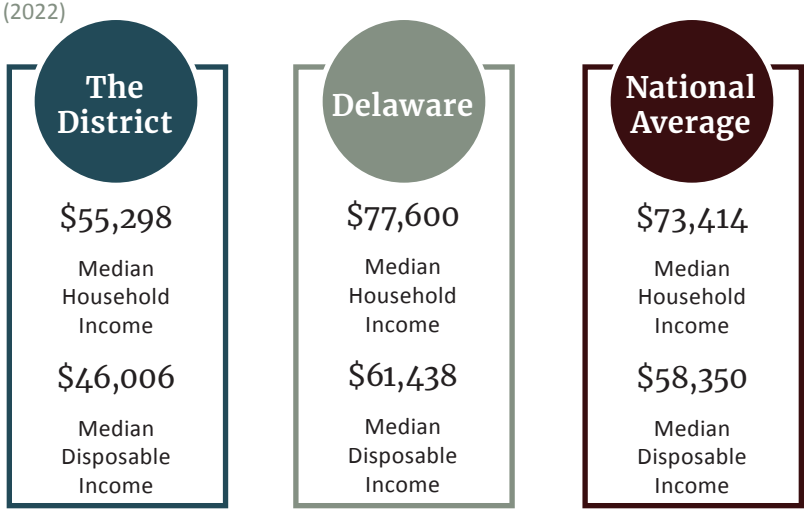
INCOME AND WAGES

Income

Income and disposable income help to fuel local, regional, and national economies. They also serve as key indicators for business owners when determining whether to locate or relocate in an area. It is important to note that income, disposable income and wages in the District are varied.

The District's median household income ($55,298) and disposable income ($46,000) lags behind those of the state and the nation. Increasing wages and the availability of higher paying jobs will boost the District's median disposable income. from Gemma: this could be written more clearly. Increasing wages and the availability of higher paying jobs will boost the District's median disposable income. A higher median disposable income can help attract diverse retail and service businesses to the District by signaling that there is an adequate market for their goods or services.

Income and Wages
(2022)



Source: ESRI Business Analyst (2022)

Average Wages of Three Top Paying Industries
and percentage of wages in the District



Source: ESRI Business Analyst (2022)

COMMUTING PATTERNS

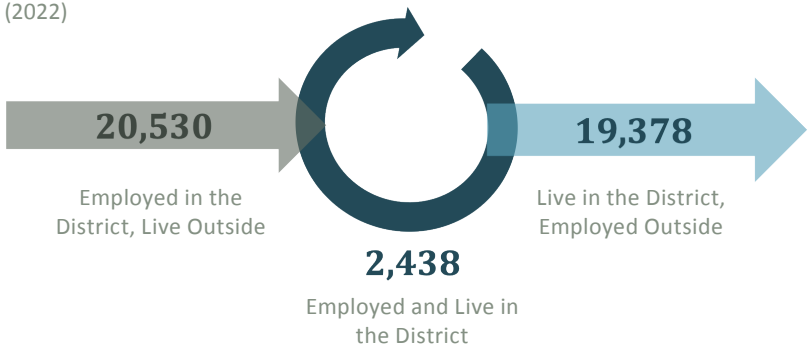
The District is home to approximately 23,000 jobs. While the number of jobs closely aligns with the number of residents in the area (21,816), the vast majority of jobs are not filled by residents of the District.

- Approximately 88 percent of District residents are employed outside of the District. This pattern highlights the District's adjacent proximity to Wilmington's central business district, the riverfront and major job centers located in the County.
- Conversely, 89 percent of people employed in the district live outside of the District the presence of several large industrial parks in the District contributes to this trend.
- Only 12 percent of district residents both employed or live in the district.

These commuting patterns indicates an opportunity for increased workforce development efforts which could help increase the number of District residents who fill jobs within the District, closer to home, thereby shortening their commutes and providing economic vitality of the district.

DART First State, Delaware's public transit company, operates 36 bus routes in New Castle County. Additionally, SEPTA's Wilmington/Newark Regional Rail line provides a "one-seat" ride between downtown Wilmington and Philadelphia. For commuters that choose to use their own vehicles, the District is easily accessible via Route 13, Interstates 295, 495, and 95, as well as Concord Pike/Route 202. These major access points make Wilmington a magnet for commuters who live outside the city or the state.

Commuter Patterns
(2022)



Source: U.S. Census OnTheMap (2022)

MINORITY FIRM OWNERSHIP AND SELF-EMPLOYMENT

Shifts in the economy have brought self-employment back into the spotlight as a pathway to economic opportunity and prosperity. Minority and Women Owned Business Enterprises are providing diverse options, innovative products and services and represented in every industry sector in the United States. However, minority business owners continue to face a disproportionate number of challenges, namely a lack of access to capital, and these obstacles have only been exacerbated by the Covid-19 pandemic.

Fifteen percent of firms in New Castle County are minority-owned, comparable to 14 percent in Delaware. Black and Hispanic owned businesses are underrepresented with only three percent and two percent of businesses in the County, respectively. There is a necessity to invest and support minority businesses to help lift the economic position of the District. As older, pre-industrial work hierarchies are being reshaped, policymakers should seek ways to integrate inclusive entrepreneurship into mainstream economic development strategies.

Business Ownership by Minority Groups, by Sector*

New Castle County (2022)

	Construction	Professional Services	Commodity Goods and Services	Total
Minority-owned	6%	10%	20%	15%
Black-owned	1%	3%	5%	3%
Hispanic-owned	4%	1%	2%	2%
Asian-owned	1%	7%	13%	10%
Woman-owned	6%	18%	21%	19%

*Firms with employees in New Castle County that are owned and operated by minorities or women by industry.

Source: U.S. Census OnTheMap (2022)

Recent Success
In the 2nd Senatorial District

***Nerdit Now** is a brick-and-mortar and mobile tech firm that donates, repairs, recycles, and provides training on IT technology. With sustainability and environmentalism their key tenets, they repair electronic devices, such as desktop computers, laptops, gaming consoles, tablets, phones, and they upcycle and recycle items that would have wound-up in a landfill. They also take it mobile as a technology recycling operation. The firm has cultivated a business ecosystem that is closing the digital divide as they inspire the next generation of technologists and other community-driven entrepreneurs.*

The company's owners participated on the reality TV show, Shark Tank, seeking a $150,000 investment for 20% equity. Although none of the show's "Sharks" invested, the exposure lead to their securing of funding from other sources. Experiencing steady growth, Nerdit Now has become the first certified R2 recyclers of IT equipment in Delaware.



PHOTO: INSIDER GROWTH

WORK FROM HOME TRENDS

The COVID-19 pandemic forced many office-based workplaces to shift to remote work. Even though working from home was initially thought of as a temporary fix until the world "returned to normal," surveys have shown that hybrid and remote work is now "an enduring feature of the modern working world."[2] A McKinsey and Ipsos survey of 25,000 American workers in 2022 found that 58 percent of Americans, in both white- and blue-collar jobs, are able to work remotely at least once per week, and 35 percent can work remotely five days per week. For those who have the option to work from home, 87 percent take advantage of the opportunity, it is now a highly valued employee benefit, as workers are wanting more autonomy over where and when they work.[3]

Remote work in New Castle County and Delaware has followed this trend. In both geographies, the percentage of the workforce that worked remotely doubled between 2015 (when 3-4% of the workforce worked remotely) and 2020 (when 8% of the workforce worked remotely). This trend is expected to continue, both in Delaware and nationwide.

The District is within short commuting distance of higher-cost locations such as New York City, Washington, Philadelphia, and Baltimore. One benefit of remote work is that a worker can choose to live farther away from their work location (such as in a milder climate or a more affordable city). The District is near several more expensive cities (New York City, Washington, DC, Philadelphia). Therefore, because remote work appears to be a lasting trend, the District may be an appealing place to live for to remote or hybrid workers in those cities because it offers an urban setting with a lower cost of living that is still within commuting distance of those more expensive cities.

Remote Work is a Rising Trend and Desired by U.S. Workers



58% OF BOTH WHITE- AND BLUE-COLLAR WHO WORKERS ARE ABLE TO WORK REMOTELY ONCE PER WEEK

35% OF BOTH WHITE- AND BLUE-COLLAR WORKERS ARE ABLE TO WORK REMOTELY FIVE DAYS PER WEEK

87% OF BOTH WHITE- AND BLUE-COLLAR WORKERS WHO ARE ABLE TO WORK REMOTELY DO SO

Remote Work is a Highly Valued Employee Benefit

Source: U.S. Census ACS 5-year (2021)

2 McKinsey and Company, 2022, "Americans are embracing flexible work - and they want more of it," https://www.mckinsey.com/industries/real-estate/our-insights/americans-are-embracing-flexible-work-and-they-want-more-of-it
3 Ibid.

Economy

MAJOR ECONOMIC SECTORS AND EMPLOYERS IN AND NEAR THE DISTRICT

Known for its strong legal and financial sectors, the Wilmington area is home to a wide variety of industries, including a growing tech sector. The workforce has developed expertise in the emerging fields of predictive analytics, financial technology, and user experience design. Delaware is also the highest ranked for fiber optic infrastructure in the U.S. and able to support businesses in need of 21st-century connectivity.

Within and near the District are major employers such as AAA, Adesis, Bancroft Construction, Barclays, Brandywine Elevator Company, Capital One, The Chemours Company, ChristianaCare Health System, Citicorp Banking, CMH Capital, Corteva Agriscience, Delaware Business Systems, DiSabatino, DuPont, EDiS Company, Gore, HBCS, Incyte, JPMorgan Chase, Johnson Controls Holding Company, Marlette Funding, Navient, Nemours (A.I. DuPont Hospital), Nixon Medical, Prince Telecom, TA Instruments, United Acquisition, and Wilmington University.

GROWING NATIONAL TRENDS

The U.S. Bureau of Labor Statistics (BLS) reports that the economy is projected to add 8.3 million jobs between 2021 and 2031. Total employment is projected to increase from 158.1 million to 166.5 million people employed, and continue to grow 0.5 percent annually, which is slower than the 1.0 percent annual growth recorded over the previous decade.

The COVID-19 pandemic prompted an economic recession from February 2020 to April 2020, leading to substantial declines in both output and employment. While the recession only lasted a few months, the pandemic has persisted, continuing to disrupt economic activity, preventing or discouraging individuals from re-entering the labor force, and impacting other economic conditions that affect employment. Some industries have been disproportionately affected by the pandemic, and some are projected to have altered long-term structural demand. For example, many computer occupations are expected to have elevated long-term demand, in part due to increased business demand for telework, computing infrastructure, and information technology (IT) security.

The leisure and hospitality sector is projected to experience the fastest employment growth of all sectors at an annual rate of 1.3 percent, reflecting cyclical recovery. Seven of the top 20 fastest growing industries are in the leisure and hospitality sector. The food services industry is expected to rise to about 1.3 million jobs in the next decade. The healthcare and social assistance sector is projected to add about 2.6 million jobs by 2031, the most of any sector, driven by the aging baby-boom population and a higher prevalence of chronic conditions. Demand for professional and business services is expected to increase as well, driven by businesses' need for technical expertise in areas such as IT solutions, cybersecurity, management, marketing research, and other consulting and technical services. Meanwhile, retail trade is projected to lose the most jobs of any sector over the next decade. Brick-and-mortar retail establishments are expected to continue to contend with fiercer competition from online retailing.

KEY INDUSTRIES IN THE DISTRICT

Fintech

Fintech is a ballooning industry, driven by technology disruptions in financial services. The term fintech applies to financial companies and startups that use artificial intelligence (AI) and other technologies in their day-to-day processes. Consumers are increasingly turning to digital platforms to manage their finances, a trend that's been accelerated due to the COVID-19 pandemic, when access to brick-and-mortar financial management services was limited.

Market research firm BlueWeave Consulting revealed that the United States fintech market is estimated to grow at a CAGR (Compound Annual Growth Rate) of 10 percent in the next five years, accounting for 57 percent of the global market.[4] This presents an opportunity for Delaware as it is a national leader in the financial sector. The District has the infrastructure necessary to support the growth or creation of more fintech companies and jobs.

Geospatial Technology

Geospatial technology is a collective term that refers to technologies that gather, store, query, analyze, visualize and present spatial information. Geographic Information Systems (GIS) utilize digital software to combine datasets and maps about socioeconomic trends and environmental events.

4 https://www.blueweaveconsulting.com/press-release/united-states-fintech-market-forecast-to-grow-at-a-cagr-of-10-1-by-2027

The scope of geospatial data use is vast: it embraces every sphere or industry where geographical position matters. The list includes geography proper, ecology, tourism, marine sciences, agriculture, forestry, marketing and advertising, national defense, aviation, law enforcement, logistics and transportation, astronomy, demography, healthcare, meteorology, and many others.

Research and Development

In 2020, the United States is estimated to have spent $708 billion on R&D. The majority of those investments—$532 billion—came from the private sector. Ranked 34th in the country for R&D investment, the state has the opportunity to capture more of the market share in this industry by supporting existing companies like Adesis, a contract research organization solving chemistry problems and accelerating research and manufacturing goals, and attracting new companies that support R&D for other sectors in the District.

Light-Medium Industrial

New opportunities have emerged for industrial space, including light-medium manufacturing and the warehouse space to support e-commerce. The United States e-commerce industry is one of the largest around the world and has grown due to the pandemic-led boom in online shopping. Supply chain impacts, such as those that occurred during the pandemic, can be mitigated by retailers securing more storage space.

Light industry refers to industries that usually are less capital-intensive than heavy industry and are more consumer-oriented than business-oriented, as they typically produce smaller consumer goods. The skills needed for these jobs are readily transferable from other industries and the District can capitalize on its existing advantages in logistics, transportation, and readily-available space to attract new companies to the area.

Construction

Despite the ongoing supply chain challenges, the construction industry the in United States is forecast to grow. The Infrastructure Investment and Jobs Act (IIJA), enacted by Congress in 2021, which includes long-term investments in transport, energy, utilities, and climate-related initiatives.

Recent Success
In the 2nd Senatorial District

***Kalmar Nyckel Foundation** is a non-profit organization that operates a historic tall ship and maritime center on Wilmington's East 7th Street peninsula, an area with a proud colonial and industrial history currently in need of reinvestment. The organization has completed a feasibility and economic impact study of the potential development of a new riverfront visitor attraction.*



MAJOR HUBS

There are several major employment sectors in or near the District.

Financial

Many financial institutions are located in downtown Wilmington.

Health Care

ChristianaCare's Wilmington Hospital Campus is located a few blocks from the District.

Legal

Given the large number of companies that are incorporated in Delaware, there are numerous of law firms and related businesses in downtown Wilmington and along the riverfront.

Education

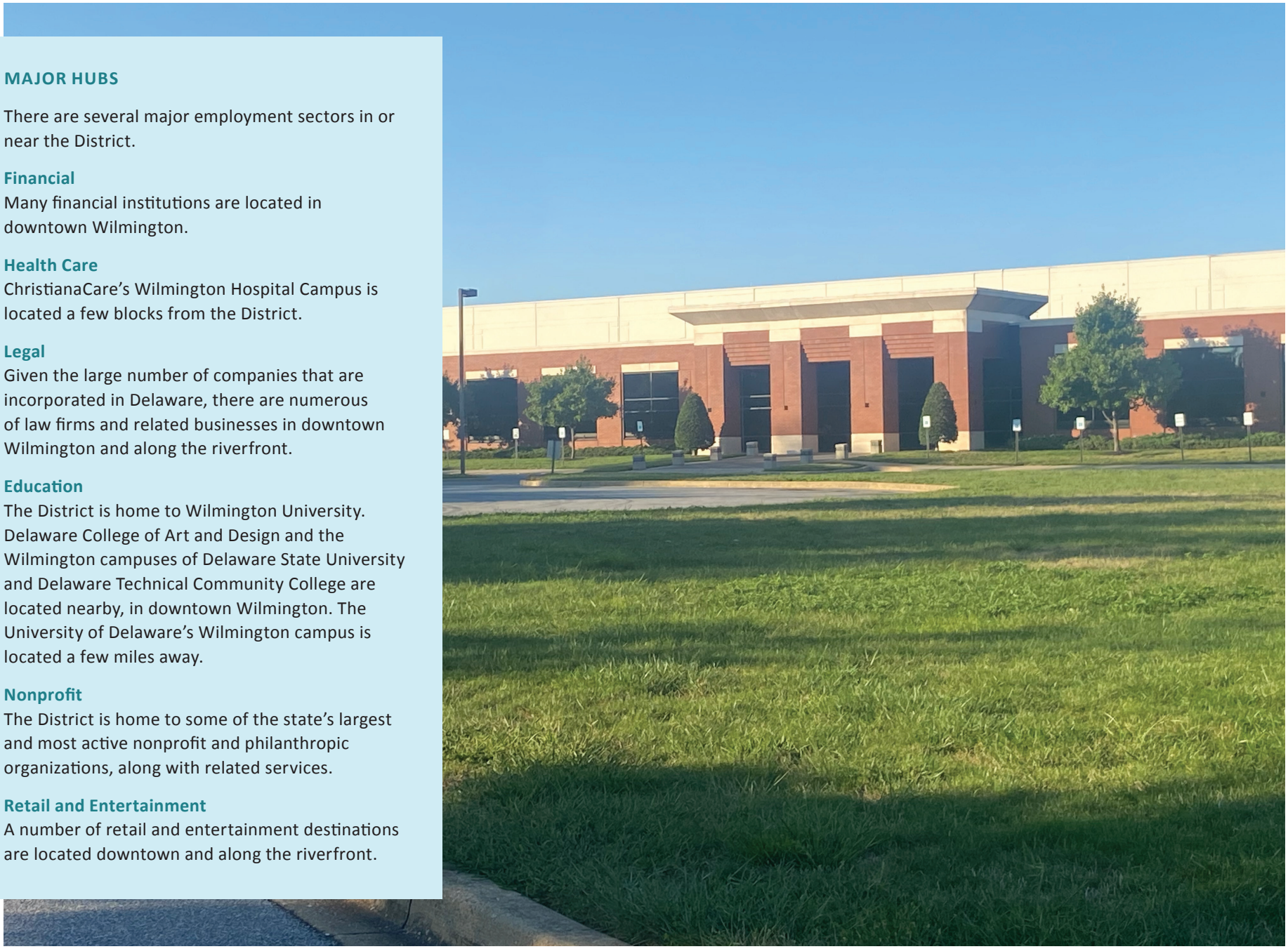
The District is home to Wilmington University. Delaware College of Art and Design and the Wilmington campuses of Delaware State University and Delaware Technical Community College are located nearby, in downtown Wilmington. The University of Delaware's Wilmington campus is located a few miles away.

Nonprofit

The District is home to some of the state's largest and most active nonprofit and philanthropic organizations, along with related services.

Retail and Entertainment

A number of retail and entertainment destinations are located downtown and along the riverfront.



PORT OF WILMINGTON

The Port of Wilmington is the largest container terminal and the first inbound deep-water port on the Delaware River, 65 miles from the Atlantic Ocean. The port is North American's top seaport for imports of fresh fruit, bananas, and juice concentrates and is home to North American's largest dockside cold storage facility. The types of vessels regularly calling at Wilmington are Bulk Carrier (32 percent), Vehicles Carrier (21 percent), Container Ship (7 percent), SAR (3 percent), and Law Enforce (3 percent).[5]

In 2018, the port was privatized and operations were taken over by GT USA Wilmington. In 2021, GT completed its first phase of an electrification project at the port at a cost of $37 million.

The port company is committed to investing up to $600 million at the current port site and in building a new facility at the nearby Edgemoor site on the Delaware River.

"The Port of Wilmington has long been a center of good-paying jobs in Delaware that stabilize families and the neighborhoods where they live. Creating more of those jobs is central to the economic success of our state, …"

— Delaware Governor John Carney



5 The Port handles approximately 4,500,000 tons of cargo, 810 Twenty-foot Equivalent Units (TEU) of containerized cargo, and 500 vessels annually.

Big Idea for the Three Rivers Area—

Improved access points to public marinas and more efficient use of waterways will open more opportunities for commerce, enhance tourism, as well as usage by local residents.

—from stakeholder engagement

3 Connecting on the Ground

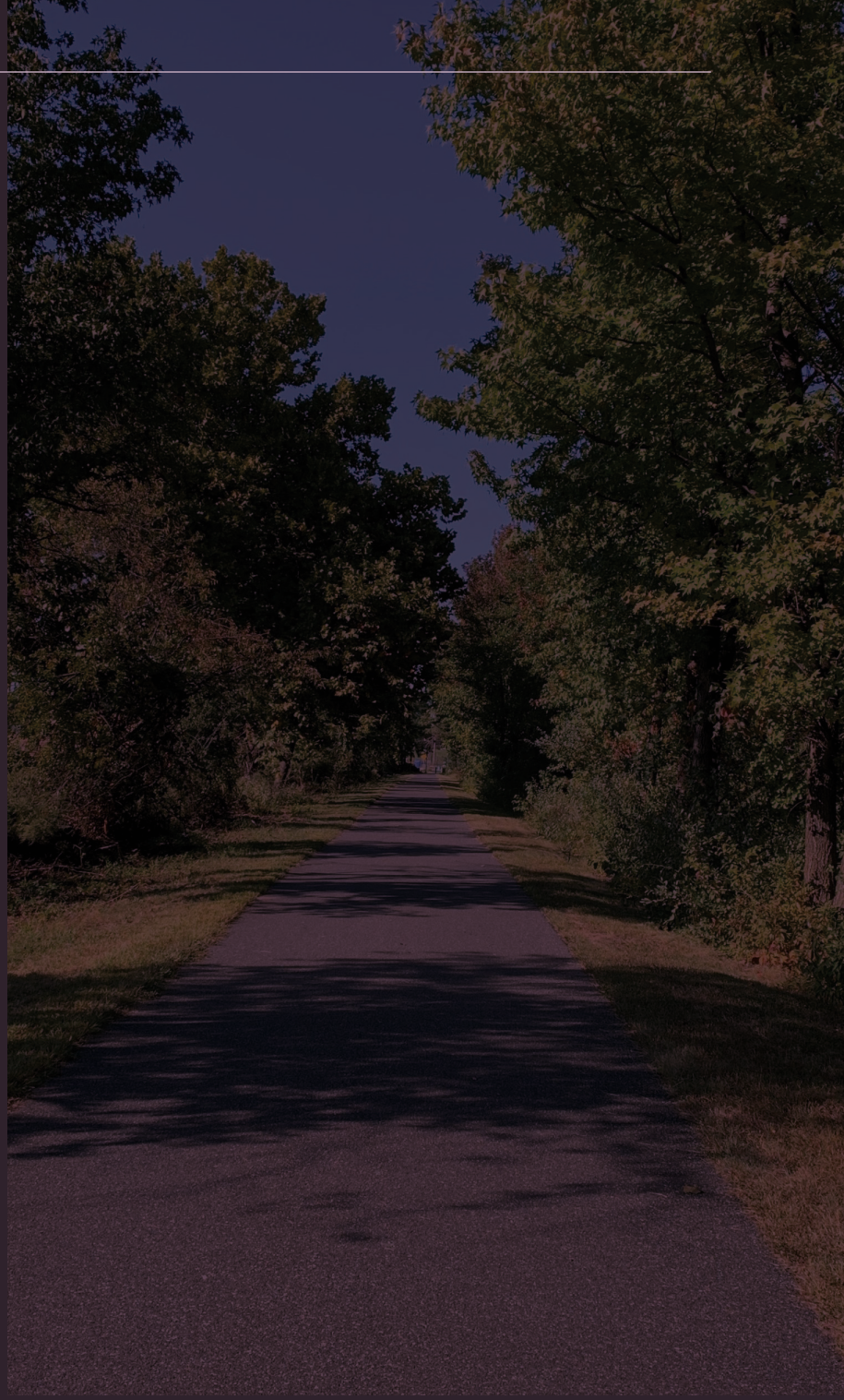
Future Land Use and Zoning

Environmental Conditions

Infrastructure

Government Incentives and Support

Recent Successful Partnerships



Connecting on the Ground

Future land use plans, zoning, environmental conditions, policies, and programs provide important information on how an area can be developed and how jurisdictions' public officials would like to see it developed.

Future Land Use and Zoning

The future land use maps of the three jurisdictions that overlap with the District (New Castle County, the City of Wilmington, and the City of New Castle) provide insight into what each jurisdiction envisions and recommends for future development. On the other hand, the jurisdictions' zoning maps indicate how their land area can currently be developed. An examination of the jurisdictions' zoning maps and ordinances allows for the identification of zoning districts that are compatible with this plan's recommended industries.

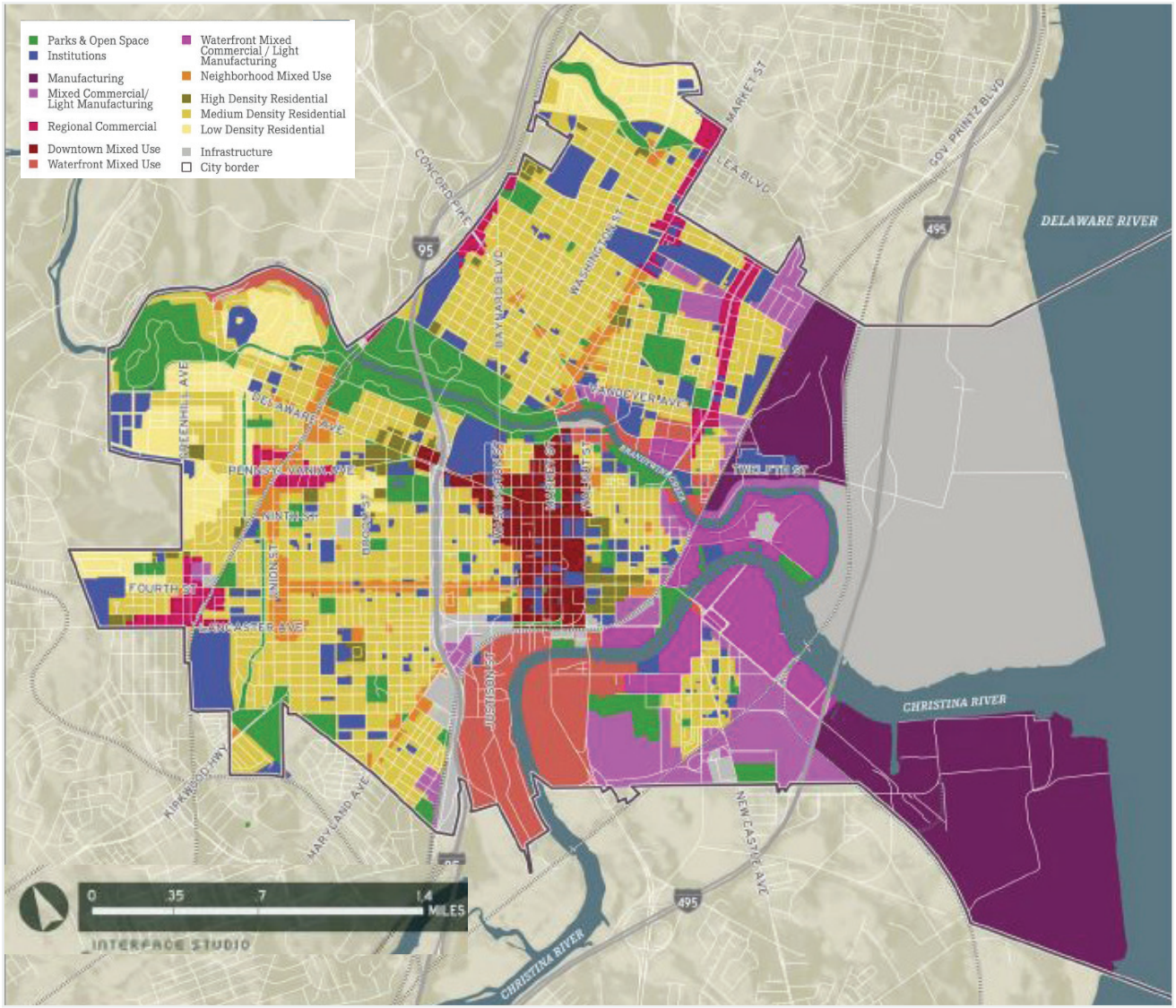
CURRENT AND FUTURE LAND USE

The District is primarily composed of medium-density residential (in the City of Wilmington), low-density residential (in New Castle County) and industrial land uses. The main commercial corridors are Northeast Boulevard and North Market Street on Wilmington's north side, and US 13 and Route 9 in South Wilmington.

Delaware jurisdictions are required to develop future land use maps as part of their comprehensive plans. The following maps show the future land uses as depicted in the comprehensive plans of the three jurisdictions, City of Wilmington (shown on this page), City of New Castle (shown on page 43), and New Castle County (shown on page 44).

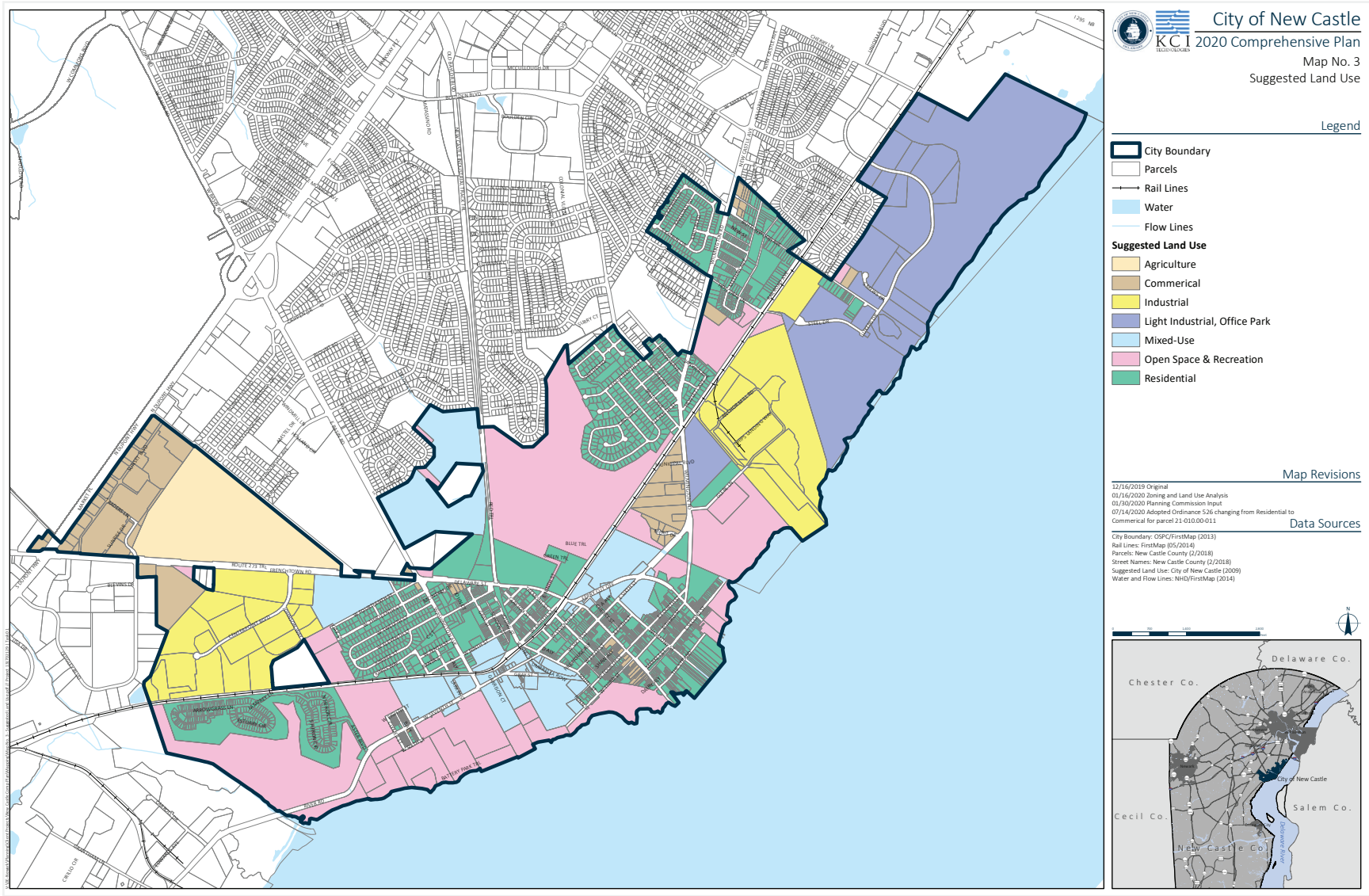
City of Wilmington Future Land Use Map

2028: A Comprehensive Plan for Our City and Communities (2019)



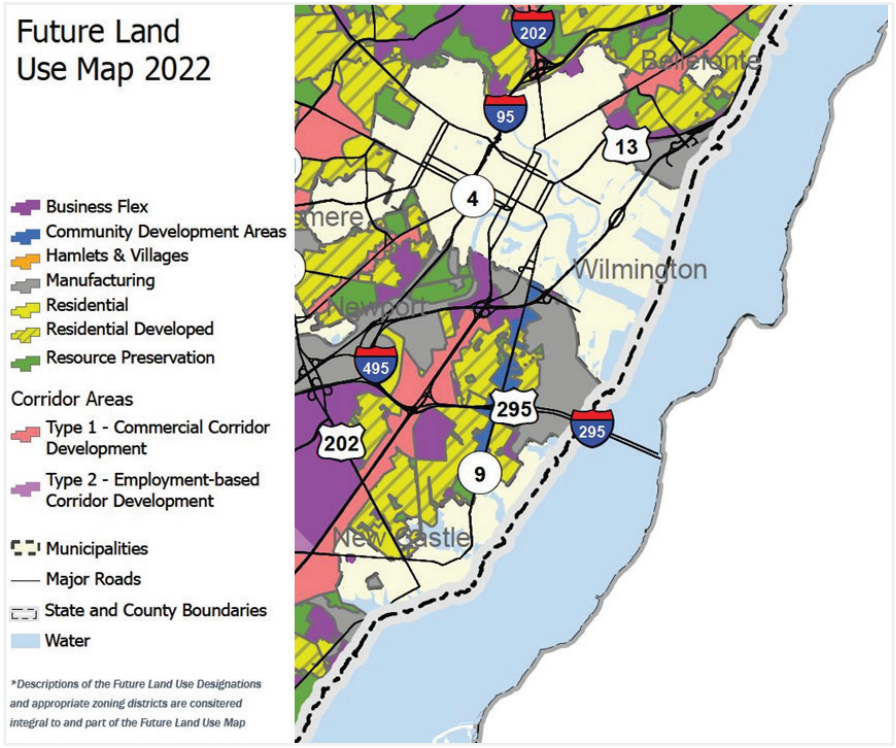
City of New Castle Suggested Land Use Map

City of New Castle Comprehensive Plan (2020)

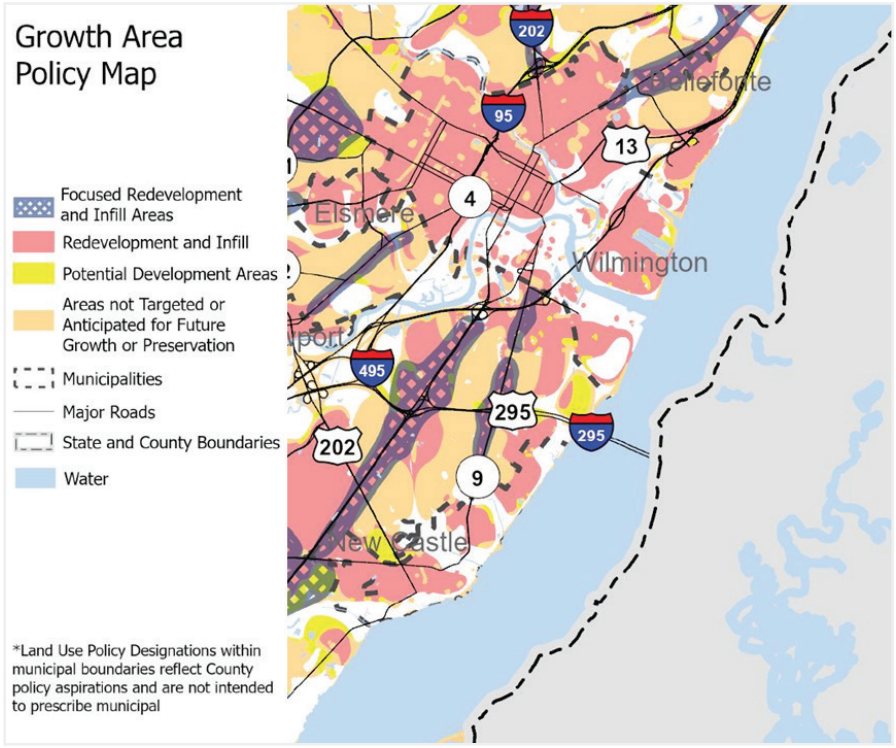


The New Castle County Comprehensive Plan includes both a Future Land Use Map, and a Growth Area Policy Map. Displayed below are closeups of these maps with the District in focus. As shown, New Castle County Growth Policy prioritized areas for development, redevelopment, and infill development, with most of the District categorized as “Redevelopment and Infill” areas.

New Castle County Future Land Use Map, Portion Containing the District
New Castle County Comprehensive Plan 2050 (2022)



New Castle County Growth Area Policy Map, Portion Containing the District
New Castle County Comprehensive Plan 2050 (2022)



Recent Success
In the 2nd Senatorial District

Riverfront East. *This 86 acre area along the Christina Riverfront near downtown Wilmington is planned to become a vibrant, bustling, sustainable, mixed-use urban district. When complete, this opportunity to live, work, and play in a uniquely Wilmington community will fit a diversity of lifestyles.*

In 2021, the Wilmington Riverfront Transportation Infrastructure project, part of Riverfront East, was awarded $17M from the U.S. Department of Transportation Rebuilding American Infrastructure with Sustainability and Equity grant program. This funding will go toward implementing the transportation infrastructure needed to connect this redevelopment area with downtown Wilmington, and will include safe bicycling and pedestrian features.



IMAGE: Riverfront East

ZONING

Zoning maps for the area of each jurisdiction within the District are provided on this and the next page. The zoning districts of interest for development opportunities supported by this economic development strategy for the District fall into the following categories: Office, Industrial/Manufacturing, and Commercial (excluding Neighborhood/Historic Commercial).

New Castle County Zoning Districts

New Castle County overlaps with both the north and south portions of the District, with the city of Wilmington in between. About one-third of the unincorporated New Castle County land in the District is zoned HI (Heavy Industrial). It should be noted that a new comprehensive plan for New Castle County was approved in July 2022, and therefore the county will likely be pursuing rezonings to achieve consistency between its zoning map and its new future land use map.

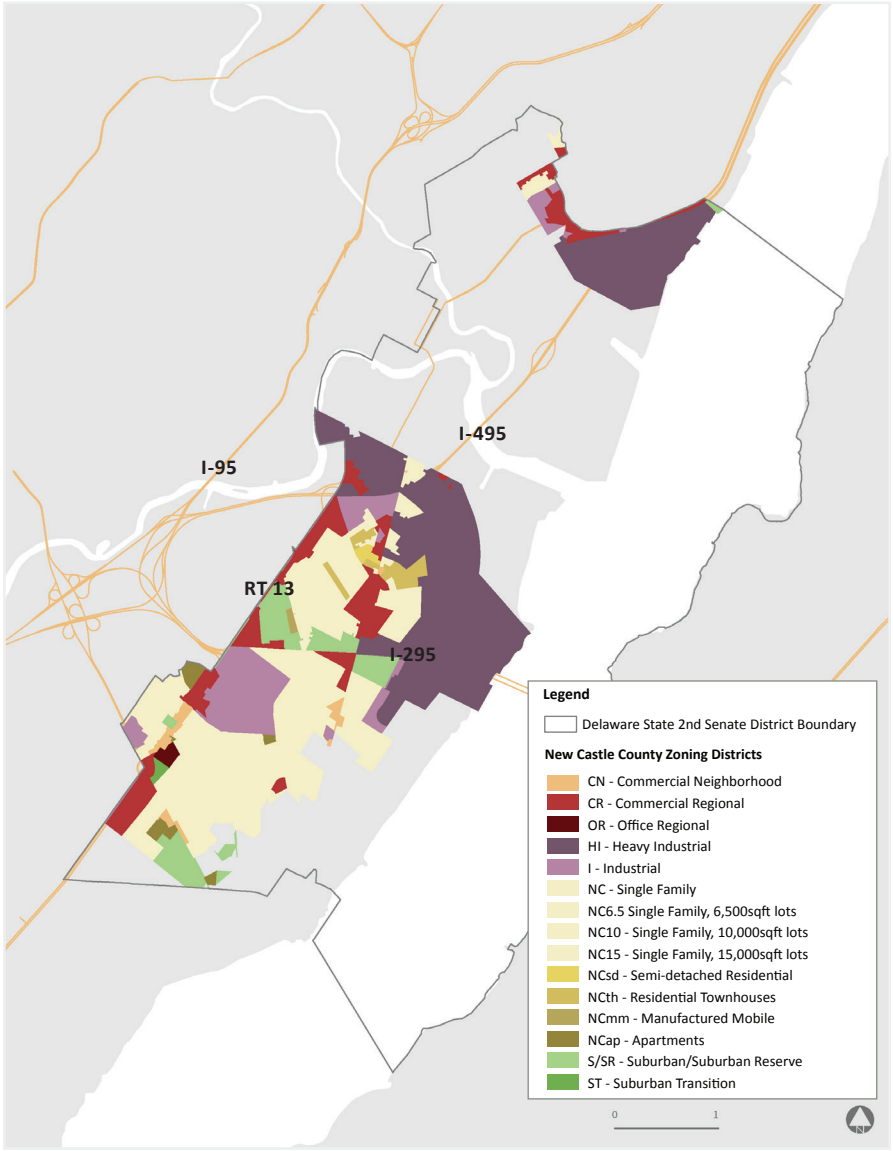
City of Wilmington Zoning Districts

The District contains most of Wilmington's industrial and waterfront zoning districts. Wilmington's four waterfront zoning categories cover a wide variety of uses and intensities of development. However, all four are compatible with at least some of this study's recommended industries. The City of Wilmington's zoning prefix (to differentiate its zoning district names from those of other jurisdictions in Delaware) is 26.

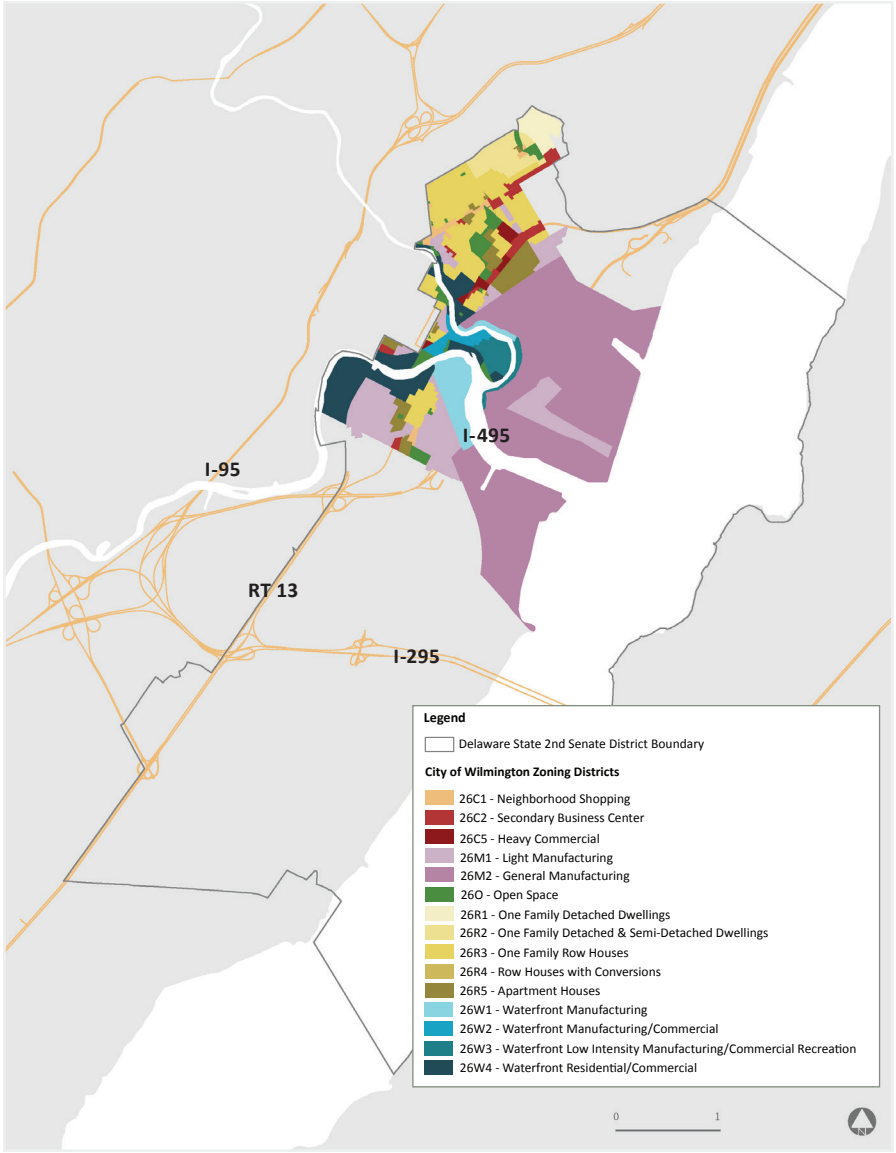
City of New Castle Zoning Districts

The District overlaps with the northern half of the city of New Castle. This area of overlap includes a variety of zoning districts. However, most of the area of overlap is zoned IOP (Industrial Office Park). In fact, the District includes all the city's IOP-zoned land. New Castle's zoning prefix (to differentiate its zoning district names from those of other jurisdictions in Delaware) is 21.

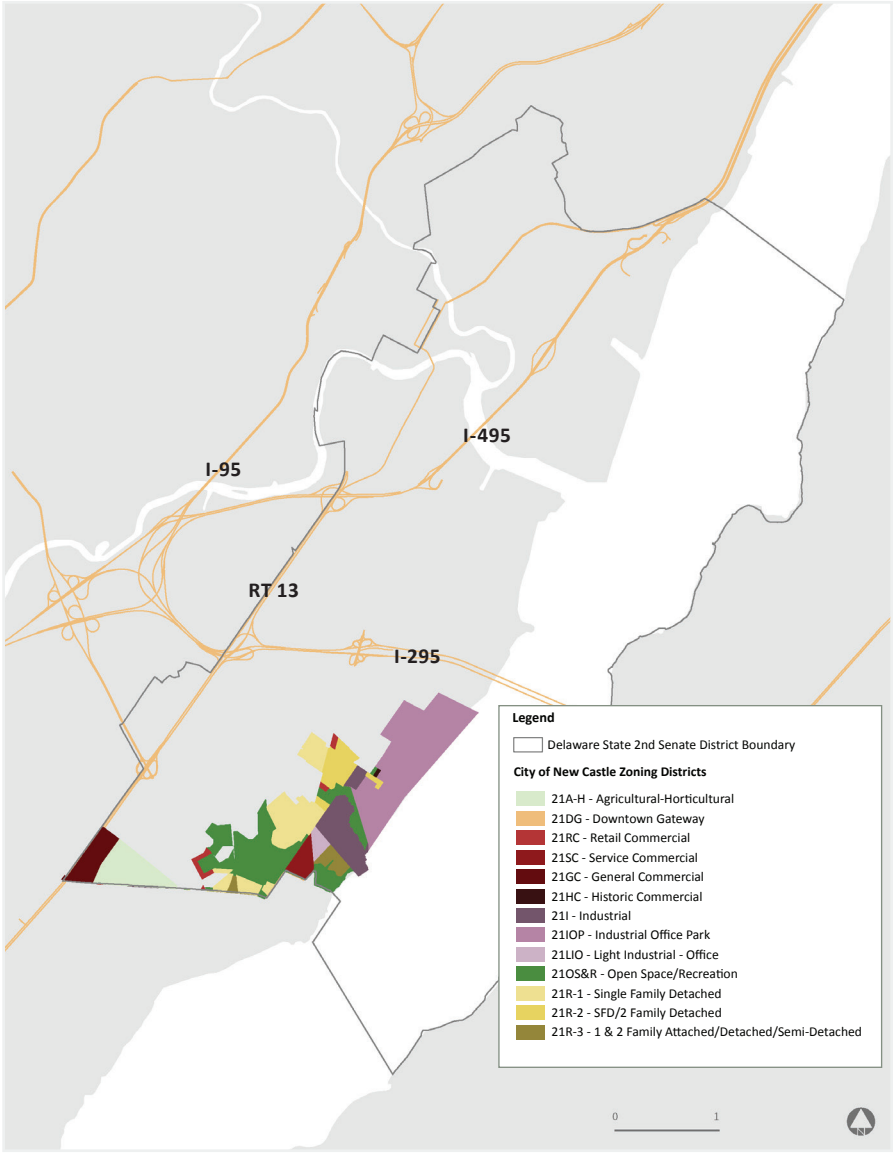
New Castle County Zoning Districts
within the District



City of Wilmington Zoning Districts
within the District



City of New Castle Zoning Districts
within the District



ZONES FOR GROWTH OF RECOMMENDED INDUSTRIES

Zoning districts of interest were identified for each jurisdiction based on whether their use and development regulations could accommodate this plan's recommended industries. These districts are as follows:

City of Wilmington

- C-2 Secondary Business Commercial Center
- C-3 Central Retail
- C-4 Central Office
- C-5 Heavy Commercial
- C-6 Special Commercial
- M-1 Light Manufacturing
- M-2 General Industrial
- W-1 Waterfront Manufacturing
- W-2 Waterfront Manufacturing/Commercial
- W-3 Low Intensity Waterfront Manufacturing/Commercial Recreation
- W-4 Waterfront Residential/Commercial

New Castle County

- OR Office Regional
- CR Commercial Regional
- BP Business Park
- I Industrial
- HI Heavy Industrial
- EX Extraction
- EED Economic Empowerment District

City of New Castle

- SC Service Commercial
- GC General Commercial
- LIO Light Industrial Office
- IOP Industrial Office Park
- I Industrial

Summary statistics regarding the prevalence of each of these zoning districts in the 2nd Senatorial District are provided in Appendix A.6.

As shown in Appendix A.6, the most prevalent zoning district in the Three Rivers Area in terms of land area is 26M-2 (General Industrial), which makes up approximately 20% of the District. There are 97 parcels in the District zoned 26M-2. Their average size is about 17 acres, and actual sizes range from 0.01 acres to 250.9 acres. The second most prevalent zoning district in the Three Rivers Area is HI (Heavy Industrial), which makes up approximately 16% of the District's land area. There are 210 parcels in the District that are zoned HI, with average size of about 6 acres; actual sizes ranging from 0.04 acres to 26 acres.

DISTRIBUTION OF PARCELS BY SIZE

The Parcels by Size Range Map and the Distribution of Parcels by Size Range table below summarize the distribution of parcels in the District by size. Other than the break between the lowest and second lowest size ranges, the size ranges are based on natural breaks rounded to two decimal places. The lowest size range was chosen to be less than two acres so that it includes all parcels smaller than the minimum parcel size used as the cutoff in the methodology described in Appendix A.6. This methodology was used to identify parcels potentially suited for this plan's recommended industries.

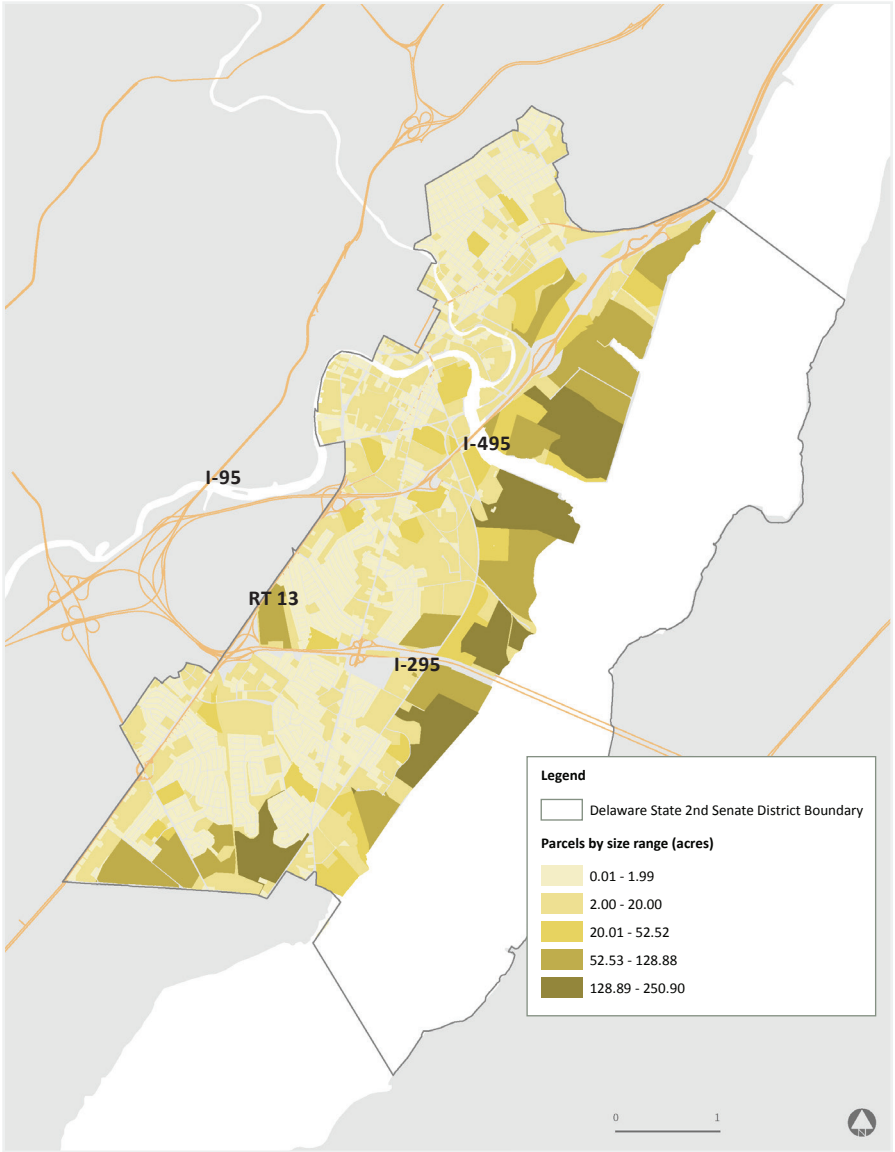
Distribution of Parcels by Size Range

In The District

Parcel Size Range (acres)	Number of Parcels in Range	Percentage of Total Number of Parcels
0.01 - 1.99	16,774	96.89%
2.00 - 20.00	486	2.81%
20.01 - 52.52	32	0.18%
52.53 - 128.88	16	0.09%
128.89 - 250.9	5	0.03%
Total	**17,313**	

Parcels by Size Range Map

within the District



Environmental Conditions

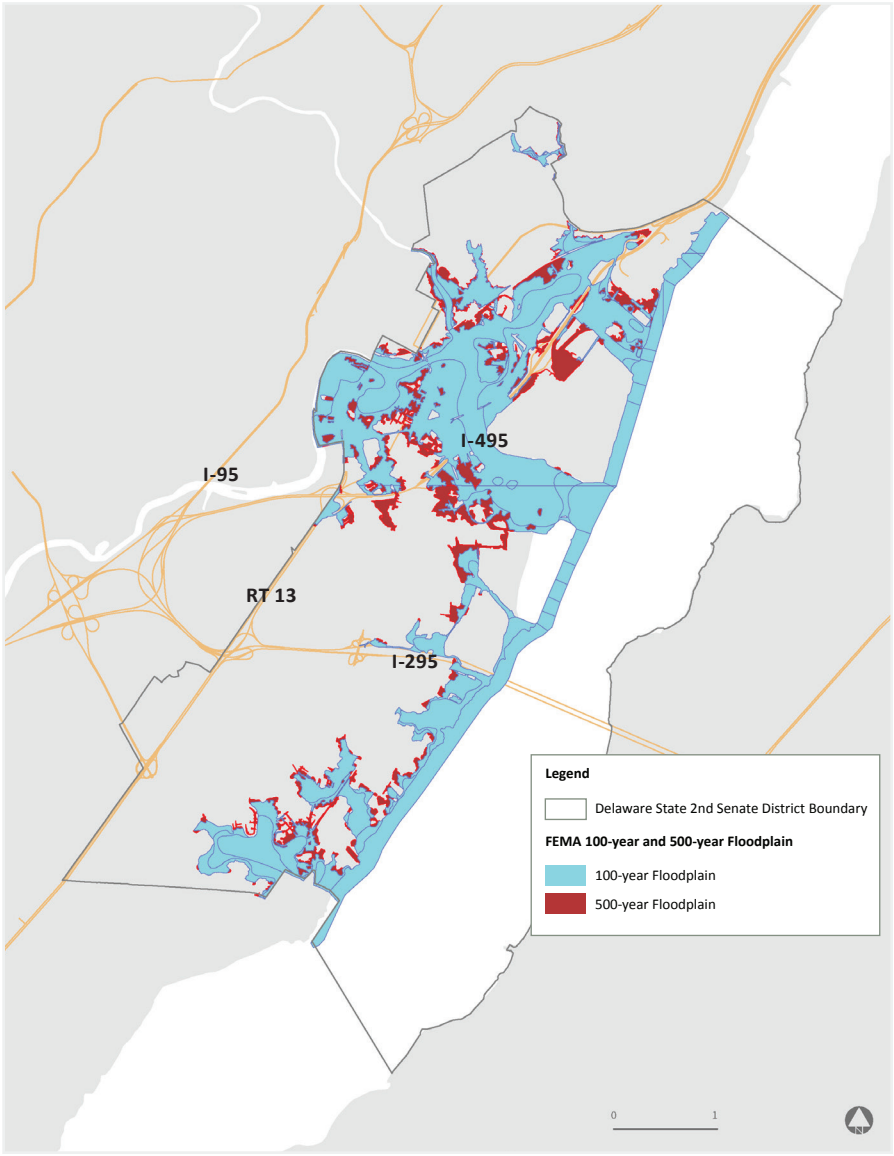
Mapping of environmental conditions helps to identify the portions of the District that face constraints on development and other activities given their flood risk, contamination, and/or the presence of environmentally sensitive areas.

FLOODING

Approximately 25 percent of the combined area of all parcels in the District is in the FEMA 100-year floodplain (or Special Flood Hazard Area. Approximately six percent of the combined area of all parcels in the District is inside the boundaries of the 500-year floodplain but outside the boundaries of the Special Flood Hazard Area. Because properties with a high risk of flooding are higher risk investments, the District's flood risks present challenges to many types of development. However, these less developable areas also present opportunities: if they are used for stormwater management and coastal buffers, they can help protect economic activities on less flood-prone property. The FEMA Floodplain Map, to the right, shows the current extent of the FEMA 100-year floodplain and 500-year floodplain in the District.

FEMA Floodplain Map

100-year and 500-year

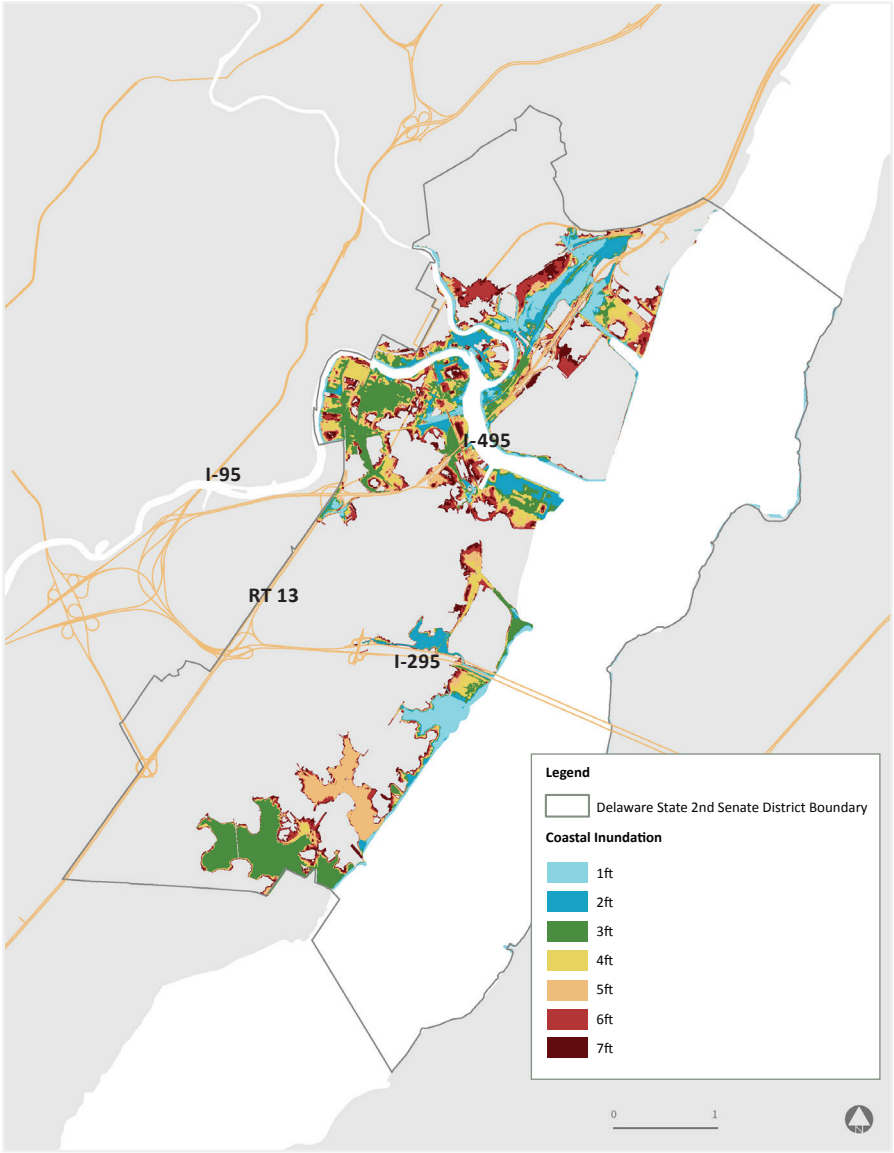


COASTAL INUNDATION

The Coastal Inundation Map on the next page depicts a 2017 data layer developed by the Delaware Geological Survey (DGS). It shows the extent of land inundation in one-foot increments from one foot to seven feet above the Mean Higher High Waterline (MHHW). The MHHW is the average of the highest high tides for an area over a specific period. Higher levels of inundation become more probable as sea level rise (SLR) continues.

Coastal Inundation Map

2017



SEA LEVEL RISE

In 2017, the Delaware Sea-Level Rise Technical Committee, developed sea level rise projections at different levels of probability, using a probabilistic projection methodology developed by Robert Kopp et al. in 2014. The table below, Probability that Sea Level Rise in Delaware will Meet or Exceed Column Heading Value for Stated Years, is from the Delaware Sea-Level Rise Technical Committee's Recommendations of Sea-Level Rise Planning Scenarios for Delaware: Technical Report (2017). It displays the probability that SLR in Delaware will meet or exceed the given levels of inundation in the given years. Note that the probabilities are based on the Representative Concentration Pathway (RCP) 8.5 scenario,[6] relative to the mean sea level (MSL) for the year 2000, and the gray shaded areas represent probabilities below 0.1% chance of occurrence.

While the maps on pages 54 and 55 depict specific types of flood risk, NOAA's Coastal Flood Exposure Map[7] provides a composite measure (the Coastal Flood Hazard Composite) to illustrate where multiple flood hazards overlap. It also includes layers for some demographics, physical development characteristics, environmentally sensitive or protected areas, and potential pollution sources.

The Delaware Department of Natural Resources and Environmental Control's (DNREC) Flood Planning Tool[8] is another interactive web map of various geographic flood information that is intended to allow individuals to research the flood risk of specific properties in Delaware. Unlike NOAA's map, this map provides parcel-level data.

Probability that Sea-Level Rise in Delaware will Meet or Exceed Column Heading Value for Stated Years*

In the Study Area

Year	1.0 ft 0.30 m	2.0 ft 0.61 m	3.0 ft 0.91 m	4.0 ft 1.22 m	5.0 ft 1.52 m	6.0 ft 1.83 m	7.0 ft 2.13 m	8.0 ft 2.44 m	9.0 ft 2.74 m	10.0 ft 3.05 m
2020	0.1%									
2030	12%									
2040	51%	0.4%								
2050	80%	5.5%	.02%							
2060	92%	25%	1.7%	.02%	0.1%					
2070	96%	52%	8.2%	1.1%	0.2%	0.1%				
2080	98%	71%	24%	4.1%	1.0%	0.3%	0.1%	0.1%		
2090	98%	82%	43%	13%	3.2%	1.1%	0.4%	0.2%	0.1%	0.1%
2100	98%	87%	58%	25%	8.5%	2.7%	1.2%	0.5%	0.3%	0.2%

Based on Kopp et al. (2014) methodology under the RCP 8.5 greenhouse gas emission scenario, relative to 2000 MSL. Gray shadded areas have less than 0.1% chance of occurance. From Recommendations of Sea-Level Rise Planning Scenarios for Delaware: Technical Report, Table 4.4.

6 Representative Concentration Pathways are scenarios for the future trajectories of greenhouse gas concentrations in the atmosphere over the course of the 21st century. RCP 8.5 is the worst-case scenario and is considered unlikely.
7 Coastal Flood Exposure Mapper, https://coast.noaa.gov/floodexposure/#-10575352,4439107,5z
8 Delaware Department of Natural Resources and Environmental Control, Flood Planning Tool, https://floodplanning.dnrec.delaware.gov/

WETLANDS

The District includes many wetlands. State and federal law regulate development in wetlands. Certain types of development activities may be prohibited or may require special permits and be subject to project conditions.

Delaware has state-regulated designations for its wetlands. Tidal and non-tidal wetlands include 400 or more contiguous acres are considered state-regulated wetlands. Many types of activities in state-regulated wetlands, including construction and earth moving, require a permit from DNREC.

Although there are state-regulated wetlands in the District, this information is not currently publicly available as GIS data. Instead, the location and extent of state-regulated wetlands can be determined via DNREC's State Regulated Wetlands Map Index.[9]

Development activity in wetlands may also require a permit from the U.S. Army Corps of Engineers (USACE). It should be noted that the Brandywine Creek, Christina River, and Delaware River are tidal, and the Christina River and Delaware River are navigable. Therefore, wetlands adjacent to these waterways would fall under the USACE's jurisdiction.

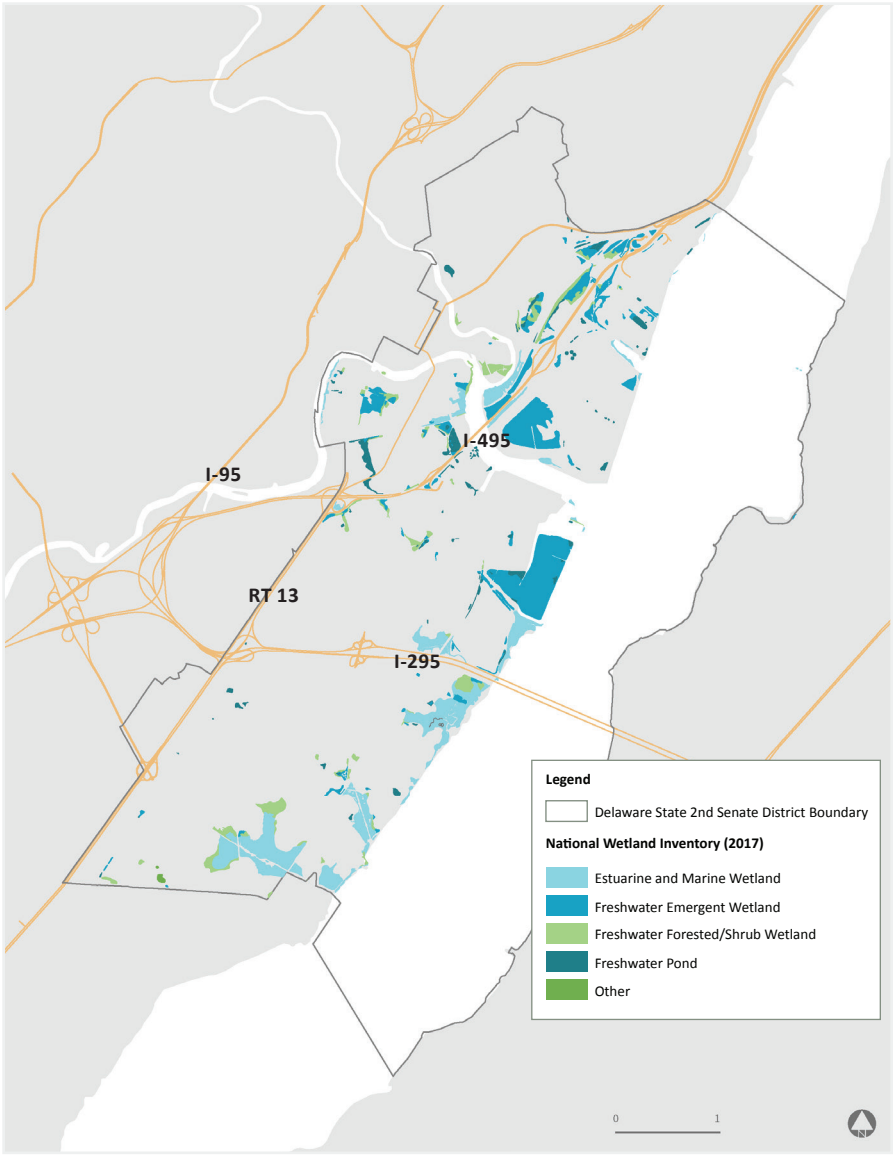
The US Fish and Wildlife Service's National Wetlands Inventory (NWI) delineates wetlands for informational as opposed to regulatory purposes.

About 14% of the area of all parcels in the District is composed of NWI wetlands. NWI wetlands in the District are shown in the National Wetlands Inventory Map on the right. This layer is based on imagery from 2017.

Because parcels that contain wetlands present more regulatory hurdles for development, it can be difficult to assemble or develop land in an area with many wetlands. However, wetlands can also collect floodwater, so their preservation is beneficial to surrounding higher ground.

National Wetlands Inventory, 2017

within the District



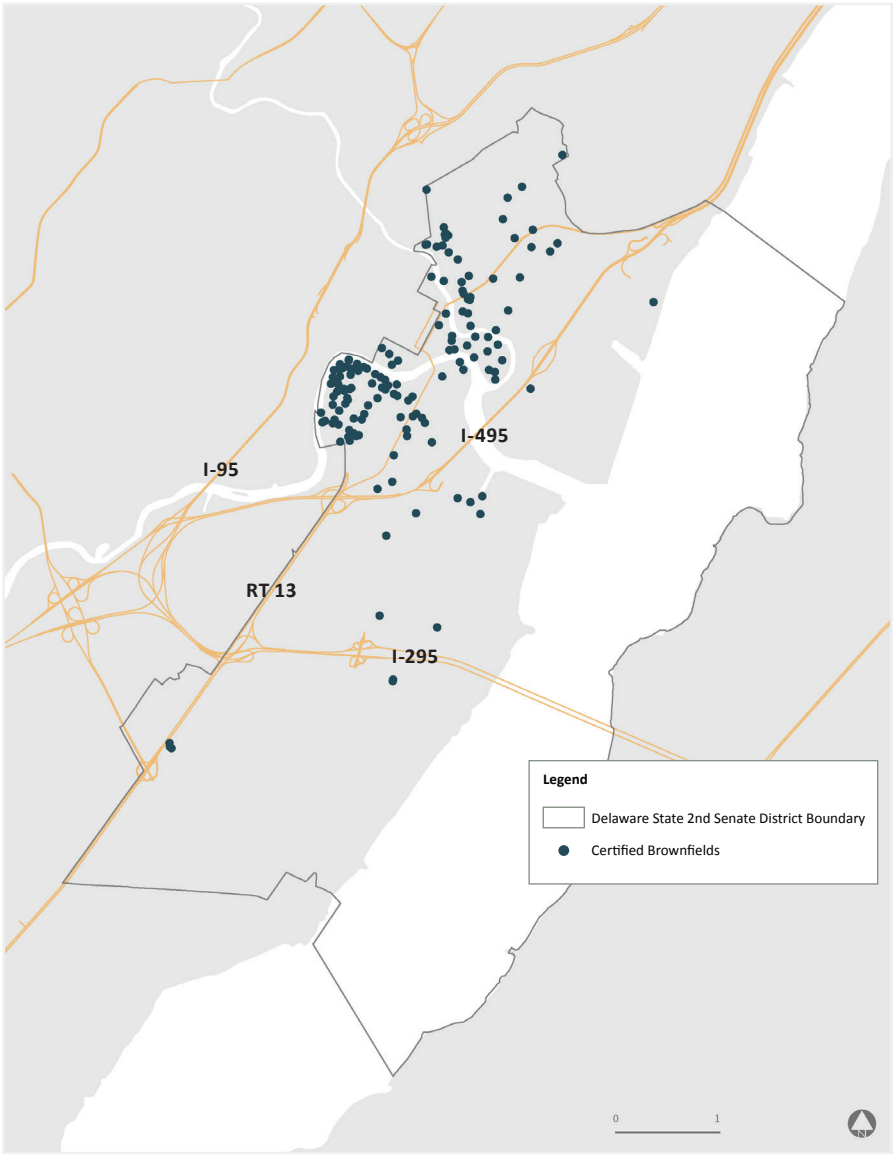
9 Delaware Regulated Tidal Wetlands Index, https://dnrec.alpha.delaware.gov/water/wetlands-subaqueous/state-regulated-wetlands/

BROWNFIELDS

The District contains many sites that have been contaminated by past industrial activity. In Delaware, one of the designations that a contaminated site can receive is certified brownfield. At the request of applicants, DNREC's Remediation Section reviews parcels to see if they qualify to be certified as brownfields. Certified brownfields are eligible for financial assistance from the Remediation Section's Brownfields Development Program. Eligible parties may use this financial assistance for investigating and remediating certified brownfields when this remediation is necessary to make the certified brownfield developable.

The Certified Brownfields Map shows the 171 certified brownfields in the District, according to 2022 data from DNREC. It does not differentiate between certified brownfields that have already been remediated and redeveloped through the Brownfields Development Program and those that have not. However, DNREC's Delaware Brownfields Marketplace is an online database of both certified and potential brownfield sites that are available for potential redevelopment and that therefore may be eligible for the Brownfields Development Program. At the time of writing, there are five sites in the District that are listed on the Brownfield Marketplace. They range in size from 1.1 to 14.78 acres.

Certified Brownfields
within the District



Infrastructure

TRANSPORTATION

The availability of a variety of convenient transportation options is a major asset for developers and employers. Streets, transit routes and bicycle and pedestrian facilities that provide broad and convenient connectivity offer choices to employees for both their commutes to work and other types of trips. They can therefore help businesses attract employees.

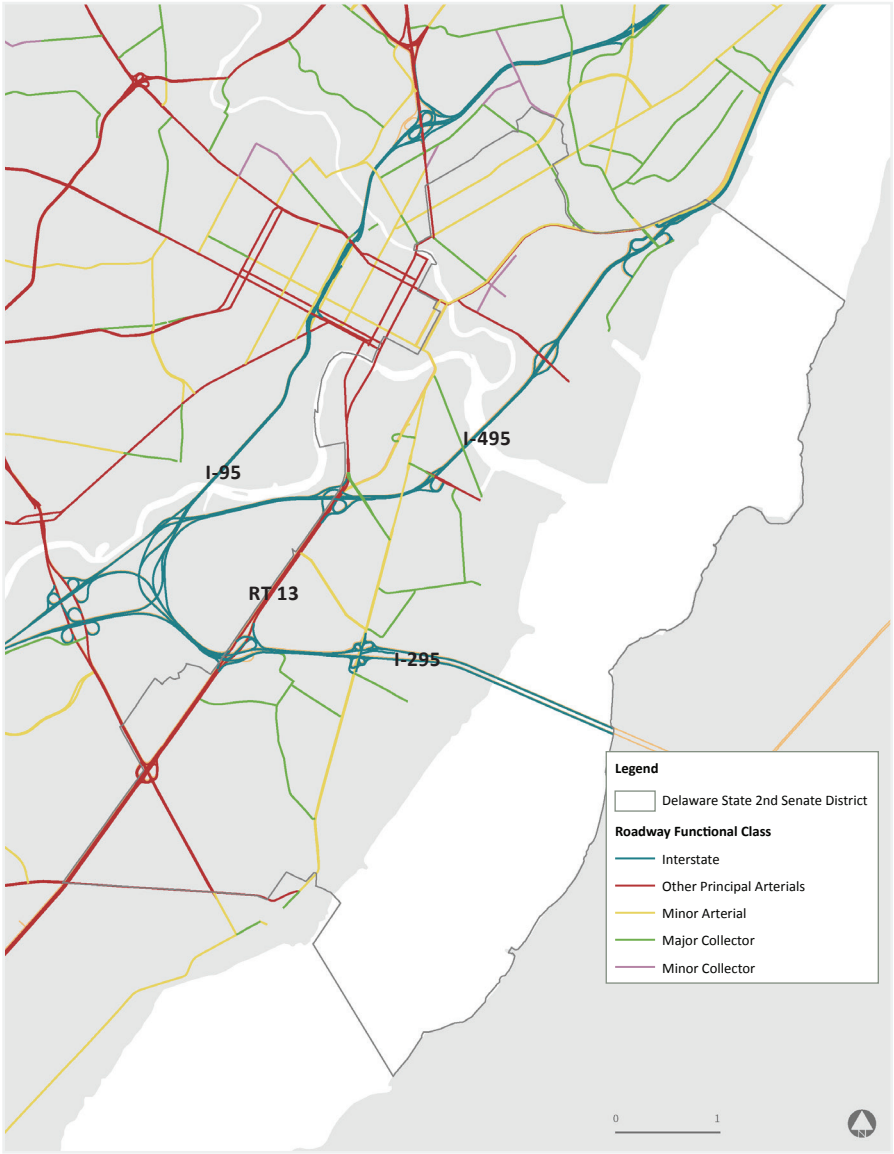
Additionally, access to freight infrastructure such as rail lines, ports, truck facilities, and highways is a primary concern for freight-related businesses when making location decisions.

Road Network

The District includes two interstates (I-495 and I-295), two US routes (13 and 13 Business) and one state route (9). I-495 and I-295 connect to I-95, which provides the District with convenient roadway connectivity to major cities on the east coast. The Roadway Functional Classifications Map on the right shows roadways according to their functional classification. All streets that are not otherwise indicated are “local roads”.

Traffic congestion is important to understanding how well a road network can accommodate additional freight and passenger car traffic. A common measurement of traffic congestion is Level of Service (LOS), which rates the level of traffic congestion on a scale from A to F, with F being the most congested. The Level of Service Map on page 60 shows LOS during the PM peak period (4-6pm) for the year 2021. PM peak period LOS from Fall 2019 (prior to the COVID-19 pandemic) can be viewed on the WILMAPCO-maintained Delaware Freight Plan – Existing Conditions map.[10]

Roadway Functional Class

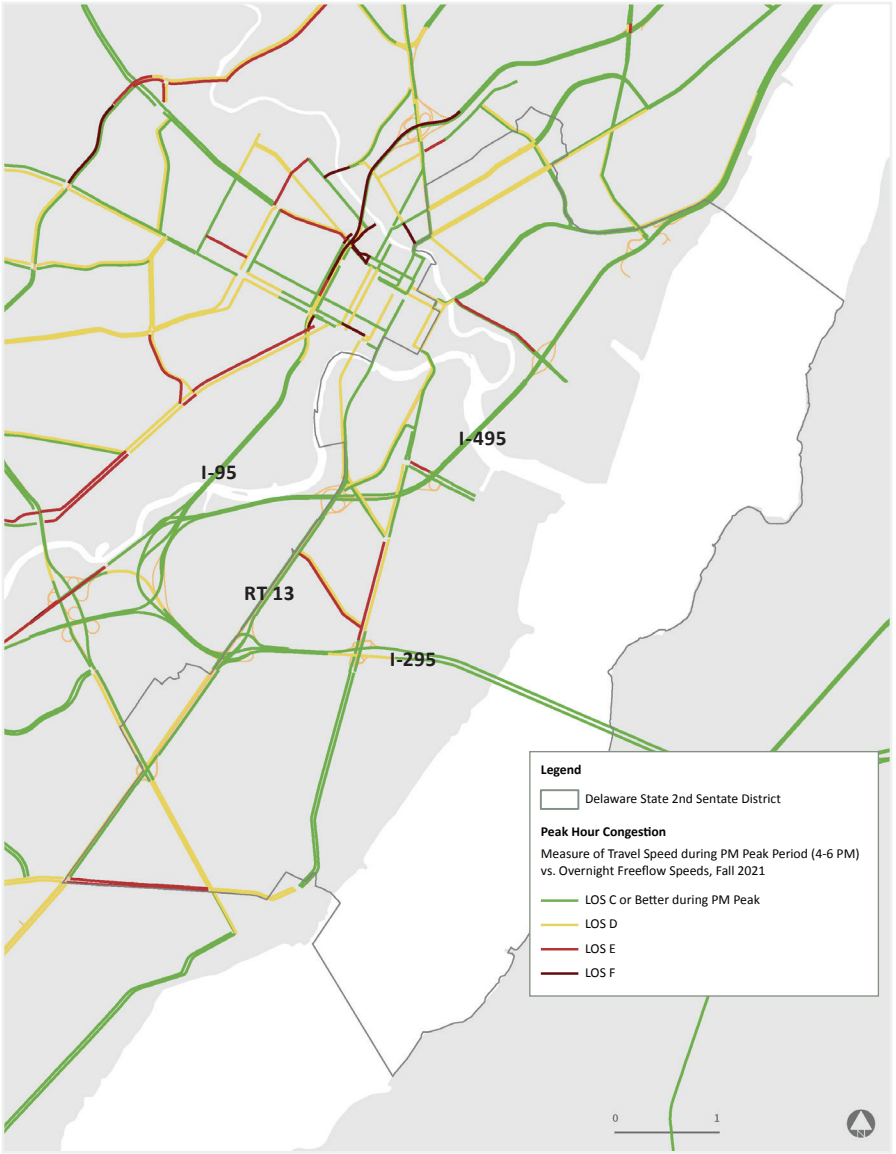


10 WILMAPCO-maintained Delaware Freight Plan – Existing Conditions map, https://mangomap.com/wilmapco/maps/120164/delaware-freight-plan-existing-network?preview=true#

Route 9 Corridor Master Plan

In 2017, WILMAPCO released the Route 9 Corridor Master Plan[11] (AKA the Route 9 Corridor Land Use and Transportation Plan), which included recommendations for land use changes and street improvements along and in the vicinity of the portion of Route 9 in the District. The area includes a mix of residential, commercial, and industrial uses. The existence of industrial uses near residences has created public health and safety issues, which the master plan seeks to help address. Therefore, the plan includes many recommendations whose implementation will be beneficial to the goals of this economic development plan. It should also be noted that Route 9 was identified as a priority corridor in the New Castle County, Delaware Economic Development Strategic Plan (2014),[12] and that the state received a $6 million federal grant through Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program in October 2022 to make improvements to Route 9.

Level of Service Map



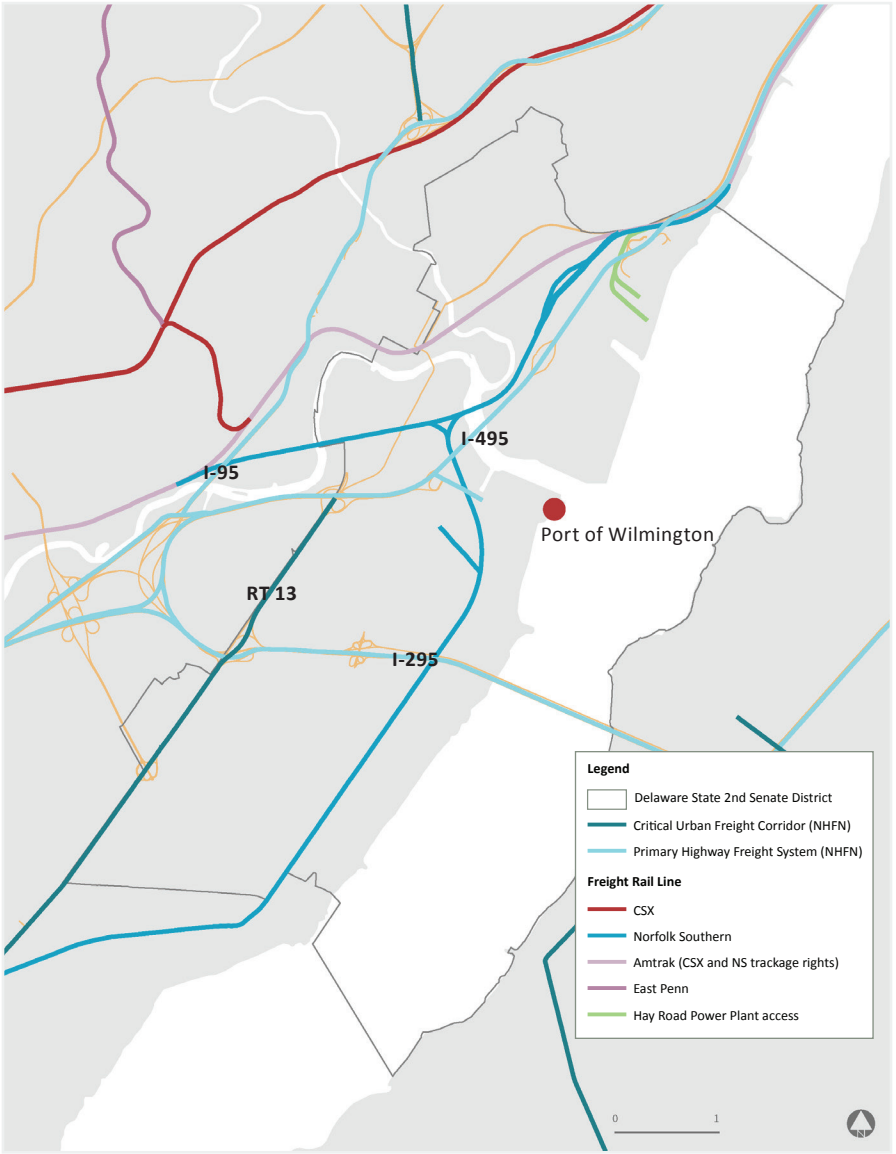
11 2017, WILMAPCO Route 9 Corridor Land Use and Transportation Plan, https://wilmapco.sharefile.com/share/view/sb99bc5289dc4982a

12 New Castle County, Delaware Economic Development Strategic Plan (2014), https://www.newcastlede.gov/DocumentCenter/View/7778/New-Castle-County-Economic-Development-Strategic-Plan

Freight

The map on the right indicates that the District is well served by freight infrastructure, including roads on the National Highway Freight Network (NHFN), the Port of Wilmington, and freight rail lines. The Port of Wilmington and the CSX and Norfolk Southern rail lines are on the Interim National Multi-modal Freight Network (NMFN). The US Department of Transportation maintains an interactive online map of the Interim NMFN.[13]

Map of Freight Infrastructure



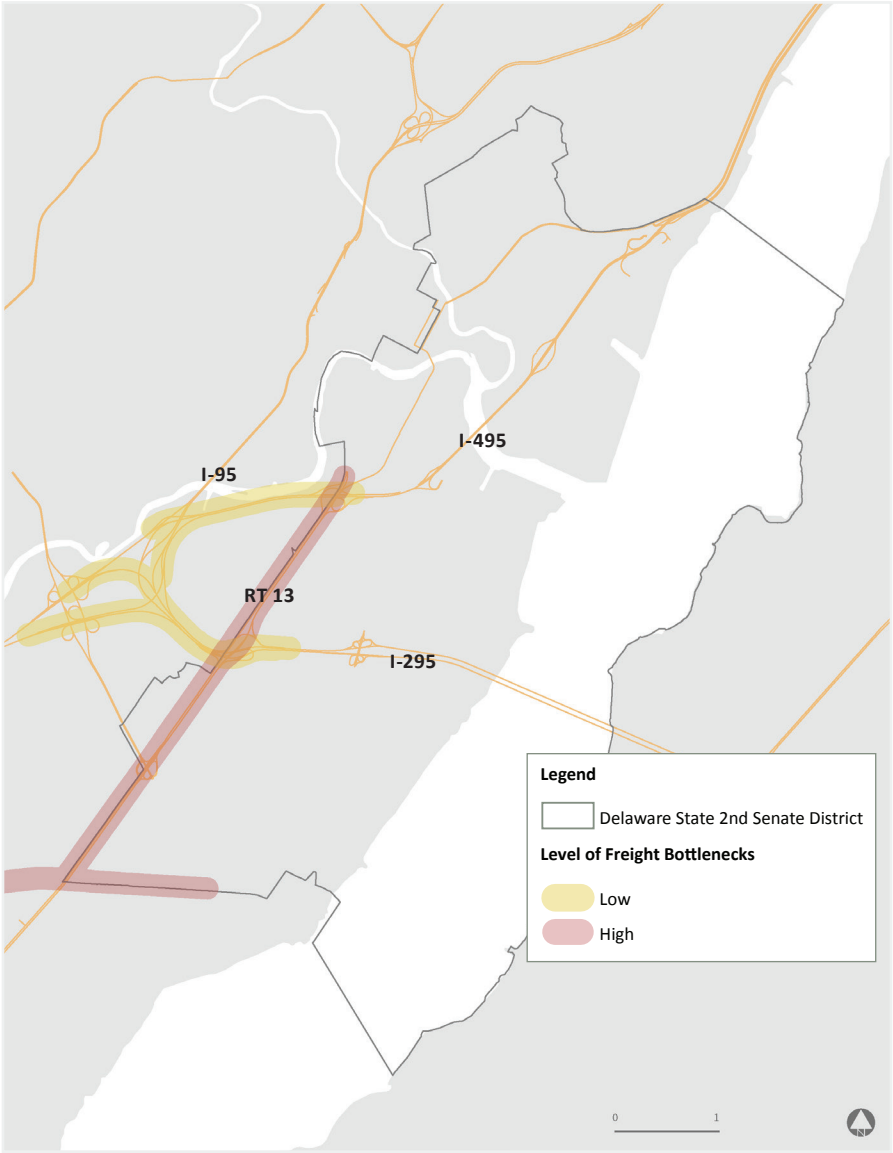
13 U.S. Department of Transportation Interim National Multi-modal Freight Network Interactive Map, https://maps.dot.gov/BTS/Interim_NMFN/

Freight Bottlenecks

The Freight Truck Bottlenecks Map shows road segments in and adjacent to the District that were identified as "high" and "low" ranked freight truck "bottlenecks" in the 2022 Delaware Statewide Truck Bottleneck Analysis[14] prepared by DelDOT and WILMAPCO. This analysis also describes projects and studies that are intended to address each of the identified bottlenecks. The District's "high" ranked bottlenecks are on US 13 and DE 273, and its "low" ranked bottlenecks are at the edge of the district on I-295 and I-495. As described in the WILMAPCO-maintained Delaware Truck Bottlenecks – 2021 online map,[15] truck bottlenecks are road segments identified by a State DOT as having constraints that cause a significant impact on freight mobility and reliability. This map also provides the statewide layer of freight truck bottlenecks.

For more information on freight facilities in Delaware, visit the WILMAPCO-maintained Delaware Freight Plan – Existing Conditions map.[16] The interactive map includes the NHFN, freight bottlenecks, first/final mile freight connectors, peak hour congestion, and freight-intensive employment counts.

Freight Bottlenecks



14 The 2022 Delaware Statewide Truck Bottleneck Analysis by DelDOT and WILMAPCO http://www.wilmapco.org/freight/2022_DE_Bottlenecks_Summary.pdf

15 2021 WILMAPCO Delaware Truck Bottlenecks Map, https://mangomap.com/wilmapco/maps/86905/Delaware-Freight-Performance---2017?preview=true#

16 WILMAPCO Delaware Freight Plan – Existing Conditions Map, https://mangomap.com/wilmapco/maps/120164/delaware-freight-plan-existing-network?preview=true#

Commuting Alternatives

Purchasing, insuring, and owning a personal motor vehicle is expensive. Therefore, the availability of alternative transportation modes for commuting—namely public transit and bike and pedestrian facilities—is a desirable asset for many employers to be able to offer to their employees. Providing these alternative commuting options also helps the state and local jurisdictions meet their greenhouse gas (GHG) emissions reduction goals. Robust public transit and active transportation networks can also benefit private companies by allowing them to dedicate less of their property to parking, or by helping them meet their own GHG reduction goals. The following sections provide an overview of existing conditions of public transit and bike/pedestrian facilities in the District.







Transit

There are numerous transit options in or near the District. Due in part to the presence of several arterial roads and the Wilmington Transit Center (a bus hub for DART First State, Delaware's transit authority), the District is currently served by 25 year-round bus routes.

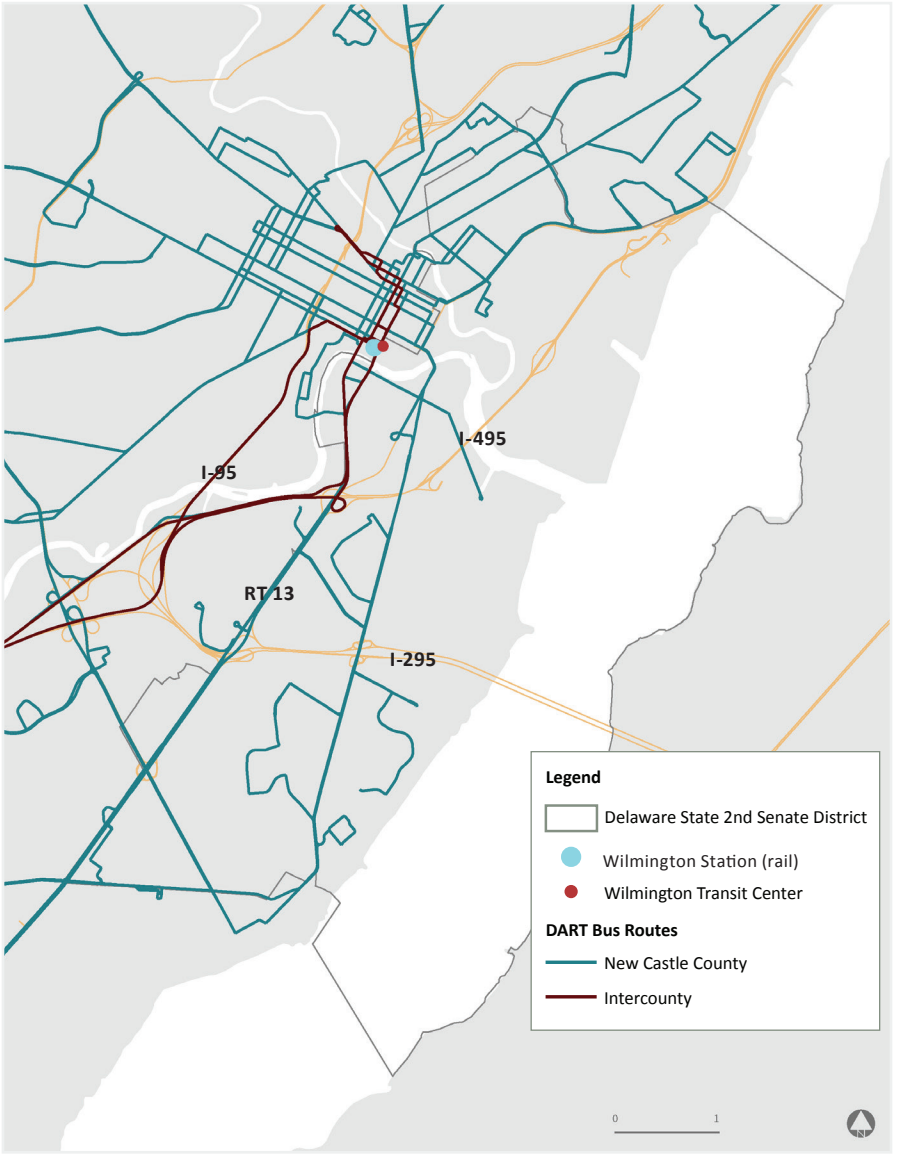
Just outside of the District, across from the Transit Center, is the Joseph R. Biden, Jr., Railroad Station, also known as Wilmington. The train station is served by a SEPTA Regional Rail (commuter rail) line that goes to Newark, DE, and Philadelphia.

The train station is also part of Amtrak's Northeast Corridor, which travels between Boston and Washington, DC, and there is an intercity (Greyhound) bus station less than a block from the train station.

The Transit Systems Map on the right shows DART bus routes that serve the district, as well as the locations of Wilmington Station and the Wilmington Transit Center.

Although the District is served by numerous transit options, some of these options have limited service, either in general or certain times of day or days of the week. Transit options with limited service may not provide enough flexibility (such as a bus schedule with long headways between buses) or may not provide any service during the times that a worker needs to commute (such as a bus that only runs during the day or on weekdays). Therefore, although a bus or train may serve the District, it may not actually be viewed as an asset by an employer if it is too inconvenient for their employees to use. As is typical for public transit, the transit that serves the District is most convenient for those who work during standard business hours. However, freight and other industrial jobs, which are common in the District, often have shifts during off hours. Therefore, the abundant transit in the District may not be very useful for commutes associated with overnight and other off-hour shifts.

Transit Systems Map



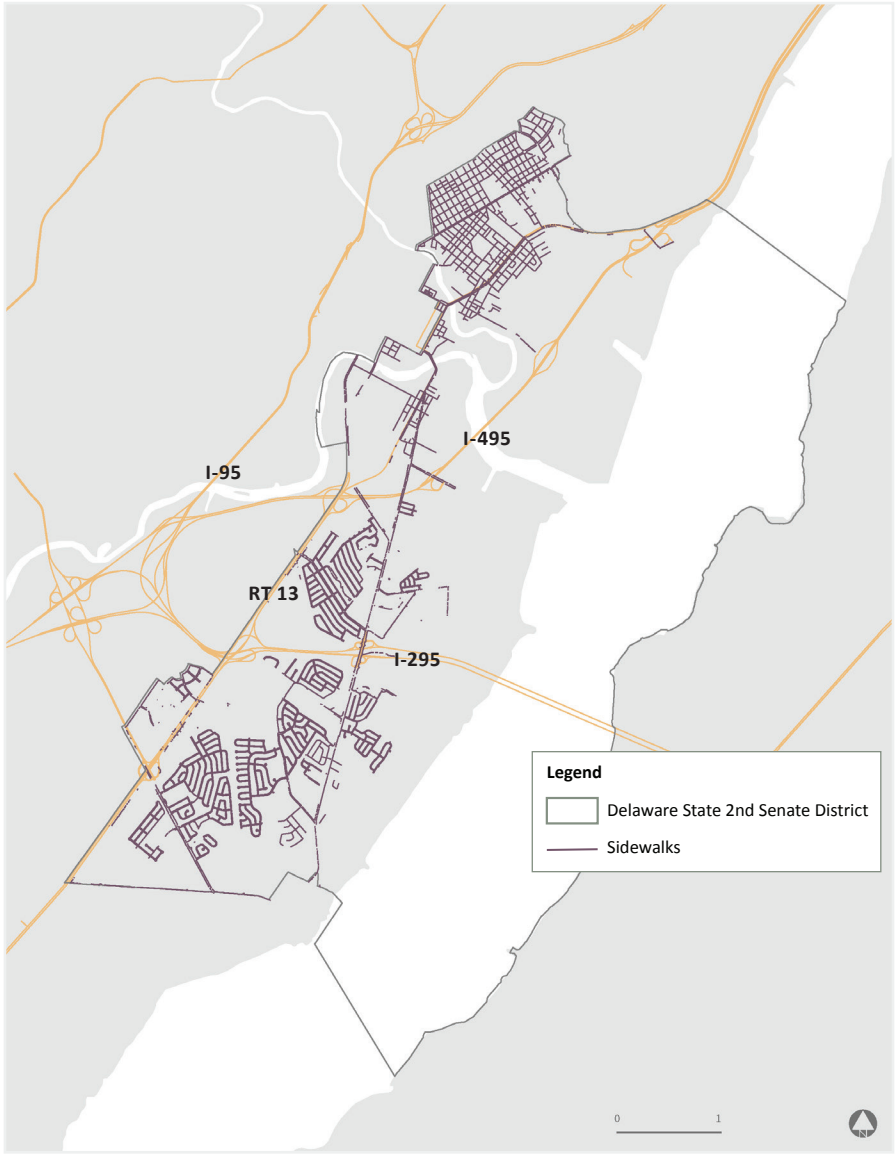
Bicycle and Pedestrian Facilities

As noted above, there are several arterial roads in the District. These roads provide excellent connectivity for cars and buses. However, in general, they are poorly designed for people walking or biking. These roads can have heavy traffic volumes and high speeds. However, the arterial roads are not limited access highways, so they also have many cross streets and curb cuts, which means that motor vehicle traffic frequently turns across bike and pedestrian infrastructure. Given that these roads were designed for and are primarily used by motor vehicles, facilities for bikes and pedestrians are minimal, deteriorating, blocked by debris, or nonexistent. Although traffic is relatively slow on the local and collector streets serving industrial and heavy commercial areas, these streets present similar challenges to bicyclists and pedestrians as their arterial counterparts. The Public Sidewalks Map shows public sidewalks in the District.

New pedestrian infrastructure was completed between 2020 and 2022: the Wetland Park Pathway, South Walnut Sreet Side Path, and Margaret Rose Henry Bridge. These improvements provide mostly low-stress connections between Southbridge and the Riverfront.

Public Sidewalks

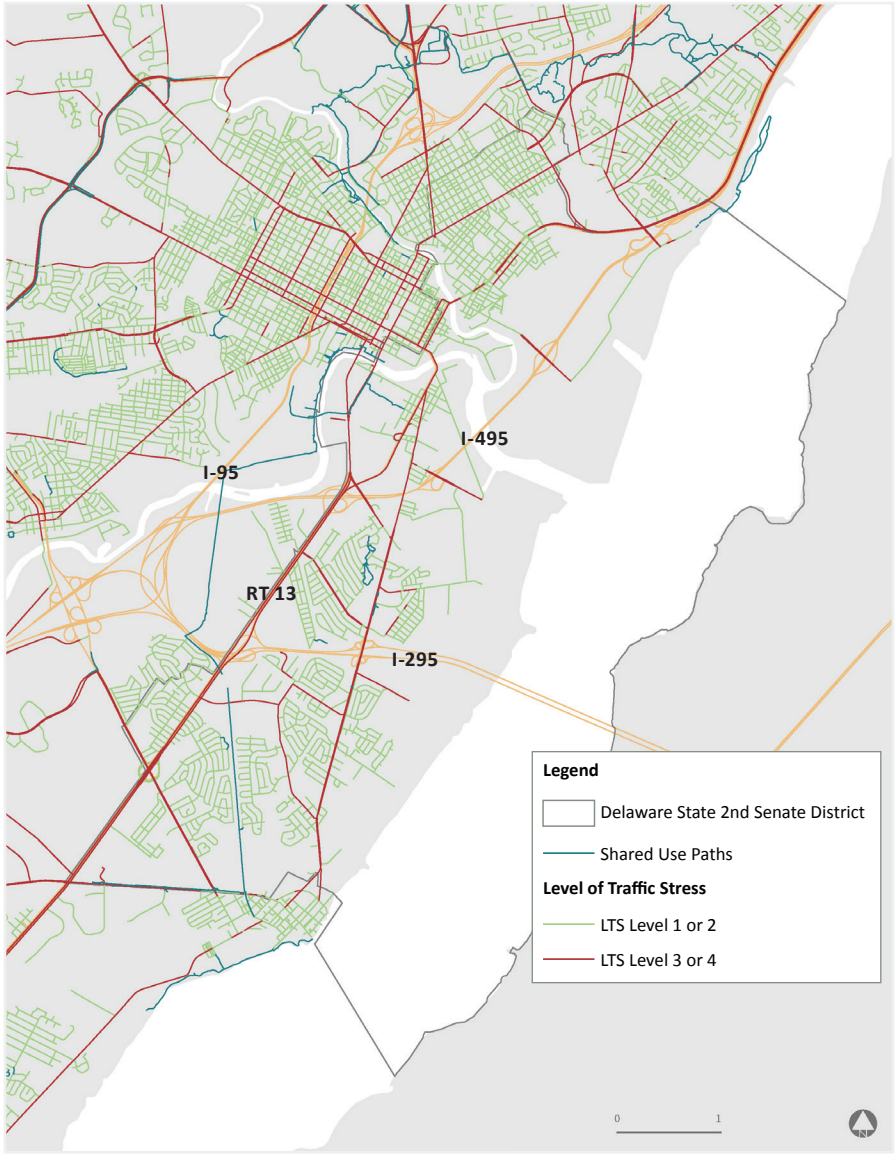
within the District



Roadway Traffic Stress

Given the arterial road conditions described in the previous paragraph, even roads with wide shoulders may nonetheless provide an uncomfortable biking experience. Therefore, a Bicycle Level of Traffic Stress (LTS) analysis is a useful tool in this context to provide a more nuanced understanding of the bikeability of the streets in the District. Bicycle LTS analysis uses factors such as the speed of traffic, volume of traffic, and the number of lanes to rate each roadway segment on a scale of 1 to 4, where 1 is a low-stress place to ride and 4 is a high-stress place to ride. Streets with higher LTS have higher traffic speeds and volumes, more intense lane configurations, less space for bikers, and less protection of the space available for biking. Therefore, a smaller proportion of people are comfortable riding a bicycle on streets with higher LTS. In the case of the District, Google Maps' biking layer currently labels most of the arterial streets in the District as "bicycle-friendly roads." This may be because the roads have shoulders. However, the Level of Traffic Stress and Paths Map on the right, shows that the arterial roads in the District are at LTS 3 or 4. This map also shows the locations of shared use paths (SUPs) in the District. SUPs are paved pathways that are separated from motor vehicle traffic and may be used for walking, running, bicycling, skating, and other modes of active transportation. SUPs are considered LTS 1.

Level of Traffic Stress and Paths Map



Planned Transportation Improvements

The Capital Transportation Project Map shows transportation improvement projects in the District that are in the state's Capital Transportation Program (CTP).

In addition to the state's CTP, Wilmington and New Castle County have bike plans that propose and recommend additional bike facilities to create a more useful network of bike routes. For instance, additional connections are proposed to the Jack A. Markell Trail, a 5.5-mile trail that connects the cities of Wilmington and New Castle. These connections will not only make the trail more convenient for recreational riders, but also for people using bikes for commuting.

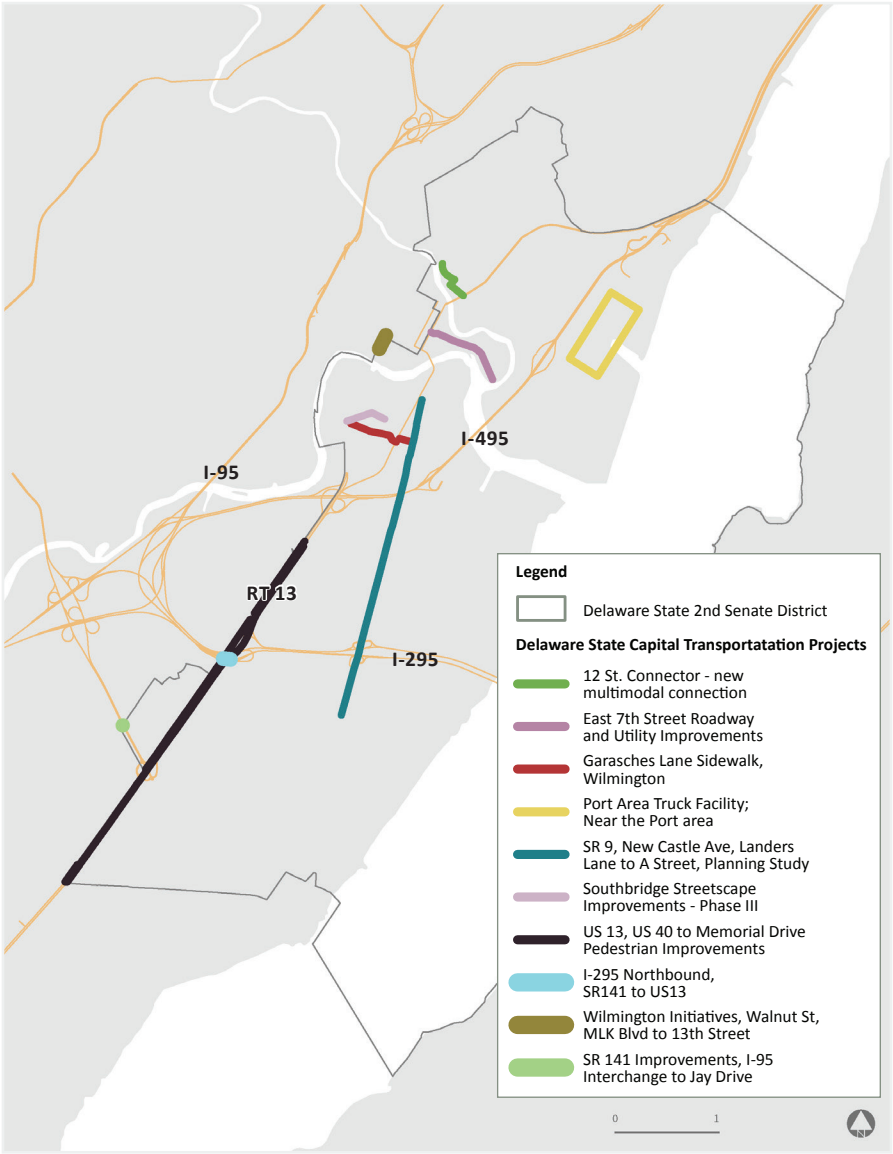
Design is underway (as of this writing) for two trail connections to portions of the Jack A. Markell (JAM) Trail. Although they are not in the District, they will provide better connectivity to the JAM Trail and certain areas in the District. The trail concepts, Commons Boulevard and Newport River Trail are detailed on Delaware Greenways' website.

Additionally there are trails, shared use paths, and sidepaths proposed in other plans:

- The East 7th St Peninsula Study proposes a shared use path along streets on the 7th St Peninsula.
- The 12th Street Connector Transportation Improvements Study proposes a shared use path along the proposed 12th St connector.
- The Rt 9 Corridor Master Plan includes a multi-use path in the median between Memorial Dr and Cherry Lane in one of the alternatives.

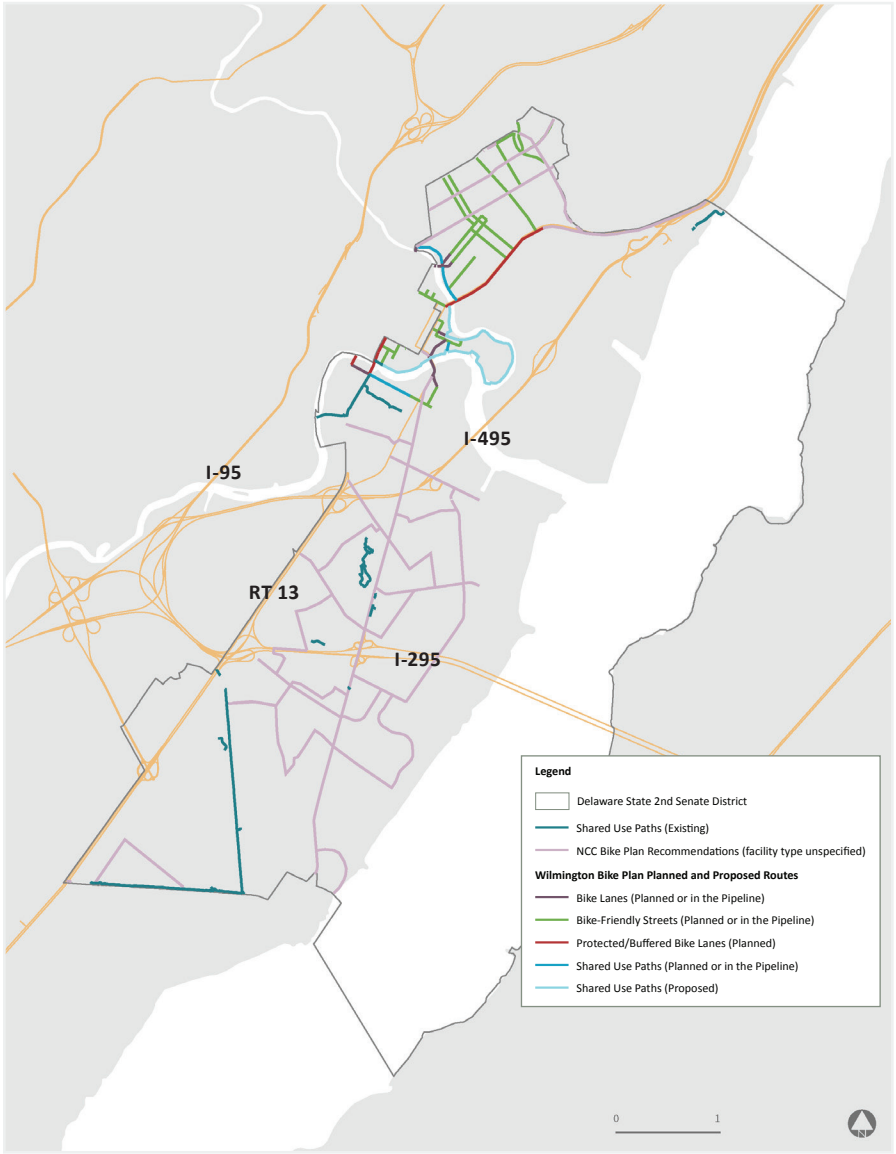
Capital Transportation Program Projects

within the District



Recommended and Proposed Bike Facilities from Local Bike Plans

within the District



Local Bicycle Infrastructure Plans

The Recommended and Proposed Bike Facilities from Local Bike Plans Map, on the left, shows proposed and recommended bike facilities depicted in Wilmington's and New Castle County's bike plans. Note that all recommended routes in New Castle County's bicycle plan are identified simply as "Low-Stress Bike Routes," while Wilmington's bicycle plan identifies the routes according to facility type. These proposed and recommended bicycle improvements are especially important for improving mobility options for workers who cannot afford a personal automobile but whose work schedules are poorly accommodated by transit schedules.

Bike and pedestrian facilities that are often used for recreation, such as trails through public parks, can also be an economic asset not just for commuting but also because they enhance the region's quality of life and therefore help employers attract and retain employees. In addition to on-street bike facilities, Wilmington's and New Castle County's bike plans recommend the construction of additional off-road trails that could be used for recreation and commuting.

WATER AND SEWER UTILITIES

The City of Wilmington's water systems, whose service area extends beyond the boundaries of the city, provides water to most of the District. The City of New Castle is served by its own water provider, while the portions of unincorporated New Castle County in the District are served by two private water companies: Artesian and Veolia. Potable water scarcity has not arisen in this area therefore, desalination efforts are not likely warranted at this time. Should provision of potable water become a threat in the future, feasibility of desalination of brackish Delaware River water for potability would become a more necessary step.

Like its water service, the City of Wilmington's sewer service extends beyond city limits and covers most of the District. New Castle County also has a public sewer service, which serves the unincorporated portions of the District. New Castle County's sewer service likely also covers the City of New Castle.

Government Incentives and Support

Delaware has a strong reputation for being business friendly, due to its strong support for businesses, responsible public sector agencies, and a thoughtful menu of initiatives and incentives. While the State as a whole benefits from various tax advantages—no sales tax, no state-level real estate tax, and no business use tax—this sub-section inventories the numerous incentive and support programs available to businesses in the Three Rivers area.

CITY OF WILMINGTON INCENTIVES

WilmingtonMade was created in response to reduced sales at local businesses during the pandemic. The program promotes local businesses, restaurants, stores, and cafes citywide.

Office Vacancy Incentive provides wage tax rebates and parking rates comparable to suburban offices for qualified businesses that occupy office space in the Central Business District for at least 10 years.

Property Tax Abatement is an incremental 10-year abatement of City of real estate taxes for making qualified improvements to any market-rate multi-family residential or market-rate mixed-use property located in designated areas.

Head Tax Abatement Business owners are required to pay head tax at the sum of $15.00 per month for every employee in excess of five employed by the licensee within the city. Head tax abatement is available for employers who employ in excess of 50 full-time employees (including the business owner) and are committed to staying within the City limits for five years.

A&E Feasibility Assistance is a grant program that offers a 50 percent match (up to $15,000) for architectural and engineering feasibility work for for-profit small business developers to explore capital investments.

City of Wilmington Strategic Fund is used to make contractually based job creation and job retention incentive offers to private businesses.

Grow Wilmington Fund is a real estate loan program, for qualified businesses in operation for at least two full years with 2 to 500 employees and revenues generally between $500,000 and $20 million (subject to the SBA size standards by industry). Loan amounts typically range from $150,000 to $2,500,000.

Relocation/Workforce Development Assistance provides workforce development grants, advances, or loans to businesses that establish operations in the City, incur relocation or workforce training costs in doing so, and are judged to have a significant positive economic development impact. The funding source is the City's Strategic Economic Development Fund.

NEW CASTLE COUNTY INCENTIVES

Business License Fee Waiver for existing buildings (up to 12 months) or new buildings (up to 36 months).

Building Permit Fee Waiver for signs, facades, underground utilities and sidewalks.

Property Tax Abatements for five years for improvement projects costing more than $25,000.

STATE OF DELAWARE INCENTIVES

The Encouraging Development, Growth & Expansion (EDGE) grant program gives qualified STEM small businesses in Delaware access up to $100,000 for eligible expenses.

Delaware Capital Access Program helps lenders provide financing to businesses deemed too risky for the traditional banking model due to minor collateral or credit issues.

Delaware Technical Innovation Program offers transition grants for companies that have completed Phase I and applied for Phase II of the federal Small Business Innovation Research or Small Business Technology Transfer programs as they work to bring new products to market.

The Delaware Division of Small Business (DDSB) offers resources one-on-one assistance and counseling to help small businesses start and grow in Delaware.

Tax-Exempt Bond Financing acts as the conduit issuer on bond for tax-exempt, non-profit organizations.

Brownfield Assistance Program offers matching grants to property owners and developers to encourage redevelopment of environmentally contaminated sites.

Transportation Infrastructure Investment Fund (TIIF) provides reimbursment grants to new or expanding job-generating businesses in the state to help offset their transportation improvement costs.

Angel Investor Job Creation and Innovation Tax Credit was established to incentivize early-stage investment in high-tech, Delaware businesses to encourage job creation and innovation. The credit for an investor is 25% of the investment amount in a qualified business. The program limits credits at $125,000 for individuals in a given year, $500,000 for businesses in all years, and has an annual funding cap of $5 million. Both investors and businesses must qualify and certify with Delaware Division of Small Business.

Business Finder's Fee Tax Credit was established to attract new businesses to Delaware and to give existing Delaware companies an incentive to encourage other businesses to establish operations in the state. To qualify for the refundable tax credit, both the existing business and relocating business must jointly file an application and the new business must create at least 3 full-time jobs. Both businesses are able to claim an annual credit equal to $500 for each new full-time job created by the new business. Credits may be claimed by both businesses for a period of 3 years.

Delaware Strategic Fund is the Divisions of Small Business primary funding source to support business retention and expansion through grants and low-interest loans to projects that grow the state's economy in a significant way.

The American Rescue Plan Act

The American Rescue Plan Act (ARPA), signed into law in early 2021 by President Biden, provides nearly $1.9 trillion in funding to states, counties, and municipalities across the country to spur recovery from the COVID-19 pandemic.

The State of Delaware will invest $925 million in one-time funded projects across the state that meet pandemic response needs, build stronger and more equitable communities hit hard by the pandemic, provide economic stabilization for households and businesses, and address public health, public safety, and economic challenges.

New Castle County will receive approximately $108 million from this fund that will go to a "Building Better Communities" initiative focused on reducing violence and improving economic outcomes in underserved neighborhoods. Funds will also go to support affordable housing, environmental justice, and holistic workforce development.

The City of Wilmington will receive an allotment of $55.3 million in ARPA funds. Of that amount, $22 million has been set aside for an ambitious Neighborhood Revitalization plan, beginning in the city's historic East Side neighborhood. The plan will include investments in new construction; full rehabilitation of existing homes; façade, system, and roof improvements for current homeowners; and the demolition of dilapidated and vacant properties.

Over the past five years, there have been 36 economic incentive deals totaling more than $62 million at an average of $12,672 per new job in the Wilmington metropolitan area, according to WAVTEQ.

Downtown Development District

The 2nd Senatorial District overlaps a small portion of Wilmington's Downtown Development District (DDD), as shown in map to the right. Delaware's DDD Program offers grants to offset up to 20 percent of qualifying capital construction costs. Individual DDDs may have additional incentives.[17]

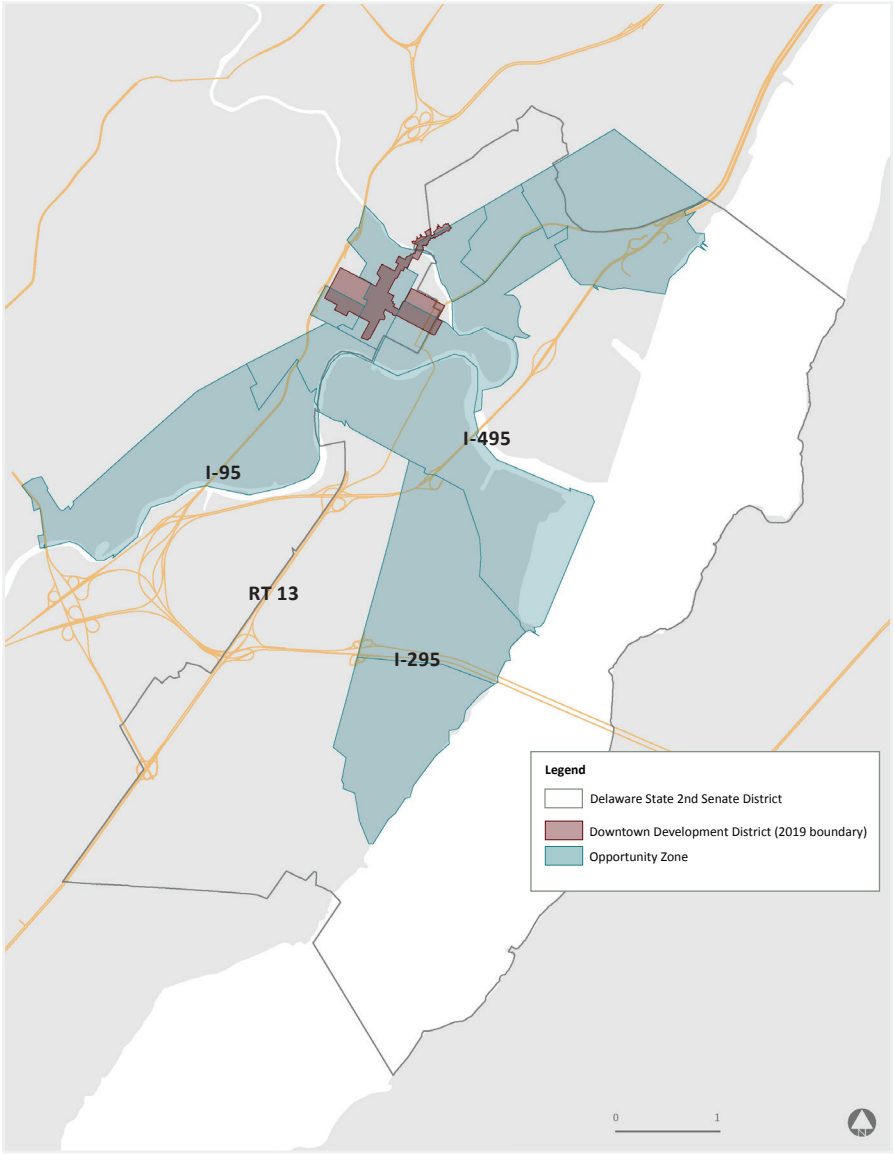
Opportunity Zones

As shown in the Opportunity Zones and the Downtown Development District Map, most of the plan area is overlapped by Opportunity Zones. Opportunity Zones are a federal economic development tool intended for distressed communities. They incentivize investment in projects in an Opportunity Zone by providing preferential tax treatment to investors. Census tracts can become Opportunity Zones via a nomination by the governor followed by certification by the IRS. Delaware's Division of Small Business maintains a website about Delaware's Opportunity Zones.

HUBZones

The HUBZone program is another federal economic development program. HUBZone stands for Historically Underutilized Business Zone. The program is intended to support small businesses and bring job growth to disadvantaged areas. The program reserves at least 3 percent of federal contract dollars for awarding to HUBZone-certified companies each year. The U.S. Small Business Administration maintains an interactive online HUBZone Map, which is searchable by address. As shown on that map, the District overlaps with Census tracts that have been designated as HUBZones. Therefore, small businesses located in these HUBZones that meet other program criteria are eligible to become HUBZone-certified.

Opportunity Zones and Downtown Development District



17 For more information about the DDD program, visit https://stateplanning.delaware.gov/about/ddd.shtml.

Recent Successful Partnerships: Delaware Strategic Fund and EDGE Grants
Awarded in the 2nd Senatorial District

FY 2020

The Challenge Program
$81,930 Delaware Strategic Fund Grant

This nonprofit was approved for a Delaware Strategic Fund grant in the amount of $81,930 to expand operations in Wilmington. The Challenge Program prepares at-risk youth for careers in construction. It used the money to build a 15,000-square-foot manufacturing facility and employ seven FTEs.

WilmInvest LLC
$50,000 EDGE Grant

This company was awarded an Encouraging Development, Growth and Expansion (EDGE) Grant in the second round of the program. The company purchases and renovates single-family homes in Wilmington and leases the houses to nonprofits and governmental entities to serve families in need of housing and supportive services. It used the grant to purchase and renovate additional homes.

FY 2021

Advantage Building Supply Corp.
$338,920 Delaware Strategic Fund Grant

This company, which supplies construction materials, will open a new facility in Wilmington. It was approved for up to $338,920 in grants from the Delaware Strategic Fund, including a Capital Expenditure grant of up to $138,000 and a Performance Grant of up to $200,920 to create up to 118 new jobs.

Eastern Highway Specialists
$241,000 Delaware Strategic Fund Grant

This company, which builds highways and bridges, is building a new headquarters in Northeast Wilmington and expanding its workforce. It was approved for $241,000 in grants from the Delaware Strategic Fund, including a Performance Grant of up to $181,000 to add 18 new jobs and a Capital Expenditure Grant of up to $60,000.



PHOTO: EASTERN HIGHWAY SPECIALISTS

Dayka & Hackett LLC/Fresh Pac LLC
$370,700 Delaware Strategic Fund Grant

This fruit packaging company was approved for a Delaware Strategic Fund grant of up to $370,700, including a Capital Expenditure Grant of up to $70,200 and a Performance Grant of up to $300,500 to create 18 new jobs.

Recent Success
In the 2nd Senatorial District

Equitable Wilmington CDFI Collaborative. *The Equitable Wilmington CDFI Collaborative received a three-year, $4 million investment through JPMorgan Chase's Partnerships for Raising Opportunity in Neighborhoods (PRO Neighborhoods) program in 2020. Funds from this investment have supported the redevelopment of vacant and blighted homes, small business support, and the development of community facilities. The Collaborative's three members are Cinnaire, NeighborGood Partners (formerly NCALL Loan Fund), and True Access Capital, all of which are Community Development Financial Institutions (CDFIs) with a long track record of uplifting communities underserved by traditional lending institutions. The Collaborative is focused on three neighborhoods in Wilmington – West Side/ West Center City, East Side, and Northeast. Since its inception, the Collaborative has conducted a market study in the focus neighborhoods, put together a Community Advisory Council that acts as a feedback loop for their work in the community, and loaned more than $15M for preservation of affordable housing, community facilities, and commercial development.*



IMAGE: Equitable Wilmington

Big Idea for the Three Rivers Area—

There is a need to increase the rental market by repurposing real estate in strategic areas.

—from stakeholder engagement



4 Connecting to Real Estate

Real Estate Opportunities

Adaptive Reuse of Real Estate

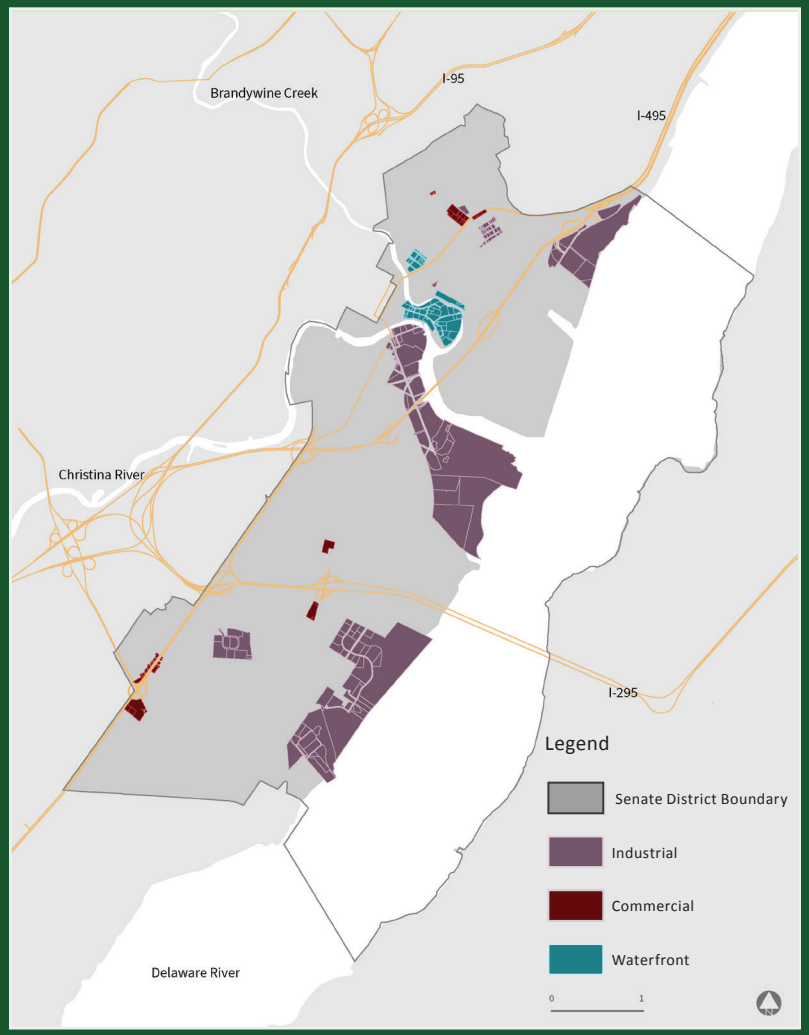
Industrial

Commercial

Waterfront

Real Estate Opportunities

Map of Opportunities for Adaptive Reuse of Real Estate



Leveraging physical and locational strengths, the Three Rivers Area has available land primed to be activated for high-demand global industries, businesses, and new places to live that will generate sustainable economic growth. A wide variety of land uses are represented by the three general categories shown on the map to the left. Purple indicates Industrial area ranging from heavy industry to light manufacturing and logistics. Red indicates Commercial opportunities in regional shopping centers and neighborhood-level retail and service districts. Blue-shaded areas, Waterfront development, are available for light manufacturing, commercial, and residential uses.

The development sites shown on the map on the left were identified and analyzed as having particular promise for investment and integration into the overall plan recommendations. The following pages provide a snapshot of each site. Future work should be commissioned to further explore feasibility and marketing of each site.

Details about parcel sales history can be found online:

New Castle County Office of Assessment main page:
https://www.newcastlede.gov/181/Assessment

New Castle County Office of Assessment Parcel Search:
https://www3.newcastlede.gov/parcel/search/

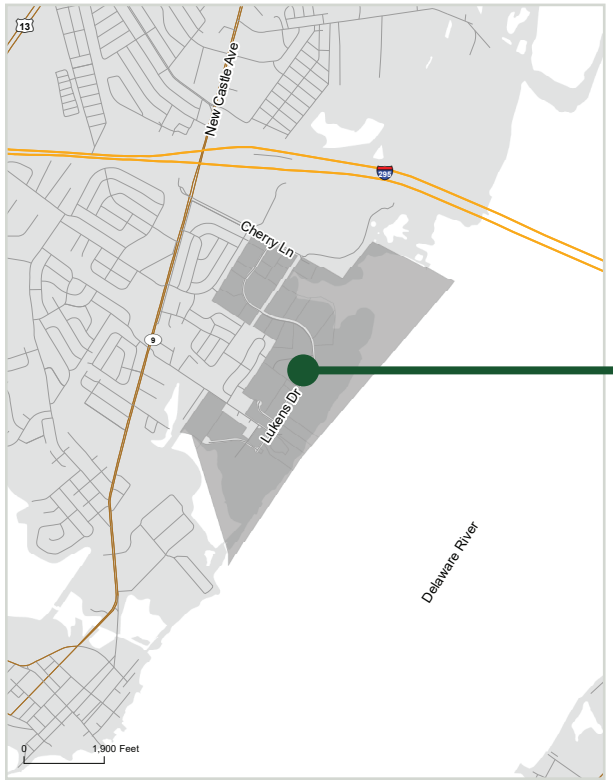
Explore New Castle County:
https://www.arcgis.com/apps/webappviewer/index.html?id=9752e5144c5f46248a3fdb6044f810b9

Site Location

Riveredge Industrial Park: Lukens Drive

About the site

This area of interest is home to Riveredge Industrial Park. Its northern portion is in New Castle County and its southern portion is in the City of New Castle. It is located just off Rt. 9, and I-295. It is also located near I-95, which connects the entire east coast. It is located on the Delaware River with a spectacular view of Delaware Memorial Bridge. The industrial park is home to a variety of companies; however, it also has available space to accommodate new businesses. The area is in an Opportunity Zone Incentives offered through the Opportunity Zone program could be combined with other economic development incentive programs to facilitate development.





Site Details

Riveredge Industrial Park: Lukens Drive



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	FUJIFILM, TA Instruments, J&L Building Materials, Inc., Felder USA, Marlex Pharmaceutical
Jurisdiction	New Castle County, City of New Castle
Zoning	I (Industrial), HI (Heavy Industrial), 21I (Industrial), 21IOP (Industrial Office Park)
Total area (acres)	436.72
Number of parcels	34
Average parcel size (acres)	12.84
Number of owners	16
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	49%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Lukens Dr.
Adjacent street functional classification	Not classified
Adjacent street ownership/maintenance responsibility	Not specified
Transit access	Nearby bus stops served by one bus route
Driving distance to closest Interstate (approx.)	0.6 miles to I-295
Driving distance to Port of Wilmington (approx.)	3.2 miles
On waterfront?	Yes
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	Artesian & Municipal Services Commission of the City of New Castle
Available capacity?**	Yes
Water main diameter	12"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	13,500 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Partial Area Coverage
Comcast (Cable)	Partial Area Coverage

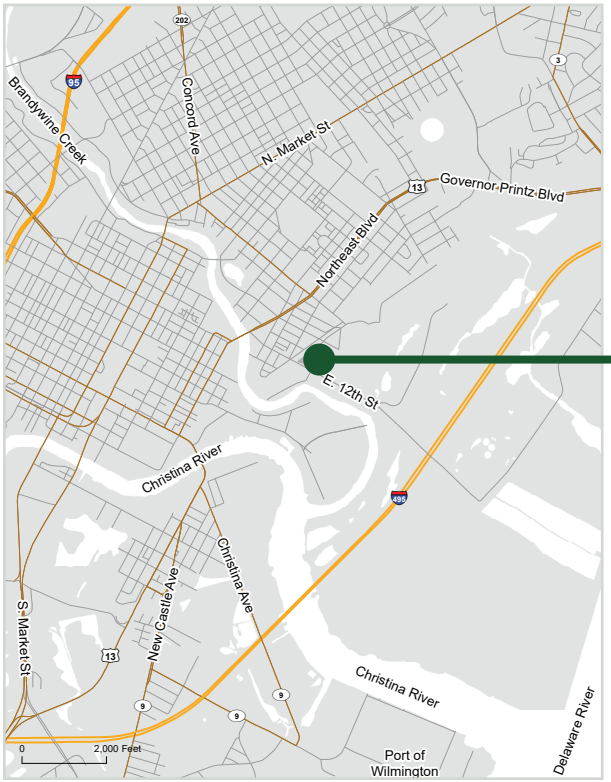
Note: All utility infrastructure analysis has been performed at a planning level with data provided by the relevant utility companies/providers. Information included in the analysis is based on the provided data as well as conversations held with individual companies/providers. It is up to future individual developers of each parcel to confirm adequate capacity of existing utilities based on each project's needs.
*Cannot be determined based on available data.
**Responses in this row are based on whether the site appears to have available capacity for most types of redevelopment/additional development, but not necessarily for redevelopment into a water-intensive use. As stated, it is the responsibility of future individual developers of each parcel to confirm adequate capacity of existing utilities based on each project's needs.

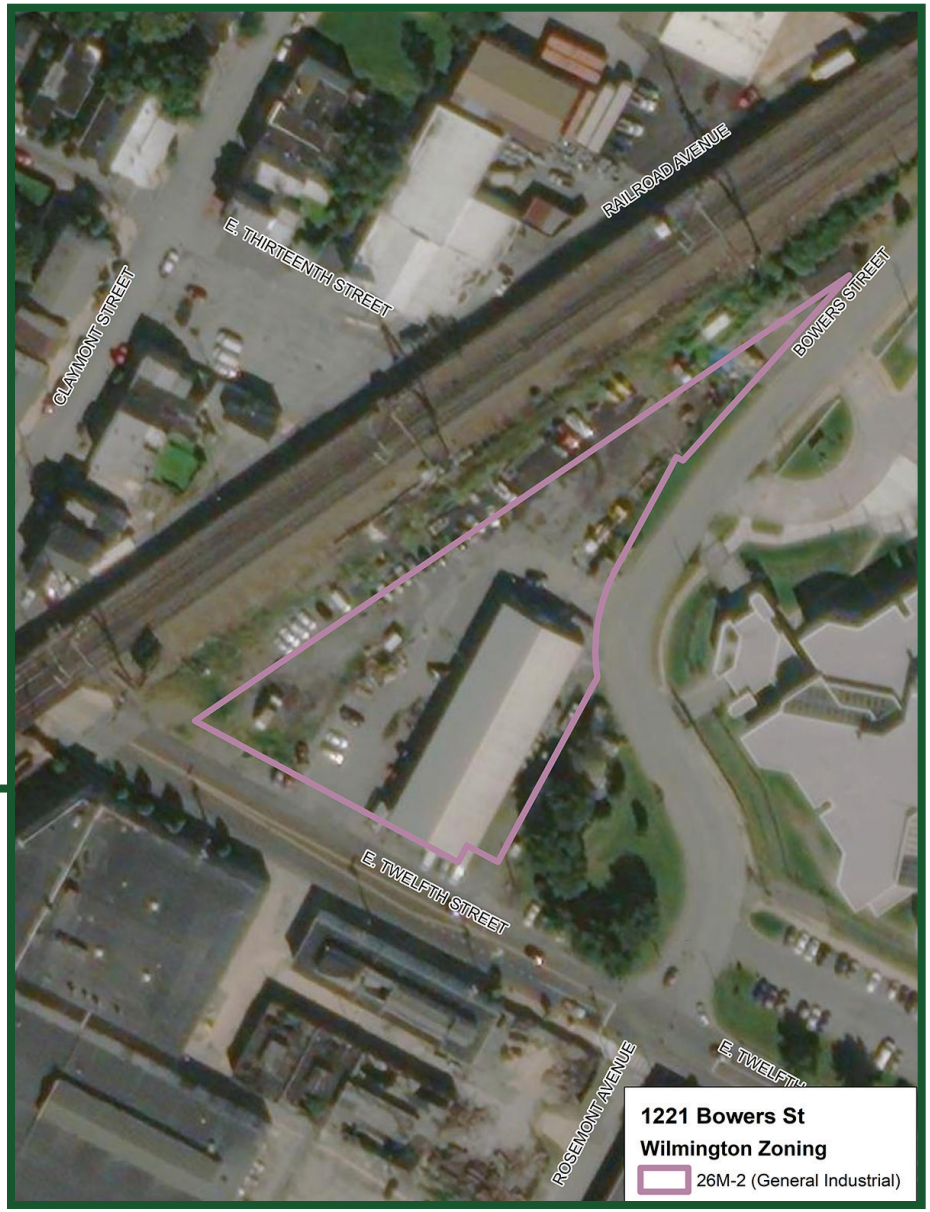
Site Location

1221 Bowers Street

About the site

The site of interest is a single parcel in Northeast Wilmington. It is zoned for industrial use and is surrounded by industrially zoned parcels other than an area zoned W-4 to the southwest. The property is a 6,700-SF multi-tenant flex building located off of I-495, and is less than three miles from Port of Wilmington. The property feature is a clearspan warehouse with 6 overhead drive-in doors (10'x12') and 25' ceilings. There are two hanging gas-fired reznor heaters and a 200-amp panel. A second structure was recently built on the parcel and is ready for leasing.





Site Details

1221 Bowers Street



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Culver's Tires and Auto, AD's Small Engine
Jurisdiction	City of Wilmington
Zoning	26M-2 (General Industrial)
Total area (acres)	1.21
Number of parcels	1
Average parcel size (acres)	1.21
Number of owners	1
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	12th St.
Adjacent street functional classification	Other Principal Arterial
Adjacent street ownership/maintenance responsibility	City of Wilmington
Transit access	Nearby bus stop served by one bus route
Driving distance to closest Interstate (approx.)	0.8 miles to I-495
Driving distance to Port of Wilmington (approx.)	2.7 miles
On waterfront?	No
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	No
Sewer main type	Gravity
Sewer main diameter	12"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	12"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	29,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	No
Comcast (Cable)	Yes

Note: All utility infrastructure analysis has been performed at a planning level with data provided by the relevant utility companies/providers. Information included in the analysis is based on the provided data as well as conversations held with individual companies/providers. It is up to future individual developers of each parcel to confirm adequate capacity of existing utilities based on each project's needs.
*Cannot be determined based on available data.
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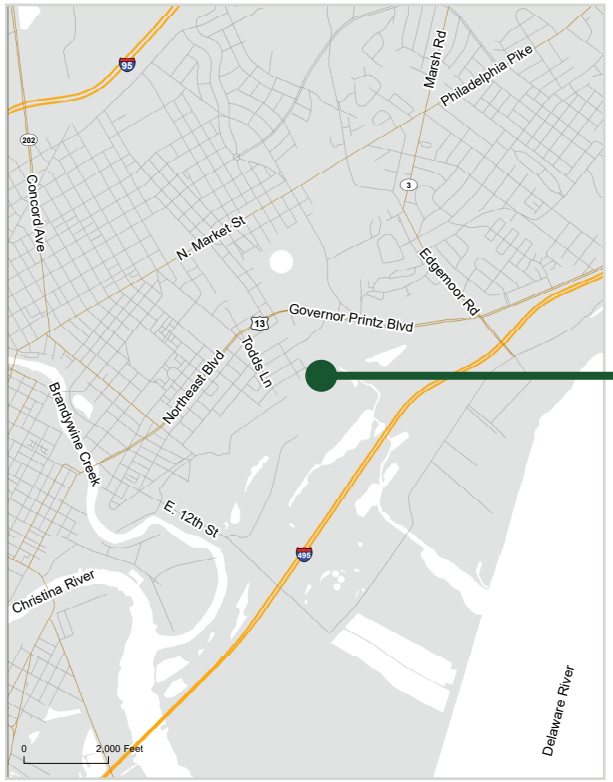
Site Location

Purina Building

About the site

This area of interest consists of two parcels, the smaller of which is in New Castle County and the larger of which is in the City of Wilmington. Both parcels are zoned for industrial uses, as are all of the immediately surrounding parcels. The site contains a tall concrete grain silo built by the Ralston Purina Company circa 1946. The silo has been out of use for many years.

The parcel represents an excellent opportunity for innovative industrial or manufacturing companies to relocate and/or expand operations at a site with access to major roadways.





Site Details

Purina Building



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	None
Jurisdiction	New Castle County, City of Wilmington
Zoning	HI (Heavy Industrial), 26M-1 (Light Manufacturing)
Total area (acres)	0.58
Number of parcels	2
Average parcel size (acres)	0.29
Number of owners	1
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	1

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Edgemoor Ave.
Adjacent street functional classification	Local
Adjacent street ownership/maintenance responsibility	City of Wilmington
Transit access	Bus stop 0.5 miles away served by two bus routes
Driving distance to closest Interstate (approx.)	2 miles to I-495
Driving distance to Port of Wilmington (approx.)	4.1 miles
On waterfront?	No
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	10"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	8"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	29,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	No
Comcast (Cable)	Yes

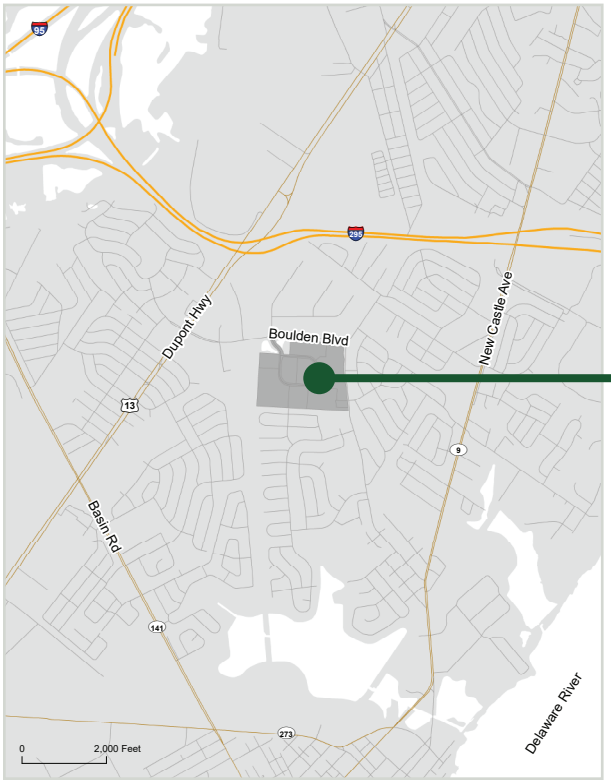
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*Cannot be determined based on available data.
**Responses in this row are based on whether the site appears to have available capacity for most types of redevelopment/additional development, but not necessarily for redevelopment into a water-intensive use. As stated, it is the responsibility of future individual developers of each parcel to confirm adequate capacity of existing utilities based on each project's needs.

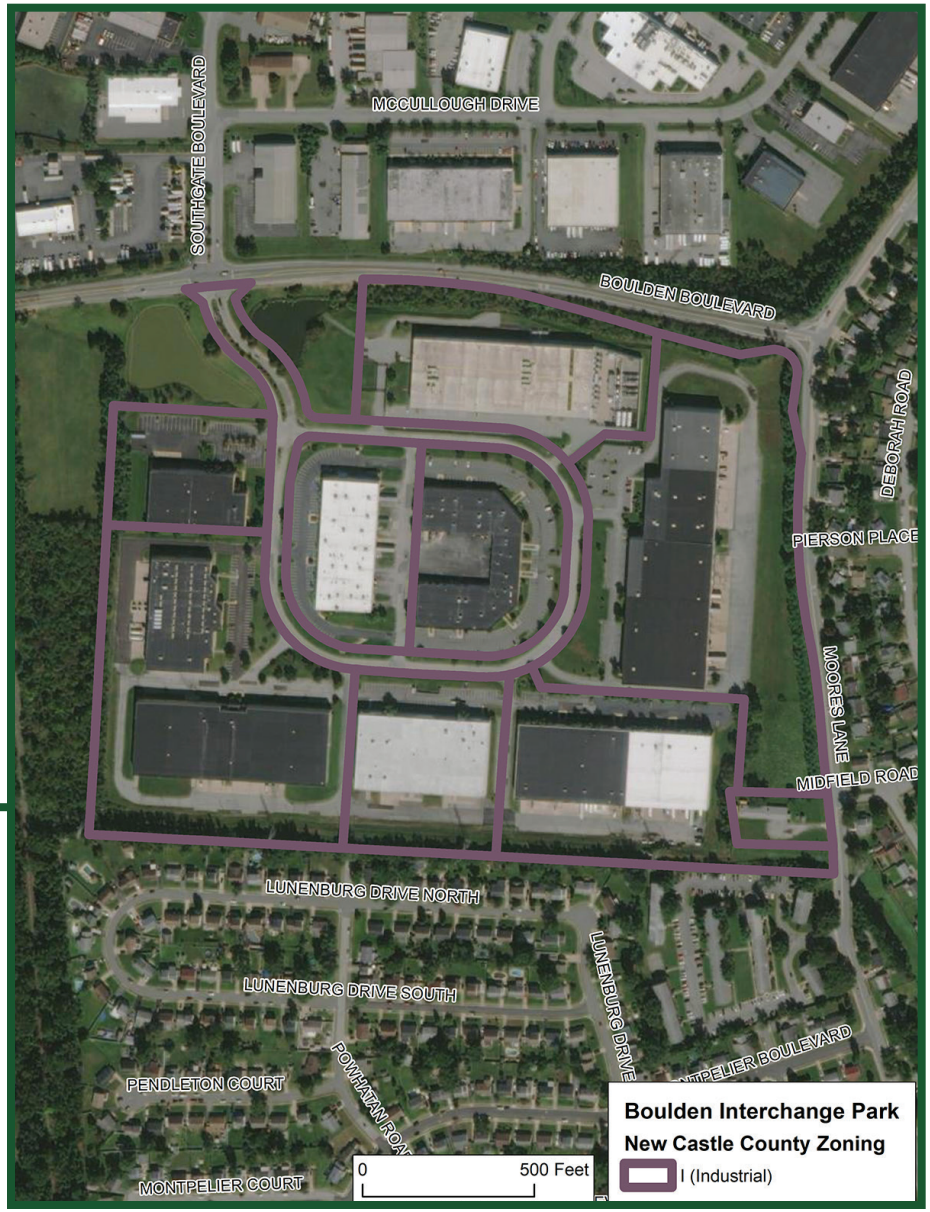
Site Location

Boulden Interchange Park

About the site

This area of interest is one of the region's premier business parks. It is a four star, multi-tenant, multi-usage industrial warehouse facility. It has nine buildings totalling 600,000+ square feet of industrial space. The site has ample parking. It is close to Wilmington Airport and major transportation routes, including US 13, I-95, I-295, and I-495.





Site Details

Boulden Interchange Park



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Dumont Parts, Hygiena, Fishisfast, AMS Fulfillment
Jurisdiction	New Castle County
Zoning	I (Industrial)
Total area (acres)	70.84
Number of parcels	10
Average parcel size (acres)	7.08
Number of owners	5
In an Opportunity Zone?	No
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Boulden Blvd.
Adjacent street functional classification	Major Collector
Adjacent street ownership/maintenance responsibility	State
Transit access	Bus stop approx. 0.5 miles away served by one bus route
Driving distance to closest Interstate (approx.)	1.1 miles to I-295
Driving distance to Port of Wilmington (approx.)	4.2 miles
On waterfront?	No
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	Artesian
Available capacity?**	Yes
Water main diameter	>10"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	13,500 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

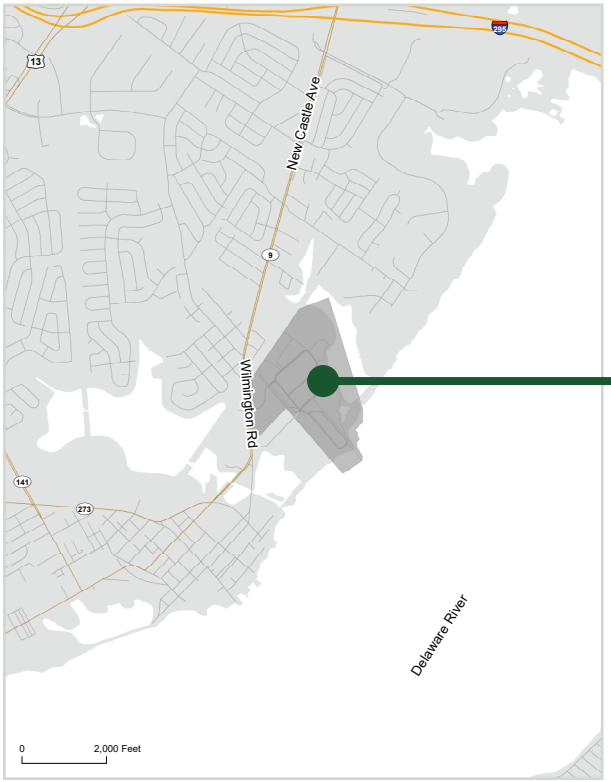
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Site Location

Twin Spans Business Park

About the site

This area of interest is approximately 146 acres located on the Delaware River in the city of New Castle, and has views of the Delaware Memorial Bridge. The site has over a several large industrial buildings with a variety of usages. It also has direct access to US 13, I-95, I-295.





Site Details

Twin Spans Business Park



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	CEVA Logistics, Tire Rack, Delaware Skills Center, Philadelphia Gear
Jurisdiction	City of New Castle
Zoning	21I (Industrial), 21LIO (Light Industrial - Office)
Total area (acres)	146.28
Number of parcels	15
Average parcel size (acres)	9.75
Number of owners	6
In an Opportunity Zone?	No
Percentage of land area in 100-year floodplain (approx.)	31%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Wilmington Rd.
Adjacent street functional classification	Minor Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stop served by two bus routes
Driving distance to closest Interstate (approx.)	2 miles to I-295
Driving distance to Port of Wilmington (approx.)	4.6 miles
On waterfront?	Yes
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	City of New Castle
Available capacity?**	*
Water main diameter	*
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	18,000 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

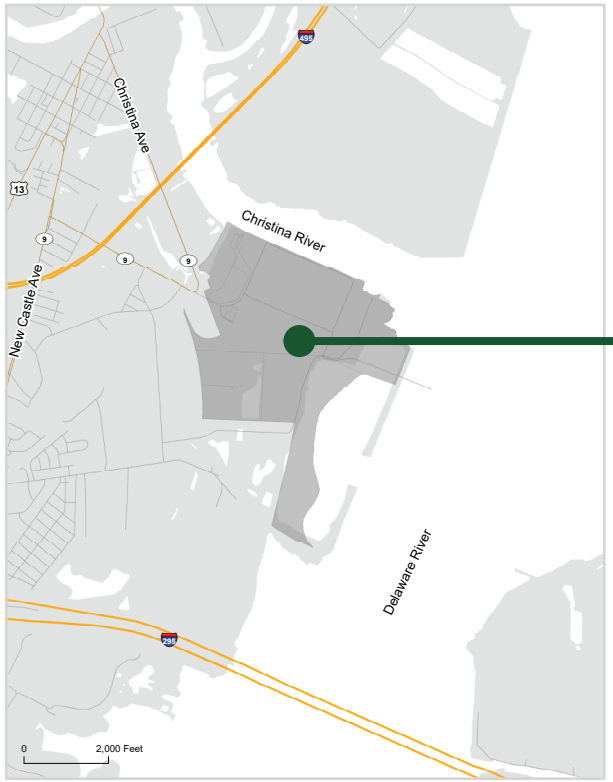
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Site Location

Port of Wilmington

About the site

The Port of Wilmington is a full-service, deep water port and marine terminal located on 308 acres at the confluence of the Delaware and Christina Rivers. The Port is only 63 miles or 4 hours from the Atlantic Ocean. Key land parcels adjacent to the port are vacant and available for future development.





Site Details

Port of Wilmington



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Gulftainer USA
Jurisdiction	City of Wilmington
Zoning	26M-2 (General Industrial)
Total area (acres)	332.97
Number of parcels	11
Average parcel size (acres)	30.27
Number of owners	3
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	46%
Number of parcels containing Certified Brownfields	2

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Christina Ave., Terminal Ave.
Adjacent street functional classification	Major Collector, Other Principle Arterial
Adjacent street ownership/maintenance responsibility	City of Wilmington, State
Transit access	Nearby bus stop served by one bus route
Driving distance to closest Interstate (approx.)	0.7 miles to I-495
Driving distance to Port of Wilmington (approx.)	N/A
On waterfront?	Yes
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	36"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	16"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	30,667 kW
BROADBAND PROVIDER	
Verizon (Fiber)	†No
Comcast (Cable)	†No

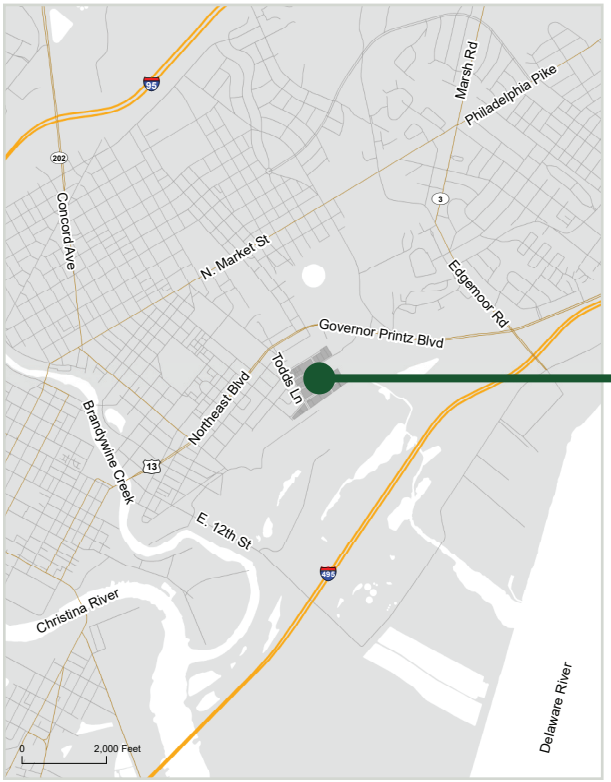
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†Broadband coverage area is adjacent to but does not overlap with the site of interest.

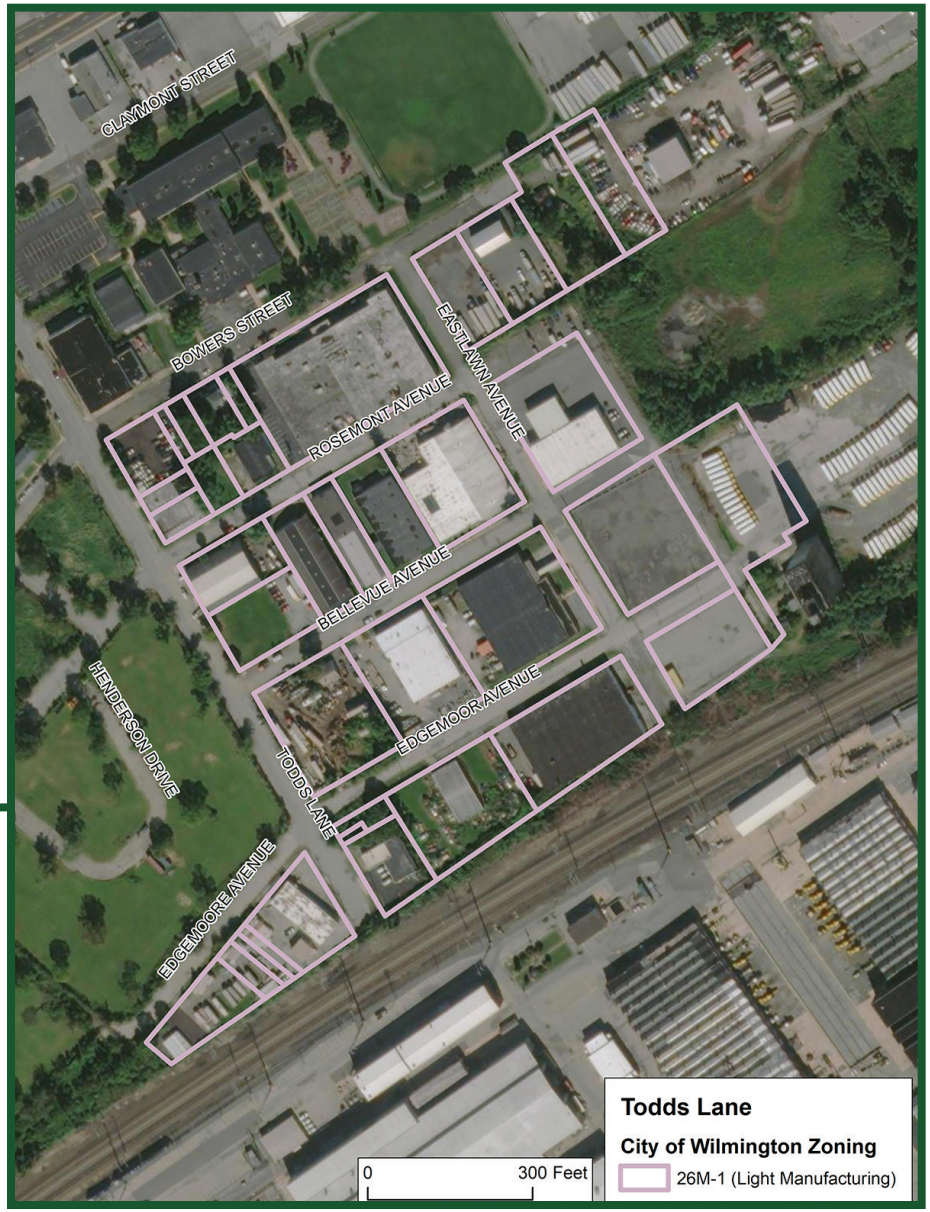
Site Location

Todds Lane

About the site

This area of interest is approximately four city blocks with various types of light manufacturing, including companies such as Precision Color Graphics, Enterprise Masonry Corporation, and Quip Laboratories. It has access to Route 13 (Northeast Blvd) and is close to I-495. There are opportunities in this area for additional light industrial uses that would be compatible with the nearby residences and school.





Site Details

Todds Lane



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Precision Color Graphics, Enterprise Masonry Corporation, Quip Laboratories
Jurisdiction	City of Wilmington
Zoning	26M-1 (Light Manufacturing)
Total area (acres)	17.36
Number of parcels	37
Average parcel size (acres)	0.47
Number of owners	24
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Todds Lane
Adjacent street functional classification	Local
Adjacent street ownership/maintenance responsibility	City of Wilmington
Transit access	Nearby bus stop served by two bus routes
Driving distance to closest Interstate (approx.)	1.7 miles to I-495
Driving distance to Port of Wilmington (approx.)	3.7 miles
On waterfront?	No
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	18"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	8"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	29,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	No
Comcast (Cable)	Yes

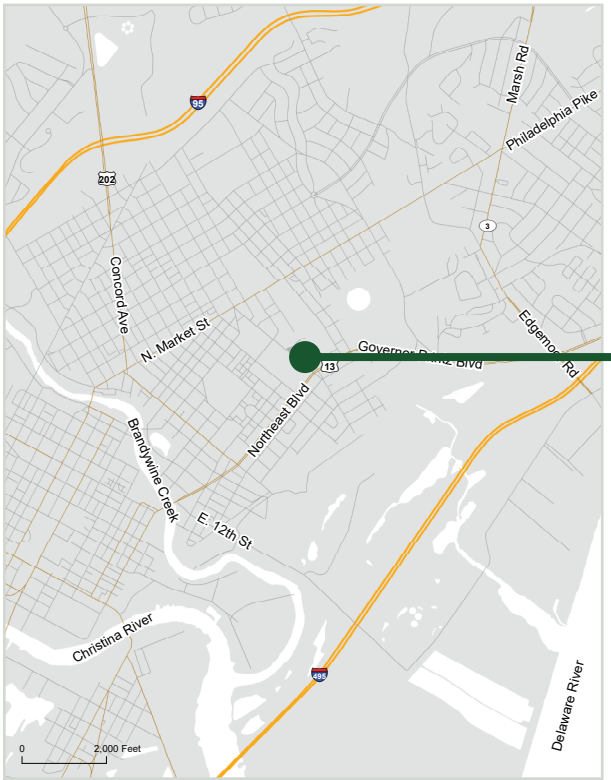
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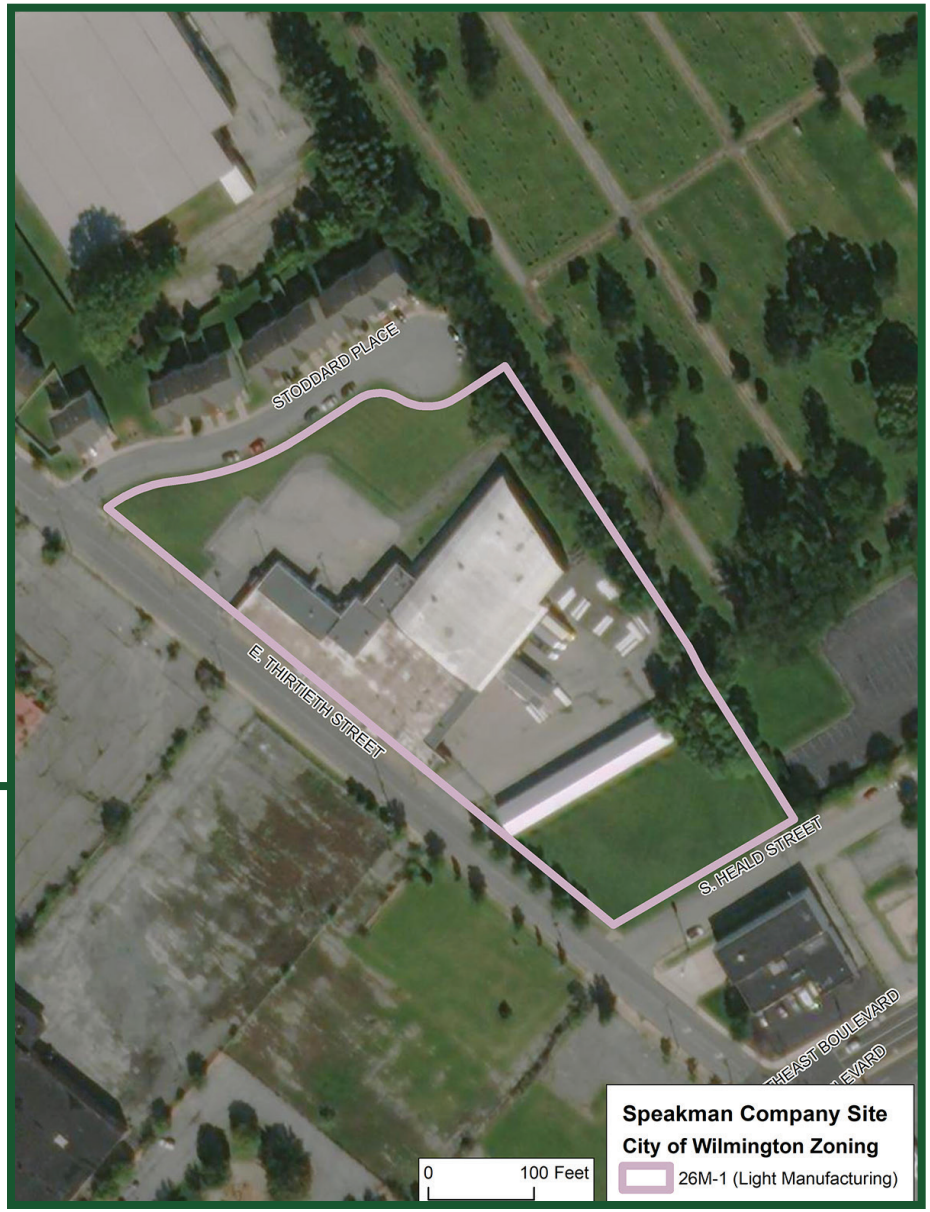
Site Location

Speakman Company Site

About the site

This area of interest is located off East 30th Street in Wilmington. It is 3.5-acre parcel is zoned for light manufacturing and has a 35,000 S.F. warhouse. It has access UjS 13 (Northeast Blvd.) and is close to I-495.





Site Details

Speakman Company Site



Land Use and Environmental Characteristics	
Existing tenant	Weinstein Supply
Jurisdiction	City of Wilmington
Zoning	26M-1 (Light Manufacturing)
Total area (acres)	3.62
Number of parcels	1
Average parcel size (acres)	3.62
Number of owners	1
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	30th St.
Adjacent street functional classification	Local
Adjacent street ownership/maintenance responsibility	City of Wilmington
Transit access	Nearby bus stop served by two bus routes
Driving distance to closest Interstate (approx.)	1.6 miles to I-495
Driving distance to Port of Wilmington (approx.)	3.3 miles
On waterfront?	No
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	18"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	8"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	31,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

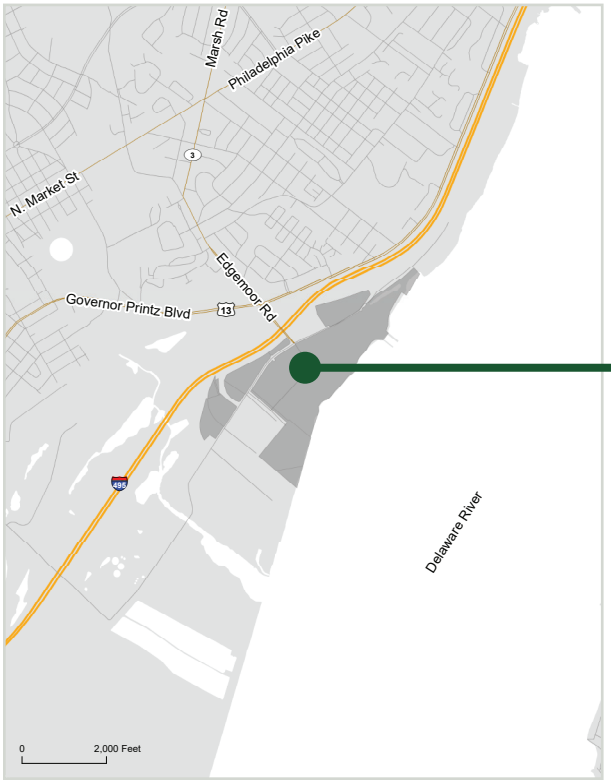
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Site Location

Edgemoor Industrial Area

About the site

Located along the Delaware River with easy access to I-95, this area of interest includes two-star flex industrial spaces. It is comprised of a number of parcels that can be developed for various usages.





Site Details

Edgemoor Industrial Area



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Bay Shippers, Holland Mulch, Recycling Management Resources
Jurisdiction	New Castle County
Zoning	26M-2 (General Industrial), HI (Heavy Industrial)
Total area (acres)	183.01
Number of parcels	12
Average parcel size (acres)	15.25
Number of owners	5
In an Opportunity Zone?	Partly
Percentage of land area in 100-year floodplain (approx.)	9%
Number of parcels containing Certified Brownfields	1

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Edgemoor Rd.
Adjacent street functional classification	Major Collector
Adjacent street ownership/maintenance responsibility	State
Transit access	Bus stop more than 0.5 miles away served by one bus route
Driving distance to closest Interstate (approx.)	0.3 miles to I-495
Driving distance to Port of Wilmington (approx.)	3.9 miles
On waterfront?	Yes
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	Veolia
Available capacity?**	*
Water main diameter	*
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	31,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	No
Comcast (Cable)	No

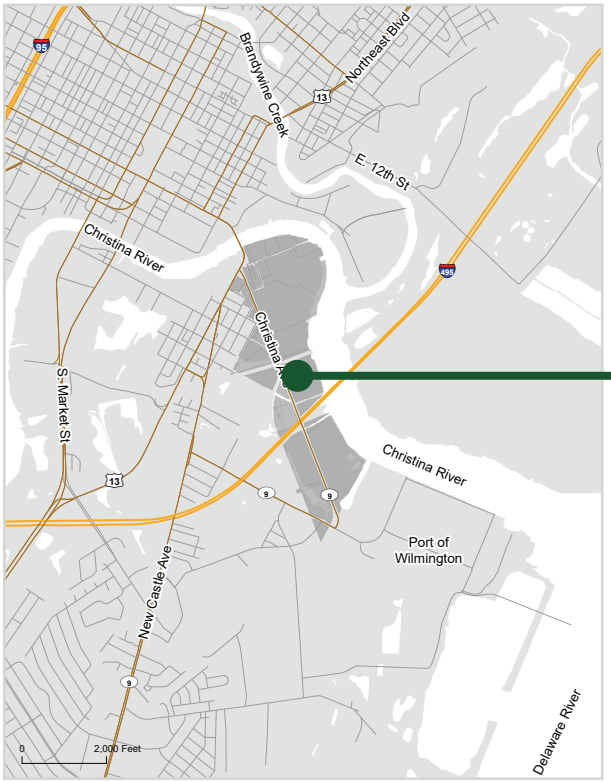
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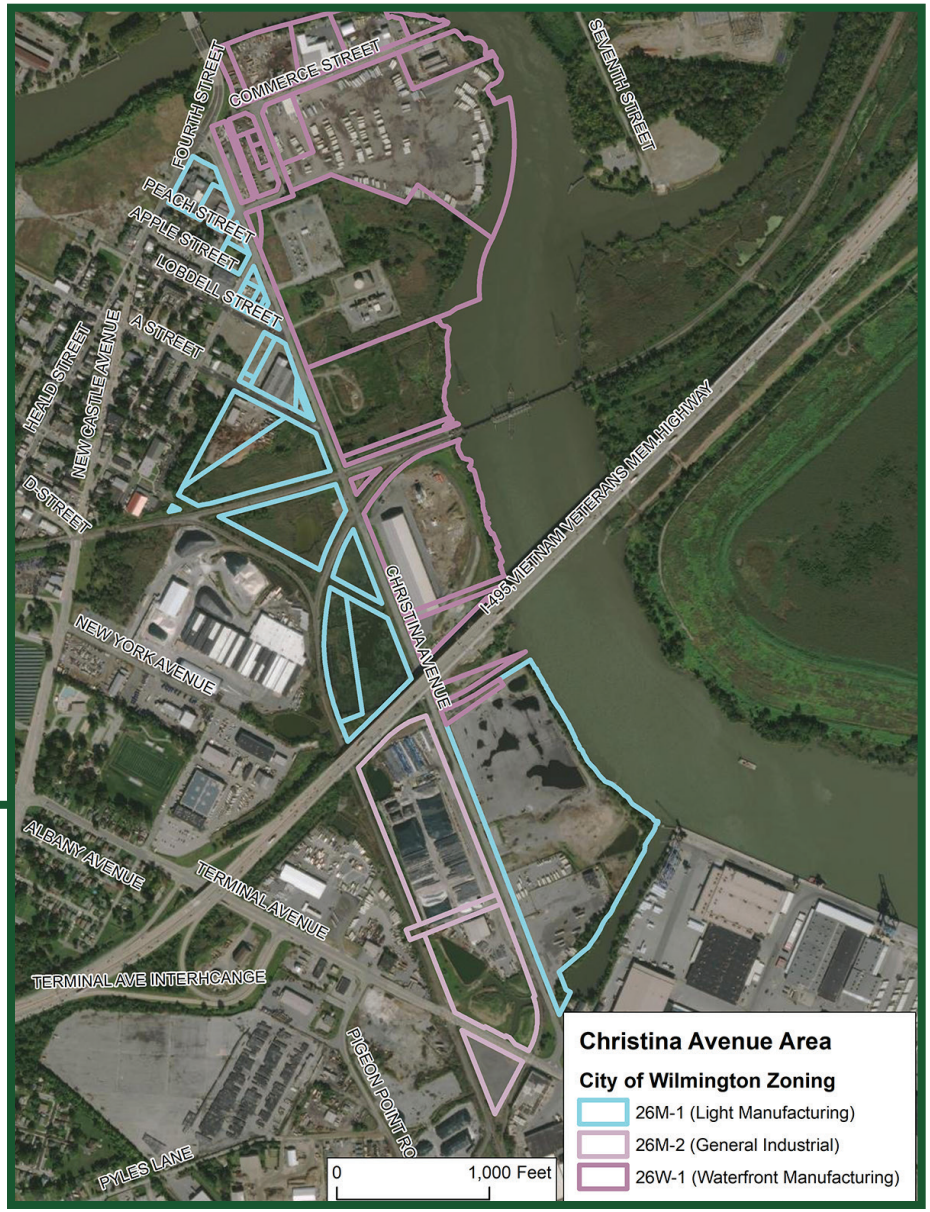
Site Location

Christina Avenue

About the site

This area of interest is located along the Christina River and has convenient access to I-495 and the Port of Wilmington. This area is primed for future businesses that need access to a site for light manufacturing and industrial uses that would be compatible with the adjacent residential neighborhood of Southbridge. The property is in an Opportunity Zone. Incentives offered through the Opportunity Zone program could be combined with other economic development incentive programs to facilitate development.





Site Details

Christina Avenue



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Leonard's Express, Chemical Equipment Labs, Port Contractors, Inc.
Jurisdiction	City of Wilmington
Zoning	26M-1 (Light Manufacturing), 26M-2 (General Industrial)
Total area (acres)	203.47
Number of parcels	47
Average parcel size (acres)	4.33
Number of owners	26
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	85%
Number of parcels containing Certified Brownfields	4

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Christina Ave.
Adjacent street functional classification	Major Collector
Adjacent street ownership/maintenance responsibility	City of Wilmington
Transit access	Nearby bus stop at north end served by three bus routes, bus stop at south end served by one bus route
Driving distance to closest Interstate (approx.)	2 miles to I-495 at north end, 1 mile to I-495 at south end
Driving distance to Port of Wilmington (approx.)	1.3 miles at north end, 0.3 miles at south end
On waterfront?	Yes
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	36"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	16"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	30,667 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Partial Area Coverage
Comcast (Cable)	Partial Area Coverage

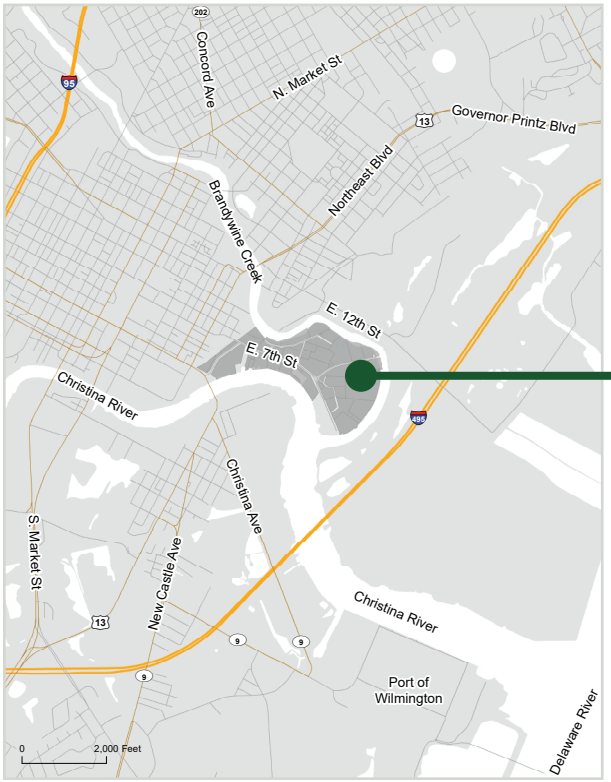
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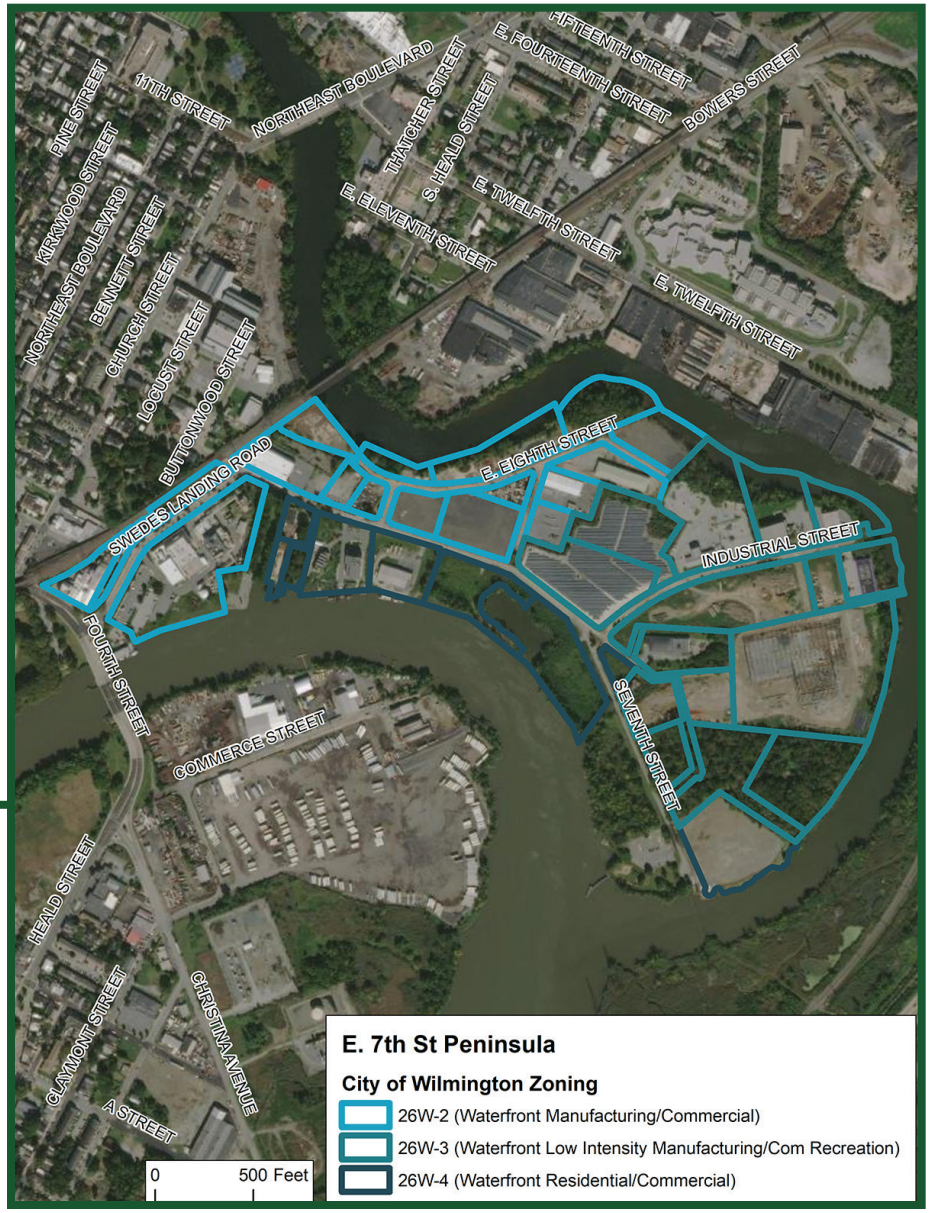
Site Location

East 7th Street Peninsula

About the site

This area of interest is nearly 105 acres located at the confluence of the Christiana River and Brandywine Creek, east of the Amtrak Viaduct. Points of interest here include: the Old Swedes Church, which dates to the late 1600s; Fort Christina National Park; the Kalmar Nyckel Shipyard and Museum; and Babiarz Park, where the East 7th Street Skate Spot, a City approved "do-it-yourself" skate park is located. The area has both occupied and vacant industrial land for development. Portions of the peninsula has great views of downtown Wilmington.





Site Details

East 7th Street Peninsula



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Challenge Program, Kalmar Nyckel Foundation, Light Action, B&M Meats, Noramco
Jurisdiction	City of Wilmington
Zoning	26W-2 (Waterfront Manufacturing/ Commercial), 26W-3 (Low Intensity Waterfront Manufacturing/ Commercial Recreation), 26W-4 (Waterfront Residential/Commercial)
Total area (acres)	104.06
Number of parcels	41
Average parcel size (acres)	2.53
Number of owners	28
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	72%
Number of parcels containing Certified Brownfields	14

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	E. 7th St.
Adjacent street functional classification	Local
Adjacent street ownership/maintenance responsibility	City of Wilmington
Transit access	Nearby bus stop served by one bus route
Driving distance to closest Interstate (approx.)	1.8 miles to I-495
Driving distance to Port of Wilmington (approx.)	2.3 miles
On waterfront?	Yes
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	18"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	12"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	20,574 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Partial Area Coverage
Comcast (Cable)	Partial Area Coverage

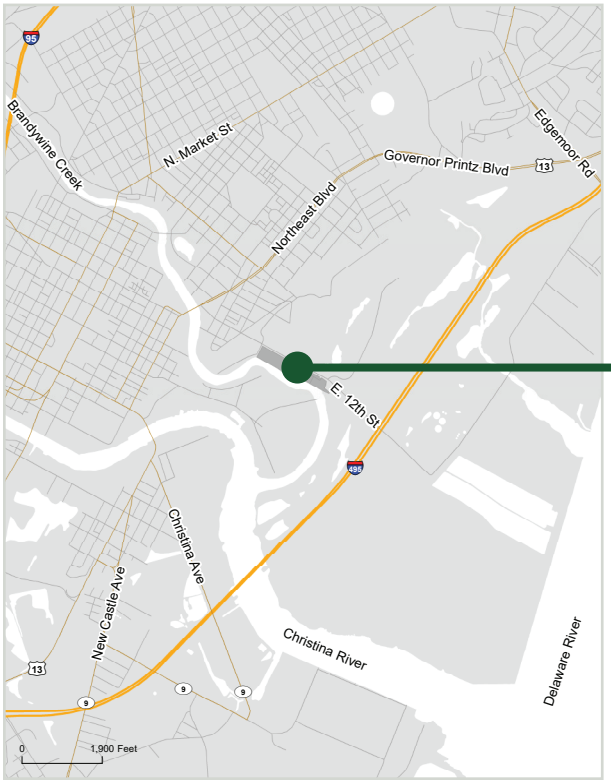
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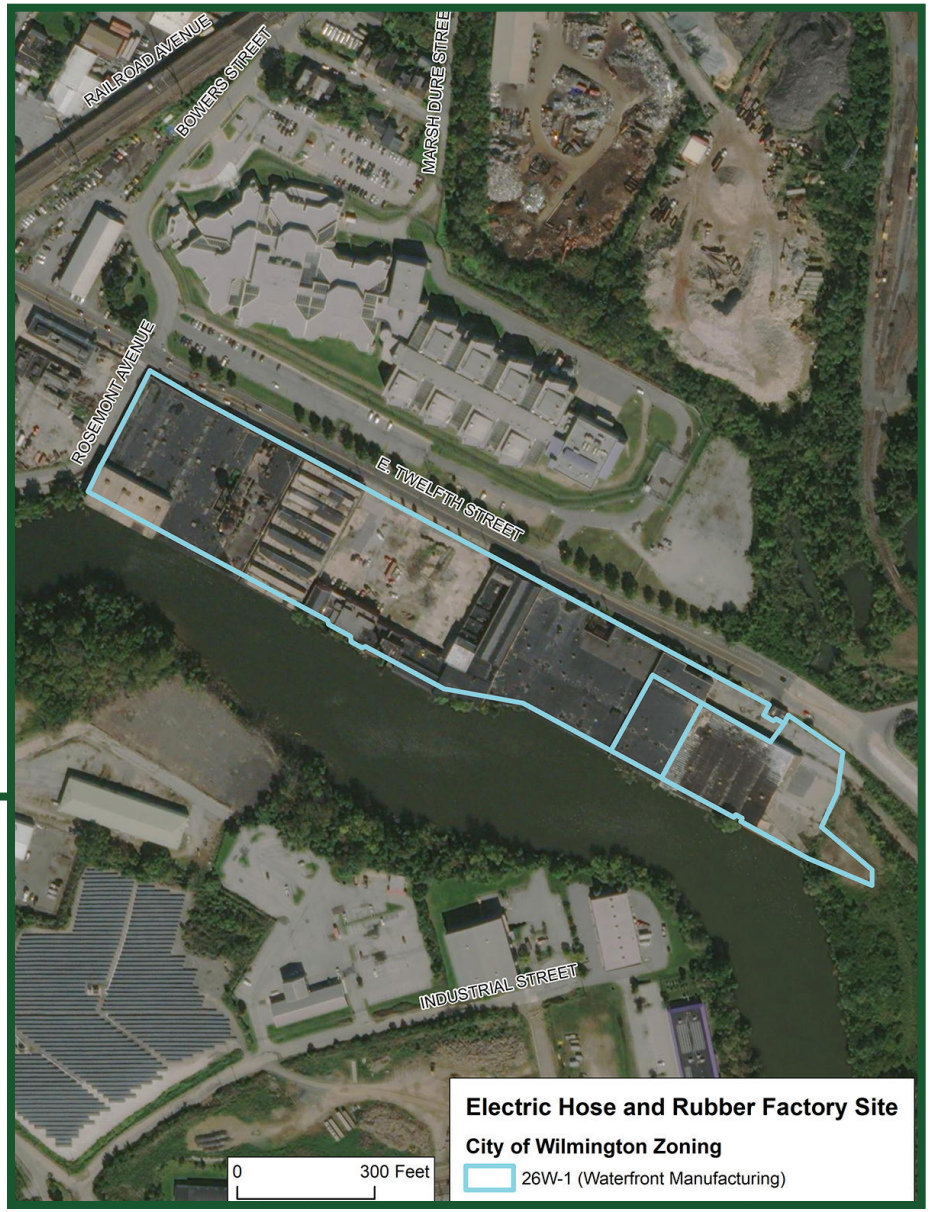
Site Location

Electric Hose and Rubber Factory Site

About the site

This area of interest is the Brandywine Industrial Complex, a three-star industrial site. The parcels total more than 10 acres and have 300,000 SF of industrial space. It is conveniently located at the intersection of 12th St and I-495, with an interior active rail spur and loading platform.





Site Details

Electric Hose and Rubber Factory Site



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Chemical Equipment Labs; Delchem; Furniture, Mattresses and More
Jurisdiction	City of Wilmington
Zoning	26W-1 (Waterfront Manufacturing)
Total area (acres)	11.78
Number of parcels	3
Average parcel size (acres)	3.93
Number of owners	2
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	95%
Number of parcels containing Certified Brownfields	1

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	12th St.
Adjacent street functional classification	Other Principal Arterial
Adjacent street ownership/maintenance responsibility	City of Wilmington
Transit access	Nearby bus stop served by one bus route
Driving distance to closest Interstate (approx.)	0.6 miles to I-495
Driving distance to Port of Wilmington (approx.)	2.5 miles
On waterfront?	Yes
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	24"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	12"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	31,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	†No
Comcast (Cable)	†No

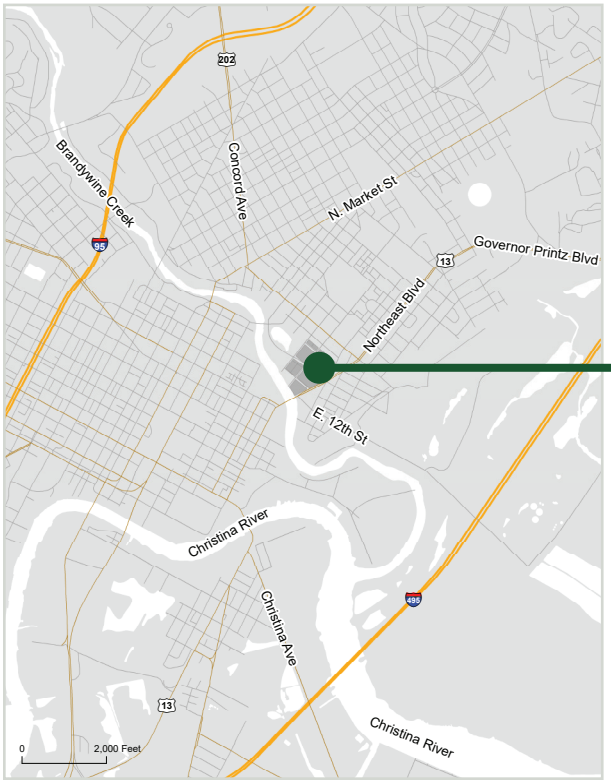
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†Broadband coverage area is adjacent to but does not overlap with the site of interest.

Site Location

12th Street Connector Area

About the site

This area of interest has a mixture of two-star industrial warehouses and vacant land. The warehouses range from 25,000 to 30,000 SF in size. It located off Northeast Boulevard with close access to I-495.





Site Details

12th Street Connector Area



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Franklin Fibre-Lamitex Corporation, Telesonic Packaging
Jurisdiction	City of Wilmington
Zoning	26W-4 (Waterfront Residential/ Commercial)
Total area (acres)	16.46
Number of parcels	19
Average parcel size (acres)	0.87
Number of owners	5
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	46%
Number of parcels containing Certified Brownfields	2 (total of 3 brownfields)

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Northeast Blvd.
Adjacent street functional classification	Minor Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stop served by one bus route
Driving distance to closest Interstate (approx.)	1.2 miles to I-495
Driving distance to Port of Wilmington (approx.)	2.5 miles
On waterfront?	Yes
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	111"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	12"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	40,000 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Partial Area Coverage
Comcast (Cable)	Partial Area Coverage

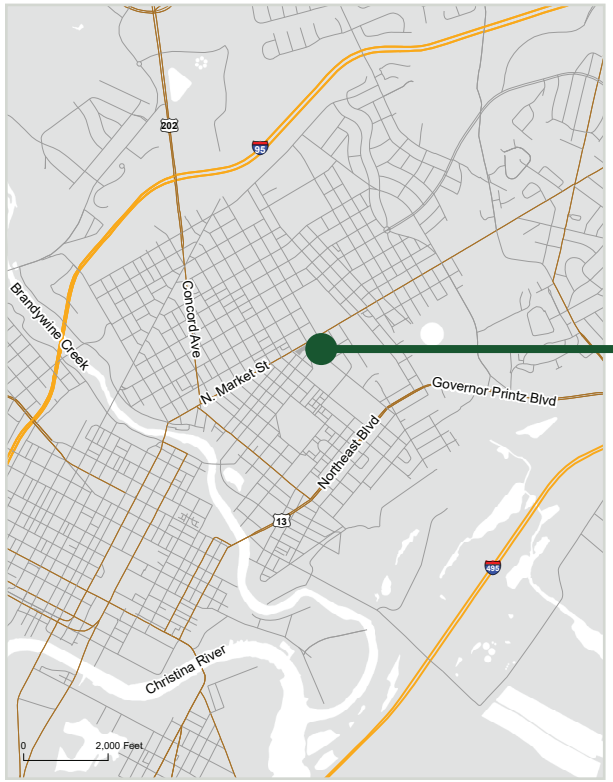
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Site Location

2900 Block of North Market Street

About the site

This area of interest is in Northeast Wilmington. It consists of a row of storefronts. The parcels are small and their ownership is varied. It is zoned for Neighborhood Shopping. This zoning designation is intended to provide commercial uses for a small area with a minimum impact on any adjoining residential uses.





Site Details

2900 Block of North Market Street



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Taste of the Tropic, China Wok, ValueTax Service
Jurisdiction	City of Wilmington
Zoning	26C-1 (Neighborhood Shopping)
Total area (acres)	8.2
Number of parcels	15
Average parcel size (acres)	0.05
Number of owners	10
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	N. Market St.
Adjacent street functional classification	Minor Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stop served by two bus routes
Driving distance to closest Interstate (approx.)	1.4 miles to I-95
Driving distance to Port of Wilmington (approx.)	3.7 miles
On waterfront?	No
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	12"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	12"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	31,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

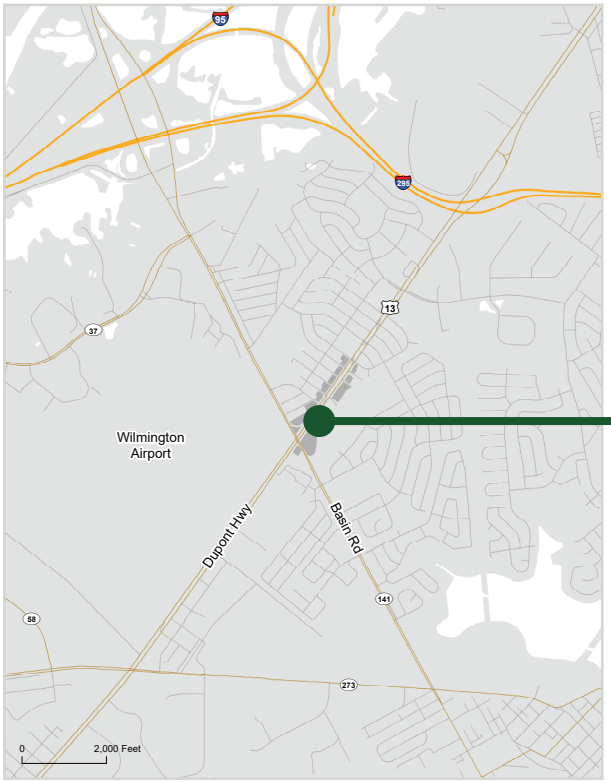
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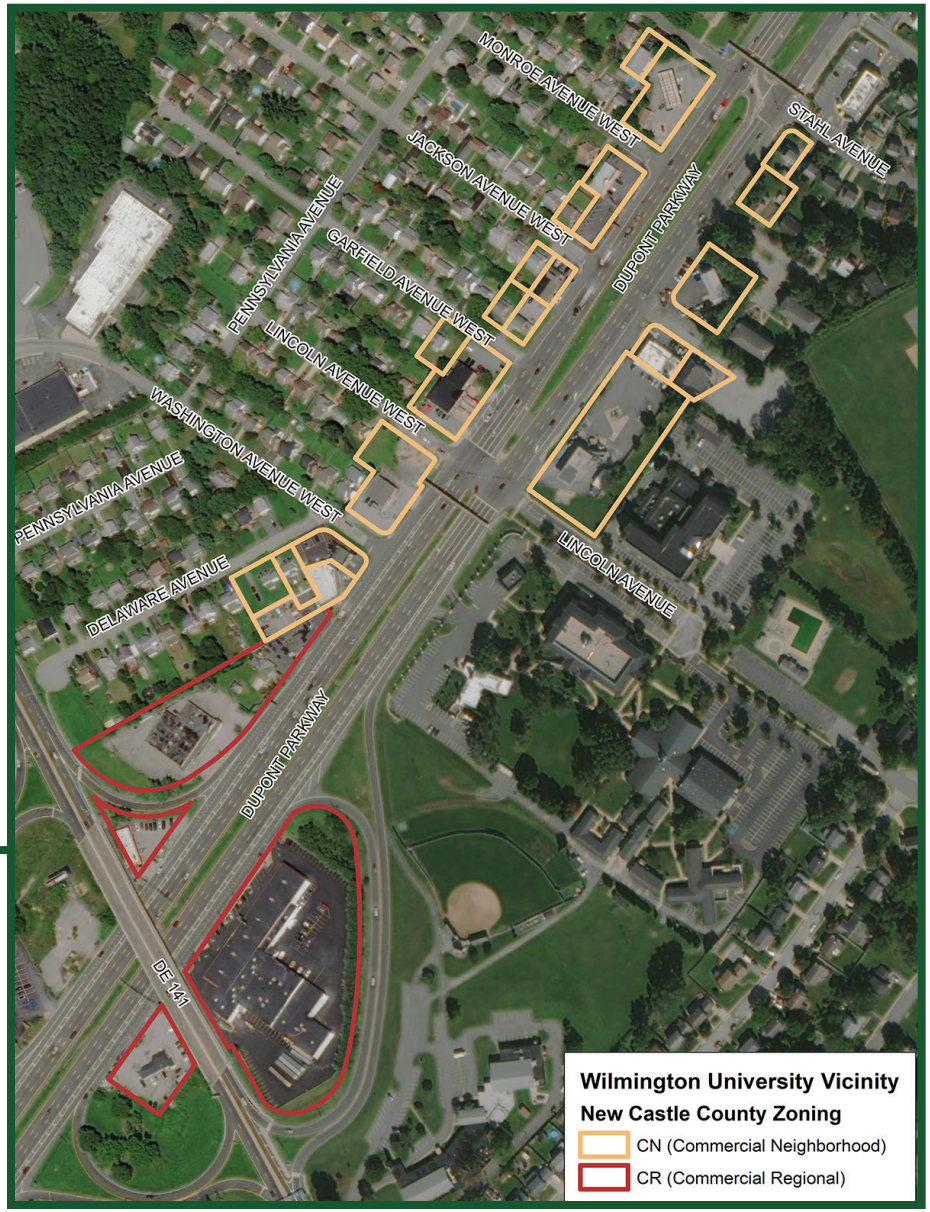
Site Location

Wilmington University Vicinity

About the site

This area of interest is composed of a strip of commercially zoned parcels on either side of US 13 in the vicinity of Wilmington University. The parcels are zoned either Neighborhood Commercial or Regional Commercial. The existing commercial establishments are generally auto-oriented. The only pedestrian crossing of US 13 in this area is a pedestrian bridge at Lincoln Ave. Future opportunities exist to re-imagine the retail in this vicinity, and make better connections the Wilmington University campus.





Site Details

Wilmington University Vicinity



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Los Taquitos De Puebla Delaware, Kris Window Tint & Car Audio, Y-Car Auto Repair, Airbase Carpet Mart
Jurisdiction	New Castle County
Zoning	CR (Commercial Regional), CN (Commercial Neighborhood)
Total area (acres)	12.9
Number of parcels	25
Average parcel size (acres)	0.52
Number of owners	19
In an Opportunity Zone?	No
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	2

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	US 13/N. Dupont Hwy.
Adjacent street functional classification	Other Principal Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stops served by four bus routes
Driving distance to closest Interstate (approx.)	2 miles to I-95
Driving distance to Port of Wilmington (approx.)	6.4 miles
On waterfront?	No
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	Artesian
Available capacity?**	Yes
Water main diameter	16"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	12,500 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Partial Area Coverage
Comcast (Cable)	Partial Area Coverage

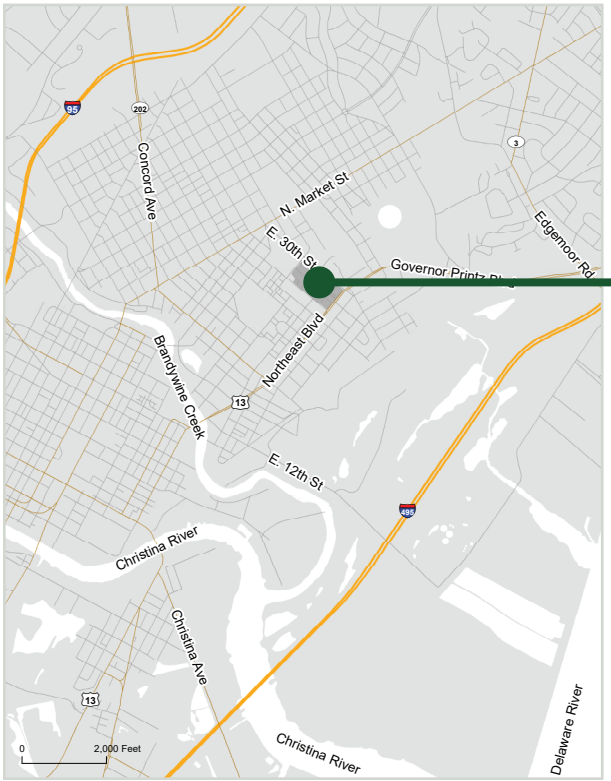
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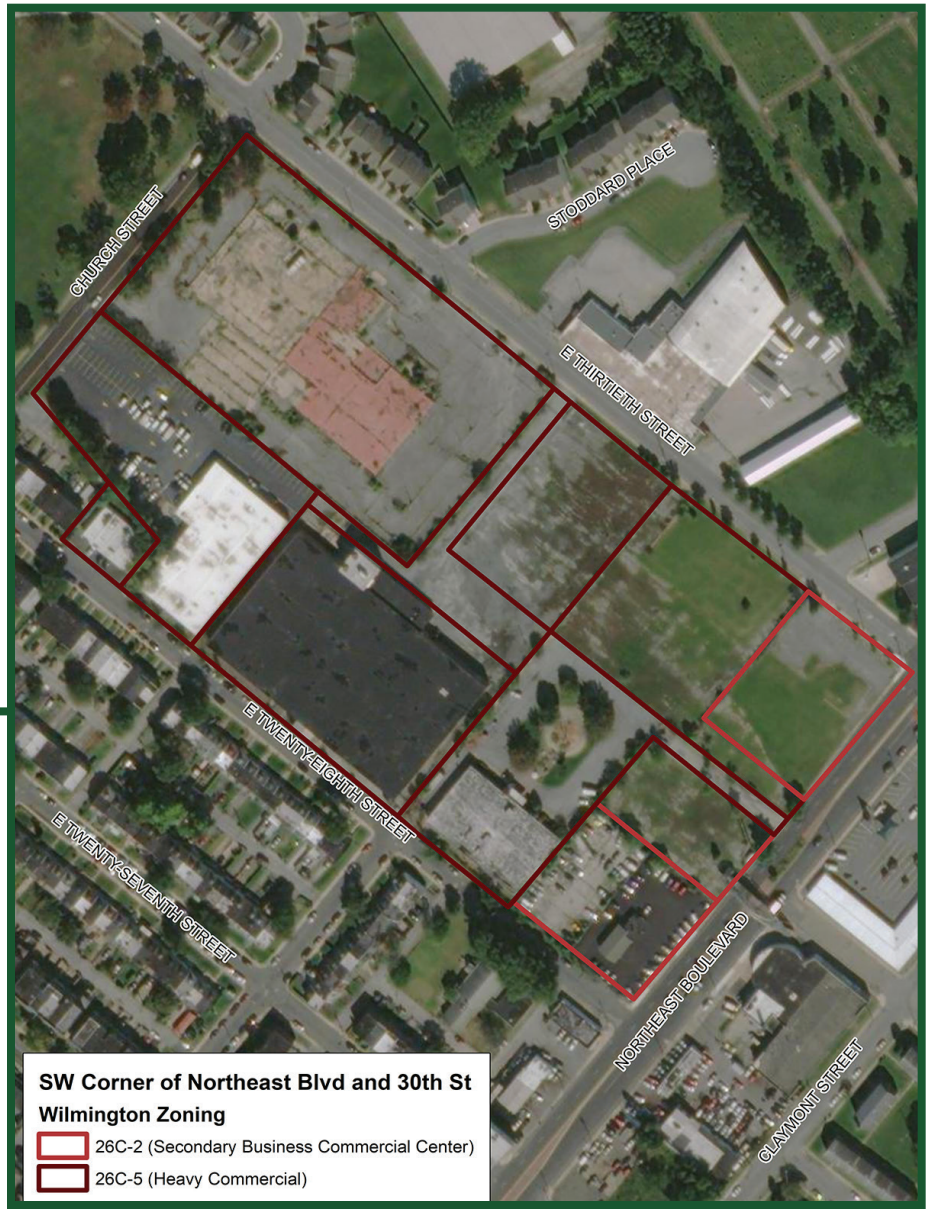
Site Location

SW Corner of Northeast Boulevard & 30th Street

About the site

This area of interest is one large city block in Northeast Wilmington. The northern half of it is currently vacant and was formerly occupied by a warehouse for Nixon Medical Company. The southern half contains buildings and surface parking. The area is adjacent to both a residential neighborhood and a city park.





Site Details

SW Corner of Northeast Boulevard & 30th Street



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	28th Street Auto Sales
Jurisdiction	City of Wilmington
Zoning	26C-2 (Secondary Business Commercial Centers), 26C-5 (Heavy Commercial)
Total area (acres)	15.88
Number of parcels	11
Average parcel size (acres)	1.44
Number of owners	8
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	1

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Northeast Blvd.
Adjacent street functional classification	Northbound: Other Principal Arterial; Southbound: Minor Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stop served by two bus routes
Driving distance to closest Interstate (approx.)	1.6 miles to I-495
Driving distance to Port of Wilmington (approx.)	3.3 miles
On waterfront?	No
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	18"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	8"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	31,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

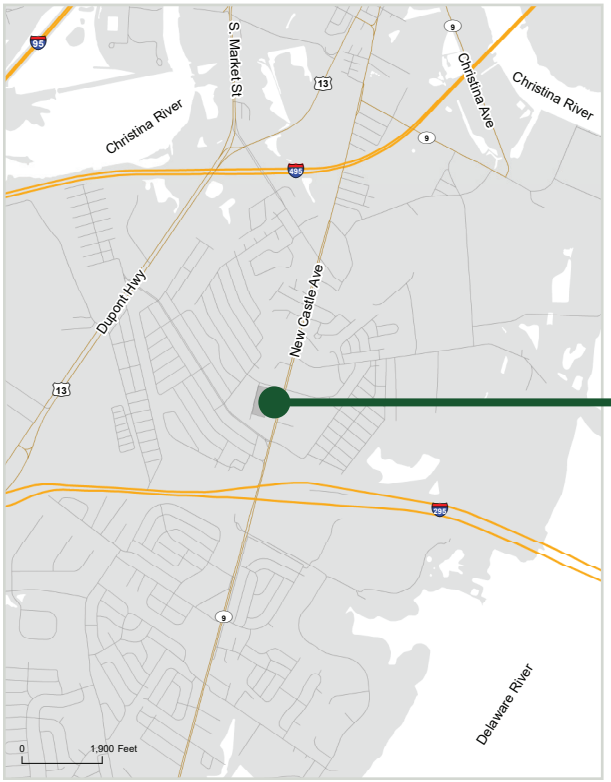
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Site Location

Bowlarama Site

About the site

This area of interest, anchored by the Bowlarama site, offers prime flex space in a heavily trafficked retail center. The single-story building has up to 65,000 square feet of divisible flex space, ideal for warehousing and light industrial purposes. It has 14-foot ceiling height, and up to 2,000 SF of dedicated office space, drive-ins, and docks to be added in2023. This site is a five-minute drive from I-95, which provides unmatched access to the entire east coast, and is approximately 30 minutes from Philadelphia and within a day's drive of the densest population centers in the US.





Site Details

Bowlarama Site



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Bowlerama, KidZone
Jurisdiction	New Castle County
Zoning	CR (Commercial Regional)
Total area (acres)	6.99
Number of parcels	1
Average parcel size (acres)	6.99
Number of owners	1
In an Opportunity Zone?	No
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Route 9/New Castle Ave.
Adjacent street functional classification	Minor Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stops served by 4 bus routes
Driving distance to closest Interstate (approx.)	0.6 miles to I-295
Driving distance to Port of Wilmington (approx.)	2.3 miles
On waterfront?	No
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	Artesian
Available capacity?**	Yes
Water main diameter	<10"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	13,500 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

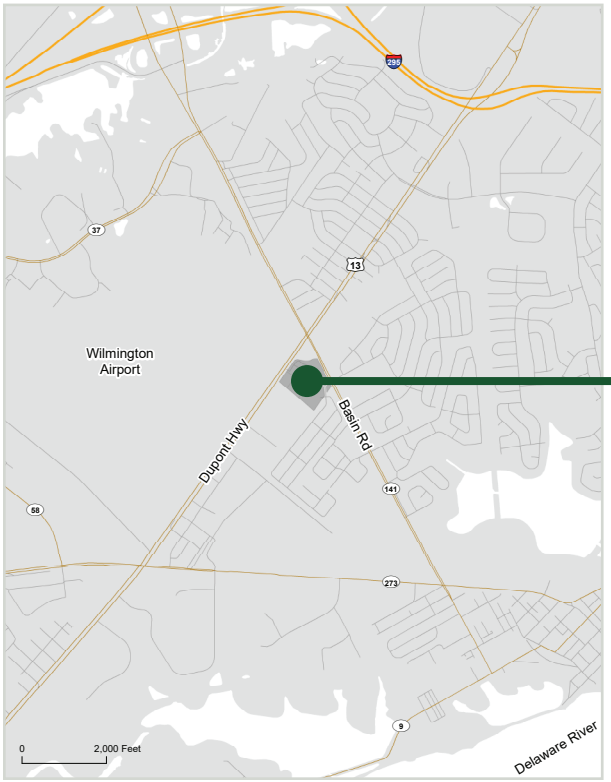
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Site Location

Penn Mart Shopping Center

About the site

This area of interest is a neighborhood shopping center that has 146,000 SF of gross leasable area divided into space for 32 stores, including an anchor supermarket. The shopping center is located at the intersection of US 13 and Delaware 141. This intersection is one of the most heavily traveled in New Castle County, with daily traffic counts of approximately 90,000.





Site Details

Penn Mart Shopping Center



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Big Lots, Save A Lot, Rent-A-Center
Jurisdiction	New Castle County
Zoning	CR (Commercial Regional)
Total area (acres)	19.44
Number of parcels	3
Average parcel size (acres)	6.48
Number of owners	1
In an Opportunity Zone?	No
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	US 13/N. Dupont Hwy. and Basin Rd.
Adjacent street functional classification	Other Principal Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stops served by 4 bus routes
Driving distance to closest Interstate (approx.)	1.8 miles to I-295
Driving distance to Port of Wilmington (approx.)	4.9 miles
On waterfront?	No
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	Artesian
Available capacity?**	Yes
Water main diameter	16"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	16,090 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

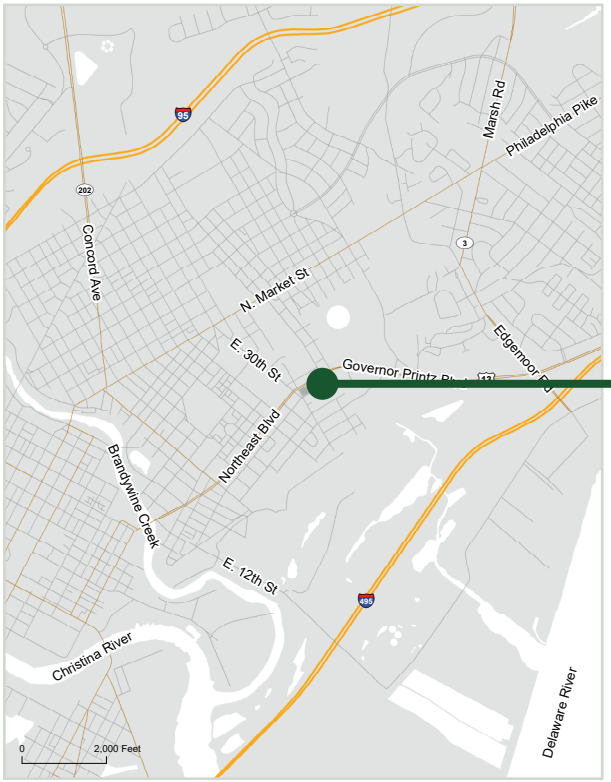
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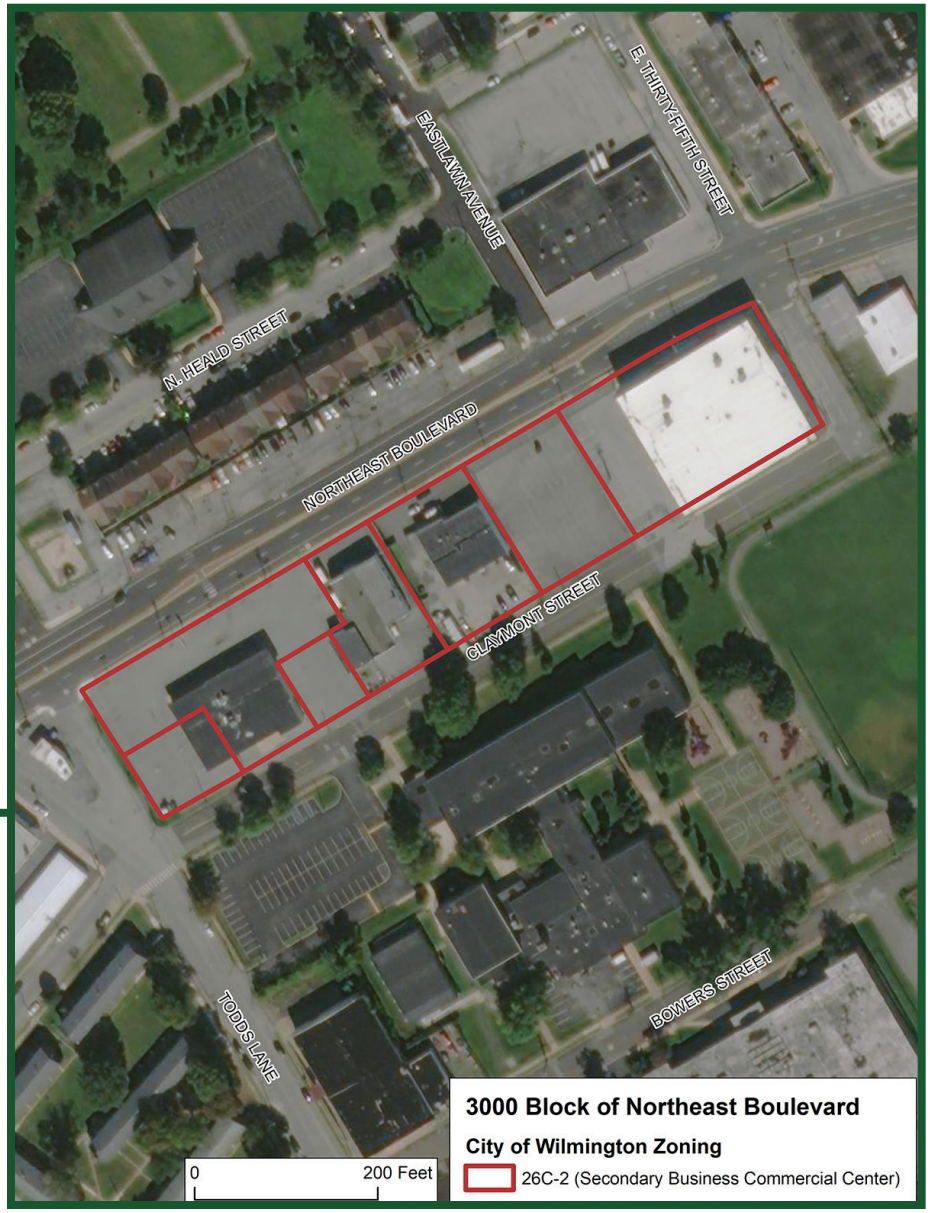
Site Location

3000 Block of Governor Printz Boulevard

About the site

This area of interest includes two-star commercial and industrial buildings that can be developed for new uses. It is located on US 13 and near I-495.





Site Details

3000 Block of Governor Printz Boulevard



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Bargain Tire & Service, Inc.
Jurisdiction	City of Wilmington
Zoning	26C-2 (Secondary Business Commercial Center)
Total area (acres)	2.96
Number of parcels	7
Average parcel size (acres)	0.42
Number of owners	4
In an Opportunity Zone?	Yes
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Governor Printz Blvd.
Adjacent street functional classification	Minor Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stop served by two bus routes
Driving distance to closest Interstate (approx.)	1.4 miles to I-495
Driving distance to Port of Wilmington (approx.)	3.6 miles
On waterfront?	No
SEWER	
Sewer service provider	City of Wilmington
Within a combined sewer overflow sewer shed?	Yes
Sewer main type	Gravity
Sewer main diameter	30"
WATER	
Water service provider	City of Wilmington
Available capacity?**	*
Water main diameter	16"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	31,250 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	†No

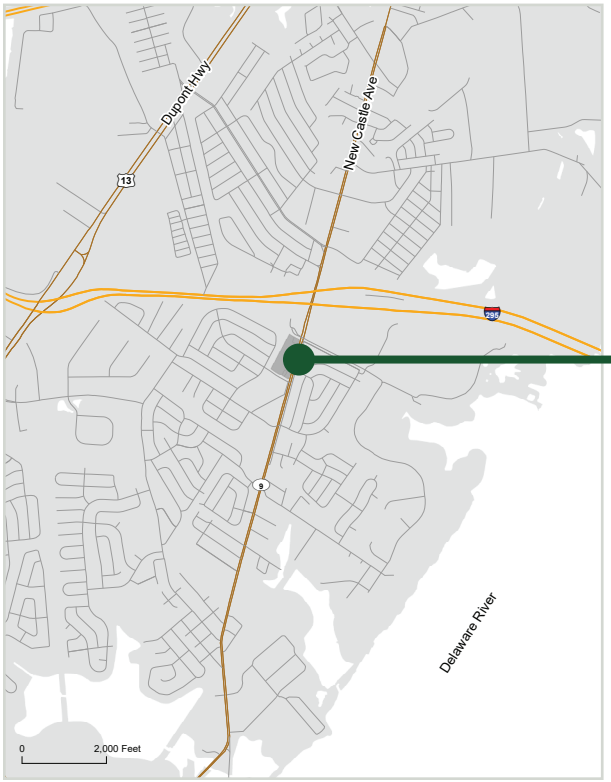
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†Broadband coverage area is adjacent to but does not overlap with the site of interest.

Site Location

Crossroads Plaza

About the site

This area of interest is composed of a larger parcel containing a strip commercial building, and smaller corner parcels containing individual commercial buildings. The shopping center is anchored by a grocery store along with a dozen smaller tenants. It has also has a number of vacancies. The shopping center was developed in the 1960s with A&P Grocery as its anchor tenant. It is located on Route 9 near I-295. This revitalization opportunity would provide convenient services for residents and commuters.





Site Details

Crossroads Plaza



Land Use and Environmental Characteristics	
Existing tenants (incomplete list)	Super G Market IGA, Firestone Complete Auto Care, Advance Auto Parts
Jurisdiction	New Castle County
Zoning	CR (Commercial Regional)
Total area (acres)	8.3
Number of parcels	4
Average parcel size (acres)	2.1
Number of owners	3
In an Opportunity Zone?	No
Percentage of land area in 100-year floodplain (approx.)	0%
Number of parcels containing Certified Brownfields	0

Infrastructure Characteristics	
TRANSPORTATION	
Adjacent street	Route 9/New Castle Ave.
Adjacent street functional classification	Minor Arterial
Adjacent street ownership/maintenance responsibility	State
Transit access	Nearby bus stop served by two bus routes
Driving distance to closest Interstate (approx.)	0.5 miles to I-295
Driving distance to Port of Wilmington (approx.)	3 miles
On waterfront?	No
SEWER	
Sewer service provider	New Castle County
Within a combined sewer overflow sewer shed?	*
Sewer main type	*
Sewer main diameter	*
WATER	
Water service provider	Artesian
Available capacity?**	Yes
Water main diameter	12"
POWER	
Feeder Aggregate Capacity	3,000 kW
Substation Transformer Aggregate Capacity	13,500 kW
BROADBAND PROVIDER	
Verizon (Fiber)	Yes
Comcast (Cable)	Yes

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5 Connecting to Ideation and Solutions

Open to New Possibilities

Programmatic Recommendations for the Three Rivers Area

- Aggressive Business and Resident Attraction
- Workforce Opportunities in High-Growth Sectors
- Quality of Life
- Industry-University-Student Partnerships



Open to New Possibilities

These recommendations are built upon the situational analysis, SWOT analysis, stakeholder engagement, and site visits. All recommendations align with the areas of highest strategic priority. The primary goal of these recommendations is to produce a set of achievable outcomes that enhances development activity for the District. Care has been given to provide both recommendations that are applicable to the District as a whole, as well as those that speak to specific sites within the Three Rivers Area.

Big Ideas for the Three Rivers Area

Future businesses envisioned for Delaware's 2nd Senatorial District include:

Small or Large Industrial and Manufacturing Companies: There is ample availability of land for companies of various sizes to locate their industrial or manufacturing operations.

Grocery Stores: Grocery stores that could enhance shopping options and draw additional retailers.

Entertainment Complexes: Examples include Topgolf and Dave & Buster's. There are location opportunities on Route 9, US 13 and/or the riverfront.

Various Retail Usages: Additional uses along popular commercial corridors that could include pet stores, nail salons, retail clothing, specialty uses and related items.

Distribution, Warehousing and Logistics Companies: Companies that need loading docks, speciality warehouses, and access to major routes long the Northeast Corridor.

Coffee Houses: Places that serve specialty coffee, sweets and host evenings

Restaurant Operators: Examples include microbreweries, sports bars and specialty restaurants. There are location opportunities along the District's key commercial corridors.

Creative Additional Uses: See your company here! Reach out to see how you can make your company's home in the 2nd Senatorial District.













Programmatic Recommendations for the Three Rivers Area

RESILIENCE · OPPORTUNITY · WELLNESS

The following recommendations are focused on the District as a whole, covering workforce opportunities in high growth sectors, aggressive business and resident attraction, quality of life improvements, and strategic partnerships between industries, universities, and student programs. Along with these recommendations are examples from the comparison cities that can be adapted to work for the District. More information about these examples can be found in the appendix. The impact of all recommendations will be enhanced by the ability of the District to strengthen its collaboration and partnerships with government agencies, businesses, educational institutions, and nonprofit organizations. The icons shown throughout the recommendations correspond to the three themes laid out in the plan: wellness, resilience, and opportunity. The suggested timeframe for implementation are short-term (1-2 years) and long-term (3 or more years).



Aggressive Business and Resident Attraction

The area is ready for new residents and businesses.



Workforce Opportunities in High Growth Sectors

Drawing from its physical and locational strengths, the Three Rivers Area is primed to connect high growth global economic opportunities to available local workforce.



Quality of Life

Investments in quality of life assets yield meaningful returns, both in attracting new residents and businesses, and in serving existing residents and businesses.



Industry-University-Student Partnerships

The confluence of employers seeking talent, university-anchored work opportunities, and students prioritizing real-world experience makes the difference.

Aggressive Business and Resident Attraction

In the global competition for employees, employers, business activity, and financial capital, the Three Rivers Area must actively and strategically assert its value proposition as a location of choice.

Recommendation 1.1: **Attract Another Retail/Entertainment Anchor to the Riverfront in the District**

Action: Attract another retail or entertainment anchor to the riverfront that will provide additional reason for people to come to the riverfront and make it more of destination.

Rationale: The City has developed part of the riverfront to include attractions such as restaurants, museums, and entertainment spaces. This recommendation would build upon that redevelopment effort. One example of a new entertainment anchor that could be added to the riverfront is a Family Entertainment Center (FEC). FECs are small amusement parks or entertainment zones that provide family entertainment at a substantially lower cost per person compared to regular amusement parks. FECs have been successful in large and small cities across the country.

Impact: The addition of a retail/entertainment anchor will help advance the riverfront's efforts to become a destination for residents, visitors from the region, and tourists. Activity centers are being conceived and developed around the country to complement existing assets or replace outdated concepts, and include outdoor and indoor activities, activities, and restaurants.

Components	Timeline
1. Set up site visits or conference calls with current developer/operators of places like Top Golf, Adventure Crossing USA, and others. 2. Conduct an initial feasibility study that would designate a site along the riverfront that could be suitable for a new retail/entertainment complex. 3. Select a development partner to build and operate the retail/entertainment complex.	Long-Term 3+ Years

Case Studies from Peer Cities

The Banks
Cincinnati, Ohio

The Banks is a mixed use development on Cincinnati's riverfront. While not fully developed, the project has completely transformed Cincinnati's downtown. It is envisioned as a marquee, mixed-use development that incorporates residential units, office space, dining, leisure and entertainment venues. Similarly, the District's waterfront areas are downtown-adjacent, creating opportunities for the same kinds of synergies.

The Pearl
San Antonio, Texas

The historic Pearl neighborhood is a gathering place along the Hotel Valencia Riverwalk for residents and tourists to share meals, learn, work, and live. The Three Rivers Area would similarly benefit from waterfront-adjacent mixed-use developments whose activities reinforce each other and create hubs of commerce that serve residents and visitors alike.

Inner Harbor
Baltimore, Maryland

As one of Baltimore's entertainment centers, the Baltimore Inner Harbor is known for its scenic waterfront views, fresh seafood restaurants, spectacular museums, with the Baltimore Visitor Center providing orientation to all there is to do. The District has similarly had success in reclaiming former industrial space for major retail and recreational development, and future development would further add to the critical mass of economic activity.

Aggressive Business and Resident Attraction

Recommendation 1.2: **Attract a Corporate or Regional HQ that Focuses on Sustainability, Recreation, Wellness, Energy, or a Related Sector**

Action: Incorporate strategies to attract a corporate or regional HQ that focuses on sustainability, recreation, wellness, energy, or related sector.

Rationale: Sustainability and recreation have been key themes in Wilmington's comprehensive plans over the years, and the District is served by a robust system of parks and trails. These selling points can attract a regional HQ that is sustainable and environmentally conscientious.

Impact: A major company that is focused on wellness, and whose employees' become users of the many wellness amenities in the District, can help enhance the image of the District. This can help bring new jobs, resources, and infrastructure investments to the District. These particular industries are growing and there is synergy between companies focused on sustainability and efforts to increase clean energy in the District.

Components	Timeline
1. Prepare marketing materials that include an analysis of the costs and benefits of doing business in the District versus other competing locations. Components can include labor costs, real estate costs, construction costs, taxes, incentive to reduce costs, and other relevant factors. 2. Hire a consultant to help create a targeted list for recruitment of these companies. 3. Leverage existing events and conferences as opportunities to partner with companies of interest.	Long-Term 3+ Years

Case Studies from Peer Cities

The Kroger Wellness Festival
Cincinnati, Ohio

The annual Kroger Wellness Festival provides live experiences focused on physical, mental, and emotional well-being, with information and activities related to balance, moving, breathing, self-care, inspiration, and play. A similar gathering in the state would serve as a galvanizing event for promoting the state's wellness resources.

Under Armour Wellness Benefits
Baltimore, Maryland

Employees enrolled in an Under Armour medical plan through CareFirst have access to wellness tools, resources, and programs, and a complimentary gym membership to a UA gym or $50/month to use towards fitness programs. This sort of commitment to active lifestyles by a local employer would be a powerful complement to Delaware's existing recreational amenity resources, creating momentum around wellness in a way that brands the state powerfully for potential employers.

Aggressive Business and Resident Attraction

Recommendation 1.3: **Build a Self-Reinforcing Ecosystem for Inclusive Entrepreneurship**

Action: Invest in the creation of a platform that can connect entrepreneurs to existing programs, tools, and resources to support a growing entrepreneurship ecosystem.

Rationale: Shifts in the economy have brought entrepreneurship and self-employment back into the spotlight. As work hierarchies are being reshaped, various opportunities are arising for policy makers to take a new look at how to integrate inclusive entrepreneurship into mainstream economic development strategies. The most successful ecosystems are those that are self-sustaining and self-reinforcing.

Impact: If the public sector can set the right rules, create a landscape that attracts and supports entrepreneurs, and ensure diverse participation, it can create a virtuous cycle that is less dependent on government action and resources. Entrepreneurial ecosystems drive local economic vibrancy and national economic growth by building fertile environments for new and growing companies to thrive. Startups can grow, support more jobs, and fill gaps in existing markets.

Components	Timeline
1. Explore potential partnerships with existing accelerators, incubators, coworking spaces, or higher education institutions to create a platform and determine which entity should "own" the platform, or if a new umbrella organization should be established to support the ecosystem. 2. Create and maintain a single-source database for all entrepreneurial tools, resources, funding sources, etc. to create a one-stop-shop for startups. 3. Create city-wide, county-wide, or district-wide incentives for entrepreneurs creating jobs in a target industry. 4. Connect entrepreneurs to research institutions and custom designers, manufacturers and software developers to help bridge the gap between prototype and commercialization.	Short-Term 1-2 Years

Case Studies from Peer Cities

Entrepreneurial Ecosystem
Baltimore, Maryland

Even in a mid-sized city such as Baltimore, there are hundreds of resources available to help entrepreneurs grow their startups and small businesses. EcoMap Technologies helps entrepreneurs navigate these many tools, resources, and providers. A platform like this could help startups by providing one centralized location for information about the ecosystem—serving as a one-stop shop for entrepreneurs looking for resources, programs, partners, or funding.

Startup Cincy
Cincinnati, Ohio

Startup Cincy is a unified hub for the tech startup community, bringing together a wide variety of resources, supports, space, and an annual Startup Week, all geared towards connecting entrepreneurs to each other and resources to support their growth. The District's entrepreneurs would benefit from a similar singular front door for resources and support.

San Antonio Ecosystem Map
San Antonio, Texas

San Antonio's Ecosystem Map represents a top-level view of local resources available over the course of an entrepreneur's journey—from student or reskilled employee to startup CEO. Building a similar platform that maps the various resources in the District could be a first step in strengthening the existing ecosystem and facilitating new growth.

Workforce Opportunities in High Growth Sectors
Advancing Technology

The future cities that thrive will be those that link support of fast-growing sectors with accessible career on-ramps to ensure equitable participation in the employment opportunities represented by those sectors.

Recommendation 2.1: **Expand Opportunities in Fintech**

Action: Leverage the strength of the existing financial services sector to expand opportunities in fintech.

Rationale: Fintech is a ballooning industry, driven by technological disruptions in financial services. Fintech refers to financial companies and startups that use artificial intelligence (AI) and other advanced technologies in their day-to-day processes. Consumers are increasingly turning to digital platforms to manage their finances, a trend that's been accelerated due to the COVID-19 pandemic, when access to brick-and-mortar financial management services was limited.

Impact: The State of Delaware is a long-term leader in the financial services industry. As the industry continues to evolve, financial services are creating innovative solutions to meet the needs of customers and support back-office operations. Delaware is a logical choice to develop the fintech industry and capitalize on the projected growth for this industry.

Components

1. Offer business incentives that are specific to fintech to encourage job creation.
2. Explore a public/private partnership to secure broadband/fiber optic network needed in opportunity sites.
3. Focus on strategic tenanting to create a robust ecosystem that provides mutual supports and collaborative opportunities.
4. Declare a sector of the District as a *fintech zone* to encourage companies to locate or relocate to the District.
5. Proactively build the pipeline of future fintech workers:
    a. Work with existing workforce development programs in the District to ensure they are able to support the development of both hard and soft skills applicable to fintech jobs.
    b. Work with university partners to develop or expand certificates that support fintech jobs.

Timeline



Case Study from Peer City

FinTech Frontier
Cincinnati, Ohio

FinTech Frontier is a future-focused partnership between Cincinnati-based, industry-leading financial services corporations and fintech-focused entrepreneurs, powered by startup catalyst Cintrifuse. As a longtime leader in financial services due to the supportive, pro-business legal environment and favorable tax legislation, Delaware would be a great place to invest in an incubator that specifically supports new technology for the financial sector.



Workforce Opportunities in High Growth Sectors
Advancing Technology

Recommendation 2.2: **Grow Entrepreneurship Opportunities and Increase Access to Capital**

Action: Expand entrepreneurship options for access to capital to purchase land, rehabilitate existing buildings, and/or expand operations.

Rationale: The District must continue to support minority businesses and their ability access to funds to grow their business. The City of Wilmington is already home to a robust CDFI collaborative that supports housing development, small business development and entrepreneurial support, and community facilities that bring resources to the local community, so this recommendation would build upon those assets.

Impact: One of the greatest challenges for entrepreneurs is access to capital. Finance is the lifeblood of every company, but for new firms, capital is especially critical. Most firms rely on private external financing in two forms—debt and equity—although government grants, investment funds, and special tax breaks can also provide opportunities for entrepreneurs to grow their business.

Components

1. Support the expansion of venture capital firms that can invest in local startups.
2. Set up a competitive awards-based program to incentive start-ups with promise.
3. Connect entrepreneurs to research institutions to help bridge the gap between prototype and commercialization.
4. Support capital for retail or incubation in designated corridors.

Timeline



Case Studies from Peer Cities

The StarTUp
Baltimore, Maryland

The StarTUp at the Armory is Towson University's front door for startups, small businesses, as well as larger corporations in the region. Entrepreneurs can connect with each other and to TU's programs and people. A similar program in the Three Rivers Area would signal that the District is open for business to aspiring entrepreneurs and provide those aspiring entrepreneurs with space and resources to thrive.

MORTAR Iron Fund Chest
Cincinnati, Ohio

The MORTAR Entrepreneurship Academy is a fifteen-week course designed for minority- and women-owned businesses, with a crowd-funded Iron Chest Fund to support graduates with prize money, loans, and grants. Delaware could similarly fund, train, and support entrepreneurs.

Workforce Opportunities in High Growth Sectors
Advancing Technology

Recommendation 2.3: **Advance Clean Energy Initiatives for Sustainable Jobs and Resources for the Region**

Action: Expand opportunities in clean energy that help position the District and Delaware as a leader in sustainability.

Rationale: The transition from fossil fuels to clean energy sources will continue to disrupt existing industries, potentially displacing workers. Existing workers might need additional training and support to make a career change, while new workers entering the workforce will need to be prepared for future jobs. The District will need to be prepared to support a workforce in this transition.

Impact: Investing in clean energy will not only support jobs in a growing and increasingly important sector but will also position the District as a leader in sustainability.

Components	Timeline
1. Create a priority zone in sectors of the district for clean energy initiatives that encourages firm location or expansion in the clean energy field. 2. Target areas around the Port of Wilmington for factories that will allow for the growth of manufacturing of products that promote sustainability and renewable energy. 3. Identify sites for clean energy industries such as battery manufacturers and clean storage companies.	Long-Term 3+ Years

Local Examples and Case Studies from Peer Cities

Emerge Program
New Jersey

New Jersey's Emerge Program, created under the Economic Recovery Act of 2020, encourages economic development in priority sectors and in targeted communities across the state. An incentive program like this could help the District better target specific industries that are most beneficial to the long-term growth and vitality of the District.

Texas Sustainable Energy Research Institute
San Antonio, Texas

The University of Texas at San Antonio created the Texas Sustainable Energy Research Institute to partner with the community and contribute to a new energy future that builds on a diverse resource base to position San Antonio as a significant contributor to the 21st century global energy economy. The state could similarly marshal its intellectual power, research capabilities, and physical infrastructure to prioritize sustainable energy and become a hub for innovation in this space.

Delaware Sea Grant (DESG) Green Infrastructure Internship Program
Wilmington, Delaware

Students from Delaware Technical Community College are learning firsthand about how to implement, design, construct, and maintain green infrastructure projects, as well as gaining an understanding of environmental resilience challenges in Delaware, as part of the Delaware Sea Grant (DESG) Green Infrastructure Internship Program. Scaling this existing program could create the labor pool to make the District an attractive location for sustainable development companies.

Workforce Opportunities in High Growth Sectors
Advancing Technology

Recommendation 2.4: **Support Investment in Charging Station Infrastructure**

Action: Support key investments for charging stations to enhance the competitiveness of the region, prioritizing equity in this effort.

Rationale: Clean and sustainable energy is growing and changing how people live and work. One notable example is the rise of electric vehicles and the need for infrastructure that supports this growth. As sales of electric vehicles grow, the need for supporting infrastructure increases. Furthermore, solid planning and investment is needed to ensure that this infrastructure is built in an equitable manner so that people at all socioeconomic levels can enjoy the benefits of electric vehicles.

Impact: Investing in clean energy infrastructure will support job growth, sustainability efforts, and assist with attracting residents.

Components

1. Ensure installation strategy includes incentives to build in low- and moderate-income areas as well as downtown and wealthier areas of the District.
2. Update or create new policies and/or ordinances to support the implementation of infrastructure for electric vehicles.
3. Work to install charging stations in key commercial and residential areas to improve the infrastructure and encourage the attraction of future businesses and residents.
4. Support minority businesses in the field to obtain contracts for installation and repair of charging stations.
5. Explore providing incentives for installing charging stations at multi-family complexes, primarily in low- and moderate-income areas.

Timeline



Case Studies from Peer Cities

St. Louis Makes
St. Louis, Missouri

This nonprofit was a community peer group that served emerging and mid-size regional manufacturers to help them drive sales expansion through product innovation and identification of new market opportunities. While the program is no longer active, lessons learned from St. Louis Makes could inform a comprehensive approach to encouraging local manufacturing in the District.

REDI Cincinnati
Cincinnati, Ohio

Cincinnati's local manufacturing sector is supported by the Regional Economic Development Initiative (REDI), which strives to be the first point-of-contact for companies locating or growing in the 16-county region. REDI's site selection tool and virtual tours of available sites can help companies find the right sites to meet their manufacturing needs. The virtual tour option could be a tool for the District to help advertise available industrial land to help target companies to relocate to the area or expand operations in the area.

LaunchPort Manufacturing
Baltimore, Maryland

The LaunchPort is one of the largest urban revitalization efforts in the United States. The 235-acre redevelopment project combines manufacturing and Medtech acceleration on the city's prime waterfront. With the many healthcare facilities, biotech, and pharma manufacturing companies located in the District, a strategic partnership like LaunchPort could be successful for the Three Rivers Area.

Workforce Opportunities in High Growth Sectors
Increasing Targeted Manufacturing

Recommendation 2.5: **Support Niche Light/Medium Manufacturing**

Action: Through updating zoning regulations, pairing manufacturing with other high-growth sectors, and creating customized workforce development program, the District can continue to support manufacturing in a highly industrial area while narrowing the focus of potential industries and sectors that align with the trajectory of the District.

Rationale: Much of the District is already zoned for industrial use, presenting an opportunity for a thriving manufacturing sector and the creation of local jobs for residents. The District has a favorable location for light industrial use and can easily expand its economy by tapping into niche industries.

Impact: Light manufacturing, loosely defined as "manufacturing activity that uses moderate amounts of partially processed materials to produce items of relatively high value per unit weight" has a strong economic multiplier effect and has created low-skill living wage jobs in local economies throughout the country. Light manufacturers will find a workforce with readily transferrable skills honed in other industries in the District.

Components

1. Develop relationships with the property owners of the opportunity sites in the District's industrial areas.
2. Develop marketing material for the opportunity sites in the industrial areas that can be used by real estate brokers.
3. Revise zoning codes to ensure the City of Wilmington, City of New Castle, and New Castle County's zoning regulations work together to support desired types (and deter undesired types) of manufacturing in the area.
4. Maintain and expand the public infrastructure that businesses need to thrive.
5. Find opportunities to pair manufacturing with other key industries in the District (such as fintech or biosciences) to continue to grow these industries, while capitalizing on existing industrial land.
6. Create a database of industrially zoned parcels to help market these parcels to light manufacturing companies who might move to or expand in the District.
7. Create a workforce development program that targets hard-to-employ individuals (i.e. individuals who face barriers to employment due to either a lack of work experience, gaps in employment, or legal issues) and train them for high-paying manufacturing jobs.
8. Design and offer incentives to existing industrial businesses for expansions and improvements.

Timeline



Recent Success
In the 2nd Senatorial District


IMAGE: B&M Meats

B&M Meats Inc. *is one of the largest Philly steak manufacturers and its owners plan to expand in the City of Wilmington by constructing an $18 million 80,000-SF food production facility which will add 190 new jobs to the area. B&M's project will come to fruition through grant funding from the Delaware Strategic Fund, split between Performance and Capital Expenditure grants. This is a great example of how Wilmington attracts new businesses, jobs and residents to the city.*

Case Studies from Peer Cities

Project QUEST
San Antonio, Texas

Communities Organized for Public Service (COPS) and Metro Alliance met with city and business leaders to help create a workforce and skills training program that supported both workforce training and financial or academic support, creating a unique workforce model to support residents of San Antonio. With the District's focus on healthcare and manufacturing, this model could help residents in the District move out of poverty and into the middle class with customized support.

Nehemiah Manufacturing
Cincinnati, Ohio

Nehemiah was founded in 2009 with the mission to build brands, create jobs, and change lives in surrounding neighborhoods with high unemployment and limited entry-level job opportunities. By partnering with social service agencies, they can identify and develop team members who might otherwise have struggled to find employment. An initiative like this in the District could support the existing manufacturing sector, while also helping residents find employment and gain essential skills.

Workforce Opportunities in High Growth Sectors
Advancing Technology

Recommendation 2.6: **Invest in Workforce Development for Targeted Manufacturing**

Action: Invest in existing workforce development organizations and programs to focus on targeted manufacturing

Rationale: As seen in peer cities, programs centered around the promotion of manufacturing in target markets have helped the economy grow both by increasing workforce participation as well as attracting new residents and companies. These programs can help displaced workers and hard-to-employ individuals find new employment opportunities and help grow and develop the workforce.

Impact: The District needs to grow its own successful businesses and ventures to counter the current pattern of suburban residents commuting to high-paying jobs in the city and city residents commuting to low-paying jobs in the surburbs. Investing in workforce development programs will allow for growth that targets a range of skills found in the people who live in the District, providing a pathway for new job opportunities and growth in wages. Target markets can include food, warehousing, transportation, and light manufacturing.

Components

1. Facilitate on-the-job training opportunities and hands-on industry experience for workers.
2. Create a pipeline for displaced workers to transition into targeted manufacturing jobs.
3. Promote programs to help workers become certified in the manufacture of clean energy technologies such as air-source heat pumps, and high-efficiency heating and cooling technologies. These programs could be integrated into existing training programs as an additional component or module.

Timeline



Local Examples and Case Studies from Peer Cities

The Challenge Program
Wilmington, Delaware

The Challenge Program provides vocational training to Delaware's youth, as well as assistance in earning a high school diploma or GED. The program's trainees gain on-the-job experience through working on proessional construction projects, such as low-income housing rehabilitation.

GeoSpatial Intelligence Agency
St. Louis, Missouri

The creation of the STL GeoFutures Initiative brought together public, private, education and government entities, collaborating on a 10-year strategic roadmap to help shape the region into a global hub of geospatial technologies. With a focus on the financial sector, fintech, and transportation, an initiative like this could help the District attract new opportunities to further advance these key sectors.

Work-Integrated Learning
Wilmington, DE

Work-Integrated Learning (WIL) helps students at Wilmington University apply their academic knowledge in a professional work environment while earning credits towards a degree. WIL could be a promising platform for the state to aggressively expand its work-oriented educational offerings in a way that accelerates the on-ramp to well-paying jobs for local residents.

Workforce Opportunities in High Growth Sectors
Advancing Technology

Recommendation 2.7: **Support Growth of Geospatial Technology**

Action: Support growth of geospatial technology by working with educational institutions and training programs to help bolster existing geospatial technology education to prepare the workforce for future employment opportunities that could support existing industries and sectors in the District.

Rationale: The scope of geospatial data use is vast because it encompasses every sphere or industry where geographical position matters. This industry will continue to grow but is not currently very diverse or inclusive. Therefore, there is a need for workforce development programs that provide on-ramps to employment that will improve the field's diversity and inclusiveness.

Impact: As geospatial technology continues to grow and expand, it is important that the District supports additional training opportunities and the infrastructure needed for a company to locate here.

Components	Timeline
1. Work with university partners to develop certificates in geospatial technology. 2. Work with existing workforce development programs in the District to ensure they are able to support the development of both hard and soft skills applicable to geospatial analytics and geospatial technology. 3. Ensure that a broad range of higher education institutions, and particularly community colleges and vocational schools, are included in this effort.	Short-Term 1-2 Years


WILMINGTON
UNIVERSITY

Quality of Life

Wellness has emerged as a must-have for employees and the employers who court them, making quality of life investments essential for business locations to prioritize and execute

Recommendation 3.1: **Invest in Multimodal Mobility Infrastructure**

Action: Invest in multimodal mobility infrastructure that will expand on the existing assets of the District.

Rationale: Density helps drives successful development, and the Three Rivers Area can support density by prioritizing mobility options that don't add more cares to the roadways. With a large number of commuters from out-of-state and outside the city, there is a need for improved multimodal mobility infrastructure. As mentioned in the land use chapter, New Castle County and the City of Wilmington have bicycle plans with recommendations that would improve bicycling conditions throughout the District and the county.

Investment in multimodal infrastructure will help visitors and tourists move throughout the District and can help the District brand itself as a bicycle- and pedestrian-friendly area. The District can become a pioneer in mobility solutions through this recommendation.

Impact: With an enhanced multimodal mobility infrastructure network, the District can promote active commuting that meets the needs of both the community and visitors. This will lead to increase economic vitality for the region.

Components	Timeline
1. Support the expansion of existing biking and walking trails in the area. 2. Create wayfinding signage that encourages the use of bike and pedestrian infrastructure. 3. Reestablish the water taxi as a seasonal tourist amenity.	Short-Term 1-2 Years

Case Studies from Peer Cities

Harbor Connector Water Taxi
Baltimore, Maryland

The free Harbor Connector, an extension of the Charm City Circulator (CCC), carries commuters and tourists between points in the Inner Harbor. A similar concept could connect disparate nodes of activity throughout the Three Rivers Area.

Great Rivers Greenway
St. Louis, Missouri

When complete, this bike and pedestrian infrastructure concept will be a 600-mile network of greenways connecting St. Louis City, St. Louis County and St. Charles County. Delaware also boasts a considerable trail network, which if further invested in and promoted would further strengthen both multi-modal mobility and wellness access.

CROWN
Cincinnati, Ohio

The Cincinnati Riding or Walking Network (CROWN) is a vision for a 100+ mile active transportation network in the Queen City, made up of a combination of multi-use trails and on-road bike lanes. Delaware similarly boasts great trail resources that can be built upon and amplified, in ways that could strengthen the District's business and resident attraction efforts.

Quality of Life

Recommendation 3.2: **Create a Branded Campaign Promoting the Three Rivers Area's Attractions and Themes**

Action: Develop a brand for the Three Rivers Area and create a holistic marketing campaign that promotes attractions and themes.

Rationale: Wilmington's proximity to Philadelphia, New York City, Baltimore and Washington, D.C., can be capitalized on with targeted branding and marketing. A targeted branding campaign can build upon the redevelopment that has already occurred along the Wilmington Riverfront.

Impact: By establishing a cohesive brand for the area, and ensuring that all stakeholders are consistent in their marketing collateral and messaging, the District can build brand awareness and increase recognition. This will lead to new investment, partnership, and opportunities.

Components	Timeline
1. Hire a marketing consultant to help identify and develop a brand that showcases the strengths of the area, including a cost-of-doing-business analysis with the area's strong locational points (especially outdoor recreation) to aggressively recruit businesses to relocate to the Three Rivers Area. 2. Bring together groups that work on new resident attraction, new business attraction, and new tourist attraction, to help them coordinate their branding and marketing efforts. 3. Develop and execute a comprehensive marketing program. 4. Compile an annual communications portfolio of material utilized by all local city and county departments and measure how well the messaging and images reflect the District's brand. 5. Strengthen and expand partnerships that leverage events and opportunities for community members, businesses, and visitors to engage with businesses in the District. 6. Convene a meeting of brokers, developers, and business organizations to showcase the District and its attributes. 7. Conduct a survey of brokers, developers, and business organizations to measure the brand awareness of the District.	

Case Studies from Peer Cities

STLMade

St. Louis, Missouri

STLMade is a movement within the St. Louis metropolitan area that shines a light on the amazing things local residents are doing. It is supported through a collaboration of residents, local leaders, institutions, businesses and nonprofits. A similar promotional campaign in the District would instill pride in local creativity and amplify local creators.

The Cincinnati Experience

Cincinnati, Ohio

The Cincinnati Experience (CX) was formed in 2014 to elevate Cincinnati's reputation by telling positive stories that define the region to national media outlets. In addition to pitching stories to national media outlets, they enlist 'amplifiers' to drive word-of-mouth marketing. The Three Rivers Area would similarly benefit from a coordinated and aggressive effort to brand itself in ways that resonate from a business and resident attraction standpoint.

Industry-University-Student Partnerships

The growth and fast-moving nature of our global knowledge economy makes the intersection between university and industry a critical one to amplify. University leadership should regularly communicate and coordinate to help advance goals and action items.

Recommendation 4.1: **Expand Retail and Commercial Options Along Route 13 Around Wilmington University**

Action: Work with Wilmington University leaders, developers and property owners to develop plans to enhance commercial options and activities along Route 13 around Wilmington University's campus.

Rationale: Wilmington University's main campus is located on Route 13 in the District. In addition to traditional instruction, the university hosts a variety of events for students and visitors. This attracts clientele to the retail businesses located along Route 13. However, these retail options are limited, creating the opportunity for a more robust commercial corridor. In the region and nationally, we have seen University campuses be a catalyst for transforming their surrounding neighborhoods and enhancing retail spaces.

Impact: Wilmington University's main campus is located on a major commercial corridor that is easily accessible from both the City of Wilmington and several suburban communities. The students, faculty and other visitors to the campus can help support additional commercial development on the corridor. A partnership between Wilmington University and local businesses could help bring new investment and innovative commercial activity to the area.

Components	**Timeline**
1. Convene meeting with university, developers, retail operators, and landowners to explore new possibilities for commercial activity. 2. Create a plan to guide commercial development in the vicinity of the university.	Long-Term 3+ Years

Industry-University-Student Partnerships

Recommendation 4.2: **Expand or Enhance Workforce and Entrepreneurship Options through Delaware Technical Community College and Delaware State University Campuses in the District**

Action: Expand the workforce development credentialing options at Delaware Technical Community College (Del Tech) and Delaware State University to support growing tech sectors and expand entrepreneurial space.

Rationale: Known for its strong legal and financial sectors, the Wilmington area is home to a wide variety of industries, including a growing tech sector. HighSpeedInternet.com ranked Delaware as the #1 state in terms of internet speeds in 2022. Delaware is therefore able to support businesses with strong internet connectivity needs. Del Tech's Wilmington campus and Delaware State are located a short walk from one another, creating a natural ecosystem to enhance workforce and entrepreneurial support.

Del Tech's workforce development programs have a strong presence in the area. Its continuing education programs can facilitate career changes, including higher paying jobs in the tech sector.

Delaware State's riverfront location will be an incubation hub for minority- and women-owned small businesses, promoting workforce development and a clear path to success for its students. Its location on the riverfront can support further development on the riverfront and provide a central location to house incubator space.

Impact: Additional credential programs will help current residents find new careers including in the tech sector and can help recruit related companies to locate or expand in the area.

Components

1. Regularly bring together higher education institutions, large employers, and industry leaders to discuss labor needs and credentialing channels.
2. Work with university partners to develop certificates that support fintech and geospatial technology-related jobs.
3. Create incubator space to support entrepreneurial activity.

Timeline



Local Example

Delaware State University Riverfront
Wilmington, Delaware

Delaware State University Riverfront is a $4.7M facility donated by Capital One to the University in 2021. The site will headquarter the University's School of Graduate, Adult, and Extended Studies, a new partnership with the Teen Warehouse for its workforce development center, and an incubation hub for micro and small businesses with a particular focus on minority- and women-owned companies.

Re: Connecting

The Three Rivers area, like much of the city and state, holds great promise for economic development. The pieces are in place to strategically prioritize resilience, opportunity, and wellness in ways that build from existing strengths and create a dynamic future for residents and businesses, creating jobs and growing the tax base in the process.

Appendices

A.1 Ranking of Amtrak Stations

A.2 Ranking of Busiest Airports in the Region

A.3 SWOT Analysis

A.4 Training Programs Available in or near the District

A.5 Strongest Industries by Location Quotient

A.6 Zones for Growth of Recommended Industries

A.7 Parcels Potentially Suitable for Recommended Industries

A.8 Full Case Studies from Peer Cities

A.1 Ranking of Amtrak Stations

New York City 1st

Washington DC 2nd

Philadelphia 3rd

Baltimore 9th

Newark NJ 13th

BWI Airport 15th

Harrisburg 21st

Lancaster 22nd

Trenton 24th

A.2 Ranking of Busiest Airports in the Region

JFK 6th

EWR 12th

PHL 20th

LGA 21st

BWI 22nd

IAD 25th

DCA 26th

A.3 SWOT Analysis

WEAKNESSES/CHALLENGES

High Crime Rate With a crime rate of 60 per one thousand residents, the City of Wilmington has one of the highest crime rates in America compared to all communities of all sizes. One's chance of becoming a victim of either violent or property crime in the area is one in 17. New Castle also has a high rate of crime: 42 per one thousand residents, making one's chance of becoming a victim of either violent or property crime one in 24. High crimes rates are a challenge throughout the District.

Commuting Patterns The majority of people who live in the District work outside of it, while most who work in the District commute in from elsewhere. Not only can this contribute to congestion, but also makes it challenging to build a sense of community.

Education and Poverty Educational attainment are interrelated because people living in poverty generally do not have access to the same quality of education as those above the poverty line, while people with lower educational attainment are likely to earn less and have less job security and career advancement opportunities compared to those with higher levels of educational attainment. Over 20 percent of District households are living below the poverty line. Within the District, 14.4 percent of residents over the age of 25 do not have a high school diploma or GED, while 47.2 percent have earned a high school diploma or GED. Another 23.2 percent have some college education or associate's degree, while only 8.6 percent have a bachelor's degree and 6.6 percent have a master's degree, professional school degree, or doctorate.

Vacant Brownfields The U.S. Environmental Protection Agency (EPA) defines a brownfield as a property that may have conditions that impede its redevelopment or reuse, such as the presence or potential presence of a hazardous substance, pollutant, or contaminant. The term is also used to describe land previously used for industrial or commercial purposes such as abandoned factories, landfills, dry cleaning establishments, or gas stations. Typical contaminants include hydrocarbon spillages, solvents and pesticides, and heavy metals like lead, tributyl tins, and asbestos. Many contaminated brownfield sites sit unused for decades because their cleanup costs are greater than the land value after redevelopment. Previously unknown underground wastes can increase the cost for study and clean-up. Mediation and re-use of a brownfield site requires advanced and specialized analysis and appraisal techniques. There are over 170 certified brownfields in Senate District 2.

Flooding Approximately 25 percent (or 2,100 acres) of the area of all parcels in the District is in a Special Flood Hazard Areas (SFHA). SFHAs, also known as the 100-year floodplain, are areas with a 1 percent annual chance of flooding—or a 26 percent chance over the life of a 30-year mortgage. An additional 6 percent (approximately 500 acres) of parcel land area is in moderate flood hazard areas (areas with a 0.2 percent annual chance of flooding, which are also known as the 500-year floodplain). SFHAs and moderate flood hazard areas are delineated by FEMA.

A.4 Training Programs Available in or near the District

Delaware Skills Center (DSC): The Delaware Skills Center is an adult vocational training center, operating as part of the New Castle County Vocational Technical School District, committed to providing skills training to unemployed or underemployed DE residents to create a pathway to a rewarding career.

Delaware Technical Community College Workforce Training Program: The training opportunities offered at Delaware Tech through the Workforce Development and Community Education Division are designed for those who want to upgrade their skills or change their career path altogether. Professional development programs range from workshops, courses, or a certification program.

Polytech Adult Education: Polytech offers a wide range of highly interactive courses that can be taken entirely online. Courses include expert instructors and are affordable, fast, and convenient. Courses include Trade & Apprenticeship Programs, Certificate & Diploma Programs, Continuing Education, English Classes, High School Credential, and Drivers Education.

Tech Impact ITWorks Offers Tech Training: ITWorks is a training program, that prepares young people in Wilmington, DE, for entry-level IT careers. During the free 16-week program, students spend the first 11 weeks learning about PC hardware, troubleshooting, IT networking, security, and much more to prepare for the Cisco IT Essentials and the CompTIA A+ certification. Then, students gain real-life, hands-on experience during a five-week internship at a local corporation or nonprofit. The ITWorks program is offered twice a year – Spring and Fall – and is bolstered by the support of over 100 volunteers.

West End Neighborhood House: WENH has two employment training programs, Bright Spot Farms and the Environmental Job Training Program.

Bright Spot Farms is an agriculture-focused training program. Founded in 2011 with the goal of providing paid employment training pathways for young adults, Bright Spot Farms today continues to provide meaningful hands-on work experience and training to 25 high school students from Wilmington and New Castle County each year.

The Environmental Job Training Program offers employment opportunities in careers that reduce environmental contamination and provide more sustainable futures for the community. In these free, 4-week training programs, Delaware residents can earn up to 12 professional certifications, including OSHA 10, OSHA 40, and OSHA CSE.

Wilmington Youth Career Development (YCD): Wilmington's Youth Career Development Program is year-round employment for young people ages 14 – 21 residing in the City of Wilmington and greater New Castle County.

Latin American Community Center: LACC's Workforce Development Program assists clients during their job search. They also host a Job Interview Workshop and Job Fair.

Service Source: ServiceSource Delaware offers a wide range of services designed to assist individuals with disabilities and others with significant barriers to employment to gain or regain the skills and the confidence they need to launch or resume a career.

Jobs for Delaware Graduates: Since 1978, Jobs for Delaware Graduates has helped students graduate high school and secure meaningful work experience. The program works with local businesses, colleges, and trade programs to develop opportunities that encourage post-secondary education and continuous employment for students. Paired with our experiential learning programs, JDG offers real-world experiences to participants through guided internships and immersive learning.

Delaware Food Works: Through Delaware Food Works, the Food Bank of Delaware offers workforce training programs in food service and warehousing.

The Culinary School is a 14-week training program, certified by the Delaware Department of Education, that prepares students for careers in the food service industry.

L.O.G.I.C. (Logistics, Operations, General Warehousing and Inventory Control) is an 11-week training program, certified as a trade school by the Delaware Department of Education, that prepares students for careers in the warehousing/logistics industry.

Challenge Program: Trainees gain on-the-job experience working on professional construction projects. The program primarily rehabilitate low-income housing for local government and non-profit agencies. The program also occasionally gets involved with creative projects that conform with the program's mission and is willing to adapt to its training schedule.

Delaware Works: Through Delaware Workforce Development Board, the citizens of Delaware are provided with occupational training and employment service opportunities to help them achieve employment that sustains them and their families. They seek to communicate with business industry partners to provide qualified workers to meet their employment needs.

Job Corps Workforce Training Program: Job Corps centers are commissioned by the U.S. Department of Labor and provide job placement, high school diploma or equivalency attainment, certification attainment. The Wilmington Job Corps programming provides career training to help participants gain the skills and tools needed to be successful. Offerings include certified nursing assistant, culinary arts, facilities maintenance, and officer administration..

Wilmington University: Wilmington University offers accredited industry-recognized certifications and professional licenses for academic credit. In addition, students may be able to earn academic credit for trainings completed at their workplace. Training programs include law enforcement, information technology, early childhood education, accounting, and writing.

Emerging Enterprise Center: This is the New Castle County Chamber of Commerce's business incubator and accelerator, a program that offers affordable office, conference and co-working space, as well as business training, mentorship, and networking opportunities.

The Launcher Entrepreneurship Program at West End Neighborhood House: This Delaware-based nonprofit organization is dedicated to helping individuals achieve goals of becoming small business owners through training programs and business planning assistance.

First Founders Accelerator: This program helps early-stage entrepreneurs launch successful startups through free community support and access to resources.

The Win Factory: The Win Factory is Delaware's first Black-owned coworking space and incubator located in Wilmington.

SCORE: Delaware SCORE offers free, confidential, face-to-face business consultation from a certified mentor as well as numerous workshops and seminars throughout the year on a variety of topics for new and existing business owners.

Wilmington Alliance: Wilmington Alliance brings partners together from various sectors that support workforce development opportunities for marginalized residents of Wilmington. The collaboration seeks to create allowing for the creation of strategies, programs, and initiatives that address workforce inequities.

A.5 Strongest Industries by Location Quotient

The employment location quotient (LQ) highlights the relative strengths of the District's economic sectors compared to the US economy. The LQ is a way of quantifying how concentrated an industry is in a defined area and helps to identify growth opportunities for the area. *In 2020, The District's strongest industries were educational services and management, both with a LQ of more than twice the national average.*

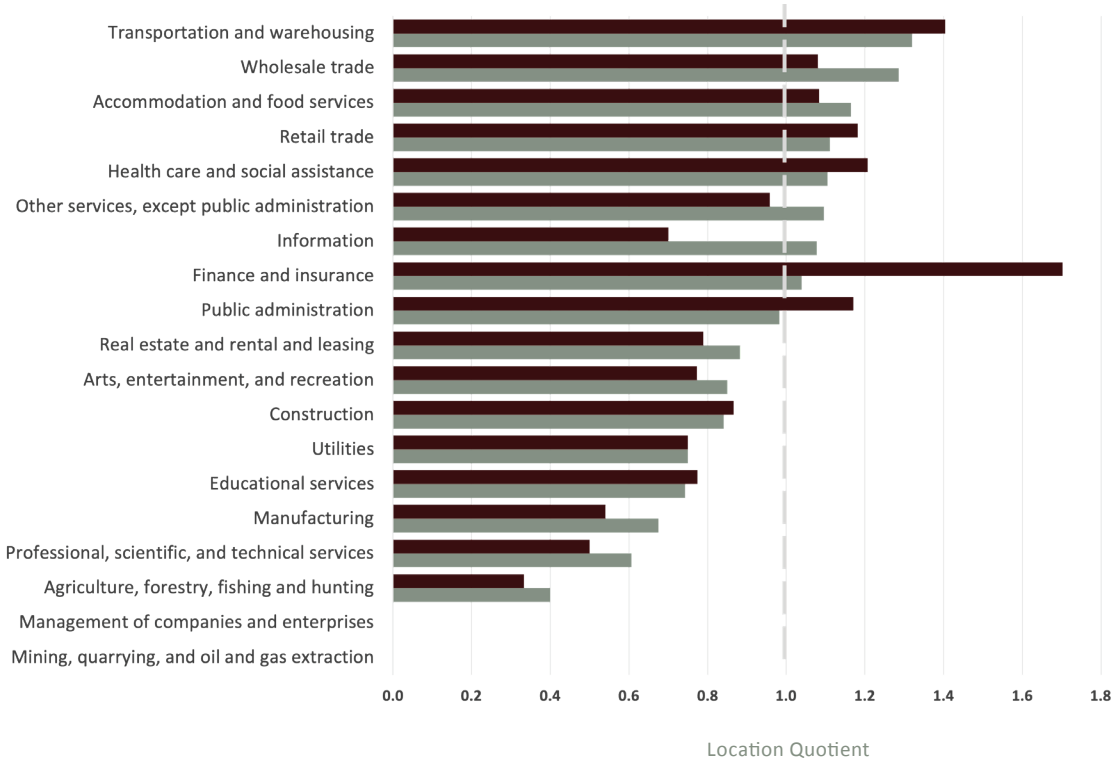
The District also has a higher concentration of jobs in administrative support, waste management services, and finance and insurance compared to the rest of the country.

What's Location Quotient?

Location Quotient (LQ) uses employment data to measure the ability of Delaware County's market to capture local economic activity. LQ of one is equal to the national average, thus a LQ greater than one indicates a strong local sector and a LQ of less than one is relatively weak.

Strongest Industries by Location Quotient

(2020) **National** **Delaware**



A.6 Zones for Growth of Recommended Industries

Zoning districts of interest were identified for each of the three jurisdictions that overlap with the District based on whether their use and development regulations could accommodate this plan's recommended industries. The table below summarizes the zoning districts of interest and their prevalence in the 2nd Senatorial District. Note that six of the zoning districts of interest are not present in the District. Three of these are in New Castle County: BP, EX, EED. The other three are in the city of Wilmington: 26C-3, 26C-4, and 26C-6. These absent zoning districts are included among the zoning districts of interest because they may permit industries that are in line with this study's recommendations, which are not permitted by the District's current zoning districts. In such cases, rezoning to one of the absent zoning districts of interest could be explored with the appropriate jurisdictions' land use/planning departments. However, zoning districts 26C-3 and 26C- 4 are intended for Wilmington's downtown, which is just outside of the District. Therefore, although these districts accommodate land uses that are recommended in this study, their height/bulk/area standards might currently be considered inappropriate for locations outside of the downtown.

Zoning Districts of Interest and Prevalence in the District

CNC = City of New Castle NCC = New Castle County CofW = City of Wilmington

Zoning District (hyperlinked to ordinance)	Jurisdiction	Description	Characteristics of Parcels in the District Zoned as Such					
			Number of Parcels	Total area of parcels (acres)	Average parcel size (acres)	Size range (acres)	Standard deviation	Percentage of land area of all parcels in plan area
21SC (Service Commercial)	CNC	Allows retail, auto-oriented commercial uses, and warehouses. Maximum lot coverage is 85% and maximum building height is 28'/2 stories.	16	34.76	2.17	0.15-6.74	2.13	0.40%
21GC (General Commercial)	CNC	Allows retail, auto-oriented commercial uses, warehouses, office uses, indoor and outdoor recreation. Maximum lot coverage is 85% and maximum building height ranges from 60' to 180', depending on the use and setbacks.	26	66.9	2.57	0.46-12.05	3.14	0.78%
21LIO (Light Industrial Office)	CNC	Allows low-density offices, diagnostic and research laboratories, and limited light manufacturing uses. Maximum net FAR is 0.35 or 0.50, depending on the use.	1	18.17	18.17	N/A	N/A	0.21%
21IOP (Industrial Office Park)	CNC	Allows industrial, office and retail and personal service uses. Maximum lot coverage is 85% and maximum building height ranges from 45'/3 stories to 90'/6 stories, depending on the use and setbacks.	23	377.04	16.39	0.17-176.82	37.61	4.38%
21I (Industrial)	CNC	Allows industrial uses. Maximum net FAR ranges from 0.35 to 0.60, depending on the use.	15	141.81	9.45	0.22-47.58	11.11	1.65%

Zoning Districts of Interest and Prevalence in the District

CNC = City of New Castle NCC = New Castle County CofW = City of Wilmington

Zoning District (hyperlinked to ordinance)	Jurisdiction	Description	Characteristics of Parcels in the District Zoned as Such					
			Number of Parcels	Total area of parcels (acres)	Average parcel size (acres)	Size range (acres)	Standard deviation	Percentage of land area of all parcels in plan area
OR (Office Regional)	NCC	Allows regional employment centers primarily composed of offices but also including supportive uses and mixed use. Transit facilities shall be incorporated into developments. Maximum gross Floor Area Ratio (FAR) ranges from 0.14 to 0.71, depending on the use.	3	19.31	6.44	1.19-16.18	6.9	0.22%
CR (Commercial Regional)	NCC	Allows a variety of community and regional commercial, including mixed-use to heavy retail. Design controls promote pedestrian and automobile connections between developments. Maximum gross FAR ranges from 0.28 to 1.0, depending on the use.	239	367.05	1.53	0.02-17.51	2.82	4.27%
BP (Business Park)	NCC	Allows office, manufacturing, light industrial, warehousing, and supportive uses. Screening requirements allow for higher density development behind the screening. Outdoor storage is regulated to ensure a high-quality business park character. Maximum gross FAR ranges from 0.14 to 0.60, depending on the use.	0	N/A	N/A	N/A	N/A	N/A
I (Industrial)	NCC	Allows light industrial, heavy retail and supportive uses. Outdoor storage is regulated, including being subject to screening requirements. Maximum gross FAR ranges from 0.16 to 0.60, depending on the use.	104	400.04	3.85	0.04-26.00	4.15	4.65%
HI (Heavy Industrial)	NCC	Allows heavy industrial uses not suited for other zoning districts and supportive uses. Typically located near rail lines or navigable waterways. Maximum gross FAR ranges from 0.34 to 0.62, depending on the use.	210	1341.39	6.39	0.02-141.3	16.76	15.59%
EX (Extraction)	NCC	Allows mining, quarrying, recreation, and industrial uses. Maximum gross FAR ranges from 0.01 to 0.15, depending on the use.	0	N/A	N/A	N/A	N/A	N/A
EED (Economic Empowerment District)	NCC	Intended to accommodate master-planned campuses of target industries identified in New Castle County's Economic Development Strategic Plan (2014), such as corporate headquarters, high technology, research, light assembly, and employment centers. The ordinance that establishes each EED will specify its use, development, and design standards for the district. At the time of writing, no land in New Castle County is zoned EED.	0	N/A	N/A	N/A	N/A	N/A
26C-2 (Secondary Business Center)	CofW	Intended to accommodate shopping and business uses outside of the CBD. Less intensive uses are also permitted. Maximum FAR is 5.0.	263	58.55	0.22	0.02-10.25	0.69	0.68%

Zoning Districts of Interest and Prevalence in the District

CNC = City of New Castle NCC = New Castle County CofW = City of Wilmington

Zoning District (hyperlinked to ordinance)	Jurisdiction	Description	Characteristics of Parcels in the District Zoned as Such					
			Number of Parcels	Total area of parcels (acres)	Average parcel size (acres)	Size range (acres)	Standard deviation	Percentage of land area of all parcels in plan area
26C-3 (Central Retail)	CofW	Intended to accommodate downtown retail. Less intensive uses are also permitted. Maximum FAR is 6.0.	0	N/A	N/A	N/A	N/A	N/A
26C-4 (Central Office)	CofW	Intended to accommodate downtown offices and large hotels. Less intensive uses are also permitted. Maximum FAR is 20.0.	0	N/A	N/A	N/A	N/A	N/A
26C-5 (Heavy Commercial)	CofW	Intended to accommodate large wholesale and storage uses, including outdoor storage and operations that draw heavy truck traffic. Less intensive uses are also permitted. Maximum FAR is 3.0.	64	25.16	0.39	0.01-4.08	0.7	0.29%
26C-6 (Special Commercial)	CofW	Intended to accommodate intense retail, office, and other non-nuisance commercial uses; however, design review of all new buildings is required. Less intensive uses are also permitted. Maximum FAR is 10.0.	0	N/A	N/A	N/A	N/A	N/A
26M-1 (Light Manufacturing)	CofW	Intended to accommodate low-density light manufacturing and scientific research. Maximum FAR is 2.0.	309	380.09	1.23	0.01-41.34	4.12	4.42%
26M-2 (General Industrial)	CofW	Intended to accommodate large-scale industrial uses. Subject to the prohibitions and controls specified in the zoning code, all uses not otherwise prohibited by law are permitted in any M-2 district. Maximum FAR is 3.0.	97	1665.31	17.17	0.01-250.9	38.25	19.36%
26W-1 (Waterfront Manufacturing)	CofW	Intended to accommodate industrial uses. All uses shall meet the zoning code's standards of external effects for waterfront zoning districts. Maximum FAR is 2.0.	24	119.72	4.99	0.01-29.14	8.1	1.39%
26W-2 (Waterfront Manufacturing/ Commercial)	CofW	Intended to accommodate industrial and commercial uses. All uses shall meet the zoning code's standards of external effects for waterfront zoning districts. Maximum FAR is 2.0.	23	33.04	1.44	0.13-7.54	1.52	0.38%
26W-3 (Low Intensity Waterfront Manufacturing/ Commercial Recreation)	CofW	Intended to accommodate light industrial and waterfront-related commercial and recreational uses. All uses shall meet the zoning code's standards of external effects for waterfront zoning districts. Maximum FAR is 0.25.	17	61.03	3.59	1.32-10.97	2.35	0.71%
26W-4 (Waterfront Residential/ Commercial)	CofW	Intended to accommodate medium- to high-density residential, retail and office uses. All uses shall meet the zoning code's standards of external effects for waterfront zoning districts. Maximum FAR ranges from 0.80 to 2.0, depending on the use.	347	241.38	0.7	0.01-15.77	1.49	2.81%
Totals			**1782**	**5521.51**				**64.18%**

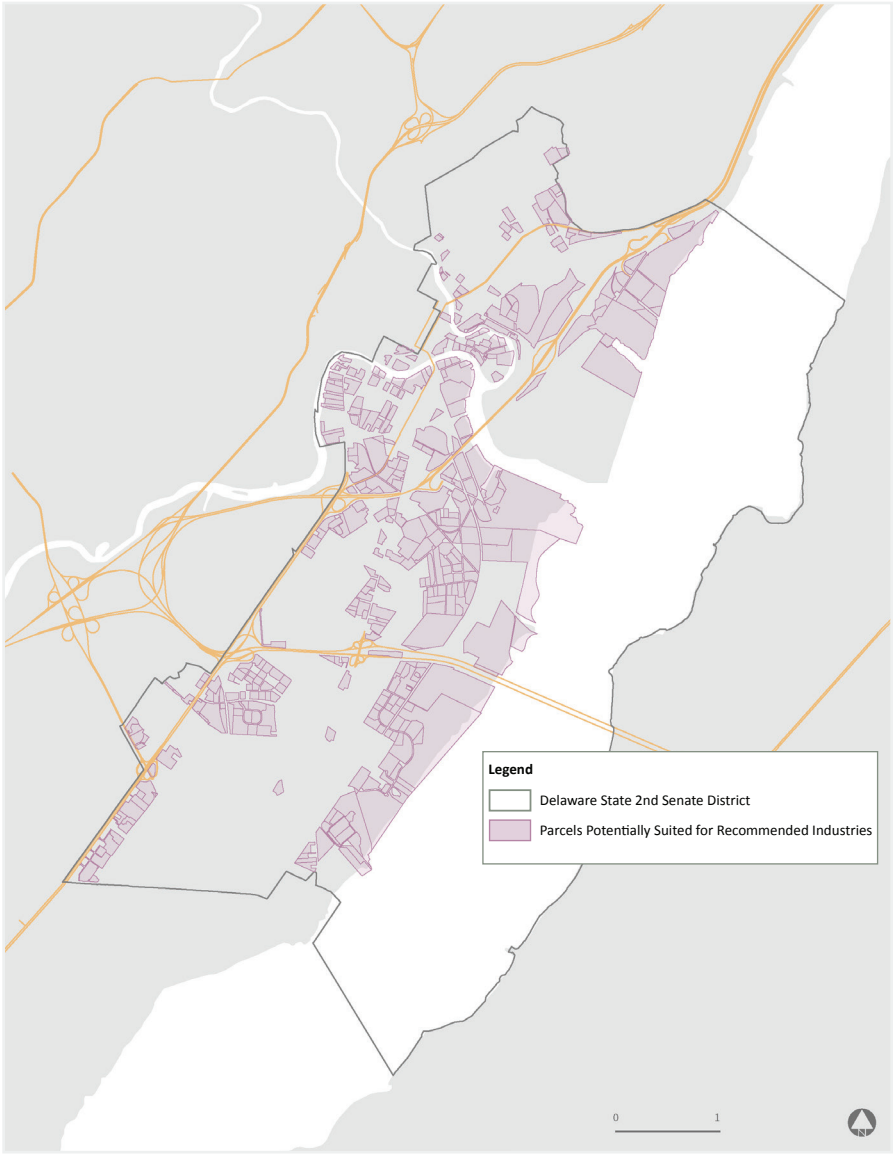
A.7 Parcels Potentially Suitable for Recommended Industries

The Parcels Potentially Suitable for Recommended Industries map on the right shows properties in the District that have been identified as potentially suited for this plan's recommended industries. Note that it does not include an analysis of vacancy, or owners' willingness to sell or lease. While this map can be used for general guidance on locations of parcels that could be redeveloped, this plan highlights sites deemed as the most strategically advantageous and are recommended as sites to focus on. These development sites were identified and analyzed as having particular promise for investment and integration into the overall plan concepts. The following pages provide a snapshot of each site. Future work should be commissioned to further explore feasibility and marketing.

The methodology for determining the parcels potentially suitable for recommended industries is on the next page.

Parcels Potentially Suitable for Recommended Industries Map

within the District



The Methodology Used to Determine Parcels Potentially Suitable for Recommended Industries

GIS analysis was used to identify a subset of parcels in the District that meet certain criteria that may make them more viable for this plan's recommended industries. These parcels were identified through the following methodology:

1. As described above, zoning districts whose use and development regulations could accommodate this plan's recommended industries were identified as zoning districts of interest. Parcels in the District that do not fall into one of these zoning districts were removed from the list of parcels potentially suited for the recommended industries. Note that split-zoned parcels were assigned either the zoning district that overlaps most of the parcel or, where the split was close to even, the most restrictive of the zoning districts that overlap the parcel.

2. Parcels less than two acres in size were removed from the list. Note that this size minimum is an inexact method of narrowing down the list of parcels and that it may result in the exclusion of sites that are appropriate for certain activities associated with recommended industries.

3. Any properties owned by public agencies that are unlikely to offer development or redevelopment opportunities were removed from the list. These primarily included parcels that were developed with specific infrastructure, such as the Wilmington Wastewater Treatment Plant, as well as parcels owned by the USACE.

4. As mentioned in the previous section, development in wetlands is restricted and some development activities and land uses are prohibited. Therefore, the presence of NWI wetlands, although non-regulatory, was used as another criterion by which to narrow down the list of parcels. Parcels with 50% or more of their land area covered in NWI wetlands where the remaining land area was four acres or fewer were removed from the list. Four acres was chosen as the cut-off point rather than two acres because the non-wetland area on many of these parcels is irregularly shaped so a two-acre area on these parcels may be less developable than a two-acre parcel with no wetlands.

A.8 Full Case Studies from Peer Cities

1.1 Attract Another Retail/Entertainment Anchor to the Riverfront

The Pearl (San Antonio, Texas)

Pearl is a neighborhood with a rich history dating back to the late 1800s. Today, the neighborhood is a gathering place along the Hotel Valencia Riverwalk for residents and tourists to share meals, learn, work, and live. With 324 apartments, fifteen restaurants and cafes, thirteen retailers and eighteen resident businesses as well as a twice weekly Farmers Market, the Pearl is full of life and activity. The Three Rivers Area would similarly benefit from waterfront-adjacent mixed-use developments whose activities reinforce each other and create hubs of commerce that serve residents and visitors alike.

Inner Harbor (Baltimore, Maryland)

The Baltimore Inner Harbor is known for its scenic waterfront views, fresh seafood restaurants, and spectacular museums. As one of Baltimore's entertainment centers, the Inner Harbor also has many options for live music. The city knows the neighborhood is a destination for tourists and has stationed the Baltimore Visitor Center along the waterfront promenade. Visitor center staff and volunteers can help provide personalized tips on touring the Charm City. The District has similarly had success in reclaiming former industrial space for major retail and recreational development, and future development would further add to the critical mass of economic activity.

The Banks (Cincinnati, Ohio)

The Banks is part of a riverfront strategic development plan that was originally unveiled in the 1990s and included in a 2007 Master Plan. The Banks has long been envisioned as a marquee, mixed-use development that incorporates residential units, office space, dining, leisure and entertainment venues—making it a live-work-play district along the riverfront. The Master Plan includes approximately 1 million square feet of office, 400,000 square feet of retail, 400,000 square feet of hotel and 1.8 million square feet of residential. While not fully developed, the project has completely transformed Cincinnati's downtown. Similarly, the District'a riverfront areas are downtown-adjacent, creating opportunities for the same kinds of synergies.

1.2 Attract a Corporate or Regional HQ that Focuses on Sustainability, Recreation, Wellness, Energy, or a Related Sector

Under Armour Wellness Benefits (Baltimore, Maryland)

Through its UA WELL program, the Under Armour aims to educate and equip employees to live healthier lives—physically, mentally, financially, and socially. Employees enrolled in an Under Armour medical plan through CareFirst have access to wellness tools, resources, and programs, and have a complimentary gym membership to a UA gym or $50/month to use towards fitness programs. The company also offers weekly mindfulness sessions, a work-life assistance program, tuition reimbursement, childcare discounts, networking and professional development opportunities, and 32 hours of paid time off each year for personal volunteer activities. This sort of commitment to active lifestyles by a local employer would be a powerful complement to the District's existing recreational amenity resources, creating momentum around wellness in a way that brands the state powerfully for potential employers.

The Kroger Wellness Festival (Cincinnati, Ohio)

Started in 2019, the annual Kroger Wellness Festival is designed to help people live healthier lives by taking a holistic approach to healthy living. The festival provides live experiences focused on physical, mental, and emotional well-being, focused on balance, moving, breathing, self-care, inspiration, and play. In previous years, a key sponsor and large private employer in the area, Procter & Gamble, joined as a presenting sponsor of the "Fitness Zone," which featured workouts, a celebrity fitness, and lifestyle trainer and appearances by professional athletes. A similar gathering in the District would serve as a galvanizing event for promoting the available wellness resources.

1.3 Build a Self-Reinforcing Ecosystem for Inclusive Entrepreneurship

Entrepreneurial Ecosystem (Baltimore, Maryland)

Even in a mid-sized city such as Baltimore, there are hundreds of resources available to help entrepreneurs grow their startups and small businesses. From accelerators to mentorship programs, these resources are offered by universities, government agencies, nonprofits, and other local companies to help strengthen and grow the city's entrepreneurial ecosystem. While it can be challenging to understand the full extent of available resources, in Baltimore, EcoMap Technologies helps entrepreneurs navigate tools, resources, and providers. Through their platform B'More Tech Connect, startups can connect to the network and resources of Baltimore's tech community in an

easy-to-access portal. A platform like this could help startups in the District by providing one centralized location for information about the ecosystem—serving as a one-stop shop for entrepreneurs looking for resources, programs, partners, or funding.

San Antonio Ecosystem Map (San Antonio, Texas)

While less robust than the networks built in Baltimore and Cincinnati, San Antonio's Ecosystem Map provides an example of a first step in compiling resources. The map represents a top-level view of local resources available over the course of an entrepreneur's journey—from student or reskilled employee to startup CEO. Resources are broken into a few categories: student entrepreneurship programs (both free and school-specific), startup programs, spaces for startups, education and training, funding, and advocates. These are the essential pillars needed for a successful entrepreneurial ecosystem. Building a similar platform that maps the various resources in the District could be a first step in strengthening the existing ecosystem and facilitating new growth.

Startup Cincy (Cincinnati, Ohio)

While still a far way off from becoming the next Silicon Valley, Cincinnati has become a tech startup model for the Midwest. Many startups are choosing the region as their headquarters due to both the lower costs and the strong ecosystem that's been built. Startup Cincy is a unified hub for the tech startup community, bringing together a wide variety of resources, supports, space, and an annual Startup Week – a week-long event packed full of panels, workshops, and discussions for those curious about emerging trends in the innovation space or those wanting to sharpen skills. Registration for Startup Week or joining the ongoing Startup Cincy Slack channel is free – allowing anyone to easily tap into the existing ecosystem. Much like B'More Tech Connect, Startup Cincy acts as a single hub for entrepreneurs to connect and find resources to support their growth. The District's entrepreneurs would benefit from a similar singular front door for resources and support.

Section 2.1 Expand Opportunities in Fintech

FinTech Frontier (Cincinnati, Ohio)

Tech-based startups are transforming every part of the financial services industry. While much of the attention and investment has been focused on the Coasts, Greater Cincinnati has seized an opportunity to lead dramatic innovation from the center—leveraging local leaders in financial services, branding, and retail. Cintrifuse was launched in 2012 as a catalyst organization binding together three pillars of the city's tech community: a branding accelerator, a public-private seed-stage investor, and a co-working space. In 2020, Cintrifuse started a new initiative: FinTech Frontier.

FinTech Frontier is a future-focused partnership between Cincinnati-based, industry-leading financial services corporations and fintech-focused entrepreneurs, powered by Cintrifuse. It is designed to accelerate innovation that specifically is designed to transform financial services—from consumer-facing experiences to back-office operations.

As a longtime leader in financial services due to the supportive, pro-business legal environment and favorable tax legislation, Delaware would be a great place to invest in an incubator that specifically supports new technology for the financial sector.

2.2 Grow Entrepreneurship Opportunities and Increase Access to Capital

The StarTUp (Baltimore, Maryland)

The StarTUp at the Armory is Towson University's front door for startups, small businesses, as well as larger corporations in the region. Their state-of-the-art 26,000 sq. ft. space includes 6,000 sq. ft. of free co-working space and meeting rooms where entrepreneurs and executives can connect with each other and to TU's programs and people. Their StarTUp Accelerator is an intensive eight-week, cohort-based fellowship where ventures take residency and collaborate to accelerate their business. Accepted ventures receive a $10,000 equity-free stipend as well as mentorship, founder-centric programming and exposure to successful ventures who are alumni of this model. A similar program in the District would signal that the Three Rivers Area is open for business to aspiring entrepreneurs and provide those aspiring entrepreneurs with space and resources to thrive.

MORTAR Iron Fund Chest (Cincinnati, Ohio)

The MORTAR Entrepreneurship Academy is a fifteen-week course designed for minority- and women-owned businesses. Two years after starting the academy, MORTAR launched their Iron Chest Fund to get cash to entrepreneurs. The launch campaign was called #100for100 encouraged 100 people, businesses or organizations to donate between $100 to $1,000 to the Iron Chest Fund. The fund provides underwritten access to funding to help MORTAR grads pursue

their dreams. Since its inception, they have placed over $355,000 directly into the hands of alumni entrepreneurs in the form of prize money, loans, and grants (including $10,000 in emergency COVID-19 grants). The state could similarly fund, train, and support entrepreneurs.

2.3 Advance Clean Energy Initiatives for Sustainable Jobs and Resources for the Region

Emerge Program (New Jersey)

New Jersey's Emerge Program, created under the Economic Recovery Act (ERA) of 2020, encourages economic development in priority sectors and in targeted communities across the state. The program provides per-job tax credits to projects that invest private capital into the state and create new (or retain existing) good-paying jobs. To be eligible, a project must create or retain at least 35 new full-time jobs. If the company is considered a small business (with less than 100 full-time equivalent employees), then the company must achieve 25 percent growth of their workforce within the eligibility period. One of the targeted sectors of this program is clean industry, including R&D, commercialization, manufacturing of products implementation of technologies that support renewables, grid modernization, zero-carbon development, and transportation electrification. An incentive program like this could help the District better target specific industries that are most beneficial to the long-term growth and vitality of the District.

Texas Sustainable Energy Research Institute (San Antonio, Texas)

The University of Texas at San Antonio created the Texas Sustainable Energy Research Institute to partner with the community and contribute to a new energy future that builds on a diverse resource base to position San Antonio as a significant contributor to the 21st century global energy economy. The Institute integrates scientific discovery, engineering innovation and policy deliberations with pragmatic implementation and a commitment to local multicultural traditions with the goal of becoming a global energy leader. The Insititute provides systems solutions that pursue novel opportunities for technology insertion to reduce costs, improve reliability and assure responsible environmental stewardship to drive San Antonio's economic future, coalesce intellectual capital, and serve as a magnet for thought leaders from around the globe. The state could similarly marshal its intellectual power, research capabilities, and physical infrastructure to prioritize sustainable energy and become a hub for innovation in this space.

Delaware Sea Grant (DESG) Green Infrastructure Internship Program (Wilmington, Delaware)

Students from Delaware Technical Community College are learning firsthand about how to implement, design, construct, and maintain green infrastructure projects, as well as gain an understanding of environmental resilience challenges in Delaware, as part of the Delaware Sea Grant (DESG) Green Infrastructure Internship Program. Led by Emma Ruggiero, DESG's workforce development coordinator and a doctoral student in the University of Delaware's Department of Plant and Soil Sciences, the program teaches interns in a virtual classroom setting, then takes students around the state to look at examples of green infrastructure sites. Students are compensated for their work and travel.

Green infrastructure is meant to not only improve the environment, but also mitigate impacts related to coastal hazards, which are especially important for the state to start to manage. While there is an opportunity for Delaware to utilize green infrastructure, there's not yet the workforce to perform the design, the installation or the management. Scaling this existing program could create the labor pool to make the District an attractive location for sustainable development.

2.4 Support Investment in Charging Station Infrastructure

St. Louis Makes (St. Louis, Missouri)

St. Louis Makes, a nonprofit 501c3, was a community peer group that served emerging and mid-size regional manufacturers to help them drive sales expansion through product innovation and identification of new market opportunities. Organization membership offers factory tours, boot camps where members can learn from other manufactures, and direct access to educational opportunities through informative and topical webinars. St. Louis Makes provide innovating and practical learning opportunities, proving members with on-the-ground research conducted by Saint Louis University's Urban Planning and Development Program. While the program is no longer active, lessons learned from St. Louis Makes could inform a comprehensive approach to encouraging local manufacturing in the District.

REDI Cincinnati (Cincinnati, Ohio)

The Cincinnati region offers one of the best ecosystems for manufacturers to thrive and grow. Regional growth in manufacturing has more than doubled the

national average during the last five years. A fast-growing economy, 33 percent more workers, and one of the busiest inland ports—combined with skilled talent and strong market access—are just a few of the many reasons companies have chosen the Cincinnati region. The local manufacturing sector is supported by the Regional Economic Development Initiative (REDI), which strives to be the first point-of-contact for companies locating or growing in the 16-county region. REDI's network helps attract and retain companies and talent in various advanced manufacturing segments—from aerospace to automotive to food and flavoring. REDI's site selection tool and virtual tours of available sites can help companies find the right sites to meet their manufacturing needs. The virtual tour could be a tool help the District promote available industrial land to help companies to relocate to the area or expand operations in the District.

LaunchPort Manufacturing (Baltimore, Maryland)

The LaunchPort is one of the largest urban revitalization efforts in the United States. The 235-acre redevelopment project combines manufacturing and Medtech acceleration on the city's prime waterfront. Manufacturing capabilities and OEM services for clients include transition from concept to manufacturability, full-service integration of sub-component and supply sourcing, management of third-party testing, and logistics coordination. Residents of the facility can tap into core services such as financial operating systems, quality system development, supply chain activities, regulatory submission/compliance support, reimbursement and revenue model development, while allowing companies to focus capital resources on developing critical core competencies. In 2022, LaunchPort announced new custom and contract manufacturing capabilities to support clients developing and commercializing medical products through 3D printing. With the many healthcare facilities, biotech, and pharma manufacturing companies located in the District, a strategic partnership like LaunchPort could be successful for the Three Rivers Area.

2.5 Support Niche Light/Medium Manufacturing

Project QUEST (San Antonio, Texas)

Project QUEST, Inc. is a nonprofit organization funded in part by the City of San Antonio, Bexar County, the State of Texas, federal, and private funds. When the Levi Strauss Plant and the Kelly Airforce Base closed in the early 1990s, thousands of workers were displaced. Communities Organized for Public Service (COPS) and Metro Alliance met with city and business leaders to help create a workforce and skills training program that supported both workforce training and financial or academic support, creating a unique workforce model to support residents of San Antonio. Today, the nonprofit helps people find meaningful careers in healthcare, IT, and manufacturing. Their model has been replicated in cities across the United States, including in Austin, Houston, Dallas, the Rio Grande Valley, and El Paso, Texas; Monroe, Louisiana; Des Moines, Iowa; and Tucson and Phoenix, Arizona. It has also been replicated in Birmingham, Nottingham, and London, United Kingdom. With the District's focus on healthcare and manufacturing, this model could help residents in the District move out of poverty and into the middle class with customized support.

Nehemiah Manufacturing (Cincinnati, Ohio)

Nehemiah was founded in 2009 with the mission to build brands, create jobs, and change lives. Led by a team of seasoned consumer packaged goods, Nehemiah partners with companies and entrepreneurs to license or acquire small brands, innovate new product concepts, and contract manufacture products. Nehemiah is committed to bringing manufacturing jobs back to the inner city of Cincinnati to stimulate community development and economic growth. Their location is surrounded by neighborhoods with high unemployment and limited entry-level job opportunities and by partnering with a number of local social service agencies in close proximity to their location (CityLink, St. Vincent DePaul, Jobs Plus and City Gospel Mission) they are able to identify and develop team members. Many of the employees have little to no work history or have previously been incarcerated, making it challenging for them to find employment. An initiative like this in Delaware could support the existing manufacturing sector, while also helping residents find employment and gain essential skills.

2.6 Invest in Workforce Development for Targeted Manufacturing

GeoSpatial Intelligence Agency (St. Louis, Missouri)

When the National Geospatial-Intelligence Agency announced its intention to build a $1.75 billion headquarters in St. Louis, the region doubled down on the geospatial sector. The creation of the STL GeoFutures Initiative brought together public, private, education and government entities, collaborating on a 10-year strategic roadmap to help shape the region into a global hub of geospatial technologies. The ecosystem St. Louis is building is shaping the sector from talent pipeline to synergistic alignments with other sectors, like agtech and mobility and transportation. St. Louis University has also launched the Taylor Geospatial Institute, advancing geospatial science through the collaboration of eight of the Midwest's leading research institutions. This strategic investment in the geospatial sector is attracting major employers, new funders, and additional space and resources from incubators and other entrepreneurial support systems. With a focus on the financial sector, fintech, and transportation, an initiative like this could help the District attract new opportunities to further advance these key sectors.

Work-Integrated Learning (WIL)

Work-Integrated Learning (WIL) helps students at Wilmington University apply their academic knowledge in a professional work environment while earning credits towards a degree. WIL programs expand learning experiences through employment in a supervised, educational work environments related to students' field of study or career focus. Employers are responsibly for advising the Office of WIL of hiring decisions, hosting faculty advisors for site visits, and complete an evaluation before the end of the semester. Employers get the support of the university in recruiting employees and students get access to real-world experience while gaining school credit. WIL could be a promising platform for the state to aggressively expand its work-oriented educational offerings in a way that accelerates the on-ramp to well-paying jobs for local residents.

3.1 Invest in Multimodal Mobility Infrastructure

Water Taxi (Baltimore, Maryland)

While not as popular today thanks to bridges and tunnels over harbors and rivers, water taxis are regaining popularity – especially in the face of climate change. Water taxis are smaller than ferries, and mostly run on fixed routes. These systems have been profoundly successful in cities like New York, Seattle, and Baltimore. Baltimore has had a long history of water-taxi service. The free Harbor Connector, an extension of the Charm City Circulator (CCC), carries commuters and tourists between points in the Inner Harbor, operating Monday through Friday from 6:00 am to 8:00 pm on three routes, running every 15 or 30 minutes, depending on the route. A similar concept in the District could connect disparate nodes of activity throughout the Three Rivers Area.

Great Rivers Greenway (St. Louis, Missouri)

In 2000, a vote of the people created a sales tax to leave a legacy for future generations by connecting three counties together with greenways. The concept calls for a 600-mile network of greenways connecting St. Louis City, St. Louis County and St. Charles County. With collaboration by many partners and driven by input from community members, the greenways come to life piece by piece. The network is currently 128 miles long, with another 200 miles in the planning stages. Delaware also boasts a considerable trail network, which if further invested in and promoted would further strengthen both multi-modal mobility and wellness access.

CROWN (Cincinnati, Ohio)

The Cincinnati Riding or Walking Network (CROWN), is a vision for a 100+ mile active transportation network in the Queen City, made up of a combination of multi-use trails and on-road bike lanes. Anchored by a 34-mile trail loop that's physically separated from car traffic, this walkable and bikeable network will connect more than 356,000 people in 54 communities to major destinations like parks, schools, and centers for employment, retail, recreation, and entertainment. With CROWN, making the choice to walk or bike for transportation, recreation or exercise in Cincinnati will be safe, accessible and convenient, helping to expand transportation options, enhance neighborhood connectivity, encourage economic development, improve public health, attract and retain talent, promote environmental sustainability, and increase transportation equity in the region. Delaware similarly boasts great trail resources that can be built upon and amplified, in ways that strengthen the District's business and resident attraction efforts.

3.2 Create a Branded Campaign Promoting the Three Rivers Area's Attractions and Themes

The Cincinnati Experience (Cincinnati, Ohio)

The Cincinnati Experience (CX) was formed in 2014 to elevate Cincinnati's reputation by telling positive stories that define the region to national media outlets. The organization is a partnership between the Cincinnati USA Convention and Visitors Bureau, ArtsWave, Cincinnati USA Regional Chamber, Procter & Gamble, and REDI Cincinnati. In addition to pitching stories to national media outlets, CX feeds a sense of local pride by enlisting 'amplifiers' to share these stories through their own networks, thereby driving word-of-mouth marketing. They host journalists and digital influencers in town, providing guidance for them to tell about the Cincinnati experience in their own words. They serve as a resource for area organizations who are recruiting talent, attracting visitors, and incentivizing business moves. Mostly, they provide a hub of information about the Cincinnati experience as a whole, connecting people to the region's resources. The Three Rivers Area could similarly benefit from a coordinated and aggressive effort to brand itself in ways that resonate from a business and resident attraction standpoint.

STLMade (St. Louis, Missouri)

STLMade is a movement within the St. Louis metropolitan area that shines a light on the amazing things local residents are doing. It's supported by a region-wide collaboration of residents, local leaders, institutions, businesses and nonprofits helping to tell their story—that St. Louis is a place where you can start up, stand out, and stay. The STLMade movement is an initiative of Greater St. Louis, Inc., which brings together business and civic leaders to create jobs and opportunities, expand inclusive economic growth and improve St. Louis' global competitiveness. The stories they tell on their website highlight the community and culture that make St. Louis a great place to live and work. A similar promotional campaign in the District will instill pride in local creativity and amplify local creators.

4.2 Expand or Enhance Workforce and Entrepreneurship Options through Delaware Technical Community College and Delaware State University Campuses in the District

Delaware State University Riverfront (Wilmington, DE)

Delaware State University Riverfront is a $4.7M facility donated by Capital One to the University in 2021. The site will headquarter the University's School of Graduate, Adult, and Extended Studies, a new partnership with the Teen Warehouse for its workforce development center, and an incubation hub for micro and small businesses with a particular focus on minority- and women-owned companies. The facility contains 35,000 square feet with six floors, an open floor plan, and custom meeting space.

In addition to the facility, Capital One and Delaware State University are expanding their recruitment partnership, focusing on connecting students to career pathways in business analysis, technology, and product development. Capital One also launched an executive mentorship program to pair Capital One executives with university sophomores. The Capital One Foundation is also providing $270K in grants for the University's Career Services Experiential Learning program, an initiative that seeks to help students bridge the gap between classroom and career. These investments create the space and programming to create the state's future workforce.

This report was produced by economics consulting firm, Econsult Solutions, Inc. in partnership with PACE, WRA, and RD Innovative Solutions.

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Founded by Monique Chadband in 2011, PACE is an executive consulting firm comprised of an exceptional team of experts with diverse skill sets who provide executive business services designed to improve cross-sector collaboration to achieve sustainable systemic change. PACE specializes in comprehensive community development, urban revitalization, residential and commercial real estate consulting, and executive leadership. Our team has extensive experience with comprehensive community development, policy work, corporate social responsibility, fundraising and grant management, public health, education, nonprofit management, business start-ups and business development. PACE works in close partnership with our clients to drive results by helping clients to implement innovative strategies tailored to meet their organizational and community needs.

Whitman, Requardt and Associates has provided full service regional planning, engineering, and architectural services for more than 100 years. Headquartered in Baltimore, the firm has a staff of 800, including its local office in Wilmington. Our clients include numerous metropolitan planning organizations and municipalities in Delaware, Maryland, Pennsylvania, and Virginia, as well as numerous state and county departments of transportation. The firm has developed an excellent reputation for high-quality, innovative work that meets project schedules and stays within budget. We have had the privilege to work with the Wilmington Area Planning Council (WILMAPCO), the Delaware Department of Transportation (DelDOT), the City of Wilmington and many other municipalities, and other public clients in Delaware on dozens of assignments.

RD Innovative Planning's mission is to educate and assist community members in advocating for equitable access to resources and affordable services which fosters a healthy and sustainable environment. We actively invest in improving relevant issues such as healthcare, nutrition, education and youth development that impact long-term effects on our local/global society. We are thankful to owner Rysheema Dixon's contribution to this report. We honor her and her contribution to the Greater Wilmington Community.

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