



**Delaware Downtown  
Development District Program**

**Application for  
Designation as a District**



August 1, 2014

## **Downtown Development District Program How to Use this Application Form**

This application is a Microsoft Word document that has been modified. The text in the document is “locked” meaning that you can’t edit it. The fields where you are supposed to enter information are “open” allowing you to type or paste information into these fields. The fields that can be edited are in gray.

First, we recommend that you save this document with a unique file name that includes the name of your jurisdiction. An example would be “DDD-Application-Dagsboro.” Then you can work on the document without fear of overwriting it, and when you send it to us we will know who it came from (and we won’t be in danger of overwriting it).

Some of the fields are informational in nature, such as places to type in the name and address of your jurisdiction. It should be relatively straightforward to type this information in and save it. Some of the fields are check boxes, which are similarly straightforward.

Many of the fields are questions that ask you to respond in either 100 or 750 words. You might find it helpful to write and edit your responses in a separate Word document and then paste them in to the application once they are complete. The 100 word statement is to be used internally for review and in printed materials where we need a concise description of each proposed District. Almost all other questions are suggested to be no more than 750 words, which is about a page and a half of text (using 12 point font). In these responses it is important to clearly and concisely answer each question. Your District Plan can go into much more detail about each topic, and it is appropriate and expected that you will reference your District Plan in these 750 word responses. There is no penalty for exceeding 750 words, but if you find that you are writing much more than 750 words please consider putting the additional information in your District Plan.

There are numerous attachments mentioned throughout this application. The most obvious one will be the District Plan. The application also asks for various maps, spreadsheets, letters of support, resolutions and data to be attached associated with particular questions. Please compile all of the attachments into one Adobe Acrobat (.pdf) document. It would be wonderful if you could include a table of contents, and organize these attachments in the order of the questions.

It is likely that when you are done with the application form (Word document) and the attachments (.pdf document) the combination of both documents will be larger than 15mb, which is the limit for external email in the State system. In these cases, we will arrange for you to have access to a sftp file transfer site to upload your documents. Email the OMB Application Team at [OMB\\_APP\\_Team@state.de.us](mailto:OMB_APP_Team@state.de.us) to request an account and a password to upload the file. You must include the following information in your email in order for the OMB Application Team to process your account access: Name, Company, Email Address, and Phone Number.

OSPC will provide technical assistance with Census data and GIS mapping if requested by local governments that can demonstrate the need for the assistance. We will provide assistance to all local governments on the technical aspects of completing this application and transmitting / uploading finished applications. To request assistance or if you have questions about any part of this application or the program in general please contact your Circuit Rider Planner at the Office of State Planning Coordination, (302) 739-3090.



# *Downtown Development Districts*

## **Application for Designation as a District**

### **Section I General Guidelines**

The Downtown Development Districts Act of 2014 (the Act) was enacted by the General Assembly in order to:

- Spur private capital investment in commercial business districts and other neighborhoods;
- Stimulate job growth and improve the commercial vitality of such districts and neighborhoods;
- Help build a stable community of long term residents by improving housing opportunities; and
- Assist local governments in strengthening neighborhoods while harnessing the attraction that vibrant downtowns hold for talented people, innovative small businesses and residents from all walks of life.

Local governments<sup>1</sup> that wish to take advantage of this program must identify a downtown district in their community and apply for designation. To make an application for designation this form must be completed, supporting materials must be attached, and the entire packet submitted to the Office of State Planning Coordination as detailed herein in order for the request to be considered.

<sup>1</sup> Municipalities and counties are eligible to apply for Downtown Development District designation. Throughout this document, the terms “local government” and “applicant” refer to either the municipality or county that is presenting the application.

Completed applications will be considered by the Cabinet Committee on State Planning Issues (the Committee). The Committee will make recommendations to the Governor, who will then designate between one and three Downtown Development Districts in the current program year. Additional Districts may be designated in future program years. The number of Districts is limited to 15 at any one time. District designations last for 10 years, and the Committee can consider up to two five year extensions.

Selection as a Downtown Development District will entitle private construction projects within the identified District to receive grants to offset 20% of their capital construction costs. There are a host of other benefits that will be described in more detail in other materials. Grant funds will be administered by the Delaware State Housing Authority (DSHA).

Applications must be addressed to the Office of State Planning Coordination as follows:

Mrs. Constance C. Holland, AICP  
Director  
Office of State Planning Coordination  
122 Martin Luther King Jr. Blvd, S.  
Dover, DE 19901

**Application Due Date for  
FY15 Cycle:  
November 1, 2014**



# Downtown Development Districts

## Application for Designation as a District

### Section II Specific Requirements

Local governments must identify proposed Downtown Development Districts in accordance with the Act. Districts must include a traditional mixed-use downtown area, commonly known as a Central Business District (CBD)<sup>2</sup>. Districts must be no more than 85 acres in area for jurisdictions with a population under 9,000<sup>3</sup> persons, no more than 170 acres in area for jurisdictions with a population between 9,000 and 30,000 persons, and no more than 225 acres in area for jurisdictions with a population over 30,001 persons. Applicants are encouraged to geographically concentrate the incentives to the greatest extent possible.

The size and shape of the proposed District must make sense from an urban planning and revitalization perspective. The applicant must fully describe the rationale for choosing the boundaries as a part of this application. Guidelines for preparing District boundaries are found elsewhere in this application.

A map of the District is required as a part of this application. Local governments must also supply maps showing the future land use and zoning of the district area, and discuss how the

<sup>2</sup> Central Business District: An area around the downtown portion of the city or town allowing for higher intensity residential uses as well as commercial, office, personal services, governmental, and similar uses intended to serve the community and surrounding areas of the city or town.

<sup>3</sup> Population to be based on the 2010 US Census.

plan and land use regulations support the application for the District.

The Act identifies three components of the application for designation as a District:

- The need and impact of the District designation;
- The quality of the District Plan
- The quality of the local incentives offered

Each of these components will now be described in more detail.

**Need and Impact:** The applicant must describe the need for the economic incentives that will be available in designated District. The need must be documented through the use of relevant data and other methods. The conditions of the local economy, income, poverty, homeownership rates, prevalence of vacant or abandoned buildings and other metrics may be used to make the case that the proposed District is in need of the incentives.

In addition, the applicant must describe the potential positive impacts that are likely to accrue due to designation as a District. Applicants are encouraged to describe the impacts using both data and other methods.

The **Need and Impact** section will account for 50% of the consideration given to scoring each application.

**District Plan –** The local government must present a District Plan that will be used to guide development activities and



# Downtown Development Districts

## Application for Designation as a District

revitalization efforts in the District. The District Plan is to be a detailed description of the overall strategy for the development of a proposed district.

The applicant must demonstrate that the District Plan is consistent with the local government’s certified Comprehensive Plan and the *Strategies for State Policies and Spending* and any other local planning documents or studies that are applicable. Additionally, if other governmental, non-governmental and/or quasi governmental organizations are involved with revitalization efforts in the downtown area they must be identified and it must be demonstrated that coordination of all activities will be part of the District Plan.

The District Plan should clearly and concisely describe the key actions and strategies that are in place and / or will be used to guide growth and revitalization efforts in the proposed District. The overall vision of the plan, the clarity of actions to be taken, and proof of the ability and the will of the municipality or county and other partners to implement the plan will be key considerations when evaluating this section of the application.

Changes to the District Plan must be reviewed by the Committee. District designation may be rescinded if the District Plan is not adhered to.

The quality of the **District Plan** will account for 30% of the consideration given to scoring each application.

**Local Incentives** – The local government must detail a package of local development incentives that will apply within the proposed District. These incentives may include, but are not limited to, a reduction in fees or taxes; regulatory flexibility; permit process and licensing reform; special zoning districts; or exemptions from local ordinances. These incentives may either be currently in place and in use by the municipality or county or they may be proposed for implementation upon designation as a District.

Upon designation as a District the local government is required to implement the incentive package as described and proposed for the duration of the District designation. Grant funds will not be available to projects until the incentive package is adopted by the local government and made available to the project developer. Changes to the incentive package must be approved by the Committee. The District designation may be rescinded by the Committee if these conditions are not adhered to.

The quality of the **Local Incentives** will account for 20% of the consideration given to scoring each application.

### Section III Application Instructions

**Check List** - self-explanatory.

**Information Sheet** - The local government must supply the jurisdiction's name, mailing address, and phone numbers. The applicant must provide the date of the last update of the



## *Downtown Development Districts*

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### **Application for Designation as a District**

comprehensive plan and briefly describe the District being proposed.

**Map of the Proposed District** – The local government must submit a map of the proposed District in sufficient detail to clearly identify the boundaries of the District and calculate its area. Maps should be created with GIS software, and the associated computer files should be made available to aid our review of the proposal. Districts must be contiguous, and be no more than 85 acres in area for local governments with a population under 9,000 persons, no more than 170 acres in area for jurisdictions with a population between 9,000 and 30,000 persons, and no more than 225 acres in area for jurisdictions with a population over 30,001 persons. There are guidelines detailed elsewhere in this application that must be followed when preparing the proposed District boundaries. Applicants must also supply maps showing the future land use and zoning of the district area, and discuss how the plan and land use regulations support the application for the District.

**Summary of Need and Impact** – The local government must complete this form to summarize the need for District designation and the potential positive impact of the district. Supporting documentation should be attached to this form.

**Summary of District Plan** – The local government must complete this form to summarize the District Plan for the proposed District. Copies of the District Plan or Plans must be attached to this

form, along with any relevant supporting documentation.

**Written Documentation from Supporting Organizations** – The local government must supply written documentation from other organizations that will be relied upon to implement the District Plan. The documentation must be attached to the “Summary of District Plan” form.

**Summary of Local Incentives** – The local government must complete this form to summarize the local incentive package to be made available within the District upon designation. The local ordinances (or other regulations or documentation) enabling and governing these incentives must be attached to this form, along with any relevant supporting documentation. In the case of incentives proposed upon designation, the draft ordinances must be attached.

**Legislative Body Resolution** – The local government must attach an adopted resolution from the jurisdiction’s legislative body that indicates the local government’s desire to apply for designation as a District, and the local government’s willingness to adhere to the District Plan and the Local Incentives for the duration of the District designation.



## *Downtown Development Districts*

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Application for Designation as a District

# Application Cover Sheet and Check List

Jurisdiction Name:

New Castle County

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Date of Application 10/30/14

Date Received \_\_\_\_\_

### Check List for Application Materials

- Application Cover Sheet and Check List.**
- Information Sheet.**
- Map of the Proposed District (GIS files encouraged).**
- Map of Future Land Use in Proposed District (GIS files encouraged)**
- Map of Zoning in Proposed District (GIS files encouraged)**
- Summary of Need and Impact (with attachments).**
- Summary of District Plan (with attachments).**
- Written Documentation from Supporting Organizations.**
- Summary of Local Incentives (with attachments).**
- Legislative Body Resolution.**



# Downtown Development Districts

## Application for Designation as a District

### Information Sheet

Municipality / County: New Castle County

Contact Person for Application	
Name: <u>Carrie Sawyer Casey</u>	
Address: <u>77 Reads Way, New Castle, DE 19720</u>	
Phone: <u>302-395-5616</u>	
Email: <u>ccasey@nccde.org</u>	
Signature	Date

Proposed District Administrator (if different)	
Name: _____	
Address: _____	
Phone: _____	
Email: _____	
Signature	Date

Date of certified Comprehensive Plan 6/11/12

Population of the municipality or county (as per 2010 US Census) 538,479

Population of proposed District (based on 2010 US Census Block data) 4,004

Area of proposed District in acres 223

Brief description of the proposed Downtown Development District (100 words or less)

Note: this description will be used as a summary for internal review and in printed materials

<p>The Route 9 Innovation District will be anchored by the planned development of the new Route 9 Library and Innovation Center. Future development on the site will embrace and promote high tech jobs to further the innovation theme. Expanding on this investment in this non-traditional downtown, a commercial core is projected to be developed over time, to provide local-serving retail and services to the surrounding communities. Ongoing physical and social investment in the surrounding neighborhoods will continue with the additional investment of housing rehabilitation and home repair.</p>
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# *Downtown Development Districts*

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## Application for Designation as a District

### Map of the Proposed Downtown Development District

**Instructions:** Prepare a map of the proposed Downtown Development District. The map must clearly show the boundaries of the District. The area of the proposed District, in acres, must be calculated from the boundaries designated on the map. The following guidelines must be adhered to when preparing the boundaries of the proposed District:

- The maximum size of the District is 85 acres for local governments with populations below 9,000, 170 acres for local governments with a population between 9,000 and 30,000, and 225 acres for local governments with populations over 30,001 (population as per the 2010 US Census).
- Districts must be contiguous.
- Districts must include the streets and right-of-ways within it. These count towards the maximum acreage.
- Enclaves within District boundaries are not acceptable.
- Prioritizing, phasing and /or timing of redevelopment activities in different geographic areas of the District is acceptable, and will be considered favorably when it can be demonstrated that this will concentrate the incentives to achieve specific revitalization goals.
- If any portion of the proposed District is in the floodplain, the FEMA floodplain map must be included as a layer on the map. Contact OSPC for technical assistance if needed.

Attach the map of the proposed Downtown Development District

Attach a map showing the future land use in the proposed District from the municipality's or county's certified Comprehensive Plan. Attach a map showing the zoning or land use regulations that apply to lands within the District. Discuss how the plan and land use regulations support the application for the District.

It is encouraged that the map(s) be created using GIS software. If the municipality or county is able to use this software, please submit digital files to our office to supplement the application and aid us in our review. Please contact OSPC if you need assistance and / or to arrange to electronically transfer the files.

District Boundaries Map Attached

GIS data is available and will be electronically transferred to OSPC

Name of person who created the map: Neil Desai, AICP

Phone 646-300-7181

Email ndesai@rbagroup.com



## *Downtown Development Districts*

### Application for Designation as a District

#### **Map of the Proposed Downtown Development District - continued**

Describe the rationale for choosing the boundaries of the proposed District (please limit your response to 750 words or less).

In responding to the Downtown Development District application, New Castle County considered the unincorporated areas which were eligible for the program. The County determined that the Route 9 Library investment and the creation of the Innovation District would be a strong match with the State incentives of the DDD. The selection of the site of the new Route 9 Library and Innovation District, as opposed to other small town districts, was made based on certain historic underinvestment in this particular community. Additionally, leading with a large-scale public investment that will attract large number of patrons was seen as a first-phase of investment that could bring attention to the District and provide an attraction to additional development. Finally, the selection of the location was based on recent and projected investments and capacity to implement the District goals. The Department of Community Services has been actively engaged in the District communities in single-family housing redevelopment and will be able to effectively staff the activities and provide administration.

In considering the areas surrounding the planned library site, the County first incorporated the surrounding commercial and retail sites along Route 9, which would have the opportunities to expand and improve their existing sites. While current planned expansion is limited, the DDD designation is a 10-year time frame and those building and business owners will be engaged as they make long term plans. Going beyond the commercial areas of the commercial core around the Route 9 Library, the County considered the adjacent and surrounding housing communities. The County established certain principals in addition to the District boundary requirements of adjacency and limitation on the number of acres in the District. The County determined, as much as possible, to include complete communities. Since these communities are almost fully built out, the County looked at areas where they had made investments and expected to make future investments. This led to the selection of Dunleith, Mayview Manor, Simonds Gardens and Rosegate as communities that the County decided to include. Within these boundaries lies the Rose Hill Community Center, which brings people to the community. These areas have active community organizations and will be able to participate with the County on steering interventions and engaging the community throughout this process.

Attach a map showing the future land use of the District from the local government's certified Comprehensive Plan.

Map Attached



## *Downtown Development Districts*

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### **Application for Designation as a District**

GIS data is available and will be electronically transferred to OSCP

Attach a map showing the zoning or land use regulations that apply to lands within the District

Map Attached

GIS data is available and will be electronically transferred to OSCP



## *Downtown Development Districts*

### Application for Designation as a District

#### **Map of the Proposed Downtown Development District - continued**

Discuss how the plan and land use regulations support the application for the District (Please limit your response to 750 words or less).

The Route 9 Innovation District's planning process included a review of the zoning requirements for the proposed redevelopment. The New Castle County Land Use Department confirmed that the "Commercial Regional" zoning that encompasses much of the commercial core of the DDD was very flexible and that it would permit most mixed-use and commercial development options as defined in the plan. The development specifics would need to be reviewed by the Land Use Department, but there are not prohibited uses identified in the plan.

The specific recommendation in the plan around the potential opportunity to redevelop the Rose Hill Community Center site would require a zoning review and either a variance of existing zoning or a rezoning to accommodate the potential multiple uses, as outlined in the plan. The existing facility is non-conforming in the current residential district

The balance of the district is encompassed by residential zoning. Dunleith and Mayview are Zoned NC-5, which is a zoning designation that permits low-density residential. There is almost no land available for redevelopment as these communities are effectively fully built out. The redevelopment and infill development that is envisioned for these residential areas, will conform with the existing zoning and will not require any modifications. Simonds Gardens and Rosegate are NC-townhomes (th) which is a denser zoning designation, which permits attached townhouse development. Similar to Dunleith and Mayview, there is limited developable land to seek to build a larger project, so the likely activities are single family redevelopment or construction of new single family homes on single home lots.

Are there other special overlays, districts, or areas that intersect the proposed District? Examples of such special areas include historic districts, BID taxing districts, etc. Please describe any of these special areas and how they will interact with the proposed Downtown Development District. Include maps, if applicable. (Please limit your response to 750 words or less).

The Route 9 Innovation District does not currently have any overlays. The County is in the process of developing an Empowerment Zone concept which would provide an array of incentives, and benefits to businesses who relocate or increase operations in the target area. The



## *Downtown Development Districts*

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### **Application for Designation as a District**

concept was presented to the County Council in October 2014 and the Economic Development Department and the Land Use Department will be further refining the suite of incentives that will attract businesses. The Route 9 Corridor, in the Innovation District, is named as one of those projected Empowerment Zones.

Additional projected overlays include an impending submittal of a Federal Promise Zone application. The Promise Zones are not yet funded with federal appropriations, but act as an interagency program that provides additional point-scoring in competitive federal applications. This designation, if successful, can put this area in line for additional federal funds including crime prevention activities.

There is no historic district overlay here.

A future BID may be considered, however, before that being feasible, a further density of businesses is needed to provide stable funding.



# *Downtown Development Districts*

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## **Application for Designation as a District**

### **Summary of Need and Impact**

**50%**

**Instructions:** Complete this form to document the need for the District designation and its potential to positively impact your community. Attachments of data and other documentation are required. There is no specific page or word limit on the information that can be attached, *however* please be aware that applications that provide clear and concise documentation that is directly related to the need and impact of the District proposal will be scored the highest.

Please describe the **need** for the Downtown Development District designation in your community (please limit your response to 750 words or less).

This unincorporated area of New Castle County has a long history going back to the post-war period when middle class African Americans had the opportunity to own a home of their own. The development of Dunleith, by the local iconic homebuilder Leon Weiner, began the process of turning this area from farmland into suburban residential development. This history continues to resonate with current residents and there is substantial evidence of local pride from civic leaders who are constantly struggling to get the attention from local government and leadership to meet the communities' needs.

The residential areas were built up in the 1950s and 1960s, but the commercial district along Route 9 did not develop in the same way to serve the needs of the local residents. The upcoming investment by the County in the new 40,000 sf Route 9 Library and Innovation Center is the first step to create the Innovation District, which will bring both people and jobs. New commercial development on the opportunity sites along Route 9 are expected to provide services to the local residents and retail aimed at the daily or weekly user, as opposed to the monthly or quarterly business, such as the Bowlerama. The commercial needs start with creating new spaces that smaller businesses can occupy and fill in the local needs. Additional development on opportunity sites will seek to intensify the uses from low-intensity car lots, and drive-throughs with substantial parking to retailers that can attract residents to the corridor. Outreach will be towards tenants who will reinforce the Innovation District concept and can provide service to the lead tenants on the library site or who may spin off from some of the activities at the library.

The physical imposition of Route 9 also acts as an impediment to economic activity. Route 9 is only hospitable to vehicular traffic such that the plans to implement an accessible and walkable commercial district rely on a transformation of the roadway in the core of the DDD. As noted in the census data, over 4,000 residents live in the DDD and can walk to the library site and the commercial core, however, sidewalks are inconsistent, street crossings non-existent and dangerous, and the roadway uninviting for pedestrians. While the DDD benefits do not



## *Downtown Development Districts*

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### **Application for Designation as a District**

currently include DelDOT commitments or special allocations, this physical improvement of the corridor have been identified as a requirement to make this place into the Downtown District as envisioned in the plan.

Similarly, the social needs of the community around crime, safety, vacancy and blight will have a meaningful impact on the success of implementation of the plan and business attraction. There is a perception of criminal issues such as drugs, prostitution and theft that can impact potential investors and tenants from making an investment here. The DDD funding does not pay for this type of activity, however, the County has identified this issue as important to make the Innovation District safe, hospitable and inviting as part of the overall business attraction strategy. This will not show up as a cash incentive, but it may have more of an impact on decision making and site selection than actual financial incentives that may be available.

The residential districts of the DDD have suffered among the highest foreclosure rates in the County and the census data for the study area reflects an 8.5% vacancy rate. The housing stock is aging with 72% of all housing units built before 1960, and while a house by house survey has not been completed, the Department of Community Service's experience suggests that a large majority of these houses have not been updated with current systems. Despite the vacancy rate, these primarily owner-occupied communities remain solid middle-class developments that can be entry-level homes with median home values in the low to medium \$100,000s. The strategy addressing the need is not a wholesale redevelopment, but targeted infill redevelopment and addressing vacancy and foreclosure on a narrow basis.

The resources being made available through the DDD would assist these developments with viability to mitigate the risk of bringing quality development to this location. Because of the limited density of the residential areas and the lack of a concentrated center, the first investors will take significant risk as the overall reconceived commercial center is built out.



## *Downtown Development Districts*

### Application for Designation as a District

## Summary of Need and Impact – continued 50%

Attach relevant data to that demonstrates and documents the **need for** the Downtown Development District designation.

The following table summarizes the **required** data from the US Census. Input the data into the summary spreadsheet provided, and attach any other written documentation that can summarize the data. Contact OSPC for assistance with the Census data, if needed.

Required Data from the US Census

<b>The municipality or county as a whole</b>			
Median Income	Poverty Rate	Age of Structures	% Homeownership
% Rental	Vacancy	Median Home Value	
<b>The Census Tract(s) that contains the proposed District</b>			
Median Income	Poverty Rate	Age of Structures	% Homeownership
% Rental	Vacancy	Median Home Value	% Low / Mod Income
<b>The Census Block(s) that most closely correspond to the proposed District</b>			
Total Population	% Homeownership	% Vacancy	

Summary spreadsheet and other documentation attached

Please provide any other data that support the municipality’s application for the District. The following table contains some **suggested** data sources that can serve to supplement the required data. Please attach any that apply, and any other data that is relevant. Cite the source for each dataset.

Suggested Data from a Variety of Sources

Blight	Condemned Properties	Code Violations
Crime Statistics	Economic Analysis	CDBG Program Statistics
Market Studies	Redevelopment Authority Activities	Public Works Projects
Education Data	Infrastructure Condition or Need	Other

Additional data and documentation attached



## *Downtown Development Districts*

### Application for Designation as a District

## Summary of Need and Impact – continued 50%

Describe how the attached data demonstrates the **need for the** Downtown Development District designation in your community (please limit your response to 750 words or less).

The Downtown Development District is part of an area comprised of 13 neighborhoods sometimes known as the DOORS, an acronym of the developments' names. The data utilized is from the 2010 census and supplemental information from the American Community Survey, and based on the County population of 538,479. This Downtown Development District application utilizes a geography of up to 225 acres. The study area focuses on three census tracts in this unincorporated area of New Castle County as a whole. The narrower District boundaries overlap two census block groups 154 -2 and 155.02-1.

The study area population is just under 8,400 residents with a median household income of \$38,845. This translates to 50% of Area Median Income for the Philadelphia – Wilmington MSA and qualifies as Low Income by HUD definition. The median income is also low in comparison to the County as a whole, which has a Median income of \$64,670. The poverty rate in the study area is 17%, which also exceeds the overall County poverty rate of 11% and the overall percentage of Low and Moderate Income households is nearly two-thirds at 62%, exceeding the County percentage of 39%. These figures demonstrate the need for subsidy and focused intervention in the study area to increase incomes and reduce the poverty rate.

The makeup of the Innovation District historically grew out of homeownership communities, so you would expect the high homeownership rate totaling 73% of all housing units. This even exceeds the County rate of 65% (the block groups in the DDD have a rate of 67% homeownership). Maintaining that homeownership rate and the nature of these communities is important to the residents as the housing crisis, difficulty obtaining mortgage financing, and increased rental rates have led to conversions of single family homes to rental. The level of vacancy in the study area and at the County level hovers at 8-8.5% and reflects the needs and interventions as outlined in the plan and the application.

The area does not need large-scale intervention and redevelopment, more of a targeted intervention and the investment of capital. The age of the buildings in this area bears that out with 46% of structures built before 1949 and over 70% built before 1959. The County as a whole only has 20% of housing units that are that old. While most homeowners continue to invest in their homes while they live there, after 50-60 years, many may need a full-scale intervention to provide modern systems, air conditioning, and energy efficiency. Available capital is a limitation for many of these homeowners, especially as they have gotten older and the County designed their programs to address the capital issue. The homeowners in this District



## *Downtown Development Districts*

### **Application for Designation as a District**

have a median house value of just under \$140,000, which is well below the overall median value of homes for the County. This lower value limits homeowners' options to borrow against the value of the home and recoup their investment. The DDD benefits can have a meaningful impact on this redevelopment plan to assist both large and small-scale renovation.

As outlined in the plan, there are some rental and mixed-use proposals to address needs to expand the variety of housing options. This homeowner community will remain the core of the District population, however, a walkable commercial core requires some level of additional density. The age distribution reflects the Baby Boom bulge of aging residents with the largest population from 45-65. Providing a place for those residents to live in the community, should they no longer desire or be able to maintain their homes, is a goal of the plan. Identifying an appropriate site near the transportation and projected services of Route 9 will be one of the next steps and counting on the DDD grant funds will help make a project like this feasible, as financing affordable senior housing is difficult.

Other data exists that identifies the various needs being addressed in the plan (crime statistics, employment, and past investments by the County for this area, that provide additional rationale as to the decision to focus on this area). The DDD funds will provide the needed leverage to make projects feasible and have a substantial impact on this community.

Describe the potential positive impacts of the proposed Downtown Development District designation in your community. Impacts can include economic, social and / or cultural impacts among others. Attach supporting documentation if applicable (please limit your response to 750 words or less).

The benefits to this community from the DDD designation, will touch on both physical improvements, as well as social benefits, to improve the quality of life. The vision of a successful Downtown District 10 years from now would include high quality jobs from innovative companies who have located adjacent to the Route 9 Library or in the Innovation District, a central commercial core that is walkable and has a number of retailers that local residents and visitors would be happy to shop, a low-crime area where residents and visitors feel safe, and an improved Route 9 with greenery, new pedestrian crossings, and a look that makes it clear you are in an organized Innovation District. Residential areas will have a reduced vacancy rate and the high homeownership rates will be sustained. New rental housing will enable existing senior residents to remain in the community and secure needed services without having to travel long distances. Overall health outcomes will be improved and access to fresh and healthy food will be improved and residents will have a variety of option to make healthy choices when purchasing food.



## *Downtown Development Districts*

### **Application for Designation as a District**

The impact from the DDD is already present in the commitments that the County has made to this geography and the planning effort so far. Several County Departments have embraced this effort and the civic leaders are prepared to engage around these issues. New commitments, just out of this process include the commitment to complete a study of the Route 9 roadway with an emphasis on physical improvements in order to be eligible for transportation funding. The County is creating an enhanced homebuyer assistance program for this targeted area that is bringing a projected \$200,000 of new resources. The County has committed that they will work to implement these activities on an ongoing basis and the DDD designation will be an enhancement but will not be the only funding support on the table.

The overall timeframe of the DDD will be a 10-year term, but it is important to set and measure against goals. The reality of development of this scale suggests that the larger scale real estate development and job creation will take a number of years. Housing production the County will be able to measure outcomes of this effort against a number of metrics:

- Housing vacancy will be reduced by 50%
- Housing production will redevelop 30 units in the first 5 years.
- Waiting list for home repair grant and loan programs will be eliminated and applicants for home improvements assistance will be funded within 12 months
- Employment opportunities within the district will be increased by 300 jobs
- Residents employed in the District study area will be increased by 10% reducing requirements of commuting for work and keeping wages in the community
- A walkability measure will reflect improved access to services and basic errands. One measure may be the Walk Score which at 31 out of 100 for this area indicates that a car is required for most errands.
- Crime reductions will continue by 10% with a focus on reduction in nuisance crimes and drugs
- Increase of 50,000 square feet of commercial/retail space in the district (excluding the library)
- Attract 15 new businesses to the District
- Reduce code enforcement actions by 25% over the period



# *Downtown Development Districts*

## Application for Designation as a District

### Summary of District Plan 30%

**Instructions:** through this application the municipality or county will be presenting the District Plan that will guide future revitalization, growth and development activities in the District. Upon designation, the local government will be required to adhere to the District Plan in order to qualify for grants and other incentives. Attach the District Plan, and summarize the content, goals, and objectives in the space provided.

The District Plan Checklist is provided as a separate document. The proposed District Plan must be prepared in accordance with the Checklist.

Attach the District Plan.

District Plan Attached.

Summarize the content, goals and objectives of the District Plan. (please limit your response to 750 words or less).

The District Plan was created to identify opportunities and potential impediments arising out of the development of the new library on Route 9. The Plan considered commercial and residential development opportunities, public space, physical investment needs, and quality of life issues, including health and wellness and crime and safety issues. Areas of the District Plan focused on expanding upon the library site to create a local-serving retail or mixed use oriented commercial center. The history of development in this area did not result in a commercial space that served the community residents. It became more oriented to the highways with warehousing instead of retail. These decisions took many years and the redevelopment of this area to fill that need will also take many years.

Implementation goals can be summarized broadly in the following categories:

Redevelopment – Large-scale redevelopment opportunities include development on the library site, additional large-scale opportunities are limited, but the plan identifies a few site assemblages that could support a creation of a stronger commercial core. These opportunities include a mix of commercial, community service and residential developments that would each meet a defined community need. Small-scale redevelopment opportunities are ongoing with infill interventions including single site redevelopment and home repair funding to sustain homeownership.

Physical Improvements – The Land Use Department, working with WILMAPCO, has committed



## *Downtown Development Districts*

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### **Application for Designation as a District**

to complete a study on physical improvements, along this stretch of Route 9 which will focus on improvements to the cartway, sidewalks, pedestrian crossings, street furniture, and landscaping. Additional public art investments planned by the County will mark this area as an innovation district.

Quality of life – While the DDD funding is primarily focused on physical development, this cannot be disconnected from quality of life issues that impact how attractive the area is. High crime or perceived safety issues will keep potential investors away so the County will create a team of government agencies and community to address the priority issues. An additional focus on health and wellness in this area is bringing health service resources including a new farmers market and interventions to bring healthy food choices to the community which ties to the redevelopment strategy.

The County has committed resources and has identified incentives to implement these goals. While the County will provide the backbone and staffing of the program, an organizational partnership with the business and community leaders will be established to focus on the implementation goals and community engagement. The Roue 9 Library and Innovation Campus investment is estimated at \$20 million and the County is committing over \$5 million of federal and non-federal resources towards these communities, on top of the \$5.2 million invested in the past five years. The Economic Development Department will be contacting business owners to identify most likely users of the DDD benefits and to coordinate development to meet the District Plan goals. The County has invested in policy overtime and will expand that engagement to improve safety.

The Plan is framed as a start to the longer term process of implementation and reshaping the face of Route 9 to attract businesses in innovative sectors such as healthcare or technology, but also to create a commercial core to serve the residents of the surrounding communities.



## *Downtown Development Districts*

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### **Application for Designation as a District**

### **Summary of District Plan – continued 30%**

Please summarize how the local government envisions itself in a leadership role to guide the successful implementation of the District Plan (please limit your response to 750 words or less).

The New Castle County Department of Community Services will act as the program lead for the DDD program. They will have responsibilities for overall coordination with departments within the County government, as well as the community partners. The Department's Division of Community Development and Housing will lead the housing and home repair programs providing financing, funding, and doing direct development in the residential communities within the DDD boundary.

The County has made commitments across departments to support the implementation of the Innovation District Plan. The New Castle County Police Department will work with the Land Use Department and the community to address community security issues. The Land Use Department is also committing to work closely with developers and will address specific development waivers on a site specific basis. Permit fees will be partially waived and development review will be expedited. The Economic Development Department will work closely with the business owners and other partners to market the incentives and identify additional grant and soft debt funds to enable the expansion and growth of businesses in the District.

List key implementation strategies for the District Plan. Please also list any known projects or proposals that can be underway within six to twelve months of District designation. Key Priority Projects<sup>4</sup> should be identified, if applicable. See the Checklist for more details (please limit your response to 750 words or less).

The Key Priority project is the new Route 9 Library and Innovation Campus. New Castle County Council authorized acquisition of the land on October 14, 2014 and an architect was selected to design the building. Predevelopment work is projected to be completed for a Spring-Summer 2015 groundbreaking. This is the key project that will enable follow on development both on the library site and on opportunity sites along Route 9.

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<sup>4</sup> Key Priority Projects are specific projects identified in the District Plan that are considered to be potential catalysts for other redevelopment activity and / or contribute to superior urban design or other benefits to the District.



## *Downtown Development Districts*

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### **Application for Designation as a District**

NCC's redevelopment of single family homes will continue in 2015 and is expected to utilize the DDD grants to support their affordable homeownership investment.

By establishing the steering committee and organizing the Crime and Blight Working Group to address public safety, the County will lay the groundwork for future development. The grant funded health and wellness program will start in the next three months, and the farmers market, adjacent to the District, will start in the spring of 2015. The Land Use Department and WILMAPCO will initiate the public space improvement study along Route 9 to recommend improvements to DelDOT and to secure funding for the improvements.



## *Downtown Development Districts*

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### Application for Designation as a District

### Summary of District Plan – continued

### 30%

List any other governmental, quasi-governmental or non-governmental organizations that will be involved in the creation and / or implementation of the District Plan. A Main Street organization would be an example of such an organization. For each organization, describe how the local government will coordinate their activities to encourage revitalization and economic development in the District.

The County's Department of Community Services will be the lead implementer of the DDD plan. The Department will direct funding for housing to the DDD, as well as organize the human capital needed to implement the various aspects of the plan. Other departments in the County will take primary roles in implementation: 1. the Land Use Department will work with the community to address physical improvements along Route 9; 2) the County Police Department will work with Code Enforcement and the community to implement crime and anti-blight strategies; and 3) The Economic Development Department will work to match DDD benefits and bring financing in the form of grants, soft debt, or other financing needed to develop large scale projects.

Non-governmental partners will include First State Community Loan Fund, which will provide technical assistance to local entrepreneurs and business owners who will locate or relocate to the Innovation District. They will bring capital sources that can finance those businesses with a specialty of financing growing businesses and restaurants. They will also work with the communities to further frame the concepts of the local-serving retail developments.

Other non-governmental partners include Nemours Health and Prevention Services, which will lead the health and wellness interventions, with a focus on improving health outcomes, providing community-based care, and improving healthy food options. Other partners such as the Food Trust and other implementers will play various roles in this effort.

The housing implementation strategy also relies on both non-profit and for-profit developers. Developers including Interfaith Housing and Habitat for Humanity have been engaged in the recent past and are expected to play active implementation roles going forward. Interfaith is committed to continue its Housing Development efforts in Dunleith and begin work in other DDD communities, while Habitat is being engaged to provide additional home repair activities in the Simonds Garden community.



## *Downtown Development Districts*

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### **Application for Designation as a District**

Attach written documentation (in the form of letters of agreement, memorandums of understanding, board resolutions etc) from each of the above listed organizations indicating support for this application to be designated as a Downtown Development District and identifying a willingness to coordinate with the municipal government to implement the District Plan.

Written documentation attached from all other organizations



## *Downtown Development Districts*

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### Application for Designation as a District

### Summary of District Plan – continued 30%

Describe any actions your local government has taken to ensure energy efficient and environmentally sensitive development, and to prepare for flooding and sea level rise, if applicable. How will these efforts be implemented in the proposed District? (please limit your response to 750 words or less).

The proposed Route 9 Library will be built to a high level of operating efficiency utilizing modern heating and cooling systems that will limit electricity and gas usage. As the Land Use Department considers specific development proposals, and the Economic Development Department implements guidelines for County funded projects, a baseline of energy efficiency will be required of new development. The site, while located near the Delaware River and bounded in part by the Christina River, the actual Library site and District is well above sea-level and would unlikely be impacted by the predicted sea level rise. Dunleith itself lies on a high point above the other surrounding areas. Homes that are redeveloped will be rehabilitated to ensure energy efficiency.

Describe how the District Plan is consistent with your certified Comprehensive Plan and the *Strategies for State Policies and Spending* (please limit your response to 750 words or less).

<http://stateplanning.delaware.gov/strategies/>

The Comprehensive Plan for New Castle County was adopted in 2012 for a 10-year timeframe, and the Route 9 Innovation District Plan supports a number of objectives set forth in the Comprehensive Plan.

First, the housing section of the Plan identifies a number of goals including creating a diverse market of livable housing options, expanding housing types so existing residents can live in the County, and increasing homeownership opportunities. It recommends growth by way of promoting traditional neighborhood development, revitalizing vacant homes and building compact development with more density. The proposed interventions in the DDD are consistent with these goals.

The Comprehensive Plan identifies the growth in vacant homes as a significant issue, with 4,000 vacant housing units in 2010 compared with 2000, the vacancy rate increased to almost 7%. Addressing vacancy through infill rehabilitation and development is one of the implementation goals of this plan. The Comprehensive Plan also identifies rental housing affordability as an



## *Downtown Development Districts*

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### **Application for Designation as a District**

additional challenge. More than 50% of renters in the County pay at least 30% of their gross income towards housing costs. In particular, certain targeted groups including seniors, persons with disabilities, those at risk of foreclosure, and those earning less than 50% of the area median income have affordability challenges.

Finally, the population of residents over 50 years of age is expected to grow by 70,000 residents throughout the State over the next 10 years. The Route 9 Corridor reflects this aging process more acutely because of the many decades that have passed since the neighborhoods were built. Prospective affordable senior housing with services would start to address this and the affordability issue.

The Comprehensive Plan's economic development goals are supported by the Innovation District Plan. Goals include promoting redevelopment of underutilized properties where existing structures are not developed to the maximum allowed in the code. A number of the opportunity sites here have modest structures on them and large arrays of parking. A second goal of the Comprehensive Plan included development of high technology businesses. The Innovation District will be marketed to secure tenants to support this goal and the follow on development at the Route 9 Library site is targeted towards a high technology user in one of a number of fields. The State Spending Strategy indicated their intent to use spending and management tools to maintain and enhance community character, to promote well-designed and efficient new growth, and to facilitate redevelopment in Investment Level 1 Areas. The Route 9 DDD area is a focus for redevelopment, increasing density with new multifamily or mixed use development, completing infill housing investment, and the reusing underutilized properties. Because this area has been mostly built out since the 1960s, the redevelopment of this area is consistent with the State Spending Strategies. New infrastructure needs would be limited, mostly around updating the overall look and feel of Route 9 to improve safety, pedestrian friendliness, and a focus on the redevelopment identified in the Innovation District Plan.



# *Downtown Development Districts*

## Application for Designation as a District

### Summary of Local Incentives 20%

**Instructions:** The municipality or county must complete this form to summarize the local incentive package to be made available within the District upon designation. The local ordinances (or other regulations or documentation) enabling and governing these incentives must be attached to this form, along with any relevant supporting documentation. In the case of incentives proposed upon designation, the draft ordinances must be attached.

Attach the Local Incentives. The following table includes **suggested** local incentives. Please attach any that are relevant, and others that have not been listed.

Suggested Local Incentives

Fee or Tax Reductions	Regulatory Flexibility	Permit or Licensing Reform
Special Zoning Districts	Exemptions from Local Ordinances	Streamlined Permitting
Other		

Written documentation attached for all Local Incentives

List the Local Incentives that are already in place. Please detail the geographic extent of each incentive (i.e. is the incentive available throughout the entire jurisdiction, or only in certain geographic areas?)

Local Incentive	In effect since (approx.)	Geographic area covered
Dunleith Redevelopment - - Interfaith Housing will invest in the redevelopment of 5-15 houses over the next 5 years in DDD communities	2005	DDD areas
Real Estate Tax Abatement -- Projects throughout NCC receive a three year tax abatement on improvements over \$50,000	2012	New Castle County
Home Buyer Program -- To enable low and moderate income households to purchase their first homes by providing loans to aid in	1990	New Castle County -- 10% of funds have been spent in DDD area



## *Downtown Development Districts*

### Application for Designation as a District

covering the cost of down payment and settlement assistance.		
Home Repair Programs -- Federally funded home repair grant and loan programs to enable qualified homeowners to make repairs and improvements which are necessary to free their homes of health and safety hazards.	1980	New Castle County -- 15% of funds have been spent in DDD area
Police overtime -- County CDBG funds are allocated to NCC Police for overtime to provide extra patrols in 13 neighborhoods including the DDD area	2007	DDD area
Zoning Incentives -- The County Unified Development Code offers density bonuses for age-restricted housing, infill and mixed-use development, and/or workforce development housing	2008	New Castle County



## *Downtown Development Districts*

### Application for Designation as a District

### Summary of Local Incentives - continued 20%

List any of the existing Local Incentives that will be modified to have specific benefits to properties in the proposed District.

Local Incentive	How modified?	Geographic area covered
Federal Subsidy Funds from NCC (HOME and Community Development Block Grant Program)	County will implement a special point scoring for distribution to projects in the DDD	DDD Only
Neighborhood Stabilization Program	NCC will allocate 80% of its revolving NSP1 and NSP3 funds to the DDD neighborhoods to subsidize acquisition, rehabilitation and resale of single family homes.	DDD Only
Homeowner Repair Loan/Grant Programs	NCC will seek grant opportunities to address repair needs of all current waiting list home repair candidates in DDD communities. These funds address a backlog of 50 or more properties that cannot be assisted because of insufficient funding.	DDD Only
		DDD Only

List the Local Incentives that are new and will be available only in the proposed District.



## *Downtown Development Districts*

### Application for Designation as a District

Local Incentive	Date enacted (or proposed date of adoption)	Geographic area covered
IDEA (Innovation District Empowerment Area) Homebuyer Program -- \$200,000 projected in FY' 16 budget to support new homebuyer assistance program	Included in Fiscal Year 2016 operating budget. Effective 7/01/2015	DDD Only
First Time Homebuyers Program - \$180,000 in non-federal revolving funding to support homebuyer assistance program	11/28/14	DDD Only
Habitat for Humanity - The organization pledges to continue work in Simonds Gardens, and will begin in partnership with New Castle County and community stakeholders, to seek funding opportunities to rehabilitate and preserve homes through programs that will be identified based on community need	7/1/15	DDD Only
Technical Assistance by the County Housing Department will be provided for all housing projects in DDD area.	11/1/14	DDD Only
Route 9 physical planning study committed -- NCC Land Use Department and WILMAPCO have committed to undertake a detailed study of this area of Route 9	2015	DDD Only
USDA Farmers Market Promotion Program -- USDA awarded \$99,750 for implementing a farmers market at Garfield Park Community Recreation Center serving the DDD district	9/30/14	DDD Only
Expedited Review -- DDD projects of over \$250,000 would receive an expedited review	effective upon designation of DDD	DDD Only
Retail Assistance Program -- NCC will fund First State Community	2/28/15	DDD Only



## *Downtown Development Districts*

### Application for Designation as a District

Loan Fund to develop a Retail Assistance Program for DDD area.		
Small Business Financing -- First State Community Loan Fund is a committed partner to provide business loans from \$5,000-\$250,000.	3/31/15	DDD Only
Business Technical Assistance -- First State Community Loan Fund will provide technical assistance to prospective businesses on the corridor	3/31/15	DDD Only
Affordable Housing and Community Development Funds -- First State Community Loan Fund will provide financing up to \$500,000 for Community facilities and affordable housing developers	3/31/15	DDD Only

### Summary of Local Incentives - continued 20%

Please describe how each local incentive will be funded. If the incentive involves a reduction or waiver of taxes or fees, or in-kind services (for example, expedited permitting utilizing existing staff resources) please note that here.

Local Incentive	Funding Source
Real Estate Tax Abatement	County funds
IDEA Homebuyer Assistance program	County Funds
Expedited Permit review	No cost
Building permit partial fee waiver	County funds
Economic Development Capital Funds	County funds
Route 9 physical planning study	County Staff
Committed Federal Housing funds (NSP, HOME, CDBG)	Federal funding sources, recycled funds
Empowerment Zone designation	TBD sources and benefits
Business plan Competition	Private sources to be secured;



## *Downtown Development Districts*

### Application for Designation as a District

Retail Assistance Program	CDBG funds

For each Local Incentive to be provided, please describe the specifics of how the incentive works (details are needed), and how the incentive encourages economic development and revitalization in your community.

1. Dunleith Redevelopment -- Interfaith Housing acquisition and rehab resale of single family units, partially funded by County federal funds, will leverage DDD funds for additional investment.
2. Real Estate Tax Abatement -- This pre-existing three year tax abatement on improvements will match DDD benefits and spur development due to the tax abatement period.
3. Homebuyer Assistance Programs -- the County currently provides homebuyer assistance for buyers in the New Castle County that DDD buyers can take advantage of to purchase the redeveloped properties.
4. Home Repair programs -- New Castle County currently provides a number of home repair programs funded as grants and loans with Federal funds. These investments support the overall neighborhood health.
5. Police Overtime -- The County police are funded with CDBG funds to pay for overtime for extra patrols in the DDD area. These activities help create a safe environment to enable development to occur in the DDD.
6. Zoning Incentives/Density Bonuses -- The New Castle County Unified Development Code provides for Density bonuses for age-restricted housing, mixed-use development and workforce housing. These bonuses can support the larger scale projected development in the plan through
7. Federal Housing funds -- New Castle County will implement a special point scoring for competitive RFP's for federal housing funds providing a preference for this targeted geography.
8. NSP funds committed -- 80% of the County's recycled NSP funds will be committed to communities in the DDD. These funds will match DDD grants to create new homeownership units and address foreclosure and vacancy.
9. Home Repair Programs/Waiting list -- NCC will seek to raise funds to fully address the 67 home repair program candidates that reside in the DDD to stabilize the neighborhoods
10. IDEA (Innovation District Empowerment Area) Homebuyer Program -- The County will allocate funds to create a new homebuyer assistance program targeted to the DDD and the Innovation District.
11. New First Time Homebuyer Program -- The County will allocate \$180,000 in non-federal funds to assist homebuyers purchase a home in one of the DDD communities. This incentive will work in concert with one of the home development programs which can utilize the DDD grant.
12. Administrative Commitment -- The County will commit staff time to administer the program, and each active department will implement the program. These costs will be covered



## *Downtown Development Districts*

### **Application for Designation as a District**

- from the existing county budget and will leverage DDD grant funds into the community.
13. Technical Assistance -- the Department of Community Services will provide ongoing Technical Assistance to non-profit developers in the DDD for all facets of development to ensure that the DDD funds can be accessed.
  14. Habitat for Humanity Brush with Kindness -- Habitat will implement a Brush with Kindness project where existing homeowners may receive façade and basic systems repairs. Similar to the other home repair programs, this program will strengthen the neighborhoods where infill housing development is taking place.
  15. Community Action Grant -- NeighborWorks has committed \$4,000 to Interfaith to engage in a community project in this area. This will support the overall neighborhood development in the DDD.
  16. Partnership to Improve Community Health -- This grant will be administered by Nemours Health and Prevention Services with a number of partners. The DDD area is one of a few areas being supported by the grant which will include interventions for healthy food and improved health outcomes.
  17. USDA Farmers Market Promotion Program -- this newly awarded fund will fund, in part, the opening of a farmers market with EBT payment capacity at Garfield Park next to the DDD. The benefit of this incentive is improved attractiveness of the area and access to fresh food.
  18. Building permit fees/partial waiver -- For large scale projects that require a DDD reservation (over \$250,000), the County Land Use department will waive 50% of the building permit fees to match the DDD grant and to encourage development.
  19. Zoning Approval consideration -- the Land Use Department has indicated a broad rezoning is unnecessary, but that on a spot basis developers will seek variances based on the actual design of the site. This flexibility will be necessary to develop larger redevelopment projects.
  20. Expedited Review -- The Land Use Department has agreed to expedite project reviews of DDD eligible projects that are over the \$250,000 threshold and require a reservation of DDD grant funds. This process will enable developers to put together a competitive project and to have assurance of a speedy process in their plan reviews.
  21. Creative Placemaking -- the County will allocate funds for a creative placemaking public art project located at the site of the Route 9 Library. This will add to the Library site and brand the district as the Innovation District.
  22. Retail Assistance Program -- First State Community Loan Fund (FSCLF) will develop a retail assistance program that will assist in identifying Route 9 retail opportunities. They will also work closely with the County Housing Department to advise on Retail Strategy. This will support the DDD resources by identifying tenants for commercial development and occupying vacant commercial spaces.
  23. Small Business Financing -- FSCLF will provide financing from \$5,000 - \$250,000 to open or expand a business in the DDD; these resources may finance fitout on a DDD funded development.
  24. Business Technical Assistance -- FSCLF will provide technical assistance to local entrepreneurs and provide classes or support through the Library co-working space and other venues to encourage new businesses to start and locate in the innovation zone. Technical assistance may include assistance with business plan development financing and lease review.



## *Downtown Development Districts*

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### **Application for Designation as a District**

These services will complement the DDD funding on real estate development.

25. Affordable Housing and Community Development Funds -- FSCLF will provide financing to affordable housing or community facilities up to \$500,000. This funding will be able to match DDD financing and may in part bridge the payment of DDD grant funds.

26. Business Plan Competition -- the Library will sponsor a place-based business plan competition once the Library is open to attract entrepreneurs who have ideas to operate businesses in the Innovation zone. The incentives will include a cash award which will be sought from sponsors, Technical Assistance/Mentorship for the business owner, and 12- month free rent at the Route 9 Library co-working space. This program will attract business ideas from both the winner and the runners up and because it is place based (all business ideas are for businesses housed in Innovation Zone) multiple applicants may open businesses in the district.

27. Empowerment Zone designation -- The county Economic Development Action Plan designed an Empowerment zone concept that will provide special benefits at the County level for businesses in the Empowerment Zone. This Route 9 Corridor location will be one of the initial Empowerment Zones which may be eligible for further tax breaks, or other access to capital. This will enhance the DDD designation by providing additional local match.

28. Procurement -- Buy Here program -- Businesses located in the DDD will receive special consideration in procurement of goods and services. This can be an effective tool at attracting businesses to locate in this geography. Businesses, that do significant business with the County, may consider this location due to this benefit. This benefit can improve the likelihood of tenantry to DDD funded commercial development.

29. Economic Development Fund -- New Castle County will establish an Economic Development Fund that they will use to encourage businesses to locate in areas like the DDD. The Fund will be structured to provide grants or soft loans to businesses that create jobs that meet a certain threshold. This capital will directly match the DDD funding.



# *Downtown Development Districts*

## Application for Designation as a District

### **Summary of Local Incentives - continued** **20%**

Summarize the package of Local Incentives, and describe how these incentives will work in concert with the Downtown Development District benefits to encourage revitalization and economic development in your proposed District (please limit your response to 750 words or less).

The overall incentives are organized into a few categories:

Direct benefits to the DDD matching new real estate investment

Funding commitments to DDD development, which may or may not qualify for DDD grants, including services and planning commitments

Partner commitments of investment in the DDD area

The direct benefits include an array of funding commitments for housing, for commercial development, and abatement of taxes and partial waiver of building permit fees. The housing funds are an array of federal and non-federal funds which support affordable housing development and incentivize homebuyers to purchase homes in the DDD communities. For housing redevelopment, each project will be eligible for the small grant DDD funds, and those funds will match the local subsidy dollars to pay for the renovations. Economic Development funds will be committed to larger scale mixed use or redevelopment projects, which will match the DDD grant funds. The exact specifics of eligibility and amount of the Economic Development grant funds are being determined, but they are expected to be sized based on job creation commitments in the area. The Land Use Department commitment of expedited plan review and partial building permit fee waiver will both ensure a prompt processing for local approvals, as well as matching the DDD award on large scale projects.

The indirect benefits will assist by making improvements to the area such as improved security, façade improvements, and public space improvements along Route 9. The County Department of Community Services will continue its commitment of Federal Community Development Block Grant funds to support County police overtime to address crime spots in the DDD community. Programs such as façade improvement or basis systems home repair programs will likely spend too little to be eligible for grant funds, however, maintaining existing homeowners in their home limits vacancies, stabilizes communities, and sends a message of a community that invests in itself. The Land Use Department will undertake a detailed planning study to begin to implement the expected DDD designation. The plan will be focused on Route 9 and address traffic, sidewalks, signage, pedestrian crossings and walkability as well as current zoning



## *Downtown Development Districts*

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### **Application for Designation as a District**

practices.

Finally, there are community partners that are bringing investment to the DDD, but may not directly benefit from the DDD grants. First State Community Loan Fund will be New Castle County's small business partner, providing business technical assistance, loan financing, and implement a retail assistance program. These programs will primarily finance business operations and capital improvements but may finance larger scale renovations of properties that would meet the DDD hard cost threshold. While these programs may not directly leverage a DDD grant, they are necessary to enable businesses to occupy a retail location or to relocate to the district from some other area. The new farmers market that will serve this area and is funded by the USDA will support the quality of life of this area. Along with the Community Health grant being delivered by Nemours and its partners will identify opportunities for healthy food access and for overall health and wellness improvements. These benefits also support quality of life metrics which make for a healthier community.

Ultimately, New Castle County will provide significant in-kind resources of administrative staff to coordinate the overall DDD activities, to engage the community groups, and to monitor activities in the each of the implementation sectors. This is a substantial commitment of time and resources and is a prerequisite for administering this program effectively and attracting the investors and developers who will be able to leverage the DDD funds.



## *Downtown Development Districts*

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### **Application for Designation as a District**

### **Legislative Body Resolution**

**Instructions:** Attach a resolution that has been adopted by the legislative body of your municipality or county. The resolution must affirmatively indicate that the legislative body supports the application for designation as a Downtown Development District and is willing to adhere to the District Plan and the Local Incentives for the duration of the District designation.

Date of Resolution    October 14, 2014

Resolution Number    14-217

Resolution Attached.



# Downtown Development Districts

## Application for Designation as a District

### Information Sheet

Municipality / County: New Castle County

<p>Contact Person for Application</p> <p>Name: <u>Carrie Sawyer Casey</u></p> <p>Address: <u>77 Reads Way, New Castle, DE 19720</u></p> <p>Phone: <u>302-395-5616</u></p> <p>Email: <u>ccasey@nccde.org</u></p> <p>Signature <u>Carrie Casey</u> Date <u>10/30/14</u></p>	<p>Proposed District Administrator (if different)</p> <p>Name: _____</p> <p>Address: _____</p> <p>Phone: _____</p> <p>Email: _____</p> <p>Signature <u>Carrie Casey</u> Date <u>10/30/14</u></p>
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Date of certified Comprehensive Plan 6/11/12

Population of the municipality or county (as per 2010 US Census) 538,479

Population of proposed District (based on 2010 US Census Block data) 4,004

Area of proposed District in acres 223

Brief description of the proposed Downtown Development District (100 words or less)

Note: this description will be used as a summary for internal review and in printed materials

The Route 9 Innovation District will be anchored by the planned development of the new Route 9 Library and Innovation Center. Future development on the site will embrace and promote high tech jobs to further the innovation theme. Expanding on this investment in this non-traditional downtown, a commercial core is projected to be developed over time, to provide local-serving retail and services to the surrounding communities. Ongoing physical and social investment in the surrounding neighborhoods will continue with the additional investment of housing rehabilitation and home repair.

Introduced by: Mr. Street, Mr. Bullock  
Date of introduction: October 14, 2014

**RESOLUTION NO. 14-217**

**AUTHORIZING NEW CASTLE COUNTY TO SUBMIT THE ROUTE 9 INNOVATION DISTRICT IN NEW CASTLE AS A DOWNTOWN DEVELOPMENT DISTRICT TO THE DELAWARE CABINET COMMITTEE ON STATE PLANNING ISSUES**

**WHEREAS**, the Delaware General Assembly enacted a bill known as the Downtown Development Districts Act (the "Act"); and

**WHEREAS**, the Act intends to leverage the resources of state government to spur private capital investment in commercial districts, stimulate job growth and help build a stable community of long-term residents by improving housing opportunities, increasing homeownership rates, building successful businesses and reducing the number of vacant homes; and

**WHEREAS**, the Act will create "Downtown Development Districts," which are areas in Delaware's municipalities, cities, towns and unincorporated areas that would qualify for significant development incentives and other State benefits; and

**WHEREAS**, municipalities, including New Castle County, must apply for an area to be identified as a Downtown Development District, and such applications will be evaluated by the Delaware Cabinet Committee on State Planning Issues, which will then make a recommendation to the Governor; and

**WHEREAS**, investors who make qualified real estate improvements in a Development District would be entitled to receive Downtown Development District Grants of up to twenty (20) percent of their hard costs (exterior, interior and structural improvements); and

**WHEREAS**, the New Castle County Department of Community Services will leverage the Downtown Development District designation to enhance the department's existing housing investment programs and resources for reinvestment in communities serving predominately low to moderate income residents and to create private investment opportunities through additional incentives identified by the New Castle County Department of Land Use; and

**WHEREAS**, New Castle County desires to participate in the Downtown Development District program and apply for a Downtown Development District designation for the Route 9 Innovation District adjacent to the site of the new transformative Library Innovation Center on Route 9 in New Castle; and

**WHEREAS**, the Route 9 Innovation District will encompass 225 acres adjacent and in proximity to the Route 9 Library, and include commercial and residential areas; and

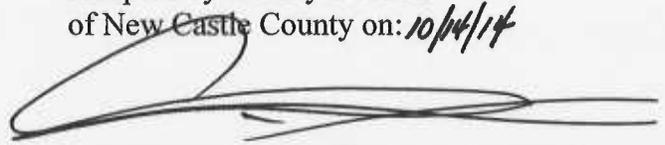
**WHEREAS**, New Castle County has developed a proposal that includes housing, land use, and economic development incentives for investment in the Route 9 Innovation District.

**NOW THEREFORE, BE IT RESOLVED:**

Section 1. New Castle County Council supports New Castle County's application for the Route 9 Innovation District in New Castle to be designated as a Downtown Development District.

Section 2. If the application is approved, New Castle County is willing to adhere to the Downtown Development District Plan and the local incentives for the duration of the District designation.

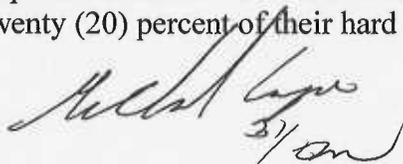
Adopted by County Council  
of New Castle County on: 10/14/14



\_\_\_\_\_  
President of County Council of  
New Castle County

**SYNOPSIS:** This resolution authorizes the filing of an application with the State of Delaware to designate the Route 9 Innovation District in New Castle as a Downtown Development District.

**FISCAL NOTE:** The designation as a Downtown Development District could result in investors making real estate improvements that increase the County's assessment base and provide additional property tax revenues. Investors who make qualified real estate improvements in the Downtown Development District would be entitled to receive Downtown Development District Grants of up to twenty (20) percent of their hard costs.



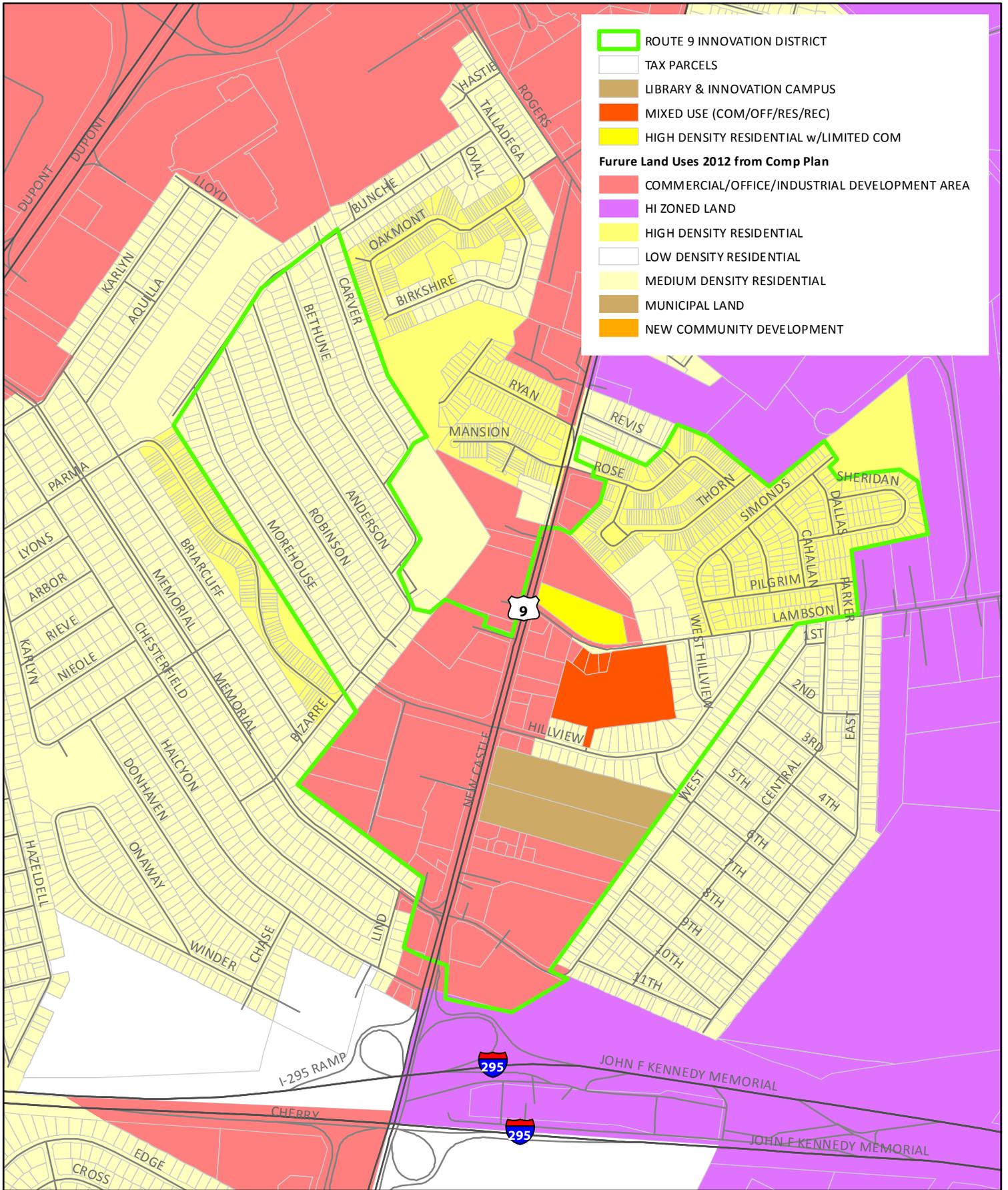


## DOWNTOWN DEVELOPMENT DISTRICT BOUNDARIES

Proposed Route 9 Innovation District  
 Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
 Date Created: September 2014  
 Created by: The RBA Group





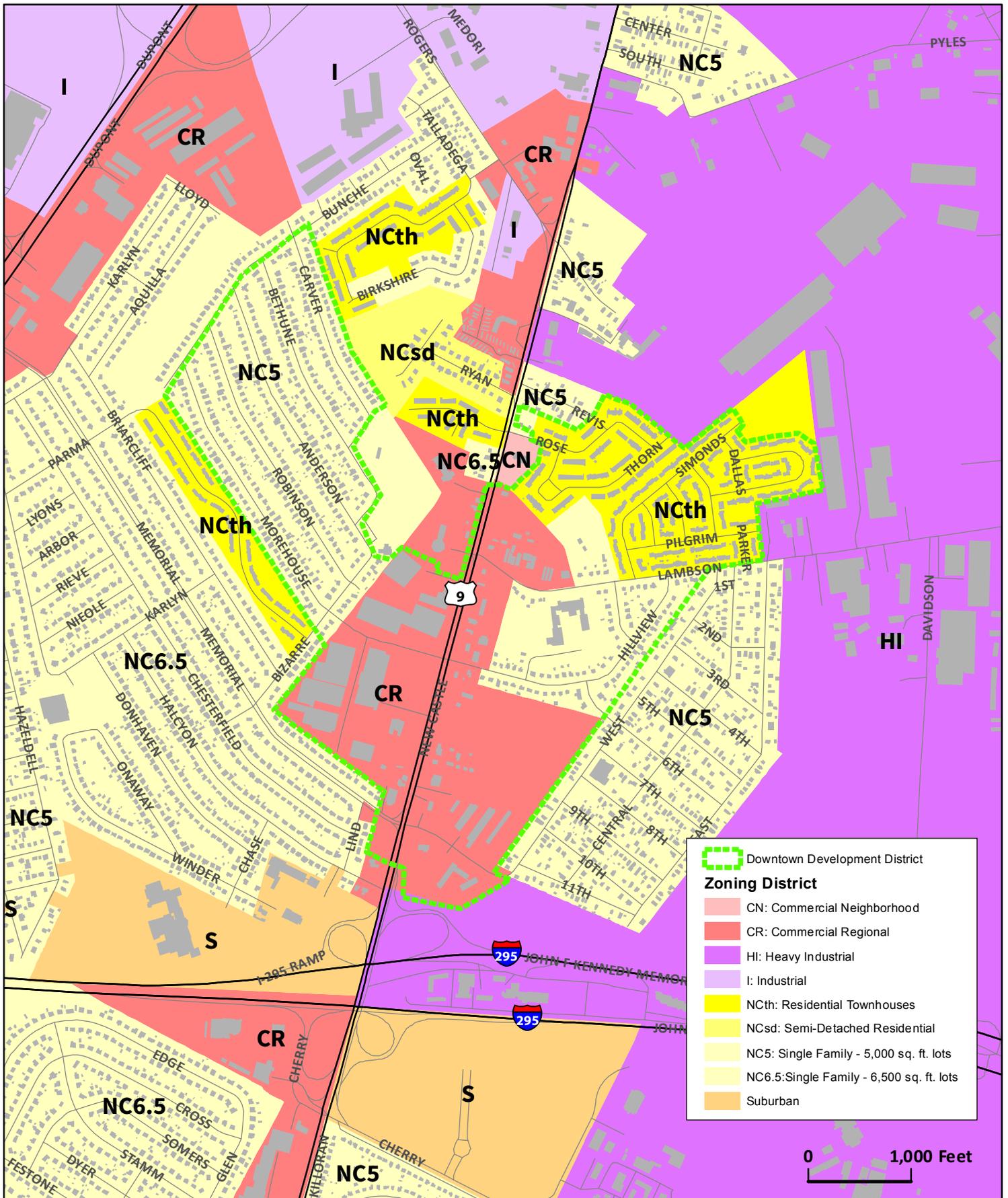
## FUTURE LAND USE

Route 9 Innovation District  
 Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
 Date Created: October 2014  
 Created by: The RBA Group

0 500 Feet





# ZONING DISTRICTS

Proposed Downtown Development District  
 Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
 Date Created: September 2014  
 Created by: The RBA Group





# DISTRICT PLAN

## Route 9 Innovation District

A Proposed Downtown Development District in  
New Castle County, DE



SUBMITTED BY:

New Castle County Department of Community Services  
*as part of the Application for a Downtown Development District*

November 2014

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# TABLE OF CONTENTS

1. INTRODUCTION	1
2. ROUTE 9 NEIGHBORHOODS: PAST & PRESENT	3
Area History	3
Regional Context	5
A Road Runs through It	7
Land Use & Zoning	8
The Neighborhoods & Their Residents	10
3. DISTRICT CHALLENGES & NEEDS	12
Physical & Economic Challenges	12
Housing & Social Challenges	13
4. DISTRICT OPPORTUNITIES	15
The New Castle County Library & Innovation Campus	17
Stakeholder Agreement & Collaboration	18
Consistency with Existing Plans	18
5. ENVISIONING THE ROUTE 9 INNOVATION DISTRICT	20
The Vision: Shaping a Neighborhood Center	20
Design Strategies & Public Realm Investments	22
Residential Development Opportunities	23
Commercial Development Opportunities	24
Capital Support Strategies	25
Community Security Initiatives	26
Implementing the Plan	28
District Incentives	32
APPENDIX	37

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# 1. INTRODUCTION



In this part of New Castle County, just South of Wilmington along Route 9, generations of African-American residents raised families in compact suburban neighborhoods and built cohesive social ties and active institutions. Yet, there was never a commercial or civic center—a walkable downtown area—that tied the neighborhoods together. Subdivisions like Dunleith and Garfield Park were generally constructed outside of traditional urban centers where large tracts of land were available to build clusters of homes with small yards. Today, a wide Route 9 with fast-moving car and truck traffic separates the east- and west-side neighborhoods physically and socially. Furthermore, the commercial establishments within the corridor, most of which do not serve local residents, are economically and physically oriented to the highways and interstate commerce.



Motorists passing through the Route 9 Corridor in New Castle County only see the veneer of marginal and vacant commercial and industrial properties along the roadway, and despite its location at a major highway interchange that leads to I-95 and the Delaware Memorial Bridge, where nearly 3 million drivers pass by each month, the corridor does not host much significant economic activity. The blue directional signs, the occasional historic marker, and the custom-designed monument signs along the sides of the road are the only indication of the residential neighborhoods whose entrances are located off of either side of the highway—and the more than 8,000 people that call these neighborhoods home.

This unincorporated section of New Castle County is home to 13 such neighborhoods. The first was Holloway Terrace, which was built in the 1930s. Then Dunleith and all the other neighborhoods emerged one after another following the passage of the 1949 Federal Housing Act (FHA), which sought to provide homes for post WWII veterans and their families. Marketed specifically to African Americans, Dunleith and its successors are part of the same general vision that produced the Levittowns and created the initial

generation of suburban homeowners—while also engendering racial segregation. For the first time, many people became homeowners and could comfortably expand their families in these suburban, residential neighborhoods.



*A bird's eye view of Dunleith (Source: Bing.com)*

While a strong sense of shared history, values, resourcefulness, and civic pride exists among many residents and in the core institutions of these neighborhoods, the story of the last few decades also has included racial segregation, discrimination, schooling challenges, and disinvestment.

The tide will change. New Castle County and the State of Delaware have committed to investing \$20 million to create a new library in this community. This major investment goes

beyond putting books on shelves and providing Internet access. The County is investing in a Library and Innovation Campus that will be a catalyst for transformative change in this underserved, unincorporated area. Through the inclusion of additional buildings and office space to house technology, healthcare, and/or education-related tenants, the County will create jobs and support local commercial activity.

The opportunity to seek the Downtown Development District designation from the State of Delaware is a unique and powerful opportunity to harness the investment in the proposed Library and Innovation Campus to focus resources and incentives on revitalizing local neighborhoods, stimulating redevelopment along Route 9, and shaping the area into a more walkable, community-serving center—a “downtown”—for residents.

## 2. ROUTE 9 NEIGHBORHOODS: PAST & PRESENT

### Area History

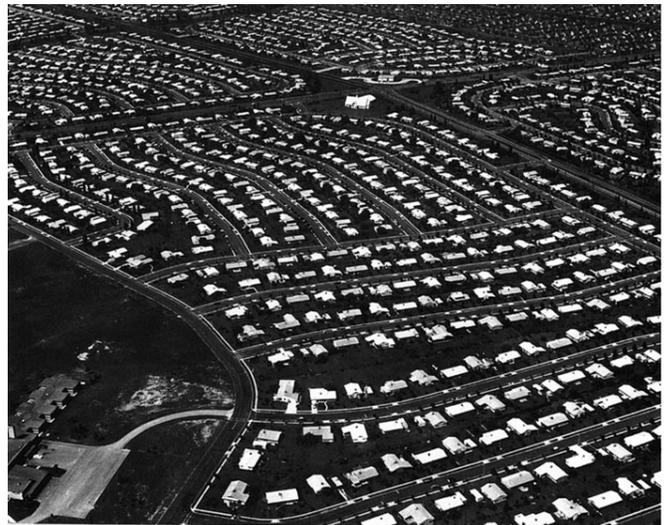
The neighborhoods surrounding Route 9 were created as part of the national movement of Post WWII housing developments first enshrined by the Federal Housing Act of 1949, which established a goal of “a decent home and a suitable living environment for every American family.” After the war, there was a severe housing shortage due to high birth rates and lack of new construction. FHA policies would mitigate this shortage and provide affordable housing to millions of Americans. However, segregation of the housing market would put this goal beyond the reach of African American veterans.

The first community to emerge was Levittown in New York in 1947. Thousands of identical simple homes were built, each with a standard white picket fence, lawn, and modern kitchen with appliances. Once completed, thousands of homes had already been sold within a matter of hours—and so began a new chapter of suburban life in America. While Levittown represented the “American Dream,” it was not a dream accessible to all Americans. Levittown was a racially segregated community. Homes were only sold to white buyers despite housing segregation having been ruled unconstitutional. Levittown became 70,000 people with not a single African American resident. Even the leases had a clause that prohibited the sale or renting of a house by non-whites. As a result, African American veterans who wished to purchase a home in Levittown were unable to do so. Fortunately, new communities would soon be created and marketed specifically to African Americans.

In the 1950s, Delaware Community Homes Inc. purchased a tract of land, located just off of Route 9, from members of the duPont family through the Rogers Trust. The area was ideal for new residential development because of its location near a major port and new bridge, the Delaware Memorial Bridge, that connects Delaware and New Jersey. Houses were marketed to returning soldiers as garden style homes in “a small community with front and back yards,” which suited the needs of young, growing families. The property, released specifically for the construction of Dunleith Estates in 1951, was the first subdivi-



*An aerial photograph of the area from 1954 (source: Delaware Environmental Monitoring & Analysis Center)*



*A bird's eye view of Levittown in New York*

sion in suburban New Castle County to offer new housing to African American veterans, teachers, and blue-collar workers. Gradually, educational and religious institutions were also built into the neighborhood. The Dunleith Community School was built in 1957 and operated until 1970. Churches, specifically the Coleman Memorial Methodist Church and Community Presbyterian Church, were important in the spiritual and social lives of neighborhood residents.

Just as these neighborhoods were a product of national-level housing policies, they also faced the turmoil of national-level policies on race and segregation. Northern Delaware's public school students experienced frequent school reassignments and general instability as a result of attempts to integrate them and reorganize school districts. In 1978, a federal court ordered New Castle County to desegregate and implement forced integration and busing orders. The legacy of this instability is felt today.



*Rose Hill Community Center is a well-utilized, multi-faceted community center for all ages*

Despite this legacy, the neighborhoods have been able to fill in important gaps in services. The former Rose Hill-Minquadale School was expanded several times and has been the Rose Hill Community Center for more than three decades. Rose Hill is a multi-faceted resource that assists residents of all ages with Head Start programs and senior activities, a men's lounge and meal programs. It provides space weekly for 10 churches hosting worship services. It has 2,000 members in its health and fitness center. Among other programs, it has a teen lounge that provides a safe place for teens after school

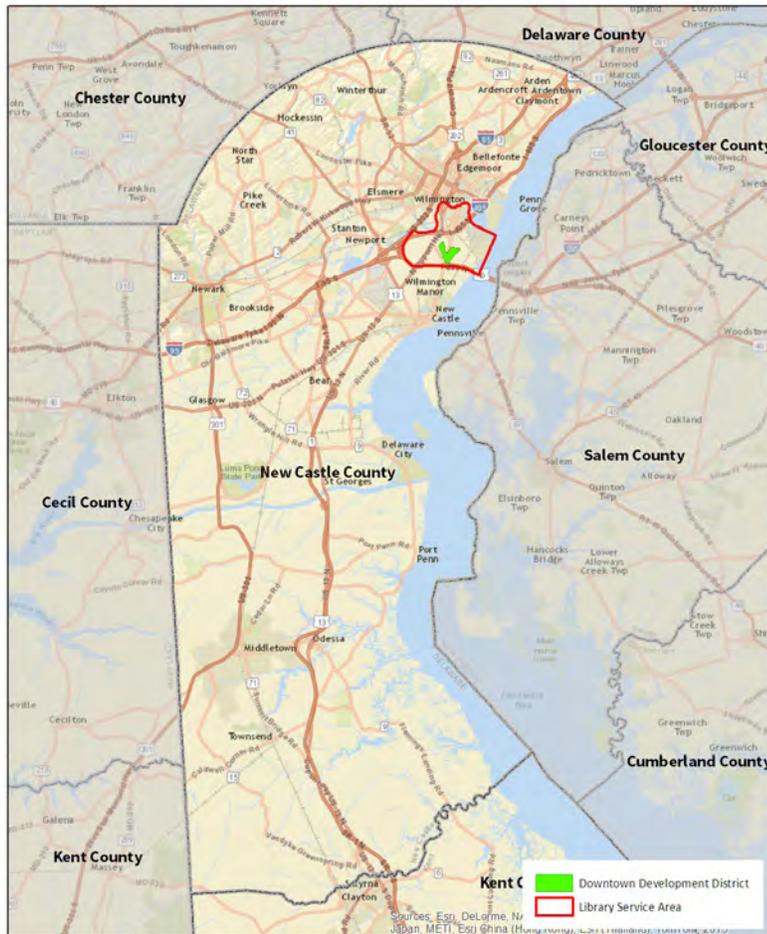
and it hosts the First State Destroyers Track team. It even has a wedding chapel.

While the Route 9 neighborhoods have financial and social challenges, they also have assets and opportunities to build on, with long-tenured residents and institutions like Rose Hill.

## Regional Context

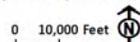
The proposed Route 9 Innovation District is located in the northern section of New Castle County along New Castle Avenue (State Route 9) between the City of Wilmington and the City of New Castle. In terms of regional access by automobile, the district is in a prime location. The district boundary extends along Route 9 to the I-295 interchange. I-295 connects with I-95 southbound toward Maryland and DC and with I-95 northbound, which takes motorists to Philadelphia. The Delaware Memorial Bridge is easily-accessible, providing access to New Jersey and New York.

When conducting its recent needs assessment for the new library, the County examined the area, which follows natural boundaries (the Christina River and Delaware River) and the Interstate highways (I-295 and I-95). This broader area coincides with the “study area,” which encompasses three census tracts and is just over 3 square miles. The Route 9 Innovation District boundaries are a subset of this area.



**COUNTYWIDE CONTEXT**  
 Proposed Downtown Development District  
 Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
 Date Created: September 2014  
 Created by: The RBA Group



The proposed district, shown on the map on the next page, encompasses 223 acres. It includes four neighborhoods—Dunleith, Rosegate, Simonds Gardens and Mayview Manor—which are in close proximity to the Rose Hill Community Center, a private, non-profit community center that has been in operation since 1980. The district also includes commercial and industrial properties located along Route 9 and the empty parcels that the County has purchased for the Library and Innovation Campus.



## A Road Runs through It

New Castle Avenue (known as Route 9) is the most prominent and visible feature of the district, with a cartway of approximately 80 feet in width, two travel lanes in either direction separated



*Pedestrians walk along the highway shoulder*

in places by a concrete median, and wide shoulders along both sides of the travelways. Connecting Wilmington and New Castle, New Castle Avenue's posted speed limit is 40 miles per hour. According to DelDOT, the 2013 average annual daily traffic along Route 9 is more than 16,000 vehicles, which is about half of the volume on Memorial Drive between Route 13 and Route 9.

Along Route 9 within the proposed district, there are three signalized intersections, but pedestrians have clearly not been considered in the design of these intersections. None of these intersections have pedestrian accommodations, such as crosswalks, medians with pedestrian refuges, or timed crossing signals. While there are sidewalks at parts along both sides of the road, they are generally narrow—at no more than four feet wide in some places—and in fair condition. Curbs are also in fair condition, but adequate slopes or



*The intersection of Morehouse Drive and Route 9 is not designed for pedestrians*

formal ramps for wheelchairs or strollers are missing. At some driveways, the sidewalks terminate and give way to wide expanses of pavement that have no markings to guide pedestrians and visually signal to motorists to look out for pedestrians while turning. Along the edge of several properties there is no sidewalk and the paved parking area extends all the way to the curb. To begin to remedy some of these issues, WILMAPCO has been involved in walkability studies in the Garfield Park neighborhood.

DART bus lines pass through Route 9 and provide service through some of the neighborhoods. These buses mostly go to Wilmington, where connections can provide access throughout the County. Bus stops are located at regular intervals along Route 9 and within the neighborhoods (see the Public Transit map in the Appendix). Amenities for waiting passengers, however, are lacking. Bus stop signs are small and there are no shelters or marked bus pull off lanes.

## Land Use & Zoning

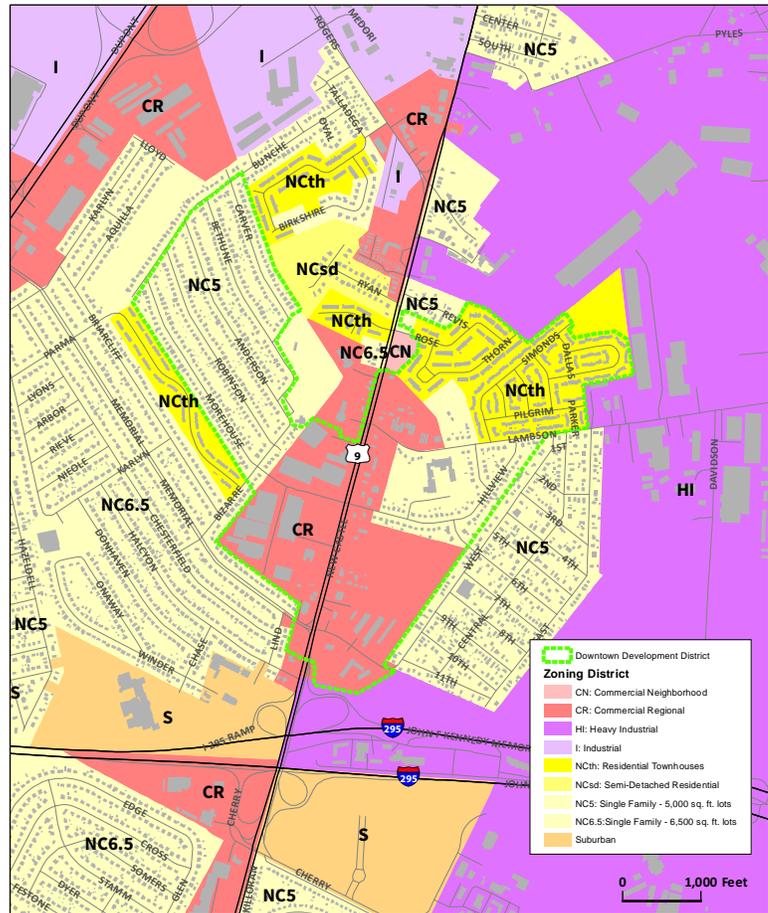
### Land Uses & Character

The boundaries of the proposed Route 9 Innovation District include four residential neighborhoods: Dunleith, Rosegate, Simonds Gardens, and Mayview. Dunleith is located west of Route 9, while the other three neighborhoods are located east of Route 9. The housing stock ranges from the 1950s to 1990s, with most homes being at least 40 years old. Most of the neighborhoods consist of small one-story single-family homes on quarter-acre lawns. The homes in Simonds Gardens and Rosegate are attached.

The Route 9 frontage within the district consists of a range of commercial, industrial, and convenience retail businesses, with the most visibly prominent being Bowlerama and The Restaurant Store, a wholesale restaurant supply store. Adjacent to the restaurant supply store are several warehouses and distribution facilities that are partially occupied. At the southern end of the district are three motels of various sizes. Overall, the businesses do not provide any day-to-day retail, personal, or consumer services to local residents. There are also several houses and churches located along the Route 9 frontage.

### Zoning

Within the proposed district, all of the Route 9 frontage is zoned Commercial Regional (CR), the purpose of which is to provide for community and regional commercial services with a suburban transition character. Design controls promote circulation by foot



#### ZONING DISTRICTS

Proposed Downtown Development District  
Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
Date Created: September 2014  
Created by: The RBA Group



and car to reduce congestion on roads and avoid strip-style development. Mixed uses are permitted, including residential uses. The residential zoning districts correspond with the types of houses that are already there.

### Parks, Open Space & Environmental-Sensitive Areas

Rose Hill Community Center provides open recreation areas within the District. There are several parks located just outside of the District (see Parks, Open Spaces & Water Features Map in Appendix). The proposed District does not contain any wetlands or flood zones. There are flood zones located beyond the boundaries of the proposed district. One extends just outside of the southern border of the District.



**FLOOD HAZARD ZONES**  
Proposed Downtown Development District  
Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
Date Created: September 2014  
Created by: The RBA Group  
0 1,000 Feet



## The Neighborhoods & Their Residents

Within the boundaries of the proposed Route 9 Innovation District there are approximately 4,000 residents. Within all three Census tracts that contain the district (154, 155.02, and 156), which this plan refers to as “study area,” the population is more than 8,300, with African Americans comprising 66 percent of the population, according to the 2010 U.S. Census. White and Hispanic/Latino residents comprise 22 percent and 15 percent of the population, respectively.

While the median age of residents of each Census tract ranges from 32 to 40, the age pyramid provides a more detailed picture of the age distribution of the three Census tracts, taken together. The age groups with the most residents are the 45 to 49 and the 15 to 19 cohorts. But, overall, the area has a large portion of children under 18 as well as a significant population of older adults between the ages of 50 and 69.

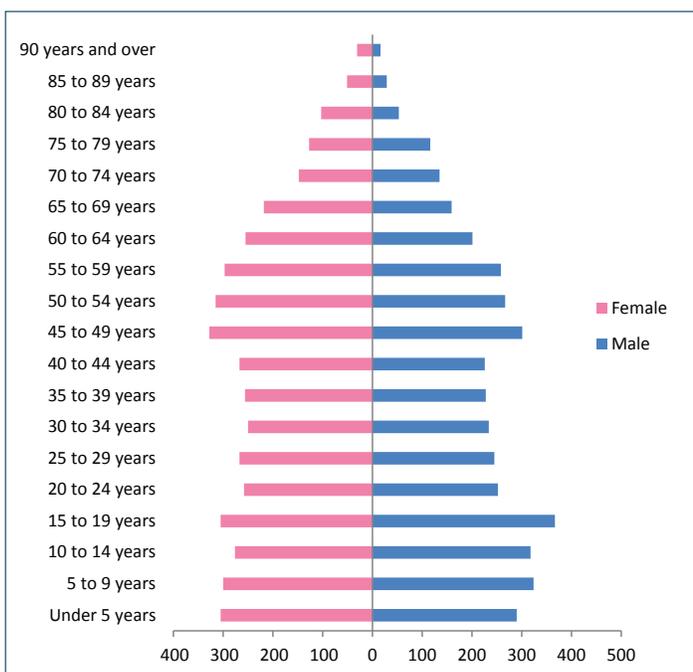


Table comparing demographic & economic characteristics of New Castle County and the three Census Tracts and Block Groups that contain the proposed district

DEMOGRAPHIC/ECONOMIC ATTRIBUTE	NEW CASTLE COUNTY	CENSUS TRACTS (154, 155.02, 156)	BLOCK GROUPS (154-2, 155.02-1)
Total Population	538,479	8,376	4,004
Median Household Income	\$64,670	\$38,845*	-
Poverty Rate, All People	11%	17%	-
% Housing Built 1949 or earlier	20%	46%	-
% Homeownership	65%	73%	67%
% Rental	28%	19%	25%
% Vacant Housing Units	8%	8.5%	8%
Median Home Value	\$251,200	\$139,485*	-
% Low / Mod Income	39%	62%	-

Source: 2010 U.S. Census and 2008-2012 American Community Survey

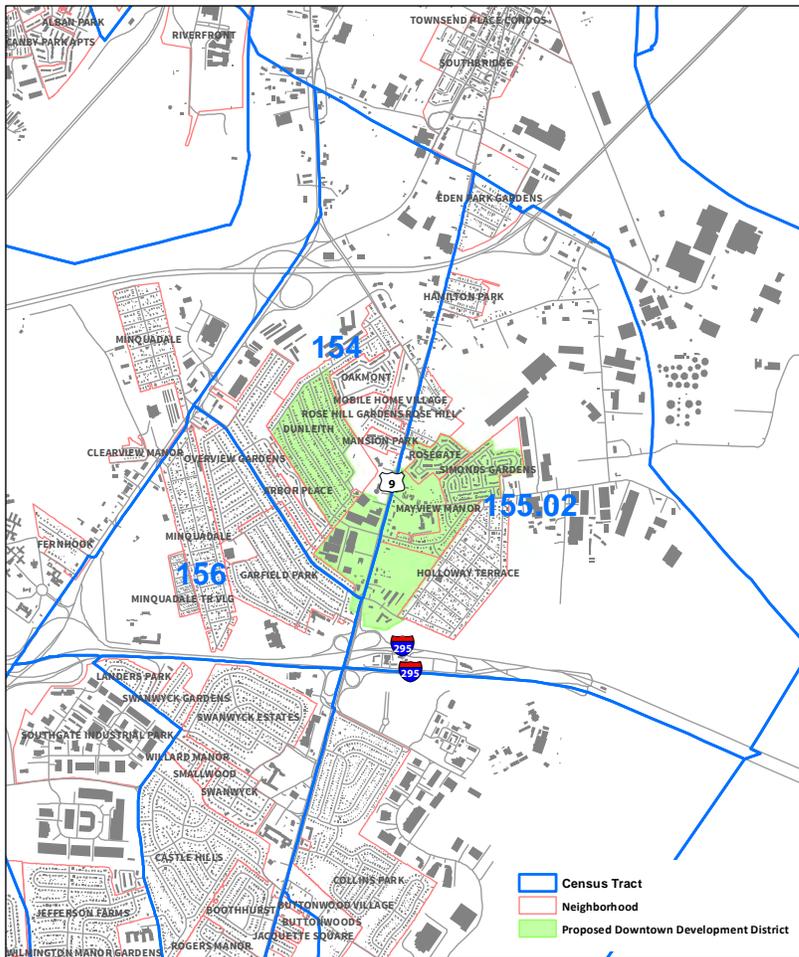
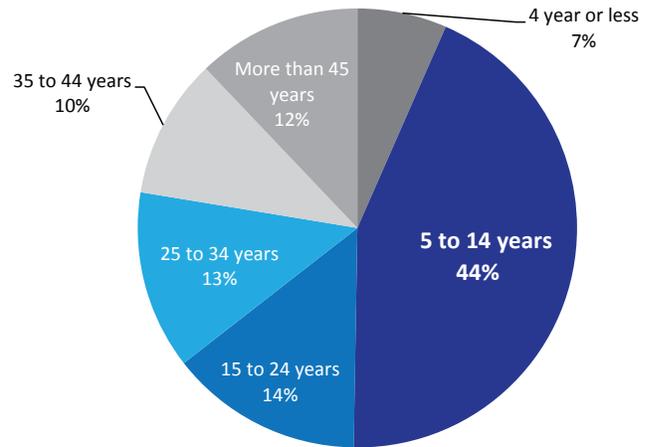
\*Median values for aggregated Census Tracts are interpolated from ACS data tables

The overall unemployment rate in the study area is 16 percent, according to the 2008-2012 American Community Survey. The poverty rate and median income of all three Census tracts is much higher compared with the County’s. The majority of people in the area fall within the low-to-moderate income range. The housing in the area is within the grasp of area residents. The homeownership rate is 95 percent in Census tract 156, which contains the Garfield Park neighborhood. Census Tract 154, which contains

Dunleith, has a homeownership rate of 77%. The lowest homeownership rate (69%) and highest vacancy rate (14%) within the study area is in Census tract 155.02, which includes neighborhoods Rosegate and Simonds Gardens, which are located in the proposed district, and Rose Hill, which is located just outside of the district.

According to the 2008-2012 American Community Survey, householders within the study area neighborhoods have generally been living in the same house for many years. In fact, approximately 50 percent of householders have been living in their homes for at least 15 years. Approximately 20 percent of householders have been living in their homes for at least 35 years.

Piechart showing householders by the number of years they have been living in their homes



This map highlights the Census tracts that contain the proposed Downtown Development District and its neighborhoods

**CENSUS TRACTS CONTAINING THE PROPOSED DISTRICT**  
 Proposed Downtown Development District  
 Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
 Date Created: September 2014  
 Created by: The RBA Group



## 3. DISTRICT CHALLENGES & NEEDS

### Physical & Economic Challenges

#### Access & Mobility

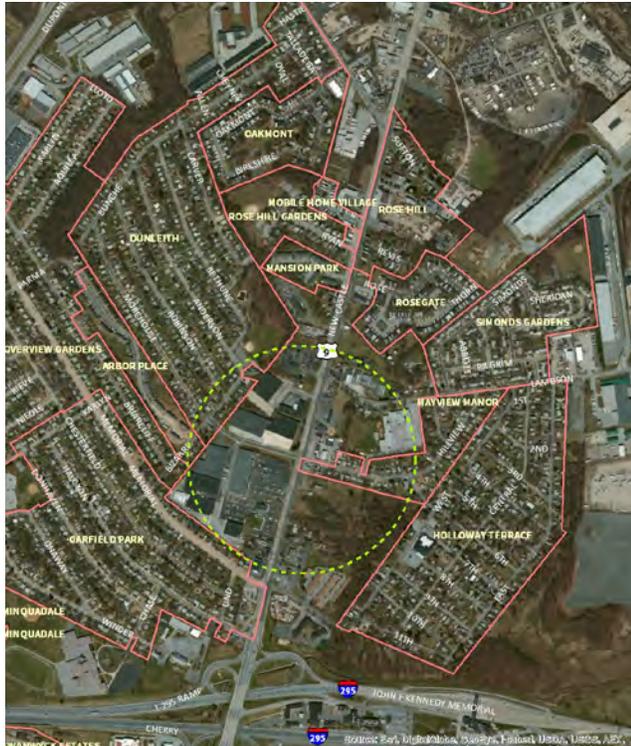
By 1965, the remaining tracts of land that remained along Route 9 could have been the location of a neighborhood-serving commercial and civic core (see map at right). The Bowlerama had just been built, but the surrounding land was still undeveloped. The remaining sites ultimately were filled with industrial and warehouse development that takes advantage of the easy access to Interstate highways. A commercial and civic hub, or “neighborhood center” that could serve these subdivisions was never established. New Castle County is now working to address the commercial and residential needs of this corridor.

The way neighborhoods were developed in separate, but adjacent, clusters off of Route 9 contributes to the mobility challenges that residents face traveling between neighborhoods and across Route 9. Pedestrians and riders of public transit walking to bus shelters have no other option but to walk along the narrow or non-existent sidewalks and cross the roadway without any formal protective elements such as crosswalks or pedestrian activated signals. These physical challenges of crossing Route 9 are all too familiar to area residents seeking safer conditions for pedestrians. Engaging WILMAPCO and DelDOT in addressing the road and access will be critical over the medium term to create the necessary connections and access. Thousands of people drive through Route 9 every day, but there are few establishments that the majority of motorists and local residents would stop to patronize.

Considering these needs, commercial activity is driven by those who will shop and utilize the available professional services. Route 9 competes with the Route 13 Corridor, where there are more retail opportunities including higher quality convenience stores, restaurants, and direct access from Wilmington to the north. That is an additional challenge to business attraction here, but the community feedback was clear: residents need establishments that meet basic needs; not more package stores selling liquor or cigarettes.

#### Blight & Illicit Activity

Community stakeholders report that illicit activity such as drug dealing and prostitution occur along Route 9 and within the neighborhoods. They are also concerned about quality-of-life issues where existing homeowners or investors do not meet basic maintenance standards requiring enforcement actions.



They believe that increased intervention on blight and vacancy was needed.

On the commercial side, Route 9 has its own challenges as a drive by easy-in, easy-out area for outsiders. Stakeholders report that the motels at the southern end of the district attract unwanted activity and transients. One of the challenges in policing on Route 9 is jurisdictional. Route 9 is policed by the State Police, while the neighborhoods are policed by the County. Coordinating this policing will be important to create the feeling of safety in a revived district.

### Jobs & Commerce

Based on the most recent employment data (from 2011), 55% of residents work in three top sectors which are the retail industry (12%), healthcare and social services (19%), and the

combined category of wholesale, manufacturing and transportation and warehousing (14%). There is some overlap in the manufacturing sector with local jobs at the port or warehouses, but most healthcare jobs are not located in the community. While Delaware’s current unemployment rate is 6.5% (seasonally adjusted, 8/14, according to the Department of Labor), projections indicate that healthcare employment in New Castle County will grow by nearly 8,000 by the year 2020, construction jobs will grow by 26% and wholesale jobs will grow by 33%. The development of a new port is projected to create 4,000 new jobs just south of the proposed district. Job matching programs that connect area residents to some of these new opportunities can sustain economic viability in this area. Currently, residents of the area generally leave their communities for work, heading out as far as Philadelphia.



**RESIDENTS ON WAITING LIST FOR NCC HOME REPAIR PROGRAMS**  
 Proposed Downtown Development District  
 Unincorporated Area of New Castle County, DE  
 Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
 Date Created: September 2014  
 Created by: The RBA Group

### Housing & Social Challenges

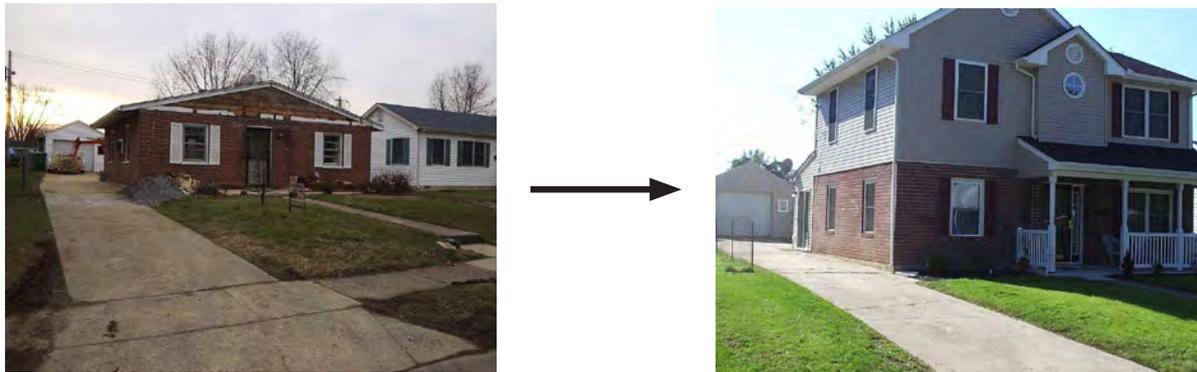
The neighborhoods surrounding the site of the future library are effectively built out, with limited opportunity for large-scale housing development. They were built mostly in the 1950s and 1960s in a low density pattern in mostly one-story structures that are now approaching 70 years of age. More than 70% of all housing units were built before 1960, which has prompted the County to respond with a focus on

basic systems home repair and an infill approach of rehabilitation and/or redevelopment to maintain the high homeownership rate.

The overall homeownership rate is 79%, higher than the County average of 70% and well above the national average. However, this area has had one of the highest foreclosure rates in New Castle County at 7.7%. Lenders who foreclose have sought to sell properties quickly to investors, which often results in conversions of homes into rental properties. While identifying quality redevelopers to acquire and rehab can be a viable strategy, the County has invested federal Neighborhood Stabilization Program (NSP) resources and Federal Home Loan Bank of Pittsburgh grant funds to acquire vacant properties in order to renovate and sell to qualified first-time home buyers. Other non-profit redevelopers have been encouraged to invest their resources in this area and match the development strategy. The County has financed these investments with HOME Investment Partnership Program and NSP funds and developers such as Interfaith have completed 14 units in Dunleith and plan future investments in the area.

In response to some of these challenges, the Simonds Gardens neighborhood and Rose Hill Community Center worked together over the past five years under a Federal Home Loan Bank of Pittsburgh Blueprint Community Grant to acquire and renovate homes. With the County's Division of Community Development and Housing providing support, they worked with Habitat for Humanity and Milford Housing Development Corporation to complete home and façade repairs in Simonds Gardens. The County acquired and renovated houses in Simonds Gardens, making significant improvements and upgrades to attract qualified homebuyers. These were not isolated investments that reflect the federal and local funds that the County has already invested. There is a great need for further assistance. The map on the previous page locates homeowners on the County's waiting list for repair support.

*Example of a housing and property rehabilitation project undertaken by Interfaith in Dunleith*



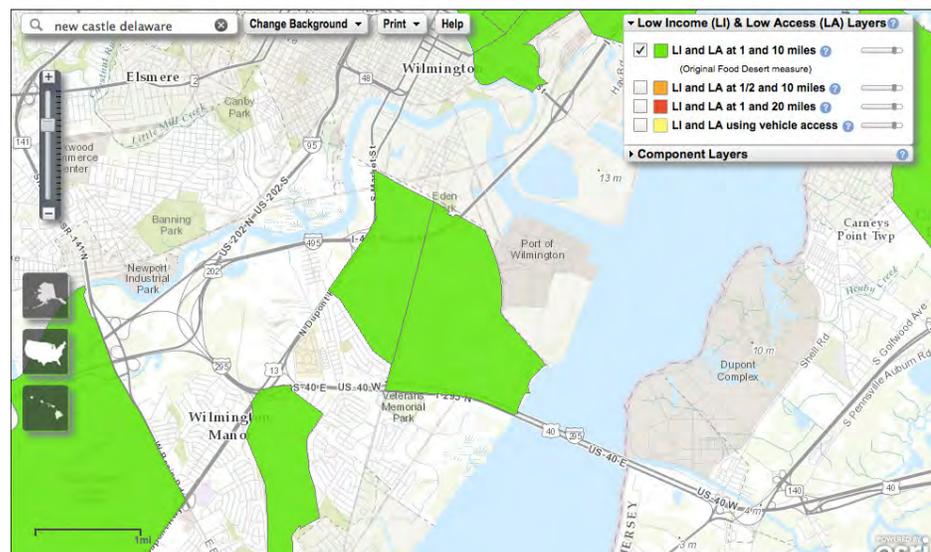
Mirroring a statewide trend, the population is quickly aging. Many communities have responded by trying to find ways to enable older residents to “age in place” while receiving healthcare services nearby or at home. New Castle County has focused on providing emergency and basic repairs for seniors to enable them to remain in their homes. Generating new housing options for seniors is another strategy to address these challenges while enabling these long-term residents to stay near the communities they have known for 30 or 40 years.

## Health & Wellness

In fully considering the needs of area residents health and wellness ties into development issues and quality of life. In 2010, a coalition of providers—along with the County—secured a grant for addressing health outcomes to fight obesity and to promote walkability. Obesity rates (26%) and overweight (35%) were the targets for improvement through promotion of healthy eating and exercise. In 2014, Nemours Health & Prevention Services received a three-year grant which builds on this previous work to focus on health outcomes, food access, and healthy eating. The target area includes the proposed district and will lead these activities going forward with support from the County’s Department of Community Services.

The U.S. Department of Agriculture (USDA) has designated this area a “food desert,” with low-income populations and poor access to food and groceries. While the proposed district does not contain an ideal site for a standalone supermarket, perhaps as plans evolve a smaller location for a fresh food vendor, small grocer or other commercial entity can operate successfully in the community. The County recently received funding from USDA to start a weekly, seasonal farmers market at the Garfield Park PAL Center which will help provide residents with access to fresh foods. The grant includes funding to install EBT payment processing to improve lower-income residents’ access to healthy food.

[Food Access Research Atlas](#) > [Overview](#) > [Why Introduce a New Mapping Tool?](#) > [About the Atlas](#) > [Download the Data](#) > [Documentation](#)



*The USDA considers this area of New Castle County a “food desert.”*

## 4. DISTRICT OPPORTUNITIES

### The New Castle County Library & Innovation Campus

The decision to invest a sizable sum to create a catalytic development on Route 9 has enlivened and excited the Route 9 neighborhoods and mobilized multiple County departments to focus attention on this traditionally underserved area.

The decision to place a public building in this area was the first step to replace a modest, one-room lending library at the Garfield Park PAL Center. This “branch” offers only limited services and is underutilized. Residents who live east of Route 9 also find it difficult to reach because of the precarious Route 9 crossing combined with the relatively long distance to walk.

With this new major investment, the County is envisioning much more than “just a library.” The County is proposing to build a 40,000 sf Library and Innovation Campus, following the modern trend of envisioning libraries as not just book storage and lending, but as community centers, educational centers, centers for work readiness and job training, and hubs of innovation. This approach embraces the future of libraries in the age of e-books and online newspapers and magazines, while recognizing that a digital divide still exists between higher and lower income communities. Not all people are adept at using technology, own a computer, and can afford the monthly cost of home Internet access.

It is the idea of a community hub that has inspired and created the vision for this facility and has created the project scale that will make it an anchor for redevelopment and will be the first phase of development both on-site and off.

### Innovation Districts Nationwide

As outlined in a recent Brookings Institution report titled “The Rise of Innovation Districts,” innovation districts have proven a model for job generation and a haven for entrepreneurs to create spinoff businesses and economic activity. Many innovation districts spin off of University research centers. The report identifies the need for economic, physical and networking assets to create and instill a cycle of business creation and job creation to support the existing community. The authors of the report discovered that physical assets in the public realm, such as parks and plazas, that provide Internet access bring people out into public places. Some districts use the public spaces as laboratories for new technologies in streets, stormwater collection, or lighting. Configuration of private buildings to accommodate or design for new technological or entrepreneurial businesses are a way to expand the concept. Certain existing buildings could be configured to accommodate open floor plans or flex space. New retail or other types of development can incorporate small spaces or incubator infrastructure to accommodate different levels of expanding businesses. Finally, creating retail spaces primarily to address local serving needs and pedestrian-scale spaces to accommodate existing residents and library visitors are a key to neighborhood-building amenities.

### County Library Needs Assessment

The County’s recent library needs assessment study concluded that New Castle County residents are

heavy users of brick and mortar libraries. In 2013, the use of traditional library services remained high in New Castle County, with more than 3.9 million items checked out to patrons and more than 2 million user visits. While the trends towards borrowing and buying electronic books continues to grow, many residents in the surrounding neighborhoods will seek out a place to go, to be with people, to read and to be social. These core services will continue to have a significant place in the facility.

In order to create the innovation zone, the County increased the size of the initial library proposal in order to attract a wider audience and offer a broader array of services. The County has identified 12 acres along Route 9 on which to build the library and expand a campus. The library site itself will occupy approximately six acres, with the building being 40,000 sf. The County anticipates the potential of siting two additional buildings on the campus, which could attract health care, educational or medical uses. The goal will be to leverage these sites for job-creation in the community

The needs assessment and proposal for the library has been embraced and expanded beyond the more modest initial approach. The overall goals for the project are to produce:

- Opportunities to Build Skills
- Opportunities to Experience Success
- Opportunities to Mentor or be Mentored
- Opportunities to Build Community Partnerships
- Opportunities to Learn Community Organizing through Online Social Networking

This District Plan builds off of previous public engagement, including that performed during the needs

#### NEW CASTLE COUNTY LIBRARY & INNOVATION CAMPUS SEVEN POTENTIAL FOCUS AREAS

The following have been identified as appropriate services and activities to meet community needs:

##### **Mentoring Programs**

- Spaces and programs dedicated to mentoring
- Includes collaborative spaces for children, teens and adults

##### **Educational Technology Programs**

- Digital Learning Lab
- The use of videoconferencing equipment
- A place to show and experience new technologies (showroom concept)
- GED Support
- Support for STEM (Science, Technology, Engineering and Mathematics)
- Spaces dedicated to tutoring

##### **Skill-Building Programs**

- The Library as a place of creation and not just consumption: “The Participatory Library”
- MakerSpace Programs using new technologies such as 3D printers
- Teen creation spaces, digital learning labs for music, multimedia & 3D design

##### **Early Literacy and Parenting Programs**

- Drop-off daycare
- Collaborative spaces for kids

##### **Neighborhood Economic Development**

- Computer training and job assistance for the community
- Support for home-based businesses

##### **Special Needs**

- Services for re-entry
- Access to social services

##### **Special Identity/ Special Collections**

- The concept for the Route 9 Library is a local Black history collection

assessment study of the County library system. In order to determine what services should be offered, the authors of the study visited and toured area libraries and met with Wilmington and county officials, as well as a significant number of residents of the neighborhoods along the Route 9 corridor to gain insight into the kind of library service that would be most relevant. A community meeting to discuss the future of library service in the area was held in May of 2012 in conjunction with the grand-opening/ribbon-cutting ceremony of the computer lab facility at the Garfield Park Lending Library. More than 30 people including library users, library friends group members, civic association presidents, and other community leaders participated in a lively discussion of library needs in the area.

The concept that directly resulted from the meeting was the “opportunity center” concept which was referred to as “Library Plus!” First, participants want a library that is a center of community life not just for the Garfield Park neighborhood, but for all of the neighborhoods that make up the larger Routes 9 and 13 Corridor area. Creating a gathering place in the community that is shared and that encourages people to interact is essential to the success of the library project. The library will be for all ages and place a high priority on services that are relevant to the lives of area residents, including career and workforce development, financial literacy, and business development/support.

## Stakeholder Agreement & Collaboration

Another opportunity is presented by the fact that the County, local political leaders, civic associations, and local community service agencies and institutions agree about the potential benefits of the County’s investment in the Library and Innovation Campus. They are also aligned in supporting the creation of the Downtown Development District and seeing it as an opportunity to further enhance the physical, economic, and social quality-of-life of the Route 9 neighborhoods. Several stakeholder meetings took place in October 2014 to discuss challenges and opportunities within the proposed district and beyond.



*A stakeholder meeting in the conference room of Rose Hill Community Center.*

This is only the beginning of the stakeholder collaboration process, which would continue to formalize and strengthen in the coming years.

## Consistency with Existing Plans

### Comprehensive Plan

The Comprehensive Plan for New Castle County was adopted in 2012 for a 10 year timeframe. The Route 9 District plan supports a number of objectives set forth in the Comprehensive Plan. The housing section of the plan identifies several goals including creating a diverse market of livable housing options, expanding housing types so existing residents can live in the county, and increasing homeownership opportunities.

It recommends growth by way of promoting traditional neighborhood development, resuscitating vacant homes and building compact development with more density.

The Comprehensive Plan identifies the growth in vacant homes as a significant issue, with more than 4,000 vacant housing units in 2010 compared with 2000, which has increased the vacancy rate to almost 7%. Addressing vacancy through infill rehabilitation and development is one of the implementation goals of this plan.

The Comprehensive Plan identifies rental housing affordability as an additional challenge. More than 50% of renters in the County pay at least 30% of their gross income towards housing costs. In particular, the Comprehensive Plan identifies targeted groups to address affordability including seniors, persons with disabilities, those at risk of foreclosure, and those earning less than 50% of the area median income.

Finally, for both the State of Delaware and New Castle County, the population of residents over 50 years of age is expected to grow by 70,000 residents throughout the State over the next 10 years. The Route 9 corridor reflects this aging process more acutely because of the many decades that have passed since the neighborhoods were built and in anticipated service needs.

The County Comprehensive Plan's economic development goals are supported by this District Plan. Mutual goals include promoting redevelopment of underutilized properties where existing structures are not developed to the maximum allowed in the code. Several opportunity sites have modest structures on them and large, underutilized parking areas. A second goal of the plan includes development of high-tech businesses. The innovation zone will be marketed to secure tenants to support this goal and the follow on development at the library site is targeted towards a high technology user in one of a number of fields.

## Consolidated 5-Year Plan

The New Castle County HUD Consolidated 5-Year Plan was approved for a period from July 1, 2010 to June 30, 2015. Priority goals include expanding the supply of affordable homeownership, increasing homeownership opportunities and Housing rehabilitation for low- to moderate-income families. Additionally, the County committed to strengthen communities through supporting quality public services and social services for low and moderate income persons especially children, youth and the elderly. The District Plan's ongoing acquisition and rehabilitation strategy for homeownership supports these goals, as does the ongoing commitment to home repair programs. The broader community services and commitment to elderly housing are also specifically identified in the District Plan.

## Strategies for State Policies and Spending

This document coordinates land-use decisionmaking with the provision of infrastructure and services in ways that makes the best use of the State's natural and fiscal resources. The proposed Route 9 Innovation District is located within Investment Level 1 Area, where state investments and policies should support and encourage a wide range of uses and densities, promote other transportation options, foster efficient use of existing public and private investments, and enhance community identity and integrity. In these areas, the State intends to use its spending and management tools to maintain and enhance community character, to promote well-designed and efficient new growth, and to facilitate redevelopment.

## 5. ENVISIONING THE ROUTE 9 INNOVATION DISTRICT

### The Vision: Shaping a Neighborhood Center

The previous sections describe the history, needs, and opportunities of this area. The realization of the New Castle County Library and Innovation Campus will attract people from local neighborhoods and the region to Route 9 and be the initial catalyst that changes the dynamics of the area. How might New Castle County and its stakeholder partners leverage this major investment and the prospect of district designation to maximize potential economic and social returns?

The keystone of the vision is the concept of transitioning the proposed district into a center of commercial, civic, and social life for the Route 9 neighborhoods. This District Plan outlines a long-term process to guide the physical and economic transformation of this area. While the main catalyst will be the completion of the Library and Innovation Campus, the County and local stakeholders can start planning, forging partnerships, and building momentum to set the stage for change.

Throughout the country, suburban communities facing similar challenges have been working to revitalize commercial corridors so that they are more successful economically, more walkable and safe for pedestrians, have an improved sense of place, and that are better overall “representatives” of or gateways to their communities. Route 9 in this part of New Castle County shares similar characteristics as its counterparts nationwide: “strip” single-use commercial development along highway frontage, vacancies, unsafe conditions for pedestrians, lack of community-serving retail and commercial businesses. The County can learn about and borrow design principles from many successful examples of commercial corridor redevelopment, some of which are embodied in the concepts presented in this District Plan.

The following sections describe the vision and its interrelated parts. Accompanying these descriptions is a sketch concept plan demonstrating a possible layout of the sites and streets and the orientation of new buildings and parking.

#### 1. Improve Neighborhood Services through Commercial Redevelopment

The first area of opportunity involves redeveloping the parcels on the east side of Route 9 between Hillview Road and Lambson Lane. There are several auto-oriented businesses on these parcels within simple buildings that have not undergone significant capital investment in many years. Each property presents a sea of asphalt parking with little differentiation. New mixed-use development, with retail ground floor and second-story commercial/office space (perhaps small business incubator and/or non-profit service space) can occupy the frontage with parking areas located behind buildings. Rather than simply continue the trend of strip frontage development, the building pattern could extend into the parcels as opposed to solely along the highway, fronting a proposed “Rose Hill Avenue,” with on-street parking, street lights and street trees, which would have a walkable downtown feel.

#### 2. Create Senior Housing to Foster “Aging in Place”

The demographics of the Route 9 neighborhoods and the region could support the development of senior housing in this area. The site of the existing nursery, which is currently listed for sale, could accommodate



*Concept Plan representing the vision for the Downtown Development District*

a 40-60 unit apartment building for seniors and possibly healthcare space. This project would provide affordable housing options, while allowing seniors to remain in the area and furthering the multi-generational nature of the Route 9 neighborhoods.

### 3. Anchor the Neighborhood Center

The vision of a neighborhood center extends beyond the projects just described. A broader, community-driven approach generating a partnership with the Rose Hill Community Center could accomplish a number of goals and would further embody the vision of a neighborhood downtown. “Rose Hill Avenue” links to a town open space, or commons, surrounded by mixed-use development, including upper-story residences. People can park once and access multiple commercial establishments. They can pass time at the town green and enjoy a walk or mingle with their neighbors. Anchoring the town green could be an improved, state-of-the-art Rose Hill Community Center, a two- to three- story structure that includes a full-sized gym, which is an important aspiration for the Rose Hill Community Center and its users. The spaces around the town green could house a Head Start program and child care, which are currently located within the existing Rose Hill Community Center. A police mini-station on site would help improve the feeling of security within the area. Upper-floor residential space can add more people and animate

the area and support the shops. Residential spaces can provide options for people living in the area who are looking for a different type of dwelling unit. Ground floor retail could include a sit-down restaurant or other service-oriented uses that could attract people to congregate around the town green.



*A suburban corridor redevelopment project in Plainsboro, NJ, anchored by a library, provides a precedent for the types of changes recommended in the proposed Downtown Development District in New Castle County.*

This neighborhood center could connect to the Library and Innovation Campus to create an integrated and expanded center. The next step for the community would be to consider the overall goals and how this type of vision might be implemented over a period of years. Potential outcomes such as new or upgraded community facilities would enable Rose Hill Community Center to keep serving the community for another 30 years and would create a beautiful and enduring durable public space that helps anchor the neighborhood center.

## Design Strategies & Public Realm Investments

### 1. Shape the Strip into a Center

The vision presented in this District Plan represents a strategic departure from “business as usual” in this suburban corridor in New Castle County. The cycle of strip corridor development and the continual pattern of occupation, vacancy, and reoccupation of buildings is a no-gain scenario for the County and Route 9 area residents. Operating within this paradigm, the New Castle County Library and Innovation Campus might still have positive impacts on the local economy and social life, but its maximum potential for positive benefits, or “returns,” would not be realized. The Concept Plan embodies community design principles that aim to foster a sense of place and introduce a pedestrian scale into an environment designed for cars and trucks. Through this approach the County can maximize the potential physical, economic, and social returns of new investment within the Route 9 Innovation District.

### 2. Create Safe Connections & Tame the Roadway

Improving the safety of pedestrians, motorists, and cyclists is integral to the full realization of this vision. The neighborhoods straddle both sides of Route 9 and the vision, fully-realized, will draw people locally and from throughout the region. The intersections along Route 9, especially at Hillview Avenue, must be redesigned to accommodate the needs of pedestrians while, at the same time, improving safety and visibility for motorists as well. If traffic lights and other equipment are going to be replaced, the style

of the new equipment (i.e., colors, forms, shapes) should be a factor setting specifications. The County would partner with WILMAPCO and DelDOT to plan, fund, and implement these types of improvements.

To complement the intersection improvements, redesigning the existing concrete median into a landscaped median would tame the roadway and create a more pleasant overall ambience that better matches the physical characteristics of the neighborhoods. A landscaped median would make Route 9 appear to be an intrinsic part of this area as opposed to a divider; it might also reduce speeding. The median can incorporate refuge islands to aid pedestrians as they cross the roadway.



### 3. Creating a Sense of Identity through Branding and Public Art Treatment

Collectively, the Route 9 neighborhoods represent a historic and soon-to-be innovative and entrepreneurial place. While, technically, it is an unincorporated area without a formal name, this section of New Castle County has an identity of its own that should be celebrated. The County could partner with local arts organizations to sponsor the design of a work of public art that would be prominently displayed within the proposed district. Another public art piece could serve as a gateway, signalling to motorists that they are entering a special place.

The design of streetscape elements could echo the “innovation” theme of the district. Or, at the least, benches, banners, and trash receptacles can be branded with words and images that represent the Route 9 Innovation District.

## Residential Development Opportunities

The Downtown Development District (DDD) designation is not designed to directly assist existing homeowners. Rather, it provides incentives and subsidies to promote development and redevelopment. The County recognizes this and is identifying and coordinating its resources to focus on and leverage the DDD benefits. Housing programs run by the County include a focus of Federal and non-federal funds to address community needs. While maintaining the existing built out character of the neighborhood, the County sees the opportunity directly or through funding nonprofit developers to use DDD grants to extend their resources to complete additional units through acquisition and development. The County used this same creativity in investing their NSP funds through the Delaware State Housing Authority (DSHA) and producing the greatest number of units under the State’s program.

The County has proven that it can effectively implement housing programs and is capable of looking beyond its entitlement funds. Some of the neighborhoods do not qualify for NSP funds or for HOME/CDBG subsidy funds to make these projects feasible, so the County will seek out additional flexible funds to support neighborhoods that might be ineligible for these other sources of funding.

While the residential interventions will, for the most part, support the goals of maintaining high levels of

homeownership, some of the larger development opportunities available in the residential realm include mixed-income rental, senior housing, and small scale multi-unit homeownership.

### 1. Mixed-Use Residential

To support the goals of downtown development and density, future development would be encouraged to include mixed-use residential. Projects may include other uses on ground floors including retail stores, or facilities such as a senior center or daycare.

### 2. Senior Housing

The age of residents and age of structures in the area suggest adequate demand for senior housing. The County has been investing resources in providing basic systems repairs to maintain seniors in their homes and permit aging in place. That many of the houses are only one story make it easier for residents to stay in their homes longer. However, at some point, apartment living might become more feasible for aging seniors. A senior housing project envisioned with on site senior center or health services can be even more attractive to house and serve area seniors

### 3. Redevelopment

There is at least one location, in Rosegate, where the County has focused on a failed eight-unit development (see picture at right). The County will seek to find ways through Code enforcement, tax sale, or other mechanisms to force the development of the units which are partially built. The County may utilize certain subsidy funds to encourage the sale to a redeveloper who will finish the project.



## Commercial Development Opportunities

### 1. Opportunity Sites

While Route 9 represents the existing “center” and commercial core for these communities, the existing commerce does not serve the more than 8,000 residents of the local neighborhoods. Basic needs like buying simple grocery items requires a bus ride or driving to the nearest market. The same is true for basic personal and consumer services. The vision of a “downtown district” for this area must include ways to better provide for the day-to-day needs of residents.

There are sites within the proposed district suitable for building both small- to medium-sized developments and to improve low-intensity uses. Currently the physical spaces available along the corridor are too large to serve these types of uses. Creating new retail opportunities would enable small businesses or entrepreneurs to occupy these spaces.

There are certain opportunity sites along Route 9 that are large enough to accommodate medium-scale development. These sites are already vacant or contain a large amount of surface parking.

## 2. Small Business Support

While the benefits of the Downtown Development District focus on new development, the County recognizes that small business activity will be a key to the success of the Route 9 Innovation District and to fill new retail spaces along Route 9. This plan recommends utilizing the Library and Innovation Campus as an organizing tool to encourage local entrepreneurs to emerge through classes, shared space, and potential financing for those businesses that need access to capital. Small business supports are expected to be organized as follows:

### *Technical Assistance/Getting Started*

This area of economic supports includes entrepreneurship classes, mentoring, one-on-one advice, business plan preparation assistance, and advice on small business loan programs. A number of community programs already exist encouraging youth entrepreneurship and providing opportunity in specific types of businesses such as multimedia. The library space will act as host setting for multiple providers to provide services to encourage and stimulate entrepreneurial businesses. In addition, following the Innovation District model, encouraging networks through events that bring together all of the players in the district can stimulate further activity.

### *Physical Spaces to Nurture Entrepreneurs*

The development of the district will work to address entrepreneur needs in a few ways. The Library will include co-working space, which will include shared services, available for lease to home-based businesses, or individuals who need a space to work but do not need an entire office. This asset will bring businesses that want to be based in the Downtown Development District.

A successful entrepreneurship program and co-working space, will naturally spin off businesses. As part of the long term development of this district, they will need to create available space for these businesses to remain in the district. This could be in new commercial space that could be built along Route 9, in a portion of the space in future development on the library site, or even as a repurposing of the distribution warehouses that face the new library site. Depending on the users, these sites may be small retail or office in the 1000 to 2000 sq. ft. range or could be larger for technological or innovation inspired concepts.

## Capital Support Strategies

The third key is available capital to support, nurture, and grow businesses. In recent years, available capital-raising options have grown substantially with greater availability of venture capital, crowdfunding for businesses, new ideas and even real estate ventures. Many of the likely start ups will need traditional borrowing, including micro loans or small business borrowing. The County has identified a partner, First State Community Loan Fund, with long experience in this small business lending specialty. The County will work with prospective businesses and entrepreneurs along this corridor as the Library and development takes place. This will expand a past relationship with the County working with small businesses along Route 9 and 13.

For larger businesses, the County is examining several options that will match and leverage the DDD designation. These include capital investment or soft debt to close project financing gaps, procurement

bonuses, or an Enterprise Designation that will come with additional local benefits and considerations. These proposals are under consideration at the County Council level and certain incentives are expected to be put in place over the next 12-18 months. The County expects to add capacity to its business attraction and expansion team to engage businesses or institutions to consider expanding or locating in the Route 9 corridor.

## Community Security Initiatives

The future vision for the area also includes a more safe and secure community where people behave respectably and lawfully. To achieve this will require providing leadership and coordinating the work of several different agencies and civic organizations. The overall strategy will involve targeting crime hotspots through evidenced-based approaches.

The New Castle County Police Department, the State Police, County Code Enforcement, and the civic associations will work together to tackle issues in the residential and commercial sections of the district. By embracing this approach, the area will be eligible to apply for Federal funds such as the Byrne Criminal Justice Grant, which can help support these efforts

## Vacancy and Blight

With the increase of foreclosures in this area, many houses are staying vacant as they are either held by banks or are bought by speculators. The County has aggressively sought to eliminate vacancies to purchase and rehabilitate houses. The County can consider implementing various rules to make it more expensive to keep houses vacant. The County can consider several models: a more aggressive demolition approach for blighted properties; new legislation to make it more expensive to keep vacant properties including more aggressive fines, and “windows and doors” legislation that would require property owners to maintain operable windows and doors in their properties. This not only requires the attention of owners, but it also sustains the value of adjacent properties. The County can consider additional tool, such as interventions outlined in the July 2014 report *From Blight to Bright: A Comprehensive Toolkit for Pennsylvania* produced by The Housing Alliance of Pennsylvania ([www.nxtbook.com/nxtbooks/swell/fromblighttobright/](http://www.nxtbook.com/nxtbooks/swell/fromblighttobright/)).

## Crime and Illicit Activity

Recent data indicates that the most significant crime in this area are property crimes: burglary, theft, and other criminal mischief. While there were a significant number of drug investigations in 2013-14, there number of serious assaults decreased compared with the previous year. The County already funds, through HUD, police overtime to provide extra patrols in these neighborhoods.

The County’s police jurisdiction does not include the State Route 9, which presents an administrative challenge to meeting the district’s goals. The issues on Route 9 include reports of prostitution and easy access for motorists who may drive off-drive on to the highways. Additional intervention by the State Police coordinated with the County Police can make this corridor less hospitable for the negative activities on the corridor.

## Highway Motels

Three motels are located near the I-295 interchange at the southern end of the proposed district boundary. The owners of these motels own relatively large properties within the district and could be eligible for grants and other incentives for renovations, expansions, or redevelopment. While these motels certainly draw legitimate business, illicit activity can occur given the nature of the business and proximity to interstate traffic. The County has options to intervene to address illegal and unsavory activity in the motels and can look for models to address such activity. Chula Vista, CA, located near San Diego, tried various interventions to deal with illicit activity in motels. The most effective intervention involved the City requiring an annual permit to operate a motel that requires specific operational and design features such as: requirements that rooms be maintained in a sanitary condition; owners having no outstanding code violations; payment of hotel taxes and debts; and motels maintaining a low number of “citizens calls for service.” Fines were levied for non-compliance and willing motel owners were allowed to determine appropriate interventions to maintain their business. Chula Vista reports a 70% reduction in crime at motels and a 49% drop in calls to police (for more details visit [https://austintexas.gov/sites/default/files/files/Code\\_Compliance/outreach/UT\\_Report.pdf](https://austintexas.gov/sites/default/files/files/Code_Compliance/outreach/UT_Report.pdf)). The number of motel rooms that did not meet basic safety standards declined from 378 to 0.

The first step for the County, before engaging in this type of intervention, is to meet with motel owners and/or managers to develop a working relationship and to characterize and quantify the issues.

## Implementing the Plan

### 1. Organizational Actions

#### *Program Lead*

The New Castle County Department of Community Services will house and convene the organizational infrastructure for the downtown development district (DDD) activities and will manage reporting to the State.

#### *Other Partners*

Local groups that are within or adjacent to the DDD and innovation zone will be invited to a steering committee to advise the County and provide communication to their neighborhood. Rose Hill Community Center and local business leadership will also need to be involved.

#### *Short-Term Actions*

- Establish a steering committee to advise and collaborate on implementation of the DDD.
- The County will seek additional funds to support staffing of implementation and ongoing engagement of the communities.
- Begin a follow-up planning process to assess feasibility and develop principles and goals of the Neighborhood Center project.

#### *Medium Term Actions*

- The County will institutionalize the activities of this group over time, eventually creating a local business improvement district (BID) or other organization that will carry out the District goals.

### 2. Housing

#### *Program Lead*

The County Department of Community Services will lead the residential implementation programs. The County is the primary funder of the home repair, home rehabilitation, and other community development initiatives.

#### *Other Partners*

Interfaith Housing Development has been active in Dunleith and will continue to seek to redevelop properties for sale there as well as other neighborhoods in the district. Habitat for Humanity will be engaged to continue their “Brush with Kindness” home repair work in these communities; Private development partners will be sought for senior housing, mixed use development, or other larger projects

#### *Short-Term Actions*

- Interfaith will continue their work in Dunleith on home acquisition and rehabilitation.
- The County Division of Community Development and Housing will continue its work in Simonds Gardens on home rehabilitation.

- The County will continue to seek to secure site control of Rosegate Townhouse project (8 unit new construction homeownership) and develop as for sale housing
- Fundraise to eliminate home repair grant and loan program waiting list in DDD communities

#### *Medium Term*

- The County will identify potential developers to work with on a senior housing project in this plan site.
- Finally, for a larger mixed income mixed use project, they will need to engage redevelopers who may partner in refining a development plan and leading the development

### **3. Economic Development**

#### *Program Lead*

The County's Economic Development Department will lead the commercial development implementation. This department manages the economic development resources and promotes economic development throughout the County.

#### *Other Partners*

The Department of Community Services will manage the library site and will have responsibility for the innovation district. First State Community Loan Fund will work with entrepreneurs and work on the corridor; Private development partners will be sought for larger scale redevelopment.

The County Economic Development Department is building out its resources to expand financing options for:

#### *Short-Term Actions*

- Establish economic development incentives
- Submit Promise Zone application for Federal incentives including the Route 9 corridor
- Complete development of Library
- Complete business survey and engage non-residential property owners including churches, business owners and property owners
- Establish place-based business/entrepreneurial plan competition to attract entrepreneurs to the area.

#### *Medium Term*

- Identify lead tenants for follow on development on the library site
- Target redevelopment for Opportunity Sites

### **4. Health & Wellness**

#### *Program Lead*

Nemours Health and Prevention Services will work with the County Department of Community Services

to focus on health and wellness issues in the community.

### *Other Partners*

The Department of Community Services will participate in these programs and expand farmers market access; the Food Trust will focus on food access; Delaware Coalition for Healthy Eating & Active Living (DE HEAL) will participate in the Partnership to Improve Community Health (PICH).

### *Short-Term Actions*

- Improve access to healthy food on interim basis at expanded farmers markets.
- Complete Walkability study for Route 9 to inform pedestrian access recommendations.
- Work with the County to establish green space plan in the community.

### *Medium-Term Actions*

- Identify larger scale opportunity to provide a permanent location for fresh food retailer in the community.
- Attract health clinic or other community-based health service to the projected new developments

## **5. Code Enforcement and Public Safety**

### *Program Lead*

The Code Enforcement division of the County's Land Use Department and the New Castle County Police Department will lead the efforts to address public nuisances and perception of crime.

### *Other Partners*

Community groups can engage in partnership with New Castle County as eyes and ears on the ground; State Police has jurisdiction over Route 9 will be engaged.

### *Short-Term Actions*

- Create a community, police task force to engage all parties and identify crime hot spot and persistent nuisance areas or properties
- Consider code changes to address nuisance uses at motels (consider model of Chula Vista, CA)
- Increase intensity of enforcement of problem landlords to make non-compliance more costly.

### *Medium-Term Actions*

- Provide a police mini-station within the district.

## **6. Land Use, Public Realm & Roadway**

### *Program Lead*

The County's Land Use Department will lead the efforts to secure funding and make physical improvements to Route 9 to make it more pedestrian-friendly and provide access to proposed new development.

### *Other Partners*

Community groups, WILMAPCO, DelDOT

### *Short-Term Actions*

- Determine needs for rezoning; consider adopting District Plan as amendment to the County Comprehensive Plan.
- Prioritize investment for improvements on Route 9.
- Secure small scale transportation funds from State Representatives and Senators to make modest improvements on Route 9.

### *Medium Term*

- The Department of Community Services (DCS) will secure funding for public art at gateway and at library site to brand and attract attention to the Route 9 Innovation District.
- DCS will secure funding for repaving, installation of medians and sidewalks.

## **Downtown Development District Implementation & Support Partners**

The following organizations and officials have committed to support New Castle County's aspirations to have a State-designated Downtown Development District in the Route 9 area.

- Rosegate Civic Association
- Simonds Gardens Blueprint Team
- Dunleith Civic Association
- County Council Member Jea Street
- State Representative J.J. Johnson
- Canaan Baptist Church
- First State Community Loan Fund
- Habitat for Humanity of NCC
- Interfaith Housing
- Colonial School District
- County Council President Bullock
- Nemours
- Library Advisory Board
- Rose Hill Community Center
- Police Athletic League (PAL)

## District Incentives

### Existing Incentives

CATEGORY	DISTRICT COMMITMENTS	INITIATED	OUTCOMES
<b>Dunleith Redevelopment</b>	Interfaith Housing will invest in the redevelopment of 5-15 houses over the next 5 years in DDD communities	2005	Interfaith Housing will continue its commitment to Dunleith by acquiring properties for renovation and resale. County federal housing funds will be used to fund the program. Interfaith will also look to expand to other DDD communities
<b>Real Estate Tax Abatement</b>	Projects throughout the County receive a three year tax abatement on improvements over \$50,000	2012	This matching incentive is currently available and applicable only to New Castle County. Based on the most recent Land Use Department activity, the estimate for tax abatement could amount to savings of over \$1.8 million to businesses.
<b>Home Buyer Programs</b>	To enable low and moderate income households to purchase their first homes by providing loans to aid in covering the cost of down payment and settlement assistance.	1990	Approximately 10% of the homebuyer loans completed annually in New Castle are in DDD communities.
<b>Home Repair Programs</b>	Federally funded home repair grant and loan programs to enable qualified homeowners to make repairs and improvements which are necessary to free their homes of health and safety hazards.	1980	Approximately 15% of the home repair loans/grants completed annually in New Castle are in DDD communities.
<b>Police Overtime</b>	County CDBG funds are allocated to the County Police for overtime to provide extra patrols in 13 neighborhoods including the DDD area	2007	In the last Grant funded year, Crime reduced by 2.6% overall with specific reductions in dispatched calls by 7.2%.
<b>Zoning Incentives</b>	The County land use code offers density bonuses for age-restricted housing, infill and mixed-use development, and/or workforce development housing	2008	These benefits encourage denser development in the DDD based on the specific types of redevelopment proposed.

### Incentives Modified for the Downtown Development District

CATEGORY	DISTRICT COMMITMENTS	MODIFICATION	OUTCOMES
<b>Federal Subsidy Funds from the County (HOME and Community Development Block Grant Program)</b>	County will implement a special point scoring for distribution to projects in the DDD	FY2016 Federal Housing Fund grant application will be modified to include a question on whether the project is in a DDD area.	The County estimates that this will bring \$500,000 of funds per year directed to DDD projects.
<b>Neighborhood Stabilization Program</b>	Neighborhood Stabilization Program funds	The County will allocate 80% of its revolving NSP1 and NSP3 funds to the DDD neighborhoods.	The County estimates that this will impact 15-20 properties over the next three years, and leverage \$200,000 in DDD grant funds.
<b>Homeowner Repair Program</b>	Homeowner Repair Loan/ Grant Programs	The County will seek grant opportunities to address repair needs of all current waiting list home repair candidates in DDD communities	The County has 67 candidates on the waiting list in DDD communities which help stabilize the communities with additional investment.

### New Incentives

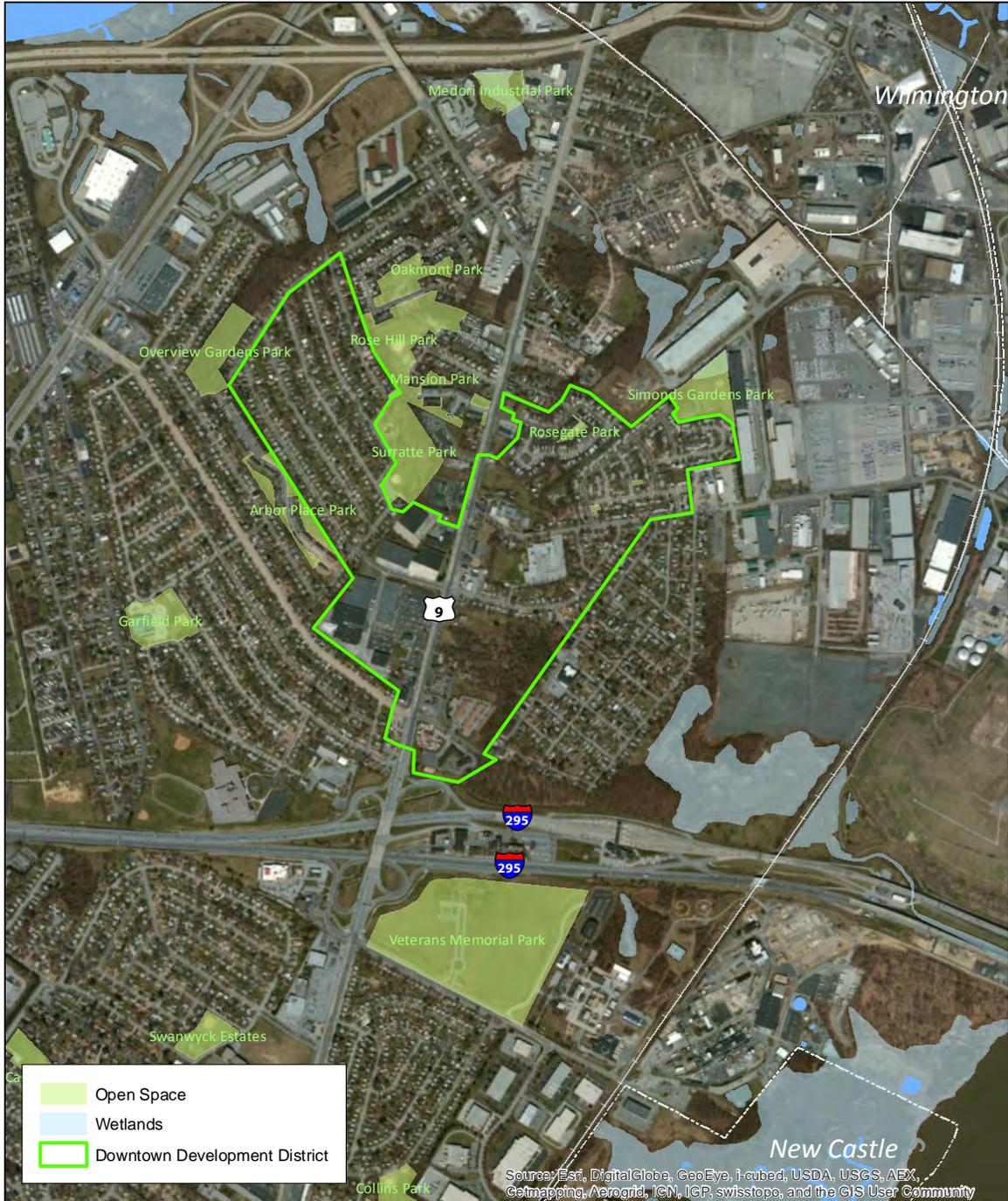
CATEGORY	DISTRICT COMMITMENTS	DATE TO BE ENACTED	OUTCOMES
<b>IDEA (Innovation District Empowerment Area) Homebuyer Program</b>	\$200,000 projected in FY' 16 budget to support new homebuyer assistance program	Included in Fiscal Year 2016 operating budget. Effective 7/01/2015	Support housing rehabilitation development and spur homeownership in the district
<b>First Time Homebuyers Program</b>	\$180,000 in non-federal revolving funding to support homebuyer assistance program	11/28/2014	Enhanced marketing and incentives will be offered in the DDD communities to promote First Time Homebuyers Program in DDD communities .
<b>Administrative Commitment</b>	The County has committed to staff the implementation of all facets of the DDD plan	11/1/2014	The Housing Department will staff and coordinate DDD activities and create a community steering committee; The Land Use and Police department will lead the Community safety working group; Community services will lead the Health and Wellness interventions;

CATEGORY	DISTRICT COMMITMENTS	DATE TO BE ENACTED	OUTCOMES
<b>Technical Assistance</b>	Technical Assistance will be provided for all housing projects in DDD area.	11/1/2014	Ongoing technical assistance will be provided by the Department of Community Services Division of Community Development and Housing staff on all aspects of the housing development process.
<b>Habitat for Humanity - housing development</b>	Pledges to continue work in Simonds Gardens, and will begin In partnership with New Castle County and community stakeholders, to seek funding opportunities to rehabilitate and preserve homes through programs that will be identified based on community need	7/1/2015	Habitat for Humanity will complete 10-20 properties in the district.
<b>Community Action Grant</b>	\$4,000 committed from Neighborworks for Interfaith to work on a community-driven project	Grant awarded 10/01/2014	Funds support community engagement and a small project TBD.
<b>Partnership to Improve Community Health</b>	The Center for Disease Control committed \$1.8 million over three years to coordinate healthy living activities and improve food access in communities including this area	10/1/2014	The activities will implement community-driven strategies to reduce or eliminate barriers to healthier lifestyles including promotion of recreation in land use plans, revitalizing public spaces to improve safety, implement a corner store initiative.
<b>USDA Farmers Market Promotion Program</b>	USDA awarded \$99,750 for implementing a farmers market at Garfield Park Community Recreation Center serving the DDD district	Grant awarded 9/30/2014	Opening a farmers market will provide an additional asset to this community; EBT access provides accessibility for low-income families to purchase fresh foods.
<b>Route 9 Physical Planning Study Committed</b>	The County Land Use Department and WILMAPCO have committed to undertake a detailed study of this area of Route 9	Transportation Planner to be hired; study to be conducted 2015	The planning study will specify improvements for sidewalks, pedestrian crossings, greening, and upgrades for accessibility. This is the first step toward securing funds from Delaware's transportation funds.
<b>Building Permit Fees</b>	Building permit fees will be discounted 50% for applications involving more than \$250,000 in construction costs in the DDD.	Effective upon DDD designation	This fee reduction would be a match for large scale projects in DDD estimated at \$1,500-\$2,500 per project.

CATEGORY	DISTRICT COMMITMENTS	DATE TO BE ENACTED	OUTCOMES
<b>Zoning Approvals</b>	Land Use Department has committed to work with developers to provide waivers in DDD area for developments that meet the goals of the plan.	Effective upon DDD designation	Flexibility in zoning variances will enhance the ability to make projects workable.
<b>Expedited Review</b>	DDD projects of over \$250,000 would receive an expedited review.	Effective upon DDD designation	This would provide an incentive to developers to move projects forward quickly
<b>Creative Placemaking</b>	The County Library & Innovation Campus will receive a creative placemaking grant to design and install public art adjacent to Route 9 at the Library site.	After DDD designation	Community-driven process to develop design criteria and select local/regional artist.
<b>Retail Assistance Program</b>	The County will fund First State Community Loan Fund to develop a Retail Assistance Program for DDD area.	After DDD designation	Small business support.
<b>Small Business Financing</b>	First State Community Loan Fund is a committed partner to provide business loans from \$5,000-\$250,000	Upon implementation of Route 9 Retail Assistance Plan for DDD area	Businesses will be eligible for financing which can support small business micro loans, as well as follow on financing to assist a business grow. Start up businesses and restaurant businesses are eligible for financing.
<b>Business Technical Assistance</b>	First State Community Loan Fund will provide technical assistance to prospective businesses on the corridor.	Upon implementation of Route 9 Retail Assistance Plan for DDD area	FSCLF will assist in identifying and assisting small businesses to secure financing and open or expand their business on the Route 9 corridor.
<b>Affordable Housing and Community Development Funds</b>	First State Community Loan Fund will provide financing up to \$500,000 for Community facilities and affordable housing developers	Upon implementation of Route 9 Retail Assistance Plan for DDD area	FSCLF will partner to provide financing for non-profit projects or infill affordable housing in the DDD. Financing can include a bridge of the DDD funds.
<b>Business Plan Competition</b>	The County will sponsor a place-based business plan competition to attract businesses to the Innovation zone	After DDD designation	The County will provide 12 months free rent in its Co-working space at the library to the winner and will provide Technical assistance and a cash award
<b>Empowerment Zone Designation</b>	The County will create an Empowerment Zone Program and DDD area will be one of the first overlays.	The County Economic Development Plan was published in October 2014	Businesses in the Empowerment Zone would be eligible for special benefits and point scoring and may be eligible for additional funding.

CATEGORY	DISTRICT COMMITMENTS	DATE TO BE ENACTED	OUTCOMES
<b>New Castle County Procurement - Buy Here Program</b>	The County will work to implement an incentive for businesses located in the DDD to receive special consideration in New Castle County procurements and Request for Proposals.	The County Economic Development Plan published October 14, 2014	Businesses in DDD would be eligible to secure New Castle County contracts providing incentives to locate in the DDD.
<b>Economic Development Fund</b>	The County will seek to establish a fund to incentivize business attraction	The County Economic Development Plan published October 14, 2014	The DDD area would be one of the target areas for economic development resources, both low-interest loans and grants

# APPENDIX

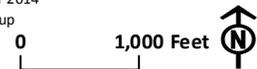


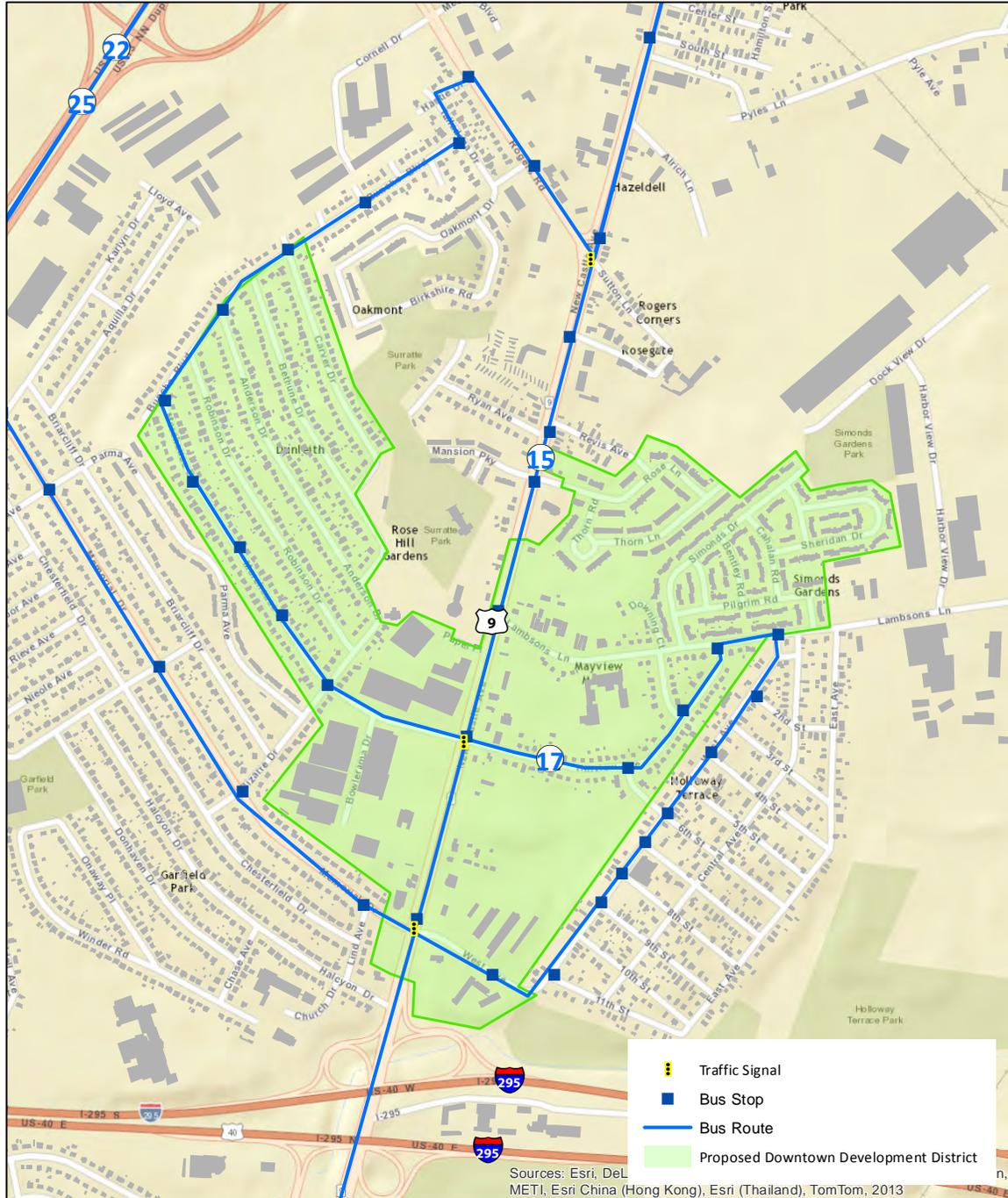
	Open Space
	Wetlands
	Downtown Development District

## OPEN SPACES, WATER FEATURES & WETLANDS

Proposed Downtown Development District  
Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
Date Created: September 2014  
Created by: The RBA Group



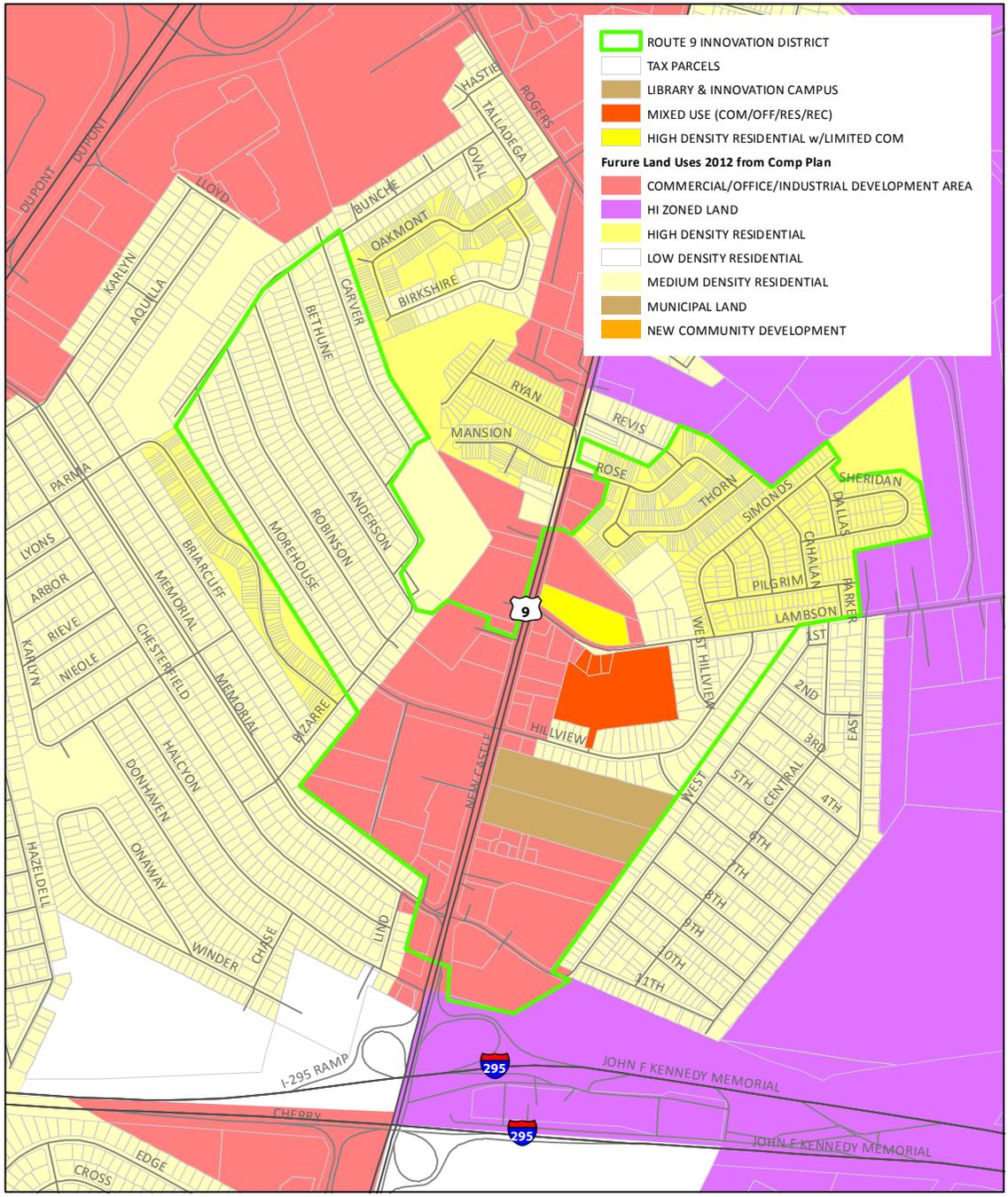


**PUBLIC TRANSPORTATION**

Proposed Downtown Development District  
 Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange, DART  
 Date Created: October 2014  
 Created by: The RBA Group





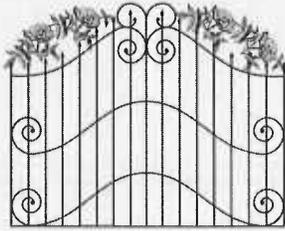
**FUTURE LAND USE**

Route 9 Innovation District  
 Unincorporated Area of New Castle County, DE

Data Sources: New Castle County, DE, DE Geospatial Data Exchange  
 Date Created: October 2014  
 Created by: The RBA Group







# ROSEGATE CIVIC ASSOCIATION

30 Thorn Court ~ New Castle, DE 19720

October 27, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

RE: Route 9 Downtown Development District

Dear Governor Markell:

The Rosegate community was established in the 1960s and served as a model of homeowner success for the State of Delaware. At that time, neighbors enjoyed safely walking to local schools and stores, housing stability and a safe community. I do not think that any of the original homeowners could have predicted the drastic negative downturn this community has experienced over the years.

While the downward spiral has occurred and impacted the lives of the people here, we feel there is a need to seriously look for ways to help us redevelop and stabilize our neighborhood. The old adage is that without vision the people perish. Well, I write to you today to express that there is a vision to create a Downtown Development District along the Route 9 Corridor. We cannot accomplish this vision alone. We are calling upon the State and County government, the business owners and neighborhood activists to support us on this mission to take back our community.

Thank you for your time and attention to this matter. I invite you on a personalized tour of this area at your earliest convenience.

Sincerely,

Ronald Laws  
President

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Department of Community Services



October 22, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

**Re: Support of the Route 9 corridor as a Downtown Development District (DDD)**

Dear Governor Markell:

I am writing to express the Simonds Gardens Blueprint Community Team's strong support for New Castle County's application for a Downtown Development District for the Route 9 Corridor in New Castle.

Simonds Gardens was built in the late 1940's. The area was an ideal location for post-war construction, located near a major port and close to the newly constructed Delaware Memorial Bridge. Houses were marketed to returning African-American soldiers as "garden style" homes in a small community with front and back yards, which fit the needs of a young family. Since that time, as it has occurred in many neighborhoods in our community, Simonds Gardens has experienced significant community development challenges including mounting home foreclosures, vacant properties, increased crime, low incomes and economic distress.

Through these challenges, we remain a strong community focused on improving our neighborhood. In 2008, the Simonds Garden Blueprint Community Team was created through a partnership between the University of Delaware Center for Community Research and Services and the Federal Home Loan Bank of Pittsburgh. The Blueprint Community Team, including residents, representatives from area businesses, churches and government, worked on a Community Revitalization Plan which offered a comprehensive approach to improving upon the greatness and livability of the route 9 corridor. The Plan did not sit on a shelf and was fully implemented, resulting in increased youth programs at Rose Hill Community Center and housing projects with Habitat for Humanity of New Castle County.

New Castle County's Downtown Development District (DDD) application for Route 9 now creates an opportunity for more transformative change in our community. The designation as a Downtown Development District will enhance planning and targeted investment, using the new Route 9 Library as the anchor for a 12-acre innovation zone of commercial and educational activity. The residents of Simonds Gardens will work in partnership with the State, County and our neighboring communities to implement this exciting plan.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Javier Paolo Boudin".

Simonds Gardens Blueprint Community Team

cc: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Department of Community Services



## Dunleith Civic Association

466 Bethune Drive  
Wilmington, DE 19801  
Phone: (302) 275-0829  
E-Mail: Sandra.Smithers@comcast.net

October 10, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

**Re: Support of the Route 9 corridor as a Downtown Development District (DDD)**

Dear Governor Markell:

As President of the Dunleith Civic Association, I am writing to express my community's strongest support for New Castle County's application to establish a Downtown Development District along the Route 9 Corridor in New Castle.

The community of Dunleith was built in the early 1950's and was the first suburban housing development marketed for African-Americans in Delaware. The dream was a quiet and peaceful neighborhood for families in search of a fresh start. Over the last several decades, Dunleith has steadily declined with increased poverty and crime, crumbling infrastructure, struggling schools and abandoned homes and businesses. We remain vigilant to that once vibrant dream, and have been working with County Executive Thomas P. Gordon and our County Council Members on the exciting plans for the new Route 9 Library, the community anchor which will spur revitalization as seen in other communities.

As we get ready for the new Library, a visionary plan has been created for the community that will surround the Library, with our application for a Downtown Development District. The plan to create an "Innovation District" along Route 9 in New Castle will be the driver for real substantive change in our community. It provides a vision and footprint for the social and economic distress my community is experiencing.

The residents of Dunleith stand committed to making this plan a reality. Thank you for your consideration of our application for a Downtown Development District, and for your continued leadership in our great state.

Sincerely,



Sandra Smithers  
President, Dunleith Civic Association

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Department of Community Services

**JEA P. STREET  
COUNCILMAN, TENTH DISTRICT**



**COUNCIL**

October 22, 2014

**LOUIS L. REDDING CITY COUNTY BUILDING**  
800 N. French Street, 8th Floor  
Wilmington, Delaware 19801  
(302) 395-8350  
Fax: (302) 395-8385  
Email: [Jpstreet@co.new-castle.de.us](mailto:Jpstreet@co.new-castle.de.us)

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

**Re: Support of the Route 9 corridor as a Downtown Development District (DDD)**

Dear Governor Markell:

I write to urge you to approve New Castle County's application to establish the Route 9 Corridor as a Downtown Development District. As Councilman for the northern end of Route 9, adjacent to the City of Wilmington, I am excited about the potential improvements that may come about as a result of this designation.

Throughout my tenure as Councilman, I have pleaded for fairness in the suggested area. In 2012, County Council and the County Executive heard and responded to my plea by providing funds to build a library. County Executive Tom Gordon now proposes to expand the initial library concept and build a comprehensive Innovation Center. I view this as the beginning of rebuilding the infrastructure and revitalizing the area that has been ignored for a long period of time.

Over the last forty years, the area has endured the consequences of the loss of its school district and the closing of its schools. It has one of the highest crime rates in the State, one of the highest cancer rates in the state and most recently it became an area with one of the highest foreclosure rates in the State.

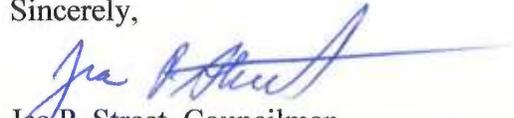
In the early 1950s when segregated housing was the law, Dunleith and the surrounding developments in the area were marketed toward middle class African Americans. Its positive beginning began to diminish when segregated housing ended. Worse, during the same period of time, heavy industry was allowed to be established adjacent to the residential areas. That has been a contributing factor in creating the current problems that adversely affect the quality of life in the area.

Building the Innovation Center on Route 9 will be a major asset to the revitalization of the area. However, additional resources are very much needed to develop and implement plans for

comprehensive improvements. Therefore, I urge that your support New Castle County's application to establish the Route 9 corridor as a Downtown Development District.

I thank you for your consideration.

Sincerely,



Jea P. Street, Councilman  
District 10

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Department of Community Services

RECEIVED OCT 16 2014



**JAMES JOHNSON**  
STATE REPRESENTATIVE  
Sixteenth District

HOUSE OF REPRESENTATIVES  
STATE OF DELAWARE  
LEGISLATIVE HALL  
DOVER, DELAWARE 19901

COMMITTEES  
Corrections  
Housing & Community Affairs  
Judiciary  
Labor  
Public Safety  
Homeland Security  
Veterans Affairs  
Telecommunications, Internet &  
Technology

October 15, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
Wilmington, DE 19801

Dear Governor Markell:

I am writing to share with you an exciting vision for the Route 9 Corridor in New Castle.

As you know, I am honored to serve residents who live along the Route 9 Corridor. I have worked to be a voice for a community that has been, at times, disenfranchised, distressed and isolated, suffering with high crime rates, foreclosure, vacancy and lack of economic opportunities.

With your support, New Castle County will begin construction soon of transformative library innovation center along the Route 9 Corridor. The Route 9 Library will serve as a cornerstone for a 12-acre innovation zone of commercial and educational activity and will be at the core of a redevelopment target area along this commercial district of Route 9 serving the surrounding residential area.

With this positive momentum, New Castle County sees an opportunity to expand the footprint beyond the Route 9 Library and create an "Innovation District" through application to the State as a Downtown Development District (DDD). This designation will allow us to leverage existing housing investment programs and resources to reinvest in the adjacent residential communities and trigger commercial and residential private investment.

I believe that the DDD designation will serve as a real catalyst for substantive change. Because of this opportunity, I express my strongest support for New Castle County's DDD application and stand ready to assist to make this vision a reality.

Thank you for your consideration.

105 Skelton Drive, New Castle, DE 19720  
Home: 302-322-3521 House Offices: Dover: 302-744-4351 Wilmington: 302-577-8476 Fax: 302-577-6701

Sincerely,

A handwritten signature in black ink that reads "James Johnson". The signature is fluid and cursive, with a large initial "J".

James Johnson  
State Representative  
16<sup>th</sup> District

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Department of  
Community Services



## Dr. Christopher Alan Bullock, Pastor

**Henry J. Carroll**  
*Chair, Deacon Ministry*

**Mose Witt**  
*Chair, Trustee Ministry*

**Dr. Arvis Strickling-Jones**  
*Minister of Music*

**James Mike Stallings**  
*Church Administrator*

**Rev. Dorian Mendez-Vaz**  
*Director of Ministries and  
Grant Coordinator*

**Rutha M. Williams**  
*Administrative Assistant*

**Rev. Sheila Winfrey-Brown**  
*Christian Education*

**Dwight Holden**  
*Social Services*

**Rev. Robert Daniels**  
*Substance Abuse*

**Montgomery Byrd**  
*Transportation*

**Florence Garlick**  
*Membership Services*

**Patricia Risher**  
*Membership Services*

**Wilson Williams**  
*Pastoral Support*

**Maureen Johnson**  
*Membership Services*

**Dr. Debbie Bullock**  
*Director of Youth/Young  
Adult Ministry*

**Dr. Paul Wilson**  
*Pastoral Care & Visitation*

**Dr. Nakishia Bailey**  
*Community & Corporate  
Relations*

3011 New Castle Avenue  
New Castle, DE 19720

Tel: 302.654.8818  
Fax: 302.654.8819

Email:  
canaanbc@canaanbc.org  
Website:  
www.canaanbc.org

October 22, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell:

The name that was selected for our place of worship, Canaan Baptist Church, comes from the Biblical reference to Land of Promise. In 2003, we established a permanent home on the Route 9 Corridor. Reflecting back to the 1950s, the Route 9 area was a walkable community with a strong neighborhood school, stable housing and shopping amenities. Since that time, unplanned development has quite negatively impacted the families of the neighborhoods along the corridor.

While the Route 9 area is plagued with the State's highest concentration of mortgage foreclosures, the adverse impact of industrial development, high crime and economic disinvestment, our Church sees the limitless future possibilities for the area. The Route 9 Library will bring a state of the art landmark to a community in need. In addition, by offering strategic asset building and collaborative partnerships, New Castle County's Route 9 Library and Innovation District will transform the community beyond blight and abandonment. In 2003, Canaan Baptist Church saw an area in need of investment. The time for rebuilding the Route 9 area is now. We respectfully request the State support New Castle County's proposal to establish the Route 9 Innovation District as a Downtown Development District.

Please feel free to contact me directly at (302) 654-8818.

God be with you,

Reverend Dr. Christopher A. Bullock  
Senior Pastor

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Department of  
Community Services

FIRST STATE  
COMMUNITY LOAN FUND  
BREAKING DOWN BARRIERS • BUILDING UP COMMUNITIES

October 29, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell;

I am writing to express First State Community Loan Fund's (CLF) support of New Castle County's Downtown Development District proposal for the Route 9 Corridor in New Castle.

New Castle County's Downtown Development District proposal creates an Innovation District around the new Route 9 Library and Innovation Center. First State CLF understands a critical component of the plan is to develop a substantive and sustainable commercial corridor which will complement the library and residential improvements highlighted in the Downtown Development District plan.

To assist in this endeavor, First State Community Loan Fund will partner with New Castle County on the following:

- With funding support from New Castle County, work with community stakeholders and the Downtown Development District Working Group to develop a viable Innovation District Commercial Plan through First State CLF's Retail Assistance Program.
- Once the plan is developed, work with potential businesses to offer the Fund's programs including but not limited to the Small Business Financing Programs, Business Technical Assistance and Affordable Housing and Community Development Fund Program.

Our agency understands the challenges and opportunities found along the Route 9 Corridor in New Castle. First State CLF has previously partnered with Interfaith Community Housing's Dunleith Homeownership Program and is ready to assist, as this transformative plan is developed and executed.

Sincerely,



Vandell Hampton, Jr.  
President & CEO

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Dept. of Community Services

1920 Hutton Street  
Wilmington, DE 19802  
www.habitatncc.org



phone 302 652 0365  
fax 302 652 1006  
Tax ID 51-0294138

October 27, 2014

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The Honorable Jack Markell  
Governor, State of Delaware  
Carvel State Office Building  
820 N. French Street, 12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell;

I am writing in support of New Castle County's Downtown Development District application for the Route 9 Corridor in New Castle.

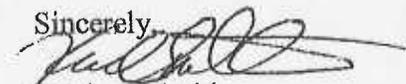
With the support of New Castle County, Habitat for Humanity of New Castle County has established strong community ties in the proposed Downtown Development District designation area, most specifically in Simonds Gardens and Rosehill Gardens. In 2002, Habitat built three new homes in partnership with the leadership from Rosehill Gardens. In 2009, with land donated by New Castle County, Habitat built two homes for Habitat homeowners in Simonds Gardens. The homes were built in the original "garden style" model to blend with the existing neighborhood homes. In 2013, Habitat worked with the Simonds Gardens Blueprint Team to secure funding from the Federal Home Loan Bank of Pittsburgh to provide home rehabilitation for 14 homeowners in Simonds Gardens.

From our work in Simonds Gardens, we know that there is a need for additional stabilization efforts in these communities. Because of this, Habitat pledges to continue work in the communities along the Rt. 9 Corridor during the 10-year Downtown Development District designation. In partnership with New Castle County and community stakeholders, Habitat will seek funding opportunities to rehabilitate for homeownership, and preserve existing homes through HFHNCC's program called A Brush with Kindness.

Habitat is extremely supportive of New Castle County's proposal for the Route 9 Downtown Development District application. We look forward to being a partner in this transformative plan.

Thank you for your leadership.

Sincerely,



Kevin L. Smith  
Chief Executive Officer

CC: Noreen Poole, Board President, HFHNCC



*Rebuilding Communities for Families, One Home at a Time.*

613 N. Washington Street  
Wilmington, DE 19801  
302.652.3991  
Fax: 302.652.3945  
[www.lchde.org](http://www.lchde.org)

October 22, 2014

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2014 – 2015**

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New Castle County  
James H. Gilliam Building  
77 Reads Way  
New Castle, DE 19720

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Maria Glover  
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Tonya Jenkins  
Andrew Jones  
Brandon Jones  
Jennifer Jones  
Sandra Smithers

Dear Carrie:

On behalf of Interfaith Community Housing of Delaware, Inc., I am writing in support of New Castle County Government's application for Downtown Development District (DDD) designation. Our organization is excited that the County is pursuing this designation because we believe it will have a transformative effect on New Castle County's Route 9 corridor resulting in stronger neighborhoods, vibrant civic linkages throughout the area, revitalized housing, opportunities for economic development, and improved infrastructure.

**EXECUTIVE DIRECTOR**

Gary T. Pollio  
[gpollio@lchde.org](mailto:gpollio@lchde.org)

Through this letter of support, our organization can commit to continued affordable housing development work in the neighborhoods of Dunleith and Garfield Park. As you are aware, over the past 6 years we have redeveloped 14 homes in the Dunleith community, most of which have been new construction. We are currently engaged in developing 6 more homes of which 4 will be new construction. Additionally, we have acquired the first of what will be 3 rehabbed homes in the Garfield Park neighborhood. Our organization is committed to continuing this work within the context of the County's Downtown Development District and we can commit and have the capacity to engage in affordable housing redevelopment in other communities within the District through the acquisition and rehabilitation of vacant, abandoned and foreclosed residential properties.

**NeighborWorks®  
HomeOwnership Center**

WILMINGTON:  
Telephone: (302) 652-3991  
Fax: (302) 652-3945

DOVER:  
Telephone: (302) 741-0142  
Fax: (302) 741-0143

Such public/private collaborations are critical to the success of DDDs throughout the State, and we can attest that we have been and will continue to be a close partner with New Castle County Government in these efforts.

Please do not hesitate to contact me if you have any questions.

Sincerely,

  
Gary Pollio, Executive Director  
Interfaith Community Housing of Delaware, Inc.

318 East Basin Road, New Castle, DE 19720  
www.colonial.k12.de.us

**D. DUSTY BLAKEY, Ed.D.**  
Superintendent  
dblakey@colonial.k12.de.us  
p. 302.323.2710  
f. 302.323.2748

October 21, 2014

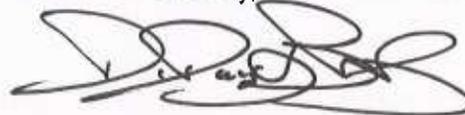
The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell:

As the Superintendent for the Colonial School District, I serve on the Working Group Committee for the Route 9 Library/Innovation Center. As you can imagine, I was pleased to learn of New Castle County's vision to expand beyond the Innovation Center campus to create an Innovation Downtown District for the Route 9 Corridor. This area is served by the Colonial School District, and the redevelopment of the area is critical to creating new opportunities for the children and families that we serve.

As an educator, we are called upon to evaluate children not for where they are, but for where they can be. We envision the possibilities of each child's future and provide the support mechanisms to ensure that they realize their full potential. I write this letter in support of New Castle County's proposal to create the Route 9 Innovation District, a Downtown Development District, hoping that the State will see the potential and the countless benefits of this initiative. With the addition of the Route 9 Library and the Innovation Campus, this area is poised to become a center for opportunity and redevelopment. For these reasons, I write to ask the State to support the designation of the Route 9 Innovation District as a Downtown Development District.

Sincerely,



D. Dusty Blakey, Ed.D.  
Superintendent

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Department of Community Services

**CHRISTOPHER A. BULLOCK**  
**PRESIDENT**  
**NEW CASTLE COUNTY COUNCIL**  
Office: (302) 395-8340  
Fax: (302) 395-8385



**LOUIS L. REDDING CITY COUNTY BUILDING**  
800 N. French Street  
Wilmington, DE 19801  
[www.nccde.org](http://www.nccde.org)

October 22, 2014

Dear Governor Markell,

I am writing to request your support for New Castle County's application for the Route 9 Corridor to be considered as a Downtown Development District. This designation would spur much needed investment in a community that, although historically underserved, is primed for revitalization in a way that can become a model for redevelopment statewide.

The Route 9 corridor is an area that connects two of Delaware's best assets, the cities of Wilmington and New Castle. It is a community that has long been a place of proud homeowners, who are in a struggle to keep society's ills from their doorstep. We are in a position to help. The County's innovative T.A.P.S. policing program has lowered crime in almost every neighborhood in the proposed district and as you know, we are also planning the development of a state-of-the-art library which will serve as a point of pride and community anchor.

Under the Downtown Development District program, the State has the same goal as private investors, which is maximize their return on investment or get the most "bang for the buck" possible. I believe this area will provide that. Leveraging small amounts of state funding, New Castle County will work with investors to direct their capital to this corridor. To achieve that, we have prepared a plan that includes attractive incentives designed to spur private investment.

Thank you for your consideration of New Castle County's application. I hope you believe, like I do, that the Route 9 corridor has all the attributes of a neighborhood ready for revitalization: a great location and good people, ready to work with their representatives to brighten the future of their community.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Bullock'.

Dr. Christopher A. Bullock  
President, New Castle County Council

## New Castle County Library Advisory Board

Sara Jane Spaulding, Acting Chairperson  
Kay Bowes  
Dr. Ralph DeFriece  
Barbara Erskine  
Ann Hampton

Cheryl Rice-Moore  
Abdullah Muhammad  
Margaret Ann Ryan  
Janet Villarreal

October 28, 2014

The Honorable Jack Markell  
Governor, State of Delaware  
Carvel State Office Building  
820 N. French Street, 12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell:

The New Castle County Library Advisory Board would like to express their support for the designation of the Route 9 Innovation District as a Downtown Development District. This designation is key to the revitalization of the underserved communities in this area, and will leverage the impact of the new 40,000 sq. ft. Route 9 Library and Innovation Campus. The library is being planned to address areas of community need including job related services provided through New Castle County's Rewired to be Rehired program.

Recent examples of new library projects, such as the library opened last October in the Claymont Community, have shown that libraries can serve as anchors for community redevelopment. We feel this will be the case for the Route 9 Library and encourage you to maximize the positive impact to the through approving the Downtown Development District designation.

Sincerely,



Sara Jane Spaulding  
Acting Chairperson

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, Department of Community Services



ROSE HILL COMMUNITY CENTER, INC.  
19 LAMBSONS LANE  
NEW CASTLE, DELAWARE 19720  
(302) 656-8513 / (302) 656-6246 fax

October 16, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
Wilmington, DE 19801

Dear Governor Markell:

I am writing to pledge Rose Hill Community Center's support to the Downtown Development District application for the Route 9 Corridor in New Castle.

For more than 34 years, Rose Hill Community Center has worked to build strong individuals, families and communities by addressing the educational, recreational and social well-being of our neighboring communities. The Center has been a community anchor, and has led community revitalization efforts through meaningful partnerships. We are strong advocates for the new Route 9 Library as this area has been traditionally underserved with public programs and services.

With New Castle County's application to create a Downtown Development District for the Route 9 Corridor, Rose Hill Community Center stands ready to engage our community members in a discussion of long-term, lasting and substantive revitalization. The designation will enable Rose Hill Community Center to look to its core mission as our Center will be centrally located in the Downtown Development District. With this designation, we will be able to plan strategically for future investment in the Center and possible expansion of our programs and services.

Rose Hill Community Center's Board of Directors and Staff fully support New Castle County's Downtown Development District application, and will commit staff resources and community space towards the Downtown Development District's successful implementation.

On behalf of the residents we serve, thank you for offering this opportunity. We look forward to working with the State, New Castle County, residents and other stakeholders to plan a hopeful future of our area.

Sincerely,

Sheila Berkel  
Executive Director

The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority

Ms. Connie Holland, AICP, State Planning Director

Ms. Sophia Hanson, General Manager, New Castle County Department of Community Services

---

ROSE HILL COMMUNITY CENTER, INC.

19 Lambsons Lane – New Castle – Delaware – 19720 – 302-656-8513(office) – 302-6246 (fax)

[www.rosehillcommunitycenter.org](http://www.rosehillcommunitycenter.org)



# POLICE ATHLETIC LEAGUE OF DELAWARE, INC

[www.palde.org](http://www.palde.org)

26 Karlyn Drive  
New Castle, DE 19720  
P: (302) 656-9501  
F: (302) 656-9270

7259 Lancaster Pike  
P.O. Box #1111  
Hockessin, DE 19707  
P: (302) 239-8857, F: (302) 239-8865

October 27, 2014

The Police Athletic League of Delaware, Inc. is a 501-3c non-profit organization.

Our mission is to:

- Prevent youth crime in Delaware by providing youth between the ages of 8 to 18 with supervised athletic, educational and social development activities.
- Reach out to youth with programs which address citizenship, self-esteem, substance abuse and respect for law and order.
- Encourage participation and support by community in P.A.L. programs to help build a solid foundation for Delaware's youth *for life*.

The Honorable Jack Markell  
820 North French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell,

On behalf of Garfield Police Athletic League (PAL), I strongly encourage you to approve New Castle County's application for the Downtown Development District. This designation is critical to the overall growth of the Route 9 corridor.

New Castle County has been stabilizing the neighborhood surrounding the Garfield PAL and area this designation would include. In partnership with the Garfield PAL, New Castle County also creates and administers numerous activities and workshops for our youth and families. These programs offer opportunities to keep our youth on the right path. The devotion New Castle County has shown to this area is exceptional.

Over ten years of dedicated research and planning have gone into this library to ensure residents will benefit greatly. The new building will offer the most advanced technology and allow everyone in the underserved New Castle area easier access. The library will serve as an anchor to the Downtown Development District. It is within walking distance to surrounding neighborhoods and will generate positive traffic along the Route 9 corridor. People will be coming from all areas of New Castle County and surrounding states to use the campus.

By designating this area as a Downtown Development District, it will attract current and future business owners to take advantage of the benefits. New Castle County will be able to further stimulate the area, while others will also see the advantages of working within the district. With this designation, new employment opportunities will follow. New employment opportunities coupled with economic stimulation, comes neighborhood stabilization.

Please consider New Castle County's application for the Downtown Development District. This area deserves it and certainly needs it. If you have any questions or need for additional comment, please do not hesitate to contact me.

Sincerely,

Robert Jameson  
Executive Director, Police Athletic League of Delaware

New Castle County, Delaware

# ECONOMIC DEVELOPMENT STRATEGIC PLAN

September 2014



This Economic Development Strategic Plan is a 3-5 year guide for New Castle County's economic development. It was written collaboratively by the County's Office of Economic Development, Wadley-Donovan GrowthTech, LLC and Garnet Consulting Services, Inc.

The Plan consists of three sections:

**The Competitive Assessment.** This portion of the Plan provides a competitive assessment of the County as a "product" in the highly competitive economic development marketplace. This assessment uses information obtained through a combination of several research sources, including prior studies, reports, and other information provided by County staff; focus groups and interviews with employers and key-influencers in the County and State; and key statistical and other secondary-source information, including the County's and other area websites. The assessment contains:

- A detailed an objective evaluation of the competitive strengths and weaknesses of New Castle County as an economic development product; and
- A detailed Data Profile that provides an understanding of the County's demographics and economy with time series and/or geographic area comparisons where appropriate. This data profile is included in the Exhibits at the end of this report, a list of the data requested by the consultant team of the Office of Economic Development and a list of the focus groups and their attendees.

**Target Industries:** This Plan element identifies target clusters and industry sectors that should form the basis of the County's business development efforts over the next three to five years. The recommended targets in this report have emerged from the extensive analysis performed and reported on in the Competitive Assessment Analysis portion of this project.

The target clusters and sectors were identified as those:

- That best meet the economic and community development goals of the County, and should therefore be a priority; and
- Focus the County's budget on those types of business that offer the best potential return on investment in terms of meeting the County's economic and community development goals.

**The Action Plan:** This Plan element recommends specific action steps to guide economic development in the County. It is founded on the information obtained through the community assessment. The plan consists of three primary goals for the County's economic development and 10 initiatives to be taken to achieve these goals. Each initiative includes:

- Recommended elements
- A list of the goals it supports
- Major action steps and a schedule for implementation
- The name of the recommended agencies or organizations responsible for implementation
- The resources needed
- Performance measures
- The overall timeframe
- A list of additional information for additional research by the County.

Supporting exhibits are included with the Plan.

# Contents

**COMPETITIVE ASSESSMENT**

EXECUTIVE SUMMARY ..... 1

INTRODUCTION ..... 5

ASSESSMENT ..... 8

    Demographics ..... 8

    Workforce ..... 9

    Economic Base – General ..... 10

    Economic Base - Agriculture ..... 11

    Economic Base – Office and Industrial ..... 11

    Economic Base – Retail and Tourism ..... 12

    Entrepreneurship Support ..... 13

    Location and Access to Markets ..... 14

    Transportation ..... 14

    Utilities (Public Water, Public Sewer, Electric Power, Natural Gas) ..... 15

    Telecommunications ..... 16

    Infrastructure (Other) ..... 16

    Education ..... 17

    Business Climate ..... 18

    Taxes ..... 18

    Business Support Services ..... 19

    Economic Development Support Services ..... 19

    Available Sites and Buildings ..... 19

    Financing & Incentives ..... 20

    Public Services/Facilities ..... 21

    Quality of Life ..... 21

    Image and Visibility ..... 21

    Planning & Development ..... 22

    Leadership & Politics ..... 23

NEW CASTLE COUNTY OPPORTUNITY AREAS ..... 24

NEW CASTLE COUNTY ECONOMIC DEVELOPMENT GOALS ..... 25

ECONOMIC DEVELOPMENT STRATEGY POTENTIAL INITIATIVES ..... 27

**TARGET INDUSTRIES**

INTRODUCTION ..... 31

SOME FUNDAMENTAL PRINCIPLES ..... 32

    Sustainability ..... 32

    Balance ..... 32

    Diversity ..... 32

SELECTING STRATEGIC INDUSTRY SECTORS ..... 33

    The Recommended Targets ..... 33

**THE ACTION PLAN**

EXECUTIVE SUMMARY ..... 43

INTRODUCTION ..... 46

    Some Caveats ..... 48

THE NEW CASTLE COUNTY ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN ..... 49

    Initiative Group #1: Enhanced Development Environment..... 49

    Initiative Group #2: Economic Development Delivery System..... 53

    Initiative Group #3: Entrepreneurship and Small Business Development ..... 57

    Initiative Group #4: Development Areas ..... 63

    Initiative Group #5: Marketing and Image Development..... 67

    Initiative Group #6: Agriculture ..... 71

    Initiative Group #8: Real Estate ..... 77

    Initiative Group #9: Workforce, Education and Training..... 81

IMPLEMENTATION RECOMMENDATIONS ..... 84

Exhibit A: Statistical Background Data New Castle County, Delaware

Exhibit B: Data Request

Exhibit C: Focus Groups and their Attendees

Exhibit D: Functions of the Full Service Economic Development Program

# COMPETITIVE ASSESSMENT

## EXECUTIVE SUMMARY

This portion of the New Castle County Economic Development Strategic Plan provides a competitive assessment of the County as a “product” in the highly competitive economic development marketplace. The assessment was prepared by the team of Wadley-Donovan GrowthTech, LLC and Garnet Consulting Services, Inc.

This study uses information obtained through a combination of: review of many prior studies, reports, and other information provided by County staff; numerous focus groups and interviews with employers and key-influencers in the County and State; and a review of key statistical and other secondary-source information, including the County’s and other websites, a process that is commonly used by companies and site location consultants when searching for a site to accommodate industrial, office, R&D and other projects. The following topics were included in the analysis:

- Demographics
- Workforce
- Economic base-General
- Economic base-Agriculture
- Economic Base-Office and Industrial
- Economic Base-Retail and Tourism
- Entrepreneurship support
- Location and access to markets
- Transportation
- Utilities
- Telecommunications
- Other infrastructure
- Education
- Business climate
- Taxes
- Business support services
- Economic development support services
- Available sites and buildings
- Financing and incentives
- Public services and facilities
- Quality of life
- Image and visibility
- Planning and development
- Leadership and politics

Supporting statistics to the SWOT Analysis are provided in Exhibit A.

The purposes of the SWOT Analysis are to identify:

- Major economic development strengths and opportunities on which the County can capitalize
- Competitive weaknesses that should be corrected and obstacles that must be compensated for
- Issues shaping the County’s economic development future

New Castle County has many strengths and opportunities as well as weaknesses and issues. Those topics that were mentioned most frequently in our research, or are considered to be of most importance by the consulting team are:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A growing county population is showing future economic growth potential for New Castle County.</li> <li>• The County is a job hub, attracting workers from elsewhere in the Metro area.</li> <li>• The unemployment rate is lower than the MSA, State and national averages, and has been so historically.</li> <li>• There is a strong agricultural base, particularly in the southern part of the County, particularly in grains supporting poultry and wheat.</li> <li>• DE Technology Park in Newark provides a center for technology research in development stage life sciences, IT, advanced materials and renewable</li> </ul>	<ul style="list-style-type: none"> <li>• The County’s employment base is narrowing into educational services, health care and social assistance where employment gains have been very high since 2002.</li> <li>• The agricultural sector may be at risk from high costs and value of agricultural land that creates pressure to convert the land to other uses, and makes purchase by young farmers very difficult.</li> <li>• There is the potential for super-regional banks to leave if local economy does not improve.</li> <li>• Multiple sources do not believe DE has a strong manufacturing future.</li> <li>• There is fragmented information about availability of</li> </ul>

## NEW CASTLE COUNTY, DELAWARE ECONOMIC DEVELOPMENT STRATEGIC PLAN

<p>energy via a state, University of Delaware and private sector.</p> <ul style="list-style-type: none"> <li>• The University of Delaware has a strong relationship with employers including internships and ongoing entrepreneurship program.</li> <li>• UD STAR Campus</li> <li>• UD Entrepreneurship program</li> <li>• DelTech’s degree and certificate programs, and outreach to employers.</li> <li>• A strong retail market due to no sales tax.</li> <li>• Location between Philadelphia and Baltimore, NYC and DC</li> <li>• Location at the intersection of major transportation systems: Interstates; passenger rail (Amtrak); rail freight (Norfolk Southern, CSXT, MD &amp; DE; ocean port; proximity to Philadelphia International Airport, Wilmington/Philadelphia Regional Airport.</li> <li>• Utilities generally are a strength supporting economic development.</li> <li>• There is a strong Internet backbone – 99% of the County is served.</li> <li>• Presence of a large and active banking community</li> <li>• Improvements to the County’s planning and development process are currently being undertaken.</li> </ul>	<p>programs and services for small businesses.</p> <ul style="list-style-type: none"> <li>• The perceived quality of the County’s public school systems is a major impediment to having more people move to the County.</li> <li>• Both State and County seem non-business friendly</li> <li>• Multiple inputs from developers and others show strong dissatisfaction for the time required to get a permit. Focus groups indicate it can take up to four years to get a project approved.</li> <li>• Development fees (including sewer impact fees) can be expensive.</li> <li>• DelDOT is seen as a major impediment to efficient development and permitting.</li> <li>• Property tax revenues are low because of State assessment policy (which uses 100% of July 1, 1983 fair market values for New Castle County), but also the County tax does not include road related services-which are handled by the State, public education, and other services.</li> <li>• There is no summary of available services to support business development.</li> <li>• The majority of information typically sought by business prospects and site selection consultants is not available from or linked to the Economic Development portion of the County’s website.</li> <li>• There is inadequate information conveniently available about space for occupancy or land for construction.</li> <li>• There are very limited business assistance programs offered by New Castle County.</li> <li>• Although there is a high crime rate in the City of Wilmington as a whole, there is misperceived crime and public safety issues in downtown Wilmington. The City’s high crime rate taints the county as a whole</li> <li>• The County is missing the level of urban environment sought by many younger workers.</li> <li>• The amount of affordable housing may not be enough to accommodate an influx of younger residents.</li> <li>• Some government agencies are not good intra-agency collaborators.</li> </ul>
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## NEW CASTLE COUNTY, DELAWARE ECONOMIC DEVELOPMENT STRATEGIC PLAN

Opportunities	Issues
<ul style="list-style-type: none"> <li>• With a growing, younger, diverse and high income population within the MSA in commuting range of the County, the County can make a marketing case to attract residents and companies.</li> <li>• Creation of more and better jobs in the County can reduce out-commuting.</li> <li>• Agricultural base can support farm-to-table and farm-to-market efforts in DE and adjacent states.</li> <li>• Strong intellectual capital and capacity offers a significant opportunity for economic development leverage.</li> <li>• Engage students and younger residents more in planning and economic development process.</li> <li>• Identify areas suitable to transit-oriented development (TOD).</li> <li>• Create a reviewing and streamlining process that is dependable.</li> <li>• Promote the upgrading or redevelopment of properties along Routes 9 and 13.</li> <li>• Identify and support other “Opportunity Areas” for focused development.</li> <li>• Create a “closing fund” to support new business creation and product/services development.</li> </ul>	<ul style="list-style-type: none"> <li>• Residents are reportedly retiring in place, and retirees from other states are reportedly moving to the County attracted by relatively low real estate taxes, no sales tax, and a lower cost of housing, posing a potential obstacle for an environment supportive of economic change and vitality.</li> <li>• County employers are heavily dependent on a workforce living outside of the County.</li> <li>• The County and State need a more diverse economy.</li> <li>• Land use regulations and process need to be coordinated with DeIDOT and streamlined.</li> <li>• There is a need for creative interagency actions to keep farming profitable in the County.</li> <li>• There is a need for the political will to change the County’s development code.</li> </ul>

The results of the SWOT analysis and input from the County’s Economic Development Leadership provided the foundation for development of three recommended goals for the County’s Economic Development program by the consulting team.

1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness, with particular emphasis on:
  - A simple, swift and certain development permit and approval process that facilitates high quality growth
  - An effective business-education-government collaboration that provides a desirable and adaptable workforce that meets the needs of today’s and tomorrow’s businesses and offers the training and services needed by today’s and tomorrow’s workers
  - An adequate supply of attractive and functional commercial and industrial sites and buildings
  - Flexible and effective business assistance and incentive programs that have a demonstrated significant return on investment
2. Develop a more diversified economy that encourages retention and expansion of businesses and business sectors already in the County and supports recruitment and creation of new businesses and business types that can be successful in the future.
3. Continually improve the “quality of place” of New Castle County and its constituent communities to encourage businesses and residents, particularly new generations, to reside and work in the County.

In addition to these goals, a number of “Opportunity Areas” in the County are suggested for particular attention in the County’s future economic development. These are:

1. Routes 9 and 13
2. Philadelphia Pike
3. Kirkwood Highway

4. Other major highway corridors (141, U.S. 40)
5. Middletown area
  - Farm on Port Penn Road east of Route 13
  - 1,200 acre site owned by County along Route 301 (Summit Bridge Road) north of Armstrong Corner Road – has rail frontage
6. Areas near STAR Campus including railroad station area
7. Areas near Christiana Mall
8. Existing industrial districts
9. Portions of CZA area for light industrial
10. Vacant or underutilized corporate sites and campuses
11. Claymont area in vicinity of train station
12. Whitehall – Scott Run Business Park

This document concludes with the identification of 34 potential initiatives, based upon the SWOT findings that should be considered as elements of the County's Economic Development Strategic Action Plan. These must be reduced to a more reasonable number to reflect the realities of staff and budget limitations. This can be done through a combination of grouping of similar Initiatives, prioritization, sequencing or elimination. A more detailed discussion of the final list of Initiatives will be provided in Action Plan portion of this strategy.

## **INTRODUCTION**

This SWOT Analysis is the product of a contract between The Wadley-Donovan Group (through its economic-development unit Wadley-Donovan GrowthTech [WDGT]) and New Castle County (NCC), Delaware. Two other deliverables are being submitted in conjunction with this report: A Target Industry Identification and Profile, and an Economic Development Strategic Action Plan.

WDGT partnered with Garnet Consulting Services, Inc. to complete this analysis. Garnet conducted the infrastructure, utility, transportation, taxes, incentives, and real estate analysis of this report, and participated in the other project reports.

This study uses information obtained through a combination of focus groups and interviews with employers and key-influencers in the County and State, and a review of key statistical and other secondary-source information, including the County's and other websites as is the currently common practice by companies and site location consultants.

The findings presented herein are those of the WDGT Team only, but were informed by many other information sources. We have examined the County from a corporate location perspective and from our knowledge of locational trends, decision-making factors, and economic-development best practices and activities. It must be noted that many opinions expressed to the consulting team, particularly about the County's development permit and approval codes and process, do not reflect ongoing work by the County Administration and Council. This remains an important work in progress.

This community assessment required independent research to review the County's operating environment. For this study, the WDGT team collected the key information needed to understand the County's current situation from a combined site selector and economic development perspective. Work included:

1. Conducted a project alignment meeting with Mr. Marcus Henry, Economic Development and Policy Director, New Castle County Government; Mr. Michael Bowser, New Castle County Office of Economic Development (NCOED); and Ms. Eileen Fogarty, General Manager, New Castle County Department of Land Use. We reviewed the County's overall economic development goals; methodologies to be followed by the consulting team; project-team responsibilities and expectations; project schedule; and other related topics.
2. Received a tour of the northern portion of the County by Mr. Henry and Mr. Bowser, and of South County by County Councilman William Powers, 6th District.
3. Received and reviewed previous economic development related reports and data provided by the County and its stakeholders.
4. Gathered data on the County's current demographic, socio-economic, and economic landscape, including income statistics, population, housing, employment and workforce, racial diversity, educational attainment, commutation patterns, occupational characteristics, employment by industry, and other characteristics. This data was collected from the U.S. Census; U.S. Bureau of Labor Statistics; U.S. Departments of Education, Labor, Agriculture and Commerce; various state government and university sources; Nielson-Claritas for population, employment, and demographic 2013 estimates and 2018 forecasts; InfoUSA for employer data; the National Labor Relations Board; a variety of private- and public-sector wage and salary databases; and WDG's proprietary database. This data is presented in Exhibit A.
5. Prepared a list of research materials and interview types desired by the consulting team, and submitted it to the NCCED. See Exhibit B.
6. Conducted 11 topic-directed focus groups consisting of 63 employers, elected officials, citizens, and other stakeholders. The themed focus groups and their attendees are provided in Exhibit C. Focus Groups or Interviews were held on the following topics:
  - Agriculture
  - Banking and Finance
  - Civic Groups
  - Entrepreneurs/Small Business

## NEW CASTLE COUNTY, DELAWARE ECONOMIC DEVELOPMENT STRATEGIC PLAN

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- Government/Economic Development
  - Higher Education
  - Land Use & Related Professionals
  - Public School Districts
  - Real Estate Developers and Commercial/Industrial Real Estate Brokers
  - Tourism
  - Transportation
7. Conducted nine face-to-face and telephone interviews with the following government officials, employers and stakeholders
- Jim Sills, Secretary/CIO, State of Delaware
  - Maureen Feeney Roser, Director, Newark City Planning and Development
  - Alan Levin, Cabinet Secretary, Delaware Economic Development Office
  - Eileen Fogarty, GM NCC Department of Land Use
  - Mark Kleinschmidt, President, New Castle County Chamber of Commerce
  - Bob Chadwick, Executive Vice President, New Castle County Chamber of Commerce
  - Richard Heffron, President, Delaware State Chamber of Commerce
  - Tyrone J. Jones, Director Delaware External Affairs, Astra Zeneca
  - Brian McGlinchey, Director, Delaware Laborers-Employers Cooperation and Education Trust (LECET)
8. Conducted six topic-directed focus groups of employers, elected officials, citizens, and other stakeholders for a parallel economic development SWOT Analysis the team is conducting for the City of Wilmington. The information gathered from these Wilmington project focus groups supplemented the data gathered for the County SWOT. The focus groups were:
- Development Regulatory Environment and Planning Focus Group
  - Marketing and Promoting the City: Economic Development and Tourism Focus Group
  - Economic Development Focus Group
  - Young Professionals and Entrepreneurs Focus Group
  - Quality of Life/The Living Environment Focus Group
  - Workforce, Training and Development

A study of this nature can do no more than describe local conditions. The actual impact of these conditions for any given organizational activity will vary, reflecting the different characteristics and structure of each organization. The consulting team's principal findings and conclusions are recapped in the Executive Summary, followed by a summary assessment of the County's key economic development Strengths, Weakness, Opportunities and Threats on 25 topics gleaned from its analysis of the gathered statistics and the information gained from its interviews and focus groups:

1. Demographics
2. Workforce
3. Economic base-General
4. Economic base-Agriculture
5. Economic Base-Office and Industrial
6. Economic Base-Retail and Tourism
7. Entrepreneurship support
8. Location and access to markets

9. Transportation
10. Utilities
11. Telecommunications
12. Other infrastructure
13. Education
14. Business climate
15. Taxes
16. Business support services
17. Economic development support services
18. Available sites and buildings
19. Financing and incentives
20. Public services and facilities
21. Quality of life
22. Image and visibility
23. Planning and development
24. Leadership and politics

Following the SWOT Assessment are the consulting team's recommended three goals for the County's Economic Development program using input received from previously prepared economic development plans and documents in the County and from input received during the project research. The goals serve as a guiding foundation for the County's economic development program over the next 10 years, and the initial 34 initiatives suggested in this document will be refined together by the County and consultant team to 10-12 final initiatives for inclusion as the recommended "action agenda" items in the County's Economic Development Strategic Action Plan. For each initiative, the action agenda will include: the rationale for the initiative; key action steps and a schedule for implementation; identified agencies or individuals to be responsible for implementation; the resources needed; performance measures to gauge the County's success in meeting the Plan's goals; and any other relevant information that may be helpful in implementing the Action Agenda.

ASSESSMENT

Table 1 provides a summary listing of New Castle County’s (NCC) primary strengths and weaknesses as a location for business, as well as opportunities for economic growth and issues that may impede or shape those opportunities. Items noted in bold were cited by numerous sources uncovered during the research process and/or are considered of particular importance by the consulting team. These opinions were gathered from focus group meetings, interviews, review of numerous research documents provided by staff, and substantial on-line research. Exhibit B provides the initial research form submitted by the consultant team to NCC staff.

TABLE 1  
ASSESSMENT SUMMARY

Strengths/Opportunities	Weaknesses/Issues
<b>Demographics: See Exhibit A-1</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>A growing county population is showing future economic growth potential for New Castle County:</b> the population has grown faster than the MSA average for 2000-2013, and it is forecasted to grow faster between 2013-2018</li> <li>▪ NCC’s population is 60% of the State, showing major influence in the State.</li> <li>▪ The median age is below State and MSA medians, and it is comparable to the U.S.-an attraction to firms seeking a younger workforce and a potential future local workforce.</li> <li>▪ The County has higher median household incomes than the Metro area, state and nation, showing strong consumer markets supporting diversified quality of life amenities; and a forecasted growth rate four times the U.S. average shows sustained support for diversified quality of life amenities.</li> <li>▪ The County’s racial and ethnic diversity approximates the national average,, which is attractive to companies seeking the ability to maintain a diverse workforce.</li> <li>▪ The educational attainment of County residents matches the MSA, showing the County offers a regionally competitive environment for economic development keyed to higher educational attainment.</li> <li>▪ The percentage of residents with a four year college degree exceeds the national average by 5 percentage points-an appealing characteristic for technical development.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>With a growing, younger, diverse and high income population within commuting range in the MSA, the County can make a marketing case to attract residents and companies.</b></li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Population growth rate is slower than the national and state averages, showing a potential for slower economic influence.</li> <li>▪ The key age group 18-35 years is forecasted to remain virtually stable over the next five years in the County and MSA (0-.1% growth). This group is the heart of the Young Professional sector which is so desired by employers. Nationally, the growth rate will be 0.9%.</li> <li>▪ A decline is forecast for the age group 35-54 years old over the next five years in the County and MSA, representing the core of the experienced and career-established workforce for County employers.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ <b>Residents are reportedly retiring in place, and retirees from other states are reportedly moving to the County attracted by relatively low real estate taxes, no sales tax, and lower cost housing, posing a potential obstacle for an environment supportive of economic change and vitality.</b></li> <li>▪ The high education level of County residents could be misleading – as many are retired PhDs.</li> </ul>

Workforce	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>The County is a job hub, attracting workers from elsewhere in the Metro area.</b> There are 263,280 jobs in NCC, of which 32.8% are filled by non-County residents.</li> <li>▪ <b>The unemployment rate is lower than the MSA, State and national averages, and has been so historically.</b></li> <li>▪ The occupational base of County residents compared to the MSA average is high in business and financial operations, computer and mathematical, construction, health care practitioner/technicians, health care services, office and administrative support, and protective services.</li> <li>▪ Occupational clusters (according to StatsAmerica comparing to national characteristics) are in mathematics, statistics, data and accounting; health care and medical science (medical practitioners and scientists); legal and financial services; information technology, natural sciences and environmental management, engineering and related sciences; post-secondary education and knowledge creation; and technology based knowledge clusters.</li> <li>▪ Good incumbent worker retraining exists.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>Creation of more and better jobs in the County can reduce out-commuting.</b></li> <li>▪ Strong scientific capability in the NCC workforce can support future scientific and technology development in the County</li> <li>▪ To attract more transferees and relocatees to live in the County, demonstration of the quality of the County’s public schools is needed to more strongly counter the perceptions that they are not as good as the schools in neighboring Pennsylvania Counties.</li> <li>▪ Generate more jobs and working environments that are attractive to the younger workforce to retain more University of Delaware graduates and attract younger residents. The generation of these kinds of jobs is as important, or more important, for attracting young professionals to live in the County as quality of life issues.</li> <li>▪ More working age residents are needed in the County to meet the growth in jobs within the County, and to minimize the reliance on in-commuting.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ The labor participation rate of residents of working age is higher than the MSA, State and national rates, signaling a likely limited availability of additional County residents to be drawn into the workforce. Growth in the labor force will be dependent upon a growth in the County’s working age residential base and a dependence upon commuters from outside of the New Castle County</li> <li>▪ Perceived crime and safety issues impede recruiting from outside the area.</li> <li>▪ The non-charter public schools in the County are perceived as lower quality than those in PA, especially those in Delaware and Chester Counties. This perception drives many transferees and relocates with school-aged children to live in PA.</li> <li>▪ A lack of “urban vibe” impedes recruiting of young professionals.</li> <li>▪ 85% of University of Delaware college grads leave the state after graduation.</li> <li>▪ The County is increasingly a net importer of labor: 40,000 workers in 2011, in 2002 it was a net importer of 28,600 jobs</li> <li>▪ While the number of jobs in NCC grew by 11,000 between 2002 and 2011, the number of County jobs held by County residents declined by 7,556. The number of in-commuters grew by 18,600 between 2002-2013, with Chester County PA showing the greatest gain as a labor supplier.</li> <li>▪ Despite this growing dependence on in-commuters, the number of County residents commuting to jobs outside of NCC increased by 7,000 between 2002 and 2011. This growth in out-commuters could be due to a disconnect between the job skills required by NCC employers and the local labor force or the lower cost of housing in the County versus Pennsylvania.</li> <li>▪ Pennsylvania is growing as a source of labor for County Employers (a gain of 9,000), while Delaware is declining (loss of 4,700 between 2002 and 2011).</li> <li>▪ The job holders in the County are aging faster than those in the MSA. The rate of loss of job holders younger than 29 years old is particularly high, while there is a gain in jobs held by this age group in the MSA.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ <b>County employers are heavily dependent on a</b></li> </ul>

	<p><b>workforce living outside of the County</b>, particularly Pennsylvania (especially Chester and Delaware Counties), and becoming increasingly so (growing from 26.8% to 32.8% of the workforce between 2002-2011).</p> <ul style="list-style-type: none"> <li>▪ This dependence on PA workers poses a potential threat as job opportunities increase in Pennsylvania, allowing alternative employment choices with shorter commuting times.</li> <li>▪ The County’s workforce is aging faster than the metro area average, led by a loss of younger workers.</li> </ul>
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**Economic Base – General**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The employment base of the County is in healthcare and social assistance (16.0%), finance and insurance (12.9%), retail (10.8%), and educational services (8.5%).</li> <li>▪ The NCC employment base in the finance and insurance sector is 6.3 percentage points above the MSA average, indicating a comparative workforce and cluster advantage.</li> <li>▪ The employment base in the professional, scientific technical sector is equivalent to the MSA rate, indicating a comparative base to the region.</li> <li>▪ Industry clusters are in advanced materials, biomedical/biotechnical (life sciences), business and financial services, information technology and information services.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ The growth of the professional and scientific sector needs to be a goal, building off of the County’s strong legal services, science and mathematical foundations.</li> <li>▪ Strong scientific capability in workforce can support future scientific and technology R&amp;D.</li> <li>▪ Look at what the University of Delaware is specializing in and build clusters around those areas.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>The County’s employment base is narrowing into educational services, health care and social assistance where employment gains have been very high since 2002;</b> finance and insurance employment gained, but modestly.</li> <li>▪ The County’s economy, as measured by job distribution, is becoming less diverse. Only six of 20 industry sectors had employment gains between 2002 and 2011, compared to the MSA where 11 sectors had employment growth and two remained stable.</li> <li>▪ Employment in the professional and scientific sector, though still comparatively high, declined between 2002 and 2011.</li> <li>▪ The future of the Astra Zeneca operations is in question due to potential acquisition by other pharmaceutical firms.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ <b>The County and State need a more diverse economy.</b> Historically it has had its major economic base in chemicals, then finance. Finance may now be declining, so the next direction for the county needs to be identified.</li> </ul>
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<b>Economic Base - Agriculture</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>There is a strong agricultural base, particularly in the southern part of the County, particularly in grains supporting the poultry industry, and wheat.</b></li> <li>▪ An assessment discount on farms over 10 acres is provided by NCC.</li> <li>▪ The County has very rich farmland.</li> <li>▪ Access to markets in the Middle Atlantic and New England states is excellent.</li> <li>▪ There is a farm preservation program in Delaware.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>NCC’s agricultural base can support farm-to-table and farm-to-market efforts in DE and adjacent states.</b></li> <li>▪ Recruit or facilitate one of the poultry companies to have a rail-served grain receiving/processing facility in the County.</li> <li>▪ Establish a state and local cooperative to support agricultural marketing and development of new opportunities.</li> <li>▪ Increase agritourism opportunities through marketing and sharing of best practices.</li> <li>▪ Increase the opportunities for young farmers to learn farming and purchase land, similar to programs around the country.</li> <li>▪ Facilitate the ability to preserve farmland throughout the County and state.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>The Agriculture sector may be at risk from costs and value of agricultural land that creates pressure to convert the land to other uses</b> and makes purchase by young farmers very difficult.</li> <li>▪ There are impediments to continuation of farming by the next generation, particularly in the ability to afford the purchase of good farm land.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ <b>Need creative and interagency ways to keep farming profitable.</b></li> <li>▪ Conflict exists between those who want to spend money on agricultural preservation and those who support other forms of development that require funding for infrastructure, schools and public services.</li> <li>▪ There is a fairly successful farmland preservation effort at the state level but state law on transfer of development rights limited to transfers within same zoning district, and most of the land being saved is in Kent and Sussex Counties because of the lower land costs in those areas.</li> <li>▪ If all farms in the County enter the farm-to-table market, they would saturate it, so let the market control itself. Count involvement at this time is not needed.</li> <li>▪ There is a need to educate folks on the value of farms, and the need to keep them to gain support for farm preservation.</li> </ul>
<b>Economic Base – Office and Industrial</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <b>DE Technology Park</b> in Newark provides a center for technology research in development stage life sciences, IT, advanced materials and renewable energy via a state, University of Delaware and private sector.</li> <li>▪ <b>University of Delaware STAR Campus</b></li> <li>▪ There is strong support for the business and finance sectors: J P Morgan innovation center, UD business school’s new UD Ph.D. program, M&amp;T Bank, others</li> <li>▪ There is available space, particularly office space in Wilmington.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>Strong intellectual capital and capacity offers a significant opportunity for economic development leverage.</b></li> <li>▪ Back offices offer an opportunity as a target for</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>There is the potential for super-regional banks to close their County offices if the local economy does not improve.</b></li> <li>▪ <b>Multiple sources do not believe DE has a strong manufacturing future.</b></li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ HQ strategy of past is no longer workable, DE and the County are losing their edge as corporate HQ locations because of mergers and acquisitions and changing global economic patterns.</li> <li>▪ Wilmington and the County have become largely branch locations – in many cases the chief decision-maker is located elsewhere.</li> </ul>

<p>the County’s recruitment and development efforts.</p> <ul style="list-style-type: none"> <li>▪ Position the County as a multi-modal distribution hub.</li> <li>▪ Promote light industrial uses in the CZA area.</li> <li>▪ The County’s central location is excellent to provide business services within the Philadelphia – Baltimore corridor.</li> <li>▪ There may be opportunity for medical industry support – but may only be “the crumbs”.</li> <li>▪ The opportunity need to be explored for facility location of vendors and suppliers to the Delaware City Refining Company.</li> </ul>	
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**Economic Base – Retail and Tourism**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>There is a strong retail market due to no sales tax.</b></li> <li>▪ Good population and income for retail and services.</li> <li>▪ The Christiana Mall is expanding.</li> <li>▪ Many museums, festivals (100+), historic sites and other tourist venues are present in the County, supporting the area’s strengths as a tourism venue.</li> <li>▪ Tourism is the 5<sup>th</sup> largest employer in the County (19,000) and pays \$2.6 million to County annually.</li> <li>▪ The Chase Center with the new adjoining Westin Hotel for small conventions offers an enticing environment for corporate operations.</li> <li>▪ The County’s tourism is supported by a strong marketing program through the Greater Wilmington Convention and Visitors Bureau (CVB) and a CVB staff of 9 using a currently available budget of \$1.9 million.</li> <li>▪ The County has a range of hotel/motel flags with 4,500± rooms in NCC – averaging 60% occupancy (national average).</li> <li>▪ There are several new hotels under development, such as the Hampton Inn and Suites Wilmington Christiana.</li> <li>▪ The County is home to many good restaurants</li> <li>▪ Interesting downtown areas including Newark, New Castle, Wilmington Market Street.</li> <li>▪ The CVB is completing a branding initiative.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ There is a potential to capture more of the 5.8 million visitors to the Welcome Center on I-95.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Some road signage is inadequate or does not meet DeIDOT standards.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ With planned new hotels, is the County near or at the saturation point?</li> <li>▪ The CVB Marketing budget may not be adequate – it no longer receives funding from the County.</li> <li>▪ A new I-95 visitor center in MD may reduce the number stopping at the Welcome Center in NCC.</li> </ul>
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<ul style="list-style-type: none"> <li>▪ I-95 traffic is increasing (2012: 50,000+ to 182,000+ at various points in the County), providing in an increase in potential visitors to the County.</li> <li>▪ There is an opportunity to increase business visitations, meetings, shopping trips and leisure trips in the County.</li> </ul>	
<p><b>Entrepreneurship Support</b></p>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>Del Tech</b> Community College has created a One Million Cups program at its Wilmington Campus (a Kauffman Institute initiative).</li> <li>▪ <b>The University of Delaware Entrepreneurship program</b></li> <li>▪ The New Castle County Vo-Tech School District</li> <li>▪ Del Tech, Wilmington, and UD are working on an entrepreneurship degree from Del Tech.</li> <li>▪ Del Tech hosts the Diamond Challenge for high school students interested in exploring entrepreneurship.</li> <li>▪ UD, through the Horn Program in Entrepreneurship under the Alfred Lerner College of Business Administration offers an undergraduate major or minor or an MBA concentration; UD also has the Venture Development Center, an entrepreneurial hub.</li> <li>▪ There are a number of business plan competitions in the County.</li> <li>▪ The county helps organizations that help small businesses - small financial support, attend events – treat support organizations as if they are important.</li> <li>▪ There are large businesses to support small businesses through a variety of alliances and vendor-supplier relationships.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>Engage students and younger residents more in the economic development process.</b></li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>There is fragmented information about availability of programs and services for small businesses.</b></li> <li>▪ There is inadequate space to support business start-ups and small business growth.</li> <li>▪ There is inadequate venture capital and angel funding sources in the County.</li> <li>▪ Only one micro-lender exists in the County.</li> <li>▪ DE is not competitive with PA in supporting small business growth.</li> <li>▪ Startup guidance assistance to the Hispanic community needs more attention.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ PA MD, NJ, NY and other states will be attractive to companies after they develop in NCC because of strong support and incentive programs.</li> </ul>

<b>Location and Access to Markets</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>Central location within the Philadelphia and Baltimore, NYC and DC corridor affords excellent market positioning.</b></li> <li>▪ The County’s central location is excellent to provide business services within the Philadelphia – Baltimore corridor.</li> <li>▪ Eastern U.S. and Canada, Western Europe markets can be easily accessed from NCC.</li> <li>▪ The County offers one-day truck drive time to many large metropolitan areas.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Position the County as a multi-modal “distribution” hub for both products and services.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<b>Transportation</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Location at the intersection of major transportation systems: Interstates; passenger rail (Amtrak); rail freight (Norfolk Southern, CSXT, MD &amp; DE; ocean port; proximity to Philadelphia International Airport, Wilmington/Philadelphia Regional Airport.</li> <li>▪ I-95, I-295 and I-495 serve the northern part of the County.</li> <li>▪ Norfolk Southern and CSXT are Class A freight railroads.</li> <li>▪ NCC has a generally good road system with some improvements needed – Routes 1, 9, 13, 71, 100, 141, 301, 866, others.</li> <li>▪ New Castle County Airport with Frontier Airline provides air service to the County Delaware River and Bridge Authority (DRBA) is considering a new terminal with retail services.</li> <li>▪ There is \$80 million in state subsidies for public transit.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>Identify areas suitable to transit-oriented development (TOD).</b></li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ The transportation infrastructure south of the Canal needs improvement to encourage economic growth in that area.</li> <li>▪ There is limited commercial air service at New Castle County Airport</li> <li>▪ The runway length at the New Castle County Airport does not allow large air freighters; the runway length can’t be extended due to Route 13 at one end and a County building at the other end.</li> <li>▪ There is a need for a rail siding to support agriculture exporting.</li> <li>▪ Port use is limited by a lack of expansion capability and channel depth on the Christina River, although the Delaware River is being deepened to 42 feet.</li> <li>▪ The Port is in need of modernization, but plans were abandoned after problem with obtaining new operator.</li> <li>▪ The Port has no bonding authority – it requires legislative approval.</li> <li>▪ The County has a poor taxi system.</li> <li>▪ The public bus system is aimed at moving low income residents rather than workers to jobs.</li> <li>▪ Highway planning and congestion receives complaints.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ The NCC Airport is underutilized resource, and its name does not help its marketing the facility.</li> </ul>

<b>Utilities (Public Water, Public Sewer, Electric Power, Natural Gas)</b>	
<b>General Information</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>Utilities generally are a strength supporting economic development.</b></li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Improve the County’s competitiveness by providing summary information on available utilities.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ There are no summaries or appropriate links on utility availability on the County website.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<b>Public Water</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Eight municipal or private water providers service the majority of the County.</li> <li>▪ No deficiencies were noted during interviews and focus groups concerning water capacity, quality, pressure and flow, or costs.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<b>Public Sewer</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The majority of NCC is covered by existing or planned Sewer Service Areas.</li> <li>▪ No deficiencies were noted during interviews and focus groups concerning treatment capacity or usage costs.</li> <li>▪ Pretreatment regulations appear to be common and no complaints were reported during research.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Create a County Infrastructure Support Fund to reduce cost of desirable development.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Several portions of the County have sewer capacity limitations.</li> <li>▪ Cost of County sewer hook-up fees was noted as a deterrent to development.</li> <li>▪ The County generally does not assist developers or building projects with sewer extension costs.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<b>Electric Power</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The majority of NCC is covered by Delmarva Power &amp; Light.</li> <li>▪ The Cities of Newark and New Castle and Town of Middletown have their own electric utilities.</li> <li>▪ No complaints were reported during research about Delmarva electric costs or reliability.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ During a separate project for the City of Newark, electric power costs in Newark were considered high and outages were noted as an issue (although reliability issues are being improved).</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>

Natural Gas	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Delmarva Power provides natural gas service in NCC north of the Chesapeake and Delaware Canal.</li> <li>▪ Chesapeake Utilities-Delaware Division provides natural gas service in southern NCC.</li> <li>▪ No complaints were reported during research about Delmarva Power or Chesapeake Utilities’ natural gas costs, pressure or reliability.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
Telecommunications	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>The County is served by a strong Internet backbone – 99% of the County is covered.</b> <ul style="list-style-type: none"> <li>• DE ranked #1 in the U.S. in % of households@ 4 mbps download and upload speeds– 94%.</li> <li>• DE ranks #6 in 10 mbps speed coverage – 48%.</li> <li>• DE ranks #5 in average connection speed 12.3 mbps.</li> </ul> </li> <li>▪ New Castle County is the strongest in the state in terms of broadband and cellular capabilities.</li> <li>▪ Comcast is the primary provider – Verizon second – AT&amp;T is a growing market share and service.</li> <li>▪ Fiber optics network including significant dark fiber connects the County to other regions.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Market the County’s superior telecom capabilities to businesses requiring such service.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ The availability of dark fiber, particularly in Wilmington, is not well known.</li> <li>▪ Verizon policies limit broadband availability or result in large costs in some locations.</li> <li>▪ The City of Wilmington’s policies on extension of fiber is cited as causing difficulties for companies in the downtown or nearby that need fiber capability.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
Infrastructure (Other)	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ There is a perception that much of the infrastructure in the County is deteriorating, with the closing of the I-495 Bridge over the Christina River serving as one example.</li> <li>▪ There is inadequate parking in downtown Wilmington to meet current needs.</li> </ul>

	<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<p><b>Education</b></p>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>The University of Delaware offers strong relationships with employers including internships and ongoing entrepreneurship program.</b></li> <li>▪ <b>Delaware Technical Community College is highly ranked nationally; all programs have an Employer Advisory Board.</b></li> <li>▪ <b>Wilmington University offers an opportunity for doctoral students to work on research with local businesses.</b></li> <li>▪ Del Tech, Wilmington, and University of Delaware are working on an entrepreneurship degree from Del Tech.</li> <li>▪ Del Tech hosts the Diamond Challenge for high school students interested in exploring entrepreneurship</li> <li>▪ University of Delaware, through the Horn Program in Entrepreneurship under the Alfred Lerner College of Business Administration offers an undergraduate major or minor or an MBA concentration; UD also has the Venture Development Center, an entrepreneurial hub.</li> <li>▪ There is an increased focus by businesses and the NCC Chamber on improving educational system performance.</li> <li>▪ There is improving interschool and school-business relationships via initiative by the New Castle Chamber of Commerce.</li> <li>▪ Some school districts are seeing improvement in student performance.</li> <li>▪ School districts maintain their systems are getting an undeserved poor reputation; they maintain that their quality is as good as the schools in PA.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ The public school districts may have to market themselves and have a public relations strategy, demonstrating their quality.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>The perceived quality of County’s public school systems is a major impediment to having more people move to the County.</b></li> <li>▪ The non-charter public schools are being hurt by the growth of charter schools.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Education is a critical issue for the county’s and state’s economic development.</li> <li>▪ There are concerns among county residents about the quality of the public schools, as evidenced by the high percentage of students attending private and parochial schools.</li> <li>▪ Concern about quality of public schools results in 26-28% of students attending parochial schools.</li> <li>▪ The City of Wilmington high school dropout rate is over 60%.</li> <li>▪ State-wide, a high number of HS grads do not continue their education.</li> <li>▪ The State may need a plan or strategy for the development of charter schools.</li> <li>▪ A redesign of the school district service areas in the County may need to be addressed.</li> </ul>

<b>Business Climate</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The County administration is:                             <ul style="list-style-type: none"> <li>○ Identifying necessary improvements to the Unified Development Code (UDC) to allow desirable and high quality development within the context of protecting and enhancing the County’s character.</li> <li>○ Undertaking a wide variety of improvements to the development permit and approval process.</li> <li>○ Meeting regularly with DelDOT to identify and implement efficiencies in the transportation planning portion of the development process.</li> </ul> </li> <li>▪ The State is reviewing and streamlining the regulatory process (but still requires attention).</li> <li>▪ There is a very good relationship in DE between labor and management. There have been no strikes in many years.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>Create a reviewing and streamlining process that is dependable.</b></li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>Both the State and County are seen as non-business friendly by many.</b></li> <li>• Multiple inputs from developers and others show strong dissatisfaction for the time required to get a permit. Focus groups indicate it can take up to four years to get a project approved.</li> <li>▪ <b>Development fees (including sewer impact fees) can be expensive.</b></li> <li>▪ <b>DelDOT is seen as a major impediment to efficient development and permitting.</b></li> <li>▪ County is being hurt by a declining perception of DE as a desirable place to do business, and the image of Wilmington as a high crime area.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ <b>There is a need for the political will to change the County’s development code.</b></li> <li>▪ <b>Land use regulations and process need to be streamlined.</b></li> <li>▪ Citizens think the Planning Department rolls over for developers. Developers think the Planning Department pays too much attention to citizens. There is a need to get the truth out periodically.</li> </ul>
<b>Taxes</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The County has low property taxes (but this is a double-edged sword – see Weaknesses).</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Property tax revenues are low because of State assessment policy (which uses 100% of July 1, 1983 fair market values for New Castle County), but also the County tax does not include road related services-which are handled by the State, public education, and other services.</li> <li>▪ State Gross Receipts Tax discourages the location of larger facilities.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Someone must lead an effort to revise the state’s property valuations.</li> </ul>

<b>Business Support Services</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The area’s population size and density means you can find anything you need in 20-30 minutes.</li> <li>▪ The County helps organizations that help small businesses - small financial support, attend events – treat support organizations as if they are important.</li> <li>▪ There are large businesses to support small businesses through a variety of alliances and vendor-supplier relationships.</li> <li>▪ The County Chamber is bringing the Young Entrepreneur Academy program to Delaware.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Taking better advantage of Select Greater Philadelphia would be helpful in stimulating economic development in the long run.</li> <li>▪ There is a need for a coordinated marketing effort.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• There is no summary of available services to support business development.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ The County is impeding its economic development competitiveness by having an inadequate website for business development and attraction.</li> </ul>
<b>Economic Development Support Services</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The County has an Office of Economic Development.</li> <li>▪ New Castle County Chamber of Commerce is a strong ally of the County’s economic development effort.</li> <li>▪ The Cities of Wilmington and Newark and Town of Middletown have aggressive economic development programs.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Consider creating unified County-Municipal Economic Development Office</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>The majority of information typically sought by business prospects and site selection consultants is not available from or linked to the Economic Development portion of the County’s website.</b></li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<b>Available Sites and Buildings</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>The STAR Campus at the University of Delaware</b></li> <li>▪ The County recognizes that an adequate inventory of quality sites and buildings is a necessity for future economic development.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>Promote the upgrading or redevelopment of properties along Routes 9 and 13</b></li> <li>▪ <b>Identify and support other “Opportunity Areas” for focused development, such as</b> areas near Middletown and the University of Delaware’s STAR Campus.</li> <li>▪ Take better advantage of tracts of undeveloped land that could be master-planned for business</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>There is inadequate information conveniently available about space for occupancy or land for construction.</b></li> <li>▪ It is difficult to obtain information on available sites and buildings from DEDO’s Site Inventory portion of website.</li> <li>▪ There is a mismatch between available industrial space and size requirements (larger projects – 120,000 SF or more not available but many possible projects in that size range).</li> <li>▪ There is a glut of available office space, particularly in Wilmington.</li> </ul>

<p>park development.</p> <ul style="list-style-type: none"> <li>▪ Create local certified sites program</li> <li>▪ Increase use of FTZ at Port.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Much land suitable for industrial development is not available; much of the Industrial zone is wetlands or woodlands.</li> <li>▪ There is an undersupply of appropriately zoned areas for retail growth.</li> <li>▪ There is a lack of space to support business start-ups and small business growth.</li> <li>▪ There are few rail-served sites, but rail demand is increasing.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Some properties that could be important locations for economic growth are currently of low quality, which discourages acquisition and/or redevelopment.</li> </ul>
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**Financing & Incentives**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>The presence of a large and active banking community</b></li> <li>▪ There are some SBA 504 lenders in the County.</li> <li>▪ State funding matches training expenditures 1:1 up to \$100,000 annually.</li> <li>▪ NCC Business Assistance Programs include:             <ul style="list-style-type: none"> <li>- Bond financing for targeted projects</li> <li>- 3 year partial property tax exemption for new construction investment more than \$50,000</li> <li>- County co-sponsorship for state New Jobs Infrastructure Program</li> <li>- Other state incentive/assistance programs</li> <li>- Tax exemptions for new commercial construction or renovation projects in Wilmington</li> </ul> </li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ <b>Create a “closing fund” to support new business creation and product/services development.</b></li> <li>▪ Make better use of Community Reinvestment Act (CRA) capabilities.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>There are very limited assistance programs from New Castle County.</b></li> <li>▪ Compared with many other states, Delaware has a small and conservative incentive program.</li> <li>▪ Sources familiar with funding availability report there are inadequate venture capital and angel funding sources available.</li> <li>▪ There is only one micro-lender in the County.</li> <li>▪ There is a lack of incentives to support key business sectors.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Compliance with new federal regulations is reducing banks’ willingness to lend, particularly for start-ups.</li> </ul>
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Public Services/Facilities	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ There is a full range of services and facilities available to the public, as would be expected in an area of NCC’s size and diversity.</li> <li>▪ The County has a strong library system.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
Quality of Life	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The County has a reasonable cost of living; slightly higher than U.S. average.</li> <li>▪ There is affordable housing for young people, with some options; Trolley Square is one.</li> <li>▪ Good local health care through the Christiana Health Care System and proximity to major facilities in Philadelphia.</li> <li>▪ Extensive recreational, arts, culture, and historic opportunities.</li> <li>▪ New Castle County has had a drop in its crime rate in recent years due to an energized “zero-tolerance” enforcement program.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>There is a misperceived crime and public safety issue in downtown Wilmington that taints the County as a whole.</b> The City is listed on some national real estate and other data bases as being a high crime small city, as defined as having a population below 75,000. The City’s population is 71,400. However, with a population above 75,000 the city would be considered a middle sized city and its comparative ranking on crime rate would be lower, and more in line with the other midsized cities.</li> <li>▪ <b>The County is missing the level of urban environment sought by many younger workers.</b></li> <li>▪ <b>The amount of affordable housing may not be enough to accommodate an influx of younger residents.</b></li> <li>▪ A significant contributor to the crime problem is a growing heroin use and addiction, as it is on the East Coast.</li> <li>▪ Wilmington’s cost of living is higher than Philadelphia or Baltimore (DEDO COLI calculator).</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ There is a significantly different quality of life according to socio-economic groups, particularly in Wilmington.</li> </ul>
Image and Visibility	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ The Greater Wilmington CVB is completing a branding initiative.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Expand DE’s “shoreline image” to include inland opportunities.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ <b>The County has a reputation as not business-friendly.</b></li> <li>▪ A unified brand is missing that cuts across all facets of economic development.</li> <li>▪ Corporate real estate programs have redlined DE.</li> <li>▪ The County and State’s reputation as chemical capital of the world is now a liability.</li> <li>▪ There are different goals and a need for greater cooperation and communication among the</li> </ul>

	<p>different community sectors and groups active in economic development within the County.</p> <ul style="list-style-type: none"> <li>▪ Some residential development approved by county is considered very unfavorably by County residents. The County’s approach to planning is seen by many of those interviewed as fragmented.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ The role of the County within the Philadelphia metro area needs to be understood and leveraged to the County’s advantage.</li> </ul>
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**Planning & Development**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ <b>Improvements to the County’s planning and development process are currently being undertaken.</b></li> <li>▪ The County’s administration is:             <ul style="list-style-type: none"> <li>○ Identifying necessary improvements to the UDC to allow desirable and high quality development within the context of protecting and enhancing the County’s character</li> <li>○ Undertaking a wide variety of improvements to the development permit and approval process</li> <li>○ Meeting regularly with DelDOT to identify and implement efficiencies in the transportation planning portion of the development process</li> </ul> </li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Focusing future development in existing density corridors and identified opportunity areas.</li> <li>▪ Improving multi-jurisdictional planning.</li> <li>▪ Conducting team-building program to make rules enforcers part of the economic development team.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Multiple inputs from developers and others show strong dissatisfaction for the time required to get a permit. Focus groups indicate it can take up to four years to get a project approved.</li> <li>▪ Much past development is considered to be of poor quality by interviewed individuals and focus group participants.</li> <li>▪ The Unified Development Code (UDC) makes it very difficult to do redevelopment.</li> <li>▪ County Code requires DelDOT’s approval where it isn’t really needed.</li> <li>▪ Historically perceived poor planning and “political skullduggery” common.</li> <li>▪ Some of those interviewed expressed the opinion that the county has “too many small people in small places making big decisions”.</li> <li>▪ DelDOT and the County are not on the same page regarding permitting.</li> <li>▪ County’s Roadway Level of Service (LOS) requirements encourages sprawl and discourages infill.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>▪ There is some conflict between neighborhood/community desires and county needs, such as the development of a Data Center in Newark.</li> <li>▪ Current zoning is considered to have too many separate use-related districts – NCC should support greater mixtures of use.</li> <li>▪ Land use regulations and processes need to be streamlined.</li> </ul>
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### Leadership & Politics

**Strengths**

- Many people in the County, County administration, and County Council are aware that leadership must come before politics if the County is to be successful.

**Opportunities**

- Create unified City-County Government

**Weaknesses**

- **Some government agencies are not good collaborators.**
- Some of those interviewed expressed the opinion that the County has “too many small people in small places making big decisions”.

**Issues**

- Not applicable

## **NEW CASTLE COUNTY OPPORTUNITY AREAS**

The following portions of New Castle County were identified by the consulting team as those having the greatest opportunity and/or need for future development or redevelopment:

1. Routes 9 and 13
2. Philadelphia Pike
3. Kirkwood Highway
4. Other major highway corridors (141, U.S. 40)
5. Middletown area
  - Farm on Port Penn Road east of Route 13
  - 1,200 acre site owned by the County along Route 301 (Summit Bridge Road) north of Armstrong Corner Road – has rail frontage
6. Areas near the STAR Campus including railroad station area
7. Areas near the Christiana Mall
8. Existing industrial districts
9. Portions of CZA area for light industrial
10. Vacant or underutilized corporate sites and campuses
11. Claymont area in vicinity of train station
12. Whitehall – Scott Run Business Park

## **NEW CASTLE COUNTY ECONOMIC DEVELOPMENT GOALS**

The consultant team identified the following three goals for New Castle County's economic development program:

1. **Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness, with particular emphasis on:**
  - A simple, swift and certain development permit and approval process that facilitates high quality growth
  - An effective business-education-government collaboration that provides a desirable and adaptable workforce that meets the needs of today's and tomorrow's businesses and offers the training and services needed by today's and tomorrow's workers
  - An adequate supply of attractive and functional commercial and industrial sites and buildings
  - Flexible and effective business assistance and incentive programs that have a demonstrated significant return on investment
2. **Develop a more diversified economy that encourages retention and expansion of businesses and business sectors already in the County and supports recruitment and creation of new businesses and business types that can be successful in the future.**
3. **Continually improve the "quality of place" of New Castle County and its constituent communities to encourage businesses and residents, particularly new generations, to reside and work in the County.**

These goals emanate from the consultant team's research, coupled with a review of goals established in previously created economic development plans and documents including the following sources which have a wide variety of relevant ideas, with particular commonality in promoting economic diversity and becoming more business-friendly:

### **A. The Economic Development Chapter of the County's 2012 Comprehensive Plan**

This document sets forth a single economic development Goal: Continue to promote a strong & sustainable economy.

Related to that Goal are five Objectives:

1. Encourage a diversified economic base.
2. Continue to ensure the availability of sufficient land for employment growth in a variety of industry sectors.
3. Continue to promote redevelopment of existing or underutilized properties.
4. Encourage the growth and development of high-technology business by offering development incentives.
5. Preserve industrially zoned lands to support new industrial development ranging from small business incubator facilities to larger business organizations.

### **B. The City of Wilmington's Seven Points for Economic Development identified by Wilmington Mayor Dennis Williams:**

1. Maintain a Business Roundtable to solicit ideas and resources.
2. Position Wilmington as a magnet for business development and operations.
3. Improve effectiveness and efficiency of city permitting and licensing.

4. Invest in training, education, and youth employment programs.
5. Enhance the marketing of Wilmington as a desirable business location.
6. Coordinate and integrate economic development throughout the city.
7. Develop and promote employment of city residents, small and minority businesses.

**C. Economic development Goals suggested during the Government and Economic Development Focus Group conducted as part of this project:**

1. Encourage a diverse economy accessible to everyone, with a particular emphasis on the City of Wilmington.
2. Become more business friendly with regulations that encourage location and growth in the County.
3. Create new and different strategies that will be effective today and tomorrow.
4. Capture more of the young professional workforce that doesn't live here or goes to Philadelphia and Washington DC on weekends.

**ECONOMIC DEVELOPMENT STRATEGY POTENTIAL INITIATIVES**

Table 2 provides an initial list of initiatives for the County’s Economic Development Plan. This list will be refined through a process of combination, prioritization, elimination, or other necessary actions by the County and consulting team to arrive at the final list for inclusion as the recommended “action agenda” items in the Plan. These will be selected based on our assessment of their anticipated results, cost-effectiveness, resource requirements, support, and other necessary factors.

In any planning process, there are always more good ideas than available resources. Those initiatives are not included in the Plan’s action agenda can serve as a “stockpile” of ideas for future consideration and possible implementation.

**TABLE 2  
INITIAL INITIATIVES**

<b>Initiatives</b>		
<b>#</b>	<b>Short Name</b>	<b>Brief Description</b>
1	Agricultural Marketing and Development Cooperative	Establish a state and local cooperative to support agricultural marketing and development of new opportunities.
2	Agricultural Preservation	Develop and fund a revised County agricultural lands preservation program.
3	Agri-tourism	Develop a county business plan to increase agri-tourism opportunities.
4	Young Farmers	Establish, fund and operate a County program to assist a new generations to become successful farmers, based on national best practices, including education and financing. The Kansas City Fed has done research on this topic, and several counties in the country have established programs that should be investigated.
5	Business Communications Program	Establish a regular County communications program with businesses in the County.
6	Business-Education Roundtable	Establish a County business-education roundtable to help identify what is coming and what is needed to be successful (for both businesses and workers) in the changing global economy.
7	Business Park Development	Establish a program to assist land owners or developers with the creation of new business parks.
8	Career Fair	Create a more robust Career Fair concentrated on 9 <sup>th</sup> grade students.
9	Community Reinvestment Act	Work with the County’s banks to develop and implement a detailed plan to make better use of Community Reinvestment Act (CRA) capabilities.
10	Certified Sites	Create a local certified sites program or have the County’s most developable sites evaluated and certified by a company that provides such a service.
11	County Business Park	Master-plan and develop a County Business Park.
12	County-wide EDO	Evaluate the efficiency and effectiveness of establishing a single, county-wide economic development program with divisions for municipalities.

**NEW CASTLE COUNTY, DELAWARE ECONOMIC DEVELOPMENT STRATEGIC PLAN**

<b>Initiatives</b>		
<b>#</b>	<b>Short Name</b>	<b>Brief Description</b>
13	County-wide Main Street Program	Create and operate a county-wide Main Street program to benefit all retail centers in the County
14	DelDOT	Continue the County's collaboration with DelDOT to identify and implement improvements in regulations and procedures that will expedite the development process while at the same time ensuring desired project quality and traffic management.
15	Design Guidelines	Develop written design guidelines and graphics that illustrate desirable development appearance in the County to help developers create projects that will be embraced by County residents.
16	Directory of Small Business Services	Prepare, broadly disseminate, promote and maintain a Directory of Small Business Services. Publish in English and Spanish
17	EB-5	New Castle County should advise the Delaware Congressional delegation on regulatory changes to the federal EB-5 program allowing the County to better facilitate foreign investment opportunities in NCC and the state of Delaware.
18	Economic Development Closing Fund	Create a "closing fund" to support new business creation, retention, expansion, and recruitment by providing funding for necessary business development actions including infrastructure funding for desired projects.
19	Economic Development Team Building	Create and use a team-building program such as the MetroHartford Alliance's "Economic Development for Public Officials" to meld all County staff that comes into contact with the economic development process into a more effective team.
20	Entrepreneurship & Incubator Without Walls	Support entrepreneurship through encouragement of home-based businesses and establishment of a County Incubator Without Walls program.
21	Gateways	Improve major gateways into New Castle County through signage, landscaping, upgrading of buildings, and other approaches appropriate to each gateway.
22	General Media Image and Information Enhancement	Seek to counter the negative news being publicized in the News Journal about crime. Monitor the news and blogs on this subject and develop the influence to have coverage that is more in perspective. Encourage the development of an alternative newspaper that addresses the attitudes and needs of a younger, hipper population, such as Burlington VT's <i>Seven Days</i> , that serves the entire county and beyond.
23	Grain Receiving & Processing Facility	Recruit one of the poultry companies to develop a grain receiving/processing facility in the County.

**NEW CASTLE COUNTY, DELAWARE ECONOMIC DEVELOPMENT STRATEGIC PLAN**

<b>Initiatives</b>		
<b>#</b>	<b>Short Name</b>	<b>Brief Description</b>
24	Mega-Incubator	Prepare a feasibility study, and if warranted, a business plan for a county “mega-incubator” facility and support services to provide a combined area for entrepreneurs and service agencies, including collaborative workspaces, “Hacker space”, and other necessary programs.
25	Multi-modal distribution hub	Position the County as a multi-modal distribution hub.
26	New Castle County Partnership and Coalition of Partnerships	Examine potential for a New Castle County Partnership similar to Newark’s and a Coalition of Partnerships, as an advisory and implementation tool for the County’s economic development efforts.
27	Older Entrepreneurs	Develop and provide programs and services to assist middle aged, retired, and laid-off residents in becoming successful entrepreneurs and small business people.
28	Opportunity Areas	Create special enterprise zones and districts with assistance programs and incentives aimed at types of development of most value to the County.
29	Streamlining the Development Review Process	Streamline the development review, Permitting, and Licensing Processes by creating an effective and timely process which reduces risk. Through administrative and legislative changes, implement initial Land Use Department “Streamlining Recommendations” presented to the County Council on April 1, 2014.
30	Public Schools Marketing	Develop an ongoing initiative by the County’s school districts to develop a marketing program by which the benefits and assets of the districts are highlighted and publicized.
31	Public School Redistricting	Address the potential for redistricting the County’s schools and revisit the possibility of consolidation if there will be an improvement in quality and/or a reduction in cost.
32	TOD	Identify areas most suitable for transit-oriented development and where appropriate, create conceptual development plans reflecting desired quality of development and market opportunities.
33	Uni-Gov	Conduct an independent study of the feasibility and ramifications of combining city and county governments.
34	Young Entrepreneurs and Professionals	Prepare a competitive analysis comparing Wilmington/New Castle County with other areas of comparable size in terms of characteristics, programs and services leading to the successful retention and recruitment of young residents. Create a think tank of young people – both young professionals and others who aren’t professionals yet. This group would be best if independent of any established entity, such as the County or Chamber.

# TARGET INDUSTRIES

### INTRODUCTION

This portion of the New Castle County, DE Economic Development Plan provides an identification of target clusters and industry sectors that should form the basis of the County's business development efforts over the next three to five years. The recommended targets in this report have emerged from the extensive analysis performed and reported on in the SWOT Analysis portion of this project which contained:

- A detailed Competitive Assessment that provides an objective evaluation of the competitive strengths and weaknesses of New Castle County as an economic development product; and
- A detailed Data Profile that provides an understanding of the County's demographics and economy with time series and/or geographic area comparisons where appropriate.

The use of target clusters and sectors should not overly limit New Castle County's business development efforts – that is, this is not a matter of the County limiting its interests to only those clusters and sectors recommended herein. Rather, it should reflect the facts that:

- There are certain types and clusters of business that best meet the economic and community development goals of the County, and should therefore be a priority; and
- Marketing budgets are not infinite and should be focused on those types of business that offer the best return on investment in terms of meeting the County's economic and community development goals.

Having said that, this does not mean that business development efforts should be limited to just the identified targets. There are two types of targets that New Castle County may be able to capitalize on in the future:

1. Targets of intent – those clusters and industry sectors (the term “industry” is used here generically to mean any form of business – for instance the tourism or agricultural industries – not just manufacturing) that have been specifically identified as highly desirable for the County; and
2. Targets of opportunity – those individual companies and types of business that fall outside the rather narrow target group intended for aggressive marketing and recruitment, but are nonetheless of interest and value to the County.

The primary difference between the two is that the approach to the first group is proactive, whereas the approach to the second group is reactive. Both groups are of potential value to New Castle County.

These marketing and business assistance efforts are not limited to business recruitment or attraction; rather, they should apply to the entire range of business attraction, retention, expansion, creation and transition programs, services and initiatives.

### SOME FUNDAMENTAL PRINCIPLES

In working on many similar target industry analyses and recommendations, the WDG-Garnet team has developed the following set of three principles that we believe should guide the selection of targets for future economic growth:

#### **Sustainability**

Sustainability is the long-term maintenance of well-being as it cuts across the various environmental, economic and social dimensions of human life. A simple definition of sustainability is “having a long life span.” From this perspective, the economic development targets recommended in this report must have the potential of longevity, be environmentally sensitive, contribute to the improved standard of living for the County’s residents, and be socially equitable.

#### **Balance**

There is no “one size fits all” correct approach to the complexities of a regional economy such as that represented in New Castle County. While every resident may share the need for common quality of life factors, there are vast differences in experiences, abilities and desired employment types.

- Intended targets must provide an appropriate balance between a primary motivation of maximizing value-added, livable wage jobs and creating employment opportunities for residents of all abilities and desired employment type.
- While “green is good” and environmental sensitivity must be a foundation of the County’s future economy and economic development efforts, not every new job created must be in a cluster or sector considered to be green.
- Jobs based on innovation and creativity must be balanced with “nuts and bolts jobs” that match the skills, experiences and desires of some of the County’s residents.

#### **Diversity**

Local economies based on a limited number of industries, type of operation, or clusters are at risk if short-term or structural changes impact the economic base. A healthy economy will be diverse, offering a variety of types of jobs and job structures in a cross-section of industries, clusters and operational types. New Castle County’s economic base is currently very diverse (see Exhibit A-3 – Employment by Industry Sector in the SWOT Analysis). This diversity must continue.

### SELECTING STRATEGIC INDUSTRY SECTORS

The consulting team's typical approach to target identification is to first identify the broad spectrum of target industries, clusters or sectors that would fit well in the client community or region and have the potential of helping that community or region achieve its economic development goals. This generally results in a list of potential targets that is too long to function effectively for targeting purposes. The next step is to refine and prioritize this list to arrive at a reasonable number that will comprise the primary list of targets. Through this process we have identified the following seven recommended targets.

The County can pursue, develop and nurture these targets through a combination of marketing, workforce development, infrastructure development, real estate development, and other initiatives to be outlined in an Action Plan, which will be another portion of the New Castle County, DE Economic Development Plan.

Combined or alone, these targets will contribute to the County's economic diversification; its overall wealth and high quality of life; its goals for economic, environmental and social sustainability; and the retention, development and attraction of a workforce that matches the skill needs of current and future industry, and the skill sets that exist or can be developed in the County.

#### The Recommended Targets

##### Advanced Materials

The term "advanced materials" typically refers to new materials or existing materials that have been modified so as to have different atomic and structural properties leading to very different characteristics and suitability for different applications and purposes that provide superior performance. The advanced materials sector includes more than just the materials themselves; it also includes business or management methodologies, research and development, manufacturing processes, and products made from those materials. Materials most frequently included in the definition of advanced materials are metals, polymers, ceramics, fabrics and textiles, glasses and composites; however, the development of new materials continually expands this sector.

Advanced materials is a target industry for The Greater Newark Partnership, and Delaware Economic Development Office (DEDO) has identified it as Delaware industry with a competitive edge. This target is recommended for New Castle County because of its numerous assets for attracting and retaining this industry, including:

- **Having a strong employment and establishment base in this target.** According to StatsAmerica<sup>1</sup> the County has:
  - 255 establishments, including the Wilmington-Based firm Advanced Materials Technology
  - An industry cluster establishment location quotient of 1.05, versus a national average of 1.00. A Location quotient (LQ) is a method of quantifying and comparing how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region "unique" in comparison to the national average.
  - An employment of 11,176
  - An industry cluster employment location quotient of 1.30
- **Having a solid corporate and academic presence**

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<sup>1</sup> A service of the Indiana Business Research Center at Indiana University's Kelley School of Business using funds from the U.S. Commerce Department's Economic Development Administration and Indiana University, and using work conducted by the Purdue Center for Regional Development and other research partners.

## TARGET INDUSTRIES

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- The County is home to the offices of DuPont, W.L. Gore and Dow Chemicals, leaders in advanced materials.
- The County’s advanced materials companies are producing, researching and developing, or otherwise active in nanotechnology, polymers, textiles and chip fabrication.
- The Center for Composite Materials (CCM) is at the University of Delaware. CCM conducts basic and applied research, educates scientists and engineers, and develops and transitions technology. It collaborates with end users in the aerospace, automotive, defense and durable goods industries. The Center has a state-of-the-art Composites Manufacturing Science Laboratory and Application and Technology Transfer Laboratory.
- The University of Delaware’s College of Engineering has a well-regarded department of materials science and engineering.

### Information Technology

Information Technology (IT) is the application of computers and telecommunications equipment to store, retrieve, transmit and manipulate data for business, academic, defense and other applications. Information Technology is a target industry for the Greater Newark Partnership, and is recommended as a target for New Castle County as defined below.

Specific sectors within IT recommended for the County are:

- Custom Computer Programming Services (NAICS<sup>2</sup> Code 541511)
- Computer Systems Design Services (NAICS Code 541512)
- Computer Facilities Management Services (NAICS Code 541513)
- Data analytic processes for business and government applications (NAICS Code 518210)

The County’s assets for attracting and retaining this industry include:

- **A very strong employment and establishment base in this target.** According to StatsAmerica, the County has:
  - 1,285 establishments, such as CSC, HP, Delasoft, Techno Brain and Quantum Leap Innovations
  - An industry cluster establishment location quotient of 1.91.
  - An employment of 15,003
  - An industry cluster employment location quotient of 1.46
- **The University of Delaware.** UD’s college of engineering programs in computer science and Electrical and Computer Engineering departments are leaders in such fields such as nanofabrication, bioinformatics, software engineering, cyber infrastructure, high performance computing, and natural language processing.
- **Access to required talent.** There is access to an existing resident talent base within the City’s labor shed with skills needed by this target. There are 14,100 residents in the County employed in mathematics, statistics, data and accounting occupations, and 3,700 employed in engineering and related sciences.
- **Access to customers and infrastructure.** The County is close to the Philadelphia, Baltimore, New York and Washington DC markets to serve diverse business and government markets. Location on the I-95 fiber pipeline provides users with optimal bandwidth for data uploading and downloading.

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<sup>2</sup> NAICS is the North American Industry Classification System.

## TARGET INDUSTRIES

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### *Aerospace & Defense*

The aerospace and defense industry consists of four principal component segments: aircraft and aircraft parts manufacturers; weapons and intelligence systems manufacturers; satellite manufacturers; and launch vehicle manufacturers. Operations include parts manufacturing, research and design, and aircraft maintenance, repair and overhaul (MRO). The industry includes U.S. and foreign commercial and military customers. DEDO has identified this industry for attraction, retention and development in the State, with specific attention to:

- Corporate Aircraft Maintenance
- Interior Modification/Refurbishment
- Aircraft Painting
- Engine Repair
- Engineering Support Services
- Structural Repair
- Composite Repair
- Avionics Installations/Upgrades

These activities are suited to New Castle County for development because of the following assets, among others:

- Proximity to Delaware County PA's Philadelphia International Airport Mobility Division of Boeing Military Aircraft, a division of Boeing Defense, Space & Security, the Boeing Company's CH-47 Chinook helicopter division. Many of the facility's employees are believed to live in the County.
- Proximity to the Aberdeen Proving Ground (APG), which is home to the U.S. Army's Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR) complex.
- The Cooperative Research and Development Agreement (CRADA) between the U.S. Army and the University of Delaware (UD) for APG.
- The presence of civilian aerospace companies such as Hawker Beechcraft that benefit from the New Castle Airport's central East Coast location to service their fleets.
- Dassault Falcon Jet-Wilmington Corporation is Dassault Aviation's premier maintenance, modification and service center for corporate aircraft. Dassault Falcon is responsible for selling and supporting Falcon business jets throughout the world. The company's County facility is one of the most advanced and capable business aircraft Service Centers in the northeastern United States according to the company's website. The facility offers Aircraft on Ground (AOG services), scheduled and unscheduled maintenance, complete interior refurbishment, avionics retrofits, strip and paint, structural repairs, and on-site engine maintenance in addition to 24-hour Fixed Base Operator (FBO) services.
- Summit Aviation in Middletown is a full-service FAA-certificated repair station supplying private and corporate aircraft owners with quality avionics, structural modifications, alterations repair and maintenance since 1960. Summit Aviation is also an authorized Cessna Single Engine/Multi-Engine/PropJet Service Station, a Bell 206/407 Service Facility, and a Honeywell and Garmin Authorized Sales and Service Center.

## TARGET INDUSTRIES

### Healthcare and Life Sciences

This target is for the attraction, retention and development of activities related to healthcare and life sciences. Health care is identified as a target by the Greater Newark Partnership and DEDO, and is recommended as a target for the County.

The health care industry, or medical industry, is an aggregation of business and service sectors that provides goods and services to treat patients with curative, preventive, rehabilitative, and palliative care. It is divided into four principal groups:

- Ambulatory Health Care
- Hospitals
- Nursing and Residential Care Facilities
- Social Assistance

Table 1 shows the subgroups to each of these three industry sectors according to their NAICS codes and description.

**TABLE 1: HEALTH CARE AND SOCIAL ASSISTANCE INDUSTRY SECTORS**

<b>NAICS Code</b>	<b>Sector and Subsector Name</b>
<b>621</b>	<b>Ambulatory Health Care Services</b>
621111	Offices of Physicians (except Mental Health Specialists)
621112	Offices of Physicians, Mental Health Specialists
621210	Offices of Dentists
621310	Offices of Chiropractors
621320	Offices of Optometrists
621330	Offices of Mental Health Practitioners (except Physicians)
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists
621391	Offices of Podiatrists
621399	Offices of All Other Miscellaneous Health Practitioners
621410	Family Planning Centers
621420	Outpatient Mental Health and Substance Abuse Centers
621491	HMO Medical Centers
621492	Kidney Dialysis Centers
621493	Freestanding Ambulatory Surgical and Emergency Centers
621498	All Other Outpatient Care Centers
621511	Medical Laboratories
621512	Diagnostic Imaging Centers
621610	Home Health Care Services
621910	Ambulance Services
621991	Blood and Organ Banks
621999	All Other Miscellaneous Ambulatory Health Care Services
<b>622</b>	<b>Hospitals</b>
622110	General Medical and Surgical Hospitals
622210	Psychiatric and Substance Abuse Hospitals
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals
<b>623</b>	<b>Nursing and Residential Care Facilities</b>
623110	Nursing Care Facilities (Skilled Nursing Facilities)

**TABLE 1: HEALTH CARE AND SOCIAL ASSISTANCE INDUSTRY SECTORS (Cont'd)**

623210	Residential Intellectual and Developmental Disability Facilities
623220	Residential Mental Health and Substance Abuse Facilities
623311	Continuing Care Retirement Communities
623312	Assisted Living Facilities for the Elderly
623990	Other Residential Care Facilities
<b>624</b>	<b>Social Assistance</b>
624110	Child and Youth Services
624120	Services for the Elderly and Persons with Disabilities
624190	Other Individual and Family Services
624210	Community Food Services
624221	Temporary Shelters
624229	Other Community Housing Services
624230	Emergency and Other Relief Services
624310	Vocational Rehabilitation Services
624410	Child Day Care Services

These four sectors and their subsectors are suited to New Castle County for development because of its following assets, among others:

- **The County is home to Christiana Health Care System and Hospital.** The hospital is the State’s only Level 1 trauma center and Level 3 neonatal intensive care unit, and it is the state’s largest maternity center. The Christiana Care Health System is one of the country’s largest health care providers, ranking 17th for hospital admissions.
- **Philadelphia and Baltimore offer additional networking opportunities with leading national hospitals.** Philadelphia offers the University of Pennsylvania and Thomas Jefferson University Hospitals, and the Baltimore area is home to Johns Hopkins and the University of Maryland Medical System.
- **The County is home to the University of Delaware’s Physical Therapy Department.** This department is ranked #2 in the nation by *U.S. News and World Report*. Inter-disciplinary research is conducted at the facility to help advance physical therapy, positioning it as a resource for any company involved in biomechanics and related fields.

The life sciences comprise those fields that involve the study of living organisms – including biology, botany, zoology, microbiology, physiology, biochemistry, and related subjects such as bioethics. Technological advances in molecular biology and biotechnology have led to an expansion of specializations and interdisciplinary fields within this discipline. The industry includes research and development; pharmaceutical, equipment, instrument and apparatus manufacturing; management; and product wholesale.

New Castle County offers the following advantages for attracting, retaining and developing this industry:

- **Major internationally based firms** AstraZeneca, Siemens Healthcare Diagnostics, Hologic, W.L. Gore and Fraunhofer Center for Molecular Biotechnology are located in the County. In addition specialized companies and startups such as iBio, Inc., Analtech, QPS, and SDIX are located in the County.
- **An established industry presence.** According to StatsAmerica, the County has:
  - 646 industry establishments
  - An industry cluster establishment location quotient of 1.03
  - An employment of 18,472
  - An industry cluster employment location quotient of 1.31

## TARGET INDUSTRIES

- **The presence of support organizations** such as Delaware Bio, and the resources of the University of Delaware, which include the Delaware Biotechnology Institute and the departments of Medical Laboratory Sciences, Biomedical Engineering and Biological Sciences. UD is available for partnering with local companies with its state-of-the-art facilities and world-class faculty.
- **The 40-acre Delaware Technology Park**, a research center that supports the State’s science-based technology growth. The park is a partnership among the state of Delaware, the University of Delaware, and the private sector. It is home to some of region’s most innovative start-up companies and research centers, including the Delaware Biotechnology Institute and the Fraunhofer Center for Molecular Biotechnology.

### *Business, Insurance & Financial Services*

This sector consists of 19 industry sectors and subsectors as listed in Table 2. Some of these sectors are also included in the Information Technology target. The Greater Newark Partnership identified Financial Services as a target for business attraction, retention and expansion; DEDO has identified Insurance and Financial Services as a target for the State. These business activities and overall business services are recommended as targets for the County.

**TABLE 2: BUSINESS, INSURANCE AND FINANCIAL SERVICES**

	<b>NAICS Code</b>	<b>Sector Description</b>
1	323115	Digital printing
2	323116	Manifold business forms printing
3	518	Internet service providers, web search portals and data processing services
4	5222	Non-depository credit intermediation
5	5223	Activities related to credit intermediation
6	523	Securities, commodity contracts, and other financial investments and related activities
7	524	Insurance carriers and related activities
8	525	Funds, trusts, and other financial vehicles
9	5313	Activities related to real estate
10	533	Lessors of nonfinancial intangible assets
11	5411	Legal services
12	5412	Accounting, tax preparation, bookkeeping, and payroll services
13	5413	Architectural, engineering, and related services
14	5414	Specialized design services
15	5415	Computer systems design and related services
16	5416	Management, scientific, and technical services
17	5418	Advertising and related services
18	54191	Marketing research and public opinion polling
19	541922	Commercial photography

New Castle County offers the following advantages for this target.

- **An established industry presence.** According to StatsAmerica, the County has:
  - 3,604 establishments
  - An industry cluster establishment location quotient of 1.32
  - An employment of 46,279
  - An industry cluster employment location quotient of 1.71
- **A long-term commitment to the sector.** For over twenty years Delaware – with New Castle County as the nexus – has been recognized as a center for the banking, financial services and insurance industry. The State has been viewed as an ideal location for international financial institutions seeking to enter U.S. markets. As DEDO notes on its Website “Delaware’s pro-business legal and regulatory environment, strategic positioning, and landmark legislation, such as the Financial Center

## TARGET INDUSTRIES

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Development Act, have paved the way for the financial services industry to become a key component of the economic strength and growth.”

- **Image and reputation.** Because of its business-friendly corporate law structure, Delaware (particularly Wilmington and New Castle County) is widely viewed as the nation’s corporate capital.
- **Global banking institutions,** including Chase, Barclaycard, Bank of America and BNY Mellon have strong presences in the County, and the County is home to Sallie Mae, the nation’s No. 1 financial services company specializing in education.
- **The University of Delaware** also supports the County’s strong financial services sector through the Alfred Lerner College of Business and Economics. Students from the university provide top talent for the County’s business, insurance and financial services operations.

### Agriculture

Agriculture is an important element in the County’s economy and quality of life. Corn and soybeans are the leading crops, with the Delmarva poultry industry as the primary market. Corn is also sold to dairy farms in Pennsylvania. Wheat is also grown, and milled in Pennsylvania for bread flour. Dairy farms are a secondary segment of the county’s agricultural base. Vegetables and some livestock are grown for local and regional consumption.

Agriculture is not a target industry for the state, but it is recommended as a target for the County for the following reasons:

- It offers an element of **economic diversification** for the County.
- Agriculture is **an important part of the County’s quality of life**, providing open-space, tourism income and locally grown produce for local and regional farm-to-market programs.
- The County, particularly South County, has **some of the best agricultural soils in the country**, which need to be preserved for future food production.
- **Preservation of farmland saves infrastructure, education and other costs to government associated with development.**

This target is recommended for retention and development through a number of actions that include:

- A strong farm land preservation program through an enhanced transfer of development rights that cross zoning districts, and exploration of other programs such as payment-in lieu of taxes, and development of a county sponsored farm preservation program.
- Provide enhanced financing and education programs to help young farmers buy land and learn the industry.
- Have education programs for the general public on the value of farms and their retention.
- Facilitate the development of a grain receiving station with rail service.
- Work to maximize inter-agency cooperation and communication on the County and State levels on issues affecting agriculture.
- Work to assure that farming is profitable through non-onerous regulations.
- Have enhanced marketing programs at the State, County and local levels for improved far- to-market initiatives, such as farmers markets (including urban markets underserved by quality food markets), farm-to-schools, farm-to-restaurants, and farm-to-table.
- Promote agri-tourism.

## TARGET INDUSTRIES

### Port Related Operations

The Port Related Operations target consists of nine sectors, as outline in Table 3.

**TABLE 3: PORT RELATED OPERATIONS**

NAICS	Corresponding Index Entries
488310	Docking facility operations
488310	Harbor maintenance services (except dredging)
488310	Harbor operation
488310	Maintenance services, waterfront terminal (except dredging)
488310	Port facility operation
488310	Waterfront terminal operation (e.g., docks, piers, wharves)
various	Assorted vendor, supplier and related operations

In addition, there are many other maritime related businesses that may capitalize on a location in close proximity to the Port, such as maritime insurance firms, maritime security firms, and similar types of business.

This target has not been identified by DEDO for development, but it is recommended for the County because of its role in the economic health of the County and the following advantages:

- **The Port is a full-service deep-water port and marine terminal** on the Christina and Delaware Rivers capable of handling all types of cargo with customized logistics. In calendar year 2009, the port handled 359 vessels of containerized, non-containerized cargo; dry bulk cargo; and liquid bulk petroleum cargo.
- **The port is the busiest terminal on the Delaware River.**
- **The Port ranks as the nation's leading gateway for imports of fresh fruit, banana, and juice concentrate, automobiles, steel, forest products, livestock (the East Coast's largest export port), petroleum, and other cargo.** The port has handled specialized cargo such as rocket parts from Ukraine and wind turbine blades from South America. It is also North America's leading perishable terminal, handling more than 200,000 TEUs (20-foot equivalent units) annually primarily for Dole Fresh Fruit Company and Chiquita Fresh North America. The Dole Food Company operations make the port the largest facility in the nation for banana imports.
- **The Port has the nation's largest cold-storage complex** with six temperature-controlled warehouses totaling 816,000 square feet. Distributors and companies use this facility as their northeastern and mid-Atlantic distribution center because of its good access to the market in these regions.
- **The Port provides quick access to I-495 and I-95**, the East Coast's interstate backbone.
- **The port has a 3,435-foot wharf face along the Christina River** with depths of 35–38 feet alongside, and the Delaware River portion of the port is being deepened to 42 feet. There are nine berths facing the Christina River, including seven general cargo berths, one petroleum berth, one floating roll-on/roll-off berth, in addition to an automobile berth facing the Delaware River
- **Cargo handling facilities** include two 50-ton capacity gantry cranes and one 75-ton capacity gantry crane.
- **The port has 50 acres of open space for storage, and 250,000 square feet of dry warehouse and storage space**, in addition to the refrigerated space noted previously.
- **The port is served by CSX and Norfolk Southern railroads.**
- **The port is a foreign trade zone**, although this capability is not used.
- **A refrigerated trailer hub** which accommodates multi-day parking of trucks with perishable cargo destined for transport is in close proximity to the port.

# **ACTION PLAN**

### EXECUTIVE SUMMARY

This Economic Development Master Strategic Action Plan is the final element of a New Castle County Economic Development Plan prepared by Wadley-Donovan GrowthTech, LLC and Garnet Consulting Services, Inc. Two prior elements prepared as part of this project were:

- A Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment of the County
- A Target Industry Report

The overall project included the following primary aspects:

- Prepare an analysis of New Castle County's economic and demographic characteristics including income statistics, population, housing, employment, labor force, race distribution, poverty, and educational attainment statistics as they impact economic development and planning.
- Identify marketable strengths that can be capitalized upon, as well as obstacles and weaknesses impacting the county's or region's economic development future.
- Identify target industries for the County's Office of Economic Development's business expansion, retention, and attraction efforts.
- Recommend specific action steps to guide economic development in the County.

This portion of the project addresses the last item.

This Action Plan is founded on the information obtained through a variety of methods that are detailed in the SWOT Analysis report, and is summarized in the following Introduction section.

From this research, three primary Goals were recommended for New Castle County's future economic development efforts:

1. **Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness, with particular emphasis on:**
  - A simple, swift and certain development permit and approval process that facilitates high quality growth
  - An effective business-education-government collaboration that provides a desirable and adaptable workforce that meets the needs of today's and tomorrow's businesses and offers the training and services needed by today's and tomorrow's workers
  - An adequate supply of attractive and functional commercial and industrial sites and buildings
  - Flexible and effective business assistance and incentive programs that have a demonstrated significant return on investment
2. **Maintain a diversified economy that encourages retention and expansion of businesses and business sectors already in the County and supports recruitment and creation of new businesses and business types that can be successful in the future.**
3. **Continually improve the "quality of place" of New Castle County and its constituent communities to encourage businesses and residents, particularly new generations, to reside and work in the County.**

During the course of project research, a lengthy list of possible Initiatives was developed that could be elements of the County's Economic Development Action Agenda. This list was modified and streamlined resulting in a set of nine Initiative Groups, each with multiple components. The following table summarizes those Groups and Components.

## ACTION PLAN

Initiative Group	Components
1. Enhanced Development Environment	<ol style="list-style-type: none"> <li>1. Economic Development Team Building</li> <li>2. Streamlining the Development Review Process</li> <li>3. Design Guidelines</li> <li>4. DeIDOT</li> <li>5. Level of Service</li> </ol>
2. Economic Development Delivery System	<ol style="list-style-type: none"> <li>1. New Castle County Partnership and Coalition of Partnerships</li> <li>2. County-wide EDO</li> </ol>
3. Entrepreneurship and Small Business Development	<ol style="list-style-type: none"> <li>1. Directory of Small Business Services</li> <li>2. EB-5</li> <li>3. Economic Development Closing Fund</li> <li>4. Entrepreneurship &amp; Incubator Without Walls</li> <li>5. Mega-Incubator</li> <li>6. Older Entrepreneurs</li> <li>7. Young Entrepreneurs and Professionals</li> </ol>
4. Development Areas	<ol style="list-style-type: none"> <li>1. Opportunity Areas</li> <li>2. TOD</li> <li>3. Level of Service</li> </ol>
5. Marketing and Image Development	<ol style="list-style-type: none"> <li>1. Business Communications Program</li> <li>2. Gateways</li> <li>3. General Media Image and Information Enhancement</li> <li>4. External Marketing as a business location</li> </ol>
6. Agriculture	<ol style="list-style-type: none"> <li>1. Agricultural Marketing and Development Cooperative</li> <li>2. Agricultural Preservation</li> <li>3. Agri-tourism</li> <li>4. Young Farmers</li> <li>5. Grain Receiving &amp; Processing Facility</li> </ol>
7. Community Development	<ol style="list-style-type: none"> <li>1. Community Reinvestment Act</li> </ol>
8. Real Estate	<ol style="list-style-type: none"> <li>1. Available Properties Inventory</li> <li>2. Business Park Development</li> <li>3. County Business Park</li> <li>4. Certified Sites</li> <li>5. Mega-Incubator – also included in Initiative Group 3</li> </ol>
9. Workforce, Education and Training	<ol style="list-style-type: none"> <li>1. Business-Education Roundtable</li> <li>2. Public Schools Marketing</li> <li>3. Public School Redistricting</li> <li>4. Career Fair</li> </ol>

A detailed description of the nine Initiative Groups and their Components is presented with information on Major Action Steps, approximate schedule, resource needs, responsibilities, performance measures, and other relevant information to help with implementation.

Two important caveats are noted:

## ACTION PLAN

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1. This plan was developed for implementation, which will require an investment in time and money by the County and its partners with the intention of obtaining a future return on that investment through an improved economy, more and better job opportunities, and an overall increase in individual and community wealth and well being. The plan will guide the County to move from strategic planning to strategic doing.
2. Second, there is a noticeable degree of friction in the County between two groups. One is committed to attracting more business investment, while the other is concerned about the nature of the development that will be created by any increase in investment. A concerted, conscious effort is necessary to bridge the gap between these two groups to provide the economic development the County needs.

### INTRODUCTION

This Economic Development Strategic Action Plan is the product of a contract between The Wadley-Donovan Group (through its economic-development unit Wadley-Donovan GrowthTech [WDGT]) and New Castle County, Delaware. WDGT partnered with Garnet Consulting Services, Inc. to complete this Action Plan and the other components of this project.

Two other deliverables are being submitted in conjunction with this report:

- A Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment of the County
- A Target Industry Report

This Plan is founded on the information obtained through a variety of methods that are detailed in the SWOT Analysis portion of this report. In summary, these included:

- Review of numerous previous economic development related reports, plans and data provided by the County and its stakeholders.
- Eleven topic-directed focus groups consisting of 63 employers, elected officials, citizens, and other stakeholders.
- Six additional topic-directed focus groups of employers, elected officials, citizens, and other stakeholders for a parallel economic development SWOT Analysis the team is conducting for the City of Wilmington.
- Nine individual interviews.
- Extensive interaction with the County's leadership and economic development and planning staff.
- Gathering of data on the County's current demographic, socio-economic, and economic landscape, including income statistics, population, housing, employment and workforce, racial diversity, educational attainment, commutation patterns, occupational characteristics, employment by industry, and other characteristics. Key data is presented in Appendix A of the SWOT Analysis.

From this research, three primary Goals were recommended for New Castle County's future economic development efforts:

4. **Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness, with particular emphasis on:**
  - A simple, swift and certain development permit and approval process that facilitates high quality growth
  - An effective business-education-government collaboration that provides a desirable and adaptable workforce that meets the needs of today's and tomorrow's businesses and offers the training and services needed by today's and tomorrow's workers
  - An adequate supply of attractive and functional commercial and industrial sites and buildings
  - Flexible and effective business assistance and incentive programs that have a demonstrated significant return on investment
5. **Maintain a diversified economy that encourages retention and expansion of businesses and business sectors already in the County and supports recruitment and creation of new businesses and business types that can be successful in the future.**
6. **Continually improve the "quality of place" of New Castle County and its constituent communities to encourage businesses and residents, particularly new generations, to reside and work in the County.**

Project research led to development of a list of 34 possible Initiatives that could be the focus of future economic development efforts. Some were suggested during the research while others were identified by the consultant team. These are shown in Table 2 of the SWOT Analysis, which also provides a brief description of what each is about. These brief descriptions also appear in the Initiative Elements section of each Initiative Group discussion in the following pages.

## ACTION PLAN

The next step was to create a final list of Initiatives; this was done at a meeting of the consulting team, County Executive, County Administrator, the Policy Director of New Castle County and staff member, and the Director of the County Land Use and Economic Development Department. Two suggested Initiatives were deleted, while four were added. In recognition of the fact that staff, budget and other limitations would not support implementation of 36 initiatives at the same time, the proposed Initiatives were reduced to nine Initiative Groups, with related components (it should be noted that one Initiative - Creation of a Mega-Incubator - is included in both the Entrepreneurship and Small Business Development and Real Estate Initiative Groups). The final list of Initiative Groups and component elements are shown in Table 1 and elaborated upon later in this document.

**Table 1**  
**New Castle County Initiative Groups and Components**

<b>Initiative Group</b>	<b>Components</b>
<b>1. Enhanced Development Environment</b>	<ol style="list-style-type: none"> <li>1. Economic Development Team Building</li> <li>2. Streamlining the Development Review Process</li> <li>3. Design Guidelines</li> <li>4. DelDOT</li> </ol>
<b>2. Economic Development Delivery System</b>	<ol style="list-style-type: none"> <li>1. New Castle County Partnership and Coalition of Partnerships</li> <li>2. County-wide EDO</li> </ol>
<b>3. Entrepreneurship and Small Business Development</b>	<ol style="list-style-type: none"> <li>1. Directory of Small Business Services</li> <li>2. EB-5</li> <li>3. Economic Development Closing Fund</li> <li>4. Entrepreneurship &amp; Incubator Without Walls</li> <li>5. Mega-Incubator</li> <li>6. Older Entrepreneurs</li> <li>7. Young Entrepreneurs and Professionals</li> </ol>
<b>4. Development Areas</b>	<ol style="list-style-type: none"> <li>1. Opportunity Areas</li> <li>2. TOD</li> </ol>
<b>5. Marketing and Image Development</b>	<ol style="list-style-type: none"> <li>1. Business Communications Program</li> <li>2. Gateways</li> <li>3. General Media Image and Information Enhancement</li> <li>4. External Marketing as a business location</li> </ol>
<b>6. Agriculture</b>	<ol style="list-style-type: none"> <li>1. Agricultural Marketing and Development Cooperative</li> <li>2. Agricultural Preservation</li> <li>3. Agri-tourism</li> <li>4. Young Farmers</li> <li>5. Grain Receiving &amp; Processing Facility</li> </ol>
<b>7. Community Development</b>	<ol style="list-style-type: none"> <li>1. Community Reinvestment Act</li> </ol>
<b>8. Real Estate</b>	<ol style="list-style-type: none"> <li>1. Available Properties Inventory</li> <li>2. Business Park Development</li> <li>3. County Business Park</li> <li>4. Certified Sites</li> <li>5. Mega-Incubator – See Initiative Group 3</li> </ol>
<b>9. Workforce, Education and Training</b>	<ol style="list-style-type: none"> <li>1. Business-Education Roundtable</li> <li>2. Public Schools Marketing</li> <li>3. Public School Redistricting</li> <li>4. Career Fair</li> </ol>

## ACTION PLAN

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The nine Initiative Groups and their components build on some important work already being undertaken by the County, its municipalities, or other allies, such as:

- Streamlining of the County's development code and procedures with consistency between DeIDOT and the County.
- Aggressive efforts by both the County and City of Wilmington to reduce crime and the perception of a high crime rate.
- A stronger education-business interface being spearheaded by the New Castle County Chamber of Commerce.
- Ongoing interaction between the County and DeIDOT.
- Development of an outreach initiative to Young Professionals and entrepreneurs by the City of Wilmington.

### Some Caveats

First, as noted in the title of this section of the overall project report, this is intended to be an Action Plan. Planning is relatively easy and inexpensive compared to implementation. Economic development rarely happens for free or without effort. Places that want development make an investment to get it – with the express intention of receiving a return on that investment.

Now it is time for New Castle County to move from strategic planning to strategic doing.

Second, there is a noticeable degree of friction between “camps” within New Castle County: one committed to attracting more business investment for improved employment opportunities and revenue generation; the other concerned about what future development will look like because of significant dissatisfaction about past development. Neither of these groups is wrong, but there is tension between the two. A concerted, conscious effort is necessary to bridge the gap between the two and work together to provide the development the County needs and will invariably get with the quality and character many of the County's residents expect and deserve.

## **THE NEW CASTLE COUNTY ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN**

The following section of this Economic Development Strategic Action Plan provides details on each Initiative Group designed to help with implementation. Included for each are a list of major action steps and a suggested schedule for implementation; identified agencies or individuals to be responsible for or in support of implementation; the resources needed and possible sources; performance measures to gauge the County’s success in meeting the Plan’s goals; and additional information that may be of use.

This is an aggressive program of work that will require the dedication of staff time, funding, and other resources. It is impossible to start and maintain work on all of these items simultaneously. A staggered start on the nine Initiative Groups has been suggested, but is subject to modification by the County to reflect resource realities.

<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #1: Enhanced Development Environment</b>	
<b>Initiative Elements</b>	
1. Economic Development Team Building	Create and use a team-building program such as the MetroHartford Alliance’s “Economic Development for Public Officials” to meld all County staff that comes into contact with the economic development process into a more effective team.
2. Streamlining the Development Review Process	Streamline the development review, transportation, Permitting, and Licensing Processes by creating an effective and timely process which reduces risk. Through administrative and legislative changes, implement initial Land Use Department “Streamlining Recommendations” presented to the County Council April 1, 2014 and more detailed recommendations presented to County Council October 7, 2014.
3. Design Guidelines	Develop written design guidelines and graphics that illustrate desirable development appearance in the County to help developers create projects that will be embraced by County residents.
4. DeIDOT	Continue the County’s collaboration with DeIDOT to identify and implement improvements in regulations and procedures that will expedite the development process while at the same time ensuring desired project quality and traffic management.

**Supports Goals:**

1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.
3. Continually improve the “quality of place” of New Castle County and its constituent communities.

**Rationale for Initiative and Background Information**

Business climate is one of the key factors in determining the success of a place in its business development efforts (that is, the full range of retention, expansion, recruitment, and start-up activities.) Simply stated, business climate means how business-friendly and welcoming a place is – or conversely, how onerous the place’s development process is perceived to be. This is an area where New Castle County does not get high grades.

While the topic has several components, the most important is usually related to the place’s regulations and procedures that govern development.

Often this situation is a function of lingering perception from long-past “horror stories”, while in other instances there is good reason for the dissatisfaction. Frequently it is a reflection of an incorrect understanding on the part of the applicant as to what is required.

Whatever the cause, the reputation of being a business-unfriendly community – that is, having a less than desirable business climate – can result in a community being passed by as a possible location for business investment – both new business attraction and retention/expansion of what is already there.

New Castle County has been working hard to correct both the perception and reality of a difficult business climate. The City of Wilmington, through its Business Roundtable, is working in a similar manner. The City of Newark has focused attention on this issue. The New Castle County Chamber of Commerce plays an important role.

These efforts must continue, be enhanced, and become “the new normal.” Rather than the current, somewhat fragmented approach, the County, its constituent communities, the Chamber, and any other appropriate business, government and civic groups should work together to identify important problems and collaborate on finding and implementing solutions.

The premise behind this call for broader teamwork is that economic development is a team sport. Success depends upon having all the right players working from the same game plan. This Action Plan is intended to provide the necessary game plan – New Castle County must now field the most effective team possible and limit the number of penalties it earns because of a business climate that is not as good as it could be.

As shown in the section above on Initiative Elements, several components are suggested. Some are already underway, while others are new. The list is not intended to be exhaustive – rather, it is a starting point for what must be a continuing focus by the County and its allies in order to enhance New Castle County’s competitiveness.

**Initiative Group #1 Major Action Steps and Schedule**

Action Steps	Schedule
1. Expand existing County development working groups and aggressive outreach to development community regarding UDC changes and the implementation of the Development Review process.	4 <sup>th</sup> Qtr 2014

## ACTION PLAN

2. Establish an electronic <b>New Castle County Development News</b> to regularly inform the County's development community about improvements to regulations and procedures. Compile a master list of contacts in the development field (developers, architects, engineers, others as appropriate) to allow efficient distribution of the Development News and other communications.	1 <sup>st</sup> Qtr 2015		
3. Establish and train <b>Team New Castle County</b> . This team should include all County Staff and Boards and Commissions that come in contact with the County's economic development efforts and process. This should be an internal County Team that is a part of the broader New Castle County Economic Partnership discussed in Initiative Group #3.	2 <sup>nd</sup> Qtr 2015		
4. Contact the MetroHartford Alliance to obtain details on their " <b>Economic Development for Public Officials</b> " training program. Use this or a customized local version to provide economic development training to Team New Castle County.	2 <sup>nd</sup> Qtr 2015		
5. Enhance a <b>Development Process Customer Satisfaction Survey</b> that can be used by developers and the public to provide feedback on their experience with the County's development process and suggestions for improving the regulations and procedures. This survey should be available in paper form or on a computer in the County's development offices, and online from the County's website.	3 <sup>rd</sup> Qtr 2015		
6. <b>Create Design Guidelines.</b> Research exemplary Design Guideline policies and manuals to prepare and adopt a set of New Castle County Design Guidelines.	3 <sup>rd</sup> – 4 <sup>th</sup> Qtrs 2015		
7. Maintain regular contact with <b>DeIDOT</b> . Establish a long-term meeting schedule and process for sharing County development related documents with DeIDOT. Identify other means for collaborating with DeIDOT to provide an expedited development process.	On-going		
<b>Responsibility</b>			
<b>Primary:</b>	<b>Support:</b>		
<ul style="list-style-type: none"> <li>• New Castle County Land Use Department</li> <li>• New Castle County Economic Development Department</li> <li>• Design Guidelines Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• New Castle County Chamber of Commerce</li> <li>• New Castle County municipalities</li> <li>• DeIDOT</li> <li>• All County Departments and agencies that impact the economic development process</li> </ul>		
<b>Resources Needed</b>			
<b>Funding:</b>	<b>Item</b>	<b>Amount</b>	<b>Possible Sources</b>
	<ul style="list-style-type: none"> <li>• Miscellaneous support</li> </ul>	\$5,000	<ul style="list-style-type: none"> <li>• County budget</li> </ul>
<b>Other:</b>	<ul style="list-style-type: none"> <li>• Staff support to administer Initiative Elements</li> </ul>		

<b>Performance Measures</b>			
<ul style="list-style-type: none"> <li>First issue of the New Castle County Development News distributed by March 2015 and monthly or quarterly thereafter.</li> <li>Team New Castle County established by April 2015 and trained by May 2015.</li> <li>Development process customer satisfaction enhanced by survey created and in use by August 2015.</li> <li>New Castle County Design Guidelines adopted and in use by December 2015.</li> </ul>			
<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
<b>Additional Information</b>			
<p>For a good example of Design Guidelines, see Simsbury, CT:  <a href="http://www.simsbury-ct.gov/design-review-board">http://www.simsbury-ct.gov/design-review-board</a> - Guidelines for Community Design Publication</p> <p>For an example of County level Design Guidelines, see:  <a href="http://www.placer.ca.gov/departments/communitydevelopment/planning/documentlibrary/designguidelines">http://www.placer.ca.gov/departments/communitydevelopment/planning/documentlibrary/designguidelines</a></p> <p>See the Metro-Hartford Alliance’s “Economic Development for Public Officials” program as a model for a regional Economic Development Education and Team-Building Program. See  <a href="http://www.metrohartford.com/economic-development/municipal-services">http://www.metrohartford.com/economic-development/municipal-services</a> or contact Sandra Johnson, Vice President and Business Development Officer, MetroHartford Alliance, 860-525-4451, Ext. 281.</p>			
			

<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #2: Economic Development Delivery System</b>	
<b>Initiative Elements</b>	
1. New Castle County Economic Partnership and Coalition of Partnerships	Consider expanding and making more effective the relationship with the New Castle Chamber of Commerce’s Economic Development Council to further the County’s economic development efforts.
2. County-wide EDO	Evaluate the efficiency and effectiveness of establishing a single, county-wide economic development program with divisions for municipalities.
<b>Supports Goals:</b>	
1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.	
<b>Rationale for Initiative and Background Information</b>	
<p>A full service economic development program includes 10 important functions, which are discussed in Exhibit D at the end of this Plan. This does not mean that a single economic development organization (EDO) must do them all – but rather that they all should be done by someone.</p> <p>New Castle County is blessed with a number of very good agencies undertaking portions of its economic development program. Whenever there are multiple service providers working in the same arena, there are possibilities of service duplications or gaps – waste or inadequate service. To minimize this from happening in the County, the New Castle County Economic Development Council (NCCEDC) was created. This council is a partnership between the New Castle County government and the New Castle County Chamber of Commerce that brings together County, municipal and state governments with the Chamber and county business. The partnership oversees programs and initiatives aimed at economic development in the County, including the Emerging Enterprise Center and the Greater Newark Economic Development Partnership.</p> <p>Examining the potential for expansion and enhancement of the NCCEDC efforts would provide a reexamination of the partnership and its effectiveness, and provide possible avenues for improved and new initiatives, and expanded participation by additional stakeholders, such as educators and trainers and the Farm Bureau. This examination could pay special attention to ensuring a collaborative coordinating mechanism exists for planning and implementing the County’s economic development efforts.</p> <p>Taking this process a step farther, the idea of creating a single EDO for the entire County should be evaluated, perhaps using the NCCEDC. In many other parts of the county, this type of county-wide, 501 (c)(6) not-for profit development corporation is the typical organizational structure for carrying out an economic development program. This provides for a higher level of coordination and a lower level of administrative duplication. To ensure that individual communities feel adequately represented, the county-wide EDO can include separate divisions or departments devoted to specific municipalities.</p>	
<b>Initiative Group #2 Major Action Steps and Schedule</b>	
<b>Action Steps</b>	<b>Schedule</b>
1. Research other county-level economic development partnerships to identify typical structures, activities and services, and best practices (see the Additional Information section for some examples). Contact these to discuss how they were established, how they are organized and managed, “lessons learned” from past operations, and similar topics.	3 <sup>rd</sup> Qtr 2014

## ACTION PLAN

2. Examine the NCCEDC in relationship to the identified best practices and its work program for the next one to three years.	4 <sup>th</sup> Qtr 2014 – 1 <sup>st</sup> Qtr 2015		
3. Evaluate the need for and potential effectiveness of establishing an official <b>County-wide Economic Development Corporation</b> or other structure to improve the County's economic development service delivery, possibly through the NCCEDC. This should include the possibility of divisions representing the County's municipalities with active economic development programs. If necessary, hire an outside group to provide an independent and objective evaluation of this topic.	2 <sup>nd</sup> Qtr 2015		
4. Establish a <b>New Castle County Economic Development Website</b> . Promote the existence of the Partnership to all businesses in the County, economic development allies (e.g., DEDO, Select Greater Philadelphia), the County's development community, and in to other appropriate groups.	2 <sup>nd</sup> Qtr 2015		
<b>Responsibility</b>			
<b>Primary:</b>	<b>Support:</b>		
<ul style="list-style-type: none"> <li>New Castle County Economic Development Department</li> </ul>	<ul style="list-style-type: none"> <li>New Castle County Chamber of Commerce</li> <li>Greater Newark Partnership</li> <li>Wilmington Office of Economic Development</li> <li>County municipalities with active economic development programs</li> </ul>		
<b>Resources Needed</b>			
<b>Funding:</b>	<b>Item</b>	<b>Amount</b>	<b>Possible Sources</b>
	<ul style="list-style-type: none"> <li>Consultant for County-wide Economic Development Corporation Study</li> </ul>	\$35,000	<ul style="list-style-type: none"> <li>County budget</li> </ul>
	<ul style="list-style-type: none"> <li>Economic Development Website</li> </ul>	\$15,000 to create \$4,000/year to maintain	
<ul style="list-style-type: none"> <li>Miscellaneous support</li> </ul>	\$2,500		
<b>Other:</b>	<ul style="list-style-type: none"> <li>Staff support to administer Initiative Elements</li> </ul>		
<b>Performance Measures</b>			
<ul style="list-style-type: none"> <li>Research on benchmark county-level economic development partnerships completed by August 2015 and whitepaper with recommendations issued by September 2015.</li> <li>New Castle Economic Partnership established by November 2014 with first year work program developed by January 2015 and operational by February 2015.</li> <li>Evaluation of the need for and effectiveness of a County-wide Economic Development Corporation completed by June 2015</li> <li>If creation of a County-wide Economic Development Corporation is found to be of value, it should be established and functioning by January 2016.</li> <li>New Castle County Economic Development Website designed and operational by April 2015 and regularly maintained.</li> </ul>			

<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
<b>Additional Information</b>			
<p>For a discussion of the Functions of the Full Service Economic Development Program, see Exhibit D.</p> <p>For an examples of “umbrella” county economic development partnerships, see:  <a href="http://www.betterindanville.com/">http://www.betterindanville.com/</a>  <a href="http://gohendersoncountync.org/">http://gohendersoncountync.org/</a>  <a href="http://www.wrightpartnership.org/">http://www.wrightpartnership.org/</a>  <a href="http://www.hcedp.org/">http://www.hcedp.org/</a>  <a href="http://www.dekalbcountyedp.org/">http://www.dekalbcountyedp.org/</a></p> <p>For examples of award winning economic development websites (as recognized by the International Economic Development Council – IEDC – at it 2013 Annual Conference), see:  <a href="http://www.waterloo.ca/en/government/waterlooeconomicdevelopment.asp">http://www.waterloo.ca/en/government/waterlooeconomicdevelopment.asp</a>  <a href="http://thinktullahoma.com/">http://thinktullahoma.com/</a>  <a href="http://www.gilbertedi.com/">http://www.gilbertedi.com/</a>  <a href="http://www.calgaryeconomicdevelopment.com/">http://www.calgaryeconomicdevelopment.com/</a></p>			
			

<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #3: Entrepreneurship and Small Business Development</b>	
<b>Initiative Elements</b>	
1. Directory of Small Business Services	Prepare, broadly disseminate, promote and maintain a Directory of Small Business Services. Publish in English and Spanish.
2. EB-5	New Castle County Government, together with the NCC Chamber of Commerce should advise the Delaware Congressional delegation on regulatory changes to the federal EB-5 program allowing the County to better facilitate foreign investment opportunities in NCC and the State of Delaware. The County’s Economic Development Office will seek out expertise in implementation of a successful EB-5 program in the State of DE, which will require coordination with the Federal and State Governments.
3. Economic Development Closing Fund	Create a “closing fund” to support new business creation, retention, expansion, and recruitment by providing funding for necessary business development actions including infrastructure funding for desired projects.
4. Entrepreneurship & Incubator Without Walls	Support entrepreneurship through encouragement of home-based businesses and establishment of a County Incubator Without Walls program, possibly through the New Castle County Chamber’s Emerging Enterprise Center, and including the Route 9 Library.
5. Mega-Incubator	Prepare a feasibility study, and if warranted, a business plan for a county “mega-incubator” facility and support services to provide a combined area for entrepreneurs and service agencies, including collaborative workspaces, “Hacker space”, and other necessary programs.
6. Older Entrepreneurs	Develop and provide programs and services to assist middle aged, retired, and laid-off residents in becoming successful entrepreneurs and small business people.
7. Young Entrepreneurs and Professionals	Prepare a competitive analysis comparing Wilmington/New Castle County with other areas of comparable size in terms of characteristics, programs and services leading to the successful retention and recruitment of young residents. Create a think tank of young people – both young professionals and others who aren’t professionals yet. This group would be best if independent of any established entity, such as the County or Chamber.

**Supports Goals:**

1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.
2. Maintain a diversified economy.

**Rationale for Initiative and Background Information**

Most area employment is with small employers, defined as companies with employment between 100 and 1,500 employees, depending upon the industry sector. Delaware’s private sector employment base is with small employers, as it is in the rest of the nation. Just over 55% of the State’s non-government jobs are with employers with fewer than 100 employees, while 72% are with employers with fewer than 250 employees. Since 2003 the trend has been growing. Since then, 60% of the County’s job growth has been with employers having fewer than 50 employees, while the number of employees working for companies with more than 250 employees declined significantly. Data is not available at the County level, but because New Castle County is home to 68% of the State’s jobs, the State data can be considered reflective of the County’s trends.

The trend in the State and County is favoring growth of the smallest employers as the economic base of the State becomes less founded on large employers within the chemical, financial and other sectors. In response, the County needs to focus its attention on the development and nurturing of small employers, particularly those with fewer than 50 employees. This strategy fits well with the targeted industries recommended to the County as part of this Strategic Plan.

Small businesses typically need assistance when starting operations, including direction on the basics of running a business; legal, financial and accounting assistance and guidance; business plan development; and finding well-located affordable space in which to operate. Finding this assistance can be time-consuming and expensive. Some established avenues of help, such as SCORE frequently do not meet the needs of many start up businesses, particularly minority owned firms and technology focused enterprises.

Therefore, it is common for local governmental agencies, together with allies such as chambers of commerce, universities and community colleges to provide assistance through business incubators and business accelerators; facilitate access to financing sources such as private sector venture capital; development of entrepreneurial boot camps or start up weekends; providing referral networks; and providing contract bidding and networking opportunities. The County has a heritage as a location for entrepreneurial development, such as W.L. Gore, and the County Chamber of Commerce, the University of Delaware, Wilmington University and Delaware Technical Community College have been strong partners in stimulating and developing entrepreneurial development in the County. DelTech is participating in the Kaufman Foundation’s 1 Million Cups program, and the three educational institutions are developing a degree program in entrepreneurial development.

Many areas are making special efforts to attract and retain highly educated and skilled residents in their 20’s and 30’s because of their knowledge of cutting edge technologies and operating processes, high energy levels, and greater willingness to take the risks needed to start their own businesses and explore new ideas.

New Castle County needs to attract more of these individuals as a source for new creative direction in its changing economy, to provide the image of a dynamic culture focused on the present and future. It also needs to retain more of the graduates from the University of Delaware and other State schools with the technical knowledge needed by the area’s information technology, scientific, engineering, finance, healthcare and other industries. The demographic indicators show a slowly aging population. This trend needs to be reversed if the area is to have the flexible, energized and educated workforce needed for the industries of the future.

<b>Initiative Group #3 Major Action Steps and Schedule</b>	
<b>Action Steps</b>	<b>Schedule</b>
1. To stimulate development of small business, particularly among minority and women owned business, investigate the feasibility of a <b>County Project Procurement Program</b> aimed at those operations. Implement if feasible.	4 <sup>th</sup> Qtr 2014
2. Create a hard copy and electronic <b>Directory of Small Business Services</b> available to start up companies and small existing businesses that include local contacts in the County for economic development, real estate, environmental regulations, personnel recruitment, taxes and licensing, telecommunications services, transportation and utility services, small business legal and accounting start up assistance services, and funding sources (angels and equity investors, crowdfunding, federal and state funding, local funding). Have copies of the directory in English and Spanish. And post both on the County’s Economic Development Website (see Initiative Group 2). This document should be the result of input from and participation by the agencies in the County offering business startup assistance, and be used by these agencies in their work.	1 <sup>st</sup> Qtr 2015
3. Investigate the availability of <b>Working Capital for Startup Companies</b> , such as from private equity, local financial institutions, and crowdsourcing.	2 <sup>nd</sup> Qtr 2015
4. Identify and develop, where needed, <b>Financing Options</b> for companies considering a new or expanded operation in the County and for startup businesses (e.g. bond financing, Closing Fund leverage with private equity). An <b>Economic Development Closing Fund</b> should be established and funded by the County and judiciously used to cause desirable projects to occur. Be creative in certain areas, e.g. payroll tax forgiveness and coordination with CRA.	2 <sup>nd</sup> Qtr 2015
5. Working with the Chamber’s Emerging Enterprise Center, the University of Delaware, Delaware Technology Park, and the County Library, develop a <b>Plan to Enhance the Incubator Facilities and Services</b> offered in the County through expanded communication and coordination among these institutions and the other agencies and educational institutions in the County active in assisting business start ups and entrepreneurial activities, listed in the Responsibilities section of this table. Offer special programs aimed at retired or “structurally unemployed” residents for business start up.  Prepare a <b>Mega-Incubator Feasibility Study</b> , and if warranted, a <b>Business Plan</b> for a County facility or networked incubator system and support services to provide a combined or networked area for entrepreneurs and service agencies, including collaborative workspaces, “Hacker space”, and other necessary programs.	2 <sup>nd</sup> Qtr, 2015
6. Develop an enhanced <b>Young Professional Attraction and Retention Program</b> , building off of the initiatives of the Chamber and the City of Wilmington. Emphasize availability of attractive and suitable housing and quality of life, social networking, and job availability. An organization run by young professionals would be best.	2 <sup>nd</sup> Qtr, 2015

## ACTION PLAN

<p>7. Initiate a <b>Coordinated and Enhanced Business Retention Program</b> in the County involving the economic development agencies active in the County. A visitation program to area companies in selected high impact economic sectors should be the initial primary focus.</p>	<p>2<sup>nd</sup> Qtr, 2015</p>
<p>8. Publicize the <b>County Chamber’s Emerging Enterprise Center</b> (EEC) and its website and work with the Chamber to provide enhanced outreach to the County’s African American and Hispanic Communities for expanded business startup assistance. <b>Coordinate the Business Start up Assistance Efforts</b> in the County through a cooperative effort among the agencies offering these services. Emphasize information and assistance in accessing working capital and capital assistance and advice, and providing technical assistance (e.g. business plans) and assisting with referral networks. Consider having access to the Center through a store front satellite location in downtown Wilmington. Have staff members fluent in Spanish available to assist Spanish speaking small business owners. Compare the Emerging Enterprise Center’s Website to those available in other communities, such as <a href="http://Charlottebusinessresources.com">Charlottebusinessresources.com</a> for enhancements.</p>	<p>3<sup>rd</sup> Qtr. 2015, on-going</p>
<p>9. Investigate the feasibility for development of a <b>Business “Incubator Without Walls”</b> that would be affiliated with, or a part of the EEC.</p>	<p>3<sup>rd</sup> Qtr 2015</p>
<p>10. Create a <b>Small Business and Start Up Service and Communications Plan</b>. Maintain stronger communication and cooperation among the County’s agencies and institutions that are active in entrepreneurial and business start ups to coordinate and optimize services to entrepreneurs and small businesses. Develop a single plan of action to which the agencies have agreed, implemented by a single organization determined by the group, with shared responsibilities and fund allocations among the participating groups. This entity would be responsible for orchestrating the entrepreneurial and business startups in the County using the resources and experiences of its participating agencies. It would have the responsibility of focusing all of the County’s business startup assistance in a unified planned program. Ann Arbor (MI) Spark is a good example of a coordinated county wide entrepreneurial development program, including the retention of University of Michigan graduates and attraction of young professionals.</p>	<p>On-going</p>
<p>11. Provide ongoing advice and counsel to the Delaware Congressional delegation on regulatory changes to the federal <b>EB-5 Program</b> allowing the County to better facilitate foreign investment opportunities in NCC and the State of Delaware.</p>	<p>On-going</p>
<h3>Responsibility</h3>	
<p style="text-align: center;"><b>Primary:</b></p> <ul style="list-style-type: none"> <li>• U.S. Small Business Administration</li> <li>• New Castle County Chamber of Commerce</li> <li>• New Castle County</li> </ul>	<p style="text-align: center;"><b>Support:</b></p> <ul style="list-style-type: none"> <li>• University of Delaware</li> <li>• Wilmington University</li> <li>• Delaware Technical Community College</li> <li>• City of Wilmington</li> <li>• City of Newark</li> <li>• Claymont</li> </ul>

## ACTION PLAN

	<ul style="list-style-type: none"> <li>• New Castle County Libraries</li> <li>• Delaware Financial Literacy Institute</li> <li>• Greater Newark Economic Development Council</li> <li>• Claymont Center for Business Growth</li> <li>• DEDO</li> </ul>		
<b>Resources Needed</b>			
<b>Funding:</b>	<b>Item</b>	<b>Amount</b>	<b>Possible Sources</b>
	<ul style="list-style-type: none"> <li>• Closing Fund</li> </ul>	\$100,000/year for five years to start	<ul style="list-style-type: none"> <li>• County budget</li> </ul>
	<ul style="list-style-type: none"> <li>• Development of a business services directory</li> </ul>	\$15,000	<ul style="list-style-type: none"> <li>• County budget</li> <li>• NCC Chamber of Commerce</li> </ul>
<b>Other:</b>	<ul style="list-style-type: none"> <li>• Staff support to administer Initiative Elements</li> </ul>		
<b>Performance Measures</b>			
<ul style="list-style-type: none"> <li>• Have a minority business procurement policy in place by December 31, 2014</li> <li>• Have a hard copy of a Directory of Services completed and ready for distribution by June, 2015</li> <li>• Have a list of financing options for new, expanding and start up business operation prepared June, 2015</li> <li>• Complete a plan for an expanded EEC incubator with networking strategies to the County library, the Delaware Tech Park, the cooperative entrepreneur program at DelTech, Wilmington University and the University of Delaware by June 2015. Indicate space needed, timing, profile and number of clients to be served, services to be provided, and required budget.</li> <li>• Have a young professionals attraction and retention plan completed by September 2015.</li> <li>• Develop a business retention strategy and plan for the county that coordinates the actions of all the county's economic development agencies and DEDO. June 2015</li> <li>• Have a plan prepared for the expansion of the Chamber's EEC services to minority communities, coordination of services among stakeholders, and a revised EEC website by September, 2015.</li> <li>• Identify the feasibility of an incubator without walls by September, 2015.</li> </ul>			
<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
<b>Additional Information</b>			
<p>For articles on Mega-Incubators, see:  <a href="http://www.goerie.com/titusville-industrial-park-awarded-125m-from-state">http://www.goerie.com/titusville-industrial-park-awarded-125m-from-state</a>  <a href="http://www.bioinnovationsa.com.au/pages/biosa-incubator">http://www.bioinnovationsa.com.au/pages/biosa-incubator</a>  <a href="http://www.underqc.com/home/2012/11/05/manufacture-ny-bringing-manufacturing-to-brooklyn/">http://www.underqc.com/home/2012/11/05/manufacture-ny-bringing-manufacturing-to-brooklyn/</a></p> <p>For information on a Business Resources and Start Up Services Directory and website, see  <a href="http://charlottechamber.com/eco-dev/small-business-tool-kit/">http://charlottechamber.com/eco-dev/small-business-tool-kit/</a></p>			

## ACTION PLAN

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<http://charlottebusinessresources.com/>

<http://ndsfdc.org/>

For information on entrepreneurial startup assistance programs, see

[www.startupweekend.org/](http://www.startupweekend.org/)

<http://www.1millioncups.com/>

Ann Arbor (MI) Spark is an organization that has long been focused on entrepreneurial development as the generator of the area's economic development, working closely with the University of Michigan and other area agencies and institutions. Its website contains useful information on a full service entrepreneurial program. The website has a particularly good profile of Spark's incubator network operating in different sectors of the County. See Spark's website at:

<http://www.annarborusa.org/>

<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #4: Development Areas</b>	
<b>Initiative Elements</b>	
1. Opportunity Areas	Create special enterprise zones and districts with assistance programs and incentives aimed at types of development of most value to the County. [See such programs as StartUP NY, Pennsylvania’s Keystone Innovation Zones, Innovation Zones in other states, Connecticut’s Enterprise Zones.]
2. TOD	Identify areas most suitable for transit-oriented development and where appropriate, create conceptual development plans reflecting desired quality of development and market opportunities.
<b>Supports Goals:</b>	
<ol style="list-style-type: none"> <li>1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.</li> <li>2. Maintain a diversified economy.</li> <li>3. Continually improve the “quality of place” of New Castle County and its constituent communities.</li> </ol>	
<b>Rationale for Initiative and Background Information</b>	
<p>While real estate in general is the focus of Initiative Group 8, this Initiative considers two special forms of real estate that warrant specific attention.</p> <ol style="list-style-type: none"> <li>1. The first is the establishment of “Opportunity Areas” that are particularly desirable to the County as locations for development. These may be tied to specific target sectors sought by the County (see the separate Target Industry Report that is a portion of this project) or may be multi-purpose areas where the County wishes to concentrate business development. These may also be areas of existing development that are underutilized or in need of improvement.</li> </ol> <p>The consulting team identified the following areas in New Castle County as potential Opportunity Areas; the County may identify additional areas now or in the future.</p> <ul style="list-style-type: none"> <li>• Routes 9 and 13</li> <li>• Philadelphia Pike</li> <li>• Kirkwood Highway</li> <li>• Other major highway corridors (141, US 40)</li> <li>• Middletown area</li> <li>• Farm on Port Penn Road east of Route 13</li> <li>• 1,200 acre site owned by County along Route 301 (Summit Bridge Road) north of Armstrong Corner Road – has rail frontage</li> <li>• Areas near STAR Campus including railroad station area</li> <li>• Areas near Christiana Mall</li> <li>• Existing industrial districts</li> <li>• Portions of CZA area for light industrial</li> </ul>	

## ACTION PLAN

- Vacant or underutilized corporate sites and campuses
- Claymont area in vicinity of train station
- Whitehall – Scott Run Business Park

Stimulation of development to exceed what would normally happen often requires strategic investments by the host community. These can be incentives such as reduced tax locations (for example, the State of New York’s new Start-Up NY program that offers eligible types of businesses in approved Start-Up NY zones a tax-free environment for 10 years). They can be expedited permit and approval processes for certain types of development in specific areas. They can be areas where the County will assist with provision of necessary infrastructure (roads and utilities) to support development. There are many other ways to support development of the County’s Opportunity Areas that must be determined by the type of development, location, and return-on-investment to the County.

2. Across the country, and as a result of increased focus on “smart growth”, places are trying to concentrate new development around existing transportation nodes – an approach called Transit-Oriented Development or TOD. These can be a single type of transportation – for instance, the area around an Interstate highway interchange or other major intersection – or can be multi-modal areas such as where major roads serve a train station, port, or airport. New Castle County has all of these possibilities. The County’s ongoing and future planning should include consideration of identifying and supporting TOD areas as locations for concentrated business development. The types of assistance that can make these areas successful are the same as listed for the Opportunity Areas with the added dimension of existing or improved transportation infrastructure.

### Initiative Group #4 Major Action Steps and Schedule

Action Steps	Schedule										
<ol style="list-style-type: none"> <li>1. New Castle County Land Use Department and New Castle County Economic Development Department prepare a <b>Development Opportunity Area Master List</b>. This can be a subset of the broader Available Properties Inventory discussed in Initiative Group #8. This list should include key information on each area including: <table border="1"> <tbody> <tr> <td>• Site size</td> <td>• Status of infrastructure</td> </tr> <tr> <td>• Current use and occupants</td> <td>• Allowable uses</td> </tr> <tr> <td>• Total building space</td> <td>• Potential best uses</td> </tr> <tr> <td>• Vacant building space</td> <td>• Ownership or property control</td> </tr> <tr> <td>• Developable acreage</td> <td>• Other appropriate factors</td> </tr> </tbody> </table> </li> </ol>	• Site size	• Status of infrastructure	• Current use and occupants	• Allowable uses	• Total building space	• Potential best uses	• Vacant building space	• Ownership or property control	• Developable acreage	• Other appropriate factors	4 <sup>th</sup> Qtr 2014
• Site size	• Status of infrastructure										
• Current use and occupants	• Allowable uses										
• Total building space	• Potential best uses										
• Vacant building space	• Ownership or property control										
• Developable acreage	• Other appropriate factors										
<ol style="list-style-type: none"> <li>2. As a subset of the Development Opportunity Area Master List, sites suitable for <b>Transit Oriented Development</b> should be identified.</li> </ol>	4 <sup>th</sup> Qtr 2014										
<ol style="list-style-type: none"> <li>3. For each Opportunity Area, the New Castle County Land Use Department and New Castle County Economic Development Department should prepare market-driven <b>Opportunity Area Concept Plans</b> that show the kinds of development the County believes is most marketable and is compatible with surrounding land uses.</li> </ol>	4 <sup>th</sup> Qtr 2014 – 2 <sup>nd</sup> Qtr 2015										
<ol style="list-style-type: none"> <li>4. For each Opportunity Area, a customized package of <b>Opportunity Area Incentives</b> and other forms of assistance should be developed.</li> </ol>	3 <sup>rd</sup> Qtr 2015										
<ol style="list-style-type: none"> <li>5. Opportunity Area Concept Plans should be shared with current property owners and a collaborative approach to property development or redevelopment identified. This may include issuance of an <b>Opportunity Area Request for Development Proposal</b>.</li> </ol>	Beginning as Concept Plans and Incentives are developed										

## ACTION PLAN

6. New Castle County should take appropriate actions to assist in the development of Opportunity Areas. While some forms of assistance may be applicable to multiple Opportunity Areas, each Area will have its own unique set of needs and opportunities to which the County should respond.		On-going as needed	
<b>Responsibility</b>			
<b>Primary:</b> <ul style="list-style-type: none"> <li>• New Castle County Land Use Department</li> <li>• New Castle County Economic Development Department</li> </ul>		<b>Support:</b> <ul style="list-style-type: none"> <li>• Opportunity Area property owners</li> </ul>	
<b>Resources Needed</b>			
<b>Funding:</b>	<b>Item</b>	<b>Amount</b>	<b>Possible Sources</b>
	<ul style="list-style-type: none"> <li>• Opportunity Area specific Incentives</li> </ul>	Unknown	<ul style="list-style-type: none"> <li>• County budget</li> </ul>
<b>Other:</b>	<ul style="list-style-type: none"> <li>• Staff support to administer Initiative Elements</li> </ul>		
<b>Performance Measures</b>			
<ul style="list-style-type: none"> <li>• Development Opportunity Area Master List prepared by August 2014.</li> <li>• Process of creating Opportunity Area Concept Plans begun by October 2014 and continued until all areas have been considered.</li> <li>• Customized Opportunity Area Incentives packages developed to support Opportunity Area Concept Plans as they are developed.</li> <li>• Opportunity Area Request for Development Proposal issued as needed.</li> <li>• First Opportunity Area development as a result of this Initiative occurs by July 2016.</li> </ul>			
<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
<b>Additional Information</b>			
<p>For information on Start-Up NY, see: <a href="http://startup.ny.gov/">http://startup.ny.gov/</a></p> <p>For examples of websites devoted to Opportunity Areas. See:  <a href="https://www.london.gov.uk/priorities/planning/opportunity-areas">https://www.london.gov.uk/priorities/planning/opportunity-areas</a>  <a href="http://gfdc.org/brownfield-opportunity-area-program/">http://gfdc.org/brownfield-opportunity-area-program/</a>  <a href="http://www.cityofchicago.org/city/en/depts/mayor/press_room/press_releases/2013/march_2013/mayor_emanuel_announcesopportunityareaspartoflong-termstrategi.html">http://www.cityofchicago.org/city/en/depts/mayor/press_room/press_releases/2013/march_2013/mayor_emanuel_announcesopportunityareaspartoflong-termstrategi.html</a>  <a href="http://www.onebayarea.org/pdf/Initial_Vision_Maps_Set.pdf">www.onebayarea.org/pdf/Initial_Vision_Maps_Set.pdf</a></p> <p>For information on the Center for Transit Oriented Development, see: <a href="http://ctod.org/ctod-research.php">http://ctod.org/ctod-research.php</a></p>			



<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #5: Marketing and Image Development</b>	
<b>Initiative Elements</b>	
1. Business Communications Program	Establish a regular County communications program with businesses in the County.
2. Gateways	Improve major gateways into New Castle County through signage, landscaping, upgrading of buildings, and other approaches appropriate to each gateway.
3. General Media Image and Information Enhancement	Seek to counter the negative news being publicized in the News Journal about crime. Monitor the news and blogs on this subject and develop the influence to have coverage that is more in perspective.
4. External Marketing as a Business Location	Market the County and State as a place to do business, emphasizing the assets offered, and using the information gained and initiatives started from this action plan.
<b>Supports Goals:</b>	
<ol style="list-style-type: none"> <li>1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.</li> <li>2. Maintain a diversified economy.</li> </ol>	
<b>Rationale for Initiative and Background Information</b>	
<p>New Castle County is divided and under-performing in its economic development. The Delaware Economic Development Office has historically been responsible for marketing the state for economic development, with no special attention to New Castle County. The Greater Newark Partnership was developed a couple of years ago in response to the need to more aggressively market the Newark area. There have been no corresponding actions taken elsewhere in the County, until now. This Economic Development Strategic Plan is the first step by the County to address the economic development needs of the County’s non incorporated areas, and the City of Wilmington is in the process of developing its own Economic Development Strategic Plan to address its economic development future.</p> <p>Marketing the County to attract capital investment is an important element to its future economic development. This effort must be coordinated among the County, DEDO, the Cities of Wilmington and Newark, the Town of Middletown, and other municipalities with their own economic development programs. The effort needs to be multi directional, addressed to existing industry, County residents, prospective residents, and the global business community. Elements include information on the assets for doing business in the County, projection of an image that correctly shows its assets and counters the negative images that have been developed over the years, and properly positioning it in the economic development marketplace. It also will require more outreach by the County to its businesses and residents through a communication mechanism.</p> <p>The majority of information typically sought by business prospects and site selection consultants is not available from or linked to the Economic Development portion of the County’s website, which needs to be addressed.</p> <p>One observation made by several individuals interviewed as part of the research for this Action Plan is that many residents do not know what businesses are located in the County, what they do, and the employment</p>	

## ACTION PLAN

opportunities they offer. This can lead to an under-appreciation of the important role these businesses play in the economic well being of the County and its residents. Proper communication as part of a marketing initiative to the residents on this topic will be an important remedial step to be taken.

### Initiative Group #5 Major Action Steps and Schedule

Action Steps	Schedule
1. Develop a <b>Publicity Campaign</b> to County residents through Social Media, the County's Economic Development Website (with links from municipal and partner agencies), County Services TV Channel 22, and other media on economic development activities, company profiles for awareness development, information on who to see for business development, and other items of interest. Emphasize the successful crime reduction program in the County to counter the image that the County is a high crime area.	4 <sup>th</sup> Qtr 2014
2. Develop a <b>New Castle County's Economic Partnership</b> logo that is included on all County economic development material.	1 <sup>st</sup> Qtr 2015
3. Develop an <b>Advantages of Operating a Business in New Castle County</b> marketing material in both hard copy and electronic formats clearly stating the advantages of operating a business in the County, supported by a database (created by the County, using data from the SWOT portion of this strategic plan, from DEDO and Select Greater Philadelphia) that can be used for responding to prospect inquiries. Have selected data from the database on the new County economic development website, and provide this data to other economic development entities in the County, and DEDO. Provide links to partner websites.	2 <sup>nd</sup> Qtr 2015-on-going
4. Develop and maintain a <b>Business Update Section</b> on the new County Economic Development Website (see in Initiative Group #2) that provides updates on business developments in the County, and activities that affect business. Also use email, Twitter, Facebook and other social media to disseminate information to the local and non-local business community. Coordinate with the Chamber's email program and other communications.	2 <sup>nd</sup> Qtr. 2015
5. Identify the Gateways into the County that need visual enhancement and the work that needs to be done, the parties best suited to complete the work, and an estimate of the costs. Develop a priority list of the Gateways needing the most enhancements, coupled with the level of feasibility for implementation. Publicize the <b>Gateway Enhancement Program</b> and the rationale for it. Meet with local government agencies as the program is being planned to gain support, input and cooperation. Create an implementation plan, coordinated with local governmental agencies (Gateway Enhancements currently identified in Land Use Department 2015 work program).	3 <sup>rd</sup> Qtr 2015
6. Coordinate with the Greater Newark Partnership, the City of Wilmington and DEDO to develop an <b>External Economic Development Image Program</b> that is strongly and regularly coordinated in goals, message, efforts and scheduling to optimize the use of resources, reinforce messages, and avoid the use of conflicting information. All external marketing messages must agree with marketing messages used within the County to residents and businesses. Prepare a plan of action, including responsibilities, budget participation, responsibilities, data preparation, actions to be taken, and sharing of prospects.	4 <sup>th</sup> Qtr 2015

## ACTION PLAN

<p>7. Have a <b>Reference Monitoring Campaign</b> of references on the Internet to the County on issues affecting its image and economic development, and have a response plan. Do a Google search of Quality of Life related websites for their reviews and comments on the County's Quality of Life and respond to inaccurate or misleading information</p>	<p>On-going</p>		
<p>8. Be active in <b>Select Greater Philadelphia</b> to assure the County is properly represented by this economic development marketing entity. Also visit with the economic development agencies of competing regional areas, such as Delaware and Chester Counties in Pennsylvania.</p>	<p>On-going</p>		
<h3>Responsibility</h3>			
<p style="text-align: center;"><b>Primary:</b></p> <ul style="list-style-type: none"> <li>• New Castle County</li> <li>• New Castle County Chamber of Commerce</li> </ul>	<p style="text-align: center;"><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Greater Newark Partnership</li> <li>• Wilmington Office of Economic Development</li> <li>• County municipalities, particularly those with economic development programs</li> <li>• University of Delaware</li> <li>• Delaware Technical Community College</li> <li>• DEDO</li> <li>• DelDOT</li> </ul>		
<h3>Resources Needed</h3>			
<p><b>Funding:</b></p>	<p><b>Item</b></p>	<p><b>Amount</b></p>	<p><b>Possible Sources</b></p>
	<ul style="list-style-type: none"> <li>• Logo</li> <li>• Hard copy hand out marketing material and a video for placement on the new website and possibly YouTube, and a completed economic development database</li> </ul>	<p>\$10,000</p> <p>\$45,000- \$65,000</p>	<ul style="list-style-type: none"> <li>• County budget</li> <li>• NCC Chamber of Commerce</li> <li>• Corporate donations</li> </ul>
	<ul style="list-style-type: none"> <li>• External Marketing material</li> </ul>	<p>\$25,000</p>	
<p><b>Other:</b></p>	<ul style="list-style-type: none"> <li>• Staff support to administer Initiative Elements</li> </ul>		
<h3>Performance Measures</h3>			
<ul style="list-style-type: none"> <li>• A completed publicity, image and information campaign plan, with logo. March 2015</li> <li>• Hard copy hand out marketing material and a video for placement on the new website and possibly Utube, and a completed economic development database. June 2014</li> <li>• A report identifying the gateways into the County, their status as positive image projectors for the County, a prioritized list for remedial action, specific actions to be taken, responsible parties, and budget/ September 2015.</li> <li>• An external marketing plan. December 2015.</li> </ul>			

**Additional Information**

For a useful book with tips and strategies on using Social Media for marketing and communicating in a cluttered and busy world of Social Media, read:

*Jab, Jab, Jab, Right Hook* by Gary Vaynerchuk, published by Harper Business, 2013.

Select Greater Philadelphia's website address:

[www.selectgreaterphiladelphia.com](http://www.selectgreaterphiladelphia.com)

<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #6: Agriculture</b>	
<b>Initiative Elements</b>	
1. Agricultural Marketing and Development Cooperative	Establish a state and local cooperative to support agricultural marketing and development of new opportunities.
2. Agricultural Preservation	Develop and fund a revised County agricultural lands preservation program.
3. Agri-tourism	Develop a county business plan to increase agri-tourism opportunities.
4. Young Farmers	Establish, fund and operate a County program to assist a new generations to become successful farmers, based on national best practices, including education and financing. The Kansas City Fed has done research on this topic, and several counties in the country have established programs that should be investigated.
5. Grain Receiving & Processing Facility	Recruit one of the poultry companies to develop a grain receiving/processing facility in the County.
<b>Supports Goals:</b>	
<p>2. Maintain a diversified economy.</p> <p>3. Continually improve the “quality of place” of New Castle County and its constituent communities.</p>	
<b>Rationale for Initiative and Background Information</b>	
<p>New Castle County has a developed agricultural base, concentrated south of the Chesapeake and Delaware Canal. Most of the product is soybeans and corn for the Delmarva and Pennsylvania poultry industry, wheat for milling into bread flour, and silage for dairy farms in Pennsylvania. There are also small vegetable farms. Farm-to-table produce and meat is produced by a small number of farms for the greater Wilmington-Philadelphia region. The soil is of very high quality (classes 1 and 2) and is recognized as some of the best in the region and country. Agriculture adds to the County’s economic diversity and to its quality of life through open space and reduced land development related costs. It also is one of the targeted industries recommended to the County.</p> <p>There are pressures to develop the County’s farm land due to the land’s high value, desire of farmers to “cash out”, and urbanization expansion from north of the Canal, some of which is caused by the DeIDOT’s traffic-related level of service regulations that discourage some development in the urbanized areas of North County.</p> <p>The County’s farms need to be preserved from development for economic diversification, enhancement of the County’s tourism industry through agri-tourism, enhanced quality of life provided by open space, to support the Delmarva poultry industry through well-priced high-quality feed, for reduced impact on natural resources and the infrastructure and school expenses that come from residential development, and to provide opportunities for young farmers to own their own farms and for them and all farmers to manage their farms profitably.</p>	

<b>Initiative Group #6 Major Action Steps and Schedule</b>	
<b>Action Steps</b>	<b>Schedule</b>
<p>1. Create an <b>Agriculture Awareness Program</b> to promote knowledge of the County’s agriculture industry, its value and its products, for residents and elected officials. Efforts would include development of a <b>Local Farm Products Guide</b> that lists farms in the County, with maps of their locations to help people find County farm-fresh products. Chester County, PA is a nearby area with such a publication. As another example, the Pocono Mountain-Upper Delaware River Corridor in Pennsylvania and New York has a guide to locally produced organic and sustainable farms where people can purchase fresh farm products.</p> <p>Identify what agency will be responsible for promotion of agriculture in the County and the implementation of this strategy element [e.g. the NCC Farm Bureau or local and state cooperatives, or another newly created county agency if needed (such as Chester County, PA’s Agriculture Development Council), which can sponsor the farm products guide, improvements or expansions in farmers markets and a Farmer of the Year recognition program.] Investigate sponsorship of a teacher or teachers from the County School Districts to attend the PA Agriculture Awareness Foundation’s Agriculture in the Classroom workshop at Penn State University, and utilize Delaware’s Agriculture in the Classroom program, and those in Maryland and New York for the best instruction, program offerings and availability.</p> <p>The cooperatives and/or the Farm Bureau can work to create an environment to attract new farmers and agricultural activities to the County and partner with others to help resolve problems and issues related to the County’s agriculture industry.</p>	<p>2<sup>nd</sup> Qtr 2015 for products guide</p> <p>1<sup>st</sup> Qtr 2015</p>
<p>2. Expand <b>Agriculture Funding Programs</b> to help young farmers buy land, equipment, seed and other needs and to support farmer’s cash flow to avoid the debt than can fuel the desire or need to sell farm land for development.</p>	<p>3rd Qtr 2015</p>
<p>3. Support the development of a <b>Grain Receiving and Processing Facility</b>.</p>	<p>3<sup>rd</sup> Qtr 2015</p>
<p>4. Investigate the creation of a County-based <b>Farm Preservation Program</b>. Consult with other areas that have successful farm preservation programs, such as those in Lancaster County PA (Lancaster Farmland Trust, the Lancaster County Government’s Agriculture Preservation Board and the County’s Planning Commission’s Agriculture Zoning Guidelines).</p>	<p>4<sup>th</sup> Qtr 2015</p>
<p>5. Encourage the <b>State to Allow Cross-Zone Transfer of Development Rights</b>.</p>	<p>4<sup>th</sup> Qtr 2015</p>
<p>6. Investigate development of a <b>New Farmers Training Program</b> in agriculture basics, including farm management, possibly expanding on existing college agriculture certificates and degree programs. Consider an <b>Agriculture Incubator Program</b>.</p>	<p>4th Qtr 2015</p>
<p>7. Expand on existing <b>Agri-Tourism</b> ventures in the County to include more County farms. Seek to attract tourists from the metro-region, and travelers on U.S. Route 13.</p>	<p>4th Qtr 2015</p>

## ACTION PLAN

8.	Support the Food Bank of Delaware in its <b>Community Supported Agriculture</b> program.	On-going	
9.	Work with DeIDOT to modify its <b>Level of Service (LOS) Requirements</b> in urbanized areas of the County to reduce the development pressures on the rural portions of the County caused by those regulations.	On-going	
10.	Working with the State elected officials, <b>encourage the reduction of State regulations that add operating costs to farm operations.</b> Also encourage stronger inter-agency cooperation to improve the operating environment for the agriculture industry in the County by working with the Farm Bureau. Work with Representative John Carney, Jr. and with Senators Chris Coons and Tom Carper, seek to have reductions of federal regulations that add operating costs to farm operations	On-going	
<b>Responsibility</b>			
<b>Primary:</b>		<b>Support:</b>	
<ul style="list-style-type: none"> <li>• New Castle County</li> <li>• Delaware Farm Bureau</li> </ul>		<ul style="list-style-type: none"> <li>• County Farmers</li> <li>• Delaware Department of Agriculture</li> <li>• DeIDOT</li> <li>• Food Bank of Delaware</li> <li>• Delaware Technology Community College</li> <li>• University of Delaware</li> <li>• Greater Wilmington CVB</li> <li>• Delaware Tourism</li> <li>• Public School Districts</li> </ul>	
<b>Resources Needed</b>			
	<b>Item</b>	<b>Amount</b>	<b>Possible Sources</b>
<b>Funding:</b>	<ul style="list-style-type: none"> <li>• Miscellaneous support, farm directory</li> </ul>	\$10,000	<ul style="list-style-type: none"> <li>• County budget</li> <li>• State Farm Bureau</li> <li>• DE Dept of Ag budget</li> </ul>
	<ul style="list-style-type: none"> <li>• Scholarship for teacher attendance at PA Agriculture in the classroom workshop, plus travel costs</li> </ul>	\$1,000 per teacher	<ul style="list-style-type: none"> <li>• Public school districts</li> <li>• State Farm Bureau</li> <li>• Private donations</li> </ul>
	<ul style="list-style-type: none"> <li>• Agri-tourism promotional material, staff time.</li> </ul>	\$7,500	<ul style="list-style-type: none"> <li>• Greater Wilmington CVB</li> <li>• Delaware Tourism</li> </ul>
	<ul style="list-style-type: none"> <li>• Educational and training programs for new farmers</li> </ul>	Unknown	<ul style="list-style-type: none"> <li>• USDA National Institute of Food and Agriculture grant</li> <li>• Del Tech</li> <li>• University of Delaware</li> </ul>
<b>Funding:</b>	<ul style="list-style-type: none"> <li>• Farmer's Financial Assistance Fund</li> </ul>		<ul style="list-style-type: none"> <li>• USDA</li> <li>• DE Department of Agriculture</li> <li>• County budget</li> <li>• Local foundations</li> <li>• Private financial institutions</li> </ul>

## ACTION PLAN

<b>Other:</b>	<ul style="list-style-type: none"> <li>• Staff support to administer Initiative Elements</li> </ul>		
<b>Performance Measures</b>			
<ul style="list-style-type: none"> <li>• Party to oversee and direct the County Agriculture initiative identified. March 2015</li> <li>• Farm products directory completed. June 2015</li> <li>• Agriculture and farm strategic plan. September 2015</li> <li>• A new farmers funding source directory. June 2015</li> <li>• At least one teacher attends Agriculture in the Classroom session. December 2015</li> <li>• Farmer of the year recognition award. December 2015</li> <li>• A county-based farm preservation program is created, or the existing state program is modified to provide more TDR activity in the County. December 2015</li> </ul>			
<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
<b>Additional Information</b>			
<p>Information on assistance programs for beginning farmers can be found on the following websites:  <a href="http://www.beginningfarmers.org">www.beginningfarmers.org</a>  <a href="http://www.nifa.usda.gov/fo/beginningfarmersandranchers.cfm">www.nifa.usda.gov/fo/beginningfarmersandranchers.cfm</a></p> <p>Information on programs in Lancaster County and Chester County PA can be found on the following websites:  <a href="http://www.lancasterfarmlandtrust.org/heritage/farming-lancaster.html">http://www.lancasterfarmlandtrust.org/heritage/farming-lancaster.html</a>  <a href="http://web.co.lancaster.pa.us/182/Documents">http://web.co.lancaster.pa.us/182/Documents</a>  <a href="http://www.chesco.org/index.aspx?nid=1123">http://www.chesco.org/index.aspx?nid=1123</a></p> <p>Information on Agriculture in the Classroom programs can be found on the following websites:  <a href="http://www.agclassroom.org/state/">http://www.agclassroom.org/state/</a>  <a href="http://www.agclassroom.org/about/index.htm">http://www.agclassroom.org/about/index.htm</a>  <a href="http://www.pafbfriends.org/">http://www.pafbfriends.org/</a>  <a href="http://dda.delaware.gov/">http://dda.delaware.gov/</a></p> <p>An example of a local farm guide can be found on this website:  <a href="http://www.chesco.org/agdev/farmguide">www.chesco.org/agdev/farmguide</a></p>			

<b>New Castle County, DE Economic Development Action Plan</b>			
<b>Initiative Group #7: Community Development</b>			
<b>Initiative Element</b>			
Community Reinvestment Act		Work with the County's banks to develop and implement a detailed plan to make better use of Community Reinvestment Act (CRA) capabilities.	
<b>Supports Goals:</b>			
<p>1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.</p> <p>3. Continually improve the "quality of place" of New Castle County and its constituent communities.</p>			
<b>Rationale for Initiative and Background Information</b>			
<p>The funding tool which may currently be underutilized is the Community Reinvestment Act (CRA), which encourages depository institutions to invest in their communities, with a focus on low and moderate income neighborhoods. In most communities, this occurs on a project-by-project basis, rather than as part of a more comprehensive and long-term investment strategy. A better approach for New Castle County is to create a detailed master plan for use of CRA capabilities over an extended period.</p>			
<b>Initiative Group #7 Major Action Steps and Schedule</b>			
<b>Action Steps</b>		<b>Schedule</b>	
1. Convene a <b>Community Reinvestment Act Planning Meeting</b> to which all financial institutions operating in New Castle County subject to CRA requirements are invited. At the meeting, explore the aggregate CRA support that may be available in the County, current uses of such support, and ideas on how to improve use of CRA capabilities.		3 <sup>rd</sup> Qtr 2015	
2. As a result of the Community Reinvestment Act Planning Meeting, establish a <b>New Castle County CRA Task Force</b> to prepare a <b>Master CRA Utilization Plan</b> to guide future use of this tool.		1 <sup>st</sup> Qtr 2016	
<b>Responsibility</b>			
<b>Primary:</b>		<b>Support:</b>	
<ul style="list-style-type: none"> <li>New Castle County Economic Development Department</li> </ul>		<ul style="list-style-type: none"> <li>Delaware Community Investment Corporation</li> <li>New Castle County banks and lending institutions</li> </ul>	
<b>Resources Needed</b>			
<b>Funding:</b>	<b>Item</b>	<b>Amount</b>	<b>Possible Sources</b>
	<ul style="list-style-type: none"> <li>General Initiative support</li> </ul>	\$5,000	<ul style="list-style-type: none"> <li></li> </ul>
<b>Other:</b>	<ul style="list-style-type: none"> <li>Staff support to administer Initiative Elements</li> </ul>		

<b>Performance Measures</b>			
<ul style="list-style-type: none"><li>• Master CRA Utilization Plan completed by March 2016.</li><li>• First investment made under the Master CRA Utilization Plan by June 2016.</li></ul>			
<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input checked="" type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
<b>Additional Information</b>			
For information on the Community Reinvestment Act, see: <a href="http://www.federalreserve.gov/communitydev/cra_about.htm">http://www.federalreserve.gov/communitydev/cra_about.htm</a> <a href="http://en.wikipedia.org/wiki/Community_Reinvestment_Act">http://en.wikipedia.org/wiki/Community_Reinvestment_Act</a>			

<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #8: Real Estate</b>	
<b>Initiative Elements</b>	
1. Available Properties Inventory	Prepare and maintain an inventory of available sites and buildings and share it with DEDO, real estate brokers, developers, and others who can assist in marketing the County.
2. Business Park Development	Establish a program to assist land owners or developers with the creation of new business parks.
3. County Business Park	Master-plan and develop a County Business Park.
4. Certified Sites	Create a local certified sites program or have the County’s most developable sites evaluated and certified by a company that provides such a service.
6. Mega-Incubator  See Initiative Group #3 – Entrepreneurship and Small Business Development for additional details on this element.	Prepare a feasibility study, and if warranted, a business plan for a county “mega-incubator” facility and support services to provide a combined area for entrepreneurs and service agencies, including collaborative workspaces, “Hacker space”, and other necessary programs.
<b>Supports Goals:</b>	
<ol style="list-style-type: none"> <li>1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.</li> <li>2. Maintain a diversified economy.</li> <li>3. Continually improve the “quality of place” of New Castle County and its constituent communities.</li> </ol>	
<b>Rationale for Initiative and Background Information</b>	
<p>While different community attributes are ranked differently by various industry sectors, and even different firms within the same industry sector, the availability of real estate – available space for sale or rent, and sites to build on – are a common denominator for most businesses. Without adequate space in which to operate, it is difficult to run a successful business. Therefore, providing information about available real estate has always been a primary responsibility of a full-service economic development program.</p> <p>It is difficult to evaluate available properties in New Castle County: neither the County nor City of Wilmington maintains such a list (although the City is preparing an inventory for its downtown core). The Town of Middletown’s website does not appear to provide such information. While the DEDO website notes the availability of property information using the CoStar system, we were unable to find it. The Greater Newark Partnership maintains what appears to be an extensive list of available properties in Newark using LOIS (LocationOne Information System). Other locations use ZoomProspector (GIS Planning Inc.).</p> <p>Creating and maintaining such a County inventory, and assuring that it is available from the County’s economic development website (see Initiative Group #2) and included in DEDO’s listings, is very important in light of the fact that most companies and site selection consultants do the majority of their initial research on places of interest from those places’ websites.</p> <p>There appears to be a need and opportunity for development of additional, high-quality, mixed-use business</p>	

## ACTION PLAN

parks. There also appears to be a need for rail served sites. Additional assessment of this need will require a detailed market study that is outside the scope of this economic development plan.

This portion of this Initiative can take any of three directions:

- Assisting the private sector (both landowners and developers) in evaluating the success potential for one or more new business parks; providing necessary infrastructure; streamlining the permit and approval process (see Initiative Group #1) so that the development(s) can be brought to the market as quickly as possible; and participating in the marketing and business recruitment for the park(s).
- Development by the County of its own business park. While this is not a common practice in the northeast, it is very common in other parts of the country. A particularly good site with rail appears to be available on County-owned land just outside Middletown.
- Some sort of joint venture between the County and landowner and/or developer.

Nearly half of the states now have Certified Sites programs (also known by a variety of other terms such as Shovel-Ready Sites) and many regions, counties, and municipalities are creating their own versions of such programs. The purpose of such programs is to provide business prospects with some level of assurance that the site can be occupied within an expedited period because much of the front-end evaluation and necessary infrastructure have already been taken care of.

Delaware does not have such a program; therefore there is an opportunity for New Castle County to create its own version which, with appropriate marketing, can raise the County's profile and competitiveness.

Finally, the provision of incubator space and necessary services to support business start-ups and existing small businesses can position New Castle County as a place to be for businesses that hopefully will grow and choose to remain in the County. This "Mega-Incubator" concept was discussed in more detail in Initiative Group #3 – Entrepreneurship and Small Business Development.

### Initiative Group #8 Major Action Steps and Schedule

Action Steps	Schedule
1. Establish and maintain a <b>New Castle County Commercial and Industrial Property Inventory</b> . Evaluate and select a method for maintaining this inventory (such as LOIS, ZoomProspector or CoStar).	4 <sup>th</sup> Qtr 2014
2. Notify all commercial and industrial real estate brokers and developers, owners of available commercial or industrial property, and economic development allies about the availability of this Property Inventory service. Include this inventory as part of the New Castle County Economic Development Website (see Initiative Group #2).	4 <sup>th</sup> Qtr 2014 and on-going
3. Prepare a <b>Business Park Market and Feasibility Study</b> to quantify the need for additional business parks in the County and identify key development variables such as most commonly desired lot sizes, special features (e.g., rail served sites), recommended pricing structure, and similar items. This Study should include evaluation of development of a business park by the County, or in joint venture with a private developer, on County-owned land.	4 <sup>th</sup> Qtr 2016
4. If a need for additional land in business parks is demonstrated, prepare a <b>Business Park Development Assistance Program</b> that can be used as an incentive to encourage owners of property in desirable locations to commit the land to development of a business park. Forms of assistance should include provision of necessary infrastructure, expedited permitting, reduced permitting fees, cooperative marketing, and other types of assistance found useful.	4 <sup>th</sup> Qtr 2016

## ACTION PLAN

<p>5. Create a <b>New Castle County Certified Sites</b> (or Shovel-Ready Sites) <b>Program</b>.</p> <ul style="list-style-type: none"> <li>• Research county or regional certified sites programs across the country, such as Oregon’s program.</li> <li>• Develop and officially adopt a set of standards, application procedures and forms, and review procedures and policies required to obtain certification.</li> <li>• Notify owners of suitable property about the availability of the Certified Sites Program.</li> <li>• Process applications as they are received.</li> <li>• Include a list of certified sites on the Economic Development Website.</li> <li>• Promote the availability of certified sites in New Castle County’s marketing program.</li> </ul>	<p>1<sup>st</sup> – 2<sup>nd</sup> Qtrs 2017</p>		
<p>6. See Initiative Group #3 for a discussion about the creation of a Mega-Incubator.</p>			
<h3>Responsibility</h3>			
<p style="text-align: center;"><b>Primary:</b></p> <ul style="list-style-type: none"> <li>• New Castle County Economic Development Department</li> <li>• New Castle County Land Use Department</li> </ul>	<p style="text-align: center;"><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Property owners and commercial/industrial real estate brokers</li> <li>• DEDO</li> </ul>		
<h3>Resources Needed</h3>			
<p><b>Funding:</b></p>	<p><b>Item</b></p>	<p><b>Amount</b></p>	<p><b>Possible Sources</b></p>
	<ul style="list-style-type: none"> <li>• Property Inventory Software</li> </ul>	<p>Unknown – varies by population size and vendor Budget \$2,000/year</p>	<ul style="list-style-type: none"> <li>• County budget</li> </ul>
	<ul style="list-style-type: none"> <li>• Consultant for Business Park Market and Feasibility Study</li> </ul>	<p>\$50,000</p>	
	<ul style="list-style-type: none"> <li>• Business Park development assistance</li> </ul>	<p>Unknown</p>	
	<ul style="list-style-type: none"> <li>• Assistance in creating Certified Sites Program</li> </ul>	<p>\$15,000</p>	
<p><b>Other:</b></p>	<ul style="list-style-type: none"> <li>• Staff support to administer Initiative Elements</li> </ul>		
<h3>Performance Measures</h3>			
<ul style="list-style-type: none"> <li>• New Castle County Commercial and Industrial Property Inventory established and operational by September 2014.</li> <li>• First project in New Castle County assisted by the New Castle County Commercial and Industrial Property Inventory announced by March 2015.</li> <li>• Business Park Market and Feasibility Study completed by July 2016. Business Park Development Assistance Program developed and operational by October 2017.</li> <li>• First new business park created in New Castle County as a result of this effort by 2018.</li> <li>• First new, expanded or relocated business in a new business park by 2019.</li> </ul>			

**ACTION PLAN**

<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years) Planning	<input checked="" type="checkbox"/> Intermediate-term (3-5 years) Park Development	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing Marketing & Site Development
<b>Additional Information</b>			
<p>For information on the CoStar property inventory program, see: <a href="http://www.costar.com/products/costar-property">http://www.costar.com/products/costar-property</a></p> <p>For information on the LOIS property inventory system, see: <a href="http://www.locationone.com/">http://www.locationone.com/</a></p> <p>For information on the ZoomProspector system, see: <a href="http://www.zoomprospector.com/findproperties.aspx">http://www.zoomprospector.com/findproperties.aspx</a></p> <p>To view the City of Newark’s available properties inventory, see: <a href="http://www2.locationone.com/%28S%281qjhmc45gnvlmomq0lkgaz55%29%29/PropertySearch.aspx?display=results&amp;section=buildings&amp;ssp=&amp;asf=&amp;ht=">http://www2.locationone.com/%28S%281qjhmc45gnvlmomq0lkgaz55%29%29/PropertySearch.aspx?display=results&amp;section=buildings&amp;ssp=&amp;asf=&amp;ht=</a></p> <p>For an example of a Property Inventory using Zoom Prospector, see <a href="https://www.ctsitefinder.com/Default.asp">https://www.ctsitefinder.com/Default.asp</a></p> <p>For information on establishing a certified sites program, see: <a href="http://uscertifiedsites.com/establish.asp">http://uscertifiedsites.com/establish.asp</a></p> <p>For examples of county-level certified sites programs, see: <a href="http://floridasinnovationcoast.com/index.php/site_selection/certified_sites">http://floridasinnovationcoast.com/index.php/site_selection/certified_sites</a> <a href="http://www.raleigh-wake.org/page/certified-sites">http://www.raleigh-wake.org/page/certified-sites</a></p>			

<b>New Castle County, DE Economic Development Action Plan</b>	
<b>Initiative Group #9: Workforce, Education and Training</b>	
<b>Initiative Elements</b>	
1. Business-Education Roundtable	Establish a County business-education roundtable to help identify what is coming and what is needed to be successful (for both businesses and workers) in the changing global economy.
2. Public Schools Marketing	Develop an ongoing initiative by the County’s school districts to develop a marketing program by which the benefits and assets of the districts are highlighted and publicized.
3. Public School Redistricting	Address the potential for redistricting the county’s schools and revisit the possibility of consolidation if there will be an improvement in quality and/or a reduction in cost.
4. Career Fair	Create a more robust Career Fair concentrated on 9 <sup>th</sup> grade students.
<b>Supports Goals:</b>	
<p>1. Become nationally recognized as a place that continually seeks to maximize its economic development competitiveness.</p> <p>3. Continually improve the “quality of place” of New Castle County and its constituent communities.</p>	
<b>Rationale for Initiative and Background Information</b>	
<p>Ongoing Workforce development is critical for areas to maintain their economic edge. Job requirements change because of new technology developments; shifts in global competitive positioning that require business geographic relocations of operations, new production and operating processes, and the overall evolving business operating environment. A local employed and emerging workforce needs to have the flexibility and skills to meet these changes if an area is to retain its ability to meet business needs. The quality and availability of an educated and well trained workforce is a key determinant for the retention and development of business.</p> <p>New Castle County is facing a shift in its economic base to one based increasingly on healthcare, and it is seeing changes in the composition of its long term foundations in finance, business services, and research. As these changes occur, employers are becoming increasingly dependent upon residents from outside the county for their labor supply. This is due to a number of factors, including the desire of many well educated individuals to live in Chester and Delaware Counties, Pennsylvania because of their perceived better public school systems. Other reasons include an urban life style sought by young professionals that is more readily available in Philadelphia than in the County, and the single family and multifamily housing styles sought by families.</p> <p>The County’s non-charter public schools have a reputation for underperforming, driving many families to enroll their children in private schools and charter schools. This situation is causing alarm among the public school districts, since they see the development of a divided educational system in which the charter schools and private schools have a student population with more motivated students and less social challenges than in the public schools. Reflecting this concern, the County’s public schools have a high school dropout rate of</p>	

## ACTION PLAN

over 60%.

Employers complain that many of the graduates of the local school districts lack the skills needed for employment, and are not prepared with the skills or knowledge base required of today's workforce. Meanwhile, the graduates of the University of Delaware most frequently move out of state after graduation, rather than remain resident in the state.

Corrective actions on these issues need to be taken by the County's public school districts, the State Department of Education and the New Castle County Chamber of Commerce, with the County serving as an advisor and an assisting agency where possible.

Delaware has a significant portion of its working age population that is underperforming or not performing in the workplace due to under education, substance abuse or histories as ex-offenders. A program is needed to bring these residents into the workplace through a "second chance" program.

### Initiative Group #9 Major Action Steps and Schedule

Action Steps	Schedule
1. The County and State Chambers of Commerce urge the State to develop a <b>State-wide Charter School Plan</b> , showing where and why charter schools will be allowed.	4 <sup>th</sup> Qtr 2014
2. Create a <b>County-wide Business Roundtable</b> that is modeled on the Wilmington Roundtable, and coordinate with that effort	1 <sup>st</sup> Qtr 2015
3. <b>Prepare Public School Districts Marketing Material</b> that demonstrates their quality, using test scores, programs and other indices. Compare this data to those of school districts in neighboring Pennsylvania. This data, if favorable should be accessible on the new County Economic Development Website and in general marketing efforts. If it is not favorable, the School Districts develop a plan to correct the identified deficiencies. The County would act as an advisor in this effort.	1 <sup>st</sup> Qtr 2015
4. The Chamber, the Workforce Investment Board and area employers develop a general <b>Career Fair</b> with employers in the County. Career Fairs specifically targeted toward technology focused jobs would also be held, possibly modeled on Vermont's Tech Jam	3 <sup>rd</sup> Qtr 2015
5. The Chamber continues its <b>Outreach to the Public School Districts</b> for improved communication with the business community on curriculum needs, and for improved interaction that could include high school internships and co-op programs, identification of career development requirements, curriculum development, teacher shadowing programs, and other initiatives.	On-going
6. The Chamber and public school districts study the <b>Feasibility of School Redistricting</b> to provide more community identification among students, give the City of Wilmington a high school, and provide shorter transportation needs.	Begin 2015
7. The State and County Chambers of Commerce investigates the feasibility of a <b>"Second Chance"</b> program that provides job readiness and life skills training, job placement, mental health and prisoner re-entry services, relapse prevention and sober-living housing for adults and youth in need, with an identified agency to implement the program.	1 <sup>st</sup> Qtr 2016

<b>Responsibility</b>			
<b>Primary:</b>		<b>Support:</b>	
<ul style="list-style-type: none"> <li>• Public School Districts</li> <li>• New Castle County Chamber of Commerce</li> <li>• Delaware State Chamber of Commerce</li> <li>• Delaware Workforce Investment Board</li> </ul>		<ul style="list-style-type: none"> <li>• New Castle County</li> <li>• Delaware Laborers-Employers Cooperation and Trust Fund</li> <li>• City of Wilmington Planning Department/Workforce Development</li> <li>• JP Morgan Chase and other large employers</li> <li>• Challenge Program (Wilmington Area-construction employment for ex-offenders)</li> <li>• Assorted social services</li> <li>• County employers</li> </ul>	
<b>Resources Needed</b>			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> <li>• Marketing materials showing the strength of the Public School Districts</li> </ul>	\$10,000	<ul style="list-style-type: none"> <li>• Public School districts</li> <li>• NCC Chamber of Commerce</li> </ul>
	<ul style="list-style-type: none"> <li>• Development of a Career Fair</li> </ul>	\$7,000	
Other:	<ul style="list-style-type: none"> <li>• Staff support to administer Initiative Elements</li> </ul>		
<b>Performance Measures</b>			
<ul style="list-style-type: none"> <li>• A county-wide Business Roundtable is created. June 2015</li> <li>• The State develops a Charter School Strategic Plan. December 2015</li> <li>• A general and technology focused career fairs are held. December 2015</li> </ul>			
<b>Timeframe</b>			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
<b>Additional Information</b>			
<p>The Huntsville AL Chamber of Commerce serves a highly technical and sophisticated business community. Programs include career fairs and coordination of the public school programs with the needs of area companies regarding career development. See their website:  <a href="http://www.huntsvillealabamausa.com">http://www.huntsvillealabamausa.com</a></p> <p>Vermont Tech Jam is an annual career fair/tech expo showcasing the state's most innovative tech and bioscience companies. A primary target of the career fair is the young talent they want to keep in and attract to the state. See their website to see how it posts news, events and resources for Vermont's technology community.  <a href="http://www.techjamvt.com/about/">http://www.techjamvt.com/about/</a></p> <p>Information on a Second Chance program can be obtained from this website:  <a href="http://www.secondchanceprogram.org">http://www.secondchanceprogram.org</a></p>			

### IMPLEMENTATION RECOMMENDATIONS

1. Have the County Council officially adopt the Economic Development Action Plan. Once it has been completed.
2. Have the Plan endorsed by other appropriate groups such as municipalities within the County, the New Castle County Chamber of Commerce, DEDO, and others identified by the County.
3. Refine the suggested schedules for all elements of the Initiative Groups to create a master calendar of implementation work that reflects staff availability, funding, and other factors.
4. If warranted, hire additional staff necessary for oversight of the economic development program and its elements.
5. Create a Resources and Logistics Plan to anticipate and provide for implementation needs. This should include the assignment of staff responsibilities and the development of collaborative efforts with allies.
6. Contact the U.S. Economic Development Administration – Philadelphia Regional Office – to discuss the best way to incorporate the plan into an existing Comprehensive Economic Development Strategy (CEDS) or convert it to a County CEDS so as to increase the likelihood of obtaining EDA funding for eligible Initiatives and elements.

Aggressively pursue the identification of an application for grant funding to support implementation of Initiative Elements.

# EXHIBIT A: BACKGROUND DATA NEW CASTLE COUNTY, DELAWARE

## TABLE OF CONTENTS

A-1	Demographic characteristics
A-2	Labor force characteristics
A-3	Employment by industry sector (2000-2013)
A-4	Employment by major NAICS codes (2012)
A-5	Employment by occupation category (2000)
A-6	Employment by occupation category (2013)
A-7	Average earnings by major NAICS codes (2013)
A-8	Median annual earnings by selected benchmark occupation category
A-9	Post-secondary institutions
A-10	Area schools—degrees and certificates conferred in 2011-12
A-11	Air travel information
A-12	Highway travel information
A-13	Quality-of-life measures
A-14	Current State of Delaware workers' compensation and labor legislation
A-15	State of Delaware tax policies
A-16	State of Delaware labor incentive programs
A-17	Union elections (2006-2013)
A-18	Major employers
A-19	New locations and expansions (2009-2013)
A-20	Summary of commercial buildings and sites
A-21	Property tax rates
A-22	Electric rates
A-23	Water and sewer utilities
A-24	Natural gas utilities
A-25	Telecommunications utilities

**EXHIBIT A: BACKGROUND DATA  
NEW CASTLE COUNTY, DELAWARE**

- A-26 Residence of employees
- A-27 Work locations of residents
- A-28 New Castle County worker profile
- A-29 MSA worker profile

## **EXHIBIT A-1: DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, Nielson-Claritas Inc.

	New Castle County	Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
<b>Population (Source: U.S. Bureau of the Census, Nielson-Claritas, Inc.)</b>				
2000 Census	500,265	5,687,140	783,598	281,421,942
2013	545,911	6,022,170	917,761	314,861,807
2018	560,475	6,109,258	951,813	325,322,277
Change 2000 - 2013	9.1%	5.9%	17.1%	11.9%
Change 2013 - 2018	2.7%	1.4%	3.7%	3.3%

### **Percent Minority (Source: U.S. Bureau of the Census, Nielson-Claritas, Inc.)**

2000 Census	29.3%	29.4%	27.5%	30.9%
2013	40.5%	36.5%	36.3%	37.7%
2018	43.9%	38.7%	38.8%	39.8%

### **Distribution by Age Group (2000)**

(Source: Nielson-Claritas, Inc.)

0-17	124,746	1,443,295	194,598	72,293,178
18-34	125,431	1,283,828	184,164	67,034,990
35-54	150,488	1,708,126	231,576	82,826,319
55-64	41,687	493,074	71,513	24,275,603
65-74	30,916	390,425	56,440	18,390,870
75 and over	26,997	368,392	45,307	16,600,982

### **Percent Distribution by Age Group**

2000 Census (Source: Nielson-Claritas, Inc.)

0-17	24.9%	25.4%	24.8%	25.7%
18-34	25.1%	22.6%	23.5%	23.8%
35-54	30.1%	30.0%	29.6%	29.4%
55-64	8.3%	8.7%	9.1%	8.6%
65-74	6.2%	6.9%	7.2%	6.5%
75 and over	5.4%	6.5%	5.8%	5.9%

# EXHIBIT A-1: DEMOGRAPHIC CHARACTERISTICS

Source: U.S. Census Bureau, Nielson-Claritas Inc.

	New Castle County	Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
<b>Distribution by Age Group (2013)</b> (Source: Nielson-Claritas, Inc.)				
0-17	124,399	1,378,708	207,628	74,731,227
18-34	130,267	1,382,141	206,135	72,541,740
35-54	151,569	1,646,827	244,306	84,782,170
55-64	67,605	764,275	118,414	38,944,750
65-74	40,667	459,934	81,986	24,703,850
75 and over	31,404	390,285	59,292	19,158,070

<b>Percent Distribution by Age Group (2013)</b> (Source: Nielson-Claritas, Inc.)				
0-17	22.8%	22.9%	22.6%	23.7%
18-34	23.9%	23.0%	22.5%	23.0%
35-54	27.8%	27.3%	26.6%	26.9%
55-64	12.4%	12.7%	12.9%	12.4%
65-74	7.4%	7.6%	8.9%	7.8%
75 and over	5.8%	6.5%	6.5%	6.1%

<b>Distribution by Age Group (2018)</b> (Source: Nielson-Claritas, Inc.)				
0-17	124,907	1,369,151	213,040	76,231,067
18-34	130,355	1,382,824	210,055	73,198,364
35-54	145,789	1,554,812	235,360	82,648,703
55-64	75,256	833,762	128,975	42,246,457
65-74	50,110	561,281	98,642	30,124,562
75 and over	34,058	407,428	65,741	20,873,124

# EXHIBIT A-1: DEMOGRAPHIC CHARACTERISTICS

Source: U.S. Census Bureau, Nielson-Claritas Inc.

Philadelphia-  
Camden-  
Wilmington, PA-  
NJ-DE-MD  
New Castle    Metropolitan  
County        Statistical Area    Delaware        U.S.

## Percent Distribution by Age Group (2018)

(Source: Nielson-Claritas, Inc.)

Age Group	New Castle County	Metropolitan Statistical Area	Delaware	U.S.
0-17	22.3%	22.4%	22.4%	23.4%
18-34	23.3%	22.6%	22.1%	22.5%
35-54	26.0%	25.5%	24.7%	25.4%
55-64	13.4%	13.6%	13.6%	13.0%
65-74	8.9%	9.2%	10.4%	9.3%
75 and over	6.1%	6.7%	6.9%	6.4%

## Projected Change in Age Distribution (2013-2018)

(Source: Nielson-Claritas, Inc.)

Age Group	New Castle County	Metropolitan Statistical Area	Delaware	U.S.
0-17	508	-9,557	5,412	1,499,840
18-34	88	683	3,920	656,624
35-54	-5,780	-92,015	-8,946	-2,133,467
55-64	7,651	69,487	10,561	3,301,707
65-74	9,443	101,347	16,656	5,420,712
75 and over	2,654	17,143	6,449	1,715,054

## Projected Percent Change in Age Distribution (2013-2018)

(Source: Nielson-Claritas, Inc.)

Age Group	New Castle County	Metropolitan Statistical Area	Delaware	U.S.
0-17	0.4%	-0.7%	2.6%	2.0%
18-34	0.1%	0.0%	1.9%	0.9%
35-54	-3.8%	-5.6%	-3.7%	-2.5%
55-64	11.3%	9.1%	8.9%	8.5%
65-74	23.2%	22.0%	20.3%	21.9%
75 and over	8.5%	4.4%	10.9%	9.0%

## **EXHIBIT A-1: DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, Nielson-Claritas Inc.

	New Castle County	Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
<b>Median Age (Source: Nielson-Claritas, Inc.)</b>				
2000 Census	35.0	36.2	36.0	35.3
2013	37.6	38.3	39.0	37.5
2018	38.6	39.1	39.7	38.3

**Median Household Income**  
(Source: Nielson-Claritas, Inc.)

2000 Census	\$53,444	\$48,454	\$47,670	\$42,728
2013	\$62,601	\$59,771	\$57,457	\$49,297
2018	\$65,286	\$62,840	\$59,674	\$49,815
Change '13 - '18	4.3%	5.1%	3.9%	1.1%

**Household Income Distribution (2013)**  
(Source: Nielson-Claritas, Inc.)

Households	200,753	2,225,745	344,093	117,490,413
Less than \$35,000	57,617	709,346	105,513	43,296,444
Between \$35,000 and \$75,000	63,873	673,948	117,770	38,702,064
Greater than \$75,000	79,263	842,451	120,810	35,491,905

## **EXHIBIT A-1: DEMOGRAPHIC CHARACTERISTICS**

Source: U.S. Census Bureau, Nielson-Claritas Inc.

	New Castle County	Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
<b>Percent Household Income Distribution (2013)</b>				
<i>(Source: Nielson-Claritas, Inc.)</i>				
Households	200,753	2,225,745	344,093	117,490,413
Less than \$35,000	28.7%	31.9%	30.7%	36.9%
Between \$35,000 and \$75,000	31.8%	30.3%	34.2%	32.9%
Greater than \$75,000	39.5%	37.9%	35.1%	30.2%

### **Educational Attainment Levels 2013 (Source: Nielson-Claritas, Inc.)**

No High School Diploma	40,930	475,004	77,571	30,445,631
High School Diploma Only	105,489	1,258,035	198,938	59,348,221
1 to 3 Years College	71,720	719,974	124,827	44,482,080
Associate Degree	25,095	256,086	44,831	15,835,627
Bachelors Degree	71,643	801,733	103,380	36,958,539
Graduate Degree	49,005	522,930	69,472	21,713,170
12 to 15 years of education	202,304	2,234,095	368,596	119,665,928
16 or more years of education	120,648	1,324,663	172,852	58,671,709

### **Percent Educational Attainment Levels 2013 (Source: Nielson-Claritas, Inc.)**

No High School Diploma	11.2%	11.8%	12.5%	14.6%
High School Diploma Only	29.0%	31.2%	32.1%	28.4%
1 to 3 Years College	19.7%	17.8%	20.2%	21.3%
Associate Degree	6.9%	6.3%	7.2%	7.6%
Bachelors Degree	19.7%	19.9%	16.7%	17.7%
Graduate Degree	13.5%	13.0%	11.2%	10.4%
12 to 15 years of education	55.6%	55.4%	59.5%	57.3%
16 or more years of education	33.2%	32.8%	27.9%	28.1%

## EXHIBIT A-2: LABOR FORCE CHARACTERISTICS

Source: U.S. Bureau of Labor Statistics, Nielson-Claritas Inc.

	New Castle County	Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S. (in 000's)
<b>Civilian Labor Force (Average Annual)</b>				
<i>(Source: U.S. Bureau of Labor Statistics)</i>				
2000	272,540	2,840,155	416,503	142,583
2012	275,794	3,007,051	444,042	154,975
February, 2014	275,518	2,979,314	439,488	155,046
% Change 2000 - 2012	1.2%	5.9%	6.6%	8.7%

### Employment (Average Annual)

*(Source: U.S. Bureau of Labor Statistics)*

2000	263,830	2,731,354	402,777	136,891
2012	256,425	2,750,358	412,444	142,469
February, 2014	258,829	2,772,858	413,565	144,775

### Unemployment (Average Annual)

*(Source: U.S. Bureau of Labor Statistics)*

2000	8,710	108,801	13,726	5,692
2012	19,369	256,693	31,598	12,506
February, 2014	16,689	206,456	25,923	10,271

### Unemployment Rate (Average Annual)

*(Source: U.S. Bureau of Labor Statistics)*

2000	3.2%	3.8%	3.3%	4.0%
2012	7.0%	8.5%	7.1%	8.1%
February, 2014	6.1%	6.9%	5.9%	6.6%

### Labor Participation *(Source: Nielson-Claritas, Inc.)*

Total (2013)	67.2%	65.8%	64.1%	64.6%
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## **EXHIBIT A-3: EMPLOYMENT BY INDUSTRY SECTOR-RESIDENT BASED (2000-2013)**

Source: Nielson-Claritas, Inc.

<b>Industry</b>	<b>New Castle County</b>	<b>Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area</b>	<b>Delaware</b>	<b>U.S.</b>
<b>2000 Census (Source: Nielson-Claritas, Inc.)</b>				
Total	249,314	2,645,508	376,808	129,711,275
Accommodation/Food Services	13,031	131,701	21,441	7,903,138
Administration/Support/Waste Management Services	8,555	91,516	12,489	4,393,871
Agriculture/Forestry/Fishing/Hunting/Mining	1,230	12,816	4,031	2,425,845
Arts/Entertainment/Recreation	5,049	39,714	7,554	2,306,228
Construction	15,116	149,737	27,863	8,800,915
Educational Services (Private and Public Sectors)	21,341	245,461	31,538	11,370,559
Finance/Insurance/Real Estate	36,003	239,860	43,800	8,934,300
Health Care/Social Assistance	27,829	346,146	41,518	14,470,928
Information	5,105	80,000	7,149	3,996,091
Manufacturing	32,853	322,215	49,715	18,284,765
Management of Companies/Enterprises	269	1,770	279	70,445
Other services (excl. Public Admin.)	10,458	121,316	15,752	6,320,248
Professional/Scientific/Technical Services	18,385	203,930	22,110	7,595,937
Public Administration (Excludes Education, Transp.)	9,717	123,530	19,606	6,211,640
Retail Trade	25,778	303,833	43,576	15,220,659
Transportation/Warehousing/Utilities (Private and Public Sectors)	11,958	133,519	18,000	6,739,490
Wholesale Trade	6,637	98,444	10,387	4,666,216

## **EXHIBIT A-3: EMPLOYMENT BY INDUSTRY SECTOR-RESIDENT BASED (2000-2013)**

Source: Nielson-Claritas, Inc.

		Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
	Industry	New Castle County		
<b>2000 Percentages</b>				
	Total	100%	100%	100%
	Accommodation/Food Services	5.2%	5.7%	6.1%
	Administration/Support/Waste Management Services	3.4%	3.3%	3.4%
	Agriculture/Forestry/Fishing/Hunting/Mining	0.5%	1.1%	1.9%
	Arts/Entertainment/Recreation	2.0%	2.0%	1.8%
	Construction	6.1%	7.4%	6.8%
	Educational Services (Private and Public Sectors)	8.6%	8.4%	8.8%
	Finance/Insurance/Real Estate	14.4%	11.6%	6.9%
	Health Care/Social Assistance	11.2%	11.0%	11.2%
	Information	2.0%	1.9%	3.1%
	Manufacturing	13.2%	13.2%	14.1%
	Management of Companies/Enterprises	0.1%	0.1%	0.1%
	Other services (excl. Public Admin.)	4.2%	4.2%	4.9%
	Professional/Scientific/Technical Services	7.4%	5.9%	5.9%
	Public Administration (Excludes Education, Transp.)	3.9%	5.2%	4.8%
	Retail Trade	10.3%	11.6%	11.7%
	Transportation/Warehousing/Utilities (Private and Public Sectors)	4.8%	4.8%	5.2%
	Wholesale Trade	2.7%	2.8%	3.6%

## **EXHIBIT A-3: EMPLOYMENT BY INDUSTRY SECTOR-RESIDENT BASED (2000-2013)**

Source: Nielson-Claritas, Inc.

<b>Industry</b>	<b>New Castle County</b>	<b>Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area</b>	<b>Delaware</b>	<b>U.S.</b>
<b>2013 (Source: Nielson-Claritas, Inc.)</b>				
Total	274,273	2,914,036	439,566	148,565,698
Accommodation/Food Services	16,274	169,259	27,493	10,489,735
Administration/Support/Waste Management Services	10,923	117,542	16,653	6,148,107
Agriculture/Forestry/Fishing/Hunting/Mining	1,046	15,596	4,881	2,795,890
Arts/Entertainment/Recreation	6,124	56,881	10,925	3,137,503
Construction	15,805	158,768	30,818	9,686,139
Educational Services (Private and Public Sectors)	25,837	304,333	39,997	14,041,133
Finance/Insurance/Real Estate	38,282	247,743	47,853	10,020,660
Health Care/Social Assistance	40,325	458,416	63,422	19,961,987
Information	4,978	60,431	7,504	3,306,894
Manufacturing	25,308	281,577	39,802	15,636,012
Management of Companies/Enterprises	328	2,719	449	106,547
Other services (excl. Public Admin.)	10,771	130,991	18,587	7,361,578
Professional/Scientific/Technical Services	17,623	232,001	23,125	9,457,275
Public Administration (Excludes Education, Transp.)	12,686	132,594	25,240	7,484,776
Retail Trade	28,915	321,388	53,541	17,262,432
Transportation/Warehousing/Utilities (Private and Public Sectors)	12,738	140,259	19,957	7,397,673
Wholesale Trade	6,310	83,538	9,319	4,271,357

## **EXHIBIT A-3: EMPLOYMENT BY INDUSTRY SECTOR-RESIDENT BASED (2000-2013)**

Source: Nielson-Claritas, Inc.

		Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
	Industry	New Castle County		
<b>2013 Percentages</b>				
	Total	100%	100%	100%
	Accommodation/Food Services	5.9%	6.3%	7.1%
	Administration/Support/Waste Management Services	4.0%	3.8%	4.1%
	Agriculture/Forestry/Fishing/Hunting/Mining	0.4%	1.1%	1.9%
	Arts/Entertainment/Recreation	2.2%	2.5%	2.1%
	Construction	5.8%	7.0%	6.5%
	Educational Services (Private and Public Sectors)	9.4%	9.1%	9.5%
	Finance/Insurance/Real Estate	14.0%	10.9%	6.7%
	Health Care/Social Assistance	14.7%	14.4%	13.4%
	Information	1.8%	1.7%	2.2%
	Manufacturing	9.2%	9.1%	10.5%
	Management of Companies/Enterprises	0.1%	0.1%	0.1%
	Other services (excl. Public Admin.)	3.9%	4.2%	5.0%
	Professional/Scientific/Technical Services	6.4%	5.3%	6.4%
	Public Administration (Excludes Education, Transp.)	4.6%	5.7%	5.0%
	Retail Trade	10.5%	12.2%	11.6%
	Transportation/Warehousing/Utilities (Private and Public Sectors)	4.6%	4.5%	5.0%
	Wholesale Trade	2.3%	2.1%	2.9%

## **EXHIBIT A-3: EMPLOYMENT BY INDUSTRY SECTOR-RESIDENT BASED (2000-2013)**

Source: Nielson-Claritas, Inc.

<b>Industry</b>	<b>New Castle County</b>	<b>Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area</b>	<b>Delaware</b>	<b>U.S.</b>
<b>Net Change (2000-2013)</b>				
Total	24,959	268,528	62,758	18,854,423
Accommodation/Food Services	3,243	37,558	6,052	2,586,597
Administration/Support/Waste Management Services	2,368	26,026	4,164	1,754,236
Agriculture/Forestry/Fishing/Hunting/Mining	-184	2,780	850	370,045
Arts/Entertainment/Recreation	1,075	17,167	3,371	831,275
Construction	689	9,031	2,955	885,224
Educational Services (Private and Public Sectors)	4,496	58,872	8,459	2,670,574
Finance/Insurance/Real Estate	2,279	7,883	4,053	1,086,360
Health Care/Social Assistance	12,496	112,270	21,904	5,491,059
Information	-127	-19,569	355	-689,197
Manufacturing	-7,545	-40,638	-9,913	-2,648,753
Management of Companies/Enterprises	59	949	170	36,102
Other services (excl. Public Admin.)	313	9,675	2,835	1,041,330
Professional/Scientific/Technical Services	-762	28,071	1,015	1,861,338
Public Administration (Excludes Education, Transp.)	2,969	9,064	5,634	1,273,136
Retail Trade	3,137	17,555	9,965	2,041,773
Transportation/Warehousing/Utilities (Private and Public Sectors)	780	6,740	1,957	658,183
Wholesale Trade	-327	-14,906	-1,068	-394,859

## **EXHIBIT A-3: EMPLOYMENT BY INDUSTRY SECTOR-RESIDENT BASED (2000-2013)**

Source: Nielson-Claritas, Inc.

<b>Industry</b>	<b>New Castle County</b>	<b>Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area</b>	<b>Delaware</b>	<b>U.S.</b>
<b>Percent Change (2000-2013)</b>				
Total	10.0%	10.2%	16.7%	14.5%
Accommodation/Food Services	24.9%	28.5%	28.2%	32.7%
Administration/Support/Waste Management Services	27.7%	28.4%	33.3%	39.9%
Agriculture/Forestry/Fishing/Hunting/Mining	-15.0%	21.7%	21.1%	15.3%
Arts/Entertainment/Recreation	21.3%	43.2%	44.6%	36.0%
Construction	4.6%	6.0%	10.6%	10.1%
Educational Services (Private and Public Sectors)	21.1%	24.0%	26.8%	23.5%
Finance/Insurance/Real Estate	6.3%	3.3%	9.3%	12.2%
Health Care/Social Assistance	44.9%	32.4%	52.8%	37.9%
Information	-2.5%	-24.5%	5.0%	-17.2%
Manufacturing	-23.0%	-12.6%	-19.9%	-14.5%
Management of Companies/Enterprises	21.9%	53.6%	60.9%	51.2%
Other services (excl. Public Admin.)	3.0%	8.0%	18.0%	16.5%
Professional/Scientific/Technical Services	-4.1%	13.8%	4.6%	24.5%
Public Administration (Excludes Education, Transp.)	30.6%	7.3%	28.7%	20.5%
Retail Trade	12.2%	5.8%	22.9%	13.4%
Transportation/Warehousing/Utilities (Private and Public Sectors)	6.5%	5.0%	10.9%	9.8%
Wholesale Trade	-4.9%	-15.1%	-10.3%	-8.5%

## **EXHIBIT A-4: EMPLOYMENT BY MAJOR NAICS CODES-ESTABLISHMENT BASED (2012)**

Sources: QCEW Bureau of Labor Statistics, and Delaware Dept. of Labor

NAICS	New Castle		
	County	Delaware	U.S.
---- Total	266,766	405,672	131,696,378
11---- Forestry, fishing, hunting, and agriculture support	N/D	1,402	1,189,986
21---- Mining	N/D	2	798,132
22---- Utilities	1,447	2,015	N/D
23---- Construction	12,340	18,537	5,586,553
31---- Manufacturing	11,780	25,744	11,904,945
42---- Wholesale trade	8,349	12,484	5,656,717
44---- Retail trade	29,619	50,681	14,864,946
48---- Transportation & warehousing (private sector)	5,786	9,217	4,158,046
51---- Information	4,341	5,451	2,677,224
52---- Finance & insurance	32,896	37,154	5,563,653
53---- Real estate & rental & leasing	3,302	5,422	1,943,297
54---- Professional, scientific & technical services	22,799	27,223	7,897,429
55---- Management of companies & enterprises	6,978	7,532	2,003,075
56---- Admin, support, waste mgt, remediation services	15,824	21,805	7,987,134
61---- Educational services (private sector)	3,899	4,586	2,608,143
62---- Health care and social assistance	40,032	59,024	16,796,873
71---- Arts, entertainment & recreation	4,654	8,492	1,975,855
72---- Accommodation & food services	20,296	35,113	11,763,460
81---- Other services (except public administration)	8,788	13,471	4,548,785
92---- Government (Includes education, transportation)	33,425	60,317	21,050,509

N/D: Data not disclosed by BLS for reasons of confidentiality

## **EXHIBIT A-4: EMPLOYMENT BY MAJOR NAICS CODES-ESTABLISHMENT BASED (2012)**

Sources: QCEW Bureau of Labor Statistics, and Delaware Dept. of Labor

NAICS		New Castle County	Delaware	U.S.
----	Total	100%	100%	100%
11----	Forestry, fishing, hunting, and agriculture support	-	0.3%	0.9%
21----	Mining	-	0.0%	0.6%
22----	Utilities	0.5%	0.5%	-
23----	Construction	4.6%	4.6%	4.2%
31----	Manufacturing	4.4%	6.3%	9.0%
42----	Wholesale trade	3.1%	3.1%	4.3%
44----	Retail trade	11.1%	12.5%	11.3%
48----	Transportation & warehousing (private sector)	2.2%	2.3%	3.2%
51----	Information	1.6%	1.3%	2.0%
52----	Finance & insurance	12.3%	9.2%	4.2%
53----	Real estate & rental & leasing	1.2%	1.3%	1.5%
54----	Professional, scientific & technical services	8.5%	6.7%	6.0%
55----	Management of companies & enterprises	2.6%	1.9%	1.5%
56----	Admin, support, waste mgt, remediation services	5.9%	5.4%	6.1%
61----	Educational services (private sector)	1.5%	1.1%	2.0%
62----	Health care and social assistance	15.0%	14.5%	12.8%
71----	Arts, entertainment & recreation	1.7%	2.1%	1.5%
72----	Accommodation & food services	7.6%	8.7%	8.9%
81----	Other services (except public administration)	3.3%	3.3%	3.5%
92----	Government (Includes education, transportation)	12.5%	14.9%	16.0%

## **EXHIBIT A-5: EMPLOYMENT OF RESIDENTS BY OCCUPATION CATEGORY (2000)**

Source: U.S. Census Bureau

	New Castle County	Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
<b>Actual Employment</b>				
Total	249,308	-	376,799	129,712,881
Architect/Engineer	5,518	N/A	7,214	2,659,298
Arts/Entertainment/Sports	4,140	50,584	5,461	2,483,906
Building Grounds Maintenance	6,723	74,597	11,328	4,254,049
Business/Financial Operations	14,624	N/A	18,823	5,559,774
Community/Social Services	4,274	46,150	6,727	1,953,153
Computer/Mathematical	8,337	80,728	9,629	3,167,994
Construction/Extraction	12,028	N/A	21,624	7,149,269
Education/Training/Library	13,964	155,588	20,771	7,336,846
Farm/Fish/Forestry	659	6,308	1,924	951,700
Food Preparation/Serving	11,472	116,806	18,600	6,251,185
Health Practitioner/Technician	12,104	147,200	17,754	5,979,533
Healthcare Support	3,637	53,193	6,176	2,592,740
Maintenance and Repair	8,278	91,800	14,337	5,106,502
Legal	3,264	39,205	4,044	1,412,561
Life/Physical/Social Science	6,104	38,480	6,949	1,203,366
Management, Except Farmer	25,052	249,812	35,480	11,887,314
Office/Administration Support	46,370	465,077	64,292	20,027,302
Production	13,888	162,221	24,844	11,007,960
Protective Services	4,884	N/A	8,011	2,549,906
Sales/Related	24,525	297,529	39,752	14,591,201
Personal Care/Services	6,710	65,507	10,796	3,628,040
Transportation/Moving	12,753	141,535	22,263	7,959,282

## **EXHIBIT A-5: EMPLOYMENT OF RESIDENTS BY OCCUPATION CATEGORY (2000)**

Source: U.S. Census Bureau

Philadelphia-  
Camden-  
Wilmington, PA-  
NJ-DE-MD  
New Castle    Metropolitan  
County        Statistical Area    Delaware        U.S.

### **Actual Employment**

Total	100%	-	100%	100%
Architect/Engineer	2%	-	2%	2%
Arts/Entertainment/Sports	2%	-	1%	2%
Building Grounds Maintenance	3%	-	3%	3%
Business/Financial Operations	6%	-	5%	4%
Community/Social Services	2%	-	2%	2%
Computer/Mathematical	3%	-	3%	2%
Construction/Extraction	5%	-	6%	6%
Education/Training/Library	6%	-	6%	6%
Farm/Fish/Forestry	0%	-	1%	1%
Food Preparation/Serving	5%	-	5%	5%
Health Practitioner/Technician	5%	-	5%	5%
Healthcare Support	1%	-	2%	2%
Maintenance and Repair	3%	-	4%	4%
Legal	1%	-	1%	1%
Life/Physical/Social Science	2%	-	2%	1%
Management, Except Farmer	10%	-	9%	9%
Office/Administration Support	19%	-	17%	15%
Production	6%	-	7%	8%
Protective Services	2%	-	2%	2%
Sales/Related	10%	-	11%	11%
Personal Care/Services	3%	-	3%	3%
Transportation/Moving	5%	-	6%	6%

## **EXHIBIT A-6: EMPLOYMENT OF RESIDENTS BY OCCUPATION CATEGORY (2013)**

Source: Nielson-Claritas, Inc.

	New Castle County	Philadelphia- Camden- Wilmington, PA-NJ-DE- MD Metropolitan Statistical Area	Delaware	U.S.
<b>Actual Employment</b>				
Total	274,273	2,914,036	439,566	148,565,698
Architecture/Engineering	4,707	300,175	6,608	2,726,960
Arts/Design/Entert/Sports/Media	3,488	165,216	5,140	2,780,432
Building/Grounds Cleaning/Maint	8,928	86,943	16,527	5,922,363
Business and Financial Operations	17,458	50,001	23,382	6,933,326
Community/Social Services	5,634	37,489	8,336	2,477,755
Computer and Mathematical	9,160	58,976	10,801	3,658,188
Construction/Extraction	12,277	49,135	23,099	7,824,629
Education/Training/Library	18,608	198,780	28,605	9,094,900
Farming/Fishing/Forestry	653	52,646	1,721	1,097,597
Food Preparation/Serving Related	14,567	196,322	24,883	8,354,110
Healthcare Practitioner/Technician	15,723	70,370	24,684	8,048,757
Healthcare Support	5,772	70,142	9,658	3,650,402
Installation/Maintenance/Repair	8,570	147,961	15,907	4,926,012
Legal	5,482	95,962	6,456	1,732,975
Life/Physical/Social Science	5,325	94,044	6,689	1,282,204
Management incl Farmers/Farm Mgrs	28,926	316,420	44,417	14,378,676
Office/Administrative Support	41,546	430,191	64,263	20,739,850
Personal Care/Service	11,159	8,244	20,737	8,884,956
Production	6,702	118,584	11,040	3,317,474
Protective Service	27,387	82,801	46,741	16,509,374
Sales/Related	8,543	130,057	15,144	5,241,495
Transportation/Material Moving	13,658	153,577	24,728	8,983,263

## **EXHIBIT A-6: EMPLOYMENT OF RESIDENTS BY OCCUPATION CATEGORY (2013)**

Source: Nielson-Claritas, Inc.

	New Castle County	Philadelphia- Camden- Wilmington, PA-NJ-DE- MD Metropolitan Statistical Area	Delaware	U.S.
<b>Percentage of Labor Force</b>				
Architecture/Engineering	1.7%	10.3%	1.5%	1.8%
Arts/Design/Entert/Sports/Media	1.3%	5.7%	1.2%	1.9%
Building/Grounds Cleaning/Maint	3.3%	3.0%	3.8%	4.0%
Business and Financial Operations	6.4%	1.7%	5.3%	4.7%
Community/Social Services	2.1%	1.3%	1.9%	1.7%
Computer and Mathematical	3.3%	2.0%	2.5%	2.5%
Construction/Extraction	4.5%	1.7%	5.3%	5.3%
Education/Training/Library	6.8%	6.8%	6.5%	6.1%
Farming/Fishing/Forestry	0.2%	1.8%	0.4%	0.7%
Food Preparation/Serving Related	5.3%	6.7%	5.7%	5.6%
Healthcare Practitioner/Technician	5.7%	2.4%	5.6%	5.4%
Healthcare Support	2.1%	2.4%	2.2%	2.5%
Installation/Maintenance/Repair	3.1%	5.1%	3.6%	3.3%
Legal	2.0%	3.3%	1.5%	1.2%
Life/Physical/Social Science	1.9%	3.2%	1.5%	0.9%
Management incl Farmers/Farm Mgrs	10.5%	10.9%	10.1%	9.7%
Office/Administrative Support	15.1%	14.8%	14.6%	14.0%
Personal Care/Service	4.1%	0.3%	4.7%	6.0%
Production	2.4%	4.1%	2.5%	2.2%
Protective Service	10.0%	2.8%	10.6%	11.1%
Sales/Related	3.1%	4.5%	3.4%	3.5%
Transportation/Material Moving	5.0%	5.3%	5.6%	6.0%

## **EXHIBIT A-7: AVERAGE EARNINGS BY MAJOR NAICS CODES (2012)**

*Sources: Quarterly Census of Employment Wages Program, Bureau of Labor Statistics and Delaware Dept. of Labor*

NAICS		New Castle		
		Co, DE	Delaware	U.S.
-----	Total	\$58,757	\$51,728	\$49,289
11----	Forestry, fishing, hunting, and agriculture support	N/D	\$33,196	\$28,619
21----	Mining	N/D	\$66,062	\$52,298
22----	Utilities	\$97,399	\$95,701	N/D
23----	Construction	\$55,060	\$51,031	\$52,298
31----	Manufacturing	\$76,135	\$57,191	\$60,496
42----	Wholesale trade	\$91,126	\$81,326	\$68,226
44----	Retail trade	\$26,960	\$26,157	\$27,731
48----	Transportation & warehousing	\$46,167	\$42,569	\$46,612
51----	Information	\$60,262	\$59,230	\$81,955
52----	Finance & insurance	\$89,279	\$86,525	\$91,218
53----	Real estate & rental & leasing	\$47,341	\$42,021	\$48,308
54----	Professional, scientific & technical services	\$104,326	\$97,589	\$83,368
55----	Management of companies & enterprises	\$130,942	\$129,265	\$108,201
56----	Admin, support, waste mgt, remediation services	\$34,812	\$33,655	\$34,855
61----	Educational services	\$44,125	\$42,438	\$44,509
62----	Health care and social assistance	\$52,808	\$49,911	\$45,406
71----	Arts, entertainment & recreation	\$28,676	\$27,478	\$33,745
72----	Accommodation & food services	\$17,169	\$16,788	\$17,946
81----	Other services (except public administration)	\$28,327	\$27,331	\$29,916
	Government	\$57,757	\$51,728	\$49,757

N/D: Data not disclosed by BLS for reasons of confidentiality

## **EXHIBIT A-8: MEDIAN ANNUAL EARNINGS BY SELECTED BENCHMARK OCCUPATION CATEGORY**

Source: Salary.com

<b>Occupation Description</b>	<b>Wilmington, DE</b>
Accounting Clerk	\$37,999
Administrative Assistant	\$38,750
Assembler	\$33,535
CAD Drafter	\$60,061
Civil Engineer	\$78,694
Computer Programmer	\$72,046
Customer Service Representative	\$39,453
Electronics Technician	\$51,448
Engineering Technician	\$53,672
Lab Technologist	\$43,033
Machinist - Journey	\$47,544
Maintenance Specialist	\$42,244
Nurse, Licensed Practical	\$43,340
Nursing, Certified Assistant	\$29,971
PC Support Specialist	\$55,024
Secretary, Executive	\$60,018
Systems Analyst	\$73,949

## **EXHIBIT A-9: POST SECONDARY INSTITUTIONS: NEW CASTLE COUNTY**

Source: U.S. Department of Education, National Center for Education Statistics (IPEDS)

<b>Less-than-Four-Year Institutions</b>	<b>Location</b>	<b>Total Fall Enrollment (2013)</b>	<b>Total Graduates (2011-2012)</b>
Delaware College of Art and Design	Wilmington	211	78
Delaware Technical and Community College	Newark	7,216	638

<b>More-than-Four-Year Institutions</b>	<b>Location</b>	<b>Total Fall Enrollment (2013)</b>	<b>Total Graduates (2011-2012)</b>
Goldey-Beacom College	Wilmington	1,352	361
University of Delaware	Newark	21,856	4,885
Widener University (Delaware Law School)	Wilmington	1,048	290
Wilmington University	New Castle	12,581	3,008

Both Delaware State University and Drexel University have recently opened satellite campuses on Market Street, Wilmington. Springfield College also launched a center for human services near downtown.

**EXHIBIT A-10: AREA SCHOOLS - DEGREES AND CERTIFICATES CONFERRED IN 2011-2012**

Source: U.S. Department of Education

Institution Name	Description	Less than 1 Yr Certificate	1-2 Year Certificate	Associate's Degree	Bachelor's Degree	Master's Degree	Doctorate	Grand Total
<b>Delaware Technical Community College-Stanton/Wilmington</b>		<b>53</b>	<b>19</b>	<b>566</b>				<b>638</b>
	Biological and Biomedical Sciences			7				7
	Business, Management, Marketing, and Related Support Services			92				92
	Computer and Information Sciences and Support Services			10				10
	Education			41				41
	Engineering			4				4
	Engineering Technologies and Engineering-related Fields		1	40				41
	English Language and Literature/Letters	40						40
	Foreign Languages, Literatures, and Linguistics	1						1
	Health Professions and Related Programs		14	230				244
	Homeland Security, Law Enforcement, Firefighting, and Related Protective Service	1		62				63
	Mathematics and Statistics			4				4
	Mechanic and Repair Technologies/Technicians			17				17
	Parks, Recreation, Leisure and Fitness Studies			12				12
	Personal and Culinary Services	4	3	11				18
	Precision Production	3						3
	Public Administration and Social Service Professions	1		26				27
	Science Technologies/Technicians	3	1	10				14
<b>University of Delaware</b>				<b>303</b>	<b>3,535</b>	<b>785</b>	<b>262</b>	<b>4,885</b>
	Agriculture, Agriculture Operations and Related Sciences			1	73	13	5	92
	Architecture and Related Services				5			5
	Area, Ethnic, Cultural, Gender, and Group Studies				37	7		44
	Biological and Biomedical Sciences				186	43	21	250
	Business, Management, Marketing, and Related Support Services				636	214		850
	Communication, Journalism, and Related Programs				155	9		164
	Computer and Information Sciences and Support Services				35	23	10	68
	Education			13	304	111	27	455
	Engineering				297	62	59	418
	Engineering Technologies and Engineering-related Fields				17			17
	English Language and Literature/Letters				132	11	5	148
	Family and Consumer Sciences/Human Sciences				86	9	3	98
	Foreign Languages, Literatures, and Linguistics				69	23	1	93
	Health Professions and Related Programs				308	31	34	373
	History				76	12	9	97
	Legal Professions and Studies				2	12	4	18
	Liberal Arts and Sciences, General Studies and Humanities			289	7	4		300
	Mathematics and Statistics				23	27	4	54
	Multi/Interdisciplinary Studies				29	4	13	46
	Natural Resources and Conservation				56	6		62
	Parks, Recreation, Leisure and Fitness Studies				217	15		232
	Philosophy and Religious Studies				6			6
	Physical Sciences				57	31	32	120
	Psychology				145	14	8	167
	Public Administration and Social Service Professions				83	25		108

**EXHIBIT A-10: AREA SCHOOLS - DEGREES AND CERTIFICATES CONFERRED IN 2011-2012**

Source: U.S. Department of Education

Institution Name	Description	Less than 1 Yr Certificate	1-2 Year Certificate	Associate's Degree	Bachelor's Degree	Master's Degree	Doctorate	Grand Total	
Wilmington University	Social Sciences				423	48	23	494	
	Transportation and Materials Moving				1			1	
	Visual and Performing Arts				70	31	4	105	
					57	1,420	1,498	33	3,008
	Business, Management, Marketing, and Related Support Services				469	473	7	949	
	Communication, Journalism, and Related Programs				4			4	
	Communications Technologies/Technicians and Support Services				22			22	
	Computer and Information Sciences and Support Services			8	79	15		102	
	Education				110	679	26	815	
	Health Professions and Related Programs				193	155		348	
	Homeland Security, Law Enforcement, Firefighting, and Related Protective Service				118	79		197	
	Legal Professions and Studies				9			9	
	Liberal Arts and Sciences, General Studies and Humanities			49	122			171	
	Military Technologies and Applied Sciences					2		2	
	Multi/Interdisciplinary Studies				180			180	
	Parks, Recreation, Leisure and Fitness Studies				13			13	
	Psychology				89	27		116	
	Public Administration and Social Service Professions					66		66	
	Social Sciences					2		2	
	Transportation and Materials Moving					9		9	
Visual and Performing Arts					3		3		
<b>Grand Total</b>		<b>53</b>	<b>19</b>	<b>926</b>	<b>4,955</b>	<b>2,283</b>	<b>295</b>	<b>8,531</b>	

## **EXHIBIT A-11: AIR TRAVEL INFORMATION**

*Source: www.flywilmilg.com.*

### **Wilmington/Philadelphia Regional Airport**

#### **Non Stop Flight Service**

##### **To/From**

Atlanta, GA  
Denver, CO  
Detroit, MI  
Fort Meyers, FL  
Orlando, FL  
Tampa, FL  
Chicago, IL Midway  
Denver, CO

### **Philadelphia International Airport**

A major International Hub with direct service to multiple US and foreign cities.

## **EXHIBIT A-12: HIGHWAY TRAVEL INFORMATION**

Source: Google Maps

<b>Destination City</b>	<b>Highway Miles*</b>	<b>Driving Time</b>
Philadelphia, PA	32	37 minutes
Baltimore, MD	69	1 hour 14 minutes
Allentown, PA	79	1 hours 36 miles
Washington, DC	108	1 hour 57 minutes
New York, NY	126	2 hours 5 minutes
Norfolk, VA	245	4 hours 21 minutes
Pittsburgh, PA	298	4 hours 47 minutes
Boston, MA	339	5 hours 2 minutes
Columbus, OH	466	7 hours 20 minutes
Louisville, KY	680	10 hours 3 minutes
Chicago, IL	752	11 hours 34 minutes
Atlanta, GA	769	11 hours 26 minutes
Dallas, TX	1,436	20 hours 56 minutes

\*From Wilmington

## EXHIBIT A-13: QUALITY OF LIFE MEASURES

	New Castle County	Philadelphia- Camden- Wilmington, PA- NJ-DE-MD Metropolitan Statistical Area	Delaware	U.S.
<b>Commuting (2013)</b>				
<i>(Source: Nielson-Claritas, Inc.)</i>				
% of Workforce With Under 15-minute commute or work at home	27.6%	25.5%	29.4%	31.3%
% of Workforce with 15 to 29-minute commute	42.9%	32.7%	40.7%	34.9%
% of Workforce with 30 to 59-minute commute	22.7%	32.0%	23.0%	26.2%
% of Workforce with 60-minute or more commute	6.8%	9.8%	6.9%	7.6%

### Housing

*(Source: Nielson-Claritas, Inc.)*

Median Home Value 2013	\$238,914	\$227,631	\$225,027	\$171,345
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### Crime (2012)

*(Source: FBI Crime Statistics, New Castle County estimated by WDG using Census and FBI data)*

Property Crimes per 100,000 People	1,154.8	N/A	3,340.9	2,859.2
Violent Crimes per 100,000 People	197.1	N/A	547.4	386.9

## **EXHIBIT A-14: CURRENT STATE OF DELAWARE WORKERS' COMPENSATION AND LABOR LEGISLATION**

Source: WDG Database

### **Unemployment Insurance**

Unemployment insurance rate (2013) (avg. existing employers)	0.3% - 8.2%
Unemployment insurance rate (for new employers)	5.4%
Unemployment insurance taxable base (2013)	\$10,500
Unemployment insurance maximum weekly benefit amount	\$330

### **Workers' Compensation**

Maximum weekly benefit (7/2013)	\$660.79
Waiting period (days)	3
Automatic cost of living increase for total disability?	No
Employee allowed to choose any physician?	Yes
Mental stress generally allowed as a compensable injury as a result of cumulative trauma?	Yes
Carpal tunnel generally allowed as a compensable injury as a result of cumulative trauma?	Yes
Back generally allowed as a compensable injury as a result of cumulative trauma?	Yes
Neck generally allowed as a compensable injury as a result of cumulative trauma?	Yes
Cardiovascular generally allowed as a compensable injury as a result of cumulative trauma?	No
Second medical opinion allowed from physician chosen by employee, but paid for by employer.	No
Coverage for Permanent Partial	Yes

## **EXHIBIT A-14: CURRENT STATE OF DELAWARE WORKERS' COMPENSATION AND LABOR LEGISLATION**

Source: WDG Database

### **Labor Legislation**

Employment at will?	Yes
If yes, significant restrictions (from employers standpoint)	No
Restrictions on employee drug testing	No
Telephone monitoring restrictions for regulation of productivity (or customer service)	Yes; Two-Party Consent
Plant Closing Law stricter than Federal?	No
ADA legislation stricter than Federal?	No
Ban on hiring replacement workers during a strike?	No
Striking workers entitled to unemployment insurance?	No
Relatively difficult for an employer to contest and win a workers' comp. claim?	No
Relatively difficult for an employer to contest and win an unemployment ins. claim?	No
Right to Work law in effect?	No
EEO hiring standards more restrictive than Federal?	No
Sexual harassment laws more restrictive than Federal?	No
Mandated parental leave legislation more generous than Federal?	No

## **EXHIBIT A-15: STATE OF DELAWARE TAX POLICIES**

Source: WDG Database

### **Subject To Property Tax**

Production Machinery & Equipment	No
Non-Production Machinery & Equipment	No
Pollution Control Equipment	No
Computer Hardware	No
Computer Software, Customized	No
Computer Software, Standard	No
Telecommunications Equipment	No
Office FF&E	No
Office Supplies	No
Inventory: Raw Materials	No
Inventory: Work in Progress	No
Inventory: Finished Goods	No
Freeport Exemption--Type	N/A
Direct Mail Lists	No

### **Intangible Property Tax**

Yes or No	No
Capital Stock	-
Accounts Receivable	-
Other	-

### **Sales/Use Tax**

Maximum State Rate	None
Maximum Local Add-on	None

## **EXHIBIT A-15: STATE OF DELAWARE TAX POLICIES**

Source: WDG Database

### **Subject To Sales/Use Tax**

Production Machinery & Equip.	No
Non-Prod Machinery & Equip.	No
Pollution Control Equip.	No
Office FF&E	No
Telecommunications Equipment	No
Computer Hardware	No
Computer Software - Customized	No
Computer Software - Standard	No
Raw Materials	No
Office Supplies	No
Electric Power	No
Natural Gas	No
Water	No
Sewer	No
Hazardous Waste Disposal	No
Non-Hazardous Waste Disposal	No
Telephone - Local	No
Telephone - Intra-State	No
Telephone - Inter-State	No
Telephone - 1-800 - Intra-State	No
Telephone - 1-800 - Inter-State	No
Telephone - WATS- Intra-State	No
Telephone - WATS- Inter-State	No
Direct Mail Lists	No
Professional Services	No
Building construction materials, Office	No
Building construction materials, Industrial	No

## **EXHIBIT A-15: STATE OF DELAWARE TAX POLICIES**

Source: WDG Database

### **State Taxation Of The Internet**

Access to Internet	No
Sales of goods over Internet	No
Downloaded information/software	No
Canned software	No
Custom software	No

### **Corporate Income Tax (2013)**

Maximum State Tax Rate	8.7%
Taxable Base	Net income
Waters-Edge or Unitary	Neither
Federal Taxes Deduction	No
States With No Local Add-on	None

### **Franchise Tax**

Existing Policy	Yes
Tax Rate	\$25 annual filing fee plus a minimum of \$75 to a maximum of \$180,000
Basis	Number of shares or no-par capital

## **EXHIBIT A-15: STATE OF DELAWARE TAX POLICIES**

Source: WDG Database

### **Other Corporate Taxes**

Stamp Documentation	No
State Rate	-
Maximum Local Rate	-
Mortgage Recording	No
State Rate	-
Maximum Local Rate	-
Realty Transfer	Yes
State Rate	3% of the sale price. The buyer and the seller pay 1.5% each. Depending on the location of property, the Realty Transfer Tax is split between the state and the municipality, or the state and the county.
Maximum Local Rate	1.50%

### **Gross Receipts Tax**

Delaware does not impose a state or local sales tax, but does impose a gross receipts tax on the seller of goods (tangible or otherwise) or provider of services in the state. "Gross receipts" comprises the total receipts of a business received from

Business and occupational gross receipts tax rates range from 0.1037% to 2.0736%, depending on the business activity.

### **Personal Income Tax**

No tax on the first \$2,000.
2.2 percent on taxable income between \$2,001 and \$5,000.
3.9 percent on taxable income between \$5,001 and \$10,000.
4.8 percent on taxable income between \$10,001 and \$20,000.
5.2 percent on taxable income between \$20,001 and \$25,000.
5.55 percent on taxable income between \$25,001 and \$60,000.
6.75 percent on taxable income over \$60,000.

# EXHIBIT A-16: STATE OF DELAWARE BUSINESS INCENTIVE POLICIES

Source: Delaware Economic Development Office

## New Economy Jobs Program

The New Economy Jobs program allows employers to obtain up to a 65% rebate on the withholding taxes for their new Delaware taxpayers. To qualify, an employer must add at least 50 net new jobs with each having a minimum annual salary of \$100,000

## Blue Collar Job Act

The Blue Collar Job Act provides eligible businesses that (1) are engage in a qualified activity (listed to the right); (2) hire five or more qualified employees; and (3) make an investment of at least \$200,000 (\$40,000 per qualified employee) in a qualified facility, tax credits against corporate or personal income taxes, gross receipts tax, and public utility tax.

Manufacturing; Wholesaling; Scientific, agricultural or industrial research, development or testing; Computer processing or data preparation or processing services; Engineering services; Consumer credit reporting services, including adjustment and collection services and credit reporting services; Aviation services; Non-custom computer software; Telecommunications services; Any combination of the activities described above; or, The administration, management or support operations (including marketing) of any activity described above

These credits may be taken during the tax year in which the qualified facility is placed in service and for any of the nine following years. In addition to credits offered under the Targeted Industry Tax Incentives, qualifying firms receive \$400 corporate income tax credit per employee and per \$100,000 investment. The aggregate amount of credits claimed in any given year may not exceed 50% of the firm's tax liability. Businesses that are not subject to the corporate income tax (e.g., pass through entities such as S-Corporations) are entitled to use the credits against personal income tax by attaching Form 700, Business Tax Credits to their Delaware Resident or Part-Year/Non-Resident Personal Income Tax return of shareholders/partners/sole proprietors.

## **EXHIBIT A-16: STATE OF DELAWARE BUSINESS INCENTIVE POLICIES**

*Source: Delaware Economic Development Office*

### **Research & Development Tax Credit**

Qualified businesses that incur research and development expenses (as defined in Section 41(c) of the Internal Revenue Code) may elect Delaware research and development credits for the taxable year equal to: (1) 10% of the excess of the taxpayer's total Delaware qualified research and development expenses for the taxable year over the taxpayer's Delaware base amount, or (2) 50% of Delaware's apportioned share of taxpayer's federal research and development tax credit using the alternative incremental credit method (under Section 41(c)4 of the Internal Revenue Code). Credit is limited to 50% of the Delaware income tax liability. Any unused credit may be carried forward and applied to no more than 15 succeeding taxable years following the first taxable year for which the taxpayer was entitled to claim the credit. The total amount of credits approved with respect to all applicants cannot exceed \$5 million in any fiscal year. If applications exceed \$5 million, each qualified applicant will receive a credit equal to (\$5 million x eligible credit for approved applicant / eligible credit for all approved applicants).

### **Green Industries Tax Credits:**

#### **Waste Reductions**

Manufacturers that reduce their chemical waste, as reported under the Toxics Release Inventory, by 20% or their other wastes by 50% are granted a \$650 corporate income tax credit for each 10% reduction. Credits will be provided over a five-year period.

### **Industry Credits**

Eligible firms include: (a) manufacturers whose production inputs are comprised of at least 25% recycled materials; (b) firms that engage in the processing of materials removed from Delaware's solid waste stream for resale as input to manufacturers; and (c) firms that collect and distribute recycled materials, and/or materials removed from Delaware's solid waste stream for the purpose of recycling. In addition, eligible firms must meet the investment and employment criteria listed under Targeted Industry Tax Incentives.

In addition to credits offered under the Target Industry Tax Incentives, qualifying firms receive a \$650 corporate tax credit per employee and per \$100,000 investment. Unused credits may be carried forward for a period of ten years. These firms also qualify for the ten-year gross receipts tax reductions

## **EXHIBIT A-16: STATE OF DELAWARE BUSINESS INCENTIVE POLICIES**

*Source: Delaware Economic Development Office*

### **Public Utility Tax Rebates for Industrial Users**

Industrial firms meeting the criteria for targeted industries tax credits are eligible for a rebate of 50% of the Public Utilities Tax imposed on new or increased consumption of gas and electricity for five years.

### **Property Tax Incentives:**

#### **New Industrial, Manufacturing, Warehousing, or Commercial Construction - City of Newark**

Newark partially exempts, for ten years, all new industrial manufacturing, and warehousing enterprises from real estate taxes levied on the increase in assessed valuation of the property attributable to the new construction. The exemption begins at 100% for the first year and decreases 10% annually through the ten-year period. Partial exemptions are also available for improvements to existing commercial structures and/or new construction in commercial zones. The ten-year exemptions vary by location within the City. Applications are required to initiate these programs.

### **Other Tax Credits:**

#### **Travelink**

Allows for an employer to obtain credits against taxable income for establishing a commuter reduction program approved by the Department of Transportation. Aimed at reducing traffic congestion on certain commuter routes during peak hours, Travelink offers up to a \$100,000 tax credit for qualified employers.

#### **Historic Preservation**

Provides up to a 100% tax credit rebate of qualified expenditures made in the rehabilitation of any certified historic property. Tax credits may be used against personal income or bank franchise tax burdens, with credits ranging from \$5,000 to \$20,000, not to exceed the state's yearly fiscal limit of \$5,000,000.

## **EXHIBIT A-16: WILMINGTON CITY INCENTIVE POLICIES**

Source: City of Wilmington Mayor's Office of Economic Development

Incentive	Intent	Details
Strategic Fund (multi-year discretionary)	Job creation incentive grants to companies based on wage tax, advanced under a loan to grant structure with claw back	<ul style="list-style-type: none"> <li>• Strategic Fund – modeled after Delaware's</li> <li>• Year over year, discretionary by staff after Council</li> <li>• Have had 5 infusions over 13 years</li> <li>• Sits in City capital program</li> <li>• Used for grants for job producing projects – recruit or retain (job creation or keep company at end of lease term)</li> <li>• Structure as loan converted to grant based on performance</li> <li>• Clawback provisions</li> <li>• Based on payroll</li> <li>• Do discounted cash flow based on wage taxes, wage taxes go into general fund</li> <li>• Generates about 4 to 1 return. Works better with larger size business</li> </ul>
Strategic Fund (multi-year discretionary)	Small business loans with partial principle forgiveness	Forgive part of principle every year after 5 years operation
Statutory Head Tax abatement	100% for 5 years – was rolling, but may be changed to fixed date	\$15/month on more than 5 employees (first 5 exempt)
Statutory Property tax abatement on improved value	Encourage capital investment in improvements – when CO is approved – must be above threshold 10 years, 5 @ 100%, then step-down 20% per year	1/3 of city revenue from property taxes  Can abate improved value without eroding base; statutorily available city-wide but different zones. Must apply for it. Only applies to City taxes – not county or school
Payment in lieu of Property Tax abatement (discretionary)	Same as previous	Can do up-front cash payment based on discounted cash flow analysis if waive abatement - only works for bigger deals
Site Acquisition and Improvement fund– Infrastructure Contribution Agreements	Support private investment by putting in necessary infrastructure Functions as gap financing – no minimum threshold	Capital/presently unfunded  Encouraging city to not legislate this too much Project needs to quantify/justify the gap Can use for land purchase with Council approval
Upstairs Fund	One-off program to encourage redevelopment of upper floors on Market Street between 2 <sup>nd</sup> and 9 <sup>th</sup> Streets	Capital/presently unfunded Launched in 2009, closed in 2013 \$12 million; \$3 million went to Queen Theater

### **Notes:**

Wilmington's definition of small business different from fed – larger scale

ED office is intake point and then route to right agency for help

- Work with WEDCO (Wilmington ED Council) – get funding from City, EDA, SBA and First State Community Loan (state-wide)
- Can help someone with idea but no business plan – set up with state SBDC – get consultant assigned

Abatement of wage taxes not done

In city, 50% of property taxes to city, 45% school, 5% county

No other City in NCC charges wage tax

**EXHIBIT A-17: UNION ELECTIONS (2006 - 2013)**

Source: National Labor Relations Board

Employer	Union Name	SIC Code	Unit	Location	Votes For Union	Votes Against Union	Outcome of Election	Date
Extencicare Arbors at New Castle	Food & Commercial Workers	27	4-RC-21062	New Castle, DE 19720	22	22	Company	7/21/2006
Prince Minerals	Teamsters	326	4-RC-21204	New Castle, DE 19720	12	17	Company	11/16/2006
NARS of Delaware, LLC	Teamsters	326	4-RC-21197	Wilmington, DE 19804	2	4	Company	11/21/2006
Delaware & Importers, LLC	Teamsters	326	4-RC-21223	New Castle, DE 19720	6	35	Company	12/27/2006
Allied Building Products	Teamsters	326	4-RC-21235	New Castle, DE 19720	4	0	Union	12/28/2006
Diamond State Youth, Inc.	Communication Workers		4-RC-21238	Wilmington, DE 19809	12	1	Union	1/31/2007
Perdue Farm, Inc.	Food & Commercial Workers	27	5-RD-1413	Milford, DE 19963	14	7	Union	2/13/2007
Wanex Electrical Services, Inc.	Electrical Workers	313	5-RD-1417	New Castle, DE 19720	1	7	Company	3/19/2007
Air Liquide / Medal	Teamsters	326	4-RC-21269	Newport, DE 19804	16	21	Company	4/10/2007
Walker International Transportation	Laborers	199	4-RC-21297	New Castle, DE 19720	30	79	Company	7/3/2007
Broadmeadow Nursing & Rehab Center	Food & Commercial Workers	27	4-RC-21304	Middletown, DE 19709	15	47	Company	7/24/2007
Claymont Steel	Steelworkers		4-RC-21329	Claymont, DE 19703	72	246	Company	9/24/2007
Minquadale Fire Company	Fire Fighters	4417	4-RC-21352	New Castle, DE 19720	7	0	Union	11/7/2007
Claymont Fire Company	Fire Fighters	4417	4-RC-21351	Claymont, DE 19703	2	1	Union	11/19/2007
Goodwill Fire Company	Fire Fighters	4417	4-RC-21349	New Castle, DE 19720	5	0	Union	11/19/2007
Wilmington Manor, Fire Company	Fire Fighters	4417	4-RC-21350	New Castle, DE 19720	4	2	Union	11/23/2007
Ceramic Protection Corp	Teamsters	326	4-RC-21363	Newark, DE 19720	15	44	Company	12/18/2007
Linde Group	Teamsters	326	4-RC-21373	Claymont, DE 19703	13	26	Company	1/22/2008
AT Systems Atlantic Garden	Special Police and Security Officers		4-RC-21381	Wilmington, DE 19802	25	67	Company	2/19/2008
Mill Creek Fire Company	Fire Fighters	4417	4-RC-21402	Marshallton, DE 19808	5	0	Union	4/16/2008
Minguas Fire Company	Fire Fighters	4417	4-RC-21405	Newport, DE 19804	5	1	Union	4/16/2008
AT&T Mobility	Communication Workers	13-100	4-RD-2140	New Castle, DE 19720	4	1	Union	6/5/2008
The Rockford Center	Teamsters	326	4-RC-21436	Newark, DE 19713	19	138	Company	6/24/2008
South Gate Concrete	Teamsters	326	4-RC-21453	Middletown, DE 19709	17	11	Union	7/22/2008
First Student, Inc.	Teamsters	326	4-RC-21485	Newark, DE 19713	105	7	Union	10/15/2008
Ingleside Assisted Living	Food & Commercial Workers	27	4-RC-21483	Wilmington, DE 19806	10	1	Union	10/21/2008
Ruan	Teamsters	326	4-RC-21489	Middletown, DE 19709	21	3	Union	11/5/2008
Foult Manor South	Teamsters	326	4-RC-21523	Wilmington, DE 19803	5	38	Company	3/13/2009
Advanced Student Transportation	Teamsters	326	4-RC-21599	Wilmington, DE 19804	84	66	Union	11/17/2009
Coolersmart USA	Machinists & Aerospace Workers	1	4-RC-21606	New Castle, DE 19720	9	16	Company	12/28/2009
Cushman & Wakefield	Plumbers & Pipe Fitters	74	4-RC-21623	Newark, DE 19713	12	3	Union	1/25/2010
Burris Logistics	Teamsters	326	4-RC-21627	New Castle, DE 19720	16	10	Union	2/1/2010
Diamond State Youth, Inc.	Communication Workers	13100	4-RD-2171	Wilmington, DE 19809	1	7	Company	2/25/2010
Jones Lang LaSalle Americas, Inc.	Plumbers & Pipe Fitters	74	4-RC-21644	Wilmington, DE 19801	4	0	Union	3/11/2010
United Water Delaware	Utility Workers	584	4-RD-2177	Wilmington, DE 18904	2	3	Company	7/6/2010
Eastern Shore Services Inc.	Electrical Workers	313	4-RC-21771	Wilmington, DE 19804	140	11	Union	1/24/2011
Burris Logistics	Teamsters		4-RD-002199	New Castle, DE	10	2	Company	3/23/2011
Martin Newark Dealership, Inc. and Scott Newark, Inc.	Machinists & Aerospace Workers		4-RC-066539	Newark, DE	0	8	Union	12/2/2011
Martin Newark Dealership, Inc. and Scott Newark, Inc.	Machinists & Aerospace Workers		4-RC-066539	Newark, DE	9	20	Union	12/7/2011
Hart to Heart Ambulance Service	Teamsters		4-RC-067953	Wilmington, DE	1	15	Union	12/14/2011
Eastern Shore Services Inc.	Electrical Workers		4-RC-021771	Wilmington, DE	11	140	Union	1/13/2011
Garda World Security Corporation d/b/a Garda CL Atlantic, Inc.	Security, Police and Fire		4-RC-021786	Wilmington, DE	66	32	Company	3/10/2011
Contractors Hauling, LLC	Teamsters		4-RC-070118	Bear, DE	7	10	Union	7/11/2012
Bay Shippers LLC	Teamsters		4-RC-115726	New Castle, DE	27	14	Company	11/29/2013
Amerigas Propane	Teamsters		4-RC-115889	New Castle, DE	11	2	Company	12/5/2013

## **EXHIBIT A-18: MAJOR EMPLOYERS**

Source: InfoUSA

<b>Company</b>	<b>City</b>	<b>NAICS Description</b>	<b>NAICS</b>	<b>Employees</b>
Adult Medicine Ofc Christiana	Wilmington	General Medical & Surgical Hospitals	622110	3,800
BNY Mellon Wealth Management	Wilmington	Investment Advice	523930	3,000
Astra Zeneca Pharmaceuticals	Wilmington	Pharmaceutical Preparation Manufacturing	325412	2,500
Division Of Aging & Adult	Newark	Other Human Resource Programs Administration	923130	2,500
Delaware Park Race Track	Wilmington	Racetracks	711212	2,400
21st Century Insurance	Wilmington	Direct Property & Casualty Insurance Carriers	524126	2,000
GM Wilmington Assembly Plant	Wilmington	Automobile Manufacturing	336111	1,872
Whirlpool Corp	Wilmington	Other Major Household Appliance Manufacturing	335228	1,700
Invensis Inc	Wilmington	Civil & Social Organizations	813410	1,500
J P Morgan Private Bank	Newark	Commercial Banking	522110	1,500
Port Of Wilmington	Wilmington	Legislative Bodies	921120	1,500
Siemens Healthcare Diagnostics	Newark	Analytical Laboratory Instrument Manufacturing	334516	1,500
St Francis Rehabilitation Ctr	Wilmington	Vocational Rehabilitation Services	624310	1,500
Christiana Care Health System	New Castle	Home Health Care Services	621610	1,100
St Francis Healthcare	Wilmington	General Medical & Surgical Hospitals	622110	1,100
Astra Zeneca	Newark	Pharmaceutical Preparation Manufacturing	325412	1,000
Discover Financial Svc Ins	New Castle	Investment Advice	523930	900
Sallie Mae Inc	Newark	Consumer Lending	522291	900
SLM Corp	Newark	Consumer Lending	522291	900
Wilmington Trust Co	Wilmington	Trust, Fiduciary & Custody Activities	523991	900
Delaware Transit Corp	Wilmington	Regulation & Administration-Transportation Prgms	926120	830
Ace USA	Wilmington	Insurance Agencies & Brokerages	524210	800
Delaware Saengerbund & Library	Newark	Libraries & Archives	519120	800
Delaware State Hospital	New Castle	General Medical & Surgical Hospitals	622110	800
H P	Wilmington	Electricity & Signal Testing Instruments	334515	800
E I Du Pont De Nemours & Co	Wilmington	All Other Misc Chemical Product & Preparation Mfg	325998	778
Highmark Blue Cross Blue Shld	Wilmington	Insurance Agencies & Brokerages	524210	750
VA Medical Ctr-Wilmington	Wilmington	General Medical & Surgical Hospitals	622110	701
Ashland Hercules Water Tech	Wilmington	All Other Misc Chemical Product & Preparation Mfg	325998	700
Computer Sciences Corp	Newark	Custom Computer Programming Services	541511	700
Dow Electronic Materials	Newark	Other Electronic Component Manufacturing	334419	700
Highmark Blue Cross Blue Shld	Wilmington	Insurance Agencies & Brokerages	524210	700
Chase Bank USA Na	Newark	Commercial Banking	522110	697
Delaware City Refinery Co LLC	Delaware City	Petroleum Refineries	324110	675
Star Building Svc Inc	New Castle	Janitorial Services	561720	635

## **EXHIBIT A-18: MAJOR EMPLOYERS**

Source: InfoUSA

<b>Company</b>	<b>City</b>	<b>NAICS Description</b>	<b>NAICS</b>	<b>Employees</b>
News Journal	New Castle	Newspaper Publishers	511110	611
Corrections Dept Institute	Smyrna	Correctional Institutions	922140	600
First Data	Wilmington	Data Processing, Hosting & Related Services	518210	600
Personnel	Wilmington	Human Resources Consulting Services	541612	600
Siegfried Group LLP	Wilmington	Offices Of Certified Public Accountants	541211	600
Glaxosmithkline	Wilmington	Pharmaceutical Preparation Manufacturing	325412	580
Zenith Products Corp	New Castle	Metal Household Furniture Manufacturing	337124	550
Delaware Manufacturing	Newark	Business Associations	813910	530
Avon Distribution Ctr	Newark	Cosmetics, Beauty Supplies & Perfume Stores	446120	500
Delaware Tech Community Clg	Wilmington	Junior Colleges	611210	500
Hotel Du Pont	Wilmington	Hotels (Except Casino Hotels) & Motels	721110	500
J R Gettier & Assoc	Wilmington	Security Guards & Patrol Services	561612	500
Met Life	Wilmington	Insurance Agencies & Brokerages	524210	500
Spark	New Castle	Newspaper Publishers	511110	500
Wilmington Savings Fund Scty	Wilmington	Commercial Banking	522110	500
YMCA	Newark	Child & Youth Services	624110	500

## **EXHIBIT A-19: NEW LOCATIONS AND EXPANSIONS (2009-2013)**

*Source:*

<b>Year</b>	<b>Company</b>	<b>Location</b>	<b>Product Description</b>	<b>NAICS</b>	<b>Employees</b>	<b>New or Expansion?</b>	<b>Square Feet (000s)</b>	<b>Acres</b>

**Data not fully gathered or tabulated.**

## **EXHIBIT A-20: SUMMARY OF COMMERCIAL BUILDINGS AND SITES**

Source:

	<b>Building</b>	<b>Site</b>
Location		
Total Acres		
Available Acres		
Existing Buildings		
Parking		
Zoning		
Access		
Price (\$/acre)		
Sewage		
Electric		
Water		
Additional Notes		

**Data not fully gathered or tabulated.**

## **EXHIBIT A-21: REAL PROPERTY TAX RATES: SELECTED RATES (PER \$100)**

Source:

Locality	County Tax	Municipal Tax	Vo Tech	Light Tax	Total Property Tax	Commercial Real Estate Assessment Rate	Effective Tax Rate
Incorporated Towns	\$0.7006	0	\$0.1500		\$0.8506		\$0.0000
Arden	\$0.7006	\$0.5821	\$0.1500		\$1.4327		\$0.0000
Bellefonte	\$0.7006	\$0.6966	\$0.1500		\$1.5472		\$0.0000
Newark	\$0.7006	\$0.2436	\$0.1500		\$1.0942		
Elsmere	\$0.7006	\$0.3193	\$0.1500		\$1.1699		
Newport	\$0.7006	\$0.2838	\$0.1500		\$1.1344		
New Castle	\$0.7006	\$0.2529	\$0.1500		\$1.1035		
Delaware City	\$0.7006	\$0.2529	\$0.1500		\$1.1035		
Middletown	\$0.7006	\$0.2529	\$0.1500		\$1.1035		
Odessa	\$0.7006	\$0.3640	\$0.1500		\$1.2146		
Townsend	\$0.7006	\$0.3616	\$0.1500		\$1.2122		
Wilmington	\$0.7006	\$0.2436	\$0.1500		\$1.0942		
Ardentown	\$0.7006	\$0.5821	\$0.1500		\$1.4327		
Smyrna	\$0.7006	\$0.7006	\$0.2628		\$1.6640		
Ardencroft	\$0.7006	\$0.5821	\$0.1500		\$1.4327		
Clayton	\$0.7006	\$0.7006	\$0.1500		\$1.5512		

School District	Rate
Brandywine	2.1785
Red Clay	1.741
Christina	1.997
Colonial	1.706
Appoquinimink	1.7527
Smyrna	1.1267

**Data not fully gathered or tabulated.**

## **EXHIBIT A-22: ELECTRIC UTILITIES**

Source: Edison Electric Institute, Local Providers

	<b>Delmarva Power &amp; Light Company</b>	<b>Town of Middletown</b>	<b>City of Newark</b>	<b>City of New Castle</b>
Communities Served	Most of New Castle County	Town of Middletown	City of Newark	City of New Castle and Surrounding Area
Costs at 300 KW/120 MWH				
Costs at 1000 KW/400 MWH				
Total Average Commercial Rate (cents/kWh)	10.36			
Total Average Industrial Rate (cents/kWh)	5.14			
Other Information		Customer charge of \$11.73 per month. Rates vary by summer/winter season; 2 tier rate system up to or above 3,500 kWh. Winter demand charge of \$3.55/KW		

## **EXHIBIT A-23: WATER AND SEWER UTILITIES**

Source: Area Utility Companies

<b>Water</b>	<b>City of Newark</b>	<b>City of Wilmington</b>	<b>Town of Middletown</b>
Communities Served	City of Newark and outside areas near city limits	City of Wilmington	City of Middletown
Total Capacity (MGD)	8.5		
Average Demand (MGD)			
Peak Demand (MGD)	6±		
Expansion Plans			
Connect Fees			
Rates			0 to 3,330 Gallons Fixed Charge \$10.26 Over 3,330 Gallons \$3.08 per thousand

<b>Sewer</b>	<b>City of Newark</b>	<b>City of Wilmington</b>	<b>Town of Middletown</b>
Name of Plant	Wilmington Regional Wastewater Treatment facility	Wilmington WWTP	Industrial Drive
Utility	City of Newark Water and Wastewater Department	City of Wilmington	City of Middletown Water/Wastewater Dept.
Communities Served	City of Newark and some small, nearby outside areas	NCCO north of canal	City of Middletown
Type of Treatment Used	High rate activated sludge plant	Secondary	
Total Capacity (MGD)	134	135	
Average Inflow (MGD)		80	
Peak Inflow (MGD)			
Expansion Plans			
Connect Fees			
Rates - Major Users			Sewer charges are based on water meter flow

## **EXHIBIT A-23: WATER AND SEWER UTILITIES**

Source: Area Utility Companies

### **Water**

### **New Castle County**

Communities Served	Artesian Water Co.	Delaware City	NCC Water & Light Co.	Tidewater Utilities	United Water DE
Total Capacity (MGD)					
Average Demand (MGD)					
Peak Demand (MGD)					
Expansion Plans					
Connect Fees					
Rates					

### **Sewer**

Name of Plant	Delaware City WWTP	MOT WWTP	Lea Eara WWTP	Port Penn WWTP	Future Plant
Utility	NCCO	NCCO	NCCO	NCCO	NCCO
Communities Served	Delaware City & North St Georges area	Southern Sewer Service Area (below the Canal)	Summit Farms, Lea Eara	Port Penn, Bayview	South County
Type of Treatment Used	Secondary	Tertiary	Secondary	Not reported	NA
Total Capacity (MGD)	0.55	2.5	0.09	0.06	NA
Average Inflow (MGD)	0.35	0.7	0.055	0.05	NA
Peak Inflow (MGD)	1.00	1.5	0.08	0.2	NA
Expansion Plans	Rehab & modest capacity increase				WF2 – 900 acres
Connect Fees	Multiple districts with different Capital Recovery Charges				
Rates - Major Users	Flow: \$4.494999/1000 gals; BOD: \$0.372154/LB BOD: Suspended Solids: \$0.505389/LB SS				

## **EXHIBIT A-23: WATER AND SEWER UTILITIES**

*Source: Area Utility Companies*

<b>Water</b>	<b>City of Newark</b>	<b>City of Wilmington</b>	<b>Town of Middletown</b>
Communities Served	City of Newark and outside areas near city limits	City of Wilmington	City of Middletown
Pretreatment Information: EPA has to approve pretreatment plans for industrial wastes at each plant.	Not a topic of complaint during prior research on City of Newark	Wilmington WWTP has an active pretreatment program with county sources managed by NCCO.	

## **EXHIBIT A-23: WATER AND SEWER UTILITIES**

Source: Area Utility Companies

### **Water**

### **New Castle County**

Communities Served	Artesian Water Co.	Delaware City	NCC Water & Light Co.	Tidewater Utilities	United Water DE
Pretreatment Information: EPA has to approve pretreatment plans for industrial wastes at each plant.	Delaware City plant does not have active pretreatment programs so EPA would have to approve pretreatment programs for this plant to bring non-domestic customers in to this area.	The MOT Water Farm No. 1 has an active pretreatment program meaning the plant, subject to evaluation by engineering, could accept some waste classified as industrial by EPA.		Port Penn plant does not have active pretreatment programs so EPA would have to approve pretreatment programs for this plant to bring non-domestic customers in to this area.	

## **EXHIBIT A-24: NATURAL GAS UTILITIES**

*Source: Local Utility Companies*

	<b>Delmarva Power &amp; Light</b>	<b>Chesapeake Utilities</b>	<b>Company</b>
Territory Served		Southern New Castle County	

**Data not fully gathered or tabulated.**

## **EXHIBIT A-25: TELECOMMUNICATIONS UTILITIES**

*Source: Area Utility Companies*

### **Local Service Providers**

	<b>Verizon, AT&amp;T, Comcast, DirectTV, Dish Network</b>
Name	
Number of Central Offices (COs)	
Number of COs fully digital	
Number of COs fully fiber	
Number of COs fully on fiber ring	
Planned Upgrades and/or Expansions	

**Data not fully gathered or tabulated.**

## EXHIBIT A-26: WHERE WORKERS LIVE WHO ARE EMPLOYED IN NEW CASTLE COUNTY: 2002 AND 2011

Source: US Census On the Map

### Total Primary Jobs

Category	2011		2002	
	Count	Share	Count	Share
Total Primary Jobs	263,280	100%	252,249	100%

### Jobs Counts by Counties Where Workers Live

Counties	2011		2002	
	Count	Share	Count	Share
New Castle County, DE	177,053	67.2%	184,609	73.2%
Chester County, PA	15,617	5.9%	10,206	4.0%
Kent County, DE	14,456	5.5%	13,304	5.3%
Delaware County, PA	10,371	3.9%	9,334	3.7%
Cecil County, MD	10,270	3.9%	9,528	3.8%
Sussex County, DE	9,671	3.7%	7,988	3.2%
Salem County, NJ	3,419	1.3%	3,332	1.3%
Gloucester County, NJ	3,249	1.2%	1,984	0.8%
Philadelphia County, PA	2,976	1.1%	1,854	0.7%
Montgomery County, PA	1,909	0.7%	1,358	0.5%
All Other Locations	14,289	5.4%	8,752	3.5%
<b>Commuter into the County</b>	<b>86,227</b>	<b>32.8%</b>	<b>67,640</b>	<b>26.8%</b>

### Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live

Cities	2011		2002	
	Count	Share	Count	Share
Wilmington city, DE	21,152	8.0%	23,556	9.3%
Newark city, DE	6,922	2.6%	6,335	2.5%
Bear CDP, DE	6,363	2.4%	6,910	2.7%
Middletown town, DE	5,928	2.3%	3,066	1.2%
Glasgow CDP, DE	5,245	2.0%	5,912	2.3%
Brookside CDP, DE	4,959	1.9%	6,266	2.5%
Hockessin CDP, DE	4,900	1.9%	4,749	1.9%
Pike Creek Valley CDP, DE	4,423	1.7%	4,448	1.8%
Pike Creek CDP, DE	3,162	1.2%	3,480	1.4%
North Star CDP, DE	3,160	1.2%	3,404	1.3%
All Other Locations	197,066	74.9%	184,123	73.0%

## EXHIBIT A-27: WHERE NEW CASTLE COUNTY RESIDENTS WORK: 2002 AND 2011

Source: US Census On the Map

### Total Primary Jobs

Category	2011		2002	
	Count	Share	Count	Share
Total Primary Jobs	231,802	100%	229,317	100%

### Jobs Counts Where Residents are Employed

County	2011		2002	
	Count	Share	Count	Share
New Castle County, DE	177,053	76.4%	184,609	80.5%
Delaware County, PA	8,580	3.7%	5,627	2.5%
Kent County, DE	8,390	3.6%	8,060	3.5%
Chester County, PA	6,882	3.0%	6,080	2.7%
Philadelphia County, PA	6,482	2.8%	4,907	2.1%
Cecil County, MD	3,653	1.6%	3,058	1.3%
Sussex County, DE	2,839	1.2%	5,992	2.6%
Montgomery County, PA	2,635	1.1%	2,183	1.0%
Salem County, NJ	1,579	0.7%	1,298	0.6%
Gloucester County, NJ	1,175	0.5%	785	0.3%
All Other Locations	12,534	5.4%	6,718	2.9%
<b>Commute out of the County</b>	<b>46,169</b>	<b>19.9%</b>	<b>39,081</b>	<b>17.0%</b>

Town/City	2011		2002	
	Count	Share	Count	Share
Wilmington city, DE	35,353	15.3%	40,978	17.9%
Newark city, DE	11,445	4.9%	10,402	4.5%
Philadelphia city, PA	6,482	2.8%	4,907	2.1%
Dover city, DE	5,176	2.2%	5,441	2.4%
Brookside CDP, DE	4,486	1.9%	5,173	2.3%
New Castle city, DE	4,296	1.9%	3,860	1.7%
Glasgow CDP, DE	3,248	1.4%	2,484	1.1%
Middletown town, DE	3,068	1.3%	1,522	0.7%
Hockessin CDP, DE	2,514	1.1%	1,844	0.8%
Elsmere town, DE	2,199	0.9%	1,547	0.7%
All Other Locations	153,535	66.2%	151,159	65.9%

## EXHIBIT A-27 PROFILE OF EMPLOYED WORKERS 2002 AND 2011 NEW CASTLE COUNTY

### Total Primary Jobs

Category	2011		2002	
	Count	Share	Count	Share
Total Primary Jobs	263,280	100%	252,249	100%

### Jobs by Worker Age

	2011		2002	
	Count	Share	Count	Share
Age 29 or younger	59,880	22.7%	63,476	25.2%
Age 30 to 54	150,592	57.2%	153,963	61.0%
Age 55 or older	52,808	20.1%	34,810	13.8%

### Jobs by NAICS Industry Sector

Industry Sector	2011		2002	
	Count	Share	Count	Share
Agriculture, Forestry, Fishing and Hunting	260	0.1%	371	0.1%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	87	0.0%
Utilities	1,344	0.5%	1,785	0.7%
Construction	13,741	5.2%	17,132	6.8%
Manufacturing	13,454	5.1%	26,120	10.4%
Wholesale Trade	10,073	3.8%	11,191	4.4%
Retail Trade	28,394	10.8%	31,276	12.4%
Transportation and Warehousing	6,924	2.6%	7,152	2.8%
Information	4,870	1.8%	6,506	2.6%
Finance and Insurance	33,954	12.9%	29,757	11.8%
Real Estate and Rental and Leasing	3,741	1.4%	4,382	1.7%
Professional, Scientific, and Technical Services	22,965	8.7%	24,696	9.8%
Management of Companies and Enterprises	6,199	2.4%	11,290	4.5%
Administration & Support, Waste Management and Remediation	14,703	5.6%	15,405	6.1%
Educational Services	22,447	8.5%	10,577	4.2%
Health Care and Social Assistance	42,142	16.0%	19,355	7.7%
Arts, Entertainment, and Recreation	3,956	1.5%	4,368	1.7%
Accommodation and Food Services	17,362	6.6%	16,547	6.6%
Other Services (excluding Public Administration)	8,089	3.1%	6,411	2.5%
Public Administration	8,662	3.3%	7,841	3.1%

### Jobs by Worker Educational Attainment

Attainment	2011	
	Count	Share
Less than high school	17,151	6.5%
High school or equivalent, no college	47,566	18.1%
Some college or Associate degree	61,851	23.5%
Bachelor's degree or advanced degree	76,832	29.2%
Educational attainment not available (workers aged 29 or younger)	59,880	22.7%

**EXHIBIT A-29 PROFILE OF EMPLOYED WORKERS 2002 AND 2011  
PHILADELPHIA-CAMDEN-WILMINGTON PA-NJ-DE-MD MSA**

**Total Primary Jobs**

Category	2011		2002	
	Count	Share	Count	Share
Total Primary Jobs	2,501,268	100%	2,340,599	100%

**Jobs by Worker Age**

	2011		2002	
	Count	Share	Count	Share
Age 29 or younger	577,025	23.1%	572,194	24.4%
Age 30 to 54	1,398,859	55.9%	1,411,626	60.3%
Age 55 or older	525,384	21.0%	356,779	15.2%

**Jobs by NAICS Industry Sector**

Industry Sector	2011		2002	
	Count	Share	Count	Share
Agriculture, Forestry, Fishing and Hunting	8,696	0.3%	8,252	0.4%
Mining, Quarrying, and Oil and Gas Extraction	1,195	0.0%	1,288	0.1%
Utilities	15,473	0.6%	15,381	0.7%
Construction	95,278	3.8%	113,795	4.9%
Manufacturing	193,689	7.7%	256,547	11.0%
Wholesale Trade	122,003	4.9%	126,056	5.4%
Retail Trade	274,427	11.0%	276,523	11.8%
Transportation and Warehousing	86,069	3.4%	76,415	3.3%
Information	55,224	2.2%	61,791	2.6%
Finance and Insurance	164,689	6.6%	164,542	7.0%
Real Estate and Rental and Leasing	35,089	1.4%	38,175	1.6%
Professional, Scientific, and Technical Services	209,781	8.4%	185,658	7.9%
Management of Companies and Enterprises	53,590	2.1%	32,041	1.4%
Administration & Support, Waste Management and Remediation	142,156	5.7%	133,663	5.7%
Educational Services	252,197	10.1%	205,394	8.8%
Health Care and Social Assistance	413,043	16.5%	315,829	13.5%
Arts, Entertainment, and Recreation	35,882	1.4%	28,437	1.2%
Accommodation and Food Services	164,733	6.6%	140,136	6.0%
Other Services (excluding Public Administration)	82,568	3.3%	74,942	3.2%
Public Administration	95,486	3.8%	85,734	3.7%

**Jobs by Worker Educational Attainment**

Attainment	2011	
	Count	Share
Less than high school	164,102	6.6%
High school or equivalent, no college	474,090	19.0%
Some college or Associate degree	590,176	23.6%
Bachelor's degree or advanced degree	695,875	27.8%
Educational attainment not available (workers aged 29 or younger)	577,025	23.1%

## EXHIBIT B INFORMATION REQUEST LIST

<b>Information Requested</b>
Please provide this information where possible or tell us how we might obtain it
1. Names and contact information for the project team
2. New Castle County Street Map
3. Copies of any economic development related reports that have been written for the County and its incorporated cities and towns, e.g. Target Industry, SWOT, etc.
4. A Business Directory for the County
5. URL information for any websites you recommend we review
6. Information on current marketing efforts including: <ul style="list-style-type: none"> <li>▪ Current target industries, clusters or operational types (if applicable)</li> <li>▪ Marketing tactics and budget</li> <li>▪ Copies of economic development literature, promotional and quality of life material or presentations for Chittenden County and region</li> <li>▪ Information on and contacts for cooperative marketing programs with other economic development related groups</li> <li>▪ Business prospect activity</li> </ul>
7. Information on currently available financing and incentive programs for the County and the study area
8. Quarterly, Annual or other reports that provide information about economic activity in New Castle County (including the incorporated areas). We are particularly interested in: <ul style="list-style-type: none"> <li>▪ Current (i.e., within the current year or since the last annual report) prospect activity (types of prospects by industry, space required and function, origin of prospects, profiles of wins and losses including space needs and type, business construction activity, capital investment and job creation)</li> <li>▪ Business location activity (actual projects) including the same type of information as above</li> <li>▪ Retention and expansion activity</li> <li>▪ New business start-up activity</li> </ul>
9. Any studies that would help us understand the economy of New Castle County
10. Lists, maps, spec sheets and other information on available sites and buildings (including supporting infrastructure) for business use in the County
11. Any strategic or other plans by other agencies that impact the County's economic development efforts, including DEDO
12. Any studies or reports providing data related to business activity and development in New Castle County such as population estimates and

projections, traffic counts, crime rates, etc.
13. Budget information (total and breakdown where appropriate) that is related to economic development efforts in the County, including partners and allies, such as the Chamber
14. List of the County's major employers (employment of 50 or more) showing: <ul style="list-style-type: none"> <li>▪ Name of company/institution</li> <li>▪ Name of contact at company/institution</li> <li>▪ Address</li> <li>▪ Phone number</li> <li>▪ Current local employment</li> <li>▪ NAICS Code</li> </ul>
15. List of new and expanding employers (past 5 years) in New Castle County. <ul style="list-style-type: none"> <li>▪ Names of companies/institutions</li> <li>▪ Current employment</li> <li>▪ Types of jobs added by principal occupation</li> <li>▪ Chief product or service</li> <li>▪ NAICS Code</li> </ul>
16. Downsized and closed companies (past 5 years) in New Castle County. <ul style="list-style-type: none"> <li>▪ Names of companies</li> <li>▪ Current and lost employment</li> <li>▪ Types of jobs lost by principal occupation</li> <li>▪ Chief product or service</li> <li>▪ Reason for downsizing or closing</li> <li>▪ NAICS Code</li> </ul>
17. Recent local or area wage surveys if available
18. Names of unionized companies
19. State of Delaware Workforce Investment Board Information <ul style="list-style-type: none"> <li>▪ Contact information (name and phone number)</li> </ul>
20. Copy of any Wilmington, Newark and other City or County regulations about which you think we should be aware (e.g. those impacting construction permits), or URLs where they can be found <ul style="list-style-type: none"> <li>▪ A copy of any drafts or reports on this topic prepared by Eileen Fogarty</li> </ul>
21. Available information on property tax rates and trends for the County and its cities
22. Available information on residential, industrial and commercial land use and real estate trends in the County and surrounding region, where possible

<p>23. Information on educational and training institution contacts serving New Castle County's workforce (vocational/technical, two year college, four year colleges and universities). Please include as appropriate for each institution (University of Delaware, Delaware State University, Delaware Technical and Community College):</p> <ul style="list-style-type: none"> <li>▪ Possible interview contact(s) and phone number(s) with overall knowledge on enrollments, number of graduates by degree, where graduates go after graduation, and where matriculated students come from.</li> <li>▪ Possible interview contact(s) and phone number(s) for labor force assessment and target industry information (needed only at the point when the target industries are identified)</li> <li>▪ Institution's role in the County's economic development (e.g., research, business linkages, unrealized potential)</li> <li>▪ Institution's role in the County's workforce development programs and services</li> <li>▪ Other special programs of relevance</li> </ul>
<p>24. A list of the County's principal competitors for new company faculties</p>
<p>25. Info on/list of entrepreneurial operations in the County, including name, location line of business and employment</p>
<p>26. Any reports or other information related to historic sites and preservation activities that relate to economic development and community character/quality of place</p>
<p>27. Anything else you think we should see or know about</p>

**EXHIBIT C  
FOCUS GROUPS AND ATTENDEES**

<b>Organization</b>
<b>1. Agriculture</b>
Delaware Farm Bureau
New Castle County Council
Delaware Department of Agriculture
<b>2. Real Estate Developers and Commercial/Industrial Realtors</b>
Setting Properties
EDIS
DiSabatino Construction
Delaware Contractors Association
Diamond State Management
New Castle County Board of Realtors
Emory Hill
<b>3. Higher Education</b>
Delaware Technical and Community College
Wilmington University
<b>4. Land Use/Professional</b>
Van DeMark & Lynch
Delaware LECET
Maxwell & Associates
Landmark Engineering
Dufield Associates
A.Kreiner Company
Saul Ewing
Tarrabicos & Grosso LLP
Wilmington Dept of Planning

<b>5. Government/Economic Development</b>
City of Wilmington Economic Development Office
New Castle County Council Economic Development Committee
U.S. Small Business Administration
Delaware State Chamber of Commerce
The Harkins Group
Committee of 100
Greater Newark Economic Development Council
<b>6. Tourism</b>
Hilton Hotels
Greater Wilmington Convention and Business Bureau
Delaware Welcome Centers
<b>7. Banking/Finance and Major Employers</b>
JP Morgan Chase
M&T Bank
TD Bank
<b>8. Transportation</b>
Diamond State Port Coporation
DELDOT
WILMAPCO

<b>9. Entrepreneurs/Small Business</b>
Delaware Financial Literacy Institute
Claymont Center for Business Growth
U.S. Small Business Administration
Greater Newark Economic Development Council
<b>10. Public School Districts</b>
Colonial SD
New Castle County Vocational -Technical SD
Red Clay Consolidated SD
<b>11. Labor</b>
Delaware LECET
<b>12. Civics</b>
Alban Park
Civic League for New Castle County (CLNCC) & (SNCCA)
GHADA
Hockessin Planning Partnership (HPP)
Milltown Limestone Civic Alliance (MLCA) (CLNCC)

# EXHIBIT D - FUNCTIONS OF THE FULL-SERVICE ECONOMIC DEVELOPMENT PROGRAM ©

Mark D. Waterhouse, CEcD, FM, HLM  
President  
Garnet Consulting Services, Inc.

In a full service Economic Development Organization (EDO), or in some cases, a multi-organization economic development operation, programs and services generally include the following ten major categories (exclusive of general administrative requirements). These are:

1. Research and information
2. Marketing and promotions
3. Financing and incentives
4. Training and human resource programming
5. Site location assistance
6. Market development
7. Customer service
8. Technical assistance
9. Strategic and long range planning
10. Catalyst and convener

The **research and information** role includes the acquisition, analysis and presentation of information that supports the economic development program itself or that may be of use to businesses in the EDO's service territory. Some research may be basic and an ongoing requirement, while other research may be customized to meet special needs. The research and information function supports many of the others discussed below. Available information must include both specific communities and the surrounding region.

**Marketing and promotions** includes both internal and external communications designed to inform others about the EDO's service territory and why it is a good location in which to live, work and operate a business, as well as about the EDO and its services; internal marketing may provide information on the economic development process in general. Marketing activities can be targeted at all types of economic activity, or can be of a more general and educational nature.

**Financing and incentives** programs include the provision of funding vehicles or other forms of non-cash assistance from governmental, conventional and other sources. Businesses frequently require or desire sources of start-up, working capital, fixed asset, emergency or other financing. Incentives are a very fluid and wide-ranging topic, changing constantly as states and communities create new programs in an attempt to get a competitive edge. This is a primary area where the public and not-for-profit sectors' role is to leverage targeted resources to obtain private sector investment.

**Training and human resource programming** has two primary components. The first is to assure that available training programs are providing the work force and management skills necessary for today and tomorrow's jobs and companies. The second component is a broader human resource focus dealing with employee needs such as day-care, public transportation and affordable housing, all of which can have important impacts on a community's or region's work force.

**Site location and infrastructure assistance** historically has meant the provision of information on available land and buildings in the community and the transportation and utility infrastructure that serves them. This may be as simple as information on paper or in the computer, or may include site tours, assistance in finding architects and engineers, representation at planning and zoning or other regulatory meetings and similar services. Increasingly, it also entails the creation of space through the development of a business park,

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# EXHIBIT D - FUNCTIONS OF THE FULL-SERVICE ECONOMIC DEVELOPMENT PROGRAM ©

adaptive reuse of older facilities, creation of an incubator or speculative building, or other real estate development efforts including the funding or installation of support infrastructure.

**Market development** includes activities aimed at helping existing businesses develop new products or find new customers or suppliers. Representative activities include “match-making” between companies with ideas or technologies and those that can use them; assistance in bringing key suppliers or customers of existing companies into the community or region; research related to new product or service lines; identification of unmet market niches existing businesses can meet or new businesses can be recruited for; assistance with export development; and the development of business clusters and networks.

**Customer service** includes those activities that assist businesses in navigating the community or county’s bureaucracy and licensing and regulatory processes. It can include production of diagrams and flow charts to explain typical development procedures, facilitation of meetings with appropriate staff, boards and commissions, or other “guide services” through the bureaucracy. This can have a major impact on the business climate and impression of business-friendliness that a community, county or region conveys to its customers. Such interaction frequently brings the place’s business and economic development service providers closer together, and helps to identify needs that should be addressed and opportunities that can be capitalized upon.

**Technical assistance** is the hands-on provision of help required by companies or prospective entrepreneurs. This may entail assistance in preparing a business plan or loan application, arrangement of special services such as legal, accounting, insurance or construction related, or many other similar activities.

**Strategic and long-range planning** is the creation of both short-term work programs and longer range plans and visions. Increasingly, EDOs are being asked to provide significant input to their community’s or region’s long range comprehensive planning and vision development. The term “strategic visioning” is frequently used in this context to describe the process through which a community, region or service provider identifies what or where it would like to be at some point in the future, and provides the basis for obtaining or creating the resources necessary to get there. Within that context, the EDO must establish and manage an annual or short-term work program designed to meet community needs and provide a reasonable return-on-investment. If done properly, this strategic management process is never-ending.

**Catalyst and convener** is the function that recognizes and capitalizes on the EDO’s knowledge of the location’s opportunities, challenges and resources, and the leadership role the EDO can play in bringing together and energizing the right resources to capitalize on opportunities, address challenges and correct deficiencies.

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Introduced by:  
Date of Introduction: November 10, 2014

**ORDINANCE NO. 14-**

**AMEND THE GRANTS BUDGET:**

**(A) APPROPRIATE \$181,871.61 IN PROGRAM INCOME TO THE DOWN PAYMENT AND SETTLEMENT HELP-REVOLVING LOAN POOL GRANT, AND (B) APPROPRIATE \$30,562.20 IN PROGRAM INCOME TO ASSOCIATES NATIONAL BANK DOWN PAYMENT AND SETTLEMENT HELP GRANT WHICH ARE ADMINISTERED BY THE DEPARTMENT OF COMMUNITY SERVICES**

**WHEREAS**, the County Executive has determined that loan repayments received as program income are sufficient to cover the increase in the Grants Budget as hereinafter amended.

**THE COUNTY OF NEW CASTLE HEREBY ORDAINS:**

Section 1. The Grants Budget as adopted by Ordinance No. 75-173 is hereby amended by adding the matter underscored and deleting the matter that is stricken on the attached Exhibits "A" and "B".

Section 2. This ordinance shall become effective immediately upon its adoption by New Castle County Council and approval by the County Executive or as otherwise provided by 9 Del. C. Section 1156.

Adopted by County Council  
of New Castle County on:

\_\_\_\_\_  
President of County Council  
of New Castle County

Approved on:

\_\_\_\_\_  
County Executive  
New Castle County

**SYNOPSIS:** To appropriate program income earned from loan repayments for Fiscal Year 2015 to the Down Payment and Settlement Help-Revolving Loan Pool Grant, \$181,871.61 and to the Associates National Bank Down Payment and Settlement Help Grant, \$30,562.20. These funds provide down payment help to low to moderate income families who are first-time homebuyers in New Castle County.

DEPARTMENT: Community Services

PROGRAM TITLE: Down Payment and Settlement Help-Revolving Loan Pool

Ordinance No. 14-

Program Income: ~~\$4,071,508.28~~ \$4,253,379.89

Object Level	County		Program Income		Total	
	Initial	Revised	Initial	Revised	Initial	Revised
1000						
1500						
2000						
3000						
4000						
5000			131,500.00	<u>136,500.00</u>	131,500.00	<u>136,500.00</u>
6000						
7000			<del>3,940,008.28</del>	<u>4,116,879.89</u>	<del>3,940,008.28</del>	<u>4,116,879.89</u>
8000						
9000						
Total:			<del>4,071,508.28</del>	<u>4,253,379.89</u>	<del>4,071,508.28</del>	<u>4,253,379.89</u>

Supplemental Information

Estimated Program Initiation: 6/13/91

Estimated Program Completion: Ongoing

The Local Match -0-

Found in

Code #

Ordinance Passed: 92-162, 96-238, 99-040,  
99-100, 00-069, 01-014,  
01-097, 02-048, 03-038,  
04-052, 05-044, 06-055,  
07-059, 09-021, 10-048  
11-046, 12-053

Date Revised: April 2006 April 2007, April  
2009, May 2010, April 2011, May 2012

PROGRAM DESCRIPTION:

To provide down payment help to low to moderate income families who are first-time homebuyers in New Castle County.

PROGRAM TITLE: Down Payment and Settlement Help – Associates Bank Grant

Ordinance No. 14-

Program Income: - \$527,434.78    \$557,996.98

Object Level	County		Program Income		Total	
	Initial	Revised	Initial	Revised	Initial	Revised
1000						
1500						
2000						
3000						
4000						
5000			21,191.78		21,191.78	
6000						
7000			506,243.00	<u>536,805.20</u>	506,243.00	<u>536,805.20</u>
8000						
9000						
Total:			527,434.78	<u>557,996.98</u>	527,434.78	<u>557,996.98</u>

Supplemental Information

Estimated Program Initiation: 7/1/98

Estimated Program Completion: Ongoing

The Local Match        -0-

Found in

Code #

Ordinance Passed:    03-038, 04-052, 05-044,  
06-055, 07-059, 09-021, 10-048,  
11-046

Date Revised: April 2006, April 2007,  
April 2009, May 2010, April 2011  
May 2012

PROGRAM DESCRIPTION:

To provide down payment help to low to moderate income families who are first-time homebuyers in New Castle County.

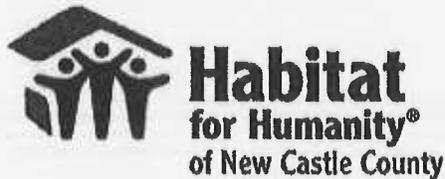
**FISCAL NOTE:**

This ordinance, if adopted, would amend the Grants Budget by appropriating \$181,871.61 to the Down Payment and Settlement Help (DPS) Revolving Account. These funds are realized program income from repayments of prior DPS loans. In addition, the Grants Budget would be further amended by appropriating \$30,562.20 to the Associates Bank Revolving Account. The Associates Bank Revolving Account was established in FY1999 when the bank provided a one time grant for first time homebuyers and since then, all funds recovered from loans are reinvested into the fund. Both programs are administered by the Department of Community Services.

The major objective of the program is to enable low and moderate income families to purchase their first home in New Castle County by providing loans to help cover customary down payment or settlement costs.

The fiscal impact of this ordinance, if approved, would be an increase in the authorized spending authority of the Grants Budget of \$212,433.81 for FY2015. This will affect FY2015 and beyond since these programs are now ongoing, without expiration date, until the entire grant award, plus program income, has been expended.

1920 Hutton Street  
Wilmington, DE 19802  
www.habitatncc.org



phone 302 652 0365  
fax 302 652 1006  
Tax ID 51-0294138

October 27, 2014

BOARD OF DIRECTORS

Noreen Poole  
*Board President*  
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*Vice President*  
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Vanessa Phillips  
Chip Rankin  
Dave Wolfenden

CHIEF EXECUTIVE OFFICER

Kevin L. Smith

The Honorable Jack Markell  
Governor, State of Delaware  
Carvel State Office Building  
820 N. French Street, 12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell;

I am writing in support of New Castle County's Downtown Development District application for the Route 9 Corridor in New Castle.

With the support of New Castle County, Habitat for Humanity of New Castle County has established strong community ties in the proposed Downtown Development District designation area, most specifically in Simonds Gardens and Rosehill Gardens. In 2002, Habitat built three new homes in partnership with the leadership from Rosehill Gardens. In 2009, with land donated by New Castle County, Habitat built two homes for Habitat homeowners in Simonds Gardens. The homes were built in the original "garden style" model to blend with the existing neighborhood homes. In 2013, Habitat worked with the Simonds Gardens Blueprint Team to secure funding from the Federal Home Loan Bank of Pittsburgh to provide home rehabilitation for 14 homeowners in Simonds Gardens.

From our work in Simonds Gardens, we know that there is a need for additional stabilization efforts in these communities. Because of this, Habitat pledges to continue work in the communities along the Rt. 9 Corridor during the 10-year Downtown Development District designation. In partnership with New Castle County and community stakeholders, Habitat will seek funding opportunities to rehabilitate for homeownership, and preserve existing homes through HFHNCC's program called A Brush with Kindness.

Habitat is extremely supportive of New Castle County's proposal for the Route 9 Downtown Development District application. We look forward to being a partner in this transformative plan.

Thank you for your leadership.

Sincerely,

Kevin L. Smith  
Chief Executive Officer

CC: Noreen Poole, Board President, HFHNCC

**FIRST STATE**   
**COMMUNITY LOAN FUND**  
BREAKING DOWN BARRIERS • BUILDING UP COMMUNITIES

October 29, 2014

The Honorable Jack Markell  
Governor  
State of Delaware  
Carvel State Office Building  
820 N. French Street  
12<sup>th</sup> Floor  
Wilmington, DE 19801

Dear Governor Markell;

I am writing to express First State Community Loan Fund's (CLF) support of New Castle County's Downtown Development District proposal for the Route 9 Corridor in New Castle.

New Castle County's Downtown Development District proposal creates an Innovation District around the new Route 9 Library and Innovation Center. First State CLF understands a critical component of the plan is to develop a substantive and sustainable commercial corridor which will complement the library and residential improvements highlighted in the Downtown Development District plan.

To assist in this endeavor, First State Community Loan Fund will partner with New Castle County on the following:

- With funding support from New Castle County, work with community stakeholders and the Downtown Development District Working Group to develop a viable Innovation District Commercial Plan through First State CLF's Retail Assistance Program.
- Once the plan is developed, work with potential businesses to offer the Fund's programs including but not limited to the Small Business Financing Programs, Business Technical Assistance and Affordable Housing and Community Development Fund Program.

Our agency understands the challenges and opportunities found along the Route 9 Corridor in New Castle. First State CLF has previously partnered with Interfaith Community Housing's Dunleith Homeownership Program and is ready to assist, as this transformative plan is developed and executed.

Sincerely,



Vandell Hampton, Jr.  
President & CEO

CC: The Honorable Thomas P. Gordon, New Castle County Executive  
Mr. Anas Ben Addi, Director, Delaware State Housing Authority  
Ms. Connie Holland, AICP, State Planning Director  
Ms. Sophia Hanson, General Manager, New Castle County Dept. of Community Services

September 25, 2014

Hello Partners,

GREAT NEWS- WE DID IT! The Centers for Disease Control (CDC) just notified Nemours Health & Prevention Services (NHPS) that the New Castle County-Partnership to Improve Community Health (*NCC-PICH*) has been awarded a *Partnerships to Improve Community Health* (PICH) cooperative agreement for over \$1.8 million over three years. These funds will be used to implement and evaluate a set of comprehensive policy, systems and environmental strategies to promote healthy eating and physical activity in targeted communities in the City of Wilmington and contiguous communities in New Castle County in conjunction with you, our coalition partners. We are excited to embark on this journey with you!

NHPS and our primary coalition partner, the Delaware Coalition for Healthy Eating & Active Living (DE HEAL) will work closely with community leaders and residents to implement community-driven strategies to reduce or eliminate barriers to healthier lifestyles. Our community coalition partners include: Cornerstone West Development Corporation, the South Wilmington Planning Network, Eastside Rising, New Castle County Department of Community Affairs and the Food Trust.

The *NCC-PICH* initiative will help to build on existing community initiatives while enhancing collaboration and coordination among its partners. Three overarching and three intensive community-level strategies will be employed to address barriers that are preventing residents from living healthier lives, both collectively and individually. The overarching strategies include: a tactical and integrated social marketing campaign; a worksite wellness campaign in conjunction with chambers of commerce and business associations; and, the development of strategies to incorporate healthy eating and physical activity promotion into the comprehensive land use plans for New Castle County and the City of Wilmington. These efforts also align with and complement Delaware's State Health Improvement Plan. At the community-level we will work together to: introduce or expand farmer's markets; implement the healthy corner stores initiative; and revitalize public spaces to improve safety and increase their use for physical activity.

NHPS is currently in contact with the CDC to finalize our agreement, and more details will follow. In the meantime, if you have questions please do not hesitate to contact Kelli Thompson, Director of Operations and Support who will be the main NHPS point of contact for this agreement at [Kelli.Thompson@nemours.org](mailto:Kelli.Thompson@nemours.org) or 302-298-7638.

Again, thank-you very much for the commendable work you do in your communities and the effort you put forth in collaborating on this application for funding. We look forward to working with you to improve health outcomes for your community residents and can't wait to get the work started!

With great appreciation,

Mary Kate Mouser  
Operational Vice President

Alfred I. duPont  
Hospital for Children  
Wilmington, Delaware

Nemours Center for  
Children's Health Media

Nemours Children's Clinic  
Jacksonville, Florida  
Orlando, Florida  
Pensacola, Florida  
Wilmington, Delaware

Nemours Health &  
Prevention Services

Nemours Health Clinic  
Wilmington, Delaware

Nemours Mansion & Gardens

Nemours.org

KidsHealth.org

PedsEducation.org

**United States Department of Agriculture  
Agricultural Marketing Service  
AGREEMENT FACE SHEET**

<b>1. Accounting Code:</b> 14142500DB80TMD3400ZZZZZZ		<b>2. Vendor I.D. (EIN):</b> 51-6000160		<b>3. DUNS Number:</b> 606623192	
<b>4. Agreement Number:</b> 14-FMPPX-DE-0037		<b>Amendment Number:</b>		<b>5. Type of Instrument:</b> Grant	
<b>6. CFDA Number:</b> 10.168					
<b>7. Title of Agreement:</b> New Castle County Farmers' Market Promotion Project					
<b>8. Objective:</b> To start new farmers markets with EBT capability and to promote all the markets to the local low-income community.					
<b>9. Statement of Work:</b> This agreement shall be carried out by the organizational units or officials of the Federal Agency and the Grantee in the manner and subject to the conditions provided in the Farmers' Market Promotion Program (FMPP) Grant Program General Terms and Conditions attached hereto and made a part of this agreement.					
<b>10. Legal Authority:</b> The Agricultural Act of 1946 (7 U.S.C. 1621-1627), the Farmer-to-Consumer Direct Marketing Act of 1976 (7 U.S.C. 3001-3006) and the recent passage of the Agriculture Act of 2014 (Public Law 113-79) (2014 Farm Bill) that reauthorized, funded, expanded, and renamed the Farmers Market Promotion Program as the "Farmers' Market and Local Food Promotion Program" (7 U.S.C. 3005).					
<b>11. Federal Agency (Name and Address):</b> Farmers' Market Promotion Program Agricultural Marketing Service United States Department of Agriculture Washington, DC 20250			<b>12. Grantee:</b> New Castle County 87 Reads Way New Castle, DE 19720		
<b>13. Federal Agency Project Manager:</b> Carmen H. Humphrey, FMPP Program Manager Telephone: (202) 720-8317 Email: Carmen.Humphrey@ams.usda.gov			<b>14. Grantee Project Coordinator:</b> Thomas Gordon Telephone: (302) 395-5600 E-mail: tpgordon@nccde.org		
<b>15. Period of Performance:</b> September 30, 2014 thru September 29, 2016			<b>16. Federal Agency Funding Amount:</b> \$99,750		<b>Non-Federal Matching Amount:</b> \$0
<b>PROVISIONS</b>					
<b>This Grant Award incorporates the following:</b>					
<ul style="list-style-type: none"> <li>• The referenced grantee 2014 FMPP Project Proposal Narrative and Supplemental Budget, including any AMS budget revisions – incorporated by reference.</li> <li>• The grantee will complete activities outlined in the FMPP Project Proposal, Supplemental Budget Narrative, and Approved Award Budget.</li> <li>• The Grantee agrees to comply with and require Sub-Grantees to comply with the requirements in the Farmers' Market Promotion Program (FMPP) Grant Program General Terms and Conditions – incorporated by reference.</li> <li>• 7 CFR Part 3015, 7 CFR Part 3016, 7 CFR Part 3019, and FAR 31.2 – incorporated by reference.</li> <li>• The FMPP Announcement, Fiscal Year 2014 Request for Applications, including all requirements and post-award grant management – incorporated by reference.</li> <li>• The obligation of funds may be terminated without further cause unless the recipient commences the timely drawdown of funds; initial drawdown must be made within the first eight (8) months of the project.</li> <li>• Awards made under this announcement are subject to the provisions contained in the Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act, 2012, P.L. No. 112-55, Division A, Sections 738 and 739 regarding corporate felony convictions and corporate federal tax delinquencies.</li> </ul>					
<b>FOR THE UNITED STATES DEPARTMENT OF AGRICULTURE</b>					
This agreement, subject to the provisions above, shall constitute an obligation of funds on behalf of the Government, unless amended or terminated by mutual consent of the parties in writing, or terminated by either party upon 60 days notice in writing.					
<b>17. Federal Agency Representative Approval:</b>  Arthur L. Neal Deputy Administrator Transportation and Marketing Programs Agricultural Marketing Service			<b>18. Grantee Representative Approval (Please Print):</b> Name: Thomas P. Gordon Title: County Executive		
<b>19. Federal Agency Representative Approval Signature:</b>  ARTHUR NEAL		<b>Date:</b>	<b>20. Grantee Representative Approval Signature:</b>  		<b>Date:</b> 10/27/14

**DE-239-2014-G-**

**Project Title:** New Castle County Farmers Market Promotion Project  
**Organization:** New Castle County Department of Community Services  
**Phone:** (302) 395-5612

**Contact:** Jane Rattenni

**Contact Email:** [jrattenni@nccde.org](mailto:jrattenni@nccde.org)

Budget Summary Itemization:		Requested Budget	2014 FMPP Approved Budget
<b>Personnel:</b>	Community Service Worker IV \$12.10/hr., 10hrs/wk. x 104 wks.		\$12,584
	Benefits \$1.21/hr. 10hrs/wk. x 104 wks.		\$1,258
<b>Contractual:</b>	<b>Promotion and Marketing</b>		
	Market Research & Feasibility Study	\$21,921	\$21,921
	Radio Advertisements Combination 30&10 second radio ads	\$14,500	\$14,500
	A-Frame Signs: 10 (\$320 ea.)	\$3,200	\$3,200
	Print Campaign: 52 ads @\$309 ea. Weekly print advs local community/regional papers	\$16,068	\$16,068
	Billboards: 12 - (10'x20') Six billboards for ea. market annually	\$7,500	\$7,500
	Direct Mail: 35,000 @\$.19 ea.piece Five direct mail pieces sent to targeted USPS	\$6,650	\$6,650
	Flyers/Brochures: 25,000 (\$.12 ea.) Produce and sitribute 12,500 piecas ea. Market	\$3,000	\$3,000
	<b>Equipment:</b> EBT Hardware (\$750 x 4 Sites)	\$3,000	\$3,000
	<b>Supplies:</b> EBT Tokens (\$250 x 4 sites)	\$1,000	\$1,000
	<b>Total Direct</b>	\$76,839	\$90,681
<b>Indirect Cost (10%)</b>	\$9,086	\$9,068	
<b>TOTAL</b>	<b>\$85,925</b>	<b>\$99,750</b>	

  
 \_\_\_\_\_  
**Thomas P. Gordon**  
 County Executive

10/27/14  
 \_\_\_\_\_  
 Date