



FORT

DUPONT

MASTER PLAN

COMMUNITY WORKSHOP #3 / APRIL 2013 / DNREC / DELAWARE CITY
SASAKI / HERITAGE STRATEGIES / HR&A / MINDMIXER / TETRATECH



AGENDA

- 1. Goals & Guiding Principles**
- 2. Community Engagement**
- 3. Building Assessment**
- 4. Master Plan: Framework & Vision**
- 5. Governance & Implementation**
- 6. Discussion**



MASTER PLAN GOALS & GUIDING PRINCIPLES

MASTER PLAN GOALS

“*This underutilized property has enormous potential to **come alive again as a sustainable, mixed use community**—producing jobs, revenue, housing choices, recreational and other amenities while preserving its historic character.*”

MEETING GOALS

Engage, inform, and learn from the community and stakeholders

Explore ideas, principles, and goals for planning and design

Build consensus for moving toward a shared vision for the future of Fort DuPont

MASTER PLAN GUIDING PRINCIPLES

- One Town: Connect Fort DuPont & Delaware City
- Expand water access



WATER ACCESS



ONE TOWN

COMMUNITY



MASTER PLAN GUIDING PRINCIPLES

- Define the northern gateway to the Bayshore
- Connect to regional eco-tourism assets
- Protect & enhance natural resources
- Amenitize, activate, and link open spaces
- Address flood constraints w/ appropriate mitigation strategies



MASTER PLAN GUIDING PRINCIPLES

- Stabilize & reuse historic assets
- Identify non-compatible uses and buildings
- Capitalize on strategic core infill opportunities
- Identify large parcels for employment, institutional and/or rec. uses
- Establish complementary land uses



HISTORIC ASSETS



NON-COMPATIBLE



STRATEGIC INFILL



LARGE PARCELS



COMPLEMENTARY
LAND USES

ECONOMIC PROGRESS

A black and white photograph of a lakeside scene. In the foreground, there is a grassy area with a wooden bench on the left. Two large, leafy trees stand prominently on the left side. The middle ground shows a rocky shoreline leading to a calm body of water. In the background, there are some buildings and a small boat on the water. The sky is clear and bright.

COMMUNITY ENGAGEMENT

MINDMIXER PARTICIPATION

AVERAGE PARTICIPANT

Female



47 Years Old

Living in these Postal Codes:

19706, 19702, 19709

SITE TRAFFIC

Visitors



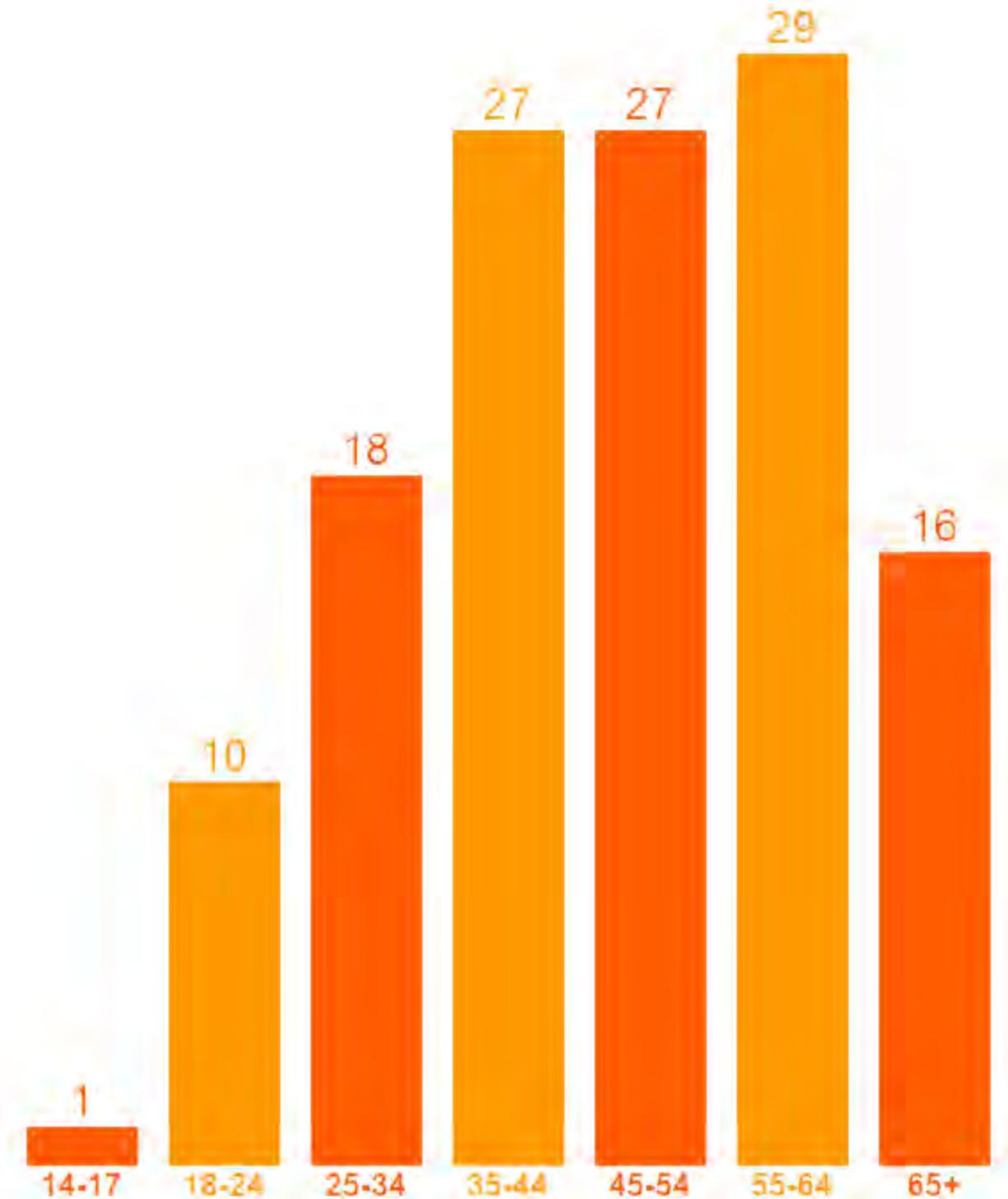
973

Page Views



9,728

PARTICIPANT AGE RANGE



MINDMIXER PARTICIPATION

128 *participants*

43 *ideas*

61 *comments*

5 TOPICS/QUESTIONS

1. What is your **big idea** for the future of Fort DuPont?
2. The culture of Delaware City, Fort DuPont, and surrounding communities is diverse. How can we **make sure our economy is diverse** as well?
3. What feature would **attract more visitors** to Fort DuPont?
4. What are the priority issues in your community that, if addressed, would help **promote a healthy community**?
5. What **one word** would you use to describe Fort DuPont?

ALL COMMUNITY IDEAS AVAILABLE ON WEBSITE

fortdupontideas.com

A FEW IDEAS...

“ *Making Fort DuPont Attractive...*

- *Restore/renovate* the military structures
- Build a state of the art mental **health care facility**
- Make the **marina** a place where folks will gather
- A state of the art medical **conference center**
- Make the **waterfront accessible** to the public
- Make the **theater** functional as a period correct theater
- Hold military **reenactments**
- Make the place an **educational** experience!
- Make this a place for all kinds of **events**
- Complement what's going on in **Delaware City** ”

A FEW IDEAS...

“ *I grew up on the grounds of Governor Bacon and remember swimming in the **community pool**, buying penny **candy and ice cream** at the Canteen, helping groom the horses at the **stables**, swimming in the **river**, discovering **wildlife in the woods**, riding **bikes** throughout the grounds, and enjoying the peacefulness and **beauty of my surroundings.*** ”

A FEW IDEAS...

“ *There is so much history at the site, which hopefully will remain and be embraced throughout the change. However, history shouldn't overshadow the rest of the park, which has **tremendous potential to become a jewel of the parks system.** ”*

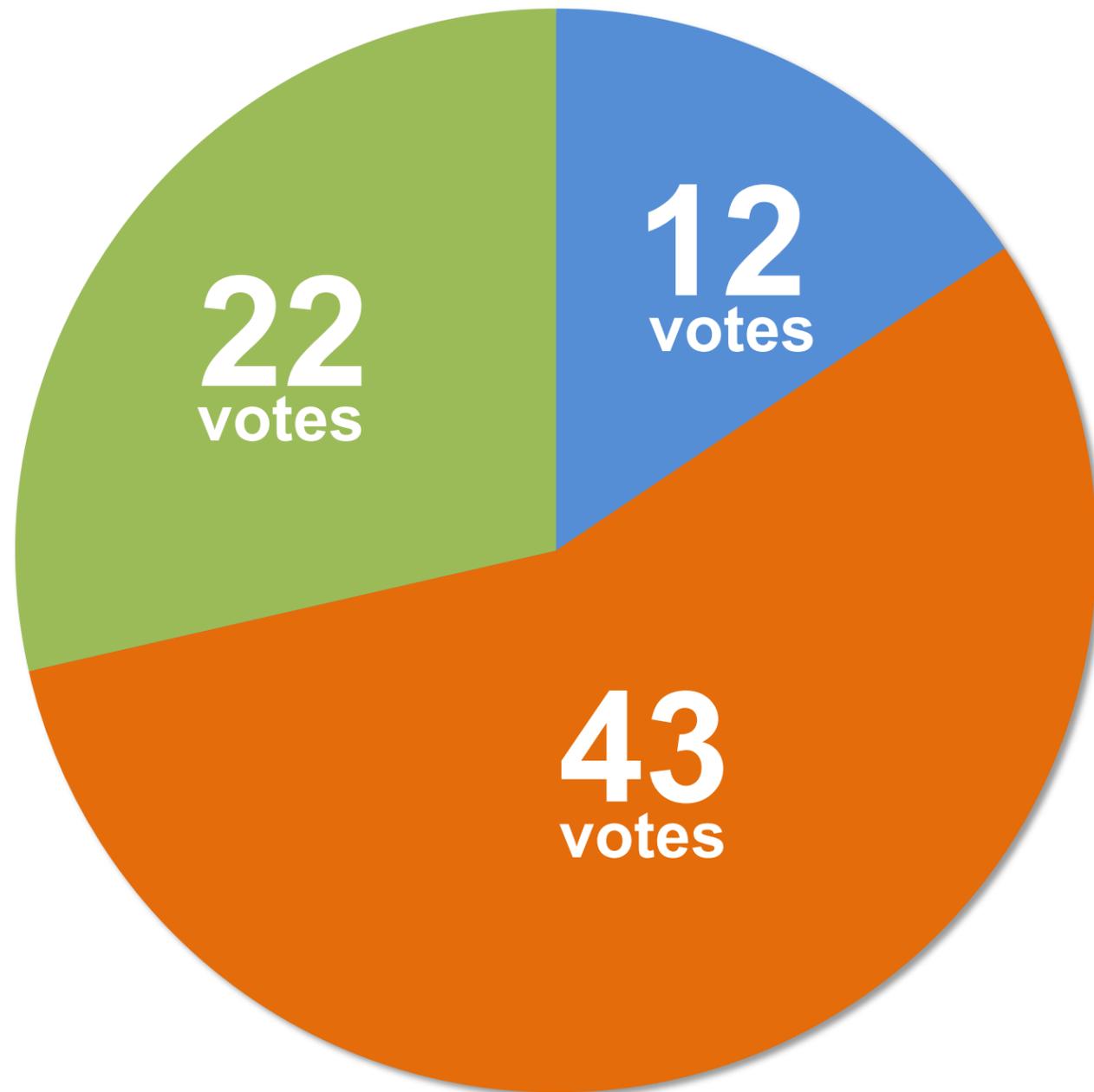
A FEW IDEAS...

“ A blend of **21st Century industry with outdoor destinations...**

The goal of the revitalization of the park is family/outdoor oriented, and seeks to improve the overall health of people through a variety of means. Improving the outdoor lifestyle would not only benefit the local community, but also would also appeal to those involved in new-techs.

”

User Survey Participation



- What features would attract more visitors to Fort DuPont?
- What are the priority issues in your community that, if addressed, would help promote a healthy community?
- What are your top three reasons for living in Delaware City and the Bayshore Region?

What features would attract more visitors to Fort DuPont?

Cultural amenities (i.e. museum, theater, etc.)	12 votes
Festivals and special events	9 votes
Eco-tourism welcome center and outfitters	6 votes
New marina and boating activities	5 votes
Enhanced park amenities (i.e. picnic areas, washrooms, interpretive signage etc.)	5 votes
Regional indoor/outdoor sports and recreation facility	3 votes
Improved bicycle and pedestrian access from Delaware City	3 votes



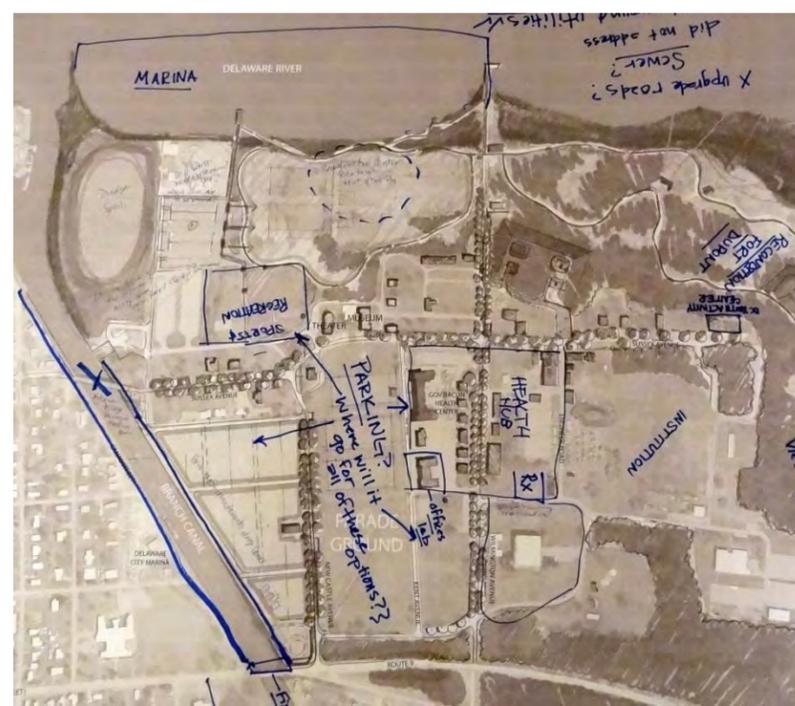
100+
PARTICIPANTS
FEB. 2013





LAND PLANNING EXERCISE

1. As a group, **create your preferred land use plan** by placing the “playing cards” on the base map.
2. Write down the **three big ideas** in your group’s land use plan.
3. Designate a group spokesperson to **report your ideas** to the whole room.





DELAWARE RIVER

BATTERY PARK

MARINA

MARINA

INSTITUTION

MUSEUM

THEATER

HOUSING

HOUSING

2ND STREET

HOUSING

HEALTH HUB

INSTITUTION

CLINTON STREET

CANAL STREET

PARADE GROUND

HEALTH HUB

INSTITUTION

DELAWARE CITY MARINA

NEW CASTLE AVENUE

KENT AVENUE

INSTITUTION

INSTITUTION

ROUTE 9

Design by
Community

WHAT DID WE LEARN?

14/14

Groups want to see an educational facility at Fort DuPont

10/14

Groups want to see a marina built at the mouth of the Branch Canal

9/14

Groups want to see housing built at the Gateway Center site

12/14

Groups want to see a ped-only or vehicular & pedestrian bridge

13/14

Groups support planning for health care related uses at Fort DuPont

A black and white photograph of a lakeside scene. In the foreground, there is a grassy area with a wooden bench on the left. Two large, leafy trees stand prominently on the left side. The middle ground shows a calm body of water with a rocky and log-lined shore. In the background, across the water, there are several buildings and a utility tower under a clear sky.

HISTORIC BUILDINGS

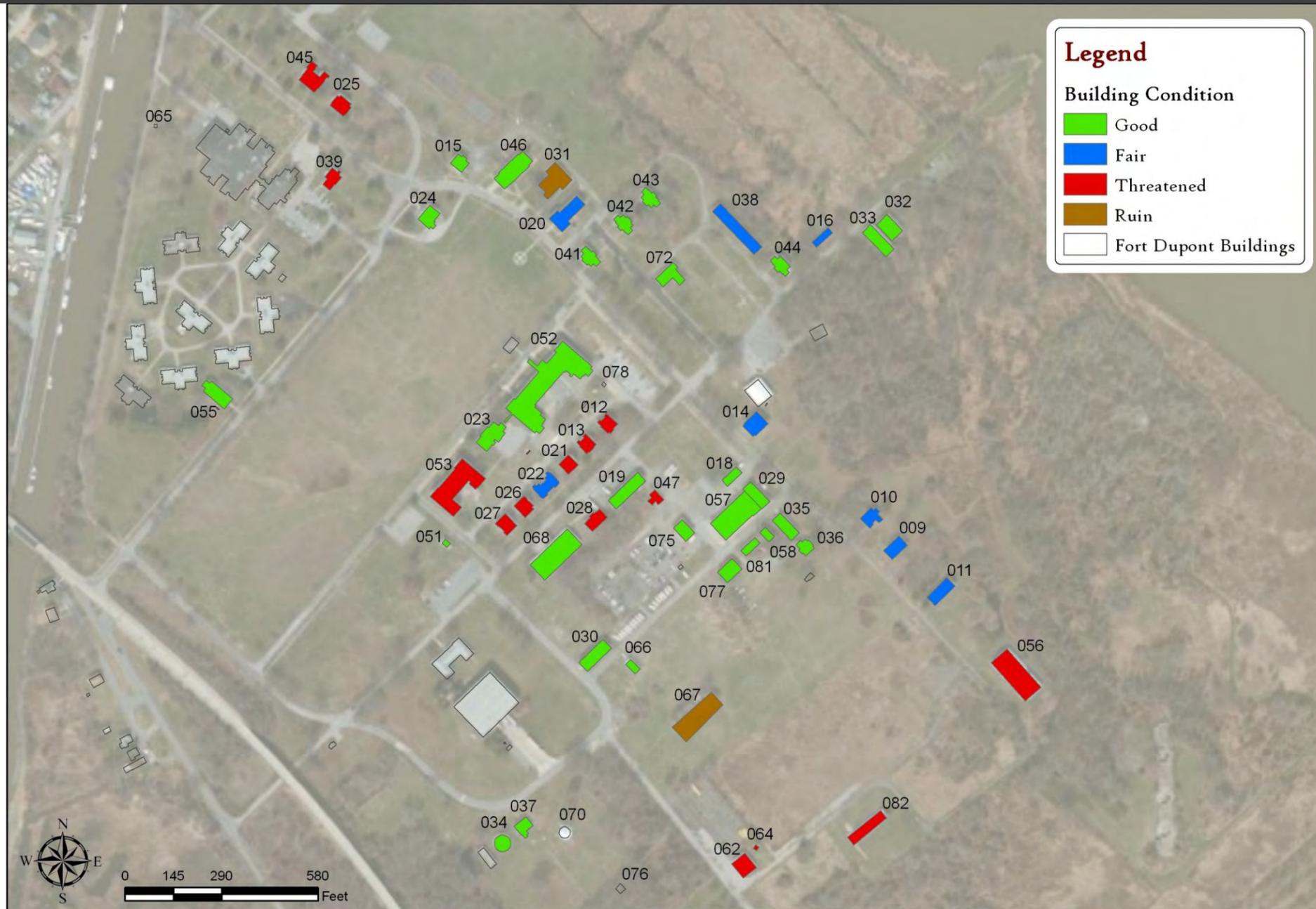
HISTORIC BUILDING ASSESSMENT

Building Types – 54 buildings

- 5 Single family residences
- 12 Duplex residences (24 units)
- 3 Large barracks
- 7 Special purpose buildings
- 3 Administrative buildings
- 24 Support and warehouse buildings

Building Conditions

- 26 Occupied – good condition
- 3 Vacant – good condition
- 8 Vacant – fair condition
- 15 Vacant - threatened
- 2 Ruins



HISTORIC BUILDING ASSESSMENT

Treatment Approach

- Identify compatible uses
- Rehabilitate exteriors to historic conditions
- Restore exterior features in select cases

Key Treatment Recommendations

- Retain slate roofs – asphalt roofs remain where they exist
- Retain wood siding – remove vinyl, aluminum & fiberboard siding
- Retain existing windows – use exterior storm windows
- Rehabilitate existing features – porches
- Use historic colors



HISTORIC BUILDING ASSESSMENT

Key Considerations

- Existing buildings will not drive the economic viability of the project – substantial new construction is required
- Fortifications – key assets / poor condition
- Special & unique buildings – require creative uses
- Possible building removal – garages, warehouses that are not adaptable
- Need for emergency stabilization – roofs of threatened buildings

Implementation Process

- Treatment guidelines for existing buildings
- Design guidelines for new construction
- Landscape design/treatment guidelines





2013 MASTER PLAN

- 1. Vehicular & Pedestrian Circulation**
- 2. Open Space & Community Facilities**
- 3. Land Use**
- 4. Vision Plan**

CONCEPT





VISION

VEHICULAR & PEDESTRIAN CIRCULATION

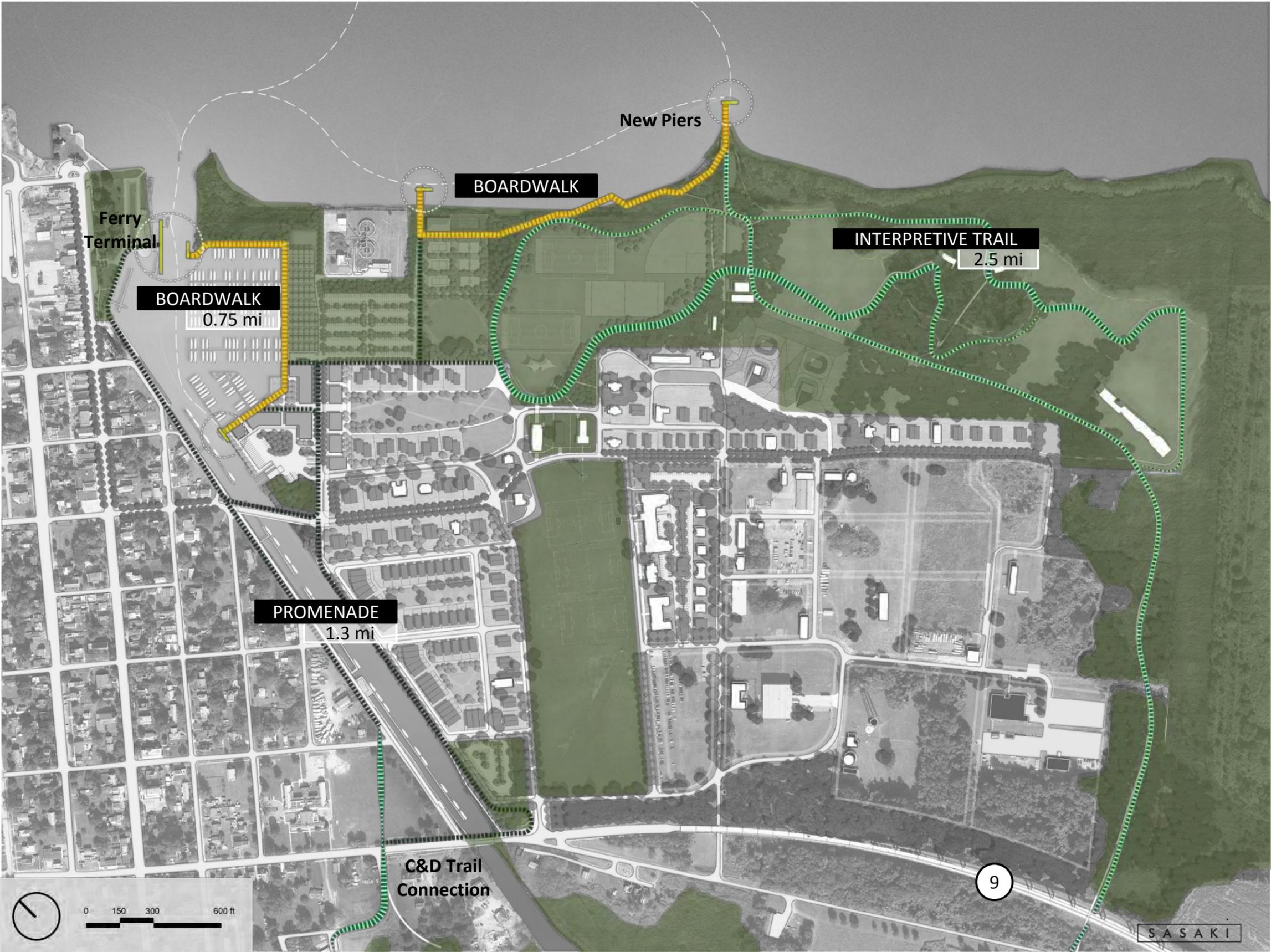


ROAD IMPROVEMENTS

- Retain and repair historic roadways
- Reconstruct Canal Street and promenade
- Construct a **pedestrian & vehicular bascule bridge** to connect Delaware City and Fort DuPont at Officers' Row.
- Provide a minimum **10' wide pedestrian and bicycle zone** on all bridges



VEHICULAR & PEDESTRIAN CIRCULATION

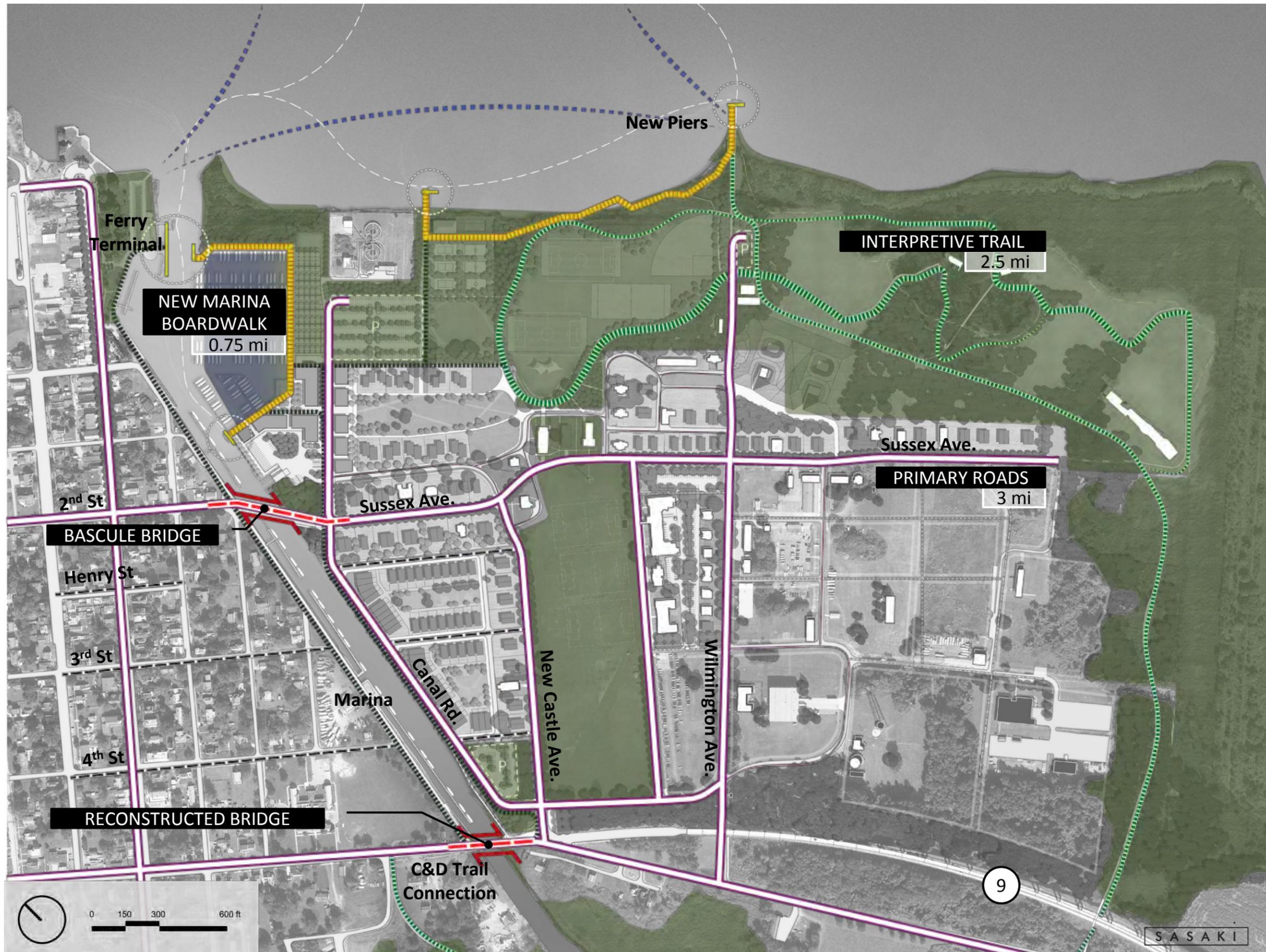


PEDESTRIAN ACCESS

- Develop a **pedestrian promenade** along the Canal and DE River.
- **Enhance the interpretive trail system** and connect to the park beyond Rt. 9
- Connect to the **C&D Canal Trail**
- **Expand access to the water** through boat launches, piers, and pedestrian promenades



VEHICULAR & PEDESTRIAN CIRCULATION



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OPEN SPACE & COMMUNITY FACILITIES



(OS-1)

- **Protect wetlands**
- Provide a significant **landscape buffer** along the Delaware River
- **Remove invasive plant species** and restore the shoreline
- **Preserve fortifications** and reestablish key views
- Expand **access to the water**
- Protect the **archaeological site** along the Branch Canal



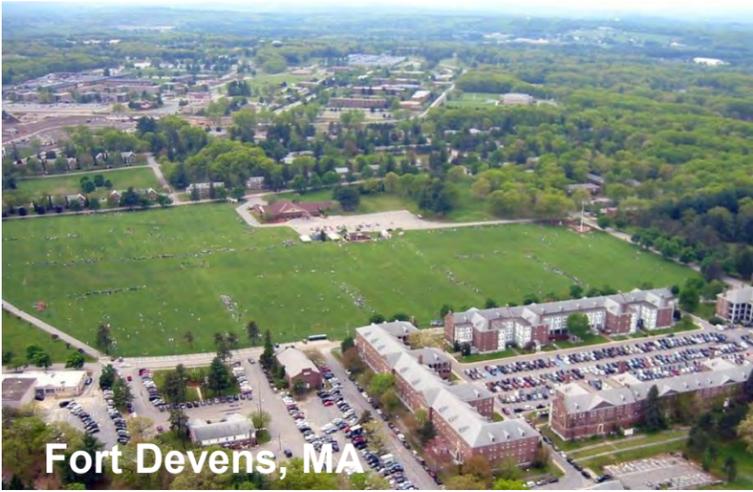
Ft. DuPont, DE

OPEN SPACE & COMMUNITY FACILITIES



(OS-2)

- Preserve the **Parade Ground** as an open lawn for recreational use



OPEN SPACE & COMMUNITY FACILITIES



OPEN SPACE & COMMUNITY FACILITIES



(OS-3)

- Create a multi-use **recreational field area** along the Delaware River



Charleston Waterfront Park, SC



River Legacy Place, Arlington, TX

OPEN SPACE & COMMUNITY FACILITIES



OPEN SPACE & COMMUNITY FACILITIES



(OS-4)

- Construct a **new marina** at the at the mouth of the Branch Canal



OPEN SPACE & COMMUNITY FACILITIES



OPEN SPACE & COMMUNITY FACILITIES



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- **Protect wetlands**
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(OS-2)

- Preserve the **Parade Ground** as an open lawn for recreational use

(OS-3)

- Create a multi-use **recreational field area** along the Delaware River

(OS-4)

- Construct a **new marina** at the at the mouth of the Branch Canal

LAND USE



(LU-1)

- Stabilize and reuse existing historic buildings for mix of uses
- Focus complementary infill development in the “historic core”
- Establish an “activity hub” at the historic Theater and Museum
- Remove the deteriorated Service Club.





Fort Benjamin Harrison, IN



The Presidio, SF



Sussex Avenue Reuse & Infill



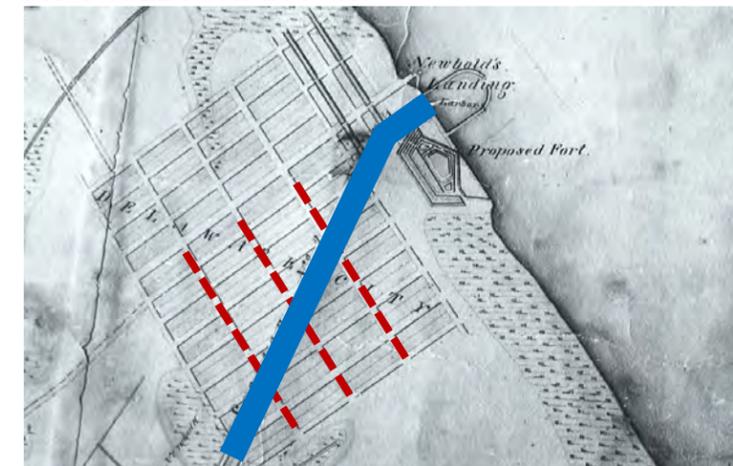
LAND USE



(LU-2)

- Remove non-compatible uses and buildings
- “Extend the grid” of Delaware City to create a new Branch Canal residential neighborhood

1829 MAP OF DELAWARE CITY & PROPOSED FORT DUPONT

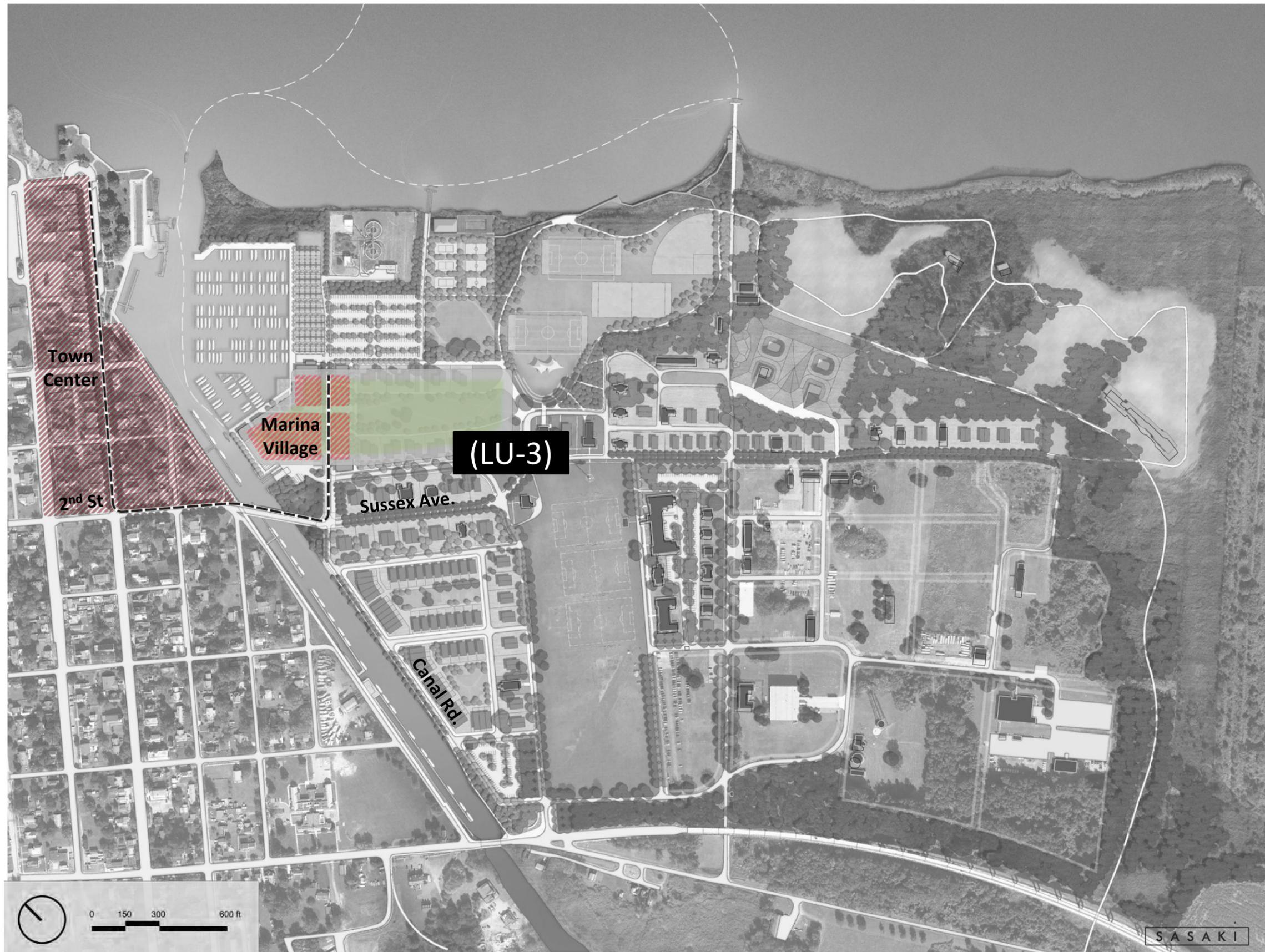




Branch Canal Neighborhood

Southwood, Tallahassee, FL

LAND USE



(LU-3)

- **Develop a Marina Village** with lodging, restaurant(s), and outfitters to support the emerging eco-tourism hub.
- Develop a multi-use **campground and retreat/conference facility**





National Harbor, MD



St. Michael's, MD



Riverwalk Landing, Yorktown, VA



Marina Village



**Eco-Tourism
Center / Lodging**



Eco-Tourism Center / Lodging

LAND USE



(LU-4)

- **Reserve for future mixed use development** such as education, institutional, R&D, office, and retirement housing, etc.



LAND USE



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VISION

A black and white photograph of a lakeside scene. In the foreground, there is a grassy area with a wooden bench on the left. Two large trees with dense foliage stand on the left side of the frame. The middle ground shows a rocky shoreline leading to a calm body of water. In the background, there are some buildings and a small boat on the water. The sky is clear and light. An orange banner is overlaid on the top right of the image, containing the text 'GOVERNANCE & IMPLEMENTATION' in white, bold, uppercase letters.

GOVERNANCE & IMPLEMENTATION

DEVELOPMENT OPTIONS FOR FORT DUPONT

The Team evaluated four potential strategies.

Status Quo

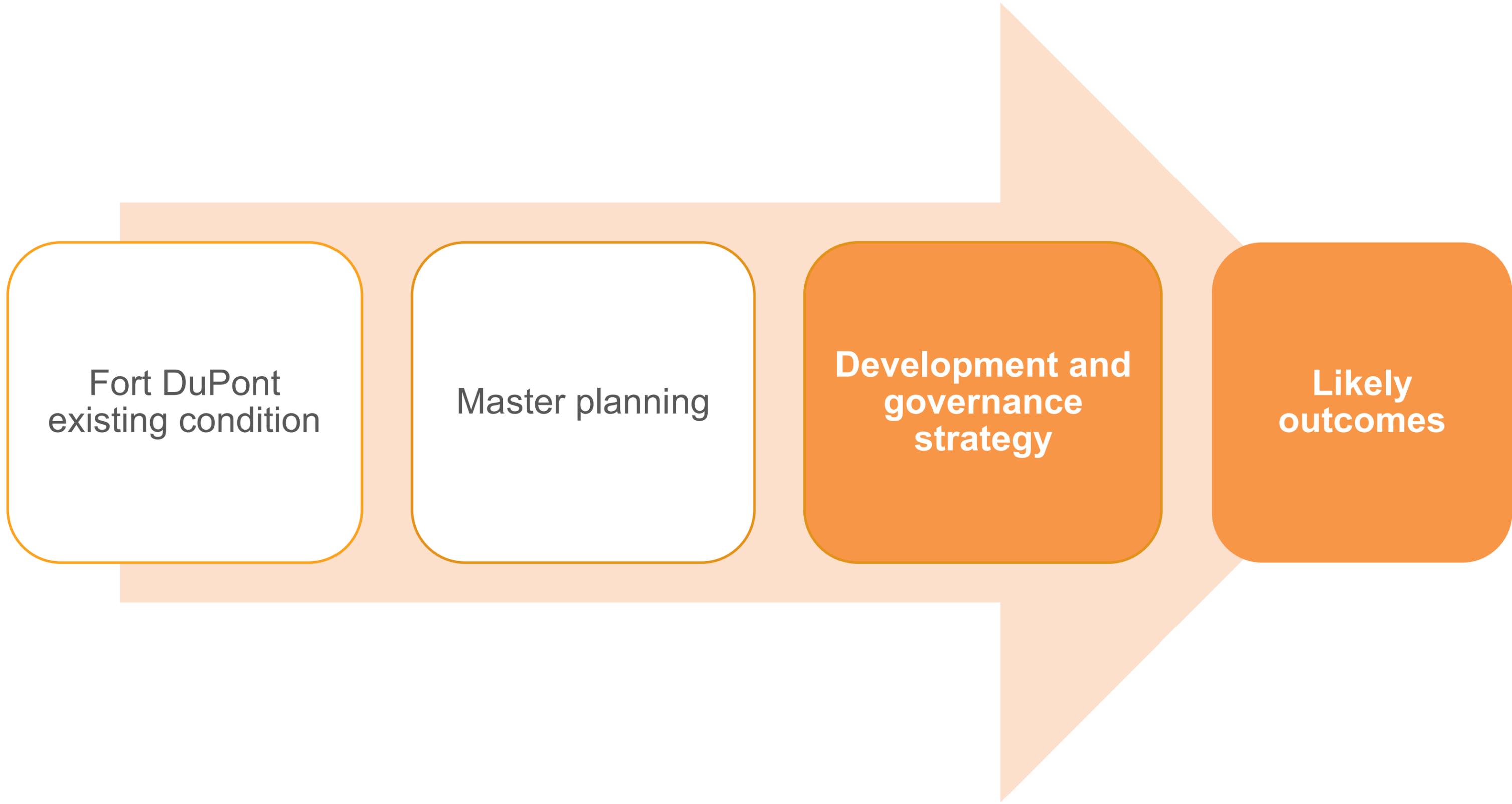
Land Sale for Residential Development

Site Activation and Branding

Anchor Attraction and Job Creation

DEVELOPMENT AND GOVERNANCE STRATEGY

For each option, we identified implementation steps and likely outcomes.



ECONOMIC IMPACT

For each option, we evaluated the potential to create economic benefits for the State + Delaware City.

New Park Resources

- Income to supplement current State funding for maintenance and operations
- Improved historic assets

New Revenue

- Spending by residents or employees at site
- Spending by visitors

New Jobs

- Net new jobs in Delaware City
- Net new jobs in the State of Delaware

New Taxes

- Sales tax
- Gross business receipts tax
- Local property tax
- Income tax

DEVELOPMENT AND ACTIVATION

Option 1: Status Quo

Status Quo

Land Sale for Residential Development

Site Activation and Branding

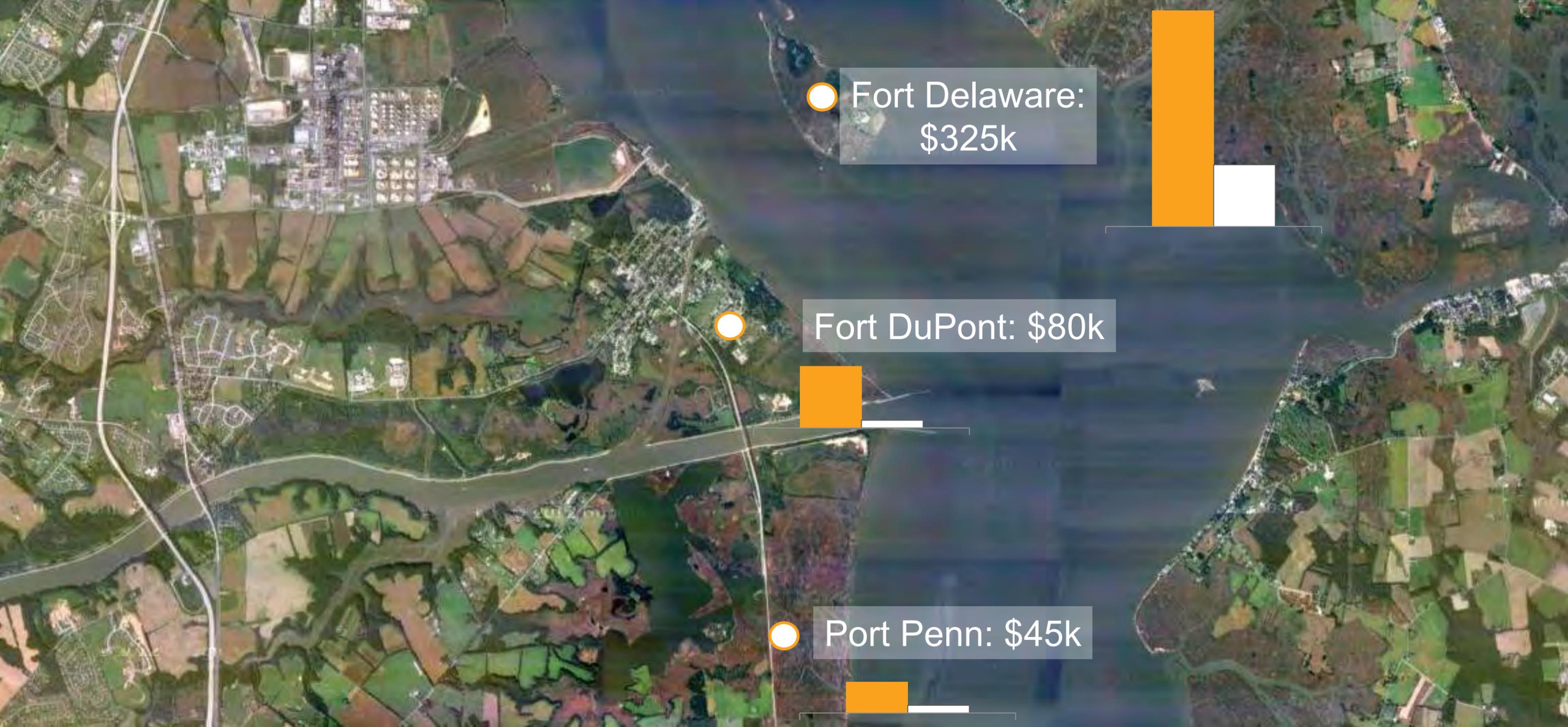
Anchor Attraction and Job Creation

STATUS QUO

State Parks is the primary source of funding for 3 sites. Most resources are directed to Fort Delaware.

Annual State Parks budget (FY2013):
\$450,000

- Operating budget
- Programming budget



STATUS QUO: Underutilized historic assets

Minimal programming and infrastructure discourage use of parks.



Fort DuPont: 1863 – present

- Primarily lawn, invasive flora, and deteriorating structures
- Walking trails, gun battery tour
- Educational programs
- Minimal access to historic buildings
- Minimal wayfinding or infrastructure for activities



Fort Delaware: 1846 – present

- Primarily lawn and deteriorating structures
- Ferry rides, paranormal adventures, evening dinner and boat cruises
- No utilities or concessions
- No air conditioning for summer uses
- No site access during winter

DEVELOPMENT AND ACTIVATION

Option 2: Land sale for residential development

Status Quo

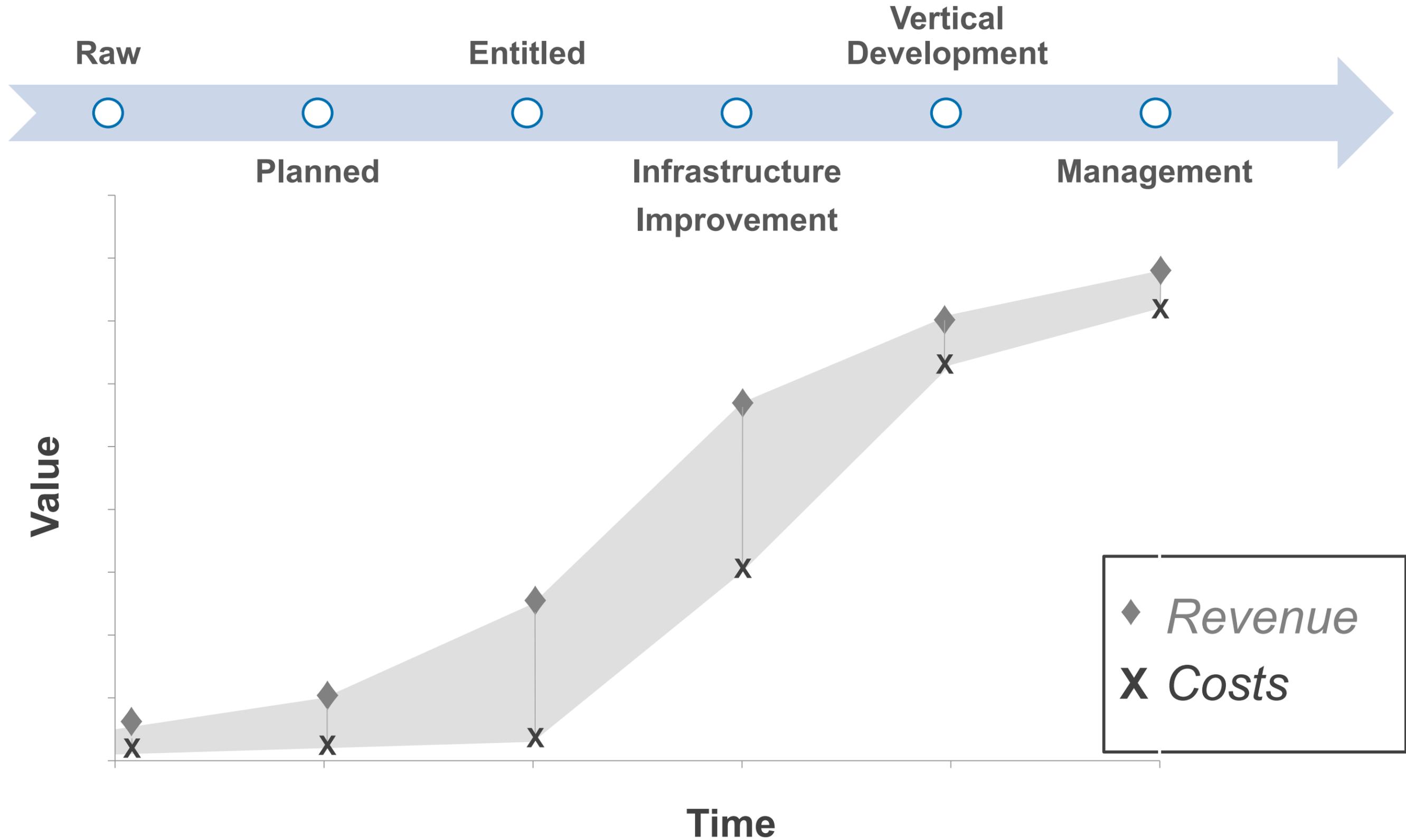
Land Sale for Residential Development

Site Activation and Branding

Anchor Attraction and Job Creation

LAND SALE FOR RESIDENTIAL DEVELOPMENT

A variety of tasks must be completed to realize income from land sales.



LAND SALE FOR RESIDENTIAL DEVELOPMENT

New Castle County and HUD

Single-family home permits:

Last new permit in Delaware City filed in 2000

Last new permit in New Castle (city) filed in 2009

However:

Unincorporated New Castle County has averaged 540 permits per year post-recession.

Question:

Are these being sold/absorbed, and how quickly?

LAND SALE FOR RESIDENTIAL DEVELOPMENT

HUD

Multi-family (5+ units) home permits:

Last new permit in Middletown filed in 2008

Last new permit in New Castle filed in 2009

Unincorporated New Castle County averaged 30 units per year post-recession from 2007-2011, and 128 units per year from 2000-2011.

However:

In Unincorporated New Castle County, there were 420 units permitted in 2012, bringing the post-recession average to 95 units/year.

Question:

Are these being sold/absorbed, and how quickly?

LAND SALE FOR RESIDENTIAL DEVELOPMENT

Developers

Supply:

"Some live-work type of spaces may work there, and the town has great bones, but I'm agnostic about it actually penciling out yet."

"Unincorporated New Castle County was grossly overbuilt leading up to the recession and will compete for years. And, thousands of lots were approved and improved, but not developed. You'll have to break through that inventory [of both homes and prepared land]."

Demand:

"Residential can be a big part of the play if it accompanies some big institutional move."

"Continuing rise of gas prices means people want to live closer to work."

"Potential to leverage a jobs-housing balance if more jobs were created."

"Needs to become a bigger employment site."

LAND SALE FOR RESIDENTIAL DEVELOPMENT

Employment supports more retail development than housing.

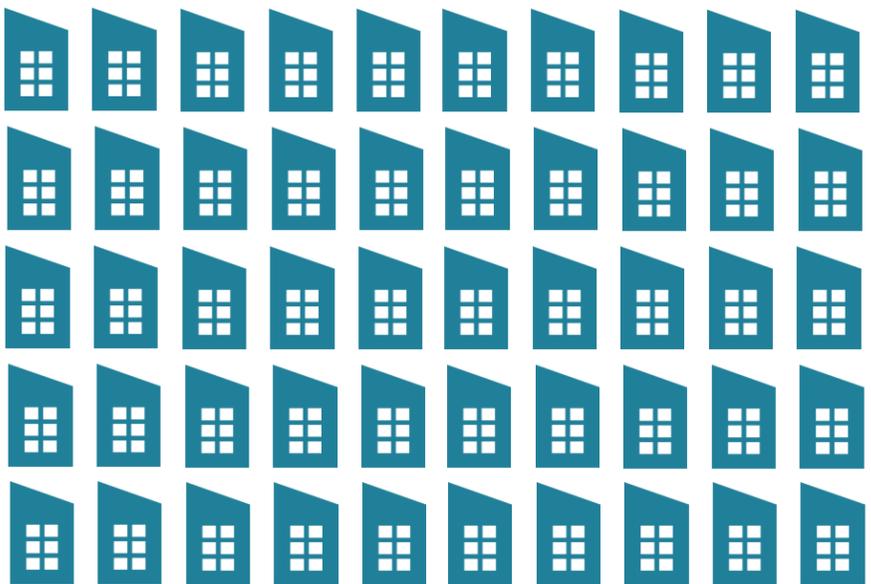
Potential households	60
<u>x SF of restaurant per household</u>	<u>10 SF</u>
Total SF of restaurant	600 SF

Potential employment	500 employees
<u>x SF of restaurant per employee</u>	<u>3.5 SF</u>
Total SF of restaurant	1,750 SF

LAND SALE FOR RESIDENTIAL DEVELOPMENT

Development provides little in potential proceeds to the State.

60 townhomes



@ \$180,000/home

x 2.5

@ \$450,000/home

✘ 11% land retail value

✘ 11% land retail value

≡ \$1.2 million

≡ \$3.0 million

DEVELOPMENT AND ACTIVATION

Option 3: Site Activation and Branding

Status Quo

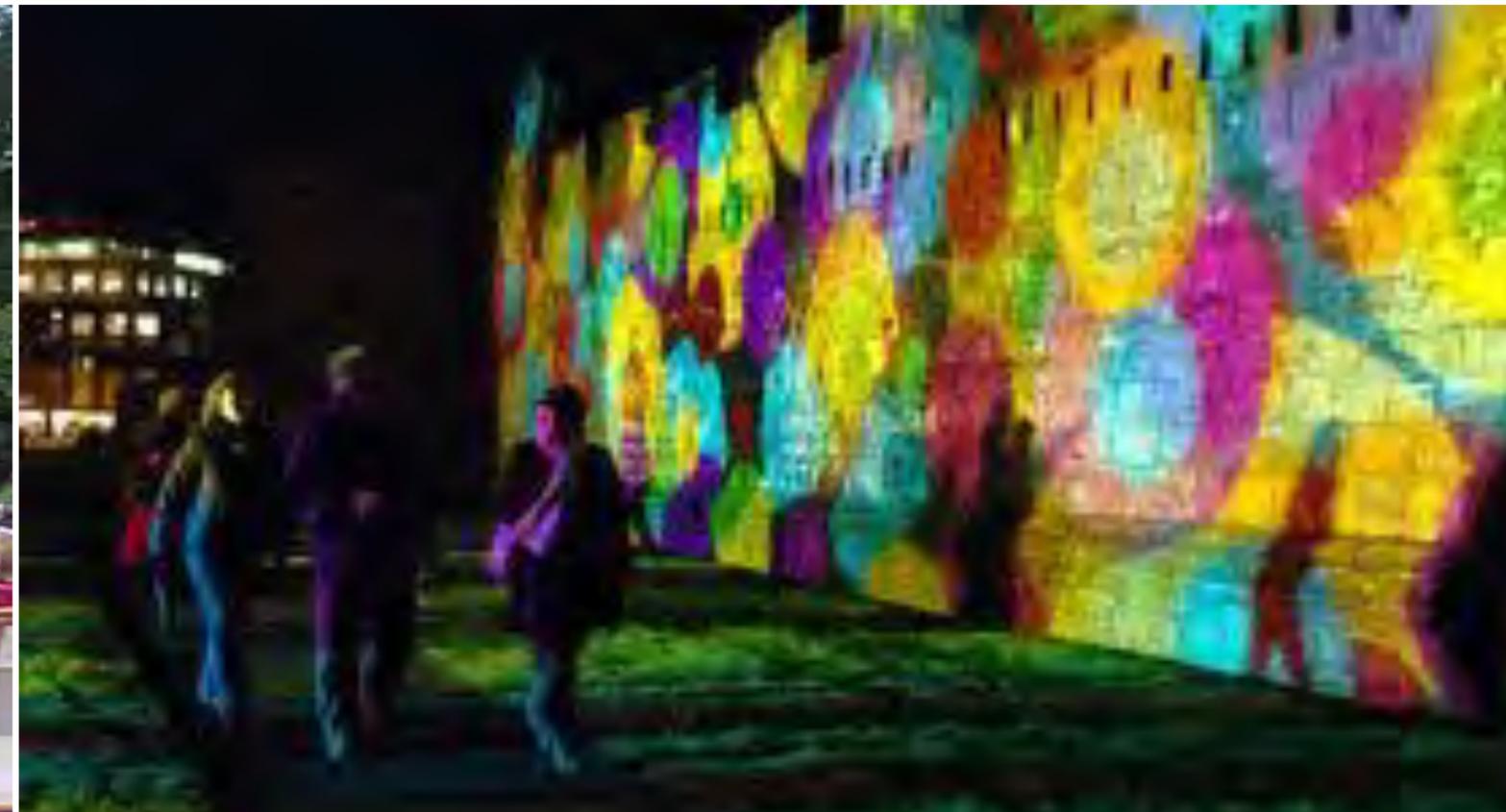
Land Sale for Housing Development

Site Activation and Branding

Anchor Attraction and Job Creation

SITE ACTIVATION AND BRANDING

Diverse activities and use of historic assets can significantly increase visitorship to Fort DuPont.



SITE ACTIVATION AND BRANDING

Diverse activities increase visitorship and bring awareness of the site for potential development.

Site Activation and
Branding

Activation

Operations

- Campgrounds
- Festival grounds
- Concert and performing arts venues
- Sporting events
- Temporary and/or permanent arts installations

SITE ACTIVATION AND BRANDING

Catalyzing demand and generating activity at the site is a critical first move.

Site Activation and
Branding

Activation

- Develop and implement programming and amenities
- Solicit and manage O&M funding from varied sources

SITE ACTIVATION AND BRANDING

As activity picks up, O&M demands will require continual sourcing of funds and competent staffing.

Site Activation and
Branding

Activation

Operations

- Build and maintain activity-related infrastructure
 - Grounds
 - Stages
 - Facilities
- Supplement parks O&M

SITE ACTIVATION AND BRANDING

A non-profit partner can raise funds, develop programming, and complement State Parks' efforts.

Has expertise, capacity, and interest in all relevant disciplines

Ability to solicit, accept, maximize, and spend funds from multiple sources

Structured to be accountable to the public

Flexible enough to evolve or change along with the project



DEVELOPMENT AND ACTIVATION

Option 4: Anchor Attraction

Status Quo

Land Sale for Housing Development

Site Activation and Branding

Anchor Attraction and Job Creation

ANCHOR ATTRACTION

Attracting a major employer can anchor significant economic (and land) development.



ANCHOR ATTRACTION

Activating the site is a prerequisite to attract employers motivated by more than the bottom line.

Site Activation and
Branding

Anchor Attraction and
Job Creation

Activation

Operations

Planning/Design

Construction

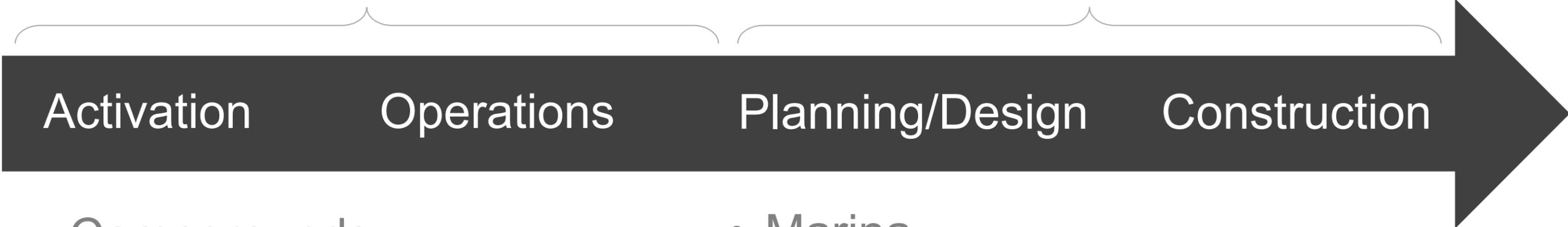


SITE ACTIVATION AND BRANDING

Activities could include local and regional events including festivals, concerts, and sporting events.

Site Activation and Branding

Anchor Attraction and Job Creation



- Campgrounds
- Festival grounds
- Concert and performing arts venues
- Sporting events
- Temporary and/or permanent arts installations

- Marina
- Healthcare facility
- Indoor sports and recreation facility
- Corporate campus
- Academic campus
- Government entity

ANCHOR ATTRACTION

Once activity has increased, the site is ready for the first steps toward permanent development.

Anchor Attraction and Job
Creation

Planning/Design

- Attract anchor
- Parcel land
- Contract with designers and developers
- Provide for community and government involvement and advocacy

ANCHOR ATTRACTION

As development progresses, the site will require ongoing funding and project management.



ANCHOR ATTRACTION

A governmental or quasi-governmental entity is needed to entitle land, market site, and negotiate transactions.

Has expertise, capacity, and interest in all relevant disciplines

Ability to solicit, accept, maximize, and spend funds from multiple sources

Structured to be accountable to the public

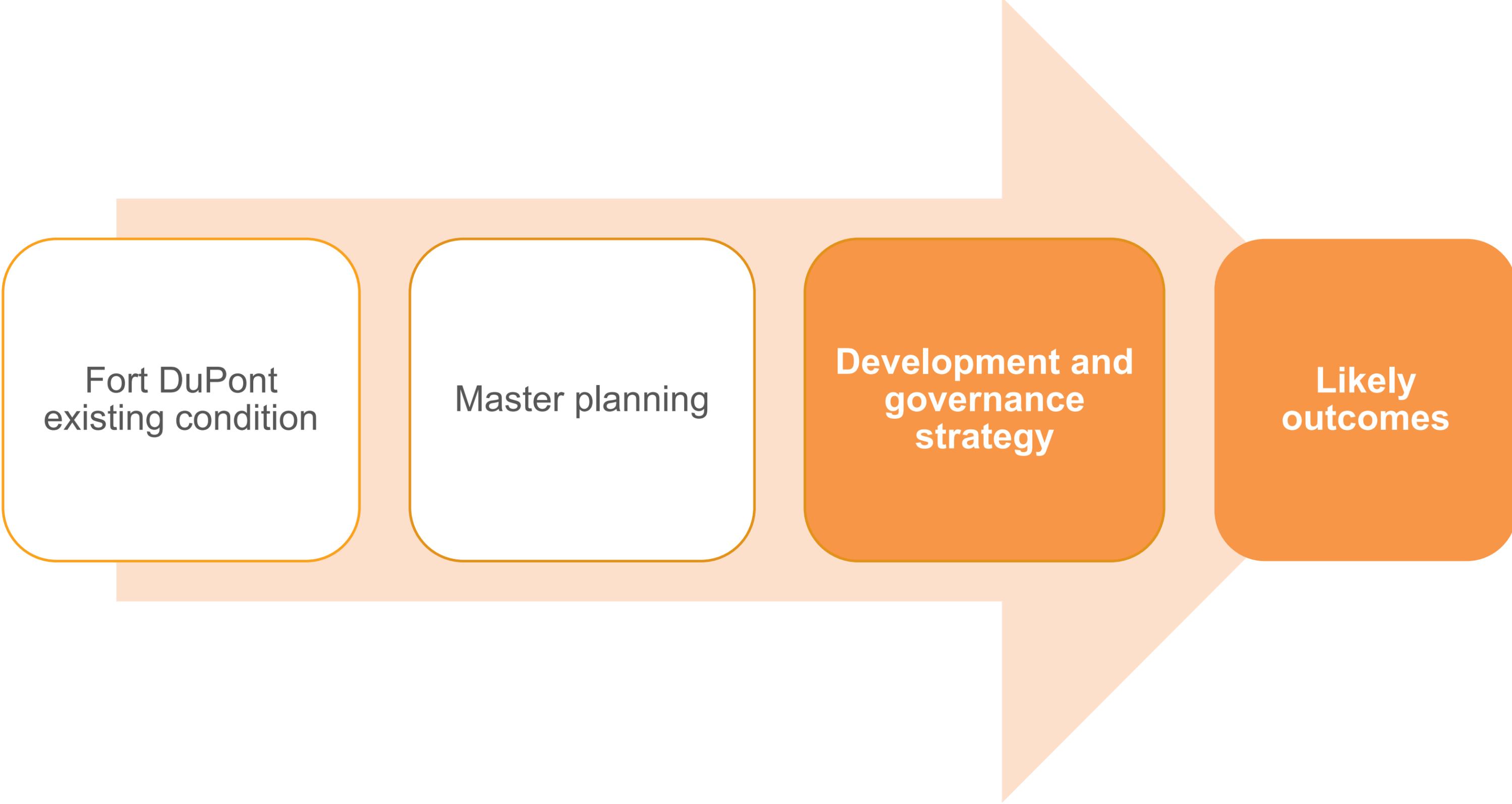
Flexible enough to evolve or change along with the project

The Trust for Governors Island



PHILADELPHIA INDUSTRIAL
DEVELOPMENT CORPORATION

GOVERNANCE STRATEGY



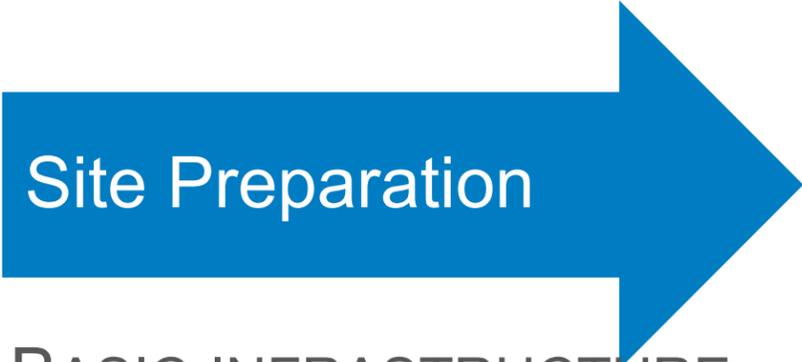
GOVERNANCE AND IMPLEMENTATION

The site will experience varying infrastructure needs depending on “maturity.” All are fundamental.



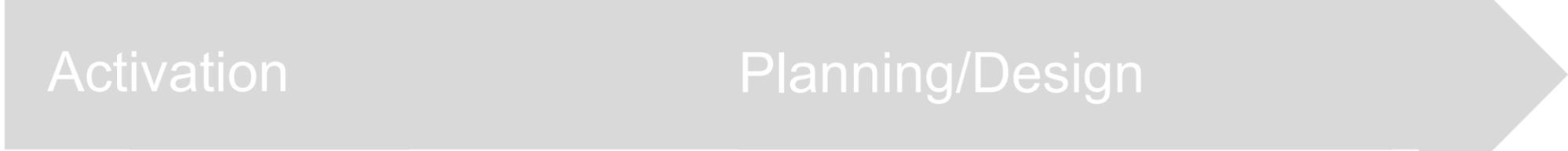
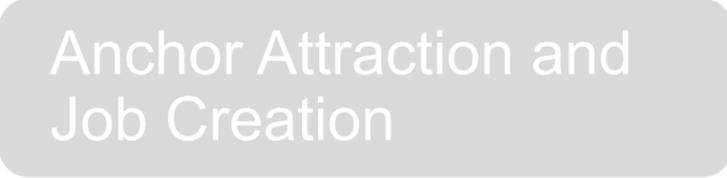
GOVERNANCE AND IMPLEMENTATION

Improvements to the site's basic infrastructure, environment, and structures should be pursued first. Most of these will be required for status quo and land sale if pursued.



BASIC INFRASTRUCTURE

- Right-of-way
- Utilities
- Expanded access to water
- Invasive species mitigation
- New and enhanced trails
- Building stabilization

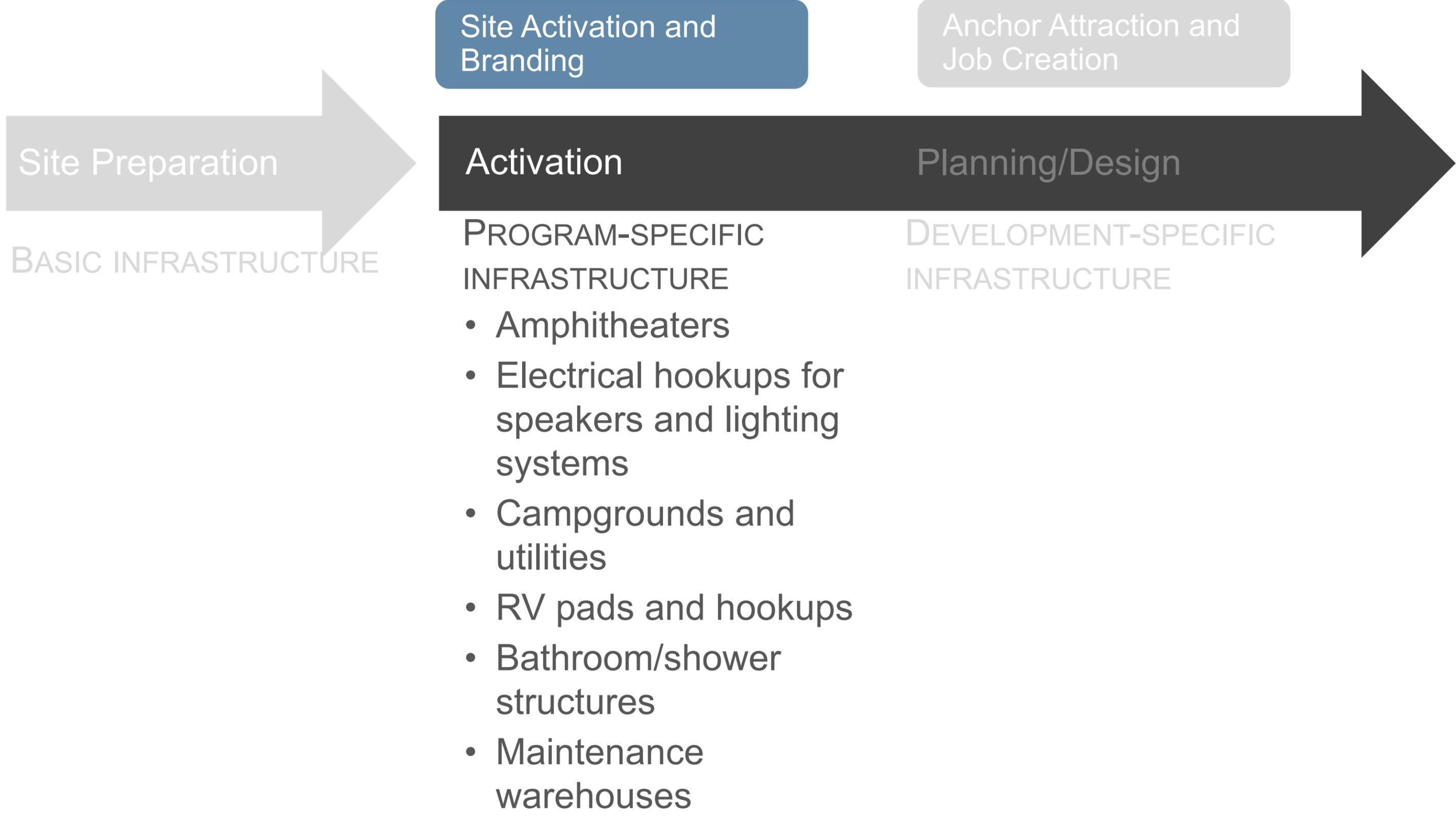


PROGRAM-SPECIFIC INFRASTRUCTURE

DEVELOPMENT-SPECIFIC INFRASTRUCTURE

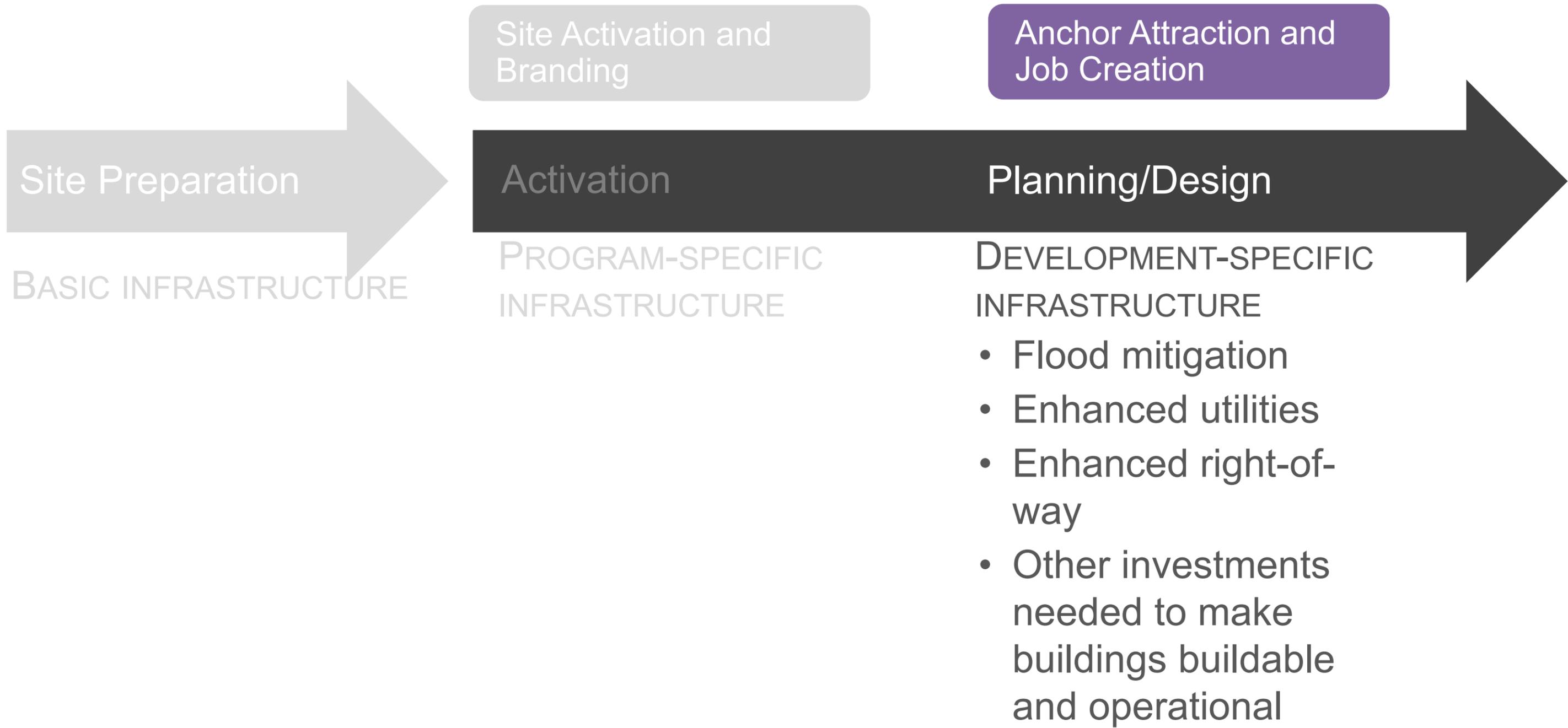
GOVERNANCE AND IMPLEMENTATION

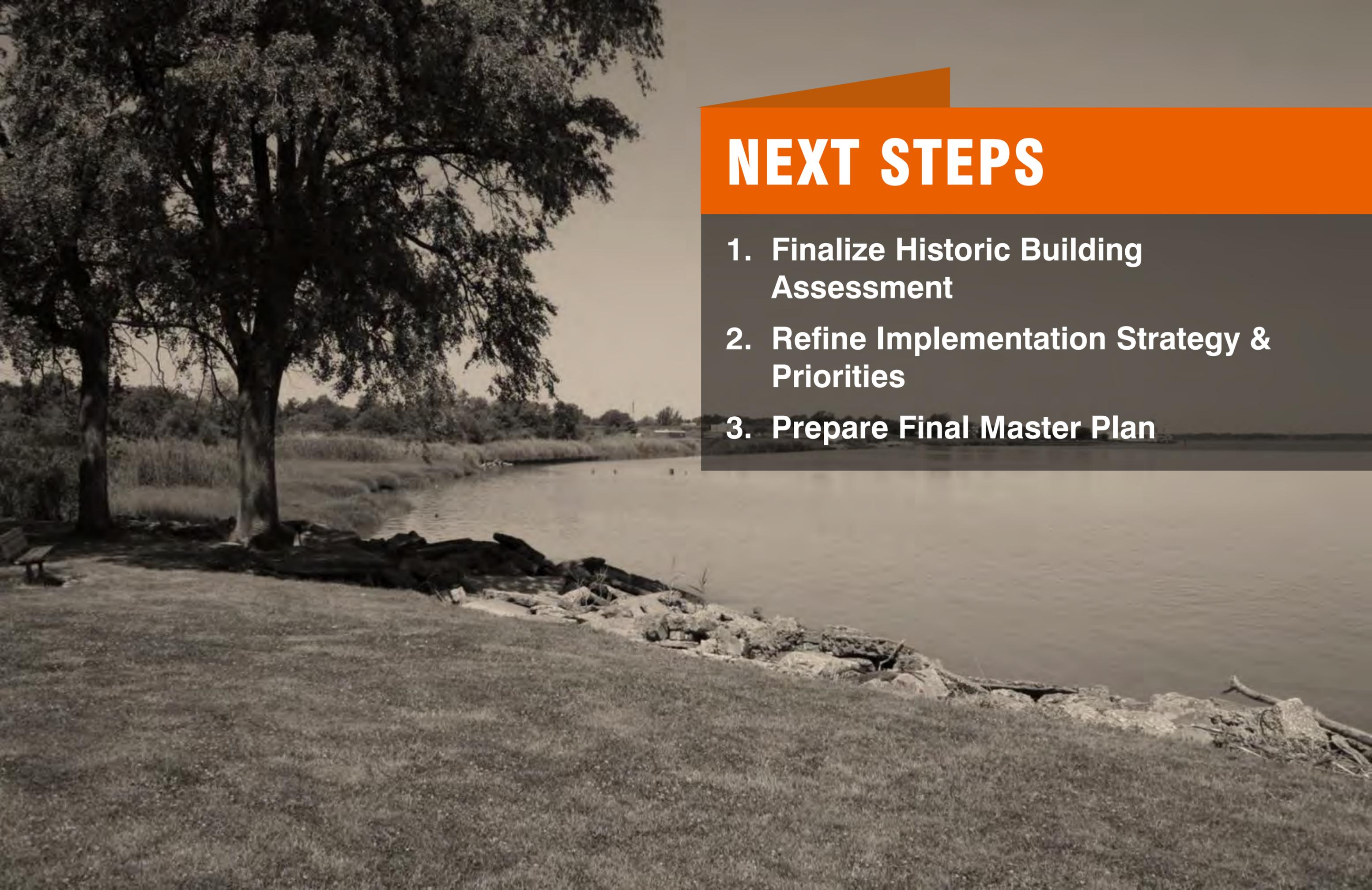
Next is infrastructure that enables quality and varied programming early on.



GOVERNANCE AND IMPLEMENTATION

When the site is ready for significant development, the remaining investments can be made.



A black and white photograph of a lakeside scene. In the foreground, there is a grassy bank with a wooden bench on the left. Two large trees with dense foliage stand on the left side of the bank. The middle ground shows a calm body of water with some reeds or tall grasses along the far shore. The background is a clear sky. An orange banner is overlaid on the top right, and a dark grey box contains the text.

NEXT STEPS

- 1. Finalize Historic Building Assessment**
- 2. Refine Implementation Strategy & Priorities**
- 3. Prepare Final Master Plan**

QUESTIONS?

**PLANNING &
DESIGN**

Sasaki Associates

*Fred Merrill
Justin Fay
Vee Petchthevee*

**ECONOMICS &
GOVERNANCE**

HR&A Advisors

*Candace Damon
Aaron Kurtz
Lionel Lynch*

**HISTORIC
PRESERVATION**

Heritage Strategies

Peter Benton