



STATE OF DELAWARE  
EXECUTIVE DEPARTMENT  
DELAWARE ECONOMIC DEVELOPMENT OFFICE

ALAN B. LEVIN  
DIRECTOR

April 27, 2010

Mr. Willie C. Taylor  
Regional Director  
U.S. Department of Commerce,  
Economic Development Administration (EDA)  
The Curtis Center  
601 Walnut Street, Suite 140 - South  
Philadelphia, Pennsylvania 19106

Dear Mr. Taylor:

I am pleased to provide to you the updated Comprehensive Economic Development Strategy Project Priority List for the State of Delaware.

The Strategy Committee, composed of public officials, community leaders, representatives of workforce development, representatives from institutions of higher education, minority and labor groups and private individuals, received a proposal from Delaware Technical and Community College that had not previously been evaluated for inclusion on the list. The Committee reviewed the project merits and voted to include it on the Delaware Project Priority list. A revised list is attached.

We thank you and your staff for your continued cooperation and assistance provided to the State of Delaware through the CEDS process. We look forward to continuing to work with you and the project sponsors to implement these projects as soon as possible.

Sincerely yours,

Alan B. Levin  
Director

Attachment

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# DELAWARE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)

## PROJECT PRIORITY LIST

UPDATED: APRIL, 2010

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### 2009 PROJECTS IN PRIORITY ORDER

**1. Kent Aero Park Apron Expansion at the Civil Air Terminal to accommodate 747 Cargo Aircraft.**

This joint project of the Delaware River and Bay Authority, Delaware Department of Transportation and Kent County, DE would enhance the infrastructure at the Civil Air Terminal at Dover Air Force Base to permit air cargo operations using 747 class aircraft. The project requires the construction of a new taxiway and strengthened apron area at a cost of \$5.5 million. Up to 50 construction jobs and 200 permanent jobs would be created at ultimate build out and operations.

**2. Infrastructure Improvements for the Garrison Oak Farm.**

The City of Dover has owned the 389 acre Garrison Oak Farm since 1999 and has not been able to attract any tenants until recently because it is not "shovel ready". The City has engaged Becker Morgan Engineering and Duffield Associates to create a "Site Development Master Plan" and perform the necessary infrastructure improvements to make the site "shovel ready". These improvements would include sewer, sewer pump station, water, electric and roads. The cost of improvements is estimate to be \$2,500,000. The Economic Development Office of the City of Dover projects in excess of 50 jobs at over 110% of sustainable wage will be created by 7/1/2010.

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**3. Renovate additional portions of the Wilmington Hospital Campus and Enlarge the Future Center for Advanced Medicine.**

Christiana Care Health System plans to renovate five floors of a six-story, 25,000 square-foot building into medical office space that would connect to the newly constructed Center for Advanced Medicine. One floor already has been renovated and converted into a school for children with medical needs. These five floors, a former nursing dorm that currently houses hospital administrative offices, would have been under-used following the completion of the original \$205 million project. The project is expected to cost \$21,300,000, hire 275 tradesmen during construction and create between 70 and 105 permanent new high-skilled, high-paying jobs.

**4. Kent County Regional Sports Facility**

The project will be an outdoor multi-sport facility in the central Delaware. The facility will be designed for the purpose of meeting the needs of the local sport community but the facility will also be utilized to host regional and national youth tournaments in the sports of lacrosse, soccer, field hockey and football as well as other events the facility would meet the needs of organizations. The proposed design is for 14 grass fields, (7) of the (14) lighted, 1 lighted turf field with stadium seating up to 1000 and room for expansion, parking, and a building

housing pro shop, meeting room, rest rooms, locker rooms, registration and concession areas. The plan is also for, an indoor multi-sport facility to be built at a later date. The facility will be used for tournaments which bring out of state visitors but will also be the home base for local and regional sporting organizations. The facility will employ approximately 6-10 full time employees but will also utilize up to 200 part time and seasonal employees during the time period of March through November. The construction of the facility will provide employment of over 200 people.

**5. Sussex County Industrial Airpark Expansion**

This project would develop Sussex County owned land contiguous with the existing Sussex County Industrial Airpark. The project would put in place the necessary infrastructure to accommodate manufacturers and other businesses who want to locate or expand in Sussex County. Improvements would include water, sewer, roads and utilities, potentially including broadband and natural gas. The development of this light industrial zoned land would allow for the creation of 300 new jobs in industries locating in the park. The total cost of providing the infrastructure improvements would be \$5,000,000.

**6. Delaware Technical and Community College (DTCC) Powerplant Program**

This project will permit DTCC to incorporate powerplant mechanic training into its existing FAA approved airframe maintenance program. This would provide FAA Airframe & Powerplant (A&P) certificate training, highly valued in the aviation industry, on the Delmarva Peninsula. The project will expand the existing Aviation Maintenance Education Center at the Sussex County "Airport and pave an area for tie downs. Based on employment at the three existing facilities in Delaware and the e effective collaborative implementation by the state, the county and DTCC, it is estimated that at least 200 jobs could be created through expansion of existing businesses and new business recruitment. The total cost of the project is estimated to be \$1,000,000.

**7. Delaware Technical & Community College Renewable Energy Education and Technology Center**

Delaware Tech will construct a holistic educational facility devoted to the instruction of renewable energy options and green building. The "Renewable Energy Education and Technology Center" will be a 7,000 square foot addition to the existing Terry Campus CTC building and will consist of state-of-the-art classrooms, labs, and a conference auditorium. The Center will house the new Delaware Tech Energy Management Program which will provide students and the community at large with the opportunity to experience the value of renewable energy options such as solar, passive solar, geothermal, and related technologies. The Center will be the first workforce development facility in the region to be focused on providing students and the existing workforce with the education needed to pursue a career in the emerging green industries.

**8. South Wilmington Business & Industrial Parks**

The City of Wilmington has identified two locations for proposed business & industrial parks in the South Wilmington Area: Garasches Lane and Commerce Street. Garasches Lane and Commerce Street each contemplate a 25 acre park subdivided into one acre building pads for the construction a mix of clear-span, flexible space for manufacturing and distribution uses and low-rise of office, distribution, and manufacturing uses. The

projects consider infrastructure improvements including the installation of new roads, curbs, sidewalks, street lights, water/sewer lines, and a pedestrian river-walk (in the case of Commerce Street) at an estimated cost of \$5M. It is anticipated that the Garasches Lane and Commerce Street Business and Industrial Parks will accommodate up to 157 office jobs per acre and up to 26 manufacturing/industrial jobs per acre with average salaries ranging from \$46K to \$88K annually.

**9. The Delaware Renewable Economy Program (DEREP)**

The program will service 28 small businesses who have 20 to 50 employees, own their facilities (or have the participation of their landlords), and who are significant consumers of energy, water and/or waste. These businesses will receive consulting services that will increase their competitiveness, reduce their energy usage by 30%, and assist them in seeking certification as “environmentally-friendly.” Individuals from each firm will be trained in conducting ongoing industrial efficiency exercises, reducing the businesses use of energy and consumption, and maintaining the businesses “environmentally-friendly” certification. Businesses who participate in this program will be more competitive, leveraging their new certification to increase their market share and enter new markets. 12 jobs will be created by July 1<sup>st</sup>, 2010 and 30 by December 31<sup>st</sup>, 2010. The total program cost is estimated to be \$1,747,000.

**10. Delaware Technology Park’s Incubator & Delaware Rehabilitation Institute (DRI)**

Construction of infrastructure and core and shell of a 120,000+/- square foot four-story building to serve the Delaware Technology Park’s incubator demands and to meet the expanding needs of the Delaware Rehabilitation Institute (DRI). Work will include infrastructure for sanitary sewer, water, geo-thermal, site development, and Green building requirements including solar energy. Total project cost is estimated to be \$52,000,000.

**11. Conversion of the Former J. Allen Frear Federal Building into Wesley College Department of Nursing**

Wesley College in Dover, Delaware seeks funds to retrofit a 36 year old GSA building into a state-of-the-art educational center reflecting “green” design and sustainable energy standards, for the expansion of its Nursing and Health Sciences educational opportunity to the region. Wesley’s acclaimed nursing program was recently recognized by U.S. News and World Report, among others, as a program of excellence. Since 2002, healthcare has been an established market leader in Delaware, thus the initiative supports the regional “cluster” and enhances its competitiveness, anticipating an estimated 200 additional healthcare students graduating with a competitive edge annually and, at minimum, 28 new staff and faculty positions. It will benefit a blighted area with high rates of vacancy in the commercial district, enhance private-sector investment and entrepreneurship in the Capital City of Dover, and contribute to the City’s tax revenue. The total cost of the project is projected at \$7.4M.

**12. The Sustainable Energy Training Center**

The Stanton/Wilmington Campus of Delaware Technical and Community College (DTCC) proposes building a Sustainable Energy Training Center (SETC) comprised of

5,200 square feet including the following: an Integrated Classroom with an Ethanol Production Process Trainer and a Solar Heat System Trainer, an Integrated Classroom with a solar/wind trainer (lab volt), a solar photovoltaic trainer, and the instrument panel for the outdoor wind powered turbine trainer, a traditional classroom designed to accommodate 25 students and a weatherization laboratory. The SETC is designed to be a separate stand alone building, which is as energy efficient as possible. The total project cost is estimated at approximately \$2,100,000.

**13. North Duck Creek Utility and Road Infrastructure Project**

This project would extend public water north of Duck Creek making possible the construction of the business park called for in the Town of Smyrna's comprehensive plan. Included in the project would be an elevated storage tank, a water main, road infrastructure and signalization improvements and Route 1 and Route 13 entrance and exit ramps. The long term job creation at full build out of the business park is projected to be 1,200 – 1,400 new jobs at an average of 164% of the sustainable wage for Kent County. Total construction costs for this project are estimated to be \$5,680,000.

**14. Riverside Business and Technology Park**

The City of Wilmington proposes to acquire a four acre parcel of land to create an eight acre business park in partnership with a private developer. The Riverside Business and Technology Park is envisioned as a campus setting with high bay flex space available to accommodate multiple enterprises from high-tech uses to start up companies. Three buildings would be constructed totaling 85,000 square feet. It is projected that the project will generate 125 new jobs. Total cost of the project is projected at \$2.45 million.

**15. First State Community Loan Fund Revolving Loan Fund**

First State Community Loan Fund (FSCLF) is seeking a Technical Assistance Investment to re-capitalize a revolving loan fund. The requested funds will be leveraged with private investments received from Catholic Health Initiatives and Deutsche Bank Trust Company DE. FSCLF has two primary small business lending programs -- the *Micro Loan Fund (MLF)* and the *Business Growth Fund (BGF)*. The MLF provides loans for individuals and micro-enterprises from \$300 to \$15,000. Loans are repaid with interest, over a six-month to three-year period. Most business purposes are eligible, such as working capital, equipment, and inventory. FSCLF is also one of the three lenders in the State that participate in the Delaware Access Program (DEDO sponsored). The Delaware Access Program is designed to give lenders a flexible tool to make business loans that are somewhat riskier than a conventional bank loan, in a manner consistent with safety and soundness. It is designed to use a small amount of public resources to generate a large amount of private bank financing, thus providing access to bank financing for many Delaware businesses that might otherwise not be able to obtain such access. Since 2008, FSCLF has originated over \$1.4 million in loans under the Delaware Access Program, which has resulted in the retention or creation of 165 jobs. The total project cost is \$1,250,000.

**16. Seaford-Middleford Road Gateway Project**

Sussex County intends to create a new gateway to its downtown by providing sewer, sidewalks with associated landscaping and utilities along Middleford Road, a main transportation artery located east of Seaford. This infrastructure would be provided on a ½ mile strip of roadway between Route 13 and Nanticoke Memorial Hospital and the downtown Seaford business area. The total projected cost of this project is \$1,700,000.

**17. “Upstairs” Revolving Loan Fund Recapitalization**

The Upstairs Fund provides supplemental financing to property owners with comprehensive renovation projects that convert vacant or underutilized upper floors of existing buildings on Wilmington’s commercial corridors into residential units, and renovate ground floor spaces in support of certain targeted commercial uses. The goal of the program is to facilitate development that will attract new and support existing small businesses and contribute to vibrant communities with retail, service, and food & beverage establishments within walking distance. The Upstairs Fund will address the deterioration of neighborhood commercial corridors and the extraordinary costs of life/safety modernization (and historic rehabilitation, where appropriate) that property-owners face when renovating older buildings with years of deferred maintenance. These costs, when combined with acquisition costs and low market rents, cause the post-redevelopment value of buildings to exceed what can reasonably be financed by their post-redevelopment income stream.

**18. Fenwick Island Pedestrian Plan**

The Town of Fenwick Island proposes to install sidewalks and other pedestrian improvements to increase pedestrian safety and increase shopping traffic at local businesses. There have been numerous incidents of vehicle-pedestrian and vehicle-bicycle conflicts. There are just two block-long sections of sidewalk on one side of the divided highway that stretches for more than a mile through Town. An increase in the number of visitors and permanent residents has intensified this safety concern. Given the hazards of walking to a business on Coastal Highway, many simply drive to Ocean City where it is more pedestrian-friendly thereby causing economic harm to local businesses and merchants. This total project cost is estimated to be \$492,600. If only one in three businesses add a position to serve an increased customer base due to easier access, nearly thirty jobs will be created in a base of approximately ninety businesses. It is estimated that these jobs would be classified as paying 80% of sustainable wage. While opportunities for skilled workers would most certainly be created, retail and service industry positions would most likely be the majority of the jobs created.

**19. World Trade Center Delaware’s (WTC Delaware) Foreign Market Expansion**

World Trade Center Delaware’s (WTC Delaware) “Foreign Market Expansion” program identifies foreign market opportunities for companies and assists them in accessing those opportunities. WTC Delaware uses the resources of students studying international marketing at the University of Delaware, Goldey Beacom College, and Wilmington University to assist each company, not only giving the companies valuable information but providing the students with hands-on experience in their field of study. All company projects will be closely overseen and guided by WTC Delaware staff. WTC Delaware’s

“Foreign Market Expansion” program begins with a thorough review of the product or service provided by a company against our in-house list of global trade opportunities, and concurrently researches the product or service in order to gain the pertinent market information (consumer demand, pricing, tariffs, regulations, etc). When this is completed the company is given a list of the top three potential overseas markets for their product or service, in priority order. Potential distributors are then identified, qualified, then presented to the company. WTC Delaware then guides the company through negotiating contracts, navigating customs, and expanding their reach through marketing at trade shows in that foreign market. The total two year cost of this program is \$300,000.

**20. Economic Development Action Plan for the Greater Newark Area**

The New Castle County Chamber of Commerce, Greater Newark Network (GNN), and University of Delaware Institute for Public Administration will work in partnership with the City of Newark to organize and carry out a planning process resulting in an economic development action plan for the Greater Newark area. The goal of this project is to develop a regional action plan to adjust not only to economic distress, but also to mobilize resources to generate stable and diverse employment opportunities, eradicate conditions of under- and unemployment, facilitate private investment activity, and identify future growth sectors and emerging economic development opportunities. The plan will:

- Assess current economic activity and resources in the Greater Newark area
- Identify assets and barriers to economic development
- Continue to engage GNN members (e.g., a network of business, academic, and community leaders) and other stakeholders to develop and implement a plan to enhance the region’s economic competitiveness

The total three year project cost is \$583,827.

**2006 PRIORITY PROJECTS CARRIED FORWARD**

**North Delaware Sanitary Sewer Interceptor Project**

New Castle County currently has no available sanitary sewer capacity in the eastern half of Brandywine Hundred. The area is subject to frequent sewer malfunctions during heavy rainfall events, and the North Delaware Interceptor has had several failures that required emergency repairs. The Delaware Department of Natural Resources and Environmental Control (DNREC) has approved a long-term plan to correct these problems. The proposed North Delaware Interceptor project will (1) restore available sewer capacity to the eastern half of Brandywine Hundred, (2) allow proposed commercial and residential projects to be approved that were previously denied due to sewer-capacity limitations, (3) support the Claymont Community Redevelopment Plan that cannot move forward without adequate sewer capacity, and (4) provide specifically for the redevelopment of the Brookview Apartment Complex, the CitiSteel, and Stockdale Plaza projects. It is estimated the proposed project would generate approximately 200 permanent industrial, retail/commercial, and office jobs (weighted Mean hourly wage of \$17.60).

### **Laurel Central Avenue Commercial Development**

The proposed project is part of an overall plan for an economic development and beautification project in downtown Laurel, Delaware. The plan is to link downtown Laurel's public-access, creek-side parks and greenways with an adjacent mix of new commercial and residential buildings. The proposed Central Avenue Block community-development project will replace an underused, derelict city block on the central thoroughfare with an 8,000-square foot commercial facility for commercial and professional businesses. This project is expected to generate approximately 42 permanent health service, retail trade, and personal service jobs (overall mean weighted hourly wage of \$16.58).

### **Delaware Main Street Technical Assistance Project**

The proposed project would provide a variety of technical assistance opportunities focused on economic development to the eight designated "Main Street" towns in Delaware. The project proposes to utilize funds to broaden the scope of existing economic development services and training opportunities beyond that which the Delaware Main Street Program can provide normally over the course of a year. The project would target jobs and business creation, stabilization and expansion of existing downtown businesses, marketing and promotion of downtown business districts, vacancy reduction, and expansion of organizational capacity to facilitate a program of economic development activities in these eight locations throughout Delaware. The proposed project is consistent with Delaware CEDS goals related to business and job growth, reuse of existing infrastructure, quality of life, and building collaborative networks. A goal of 3 new businesses and 8 new jobs per year, per town (8) is targeted, and this is based on DE Main Street quarterly statistics – an average from the past five years (with five towns reporting.)

### **Extension of Laurel Water and Wastewater Service**

The Town of Laurel has completed a \$1.8 million water distribution-improvement project and is currently undertaking an \$11million investment in a new wastewater treatment plan. The proposed project will extend the town's water distribution and wastewater collection lines along the Route 13 corridor to serve properties that have been underdeveloped due to water and septic problems. The expansion would allow for greater commercial development and employment opportunities. The project proposal estimates that about 750 permanent manufacturing, wholesale, retail, and service industry jobs (weighted mean hourly wage of \$12.96) would be generated as result of the project.

### **Small Business Resource Center**

A small business resource center is being planned as part of the construction of a new public library facility that will be centrally located in New Castle County on Kirkwood Highway. This initiative is the outgrowth of a developing partnership with other agencies that support small businesses such as the Delaware Small Business Development Center and the Delaware Manufacturing Extension Partnership. These organizations have identified the need for physical space, electronic access to information, and a collection

of materials to support the needs of small businesses. The small business resource center would be developed with the goal of promoting entrepreneurial infrastructure in response to corporate restructuring, which would result in the anticipated movement of displaced employees from the corporate environment into small business.

**Ross Business Park Infrastructure Improvements**

The proposed project would extend infrastructure into the northern part of the Ross Business Park to encourage the relocation and development of light-industrial manufacturing and distribution-style businesses to Seaford. The goal is to extend the road, water, and sewer lines into the northern part of the park to encourage immediate growth. As a result of the project, it is estimated that approximately 500 permanent production-occupation jobs (mean hourly wage of \$9.79) would be generated.

**Seaford Wastewater Expansion**

The proposed project would upgrade Seaford's current wastewater treatment facility (currently at one half capacity) to direct growth within the municipality and help attract potential manufacturing employers to the city's new business park. An unknown number of permanent commercial and industrial jobs would be generated as a result of the project.