



The Fiscal and Economic Impact of the Wilmington Riverfront



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**The Fiscal and Economic Impacts
of the
Wilmington Riverfront**

**prepared for
the Riverfront Development Corporation of Delaware**

by

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Introduction

The Wilmington Riverfront has changed dramatically since 1996. Abandoned buildings and brownfield areas have been replaced by new commercial and residential projects. The major projects include Christina Landing, One River Place (AAA), the Barclays buildings, the Chase Center, the Shipyard Shops, the Riverfront Market, the Delaware Center for Contemporary Arts, the Delaware Theater Company, and the ING buildings.

Since 1996 the riverfront has received over \$850 million of investment from public and private sources. Simultaneously, the riverfront has generated revenue streams for city, county, and state governments, as well as being an economic engine for job growth.

The Riverfront Development Corporation of Delaware (RDC) has contracted with the Center for Applied Demography and Survey Research at the University of Delaware to measure the fiscal revenue and economic activity generated by the Riverfront.

The report is divided into six sections. The first section is an executive summary. The second section provides background of the riverfront's redevelopment. The third section explains the methodology. The fourth section reports the various revenue streams flowing to the public stakeholders. The economic impact of the riverfront is reported in section five. Observations are presented in section six. The data contained herein represent the best available data at the time of publication.

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State of Delaware Economic Development Office
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ING, fsb
Buccini/Pollin
Timothy's
AAA
The Commonwealth Group
Barclays Bank
Iron Hill
Harry's Seafood Restaurant
Conley Ward's Steakhouse
Pettinaro Construction
Delaware Financial Group

The author also thanks a number of anonymous readers for their comments.
Lindsey Interlante provided outstanding research assistance.

Executive Summary

The study's findings are presented below.

- The Riverfront has received over \$270 million in public funds between FY1996 and FY2007.¹ Public funding sources include City, State, and Federal agencies. Simultaneously, \$617 million of private investment has poured into the Riverfront.
- Over the period 1996-2007 the balance of public and private investment has shifted from predominantly public to predominantly private. In FY1996, 100% of investment was from public sources. In FY2007, 91% of investment is from private sources. Over the period FY1996 to FY2007, 73% of investment is from private sources, with public sources funding the remaining 27%.
- Employment at Riverfront businesses² is approximately 3,000. The impact of the economic activity at the Riverfront supports approximately 1,000 additional jobs in the State.
- New Castle County has received \$109,203 in property taxes from Riverfront tax parcels since 1996, and \$475,421 in school taxes. The assessed value of Riverfront land is \$7,131,400. The assessed value of Riverfront structures is \$57,098,900. County and school taxable assessment value is \$46.7m.
- The City of Wilmington has received property taxes in the amount of \$1,687,134 on Riverfront tax parcels between 2001 and 2006.³
- Riverfront businesses have paid an estimated \$549,106 in head tax between 1996 and 2006 and an estimated \$9.7m in City wage tax.
- Riverfront employees have paid an estimated \$23.9m in State personal income tax between 1996 and 2006.

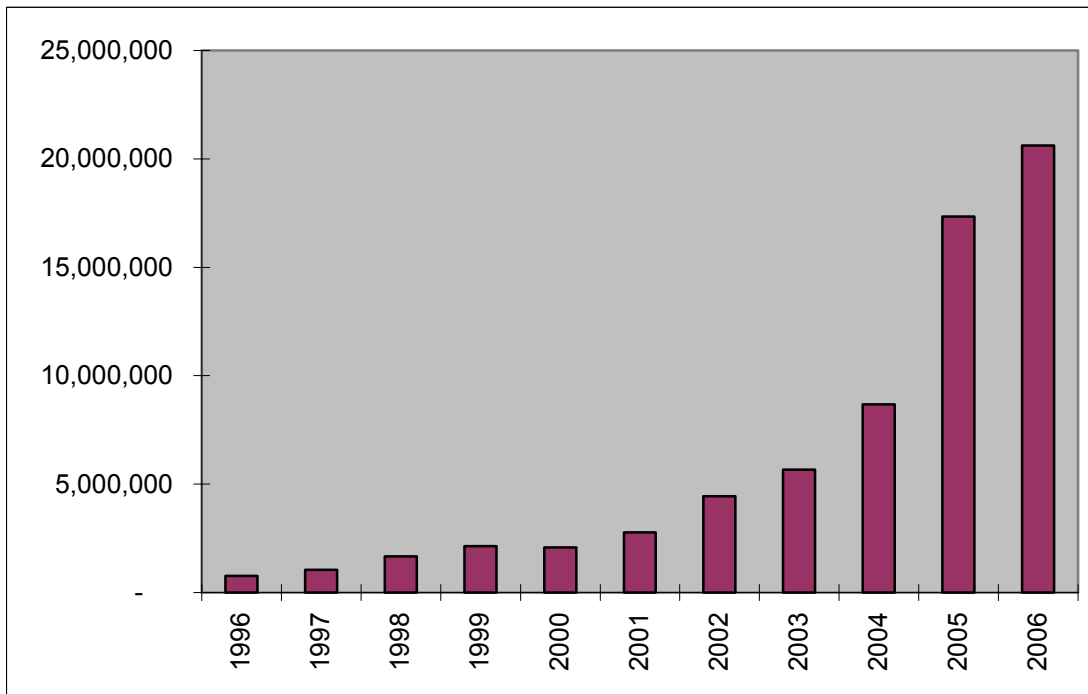
¹ Direct cash payments to RDC including DeIDOT. Additional support to projects from public agencies include DNREC payments and strategic fund payments by DEDO and the City of Wilmington. Abatements are not included since they are a non-cash payment.

² For the purpose of this study, the Riverfront Development Corporation approved a definition of the riverfront as 139 tax parcels that trace the north side of the river from the Amtrak station past the shipyard shops, plus Christina Landing and the Buccini/Pollin building on the south side of the river. These parcels capture the significant change in the Riverfront over the study period.

³ Prior years were not available.

- An estimated \$18m in bank franchise tax can be attributed to Riverfront businesses.⁴
- Christina Landing’s 63 townhomes and 173 apartments have brought new residents to the City of Wilmington. Based on occupant data, 80% of the residents are new to the City, with the remaining 20% being previous City residents (29% are new to the state). Using the salary data from the developer, estimated City wage tax of \$106,958 per year has been paid. Estimated property transfer tax of \$487,236 has been generated since 1996.
- Construction projects totaling \$677m have generated \$1.9m in City wage taxes and an estimated \$3.9m in permit fees.⁵
- DelDOT Riverfront projects totaling \$130m have generated an estimated \$534,000 in city wage tax, and \$914,000 in personal income tax.

Riverfront Estimated Total Revenue to Public Agencies



Source: Total revenue is the total estimated fiscal revenue (head tax, wage tax, personal income tax, property tax, school tax, real estate transfer tax, bank franchise tax, permit fees).

⁴ This includes an estimate for calendar year 2006 based on year-to-date third quarter 2006 figures.

⁵ This figure excludes DelDOT projects. DelDOT does not typically pay permit fees. Construction total through 2007. Permit fees and wage tax totals through 2006 are based on \$396m construction through 2006. 2007 will see \$280m in construction for the shopping center, Justison Landing and Christina Landing Condos.

- Fiscal revenue generated by Riverfront activity has been steadily climbing since 1996. Recent years have seen rapid growth of fiscal revenue and 2006 is estimated to generate \$20m. Driving this fiscal growth is the expansion of high-wage employment at the Riverfront, which incurs personal income tax, head tax and wage tax. Other major contributors include the non-wage tax on employers and growing number of residents at the Riverfront.

Fiscal Revenue by Source, Value and Recipient

Revenue Stream	Value (\$)	Recipient
Property Tax	\$109,203	New Castle County
School Tax	\$475,421	New Castle County
Property Tax	\$1,687,134	City of Wilmington
Head Tax	\$549,106	City of Wilmington
Wage Tax Total	\$12,511,764	City of Wilmington
Wage Tax (on employment)	\$9,754,202	City of Wilmington
Wage Tax (on residents)	\$213,915	City of Wilmington
Wage Tax (on service employees at Riverfront)	\$26,399	City of Wilmington
Wage Tax (on private construction projects)	\$1,982,640	City of Wilmington
Wage Tax (on DelDOT construction projects)	\$534,608	City of Wilmington
Personal Income Tax Total	\$28,879,281	State of Delaware
Personal Income Tax (on employers)	\$23,904,409	State of Delaware
Personal Income Tax (on private construction projects)	\$3,389,399	State of Delaware
Personal Income Tax (on DelDOT construction projects)	\$913,932	State of Delaware
Personal Income tax (on new residents)	\$671,541	State of Delaware
Real Estate Transfer Tax	\$487,236	State of Delaware
Real Estate Transfer Tax	\$487,236	City of Wilmington
Bank Franchise Tax	\$17,795,138	State of Delaware
Gross Receipts	\$291,662	State of Delaware
Permit Fees	\$3,965,280	City of Wilmington
Total Public Revenue	\$67,238,460	
Total to City	\$19,200,519	City of Wilmington
Total to County	\$584,624	New Castle County
Total to State	\$47,453,317	State of Delaware

Estimates of revenue 1996-2006. Revenue is estimated as being net new revenue. Employment is treated as net new employment.

- Public agency support⁶ at the Riverfront has centered on infrastructure improvements such as roads, bulkheads, paving, and buildings. These are capital assets (assets—that have a life of greater than a year). A useful measure of the effectiveness of the public investment is to estimate a return on investment.⁷ Expressing the revenue received as a percentage of the investment provides a return on investment that may then be compared against other projects and investments.
- The state through RDC and DelDOT and DNREC has invested \$213m through 2006. In 2006, estimated state revenue received is \$18.1m, which equates to 8.5% return on investment.⁸ Between 1997 and 2006, the state has received an estimated \$50m in revenue.
- New Castle County, through RDC, has invested \$11.2m to date. In 2006, county revenues (comprised of property and school taxes) totaled \$94,118: a single year return on investment of 0.8%. Over the period 1997-2006, the county revenues have totaled \$584,624.
- The City of Wilmington via RDC and direct payments has invested \$16.8m in investments in the Riverfront. Estimated City revenues in 2006 are \$5.9m: a single year return on investment of 35%. Over the period 1997-2006, the City's returns are estimated to be \$18.6m. This high percentage arises because the City taxes Riverfront activity through a variety of sources (head tax, wage tax, property tax, property transfer tax, and permit fees) and therefore benefits substantially from all public investments.

⁶ Support is measured by money provided by public agencies to the Riverfront Development Corporation and Riverfront operations plus direct investments to Riverfront projects by public agencies. Tax forgiveness and abatements are not included since these are non-financial transactions. If the forgiven and abated taxes were collected and then returned as a subsidy, this would increase taxes revenues and public support commensurately.

⁷ Return on investment (ROI) is commonly used to link investment decisions to revenues. $ROI = \text{revenue} / \text{assets}$. Depreciation of the public-funded capital assets has not been factored into the calculation. This decision was taken since some of the heaviest public investment has been in recent years, and therefore the depreciation would not materially effect the return on investment calculation.

⁸ For comparative purposes, the rate on a 10 year treasury bond is 4.625% (Bloomberg.com 3/2/07).

Return on Investment in 2006

	Investment Through 2006 ⁹	Revenue 2006	Return on Investment
City	16,785,676	5,947,615	35.4%
County	11,200,000	94,118	0.8%
State	213,651,226	18,147,648	8.5%

Excludes Federal funds.

Total Returns 1997 to 2006

	Investment Through 2006 ⁹	Revenue 1997 to 2006
City	16,785,676	18,593,861
County	11,200,000	584,624
State	213,651,226	50,855,300

Excludes Federal funds.

- Of the 139 tax parcels included in the study, 27 are exempt from taxation. These exempt parcels account for \$17.5m, or 27%, of the \$64.2m assessed value at the Riverfront.¹⁰

Riverfront Tax Parcels by Parcel Class

Type	Number
Commercial	10
Exempt Commercial	25
Exempt Residential	2
Industrial	30
Residential	68
Utility	4
Grand Total	139

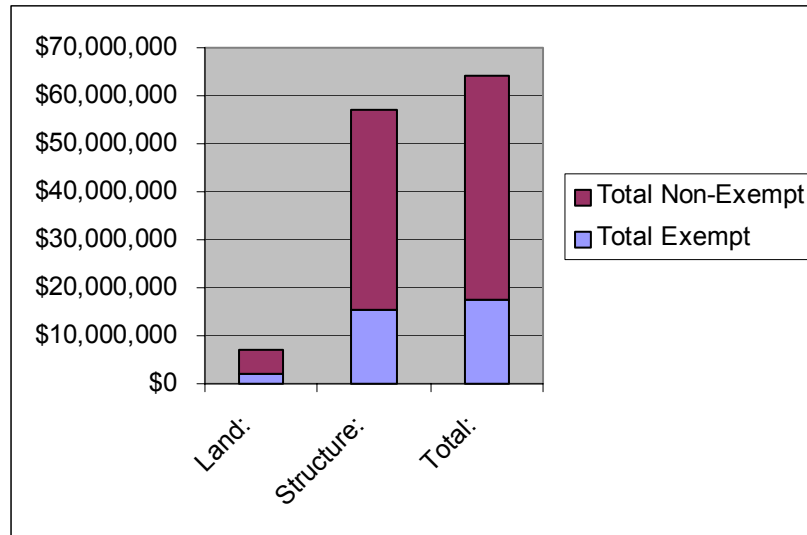
Source: New Castle County.

⁹ Direct cash payments through RDC by the City are \$4,835,676, with additional direct payments by the City for the following projects: \$2.5m (Christina Landing public park and river walk), \$6.5 (Christina Landing garage--5 levels public), \$1.8 (Christina Landing streets/sidewalk/water/sewer), and City Grant and Loan program \$150,000 through 2006 (AAA). The City invested \$1.5m in the Blue Rocks Stadium. However, this is prior to 1996 and therefore excluded from this research covering 1996-2006.

State payments are direct payments through RDC including DelDOT plus \$7,954,479 (\$6m strategic fund investment to AAA from DEDO, DNREC 1,954,479 for Dravo Marsh) plus \$2.4m for the coal and gas works. DNREC (HSCA) Christina Landing \$1.8m (cost recovery being filed), Justison Landing \$3.6m (\$1.8m subject to cost recovery). CGC \$2m (\$1.5m per RDC and \$0.5m per Jeff Flynn for Amtrak). This is split 50:50 between City and State. The State bond bill contribution to public works yard was \$11m. The State sold 4.3 acres to Justison Landing, yielding approximately \$3m. Added to State revenue is \$566,422 for the Juniper parking garage. A summary table of these items is included in the appendix.

¹⁰ New Castle County assessed values are based on the 1983 cost of the land and structure. If a building is added to a parcel, the county estimates what the cost would have been to build it in 1983. That becomes the assessed value upon which the county property and school taxes are applied. The county's assessed value is also used by the City of Wilmington. (Gary Shannon, New Castle County).

Riverfront Land and Structure Values by Tax Exemption Status



Source: New Castle County.

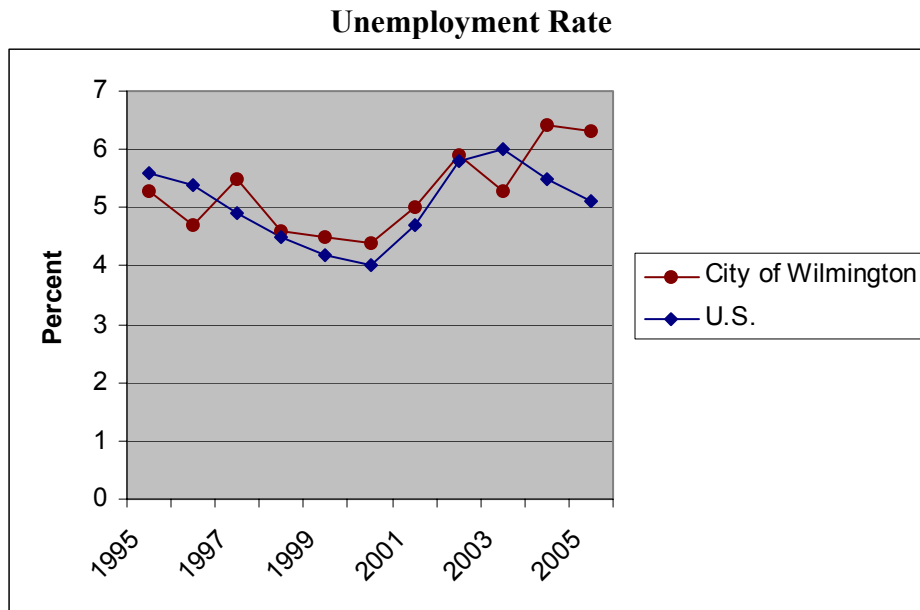
- The outlook for employment and residents at the Riverfront is positive, which augurs continued growth of fiscal revenues. Justison Landing is under construction, which will add 700 residential units and commercial space. This will expand the wage and property tax base of the city and state. Barclay's will add employment at the Riverfront upon completion of the second building.
- Riverfront activity is forecast to surpass \$30m in State revenue by 2012. After the initial jump in growth between 2007 and 2008 when the aforementioned projects will be near completion, the rate of State revenue growth is estimated to be approximately 9% per year (see State revenue forecast discussion page 25). At this pace, the state could expect to break even on its Riverfront investment by 2013.¹¹

¹¹ This assumes a further \$5m of State investment at the Riverfront. An explanation of the calculation is provided in the appendix.

Background

This section addresses several topics including employment, economy and demographics. The data presented are specific to the City of Wilmington. More recent data on the Wilmington Metropolitan Statistical Division¹² is presented in the appendix.

Wilmington is a city of approximately 72,112 residents (Delaware Population Consortium, 2006). The City's population growth is weakly negative. Since 2000, the city has lost 659 residents (approximately 100 per year). Population growth is comprised of births minus deaths plus net migration (people moving into the city minus people moving out of the city).



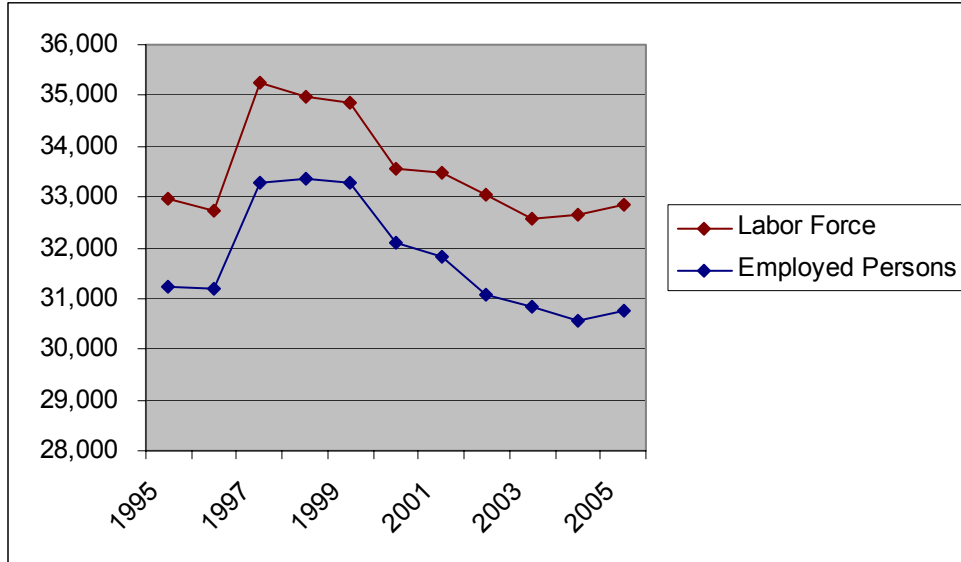
Source: Bureau of Labor Statistics, Delaware Department of Labor, 1995-2005.

Wilmington's unemployment rate has tracked the national trend for most of the past ten years. However, in 2004 and 2005, the city's unemployment rate has exceeded the national rate by one percentage point.

¹² Wilmington Statistical Division includes New Castle County, Cecil County, MD, and Salem County, NJ. Since this statistical definition includes counties outside of the state, it was decided to provide city-specific data (usually from the Census) in the body of the report.

The City’s labor force (33,000 Census) is at its 1995 level. Its recent peak came in 1997 when labor force broke 35,000. Employed persons (City residents with jobs) has tracked the labor force.

Wilmington Labor Force and Employed Persons



Source: Bureau of Labor Statistics, Delaware Department of Labor, 1995-2005.

City of Wilmington Employed Persons by Industry

Industry	Employed Persons	Percent of Total
Agriculture, forestry, fishing and hunting, and mining:	69	0.2%
Construction	1,285	4.2%
Manufacturing	2,925	9.6%
Wholesale trade	659	2.2%
Retail trade	2,850	9.4%
Transportation and warehousing, and utilities:	1,161	3.8%
Information	699	2.3%
Finance, insurance, real estate and rental and leasing:	4,544	14.9%
Professional, scientific, management, administrative, and waste management services:	3,776	12.4%
Educational, health and social services:	6,417	21.1%
Arts, entertainment, recreation, accommodation and food services:	2,580	8.5%
Other services (except public administration)	1,489	4.9%
Public administration	1,958	6.4%
Total	30,412	100.0%

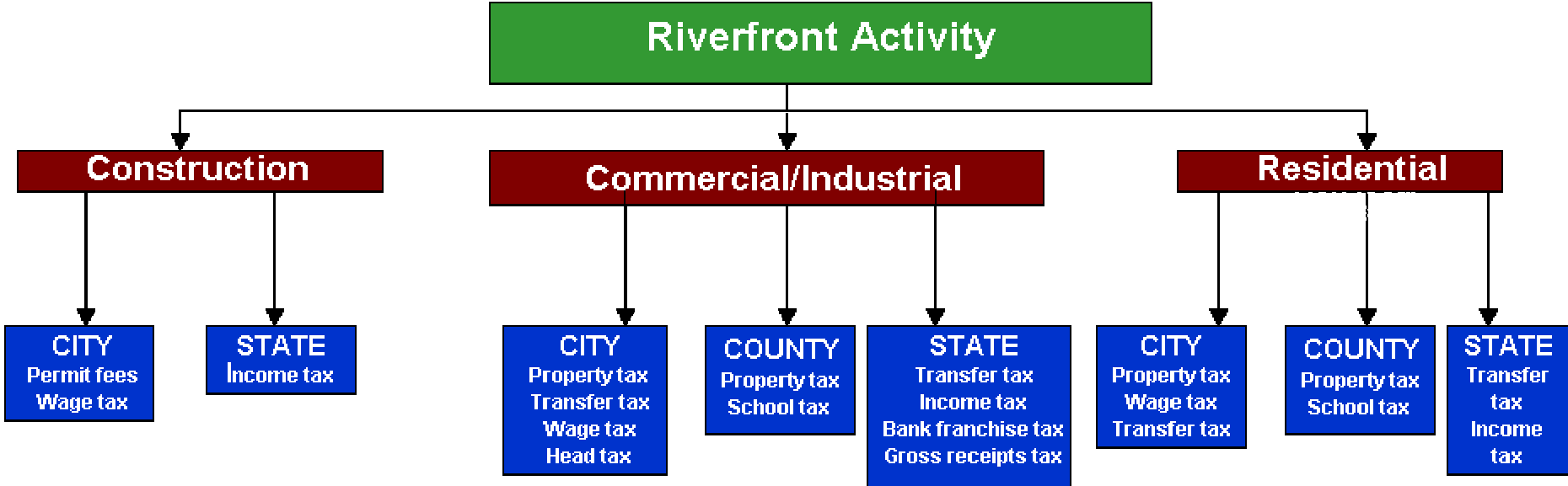
Source: Census Bureau, 2000.

The table above illustrates Wilmington's employed persons by industry. The finance, insurance, real estate and rental and leasing industry is second only to educational, health and social services. Over 4,500 Wilmington residents are employed in financial activities, which comprise 15% of total employed persons. The retail trade (stores) and arts, entertainment, recreation, accommodation and food services industry is another important contributor to the City's economy with almost 2,600 employed persons, or 8.5% of total employed persons.

These data demonstrate the importance of several key industries to the City of Wilmington. Finance and related industries, retail trade, arts and food services collectively account for approximately one-third of employed persons. Wilmington's industrial trend has mirrored that of the nation. Manufacturing employment has receded, while service-based employment has expanded. Financial activities and their associated businesses (business services, legal, professional services) dominate the Wilmington economy and are part of the State's designated economic clusters.

Redevelopment at the Wilmington Riverfront generates economic activity and with it associated tax revenue streams. These revenue streams will accrue to various levels of government (city, county and state). See diagram on the next page. These streams are described in the methodology section below.

Activity Type and Revenue Streams



Methodology

The analysis draws upon data from various public and private sources. Among the government sources are the City of Wilmington, New Castle County, State of Delaware Department of Finance, State of Delaware Department of Labor, State of Delaware Bank Commissioner's Office, State of Delaware Economic Development Office. Among the private sources are AAA, The Commonwealth Group, Barclays, Buccini/Pollin Group, Pettinaro Construction, Iron Hill, Timothy's, Conley Ward's, and Harry's Seafood Restaurant.

Interviews with Riverfront stakeholders took place between December 2006 and March 2007. Data were collected from a mixture of public agencies and private businesses. The data presented here represent the best available data at the time of publication. Where available, actual fiscal revenues are used in the research. Where data were unavailable, either because it did not exist or were not disclosed, the best alternative data were utilized. Where assumptions were necessary, assumptions yielding defensible estimates were adopted.¹³

One hundred and thirty nine tax parcels along the riverfront were agreed upon to be the focus of the study. These parcels are listed in the appendix and shown on the accompanying map.

Property Taxes, School Taxes, and Real Estate Transfer Tax

Riverfront tax parcel numbers are drawn from the New Castle County 2006 data file. These parcel numbers are then used to retrieve the assessed values, property tax, and school taxes from the New Castle County recorder of deeds. The County also records

¹³ Certain items were not included in the research, but they would not be expected to materially impact the results presented here. First, the increased cost to the City, County and State to provide public services to residents and businesses at the Riverfront is not measured. Such services could include police, fire, EMS, utilities, and schools. Second, the funding mechanism used by public agencies to invest in the Riverfront is not considered here. A portion of the public money is raised through the general fund, but much is raised through the bond bill, which incurs a liability for the state. However, this is not factored into the return on investment calculation.

sale prices from which the city and state real estate transfer tax may be estimated.¹⁴ The city of Wilmington provided data on taxes paid on the parcels from 2001-2006.

Employment, Personal Income Tax, Head Tax, and City Wage Tax

The City of Wilmington's Department of Finance provides wage and head taxes paid by Riverfront employers. A number of major riverfront employers supplied employment by salary bracket. Applying the effective tax rate for residents and nonresidents yielded an estimated PIT for that employer (employer-based PIT). For other employers, the Department of Labor's (DoL) quarterly unemployment insurance files are used. These files provide employment, wages, and industry classification of Delaware businesses. Employer-provided data are used to verify the DoL data.¹⁵ Hill-Donnelly data supplemented the Department of Labor data. Hill-Donnelly data provide business name, address, employee ranges, sales ranges, and industry code. The industry code enables the businesses to be matched to the Economic Census, which provides payroll data by geography.

Bank Franchise Tax

Barclays (Juniper) and ING FSB are both subject to the bank franchise tax. Data on taxes paid are not publicly available. However, Delaware banking establishments file quarterly income statements with the FDIC and the Bank Commissioner's Office from which an estimate of tax revenue may be derived¹⁶. Both ING and Barclays (Juniper) have operations on the Riverfront and elsewhere in Wilmington. For the purpose of wage and personal income tax, only those employees at the Riverfront are measured in this

¹⁴ Not every sale price is reported. Therefore, the real estate transfer taxes are likely to underestimate the total transfer tax generated.

¹⁵ The aggregate wages from the Department of Labor file provide an average wage from which an estimated PIT can be derived. This Department of Labor-based PIT is within a reasonable margin of the employer-based PIT and provides some measure of confidence that PIT can be estimated using the Department of Labor files.

¹⁶ Total interest income is multiplied by 0.56 to derive total taxable income. This product determines the tax bracket per the Delaware fiscal notebook.

report. In the case of Barclays (Juniper), all of the estimated bank franchise tax is included as a benefit of the Riverfront. This is based on remarks in an interview with Barclays. Furthermore, Barclay's operations are predominately Riverfront-based. All of ING's bank franchise tax revenues are credited to the Riverfront. ING's executive functions occur at its Riverfront locations.¹⁷

Construction Costs

Construction activity at the Riverfront has been robust. Several hundred million dollars of completed construction has occurred since 1996. A summary of these projects and their associated costs is given below.

A standard industry assumption is that labor accounts for 40 to 50 percent of construction costs. This assumption allows estimates of city wage tax incurred during the construction period of the numerous projects. Permit fees are estimated to be 1% of construction costs.

¹⁷ ING has a significant presence in downtown Wilmington. Of the 633 ING employees, 469 (or 74%) are downtown with the remainder (164 or 26%) at the Riverfront. Approximately 50% of ING's wages are reported at Riverfront locations. These data are per DoL files for early 2006. The balance of ING's Riverfront versus non-Riverfront employment and wages may have shifted since. Approximately 80% of Barclay's wages are reported at the Riverfront.

Wilmington Riverfront Construction Projects

One River Place	
Construction	30
Fit Out	13
Christina Landing	70
Chase Center	18
Tubman Garrett Park & related Riverwalk	3.398
1626 South Madison St. & Boulevard	5.914
Shipyard Shops	
Construction	10.8
Fit Out	2.5
Barclays	
Construction	15.172
Fit Out	6.59
Barclays II	30
Garage	21
Marketplace	3.5
ING	
Construction	9.87
Fit Out	4
Wilmington Rowing	1.7
Timothy's	0.6
DCCA	3
Backstage	1.81
B&O Station	
Construction	1.23
Fit Out	0.27
Docks	0.98
PA Building (ING)	11
Joe's Crabshack	2.5
Iron Hill	3
Harry's Seafood Restaurant & Grille	1.8
Buccini/Pollin Group Headquarters	15
Pettinaro Office Building	3.5
Conley Ward Restaurant	2
Wildlife Refuge	2.394
Transit Center Garage	15
Public Works Yard	85
Restaurant 3rd Pad	2
Shopping Center	15
Justison Landing Residences - Phases 1	150
Glasgow Farm - land	3.8
Christina Landing Condos	112
TOTAL	677.328

All figures in millions of dollars. Data provided by Riverfront Development Corporation, Buccinin/Pollin, Pettinaro, AAA. 1996-2007.

Additionally, DelDOT has completed significant infrastructure improvements at the Riverfront, which are listed below and in the appendix.¹⁸

Delaware Department of Transportation Riverfront Projects

Project	Amount
Agency Funds South Madison-West Street Connector	6,470,245
Christina Crescent	24,057,073
Browntown Beech St	887,860
Riverwalk Phase III & IV	5,858,000
Riverwalk V & VI	3,295,503
Riverwalk VII	807,600
Various Bulkhead Design Bio-swales Bell Alley	2,953,826
Bulkheads	4,625,000
Madison Street Stadium Access CSO	1,369,675
A Street Market South Bank	10,862,140
Railwalk Railing	305,388
Wilmington Transit Center II	2,500,000
Windscreens / Trestle Painting	800,000
MLK Blvd Modifications	4,500,000
Reilly Bridge Rehab	8,600,001
Justison Landing Projects	19,333,334
Christina Crescent Garage	21,000,000
Program Management (RK&K)	12,000,000
Total DelDot	130,225,645

Source: DelDOT, Riverfront Development Corporation. The projects are through FY 2007. Justison Landing Projects will total \$29m by FY 2008.

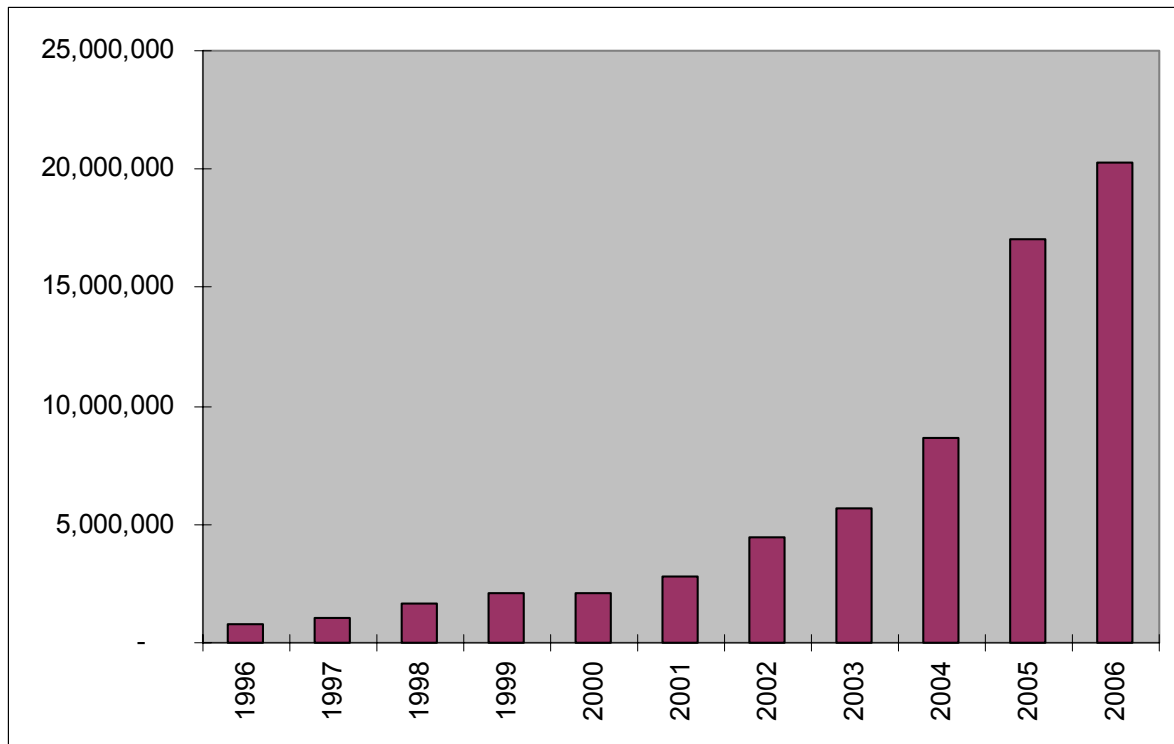
¹⁸ DelDOT projects are not typically subject to permit fees.

Revenue Estimates

This section provides revenue estimates for the selected parcels at the Riverfront.

Fiscal revenue generated by Riverfront activity has been steadily climbing since 1996. Recent years have seen rapid growth of fiscal revenue and 2006 is estimated to generate \$20m. Driving this fiscal growth is the expansion of high-wage employment at the Riverfront, which incurs personal income tax, head tax and wage tax. Other major contributors include the non-wage tax on employers and growing number of residents at the Riverfront.

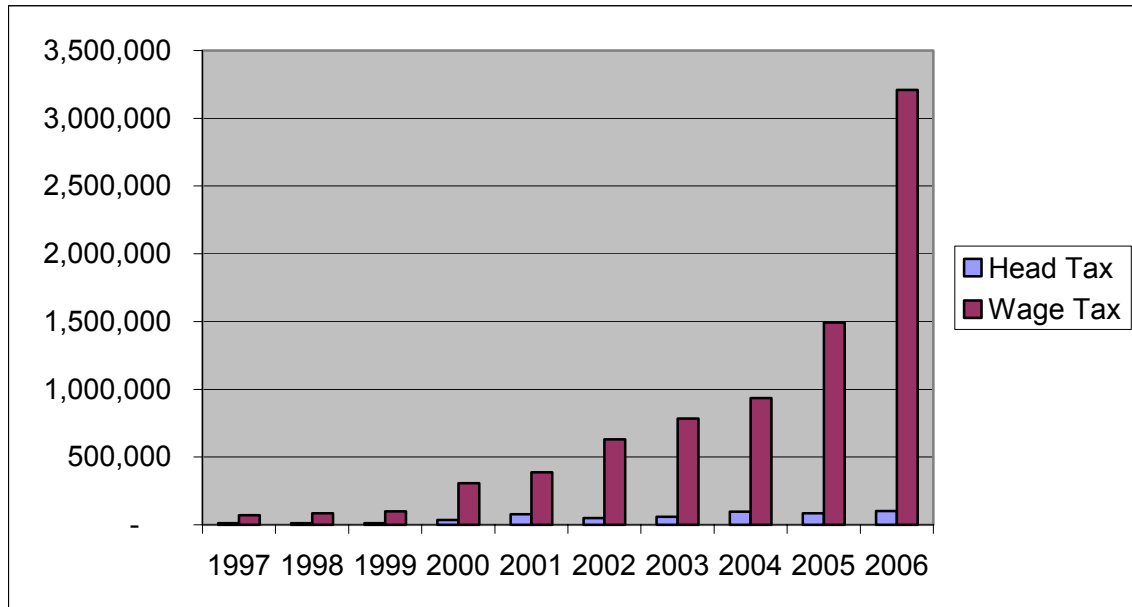
Riverfront Estimated Total Revenue to Public Agencies



Source: Total revenue is the total estimated fiscal revenue (head tax, wage tax, personal income tax, property tax, school tax, real estate transfer tax, bank franchise tax, permit fees).

Per county records, there is \$64 million assessed value at the Riverfront, comprising \$7 million in land and \$57 million in structures, of which \$46.7 million or 73% of the total assessed value is taxable for county property taxes and school taxes. Between 1996 and 2006, \$109,203 in county property taxes and \$475,421¹⁹ in school taxes have been paid by the Riverfront tax parcels.

City of Wilmington Wage and Head Tax Revenue from Riverfront Employment

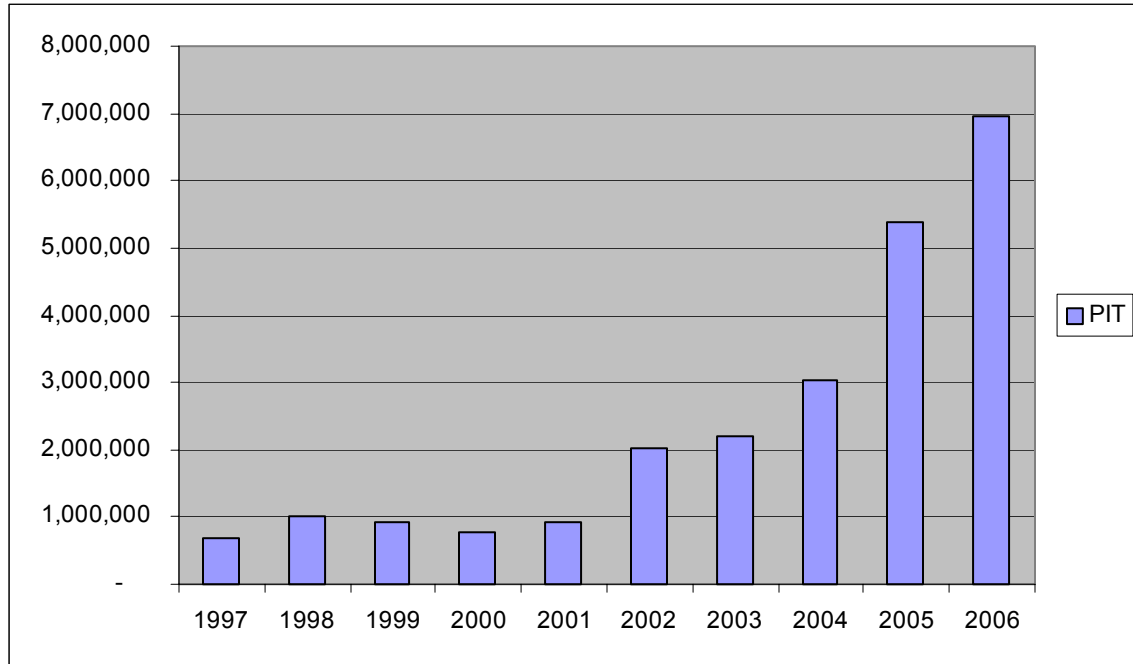


Source: Based on City of Wilmington Department of Finance data using RDC definition of the Riverfront, calculations by CADSR. Excluded in the chart are head and wage tax revenue from construction and residential activity.

City of Wilmington head and wage taxes have grown rapidly in the near term. Over \$3m in City Wage tax is estimated to have accrued in 2006. The combination of further high paying jobs and residents at the Riverfront is driving this trend.

¹⁹ 2006 school taxes are estimated.

State of Delaware Estimated Personal Income Tax

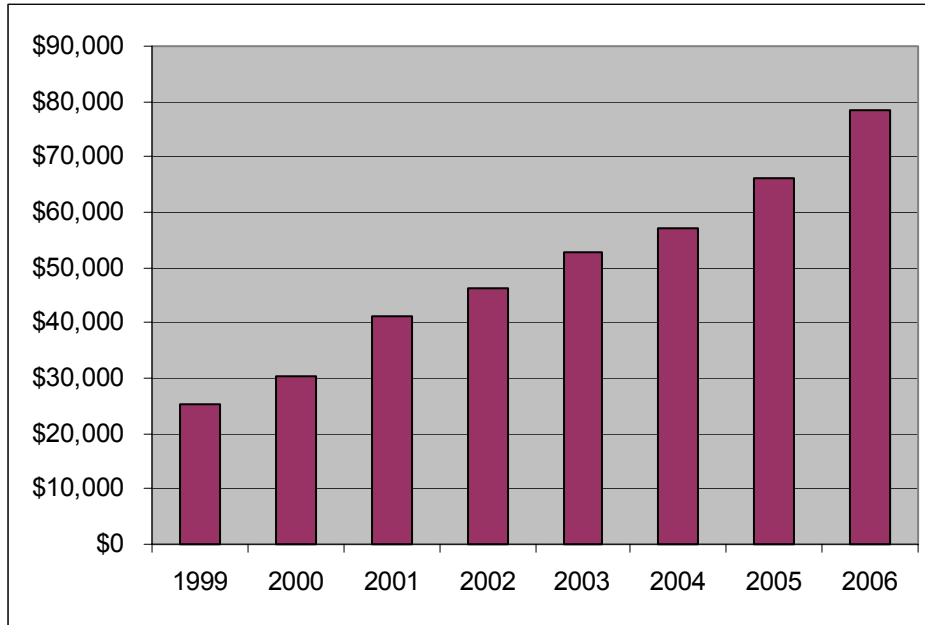


Source: Based on Delaware Department of Labor data, using RDC definition of the Riverfront, calculations by CADSR. PIT shown on Riverfront employers only.

Personal income tax too has risen rapidly in the past five years. Estimates of PIT suggest that annual revenue has tripled since 2002, reaching \$7m by 2006.

The redevelopment of the Riverfront has increased the assessed value of property, and with it school tax revenue to the County. In 1999, \$25,000 in school taxes were collected on Riverfront parcels. By 2006, school taxes surpassed \$78,000. The outlook for school taxes is positive. Projects such as Justison landing will further augment the assessed value of property at the Riverfront, and drive school taxes higher.

School Taxes from Riverfront Tax Parcels



Source: New Castle County.

Estimated Public Agency Revenue by Source

County	Pct of Total
Property Tax	18.7%
School Tax	81.3%
City	
Property Tax	8.6%
Head Tax	4.4%
Wage Tax	64.1%
Real Estate Transfer Tax	2.5%
Permit Fees	20.3%
State	
Personal Income Tax	60.9%
Real Estate Transfer Tax	1.0%
Bank Franchise Tax	37.5%
Gross Receipts	0.6%

Source: Based on Delaware Department of Labor data, using RDC definition of the Riverfront, calculations by CADSR. Revenue estimates 1996-2006.

The table above divides estimated public revenues by sources to illustrate the relative importance of each revenue-generating mechanism. For the county, school taxes constitute 81% of revenue flowing from the Riverfront. For the City, the single largest source is wage tax, followed by permit fees. For the State, personal income tax and bank franchise tax combine to account for 98% of Riverfront revenue streams.

Riverfront Quarterly Wages by Industry

	Wages	Percent
Accommodations and Food Services	1,795,188	3.5%
Administrative services	10,419,605	20.3%
Arts, entertainment and recreation	410,881	0.8%
Construction	2,439,525	4.7%
Finance and Insurance	29,421,026	57.2%
Health care and social assistance	2,865,157	5.6%
Information	129,598	0.3%
Professional, scientific, and technical services	1,859,002	3.6%
Real estate and rental and leasing	13,386	0.0%
Retail	522,818	1.0%
Transportation and Warehousing	1,514,689	2.9%
Wholesale	47,178	0.1%
Total	51,438,053	100.0%

Source: Quarterly wages based on Department of Labor data and Riverfront tax parcels. Calculation based upon RDC parcels and Department of Labor data, and Hill Donnelly data, supplemented with 2002 Economic Census by matching Hill Donnelly SIC with 2002 Economic Census Annual Payroll per Employee. Administrative services includes AAA and Integrity Staffing. Based on RDC Riverfront-employer list.

Riverfront Employment by Industry

	Employment	Percent
Accommodations and Food Services	501	18.0%
Administrative services	748	26.9%
Arts, entertainment and recreation	36	1.3%
Construction	163	5.9%
Finance and Insurance	565	20.3%
Health care and social assistance	473	17.0%
Information	22	0.8%
Professional, scientific, and technical services	117	4.2%
Real estate and rental and leasing	1	0.0%
Retail	101	3.6%
Transportation and Warehousing	50	1.8%
Wholesale	3	0.1%
Total	2,780	100.0%

Source: Calculation based upon RDC parcels and Department of Labor data, and Hill Donnelly data, supplemented with 2002 Economic Census by matching Hill Donnelly SIC with 2002 Economic Census Annual Payroll per Employee. 2006 first quarter. Administrative services includes AAA and Integrity Staffing. Based on RDC Riverfront-employer list.

The table above summarizes the employment by industry at Riverfront. Finance and insurance constitutes 20% of Riverfront jobs, but over 50% of Riverfront wages. Administrative services is the second largest industry with AAA and Integrity Staffing. Food services employment is approximately 500 and \$1.8m in quarterly wages. Professional, scientific, and technical services are 4% of Riverfront employment and wages.²⁰

Return on Investment

Return on investment (ROI) is calculated for the City of Wilmington, New Castle County, and the State. The calculation is revenues divided by assets.²¹ Public investments in the Riverfront have centered on infrastructure projects such as roads, buildings, and water and sewer improvements. These items have a life greater than one year, and can be considered assets. The single-year ROI provides a gauge of the most recent return, reflective of the expansion of businesses at the Riverfront. The total returns over the ten years are also presented. Not all the public investment took place in year one, but rather the investments have fluctuated. The approach taken is to sum the public investment over the ten years, and compare it to ten years of fiscal revenues.

²⁰ Integrity Staffing: all staff are reported at a Riverfront address, regardless of actual place of employment.

²¹ Return on investment: See return on total assets, Mayo, Herbert B. *Financial Institutions, Investments, and Management: An Introduction* 8th edition, South-Western, 2004, p. 313.

Return on Investment in 2006

	Investment Through 2006 ²²	Revenue 2006	Return on Investment
City	16,785,676	5,947,615	35.4%
County	11,200,000	94,118	0.8%
State	213,651,226	18,147,648	8.5%

Excludes Federal funds.

Total Returns 1997 to 2006

	Investment Through 2006 ²²	Revenue Through 2006
City	16,785,676	18,593,861
County	11,200,000	584,624
State	213,651,226	50,855,300

Excludes Federal funds.

The state including DelDOT, through RDC, has invested \$213m through 2006. In 2006, estimated state revenue received is \$18.1m, which equates to 8.5% return on investment.²³ Between 1997 and 2006, the state has received an estimated \$50m in revenue.

New Castle County, through RDC, has invested \$11.2m to date. In 2006, county revenues (comprised of property and school taxes) totaled \$94,118: a single year return on investment of 0.8%. Over the period 1997-2006, the county revenues have totaled \$584,624.

The City of Wilmington, via RDC, has paid \$16.8m in investments in the Riverfront. Estimated City revenues in 2006 are \$5.9m: a single year return on investment of 35%.

²² Direct cash payments through RDC by the City are \$4,835,676, with additional direct payments by the City for the following projects: \$2.5m (Christina Landing public park and river walk), \$6.5 (Christina Landing garage--5 levels public), \$1.8 (Christina Landing streets/sidewalk/water/sewer), and City Grant and Loan program \$150,000 through 2006 (AAA). The City invested \$1.5m in the Blue Rocks Stadium. However, this is prior to 1996 and therefore excluded from this research covering 1996-2006. State payments are direct payments through RDC including DelDOT plus \$7,954,479 (\$6m strategic fund investment to AAA from DEDO, DNREC 1,954,479 for Dravo Marsh) plus \$2.4m for the coal and gas works. DNREC (HSCA) Christina Landing \$1.8m (cost recovery being filed), Justison Landing \$3.6m (\$1.8m subject to cost recovery). CGC \$2m (\$1.5m per RDC and \$0.5m per Jeff Flynn for Amtrak). This is split 50:50 between City and State. The State bond bill contribution to public works yard was \$11m. The State sold 4.3 acres to Justison Landing, yielding approximately \$3m. Added to State revenue is \$566,422 for the Juniper parking garage. A summary table of these items is included in the appendix.

Over the period 1997-2006, the City's total returns are estimated to be \$18.6m. This high percentage arises because the City taxes Riverfront activity through a variety of sources (head tax, wage tax, property tax, property transfer tax, and permit fees) and therefore benefits substantially from all public investments.

Direct payments received by RDC from public agencies and direct payments to Riverfront projects form the basis of this analysis. For example, the City of Wilmington invested \$10.8 million in Christina Landing. Such payments directly impact the return on investment calculation by increasing the amount of the investment.

State Fiscal Forecast

The outlook for State fiscal revenue is positive. Revenue receipts will climb as Riverfront employers and residents continue to grow.²⁴ Additionally, there are a number of projects that will be completed in the near future that will quicken the pace of revenue growth. Through 2012, the following additions/expansions will be made to the Riverfront.

- Barclay's will more than double its employment to 1,100
- New shopping center, anchored by ShopRite, will open
- Justison Landing will add more than 700 residential units plus office and retail space
- A full-service hotel adjacent to the Chase Center will open

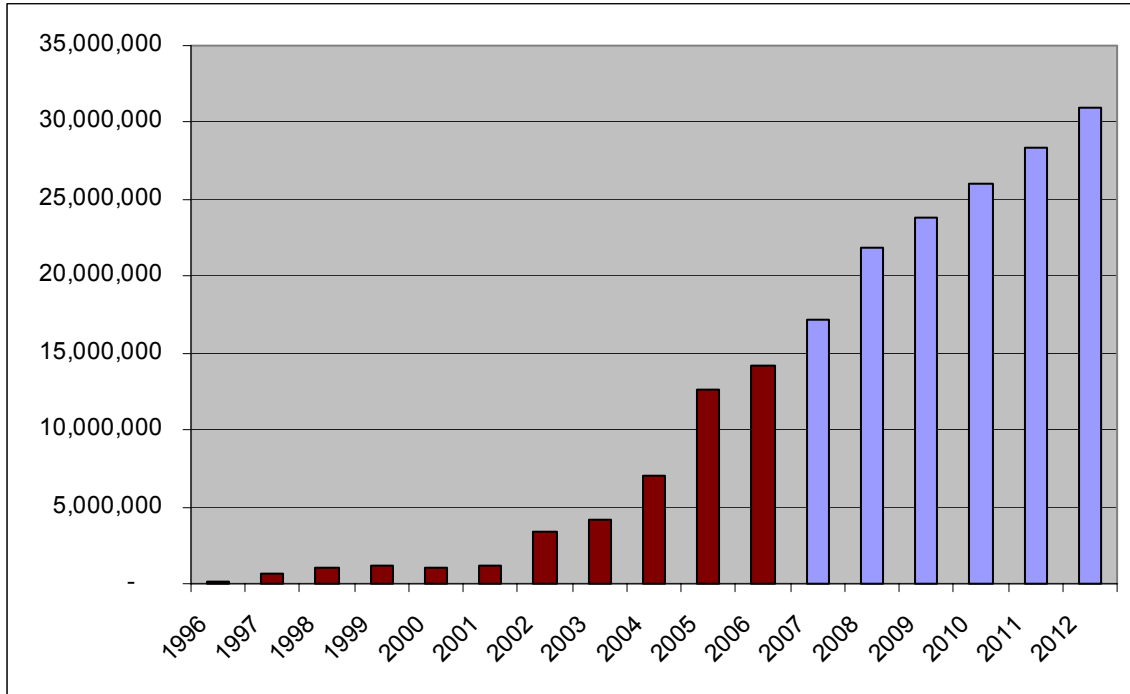
Collectively Riverfront activity is forecast to surpass \$30m in State revenue by 2012 (see figure below). After the initial jump in growth between 2007 and 2008 when the aforementioned projects are at or near completion, the rate of State revenue growth is

²³ For comparative purposes, the rate on a 10 year treasury bond is 4.625% (Bloomberg.com 3/2/07).

²⁴ Estimated State revenue accrued from the Riverfront grew 13% between 2005 and 2006.

estimated to be approximately 9% per year. At this rate of growth, the state could expect to break even on its Riverfront investment by 2013.²⁵

State Revenue Forecast

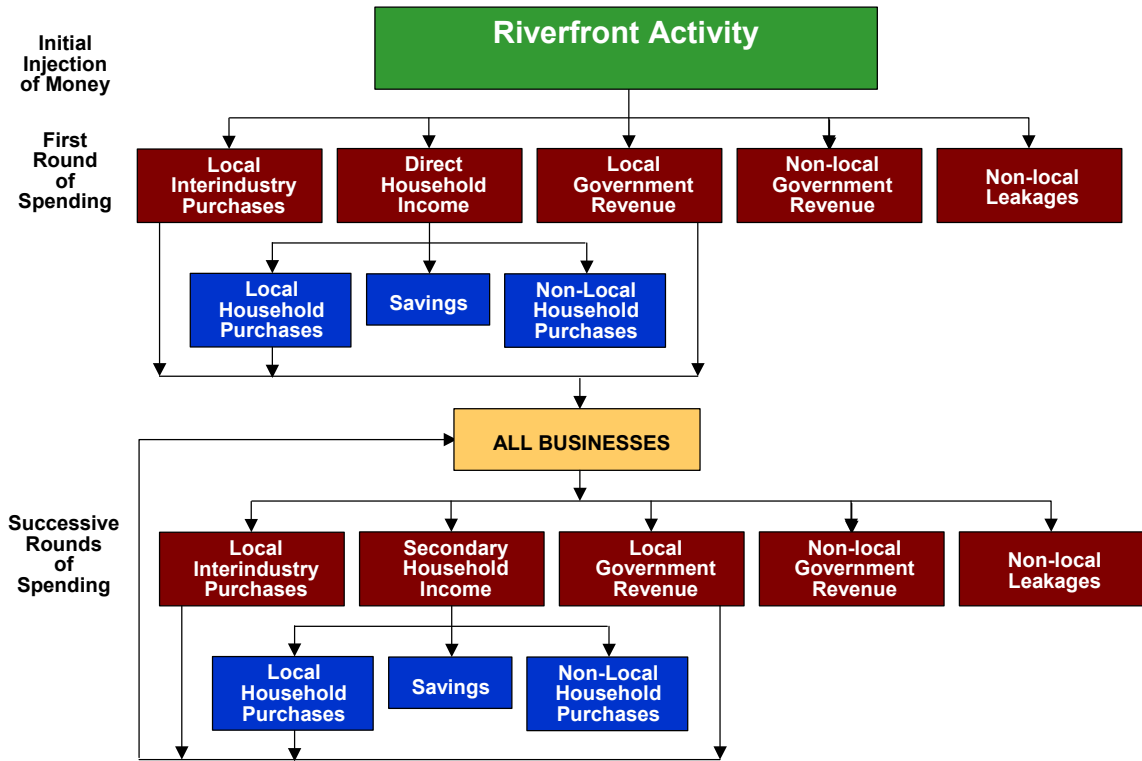


Source: Purple denotes forecast. Red denotes history. Based on Delaware Department of Labor data, using RDC definition of the Riverfront, calculations by CADSR. Also estimated are property transfer tax, bank franchise tax, and gross receipts tax.

²⁵ This assumes a further \$5m of State investment at the Riverfront. An explanation of the calculation is provided in the appendix.

Multiplier Impact

Activity at the Riverfront flows to five possible recipients in the first round of spending. Among these recipients are local interindustry purchases, direct household income—wages paid to persons employed at the Riverfront, and local government revenue—taxes paid to the city, county and state. Some of direct household income will be spent on non-local household purchases or saved, and is lost to the local economy. The proportion of direct household income that is respent locally, along with the local interindustry purchases and local government revenue then recycles through successive rounds of spending. This is the multiplier effect.



Riverfront employment and residents is calculated by drawing data from a variety of sources.²⁶ These data then form inputs to an econometric model of the economy to assess the full economic impact of Riverfront businesses and their associated buyers and suppliers.

²⁶ These sources include interviews with Riverfront businesses, Department of Labor files, Hill-Donnelly database, Patterson Schwartz, and RDC documents.

The multiplier analysis used in this study captures the full effects (direct, indirect and induced) of the Riverfront on the economy. These effects are described below.

Direct Effects

Direct economic impacts consist of the jobs and payroll created by the primary producers (i.e., Riverfront businesses and residents).

Indirect Effects

Indirect impacts consist of the additional jobs and payroll created when the primary producing company purchases goods and services from the many diverse businesses that support it. These businesses include equipment suppliers, construction services, transportation services, management services, food services, and many other types of support businesses. The direct impacts include both the payroll of the support businesses themselves, and the additional payroll created when employees of the support businesses spend their wages throughout the local economy.

Induced Effects

Induced effects consist of the additional payroll created throughout the economy when the employees of the primary producers spend their personal incomes on consumer goods, other property, services and taxes.

An employment multiplier is the total change in employment generated in the local economy for each unit change of employment in a sector of that economy. (Note that jobs can be full-time or part-time positions.) For example, if the employment multiplier for a sector is 1.2, for every 10 jobs in the industry, there will be 2 additional jobs generated in other industries.

Multipliers are available for industries classified by federal statistical agencies.²⁷ Each industry is assigned a different multiplier based on several factors, including the

²⁷ For the purposes of this research, the economic multiplier for the Riverfront is estimated using Regional Economic Models, Inc. (REMI).

residency of workforce, the average wages paid, and the degree of regional purchasing—the proportion of intermediate purchases that is satisfied locally.

Multipliers are also available by areas (county, state, region). Because the composition of each area's economy is different, there can be a wide variation across economies.

Riverfront employment is a mix of retail, arts, food services, finance, and construction. Each industry has a different impact on the economy, which is determined by the size, wages, output, and its linkages to the local economy. For example, amusement and recreation services, not elsewhere classified, has a relatively low employment and wage multiplier compared to other industries in the state. This is in part reflective of the relatively average/low wage nature of the industry, which mitigates the impact of successive rounds of induced spending. The multipliers are also in part reflective of Delaware's size, geography and economy; factors that lend themselves to leakages from (i.e., losses or flows out of) the state economy. Banking has a relatively high multiplier due to its high revenue and high wages, which creates a greater ripple effect in any economy.

Employment at Riverfront businesses²⁸ is approximately 3,000. The impact of the economic activity at the Riverfront supports approximately 4,000 jobs in the State, or about 1% of the State's total employment. This equates to a multiplier of 1.3. The REMI²⁹ general equilibrium model is used to estimate the economic impact. This model provides more accurate estimates than simple input-output models, because it takes into account county-specific factors and changes in local markets for labor and products that are associated with the increases in economic activity. The larger the spending flow, the greater the value of a Computable General Equilibrium Model, as the

²⁸ For the purpose of this study, the Riverfront Development Corporation approved a definition of the riverfront as 139 tax parcels that trace the north side of the river from the Amtrak station past the shipyard shops, plus Christina Landing and the Buccini/Pollin building on the south side of the river. These parcels capture the greatest change in the Riverfront over the study period.

²⁹ www.remi.com

effect on the labor force and prevailing wage rate could be significant and have ripple effects throughout the local economy.

Total gross regional impact to the state is \$387m annually (2000 dollars). This equates to approximately 0.7% of the state's gross state product.³⁰ Personal income of \$242m or 0.8% of the state's personal income.³¹ Output and demand are \$457m and \$609m respectively (2000 dollars). Output and demand are higher than gross regional product because they include the value of intermediate inputs.

Economic Impact of the Wilmington Riverfront to Delaware

Variable	Direct, Indirect, Induced.
Total Employment	3,864
Total GRP (Mil)	386.5
Personal Income (Mil Nom \$)	241.5
Demand (Mil)	457.1
Output (Mil)	609

All units are millions of fixed 2000 dollars, except personal income: millions of nominal dollars, and total employment: number of jobs. Definitions are provided in the appendix.

³⁰ Based on 2005 Delaware GSP \$56,483m. Source: BEA.

³¹ Based on 2005 Delaware personal income of \$31,218. Source: BEA.

Observations

- Riverfront has received significant investments since 1996. These investments have been a mix of public and private funds. Initially, the Riverfront's primary funding source was the State. However, private investment has accelerated and has outweighed public funding in five of the past ten years.
 - The City of Wilmington, New Castle County, the State of Delaware, the Federal Government, and the Christina Gateway Corporation have contributed to the Riverfront funding. Collectively these agencies have invested \$270m.
 - Approximately \$67m of fiscal revenues has been generated by activity at the Riverfront between 1996 and 2006. The largest sources of fiscal revenue are the bank franchise tax and personal income tax. Other sources include property tax, school taxes, gross receipts tax, head tax, wage tax, property transfer tax, and permit fees.
 - The City of Wilmington has invested \$16.8m directly in the Riverfront. In 2006, an estimated fiscal revenue of \$5.9m is received by the City through property tax, head tax, wage tax, real estate transfer tax and permit fees. The return on the City's investment is estimated to be 35% in 2006.
 - The State of Delaware has invested \$213m into the Riverfront between 1996 and 2006, which includes DeIDOT expenditures. Estimated fiscal revenue of \$18.1m in 2006 through personal income tax, real estate transfer tax, bank franchise tax, and gross receipts tax, equates to an 8.5% return on investment.
 - New Castle County has invested \$11.2m into the Riverfront between 1996 and 2006. Estimated fiscal revenue of \$94,000 in 2006 equates with a 0.8% return on investment.
 - Total estimated fiscal revenue flowing from the researched tax parcels exceeds \$20m in 2006. Fiscal revenue has been increasing steadily over the past ten years as businesses such as Timothy's, Iron Hill, Harry's Seafood and Conley Ward's Steakhouse have established themselves at the Riverfront. However, the rate of increase has accelerated with the recent arrival of AAA, Barclays, and ING.
-

- The outlook for fiscal revenue is positive. The estimated fiscal revenue \$20m in 2006 is likely to be exceeded in 2007 as Barclays expands into its second building. Further, the completion of Justison Landing will generate increased residential and commercial activity at the Riverfront.
- By 2013, State investment is forecast to break even, assuming a further \$5m of investment in RDC.

Appendix

Riverfront-related Legislation.

75 Del.Laws, c.230, Section 15

Section 15. Wilmington Riverfront. (a) Prior to the execution of contracts and/or the expenditure of Transportation Trust Funds, whichever shall occur first, the following projects at the Wilmington Riverfront proposed in concert with the Riverfront Development Corporation, shall require the approval of the Director of the Office of Management and Budget and the Controller General: Justison Street – Phase II and III; South Madison to Beech Street; Justison Landing Park; CSO Improvements; South Madison - Beech-Stadium; Parcel #6 – Garage; Christina River Bridge; and Christina Crescent.

(b) The future acquisition and/or sale of parcels of land the Department of Transportation acquired on Beech Street in the City of Wilmington during Fiscal Year 2006 shall be coordinated with, and require the approval of, the Delaware Economic Development Office, the Office of Management and Budget and the Office of the Controller General.

(c) The future acquisition, sale and or relocation of Delmarva properties located in the Wilmington Riverfront area shall be coordinated with, and require the approval of, the Delaware Economic Development Office, the Office of Management and Budget and the Office of the Controller General.

75 Del.Laws, c. 98 Section 94

[http://www.legis.state.de.us/LIS/lis143.nsf/vwLegislation/HB+535/\\$file/legis.pdf?open](http://www.legis.state.de.us/LIS/lis143.nsf/vwLegislation/HB+535/$file/legis.pdf?open)

Section 93. Wilmington Riverfront. The Department is hereby authorized and directed, upon approval of the Controller General and the Director of the Office of Management and Budget, to take such actions and enter into such contracts, with public and private (whether for profit or not-for-profit) entities as it deems necessary and appropriate for the planning, design, acquisition, renovation, construction, or disposal of such assets as may be required to enhance transportation at or near the Riverfront. In pursuing this objective, the Department shall pay special heed to the needs of all forms of transportation, by means including but not limited to automobiles, and shall insure that adequate facilities are designed and located at such points so as to maximize the use of transit, pedestrian, bicycle and such other modes as may be appropriate for the area. The Department shall report to the Governor and the General Assembly by May 1, 2007 on its progress toward reducing overall traffic congestion at the Wilmington Riverfront.

Section 94. Transportation Enhancements. It is the intent of the General Assembly that the Department provide notice to all state agencies, political sub-divisions within the state, and other parties of the availability of, and rules governing, the Transportation Enhancements program. Such notice shall include, but not be limited to, the definitions of eligible projects, the requirements for matching funds, and such other requirements as may be necessary to insure that any interested entity may work to become a participating recipient under the program.

74. Del.Laws c. 308, Section 94

[http://www.legis.state.de.us/LIS/lis143.nsf/vwLegislation/SB+190/\\$file/legis.pdf?open](http://www.legis.state.de.us/LIS/lis143.nsf/vwLegislation/SB+190/$file/legis.pdf?open)

Section 94. Wilmington Riverfront. The State acknowledges that the lands on and near the Christina Riverfront (the "Riverfront") constitute an area of critical importance to the vitality of the State, New Castle County and the City of Wilmington. The State also acknowledges that this is a shared vision and responsibility of the State, its subdivisions and instrumentalities, and that it is clearly in the public interest to maximize both the private and public employment, as well as the public recreational, cultural, and economic development opportunities available at the Riverfront. The State, with and through the Department and other departments of government, must work creatively and cooperatively with other public entities and private interests, including private employers located at or near the Riverfront, to increase and expedite employment, economic development, transportation, cultural and recreational

opportunities.

Section 74. Tax Ditches. The Section 1 Addendum to this Act appropriates \$1,400,000 to the Department of Natural Resources and Environmental Control for Tax/Public Ditches. Of this amount, \$100,000 shall be allocated to each county with subsequent expenditure of said funds contingent upon a 1:1 match of county funds for tax ditch or public ditch purposes.

Wilmington Comprehensive Economic Development Strategy, May 2003

The Riverfront – Riverfront development in Wilmington is continuing to expand at an accelerated pace. This exciting new investment is expected to attract tourists regionally to Wilmington's waterfront and downtown. The absence of any sales tax is seen as a draw for both retailers and shoppers alike for a unique regional shopping destination. The May 1999 opening of the *Shipyards Shops* with such distinctive catalogue retailers as L.L. Bean and Coldwater Creek; their expansion in 2001 led by the outstanding Nautica name; and the 2002 commencement of construction for a major national restaurant chain (*Joe's Crab Shack*) and for a high-end seafood restaurant (Harry's Seafood Grille) to be run by a local (and nationally recognized) restaurateur, have demonstrated that Wilmington has the potential to become, once again, a retail, dining and attractions hub.

In June 2000, the second and largest segment of the *Riverwalk* was dedicated. This leg, which stretches westward from the Market Street Bridge to the Shipyards Shops, is approximately 1.3 miles in length and features several docks and access to several existing restaurants. In Spring 2001, it was further embellished with attractive and informative historical markers at many points along its way.

The first building to be renovated or newly constructed for office space was the former *Berger Bros. Warehouse* at Water and Orange Streets. *ING Direct*, a Canadian subsidiary of a Dutch conglomerate, began employing 400 people there in an Internet bank in the fall of 2000. An added benefit to this development has been the historical renovation (by ING Direct) of the former, architecturally prized *B&O Railroad Station* on an adjacent parcel by ING. Attached to the ING Direct headquarters to its south, another portion of the Berger warehouse was converted to a Farmers' Market and began operations in 2000.

In April 2001, Juniper Bank moved its headquarters operation and more than 200 employees to the stunningly renovated old *Harlan & Hollingsworth* shipbuilding structure further along the riverfront adjacent to the City's Public Works Yard.

The beautifully landscaped *Tubman-Garrett Riverfront Park* links the AMTRAK station area with the riverfront's growing cultural attractions and its baseball stadium, clubs, restaurants, shops and the *First USA Riverfront Arts Center*. The park provides a wonderful amenity for the new developments underway at the Riverfront and Lower Market Street. In 2002, additional work began on the historically significant *Frank Furness-designed Pennsylvania Railroad Building* and its companion AMTRAK Station at the eastern end of the park's general plaza in order to accommodate the expansion needs of ING Direct Bank.

Future Development

The focus of this report is to measure impacts of projects, current and past. However, it is germane to mention proposed projects along the riverfront. At this time, the level of public support of these projects is unknown.

Seventh Street Peninsula

Seventh Street Peninsula, Potential Site for a New Bridge and a New National Park in the City.

In keeping with the theme of sweeping waterfront redevelopment, changes that incorporate sensible designs along the Christina's waterfront are proposed for the Seventh Street Peninsula. The proposed changes would bring excitement to the peninsula's interior and along both the Christina and Brandywine waterfronts. Also a proposed new bridge between the Seventh Street Peninsula and the proposed Southbridge Initiative area would greatly improve this area's access and attractiveness. Portions of the Seventh Street Peninsula have been proposed as the central location of a National Park in the City. This park would be linked to other satellite locations to the west.

ShopRite

A \$25m, 125,000 sf center to be anchored by a ShopRite is planned for the south side of the river. The supermarket will employ about 70 full-time workers and open in 2008.

Modeling Approach

There are two approaches available to modeling the economic impact of the Riverfront. The first approach is to assume that the Riverfront businesses could only be at the Riverfront. For example, if a Riverfront brewery could not be at the Riverfront then its economic activity is lost and would not be counterbalanced by additional sales activity at another in-state business.

The second approach is to assume that the Riverfront businesses would exist elsewhere in the state if not at the Riverfront. For example, if a Riverfront brewery could not be at the Riverfront then its economic activity would be counterbalanced by additional sales activity at another in-state business.

These two approaches will yield the high and low estimates of total impact in the Riverfront respectively. Under the first approach, the Riverfront economic activity is assumed to be completely lost to the State, which bolsters the importance of the Riverfront. Under the second approach, the Riverfront economic activity is assumed to be at least partially substitutable by other businesses within the State, which reduces the importance of the Riverfront.

Riverfront businesses fall in each of these categories. The impact of the Riverfront is modeled with all businesses' sales being substitutable for other in-state businesses save Barclays, ING, and AAA.

REMI Policy Insight

REMI Policy Insight™ is the leading regional economic forecasting and policy analysis model. For this study, the REMI Policy Insight™ model for Delaware is employed. The model was built using the REMI model building system, which consists of hundreds of programs developed over the last two decades. The system assembled the Delaware model using data from the Bureau of Economic Analysis, the Bureau of Labor Statistics, the Department of Energy, the Bureau of Census, and other public sources.

REMI Policy Insight™ is a structural model, meaning that it clearly includes cause-and-effect relationships. The model is based on two key underlying assumptions from mainstream economic theory: households maximize utility and producers maximize profits. Since these assumptions make sense to most people, lay people as well as trained economists can understand the model.

In the model, businesses produce goods to sell to other firms, consumers, investors, governments and purchasers outside the region. The output is produced using labor, capital, fuel, and intermediate inputs. The demand for labor, capital and fuel per unit of output depends on their relative costs, since an increase in the price of any one of these inputs leads to substitution away from that input to other inputs. The supply of labor in the model depends on the number of people in the population and the proportion of those people who participate in the labor force. Economic migration affects the population size. People will move into an area if the real after-tax wage rates or the likelihood of being employed increases in a region.

Supply and demand for labor in the model determine the wage rates. These wage rates, along with other prices and productivity, determine the cost of doing business for every industry in the model. An increase in the cost of doing business causes either an increase in prices or a cut in profits, depending on the market for the product. In either case, an increase in costs would decrease the share of the local and U.S. market supplied by local firms. This market share combined with the demand described above determines the amount of local output. Of course, the model has many other feedbacks. For example, changes in wages and employment impact income and consumption, while economic expansion changes investment, and population growth impacts government spending.

The figure below is a pictorial representation of REMI Policy Insight. The Output block shows a business that sells to all the sectors of final demand as well as to other industries. The Labor and Capital Demand block shows how labor and capital requirements depend both on output and their relative costs. Population and Labor Supply contribute to demand and to wage determination. Economic migrants in turn respond to wages and other labor market conditions. Supply and demand interact in the Wage, Price and Profit block. Prices and profits determine market shares. Output depends on market shares and the components of demand.

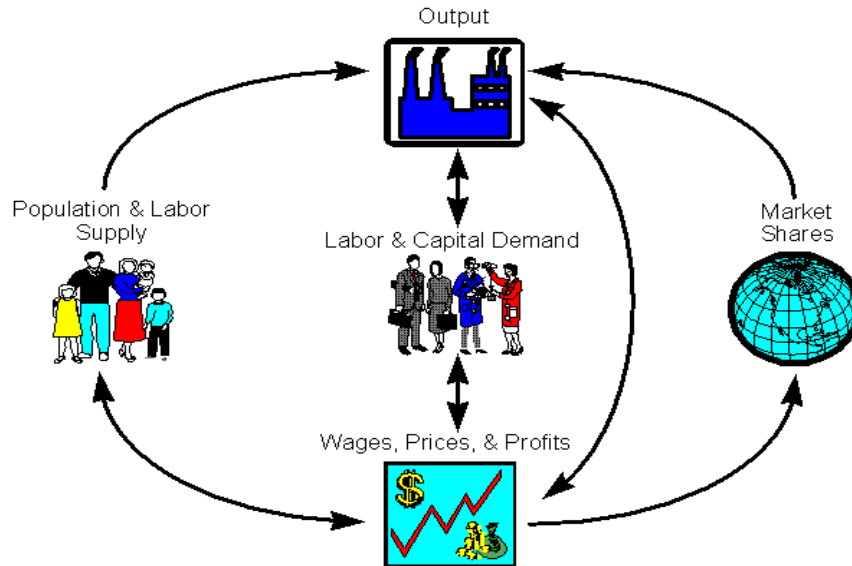


Figure REMI Policy Insight™ overview

The REMI model brings together all of the above elements to determine the value of each of the variables in the model for each year in the baseline forecast. The model includes all the inter-industry interactions that are included in input-output models in the Output block, but goes well beyond an input-output model by including the linkages among all of the other blocks shown in the figure above.

In order to broaden the model in this way, it was necessary to estimate key relationships. This was accomplished by using extensive data sets covering all areas in the country. These large data sets and two decades of research effort have enabled REMI to simultaneously maintain a theoretically sound model structure and build a model based on all the relevant data available.

The figure below shows the policy simulation process for a scenario called Policy X. The effects of a scenario are determined by comparing the baseline REMI forecast with an alternative forecast that incorporates the assumptions for the scenario. The baseline REMI forecast uses recent data and thousands of equations to generate projected economic activity for a particular region. The policy variables in the model are set equal to their baseline value (typically zero for additive variables and one for multiplicative variables) when solving for the baseline forecast. To show the effects of a given scenario, these policy variables are given values that represent the direct effects of the scenario. The alternative forecast is generated using these policy variable inputs. The figure below shows how this process would work for a policy change called Policy X.

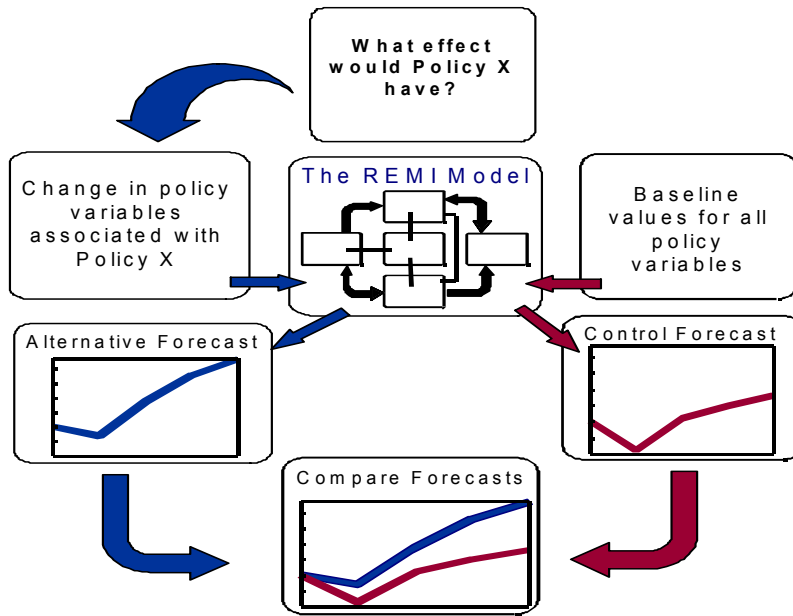


Figure Policy X Scenario

REMI Glossary

Demand is the amount of goods and services demanded by the local region (imports plus self supply). Demand is affected by changes in the following components: Consumption, Investment, Intermediate Demand, Government Spending, and Exports. For example, an increase in any of the above demand components results in increased Demand.

Output is the amount of production, including all intermediate goods purchased as well as value-added (compensation and profit). Can also be thought of as sales or supply. The components of Output are Self Supply and Exports (Multiregions, Rest of Nation, and Rest of World). Output is affected by changes in industry Demand in all regions in the nation, the home region's share of each market, and international exports from the region. For example, an increase in Output is caused by an increase in Demand, an increase in market share, or an increase in international exports.

Gross Regional Product as a Value-Added concept is analogous to the national concept of Gross Domestic Product. It is equal to output excluding the intermediate inputs, and represents compensation and profits. Gross Regional Product as a Final Demand concept is equal to Consumption + Investment + Government + (Exports - Imports). Gross Regional Product is affected by changes in Demand.

For example, an increase in Gross Regional Product can be caused by an increase in Demand.

Bank Franchise Tax Credits

These credits are not included in the analysis since the State or applicable Riverfront employers could not confirm their application to Riverfront businesses.

For taxable years beginning after December 31, 1996, credits against bank franchise taxes are available to firms that employ more than 50 new employees and invest a minimum of \$750,000 in new investments. Credits are \$400 per year for each new qualifying employee in excess of 50 new employees and are for a period of ten years. Qualifying employees must have a corresponding investment of \$15,000 each, be full-time and be provided with health care benefits.

Total credits in any taxable year cannot exceed 50 percent of the pre-tax liability.

Unused credits can be carried forward during the ten-year program.

Riverfront Tax Parcels

2604200011	2605010059	2604300028	2605010009
2604300025	2605010034	2605010066	2605010010
2604300031	2605010033	2605010014	2605010006
2604200008	2605010032	2605010070	2605010007
2604200009	0704030001	2605010067	2604900004
2604200010	2605010060	2605010068	2605010008
2604200019	2605010031	2604900005	2604900019
2604200012	2605010061	2605010069	2605000049
2604300031	2605010030	2605010064	2604900018
2604300003	2605010029	2604900002	2604900022
2604200005	2605010062	2605010038	2605000048
2604200014	2605010028	2605010039	2604900015
2604300004	2605010027	2605010040	2604900023
2604300001	2605010026	2605010041	2605000047
2604200020	2605010063	2605010043	2605000057
2604300033	2605010025	2605010044	2604900003
2604200013	2605010024	2605010045	2604900020
2604200018	2605010023	2605010046	2604900016
2604200005	2605010022	2605010047	2604900025
2604300007	2605010021	2605010048	2605600006
2604200003	2605010020	2605010049	2604900021
2604300029	2605010013	2605010065	2604900024
2604300005	2605010019	2605010050	0704410001
2604200016	2605010018	2605010037	2605600010
2604300011	2605010017	2605010051	2605600007
2604300013	2605010016	2605010052	2605600008
2604300032	2605010015	2605010053	2605600009
2605010042	2605010012	2605010054	0704410004
2604300018	2605010011	2605010055	2607400001
2604300014	2605010005	2605010036	2604300002
2604300015	2605010001	2605010056	2604200027
2604300016	2604900027	2605010035	2604200007
2604200023	2605010002	2605010057	2604200006
2604300027	2605010003	2605010058	2604200028
2604200024	2605010004		2604300018

Source: Definition agreed upon with RDC.

Riverfront Funding by Source

	Public Funding	Private Investment	Total
Fiscal Year 1996	\$ 50,000		\$ 50,000
Fiscal Year 1997	14,448,133		14,448,133
Fiscal Year 1998	11,276,166	9,930,985	21,207,151
Fiscal Year 1999	31,584,931	16,189,501	47,774,432
Fiscal Year 2000	20,271,669	16,471,705	36,743,374
Fiscal Year 2001	12,593,772	23,681,737	36,275,509
Fiscal Year 2002	10,999,667	2,100,000	13,099,667
Fiscal Year 2003	6,068,023	18,300,000	24,368,023
Fiscal Year 2004	21,457,667	11,900,000	33,357,667
Fiscal Year 2005	36,549,099	122,500,000	159,049,099
Fiscal Year 2006	38,956,956	115,000,000	153,956,956
Fiscal Year 2007	29,304,114	280,800,000	310,104,114
	\$ 233,560,197	\$ 616,873,928	\$ 850,434,125
	Public Funding	Private Investment	Total
Fiscal Year 1996	100.00%	0.00%	100.00%
Fiscal Year 1997	100.00%	0.00%	100.00%
Fiscal Year 1998	53.17%	46.83%	100.00%
Fiscal Year 1999	66.11%	33.89%	100.00%
Fiscal Year 2000	55.17%	44.83%	100.00%
Fiscal Year 2001	34.72%	65.28%	100.00%
Fiscal Year 2002	83.97%	16.03%	100.00%
Fiscal Year 2003	24.90%	75.10%	100.00%
Fiscal Year 2004	64.33%	35.67%	100.00%
Fiscal Year 2005	22.98%	77.02%	100.00%
Fiscal Year 2006	25.30%	74.70%	100.00%
Fiscal Year 2007	9.45%	90.55%	100.00%
Total	27.46%	72.54%	100.00%

Source: RDC and DelDOT. RDC data excluding direct payments by public agencies for Riverfront projects. Through 2006.

City and State Investments

City Investment	Dollars
Via RDC	4,835,676
Christina Landing	
Public Park and Riverwalk	2,500,000
Garage	6,500,000
Streets/sidewalk	1,300,000
Water/sewer	500,000
Grant/Loan program	150,000
Christina Gateway Share	1,000,000
Total	16,785,676
State Investment	
Via RDC through 2006 (inc. DelDOT)	185,896,747
Strategic Fund (AAA)	6,000,000
DNREC (HSCA)	9,754,479
Public Works Yard (Bond Bill)	11,000,000
CGC Share	1,000,000
Total	213,651,226

Source: RDC, Jeff Flynn: City of Wilmington. DNREC (HSCA) includes \$1.8m for Christina Landing (which is subject to recovery), \$3.6m for Justison Landing (\$1.8m of which is subject to recovery), \$2.4m for the coal and gas works, and \$1,954,470 for Dravo. Through 2006.

The table above details direct payments received by RDC from public agencies plus investments made directly to the projects by public agencies. City expenditures regarding the public works yard are excluded on the basis that this transaction was fiscal neutral (Jeff Flynn). The Delaware Economic Development Office provided \$6m to AAA as part of an incentive package. This strategic fund disbursement covered both the One River Place and Newark sites, and is included above.

The City Economic Development Office offers three direct incentive tools: head tax abatement, property tax abatement, and a loan/grant strategic fund program. Of these three, head tax and property tax are statutory while the strategic fund is discretionary. City revenues have been adjusted for head tax and property tax. Future loan/grant payments are detailed below.

City of Wilmington Strategy Fund Payments 2007-2011

	2007		2008		2009		2010		2011		Total
AAA			\$125,000	12/08	\$125,000	12/09					\$250,000
JAED	\$30,000	1Q									\$30,000
Integrity			\$47,000	7/08	\$22,000	7/09			\$12,000	07/11	\$81,000
ING	\$841,000	4Q			\$841,000	1Q					\$1,682,000
Barclay's	\$700,000	2Q	\$500,000	1Q	\$400,000	1Q	\$200,000	1Q			\$1,800,000
Bayada							\$175,000	4/10			\$175,000
ShopRite	\$1,200,000	3Q									\$1,200,000
Total	\$2,771,000		\$672,000		\$1,388,000		\$375,000		\$12,000		\$5,218,000

Source: City of Wilmington Economic Development Office.

State Fiscal Revenue Forecast

	2007	2008	2009	2010	2011	2012
Revenue Received	17,173,720	19,223,139	21,145,453	23,259,998	25,585,998	28,144,598
Additional Activity (PIT)	-	-	-	-	-	-
Hotel	-	385,403	393,111	400,973	408,993	417,173
ShopRite	-	57,583	58,735	59,909	61,108	62,330
Justison Landing	-	749,070	764,051	779,332	794,919	810,817
Barclays	-	1,443,978	1,472,858	1,502,315	1,532,361	1,563,008
Opening Subsidy	(180,049,843)	(163,876,123)	(143,016,950)	(120,182,742)	(95,180,214)	(66,796,836)
Total Revenue	17,173,720	21,859,173	23,834,208	26,002,528	28,383,378	30,997,926
Closing Subsidy	(162,876,123)	(142,016,950)	(119,182,742)	(94,180,214)	(66,796,836)	(35,798,910)

Notes: Revenue received is based on a conservative growth rate of 10% year over year. Hotel fiscal revenue is based on 60 FTE earning an average of \$40,000. Occupancy tax is based on 150 rooms at \$100 a night, 70% average occupancy, and 8% state occupancy tax. Justison Landing estimates are based on City of Wilmington data, which includes income estimates to calculate personal income tax. 29% of residents are assumed to be new to the state, per actual data for Christina Landing. Average income is \$90,000 (City of Wilmington estimate). ShopRite is assumed to create 100 FTE earning \$35,000 per year. Barclays estimates are based on 650 additional jobs earning \$60,000 per year. All the revenues generated from these additional activities are estimated to grow at 2% each year after 2008. Construction revenues (permits and wage tax) to the City are not included. Opening subsidy figure is based on State (including DeIDOT funds) paid through RDC minus estimated accumulated revenues flowing to the State. Closing subsidy is calculated as opening subsidy each year minus total revenue.

State Ranks by Employment Growth 2005-2006

Rank	State	Year over year growth
1	WY	5.27%
2	NV	4.78%
3	AZ	4.49%
4	UT	4.42%
5	MT	4.14%
6	ID	4.11%
7	LA	3.42%
8	SD	3.04%
9	FL	2.68%
10	MS	2.60%
11	WA	2.52%
12	NM	2.22%
13	TX	2.16%
14	GA	1.99%
15	MN	1.98%
16	HI	1.96%
17	CO	1.93%
18	OR	1.87%
19	AK	1.77%
20	ND	1.75%
21	NE	1.72%
22	MD	1.70%
23	SC	1.69%
24	IA	1.64%
25	DE	1.54%
26	VA	1.50%
27	NC	1.43%
28	OK	1.32%
29	AR	1.22%
30	DC	1.19%
31	CA	1.14%
32	IL	1.10%
33	WV	1.01%
34	TN	0.98%
35	NH	0.90%
36	PA	0.87%
37	AL	0.85%
38	KS	0.83%
39	MO	0.81%
40	NY	0.71%
41	KY	0.65%
42	ME	0.65%
43	VT	0.65%
44	WI	0.65%
45	CT	0.64%
46	MA	0.58%
47	NJ	0.50%
48	IN	0.35%
49	OH	0.07%
50	RI	0.04%
51	MI	-0.45%

Source: Bureau of Labor Statistics Current Employment Statistics, December 2006 versus December 2005 change in total nonfarm employment.

State Ranks by Employment Growth 2001-2006

Rank	State	5 year growth
1	NV	26.89%
2	AZ	19.56%
3	ID	15.81%
4	UT	14.62%
5	FL	14.18%
6	HI	14.12%
7	WY	13.05%
8	MT	13.03%
9	NM	10.87%
10	AK	9.26%
11	WA	8.89%
12	OR	8.53%
13	VA	7.73%
14	ND	7.62%
15	SD	7.14%
16	TX	6.84%
17	DE	6.17%
18	SC	5.88%
19	DC	5.87%
20	GA	5.67%
21	MD	5.54%
22	TN	4.96%
23	IA	4.86%
24	CO	4.77%
25	AR	4.68%
26	CA	4.45%
27	MN	4.38%
28	AL	4.36%
29	NC	4.22%
30	NE	4.01%
31	WI	3.67%
32	NH	3.66%
33	KY	3.57%
34	RI	3.44%
35	OK	3.43%
36	WV	3.43%
37	MS	3.04%
38	IN	2.98%
39	VT	2.83%
40	PA	2.64%
41	NJ	2.41%
42	ME	2.14%
43	MO	2.05%
44	NY	1.96%
45	IL	0.76%
46	KS	0.34%
47	CT	0.26%
48	OH	-0.48%
49	MA	-1.51%
50	MI	-2.51%
51	LA	-5.51%

Source: Bureau of Labor Statistics Current Employment Statistics, December 2006 versus December 2001 change in total nonfarm employment.

Construction Costs, Permit Fees and City Wage Tax Estimates

	Total
One River Place	
Construction	30
Fit Out	13
Christina Landing	70
Chase Center	18
Tubman Garrett Park & related Riverwalk	3.398
1626 South Madison St. & Boulevard	5.914
Shipyard Shops	
Construction	10.8
Fit Out	2.5
Barclays	
Construction	15.172
Fit Out	6.59
Barclays II	30
Garage	21
Marketplace	3.5
ING	
Construction	9.87
Fit Out	4
Wilmington Rowing	1.7
Timothy's	0.6
DCCA	3
Backstage	1.81
B&O Station	
Construction	1.23
Fit Out	0.27
Docks	0.98
PA Building (ING)	11
Joe's Crabshack	2.5
Iron Hill	3
Harry's Seafood Restaurant & Grille	1.8
Buccini/Pollin Group Headquarters	15
Pettinaro Office Building	3.5
Conley Ward Restaurant	2
Russell W. Peterson Urban Wildlife Refuge	2.394
Garage	15
Public Works Yard	85
Restaurant 3rd Pad	2
Shopping Center	15
Justison Landing Residences - Phases 1	150
Glasgow Farm - land	3.8
Christina Landing Condos	112
TOTAL	677.328
Permit Fees (1%)	\$ 6,773,280
Labor Cost (40% of Cost)	270.9312
Labor Rate	600
Total Construction Labor Hours	5418624
Average Employment Length yrs	2
# of construction FTE/Year	1302.553846
City Wage Tax	1.25%
Gross Income Construction Employees	270931200
City Tax One Year (Length of project in years/annual wage \$	1,693,320
City Tax Two Years)	\$ 3,386,640

Note: 1996-2007

Wilmington Metropolitan Division Current Employment Statistics

Year	Total Nonfarm	Total Private	Goods Producing	Service Producing	Private Service Producing	Natural Resources, Mining & Construction	Manufacturing	Trade, Transportation, and Utilities	Information	Financial Activities	Professional and Business Services	Educational and Health Services	Leisure and Hospitality	Other Services	Government
1990	296.2	258	58.3	238	199	18	40.2	59.6	3.8	31.1	46.6	27.7	21.3	9.1	39
1991	290.9	251	55.7	235	195	16.2	39.5	57.1	3.3	31.1	44.8	28.5	21.1	9.2	40
1992	289.9	248	52.5	237	196	15.9	36.7	55.4	3.1	31.9	44.6	29.8	21.8	9.3	42
1993	297	255	52.3	245	202	16.3	36	57.1	3.1	33.1	45.6	31.3	22.5	9.5	42
1994	302.3	261	50.3	252	210	15.4	34.9	59.1	3.8	34.7	46.4	33.4	22.9	10	42
1995	309.4	267	50.2	259	217	16.2	34	60.4	4.1	35.4	49.4	34.2	23.5	10	42
1996	316.9	273	51	266	222	18.5	32.5	60.7	4.2	35.8	52.2	34.8	24.1	11	44
1997	324.8	281	50.9	274	230	18.1	32.8	61	5.3	37.3	54.5	35.3	24.8	11	44
1998	335.3	290	51.8	284	238	17.8	34	62.9	6.1	39.7	56.4	36.2	25.2	12	45
1999	344.7	299	52.8	292	246	19.3	33.5	65	6.7	40.7	58.7	36.8	25.9	12	46
2000	349.3	302	51	298	251	19.5	31.6	66	7.2	40.6	59.2	38.5	26.3	13	48
2001	346.2	298	49	297	249	19.5	29.6	64.5	7.3	41	57.1	39.2	26.6	13	48
2002	342.4	295	47.2	295	248	19.5	27.6	64.6	7	41.1	54.8	40.1	27	14	47
2003	340.5	295	46.2	294	248	19.4	26.8	64.9	6.6	39.7	54.3	41.2	27.4	14	46
2004	346.1	300	46.5	300	253	20.4	26.1	65.3	6.3	38.9	57.3	42.4	28.2	15	47
2005	348.3	300	45.4	303	255	20.7	24.8	65.6	6	38.9	57.1	43.4	28.7	15	48
Change 1990-2005	52.1	42.6	-12.9	64.8	55.4	2.7	-15.4	6	2.2	7.8	10.5	15.7	7.4	5.8	9.5
Change 1990-2000	53.1	44.1	-7.3	60.3	51.2	1.5	-8.6	6.4	3.4	9.5	12.6	10.8	5	3.8	9.1
Change 2000-2005	-1	-1.5	-5.6	4.5	4.2	1.2	-6.8	-0.4	-1.2	-1.7	-2.1	4.9	2.4	2	0.4

Source: Bureau of Labor Statistics. Downloaded January 2007. Annual data, not seasonally adjusted. Wilmington metropolitan

Delaware Economic Development Office Riverfront Projects

Applicant's Name	CDF Approval	Description	Fund	Jobs Total	Award Amount
One River Place, LLC.	8/16/2004	Cost associated with the assessment and remediation of land located in Wilmington, which will be leased to AAA	DSF	0	\$ 100,000
Christina Landing LLC - 200 South Market St.	4/26/2004	To develop a Brownfield townhouse project on the Riverfront	DSF	0	\$ 100,000
Christina Landing LLC - 201/205 A Street	4/26/2004	To develop a Brownfield townhouse project on the Riverfront	DSF	0	\$ 100,000
Christina Landing LLC - 207 A Street	4/26/2004	To develop a Brownfield townhouse project on the Riverfront	DSF	0	\$ 100,000
322 A Street LLC	11/29/2003	Develop a Brownfield site	DSF	0	\$ 100,000
Riverfront Development Corporation	9/24/2001	To support capital projects (AIG) and maintain cash flow for the balance of the fiscal year	DSF	1100	\$ 1,400,000
Riverfront Development Corporation	3/9/1998	To support two projects: 1) completion of Phase 1 Riverwalk, 2) Purchase of the O'Brien Machine Building	DSF	0	\$ 2,750,000
Riverfront Development Corporation	4/21/1997	To support capital projects for the Corporation in its mission of redeveloping the Christina and Brandywine waterfronts (Amer property)	DSF	0	\$ 3,000,000
AAA Mid-Atlantic Inc.	2/23/2004	To be used for costs incurred with the relocation of its headquarters facility from Philadelphia to the Wilmington Riverfront and the relocation of its Operation Center from Elkton to Newark.	DSF	755	\$ 6,000,000
TOTAL					\$13,650,000

Source: DEDO.

DelDOT Riverfront-Related Projects (Source: RDC, DelDOT)

Fiscal Year	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	TOTAL
Agency Funds South Madison-West Street Connector			6,470,245									6,470,245
Christina Crescent									1,900,000	8,519,626	13,637,447	24,057,073
Browntown Beech St							887,860					887,860
Riverwalk Phase III & IV			4,144,500	933,500	780,000							5,858,000
Riverwalk V & VI				2,489,219	806,284							3,295,503
Riverwalk VII					750,000		57,600					807,600
Various Bulkhead Design Bio-swales Bell Alley						1,870,388		750,000		333,438		2,953,826
Bulkheads						625,000		4,000,000				4,625,000
Madison Street Stadium Access CSO						1,369,675						1,369,675
A Street Market South Bank									10,607,740	254,400		10,862,140
Railwalk Railing						305,388						305,388
Wilmington Transit Center II		2,500,000										2,500,000
Windscreens / Trestle Painting		800,000										800,000
MLK Blvd Modifications			2,250,000	2,250,000								4,500,000
Reilly Bridge Rehab								2,866,667	2,866,667	2,866,667		8,600,001
Justison Landing Projects										9,666,667	9,666,667	19,333,334
Christina Crescent Garage									10500000	10500000		21,000,000
Program Management (RK&K)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000		12,000,000
Total DelDot	1,200,000	4,500,000	14,064,745	6,872,719	3,536,284	5,370,451	2,145,460	8,816,667	27,074,407	33,340,798	23,304,114	130,225,645

Riverfront Study Area



Source: CADSR, University of Delaware. Bordered tax parcels denote inclusion in the study.