

Economic Analysis of the 273 Corridor

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Preface

The New Castle County, Delaware Economic Development Strategic Plan called for focused economic development investments in geographic opportunity areas targeting industry sectors identified for their fit with the region and their future growth prospects.¹ To implement this plan, the New Castle County Department of Land Use has been engaged in efforts to “encourage and facilitate targeted economic investment” and “prepare prototype revitalization/redevelopment plans,” among other initiatives.²

This study supports continued implementation of these efforts by analyzing existing and potential land-use and economic characteristics in a targeted economic opportunity area—the route 273 Corridor Area extending generally from Newark to Christiana. The following report is organized into four sections:

- An *Executive Summary* which highlights key findings from this analysis, focused on strategic options for advancing County economic development priorities in this corridor
- A review of *273 Corridor Area Geography and Demography* that delineates the study area and reports on land use and household characteristics within this area
- An *Economic Analysis* that analyzes workforce characteristics and employment by industry trends and specializations in the 273 Corridor Area, identifies major area employers, benchmarks activity relative to peer regions and emerging development models, and assesses future economic growth potential of employers and the area more generally
- A review of *Prospective Economic Development Approaches* that suggests three complementary pathways for advancing desired economic development activity in this corridor

¹ “New Castle County, Delaware Economic Development Strategic Plan,” Garnet Consulting Services and Wadley-Donovan GrowthTech, 2014.

² “New Castle County Department of Land Use Action Plan & Work Program, 2014/2015,” Eileen Fogarty, 2014.

Table of contents

Executive Summary	1
1. 273 Corridor Area Geography and Demography.....	2
1-1. Extent of Study Area	2
1-2. Land Use.....	3
1-3. Population Demographics.....	14
2. Economic Analysis	26
2-1. Employment and Workforce	26
2-2. Economic Dynamics and Characteristics	37
3. Prospective Economic Development Approaches.....	51
3-1. Encourage Mixed-Use Redevelopment Opportunities.....	51
3-2. Seek to Develop Residential Amenities Attractive to Corridor Workers.....	53
3-3. Partner to Encourage Firm Startup and Graduation in Corridor	54
Appendix A. Tapestry Segmentation Profile.....	A-1

List of figures

Figure 1-1. 273 Corridor Area Overview	2
Figure 1-2. 273 Corridor Area Regional Overview	3
Figure 1-3. Generic Zoning Categories across New Castle County	4
Figure 1-4. Generic Zoning Categories in the 273 Corridor Area.....	5
Figure 1-5. Buildings and Occupancy Codes in the 273 Corridor Area.....	7
Figure 1-6. Median Year of Housing Construction in Region by CCD, 2011-2015.....	9
Figure 1-7. Median Year of Housing Construction by Corridor Area Block Group, 2016.....	10
Figure 1-8. Percent Single-Family, Detached Housing in Region by CCD, 2011-2015.....	11
Figure 1-9. Percent Renter-Occupied Housing in Region by CCD, 2011-2015.....	12
Figure 1-10. Median Housing Values in Region by CCD, 2011-2015.....	13
Figure 1-11. 273 Corridor Area Population by Census Block, 2010.....	14
Figure 1-12. 273 Corridor Area Population Density by Census Block, 2010	15
Figure 1-13. Median Household Income in Region by CCD, 2011-2015.....	16
Figure 1-14. Median Household Income in 273 Corridor Area by Census Block Group, 2011-2015.....	17
Figure 1-15. Median Age in Region by CCD, 2011-2015.....	18
Figure 1-16. Median Age in 273 Corridor Area by Census Block Group, 2011-2015.....	19
Figure 1-17. Educational Attainment in Region by CCD, 2011-2015	20
Figure 1-18. Educational Attainment in 273 Corridor Area by Census Block Group, 2011-2015.....	21
Figure 1-19. Percent “Affluent Estates” Households by Study Area and CCD, 2016	24
Figure 1-20. Percent Households that Moved In 2010 or Later, by Study Area and CCD, 2016	25
Figure 2-1. Employment in 273 Corridor Area by Census Block, 2014	28
Figure 2-2. Census Block-Level Employment by Sector in 273 Corridor Area, 2014.....	29
Figure 2-3. Estimated Retail Surplus in Regional CCDs, 2016.....	38
Figure 2-4. Top 25 Home Zip Codes of 273 Corridor Area Workers, 2014	39
Figure 2-5. Top 25 Work Zip Codes of Working Residents in 273 Corridor Area, 2014.....	40
Figure 2-6. Median Home Values in Top 25 Home Zip Codes of 273 Corridor Area Workers, 2017.....	41
Figure 2-7. Development Activity Status in the 273 Corridor Area, As of May 2017.....	47

List of tables

Table 1-1. 273 Corridor Land Area by Zoning Districts	5
Table 1-2. Percent Land Area by Occupancy Code in New Castle County CCDs, 2016	6
Table 1-3. Percent Built Area by Generic Zoning District in New Castle County CCDs, 2016	8
Table 2-1. Employment Characteristics for Regional CCDs with Highest Job Density, 2004 - 2014.....	27
Table 2-2. Employment Characteristics for New Castle County CCDs, 2004 - 2014.....	27
Table 2-3. Employment and Extra Jobs by Sector in 273 Corridor Area, 2014	30
Table 2-4. Extra Jobs Characteristics for Finance and Insurance Specialized CCDs, 2014.....	31
Table 2-5. Extra Jobs Characteristics for Health Care Specialized CCDs, 2014	32
Table 2-6. Employment and Zoning Characteristics by New Castle County CCDs	33
Table 2-7. Estimated Employment Characteristics by Detailed Zoning Districts in 273 Corridor Area and Unincorporated New Castle County	34
Table 2-8. Estimated Employment by Building Occupancy in 273 Corridor Area and Unincorporated New Castle County	35
Table 2-9. Workforce Characteristics in 273 Corridor and New Castle County, 2014	36
Table 2-10. Real Estate Characteristics in Top 25 Zip Codes Providing Workers to 273 Corridor Area, 2017	42
Table 2-11. New Castle County Employment Shift-Share Analysis, 2010 - 2015.....	44

Executive Summary

Extending generally from the eastern limits of the City of Newark to the Stanton campus of Delaware Technical & Community College, the 273 Corridor Area is a major employment center in northern New Castle County. With a reported 40,387 jobs in 2014, the 273 Corridor Area trails only the Wilmington (54,668), New Castle (42,149), and Brandywine (41,646) Census County Divisions (CCDs) in New Castle County in terms of total employment.³ With 5.6 jobs per acre of land area and approximately two jobs for every one resident, the 273 Corridor Area is more commercial in character than almost every other CCD in the County and surrounding region.

Guided by economic specializations in the financial services, healthcare, retail trade, and entertainment sectors, the 273 Corridor Area has outperformed national and regional employment growth trends. From 2004 – 2014, nearly 60 percent of the 16,280 jobs added countywide were located in the 273 Corridor Area. The Area's economic specializations provide a strong base for continued growth. The firms constituting the region's financial services cluster are among the largest in the U.S., including JP Morgan Chase which recently made renewed commitments to add employment in Delaware. The Christiana Care Health System is Delaware's largest private employer. Factors such as an aging population and recent investments suggest that continued growth is likely for the foreseeable future. While the bricks-and-mortar retail sector has struggled nationally in the face of e-commerce, Delaware's retail sector has been relatively protected from disruption thanks in part to the State's tax free shopping status. Anchored by a major, high-performing, regional shopping center—the Christiana Mall—the retail sector in the 273 Corridor Area seems even more secure than Delaware's more generally.

While the 273 Corridor Area is likely to retain its status as a major regional employment center and shopping destination, future economic growth and development will depend on the continual adaptation of the Area's built environment and mix of firms and industries to emerging market realities. For instance, ideal development styles for office uses are trending away from the single- or few-use corporate campuses that typify the Corridor Area and toward styles that integrate residential, office, and retail uses. Further, the health of the 273 Corridor Area depends on the trajectory of a few large firms. While incumbent firms in the Area have performed well and seem likely to continue this strong performance, without further diversification the Area could be tied unnecessarily to the fates of only a few firms.

In an effort to maintain and enhance the 273 Corridor Area's status as a major employment center and shopping destination, New Castle County and its partners should pursue the following complementary approaches to economic development:

1. Continue to encourage mixed-use redevelopment opportunities in the Corridor Area that provide commercial and residential products in line with contemporary and emerging market demand.
2. Enable the development of residential products aimed at rebalancing the Area's population-to-employment ratio, with a particular emphasis on encouraging transit-oriented development around Fairplay Station.
3. Engage in partnerships necessary to develop a physical and programmatic startup pipeline in the Corridor Area.

³ U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov, 2014.

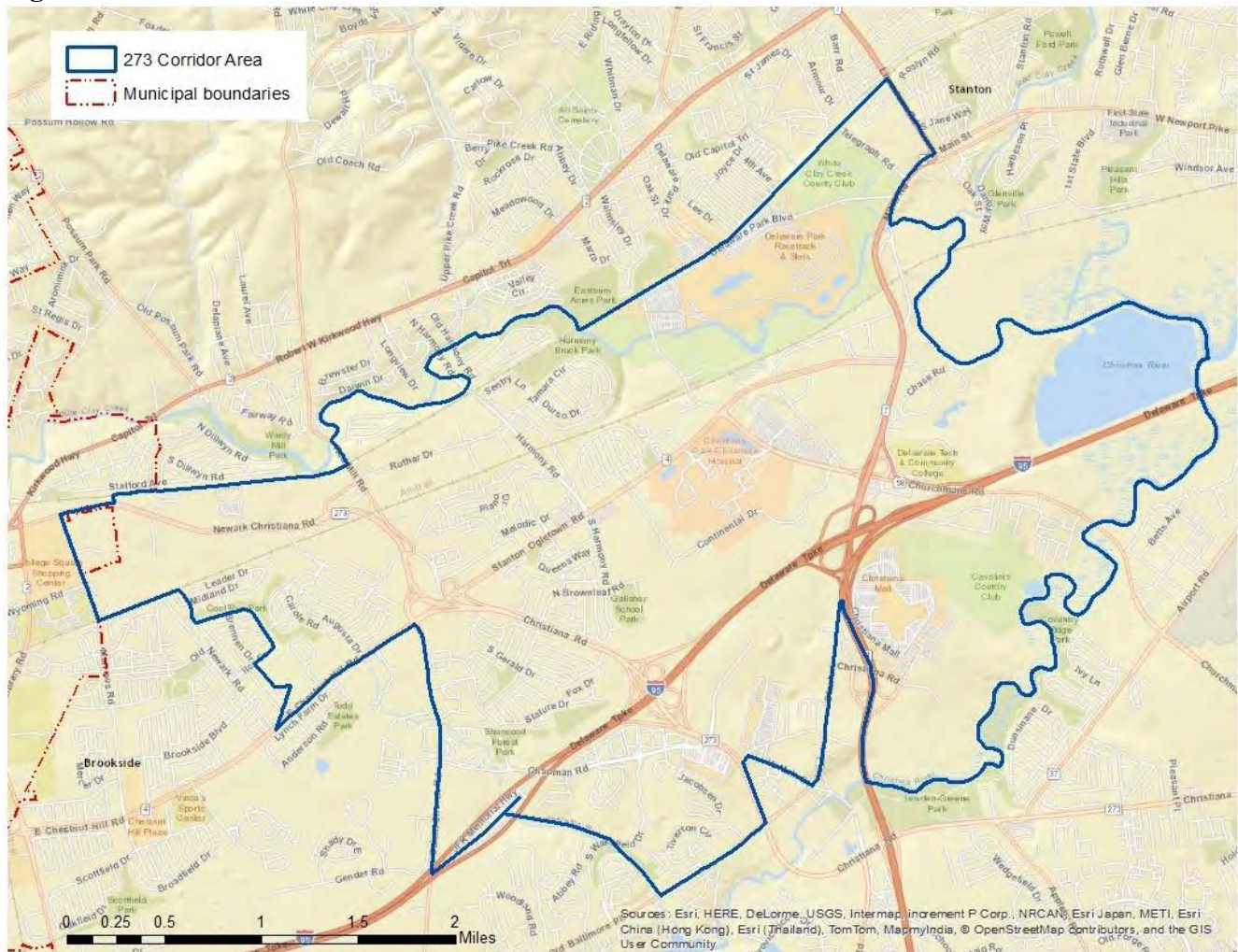
1. 273 Corridor Area Geography and Demography

1-1. Extent of Study Area

For the purposes of this study, and as depicted in Figure 1-1, the 273 Corridor Area covers approximately 7,200 acres extending eastward from the City of Newark’s municipal boundaries at College Square Shopping Center to Cavaliers Country Club. Major landmarks include the Stanton campus of Delaware Technical & Community College, Christiana Mall and the Christiana Fashion Center, Christiana Care Health System, and Delaware Park Racetrack & Slots. The Corridor Area boundaries contain seventeen Transportation Analysis Zones, with a projected 2015 population of 17,388.⁴

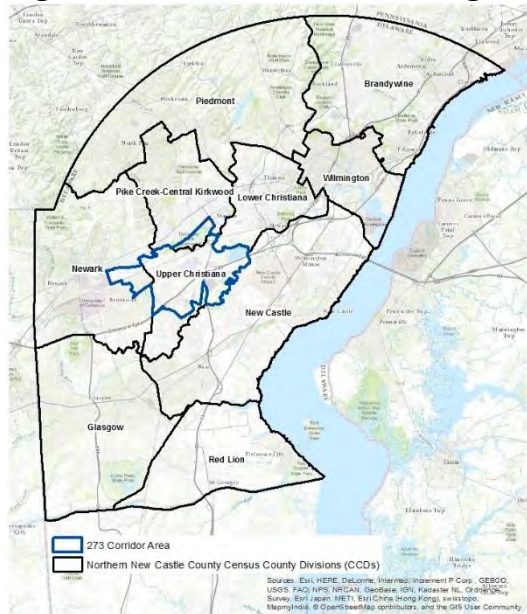
As shown in Figure 1-2, the Corridor Area contains portions of three US Census County Divisions (CCDs) in Northern New Castle County—Greater Newark, Pike Creek-Central Kirkwood, and Upper Christiana—with the majority of the Corridor’s land area situated within the Upper Christiana CCD. Demographic and land use characteristics of these CCD geographies are used throughout the remainder of this report to benchmark characteristics within the 273 Corridor Area.

Figure 1-1. 273 Corridor Area Overview



⁴ “New Castle County Traffic Analysis Zone Population Projections, 2000 to 2040,” Delaware Population Consortium, 2013.

Figure 1-2. 273 Corridor Area Regional Overview



1-2. Land Use

This section reports on an analysis of zoning, land use, built area, and housing characteristics within the 273 Corridor Area, New Castle County, and CCDs within New Castle County.

Key findings include:

- The 273 Corridor Area consists of more land area dedicated to nonresidential uses than residential uses, with a built density of development ranking near the top of other New Castle County CCDs.
- Major uses in the Corridor Area include the White Clay Corporate Center, Christiana Care Health System, Christiana Mall, and Delaware Park, with a variety of other commercial, industrial, and residential uses found throughout the area
- With a median year of housing construction of 1973, homes in the Corridor Area tend to be older than those in emerging suburbs and newer than those in downtown and first-ring suburban areas
- Nearly 40 percent of housing units in the Corridor Area are occupied by renters, suggesting a similarity among the Corridor Area and more established urban and suburban areas
- Home values are relatively modest in the Corridor Area, especially as compared to those found in residential areas in Chester and Delaware counties in Pennsylvania

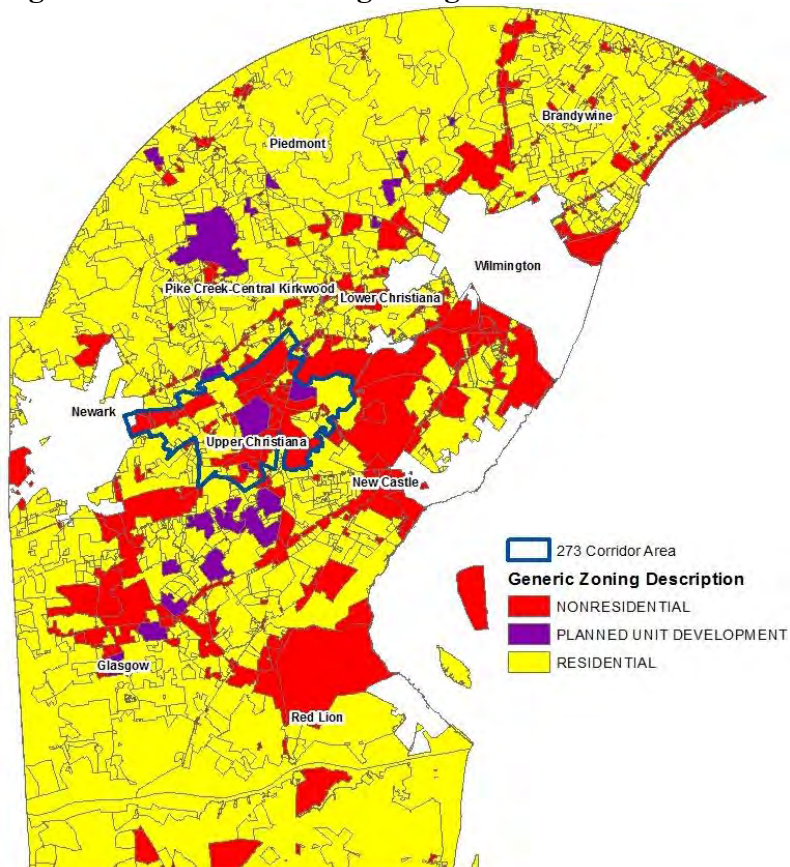
1-2a. Zoning and uses

Nonresidential zoning and land uses predominate in and around the 273 Corridor Area. As shown in Figure 1-3, residential zoning governs land development in most of the CCDs throughout unincorporated, northern New Castle County.⁵ Across unincorporated New Castle County, residential zoning classifications govern just over 85 percent of the county's zoned land area, with nonresidential designations accounting for just over 13 percent and planned unit developments accounting for just under 2 percent.

⁵ Zoning geodatabase accessed from gis.nccde.org, September 2016.

Approximately 48 percent of zoned area in the 273 Corridor is subject to nonresidential zoning regulations, with residential zones accounting for an additional 43 percent and planned unit developments governing the remaining nine percent. Only the Wilmington CCD contains a higher percentage of nonresidential zoned land than the 273 area, though less than 100 acres in this CCD is governed by New Castle County's Unified Development Code. Among other CCDs, nonresidential zoned land area accounts for highs of 43 and 42 percent in the Lower Christiana and New Castle CCDs, respectively. Low values are found in the Piedmont and Middletown-Odessa CCDs, where nonresidential zoned areas account for less than three percent of the total New Castle County zoned land areas.

Figure 1-3. Generic Zoning Categories across New Castle County



Source: New Castle County Department of Land Use, July 2016.

Figure 1-4 and Table 1-1 present a more detailed view of zoning in the study area. Nonresidential zoning areas lie mostly along route 273 and in the Churchmans Crossing area, with the planned unit development designation covering the Christiana Care and JP Morgan Chase campuses. The Commercial Regional designation accounts for slightly over a quarter of the zoned land area in the 273 Corridor Area, with the NC6.5 single-family designation accounting for just over 20 percent of the land area. Other nonresidential zoning designations that regulate significant portions of the study area include Industrial (10 percent of land area), Existing Planned Development (9 percent) Office Regional (5 percent), and Business Park (3 percent). Common residential designations include Suburban (8 percent), Suburban Reserve (7.5 percent), Apartments (1.9 percent), and Suburban Transition (1.9 percent).

Table 1-1. 273 Corridor Land Area by Zoning Districts

Source: New Castle County Zoning and Parcels datasets, September 2016.
Note: Zoning categories accounting for less than one percent of zoned area not included.

Based on occupancy codes assigned to parcels within the New Castle County parcels shapefile, commercial uses make up a higher percentage of parcel area in the 273 Corridor Area than they do in any other New Castle County CCDs.⁶ As shown in Table 1-2, commercial uses account for nearly 7.5 percent of the study area. Among the other CCDs, only the Wilmington area is composed of more than five percent commercial uses. Industrial, utilities, and warehousing uses account for just over 15 percent of the 273 Corridor's parcel area, ranking the study area fifth behind the Red Lion, Wilmington, Lower Christiana, and New Castle CCDs. The Corridor Area ranks first in the percentage of land area made up of entertainment, hospitality, and lodging (10 percent) and health care (4 percent) uses. This reflects the presence of Delaware Park and Christiana Care Health System within the corridor. When combining single- and multi-family residential development, the 273 Corridor Area ranks second-to-last among the CCDs with just over 20 percent of land accounted for by these uses.

Table 1-2. Percent Land Area by Occupancy Code in New Castle County CCDs, 2016

Geography	Percent parcel area by occupancy code							
	Residential	Industrial, Utilities & Warehousing	Office	Entertain. and hospitality	Commercial	Health care	Institutional	Vacant
273 Corridor Area	22	16	11	10	7	4	4	20
Brandywine CCD	54	6	3	5	3	2	4	19
Glasgow CCD	44	6	1	2	1	0	2	37
Lower Christiana CCD	36	19	4	3	4	1	5	25
Middletown-Odessa CCD	47	1	0	1	4	0	1	34
New Castle CCD	36	17	2	2	4	1	3	30
Newark CCD	48	9	2	2	2	1	5	27
Piedmont CCD	69	4	1	2	1	0	2	19
Pike Creek-Central Kirkwood CCD	61	1	2	4	3	1	7	20
Red Lion CCD	19	26	3	0	1	0	5	37
Upper Christiana CCD	55	0	0	1	0	0	1	38
Wilmington CCD	25	24	3	8	5	1	6	25

Source: New Castle County Parcels dataset, September 2016.

1-2b. Built area

An examination of built areas reinforces findings about the intensity and type of uses in the 273 Corridor Area relative to those in New Castle County's CCDs. This intensity is not uniform though, as larger unbuilt areas are present in the region generally east of the route 273/I-95 interchanges. Figure 1-5 displays the outlines and uses of buildings within the 273 area and its surroundings.⁷

Industrial and warehousing buildings dominate the segment of 273 just east of Newark. Major non-residential uses along and near 273 in this area include:

- M Cubed Technologies' Ceramic Materials Group and the DuPont Performance Polymers site
- FMC Health and Nutrition manufacturing location, which was announced as part of a business swap with DuPont⁸
- Auto dealerships and related repair shops, including a CarMax dealership
- The White Clay Corporate Center, a 44-acre site which hosts JP Morgan Chase facilities⁹
- Norkol, a commercial paper converter and distributor
- Potts Welding & Boiler Repair
- Lowe's Home Improvement store and the former Avon site

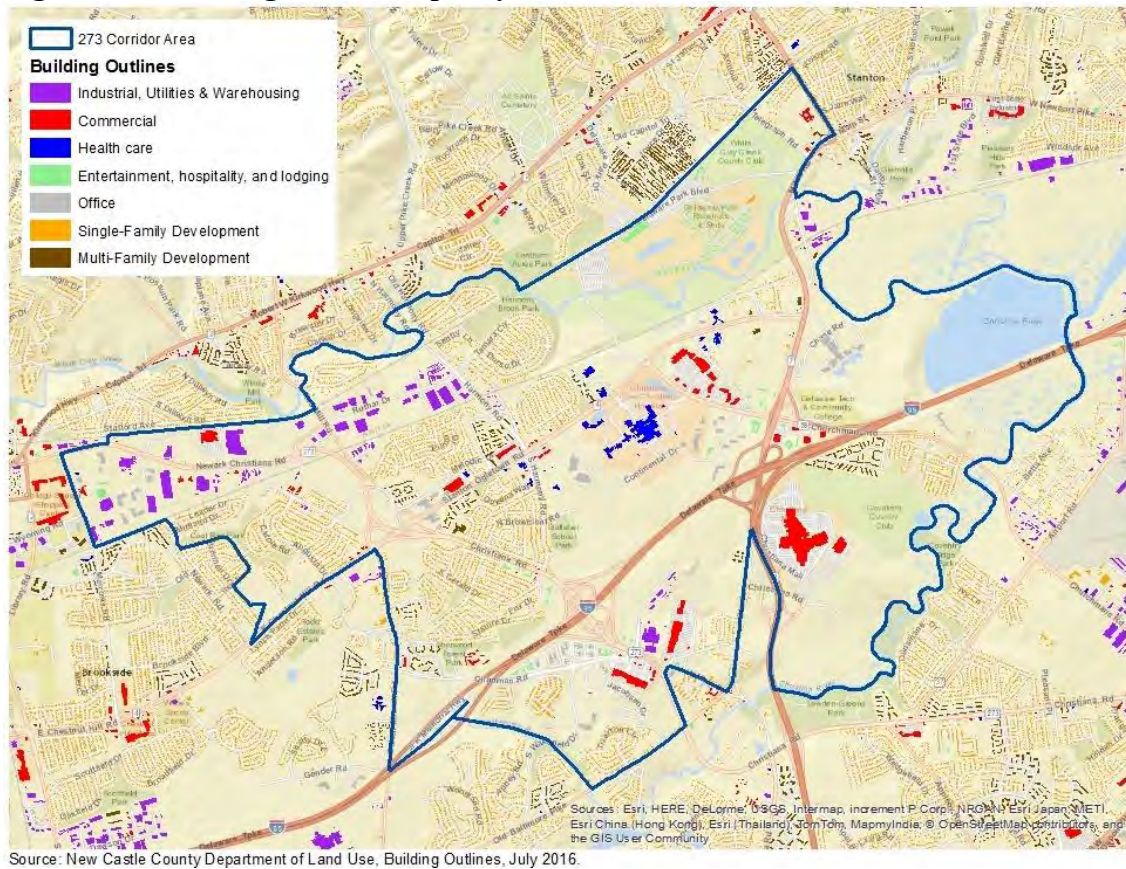
⁶ Parcels shapefile accessed from New Castle County FTP site, July 2016.

⁷ Building outlines shapefile accessed from gis.ncde.org, July 2016.

⁸ See <http://delawarebusinessnow.com/2017/03/dupont-fmc-swap-businesses-deal-will-impact-newark-area/>.

⁹ See <http://www.greaternewarkde.com/real-estate/featured-sites/white-clay-corporate-center/>.

Figure 1-5. Buildings and Occupancy Codes in the 273 Corridor Area



Uses on Ruthar Drive also consist almost entirely of industrial and warehousing buildings, with major non-residential uses including:

- Invista's Applied Research Centre
- UPS Customer Center
- Derco USA, a manufacturing of custom conveyor belts for agricultural processing uses
- B.F. Rich Windows & Doors manufacturing facility (closed February, 2017)
- A manufacturing and sales office location of Rath Incorporated, a refractory and ceramics fiber material company
- Excel Business Systems, a commercial copier and printer supplier and servicer
- Several storage, warehousing, and container shipping businesses

Residential uses surround route 273 as it turns south toward the route 4 and I-95 interchanges. One notable exception to this pattern is the Iron Hill Corporate Center, a development of six buildings containing approximately 450,000 square feet of office space. Originally housing MBNA, current tenants include Coventry Health Care, URS, the Medical Society of Delaware, and JP Morgan Chase.¹⁰ Barclays recently announced the closing of their Ogletown customer call center, with 300 employees scheduled to be relocated later in 2017.¹¹ Major uses south and east of the I-95 interchange include general and medical offices, hotels, a Delmarva Power regional office, and the University Plaza and Christiana Town Center shopping centers. University Plaza tenants include Burlington Coat Factory, Sears Outlet, and an Acme

¹⁰ See <http://www.greaternewarkde.com/real-estate/featured-sites/iron-hill-corporate-center/>.

¹¹ See <http://www.delawareonline.com/story/news/2017/04/06/barclays-close-ogletown-site-relocate-300-employees/100131870/>.

Markets grocery store. Classified as a “power center,” Christiana Town Center is an open-air shopping center with nearly 450,000 square feet of space. Current tenants include Boscov’s, Old Navy, and Bed Bath & Beyond, along with restaurants.¹²

Residential uses predominate along Harmony Road, with commercial uses more common near the intersection of route 4. Bank of America and Christiana Care have major facilities located along route 4 just east of Harmony Road, with many related medical facilities located nearby. Other notable uses along route 4 include the Delaware Park raceway, casino, and golf course and the Churchmans Crossing SEPTA station (i.e., Fairplay Station). Notable uses along Churchmans Road include Center Pointe Plaza shopping center, numerous offices, hotels, and restaurants, the Stanton campus of the Delaware Technical Community College, and Cavaliers Country Club apartments. Just to the north of route 7 is a JP Morgan Chase facility. Located just south of route 7 are the Christiana Mall, a super regional shopping center, and Christiana Fashion Center, an approximately 600,000 square foot power/lifestyle shopping center.¹³

A comparison of building outline areas with total land area reveals that nearly four percent of land area in New Castle County is covered by a building, while just over seven percent of the 273 Corridor Area is similarly covered. This percentage places the study area high among CCDs, with built area percentages ranging from one and two percent in the Middletown-Odessa and Red Lion CCDs, respectively, to nine and 14 percent in the Lower Christiana and Wilmington CCDs, respectively. Table 1-3 shows the building coverage percentage in areas subject to residential, nonresidential, and planned unit development county zoning designations for the 273 Corridor Area and CCDs in New Castle County. In the 273 Corridor Area, residential and nonresidential zoning areas have approximately equal coverage percentages of just less than 7.5. The detailed zoning designations of Apartments (14.0), Commercial Neighborhood (13.8), Industrial (12.7), Garden Apartments (11.4), and Single-family 6,500 square foot lots (10.4) account for the highest building coverage percentages in the study area. The coverage percentage for parcels zoned Industrial in the study area (12.7) ranks first among coverage percentages for industrial areas in New Castle county CCDs.

Table 1-3. Percent Built Area by Generic Zoning District in New Castle County CCDs, 2016

Geography	Percent built area by generic zoning designation		
	Nonresidential	Planned Unit Development	Residential
273 Corridor Area	7.4	5.7	7.3
Brandywine CCD	8.8	12.7	7.6
Glasgow CCD	5.2	8.1	3.2
Lower Christiana CCD	7.4	9.3	9.9
Middletown-Odessa CCD	1.3		0.7
New Castle CCD	5.4	10.8	6.9
Newark CCD	6.7	11.7	4.7
Piedmont CCD	9.3	10.9	2.9
Pike Creek-Central Kirkwood CCD	10.9	8.3	8.3
Red Lion CCD	2.1		1.8
Upper Christiana CCD	2.8	10.0	6.0
Wilmington CCD	7.9		5.0

Source: New Castle County Zoning and Parcels datasets, September 2016.

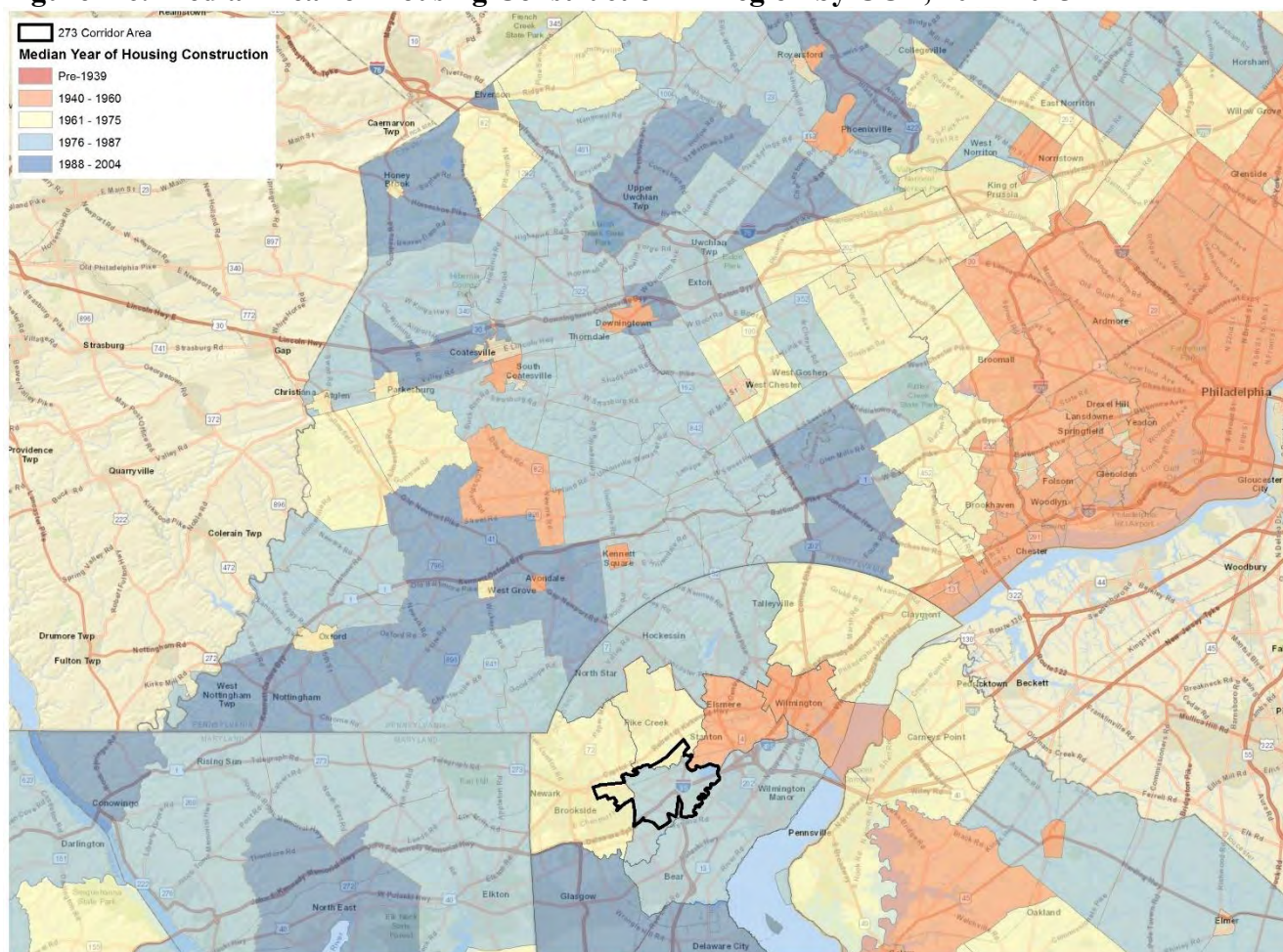
¹² See <http://www.alliedretailprop.com/info/christianatowncenter>.

¹³ See <http://www.alliedretailprop.com/info/christianafashioncenter>.

1-2c. Housing stock

Figure 1-6 displays the median year of housing construction across CCDs in the surrounding Delaware-Maryland-New Jersey-Pennsylvania region consisting of New Castle County, Delaware; Cecil and Harford counties in Maryland; Salem County, New Jersey; and Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania. In CCDs overlapping with the 273 Corridor Area, homes tended to be newer than those in major cities and first tier suburbs like those areas in and around Wilmington and Philadelphia. Pike Creek, Newark, and the Brandywine areas also have slightly older housing stocks. More recent suburbanization is evident in areas to the south of the 273 Corridor Area and in southern Chester and Delaware counties. The estimated median year of housing construction in the 273 Corridor Area is 1973, with approximately 15 percent of the area's housing stock built since 1990.¹⁴

Figure 1-6. Median Year of Housing Construction in Region by CCD, 2011-2015

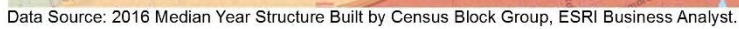


Data Source: 2011-2015 American Community Survey, U.S. Census Bureau.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

¹⁴ ESRI Business Analyst Desktop report using 2010-2014 American Community Survey estimates.

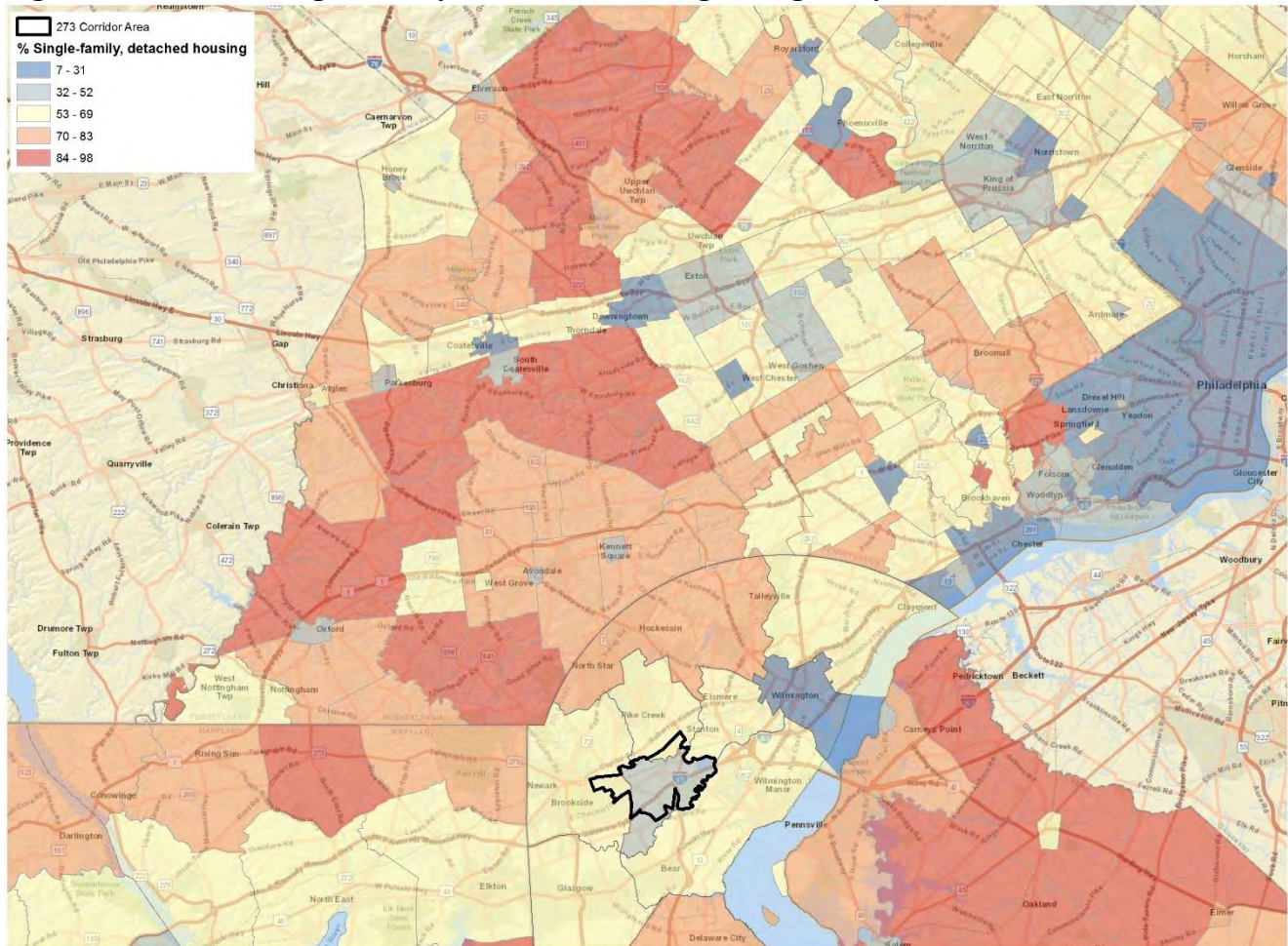
Figure 1-7. Median Year of Housing Construction by Corridor Area Block Group, 2016



10

In terms of the proportion of single-family, detached housing in the area, the 273 Corridor appears to have more in common with well-established urban and suburban areas than it does with emerging suburbs and rural areas (see Figure 1-8). Considering the 273 Corridor Area as a whole, an estimated 55 percent of homes in the area are of the single-family, detached variety.

Figure 1-8. Percent Single-Family, Detached Housing in Region by CCD, 2011-2015

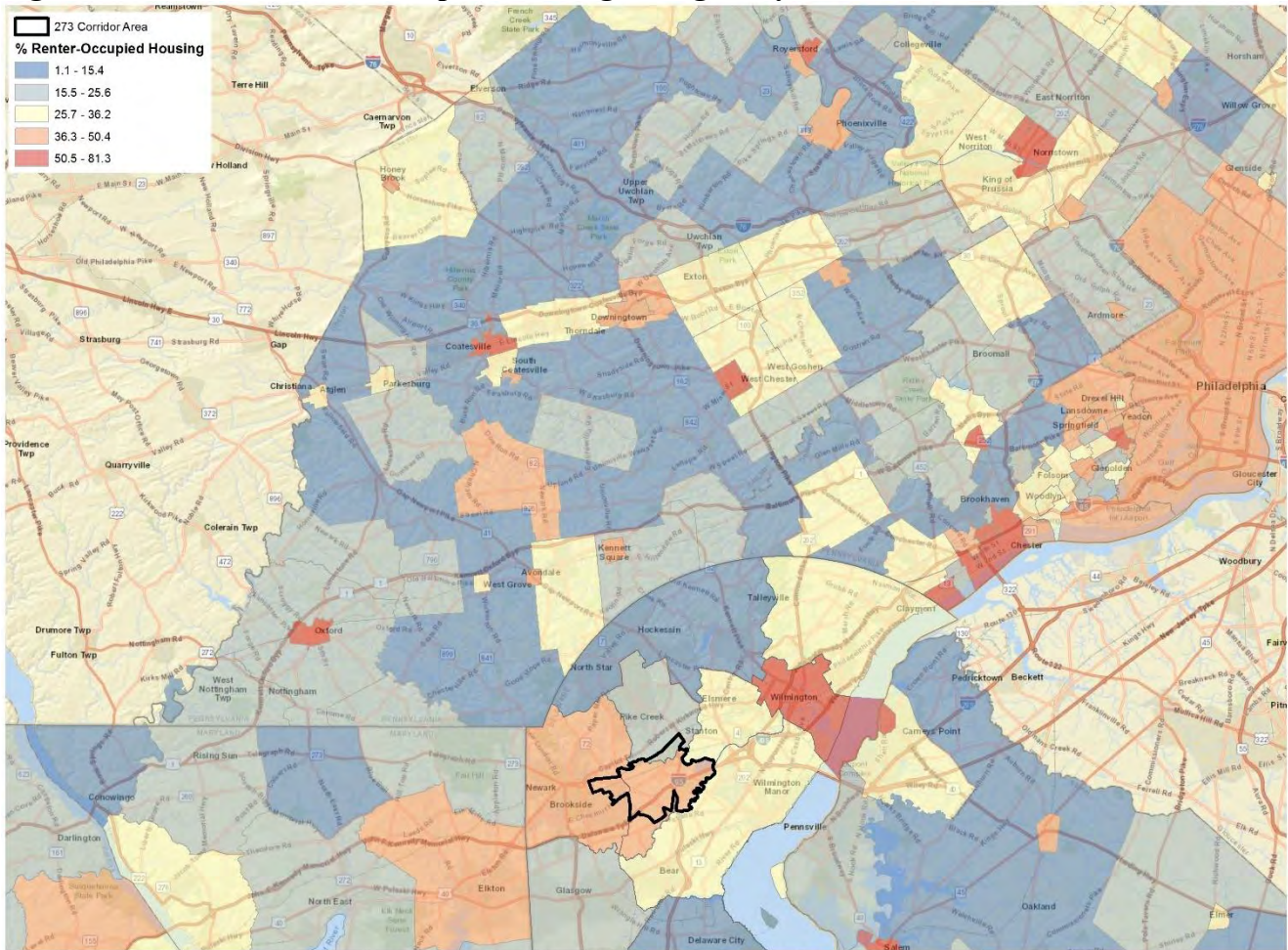


Data Source: 2011-2015 American Community Survey, U.S. Census Bureau.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Figure 1-9 again demonstrates the similarity in housing characteristics between the 273 Corridor Area and more established urban and suburban areas—this time from the perspective of the relatively large portion of housing in the area that is renter-occupied. According to the 2010 Census, approximately 40 percent of housing units in the 273 Corridor Area are occupied by renters.

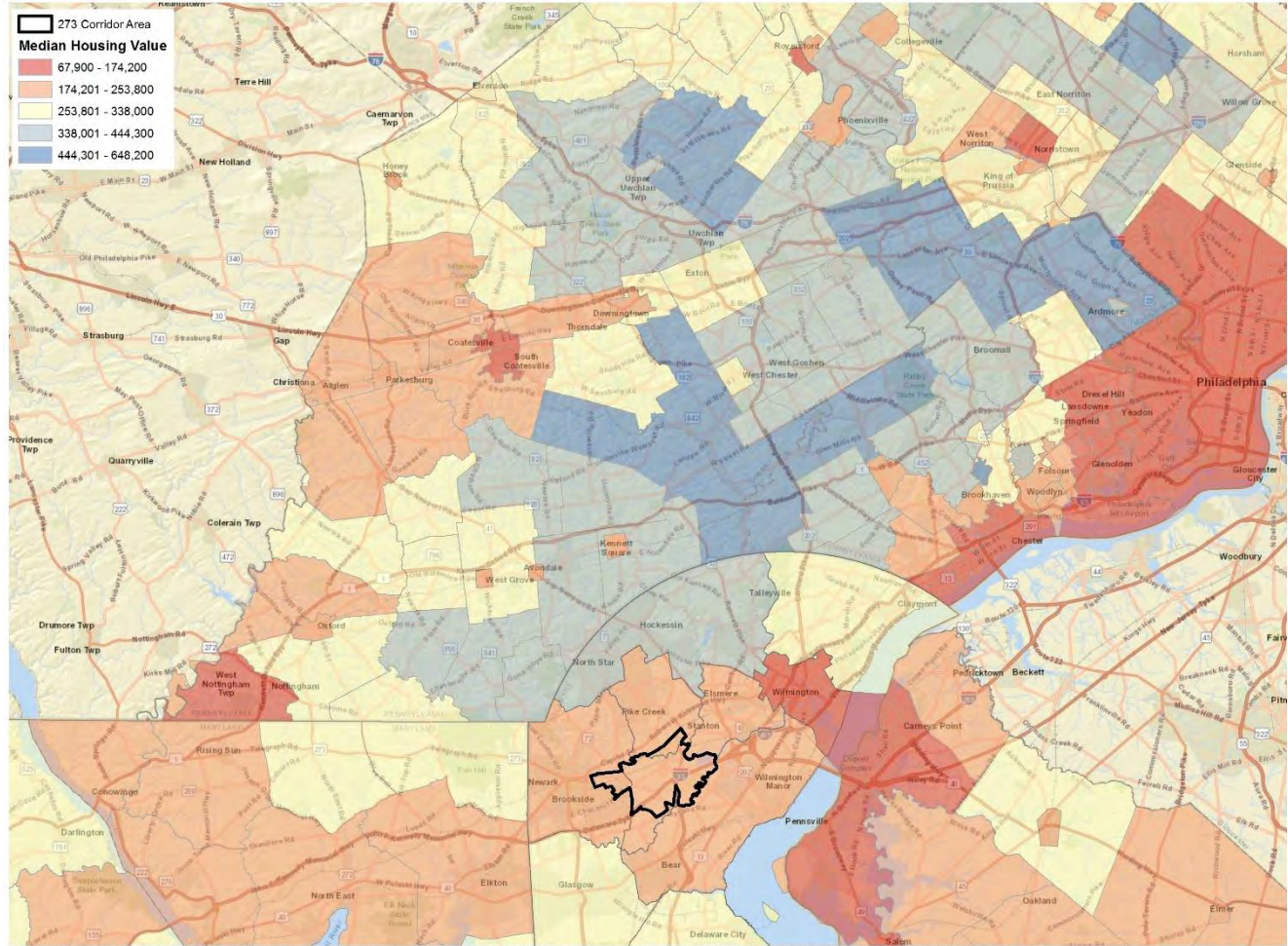
Figure 1-9. Percent Renter-Occupied Housing in Region by CCD, 2011-2015



Data Source: 2011-2015 American Community Survey, U.S. Census Bureau. Note: Percentage calculated as percent of occupied housing occupied by renters.
 Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Figure 1-10 depicts median housing values at the CCD level in the surrounding region. Home values in the 273 Corridor Area are relatively modest compared to values in Chester and Delaware counties, while they outpace values in Wilmington and Philadelphia.

Figure 1-10. Median Housing Values in Region by CCD, 2011-2015



Data Source: 2011-2015 American Community Survey, U.S. Census Bureau. Note: Housing values inflation-adjusted to 2015 dollars.
Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

1-3. Population Demographics

This section reports on an analysis of the population living within the 273 Corridor Area, including economic and demographic characteristics of these individuals and households.

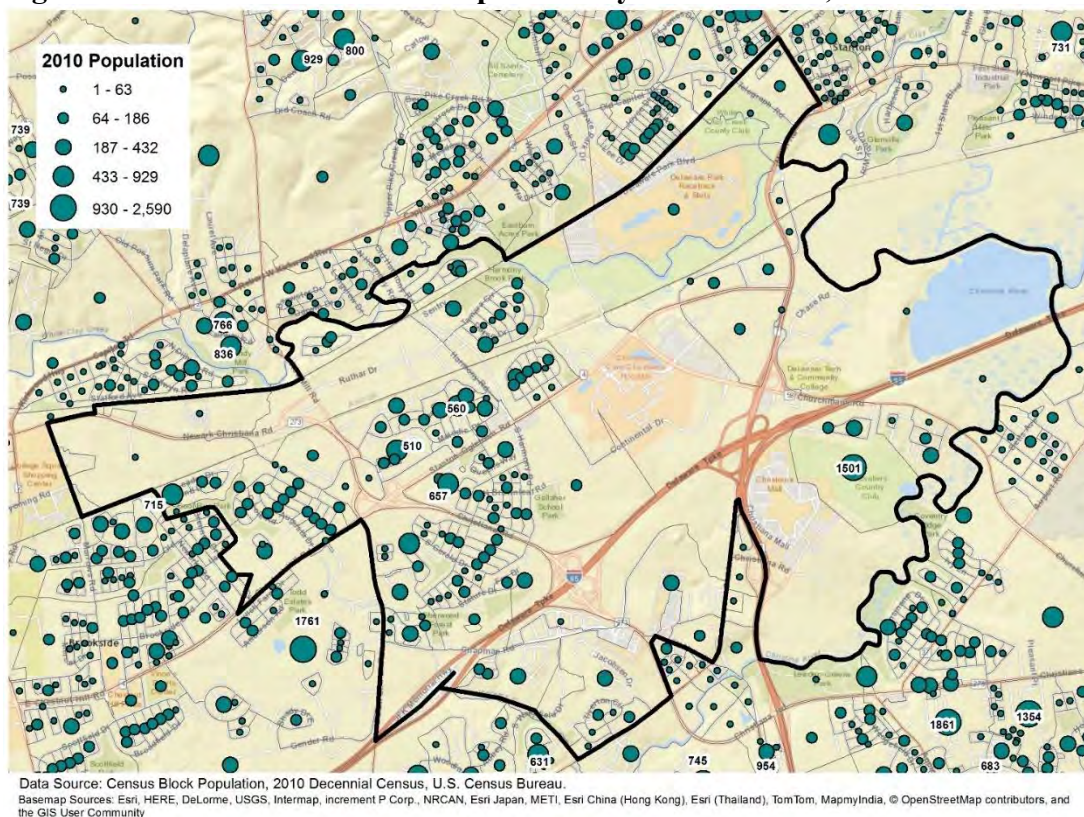
Key findings include:

- Low residential densities of less than six persons per acre predominate outside of isolated pockets where apartment complexes or residential developments are located in the Corridor Area
- Median household incomes suggest a Corridor Area population of relatively modest means, with the Census Bureau reporting that most sub-areas in the district have median household incomes of less than \$55,000
- Residents in the Corridor Area tend to be younger and have lower rates of educational attainment than do residents in their peer CCDs throughout the region
- Apart from a few more established communities, the 273 Corridor Area tends to house a transitional population, with renters moving into the area since 2010 representing 23 percent of all households

1-3a. Population

Population across the 273 Corridor Area totaled 17,737 at the time of the 2010 decennial census, with an estimated population of 18,715 in 2016.¹⁵ As shown in Figure 1-11, the largest concentration of population in the area is located at the Cavaliers Country Club apartment complex, with an approximate population of 1,500.

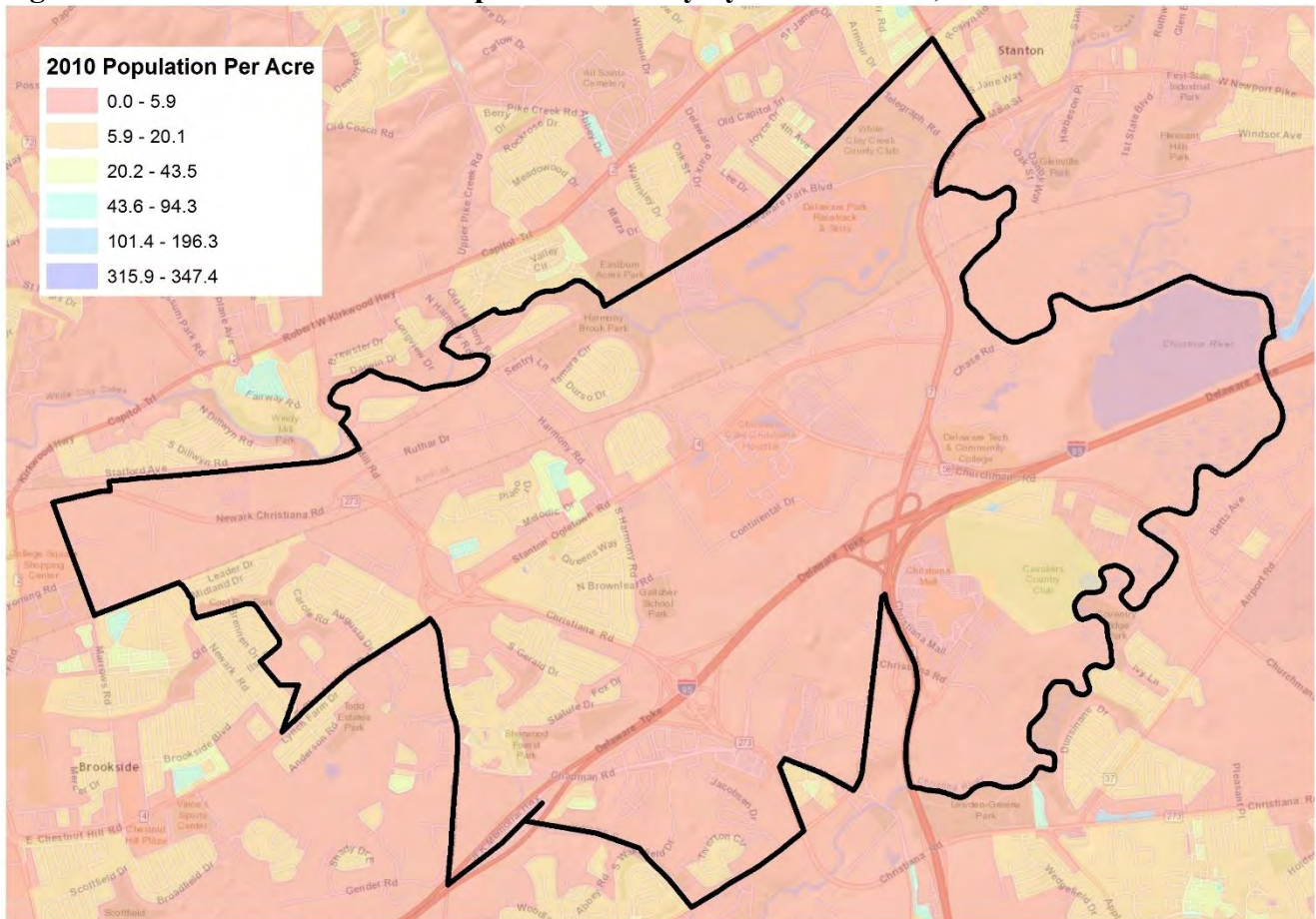
Figure 1-11. 273 Corridor Area Population by Census Block, 2010



¹⁵ U.S. Decennial Census 2010 and ESRI Business Analyst Desktop, Housing Profile, 2016.

Figure 1-12 provides further evidence of the predominantly commercial nature of the 273 Corridor Area. Apart from a few pockets of higher density where apartment complexes or developments are situated, low residential densities of less than six persons per acre cover most of the Corridor Area.

Figure 1-12. 273 Corridor Area Population Density by Census Block, 2010



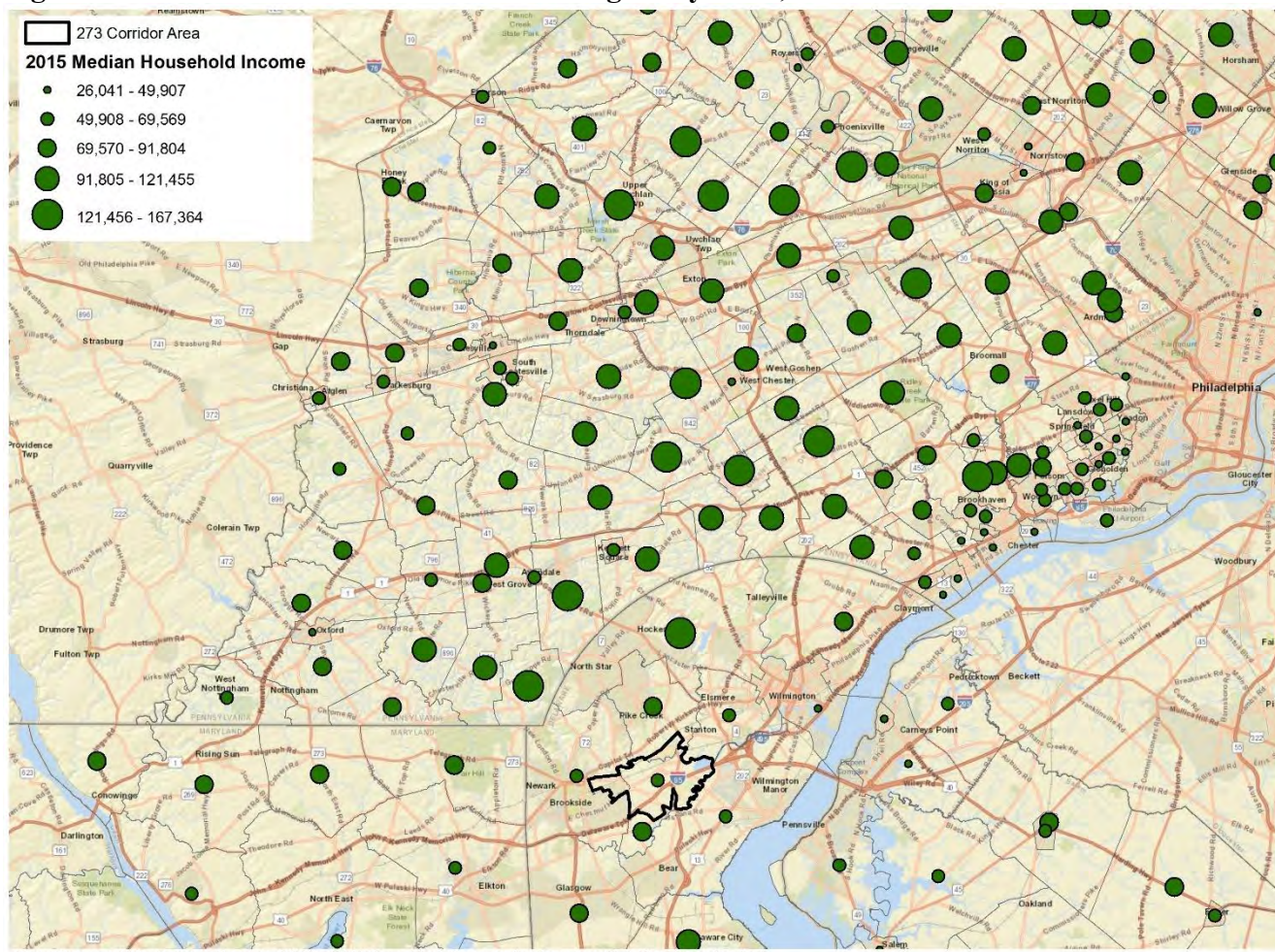
Data Source: Census Block Population, 2010 Decennial Census, U.S. Census Bureau.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

1-3b. Household income

As shown in Figure 1-13, median household incomes in CCDs in and around the 273 Corridor Area are relatively modest.

Figure 1-13. Median Household Income in Region by CCD, 2011-2015

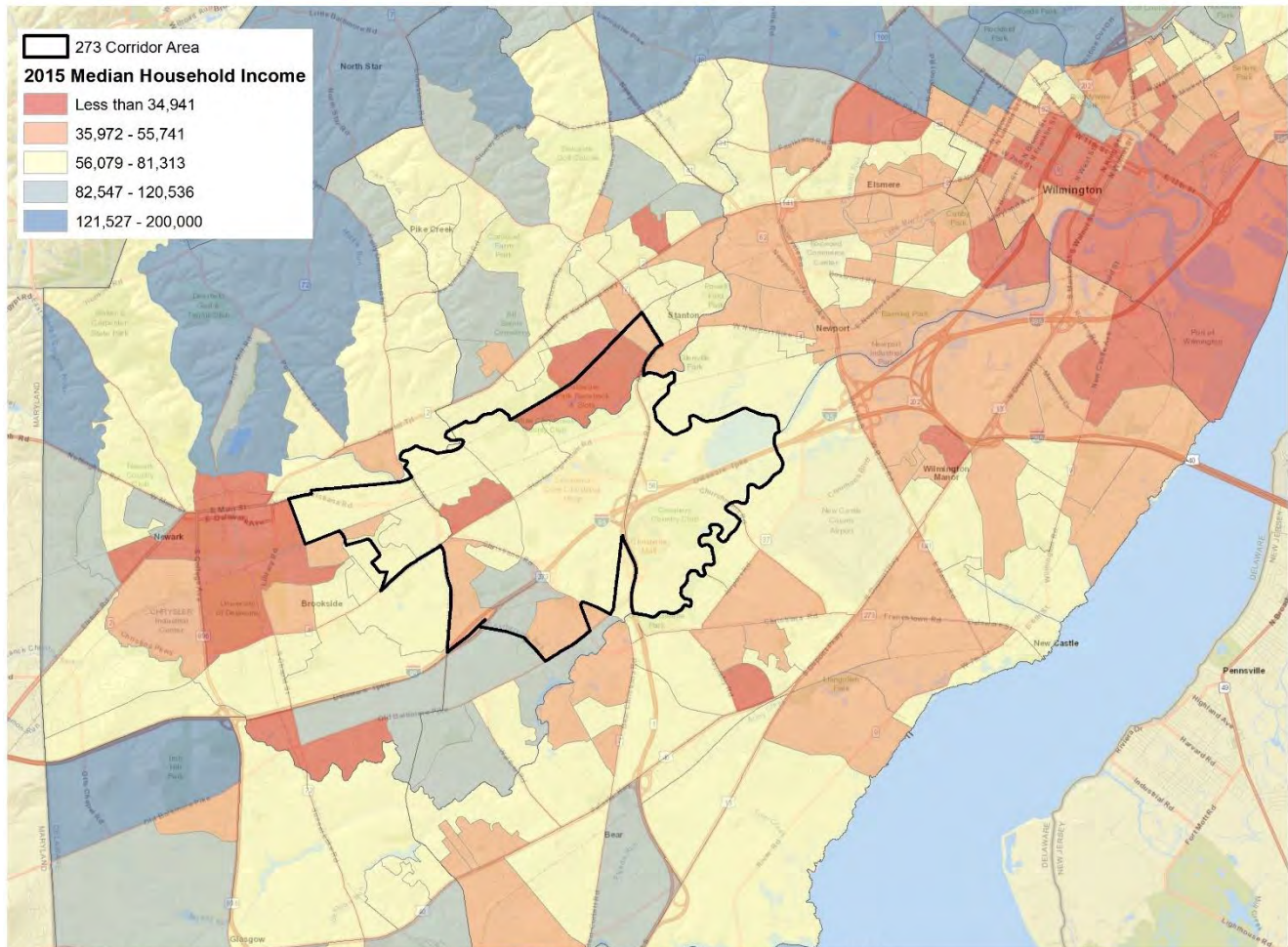


Data Source: U.S. Census Bureau, 2011 - 2015 American Community Survey, ESRI Business Analyst.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

As shown in Figure 1-14, the more highly populated areas of the 273 Corridor Area tend to have median household incomes of no more than \$55,000, apart from a slightly higher median in the Cavaliers Country Club area. A newer development in the southeastern portion of the Corridor Area is an exception, with the median household income exceeding \$80,000 in this location. The median household income across the district was estimated at \$53,206 for 2016.¹⁶

Figure 1-14. Median Household Income in 273 Corridor Area by Census Block Group, 2011-2015



Data Source: U.S. Census Bureau, 2011 - 2015 American Community Survey, ESRI Business Analyst Desktop, 2016.

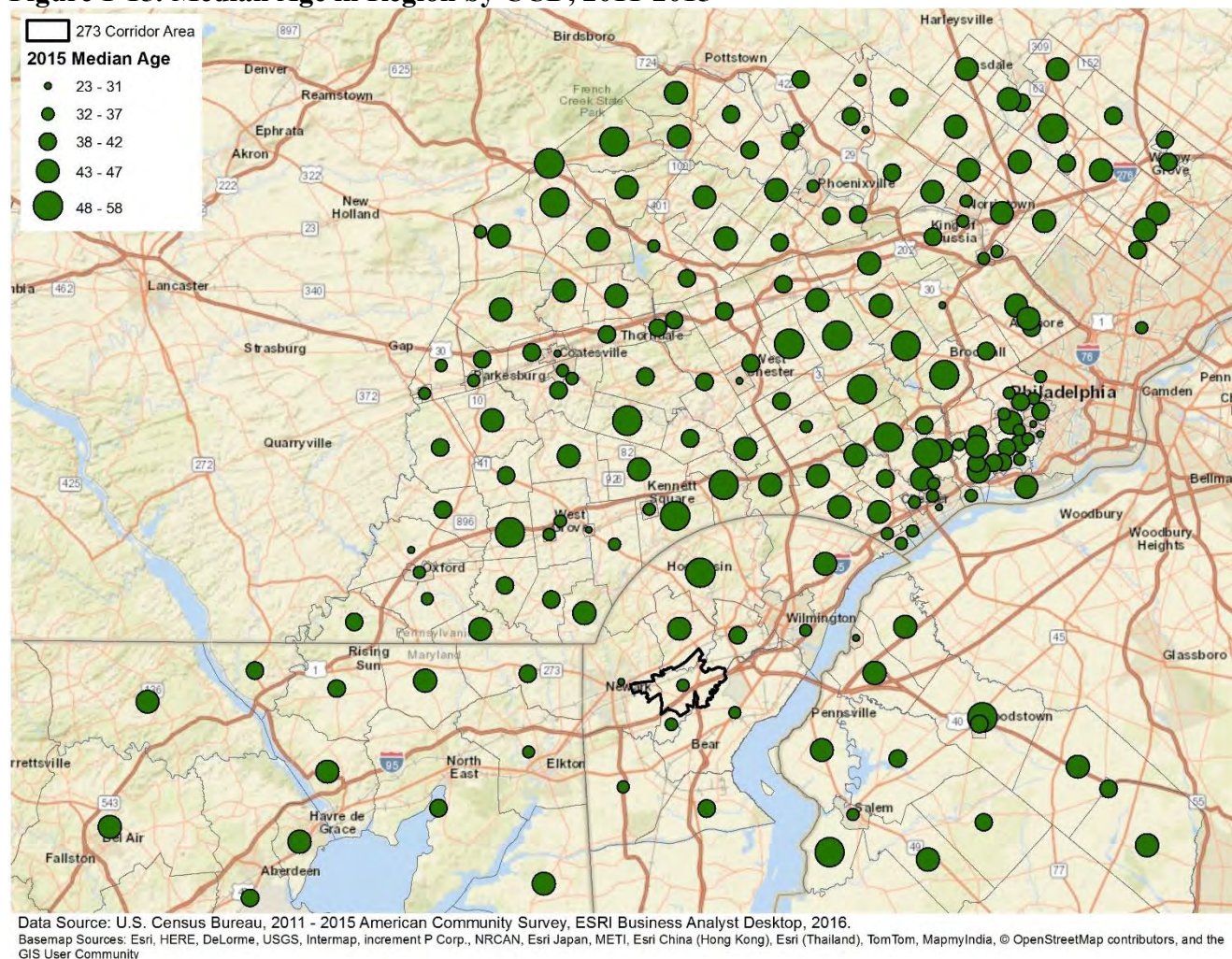
Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

¹⁶ ESRI Business Analyst Desktop, Housing Profile, 2016.

1-3c. Resident age and education

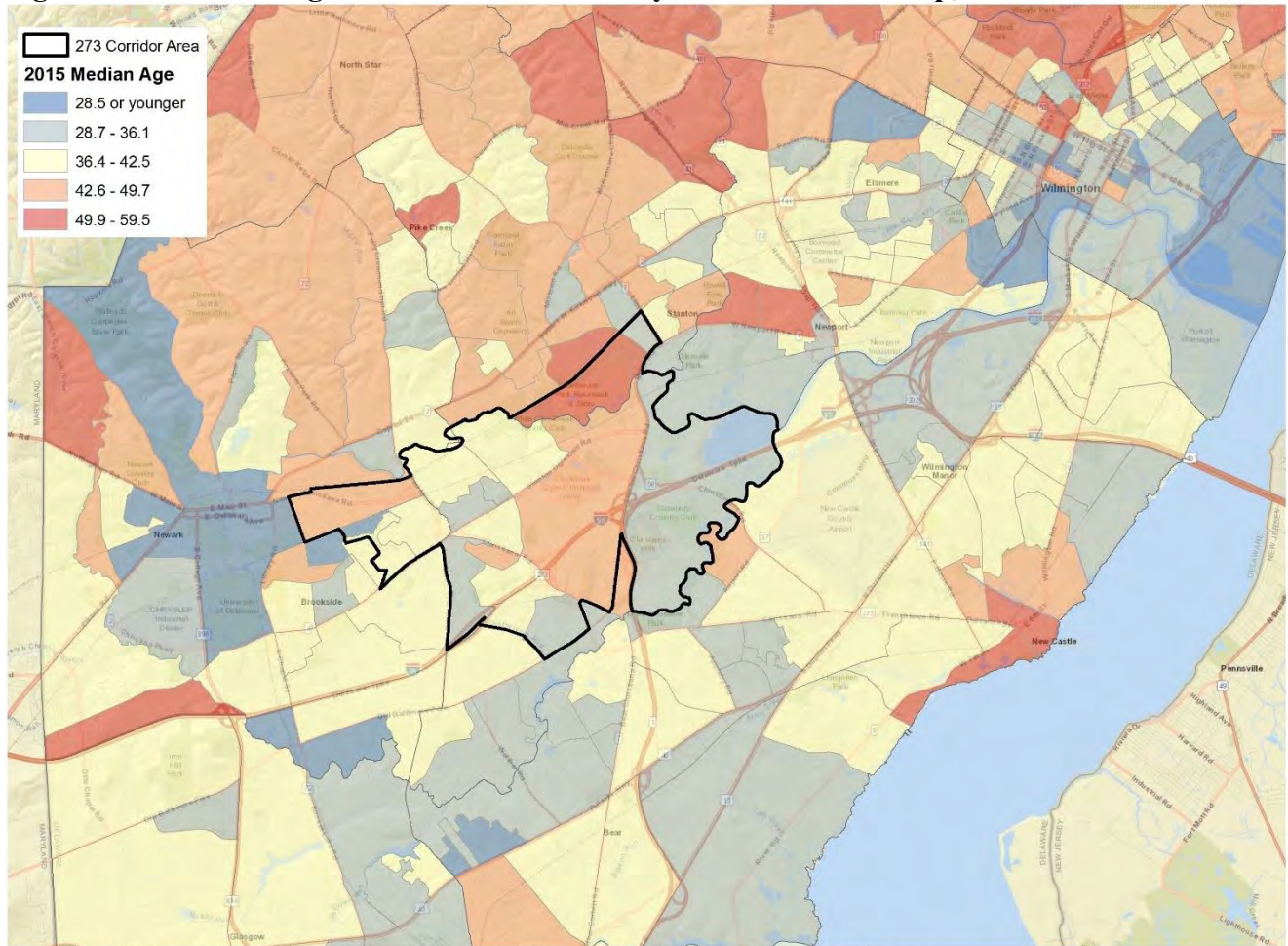
The age profile of the residents in the 273 Corridor Area reflects similarity with more established urban and suburban areas (see Figure 1-15).

Figure 1-15. Median Age in Region by CCD, 2011-2015



Highly populated areas of the Corridor Area tend to have median age values less than 36 years old (see Figure 1-16). Across the Corridor Area, the median age was 35.2 in 2010, with a projected median of 36.3 by 2016.¹⁷

Figure 1-16. Median Age in 273 Corridor Area by Census Block Group, 2011-2015



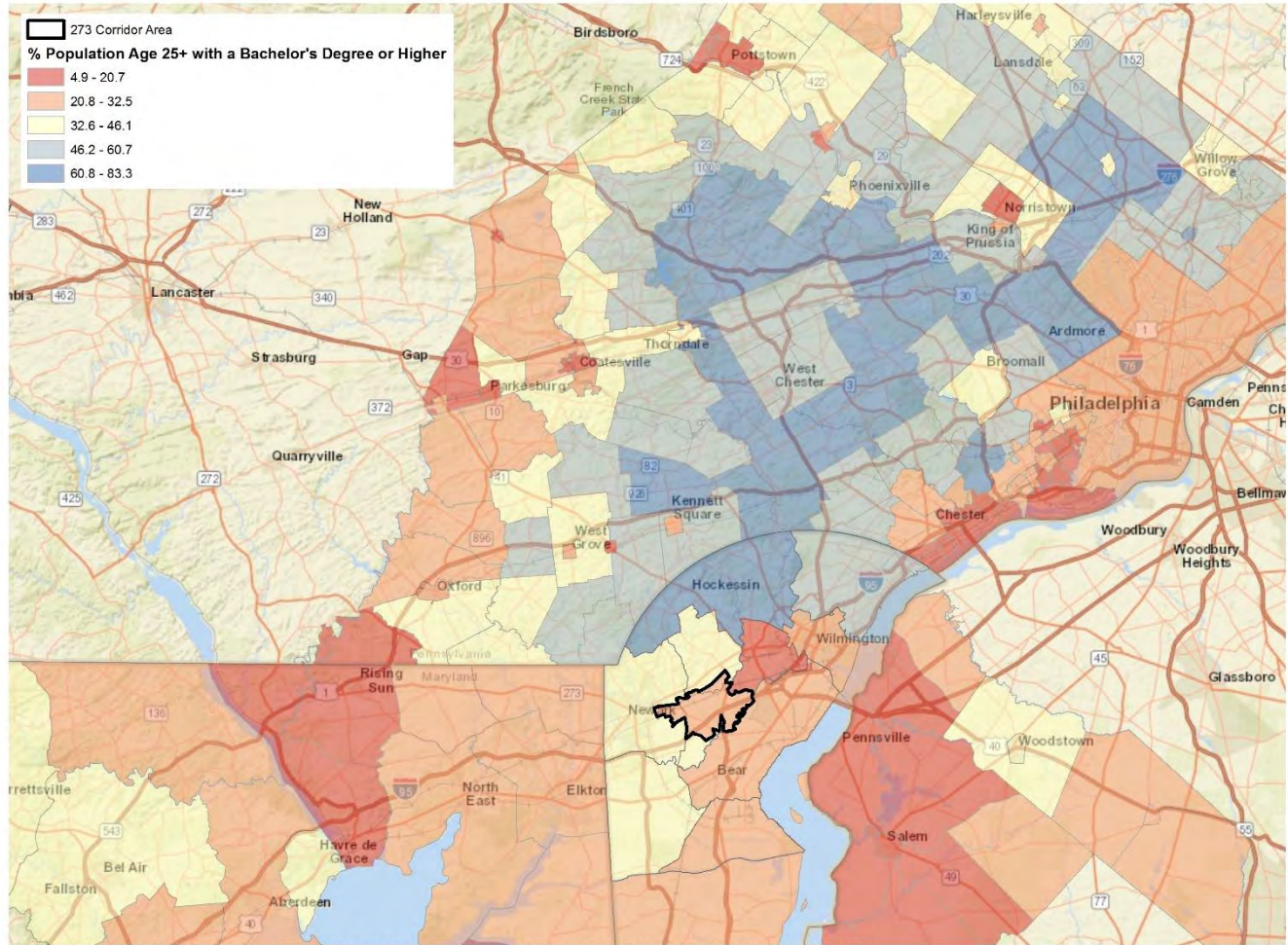
Data Source: U.S. Census Bureau, 2011 - 2015 American Community Survey, ESRI Business Analyst Desktop, 2016.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

¹⁷ U.S. Decennial Census 2010 and ESRI Business Analyst Desktop, Detailed Age Profile, 2016.

Figure 1-17 displays the Corridor Area’s lower rate of educational attainment compared to CCDs at Delaware’s northern border and many of those in Chester, Delaware, and Montgomery counties.

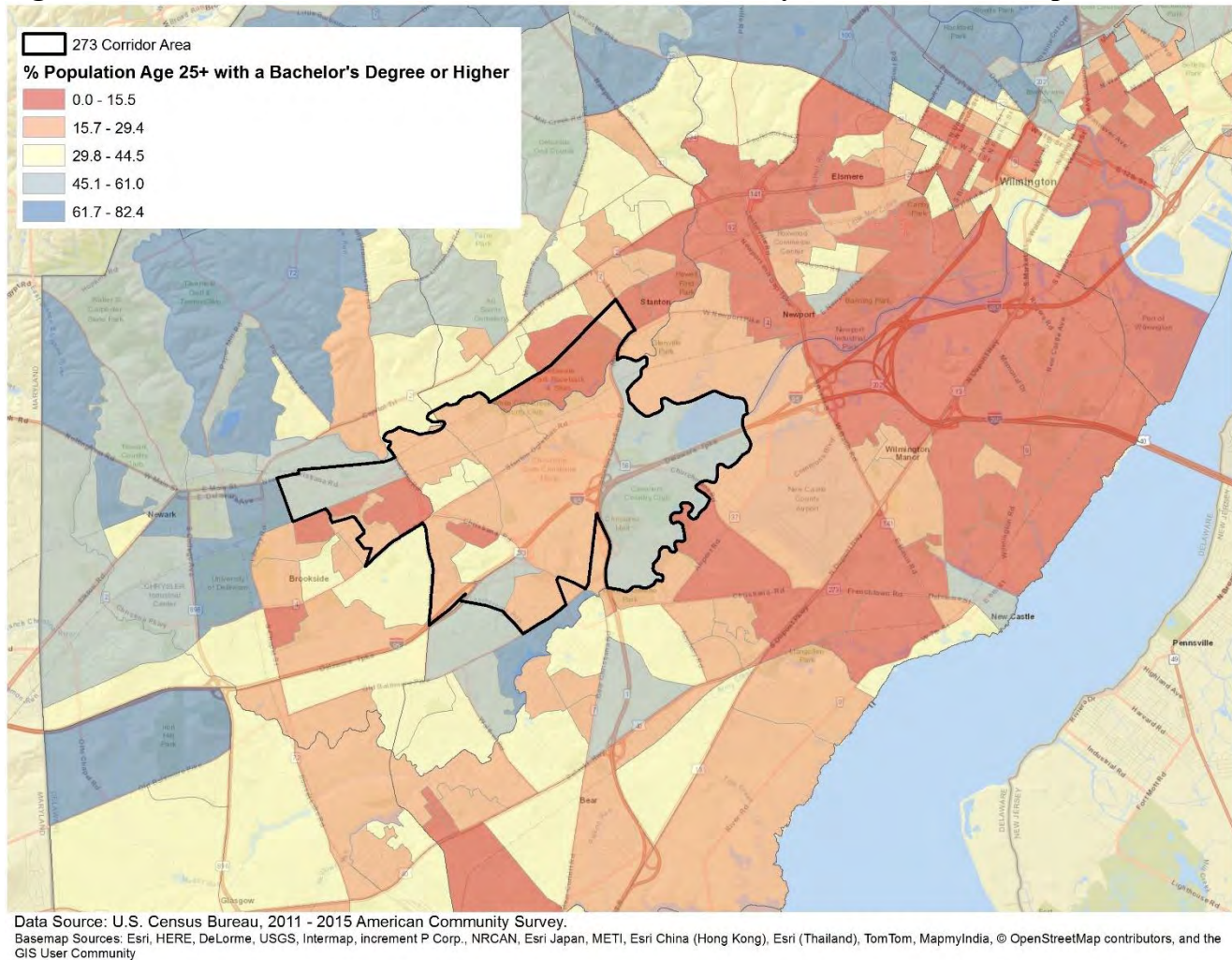
Figure 1-17. Educational Attainment in Region by CCD, 2011-2015



Data Source: U.S. Census Bureau, 2011 - 2015 American Community Survey, ESRI Business Analyst Desktop, 2016.
Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

As shown in Figure 1-18, educational attainment rates vary considerably across sub-areas in the corridor, with the Cavaliers Country Club area and the south- and north-western extremes of the district containing residents with the highest rates of educational attainment. An estimated 27.4 percent of the area's population 25 years or older earned at least a Bachelor's Degree as of 2015.¹⁸

Figure 1-18. Educational Attainment in 273 Corridor Area by Census Block Group, 2011-2015



1-3d. Market segments

ESRI's Tapestry Segmentation dataset "classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics."¹⁹ ESRI's "Tapestry Segmentation: Methodology" white paper further summarizes the dataset and its purpose:

Tapestry is a geodemographic segmentation system that integrates consumer traits with residential characteristics to identify markets and classify US neighborhoods. Neighborhoods with the most similar characteristics are grouped together, while neighborhoods with divergent characteristics are separated. Internally homogenous, externally heterogeneous market segments depict consumers' lifestyles and

¹⁸ ESRI Business Analyst Desktop, Community Profile, 2016.

¹⁹ See "ESRI Tapestry Segmentation," <http://www.esri.com/landing-pages/tapestry>.

lifestages. Tapestry Segmentation combines the "who" of lifestyle demography with the "where" of local geography to create a classification model with 67 distinct, behavioral market segments.²⁰

In essence, ESRI's data mining and cluster analysis techniques allow for an understanding of demographic characteristics and consumer spending habits and preferences not possible from public data sources, like the Census, alone. Using ESRI's Business Analyst Desktop software package, IPA researchers completed a tapestry segmentation analysis of the 273 Corridor Area. The ESRI generated reports from this analysis appear in Appendix A, including overviews of the five most common segments in the area. Households in the "Suburban Periphery" (65.8 percent of households in area), "Urban Periphery" (19.1 percent), and "Metro Cities" (13.7 percent) urbanization groups are most common. Typical characteristics of "Suburban Periphery" residents include "commuters [that] value low density living, but demand proximity to jobs, entertainment and the amenities of an urban center" and "older householders [that] have either retired in place [or] downsized."²¹ "Urban Periphery" characteristics include "the earliest suburbs, built before 1970, [consisting of] primarily single-family housing with some apartments" and "city life for starting families in neighborhoods that fringe major cities."²² "Metro Cities" households live in neighborhoods characterized by "affordable city life that feature a mix of single-family and multiunit housing," with "student loans more common than mortgages" among households in this group.²³

Tapestry analysis also involves classifying households into LifeMode groups that "represent markets that share a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence."²⁴ The most common LifeMode groups in the 273 Corridor Area are "GenXUrban" (42.6 percent of area households), "Upscale Avenues" (23.3 percent), "Middle Ground" (18.1 percent), and "Midtown Singles" (14.6 percent). Typical characteristics of households classified in these groups include:

LifeMode 2 Upscale Avenues

- Prosperous married couples living in older suburban enclaves
- Ambitious and hard-working
- Homeowners (70%) prefer denser, more urban settings with older homes and a large share of townhomes...

LifeMode 5 GenXurban

- Gen X in middle age; families with fewer kids and a mortgage
- Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees
- About a fifth of residents are 65 or older; about a fourth of households have retirement income
- Own older single-family homes in urban areas, with 1 or 2 vehicles...

LifeMode 8 Middle Ground

- Lifestyles of thirtysomethings
- Millennials in the middle: single/married, renters/homeowners, middle class/working class
- Urban market mix of single-family, townhome, and multi-unit dwellings
- Majority of residents attended college or attained a college degree
- Household have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams²⁵

²⁰ See "Tapestry Segmentation: Methodology," June 2016, http://downloads.esri.com/esri_content_doc/dbl/us/J9941_Tapestry_Segmentation_Methodology_2016.pdf.

²¹ "Tapestry Segmentation," <http://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.htm>, Accessed May 2017.

²² Ibid.

²³ Ibid.

²⁴ Ibid.

²⁵ Ibid.

Five specific tapestry segments account for just over 85 percent of households in the 273 corridor—“Parks and Rec” (39.3 percent), “Enterprising Professionals” (19.5 percent), “Bright Young Professionals” (12.4 percent), “Young and Restless” (7.9 percent), and “Metro Fusion” (6.7 percent). As a group, these categories account for fewer than 10 percent of households nationally. The ESRI reports in Appendix A provide a detailed overview of typical characteristics of households. ESRI prepared summaries of these tapestry groups can be found in the following bullets:

Parks and Rec

- These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.²⁶

Enterprising Professionals

- Enterprising Professionals residents are well educated and climbing the ladder in STEM (science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, town homes, or apartments; many still rent their homes. The market is fast-growing, located in lower density neighborhoods of large metro areas. Enterprising Professionals residents are diverse, with Asians making up over one-fifth of the population. This young market makes over one and a half times more income than the US median, supplementing their income with high-risk investments. At home, they enjoy the Internet and TV on high-speed connections with premier channels and services.²⁷

Bright Young Professionals

- Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

Young and Restless

- Gen Y comes of age: Well-educated young workers, some of whom are still completing their education, are employed in professional/technical occupations, as well as sales and office/administrative support roles. These residents are not established yet, but striving to get ahead and improve themselves. This market ranks in the top 5 for renters, movers, college enrollment, and labor force participation rate. Almost 1 in 5 residents move each year. Close to half of all householders are under the age of 35, the majority living alone or in shared nonfamily dwellings. Median household income is still below the US. Smartphones are a way of life, and they use the Internet extensively. Young and Restless consumers are diverse, favoring densely populated neighborhoods in large metropolitan areas; over 50% are located in the South (almost a fifth in Texas), with the rest chiefly in the West and Midwest.²⁸

Metro Fusion

- Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings. Metro Fusion is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social

²⁶ “Parks and Rec,” http://downloads.esri.com/esri_content_doc/dbl/us/tapestry/segment18.pdf, Accessed May 2017.

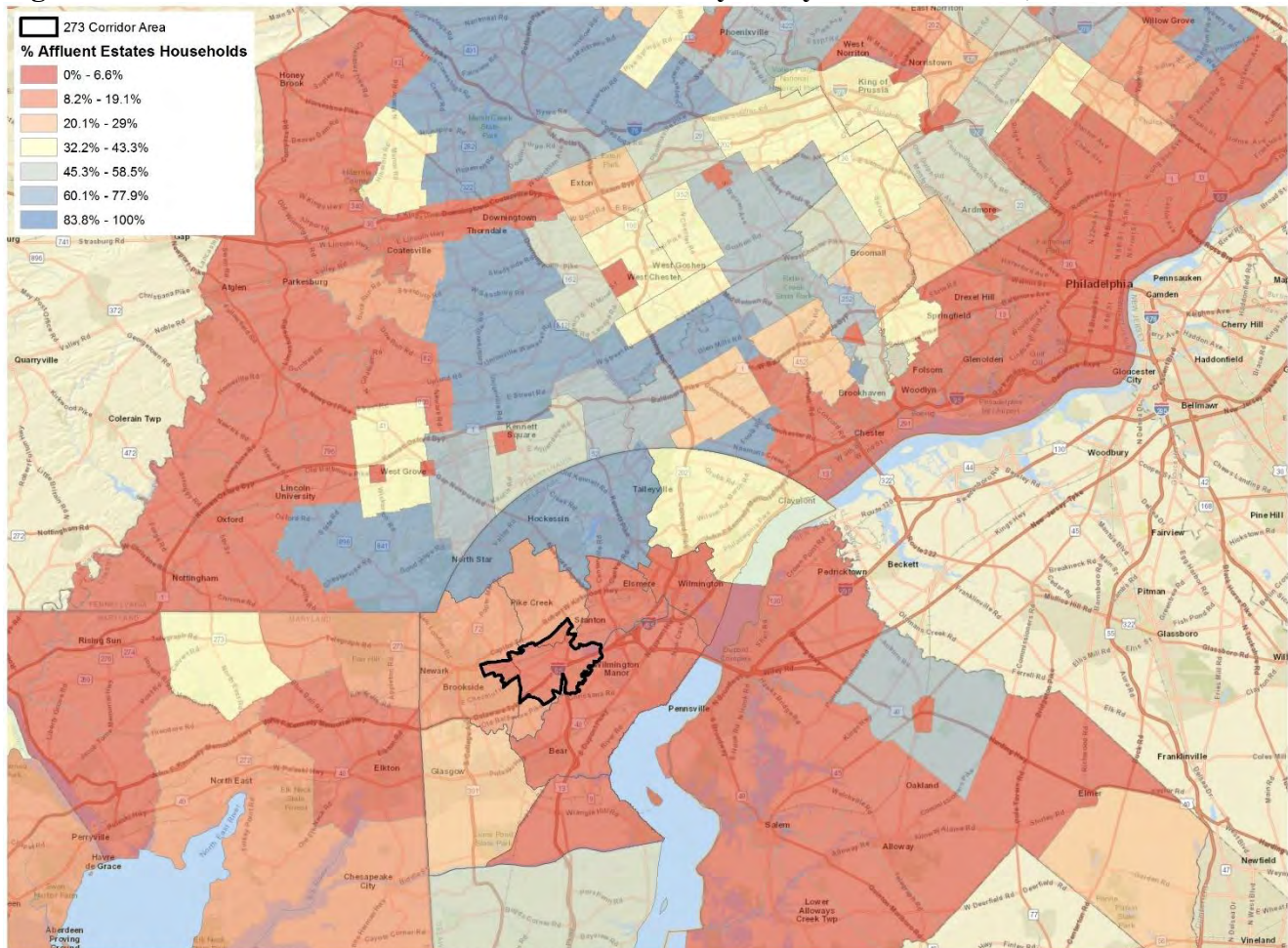
²⁷ “Enterprising Professionals,” http://downloads.esri.com/esri_content_doc/dbl/us/tapestry/segment9.pdf, Accessed May 2017.

²⁸ “Young and Restless,” http://downloads.esri.com/esri_content_doc/dbl/us/tapestry/segment52.pdf, Accessed May 2017.

lives. This is particularly difficult for the single parents due to median incomes that are 35% lower than the US level.²⁹

No households within the 273 Corridor Area are classified as part of the highest income LifeMode group, “Affluent Estates.” As shown in Figure 1-19, this group tends to account for a small portion of households in many regional CCDs, although most other areas do have at least a small percentage of households in this group and many CCDs in northern New Castle County and Chester and Delaware counties have large portions of their households in these groups.

Figure 1-19. Percent “Affluent Estates” Households by Study Area and CCD, 2016



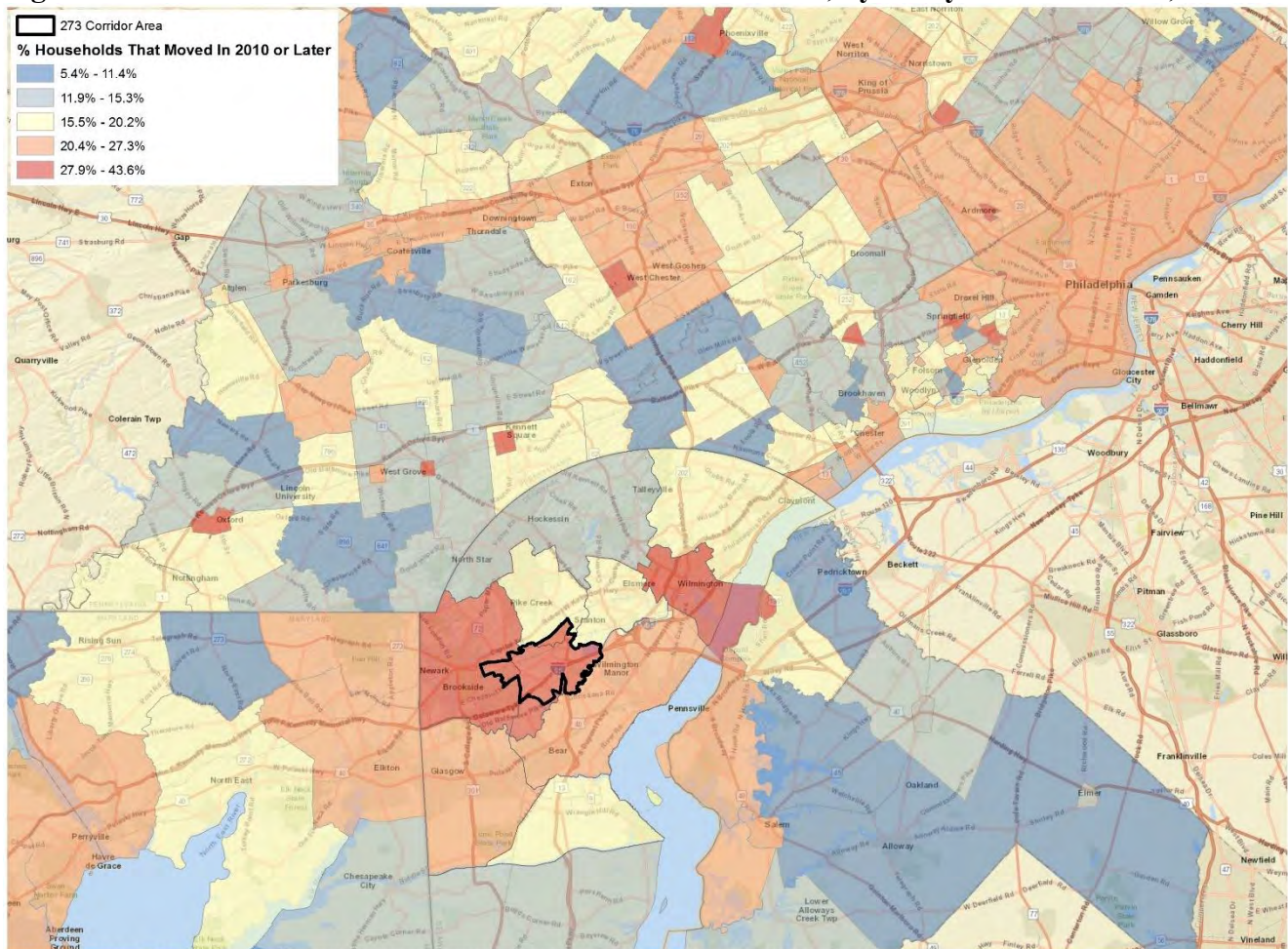
Data Source: ESRI Tapestry Segmentation, ESRI Business Analyst Desktop, 2016.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

²⁹ “Metro Fusion,” http://downloads.esri.com/esri_content_doc/dbl/us/tapestry/segment53.pdf, Accessed May 2017.

The predominant tapestry segments in the 273 Corridor Area seem to suggest that, apart from more established residents of single-family homes, households treat the area as a transitional location. Figure 1-20 bears out this narrative by showing that nearly 28 percent of households in the 273 Corridor Area moved into the area in 2010 or later—a rate considerably higher than that in most CCDs in the region. Renters moving into the area since 2010 represented 23 percent of all households, with owners representing the remaining 5 percent. Assuming that many rental apartments in the area will not be converted to owner units in the short term, the transitional nature of the area’s residential population is likely to persist.

Figure 1-20. Percent Households that Moved In 2010 or Later, by Study Area and CCD, 2016



Data Source: U.S. Census Bureau, 2010-2014 American Community Survey, ESRI Business Analyst Desktop, 2016.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

2. Economic Analysis

2-1. Employment and Workforce

This section reports on an analysis of the geographic distribution and industrial mix of employment across the 273 Corridor Area and CCDs in the surrounding region and reviews basic characteristics of workers employed in the Corridor Area.

Key findings include:

- The 273 Corridor Area is clearly a regional employment center
 - Twice as many people work in the area than live in the area
 - Among CCDs in northern New Castle County, only Wilmington had more jobs and a higher employment density than the 273 Corridor Area did in 2014 (40,387 jobs at a density of 5.6 jobs per acre)
 - Employment growth in the Corridor Area greatly outpaced that in New Castle County from 2004-2014, with an addition of 9,224 jobs in the Corridor Area—nearly 60 percent of the 16,280 jobs added countywide in this time period
- Major economic specializations in the Corridor Area include health care, financial services, retail trade, and entertainment

2-1a. Geographic distribution and industrial mix of employment

As shown in Table 2-1, the 273 Corridor Area ranks 12th among regional CCDs with a 2014 employment density of 5.6 jobs per acre of land area. With a population-employment ratio of 0.5, the 273 Corridor Area is comparable to areas like the boroughs of Media, Jenkintown, and Upland and Upper Merion townships in terms of more employees working in the area than residents living there. The 40,387 jobs reported for the 273 Corridor Area compares favorably with the 54,688 jobs in the Wilmington CCD, especially considering that the population in Wilmington is more than double that in the Corridor Area. The nearly 30 percent increase in employment in the Corridor Area between 2004 and 2014 outpaced a 4.7 percent increase over the same time period at the county level.³⁰ Nearly 60 percent of the 16,280 jobs added in the county from 2004-2014 were added in the 273 Corridor Area.

³⁰ U.S. Department of Commerce, Bureau of Economic Analysis, Table CA25N: Total Full-Time and Part-Time Employment by NAICS Industry, November 17, 2016.

Table 2-1. Employment Characteristics for Regional CCDs with Highest Job Density, 2004 - 2014

Area	Total Jobs, 2014	Jobs per acre of land area, 2014	Population- Employment Ratio	Absolute change in jobs, 2004 - 2014	Percent change in jobs, 2004 - 2014	Absolute change in jobs, 2009 - 2014	Percent change in jobs, 2009 - 2014
Media borough, PA	7,354	15.1	0.7	-311	-4.1	-4,056	-35.5
Jenkintown borough, PA	5,252	14.2	0.9	-296	-5.3	599	12.9
Upland borough, PA	4,901	11.8	0.7	1,913	64.0	1,436	41.4
Conshohocken borough, PA	7,203	11.3	1.2	294	4.3	614	9.3
West Conshohocken borough, PA	4,990	9.1	0.3	1,970	65.2	699	16.3
Bridgeport borough, PA	3,646	8.6	1.3	1,991	120.3	2,253	161.7
Wilmington CCD, DE	54,688	7.9	1.3	-10,111	-15.6	-1,028	-1.8
Philadelphia city, PA	663,663	7.7	2.4	108,318	19.5	44,455	7.2
West Chester borough, PA	8,907	7.5	2.2	397	4.7	3,091	53.1
Morton borough, PA	1,547	6.7	1.7	784	102.8	847	121.0
Darby borough, PA	3,023	5.6	3.7	-777	-20.4	-326	-9.7
273 Corridor Area, DE	40,387	5.6	0.5	9,224	29.6	10,243	34.0
Kennett Square borough, PA	3,737	5.5	1.7	426	12.9	-235	-5.9
Upper Merion township, PA	57,960	5.3	0.5	5,765	11.0	2,376	4.3
Sharon Hill borough, PA	2,593	5.3	2.2	70	2.8	-67	-2.5

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov.

Compared to CCDs in northern New Castle County, the 273 Corridor Area has the second highest employment density—trailing only the Wilmington CCD—and is the only area with a population-employment ratio of less than one (see Table 2-2). Only the Glasgow CCD’s employment growth rate outpaced the 273 Corridor Area’s rate over the 2004-2014 period, although nearly three times as many jobs were added in the Corridor Area than were added in Glasgow.

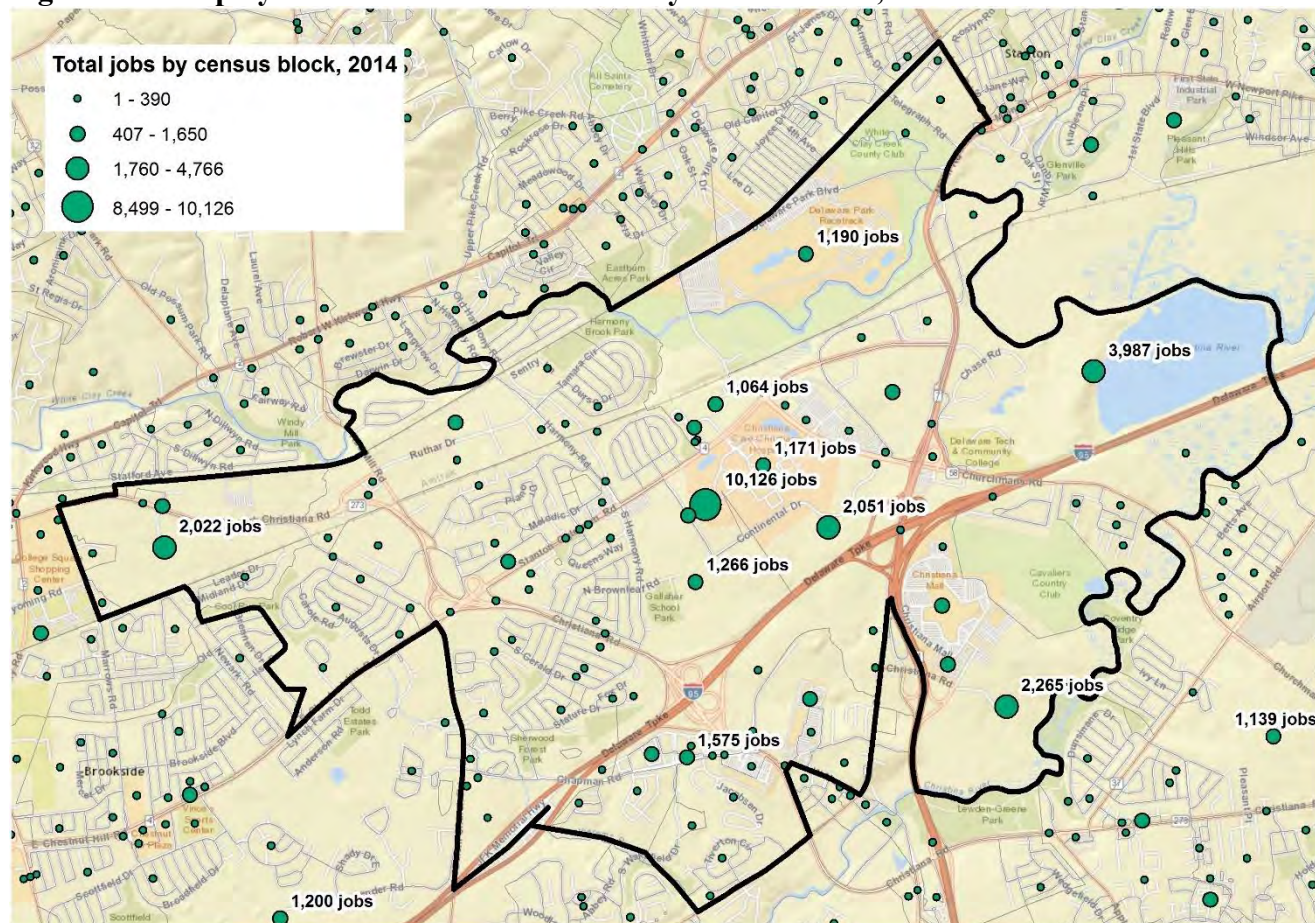
Table 2-2. Employment Characteristics for New Castle County CCDs, 2004 - 2014

Area	Total Jobs, 2014	Jobs per acre of land area, 2014	Population- Employment Ratio	Absolute change in jobs, 2004 - 2014	Percent change in jobs, 2004 - 2014	Absolute change in jobs, 2009 - 2014	Percent change in jobs, 2009 - 2014
Wilmington CCD	54,688	7.9	1.3	-10,111	-15.6	-1,028	-1.8
273 Corridor Area	40,387	5.6	0.5	9,224	29.6	10,243	34.0
Lower Christiana CCD	17,456	2.3	2.1	-6,623	-27.5	-4,416	-20.2
Brandywine CCD	41,646	2.1	1.9	4,001	10.6	4,181	11.2
Newark CCD	36,424	2.0	1.9	1,314	3.7	69	0.2
Pike Creek-Central Kirkwood CCD	15,691	1.8	2.7	811	5.5	2,602	19.9
New Castle CCD	42,149	1.8	2.1	461	1.1	-2,244	-5.1
Glasgow CCD	11,865	0.6	3.5	3,226	37.3	-1,129	-8.7
Upper Christiana CCD	1,049	0.6	11.4	-862	-45.1	142	15.7
Piedmont CCD	10,573	0.4	2.9	-2,877	-21.4	-1,236	-10.5
Red Lion CCD	2,223	0.2	4.3	-415	-15.7	676	43.7

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov.

Figure 2-1 displays reported job totals by census block across the Corridor Area in 2014. Major areas of activity include blocks occupied by and situated near Christiana Hospital; blocks just east of Newark that accommodate the White Clay Corporate Center; the University Plaza and Christiana Town Center shopping centers located south of I-95 and 273 interchange; blocks around Christiana Mall; blocks surrounding Delaware Technical and Community College; and the Delaware Park racetrack and casino facility.

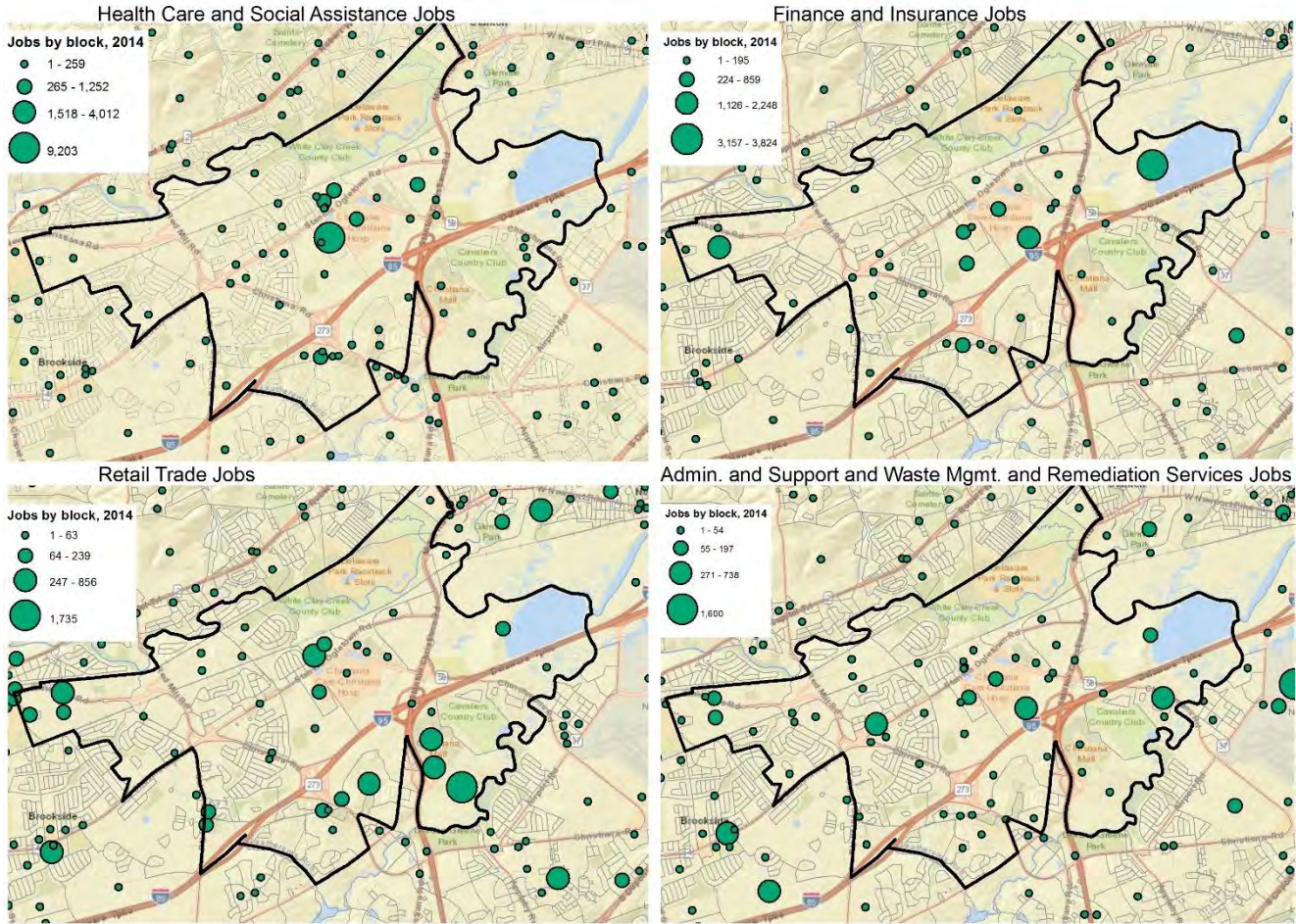
Figure 2-1. Employment in 273 Corridor Area by Census Block, 2014



Source: U.S. Census Bureau. 2016. LODS Data. Longitudinal-Employer Household Dynamics Program. <http://lehd.ces.census.gov/data/loodes/>
 Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Figure 2-2 displays the geographic distribution of employment in the 273 Corridor Area’s four largest industry sectors in terms of number of jobs—health care and social assistance (13,329 jobs), finance and insurance (8,266), retail trade (5,313), and administrative and support and waste management and remediation services (2,504). Health care jobs are concentrated around the Christiana Hospital, with smaller pockets found throughout the area. Finance and Insurance jobs are distributed across a few JP Morgan Chase and Bank of America facilities, along with a Barclays call center that is to be relocated. Retail trade jobs are widely distributed, with particular concentrations at the Christiana Mall. The Administrative and Support sector is relatively common nationwide, accounting for a wide range of business services.³¹ Administrative and support jobs are widely distributed across the Corridor Area.

Figure 2-2. Census Block-Level Employment by Sector in 273 Corridor Area, 2014



Data Source: U.S. Census Bureau, 2016. LODS Data. Longitudinal Employer Household Dynamics Program. <http://lehd.ces.census.gov/data/lodes>
 Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Table 2-3 displays the number and share of employees by industry sector in the 273 Corridor Area, change in jobs by sector from 2004-2014, and measures of specialization by sector relative to US and regional employment averages. As reported for 2014, more than half of workers in the area are employed in either the Health Care (33 percent) or Finance and Insurance (21 percent) sectors, with the 5,313 Retail Trade jobs providing employment for 13 percent of workers in the area. No other sector accounts for more than ten percent of workers in the 273 Corridor Area.³²

³¹ See https://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart_code=56&search=2012%20NAICS%20Search for an overview of industries included in this sector

³² See <https://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2012> for an overview of these sectors

Table 2-3. Employment and Extra Jobs by Sector in 273 Corridor Area, 2014

Sector	Employment by sector			Extra Jobs	
	Count	% of total	Change, 2004 - 2014	Compared to US Average	Compared to Regional Average
Agriculture, Forestry, Fishing and Hunting	2	0.0	-11	-344	-161
Mining, Quarrying, and Oil and Gas Extraction	0	0.0	0	-247	-15
Utilities	666	1.6	435	427	424
Construction	561	1.4	-219	-1,283	-1,006
Manufacturing	648	1.6	-1,591	-3,015	-1,905
Wholesale Trade	476	1.2	-312	-1,271	-1,027
Retail Trade	5,313	13.2	852	785	992
Transportation and Warehousing	943	2.3	303	-464	-435
Information	305	0.8	167	-595	-447
Finance and Insurance	8,266	20.5	4,279	6,564	5,604
Real Estate and Rental and Leasing	291	0.7	34	-331	-255
Professional, Scientific, and Technical Services	1,968	4.9	-1,467	-569	-1,509
Management of Companies and Enterprises	49	0.1	-234	-640	-856
Administrative and Support and Waste Management and Remediation Services	2,504	6.2	457	-25	191
Educational Services	1,034	2.6	283	-2,811	-2,931
Health Care and Social Assistance	13,329	33.0	4,651	7,423	6,114
Arts, Entertainment, and Recreation	1,214	3.0	1,085	512	506
Accommodation and Food Services	2,332	5.8	464	-1,376	-735
Other Services	476	1.2	53	-805	-920
Public Administration	10	0.0	-5	-1,936	-1,629
Total	40,387		9,224		

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov.

Extra jobs is a measure of relative specialization calculated by subtracting the number of employees that would be employed in a particular sector if the 273 Corridor Area had the same employment distribution as found at national or regional scales from the total number of employees actually in a particular industry sector.³³ Positive numbers indicate an employment surplus—more jobs in a particular sector than would be expected if employment in the area followed national or regional averages. Negative numbers indicate an employment deficit—fewer jobs in a particular sector than would be expected if employment in the area followed these averages. Compared to regional averages, the 273 Corridor Area had 6,114 more health care jobs than would be expected and 5,604 more finance and insurance jobs than would be

³³ The region is defined as New Castle County, Delaware; Cecil and Harford counties in Maryland; Salem County, New Jersey; and Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania

expected. Mall-related shopping business contributes to nearly 1,000 extra jobs in the retail trade sector, with Delaware Park's operations contributing to the 506 extra jobs in the arts, entertainment, and recreation sector. The largest deficits are found in the educational services (-2,931), manufacturing (-1,905), public administration (-1,629), and professional, scientific and technical services (-1,509) sectors. Deficits don't necessarily indicate anything wrong with employment opportunities available in the 273 corridor. Indeed, specialization is to be expected, particularly at geographic scales as small as this area. The extra jobs figures do confirm that the corridor's two largest employment sectors are particularly concentrated relative to the distribution of employment in these sectors across the broader region.

As shown in Table 2-4, the 273 Corridor Area has the third largest number of extra jobs in the finance and insurance sector compared to CCDs in the region. The workforce in the Corridor Area trends younger than average, with only the Newark CCD having a larger number of extra jobs for workers age 29 or younger among this group of finance and insurance specialized areas. Among these similarly specialized areas, the 273 Corridor Area seems most similar to Tredyffrin Township in terms of its population-to-employment ratio and the extent of its specialization in finance and insurance jobs, although employees in the township trend older than the average in the 273 corridor.

Table 2-4. Extra Jobs Characteristics for Finance and Insurance Specialized CCDs, 2014

Area	Extra Jobs					Population-to-Employment Ratio
	Finance and Insurance	Workers age 29 or younger	Workers age 30 to 54	Workers age 55 or older	Jobs with earnings greater than \$3,333/mth.	
Tredyffrin township, PA	8,753	-1,953	3,223	-1,269	10,719	0.7
Wilmington CCD, DE	8,599	-2,720	2,515	205	5,192	1.3
<i>273 Corridor Area, DE</i>	<i>5,604</i>	<i>523</i>	<i>1,039</i>	<i>-1,561</i>	<i>2,808</i>	<i>0.5</i>
Upper Dublin township, PA	3,293	-925	1,026	-101	2,374	1.5
Brandywine CCD, DE	2,953	242	-4	-237	-913	1.9
Newark CCD, DE	2,031	2,412	-1,531	-882	-730	1.9
Tinicum township, PA	2,016	-72	80	-8	2	0.2
Whitpain township, PA	1,981	-1,021	429	592	2,059	1.1
Upper Providence township, PA	1,824	427	224	-651	1,630	2.0
Horsham township, PA	1,766	-1,041	1,648	-607	3,547	0.9

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov.

Table 2-5 shows similar measures for CCDs specialized in the health care and social assistance sector, with the 273 Corridor Area ranking fourth in terms of the number of extra jobs in this sector. Among this top ten list of specialized areas, the 273 Corridor Area seems most similar to the nonresidential character of Upland Borough, which is home to Crozer-Keystone Health System.

Table 2-5. Extra Jobs Characteristics for Health Care Specialized CCDs, 2014

Area	Extra Jobs					Population- to- Employment Ratio
	Health Care and Social Assistance	Workers age 29 or younger	Workers age 30 to 54	Workers age 55 or older	Jobs with earnings greater than \$3,333/mth.	
Philadelphia city, PA	36,241	-407	6,347	-5,940	9,092	2.4
Middletown township, PA	8,378	2,049	-2,340	291	-5,473	1.1
Abington township, PA	6,320	937	-1,114	176	-2,909	2.1
<i>273 Corridor Area</i>	<i>6,114</i>	<i>523</i>	<i>1,039</i>	<i>-1,561</i>	<i>2,808</i>	<i>0.5</i>
Lower Merion township, PA	3,907	124	-532	407	840	1.4
Upland borough, PA	3,163	-334	113	221	244	0.7
Brandywine CCD, DE	2,920	242	-4	-237	-913	1.9
Willistown township, PA	2,243	-217	62	155	489	1.9
Caln township, PA	1,832	-242	-72	314	217	2.2
Darby borough, PA	1,625	-216	23	194	64	3.7

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov.

Table 2-6 lists the results of an analysis of zoning, employment, and building footprints in unincorporated areas of New Castle County to allocate estimates of 2014 employment to zoning categories and built areas. These results reflect only those areas that have buildings on them—based on the assumption that most employment takes place at buildings—and is only a rough allocation of employment. In other words, firm conclusions about the exact density of employment by zoning category should be made with caution. This analysis and allocation accounts for 35,431 of the 40,387 jobs reported for the 273 Corridor Area in 2014.

By generic zoning designation, the majority of employment associated with buildings in the Corridor Area is in nonresidential districts, with a slightly smaller percentage accounted for in planned unit development districts, and less than five percent accounted for in residential districts. The employment density of buildings in the 273 Corridor Area’s nonresidential and residential zones is similar to that found across other New Castle County CCDs, with 528 square feet of building footprints per job in nonresidential zones and 605 square feet of building footprints per job in residential zones.³⁴ Similarly, the density of jobs per acre of nonresidential (5.3) and residential (0.6) districts of the 273 corridor are in line with those for the other CCD areas. Planned unit development zones in the 273 corridor yield significantly more jobs per unit area than do similar zones across the county. Ninety-eight square feet of building footprint yield one job in the 273 Corridor Area’s planned unit development zones, while a minimum of 187 square feet is needed to yield one job elsewhere in the county. Similarly, an estimated employment density of 23 jobs per acre of planned development area exists in the 273 Corridor Area, with no other area achieving a density greater than 1.2 jobs per acre.

Table 2-6. Employment and Zoning Characteristics by New Castle County CCDs

Area	Nonresidential			PUD			Residential		
	Estimated Jobs In Zoning Category	Estimated Ground Floor SF per Job	Estimated Jobs Per Acre	Estimated Jobs In Zoning Category	Estimated Ground Floor SF per Job	Estimated Jobs Per Acre	Estimated Jobs In Zoning Category	Estimated Ground Floor SF per Job	Estimated Jobs Per Acre
<i>273 Corridor Area</i>	18,269	528	5.3	15,439	98	23.1	1,723	605	0.6
Brandywine CCD	26,288	479	6.7	4	641	0.2	4,937	712	0.3
Glasgow CCD	7,051	964	2.2	708	187	1.2	1,398	694	0.1
Lower Christiana CCD	10,946	796	3.8	0	0	0.0	1,625	602	0.4
Middletown-Odessa CCD	612	1,394	0.2	0	0	0.0	755	2,142	0.0
New Castle CCD	26,015	763	2.9	13	3,267	0.0	5,181	427	0.4
Newark CCD	11,431	490	5.7	0	0	0.0	1,569	725	0.2
Piedmont CCD	4,773	502	6.7	0	0	0.0	2,096	645	0.1
Pike Creek-Central Kirkwood CCD	7,234	409	10.4	1,153	191	0.8	5,245	304	0.8
Red Lion CCD	1,182	2,208	0.3	0	0	0.0	423	1,878	0.1
Upper Christiana CCD	701	218	5.6	97	687	0.2	73	341	0.1
Wilmington CCD	32	5,175	0.5	0	0	0.0	0	0	0.0
New Castle County	114,535	632	3.5	17,413	114	3.9	25,025	609	0.1

Source: New Castle County Zoning and Parcels datasets, September 2016 and U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov, 2014.

³⁴ Buildings were classified as either employment or non-employment buildings based on their occupancy code, with this density only reflecting employment buildings

As shown in Table 2-7, the employment density across detailed zoning districts confirms two basic contentions about nonresidential development in the 273 Corridor Area. First, Existing Planned Developments yield significantly more jobs per unit area than they do elsewhere in the county. Second, other zones that house significant employment in the 273 Corridor Area tend to yield more jobs per built footprint area than they do elsewhere. For example, 548 square feet of built footprint in the Commercial Regional district yields one job in the 273 Corridor Area while 619 square feet are required elsewhere; 858 square feet in the Industrial district yields one job in the 273 corridor while 949 square feet are required elsewhere; and 166 square feet in the Office Regional district yields one job in the corridor with 331 square feet required elsewhere.

Table 2-7. Estimated Employment Characteristics by Detailed Zoning Districts in 273 Corridor Area and Unincorporated New Castle County

Zoning District	273 Corridor Area			Unincorporated New Castle County		
	Estimated Jobs In Zoning Category	Estimated Ground Floor SF per Job	Estimated Jobs Per Acre	Estimated Jobs In Zoning Category	Estimated Ground Floor SF per Job	Estimated Jobs Per Acre
Apartments	3	474	0.0	419	660	0.2
Business Park	561	681	2.6	8,062	598	2.6
Commercial Neighborhood	150	1,274	4.5	16,016	289	13.0
Commercial Regional	8,391	548	4.2	35,157	619	5.0
Existing Planned Development	15,439	98	23.1	17,413	114	3.9
Garden Apartments	0	0	0.0	0	0	0.0
Heavy Industrial	0	0	0.0	3,424	3,166	0.4
Industrial	4,270	858	5.9	22,243	949	2.5
Manufactured Mobile	0	0	0.0	3	77	0.0
Office Neighborhood	760	164	10.0	7,078	242	14.7
Office Regional	4,137	166	11.1	22,554	331	6.2
Residential Townhouses	0	0	0.0	24	1,343	0.0
Single Family - 10,000 sq. ft. lots	0	0	0.0	491	721	0.1
Single Family - 15,000 sq. ft. lots	0	0	0.0	615	352	0.2
Single Family - 21,000 sq. ft. lots	0	0	0.0	503	705	0.0
Single Family - 5,000 sq. ft. lots	0	0	0.0	320	1,146	0.1
Single Family - 6,500 sq. ft. lots	119	612	0.1	3,424	430	0.2
Suburban	1,062	777	1.8	13,458	703	0.2
Suburban Reserve	45	13	0.1	4,047	496	0.1
Suburban Transition	493	283	3.6	1,194	390	0.5

Source: New Castle County Zoning and Parcels datasets, September 2016 and U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov, 2014.

Table 2-8 provides a more detailed look at employment yields per ground floor area based on the occupancy description associated with each building in the 273 Corridor and elsewhere in unincorporated New Castle County. It is unclear whether similar buildings might be coded in slightly different ways, thus calling into question conclusions made from this table. Nevertheless, the employment count and ground floor area per job measures do seem to reinforce the area's employment specializations and tendency toward higher employment yields. The similarity between area per job estimates also provides some comfort that the analysis methods resulted in reasonably consistent measures across the county.

Table 2-8. Estimated Employment by Building Occupancy in 273 Corridor Area and Unincorporated New Castle County

Building Occupancy Description	273 Corridor Area		Unincorporated New Castle Cty.	
	Estimated Employment	Estimated Ground Floor SF per Job	Estimated Employment	Estimated Ground Floor SF per Job
Hospital	11,035	70	15,832	100
Regional office	3,905	106	3,947	108
Elev office nec	3,480	214	15,488	187
Department store	3,074	393	3,826	501
General warehouse	2,042	1,141	18,108	1,147
General office	1,862	428	21,638	342
School	1,540	538	11,251	737
Sport publ assembly	1,190	793	1,272	819
Med/dent office	1,103	96	2,170	277
Mfg and processnec	885	798	3,013	1,014
Medical clinic	628	85	757	164
Hotel resort lounge	613	280	695	303
General retail/svc	610	1,167	9,859	589
Nursing home	584	307	2,930	391
Regional shopng cntr	427	606	430	644
Funeral home	374	23	587	134
Lt mfg and proc	279	523	1,185	1,291
Comm shopp cntr	267	2,659	7,000	604
Motels	250	343	1,406	405
Mini warehouse	186	777	1,116	1,235

Source: New Castle County Zoning and Parcels datasets, September 2016 and U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov, 2014.

2-1b. Workforce characteristics

Table 2-9 lists characteristics for workers employed in the 273 Corridor Area and all of New Castle County. About one of every seven workers in New Castle County works in the 273 Corridor Area. Workers in the 273 Corridor Area tend to be slightly younger than those working elsewhere in the county, with corridor workers also earning more than \$3,333 per month at a higher rate than their counterparts elsewhere. As might be expected from workers earning higher amounts, workers in the 273 Corridor Area hold college degrees at a slightly higher rate than their counterparts elsewhere in the county do.

Table 2-9. Workforce Characteristics in 273 Corridor and New Castle County, 2014

	273 Corridor		New Castle County	
	Count	Share (%)	Count	Share (%)
Jobs	40,387	100.0	283,470	100.0
Jobs by Worker Age				
Age 29 or younger	9,600	23.8	63,883	22.5
Age 30 to 54	23,101	57.2	155,951	55.0
Age 55 or older	7,686	19.0	63,636	22.4
Jobs by Earnings				
\$1,250 per month or less	7,594	18.8	67,415	23.8
\$1,251 to \$3,333 per month	10,591	26.2	78,219	27.6
More than \$3,333 per month	22,202	55.0	137,836	48.6
Jobs by Worker Educational Attainment				
Less than high school	2,697	6.7	20,652	7.3
High school or equivalent, no college	6,835	16.9	52,775	18.6
Some college or Associate degree	9,620	23.8	67,523	23.8
Bachelor's degree or advanced degree	11,635	28.8	78,637	27.7
Educational attainment not available (workers aged 29 or younger)	9,600	23.8	63,883	22.5

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, onthemap.ces.census.gov, 2014.

2-2. Economic Dynamics and Characteristics

This section reports on an analysis of the Corridor Area's retail market; commuting relationships between the Corridor Area and the surrounding region; regional real estate market characteristics; development activity and innovation assets in the Corridor Area; and industry trends that are likely to affect future growth and development in the 273 Corridor Area.

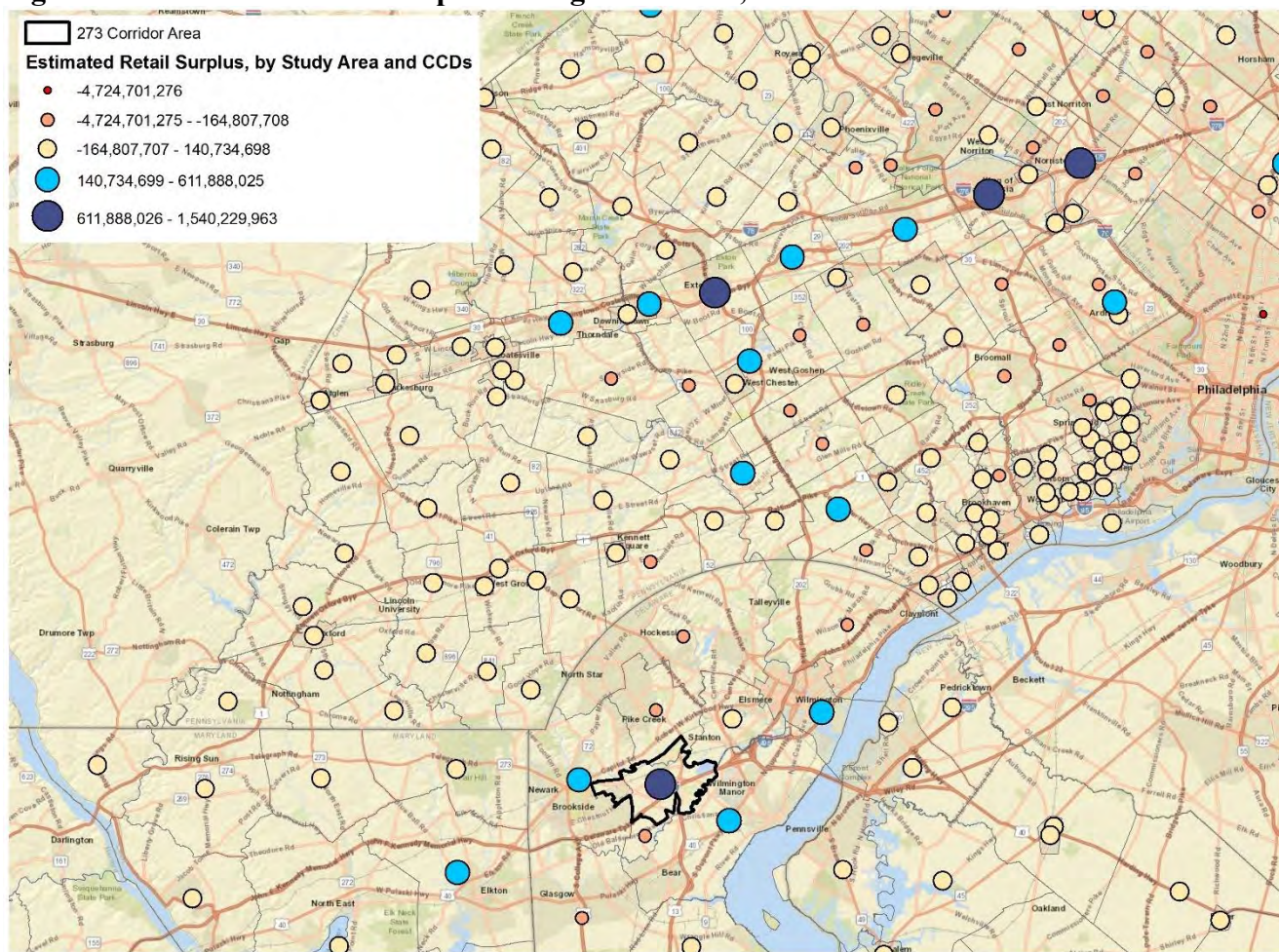
Key findings include:

- The 273 Corridor Area is a major regional shopping destination. Among regional CCDs, only Upper Merion Township, PA (home to King of Prussia Mall) was determined to have a larger retail surplus than the Corridor Area.
- Just more than four percent of workers in the Corridor Area also live in the Corridor Area
- A significant portion of workers in the 273 Corridor Area commute from areas that offer higher value homes than are available in the Corridor Area
- Employment in the Corridor Area's sectors of specializations—health care, financial services, entertainment, and retail trade—has grown at a rate higher than that experienced by these sectors nationwide
- Formal projections of population and employment in the Corridor Area forecast only modest growth over the next 25 years, though redevelopment opportunities and significant innovation assets in the Corridor Area and immediate region could alter this trajectory

2-2a. Retail market

An analysis of retail surplus or leakage indicates whether or not retail businesses in an area have higher or lower sales than would be anticipated based on the purchasing power of residents in that area. The 273 Corridor Area has a large retail surplus due to the presence of a major regional shopping mall and a low population relative to the commercial activity levels in this area. Based on a retail marketplace profile prepared using ESRI's Business Analyst Desktop software package, the 273 Corridor Areas ranks second among regional CCDs with a \$1.2 billion retail surplus. Only Upper Merion Township—home to the King of Prussia mall—has a larger retail surplus (\$1.5 billion) (see Figure 2-3).

Figure 2-3. Estimated Retail Surplus in Regional CCDs, 2016

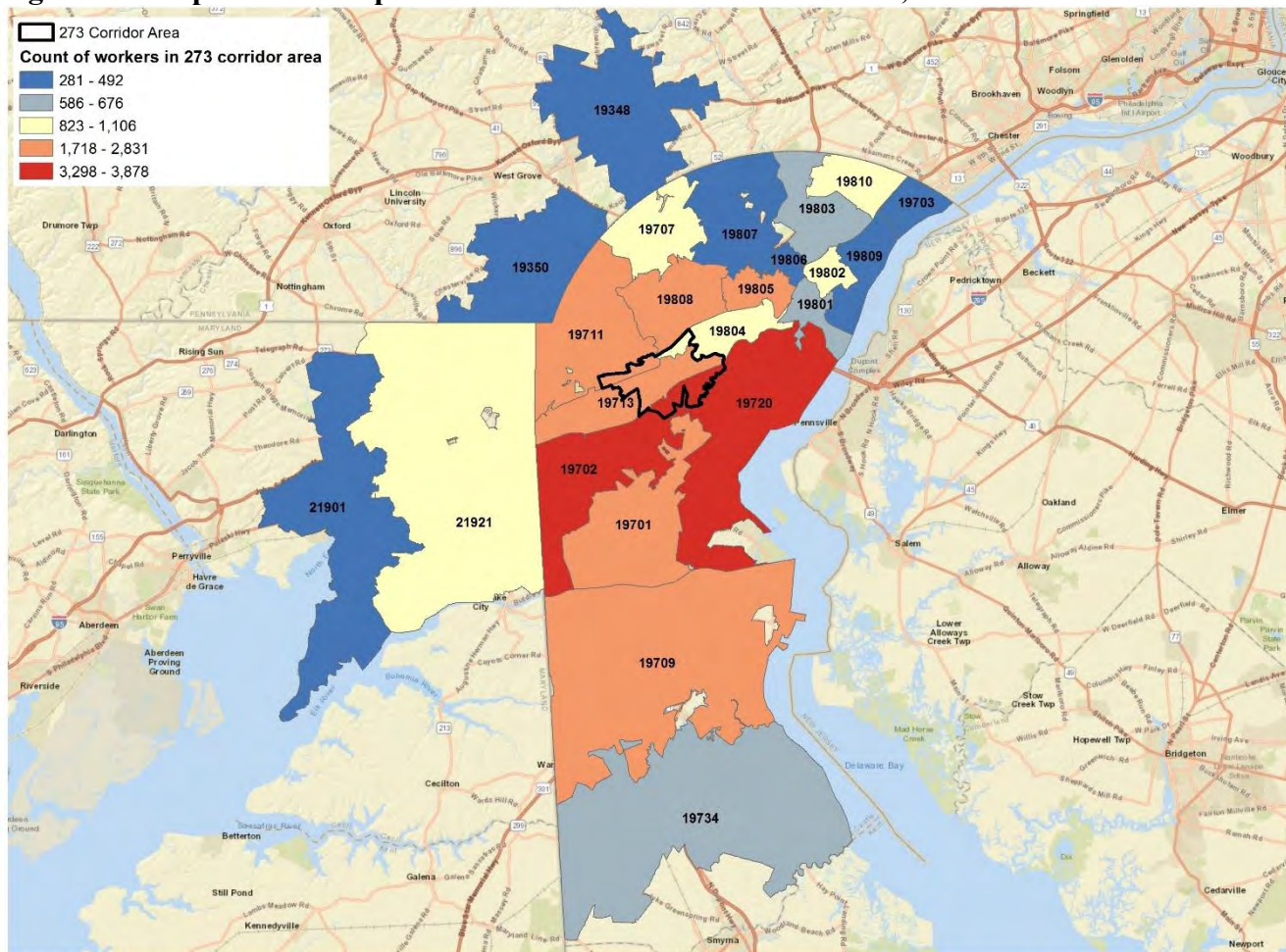


Source: Retail Marketplace Profile, ESRI Business Analyst Desktop, 2016.

2-2b. Regional connectivity

As a location with significantly more workers than residents, the 273 Corridor Area depends on commuters from outside the area. Figure 2-4 depicts the top 25 sources of workers in the 273 Corridor Area by zip code. These zip codes account for almost 77 percent of the workers in the area, ranging from the few hundred workers that live in each of the 19807, 19348, and 21901 zip code areas to the nearly 3,000 plus workers that live in each of the 19702, 19720, and 19701 zip codes.

Figure 2-4. Top 25 Home Zip Codes of 273 Corridor Area Workers, 2014



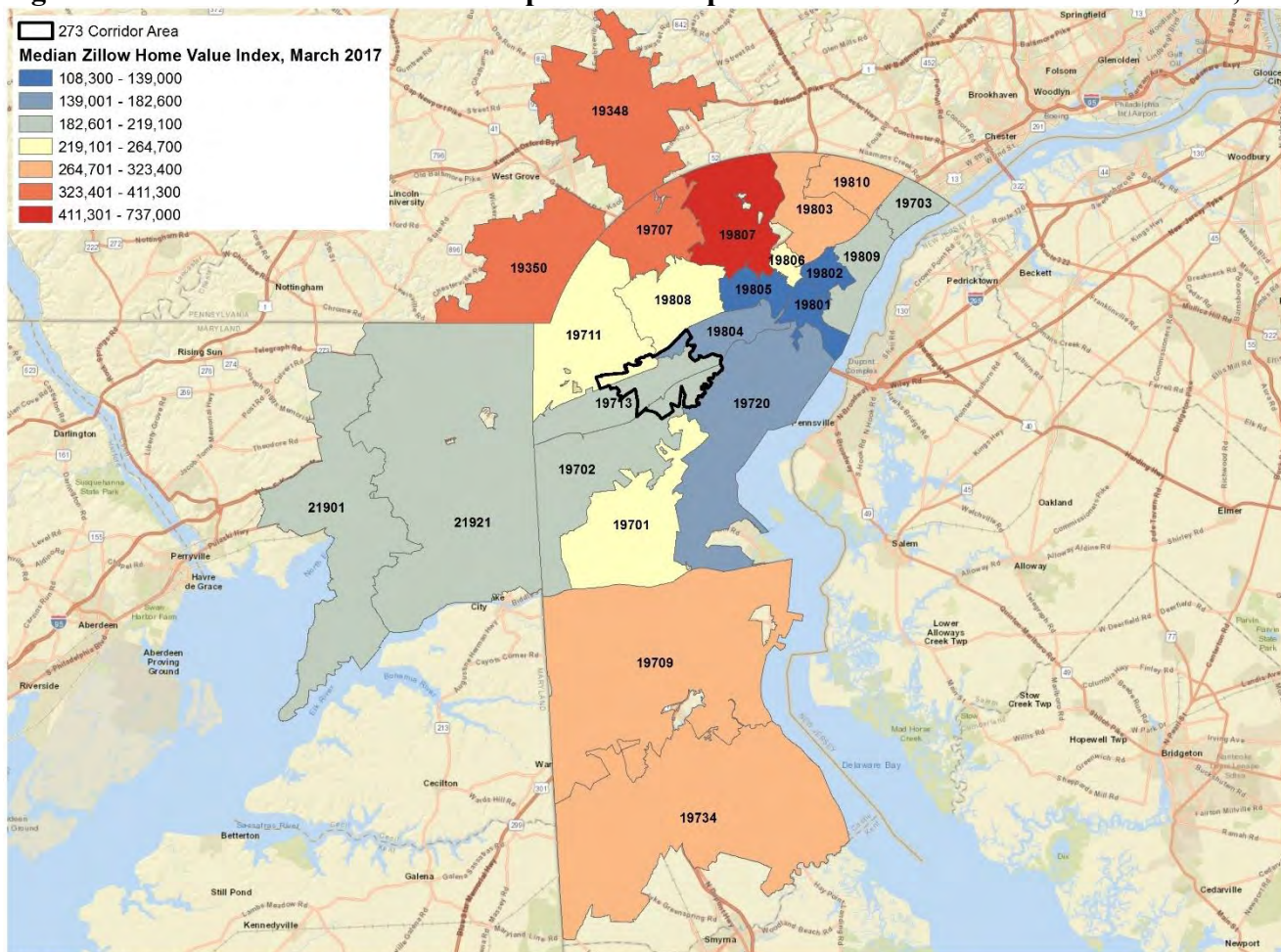
Data Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2014.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

2-2c. Residential real estate

Zillow Research Data provides a contemporary view of the real estate market in zip code areas.³⁶ Figure 2-6 depicts Zillow Median Home Value indices for the 25 zip code areas representing the most common homes of Corridor Area workers. The Corridor Area sits generally between areas with higher value homes located to the north and the south. While a large percentage of the Corridor Area's workers commute from more moderately priced locations, a significant portion do seek to live in areas with higher value homes.

Figure 2-6. Median Home Values in Top 25 Home Zip Codes of 273 Corridor Area Workers, 2017



Data Source: Zillow Median Home Value Index, March 2017, <https://www.zillow.com/research/data/>.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

³⁶ See <https://www.zillow.com/research/data/>.

Sorted in order of most to least workers provided to the 273 Corridor Area, Table 2-10 lists more detailed characteristics of the housing market in each of the top 25 zip code areas. Almost all the areas have experienced a roughly fifty percent increase in median home values over the 2002 - 2017 period. The three zip codes most likely to host 273 corridor workers are more affordable on a per square foot basis than all but a handful of the other top 25 zip code areas. The percentage of homes selling for a gain over their purchase prices ranged from 67 - 88 in these three zip codes, about on par with the average across these 25 areas.

Table 2-10. Real Estate Characteristics in Top 25 Zip Codes Providing Workers to 273 Corridor Area, 2017

Zip Code Area	Median ZHI	Median Listing Price Per Square Foot	Percent Change Median ZHI, 2002 - 2017	Percent Homes Sold for Gain
19702 (Newark, DE)	208,600	120	49	67
19720 (New Castle, DE)	176,000	128	53	78
19701 (Bear, DE)	254,900	128	50	88
19711 (Newark, DE)	264,700	141	51	100
19713 (Newark, DE)	197,000	132	56	100
19808 (Newark, DE)	231,600	141	49	83
19709 (Middletown, DE)	317,600	131	53	50
19805 (Wilmington, DE)	139,000	98	45	67
21921 (Elkton, MD)	217,700	134	41	81
19802 (Wilmington, DE)	126,300	69	35	86
19804 (Newport, DE)	182,600	130	45	67
19707 (Hockessin, DE)	411,300	157	46	100
19810 (Arden, DE)	304,900	153	46	80
19803 (Wilmington, DE)	323,400	165	47	100
19801 (Wilmington, DE)	108,300	53	41	100
19734 (Townsend, DE)	287,800	123	48	100
19809 (Edgemoor, DE)	219,000	128	48	80
19703 (Claymont, DE)	209,700	136	59	100
19806 (Wilmington, DE)	249,400	183	43	100
19904 (Dover, DE)	172,100	111	50	75
19350 (New Garden Township, PA)	371,600	147	35	56
19901 (Dover, DE)	167,600	113	55	67
21901 (North East, MD)	219,100	122	50	73
19348 (East Marlborough Township, PA)	374,000	177	49	77
19807 (Wilmington, DE)	737,000	198	49	100

Source: Zillow Real Estate Data, Accessed May 2017, <https://www.zillow.com/research/data/>

2-2d. Industry and firm trajectory

While economic development in the 273 Corridor Area may depend on attracting new businesses, future employment growth and decline will almost certainly depend on the growth trajectory of individual firms and industries already present in the area. Businesses in the Corridor Area also depend on the strength of these industries in the greater region. This section assesses the trajectory of the four largest industry sectors in the 273 Corridor Area in terms of extra jobs—healthcare, finance, retail, and arts, entertainment, and recreation.

Table 2-11 lists the results of a shift-share analysis of economic change in New Castle County between 2010 and 2015. Shift-share analysis artificially decomposes industrial employment change into national growth, industry mix, and regional shift components.³⁷ National growth indicates the growth in total and industry-by-industry employment that would occur if the overall national growth rate in employment applied. The industry mix component indicates the expected growth of industries in a region based on the national growth rate of those industries, with the total of this component indicating how favorable a region's industry mix was based on national trends. The regional shift or competitive effect component represents the growth (or decline) in a region's industries based on the differences between industry-by-industry growth rates at the regional and national scales.

New Castle County added just over 22,000 jobs between 2010 and 2015, under-performing national growth rates by approximately 3,000 jobs due to an unfavorable mix of industries (i.e., industry mix = -706) and under-performing local industries (i.e., regional shift = -2,556). The industries with the most extra jobs in the 273 Corridor—healthcare, finance, retail, and arts, entertainment, and recreation—all outperformed national growth rates. The healthcare sector added 472 more jobs than would have been expected given national growth rates, with the finance sector adding 3,470 additional jobs, retail adding 69 additional jobs, and the arts, entertainment, and recreation sector adding 455 additional jobs.

³⁷ See <http://www.economicmodeling.com/2011/12/05/understanding-shift-share-2/> for guidance on interpreting shift-share analysis

Table 2-11. New Castle County Employment Shift-Share Analysis, 2010 - 2015

	2010 Total Employment	National Growth	Industry Mix	Regional Shift	2015 Total Employment
Agriculture, Forestry, Fishing and Hunting	0	0	0	0	0
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0
Utilities	1,501	158	-119	20	1,560
Construction	12,916	1,361	835	-1,818	13,294
Manufacturing	0	0	0	0	0
Wholesale Trade	8,607	907	-310	-1,383	7,821
Retail Trade	28,582	3,013	-711	69	30,953
Professional, Scientific, and Technical Services	20,175	2,127	712	-151	22,863
Management of Companies and Enterprises	9,095	958	801	-6,631	4,223
Administrative and Support and Waste Management and Remediation Services	14,676	1,547	1,099	1,839	19,161
Educational Services	21,228	2,238	-2,078	1,181	22,569
Health Care and Social Assistance	42,943	4,527	1,422	472	49,364
Transportation and Warehousing	6,736	710	320	2,989	10,755
Information	4,826	508	-458	-1,209	3,667
Finance and Insurance	32,439	3,420	-2,372	3,470	36,957
Real Estate and Rental and Leasing	3,317	349	-43	-173	3,450
Arts, Entertainment, and Recreation	4,972	524	76	455	6,027
Accommodation and Food Services	19,075	2,011	1,186	-432	21,840
Other Services	8,709	918	-1,066	-1,254	7,307
Total	239,797	25,276	-706	-2,556	261,811

Source: ESRI Shift-Share Analysis App based on Bureau of Labor Statistics data, <http://www.esri.com/industries/real-estate/shift-share>.

Healthcare

With a reported 11,000 employees, the Christiana Care Health System is the “largest private employer in Delaware.”³⁸ The flagship Christiana Hospital is located in the 273 Corridor Area resulting in several thousand of the area’s approximately 13,000 employees in the healthcare sector. As a system, Christiana Care ranked 22nd nationally in admissions.³⁹ Growth prospects focus on partnerships and innovations through modes such as a joint application with the Wistar Institute in Philadelphia to become a National Cancer Institute designated Cancer Center and ongoing collaborations through the Delaware Health Sciences Alliance with the University of Delaware, Nemours/A.I. duDont Hospital for Children, and Thomas Jefferson University.

More generally, a recent Mergent analysis of the Healthcare sector projects continued growth in the sector at an annual rate of 4.9 percent annually through 2018.⁴⁰ While future growth will be vulnerable to the

³⁸ “About Christiana Care Health System,” Accessed May 2017 <https://christianacare.org/about/whoweare/>.

³⁹ “Christiana Care Health System: 2016 Year in Review,” Accessed May 2017, <https://christianacare.org/about/whoweare/yearinreview/>.

⁴⁰ “North America Healthcare Sectors: A Company and Industry Analysis,” February 2016, webreports.mergent.com.

fate and character of health insurance reform efforts, an aging population suggests continued growth in spite of any potential cost containments or similar requirements. Continued growth of the Christiana Care campus and the related complex of offices and clinics seems likely in the near-term, though the exact mode of delivering care—and impacts on employment opportunities—is likely to evolve as the time horizon is extended.

Finance

New Castle County and the 273 Corridor Area are home to several JP Morgan Chase and Bank of America facilities, part of an established financial services sector in Delaware. Forecasts estimate annual revenue growth of 4 percent through 2021 for the US banking sector.⁴¹ Technology has become increasingly important for the banking sector, with fintech applications aimed at innovating traditional banking services and cybersecurity concerns forcing investments in new information security approaches.

As the largest US bank by assets held, JP Morgan Chase planned to “spend more than \$600 million in 2016 to increase cybersecurity, up from \$500 million in 2015.”⁴² As a corporation with a tremendous amount of capital, JP Morgan Chase can be expected to grow its technological and cybersecurity capabilities through acquisitions or organic efforts—although competition is likely to be fierce.⁴³

The State of Delaware approved a \$1.5 million grant to JP Morgan Chase in 2014 to finance capital improvements needed to add 500 jobs in New Castle County.⁴⁴ In October 2015, the company announced the gradual addition of 1,800 jobs in New Castle County by 2019, with 400 to be located outside the technology center at old AstraZeneca buildings.⁴⁵ This announcement was accompanied by significant state commitments to support infrastructure improvements and workforce enhancements. These announcements suggest that JP Morgan Chase will continue to have a significant presence in Delaware for the foreseeable future, although the 273 Corridor Area may experience downturns as employees are shifted to other facilities. Growth in this sector may also result from JP Morgan Chase or Bank of America spinoffs, acquisitions, or the location or founding of new companies drawn by the availability of a skilled financial services workforce.

Retail

As a no sales tax state, Delaware’s retail sector has special appeal to shoppers in the region. The 273 Corridor Area’s proximity to Maryland, Pennsylvania, and New Jersey has buffered the Christiana Mall and other area retail offerings from the most severe impacts of a nationwide downturn affecting brick-and-mortar retail.⁴⁶ Nationwide, the continued growth of e-commerce represents the most significant challenge to brick-and-mortar retail, with e-commerce sales expected to double between 2016 and 2020.⁴⁷ While this trend will continue to impact the fates of individual stores in the corridor, quality shopping

⁴¹ “Banks & Credit Unions,” Dun & Bradstreet First Research Industry Profile, March 6, 2017.

⁴² Ibid.

⁴³ “JPMorgan Chase & Co. - Financial and Strategic Analysis Review,” June 2016, GlobalData.

⁴⁴ “\$1.5M grant to help JPMorgan Chase create 500 Del. Jobs,” March 24, 2014, <http://www.delawareonline.com/story/news/local/2014/03/24/15m-grant-to-help-jpmorgan-chase-create-500-del-jobs-/6825175/>.

⁴⁵ “JPMorgan Chase adding 1,800 jobs,” October 27, 2015, <http://www.delawareonline.com/story/money/2015/10/08/jp-morgan-ud-innovation/73582888/>.

⁴⁶ See “Professor: Delaware defying retail meltdown nationwide,” http://www.wdel.com/news/professor-delaware-defying-retail-meltdown-nationwide/article_e55348ca-22ad-11e7-8cc1-cb1db656f7bf.html and “Brick-and-Mortar Stores Are Shuttering at a Record Pace,” <https://www.wsj.com/articles/brick-and-mortar-stores-are-shuttering-at-a-record-pace-1492818818>.

⁴⁷ “North America Retailing Sectors: A Company and Industry Analysis,” December 2016, webreports.mergent.com.

centers have been able to weather downturns.⁴⁸ The Christiana Mall is part of General Growth Properties' (GGP) portfolio—one of the “92 of the top 464 high-quality malls in the U.S.” that GGP owns.⁴⁹ As an anchor to retail activity in the 273 Corridor Area—and Delaware—Christiana Mall will likely continue to benefit from “GGP’s strong market position [that] has built its brand equity and helped the company in establishing itself as a second largest retail property REIT in the US.”⁵⁰

Arts, Entertainment, and Recreation

With a reported 1,337 employees in 2013, Delaware Park represents almost all of the arts, entertainment, and recreation employment in the 273 corridor, while also accounting for approximately 20 percent of this employment statewide.⁵¹ Newer gambling operations in the neighboring states of Maryland and Pennsylvania have created significant competitive pressure for Delaware Park and Delaware’s other casino facilities in Harrington and Dover.

Nationwide, gambling activity is driven by US consumer spending and personal incomes, with those facilities with hotels also influenced by consumer propensity to spend on tourism. According to a Dun & Bradstreet forecast, “revenues...for US gambling operations is [expected] to grow at an annual compounded rate of 3 percent between 2017 and 2021.”⁵² Delaware Park has begun the process of developing an 110,000 square foot, 135 room hotel.⁵³ Once completed, this amenity may allow further revenue growth associated with marketing Delaware Park as a destination for business events and vacations.

⁴⁸ “From ‘Zombie Malls’ to Bonobos: What America’s Retail Transformation Looks Like,”

<https://www.nytimes.com/2017/04/15/business/from-zombie-malls-to-bonobos-americas-retail-transformation.html>.

⁴⁹ “General Growth Properties: Investor Presentation,” March 2016,

http://investor.ggp.com/sites/ggp.investorhq.businesswire.com/files/doc_library/file/GGP_March_2016_FINAL.pdf.

⁵⁰ “General Growth Properties, Inc. - Financial and Strategic Analysis Review,” October 2016, GlobalData.

⁵¹ “Presentation to the State of Delaware Lottery & Gaming Study Commission,” Delaware Park, LLC, October 7, 2013.

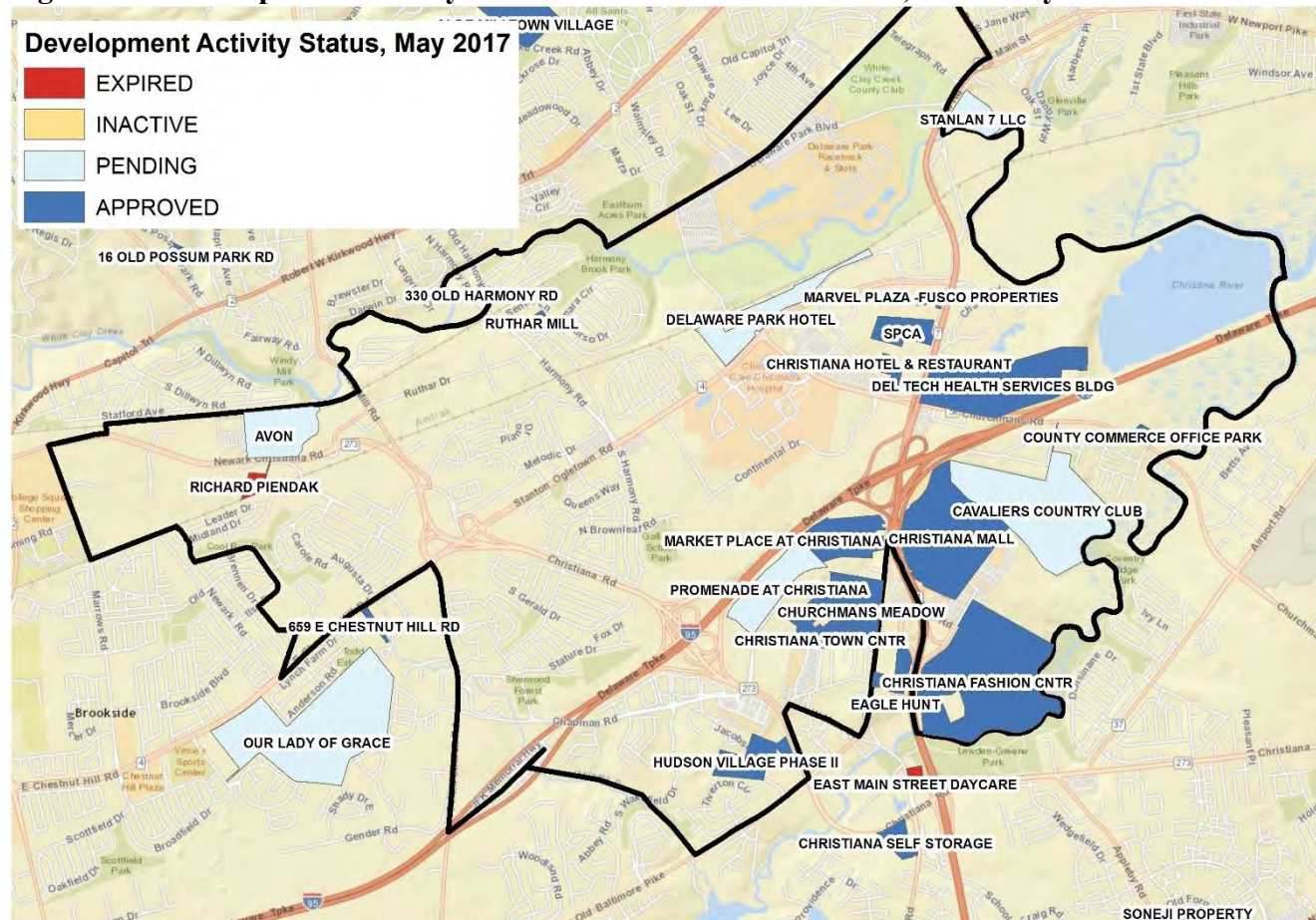
⁵² “Gambling,” Dun & Bradstreet First Research Industry Profile, March 6, 2017.

⁵³ See project overview: <http://www3.nccde.org/project/details/default.aspx?ProjectKey=566394>.

2-2e. Development activity and projections

Figure 2-7 lists development activity reported for the 273 Corridor Area as of May 2017. Major pending projects include development of the former Avon site with approximately 209,000 square feet of retail space, 93,000 square feet of office space, 304,000 square feet of apartments, and a restaurant; development of a 135 room hotel at Delaware Park; development of a 435 lot subdivision at Cavaliers Country Club; and redevelopment of an existing plan at the Promenade at Christiana to develop an approximately 400,000 square foot retail center. Already approved developments indicate a significant level of development and redevelopment activity at the Christiana Mall and surrounding shopping centers.

Figure 2-7. Development Activity Status in the 273 Corridor Area, As of May 2017



Data Source: New Castle County Department of Land Use, May 2017.

Basemap Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

The Delaware Population Consortium (DPC) projects only modest population growth in the 273 Corridor Area from 17,388 in 2015 to 17,834 in 2020, 17,544 in 2030, and 17,496 by 2040—a 25-year growth rate of 0.6 percent.⁵⁴ ESRI Business Analyst estimates a more robust starting point and growth rate, with an estimated 2016 population of 18,715 and a 2021 population of 19,512—representing a 5-year growth rate of just over 4 percent. Projections for areas as small as the 273 corridor are difficult to make with significant precision. Therefore, countywide projections may provide a better sense of likely growth trends. The Delaware Population Consortium projects that New Castle County’s population will increase from 556,786 in 2015 to 572,820 in 2020, 595,664 in 2030, and 603,677 by 2040—a 25-year growth rate

⁵⁴ “New Castle County Traffic Analysis Zone Population Projections, 2000 to 2040,” Delaware Population Consortium, 2013.

of 5 percent.⁵⁵ Jobs in the county are expected to increase from 285,300 to 289,791 over the same time period, representing a slower growth rate of 1.6 percent.

2-2f. Innovation context

Generally speaking, projections depend on the continuation of current birth, death, and migration rates. Innovative activity can disrupt these trends by creating new companies and employment opportunities that attract more residents and commuters to an area. By its very nature, innovation is unpredictable. However, successful instances of regional innovation tend to be studied and copied extensively. For example, significant effort has been spent to understand and replicate the ingredients of Silicon Valley's high-technology cluster in other regions across the nation. While the exact ingredients of innovation vary by factors including industry, place, and time, innovation tends to result from access to and repeated interactions among a skilled workforce, researchers, and competitive firms. Innovation results in products such as improved business processes that improve firm productivity and new goods and services for startup and incumbent firms to market.

There is no single definitive measure or set of measures of regional innovation potential and products. That said, the StatsAmerica web site "Innovation 2.0" provides "insight into the innovation capacity and innovative output" of regions.⁵⁶ This site assesses New Castle County as having a "very high relative capacity for innovation," ranking it 132 out of 3,110 counties assessed based on their human capital and knowledge creation, business dynamics, business profile, employment and productivity, and economic well-being. New Castle County ranks particularly high on factors weighting university research and development activities, the production and supply of STEM workers, the "proportion of small, high-tech firms in a region relative to the national proportion for high-tech," and high-speed broadband connectivity. While New Castle County ranked high in terms of the proportion of small, high-tech firms, the County also ranks high in terms of the proportion of large establishments doing business there. This may help innovative capacity because large firms tend to have large R&D budgets, but it can also tie regions more closely to the fates of a few companies.

From a built environment standpoint, the Silicon Valley and Research Triangle Park models of innovation seem to suggest the value of large, single- or few-use, suburban-style corporate campuses. Large employers in the 273 Corridor Area, such as JP Morgan Chase and Christiana Care, tend to reflect this model of development. Pointing to changing preferences of companies and individuals, along with anecdotes such as the relocation of General Electric's headquarters from suburban Fairfield, Connecticut to Boston⁵⁷, the Brookings Institution has advanced the "Innovation Districts" concept as most suitable for stimulating contemporary innovation.⁵⁸

Brookings cites a "new geography of innovation" driven by three forces:

1. The evolution of a knowledge and technology driven economy is altering the value and function of density and proximity...
2. An economy increasingly oriented toward open innovation is changing both where firms locate and how buildings and larger districts—from research labs to collaborative spaces to mixed-use developments—are designed...

⁵⁵ "Delaware Population Consortium: Annual Population Projections," October 27, 2016, <http://stateplanning.delaware.gov/information/dpc/DPC2016v0.pdf>.

⁵⁶ "About Innovation 2.0," Accessed May 2017, <http://statsamerica.org/ii2/about.aspx>.

⁵⁷ "General Electric to Move Headquarters to Boston," Wall Street Journal, January 13, 2016, <https://www.wsj.com/articles/general-electric-plans-to-move-headquarters-to-boston-1452703676>.

⁵⁸ "Innovation Districts," The Brookings Institution, <https://www.brookings.edu/innovation-districts/>.

3. Shifting demographic and household dynamics are fueling demand for more walkable neighborhoods where housing, work, and amenities intermix⁵⁹

These urban-style economic districts leverage three sets of assets to create spaces for economic innovation and growth:

- Economic assets are the firms, institutions and organizations that drive, cultivate or support an innovation-rich environment.
- Physical assets are the public and privately-owned spaces—buildings, open spaces, streets and other infrastructure—designed and organized to stimulate new and higher levels of connectivity, collaboration, and innovation.
- Networking assets are the relationships between actors—such as between individuals, firms, and institutions—that have the potential to generate, sharpen, and/or accelerate the advancement of ideas.⁶⁰

Subsequent work from Brookings suggests auditing regions for innovation district readiness according to at least the following characteristics:

Critical mass: *Does the area under study have a density of assets that collectively begin to attract and retain people, stimulate a range of activities, and increase financing?...*

Competitive advantage: *Is the innovation district leveraging and aligning its distinctive assets, including historic strengths, to grow firms and jobs in the district, city, and region?...*

Quality of place: *Does the innovation district have a strong quality of place and offer quality experiences that attract other assets, accelerate outcomes, and increase interactions?⁶¹*

As one of Delaware's highest employment density locations, the 273 Corridor Area has a significant critical mass of professional companies, including a particular concentration in the finance and healthcare sectors. The U.S. Cluster Mapping Project ranks New Castle County's Financial Services cluster as the 15th largest by total employment in the U.S., with the Education and Knowledge Creation cluster ranking 77th.⁶² Major anchor tenants can spur an innovation district, and the 273 Corridor Area includes three large, professional employers—Christiana Care Health System, Bank of America, and JP Morgan Chase. The proximity of the University of Delaware and Delaware Technical and Community College adds to this critical mass of innovation resources.

Few, if any, identifiable incubators or entrepreneurship centers exist in the 273 Corridor Area itself. Just west of the area is the University of Delaware's Delaware Technology Park, with the University's Science, Technology & Advanced Research (STAR) Campus located to the south and west.⁶³ STAR campus hosts a variety of laboratory, private company, and classroom space, with a focus on the Health Sciences. A \$40 million, 10-story office tower on the STAR Campus is "slated for completion by mid-

⁵⁹ "The Rise of Innovation Districts: A New Geography of Innovation in America," Bruce Katz and Julie Wagner, The Brookings Institution, May 2014, <https://c24215cec6c97b637db6-9c0895f07c3474f6636f95b6bf3db172.ssl.cf1.rackcdn.com/content/metro-innovation-districts/~media/programs/metro/images/innovation/innovationdistricts1.pdf>, pp. 6-9.

⁶⁰ Ibid, p. 10.

⁶¹ "So you think you have an innovation district?" Julie Wagner and Nathan Storrington, March 30, 2016, <https://www.brookings.edu/blog/metropolitan-revolution/2016/03/30/so-you-think-you-have-an-innovation-district/>.

⁶² U.S. Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School, http://www.clustermapping.us/region/county/new_castle_county_de/cluster-portfolio, 2014. Note: Rank numbers are out of 3,221 counties

⁶³ See <http://deltechpark.org/dtpstar/> and <http://www1.udel.edu/star/>

2018.”⁶⁴ A new hotel and redesigned train station are also in development at the STAR Campus.⁶⁵ The New Castle County Chamber of Commerce’s business incubator, the Emerging Enterprise Center, is located just east of the 273 Corridor Area.⁶⁶ From an innovation perspective, the 273 Corridor Area hosts or is nearby to organizations with among the top patenting rates in the state—JP Morgan Chase (50 patents from 2009-2013), University of Delaware (46), and Invista (27).

While the 273 Corridor Area hosts major anchor tenants with significant levels of professional employment and innovation potential, the area struggles to achieve the “quality of place” called for in the innovation district criteria. In general, commercial development in the Corridor Area is separated from residential development and non-motorized transportation is difficult within the area. While the 273 Corridor Area hosts major assets in the live, work, and play categories, there are few identifiable centers where an individual or household could access all of these simultaneously.

⁶⁴ “STAR Tower ready to rise in Newark,” Scott Goss, January 23, 2017, <http://www.delawareonline.com/story/news/local/2017/01/20/star-tower-ready-rise-newark/96663000/>.

⁶⁵ See <http://www1.udel.edu/star/downloads/invitation-to-submit-letters-STAR-hotel.pdf> and <http://research.udel.edu/2016/08/20/new-train-station-project/>.

⁶⁶ See <http://www.eecincubator.com/>.

3. Prospective Economic Development Approaches

The 273 Corridor Area is a major employment center in Delaware. The presence of Christiana Care and other major anchor tenants is likely to preserve this status for the foreseeable future. For instance, JP Morgan Chase has made recent commitments to expand employment in Delaware and healthcare employment is likely to grow as the population ages and partnerships with emerging health sciences activities at the University of Delaware continue. However, market trends suggest that the continued vibrancy of commercial, residential, and entertainment offerings in this area will depend in part on the incremental redevelopment of individual sites and sub-areas in the corridor into high-quality centers that offer residents and workers integrated live, work, and play opportunities.

This concluding section offers three complementary approaches for focusing future economic development efforts in the 273 Corridor Area—1) encouraging mixed-use redevelopment opportunities at the time of site turnover; 2) seeking to develop residential housing and associated amenities that are attractive to middle- and high-income workers in the corridor; and 3) partnering with the University of Delaware and other R&D-oriented actors in the region to stimulate firm startup and graduation activities in the corridor.

3-1. Encourage Mixed-Use Redevelopment Opportunities

The pending redevelopment of the former Avon site into a property that integrates retail, office, residential, and restaurant uses provides a template for future redevelopment within the corridor. In particular, commercial sites close to the City of Newark limits may be good candidates for redevelopment as mixed-use sites with residential and commercial features. These sites could play up connections with the City of Newark while offering a quality environment close to employment opportunities—potentially attracting a new residential demographic to the corridor. The pending development of Cavaliers Country Club may also speak to an emerging residential market in the Corridor Area.

In addition to allowing for an integration of uses within developments in selected areas of the corridor, New Castle County should consider developing and implementing flexible design standards aimed at improving the quality of place experienced in the corridor. These standards would allow for an incremental improvement to the quality of the built environment as existing uses become obsolete and are redeveloped in more market-driven fashion. Elements of a design standard could model guidance from the Project for Public Spaces on “What Makes a Successful Place?”:

ACCESS & LINKAGES

You can judge the accessibility of a place by its connections to its surroundings, both visual and physical. A successful public space is easy to get to and get through; it is visible both from a distance and up close. The edges of a space are important as well: For instance, a row of shops along a street is more interesting and generally safer to walk by than a blank wall or empty lot. Accessible spaces have a high parking turnover and, ideally, are convenient to public transit.

QUESTIONS TO CONSIDER ON ACCESS & LINKAGES:

- Can you see the space from a distance? Is its interior visible from the outside?
- Is there a good connection between the space and the adjacent buildings, or is it surrounded by blank walls? Do occupants of adjacent buildings use the space?
- Can people easily walk to the place? For example, do they have to dart between moving cars to get to the place?
- Do sidewalks lead to and from the adjacent areas?
- Does the space function for people with special needs?

- Do the roads and paths through the space take people where they actually want to go?
- Can people use a variety of transportation options – bus train, car, bicycle, etc. – to reach the place?
- Are transit stops conveniently located next to destinations such as libraries, post offices, park entrances, etc.?

COMFORT & IMAGE

Whether a space is comfortable and presents itself well – has a good image – is key to its success. Comfort includes perceptions about safety, cleanliness, and the availability of places to sit – the importance of giving people the choice to sit where they want is generally underestimated.

QUESTIONS TO CONSIDER ON COMFORT & IMAGE:

- Does the place make a good first impression?
- Are there more women than men?
- Are there enough places to sit? Are seats conveniently located? Do people have a choice of places to sit, either in the sun or shade?
- Are spaces are clean and free of litter? Who is responsible for maintenance? What do they do? When?
- Does the area feel safe? Is there a security presence? If so, what do these people do? When are they on duty?
- Are people taking pictures? Are there many photo opportunities available?
- Do vehicles dominate pedestrian use of the space, or prevent them from easily getting to the space?

USES & ACTIVITIES

Activities are the basic building blocks of a place. Having something to do gives people a reason to come to a place – and return. When there is nothing to do, a space will be empty and that generally means that something is wrong.

PRINCIPLES TO KEEP IN MIND IN EVALUATING THE USES AND ACTIVITIES OF A PLACE:

- The more activities that are going and that people have an opportunity to participate in, the better.
- There is a good balance between men and women.
- People of different ages are using the space (retired people and people with young children can use a space during the day when others are working).
- The space is used throughout the day.
- A space that is used by both singles and people in groups is better than one that is just used by people alone because it means that there are places for people to sit with friends, there is more socializing, and it is more fun.
- The ultimate determinant of a place's success is how well it is managed.⁶⁷

⁶⁷ “What Makes a Successful Place?” Project for Public Spaces, Accessed May 2017, <https://www.pps.org/reference/grplacefeat/>.

3-2. Seek to Develop Residential Amenities Attractive to Corridor Workers

The low population-to-employment ratio in the 273 Corridor Area represents an opportunity for providing homes to rebalance this ratio by attracting more Corridor Area workers to buy or rent homes in the Corridor. The encouragement of mixed-use redevelopment opportunities is one way to address this imbalance, and developments at the former Avon site and Cavaliers Country Club location represent positive steps toward an improved balance between population and employment.

More broadly, the County should work with developers to identify potential residential products and amenities that would be most attractive to markets and sub-markets represented by commuters to the 273 Corridor Area. A significant portion of Corridor workers commute from areas with higher value homes, suggesting that there may be a market for more upscale housing. However, the urbanized character of the Corridor Area is unlikely to allow for the traditional, large-lot suburban style of housing that predominates in southern New Castle County and Chester and Delaware counties.

One particular opportunity for upscale housing may relate to urban-style townhome or condominium developments oriented around transit at Fairplay Station. This product could leverage access to local and regional employment opportunities, while also benefitting from the attention to building quality places outlined for the previous approach. Unless a large area around the train station becomes available for redevelopment, implementing this approach may depend on the incremental addition of housing in this area. As with the previous approach, amended zoning and design standards may be necessary to allow for the development of a viable transit-oriented product.

3-3. Partner to Encourage Firm Startup and Graduation in Corridor

While the 273 Corridor Area contains numerous firms that depend upon continued innovation, it is relatively devoid of formal programs and locations aimed at creating opportunities for startups to incubate and grow. Instead, these formal programs exist outside the Corridor at places like the Delaware Technology Park, UD's STAR Campus, and the New Castle County Chamber's Emerging Enterprise Center. To at least some degree, future economic growth in the Corridor Area will depend on the development of firms that do not now exist. As such, Corridor-focused economic development efforts should focus in part on establishing a physical and programmatic startup pipeline that seeks to locate new and emerging firms in the Corridor.

The development of a startup pipeline in the Corridor will likely compete with ongoing, relatively robust efforts to develop UD's STAR Campus. As such, efforts should focus more on complementing that development than competing directly to host the same type of firms. While STAR Campus has housed a variety of firms, a particular relationship with the Health Sciences has been evident and the provision of wet lab space will likely set this development apart in the region. Spinoff opportunities at or near Christiana Healthcare locations in the Corridor Area will remain viable due to the advantages of being in a high-volume clinical setting.

Partnership opportunities for startup development in the Corridor Area may be most fruitful on those topics that have been underrepresented in STAR Campus efforts to date and complement existing firms in the Area. For example, fintech and cybersecurity startups could leverage academic offerings and research activities related to UD's Lerner College of Business and Economics and Cybersecurity Initiative. Startups in these categories could also complement efforts of incumbent firms in the Corridor Area's large financial services cluster.

The following considerations can be used as a starting point for informing the development of a physical and programmatic startup pipeline in the 273 Corridor Area:

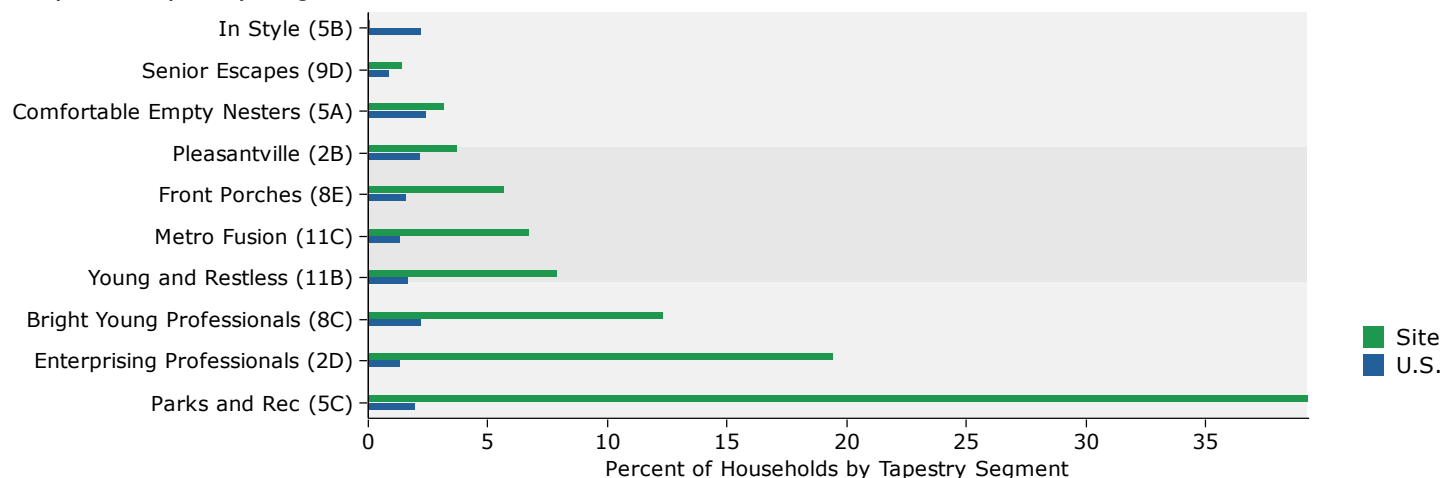
- Consult with representatives at regional startup and entrepreneurship centers to learn about the current rate of "graduating" firms and the characteristics of the spaces and amenities needed to support the continued growth of these startup incubator graduates. At the University of Delaware, the Office of Economic Innovation and Partnerships represents a good entry point for such consultations.
- Scan the 273 Corridor Area for the availability of existing spaces to fulfill identified startup assistance needs.
- Seek to integrate these space and amenity requirements into new developments and redevelopment opportunities, as appropriate, and pursue public and private partnership opportunities to subsidize their development and operations.
- Partner with entrepreneurship programming delivery organizations, such as Technical.ly Delaware and UD's Horn Program in Entrepreneurship and Small Business Development Center, to organize startup education and entrepreneurship networking events in the Corridor Area.

Appendix A. Tapestry Segmentation Profile

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2016 Households		2016 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Parks and Rec (5C)	39.3%	39.3%	2.0%	2.0%	1964
2	Enterprising Professionals (2D)	19.5%	58.8%	1.4%	3.4%	1,399
3	Bright Young Professionals (8C)	12.4%	71.2%	2.2%	5.6%	555
4	Young and Restless (11B)	7.9%	79.1%	1.7%	7.3%	462
5	Metro Fusion (11C)	6.7%	85.8%	1.4%	8.7%	477
Subtotal		85.8%		8.7%		
6	Front Porches (8E)	5.8%	91.6%	1.6%	10.3%	359
7	Pleasantville (2B)	3.8%	95.4%	2.2%	12.5%	170
8	Comfortable Empty Nesters (5A)	3.2%	98.6%	2.5%	15.0%	129
9	Senior Escapes (9D)	1.4%	100.0%	0.9%	15.9%	157
10	In Style (5B)	0.0%	100.0%	2.3%	18.2%	2
Subtotal		14.2%		9.5%		
Total		100.0%		18.2%		550

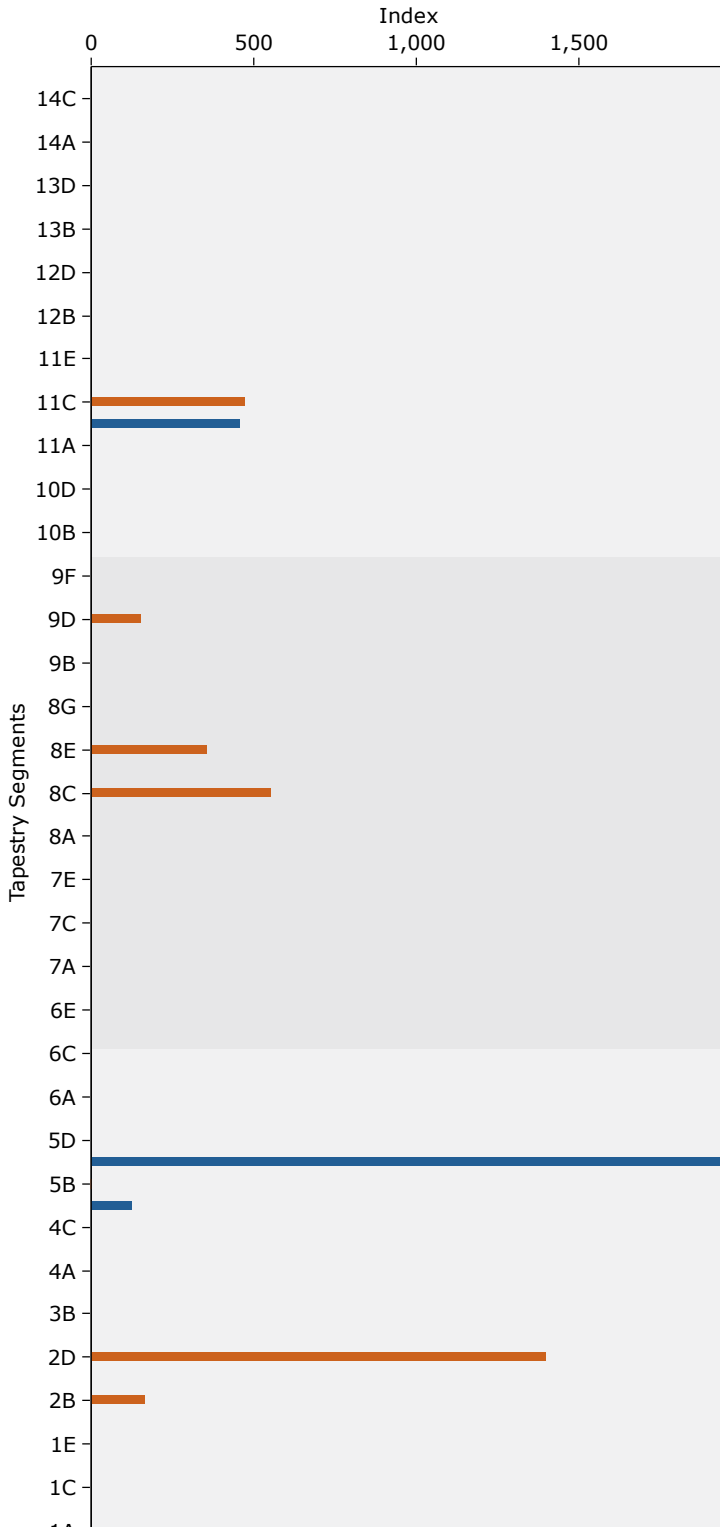
Top Ten Tapestry Segments Site vs. U.S.



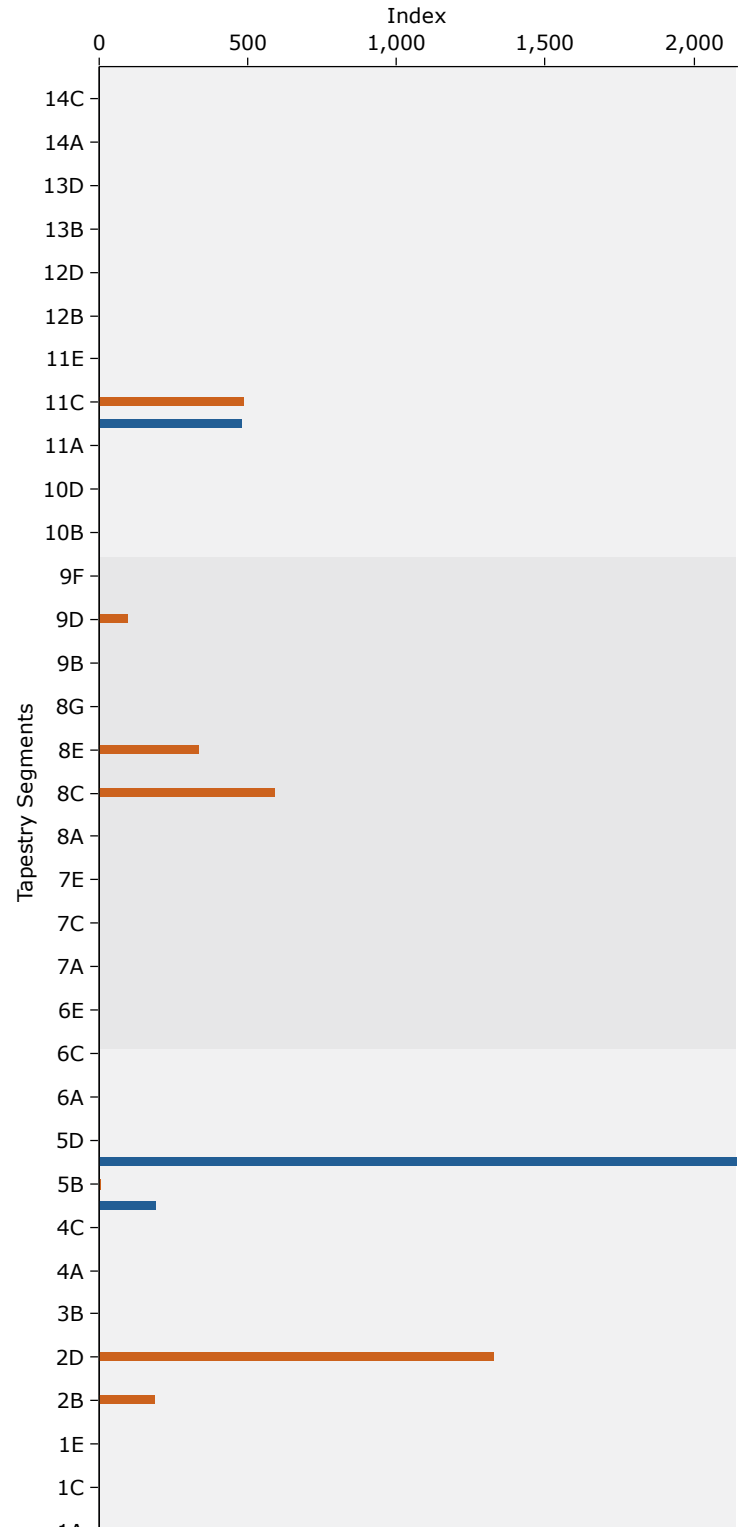
Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

Source: Esri

2016 Tapestry Indexes by Households



2016 Tapestry Indexes by Total Population 18+



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

273 Corridor Area

Prepared By Business Analyst Desktop

Tapestry LifeMode Groups	2016 Households			2016 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	7,424	100.0%		14,631	100.0%	
1. Affluent Estates	0	0.0%	0	0	0.0%	0
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
2. Upscale Avenues	1,727	23.3%	411	3,217	22.0%	371
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	280	3.8%	170	683	4.7%	189
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	1,447	19.5%	1,399	2,534	17.3%	1,332
3. Uptown Individuals	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	0	0.0%	0	0	0.0%	0
5. GenXurban	3,160	42.6%	371	6,874	47.0%	427
Comfortable Empty Nesters (5A)	237	3.2%	129	705	4.8%	196
In Style (5B)	3	0.0%	2	19	0.1%	6
Parks and Rec (5C)	2,920	39.3%	1,964	6,150	42.0%	2,148
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
6. Cozy Country Living	0	0.0%	0	0	0.0%	0
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
7. Ethnic Enclaves	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

273 Corridor Area

Prepared By Business Analyst Desktop

Tapestry LifeMode Groups	2016 Households			2016 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	7,424	100.0%		14,631	100.0%	
8. Middle Ground	1,344	18.1%	166	2,507	17.1%	168
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	917	12.4%	555	1,747	11.9%	595
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	427	5.8%	359	760	5.2%	338
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
9. Senior Styles	106	1.4%	25	124	0.8%	17
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	106	1.4%	157	124	0.8%	100
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
10. Rustic Outposts	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	1,087	14.6%	236	1,909	13.0%	238
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	588	7.9%	462	969	6.6%	481
Metro Fusion (11C)	499	6.7%	477	940	6.4%	493
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

273 Corridor Area

Prepared By Business Analyst Desktop

Tapestry Urbanization Groups	2016 Households			2016 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	7,424	100.0%		14,631	100.0%	
1. Principal Urban Center	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	1,416	19.1%	113	2,687	18.4%	102
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	917	12.4%	555	1,747	11.9%	595
Metro Fusion (11C)	499	6.7%	477	940	6.4%	493
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	1,018	13.7%	75	1,748	11.9%	70
In Style (5B)	3	0.0%	2	19	0.1%	6
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	427	5.8%	359	760	5.2%	338
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	588	7.9%	462	969	6.6%	481
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

Source: Esri

Tapestry Urbanization Groups	2016 Households			2016 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	7,424	100.0%		14,631	100.0%	
4. Suburban Periphery	4,884	65.8%	209	10,072	68.8%	214
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	280	3.8%	170	683	4.7%	189
Enterprising Professionals (2D)	1,447	19.5%	1,399	2,534	17.3%	1,332
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters (5A)	237	3.2%	129	705	4.8%	196
Parks and Rec (5C)	2,920	39.3%	1,964	6,150	42.0%	2,148
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	106	1.4%	15	124	0.8%	9
Middleburg (4C)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	106	1.4%	157	124	0.8%	100
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	0	0.0%	0	0	0.0%	0
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.

Source: Esri



LifeMode Group: GenXurban Parks and Rec

5C

Households: 2,411,000

Average Household Size: 2.49

Median Age: 40.3

Median Household Income: \$55,000

WHO ARE WE?

These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

OUR NEIGHBORHOOD

- Homes are primarily owner occupied, single-family residences built prior to 1970; town homes and duplexes are scattered through the neighborhoods.
- Both median home value and average rent are close to the national level.
- Households by type mirror the US distribution; married couples, more without children, dominate. Average household size is slightly lower at 2.49, but this market is also a bit older.

SOCIOECONOMIC TRAITS

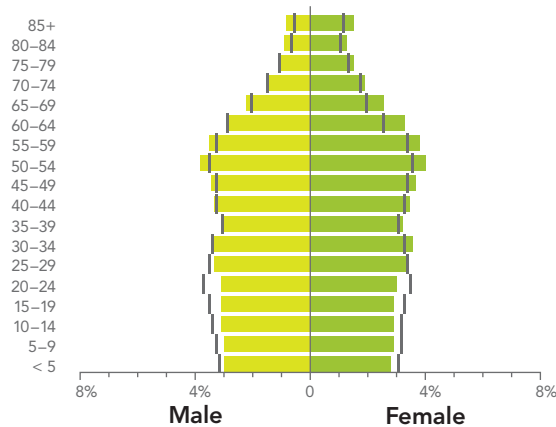
- More than half of the population is college educated.
- Older residents draw Social Security and retirement income.
- The work force is diverse: professionals in health care, retail trade, and education, or skilled workers in manufacturing and construction.
- This is a financially shrewd market; consumers are careful to research their big-ticket purchases.
- When planning trips, they search for discounted airline fares and hotels and choose to vacation within the US.
- These practical residents tend to use their cell phones for calls and texting only.



AGE BY SEX (Esri data)

Median Age: **40.3** US: 37.6

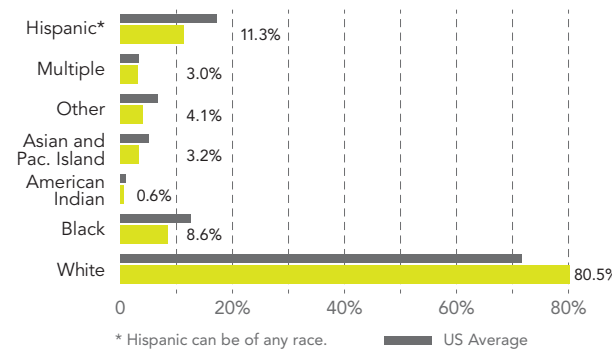
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

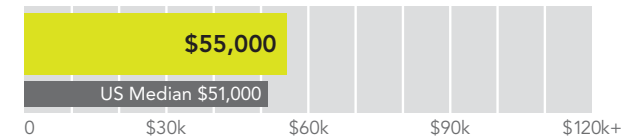
Diversity Index: **47.5** US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

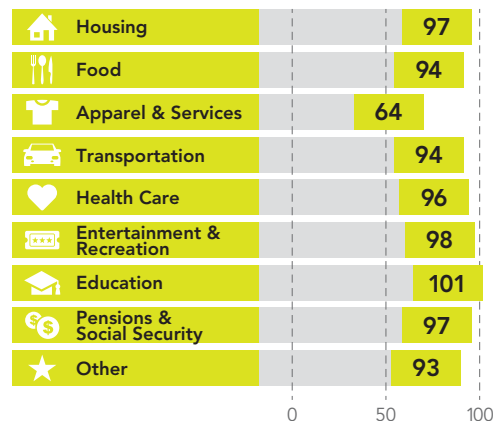


Median Net Worth



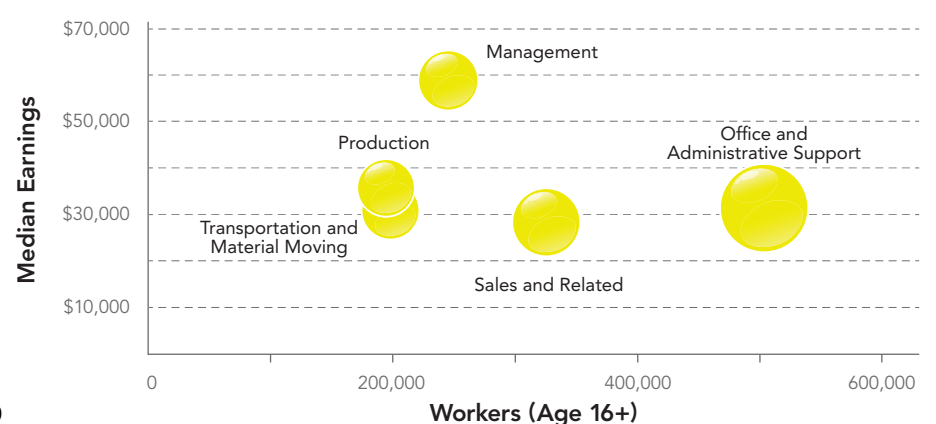
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Cost and practicality come first when purchasing a vehicle; *Parks and Rec* residents are more likely to buy domestic SUVs or trucks over compact or subcompact vehicles.
- Budget-conscious consumers stock up on staples at warehouse clubs.
- Pass time at home watching documentaries on Animal Planet, Discovery, or History channels. For an outing, they choose to dine out at family-style restaurants and attend movies. Between trips to the casinos, they gamble on lottery tickets and practice their blackjack and poker skills online.
- Convenience is important in the kitchen; they regularly use frozen or packaged main course meals. Ground coffee is preferred over coffee beans.
- Residents here take advantage of local parks and recreational activities. Their exercise routine is a balance of home-based exercise; a session at their local community gym; or a quick jog, swim, or run.

HOUSING

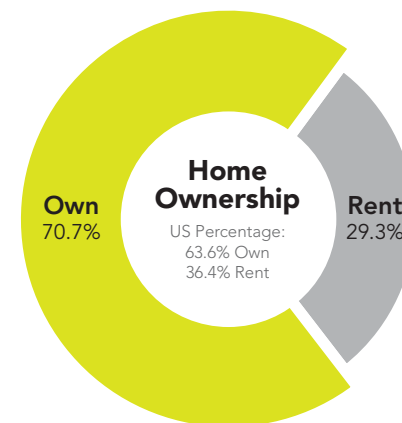
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

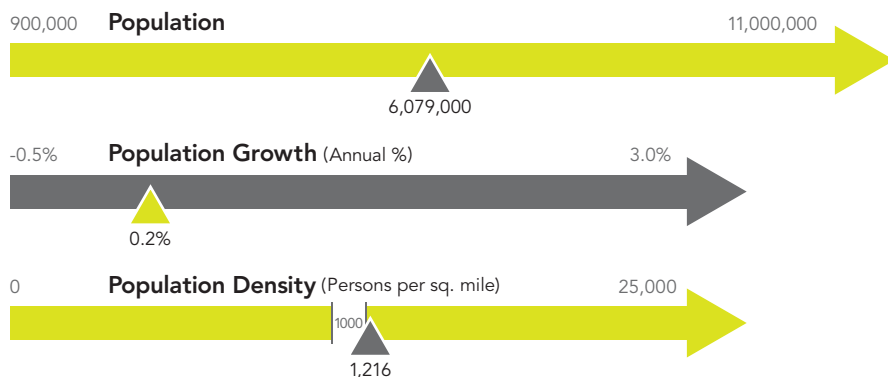
Median Value:
\$180,000

US Median: \$177,000



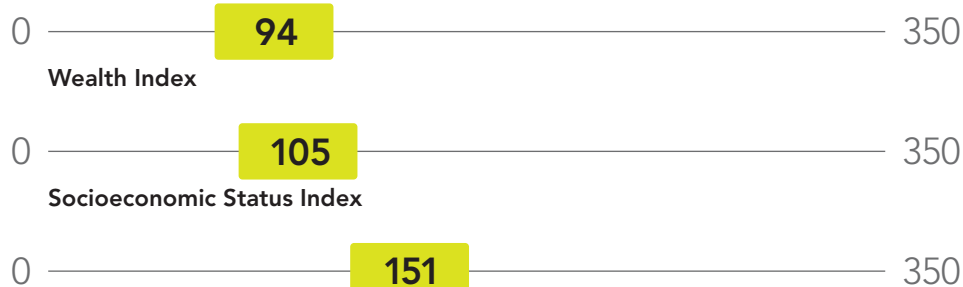
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

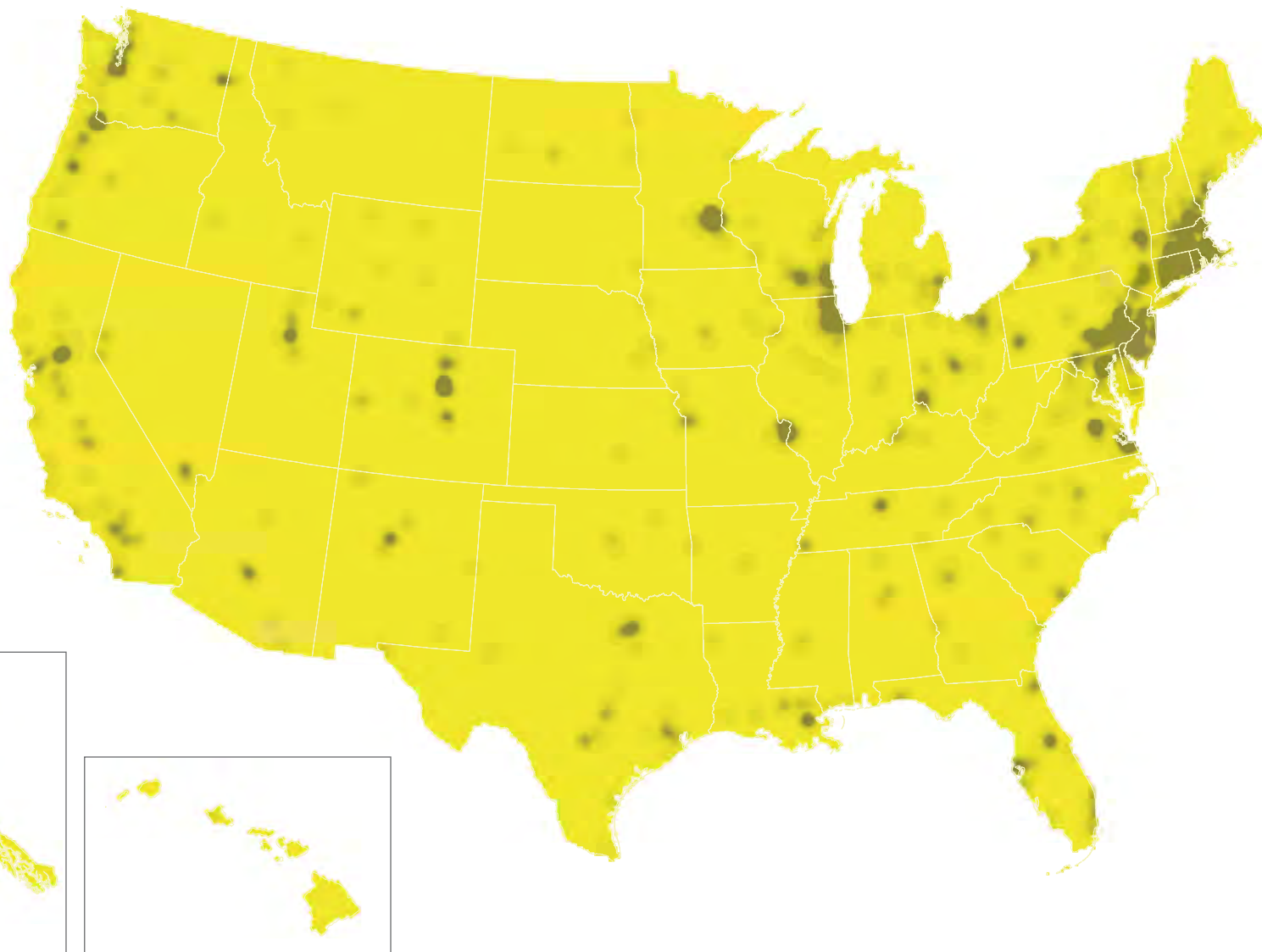
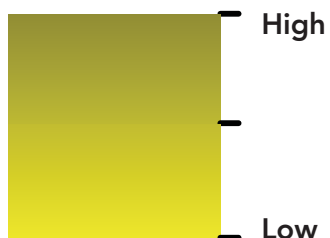
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

This map illustrates the density and distribution of the *Parks and Rec* Tapestry Segment by households.



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LifeMode Group: Upscale Avenues

Enterprising Professionals

2D

Households: 1,627,000

Average Household Size: 2.46

Median Age: 34.8

Median Household Income: \$77,000

WHO ARE WE?

Enterprising Professionals residents are well educated and climbing the ladder in STEM (science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, town homes, or apartments; many still rent their homes. The market is fast-growing, located in lower density neighborhoods of large metro areas. *Enterprising Professionals* residents are diverse, with Asians making up over one-fifth of the population. This young market makes over one and a half times more income than the US median, supplementing their income with high-risk investments. At home, they enjoy the Internet and TV on high-speed connections with premier channels and services.

OUR NEIGHBORHOOD

- Almost half of households are married couples, and 30% are single person households.
- Housing is a mixture of suburban single-family homes, row homes, and larger multiunit structures.
- Close to three quarters of the homes were built after 1980; 22% are newer, built after 2000.
- Renters make up nearly half of all households.

SOCIOECONOMIC TRAITS

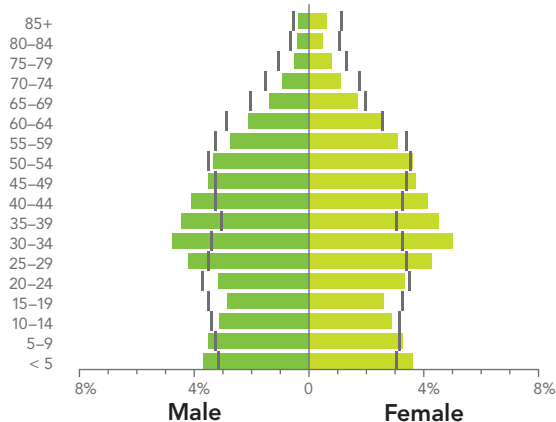
- Median household income one and a half times that of the US.
- Over half hold a bachelor's degree or higher.
- Early adopters of new technology in hopes of impressing peers with new gadgets.
- Enjoy talking about and giving advice on technology.
- Half have smartphones and use them for news, accessing search engines, and maps.
- Work long hours in front of a computer.
- Strive to stay youthful and healthy, eat organic and natural foods, run and do yoga.
- Buy name brands and trendy clothes online.



AGE BY SEX (Esri data)

Median Age: **34.8** US: 37.6

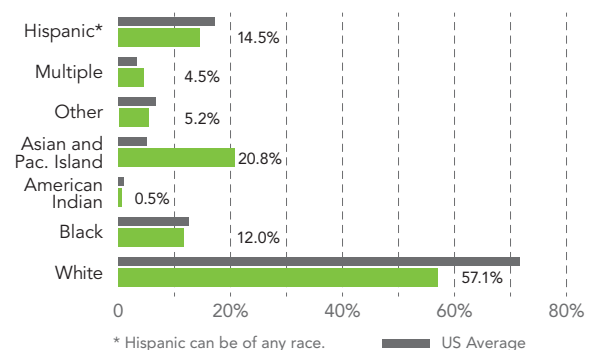
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

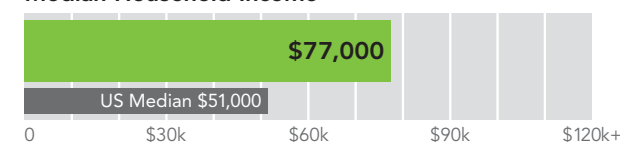
Diversity Index: **71.2** US: 62.1



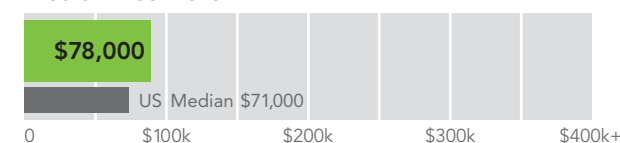
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

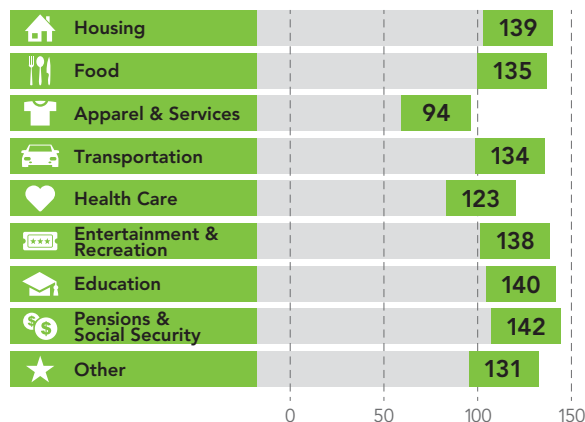


Median Net Worth



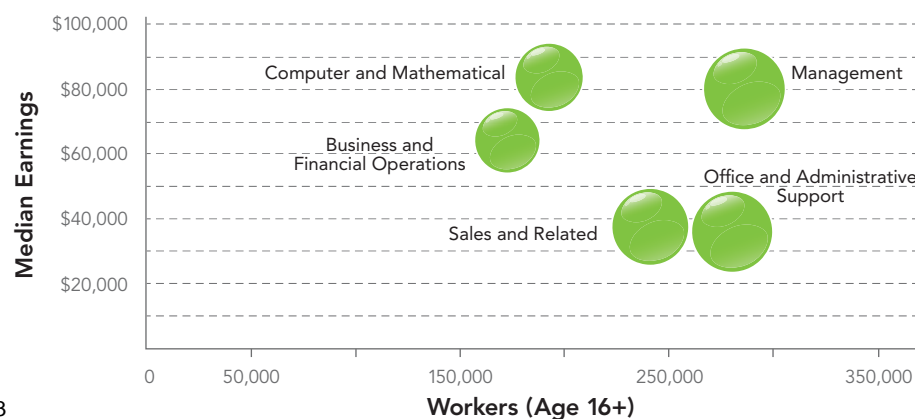
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Buy digital books for tablet reading, along with magazines and newspapers.
- Frequent the dry cleaner.
- Go on business trips, a major part of work.
- Watch movies and TV with video-on-demand and HDTV over a high-speed connection.
- Convenience is key—shop at Amazon.com and pick up drugs at the Target pharmacy.
- Eat out at The Cheesecake Factory and Chick-fil-A; drop by Starbucks for coffee.
- Leisure activities include gambling, trips to museums and the beach.
- Have health insurance and a 401(k) through work.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



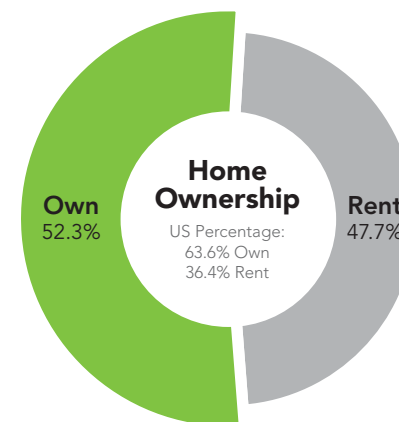
Typical Housing:

Multis; Single Family

Median Value:

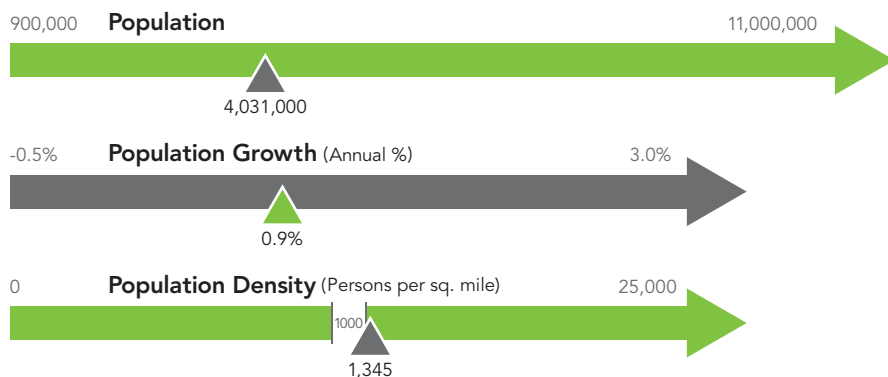
\$295,000

US Median: \$177,000



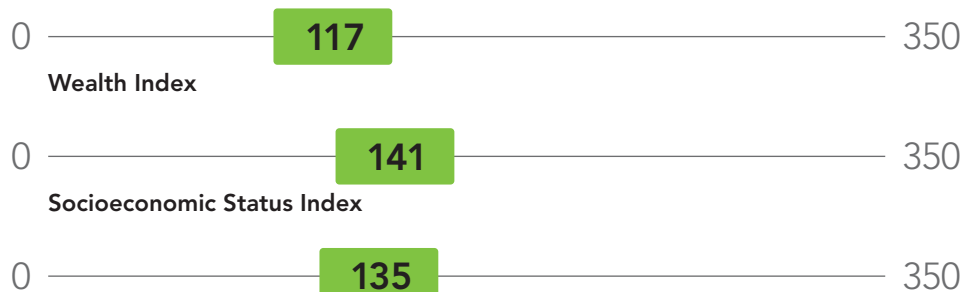
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

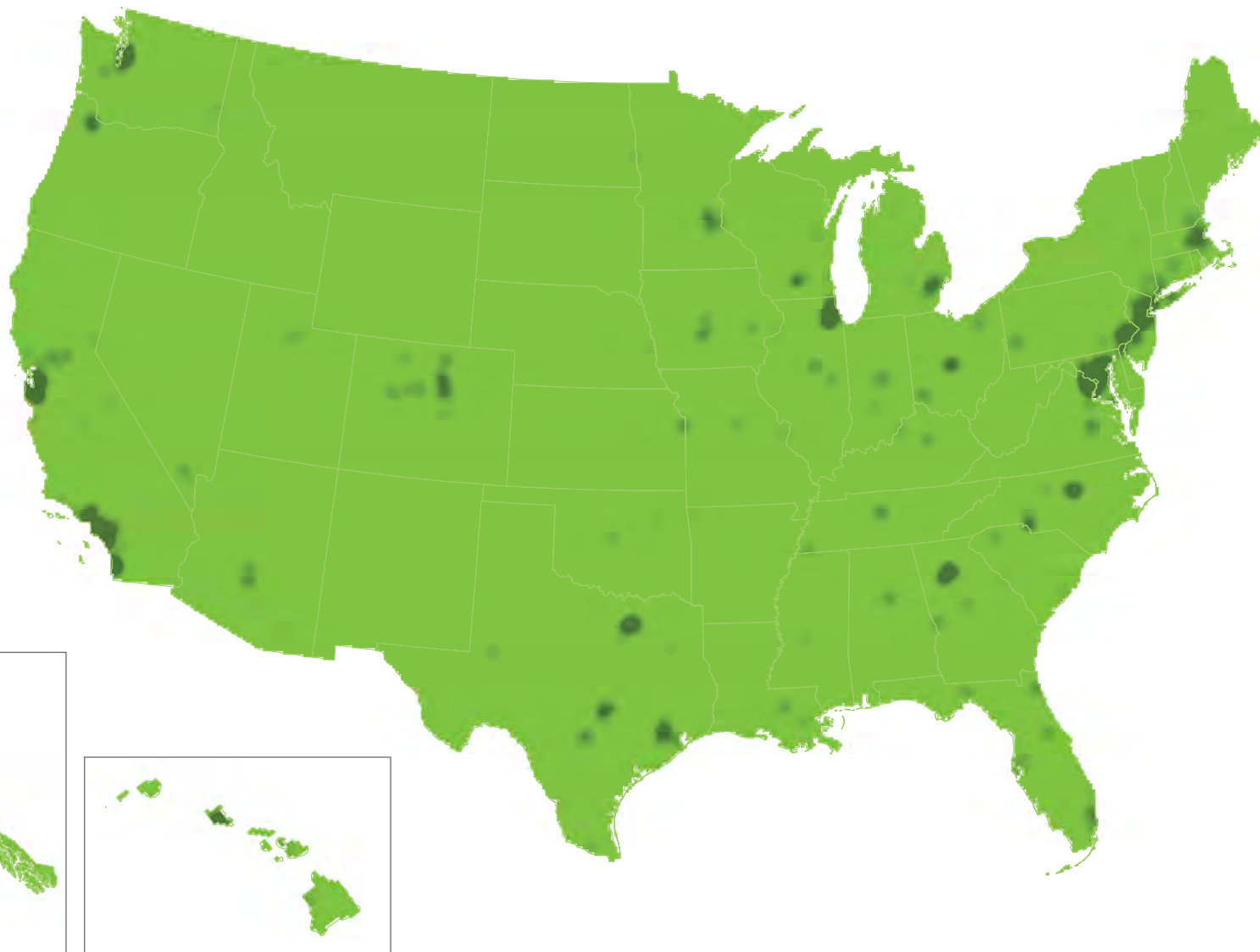
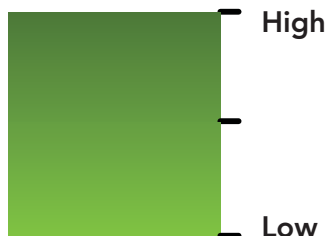
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

This map illustrates the density and distribution of the *Enterprising Professionals* Tapestry Segment by households.





LifeMode Group: Middle Ground

Bright Young Professionals

8C

Households: 2,613,000

Average Household Size: 2.40

Median Age: 32.2

Median Household Income: \$50,000

WHO ARE WE?

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. One out of three householders is under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

OUR NEIGHBORHOOD

- Approximately 56% of the households rent; 44% own their homes.
- Household type is primarily couples, married (or unmarried), with above average concentrations of both single-parent (Index 125) and single-person (Index 115) households.
- Multiunit buildings or row housing make up 55% of the housing stock (row housing (Index 182), buildings with 5–19 units (Index 277)); 44% built 1980–99.
- Average rent is slightly higher than the US (Index 102).
- Lower vacancy rate is at 8.9%.

SOCIOECONOMIC TRAITS

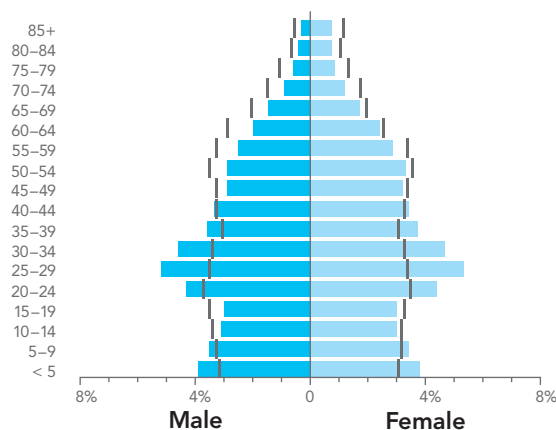
- Education completed: 36% with some college or an associate's degree, 30% with a bachelor's degree or higher. Education in progress is 10% (Index 127).
- Unemployment rate is lower at 7.1%, and labor force participation rate of 73% is higher than the US rate.
- These consumers are up on the latest technology.
- They get most of their information from the Internet.
- Concern about the environment, impacts their purchasing decisions.



AGE BY SEX (Esri data)

Median Age: **32.2** US: 37.6

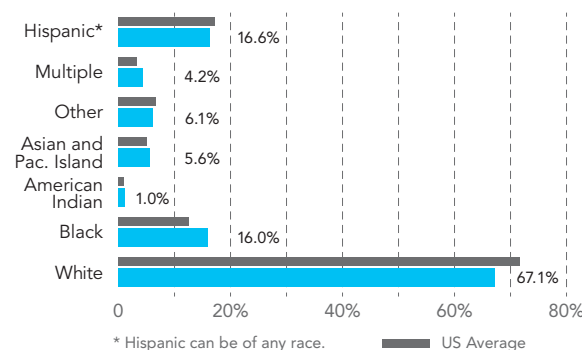
I Indicates US



RACE AND ETHNICITY (Esri data)

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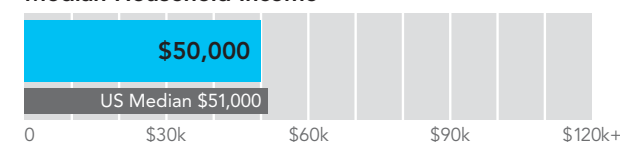
Diversity Index: **65.4** US: 62.1



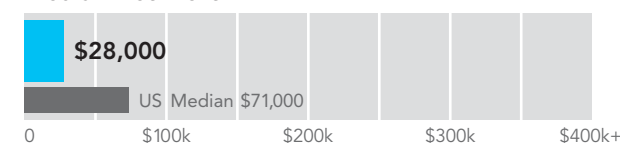
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

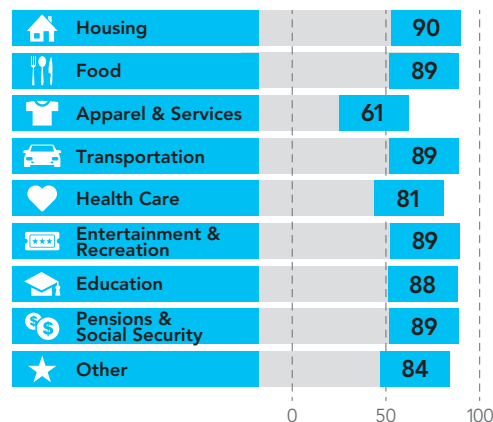


Median Net Worth



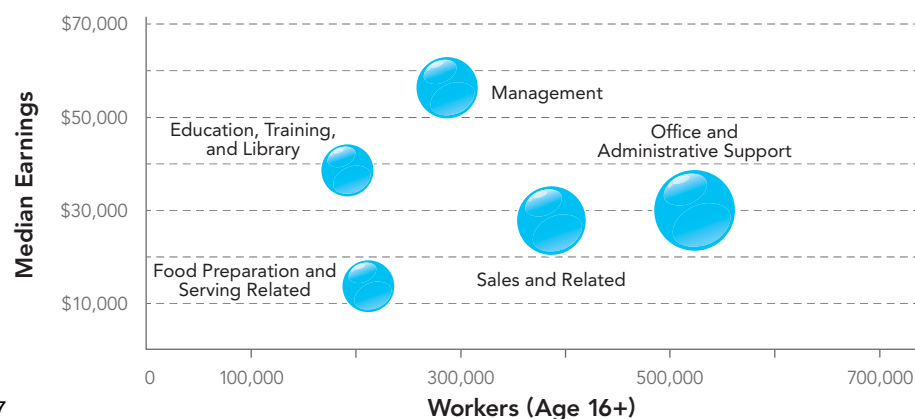
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Own US savings bonds.
- Own newer computers (desktop, laptop, or both), iPods, and 2+ TVs.
- Go online to do banking, access YouTube or Facebook, visit blogs, and play games.
- Use cell phones to text, redeem mobile coupons, listen to music, and check for news and financial information.
- Find leisure going to bars/clubs, attending concerts, going to the zoo, and renting DVDs from Redbox or Netflix.
- Read sports magazines and participate in a variety of sports, including backpacking, basketball, football, bowling, Pilates, weight lifting, and yoga.
- Eat out often at fast-food and family restaurants.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



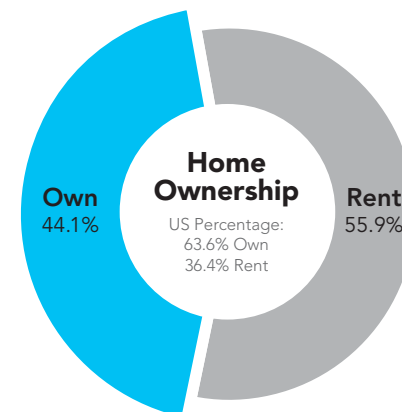
Typical Housing:

Single Family;
Multiunits

Average Rent:

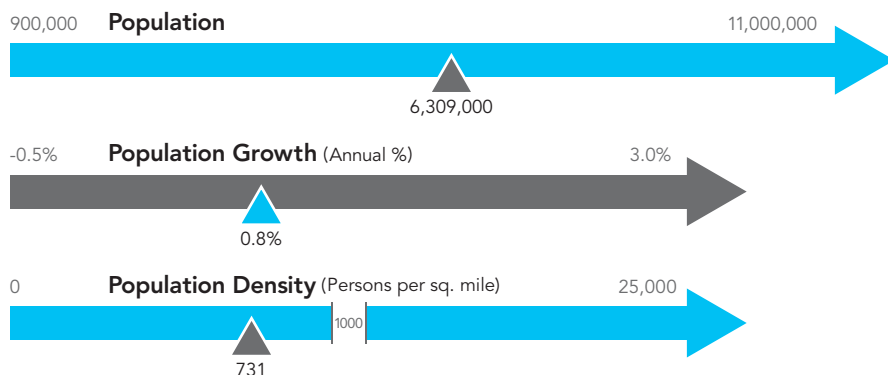
\$1,000

US Average: \$990



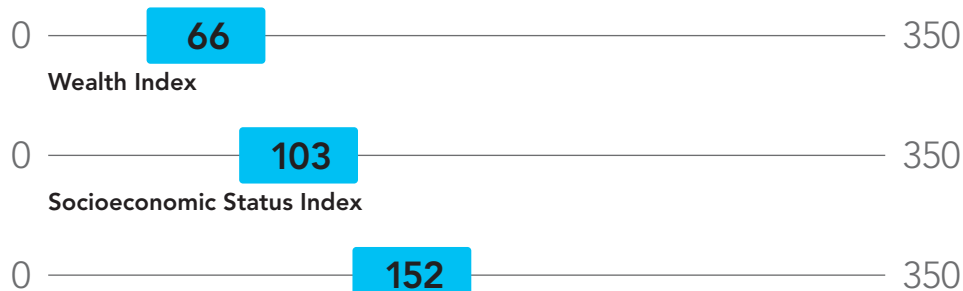
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

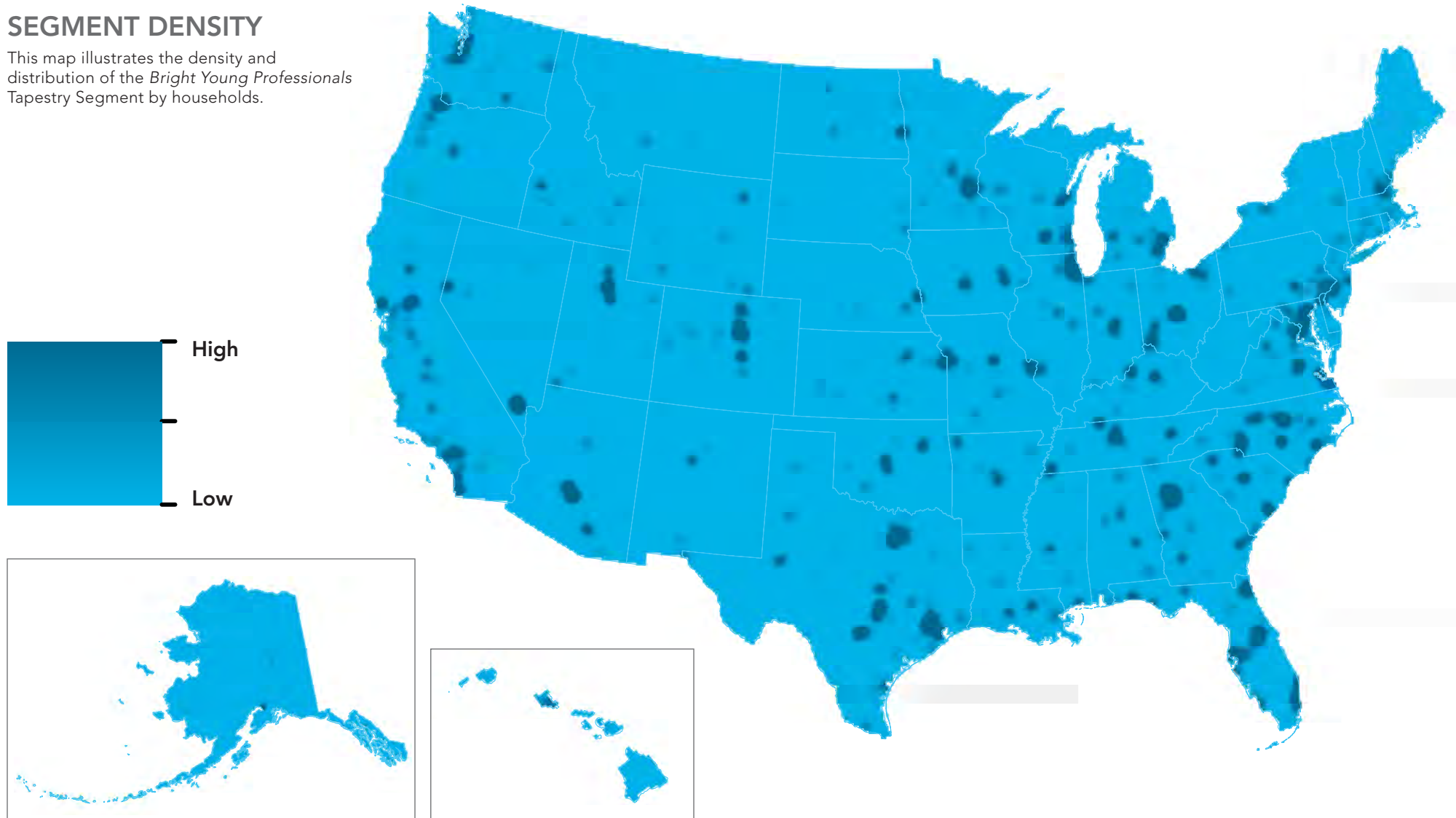
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

This map illustrates the density and distribution of the *Bright Young Professionals* Tapestry Segment by households.





LifeMode Group: Midtown Singles

Young and Restless

11B

Households: 2,005,000

Average Household Size: 2.02

Median Age: 29.4

Median Household Income: \$36,000

WHO ARE WE?

Gen Y comes of age: Well-educated young workers, some of whom are still completing their education, are employed in professional/technical occupations, as well as sales and office/administrative support roles. These residents are not established yet, but striving to get ahead and improve themselves. This market ranks in the top 5 for renters, movers, college enrollment, and labor force participation rate. Almost 1 in 5 residents move each year. Close to half of all householders are under the age of 35, the majority living alone or in shared nonfamily dwellings. Median household income is still below the US. Smartphones are a way of life, and they use the Internet extensively. *Young and Restless* consumers are diverse, favoring densely populated neighborhoods in large metropolitan areas; over 50% are located in the South (almost a fifth in Texas), with the rest chiefly in the West and Midwest.

OUR NEIGHBORHOOD

- One of the youngest markets: Half the householders under age 35; median age 29.4.
- Primarily single-person households (Index 163) with some shared households (Index 201).
- Highly mobile market, beginning careers and changing addresses frequently.
- Naturally, one of the top 5 renter markets (Index 237).
- Apartment rentals popular: 45% in 5–19 unit buildings (Index 507), 26% in 20+ unit buildings (Index 325).
- Majority of housing built in 1970 or later (83%).

SOCIOECONOMIC TRAITS

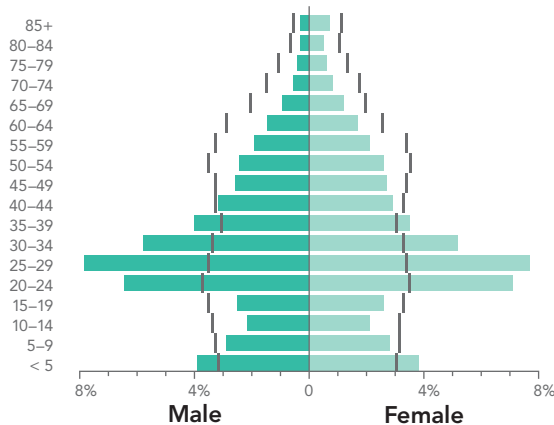
- Education completed: 2 out of 3 have some college, an associate's degree, or a bachelor's degree or higher. Education in progress: almost 15% are still enrolled in college (Index 185).
- Labor force participation rate is exceptionally high at 75.4%; unemployment is low at 7.8%.
- These are careful shoppers, aware of prices, and demonstrate little brand loyalty.
- They like to be the first to try new products, but prefer to do research before buying the latest electronics.
- Most of their information comes from the Internet and TV, rather than traditional media.
- Carry their cell phone everywhere they go.



AGE BY SEX (Esri data)

Median Age: **29.4** US: 37.6

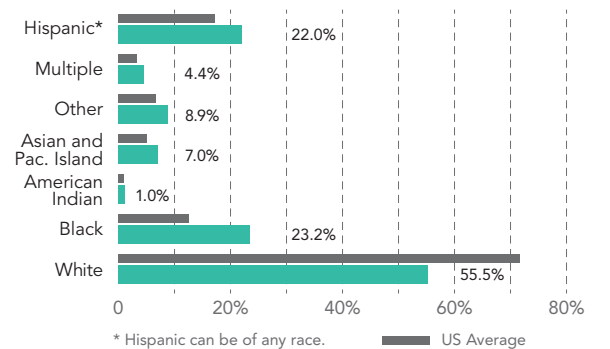
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

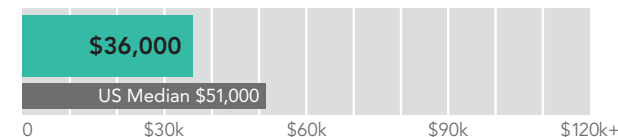
Diversity Index: **76.0** US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

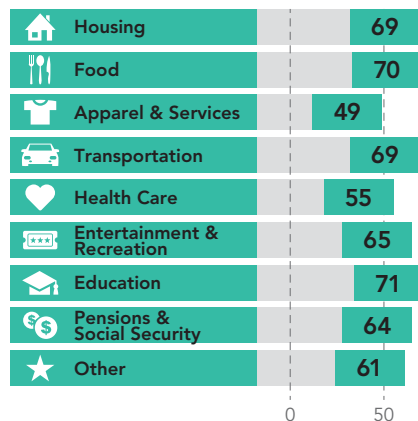


Median Net Worth



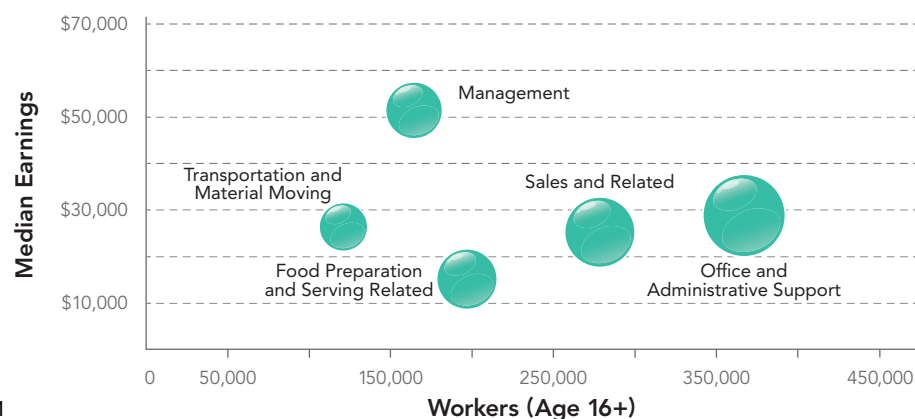
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- No landline telephone for majority of HHs, preferring a cell phone only.
- Use their cell phone to text, listen to music, pay bills, redeem coupons, look up directions, and access financial information.
- Online activities include banking (with paperless statements), purchasing items on eBay, accessing Twitter and Facebook, and watching movies and TV shows.
- Enjoy dancing, playing pool, watching MTV and Comedy Central programs, reading fashion magazines, and playing volleyball.
- Listen to blues, jazz, rap, hip hop, and dance music, and read music magazines.
- Purchase natural/organic food, but frequent fast food restaurants.

HOUSING

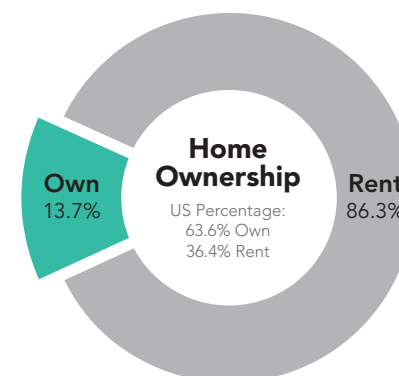
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunit Rentals

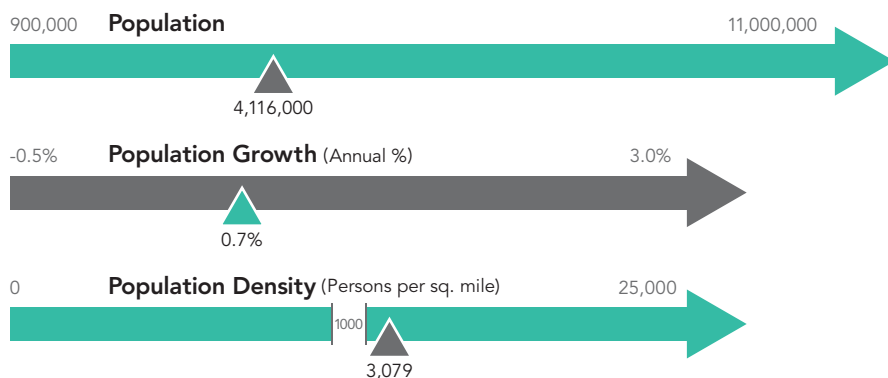
Average Rent:
\$920

US Average: \$990



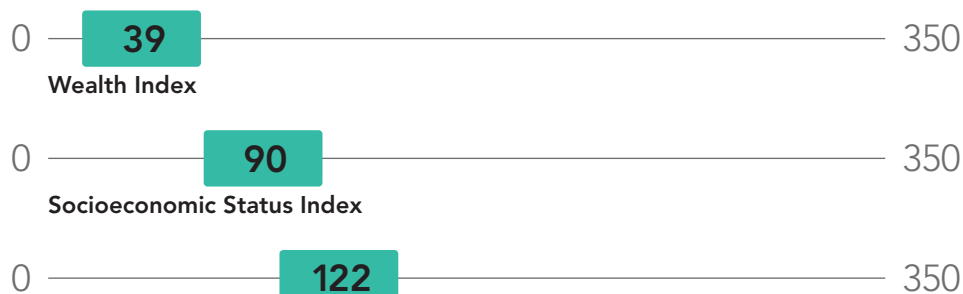
POPULATION CHARACTERISTICS

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ESRI INDEXES

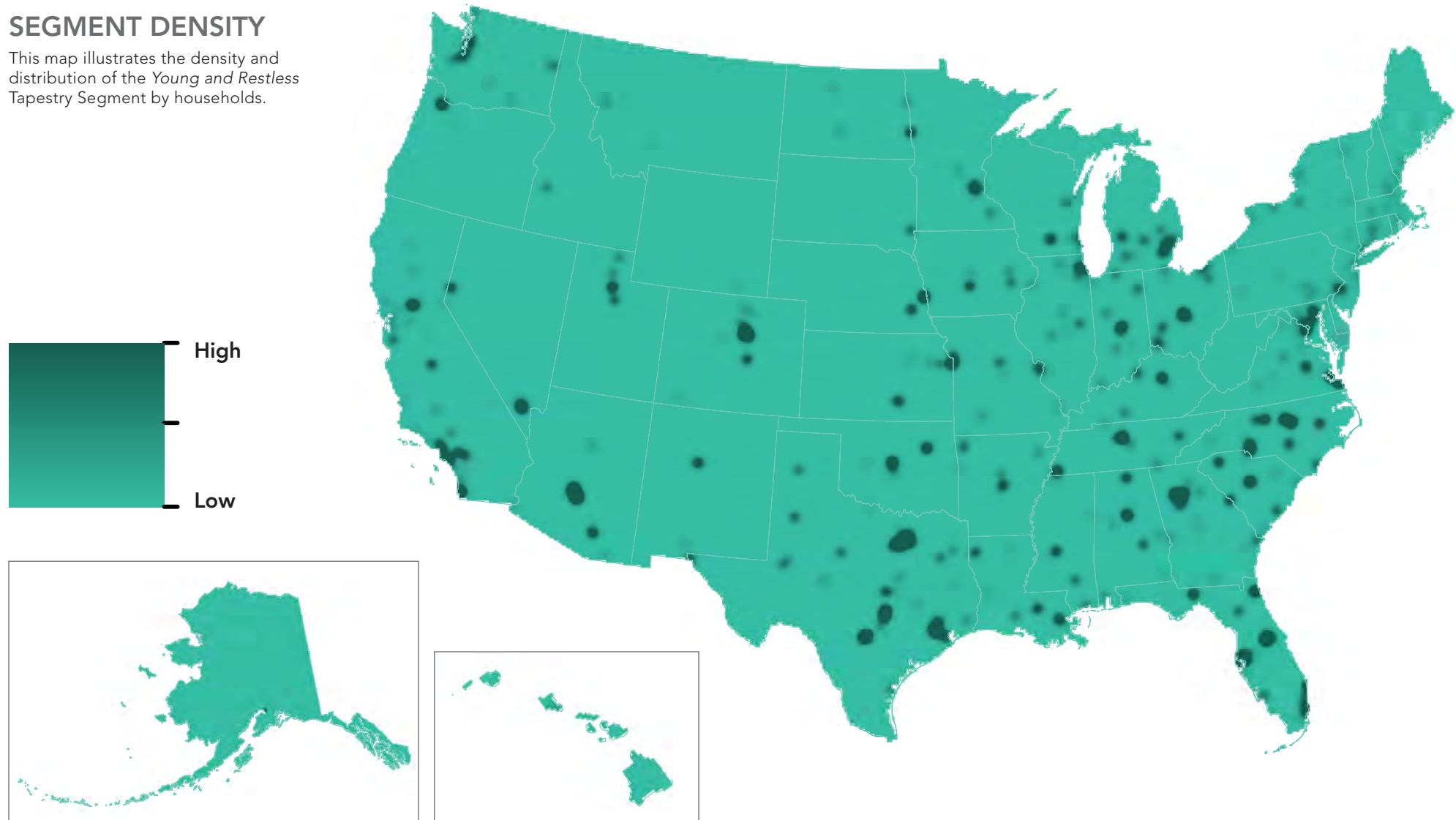
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

This map illustrates the density and distribution of the *Young and Restless* Tapestry Segment by households.





LifeMode Group: Midtown Singles

Metro Fusion

11C

Households: 1,664,000

Average Household Size: 2.63

Median Age: 28.8

Median Household Income: \$33,000

WHO ARE WE?

Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings. *Metro Fusion* is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives. This is particularly difficult for the single parents due to median incomes that are 35% lower than the US level.

OUR NEIGHBORHOOD

- Over 60% of the homes are multiunit structures located in the urban periphery.
- Three quarters of residents are renters, and rents are about ten percent less than the US average.
- The majority of housing units were built before 1990.
- Single-parent and single-person households make up over half of all households.

SOCIOECONOMIC TRAITS

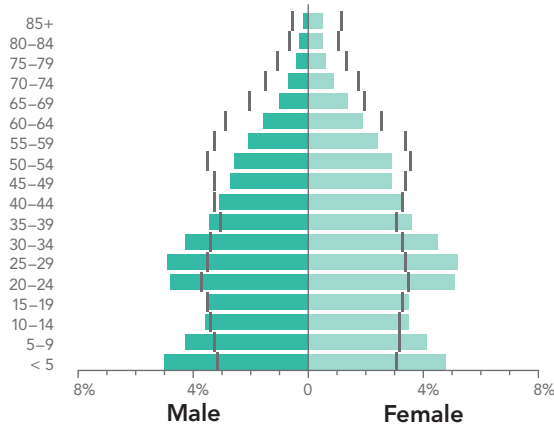
- They're a diverse market with 30% black, 34% Hispanic, and 20% foreign born.
- Younger residents are highly connected, while older residents do not have much use for the latest and greatest technology.
- They work hard to advance in their professions, including working weekends.
- They take pride in their appearance, consider their fashion trendy, and stick with the same few designer brands.
- They spend money readily on what's hot unless saving for something specific.
- Social status is very important; they look to impress with fashion and electronics.



AGE BY SEX (Esri data)

Median Age: 28.8 US: 37.6

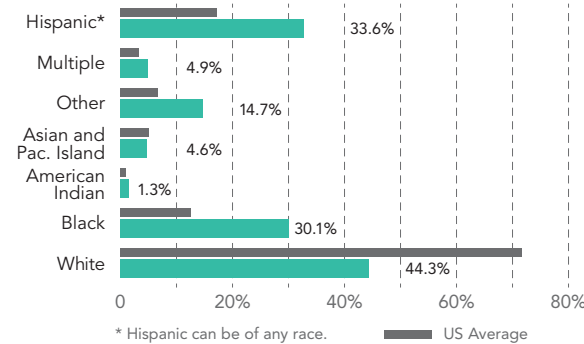
I Indicates US



RACE AND ETHNICITY (Esri data)

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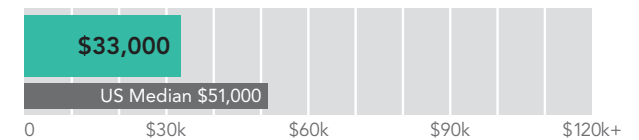
Diversity Index: 84.0 US: 62.1



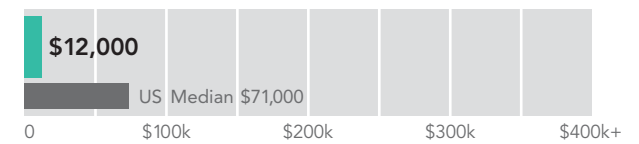
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

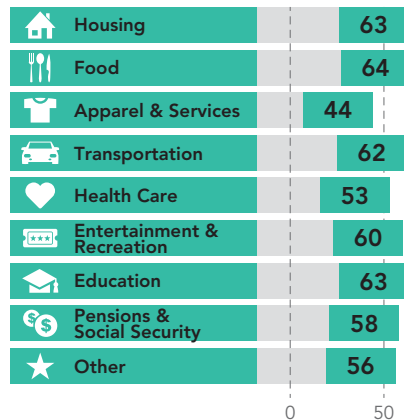


Median Net Worth



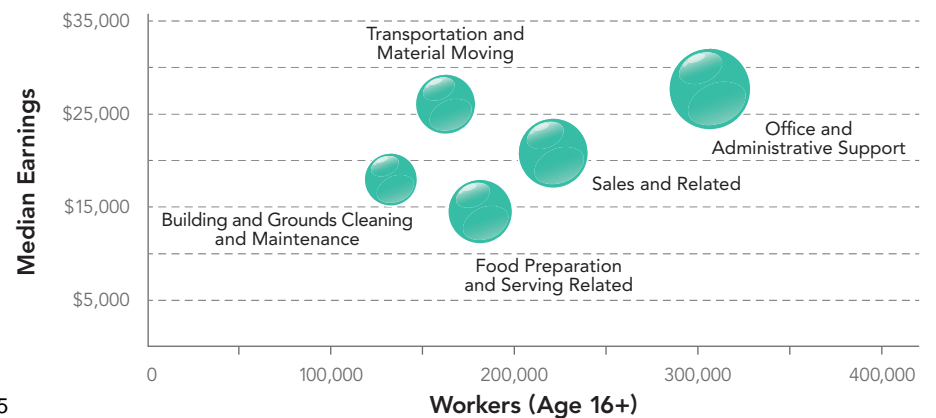
AVERAGE HOUSEHOLD BUDGET INDEX

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OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- They enjoy watching MTV, BET, Spanish TV networks, and pay-per-view.
- They listen to R&B, rap, Latin, and reggae music.
- Football and soccer are popular sports.
- They shop at discount grocery stores, Kmart, and Walmart.
- They often eat frozen dinners, but when dining out prefer McDonald's, Wendy's, and IHOP.

HOUSING

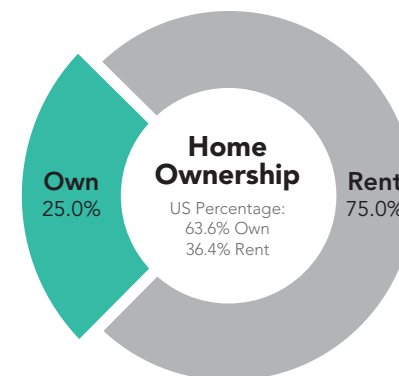
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunit Rentals;
Single Family

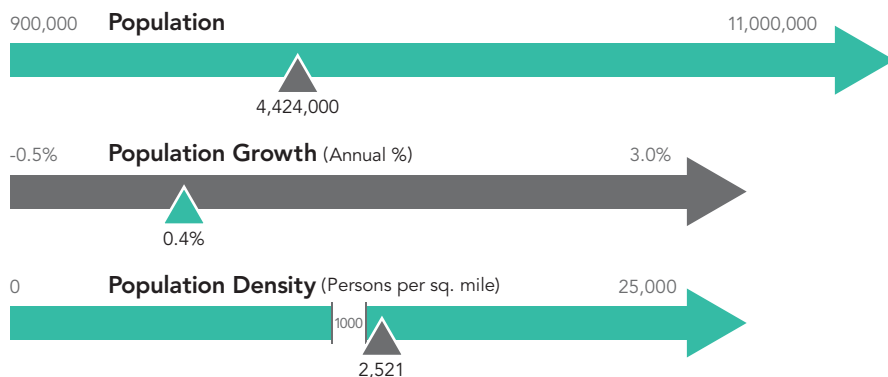
Average Rent:
\$880

US Average: \$990



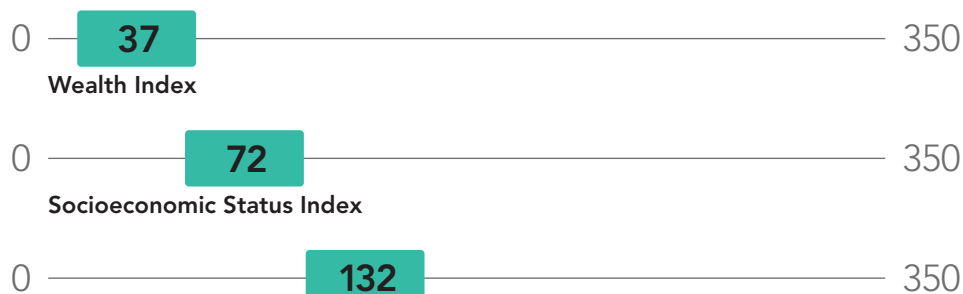
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



SEGMENT DENSITY

This map illustrates the density and distribution of the *Metro Fusion* Tapestry Segment by households.

