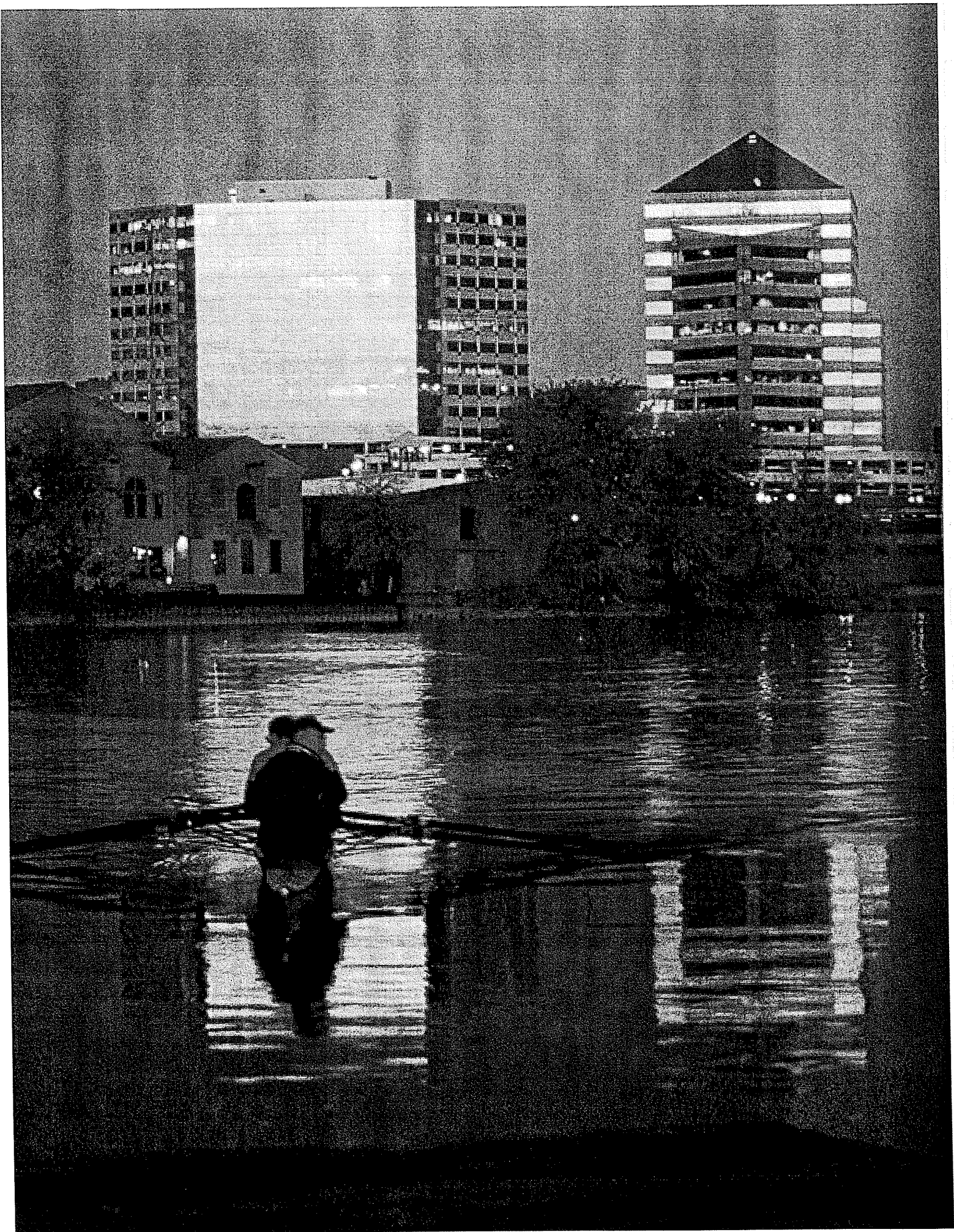


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Riverfront Development Corporation  
OF DELAWARE



THE RIVERFRONT HAS CHANGED THE WAY  
PEOPLE FEEL ABOUT WILMINGTON. IT HAS  
GENERATED POSITIVE ENERGY AND A  
LEGITIMATE SENSE OF PROGRESS THAT  
GOES BEYOND SQUARE FOOTAGES, JOBS  
AND REVENUES. THE RIVERFRONT HAS A  
SOUL THAT RISES FROM ITS HISTORY—  
FROM THE THOUSANDS OF PEOPLE WHO  
BUILT GREAT SHIPS HERE TO THOSE WHO  
RISKED THEIR LIVES ON THE UNDERGROUND  
RAILROAD. THIS QUIET LITTLE RIVER WAS  
A PRODUCTIVE AND HEROIC PLACE THAT IS  
FINDING NEW LIFE WITH EVERY STEP OF  
OUR REVITALIZATION EFFORT. ❖

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## Introduction

### **RIVERFRONT WILMINGTON: REALIZING THE VISION**

The Riverfront Development Corporation of Delaware (RDC) was established by the General Assembly in 1995 to create economic vitality along Wilmington's Christina River. A year later, the RDC staff was formed to implement "The Vision for the Rivers," a plan developed by the Governor's Task Force on the Brandywine and Christina Rivers. Since then, the RDC has aggressively pursued its mission of transforming an industrial wasteland into a thriving destination rich in history and filled with recreational, cultural, retail and culinary attractions. ❖ After just five years in operation, the RDC has achieved tremendous success on many levels. Public funds have been strategically leveraged to generate extensive private investment and additional tax revenues. Site investigation and restoration initiatives have resulted in environmental improvements on every acre of the redevelopment project. Infrastructure enhancements have beautified and improved access to the

"RDC has aggressively pursued its mission of transforming an industrial wasteland into a thriving destination rich in history and filled with recreational, cultural, retail and culinary attractions."

area. And, while creating a tourism "hub" for northern Delaware, Riverfront Wilmington has evolved as an important employment center for the city. Our successes include:

- ❖ The FirstUSA Riverfront Arts Center, hosting world class exhibits and providing elegant banquet space for the state's largest business meetings and receptions;
- ❖ The Shipyard Shops, offering a unique retail experience with stores such as L.L. Bean, Coldwater Creek and Lillian Vernon;
- ❖ The River Taxi, shuttling visitors between restaurants and shopping destinations and providing leisurely lunch and dinner cruises;
- ❖ Riverfront Market, bringing a long-time Wilmington tradition back to the city with vendors selling fresh produce, meats, seafood, flowers and bread as well as pasta, sushi, Thai foods, gourmet treats and more in a restored, historic warehouse;
- ❖ The Riverwalk, a mile-long path winding its way along the now-scenic Christina River and providing pedestrian access to Riverfront attractions; and
- ❖ Businesses now located on the Riverfront—Amtrak Consolidated National Operations Center, Shipyard Shops, FirstUSA Riverfront Arts Center, ING Direct Bank, Juniper Financial, Backstage Café and Riverfront Market—employing more than 1,000 people.

As we continue to realize the vision for the Riverfront, the City of Wilmington and State of Delaware will reap even greater rewards. A Conference Center planned for the second floor of the Arts Center will attract association meetings and small conventions to Wilmington. Renovations and new construction along the Riverfront will create additional office space to expand the city's employment base. The Russell W. Peterson Urban Wildlife Refuge will restore a 225-acre marsh and present unique environmental education opportunities. Hotels, restaurants and other attractions planned for the Riverfront will transform the city into a leading destination. ❖ Most importantly, the Riverfront has changed the way people feel about Wilmington. It has generated positive energy and a legitimate sense of progress that goes beyond square footages, jobs and revenues. The Riverfront has a soul that rises from its history—from the thousands of people who built great ships here to those who risked their lives on the underground railroad. This quiet little river was a productive and heroic place that is finding new life with every step of our revitalization effort. ❖ The RDC will continue to attract investors, visitors and energy to the city. We are confident that Riverfront Wilmington will remain a source of pride for all Delawareans.

**Peter C. Morrow**

Chairman of the Board

**Michael S. Purzycki**

Executive Director

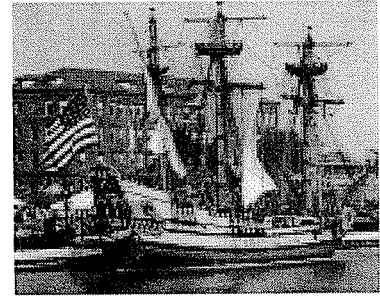


## Project Summary

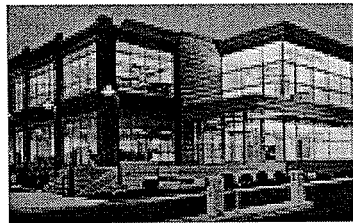
### EVENTS

The Riverfront has become a leading destination for festivals, walk-a-thons, concerts and other community and business events, which draw hundreds of thousands of people to Riverfront attractions each year. Since its opening, Tubman-Garrett Riverfront Park has hosted diverse events such as the Hispanic Festival, Tall Ships, Juneteenth, DuPont Riverfest and the Cool Blues and Microbrews Festival. Last year, the Wilmington Youth Rowing Association's Head of the Christina Regatta attracted over 1,000 participants from clubs, colleges and high schools. In cooperation with the Delaware River and Bay Authority, the RDC presented a free concert of the Royal Marine Navy Band at Dravo Plaza. The Shipyard Shops Summer Concert Series also provides free entertainment on Thursday nights in July and August, while other free performances are offered at Riverfront Market on selected weekends.

**KALMAR NYCKEL** In 1638, a Swedish ship named the Kalmar Nyckel brought the first permanent European settlers to the banks of the Christina River. Fittingly, the project to build a replica of the tall ship was the first initiative funded by the Riverfront Development Corporation. Working in partnership with the Kalmar Nyckel Foundation, the RDC played a critical role by providing construction funds. Hand built with the same old-world craftsmanship used on the original, the Kalmar Nyckel replica was launched in September 1997 and dedicated in May 1998. Today, the ship moors at piers next to the Shipyard Shops and at Tubman-Garrett Riverfront Park. This year, the Kalmar Nyckel will offer tours and excursions, giving visitors a close look at the merchant vessel's elegant lines, 10 cannons, 7,500 square feet of sails, 6 miles of rigging and 10-story high mainmast. The RDC is pleased to have such a grand ship anchoring the development project and helping to bring history alive at the Riverfront.

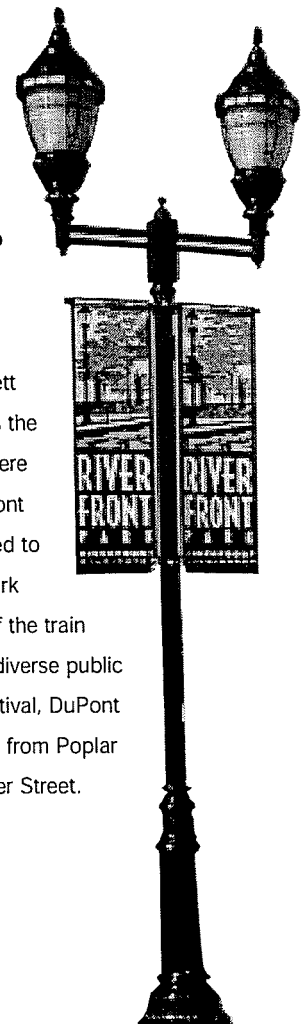


**AMTRAK CONSOLIDATED NATIONAL OPERATIONS CENTER** The Riverfront Development Corporation was successful in attracting Amtrak to locate its Consolidated National Operations Center (CNOC) along the Christina River. The RDC acquired the building in February 1997 and completed construction in December 1997. Consolidating operations functions previously performed in Baltimore, Washington, D.C., and Philadelphia, the Amtrak Center employs 235 people full time. The CNOC coordinates train movements throughout the country, is responsible for engineer and conductor assignments for every train that Amtrak operates, and handles day-to-day engineering and mechanical services, among other duties. The CNOC is housed in the former Wilco Plumbing Supply Building, which was



renovated to provide a 50,000-square-foot, state-of-the-art facility for Amtrak. The building now serves as an attractive gateway to the city and provides an eastern boundary to the Riverwalk.

**TUBMAN-GARRETT RIVERFRONT PARK** Tubman-Garrett Riverfront Park serves as a gathering place "where the city formally meets the river." Thomas Garrett lived in Wilmington's Quaker Hill neighborhood, where slaves traveling the Underground Railroad often found refuge. The Riverfront Park is adjacent to the Market Street Bridge where slaves were transported to freedom. Named for Garrett and fellow abolitionist Harriet Tubman, the park was designed in the amphitheater style to complement the architecture of the train station precinct. Ideal for passive recreation, the 2.4-acre park also hosts diverse public events such as the Bob Marley Festival, Cool Blues and Micro Brews Festival, DuPont Riverfest and many others. The project included Phase I of the Riverwalk, from Poplar to Market Street, the reconfiguration of parking and the relocation of Water Street.



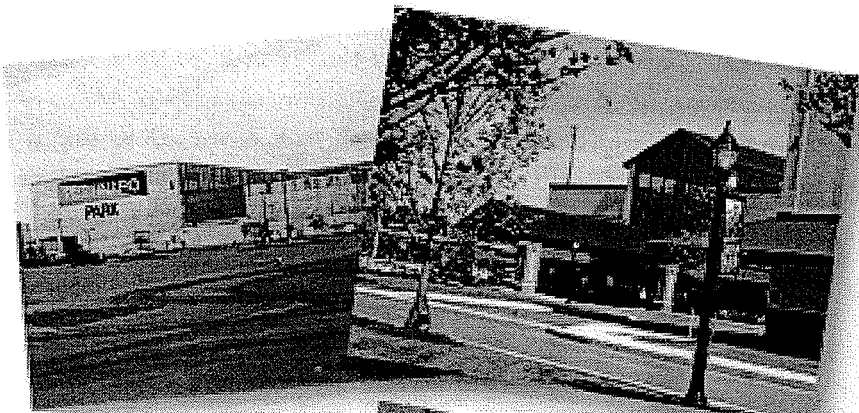
## FIRSTUSA RIVERFRONT ARTS CENTER/CONFERENCE CENTER

Development of the FirstUSA Riverfront Arts Center was critical to establishing the Riverfront as a leading tourist destination. Construction began in January 1998, the box office opened in June 1998, the first exhibit began in August 1998 and the banquet facilities opened in November 1998. The Arts Center has hosted several world class exhibits, including "Nicholas and Alexandra: The Last Imperial Family of Tzarist Russia," "Discovering Dinosaurs: The Great Exhibition" and "Fabergé." More than 1 million people have visited the center, which offers 126,000 square feet of exhibition and meeting space. Exhibits planned for 2001 include "Syria: Land of Civilizations," the 12th National Exhibition of the American Society of Marine Artists, and Winterthur's Delaware Antique Show. ❖ The FirstUSA Riverfront Arts Center also boasts the largest banquet facility in the state, which was made possible by \$1.3 million in funding from the City of Wilmington. The 14,000-square-foot banquet room, with state-of-the-art audio visual capabilities, can seat 1,200 for dinner or 1,700 theater-style. The facility hosts major business gatherings as well as large private receptions and meetings. ❖ The RDC plans to expand the facility by creating an 80,000-square-foot Conference Center on the building's second floor. This project would provide additional breakout space, dining facilities and exhibition space to attract small conventions, association meetings and conferences to Wilmington. The flexible-use facility could also accommodate events such as trade shows. With its add-on capacity, the Arts Center provides an affordable alternative to constructing a convention center in Wilmington. Developing the Riverfront Conference Center should cost less than 1/2 the price of building a free-standing facility.



The Riverfront has also become the premier site for charitable events. In 2001, the FirstUSA Riverfront Arts Center will host the Delaware Theatre Company's Barefoot Ball and the March of Dimes Best of Delaware Party. Other fundraising events will take place at the Shipyard Shops, Dravo Plaza, Frawley Stadium, Riverfront Park and along the Riverwalk. The RDC is pleased to provide planning assistance and logistical support for such events, including the American Cancer Society Relay for Life, Wellness Community Duck Derby, American Heart Association Heart Walk, Leukemia Society Light the Night Walk, Women's Race for Breast Cancer and many more.

In addition, thousands of people are attracted to the Riverfront for events ranging from business meetings and award ceremonies to wedding receptions, proms, high school reunions and craft fairs. More than 200 such events will be held at the Riverfront Arts Center in 2001.



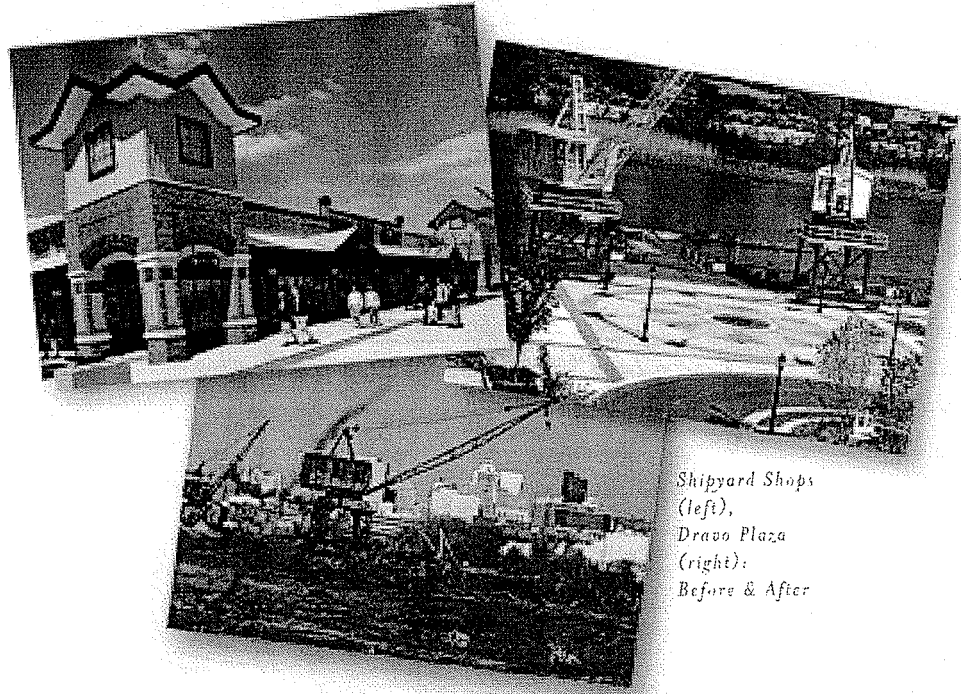
*FirstUSA  
Riverfront  
Arts Center:  
Before & After*



*Tubman-Carrett  
Riverfront Park:  
Before & After*

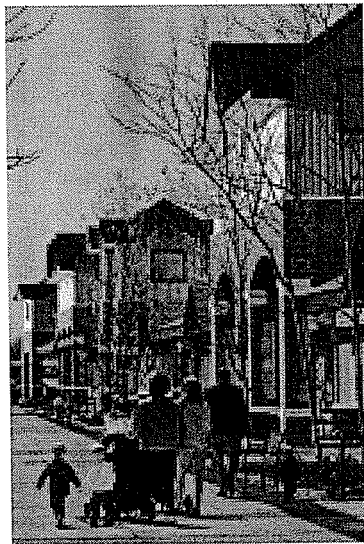
## TOURISM

Just as the beaches serve as a tourism hub in Sussex County, Riverfront Wilmington provides a much-needed centerpiece for tourism in New Castle County. Visitors can spend an entire day on the Riverfront, enjoying an exhibit, a baseball game, shopping, dining, a stroll on the Riverwalk, a ride on the river and more. As development expands to include convention space, hotels and additional restaurants, the Riverfront will attract overnight guests seeking a full weekend of activity. After experiencing the Riverfront, they can branch out to enjoy museums and other area attractions—Winterthur, Hagley Museum, the Grand Opera House, The Playhouse, Delaware Art Museum and Delaware Park to name a few. Already, area hotels and restaurants have benefited from out-of-town visitors who have come to see exhibits at the FirstUSA Riverfront Arts Center. As the Riverfront expands as a tourist destination, that spillover will continue to grow. A thriving Riverfront Wilmington will ultimately lead to success in many other sectors of our tourism industry.



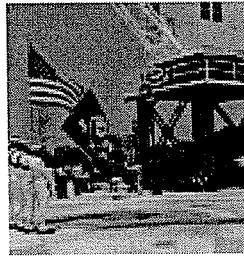
*Shipyard Shops  
(left),  
Dravo Plaza  
(right):  
Before & After*

**SHIPYARD SHOPS** Partnering with the Pettinaro Company to create the Shipyard Shops outlet center, the RDC contributed the first major retail project to open in the City of Wilmington in more than 40 years. Phase I comprises 100,000 square feet of retail space, including noted catalog retailers L.L. Bean, Coldwater Creek, Westpoint Stevens, Totes, Lillian Vernon and Big Dogs Sportswear. It also features two locally-owned dining establishments, Timothy's on the Riverfront Restaurant and Molly's Old Fashioned Ice Cream and Deli. Phase II is scheduled for a Summer 2001 opening, with outstanding tenants led by Nautica. When completed, the Shipyard Shops will feature 400,000 square feet of outlets, retail stores and restaurants. The project is an important example of the RDC's success in securing private investment in Riverfront projects. The Shipyard Shops have been developed entirely with \$10 million in private funds, while providing the RDC with a 15 percent equity position. But the most important sign of success has been strong sales performance for tenants. Factory Brand Shoes was a top 10 performer for December 2000 among the company's 900 stores, Westpoint Stevens achieved the highest percent increase in sales last year among 56 stores, and Coldwater Creek finished its fiscal year as number two in sales out of 11 U.S. outlets.





**DRAVO PLAZA** In June 1999, the RDC proudly unveiled Dravo Plaza, a tribute to Wilmington's shipbuilding history, located at the north end of the Shipyard Shops. The plaza features the Compass Rose, a brick, granite and brass compass-shaped area with "points of remembrance" highlighting the names of ships built on the Riverfront and quotes from famous naval commanders. As lead yard for the U.S. Navy's massive landing ship project during World War II, Wilmington's Dravo Corporation helped meet the need for ships that could transport battle tanks and troops overseas and deliver them directly to the beachhead. At the peak of production, more than 10,500 Dravo workers were employed at the Wilmington yard, building Destroyer Escorts (DEs), Tank Landing Ships (LSTs) and Medium Landing Ships (LSMs). Other companies located on the Christina—including Harlan and Hollingsworth and Pusey and Jones—also participated in the effort. Dravo workers made enormous sacrifices to meet demanding production timelines, building an average of two DEs per month and delivering five LSMs in a 16-day period. In 1943, Commander Alexander commended the Wilmington Dravo workers when he said that they "Build' em fast, built to last. Build' em right, fit to fight." Dravo Plaza is a testament to the important role that Wilmington's shipyard played at that critical time in American history.

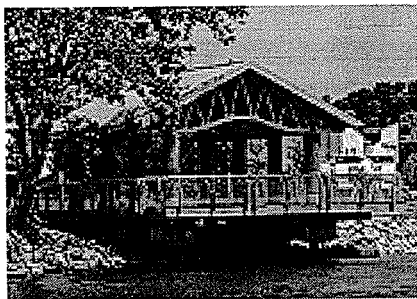


## COMMUNITY OUTREACH

Riverfront Wilmington's success depends greatly on community support and involvement. Examples of community participation on the Riverfront are numerous:

- The RDC Board of Directors includes neighborhood representatives as well as elected officials.
- The RDC Community Advisory Council includes representation from City Council, County Council and the General Assembly as well as community, business and environmental organizations.
- The Russell W. Peterson Urban Wildlife Refuge Advisory Committee includes 50 members of environmental and community organizations.
- The RDC has kept the community well informed of its activities by speaking to countless organizations.
- Numerous community events are hosted along the Riverfront to benefit charitable organizations.
- Up to 15 city youths are employed by the RDC each summer as part of the State Summer Youth Program.

**THE RIVERWALK** The Riverwalk is a 1.3-mile waterfront path that provides scenic, pedestrian access to Riverfront attractions from Tubman-Garrett Riverfront Park to the Shipyard Shops. It combines concrete and brick walkway with boardwalk segments for a path that varies in width from 12 to 26 feet. The Riverwalk features a number of gathering areas, including a small park highlighted by a 30-ft. by 40-ft. pavilion. The project included extensive native plantings along the entire length of the Riverfront development area, featuring more than 5,000 trees and shrubs, 36,000 grasses, perennials and annuals, and 27,600 wetland plants. The RDC also took special care to ensure the safety of the walkway by stabi-



lizing the river's edge with a combination of herbaceous plantings, rip rap and bio-retention swales. Approximately 6,000 feet in length from the Amtrak office on Poplar Street to the Shipyard Shops, the Riverwalk will be extended an additional 940 feet as phases II, III and IV of the Shipyard Shops are completed. The walkway will connect to the Russell W. Peterson Urban Wildlife Refuge at the southernmost portion of the redevelopment area.

**RIVER TAXI** Launched in July 2000, the River Taxi provides an alternative form of transportation to Riverfront attractions, and also offers a unique recreational activity on the river itself. Operated by the Christina Riverboat Company, the River Taxi is a 40-passenger pontoon boat that shuttles passengers along a 30-minute loop that extends from the Shipyard Shops to the mouth of the Brandywine River. The taxi can be boarded from docks located at Tubman-Garrett Riverfront Park, Market Street near the Riverfront Market, West Street near the Overlook and Backstage Café, the Shipyard Shops and the Up the Creek Restaurant. The Christina Riverboat Company also offers history tours, chartered services and lunch and dinner cruises on a second, 55-passenger pontoon boat.

## MINORITY PARTICIPATION

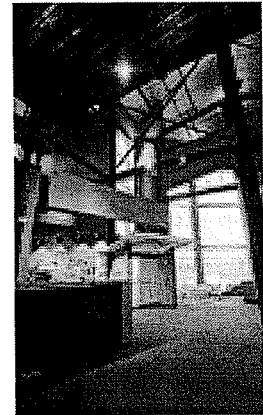
A truly successful development is one that is reflective of the community. Recognizing that, the RDC has worked hard to promote efforts of minority entrepreneurs to participate in the Riverfront. Several key players along the Riverfront are members of the minority community. They include:

- Lionel Hynson, owner of the Christina Riverboat Company, which provides River Taxi service and river cruises;
- Maxine L'Abbée and Tamyko McIntyre, a mother-daughter team who own and operate the Molly's Old Fashioned Ice Cream and Deli at the Shipyard Shops;
- Janet Coger, who is enjoying her first entrepreneurial experience as owner of Riverfront Flowers at the Riverfront Market; and
- Kamphon and Buddy Milburn, owners of Jeenwong Thai Cuisine at Riverfront Market.

The RDC will continue to reach out to the minority community to provide business opportunities and events that feature our city's diversity.

## DELAWARE CENTER FOR THE CONTEMPORARY ARTS

Seeking additional cultural attractions to complement the FirstUSA Riverfront Arts Center and Delaware Theatre Company, the RDC helped relocate the Delaware Center for the Contemporary Arts (DCCA) to the Riverfront. The building was purchased by the RDC in September 1996 and opened in September 2000. It features seven galleries, 26 artist-in-residence studios, a cyber café and a 100-seat auditorium for concerts, lectures and video screenings. The DCCA presents a diverse selection of curated group and solo exhibitions of national and regional work. During its first season at the Riverfront, the museum is featuring exhibits of Renaissance church-inspired font sculptures; a papier-mâché and wood house created by 103 artists; African-American images, sounds and past experiences; abstract sculptures of wood and recycled materials; and dozens more. Community outreach is also a key component of DCCA programming. At Stanton Middle School, a DCCA Contemporary Connections mural project has been integrated into science, special education and social studies education. In addition, DCCA's Artist-in-Residence program has involved community organizations such as the Christina Cultural Arts Center and the Indo-American Association of Delaware.

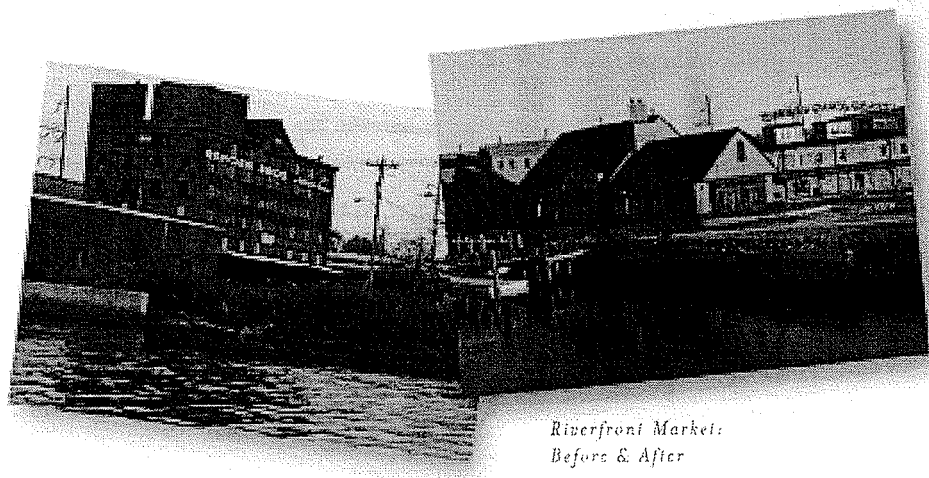
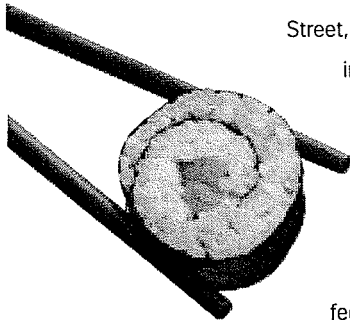


## RIVERFRONT MARKET

Riverfront Market is located on the Christina River at Market Street,

in the 2-story annex of the former Kent Building, which was built in 1900 and served as a Berger Brother's furniture warehouse in the early 1970s. The Market occupies 10,000 square feet of the beautifully restored historic warehouse, which features vaulted ceilings, heavy timber construction and exposed brick walls. Vendors are located on the ground floor of the building, where they sell fresh produce, meats, seafood, baked goods, flowers, coffee, pasta, sushi, Thai foods, gourmet treats and more.

A second-story balcony provides seating for patrons. The Market has become an important activity



*Riverfront Market:  
Before & After*

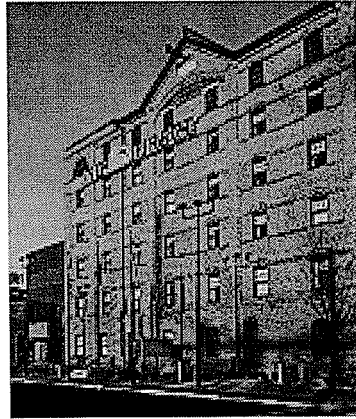


**INFRASTRUCTURE IMPROVEMENTS**

The RDC has improved access to the Riverfront and enhanced the appearance of the entire area through a number of infrastructure projects.




- South Madison Street improvements included street widening, landscaping, fencing, screening, flagpoles with colorful banners and the creation of a welcome triangle at the corner of South Madison, Maryland Avenue and Martin Luther King Boulevard, where a serpentine brick wall marks the entranceway to Riverfront Wilmington.
- The Madison/West Street Connector provides additional ingress and egress, connecting South Madison Street with Martin Luther King Boulevard via West Street. The connector enables the Riverfront to accommodate significant traffic flow in both directions. The RDC handled construction management for these projects, which were funded by the Delaware Department of Transportation.

**ING DIRECT** ING DIRECT is part of one of the world's largest integrated financial services organizations, ING Group of the Netherlands. ING Group operates in 65 countries, with over 100,000



employees and over \$600 billion in assets. Already operating in Canada, Australia, France and Spain, ING DIRECT delivers simple saving and loan products that include high interest savings accounts and low interest loan accounts with no fees or minimums. As of March 31, the Wilmington-based company had more than 100,000 customers and more than \$1.4 billion in assets. It now occupies the newly-renovated six-story portion of the former Kent Building, bringing 200 jobs to the city. ING DIRECT employees are among a growing employment base that is energizing the Riverfront by supporting restaurants, shops and other attractions.

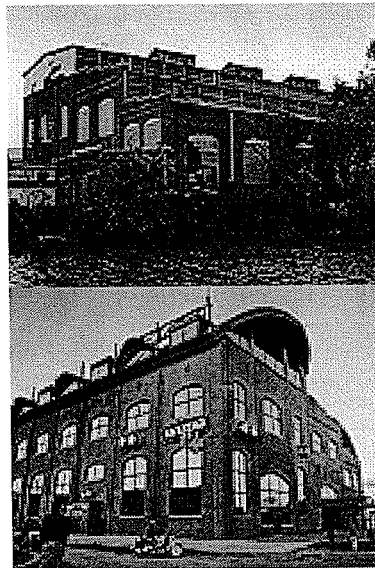
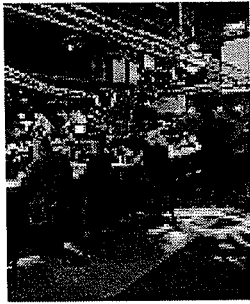
**RESTORATION OF THE B&O STATION** The RDC is working to restore the former B&O Passenger Station. Located on the triangle of land between Market and Water streets next to ING DIRECT headquarters, the station was designed by world-renowned architect Frank Furness, who also designed the Wilmington train station and Pennsylvania Railroad Building. Dating back to 1887, the structure has been elevated to allow for a new foundation. The restoration will retain as much of the original wood and brickwork as possible. Plans for the building have not yet been finalized, but the RDC hopes to include a commemoration of the Underground Railroad inside the restored facility.

	 <p><b>Kalmar Nyckel</b> Replica launched September 1997, dedicated May 1998</p>	 <p><b>Russell W. Peterson Wildlife Refuge</b> Restoration began 1998</p>	 <p><b>Shipyards Shops</b> First phase opened May 1998</p>
<p>1997</p>  <p><b>Amtrak CNOC Building</b> acquired February 1997, completed December 1997</p>	<p>1998</p>  <p><b>Tubman-Garrett Riverfront Park</b> Groundbreaking December 1997, opened July 1998</p>	 <p><b>FirstUSA Riverfront Arts Center</b> Construction started January 1998, first exhibit began August 1998</p>	<p>1999</p>  <p><b>The Riverwalk</b> First section opened July 1998, completed June 2000</p>

**BACKSTAGE CAFÉ**

Pete Kledaras recently opened his exciting Backstage Café in 15,000 square feet of the former Harlan-Hollingsworth Boiler Shop. The restaurant features memorabilia and backstage settings inspired by rock concerts, Broadway theater, movies and television. Visitors can sit in the blue suede booth next to a 10-foot-high statue of Elvis Presley, relax in a Beatles room surrounded by a \$1 million collection of guitars, or dine next to the constantly-flaming Jimi Hendrix guitar. Jazz tunes are performed on a baby grand piano that

rests in the middle of a 100-foot-long bar. Fifteen-foot-high palladium windows are covered in red velvet stage drapes while giant crystal chandeliers are poised to be dropped into the scene. Surrounded by marquis from famous theatres around the world, aspiring actors can find listings of real jobs and auditions available on Broadway, off Broadway, on cruise ships and at amusement parks. A section devoted to movie and TV mobsters features Al Pacino's jacket from *The Godfather* as well as scripts from *The Sopranos*. The Café also features a 10,000-square-foot deck made of cobblestone and wood—in three different elevations—which provides wonderful views up and down the Christina River.



*Backstage Café: Before & After*

- Approximately 300 feet of corrugated metal windscreen along the Amtrak platform were replaced with attractive, bronze-colored anodized aluminum and plexiglas windscreening. The RDC and DeIDOT funded the \$300,000 project in exchange for access to right-of-way property owned by Amtrak along the Riverwalk.
- The RDC also worked with Amtrak and DeIDOT to paint eight viaduct bridges along Martin Luther King Boulevard. This initiative dramatically improved the appearance along an important stretch of roadway where the Riverfront meets the city.
- Three of six cranes have been restored as part of the ongoing mission to commemorate the Riverfront's shipbuilding history. Restoration involved complete rehabilitation of cabling and booms, rebuilding of cabs, abatement of lead and painting.
- The RDC constructed a floating dock and boat lift for the Wilmington Fire Department's Marine Unit to enhance water emergency response capabilities. The boat lift, located along the Christina River at the foot of the Third Street Bridge, will assist the Marine Unit in responding to an average of 120 calls per year.

Dravo Plaza  
Dedicated  
June 1999



River Taxi  
Launched  
July 2000



Riverfront  
Market  
Opened  
November  
2000

Juniper Financial  
Occupied April  
2001



2000

2001

2002



DE Center for the  
Contemporary Arts  
Opened  
September 2000



ING Direct  
Occupied  
November  
2000



Backstage Café  
Opened March  
2001

# Riverfront Wilmington: Realizing the Vision

## Delaware Theatre Company

presents the finest performances and has enjoyed success at the Riverfront since 1985.

**Juniper Financial** occupies approximately 80,000 square feet and is projected to bring 800 employees to Wilmington.

**Backstage Café**, a theater-themed restaurant and nightclub, offers a great view of the Christina River.

**Delaware Center for the Contemporary Arts** relocated to the Riverfront in September 2000 and features 7 galleries, 26 studios and a 100-seat auditorium.

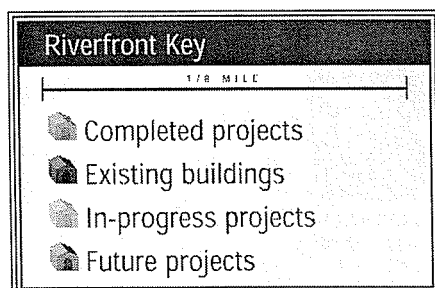
**The Riverwalk** is a 1.3-mile path which offers a scenic view of the Riverfront and pedestrian access to Riverfront attractions.

**Kahunaville** is a theme-restaurant complete with arcade, night club and outdoor stage and deck for summer concerts.

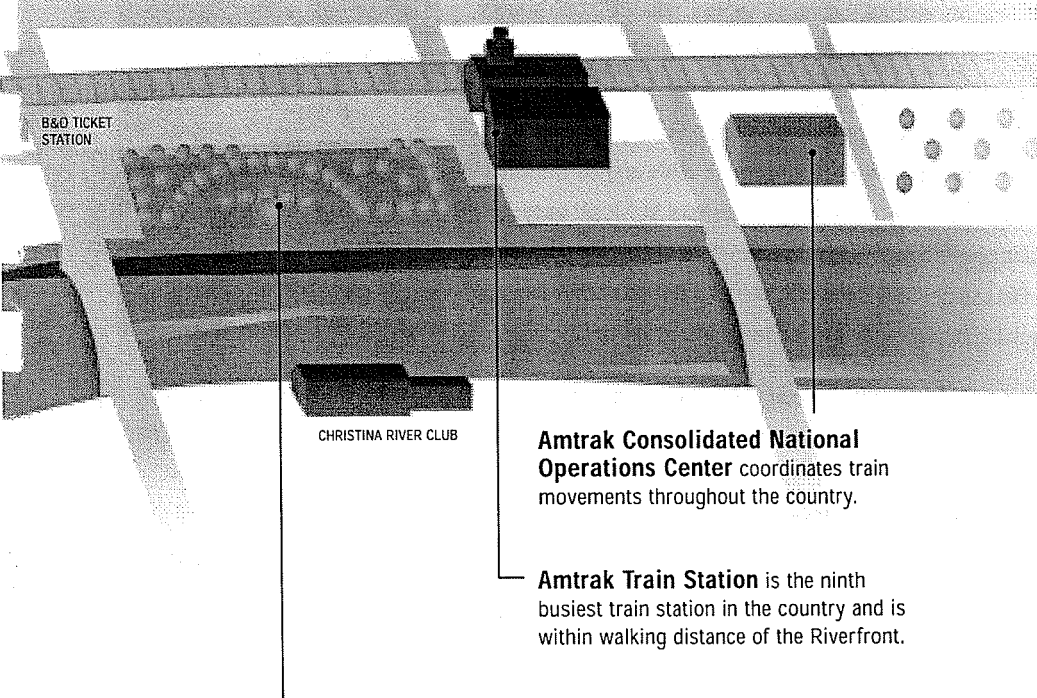
**Future Restaurants** will be located at the former Sardo warehouse site.

**Frawley Stadium** attracts 300,000 fans each season to cheer on the Wilmington Blue Rocks Minor League Baseball Team.

**FirstUSA Riverfront Arts Center/Conference Center** is home to world-class exhibitions and has the largest banquet facility in the state. Once completed, an 80,000-square-foot Conference Center will be located on the second floor.



## A LOOK AT The Riverfront



**Amtrak Consolidated National Operations Center** coordinates train movements throughout the country.

**Amtrak Train Station** is the ninth busiest train station in the country and is within walking distance of the Riverfront.

**Tubman-Garrett Riverfront Park** hosts many community events and festivals on its 2.4 acres.

**ING Direct** occupies the newly-renovated six-story portion of the former Kent Building, bringing 200 jobs to the city.

**Riverfront Market** is home to a dozen vendors selling fresh produce, meats, seafood and more. A second-story balcony provides patron seating.

**Kalmar Nyckel** is occasionally moored near the Shipyard Shops and Tubman-Garrett Riverfront Park.

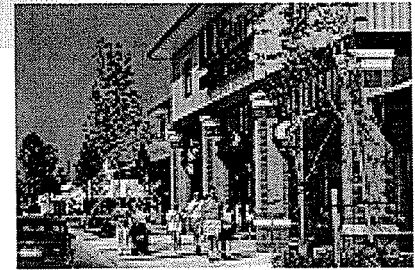
**River Taxi** is operated by the Christina Riverboat Company and provides an alternative form of transportation to Riverfront attractions.

**Shipyard Shops**, which is being built in phases, currently includes L.L. Bean and Coldwater Creek. Phase II is scheduled for a Summer 2001 opening. When complete, there will be 400,000 square feet of outlets, retail stores and restaurants.

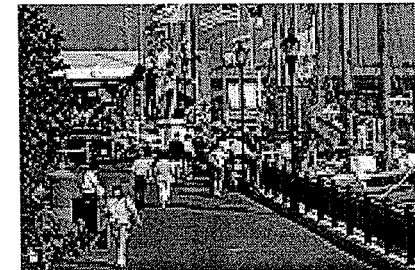
**Russell W. Peterson Urban Wildlife Refuge** will feature a visitors center, education programs and elevated observation walkways.



Riverfront Market



Shipyard Shops



Riverwalk



Frawley Stadium



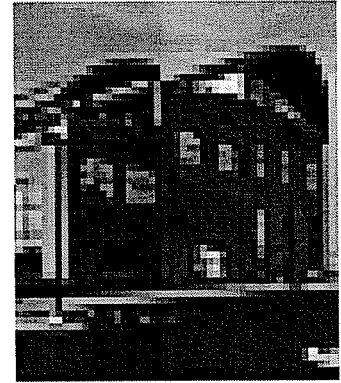
Riverwalk Overlook

## ENVIRONMENTAL IMPACT

Working in partnership with the Delaware Department of Natural Resources and Environmental Control (DNREC), the Riverfront Development Corporation has participated in extensive voluntary investigation and clean-up projects along the Riverfront. Because of its past industrial uses in shipbuilding, energy production, millwork and oil production, the entire Riverfront area has been designated as a "brownfield." Therefore, every parcel of property touched by the redevelopment project has undergone environmental improvements. As a result, more than 300 acres have been environmentally enhanced. Examples of such initiatives include:

- Removal of hazardous materials from industrial storage facilities;
- Clean-up or containment projects designed to protect the groundwater and Christina River from further pollution;
- Strategic placement of bio-retention swales to intercept and filter runoff and reinforce the expression of the river's ecosystem;

**JUNIPER FINANCIAL** Juniper Financial, a new online financial services venture, occupies approximately 80,000 square feet of space in the newly-constructed second, third and fourth floors of the former Harlan-Hollingsworth Boiler Shop. Founded in January 2000, Juniper is projected to bring 800 employees to Wilmington. The company plans to provide value and convenience through online banking, personalized financial services, easy access and unmatched levels of customer care. Sharing a building with the Backstage Café, Juniper is part of a unique combination of commercial and corporate enterprise on the Riverfront.



**RUSSELL W. PETERSON URBAN WILDLIFE REFUGE** In October 2000, the RDC announced plans for the creation of the Russell W. Peterson Urban Wildlife Refuge on 225 acres of tidal freshwater marsh bordered by I-95 and the Christina River, just south of the Shipyard Shops. The concept of an urban wildlife refuge along the Riverfront was presented in the original Vision for the Rivers document, and has gained broad community support. A volunteer Refuge Advisory Committee,



comprised of more than 50 environmental leaders, is overseeing educational and design aspects of the project. An extensive marsh restoration process began in 1998, and has already enabled beneficial vegetation to flourish in the marsh and provide habitat for wetland wildlife. When completed, the Refuge will feature a visitors center, education programs and elevated observation walkways.

**FUTURE RESTAURANTS** Timothy's on the Riverfront Restaurant, Kahunaville, Molly's Old Fashioned Ice Cream and Deli, and the Backstage Café will soon be joined by at least four new restaurants, offering a variety of dining choices for Riverfront patrons. One will occupy the nearly-complete restaurant constructed next to Riverfront Market near the Market Street Bridge, and three others will be located at the former Sardo warehouse site. Restaurant development is a high priority for the RDC, as dining is considered critical to establishing the Riverfront as a destination where visitors can spend an entire day enjoying many diverse activities.



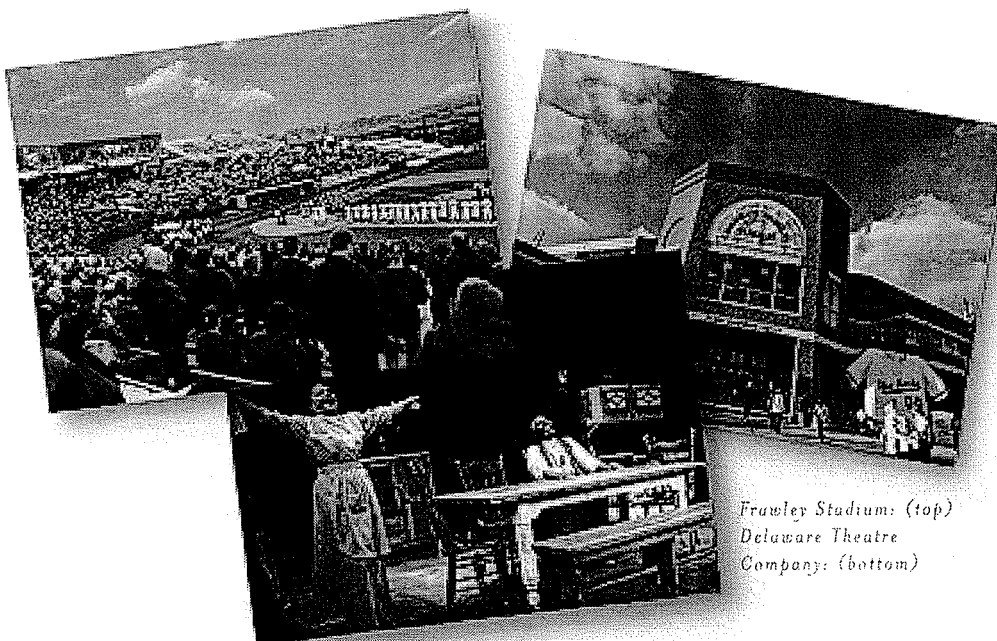


**FUTURE COMMERCIAL DEVELOPMENT** The RDC continues to work on numerous projects with private investors. American International Group Inc. (AIG) plans to build 500,000-square-foot office towers on a four acre site on the South side of the Christina River to accommodate 1,300 employees by 2004. A local developer has purchased two acres next to the Delaware Theatre Company, with plans to build a 122,000-square-foot office building and a 300-car parking garage. In addition, the Pettinaro Company will build the Shipyard Suites long-term corporate apartments adjacent to an existing four-story brick building which will be converted into offices. Pettinaro is also developing plans for a hotel, to be located along the Riverwalk just north of the Shipyard Shops.

**EXISTING ATTRACTIONS** Several businesses ventured onto the Riverfront before the RDC was created, and have played a key role in attracting visitors and supporting Riverfront development. Frawley Stadium and the Wilmington Blue Rocks Minor League Baseball Team provide an important activity for sports fans. Kahunaville has been successful in combining a night club and outdoor concerts with a family restaurant and arcade. The Delaware Theatre Company has enjoyed success at the Riverfront since 1985. Other existing attractions include the Christina River Club, Wilmington Rowing Club and Wilmington Youth Rowing Association. Through direct improvements for some of these organizations and enhancements to the entire area, the RDC has helped create a friendlier place for employees and customers. The support of existing businesses located along the Christina—Mitchell Associates, Moeckel Carbonell, Associates Graphic Services, EDiS and others—has also been vital to the success of the Riverfront.

- Herbaceous plantings, supplemented in selected areas by rip rap (large stone), to provide overall long-term stabilization; and
- Removal of the invasive phragmites species to allow beneficial vegetation to flourish in the marsh and restore the habitat for wetland wildlife.

Environmental improvements will continue through every step of the Riverfront redevelopment process. A centerpiece of this initiative will be the full restoration of the 225-acre tidal marsh that will serve as the Russell W. Peterson Urban Wildlife Refuge. The project is expected to take many years, but will provide our city with one of the few urban wildlife refuges in the country. Restoring this natural treasure is an example of the RDC's commitment to long-term improvements to the Riverfront environment.



*Frawley Stadium: (top)  
Delaware Theatre  
Company: (bottom)*

**RDC BOARD  
OF DIRECTORS**

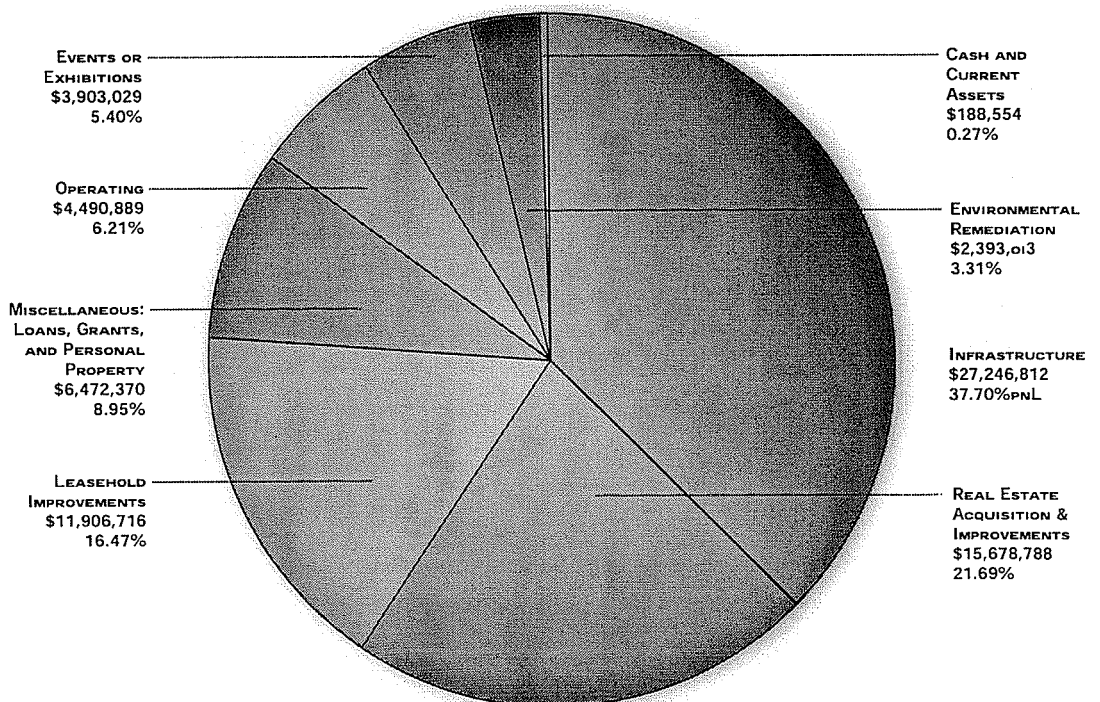
- Peter C. Morrow**  
Chairman,  
Longwood Foundation
- Michael S. Purzycki**  
Executive Director
- Desmond A. Baker**  
Endecon Inc.
- Hon. James M. Baker**  
Mayor, City of Wilmington
- Hon. Patricia M. Blevins**  
Chair, Joint Legislative  
Committee on Capital  
Improvement Program
- Hon. Theodore Blunt**  
President, Wilmington  
City Council
- Hon. Thomas P. Gordon**  
New Castle County Executive
- Barbara S. Graham**  
Connectiv
- Michael E. Harkins**  
Delaware River & Bay  
Authority
- Robert V.A. Harra, Jr.**  
Wilmington Trust
- Barbara S. Hicks**  
Chair, RDC Community  
Advisory Council
- Hon. Ruth Ann Minner**  
Governor, State of Delaware
- Hon. Russell W. Peterson**  
Governor, State of Delaware,  
1969-1973
- Hon. Roger P. Roy**  
Vice-Chair, Joint Legislative  
Committee on Capital  
Improvement Program
- Hon. Thomas B. Sharp**  
President Pro-Tempore,  
Delaware State Senate
- Hon. Terry R. Spence**  
Speaker of the House,  
Delaware House of  
Representatives
- Marvin P. Thomas**  
Southbridge Neighborhood  
Association

**Financials**

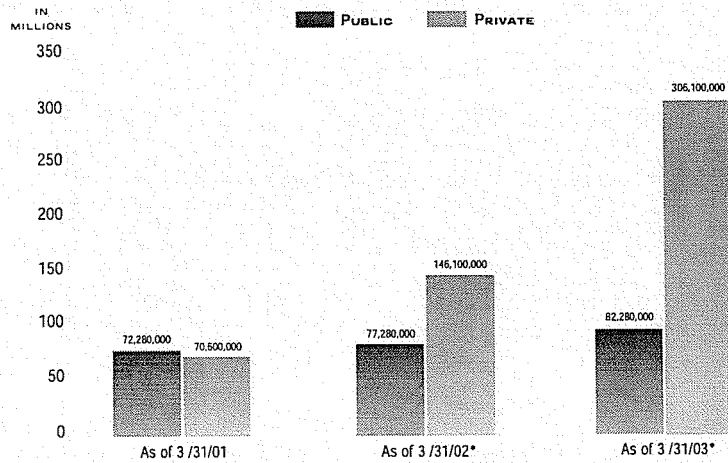
<u>5-YEAR EXPENDITURES</u>	<u>TOTALS</u>	<u>PERCENTAGE</u>
Real Estate Acquisitions & Improvements	\$15,678,788	21.69%
Leasehold Improvements	11,906,716	16.47%
Operating	4,490,889	6.21%
Environmental Remediation	2,393,013	3.31%
Infrastructure	27,246,812	37.70%
Events or Exhibitions	3,903,029	5.40%
Miscellaneous: Loans, Grants and Personal Property	6,472,370	8.95%
Cash and current assests in excess of liabilities	188,554	0.27%
	<b>\$72,280,171</b>	<b>100.00%</b>

**Note:** the above amounts reflect the expenditures of public funds. The infrastructure expenditures of \$27,246,812 include \$6,362,236 of pass-through funds received from DeIDOT which the Riverfront Development Corporation has treated as agency funds for financial reporting purposes. This chart represents a cash basis allocation of funds which may differ from our accrual basis financial statements.

**CASH BASIS ALLOCATION OF FUNDS**

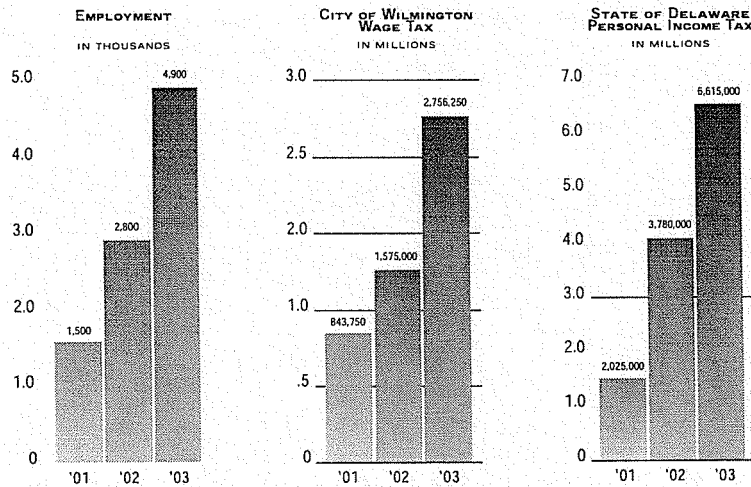


**RIVERFRONT DEVELOPMENT CORPORATION: PUBLIC/PRIVATE INVESTMENT**



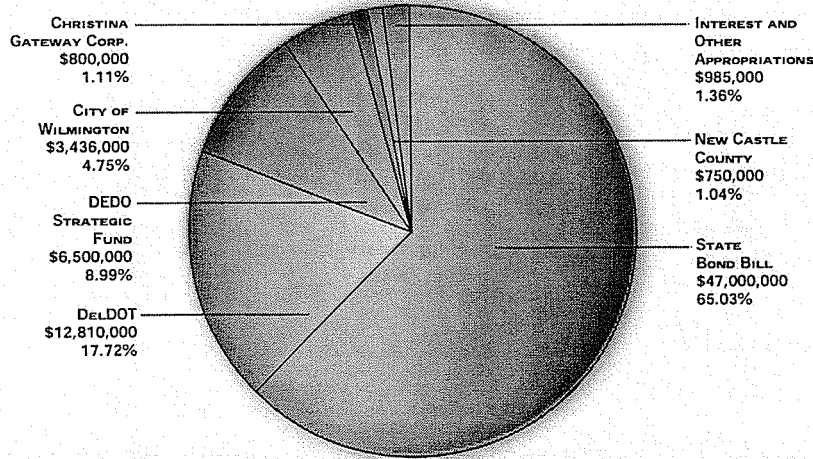
\* Anticipates projects already committed.

**RIVERFRONT DEVELOPMENT CORPORATION: EMPLOYMENT TOTALS**



Numbers are compiled as of March 31 each year. Assumes an average annual salary of \$45,000.

**RIVERFRONT DEVELOPMENT CORPORATION: TOTAL FUNDING**





Riverfront Development Corporation  
OF DELAWARE

PENNSYLVANIA RAILROAD BUILDING · 110 So. FRENCH ST. · SUITE 301 · WILMINGTON, DELAWARE 19801