



Prepared By



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# EXECUTIVE SUMMARY

The Route 9 Corridor CDC Feasibility Study provides an assessment of the existing operational capacity for redevelopment and revitalization within the Route 9 Corridor. The goal of this study is to identify a plan for a *backbone community development* organization, existing or to be established. The prospective CDC will spearhead redevelopment and revitalization projects, provide social programming for the benefit of residents and homeowners, while also serving as an umbrella organization for workforce development, green space beautification and maintenance project management. As a result of the analysis of qualitative data collected during this study, recommendations for a newly formed community development entity will be proposed.

In 2017, Wilmington Area Planning Council (WILMAPCO) published the Route 9 Master Plan – a comprehensive set of strategies for reinvestment and redevelopment for the Route 9 Corridor. The Master Plan principally made land use and transportation recommendations. Although there has been progress via DelDOT with the transportation objectives, there is work needed to advance the land use proposals. This CDC feasibility study will not duplicate the work of that master plan but will explore how a community development organization could direct the practical implementation of the recommendations made in the master plan. Please refer to the Route 9 Master Plan (<http://www.wilmapco.org/route9>) for specific information regarding the existing living conditions, real estate and market analysis, community engagement and redevelopment recommendations for the Route 9 Corridor. WILMAPCO has provided a thorough guide for redevelopment and time is of the essence. It has been four years since the publishing of the plan and progress toward implementation has been nominal. While some of the delays can be subverted, no one could have predicted a global pandemic would occur during the year 2020.

COVID-19 hit the world in 2020 wreaking exponential havoc on the United States of America. Studies show that low-income communities, and communities of color were most severely impacted by the pandemic due (in part) to pre-existing disparities with access to quality health care. Additionally, many of the frontline and essential workers (many of whom do not earn a livable wage) are also people of color. The Route 9 Corridor is no exception to that trend. While the state of Delaware responded with urgent attentiveness to address the unprecedented challenges of the pandemic, a lack of national coordination and resource supply greatly hindered basic support to states and localities. At the time of this report (one year into the pandemic), many communities, including the Route 9 Corridor, still struggle with access to COVID-19 testing, masks, access to healthcare, and other basic necessities. As a result, many residents of the community, particularly the elderly, have been socially isolated – compounding their exposure to physical and mental health risks.



# BACKGROUND

The study was commissioned by Healthy Communities Delaware – a collaborative partnership of Delaware Division of Public Health, Delaware Community Foundation, and University of Delaware Partnership for Healthy Communities. Healthy Communities Delaware awarded a \$49,950 grant to the Route 9 Master Plan Monitoring Committee for the following purposes:

*Will research and develop action plans for a backbone organization(s) for the Route 9 corridor (e.g., community development corporation), and job creation opportunities in landscaping and housing repair to provide employment opportunities, public green space maintenance, and affordable services to low-income homeowners. In coordination with a planned Health Assessment and Action Plan along the Route 9 corridor, the project will seek to understand COVID-19 vulnerability and work to mitigate the impacts of the pandemic by addressing social determinant of health concerns, connecting residents to COVID-19 prevention and care opportunities, and by seeking to provide job training to increase employment. (<https://healthycommunitiesde.org/collaborating-communities>)*





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Philanthropic Alliance for Community Enterprise - PACE, LLC was retained to conduct this feasibility study. PACE is a firm comprised of an exceptional team of experts with diverse skill sets who provide executive business services designed to improve efficacy and efficiency with cross-sector systems to achieve sustainable advancements. PACE specializes in comprehensive community development, urban revitalization, commercial real estate, and executive leadership. Our team has extensive experience with community development, policy work, corporate social responsibility, fundraising and grant management, public health, education, nonprofit management, business start-ups and business development. PACE works in close partnership with our clients to drive results by helping clients to implement innovative strategies tailored to meet their organizational and community needs.

PACE used a comprehensive approach to collect qualitative data for this study. We conducted individual telephone interviews, virtual focus groups, examined existing survey results, and did a literature review. It was our pleasure to work with the wonderful residents of the Route 9 Corridor, as well as Healthy Communities Delaware, New Castle Prevention Coalition, WILMAPCO, and all the participants of this study. Thank you for choosing PACE.

Sincerely,

Monique Chadband, MS, REALTOR ®  
President & Chief Executive Officer

### **Partnering Contributors**

Dora Williams, Community Member

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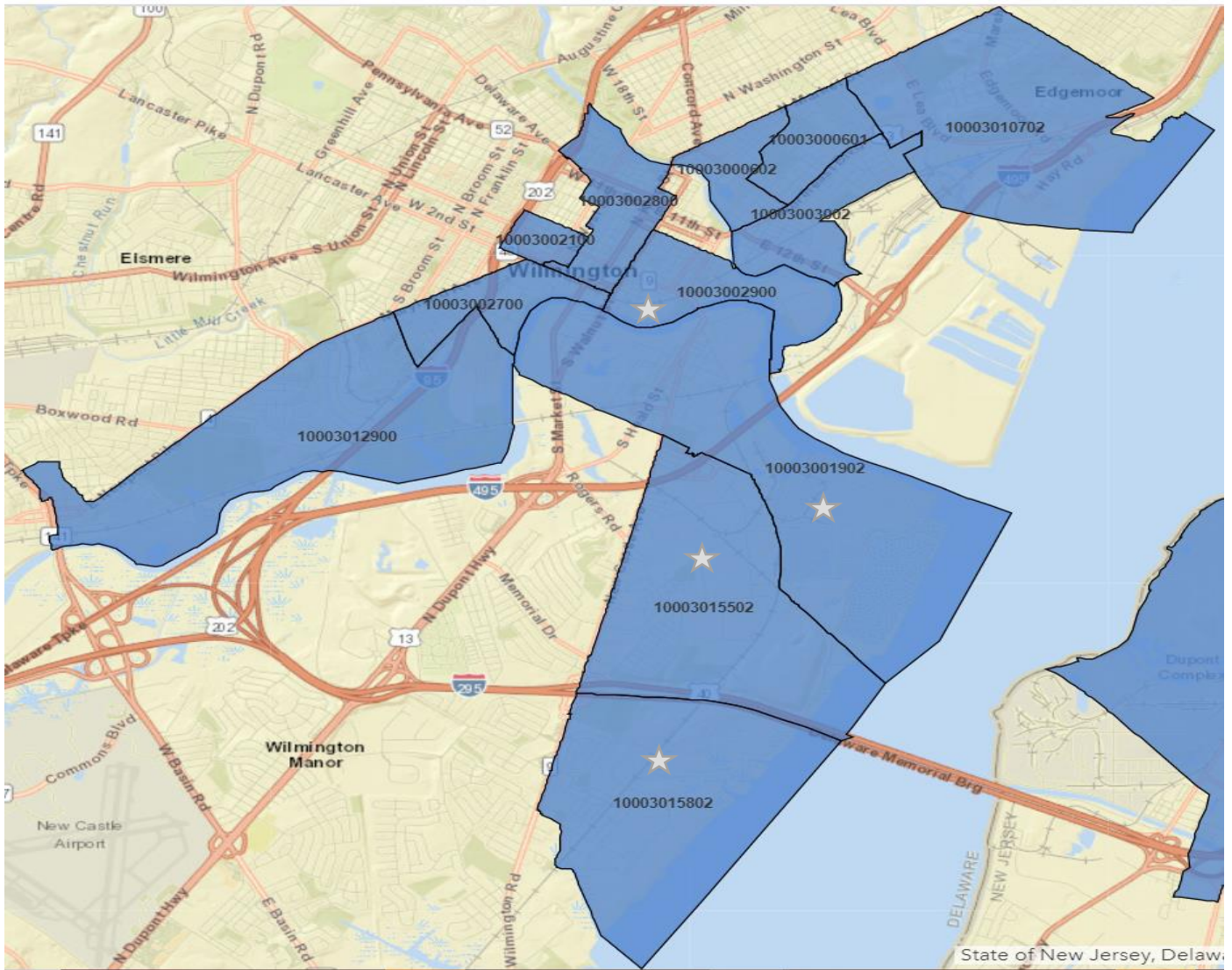
\*There were several participants in phone interviews who requested anonymity.

Thank you to all who contributed.





# RT. 9 CORRIDOR: OPPORTUNITY ZONES



Retrieved from <https://opportunitydb.maps.arcgis.com>



## REDEVELOPMENT PRIORITIES

- Route 9 Master Plan requires endorsement from New Castle County
- Rezone and detangle industrial space from residential communities



## COMMUNITY PRIORITIES

- Form a new Community Development Corporation to drive redevelopment and revitalization
- Improve community member participation in development process



## EMPLOYMENT OPPORTUNITIES

- CDC Staffing
- Workforce Development Program
- Maintenance and Beautification Program

## THE PLAN – NEW CONTEXT

The Route 9 Master Plan gives a fresh perspective and new context to the land use of the corridor. It offers recommendations to appropriately separate industrial lands from residential neighborhoods by rezoning the northern tip of the corridor and remove residential zoning. This would allow rerouting of large trucks and mitigate residents' exposure to pollution, odors, while allowing industry the space needed to create jobs and operate more efficiently. The Master Plan further proposes mixed-use zoning adjustments that include residential, commercial, and office space. This can be accomplished through high-rise type structures and other creative uses of land within the corridor. Finally, the Master plan recommends building up residential housing around the newly built library and installing road diets at key intersections to help with the flow of traffic on Route 9.

## THE PROCESS – NECESSARY COLLABORATION

The most important aspect to implementing the existing Master Plan and all future addendums to that plan – is collaboration. Firstly, the plan requires endorsement from New Castle County and to be incorporated into the Comp Plan. Without the endorsement of New Castle County, investors can continue to develop various spaces in an uncoordinated patchwork manner. If these uncoordinated efforts continue, it will only further complicate prospective projects for land use and rezoning. The plan outlines strategies for which a community development corporation can implement with conscious coordination while promoting a level of community accountability and engagement that has been lacking to date.

## THE PEOPLE – NICHE COMMUNITY

The culture and history of the residents living within the route 9 corridor are both rich and revered. There is a real sense of community among the various housing developments, neighborhoods, and for residents living within the entire corridor. It is rare to find the strength and resilience present within this community. There are individual leaders who are willing to work collectively and leverage their social capital for the grater good of their community. Many of those leaders have identified a need for transparent communication and a desire to be involved with the decision making process for development within the corridor. Residents feel undervalued and overlooked by local government officials when consideration and communication seem absent. The lack of a coordinated process for incorporating social responsibility and employment requirements compounds feelings of disenfranchisement among residents. A central CDC will help to mitigate these challenges and serve as a bridge between the local community and government. The people are the greatest asset.





# CASE 1

The Englewood CDC of the Near Eastside community in Indianapolis, Indiana has been improving their community for nearly 20 years. A spinoff organization of a local church, the Englewood CDC was formed to lead comprehensive development efforts affecting an urban corridor with twenty (20) smaller neighborhoods like those within the Route 9 Corridor. One of the key factors in the success of Englewood CDC is its collaboration with political committees and neighborhood alliances. In 2005, Englewood CDC formed a notable partnership with Near Eastside Collaborative Task Force – a coalition comprised of residents, faith leaders, social service providers and volunteers. The task force composition is similar to the Route 9 Monitoring Committee.

For six months the task force met twice a month to collectively develop a Quality of Life (QOL) plan which included seven action areas:

- Affordable Housing and Development
- Business and Economic Development
- Education
- Family Strengthening
- Leadership and Neighborhood Connections
- Livability and
- Public safety

In 2008 the Near Eastside Collaborative Task Force presented their QOL plan to the Mayor and implementation of the plan began in 2009. While working to improve their community, Englewood CDC and the Task Force caught the attention of the NFL Superbowl Host Committee – who was attempting to land the 2012 Superbowl in Indianapolis. Ultimately, the NFL sponsored three full-time positions for the Englewood CDC (including the Executive Director) for two years. The NFL also contributed \$1 million toward implementing the QOL plan. The remaining \$152m was raised through traditional capital campaigns and philanthropic efforts. It is safe to say that having a partner at the table like the NFL served as leverage to help meet the Englewood CDC's fundraising goals.



## CASE 2

In 1998, Reverends Kenneth Robinson, M.D. and Marilynne Robinson, co-pastors of the St. Andrews AME Church in South Memphis, Tennessee launched a community development corporation. South Memphis is a historically African American community that had suffered for decades from disinvestment, loss of industry, crime, and a lack of youth support programs – mirroring the Route 9 Corridor. The CDC was established to better serve the needs of their community beyond the outreach programs sponsored by the church. The church itself had very notable achievements such as a nationally recognized childcare center and one of the state’s best charter schools. To expand their impact, the Robinsons created a CDC – building more than 100 new affordable housing units and rehabilitating 75 units in their South Memphis Community.

Although their success was evident, the Robinsons recognized that their community required substantially greater investment that could only be produced through cross-sector collaboration. Therefore, in 2008 they enlisted the help of a minority owned architect firm, a nonprofit consulting firm, a local foundation, and Memphis University to explore ways to expedite development efforts. The partnership was formalized into a Sponsoring Committee for a South Memphis Revitalization Action Plan.

Memphis University was instrumental in leveraging its student body and faculty to explore evidence-based methods to:

- assess existing community conditions,
- explore historical and cultural origins,
- analyze the physical environment and land use,
- assess the leadership of the Robinsons and their church,
- survey residents about desired social services and much more.

Fortunately for the Route 9 Community, this work was completed in 2017 and published in the Route 9 Corridor Master Plan and other documents. In late 2009, with a comprehensive Revitalization Action Plan rooted in best practices, the South Memphis CDC began garnering community support for the plan. In March 2010, with the support of more than 2,000 residents, support from key political figures and government funding for major elements of the plan – the CDC was able to get the plan endorsed by their local government without any opposition. The Robinson’s continued to lead the redevelopment efforts in South Memphis until their retirement in 2015. The CDC founded by the retired pastors continues to thrive. To date, it has built more than 500 new affordable housing units, brought a new grocery store to their community, and established a lending and home mortgage program for local residents.

# LOCAL COMMUNITY DEVELOPMENT

Now that we have reviewed two successful community development corporations, let us discuss an up-and-coming local CDC. The Claymont Renaissance Development Corporation (CRDC) of Claymont, Delaware has made notable progress with advancing economic development and revitalization in their community. Their mission is promoting strategies for Claymont's economic development and community revitalization. Although the physical environment of Claymont is not identical to the Route 9 Corridor, there are some similarities with zoning challenges and the need for affordable housing, rehabilitation of older homes and gaps in social services and community programs. In partnership with 2 Fish Home Renovations, the CRDC recently reported the rehabilitation of two affordable homes in Claymont. (<https://www.facebook.com/claymontrenaissance>)

Funding for the rehabilitation project was sponsored by the State of Delaware's Strong Neighborhoods Housing Fund. It was announced in September 2020 that the fund awarded \$2.8m to six communities statewide to improve neighborhoods with vacant or abandoned properties. According to the Delaware State Housing website, the funds are used to support efforts that:

- Support community development, and/or
- Transform neighborhoods that are experiencing blight or other forms of stress, including high crime.

Preference for grant awards is given for the following redevelopment purposes:

- **Acquisition** – purchase of abandoned vacant, foreclosed or blighted homes
- **Rehabilitation** – of abandoned vacant, foreclosed or blighted homes
- **Financing** – for new construction, acquisition, rehabilitation and bridge financing
- **Demolition** – Demolish blighted structures for neighborhood revitalization
- **Redevelopment** – of demolished or undeveloped properties
- **Neighborhood Community Support** – activities that support community planning, housing development planning, implementation of plans, capacity building

- Retrieved from [www.destatehousing.com/Developers/dv\\_snhf.php](http://www.destatehousing.com/Developers/dv_snhf.php)

The Strong Neighborhoods Housing Fund (SNFH) has identified part of the Route 9 Corridor as a target area. Therefore, this fund could be a potential resource for redevelopment and community support for the Route 9 Corridor.

# FOCUS GROUPS

In addition to a literature review, another method used to collect qualitative data for this study was focus groups. PACE, LLC facilitated two (2) separate virtual focus groups via video conference.

**Session #1:** Thursday, December 17, 2020 at 2:00 p.m.

## Summary

The initial focus group meeting was very productive. The group discussed the current Master Plan for the Route 9 Corridor, reviewed the background and skill sets of individual participants of the group, as well as identified previous challenges and existing hurdles that have caused delays with implementing the Master Plan. Furthermore, the group explored the structure of a community development corporation and referenced a newly formed development organization from Claymont, Delaware that is gaining traction. There was a thorough discussion about the priorities for implementing the Master Plan. The group described their individual perspectives on what they deem as priorities. The group seemed to collectively agree that the primary redevelopment goal is changing the physical environment of the Corridor through the addition of new businesses, housing, and beautification projects. Secondly, the group would like to see social programming for the residents of the Corridor – including, but not limited to workforce development efforts focused on landscaping and property improvement.

## Key Points:

- Unfinished construction projects along the Corridor
- Questions about “who’s responsible” for the maintenance and beautification of the Corridor
- Gaps in communication (to residents) about development projects (i.e. – Library)
- Existing commercial businesses not yet engaged with planning/redevelopment efforts
- Zoning Issues
- Route 9 Master Plan remains unfunded
- Master Plan lacks policy endorsement of New Castle County, DE
  - The lack of County endorsement allows developers to build who are not in accordance with the Master Plan
- Residents want to be included from the inception of development planning to the completion of development projects.
- Historically, residents of the Route 9 Corridor have recognized disparities in the access to resources that may be present in other Delaware communities (recreational and green Spaces, employment opportunities, safety measures, educational resources, etc.)
- There are major gaps in communication which can lead to disappointment, disengagement, distrust, and as a result this may appear to be disinterest from the community.
- There is no existing entity that could take on the role as a backbone organization such as a community development corporation.



**Session #2:** Wednesday, January 13, 2021 at 2:00 p.m.

## Summary

This meeting built upon the developments from the initial focus group. It began with a discussion about open items relating to the County's (impending) approval of the Rt. 9 Master Plan, beautification maintenance efforts along the 202 Corridor, and an impending exploratory conversation with the Claymont Renaissance CDC. The bulk of the meeting focused on the local impact that the COVID-19 Pandemic is having on residents of the corridor. The long-standing socioeconomic challenges along the corridor have been exacerbated by the pandemic. Community assessments identify basic needs as the most urgent issue. As a result of anxiety induced from the pandemic, senior citizens (in particular) are not willing to risk getting sick during a trip to the grocery store and may be avoiding doctor appointments. Therefore, some residents may be lacking food and medications necessary for their general health. Additionally, the stress factors of the pandemic have imposed mental health threats to vulnerable populations along the Route 9 Corridor.

The discussion concluded with additional concerns about the gaps in direct communication with residents pertaining to development on and around the Corridor – specifically a new hotel. Although County approved plans are posted publicly, the group has noted a lack of advocacy on behalf of residents – particularly through vehicles that have been created for the purpose of championing the community's needs (Rt. 9 Monitoring Committee). PACE, LLC will facilitate a follow-up meeting with representatives from New Castle Prevention Coalition, WILMAPCO and Healthy Communities Delaware to explore ways to formalize a committee workflow to close gaps in communication and implement a system of accountability.

## Key Points:

- Concerns about new hotel – compounding the sense of disregard for community members
- Closures of critical resources, such as the Library, limit access to critical information such as testing sites and basic needs distribution centers
- There is an overall shortage in the availability of testing for residents
- Local pharmacies along the Corridor are planning to provide testing to residents
- Reviewed new website – hub for communication and engagement
- Recommendations for website
  - Use survey feature on website to collect data about zoning needs
  - Use as engagement tool for workforce development, beautification efforts, and community development
  - Add more images that reflect the cultural makeup of the community
- Adhoc Food Pantry– J.P. has coordinated a daily food distribution for local residents
  - J.S. will follow up with J.P. and other service providers to determine how to provide delivery of food (perhaps toiletries) to residents
- K.D.P. will follow up with Urban Acres - a fresh produce distributor - to determine how additional services can be provided along the Corridor. She will also inquire about the reopening of the Library.
- Simultaneously, S.S. is working with County leadership to reopen the Library – if only partially
- Questions were raised about the increase in crime (specifically car thefts), domestic violence and drug/alcohol abuse since the start of the pandemic

# Focus Group Follow-Up Meeting

As a follow up to the concerns expressed in the second focus group, PACE, LLC facilitated a virtual round table discussion with executive leadership members of New Castle Prevention Coalition, WILMAPCO, and Healthy Communities Delaware. During that round table discussion, the group explored root causes that present obstacles to a clear channel of communication and engagement from local government officials and developers to the residents and business community of the Route 9 Corridor. The group further discussed the historical challenges and disparities within the Route 9 Corridor community.

It was determined that a central entity, such as a community development corporation, could help tremendously in closing some of the gaps in communication with the local community. The group identified the need for a central entity to facilitate engagement and formalize a workflow of community-oriented processes that promote accountability among local political leaders and organizations who provide services for the Corridor. We concluded that a newly formed community development corporation could be and should be the agent to advocate for community engagement and accountability on behalf of the Corridor's residents and business owners.

In the meantime, the Route 9 Monitoring Committee and New Castle Prevention Coalition have agreed to leverage their members and network contacts to improve the flow of communication through the existing channels. The goal is to encourage local elected officials who are already engaged through the aforementioned mediums to champion the needs of their constituents and provide more accessible information regarding prospective development projects within the Route 9 Corridor.

# BEST PRACTICES

Community Development Corporations were originally born out of necessity by civil rights organizations, religious and advocacy groups in the mid 1960's. CDCs were soon on the radar of the federal government as the development corporations worked to disrupt redlining in the banking industry while promoting urban renewal projects. Once federal funding became available for CDCs – specifically to develop affordable housing, thousands of CDCs began to organize and take advantage of these resources. Initiatives like the Empowerment Zones, Community Block Grants, Promise Zones and Opportunity Zones have served as federal incentives for community development in underserved areas.

However, all CDCs are not created equally. Researchers have identified four key factors for success:

## ***Mission***

*The basic goals of a CDC, typically codified in its mission statement, reflect an assessment of community needs and priorities. The organizational mission of a CDC must be specific and tangible enough to inspire commitment, yet broad enough to capture the attention and energy of the relevant target and support communities. For CDCs, program mission determines which individuals, groups, and institutions will identify with revitalization efforts. It also determines the character of specific programmatic efforts.*

## ***Organizational Competency***

*The staffs and boards of CDCs play key roles in operationalizing the organizations' missions. Their professional competency and perspectives in large part determine the character and effectiveness of program efforts. Successful CDCs tend to develop strong internal staff and board capabilities to engage in activities such as planning, community organizing, fund-raising, and program/project implementation.*

## ***Political Capital***

*As community-based organizations, CDCs have the potential to engage residents in political action both directly and indirectly. Successful CDCs have organized community members to advocate their own interests and have represented community interests in the local context. These CDCs provide residents the opportunities to develop leadership skills, access other institutional resources, and gain the attention of decision makers. These CDCs have also leveraged their roles as neighborhood representatives and advocates to garner attention and resources from outside their respective neighborhoods.*

## ***Funding***

*Successful CDCs obtain funding from multiple sources. Diverse funding allows for flexibility in organizational and program efforts. Simultaneously, it reduces program vulnerability to cutbacks and the potentially negative effects of political changes. In addition, the risk and cost of support are spread across the various funders. Access to adequate funding is directly related to a CDC's organizational competency (particularly in fund-raising and grant writing), program/project track record, and political capital (i.e., ability to influence decision makers).*

# RECOMMENDATIONS

- Strategically organize a coalition of community members, leaders, and Route 9 Corridor agencies to petition that New Castle County endorse the Route 9 Master Plan. Endorsement of the Master Plan will give a community development corporation the creative liberty to advance redevelopment and revitalization efforts in a strategic manner.
- Establish a new Community Development Corporation to drive development and revitalization within the Route 9 Corridor. There is currently no existing organization serving the Route 9 Corridor with the capacity required to lead major redevelopment within the Corridor.
  - The CDC will operate in four areas:
    - Economic Development (including job creation)
    - Housing and Commercial Real Estate Development
    - Social Services and Community Support Programming
    - Community Engagement and Advocacy
  - The new CDC could conceivably absorb much of the existing coalition work of the Route 9 Monitoring Committee and the broader community support efforts of New Castle Prevention Coalition.
- Although Delaware does not have a National Football League team like Indianapolis (Case 2), it is the national hub for the banking industry which has readily available Community Reinvestment dollars. The banking industry should be a targeted resource for financial support and general partnership with reinvestment projects within the Route 9 Corridor.
- The Route 9 Corridor is adjacent to a newly built Philadelphia 76ers practice facility – built in an opportunity zone that overlaps with the Corridor. Therefore, it would be appropriate to seek sponsorship from the Philadelphia 76ers and perhaps the NBA. It is important to note that all support does not have to be financial. If the Route 9 Monitoring Committee and ultimately a newly formed Route 9 Corridor Community Development Corporation get the right stakeholders at the table, raising capital and attracting development will soon follow.
- Delaware has multiple prestigious universities that could potentially join a community-university development partnership. This multifaceted approach to community development creates an opportunity to levy scholarly practices such as data tracking, analysis and evaluation. Data collection, sorting, and evaluation will be critical for measuring the success of a newly formed CDC. Identifying baselines and community benchmarks will also help to prioritize efforts, increase efficiency and monitor community impact. Furthermore, a community-university development partnership can yield multiple benefits for providing community education, a pathway to higher education or career training for residents, general support for workforce development and access to additional resources leveraged by the university.
- Healthy Communities Delaware (HCD) is a valuable partnership to maintain for a new community development corporation. HCD has announced additional funding opportunities that



could potentially serve as (partial) seed money for starting a CDC. HCD offers a representation the high-level community collaboration needed to successfully organize and operate community building initiatives in Delaware.

- Leverage New Castle County's investment in the recently built library and encourage the County to further invest in further redevelopment by providing seed money and office space for a newly formed CDC. It is recommended that the library be the inaugural location for the office of the new community development corporation. The County could directly support the improvement of the Corridor through this prospective investment, while subsequently safeguarding their prior investment in the library.
  
- Finally, Delaware is uniquely situated in a historic moment. The sitting President of the United States – President Joseph Biden, is from this great state. It would behoove leaders within the Route 9 Corridor to leverage opportunities funding opportunities for community development initiatives focused on job development and infrastructure advancements, commercial real estate, and affordable housing. Form a small task force comprised of key political leaders and community members that solely pursue government resources for redevelopment within the Route 9 Corridor (such as the Strong Neighborhoods Housing Fund). This task force could serve as the catalyst for developing a Board of Directors for the newly formed community development corporation.

# A New CDC will drive Economic Development, Community Support, Housing and Commercial Real Estate Development

## WHAT'S NEXT ?

It was clear early in the study that there is no existing nonprofit or redevelopment-oriented entity that could provide the multifaceted support needed for leading redevelopment and community support efforts within the Route 9 Corridor. Therefore, it is highly recommended that the Route 9 Corridor Community form a new Community Development Corporation designed to meet the specific needs of residents, business owners and to attract new development to the Corridor. PACE, LLC recommends the following organizational structure to start:

- 9 Board of Directors: 3 community members, 2 public or agency leaders, 1 banking, 1 higher education, 1 corporate, 1 real estate professional

Community members, public and agency leaders should all live or work in support of the Route 9 Corridor. Community engagement at a governing level is critical to gaining community support and ensuring the community's voice is heard.

Below is a projection of staffing and operational costs:

Budget Item	Quantity	Cost
FT Executive Director	1	\$60,000 – 75,000 / year
FT Business Coordinator	1	\$45,000 – 55,000 / year
FT Housing Coordinator	1	\$45,000 – 55,000 / year
PT Administrator	1	\$17,500 – 20,000 / year
Operational/Overhead Expenses	Ongoing	\$10,000 – 15,000 / year
<b>Annual Expenses</b>		<b>\$177,500 – 220,000</b>

# Route 9 Corridor CDC

The Route 9 Corridor CDC can serve as a liaison between the community and local government, a redevelopment, economic development, housing development, and community support hub. The efforts of the CDC must be transparent and communicated regularly to the public. PACE recommends the use of mailings, social media, and a website that PACE has taken the liberty to create as a courtesy ([www.Rt9onPace.com](http://www.Rt9onPace.com)). The domain name of the website can be updated at any time.

Funding and capital campaigns will be vital to advancing sustainable redevelopment efforts. Several prospective resources have been provided in this document. Community residents will need to leverage their unique strengths, leadership, historical richness, and resilience to help create a brighter future for the Route 9 Corridor. Additionally, one of the important observations from the focus groups and subsequent leadership conference calls is the need for greater advocacy and accountability for the political officials who have been elected to represent residents and business owners – specifically, when considering the impact of new development projects. Residents have been excluded and at times disregarded during the development process.

A new community development corporation can assist the local elected officials with understanding the needs of their constituents by hosting townhalls and overseeing community coalitions. ***It is important to note that a “new” community development corporation (CDC) does not mean nor imply that the work of said CDC would begin from square one.*** There are several current initiatives, committees, and projects that could be absorbed by this newly formed entity. It is strongly recommended that the newly formed CDC leverage the work of existing agencies to build upon the progress that has already been made. Furthermore, the role of this newly formed entity should be to represent the needs of community members and provide referral and connection to existing agencies that offer services for the Rt. 9 Corridor, not to recreate or duplicate services.

Finally, it cannot be stressed enough how imperative it is for New Castle County to endorse the Route 9 Corridor Master Plan and incorporate it into the Comp Plan. Best practices show that all successful CDCs begin with plans endorsed by their local government and supported by the residents who will be most impacted by new developments.

***The central role of the prospective community development corporation is illustrated by the diagram below.***





# ANNOTATED BIBLIOGRAPHY

**Weekly, F. (2018) Neighbors First: The Transformative Role of Community Development Corporations in Developing Neighborhoods of Choice. Bridges. Summer 2018. pp. 6 – 8.**

Weekly, explores the role of community development corporations that are started in communities that were once thriving with business and urbanization but have since declined. Disinvestment, loss of manufacturing jobs and outmigration to communities of choice were noted as causes for the deterioration of the communities of focus. The Route 9 Corridor, like the communities of focus in the article, has experienced severe decay over the past three decades. Weekly explained that “CDCs contribute a significant amount to their local economies through housing and commercial development and a range of community services, while also increasing household wealth, building the local tax base, revitalizing neighborhoods and creating jobs.”

This article was the primary source for Case 1 of this study. In addition to the work of the Englewood CDC, the author identified key factors for how CDCs advance economic stability in local communities:

- *They anchor capital in communities by developing residential and commercial property, ranging from affordable housing to grocery stores and businesses.*
- *Typically, at least one-third of a CDC’s board is composed of community residents, providing for direct grassroots participation in decision-making.*
- *CDCs’ work to enhance community conditions often involves neighborhood organizing, a process critical for empowering residents and gaining political power.*

Weekly further expounds that community development corporations server as both a barrier and a buffer. CDCs create a barrier against prospective investors who seek exploitative ventures and a buffer with residents through community engagement and trust building activities. As the Route 9 Corridor community prepares for redevelopment, it is imperative to understand that all new business is not necessarily good business. The community must be careful to weed out exploitative business investments that will ultimately harm the culture and quality of its historic neighborhoods. A newly formed community development corporation will serve as the agent to mediate and evaluate such investments.

**Davies, T.A. (2013). Black Power in Action: The Bedford-Stuyvesant Restoration Corporation, Robert F. Kennedy, and the Politics of the Urban Crisis. The Journal of American History. December 2013. pp.736-760.**

Davies, a doctoral candidate at the University of Leeds in England, reviewed the impact of the Black Power Movement in the United States as it pertains the community development efforts that the movement sparked. He focused on African American’s use of community programs and self-empowerment efforts to advanced education, economic development and social welfare within black

neighborhoods. Davies noted the impact of Watts riots and Robert F. Kennedy's visit to impoverished neighborhoods in New York City as the turning point for the federal government actively engaging in the redevelopment of black communities.

Davies explored the Restoration Center model that many black power organizations used to promote community development. He explained how Robert Kennedy became an advocate for banishing impoverished communities to uplift black people and the entire country. Kennedy built upon the Restoration Center model and supported the Community Development Corporation initiative. The author thoroughly guides readers through a chronological series of incidents in American history that reveal the few notable attempts at advancing economic equity on a federal level. He also noted the genuine efforts of Robert F. Kennedy and some of the opposing efforts of President Johnson and political exploitation (of Black Americans) tactics used by President Nixon.

This article provides a relevant historical overview of the original community development corporation movement via empowerment organizations who sought the revitalization of poor (historically black) neighborhoods like those present within the Route 9 Corridor.

**Gittell, R. and Wilder, M. (1999). Community Development Corporations: Critical Factors that Influence Success. Journal of Urban Affairs. 6 Volume 21 No. 3. 1999. Urban Affairs Association.**

This article explored multiple diverse communities' revitalization efforts and the role of public policy on community development corporations. The authors analyzed "programmatic and organizational attributes that effect community development success." Gittell and Wilder further highlighted four factors for success identified that emerged through their case studies. The authors defined success as "as a CDC's contribution to the improvement of residents' access to financial resources, physical resources, human resources, economic opportunities, and political influence." They then listed the following four factors in CDC success: mission, organizational competency, political capital, and funding. The full definition of these factors is provided in this study under "best practices".

This scholarly essay was of particular interest because one of the authors – Dr. Margaret Wilder, Executive Director of the Urban Affairs Association, is also a faculty member at University of Delaware. It is recommended that Dr. Wilder be recruited minimally to serve in an advisory capacity in the formation of the new Route 9 Corridor Community Development Corporation.

**Jennings, J. (2017). The Importance of Entrepreneurship in Black and Latino Communities in Massachusetts. Tufts University Viewpoint. Spring 2017, 17-19.**

This article was written by Tufts University Professor, Dr. James Jennings. This scholarly article describes statistics for minority owned businesses found in U.S. Census Bureau Annual Survey data as well as reports specific to Massachusetts. The author explores the significance of entrepreneurship in Black and Latino communities. Although the article provides some statistical data about the percentages of businesses owned by Black and Latino entrepreneurs, the author could have gone further to expound upon the impact of minority owned businesses. There was very limited information provided about the socioeconomic impact of Black and Latino businesses in local communities in Massachusetts.

The article did touch on the role that state and local governments currently play in Massachusetts in relation to minority owned business. The author offered recommendations for greater public policy efforts to promote economic development focused on Black and Latino owned businesses. This article provides data that correlates with the topic of African American entrepreneurs.

# APPENIX I: Position Description

## *SAMPLE*

**Position:** Executive Director/CEO, Rt. 9 Corridor Development Corporation

**Reports To:** Board of Directors

**Position Type:** Full-Time (35 Hours)

The Board of Directors of the Route 9 Corridor Development Corporation is seeking a dynamic Executive Director (ED) who will start up and manage this newly-formed Community Development Corporation. A successful candidate will have demonstrated success in community development and business development. The incumbent will be well acquainted with developing and managing public or community systems and policies and procedures, community engagement and advocacy, with preferred experience with real estate and/or commercial development. The candidate will potentially assist with the development of a newly formed Board of Directors and the organization's mission, vision and bylaws.

The ED/CEO will be responsible for guiding the consistent and timely progress of community development efforts and will act as a catalyst for greater community change. The ED/CEO will work with the community to build a shared vision and inspire others to translate the vision into action; will provide leadership in developing program, organizational and financial plans with the Board of Directors and prospective staff. S/he will promote active and broad participation by volunteers in all areas of the organization's work; will provide oversight and direction for revenue generation including but not limited to fundraising, capital campaigns, corporate sponsorship, special events and grant management. S/he will also possess the ability to research new funding sources, and demonstrate knowledge of current federal, state and local compliance standards. The candidate will develop an organizational budget; and will create financial analyses of development projects, understanding of layering and leveraging various funding sources.

### **Qualifications:**

Master's degree in business administration or nonprofit / human services administration. Ten (10) years of executive experience with public or nonprofit organizations. Exceptional written and oral communication and presentation skills (virtually and interpersonally), technologically savvy with general business software applications such as Microsoft Office, teleconference applications like Zoom, QuickBooks accounting software, donor management and customer management platforms.

### **Preferred:**

3+ years of real estate and commercial development experience. Knowledge of the local community, and good rapport with key stakeholders.