



# AGENDA

**PROJECT:** North Claymont Area Master Plan RHI # 44341  
**SUBJECT:** Kickoff Agenda  
**DATE/TIME:** 23 November 2015 (9:30 AM – 7:15 PM)  
**LOCATION:** Darley House (3701 Philadelphia Pike, Claymont, Delaware)

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## Suggested Schedule

9:30-11:30 AM	PMC Meeting
11:30-12:30 PM	Lunch
1:00-3:00 PM	Study Area Tour
3:30-4:45 PM	Focus Group #1 (Adjacent Jurisdictions)
5:00-5:45 PM	Dinner
6:00-7:15 PM	Focus Group #2 (Civic, Community, and Business Representatives)

### **1. Project Management Committee Meeting (9:30-11:30 AM)**

#### **a) Introductions**

- a. Consultant team organization
- b. PMC and client team organization

#### **b) Task 1**

- a. Prior work (Task 1 - existing conditions and the real estate and economic assessment)

#### **c) Project Background**

- a. Goals for Tasks 2-5
- b. Project expectations
- c. Potential issues

#### **d) Overview of Project Tasks, Deliverables, and Schedule**

- a. Proposed approach to fulfilling scope of work
- b. Deliverables
- c. Schedule (attached)

#### **e) Data and Information Needs**

- a. Project boundaries
- b. Approved and proposed development
- c. Relevant plans, studies, and reports

#### **f) Outreach Strategy**

- a. Community and stakeholder outreach plan (attached)
- b. Stakeholder interviews and focus groups (attached)
- c. Public meetings
- d. Website materials

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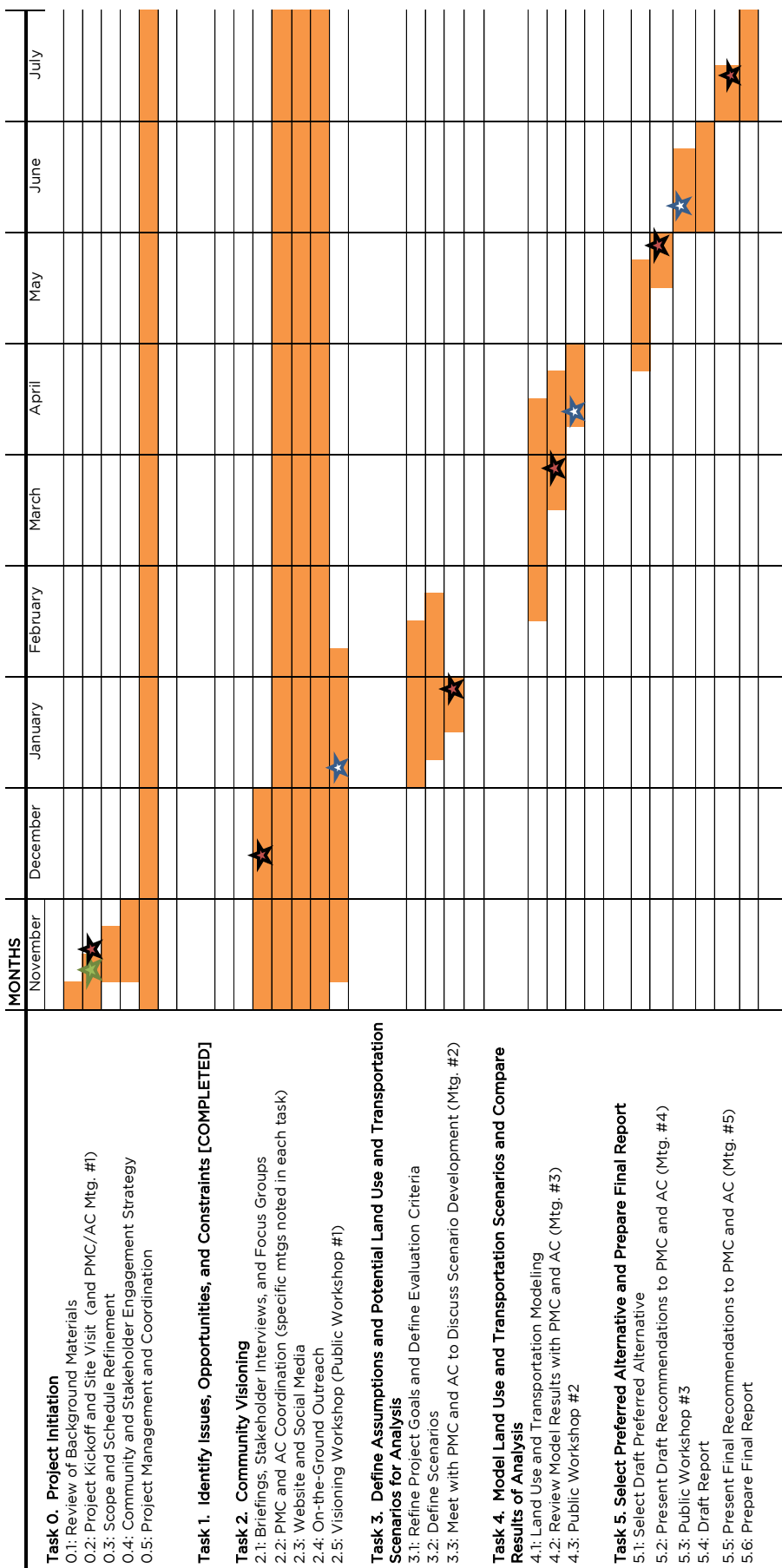
- e. Strategy for other on-the-ground outreach

**g) Next Steps**

- a. December 8<sup>th</sup> Advisory Committee Meeting and Focus Groups
- b. Communication procedures (meetings and calls)

2. Lunch (11:30 AM-12:30 PM)
3. Study Area Tour (1:00-3:00 PM)
4. Focus Group #1 (3:30-4:45 PM) – Adjacent Jurisdictions
5. Dinner (5:00-5:45 PM)
6. Focus Group #2 (6:00-7:15 PM) – Civic, Community, and Business Representatives

**North Claymont Master Plan**  
Schedule



Note: This schedule is intended as a starting point for discussion. It can be adjusted based on client team needs.

**North Claymont Area Master Plan  
Community and Stakeholder Engagement Strategy  
November 18, 2015**

**DRAFT**

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## I. Introduction

Community involvement will be key to the success of the North Claymont Area Master Plan (NCAMP). We know that the community is excited about the possibilities in the North Claymont area, and that they will want to be involved in every step of the process. We welcome the opportunity to listen to the community and get as much feedback and input as possible.

This Community and Stakeholder Engagement Strategy document describes actions that the RHI team will take to engage residents, existing community groups, business owners, agency representatives, through-travelers, and other stakeholders throughout the planning process. The strategy builds on the extensive interviews already conducted by W-ZHA for the North Claymont Market and Economic Assessment. The RHI team is familiar with WILMAPCO's 2010 Public Participation Plan, and is committed to the process and goals for public participation outlined in that document.

The team will regularly monitor the outreach/involvement strategies throughout the project in order to determine whether any modifications should be made as the project progresses.

## II. Committees

The team will meet throughout the process with two committees:

- **Project Management Committee (PMC):** While New Castle County and WILMAPCO will co-manage this study, a larger Project Management Committee, comprising representatives from several local, regional, and state agencies and organizations, will collaborate to guide the overall Master Plan process.
- **Advisory Committee (AC):** An Advisory Committee of community stakeholders will bring together a variety of public and private stakeholders to represent the general community and give input throughout the entire process. The client team (New Castle County and WILMAPCO) will organize and manage the Advisory Committee membership with input and ideas from the consultant team, as needed.

There will be five meetings with each Committee, and Committee meetings will generally be held separately on the same day. Some meetings may be held jointly.

## III. Briefings, Stakeholder Interviews, and Focus Groups

The team will hold interviews and small group discussions with stakeholders (as identified with the PMC) who have interests in and knowledge of specific topics in the study area. W-ZHA, a member of the consultant team, has already conducted interviews with many of the property owners in the study area, and those interviews will form a strong foundation for the study.

The team will coordinate with the Claymont Renaissance Development Corporation (CRDC) and other members of the Committees, who will assist with outreach to individuals and groups.

The consultant team will attend up to seven briefings, stakeholder interviews, and/or focus groups, and work with CRDC and other members of the Project Management Committee and Advisory Committee to provide material for other meetings as needed.

#### IV. Public Workshops

The consultant team will conduct three educational, interactive public workshops at key points in the alternatives development and evaluation process. The team will also provide public meeting materials (e.g., surveys, dot voting exercises, mapping exercises, etc.) in a web-friendly format, to allow those who cannot attend the meetings to learn about the project and provide input/feedback in a “virtual meeting” format.

The formats below are a starting point for discussions. The RHI team will lead the planning and execution of the workshops, with assistance and feedback from members of the Project Management Committee.

##### **Public Workshop #1**

The intent of this first public workshop will be to invite stakeholders to participate in a visioning and education session.

This will include:

- Inviting stakeholders to share their experiences in the study area, their concerns/issues, and the opportunities that they see for the future.
- Actively engaging all stakeholders in defining the goals and guiding principles that will be used to inform scenario development and evaluate those scenarios. Clearly defining those goals at the beginning of the process (and determining how those goals will be measured and evaluated) will allow stakeholders to understand and have input into the process by which the final decisions are made.
- Educating attendees about concepts and methods for creating vibrant urban development that promotes a range of transportation options (transit, bicycle, pedestrian, and automobile). Sharing examples of other projects that have successfully integrated industrial and mixed-use development, and created efficient multimodal transportation networks.

The workshop will likely include a presentation, informational displays, and break-out sessions in which participants can brainstorm goals and interests for the study area. The meeting will include interactive activities to assess community visions and preferences. A survey would provide feedback from all participants in a consistent format.

If desired by the Project Management Committee, the workshop could incorporate a real-time polling element such as TallySpace (which uses text messaging and web polling to receive votes, which are then visualized for the attendees) or hand-held polling devices (the rental of which is not currently included in the consultant fee).

The RHI team will summarize the meeting activities and outcomes, including a vision statement, a draft list of community goals, guiding principles, and assumptions.

### **Public Workshop #2**

The main purpose of the second workshop will be to review model results and a preliminary evaluation of alternatives with the general public. The team will focus on translating the complicated technical modeling results into understandable infographics and written text that can be easily understood by a wide audience.

This meeting would ideally incorporate a survey that allows community members to weigh in on what they like and do not like about the model outcome of each scenario, as well as their overall preference regarding the scenario alternatives.

### **Public Workshop #3**

The main purpose of the third workshop will be to present the preferred alternative and draft implementation actions.

This workshop will likely be an open-house format workshop that would include a presentation of the final recommendation, including an abbreviated summary of the alternatives development and evaluation process. Ideally, this workshop provides a chance for the community to come together and celebrate the completion of the plan.

## **V. On-the-Ground Outreach**

We know that the community has already been very engaged in this planning process and will likely be eager to continue to participate. To ensure that a large, diverse sample of community members is aware of the project and opportunities to give input, we will conduct advertising and outreach through several channels. The consultant team will prepare on-the-ground outreach materials and help identify relevant events, and members of the PMC will attend the events.

Potential strategies include:

- Utilizing existing community networks and meetings to disseminate project information and public meeting notices, as well as to present project information. These networks could include neighborhood associations, business associations, schools, faith groups, and others.
- Exploring opportunities for guided site visits that allow the community to access the Mill site and other important parts of the study area.

- Reaching out to community members at other events (e.g., festivals, schools, markets, etc.).
- Creating a digital flyer or postcard advertising the meeting, to be sent by mail or electronically.

The team will assist with ideas so that WILMAPCO, New Castle County, and other Project Management Committee members and Advisory Committee members can conduct outreach to the community through email lists, word of mouth, etc., as well as outreach to elected and appointed officials.

## VI. Website

The consultant team will provide materials for a thorough and interactive website that allows stakeholders to learn about the project and provide feedback as a supplement or alternative to participating in public meetings. The website will be should be interactive and include the use of polls or mapping exercises.

*Optional:* If desired by the Project Management Committee, there are several web tools that could be incorporated into the planning process. The optional costs for these tools are not currently included in the team fee. Our team would be glad to discuss the potential inclusion of one or more of these or similar tools on the website.

Potential tools include:

- mySidewalk: a free tool by MindMixer that allows community members to respond to questions and discuss their answers with each other.
- Wikimapping: a tool that allows community members to post their observations and ideas on an interactive map.
- MetroQuest: a tool geared toward scenario planning that allows users to visualize the trade-offs that are inherent to the planning process.

## VII. Social Media

The team will utilize existing social media networks through the Committee members to disseminate information about the project and drive discussions about the opportunities in the study area.



## **NORTH CLAYMONT AREA MASTER PLAN**

PMC Meeting #1

November 23, 2015

9:30-11:30 AM

Darley House (3701 Philadelphia Pike, Claymont, DE 19703)

### **Attendees**

#### PMC

- Tigist Zegeye, WILMAPCO
- Heather Dunigan, WILMAPCO
- Dave Gula, WILMAPCO
- Marco Boyce, New Castle County
- Bruce Allen, DelDOT
- Tim Snow, DelDOT
- Kevin F. Coyce, DNREC
- Brett Sadler, CRDC
- Eric Pugliano, DART

#### Consultant Team

- Deana Rhodside, RHI
- Meredith Judy, RHI
- Sukirti Ghosh, RHI
- Jennifer Koch, RHI
- Jeff Riegner, WRA
- Sarah Woodworth, W-ZHA

### **Meeting Notes**

1. Task1 Discussion
  - a. Draft Task 1 report and Market Assessment have been circulated to the PMC. Heather Dunigan requested that the PMC review the report and send any comments.
  - b. Sarah Woodworth summarized the Market Assessment
    - i) Sunoco
      - Liquid and natural gas: would like to be a major distributor.
      - One pipeline done (Mariner 1), another is coming. Will greatly influence SE Pennsylvania and Claymont.
    - ii) Claymont Steel Site
      - Community Development Corporation (CDC) will likely sell off pieces of Claymont Steel to be developed by others.

- The scrap steel company is keeping a small building intact on the site, in addition to the headquarters building.
- CDC can get back on the site October 2016. They may proceed on areas of the site without contamination (and without the need for environmental work) earlier.
- Across the street from Tri-State Mall, development of the site may proceed. Town Center type development is planned.
- County Executive says that they want an attractive development at the entrance to the state – a gateway.
- Regarding possibilities for Tri State Mall, mixed use seems best based on the market; big box is not. However, Rosen Group (who owns Tri State) wants to do something now, but not residential development. Could consider adjacent and well connected (but separate) developments. If their hand is forced right now, they may opt for a big box development.
- New Castle County is pursuing zoning overlays to facilitate certain types of development, to allow for faster approval. Will include design standards and guiding principles for how to build site – building orientation, parking standards, etc.
- Coastal Zone compliance is not just typical policy, but legislation
  - (a) No “heavy industry,” i.e. steel, petrochemicals, bulk product transfer. Manufacturing is allowable.
  - (b) It appears that containers do not constitute bulk product
  - (c) Demand is for small flex/light industrial
  - (d) Power generation is permitted as manufacturing. Facilities used in the transmitting, distributing, transforming, switching, and otherwise transporting and converting electrical energy” are not regulated under the Regulations Governing Delaware’s Coastal Zone (Section 5.5). The generation of electrical energy does require a CZA permit, as noted.
- Industrial users don’t like the introduction of residential uses, because of complaints.
- Importance of Sunoco and Oceanport – proximity could be beneficial, but no one seems to know how much of a benefit the proximity provides in this market sector.
- There have been discussions about whether the site could be connected to CSX.
- Public will want to see blue collar job growth, but flexible industrial does not provide a lot of blue collar jobs. Allied Manufacturers are high tech, not blue collar.
- Site should incorporate walkable and mixed-use development, with some service/retail oriented toward commuters.

iii) Port

- Would change everything
- Need to know whether this will be a container port. If we don’t know, we may need to develop two scenarios. If we have the port, industrial development will want to locate close by. Jeff Bullock – head of Diamond State – would know

the preliminary likelihood of the outcome. Tigist may call Jeff or Jennifer Cohan to discuss.

- Port of Wilmington needs to decide. They just brought a consultant on board, so the timing isn't good for this study. First priority is to expand the existing port. Report may say that there is no market with NJ and PA ahead of us. Likely wouldn't be a container port, but a bulk port, though that is illegal under the Coastal Zone.
- The port would be a big play – Would require an Amtrak flyover, dredging, etc.

iv) Train Station

- Should the station be closer to Philadelphia Pike?
  - (a) More opportunity for TOD
  - (b) Better transit connections
  - (c) Longer walk from downtown Claymont, but flatter and could be more pleasant
  - (d) Eliminates challenge of connecting the bottom of Myrtle to the new station for pedestrians
- Proximity to “downtown” Claymont (Philadelphia Pike) may not be a big issue considering the very limited amount of walk-up traffic today. Development in project study area likely would not undermine the “downtown” area as long as there are good connections
- Relocation of the train station makes a lot of sense. Darley Green would still be within walking distance with the right connections. Residential development is a no-brainer. TOD would change the position for development here. CDC's current site plan doesn't leverage the train station.
- Class A office space is occupied in the next decade under this scenario. Office development is only feasible if it is within a walkable environment around the train stations. 30-50,000 sf, probably feasible – not that big, but a good size.
- DTC is already moving forward with a station concept: RK&K and Tevebaugh are the consultants. WILMAPCO will talk to DTC about how far station planning has proceeded – delay to incorporate land use recommendations could make it difficult to apply for TIGER funds in 2016. Should add DTC representative to the PMC.
- May be possible to have an MOU that allows for flexibility in location of the train station. 12 acres in discussion for land required.
- People are used to spread-out parking and walking to the station. Could put the station on the water side of the tracks and span pedestrian crossing over the tracks. But, it's difficult to build a bridge over the railroad, because you need coordination with Amtrak. Could slow down the process.
- When the steel mill opened, there was a lot of freight, so moving the station closer was a hindrance to freight operations.
- Twice a day, there is a high-speed Acela train through this area. The existing four tracks are very wide. The tracks create a separation from a potential port area.
- There's a lot of attention on Newark Station right now, due to TIGER grant. Sold out first two phases of development.

v) Big points from the Market Assessment

- Market for 50-100,000 sf of *true* Class A office associated with the station

- Extreme potential economic impact of Sunoco's LNG proposal
2. Goals for Tasks 2-5
    - a. Tigist: Team needs to provide an outside perspective about the best uses for the area, especially considering proximity to Philadelphia and Wilmington. This is critical to "sell" elected officials. Lots of transportation options. Need to know best use for the community and region.
    - b. Heather: Ensure the (small) residential population is actively involved.
    - c. Heather: Would like innovative implementation tools.
      - i) Sarah: Need incentives for TOD and mixed-use. Should look at incentives similar to the Philadelphia Navy Yard.
      - ii) Bruce: Economic Empowerment Zone
      - iii) Bruce: can this be a Transportation Improvement District? County isn't currently supporting that.
        - Tigist: Has been some discussion, but County is looking at other areas.
        - Marco: the LOS D threshold will not change under the current administration. There are no current issues, but there could be in the future.
        - Heather: This study could lay the groundwork to get to a TID.
        - Possible to achieve many of the benefits of a TID without formal adoption
    - d. Sarah: Developer stakeholders have expressed a lot of concern about the approval process. Need to address.
  3. Community engagement strategy
    - a. Early January visioning workshop
      - i) Illustrate results of Task 1
      - ii) Small groups for interactive visioning purposes
      - iii) Plan for a large group, including many people from outside North Claymont itself. There were 400 people at the CDC meeting. Will try to get notes/big issues from that meeting.
      - iv) Be prepared to answer anticipated questions, especially based on previous meeting. May develop a one-page fact sheet for distribution.
    - b. April alternatives workshop
    - c. June draft recommendations workshop
    - d. Consider MySidewalk and/or Facebook as an interactive tool, though that may pose challenges with moderation.
      - i) Consensus was to use Facebook. WILMAPCO will create page.
      - ii) All documents will live on WILMAPCO's website
    - e. WILMAPCO will look into a project-specific email address.
  4. Plans and projects that need to be reviewed/incorporated.
    - a. Reviewed a list of plans.
      - i) Add FSTPI, East Coast Greenway study, train station plan, Delmarva Freight Plan, chemical supply chain report, and CZA to list.
    - b. Nearby development activity
      - i) Delaware County is considering rezonings
      - ii) Ensure traffic modeling for this project doesn't interfere with any potential TIS analyses
    - c. County initiatives
      - i) NPOD, Neighborhood Preservation Overlay District
      - ii) Economic Reinvestment District – NCAMP could be a pilot project
  5. Next steps

## **North Claymont Area Master Plan: PMC Meeting #1**

- a. Management committee will meet roughly every 6-8 weeks
- b. PA representatives will stay on the advisory committee rather than the management committee