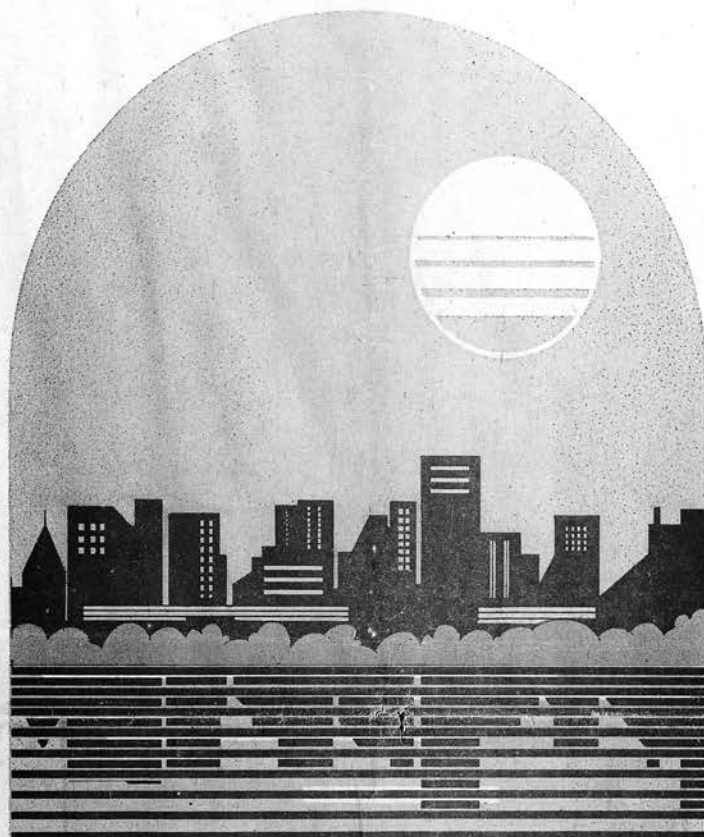


The RUDAT Times

AMERICAN INSTITUTE OF ARCHITECTS REGIONAL URBAN DESIGN ASSISTANCE TEAM DELAWARE SOCIETY OF ARCHITECTS

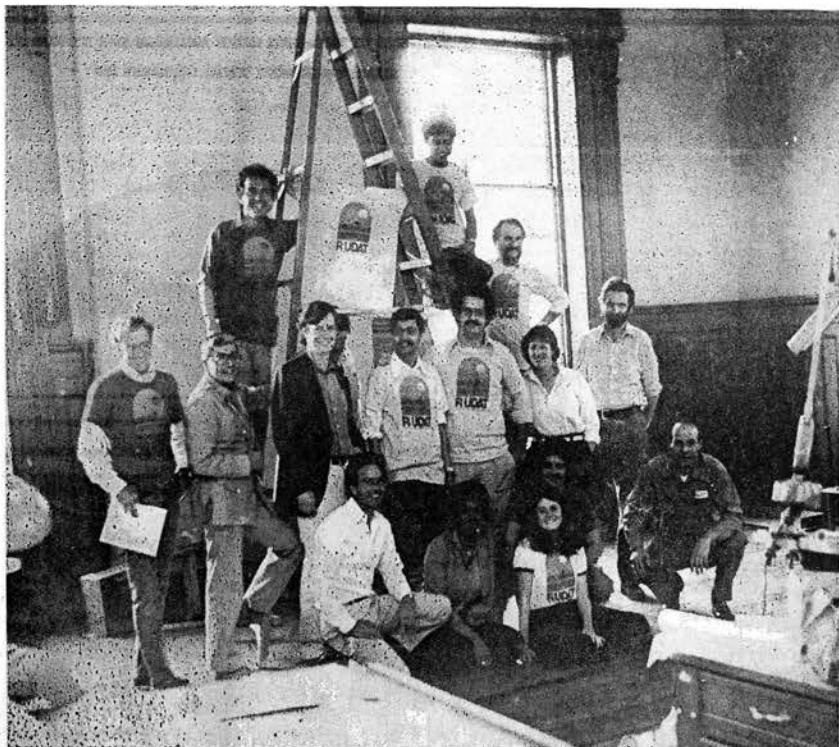
WILMINGTON DELAWARE VOLUME ONE/NUMBER ONE



RUDAT

GREATER WILMINGTON AREA

R/UDAT Team



Regional/Urban Design Assistance Teams are sponsored by The American Institute of Architects (AIA) as a community service program. Requests for R/UDAT are made to AIA by local chapters, which describe the issues and coordinate the four day "brainstorming" blitz.

The Delaware Society of Architects (DSA), concerned about a lack of communication and public awareness of development and planning in the Wilmington metro area, requested R/UDAT.

"We are concerned that without appropriate directions, such unique areas as our waterfronts, our neighborhoods, our open spaces and historic areas...will be lost forever."

"We believe that if the public is informed, they will demand better planning, be more receptive to design issues and will play a vocal part in the future shaping of their community."

"We have not forgotten the socio-economic issues that mold communities such as ours, but we are most vitally concerned with the physical problem that has recently resulted from too much emphasis on economics while losing sight of the built environment."

Team members from across the nation are selected based on their experience in the particular areas to be studied. Members are not compensated for their service and agree not to accept commissions for work resulting from their recommendations.

The DSA mission statement established goals and objectives for the R/UDAT visit.

- O Improve the image of the community and the community's self-image.
- O Increase public awareness of architecture and the urban design process.
- O Promote public interest and participation in planning agencies, governmental agencies and the general citizenry.
- O Comprehensive and extended news coverage of planning and urban design issues by an informed news media.
- O Coordination of the planning agencies and construction industries.
- O Establishment of an appropriate planning mechanism, which constantly reviews and updates its short and long-term objectives.

Local architects, students from nearby schools of architecture and planning assist R/UDAT participants.

Public meetings, discussion groups and site visits are supplemented by plane, bus and foot tours. From a potpourri of data R/UDAT develops analysis from a fresh perspective, recommendations and a new approach for planning and action. In addition to the DSA mission, preliminary discussions identified other areas of concern to be considered by the R/UDAT.

- relocation of medical center out of city to suburban site
- promotion of Wilmington image
- reuse of riverfront; recreation, industry, housing
- inter-governmental problems; lack

of physical planning efforts; duplication of efforts

--connection of railroad terminal with CBD

--CBD commercial office development vs. housing, neighborhood rehabilitation

--R/UDAT should not become "just another riverfront study"

--South Wilmington black area: how can it be integrated into planning efforts

--preservation of natural features in suburban areas around city

--problems of city vs. county development

--involvement of black community; displacement, employment

--urban design problems created by new commercial development in CBD connection of new scale elements to historic neighborhoods.

The R/UDAT Team was assisted by eight student volunteers including: Ujan Ghosh, Marshall Epstein, Massoud Mohadjeri, and Nareesh Kapadia, Urban Design Graduate Program, University of Pennsylvania; Ephraim Weschler, City Planning PhD Program, University of Pennsylvania; Chuck Ryan, School of Architecture, Drexel University; Amy Schoch, School of Architecture, Cornell University; MaryLee Thorne, Public Administration and Museum Studies, University of Delaware. These students participated in initial investigation and tour discussions, and decision making, and contributed their skills in photography, writing, and drawing, leading to the completion of The Greater Wilmington R/UDAT Report.

Summary of Conclusions

Based on the intensive exposure to a wide variety of issues, plans and background information, the R/UDAT team concluded that four major proposals should be recommended to the Greater Wilmington community:

1 Downtown Wilmington's River-to-River plan should be reinforced by a coordinated set of landscape, transportation and development actions.

- o Market Street landscaping should be extended north and south to the Brandwine and Christiana riverfronts.
- o Transit linkage should be implemented from the new Hercules development at the north to the proposed railway/transportation complex at the south.

2 Wilmington should implement a balanced program of industrial and open space development.

- o A variety of well-located and developable sites should be provided for industry and commercial growth.
- o New development sites should be defined and aggressively marketed.

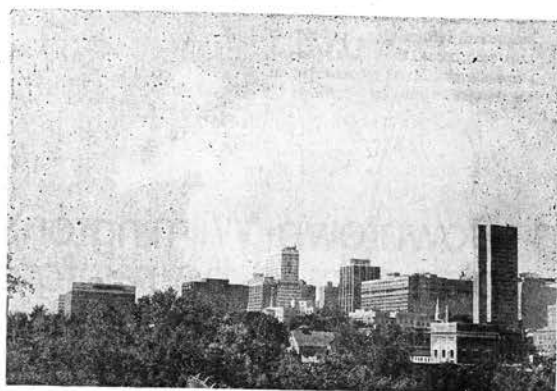
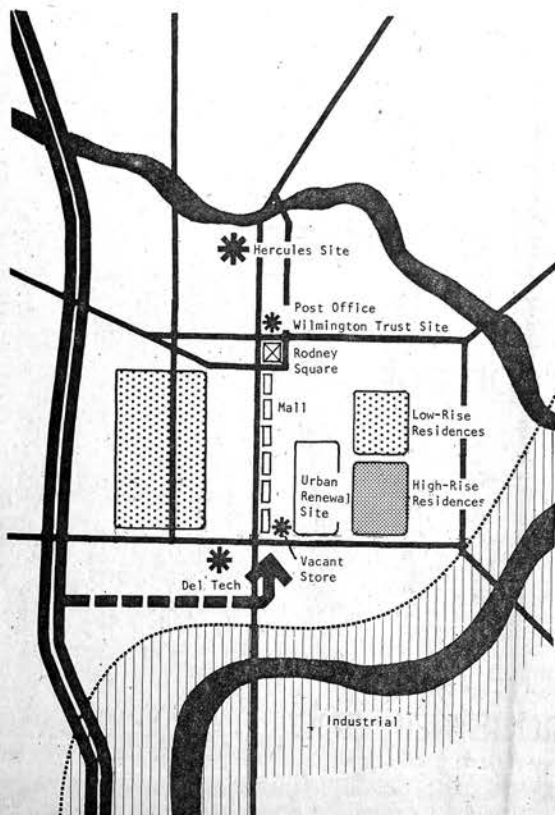
3 A Greater Wilmington Conservancy should be established to acquire and maintain open space in the region.

- o Public, private and institutional sectors should contribute and participate.
- o Priority site for conservation and recreation should be identified and acquired.

4 A variety of development policies should be adopted to encourage economic growth.

- o The State of Delaware is at a locational and tax disadvantage with regard to attraction of industrial and commercial growth.
- o Aggressive marketing of new industry should be balanced with professionally administered development criteria to achieve both public and private objectives.

Wilmington City Center



A vital downtown center is a very important part of a city where all important functions and rituals have a place to become focused and shared. Downtown is not a place or experience which can be found in malls or other dispersed centers.

Contrary to recent assumptions about city cores being only retail centers or only office concentrations, the true function of city center is to be a full expression of all that is urban: culture, social contact, entertainment, living — a true neighborhood at the heart of the city.

The Market Street retail commercial activity establishes the focus and north/south spine of the Central Business District (CBD). The area has recently undergone major public and private improvements resulting in a five block pedestrian zone from 4th to 10th Streets. Current plans seek to reinforce and extend the district to the natural boundaries, the River-to-River or Gateway concept.

The successful development of this linear district is dependent upon a distribution of varied and inter-related activities along Market Street. Careful distribution and location of retail, commercial and office development along this spine is critical.

At the northern end, referred to as the Brandywine Gateway, is the recently agreed upon site for the Hercules Corporate offices.

Federal funds available through UDAG will help nearby residential areas to cope with anticipated increases

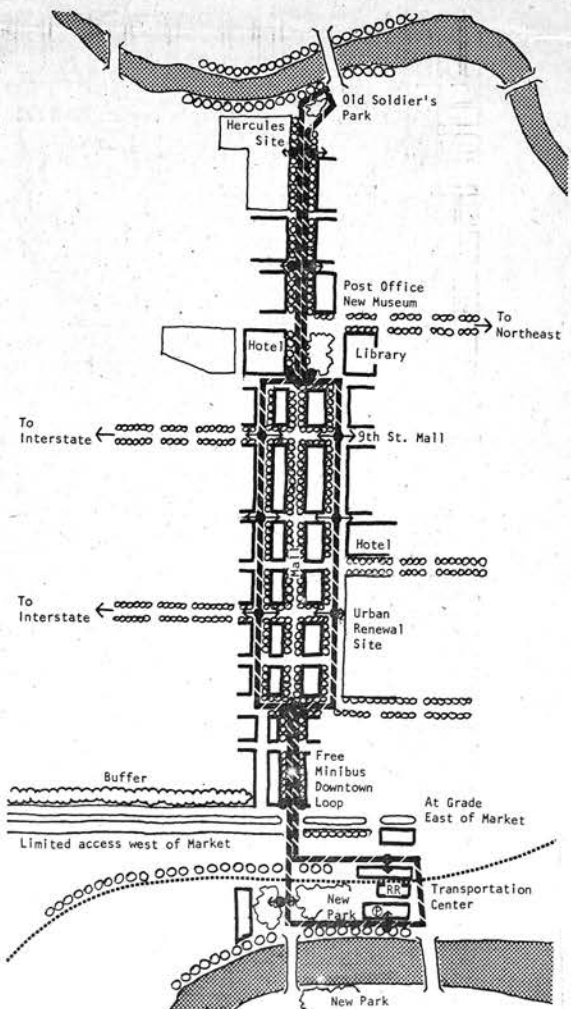
in traffic and congestion. However, current plans which project 400,000 square feet of office space and extensive retail development adjacent to the Hercules complex seem inappropriate. In the overall context of downtown development, this would overload the northern end of the Market Street spine to the detriment of development of lower Market Street.

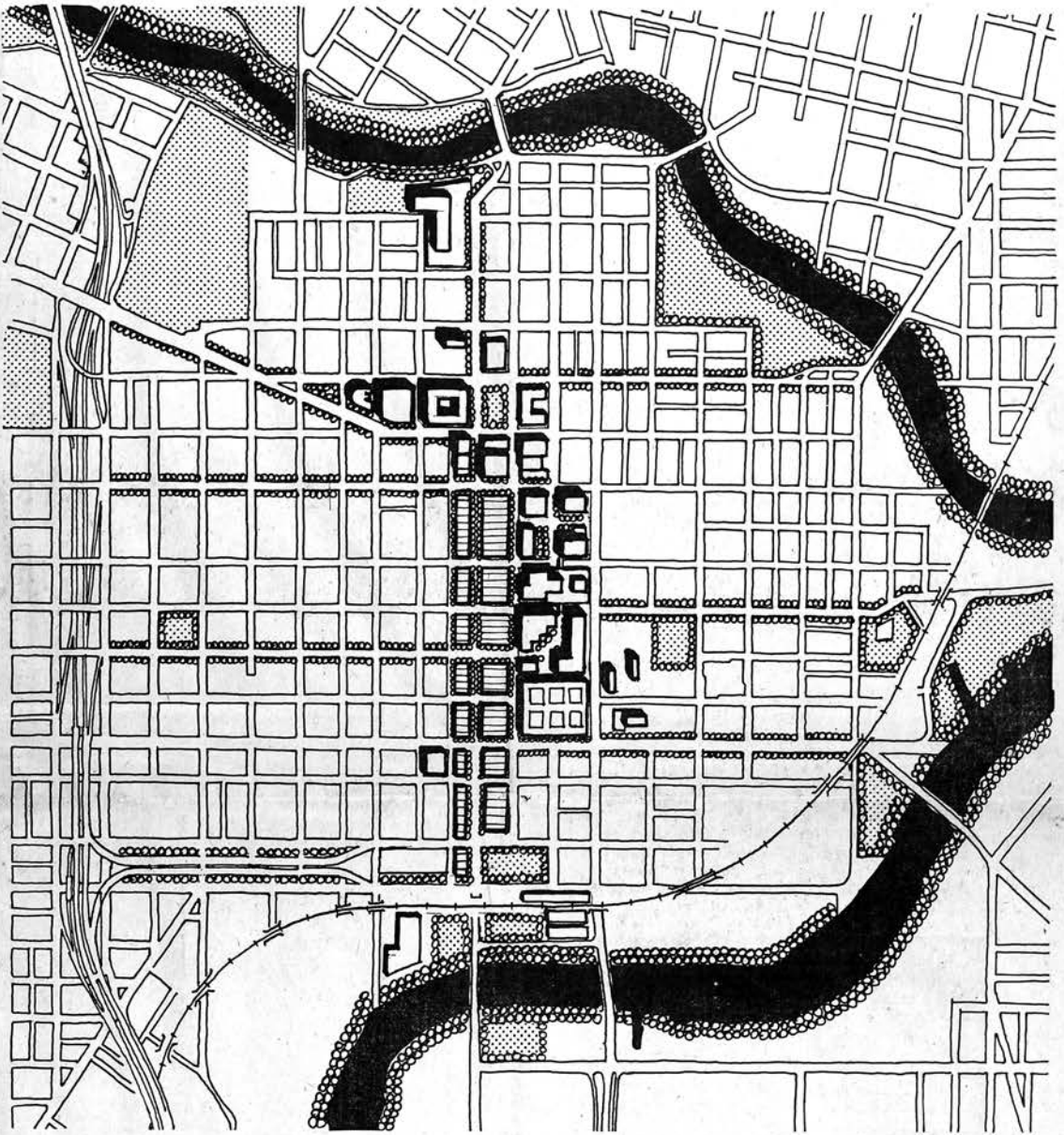
Rodney Square, historic and civic area, is bounded by the Library, DuPont Hotel, the Post Office and the proposed site for the Wilmington Trust office development.

The lower Market Street area, the Christiana Gateway, terminates the mall district at the river. In this area, the Wilmington Dry Goods store represents a development opportunity. South of the Delaware Technical Community College is the site proposed for a major, limited access highway to the CBD paralleling the railroad.

The area south of the Christiana River is predominantly industrial, significant portions being vacant, unused or under-utilized.

Residential areas in the downtown lie to the east and west of Market Street. To the immediate east are produce, service and other retail shops co-existing with vacant, boarded buildings and a debris-filled parking lot. The urban renewal site south of the government-hotel complex remains vacant. West of Market Street, townhouses and detached houses are undergoing renovation and some displacement has begun to occur.





River-To-River Spine Proposals

In reviewing on-going studies and plans for Wilmington's River-to-River development, the R/UDAT study group enthusiastically supports the concept. Recommendations here reinforce what has been done to date and expand the idea of a strong visual and functional linkage between the Brandywine and Christiana rivers.

Certain givens were accepted such as the planned location of Hercules Corporation at the north end of the spine and the Market Street Mall at its current length.

*Extension of the mall beyond the present five blocks is not recommended, due to maximum walking limits and the change in slope at the lower end. There is a definite need, however, for strong linkage to the Hercules site on the north and to the restored train station and upgraded Christiana River frontage on the south.

*A mini-transit loop running the length of the spine is also urged. This would be done with small, specialized trolley-type buses now available which would run on Market Street above and below the mall, following King Street in one direction and Shipley in the other, (using an exclusive contra-flow lane where needed to accommodate the present one-way traffic flow). Three buses could traverse the route at 5-minute intervals, carrying up to 360 passengers per hour. Service would be free, if feasible, or for a minimal charge.

*Coupled with transportation reinforcement for the spine would be streetscape improvements along King and Shipley including upgraded sidewalks, street trees and other pedestrian amenities. These improvements along the highly-traveled streets would expand the impression of urban amenities and special place

found on the mall, and at the same time help stimulate compatible renovation and use along these streets.

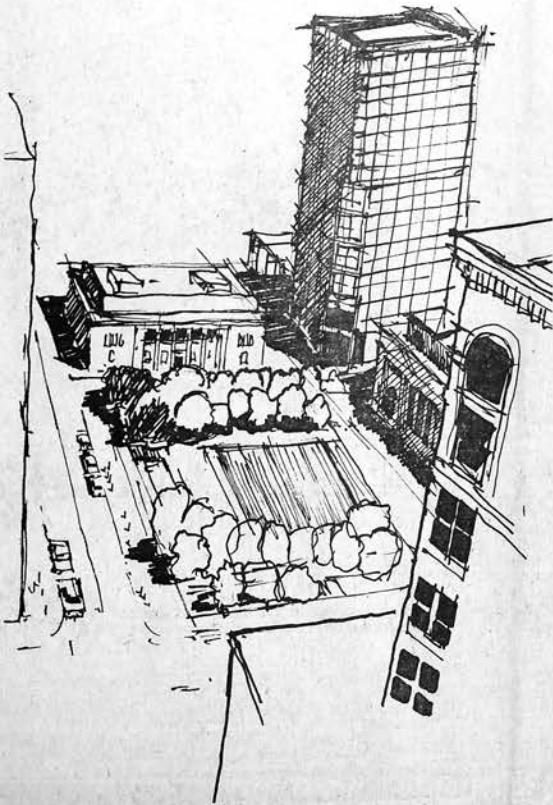
*The R/UDAT team also recommends aggressive restoration of building facades along the mall to take advantage of the rich architectural context most evident on upper floors not touched by inappropriate modernizations made at ground level over the years. Incentives for such a program could be created by the city, including a direct rebate for properly made improvements. Tax advantages now available for restored properties might also lead to viable residential and office uses for upper floors, providing other income for building owners. These facades are a unique resource, evocative of Wilmington's past, and not to be found at suburban shopping centers: a potential regional appeal presently not realized except

for individual buildings like The Grand Opera House (a wonderful example of full-height architectural integrity).

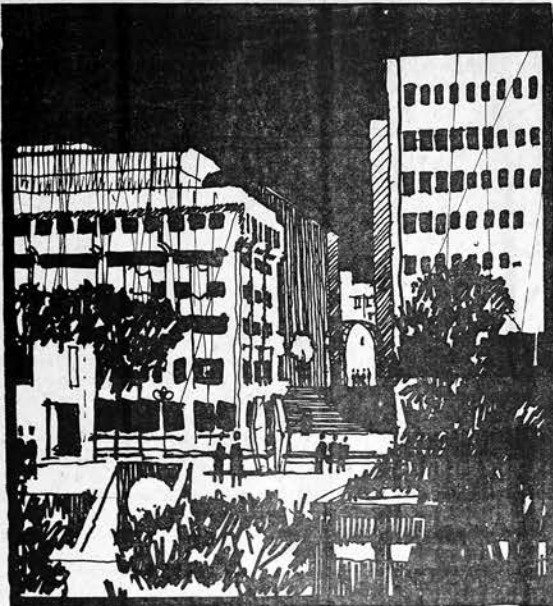
*The study team recommends against the proposal to construct an office tower atop the old post office building. This would violate the character of this landmark and preclude continued public use of the building as, for example, an expanded downtown branch of the Delaware Art Museum. Any major office building construction is recommended for the existing cleared urban renewal site, helping to anchor that end of the spine.

In short, the mall hasn't gone far enough in terms of realizing its special place qualities, anchoring its south end and reinforcing its impact on adjacent blocks.

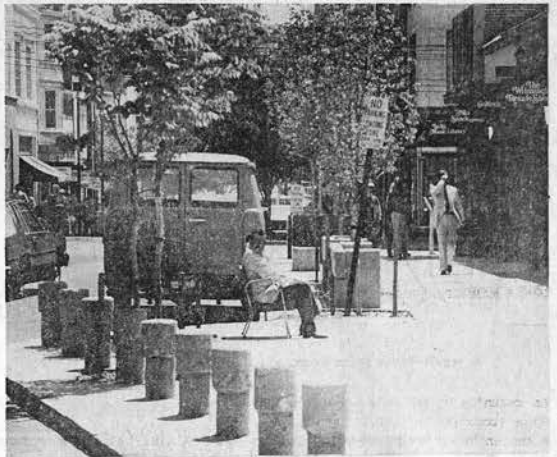
River-To-River is a vital concept and deserves full public/private support.

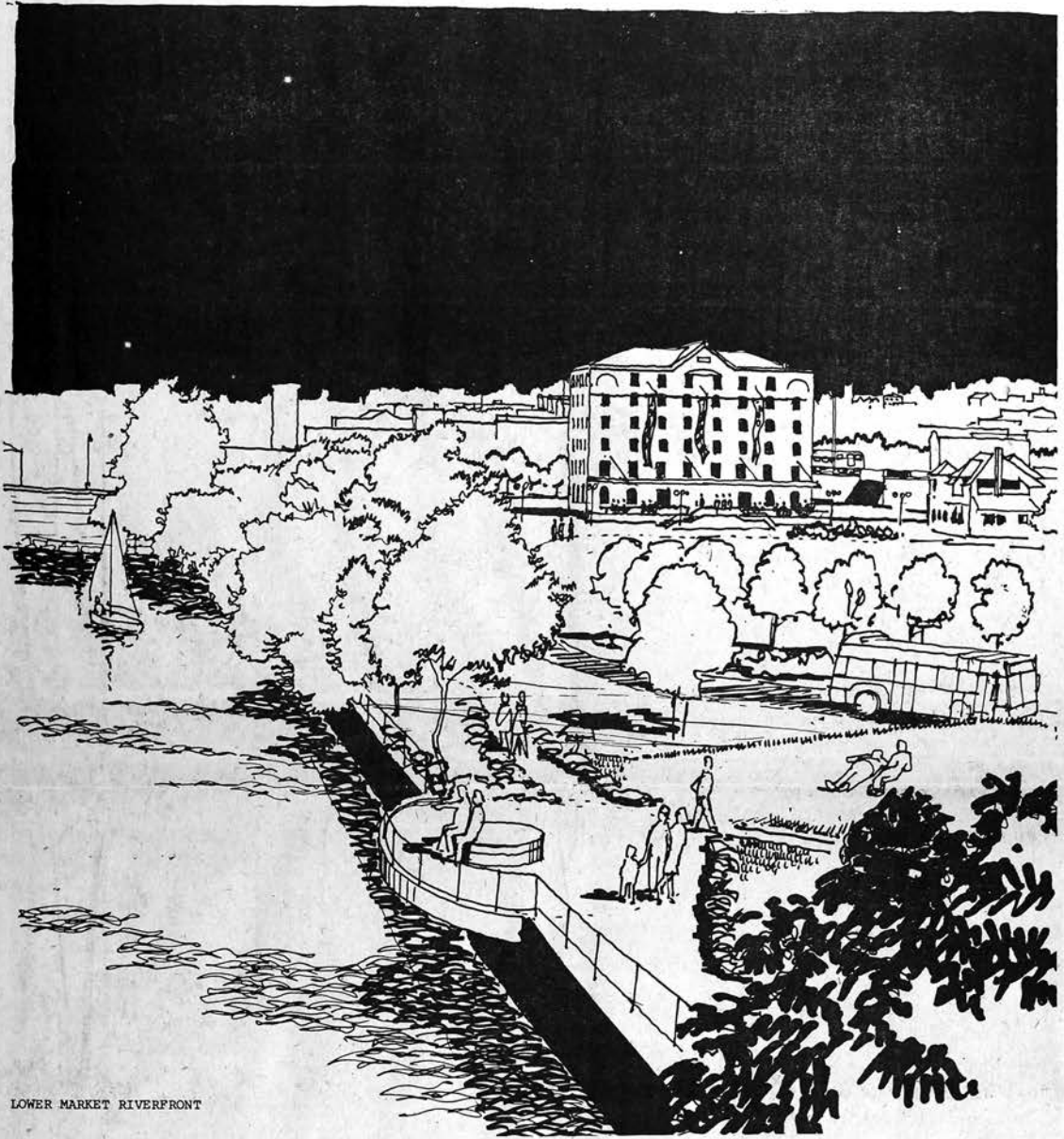


SUGGESTED DEVELOPMENT - RODNEY SQUARE



PEDESTRIAN CONNECTION - GOVERNMENT PLAZA
TO MARKET STREET MALL





LOWER MARKET RIVERFRONT

As companion to the River-to-River Spine Proposal, the R/UDMT team took a concentrated look at the Lower Market Street neighborhood, including the Christiana River frontage. The following proposals should be considered to fully realize this south end of the spine as a needed "draw":

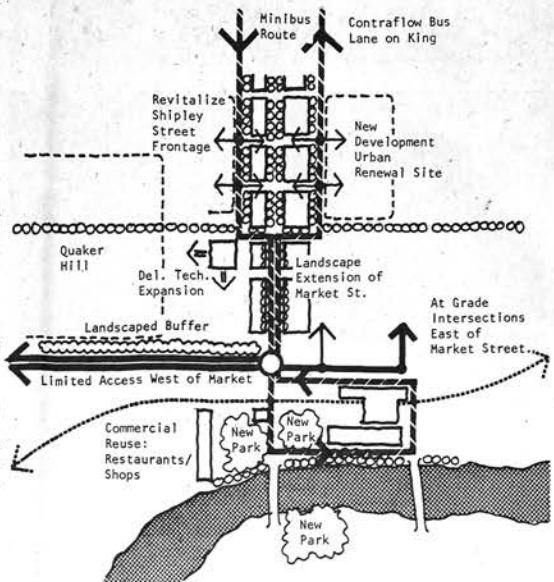
*Wilmington Boulevard limited access should stop west of Market Street, becoming an at-grade boulevard. As presently planned the boulevard would cut off the end of Market Street for pedestrian and vehicular access to the restored station and proposed water front attractions.

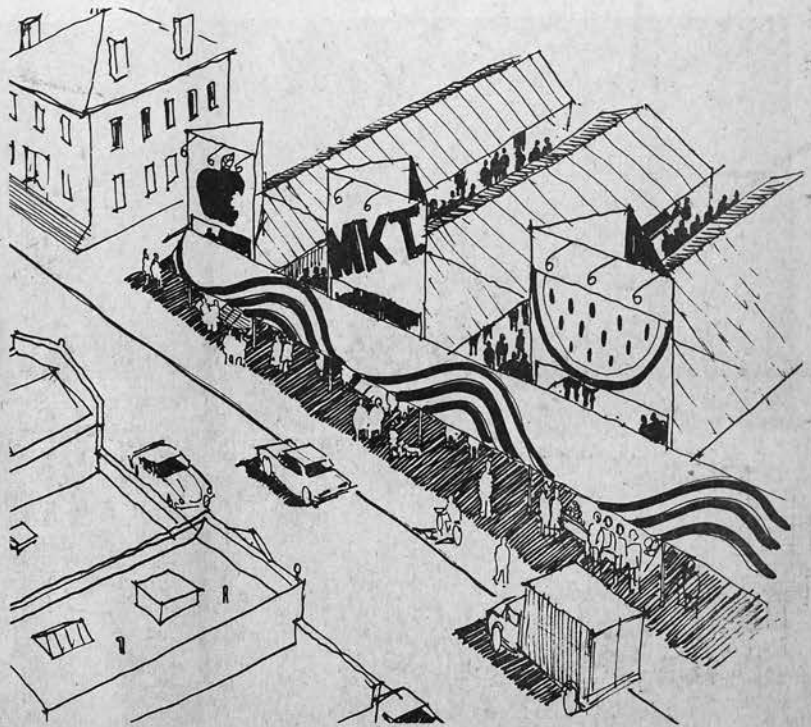
*A detailed examination of this Wilmington Boulevard route could allow an entrance to the local street system via Front and Second Street at Tatnall rather than Market, permitting development of a parking structure in the block be-

tween the streets. This facility could serve parking needs for Del Tech without impeding planned expansion.

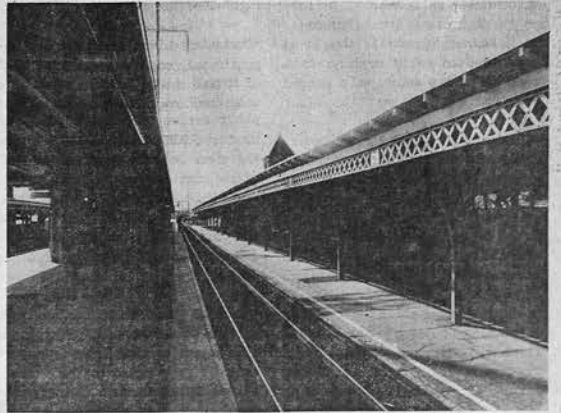
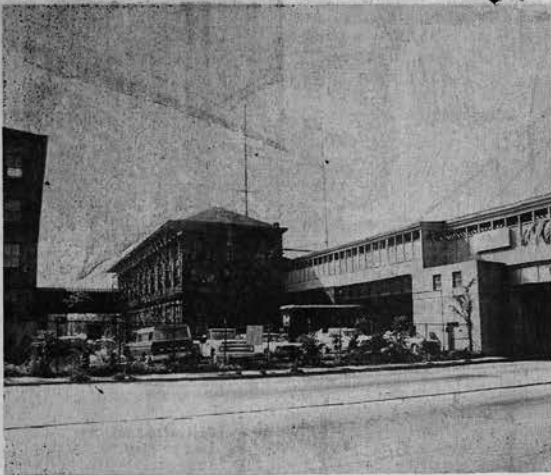
*Christiana River frontage for approximately one block east and west of Market should be developed as a waterfront park with promenade and other active or passive uses. A concrete plant immediately across the river could be acquired as part of the same open-space mode, giving lower Market a needed gateway image. A warehouse building just west of the proposed park could be developed for restaurant, shopping or other uses.

*Space to the rear of the railroad station should be used parking and as a potential site for a transportation center linked to the Market Street Spine through the transit loop.

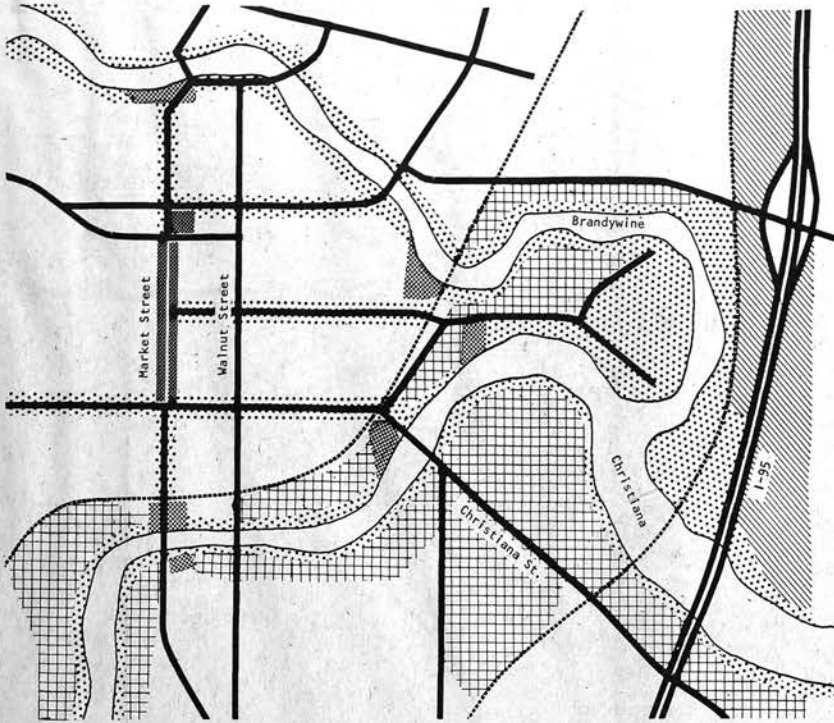








KING STREET FARMER'S MARKET



Wilmington Riverfront



-  Industrial Land
-  Future Industrial
-  Existing Open Space
-  Open Space/Action Areas

Wilmington's riverfront represents a natural resource that has largely been underutilized in the past. The area of concern encompasses The Brandywine Creek from Market Street, the Christina River to lower Market Street area.

The R/UDAT Team talked primarily with two Wilmington organizations who have spent a considerable amount of time on the issue. The Wilmington Department of Planning has published a report entitled A Pilot Plan for Wilmington's In-Town Riverfront, dated November 1979. This plan calls for a mixture of industrial, commercial, and conservation recreation zoning. Cityside, Inc. has inventoried much of the land ownership and land use along the rivers as well as conducted tours to develop public interest in the area.

R/UDAT does not wish to offer a different plan; rather, we feel that the Planning Department and Cityside's goal may each be accommodated within the existing pilot plan with some minor variations. The major need of the Wilmington riverfront is the immediate acceptance of a plan:

- o Some of the land and buildings are in an uncertain status as

to future ownership and use.

- o The area represents a last chance to establish a unique recreation and conservation area within walking distance of downtown.
- o The area represents an underutilized tax revenue source.
- o The implementation of the project will make an immediate impact on both residents and present and future business organizations.
- o The project will complete the east-west corridor connection between eastside and central residential districts. Old Swedes Church will be further assured of its place as a historical monument.

R/UDAT's plan is essentially the same as that presented in the Pilot Plan but incorporates some of the important concerns of Cityside, Inc. We recommend adding three features:

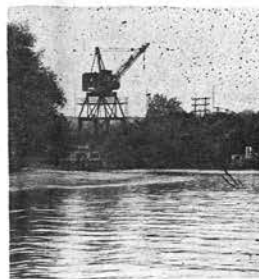
- o The area at the southern gateway at Market should be left in open space. This concept will tie in with the open vista pedestrian concept of the River to River Plan.

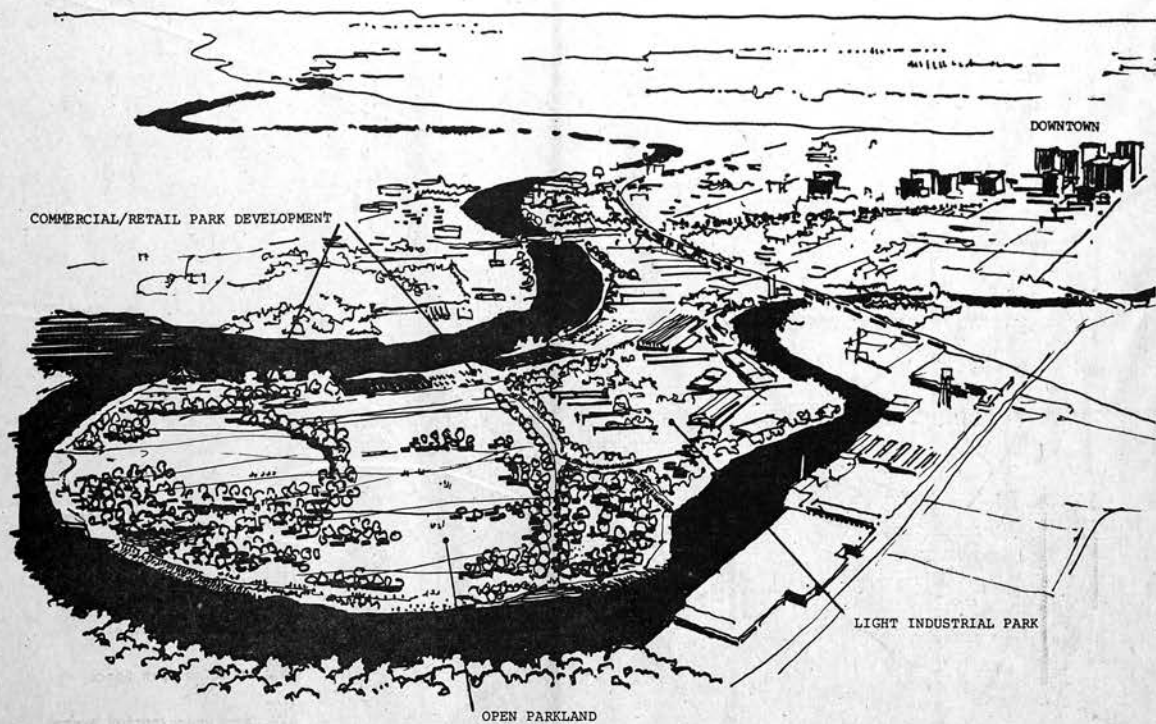
- o The easterly end of the peninsula formed by the confluence of the two rivers should be re-zoned open space instead of commercial-industrial. This space, just north of the existing marina, would become a park for recreation purposes.

- o A 50-200 foot wide green belt easement should be designed and landscaped around as much of the entire peninsula on both river banks as possible, extending upstream along both banks of the Brandywine creek and Christina river.

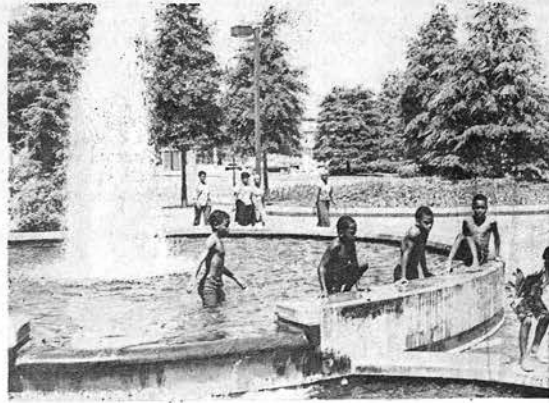
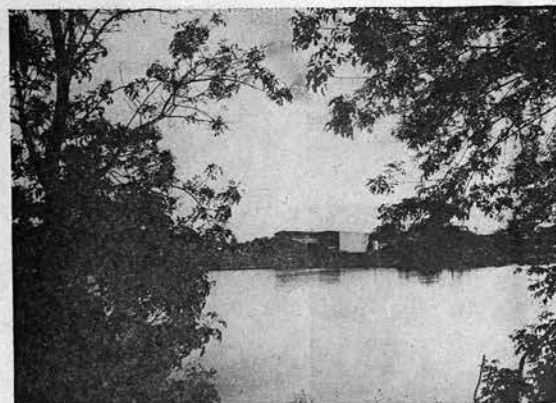
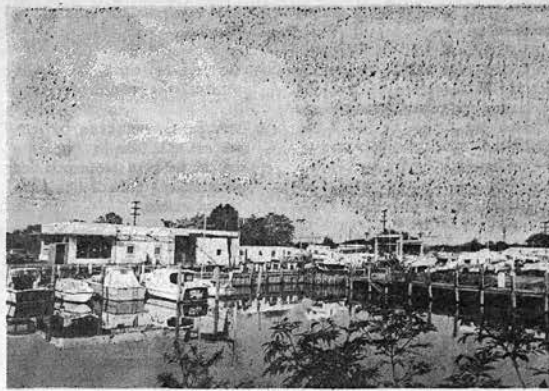
While we recognize these steps will reduce some potential property tax income, we feel the total concept will be mutually beneficial to both industry and the public. It should also help upgrade existing underutilized industrial property.

At the same time, we recommend the City actively seek new industrial land that offers more potential than the existing riverfront peninsula. Almost any alternate land would offer more direct truck access and avoid floodplain conditions.

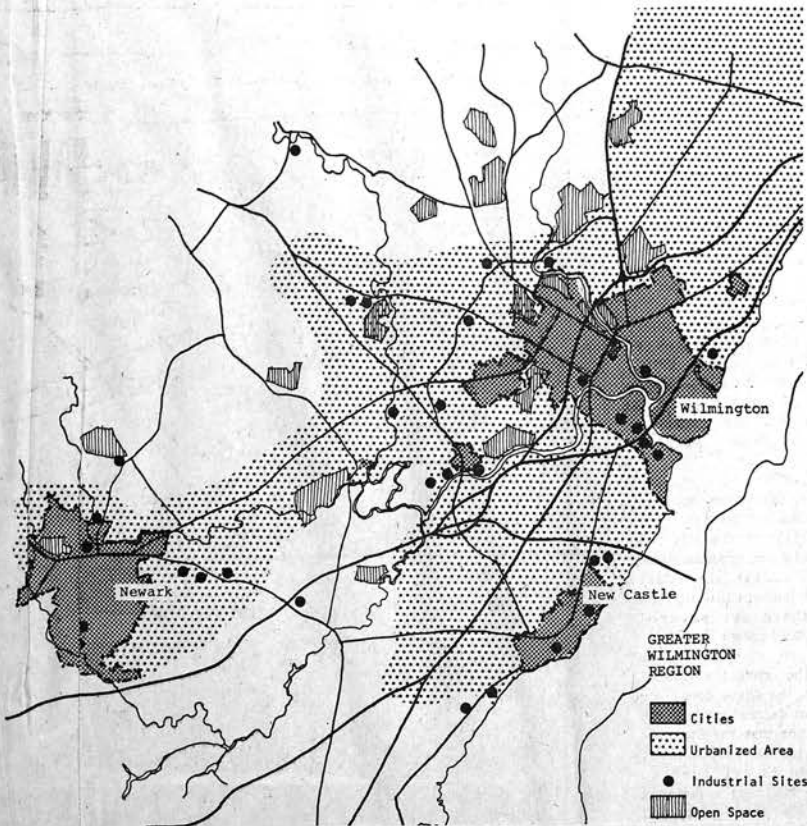




Brandywine Marsh Recreation Area



Greater Wilmington Conservancy

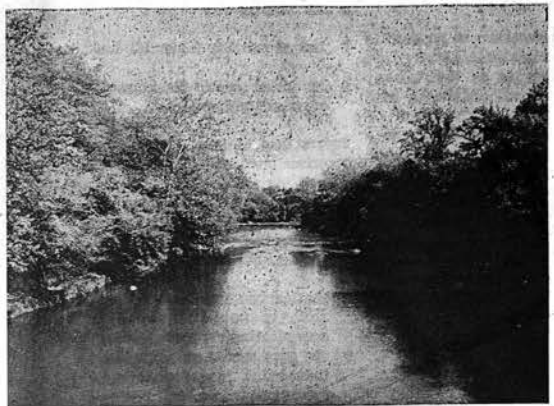


Distribution of development in New Castle County is presently along major highways and streambeds between the two major cities; south of New Castle; northwards toward Philadelphia. Industrial development in the County is centered along the Delaware and Christiana Rivers or along major highways. The County is characterized by rolling hills, streams, and a high percentage of open land and woodland. Major parks and open space reserves, with a few exceptions, are located within the City of Wilmington and along the Brandywine.

Recent extensive environmental studies have led to certain innovative regulations intended to protect water quality and ecological functions, but these controls need to be supplemented and extended by positive incentives for comprehensive open space preservation which look to the land itself as irreplaceable resource.

The R/UDAT team strongly recommends establishment of a Greater Wilmington Conservancy, a consortium of public and private interests whose purpose would be to acquire and maintain strategic parcels of open space both for environmental con-

siderations and active/passive recreation. Makeup of the conservancy should include corporate foundations, public representation and any interested individuals. This organization could fund planning studies in cooperation with public agencies to set priorities for land acquisition. It could also participate in related activities such as historic building or site preservation. The activities of this group should be regional in nature, but not limited to outlying areas. We believe, in fact, its initial focus should be on acquiring key parcels on the Wilmington waterfront.



Regional Location/Development Policy

Regional Location

Greater Wilmington is what it is today in large part because of relationships tying the area to other locations and making it part of larger regions of activity. Resulting from a long history of development, these relationships both enhance and limit what Greater Wilmington is and can be. In fact, they are more important to life in Wilmington than are features of the City's site. Two aspects of these relationships, location in Megalopolis and location near Philadelphia, are outlined here.

As a part of the Boston/Washington Megalopolis, Greater Wilmington shares that area's role as the primary control center within the American socio-economic system. The distinctive business of Megalopolis is information processing and decision making. Greater Wilmington's corporate headquarters, with their far-flung national and international operations and their highly trained technical and professional personnel, exemplify the control function. The local impact of this activity has been profound and positive, resulting in a general level of affluence and quality of life which is the envy of resource-rich areas.

Greater Wilmington, of course, also shares those internal qualities which contribute to the uniqueness of Megalopolis as a region within the United States. Nowhere else is there such an extensive concentration of population living at high densities. Twenty percent of the nation's people lives here in an area about the size of the state of Maine, and concentration continues. Although area of stagnation and decline are evident, Megalopolis and its vicinity remain the focus for population growth in the northeastern United States. At least until 1975, New Castle County was among the rapidly growing areas.

Wilmington's most important neighbor is Philadelphia, only 30 miles away (see map). Indeed, Wilmington is in many ways a satellite center within the Philadelphia urban complex.

Ties linked between the two cities are strong, and the smaller center depends on the larger for many metropolitan-level functions that would be its own in a more isolated situation. Obvious examples are air travel, television, and sports activities.

Intense interaction with Megalopolis and with Philadelphia clearly have massive impacts on the Greater Wilmington area. Although some effects such as the lack of functional completeness as a metropolitan center might be disadvantageous, overall effects have been positive. Most important, however, is the process involved. Because of the high intensity of interaction with other places, Greater Wilmington is unusually subject to influences over which it has little or no control. This must be recognized as a fact of local life.

Development Policy

Comments we heard regarding the State development process centered on the following issues:

- o The image that the State is an expensive one to live in and do business in; i.e., personal income tax too high (19% down to 13%).
- o The prior image of a no-growth attitude by the State still lingers. An image of being a one industry (chemical) State.
- o The State appears to have a large government structure relative to the size and population. There is a high debt per capita ratio. Previous budgets have been deficit budgets, thereby creating uncertainty in the private sector.

County and City development agencies look to the State for leadership in aggressive selling at the national level for development opportunities. In order to assist the local development execution of the programs, there are several suggestions R/UDAT makes:

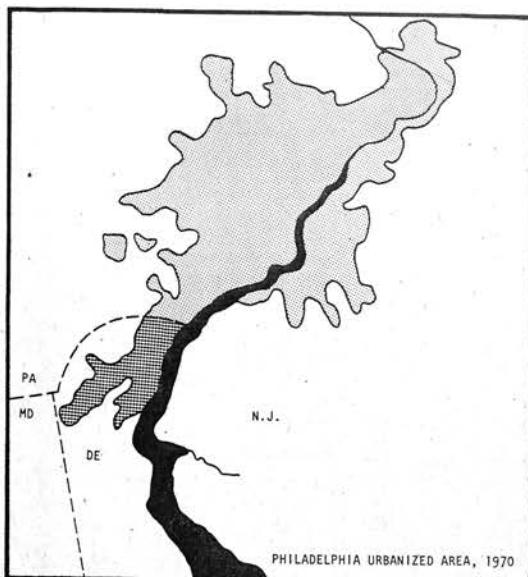
- o Continue the controlled fiscal policies at the State level now in effect to demonstrate to the private sector that the State is responsible and responsive. Confidence is critical to long-range business investment decisions. The above policy will help reduce the negative image created by the present high income tax structure. The State should be more aggressive in developing their industrial planning and development function to help market the State.
- o Target employment diversification for New Castle County with particular emphasis on Wilmington.

Regarding comments received on the City of Wilmington, the following were felt to be of importance:

- o high unemployment
- o lack of concerned news media
- o lack of aggressive political leadership
- o lack of cultural and entertainment opportunities in downtown
- o one industry city
- o lack of suitable industrial land
- o low income housing deterioration and minority displacement

Suggestions to improve the above perceived problems are as follows:

- o Political leadership needs to communicate with the public on an ongoing basis regarding programs, projects and issues.
- o The local news media must take a more responsible role in communicating the above issues.
- o The City must seek additional industrial land development opportunities to reduce unemployment, diversify the one industry image, increase the tax base and help reduce the low income housing problems.



Issues

Among the issues brought to the attention of R/UDAT, some are narrow while others are broad. Some were mentioned frequently, others once or a few times. They also vary in significance and immediacy. Given limitations inherent in the R/UDAT approach (especially time constraints and a lack of detailed local knowledge), the team decided to focus on selected complexes of issues. These were selected primarily on the basis of their prominence in the perceptions of local people and the team. They also were felt to be susceptible to analysis from the fresh viewpoint of outsiders. Although some concerns about Wilmington's surroundings enter the picture, Wilmington itself and, more specifically, its central area received major treatment. But for the record, here is a listing of all issues raised before the team during its two days of non-stop communication from Wilmington's citizens:

Lack of private sector interest in lower downtown development

Unattractive Market Street Building facades

Reliance on automobile and chemical industries

Lack of downtown supermarket

Little short-term and long-term downtown parking

Lengthy and uncertain development review process in the City

Location of Gander Hill Prison near residential neighborhood in City

Impact of suburban malls on downtown retail activity

Over-all image of Wilmington

Lack of communication between the public and the government

Need to attract convention business in the downtown

Revitalization of the area around the train station

High level of unemployment particularly among young and minorities.

Strip commercial development

Post office modification for Wilmington Trust Bank

State Statutory Budget Limitation on school district

Low teacher morale in New Castle District

Negative State image for industrial development

Uncertain implementation of development plans by the County and the City

Traffic congestion in Newark

Potential residential encroachment on watersheds

Potential for chemical museum

Effects of past urban sprawl

Negative City image for industrial development

Lack of street landscaping in downtown

Potential use of vacant upper floors in downtown

Too much government relative to State population

Lack of media understanding and support

Need to increase blue collar employment

Maximize tourist potential

Little citizen participation in planning matters

Barrier effect of Wilmington Blvd

Lack of green open space downtown

Fragmented planning among City, County and State Agencies

Lack of recreation and entertainment downtown

Displacement of lower income residents

Concern about Project Omega

Lack of downtown evening retailing

Inadequate transit service level

High State personal income tax

Lack of downtown cultural life

Location of new Hercules headquarters

City wage tax

Poor transit for elderly and handicapped

Lack of City Commitment to Delaware Technical College

Lack of visible public and private leadership

Poor availability of taxi service

Poor access to the waterfront

Industry vs. open space on the waterfront

University land ownership in Newark

High Cost of Workmans Compensation



Public Hearing

Two full days of reports, commentary and personal testimony from Wilmington area leaders and citizenry amounted to an intensive short-course for the Wilmington R/UDAT team. The barrage of information came with breakfast, at formal hearings, over lunch, on bus and airplane tours, during dinner -- anytime residents talked the team listened, all in preparation for a weekend analysis of issues facing the community.

The first exposure came early Friday with a 7:30 a.m. breakfast at the DuPont Hotel where the team engaged in round-table discussion with elected officials, representatives of major corporations, financial interests, urban planners, and others influential in shaping Wilmington. What was discussed? Everything from the state and city efforts to reduce obstacles for new industry and business, to the new emphasis on preserving neighborhood character and scale, to rivalry and conflict between various levels of government.

Tours of the city and surrounding territory followed, with some team members taking to the air for an overview and others going by bus. A general ground tour at mid-morning through New Castle County along major highways and through various communities such as Newark and Brandywine Hundred afforded the R/UDAT observers a general conception of the area: for the most part a pleasant, green place, though cheapened along certain roads by commercial strip clutter.

A "Government Session" after lunch was the first formal hearing, with 15 minute presentations from Ken Becker, HUD representative from Philadelphia; Roy Lopata, Newark planning director; Ed O'Donnell, New Castle County Department of Planning; Jim Tung, Wilmington Metropolitan Area Planning Coordinating Council (WILMAPCO); Don Devine, City of Wilmington Planning Department; and Nathan Hayward III, Office of Management, Budget & Planning, State of Delaware. Speakers briefed the team on planning and development goals, pointing out specific areas of concern. For Newark, emphasis was on maintaining high service level for residents while facing up to such factors as aging neighborhoods, large University of Delaware holdings (not tax producing, 48 percent of land area), and the need for greater county control of development on the city's fringe. County Planning Director O'Donnell traced patterns of post-war growth that led to rapid expansion in the Brandywine Hundred and other far-flung areas, explaining that for now both slower growth and containment of new development in areas presently served by sewer and water had reduced the sprawl effect. Particular attention is also given to preserving linear open space along the county's waterways through subdivision regulations, outright purchase and conservation efforts by private groups. Prime future issues projected for the county are: conserving prime

agricultural land, stabilizing and upgrading older suburbs, environmental issues and energy shortage impact. Counted in the county's favor? Good location, reasonable housing costs, proximity to the ocean and mountains and traditional good relationship with business. O'Donnell countered an impression given the R/UDAT team earlier, saying the various agencies active in planning throughout the county each have their own special targeted concerns and do not overlap and duplicate. The county deals primarily in raw land, the City of Wilmington in urban land, O'Donnell stated. "Both activities are important in their own right."

The City of Wilmington's early involvement in good land use planning, mostly spotty with the vision of a few individuals leading to such public amenities as Brandywine Park and Bancroft Boulevard, was traced by current Planning Director Don Devine. This early move toward an attractive urban setting was interrupted by overcrowding during World War II (which led to deterioration of housing) and rapid, careless post-war growth.

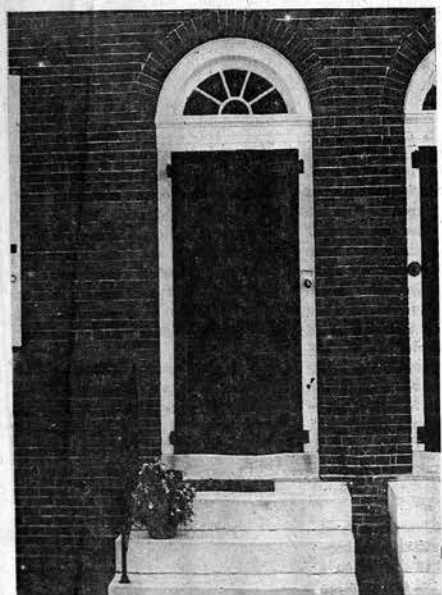
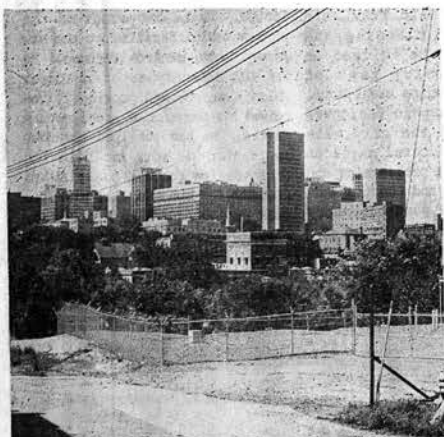
"By the 60's the county was full into subdivisions and the City got into urban renewal," Devine said. It was not until this time that Wilmington, New Castle County and the State of Delaware set up professional planning staffs. As for Wilmington renewal, the attention was focused on downtown via a 1964 pilot plan. Of some 20 blocks cleared, six remain undeveloped. Devine expressed the opinion that current lack of growth pressure had caused less concern about development in the city, and that there was a low-priority feeling about the waterfront due to no market pressures. "We have planning process, we have coordination, but for the most part people don't care. The issues have changed from downtown to neighborhood strategy," Devine feels.

Immediately following the local government review, there was a "Business Session" with a number of spokesmen representing various points of view about the Wilmington area's development problems and potential. Some capsule points made were:

* Ed Lacey, Hercules Corp. -- The company has faith in the City represented by its planned 12-story, \$130 million headquarters to be built at the North end of downtown. They wanted that specific site because architect recommended it, because area around is stable, public transportation close (35 percent of employees use it).

* Tom Cope, Delmarva Power -- Company attempting to respond to urban environment with more underground service, including some major transmission lines. Regrets lack of architectural controls in urban renewal area (around the company's office building), and feels the city's approach to urban redevelopment has been "spotty and not cohesive enough" to give business full confidence. Sees growth potential





within city through rehab and new townhouses, but wants consistent policy with "teeth" for development procedures.

*** Barry Kennards, Area Merchant** — Stated flatly that downtown Wilmington is not a retail center and never will be. Suburban shopping has ruled for 25 years with better stores, better selection, and the new \$100 million regional center just opened a year ago is rapidly accessible even for residents of the city. Sees downtown worker market, but limited to 30 or 35 hours per week compared to 70+ hours per week at suburban locations. Feels "old leases" are only reason many remaining downtown merchants are still operating. New business can't afford to come in at current rental rates and limited market. Said city never gave merchants parking they promised, only built for corporations. Sees some potential for specialized services and goods to be clustered at location near downtown.

*** Bill Bundeson, Developer** — Constructs new townhouses in City of Wilmington. Sees good market (beyond temporary setbacks) due to services available and energy conservation both in regards to travel distances and lower energy demand for party-wall construction. Looks for amenities such as a river view, old stone walls or other urban features to give townhouse clusters special character. Feels strongly that city should use river as an amenity for housing, office and entertainment development, not for industry that doesn't need the waterfrontage.

*** Mickey Krapf, Krapf Construction** — Sees continuing but limited market downtown for office space due to a controlled group of users. Would be interested in waterfront development but presently can't determine "what might happen around us."

*** Ed Golin, Guage Corp.** — Spoke of a need for Wilmington to develop "intelligent tourism" and an exciting idea for the community to rally around. Said city presently lacks sense of what it is, where it's going. Suggested development of a high-technology conference center building on the chemical headquarters community.

*** Bob Hickman, Jackson-Cross of Delaware** — Traced growth of downtown office space from approximately 1.9 million sq. ft. in 1964 to approximately 3.2 million in 1979. Average addition of 87,000 sq. ft. per year but not that high now. Estimates 1.4 million sq. ft. of office space in suburbs now, growing. Sees limited growth of demand for space downtown without new influx.

Saturday the R/UDAT team conducted a "Citizens Public Forum" from 9 a.m. through early afternoon at Del Tech's Auditorium. There was a report from a spokesman for the Northeast Alliance, primarily about housing needs for low-income residents living in this quadrant of

the City (population about 25,000), but also noting particular problems of employment for the largely young (50 percent under 25 years) group. There was also discussion of other concerns: public housing disrepair, need for "Move-Up" opportunity, lack of a convenient super market and location of the Gander Hill Prison.

In addition to scheduled presentations from the Junior League of Wilmington, Community Action of Greater Wilmington and the Wilmington Senior Center, the R/UDAT citizens forum opened the floor to comment from a variety of residents who chose to speak on their own. An architect and member of the New Castle County Planning Commission, Charles Weymouth, alluded to continuing city-county conflicts and the lack of a true comprehensive plan for the county to follow. He also urged development of the Wilmington waterfront for residential, recreation and other uses, saying there had been too much planning and no action.

Several citizens spoke to the need for increased cultural opportunities in Wilmington, both for the well-to-do and lower income residents. A number referred to an elite "Brandywine Tradition" that puts little emphasis on arts for the general populace.

The final presentations came in an "Institution Session" Saturday afternoon:

*** Oliver Deehan, Wilmington Medical Center** — Reviewed the history of the controversial Plan Omega, which started with the hospital merger in 1968, and proceeded through 50 alternative concepts from 1971 through 1974, a long and involved procedure that produced Plan Omega. The medical center will retain its Delaware branch near downtown, closing two smaller hospitals and building a new hospital to serve population in the southwest portion of the county. The plan has recently received a favorable ruling in a Federal court suit.

*** William Faucett, Delaware Technical Community College** — Outlined programs for Del Tech's downtown and Stanton campuses, with downtown concentrating in business arts and some medical programs. Despite rundown condition of neighborhood, he reports there is no major security problem. Major needs are long-range parking, transportation for students to and from the county and future expansion, with current capacity of 1,000 students to be reached next year. Some disappointment that the city has not carried through aggressively with plans to upgrade nearby blocks.

*** Dr. Jack Freebury, New Castle County Schools** — Briefed team on Federal Court decision on consolidate city and county schools, resulting in a drop of school population from 63,558 in 1978 to 58,459 at present and projected 53,435 for next year. Overall present racial balance is 72.3 percent white, 24.8 percent black, just over 2 percent Spanish. The system has closed 17 schools of a total 120 over the past three years, and viable use of surplus buildings was given as a major concern. Rising costs and fixed income also has the system in a pinch.



Acknowledgements



"One of the nice things about Wilmington is that it is so easy to get to Philadelphia. I like the Italian neighborhood on the hill. That's where I'd like to live. If you live there you can have the city at your front door and the county out your back door."

Team leader of the Greater Wilmington R/UDAT, Fred Travisano is a partner of Clark and Travisano, Trenton. In his present position he has been involved with commercial and private projects, which not only reflect the budgets and particular needs of his clients but are also energy efficient and appropriate to

the surrounding environment. Prior to this he was with Trenton's Department of Planning and Development, where he lead an interdisciplinary team of architect's, landscape architects, planners, and graphic designers which provided the city with complete architectural services including initial programming and budgeting, design and construction supervision, and post-occupancy evaluation. He has also worked as a project designer with Skidmore, Owings, and Merrill in New York and Chicago.

Travisano has also been active in

teaching architecture and urban design. He is now member of the adjunct design faculty at the New Jersey School of Architecture. He was also a faculty member at Cooper Union where he had previously received his Bachelor of Architecture degree. He has received numerous awards for his work including an Urban Design Concept Honor Award from HUD for his Mill Hill Historic Park Project (1976), New Jersey Planning Officials Citation (1977) and the Progressive Architecture Award (1978) for his North 25 Neighborhood Redevelopment Project.



"I think it has enormous social and business potential."

William C. Badger is a vice president of Spalding and Slye Corporation, a national real estate development firm headquartered in Boston, Massachusetts, with regional branches in Washington, D. C., Oklahoma City, Oklahoma, and Charlotte, North Carolina. The firm is involved with projects in commercial office, industrial, retail, and residential projects; and provides a full range of services including development functions, construction, property

and energy management. Spalding and Slye are currently involved with slightly below \$100,000,000 in construction projects.

Mr. Badger has personally developed numerous projects such as a downtown multi-use highrise (including facilities for offices, retail center and a parking garage), a suburban executive office project, a 1,200 acre industrial park as well as assorted renovation projects. He is a graduate of Middlebury College and the Harvard Business School's program for Management Development.



"Wilmington's business, political, and community leaders are approaching a decision point - they can get together to both literally and symbolically take their city up the river or watch it go down the river."

Now with Heery and Heery Architects and Engineers (Atlanta), Roy P. Frangiamore has had a diverse background in both the public and private planning areas. Before assuming his current post, he held

positions in Cooper, Carry and Assoc. Architects (Atlanta), Frangiamore Assoc. Architects and Planners (New York), and office of Lower Manhattan Development, City of New York. Among the projects which he has been involved in are: a new regional corporate headquarters research facility, MARTA/Garnett Street Rapid Transit Station; the Manhattan Landing Landfill Development; and the Greenwich Street Special Zoning District (New York).

Frangiamore has also been actively involved in museum exhibit design. He has done exhibits for the Atlanta Historical Society, the High Museum of Art, Atlanta, and was formerly associated with Museum Planning, Inc. He was a Cooper Union representative for American Schools of Architecture European Work/Study Program and received his Bachelor of Architecture from that school in 1967.



"Traffic flow and parking supply considerations, as well as adequate availability of public transportation, are key elements to successful implementation. Let's not forget the mobility needs of the elderly and low income members of the community."

Dan M. Gatens is a transportation expert who has conducted a wide range of analyses on transportation alternatives, on the operations and impact of transportation systems, on the development of

parking programs, and on the strategies of implementation. Currently, he is responsible for providing ongoing transportation planning services for the City of Boulder, Colorado. His duties have included development of the transportation plan for the downtown mall; and assessment of traffic circulation, parking and environmental impacts associated with proposed regional shopping centers. He also provides consultant services in transportation planning to private commercial

and recreational developers. Recent projects in this area include a comprehensive downtown parking plan, Vancouver, Washington; an analysis of parking and circulation needs at the Mt. Werner ski area; assessment of travel demand forecasts for the West Seattle Freeway design; and the Transit Center site selection and conceptual design.

Mr. Gatens received both his Bachelor and Master Degrees in Civil Engineering from the University of Washington, and has also published in the transportation planning field.



"Potential for one of the quality cities of the country . . . absolute quality."

Architect, Stephen A. George has been executive director of the Urban Redevelopment Authority of Pittsburgh since 1973. Previously, he served as director to Pittsburgh's Department of Lands and Buildings and later director of the Department of Parks and Recreation. A graduate

of Carnegie-Mellon University, Steve has worked with various architectural firms during his career on a diversity of design and construction projects, including housing rehabilitation. Besides being a member of American Institute of Architects, he is also a member of the board of ACTION Housing, Inc., The Board of Pittsburgh Ballet Theatre, and President of the Arts and Crafts Center of Pittsburgh.



"I think residents take for granted, understandably, a nicely scaled, for the most part beautifully landscaped, congenial environment. I think there is an opportunity with aggressive, thoughtful, improvements to make an attractive virtue of it's givens on the order of Charleston, Savannah, or other smaller, coastal cities in Florida."

Philip Morris is executive director of Southern Living magazine. He has expressed his concerns and interests in urban development matters through articles he has written for S.L. Some of the issues he has focused upon include seacoast protection, preservation of "open space", and community revitalization.

Morris holds membership in the American Society of Landscape Architects, and is an honorary member of American Institute of Architects, Birmingham Chapter. He received his BA in English Literature from Rockhurst College, Kansas City, Missouri.



"There is an unhealthy paternalism in this town which tends to disrespect and ignore the interests of many, too many residents...a noblesse oblige attitude which compromises and constrains the value and vitality of what is and what could be. In this decade we must all be part of the process of rebuilding our cities."

Jacquelyn Hall is an associate of Wallace, Floyd, Ellenzweig, Moore, Inc., Boston, Massachusetts. In this position she acted as project

manager for the Logan International Airport Year 2000 Master Plan (Massachusetts Port Authority) and for the Southwest Corridor Orange Line Relocation Project (Massachusetts Bay Transportation Authority). In conjunction with the latter project, she designed and administered a program to provide architecture, engineering and landscaping training to urban youths living in the Southwest Corridor.

Prior to joining WFEM, Ms. Hall worked for several private and

public agencies involved in housing and community development. She has extensive experience in several aspects of housing, including policy and program development, housing management and tenant services, and rehabilitation design and financing. She is also involved in the activities of several professional associations and community action organizations and has published in Urban Design Magazine and Urban Transport.

She received a B.A. degree from the University of Massachusetts and a Master of City Planning from MIT.



"I'm most impressed by Wilmington as a real garden city - its historic and farsighted landscape development by such planners and civic leaders as Frederick Law Olmstead, William Bancroft and T. F. Baynard. One of the things we'd like to encourage is further extension of the greening process into Wilmington's downtown."

Ernest W. Hutton, AICP is currently a principal in Buckhurst, Fish,

Hutton, Katz, Ltd, a private consulting firm, specializing in urban planning, architecture, and development advisory services. Some of his firm's clients include the New York State Urban Development Corporation (Real Estate and Economic Feasibility Analysis), the Tri-State Regional Planning Commission (Urban Revitalization) and the Township of South Brunswick, with the U.S. Department of Energy (Environmental and Energy Impact Studies). Before

forming BFHK Ltd, Hutton was a Senior Associate of Llewellyn-Davies Associates and before this worked with Arlen Realty and Development Corp.

Hutton holds graduate degrees in planning, design, and architecture and a Bachelor of Architecture Degree from the University of Pennsylvania. He also has a BA in Architecture from Princeton University.



"Wilmington is a better place than most people seem to think it is, and the City has the potential for an improved urban environment. Whether Wilmington's potential will be realized is still to be determined."

Lane Johnson is a professor in the Department of Geography at Temple University, Philadelphia, Pennsylvania. He also is associated

with Temple's Urban Studies Program and has taught in the American Studies Program. Prior to joining the Temple faculty in 1969, Professor Johnson taught in the Department of Geography at Wayne State University in Detroit, Michigan, for ten years. He is a graduate of the University of Denver and received his M.A. and Ph. D. degrees from Clark University in Worcester, Massachusetts.

Professor Johnson is especially interested in urban systems and the relationships of cities to their surrounding areas. His current research focuses on metropolis-centered regions of the United States and population trends in and near megalopolis. Funded by a federal grant, he and fifteen other scholars will be examining urbanization in India for six weeks during the summer (1980).

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