

## Chapter 9

# ECONOMIC DEVELOPMENT

A sustainable community is a place that uses its resources responsibly to develop and maintain a high quality of life for current and future residents. This requires a healthy and vibrant local economy that provides all residents with the opportunity to share in prosperity, enjoy the benefits of a clean environment, and ensures the fiscal health of the municipality. Characteristics of an economically sustainable community include:

- Offering a mix of employment, housing, and retail options that fosters growth, development, and creative opportunities for individuals, businesses, and industries.
- Creates and maintains neighborhoods that are safe, stable, and attractive, as well as opportunities for transit, bicycling, and walking.
- Provides innovative education opportunities for current and future residents.
- Manages municipal and population growth in a way that is sufficient to sustain and extend services.

In summary, an economic sustainable community establishes a setting for a health/active, environmentally sustainable, and inclusive community.

### Newark's Economy

Newark is one of the State of Delaware's principal economic, industrial and academic centers. The local Newark economy is resilient to a considerable extent because of the presence of the University of Delaware, the city's largest employer, with the eighth largest per capita endowment of any public university in the United States. Adjacent to I-95, Newark is within easy access of Wilmington, Philadelphia, Baltimore, New York City and Washington, D.C. The City also connected to the region by rail with SEPTA and Amtrak service, and convenient access to international airports in Philadelphia and Baltimore/ Washington, as well as a national airport in New Castle, DE. The CSX and Norfolk Southern freight lines pass through the community and provide freight rail connections to all major points along the eastern seaboard.

The main campus of the University of Delaware, a leading scientific and research institution with a special focus on chemical engineering and composite materials, has approximately 21,000 full and part-time undergraduate and graduate students attending the Newark Campus. In 2009, the University purchased the 272-acre site of the former Newark Chrysler Assembly plant with the vision of establishing a science and technology campus, now known as the **Science and Technology Advanced Research (STAR) Campus**, with up to 5 million sq/ft of multi-use space with uses including labs, health-science, housing, retail, office, and an overall plan for transit oriented development. Construction of the STAR Campus has

begun, and its first tenant, a Bloom Energy’s manufacturing center to build fuel cells known as “Energy Servers”, opened in 2013. Newark is also the home for the state’s major hi-tech industrial center – the Delaware Technology Park – located south of the College Square Shopping Center between Library Avenue and Marrows Road. Other major employers operating in, or in the surrounding area, include W.L. Gore (GoreTex),, DuPont (agricultural research),, Dow Chemical (silicone wafer polishing compounds), Siemens, Air Liquide, FMC Corp (biopolymers), Barclaycard (financial), Christiana Care Health Systems, AstraZeneca (biopharmaceutical), Delasoft Inc. (software services), Hallmark Global Technologies Inc (IT services).

<b>NEWARK AREA MAJOR EMPLOYERS (Top 10 by Employment)</b>		
<b>Name</b>	<b>Employment</b>	<b>Primary Product or service</b>
Christiana Care Health System	7000	General medical and surgical hospital
University of Delaware	4000	Education services
Delaware Division of Aging & Adults	2500	Resources
Siemens Healthcare Diagnostics	1500	Manufacturing
Astra Zeneca	1000	Manufacturing
Chase Bank USA NA	697	Banking
Computer Sciences Materials	700	Custom computer programming
Dow Electronic Materials	700	Chemical manufacturer
A & P Bohinski	252	Farm supplies
BF Rich Co.	250	Window manufacturer

Source: Reference USA

In addition, the City's first luxury hotel was completed with the opening in March, 2000 of the Embassy Suites on South College Avenue across that roadway from the University of Delaware's sports complex. In 2002, two new hotels were approved by the City – a Homewood Suites adjoining the Embassy Suites and the Courtyard by Marriott Blue Hen Hotel on the University’s north campus -- significantly adding to the City's stock of high quality hostelryes.

Other important economic development initiatives occurred in 1999 and 2000 at the Delaware Technology Park with the addition of two facilities, totaling 50,000 square feet and, shortly thereafter, when the City's last idle downtown industrial site -- the old National Vulcanized Fibre plant on White Clay Creek -- was successfully redeveloped with waterfront dining and shops, 40 apartments, and 107,000 square feet of commercial office space. The original mill at this location was constructed in the early eighteenth century and the current structure, built in 1853, operated as a woolen mill and later produced vulcanized fiber (a composite material) to the early 1990's. Many of the historic structures on the site have been preserved and renovated.

Beyond that, however, as this Newark economic profile and the Employment Characteristics and Economic Sector information to illustrate the diversity and size of the other businesses and industries in Newark and its environs help ensure relatively smooth and stable local economic growth. Moreover, these tables underscore Newark’s role as an industrial, commercial and service hub for New Castle County and nearby counties in Pennsylvania and Maryland – in addition to our status as the State’s principal home for higher education.

New development and redevelopment continues to be the major focus of the Planning and Development Department, Planning Commission, and City Council. As noted above, the City has approved many new retail and commercial projects and additional residential units downtown and at other locations. Most of these projects follow a mixed-use, new urbanism style of development that includes space for restaurants, pharmacies, banks and other retailers at the street level with apartments above. Other relatively large residential projects have been approved by the City, primarily through annexation. Some of these new facilities have been limited to adults, fifty-five years and older, as part of the City’s effort to increase its available housing stock for older Newarkers. This land use goal is particular important in a community that is very significantly impacted by the continued demand for off-campus housing.

While Newark's industrial sector remains relatively healthy, the Planning and Development Department works with area industrial park operators -- including the Delaware Technology Park, the **Greater Newark Economic Development Partnership (GNEDP)**, the State and New Castle County Chambers of Commerce and the Delaware Development Office -- to bring new high quality, low impact manufacturing firms to Newark. The City offers several tax and related benefits as incentives for high quality industrial growth and recently expanded this program by offering targeted electric rate discounts for new or enlarged industrial firms.

<b>City of Newark EMPLOYMENT CHARACTERISTICS</b>				
<b>Occupation*</b>	<b>United States</b>	<b>Delaware</b>	<b>New Castle County</b>	<b>Newark</b>
	Management, business, science, and arts occupations.	35.7%	37.4%	41.2%
Service Occupations	17.5%	17.1%	16.5%	<b>18.1%</b>
Sales and Office Occupations	25.1%	25.4%	25.4%	<b>24.5%</b>
Natural resources, construction, and maintenance occupations	9.5%	9.5%	7.6%	<b>3.3%</b>
Production, transportation, and material moving occupation	12.2%	10.6%	9.3%	<b>3.5%</b>
<b>Industry*</b>	<b>United States</b>	<b>Delaware</b>	<b>New Castle County</b>	<b>Newark</b>
	Education, health care, social services	22.5%	23.0%	24.2%
Arts, entertainment, recreation, and accommodation and food services	9.0%	8.7%	8.2%	<b>13.0%</b>
Retail Trade	1.5%	12.0%	10.6%	<b>11.3%</b>
Professional, scientific, and management, and administrative and waste management services	10.5%	9.7%	11.0%	<b>8.7%</b>
Finance and insurance, and real estate and rental and leasing	6.9%	10.0%	12.6%	<b>8.3%</b>
Manufacturing	10.8%	9.6%	9.7%	<b>5.8%</b>
Transportation and warehousing, and utilities	5.1%	4.7%	4.7%	<b>2.0%</b>
Public Administration	4.9%	5.4%	4.4%	<b>2.0%</b>
Other services, except public administration	4.9%	4.2%	4.1%	<b>3.8%</b>
Construction	6.8%	7.2%	5.6%	<b>2.6%</b>
Information	2.3%	1.9%	2.0%	<b>1.8%</b>
Wholesale trade	2.9%	2.2%	2.3%	<b>1.7%</b>
Agriculture, forestry, fishing, hunting, mining	1.9%	1.0%	0.5%	<b>0.4%</b>
* Civilian employed population 16 years and over				
Source: 2007-2011 American Community Survey 5-Year Estimates				

### **Downtown Newark Economic Enhancement Plan (1998)**

Beginning in the mid-1980's, Newark experienced a downtown development boom. In 1998, the City adopted the Downtown Newark Economic Enhancement Strategy, developed by the consulting firm of HyettPalma, Inc, which provided a detailed market analysis and market opportunities for downtown Newark, analyzed downtown's economic growth potential for retail, office and housing space, and recommended specific strategies to meet the goals outlined in the Strategy. One of the key recommendations, adopted by City Council in 1998, was to establish a tri-partite **Downtown Newark Partnership (DNP)** to bring together the business community, the City, and the University for the mutual goal of enhancing Newark's Main Street. The formation of this Partnership has underscored an important aspect of the City's quality of life: Main Street is Newark's commercial heart and soul that embodies what makes Newark unique.

The Downtown Economic Enhancement Strategy, therefore, become the City's principal central business district economic development planning document that underscored the Newark community's commitment to downtown redevelopment as the key ingredient in Newark's commercial growth. The Strategy recommends a downtown central business district Newark "Development Framework," within six specific development districts. These districts, briefly described below, are shown on Figure Two revised and reproduced from the Economic Enhancement Strategy. The development districts are summarized as below.

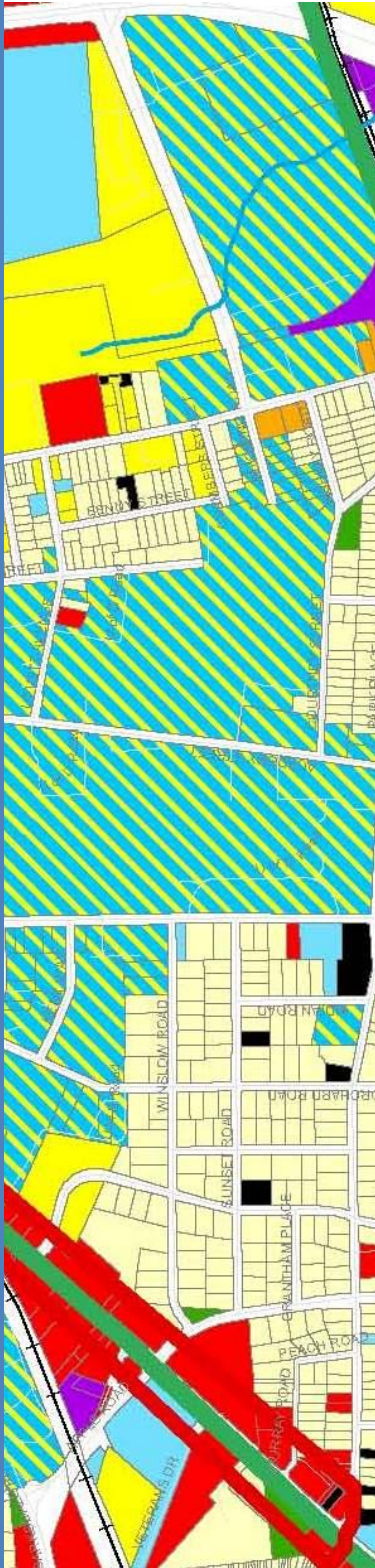
#### **District One - Downtown Core District**

This is the center of Newark's central business district that is intended as an area to be redeveloped with first floor specialty and traditional retail shops, with a balanced concentration of food and entertainment. Apartments and offices are proposed for upper floors. Apartments, however, must be carefully and closely evaluated in terms of their impact on downtown traffic and parking; their compatibility with existing downtown buildings in terms of design, scale and intensity of development; the contribution of the overall project, including proposed apartments, to the quality of the downtown economic environment; and potential significant negative impacts on nearby established businesses and residential neighborhoods.

#### **District Two - University**

This area includes mostly University of Delaware owned lands with other properties that almost encircle the Downtown Core District. The area is intended for continued university related uses. The University should make the Downtown business community aware of student, faculty and staff commercial needs and opportunities through the Downtown Newark Partnership.

# Downtown Newark Redevelopment District



	Parks/Open Space		State of Delaware
	Active Recreation		Municipal Boundary
	Institutional		Downtown District
	University		Rivers and Streams
	Industrial		Centerline Roads
	Utilities		Railroads
	Vacant		Parcel Boundaries

**DRAFT - December 2013**

*Sources:*  
 Municipal Boundaries - New Castle County, 06/13.  
 Existing Land Use - Land Use Survey and data creation was completed by the University of Delaware's Institute for Public Administration, DRAFT 12/13.  
 Road and Rail Network - Delaware Department of Transportation, 03/13.  
 Hydrography - National Hydrography Dataset (NHD), USGS and EPA.

*Note:* This map is provided by the University of Delaware, Institute for Public Administration (IPA) solely for display and reference purposes and is subject to change without notice. No claims, either real or assumed, as to the absolute accuracy or precision of any data contained herein are made by IPA, nor will IPA be held responsible for any use of this document for purposes other than which it was intended.

**District Three - Mixed Use Redevelopment District**

This area encompasses the northeast corner of the Downtown Development Framework, plus the old and now replaced "Delchapel" brownfield site. This is a prime location for mixed use redevelopment integrating convenience retail, services, offices and residential uses (both student and non-student housing, as well as affordable and market rate housing). Any additional apartments, however, must be carefully and closely evaluated in terms of their impact on downtown traffic and parking; their compatibility with existing downtown buildings in terms of design, scale and intensity of development; the contribution of the overall project, including proposed apartments, to the quality of the downtown economic environment; and potential significant negative impacts on nearby established businesses and residential neighborhoods.

**Districts Four and Five - Housing Rehab Districts**

Housing rehabilitation and affordable housing redevelopment should be concentrated in these downtown districts, located in the north central and southeastern portion of the Downtown Development Framework. Efforts to encourage affordable and market rate family owner-occupant type projects should be emphasized and expanded. The City may also consider reducing the permitted downtown density in projects in this District for residential projects.

**District Six – Downtown Extended; South Main Street to West Park Place**

While the original 1998 Strategy suggested convenience retail, offices and light services as appropriate for this area along Elkton Road, in 2007 meeting City Council approved a recommendation from the Downtown Newark Partnership to extend the DNP’s downtown target area to coincide with the full size of the Strategy’s recommended Downtown Development Districts. In 2011, Council changed the name of the segment of Elkton Road from East Main Street to West Park Place to “South Main Street” and further extended the downtown boundary. As a result, District Six’s uses were revised by replacing the originally suggested uses and adopting those that were suggested for District One. The recommended uses, therefore, in this District are first floor specialty and traditional retail shops, with a balanced concentration of food and entertainment. Apartments and offices are proposed for upper floors. Any additional apartments, however, must be carefully and closely evaluated in terms of their impact on downtown traffic and parking; their compatibility with existing buildings in terms of design, scale and intensity of development; the contribution of the overall project, including proposed apartments, to the quality of the downtown economic environment; and potential significant negative impacts on nearby established businesses and residential neighborhoods.

In addition, to the District Six expansion described above, the Downtown Newark Partnership Board, beginning in 2007, conducted an internal Board strategic planning “visioning” process, with the assistance of the Delaware Main Street Program and the Retail Market Answers

economic development consulting firm, intended to updated the Board’s downtown vision elements and market-based strategies selected to achieve that vision. Based on a key stakeholder survey, visioning session conducted by the Main Street Program and Retail Market Answers, and Planning Commission review and comment, the vision elements and the market-based strategies are as follows:

**Downtown Newark Partnership (DNP)**

The DNP, which celebrated its fifteenth anniversary in 2013, is a public/private partnership bringing together the City of Newark, businesses, residents, and the University of Delaware to promote the economic enhancement of downtown Newark. It is governed by an 18-member policy board from a variety of positions in the community. The Board works to chart the course for downtown enrichment and provide a directional framework for each of the working committees:

**Design:** Focuses on maintaining and enhancing the visual appeal of downtown, with emphasis on pedestrian-scale qualities.

**Economic Enhancement:** Focuses on recruiting new businesses for downtown, as well as retaining current downtown businesses.

**Events:** Focuses on organizing events and festivals for downtown to create economic opportunities for existing businesses.

**Merchants:** Focuses on opening and maintaining lines of communication between downtown merchants and the rest of the Partnership – the City, University, and citizenry.

**Parking:** Focuses on improving on- and off-street parking downtown for a more user-friendly and cost-effective service.

As a result of the business community’s confidence in Newark and the progressive approach to quality downtown growth, new commercial development now spans the entire length of Main Street with successful new projects on every block beside traditional local businesses that have existed for generations.

**Downtown Design**

As part of its participation in the Delaware Main Street Program, the Newark Business Association's Design Committee -- the predecessor organization to the Downtown Newark Partnership's Design Committee -- developed specific guidelines to assist the City in reviewing facade improvements for buildings downtown. In 1998, following the issuance of these Guidelines, City Council amended the City’s Subdivision and Development Regulations to include downtown design review requirements based on the Deign Committee’s façade improvement Guidelines. The Guidelines soon became an important tool in the City’s package



of regulations that helped fuel the on-going renaissance on Main Street. Thereafter, in 2007, and again in 2012, the Downtown Newark Partnership’s Design Committee updated and reissued the Guidelines to insure that the City’s commercial façade enhancement program and requirements continued to meet the latest standards.

The Downtown Design Committee’s Design Guidelines for Downtown Newark, as updated in 2012, are intended to sustain and strengthen downtown Newark’s small town uniqueness by encouraging flexibility and creativity in design while, at the same time, enhancing the architectural character and overall visual appearance of downtown Newark. In addition, the DNP’s Design Committee administers a City grant program that provides \$2,500 in matching funds for exterior façade improvements for downtown projects that conform to the Guidelines.

Other initiatives as part of Newark’s overall aesthetic improvement and upgrade program included the initiation in 2000 of a downtown sidewalk and street sweeper program. As a result, early morning street and sidewalk sweeping has made a significant contribution to the overall attractiveness of the heart of Main Street from Chapel Street to the University Green. In addition, the City has adopted an anti-graffiti program that has been successful in helping to limit unsightly graffiti downtown and at other locations throughout the community.

**Downtown Development**

The City and the development community has successfully revitalized its traditional Main Street and downtown with an exciting and vibrant mixture of adaptively reused historic and new buildings occupied with street level commercial businesses and apartments on upper floors. The City has specifically targeted pedestrian, rather than auto, oriented businesses to limit the traffic impact on Main Street and the demand for off-street parking without impacting the businesses customer base. Downtown mixed use projects have had a considerable positive impact downtown by helping to foster the adaptive reuse of existing buildings and strengthening the local market for Newark products and services. On the other hand, these projects also have, to a considerable extent, placed additional stress on the availability of off-street parking and have had public safety and related municipal service demand impacts.

Key developments in downtown include:

- The Deer Park Restaurant, one of the City's most acclaimed historic landmarks, was fully restored and reopened under new management in 2001. This U.S. Department of Interior National Registered property dates from 1851 and has been operated continuously at this location since that time. In addition to being one of the City's most notable landmarks and a popular local entertainment center, the Deer Park is a significant business anchor at the west end of Main Street near the edge of the University campus.
- University Courtyard was also opened in 2001 which redeveloped a 22 acre abandoned brownfield site into an attractive garden apartment complex a short walk from downtown.

- The Washington House, approved in 2005, brought 54 up-scale condominium apartments, commercial space, and a two story parking facility to the site of the Stone Balloon tavern. The project was an achievement of the goal to bring more owner-occupied housing to downtown.
- The Barnes & Noble/UD Bookstore was approved in 2010 which refurbished the historic Christina School District Building originally built in 1884. The building added more than 60,000 square feet of office and retail space to downtown.
- The Newark Shopping Center redevelopment was approved in 2013 and will refurbish an old suburban style shopping center. The project, scheduled to start construction within the next year, will include façade improvements to the most of the existing buildings, improved amenities for bicyclists and pedestrians, and the addition of a 220 unit apartment building. The apartment building, unfortunately, will replace the City’s only bowling alley.

**Economic Development Strategy and Action Plan (2011)**

In 2010, the City of Newark hired the Wadley-Donovan Group complete an economic development opportunities analysis and a Strengths, Weakness, Opportunities, and Threats (SWOT) assessment of the City. The resulting Economic Development Strategy and Action Plan provided information leading to the understanding of Newark’s marketable strengths, cost-effective recommendations for improvements, development opportunities, and obstacles to development. Some of the findings included:

**Assets**

- Newark has an excellent central location between major metropolitan areas with access to train service and international airports.
- The Greater Newark area has a large, high quality, diverse, educated, young labor market with a middle-to-upper income household profile.
- Employment clusters in business and financial services, biomedical/biotechnical (life sciences) fields, computer and electronic production manufacturing, and information technology and telecommunications.
- Opportunities with the BRAC initiative and the expansion of the Aberdeen Proving Ground.
- An attractive and vibrant downtown
- Ten area colleges and Universities, with the University of Delaware being the largest. Its professors are free to consult and partner with area companies. The University’s Office of Economic Innovation and Partnerships seeks to establish the University as a renowned center for innovation, invention, entrepreneurship, partnering, and economic development.
- 270 acre site of the former Chrysler plant to be converted into the STAR Campus devoted to three business clusters: Health and life sciences, energy and environmental technology, and operations related to Aberdeen Proving Ground.

- Newark is well served with full network of utility and telecommunications services, and has more than adequate water, sewer, telecom, natural gas, and electric capacity to meet future opportunities.

### Challenges

- New Castle County’s employment base has been concentrating into fewer sectors and, while employment has been stable for the past five years, and county employers are increasing, they are hiring fewer employees.
- The Christina School District shows unfavorable statistics. Interviewed employers report that many of their managers and professional employees prefer to live in southern Chester County, Pennsylvania and other locations within New Castle County, such as Bear and Middletown, for access to better public schools.
- A shortage of office, R & D, industrial, and flex space to meet the needs of new and expanding companies.
- No centralized inventory of available business real estate other than the Downtown.
- Downtown parking shortage and traffic congestion that adversely affect current downtown business and affect the ability to attract new business activity.
- Traffic congestion caused by having only three east/west routes through Newark.
- High industrial/commercial electric power rates, coupled with issues about service quality.
- Passenger rail service into Newark is currently limited, but improvements are planned.

Through an intensive stakeholder process, the Economic Development Strategy and Action Plan proposed the following Economic Development Vision Statement:

*“In 2020, Newark, Delaware will be internationally recognized as a regional hub of science, technology, and higher education. Its research, science, and technology sector will be the core of a diversified economy providing well-paying jobs for workers from a multi-state area. Downtown Newark and its shopping and entertainment opportunities will be a destination for both regional residents and global visitors, as well as a sought-after business location. Newark’s economic sector will be a key component of its highly desirable quality of life”*

The Plan recommended eleven “Economic Strategy Initiatives”

1. Establish a Greater Newark Development Corporation as a public/private partnership to promote economic development in the region.
2. Create and manage an Economic Development Website for the Greater Newark area.
3. Create an inventory of available real estate for business and industrial uses.
4. Reposition the City’s Department of Planning and Development to emphasis its economic development mission.
5. Create a “Newark Brand” as a regional technology and innovation hub, with marketing program.

6. Conduct and encourage efforts to improve the Christina School District including a focus on science, technology, engineering, and mathematics.
7. Prepare an analysis of the cost-of-doing-business in Newark verses other competing locations.
8. Identify and correct issues with the City's regulations and procedures for permits and approval reviews.
9. Identify land in the City with development and redevelopment potential for industrial, office, and R&D operations.
10. Develop, fund and implement aggressive and effective business attraction, retention/expansion, and startup programs for targeted industries.
11. Create a strategy for hosing business prospects visiting the City.

To view the complete report on the City of Newark's Economic Development Strategy and Action Plan, go to the City's website at:

<http://www.cityofnewarkde.us/DocumentCenter/Home/View/1850>

Among its recommendations was the creation of the **Greater Newark Economic Development Partnership (GNEDP)**, proposed as a public/private partnership to include the City, the University of Delaware, and the New Castle County Chamber of Commerce, with the purpose of raising awareness of the Greater Newark area as a great location for innovative businesses; increase the number of businesses starting, moving to and staying in Greater Newark, and creating a thriving business community that benefits the entire region. Since its formation, the GNEDP has created brand for Greater Newark, a website specific to Newark's economic development programs and services, including creating a "property finder" that keeps a real estate inventory for businesses and industry, presenting local economic data, and managing a variety of incentive programs.

For more information on the Greater Newark Economic Development Partnership, visit their website at: <http://www.greaternewarkde.com/>

**Goals & Action Items: Economic Development**

**Strategic Issues:**

- Develop and maintain Newark as a diversified business and employer destination.
- Enhance and maintain downtown Newark’s physical and economic vitality.
- Continue to leverage the assets of being the home of a major research University.

<b>Goal 1</b>	<p><b>Attract and retain a diverse range of large and small high quality business and industrial firms.</b></p> <p>Attracting and retaining a diverse employment base advances the City’s vision as a <i>Sustainable Community</i> able to better adjust changing economy</p>
---------------	---

**Action Item 1:**

**Continue to dedicate staff time and support for advancing and implementing the Economic Strategy Initiatives of the Economic Development Strategy and Action Plan.**

The City should work with partnering agencies in implementing the eleven initiatives outlined earlier in this Chapter with the intent of making Newark a “regional hub of science, technology, and higher education”.

**Partnering agencies include:** The City of Newark Planning Commission, the Department of Planning and Development, and the participating agencies of the Greater Newark Economic Development Partnership.

<b>Goal 2</b>	<p><b>Continue to enhance Downtown Newark’s physical and economic vitality.</b></p> <p>Downtown Newark is the City’s cultural and economic heart. By continuing to develop and redevelop downtown physical environment and attracting and retaining a diverse range of shopping, entertainment, restaurant, and housing opportunities. Expand the revitalization of mixed-use to include the refurbishment, renovation and redevelopment of residential neighborhoods adjacent to the central business district.</p>
---------------	--

**Action Item 2**

**Address Traffic Congestion through the creation of a Transportation Improvement District (TID) Downtown and the “Downtown Newark Pedestrian and Streetscape Plan.**

The TID, described in Chapter 6 on Transportation, will include East Main Street and Delaware Avenue, as well as connecting arterial roads, to better coordinate land use and transportation decisions. The proposed Downtown Newark Pedestrian and Streetscape Plan, also described in Chapter 6, will evaluate and identify opportunities to reduce automobile/pedestrian conflicts at crosswalks that also cause traffic congestion.

**Partnering agencies include:** The City of Newark Planning Commission, the Department of Planning and Development, and the Department Public Works and Water Resources; WILMAPCO, New Castle County Department of Land Use, and the Delaware Department of Transportation, the DNP Design Committee.

**Action Item 3**

**Add to City’s Parking Supply by Building a Municipal Parking Garage.**

The City should identify a location, such as an existing municipal surface lot, to construct a Municipal Parking Garage. Opportunities for a public/private partnership and mixed-use may also make the costs more feasible.

**Participating agencies include:** The City of Newark Planning Commission, the Department of Planning and Development, the Downtown Newark Partnership, Newark Parking Office, and private sector partners.

**Action Item 4**

**Explore and evaluate proposals to enhance the physical environment downtown such as desirable to locations for “green space” or a public park downtown and barring the utility lines.**

**Action Item 5**

**Identify residential neighborhoods surrounding the central business district to constitute a Downtown Development District (DDD), and apply to the Delaware State Housing Authority for “District Designation”.**

The City seeks to incentivize and create affordable home ownership opportunities in residential areas surrounding Newark’s downtown through the creation of a DDD. Other local incentives to leverage funds could include the POOH program, Home Improvement Program, Senior Home Repair Program, Homebuyer’s Incentive Program, Newark Energy Watch, as well as other home ownership programs. In addition, the City work partner with developers to leverage the New Center Village Overlay zoning district to construct affordable, high-quality, owner-occupied housing, as well as affordable rentals for low to moderate income households.

**Participating agencies include:** The City of Newark Planning and Development Department, the Downtown Newark Partnership, and the Delaware State Housing Authority.

<p><b>Goal 3</b></p>	<p><b>Ensure that zoning requirements encourage the Uses desired and do not create impediments to desired business growth.</b>                  In order to maintain <i>Sustainable</i> economy, it is important to make adjustments in a constantly changing and competitive economy. Newark will ensure that the City’s zoning and regulations are meeting the best practices in planning and land use.</p>
----------------------	---

**Action Item 6**

**Evaluate the City’s existing regulations for “Home Based Businesses” and consider changes to make them less onerous to obtain a special use permit.**

**Action Item 7:**

**Update the City of Newark’s Sign Ordinance for Downtown businesses to improve the quality and types of signage.**