



Wilmington Renaissance Corporation

A Partnership for Progress

Strategic Plan
2009-2012

Wilmington Renaissance Corporation

Strategic Plan 2009 – 2012

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INTRODUCTION

This is the fifth strategic plan of the Wilmington Renaissance Corporation (WRC) since it was created under the name “Wilmington 2000” in 1993.

The planning process for this plan focused on soliciting comments, suggestions and concerns from our board of directors, WRC’s three working groups and WRC staff. The working groups consist of more than 60 volunteers who are professionals, community leaders, representatives from other nonprofit organizations as well as residents. WRC also solicited comments from the general public through CityLife Magazine and the Downtown News. The groups were asked to share their thoughts on challenges facing downtown.

After these groups met and WRC staff categorized the comments, a WRC staff member wrote a draft of the plan. The draft was reviewed by the board of directors and the working group members for feedback. Once the comments from these groups were vetted and any changes to the plan were made, the draft plan was put on the WRC web site and WRC’s 1,500+ enews subscribers were invited to respond to the plan.

Once comments were received and vetted, a final draft plan was submitted to the board of directors for review, comment and following any additional changes, approval at the October 23, 2008 meeting of the WRC and WRDC board.

The plan outlines the activities and initiatives that WRC will focus on in the next three years. Since WRC’s last strategic plan was written, there have been significant developments in and around the downtown.

Market Street has re-opened to two-way traffic, re-establishing this major retail area as the main thoroughfare of the downtown. Further, DART realigned the trolley to run on Market Street. New parking decks have opened – The Ships Tavern Garage at 2nd and Market Street and the HyPark Garage at 9th & Orange Streets.

Downtown and the Riverfront welcomed new restaurants with The Exchange, Ameritage Bistro, ThoroBreads, Pure Bread and Cosi. The downtown’s commercial office space offerings grew with the completion of the WSFS center at 500 Delaware Avenue and The Renaissance Centre at 4th and King Streets.

Downtown and riverfront residential options changed dramatically with projects like the Shipley Lofts, Buccini Pollin Group’s Market Street Initiative, Christina Landing, Justison Landing all either under development or completed. Historic renovation on Market Street reached another milestone with The Lippincott project under construction.

Iconic buildings like the old WSFS headquarters at 9th and Market Streets and The Queen Theatre at 5th and Market Streets were identified as prospects for new, creative development. And even more new developments are on the horizon as Christiana Care announced major expansion plans for Wilmington Hospital.

As development activity increased in Downtown, special districts and new neighborhoods started to emerge. The lower end of Market Street has been renamed the LoMa Design District and hopes to attract the creative class, unique retail and restaurants as well as design-related businesses. A portion of 9th Street is being developed as a high-end Fashion District and the north end of Market Street is now called Crosby Hill, in honor of two innovative merchants in Market Street’s history.

And lastly, new partnerships formed with the creation of the Main Street Wilmington program and the IN Campaign. For Main Street Wilmington, the partnership of The Mayor’s Office of Economic Development, WRC, Downtown Visions, the Downtown Business Association and Wilmington City Council meant a coordinated focus

on retail recruitment and retention. For the IN Campaign, the partnership of the Mayor's Office, WRC, Riverfront Development Corporation and the Greater Wilmington Convention & Visitors Bureau, meant that a new marketing and image campaign could be launched to tell Wilmington's positive story, using the tagline, "Wilmington...In the Middle of it All."

In assessing WRC's previous strategic plan, it appears that the direction set was appropriate, and substantial strides were made to accomplish the goals in the plan. Many of the tasks set forth in the previous plan have been completed and WRC continues to successfully fulfill its mission. Accordingly, this strategic plan does not represent a major change in direction, but rather a fine-tuning of, and re-commitment to, the direction set in the previous plan.

Now, as Wilmington is poised on the brink of truly achieving its renaissance, it is important to focus on the details that will enhance the Wilmington experience for everyone – workers, residents and visitors alike. The plan's four topic areas outline the focus going forward – Advocacy, Residential Marketing, Events & Promotions and Economic Development.

As a small, privately-funded nonprofit with a modest annual budget, WRC can make a difference in Downtown Wilmington only through working closely with many partners, and through communicating effectively with the people who provide support and encouragement for its work. WRC's closest partner is the City itself, both the Administration of Mayor James Baker and the City Council led by President Theodore Blunt. WRC is grateful for the support we receive from the City for our activities and values the public-private partnership that has grown stronger each year.

WRC also works closely with a wide variety of public, private, community and nonprofit partners. Of particular importance are partnerships with development organizations, community associations and other organizations dedicated to improving the downtown and its adjacent neighborhoods.

This three-year plan has been developed to build on WRC's strength as an advocate for Downtown Wilmington and its development. WRC's staff, supported by a number of working groups, will work to achieve the goals set out in this plan. WRC's success, as always, will be greatly enhanced through its collaboration with public and private sector representatives, business owners, residents and persons generally interested in Wilmington's renaissance. These partnerships are at the core of any success that Wilmington Renaissance has had in the past or will continue to have in the future.

Although the City of Wilmington, and WRC as an organization, has seen many changes and much progress, WRC holds fast to its mission and still works to achieve the shared vision for Wilmington's future.

We appreciate the efforts of everyone who contributed to the development of this strategic plan, and as always, we welcome comments – please send them to us at info@downtownwilmington.com.

See you Downtown!



Carrie W. Gray
Managing Director

MISSION STATEMENT

The mission of WRC is to develop and implement strategies that will increase the economic vitality of Downtown Wilmington, strengthen its role as a center of educational, cultural and social activity, and enhance its reputation as an exciting place to live and visit by marketing Wilmington's unique history and character.

As a privately funded, nonpartisan, nonprofit organization, WRC's mission is only achievable when done in collaboration with key partners that support the development of Wilmington's downtown. Such partners include Wilmington's Mayor and City Council, State and County officials, the business community, other development organizations, cultural arts and historic organizations, neighborhood organizations, and any other private, public or not-for-profit organizations as appropriate.

The organization's new tagline A Partnership for Progress, adopted in 2008 along with a new logo and web site, emphasizes the importance of collaborations and partnerships.

Working with its many partners, WRC will work to:

- Improve the downtown business experience for workers and business owners alike by supporting existing businesses and working to attract new businesses including retail, restaurants and entertainment venues that will support the downtown workers needs;
- Grow the current downtown residential community, through the marketing of existing downtown living spaces, recruitment of businesses interested in building more residential developments and the recruitment of businesses that serve the needs of downtown residents;
- Expand educational, arts and cultural activities and events to increase the number of people who visit Wilmington and support the economic growth of the city;
- Advocate for the development and implementation of infrastructure and transportation improvements that will create a friendlier, comfortable and easy-to-use city.

The downtown area is specified in the map at the end of this plan.

VISION STATEMENT

(The Vision Statement is meant to articulate what the reality will be, if the mission is achieved.)

Wilmington is a thriving center of commerce, education, tourism and culture. As a destination that is clean, safe and attractive, the city bustles with activity in the daytime, in the evening, and on weekends. People from throughout the mid-Atlantic region and beyond come to Wilmington to work, to live, to shop, and to be entertained.

Established businesses have continued to grow and new businesses have arrived. The employee base is strong and job opportunities have expanded for both skilled and unskilled workers. Increased employment and commercial activity in the downtown has strengthened the City's finances and allowed a high level of City-provided services throughout the city. Downtown has become a preferred business location because of its efficiencies, and its attractiveness to decision-makers and employees alike. The downtown employee experience is positive from the point of entry into the city, through walking around the downtown, to the completion of the workday.

A new generation of "city dwellers" has been attracted to a variety of downtown living opportunities in and around the city center. Wilmington's neighborhoods are flourishing and many collaborative projects link downtown businesses and organizations with community groups.

Contributing heavily to Wilmington's vitality is an impressive offering of cultural and social attractions and events. Many people, young and old, come downtown for cultural activities, to pursue their education, and to have fun at a wide variety of events. Visitors from near and far, traveling on business or for pleasure, are drawn to downtown's shops, restaurants and events, and add to its diversity and excitement.

It's easy to get to and around downtown, by car, bicycle, transit or walking. Entrances to the city and downtown are attractive, and a unique system of signs makes it easy for first-time visitors to get to any location. The city's infrastructure and appearance convey an inviting sense of pride and well-being.

Close collaboration and private/public partnerships among business, government, arts and education institutions and community associations continue to foster economic vitality. Word of the city's success is spreading and Wilmington is increasingly being perceived as a model for private/public partnerships in downtown redevelopment. Wilmington has achieved its greatest potential as a world-class city.

**STRATEGIC PLAN
2009-2012**

Partnering for Progress

Advocacy

Through the years, WRC has played an important advocacy role for Wilmington's downtown. The organization has been successful in moving forward downtown issues from two-way traffic and the Trolley on Market Street to the addition of more events to attract visitors and creating a new image campaign for the city.

Wilmington has been experiencing a great deal of development and progress within the last few years, but we still have a way to go. To help our city reach its full potential, WRC will continue to hear the concerns and ideas of its partners in the community – including corporations, small businesses, other community organizations, entertainment venues and residents – and share those with key stakeholders to try and implement those ideas where appropriate.

To properly address the challenges facing Downtown and overcome any obstacles that may limit Wilmington's success, WRC will focus advocacy efforts on public safety, arts, education, transit issues and visioning.

With our partners in city government, arts, education and development, WRC will focus its efforts on the following initiatives:

Public Safety

- Advocate for an increased police presence Downtown to help dispel false negative perceptions that the downtown is unsafe.
- Work with the appropriate partners (ex: Amtrak and the Department of Public Works) to have lighting improved in key areas in Downtown, including under the train track viaducts, as a means to ease fears, perceived or otherwise, of residents and visitors.
- Work with key partners to increase positive media coverage about the city as a way to counteract negative publicity about crime.
- Advocate for stricter enforcement and punishment of quality of life nuisance crimes such as panhandling, boarded windows, graffiti, etc.

Arts & Culture

- Build on the foundation that has been set with the Wilmington Arts Coalition (WAC) and Wilmington Area Arts Marketers (WAAM) to help develop a sustainable, active arts coalition.
- Develop partnerships with arts organizations, when program goals are aligned with WRC initiatives, to strengthen the arts in Wilmington.
- Help develop events and promotions that more closely tie arts and culture with nightlife (restaurants, etc).

Education

- Develop a College Committee with representatives from the numerous educational institutions in Downtown. The committee will improve links among the schools and also between the schools and Downtown.
- Work on ways to better connect the University of Delaware to the city; make it more convenient and worthwhile for the thousands of students and faculty at the university to frequent Downtown.
 - Promote public transit as easy to use for students to get to and from Wilmington
 - Use existing and new events and promotions to attract students to the city; explore new ways to market the events to the students
- Explore and encourage new educational development opportunities within the City of Wilmington.
- Seek college representatives and students to participate in other Downtown committees, creating a diverse and well-represented membership in the committees.

Transportation/Operation Issues

- Continue advocacy for public transit development and operations that support economic development Downtown. In particular, focus on the following:
 - The operations of the Market Street Trolley to support the retail environment.
 - Removal of bus idling on Rodney Square.
 - Possible creation of a transit center/hub in or adjacent to the downtown area.
- Advocate for the improvement of taxi services in the city with a focus on hours, availability, rates, etc. Research other cities governance policies and make recommendations for Wilmington.
- Work to develop ways to improve the appearance of gateways and viaducts to create a better first impression for visitors to the city.
- Work toward the expansion of the current wayfinding signage program.
- Continue to focus on improving intersections throughout Downtown via Transportation Enhancement Grants and continued regular communication with City Department of Public Works regarding operational issues that will positively impact pedestrian comfort in the downtown. In particular focus on:
 - Transportation flow as it relates to – street directions, lighting, signage, double parking.
 - Continued participation in planning around streetscape improvements in the downtown (ex: Shipley Street and 9th Street).

- Look at downtown parking holistically and make recommendations for the following:
 - Encourage the development of new parking technologies to include DART, parking garages and parking meters (i.e. Smart Card)
 - Increase parking garage hours to encourage visitors and residents to frequent city establishments.
 - Establish better marketing strategies for parking to dispel negative perceptions about parking.

Visioning

- Focus on regular inter-agency communication and partnerships to ensure that everyone is aware of each other's goals and all share a common vision.
 - Further develop our partnerships with organizations such as the City of Wilmington, Riverfront Development Corporation, Main Street Wilmington, Downtown Visions, and the Downtown Business Association. The partnerships will allow us to work toward the same goals for the city.
- Create a Wilmington 2020 document which allows all of the organizations to work from a singular document outlining the strategy for development and progress in the city.
 - Update the Downtown Development Plan created in 2000 to outline projects, potential development and to identify areas and possible uses.
- Explore the creation of public policies and WRC practices that would encourage sustainable development in the downtown.
 - Continually measure the progress in Downtown with tracking of downtown statistics.
 - Encourage WRC board member companies to participate in Rideshare Delaware, pre-tax transit accounts for employees, and car sharing programs.
 - Advocate for economic incentives that reward environmentally responsible development.

Residential Marketing

In communities across the nation similar to Wilmington, more and more young professionals and empty nesters are choosing an urban lifestyle and returning to city living. Wilmington continues to see growth in residential opportunities in the Downtown and along the Riverfront. As these new residential neighborhoods continue to develop and grow it is essential that Wilmington presents a consistent message and image in regard to city living. Doing so will not only help fill the residential units already in existence but will create further demand for new units.

With our partners in city government, development and marketing, WRC will focus its efforts on the following residential initiatives:

New Residential Developments

- Encourage residential development in the Western Downtown area of the city (from 4th to 10th, between Shipley and Washington Streets)
 - To help fill the gap identified in WRC's 2006 Housing Study, encourage a mix of housing options at a price range between \$150,000 and \$300,000.
- Establish a goal for the total number of residents desired in the downtown and by when that goal should be reached.
 - Research threshold numbers in other cities to determine what is appropriate for Wilmington.
- Encourage new major residential developments to support existing and new retail. Doing so will truly create a residential neighborhood desired by prospective residents.

Residential Marketing Campaign

- Utilize the city's new image campaign to market city living.
 - Encourage residential developers to incorporate this message into their marketing materials.
- Partner with the Department of Real Estate & Housing on citywide open houses and tours to showcase the neighborhoods and living options available within the city.
- Recruit residential INbassadors who will become the face and voice of city living.
 - INbassadors will represent city living overall as well as their specific neighborhood.
- Create a residential information brochure that can be included in relocation packages utilized by corporate HR departments, the visitor's bureau and realtors.

Downtown Neighborhood Branding & Organization

- Help downtown's City Council representative create a neighborhood association in order to more connect the residents to one another and truly identify their neighborhood.
- Continue to market the specific districts within Downtown including, LoMa, Crosby Hill and the Fashion District.
- Help identify how any other new downtown neighborhoods should be branded.

Connect Adjacent Neighborhoods

- Find natural links between neighborhoods and downtown to build off of the other's assets and vitality.
- Develop programs and initiatives to encourage the residents in adjacent neighborhoods to frequent downtown restaurants, businesses and events.

Events and Promotions

WRC has been successful in adding new events and promotions to Downtown. The organization recognizes that creating positive experiences for residents, employees and visitors while adding to the vibrancy of the city is an excellent marketing tool.

Unique events such as the CityLife Block Parties, Kalmar Races and Wilmington Grand Prix have been instrumental in showcasing the progress in the city. WRC also recognizes the importance of encouraging other organizations to hold their events Downtown.

With our partners in city government, event management, marketing and promotions, WRC will focus its efforts on the following initiatives:

WRC Events

- Continue to assess the relevance of existing events and develop new events where appropriate and if organizational capacity permits.
- Currently, WRC presents 13 events that are vital to the life of Downtown, as the organization moves forward it will assess whether additional events should be added.

Event Development Partnerships

- Work with the Mayor's Office of Cultural Affairs and the Riverfront Development Corporation to fine tune event management procedures via the creation of an event cluster. The partnership will ensure a smoother, easier process for organizations looking to hold events within the downtown and riverfront.
- Assist other organizations as appropriate to develop downtown events that add to the vibrancy of the city. Since WRC produces multiple events throughout the year, many other organizations reach out to the group for assistance in creating their own event within the city.

Collaborative Marketing Strategies

- With the Office of the Mayor and other partners to further develop and sustain the IN campaign.
 - When possible, incorporate the campaign in WRC materials. As well, encourage other entities to utilize the campaign.
 - With the IN campaign partners, explore the development of new information booths at the Wilmington Train Station and Rodney Square. The booths will serve areas with heavy foot traffic and supply information about Wilmington, directions, calendar of events, etc. In addition, explore the possibility of partnering this effort with the arts organizations to sell tickets to shows and programs.
- Continue to seek ways to expand the reach of CityLife Wilmington Magazine.
 - Assess distribution strategies for the magazine to ensure that amounts and locations are appropriate. Expand distribution when possible.
 - Continue to utilize the magazine as a marketing tool for WRC as well as the City of Wilmington

City Public Relations

- Promote public transit accessibility to visitors, downtown employees and residents who travel in and out of the city. Educate them on how easy it is for people to get to and from the city and around once they are here.
- Create as many positive public relations stories about the city as possible to combat the negative, unsafe image of the city that is perpetuated by crime stories.
- Continue messaging around progress and development to ensure that both residents and nonresidents are well informed and can be “spokespeople” for Wilmington’s progress.
- Incorporate new media strategies that will reach new and different audiences. This would not only include relying more heavily different publications, but also using new technology like You Tube, My Space, Facebook, news feeds, etc.
- Where possible, strengthen media relationships to try and result in fair and balanced coverage of the city with some emphasis on the more positive stories that exist.
- Work with the Greater Wilmington Convention and Visitors Bureau to ensure that there is always information for visitors on what is happening in downtown and throughout the city.

WRC Public Relations

- Continue to assess and strengthen the reach and content of the web site and weekly E-News. Increase the number of E-News readers and continually update and improve the website with photos, videos, important information, etc.
- Develop the WRC logo and brand, focusing on protection and usage. Ensure that the WRC logo is correctly used whenever the organization is involved in any programs, projects or events.
- Work to increase media coverage as much as possible with various media outlets. Tell the positive story of WRC’s accomplishments to the public.
- Promote WRC presentations to highlight the organization’s accomplishments as well as the progress in the city. The information can be presented to the general public, within companies or to other organizations.

Economic Development

The small business and retail community is a vital part of Downtown. The ability to attract diverse, quality retail and businesses to downtown is critical to the revitalization for the city, specifically Market Street which is the main artery to downtown.

The recently established Main Street Wilmington (MSW) program, of which WRC is a partner, is particularly focused on small business recruitment and retention. To build on MSW's creation and to strengthen its role, WRC created the Downtown Business Information Zone (DBIZ) program. The program does not duplicate efforts of any other small business organization, but rather serves as a referral source for those looking to open or expand a business in downtown.

With our partners in Main Street Wilmington, the Mayor's Office of Economic Development, other city departments, city council, the Downtown Business Association and other key partners, WRC will focus its efforts on the following initiatives:

DBIZ

- Focus on continuing to improve and grow client base through strong client services.
 - Track meetings and referrals to measure success and adjust process as needed. Continually measure the success of the center and reassess the needs of the community with established measures
 - Focus on outreach and marketing of DBIZ program through speaking events, media coverage and outreach to partner organizations.
- With MSW, continue to update a "needed retail" list that can be shared with clients and can be used as a recruiting tool.
- Establish and sustain strong partnerships with developers, Main Street Wilmington, Office of Economic Development and other small business agencies. Continue to assess partnerships to ensure the organizations are finding the partnership mutually beneficial.
- Create an advisory committee to review DBIZ's progress and suggest changes when needed.

Merchant Initiatives

- Continue to help develop, support and sustain merchant programs like Wilmington After Work and City Restaurant Week. Explore ways to partner WRC programs and events with merchants to strengthen the merchant economic base.
- Encourage the growth of the merchant parking validation program.
- Foster the development of corporate programs that encourage employees to go out of their office, explore the downtown and support downtown retailers.

Appendices

WRC Board of Directors

Chairman

Mr. Duane Werb, Werb & Sullivan

Vice Chairmen

Dr. Robert Laskowski, Christiana Care
Mr. Clint Walker, Juniper Financial Corp.

Treasurer

Mr. Keith Shuck, JP Morgan Chase

Managing Director & Secretary

Ms. Carrie W. Gray, Wilmington Renaissance Corporation

Hon. James M. Baker, City of Wilmington

Hon. Theodore Blunt, Wilmington City Council

Mr. Paul Bartkowski, Bank of America

Ms. Diane Boc, DuPont

Mr. Christopher Buccini, The Buccini/Pollin Group

Mr. Tim Constantine, Blue Cross Blue Shield of Delaware

Mr. Neal F. Dangelo, GVA Smith Mack

Mr. David Delizza, Pennoni Associates

Mr. Joseph DiPinto, Wilmington Office of Economic Development

Ms. Barbara Fischer, WSFS Bank

Mr. Rob Holden, ING DIRECT

Mr. Donald Isken, Morris, Arsht, Nichols and Tunnel

Mr. Steven Kortanek, Womble, Carlyle, Sandridge and Rice

Ms. Kerry Meluskey, Delaware National Bank

Ms. Raye Jones-Avery, Christina Cultural Arts Center

Ms. Judy McKinney-Cherry, Delaware Economic Development Office

Mr. William Montgomery, The Office of the Mayor

Mr. Glenn Moore, Delmarva Power

Ms. Cynthia H. O'Connor, Artisans' Bank

Mr. Gregory Pettinaro, Pettinaro Company

Mr. Harry Phillips, Nuclear Electric Insurance Limited

Mr. Robert Pierce, AIG Federal Savings Bank

Mr. Don Robitzer, The Commonwealth Group

Mr. James Wolfe, Delaware State Chamber of Commerce

Strategic Planning Participants

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Mr. David Blankenship, Department of Public Works
Hon. Theodore Blunt, Wilmington City Council
Ms. Diane Boc, DuPont
Ms. Bobbi Britton, East Coast Greenways
Ms. Leona Capron, WRC
Ms. Amy Colbourn, The Star Group
Mr. Tim Constantine, Blue Cross Blue Shield of Delaware
Mr. Simon Cranny, Precision Color Graphics
Mr. Neal F. Dangelo, GVA Smith Mack
Mr. Tom Davis, DuPont
Mr. Joseph DiPinto, Wilmington Office of Economic Development
Ms. Suzan Doordan, TMA Delaware
Ms. Janet Dougherty, Delaware National Bank
Mr. Bob Downing, PowerPlay Marketing
Ms. Barbara Fischer, WSFS Bank
Mr. Andy Fox, Land Partners
Ms. Carrie W. Gray, WRC
Mr. Marty Hageman, Downtown Visions
Mr. Jed Hatfield, Colonial Parking
Mr. Rob Holden, ING DIRECT
Ms. Christina Hunt, Christina Landing
Mr. Donald Isken, Morris, Arsht, Nichols and Tunnel
Ms. Raye Jones-Avery, Christina Cultural Arts Center
Ms. Melissa Joy Hart, The Grand Opera House
Mr. Steven Kortanek, Womble, Carlyle, Sandridge and Rice
Ms. Diane Laird, Delaware Main Street
Dr. Robert Laskowski, Christiana Care

Mr. Michael Maggitti, Downtown Visions
Mr. Robert Martinelli, Delaware Today
Ms. Megan McGlinchey, Riverfront Development Corporation
Mr. Kevin McGonegal, Bellevue Realty
Ms. Mary Kate McKenna, The Buccini/Pollin Group
Ms. Marsha Meidling, Becker Morgan Group
Ms. Kerry Meluskey, Delaware National Bank
Mr. William Montgomery, The Office of the Mayor
Mr. Glenn Moore, Delmarva Power
Ms. Cynthia H. O'Connor, Artisans' Bank
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Mr. Clint Walker, Juniper Financial Corp.
Ms. Enid Wallace-Simms, Delmarva Power
Mr. Ed Weirauch, Marketing Consultant
Mr. Duane Werb, Werb & Sullivan
Ms. Shari Williams, WRC
Mr. James Wolfe, Delaware State Chamber of Commerce
Mr. Clarence Wright, Main Street Wilmington
Ms. Judy Wright, Trinity Vicinity

Downtown Wilmington Map

