everyday landscape

229 BUSINESS

Attracting new business, retaining steady industries

234 LIFE SCIENCE

The four corners of a wide-reaching sector

WRITTEN BY

BETH D'ADDONO, PAM GEORGE, THERESA GAWLAS MEDOFF

PHOTOGRAPHY B

JULIA LYNN

COVER ILLUSTRATION BY

ELIZABETH TRAYNOR

PROFILE SERIES

MANAGING DIRECTO

TEL: 336-383-5760

SUSAN WEISSMAN

ASSOCIATE EDITOR

DESIGN DIRECTOR
LAURA PETRIDES WALL

ART DIRECTO DAVID DEASY

ASSOCIATE ART DIRECTOR
Deboice Robertson

COPY EDITORS

MARIAN COWHIG, SHERI MASTER

MELISSA UMBARGER

ADVERTISING SERVICES MANAGER
JULIA LINK

WEB COORDINATOR
DENA SCOTT-CAULDER

SALES/BUSINESS DEVELOPMENT

Carsten Morgan tel: 610-438-1190 carsten.morgan@verizon.net

WORD OF MOUTH



VVORLD OF TREASURES

Formerly an elaborate private estate, WINTERTHUR lets the public glimpse magnificence.

When the late Henry Francis du Pont took on the job of organizing his vast collection of American furnishings, paintings, and decorative arts, he relied on his considerable skills as a gardener. A notoriously detailed man, du Pont knew that the combination of color, texture, and form in his beloved green space transformed a beautiful setting into a 60-acre show-stopper.

When du Pont started collecting Americanmade collectibles and furnishings in 1923, he turned that same practiced eye to assembling and displaying his treasures. Over the years, he purchased more than 60,000 objects a collection that has grown to 85,000.

Eventually du Pont created innovative museum settings that allowed him to live among displays of his treasures. Rooms became concentrations of a single item, anything from scrimshaw and Red Ware to needlework and chairs. A nine-story addition expanded the size of du Pont's personal gallery.

Today, visitors can see du Pont's grand vision realized at Winterthur Country Estate and Gardens. Themed tours concentrate on a single aspect of early-American life, such as elegant entertaining or a particular aspect of the collection such as ceramics or furniture. Chippendale furniture, six silver tankards created by Paul Revere, and paintings by Charles Willson Peale are a few museum highlights.

Winterthur is also home to a conservation department and a comprehensive library relating to American decorative arts. Conservators offer public tours and a free conservation clinic, during which experts will assess the condition of your favorite treasure by appointment.

Allow plenty of time to wander through the gardens, which explode in a riot of color with every change of season. The Enchanted Woods beckons children to play in the Tulip Tree House, hide in the Faerie Cottage, and pretend in the Acorn Tea Room.—Beth D'Addono



Make Delaware your next Data Center location

Another reason why It's Good Being First: Options
From existing buildings and revitalized brownfields to vacant land and
future builds, Delaware has a variety of options for your facility needs.

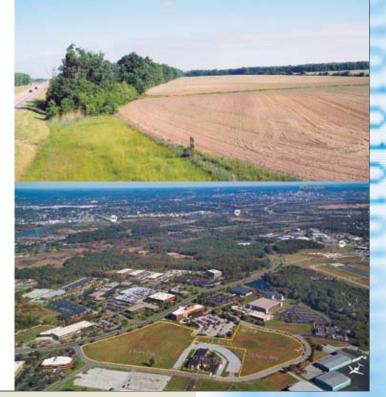
Strategically situated between New York, Philadelphia and Washington D.C., Delaware is in the heart of the Mid-Atlantic corridor and is at the center of cutting edge research and technical innovation. With low tax rates, high quality of life, easy access to government officials and programs, and transportation by land and water, Delaware is leading the way as the ideal location for any size business.

Garrison Oak Technology Park

The central part of the state, Kent County, is home to Garrison Oak Technology Park in Dover which is more than 400 acres of land waiting to be developed. The location has the potential to be a "mega-site."

Penns Way at Corporate Commons

Conveniently located next to New Castle County Airport, the property, 10,12 &14 Penns Way, is approved for a 93,000 square foot Class A office building and a 98,000 square foot Flex building. 12 Penns Way contains a 27,500 square foot building subject to land lease with New Castle County.







Contact the Delaware Economic Development Office for more information:
Gary Smith, Director of Infrastructure and Intergovernmental Relations
Delaware Economic Development Office, 99 Kings Highway, Dover, DE 19901
phone: 302.739.4271 • e-mail: gary.smith@state.de.us
web site: www.state.de.us/dedo

214

FARM ERESI



For many food lovers, the advent of summer is marked by that first bite into a juicy ear of sweet corn slathered with butter and sprinkled with salt.

In a state where farms cover more than 40 percent of the land, residents and visitors enjoy access to locally grown produce at roadside stands that pop up in early spring and stay open through fall.

Sussex County alone boasts more than 50 such places. Each season brings new varieties of earthborn goods, beginning with asparagus and greens in April. Farmers continue to harvest vegetables through October and November, when apples, pumpkins, and sweet potatoes are at their peak.

Connoisseurs swear by the cantaloupes, peaches, and blueberries that yield their harvest during the summer months. They're easy to find, with roadside stands along all the major routes to the beaches of southern Delaware, including routes 1, 13, 113, and 404.—*TGM*

WORD OF MOUTH



PLEASING THE CROVVDS

Whether saluting heritage, freedom, or food, CULTURAL FESTIVALS are grounds for just plain fun.

An Hispanic festival on the riverfront, Oktoberfest in Newark, a Polish American party on the river—these are just some of the ways to get a first-hand look at the state's vibrant tapestry.

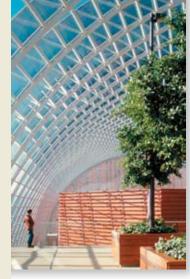
The Nanticoke Indian Powwow spotlights music and dance of the native Nanticokes in Millsboro, Sussex County, each September. Dancers, decked out in full regalia, help recall the ceremonies and oral history of their nation. Authentic tribal goods such as jewelry and dream catchers are sold or traded.

What started 14 years ago as a crafts fair has grown into the annual Positively Dover African-American Festival, a day-long celebration of Kent County's rich African-American heritage. Some 15,000 participants gather at the Legislative Mall Capital Complex for a smorgas bord of arts, music, cuisine, and spoken word.

A series of music and cultural events draw tens of thousands of people to New Castle County during the summer and early fall. In June, one of the largest Italian fetes on the East Coast centers around Saint Anthony's in the Little Italy neighborhood. All things Italian, from puppet shows and opera to old-country dancing and food, are cause for celebration at this eight-day festival.

June also brings sounds of bouzoukis and the sizzle of shishkabob on the grill, signaling the Greek Festival at Holy Trinity Church. Now in its 26th year, this street party is known for traditional music and dancing, and homemade delicacies like gyros, dolmades, and moussaka.

Each summer, a two-day cultural event called August Quarterly commemorates the oldest black church in America, chartered in 1813 by former slave Peter Spencer. Its reputation stands as the nation's longest-running African-American celebration of religious freedom.—Beth D'Addono















Every day at DuPont, we're coming up with something new. New products. New technologies. New solutions. For people and our planet. Sustainable solutions for a better, safer, healthier life for people everywhere.

- Introduced 1,100 new products in 2005
- #1 on BusinessWeek's ranking of "The Top Green Companies"
- Awarded the National Medal of Technology for leadership in the phaseout and replacement of ozone-depleting chlorofluorocarbons (CFCs)
- Recipient of the Black Pearl Award for excellence in food safety
- A member of the Dow Jones Sustainability Index

- Ranked #1 among U.S. companies and #2 globally by Ceres for meeting the business challenges of climate change
- Recipient of the National Safety Council's Green Cross for Safety Medal
- Ranked #1 on Fortune's "America's Most Admired Companies"
 Chemicals Category
- A member of the "Scientific American 50" leaders shaping the future of technology
- Recipient of U.S. EPA's Presidential Green Chemistry Award for New Innovation



The miracles of science™

www.dupont.com

HOT TO TROT

horses are featured in many of the Brandywine Valley landscapes hanging in the Delaware Art Museum. The region has a long history of breeding, raising, and racing thoroughbreds. This is horse country, home to the old-fashioned Winterthur Point-to-Point. There's

It's no coincidence that

racing thoroughbreds. This is horse country, home to the old-fashioned Winter-thur Point-to-Point. There's also the Dover Downs harness competitions and the Delaware Park races, where Afleet Alex got his start.

Plenty of winning horses

Plenty of winning horses come from this area, including Rainbow Blue, named 2004 Horse of the Year by the U.S. Harness Writers Association. Rainbow brings a 12-race winning streak to the 2006 season.

Now her trainer, George Teague Jr., is shaping up five two-year-old horses for former heavyweight boxing champion George Foreman.

It's too early to tell how Foreman's horses will perform. But even after being sidelined with an injured tendon last year, Rainbow's winnings to date exceed \$1.2 million. Anyway you cut it, that's a lot of hay.—*BD*

WORD OF MOUTH

PORTRAITS OF HOME

Fond memories and rural visions comfort artist JAMIE WYETH.

When Jamie Wyeth was a boy living on the family farm, a trip to Wilmington held the excitement of a day in the big city. "It was the only place I could see a movie," recalls the artist, who turns 60 years old this July. "We would go to the Delaware Art Museum to see paintings by Howard Pyle, my grandfather's teacher. To me, Wilmington was big lights."

Wyeth spends much of his time on his 300-acre farm, which straddles the Delaware and Pennsylvania border. "I paint in Delaware, but sleep in Pennsylvania," says the artist, who still treasures the city of his youth. "Right outside of Wilmington is countryside," he says. "That gives the city a small town feeling."

The Wyeth name is synonymous with this region's rolling hills and serene landscapes.

Jamie Wyeth, like his father, Andrew, finds inspiration in the back roads and open spaces of rural Delaware. Known for his contemplative

paintings of animals, he is working on barn owls for the upcoming show, "Factory Work: Warhol, Wyeth and Basquiat."

"I grew up on farms, so it's natural to paint animals. If I had been born in New York, maybe I'd be painting cabs. But this is what I do best. Animals aren't too bucolic. They have their angst."

Some of his paintings now hang beside those of his father and his grandfather, N.C. Wyeth, at the Delaware Art Museum. Another inspired piece can be found at New Castle County Air National Guard Base, where the artist was a guardsman from 1966 to 1971.

Using parachute fabric as his canvas, Wyeth created a 40-by-60 foot scene of Adam and Eve looking heavenward as a Delaware National Guard plane flies overhead. "I used the tops of trash cans for my palette," he recalls. "That's something I'll never forget."—Beth D'Addono



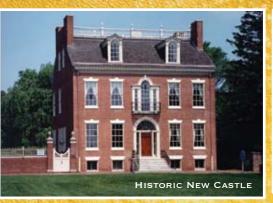


Business and Pleasure... The First State's specialty since 1638

Looking for an easy, convenient location for a meeting or reunion—or the perfect getaway? You'll find Greater Wilmington and the Brandywine Valley full of the **best** surprises.

World-renowned museums, mansions and gardens • Fabulous art and antique collections • Fantastic festivals • Professional theatre and music • Glorious countryside • Thoroughbred racing, a slots casino, championship golf courses, tennis and canoeing • Superb hotels, inns, conference facilities and restaurants • Tax-free shopping, dining and entertainment!

















Call (800) 489-6664 or go to VisitWilmingtonDE.com for details!





WHERE TO **EAT**

Blessed with the bounty of its ample coastline, Delaware has always set a table rich in fresh, local seafood. Whether this translates into picking crabs and drinking beer at the beach or benefiting from a bumper crop of ambitious chefs intent on spotlighting local agriculture and fisheries, dining Delaware-style has never tasted so good.—by Beth D'Addono



5011

DOVER

MICHELE'S GOURMET RESTAURANT AT DOVER DOWNS HOTEL Increase your odds at Dover Downs with a visit to this white-tablecloth steak-and-seafood-emporium overlooking the hotel lobby. Oversized steaks, an outstanding veal chop, and an indulgent warm chocolate soufflé are sure bets. 302-674-4600, ext. 2120

LEWES

BUTTERY RESTAURANT This restored Victorian mansion is the locals' choice for an elegant evening out. Reserve a candle-lit table on the veranda and dine on French-inspired seafood specialties such as crab cakes, pan-seared yellowfin tuna, and bouillabaisse—along with a few beef and chicken options. Great Sunday champagne brunch. 302-645-7755

MONTCHANIN

KRAZY KATS Enjoy global cuisine in the whimsical setting of a historic village. Settle in among the animal prints and sample the likes of Asian sweet potato soup and crab cakes with exotic mushrooms and onion marmalade. 302-888-4200

WILMINGTO

821 Located across the street from the Grand Opera House, 821 is committed to supporting local purveyors and serving only fresh, seasonal ingredients. Choose as many as five courses, creating your own tasting menu from dishes such as pan-seared Belle Farm foie gras with micro basil- and wood-roasted whole fish with lemon and olives. 302-652-8821

DOMAINE HUDSON CPA-turned-restaurateur Tom Hudson is creating quite the buzz downtown with this wine bar and eatery, which features creative small plates like organic citrus-cured salmon and porcini. It's the wine menu, deep with boutique producers and offering 50 wines in 1.5-, 2-, and 5-oz pours, that is really taking flight. 302-655-9463

HARRY'S SEAFOOD GRILL The crowds haven't thinned since the 2003 opening of this seafood house; which offers clean, creatively prepared top-of-the-catch raw seafood, ceviche, sashimi, and rave-worthy grilled big eye tuna, swordfish, and barramundi. The wine and beer list is terrific. Worth the wait. 302-777-1500

MORO In this beautiful restaurant, adventurous American cuisine still upstages the ambiance. Against a deep orange backdrop (moro means blood orange in Italian), Chef Michael DiBianco pairs bold flavors like crispy duck confit with Belgian endive, Meyer lemon, and parmesan. An impressive wine list is another plus. 302-777-1800

7 2006

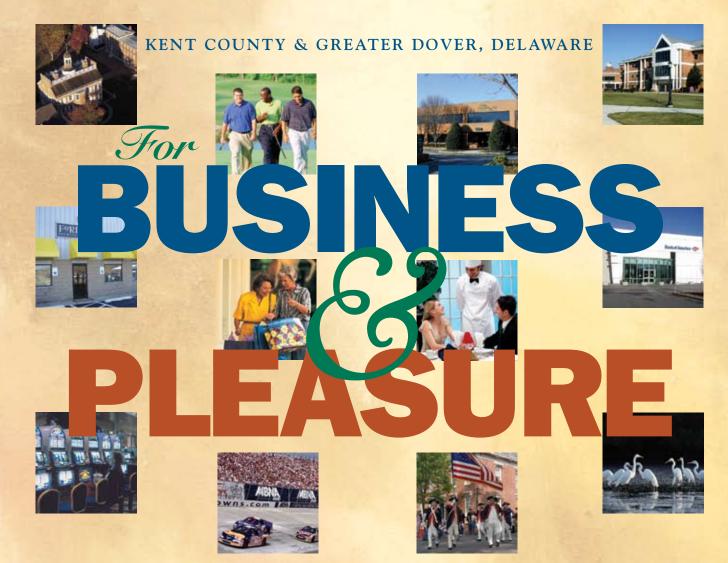
sairwaysma

3

Delaware's universities focus on comprehensive programs geared toward traditional and commuter students. The stateassisted, privately controlled University of Delaware is the school of choice for many residents, who account for 40 percent of its undergraduates. UD alumni hold positions of influence throughout the state, including both of Delaware's U.S. Senate seats—by Theresa Gawlas Medoff



S			
AIR	COLLEGE	SAMPLE PROGRAMS	BRIEF
USAIRWAYS	Delaware College of Art and Design dcad.edu 302-622-8000	Associate's degrees in five visual arts disciplines and interior design	A partnership between the Pratt Institute in New York and the Corcoran College of Art and Design in D.C. gave Delaware its first art school in 1997. Graduates enter jobs in art and design or continue on to earn BFA degrees.
MAY 2006	Delaware State University desu.edu 302-857-6060	Biotechnology, pilot training and certification, and sport administration	This historically black public university in the capital city of Dover offers undergraduate and graduate degrees and two doctoral programs. Research currently underway includes projects in mathematics, applied optics, chemistry, and neurobiology.
	Goldey-Beacom College gbc.edu 302-998-8814	Degrees in all areas of business, including an MBA	This small business college in suburban Wilmington offers flexibility for working adults and traditional undergraduates with courses offered year round in 8- and 15-week sessions and intensive seminars.
	University of Delaware udel.edu 302-831-2792	Arts and sciences, nursing, engineering, marine studies	This state-supported university is located in the college town of Newark. Some 21,000 students and a student to faculty ratio of 14 to 1 gives it a private-school feel. The school ranks first among public institutions for study-abroad participation.
usairwaysmag	Wesley College wesley.edu 302-736-2300	Liberal arts, business, environmental science, and nursing	Since 1997, Delaware's oldest private college has raised \$63 million and tripled full-time enrollment to 1,900. Community outreach programs include a partnership with a grade 1–12 charter school. Affiliated with the United Methodist Church.
	Widener University School of Law law.widener.edu 302-477-2100	Corporate, health, and environmental law	This school offers part- and full-time study, clinicals and externships, and summer abroad institutes in Geneva, Nairobi, Sydney, and Venice to its students. Widener University is located in Wilmington but has a smaller sister campus in Harrisburg, Pa.
mag .com	Wilmington College wilmcoll.edu 877-967-5464	"Fusion" programs allow credit for prior learning	Caters to commuter students with day and evening classes in 7-week, 15-week and weekend modular formats. Some 10,000 students attend classes at the main campus in New Castle or at one of the five additional campuses throughout the state.



A great place to visit!

Kent County and the Greater Dover area beckons you with its rich choice of attractions and its myriad things to do: world-famous museums for art lovers, important historic sites for history buffs, exotic wildlife preserves for birders, hikers and lovers of nature, challenging golf courses, pristine countryside, horse-drawn carriages on quiet country roads, tax-free shopping – and these are just a few of our favorite things. Kent County and the Greater Dover area is calling you.

A great place for business!

Calling all business leaders: there has never been a better time to relocate your business in Kent County. And if there's one reason why the area attracts a qualified, energetic workforce, it's the quality lifestyle your employees will enjoy in central Delaware. We offer a diversified choice of competitively priced public and private industrial parks and sites, as well as a wide range of industrial facilities and office buildings.

Whether you're planning a vacation or special group tour, a business meeting or a business relocation, you'll find a warm welcome here. Come to Kent County, Delaware's Capital County.



complete information on area attractions, meeting sites, accommodations and activities. Meeting planners and tour operators may request proposals and sample itineraries at no charge.

1-800-233-KENT

435 North DuPont Highway Dover, Delaware 19901 www.VisitDover.com





Call the Central Delaware Economic Development Council (CDEDC) for up-to-date community information, site selection assistance, individual project support and complete information

1-800-624-2522 or 302-678-3028 435 N. DuPont Highway • PO Box 576 Dover, Delaware 19903 www.CDEDC.org

224

elaware is the second smallest state in the country. But this small state casts a big footprint on U.S. history, having blazed the trail in the establishment of a strong new nation by being the first to approve the Constitution. And during the Revolutionary War, Delaware troops figured heavily in critical New York battles and in the pivotal Battle of Brandywine, which significantly delayed the British attack on Philadelphia.

Long before the British invaded Wilmington, history unfolded along the banks of Delaware Bay's rivers and estuaries. From the earliest 15th-century villages of the foraging Lenni Lenape tribe to the first tobacco-growing Dutch settlement in Zwaanendael, life and industry flowed along regional waterways.

The first permanent settlements in Delaware grew out of the 1638 arrival of Dutch, Swedes, and Finns. They concentrated in New Castle and expanded settlements by building Fort Christina along the confluence of the Christina and Delaware Rivers, in what is now Wilmington. Over the next 40 years, three nations vied for control of this prime waterfront real estate. William Penn eventually took the spoils in the form of an English land grant in 1682. Wilmington soon became one of America's most significant shipping and grain ports, positioning the region as a mighty manufacturing center.

Downstate on the Broadkill River, Milton was an important shipbuilding town. Settled in 1672 by English colonists, eventually the town was named for English poet John Milton in 1807. Today, Milton is known for its pristine Victorian and Colonial architecture.

Robert D. Fleck, Oak Knoll started an international publishing house; ister operation, Oak Knoll Press.

From its home base in colonial New Castle, Oak Knoll co-publishes the British Library, the Tate Gallery, and other prominent institutions around the world.

While most Oak Knoll books deal with niche subjects for historians and iterary scholars, John Carter's ABC or Book Collectors, is a dictionary of





Agriculture was the primary business in surrounding areas of Southern Delaware, with farmers in Sussex and Kent counties producing everything from strawberries to soybeans. Later the development of the year-round chicken industry made Delaware the chicken capital of the United States. The agribusiness tradition still thrives in this rural area, and Sussex County continues to be the number one broiler producer in the nation.

The du Pont family is largely credited with Delaware's manufacturing legacy. The du Pont empire got its start in 1802 when French immigrant Eleuthère Irénée du Pont founded a black powder mill near Wilmington, now the site of the Hagley Museum. Sparked by the demand of the Civil War, du Pont's mills soon accounted for 90 percent of the nation's black powder and dynamite production.

Meanwhile, flour mills, shipbuilding, leather and hide tanning, iron production, papermaking, fishing, and oystering thrived along the Delaware River. The

construction of the Chesapeake & Delaware Canal in 1829 and the completion of railroads in Philadelphia, Wilmington, and Baltimore during the 1850s continued to fuel the state's economic growth.

The fates of Wilmington and the state reached a turning point in 1902 when Pierre, T. Coleman, and Alfred I. du Pont took over their family-owned powder business. They modernized the company and later diversified into the world's largest chemical company. DuPont Company remained loyal to Wilmington, helping to establish the city as a corporate hub.

Several of the du Pont family estates now play an important part in state tourism. Winterthur, Nemours Mansion and Gardens, and Hagley Museum at Eleutherian Mills are just a few of the du Pont estates now open for public view.

Today, the history of the country's First State is alive and well, preserved along the waterfronts of its bay and rivers, in its museums, at festivals, and along the cobblestone streets of its many colonial towns.

Stroll Through the Past



Historic Lewes, Delaware. 375 Years of History

Selected by the National Historic Trust as one of the 2006

Dozen Distinctive Destinations. It's an ideal destination -

bay & ocean beaches conveniently located near restau-

877-465-3937 • www.leweschamber.com

rants, shops, historical buildings, galleries & museums.

Delaware's many historic sites and museums conjure up tales of a colorful journey, from early settlements to the founding of the United States.—BD

Find out why chickens are the state's most important bird at **Delaware History Museum** in downtown Wilmington. Three galleries, including a library of newspapers, maps, and more, give a 400-year overview of the state. 302-656-0637; www.hsd.org

Learn about life on Kalmar **Nyckel**, the 17th-century ship that brought settlers of Swedish, Finnish, German, and Dutch descent to the New World. Tours and day sails offer a close-up of its 10-story high main mast and 7,800 square feet of sails. 302-429-7447; kalmarnyckel.org

Southern Delaware
The Mid-Atlantic Resort Destination - Year-Round!

Maritime past is explored at **Bethel** Heritage Museum in Bethel, once a busy shipbuilding center located on the north bank of Broad Creek. The tiny town was added to the National Register of Historic Places in 1975. 302-337-7600

This year marks the 375th anniversary of Lewes, Delaware's first settlement. Explore the emotional tales of this Dutch community at Zwaanendael Museum, named after the original community. 302-645-1148

Located in a former one-room school, the Nanticoke Indian **Museum** in Millsboro recalls the "People of the Tide Water" through guided tours and artifacts such as jewelry, pottery, and spears. 302-945-7022; nanticokeindians.org /museum

Rehoboth Beach-Dewey Beach, Delaware

More than the beach! Fine and casual dining. World class hotels and inns. Full service day spas. Award winning festi-vals and events. TAX-FREE shopping. Nature cruises, boating, parks, museums, art galleries & more!

800-442-1329 · www.beach-fun.com.

Call, Click & Discover! 800-357-1818 • www.VisitSouthernDelaware.com

Honoring Alfred I. duPont's legac

of care for children, Nemours build

proudly on a 70-year tradition.

At age 13, he was orphaned and had to become the "man of the house"—helping to old the five children of his family together over the years. Continuing to demonstrate family leadership, he waged a

successful battle two decades later to save the duPont business from outsiders.

And all the while, few knew that he was blind in one eve and suffered from serious hearing loss, eventually becoming completely deaf.



His name was Alfred L. duPont. And while he came

from one of America's wealthiest families, even his

family name could not protect his childhood from illness and tragedy.

When he died, Alfred I. duPont left his family fortune in a Trust dedicated primarily to children's health care.

Today, that Trust is fulfilled in Nemours, one of the nation's leading children's health systems...with more than 4,000 employees in four states with one fundamental focus-excellence in children's health and health care. We will achieve this through Nemours world-class medical care, biomedical research, education and prevention services that address the health and well-being of the whole child.

With locations throughout the Delaware Valley and in Florida, Nemours pursues excellence in providing health care through the Alfred I. duPont Hospital for Children, Nemours Children's Clinic and Nemours Pediatrics where renowned primary care pediatricians and specialists share a passion for treating the child, not just the condition.

Extending beyond Nemours' clinical reach, our holistic philosophy thrives through

innovative research and Nemours Health & Prevention Services initiatives that engage

> communities in a collaborative approach to improve child health in family, school and community settings.

Nemours brings positive influence to the caregivers of today as well as those of the future. Affiliated with the Mayo Clinic, Thomas Jefferson University, and the University of Florida among others, Nemours provides educational opportunities for physicians in training and other health care professionals.

KidsHealth.org, part of Nemours Center for Children's Health Media,

is the world's most-visited web site focusing on the health of children and offers valuable information to parents, children and teens.

Dedicated to improving the lives of children... now and for generations to come. That's th

promise of Nemours.

To learn more, visit us online at Nemours.org.



Alfred I. duPont Hospital for Children

Nemours Children's Clinic

Nemours.org

 $At lantic\ City,\ NJ \bullet Bayard,\ FL \bullet Bryn\ Mawr,\ PA \bullet Dover,\ DE \bullet Egg\ Harbor,\ NJ \bullet Georgetown,\ DE \bullet Jacksonville,\ FL$ Jacksonville Beach, FL . Lankenau, PA . Melbourne, FL . Middletown, DE . Milford, DE . Newark, DE . Orange Park, FL Orlando, FL · Pensacola, FL · Philadelphia, PA · Seaford, DE · Voorhees, NJ · Wilmington, DE



CORPORATE CAPITAL

Flexibility, low costs, and smart growth attracts new business and retains traditional industries.

by Pam George

he nickname "Small Wonder," is the perfect complement to Delaware's business landscape. More than 50 percent of U.S. publicly traded companies and 58 percent of Fortune 500 businesses call Delaware their legal home. Global heavyweights have a major presence in the "Small Wonder:" AstraZeneca, Hercules, DaimlerChrysler and DuPont.

"We have a resilient economy that's adaptive and dynamic," says Delaware Economic Development Office (DEDO) Director Judy McKinney-Cherry.

The proof is in the numbers. In January 2006, Delaware's unemployment rate was 3.9 percent, compared to the national average of 4.7 percent, reports Moody's Economy.com. Wilmington and Dover's cost of living consistently falls below the national average.

Considering DuPont was founded here in 1802, it's not surprising that Delaware's economy is rooted in chemicals

and life sciences. Banking, however, has become an economic backbone.

The 1981 Financial Center Development Act, which loosened laws governing banks in Delaware, attracted such financial institutions as JP Morgan Chase and credit-card giant MBNA, purchased in 2006 by Bank of America.

"Delaware became the center of excellence for the industry," says Ben Brake, managing director of marketing for Barclays, which in 2004 purchased



Wilmington-based Juniper Bank. "It's the reason we're here today," claims Brake. The Wilmington operation began with four employees in 2000, a figure that has swelled to 750. Brake was the fourth employee hired at Juniper.

Barclays, along with ING Direct, sits on the burgeoning Wilmington riverfront. The spot is home to an Amtrak station that makes for easy travel to New York and other major East Coast cities.

In addition to commuter railways, Delaware has a highly developed transportation infrastructure, a bonus for businesses that rely on shipping.

"Delaware is at the juncture of all the major highways," notes Randy Baratz, business development manager for Auto-Port in Wilmington, a company that prepares vehicles for export.

U.S. Route I-95 and major commercial railways, including Norfolk Southern and CSX, connect to the Port of Wilmington.

The port handles more than 400 vessels per year. Its dry storage facilities include nearly 50 acres for automobiles. The port is vital to AutoPort, which also offers port-processing services for automotive companies.

Delaware continues to see potential in the automotive industry, McKinney-Cherry says. The General Motors plant in Newport recently went to three shifts for the first time since the plant opened in 1946. Along with the introduction of Pontiac Solstice and the Saturn Sky, already in production, the GM plant will produce the Opel Roadster later this year. The DaimlerChrysler plant in Newark, responsible for the Dodge Durango, is preparing to produce the Chrysler Aspen.

Manufacturing isn't confined to the Wilmington area. Kraft Foods has been a mainstay in Dover since 1964. Playtex's Dover site, founded in 1937, is the company's largest plant.

But the city is perhaps best known for the Dover Air Force Base, whose work force, including civilians, numbers 11,800. According to Daniel Wolfensberger, director of Central Delaware Economic Development Council, the base delivers a statewide economic impact of about \$376 million annually. "It's tremendously important to the local economy," he says.

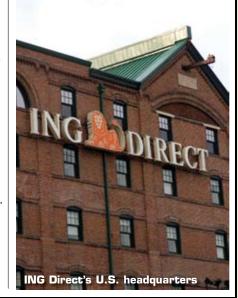
Dover visitors are awed by flying C-5 Galaxy cargo planes, behemoths as long as a football field and as high as a six-story building. Along with transporting equipment and personnel, the C-5s attract tourists. Up to 50,000 visitors per year tour the base's Air Mobility Command Museum, which preserves military airlift and tanker aircraft.

Delaware's beaches, however, remain the primary tourism generator, responsible for 41 percent of Delaware's tourism industry. Not content to just visit the beach, many are purchasing homes.

"The demand has gone up dramatically," says Phil Fleming, a realtor with Long & Foster Real Estate in Bethany Beach. So have prices. Lots near the shore are \$1 million—without a house.

"A Bethany home listed for \$170,000 in 2000 would now land up to \$500,000," says Fleming. "Restored historic homes in Lewes, founded in 1631, frequently start at \$500,000 and up."

The beaches are located in Sussex County, which is also known for its "broilers," industry lexicon for meat-producing





Starting from the \$400's to \$1M+

Golf Course and Clubhouse • The Peninsula Café Athletic Club Calmwater Spa Terrace Grille Golf Shop Village Gourmet Market Tennis Club

Discovery Center open daily. Come visit our **Model Home Village** featuring 11 designer homes

For more information visit







will receive a Social Membership and 1st year monthly Club dues FREE!





Developed by Peninsula at Longneck, LLC • Sales by Peninsula Realty Associates, LLC

Private Jack Nicklaus Signature Golf Course on June 29th, 2006







Current and planned amenities include: • Private Jack Nicklaus Signature

• The Peninsula Post Office • Nature & Exploration Center

www.peninsuladelaware.com

26937 Bay Farm Road

Toll Free: 866-PEN-DELA

peninsuladelaware.com

Millsboro, DE 19966







Contracts written on Custom Homesites

between now and the Grand Opening of our



Marsh Mellow



In 2005, poultry garnered \$687 million in gross receipts. Major companies include Perdue Farms, employing more than 2,800, and Mountaire Farms of Delmarva, which employs more than 3,600. A booming soybean and corn industry

provides feed for the poultry, and now there is a use for soybean meal's leftover oil. By summer, the Mid-Atlantic Biodiesel Company will open a \$5 million facility in Clayton.

Delaware is as friendly to startups as it is to big business. The state offers \$20.5 million in funding through grants, venture funds and loans, says Kyle Buzzard, DEDO's entrepreneurial and small business support director. There are also mentoring programs.

There are good reasons for the programs. Startups and small businesses, Buzzard concludes, are the future of the economy.





conference centers provide unique gathering spaces for your event. Our main campus in Newark offers beautiful conference spaces and the brand new Courtyard Newark at the University of Delaware, adjacent to Clayton Hall, our largest and most flexible meeting space. The Goodstay Conference center, an 18th-century mansion located in Wilmington, provides intimate spaces perfect for small gatherings. The Virden Retreat Center, located in Lewes close to the Delaware Beaches, offers peaceful accommodations, with a change of pace from your typical meeting space. Make your next event a magnificent one,

with the help of University of Delaware

niversity of Delaware

We have an environment for your every meeting need.



Courtyard Newark University of Delaware 400 PENCADER WAY • NEWARK, DE 19716 302-737-0900 • www.udel.edu/hotel/

University of Delaware Conference Centers WILMINGTON · NEWARK · LEWES 800-823-2214 · www.udel.edu/confe

Conference Centers.

When ING Direct sought a headquarters, officials visited major East Coast cities to find a business-friendly climate, says Arkadi Kuhlmann, president and CEO of ING Direct, part of Amsterdam-based ING Group.

They selected Wilmington, often dubbed the nation's "corporate capital." And with good reason. Delaware is lauded for its tax structure, business-minded policymakers and legal system. "Delaware is pro-business," Kuhlmann says.

> The state's corporate income tax rate is 8.7 percent on net income. There is no state or local general sales tax, personal property tax, or inventory tax. Yet

> > Delaware's most attractive pro-business feature is the Court of Chancery. "It's one of the premier ex-

pert courts in matters of corporate law," says Lawrence A. Hamermesh, associate professor of law at Widener University School of Law in Wilmington.

One of three such systems in the nation, Delaware's Court of Chancery was established in 1792 as part of a dual judicial system. Criminal and tort matters are left to one branch, while Chancery's five judges only preside over equity cases.

National newspapers focused on Delaware when its court heard cases involving the merger of Time Inc. with Warner Communications and Viacom's purchase of Paramount Communications.

When the son of William Hewlett sought to block Hewlett-Packard's purchase of Compaq Computer, the case went to Delaware. The court ruled in HP's favor after a three-day trial.

The court also held that The Walt Disney Co. board of directors did not act in bad faith in the hiring or termination

of former President Michael Ovitz. Nevertheless, Ovitz's \$140 million severance package fell "significantly short" of exemplary corporate governance, judges noted.

The swift decisions and sophisticated judges appeal to business leaders who want a fair trial. "It's probably the most important reason why there are so many Delaware corporations," Hamermesh concludes.—by Pam George

Fast track. Equipped for peak performance.

The UD Executive MBA.

It's where you're going that counts. And you'll get there faster with the University of Delaware EMBA. Our five nine-week semesters give you the skills to take advantage of professional opportunities without missing a beat in your current position. Accelerate your career. With a fast track UD EMBA. Celebrating 50 years of developing some of the finest MBA talent in the country.

TITA ACSB

• Accelerated 19-month program (weekend classes)

• Students who are experienced professionals

Nationally recognized faculty

- Convenient location (Rt. 52 near Greenville)
- Work full-time while earning your degree

ALFRED ERNER COLLEGE AN EQUAL OPPORTUNITY UNIVERSITY

www.emba.udel.edu

302.831.2221

It's where you're going that counts.

233







Great minds think alike when choosing the best site to conduct business.

by Pam George

The 1999 merger of Astra and Zeneca presented challenges in Delaware. The newly united pharmaceutical power-house would either establish a U.S. head-quarters in Wayne, Pa., then home to Astra, or in Wilmington, where Zeneca was a prominent fixture.

It was the perfect time for Delaware to demonstrate that it was serious about life science. And officials didn't disappoint. They offered the company a tax incentive, and a land grant cinched the deal. Today, AstraZeneca has an impressive complex along the highly visible Route 202 corridor with plenty of room to grow.

BRIGH1

inventors get to make an invention and get it to market in time to enjoy its success," he says. Even fewer receive honors in their lifetime.

Gore has experienced both. The creator of Gore-Tex is a 2006 National Inventors Hall of Fame inductee.

Also among this year's 15 honorees are the inventors of the telegraph, the dissolvable pill, and Internet Protocol.

Inductees must impact society and the economy, says Rini Paiva of the National Inventors Hall of Fame Foundation. "Bob Gore is an ideal example."

Gore's career started as a University of Delaware student in 1957 when he helped his father, chemist Wilbert L. "Bill" Gore, successfully coat wire with polytetrafluoroethylene (PTFE) a thermoplastic resin.

Their finished product, insulated wire, launched W. L. Gore & Associates. Today the family-founded company holds about 650 U.S. patents.

"I had more fun with Gore-Tex than anything," says Gore, who created the famous weather-protection gear in 1969 by rapidly stretching PTFE to make it micro-porous.

Now retired, Gore, still chairman of the board, regularly meets with company inventors. Says current CEO Terri Kelly, "Bob's technical depth and understanding is unmatched.





The \$13 million Automated Compound Management Facility, which opened in 2004, marked the initial phase of Astra-Zeneca's continuing \$100 million-plus R&D construction and upgrade program at its Wilmington heaquarters.

Along with AstraZeneca, some 100 life science companies reside in Delaware, including the DuPont Company, Agilent Technologies, W.L. Gore & Associates, and Schering-Plough.

"Delaware is one of the unique states in the country that plays the four-corner game very well," says J. Michael Bowman, chairman, president, and CEO of the Delaware Technology Park in Newark. "In what we call life science, there are pharmaceuticals, devices and diagnostics, agriculture, and human health."

Founded in 1947, Frederica-based ILC Dover's creations have been out of this world—literally.

Since the Apollo project, ILC Dover has designed and produced NASA spacesuits, which explains why the company is located on "Moonwalker Road."

In a nod toward the growing biotech arena, ILC Dover also offers pharmaceutically oriented solutions such as those geared towards easy ingredient preparation, delivery, and containment. It also offers operations support for the industry.

DuPont also has evolved with the times. Founded in 1802 as an explosives company, DuPont went on to produce such well-known brands as Teflon, Kevlar, Lycra, and Tyvek.

The chemical giant also offers agriculture products that target animal health, pest management, and land and pasture management. "The new science is really bio-based," says Bowman, who also is a former employee of DuPont.

DuPont's 2001 sale of DuPont Pharmaceuticals to Bristol-Myers Squibb helped "reseed" the area's life science industry, Bowman says. He points to Paul Friedman, CEO of Incyte. "He's the one of the rainmakers in terms of drug design," Bowman says.

Friedman was president of DuPont Pharmaceuticals from 1998 to 2001. After the sale, he joined Incyte, then a Palo Alto-based genomics information company starting a drug discovery and development division.

Friedman didn't look far for the new offices. Incyte rented the space in the DuPont Experimental Station left vacant by DuPont Pharmaceuticals.

Evidently, Experimental Station the birthplace of nylon and other major inventions—has been inspiring.

"We've made solid progress in building

a proprietary pipeline in a number of core therapeutic areas: HIV, inflammation and oncology," Friedman says.

Incyte is now headquartered in Wilmington and devoted to drug discovery.

Hui-Yin Harry Li understands the area's appeal. "We have a good incubator here," says Li, CEO of Wilmington PharmaTech, which specializes in R&D for pharmaceutical and biotechnology companies.

Like Friedman, Li is a former DuPont alumnus. However, Wilmington PharmaTech, along with 48 other companies, is located in Delaware Technology Park, a partnership between the state, private industry and the University of Delaware, which leases the land to the park.

The product of a 1986 governor's task force targeting high-tech jobs, the park is spread out over 40 acres and features offices, laboratories, and wet labs.

The facilities have drawn rave reviews. The Association of Research Parks named it Outstanding Research/Science Park of 2005, and delegates from as far as Mexico, Vietnam, and China visit to inspect the model.

Decision-makers at Fraunhofer USA in Plymouth, Mich., part of Munichbased Fraunhofer-Gesellschaft, were impressed. They chose the park for Fraunhofer USA Center for Molecular Biotechnology, a nonprofit contract research organization specializing in the discovery and development of plantbased vaccines.

Delaware landed the business for two reasons, says Vidadi Yusibov, executive director of the Fraunhofer USA Center

for Molecular Biotechnology.

"The state leadership was taking visionary action," he says. "They matched funds provided by Fraunhofer-Gesellschaft."

Location was the other deal-maker, he says. While many Delaware companies cite the state's location as a perk, it is particularly important to life science businesses.

"The money to the north; the regulation to the south," says Bowman,



THE STEWART LAW FIRM

A Boutique Firm Serving Clients Internationally www.delawarecorporatelaw.com

SPECIAL PURPOSE VEHICLES

- Implementation Services
- Ongoing Maintenance Services
- Winding Up Services
- Legal Audit Services
- Tax Audit Services

- Passive Investment Companies
- Private REITs
- Series LLCs, Partnerships & Trusts
- Headquarters Management Companies
- Captive Insurance Companies

LEGAL OPINIONS

- Entity Law
- Taxation
- UCC
- Bankruptcy Remote Vehicles
 All Local Courts

LOCAL COUNSEL SERVICES

- Entity Formations & Restructurings
- Commercial Transactions
- State Tax Controversies

ENTITY SUPPORT SERVICES

- Commercial Domicile
- Independent Directors
- Resident Trustees
- Domestic & Foreign Jurisdictions

DELAWARE OFFICE: Phone: 302-652-5200

MAINE OFFICE: Phone: 207-775-7200 **NEVADA OFFICE:** Phone: 702-836-3500 CAYMAN ISLANDS AFFILIATE:

Phone: 345-946-0299

Proximity to medical centers is another plus. "When your research is based on medical science, you definitely need to

be in that environment," Yusibov says. Christiana Care Health Systems in Newark participates in clinical trials, and urban hospitals in Philadelphia and Baltimore are a short drive away.



For scientific companies, access to universities is also vital. Some of Fraunhofer's 38 employees are "young, brilliant-minded, hardworking working people" from the University of Delaware, as well as from schools in Philadelphia, Baltimore and Washington, D.C.

Also situated in the Delaware Technology Park, the Delaware Biotechnology Institute offers laboratory space for 20 resident faculty research groups and 120 student researchers. Opened in 1999, the institute is a partnership between federal and state government, academia and industry, including DuPont, AstraZeneca, and Hercules.

Education isn't the only benefactor of Delaware's life science companies. Last year, for example, regional charities received more \$1 million from AstraZeneca alone. Combined with peer contributions, the potential for ongoing citizen outreach and well-being is enormous.

Businessmen like Yusibov appreciate the wealth of collaborative efforts. Delaware has an intellectual environment, he says, "And it's very much biotech-oriented."

Thousands of business owners

incorporate or form an LLC

with The Company Corporation every month!

As America's leading provider of business formation services in all 50 states, The Company Corporation is ...

AFFORDABLE. Complete your incorporation or LLC formation at a fraction of the cost of using a lawyer.

EASY. Work with an Incorporation Specialist by phone or complete your application online in 10 minutes or less!

FINANCIALLY STRONG. \$50,000 Guarantee*! Only The Company Corporation has the strength to offer this type of protection for your company.

CALL 1-866-720-7406 www.corporate.com/delaware

COMPANY CORPORATION INCORPORATING WHAT'S RIGHT FOR YOU

AD INDEX





Alfred I. duPont Hospital for Children

page 228

Alfred Lerner College of Business & Economics University of Delaware EMBA

page 233

Astra-Zeneca

page 219

Company Corporation, The page 238

Delaware Economic Development Office

page 215

Delaware State Tourism

page 234

duPont page 217

Greater Wilmington Convention & Visitors Bureau

page 220

Kent County Tourism

page 223

Mt. Cuba Center

page 239

Nemours Children's Clinic page 228

Peninsula on Indian River Bay, The

page 231

Southern Delaware Tourism page 227

Stewart & Associates page 237

University of Delaware **Conference Centers**

page 232

INSPIRATION | EDUCATION | CONSERVATION

www.mtcubacenter.org