



Board of Directors Meeting

March 23, 2026

DSPC Updates

Executive Director Report

- Port Operational Conditions
- Port Environmental Compliance Programs
- External Engagement Activity
- Delaware Container Terminal



CGA Delegation Attends APRM Forum and AU Assembly in Ethiopia

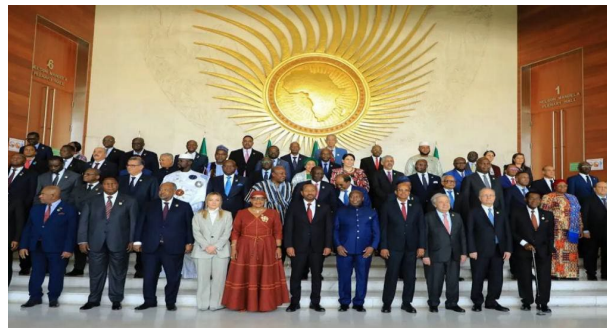
The Center for Global Africa (CGA) led a delegation to the 35th African Peer Review Mechanism (APRM) Forum and the 39th Assembly of Heads of State and Government of the African Union (AU), under the 2026 theme: “Assuring Sustainable Water Availability and Safe Sanitation Systems to Achieve the Goals of Agenda 2063.”



Held annually at the AU headquarters in Addis Ababa, Ethiopia, the Forum and Assembly convene African presidents and government representatives, along with continental and global leaders of institutions, development agencies, academia, and civil society.

AU Chairmanship

Burundi’s President Évariste Ndayishimiye was elected as AU Chairperson of Presidents for 2026, succeeding Angola’s President João Lourenço. Ghana’s President John Mahama was appointed First Vice-Chair.



CGA and APRM Forum of Presidents

The CGA has been distinguished as APRM's Sixth Region partner since 2018. As the AU's presidential agency for good governance and policies, economic transformation, and institutional capacity building, APRM advances and monitors Agenda 2063, which is Africa's 50-year development blueprint. The 2026 APRM Forum brought together 12 African presidents and representatives from 23 countries. Somalia acceded to APRM membership, bringing the total to 45 APRM member states.

APRM Review Reports

Three APRM Review Reports were completed in 2026 in Ghana, São Tomé and Príncipe, and Zimbabwe. Respectively, President John Mahama, President Emmerson Mnangagwa, and President Carlos Vila Nova each presented their Reports to be "peer reviewed" by their presidential peers at the Forum in the following sectors:

1. Corporate Governance as a Catalyst for Implementing the African Continental Free Trade Area (AfCFTA) in Ghana.
2. Economic Governance and Management in Zimbabwe.
3. Tourism as an Engine of Economic Growth in São Tomé and Príncipe.

CGA Access, Relations, and Strategy

As a recognized and entrusted Sixth Region partner, the CGA is privy to high-level access to contribute to APRM processes that uniquely bridge U.S.-Africa relations and engagements, via the CGA's operating model and systems approaches that are Diaspora-driven.

This is demonstrated by the CGA's consultative role in the finalizing of Ghana's AfCFTA Review in July 2025. In turn, Ghana's Minister of Foreign Affairs, Samuel Ablakwa, visited Delaware to attend the CGA's Conference in September 2025. This initiated encouraging CGA talks with both the Republic of Ghana and the State of Delaware to link Delaware's port expansion to Africa's "Cross-Atlantic AfCFTA Engagement" to generate new sources of trade.

In follow-through, the CGA credentialed Ronald Kimoko Harris (a business agent of Local 1883) of the International Longshoremen's Association in Delaware, to join the CGA's delegation to the AU, led by Professor Ezra Aharone. This afforded Kimoko firsthand observation of the CGA's strength of relations and respect of African leaders that include President John Mahama.

The CGA therefore looks to now further engage relevant parties in Delaware to devise a "Delaware-Africa Strategy" that can promote and position Delaware's port as a potential AfCFTA hub for expanded U.S.-Africa trade.

Photo Highlights

Following are select photos with key government representatives – from North, South, East, and West Africa – who Professor Ezra made courtesy introductions to Kimoko in good faith towards future talks.



President John Mahama of Ghana



President John Mahama and Ghana's Minister of Foreign Affairs, Samuel Ablakwa



Ambassador Marie Quatre, CEO of APRM (Lt) and Kenyeh Barlay, Sierra Leone Minister of Planning and Economic Development (Rt)



Egyptian Ambassador, Aly El-Hefny (Lt) and Djibouti Ambassador, Ahmed Arita Ali (Rt)



Namibian Ambassador Lineekela Mboti



Tanzanian Ambassador Mahmoud Kombo



UN and AU Diplomat from Gambia, Honorable Abdoulie Janneh

Center for Global Africa

The CGA is an enterprising Sixth Region think tank with U.S.-Africa governance, policy, and socioeconomic focus. Through high-level partnerships that include APRM, the CGA engages in advocacy, research, and consultancy for shared U.S.-Africa development that is Diaspora-driven.



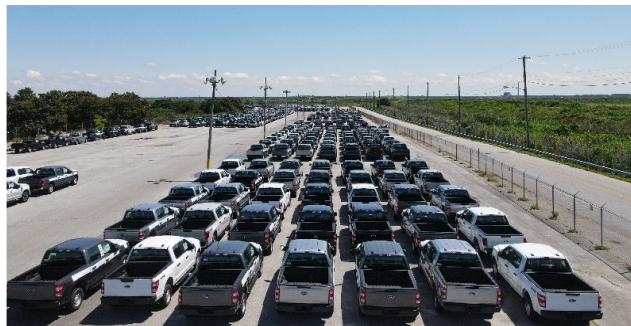
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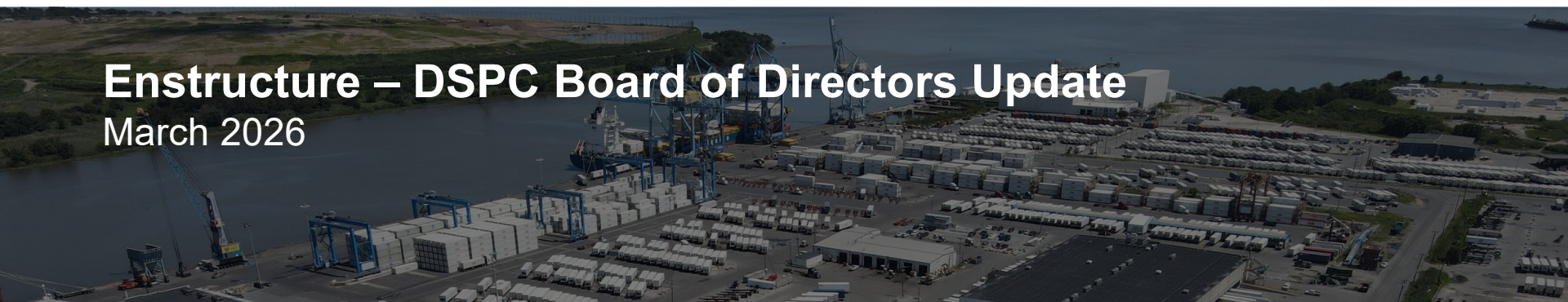
Enstructure/Port of Wilmington Update



The logo for ENSTRUCTURE, featuring a stylized blue and orange graphic element to the left of the word "ENSTRUCTURE" in a bold, blue, sans-serif font.



Enstructure – DSPC Board of Directors Update
March 2026



Agenda

- 1 Port Wilmington General Update
- 2 Delaware Container Terminal Project Update
- 3 Upcoming Community Site Tours

Port Wilmington | General Updates

Terminal Operations

- Actively coordinating with government agencies on ongoing Delaware River dredging, enhancing navigability and future capacity
- Improving container operations and crane reliability *Discussed further in next slide*
- >100% increase in breakbulk tonnage comparing last 12 months vs 2025; slight reduction in bulk tonnage
- 12% increase in overall labor hours and 38% increase in labor wages in the last 12 months vs 2025

Fruit Season

- Continued volumes in the Moroccan clementine season → supporting U.S. and Canadian customers through March
- Completed multiple successful fumigations for Chilean grapes, working closely with ILA and local partners to uphold food safety standard and handle peak volumes

Forest Products

- Expanding forest product operations with anticipated growth in volumes and storage

Port Wilmington | Dredging & Crane Impacts

Dredging has been delayed, impacting Enstructure and our customers

- Delay largely driven by a procurement dispute under federal procurement process
- In addition, freezing of Delaware River caused restrictions to dredging start, leading to further delays
- Enstructure working with DSPC, State of Delaware, USACE and dredging service provider to maintain operations

Over \$8 million has been invested on crane maintenance since Enstructure took over operations at Port Wilmington

- However, crane reliability continues to create challenges for vessel discharge and loadout
- Enstructure has developed an experienced crane maintenance team to ensure preventive and corrective maintenance is followed to high quality standard
- Clean Ports electrification project expected to address crane reliability issues → targeted completion Q3 2027

Dredging and crane reliability challenges being proactively addressed. Continuous improvement program underway to enhance vessel productivity, truck turn times, and other relevant service metrics.

Port Wilmington | Strategic Investment in New Equipment

Equipment Details

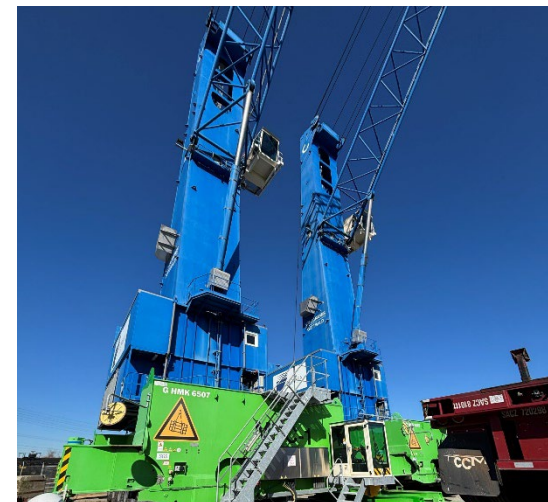
- Enstructure recently invested in two Mobile Harbor Cranes and additional equipment to strengthen Port Wilmington's bulk operations and support sustainable, long-term growth.

Benefits

- This equipment will improve flexibility and reliability across port operations, helping ensure efficient and consistent service for our customers and the broader community.

Timeline

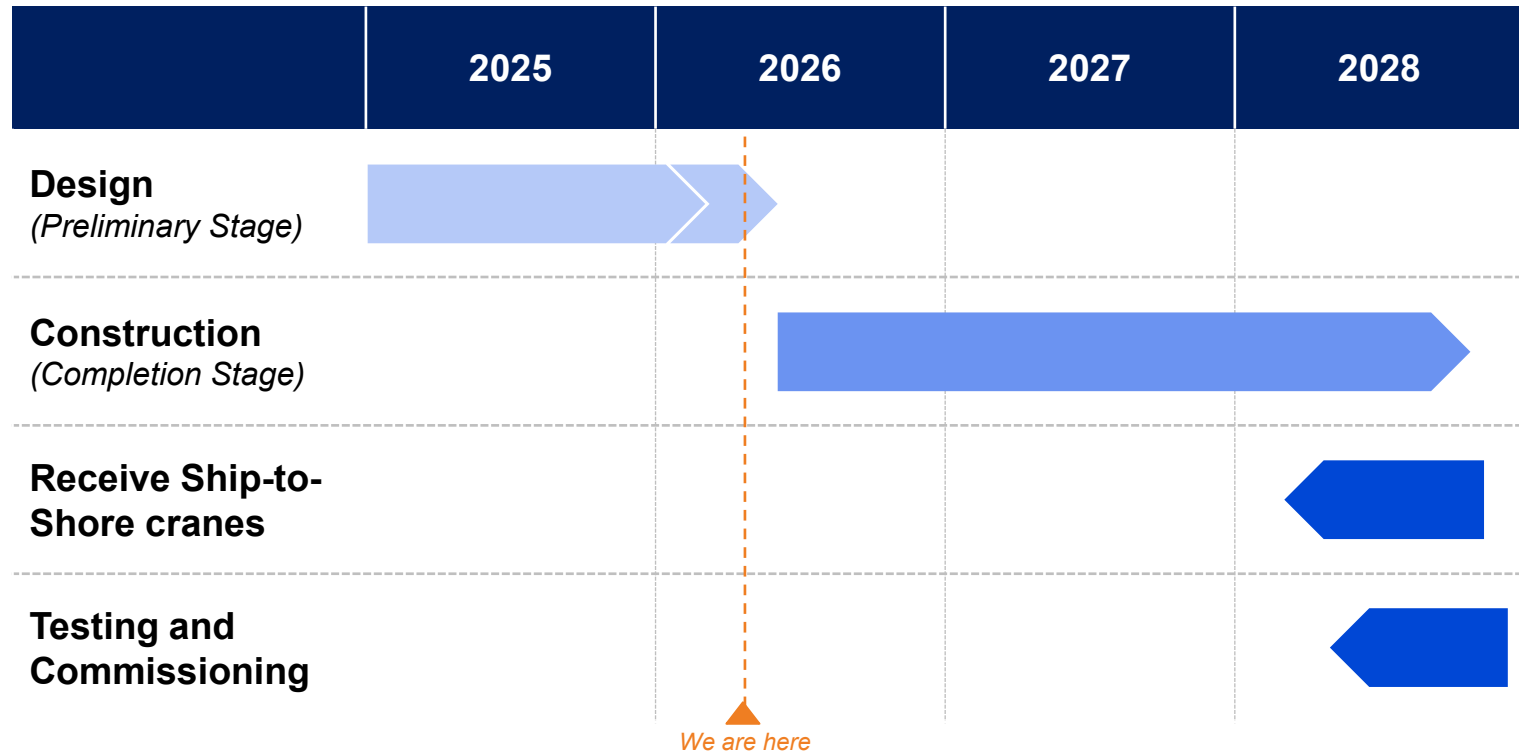
- Estimated Arrival: Up to 90 days
- Ready for Operations: 60 to 90 days



Edgemoor Expansion Update

Delaware Container Terminal | Project Update

Progressive design-build & equipment commissioning schedule for Phase I

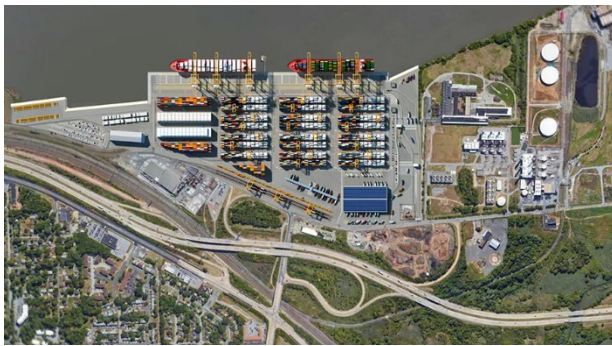


Key updates in Preliminary Stage design

- Ongoing coordination with DeIDOT and DNREC through design & approvals process
- Currently negotiating construction agreement with contractor and equipment agreements with vendors
- Ongoing permit issuance consideration by US Army Corp Engineers

Delaware Container Terminal | Upcoming Community Site Tours

- **Date:** Saturday, April 11, 2026
- **Tour Times:**
 - ▶ 9:00 a.m.
 - ▶ 10:00 a.m.
 - ▶ 11:00 a.m.
- **Meeting Location:**
 - ▶ Brandywine Hundred Fire Company
1006 Brandywine Blvd, Wilmington, DE
19809
- **Next Tour Opportunity: June 2026**



- **Registration required!** Limited spaces available on a first-come, first-served basis.
- **Sign Up Here:**
<https://form.jotform.com/260784656946070>
- Email MidAtlanticComments@enstructure.com for more information



Thank you

Action Items

Resolution 26-01: Sixth Amendment to 1995 Acquisition Agreement with the City of Wilmington (Extending Deadline to Exercise Pigeon Point Option)

--Extends option deadline from June 30, 2026 to June 30, 2027



Public Comment