

GREATER PHILADELPHIA

Economic Development Framework

2013 ANNUAL REVIEW AND UPDATE



SEPTEMBER 2013





The Delaware Valley Regional Planning Commission is dedicated to uniting the region's elected officials, planning professionals, and the public with a common vision of making a great region even greater. Shaping the way we live, work, and play, DVRPC builds consensus on improving transportation,

promoting smart growth, protecting the environment, and enhancing the economy. We serve a diverse region of nine counties: Bucks, Chester, Delaware, Montgomery, and Philadelphia in Pennsylvania; and Burlington, Camden, Gloucester, and Mercer in New Jersey. DVRPC is the federally designated Metropolitan Planning Organization for the Greater Philadelphia Region — leading the way to a better future.



The symbol in our logo is adapted from the official DVRPC seal and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole while the

diagonal bar signifies the Delaware River. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey.

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Background

The *Greater Philadelphia Economic Development Framework* was created in 2009 to satisfy provisions for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia region. Co-authored by the Delaware Valley Regional Planning Commission (DVRPC), Select Greater Philadelphia, and the Ben Franklin Technology Partners of Southeastern Pennsylvania, the document was developed according to provisions outlined in 13 CFR § 303.7(c), *Consideration of Non-EDA funded CEDS*, and was formally approved by the U.S. Department of Commerce, Economic Development Administration (EDA) as the CEDS for the Greater Philadelphia region on September 30, 2009. The current document is intended to satisfy EDA requirements for the 2013 annual CEDS review and update, and was developed under the guidance of a CEDS Review Committee which includes representatives of county planning and economic development agencies, regional economic development organizations, and the private sector (see Appendix A).

DVRPC serves as the federally designated Metropolitan Planning Organization (MPO) for a nine-county, bi-state region, which includes Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania, and Burlington, Camden, Gloucester, and Mercer counties in New Jersey. The *Greater Philadelphia Economic Development Framework*, adopted in 2009, focused on an expanded 11-county region, which included DVRPC's nine member counties plus Salem County, New Jersey, and New Castle County, Delaware. Upon further review, EDA determined that the economic development needs and priorities of Salem County are addressed through the ongoing efforts of the South Jersey Economic Development District, which also includes Atlantic, Cumberland, and Cape May counties. Similarly, economic development issues and priorities in New Castle County are addressed in the State of Delaware's statewide CEDS. For the purposes of planning, coordination, and preparation of the regional CEDS, the geography of the Greater Philadelphia region was therefore revised in 2010 to coincide with that of the nine-county DVRPC region (see Figure 1). Larger scale maps illustrating the region's municipalities are included in Appendix B.

Figure 1: Greater Philadelphia Region



Source: Delaware Valley Regional Planning Commission, September 2013.

Introduction

Greater Philadelphia's regional economy is large and complex, with almost three million employees and an annual gross metropolitan product of over \$380 billion. The region's economy ranks among the most diverse of the nation's major metro areas; a diverse economy, although not "booming", is stable, protected from the potential extremes in growth or decline that economies dependent on one or two major industries often experience. Based on nationally available statistics from the Bureau of Labor Statistics, the number of employees in Greater Philadelphia remained relatively stable between 2001 and 2011 despite the worsening economic climate, declining by approximately one percent over the decade. This loss is comparable to the national loss of 0.17 percent. The greatest single-year decrease occurred between 2008 and 2009, when the DVRPC region's employment declined by over three percent. This period compared favorably to a national decline of over four and one-half percent.

National employment data sources such as the Bureau of Labor Statistics, however, fail to fully capture some employment, including sole proprietors, second jobs, and many public sector employees. Unlike government sources of employment data, the National Establishments Time Series (NETS) database includes sole proprietors, part-time jobs, and farm operations, and has been found to be more accurate in reporting data for small privately-owned firms and public sector employers, such as post offices and public schools. A review of historical NETS data indicates that if employees not counted by traditional sources are included, the region's employment declined by as much as 14 percent between 2000 and 2010, after increasing by almost 18 percent between 1990 and 2000 (see the additional discussion on page 10).

The region's economy has transitioned from manufacturing to professional services, with over 80 percent of the region's workforce currently employed in service-providing sectors. Since 2000, construction and manufacturing employment has declined by 32 percent, while the number of nonmanufacturing jobs has increased dramatically. Fast-growing service sectors include professional, business, and management services; education and health-related services; and arts, entertainment, and recreation services. While the region's economy was once dominated by manufacturing, knowledge-based industries are now prominent, with life sciences, information technology, professional services, and chemicals ranking among the region's top industries. Education and health services, professional and business services, financial activities, and information technology (sectors that require highly educated and skilled workers) now make up almost 50 percent of the region's employment.

Home to over 400 life science and related companies, the region's thriving cluster of pharmaceutical, biotech, research and development, and support companies is one of the largest in the nation. With deep roots in public health, the Greater Philadelphia region has become one of the nation's top life science industry centers. Data from Select Greater Philadelphia shows that the Philadelphia region is home to over 90 educational institutions that offer at least a two-year associate's degree, and ranks third nationally (behind only New York and Boston) in the number of four-year colleges and universities. The region is also powered by a solid and diversified information technology (IT) industry which ranks as the sixth largest in the country, based on shares of employment in IT occupations and IT-providing industries in the nation's 12 largest metropolitan statistical areas (MSAs). IT plays a major role in the local economy, both as a provider of IT products and services and as a support function to other major industries.

With its strong base of highly skilled workers, top universities, and support infrastructure for a wide variety of high tech industries, Greater Philadelphia is home to a concentration of such cutting-edge sectors as life sciences, chemicals, and higher education. The region has been transformed from a traditional manufacturing center to a high-tech manufacturing hub, with next-generation electronics, defense systems, aerospace, and shipbuilding just a few of the diverse, highly specialized manufacturing segments thriving throughout the region. There is also a burgeoning alternative and clean energy industry in the region, a sector poised for high growth during the coming years. The region has established itself as a center for businesses and professionals that possess the skills

necessary to transform challenges in energy efficiency and ecological sustainability into a competitive economic advantage, creating jobs and quality economic development for our region.

Regional Challenges

The region is not, however, without challenges. Between 2000 and 2010, the population of the City of Philadelphia and many older suburbs increased for the first time in decades, and residential construction activity (particularly in Philadelphia) remains relatively strong. Until this recent rebound, however, the region's cities and older 'first suburbs' had lost both residents and jobs, while many of the region's newer suburbs realized significant increases in both population and employment. The resulting concentrations of poverty and lower educational levels in older urban areas stresses local tax bases, making it difficult to provide necessary services and further perpetuating the cycle of urban decline.

DVRPC's environmental justice analysis, for example, identifies specific locations in the region where disadvantaged populations (including the physically disabled, people living in poverty, minorities, single parents, carless households, and non-English speaking households) are concentrated. These places, illustrated in Figure 2, contain a mix of individuals with varying needs that will likely impact their ability to access necessary services, training facilities, and employment centers, and that may therefore require additional planning considerations and targeted outreach. In general, the region's most disadvantaged communities tend to cluster in large urban centers, smaller cities, and older suburbs (particularly in Delaware and Camden counties).

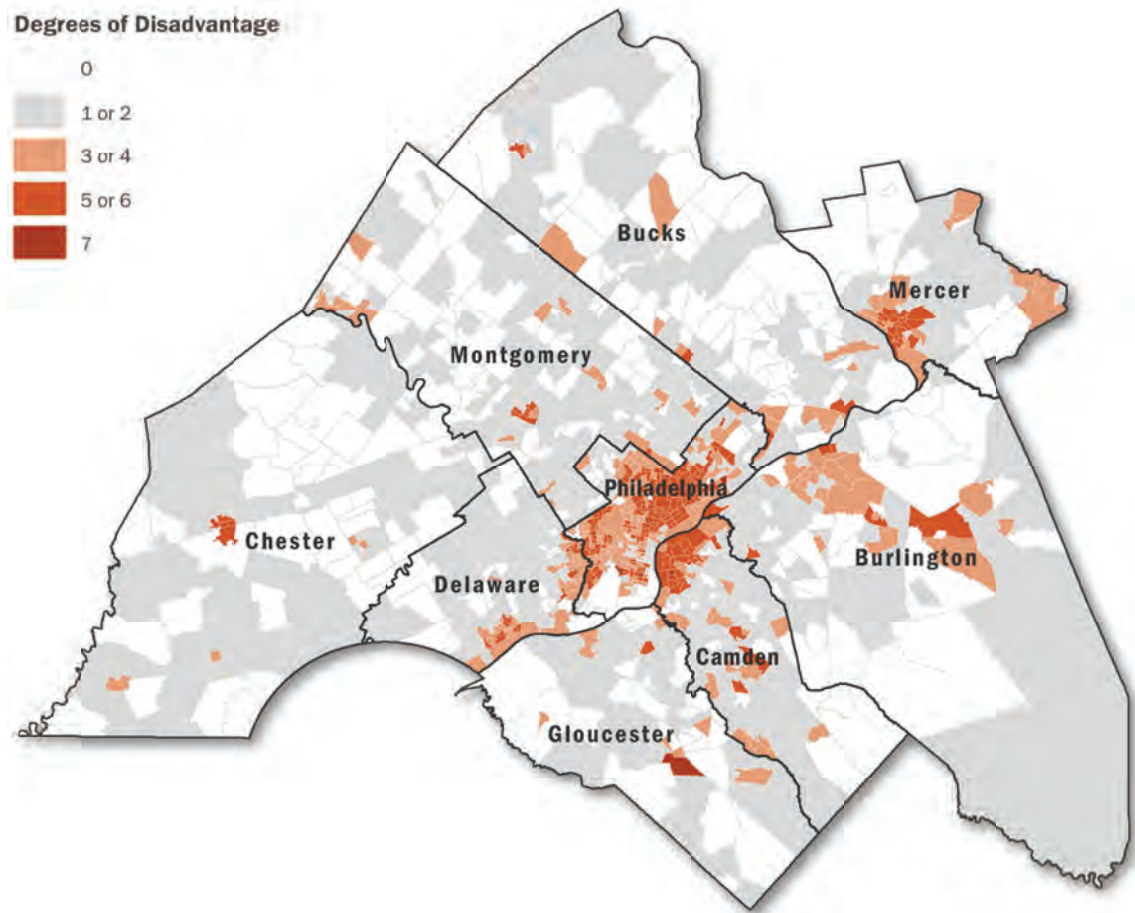
Transportation and utility networks have been a key component of prosperous regions throughout history, and the efficient movement of people and goods locally, regionally, and internationally will be a hallmark of thriving regions in the future. Greater Philadelphia enjoys a superb advantage by virtue of its central location within the Northeast Corridor. However, the region's road and transit systems are aging, and both require extensive investment to bring them up to a state of good repair, and even more to maintain them into the future. Maintaining and improving key interstate and interregional highway and transit routes is imperative, as is upgrading the region's airport and port facilities. Failure to maintain and improve the transportation system will reduce the region's economic competitiveness as it becomes a less attractive location for business investment; the environment is degraded due to increased congestion; more vehicular damage is caused due to poor road conditions; and vehicular crashes increase due to less-safe driving conditions.

While the Greater Philadelphia's economic diversity has helped to cushion the impact of the nation's current economic downturn on the region's economy relative to that felt in many other metropolitan areas, national trends have impacted the region's businesses and workers, with negative job growth and high unemployment. Global challenges related to increasing energy costs and declining resources, however, present opportunities to redirect regional economic development efforts to prepare the region to compete in a future where energy-efficient and environmentally benign products and services will be the key drivers of economic growth.

Recent Relevant Reports

In 2009, an overview of more than 30 economic development strategy documents prepared for the Greater Philadelphia region in recent years revealed common goals and objectives that guide regional economic development planning. These studies and the types of organizations that prepared them clearly reveal the collaboration that occurs in the region in economic development planning and the collective vision that emerges when these efforts are viewed as a whole. Since 2009, several additional studies have been released that further research, review, and discuss critical regional economic development issues, several of which were summarized in the 2011 CEDS update. Additional relevant reports include the following:

Figure 2: Areas in Greater Philadelphia with the Highest Degrees of Disadvantage



Source: Delaware Valley Regional Planning Commission, September 2013.

- Connections 2040 Plan for Greater Philadelphia* (“the Plan”), Delaware Valley Regional Planning Commission, July 2013. *Connections 2040* assesses trends and forecasts and develops a regional vision for the future. The Plan is organized around four core principles to achieve the vision: Manage Growth and Protect the Environment, Create Livable Communities, Build the Economy, and Establish a Modern Multimodal Transportation System. The Plan includes goals and strategies under each of the four core principles and identifies a set of investments in the region’s transportation system that are needed to preserve and maintain the existing system, as well as other critical improvements that make the system operate more efficiently and expand capacity.
- Report of the Jobs Commission of the City of Philadelphia*, City of Philadelphia, January 2013. In 2012, the City of Philadelphia formed a Jobs Commission to determine what city government can do to create and retain private sector jobs for city residents. The commission produced a final report in which it (1) reviewed national and local labor market trends; (2) identified and evaluated key entities within the city that influence job creation and retention; (3) articulated the key factors that contribute to and impede employment growth; (4) identified successful policies and initiatives in other jurisdictions; and (5) established principles for guiding future policy making. The analysis undertaken by the commission encompassed job training; workforce development; economic development; education; licensing, zoning, and other regulatory processes; and tax policies. The final report sets forth 11 recommendations that the city should pursue to maximize job creation and retention.

Measuring Progress toward the Region's Economic Growth Goals

EDA regulations require that the annual review of the regional CEDS include a discussion of progress made toward advancing the defined regional goals, including, but not limited to, the number of jobs created after implementation of the CEDS, the number and types of investments undertaken in the region, the number of jobs retained in the region, the amount of private-sector investment after implementation of the CEDS, and changes in the economic environment of the region. The following section identifies and assesses applicable performance measures that will continue to be tracked to gauge progress made toward achieving the CEDS's goals and objectives.

The Greater Philadelphia regional CEDS was adopted in 2009. The 2010 annual review focused on establishing baseline data for the majority of the identified performance measures, and the 2011 and 2012 reviews reassessed and updated those measures. The 2013 annual update again reassesses these measures and updates the data where possible, as a means of tracking the progress made toward achieving the goals and objectives of the regional CEDS.

Based on the findings of existing regional economic development studies and in coordination with the CEDS Review Committee, the *Greater Philadelphia Economic Development Framework* identified 11 economic development goals and related objectives. The Greater Philadelphia region's economic development goals remain the same as those identified in the 2009 CEDS:

- 1) Focus growth in centers and developed areas already well served by infrastructure and utilities.
- 2) Create appropriate jobs in distressed areas and for populations most in need.
- 3) Create jobs that match workforce supply.
- 4) Support the growth of key economic sectors, including the emerging "green economy".
- 5) Reduce greenhouse gas (GHG) emissions.
- 6) Enhance the climate for business growth.
- 7) Invest in public infrastructure.
- 8) Foster a high-quality productive labor force.
- 9) Increase innovation and new business formation.
- 10) Improve the region's quality of life.
- 11) Expand the Greater Philadelphia region's connections to the global economy.

GOAL 1: FOCUS GROWTH IN CENTERS OF DEVELOPMENT.

A key goal of the Greater Philadelphia regional CEDS is to target growth to existing centers, developed communities, and mature suburbs, including those identified in DVRPC's *Connections 2040 Plan for Greater Philadelphia*. The Greater Philadelphia region is a mosaic of over 350 diverse cities, boroughs, and townships, ranging from the City of Philadelphia (which is both a city and a county and has over 1.5 million residents) to tiny Tavistock Borough in Camden County, New Jersey (which is primarily a private golf course and home to five residents). Centers provide a focal point in the regional landscape that can reinforce or establish a sense of community for local residents while recognizing their regional and local significance.

Connections 2040 identifies over 120 centers in a hierarchy of seven center types, based on their role and activities within the region. Center City/University City/Camden Central Business District – spanning the Delaware River and bounded roughly by 40th Street from Girard to Washington avenues in Philadelphia and by Interstate 676 and the Cooper River from Park Drive to Atlantic Avenue in Camden – is identified as the region's metropolitan center. This dense, compact, mixed-use area includes the central business districts of Camden and Philadelphia, major academic and medical institutions, and major tourist and entertainment destinations.

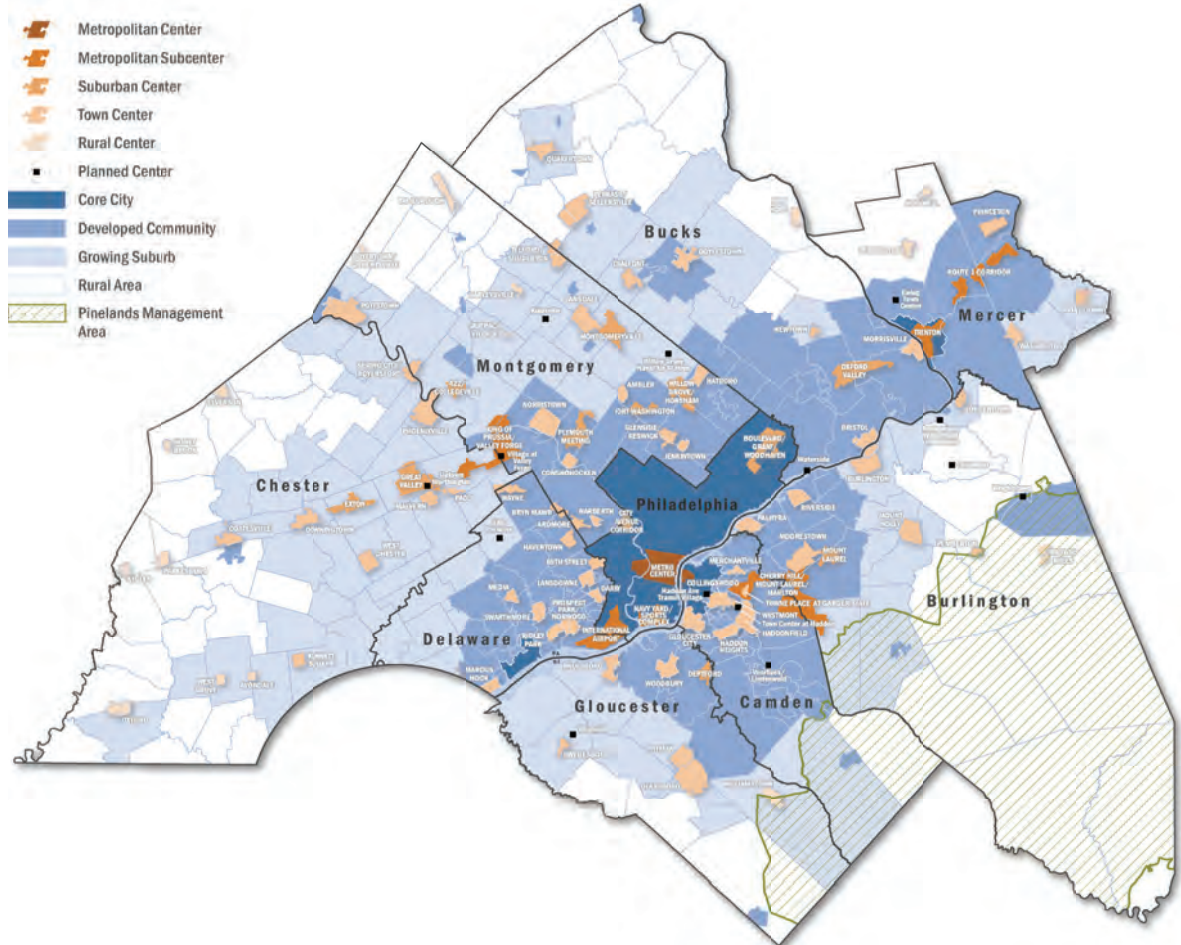
The Plan also identifies seven metropolitan sub-centers, reflecting their magnitude of jobs and commercial activity. These include the downtown areas of Trenton and Camden and the destinations

of King of Prussia/Valley Forge (Montgomery County); Philadelphia International Airport (Delaware and Philadelphia counties); Navy Yard/Sports Complex (Philadelphia), Cherry Hill/Mount Laurel/Marlton (Burlington and Camden counties), and the Route 1 Corridor (Mercer County).

The region's four core cities are Philadelphia, Trenton, Camden, and Chester. Embedded within the core cities are neighborhood centers, recognizable places with a mix of commercial, retail, anchor institutional, or residential activities. In addition to the metropolitan center, city neighborhood centers, and metropolitan sub-centers, the Plan identifies four other types of centers: suburban centers, town centers, rural centers, and planned centers.

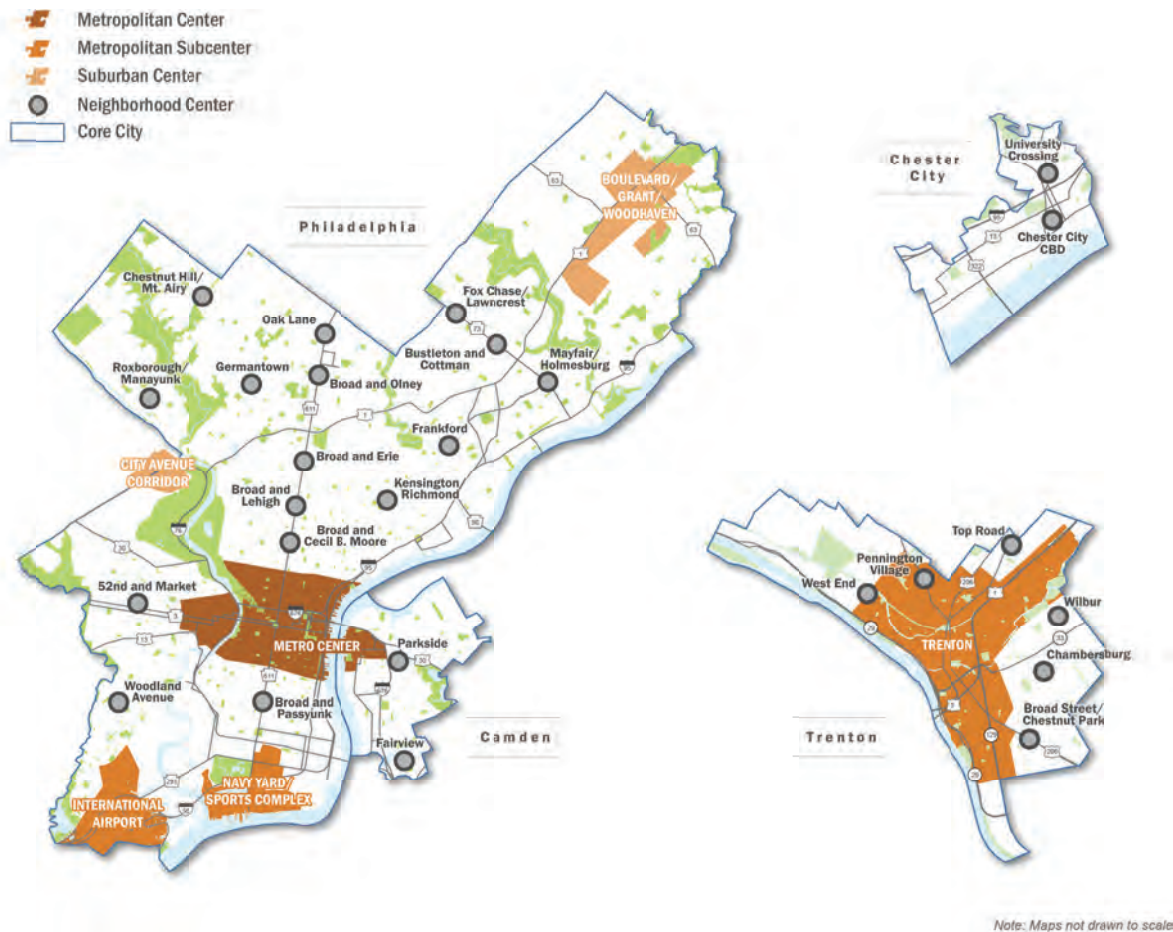
In addition to identifying these centers, the plan classifies the region's municipalities as core cities, developed communities, growing suburbs, or rural areas as a means of categorizing and simplifying the types of communities and defining the corresponding planning policies appropriate for each type. Figure 3 illustrates the *Connections 2040* planning areas and centers, and Figure 4 illustrates the region's core cities and neighborhood centers. Appendix C provides a list of the *Connections 2040* centers. Developed communities are composed of the region's inner-ring communities adjacent to the core cities; railroad boroughs and trolley car communities; and mature suburban townships that are almost completely developed.

Figure 3: *Connections 2040* Planning Areas and Centers



Source: Delaware Valley Regional Planning Commission, September 2013.

Figure 4: *Connections 2040* Core Cities and Neighborhood Centers



Source: Delaware Valley Regional Planning Commission, September 2013.

Note: Maps not drawn to scale

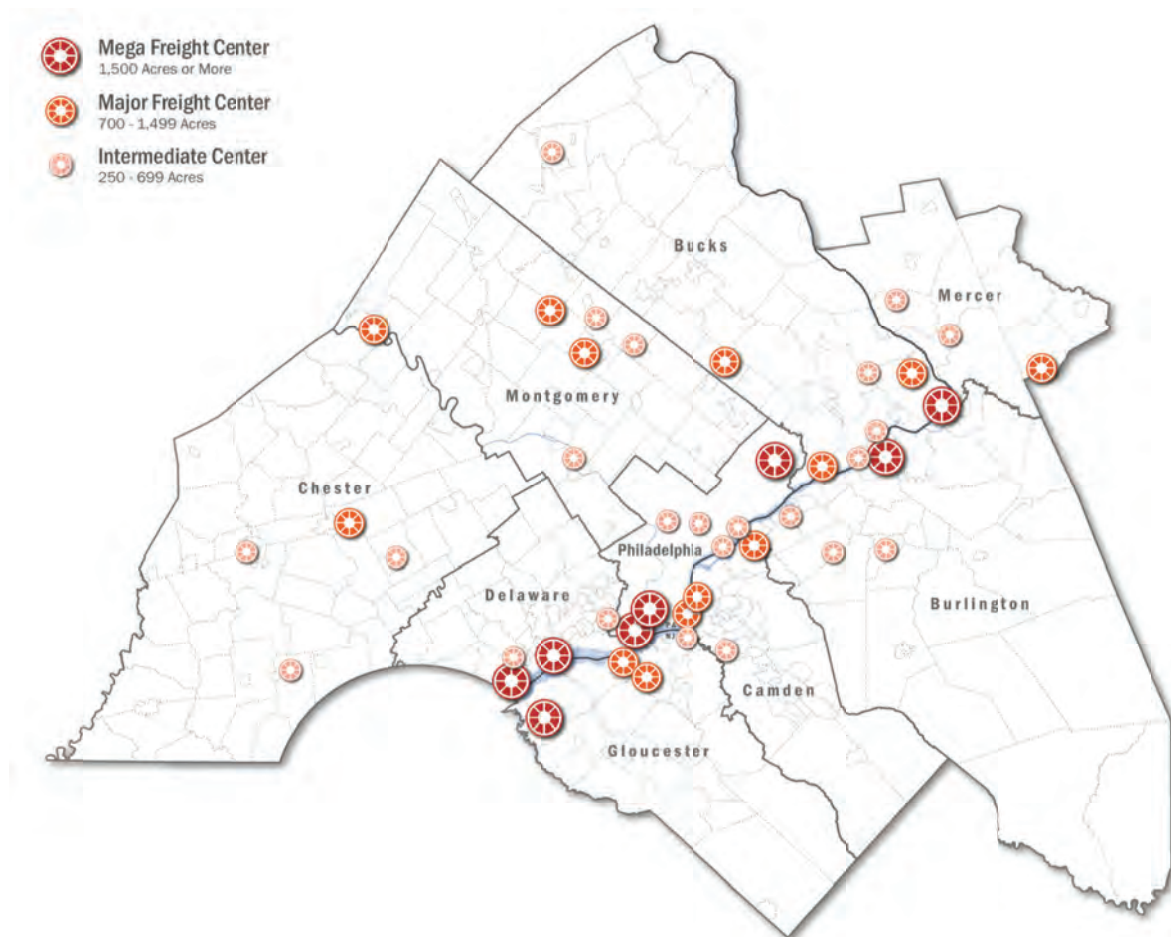
Growing suburbs are communities that have a significant number or percentage of remaining developable upland acres and are experiencing or are forecast to experience significant population and employment growth. Rural areas include the region’s agricultural communities and communities with large remaining natural areas, including protected lands.

The region’s core cities and developed communities can accommodate development in ways that can revitalize distressed communities, provide employment within an easy commute by a variety of modes of those most in need of work, maintain the region’s development fabric, and make maximum use of existing water, sewer, and transportation infrastructure. In addition, concentrated development patterns have lower energy demands, which will become increasingly important to regional competitiveness as the availability and price of energy become less certain. These centers of development also take advantage of proximity to institutions of higher learning, offer amenities that are attractive to knowledge-sector workers, and promote knowledge density (the co-location of multiple organizations in the same sector), which is seen as an important driver of innovation.

In addition to the *Connections 2040* centers, DVRPC has identified a hierarchy of freight centers (illustrated in Figure 5), areas where freight-related land uses (including light and heavy manufacturing, transportation, utilities, distribution, and mining/quarries) are concentrated. The goals in identifying these centers are to enhance the region’s freight system through targeted investments

that will allow the regional economy to thrive and to protect the identified centers for future industrial development.¹

Figure 5: Delaware Valley Freight Centers



Source: Delaware Valley Regional Planning Commission, September 2013.

Objectives:

- Attract new residents and jobs to the region's cities and centers.
- Restore and maintain the existing infrastructure in recognized centers.
- Target infrastructure expansions to curtail sprawl and encourage a more sustainable, center-based regional development pattern.
- Redevelop vacant and underutilized brownfields and greyfields sites.
- Support and reinforce social and educational programs in the region's centers.
- Make centers more attractive to both employers and employees by revitalizing neighborhoods through economic development activities (such as Main Street programs), housing rehabilitation and maintenance programs, and investments in the pedestrian environment (including streetscape and lighting improvements).

¹ For more information on DVRPC's freight centers, see DVRPC Report No. 11011, *The Delaware Valley Freight Center Inventory: Taking Stock of a Vital Regional Asset*, April 2012.

Performance Measures:

- ◆ **Population and employment changes** in identified centers and in core cities, developed communities, and mature townships. Table 1 compares the number of residents and employees in DVRPC’s core cities and identified centers in 2000 and 2010. In 2000, 43 percent of the region’s population and 51 percent of the region’s employment were located within the region’s cities and *Connections 2040* centers. While the region’s total population grew by approximately four percent between 2000 and 2010, the population in the region’s identified centers increased by only one percent, resulting in a slight decline in the percentage of the population living within core cities or the region’s identified centers. While some of the difference may be accounted for by small changes to Census block boundaries in 2010, Table 1 demonstrates that population generally continued to sprawl in the region’s growing suburbs between 2000 and 2010. Employment, however, declined slightly less in core cities and centers than in the region as a whole (13 as compared to 14 percent), resulting in a slight increase in the percentage of the region’s employment located within cities or centers.

Table 2 compares the number of residents living in DVRPC’s *Connections 2040* planning areas in 1990, 2000, 2010, and 2012. The percent of the region’s population living in core cities declined from 35 percent in 1990 to 31 percent in 2012. Similarly, the percent of the residents living in developed communities and mature suburbs declined from 45 percent to 43 percent, as the population continued to sprawl into the region’s suburbs. The core city of Philadelphia, however, experienced an increase in population between 2000 and 2010 (the city’s first population gain since 1950) and continued to increase through 2012.

Table 1: Population and Employment in Core Cities and *Connections 2040* Centers

	Centers					Region		
	2000	2010	Percentage Change	Percent of Regional Total, 2000	Percent of Regional Total, 2010	2000	2010	Percentage Change
Population	2,333,383	2,350,145	1%	43%	42%	5,387,407	5,626,186	4%
Employment	1,741,848	1,512,368	-13%	50.7%	51.3%	3,435,121	2,950,387	-14%

Note: Population and employment were calculated using Geographic Information Systems (GIS) analysis, by aggregating data from census blocks located within the centers. Unlike government sources of employment data, the National Establishments Time Series (NETS) database includes sole proprietors, part-time jobs, and farm operations and has been found to be more accurate in reporting data for small privately, owned firms and public sector employers, such as post offices and public schools. Employment from the NETS database is therefore generally higher than many of these other sources, and comparisons between NETS employment and other regional employment totals should be made with caution. **Source:** Delaware Valley Regional Planning Commission, September 2013 (base data from the U.S. Census Bureau and the NETS database).

Table 2: Population by *Connections 2040* Planning Area

Planning Area	Population				Percentage Change			Percent of Regional Total			
	1990	2000	2010	2012	1990-2000	2000-2010	2010-2012	1990	2000	2010	2012
Core Cities	1,803,600	1,719,711	1,722,235	1,743,365	-5%	0.1%	1.2%	35%	32%	31%	31%
Developed Communities	2,336,556	2,413,554	2,447,949	2,456,624	3%	1.4%	0.4%	45%	45%	44%	43%
Growing Suburbs	773,208	953,139	1,116,444	1,130,355	23%	17%	1.2%	15%	18%	20%	20%
Rural Areas	269,341	301,003	339,558	343,213	12%	13%	1.1%	5%	6%	6%	6%
Greater Philadelphia Region	5,182,705	5,387,407	5,626,186	5,673,557	4%	4%	0.8%	100%	100%	100%	100%

Source: U.S. Census Bureau, September 2013.

Table 3 compares the number of jobs in DVRPC’s planning areas in 1990, 2000, and 2010. The source of this data is the National Establishments Time Series (NETS) database, which, unlike government sources of employment data, includes sole proprietors, part-time jobs, and farm operations and has been found to be more accurate in reporting data for small privately-owned firms and public sector employers. Although the region’s total employment declined by 14 percent between 2000 and 2010 (due to the economic recession), the rate of decline in the core cities was less than in developed communities or growing suburbs. The percentage of the region’s employment located in core cities increased slightly between 2000 and 2010 after having declined from 33 to 28 percent between 1990 and 2000. The percentage of the region’s employment located in developed communities remained relatively constant between 2000 and 2010, after having declined from 47 to 46 percent between 1990 and 2000.

Table 3: Employment by *Connections 2040* Planning Area

Planning Area	Employment			Percentage Change			Percent of Regional Total		
	1990	2000	2010	1990-2000	2000-2010	1990-2010	1990	2000	2010
Core Cities	970,684	954,463	856,040	-2%	-10%	-12%	33%	28%	29%
Developed Communities	1,371,941	1,582,321	1,347,726	15%	-15%	-2%	47%	46%	46%
Growing Suburbs	494,892	782,993	638,804	58%	-18%	29%	17%	23%	22%
Rural Areas	84,136	115,344	107,817	37%	-7%	28%	3%	3%	4%
Greater Philadelphia Region	2,921,653	3,435,121	2,950,387	18%	-14%	1%	100%	100%	100%

Note: Unlike government sources of employment data, the NETS database includes sole proprietors, part-time jobs, and farm operations and has been found to be more accurate in reporting data for small privately-owned firms and public sector employers, such as post offices and public schools. Employment from the NETS database is therefore generally higher than many of these other sources, and comparisons between NETS employment and other regional employment totals should be made with caution. **Source:** Estimated based on National Establishments Time Series (NETS) database (as adjusted by the Delaware Valley Regional Planning Commission), September 2013.

- ◆ **Transportation infrastructure investment** targeted to recognized centers: As indicated in Table 4, over 81 percent of the transportation investments programmed through the regional Transportation Improvement Program (TIP) is currently programmed for projects that are able to be mapped and are located within a one-mile buffer of the centers identified in DVRPC’s Long Range Plan. That percentage has increased from the 77 percent located within the Plan centers in the 2007 TIPs.

This analysis considered the Fiscal Year 2013-2016 TIP (FY 2013 TIP) for Pennsylvania and the FY 2012-2015 TIP for New Jersey (FY 2012 TIP). These figures are for projects that are able to be mapped; approximately 49 percent of the FY 2003 TIP projects, 34 percent of the FY 2007 TIP projects, and 24 percent of the FY 2012/2013 TIP projects were not able to be mapped and were not included in these calculations. Projects that cannot be mapped include funding for studies, statewide programs, and other similar line items. Regionally, TIP expenditures in *Connections 2040* centers increased by two percent between FY2002 and FY2007, and by an additional six percent between FY2007 and FY2012/13.

Table 4: Programmed Transportation Investment in *Connections 2040* Centers

	FY 2003 TIPs	FY 2007 TIPs	Percentage Change 2003-2007	FY 2012 (NJ) and 2013 (PA) TIPs	Percentage Change 2007- 2012/2013	Percentage Change 2003- 2012/2013
Within Plan Centers	\$1,649,229	\$2,088,411	27%	\$2,828,088	35%	71%
Outside Plan Centers	\$546,180	\$633,022	16%	\$648,453	2%	19%
Percent Within Plan Centers	75%	77%	2%	81%	6%	8%

Notes: This indicator was developed using a Geographic Information System analysis. This analysis selected TIP projects that were within or intersected Plan Centers. Values of these projects were then summed and the percentage of TIP investment serving Plan Centers was calculated. Projects listed in the TIP that were either entirely within a one mile buffer or had a majority of the length of the project within the buffer were considered to serve the center. The entire TIP cost of the project was then included in the infrastructure investment calculation. These figures are for projects that are able to be mapped; approximately 49 percent of the FY 2003 TIP projects, 34 percent of the FY 2007 TIP projects, and 24 percent of the FY 2012/2013 TIP projects were not able to be mapped and were not included in these calculations. Projects that cannot be mapped include funding for studies, statewide programs, and other similar line items. **Source:** Delaware Valley Regional Planning Commission, 2013.

- ◆ **Building permit activity:** Although reliable and consistent data on non-residential construction activity is not readily available, tracking residential permits can predict future population trends. Table 5 specifies the number of residential building permits issued in Greater Philadelphia by *Connections 2040* planning area between 2000 and 2012, and Figure 6 illustrates the percentage of permits issued by planning area.

Table 5: Residential Units Authorized by Building Permits

Planning Area	2000- 2004	Percentage of the Region's Total 2000-2004	2005- 2009	Percentage of the Region's Total 2005-2009	2010- 2012	Percentage of the Region's Total 2010-2012
Core Cities	8,064	9%	10,629	17%	4,980	24%
<i>Philadelphia</i>	7,277	8%	9,290	15%	4,711	23%
Developed Communities	27,254	31%	21,237	34%	6,483	32%
Growing Suburbs	41,783	47%	22,899	37%	6,806	33%
Rural Areas	11,433	13%	7,518	12%	2,293	11%
Greater Philadelphia Region	88,534	100%	62,283	100%	20,562	100%

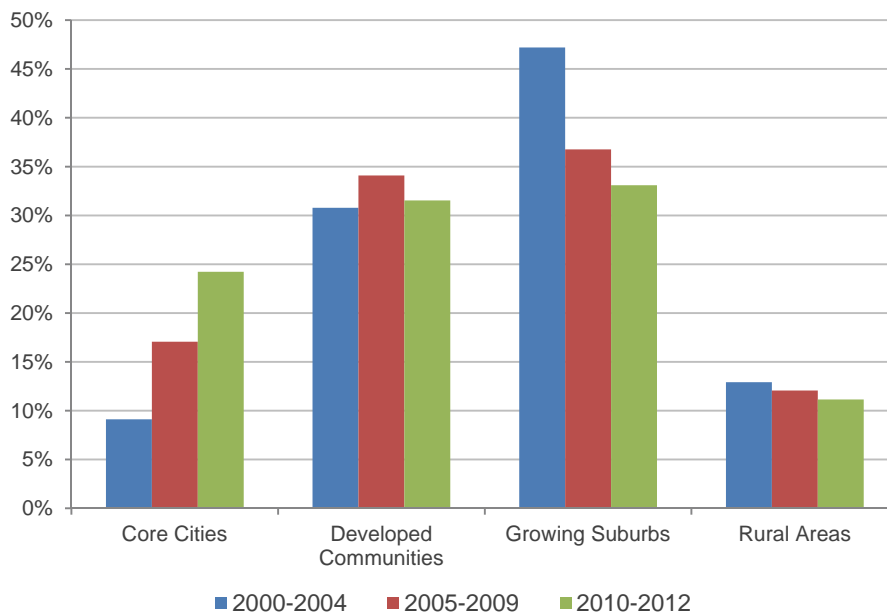
Source: U.S. Census Bureau, Construction Statistics Division, August 2013.

Over 62,000 residential permits were issued throughout the region between 2005 and 2009, a decrease of almost 30 percent when compared to the previous five-year time period. This decline is not unexpected, given the downturn in the market regionally and nationally. In the region's core cities, however, residential construction activity increased in the latter half of the decade, particularly in the City of Philadelphia. Of the 62,000 permits issued regionally, 17 percent were authorized in the core cities (almost twice the percentage of the regional total issued in these areas during the previous five-year time period) and an additional 34 percent were issued in developed communities.

Although 37 percent of the region’s permits were issued in growing suburbs, the number of permits issued over the five-year time period declined by over 45 percent in these areas, compared to a decline of only 22 percent in developed communities and an increase of 32 percent in core cities. For the first time since before 1990, over 50 percent of the region’s total residential construction permits issued between 2005 and 2009 were issued in core cities and developed communities.

Between 2010 and 2012, 24 percent of the region’s residential construction permits were issued in the core cities, including 23 percent in the City of Philadelphia alone. An additional 32 percent were issued in the region’s developed communities, while the percentage issued in growing suburbs declined from 37 percent between 2005 and 2009 to 33 percent between 2010 and 2012.

Figure 6: Residential Building Permits by *Connections 2040* Planning Area



Source: U.S. Census Bureau, Construction Statistics Division, August 2013.

GOAL 2: CREATE APPROPRIATE JOBS IN DISTRESSED AREAS AND FOR POPULATIONS MOST IN NEED.

Objectives:

- Create jobs appropriate to employing and building on the skills of the region’s most vulnerable and distressed populations, including those who have been chronically unemployed and are from areas with low household incomes.
- Create jobs that foster pathways out of poverty through the use of career ladders, including jobs in the emerging “green economy”.

Performance Measures:

- ◆ Unemployment in distressed areas
- ◆ Per-capita income in distressed areas

As noted in the introduction, DVRPC’s environmental justice analysis identifies specific locations in the region where disadvantaged populations (including the physically disabled, people living in poverty, minorities, single parents, carless households, and non-English speaking households) are concentrated. These places (illustrated in Figure 2 on page 3) contain a mix of individuals with varying needs that will likely impact their ability to access necessary services, training facilities, and employment centers and which may therefore require additional planning considerations and targeted outreach. Additionally, EDA regulations classify jurisdictions as “distressed” if:

- the most recently available per-capita income is 80 percent or less than the national average;
- the average unemployment rate over the most recent 24-month period for which data is available is at least one percentage point greater than the national average; or
- the area has a “special need” as determined by EDA.

According to the StatsAmerica web site, the most current national 24-month unemployment rate is 8.14 (yielding a threshold of 9.14) and the national per-capita income is \$27,158 (80 percent of which is \$21,726). Of Greater Philadelphia’s nine counties, Philadelphia, Camden, and Gloucester counties qualify under EDA’s criteria. Table 6 provides data on the unemployment rate and per-capita income levels for the region’s nine counties and for the nation as a whole.

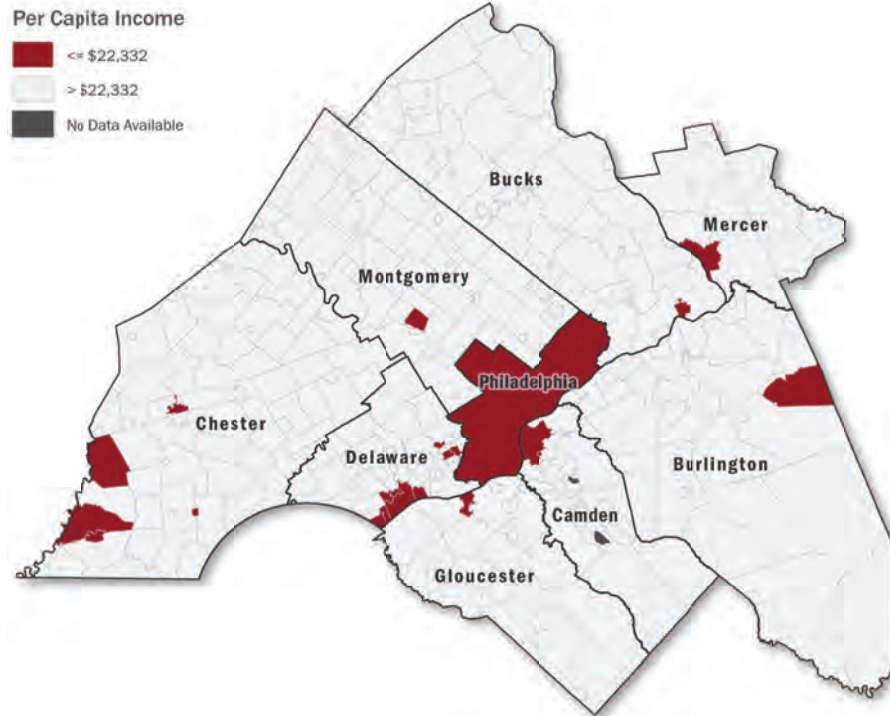
In addition to the City of Philadelphia, the region’s three other core cities and many of its smaller jurisdictions also have above-average unemployment and below-average per-capita incomes. The most current available source of per-capita income and unemployment for all municipalities in Greater Philadelphia (many of which have fewer than 25,000 residents) is the 2007-2011 American Community Survey (ACS) five-year estimates. According to ACS estimates, the per-capita income of the United States was \$27,915 (80 percent of which is \$22,332), and the unemployment rate was 8.7 percent (resulting in a threshold of 9.7 percent). Given these thresholds, Camden City (Camden County, New Jersey), the City of Trenton (Mercer County, New Jersey), and Chester City (Delaware County, Pennsylvania) also meet EDA’s thresholds, as well as several of the region’s smaller municipalities. These communities are illustrated on Figure 7 and Figure 8 and listed in Appendix D.

Table 6: EDA’s Measures of Distress

	24-month Unemployment Rate (ending June 2013)	Eligible Based on Unemployment Rate?	2011 Per-Capita Income	Eligible Based on Per-Capita Income?
United States	8.14	-----	\$27,158	-----
Burlington County, NJ	9.00	No	\$35,931	No
Camden County, NJ	10.40	Yes	\$29,754	No
Gloucester County, NJ	9.71	Yes	\$31,957	No
Mercer County, NJ	7.70	No	\$36,412	No
Bucks County, PA	7.31	No	\$36,355	No
Chester County, PA	6.13	No	\$40,989	No
Delaware County, PA	8.06	No	\$32,063	No
Montgomery County, PA	6.74	No	\$40,529	No
Philadelphia County, PA	10.75	Yes	\$21,303	Yes

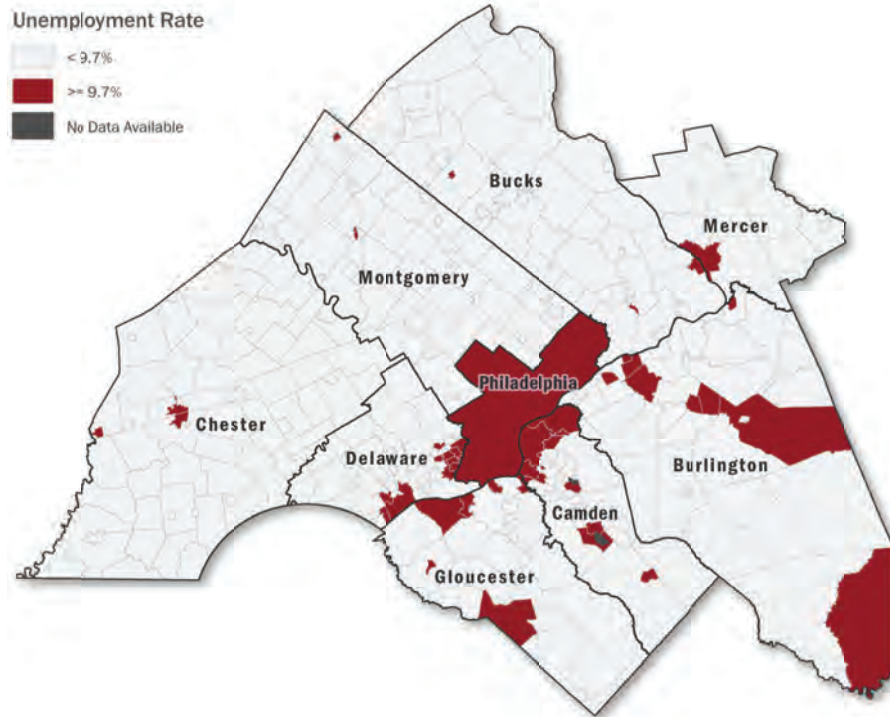
Source: Stats America at www.statsamerica.org, August 2013. The unemployment rate is from the U.S. Bureau of Labor Statistics as of August 2013; the per-capita income is from the American Community Survey’s Three-Year Estimates.

Figure 7: Municipalities That Meet EDA's Per Capita Income Threshold



Source: U.S. Census Bureau, American Community Survey (ACS) 2007-2011 Five-Year Estimates. The threshold of \$22,332 equals 80 percent of the national per-capita income of \$27,915.

Figure 8: Municipalities That Meet EDA's Unemployment Threshold



Source: U.S. Census Bureau, American Community Survey (ACS) 2007-2011 Five-Year Estimates. The threshold of 9.7 percent is one percentage point higher than the national rate of 8.7 percent.

GOAL 3: CREATE JOBS THAT MATCH WORKFORCE SUPPLY.

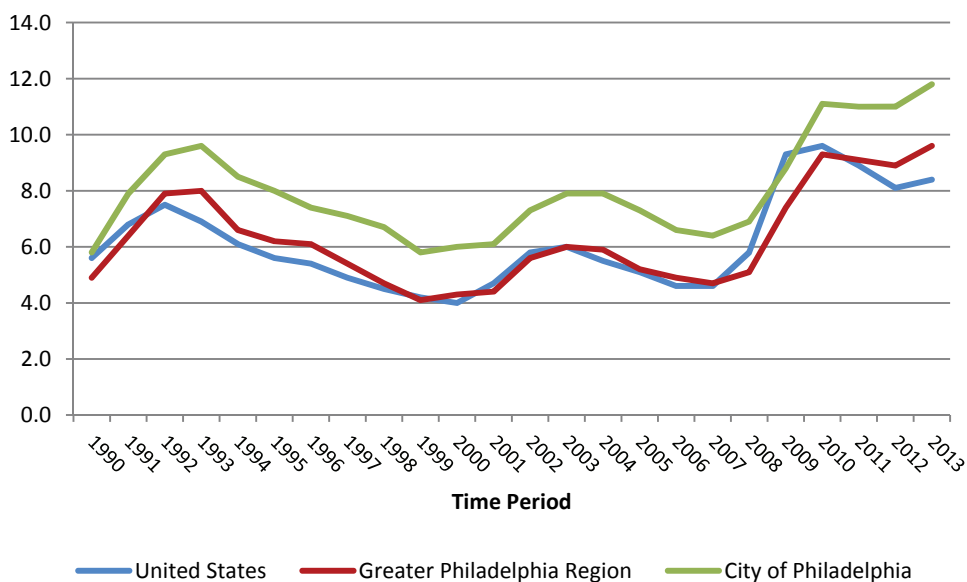
Objectives:

- Create jobs suitable for technical school graduates and recipients of technical certifications.
- Create employment that is aligned with the educational outputs of organizations such as Graduate!Philadelphia and the region’s community colleges.
- Create jobs that are appropriate for and attractive to graduates of regional colleges and universities to help stem regional “brain drain.”
- Create jobs that expand opportunities in industries that are anticipated to grow.
- Create jobs that leverage university-industry partnerships and student internships.

Performance Measures:

- ◆ **Regional unemployment:** Figure 9 and Table 7 provide historical data on regional and national unemployment, and unemployment in the City of Philadelphia. Although the region’s unemployment rate has risen significantly since 2005, the rate has until recently generally tracked slightly lower than that of the nation. According to the Bureau of Labor Statistics, the unemployment rate in the nine-county Greater Philadelphia region was 9.6 percent in January 2013, compared to 8.4 percent for the nation as a whole. The higher regional unemployment rate is larger due to the relatively high unemployment rate (11.8 percent) in the City of Philadelphia.
- ◆ **Average wages per job:** Matching job skills to the skills needed by employers should result in higher average wages. As illustrated in Table 7 and Figure 10, the average wage paid per job in Greater Philadelphia increased by a greater percentage than did the national average wage between 2000 and 2012.
- ◆ **Per-capita personal income:** Creating jobs that match the workforce supply and enabling otherwise disadvantaged people to work should result in gains in per-capita income. As demonstrated in Table 7 and Figure 11, the region’s per-capita personal income has historically been higher than that of the nation and has also increased by a higher percentage since 2000.

Figure 9: Unemployment Rate



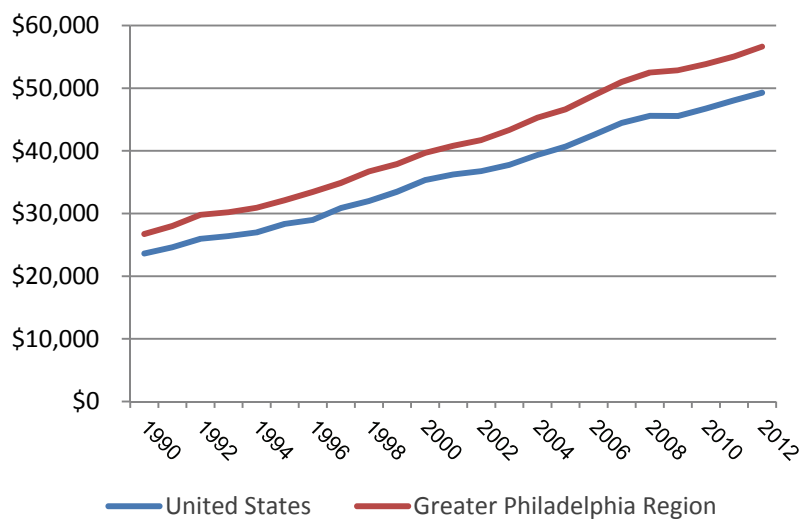
Source: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), September 2013.

Table 7: Unemployment, Per-Capita Income, and Average Wage Per Job

	Greater Philadelphia Region	National
Unemployment Rate		
2000	4.3%	4.0%
2005	5.2%	5.1%
2009	7.4%	9.3%
January 2013	9.6%	8.4%
Per-Capita Personal Income		
2001	\$35,772	\$31,157
2005	\$41,091	\$35,452
2009	\$46,379	\$38,637
2011	\$49,580	\$41,560
Percent Change, 2001-2011	39%	33%
Average Wage per Job		
2000	\$39,676	\$35,331
2005	\$46,613	\$40,677
2009	\$52,851	\$45,559
2012	\$56,628	\$49,289
Percent Change 2000-2012	43%	40%

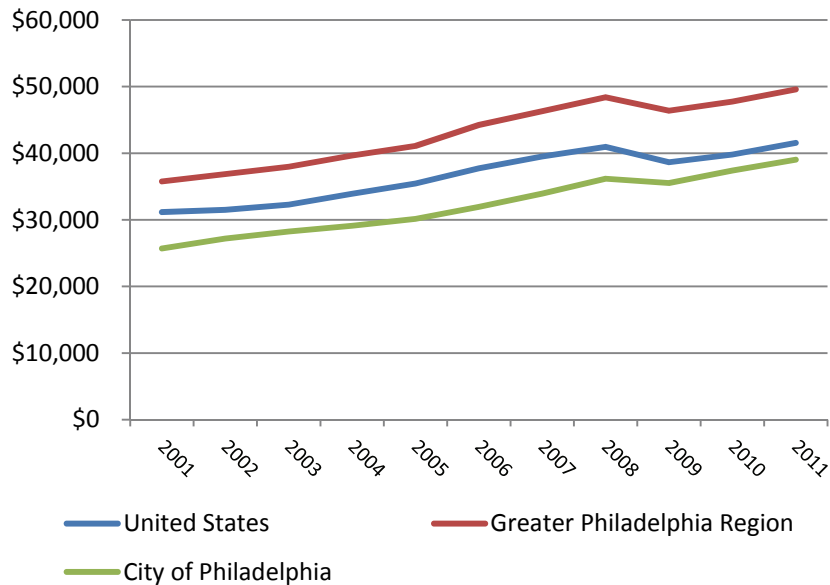
Source: StatsAmerica at www.statsamerica.org, September 2013.

Figure 10: Average Annual Wages



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages, September 2013.

Figure 11: Per-Capita Income



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages, September 2013

GOAL 4: SUPPORT THE GROWTH OF KEY ECONOMIC SECTORS, INCLUDING THE EMERGING “GREEN ECONOMY.”

Objective:

- Attract new companies and encourage the retention and expansion of existing companies that compete in key economic sectors, including:
 - Health care;
 - Higher education;
 - Life sciences (biotechnology and pharmaceuticals);
 - Finance and investments;
 - Chemicals;
 - Professional and business services;
 - Internet, cable, and telecommunications;
 - Creative industries;
 - Information technology;
 - Alternative/clean energy and energy conservation;
 - Transportation and logistics;
 - Specialty manufacturing;
 - Food processing; and
 - Tourism.

Performance Measures:

- ◆ **Net change in businesses in key sectors:** Table 8 provides data on the number of establishments by traditional two-digit North American Industrial Classification System (NAICS) code in Greater Philadelphia. Given the effects of the recession, business formation has declined

both regionally and nationally, with a net decline of almost 3,700 establishments regionally over the course of the decade. Many economic sectors considered key to the region's emerging economy (life sciences and alternative energy, for example) are difficult to quantify under the existing NAICS classification system. DVRPC will continue to research how to quantify the green economy and will revise this performance measure as appropriate.

Table 8: Establishments in Greater Philadelphia by Sector

Sector	2000	2010	Net Change 2000-2010	Percentage Change 2000-2010
Agriculture, forestry, fishing, and hunting	4,100	3,240	-860	-21%
Mining and utilities	304	235	-69	-23%
Construction and manufacturing	21,610	15,906	-5,704	-26%
Wholesale and retail trade	32,339	28,536	-3,803	-12%
Transportation and warehousing	3,614	3,321	-293	-8%
Information	2,699	2,840	141	5%
Finance, insurance, and real estate	14,743	16,312	1,569	11%
Professional, scientific, and technical services	18,204	19,953	1,749	10%
Management of companies and enterprises	3,176	2,174	-1,002	-32%
Waste management and remediation services	8,481	7,880	-601	-7%
Educational services	1,695	2,197	502	30%
Health care and social assistance	15,363	18,299	2,936	19%
Arts, entertainment, and recreation	1,815	2,252	437	24%
Accommodation and food services	10,792	12,481	1,689	16%
Other services (except public administration)	15,384	15,273	-111	-1%
Federal, state, and local government	10,455	10,179	-276	-3%
Total establishments	164,774	161,078	-3,696	-2%

Source: IHS Global Insight, Business Market Insight database, September 2010.

- ◆ **Employment in key sectors:** Table 9 provides data on employment by sector in Greater Philadelphia, with overall employment declining by two percent between 2000 and 2010. As in the case of establishments, additional research will be undertaken to better define and quantify sectors considered key to the region's future in the emerging economy.

Table 9: Employment in Greater Philadelphia by Sector

Sector	2000	2010	Net Change 2000-2010	Percentage Change 2000-2010
Agriculture, forestry, fishing, and hunting	16,121	13,148	-2,973	-18%
Mining and utilities	14,724	12,263	-2,461	-17%
Construction and manufacturing	422,280	288,142	-134,138	-32%
Wholesale and retail trade	466,535	426,887	-39,648	-8%
Transportation and warehousing	84,850	81,045	-3,805	-4%
Information	80,244	59,592	-20,652	-26%
Finance, insurance, and real estate	233,067	216,205	-16,862	-7%
Professional, scientific, and technical services	209,763	223,710	13,947	7%
Management of companies and enterprises	40,312	61,078	20,766	52%
Waste management and remediation services	179,550	160,954	-18,596	-10%
Educational services	117,932	142,532	24,600	21%
Health care and social assistance	375,731	455,052	79,321	21%
Arts, entertainment, and recreation	35,807	44,899	9,092	25%
Accommodation and food services	170,062	186,331	16,269	10%
Other services (except public administration)	118,540	128,623	10,083	9%
Federal, state, and local government	393,101	410,907	17,806	5%
Total employment	2,958,619	2,911,368	-47,251	-2%

Source: IHS Global Insight, Business Market Insight database, September 2010.

- ◆ **Gross sales by sector:** As yet another means of measuring the performance of specific sectors over time, Table 10 provides data on the gross output (in the form of sales) by sector. The value of goods and services produced in the region, measured at producer prices, rose by 39 percent between 2000 and 2010, despite the declines in both employment and the number of establishments.

Table 10: Gross Sales in Greater Philadelphia by Sector

Sector	2000	2010	Net Change 2000-2010	Percentage Change 2000-2010
Agriculture, forestry, fishing, and hunting	\$1,264,450,017	\$1,486,400,017	\$221,950,000	18%
Mining and utilities	\$6,230,868,811	\$7,508,862,305	\$1,277,993,494	21%
Construction and manufacturing	\$100,590,881,103	\$106,228,647,963	\$5,637,766,860	6%
Wholesale and retail trade	\$125,735,522,191	\$173,340,014,214	\$47,604,492,023	38%
Transportation and warehousing	\$11,942,240,135	\$15,001,211,402	\$3,058,971,267	26%
Information	\$17,622,880,268	\$25,175,565,090	\$7,552,684,822	43%
Finance, insurance, and real estate	\$70,746,091,307	\$101,569,289,525	\$30,823,198,218	44%
Professional, scientific, and technical services	\$35,871,589,663	\$57,612,262,708	\$21,740,673,045	61%
Management of companies and enterprises	\$5,526,275,146	\$14,750,788,423	\$9,224,513,277	167%
Waste management and remediation services	\$18,202,350,350	\$27,054,147,975	\$8,851,797,625	49%
Educational services	\$6,205,835,624	\$10,769,001,259	\$4,563,165,635	74%
Health care and social assistance	\$29,356,037,119	\$54,367,189,846	\$25,011,152,727	85%
Arts, entertainment, and recreation	\$3,050,647,174	\$4,818,920,499	\$1,768,273,325	58%
Accommodation and food services	\$8,850,207,114	\$12,648,955,199	\$3,798,748,085	43%
Other services (except public administration)	\$10,677,346,139	\$16,758,999,452	\$6,081,653,313	57%
Federal, state, and local government	\$38,370,920,450	\$52,017,838,527	\$13,646,918,077	36%
Total sales	\$490,244,142,611	\$681,108,094,405	\$190,863,951,794	39%

Source: IHS Global Insight, Business Market Insight database, September 2010.

GOAL 5: REDUCE GREENHOUSE GAS (GHG) EMISSIONS.

Objectives:

- Provide services with less energy by encouraging the use of more efficient cars, furnaces, and lighting, and expanding transit services.
- Produce energy with less carbon dioxide (CO₂) by promoting biofuels, solar hot water and electricity, wind power, geothermal energy, and nuclear power as alternatives to carbon-based fuels.

- Reduce the demand for services and energy provision by locating jobs, housing, and services closer together and encouraging denser development.
- Encourage public transit, walking, and bicycling as alternative transportation modes.

Performance Measures:

- ◆ **Public transit ridership:** As illustrated in Table 11, transit ridership has been on an upswing since 2000. In 2010, transit ridership returned to near-1990 levels, with 384 million unlinked trips.² Between 2000 and 2010, ridership increased by almost 10 percent on the Southeastern Pennsylvania Transportation Authority (SEPTA) and 17.5 percent on New Jersey Transit (NJT), but declined by nine percent on Pottstown Area Rapid Transit (PART) and by almost five percent on Port Authority Transit Corporation (PATCO).

SEPTA service has been interrupted twice in the last decade by transport union strikes. Service was suspended for seven days in 2005, and for six days in 2009. These strikes generally have short-term negative ridership impacts; thus, ridership on SEPTA would likely have been higher if the strikes had been averted.

Transit ridership growth correlates with increased economic activity and residential development in and around Center City (the focal point of the regional transit system), starting in the late 1990s and continuing throughout the first decade of the 21st century. Recent ridership increases are also likely driven by rising gas prices. The sluggish economy, as a result of the economic recession that began in 2007, has likely both hurt and helped transit ridership, with declining ridership related to declines in the number of employed commuters offset somewhat by simultaneous increases as others turn to riding transit as a means of lowering their transportation costs.

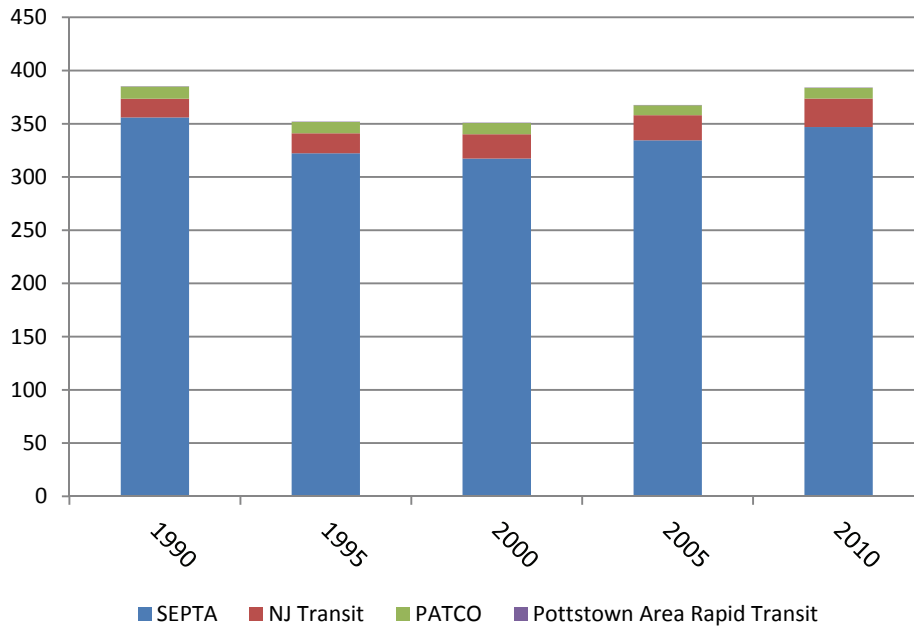
Table 11: Regional Annual Unlinked Passenger Trips in Millions

Year	SEPTA	NJ Transit	PATCO	Pottstown Area Rapid Transit	Regional Total
1990	355.9	17.7	11.4	0.3	385.3
1995	322.2	18.8	10.7	0.3	352.0
2000	317.3	22.8	10.6	0.3	351.0
2005	334.5	23.5	9.4	0.3	367.7
2010	346.9	26.8	10.1	0.2	384.1
Percent Change 2000-2010	9.3%	17.5%	-4.7%	-9.0%	9.4%

Note: Data is displayed as millions of unlinked passenger trips. Data for 1990 and 1995 is presented for informational purposes only. **Source:** National Transit Database (September 2012), Pottstown Area Rapid Transit (September 2012).

² Unlinked passenger trips are a count of each passenger boarding, regardless of the fare paid. If a passenger boards multiple vehicles in a single trip, each boarding is counted.

Figure 12: Annual Transit Ridership



Source: National Transit Database, 2012, and Pottstown Area Rapid Transit, 2012.

- ◆ **Vehicle miles traveled (VMT):** Table 12 provides data on VMT and automobile ownership for 1990 through 2010. Annual VMT in the region increased by three percent between 2000 and 2010 (after increasing by 11 percent between 1990 and 1999). This compares to an 8.7 percent increase in the national VMT. There has been a corresponding nine percent increase in auto ownership since 2000, a slightly higher rate than population growth. Miles driven per vehicle declined by almost six percent between 2000 and 2010, and VMT per-capita decreased by just over one percent regionally.

Table 12: Regional Annual Vehicle Miles Traveled (VMT)

Year	Annual VMT (in millions)	Automobiles (in millions)	Annual VMT/ Auto	Automobiles per 1,000 Capita	Annual VMT Per Capita (DVRPC region)	Annual VMT Per Capita (United States)
1990	34,100	2.78	12,300	536	6,590	8,640
2000	37,900	3.01	12,600	559	7,040	9,760
2005	41,000	3.14	13,100	568	7,430	10,110
2007	41,400	3.24	12,900	580	7,500	10,060
2010	39,061	3.28	11,895	584	6,943	9,668
Percent Change 2000-2010	3.1%	9.0%	-5.6%	4.5%	-1.4%	-0.9%

Note: Figures are rounded for ease of presentation; percent changes were calculated prior to rounding. 1990 data is presented for informational purposes only. Source: Delaware Valley Regional Planning Commission, September 2013.

In 2010, the annual VMT per-capita in the five Pennsylvania counties (6,145) was 45 percent lower than in the four New Jersey counties (8,920). Per capita VMT declined by 125 miles in the Pennsylvania counties between 2009 and 2010, while increasing by 90 miles in the New Jersey counties. These discrepancies may be related to the more extensive transit service on the Pennsylvania side of the river, particularly in Philadelphia.

Regional VMT reached a peak in 2007, at 41.4 billion miles traveled. From 2007 to 2010, this figure decreased by six percent. This decline initially correlated with higher gas prices, but was accelerated during the economic recession that began in 2007. It is expected that VMT will increase again as the economy continues to recover from the recession. The region can become more sustainable in the future by providing more transportation alternatives, increasing the fuel efficiency of vehicles, and further reducing the rate at which VMT increases.

- ◆ **Bicycle and pedestrian activity:** Completing the regional trail network and encouraging the wider use of walking and bicycling as an alternative to the automobile can have a significant impact on reducing greenhouse gas emissions. Table 13 illustrates the share of commuters that biked or walked to work in 1990, 2000, 2007, 2009, and 2011. The percentage of commuters biking to work has consistently increased since 1990. After declining between 1990 and 2007, the percent of pedestrian commuters increased slightly between 2007 and 2009 and again between 2009 and 2011.

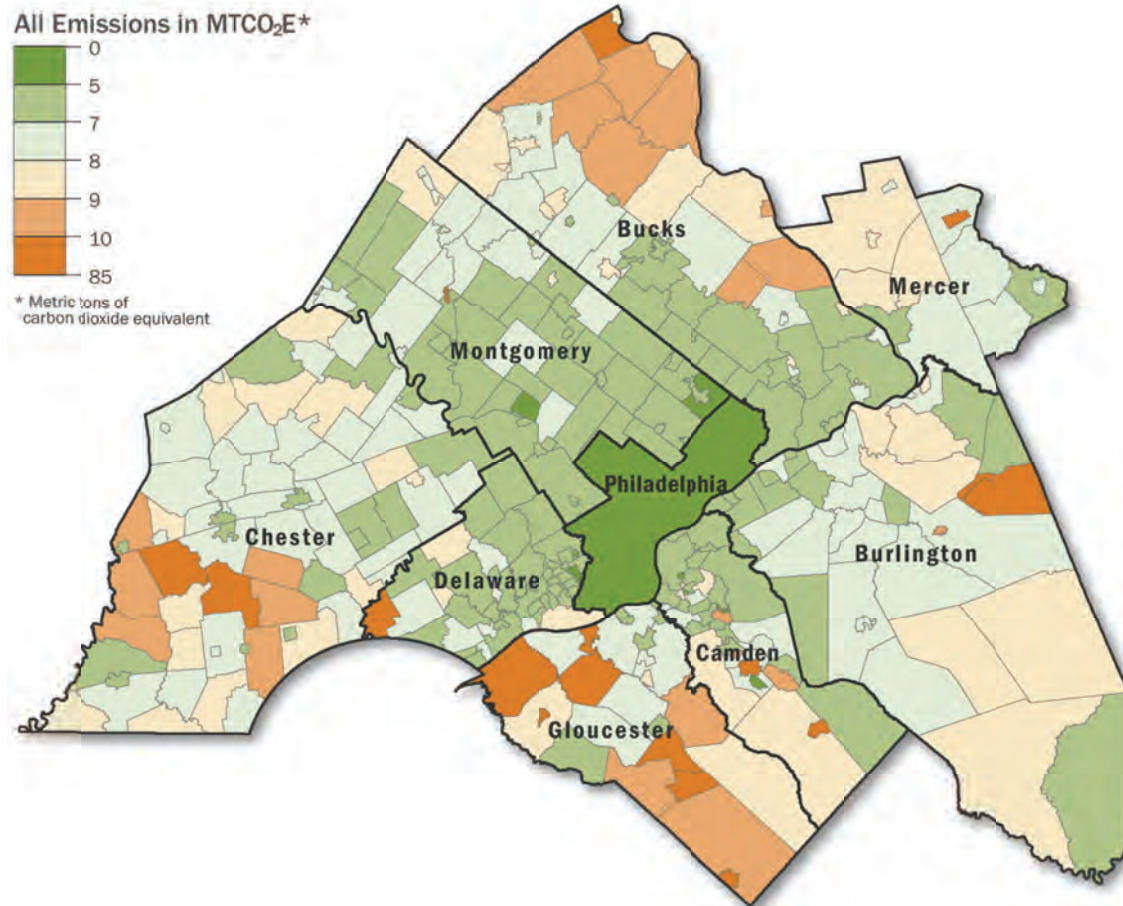
Table 13: Pedestrian and Bicycle Commuter Mode Share

Year	Commuters	Bicycle Commuters	Percent Share	Pedestrian Commuters	Percent Share
1990	2,443,479	8,094	0.33%	133,604	5.5%
2000	2,448,657	8,668	0.35%	100,525	4.1%
2007	2,561,506	10,955	0.43%	97,084	3.8%
2009	2,589,568	14,475	0.56%	102,850	4.0%
2011	2,548,094	15,136	0.59%	103,321	4.1%
Percent change 2000-2011	4.3%	67%	79%	2.3%	-26%

Note: Data is displayed as Pedestrian and Bicycle Commuters. Data for 1990 is presented for informational purposes only. **Sources:** U.S. Census (1990 and 2000); American Community Survey (2007, 2009, and 2011).

- ◆ **Greenhouse gas emissions (GHG):** In 2013, DVPRC completed a regional greenhouse gas Inventory (illustrated in Figure 8), which estimates that 81.6 million metric tons of CO₂ equivalent of greenhouse gases (GHGs) were emitted in 2010 in Greater Philadelphia. This was roughly 1.2 percent of the total GHGs emitted in the United States and about the same as the countries of Portugal and Austria, both of which have populations about twice that of the DVRPC region.

Figure 13: Greenhouse Gas Emissions Per Capita by Municipality, 2010



Source: Delaware Valley Regional Planning Commission, September 2013. **Note:** In January 2013, Princeton Township and Princeton Borough (Mercer County, New Jersey) consolidated and became one municipality known simply as “Princeton”. Given that the above map and analysis is based on 2010 data, Princeton is shown as two municipalities. Future updates will reflect the consolidation.

GOAL 6: ENHANCE THE CLIMATE FOR BUSINESS GROWTH.

Objectives:

- Seek out and welcome business locations and expansions.
- Continue to promote and secure a more attractive business tax environment.
- Increase the speed, predictability, and transparency of government decision-making.
- Foster regional collaboration.
- Improve the region’s image.
- Conduct a regional economic development marketing program.
- Engage business leaders in growing the regional economy.
- Promote entrepreneurship to increase the rate of new business formation, both by the region’s current residents and by attracting entrepreneurs from other regions.

Performance Measure:

- ◆ **Net change in the number of businesses:** Table 8 (page 18) provides data on the number of establishments with payroll by sector in 2000 and 2010 and describes the net change. Business

formation has declined recently both regionally and nationally, which is not unexpected given the economic recession.

GOAL 7: INVEST IN PUBLIC INFRASTRUCTURE.

Objectives:

- Support public and private transportation investments that improve intraregional and interregional mobility, including public transit, walking, and cycling.
- Support investments that advance the utilization of the region's rivers, waterfronts, and ports, both for their commercial potential and for the societal benefits that would accrue due to appropriate waterfront development.
- Invest in projects that ensure an adequate utility infrastructure, including energy utilities, water and sewage, and voice and data telecommunications.
- Recognize and support the long-term movement of our economy toward adoption of green technologies and sustainable energy.
- Utilize public-private partnerships to finance new facilities and maintain existing facilities.
- Coordinate transportation infrastructure investment and private investment in order to get the maximum benefit from both.
- Encourage transit usage and transit-oriented design and development to help limit sprawl and ensure that our region will remain competitive in an era of higher energy prices.
- Invest in our region's public streetscapes, which are a key to making the region more attractive for businesses and people.

Performance Measures:

- ◆ **Public sector infrastructure investment:** Table 4 (on page 11, discussed previously under Goal 1) provides data on programmed transportation investment in Greater Philadelphia.
- ◆ **Freight volume and tonnage:** The continued success and vitality of the region's freight system is critical to the region's overall economic health. The Delaware Valley region hosts an array of active manufacturing warehouses and ports, a busy international airport, and an extensive interstate highway system and network of class 1 and short-line railroads. The measure of total domestic shipments reflects both the health of the economy and multimodal transportation system of the region.

Table 14 provides data on air cargo and air mail passing through Philadelphia International Airport (PHL) annually between 2005 and 2012 (the most recent full year for which data is available). While the tonnage of air cargo declined by 31 percent between 2005 and 2012, air mail increased by 34 percent. Table 15 provides the tonnage and value of cargo in 2007 and in 2010. This data comes from the Federal Highway Administration's Freight Analysis Framework (FAF) and is based on the Philadelphia Consolidated Statistical Area (CSA). The CSA is a close, but not exact, match to the DVRPC region, adding Cumberland and Salem counties, while not including Mercer County, in New Jersey. The FAF uses multiple data sources to estimate freight commodity movements through international gateways, major metropolitan areas, regions, and states.

In 2010, 362 million tons of goods, worth an estimated \$450 billion, moved through, in, and out of the region. The bulk of the region's freight movement in 2010, by weight and value, was completed by truck. This underscores the role that highway conditions play in the region's economic competitiveness. Roadways in poor condition and congestion both act as chokepoints on our region's economy, particularly in this era of globalization and just-in-time delivery.

Freight movement in the region declined in both tons of freight (-16.3 percent) and value (-7.9 percent) between 2007 and 2010. These declines echo national trends caused by the economic

recession. The decline in tons of freight was substantially higher in the Greater Philadelphia region, while declines in value were consistent with other East Coast regions, including Baltimore and Savannah.

Table 14: Annual Tons of Air Cargo and Air Mail Passing through Philadelphia International Airport

Year	Tons of Air Cargo	Tons of Air Mail
2005	582,010	21,632
2006	566,761	19,969
2007	580,057	19,013
2008	531,251	27,381
2009	457,113	20,768
2010	440,975	21,763
2011	432,641	25,138
2012	399,822	28,988
2013 (as of July)	217,481	15,766
Percent change 2005-2012	-31%	34%

Source: www.phl.org, September 2013.

Table 15: Total Freight Shipments by Weight and Value, by Mode

Mode	2007		2010		Percent Change	
	Tonnage	Value	Tonnage	Value	Tonnage	Value
Truck	283.1	\$345,279	267.6	\$340,258	-5%	-1%
Rail	24.5	\$12,369	23.8	\$11,344	-3%	-8%
Water	50.1	\$22,694	24.7	\$12,367	-51%	-46%
Air/Air and Truck	<1.0	\$4,874	<1.0	\$2,304	-33%	-53%
Multiple Modes	13.6	\$72,118	8.5	\$62,267	-38%	-14%
Pipeline	56.5	\$23,778	33.5	\$14,138	-41%	-41%
Other and Unknown	4.9	\$7,322	3.9	\$6,831	-20%	-7%
Total	432.7	\$488,434	362.0	\$449,508	-16%	-8%

Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, *Freight Analysis Framework Version 3*, September 2013. All numbers are in millions.

- ◆ **Public transit ridership:** Table 11 (on page 21, under Goal 5) provides information on changes in annual public transit ridership from 1990 through 2010.
- ◆ **Bicycle and Pedestrian Activity:** Table 13 (discussed previously on page 23, also under Goal 5) provides data on the share of commuters who either biked or walked to work from 1990 through 2011.

GOAL 8: FOSTER A HIGH-QUALITY PRODUCTIVE LABOR FORCE.

Objectives:

- Improve the region’s pre-K to12 public education, especially in the urban districts.
- Leverage the region’s impressive higher education resources to raise the level of educational attainment.
- Support industry-school partnerships and specialized training that offer pathways into specific careers, such as bio-technicians or energy auditors.
- Improve the connections between small employers and the resources available through the public workforce system and others involved in workforce training.
- Forge public-private partnerships between higher learning institutions and private industry to develop educational curricula and programs to prepare the workforce for today’s and tomorrow’s economies.
- Through public-private partnerships, invest in infrastructure that capitalizes on emergent and expanding technologies that are critical for growing and strengthening the regional economy and increasing regional job growth.

Performance Measures:

- ◆ **Educational attainment:** Table 16 compares the highest level of education attained by residents age 25 and older in 2005, 2010, and 2012 in Greater Philadelphia to that of the nation as a whole. The percentage of the region’s adult population with a college degree has increased steadily since 1990. Educational attainment in the region is higher than that of the nation as a whole, with over 41 percent of the region’s adults having some type of college degree compared to 36 percent nationwide. The difference is greatest when considering graduate or professional degrees, with almost 15 percent of the region’s adults having a graduate or professional degree, compared to just over 10 percent nationally.

Table 16: Highest Degree Attained by Residents Aged 25 and Older

Degree	Greater Philadelphia Region			United States		
	2005	2010	2012	2005	2010	2012
Did not complete High School	13%	13%	12%	14%	14%	13%
High School Diploma or Equivalency	48%	47%	47%	52%	50%	51%
Associate’s Degree	6%	6%	5%	7%	8%	8%
Bachelor’s Degree	20%	20%	21%	17%	18%	18%
Graduate-Professional Degree	13%	14%	15%	10%	10%	10%

Source: American Community Survey, One-Year Estimates.

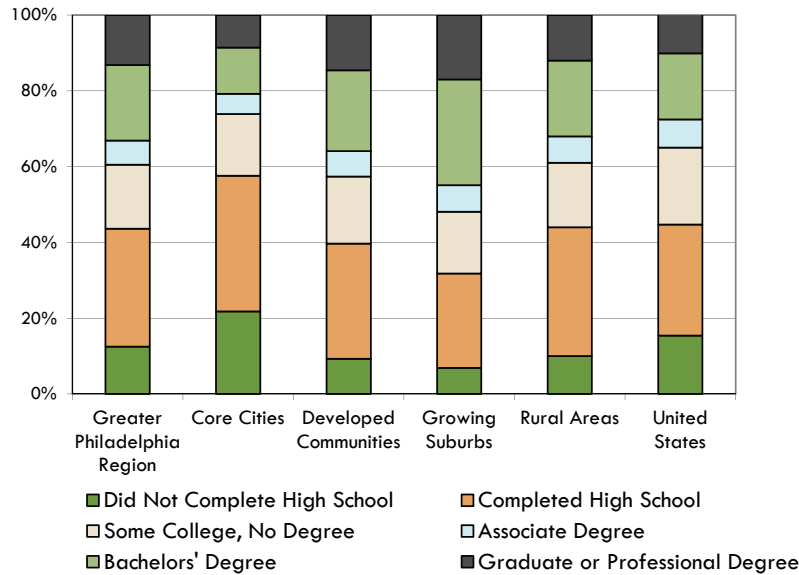
As illustrated in Table 17 and Figure 14, educational attainment is highest in the region’s growing suburbs and lowest in the core cities. When considering educational attainment by *Connections 2040* planning area, it is clear that the region’s greatest educational challenge remains in the core cities, where almost 22 percent of the adult population did not at least complete high school compared to less than 10 percent in developed communities and rural areas and less than seven percent in growing suburbs.

Table 17: Highest Degree Attained by *Connections 2040* Planning Area

Planning Area	Total Adults Over Age 25	Did Not Complete High School	Completed High School	Percent w/ Some College, No Degree	Percent w/ Associates' Degree	Percent w/ Bachelors' Degree	Percent w/ Graduate or Professional Degree
Core Cities	1,083,244	21.8%	35.8%	16.3%	5.3%	12.2%	8.6%
Developed Communities	1,663,512	9.3%	30.4%	17.7%	6.7%	21.3%	14.6%
Growing Suburbs	732,267	6.9%	24.9%	16.3%	7.0%	27.9%	17.0%
Rural Areas	227,610	9.5%	33.1%	17.3%	7.2%	20.4%	12.5%
Greater Philadelphia	3,706,633	12.5%	31.1%	16.9%	6.4%	19.9%	13.2%

Source: U.S. Census Bureau, American Community Survey, Five-Year Estimates, 2007–2011.

Figure 14: Educational Attainment by *Connections 2040* Planning Area



Source: U.S. Census Bureau, American Community Survey, Five-Year Estimates, 2007–2011.

- ◆ **Urban high school completion rate:** Table 18 illustrates the high school completion rate for the core cities of Philadelphia, Trenton, Camden, and Chester compared to Greater Philadelphia as a whole. The greatest educational challenge facing the region remains in its core cities, where high school and college graduation rates and standardized test scores are significantly lower than statewide or national averages. The percent of adult residents of the region's core cities that at a minimum completed high school increased between 2005 and 2010 by just over one percent, slightly higher than the one-half percent gain realized in the region as a whole.

Table 18: Estimated High School Completion Rate for Residents Aged 25 and Older

Degree Attained	Core Cities		Greater Philadelphia Region	
	2005	2010	2005	2010
High School Diploma or Equivalency	77.1%	78.2%	87.0%	87.5%

Note: The core cities include Philadelphia and Chester in Pennsylvania and Trenton and Camden in New Jersey.

Source: American Community Survey, Three-Year Estimates, 2008-2010.

GOAL 9: INCREASE INNOVATION AND NEW BUSINESS FORMATION.

Objectives:

- Accelerate technology transfer from research institutions to stimulate new company formation related to research results.
- Expand the availability of venture and other investment capital.
- Foster and enhance the region's culture of entrepreneurship by generating collaborations among investigators/inventors, venture capitalists, academics, and experienced start-up business executives.

Performance Measures:

- ◆ **Venture capital:** Table 19 provides data on the amount of venture capital invested in the Greater Philadelphia region by sector since 1995. There has been an overall decline in the amount of venture capital since 2005.

Table 19: Venture Capital Investment in Greater Philadelphia by Sector

Sector	1995-1999	2000-2004	2005-2009	2010-2013*	Total 1995-2013
Biotechnology	\$636,816	\$1,335,030	\$1,376,575	\$724,376	\$4,072,798
Business products and services	\$210,697	\$349,558	\$63,267	\$2,376	\$625,899
Computers and peripherals	\$8,796	\$252	\$24,365	\$2,970	\$36,383
Consumer products and services	\$18,621	\$5,900	\$21,790	\$2,625	\$48,936
Electronics / Instrumentation	\$27,151	\$69,400	\$105,470	\$40,365	\$242,386
Financial services	\$165,456	\$228,662	\$89,876	\$31,195	\$515,189
Health care services	\$222,940	\$208,544	\$111,631	\$15,750	\$558,864
Information technology services	\$320,644	\$355,905	\$66,052	\$63,999	\$806,601
Industrial / Energy	\$156,966	\$160,988	\$282,865	\$76,948	\$677,768
Media and entertainment	\$361,841	\$529,977	\$104,999	\$31,844	\$1,028,661
Medical devices and equipment	\$88,621	\$331,104	\$694,873	\$169,362	\$1,283,960
Networking and equipment	\$4,000	\$393,056	\$141,309	\$61,797	\$600,162
Other	\$0	\$0	\$0	\$20	\$20
Retailing / Distribution	\$50,593	\$25,685	\$40,273	\$18,045	\$134,596
Semi-conductors	\$35,149	\$262,624	\$77,772	\$510	\$376,056
Software	\$282,689	\$998,361	\$260,591	\$338,895	\$1,880,537
Telecommunications	\$956,718	\$336,003	\$9,669	\$19,701	\$1,322,092
Total	\$3,547,699	\$5,591,048	\$3,471,379	\$1,600,779	\$14,210,905

Note: Numbers are in thousands of dollars. Data for 2013 includes only investments through the first two quarters of 2013.

Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), September 2013.

Table 20 compares venture capital invested in the Greater Philadelphia region since 2000 with that of other regions and better compares how successful the Philadelphia region is at attracting venture capital as compared to other regions. Through 2009, the Philadelphia region had maintained a share of approximately 2.6 percent of the national total. Since 2010, however, the region's share of venture capital has decreased to less than two percent, while regions with

increasing shares of the total include California's Silicon Valley, the Los Angeles Metro Area, the New York Metro Area, the Southwest, San Diego, and the Midwest.

Table 20: Venture Capital Investment by Region

Region	Total Investment (in \$millions)			Percent of Total		
	2000-2004	2005-2009	2010-2013	2000-2004	2005-2009	2010-2013
Alaska/Hawaii/Puerto Rico	356.4	140.0	15.3	0.2%	0.1%	0.0%
Colorado	6,932.2	3,394.2	1,847.2	3.3%	2.5%	2.0%
DC/Metroplex	10,878.1	5,856.3	3,441.8	5.2%	4.4%	3.7%
Los Angeles/Orange County	12,747.9	8,442.4	6,647.0	6.0%	6.3%	7.2%
Midwest	10,564.3	5,412.6	4,835.8	5.0%	4.1%	5.2%
New England	26,781.6	16,652.6	10,816.6	12.7%	12.5%	11.7%
North Central	3,233.1	2,347.9	1,258.0	1.5%	1.8%	1.4%
Northwest	7,466.1	5,671.7	2,882.7	3.5%	4.3%	3.1%
New York Metro	18,379.0	10,018.2	8,398.6	8.7%	7.5%	9.1%
Philadelphia Metro	5,591.0	3,471.4	1,600.8	2.6%	2.6%	1.7%
Sacramento/Northern California	711.3	239.2	105.2	0.3%	0.2%	0.1%
San Diego	6,897.7	6,420.4	3,307.6	3.3%	4.8%	3.6%
Silicon Valley	68,086.1	49,254.3	37,105.2	32.2%	36.9%	40.1%
South Central	822.4	430.0	383.5	0.4%	0.3%	0.4%
Southeast	15,003.6	6,602.7	3,755.7	7.1%	5.0%	4.1%
Southwest	2,910.6	2,477.2	1,570.0	1.4%	1.9%	1.7%
Texas	12,990.9	6,034.2	4,363.9	6.2%	4.5%	4.7%
Unknown	64.7	0.5	0.0	0.0%	0.0%	0.0%
Upstate New York	785.0	471.9	231.0	0.4%	0.4%	0.2%
Total	211,202.0	133,337.9	92,565.9	100%	100%	100%

Note: Numbers are in thousands of dollars. Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), September 2013. Data for 2013 includes only investments through the second quarter of 2013.

- ◆ **Research and development (R&D) expenditures:** Table 21 provides data on R&D expenditures at the region's major academic institutions between 2004 and 2011, ranked in order of 2011 expenditures. With the exception of a slight decline in 2007, R&D has generally increased every year and consistently amounted to approximately 2½ percent of the nation's overall R&D expenditures. This total does not include expenditures at other major institutions in adjacent counties (such as the University of Delaware and the main campuses of Rutgers University and Pennsylvania State University), where some spending may occur within Greater Philadelphia.

Select Greater Philadelphia's 2011 report entitled *Research & Development in the Greater Philadelphia Region* indicates that total R&D spending in its 11-county Greater Philadelphia region (which includes DVRPC's nine counties plus New Castle County, Delaware, and Salem County, New Jersey) was just under \$10.5 billion in 2008, or 2.9 percent of the region's Gross Regional Product (slightly higher than the U.S. percentage of 2.8 percent). Private companies in Greater Philadelphia made up the bulk of this spending with a total of \$8.9 billion, followed by colleges and universities. Federal government facilities accounted for virtually all of the remaining expenditures, with only a small amount of R&D performed by state governments.

Table 21: Research and Development Expenditures in Greater Philadelphia

Institution	2004	2005	2006	2007	2008	2009	2010	2011
University of Pennsylvania	\$618,915	\$677,386	\$696,443	\$668,105	\$740,410	\$758,159	\$836,322	\$886,036
Princeton University	\$199,068	\$212,723	\$195,148	\$198,945	\$204,489	\$212,510	\$242,570	\$263,335
Temple University	\$78,682	\$86,646	\$84,114	\$90,773	\$99,815	\$111,421	\$124,528	\$126,478
Drexel University	\$78,279	\$93,323	\$97,675	\$98,010	\$103,558	\$105,020	\$118,349	\$115,020
Thomas Jefferson University	\$112,078	\$107,388	\$106,986	\$107,288	\$99,275	\$101,188	\$103,064	\$104,923
Villanova University	\$7,477	\$8,475	\$9,473	\$10,962	\$9,484	\$9,919	\$10,066	\$10,044
Bryn Mawr College	\$7,417	\$5,717	\$4,889	\$4,640	\$7,658	\$7,296	\$7,476	\$8,388
West Chester University	\$4,786	\$3,701	\$1,468	\$2,649	\$3,893	\$3,064	\$5,584	\$8,103
Cheyney University	\$228	\$247	\$278	\$274	\$487	\$529	\$725	\$6,157
Rutgers-Camden	\$0	\$0	\$0	\$0	\$0	\$0	\$3,574	\$5,079
University of the Sciences	\$544	\$704	\$1,260	\$1,449	\$1,777	\$1,800	\$1,964	\$3,504
Rowan University	\$8,780	\$7,881	\$7,360	\$7,569	\$6,338	\$6,950	\$2,987	\$3,247
St. Joseph's University	\$3,730	\$6,394	\$7,379	\$6,801	\$5,217	\$2,782	\$2,918	\$3,073
Swarthmore College	\$2,801	\$2,676	\$3,051	\$2,137	\$2,526	\$3,067	\$2,984	\$2,994
Haverford College	\$1,679	\$1,259	\$967	\$1,182	\$1,397	\$1,870	\$3,620	\$2,765
College of Osteopathic Med.	\$961	\$973	\$1,034	\$1,754	\$1,390	\$1,223	\$1,278	\$2,401
Arcadia University	\$0	\$324	\$334	\$2,450	\$2,426	\$1,849	\$1,649	\$1,888
Rider University	\$1,276	\$1,096	\$1,287	\$1,330	\$1,410	\$1,550	\$1,671	\$1,672
Philadelphia University	\$0	\$227	\$858	\$848	\$645	\$700	\$1,200	\$1,561
LaSalle University	\$488	\$0	\$843	\$3,208	\$3,824	\$2,851	\$1,298	\$1,460
Lincoln University	\$526	\$526	\$606	\$450	\$948	\$683	\$1,425	\$1,336
Ursinus University	\$0	\$0	\$757	\$626	\$796	\$565	\$540	\$594
The College of New Jersey	\$1,940	\$1,567	\$2,509	\$832	\$786	\$1,785	\$850	\$486
Widener University	\$267	\$0	\$0	\$0	\$266	\$189	\$0	\$332
Penn State Great Valley	\$0	\$0	\$0	\$0	\$0	\$0	\$275	\$275
PA College of Optometry	\$1,509	\$1,149	\$1,642	\$1,587	\$1,851	\$0	\$0	\$0
Regional Total	\$1,129,922	\$1,219,233	\$1,224,719	\$1,212,282	\$1,298,815	\$1,336,970	\$1,476,917	\$1,561,151
Percentage of National Total	2.5%	2.6%	2.5%	2.3%	2.4%	2.3%	2.4%	2.4%

Note: Numbers are in thousands of dollars. The HERD survey is an annual census of all known eligible research-performing universities and colleges that collects R&D expenditures for an academic fiscal year. **Source:** National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research & Development (HERD) Survey, September 2013.

GOAL 10: IMPROVE THE REGION'S QUALITY OF LIFE.

Objectives:

- Maintain and improve environmental quality.
- Invest in trails and recreational amenities.
- Further promote tourism to develop the region's meetings and attractions base.
- Invest in regional arts, cultural, and historical institutions to enhance the region's desirability.
- Maintain a diverse and ample housing supply at all price points, in close proximity to services and employment.

Performance Measures:

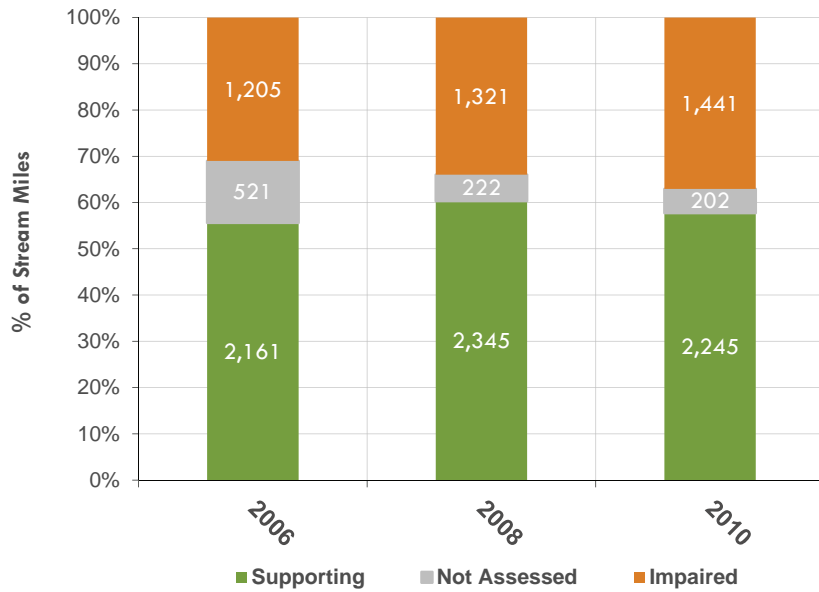
- ◆ **Percentage of monitored water bodies impaired for aquatic health:** The Federal Clean Water Act was established to restore and maintain the chemical, physical, and biological integrity of the nation's waters. Water-quality standards have been established by federal and state governments to ensure that water bodies attain their designated uses. Designated uses are those human uses and ecological conditions that are officially recognized and protected by the Clean Water Act. These uses include aquatic life (general), aquatic life (trout), recreation, drinking water supply, industrial water supply, agricultural water supply, shellfish harvesting, and fish consumption.

As mandated by the Clean Water Act, water quality in all states is monitored and assessed on a biennial basis. Water quality is assessed based on whether or not a water body attains its designated use(s). The designated use of aquatic life (general) is the most indicative of overall water quality and is the most comprehensively monitored across the region. Therefore, aquatic life is used as the indicator of regional water quality.

Figure 15 and Figure 16 illustrate the number of monitored streams that were either supportive or impaired for aquatic life in Pennsylvania and New Jersey. Water quality in Pennsylvania is assessed based on stream segments, and attainment is measured by the number of stream miles within the region that support aquatic life. Biennial water-quality data for Pennsylvania is available for 2006, 2008, and 2010. For the DVRPC Pennsylvania subregion, the number of stream miles impaired for aquatic life increased from 1,205 (2006) to 1,321 (2008) to 1,441 (2010). The 19 percent increase in impaired stream miles can be explained in two ways. First, the Pennsylvania Department of Environmental Protection increased the total number of stream miles actually assessed. Second, water quality impairments increased over the time period. The percentage of impaired stream miles increased from 36 percent of assessed miles (31 percent of total miles) in 2006 to 39 percent of assessed miles (37 percent of total miles) in 2010.

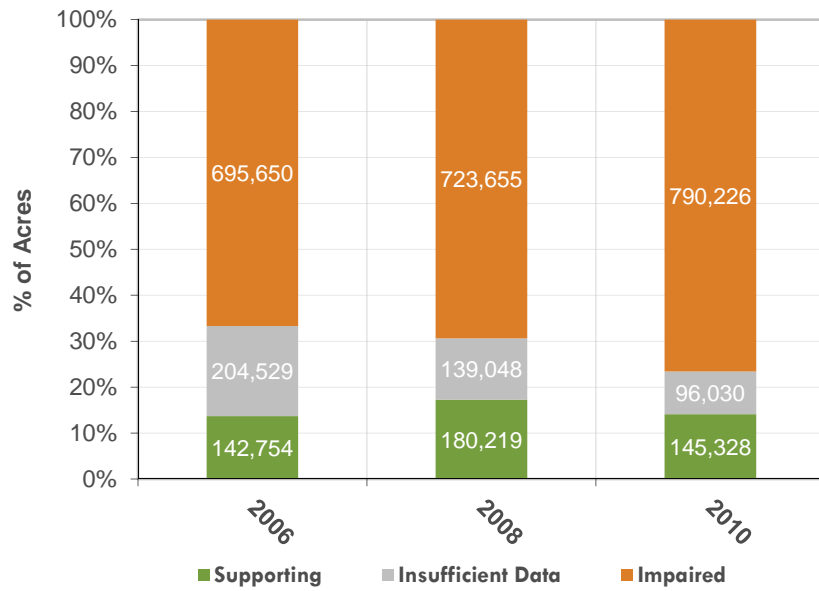
Since the 2006 reporting period, New Jersey has assessed water quality on the subwatershed scale, and attainment is measured by the acres within the region that fall within a subwatershed that supports aquatic life. The percentage of impaired subwatershed acres increased from 83 percent of assessed subwatersheds (67 percent of total acres) in 2006 to 84 percent of assessed subwatersheds (77 percent of total acres) in 2010. In the DVRPC New Jersey subregion, the amount of land that falls within a subwatershed that is identified as "impaired" for aquatic life increased from about 696,000 acres in 2006 to about 790,000 acres in 2010. The amount of land that falls within a subwatershed identified as "supporting" aquatic life also increased from about 143,000 acres to about 145,000 acres during the same reporting period.

Figure 15: Stream Miles Assessed for Aquatic Life: Pennsylvania Subregion



Source: Pennsylvania Department of Environmental Protection, June 2011.

Figure 16: Subwatershed Acres Assessed for Aquatic Life: New Jersey Subregion



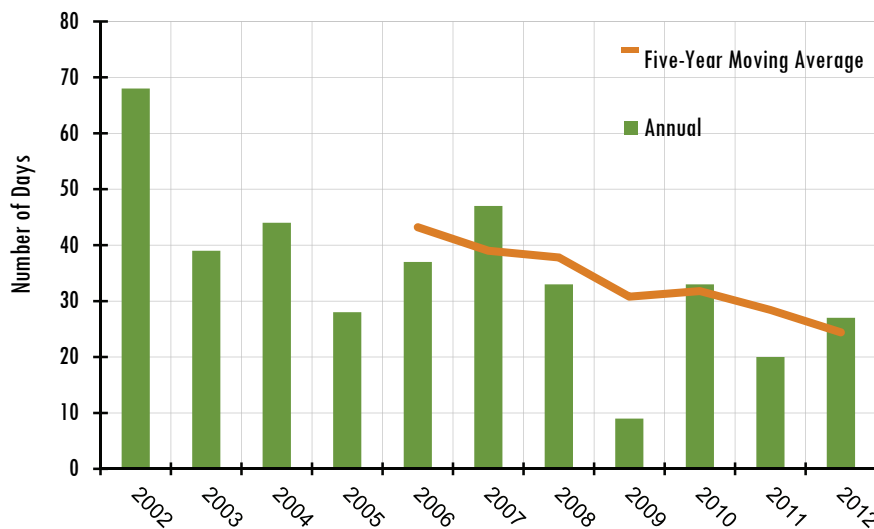
Source: New Jersey Department of Environmental Protection, September 2012.

- ◆ **Number of days the region exceeded the National Ambient Air Quality Standards (NAAQS)** for ground level ozone and fine particulate matter (PM_{2.5}): Figure 17 provides data on the number of days that the region's air quality has exceeded NAAQS standards. The DVRPC region does not meet the National Ambient Air Quality Standards (NAAQS) for ground level ozone or fine particle pollution (PM_{2.5}). Ground level ozone is the principal pollutant in the region. Both ozone and PM_{2.5} levels are generally higher during the summer months, when weather conditions are conducive to ozone formation and local accumulation of PM_{2.5} pollution; however, elevated levels of PM_{2.5} have also occurred during the winter months.

Air quality is greatly influenced by weather conditions, but the long-term trend indicates that pollution concentrations in the air are decreasing. Air quality monitoring shows that the frequency and duration of poor air quality episodes is also decreasing. For the five-year period from 2001 to 2005, the region averaged nearly 50 days of NAAQS violations, while from 2006 to 2012, the region averaged 29 days of NAAQS violations. The number of annual days of NAAQS violations for ozone or fine particle pollution trended downward, even while the standards were tightened.

In 2012, the DVRPC region met the 1997 NAAQS for ozone and PM_{2.5}, but the region does not currently meet the revised and more stringent NAAQS implemented in 2006 (PM_{2.5}) and 2008 (ozone). The number of days that are shown to violate the NAAQS, on the graph below, has been standardized to the most current air quality standard. Since pollution concentrations in all years are compared against the most current NAAQS, the number of days shown to violate the air quality standards may be higher than the actual number of days that violated the standards that were in place during a given year. Exceedances are shown for the Philadelphia-Camden-Wilmington CBSA.

Figure 17: Days That the Region Exceeded the Current National Ambient Air Quality Standards (NAAQS)



Source: U.S. Environmental Protection Agency (EPA), July 2012.

- ◆ **Acres of protected public open space:** As illustrated in Table 22, the region's total number of acres of protected public open space has increased by 29 percent since 2000, primarily through a gain of almost 40,000 acres of municipally-owned open space and an additional 32,000 acres of state-owned open space.

Table 22: Acres of Protected Public Open Space in the Greater Philadelphia Region by Ownership

Year	Federal	State	County	Municipal	Total
2000	8,548	181,486	39,200	44,780	274,014
2002	8,548	182,817	41,510	55,713	288,588
2004	8,548	195,989	44,169	61,325	309,829
2007	8,355	210,958	45,030	63,631	327,949
2011	8,355	213,560	48,359	84,519	354,794
Percent Change 2000-2011	-2%	18%	23%	89%	29%

Notes: These totals do not include acres protected by nonprofits, nor do they include protected farmland. Some apparent increases may actually be due to improved data collection and dissemination. **Source:** Delaware Valley Regional Planning Commission, September 2013.

- ◆ **Annual visitors:** Table 23 provides data on the number of annual visitors to attractions in southeastern Pennsylvania, which has remained relatively constant and increased during each of the last two years, despite the ongoing economic recession.

Table 23: Domestic Visitors to Greater Philadelphia

Year	Visitor Volume (millions)	Growth Rate from Previous Year
2000	28.4	4%
2001	27.7	-2%
2002	29.7	7%
2003	33.0	11%
2004	34.6	5%
2005	36.2	5%
2006	36.2	0%
2007	36.8	2%
2008	36.7	0%
2009	36.0	-2%
2010	37.4	4%
2011	37.9	2%
2012	38.8	2%

Note: For the purposes of this table, the Greater Philadelphia Region includes Bucks, Chester, Delaware, Montgomery, and Philadelphia counties. Similar data is not available for the New Jersey portion of the region. **Source:** Longwoods International/Tourism Economics, September 2013.

- ◆ **Nonprofit arts/cultural organizations:** Table 24 provides information on the number of registered nonprofit organizations in the region that declare “arts, humanities, and culture” as their primary purpose. After increasing consistently since 2000, the number of nonprofit cultural organizations per capita decreased between 2009 and 2011 (probably due to the continuing economic recession) before increasing slightly in 2012 and decreasing slightly in 2013.

Table 24: Registered Nonprofit Arts and Cultural Organizations in Greater Philadelphia

Year	Nonprofit Arts and Culture Organizations	Nonprofits per 10,000 Residents
2000	1,839	3.41
2005	2,197	3.97
2009	2,433	4.32
2011	2,147	3.86
2012	2,218	3.93
2013	2,017	3.56

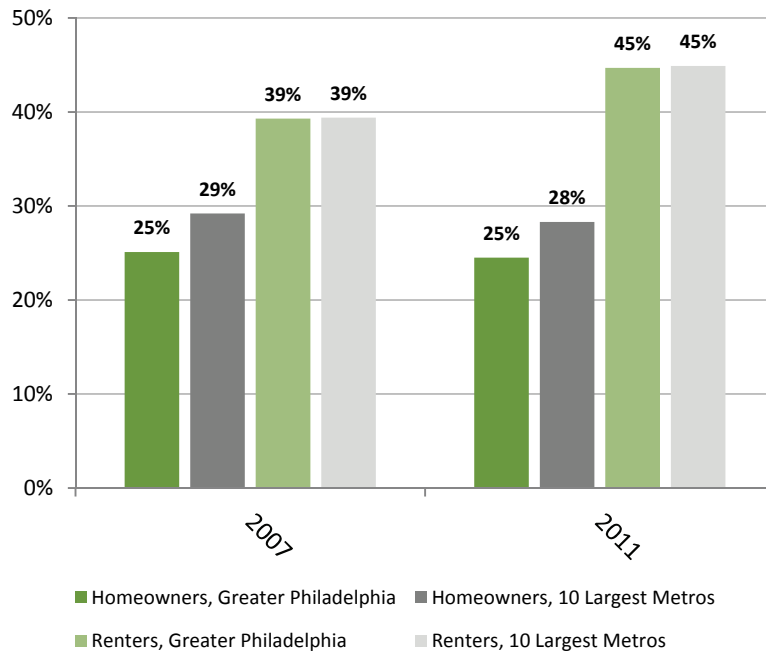
Source: National Center for Charitable Statistics (includes all registered non-profits listing “arts, humanities, and culture” as their primary purpose),

- ◆ **Housing affordability:** Maintaining a diverse supply of housing at all price points is critical to attracting and maintaining an adequate labor force and fostering economic competitiveness. Figure 18 illustrates housing affordability in Greater Philadelphia compared to that of the nation’s 10 largest metropolitan areas by tenure since 1989. Although the percentage of households paying more than 35 percent of their income toward housing has increased consistently since 1989, housing in the Greater Philadelphia region continues to be generally more affordable than in other large metro areas.

Based on the most current American Community Survey data, over 25 percent of homeowners and 45 percent of renters in Greater Philadelphia pay 35 percent or more of their income toward housing-related costs. Although housing in the Philadelphia region is generally less affordable than the nation as a whole, these regional percentages compare favorably with those of the nation’s other 10 largest metros. For renters, the percentage paying 35 percent or more of their income for housing is approximately the same as in other large metro areas, while Greater Philadelphia is generally more affordable for homeowners. The exception is the relative affordability for homeowners without a mortgage, where the regional percentage paying 35 percent or more of their income toward housing related costs is slightly higher than either the national average or the average in other large metros. This is probably related to both the older average age of the region’s population (and consequent higher percentage of retired homeowners on fixed incomes) and relatively high local property taxes.

When considering affordability by *Connections 2040* planning area, the region’s greatest challenges remain in its core cities, where higher percentages of the residents pay 35 percent or more of their income toward housing. This is despite the fact that these areas generally have the lowest actual housing costs, due to concentrations of low-income households.

Figure 18: Percent Paying 35 Percent or More of their Income for Housing, Greater Philadelphia vs. the Nation's 10 Largest Metropolitan Areas



Source: U.S. Census Bureau, American Community Survey Five-Year Estimates.

GOAL 11: EXPAND THE GREATER PHILADELPHIA REGION'S CONNECTIONS TO THE GLOBAL ECONOMY.

Objectives:

- Promote international trade.
- Continue to attract foreign direct investment.
- Expand capacity and improved performance at Philadelphia International Airport (PHL).
- Enhance utilization of the region's ports and overall leverage of the region's multimodal infrastructure.

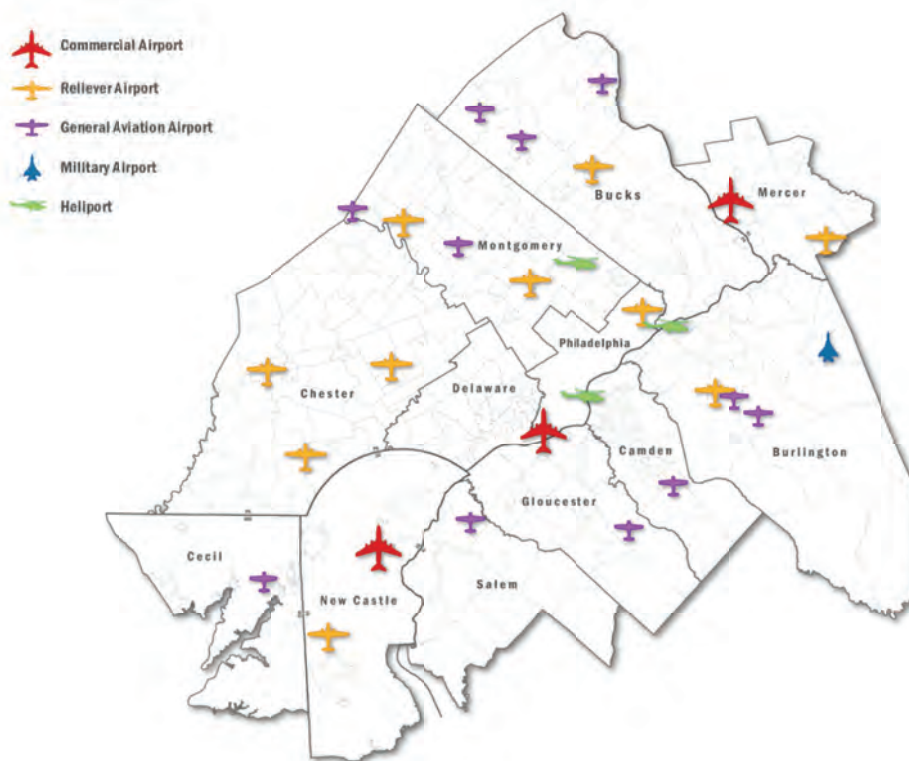
Performance Measures:

- ◆ **Activity at PHL:** A thriving aviation system is critical to regional economic vitality and prosperity. Figure 19 illustrates the region's aviation facilities. Table 25 provides data on passenger activity at PHL between 2005 and July 2013, including the number of domestic and international passengers and the total number of plane movements (including air carrier, commuter, general aviation, and military flights). The decrease in the total number of domestic passengers was tempered by an increase in international flights. Airline passenger traffic generally reflects economic trends in the nation, and passenger traffic correlates with changing disposable income and economic activity.

PHL is ranked as one of the world's busiest airports in terms of aircraft movements. Although future growth is currently constrained because the physical layout of the runways limits the number of take-offs and landings, a plan to increase capacity and improve the runway configuration has been approved by the Federal Aviation Administration. Additionally, the potential

impact of the proposed merger of American Airlines and U.S. Airways (PHL's dominant airline) on airport operations is unclear.³

Figure 19: Greater Philadelphia Aviation Facilities



Source: Delaware Valley Regional Planning Commission, September 2013.

In 2012, PHL had approximately 30.2 million enplaned passengers, a slight decrease from the previous year. Passenger traffic at PHL remains below where it was in the peak year for traffic in 2007, with the decrease likely attributable to both the economic downturn and a cutback in Southwest Airlines flights. Prior to the downturn, PHL had seen a significant increase in passenger activity between 2003 and 2005, coinciding with Southwest Airlines initiating service to Philadelphia. PHL ranks as the ninth busiest airport in the nation with regard to aircraft movements and 18th in the nation in passenger movements.

- ◆ **Air cargo** (previously discussed and illustrated in Table 14 on page 26 under Goal 7, public infrastructure investment).
- ◆ **Annual port tonnage** (also discussed previously and illustrated in Table 15 on page 26 under Goal 7).

³ As of the publication of this report, the legality of the proposed merger between American Airlines and U.S. Air is being challenged by the U.S. Department of Justice.

Table 25: Passenger Activity at Philadelphia International Airport (PHL)

Year	Domestic Passengers	International Passengers	Total Passenger Traffic	Plane Movements
2005	27,359,350	4,136,035	31,495,385	535,666
2006	27,779,004	3,989,268	31,768,272	515,869
2007	28,176,374	4,035,065	32,211,439	499,653
2008	27,793,485	4,041,240	31,834,725	492,038
2009	26,528,727	4,140,837	30,669,564	472,668
2010	26,566,736	4,209,225	30,775,961	460,779
2011	26,481,883	4,357,292	30,839,175	448,129
2012	25,904,595	4,348,221	30,252,816	443,236
2013	15,145,775	2,710,483	17,856,258	254,870
Percent Change 2005-2012	-5%	5%	-4%	-17%

Source: Philadelphia International Airport Annual Aviation Activity reports, 2005-2013.

- ◆ **On-time arrivals and departures at PHL:** On-time performance improved significantly at the airport between 2011 and 2012, as illustrated in Table 26.

Table 26: On-time Performance at Philadelphia International Airport (PHL)

Year	% On-time Arrivals	% On-time Departures
2006	70%	72%
2007	67%	69%
2008	73%	77%
2009	75%	79%
2010	78%	80%
2011	76%	79%
2012	82%	85%
2011 Rank	26	18
2012 Rank	18	8

Note: Includes only domestic flights. Source: U.S. Department of Transportation, Bureau of Transportation Statistics, September 2013

EDA at Work in the Greater Philadelphia Region

The 2012 CEDS update highlighted several projects that have received EDA funding in recent years, including the Center for Culinary Enterprises in Philadelphia, Respond's New Worker Job Development Center in the City of Camden, the Economy League of Philadelphia's World Class Philadelphia Initiative, the Energy Efficient Buildings Hub (EEBHUB), and the University City Science Center's QED Proof-of-Concept Program. Since the 2012 CEDS update, one project has received EDA funding in the Greater Philadelphia region. In September 2013, \$663,098 in EDA Economic Adjustment funds were awarded to the World Trade Center of Greater Philadelphia Inc. (WTCGP), to support the establishment of an international business mentoring program for advanced manufacturers in the Greater Philadelphia Area. The program will develop customized, sustainable strategies for manufacturers looking to export, and provide the tools and knowledge manufacturers need to increase their exports in the global marketplace.



Building on the success of its *Job Creation through Export Development: Innovative Manufacturing and Services Program*, the WTCGP will enhance and leverage its export assistance programs,

focusing on the strengths of the region: energy and the environment, high tech and nanotechnology, biotech and life sciences. This program will provide an in-depth, customized, mentoring approach designed to guide companies in developing a sustainable global strategy, creating high skilled, high paying jobs. Over the past decade, the WTCGP has recognized a need for highly personalized trade counseling and education of small and medium-sized enterprises (SMEs) with limited time, resources and knowledge of the nuances of global markets. The WTCGP will engage and collaborate with regional global business leaders and economic development organizations for maximum outreach.

In late 2012 and the beginning of 2013, much of EDA's assistance was targeted to disaster relief projects outside of the Greater Philadelphia region, providing recovery assistance after natural disasters that included hurricanes, tropical storms, flooding, and tornadoes. While none of this relief was targeted specifically within this region, Atlantic City, New Jersey, was awarded \$1.13 million in FY 2012 Disaster Relief Opportunity funds in April 2013 to support the rehabilitation and replacement of antiquated infrastructure in the Atlantis Avenue Flood Gate System and bulkhead, which sustained major flood damages from Hurricane Irene. The City's two major access roads, the Atlantic City Expressway and U.S. Route 30, were both flooded during the hurricane and rendered the City inaccessible for extended periods of time, resulting in the loss of billions of dollars in gaming, hospitality, and tourism-related services. The restoration of the infrastructure is a critical element in Atlantic City's ongoing revitalization and post-Irene economic recovery, and will help to reestablish and maintain economic viability and diversity and mitigate future flooding.

Review and Update of Key Regional Economic Development Projects List

EDA requires that a CEDS identify regional projects, programs, and activities designed to implement the goals and objectives of the CEDS. The 2009 *Greater Philadelphia Economic Development Framework* includes a discussion of relevant transportation projects programmed through DVRPC's TIP; summarizes the findings of the regional Land Use, Transportation, and Economic Development study undertaken by DVRPC in Fiscal Years 2007 and 2008; and includes a list of economic development projects identified by the region's economic development agencies and organizations as critical for achieving the CEDS goals and objectives. This list of projects was reviewed by the CEDS Review Committee and revised as a part of the 2010, 2011, and 2012 annual updates.

The annual review process enables the CEDS Review Committee to review the project list and amend it as necessary, including both the deletion of projects that have either been completed or are no longer appropriate and the addition of projects that advance the CEDS goals and objectives. Recognizing that there are times when high quality projects that advance the goals of the CEDS and are eligible for EDA funding are proposed after the completion of the annual CEDS review, a formal amendment process through which projects may be added to the regional list of key projects was adopted by the Greater Philadelphia Regional CEDS Review Committee in 2010. Under this amendment process, the following projects were reviewed by the CEDS Review Committee and added to the list of key projects since the 2012 CEDS update was completed:

- First State Community Loan Fund, added December 2012 (see page 4 of Appendix E);
- The Philadelphia Fashion Incubator, added January 2013 (see page 8 of Appendix E); and,
- The Outreach Program on Energy Savings Performance Contracting, added March 2013 (see page 3 of Appendix E)

For the 2013 annual review and update of the adopted CEDS, the CEDS Review Committee was surveyed regarding the status of projects included on the 2012 CEDS's list of key regional economic development projects, and the list has again been updated. The updated list of projects is presented in Appendix E. These projects (listed in geographic order, not specific priority order) cover a wide range of project types, including planning, research, job training, workforce development, redevelopment, adaptive re-use, waterfront development, site acquisition, construction, and infrastructure investment. All of the projects advance at least one (and in many cases, several) of the CEDS goals and objectives. With estimated costs ranging from just a few thousand to several million dollars, project sponsors have identified a multitude of different funding sources, often (but not always) including EDA. The total estimated cost of the projects on the list, not including those for which the cost is yet to be determined, is over \$7.6 billion.

Next Steps

Greater Philadelphia presents tremendous potential for continued economic growth. The studies, reports, and analyses related to regional economic development that were discussed in the 2009 CEDS and the additional studies discussed in the annual CEDS updates provide insight into the range of key challenges and opportunities for regional economic growth and draws broad conclusions regarding directions for the region's economic competitiveness. The collective examination of these diverse regional and state reports and reports on individual economic sectors reveals common threads and priorities and defines a unified regional vision for economic development.

During Fiscal Year 2014, DVRPC will again manage the Greater Philadelphia regional CEDS and coordinate ongoing economic development efforts. Given that the regional CEDS was originally adopted in 2009, EDA regulations require that the document be comprehensively reviewed and revised by September 2014. DVRPC will coordinate the planning process necessary to complete this comprehensive revision. Project tasks include reviewing and revising as appropriate the membership of the regional CEDS Review Committee; collecting and analyzing relevant demographic and economic data; reevaluating economic conditions within Greater Philadelphia; and reassessing existing emerging regional strengths, opportunities, and challenges.

Working closely with the CEDS Review Committee, the CEDS goals and objectives will be revisited and revised as appropriate; strategies for achieving the identified goals will be identified; and additional performance measures may be identified. Based on an assessment of the performance measures, the region's progress toward achieving the CEDS goals will be evaluated. Under the direction of the CEDS Review Committee, the list of key economic projects will be revised as appropriate, including both the deletion of projects that have been funded and/or completed or that are no longer considered priorities and the addition of new emerging priority projects.

Greater Philadelphia is a large and complex region, covering portions of two states with hundreds of distinct municipalities responsible for individual development decisions. The region's economy is similarly diverse and multifaceted, with dozens of public and private economic development organizations each seeking to promote or attract a wide variety of sectors or specific interests. Thus, there is no single process or simple strategy that will fully address all of the opportunities and challenges that the region faces. Continued coordination across state lines, across city and county lines, across sectoral interests, and across the public and private sectors is essential to maintaining a broad regional perspective and identifying and working toward a common vision, goals, and objectives.

Appendix A: CEDS REVIEW COMMITTEE MEMBER
AGENCIES



Appendix A: CEDS Review Committee Members

County and City Planning Agencies

Bucks County Planning Commission
Chester County Planning Commission
Delaware County Planning Department
City of Chester Planning Department
Montgomery County Planning Commission
Philadelphia City Planning Commission
Burlington County Department of Economic Development and Regional Planning
Camden County Planning Division
City of Camden Division of Planning
Gloucester County Planning Department
Mercer County Planning Division
City of Trenton Division of Planning

County and City Economic Development Agencies

Bucks County Department of Community and Business Development
Chester County Economic Development Council
Delaware County Commerce Center
City of Chester Economic Development Authority
Montgomery County Economic Development Corporation
Philadelphia Department of Commerce
Philadelphia Industrial Development Corporation
Camden Redevelopment Agency
Gloucester County Economic Development Department
Mercer County Office of Economic Development and Sustainability
City of Trenton Division of Economic Development

State Agencies

New Jersey Department of Community Affairs
New Jersey Economic Development Authority
Pennsylvania Department of Community and Economic Development
Pennsylvania Governor's Policy Office

Regional Agencies and Others

Ben Franklin Technology Partners/SEP
Bio Advance
Center City District
Chamber of Commerce of Southern New Jersey
Delaware River Port Authority

Regional Agencies and Others (continued)

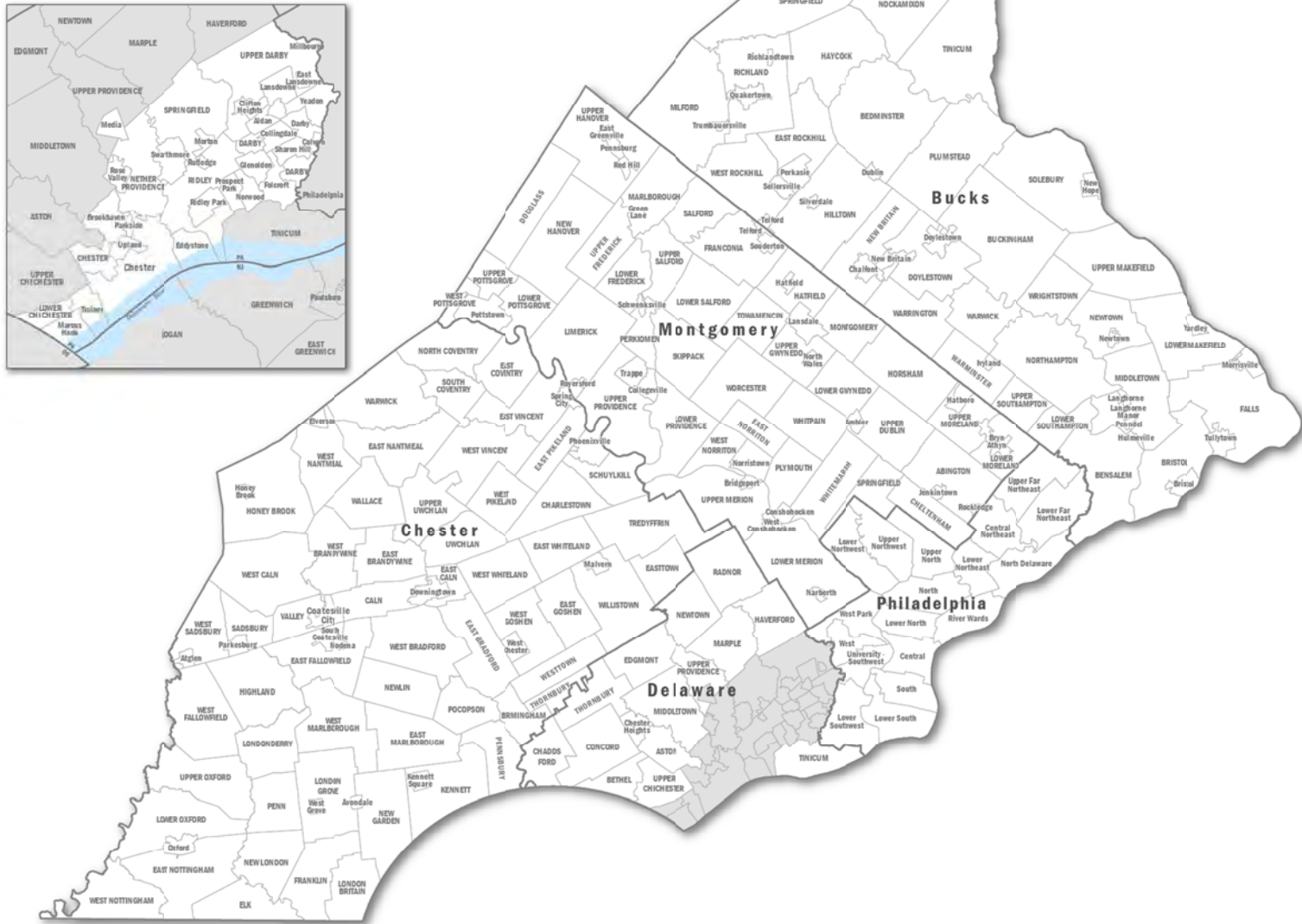
Delaware Valley Industrial Resource Center
Economy League of Greater Philadelphia
Greater Philadelphia Chamber of Commerce
Greater Philadelphia Convention and Visitors Bureau
Greater Philadelphia Tourism Marketing Corporation
New Jersey Commission on Science and Technology
New Jersey Technology Center
New Jersey Transit
PECO Economic Development Division
Philadelphia Convention and Visitors Bureau
Philadelphia Industrial Development Corporation
Philadelphia Workforce Investment Board
Select Greater Philadelphia
Southeastern Pennsylvania Transportation Authority
Southern New Jersey Development Council
The Enterprise Center
University City Science Center
World Trade Center of Greater Philadelphia

Source: Delaware Valley Regional Planning Commission, September 2013.

Appendix B. MUNICIPALITIES IN THE GREATER
PHILADELPHIA REGION

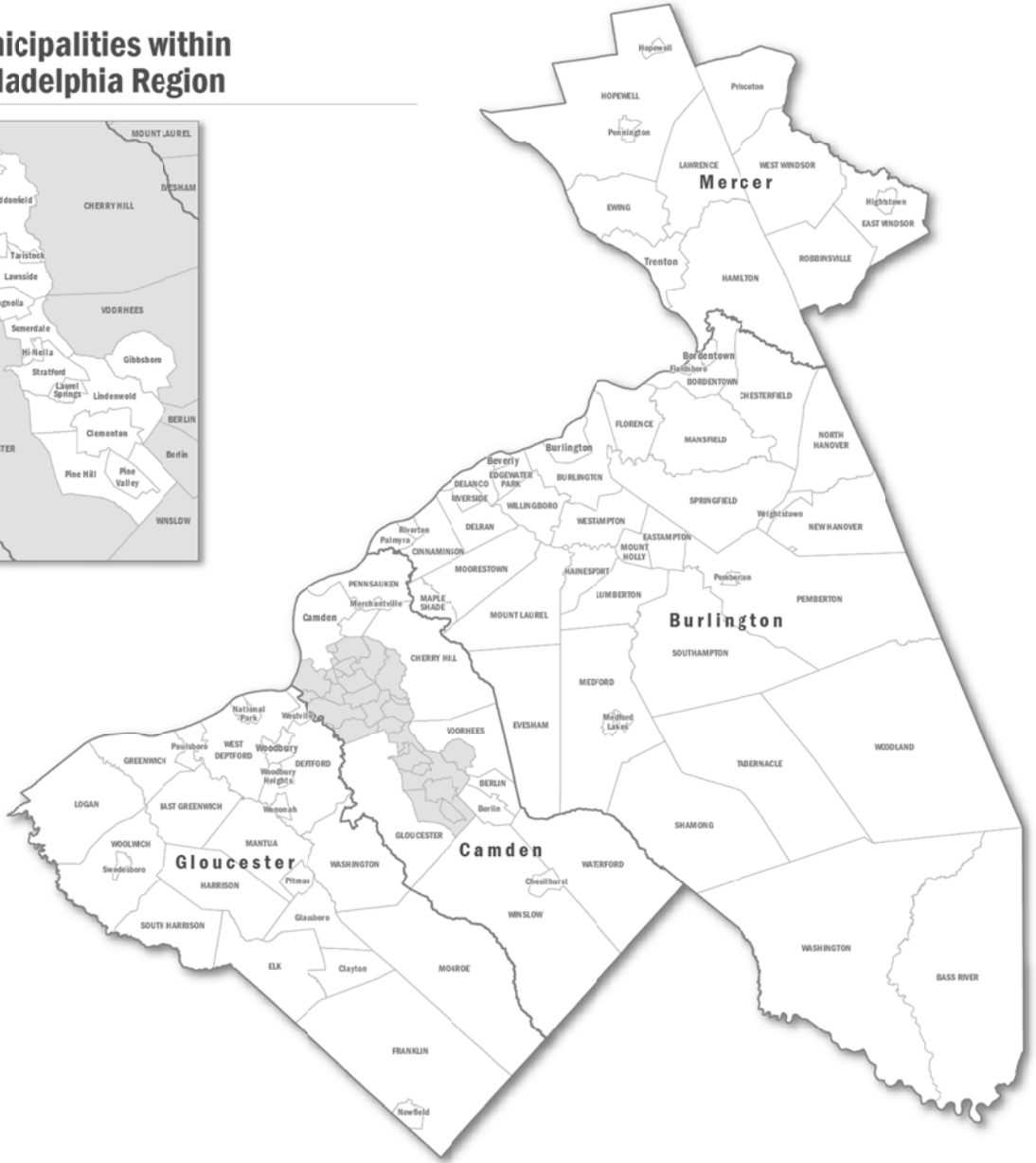


Pennsylvania Municipalities within the Greater Philadelphia Region*



*City Planning Areas are shown within Philadelphia

New Jersey Municipalities within the Greater Philadelphia Region



Delaware Valley Regional Planning Commission, September 2013.

Appendix C: *CONNECTIONS 2040* PLAN CENTERS



Connections 2040 Plan Centers, Pennsylvania

County	Metropolitan Sub-Centers	Suburban Centers	Neighborhood Centers	Town Centers	Rural Centers	Planned Centers
Bucks		Oxford Valley		Bristol Borough, Chalfont Borough, Doylestown Borough, Morrisville, Newtown Borough, Perkasie/Sellersville, Quakertown, Telford/Souderton	New Hope Borough	Waterside
Chester	King of Prussia/Valley Forge	Exton, Great Valley		Coatesville, Downingtown Borough, Kennett Square, Malvern, Paoli, Phoenixville, Spring City/Royersford, West Chester	Atglen, Avondale, Elverson, Honeybrook Borough, Oxford Borough, Parkesburg, West Grove	Uptown Worthington
Delaware	International Airport		Chester City: Chester Central Business District, University Crossing	Darby Borough, Havertown, Lansdowne Borough, Marcus Hook, Media, Prospect Park/Norwood, Ridley Park, Wayne, Swarthmore, 69th Street		Ellis Preserve
Montgomery	King of Prussia/Valley Forge	City Avenue Corridor, Fort Washington, Montgomeryville, Plymouth Meeting, Willow Grove/ Horsham, Route 422/Collegeville		Ambler Borough, Ardmore, Bryn Mawr, Conshohocken, Glenside/Keswick, Hatboro Borough, Jenkintown, Lansdale, Narberth, Norristown, Pottstown, Spring City/Royersford, Telford/Souderton	Tri-Borough, Boyertown/Gilbertsville, Harleysville, Skippack Village	Kulpville, Village at Valley Forge, Willow Grove Naval Air Station
Philadelphia	Navy Yard/Sports Complex, International Airport	City Avenue Corridor, Boulevard/Grant/Woodhaven	Broad & Passyunk, Woodland Avenue, 52nd & Market, Broad & Cecil B. Moore, Broad & Lehigh, Broad & Erie, Kensington/Richmond, Roxborough/Manayunk, Germantown, Chestnut Hill/Mt. Airy, Broad & Olney, Oak Lane, Frankford, Bustleton & Cottman, Fox Chase/Lawncrest, Mayfair/Holmesburg			

Connections 2040 Plan Centers, New Jersey

County	Metropolitan Sub-Centers	Suburban Centers	Neighborhood Centers	Town Centers	Rural Centers	Planned Centers
Burlington	Cherry Hill/Mount Laurel/Marlton	Mount Laurel		Bordentown, Burlington City, Mount Holly, Palmyra, Pemberton Borough, Riverside, Village of Moorestown	Browns Mills	Columbus, Wrightstown, Bordentown Waterfront Community
Camden	Cherry Hill/Mount Laurel/Marlton		Camden City: Fairview, Parkside	Collingswood, Gloucester City, Haddonfield, Haddon Heights, Merchantville, Westmont		Voorhees/Lindenwold, The Town Center at Haddon, Haddon Avenue Transit Village, Towne Place at Garden State Park
Gloucester		Deptford		Glassboro, Paulsboro, Pitman, Swedesboro, Woodbury	Williamstown	Woolwich Town Center
Mercer	Trenton, Route 1 Corridor		Trenton: Broad Street/Chestnut Park, Chambersburg, Wilbur, Top Road, Pennington Village, West End	Hightstown, Princeton, Washington Town Center	Pennington Borough, Hopewell Borough	Ewing Town Center

Appendix D: PER CAPITA INCOME AND UNEMPLOYMENT
BY MUNICIPALITY



Appendix D: Unemployment and Per-Capita Income by Municipality

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Burlington	Bass River Township	\$25,360	No	13.7%	Yes
	Beverly City	\$26,390	No	17.3%	Yes
	Bordentown City	\$38,227	No	9.0%	No
	Bordentown Township	\$35,091	No	5.7%	No
	Burlington City	\$25,404	No	9.1%	No
	Burlington Township	\$32,374	No	9.9%	Yes
	Chesterfield Township	\$27,026	No	5.5%	No
	Cinnaminson Township	\$38,187	No	7.6%	No
	Delanco Township	\$36,345	No	7.9%	No
	Delran Township	\$35,561	No	8.1%	No
	Eastampton Township	\$33,452	No	10.4%	Yes
	Edgewater Park Township	\$27,423	No	11.1%	Yes
	Evesham Township	\$40,724	No	5.4%	No
	Fieldsboro Borough	\$25,215	No	12.7%	Yes
	Florence Township	\$34,262	No	7.7%	No
	Hainesport Township	\$35,573	No	9.7%	Yes
	Lumberton Township	\$35,473	No	7.3%	No
	Mansfield Township	\$38,537	No	8.6%	No
	Maple Shade Township	\$28,140	No	8.4%	No
	Medford Lakes Borough	\$48,930	No	3.5%	No
	Medford Township	\$47,201	No	3.7%	No
	Moorestown Township	\$62,251	No	5.6%	No
	Mount Holly Township	\$26,326	No	9.5%	No
	Mount Laurel Township	\$45,032	No	7.3%	No
	New Hanover Township	\$14,350	Yes	7.0%	No
	North Hanover Township	\$29,974	No	10.8%	Yes
	Palmyra Borough	\$30,297	No	10.3%	Yes
	Pemberton Borough	\$38,577	No	8.4%	No
	Pemberton Township	\$27,259	No	11.5%	Yes
	Riverside Township	\$25,054	No	8.8%	No
	Riverton Borough	\$46,580	No	8.9%	No
	Shamong Township	\$40,522	No	6.5%	No
	Southampton Township	\$34,360	No	5.1%	No
Springfield Township	\$40,091	No	7.0%	No	
Tabernacle Township	\$37,585	No	5.7%	No	
Washington Township	\$32,930	No	1.6%	No	
Westampton Township	\$39,710	No	6.8%	No	
Willingboro Township	\$27,461	No	12.4%	Yes	
Woodland Township	\$30,845	No	5.6%	No	
Wrightstown Borough	\$24,041	No	7.6%	No	

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Camden	Audubon Borough	\$35,539	No	9.0%	No
	Audubon Park Borough	\$24,130	No	11.2%	Yes
	Barrington Borough	\$32,241	No	8.8%	No
	Bellmawr Borough	\$26,184	No	8.9%	No
	Berlin Borough	\$35,702	No	6.4%	No
	Berlin Township	\$28,510	No	9.3%	No
	Brooklawn Borough	\$25,980	No	18.1%	Yes
	Camden City	\$12,590	Yes	22.4%	Yes
	Cherry Hill Township	\$41,280	No	6.5%	No
	Chesilhurst Borough	\$23,643	No	19.0%	Yes
	Clementon Borough	\$25,451	No	12.5%	Yes
	Collingswood Borough	\$35,173	No	6.4%	No
	Gibbsboro Borough	\$33,974	No	7.2%	No
	Gloucester City	\$24,002	No	10.2%	Yes
	Gloucester Township	\$30,258	No	8.5%	No
	Haddon Heights Borough	\$42,506	No	6.3%	No
	Haddon Township	\$35,304	No	5.0%	No
	Haddonfield Borough	\$59,577	No	4.7%	No
	Hi-Nella Borough	\$23,109	No	6.9%	No
	Laurel Springs Borough	\$30,355	No	5.9%	No
	Lawnside Borough	\$26,161	No	12.1%	Yes
	Lindenwold Borough	\$23,064	No	12.4%	Yes
	Magnolia Borough	\$29,371	No	4.7%	No
	Merchantville Borough	\$33,942	No	15.4%	Yes
	Mount Ephraim Borough	\$31,749	No	12.9%	Yes
	Oaklyn Borough	\$31,080	No	9.9%	Yes
	Pennsauken Township	\$26,358	No	10.7%	Yes
	Pine Hill Borough	\$26,135	No	13.0%	Yes
	Pine Valley Borough	no data	n/a	No data	n/a
	Runnemede Borough	\$25,586	No	9.6%	No
	Somerdale Borough	\$25,432	No	9.3%	No
	Stratford Borough	\$33,014	No	9.7%	Yes
	Tavistock Borough	no data	n/a	No data	n/a
Voorhees Township	\$44,091	No	6.4%	No	
Waterford Township	\$31,897	No	10.1%	Yes	
Winslow Township	\$30,027	No	10.6%	Yes	
Woodlynne Borough	\$17,249	Yes	14.7%	Yes	
Gloucester	Clayton Borough	\$27,479	No	7.0%	No
	Deptford Township	\$31,681	No	10.7%	Yes
	East Greenwich Township	\$39,615	No	5.4%	No

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Gloucester	Elk Township	\$28,260	No	16.1%	Yes
	Franklin Township	\$32,649	No	11.7%	Yes
	Glassboro Borough	\$23,803	No	9.0%	No
	Greenwich Township	\$31,834	No	11.3%	Yes
	Harrison Township	\$40,530	No	8.1%	No
	Logan Township	\$33,755	No	10.1%	Yes
	Mantua Township	\$33,816	No	7.2%	No
	Monroe Township	\$29,533	No	10.0%	Yes
	National Park Borough	\$25,850	No	12.1%	Yes
	Newfield Borough	\$27,818	No	8.7%	No
	Paulsboro Borough	\$18,659	Yes	19.0%	Yes
	Pitman Borough	\$31,313	No	8.1%	No
	South Harrison Township	\$38,488	No	6.5%	No
	Swedesboro Borough	\$25,255	No	13.5%	Yes
	Washington Township	\$34,059	No	8.8%	No
	Wenonah Borough	\$49,861	No	3.4%	No
	West Deptford Township	\$34,719	No	10.2%	Yes
	Westville Borough	\$26,704	No	15.2%	Yes
	Woodbury City	\$28,569	No	8.7%	No
Woodbury Heights Borough	\$33,839	No	5.4%	No	
Woolwich Township	\$38,883	No	5.5%	No	
Mercer	EastWindsor Township	\$38,296	No	7.8%	No
	Ewing Township	\$29,992	No	9.2%	No
	Hamilton Township	\$33,911	No	7.4%	No
	Hightstown Borough	\$33,523	No	5.4%	No
	Hopewell Borough	\$52,464	No	5.0%	No
	Hopewell Township	\$61,903	No	4.7%	No
	Lawrence Township	\$41,277	No	6.8%	No
	Pennington Borough	\$56,186	No	4.0%	No
	Princeton Borough	\$37,328	No	7.9%	No
	Princeton Township	\$70,822	No	5.6%	No
	Robbinsville Township	\$48,838	No	6.2%	No
	Trenton City	\$17,902	Yes	15.3%	Yes
West Windsor Township	\$62,031	No	7.5%	No	
Bucks	Bedminster Township	\$34,920	No	6.9%	No
	Bensalem Township	\$28,675	No	7.3%	No
	Bridgeton Township	\$31,961	No	6.1%	No
	Bristol Borough	\$23,696	No	8.3%	No
	Bristol Township	\$24,318	No	7.9%	No

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Bucks	Buckingham Township	\$48,794	No	4.7%	No
	Chalfont Borough	\$39,397	No	4.0%	No
	Doylestown Borough	\$44,351	No	6.7%	No
	Doylestown Township	\$42,935	No	6.6%	No
	Dublin Borough	\$26,240	No	11.5%	Yes
	Durham Township	\$44,082	No	5.5%	No
	EastRockhill Township	\$30,924	No	7.4%	No
	Falls Township	\$27,204	No	6.4%	No
	Haycock Township	\$35,380	No	8.2%	No
	Hilltown Township	\$35,244	No	5.7%	No
	Hulmeville Borough	\$27,612	No	11.0%	Yes
	Ivyland Borough	\$32,283	No	7.6%	No
	Langhorne Borough	\$34,974	No	4.1%	No
	Langhorne Manor Borough	\$26,943	No	7.9%	No
	Lower Makefield Township	\$54,282	No	6.0%	No
	Lower Southampton Township	\$31,781	No	7.9%	No
	Middletown Township	\$35,216	No	6.1%	No
	Milford Township	\$35,459	No	5.9%	No
	Morrisville Borough	\$28,730	No	9.8%	Yes
	New Britain Borough	\$28,084	No	6.9%	No
	New Britain Township	\$37,000	No	6.8%	No
	New Hope Borough	\$52,942	No	3.9%	No
	Newtown Borough	\$54,362	No	6.2%	No
	Newtown Township	\$50,953	No	5.2%	No
	Nockamixon Township	\$36,762	No	6.4%	No
	Northampton Township	\$44,299	No	6.1%	No
	Penndel Borough	\$23,354	No	8.3%	No
	Perkasie Borough	\$30,621	No	6.9%	No
	Plumstead Township	\$39,088	No	5.3%	No
	Quakertown Borough	\$24,086	No	7.6%	No
	Richland Township	\$30,340	No	8.2%	No
	Richlandtown Borough	\$26,401	No	5.7%	No
	Riegelsville Borough	\$32,661	No	2.8%	No
	Sellersville Borough	\$26,063	No	7.3%	No
Silverdale Borough	\$32,212	No	10.6%	Yes	
Solebury Township	\$67,124	No	2.0%	No	
Springfield Township	\$35,986	No	4.5%	No	
Telford Borough	\$46,365	No	5.2%	No	
Tinicum Township	\$45,020	No	7.9%	No	
Trumbauersville Borough	\$26,070	No	11.1%	Yes	
Tullytown Borough	\$22,088	Yes	9.3%	No	

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Bucks	Upper Makefield Township	\$85,645	No	3.4%	No
	Upper Southampton Township	\$34,891	No	7.3%	No
	Warminster Township	\$28,293	No	8.8%	No
	Warrington Township	\$38,423	No	7.1%	No
	Warwick Township	\$46,560	No	3.4%	No
	West Rockhill Township	\$32,268	No	7.6%	No
	Wrightstown Township	\$59,344	No	4.1%	No
	Yardley Borough	\$42,181	No	9.4%	No
Chester	Atglen Borough	\$28,462	No	12.7%	Yes
	Avondale Borough	\$16,562	Yes	5.9%	No
	Birmingham Township	\$71,945	No	4.4%	No
	Caln Township	\$34,057	No	6.5%	No
	Charlestown Township	\$60,817	No	4.0%	No
	Coatesville City	\$17,247	Yes	14.0%	Yes
	Downingtown Borough	\$27,944	No	8.9%	No
	East Brandywine Township	\$50,873	No	4.6%	No
	East Caln Township	\$41,275	No	5.5%	No
	East Coventry Township	\$44,592	No	4.4%	No
	East Fallowfield Township	\$38,361	No	5.2%	No
	East Goshen Township	\$34,296	No	6.7%	No
	East Marlborough Township	\$47,752	No	4.5%	No
	East Nantmeal Township	\$53,224	No	1.7%	No
	East Nottingham Township	\$50,007	No	6.0%	No
	East Pikeland Township	\$32,004	No	5.9%	No
	East Vincent Township	\$44,510	No	5.8%	No
	East Whiteland Township	\$37,554	No	8.7%	No
	EastBradford Township	\$43,867	No	4.4%	No
	Easttown Township	\$71,523	No	2.7%	No
	Elk Township	\$36,030	No	3.3%	No
	Elverson Borough	\$33,834	No	5.1%	No
	Franklin Township	\$43,743	No	6.2%	No
	Highland Township	\$26,927	No	2.6%	No
	Honey Brook Borough	\$28,574	No	2.8%	No
	Honey Brook Township	\$28,185	No	5.8%	No
	Kennett Square Borough	\$23,833	No	5.6%	No
	Kennett Township	\$62,969	No	1.7%	No
	London Britain Township	\$49,213	No	5.3%	No
	London Grove Township	\$34,592	No	7.4%	No
	Londonderry Township	\$33,947	No	3.8%	No
	Lower Oxford Township	\$18,635	Yes	9.4%	No

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Chester	Malvern Borough	\$37,398	No	2.5%	No
	Modena Borough	\$26,028	No	5.6%	No
	New Garden Township	\$47,878	No	4.6%	No
	New London Township	\$41,011	No	6.3%	No
	Newlin Township	\$61,983	No	3.1%	No
	North Coventry Township	\$33,423	No	6.4%	No
	Oxford Borough	\$20,114	Yes	8.9%	No
	Parkesburg Borough	\$26,402	No	5.2%	No
	Penn Township	\$36,404	No	6.4%	No
	Pennsbury Township	\$66,426	No	6.9%	No
	Phoenixville Borough	\$34,063	No	5.4%	No
	Pocopson Township	\$52,869	No	4.2%	No
	Sadsbury Township	\$29,950	No	4.7%	No
	Schuylkill Township	\$47,418	No	6.8%	No
	South Coatesville Borough	\$28,976	No	13.2%	Yes
	South Coventry Township	\$39,026	No	2.4%	No
	Spring City Borough	\$27,940	No	10.4%	Yes
	Thornbury Township	\$53,358	No	2.2%	No
	Tredyffrin Township	\$60,999	No	3.6%	No
	Upper Oxford Township	\$26,977	No	6.5%	No
	Upper Uwchlan Township	\$55,548	No	5.1%	No
	Uwchlan Township	\$44,230	No	4.3%	No
	Valley Township	\$31,238	No	4.6%	No
	Wallace Township	\$38,266	No	6.1%	No
	Warwick Township	\$42,736	No	10.1%	Yes
	West Bradford Township	\$39,795	No	4.5%	No
	West Brandywine Township	\$38,342	No	8.7%	No
	West Caln Township	\$30,149	No	6.4%	No
	West Chester Borough	\$24,576	No	8.0%	No
	West Fallowfield Township	\$21,733	Yes	5.2%	No
	West Goshen Township	\$41,242	No	5.1%	No
	West Grove Borough	\$26,962	No	7.3%	No
	West Marlborough Township	\$46,782	No	3.8%	No
	West Nantmeal Township	\$35,124	No	4.1%	No
West Nottingham Township	\$22,981	No	5.0%	No	
West Pikeland Township	\$61,540	No	1.8%	No	
West Sadsbury Township	\$27,503	No	5.1%	No	
West Vincent Township	\$57,279	No	7.1%	No	
West Whiteland Township	\$46,456	No	4.6%	No	
Westtown Township	\$49,818	No	5.9%	No	
Willistown Township	\$60,547	No	2.6%	No	

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Delaware	Aldan Borough	\$31,459	No	10.2%	Yes
	Aston Township	\$33,359	No	4.1%	No
	Bethel Township	\$41,512	No	5.9%	No
	Brookhaven Borough	\$31,215	No	7.0%	No
	Chadds Ford Township	\$68,618	No	6.6%	No
	Chester City	\$14,646	Yes	16.5%	Yes
	Chester Heights Borough	\$41,833	No	6.4%	No
	Chester Township	\$17,977	Yes	12.6%	Yes
	Clifton Heights Borough	\$21,361	Yes	11.2%	Yes
	Collingdale Borough	\$21,576	Yes	11.3%	Yes
	Colwyn Borough	\$25,437	No	16.2%	Yes
	Concord Township	\$45,061	No	4.5%	No
	Darby Borough	\$14,348	Yes	20.2%	Yes
	Darby Township	\$24,927	No	9.2%	No
	East Lansdowne Borough	\$24,208	No	3.6%	No
	Eddystone Borough	\$18,860	Yes	11.3%	Yes
	Edgmont Township	\$63,903	No	2.2%	No
	Folcroft Borough	\$24,079	No	12.5%	Yes
	Glenolden Borough	\$25,308	No	8.3%	No
	Haverford Township	\$41,449	No	4.3%	No
	Lansdowne Borough	\$30,493	No	7.0%	No
	Lower Chichester Township	\$23,612	No	9.0%	No
	Marcus Hook Borough	\$17,419	Yes	10.4%	Yes
	Marple Township	\$35,485	No	7.5%	No
	Media Borough	\$36,557	No	6.2%	No
	Middletown Township	\$41,772	No	4.6%	No
	Millbourne Borough	\$17,664	Yes	10.8%	Yes
	Morton Borough	\$29,675	No	6.0%	No
	Nether Providence Township	\$42,522	No	6.8%	No
	Newtown Township	\$50,725	No	5.8%	No
	Norwood Borough	\$26,722	No	8.6%	Yes
	Parkside Borough	\$23,044	No	10.8%	Yes
	Prospect Park Borough	\$29,100	No	5.1%	No
	Radnor Township	\$50,862	No	4.5%	No
Ridley Park Borough	\$30,287	No	4.9%	No	
Ridley Township	\$28,063	No	8.0%	No	
Rose Valley Borough	\$74,834	No	7.4%	No	
Rutledge Borough	\$35,796	No	6.1%	No	
Sharon Hill Borough	\$22,403	No	20.5%	Yes	
Springfield Township	\$36,889	No	5.3%	No	
Swarthmore Borough	\$52,299	No	4.7%	No	

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Delaware	Thornbury Township	\$36,896	No	4.9%	No
	Tinicum Township	\$28,083	No	7.0%	No
	Trainer Borough	\$19,227	Yes	14.7%	Yes
	Upland Borough	\$19,525	Yes	8.4%	No
	Upper Chichester Township	\$30,523	No	8.4%	No
	Upper Darby Township	\$25,409	No	8.8%	No
	Upper Providence Township	\$47,375	No	4.4%	No
	Yeadon Borough	\$26,383	No	10.7%	Yes
Montgomery	Abington Township	\$39,753	No	6.9%	No
	Ambler Borough	\$31,901	No	6.5%	No
	Bridgeport Borough	\$29,876	No	8.9%	No
	Bryn Athyn Borough	\$32,850	No	4.9%	No
	Cheltenham Township	\$41,330	No	7.3%	No
	Collegeville Borough	\$28,429	No	8.6%	No
	Conshohocken Borough	\$39,580	No	6.4%	No
	Douglass Township	\$30,866	No	6.2%	No
	East Greenville Borough	\$30,204	No	9.8%	Yes
	East Norriton Township	\$37,249	No	5.0%	No
	Franconia Township	\$35,872	No	3.8%	No
	Green Lane Borough	\$26,803	No	7.4%	No
	Hatboro Borough	\$31,761	No	6.7%	No
	Hatfield Borough	\$31,696	No	4.2%	No
	Hatfield Township	\$32,229	No	5.8%	No
	Horsham Township	\$42,018	No	6.9%	No
	Jenkintown Borough	\$39,776	No	3.2%	No
	Lansdale Borough	\$28,670	No	8.2%	No
	Limerick Township	\$36,077	No	5.1%	No
	Lower Frederick Township	\$33,182	No	4.1%	No
	Lower Gwynedd Township	\$60,662	No	3.4%	No
	Lower Merion Township	\$73,632	No	4.8%	No
	Lower Moreland Township	\$44,838	No	4.9%	No
	Lower Pottsgrove Township	\$34,122	No	7.9%	No
	Lower Providence Township	\$38,746	No	3.8%	No
	Lower Salford Township	\$40,770	No	5.0%	No
	Marlborough Township	\$33,844	No	5.8%	No
	Montgomery Township	\$41,787	No	5.0%	No
	Narberth Borough	\$45,674	No	3.4%	No
	New Hanover Township	\$33,230	No	7.1%	No
	Norristown Borough	\$21,435	Yes	9.0%	No
	North Wales Borough	\$31,546	No	2.9%	No

County	Municipality	Per-Capita Income	Meets EDA Per-Capita Income Threshold?	Unemployment Rate	Meets EDA Unemployment Threshold?
Montgomery	Pennsburg Borough	\$24,777	No	6.9%	No
	Perkiomen Township	\$36,271	No	4.5%	No
	Plymouth Township	\$38,403	No	7.6%	No
	Pottstown Borough	\$22,632	No	8.5%	No
	Red Hill Borough	\$28,813	No	6.7%	No
	Rockledge Borough	\$30,589	No	8.1%	No
	Royersford Borough	\$28,751	No	5.0%	No
	Salford Township	\$37,545	No	4.2%	No
	Schwenksville Borough	\$28,873	No	8.5%	No
	Skippack Township	\$34,303	No	3.9%	No
	Souderton Borough	\$29,849	No	8.5%	No
	Springfield Township	\$44,441	No	6.7%	No
	Telford Borough	\$28,779	No	5.5%	No
	Towamencin Township	\$39,486	No	5.7%	No
	Trappe Borough	\$35,988	No	4.8%	No
	Upper Dublin Township	\$50,848	No	4.4%	No
	Upper Frederick Township	\$33,876	No	6.8%	No
	Upper Gwynedd Township	\$46,836	No	5.7%	No
	Upper Hanover Township	\$37,606	No	7.7%	No
	Upper Merion Township	\$44,793	No	4.4%	No
	Upper Moreland Township	\$33,142	No	6.3%	No
	Upper Pottsgrove Township	\$32,307	No	7.4%	No
	Upper Providence Township	\$45,515	No	5.6%	No
	Upper Salford Township	\$35,177	No	5.1%	No
	West Conshohocken Borough	\$51,869	No	4.6%	No
	West Norriton Township	\$38,769	No	4.8%	No
	West Pottsgrove Township	\$23,075	No	5.3%	No
	Whitemarsh Township	\$52,836	No	5.0%	No
	Whitpain Township	\$57,824	No	5.7%	No
	Worcester Township	\$54,331	No	4.2%	No
Philadelphia	Philadelphia City	\$21,671	Yes	13.4%	Yes

Note: data is unavailable for Pine Valley and Tavistock boroughs in Camden County, New Jersey. Based on the national per-capita income of \$27,915, EDA's threshold for being considered "distressed" is \$22,332 or lower (80 percent or less of the national average); based on a national unemployment rate of 8.7 percent, EDA's threshold is 9.7 percent or higher (one percentage point or more above the national average).

Source: U.S.Census Bureau, American Community Survey, 2007-2011 Five-Year Estimates.

Appendix E 2013 LIST OF KEY REGIONAL ECONOMIC
DEVELOPMENT PROJECTS



Appendix E: 2013 List of Key Regional Economic Development Projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
The Technology Commercialization Group (TCG)	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners/Southeast Pennsylvania (BFTP/SEP)	This project will develop and implement a new model for technology commercialization that builds upon the 25+ years of experience gained by BFTP/SEP, reflects the evolution of thinking and practice in this area, and addresses the realities for technology development and commercialization. The new TCG model will establish a customized, comprehensive approach to meeting the technology development and commercialization objectives of individual companies/ institutions/ organizations.	\$1.2 million over three years	US EDA	Three years	Not applicable (N/A)
Delaware Valley Clean Water Innovation Alliance (DVCWIA)	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners/Southeast Pennsylvania (BFTP/SEP)	<p>A diverse group of stakeholders within the Greater Philadelphia region comprised of universities, industry, and utilities are uniting as a consortium to lead the creative renewal of the region's water infrastructure. The Delaware River Basin is a focal point of the Alliance. The Alliance will address critical technology innovation issues to deal with water sustainability and our aging water infrastructure, which has placed the socio-economic prosperity of the region and its communities at risk. The mission of the Alliance is to create an ecosystem that will address improving fresh water sustainability and modernizing drinking water distribution systems. A public-private partnership will be formed to promote innovation through technology commercialization investment.</p> <p>The Alliance's vision is to lead the region to 21st century sustainable water systems that support the region's quality of life and provide technology solutions to local businesses and industry. The strategy will encompass a new paradigm for commercializing cost-effective technology and longer term financial and policy models that incentivize investment. Mobilizing the superior assets of the region (e.g. universities, companies, and utilities) that have a stake in the water industry is a key enduring factor to the success of this initiative.</p>	\$400,000 over three years	US EDA	Three years	Improve fresh water sustainability.
The Mid-Atlantic Nanotechnology Alliance (MANA)	New Jersey, Pennsylvania	Regional	BFTP/SEP, Delaware Technology Park, New Jersey Technology Council	To address an identified need to develop the prototyping tools required to manufacture new products related to nanotechnology, the Mid-Atlantic Nanotechnology Alliance (MANA) will advance the concept for a Mid-Atlantic rapid prototyping consortium known as RapidNanoNet (RNN). This project will develop a plan for implementing RNN to become the first formal network of its kind that engages nanotechnology providers, prospectors, and prototypers who are interested in collaborating and dedicated to expediting nanoproduct commercialization in the Mid-Atlantic region.	\$990,000 over three years	US EDA	Three years	N/A
Repurposing a Highly Skilled BioScience Workforce to Promote the Development of New Biomedical Products	New Jersey, Pennsylvania	Regional	BioAdvance	This project will re-deploy experienced talent from large companies and support them in the creation of a variety of knowledge-based enterprises. This enhanced network of organizations will strengthen the region's research, development, and commercialization infrastructure, which in turn will help advance biomedical technologies at all stages, whether being progressed by academic institutions, small companies, or large commercial organizations. Funding would be used to support a regional, integrated research and development "ecosystem," involving training, translational technology support, infrastructure investments, program spin-outs, product "accelerators", incubator and post-incubator facilities, "expertise on demand", and relocation incentives.	\$1 million for up to 20 Entrepreneur Start-up Kits (over a two-year period)	Federal and state programs (TBD)	To be determined (TBD)	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Commercialization Germinator	New Jersey, Pennsylvania	Regional	BioStrategy Partners (BioSP)	This project will provide technical assistance to technology transfer offices in evaluating and advancing university research projects that are still too early for licensing or company formation but have commercial potential. Most of the technology transfer offices in the Greater Philadelphia region are small (with the exception of the University of Pennsylvania). BioSP has created a process through which an outside advisory team provides the feedback and expertise of a strategic/scientific advisory board without the overhead of starting a company or executing a license. The technology transfer office receives ongoing focused technical and market feedback, putting it in a much stronger position to pursue various commercial and licensing options.	\$105,000	US EDA, Keystone Enterprise Zone (for Keystone Innovation Zone (KIZ) partner universities), university match (for non-KIZ partner universities)	Can begin immediately upon receipt of funding	N/A
Corporate Development Program for Scientific Founders and First-Time Entrepreneurs+A13	New Jersey, Pennsylvania	Regional	BioStrategy Partners (BioSP)	First-time life sciences entrepreneurs, especially scientific founders, need education, highly personalized guidance, and sustained mentoring if the companies they run are to become viable business enterprises advancing to the next stage in the commercialization value chain. Without this kind of crucial help, many companies run by first-time founder/entrepreneurs flounder, fail to progress, or close. BioStrategy Partners' Corporate Development Program offers hands-on assistance and management training to eligible companies. Under the guidance of a serial entrepreneur Portfolio Manager, BioSP creates a formal, milestone-based Development Plan, and provides mentors, experts, partners, and other service providers who assist the company in achieving business and technical goals.	\$165,000	US EDA, Keystone Enterprise Zone (for PA companies located within a KIZ); BioStrategy fundraising for non-KIZ companies, New Jersey companies, and Delaware companies	Can begin immediately upon receipt of funding	N/A
Diligence Program for Scientific Founders and First-Time Entrepreneurs	New Jersey, Pennsylvania	Regional	BioStrategy Partners (BioSP)	The Diligence Program will convene customized panels of business and technical subject matter experts to assess each company's business and technology concept and then provides the company with a detailed report of its recommendations. Follow up may include introductions to partners or professional service providers to meet specific company needs, matching with a mentor from BioSP's network of experienced entrepreneurs (each of whom is, or has been, either a founder or senior member of a start-up management team), or for some companies, an invitation to participate in BioSP's Corporate Development Program for additional hands-on assistance and management training.	\$85,000	US EDA, Keystone Enterprise Zone (for PA companies located within a KIZ); BioStrategy fundraising for non-KIZ companies, New Jersey companies, and Delaware companies.	Can begin immediately upon receipt of funding	N/A
Alumni Job Placement and Talent Retention	New Jersey, Pennsylvania	Regional	Campus Philly	Through this project Campus Philly will leverage its network of 20 college and university career offices to match graduates and young alumni to career and professional-level internship opportunities with new and existing regional companies. These efforts will increase alumni confidence in the area job market, resulting in the retention of regionally educated talent.	\$150,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	Three years from receipt of funding	N/A
High Growth Sector Talent Strategy	New Jersey, Pennsylvania	Regional	Campus Philly	Through this project, Campus Philly will support high-growth start-up and established companies with talent strategies to spur innovation and job creation in Greater Philadelphia. Campus Philly will seek out high-growth employers and match them to student interns and project teams through its network of area college and university career offices.	\$150,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	Two years from receipt of funding	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
International Education and Talent Attraction	New Jersey, Pennsylvania	Regional	Campus Philly	In the next decade, the region's higher education sector will struggle to maintain enrollment due to a forecasted decrease in 18 year-olds in the United States. An investment in international student recruiting will strengthen the education industry and position the Greater Philadelphia region for global business leadership. Planned project activities including developing recruiting tools, hosting familiarity tours for international advisors, and conducting other international recruiting and marketing activities.	\$300,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	Three years from receipt of funding	N/A
Life Sciences Industry Talent Strategy	New Jersey, Pennsylvania	Regional	Campus Philly	Through this project, Campus Philly will engage in targeted Life Science industry outreach to connect students to regional opportunities in pharmaceuticals, medical devices, biotech, and related fields; and to increase company investment in experiential education and college recruiting.	\$150,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	Three years from receipt of funding	N/A
Regional Talent Scorecard	New Jersey, Pennsylvania	Regional	CEO Council for Growth	This project would create, launch and operationalize a Regional Talent Scorecard for Greater Philadelphia with the purpose of improving the region's performance on human capital measures, establishing a common research agenda among stakeholders working to improve the region's talent pool, and leveraging the metrics to attract companies and residents to the region.	\$75,000	US EDA, CEO Council for Growth members	Two years from receipt of funding	N/A
Outreach Program to Municipalities and School Districts on Energy Savings Performance Contracting	Pennsylvania	Bucks, Chester, Delaware, and Montgomery counties	Citizens for Pennsylvania's Future	: The Outreach Program on Energy Savings Performance Contracting will develop and deliver statewide outreach, training, and technical assistance aimed at facilitating increased participation in high-quality Energy Savings Performance Contracting by municipalities and schools throughout the Commonwealth of Pennsylvania. The program will include 1) basic outreach and education to municipalities and schools on the basic facts and benefits of energy performance contracting; 2) educational workshops on the best practices for energy performance contracting, and 3) one-on-one direct energy performance contracting assistance to selected municipalities and schools. The program aims to overcome several barriers for municipal and schools participation in energy performance contracting, including inconsistent messaging to the municipal and schools audience by ESCOs, and a lack of understanding of best practices for project implementation (added March 2013).	\$1 million	US EDA, Local Development Districts (LDDs), and Energy Service Companies (ESCOs)	Two years from program start: curriculum development/coordination (months 1-6); pilot program implementation (months 6-10); year one assessment (months 11-12); statewide program implementation (months 13-24)	N/A
Philadelphia Fashion Incubator	New Jersey, Pennsylvania	Regional, based in Philadelphia.	City of Philadelphia, Macy's, Center City District, The Jones Group, TD Bank, Sava, Fashion Group International, Drexel University, Moore College of Art and Design, Philadelphia University	The Philadelphia Fashion Incubator at Macy's Center City (PFI) is a collaboration between the Center City District, the City of Philadelphia, Macy's Center City, and various educational institutions with design curriculums, including Drexel University, Philadelphia University, and the Moore College of Art and Design. The purpose of PFI is to support and promote emerging fashion designers from these design schools and the fashion community of Philadelphia, thereby encouraging local designers to keep their businesses in the Greater Philadelphia region (added January 2013).	\$1.4 to \$1.9 million	U.S. EDA, William Penn Foundation, corporate sponsors, family foundations	Eight months from receipt of funding	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Virtual Women's Business Incubator and Accelerator	New Jersey, Pennsylvania	Regional	Count Me In for Women's Economic Independence	Count Me In for Women's Economic Independence proposes to launch a <i>Virtual Women's Business Incubator and Accelerator</i> that offers a new and creative approach to economic development by providing business assistance to local entrepreneurs. The program will provide small and medium-sized enterprises with educational, training, and business development services, leveraging the power of the Internet. In addition, through the interactive use of digital media, including Webinar, online assessment tools and social networking, Count Me In will strengthen the dissemination of economic development information and best practices to distressed communities.	TBD	TBD	Can begin immediately upon receipt of funding	N/A
World Class Greater Philadelphia	New Jersey, Pennsylvania, Delaware	Regional	Economy League of Greater Philadelphia	<p>World Class Greater Philadelphia is a business- and civic-led initiative to develop and advance a shared agenda for regional growth and opportunity in the Philadelphia area. Facilitated by the Economy League of Greater Philadelphia, the World Class initiative leverages the collective power of the region's business, nonprofit, government, labor, and community leaders for lasting regional impact in three primary areas: education & talent development, business growth, and infrastructure. Building on three years of benchmarking research and input from more than 1,000 business and civic leaders, in 2013 the Economy League released three World Class Global Positioning Strategies (GPSes) to focus and guide cross-sector collaboration for regional improvement. The World Class Education and Talent Development GPS, developed in partnership with the United Way of Greater Philadelphia and Southern New Jersey, outlines a shared agenda for improving early learning, K-12 education, postsecondary attainment, and workforce readiness in the region. The World Class Business Growth GPS, created in partnership with the CEO Council for Growth, identifies priority strategies for boosting entrepreneurship, fostering innovation, and strengthening global business connections. The World Class Infrastructure GPS, developed in conjunction with the Philadelphia District Council of the Urban Land Institute, presents a shared agenda for strengthening Greater Philadelphia's global and national connections, improving regional mobility, and making the region's water, energy, and open space networks more sustainable and resilient.</p> <p>By detailing the most promising existing partnerships and initiatives as well as new investments and campaigns to drive progress toward World Class goals for the region, the GPSes set the stage for impactful cross-sector collaboration to drive growth and opportunity in Greater Philadelphia. The Economy League is working with partners to develop and curate an ongoing World Class Index that will serve to maintain leadership focus on the World Class agenda and establish and track key indicators to benchmark regional progress. In April 2011 the U.S. EDA awarded \$150,000 for the World Class Greater Philadelphia initiative.</p>	\$3 million	US EDA, foundations, corporations, and individual donors.	2011-2016	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
First State Community Loan Fund	Pennsylvania	Chester and Delaware counties	First State Community Loan Fund, Delaware County, Chester County	This project involves the expansion of an existing Revolving Loan Fund for use in small business development in Chester and Delaware Counties. First State Community Loan Fund currently provides loan capital from \$5,000 to \$250,000 to business ventures in the state of Delaware. Loan capital is made available to both startup and existing businesses for working capital, equipment, inventory, leasehold improvements and other business purposes. Technical Assistance is a key part of the service provided by First State Community Loan Fund. Technical assistance services are provided to both startup and existing business owners. Services are customized to each client's needs and can include assistance with strengthening negative credit, development of business and marketing plans and financial projections. Post loan technical assistance helps monitor compliance with the business plan, marketing and financial goals and insures successful repayment of loan capital (added December 2012).	\$700,000	U.S. EDA, First State Community Loan Fund	Up to 3 years	N/A
Energy Efficient Buildings Hub (EEBHUB) - formally the Greater Philadelphia Innovation Cluster for Energy Efficient Buildings (GPIC)	New Jersey, Pennsylvania	Regional; based at the Philadelphia Navy Yard	Pennsylvania State University, Delaware Valley Industrial Resource Center, BFTP/SEP, Philadelphia Industrial Development Corporation, Wharton Small Business Development Center	This project, which has been awarded \$129 million of federal funding and received a \$30 commitment for additional funding from the Commonwealth of PA, will improve energy efficiency and operability and reduce carbon emissions of new and existing buildings, and stimulate private investment and quality job creation in the Greater Philadelphia region, the larger Mid-Atlantic region, and beyond. EEBHUB will focus on full-spectrum retrofit of existing average size commercial and multi-family residential buildings. The EEBHUB is the culmination of more than a decade of dedicated team building efforts. All told, more than 90 organizations representing government, industry, education and workforce development, finance, labor, and philanthropic foundations have made commitments to help achieve the initiative's goals of national energy independence and regional economic development.	\$159 million	US DOE, US EDA, US DOC (NIST), US SBA, Commonwealth of Pennsylvania	Five years	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.
Community Resources: Research and Marketing Tools	New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	This project includes the production of research and marketing tools that collect and showcase the Greater Philadelphia region's (GPR) business and quality of life assets to local and external stakeholders. Local organizations including not-for-profits, arts and cultural groups, and higher education institutions also utilize these tools to advance their work within the GPR, improving the region's overall prosperity. The tools will include a regional marketing report and a comprehensive data library.	\$500,000	US EDA, local corporations	Two years from receipt of funding	N/A
Greater Philadelphia Alternative Energy Sector Marketing Study and Outreach Plan	New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	Select will undertake a comprehensive analysis of the Greater Philadelphia region's (GPR) alternative energy industry, which for this purpose will include organizations that increase the efficiency of energy production and use, reduce the environmental impact of energy production and use, and increase the use of renewable sources of energy. This study will then be utilized for broad outreach, including informing local stakeholders about the sector, marketing the GPR to promote the region's competitive advantages in alternative energy, and educating companies here and elsewhere to encourage them to expand into Greater Philadelphia.	\$750,000	US EDA, local corporations	Two years from receipt of funding	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Business United for Conservation/Storm Water Cluster of Greater Philadelphia	Pennsylvania	Regional	Sustainable Business Network of Greater Philadelphia	In June 2011, the Pennsylvania Department of Environmental Protection approved the Philadelphia Water Department's (PWD) plan to mitigate storm water issues through investments in green infrastructure. As a result, PWD plans to invest \$2 billion over the next 20 years, which will stimulate the need for products and services in the storm water cluster and leverage another \$218 million in economic activity for supporting services. The primary objective of this project is to capture the economic impact of this investment locally by preparing local small businesses to successfully compete for contracts, leading to greater economic growth and local job creation. This project will accelerate the formation of new high-growth businesses and the growth of existing businesses, creating high-wage jobs; enhancing the capacity of small businesses in the cluster, including small and disadvantaged businesses; and developing the skilled, diverse workforce needed to support this growing cluster.	\$602,068 (over 48 months)	US EDA, US EPA, PA Department of Labor and Industry, Philadelphia Water Department	2011-2015	The project is designed to reduce the negative environmental impacts of stormwater in Philadelphia.
Digital Health Launch Program (DHLP)	Pennsylvania	Regional	University City Science Center	DHLP will provide resources and expertise to facilitate business and technology development. Through a private sector program advisory board, domain-expert entrepreneurs will be matched to high-potential technologies being researched and developed at Southeastern Pennsylvania's colleges, universities and companies. In this program, awards will be made to selected projects that accomplish critical milestones. Milestones may include technology development, business planning, IP management, market intelligence and supply, beta site testing, and/or follow-on fundraising. In each case, the projected outcome is expected to be a company with a business plan that includes funding from one or more sources - thus enabling the company to continue its growth independently. Funding sources may include SBIR/STTR, corporate partnerships, sales, and/or seed investments.	\$1.25 million	Commonwealth of Pennsylvania, others TBD	Five years from receipt of funding	
Phase I Ventures	New Jersey, Pennsylvania	Regional	University City Science Center	This new company acceleration project will target domestic academic institutions, overseas institutions, private investors, and corporations with shelved technologies to provide a corporate structure, management function, and set of resources to test the feasibility of technologies and their ability to attract SBIR/STTR and seed investment. P1V Program Managers and advisors are anticipated to screen 150+ applications and select project proposals on the basis of both business opportunity and funding competitiveness, with the goal of developing 45 projects, forming 12 companies, and achieving at least four successful exits that result in independent new ventures. P1V's external approach emphasizes the role of the marketplace in selecting projects and in guiding early risk reduction to launch viable entities, and minimizes the risk that projects become captive to academic programs.	\$7 million	TBD	Five to seven years	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
QED Multi-Institutional Proof-of-Concept Program	New Jersey, Pennsylvania	Regional	University City Science Center	The Science Center created the QED program in 2009 to bridge the gap between academic research grants and commercial seed funding. The goals of the program are to engage Greater Philadelphia's academic institutions, research scientists, entrepreneurs, investors, and industry in early-stage commercialization, and ultimately to increase the pace and value of technology transfer in the region by developing a pipeline of new technologies that could significantly improve quality of life. QED provides key resources, including business guidance, bridge funding, and access to industry and investor representatives, to competitively selected projects. The program is both scalable and transferrable, and could serve as a template for similar efforts in other sectors and in other regions.	\$2.5 million by end of 2014); \$15-20 million in the longer term	US EDA , Commonwealth of Pennsylvania, City of Philadelphia	Ongoing long-term operation	N/A
Quorum Operations (Innovation and Commercialization Programming)	New Jersey, Pennsylvania	Regional	University City Science Center	Quorum offers a central gathering space at the University City Science Center and programs (onsite and elsewhere in the region) that directly support entrepreneurs, providing them with access to investors and business-building advice as well as networking opportunities. Since its opening in May 2011, more than 19,000 people have attended over 350 programs and events in Quorum. A 2013 in-depth survey of Quorum participants confirmed our success in facilitating connections among the target audience of scientists, entrepreneurs, funders, and resource organizations. Ultimately we expect these connections will lead to increased innovation, company formation, and job creation.	\$2 million over 4-5 years	TBD	Ongoing long-term operation	N/A
STEAM-Lab	Pennsylvania	Regional, based in the City of Philadelphia	University City Science Center	STEAM-Lab is an informal education program designed to increase student and adult interest and academic achievement in Science, Technology, Engineering, and Math (STEM) through project based and art focused (STEAM = STEM + Art) workshops, seminars and events. STEAM-Lab was created, and is currently operated, by Breadboard, a hybrid program at the Science Center that facilitates programs offering public access to a new generation of fabrication technology and workspace, in an effort to empower individuals and convene communities around creative applications of technology. STEAM-Lab takes a problem-solving based approach to engage participants in STEAM subjects through creative and collaborative arts-based workshops that encourage hands-on exploration, design, and learning. Through our partnership with NextFab Studio, a high-tech design center and workshop open to the public, we are able to offer participants access to rapid prototyping tools such as 3D printers and F37 laser cutters that help them apply knowledge and address problems.	\$1.25 million	TBD	Five to seven years	N/A
The Port	Pennsylvania	Regional, based in the City of Philadelphia	University City Science Center	This project will support life science, physical science, and information technology small businesses engaged in product development and market development. Companies will be screened and selected using a competitive process and awards issued to businesses who can demonstrate the ability to achieve a significant business milestone within a year. Applicants must describe in their proposals how the achievement of this milestone will reduce their investment risk, allow for a go/no-go decision, and add value to the business. The program will select five to ten businesses and will provide resource funding, education, mentoring, network connectivity to specialists, and collaborative expertise at area academic institutions.	\$1.25 million	TBD	Five years from receipt of funding	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Job Creation through Export Development: Innovative Manufacturing and Services Program	New Jersey, Pennsylvania	Regional	World Trade Center of Greater Philadelphia (WTCGP)	<p>The WTCGP has made it a strategic priority to focus resources on those sectors offering the best combination of growth and high paying jobs—maximizing the multiplier impact. With that criterion, the WTCGP will develop and implement a program of assistance targeted specifically to area firms in the following four industry sectors: energy and the environment, high tech and nanotechnology, biotech and life science, and education and knowledge. The program will include company recruitment, outreach, regional conferences, expansion and leveraging of existing WTCGP programs, the development of multi-sector trade missions, targeted educational seminars, and technical assistance for companies for the development of international sales. EDA approved \$1.0 million for the project effective 7/1/10.</p> <p>Implementation of the project began on 7/1/10 as scheduled. Under this project, the WTCGP assisted 356 companies (compared to the project goal of 150), of which 83 have reported export sales of \$415.0 million (compared to a project goal of \$100.0 million).</p>	\$2 million	US EDA (including \$1,000,000 approved by EDA 7/1/2010), Commonwealth of PA Existing Grant Overlap, in-kind services, WTCGP, private corporations	7/1/2010 - 8/31/2013	N/A
Mentoring Advanced Manufacturers for Success in Global Markets	New Jersey, Pennsylvania	Regional	World Trade Center of Greater Philadelphia (WTCGP)	<p>Building on the success of the Job Creation Through Export Development: Innovative Manufacturing and Services Program, the WTCGP will enhance and leverage its export assistance programs, focusing on the strengths of the region: energy and the environment, high tech and nanotechnology, biotech and life sciences. This program will provide an in-depth, customized, mentoring approach designed to guide companies in developing a sustainable global strategy, creating high skilled, high paying jobs. Over the past decade, the WTCGP has recognized a need for highly personalized trade counseling and education of SME's with limited time, resources and knowledge of the nuances of global markets. The WTCGP will engage and collaborate with regional global business leaders and economic development organizations for maximum outreach.</p>	\$1,326,196	US EDA, Commonwealth of PA World Trade PA, in-kind services, WTCGP, private corporations.	1/1/2013 – 12/31/2015	N/A
NJ EDA Revolving Loan Fund	New Jersey	Burlington, Camden, Gloucester, and Mercer counties	New Jersey Economic Development Authority	<p>This project involves the creation of a revolving loan fund to provide financing to businesses and other entities to support employment growth in distressed areas consistent with DVRPC's stated priorities.</p>	\$50 million	Financing and other assistance from banks and other public and private sources (at least \$40 million), Federal (\$10 million)	Indefinite (revolving). End loans to businesses and other entities five to 20 year terms.	N/A
Burlington County College/Data Center/Mount Laurel Campus	New Jersey	Burlington County/ Mount Laurel Township	Burlington County	<p>Burlington County College (BCC) plans to develop a data center at its Mount Laurel Campus for the following purposes: expand its baccalaureate programs in engineering, information technology, mathematics and similar fields that are provided through university partners; build synergies and formal relationships with engineering and information technology businesses within the region to prepare students for jobs in emergent fields, to create internships and to serve these businesses to help them grow and create jobs within the region; and to provide shared services with county and municipal governments for utilizing the data center.</p>	\$10 million	Public sector funding TBD	TBD	TBD
Dietz & Watson Truck Garage and Maintenance Facility	New Jersey	Burlington County/ Delanco Township	Burlington County	<p>A food manufacturer needs a truck garage and maintenance facility to support their growing operation in Delanco.</p>	\$3.5 million	Public and private sector funding TBD	Project to commence prior to 2014	TBD
Roebbling Industrial Park/Roebbling Super Fund Site	New Jersey	Burlington County/ Florence Township	Burlington County	<p>Florence Township and a redeveloper plan to redevelop the Super Fund site that consists of about 200 acres into an industrial park.</p>	\$200 million	Public and private sector funding TBD	Project to commence prior to 2014	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Wrightstown Borough and a Redeveloper/Saylors Pond Road Site	New Jersey	Burlington County/ Wrightstown	Burlington County	A redeveloper proposes to develop 42 acres of land that was part of a military base into a mixed use development including commercial space, a 120-room hotel with conference center and restaurant, and residential units.	\$20 million (Phase 1)	Public and private sector funding TBD	Project to commence prior to 2014	TBD
7th Street Gateway Streetscape Enhancement Project	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership (CFP)	The goal of the project is to transform this intersection, improving North Camden's public image and attractiveness to investment, calming traffic, and increasing public safety. The project will narrow the road, widen the planting median and add bicycle lanes as well as streetscape enhancements, improving mobility for pedestrians, cyclists and people in wheel chairs CFP has preliminarily secured grant funds from NJDOT to fund pedestrian and streetscape improvements for this gateway entrance in North Camden. This was a top priority in the North Camden Neighborhood Plan.	\$3 million	NJ DOT	> five years	TBD
Camden County Comprehensive Plan and Land Use Element Update	New Jersey	Camden County	Camden County Division of Planning	The goal of this project is to update the Comprehensive Plan and Land Use Element to provide a new vision and development strategy for Camden County	\$150,000	TCDI - NJ DOT- DVRPC	July 2014	TBD
Camden's Educational and Medical Cluster	New Jersey	Camden County/ City of Camden	Camden County Improvement Authority	The Educational and Medical Cluster is key to the revitalization of the downtown area of Camden and is an integral element in Camden County's strategic plan to strengthen its higher education and health care research and delivery system. Rutgers University, Rowan University, Camden County College, Cooper University Hospital, and the Coriell Institute continue to expand their facilities and invest in this area of downtown Camden, and a new stem cell research facility is proposed to be added within the next few years. The County will continue to support the investment in this area by supporting new infrastructure and offering bond financing for capital development projects.	\$250 million	New Jersey Economic Development Authority, State Hospital Funding, Delaware River Port Authority (DRPA), Rowan University	> five years	TBD
Cooper River Access Management Plan	New Jersey	Camden County/ Cooper River Park System	Camden County Division of Planning	The goal of the plan is to provide strategies for improved mobility and parking management. Through these improvements, economic development opportunities will be promoted to encourage entrepreneurs and developers to invest in this area. Beyond parking solutions, goals of the study include the orderly procession of automobile, recreation, pedestrian and bicycle traffic; signage (a way- finding system); and traffic calming (cross walks and curbing speed) to provide opportunities for increased concessions sales, pavilion space, and public safety.	\$75,000	NJDOT	July 2013	
Cooper River Vision Plan	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	The goal of this project is to make upgrades for the use and beautification of the Cooper River Park System and provide patrons with a better park experience. This is a multi-phase projects that started in 2012.	\$23 million	Camden County, DRPA	Ongoing	TBD
Cooper Street Signalization Upgrade Plan	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	This is a streetscape and signal upgrade improvement project to Cooper Street in the downtown's educational corridor.	\$1 million	TBD	> five years	TBD
Cramer Hill Retail Center	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The approximately seven acre parcel at the corner of River Road and State Street in the proposed Cramer Hill Redevelopment Area will be developed as a 60,000 square foot top-of-the-line grocery store. This will be the first supermarket to be developed in the City of Camden in several decades.	\$15 million	NJ EDA, ERB for Camden, NJHDSRF, US EPA, private sector	Five years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Cramer Hill Waterfront Roads Program	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	The goal of this project is to connect the street grid that connects the core neighborhood to its waterways and make the necessary upgrades to the adjacent roadways to accommodate the new Salvation Army regional community center. Project will create a continuous waterfront parkway to accompany new and future development along the back channel of the Delaware River.	\$4 million	TDB	> five years	TBD
Delaware River Waterfront Development	New Jersey	Camden County/ City of Camden, Pennsauken Township, and Gloucester City	Camden County Improvement Authority	The County plans to undertake a waterfront planning process that will evaluate current local and regional plans that will serve as the basis for a new unified county community and economic development Master Plan for the Delaware River Waterfront. This Master Plan will include recreational and public access areas, residential, commercial, entertainment, port, and industrial uses. Following the adoption of the new waterfront plan, the County will work with local municipalities and private developers to implement individual waterfront projects.	TBD	TBD	TBD	TBD
DeVelCom Project	New Jersey	Camden County/ Borough of Bellmawr and Deptford Township	Camden County Improvement Authority	The County plans to assist the Borough of Bellmawr and its development partner to redevelop a site containing three 1970's era landfills south of Creek Road and west of Route 42. The project may include recreation areas, retail, office, and residential components (depending on site suitability and local/state approvals) and will require a cooperative agreement with Deptford Township. Issues to be addressed include infrastructure improvements to improve drainage, the possible extension of the PATCO high speed line, and transportation improvements, including ongoing studies of the "missing moves" interconnect between Route 42 and I-295 and other major road improvements.	TBD	TBD	TBD	TBD
Federal Street Industrial Corridor	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	This potential redevelopment area extends approximately five blocks along a major arterial road and parallel to the primary rail lines. The corridor is currently occupied by light industry, distribution, and "heavy" retail uses as well as several abandoned and substantially under-utilized industrial parcels. The plan is to address the blighted properties and strengthen the current industrial and commercial mix.	\$5 million	NJ EDA, US EDA, US EPA, NJ Hazardous Discharge Site Remediation Fund (HDSRF), NJ Urban Enterprise Zone (UEZ) Program	Three years	TBD
Ferry Avenue Transit Village	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The site is adjacent to the PATCO Ferry Avenue Station and our Lady of Lourdes Hospital. Plans call for the development of two office buildings containing 250,000 square feet of office space and 18,000 square feet of retail space, along with structured parking for 1,300 cars. The Master Plan also proposes the development of 475 residential units along with plazas and improved public transit facilities.	\$100 million	NJ Urban Hub Tax Credit, NJHDSRF, NJ Environmental Infrastructure Trust Fund, NJ EDA, NJ DOT, US DOT, US DOE, US EDA, private sector	Six years	TBD
Gateway Office Park Transit Village	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The Gateway Office Park occupies approximately 40 acres adjacent to the Admiral Wilson Boulevard entrance to Camden. The Office Park is anchored by the World Headquarters of the Campbell Soup Company, which is currently constructing a \$75 million facility. Also under construction are \$30 million in highway and infrastructure improvements. Plans call for the development of up to an additional 500,000 square feet of prime office and research space.	\$175 million	NJ EDA, US EDA, FHWA, NJ Environmental Infrastructure Trust, NJ DOT, US EPA, NJ HDSRF, ERB for Camden, NJ Urban Transit Hub Tax Credit, US DOE, private sector	Eight years	TBD
Haddon Avenue Transit Village	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	These public infrastructure improvements are critical to set the stage for the private sector development of a transit village including a grocery store, office space (leased by Lourdes), structured parking, workforce housing, and additional retail.	\$6 million	City of Camden, Camden County, DVRPC	> five years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
I-676 Industrial Corridor	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The potential redevelopment area occupies approximately 50 acres adjacent to the South Jersey Port Corporation and along both sides of I-676. The area is occupied by abandoned or substantially under-utilized former heavy industrial and port-related properties. Many of the parcels are small and held by disparate owners and are assumed to be contaminated. The plan is to acquire the properties, undertake remediation, and consolidate the properties into viable parcels for industrial development.	\$25 million	NJ EDA, US EDA, US EPA, NJ Hazardous Discharge Site Remediation Fund (HDSRF), FHWA, US DOE, DRPA, NJ Environmental Infrastructure Trust	Five years	Project will involve environmental remediation of existing industrial brownfields.
New Worker Job Development Center Automotive Technology Program Expansion	New Jersey	Camden County/ City of Camden	City of Camden/ Respond, Inc.	This project involves the renovation, expansion, and outfitting of the Automotive Technology Division of the New Worker Job Development Center/Sayre Training Complex in Camden, New Jersey. The core automotive technology training program has contributed significantly to the economic health and development of the Camden community. Respond, Inc. now plans to expand into 4,500 square feet of reserved space adjacent to its existing space to provide its trainees with actual experience and jobs in an auto shop.	\$675,000	US EDA, local and private foundations, the Camden Redevelopment Authority, the Camden Urban Enterprise Zone, and Neighborhood Revitalization Tax Credits.	Will be completed within six to eight months of receipt of funding.	None anticipated.
North Camden Waterfront Mixed-Use Development	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency/ Delaware River Port Authority	The North Camden Waterfront covers an area of about 120 acres along the Delaware and Cooper Rivers. The majority of the land is now vacant and the State of New Jersey has demolished the Riverfront Prison, freeing up an additional 15 acres for development. Redevelopment proposals call for the extension of the street grid into the formal industrial areas and the construction of mid and high-rise retail, office, and residential buildings as well as a linear park along the riverfront.	\$200 million	NJ EDA, US EDA, NJ Environmental Trust, US EPA, NJ HDSRF, private sector	20 years	TBD
Roosevelt Plaza Park and Transit Hub	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency/ Delaware River Port Authority	This project involves the demolition of an obsolete office building/parking garage adjacent to City Hall and the construction of a new civic plaza open space. The plan also calls for the creation of a 250 space underground parking garage; the expansion of the PATCO City Hall Station; and the creation of a pad site for the future development of a 50,000 square foot office and retail building.	\$50 million	NJ Urban Transit Hub Tax Credit, NJ Dept. of Treasury, Camden's Economic Recovery Board (ERB), NJ Green Acres Program, DRPA, US DOT, Camden County Open Space Trust Fund, private foundations, the private sector	Five years	TBD
Second and Third Street Pedestrian Improvement Project	New Jersey	Camden County/ City of Camden	City of Camden/ Camden Urban Enterprise Zone	The City of Camden is in the process of completing a \$25 million streetscape improvement plan known as the Interior Gateway project. This project involves fully extending the brick pattern sidewalk improvements and pedestrian improvements already in place along Cooper and Market Streets down the necessary side street connectors (Second and Third Streets).	\$1.2 million	Camden Urban Enterprise Zone, NJ DOT	Two years	TBD
Stratford Borough Revitalization Plan	New Jersey	Camden County/ Stratford Borough (Bradlees Shopping Center)	Stratford Borough	The purpose of this project is to encourage and guide the revitalization of the Bradlees site and to foster mutually beneficial relationships with significant stakeholders in order to improve land use and transportation connectivity.	\$40,000	TCDI - NJ DOT - DVRPC	July 2014	
The College Drive Interchange Area Development	New Jersey	Camden County/ Gloucester Township	Camden County Improvement Authority	Over 700 acres of private and public land near the planned College Drive Interchange with the North/South Freeway (Route 42) are currently planned for development. Camden County College is currently undertaking an \$83 million campus development. Camden County owns over 500 acres of land near the proposed new interchange. While maintaining certain key county functions on the campus is important to the County's operations and local recreational groups, over 300 acres of the remaining land could be developed into job-generating and/or residential development.	TBD	TBD	TBD	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
The Golden Triangle	New Jersey	Camden County/ Cherry Hill Township	Camden County Improvement Authority	The County plans to commence a study of the redevelopment potential and planning issues related to this area, running roughly from the Cooper River on the south to the north side of Route 38 and from the "point" of Routes 38 and 70 on the west to the east side of Haddonfield Road. A study funded through DVRPC's Transportation and Community Development Initiative (TCDI) looked at key challenges and opportunities and developed recommendations for redeveloping the area, including addressing traffic and circulation issues. 2012 Update: This redevelopment study has been completed and has received a DVRPC Transportation and Community Development (TCDI) planning grant to study the potential for TOD Overlay Zoning in the area.	TBD	US EDA, DVRPC, others to be determined.	TBD	TBD
The Ray and Joan Kroc Corps Community Center	New Jersey	Camden County/ City of Camden	Salvation Army	This unprecedented project in the City of Camden will impact the families of this city and region for generations to come. The Kroc Center will be a 120,000 square-foot facility situated on a 24 acre parcel of the 85 acre former landfill in Camden's Cramer Hill section. True to the Salvation Army's approach of "ministering to the whole person," the Kroc Center will house an array of programs designed to address the economic, educational, health, recreational, and spiritual needs of the communities it will serve.	\$90 million	Kroc Foundation, NJDEP , CRA,	> five years	TBD
The Von Neida Park Stormwater Management & Park Improvement	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	Project goals are to mitigate combined sewer overflows, wastewater discharge, and flooding in the Cramer Hill neighborhood. Project includes the separation of the stormwater and sewer systems in new retention basins, and park improvements. The day lighting of a section of the former Baldwin's Run tributary to the backchannel of the Delaware River and the creation of a waterfront trail are additional goals.	\$2.5 million	TBD	> five years	TBD
Westfield Plaza Façade Improvement Project	New Jersey	Camden County/ City of Camden	City of Camden/ Camden Urban Enterprise Zone	This program will provide grants to established businesses toward the rehabilitation of their commercial and retail building frontages. The improved appearance of the block will increase shoppers' interest and patronage of the businesses and nourish new commercial development in the area.	\$500,000	Camden Urban Enterprise Zone, Camden's ERB	Two years	TBD
New Glassboro - Camden Light Rail Line - PATCO	New Jersey	Multiple communities throughout Camden and Gloucester counties	PATCO	The goal of this project is to link Rowan University in Glassboro to existing light rail services in Camden County and to the City of Philadelphia.	TBD	TBD	TBD	TBD
Delaware River Port Facilities Project	New Jersey	Gloucester County/ Paulsboro Borough	Gloucester County	This project includes the \$250 million public/private partnership to develop the 190 acre, Paulsboro Port site into a high-tech Port/Distribution/Logistics Center, as well as the development of the 290 buildable acres of the DuPont Repauno Works site into a wharf structure break-bulk port facility. Both sites, within three miles of each other, are along the Delaware River at locations accessible to large ships and rail within the I-295 corridor. The Federal Economic Development Administration in 2007 approved a \$1.825 million grant for a new well and water treatment plant to serve Paulsboro Port and the South Jersey Port Corporation has approved significant agreements for funding. As of September 2010 the project continued with permitting. Construction of the \$16 million port connection overpass began in 2010.	TBD	US EDA, US EPA, State of New Jersey, South Jersey Port Corporation, others to be determined	Ongoing	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Gloucester/ Salem Wastewater Management Initiative	New Jersey	Gloucester County (11 municipalities) plus 12 Salem County municipalities	Gloucester County Board of Chosen Freeholders/ Salem County Board of Chosen Freeholders	Under the latest NJ Watershed Management Planning Act rules, Gloucester and Salem counties are preparing Wastewater Management Plans (WMPs) that address the wastewater management needs of 11 Gloucester County municipalities not served by the existing GCUA regional system plus 12 Salem County municipalities. Under the Act, the counties must provide WMPs in compliance with the regulations in 2010 or the municipalities will lose their sewer service area designations and be unable to make new connections to their wastewater treatment plants. Growth in the 23 municipalities has outpaced the existing facilities and wastewater management capacity now constrains economic opportunities and adversely affects the environment. In the course of evaluating wastewater management solutions for this area, the two counties investigated the feasibility of treating wastewater at the existing Dupont Chamber Works industrial wastewater treatment plant in Salem County. This treatment plant is currently operating at only 23 percent capacity and has available capacity to meet the needs of the 23 municipalities.	TBD	US EDA, USDA, state, county, and local governments.	To be determined.	Impact will be positive, as smaller less efficient treatment plants are replaced with a single, more efficient wastewater treatment facility and development relying on on-site septic systems that negatively impact groundwater is avoided.
South Jersey Technology Park at Rowan University	New Jersey	Gloucester County/ Glassboro Borough	Gloucester County	This project at total build-out will result in over 1.5 million square feet of technology-based development in conjunction with Rowan University, Drexel University, and other leading institutions in the region. This program has just begun and U.S. EDA's participation in technology driven development will stimulate other phases of this program, which is easily envisioned to create thousands of new jobs and billions of dollars in new investment.	TBD	TBD	Ongoing	TBD
Baseline Industrial and Commercial Research and Database Creation to Enable Effective Planning, Business Retention, Expansion, and Attraction	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will develop and maintain a baseline industrial/commercial database to effectively track, measure, and market economic development activities and opportunities in the City	TBD	US EDA, UEZ, NJ EDA	Twelve months to set up, on-going operation	N/A
Capital City Partnership Streetscape Infrastructure Upgrade	New Jersey	Mercer County/ City of Trenton	City of Trenton/ Edison State College	This project involves the installation of a comprehensive street infrastructure upgrade at the Calhoun/W. State intersection as well as Capital Alley and West Hanover Street.	\$5 million	US EDA, UEZ, CCRC	One to three years	TBD
Ewing Town Center	New Jersey	Mercer County/ Ewing Township	Mercer County	Two related planning efforts are expected to transform hundreds of acres in Ewing Township, New Jersey, into an economic nerve center for the region. The goal of the Parkway Avenue Redevelopment Plan, adopted by Ewing's Township Council in January 2013, is to transform 130 acres of Ewing's West Trenton section (including 80-acre site of the closed General Motors plant and the Naval Air Warfare Center) into a mixed-use development of offices, homes, shops, sidewalks, parks and a town square. The former industrial sites would become an integrated, walkable town center with access to the train station, airport, footpaths and bike trails. The town center would then ultimately connect to a development that the county is considering for the area around the nearby Trenton-Mercer Airport, including a corporate office park, medical offices, laboratories and a new airport terminal. Plans call for the creation of linkages to both rail and air, including the relocation of the West Trenton train station closer to the redevelopment area. Together, these developments could create jobs, tax-paying businesses, and economic activity in Ewing's West Trenton section, a once-vibrant neighborhood seriously impacted by the departure of GM in 1998 and subsequent closure of the Naval Air Warfare Center.	TBD	TBD	TBD	TBD

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Former Trenton Times Building	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the conversion of a vacant newspaper printing plant into light manufacturing use by a private developer.	\$30 million	US EDA, UEZ, NJ Stimulus Act	One to three years	TBD
Glen Cairn Arms	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will involve the demolition of a vacant 99-unit residential building. The property will be converted into a Nursing Educational Facility with retail and commercial uses.	\$30 million	US EDA, NJ EDA	Three to five years	TBD
Industrial Development of Taylor Street and North Olden Avenue	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will include partial acquisition and demolition of industrial buildings located in a flood plain. Flood prone areas will be converted to open space, and industrial spaces will be redeveloped.	\$8 million	Green Acres, US EDA, FEMA	Three to four years	TBD
Invention Factory	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of industrial warehouse into commercial space.	\$27 million	NJDOT, Historic Trust, US EDA, UEZ	Four to five years	TBD
North Broad Street/Mercer County Community College	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the expansion of the existing Mercer County Community College with new retail, commercial, and residential uses for use by both students and area residents.	\$60 million	US EDA, UEZ, NJDCA, NJ HMFA, TDA, CCRC	Four to five years	TBD
Roebling Block 2 (South Clinton/Mott)	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of a vacant industrial building into residential and commercial space.	\$75 million	US EDA, EPA, Brownfield funds, NJDCA, HUD	Four to five years	TBD
Roebling Block 3 (Hamilton/Route 129)	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of a block containing three vacant industrial structures into commercial, retail, and residential uses.	\$114.4 million	NJEDA, US EDA, NJHMFA, State tax credit	Four to five years	TBD
Route 29 Boulevard	New Jersey	Mercer County/ City of Trenton	City of Trenton/ Capital City Redevelopment Corporation (CCRC)	This project will result in the conversion of Rte. 29 from a highway into a boulevard with a connecting street grid system.	\$150 million	US DOT TIGER Grant, Transportation Omnibus bill	Five to seven years	TBD
Vista Center	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the construction of a 25-story, 750,000 square foot office building with retail on the ground floor by a private developer (Vista Group).	\$160 million	Urban Hub Transit Tax Credit, US EDA, Brownfields, NJDOT	Three to four years	TBD
Biotechnology Incubator Expansion	Pennsylvania	Bucks County / Buckingham Township	Bucks County	Acquisition, infrastructure, rehabilitation, construction and other related costs for the development of an integrated cluster of nonprofit and commercial discovery scientists' center including new chemistry, biochemistry, tissue-culture, molecular biology and dry labs.	\$9.5 million	US EDA, Pennsylvania Redevelopment Assistance Capital Program (RACP), Private Financing.	Planning underway; anticipate construction starting in 2014 and occupancy in 2015.	No known significant impacts
Bristol Pike Revitalization	Pennsylvania	Bucks County/ Bristol Township	Bucks County	Public infrastructure improvements in the Bristol Pike Revitalization Area along Route 13 between Beaver Street in Bristol Borough and Green Lane in Bristol Township. Improvements will extend water and sewer lines approximately 3,500 feet to service several industrial and commercial properties along this corridor in order for the area to meet its full development potential.	\$1.22 million	DCED, PennDOT, Bucks County Redevelopment Authority, Bucks County Redevelopment Authority	2013-2015	
Bucks County Entrepreneurial Centers	Pennsylvania	Bucks County	Bucks County	Through the collaboration among the four Chambers of Commerce and the Bucks County Community College, three entrepreneurial centers will be established in Bucks County that will serve as business incubators where resources can be focused.	\$5 million	US EDA, Bucks County Community College, Chambers of Commerce, County of Bucks, DCED	2015	The project will involve the re-use of existing buildings.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Delaware Riverfront Economic Development Investments	Pennsylvania	Bucks County/ Riverfront communities	Bucks County	The 2005 Delaware Riverfront Revitalization Plan identifies a series of reinvestment and infrastructure improvement steps to revitalize an area where manufacturing businesses and jobs have disappeared. Funding is needed for transportation and revitalization projects. The area is a 25-mile stretch from the Philadelphia border to Morrisville, across from Trenton. This project includes continuing to repopulate the US Steels site by attracting new manufacturing industries and improving access to and use of the Port of Bucks County.	\$5 million	US EDA, PennDOT, Bucks County Redevelopment Authority	2018	Brownfield site remediation
Falls Industrial Complex	Pennsylvania	Bucks County/ Falls Township	Bucks County	Create a Certified Redevelopment Area in order to acquire, improve, and install necessary roads, infrastructure, utilities and landscaping (94+acres), including repairing the currently unutilized rail spur, to produce fully pre-developed parcels for industrial use.	\$14 million	US EDA, DCED, PennDOT, Bucks County Industrial Development Authority, Bucks County Redevelopment Authority, Delaware River Joint toll Bridge Commission	2013-2016	Brownfield Sites
Keystone South	Pennsylvania	Bucks County/ Bristol Township	Bucks County	Acquire, prepare, improve and sell/lease parcels (80 acres + or -) for advanced manufacturing, R&D, life science and related uses at an underutilized site to facilitate new and expanded business investment and job creation and retention.	\$10 million	DCED, Bucks County Industrial Development Authority, Bucks County Redevelopment Authority, RACP	2014-2020	No known significant impacts
Sellersville Industrial Complex (former Ametek Property)	Pennsylvania	Bucks County/ Sellersville Borough	Bucks County	Acquire, prepare, improve and sell/lease nine parcels (44 acres) for advanced manufacturing, R&D, life science and related uses at former RCRA site in upper Bucks County to facilitate new and expanded business investment and job creation and retention.	\$5 million	DCED, Bucks County Industrial Development Authority	2013-2020	Brownfield Sites
20 Moores Road Development	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CCEDC)	This project involves substantial renovation and redevelopment of the former Aegon Frazer Campus at 20 Moores Road (aka Fetters Mill Road) adjacent to PA Routes 202 and 401. The 65-acre site presently contains over 500,000 square feet of office space in 5 separate buildings. Accessory structures include a power house, training center and 5,725 square foot guest house. The PA Turnpike slip ramp is two miles from the site. Over 300,000 square feet of space will be thoroughly renovated by the developer, Oakmont Realty Corporation. At completion, the project will have created over 850 new jobs and restored over \$2.1 million in annual taxes.	\$10 million	US EDA, PADCED and other public funding and over \$7 million in private capital.	2012-2013	None
Atwater Redevelopment Corporate Center	Pennsylvania	Chester County/ East Whiteland and Tredyffrin Townships	Chester County Economic Development Council (CCEDC)	The Trammell Crow Company (TCC) is developing a 388 acre former brownfields quarry at the intersection of Route 29 and the PA Turnpike into a premier office park. Plans include the development of 2.5 million square feet of Class A office, restaurants, hotels, and recreational venues. The 200-year-old, 180-foot deep quarry pit will be transformed into a lake that moderates the region's watershed, and over 9,500 new full-time jobs will be created. A slip ramp will connect the site directly to the PA Turnpike.	\$510 million	State (\$5 million), Federal (\$15 million), private capital (\$490 million)	Eight years to completion (2009-2016)	TCC has completed clean-up of the site to PA DEP standards and provided retention controls on the lake.
Chester County Public Safety Training Facility (PSTF)	Pennsylvania	Chester County/ South Coatesville Borough.	Chester County Economic Development Council (CCEDC)	CCEDC, in collaboration with Chester County, is presently engaged in designing, building, and implementing a public safety training facility that will centrally train the County's first responders in an integrated team approach. This state-of-the-art facility, available to train first responders throughout SE PA, is being located in South Coatesville Borough and will train up to 3,500 first responders annually.	\$20 million	State (\$3 million), Federal (\$3 million), County (\$10 million), local (\$4 million)	Three years to completion.	Phase I investigation found no contamination.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Chester County Rural Microentrepreneur Assistance Project (CCRMAP)	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	CCEDC, with its subsidiary the Agriculture Industry Partnership, is prepared to implement RMAP to benefit the County's agricultural industry. CCEDC is seeking \$2 million to implement a nationally-replicable project for delivering agricultural economic development services to farmers and small farm-related businesses. The project will offer marketing assistance, strategic planning, low cost loans, and other farm sustainability strategies.	\$2 million	USDA, US EDA, PA Department of Agriculture (PDA)	Three years from receipt of funding	N/A
Coatesville Amtrak Station	Pennsylvania	Chester County/City of Coatesville	Chester County Economic Development Council (CCEDC)	This Transportation Oriented Development (TOD) project consists of planning and constructing a new train station, rehabbing the old station, streetscaping Third Avenue and redeveloping a TOD 8-block area adjacent to the station with multi-use private enterprise populating the TOD zone.	\$20-25 million (new station and rehab of old station)	US EDA, FTA, and other Federal sources; PennDOT and other State sources; and private investment for TOD zone.	2012-2020	None
Coatesville Revitalization Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	The Oliver Tyrone Pulver Corporation (OTP) and two subsidiaries are developing a 20 acre former industrial brownfield (currently owned by the Coatesville Redevelopment Authority) at the intersection of Route 82 and the Route 30 Bypass. In addition to an already open 125 room full-service hotel, the project will include an 80,000 square foot office building and lead to the creation of 300 new full-time jobs.	\$36 million	State (\$12 million), Federal (\$3 million), local (\$1 million), private capital (\$20 million)	Four years from receipt of funding.	None
Coventry Business Park	Pennsylvania	Chester County/ East Coventry Township	Chester County Economic Development Council (CCEDC)	Development of the 100 acre, industrially zoned Coventry Business Park. Fronting on Route 724 in East Coventry Township, with good access to Route 422, this site has the potential for over 500,000 square feet of space and over 100 new jobs. Development of this parcel will respond to the lack of economic development opportunities along Route 724 in north central Chester County.	TBD	State, local, and federal funding sources.	Construction could begin as soon as local approvals are obtained.	None identified at this time.
Financial Stability Center for Chester County	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	The Financial Stability Center will be a one-stop source of critical services to help working families move toward greater economic stability by reducing debt, increasing income, and building savings. The operating partners include United Way of Chester County, Chester County Dept. of Community Development, Chester County Dept. of Human Services, and Family Service of Chester County.	\$2 million (startup costs)	US EDA, US HHS, PA agencies and foundations.	2012-2014	None
Flats Property Revitalization	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	A 25-acre former Lukens Steel Company site in Coatesville at Route 82 and Lincoln Highway is proposed to be developed as either the first Indoor Velodrome/Events Center on the East Coast or as a major mixed-use project. If developed as a Velodrome, the facility will seat 2,200 in a 100,000 SF arena and feature a 200-meter steeply-banked wooden track for Olympic-style indoor cycling competitions. The area also will contain a comprehensive cycling training center and serve as a venue for concerts, sporting events and community activities. The project will attract ancillary businesses such as bike shops, cycling accessory companies, and physical-therapy centers to the site. At build out, the project will have created 50 to 100 new jobs and generate about \$1 million annually in new taxes.	\$26 million	TBD	Three years from receipt of funding	Site has been remediated to PA DEP standards and Brandywine Creek has been stabilized.
Innovation in Technology Training for the Future Workforce	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	CCEDC is prepared to implement a Technology Across Industries project to train 1,250 incumbent workers annually in 50-75 different companies located across the Greater Philadelphia region in the IT/Communications, Biosciences, Healthcare, and Energy Industry sectors.	\$2 million annually	US EDA	Can begin immediately upon receipt of funding.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Kennett Area Gateway Project	Pennsylvania	Chester County/ Kennett Square Borough and Kennett Township	Chester County Economic Development Council (CCEDC)	KACD (Kennett Area Community Development), a collaboration of four (4) Kennett Square area institutions, is redeveloping a 30-acre site and adjacent parkland by updating, replacing, expanding, and enhancing cultural, wellness, and municipal facilities. The partners include the Kennett Area YMCA, the Bayard Taylor Memorial Library, the Kennett Area Park Authority, and the Borough of Kennett Square. The KACD project involves expanding the "Y," which serves residents of communities in Southern Chester County; replacing the existing library which is sponsored by eight (8) contiguous municipalities; erecting additional downtown shared parking structures; enhancing Anson B. Nixon Park; constructing new Borough maintenance facilities; and upgrading project-associated infrastructure. At buildout, the project will have created over 100 new jobs in the Borough and generated substantial annual tax revenues through collateral economic development.	\$30 million	State (\$10 million), federal (\$2 million), local (\$1.5 million), other (\$3 million)	Eight to ten years (2013-2023)	Site has been remediated to PA DEP standards.
Kennett Business Park	Pennsylvania	Chester County/ Kennett Borough and Kennett Township	Chester County Economic Development Council (CCEDC)	Kennett Business Park, LLC, is a 19-acre industrial park built on a former commercial site combined with a landfill property. Three buildings, totaling 196,000 SF are proposed. The project could create 100-425 new jobs based on site usage and tenant requirements. Builder will divide to fit needs.	TBD	CFA, PADCED, federal and local commercial funding sources.	Property is shovel ready. 9-12 month timeframe for each building.	Site is remediated to PADEP industrial-use standards.
Lincoln University R&D Park and Hotel/Conference Center	Pennsylvania	Chester County/ Lower Oxford and Upper Oxford Townships	Chester County Economic Development Council (CCEDC)	Lincoln University, the nation's first HBCU, is planning to utilize approximately 90 acres on campus to create a research and development park and hotel/conference center. Both will complement the current economic development strategies being implemented along the nearby Route 1 corridor.	\$30-35 million (entire project)	US EDA and other Federal and State sources plus private investment	2012-2022	None
London Grove West	Pennsylvania	Chester County/ London Grove Township	Chester County Economic Development Council (CCEDC)	London Grove West GP, LLC is building a four-unit retail/commercial park immediately off of Route 1 between Jennersville and Kennett Square. The four buildings will contain approximately 160,000 SF total, built to lessees' specifications. Potential job creation: 200-475 based on usage.	TBD	State, federal, and local commercial lending sources.	Property is shovel ready and township approved. 9-12 months required for each building.	None
Lower Oxford Industrial Park	Pennsylvania	Chester County/ Lower Oxford Township	Chester County Economic Development Council (CCEDC)	Lower Oxford Industrial Park initially will consist of a 90-acre campus serving light manufacturing and industrial tenants. Owner will build to suit. Site can accommodate approximately 375,000-490,000 SF of flex space with 350-1,000 new jobs created based on specific usage.	TBD	PADCED, local commercial and federal sources. Site is eligible for EDA assistance.	Approximately 12 month for construction of each building after H ₂ O and sewer installed. 3-10 year build-out.	None
New Garden Flying Field Technology Park	Pennsylvania	Chester County/ New Garden Township	Chester County Economic Development Council (CCEDC)	New Garden Township is planning to develop approximately 25 acres alongside the existing Flying Field to contain seven flex buildings for light manufacturing and commercial companies to lease. The buildings, with up to 160,000 total SF, will house between 75 and 325 employees based on utilization.	TBD	Federal, state, and local funding sources.	9-12 month timeframe based on tenant specifications.	None
Phoenixville Minor-League Baseball Stadium	Pennsylvania	Phoenixville Borough	Chester County Economic Development Council (CCEDC)	The project is a community-based effort to develop a minor-league baseball stadium and entertainment venue on a 120-acre parcel of the former Phoenix Iron Works Company property in downtown Phoenixville. The stadium will seat approximately 3,800 fans and host an independent, minor-league affiliate or short-season rookie league team.	\$15-20 million	US EDA, other Federal sources, PA Redevelopment Assistance Capital Program (RACP) funds.	Three to four years from outset	Brownfields industrial site

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Phoenixville Residential Redevelopment Project	Pennsylvania	Chester County/ Borough of Phoenixville	Chester County Economic Development Council (CCEDC)	The project entails remediation and redevelopment of 20 acres of the former Phoenix Steel plant into 120-150 low rise, garden-style apartments. The \$40 million project is located proximate to the downtown business district of Phoenixville and adjacent to the recently refurbished Phoenix Steel Foundry Building. The development site was the location of the plant's blooming mill, open hearth furnaces, and boiler house. Remediation costing over \$2 million will involve removal of contamination from the property. During construction, at least 360 jobs will be created and the apartment complex will employ 15 people in permanent positions at buildout. The development team is comprised of BPG Properties and the French Creek Acquisition Limited Partnership.	\$40 million	US EDA, PA DCED, private capital (\$35 million).	2014-2015	Low-level steel mill contamination will be remediated.
Reedville Business Park	Pennsylvania	Chester County/ Lower Oxford Township	Chester County Economic Development Council (CCEDC)	Reedville Business Park LLC, is on a 10-acre site requiring roadways, utilities, and vertical infrastructure. It can accommodate 20,000-150,000 SF of manufacturing/flex space built to suit on the commercial/light industrial campus. Prospects for creating 50-200 new jobs depending on lessees' requirements.	TBD	PADCED, local commercial funding sources. Site is eligible for EDA assistance.	9-12 month timeframe after infrastructure is installed.	None
River Station Project	Pennsylvania	Chester County/ Downingtown Borough and East Caln Township	Chester County Economic Development Council (CCEDC)	The Percheron Group is redeveloping the former Sonoco Paper Products Company in Downingtown Borough and East Caln Township. After remediation, plans for this site call for 250,000 square feet of retail and office space, 180 townhomes, 40,000 square feet of live-work space, and 15 acres of man-made wetlands.	\$300 million	State (\$8 million), Federal (\$4 million), private capital (\$288 million)	Ten years to build-out (2009-2018).	Site will be remediated to PA DEP residential and commercial standards.
Uptown Worthington Center	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CCEDC)	The O'Neill Properties Group (OPG) is developing a 106 acre former steel mill in East Whiteland Township at Routes 202 and 29 into a multiple use "town center". At build-out, the town center will include approximately 500,000 square feet of retail space, 750,000 square feet of office, and approximately 600 residential units. Over 3,300 new full-time jobs will be created at build-out.	\$520 million	State (\$20 million), Federal (\$10 million), local (\$10 million), other public funding (\$25 million), private capital (\$455 million)	Ten years to build-out (2009-2018)	Site has been remediated to PA DEP standards and the creek restored.
Valley Creek Corporate Center at Exton Park	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CCEDC)	Rubenstein Partners is developing a 130.5 acre site at the intersection of Swedesford Road and Valley Creek Boulevard that will contain five buildings with a total of 1,750,000 square feet of office space. The project involves extending Valley Creek Boulevard north of Swedesford Road; installing stormwater ponds; and street reconfigurations including construction of a secondary access road. The total cost of these infrastructure improvements alone will be \$10 million. At buildout, the overall cost will exceed a projected \$75 million. Approximately 725-775 new jobs will be created and substantial annual tax generation is anticipated.	\$10 million (for infrastructure improvements). (\$75+ million for overall project.)	US EDA, PA DCED, PA Commonwealth Financing Authority (CFA), private capital (\$70+ million).	2013 for infrastructure improvements. Buildout of office space in five stages projects to 2016.	Wetlands habitat protection.
Whiteland Village CCRC	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CCEDC)	Frazer Exton Development (FED) is developing a 75+ acre former lithium processing site into a private 850-unit Continuing Care Retirement Community (CCRC) that will include a state-of-the-art medical facility for residents. The development also includes laying over two miles of sewer infrastructure along a former railroad bed and creating the publicly-owned Chester Valley Trail. Approximately 250 new full-time jobs will be created.	\$225 million	State (\$4 million), Federal (\$5 million), local (\$1 million), private capital (\$215,000,000)	Phased over six years (2011-2017)	The site is a former Superfund site that has been remediated to federal and state standards.
Innovation Centers	Pennsylvania	Chester County/ Delaware County	ideas x innovation network (i2n)	ideas x innovation network (i2n), a program of the Chester County Economic Development Council (CCEDC), plans to help create a total of three Innovation Centers in Chester County and Delaware County. These will incubate and accelerate growing life sciences, IT technology, and alternative energy spin-off and second-stage companies. Most of these companies will be in "Proof-of-Concept" stages. The project will include construction and buildouts of the sites.	Construction and buildout: \$120 million	State (\$5 million), Federal (\$20 million), private capital (\$95 million)	Five years from onset for construction and buildout	TBD

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Commercial Grade Performing Arts Facility	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Economic Development Authority, private developer	The Commercial Grade Performing Arts Facility would include the identification of the most feasible location, the acquisition of the necessary real estate, and the design and construction of a 1,000 to 5,000 seat performance venue. The development of a commercial level performing arts facility has been discussed for some time in the City of Chester. The successes of Harrah's Casino and Racetrack and PPL Park have demonstrated the City's ability to handle regional level event facilities. This new performance venue would capitalize and expand on that demonstrated success.	TBD	TBD (federal, state, private sector)	TBD	TBD
City of Chester Downtown TOD and Parking Structure	Pennsylvania	Delaware County/ City of Chester	Chester Economic Development Authority, City of Chester, Chester Parking Authority	<p>The Downtown Transit-Oriented Development (TOD) and Parking Structure project would include the acquisition of the necessary real estate and the design/construction of a minimum 200 space downtown parking garage that would serve commuters using the Chester Transit Center and the employees, shoppers, and visitors to the Central Business District. It would also include completion of the downtown triangle infrastructure improvements, support cultural arts-related development, and support and promote expanded downtown commercial activity. The City of Chester is seeking to support the revitalization of its central business district and maximize the impact on the downtown of its existing downtown transit center.</p> <p>The City is fortunate to have one of the three Southeastern Pennsylvania Transit Authority (SEPTA) intermodal transportation centers located in Delaware County, Pennsylvania. SEPTA's commuter rail line intercepts as many as seven (7) SEPTA bus routes at the Chester Transit Center, providing transit access to a significant portion of the Philadelphia region. The proposed project will allow the City to capture the full value of its intermodal transit center, promote additional transit-oriented development, and provide safe, convenient parking for additional retail, office, arts-related, and other commercial businesses in the downtown.</p>	\$5 - 10 million	TBD	Can begin immediately upon receipt of funding.	TBD
Commercial Shopping Center	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Economic Development Authority	The Commercial Shopping Center project would include the identification of the most feasible location, the acquisition of real estate, and the design and construction of a 100,000 to 150,000 square foot supermarket-based shopping center. The development of a supermarket-based shopping center has been a targeted economic development goal since at least 1996. The project would help meet the need for resident access to wholesome foods and the attraction of brand name retail to the City.	TBD	TBD (federal, state, private sector)	TBD	TBD
Flex/Light Industrial Park	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Economic Development Authority, private developer	This project would include the identification of the most feasible location, the acquisition of the necessary real estate, and the design and construction of 100,000 to 200,000 square feet of modern flex/industrial park space. The City of Chester has experienced some recent success in attracting smaller assembly and manufacturing businesses to several newer flex/light industrial buildings. This project would seek to build on that base and further expand this sector of the City's economy.	TBD	TBD (federal, state, private sector)	TBD	TBD
Restoration of the Historic Lansdowne Theatre	Pennsylvania	Delaware County/ Lansdowne Borough	Delaware County	This project involves the restoration and re-opening of the Historic Lansdowne Theatre as a catalyst for the redevelopment of Lansdowne's central business district. The Historic Lansdowne Theatre Corporation (HLTC) seeks to establish a venue for public entertainment with state-of-the-art technologies suitable for music, cinema, dance, theatre, political events, town hall meetings, and a myriad of community gatherings.	\$10 million	TBD	Can begin immediately upon receipt of funding.	TBD

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University-Medical Center Corridor Development	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Economic Development Authority	The University Medical Center Corridor Project would include the completion of Phase I and additional work on Phase II of the University Crossings project as well as the potential expansion of University Technology Park in the Widener University/Crozer Chester Medical Center corridor. The continued growth of these two key institutions and the initial development of the corridor has created the opportunity for expanded development in the area. The proposed project would build on the success to date and expand the high technology and retail components of the City's economy.	TBD	TBD (federal, state, private sector)	TBD	TBD
Waterfront Hotel	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Economic Development Authority, private developer	The City of Chester desires to encourage the development of a new waterfront hotel to support an increase in the number of visitors to its new entertainment destinations (Harrah's Casino and Racetrack and PPL Park). The proposed project would include the development of a 100 to 150 room hotel. The City has been very successful in recent years in creating a new balance of economic activity along its waterfront. In particular, this corridor has seen the emergence of a new tourism/entertainment economy with the arrival of Harrah's and PPL Park. As a critical next step in the expansion of this emerging sector, a new hotel is needed to support the growth and expansion of the market for these facilities. The proposed project will allow the City to capture the full value of its emerging tourism/entertainment economy and enhance the overall economy of the City and its waterfront corridor. Such a hotel would also augment the region's ability to accommodate travelers to Philadelphia International Airport and other local businesses.	TBD	TBD (federal, state, private sector)	TBD	TBD
Waterfront Marina/Docking Facility	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Economic Development Authority	The Waterfront Marina/Docking Facility would include the identification of the most feasible location, the acquisition of the necessary real estate, and the design and construction of a 200 to 400 slip marina on the Chester waterfront. As a part of the project, a docking facility to accommodate tall ships, commercial dinner cruises, and water taxis would be located, designed, and constructed. The project would include a component for boat maintenance and storage. The City has been very successful in recent years in creating a new balance of economic activity along its waterfront. This corridor has seen the emergence of a new tourism/entertainment economy with the arrival of Harrah's Casino and Racetrack, PPL Park, and the Wharf at Rivertown, the City's first major office building. The development of a marina/docking facility along the Chester waterfront would take advantage of the City's newly accessible waterfront and complement the region's tourism/entertainment economy.	TBD	TBD (federal, state, private sector)	TBD	TBD
West End TOD Project	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Economic Development Authority, private developer	The West End Transit-Oriented Development (TOD) project would include the acquisition of the necessary real estate and the design and construction of a retail/residential transit-oriented development around an upgraded or relocated Highland Avenue Station. The project would also include a substantial increase in available parking to support the station and the adjacent development. The City of Chester is seeking to utilize the existence of a small commuter rail station to take advantage of new opportunities to drive development to the western portion of the City. The City of Chester is fortunate to have a Southeastern Pennsylvania Transportation Authority (SEPTA) station on Highland Avenue that is served by a commuter rail line. This transit facility will serve as the anchor for revitalization of the area around the station.	TBD	TBD (federal, state, private sector)	TBD	TBD

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Wharf at Rivertown Master Plan Area	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Parking Authority, and Buccini Pollin Group	The area between PPL Park and the Wharf at Rivertown office building has been proposed for a major mixed-use project including 400,000 square feet of office space, 42,000 square feet of retail commercial, and at least 200 new residential units. The proposed project also includes a garage with a minimum of 400 to 600 spaces to support the development. The City of Chester has been very successful in recent years in creating a new balance of economic activity along its waterfront. This corridor has seen the emergence of a new tourism/entertainment economy with the arrival of Harrah's Casino and Racetrack, PPL Park, and the 400,000 square foot Wharf at Rivertown, the City's first major office building. To build on the growth and expansion of these new economic sectors, the proposed new office, retail, and residential development will further expand several key economic sectors and capture the value of the City's waterfront.	TBD	TBD (federal, state, private sector)	TBD	TBD
Ardmore Transit Center	Pennsylvania	Montgomery County/ Lower Merion Township	Lower Merion Township/ SEPTA	With a primary focus on the Ardmore Business District, the Ardmore Transit Center (ATC) project is a public/private partnership to improve transit facilities at the Ardmore station and create a pedestrian friendly, mixed-use, transit-oriented development on the nearby Cricket Municipal Parking Lot. Lower Merion Township, working with regional, state, national, and private partners including the Delaware Valley Regional Planning Commission (DVRPC), Montgomery County, the Southeastern Pennsylvania Transit Authority (SEPTA), PennDOT, Amtrak, the Federal Transit Administration, and Dranoff Properties, is focused on implementing an ambitious redevelopment project that will create a new accessible train station serving SEPTA and Amtrak, improved bus facilities, increased commuter parking and a mixed-use residential and retail complex.	\$90 million: \$50 million for private mixed-use; \$40 million for Transit Improvements (Phase 1) and Parking Garage (Phase 2).	Federal Transit Administration \$5.8M; township matching funds \$1.7M; PennDOT \$12,750; RACP \$15.5M; PennDOT/SEPTA New Freedom \$2.4M; Montgomery County \$250K; private funding \$40M. Additional funds needed for construction of Phase 2 parking garage.	Engineering nearly complete. May advance in two phases; bid documents for Phase 1 expected May 2014; construction completion in 2016.	NEPA completed. EPA Finding of No Significant Impact (FONSI) received.
City Avenue Revitalization project	Pennsylvania	Philadelphia/ Montgomery County	City Avenue Special Services District (CASSD) of Philadelphia and Lower Merion Township	This project scope has three four components: a pedestrian lighting program; pedestrian safety improvements (including coordinating traffic signals, building pedestrian refuges in street medians, and installing ADA compliant curb ramps at intersections); traffic calming and greening; and drainage improvements.	\$8.83 million	CASSD, Lower Merion Township, Commonwealth of Pennsylvania, US EDA, City of Philadelphia, and St. Joseph's University	Project could begin within one month of funding. Engineering and bid documents are completed.	TBD
Extension of Keystone Boulevard from Pottstown to West Pottsgrove Township	Pennsylvania	Montgomery County/ Pottstown Borough-West Pottsgrove Township/ Montgomery County Redevelopment Authority	Montgomery County Planning Commission	This project involves a 4,500 foot extension of Keystone Boulevard, enabling it to connect to Old Reading Pike in West Pottsgrove Township near the Stowe interchange of US Route 422. This extension would take place along an abandoned railroad corridor primarily through a large vacant brownfield site, the former Stanley Flagg Company property. With this extension, Keystone Boulevard would provide superior access to US Route 422 at the Stowe Interchange for additional vacant properties and the existing Keystone Opportunity Zone properties, and access and mobility within the Borough of Pottstown will be improved. 2012 update: an access study for this project, called the Industrial Zone Transportation Access Study, was completed earlier this year.	\$10.15 million	US EDA	Can begin immediately upon receipt of funding	No known significant impacts.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Norristown Sewage Treatment Plant Relocation to Nicolet Property	Pennsylvania	Montgomery County/ Norristown Borough	Montgomery County Planning Commission	This project will involve the acquisition of the Nicolet property; clean up and remediation of the former brownfield site; construction of a new treatment plant utilizing green technologies; decommissioning and demolition of the existing treatment plant; and construction of a pump station and force main at the existing treatment plant's location, to convey the Norristown and West Norriton flows to the new treatment plant. The former treatment plant site, a prominent waterfront location in Norristown, would be available for future mixed use development, contributing to the planned revitalization of Norristown's riverfront. 2012 update: The property has been acquired and remediated.	\$95 million	US EDA, Commonwealth Financing Authority	TBD	TBD
Avenue of the Arts Improvements	Pennsylvania	City of Philadelphia	City of Philadelphia	This project include North Broad street infrastructure and streetscape improvements, including lighting, trees, and sidewalks.	\$12 million	City of Philadelphia, PennDOT, US DOT, US EDA	Five years	TBD
Benjamin Franklin Parkway Improvements	Pennsylvania	City of Philadelphia	City of Philadelphia	This project involves extensive landscape and roadway enhancements on the Benjamin Franklin Parkway to restore it as a tree-lined boulevard that is engaging for pedestrians and bike riders; an appropriate home for some of Philadelphia's most famous landmarks and cultural institutions; and a beautiful focal point for Center City. A revitalized Parkway will include new art, lighting, street improvements, enhanced green spaces, and improvements to the Free Library and Holocaust Memorial.	\$34.2 million	City of Philadelphia, Commonwealth of Pennsylvania, foundations, US EDA	Five years	TBD
Centennial District Improvements	Pennsylvania	City of Philadelphia	City of Philadelphia	The Centennial District encompasses the Philadelphia Zoo, the Mann Center for the Performing Arts, the Parkside Avenue corridor, and the Please Touch Museum. The Centennial District Master Plan envisions the transformation and revitalization of the area including improvements such as land use, transportation, signage, and community development.	\$64 million	City of Philadelphia, US Department of the Interior, Private funding, US EDA	20 years to completion (construction began in 2010)	TBD
Central Delaware Access, Park, and Trail	Pennsylvania	City of Philadelphia	City of Philadelphia, Delaware River Waterfront Corporation	The goal of this project is to create a waterfront park that connects well and is accessible to the surrounding neighborhoods, including a seven mile continuous trail, park piers for both active and passive recreation, and entertainment amenities.	\$100 million	US EDA, City of Philadelphia, private funding, foundations, PATCO, US DOE, and the Commonwealth of Pennsylvania	16 years to completion (planning complete 2010; early action items 2011; park completion 2026).	Many of the parcels are currently brownfield sites that would be remediated and returned to productive use.
Children's Hospital of Philadelphia Schuylkill Avenue Development	Pennsylvania	City of Philadelphia	Children's Hospital of Philadelphia	This project includes the demolition of the former JFK Vocational School and construction of a mixed-use facility owned by Children's Hospital that will include research & development offices and lab space, a hotel and conference center, a simulation center, onsite parking, a pharmacy and service retail.	\$150 million	Private, PIDC, EDA	TBD	TBD
Divine Lorraine Renovation	Pennsylvania	City of Philadelphia	Private, City of Philadelphia	Renovation of a historic hotel and apartment building and conversion into rental units with restaurants on the ground floor.	\$40 million	Private, City of Philadelphia, federal and state sources TBD	Two years.	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Dilworth Plaza Improvements	Pennsylvania	City of Philadelphia	Center City District	Dilworth Plaza, on the western apron of Philadelphia's City Hall, presently functions as an inhospitable, inaccessible and deteriorating space that is a deterrent to positive activity, business attraction and economic growth. Improvements to Dilworth Plaza are part of a long range investment strategy to enhance downtown's public spaces, leading to additional public and private sector development throughout Center City. Working collaboratively with SEPTA, which is upgrading the City Hall Station directly under City Hall, and with a high level of local public and private support, improvements to Dilworth Plaza will create a significant portal to Philadelphia's multi-modal transportation system, enhance the connectivity between key economic generators, and create an extraordinary civic space and public amenity for workers, residents and visitors to Philadelphia. Construction on the project began in December 2011 and is expected to continue through 2014.	\$45 million	US DOT, PennDOT, US EDA, Commonwealth of PA capital funds, foundations, private donors	18 months to completion.	TBD
Eastern Tower Community Center	Pennsylvania/ City of Philadelphia	City of Philadelphia	Philadelphia Chinatown Development Corporation (PCDC)	The Eastern Tower Community Center (ETCC) Project is a planned mixed-use project at the northwest corner of 10th & Vine Streets in Philadelphia. This project is approximately 225,000 square feet on almost half an acre of land. The mix of uses will include 144 residential units (up to 22% of them affordable); 11,000 square feet of retail space; 16,000 square feet of office space, and 17,500 square feet of multi-use recreational/events/programming space. The ETCC will bring to fruition one of the goals of the Neighborhood Plan developed in 2004 in partnership with DVRPC, the City of Philadelphia, William Penn Foundation, PCDC, and a broad group of community stakeholders. The ETCC will provide a much needed recreational facility in a community whose closest indoor public recreation center is over a mile and three neighborhoods away. Many youth and especially the elderly do not have access to safe and accessible recreational facilities currently. In addition, the ETCC will serve as a catalyst for the further redevelopment of the 10th Street commercial and residential corridor up to Spring Garden Street. This project has the strong support of the relevant elected officials, including the Mayor, and the local community. The ETCC will become a landmark at this prominent intersection rising 23 stories in the rear and providing a mix of uses and density that will create needed jobs, housing, recreation, health, and other services for Philadelphia.	\$71 million	US EDA, City of Philadelphia (including the donation of land), New Market Tax Credits, equity investments through EB-5 investors, foundation support, State capital investment, local equity investors, and private financing.	Financing targeted to be in place within nine to twelve months; construction will take approximately 18 months.	No negative impacts expected. Positive impacts include decreasing the carbon footprint of those living and working in the ETCC and a decrease in stormwater run-off from the currently impervious site.
Enterprise Heights	Pennsylvania	City of Philadelphia	The Enterprise Center Community Development Corp.	This project will create transit-oriented development around the 46th Street stop on SEPTA's Market-Frankford Line. The 65,000 square foot project will include approximately 55,000 square feet of commercial office space and about 10,000 square feet of ground-floor retail space. The project will provide affordable office space to businesses that The Enterprise Center has helped accelerate in order to stimulate additional business growth and job creation.	\$22 million	US EDA, US HUD, PA DCED, foundations, regional financial institutions	Two years	N/A
Expansion of higher educational, research and medical institutions City-wide	Pennsylvania	City of Philadelphia	City of Philadelphia	This project will leverage resources to support planned expansions at educational, research, and medical institutions throughout the City, such as CHOP's \$400M translational research and vivarium building; Fox Chase Cancer Center's multi-phased expansion in Northeast Philadelphia; Salus University's \$1.5M new construction for patient care and educational research; Drexel University's \$42M new residence hall construction; Holy Family's \$20M resident life center; UPenn's planned projects totaling over \$250M; and the Wistar Institute's \$34M renovation.	\$900 million	Children's Hospital of Philadelphia, Fox Chase Cancer Center, University of Pennsylvania, Drexel University, Salus University, Holy Family University, Wistar Institute, City of Philadelphia, US EDA	Five years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
The Franklin Institute STEM Education Center	Pennsylvania	City of Philadelphia	The Franklin Institute (supported by the City of Philadelphia)	The Franklin Institute is constructing a science, technology, engineering, and mathematics (STEM) education center for young people in Greater Philadelphia as a key element in a larger building expansion project. The STEM education center will substantially expand the Institute's existing education outreach facilities, allowing more young people, especially those from under-served communities, to benefit from programs that help them succeed in education and the high-technology workforce. The Franklin Institute, which has generated over \$300 million in economic impact since 2005, is investing to enhance its leadership in Greater Philadelphia's cultural economy by constructing a 53,000 square-foot LEED-silver-certified building addition. The \$2.7 million STEM education center is a key component of the \$29.5 million overall building addition. The construction project will provide 150,000 hours of work and 125 jobs in construction, design, and consulting, as well as 20 additional full-time or full-time equivalent jobs at the Franklin Institute.	STEM Education Center: \$2,663,232. Total expansion costs: \$29,511,037.	STEM Education Center: US EDA, private sector contributions. Overall building expansion: Commonwealth of Pennsylvania, private sources.	Design is complete and all zoning and permit approvals are secured. Contractor bid process began in late Fall 2011, with construction commencing three to four months later. Final completion scheduled for early 2014.	Phase I environmental impact assessment was conducted in 2009; concluded that the project will have no extraordinary environmental impacts. Building addition will qualify for LEED-Silver Certification.
Grow Philadelphia Fund	Pennsylvania	City of Philadelphia	The Enterprise Center Capital Corporation (TEC-CC)	This project would capitalize TEC-CC's Grow Philadelphia Fund. TEC-CC has access to Matching Shares in monetary form from the SBA Micro-loan fund, the US Department of Treasury Community Development Financial Institution Fund, and in-kind matching shares.	\$3 million	US EDA, SBA, US Treasury Department	Two years from receipt of funding	N/A
Industrial Land Strategy implementation	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation	This project includes site acquisition, infrastructure improvements, and remediation of underutilized industrial properties in districts identified through the <i>Industrial Market Analysis and Land Use Study</i> conducted by the Commerce Department, the City Planning Commission and PIDC.	\$100 million	Philadelphia Industrial and Commercial Revolving Fund, Commonwealth of PA, US EPA, US EDA	Early acquisitions two to three years, remediation and improvements three to 10 years.	TBD
Lower Schuylkill Master Plan - Implementation of Study Recommendations	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation, City of Philadelphia, William Penn Foundation	The Lower Schuylkill Master Plan is dynamic blueprint for transformation of a 3,600 acre industrial corridor into a integrated network of high-quality, competitive business campuses. Early action projects commenced in 2012 and implementation will continue through 2035. Specific improvements may include: design and construction of Innovation District gateways, design and construction of a progressive stormwater management system, environmental remediation and site preparation on redevelopment parcels, design of new River Road, streetscape improvement throughout the Innovation District, development of new greenspace, and additional planning work to facilitate implementation of the Master Plan.	\$150 million	Philadelphia Industrial Development Corporation, City of Philadelphia, William Penn Foundation, USEDA, USEPA, Commonwealth of PA, private funding	Planning complete; early action items began 2012 and implementation will continue through 2035.	The Lower Schuylkill contains an array of brownfield sites, several of which are currently undergoing remediation with the ultimate goal of being redeveloped for new economic and recreation purposes.
Market East Intermodal Transit Center	Pennsylvania	City of Philadelphia	City of Philadelphia	The strategy in the four block corridor of Market Street between 8th and 12th Streets is to better integrate the different transportation modes (including transit) with development in order to provide an improved experience for passengers and an improved environment on Market Street and in Chinatown while also creating additional capacity for buses and increased opportunities for development. The Plan proposes eliminating the existing Greyhound Bus Terminal; creating a bus waiting and loading zone in a multi-level facility spanning Filbert Street; and enhancing wayfinding on Market Street in key locations, such as the Reading Terminal Headhouse, the Filbert and 10th Street entrance, and the 10th Street entrance on Market Street.	\$250 million	US DOT, PennDOT, US EDA, City of Philadelphia, Greyhound, NJ Transit, private financing, NMTC, various partnerships (Greyhound, PA Real Estate Investment Trust, PennDOT, NJ Transit, SEPTA, Philadelphia Redevelopment Authority)	Six years to completion (planning complete 2010)	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Market East Strategic Plan Implementation	Pennsylvania	City of Philadelphia	Private, City of Philadelphia	This project involves major renovations and redevelopment of The Gallery at Market East and other strategic destinations that would drive investment along Market Street between Twelfth Street and Independence National Park. The Gallery is owned by PREIT who plans to make major interior renovations and storefront improvements. The Gallery currently faces inward with no storefront access, which creates an inhospitable atmosphere for pedestrians. PREIT seeks to reposition The Gallery by attracting new anchor tenants.	\$1 billion	Private, City of Philadelphia, federal and state sources	TBD	TBD
Mt. Airy Supermarket Workforce Training	Pennsylvania/ City of Philadelphia	City of Philadelphia	Mt. Airy USA/ Mt. Airy Transit Village, Inc.	Mt Airy USA/Mt. Airy Transit Village will work with the Ogontz Avenue Revitalization Corporation to develop a workforce training program for the supermarket industry. Skills training will include: cashiering, inventory management, meat cutting and baking. The training would be anchored at the planned new Wisahickon Charter School facility on Washington Lane, which sits adjacent to the 55-acre Awbury Arboretum as well as the Washington Lane Regional Rail station. In addition to new classrooms which would be ideal for teaching the supermarket curriculum, the school's cafeteria could provide space for the bakery and meat cutting training. A full complement of training classes would also be offered at the Philadelphia Center for the Arts and Technology.	\$14.5 million	US EDA, New Market Tax Credits, PA Redevelopment Assistance Capital Grant, CDBG, HUD EDI, PA DEP, private loan.	7/1/2012: begin construction. 7/1/2013: complete construction. 9/1/2013: students enroll in first training class.	Phase I and Phase II environmental assessments are complete at both Washington Lane properties and recommended environmental remediation has been completed. No other environmental impacts are anticipated.
Navy Yard Infrastructure Improvements	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation	The project goal is to improve infrastructure in order to create a dynamic, mixed-use development that will establish a vibrant, 24-hour community based on the principles of smart growth, historic preservation, expanded mass transit, and sustainable development. Specific improvements may include: reconstruction of the Broad Street access bridge, the main thoroughfare into the Navy Yard; repairs to seawalls; streetscape improvements; broadband infrastructure; upgrade of electric distribution facilities; abatement and demolition of buildings; water and sewer utility upgrades; and the fit-out of labs/office space.	\$65 million	Private funding, City of Philadelphia, US EDA, PIDC	Planning complete; early action items began 2010, anticipate completion in 2015.	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.
Net Zero Energy Innovation Center	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation, PSU, Drexel, BFTP, DVIRC, NAVSEA	This project includes the design, construction, and operation of a "net-zero" energy efficient building at The Navy Yard. The building will function as a living laboratory on building technology development and integration and will house research, education, and commercialization activities.	\$36 - \$54 million	\$15 million federal (NIST, US EDA); \$21 to 39 million from non-federal governmental sources and private financing commitments.	Five years	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.
Remediation & Renovation of 4601 Market Street	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	This project includes the remediation and adaptive reuse of the 320,000 square foot former headquarters of the Reliance Insurance Company, located at 4601 Market Street, Philadelphia, Pennsylvania, into a new headquarters facility for the Philadelphia Police Department and related municipal functions.	\$150 million	Philadelphia Industrial and Commercial Revolving Fund, Commercial Corridors Bond Funding, private funding, City of Philadelphia, US EDA	Planning underway; anticipate construction in 2012, occupancy in 2013.	Site likely to require asbestos and lead paint removal. Remediation & removal of electrical equipment.
Schuylkill River Trail Development	Pennsylvania	City of Philadelphia	Schuylkill River Development Corporation, Philadelphia Industrial Development Corporation	This project involves the acquisition of riverfront parcels extending Schuylkill River Trail from its present terminus in Center City to Bartram's Garden in Southwest Philadelphia and the design and construction of trail improvements and connections with adjoining neighborhoods.	\$30 million	US DOT, foundation/private funding, City of Philadelphia, US EDA	Ten years to complete acquisition and trail construction.	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
University of Pennsylvania South Bank Campus	Pennsylvania	City of Philadelphia	University of Pennsylvania	This project includes the remediation, demolition, and renovation of the former DuPont Marshall Labs, located at 3401 Grays Ferry Avenue, Philadelphia, Pennsylvania, into a multi-tenant research, development, and advanced manufacturing center and support services, to leverage existing research functions that exist immediately across the Schuylkill River in University City.	\$50 million	Philadelphia Industrial and Commercial Revolving Fund, private funding, City of Philadelphia, US EDA	One to two years.	TBD. Prior use as a coatings and paint research facility likely to require some level of remediation.

Source: Delaware Valley Regional Planning Commission, September 2013. See list of acronyms that follows.

LIST OF ACRONYMS	
CCEDC	Chester County Economic Development Council
CCRC	Capital City Redevelopment Corporation
DVIRC	Delaware Valley Industrial Resource Center
DRPA	Delaware River Port Authority
ERB for Camden	Economic Recovery Board for Camden
FEMA	Federal Emergency Management Administration
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
HBCU	Historical Black Colleges and Universities
KACD	Kennett Area Community Development
KIZ	Keystone Innovation Zone
NAVSEA	Naval Sea Systems Command
NIST	National Institute of Standards and Technology
NJDCA	New Jersey Department of Community Affairs
NJDEP	New Jersey Department of Environmental Protection
NJ DOT	New Jersey Department of Transportation
NJ EDA	New Jersey Economic Development Authority
NJ HDSRF	New Jersey Hazardous Discharge Site Remediation Fund
NJ HMFA	New Jersey Housing and Mortgage Finance Agency
NSP2	United States HUD Neighborhood Stabilization Program 2
PATCO	Port Authority Transit Corporation
PACFA	Pennsylvania Commonwealth Financing Authority
PDA	Pennsylvania Department of Agriculture
PA DCED	Pennsylvania Department of Community and Economic Development
PA DEP	Pennsylvania Department of Environmental Protection
PennDOT	Pennsylvania Department of Transportation
PIDC	Philadelphia Industrial Development Corporation
PSU	Pennsylvania State University
RACP	Pennsylvania Redevelopment Assistance Capital Program
SEPTA	Southeastern Pennsylvania Transportation Authority
TCDI	DVRPC's Transportation and Community Development Initiative.
TIGER	Transportation Investment Generating Economic Recovery
TBD	To be determined
TDA	Trenton Downtown Association
TOD	Transit-Oriented Development
UEZ	Urban Enterprise Zone Program
USDA	United States Department of Agriculture
US DOC	United States Department of Corrections
US DOE	United States Department of Energy
US DOL	United States Department of Labor
US DOT	United States Department of Transportation
US EDA	United States Economic Development Administration
US EPA	United States Environmental Protection Agency
US HHS	United States Department of Health and Human Services
US HUD	United States Department of Housing and Urban Development
US SBA	United States Small Business Administration
WTCGP	World Trade Center of Greater Philadelphia

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Key Words: Comprehensive Economic Development Strategy (CEDS), Greater Philadelphia Economic Development Framework, U.S. Department of Commerce, Economic Development Administration, economy, key sectors, performance measures

Abstract: This report is the annual review and update of the *Greater Philadelphia Economic Development Framework*, which was created in 2009 to satisfy provisions for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia region. Co-authored by the Delaware Valley Regional Planning Commission (DVRPC), Select Greater Philadelphia, and the Ben Franklin Technology Partners of Southeastern Pennsylvania, the document was developed according to provisions outlined in 13 CFR § 303.7(c), *Consideration of non-EDA funded CEDS*, and was formally approved by the U.S. Department of Commerce, Economic Development Administration (EDA) as the CEDS for the Greater Philadelphia region on September 30, 2009. The current document is intended to satisfy EDA requirements for an annual review and update of the regional CEDS and was developed under the guidance of a CEDS Review Committee which includes representatives of the county planning and economic development agencies, regional economic development organizations, educational institutions, and the private sector.

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