

2015
*Annual Review
and Update*

Investing in People & Places

Greater Philadelphia's Comprehensive Economic Development Strategy

September 2015



2015
*Annual Review
and Update*

Investing in People & Places

Greater Philadelphia's Comprehensive Economic Development Strategy

September 2015





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.

DVRPC is funded by a variety of funding sources including federal grants from the U.S. Department of Transportation's Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), the Pennsylvania and New Jersey departments of transportation, as well as by DVRPC's state and local member governments. The authors, however, are solely responsible for the findings and conclusions herein, which may not represent the official views or policies of the funding agencies.

The Delaware Valley Regional Planning Commission (DVRPC) fully complies with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice, and related nondiscrimination statutes and regulations in all programs and activities. DVRPC's website, www.dvrpc.org, may be translated into multiple languages. Publications and other public documents can be made available in alternative languages and formats, if requested. DVRPC public meetings are always held in ADA-accessible facilities and in transit-accessible locations when possible. Auxiliary services can be provided to individuals who submit a request at least seven days prior to a meeting. Requests made within seven days will be accommodated to the greatest extent possible. Any person who believes they have been aggrieved by an unlawful discriminatory practice by DVRPC under Title VI has a right to file a formal complaint. Any such complaint may be in writing and filed with DVRPC's Title VI Compliance Manager and/or the appropriate state or federal agency within 180 days of the alleged discriminatory occurrence. For more information on DVRPC's Title VI program, or to obtain a Title VI Complaint Form, please call (215) 238-2800 or email public_affairs@dvrpc.org.

Table of Contents

CHAPTER 1: Background	1
Greater Philadelphia's Regional Economy	2
Regional Economic Clusters	2
Measuring Disadvantage and Distress	7
Regional Goals and Objectives	9
CHAPTER 2: Strengths, Weaknesses, Opportunities, and Threats	11
Regional Strengths	11
Regional Weaknesses	12
Opportunities	13
Threats	15
Economic Resiliency	15
CHAPTER 3: Performance Measures	21
Goal 1: Invest in People	21
Goal 2: Invest in Places	26
Goal 3: Support Business Retention, Expansion, and Creation	37
CHAPTER 4: Investing in Greater Philadelphia	49
Recent U.S. EDA Investment in Greater Philadelphia	49
Regional Transportation Investment	49
• Long-Range Transportation and Land Use Plan	49
• Regional Transportation Improvement Program (TIP)	49
• Other Critical Transportation Investments	51
Key Regional Economic Development Projects	51
CHAPTER 5: Summary	53

Figures

• Figure 1: Greater Philadelphia	1
• Figure 2: Basic Jobs in Philadelphia, 2010	3
• Figure 3: Basic Clusters in Greater Philadelphia, 2000–2010	4
• Figure 4: Life Science Employment in Greater Philadelphia, 2010	6
• Figure 5: Communities with a High Number of Indicators of Potential Disadvantage	7

● Figure 6: Census Tracts That Meet EDA's Per Capita Income Threshold, Based on American Community Survey Five-Year Estimates	9
● Figure 7: Census Tracts That Meet EDA's Unemployment Rate Threshold, Based on American Community Survey Five-Year Estimates	9
● Figure 8: Unemployment Rate, 1995–2015.....	23
● Figure 9: Personal Per Capita Income, 2001–2013	25
● Figure 10: Average Annual Pay	25
● Figure 11: <i>Connections 2040</i> Planning Areas and Centers	26
● Figure 12: Residential Construction Permits Issued by <i>Connections 2040</i> Planning Area.....	29
● Figure 13: Annual Transit Ridership	30
● Figure 14: Number of Days That the Region Exceeded the Current National Ambient Air Quality Standards (NAAQS).....	33
● Figure 15: Percent of Households Paying 30 Percent or More of Their Income for Housing	36
● Figure 16: Percent of Income that Would be Paid Toward Housing plus Transportation Costs by a Household Earning the Region's Average Annual Income of \$61,923 in Greater Philadelphia, 2013 .	37
● Figure 17: Employment in Greater Philadelphia by Metropolitan Division	38
● Figure 18: Per Capita Gross Domestic Product (GDP) by Metropolitan Area.....	40

Tables

● Table 1: Life Science Employment in Greater Philadelphia, 2010.....	6
● Table 2: EDA's Measures of Distress	8
● Table 3: Highest Educational Degree Attained by Adults Age 25 and Older.....	22
● Table 4: Educational Attainment: Core Cities versus the Suburbs	22
● Table 5: Personal Per Capita Income, 2001–2013	24
● Table 6: Population by <i>Connections 2040</i> Planning Area, 1990–2014	27
● Table 7: Residential Building Permits by <i>Connections 2040</i> Planning Area, 1990–2014	28
● Table 8: Regional Annual Unlinked Passenger Trips in Millions	30
● Table 9: Annual Vehicle Miles Traveled (VMT).....	31
● Table 10: Commuting Characteristics	32
● Table 11: Acres of Public and Privately-Held Protected Open Space in Greater Philadelphia	34
● Table 12: Domestic Visitors to Southeastern Philadelphia	34

• Table 13: Nonprofit Arts and Cultural Organizations.....	35
• Table 14: Housing and Transportation Costs by County.....	37
• Table 15: Employment in Greater Philadelphia.....	39
• Table 16: Per Capita Gross Domestic Product.....	40
• Table 17: Venture Capital.....	41
• Table 18: Venture Capital Invested in Greater Philadelphia by Industrial Sector	42
• Table 19: Higher Education Research and Development Expenditures in Greater Philadelphia	43
• Table 20: Passenger Activity at Philadelphia International Airport.....	44
• Table 21: Tons of Air Mail and Air Freight Passing through Philadelphia International Airport	45
• Table 22: Total Inbound and Outbound Freight Movements, by Mode.....	46
• Table 23: Total Combined Tonnage of Domestic and Foreign Maritime Trade	47
• Table 24: Total Import and Export Flows.....	48
• Table 25: U.S. EDA Investment in Greater Philadelphia.....	50

Appendices

Appendix A: Municipalities in Greater Philadelphia.....	A-1
Appendix B: CEDS Review Committee Members.....	B-1
Appendix C: Census Tracts That Meet EDA’s Eligibility Thresholds for Per Capita Income and/or Unemployment	C-1
Appendix D: 2015 List of Key Regional Projects.....	D-1
Invest in People: Projects That Support a Workforce Prepared to Meet the Needs of the Region’s Employers.....	D-1
Invest in Places: Projects That Help Create Places Where People Want to Live, Work, and Invest.....	D-6
Support Businesses: Projects that Support Business Retention, Expansion, and Creation, Especially in Key Sectors.	D-46

CHAPTER 1:

Background

The *Greater Philadelphia Economic Development Framework* was created in 2009 to satisfy the U.S. Economic Development Administration (EDA)'s requirement for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia region. The document was co-authored by Select Greater Philadelphia, Ben Franklin Technology Partners of Southeast Pennsylvania, and the Delaware Valley Regional Planning Commission (DVRPC), which serves as the federally designated Metropolitan Planning Organization (MPO) for a nine-county, bi-state region.¹ The framework was accepted by EDA as the region's first regional CEDS on September 30, 2009.

The 2009 *Greater Philadelphia Economic Development Framework* focused on an 11-county region, which included DVRPC's nine member counties, plus Salem County, New Jersey, and New Castle County, Delaware. Upon further consideration, 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. 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). Maps that include the names of the region's 352 separate municipalities are included in Appendix A.

Between 2010 and 2013, DVRPC completed the annual reviews of the regional CEDS required by EDA. In 2014, in response to EDA's additional requirement that the CEDS undergo a major review and revision at least once every five years, DVRPC worked with regional partners to complete *Investing in People and*

Figure 1: Greater Philadelphia



Source: Delaware Valley Regional Planning Commission, August, 2014.

Places: Greater Philadelphia's Comprehensive Economic Development Strategy.

Like its predecessor, *Investing in People and Places* was developed under the guidance of a Regional CEDS Review Committee, which includes representatives of state, county, and city planning and economic development agencies; regional economic development organizations; chambers of commerce; academia; and the private sector (see Appendix B for a list of CEDS Review

¹ DVRPC's member counties include Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in the Commonwealth of Pennsylvania and Burlington, Camden, Gloucester, and Mercer counties in the state of New Jersey.

Committee member organizations). *Investing in People and Places* was adopted by the DVRPC Executive Board and accepted by the EDA as the region's current CEDS on September 30, 2014. This document serves as the required 2015 annual CEDS review and update.

Greater Philadelphia's Regional Economy

Greater Philadelphia has a strong base of highly skilled workers, top universities, and support infrastructure for a wide variety of high-tech industries, and is home to a concentration of such cutting-edge sectors as life sciences, chemicals, and higher education. The region's thriving cluster of biopharmaceuticals, 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. The Philadelphia region is home to over 90 educational institutions that offer at least a two-year associate's degree, and ranks third nationally in the number of four-year colleges and universities. The region is also powered by a solid and diversified information technology (IT) industry. 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.

Like many urban areas, the Greater Philadelphia region's economy has undergone a major transition in recent decades. Roughly a half-century ago, manufacturing dominated the economy of both the city and the suburbs, accounting for almost 60 percent of the region's jobs. As manufacturing employment declined, knowledge-based industries gained prominence, with life sciences, information technology, professional services, and chemicals ranking among the region's top industries. Sectors such as education and health services, professional and business services, financial activities, and information technology have emerged as principal drivers of the economy. Other key sectors include alternative energy and energy conservation; the creative industries; tourism; specialty manufacturing; and food production and distribution. With limited available funding for infrastructure improvements, facilities that serve clusters of key economic sectors should receive priority attention.

The region has also been transformed from a traditional manufacturing center to a high-tech manufacturing hub, with next-generation electronics, defense systems, aerospace, and shipbuilding being just a few of the diverse, highly specialized manufacturing segments thriving throughout the region. According to the Federal Reserve of Philadelphia, manufacturing in the Philadelphia region expanded over the past year at its fastest pace in three years, as measured by gains in new orders, shipments, and hiring. There is also a burgeoning alternative and clean energy industry in the region, a sector poised for high growth during the coming years.

Regional Economic Clusters

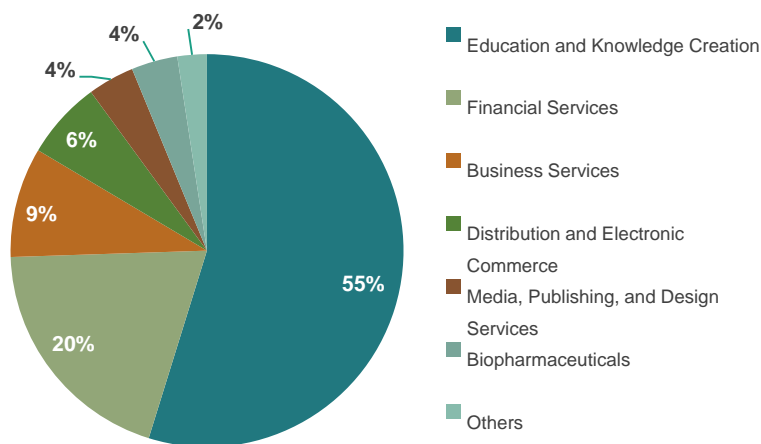
In addition to considering employment by sector, it is important to assess economic clusters, defined as groups of companies and institutions co-located in a specific geographic region and linked by interdependencies in providing a related group of products and/or services. The benefits of a cluster to a regional economy are threefold. First, clusters result in higher productivity, since companies in the cluster have ready access to assets and suppliers, which enables them to be more efficient and productive. Second, clusters encourage knowledge spillover and innovation. This is especially true for knowledge-intensive industries such as life sciences and education, where competition and cooperation within clusters create an impetus for new ideas and innovation with lower cost. Third, clusters make the formation of new businesses easier. Typically, when a start-up company looks for a place to locate, it seeks a cluster where it can depend on a wealth of partners and suppliers, and also a location where it can find alternative opportunities in case of a failure. Silicon Valley is a classic example of a region reaping the benefits of a cluster.

In August 2014, DVRPC completed a regional economic clusters analysis that identified economic strengths, employment trends, and future economic opportunities by analyzing economic clusters of traded industries in the Greater Philadelphia region.² Traded industries are defined as those that are typically bought and sold between regions and therefore bring wealth into a region, as opposed to local industries, which typically serve the needs of the residents and business within the region. The analysis is based on the cluster definitions advanced in the U.S. Cluster Mapping Project, an initiative led by the Institute for Strategy and Competitiveness at the Harvard Business School and supported by the U.S. EDA.

DVRPC's report evaluates the importance and vitality of key regional clusters by considering total employment, location quotients, and the number of basic jobs for clusters of traded industries, as defined by the U.S. Cluster Mapping Project. The report also provides a shift-share analysis to identify how much of the regional employment change in each cluster was the result of regional competitiveness rather than national or industry-specific trends, which can shed light on the strengths and weaknesses of specific industries. The largest cluster in Greater Philadelphia is the education and knowledge creation cluster, with over 133,000 employees. The ideas and services provided by the education and knowledge creation cluster, which includes the region's teaching hospitals and other health education facilities, attract money and talent into the region, and create and support synergies with other clusters. Based on total employment, other top clusters include business services, distribution and electronic commerce, financial services, and hospitality and tourism.

In addition to considering the total number of jobs, the report also uses location quotient analysis to compare regional economic activity to the nation as a whole. The study identifies 11 clusters that are more heavily

Figure 2: Basic Jobs in Philadelphia, 2010



Source: Delaware Valley Regional Planning Commission, August, 2014.

concentrated in the regional economy than in the national economy. These basic industries export goods and services and bring in wealth from outside the region.

Again anchored by education and knowledge creation, the region's top six basic clusters (illustrated in Figure 2), represent almost 98 percent of the region's basic jobs and are related to one another through the services and products that they provide. Financial services and business services provide financial and capital infrastructure to biopharmaceuticals and other manufacturers and enterprises. The symbiotic relationship between R&D and

biopharmaceuticals facilitates and enhances the synergy effect between the education and knowledge creation and biopharmaceuticals clusters.

The report then relates total employment in each cluster to its relative concentration in the region, by calculating the number of basic jobs and the change in basic jobs since 2000. Two of the region's largest clusters, education and knowledge creation and distribution and electronic commerce, both gained basic jobs

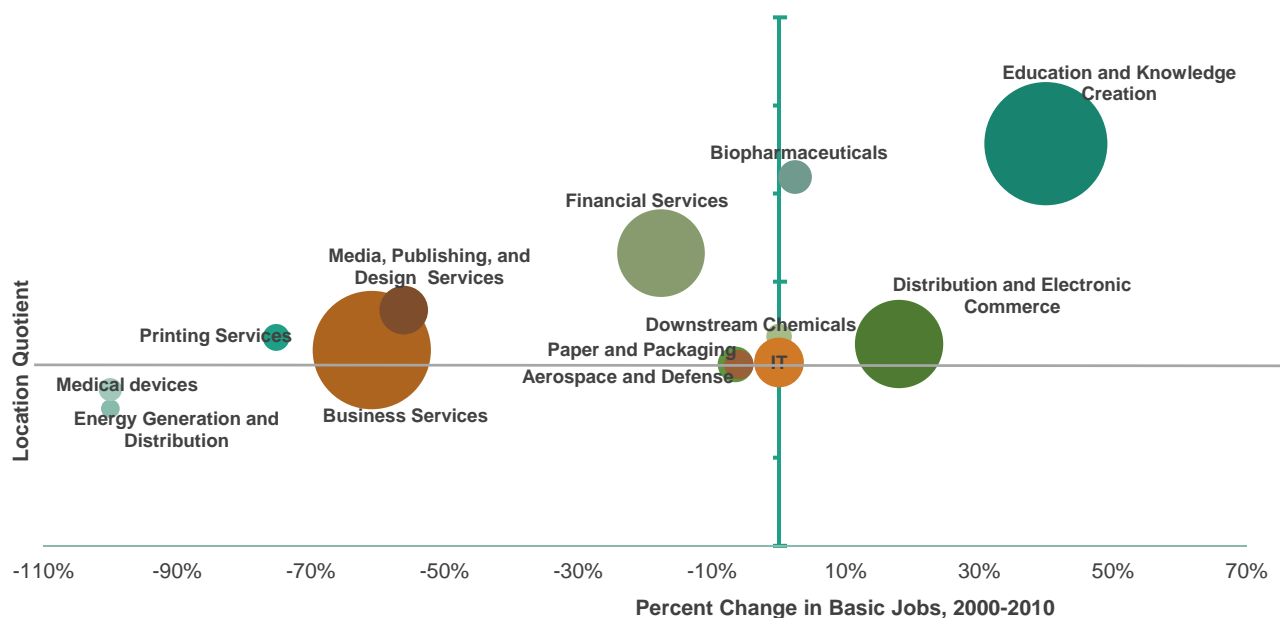
² See DVRPC's *Data Snapshot Series 2, Number 2: Regional Economic Cluster Analysis* (report number DS14045), October 2014.

between 2000 and 2010. Job losses in the financial services and business services clusters, however, easily erased these gains, with a combined loss of almost 25,000 basic jobs during the 10-year period. These two clusters play a vital role in supporting other top clusters, making the need to address the declining number of basic jobs even more urgent.

Figure 3 summarizes the results of the economic cluster analysis. The size of each bubble indicates the number of jobs for each cluster, and the vertical axis represents the location quotient, with the floating gray horizontal line indicating the point at which the location quotient equals 1.0. The horizontal axis illustrates the change in basic jobs between 2000 and 2010, with the bubbles to the right of the vertical axis representing clusters that have gained basic jobs over this period, and the bubbles to the left indicating those clusters that have lost basic jobs. The farther away from the vertical axis, the greater is the magnitude of change.

Figure 3 illustrates the region's basic clusters, each of which had a location quotient over 1.0 in 2010. Two clusters, medical devices and energy generation and distribution, were both basic clusters in 2000 but lost ground and became non-basic clusters in 2010. Given the importance of the already strong “eds and meds” industries and the emergence of the nearby Marcellus Shale area as a critical supply of natural gas, both of these clusters have the potential for future growth, and may in fact have grown since 2010.

Figure 3: Basic Clusters in Greater Philadelphia, 2000–2010



Source: DVRPC, August 2014.

In addition to the key economic clusters identified in *Data Snapshot 2:2*, Greater Philadelphia has long been considered to be a leader in the life science cluster, a broader categorization of related industries that include health care, pharmaceuticals, biotechnology, and all of their related support services. Because many of the industries and services that together make up the life sciences were considered as separate parts of other traded clusters, or were classified as local industries and therefore not considered at all in *Data Snapshot 2:2*, the full combined extent and impact of life sciences on the regional economy was not readily apparent.

A second data snapshot, *Data Snapshot 2:3: Life Sciences and Health Care*, assesses the relative importance of the life science cluster to Greater Philadelphia's regional economy. That report, completed by DVRPC in June 2015, concludes that life science (which includes life science-related manufacturing, wholesale and retail distribution, research and development, and services) is one of the region's strongest clusters. With location quotients well above 1.0, it is clear that the cluster's employment, number of establishments, and total wages are more concentrated in, and significant to the regional economy when compared to the national economy. Among the nation's ten largest metropolitan areas, the life science industrial cluster has an employment location quotient above 1.0 in only Boston, Philadelphia, and New York. With the second highest number of employees (behind only New York) and the second highest location quotient (behind only Boston), the life sciences cluster is obviously a critical sector of the regional economy.³

The significance of the region's health care and life science sectors is also evidenced through an analysis of occupations. Among the nation's ten largest metropolitan areas, the health care and medical science occupation cluster again has a location quotient above 1.0 in only Boston, Philadelphia, and New York. Greater Philadelphia's current workforce clearly has the talent and skills necessary to support this critical cluster and has the potential to continue meeting its needs in the future, especially considering the significance of the education and knowledge creation cluster identified in *Data Snapshot 2:2*.

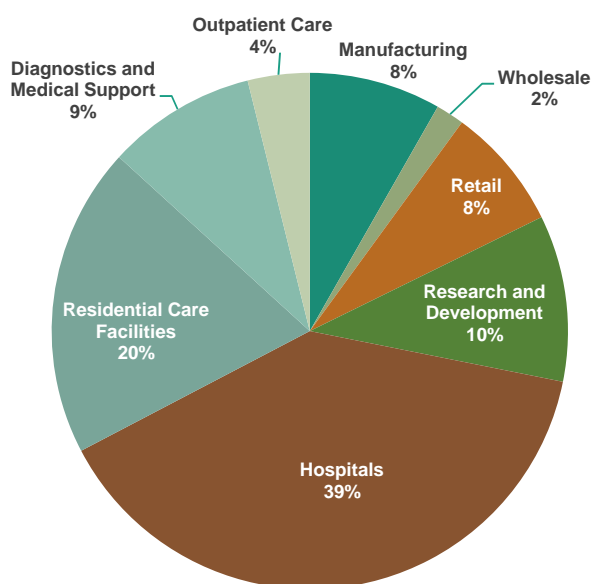
Table 1 provides information on life science employers in the Greater Philadelphia region, based on data available through the National Establishments Time Series (NETS) database. Over 72 percent of the region's life science industries are services, followed by companies conducting research and development related to the life sciences; retail establishments (primarily pharmacies and drugstores); and life science-related manufacturing (including pharmaceuticals). Figure 4 illustrates the breakdown of life science industries by type. The region's largest life science employers include Children's Hospital of Philadelphia, the University of Pennsylvania Health System, Thomas Jefferson University Hospital, Albert Einstein Medical Center, and Temple University Hospital, all in Philadelphia; GlaxoSmithKline (a pharmaceutical R&D company), and Abington Memorial Hospital, in Montgomery County; Cooper University Health System and Kennedy Health Systems, in Camden County; and the Helen Fuld Medical Center, in Mercer County.

³ See DVRPC's *Data Snapshot Series 2, Number 3: Life Science and Health Care* (report number DS15040), June 2015.

Table 1: Life Science Employment in Greater Philadelphia, 2010

Employment Type	Employees	Percent	Establishments	Average Employees per Establishment
Services	218,709	72%	2,852	76.7
<i>Hospitals</i>	<i>119,236</i>	<i>39%</i>	<i>448</i>	<i>266.2</i>
<i>Residential Care Facilities</i>	<i>59,183</i>	<i>20%</i>	<i>832</i>	<i>71.1</i>
<i>Diagnostics and Medical Support</i>	<i>28,497</i>	<i>9%</i>	<i>1,106</i>	<i>25.8</i>
<i>Outpatient Care</i>	<i>11,793</i>	<i>4%</i>	<i>466</i>	<i>25.3</i>
Research and Development Facilities	31,734	10%	1,296	24.5
Manufacturing Facilities	25,002	8%	954	26.2
Retail Establishments	23,421	8%	3,058	7.7
Wholesale Establishments	5,409	2%	534	10.1
Medical Waste Disposal	123	0.04%	16	7.7
Total Life Sciences Employment	304,398	100%	8,710	34.9

Source: Delaware Valley Regional Planning Commission (based on data from the 2010 National Establishments Times Series (NETS) database), April 2015.

Figure 4: Life Science Employment in Greater Philadelphia, 2010

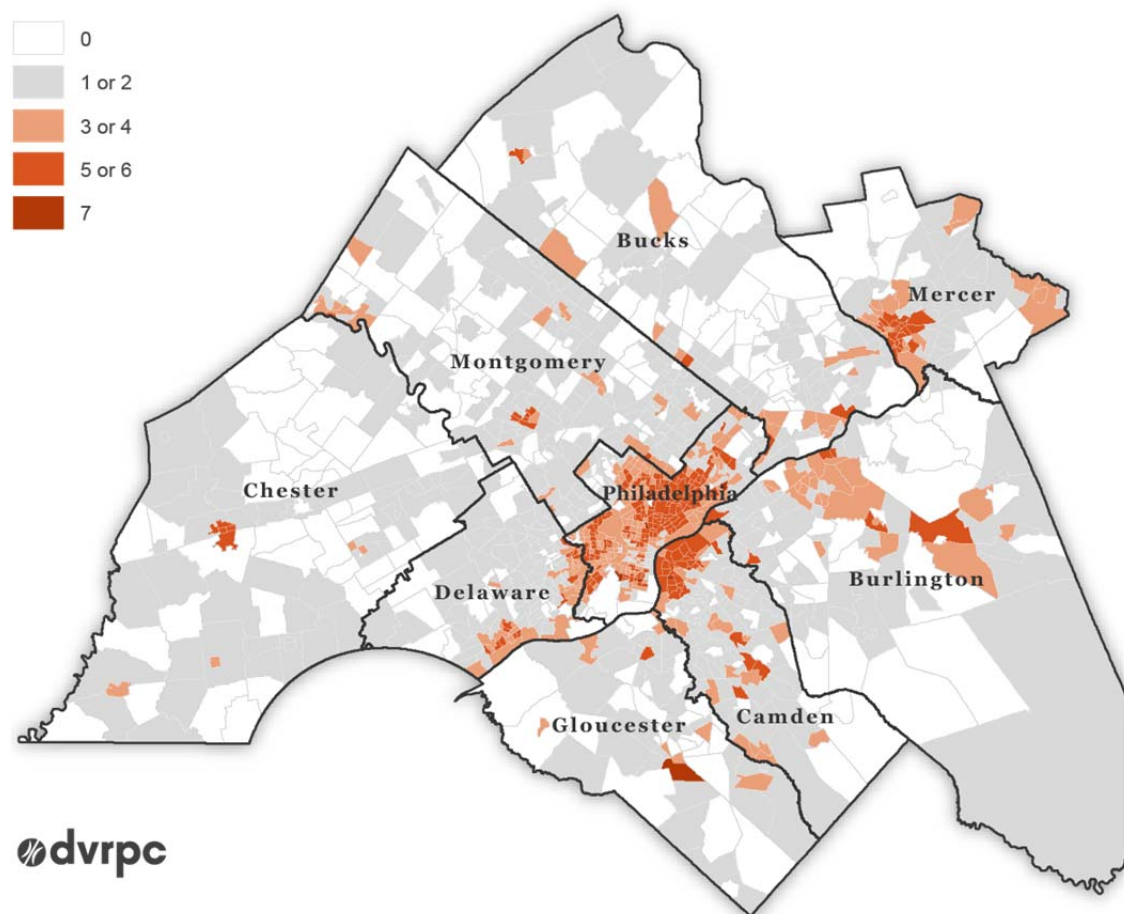
Source: Data Snapshot Series 2, Number 3: Life Science and Health Care, DVRPC, June 2015.

The analysis also reveals, however, that the location quotients related to health care have declined in Greater Philadelphia since 2001, despite growth in total employment. This trend is true whether considering the life science industrial cluster or the health care and medical science occupation cluster. It indicates that growth in the region's life science industries and health care occupations has been outpaced by growth in other regions, including Boston (where the already significant life science cluster continues to gain in national significance), Dallas, and Chicago. Greater Philadelphia has also been less successful than other regions in maintaining its share of available life-science-related venture capital, often seen as an indicator of regional innovation.

Measuring Disadvantage and Distress

DVRPC's environmental justice analysis identifies specific locations in the region with a high number of indicators of potential disadvantage (with relatively high concentrations of the physically disabled, people living in poverty, minorities, single parents, carless households, and non-English-speaking households). These places (illustrated in Figure 5) are home to 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.

Figure 5: Communities with a High Number of Indicators of Potential Disadvantage



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 6.22 (yielding a threshold of 7.22), and the national per capita income is \$28,155 (80 percent of which is \$22,524). Of Greater Philadelphia’s nine counties, Philadelphia, Camden, and Gloucester counties qualify under EDA’s criteria. Table 2 provides data on the unemployment rate and per capita income levels for the region’s nine counties and for the nation as a whole.

Table 2: EDA’s Measures of Distress

Jurisdiction	24-month Unemployment	Eligible Based on Unemployment?	2013 Per Capita Income	Eligible Based on Per Capita Income?
United States	6.22	----	\$28,155	----
Greater Philadelphia	6.36	No	\$32,980	No
Burlington County	6.46	No	\$36,835	No
Camden County	7.70	Yes	\$30,592	No
Gloucester County	7.30	Yes	\$32,600	No
Mercer County	5.88	No	\$37,465	No
Bucks County	5.38	No	\$37,466	No
Chester County	4.30	No	\$42,210	No
Delaware County	5.70	No	\$33,179	No
Montgomery County	4.77	No	\$41,472	No
Philadelphia County	8.32	Yes	\$22,279	Yes

Source: StatsAmerica, September 2014. Per capita income data is from the 2009–2013 American Community Survey estimates.

In addition to the City of Philadelphia, the region’s three other core cities (Chester City in Pennsylvania, and Camden City and Trenton City in New Jersey) and many smaller communities also have above-average unemployment and below-average per capita incomes. The only available source of per capita income and unemployment at smaller geographies (including municipalities or census tracts) are the 2009 to 2013 American Community Survey (ACS) five-year estimates, which, rather than providing a 24-month average, include samples from the previous five years (including years when unemployment was higher than has been the case in the more recent past). Based on the five-year ACS estimates, the average national unemployment rate was 9.71 percent (resulting in a threshold of 10.71 percent). Given these thresholds, Camden City (Camden County, New Jersey), the City of Trenton (Mercer County, New Jersey), Chester City (Delaware County, Pennsylvania), and numerous census tracts in the region’s smaller municipalities also meet the threshold for unemployment or income. These communities are illustrated on Figure 6 and Figure 7 and listed in Appendix C.

Figure 6: Census Tracts That Meet EDA's Per Capita Income Threshold, Based on American Community Survey Five-Year Estimates

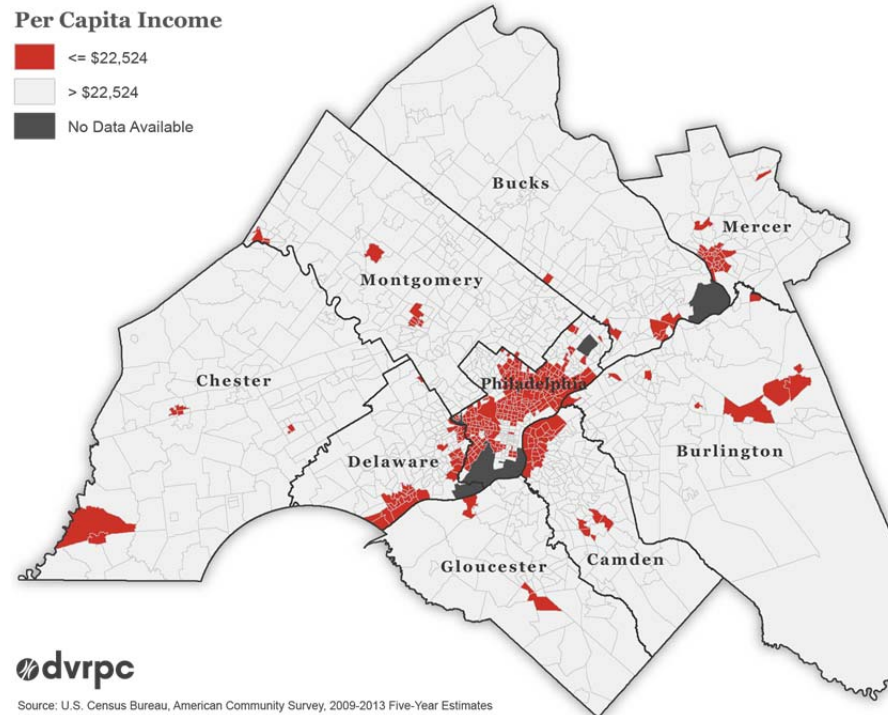
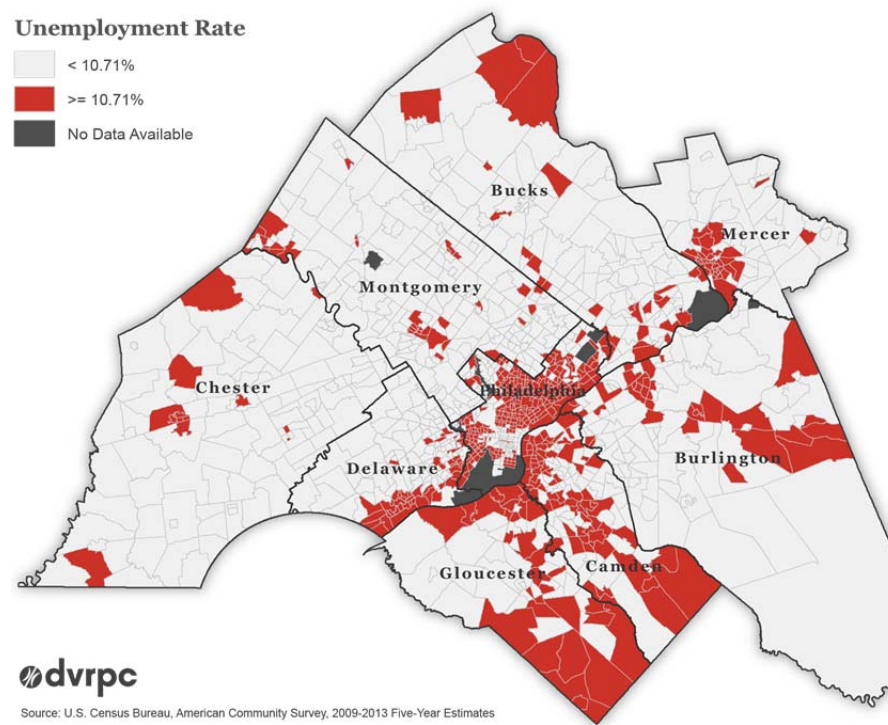


Figure 7: Census Tracts That Meet EDA's Unemployment Rate Threshold, Based on American Community Survey Five-Year Estimates



Regional Goals and Objectives

Greater Philadelphia's economy is relatively stable, as its diversity protects it from significant swings (either positive or negative). The regional CEDS goals and objectives remain the same as were described in the 2014 CEDS, and include the following:

Invest in people, to support a workforce prepared to meet the evolving needs of the region's employers.

- Improve and expand the region's educational and workforce training networks.
- Provide post-secondary educational opportunities designed to meet the evolving needs of the region's employers.
- Prepare economically disadvantaged populations to actively participate in the workforce.

Invest in places, to make the region more attractive to current and prospective employees and employers.

- Focus growth in centers and developed areas.
- Invest in public infrastructure, including transportation, sewer, water, and utilities.
- Invest in projects that enhance goods movement, by improving and expanding the region's airports, rail networks, and maritime ports.
- Improve the region's overall quality of life.
- Promote sustainability.

Support business retention, expansion, and creation, especially in key economic sectors that are vital to the regional economy.

- Enhance the climate for business growth.
- Increase innovation and new business formation.
- Expand Greater Philadelphia's connections to the global economy.

Greater Philadelphia is a large and complex region, covering portions of two states, with hundreds of municipalities responsible for individual development decisions. The region's economy is similarly diverse and multifaceted, with dozens of public and private sector organizations 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. Although each county and city approaches the economic development process differently, they are united in advancing common goals: investing in their people, creating attractive places, and supporting businesses. Continued coordination across state lines; city and county lines; employment sectors; and the public and private sectors is essential to maintaining a broad regional perspective and identifying and working toward a common vision, goals, and objectives.

CHAPTER 2:

Strengths, Weaknesses, Opportunities, and Threats

Prior to 2015, EDA required 10 detailed items that needed to be included in every regional CEDS. The Administration's 2015 revised rules replace this list with four essential planning elements, including a summary of economic conditions (provided in Chapter 1) and an analysis that describes the region's strengths, weaknesses, threats, and opportunities (a SWOT analysis). Strengths are defined as a region's relative competitive advantages (such as strong economic clusters, quality infrastructure systems, specialized workforce skills, or higher education levels), and weaknesses are a region's competitive disadvantages (such as a risk-averse or change-resistant regional culture). Opportunities include chances or occasions for regional improvement or progress, and threats are defined as chances or occasions for negative impacts on the region or regional decline, and often are external in nature.

Greater Philadelphia's strengths include its economic diversity, transportation infrastructure, centralized Northeast location, educated workforce, and high quality of life. Weaknesses, however, include the region's fragmented local governance, relatively high tax burden, the quality of public education in its urban areas, and the consequences of its historical sprawling development pattern, including increased auto dependency, congestion, and compromised air quality.

Regional Strengths

Economic Diversity

Greater Philadelphia's economy is among the most diverse among the nation's largest major metropolitan areas. A diverse economy, while not "booming," is resilient, protected from the potential extremes in growth or decline that economies dependent on one or two primary industries often experience.

A High Quality Transportation Network

Greater Philadelphia has an enviable transportation network, including major highways; an international airport and several regional airports; and a myriad of public transportation options, including buses, trolleys, subways, regional rail lines, and a seasonal ferry route. The region is well served by the Southeastern Pennsylvania Transportation Authority (SEPTA), New Jersey Transit (NJT), and the Port Authority Transit Corporation (PATCO). New Jersey Transit and SEPTA are the nation's third and fifth largest transit providers, respectively. As one of the oldest cities in the nation, Philadelphia has a compact, walkable downtown, as do the region's three other core cities and many of its older, first generation suburbs.

Quality Educational Facilities

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.

An Educated Workforce

As of 2012, over 44 percent of the region's adults over the age of 25 had completed at least four years of college, including 14 percent who had earned a graduate degree. Greater Philadelphia has a rich network of academic institutions. When compared to the top 25 metropolitan statistical areas (MSAs), the Greater Philadelphia region ranks second only to Boston in the number of bachelor's and first professional degrees awarded per capita.

Centralized Northeast Location

Greater Philadelphia enjoys a superb advantage by virtue of its location in the middle of the Northeast Corridor. Greater Philadelphia's central location in the Northeast megaregion is within a 200-mile radius of more than 46 million people, and within a 500-mile radius of over 100 million people, representing a vast consumer base and making the region ideally situated as a manufacturing and distribution hub.

Quality of Life

Greater Philadelphia residents enjoy a high quality of life, with excellent museums, cultural amenities, festivals, recreational venues, and important historical sites. The City of Philadelphia boasts the largest urban park system in the nation, and many of its surrounding suburbs also have exceptional park systems. The well-designed grids of small streets in the City of Philadelphia and many of the region's older communities have unmatched charm and function; Philadelphia is consistently ranked as one of the nation's most walkable cities. The region is also among the nation's leaders in the use of voter referendums to authorize conservation funding. According to the Trust for Public Land, the Greater Philadelphia region generates more dedicated funding per capita for conservation than any of the other 11 largest metropolitan areas in the country. The region's high quality of life helps attract both employers and employees.

Regional Weaknesses

Transportation Infrastructure Deficiencies

The region's highway and transit infrastructure are aging. Both require extensive investment to bring them up to a state of good repair, and even more to maintain them into the future. Funding for bridges presents a particularly significant challenge. While Act 89 provides new transportation funding in Pennsylvania, extensive maintenance needs in the region dictate that funding for improving or expanding the regional highway and transit infrastructure must be diverted to rebuild the existing system, putting the region at a competitive disadvantage.

Fragmented Local Governance

The Philadelphia region is politically fragmented, with 352 local governments, nine county governments, six regional councils of government, two state governments, and hundreds of school and municipal authorities. In both Pennsylvania and New Jersey, planning and zoning authority is delegated almost exclusively to local governments. In Pennsylvania, county governments (with the exception of Philadelphia, which is both a city and a county) have no land use authority. In New Jersey, county planning boards are authorized to develop master plans and have limited power to approve or disapprove subdivisions and site plans that affect county roads and drainage facilities, but the majority of land-use decisions are made by the state's municipal governments.

This fragmentation makes cooperation, collaboration, and implementation of regional goals difficult. Multilevel governmental regulations and review processes that unreasonably extend the time that it takes to reach a decision on a proposed development or that impose an unfair tax burden on prospective employers can dissuade businesses from expanding in or relocating to the region. To effectively compete in today's economy, the region's decision-makers and policy-makers must work cooperatively to make the region attractive to current and prospective employers. More efficient, effective, and collaborative local government is a regional priority.

Limited Local Financial Resources

Given that property taxes are the primary source of revenue to fund local services (including education), many of the region's local jurisdictions lack sufficient resources to adequately plan for growth and change. Meeting the goals and objectives of regional, county, and local plans requires commitment and creativity at the local level, especially at a time when economic and fiscal conditions have constrained the ability of local governments to become involved in innovative projects. Local jurisdictions often lack the capacity and funding to update their comprehensive plans and local land use codes to ensure that they advance regional goals and objectives.

The Consequences of Sprawl

Between 1970 and 2000, the region gained less than 260,000 people overall (an increase of only five percent), yet 320,000 acres of land were developed (an increase of 50 percent). The region's cities and older suburbs lost jobs and people, while the surrounding ex-urban suburbs gained jobs and people. DVRPC forecasts a regional population of 6.26 million in 2040, an 11 percent increase over the 2010 population. The fastest-growing places in the region are projected to be at the region's edges; Gloucester County in New Jersey and Chester County in Pennsylvania are each expected to have growth rates of approximately 30 percent. As development spirals outwards, infrastructure maintenance needs are expected to escalate. Other consequences of sprawl include increased auto-dependency; increased congestion; and increased commute times, leading to decreased employee productivity and increased job turnover.

Income and Educational Disparities

Although the region boasts quality educational facilities and has a highly educated workforce overall, its greatest educational challenges remain in its core cities, where high school and college graduation rates and standardized test scores are significantly lower than statewide or national averages. Per capita income is also lowest in the region's urban areas.

Opportunities

Educational and Research Facilities

Greater Philadelphia ranks as one of the nation's leading centers for higher education, with 101 degree-granting institutions that together enroll over 434,000 full- and part-time students and offer over 83,500 degrees and 730 trade and certificate programs.⁴ The region's schools continue to grow, with plans in place for over \$2.93 billion in capital projects over the next five years. These expansions are expected to generate a total annual increase in regional employment of 7,153 jobs. According to DVRPC's report on key economic clusters, the *education and knowledge creation* cluster (which includes all education and training institutions as well as R&D institutions in biotechnology, physical sciences, engineering, life sciences, and social sciences) is highly concentrated in the region (with a location quotient of over 2.0) and employs the greatest share of workers in the region. This cluster includes employees working in health care education at the region's six teaching hospitals and three pharmacy schools.

In addition to the potential for employment growth in the education and knowledge creation cluster, the region's educational facilities provide an opportunity to improve the educational disparities between the region's suburbs and urban areas. Partnerships between the region's primary and secondary school systems, community colleges, technical schools, and universities can help the region accomplish its goals of improving

⁴ Select Greater Philadelphia, September 2014.

and expanding the region's educational and workforce training networks, providing post-secondary educational opportunities designed to meet the evolving needs of the region's employers, and preparing economically disadvantaged populations to actively participate in the workforce.

Strong Information Technology (IT) Base

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. Greater Philadelphia is 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).

Commitment to Innovation and Entrepreneurship

An important driver of continued economic growth is the region's ability to transfer innovative discoveries from its many academic and research institutions to industry partners, and to commercialize new technologies to stimulate economic growth. Greater Philadelphia has a rich history of innovative thinking and bringing promising new technologies to market. Many of the region's universities have affiliations with technology and science incubators, providing businesses with access to a vast pool of university talent and equipment. The availability of venture capital is also critical; in 2012, venture capitalists supplied almost \$400 million to companies throughout the region.

Strength of Key Economic Clusters

Greater Philadelphia's key economic clusters, which include education and knowledge creation, business services, financial services, distribution and electronic commerce, and biopharmaceuticals, are related to one another through the services and products that they provide, and they are mutually supportive. The region's life science cluster (which includes life-science-related manufacturing, wholesale and retail distribution, research and development, and services) ranks among the top three nationally; among the nation's ten largest metropolitan areas, the life science industrial cluster has an employment location quotient above 1.00 in only Boston, Philadelphia, and New York. Greater Philadelphia's health care and medical science occupation cluster also ranks on par with Boston and New York.

Economic Opportunities Associated with Marcellus Shale

The emergence of the nearby Marcellus Shale area as a critical supply of natural gas presents tremendous potential for future growth in energy and related industries, both in terms of the jobs that its collection and distribution will create and the potential benefits to other industries that find themselves in close proximity to an abundant and reliable energy supply. The challenge will be in balancing the potential for economic growth and prosperity with the need to maintain environmental quality.

Changing Demographics and an Increased Preference for Urban Lifestyles

The City of Philadelphia and many of its surrounding older communities offer desirable alternatives to millennials looking to escape the automobile-dependent suburbs where many of them grew up. The region's core cities and first generation suburbs are home to numerous walkable and bike-friendly neighborhoods that are close to work and universities, transit accessible, and offer higher densities and mixes of land uses. The City of Philadelphia and many of the region's older mature suburbs have seen population increases in recent years, fueled in part by the desire of millennials to return to urban living. Likewise, surveys have shown that at least some of the region's aging Baby Boomers are also attracted to the amenities offered in the region's urban neighborhoods.

Threats

Tax Burden

During the public outreach sessions and conversations with local business leaders conducted for the purpose of informing the 2014 CEDS, numerous business owners cited an unfavorable tax burden as a deterrent to growth. Although they recognized the value of the public incentives, services, and amenities provided to them and noted that they are willing to pay a fair share, many felt that state, county, and local taxes present a major disincentive for growing their businesses. Many of the business representatives referred specifically to wage taxes and gross profits taxes imposed by the City of Philadelphia.

Compromised Environmental Quality

Decentralization of the region's population has resulted in negative environmental consequences. Between 1970 and 2010, 320,000 acres of open space—agricultural, wooded, and vacant lands—were lost to development. The region's farmland, some of the most productive in the nation, has been or is currently being developed. The loss of vegetation and woodlands compromises the ability of the land to capture and store storm water, filter pollutants, and ameliorate flooding. The impact of the loss of open space can be seen in surface water quality data: in 2010, 77 percent of the watersheds in the four New Jersey counties did not meet statewide water quality standards, while 37 percent of all assessed stream miles in the five Pennsylvania counties were impaired for aquatic life. According to the U.S. Environmental Protection Agency, Greater Philadelphia is a "nonattainment area" for two of the six common air pollutants—ground-level ozone and fine particulate matter (PM_{2.5}).

Limited Affordable Housing Options Close to Work

Although housing in the Greater Philadelphia region as a whole is relatively affordable compared to other major metropolitan areas, many of the region's largest employers are located in suburban areas where housing is relatively unaffordable, especially for entry- and mid-level employees. A lack of affordable housing opportunities within a reasonable commute of the workplace affects workers' quality of life and can have significant consequences for employers, including difficulty in attracting and maintaining a qualified workforce; increased retraining costs; a need to pay disproportionately high wages; and decreased employee productivity. Local economies may also suffer, as more and more of each household's income is committed to housing and transportation costs.

An Aging Population

An important demographic trend that is expected to accelerate in the next 25 years is the aging of the region's population. The City of Philadelphia currently has the highest percentage of elderly of the 10 largest cities in the United States, and 50 percent of them are minority, foreign-born, or both. The number of elderly residents living in the region is expected to increase dramatically by 2040, with much of this growth concentrated in the suburbs, as the Baby Boomers age in place. By 2040, one in five of the region's residents will be over the age of 65. This shift in demographics will undoubtedly impact the region's transportation needs, labor force participation, markets, and service needs and delivery systems.

Economic Resiliency

Overview

The EDA regulations promulgated in early 2015 require that the regional CEDS include a discussion of economic resiliency. In the overall context of economic development, economic resilience includes the ability to withstand an initial economic shock, being able to recover quickly from a shock, and the ability to avoid the

shock altogether. Economic resiliency involves both the protection of and physical recovery of damaged infrastructure and support systems, and providing support to businesses as they work to recover and return to full productivity.

Disruptions to the economic base of a region are generally caused by one (or more) of three occurrences:

- A downturn or other significant event in the national or international economy that impacts demand for locally produced goods and consumer spending;
- A downturn in particular industries that are a critical component of the region's economic activity;
- Some external event, such as natural or man-made disasters, the closure of one or more military bases, or the loss of a major employer.

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. "Steady-state" initiatives to support economic resilience include long-term efforts to bolster the region's ability to withstand or avoid a shock. "Responsive" initiatives increase the capacity of the region to respond to its recovery needs following an incident. After an occurrence that disrupts a region's economy, regional economic development professionals and organizations often become the focal point of coordination, information dissemination, external inquiry responses, and the lead grant administrator for federally funded recovery initiatives.

Regional Economic Resiliency

Greater Philadelphia's economy is among the most diverse among the nation's largest major metropolitan areas. A diverse economy, while not "booming," is resilient, protected from the potential extremes in growth or decline in specific sectors that economies dependent on one or two primary industries are at risk of. The region has successfully transitioned from a predominantly manufacturing economy to a service-oriented economy, especially strong in education, biotechnology, and health care; and traditional heavy manufacturing has been replaced in part by precision and high-tech manufacturing. The region's Workforce Investment Boards continually look to provide opportunities to train workers to meet the evolving needs of the region's emerging employers, often partnering with the region's strong network of community colleges.

Examples of strategies that regional economic development organizations can undertake to support economic resiliency include supporting regional collaboration and communication; enhancing and expanding information networks; and expanding the capacity of existing agencies to provide support to businesses affected by economic downturns. *Investing in People and Places*, Greater Philadelphia's adopted regional CEDS, is a valuable source of information for businesses, providing a description of the economic development process and resources available from economic development and workforce training organizations in each of the region's counties, states, and regional agencies. Regional communication, collaboration, and information sharing are facilitated through the CEDS Review Committee, which includes a diverse set of regional stakeholders from the public, private, and nonprofit sectors (see Appendix B for a full list of Review Committee member organizations). DVRPC also fosters regional collaboration through its Regional Community and Economic Development Forum (RCEDF) and Goods Movement Task Force.

Several initiatives are underway in the region to help businesses plan and prepare for potential disruptions, and to support businesses impacted by sudden economic downturns caused by unforeseen events. The region's network of Small Business Development Centers (SBDCs), for example, provides assistance to small businesses and aspiring entrepreneurs. SBDCs are hosted by leading universities and state economic development agencies throughout the nation, and are funded in part through a partnership with the U.S. Small

Business Administration (SBA). SBDC advisors provide small business owners a variety of free business consulting and low-cost training services, including business plan development, manufacturing assistance, financial packaging and lending assistance, exporting and importing support, disaster recovery assistance, procurement and contracting aid, market research help, and healthcare guidance.

The Pennsylvania Small Business Development Center (SBDC)'s *Operation Disaster Resiliency* provides advice to small firms on business disruption and continuity planning to help them prepare for future business interruptions. In the region's five southeastern Pennsylvania counties, the Wharton School's SBDC, a division of the Snider Research Center of Wharton Entrepreneurship, provides business assistance to small businesses through three main program areas:

- Through the *Business Building Program*, a team of MBA candidates and experienced professionals develops customized programs for entrepreneurs who are starting or growing a business. Anchoring on their business goals, entrepreneurs are able to take advantage of workshops and individual consultations to achieve their near-term business goals, such as writing a business plan, financing a business, developing a cash flow-based plan to grow their business, or developing a marketing plan. Assistance available through this program can help small businesses build a solid foundation, enhancing their capacity to weather potential economic disruptions.
- Through the *High Impact Growth Consulting Program*, undergraduate and MBA students, led by the Wharton SBDC's experienced professional staff, Wharton faculty, and senior advisors, work with businesses to help CEOs overcome strategic challenges and propel their companies' growth. In exchange, the "student consultants" gain valuable experience and refine their analytical and leadership skills.
- Through *SBDC-Developed Projects for Wharton Courses*, Wharton's SBDC leverages its relationships with regional CEOs to structure more than 35 projects each year for courses across the school, including Leadership and Teamwork, Consumer Behavior, Consulting to High-Growth Companies, and the Lauder Institute's MBA Global Knowledge Lab. Through these projects, Wharton faculty and teaching assistants guide teams of Wharton students in highly structured projects defined by their course objectives and designed to benefit local small businesses, including those impacted by a sudden economic downturn.

In New Jersey, the SBDC at Rutgers University's Camden campus provides similar assistance to small businesses in Burlington, Camden, and Gloucester counties, and services are offered to Mercer County businesses through the SBDC at The College of New Jersey. In addition to services that support entrepreneurs and existing businesses looking to expand, business continuity consultants offer one-on-one planning assistance to help small businesses develop a business continuity plan that includes:

- Identifying critical processes and the associated risks of disruption;
- Controlling risks and creating contingency plans, including adequate insurance planning;
- Plan testing involving employees, suppliers, customers and stakeholders; and
- Improving data security and protection of their business assets.

Training events and workshops are available to business owners to help them understand a variety of business continuity concepts, including risk management, response planning, insurance, and data security. Services offered by the SBDCs are intended to reduce the impact of business interruption; minimize risk; protect the business, employees and the community; improve their products and services; and develop disaster preparedness and response strategies.

Transportations Operations

As Greater Philadelphia's Metropolitan Planning Organization (MPO), DVRPC is charged with coordinating the transportation planning process conducted in the nine-county region, including collecting and providing data for regional studies, conducting research, and developing the long-range transportation plan and the short-term Transportation Improvement Program (TIP). Maintaining a quality transportation network capable of efficiently and effectively moving both people and goods to, from, and within Greater Philadelphia is critical to the region's economic vitality.

A growing role for DVRPC is to assist our transportation providers to better manage and operate their systems, through advanced information systems, operations centers, incident management and response, emergency services, tolling and congestion pricing, parking management, service scheduling, and a host of other techniques. According to national studies, close to sixty percent of traffic congestion in major metropolitan areas is non-recurring congestion caused by traffic incidents, work zones, construction projects, special events (including both sporting events and larger events such as the recent papal visit to Philadelphia), and adverse weather conditions. While it is not feasible to eliminate these largely unanticipated disruptions, the goal of transportation operations is to mitigate their impact. Even a minor incident can have a dramatic impact on traffic congestion and affect local or regional economies; in the case of an even larger-scale event that suddenly and unexpectedly disrupts the movement of people and/or goods, it becomes even more imperative to respond quickly and return the region's transportation networks to full capacity.

Transportation operations is the application of a combination of technology, more robust advance planning, improved preparedness, and extensive interagency and intraagency coordination to address highway congestion and transit breakdowns. Basic elements of transportation operations include:

- Surveillance – using closed circuit television cameras, traffic flow detectors, GPS systems, and other devices to gather information on highway and transit conditions;
- Management – getting the right resources to the scene, whether it is police and fire responders to a traffic accident or maintenance personnel to a disabled bus. Management also involves employing technology to control traffic—for example, by adjusting traffic signal timings on detour routes to handle a surge in traffic;
- Coordination – employing staff 24/7 to monitor the transportation system; and, whenever an event occurs, working with other agencies in a unified manner to resolve it;
- Traveler information dissemination – providing travel information (including emergency information in the event of significant disruptions to the system) to the public via variable message signs, websites, traffic reporting services, and 511 telephone service.

As a regional organization, DVRPC has taken the lead in coordinating transportation operations initiatives and providing a forum for others to work cooperatively. Major transportation operations initiatives and programs in the region, including those that DVRPC has helped foster, include:

- The Transportation Operations Task Force, a forum for agencies to share information on Intelligent Transportation System (ITS) deployments and incident management programs, develop a consensus on regional ITS issues, respond to federal initiatives, and develop an annual action plan. The Task Force has the ability to establish subcommittees to tackle specific issues as they arise.
- The Pennsylvania Department of Transportation's (PennDOT's) District 6-0 Regional Operations Plan (ROP), developed for Penn DOT to address the transportation operations in the DVRPC region.

- The New Jersey Department of Transportation's (NJDOT's) Intelligent Transportation Systems Engineering, which supports statewide traffic operations by managing the development, implementation, and support for ITS initiatives. These initiatives include the Statewide Traffic Operations Center, integrated traffic signal systems, incident management systems, traffic management systems, traffic information systems, and other ITS components.
- Incident Management Initiatives—DVRPC has established incident management task forces to facilitate emergency responder coordination; assisted emergency responders in developing policy and procedure manuals; worked with NJDOT and Penn DOT to install ramp designation markers, noise wall openings, and other physical improvements to expedite emergency response; and conducted training programs to increase awareness of the need to keep traffic moving.
- Interactive Detour Route Mapping (IDRuM) – in partnership with PennDOT District 6-0, DVRPC developed the web-based Interactive Detour Route Mapping (IDRuM) application that organizes all existing PennDOT Emergency Detour Routes within the southeastern Pennsylvania region into a manageable, easy-to-use interface. As exposure to IDRuM grew, NJDOT has also decided to partner with DVRPC to expand IDRuM into the state of New Jersey.
- Regional Integrated Multimodal Information System (RIMIS) is a web-based information exchange network to connect highway operation centers, transit operation centers, and 911 call centers in the Delaware Valley.

CHAPTER 3:

Performance Measures

EDA regulations require that each 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 retained and created in the region, the number and types of investments undertaken in the region, the amount of private-sector investment, and changes in the economic environment of the region. Since 2009, DVRPC has tracked applicable performance measures as a means of gauging progress toward achieving the CEDS's goals and objectives. *Investing in People and Places* focuses on three primary goals (investing in people, investing in places, and supporting businesses) and identifies a number of strategies for achieving those goals. The following performance measures are used to gauge progress made toward achieving the CEDS goals.

Goal 1: Invest in People.

The availability of a skilled, productive workforce is critical if the region expects to continue to compete effectively in today's economy. Improving the region's public education system, especially in the urban districts, is a critical task. There is a tremendous opportunity to leverage the region's impressive higher-education resources to raise the level of educational attainment, especially in the region's core cities and urbanized areas. The region is home to over 90 educational institutions that offer at least a two-year associate's degree, and it ranks third nationally (behind only New York and Boston) in the number of four-year colleges and universities.

Colleges and universities should be actively involved with local elementary and secondary schools to increase the performance and motivation of students. Opportunities to help develop skills through industry and school partnerships, and specialized training that offers pathways into specific careers, such as bio-technicians or energy auditors, also exist. Additionally, small employers must be better connected with the resources available through workforce training programs. An emphasis should be placed on ensuring that the skills of the region's workforce continue to support emerging industries.

Objectives under this goal include improving and expanding the region's educational and workforce training networks; providing post-secondary educational opportunities designed to meet the evolving needs of the region's current and emerging employers; and preparing economically disadvantaged populations to actively participate in the region's workforce.

Performance Measures

Educational Attainment

Table 3 compares the highest level of education attained by residents age 25 and older in 2005, 2010, and 2013 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 38 percent of the region's adults having a bachelor's degree or higher compared to 29 percent nationwide. The difference is greatest when considering graduate or professional degrees, with over 14 percent of the region's adults having a graduate or professional degree, compared to just 10 percent nationally.

Table 3: Highest Educational Degree Attained by Adults Age 25 and Older

Degree	United States			Greater Philadelphia		
	2007	2010	2013	2007	2010	2013
Did Not Complete High School	16%	15%	14%	13%	12%	11%
High School Diploma or Equivalency	30%	28%	28%	32%	31%	31%
Some College or Associate's Degree	27%	29%	29%	22%	24%	21%
Bachelor's Degree	17%	18%	18%	19%	20%	24%
Masters, Professional, or Doctorate Degree	10%	10%	11%	13%	13%	14%

Source: U. S. Census Bureau, American Community Survey One-year Estimates, August 2015

Table 4 illustrates educational attainment in the core cities of Philadelphia, Trenton, Camden, and Chester compared to the rest of Greater Philadelphia. 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 good news is that while educational attainment in the core cities lags behind that of the suburbs, it has improved since 2009, with the percentage of adults who did not at a minimum complete high school declining by two percent and the percentage of those with a college degree increasing slightly.

Table 4: Educational Attainment: Core Cities versus the Suburbs

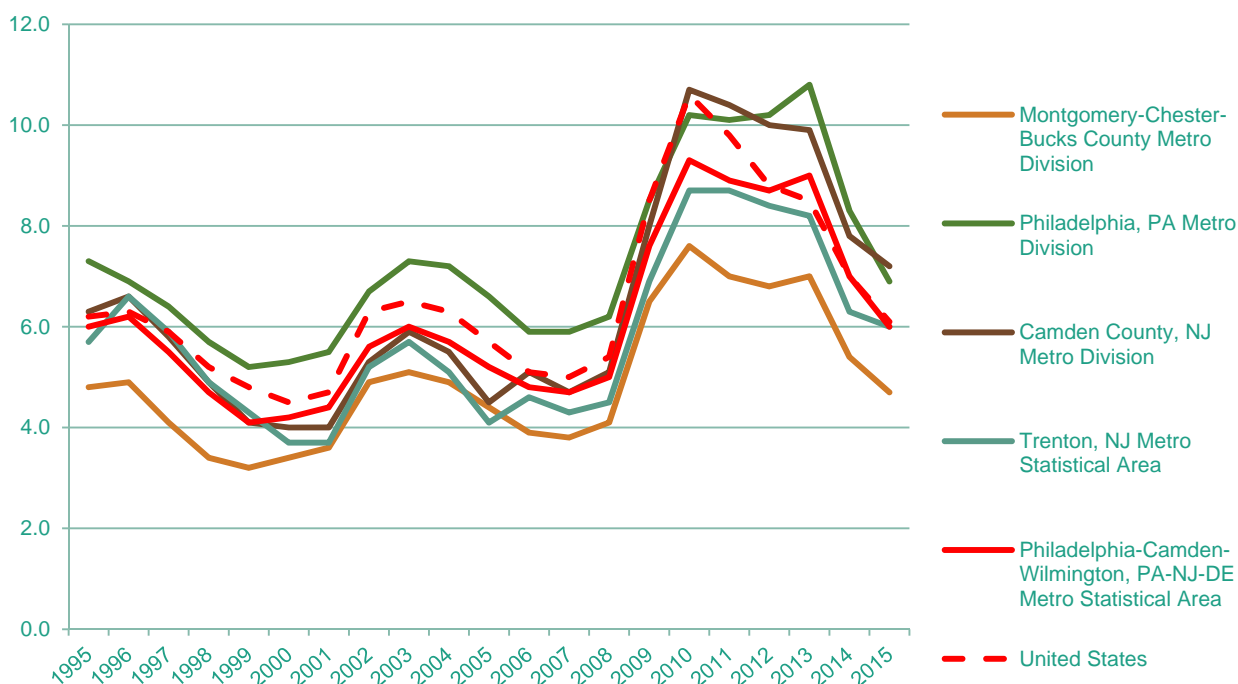
Highest Degree Attained	Core Cities				Greater Philadelphia Less the Core Cities			
	2009	2011	2013	Change 2009–2013	2009	2011	2013	Change 2009–2013
Did Not Complete High School	22%	21%	20%	-2%	9%	8%	7%	-2%
High School Diploma or Equivalency	36%	35%	35%	-1%	30%	29%	29%	-1%
Some College or an Associate Degree	22%	22%	23%	+1%	24%	25%	24%	0%
Bachelor or Master Degree	18%	18%	20%	+2%	32%	33%	35%	+3%
Professional or Doctorate Degree	3%	3%	3%	0%	5%	5%	5%	0%

Source: U. S. Census Bureau, American Community Survey Five-year Estimates, August 2015.

Unemployment

Figure 8 provides historical data on unemployment in Greater Philadelphia's three metropolitan divisions⁵ and the Trenton, New Jersey metropolitan statistical area.⁶ Together, these three metropolitan divisions and one metropolitan statistical area cover DVRPC's nine member counties. For reference purposes, the figure also illustrates the unemployment rate in the 11-county Philadelphia-Camden-Wilmington Metropolitan Statistical Area and in the United States as a whole.⁷

Figure 8: Unemployment Rate, 1995–2015



Source: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), August 2015. The figure illustrates the unadjusted unemployment rate as of January of each year.

In general, the region's unemployment tracks equal to or slightly less than the national average. Within the region, however, there are distinct differences, with higher unemployment in the Philadelphia-Delaware County metropolitan division (which includes both the City of Philadelphia and Delaware County, home to many of the region's older first suburbs) and in the Camden-Burlington-Gloucester County metropolitan division (which includes Camden City). The region's lowest unemployment is seen in the Montgomery-Chester-Bucks metropolitan division and Trenton metropolitan statistical area (composed entirely of Mercer County). In recent years, unemployment has declined throughout Greater Philadelphia, as the region continues to recover from the recession.

⁵ The Philadelphia, Pennsylvania Metropolitan Division includes Delaware and Philadelphia counties in Pennsylvania. The Montgomery County-Bucks County-Chester County, Pennsylvania Metropolitan Division includes Bucks, Chester, and Montgomery counties in Pennsylvania. The Camden, New Jersey Metropolitan Division includes Burlington, Camden, and Gloucester counties in New Jersey.

⁶ The Trenton, New Jersey metropolitan statistical area is limited to Mercer County, New Jersey.

⁷ The Philadelphia-Camden-Wilmington Metropolitan Statistical Area (MSA) includes the Philadelphia, Pennsylvania Metropolitan Division; the Montgomery County-Bucks County-Chester County, Pennsylvania Metropolitan Division; the Camden, New Jersey Metropolitan Division; and the Wilmington, Delaware-Maryland-New Jersey Metropolitan Division.

Per Capita Income

Creating jobs that match the workforce supply and enabling otherwise disadvantaged people to work should result in gains in per capita income. As illustrated in Table 5 and Figure 9, the region's per capita personal income has historically been higher than that of the nation, but has increased by a lower percentage since 2000. Within the region, per capita income is lowest in the city of Philadelphia, followed by Gloucester and Camden counties in New Jersey. Although the per capita income in the city continues to lag behind the region's other counties, the percentage increase in per capita income between 2001 and 2010 was highest in the city, and between 2010 and 2013 it exceeded the percentage increase in both Camden and Gloucester counties.

Table 5: Personal Per Capita Income, 2001–2013

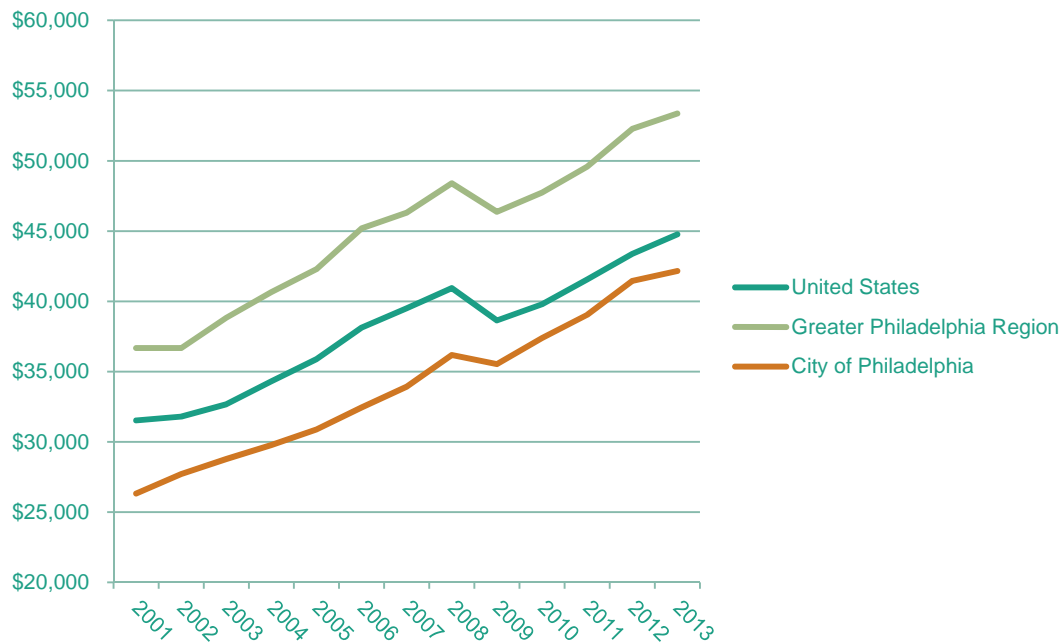
Jurisdiction	2001	2005	2010	Percentage Change 2001–2010	2013	Percentage Change 2010–2013
United States	\$31,524	\$35,888	\$40,163	27%	\$44,765	11%
Greater Philadelphia	\$36,675	\$42,282	\$48,796	33%	\$53,368	9%
Burlington County	\$37,748	\$42,161	\$47,849	27%	\$51,638	8%
Camden County	\$32,259	\$37,314	\$42,457	32%	\$45,544	7%
Gloucester County	\$30,838	\$37,314	\$42,457	38%	\$45,169	6%
Mercer County	\$41,570	\$46,422	\$52,124	25%	\$56,906	9%
Bucks County	\$40,687	\$46,857	\$53,249	31%	\$57,973	9%
Chester County	\$47,705	\$53,346	\$58,539	23%	\$66,136	13%
Delaware County	\$38,560	\$44,414	\$48,784	27%	\$53,966	11%
Montgomery County	\$48,291	\$56,022	\$63,586	32%	\$70,050	10%
Philadelphia County	\$26,320	\$30,879	\$39,000	48%	\$42,155	8%

Source: U.S. Bureau of Economic Analysis, August 2015.

Average Annual Pay

Matching job skills to the skills needed by employers should result in higher average wages. As illustrated in Figure 10, the average wage paid per job in Greater Philadelphia is consistently higher than the national average and increases at approximately the same percentage annually as does the national average. Although the per capita income in the city of Philadelphia lags behind that of the region as a whole, wages in the city (and particularly in Center City, the economic heart of the region) have historically been higher than, and increased at the same rate as, both the region as a whole, and the United States.

Figure 9: Personal Per Capita Income, 2001–2013



Source: U.S. Bureau of Economic Analysis, August 2015.

Figure 10: Average Annual Pay

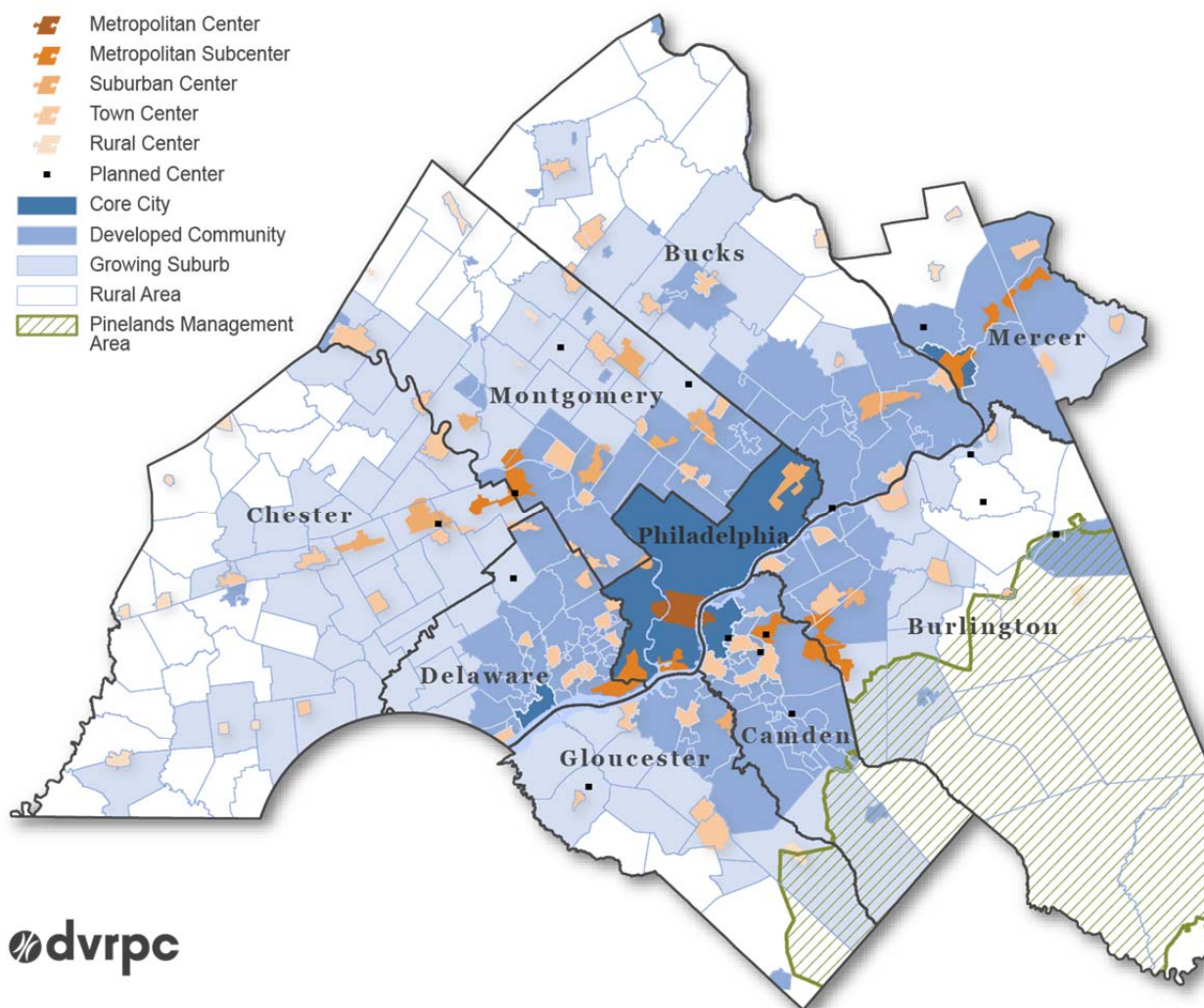


Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, August 2015.

Goal 2: Invest in Places.

Creating and maintaining attractive places where employers and employees will want to live, work, and invest is essential to supporting and promoting economic vitality. One key strategy of the Greater Philadelphia regional CEDS is to target growth and infrastructure investment to existing centers, developed communities, and mature suburbs, such as those identified in DVRPC's *Connections 2040 Plan for Greater Philadelphia*, in order to create and support thriving, mixed-use communities. 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. 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 11 illustrates the centers and planning area types designated in DVRPC's *Connections 2040 Plan* (see *Connections 2040 Plan for Greater Philadelphia*, DVRPC publication number 13042, for more information on the center and planning areas).

Figure 11: *Connections 2040* Planning Areas and Centers



DVRPC also has identified a hierarchy of freight centers, defined as areas where freight-related land uses (including light and heavy manufacturing, transportation, utilities, distribution, and mining/quarries) are concentrated. Targeted investment in these centers will enhance the region's freight system and protect the identified centers for future industrial use, thereby allowing the regional economy to thrive.

In addition to focusing on investment in centers, other objectives under this goal include investing in public infrastructure; investing in projects that advance the utilization of the region's airports, rivers, waterfronts, and ports, both for their commercial potential and as regional amenities; and improving the region's overall quality of life. *Investing in Places* also encompasses the importance of promoting sustainability and creating more energy using fewer resources. High, rising, and volatile energy prices have a tremendous impact on the economy, and regions that deliver energy efficiency and low GHG emissions will have a competitive advantage. While future energy prices cannot be predicted, most observers agree that they will increase over the long term. As energy prices increase, more of the regional economy is consumed by energy, leaving fewer resources available to address other regional needs. Delivering services with less energy has benefits beyond the cost savings—less driving means shorter trips and less time in traffic. Green buildings, with better insulation and more efficient heating and cooling systems, mean greater comfort.

Performance Measures

Population Change by Planning Area

Table 6 compares the number of residents living in DVRPC's *Connections 2040* planning areas in 1990, 2000, 2010, and 2014. The percent of the region's population living in core cities declined from 35 percent in 1990 to 31 percent in 2014. 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 the city's population continued to increase through 2014. The percent of the region's population living in the city, however, declined from 31 percent in 1990 to 27 percent in 2010 (as gains in the surrounding suburbs outpaced growth in the city's population) before holding steady through 2014.

Table 6: Population by *Connections 2040* Planning Area, 1990–2014

Planning Area	Population				Percentage Change			Percentage of Regional Total			
	1990	2000	2010	2014	1990–2000	2000–2010	2010–2014	1990	2000	2010	2014
Core Cities	1,803,600	1,719,711	1,722,235	1,755,796	-5%	0.1%	2%	35%	32%	31%	31%
<i>Philadelphia</i>	1,585,577	1,517,550	1,526,006	1,560,297	-4%	0.6%	2%	31%	28%	27%	27%
Developed Communities	2,323,358	2,413,554	2,447,949	2,457,644	4%	1%	0%	45%	45%	43%	43%
Growing Suburbs	773,208	953,139	1,116,444	1,142,938	23%	17%	2%	15%	18%	20%	20%
Rural Areas	269,341	301,003	339,558	346,453	12%	13%	2%	5%	5%	6%	6%
Nine County Region	5,169,507	5,387,407	5,626,186	5,702,831	4%	4%	1%	100%	100%	100%	100%

Source: U. S. Census Bureau, Population Estimates Program, August 2015.

Residential Construction Activity by Planning Area

Although reliable and consistent data on non-residential construction activity is not readily available, tracking residential permits can predict future population trends. Table 7 specifies the number of residential building permits issued in Greater Philadelphia by *Connections 2040* planning area between 2000 and 2014, and Figure 12 illustrates the percentage of permits issued by planning area. 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.

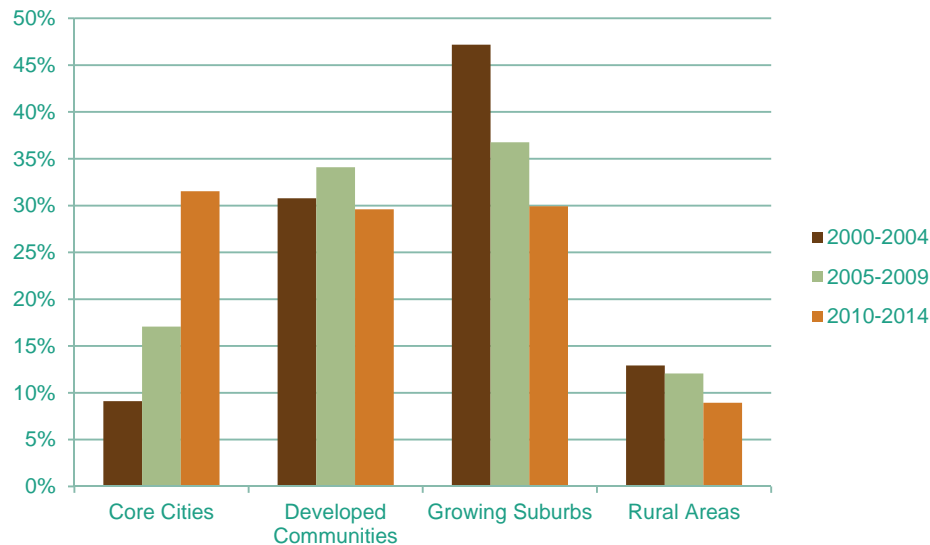
Although 37 percent of the region's permits were issued in growing suburbs between 2005 and 2009, the number of permits issued over the five-year time period declined by over 45 percent in these areas, compared to a decline of only 22 percent in developed communities and an increase of 32 percent in 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 2014, 32 percent of the region's residential construction permits were issued in the core cities, including 26 percent in the City of Philadelphia alone. An additional 30 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 30 percent between 2010 and 2014. Likewise, the percent of the region's permits issued in rural areas declined from 12 percent between 2005 and 2009 to nine percent between 2010 and 2014.

Table 7: Residential Building Permits by *Connections 2040* Planning Area, 1990–2014

Planning Area	2000–2004	Percentage of the Region's Total 2000–2004	2005–2009	Percentage of the Region's Total 2005–2009	2010–2014	Percentage of the Region's Total 2010–2014
Core Cities	8,064	9%	10,629	17%	13,693	32%
<i>Philadelphia</i>	7,277	8%	9,290	15%	11,499	26%
Developed Communities	27,254	31%	21,237	34%	12,860	30%
Growing Suburbs	41,783	47%	22,899	37%	12,999	30%
Rural Areas	11,433	13%	7,518	12%	3,886	9%
Nine-County Region	88,534	100%	62,283	100%	43,438	100%

Source: U. S. Census Bureau, Residential Construction Statistics Division, August 2015.

Figure 12: Residential Construction Permits Issued by *Connections 2040* Planning Area



Source: U. S. Census Bureau, Residential Construction Statistics Division, August 2015.

Public Transit Ridership

As illustrated in Table 8 and Figure 13, transit ridership has been on an upswing since 2000. By 2010, transit ridership returned to near-1990 levels, with 384 million unlinked trips.⁸ Between 2000 and 2012, ridership increased by almost 12 percent on the Southeastern Pennsylvania Transportation Authority (SEPTA) and 17 percent on New Jersey Transit (NJT), but it held steady on Pottstown Area Rapid Transit (PART) and declined by one percent on Port Authority Transit Corporation (PATCO).

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 also tends to be driven by gas prices, with increasing ridership as gas prices rise, and vice versa. The sluggish economy during the recession that began in 2007 and lasted through 2010 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.

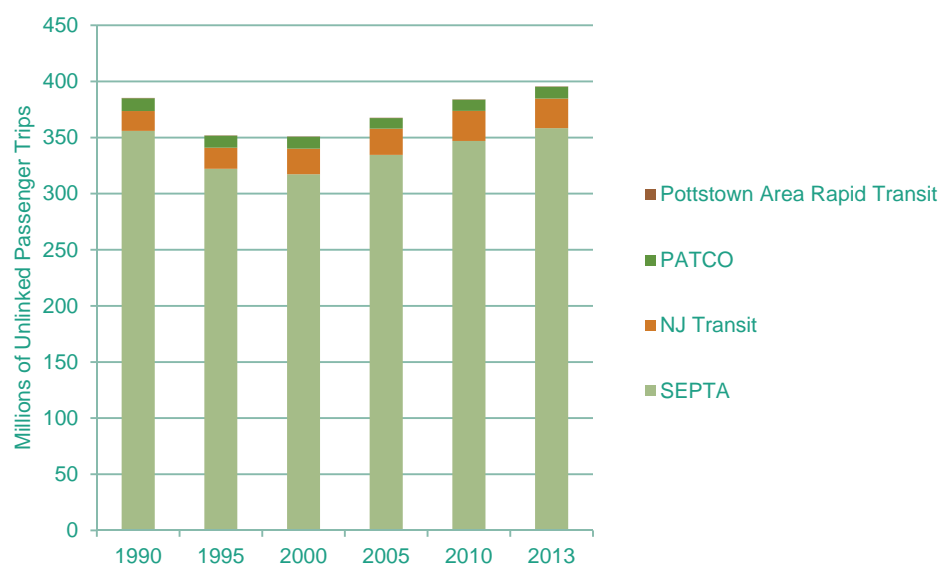
⁸ Unlinked passenger trips are a count of each passenger boarding, regardless of the fare paid. If a passenger boards multiple vehicles in a single trip, each boarding is counted.

Table 8: 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	21.9	10.6	0.3	350.1
2005	334.5	24.4	9.4	0.3	368.6
2007	321.8	26.8	9.4	0.3	358.3
2009	348.3	28.1	10.0	0.3	386.7
2010	346.9	26.8	10.1	0.2	384.0
2011	358.8	25.8	10.5	0.3	395.4
2012	363.5	26.7	10.6	0.3	401.1
2013	358.4	26.4	10.5	0.3	395.6
Percentage Change, 2000-2013	11.5%	17.0%	-1.0%	0.0%	11.5%

Source: Delaware Valley Regional Planning Commission, September 2015.

Notes: Data is displayed as millions of unlinked passenger trips. Data for 1990 and 1995 is presented for informational purposes only. Figures have been rounded for ease of presentation; percent change was calculated before rounding.

Figure 13: Annual Transit Ridership

Source: Delaware Valley Regional Planning Commission, September 2015.

Vehicle Miles Traveled (VMT)

Table 9 provides data on VMT and automobile ownership for 1990 through 2012. Following an 11 percent increase between 1990 and 2000, annual VMT in the region increased by only three percent between 2000 and 2012. This compares to a nine 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. Between 2000 and 2010, miles driven per vehicle declined by almost six percent, and VMT per capita decreased by just over one percent regionally.

Regional VMT reached a peak in 2007, at 41.4 billion miles traveled. From 2007 to 2012, VMT decreased by almost six percent, despite an increase of one and one-half percent in the number of automobiles. Similarly, the annual VMT per capita decreased by eight percent regionally, compared to a national decrease of almost five percent. This decline in VMT initially correlated with higher gas prices, but it 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.

Table 9: 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	560	7,040	9,760
2005	41,000	3.14	13,100	579	7,430	10,110
2007	41,400	3.24	12,800	588	7,500	10,060
2012	39,000	3.29	11,800	580	6,900	9,600
Percentage Change, 2007–2012	-5.8%	1.5%	-7.3%	-8.4%	-8.0%	-4.5%

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 2015.

Transportation Mode Share

Table 10 illustrates the share of commuters who drove alone, carpooled, used public transportation, walked, bicycled, or that used another motorized means (including motorcycles and taxis) to get to work, and the percentage who worked at home. Reducing the percentage of people who drive to work (especially alone) and increasing the share who take public transit or work at home can have a significant impact on reducing greenhouse gas emissions, as can completing the regional trail network and encouraging the wider use of walking and bicycling as an alternative to the automobile. In Greater Philadelphia, the percentage of commuters who walked, bicycled, or worked at home increased between 2005 and 2013, all at rates higher than the national average.

Table 10: Commuting Characteristics

	2005	2007	2009	2011	2013	Percent Change 2005–2013
Greater Philadelphia						
Workers Age 16 and Over	2,469,673	2,561,506	2,612,766	2,548,094	2,631,247	7%
Drove Alone	73.3%	72.8%	72.7%	72.6%	71.9%	5%
Carpooled	9.2%	9.1%	8.0%	7.9%	7.4%	-14%
Public Transportation	9.6%	9.5%	9.7%	9.9%	10.6%	19%
Walked	3.5%	3.8%	3.9%	4.1%	4.1%	23%
Bicycled	0.4%	0.4%	0.8%	0.6%	0.8%	143%
Other Motorized Means	0.8%	0.8%	0.9%	0.9%	1.0%	26%
Worked at Home	3.2%	3.6%	3.9%	4.1%	4.1%	35%
United States						
Workers Age 16 and Over	133,091,043	139,259,684	138,591,804	138,269,979	142,962,379	7%
Drove Alone	77.0%	76.1%	76.1%	76.4%	76.4%	7%
Carpooled	10.7%	10.4%	10.0%	9.7%	9.4%	-6%
Public Transportation	4.7%	4.9%	5.0%	5.0%	5.2%	19%
Walked	2.5%	2.8%	2.9%	2.8%	2.8%	20%
Bicycled	0.4%	0.5%	0.6%	0.6%	0.6%	61%
Other Motorized Means	1.2%	1.2%	1.2%	1.2%	1.3%	16%
Worked at Home	3.6%	4.1%	4.3%	4.3%	4.4%	31%

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

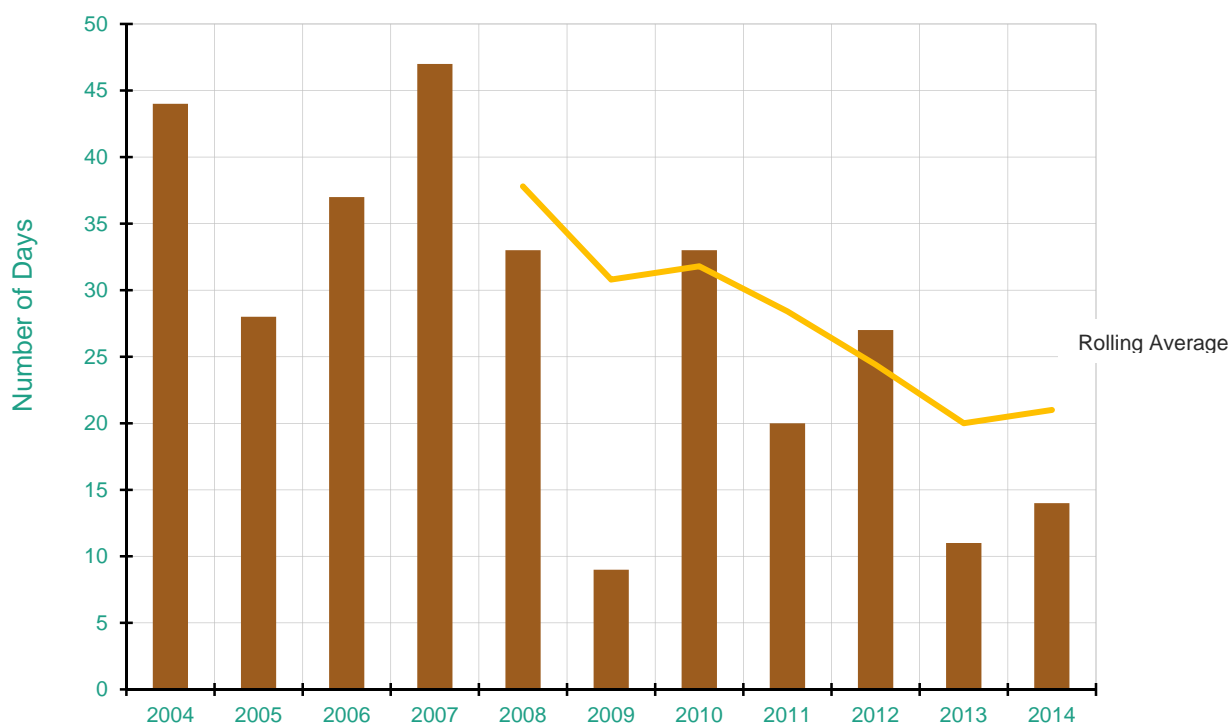
Air Quality

Figure 14 provides data on the number of days that the region exceeded national air quality 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 are also decreasing. The number of annual days of NAAQS violations for ozone or fine particle pollution trended downward, even while the standards were tightened.

The DVRPC region meets the previous 1997 NAAQS for ozone and the 1997 and 2006 NAAQS (both annual and 24-hour) for PM_{2.5}, but does not currently meet the revised and more stringent NAAQS implemented in 2012 (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 14: Number of Days That the Region Exceeded the Current National Ambient Air Quality Standards (NAAQS)



Source: U.S. Environmental Protection Agency (EPA), July 2015.

Acres of Protected Open Space

Table 11 provides data on the number of acres of public and privately-held protected open space in Greater Philadelphia. Acres of protected open space held by public entities, including lands held by federal, state, county, and municipal governments, increased by 24 percent between 2002 and 2011. State-owned public open space increased by over 34,000 acres, and the greatest percentage growth was in municipally-held lands, which increased by 51 percent, having gained over 28,000 acres. Privately-held open space, which includes both preserved farmland and lands other than farms that are owned and have easements held by land trusts and other organizations, grew by 80 percent between 2002 and 2011, increasing from 107,708 to 194,122 acres. Preserved farmland had the greatest increase, doubling in size over nine years, while other privately held lands increased by 58 percent in that time period. Nonfarm, privately-held open space increased by 58 percent between 2002 and 2011, having gained over 30,600 acres.

Table 11: Acres of Public and Privately-Held Protected Open Space in Greater Philadelphia

Ownership	2002	2004	2007	2011	Absolute Change	Percentage Change
Total Public Open Space	288,588	309,829	327,949	357,021	68,433	24%
Federal	8,548	8,346	8,355	7,232	-1,316	-15%
State	182,817	195,989	210,928	217,121	34,304	19%
County	41,510	44,169	45,035	48,531	7,021	17%
Municipal	55,713	61,325	63,631	84,137	28,424	51%
Total Privately-Held Protected Open Space	107,708	117,128	148,636	194,122	86,414	80%
Land Trust or Other Privately-Held Protected Land	52,638	50,055	63,711	83,271	30,633	58%
Protected Farmland	55,070	67,073	84,925	110,851	55,781	101%
Total Public and Privately-Held Protected Open Space	396,296	426,957	476,679	551,144	154,848	39%

Source: Delaware Valley Regional Planning Commission, September 2015. Note: Some changes may be due to improved data collection and dissemination.

Annual Visitors

Tracking the number of tourists who choose to visit a region can be used to gauge both the health of the region's hospitality and tourism sector and also how attractive a region is to prospective employers and employees. Table 12 provides data on the number of annual visitors to attractions in southeastern Pennsylvania, which has increased every year since 2010.

Table 12: Domestic Visitors to Southeastern Philadelphia

Year	Visitor Volume (millions)	Growth Since the 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%
2013	39.0	1%

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 2015.

Registered Nonprofit Arts/Cultural Organizations

Table 13 provides information on the number of registered nonprofit organizations in the region that declare “arts, humanities, and culture” as their primary purpose. After increasing steadily between 2005 and 2009, the number of nonprofit cultural organizations per capita decreased in 2009 and has yet to recover to the highs realized earlier in the decade.

Table 13: Nonprofit Arts and Cultural Organizations

Year	Nonprofit Arts and Culture Organizations	Nonprofits per 10,000 Residents
2005	2,197	3.97
2007	2,342	4.19
2009	2,433	4.32
2011	2,147	3.86
2012	2,218	3.93
2013	2,024	3.56
2014	2,079	3.65
Percent Change 2005–2014	-5%	-8%

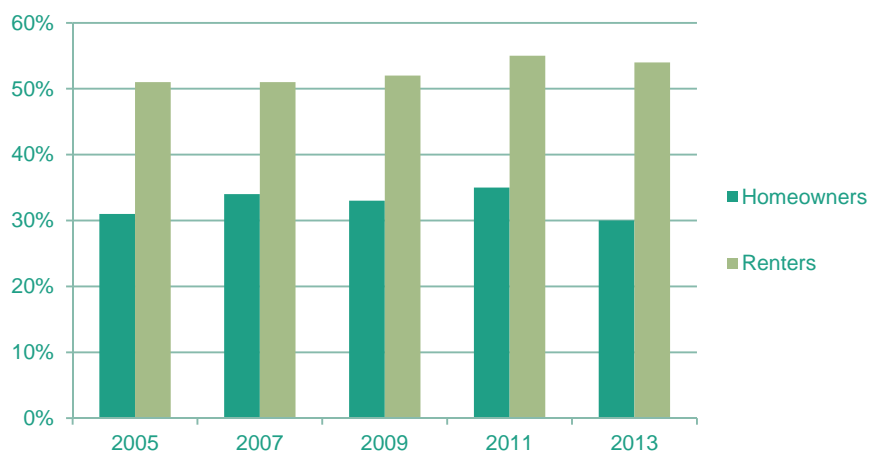
Source: National Center for Charitable Statistics, September 2015. Includes all registered non-profits listing “arts, humanities, and culture” as their primary purpose.

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. Traditionally, housing affordability is measured in terms of the percentage of income that households pay toward their housing costs. Figure 15 illustrates the percent of households that pay 30 percent or more toward housing costs in Greater Philadelphia by tenure. The percentage of households paying more than 30 percent of their income toward housing increased consistently between 2005 and 2011, before decreasing slightly between 2011 and 2013. Based on the most current American Community Survey data, over 30 percent of homeowners and 54 percent of renters in Greater Philadelphia pay 30 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 large metros. 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 30 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 15: Percent of Households Paying 30 Percent or More of Their Income for Housing



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

More recently, planners and policy makers have recognized that considering only the percentage of income paid toward housing costs to benchmark affordability fails to take into account transportation costs, which are typically a household's second-largest expenditure. Transportation costs are largely a function of the characteristics of the neighborhood in which a household chooses to live. Dense, compact neighborhoods that are pedestrian and bicycle friendly, and offer access to jobs, transit, and a variety of businesses are more efficient, affordable, and sustainable than the region's typical low-density, auto-dependent suburbs. The Center for Neighborhood Technology's (CNT's) Housing and Transportation (H+T) Index offers an expanded view of affordability, by combining housing and transportation costs and defining "affordable housing" as places where households pay no more than 45 percent of their income toward those combined costs.

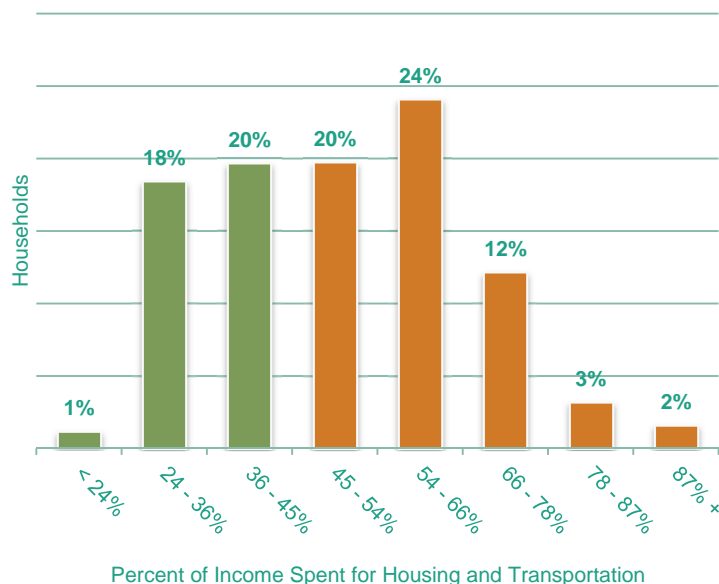
Figure 16 considers the housing and transportation costs of the region's occupied housing units and illustrates the percentage of income that would be spent on housing plus transportation by a household earning the region's average annual income (\$61,923). Based on this revised definition of affordability, over 61 percent of the region's housing units would require an average income household to spend more than 45 percent of their income for housing and transportation, and are therefore not considered affordable.

Table 14 provides data on housing and transportation costs by county. Housing is most affordable in the region's core cities and older suburbs, where housing costs are generally lower and where dense, mixed-use neighborhoods with access to public transit offer correspondingly lower transportation costs. In Philadelphia, for example, the region's typical household (earning \$61,923) would pay on average only 36 percent of their income for housing and transportation. This measure does not, however, take into account the quality of the housing stock, or the desirability of individual neighborhoods. Also, many of these units are likely not affordable to the residents currently living in them, since the City's average income is significantly lower than the regional average.

Table 14 also provides data on average transportation costs and public transit usage in the region's counties. Not surprisingly, counties with higher percentages of workers who use transit (especially Philadelphia but also Delaware County and, to a lesser extent, Camden, Mercer, and Montgomery counties) have lower average vehicles miles traveled and correspondingly lower average annual transportation costs. Focusing growth in

centers, supporting mixed-use communities, encouraging public transit use, and reducing auto-dependency can reduce household transportation costs and help make housing more affordable.

Figure 16: Percent of Income that Would be Paid Toward Housing plus Transportation Costs by a Household Earning the Region's Average Annual Income of \$61,923 in Greater Philadelphia, 2013



Source: Center for Neighborhood Technologies (CNT), September 2015. The data illustrates the percent of their income that a household earning the region's typical annual household income (\$61,923) would pay toward housing plus transportation.

Table 14: Housing and Transportation Costs by County

County	Average Housing plus Transportation Costs as a Percent of Income*	Average Monthly Housing Cost	Average Monthly Transportation Costs	Average Annual Household Vehicle Miles Traveled	Percent of Workers Using Public Transit
Bucks	60%	\$1,963	\$1,109	22,114	4%
Chester	61%	\$2,032	\$1,141	23,227	3%
Delaware	52%	\$1,720	\$954	17,974	13%
Montgomery	58%	\$1,923	\$1,051	20,472	6%
Philadelphia	36%	\$1,134	\$703	12,541	30%
Burlington	60%	\$1,987	\$1,126	22,809	3%
Camden	53%	\$1,700	\$1,031	19,964	7%
Gloucester	59%	\$1,897	\$1,156	23,236	1%
Mercer	50%	\$1,997	\$1,058	20,960	7%
Greater Philadelphia	51%	\$1,687	\$969	18,763	13%

Source: Center for Neighborhood Technology, September 2015. Data is based on the region's typical annual household income (\$61,923). *Note: The percentage of income shown is the percentage that would be spent by a household earning the region's average annual income (\$61,923).

Goal 3: Support Business Retention, Expansion, and Creation.

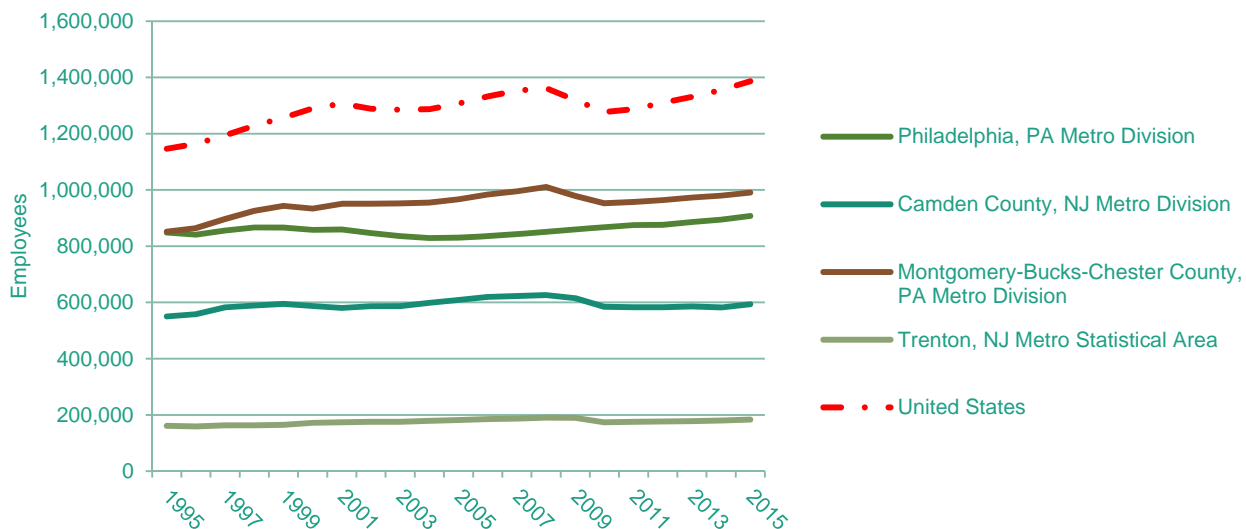
In order to compete both nationally and internationally, the region must support and encourage the retention and expansion of the region's existing businesses and continue to attract new companies in key economic sectors that have both the greatest potential for growth and pay higher wages. Expanding the Greater Philadelphia region's connections to the global economy is likewise essential to effectively competing in an interconnected world. In today's economy, the region is competing not only with other nearby major metro areas, but also with global markets, such as China, the European Union, Japan, Mexico, and Canada. International trade must be promoted, and foreign direct investment must be attracted. Competing successfully on an international level requires expanded capacity and connections at Philadelphia International Airport, as well as enhanced utilization of the region's ports and overall leverage of the region's multimodal infrastructure.

Performance Measures

Total Jobs and Job Growth

Table 15 and Figure 17 provide information on total employment in Greater Philadelphia (by metropolitan division) and the United States between 1995 and 2015. Between 1995 and 2004, regional employment increased by six percent, with the Philadelphia Metro Division (which includes Philadelphia and the region's older first suburbs in Delaware County) losing employment over the decade and the greatest increases seen in Mercer County (New Jersey) and Montgomery, Chester, and Bucks counties in Pennsylvania. During that time period, regional employment grew by about one-half the national rate, although growth in the region's suburbs kept pace with national employment growth. Between 2005 and 2014, regional employment increased by only two percent, about one-half the national rate. Employment in only the Philadelphia Metro Division exceeded the national rate of growth over the course of the most recent decade, increasing by eight percent (twice the national rate).

Figure 17: Employment in Greater Philadelphia by Metropolitan Division



Note: The figure illustrates the unadjusted unemployment rate as of January of each year. See page 23 for definitions of the region's three metropolitan divisions, which together aggregate to Greater Philadelphia's nine member counties. The United States data is included for reference purposes and is shown in hundreds of employees. Source: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), August 2015.

Table 15: Employment in Greater Philadelphia

Year	Greater Philadelphia Region	Philadelphia-County Metro Division	Camden County Metropolitan Division	Montgomery-Bucks-Chester Metro Division	Trenton, NJ Metro Statistical Area	United States*
1995	2,411,164	848,058	550,130	851,688	161,288	114,662
1996	2,422,330	840,836	558,435	864,309	158,750	116,431
1997	2,498,216	855,723	582,699	896,958	162,836	119,421
1998	2,543,664	866,565	588,790	925,458	162,851	122,842
1999	2,567,985	865,687	594,528	943,057	164,713	125,707
2000	2,550,634	858,218	587,209	933,479	171,728	129,005
2001	2,564,097	859,416	580,209	950,588	173,884	130,672
2002	2,559,464	846,484	586,877	950,854	175,249	128,873
2003	2,549,892	835,831	586,825	951,871	175,365	128,551
2004	2,561,402	829,248	598,603	954,806	178,745	128,691
2005	2,587,044	830,374	608,611	966,539	181,520	130,670
2006	2,622,825	834,861	619,552	983,450	184,962	133,269
2007	2,648,357	843,481	622,585	995,322	186,969	135,276
2008	2,678,297	851,769	625,752	1,010,618	190,158	136,200
2009	2,641,335	858,301	615,181	978,468	189,385	131,965
2010	2,578,092	867,606	584,391	952,468	173,627	127,736
2011	2,590,416	875,256	582,777	957,181	175,202	128,692
2012	2,598,013	875,484	582,483	963,578	176,468	131,033
2013	2,621,464	885,788	585,331	972,858	177,487	133,074
2014	2,635,935	894,243	582,243	979,461	179,988	135,516
Percent Change 1995–2004	6%	-2%	9%	12%	11%	12%
Percent Change 2005–2014	2%	8%	-4%	1%	-1%	4%
2015	2,674,543	907,542	593,176	990,530	183,295	138,671

Source: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), August 2015. The figure illustrates the unadjusted unemployment rate as of January of each year. The data for the United States is in thousands of employees. See page 23 for definitions of the region's three metro divisions and one metro statistical area, which in aggregate cover Greater Philadelphia's nine member counties.

Gross Domestic Product (GDP)

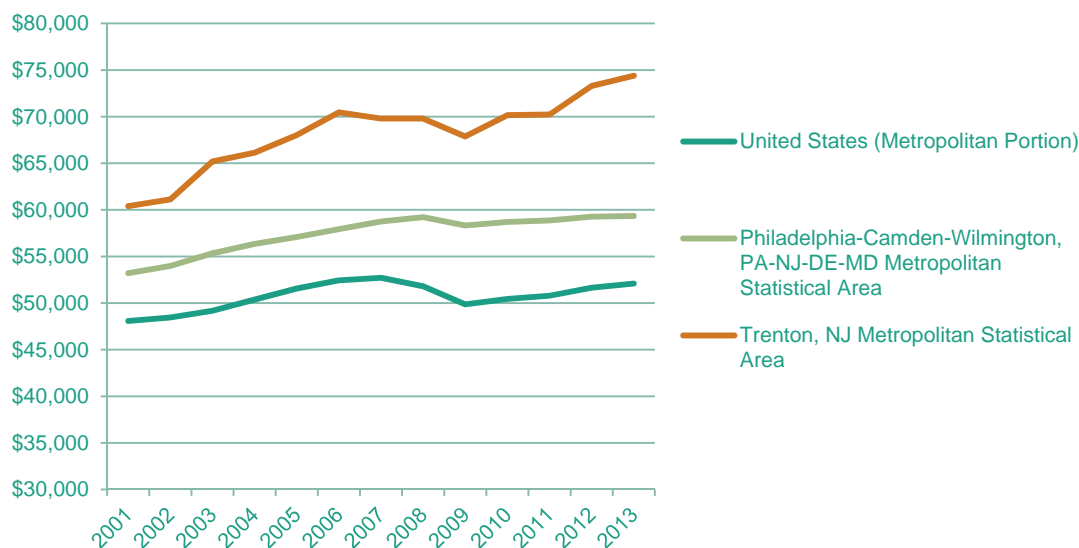
Table 16 and Figure 18 illustrate the per capita gross domestic product (GDP) for the Philadelphia metropolitan statistical area and the Trenton metropolitan area (which together cover all nine of Greater Philadelphia's counties) and compare them to the GDP of the metropolitan portion of the United States, and the United States. The per capita GDP in both the Philadelphia metropolitan statistical area and the Trenton metropolitan statistical area (which includes only Mercer County) has consistently been higher than that of the metropolitan portion of the United States, and also increased between 2005 and 2009 while the national per capita GDP decreased. In the more recent post-recession years, however, the national per capita GDP has increased at a higher rate than that of the 11-county Philadelphia MSA. In the Trenton MSA, the per capita GDP remained steady between 2005 and 2009, and it has increased by 10 percent since 2009 (more than twice as fast as the nation's other metro areas).

Table 16: Per Capita Gross Domestic Product

Area	2001	2005	Change 2001-05	2009	Change 2005-09	2013	Change 2009-13
United States (Metropolitan Portion)	\$48,081	\$51,563	7%	\$49,869	-3%	\$52,093	4%
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metropolitan Statistical Area	\$53,209	\$57,092	7%	\$58,324	2%	\$59,339	2%
Trenton, NJ (Metropolitan Statistical Area)	\$60,411	\$68,028	13%	\$67,878	0%	\$74,398	10%

Source: U.S. Bureau of Economic Analysis, September 2015. Per capita real GDP statistics for 2001–2013 reflect Census Bureau mid-year population estimates available as of March 2014.

Figure 18: Per Capita Gross Domestic Product (GDP) by Metropolitan Area



Source: U.S. Bureau of Economic Analysis, September 2015. Per capita real GDP statistics for 2001–2013 reflect Census Bureau mid-year population estimates available as of March 2014.

Venture Capital

Table 17 compares venture capital invested in the Greater Philadelphia region since 1995 with that of other regions. Through 2004, the Philadelphia region maintained a share of approximately almost three percent of the national total. Between 2005 and 2014, however, the region's share of venture capital decreased to less than two percent, while California's Silicon Valley saw its share increase significantly. Through the first two quarters of 2015, the Silicon Valley had captured almost half of the venture capital nationwide, followed by the New York metro, the Los Angeles and Orange County metro, and New England.

Table 17: Venture Capital

Region	Total Investment (in thousands of dollars)			Percent of National Total		
	1995–2004	2005–2014	2015	1995–2004	2005–2014	2015
Silicon Valley	\$101,509,920	\$120,290,814	\$15,174,309	31.6%	40.7%	49.0%
New England	\$38,645,352	\$34,719,535	\$2,882,602	12.0%	11.8%	9.3%
New York Metro	\$27,314,156	\$25,265,750	\$3,744,637	8.5%	8.6%	12.1%
Los Angeles/Orange County	\$19,575,200	\$18,988,742	\$3,070,370	6.0%	6.4%	9.9%
Southeast	\$25,114,526	\$13,031,968	\$991,358	7.8%	4.4%	3.2%
Midwest	\$16,908,972	\$13,019,289	\$803,497	5.3%	4.4%	2.6%
Texas	\$19,449,965	\$12,871,612	\$665,498	6.0%	4.4%	2.2%
DC/Metroplex	\$15,918,699	\$11,277,907	\$574,845	5.0%	3.8%	1.9%
San Diego	\$10,310,996	\$10,911,543	\$412,122	3.2%	3.7%	1.3%
Northwest	\$12,570,111	\$10,435,958	\$829,188	3.9%	3.5%	2.7%
Colorado	\$10,628,590	\$6,404,650	\$445,550	3.3%	2.2%	1.4%
Philadelphia Metro	\$8,996,324	\$5,838,355	\$307,853	2.8%	2.0%	1.0%
Southwest	\$4,818,302	\$5,615,024	\$700,413	1.5%	1.9%	2.7%
North Central	\$5,231,192	\$4,270,647	\$239,282	1.6%	1.5%	0.8%
South Central	\$1,563,390	\$912,785	\$80,758	0.5%	0.3%	0.3%
Upstate New York	\$1,355,444	\$832,199	\$30,023	0.4%	0.3%	0.1%
Sacramento/Northern California	\$987,161	\$539,323	\$42,622	0.3%	0.2%	0.1%
Alaska/Hawaii/Puerto Rico	\$429,669	\$159,098	\$750	0.1%	0.1%	0.0%
Unknown	\$128,063	\$3,325	\$3,500	0.04%	0.00%	0.0%
Total	\$321,456,030	\$295,388,523	\$30,999,175	100%	100%	100%

Note: Numbers are in thousands of dollars. Data for 2015 includes only investments through the second quarter of 2015.
Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), September 2015.

Table 18 provides data on the amount of venture capital invested in the Greater Philadelphia region by sector since 1995. While the total amount of venture capital invested in the region declined by 35 percent between 2005 and 2014 compared to the previous decade, the amount invested in many of the region's key sectors, including medical devices and equipment; biotechnology; industry and energy; electronics and instrumentation; computers and peripherals, and consumer products and services, increased. When considering the amount invested by sector as a share of the national total, increases in share were realized in networking and equipment; retailing and distribution; medical devices and equipment; computer and peripherals; electronics and instrumentation; health care services; and consumer products and services.

Table 18: Venture Capital Invested in Greater Philadelphia by Industrial Sector

Sector	1995–2004	2005–2014	Percent Change	Percent of National Total		2015
				1995–2004	2005–2014	
Biotechnology	\$1,959,669	\$2,370,065	21%	7.4%	5.0%	\$76,162
Medical devices and equipment	\$ 390,975	\$932,636	139%	2.6%	3.4%	\$99,600
Software	\$1,201,301	\$750,404	-38%	1.6%	0.9%	\$74,508
Industry and Energy	\$327,454	\$487,402	49%	3.1%	1.8%	\$11,725
Networking and equipment	\$397,056	\$203,306	-49%	1.3%	2.5%	\$500
Health care services	\$431,483	\$172,908	-60%	5.7%	5.8%	\$0
Electronics / Instrumentation	\$96,551	\$149,040	54%	3.0%	3.2%	\$4,089
Media and entertainment	\$891,818	\$142,313	-84%	0.3%	0.0%	\$2,850
Information technology services	\$676,550	\$137,656	-80%	3.3%	0.7%	\$32,219
Financial services	\$394,118	\$134,520	-66%	3.8%	2.6%	\$25
Business products and services	\$522,834	\$122,254	-77%	4.5%	3.1%	\$0
Semi-conductors	\$297,773	\$78,847	-74%	0.1%	0.0%	\$0
Retailing/Distribution	\$76,278	\$58,918	-23%	0.9%	2.0%	\$0
Consumer products and services	\$30,696	\$41,459	35%	0.3%	0.4%	\$5,600
Telecommunications	\$1,292,722	\$29,270	-98%	3.1%	0.2%	\$500
Computers and peripherals	\$9,048	\$27,335	202%	0.2%	0.5%	\$0
Other	\$0	\$20	---	0.0%	0.0%	\$75
Total	\$8,996,324	\$5,838,355	-35%	1.0%	0.7%	\$307,853

Note: Numbers are in thousands of dollars. Data for 2015 includes only investments through the second quarter of 2015.
Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), September 2015.

Research and Development (R&D) Expenditures

Table 19 provides data on R&D expenditures at the region's major academic institutions between 2005 and 2013, ranked in order of 2013 expenditures. With the exception of a slight decline in 2007, R&D expenditures

in Greater Philadelphia have increased every year, and consistently amount to between two and three percent of the nation's overall R&D expenditures. While the total R&D expenditures at the region's academic institutions increased by almost 30 percent since 2013, that spending has not kept pace with national increases; regional spending as a share of national expenditures decreased by 19 percent during the same time period. This total does not include expenditures at other major institutions in close proximity (such as the University of Delaware and the main campus of Rutgers University), where some spending may occur within Greater Philadelphia.

Table 19: Higher Education Research and Development Expenditures in Greater Philadelphia

Educational Institution	2005	2007	2009	2011	2013	Percent Change 2005–2013
University of Pennsylvania	677,386	668,105	758,159	886,036	828,422	22%
Princeton University	212,723	198,945	212,510	263,335	269,908	27%
Temple University	86,646	90,773	111,421	134,533	224,087	159%
Drexel University	93,323	98,010	105,020	115,020	111,432	19%
Thomas Jefferson University	107,388	107,288	101,188	104,923	89,273	-17%
Bryn Mawr College	5,717	4,640	7,296	8,388	9,452	65%
Villanova University	8,475	10,962	9,919	10,044	7,049	-17%
Rutgers-Camden	NA	NA	NA	5,079	5,722	NA
University of the Sciences Philadelphia	704	1,449	1,800	3,504	3,765	435%
Swarthmore College	2,676	2,137	3,067	2,994	3,415	28%
Rowan University	7,881	7,569	6,950	3,247	3,407	-57%
St. Joseph's University	6,394	6,801	2,782	3,073	2,921	-54%
Haverford College	1,259	1,182	1,870	2,765	2,769	120%
Philadelphia College of Osteopathic Medicine	973	1,754	1,223	2,401	2,614	169%
Rider University	1,096	1,330	1,550	1,672	1,648	50%
West Chester University	3,701	2,649	3,064	8,103	1,635	-56%
La Salle University	ne	3,208	2,851	1,460	1,139	133%
Lincoln University	526	450	683	1,336	965	83%
Regional Total	1,216,868	1,207,252	1,331,353	1,557,913	1,569,623	29%
Percentage of National Total	2.9%	2.6%	2.6%	2.4%	2.3%	-19%

Note: Numbers are in thousands of dollars.

Source: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research & Development (HERD) Survey, September 2015. 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.

Select Greater Philadelphia's 2011 report titled *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.

Passenger Activity at Philadelphia International Airport (PHL)

A thriving aviation system is critical to regional economic vitality and prosperity. Table 20 provides data on passenger activity at PHL between 2005 and July 2015, 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 ranks as the ninth busiest airport in the nation with regard to aircraft movements and 18th in passenger movements. 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. In 2014, PHL had approximately 30.7 million enplaned passengers, a slight increase 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 in Philadelphia.

Table 20: Passenger Activity at Philadelphia International Airport

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	26,030,313	4,473,799	30,504,112	432,884
2014	26,202,637	4,537,605	30,740,242	419,253
2015 (as of July 31)	15,276,101	2,723,898	17,999,999	237,493
Percent Change 2005–2014	-4%	10%	-2%	-22%

Source: www.phl.org, September 2015.

Tons of Air Cargo and Mail Passing Through Philadelphia International Airport

Table 21 provides data on air cargo and air mail passing through Philadelphia International Airport (PHL) annually between 2005 and July of 2015. While the tonnage of air cargo declined by 31 percent between 2005 and 2014, air mail increased by 33 percent. The table also provides data on outbound and inbound international mail and freight.

Table 21: Tons of Air Mail and Air Freight Passing through Philadelphia International Airport

Year	Tons of Air Cargo	Inbound International Freight	Outbound International Freight	Tons of Air Mail	Inbound International Mail	Outbound International Mail
2005	582,010	76,773	61,647	21,632	18	2,066
2006	566,761	74,906	61,479	19,969	5	882
2007	580,057	78,550	69,074	19,013	32	879
2008	531,251	77,066	76,125	27,381	82	1,269
2009	457,113	68,452	64,233	20,768	84	1,312
2010	440,975	78,402	74,691	21,763	88	2,223
2011	432,641	74,192	74,317	25,138	48	2,565
2012	399,822	71,153	66,236	28,988	114	2,409
2013	390,589	71,694	62,610	28,450	111	2,078
2014	404,049	74,476	61,151	28,702	161	1,885
2015 (as of July 31)	223,223	39,900	36,952	14,509	59	592
Percent change 2005–2014	-31%	-3%	-1%	33%	794%	-9%

Source: www.phl.org, September 2015.

Freight Tonnage and Value

The continued success and vitality of the region's freight system is critical to the region's overall economic health. The Greater Philadelphia 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 22 provides data on the tonnage and value of goods moving in to and out of the Greater Philadelphia region. In 2012, over 322 million tons of goods, worth an estimated \$351 billion, moved out of the region, while over 270 million tons worth almost \$310 billion moved in to the region. The bulk of the region's freight movement in 2012, by weight and value, was completed by truck. This underscores the role that highway conditions play in the region's economic competitiveness, and the importance of maintaining the physical infrastructure. 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.

Table 22: Total Inbound and Outbound Freight Movements, by Mode

Mode	2007		2012		Percentage Change	
	Tonnage	Value	Tonnage	Value	Tonnage	Value
Outbound from Greater Philadelphia						
Truck	206	\$236,288	217	\$256,797	6%	9%
Rail	11	\$6,262	12	\$7,165	11%	14%
Water	26	\$11,360	26	\$11,515	0%	1%
Air (include truck-air)	0	\$1,848	0	\$2,038	8%	10%
Multiple modes and mail	6	\$38,582	6	\$42,437	10%	10%
Pipeline	2	\$11,256	26	\$11,772	3%	5%
Other and unknown	3	\$5,303	4	\$5,517	22%	4%
No domestic mode	37	\$16,313	31	\$14,143	-17%	-13%
Total Outbound	314	\$327,211	322	\$351,383	3%	7%
Inbound to Greater Philadelphia						
Truck	189	\$228,993	198	\$240,797	5%	5%
Rail	17	\$7,252	18	\$7,813	3%	8%
Water	30	\$13,794	27	\$12,450	-10%	-10%
Air (include truck-air)	0	\$3,733	0	\$4,256	5%	14%
Multiple modes and mail	4	\$30,559	4	\$30,771	5%	1%
Pipeline	21	\$9,370	22	\$9,848	8%	5%
Other and unknown	2	\$4,482	2	\$4,503	4%	0%
Total Inbound	262	\$298,183	270	\$310,436	3%	4%

Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, *Freight Analysis Framework Version 3*, September 2015. All numbers are in millions; values are in 2007 dollars. Whole numbers may not add due to rounding.

Maritime Freight Volume and Tonnage

Table 23 provides the combined tonnage of domestic and foreign cargo of ports in the nation's largest combined metropolitan statistical areas (CSAs). This data comes from the Federal Highway Administration's Freight Analysis Framework (FAF). The Philadelphia Consolidated Statistical Area (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. Although the tonnage of materials moving through the region's maritime ports decreased by 31 percent between 2004 and 2013, the region's ports continues to rank fourth nationally in total combined tonnage.

Table 23: Total Combined Tonnage of Domestic and Foreign Maritime Trade

Metropolitan Area	2004	2007	2010	2013	Percent Change 2004–2013
Houston-The Woodlands-Sugar Land, TX Metro Area	312,351,516	312,239,645	324,348,825	310,043,672	-1%
Los Angeles-Long Beach-Anaheim, CA Metro Area	131,997,860	151,441,527	137,821,391	142,421,333	8%
New York-Newark-Jersey City, NY-NJ-PA Metro Area	156,042,834	159,565,919	141,189,337	124,760,522	-20%
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metro Area	115,052,543	121,679,501	88,913,600	79,587,829	-31%
San Diego-Carlsbad, CA Metro Area	44,361,994	44,935,376	44,737,545	46,059,148	4%
Chicago-Naperville-Elgin, IL-IN-WI Metro Area	62,612,706	55,278,316	43,717,674	45,760,081	-27%
San Francisco-Oakland-Hayward, CA Metro Area	52,804,173	57,666,548	50,970,692	44,996,879	-15%
Seattle-Tacoma-Bellevue, WA Metro Area	33,386,972	32,124,597	30,772,951	38,782,716	16%
Baltimore-Columbia-Towson, MD Metro Area	47,399,120	41,250,672	39,629,187	36,578,828	-23%
Tampa-St. Petersburg-Clearwater, FL Metro Area	57,146,114	50,337,467	37,490,250	35,142,363	-39%
Pittsburgh, PA Metro Area	41,034,808	38,086,035	33,843,362	32,746,315	-20%
Miami-Fort Lauderdale-West Palm Beach, FL Metro Area	38,801,006	34,812,128	29,567,173	30,958,463	-20%
Portland-Vancouver-Hillsboro, OR-WA Metro Area	36,968,224	40,827,307	34,339,792	28,790,842	-22%
Detroit-Warren-Dearborn, MI Metro Area	27,577,888	23,521,165	21,394,694	20,202,784	-27%
Boston-Cambridge-Newton, MA-NH Metro Area	25,796,721	22,370,438	19,091,378	17,087,802	-34%
Minneapolis-St. Paul-Bloomington, MN-WI Metro Area	6,437,114	4,133,478	4,753,808	4,625,377	-28%
St. Louis, MO-IL Metro Area	3,107,232	2,415,965	1,324,883	1,235,350	-60%
Total Tonnage at Selected Major Port Areas	1,192,878,825	1,192,686,084	1,083,906,542	1,039,780,30	-13%

Source: Delaware Valley Regional Planning Commission based on an analysis of U.S. Army Corps of Engineers Principal Port data, September 2015. Data includes total tonnage for domestic and foreign maritime trade, measured in in short tons.

Import and Export Freight Flows

Table 24 provides data on import and export flows in and out of Greater Philadelphia in 2007 and in 2012, based on data from the Federal Highway Administration's Freight Analysis Framework (FAF). In 2012, over 52 million tons of freight entered the United States through Greater Philadelphia, valued at over \$48 million. The vast majority of these imports (over 99 percent) entered via the region's maritime ports.

Table 24: Total Import and Export Flows

IMPORTS	2007		2012		Percentage Change	
	Tonnage	Value	Tonnage	Value	Tonnage	Value
Arrived via Water	58.01	\$35,519.3	51.94	\$31,998.8	-10%	-10%
Departed the Region by:						
Truck	10.89	\$12,459.9	11.75	\$13,018.6	8%	4%
Rail	0.35	\$335.2	0.37	\$374.5	4%	12%
Water	6.63	\$2,934.4	5.53	\$2,297.4	-17%	-22%
Multiple modes & mail	1.17	\$2,256.4	1.20	\$2,258.4	3%	0%
Pipeline	1.75	\$770.6	1.94	\$807.3	11%	5%
Other and unknown	0.36	\$450.0	0.42	\$472.1	19%	5%
Stayed in Greater Philadelphia	36.86	\$16,312.8	30.73	\$12,770.5	-17%	-22%
Arrived via Air	0.08	\$12,439.4	0.12	\$16,051.5	42%	29%
Departed the Region by:						
Truck	0.08	\$12,387.3	0.12	\$15,994.2	43%	29%
Air	0.00	\$52.1	0.00	\$57.3	-50%	10%
Arrived via Truck	0.01	\$313.0	0.01	\$272.3	-13%	-13%
Arrived via Rail or Unknown	0.00	\$1.5	0.00	\$1.3	-5%	-10%
TOTAL IMPORTS	58.10	\$48,273.2	52.07	\$48,324.0	-10%	0%
EXPORTS						
Departed via Water	3.68	\$6,215.1	4.64	\$6,490.8	26%	4%
Arrived in the Region via:						
Truck	2.36	\$4,511.8	3.13	\$4,757.6	33%	5%
Rail	0.10	\$143.7	0.11	\$150.0	16%	4%
Water	0.00	\$0.1	0.00	\$0.1	2%	-7%
Multiple modes & mail	0.16	\$325.9	0.18	\$336.4	16%	3%
Pipeline	1.00	\$884.7	1.14	\$902.9	14%	2%
Other and unknown	0.07	\$348.9	0.08	\$343.8	17%	-1%
Departed via Air	0.08	\$7,553.5	0.10	\$8,221.1	21%	9%
Arrived in the Region by:						
Truck	0.08	\$7,534.4	0.10	\$8,201.9	21%	9%
Air	0.00	\$19.1	0.00	\$19.2	9%	1%
Departed via Unknown Mode	0.00	\$18.3	0.00	\$18.7	12%	2%
TOTAL EXPORTS	3.76	\$13,786.9	4.74	\$14,730.6	26%	7%

Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, Freight Analysis Framework Version 3, September 2015. All numbers are in millions; values are in 2007 dollars.

CHAPTER 4:

Investing in Greater Philadelphia

This chapter begins with a discussion of investments that EDA has made in Greater Philadelphia since 2010. It then identifies regional projects, programs, and activities designed to implement the goals and objectives of the CEDS and discusses DVRPC's role in guiding regional transportation investment. Appendix D lists over 170 proposed projects intended to advance the regional CEDS goals.

Recent U.S. EDA Investment in Greater Philadelphia

Table 25 lists projects located in Greater Philadelphia that have received U.S. EDA funding since 2010. Over the past five years, this investment has averaged over \$5 million annually. In addition to the grants listed in Table 25, EDA has provided funding (totaling approximately \$1.5 million since 2010) to several of the region's academic institutions for research, planning, and consortium building (including Rowan University, Rutgers-Camden University, and Temple University).

Regional Transportation Investment

Targeted transportation investment is critical to connecting the region's employers to the regional workforce; connecting businesses to markets; and facilitating the movement of both supplies and products. As the region's MPO, DVRPC is responsible for developing a regional long-range transportation plan and a shorter-term Transportation Improvement Program (TIP) that identify critical transportation investments to forward the region's land use, transportation, and economic goals.

Long-Range Transportation and Land Use Plan

The *Connections 2040 Plan for Greater Philadelphia*, the region's long-range transportation and land use plan, outlines a vision and strategy for investing in surface transportation infrastructure through 2040. Since identified needs exceed anticipated funding, the plan includes both a larger vision plan of what the region has identified as investment needs, and a smaller, fiscally constrained plan, that the region can afford with current revenue streams. A key goal of the plan is the development of a multimodal transportation system that includes roadway, transit, bicycle, and pedestrian investments to improve accessibility throughout the region and to most efficiently move people and goods.

The Plan places an emphasis on maintaining and preserving existing infrastructure, with over three-quarters of funding going toward such projects. Even though a smaller percentage of funding is allocated to projects that improve the operation of the existing system or expand the network, these projects are crucial to the region's economic growth, as they will improve access to employment centers and contribute to the growth of key sectors.

Regional Transportation Improvement Program (TIP)

The TIP is the regionally agreed-upon list of priority transportation projects, as required by federal law. It lists all projects that intend to use federal funds, along with non-federally funded projects that are regionally significant. The list is multimodal—in addition to the more traditional highway and public transit projects, it includes bicycle, pedestrian, and freight-related projects. More information on the TIP, including a list of specific projects, can be found at www.dvrpc.org/TIP/.

Table 25: U.S. EDA Investment in Greater Philadelphia

Recipient	Project Description	Fiscal Year	Federal Funds	Non-Federal Funds
World Trade Center of Greater Philadelphia	Export development program	2010	\$1,000,000	\$1,000,000
Paulsboro, New Jersey	Water tank construction	2010	\$1,541,200	\$385,300
The Enterprise Center	Culinary Institute – kitchen incubator	2010	\$1,509,536	\$1,571,464
Philadelphia Authority for Industrial Development	Energy Efficient Buildings Hub	2010	\$5,000,000	\$1,250,000
Economy League of Greater Philadelphia	World Class Global Positioning Strategy	2011	\$150,000	\$150,000
University City Science Center	QED Proof-of-Concept	2011	\$1,000,000	\$1,323,640
Mid-Atlantic Trade Adjustment Assistance Center*	Trade adjustment assistance for import-impacted firms	2012	\$1,544,173	\$866,538
Franklin Township, New Jersey	Site preparation	2012	\$1,455,000	\$1,455,000
Respond, Inc.	Building renovation in Camden City, to provide technical training in automotive diagnostics and repair	2012	\$640,000	\$160,000
Mid-Atlantic Trade Adjustment Assistance Center*	Trade adjustment assistance for import-impacted firms	2012	\$1,804,288	\$996,596
Thomas Edison State College	Short-term planning funds for the development of a multi-jurisdictional urban economic development strategy	2013	\$320,000	\$80,000
Delaware River Waterfront Corporation	Pier 9 reuse market study	2013	\$40,000	\$44,100
World Trade Center of Greater Philadelphia	Mentoring Advanced Manufacturers	2013	\$663,098	\$663,098
Mid-Atlantic Trade Adjustment Assistance Center*	Trade adjustment assistance for import-impacted firms	2013	\$1,621,025	\$901,618
The Enterprise Center	<i>Ignite 2015: the Growth of Leaders in Economic Development</i> programs (forums and one-day conference)	2014	\$125,000	\$125,139
Food Trust of Philadelphia	Food entrepreneurship training program	2014	\$150,000	\$150,000
Economy League of Greater Philadelphia	World Class Business Growth Network	2014	\$200,000	\$200,000
Ben Franklin Technology Partners	Advanced Manufacturing for the Medical Device Industry	2014	\$600,000	\$600,000
Bucks County Biotechnology Center	Expansion of the biotechnology center/incubator space and support services	2014	\$4,629,840	\$4,629,840
University City Science Center	Phase I Ventures Technology Commercialization Program	2014	\$1,000,000	\$1,336,551
Mid-Atlantic Trade Adjustment Assistance Center*	Trade adjustment assistance for import-impacted firms	2015	\$1,711,405	\$0

Source: U.S. Economic Development Administration, September 2015. *Note: the Mid-Atlantic Trade Adjustment Assistance Center is a nonprofit organization located in King of Prussia that offers technical assistance to firms located throughout the Mid-Atlantic region (including Greater Philadelphia) that have been negatively impacted by imports.

The production of the TIP is the culmination of a regional transportation planning process and represents a consensus among state and regional officials as to what near-term improvements will be pursued. Consensus is crucial; before committing significant sums of money, the federal and state governments want assurances that all interested parties have participated in developing the priorities. A project's inclusion in the TIP signifies regional agreement on the priority of the project and establishes eligibility for federal funding. TIP investment is guided by *Connections 2040*, the region's long-range transportation and land use plan, the goals and objectives of which are consistent with the goals of the regional CEDS.

Other Critical Transportation Investments

The regional long-range plan and TIP consider surface transportation projects, but there are also other significant transportation investments that are crucial to facilitating economic growth in the region. Runway, terminal, and landside capacity expansion, and increasing the number of international destinations at Philadelphia International Airport, are vital to growing the region's economy. Similarly, expansion of the region's port facilities and completion of the Delaware River dredging have been identified as critical factors for ensuring that the region is positioned to take advantage of the anticipated increase in shipping traffic associated with the opening of the expanded Panama Canal.

Key Regional Economic Development Projects

Appendix D provides a list of economic development projects that have been identified by the region's planning and economic development professionals as critical for achieving the CEDS goals and objectives. As a part of each annual CEDS review, the Review Committee reviews the existing project list and amends 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.

In developing the 2015 CEDS, the CEDS Review Committee was asked to update the status of projects included on the 2014 CEDS's list of key regional economic development projects, and given an opportunity to suggest additions. The final list, which was reviewed and approved by the full Review Committee, includes over 180 separate projects, several of which were added this year. These projects are of various scales and cover a wide range of project types, including planning, plan implementation activities, research, job training, workforce development, redevelopment, adaptive reuse, waterfront development, site acquisition, construction, and infrastructure investment. All of the projects advance at least one of the regional CEDS's goals (investing in people, investing in places, or supporting businesses); the projects are listed under the primary goal that they advance. In addition to the projects listed in Appendix D, both the City of Camden and Gloucester County, New Jersey, develop individual CEDSs that list projects that are more local in scale than those included here.

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 U.S. EDA. Unlike DVRPC's federally mandated TIP, the list is not fiscally constrained, and the estimated cost of the projects on the list is more than \$8.2 billion, not including those for which the total cost is yet to be determined.

CHAPTER 5:

Summary

Greater Philadelphia is a large and complex region, covering portions of two states, with hundreds of 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. Although each county and city approaches the economic development process differently, they are united in advancing common goals:

- Investing in people to support a workforce that is prepared to meet the evolving needs of the region's employers.
- Investing in places to create attractive communities where employers and employees will want to live, work, and invest.
- Supporting businesses to facilitate business retention, expansion, and attraction.

Continued coordination across state lines, across city and county lines, across employment sectors, 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.

Greater Philadelphia presents tremendous potential for continued economic growth. During fiscal year 2016, DVRPC will again manage the Greater Philadelphia regional CEDS and coordinate ongoing economic development efforts, including the preparation of the required 2016 annual review and update. Working closely with the CEDS Review Committee, the CEDS goals and objectives will be revisited; strategies for achieving the region's goals will continue to be forwarded; 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 again be revised as appropriate, including 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.



Appendix A

A map of Chester, Pennsylvania, and its surrounding municipalities. Chester is centrally located, bordered by Upper Providence to the north, Springfield to the north, Darby to the east, and Philadelphia to the east. To the west are Middletown and Aston. To the south are Logan and East Greenwich. The Delaware River flows along the southern border of Chester. Other nearby areas include Edgmont, Newtown, Marple, Haverford, Upper Darby, Millbourne, East Lansdowne, Yeadon, Clifton Heights, Aldan, Collingdale, Cobleskill, Sharon Hill, DARB, Glenolden, Prospect Park, Folcroft, Norwood, Ridley Park, Morton, Swarthmore, Nether Providence, Rose Valley, Brookhaven, Parkside, Upland, Chester, Eddystone, Tinicum, PA, NJ, Paulsboro, East Greenwich, Logan, Lower Merion, Trainer, Marcus Hook, and DE.



*City Planning Areas are shown within Philadelphia

A detailed map of Gloucester, Massachusetts, and its surrounding areas. The map shows the city's boundaries and its various neighborhoods. The Delaware River is on the left, with Philadelphia (Phila.) and West Deptford visible. To the north are Camden, Woodlynne, Collingswood, Haddon, Audubon, Haddonfield, and Cherry Hill. To the east are Besham, Gloucester City, Brooklawn, West Deptford, Westville, Bellmawr, Barrington, Lawnside, Runnemede, Magnolia, Somerdale, Hi-Nella, Stratford, Laurel Springs, Lindenvold, Clementon, Pine Hill, Pine Valley, Wmslow, Berlin, Berlin, Wintonah, Mantua, Washington, Woodbury, and Gloucester. The map also shows the city of Gloucester and the town of West Deptford.





Appendix B

Appendix B: CEDS Review Committee Members

African-American Chamber of Commerce
Ben Franklin Technology Partners/Southeast Pennsylvania
BioAdvance
Bio NJ
Bucks County Planning Commission
Bucks County Industrial Development Authority
Burlington County Chamber of Commerce
Burlington County Department of Economic Development and Regional Planning
Camden Division of Development and Planning (Camden City)
Camden County Improvement Authority
Camden County Planning Department
Camden County Regional Chamber of Commerce
Camden Redevelopment Authority (Camden City)
Center City District
Central Bucks Chamber of Commerce
Chamber of Commerce of Southern New Jersey
Chester City Division of Planning
Chester County Chamber of Business and Industry
Chester County Economic Development Council
Chester County Planning Commission
Chester Economic Development Authority (Chester City)
ChooseNJ
Cooper's Ferry Partnership
Delaware County Commerce Center
Delaware County Planning Department
Delaware River Port Authority (DRPA)
Economy League of Greater Philadelphia
The Enterprise Center
The Enterprise Center at Burlington County College
Gloucester County Chamber of Commerce
Gloucester County Economic Development Department
Gloucester County Planning Department
Greater Bucks-Montgomery Chamber of Commerce
Greater Philadelphia Chamber of Commerce
Greater Philadelphia Hispanic Chamber of Commerce
Lower Bucks Chamber of Commerce
Main Line Chamber of Commerce
Mercer County Office of Economic Development and Sustainability
Mercer County Planning Division
Mid-Jersey Chamber of Commerce
Montgomery County Planning Commission
Montgomery County Commerce Department
Montgomery County Community College
New Jersey Business Action Center
New Jersey Department of Community Affairs

New Jersey Department of Transportation
New Jersey Economic Development Authority
New Jersey Office for Planning Advocacy
New Jersey Technology Council
New Jersey Transit (NJT)
PECO Economic Development Division
Pennsylvania Convention and Visitors Bureau
Pennsylvania Department of Community and Economic Development
Pennsylvania Department of Transportation
Pennsylvania Governor's Action Team
Pennsylvania Governor's Policy Office
Philadelphia City Planning Commission
Philadelphia Department of Commerce
Philadelphia Industrial Development Corporation
Philadelphia Regional Port Authority
Port Authority Transit Corporation (PATCO)
Princeton Regional Chamber of Commerce
Select Greater Philadelphia
South Jersey Port Corporation
Southeastern Pennsylvania Transportation Authority (SEPTA)
Southern New Jersey Development Council
Trenton City Department of Housing and Economic Development
University City Science Center
Upper Bucks Chamber of Commerce
Visit Philadelphia (formerly the Greater Philadelphia Tourism Marketing Corporation)
World Trade Center of Greater Philadelphia



Appendix C

Appendix C: Census Tracts That Meet EDA's Eligibility Thresholds for Per Capita Income and/or Unemployment

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Bucks	Bensalem Township	100104	\$23,555	No	11.73%	Yes
Bucks	Bensalem Township	100208	\$21,007	Yes	14.09%	Yes
Bucks	Bristol Township	100302	\$25,627	No	11.13%	Yes
Bucks	Bristol Township	100303	\$20,216	Yes	8.95%	No
Bucks	Bristol Township	100304	\$26,007	No	13.91%	Yes
Bucks	Bristol Township	100307	\$23,852	No	13.31%	Yes
Bucks	Bristol Township	100403	\$20,504	Yes	17.26%	Yes
Bucks	Bristol Township	100406	\$30,109	No	10.93%	Yes
Bucks	Bristol Borough	100500	\$25,366	No	11.08%	Yes
Bucks	Bristol Borough	100600	\$22,192	Yes	9.38%	No
Bucks	Bristol Borough	100700	\$20,713	Yes	10.16%	No
Bucks	Middletown Township	100804	\$30,721	No	10.80%	Yes
Bucks	Penndel Borough	101100	\$23,658	No	13.02%	Yes
Bucks	Lower Southampton Township	101405	\$27,613	No	11.67%	Yes
Bucks	Warminster Township	101603	\$24,199	No	11.93%	Yes
Bucks	Warminster Township	101605	\$15,619	Yes	18.64%	Yes
Bucks	Warminster Township	101610	\$30,123	No	11.66%	Yes
Bucks	Warrington Township	101807	\$30,683	No	11.98%	Yes
Bucks	Nockamixon Township	103700	\$32,357	No	11.78%	Yes
Bucks	Bridgeton Township	103800	\$31,124	No	13.33%	Yes
Bucks	Tinicum Township	103900	\$46,862	No	13.69%	Yes
Bucks	Dublin Borough	104100	\$27,434	No	13.08%	Yes
Bucks	Buckingham Township	104506	\$61,002	No	15.41%	Yes
Bucks	New Britain Borough	104800	\$27,173	No	11.09%	Yes
Bucks	Morrisville Borough	105702	\$31,540	No	14.43%	Yes
Bucks	Morrisville Borough	105704	\$29,414	No	11.22%	Yes
Bucks	Falls Township	105807	\$25,932	No	13.18%	Yes
Bucks	Falls Township	105808	\$26,249	No	12.55%	Yes
Bucks	Tullytown Borough	105900	\$22,988	No	14.59%	Yes
Bucks	Middletown Township	106000	\$32,008	No	10.97%	Yes
Bucks	Richland Township	106500	\$28,423	No	13.06%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Chester	Spring City Borough	301100	\$24,579	No	13.31%	Yes
Chester	Warwick Township	301600	\$40,190	No	10.87%	Yes
Chester	West Chester Borough	302300	\$42,762	No	12.59%	Yes
Chester	West Chester Borough	302600	\$14,712	Yes	7.53%	No
Chester	Downingtown Borough	304101	\$31,379	No	12.26%	Yes
Chester	Valley Township	305300	\$30,590	No	12.29%	Yes
Chester	Coatesville City	305400	\$19,847	Yes	13.48%	Yes
Chester	Coatesville City	305500	\$16,332	Yes	11.12%	Yes
Chester	Coatesville City	305600	\$13,340	Yes	17.54%	Yes
Chester	Coatesville City	305700	\$23,140	No	14.48%	Yes
Chester	Lower Oxford Township	307900	\$21,727	Yes	7.74%	No
Chester	Oxford Borough	308000	\$18,749	Yes	7.66%	No
Chester	East Nottingham Township	308102	\$25,597	No	12.75%	Yes
Chester	West Chester Borough	310400	\$2,846	Yes	14.63%	Yes
Chester	West Brandywine Township	311404	\$33,409	No	18.25%	Yes
Chester	South Coatesville Borough	311600	\$25,355	No	13.75%	Yes
Delaware	Upper Darby Township	400301	\$12,767	Yes	17.67%	Yes
Delaware	Upper Darby Township	400302	\$16,371	Yes	13.59%	Yes
Delaware	Upper Darby Township	400401	\$13,056	Yes	9.17%	No
Delaware	Upper Darby Township	400402	\$17,225	Yes	12.53%	Yes
Delaware	Upper Darby Township	400500	\$21,064	Yes	10.54%	No
Delaware	Upper Darby Township	400600	\$25,222	No	12.98%	Yes
Delaware	Upper Darby Township	400700	\$20,910	Yes	9.41%	No
Delaware	Upper Darby Township	401000	\$35,310	No	12.18%	Yes
Delaware	Upper Darby Township	401101	\$25,469	No	11.42%	Yes
Delaware	Upper Darby Township	401200	\$35,112	No	10.94%	Yes
Delaware	Upper Darby Township	401502	\$27,774	No	15.46%	Yes
Delaware	East Lansdowne Borough	401700	\$22,333	Yes	5.17%	No
Delaware	Lansdowne Borough	402000	\$31,767	No	10.75%	Yes
Delaware	Darby Borough	402400	\$14,773	Yes	18.36%	Yes
Delaware	Darby Borough	402500	\$17,949	Yes	17.09%	Yes
Delaware	Darby Borough	402600	\$15,039	Yes	14.92%	Yes
Delaware	Colwyn Borough	402700	\$16,538	Yes	15.03%	Yes
Delaware	Sharon Hill Borough	402800	\$17,782	Yes	20.62%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Delaware	Darby Township	402900	\$20,872	Yes	11.56%	Yes
Delaware	Darby Township	403002	\$25,435	No	14.87%	Yes
Delaware	Collingdale Borough	403103	\$22,428	Yes	12.06%	Yes
Delaware	Collingdale Borough	403104	\$16,144	Yes	20.39%	Yes
Delaware	Clifton Heights Borough	403300	\$19,749	Yes	9.72%	No
Delaware	Folcroft Borough	403402	\$21,479	Yes	23.29%	Yes
Delaware	Norwood Borough	403602	\$27,512	No	12.42%	Yes
Delaware	Tinicum Township	403702	\$32,375	No	10.93%	Yes
Delaware	Ridley Park Borough	403901	\$28,303	No	14.00%	Yes
Delaware	Ridley Township	404102	\$25,547	No	15.49%	Yes
Delaware	Ridley Township	404103	\$26,304	No	11.64%	Yes
Delaware	Eddystone Borough	404300	\$17,623	Yes	15.81%	Yes
Delaware	Chester City	404400	\$17,747	Yes	11.35%	Yes
Delaware	Chester City	404500	\$16,022	Yes	18.54%	Yes
Delaware	Chester City	404600	\$16,096	Yes	28.56%	Yes
Delaware	Chester City	404700	\$10,573	Yes	13.85%	Yes
Delaware	Chester City	404800	\$17,307	Yes	25.32%	Yes
Delaware	Chester City	404900	\$17,390	Yes	20.61%	Yes
Delaware	Chester City	405000	\$16,315	Yes	17.50%	Yes
Delaware	Chester City	405100	\$15,788	Yes	29.53%	Yes
Delaware	Chester City	405200	\$18,297	Yes	20.57%	Yes
Delaware	Chester City	405300	\$18,394	Yes	18.13%	Yes
Delaware	Chester City	405400	\$13,602	Yes	16.82%	Yes
Delaware	Parkside Borough	406100	\$23,480	No	11.92%	Yes
Delaware	Brookhaven Borough	406201	\$31,221	No	12.42%	Yes
Delaware	Upland Borough	406300	\$17,188	Yes	12.20%	Yes
Delaware	Chester Township	406401	\$18,584	Yes	12.68%	Yes
Delaware	Chester Township	406402	\$19,227	Yes	12.50%	Yes
Delaware	Trainer Borough	406500	\$17,807	Yes	19.47%	Yes
Delaware	Marcus Hook Borough	406600	\$17,745	Yes	19.25%	Yes
Delaware	Lower Chichester Township	406700	\$20,150	Yes	15.56%	Yes
Delaware	Upper Chichester Township	406801	\$30,577	No	10.76%	Yes
Delaware	Upper Chichester Township	406802	\$25,455	No	11.84%	Yes
Delaware	Media Borough	407502	\$36,024	No	11.07%	Yes
Delaware	Radnor Township	409702	\$12,583	Yes	2.25%	No

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Delaware	Upper Darby Township	410500	\$15,805	Yes	11.69%	Yes
Delaware	Chester City	410700	\$13,838	Yes	21.84%	Yes
Montgomery	Upper Moreland Township	200307	\$26,533	No	12.01%	Yes
Montgomery	Hatboro Borough	200402	\$30,632	No	14.06%	Yes
Montgomery	Horsham Township	200502	\$27,118	No	11.06%	Yes
Montgomery	Lansdale Borough	200901	\$27,413	No	11.97%	Yes
Montgomery	Lansdale Borough	200902	\$24,359	No	19.08%	Yes
Montgomery	Lansdale Borough	200906	\$27,465	No	16.06%	Yes
Montgomery	Ambler Borough	201301	\$31,635	No	11.12%	Yes
Montgomery	Abington Township	201604	\$30,215	No	11.56%	Yes
Montgomery	Rockledge Borough	202000	\$30,443	No	11.64%	Yes
Montgomery	Cheltenham Township	202401	\$22,193	Yes	12.29%	Yes
Montgomery	Norristown Borough	203500	\$26,717	No	13.64%	Yes
Montgomery	Norristown Borough	203601	\$16,760	Yes	13.36%	Yes
Montgomery	West Norriton Township	203700	\$21,745	Yes	11.02%	Yes
Montgomery	Norristown Borough	203801	\$18,786	Yes	12.21%	Yes
Montgomery	Norristown Borough	203803	\$22,386	Yes	10.75%	Yes
Montgomery	Norristown Borough	203804	\$19,629	Yes	13.15%	Yes
Montgomery	Norristown Borough	203901	\$14,091	Yes	11.51%	Yes
Montgomery	Norristown Borough	203902	\$25,838	No	14.96%	Yes
Montgomery	Plymouth Township	204002	\$32,109	No	12.28%	Yes
Montgomery	Plymouth Township	204007	\$35,773	No	12.45%	Yes
Montgomery	Plymouth Township	204010	\$42,134	No	11.40%	Yes
Montgomery	Conshohocken Borough	204101	\$35,416	No	11.23%	Yes
Montgomery	Schwenksville Borough	206600	\$27,524	No	11.06%	Yes
Montgomery	Skippack Township	206702	\$5,680	Yes	----	
Montgomery	Red Hill Borough	207900	\$26,118	No	11.64%	Yes
Montgomery	Lower Pottsgrove Township	208704	\$27,329	No	14.10%	Yes
Montgomery	Pottstown Borough	208801	\$15,065	Yes	13.42%	Yes
Montgomery	Pottstown Borough	208802	\$25,459	No	10.80%	Yes
Montgomery	Pottstown Borough	208901	\$26,634	No	11.20%	Yes
Montgomery	Pottstown Borough	208903	\$27,150	No	12.23%	Yes
Montgomery	Pottstown Borough	208904	\$18,497	Yes	11.47%	Yes
Montgomery	Pottstown Borough	209000	\$15,763	Yes	3.46%	No

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Montgomery	Upper Pottsgrove Township	209100	\$32,659	No	11.49%	Yes
Montgomery	West Pottsgrove Township	209201	\$25,483	No	11.60%	Yes
Montgomery	Springfield Township	210500	\$49,237	No	12.56%	Yes
Philadelphia	Philadelphia City	000500	\$22,071	Yes	6.04%	No
Philadelphia	Philadelphia City	000600	\$40,662	No	11.92%	Yes
Philadelphia	Philadelphia City	000700	\$50,914	No	13.83%	Yes
Philadelphia	Philadelphia City	000901	\$33,269	No	12.02%	Yes
Philadelphia	Philadelphia City	002000	\$18,760	Yes	17.77%	Yes
Philadelphia	Philadelphia City	002100	\$22,827	No	10.97%	Yes
Philadelphia	Philadelphia City	002500	\$36,537	No	13.27%	Yes
Philadelphia	Philadelphia City	002702	\$32,657	No	15.06%	Yes
Philadelphia	Philadelphia City	002801	\$19,564	Yes	9.43%	No
Philadelphia	Philadelphia City	003001	\$16,233	Yes	8.25%	No
Philadelphia	Philadelphia City	003002	\$17,716	Yes	18.42%	Yes
Philadelphia	Philadelphia City	003100	\$17,032	Yes	19.70%	Yes
Philadelphia	Philadelphia City	003200	\$14,327	Yes	18.02%	Yes
Philadelphia	Philadelphia City	003300	\$12,798	Yes	33.88%	Yes
Philadelphia	Philadelphia City	003600	\$10,340	Yes	18.20%	Yes
Philadelphia	Philadelphia City	003701	\$14,809	Yes	20.65%	Yes
Philadelphia	Philadelphia City	003702	\$16,816	Yes	19.48%	Yes
Philadelphia	Philadelphia City	004001	\$25,215	No	16.04%	Yes
Philadelphia	Philadelphia City	004002	\$26,029	No	14.67%	Yes
Philadelphia	Philadelphia City	004101	\$13,881	Yes	19.88%	Yes
Philadelphia	Philadelphia City	004102	\$14,413	Yes	11.80%	Yes
Philadelphia	Philadelphia City	004201	\$20,299	Yes	24.57%	Yes
Philadelphia	Philadelphia City	004202	\$18,770	Yes	13.78%	Yes
Philadelphia	Philadelphia City	005400	\$34,482	No	13.40%	Yes
Philadelphia	Philadelphia City	005500	\$21,867	Yes	16.08%	Yes
Philadelphia	Philadelphia City	005600	\$21,153	Yes	14.88%	Yes
Philadelphia	Philadelphia City	006000	\$19,463	Yes	15.91%	Yes
Philadelphia	Philadelphia City	006100	\$16,508	Yes	6.06%	No
Philadelphia	Philadelphia City	006200	\$13,878	Yes	11.18%	Yes
Philadelphia	Philadelphia City	006300	\$12,633	Yes	19.89%	Yes
Philadelphia	Philadelphia City	006400	\$14,798	Yes	17.87%	Yes
Philadelphia	Philadelphia City	006500	\$15,316	Yes	25.31%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	006600	\$14,343	Yes	16.14%	Yes
Philadelphia	Philadelphia City	006700	\$11,699	Yes	19.52%	Yes
Philadelphia	Philadelphia City	006900	\$9,732	Yes	23.82%	Yes
Philadelphia	Philadelphia City	007000	\$16,953	Yes	34.46%	Yes
Philadelphia	Philadelphia City	007101	\$13,962	Yes	30.72%	Yes
Philadelphia	Philadelphia City	007102	\$13,503	Yes	21.67%	Yes
Philadelphia	Philadelphia City	007200	\$14,134	Yes	33.02%	Yes
Philadelphia	Philadelphia City	007300	\$14,588	Yes	17.58%	Yes
Philadelphia	Philadelphia City	007400	\$16,528	Yes	22.10%	Yes
Philadelphia	Philadelphia City	007700	\$15,898	Yes	11.48%	Yes
Philadelphia	Philadelphia City	007800	\$33,377	No	11.01%	Yes
Philadelphia	Philadelphia City	008000	\$19,628	Yes	17.78%	Yes
Philadelphia	Philadelphia City	008101	\$25,024	No	22.73%	Yes
Philadelphia	Philadelphia City	008102	\$16,394	Yes	23.49%	Yes
Philadelphia	Philadelphia City	008200	\$19,248	Yes	27.19%	Yes
Philadelphia	Philadelphia City	008301	\$16,694	Yes	29.97%	Yes
Philadelphia	Philadelphia City	008302	\$16,459	Yes	23.39%	Yes
Philadelphia	Philadelphia City	008400	\$16,230	Yes	24.19%	Yes
Philadelphia	Philadelphia City	008500	\$15,713	Yes	16.54%	Yes
Philadelphia	Philadelphia City	008601	\$26,768	No	13.06%	Yes
Philadelphia	Philadelphia City	008602	\$15,560	Yes	5.68%	No
Philadelphia	Philadelphia City	008701	\$20,340	Yes	4.01%	No
Philadelphia	Philadelphia City	008702	\$19,902	Yes	11.47%	Yes
Philadelphia	Philadelphia City	008801	\$5,020	Yes	13.76%	Yes
Philadelphia	Philadelphia City	008802	\$4,013	Yes	8.64%	No
Philadelphia	Philadelphia City	009000	\$8,233	Yes	5.17%	No
Philadelphia	Philadelphia City	009100	\$20,285	Yes	8.25%	No
Philadelphia	Philadelphia City	009200	\$14,408	Yes	8.85%	No
Philadelphia	Philadelphia City	009300	\$13,789	Yes	22.09%	Yes
Philadelphia	Philadelphia City	009400	\$12,663	Yes	31.68%	Yes
Philadelphia	Philadelphia City	009500	\$12,396	Yes	22.83%	Yes
Philadelphia	Philadelphia City	009600	\$13,344	Yes	21.98%	Yes
Philadelphia	Philadelphia City	009801	\$21,336	Yes	10.53%	No
Philadelphia	Philadelphia City	009802	\$20,347	Yes	9.81%	No

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	010000	\$17,731	Yes	10.36%	No
Philadelphia	Philadelphia City	010100	\$16,462	Yes	18.16%	Yes
Philadelphia	Philadelphia City	010200	\$9,376	Yes	26.57%	Yes
Philadelphia	Philadelphia City	010300	\$17,451	Yes	18.87%	Yes
Philadelphia	Philadelphia City	010400	\$17,482	Yes	16.19%	Yes
Philadelphia	Philadelphia City	010500	\$12,835	Yes	17.30%	Yes
Philadelphia	Philadelphia City	010600	\$11,381	Yes	36.96%	Yes
Philadelphia	Philadelphia City	010700	\$8,775	Yes	24.05%	Yes
Philadelphia	Philadelphia City	010800	\$10,137	Yes	20.00%	Yes
Philadelphia	Philadelphia City	010900	\$10,907	Yes	25.00%	Yes
Philadelphia	Philadelphia City	011000	\$16,308	Yes	14.01%	Yes
Philadelphia	Philadelphia City	011100	\$12,612	Yes	28.79%	Yes
Philadelphia	Philadelphia City	011200	\$13,977	Yes	15.31%	Yes
Philadelphia	Philadelphia City	011300	\$16,982	Yes	5.77%	No
Philadelphia	Philadelphia City	011400	\$16,762	Yes	12.19%	Yes
Philadelphia	Philadelphia City	011500	\$21,526	Yes	11.33%	Yes
Philadelphia	Philadelphia City	011700	\$13,113	Yes	22.03%	Yes
Philadelphia	Philadelphia City	011800	\$22,389	Yes	15.50%	Yes
Philadelphia	Philadelphia City	011900	\$22,189	Yes	10.69%	No
Philadelphia	Philadelphia City	012100	\$20,814	Yes	5.35%	No
Philadelphia	Philadelphia City	012201	\$22,223	Yes	4.16%	No
Philadelphia	Philadelphia City	012203	\$18,684	Yes	3.32%	No
Philadelphia	Philadelphia City	012204	\$30,315	No	13.28%	Yes
Philadelphia	Philadelphia City	013100	\$20,804	Yes	12.88%	Yes
Philadelphia	Philadelphia City	013200	\$13,612	Yes	32.44%	Yes
Philadelphia	Philadelphia City	013300	\$35,465	No	14.51%	Yes
Philadelphia	Philadelphia City	013700	\$20,861	Yes	19.18%	Yes
Philadelphia	Philadelphia City	013800	\$16,155	Yes	13.84%	Yes
Philadelphia	Philadelphia City	013900	\$11,485	Yes	20.46%	Yes
Philadelphia	Philadelphia City	014000	\$17,119	Yes	10.30%	No
Philadelphia	Philadelphia City	014100	\$14,002	Yes	28.48%	Yes
Philadelphia	Philadelphia City	014400	\$17,933	Yes	12.50%	Yes
Philadelphia	Philadelphia City	014500	\$13,182	Yes	13.97%	Yes
Philadelphia	Philadelphia City	014600	\$13,294	Yes	26.46%	Yes
Philadelphia	Philadelphia City	014700	\$6,613	Yes	14.58%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	014800	\$14,103	Yes	16.13%	Yes
Philadelphia	Philadelphia City	014900	\$17,020	Yes	27.80%	Yes
Philadelphia	Philadelphia City	015101	\$16,161	Yes	29.53%	Yes
Philadelphia	Philadelphia City	015102	\$12,005	Yes	30.46%	Yes
Philadelphia	Philadelphia City	015200	\$9,978	Yes	28.00%	Yes
Philadelphia	Philadelphia City	015300	\$7,696	Yes	17.75%	Yes
Philadelphia	Philadelphia City	015600	\$12,586	Yes	19.70%	Yes
Philadelphia	Philadelphia City	015700	\$17,344	Yes	12.90%	Yes
Philadelphia	Philadelphia City	015800	\$27,318	No	14.35%	Yes
Philadelphia	Philadelphia City	016000	\$25,225	No	16.09%	Yes
Philadelphia	Philadelphia City	016100	\$14,322	Yes	23.37%	Yes
Philadelphia	Philadelphia City	016200	\$9,819	Yes	17.42%	Yes
Philadelphia	Philadelphia City	016300	\$8,714	Yes	23.92%	Yes
Philadelphia	Philadelphia City	016400	\$8,806	Yes	22.20%	Yes
Philadelphia	Philadelphia City	016500	\$10,838	Yes	35.08%	Yes
Philadelphia	Philadelphia City	016600	\$14,228	Yes	22.48%	Yes
Philadelphia	Philadelphia City	016701	\$15,184	Yes	39.00%	Yes
Philadelphia	Philadelphia City	016702	\$11,500	Yes	17.59%	Yes
Philadelphia	Philadelphia City	016800	\$14,066	Yes	22.11%	Yes
Philadelphia	Philadelphia City	016901	\$15,510	Yes	27.68%	Yes
Philadelphia	Philadelphia City	016902	\$15,107	Yes	21.23%	Yes
Philadelphia	Philadelphia City	017100	\$14,142	Yes	27.95%	Yes
Philadelphia	Philadelphia City	017201	\$10,198	Yes	37.34%	Yes
Philadelphia	Philadelphia City	017202	\$12,765	Yes	13.52%	Yes
Philadelphia	Philadelphia City	017300	\$14,321	Yes	28.02%	Yes
Philadelphia	Philadelphia City	017400	\$11,619	Yes	30.08%	Yes
Philadelphia	Philadelphia City	017500	\$7,791	Yes	26.75%	Yes
Philadelphia	Philadelphia City	017601	\$7,970	Yes	27.83%	Yes
Philadelphia	Philadelphia City	017602	\$8,288	Yes	26.35%	Yes
Philadelphia	Philadelphia City	017701	\$7,068	Yes	39.24%	Yes
Philadelphia	Philadelphia City	017702	\$6,812	Yes	24.89%	Yes
Philadelphia	Philadelphia City	017800	\$9,396	Yes	30.43%	Yes
Philadelphia	Philadelphia City	017900	\$12,039	Yes	21.43%	Yes
Philadelphia	Philadelphia City	018001	\$19,138	Yes	27.81%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	018002	\$24,214	No	13.52%	Yes
Philadelphia	Philadelphia City	018300	\$22,309	Yes	22.98%	Yes
Philadelphia	Philadelphia City	018400	\$21,755	Yes	10.99%	Yes
Philadelphia	Philadelphia City	018800	\$10,719	Yes	26.34%	Yes
Philadelphia	Philadelphia City	019000	\$11,170	Yes	30.62%	Yes
Philadelphia	Philadelphia City	019100	\$13,420	Yes	16.87%	Yes
Philadelphia	Philadelphia City	019200	\$10,987	Yes	32.80%	Yes
Philadelphia	Philadelphia City	019501	\$9,054	Yes	36.54%	Yes
Philadelphia	Philadelphia City	019502	\$9,024	Yes	32.65%	Yes
Philadelphia	Philadelphia City	019700	\$10,734	Yes	15.88%	Yes
Philadelphia	Philadelphia City	019800	\$11,326	Yes	19.18%	Yes
Philadelphia	Philadelphia City	019900	\$10,342	Yes	29.71%	Yes
Philadelphia	Philadelphia City	020000	\$14,561	Yes	22.41%	Yes
Philadelphia	Philadelphia City	020101	\$18,801	Yes	15.57%	Yes
Philadelphia	Philadelphia City	020102	\$16,561	Yes	28.44%	Yes
Philadelphia	Philadelphia City	020200	\$15,322	Yes	22.41%	Yes
Philadelphia	Philadelphia City	020300	\$13,394	Yes	26.93%	Yes
Philadelphia	Philadelphia City	020400	\$15,868	Yes	13.08%	Yes
Philadelphia	Philadelphia City	020500	\$16,198	Yes	13.42%	Yes
Philadelphia	Philadelphia City	020600	\$37,104	No	21.38%	Yes
Philadelphia	Philadelphia City	020800	\$35,354	No	11.93%	Yes
Philadelphia	Philadelphia City	021600	\$33,083	No	12.03%	Yes
Philadelphia	Philadelphia City	021700	\$34,365	No	11.52%	Yes
Philadelphia	Philadelphia City	023800	\$25,452	No	17.96%	Yes
Philadelphia	Philadelphia City	024100	\$16,893	Yes	20.83%	Yes
Philadelphia	Philadelphia City	024200	\$17,665	Yes	29.46%	Yes
Philadelphia	Philadelphia City	024300	\$21,429	Yes	13.20%	Yes
Philadelphia	Philadelphia City	024400	\$15,492	Yes	20.58%	Yes
Philadelphia	Philadelphia City	024500	\$18,843	Yes	24.46%	Yes
Philadelphia	Philadelphia City	024600	\$14,678	Yes	14.58%	Yes
Philadelphia	Philadelphia City	024700	\$12,340	Yes	29.37%	Yes
Philadelphia	Philadelphia City	024800	\$17,328	Yes	21.52%	Yes
Philadelphia	Philadelphia City	024900	\$13,595	Yes	18.96%	Yes
Philadelphia	Philadelphia City	025200	\$16,970	Yes	13.93%	Yes
Philadelphia	Philadelphia City	025300	\$18,163	Yes	23.84%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	025400	\$31,202	No	12.06%	Yes
Philadelphia	Philadelphia City	025800	\$33,315	No	12.16%	Yes
Philadelphia	Philadelphia City	025900	\$19,875	Yes	22.44%	Yes
Philadelphia	Philadelphia City	026000	\$26,611	No	18.11%	Yes
Philadelphia	Philadelphia City	026100	\$30,469	No	13.41%	Yes
Philadelphia	Philadelphia City	026301	\$21,502	Yes	11.43%	Yes
Philadelphia	Philadelphia City	026400	\$20,876	Yes	9.88%	No
Philadelphia	Philadelphia City	026500	\$17,706	Yes	14.99%	Yes
Philadelphia	Philadelphia City	026600	\$20,158	Yes	16.75%	Yes
Philadelphia	Philadelphia City	026700	\$19,144	Yes	18.73%	Yes
Philadelphia	Philadelphia City	026800	\$20,510	Yes	16.14%	Yes
Philadelphia	Philadelphia City	026900	\$23,378	No	23.44%	Yes
Philadelphia	Philadelphia City	027000	\$26,488	No	14.73%	Yes
Philadelphia	Philadelphia City	027100	\$17,295	Yes	18.13%	Yes
Philadelphia	Philadelphia City	027200	\$23,831	No	16.70%	Yes
Philadelphia	Philadelphia City	027300	\$17,820	Yes	13.80%	Yes
Philadelphia	Philadelphia City	027401	\$13,542	Yes	21.56%	Yes
Philadelphia	Philadelphia City	027402	\$14,144	Yes	23.54%	Yes
Philadelphia	Philadelphia City	027500	\$17,643	Yes	21.23%	Yes
Philadelphia	Philadelphia City	027600	\$17,345	Yes	21.94%	Yes
Philadelphia	Philadelphia City	027700	\$19,252	Yes	21.00%	Yes
Philadelphia	Philadelphia City	027800	\$21,956	Yes	21.36%	Yes
Philadelphia	Philadelphia City	027901	\$11,297	Yes	26.57%	Yes
Philadelphia	Philadelphia City	027902	\$10,033	Yes	17.78%	Yes
Philadelphia	Philadelphia City	028000	\$14,431	Yes	28.25%	Yes
Philadelphia	Philadelphia City	028100	\$19,330	Yes	17.33%	Yes
Philadelphia	Philadelphia City	028200	\$16,546	Yes	18.61%	Yes
Philadelphia	Philadelphia City	028300	\$14,447	Yes	36.01%	Yes
Philadelphia	Philadelphia City	028400	\$10,726	Yes	30.49%	Yes
Philadelphia	Philadelphia City	028500	\$13,469	Yes	26.54%	Yes
Philadelphia	Philadelphia City	028600	\$10,018	Yes	24.80%	Yes
Philadelphia	Philadelphia City	028700	\$11,479	Yes	25.67%	Yes
Philadelphia	Philadelphia City	028800	\$11,446	Yes	28.11%	Yes
Philadelphia	Philadelphia City	028901	\$11,522	Yes	16.49%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	028902	\$12,542	Yes	13.92%	Yes
Philadelphia	Philadelphia City	029000	\$15,343	Yes	12.33%	Yes
Philadelphia	Philadelphia City	029100	\$12,785	Yes	15.18%	Yes
Philadelphia	Philadelphia City	029200	\$20,799	Yes	16.61%	Yes
Philadelphia	Philadelphia City	029300	\$11,770	Yes	26.49%	Yes
Philadelphia	Philadelphia City	029400	\$9,014	Yes	24.95%	Yes
Philadelphia	Philadelphia City	029800	\$13,680	Yes	24.25%	Yes
Philadelphia	Philadelphia City	029900	\$11,736	Yes	30.37%	Yes
Philadelphia	Philadelphia City	030000	\$15,032	Yes	24.49%	Yes
Philadelphia	Philadelphia City	030100	\$16,910	Yes	15.10%	Yes
Philadelphia	Philadelphia City	030200	\$17,791	Yes	16.91%	Yes
Philadelphia	Philadelphia City	030501	\$14,190	Yes	18.14%	Yes
Philadelphia	Philadelphia City	030502	\$15,636	Yes	17.44%	Yes
Philadelphia	Philadelphia City	030600	\$18,363	Yes	13.14%	Yes
Philadelphia	Philadelphia City	030700	\$20,138	Yes	8.84%	No
Philadelphia	Philadelphia City	030800	\$20,964	Yes	11.47%	Yes
Philadelphia	Philadelphia City	030900	\$14,322	Yes	18.46%	Yes
Philadelphia	Philadelphia City	031000	\$19,194	Yes	9.44%	No
Philadelphia	Philadelphia City	031101	\$15,583	Yes	17.19%	Yes
Philadelphia	Philadelphia City	031102	\$16,667	Yes	15.86%	Yes
Philadelphia	Philadelphia City	031200	\$16,110	Yes	18.37%	Yes
Philadelphia	Philadelphia City	031300	\$15,165	Yes	21.60%	Yes
Philadelphia	Philadelphia City	031401	\$14,980	Yes	16.28%	Yes
Philadelphia	Philadelphia City	031402	\$14,268	Yes	14.27%	Yes
Philadelphia	Philadelphia City	031501	\$21,048	Yes	10.76%	Yes
Philadelphia	Philadelphia City	031502	\$22,445	Yes	14.17%	Yes
Philadelphia	Philadelphia City	031600	\$18,547	Yes	18.12%	Yes
Philadelphia	Philadelphia City	031700	\$20,698	Yes	11.40%	Yes
Philadelphia	Philadelphia City	031800	\$17,385	Yes	20.10%	Yes
Philadelphia	Philadelphia City	031900	\$17,223	Yes	14.63%	Yes
Philadelphia	Philadelphia City	032000	\$17,685	Yes	11.22%	Yes
Philadelphia	Philadelphia City	032100	\$15,108	Yes	24.04%	Yes
Philadelphia	Philadelphia City	032300	\$17,626	Yes	23.53%	Yes
Philadelphia	Philadelphia City	032500	\$15,731	Yes	17.22%	Yes
Philadelphia	Philadelphia City	032600	\$19,226	Yes	16.63%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	032900	\$19,682	Yes	11.72%	Yes
Philadelphia	Philadelphia City	033000	\$18,347	Yes	15.73%	Yes
Philadelphia	Philadelphia City	033101	\$25,396	No	10.97%	Yes
Philadelphia	Philadelphia City	033400	\$21,345	Yes	15.17%	Yes
Philadelphia	Philadelphia City	033500	\$21,820	Yes	12.95%	Yes
Philadelphia	Philadelphia City	033600	\$25,509	No	10.97%	Yes
Philadelphia	Philadelphia City	033701	\$19,506	Yes	9.74%	No
Philadelphia	Philadelphia City	033702	\$29,832	No	12.51%	Yes
Philadelphia	Philadelphia City	033800	\$26,278	No	17.27%	Yes
Philadelphia	Philadelphia City	034000	\$25,662	No	11.01%	Yes
Philadelphia	Philadelphia City	034100	\$23,741	No	11.54%	Yes
Philadelphia	Philadelphia City	034200	\$28,263	No	13.38%	Yes
Philadelphia	Philadelphia City	034501	\$20,110	Yes	13.05%	Yes
Philadelphia	Philadelphia City	034502	\$21,105	Yes	11.81%	Yes
Philadelphia	Philadelphia City	034701	\$25,975	No	10.71%	Yes
Philadelphia	Philadelphia City	034801	\$24,070	No	10.88%	Yes
Philadelphia	Philadelphia City	034802	\$21,472	Yes	19.80%	Yes
Philadelphia	Philadelphia City	034803	\$26,728	No	14.15%	Yes
Philadelphia	Philadelphia City	034900	\$17,723	Yes	21.60%	Yes
Philadelphia	Philadelphia City	035100	\$42,843	No	14.94%	Yes
Philadelphia	Philadelphia City	035200	\$30,342	No	12.13%	Yes
Philadelphia	Philadelphia City	035301	\$26,500	No	10.73%	Yes
Philadelphia	Philadelphia City	035302	\$28,876	No	18.06%	Yes
Philadelphia	Philadelphia City	035701	\$18,912	Yes	8.39%	No
Philadelphia	Philadelphia City	035702	\$20,357	Yes	10.55%	No
Philadelphia	Philadelphia City	035900	\$29,367	No	11.61%	Yes
Philadelphia	Philadelphia City	036100	\$23,831	No	13.46%	Yes
Philadelphia	Philadelphia City	036201	\$26,295	No	10.91%	Yes
Philadelphia	Philadelphia City	036301	\$24,768	No	13.68%	Yes
Philadelphia	Philadelphia City	036302	\$22,416	Yes	7.45%	No
Philadelphia	Philadelphia City	036303	\$26,894	No	12.24%	Yes
Philadelphia	Philadelphia City	036900	\$11,152	Yes	9.77%	No
Philadelphia	Philadelphia City	037200	\$30,349	No	11.70%	Yes
Philadelphia	Philadelphia City	037500	\$32,965	No	10.89%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	037700	\$8,565	Yes	21.64%	Yes
Philadelphia	Philadelphia City	037800	\$28,312	No	19.62%	Yes
Philadelphia	Philadelphia City	037900	\$20,807	Yes	15.37%	Yes
Philadelphia	Philadelphia City	038000	\$17,556	Yes	16.28%	Yes
Philadelphia	Philadelphia City	038100	\$10,902	Yes	49.71%	Yes
Philadelphia	Philadelphia City	038200	\$14,358	Yes	30.78%	Yes
Philadelphia	Philadelphia City	038300	\$9,542	Yes	37.02%	Yes
Philadelphia	Philadelphia City	038400	\$38,223	No	12.13%	Yes
Philadelphia	Philadelphia City	038900	\$19,052	Yes	18.50%	Yes
Philadelphia	Philadelphia City	039000	\$15,021	Yes	24.24%	Yes
Philadelphia	Philadelphia City	980000	\$7,290	Yes	9.68%	No
Philadelphia	Philadelphia City	980200	\$24,283	No	16.30%	Yes
Philadelphia	Philadelphia City	989100	\$11,679	Yes	62.50%	Yes
Burlington	Palmyra Borough	700103	\$39,481	No	14.86%	Yes
Burlington	Palmyra Borough	700104	\$21,599	Yes	18.83%	Yes
Burlington	Cinnaminson Township	700304	\$36,118	No	10.76%	Yes
Burlington	Cinnaminson Township	700306	\$38,609	No	11.38%	Yes
Burlington	Maple Shade Township	700403	\$26,845	No	15.31%	Yes
Burlington	Maple Shade Township	700405	\$27,371	No	14.42%	Yes
Burlington	Delran Township	700603	\$30,485	No	11.57%	Yes
Burlington	Riverside Township	700703	\$21,000	Yes	10.57%	No
Burlington	Beverly City	700900	\$25,635	No	18.53%	Yes
Burlington	Edgewater Park Township	701001	\$26,193	No	14.11%	Yes
Burlington	Burlington Township	701104	\$26,346	No	12.08%	Yes
Burlington	Burlington City	701204	\$22,808	No	27.66%	Yes
Burlington	North Hanover Township	702101	\$17,559	Yes	8.61%	No
Burlington	Pemberton Township	702203	\$34,514	No	15.40%	Yes
Burlington	Pemberton Township	702204	\$22,279	Yes	20.82%	Yes
Burlington	Pemberton Township	702206	\$26,526	No	19.06%	Yes
Burlington	Pemberton Township	702207	\$23,151	No	14.10%	Yes
Burlington	Pemberton Township	702208	\$28,822	No	13.55%	Yes
Burlington	Pemberton Township	702209	\$26,053	No	11.59%	Yes
Burlington	Eastampton Township	702500	\$34,846	No	11.26%	Yes
Burlington	Mount Holly Township	702601	\$34,693	No	12.49%	Yes
Burlington	Mount Holly Township	702603	\$21,935	Yes	13.35%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Burlington	Willingboro Township	702802	\$26,000	No	12.91%	Yes
Burlington	Willingboro Township	702804	\$24,856	No	15.97%	Yes
Burlington	Willingboro Township	702805	\$23,826	No	20.97%	Yes
Burlington	Willingboro Township	702806	\$22,254	Yes	19.26%	Yes
Burlington	Willingboro Township	702807	\$27,476	No	14.57%	Yes
Burlington	Willingboro Township	702808	\$25,391	No	12.08%	Yes
Burlington	Willingboro Township	702809	\$27,860	No	15.83%	Yes
Burlington	Willingboro Township	702810	\$40,841	No	11.27%	Yes
Burlington	Willingboro Township	702811	\$30,407	No	22.43%	Yes
Burlington	Mount Laurel Township	702914	\$37,132	No	12.10%	Yes
Burlington	Lumberton Township	703104	\$37,159	No	10.96%	Yes
Burlington	Southampton Township	703203	\$28,856	No	13.42%	Yes
Burlington	North Hanover Township	704500	\$27,744	No	13.24%	Yes
Burlington	Mount Holly Township	704600	\$25,269	No	13.47%	Yes
Burlington	New Hanover Township	704802	\$12,248	Yes	3.06%	No
Burlington	Chesterfield Township	981802	\$3,541	Yes	0.00%	No
Burlington	New Hanover Township	982111	\$14,877	Yes	10.11%	No
Camden	Camden City	600200	\$15,219	Yes	25.69%	Yes
Camden	Camden City	600400	\$11,015	Yes	37.39%	Yes
Camden	Camden City	600700	\$17,194	Yes	16.77%	Yes
Camden	Camden City	600800	\$10,229	Yes	35.66%	Yes
Camden	Camden City	600900	\$10,166	Yes	28.17%	Yes
Camden	Camden City	601000	\$15,378	Yes	19.19%	Yes
Camden	Camden City	601101	\$16,737	Yes	21.99%	Yes
Camden	Camden City	601102	\$18,116	Yes	25.08%	Yes
Camden	Camden City	601200	\$16,051	Yes	17.12%	Yes
Camden	Camden City	601300	\$11,740	Yes	30.55%	Yes
Camden	Camden City	601400	\$14,457	Yes	20.44%	Yes
Camden	Camden City	601500	\$14,313	Yes	24.14%	Yes
Camden	Camden City	601600	\$14,054	Yes	28.22%	Yes
Camden	Camden City	601700	\$9,469	Yes	25.22%	Yes
Camden	Camden City	601800	\$10,750	Yes	24.00%	Yes
Camden	Camden City	601900	\$10,315	Yes	38.19%	Yes
Camden	Camden City	602000	\$13,632	Yes	20.98%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Camden	Pennsauken Township	602902	\$27,844	No	16.30%	Yes
Camden	Pennsauken Township	603002	\$21,185	Yes	15.18%	Yes
Camden	Merchantville Borough	603100	\$32,475	No	16.10%	Yes
Camden	Cherry Hill Township	603200	\$35,598	No	12.68%	Yes
Camden	Cherry Hill Township	603303	\$27,995	No	14.98%	Yes
Camden	Cherry Hill Township	603400	\$34,752	No	11.81%	Yes
Camden	Cherry Hill Township	603505	\$34,962	No	12.14%	Yes
Camden	Cherry Hill Township	603700	\$29,925	No	12.33%	Yes
Camden	Woodlynne Borough	604100	\$16,191	Yes	15.80%	Yes
Camden	Oaklyn Borough	604600	\$33,482	No	11.34%	Yes
Camden	Oaklyn Borough	604700	\$31,507	No	12.91%	Yes
Camden	Gloucester City	605100	\$28,471	No	13.10%	Yes
Camden	Gloucester City	605200	\$26,828	No	14.47%	Yes
Camden	Brooklawn Borough	605300	\$25,043	No	14.60%	Yes
Camden	Mount Ephraim Borough	605400	\$32,037	No	16.41%	Yes
Camden	Audubon Borough	605602	\$34,198	No	11.59%	Yes
Camden	Audubon Borough	605700	\$36,910	No	11.97%	Yes
Camden	Lawnside Borough	606500	\$24,779	No	20.49%	Yes
Camden	Barrington Borough	606700	\$29,974	No	13.88%	Yes
Camden	Bellmawr Borough	606800	\$25,893	No	12.18%	Yes
Camden	Bellmawr Borough	607000	\$23,535	No	16.33%	Yes
Camden	Runnemede Borough	607100	\$27,530	No	12.87%	Yes
Camden	Runnemede Borough	607200	\$23,375	No	13.82%	Yes
Camden	Magnolia Borough	607300	\$25,786	No	11.10%	Yes
Camden	Somerdale Borough	607401	\$23,565	No	12.63%	Yes
Camden	Somerdale Borough	607402	\$27,860	No	11.86%	Yes
Camden	Voorhees Township	607502	\$48,398	No	13.12%	Yes
Camden	Voorhees Township	607506	\$37,568	No	11.42%	Yes
Camden	Voorhees Township	607507	\$33,071	No	11.03%	Yes
Camden	Lindenwold Borough	607701	\$19,299	Yes	12.90%	Yes
Camden	Lindenwold Borough	607702	\$22,129	Yes	12.60%	Yes
Camden	Lindenwold Borough	607801	\$21,494	Yes	14.88%	Yes
Camden	Lindenwold Borough	607802	\$27,859	No	17.43%	Yes
Camden	Stratford Borough	608001	\$26,793	No	14.52%	Yes
Camden	Gloucester Township	608209	\$32,147	No	10.92%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Camden	Gloucester Township	608211	\$28,784	No	14.89%	Yes
Camden	Pine Hill Borough	608503	\$22,335	Yes	12.23%	Yes
Camden	Pine Hill Borough	608504	\$25,836	No	11.28%	Yes
Camden	Clementon Borough	608600	\$25,066	No	10.92%	Yes
Camden	Berlin Township	608800	\$26,970	No	14.00%	Yes
Camden	Waterford Township	608903	\$31,757	No	14.82%	Yes
Camden	Waterford Township	608904	\$32,124	No	14.27%	Yes
Camden	Chesilhurst Borough	609000	\$24,962	No	19.33%	Yes
Camden	Winslow Township	609103	\$26,610	No	14.09%	Yes
Camden	Winslow Township	609201	\$26,753	No	15.80%	Yes
Camden	Winslow Township	609202	\$25,170	No	16.69%	Yes
Camden	Winslow Township	609204	\$25,276	No	13.03%	Yes
Camden	Camden City	610300	\$18,627	Yes	13.02%	Yes
Camden	Camden City	610400	\$7,689	Yes	27.48%	Yes
Camden	Pennsauken Township	610500	\$19,452	Yes	10.61%	No
Camden	Pennsauken Township	610600	\$26,513	No	22.69%	Yes
Camden	Pennsauken Township	610800	\$25,439	No	15.35%	Yes
Camden	Gloucester City	611000	\$20,869	Yes	11.03%	Yes
Camden	Gloucester Township	611300	\$25,691	No	15.06%	Yes
Camden	Pine Valley Borough	611400	\$28,787	No	13.36%	Yes
Camden	Winslow Township	611500	\$32,034	No	14.48%	Yes
Camden	Collingswood Borough	611600	\$29,032	No	11.48%	Yes
Gloucester	Westville Borough	500100	\$27,241	No	16.38%	Yes
Gloucester	West Deptford Township	500201	\$26,472	No	24.91%	Yes
Gloucester	West Deptford Township	500202	\$29,531	No	16.57%	Yes
Gloucester	West Deptford Township	500205	\$32,599	No	12.05%	Yes
Gloucester	National Park Borough	500300	\$25,378	No	15.72%	Yes
Gloucester	Paulsboro Borough	500400	\$18,658	Yes	19.95%	Yes
Gloucester	Greenwich Township	500500	\$33,585	No	10.79%	Yes
Gloucester	Woodbury City	501002	\$25,750	No	12.14%	Yes
Gloucester	Woodbury City	501003	\$31,107	No	11.79%	Yes
Gloucester	Deptford Township	501101	\$23,384	No	12.64%	Yes
Gloucester	Deptford Township	501102	\$38,632	No	12.29%	Yes
Gloucester	Deptford Township	501106	\$29,958	No	11.60%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Gloucester	Deptford Township	501107	\$28,592	No	13.88%	Yes
Gloucester	Washington Township	501203	\$31,108	No	14.48%	Yes
Gloucester	Washington Township	501208	\$39,060	No	13.57%	Yes
Gloucester	Washington Township	501209	\$32,030	No	16.56%	Yes
Gloucester	Washington Township	501210	\$32,462	No	15.30%	Yes
Gloucester	Glassboro Borough	501402	\$15,175	Yes	14.57%	Yes
Gloucester	Glassboro Borough	501404	\$8,429	Yes	8.50%	No
Gloucester	Glassboro Borough	501406	\$24,425	No	11.87%	Yes
Gloucester	Monroe Township	501603	\$26,568	No	12.10%	Yes
Gloucester	Monroe Township	501604	\$24,990	No	11.27%	Yes
Gloucester	Monroe Township	501605	\$28,891	No	16.43%	Yes
Gloucester	Monroe Township	501609	\$37,236	No	10.89%	Yes
Gloucester	Franklin Township	501701	\$38,638	No	12.56%	Yes
Gloucester	Franklin Township	501702	\$33,893	No	15.11%	Yes
Gloucester	Franklin Township	501703	\$27,428	No	11.27%	Yes
Gloucester	Franklin Township	501704	\$27,631	No	11.65%	Yes
Gloucester	Newfield Borough	501800	\$27,898	No	11.82%	Yes
Gloucester	Elk Township	501900	\$33,242	No	16.51%	Yes
Mercer	Trenton City	000100	\$17,458	Yes	9.18%	No
Mercer	Trenton City	000200	\$17,231	Yes	17.04%	Yes
Mercer	Trenton City	000300	\$20,631	Yes	14.17%	Yes
Mercer	Trenton City	000400	\$14,058	Yes	15.24%	Yes
Mercer	Trenton City	000500	\$17,581	Yes	19.37%	Yes
Mercer	Trenton City	000600	\$21,413	Yes	19.89%	Yes
Mercer	Trenton City	000700	\$18,593	Yes	18.69%	Yes
Mercer	Trenton City	000800	\$20,079	Yes	22.30%	Yes
Mercer	Trenton City	000900	\$17,594	Yes	18.67%	Yes
Mercer	Trenton City	001000	\$16,781	Yes	12.65%	Yes
Mercer	Trenton City	001101	\$21,105	Yes	28.21%	Yes
Mercer	Trenton City	001102	\$14,046	Yes	25.70%	Yes
Mercer	Trenton City	001200	\$28,895	No	11.59%	Yes
Mercer	Trenton City	001300	\$26,686	No	17.17%	Yes
Mercer	Trenton City	001401	\$13,569	Yes	26.66%	Yes
Mercer	Trenton City	001402	\$15,378	Yes	24.86%	Yes
Mercer	Trenton City	001500	\$18,332	Yes	11.51%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Mercer	Trenton City	001600	\$14,465	Yes	12.67%	Yes
Mercer	Trenton City	001700	\$17,219	Yes	26.99%	Yes
Mercer	Trenton City	001800	\$16,098	Yes	12.74%	Yes
Mercer	Trenton City	001900	\$12,735	Yes	4.98%	No
Mercer	Trenton City	002000	\$12,867	Yes	29.06%	Yes
Mercer	Trenton City	002100	\$15,148	Yes	18.27%	Yes
Mercer	Trenton City	002200	\$17,416	Yes	18.32%	Yes
Mercer	Hamilton Township	002500	\$28,333	No	13.34%	Yes
Mercer	Hamilton Township	002601	\$22,519	Yes	16.10%	Yes
Mercer	Hamilton Township	002701	\$27,627	No	14.56%	Yes
Mercer	Hamilton Township	002702	\$29,835	No	13.59%	Yes
Mercer	Hamilton Township	002800	\$19,462	Yes	14.61%	Yes
Mercer	Hamilton Township	002902	\$25,586	No	12.63%	Yes
Mercer	Lawrence Township	003201	\$27,806	No	11.80%	Yes
Mercer	Ewing Township	003400	\$24,157	No	18.62%	Yes
Mercer	Ewing Township	003500	\$28,695	No	11.68%	Yes
Mercer	Ewing Township	003602	\$30,895	No	15.49%	Yes
Mercer	Ewing Township	003703	\$22,056	Yes	12.11%	Yes
Mercer	East Windsor Township	004407	\$37,359	No	11.51%	Yes
Mercer	Princeton	004501	\$21,137	Yes	12.96%	Yes

Source: U.S. Census Bureau, American Community Survey (ACS) 2009–2013 Five-Year Estimates. Based on ACS estimates, the average per capita income over the five-year period was \$28,155 (resulting in a threshold of \$22,524), and the average unemployment rate was 9.71 percent (resulting in a threshold of 10.71 percent).



Appendix D

Appendix D: 2015 List of Key Regional Projects

This appendix provides a list of key economic development projects and initiatives that, if and when completed, will advance Greater Philadelphia's regional economic development goals and objectives. While most (if not all) of these projects support more than one goal, they are categorized based on the primary goal that they advance (investing in people, investing in places, or supporting businesses). Within these categories, projects are listed in order of geography (beginning with regional projects) and alphabetically by project sponsor.

Invest in People: Projects That Support a Workforce Prepared to Meet the Needs of the Region's Employers.

Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
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 start-up kits (over a two-year period)	Federal and state programs TBD	TBD	N/A

Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Internship Accelerator	New Jersey, Pennsylvania	Regional	Campus Philly	Sixty-three percent of students with a paid internship in college graduate with a job in hand and 70 percent of students with a summer internship in Philadelphia stay in Philadelphia after they graduate. In order to grow Greater Philadelphia's talent pipeline and college-educated workforce, Campus Philly will function as an internship accelerator, connecting more college students to paid internships in Greater Philadelphia. The organization will do this by integrating Intern Match, a state-of-the-art online internship matching platform for employers and college students, into campusphilly.org. Campusphilly.org will also be re-launched to be responsive to all platforms, include rich media and new content to shape students' understanding of professional opportunities in Greater Philadelphia, and provide tracking capabilities, so the organization can measure the increase in paid internships. In order to promote and drive traffic to the new website and Intern Match tool, Campus Philly will add to its roster of in-person events, to introduce students and employers to the new website and to growth industries in the region.	\$250,000	US EDA, City of Philadelphia, colleges and universities, foundations, employers, state governments	Can begin immediately upon receipt of funding.	N/A
Human Capital Opportunities within the Greater Philadelphia Regional Job Market	Delaware, New Jersey, Pennsylvania	Regional	CEO Council for Growth	Utilizing the 2014 Greater Philadelphia Labor Market and Opportunities for Human Capital Development report, this project would seek to understand, aggregate, and communicate information about the business community's workforce needs at all levels, in particular, STEM occupations that drive our key industry verticals. The outcome of the planning and outreach efforts could fuel discussions with educators (regional superintendents, college presidents, workforce training community, etc.) about positioning individuals for career success in these fields.	\$100,000	US EDA, CEO Council for Growth members, Job Opportunity Investment Network	Two years from receipt of funding	N/A

Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Regional Talent Playbook	Delaware, New Jersey, Pennsylvania	Regional	CEO Council for Growth	This project would create a comprehensive asset map of the region's rich ecosystem of college completion and career positioning initiatives. By identifying the many programs, practices, and partnerships that exist to bolster college completion rates in the region, this "playbook" would showcase the various paths to completion and the organizations and programs that individuals, higher education, regional government, and the business community can use as resources. The final product can serve as a model for how large regions, with a large, dense, college-going and completion ecosystem, can organize around shared college completion goals and manage the ecosystem successfully.	\$100,000	US EDA, CEO Council for Growth members	Two years from receipt of funding	N/A
Talent Greater Philly	New Jersey, Pennsylvania	Regional	CEO Council for Growth, Campus Philly, Graduate! Philadelphia, Mayor's Office of Education	Philadelphia has developed a number of talent development and retention programs and strategies that exist as stand-alone efforts within separate organizations. Research shows that talent development efforts work best when coordinated in a systematic way so that constituents can take advantage of programs and services at different stages of their career pathway. Talent Greater Philly is an initiative to create that system by aligning, partnering, scaling up, and even merging organizations and services to create a more rational, efficient, and impactful talent development effort in Greater Philadelphia. Talent Greater Philly will align the services provided through disparate organizations so that students from high school, through college, and into the workforce are provided with a coherent set of resources to allow them to move from high school, to higher education, to college completion and advanced degree attainment. This will be achieved through coordinated planning of services, combined tracking and measurement tools and, if necessary, merging of organizations.	\$300,000	US EDA, City of Philadelphia, colleges and universities, foundations, employers, state governments	Immediately	N/A

Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Burlington County and Rowan College at Burlington County Data Center/Mount Laurel	New Jersey	Burlington County/ Mt. Laurel Township	Burlington County	Burlington County and Rowan College at Burlington County (RCBC) plan to develop a shared data center in Mt. Laurel between the college campus and the adjacent County Engineer Building for the following purposes: data storage, economies of scale, and continuity of operations	\$7 million	Public sector funding TBD	TBD	TBD
Burlington County Workforce Development Gap Analysis	New Jersey	Burlington County	Burlington County	Through this project, the county intends to conduct a gap analysis of economic growth, job training, and educational offerings (both credit and noncredit).	\$15,000	Public sector funding TBD	2016	N/A
Rowan College at Burlington County (RCBC) Advanced Manufacturing Center	New Jersey	Burlington County	Burlington County	Through this project, RCBC intends to address the identified need for skilled advanced manufacturing workers in the areas of machining, design technology, industrial technology, electrical technology, mechanical technology, sustainable energy technology, welding/fabrication, quality control, finishing/coating technology, industrial safety, industrial mechanics, procurement/logistics/supply chain management, advanced sensing, and advanced material manufacturing.	\$10 million	Public sector funding TBD	2016-2017	TBD
Burlington County and Rowan College at Burlington County Workforce Development Institute Co-Working Space	New Jersey	Burlington County/ Westampton Township/ Mt. Laurel	Burlington County	This goal of this project is to retrofit an underutilized area of the Burlington County Library System's main branch and repurpose an area of the Workforce Development Institute for use as a co-working space.	\$1 million	Public and private sector funding TBD	2015	TBD

Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Bucks County Metalwork Job Training	Pennsylvania	Bucks County	Bucks County	The Bucks County Community College Center for Workforce Development's <i>Metalwork Job Training Pilot Program</i> , initially funded through a grant from Bucks County, provides metalwork training to pre-qualified applicants. Participating employers have open positions to fill; vet the curriculum to ensure relevance to their business; participate on the College Advisory Board, approve the program applicants prior to their starting the training; and agree to interview and potentially hire successful program completers. The goals of the program include pre-qualifying high-potential learners to fill open positions for County metal manufacturers; placing well-trained employees in critically important industry positions; continuing to build important relationships with industry leaders; and working to strengthen the County's workforce.	\$100,000	Bucks County CDBG, others TBD	Ongoing	N/A

Invest in Places: Projects That Help Create Places Where People Want to Live, Work, and Invest.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Consortium for Building Energy Innovation (CBEI) (formerly the Energy Efficient Buildings Hub (EEBHUB))	New Jersey, Pennsylvania	Regional; based at the Philadelphia Navy Yard	BFTP/SEP, DVIRC, Pennsylvania State University, PIDC, Wharton Small Business Development Center	This project, which was awarded \$129 million of federal funding and received a \$30 commitment for additional funding from the Commonwealth of Pennsylvania, will improve energy efficiency and operability; reduce carbon emissions of new and existing buildings; and stimulate private investment and quality job creation in Greater Philadelphia and beyond. CBEI will focus on full-spectrum retrofit of existing commercial and multi-family residential buildings. CBEI is the culmination of more than a decade of dedicated team building efforts. 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.	\$129 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.
Outreach Program to Municipalities and School Districts on Energy Savings Performance Contracting	Pennsylvania	Regional: 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 Pennsylvania. The program will include outreach and education to municipalities and schools on energy performance contracting; educational workshops on the best practices for energy performance contracting; and one-on-one assistance to selected municipalities and school districts.	\$1 million	US EDA, local development districts (LDDs), energy service companies (ESCOs)	Two years from program start	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Green Stormwater Infrastructure (GSI) Partners	Pennsylvania	Regional	Sustainable Business Network of Greater Philadelphia (SBN)	SBN formed the GSI Partners in 2013 in response to Philadelphia's innovative stormwater management plan, <i>Green City, Clean Waters</i> . The long-term control plan sets goals for the next 25 years to protect and enhance urban watersheds, manage stormwater, and meet EPA Clean Water Act regulations with green stormwater infrastructure. SBN supports the plan's economic, environmental, and social goals and, via the GSI Partners, is working to help maximize its triple bottom line impact. Through networking, relationship-building, professional development, education, and advocacy, SBN is working to ensure that public and private investment catalyzed by the plan stays local; to support the Water Department in meeting and exceeding its greened acre goals; and to promote vegetated and innovative approaches.	\$600,000 over three years	US EDA, US EPA, PA Department of Labor and Industry, private foundations	2013–2016 and beyond, contingent on funding	The project is designed to support improvements to Philadelphia's urban watersheds.
Roebling Industrial Park/Roebling Super Fund Site	New Jersey	Burlington County/ Florence Township	Burlington County	Florence Township and a developer plan to redevelop the Super Fund site that consists of about 200 acres into an industrial park.	\$200 million	Public and private sector funding TBD	TBD – project expected to commence in late 2015.	TBD
Saylors Pond Road Site Redevelopment	New Jersey	Burlington County/ Wrightstown Borough	Burlington County	A developer 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	TBD – project expected to commence in late 2015.	TBD
Second and Third Street Pedestrian Improvement Project	New Jersey	Camden County/ City of Camden	Camden City	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, NJDOT	Two years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Camden's Stormwater Management and Resource Training (SMART) Project	New Jersey	Camden County/ City of Camden	Camden City, Cooper's Ferry Partnership, NJ DEP, Rutgers University, Rowan University, New Jersey Tree Foundation	Cooper's Ferry Partnership (CFP) has continued to partner with multiple agencies and entities on the Camden Stormwater Management and Resource Training (SMART) Project. The objective of the SMART project is to develop a comprehensive network of green infrastructure programs and projects for the City of Camden to reduce pollution and better manage the city's stormwater. The initiative includes neighborhood green infrastructure projects like the distribution of rain barrels, construction of rain gardens, stormwater management policy development, and green infrastructure training programs. Future goals include community workshops, new outreach and educational materials, and plans to facilitate the development of rain gardens throughout the city.	TBD	Public and private sectors, William Penn Foundation	Ongoing	Positive impacts associated with managing storm water better
Parkside RENEW	New Jersey	Camden County/ City of Camden	Camden City, Parkside Business and Community in Partnership, Inc.	PBCIP is a non-profit community development organization that currently has a strong housing rehabilitation and resale program in the Parkside neighborhood. The Parkside RENEW project is a new three-story building under construction on Haddon Avenue in the commercial heart of the neighborhood. This building will be the first new construction on Haddon Avenue in Parkside in 40 years, reversing a 60-year course of disinvestment in the neighborhood and serving as a catalyst for additional investment. It will contain for-lease retail space on the ground floor and office and community space on the upper levels, including new offices for PBCIP and a Public Service Electric & Gas (PSE&G) Sustainability Center. The building is slated to be LEED certified.	\$10 million	TBD	TBD	TBD

Mt. Ephraim CHOICE Neighborhoods Transformation Plan	New Jersey	Camden County/ City of Camden	Camden City, Housing Authority of Camden (HACC)	<p>The Choice Neighborhoods Initiative is a program of the US HUD to support comprehensive neighborhood revitalization by using the redevelopment of distressed publically assisted housing as a catalyst for neighborhood-wide transformation. In 2011, the HACC was one of 17 to receive a \$300,000 Choice Neighborhoods Planning Grant for the preparation of a Five-Year Transformation Plan that identified community improvements to address significant challenges adversely affecting residents' quality of life, including poverty, crime, substandard housing, underachieving schools, and the lack of neighborhood amenities. In addition to these challenges, the Transformation Plan area is negatively impacted by the presence of several brownfield sites. In response to the brownfield sites' reuse challenge, the Camden Redevelopment Agency applied for and was awarded two USEPA grants in 2015. The \$200,000 Area-wide Planning Grant will fund the creation of a plan for the reuse of these former industrial sites and a \$300,000 Site Assessment Grant will be used to investigate Camden Labs, a major brownfield site in the core of the Mt. Ephraim neighborhood. The City of Camden and HACC have applied for a \$30 million US HUD Choice Neighborhoods Initiatives implementation grant to carry out the comprehensive strategies identified in the Transformation Plan.</p>	TBD	US EDA, US HUD, US EPA, others TBD	TBD	The plan includes environmental remediation of contaminated areas.
DioGenix	New Jersey	Camden County/ City of Camden	City of Camden	<p>DioGenix is developing a new test for diagnosing multiple sclerosis. To expand its laboratory facilities, DioGenix plans to lease approximately 15,700 square feet at 808 Market Street in Camden. The NJ EDA awarded \$7.4 million in tax breaks to assist with the costs of creating a new lab.</p>	+/- \$7.4 million	NJ EDA, US EDA, private sector	TBD	TBD

76ers Headquarters and Practice Center	New Jersey	Camden County/ City of Camden	City of Camden	This major sports center offers much opportunity for events and new residents who will be connected with the 76ers, the Camden/Philadelphia area's NBA basketball team. Approximately 250 employees will work there, of which up to 125 may be Camden residents.	\$260 million	NJ EDA/EOA	2016	TBD
Gateway Office Park	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	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 investing \$130 million to expand their facilities. 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 office and research space.	\$175 million	US EDA, US EPA, FHWA, NJEIT, NJEDA, NJDOT, NJHDSRF, ERB for Camden, NJ Urban Transit Hub Tax Credit, US DOE, private sector	Eight years	TBD
Harrison Avenue Landfill Closure and Solar Development	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	CRA is partnering with the NJ DEP, US EPA, and US DOE to redevelop the remaining 50 acres of the former Harrison Avenue Landfill, including 15-20 acres for solar power generation in support of the Kroc Center, shoreline resiliency, wetlands and natural restoration, stormwater management, and public open space.	TBD	CRA, US DOE, US EDA, US EPA, US Army Corps of Engineers, NJDEP	Four years	Positive impacts due to site remediation and the production of solar energy.
Lanning Square Redevelopment	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	This neighborhood redevelopment is a major undertaking in furtherance of the vision and strategy of the Lanning Square residents and the partners for the city's "eds and meds" strategic plan. The Lanning Square Redevelopment Plan calls for the creation and rehabilitation of attractive, mixed-income housing and the introduction of new commercial and cultural sites.	TBD	TBD	Three years	TBD

North Camden Waterfront Mixed-Use Development Plan and Implementation	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA), Delaware River Port Authority (DRPA)	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 construction of mid- and high-rise retail, office, and residential buildings as well as a linear riverfront park.	\$200 million	NJEDA, US EDA, NJEIT, US EPA, NJ HDSRF, private sector	20 years	TBD
Port Expansion	New Jersey	Camden County/City of Camden	Camden Redevelopment Agency (CRA), City of Camden, South Jersey Port Corporation	An expansion of the port facilities of Camden, vital to the industry and commerce of South Jersey, is planned.	\$175 million	US EDA, EDA, SJPC, others TBD	One to three years	TBD
ResinTech	New Jersey	Camden County/City of Camden	Camden Redevelopment Agency (CRA)	The intent of this project is to develop a nearly 10 acre vacant and deteriorated brownfield site for the relocation of high-tech light manufacturing operation employing over 75 people.	\$25 million	CRA, NJEDA, private sector	TBD	TBD
Roosevelt Plaza Park and Transit Hub	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA), Delaware River Port Authority (DRPA)	This major civic project involves the creation of a new plaza and transit hub in front of City Hall. An obsolete office building/ parking garage adjacent to City Hall has been demolished, and Roosevelt Park Plaza, a new civic plaza open space, has been constructed. Future plans call for new public art, creation of a new entrance to the PATCO City Hall Station, and the creation of approximately 300,000 square feet of new educational, office, and retail in the blocks surrounding the Plaza.	\$40 million	NJ Urban Transit Hub Tax Credit, NJ Dept. of Treasury, ERB, NJ Green Acres Program, DRPA, USDOT, Camden County Open Space Trust Fund, foundations, private sector	TBD	TBD

Subaru of America Headquarters	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	Subaru of America will relocate its North American Headquarters to the Gateway Office Park, constructing 250,000 square feet of office space plus 70,000 square feet in a new Training Facility.	\$118 million	NJ EDA	TBD	TBD
Admiral Wilson Boulevard Plaza	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA), Camden Renaissance Association, LLC	Phase I of this project, located at the eastern gateway to the city and across the Admiral Wilson Boulevard, will utilize approximately 22 acres and be anchored by a state-of-the-art supermarket that will bring approximately 75,000 to 80,000 square feet of high-quality groceries and fresh food to the city's residents. The supermarket will be complemented by an additional 75,000 to 80,000 square feet of retail uses, anticipated to include a full-service bank, several restaurants, and other goods and services that will benefit the public. The Admiral Wilson Redevelopment Plan was adopted by City Council to accommodate this development. After over 40 years, Camden City will have a new major supermarket, the largest of its kind to date in South Jersey. Approximately 400 full- and part-time workers will be employed at the location, with preference given to city residents.	\$140 million	US EDA, NJEDA, DRPA, others TBD		Build out of the site will help mitigate flooding that occurs in the Admiral Wilson corridor.
7th Street Gateway Streetscape Enhancement Project	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	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.	\$3.5 million	NJDOT	Five years or more	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 or more	TBD
Cramer Hill Waterfront Roads Program	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	The goal of this project is to improve 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. The project will create a continuous waterfront parkway to accompany new and future development along the back channel of the Delaware River.	\$4 million	TBD	Five years or more	TBD
Delaware Waterfront Trail Loop	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership, Pennsylvania Environmental Council (PEC)	The goal of this project is to improve 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. The project will create a continuous waterfront parkway to accompany new and future development along the back channel of the Delaware River.	\$4 million	TBD	TBD	TBD
Haddon Avenue Improvements and Haddon Avenue Transit Village	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	Public infrastructure improvements along Haddon Avenue 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, NJEDA, US EDA, private sector	Five years or more	TBD
Holtec International	New Jersey	Camden County/ City of Camden	Delaware River Port Authority (DRPA)	This development is likely to have the largest influx of newly hired employees to the city, including 400 new hires at its opening and up to an additional 1,000 jobs when complete. To date, the NJEDA has approved \$260 million to assist in building a plant that will manufacture nuclear-powered equipment and containers.	Final costs TBD	NJEDA, SJPC, tax credits, private sources	Four years	TBD

Lower Farnham Park	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership, City of Camden	<p>This is the second phase of the Farnham Park Restoration Project. The upper portion was completed in 2011 as part of the \$1 million first phase, including stormwater management, trail connections, and new recreational amenities. Lower Farnham was once a sprawling Victorian-era park separated from the Cooper River by a man-made dike. When the dike failed in 1971, the lower parts of the park flooded, and no efforts were made to restore them. NJDEP prohibits returning the park to dry parkland, so the 32-acre area will be returned to natural wetlands and an amenity for the community. The goal is to enhance the valuable wetland habitat, improve the health of the Cooper River, and improve a vital connection to the Camden GreenWay regional trail network. The project will also establish waterfront access to a community that was cut off from the river for decades, and provide opportunities for educating the public about habitat preservation and stormwater management.</p>	TBD	National Park Service	TBD	Positive (wetlands reclamation, public education, improving water quality)
Camden Waterfront Development	New Jersey	Camden County/City of Camden	Liberty Property Trust, City of Camden	<p>This project will redefine the City of Camden's waterfront with a new estimated \$1 billion development on 16 acres just north of the Camden Aquarium. Liberty Property Trust and Robert A.M. Stern Architects created a master plan which envisions a mixture of uses, including a complex of offices, shops, restaurants, 300 residential dwellings, and a 120-room hotel. Public spaces along the Camden waterfront will be further transformed by this rich mix of new uses that will reconnect the downtown to the riverfront and also capitalize on those public investments that have already been realized in the area. Liberty could break ground as early as 2018 and expects occupancy in late 2018 and 2019. The new development represents the largest private sector investment in the City of Camden's history, creating thousands of construction jobs and bringing thousands of permanent jobs to the City.</p>	TBD	NJEOA	2016–2019	TBD

Camden's Educational and Medical Cluster	New Jersey	Camden County/ City of Camden	Camden County Improvement Authority (CCIA)	The educational and medical cluster is critical to revitalizing 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	NJEDA, state hospital funding, DRPA, Rowan University	Five years or more	TBD
Delaware River Waterfront Development Plan	New Jersey	Camden County/ City of Camden, Pennsauken Township, Gloucester City	Camden County Improvement Authority (CCIA)	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 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
Black Horse Pike (Route 168) Redevelopment Efforts	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority (CCIA)	The county will continue to focus redevelopment activities along the Black Horse Pike Corridor, concentrating on transforming older retail shopping centers into mixed-use redevelopment projects, while continuing to maintain and improve infrastructure and stormwater facilities.	TBD	TBD	Ongoing	TBD
Cooper River Vision Plan	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority (CCIA)	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 multiphase project that started in 2012.	\$23 million	Camden County, DRPA	Ongoing	TBD

White Horse Pike (Route 30) Redevelopment Efforts	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority (CCIA)	The county intends to continue to focus on redevelopment activities along the White Horse Pike Corridor, concentrating on transforming older retail shopping centers into mixed-use redevelopment projects, while continuing to maintain and improve infrastructure and stormwater facilities.	TBD	TBD	Ongoing	TBD
The College Drive Interchange Area Development	New Jersey	Camden County/ Gloucester Township	Camden County Improvement Authority (CCIA)	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. A major commercial development is planned for the area, as well as a major retail project.	TBD	TBD	TBD	TBD
Route 73 and Route 130 Redevelopment Area	New Jersey	Camden County/ Pennsauken Township	Camden County Improvement Authority (CCIA)	The county will continue to support redevelopment efforts within the key geographic area, focusing on new commercial projects and supporting the rehabilitation of the major industrial properties within the area.	TBD	TBD	Ongoing	TBD
Stratford Borough Redevelopment Plan Implementation	New Jersey	Camden County/ Stratford Borough	Camden County Improvement Authority (CCIA)	The purpose of this project is to actively work with stakeholders and developers to realize a new design and complete build-out of the now-vacant Bradlees shopping center. Recent planning efforts have proposed a mix of commercial, office, and residential uses.	TBD	TBD	Ongoing	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. In 2007 EDA 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.	TBD	US EDA, US EPA, State of New Jersey, SJPC, others TBD	Ongoing	TBD
Fossil Park at Inversand Corporation Site	New Jersey	Gloucester County/ Mantua Township	Gloucester County	Mantua Township, in partnership with Inversand Corporation, Gloucester County, and area higher education institutions, will continue to develop this site into a world-class Dinosaur Fossil Park. The site has had ongoing site excavations and findings from the Cretaceous Period (which are more than 65 million years old). Plans include land preservation and a grade K–12 STEM Education Center.	TBD	USDA, NJ Green Acres, US EDA	Ongoing	This 65-acre former quarry for green sand, used in the manufacturing of filtration systems, will be permanent preserved.
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

Gloucester/ Salem Wastewater Management Initiative	New Jersey	Gloucester and Salem County municipalities	Gloucester County Board of Chosen Freeholders, Salem County Board of Chosen Freeholders	Under the latest New Jersey Watershed Management Planning Act rules, Gloucester and Salem counties are preparing Wastewater Management Plans 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 solutions for this area, the two counties investigated the feasibility of treating wastewater at Salem County's existing Dupont Chamber Works industrial wastewater treatment plant. This treatment plant is currently operating at only 23 percent capacity and has available capacity to meet municipal needs.	TBD	US EDA, USDA, state, county, and local governments	TBD	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.
Broad Street Façade Improvement Project	New Jersey	Mercer County/City of Trenton	City of Trenton	Recommendations from the City of Trenton's recently published Citywide Market Study identify Broad Street as a starting point for commercial corridor revitalization. Specifically, small retail attraction and corridor improvements are highlighted as opportunities to take advantage of the day office worker market.	\$300,000	Trenton Urban Enterprise Zone, NJEDA, US EDA, private sector,	18-24 months commencing June 2016	TBD
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 throughout the UEZ and downtown district area.	\$5 million	US EDA, UEZ, CCRC	One to three years	TBD

Former Trenton Times Building	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the conversion by a private developer of a vacant newspaper printing plant into a mixed-use facility, including light manufacturing.	\$30 million	US EDA, UEZ	One to three 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
North Broad Street and Warren 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, NJHMFA, 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, US 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	US EDA, NJEDA, NJHMFA, state tax credits, NJERG	Four to five years	TBD
Roebling Machine Shop (aka "Invention Factory")	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of an industrial warehouse into commercial space.	\$27 million	US EDA, NJDOT, Historic Trust, UEZ	Four to five 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	US EDA, Brownfields, NJDOT, NJEOA	Three to four years	TBD
Route 29 Boulevard	New Jersey	Mercer County/ City of Trenton	City of Trenton, Mercer County, Capital City Redevelopment Corporation	This project will convert NJ 29 to an urban boulevard with connections to the existing urban street grid. Land from highway interchanges will become available for redevelopment. Road work is expected to be coordinated with conversion of state government surface parking to structured parking, daylighting of Assumpink Creek and park expansion, and zoning changes that increase development capacity.	\$150 million	USDOT TIGER, FHWA, NJDOT, NJ Treasury, local bonds, private investment	Eight to 15 years	TBD

Center Revitalization	New Jersey	Mercer County municipalities	Mercer County	This project will support the redevelopment of declining nonresidential areas of urban core and first generation suburbs.	TBD	FHWA, NJDEP, NJEIT, Tax Credits, local bonds	Ongoing	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 into a mixed-use development. The former industrial sites would become an integrated, walkable town center with access to the train station, airport, footpaths, and bike trails, and ultimately connect to another development that the county is considering. 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
Princeton Junction Transit-Oriented Development	New Jersey	Mercer County/ West Windsor Township	Mercer County, West Windsor Township	West Windsor has redevelopment plans for a transit-oriented development around the Princeton Junction Northeast Corridor Station. In addition to significantly increasing residential and commercial density, intermodal connections will be enhanced to US 1, the Central Jersey Bus Rapid Transit (BRT) regional line, and the local train to Princeton.	TBD	NJDOT, NJT, FHWA, FTA, local bonds	Five to seven years	TBD
SRI Development	New Jersey	Mercer County/ West Windsor Township	Mercer County, West Windsor Township	The Stanford University's Stanford Research Institute (formerly RCA's Sarnoff Labs) has a general development plan that includes road improvements to better link its site with US Route 1.	TBD	Private developer, NJDOT, local bonds	Seven to 10 years	TBD

Trenton-Mercer Airport (TTN)	New Jersey	Mercer County/ Ewing Township	Mercer County	Aggressive growth of a new commercial carrier has made TTN the nation's fastest growing airport, made possible by TTN being clear of interference from New York and Philadelphia airport flight patterns. Terminal modernization may be required to accommodate increasing market demand, and development interest is growing for the use of county-owned non-aviation property. Gap funding may be required to advance specific projects.	\$60 million	FAA, NJDOT, airport fees, local bonds	Five to seven years	TBD
US 1 and Quakerbridge Road	New Jersey	Mercer County/ Lawrence and West Windsor Townships	Mercer County, Lawrence and West Windsor Townships	This project includes infrastructure improvements to support development at the county's most significant commercial node, which is increasingly being surrounded and integrated with residential development. Impacts from the proposed development of the 658-acre, former Cyanamid experimental farm are of special concern. The project includes the Central Jersey Bus Rapid Transit (BRT) and highway improvements recommended in the NJDOT US 1 Regional Growth Strategy.	TBD	NJDOT, NJ Transit, FHWA, FTA, local bonds	Five to seven years	TBD
Wastewater System Preservation	New Jersey	Mercer County	Mercer County, municipalities, municipal utility authorities	This project includes the preservation and modernization of wastewater infrastructure to support planned growth and ensure efficient future operations.	TBD	Customer fees, NJDEP, NJEIT, local bonds	Ongoing	TBD
Bristol Pike Revitalization Area	Pennsylvania	Bucks County/ Bristol Township	Bucks County	This project includes 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	PA DCED, PennDOT, Bucks County Redevelopment Authority	2013–2015	TBD

Keystone South	Pennsylvania	Bucks County/ Bristol Township	Bucks County	This project involves the acquisition, preparation, improvement, and sale or lease of parcels (totaling approximately 80 acre) 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	PADCED, Bucks County Industrial Development Authority, RACP	2014–2020	No known significant 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 Steel 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
Sellersville Industrial Complex (former Ametek Property)	Pennsylvania	Bucks County/ Sellersville Borough	Bucks County	This project involves the acquisition, preparation, improvement, and sale or lease of nine parcels (totaling 44 acres) for advanced manufacturing, R&D, life science, and related uses at this former Resource Conservation and Recovery Act (RCRA) site in upper Bucks County, to facilitate new and expanded business investment and job creation and retention.	\$5 million	PADCED, Bucks County Industrial Development Authority	2013–2020	Brownfield site remediation
101 Gordon Drive Development	Pennsylvania	Chester County/ Uwchlan Township	Chester County Economic Development Council (CCEDC)	The Lionville Corporate Center is located at 101 Gordon Drive, Exton, Pennsylvania (Uwchlan Township). This 262,900-square-foot facility on 36½ acres has additional capacity of 160,000 square feet approved. With 25,000 square feet of existing wet lab space fully equipped with fume hoods, bench work and cabinetry, 10,000 square feet of cafeteria and meeting space currently in place, and the addition of a hotel, this site could be utilized as a corporate headquarters, conference center, or educational campus.	\$5 million or more	TBD	Shovel ready; build out within six months of start of construction; two years for new construction	None

20 Moores Road Redevelopment	Pennsylvania	Chester County/East Whiteland Township	Chester County Economic Development Council (CCEDC)	Renovation and redevelopment of 20 Moores Road (also known as Feters Mill Road) adjacent to PA Routes 202 and 401. The 65-acre site will include over 320,000 square feet for Saint Gobain's new national headquarters. Accessory structures include a power house, a training center, and a 5,725-square-foot guest house. The Pennsylvania Turnpike slip ramp is located two miles from the site. This \$80 million investment project showcases over 320,000 square feet of new space for Saint Gobain's new national headquarters.. Move-in is scheduled for late August 2015. The site has capacity for an additional 100,000 square feet available for tenancy.	\$10 million	US EDA, PADCED, and other public funding, plus over \$7 million in private capital	Two years from start of renovation	None
Atwater Redevelopment Corporate Center	Pennsylvania	Chester County/ East Whiteland and Tredyffrin Townships	Chester County Economic Development Council (CCEDC)	This Trammell Crow Company site is a 388-acre former brownfields quarry at the intersection of Route 29 and the Pennsylvania Turnpike. The existing office park contains approximately 1.25 million square feet of premier office space. There is an extensive trail network throughout the development and the center piece of the property is a 200-year-old limestone quarry that is now a beautiful 70-acre lake. There are numerous restaurants, hotels, and conference centers located within close proximity of the corporate center. The 150-acre south side of Atwater Lake will be a mixed-use development, with restaurants, retail, luxury apartments, townhomes, and 350 single-family homes.	\$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 Route 1 Corridor Development	Pennsylvania	Chester County/ multiple municipalities	Chester County Economic Development Council (CCEDC)	The Route 1 corridor is home to 700 acres of commercial and industrial zoned land targeted for development that could generate 7,000,000 square feet of construction and 3,400 jobs.	TBD	TBD	Individual parcels are currently available for development	To be determined on a site-by-site basis.

Chester County Airport Area Development	Pennsylvania	Chester County/ multiple municipalities	Chester County Economic Development Council (CCEDC)	Improvement of the Airport Road Interchange on the Route 30 Bypass will allow for significant economic growth in Western Chester County. The Chester County Airport expansion project would see commercial expansion of its hangars and terminal, as well as industrial built-to-suit opportunities.	\$37 million	TBD	Individual parcels are currently available for development	To be determined on a site-by-site basis.
Coatesville Amtrak Station Transit-Oriented Development	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 on Third Avenue, and redeveloping an eight-block area adjacent to the station with multiuse private enterprise populating the TOD zone.	\$20–25 million (new station and rehabilitation of old station)	US EDA, FTA, and other federal sources; PennDOT and other state sources; private investment	2014–2020	None
Coatesville Route 30 Bypass Development Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	The Oliver Tyrone Pulver Corporation 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 existing 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
Coatesville Gateway Downtown Redevelopment Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	DEPG LP, a development affiliate of Legend Properties, has entered into an agreement with the Coatesville Redevelopment Authority to develop 20,000 square feet of retail, 20 to 40 market-rate apartments, and a parking garage at the intersection of Business Route 30 and Route 82 in Coatesville.	\$20 million	TBD	Three years from receipt of funding	None
Coatesville Flats Property Redevelopment	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	A 25-acre former G. O. Carlson Steel Company site in Coatesville at Route 82 and Lincoln Highway is proposed to be developed as a major mixed-use project.	TBD	TBD	Three years from receipt of funding	Site has been remediated to PA DEP standards and Brandywine Creek has been stabilized.

Communication Test Design Inc. (CTDI) – Highlands	Pennsylvania	Chester County/ Valley Township	Chester County Economic Development Council (CCEDC)	A 42-acre green field to be developed into a brand new, state-of-the-art, 520,000 square feet precision industrial/office and R&D facility. Located off busy Rt. 30 Bypass, this facility will house 700 employees upon opening, and is anticipated to grow to 1,200 jobs over ten years.	\$40 million	State and local funding requested.	Preliminary land development approvals in place.	None identified at the time of this report.
Coventry Business Park	Pennsylvania	Chester County/ East Coventry Township	Chester County Economic Development Council (CCEDC)	This project involves the 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.
Deerfield Corporate Center Retail/Office Complex	Pennsylvania	Chester County/East Whiteland Township	Chester County Economic Development Council (CCEDC)	Project development of 37,500 square feet of retail space and a 3,500 square foot bank to support the existing 90,000 square feet of office space, plus an additional 180,000 square feet of Class A office space, is planned for the second phase of development at the Deerfield Corporate Center in Malvern.	TBD	State, local, and federal funding sources	Project to start in 2016	None identified at this time.
Devon Yards (Urban Outfitters)	Pennsylvania	Chester County/ Easttown Township	Chester County Economic Development Council (CCEDC)	A three-entity partnership plans to redevelop the six-acre former Waterloo Gardens site in Devon. The property will include 135 luxury apartments, retail, and restaurants with a “town center” flavor.	TBD	State, local, and federal funding sources	Project proposed to start in 2016	None identified at this time.
Downingtown Amtrak Rail Yard Redevelopment Project	Pennsylvania	Chester County/ Downingtown Borough	Chester County Economic Development Council (CCEDC)	A 16-acre former Amtrak rail yard is proposed for redevelopment. The site has a 10-year KOEZ designation that extends through December 31, 2023.	TBD	TBD	Can start as soon as possible, to take full advantage of KOEZ designation.	Unknown

Downingtown River Station Project	Pennsylvania	Chester County/ Downingtown Borough and East Caln Township	Chester County Economic Development Council (CCEDC)	This project involves the redevelopment of the former Sonoco Paper Products Company site in Downingtown Borough and East Caln Township. After remediation, the site plans 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)	10 years to build-out (2009–2018).	Site will be remediated to PA DEP residential and commercial standards.
Great Valley Corporate Center – Mixed-Use Life Center	Pennsylvania	Chester County/East Whiteland Township	Chester County Economic Development Council (CCEDC)	Repositioning of nine office buildings in Great Valley Corporate Center to construct a 50-acre mixed-use community totaling more than one million square feet. Plans include multi-unit residential, hotel, retail, office, and structured parking. Plans include three phases of construction. Phase One is underway.	TBD	Multiple funding sources are being identified	Phase One is currently under construction.	None known at this time.
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 square feet, are proposed. The project could create between 100 and 425 new jobs, depending on site usage and tenant requirements. The builder will divide to fit needs.	TBD	PADCED, CFA, federal and local commercial funding sources	Property is shovel-ready—nine to 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 historically black college or university, is planning to utilize approximately 49 acres on campus to create an R&D park. This will complement the current economic development strategies being implemented along the nearby Route 1 corridor. This site has a 10-year KOEZ designation that extends through December 31, 2023.	\$30–35 million	US EDA, other federal sources, Commonwealth of Pennsylvania, private investment	2012–2023	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 square feet in total, built to lessees' specifications. The project has the potential to create between 200 and 475 jobs, depending on specific usage.	TBD	State, federal, and local commercial lending sources	Property is shovel-ready and township approved. Nine to 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. The owner will build to suit. The site can accommodate approximately 375,000 to 490,000 square feet of flex space with between 350 and 1,000 new jobs created, depending on specific usage.	TBD	US EDA, other federal sources, PADCED, local commercial funding sources	One year for construction after water and sewer are installed; three to 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 square feet in total, will house between 75 and 325 employees based on utilization.	TBD	Federal, state, and local funding sources	Nine to 12 month timeframe.	None
Phoenixville Residential Redevelopment Project	Pennsylvania	Chester County/ Borough of Phoenixville	Chester County Economic Development Council (CCEDC)	This project involves the remediation and redevelopment of 20 acres of the former Phoenix Steel plant into 350 low-rise apartments. The \$66 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 capping the contamination of the property. At least 360 jobs are expected to be created during construction, and the apartment complex will employ 15 people in permanent positions at build-out.	\$40 million	US EDA, PADCED, 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 between 20,000 and 150,000 square feet of manufacturing/flex space built to suit on the commercial/light industrial campus. The project has the potential to create between 50 and 200 new jobs, depending on lessees' requirements.	TBD	PADCED, local commercial funding sources, US EDA	Nine-to-12 month timeframe after infrastructure is installed.	None
Sadsbury Commons	Pennsylvania	Chester County/ Sadsbury Township	Chester County Economic Development Council (CCEDC)	The Sadsbury Commons development is an 80-plus acre residential, commercial, and retail project planned for the busy intersection of Routes 30 and 10 in Sadsbury Township. Lancaster General Hospital completed a two-story, 39,000-square-foot health center at Sadsbury Commons, which will provide primary and specialty care and outpatient services, as well as an urgent care center that will be open seven days a week to care for patients with medical emergencies.	\$8 million	TBD	Phase II ready for construction.	Resolved
South Coatesville Light Industrial Park	Pennsylvania	Chester County/ South Coatesville Borough	Chester County Economic Development Council (CCEDC)	Approximately 85 acres in the Borough of South Coatesville available for development complete with water and sewer infrastructure onsite.	\$40 million	TBD	Three years	None
Uptown Worthington Center	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CCEDC)	The O'Neill Properties Group is developing a 106-acre former steel mill in East Whiteland Township at Routes 202 and 29 into a multiple use "town center." When complete, the 1.6 million-square-foot, mixed-use, 100-acre parcel will include 753 luxury residences; 745,000 square feet of upscale lifestyle retailing; and an estimated 185,000 square feet of Class A office space, along with a new tree-lined town center and Main Street. Over 3,300 new full-time jobs will be created at build-out. Phase 3 (of 8 Phases of development) currently under construction.	\$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. Retail anchors are in place. First residential apt. building under construction.

Valley Creek Corporate Center at Exton Park	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CCEDC)	Rubenstein Partners continues to develop this 200-acre site at the intersection of Swedesford Road and Valley Creek Boulevard in East Whiteland. At capacity, the park would total 1,750,000 square feet of Class A office space, with 265,000 square feet currently constructed. Sixty-five acres are available for development. Approximately 725 to 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, PADCED, CFA, private capital (\$70+ million)	TBD	Wetlands habitat protection. Connection to county trail system in place.
Washington Lane Project	Pennsylvania	Chester County / Sadsbury and Valley Townships	Chester County Economic Development Council (CCEDC)	Sadsbury and Valley townships will pursue the realignment of Washington Lane by creating an underpass between Lincoln Avenue and Lincoln Highway (Route 30). Washington Lane is currently periodically closed to allow commercial traffic access onto the Chester County Airport. To avoid these closures, the proposed repositioning of Washington Lane will connect residents from Pomeroy Heights and commercial traffic from Bellaire and Valley View Corporate Parks to Lincoln Highway, minimizing traffic congestion and enhancing driver safety.	\$3.5 million	TBD	Two years to completion	Unknown at this time
West Chester Armory Redevelopment – Uptown Entertainment	Pennsylvania	Chester County/ West Chester Borough	Chester County Economic Development Council (CCEDC)	The Uptown Theatre Alliance has launched a capital campaign for the \$3.75 million redevelopment of the old armory into a theatre to provide a venue for film, theatre, music, and dance, preserving an important part of local and national history. The theatre will introduce the community to new cultural experiences, educate and inspire audiences, provide low-cost programming for children and youth, and impact the local economy of the Borough of West Chester.	\$5 million	TBD	Three years to completion	None

West Chester University – Business & Public Affairs Center	Pennsylvania	Chester County/ Borough of West Chester	Chester County Industrial Development Authority (CCIDA)	The building will bring 10 departments, 100 faculty members, and 4,000 students in the College of Business and Public Affairs under one roof at the university. Located at Sharpless and Church Streets, this five-story “collegiate gothic”-style building will transform the center of campus.	\$39 million	State, local and private funding.	Completion in Fall 2016	None
Historic Chester Arts and Cultural District	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Arts Alive, Pennsylvania Humanities Council, and Widener University	This project will create a pedestrian-friendly arts and cultural district with mixed-uses and a high concentration of cultural facilities and historic buildings. Cultural entrepreneurs and activities will serve as the anchor for attraction and economic vitality. This will be a catalyst for community revitalization and incentive for new or relocating businesses. This project will further link University Crossing, the DeShong Park Revitalization Area, and the Chester Central Business District, with new cultural, residential, live/work, retail, and office uses. Other potential uses include a hotel, a regional performing arts center, and arts and education offices.	TBD	Federal and state agencies, private foundations, and private investors	Three or more years	None
Overtown Business Development Program	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Business Association, Chester Economic Development Authority (CEDA)	The goal of this project is to revitalize Chester’s downtown through the National Main Street approach, including the hiring of a Downtown/Main Street Manager. This project will help to create a downtown that responds to today’s consumers.	TBD	State, private foundations, private investment	Two years	None
Riverbridge Flex/Light Industrial Development	Pennsylvania	Delaware County/ City of Chester	Chester Economic Development Authority (CEDA)	The Riverbridge facility presents many opportunities for both mixed-use development and the expansion of shipping and trucking operations. The city has experienced success in attracting smaller assembly and manufacturing businesses that can capitalize on the available access to the Delaware River.	\$4 million	RACP, private sector	Two years	Some brownfield site remediation.

Streetscape Infrastructure Improvement Program in the Central Business District (CBD)	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	This is a Transportation Community System Preservation (TCSP) Project that will enhance the CBD and make the gateway to the city's commercial hub more attractive and inviting for investors and visitors. Planned improvements include street resurfacing, sidewalk replacement, ADA-compliant ramps, curb replacement, decorative curb borders, street trees, lighting, benches, trash receptacles, and miscellaneous improvements.	\$1 million	City of Chester, PennDOT	Two years	None.
University-Medical Center Corridor Development	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	The University Medical Center Corridor Project will include the completion of Phase I and additional work on Phase II of the University Crossings project and 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 have 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	Federal, state, and private sources	TBD	TBD
Waterfront Hotel	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	A new waterfront hotel in Chester City would support an increase in visitors to its new entertainment destinations (Harrah's Casino and Racetrack, and PPL Park). The proposed project includes the development of a 100- to 150-room hotel. The city has been very successful in recent years in creating a balance of economic activity along its waterfront. In particular, this corridor has seen the emergence of a new tourism and entertainment economy. A new hotel is a critical next step 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 and entertainment economy; enhance the overall economy of the city and its waterfront corridor; and augment the region's ability to accommodate travelers to Philadelphia International Airport.	TBD	Federal, state, and private sources	TBD	TBD

Waterfront Marina/Docking Facility	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	This project includes the identification of the most feasible location, the acquisition of necessary properties, and the design and construction of a 200- to 400-slip marina on the Chester City waterfront. As a part of the project, a docking facility to accommodate tall ships, commercial dinner cruises, and water taxis will be designed and constructed. The project will also include facilities for boat maintenance and storage. The city has been very successful in recent years in creating a 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 development of a marina and docking facility along the Chester waterfront would take advantage of the city's newly accessible waterfront and complement the region's tourism and entertainment economy.	TBD	Federal, state, and private sources	TBD	TBD
Wellington Ridge Shopping Center	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Housing Authority	This project will create a regional commercial center at the intersection of Highland Avenue and I-95. The center, envisioned as an initiator of economic development, capitalizes upon its proximity to the I-95 Interchange, as well as other development proposals. It will enhance an important "Main Street" feel of Highland Avenue and connect I-95 to the Highland Avenue Train Station, as well as to new development along Route 291.	TBD	Federal, state, local, and private financing	Three or more years	None
West End Transit-Oriented Development Project	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA), private developer	This project would include the design and development of vacant and underutilized properties for commercial, office, and high-density residential uses. This location utilizes a commercial rail station and is envisioned as a transportation revitalization hub for the western part of the city. This project will complement the new waterfront development (consisting of the wharf and a class A office building) and PPL Park, the existing professional soccer stadium.	\$5 to 10 million	Federal, state, and private sources	Five or more years	Brownfields site remediation.

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 has been proposed for a major mixed-use project, including 400,000 square feet of office space; 42,000 square feet of retail and commercial space; at least 200 new residential units; and a garage with a minimum of 400 spaces. Chester City has been very successful in recent years in creating a balance of economic activity along its waterfront. This corridor has seen the emergence of a new tourism and 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 proposed new office, retail, and residential development will build on the growth and expansion of these key new economic sectors and capture the value of the city's waterfront.	TBD	Federal, state, and private sources	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 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
Delaware County Open Space, Recreation, and Greenways Plan Implementation	Pennsylvania	Delaware County	Delaware County, municipal governments, environmental advisory commissions, private partners	The Delaware County Open Space, Recreation, and Greenways Plan, to be published in early 2015, makes recommendations for the protection of open spaces, the development and improvement of recreation programs, and the implementation of a countywide greenways and trail network, to enhance and maintain quality of life in the county.	TBD	TBD	Can begin immediately upon receipt of funding.	TBD

Delaware County Route 291/13 Industrial Heritage Parkway Plan Implementation	Pennsylvania	Delaware County	Delaware County, municipal governments, environmental advisory commissions, private partners	The Industrial Heritage Parkway Plan identifies actions to revitalize the county's industrial riverfront corridor. Recommendations primarily focus on implementation of mixed-used development, landscaping, signage, and installation of the East Coast Greenway bikeway.	TBD	TBD	Can begin immediately upon receipt of funding.	TBD
Delaware River Watershed Conservation Plan Implementation	Pennsylvania	Delaware County	Delaware County, municipal governments, environmental advisory commissions, private partners	The Delaware River Conservation Plan identifies significant natural, recreational, and cultural resources, as well as issues, concerns, and threats to river resources and values. The plan makes recommendations and identifies projects focused on balancing the economic needs of the study area with promotion of the area's natural and heritage tourism resources and opportunities.	TBD	TBD	Can begin immediately upon receipt of funding.	TBD
Delaware County Business Incubator	Pennsylvania	Delaware County	Delaware County Industrial Development Authority	This project will result in the creation of a high-tech business incubator on the Delaware County waterfront.	TBD	TBD	TBD	TBD
Delaware County Energy Hub	Pennsylvania	Delaware County/ Marcus Hook Borough	Delaware County Industrial Development Authority	This project involves the development of facilities utilizing Marcellus Shale products.	\$30 million	TBD	TBD	TBD
Central Business District Improvement Program	Pennsylvania	Delaware County/ countywide	Delaware County Redevelopment Authority	This project will result in the development and implementation of a funding program to assist municipalities with improvements to older central business districts.	\$2 million	TBD	TBD	TBD
Commercial District Improvements	Pennsylvania	Delaware County/ Upper Darby Township	Delaware County Redevelopment Authority	This project involves site preparation and infrastructure improvements associated with commercial district improvements in Upper Darby Township.	\$15 million	TBD	TBD	TBD

Professional Practice Fields	Pennsylvania	Delaware County	Delaware County Redevelopment Authority	This project will result in the development of year-round professional sports practice facilities.	\$10 million	TBD	TBD	TBD
Rail Improvements	Pennsylvania	Delaware County	Delaware County Redevelopment Authority	This project includes rail improvements to facilitate Bakken crude delivery to refineries.	\$15 million	TBD	TBD	TBD
First Avenue/ Moore Road Linear Park	Pennsylvania	Montgomery County/ Upper Merion Township	King of Prussia District	The First Avenue Linear Park will provide superior recreational amenities to the newly zoned business park in King of Prussia, Pennsylvania. New zoning allows residential and service retail to be developed in addition to existing commercial office and industrial buildings. This mixed-use zoning promotes a true live-work environment for the first time in the 50-year history of the office park. The Linear Park will allow all properties along First Avenue and Moore Road to be joined by common recreational paths for walking and jogging. In addition, the Linear Park will turn the required 50-foot setback into an attractive and welcoming amenity that will include new landscaping, pedestrian and vehicular lighting, benches, trash receptacles, seating plazas, and more. This project directly responds to recent demands by companies and their employees to locate in communities that are more stimulating and dynamic and positions the King of Prussia Business Park to be the premier office, residential, and retail location in the Philadelphia suburbs.	\$5 to 7 million	Private capital, King of Prussia District, Transportation Alternatives Program, local share	Can begin immediately upon funding.	N/A

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 multicomponent project that improves transit facilities at the Ardmore station and creates a pedestrian-friendly environment. The companion transit-oriented, mixed-use development on the nearby Cricket Municipal Parking Lot is a public/private partnership between Dranoff Properties and Lower Merion Township. The township is working with regional, state, national, and private partners 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 work (Phase 1) and parking garage (Phase 2)	FTA (\$5.8 million); township matching funds (\$1.7 million); PennDOT (\$12,750); RACP (\$15.5 million); PennDOT/SEPTA New Freedom (\$2.4 million); Montgomery County (\$250,000); private funding (\$40 million)	Engineering is 45 percent complete. Project planned to advance in two phases; bid documents for Phase 1 expected May 2015; construction completion in 2017.	NEPA completed. EPA Finding of no significant impact received.
Trail Junction Center	Pennsylvania	Montgomery County/ Norristown Borough	Montgomery County	The Montgomery County Trail Junction Center in Norristown is located at the junction of the Schuylkill River Trail and the Chester Valley Trail. This critical site is a gateway to Norristown, located at the foot of Arts Hill, next to the Norristown Transportation Center, and at the intersection of two key streets, Lafayette Street and DeKalb Pike. The Trail Junction Center will provide trail user amenities, event space, public art, outdoor seating, and information about Norristown and the Montgomery County trail system.	\$1.125 million	PennDOT, Montgomery County, Pennsylvania Local Share Account, PADCED	Engineering and design complete in 2015. Final construction complete in 2017.	No impact on the environment. Environmental clearances for site work have been received.
Linfield Industrial Park Site Preparation	Pennsylvania	Montgomery County/ Limerick Township	Montgomery County Development Corporation	This project includes the demolition of 14 large concrete bonding houses and one office building on a 197-acre parcel. Demolition will make new industrial development feasible on this large property.	\$5.53 million	US EDA, Limerick Township, private property owners, Commonwealth of Pennsylvania	TBD	TBD

Extension of Keystone Boulevard from Pottstown to West Pottsgrove Township	Pennsylvania	Montgomery County/ Pottstown Borough, West Pottsgrove Township	Montgomery County Planning Commission, Montgomery County Redevelopment Authority	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. An access study for this project (the <i>Industrial Zone Transportation Access Study</i>) was completed in 2012.	\$10.15 million	US EDA	Can begin immediately upon receipt of funding.	No known significant impacts.
Norristown Sewage Treatment Plant Relocation to Nicolet Property	Pennsylvania	Montgomery County/ Norristown Borough, West Norriton Township	Montgomery County Planning Commission	This project will involve the construction of a new treatment plant utilizing green technologies; decommissioning and demolition of the existing treatment plant; and construction of a pump station to convey the Norristown and West Norriton flows to the new treatment plant. A new sewage plant will help Norristown redevelop its waterfront.	\$95 million	US EDA, CFA	TBD	TBD
City Avenue Revitalization project	Pennsylvania	City of Philadelphia and Montgomery County	City Avenue Special Services District (CASSD) of Philadelphia and Lower Merion Township	This project scope has 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, Pennsylvania, US EDA, City of Philadelphia, St. Joseph's University	Project could begin within one month of funding. Preliminary engineering is complete.	TBD
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 R&D offices and lab space; a hotel and conference center; a simulation center; on-site parking; a pharmacy; and retail spaces.	\$150 million	Private, PIDC, US EDA	TBD	TBD

Access and Multi-Modal Improvements to Former Byberry State Hospital Site	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation (PIDC)	The Philadelphia Industrial Development Corporation is working with public and private partners to redevelop 50 acres of the former Byberry State Hospital site. The project includes removal of a deteriorated bridge, development of a multi-modal recreation trail, and improvements to enhance access to the site.	\$3 million	Philadelphia Industrial and Commercial Revolving Fund, private funding, City of Philadelphia, state and federal resources	Four to 10 years	Improved stormwater management as sites are redeveloped.
Avenue of the Arts North	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation (PIDC)	This project seeks to extend the City of Philadelphia's successful "Avenue of the Arts" redevelopment and branding initiative to the section of Broad Street located north of City Hall. A portfolio of economic development resources is being deployed to attract investment and accelerate redevelopment along this stretch of Broad Street. Investments in key infrastructure, amenities, and improvements will complement recent investments and development by Temple University, Tower Investments, and Beech Interplex, as well as support future planned projects, including conversion of the Divine Loraine hotel. Ultimately, this project envisions a cohesive, revitalized corridor of high-quality commercial, institutional, and residential development.	\$15 million	Local, state, and federal resources, private and philanthropic funding	One to 10 years	Improved stormwater management as sites are redeveloped and reduced per-capita contribution to air pollution due to transit, pedestrian, and bicycle accessibility.
Callowhill Industrial District Transformation	Pennsylvania	City of Philadelphia	City of Philadelphia	As the former Callowhill Industrial District transforms in to a mixed-use development area, infrastructure needs to be upgraded to facilitate investment. Reintroducing Noble Street and creating an area-wide stormwater management system would spur development and repair an underutilized section of Center City.	\$50 million	US EDA, City of Philadelphia, US DOT, Commonwealth of Pennsylvania, foundations	10 years	Significant stormwater management and environmental remediation on various parcels.

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 in land use, transportation, signage, and community development.	\$64 million	US EDA, City of Philadelphia, US Department of the Interior, private funding	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 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, Commonwealth of Pennsylvania	16 years to completion (planning completed in 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.
Expansion of Higher Educational, Research, and Medical Institutions Citywide	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, including CHOP's \$400 million translational research and vivarium building; Fox Chase Cancer Center's multi-phased expansion in Northeast Philadelphia; Salus University's \$15 million new construction for patient care and educational research; Drexel University's \$42 million new residence hall construction; Holy Family's \$20 million resident life center; UPenn's planned projects totaling over \$250 million; and the Wistar Institute's \$34 million renovation.	\$900 million	Children's Hospital, Fox Chase Cancer Center, University of Pennsylvania, Drexel University, Salus University, Holy Family University, Wistar Institute, City of Philadelphia, US EDA	Five years	TBD

Franklin Square	Pennsylvania	City of Philadelphia	City of Philadelphia	This project includes significant roadway and landscape enhancements around Franklin Square and development of the soon-to-be vacant Police Headquarters. Development would provide better vehicular access and pedestrian circulation to the primary park space serving the Chinatown and Old City neighborhoods and create a vibrant mixed-use development in the area.	\$25 million	City of Philadelphia, PennDOT	Five years	Significant stormwater management and environmental remediation on various parcels.
Industrial Land Strategy Implementation	Pennsylvania	City of Philadelphia	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 Land & Market Strategy</i> conducted by the Commerce Department, the City Planning Commission, and PIDC, focusing specifically on sites and infrastructure related to the redevelopment of key sites within the North Delaware Industrial District.	\$100 million	Philadelphia Industrial and Commercial Revolving Fund, Commonwealth of Pennsylvania, US EPA, US EDA	Early acquisitions two to three years, remediation and construction three to 10 years.	Positive impacts associated with improved stormwater management and the management or remediation of brownfield sites.
Lower Schuylkill Master Plan – Transportation Improvements, Infrastructure & Plan Implementation	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	The Lower Schuylkill Master Plan is a long-term blueprint for converting a historically industrial corridor along the east and west banks of the lower Schuylkill River into three modern business campuses. Implementation of the master plan recommendations is underway, including infrastructure investment, roadway planning, greenspace and recreation amenities, and other key elements. The most significant investment is the creation of new north-south access on the west bank of the Schuylkill to ease traffic congestion in the area and to provide access to development sites in the Innovation District.	\$50 million	Philadelphia Industrial and Commercial Revolving Fund, City of Philadelphia, Commonwealth of Pennsylvania, US EPA, US EDA, private and philanthropic resources	Project began in 2013, with completion targeted for 2036.	The Lower Schuylkill includes numerous brownfield sites, many of which will be remediated through this initiative.

Market East Strategic Plan Implementation	Pennsylvania	City of Philadelphia	City of Philadelphia, private sector entities	This project involves implementation of the Market East Strategic Plan, which establishes a framework for revitalization of this key commercial corridor through strategic public and private sector investments in infrastructure, amenities, and redevelopment. The project includes major renovations and redevelopment of The Gallery at Market East by PREIT, as well as planned development along the south side of Market Street, multimodal transit improvements, and entertainment venues. These strategic destinations would drive investment along Market Street between Twelfth Street and Independence National Park.	\$1 billion	Private sector entities, City of Philadelphia, federal and state sources	Five years	Improved stormwater management as sites are developed and reduced per-capita contribution to air pollution due to transit, pedestrian, and bicycle accessibility.
Navy Yard Infrastructure Improvements	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	Infrastructure improvements at the Navy Yard will facilitate the creation of a dynamic, mixed-use development and 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 and office space.	\$65 million	Private funding, City of Philadelphia, US EDA, PIDC	Planning complete; early action items began in 2010 with completion anticipated in 2025.	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.
Remediation and Renovation of 4601 Market Street	Pennsylvania	City of Philadelphia	City of Philadelphia	This project includes the remediation and adaptive reuse of the 320,000-square-foot former headquarters of the Provident Mutual Life 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	Commercial Corridors Bond Funding, private funding, City of Philadelphia, US EDA	Two years from start of construction.	Site will require asbestos and lead paint removal; remediation; and removal of electrical equipment.

Schuylkill River Trail Development	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation, Schuylkill River Development Corporation	This project involves the acquisition of riverfront parcels extending Schuylkill River Trail from its present terminus at South Street to Bartrams Garden in Southwest Philadelphia, and the design and construction of trail improvements and connections with adjoining neighborhoods.	\$30 million	US DOT, foundations, private funding, City of Philadelphia, US EDA, Commonwealth of Pennsylvania	Project is underway, with several segments completed and operational; anticipate completion in 10 years.	TBD
Reading Viaduct Project	Pennsylvania	City of Philadelphia	Center City District (CCD)	Built in the late 19th to transport passengers to the northern and western suburbs, the Reading Viaduct carried its last train in 1984, rendered obsolete with the completion of the Center City commuter tunnel. A portion was removed to accommodate the construction of the Pennsylvania Convention Center, leaving 4½ acres of reclaimable open space that can serve as a catalyst for neighborhood redevelopment neighborhood. While there has long been interest in reusing the Viaduct, the successful opening of New York City's High Line has prompted renewed interest in Philadelphia's elevated tracks. A 2010 study revealed that renovating the Viaduct was far less expensive than demolishing it and significant environmental liabilities could be minimized by capping and covering any remaining contaminated soil. Local foundations and the City of Philadelphia supported this work and construction documents for the first phase, the SEPTA spur, have been completed. The CCD will competitively bid the construction of the project in accordance with the construction documents developed in 2012 to 2013, providing a new public park with landscaping, lighting and site furnishings.	\$8.6 million	US EDA, Commonwealth of Pennsylvania, private foundations	15 months to completion.	Positive impacts associated with elimination of lead-based paints on bridges; the secure capping and covering of environmental contaminants; and the completion of a new green amenity for Callowhill, Chinatown, and Center City Philadelphia.

Enterprise Heights	Pennsylvania	City of Philadelphia	The Enterprise Center	Enterprise Heights will be a mixed-use, transit-oriented development at the intersection of 46th and Market streets in Philadelphia, Pennsylvania. The project will include up to 30,000 square feet of new office space for fast-growing entrepreneurial businesses and over 15,000 square feet of new retail space to support local residents and employees. An estimated 80 affordable housing units will also be provided on site. The project will capitalize on the future location of the Philadelphia Police Department, helping to create a fully active neighborhood center in West Philadelphia.	\$30 million	US EDA, PHFA (LIHTC), CDFI Fund (NMTC)	Three years	Improved stormwater management as sites are redeveloped, and reduced per capita contribution to air pollution due to transit, pedestrian, and bicycle accessibility.
Eastern Tower Community Center	Pennsylvania	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 and Vine streets in Philadelphia. This project is approximately 225,000 square feet on almost one-half an acre of land. The mix of uses will include 144 residential units (up to 22 percent of them affordable); 11,000 square feet of retail space; 16,000 square feet of office space; and 17,500 square feet of multiuse recreational/events programming space. 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, New Market Tax Credits, EB-5 equity investments, foundation support, State capital investment, local equity investors, and private financing	Financing targeted to be in place within nine to twelve months; estimated construction time: 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.
Project Why Wait	Pennsylvania	City of Philadelphia	Islamic Communication Network, Inc.	Project Why Wait will repurpose an abandoned firehouse on Germantown Avenue into a multiuse print facility, adult education center, and radio and television studio.	\$800,000	US EDA, PA MBDA loan	Four months from receipt of funding.	TBD

University of Pennsylvania South Bank Campus Development	Pennsylvania	City of Philadelphia	University of Pennsylvania	This project includes the remediation, demolition, and renovation of the closed 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 will likely require some level of remediation.
University City Science Center Campus Expansion	Pennsylvania	City of Philadelphia	University City Science Center and Wexford Science and Technology	The Science Center campus has the potential to double in size as it and Wexford explore joint development opportunities for nearly four million square feet of office, laboratory, residential, retail facilities and structured parking over the next 10 years. These opportunities include development of the former University City High School (UCHS) site, adjacent to the Science Center, and the three remaining open parcels on the Science Center's existing campus: 3400, 3800 and 3850 Market Street.	\$1.0 billion over ten years	Commonwealth of Pennsylvania, others TBD	Ten years	No negative impacts expected. Positive impacts include decreasing the stormwater run-off from the currently impervious sites.

Innovation Plaza (previously referred to as the 37th Street Walkway)	Pennsylvania	City of Philadelphia	University City Science Center	<p>The Science Center, in coordination with the other neighboring property owners, proposes to improve and revitalize the existing walkway in the vacated 37th Street right-of-way that runs south from Market Street to Ludlow Street and from Ludlow Street to Chestnut Street. This walkway is expected to attract significantly more foot traffic over the next few years, as several new offices, residential, educational, and retail projects are completed in University City. The currently non-descript walkway will be transformed into a park-like pedestrian thoroughfare, featuring landscaping, greenspace, seating areas, and a central event space.</p> <p>The re-imagined walkway will also be the site of the Science Center's new Innovators Walk of Fame (IWOFF). Similar in concept to the Philadelphia Music Alliance Walk of Fame on the Avenue of the Arts in Center City Philadelphia, the IWOFF will celebrate the rich and storied tradition of innovation in the Greater Philadelphia region, recognizing the region's visionaries and path-breakers. Each inductee will be recognized with his or her own "cube" on the site, highlighting the honoree's achievements, impact, and legacy. Using funding provided by the Commonwealth of Pennsylvania and private funders, the project is currently underway and is expected to be completed in late 2015.</p>	\$1.9 million	Commonwealth of Pennsylvania, City of Philadelphia, others TBD	One year from receipt of funding; anticipated completion late Fall 2015.	No negative impacts expected. Positive impacts include decreasing the stormwater run-off from the currently impervious site.
--	--------------	-------------------------	-----------------------------------	--	---------------	---	--	---

Support Businesses: Projects that Support Business Retention, Expansion, and Creation, Especially in Key Sectors.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Center for Digital Urban Innovation and Entrepreneurship	Pennsylvania	Located in Philadelphia but regional in scope	Ben Franklin Technology Partners of Southeast Pennsylvania (BFTP/SEP) and Temple University	Temple University, together with its regional partners, is seeking to establish a new Center for Digital Urban Innovation and Entrepreneurship. The proposed center will be a commercialization center to build region-wide programs that promote innovation and entrepreneurship using digital technology for the growing global urban market. The proposed center, to be located in Philadelphia, will become a hub for digital urban innovations, by connecting existing yet dispersed pockets of expertise on digital technology and urban studies and economy (both on Temple University's campus and throughout the region) and turning them into a steady stream of startup companies that target global markets.	\$1.0 million	US EDA	Three years	N/A
The Technology Commercialization Group (TCG)	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania (BFTP/SEP)	This project will develop and implement a new model for technology commercialization that builds upon the 30-plus 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, and organizations.	\$1.2 million over three years	US EDA	Three years	N/A
Greater Philadelphia Healthcare IT Initiative	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania (BFTP/SEP)	This project will facilitate the creation of a regional partnership for developing and implementing new strategies and technologies for Healthcare IT.	\$2 million	US EDA	Two years	Not applicable (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 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 (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 that 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 founders and 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 Pennsylvania 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

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
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 experts to assess each company's business and technology concepts, and provide 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, 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; BioStrategy fundraising for non-KIZ companies, New Jersey companies, and Delaware companies	Can begin immediately upon receipt of funding.	N/A
Regional Open Season for Natural Gas Pipeline Development/Expansion	Delaware, New Jersey, Pennsylvania	Regional	CEO Council for Growth	The goal of this project is to develop a Pipeline Master Plan for the Greater Philadelphia region. This plan would outline a regional vision for the pipeline expansion or development; provide the regional business community with the necessary financing elements for projects of this size and type; quantify the volume required to support the pipeline development projects; and identify enabling legislation that would support investment. The open season portion of the project would help provide the Greater Philadelphia Energy Action Team/CEO Council for Growth with an understanding of the community of organizations that create the demand and end users.	\$100,000	US EDA, US DOE, CEO Council for Growth Members	One year from receipt of funding.	N/A
Innovation Centers	Pennsylvania	Regional (Chester County and Delaware County)	Chester County Economic Development Council's <i>ideas x innovation network (i2n)</i>	The "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

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
World Class Greater Philadelphia	Delaware, New Jersey, Pennsylvania	Regional	Economy League of Greater Philadelphia	World Class Greater Philadelphia is a business- and civic-led initiative to develop and advance a shared agenda for regional growth and opportunity. 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 and 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 (GPSs) to focus and guide cross-sector collaboration for regional improvement. In 2014 the Economy League worked 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.	\$3 million	US EDA, foundations, corporations, individual donors	2011–2016	N/A
Advancing the World Class Business Growth Agenda	Delaware, New Jersey, Pennsylvania	Regional	Economy League	In September 2014, the Economy League received a two-year \$200,000 grant from the US EDA to advance key elements of the World Class business growth agenda, including developing a metro export growth strategy for the region, completing an in-depth analysis and strategy for a priority sector, and the formation of a World Class Business Growth Network to help guide implementation of the World Class agenda.	\$400,000	US EDA, other public sector, foundation, corporate, individual donors	2014–2016	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, and other business purposes. 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 and ensures successful repayment of loan capital.	\$700,000	US EDA, First State Community Loan Fund	Up to three years.	N/A
New Jersey EDA Revolving Loan Fund	New Jersey	Regional: Burlington, Camden, Gloucester, and Mercer counties	New Jersey Economic Development Authority	This project will create a revolving loan fund to provide financing to businesses and other entities to support employment growth in distressed areas consistent with the CEDS regional goals and objectives.	\$50 million	Financing and other assistance from banks and other sources (at least \$40 million), federal (\$10 million)	Indefinite (revolving). End loans to businesses and other entities have five-to-20-year terms.	N/A
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 nonprofits, 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 comprehensive data library.	\$500,000	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
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 the purpose of this project 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
Regional Energy and Manufacturing Economic Impact Study and Marketing Strategy	Delaware, New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	This project will undertake a comprehensive analysis of the region's energy industry. This study will then be utilized for broad outreach, including informing local stakeholders about the sector, marketing the region to promote the region's competitive advantages in energy, and educating companies, to encourage them to expand into Greater Philadelphia.	\$150,000	US EDA, local corporations	Two years from receipt of funding.	N/A
Regional Healthcare Economic Impact Study and Marketing Strategy	Delaware, New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	This purpose of this project is to research and explore the region's existing assets in the health care sector through an economic impact analysis. The project will identify opportunities to further develop the talent, capital, and infrastructure necessary and inform the business attraction and marketing efforts of Select Greater Philadelphia, to help the region claim recognition as the leader in health care innovation.	\$150,000	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
Digital Health Accelerator (DHA)	Pennsylvania	Regional	University City Science Center	The DHA strategically supports health IT projects with high commercial potential in order to help them get from early prototype stage to engaging their first customers and generating first revenues or Series A investment. The DHA model provides early-stage companies with funding and support as they are transitioning from research and development to sales. Companies selected for the DHA receive \$50,000 of funding, space at the Innovation Center @ 3401 on the Science Center campus, mentorship from industry experts, introductions to business opportunities and decision makers, capitalization support, customized business modeling advice, hiring guidance and more. In August 2015, the DHA received a \$50,000 grant from the U.S. Small Business Administration's Growth Accelerator Fund.	\$2.5 million over three years	US EDA, US SBA, Commonwealth of Pennsylvania, others TBD	Three years, possibly ongoing long-term operation.	N/A
The Port	Pennsylvania	Regional, based in the City of Philadelphia	University City Science Center	This project will support small businesses engaged in product and market development in the life science, physical science, and information technology fields. 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 10 businesses and provide resource funding, education, mentoring, network connectivity to specialists, and collaborative expertise at area academic institutions.	\$1.25 million	US EDA , Commonwealth of Pennsylvania, City of Philadelphia	Five years from receipt of funding.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Phase I Ventures (P1V)	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-plus 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. In the Fall of 2014, the Science Center received a \$1.0 million grant from US EDA to begin implementing P1V.	\$7 million	US EDA, Commonwealth of Pennsylvania, City of Philadelphia	Five to seven years	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
QED Proof of Concept Program	Delaware, New Jersey, Pennsylvania	Regional	University City Science Center	The QED Program is a multi-institutional proof-of-concept program that provides business development support for academic researchers developing early-stage life science and health care IT technologies with high commercial potential. The key goal is to retire the business risk in these early-stage projects, increasing their attractiveness to follow-on investment by established life science companies and private investors. Since its inception in 2009, the program has funded 24 projects. A total of 21 academic, research, and/or health care institutions currently participate in QED.	\$1 million per year; \$7 million cumulative from 2009–2015	Federal, state and local sources	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 brings startups a unique offering of resources to transform concepts into companies. Through interactive programming, free and open work areas and high-tech event space, Quorum provides the foundation for entrepreneurs to meet, collaborate and build a community. Since its opening in May 2011, more than 37,000 people have attended over 700 programs and events in Quorum. A 2013 in-depth survey of Quorum participants confirmed the program's ability to facilitate connections among the target audience of scientists, entrepreneurs, funders, and resource organizations. Ultimately, these connections are expected to lead to increased innovation, company formation, and job creation.	\$2 million over four to five years	US EDA , Commonwealth of Pennsylvania, City of Philadelphia	Ongoing long-term operation.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Mentoring Advanced Manufacturers for Success in Global Markets	New Jersey, Pennsylvania	Regional	World Trade Center of Greater Philadelphia (WTCGP)	Building on the success of the <i>Job Creation through Export Development: Innovative Manufacturing and Services Program</i> , 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 enterprises 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. As of March 31, 2015, the WTCGP is exceeding the project goals. Thus far under the project, the WTCGP is assisting 203 exporters, has conducted 24 seminars, and has assisted exporters to achieve \$194 million in export sales. The WTCGP is on schedule to successfully complete the project by September 30, 2016.	\$1.33 million	US EDA (including \$663,068 approved on 9/4/2013), WTCGP funds, WTCGP in-kind services, private corporations	10/1/2013 through 9/30/2016	N/A
Burlington County Co-Working Space	New Jersey	Burlington County/ Westampton Township	Burlington County	The goal of this project is to retrofit an underutilized area of the Burlington County Library System's main branch for use as a co-working space.	\$495,000	Public and private sector funding TBD	2015	TBD
Grow the Viticulture, Microbrewing & Distillery Industries in Gloucester County	New Jersey	Gloucester County	Gloucester County	The county intends to invest in viticulture, microbrewing, distilleries, and other value-added agricultural uses, to support these industries and spur economic growth through job creation and tourism. These industries will be supported by the development of an incubator that focuses on the technical and scientific needs of these growing industries.	TBD	US EDA, USDA, NJEDA	TBD	Impact will be positive as it promotes agricultural uses and supports the farming community.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
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
Trenton Made - Food Innovation Accelerator Project	New Jersey	Mercer County/City of Trenton	City of Trenton	The City of Trenton, NJ (City) will plan and capitalize a seed capital fund intended to serve the market need for healthy food production, distribution, and food recycling related businesses. Production may encompass all parts of the food process, from growing the raw materials to forming the raw materials into their intermediate or final form.	TBD	Trenton Urban Enterprise Zone, NJEDA, US EDA, private sector, philanthropic, US DOA	Five years	TBD
Heritage Tourism	New Jersey	Mercer County	Mercer County	This project highlights historically significant sites throughout Mercer County (including the City of Trenton, Princeton, Lawrence Township, Hopewell Valley, and others) and coordinates an effort to create a historical tourism hub. The project would provide support for existing historical sites and the planning, branding, and marketing of these locations as historic tourism destinations.	\$1 million	Mercer County, municipalities, chambers of commerce	Three to seven years	TBD
Sports Tourism	New Jersey	Mercer County	Mercer County	Excellent facilities at local universities and parks have begun to put Mercer County on the map for significant sporting events (including 2014 U.S. Special Olympics, training for U.S. Olympic crew team, and nationally recognized Iron Man and Lacrosse tournaments). This project would coordinate sports tourism marketing and event planning.	\$250,000	Mercer County, chambers of commerce	Five to eight years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
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, PADCED	2015	The project will involve the re-use of existing buildings.
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 5,000 first responders annually.	\$20 million	State (\$3 million), federal (\$3 million), county (\$10 million), local (\$4 million)	Three years	Phase I investigation found no contamination.
Chester County Rural Microentrepreneur Assistance Project (CCRMAP)	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	CCEDC, through its Agriculture Industry Partnership, is prepared to implement CCRMAP 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, PDA	Three years from receipt of funding.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Grow Philadelphia Fund	Pennsylvania	City of Philadelphia	The Enterprise Center Capital Corporation (TEC-CC)	The Enterprise Center Capital Corporation's (TEC-CC) mission is to revitalize low-income, urban communities by providing access to capital to its target market of minority and women entrepreneurs in Philadelphia, Delaware, and Montgomery counties. While the TEC-CC provides microloans up to \$50,000, they also recognize that high-performing entrepreneurs will need access to larger loan amounts to elevate their business to the next level. To fulfill this need, TEC-CC formed the Grow Philadelphia Fund (GP Fund) to assist high performing entrepreneurs who seek over \$50,000 but are denied by conventional banks. TEC-CC intends to use the GP Fund to make loans from \$50,000 to \$200,000 to these proven entrepreneurs. The goal is create 250 jobs by injecting capital along with business development, technical assistance, and educational opportunities to accelerate growth in these enterprises.	\$3 million	US EDA, SBA, CDFI Fund	Two years from receipt of funding.	N/A
Net Zero Energy Innovation Center	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation, PSU, Drexel, BFTP/SEP, 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 to \$54 million	\$15 million federal (NIST, US EDA); \$21 to 39 million from non-federal governmental sources and private sector financing commitments	Five years	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
PIDC Growth Loan Program	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation	The PIDC Growth Loan Program supports business expansion and new job creation through an innovative, low-cost financing program that supports property acquisition, construction, renovation, machinery and equipment, environmental and energy-related items, and soft costs associated with these items. Loans range from \$75,000 to \$750,000, with one new full-time job required for each \$35,000 lent. The program can fund up to 40 percent of total project costs with a 10 percent minimum equity contribution.	\$5 million	US EDA, Philadelphia Industrial and Commercial Revolving Fund, private and philanthropic funding, City of Philadelphia, state and federal agencies	One to five years	This program will support remediation of multiple brownfield sites in the City of Philadelphia.
Startup PHL	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation	In 2013, the Philadelphia Industrial Development Corporation and the City of Philadelphia partnered with private venture capital firms First Round Capital and Dream It Ventures to launch "Startup PHL," an innovative investment fund providing key early-stage equity to promising startup companies in the City of Philadelphia. The fund seeks to close the critical early-funding gap for high-potential startups. Initial capitalization includes \$3 million in public sector investment, matched by \$3 million from the private sector partners; additional resources will be pursued to expand the program and increase the number of startups receiving assistance. Startup PHL also provides grants for technical assistance, education, and support services.	\$6 million	Private and philanthropic funding, state and federal agencies	One to five years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Philadelphia Game Lab	Pennsylvania	City of Philadelphia	PA DCED	The Philadelphia Game Lab (PGL) is a non-profit organization dedicated to the growth of small-team game development in the Philadelphia region. PGL promotes opportunities for the game industry throughout the Philadelphia region through collaborations between academia and industry. The PGL initiative is currently funded to hire students and recent graduates of Pennsylvania universities and will in the future work to attract additional students and graduates to participate in efforts here. Their efforts will continue to lead to the development of industry-leading tools and game executions, with a focus on highlighting the talent base in local universities and building the region's credibility as a location for creative technical businesses.	\$4.25 million	D2PA, National Science Foundation, strategic industry entities, and private foundations	Five to seven years	N/A

LIST OF ACRONYMS

CCEDC	Chester County Economic Development Council	KACD	Kennett Area Community Development
CCRC	Capital City Redevelopment Corporation	KIZ	Keystone Innovation Zone
CDFI	Community Development Financial Institutions Fund	KOEZ	Keystone Opportunity Expansion Zone
CFA	Commonwealth Financing Authority (Pennsylvania)	LEED	Leadership in Energy and Environmental Design
D2PA	Discovered and Developed in Pennsylvania Program	LIHTC	Low-Income Housing Tax Credits
DVIRC	Delaware Valley Industrial Resource Center	NAVSEA	Naval Sea Systems Command
DRPA	Delaware River Port Authority	NIST	National Institute of Standards and Technology
ERB for Camden	Economic Recovery Board for Camden	NJDCA	New Jersey Department of Community Affairs
FEMA	Federal Emergency Management Administration	NJDEP	New Jersey Department of Environmental Protection
FHWA	Federal Highway Administration	NJDOT	New Jersey Department of Transportation
FTA	Federal Transit Administration	NJEDA	New Jersey Economic Development Authority

LIST OF ACRONYMS

HBCU	Historical Black Colleges and Universities	NJEIT	New Jersey Environmental Infrastructure Trust
NJEOA	New Jersey Economic Opportunity Act of 2013	SEPTA	Southeastern Pennsylvania Transportation Authority
NJERG	New Jersey Economic Redevelopment and Growth Program	SJPC	South Jersey Port Corporation
NJHDSRF	New Jersey Hazardous Discharge Site Remediation Fund	TCDI	DVRPC's Transportation and Community Development Initiative
NJHMFA	New Jersey Housing and Mortgage Finance Agency	TIGER	Transportation Investment Generating Economic Recovery
NSP2	United States HUD Neighborhood Stabilization Program 2	TBD	To be determined
NJT	New Jersey Transit	TDA	Trenton Downtown Association
NJUEZ	New Jersey Urban Enterprise Zone Program	TOD	Transit Oriented Development
NMTC	New Markets Tax Credit Program	UEZ	Urban Enterprise Zone Program
PATCO	Port Authority Transit Corporation	USDA	United States Department of Agriculture
PACFA	Pennsylvania Commonwealth Financing Authority	US DOC	United States Department of Commerce
PAMBDA	Pennsylvania Minority Business Development Authority	US DOE	United States Department of Energy
PADEP	Pennsylvania Department of Environmental Protection	US DOL	United States Department of Labor
PADCED	Pennsylvania Department of Community and Economic Development	US DOT	United States Department of Transportation
PDA	Pennsylvania Department of Agriculture	US EDA	United States Economic Development Administration
PennDOT	Pennsylvania Department of Transportation	US EPA	United States Environmental Protection Agency
PIDC	Philadelphia Industrial Development Corporation	US HHS	United States Department of Health and Human Services
PSA	Pennsylvania State University	US HUD	United States Department of Housing and Urban Development
RACP	Pennsylvania Redevelopment Assistance Capital Program	US SBA	United States Small Business Administration
R&D	Research and development	WTCGP	World Trade Center of Greater Philadelphia
SBIR/STTR	Small Business Innovation Research/Small Business Technology Transfer		

Source: Delaware Valley Regional Planning Commission, September 2015.

Investing in People and Places

Greater Philadelphia's Comprehensive Economic Development Strategy (CEDS) 2015 Annual Review and Update

Publication Number: 15053

Date Published: September 2015

Geographic Area Covered:

Nine county Greater Philadelphia region, including Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania and Burlington, Camden, Gloucester, and Mercer counties in New Jersey.

Key Words:

Comprehensive Economic Development Strategy (CEDS), U.S. Department of Commerce, U.S. Economic Development Administration, economy, employment centers, economic clusters, performance measures, economic resiliency

Abstract:

This report was created to provide the required annual review and update to Greater Philadelphia's regional Comprehensive Economic Development Strategy (CEDS). The report includes background demographic, economic, and land use data; identifies regional strengths, weaknesses, opportunities, and threats; discusses economic resiliency; identifies regional economic development goals and objectives; identifies key projects and activities designed to advance the CEDS goals and objectives; and identifies performance measures that will be tracked in future years to measure progress made toward achieving the regional goals. The regional CEDS was developed under the guidance of a Review Committee that includes representatives of the county planning and economic development agencies, regional economic development organizations, educational institutions, and the private sector.

Staff Contact:

Mary E. Bell
Manager, Demographic and Economic
Analysis
(215) 238-2841
mbell@dvrpc.org



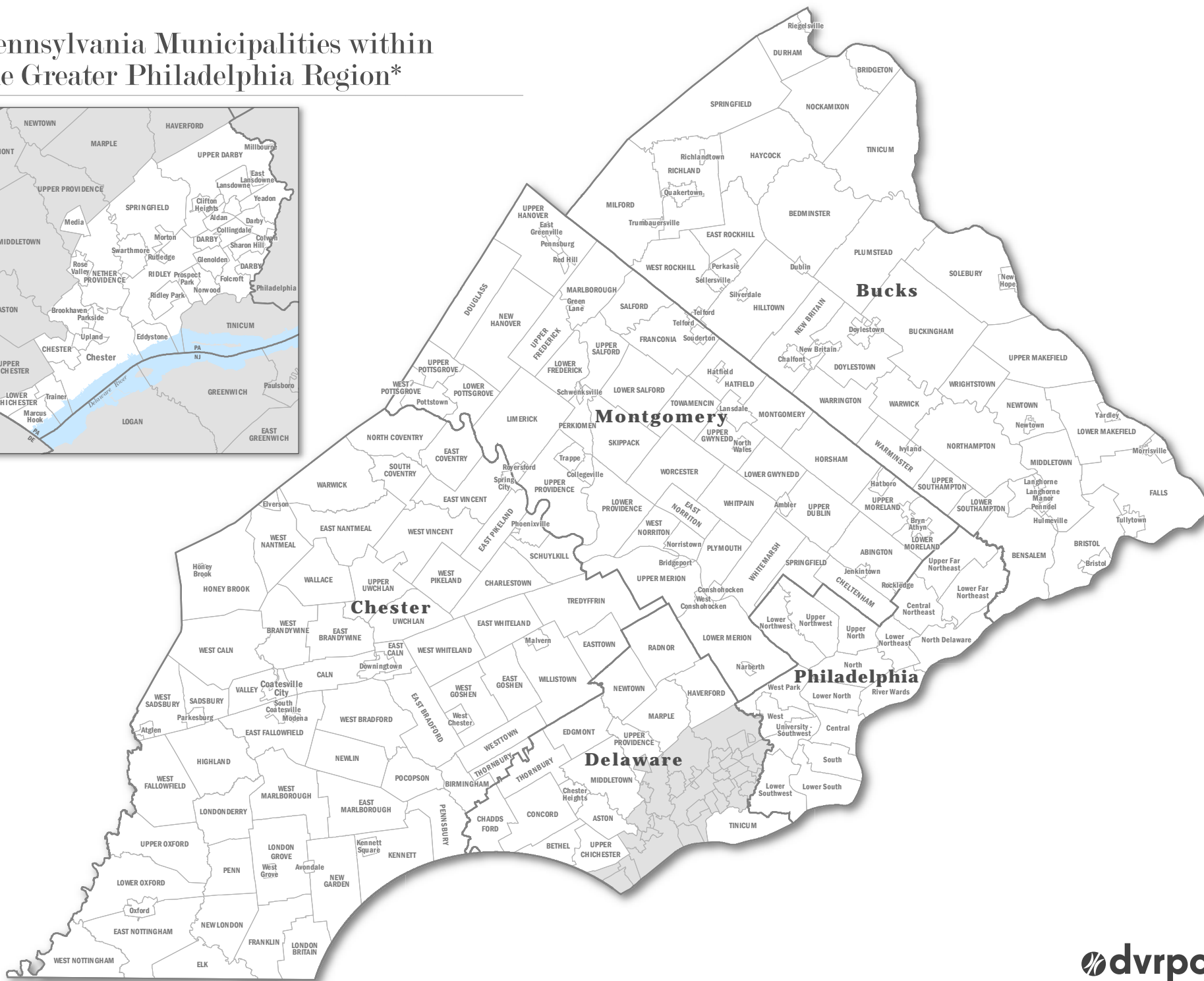
190 N. Independence Mall West, 8th Floor
Philadelphia, PA 19106-1520
Phone: (215) 592-1800
Fax: (215) 592-9125
www.dvrpc.org



**DVRPC, 8th Floor
190 N. Independence Mall West
Philadelphia, PA 19106-1520
215.592.1800
www.dvrpc.org**



Pennsylvania Municipalities within the Greater Philadelphia Region*



The map displays the geographical layout of Gloucester, Massachusetts, and its proximity to the Delaware River and Philadelphia. Key neighborhoods within Gloucester include Camden, Woodlynne, Collingswood, Haddon, Audubon, Haddonfield, Cherry Hill, Besham, Gloucester City, Brooklawn, West Deptford, Westville, Bellmawr, Barrington, Lawnside, Runnemede, Magnolia, Somerdale, Hi-Nella, Stratford, Laurel Springs, Lindenvold, Clementon, Pine Hill, Pine Valley, Wmslow, Berlin, Berlin, Wintonah, Woodbury, Mantua, and Washington. The Delaware River is shown on the left, and the city of Philadelphia is partially visible. The map also indicates the location of Mount Laurel, Besham, Cherry Hill, Voorhees, and Wmslow.





DVRPC, 8th Floor
190 N. Independence Mall West
Philadelphia, PA 19106-1520
215.592.1800
www.dvrpc.org

