

2016
*Annual Review
and Update*

Investing in People & Places

Greater Philadelphia's Comprehensive Economic Development Strategy

September 2016





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

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



The symbol in our logo is adapted from the official DVRPC seal and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole while the diagonal bar signifies the Delaware River. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey.

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CHAPTER 1:

Background

The *Greater Philadelphia Economic Development Framework* was created in 2009 to satisfy the US Economic Development Administration (US 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 the US 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, US 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.

Figure 1: Greater Philadelphia Region



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 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 Committee member organizations). *Investing in People and Places* was adopted by the DVRPC Executive Board and accepted by US EDA as the region's current CEDS on September 30, 2014. The current document serves as the required 2016 annual CEDS review and update.

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

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 (R&D), 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 100 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, as both a provider of IT products and services, and as support for 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, IT, 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, and food production and distribution. The region has also been transformed from a traditional manufacturing center into 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. With limited available funding for infrastructure improvements, facilities that serve clusters of key economic sectors should receive priority attention.

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 startup 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 US Cluster Mapping Project, an initiative led by the Institute for Strategy and Competitiveness at the Harvard Business School and supported by the US EDA.

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

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 US 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 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. With location quotients over 1.0, the region's top six basic clusters include:

- education and knowledge creation;
- financial services;
- business services;
- distribution and electronic commerce;
- media, publishing, and design services; and
- biopharmaceuticals.

These six clusters 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.

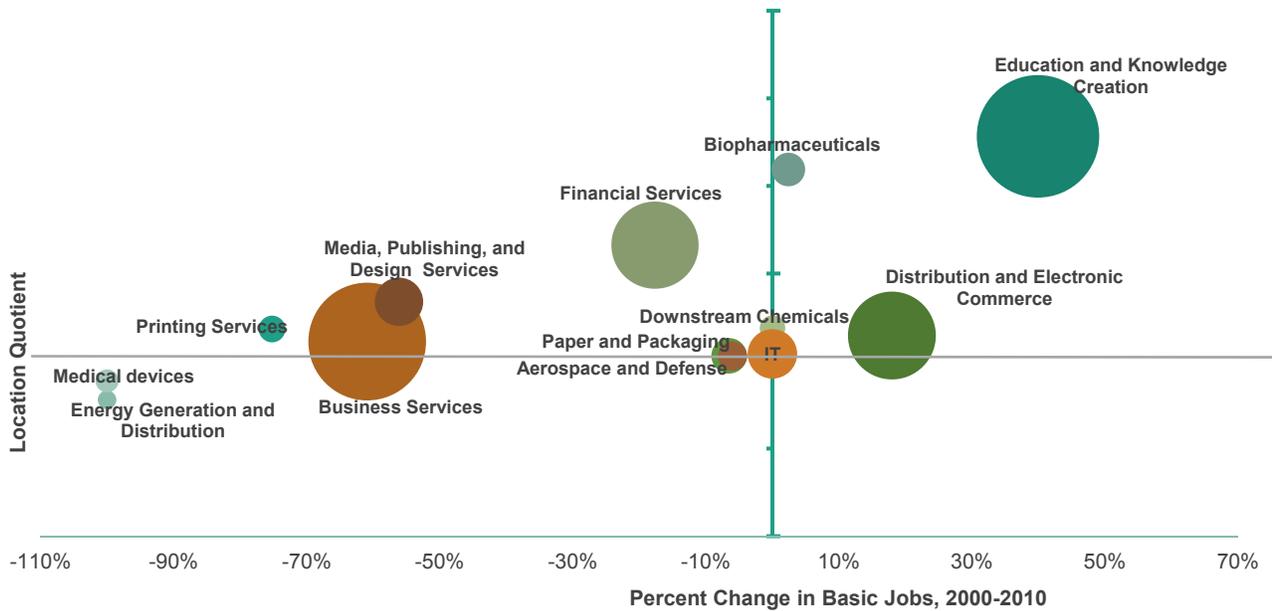
The report then relates total employment in each cluster to its relative concentration in the region, by calculating the number of basic jobs and the change in basic jobs since 2000. Two of the region's largest clusters, education and knowledge creation and distribution and electronic commerce, both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

Figure 2 summarizes the results of DVRPC's 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.

Two clusters illustrated in Figure 2, medical devices and energy generation and distribution, were both basic clusters in 2000 (with location quotients over 1.0) 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.

Figure 2: 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 life sciences, 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, R&D, 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, establishments, and total wages are more concentrated in, and more significant to, the regional economy when compared to the national economy. Among the nation’s 10 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

Table 1 provides information on life sciences employers in the Greater Philadelphia region, based on data available through the National Establishments Time Series database. Over 72 percent of the region’s life sciences industries are services, followed by companies conducting R&D related to the life sciences, retail

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

establishments (primarily pharmacies and drugstores), and life sciences-related manufacturing (including pharmaceuticals). Table 1 illustrates the breakdown of life sciences 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.

Table 1: Life Sciences Employment in Greater Philadelphia, 2010

Employment Type	Employees	Percentage	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 database), April 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 sciences industrial cluster or the health care and medical science occupation cluster. It indicates that growth in the region's life sciences industries and health care occupations has been outpaced by growth in other regions, including Boston (where the already significant life sciences 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 sciences-related venture capital, often seen as an indicator of regional innovation.

Rating the Region: How Does Greater Philadelphia Compare to Other Metros?

In order to prosper in the future, the Greater Philadelphia region must be prepared to compete effectively with other major metros around the country (and around the world) for new residents, new jobs, and new capital. In order to remain competitive, it is critical that the region objectively identify its relative strengths and advantages, as well as its weaknesses and challenges. In 1993 and again in 2007, DVRPC published two separate *Rating the Region* reports, both of which compared the Philadelphia metropolitan area to the nation's nine other largest metros, plus Pittsburgh and Baltimore. *Rating the Region* provides an objective analysis of the state of the Greater Philadelphia region.

In June 2016, the Commission released an updated *Rating the Region*, which compares the nation's 25 largest metros plus the Trenton-Ewing metro (which is part of DVRPC's planning area).⁴ The report assesses the state of the Greater Philadelphia region, by analyzing a number of indicators to compare it to the nation's other largest metro areas. The report begins with a section comparing demographics, followed by indicators related to the environment and natural resources; livable communities; the economy; and the transportation network. For many of these indicators, comparisons were made between each region's primary city, as well as the metro area as a whole.

Compared to other metros, Greater Philadelphia offers a diverse economy, a high quality of life, affordable housing opportunities, a quality highway and transit network, relatively short commute times, quality aviation and port facilities and a large number of colleges and universities. The region also boasts an extensive health care network, which will be of tremendous value as it works to meet the needs and demands of its growing elderly population.

These strengths, however, threaten to be checked by regional weaknesses. The region's quality of life assets, for example—the colleges and universities, extensive healthcare network, arts and cultural resources, and affordable housing—may be countered by challenges associated with a rapidly aging population, limited recreational resource funding, and the fragmentation caused by a large number of government entities, which can at times make it difficult to achieve regional goals.

One of the most serious issues facing the region is the disparity in education and income between the primary cities and the suburbs. Access to existing suburban employment centers must continue to be improved. Combined with job training and workforce development, improved mobility can help provide meaningful employment opportunities for city residents, increase labor force participation, and lower unemployment in the region's primary cities. Increased outreach and partnerships between the region's colleges and universities and the local elementary and secondary schools can increase the motivation and performance of students, particularly in the region's urban districts.

The challenge now facing the region is capitalizing and building on its strengths while recognizing and working to address its identified weaknesses. The region must also continue to market its strengths, to help attract and retain young, college-educated professionals. The strengths of the region will serve it well in the future, provided it recognizes and responds effectively to its challenges.

⁴ See DVRPC's *Rating the Region: Metropolitan Indicators Report* (report number 16010), June 2016.

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 3) 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 3: Communities with a High Number of Indicators of Potential Disadvantage

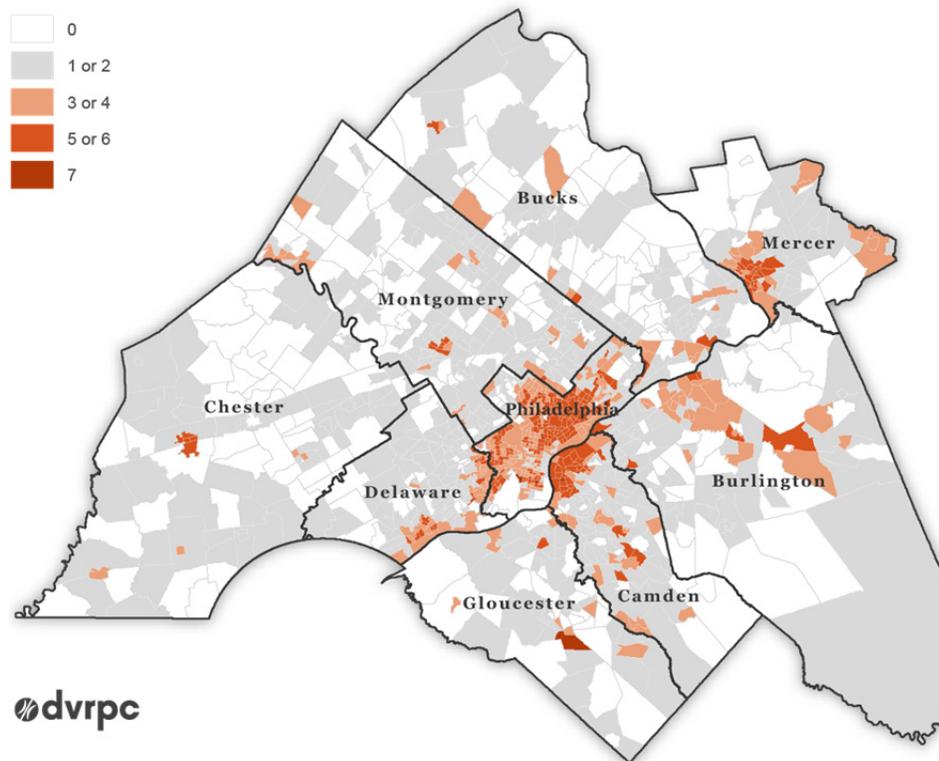


Table 2 provides data on the unemployment rate and per capita income levels for the region’s nine counties and for the nation as a whole. US EDA regulations classify jurisdictions as “distressed” if the most recently available per capita personal income is 80 percent or less than the national average; 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 US EDA.

According to the StatsAmerica website, the most current national 24-month unemployment rate is 5.34 percent (yielding a threshold of 6.34 percent) and the most current national per capita personal income (2014) was \$46,049 (80 percent of which is \$36,839). Of Greater Philadelphia’s nine counties, only Philadelphia County qualifies under US EDA’s criteria, and only based on its unemployment rate (not per capita personal income).

In addition to the City of Philadelphia, the region’s three other core cities (the City of Chester in Pennsylvania, and the cities of Camden and Trenton in New Jersey) and many smaller communities also have above-average unemployment, below-average per capita income, or both. The only available source of per capita

income and unemployment at smaller geographies (including municipalities or census tracts) are the 2010 to 2014 American Community Survey (ACS) five-year estimates. The ACS estimates, rather than providing a 24-month average unemployment rate, include samples from the previous five years (including years when unemployment was higher than has been the case in the more recent past). Additionally, the Census Bureau estimates per capita money income (defined as all pre-tax cash received by each person on a regular basis, such as wages or pensions), rather than per capita personal income (which includes all money received from all sources, including interest payments).

Table 2: US EDA’s Measures of Distress

Jurisdiction	24-month Unemployment	Eligible Based on Unemployment?	2014 Per Capita Personal Income	Eligible Based on Per Capita Income?
United States	5.34%	---	\$46,049	---
Greater Philadelphia	5.36%	No	\$56,042	No
Burlington County	5.24%	No	\$53,747	No
Camden County	6.32%	No	\$46,886	No
Gloucester County	5.96%	No	\$46,603	No
Mercer County	4.87%	No	\$59,875	No
Bucks County	4.64%	No	\$62,514	No
Chester County	3.79%	No	\$71,971	No
Delaware County	4.89%	No	\$55,313	No
Montgomery County	4.13%	No	\$75,835	No
Philadelphia County	7.01%	Yes	\$42,617	No

Source: StatsAmerica, August 2016.

Based on the five-year ACS estimates, the five-year average national unemployment rate was 9.2 percent (resulting in a threshold of 10.2 percent) and the national per capita money income was \$28,555 (resulting in a threshold of \$22,844). Given these thresholds, the City of Camden (in Camden County, New Jersey), the City of Trenton (in Mercer County, New Jersey), the City of Chester (in 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 in Figure 4 and Figure 5, and listed in Appendix C.

Figure 4: Census Tracts That Meet US EDA’s Per Capita Income Threshold, Based on 2010-2014 American Community Survey Five-Year Estimates

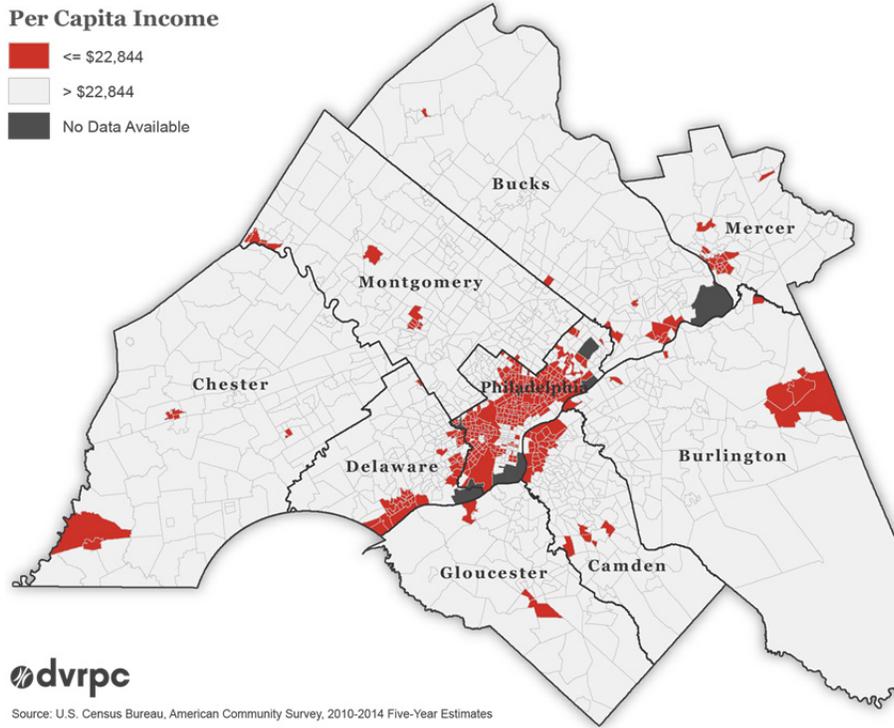
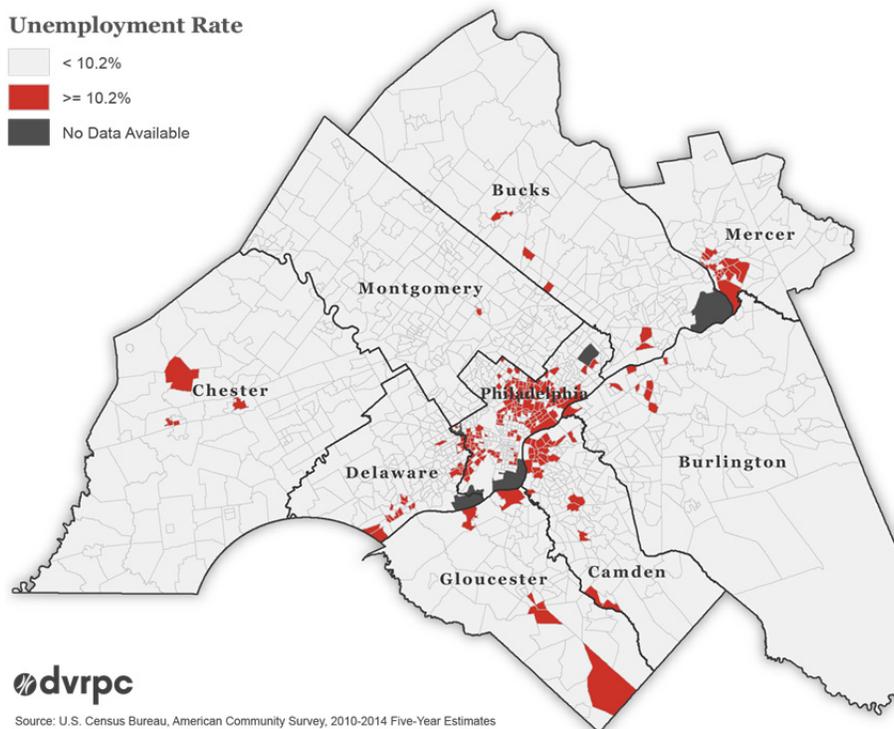


Figure 5: Census Tracts That Meet US EDA’s Unemployment Rate Threshold, Based on 2010-2014 American Community Survey Five-Year Estimates



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 adopted 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 maintain a broad regional perspective and identifying and working toward a common vision, goals, and objectives.

Strengths, Weaknesses, Opportunities, and Threats

Prior to 2015, US EDA required 10 detailed items that needed to be included in every regional CEDS. EDA'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 (commonly referred to as 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. 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 historically 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 of 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). NJT 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 2014, over 36 percent of the region's adults over the age of 25 had completed at least four years of college, including 15 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. New Jersey legislators have struggled to reach consensus on how to fund New Jersey's Transportation Trust Fund, and, 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 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 almost 260,000 people overall (an increase of only five percent), yet 320,000 acres of land were developed (an increase of 50 percent). Between 2000 and 2010, approximately 64,000 additional acres were developed (an increase of seven percent since 2000), while the population grew by just over four percent. Land consumption per person continues to increase, although at a significantly lower rate than seen in previous decades (from 10 percent between 1990 and 2000 to a little more than two percent between 2000 and 2010). The region's cities and older suburbs lost both jobs and people between 1970 and 2000, while population and employment in the surrounding ex-urban suburbs increased.

DVRPC forecasts a regional population of 6.38 million in 2045, an 11.5 percent increase over the 2015 population. While the region's urban areas, particularly Philadelphia, have experienced population growth in recent years (a trend that is expected to continue), 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 28 percent through 2045. 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. DVRPC's recent *Rating the Region* report found that although Greater Philadelphia ranks well among the nation's largest metros in educational attainment, the disparity between educational attainment in the region as a whole and its cities is among the highest in the country.⁵ 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.⁶ 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

⁵ DVRPC, *Rating the Region*, June 2016, page 18.

⁶ Select Greater Philadelphia, September 2014.

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 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 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 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 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 2015, venture capitalists supplied over \$625 million to companies throughout the Greater Philadelphia metro area.

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, R&D, and services) ranks among the top three nationally; among the nation's 10 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 stormwater, 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 US 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 the region's elderly residents 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 US 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; and
- some external event, such as a natural or man-made disaster, 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 of 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 for which economies dependent on one or two primary industries are at risk. 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 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 US 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 health care guidance.

The Pennsylvania 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 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 60 percent of traffic congestion in major metropolitan areas is nonrecurring congestion caused by traffic incidents, work zones, construction projects, special events (including both sporting events and larger events such as the 2015 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 intra-agency 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; and
- 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 following:

- The Transportation Operations Task Force is 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) was developed for PennDOT to address the transportation operations in the DVRPC region.
- The New Jersey Department of Transportation's (NJDOT's) Intelligent Transportation Systems Engineering 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 by DVRPC include establishing incident management task forces to facilitate emergency responder coordination; assisting emergency responders in developing policy and procedure manuals; working with NJDOT and Penn DOT to install ramp designation markers, noise wall openings, and other physical improvements to expedite emergency response; and conducting training programs to increase awareness of the need to keep traffic moving.
- Interactive Detour Route Mapping (IDRuM) was developed by DVRPC in partnership with PennDOT District 6-0 as a web-based 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

US 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 100 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 2007, 2010, and 2014 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. Educational attainment in the region is higher than that of the nation as a whole, with over 36 percent of the region's adults having a bachelor's degree or higher compared to 30 percent nationwide. The difference is greatest when considering graduate or professional degrees, with over 15 percent of the region's adults having a graduate or professional degree, compared to just 11 percent nationally.

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

Degree	United States			Greater Philadelphia		
	2007	2010	2014	2007	2010	2014
Did Not Complete High School	16%	14%	13%	13%	12%	11%
High School Diploma or Equivalency	30%	29%	29%	32%	31%	30%
Some College or Associate's Degree	27%	29%	28%	22%	24%	24%
Bachelor's Degree	17%	18%	19%	19%	20%	21%
Masters, Professional, or Doctorate Degree	10%	10%	11%	13%	13%	15%

Source: US Census Bureau, American Community Survey One-Year Estimates, August 2016.

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 the suburban counties and 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 in recent years, with the percentage of adults who did not at a minimum complete high school declining by two percent between 2010 and 2014, and the percentage of those with a bachelor's or master's degree increased by two percent and three percent, respectively.

Table 4: Educational Attainment: Core Cities versus the Suburbs

Highest Degree Attained	Core Cities			Suburbs		
	2005–2009	2010–2014	Change in Five-Year Average	2005–2009	2010–2014	Change in Five-Year Average
Did Not Complete High School	22%	20%	-2%	9%	9%	0%
High School Diploma or Equivalency	36%	35%	-1%	30%	28%	-2%
Some College or an Associate Degree	22%	23%	1%	24%	24%	0%
Bachelor 's or Master's Degree	18%	13%	-5%	32%	24%	-8%
Professional or Doctorate Degree	3%	10%	7%	5%	16%	11%

Source: US Census Bureau, American Community Survey Five-Year Estimates (2005–2009 and 2010–2014).

Unemployment

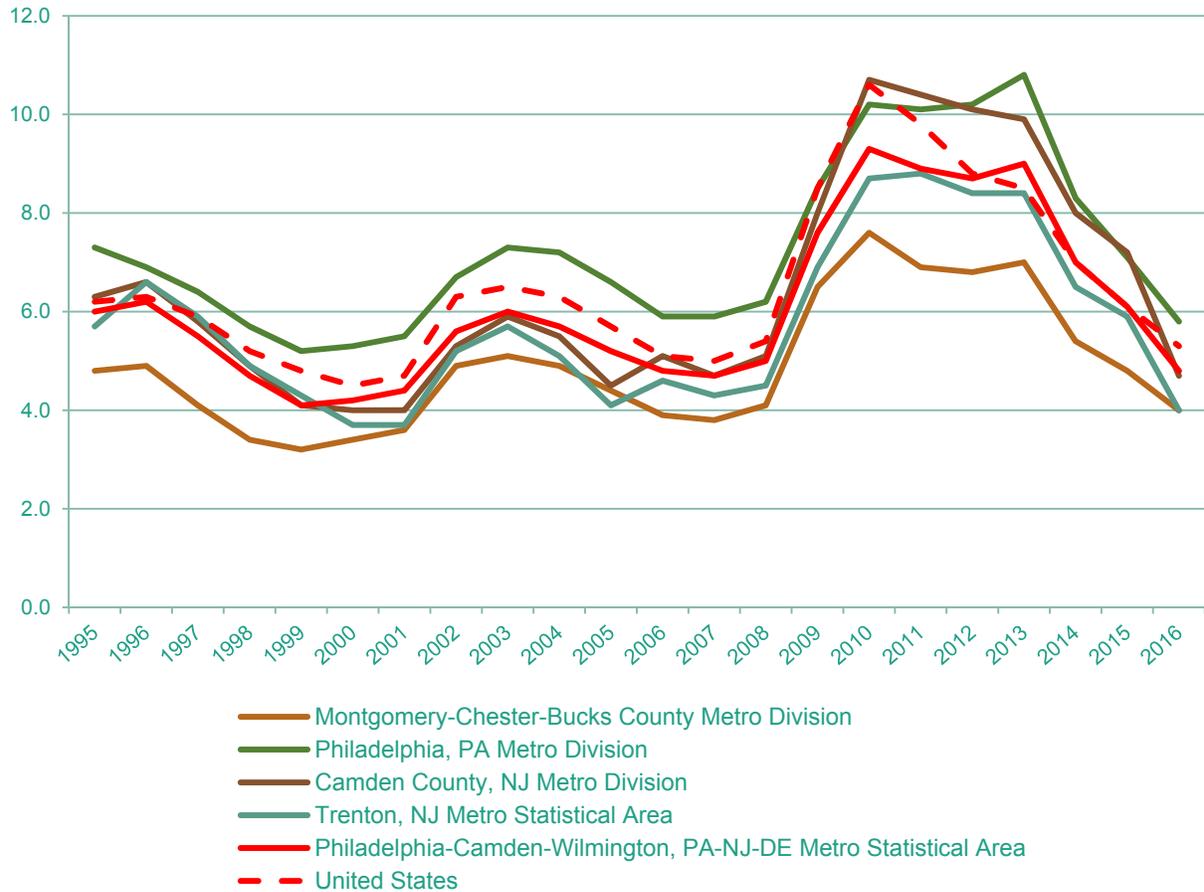
Figure 6 provides historical data on unemployment in Greater Philadelphia's three metropolitan divisions⁷ and the Trenton, New Jersey MSA.⁸ Together, these three metropolitan divisions and one MSA cover DVRPC's

⁷ 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.

⁸The Trenton, New Jersey MSA is limited to Mercer County, New Jersey.

nine member counties. For reference purposes, the figure also illustrates the unemployment rate in the 11-county Philadelphia-Camden-Wilmington MSA and in the United States as a whole.⁹

Figure 6: Unemployment Rate, 1995–2016



The figure illustrates the unadjusted unemployment rate as of January of each year. Source: US Bureau of Labor Statistics (Local Area Unemployment Statistics), August 2016.

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 the City of Camden). The region’s lowest unemployment is seen in the Montgomery-Chester-Bucks metropolitan division and Trenton MSA (composed entirely of Mercer County). With the exception of a slight increase between 2012 and 2013, unemployment in Greater Philadelphia has declined steadily since 2010 throughout Greater Philadelphia, as the region continues to recover from the recession.

⁹The Philadelphia-Camden-Wilmington 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 7, the region’s per capita personal income has historically been higher than that of the nation. 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 Philadelphia continues to lag behind the region’s other counties, the percentage increase in per capita income between 2000 and 2010 was higher in Philadelphia than in any other county, and, between 2010 and 2014, the City’s percentage increase exceeded that in Montgomery County and in each of the region’s four New Jersey counties.

Table 5: Per Capita Personal Income, 2000–2014

Jurisdiction	2000	2005	2010	Percentage Change 2000–2010	2014	Percentage Change 2010–2014
United States	\$31,524	\$35,904	\$40,277	28%	\$46,049	14%
Greater Philadelphia	\$35,126	\$42,485	\$49,326	40%	\$56,042	14%
Burlington County	\$35,649	\$42,131	\$48,047	35%	\$53,747	12%
Camden County	\$30,072	\$36,967	\$41,993	40%	\$46,886	12%
Gloucester County	\$28,397	\$36,155	\$41,512	46%	\$46,603	12%
Mercer County	\$40,829	\$47,220	\$54,600	34%	\$59,875	10%
Bucks County	\$39,120	\$46,806	\$54,112	38%	\$62,514	16%
Chester County	\$47,295	\$54,266	\$61,282	30%	\$71,971	17%
Delaware County	\$37,513	\$43,230	\$48,706	30%	\$55,313	14%
Montgomery County	\$49,151	\$58,893	\$67,182	37%	\$75,835	13%
Philadelphia County	\$25,356	\$30,147	\$37,374	47%	\$42,617	14%

Source: US Bureau of Economic Analysis (from the StatsAmerica website), August 2016.

Figure 7: Per Capita Personal Income, 2001–2014



Source: US Bureau of Economic Analysis, August 2016.

Average Annual Pay

Matching job skills to the skills needed by employers should result in higher average wages. As illustrated in Figure 8, 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, average wages in the city (and particularly in Center City, the economic heart of the region) have historically been higher than, and increased approximately at the same rate as, both the region as a whole, and the nation.

Figure 8: Average Annual Pay



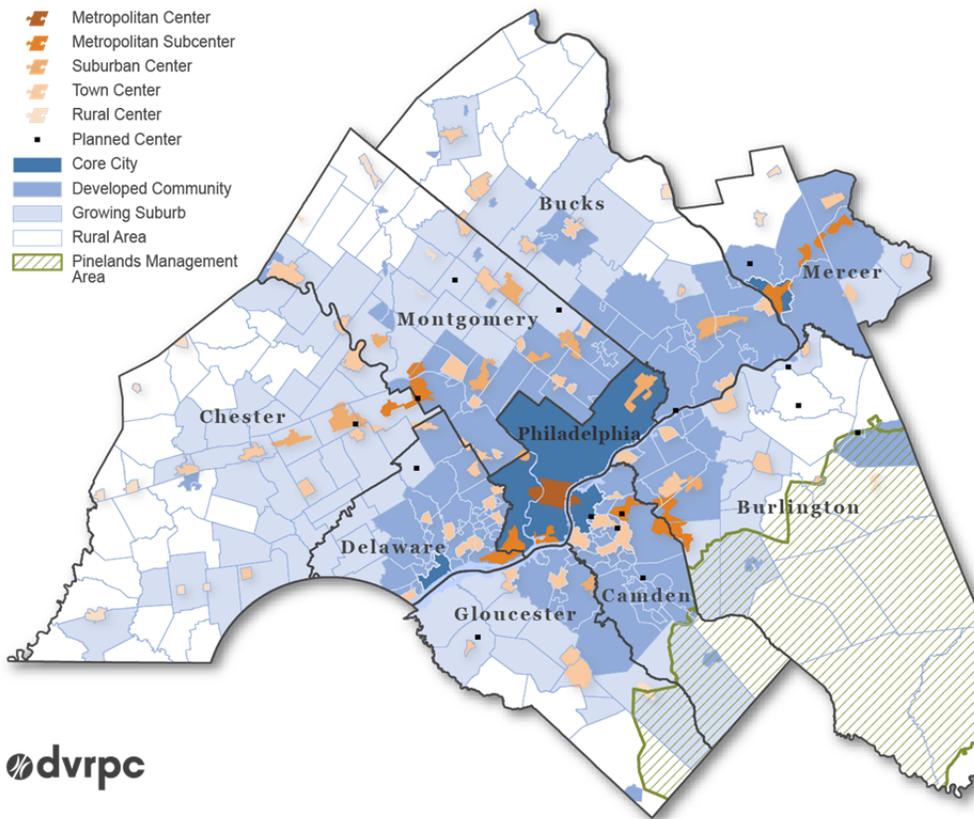
Data is for all industries and all establishment sizes. Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages, August 2016.

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 9 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 9: 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 greenhouse gas (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 2015. The percentage of the region’s population living in core cities declined from 35 percent

in 1990 to 31 percent in 2015. Similarly, the percentage of the residents living in developed communities declined from 45 percent in 1990 to 43 percent by 2010, 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 has continued to increase through 2015. The percentage 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 2015.

Table 6: Population by *Connections 2040* Planning Area, 1990–2015

Planning Area	Population				Percentage Change			Percentage of Regional Total			
	1990	2000	2010	2015	1990–2000	2000–2010	2010–2015	1990	2000	2010	2015
Core Cities	1,803,600	1,719,711	1,722,235	1,761,878	-5%	0.1%	2%	35%	32%	31%	31%
<i>Philadelphia</i>	1,585,577	1,517,550	1,526,006	1,567,442	-4%	0.6%	3%	31%	28%	27%	27%
Developed Communities	2,323,358	2,413,554	2,447,949	2,459,730	4%	1%	0.5%	45%	45%	43%	43%
Growing Suburbs	773,208	953,139	1,116,444	1,149,185	23%	17%	3%	15%	18%	20%	20%
Rural Areas	269,341	301,003	339,558	347,139	12%	13%	2%	5%	5%	6%	6%
Nine-County Region	5,169,507	5,387,407	5,626,186	5,717,932	4%	4%	2%	100%	100%	100%	100%

Source: US Census Bureau, Population Estimates Program, August 2016.

Residential Construction Activity by Planning Area

Although reliable and consistent data on nonresidential 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 2004; 2005 and 2009; and 2010 and 2015. Figure 10 illustrates the percentage of permits issued by planning area. Between 2010 and 2015, 33 percent of the region's residential construction permits were issued in the core cities, including 30 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 29 percent between 2010 and 2015. Likewise, the percentage of the region's permits issued in rural areas declined from 12 percent between 2005 and 2009 to 8 percent between 2010 and 2015.

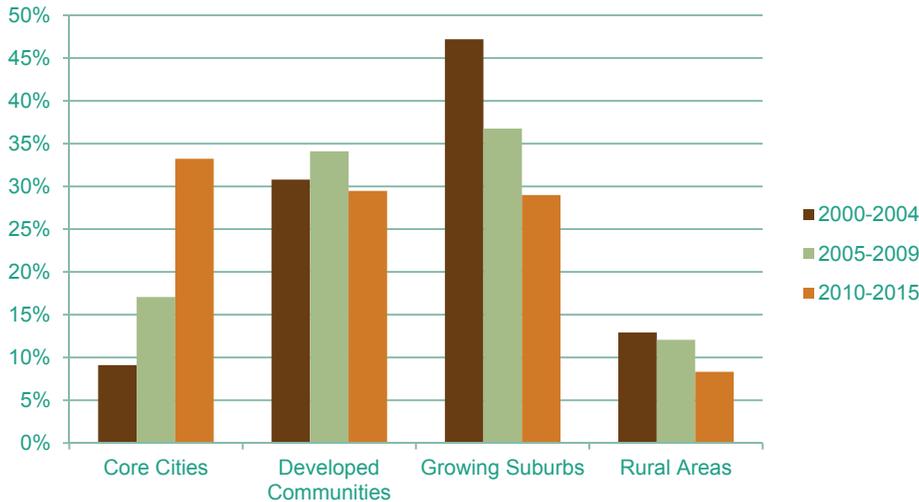
Over 62,000 residential permits were issued throughout the region between 2005 and 2009, a decrease of almost 30 percent when compared to the previous five-year time period. This decline was not unexpected, given the downturn in the market regionally and nationally. In the region's core cities, however, 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.

Table 7: Residential Building Permits by *Connections 2040* Planning Area, 1990–2015

Planning Area	2000–2004	Percentage of the Region’s Total 2000–2004	2005–2009	Percentage of the Region’s Total 2005–2009	2010–2015	Percentage of the Region’s Total 2010–2015
Core Cities	8,064	9%	10,629	17%	15,820	33%
<i>Philadelphia</i>	7,277	8%	9,290	15%	14,181	30%
Developed Communities	27,254	31%	21,237	34%	14,034	30%
Growing Suburbs	41,783	47%	22,899	37%	13,800	29%
Rural Areas	11,433	13%	7,518	12%	3,962	8%
Nine-County Region	88,534	100%	62,283	100%	47,616	100%

Source: U S Census Bureau, Residential Construction Statistics Division, August 2016.

Figure 10: Residential Construction Permits Issued by *Connections 2040* Planning Area



Source: US Census Bureau, Residential Construction Statistics Division, August 2016.

Public Transit Ridership

As illustrated in Table 8 and Figure 11, transit ridership has been on an upswing since 2000. By 2010, transit ridership returned to near-1990 levels, with 384 million unlinked trips.¹⁰ Between 2000 and 2014, ridership increased by almost 10 percent on SEPTA, by almost 38 percent on NJT, and by almost three percent on Pottstown Area Rapid Transit (PART). Ridership on PATCO declined by over five percent, at least in part due to ongoing track reconstruction and related service interruptions.

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

¹⁰ 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.

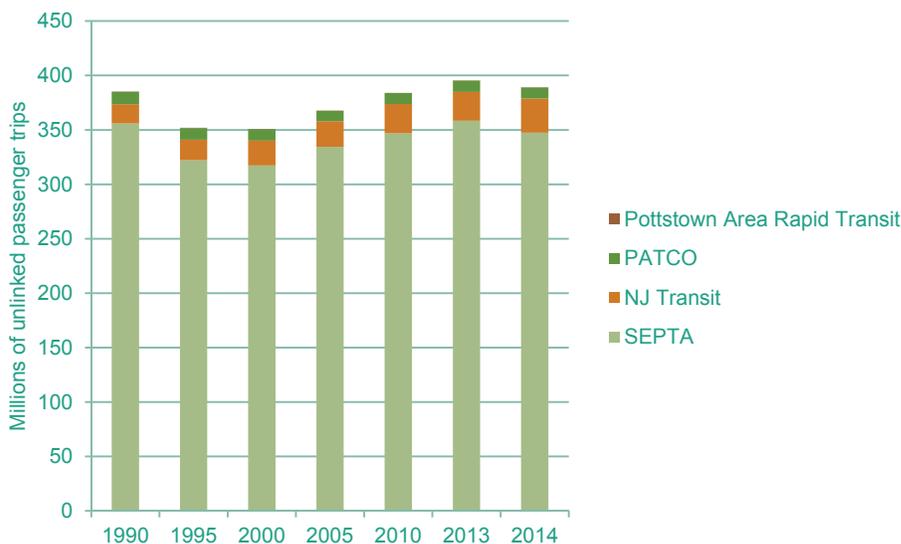
increasing ridership as gas prices rise, and vice versa. The sluggish economy during the recession that began in 2007 and lasted through 2010 likely both hurt and helped transit ridership, with declining ridership related to declines in the number of employed commuters offset somewhat by simultaneous increases as others turn to riding transit as a means of lowering their transportation costs.

Table 8: Regional Annual Unlinked Passenger Trips in Millions

Year	SEPTA	NJT	PATCO	PART	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
2014	347.5	31.4	10.0	0.3	389.2
Change, 2000–2014	9.5%	37.9%	-5.4%	2.9%	10.90%

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; percentage change was calculated before rounding. Source: Delaware Valley Regional Planning Commission, September 2016.

Figure 11: Annual Transit Ridership



Source: Delaware Valley Regional Planning Commission, September 2016.

Vehicle Miles Traveled (VMT)

Table 9 provides data on VMT and automobile ownership for 1990 through 2014. Regional VMT and VMT per capita reached their peaks in 2007, at 41.4 billion miles traveled and 7,500 VMT per person. Following an 11 percent increase between 1990 and 2000, annual VMT in the region increased by an additional 9 percent between 2000 and 2007 before declining by over 5 percent between 2007 and 2014. VMT declined between 2007 and 2014, despite a slight increase in automobile ownership over the same time period.

The average annual miles driven per vehicle increased by less than 2 percent between 2000 and 2007, before declining by over 7 percent between 2007 and 2014. Regionally, annual VMT per capita decreased by almost 11 percent between 2007 and 2014, compared to a national decrease of 5.6 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 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
2014	39,146	3.30	11,860	579	6,700	9,500
Change, 1990–2000	11.1%	8.3%	2.4%	4.5%	6.8%	13.0%
Change, 2000–2007	9.2%	7.6%	1.6%	5.0%	6.5%	3.1%
Change, 2007–2014	-5.4%	1.9%	-7.3%	-1.5%	-10.7%	-5.6%

Note: Figures are rounded for ease of presentation; percentage changes were calculated prior to rounding. 1990 data is presented for informational purposes only. Source: Delaware Valley Regional Planning Commission, September 2016.

Commuting Mode Share

Table 10 illustrates the share of commuters who drove alone, carpooled, used public transportation, walked, bicycled, or 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 GHG, 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 took public transportation increased by 8 percent between 2005 and 2014, from 9.6 percent to 10.4 percent. The percentages of commuters who walked, bicycled, or worked at home also increased, all at rates higher than the national average.

Table 10: Commuting Characteristics

	2005	2007	2009	2011	2014	Percentage Change 2005–2014
Greater Philadelphia						
Workers Age 16 and Over	2,469,673	2,561,506	2,612,766	2,548,094	2,685,386	9%
Drove Alone	73.3%	72.8%	72.7%	72.6%	71.9%	-2%
Carpooled	9.2%	9.1%	8.0%	7.9%	8.0%	-13%
Public Transportation	9.6%	9.5%	9.7%	9.9%	10.4%	8%
Walked	3.5%	3.8%	3.9%	4.1%	3.8%	9%
Bicycled	0.4%	0.4%	0.8%	0.6%	0.7%	75%
Other Motorized Means	0.8%	0.8%	0.9%	0.9%	0.8%	0%
Worked at Home	3.2%	3.6%	3.9%	4.1%	4.3%	34%
United States						
Workers Age 16 and Over	133,091,043	139,259,684	138,591,804	138,269,979	145,870,653	10%
Drove Alone	77.0%	76.1%	76.1%	76.4%	76.6%	-1%
Carpooled	10.7%	10.4%	10.0%	9.7%	9.2%	-14%
Public Transportation	4.7%	4.9%	5.0%	5.0%	5.2%	11%
Walked	2.5%	2.8%	2.9%	2.8%	2.7%	8%
Bicycled	0.4%	0.5%	0.6%	0.6%	0.6%	50%
Other Motorized Means	1.2%	1.2%	1.2%	1.2%	1.2%	0%
Worked at Home	3.6%	4.1%	4.3%	4.3%	4.5%	25%

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

Air Quality

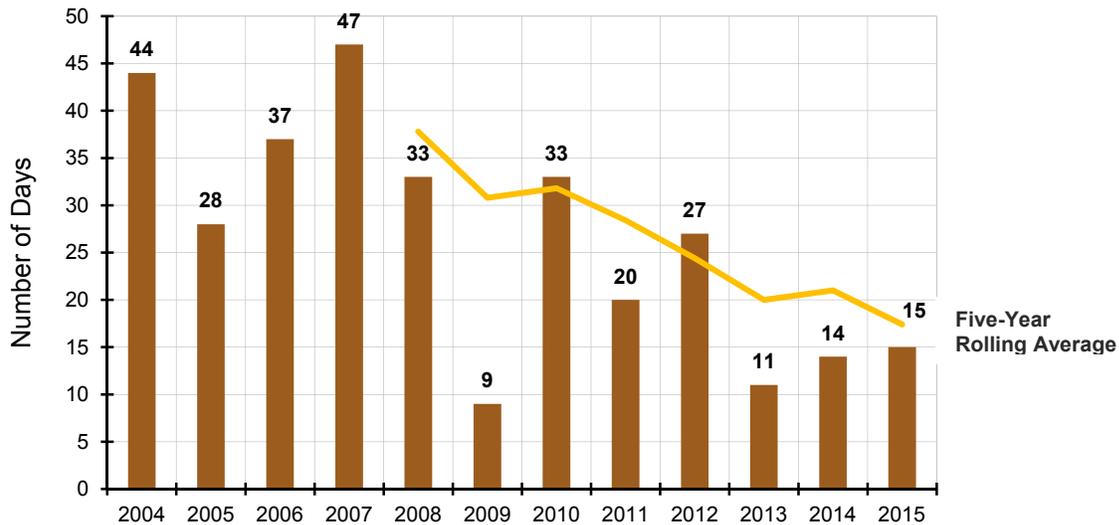
Figure 12 provides data on the number of days that the region exceeded national air quality standards. The DVRPC region does not meet the National Ambient Air Quality Standards (NAAQS) for ground-level ozone or PM_{2.5}. Ground-level ozone is the principal pollutant in the region. Both ozone and PM_{2.5} 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 PM_{2.5} 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 core-based statistical area.

Figure 12: Number of Days That the Region Exceeded the Current National Ambient Air Quality Standards



Source: US Environmental Protection Agency, September 2016.

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.

Registered Nonprofit Arts/Cultural Organizations

Table 12 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 2011 and again in 2013, and, although increasing annually since 2013, has yet to recover to the highs realized earlier in the decade.

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

Ownership	2002	2004	2007	2011	Absolute Change	Percentage Change
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%
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%

Note: Some changes may be due to improved data collection and dissemination. Source: Delaware Valley Regional Planning Commission, September 2016.

Table 12: 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
2015	2,143	3.75
Percentage Change 2005–2015	-2%	-6%

Includes all registered non-profits listing “arts, humanities, and culture” as their primary purpose. Source: National Center for Charitable Statistics, September 2016.

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 13 provides data on the number of annual visitors to attractions in southeastern Pennsylvania, which has increased every year since 2009, after declining slightly between 2008 and 2009.

Table 13: Domestic Visitors to Southeastern Philadelphia

Year	Visitor Volume (millions)	Annual Growth Rate
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	1%
2012	38.8	2%
2013	39.0	2%
2014	39.7	2%
2015	41.1	3%

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 2016.

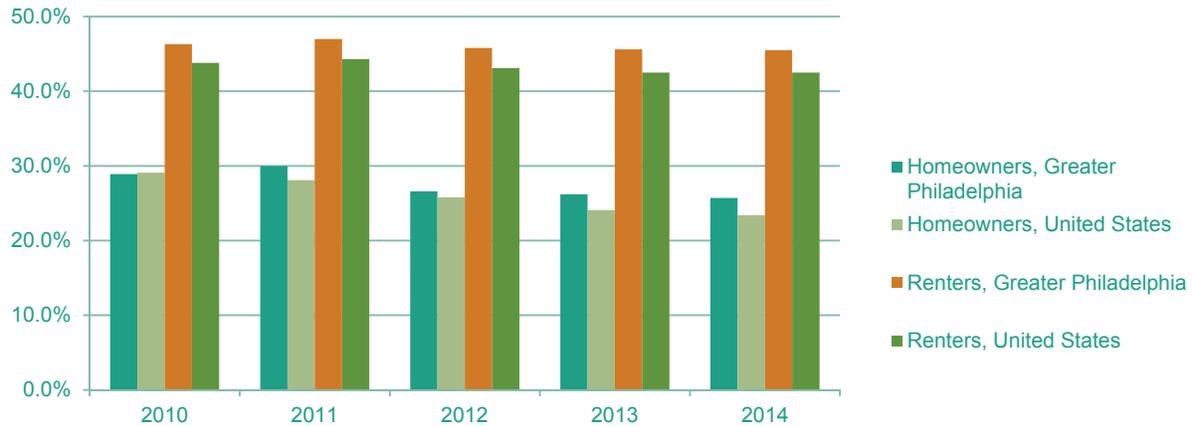
Housing Affordability

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 13 illustrates the percentage of households that pay 35 percent or more toward housing costs in Greater Philadelphia, by tenure. Based on the most current ACS data, almost 26 percent of homeowners and almost 46 percent of renters in Greater Philadelphia pay 35 percent or more of their income toward housing-related costs. This compares to national averages of 23 percent of homeowners and 43 percent of renters.

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.

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.

Figure 13: Percentage of Households Paying 35 Percent or More of Their Income for Housing



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

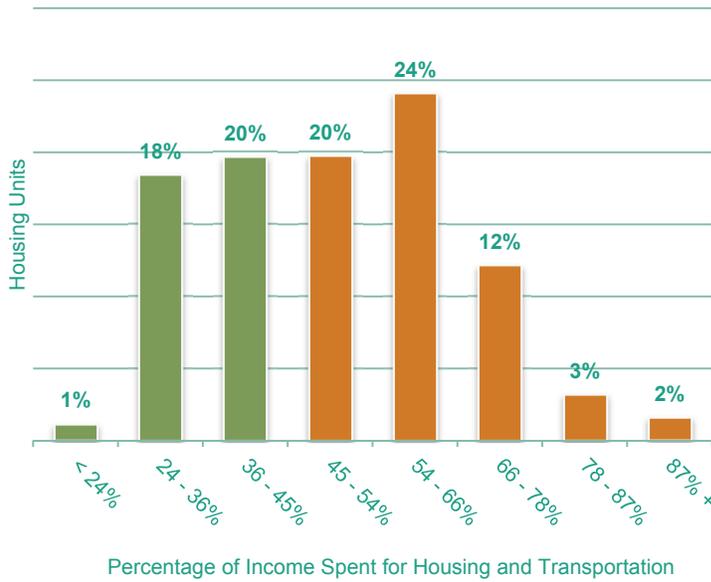
The Center for Neighborhood Technology’s Housing and Transportation (H+T) Index offers an expanded view of affordability, by combining housing and transportation costs and defining “affordable housing” as places where households pay no more than 45 percent of their income toward those combined costs.¹¹ Figure 14 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 VMT 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.

¹¹ See <http://htaindex.cnt.org/about/> for a full explanation of the H&T Index methodology.

Figure 14: Percentage of Income That Would Be Paid toward Housing Plus Transportation Costs by a Household Earning the Region’s Average Annual Income in Greater Philadelphia, 2013



Source: Center for Neighborhood Technologies (CNT), September 2016. 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 Percentage of Income*	Average Monthly Housing Cost	Average Monthly Transportation Costs	Average Annual Household Vehicle Miles Traveled	Percentage 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%

*Note: The percentage of income shown is the percentage that would be spent by a household earning the region’s average annual household income (\$61,923). Source: Center for Neighborhood Technology, September 2016.

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

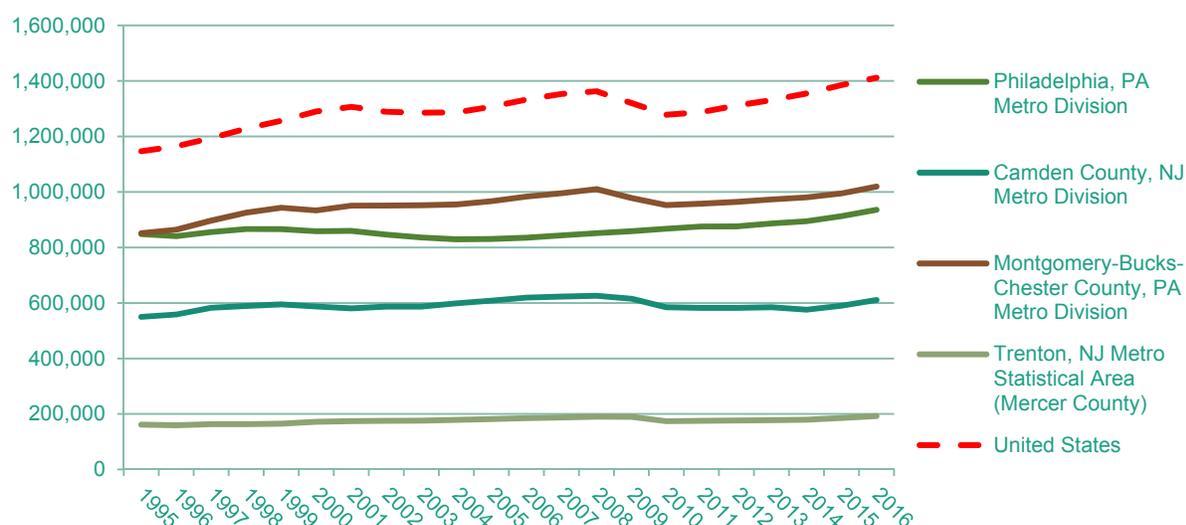
In order to compete both nationally and internationally, the region must support and encourage the retention and expansion of the region's existing businesses and continue to attract companies in key economic sectors that have the greatest potential for growth and also pay higher wages. Expanding the Greater Philadelphia region's connections to the global economy is likewise essential to effectively compete 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 (PHL), 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

Figure 15 and Table 15 provide information on total employment in Greater Philadelphia (by metropolitan division) and the United States between 1995 and 2016. During the decade between 1995 and 2004, regional employment grew by about one-half of the national rate, although growth in the region's suburbs kept pace with national employment growth. Between 2005 and 2014, employment in Greater Philadelphia increased by less than 2 percent (about one-half of the national rate), although employment in the Philadelphia-Delaware County Metro Division increased by 7.7 percent (twice the national rate). Although the region's employment growth lagged that of the nation prior to 2014, employment growth in Greater Philadelphia between 2014 and 2016 as a whole and in each of its metro divisions has been well above the national rate of 1.9 percent.

Figure 15: Employment in Greater Philadelphia by Metropolitan Division



Note: The figure illustrates employment 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 shown in hundreds of employees. Source: US Bureau of Labor Statistics (Local Area Unemployment Statistics), August 2016.

Table 15: Employment in Greater Philadelphia

Year	Greater Philadelphia Region	Philadelphia-Delaware County Metro Division	Camden County Metropolitan Division	Montgomery-Bucks-Chester Metro Division	Trenton, NJ Metro Statistical Area	United States (in thousands)
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
Change 1995–2004	6.2%	-2.2%	8.8%	12.1%	10.8%	12.2%
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	133,320
2007	2,648,357	843,481	622,585	995,322	186,969	135,335
2008	2,678,297	851,769	625,752	1,010,618	190,158	136,268
2009	2,641,335	858,301	615,181	978,468	189,385	132,042
2010	2,578,115	867,606	584,408	952,469	173,632	127,820
2011	2,590,409	875,546	582,305	957,498	175,060	128,778
2012	2,598,050	875,881	581,871	964,016	176,282	131,113
2013	2,621,384	886,240	584,543	973,353	177,248	133,081
2014	2,630,069	894,584	575,747	980,467	179,271	135,488
Change 2005–2014	1.7%	7.7%	-5.4%	1.4%	-1.2%	3.7%
2015	2,683,512	913,000	590,377	994,655	185,480	138,511
2016	2,758,666	935,792	610,630	1,019,754	192,490	141,150
Change 2015–2016	2.8%	2.5%	3.4%	2.5%	3.8%	1.9%

Source: US Bureau of Labor Statistics (Local Area Unemployment Statistics), August 2016. The table presents the unadjusted employment 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 MSA (Trenton), which in aggregate cover Greater Philadelphia's nine member counties.

Gross Domestic Product (GDP)

Table 16 and Figure 16 illustrate the per capita GDP for the Philadelphia and Trenton MSAs (which together cover the nine Greater Philadelphia’s counties, plus Salem County, New Jersey; Cecil County, Maryland; and New Castle County, Delaware) and compare them to the GDP of the metropolitan portion of the United States. The per capita GDP in both the Philadelphia MSA and the Trenton MSA (which includes only Mercer County) has consistently been higher than that of the metropolitan portion of the United States, and increased between 2005 and 2009 even as the national per capita GDP began to decrease. 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 stable between 2005 and 2009, before increasing by nine percent between 2009 and 2014 (triple the rate of the Philadelphia MSA, and almost double the rate of the metropolitan portion of the nation as a whole).

Table 16: Per Capita Gross Domestic Product

Area	2001	2005	Change 2001-05	2009	Change 2005-09	2014	Change 2009-14
United States (Metropolitan Portion)	\$48,081	\$51,563	7%	\$49,869	-3%	\$52,526	5%
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metropolitan Statistical Area	\$53,024	\$56,778	7%	\$57,299	1%	\$59,240	3%
Trenton, NJ Metropolitan Statistical Area	\$60,279	\$68,091	13%	\$67,335	-1%	\$73,719	9%

Source: US Bureau of Economic Analysis, September 2016. Per capita real GDP statistics for 2001–2014 reflect Census Bureau mid-year population estimates available as of March 2015.

Figure 16: Per Capita Gross Domestic Product by Metropolitan Area



Source: US Bureau of Economic Analysis, August 2016. Per capita real GDP statistics for 2001–2014 reflect Census Bureau mid-year population estimates available as of March 2015.

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 2 percent, while California's Silicon Valley saw its share increase significantly. Between 2015 and the first two quarters of 2016, the Philadelphia metro's share of the national total declined to just over 1 percent, while Silicon Valley captured almost half of the venture capital nationwide, followed by the New York metro, New England, and the Los Angeles/Orange County metro.

Table 17: Venture Capital

Region	Total Investment (in thousands of dollars)				Percent of National Total		
	1995–2004	2005–2014	2015	2016	1995–2004	2005–2014	2015-2016
Silicon Valley	\$101,509,920	\$120,290,814	\$27,887,379	\$13,101,194	31.6%	40.7%	46.7%
New York Metro	\$27,314,156	\$25,265,750	\$7,366,831	\$3,143,317	8.5%	8.6%	12.0%
New England	\$38,645,352	\$34,719,535	\$6,197,004	\$2,629,142	12.0%	11.8%	10.0%
Los Angeles/Orange County	\$19,575,200	\$18,988,742	\$5,147,548	\$2,739,102	6.0%	6.4%	9.0%
Southeast	\$25,114,526	\$13,031,968	\$2,320,742	\$1,461,452	7.8%	4.4%	4.3%
Midwest	\$16,908,972	\$13,019,289	\$2,186,980	\$995,425	5.3%	4.4%	3.6%
Northwest	\$12,570,111	\$10,435,958	\$1,557,282	\$510,329	3.9%	3.5%	2.4%
DC/Metroplex	\$15,918,699	\$11,277,907	\$1,492,546	\$561,403	5.0%	3.8%	2.3%
Texas	\$19,449,965	\$12,871,612	\$1,188,413	\$852,594	6.0%	4.4%	2.3%
San Diego	\$10,310,996	\$10,911,543	\$1,180,068	\$712,037	3.2%	3.7%	2.2%
Southwest	\$4,818,302	\$5,615,024	\$939,952	\$464,881	1.5%	1.9%	1.6%
Philadelphia Metro	\$8,996,324	\$5,838,355	\$625,825	\$317,269	2.8%	2.0%	1.1%
Colorado	\$10,628,590	\$6,404,650	\$792,339	\$123,047	3.3%	2.2%	1.0%
North Central	\$5,231,192	\$4,270,647	\$638,176	\$248,136	1.6%	1.5%	1.0%
Upstate New York	\$1,355,444	\$832,199	\$163,276	\$49,906	0.4%	0.3%	0.2%
South Central	\$1,563,390	\$912,785	\$109,485	\$45,745	0.5%	0.3%	0.2%
Sacramento/Northern California	\$987,161	\$539,323	\$47,084	\$25,260	0.3%	0.2%	0.1%
Alaska/Hawaii/Puerto Rico	\$429,669	\$159,098	\$4,200	\$753	0.1%	0.1%	0.0%
Total	\$321,456,030	\$295,388,523	\$59,845,130	\$27,980,992	100%	100%	100.0%

Note: Numbers are in thousands of dollars. Data for 2016 includes only the first two quarters of 2016. Ranked by share since 2015. Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), August 2016.

Table 18 provides data on the amount of venture capital invested in the Greater Philadelphia region by sector between 1995 and the second quarter of 2016. 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 by Industrial Sector

Sector	1995–2004	2005–2014	Percentage Change	Percentage of the National Total		2015–2016 Amount
				1995–2004	2005–2014	
Biotechnology	\$1,959,669	\$2,370,065	21%	7.4%	5.0%	\$260,472
Medical devices and equipment	\$ 390,975	\$932,636	139%	2.6%	3.4%	\$214,140
Software	\$1,201,301	\$750,404	-38%	1.6%	0.9%	\$148,210
Industry and Energy	\$327,454	\$487,402	49%	3.1%	1.8%	\$19,081
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%	\$49,008
Electronics and Instrumentation	\$96,551	\$149,040	54%	3.0%	3.2%	\$2,880
Media and entertainment	\$891,818	\$142,313	-84%	0.3%	0.0%	\$19,708
Information technology services	\$676,550	\$137,656	-80%	3.3%	0.7%	\$116,647
Financial services	\$394,118	\$134,520	-66%	3.8%	2.6%	\$75,050
Business products and services	\$522,834	\$122,254	-77%	4.5%	3.1%	\$9,000
Semi-conductors	\$297,773	\$78,847	-74%	0.1%	0.0%	\$1,400
Retailing/Distribution	\$76,278	\$58,918	-23%	0.9%	2.0%	\$5,000
Consumer products and services	\$30,696	\$41,459	35%	0.3%	0.4%	\$6,448
Telecommunications	\$1,292,722	\$29,270	-98%	3.1%	0.2%	\$14,200
Computers and peripherals	\$9,048	\$27,335	202%	0.2%	0.5%	\$1,350
Total	\$8,996,324	\$5,838,355	-35%	1.0%	0.7%	\$943,094

Note: Numbers are in thousands of dollars. Data for 2016 includes only investments through the second quarter of 2016.
Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), August 2016.

R&D Expenditures

Table 19 provides data on R&D expenditures at the region's major academic institutions in fiscal years 2005, 2007, 2009, 2011, and 2014, ranked in order of 2014 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 2 percent and 3 percent of the nation's overall R&D expenditures. While the total annual R&D expenditures at the region's academic institutions increased by 36 percent from 2005 to 2014, that spending has not kept pace with national increases; regional spending as a share of national expenditures decreased from 2.9 percent to 2.5 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: Annual Higher Education Research and Development Expenditures

Educational Institution	FY2005	FY2007	FY2009	FY2011	FY2014	Percentage Change, 2005 versus 2014
University of Pennsylvania	677,386	668,105	758,159	886,036	828,350	22%
Princeton University	212,723	198,945	212,510	263,335	293,274	38%
Temple University	86,646	90,773	111,421	134,533	224,101	159%
Drexel University	93,323	98,010	105,020	115,020	131,170	41%
Thomas Jefferson University	107,388	107,288	101,188	104,923	118,378	10%
Villanova University	8,475	10,962	9,919	10,044	13,700	62%
Bryn Mawr College	5,717	4,640	7,296	8,388	9,143	60%
Rowan University	7,881	7,569	6,950	3,247	8,202	4%
Rutgers-Camden	n/a	n/a	n/a	5,079	4,919	n/a
Swarthmore College	2,676	2,137	3,067	2,994	3,528	32%
University of the Sciences Philadelphia	704	1,449	1,800	3,504	2,922	315%
West Chester University	3,701	2,649	3,064	8,103	2,793	-25%
Haverford College	1,259	1,182	1,870	2,765	2,546	102%
Philadelphia College of Osteopathic Medicine	973	1,754	1,223	2,401	2,209	127%
St. Joseph's University	6,394	6,801	2,782	3,073	1,988	-69%
Rider University	1,096	1,330	1,550	1,672	1,793	64%
La Salle University	Not eligible	3,208	2,851	1,460	1,039	n/a
Regional Total	1,216,868	1,207,252	1,331,353	1,557,913	1,650,055	36%
Percentage of National Total	2.9%	2.6%	2.6%	2.4%	2.5%	-0.4%

Note: 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. Numbers are in thousands of dollars. Source: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research & Development (HERD) Survey, September 2016.

Passenger Activity at 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 2016, 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. 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 2015, PHL had approximately 31.4 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	26,879,613	4,564,790	31,444,403	411,368
Change 2005–2015	-2%	10%	0%	-23%
2016 (as of July 1 st)	12,758,492	2,078,333	14,836,825	196,939

Source: www.phl.org, Aviation Activity Reports, September 2016.

Air Cargo and Mail Passing through PHL

Table 21 provides data on air cargo and air mail passing through PHL annually between 2005 and July 2016. While the tonnage of air cargo declined by 31 percent between 2005 and 2016, air mail increased by 10 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	Total Air Freight (tons)	Inbound International Freight	Outbound International Freight	Total Air Mail (tons)	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	403,784	68,314	64,745	23,861	191	774
Change 2005–2015	-31%	-11%	5%	10%	961%	-63%
2016 (as of July 1 st)	201,433	33,128	33,275	11,796	127	234

Source: www.phl.org, September 2016.

Maritime Freight Tonnage

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.

Table 22 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 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 22: 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	312,351,516	312,239,645	324,348,825	310,043,672	-1%
Los Angeles-Long Beach-Anaheim, CA	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	1,039,780,304	-13%

Source: Delaware Valley Regional Planning Commission based on an analysis of US Army Corps of Engineers Principal Port data, September 2016. Data includes total tonnage for domestic and foreign maritime trade, measured in in short tons.

Freight Tonnage and Value

The measure of total domestic shipments reflects the health of both the economy and the region's multimodal transportation system. Table 23 provides data on the total regional weight and value of domestic shipments, by mode. This data comes from the Federal Highway FAF, and includes the Philadelphia and New Jersey portions of the Philadelphia CSA. The CSA is a close, but not exact, match to the DVRPC region, adding Cumberland and Salem counties, while not including Mercer County, in New Jersey. The FAF uses multiple data sources to estimate freight commodity movements through international gateways, major metropolitan areas, regions, and states.

In 2015, the Philadelphia CSA moved over 353 million tons of goods worth an estimated \$543 billion, within, from, and through the region. The bulk of the region's freight movement in 2015, by weight and value, was completed by truck. This underscores the role that highway conditions play in the region's economic competitiveness. Roadways in poor condition and traffic congestion act as chokepoints on the region's economy, particularly in this era of globalization and just-in-time delivery.

The tons of freight moving in the region declined by 18 percent in the region between 2007 and 2015, but increased in value by 11 percent during the same time period. This disparity between changes in tonnage and value indicates that while overall weight of shipments is decreasing, those shipments are delivering more valuable cargo.

Table 23: Total Weight and Value of Domestic Shipments, by Mode

Mode	2007		2010		2015		Change in Tons 2007–2015		Change in Value 2007–2015	
	Tons	Value	Tons	Value	Tons	Value	Absolute	Percentage	Absolute	Percentage
Truck	283.1	\$345,279	267.6	\$340,258	234.1	\$362,845	-49.0	-17%	\$17,566	5%
Rail	24.5	\$12,369	23.8	\$11,344	20.7	\$21,464	-3.8	-16%	\$9,095	74%
Water	50.1	\$22,694	24.7	\$12,367	25.6	\$21,544	-24.5	-49%	-\$1,150	-5%
Air /Truck Air	< 1.0	\$4,874	<1.0	\$2,304	<1.0	\$34,391	-	-	\$29,517	606%
Multiple modes plus Mail	13.6	\$72,118	8.5	\$62,267	5.3	\$65,194	-8.3	-61%	-\$6,924	-10%
Pipeline	56.5	\$23,778	33.5	\$14,138	67.5	\$37,483	11.0	19%	\$13,705	58%
Other or Unknown	4.9	\$7,322	3.9	\$6,831	0.04	\$374	-4.9	-99%	-\$6,948	-95%
Total	432.7	\$488,434	362.0	\$449,508	353.6	\$543,295	-79.1	-18%	\$54,861	11%

Source: US Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, *Freight Analysis Framework Version 3*, September 2016. All numbers are in millions; values are in 2007 dollars. Whole numbers may not add due to rounding.

CHAPTER 4:

Investing in Greater Philadelphia

This chapter begins with a discussion of investments that US 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 US EDA Investment in Greater Philadelphia

Table 24 lists projects located in Greater Philadelphia that have received US EDA funding since 2010. Since 2010, this investment has averaged over \$4 million annually. In addition to the grants listed in Table 24, US 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 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 24: US EDA Investment in Greater Philadelphia

Recipient	Project Description/title	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
Ben Franklin Technology Partners	Greater Philadelphia Impact Partners	2016	\$250,000	\$262,000
Mid-Atlantic Trade Adjustment Assistance Center*	Trade adjustment assistance for import-impacted firms	2016	\$1,272,664	\$0

*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. Source: US Economic Development Administration, September 2016.

The development and adoption 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 PHL, 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 2016 CEDS, the CEDS Review Committee was asked to update the status of projects included on the 2015 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 214 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 US 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 \$11.2 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; and
- Supporting businesses to facilitate business retention, expansion, and attraction.

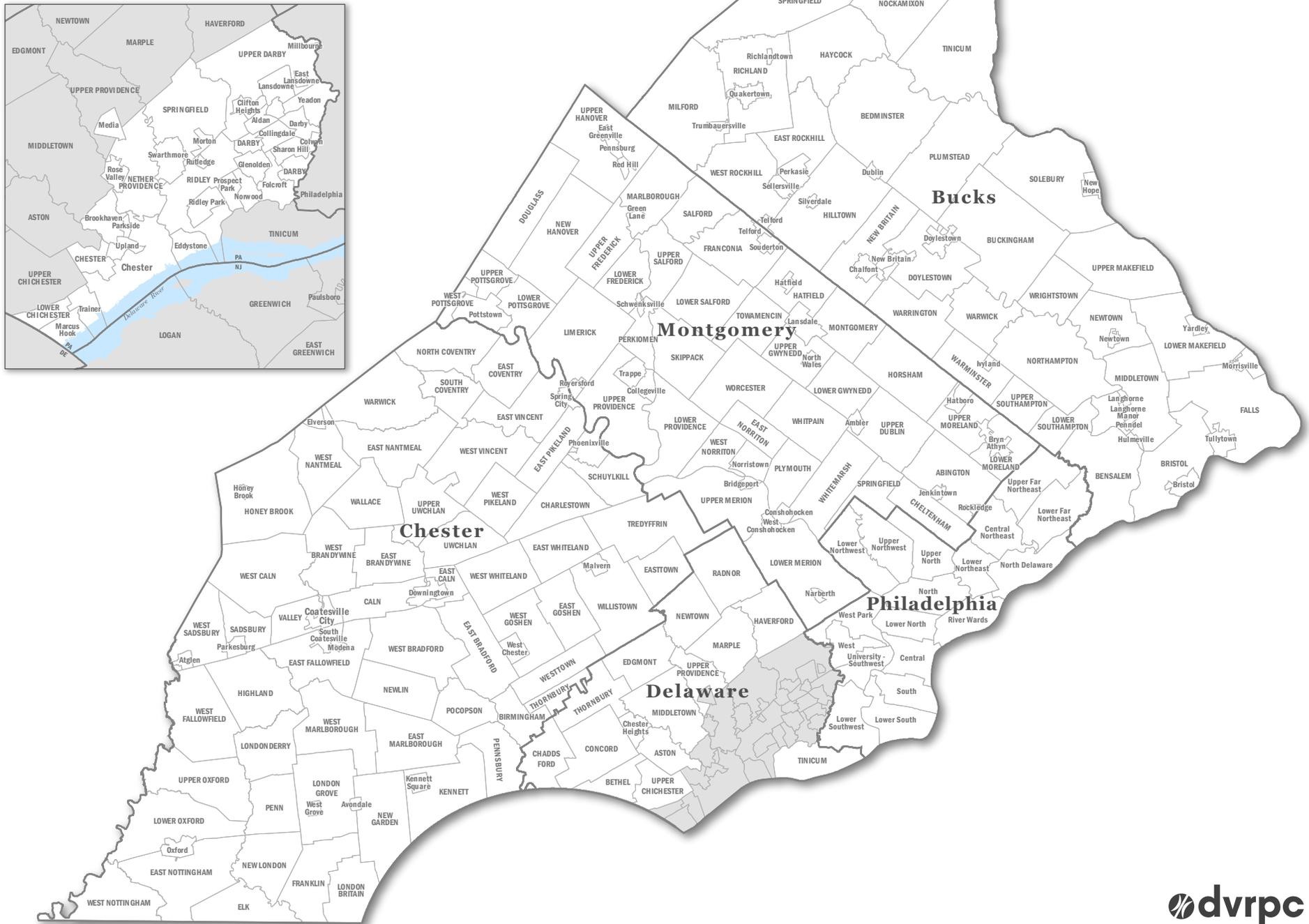
Continued coordination across state lines, across city and county lines, across employment sectors, and across the public and private sectors is essential to maintaining a broad regional perspective and identifying and working toward a common vision, goals, and objectives.

Greater Philadelphia presents tremendous potential for continued economic growth. During Fiscal Year 2017, DVRPC will again manage the Greater Philadelphia regional CEDS and coordinate ongoing economic development efforts, including the preparation of the required 2017 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

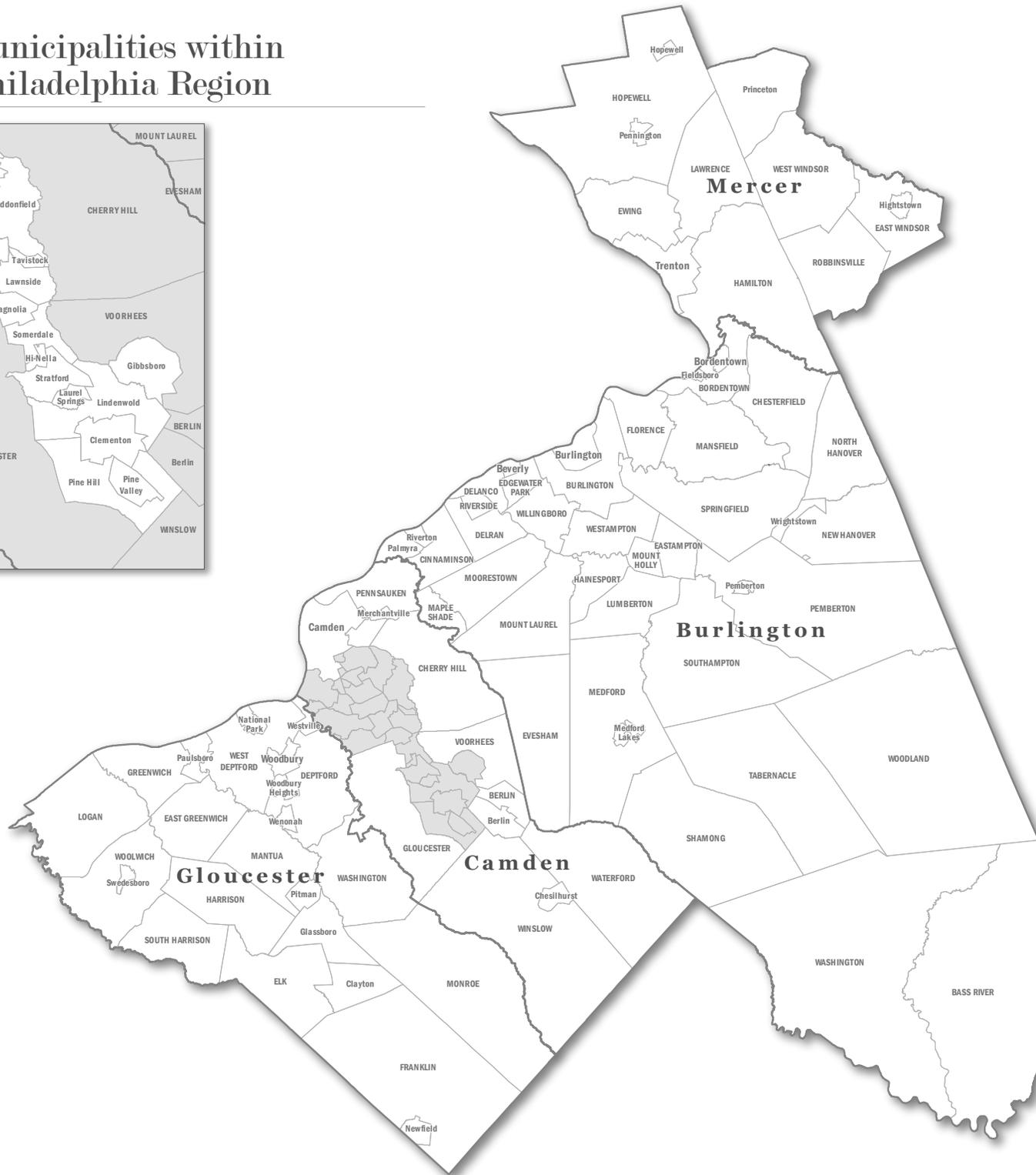
Pennsylvania Municipalities within the Greater Philadelphia Region*



*City Planning Areas are shown within Philadelphia



New Jersey Municipalities within the Greater Philadelphia Region





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 US 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?
Burlington	Palmyra Borough	700104	\$22,779	Yes	12.10%	Yes
Burlington	Riverside Township	700703	\$20,637	Yes	11.30%	Yes
Burlington	Beverly City	700900	\$25,862	No	10.90%	Yes
Burlington	Burlington City	701204	\$21,215	Yes	18.40%	Yes
Burlington	North Hanover Township	702101	\$18,386	Yes	4.50%	No
Burlington	Willingboro Township	702805	\$24,985	No	11.90%	Yes
Burlington	Willingboro Township	702806	\$23,029	No	13.10%	Yes
Burlington	Willingboro Township	702809	\$25,898	No	15.70%	Yes
Burlington	Willingboro Township	702811	\$30,719	No	14.50%	Yes
Burlington	New Hanover Township	704801	\$20,927	Yes	4.60%	No
Burlington	New Hanover Township	704802	\$12,507	Yes	0.10%	No
Burlington	Chesterfield Township	981802	\$3,265	Yes	0.00%	No
Burlington	New Hanover Township	982111	\$18,859	Yes	0.90%	No
Camden	Camden City	600200	\$15,137	Yes	18.00%	Yes
Camden	Camden City	600400	\$14,944	Yes	19.40%	Yes
Camden	Camden City	600700	\$16,211	Yes	10.40%	Yes
Camden	Camden City	600800	\$10,067	Yes	13.70%	Yes
Camden	Camden City	600900	\$10,815	Yes	14.60%	Yes
Camden	Camden City	601000	\$14,542	Yes	10.40%	Yes
Camden	Camden City	601101	\$16,321	Yes	13.10%	Yes
Camden	Camden City	601102	\$15,841	Yes	12.20%	Yes
Camden	Camden City	601200	\$15,756	Yes	9.60%	No
Camden	Camden City	601300	\$11,318	Yes	13.60%	Yes
Camden	Camden City	601400	\$14,759	Yes	11.60%	Yes
Camden	Camden City	601500	\$12,257	Yes	13.10%	Yes
Camden	Camden City	601600	\$14,477	Yes	14.70%	Yes
Camden	Camden City	601700	\$9,595	Yes	8.90%	No
Camden	Camden City	601800	\$11,734	Yes	11.20%	Yes
Camden	Camden City	601900	\$10,751	Yes	12.80%	Yes
Camden	Camden City	602000	\$15,046	Yes	15.70%	Yes
Camden	Pennsauken Township	602503	\$22,243	Yes	7.50%	No

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Camden	Pennsauken Township	602902	\$30,467	No	10.30%	Yes
Camden	Pennsauken Township	603002	\$22,638	Yes	12.00%	Yes
Camden	Woodlynne Borough	604100	\$16,147	Yes	9.70%	No
Camden	Brooklawn Borough	605300	\$26,575	No	11.00%	Yes
Camden	Lawnside Borough	606500	\$26,398	No	14.60%	Yes
Camden	Magnolia Borough	607300	\$25,423	No	10.20%	Yes
Camden	Lindenwold Borough	607701	\$17,802	Yes	5.90%	No
Camden	Lindenwold Borough	607801	\$20,478	Yes	11.60%	Yes
Camden	Gloucester Township	608210	\$22,055	Yes	8.00%	No
Camden	Pine Hill Borough	608503	\$22,208	Yes	6.10%	No
Camden	Winslow Township	609201	\$24,915	No	10.40%	Yes
Camden	Winslow Township	609204	\$26,795	No	10.30%	Yes
Camden	Camden City	610400	\$9,155	Yes	11.20%	Yes
Camden	Pennsauken Township	610500	\$21,471	Yes	9.10%	No
Camden	Pennsauken Township	610600	\$24,945	No	16.00%	Yes
Camden	Gloucester City	611000	\$20,282	Yes	6.80%	No
Gloucester	West Deptford Township	500201	\$27,834	No	10.30%	Yes
Gloucester	Paulsboro Borough	500400	\$19,128	Yes	14.00%	Yes
Gloucester	Glassboro Borough	501402	\$15,873	Yes	10.20%	Yes
Gloucester	Glassboro Borough	501404	\$9,170	Yes	4.40%	No
Gloucester	Glassboro Borough	501406	\$24,706	No	10.50%	Yes
Gloucester	Franklin Township	501702	\$32,262	No	10.60%	Yes
Mercer	Trenton City	000100	\$16,532	Yes	6.60%	No
Mercer	Trenton City	001000	\$15,930	Yes	8.60%	No
Mercer	Trenton City	001101	\$18,739	Yes	17.50%	Yes
Mercer	Trenton City	001102	\$13,544	Yes	15.30%	Yes
Mercer	Trenton City	001401	\$13,774	Yes	15.20%	Yes
Mercer	Philadelphia City	001402	\$14,464	Yes	17.70%	Yes
Mercer	Trenton City	001500	\$17,289	Yes	7.40%	No
Mercer	Trenton City	001600	\$15,226	Yes	8.00%	No
Mercer	Trenton City	001700	\$16,152	Yes	16.90%	Yes
Mercer	Hamilton Township	001800	\$17,896	Yes	6.80%	No
Mercer	Hamilton Township	001900	\$10,109	Yes	7.40%	No
Mercer	Hamilton Township	000200	\$16,327	Yes	15.40%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Mercer	Hamilton Township	002000	\$14,425	Yes	21.00%	Yes
Mercer	Hamilton Township	002100	\$14,006	Yes	8.20%	No
Mercer	Trenton City	002200	\$17,607	Yes	12.00%	Yes
Mercer	Ewing Township	002400	\$1,105	Yes	0.00%	No
Mercer	Ewing Township	002500	\$26,740	No	12.40%	Yes
Mercer	Trenton City	002601	\$22,765	Yes	10.50%	Yes
Mercer	Princeton	002701	\$25,203	No	10.80%	Yes
Mercer	Trenton City	002702	\$28,058	No	11.20%	Yes
Mercer	Trenton City	002800	\$18,796	Yes	10.60%	Yes
Mercer	Trenton City	000300	\$20,580	Yes	9.10%	No
Mercer	Trenton City	003400	\$24,701	No	11.80%	Yes
Mercer	Trenton City	003703	\$21,117	Yes	6.60%	No
Mercer	Bensalem Township	000400	\$15,314	Yes	10.80%	Yes
Mercer	Bristol Township	004501	\$20,757	Yes	5.80%	No
Mercer	Bristol Township	000500	\$16,612	Yes	14.70%	Yes
Mercer	Bristol Township	000600	\$18,578	Yes	16.20%	Yes
Mercer	Bristol Township	000700	\$17,032	Yes	11.90%	Yes
Mercer	Bristol Township	000800	\$20,737	Yes	11.60%	Yes
Mercer	Bristol Borough	000900	\$17,528	Yes	10.60%	Yes
Bucks	Bristol Borough	100208	\$22,017	Yes	9.90%	No
Bucks	Penndel Borough	100303	\$20,983	Yes	5.90%	No
Bucks	Warminster Township	100304	\$24,486	No	10.90%	Yes
Bucks	Warrington Township	100306	\$22,057	Yes	4.00%	No
Bucks	Quakertown Borough	100307	\$24,277	No	10.90%	Yes
Bucks	New Britain Borough	100403	\$20,929	Yes	6.70%	No
Bucks	West Chester Borough	100600	\$22,048	Yes	5.60%	No
Bucks	Downingtown Borough	100700	\$18,869	Yes	4.30%	No
Bucks	Coatesville City	101100	\$22,211	Yes	10.10%	No
Bucks	Coatesville City	101605	\$16,845	Yes	11.40%	Yes
Bucks	Coatesville City	101807	\$33,214	No	11.70%	Yes
Bucks	Lower Oxford Township	103101	\$22,256	Yes	4.80%	No
Bucks	Oxford Borough	104800	\$27,358	No	10.90%	Yes
Chester	West Chester Borough	302600	\$18,196	Yes	4.50%	No
Chester	West Brandywine Township	304101	\$31,640	No	10.40%	Yes
Chester	Upper Darby Township	305400	\$17,624	Yes	12.40%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Chester	Upper Darby Township	305500	\$15,633	Yes	7.60%	No
Chester	Upper Darby Township	305600	\$12,809	Yes	14.30%	Yes
Chester	Upper Darby Township	307900	\$20,227	Yes	3.50%	No
Chester	Upper Darby Township	308000	\$20,936	Yes	5.10%	No
Chester	Upper Darby Township	310400	\$2,832	Yes	5.60%	No
Chester	Upper Darby Township	311404	\$35,425	No	11.70%	Yes
Delaware	East Lansdowne Borough	400301	\$12,953	Yes	12.50%	Yes
Delaware	Darby Borough	400302	\$15,844	Yes	10.50%	Yes
Delaware	Darby Borough	400401	\$16,144	Yes	5.80%	No
Delaware	Darby Borough	400402	\$17,130	Yes	6.00%	No
Delaware	Colwyn Borough	400700	\$20,223	Yes	5.70%	No
Delaware	Sharon Hill Borough	400801	\$21,966	Yes	7.80%	No
Delaware	Darby Township	401000	\$33,561	No	11.30%	Yes
Delaware	Collingdale Borough	401700	\$22,136	Yes	3.40%	No
Delaware	Collingdale Borough	402400	\$12,508	Yes	12.40%	Yes
Delaware	Clifton Heights Borough	402500	\$16,819	Yes	11.10%	Yes
Delaware	Folcroft Borough	402600	\$15,615	Yes	8.30%	No
Delaware	Eddystone Borough	402700	\$16,634	Yes	11.80%	Yes
Delaware	Chester City	402800	\$19,778	Yes	11.20%	Yes
Delaware	Chester City	402900	\$20,815	Yes	8.60%	No
Delaware	Chester City	403103	\$21,964	Yes	6.30%	No
Delaware	Chester City	403104	\$15,463	Yes	12.60%	Yes
Delaware	Chester City	403300	\$20,854	Yes	3.50%	No
Delaware	Chester City	403402	\$18,652	Yes	9.90%	No
Delaware	Chester City	404300	\$17,554	Yes	9.30%	No
Delaware	Chester City	404400	\$21,530	Yes	9.30%	No
Delaware	Chester City	404500	\$17,663	Yes	12.80%	Yes
Delaware	Chester City	404600	\$17,412	Yes	13.90%	Yes
Delaware	Chester City	404700	\$12,340	Yes	6.10%	No
Delaware	Upland Borough	404800	\$12,752	Yes	17.60%	Yes
Delaware	Chester Township	404900	\$14,202	Yes	15.00%	Yes
Delaware	Chester Township	405000	\$15,593	Yes	8.80%	No
Delaware	Trainer Borough	405100	\$13,869	Yes	12.60%	Yes
Delaware	Marcus Hook Borough	405200	\$15,173	Yes	12.10%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Delaware	Lower Chichester Township	405300	\$18,005	Yes	11.70%	Yes
Delaware	Radnor Township	405400	\$16,294	Yes	11.20%	Yes
Delaware	Upper Darby Township	406300	\$17,350	Yes	7.00%	No
Delaware	Chester City	406401	\$19,176	Yes	11.00%	Yes
Delaware	Ambler Borough	406402	\$18,560	Yes	5.50%	No
Delaware	Cheltenham Township	406500	\$19,144	Yes	8.70%	No
Delaware	Norristown Borough	406600	\$16,552	Yes	13.70%	Yes
Delaware	West Norriton Township	406700	\$20,232	Yes	11.60%	Yes
Delaware	Norristown Borough	409702	\$14,738	Yes	1.30%	No
Delaware	Norristown Borough	410500	\$14,237	Yes	10.60%	Yes
Delaware	Norristown Borough	410700	\$13,990	Yes	9.20%	No
Montgomery	Norristown Borough	201302	\$28,463	No	10.70%	Yes
Montgomery	Skippack Township	202401	\$22,610	Yes	8.60%	No
Montgomery	Pottstown Borough	203601	\$17,638	Yes	6.10%	No
Montgomery	Pottstown Borough	203700	\$21,605	Yes	7.20%	No
Montgomery	Pottstown Borough	203801	\$19,347	Yes	7.10%	No
Montgomery	Pottstown Borough	203803	\$20,784	Yes	10.10%	No
Montgomery	West Pottsgrove Township	203804	\$19,132	Yes	9.50%	No
Montgomery	Trenton City	203901	\$13,776	Yes	9.60%	No
Montgomery	Philadelphia City	206702	\$7,049	Yes	0.00%	No
Montgomery	Philadelphia City	208801	\$14,039	Yes	8.10%	No
Montgomery	Philadelphia City	208802	\$21,616	Yes	7.80%	No
Montgomery	Philadelphia City	208904	\$20,005	Yes	8.40%	No
Montgomery	Philadelphia City	209000	\$15,825	Yes	0.80%	No
Montgomery	Philadelphia City	209202	\$21,983	Yes	6.10%	No
Philadelphia	Philadelphia City	010000	\$16,308	Yes	7.60%	No
Philadelphia	Philadelphia City	010100	\$16,589	Yes	10.50%	Yes
Philadelphia	Philadelphia City	010200	\$9,913	Yes	7.90%	No
Philadelphia	Philadelphia City	010300	\$14,430	Yes	15.10%	Yes
Philadelphia	Trenton City	010400	\$14,411	Yes	10.70%	Yes
Philadelphia	Philadelphia City	010500	\$12,630	Yes	6.50%	No
Philadelphia	Philadelphia City	010600	\$9,064	Yes	17.60%	Yes
Philadelphia	Philadelphia City	010700	\$9,274	Yes	6.90%	No
Philadelphia	Philadelphia City	010800	\$10,025	Yes	5.90%	No
Philadelphia	Philadelphia City	010900	\$11,352	Yes	7.20%	No

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	011000	\$16,040	Yes	6.20%	No
Philadelphia	Philadelphia City	011100	\$12,574	Yes	11.90%	Yes
Philadelphia	Philadelphia City	011200	\$14,818	Yes	7.10%	No
Philadelphia	Philadelphia City	011300	\$15,271	Yes	4.20%	No
Philadelphia	Philadelphia City	011400	\$19,447	Yes	7.70%	No
Philadelphia	Philadelphia City	011500	\$20,643	Yes	8.30%	No
Philadelphia	Philadelphia City	011700	\$15,026	Yes	6.40%	No
Philadelphia	Philadelphia City	011800	\$21,347	Yes	9.70%	No
Philadelphia	Philadelphia City	011900	\$19,145	Yes	8.60%	No
Philadelphia	Philadelphia City	012100	\$20,745	Yes	3.40%	No
Philadelphia	Philadelphia City	012203	\$20,429	Yes	2.10%	No
Philadelphia	Philadelphia City	013200	\$14,033	Yes	14.50%	Yes
Philadelphia	Philadelphia City	013300	\$30,890	No	10.80%	Yes
Philadelphia	Philadelphia City	013700	\$21,390	Yes	9.70%	No
Philadelphia	Philadelphia City	013800	\$17,632	Yes	7.80%	No
Philadelphia	Philadelphia City	013900	\$14,466	Yes	7.00%	No
Philadelphia	Philadelphia City	014000	\$15,242	Yes	9.00%	No
Philadelphia	Philadelphia City	014100	\$13,681	Yes	12.50%	Yes
Philadelphia	Philadelphia City	014400	\$20,530	Yes	6.90%	No
Philadelphia	Trenton City	014500	\$15,068	Yes	6.00%	No
Philadelphia	Philadelphia City	014600	\$11,641	Yes	5.90%	No
Philadelphia	Philadelphia City	014700	\$8,956	Yes	5.50%	No
Philadelphia	Philadelphia City	014800	\$12,060	Yes	7.10%	No
Philadelphia	Philadelphia City	014900	\$17,334	Yes	15.60%	Yes
Philadelphia	Philadelphia City	015101	\$12,785	Yes	11.10%	Yes
Philadelphia	Philadelphia City	015102	\$11,314	Yes	11.90%	Yes
Philadelphia	Trenton City	015200	\$7,623	Yes	9.20%	No
Philadelphia	Philadelphia City	015300	\$8,546	Yes	7.50%	No
Philadelphia	Philadelphia City	015600	\$13,745	Yes	9.50%	No
Philadelphia	Philadelphia City	015700	\$17,909	Yes	6.30%	No
Philadelphia	Philadelphia City	016000	\$26,602	No	11.30%	Yes
Philadelphia	Philadelphia City	016100	\$15,992	Yes	13.70%	Yes
Philadelphia	Philadelphia City	016200	\$9,473	Yes	10.80%	Yes
Philadelphia	Philadelphia City	016300	\$8,235	Yes	9.20%	No

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	016400	\$9,569	Yes	8.20%	No
Philadelphia	Philadelphia City	016500	\$20,723	Yes	15.10%	Yes
Philadelphia	Philadelphia City	016600	\$11,821	Yes	12.80%	Yes
Philadelphia	Philadelphia City	016701	\$15,394	Yes	17.00%	Yes
Philadelphia	Philadelphia City	016702	\$12,162	Yes	9.00%	No
Philadelphia	Trenton City	016800	\$14,721	Yes	9.20%	No
Philadelphia	Philadelphia City	016901	\$15,715	Yes	15.50%	Yes
Philadelphia	Philadelphia City	016902	\$12,247	Yes	12.50%	Yes
Philadelphia	Philadelphia City	017000	\$20,554	Yes	7.80%	No
Philadelphia	Philadelphia City	017100	\$13,745	Yes	11.20%	Yes
Philadelphia	Philadelphia City	017201	\$12,207	Yes	11.40%	Yes
Philadelphia	Philadelphia City	017202	\$12,198	Yes	6.60%	No
Philadelphia	Philadelphia City	017300	\$15,076	Yes	8.50%	No
Philadelphia	Philadelphia City	017400	\$11,074	Yes	11.50%	Yes
Philadelphia	Philadelphia City	017500	\$9,860	Yes	12.40%	Yes
Philadelphia	Philadelphia City	017601	\$10,294	Yes	9.20%	No
Philadelphia	Philadelphia City	017602	\$8,069	Yes	12.00%	Yes
Philadelphia	Philadelphia City	017701	\$8,034	Yes	24.70%	Yes
Philadelphia	Philadelphia City	017702	\$8,554	Yes	9.30%	No
Philadelphia	Trenton City	017800	\$9,200	Yes	16.40%	Yes
Philadelphia	Philadelphia City	017900	\$10,334	Yes	12.60%	Yes
Philadelphia	Philadelphia City	018001	\$24,385	No	12.80%	Yes
Philadelphia	Philadelphia City	018300	\$25,316	No	11.50%	Yes
Philadelphia	Trenton City	018800	\$9,232	Yes	12.40%	Yes
Philadelphia	Philadelphia City	019000	\$11,595	Yes	16.40%	Yes
Philadelphia	Philadelphia City	019100	\$13,876	Yes	10.20%	Yes
Philadelphia	Philadelphia City	019200	\$9,532	Yes	15.50%	Yes
Philadelphia	Philadelphia City	019501	\$8,723	Yes	18.50%	Yes
Philadelphia	Philadelphia City	019502	\$7,488	Yes	11.70%	Yes
Philadelphia	Philadelphia City	019700	\$9,939	Yes	8.50%	No
Philadelphia	Philadelphia City	019800	\$11,231	Yes	11.40%	Yes
Philadelphia	Philadelphia City	019900	\$9,648	Yes	21.00%	Yes
Philadelphia	Trenton City	002000	\$20,041	Yes	9.70%	No
Philadelphia	Philadelphia City	020000	\$13,689	Yes	11.70%	Yes
Philadelphia	Philadelphia City	020101	\$18,082	Yes	10.40%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	020102	\$16,393	Yes	15.60%	Yes
Philadelphia	Philadelphia City	020200	\$14,387	Yes	11.50%	Yes
Philadelphia	Philadelphia City	020300	\$12,276	Yes	15.50%	Yes
Philadelphia	Philadelphia City	020400	\$14,024	Yes	11.20%	Yes
Philadelphia	Philadelphia City	020500	\$16,014	Yes	12.40%	Yes
Philadelphia	Philadelphia City	023800	\$24,386	No	12.10%	Yes
Philadelphia	Philadelphia City	023900	\$22,504	Yes	5.70%	No
Philadelphia	Philadelphia City	024100	\$16,629	Yes	5.00%	No
Philadelphia	Philadelphia City	024200	\$18,981	Yes	13.80%	Yes
Philadelphia	Philadelphia City	024300	\$18,021	Yes	8.20%	No
Philadelphia	Philadelphia City	024400	\$16,005	Yes	10.90%	Yes
Philadelphia	Philadelphia City	024500	\$17,888	Yes	11.60%	Yes
Philadelphia	Philadelphia City	024600	\$14,198	Yes	8.50%	No
Philadelphia	Philadelphia City	024700	\$11,399	Yes	15.10%	Yes
Philadelphia	Philadelphia City	024800	\$16,122	Yes	12.40%	Yes
Philadelphia	Philadelphia City	024900	\$13,302	Yes	8.30%	No
Philadelphia	Philadelphia City	002500	\$37,417	No	10.60%	Yes
Philadelphia	Philadelphia City	025200	\$15,818	Yes	9.30%	No
Philadelphia	Philadelphia City	025300	\$18,512	Yes	13.70%	Yes
Philadelphia	Philadelphia City	025900	\$19,128	Yes	13.90%	Yes
Philadelphia	Philadelphia City	026301	\$19,928	Yes	8.80%	No
Philadelphia	Philadelphia City	026302	\$18,857	Yes	8.40%	No
Philadelphia	Philadelphia City	026400	\$27,251	No	12.30%	Yes
Philadelphia	Philadelphia City	026500	\$16,448	Yes	4.70%	No
Philadelphia	Philadelphia City	026600	\$19,958	Yes	11.90%	Yes
Philadelphia	Philadelphia City	026700	\$19,789	Yes	9.90%	No
Philadelphia	Philadelphia City	026800	\$21,589	Yes	8.20%	No
Philadelphia	Philadelphia City	002702	\$33,561	No	11.40%	Yes
Philadelphia	Philadelphia City	027100	\$17,583	Yes	12.50%	Yes
Philadelphia	Philadelphia City	027200	\$25,034	No	13.20%	Yes
Philadelphia	Philadelphia City	027300	\$18,515	Yes	10.60%	Yes
Philadelphia	Philadelphia City	027401	\$14,050	Yes	14.90%	Yes
Philadelphia	Philadelphia City	027402	\$14,211	Yes	16.00%	Yes
Philadelphia	Philadelphia City	027500	\$17,935	Yes	11.50%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	027600	\$17,584	Yes	14.10%	Yes
Philadelphia	Philadelphia City	027700	\$17,080	Yes	14.10%	Yes
Philadelphia	Philadelphia City	027800	\$22,613	Yes	12.50%	Yes
Philadelphia	Philadelphia City	027901	\$12,136	Yes	14.10%	Yes
Philadelphia	Philadelphia City	027902	\$8,312	Yes	9.10%	No
Philadelphia	Philadelphia City	002801	\$18,846	Yes	7.00%	No
Philadelphia	Philadelphia City	028000	\$14,695	Yes	13.90%	Yes
Philadelphia	Philadelphia City	028100	\$16,809	Yes	6.80%	No
Philadelphia	Philadelphia City	028200	\$17,183	Yes	10.20%	Yes
Philadelphia	Philadelphia City	028300	\$14,083	Yes	16.90%	Yes
Philadelphia	Philadelphia City	028400	\$10,812	Yes	20.00%	Yes
Philadelphia	Philadelphia City	028500	\$14,530	Yes	15.20%	Yes
Philadelphia	Philadelphia City	028600	\$10,355	Yes	12.70%	Yes
Philadelphia	Philadelphia City	028700	\$11,751	Yes	12.90%	Yes
Philadelphia	Philadelphia City	028800	\$13,251	Yes	15.00%	Yes
Philadelphia	Philadelphia City	028901	\$11,738	Yes	8.60%	No
Philadelphia	Philadelphia City	028902	\$12,868	Yes	10.20%	Yes
Philadelphia	Philadelphia City	029000	\$13,444	Yes	7.80%	No
Philadelphia	Philadelphia City	029100	\$12,695	Yes	12.80%	Yes
Philadelphia	Philadelphia City	029200	\$20,046	Yes	10.00%	No
Philadelphia	Philadelphia City	029300	\$11,809	Yes	9.40%	No
Philadelphia	Philadelphia City	029400	\$9,378	Yes	11.60%	Yes
Philadelphia	Philadelphia City	029800	\$14,102	Yes	14.20%	Yes
Philadelphia	Philadelphia City	029900	\$13,403	Yes	15.40%	Yes
Philadelphia	Philadelphia City	003001	\$20,183	Yes	5.70%	No
Philadelphia	Philadelphia City	003002	\$20,229	Yes	8.10%	No
Philadelphia	Philadelphia City	030000	\$13,488	Yes	14.00%	Yes
Philadelphia	Philadelphia City	030100	\$17,426	Yes	8.30%	No
Philadelphia	Philadelphia City	030200	\$18,775	Yes	10.60%	Yes
Philadelphia	Philadelphia City	030501	\$14,332	Yes	16.20%	Yes
Philadelphia	Philadelphia City	030502	\$15,701	Yes	10.30%	Yes
Philadelphia	Philadelphia City	030600	\$18,727	Yes	6.80%	No
Philadelphia	Philadelphia City	030700	\$18,445	Yes	10.40%	Yes
Philadelphia	Philadelphia City	030800	\$21,326	Yes	7.80%	No
Philadelphia	Philadelphia City	030900	\$13,722	Yes	12.70%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	003100	\$16,481	Yes	8.50%	No
Philadelphia	Philadelphia City	031000	\$16,505	Yes	8.40%	No
Philadelphia	Philadelphia City	031101	\$15,134	Yes	11.50%	Yes
Philadelphia	Philadelphia City	031102	\$16,250	Yes	9.90%	No
Philadelphia	Philadelphia City	031200	\$14,528	Yes	10.40%	Yes
Philadelphia	Philadelphia City	031300	\$16,527	Yes	7.50%	No
Philadelphia	Philadelphia City	031401	\$16,416	Yes	9.10%	No
Philadelphia	Philadelphia City	031402	\$15,094	Yes	7.60%	No
Philadelphia	Philadelphia City	031501	\$19,780	Yes	9.40%	No
Philadelphia	Philadelphia City	031502	\$21,035	Yes	6.50%	No
Philadelphia	Philadelphia City	031600	\$18,298	Yes	10.60%	Yes
Philadelphia	Philadelphia City	031700	\$20,798	Yes	6.50%	No
Philadelphia	Philadelphia City	031800	\$16,213	Yes	11.30%	Yes
Philadelphia	Philadelphia City	031900	\$20,485	Yes	10.50%	Yes
Philadelphia	Philadelphia City	003200	\$14,308	Yes	13.60%	Yes
Philadelphia	Philadelphia City	032000	\$18,354	Yes	6.20%	No
Philadelphia	Philadelphia City	032100	\$15,784	Yes	12.00%	Yes
Philadelphia	Philadelphia City	032300	\$17,234	Yes	13.90%	Yes
Philadelphia	Philadelphia City	032500	\$15,458	Yes	9.00%	No
Philadelphia	Philadelphia City	032600	\$19,946	Yes	8.60%	No
Philadelphia	Philadelphia City	032900	\$20,771	Yes	10.50%	Yes
Philadelphia	Philadelphia City	003300	\$13,039	Yes	18.70%	Yes
Philadelphia	Philadelphia City	033000	\$17,411	Yes	9.00%	No
Philadelphia	Philadelphia City	033400	\$21,272	Yes	9.90%	No
Philadelphia	Philadelphia City	033500	\$21,567	Yes	9.80%	No
Philadelphia	Philadelphia City	033701	\$16,994	Yes	3.70%	No
Philadelphia	Philadelphia City	033800	\$21,480	Yes	14.20%	Yes
Philadelphia	Philadelphia City	034501	\$18,622	Yes	6.10%	No
Philadelphia	Philadelphia City	034600	\$22,392	Yes	3.80%	No
Philadelphia	Philadelphia City	034802	\$21,105	Yes	13.20%	Yes
Philadelphia	Philadelphia City	034900	\$20,030	Yes	7.50%	No
Philadelphia	Philadelphia City	035302	\$29,756	No	11.10%	Yes
Philadelphia	Philadelphia City	035701	\$19,005	Yes	6.40%	No
Philadelphia	Philadelphia City	035702	\$18,923	Yes	6.10%	No

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	003600	\$10,585	Yes	10.10%	No
Philadelphia	Philadelphia City	036302	\$21,930	Yes	4.40%	No
Philadelphia	Philadelphia City	036700	\$62,567	No	10.30%	Yes
Philadelphia	Philadelphia City	036900	\$10,668	Yes	1.70%	No
Philadelphia	Philadelphia City	003701	\$14,174	Yes	14.40%	Yes
Philadelphia	Philadelphia City	003702	\$17,770	Yes	12.30%	Yes
Philadelphia	Philadelphia City	037700	\$8,760	Yes	9.90%	No
Philadelphia	Philadelphia City	037800	\$29,016	No	10.40%	Yes
Philadelphia	Philadelphia City	037900	\$22,589	Yes	10.90%	Yes
Philadelphia	Philadelphia City	038000	\$19,959	Yes	5.80%	No
Philadelphia	Philadelphia City	038100	\$11,452	Yes	16.60%	Yes
Philadelphia	Philadelphia City	038200	\$15,417	Yes	15.70%	Yes
Philadelphia	Philadelphia City	038300	\$9,159	Yes	12.20%	Yes
Philadelphia	Philadelphia City	038900	\$22,348	Yes	9.00%	No
Philadelphia	Philadelphia City	039000	\$14,714	Yes	16.10%	Yes
Philadelphia	Philadelphia City	004101	\$13,845	Yes	12.50%	Yes
Philadelphia	Philadelphia City	004102	\$13,536	Yes	7.30%	No
Philadelphia	Philadelphia City	004201	\$21,038	Yes	12.90%	Yes
Philadelphia	Philadelphia City	004202	\$18,744	Yes	8.90%	No
Philadelphia	Philadelphia City	005500	\$20,991	Yes	10.70%	Yes
Philadelphia	Philadelphia City	005600	\$18,735	Yes	19.30%	Yes
Philadelphia	Philadelphia City	006000	\$18,134	Yes	11.00%	Yes
Philadelphia	Philadelphia City	006100	\$15,634	Yes	5.30%	No
Philadelphia	Philadelphia City	006200	\$14,944	Yes	9.00%	No
Philadelphia	Philadelphia City	006300	\$13,944	Yes	12.50%	Yes
Philadelphia	Philadelphia City	006400	\$15,940	Yes	11.80%	Yes
Philadelphia	Philadelphia City	006500	\$15,621	Yes	16.20%	Yes
Philadelphia	Philadelphia City	006600	\$14,022	Yes	9.90%	No
Philadelphia	Philadelphia City	006700	\$12,151	Yes	13.90%	Yes
Philadelphia	Philadelphia City	006900	\$11,830	Yes	12.20%	Yes
Philadelphia	Philadelphia City	007000	\$16,432	Yes	17.50%	Yes
Philadelphia	Philadelphia City	007101	\$14,367	Yes	10.30%	Yes
Philadelphia	Philadelphia City	007102	\$14,326	Yes	9.60%	No
Philadelphia	Philadelphia City	007200	\$15,035	Yes	18.80%	Yes
Philadelphia	Philadelphia City	007300	\$16,186	Yes	11.50%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible Based on income?	Unemployment Rate	Eligible Based on Unemployment?
Philadelphia	Philadelphia City	007400	\$15,797	Yes	11.60%	Yes
Philadelphia	Philadelphia City	007700	\$15,735	Yes	4.80%	No
Philadelphia	Philadelphia City	008000	\$19,425	Yes	11.60%	Yes
Philadelphia	Philadelphia City	008101	\$27,776	No	12.40%	Yes
Philadelphia	Philadelphia City	008102	\$16,953	Yes	12.40%	Yes
Philadelphia	Philadelphia City	008200	\$19,166	Yes	17.20%	Yes
Philadelphia	Philadelphia City	008301	\$18,087	Yes	12.80%	Yes
Philadelphia	Philadelphia City	008302	\$17,173	Yes	12.80%	Yes
Philadelphia	Philadelphia City	008400	\$15,023	Yes	13.10%	Yes
Philadelphia	Philadelphia City	008500	\$15,444	Yes	8.50%	No
Philadelphia	Philadelphia City	008601	\$27,930	No	11.90%	Yes
Philadelphia	Philadelphia City	008602	\$16,762	Yes	2.30%	No
Philadelphia	Philadelphia City	008701	\$19,352	Yes	3.00%	No
Philadelphia	Philadelphia City	008702	\$20,002	Yes	3.00%	No
Philadelphia	Philadelphia City	008801	\$5,981	Yes	2.40%	No
Philadelphia	Philadelphia City	008802	\$5,012	Yes	1.30%	No
Philadelphia	Philadelphia City	009000	\$7,506	Yes	1.70%	No
Philadelphia	Philadelphia City	009100	\$19,408	Yes	4.50%	No
Philadelphia	Philadelphia City	009200	\$12,680	Yes	3.70%	No
Philadelphia	Philadelphia City	009300	\$14,681	Yes	11.40%	Yes
Philadelphia	Philadelphia City	009400	\$13,935	Yes	15.40%	Yes
Philadelphia	Philadelphia City	009500	\$12,668	Yes	17.70%	Yes
Philadelphia	Philadelphia City	009600	\$13,911	Yes	10.90%	Yes
Philadelphia	Philadelphia City	009801	\$21,132	Yes	10.40%	Yes
Philadelphia	Philadelphia City	009802	\$20,693	Yes	6.70%	No
Philadelphia	Philadelphia City	980000	\$7,991	Yes	3.00%	No
Philadelphia	Philadelphia City	980200	\$22,372	Yes	1.20%	No
Philadelphia	Philadelphia City	980900	\$7,189	Yes	0.00%	No

Source: U.S. Census Bureau, American Community Survey (ACS) 2010–2014 Five-Year Estimates. Based on ACS estimates, the average per capita income over the five-year period was \$28,555 (resulting in a threshold of \$22,844), and the average unemployment rate was 9.2 percent (resulting in a threshold of 10.2 percent).



Appendix D

Appendix D: 2016 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 further differentiated by project type, based on their primary objective. These types include (1) workforce development and retention; (2) transportation and goods movement infrastructure; (3) environmental and/or energy infrastructure; (4) community development and brownfields remediation; (5) research and development, including campus expansions, corporate centers, and industrial parks; (6) commercialization and innovation centers; (7) regional business promotion initiatives; (8) funding programs, including venture capital; and (9) economic impact studies. Within each type, 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 Type(s)	Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	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 relaunched to be responsive to all platforms and include rich media and new content, to shape students' understanding of professional opportunities in Greater Philadelphia. It will also 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

Project Type(s)	Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	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
1	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

Project Type(s)	Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	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
1	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, for the Burlington County region.	\$15,000	Public sector funding TBD	2017	N/A
1	Burlington County & Rowan College at Burlington County (RCBC) Data Center/ Mount Laurel	New Jersey	Burlington County/ Mount Laurel Township	Burlington County	Burlington County and 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

Project Type(s)	Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	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, for the Burlington County region.	\$15,000	Public sector funding TBD	2016	N/A
1	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
1	Burlington County & Rowan College at Burlington County (RCBC) Workforce Development Institute Co-Working Space	New Jersey	Burlington County/ Westampton Township/ Mt. Laurel	Burlington County	The 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
1	Camden Construction Career Initiative (CCCI)	New Jersey	Camden County/ City of Camden	Camden City	An economic revival is underway in the City of Camden. CCCI will harness this opportunity to connect project partners, developers, and general contractors, creating a trained workforce and building a network of pre-qualified businesses that can be utilized for local sourcing. The CCCI will provide pre-apprentice training opportunities dedicated to Camden residents interested in construction careers, and connect residents already enrolled in the local union to existing and future construction projects in their own city.	TBD	US EDA, others TBD	Ongoing	TBD

Project Type(s)	Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Department of Labor Work Force Development Project	New Jersey	Camden County/ City of Camden	Camden City, Center for Family Services, Rutgers University	CFS will coordinate Camden Corps Plus to develop a high quality comprehensive program based on best practices that will develop job skills through targeted adult basic skills education and occupational training. The program will also provide mentoring, case management, community service, job sampling, internship and job placements, and ongoing supports.	\$1.9 million	US Department of Labor, US EDA	One year	TBD
1	Bucks County Metalwork Job Training	Pennsylvania	Bucks County	Bucks County	The Bucks County Community College Center for Workforce Development's Metalwork Job Training Pilot Program, initially funded through a grant from Bucks County, provides metalwork training to pre-qualified applicants. Employer involvement is critical. Participating employers must 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 program's goals include pre-qualifying high-potential learners to fill positions for County metal manufacturers; placing well-trained employees in important industry positions; continuing to build relationships with industry leaders; and strengthening the County's workforce.	\$100,000	Bucks County CDBG, others TBD	Ongoing	N/A
1	Chester County Public Safety Training Facility (PSTF)	Pennsylvania	Chester County/ South Coatesville Borough	Chester County Economic Development Council	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 southeastern Pennsylvania, 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.

Project Type(s)	Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Micro Badges with MCCC	Pennsylvania	Montgomery County	Montgomery County Community College, MontcoWorks	MontcoWorks and the Montgomery County Community College will engage in a joint effort to recruit targeted populations. The two organizations will collaborate on the identification of prospective students, plan recruitment activities, and monitor metrics to measure the effectiveness of the effort. The planned activities will be a reflection of the target populations. For example, recruitment of out-of-school youth may include their parents. The non-credit High-Priority Occupational certificate programs include Office Assistant, Payroll Technician, Medical Billing and Coding, and CNC Machine Operator.	\$500,000	Federal and state	October 1, 2015 to September 30, 2019	N/A
1	ManuFest	Pennsylvania	Montgomery County	MontcoWorks, Career and Technology Education Centers, Bucks-Montco Manufacturing Alliance	MontcoWorks collaborates with Career and Technology Education centers and the Bucks-Montco Manufacturing Alliance to provide interactive sessions and promote programs that align with the manufacturing occupations. Advanced training and college programs are included in the expo to discuss the requisites for their programs, explain how the credentials apply to entering a career in manufacturing or advanced manufacturing, and offer ways attendees can obtain financial assistance to complete their programs. Over 50 manufacturers located in Montgomery County participate in the expo and interact with educators, parents, and students (see www.manufest.org).	TBD	TBD	Annually	N/A

Project Type(s)	Project Name	State	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Community-Based Partnerships for Workforce Services	Pennsylvania	Montgomery County	MontcoWorks, Montgomery County Library System	MontcoWorks is collaborating with the Montgomery County-Norristown Public Library and its local libraries to bring work readiness workshops, resume building, and other activities to prepare individuals for the workforce. Given that it has been proven that individuals have identified their local libraries as their resource in preparing for a job, this initiative brings PA CareerLink® resources and services to individuals through the place they trust the most.	\$200,000	Federal and state	May 1, 2015 to June 30, 2017	N/A
1	Linking to Employment Activities Pre-Release (LEAP)	Pennsylvania	Montgomery County Correctional Facility (Lower Providence Township)	PA CareerLink of Montgomery County, Montgomery County	This initiative supports a jail-based employment center to prepare inmates for the job market prior to their release. The goal of this project is to reduce recidivism. This project acts as an extension of the PA CareerLink of Montgomery County. The program provides a direct hand-off of transitioning offenders to the PA CareerLink upon release, where individuals will receive follow-up support and other services at a critical time, to help steer them down a rewarding career path and deter the risk of returning to jail.	\$500,000	Federal and county	June 2015 to June 30, 2017	N/A

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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Port Expansion	New Jersey	Camden County/City of Camden	Camden Redevelopment Agency, 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	NJ EDA, others TBD	2020	TBD
2	7th Street Gateway Streetscape Enhancement Project	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	This project is the second tier of the 2016 <i>Camden Connections for the Future</i> TIGER grant award of \$16.2 million. 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. Cooper's Ferry Partnership has preliminarily secured grant funds from NJ DOT to fund pedestrian and streetscape improvements for this gateway entrance in North Camden. This was a top priority in the North Camden Neighborhood Plan.	\$2.4 million	NJ DOT, NJ EDA, ERB	Five years or more	TBD
2	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.	\$3.4 million	US DOT, ERB, City of Camden	Five years or more	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Cooper's Poynt/North Camden Road Infrastructure Improvements	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	This project is the third and final tier of the 2016 <i>Camden Connections for the Future</i> TIGER grant award of \$16.2 million. In collusion with the Save Our Waterfront community group, Cooper's Ferry has been devising plans to revitalize North Camden. Infrastructure, roadway improvements, and streetscape enhancements will be made to the area inclusively bounded to the west of Delaware Avenue, to the east by North 4th Street, to the north by State Street, and to the south by Pearl Street. The project also includes full separation of the combined sewer system, full depth excavation of the roadway, and bicycle and pedestrian amenities.	\$23 million	US DOT, ERB, City of Camden	Five years or more	TBD
2	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
2	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, US EDA, private sector	Five years or more	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	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 the 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
2	Capital City Partnership Streetscape Infrastructure Upgrade / Transportation	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
2	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	US DOT TIGER, FHWA, NJ DOT, NJ Treasury, local bonds, private investment	Eight to 15 years	TBD

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2	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, NJ DOT, airport fees, local bonds	Five to seven years	TBD
2	US 1 and Quakerbridge Road	New Jersey	Mercer County/ Lawrence Township, West Windsor Township	Mercer County, Lawrence Township, West Windsor Township	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 NJ DOT US 1 Regional Growth Strategy.	TBD	NJ DOT, NJT, FHWA, FTA, local bonds	Five to seven years	TBD
2	Chester County Airport Area Development	Pennsylvania	Chester County/ West Caln Township, Valley Township	Chester County Economic Development Council	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 hangers and terminal, as well as industrial built to suit opportunities.	\$37 million	TBD	Individual parcels are currently available for development	TBD, on a site-by-site basis.
2	Coatesville Amtrak Station Transit Oriented Development	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council	This Transportation-Oriented Development (TOD) project consists of planning and constructing a new train station, rehabbing the old station, streetscaping on Third and Fourth Avenues, 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	2016-2020	None

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2	Washington Lane Project	Pennsylvania	Chester County / Sadsbury Township, Valley Township	Chester County Economic Development Council	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
2	Streetscape Infrastructure Improvement Program in the Central Business District	Pennsylvania	Delaware County / City of Chester	City of Chester, Chester Economic Development Authority	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.
2	Rail Improvements	Pennsylvania	Delaware County	Delaware County Redevelopment Authority	This project includes rail improvements to facilitate Bakken crude delivery to refineries.	\$35 million	TBD	TBD	TBD

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2	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. The Keystone Employment & Economic Plan, KEEP, is currently being prepared. That plan will evaluate the existing property condition and resources, and result in the development of a specific plan that can be used to market the property.	\$10.15 million	US EDA	Can begin immediately upon receipt of funding.	No known significant impacts.
2	Lafayette Street Extension	Pennsylvania	Montgomery County / Norristown Borough, Plymouth Township	Montgomery County, Pennsylvania Turnpike Commission	This project involves extending Lafayette Street in downtown Norristown into Plymouth Township, where it will connect to the PA Turnpike at a new interchange. This will allow drivers to quickly and directly travel from the region's highway system into downtown Norristown, to access stores, jobs, cultural attractions, and government offices, and create multi-modal connections with public transit and regional trails at the Norristown Transportation Center.	\$165 million (includes design, right-of-way, utilities, and construction for all phases including the interchange)	US DOT, FHWA, FTA, PennDOT, Montgomery County, PA Turnpike Commission	Phase 1 complete. Phase 2 underway. Phase 3 2017-2019. Interchange 2016-2024.	No major impacts. Environmental clearance granted by FHWA for Phases 1, 2, and 3

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2	PA Route 309 Connector	Pennsylvania	Montgomery County, Bucks County	PennDOT	This project will create a direct connection between PA 309 (Sellersville Bypass) and the PA Turnpike's Lansdale Interchange, by upgrading Wambold Road and Township Line Road and building a new interchange at PA 309. This corridor, through Franconia, Hatfield, and Towamencin Townships, contains a high regional concentration of industrial employers. Phase 1 (Wambold Road) was completed in 2014. Phases 2 and 3 are in design.	\$100 million	US DOT, PennDOT	Completion of all phases by 2025	TBD
2	SEPTA Norristown High Speed Line Extension to King of Prussia	Pennsylvania	Montgomery County / Upper Merion Township	SEPTA, Montgomery County	This project will extend the SEPTA Norristown High Speed Line to various employers, residents, and regional destinations located in Upper Merion Township. Opportunity exists for redevelopment around the line in areas such as the King of Prussia Mall and the King of Prussia Industrial Park. Through direct connections with the Market-Frankford Line, this project will link the region's three largest employment centers (Center City, University City, and King of Prussia) by rail.	\$1.1 billion	FTA New Starts Program, Montgomery County, Private Sources	Design expected to begin early 2019; could be open by 2025.	TBD (preparation of a draft Environmental Impact Statement is underway)
2	City Avenue Revitalization Project	Pennsylvania	City of Philadelphia and Montgomery County	City Avenue Special Services District 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	Phase 1 of the project is fully funded; started construction August 2016; full funding for Phase 2 is expected 2017.	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Access and Multi-Modal Improvements to Former Byberry State Hospital Site	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	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 multimodal recreation trail, and improvements to enhance access to the site.	\$3 million	Philadelphia Industrial and Commercial Revolving Fund; local, state and federal resources, private funding	Four to 10 years	Improved stormwater management as sites are redeveloped.
2	Callowhill Industrial District Transformation	Pennsylvania	City of Philadelphia	City of Philadelphia	As the former Callowhill Industrial District transforms into 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.
2	Reading Viaduct Project	Pennsylvania	City of Philadelphia	Center City District	Built in the late 19th century to transport passengers to the 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. 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 renovation of the Viaduct was far less expensive than demolition, 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 existing construction documents, providing a new public park. .	\$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.

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2	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
3	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 has been awarded \$129 million of federal funding and received a \$30 million 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.

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3	Outreach Program to Municipalities and School Districts on Energy Savings Performance Contracting	Pennsylvania	Bucks County, Chester County, Delaware County, Montgomery County	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
3	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 DLI, private foundations	2013-2016 and beyond, contingent on funding	The project is designed to support improvements to Philadelphia's urban watersheds.

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3	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 has continued to partner with multiple agencies and entities on the Camden Stormwater Management and Resource Training (SMART) Project. The objective of SMART 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 better management of storm water.
3	Harrison Avenue Landfill Closure and Solar Development	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The Camden Redevelopment Authority 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.	\$30 million	US DOE, US EDA, NJ DEP, US EPA, Army Corps of Engineers	2020	Positive impacts due to site remediation and the production of solar energy.

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3	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.
3	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, NJ DEP, NJ EIT, local bonds	Ongoing	TBD
3	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 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

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3	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
3	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
3	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 redevelopment of a vacant property controlled by the county east of Ford Street and the reconstruction of the existing sewage treatment plan, to incorporate green technologies and develop successful strategies to mitigate the negative impact of the existing Norristown Sewage Treatment Plant on potential redevelopment along Schuylkill River. Architectural features, landscape buffers and barrier systems will be used to diminish the visual impact of the site, while other design and processing technologies would be deployed to reduce odor and noise impacts on the surroundings.	\$20 million	US EDA, CFA	TBD	TBD
3	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, 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.

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4	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	TBD
4	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	TBD
4	Camden Waterfront Development Project	New Jersey	Camden County/ City of Camden	City of Camden, Liberty Property Trust, NJ EDA, Camden Redevelopment Authority	This Project will redefine the Camden City'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 for development which envisions a mixture of uses that include 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 re-connect 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 expect 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.	\$1 billion	US EPA, NJ EDA, NJ DEP, City of Camden	2020	N/A
4	Chef'd LLC	New Jersey	Camden County / City of Camden	City of Camden	This project entails the relocation of a California-based company that provides customers with recipes and ingredients for cooking gourmet meals, inclusive of capital investments and job creation.	\$19 million	NJ EDA, tax credits	2016	TBD

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4	Clean Green Textile Service LLC	New Jersey	Camden County / City of Camden	City of Camden	This project involves the company's relocation to the City of Camden, adding 59 jobs.	\$5 million	NJ EDA, tax credits	2016	TBD
4	Contemporary Graphics and Bindery, Inc., and Affiliates	New Jersey	Camden County / City of Camden	City of Camden	This is a manufacturing project involving the relocation of a packaging firm, upgrading a vacant manufacturing plant, and creating a technology center. This project is expected to support 226 full-time jobs.	\$33.9 million	NJ EDA, tax credits	2017	TBD
4	Diogenix	New Jersey	Camden County / City of Camden	City of Camden	DioGenix is developing a new test for diagnosing multiple sclerosis. It wants to expand its laboratory facilities, so it plans to lease around 15,700 square feet at 808 Market St. in Camden. The NJ EDA approved \$7.4 million in tax credits to assist with the costs of creating a new lab.	+/- \$7.4 million	NJ EDA, US EDA, private sector	TBD	TBD
4	IPAK, Inc.	New Jersey	Camden County / City of Camden	City of Camden	This project involves the relocation of a custom printing, packaging, technology, and video solutions company servicing Fortune 100 and government customers to Camden City.	\$1,359,000	NJ EDA, tax credits	2016	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Mt. Ephraim CHOICE Neighborhoods Initiative	New Jersey	Camden County/ City of Camden	City of Camden, Housing Authority of Camden	<p>The Choice Neighborhoods Initiative is a program of US HUD to support comprehensive neighborhood revitalization by using the redevelopment of distressed publicly assisted housing as a catalyst for neighborhood-wide transformation. In 2011, the HACC was one of 17 neighborhoods that applied from across the country 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.</p> <p>In addition to these challenges, the Transformation Plan area is negatively impacted by the presence of several brownfield sites. In response this challenge, the Camden Redevelopment Agency applied for and was awarded two US EPA 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>	\$312 million	US EDA, US HUD, US EPA, others TBD	TBD	The plan includes environmental remediation of contaminated areas.

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4	Parkside RENEW	New Jersey	Camden County / City of Camden	City of Camden, Parkside Business and Community in Partnership, Inc.	Parkside Business and Community in Partnership (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	US EDA, NJ ERB, NJ NRTC, NJ Community Capital	2019	TBD
4	ACTEGA North America, Inc.	New Jersey	Camden County / City of Camden	City of Camden, Camden Redevelopment Agency	This is a manufacturing project. The developers and producers of UV/EB and water-based coatings, flexographic inks, and adhesives in the packaging and printing industry, with a highly specialized technical sales force and technical applications team, will relocate and build a state-of-the-art innovation facility providing product support, improvements on existing technology, and future product development.	\$40 million	NJ EDA, tax credits	2018	TBD
4	Dubell Lumber Company	New Jersey	Camden County / City of Camden	City of Camden, Camden Redevelopment Agency	This is a manufacturing project. The seller of building materials, with locations across Camden, Cumberland, and Atlantic Counties, will relocate its headquarters to the City of Camden.	\$18.3 million	NJ EDA, tax credits	2017	TBD

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4	76ers Headquarters and Practice Center	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	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, 125 of who may be Camden residents.	\$260 million	NJ EDA, City of Camden, Camden Parking Authority	2016	TBD
4	Admiral Wilson Boulevard Plaza	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency, Camden Renaissance Association, LLC, DRPA	Phase 1 of this project, located at the eastern gateway to the City of Admiral Wilson Boulevard, will utilize approximately 22 acres to create at least 150,000 square-feet of commercial space, including office, warehouse, and light industrial. Approximately 400 full- and part-time workers will be employed at this location, with preference given to residents of the City of Camden.	\$140 million	US EDA, NJ EDA, others TBD	TBD	Build-out of the site will help mitigate flooding that occurs in the Admiral Wilson corridor.
4	Amerinox Processing, Inc.	New Jersey	Camden County / City of Camden	Camden Redevelopment Agency	This is a manufacturing project. Operating in Camden since 2002, Amerinox processes stainless steel, aluminum, and galvanized steel on a toll basis for third-party customers. This project will increase employment among Camden residents and expand efficiency with new equipment.	\$7.95 million	NJ EDA, tax credits	2016	TBD
4	Lanning Square Redevelopment	New Jersey	Camden County/ City of Camden	City of Camden, Camden Redevelopment Agency	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	2019	TBD
4	NFI	New Jersey	Camden County/ City of Camden	City of Camden, Camden Redevelopment Agency	This project involves the development of a 71,000-square-foot production facility.	\$34 million	NJ EDA	2019	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	North Camden Waterfront Mixed-Use Development Plan and Implementation	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency, Delaware River Port Authority	The North Camden Waterfront covers an area of about 120 acres along the Delaware and Cooper rivers. The majority of the land is now vacant and the State of New Jersey has demolished the Riverfront Prison, freeing up an additional 15 acres for development. Redevelopment proposals call for the construction of mid- and high-rise retail, office, and residential buildings, as well as a linear riverfront park.	\$200 million	NJ EDA, US EDA, NJ EIT, US EPA, NJ HDSRF, private sector	20 years	TBD
4	ResinTech	New Jersey	Camden County/City of Camden	Camden Redevelopment Agency	Development of a nearly 10-acre vacant and deteriorated brownfield site for the relocation of high-tech light manufacturing operation employing over 75 people	\$175 million	CRA, NJ EDA, private sector	TBD	TBD
4	Roosevelt Plaza Park and Transit Hub	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency, Delaware River Port Authority	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, US DOT, Camden County Open Space Trust Fund, foundations, private sector	TBD	TBD
4	Subaru of America Headquarters	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency, Campbell Soup Company	Subaru of America will relocate its North American headquarters to the Gateway Office Park, constructing 250,000 square feet of office space plus a new 70,000-square-foot training facility.	\$118 million	NJ EDA, tax credits	TBD	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Lower Farnham Park	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership, City of Camden	Lower Farnham was once a sprawling Victorian 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. 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. This is the second phase of the Farnham Park Restoration Project. The upper portion, completed at a cost of \$1 million in 2011, included stormwater management, trail connections, and new recreational amenities.	TBD	National Park Service	TBD	Positive (wetlands reclamation, public education, improving water quality)
4	Lockheed Martin	New Jersey	Camden County/ City of Camden	NJ EDA	The goal of this project is to create two fully-integrated laboratory facilities in the City of Camden.	\$146 million	NJ EDA, tax credits	One year (2017)	TBD
4	American Water	New Jersey	Camden County/ City of Camden (Campbell Gateway District)	NJ EDA, City of Camden	As a part of the Camden Waterfront Development Project discussed on page 22 of this appendix, this project will assist American Water in relocating into a newly designed and constructed, consolidated headquarters on the waterfront in the City of Camden.	\$164 million	NJ EDA, tax credits	2019	TBD
4	EMR	New Jersey	Camden County/ City of Camden	NJ EDA	The goal of this project is to establish a recovery, reuse, and recycling center in the City of Camden.	\$252.75 million	NJ EDA, tax credits	Two years (2018)	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Black Horse Pike (Route 168) Redevelopment Efforts	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority	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
4	Implementation of the Cooper River Vision Plan	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority	The goal of this project is to make upgrades for the use and beautification of the Cooper River Park System and provide patrons with a better park experience. This is a multi-phase project that began in 2012.	\$23 million	Camden County, DRPA	Ongoing	TBD
4	White Horse Pike (Route 30) Redevelopment Efforts	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority	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
4	The College Drive Interchange Area Development	New Jersey	Camden County/ Gloucester Township	Camden County Improvement Authority	Over 700 acres of private and public land near the planned College Drive Interchange with the North/South Freeway (Route 42) are currently planned for development. Camden County College is currently undertaking an \$83 million campus development. Camden County owns over 500 acres of land near the proposed new interchange. While maintaining certain key county functions on the campus is important to the county's operations and local recreational groups, over 300 acres of the remaining land could be developed into job generating and/or residential development. A major commercial development is planned for the area, as well as a major retail project.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Route 73 and Route 130 Redevelopment Area	New Jersey	Camden County/ Pennsauken Township	Camden County Improvement Authority	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
4	Stratford Borough Redevelopment Plan Implementation	New Jersey	Camden County/ Stratford Borough	Camden County Improvement Authority	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
4	Holtec International	New Jersey	Camden County/ City of Camden	South Jersey Port Corporation, NJ EDA	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 NJ EDA has approved \$260 million to assist in building a plant that will manufacture nuclear-powered equipment and containers.	\$260 million	US EDA, NJ EDA, tax credits, private sources	Four years	TBD
4	Fossil Park at Inversand Corporation Site	New Jersey	Gloucester County/ Mantua Township	Gloucester County	Rowan University, in partnership with Inversand Corporation, Gloucester County, and Mantua Township, 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 permanently preserved.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	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, NJ EDA, US EDA, private sector,	18-24 months	TBD
4	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
4	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
4	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, US EPA, Brownfield funds, NJ DCA, US HUD	Four to five years	TBD
4	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, NJ EDA, NJ HMFA, state tax credits, NJ ERG	Four to five years	TBD
4	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, NJ DOT, Historic Trust, UEZ	Four to five years	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	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, NJ DEP, NJ EIT, Tax Credits, local bonds	Ongoing	TBD
4	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 proposed Central Jersey Bus Rapid Transit (BRT) regional line, and the local train to Princeton.	TBD	NJ DOT, NJT, FHWA, FTA, local bonds	Five to seven years	TBD
4	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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	SRI Development	New Jersey	Mercer County/ West Windsor Township	Mercer County, West Windsor Township	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, NJ DOT, local bonds	Seven to 10 years	TBD
4	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	2013-2016	TBD
4	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	PA DCED, Bucks County Industrial Development Authority, RACP	2014-2020	No known significant impacts.
4	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 former 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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	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
4	Atwater Redevelopment Corporate Center	Pennsylvania	Chester County/ East Whiteland Township, Tredyffrin Township	Chester County Economic Development Council	This Trammell Crow Company site is a master planned mixed use development totaling over 300 acres surrounding a 70-acre lake. Located at the intersection of Route 29 and the Pennsylvania Turnpike, the park will contain over 1 million square feet of Class A office, multiple restaurants, luxury apartments, townhomes and single family homes, walking trails, and open space.	\$510 million	State (\$5 million), federal (\$15 million), private capital (\$490 million)	Eight years to completion (2009-2017)	Five sites are available that can accommodate 40,000 to 250,000 square feet in new office development up to six stories tall.
4	Chester County Route 1 Corridor Development	Pennsylvania	Chester County/ multiple municipalities	Chester County Economic Development Council	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.
4	Coatesville Route 30 Bypass Development Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council	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 80,000-square-feet of office space 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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Coatesville Gateway Downtown Redevelopment Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council	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 and 20 to 40 market-rate apartments and parking garage at the intersection of Business Route 30 and Route 82 in Coatesville.	\$20 million	TBD	Three years from receipt of funding	None
4	Coatesville Flats Property Redevelopment	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council	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; Brandywine Creek has been stabilized.
4	Devon Yards (Urban Outfitters)	Pennsylvania	Chester County/ Easttown Township	Chester County Economic Development Council	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	2018	None identified at this time.
4	Downingtown Amtrak Rail Yard Redevelopment Project	Pennsylvania	Chester County/ Downingtown Borough	Chester County Economic Development Council	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
4	Downingtown River Station Project	Pennsylvania	Chester County/ Downingtown Borough and East Caln Township	Chester County Economic Development Council	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)	TBD	Site will be remediated to PA DEP residential and commercial standards.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	London Grove West	Pennsylvania	Chester County/ London Grove Township	Chester County Economic Development Council	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
4	Sadsbury Commons	Pennsylvania	Chester County/ Sadsbury Township	Chester County Economic Development Council	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
4	Phoenixville Residential Redevelopment Project	Pennsylvania	Chester County/ Borough of Phoenixville	Chester County Economic Development Council	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 \$1 million will involve demolition of existing structures, environmental cleanup, and soil remediation. 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.	\$68 million	US EDA, PA DCED, private capital (\$35 million)	2015-2017	Low-level steel mill contamination will be remediated.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Uptown Worthington Center	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council	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.
4	West Chester Armory Redevelopment – Uptown Entertainment	Pennsylvania	Chester County/ West Chester Borough	Chester County Economic Development Council	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
4	West Chester Borough, 611 East Niels Street	Pennsylvania	Chester County/ Borough of West Chester	Chester County Economic Development Council	This project calls for infill development on a 29.8 acre site in a key West Chester location (the former Pfizer site).	TBD	TBD	TBD	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Historic Chester Arts and Cultural District	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Arts Alive, Pennsylvania Humanities Council, Widener University	This project that 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 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
4	Overtown Business Development Program	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Business Association, Chester Economic Development Authority	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
4	Riverbridge Flex/Light Industrial Development	Pennsylvania	Delaware County/ City of Chester	Chester Economic Development Authority	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.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Waterfront Hotel	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority	A new waterfront hotel in Chester City would support an increase in visitors to its entertainment destinations (Harrah's Casino and Racetrack, and Talen Energy Stadium). 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 enhance the region's ability to accommodate travelers to Philadelphia International Airport.	TBD	Federal, state, and private sources	TBD	TBD
4	Waterfront Marina/Docking Facility	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority	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, Talen Energy Stadium, and the 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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	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
4	West End Transit-Oriented Development Project	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority, 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 Talen Energy Stadium.	\$5 to 10 million	Federal, state, and private sources	Five or more years	Brownfields site remediation.
4	Wharf at Rivertown Master Plan Area	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Parking Authority, Buccini Pollin Group	The area between Talen Energy Stadium 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, Talen Energy Stadium, 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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	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
4	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
4	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.	\$4 million	TBD	TBD	TBD
4	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
4	Delaware County Orange Street Complex	Pennsylvania	Delaware County / Media Borough	Delaware County	This project will result in the creation of a potential mixed use complex on Orange Street.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	First Avenue/ Moore Road Linear Park	Pennsylvania	Montgomery County/ Upper Merion Township	King of Prussia District	<p>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.</p> <p>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.</p>	\$5 to 7 million	US DOT, FHWA, PennDOT, private capital, King of Prussia District, local share	\$2.75M funded to date. In final design. Install starts 2017.	N/A

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Ardmore Transit Center	Pennsylvania	Montgomery County/ Lower Merion Township	Lower Merion Township, Dranoff Properties, SEPTA	With a primary focus on the Ardmore Business District, the Ardmore Transit Center (ATC) 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 Parking Lot is a public/private partnership between Dranoff Properties and Lower Merion Township to develop a 110-unit apartment building, public parking garage, and 10,000 square feet of retail storefronts. SEPTA is implementing a station redevelopment project that will create a new accessible train station serving commuters and Amtrak passengers. The unfunded Phase 2 will improve bus facilities and increase commuter and business district parking adjoining the Ardmore Station.	\$95 million: \$44 million for private mixed use; \$25 million for transit work (Phase 1) and \$26 million parking garage (Phase 2)	Design Engineering: FTA (\$5.8 million); township matching funds (\$1.1 million); RACP (\$3.5 million); PennDOT/ SEPTA (\$26 million); Montgomery County (\$250,000); private funding (\$44 million)	Engineering is complete. Project will be constructed in two phases; Phase 1 bid expected 2017; construction completion in 2020.	NEPA completed. US EPA finding of no significant impact received.
4	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.
4	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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Avenue of the Arts North	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	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 Lorraine 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.
4	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
4	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.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	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	US EPA, US EDA, Philadelphia Industrial and Commercial Revolving Fund, Commonwealth of Pennsylvania	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.
4	Lower Schuylkill Master Plan – Transportation Improvements, Infrastructure, and 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.
4, 2	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 will 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.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4, 2	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.
4	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.
4	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.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Eastern Tower Community Center	Pennsylvania	City of Philadelphia	Philadelphia Chinatown Development Corporation	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. Potential positive impacts include decreasing the carbon footprint of those living and working in the ETCC and decreasing stormwater run-off.
4	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
5	Gateway Office Park	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The Gateway Office Park occupies approximately 40 acres adjacent to the Admiral Wilson Boulevard entrance to Camden. The Office Park is anchored by the World Headquarters of the Campbell Soup Company, which is currently 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, NJ EIT, NJ EDA, NJ DOT, NJ HDSRF, ERB for Camden, NJ Urban Transit Hub Tax Credit, US DOE, private sector	Eight years	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	Camden's Educational and Medical Cluster	New Jersey	Camden County/ City of Camden	Camden County Improvement Authority	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 biomedical 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	NJ EDA, state hospital funding, DRPA, Rowan University	Five years or more	TBD
5	Joint Health Sciences Research and Academic Center Campus Expansions	New Jersey	Camden County/ City of Camden	Rowan University- Rutgers Camden Board of Governors	Rowan and Rutgers Universities are collaborating on the development and operation of a 100,000-square-foot health sciences center, providing a critical gateway to Camden's downtown health sciences district. The Center will be located one block from the Cooper Medical School of Rowan University campus, Cooper Hospital, Coriell, and the nearby Rutgers Nursing and Science School. The facility, a key partner in the City's health sciences district, will contain classrooms and labs, in addition to first floor retail space.	\$70 million	Building Our Future Bond Act of 2012, NJ EDA	2019	TBD
5	Rutgers Nursing and Science School Campus Expansions	New Jersey	Camden County/ City of Camden	Rutgers University	Rutgers-Camden is building a 100,000-square-foot nursing and science teaching and research facility. The Rutgers expansion will further the connection in downtown Camden to the Cooper University Hospital, the Coriell Institute for Medical research, Cooper Medical School of Rowan University, and others in the health sciences district.	\$62.5 million	Building Our Future Bond Act of 2012, NJ EDA	2017	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	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 US 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
5	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, NJ DCA, NJ HMF, TDA, CCRC	Four to five years	TBD
5	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, NJ DOT, NJ EOA	Three to four years	TBD
5	101 Gordon Drive Development	Pennsylvania	Chester County / Uwchlan Township	Chester County Economic Development Council	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; new construction two years.	None

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	Coventry Business Park / R&D, Technology Parks, Campus Expansions, Corporate Centers, or Industrial Parks	Pennsylvania	Chester County/ East Coventry Township	Chester County Economic Development Council	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.
5	Deerfield Corporate Center Retail/Office Complex	Pennsylvania	Chester County/East Whiteland Township	Chester County Economic Development Council	Project development of 37,500 square feet of retail space and a 3,500 square foot bank to support existing 90,000 square feet of office space plus an additional 180,000 square feet of Class A office space, are planned for the second phase of development at the Deerfield Corporate Center in Malvern.	TBD	State, local and federal funding sources	2018	None identified at this time.
5	Great Valley Corporate Center – Mixed use Life Center	Pennsylvania	Chester County/East Whiteland Township	Chester County Economic Development Council	Repositioning of nine office buildings in Great Valley Corporate Center to construct 50-acre mixed-use community totaling more than one million square feet. Plan to 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 1 is currently under construction.	None known at this time.
5	Kennett Business Park	Pennsylvania	Chester County/ Kennett Borough and Kennett Township	Chester County Economic Development Council	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	PA DCED, CFA, federal and local commercial funding sources	Property is shovel-ready; nine-to-12 month timeframe for each building.	Site is remediated to PA DEP industrial-use standards.

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	Lincoln University R&D Park and Hotel/Conference Center	Pennsylvania	Chester County/ Lower Oxford and Upper Oxford Townships	Chester County Economic Development Council	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	2012–2022	None
5	Lower Oxford Industrial Park	Pennsylvania	Chester County/ Lower Oxford Township	Chester County Economic Development Council	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, PA DCED, local commercial funding sources	One year for construction of each building after water and sewer are installed; three to 10 year build-out.	None
5	New Garden Flying Field Technology Park	Pennsylvania	Chester County/ New Garden Township	Chester County Economic Development Council	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
5	Reedville Business Park	Pennsylvania	Chester County/ Lower Oxford Township	Chester County Economic Development Council	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	PA DCED, local commercial funding sources, US EDA	Nine-to-12 month timeframe after infrastructure is installed.	None

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	South Coatesville Light Industrial Park	Pennsylvania	Chester County/ South Coatesville Borough	Chester County Economic Development Council	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
5	Valley Creek Corporate Center at Exton Park	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council	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 of greenfields 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, PA DCED, CFA, private capital (\$70+ million)	TBD	Wetlands habitat protection. Connection to county trail system in place.
5	University Medical Center Corridor Development	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority	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
5	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 in Delaware County.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5, 2	PA Turnpike Corridor Reinvestment Project	Pennsylvania	Montgomery County	Montgomery County Planning Commission, partner municipalities located along the Pennsylvania Turnpike, Pennsylvania Turnpike Commission	This project involves the long-term implementation of the County's Turnpike Corridor Reinvestment Study. The Turnpike Corridor is the key transportation and economic corridor in the county, providing access to premier business locations and highly-skilled workforces. Improvements to existing interchanges at Valley Forge, Fort Washington, Virginia Drive, and Willow Grove, and new interchanges at Henderson Rd., Lafayette St., and Welsh Rd., provide opportunities for the turnpike to operate in a capacity better situated for commuters within the region, and provide significant upgrades to existing office parks at these interchanges. Seven study areas have been identified, along with potential access improvements and land use/zoning changes that will increase economic development along this corridor while upgrading existing infrastructure. Several municipalities have already considered updating their zoning around current office parks at these locations to facilitate greater density and a mix of uses, to enable their employment centers to remain competitive in the future.	\$232 million	PA Turnpike Commission, PennDOT, Federal Highway Trust Fund, Montgomery County, Municipal Capital Budgets	In phases, but over 20 years for all improvements	TBD
5	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

Project Type	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	Citywide Expansion of Higher Educational, Research, and Medical Institutions	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
5	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.
5	uCity Square (formerly known as the University City Science Center campus)	Pennsylvania	City of Philadelphia	University City Science Center and Wexford Science and Technology	Rebranded in 2015 as uCity Square, the Science Center campus has the potential to double in size as the Science Center and Wexford explore joint development opportunities for nearly four million square feet of office, laboratory, residential, and retail facilities plus structured parking over the next 10 years. These opportunities include development of the former University City High School site and the three remaining open parcels on the Science Center's legacy 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.

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
6	The Technology Commercialization Group (TCG)	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania	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
6	Greater Philadelphia Healthcare Innovation Collaborative	Delaware, New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania, The Children's Hospital of Philadelphia, Comcast Corporation, Drexel University, Independence Blue Cross, Thomas Jefferson University, Jefferson Health, University of Pennsylvania Health System, Christiana Care Health System, Safeguard Scientifics, Inc.	This project is a regional catalyst for health care innovations, and will support industry leaders working together to power exponential transformations in health care, to enable people around the world to live longer and healthier lives.	\$2 million	US EDA	Two years	N/A

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Greater Philadelphia MedTech Commercialization Network (GPMCN)	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania	GPMCN is a regional network of specialized resources to facilitate the commercialization of new medical technology technologies. These resources include access to information, manufacturing, validation and space. The Network will consist of specialized resources typically inaccessible to early-stage companies. These resources focus on information, physical and operational assets, validation, and integration and space.	\$300,000	US EDA	Two years	Not applicable (N/A)
6	ImpactPHL	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania, Dilworth Paxson LLC, Threshold Group, Economy League of Greater Philadelphia, Halloran Philanthropies, Greater Philadelphia Chamber of Commerce, Investors' Circle Philadelphia Sustain VC, The Germination Project, A Way to Donate	ImpactPHL unifies stakeholders from the investment, philanthropic, civic, and entrepreneurial ecosystems, to lead the growth of a global movement uniquely poised to define Philadelphia's present and future. Associated projects include Greater Philadelphia Impact Partners, a fund to seed innovation-based startups with a high potential for growth.	\$2 million	US EDA, county governments, foundations, corporations	Two years	Not applicable (N/A)

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Commercialization Germinator	New Jersey, Pennsylvania	Regional	BioStrategy Partners	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 upon receipt of funding.	N/A
6	Corporate Development Program for Scientific Founders and First-Time Entrepreneurs	New Jersey, Pennsylvania	Regional	BioStrategy Partners	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 receipt of funding.	N/A

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Diligence Program for Scientific Founders and First-Time Entrepreneurs	New Jersey, Pennsylvania	Regional	BioStrategy Partners	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 upon receipt of funding.	N/A
6	Digital Health Accelerator (DHA)	Pennsylvania	City of Philadelphia	University City Science Center	The DHA strategically supports health IT projects with high commercial potential in order to help them get from the 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. Since the program began in 2015, a total of \$600,000 has been awarded to 13 projects which collectively have generated \$12.5 million in investment and created over 90 jobs. 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

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	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 healthcare 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 received 476 white papers and developed 94 proof-of-concept plans, with \$4.25 million awarded to 28 projects that have attracted a total of \$15 million in follow-on investment and resulted in the creation of 8 licenses. A total of 21 academic, research and/or healthcare institutions currently participate in QED.	\$1 million per year; \$8 million cumulative 2009-2016	Federal, state and local sources	Ongoing long-term operation.	N/A
6	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
6	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, PA DCED	2015	The project will involve the re-use of existing buildings.
6	Innovation Centers	Pennsylvania	Chester County, Delaware County	ideas x innovation network	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/or buildouts of the sites.	Construction and buildout: \$120 million	State (\$5 million), federal (\$20 million), private capital (\$95 million)	Five years from onset of construction to build-out.	TBD
6	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
7	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
7	Advancing the World Class Business Growth Agenda	Delaware, New Jersey, Pennsylvania	Regional	Economy League of Greater Philadelphia	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: business growth, education and talent development, and infrastructure. In 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
7	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
7	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
7	Implementing the Greater Philadelphia Export Plan	Pennsylvania and New Jersey	Greater Philadelphia Region	World Trade Center of Greater Philadelphia	Building on the success of the “Mentoring Advanced Manufacturers for Success in Global Markets” program, the WTCGP will enhance and leverage its export assistance programs, focusing on the strengths of the region as recommended by the WTCGP and the Economy League of Philadelphia in their April 2016 “Greater Philadelphia Export Plan.” The WTCGP Program will provide exporters with counseling, market research, seminars and workshops, and assistance on overseas exhibitions and trade missions. The WTCGP will assist exporters in the following targeted economic sectors: pharmaceuticals and medical devices; helicopters; chemicals; computers and electronics; oil and gas; plastics; machinery; higher education; IT and software; architecture and design; health care; and management consulting. The WTCGP will engage and collaborate with regional global business leaders and economic development organizations for maximum outreach.	\$2 million	US EDA (including \$1 million being requested); WTCGP funds; WTCGP in-kind services; private corporations	Three years (10/01/16 - 09/30/19)	N/A
7	Burlington County Co-Working Space	New Jersey	Burlington County/ Westampton Township	Burlington County	This 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
7	Growing the Viticulture, Microbrewing, and 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, NJ EDA	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
7	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
7	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 (2014 US Special Olympics, training for US Olympic crew team, 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
7	Chester County Rural Microentrepreneur Assistance Project (CCRMAP)	Pennsylvania	Chester County	Chester County Economic Development Council	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
7	Creative MontCo	Pennsylvania	Montgomery County	A coalition including local creative businesses, VFTCB, Montgomery County, Montgomery County Foundation	Creative MontCo is a partnership of county arts organizations, educators, businesses, and governmental agencies that recognizes that arts and culture plays an important role in our local economy. Creative industries employ nearly 38,000 people, with a strong growth potential here. Arts and culture help foster the vibrant places and downtowns that make for great places to live and visit. Creative Montco works to catalyze and connect the county's cultural and economic sectors.	\$100,000 per year	VFTCB, fundraising, local grant opportunities	Ongoing	N/A

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
7	Team MontCo	Pennsylvania	Montgomery County	Montgomery County Department of Commerce and regional partners	Team MontCo is a traveling roundtable of significant business growth and support entities in Montgomery County that includes the DVIRC, US SBA, MCDC, MontcoWorks, Temple Small Business Development Center, the World Trade Center of Greater Philadelphia, Montgomery County Community College, and Montgomery County Commerce Department. The group meets with municipalities to share the variety of resources available at each entity and discuss ways to outreach to businesses located in those areas or how to support redevelopment projects, business expansion and hiring skilled workers.	TBD	TBD	Ongoing	N/A
7	Montgomery County Relocation Assistance Program	Pennsylvania	Montgomery County	Montgomery County Department of Commerce, MCDC	Businesses interested in relocating to Montgomery County, regardless of scale or industry, can receive assistance in identifying available properties for lease or sale that meet their needs; learn about available grant and loan programs opportunities they may qualify for from moving to Montgomery County; and take advantage of other incentives that come from using workforce development services from the PA CareerLink® of Montgomery County. Assistance to businesses also includes identifying available incentives offered by the local government in their new location.	Varies	MCDC, MCIDA	Ongoing	N/A
7	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. PGL promotes opportunities for the game industry throughout Greater Philadelphia through collaborations between academia and industry. The PGL initiative employs students and recent graduates. 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

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	First State Community Loan Fund	Pennsylvania	Chester County, Delaware County	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 start-ups 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
8	New Jersey EDA Revolving Loan Fund	New Jersey	Burlington County, Camden County, Gloucester County, Mercer County	NJ EDA	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

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	Phase I Ventures (PIV)	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'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. To date, four institutions have signed on the program, with 8 projects underway or in the pipeline. 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
8	Trenton Made - Food Innovation Accelerator Project	New Jersey	Mercer County/City of Trenton	City of Trenton	The City of Trenton 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, NJ EDA, US EDA, private sector, philanthropic, US DOA	Five years	TBD
8	Montgomery County Economic Development Grants	Pennsylvania	Montgomery County	Montgomery County	Each year, the Montgomery County Commissioners approve funding from the capital budget to invest in non-profit and community organizations. The County's investment supports the objectives of these entities to effectively serve our community and promote the economic development goals that are in line with the Montco2040 plan.	Varies	Montgomery County	Ongoing	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts	
8	Montgomery County Loan Program	Pennsylvania	Montgomery County	MCDC, MCIDC, Commonwealth of Pennsylvania	The Montgomery County Opportunity Loan Program is designed as a “one-stop shopping” tool for businesses seeking capital and labor in Montgomery County. Through this new financing program, sponsored by the County and the Commonwealth of Pennsylvania, we are able to offer opportunities to help small- and medium-sized businesses grow their employee base and maximize the value of their investments in land and capital equipment. By linking the interest rate of the loan to the company’s participation in other county economic development efforts, such as skills training and our PA CareerLink employment services, the program is able to offer unique incentives and cost-saving benefits to businesses.	Varies	MCDC, MCIDA	Ongoing	N/A
8, 4	MontCo 2040 Implementation Grant Program	Pennsylvania	Montgomery County	Montgomery County Planning Commission	An annual grant program has been established to provide funding for municipal projects that advance the goals of the Montgomery County Comprehensive Plan. One million dollars will be available each of the next five years to help provide gap funding for physical projects that promote county goals, including a vibrant economy. Focus categories for 2016 include walkability, green parking infrastructure, and business park revitalization.	\$5 million	Montgomery County Capital Budget	Eleven projects funded in 2016 with annual cycles scheduled through 2020	TBD
8	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.

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	Grow Philadelphia Fund	Pennsylvania	Delaware County, Montgomery County, Philadelphia County	The Enterprise Center Capital Corporation	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 to 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
8	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
9	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
9	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
9	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

	Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
9	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
9	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
9	Delaware River Waterfront Development Plan	New Jersey	Camden County/ City of Camden, Pennsauken Township, Gloucester City	Camden County Improvement Authority	The county plans to undertake a waterfront planning process that will evaluate current local and regional plans that will serve as the basis for a new unified 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

Source: Delaware Valley Regional Planning Commission, September 2016.

LIST OF ACRONYMS

CCEDC	Chester County Economic Development Council	NJ EDA	New Jersey Economic Development Authority
CCRC	Capital City Redevelopment Corporation	NJ EIT	New Jersey Environmental Infrastructure Trust
CDFI	Community Development Financial Institutions Fund	NJ EOA	New Jersey Economic Opportunity Act of 2013
CFA	Commonwealth Financing Authority (Pennsylvania)	NJ ERB	New Jersey Camden Economic Recovery Board
CRA	Camden Redevelopment Authority	NJ ERG	New Jersey Economic Redevelopment and Growth Program
D2PA	Discovered and Developed in Pennsylvania Program	NJ HDSRF	New Jersey Hazardous Discharge Site Remediation Fund
DVIRC	Delaware Valley Industrial Resource Center	NJ HMFA	New Jersey Housing and Mortgage Finance Agency
DRPA	Delaware River Port Authority	NJ NRTC	New Jersey Neighborhood Revitalization Tax Credit program
FEMA	Federal Emergency Management Administration	NSP2	United States HUD Neighborhood Stabilization Program 2
FHWA	Federal Highway Administration	NJT	New Jersey Transit
FTA	Federal Transit Administration	NJ UEZ	New Jersey Urban Enterprise Zone Program
HBCU	Historical Black Colleges and Universities	NMTC	New Markets Tax Credit Program
KACD	Kennett Area Community Development	PATCO	Port Authority Transit Corporation
KIZ	Keystone Innovation Zone	PA CFA	Pennsylvania Commonwealth Financing Authority
KOEZ	Keystone Opportunity Expansion Zone	PA MBDA	Pennsylvania Minority Business Development Authority
LEED	Leadership in Energy and Environmental Design	PA DCED	Pennsylvania Department of Community and Economic Development
LIHTC	Low-Income Housing Tax Credits	PA DEP	Pennsylvania Department of Environmental Protection
MCDC	Montgomery County development Corporation	PA DLI	Pennsylvania Department of Labor and Industry
MCIDA	Montgomery County Industrial development Authority	PDA	Pennsylvania Department of Agriculture
NAVSEA	Naval Sea Systems Command	PennDOT	Pennsylvania Department of Transportation
NIST	National Institute of Standards and Technology	PIDC	Philadelphia Industrial Development Corporation
NJ DCA	New Jersey Department of Community Affairs	PSA	Pennsylvania State University
NJ DEP	New Jersey Department of Environmental Protection	RACP	Pennsylvania Redevelopment Assistance Capital Program
NJ DOT	New Jersey Department of Transportation	R&D	Research and development

LIST OF ACRONYMS

SBIR/STTR	Small Business Innovation Research/Small Business Technology Transfer	US DOE	United States Department of Energy
SEPTA	Southeastern Pennsylvania Transportation Authority	US DOL	United States Department of Labor
SJPC	South Jersey Port Corporation	US DOT	United States Department of Transportation
TCDI	DVRPC's Transportation and Community Development Initiative	US EDA	United States Economic Development Administration
TIGER	Transportation Investment Generating Economic Recovery	US EPA	United States Environmental Protection Agency
TBD	To be determined	US HHS	United States Department of Health and Human Services
TDA	Trenton Downtown Association	US HUD	United States Department of Housing and Urban Development
TOD	Transit Oriented Development	US SBA	United States Small Business Administration
UEZ	Urban Enterprise Zone Program	VFTCB	Valley Forge Tourism and Convention Board
USDA	United States Department of Agriculture	WTCGP	World Trade Center of Greater Philadelphia
US DOC	United States Department of Commerce		

Investing in People and Places

Greater Philadelphia's Comprehensive Economic Development Strategy, 2016 Annual Review and Update

Publication Number: 17019

Date Published: September 2016

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), US Department of Commerce, US 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.

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