

**2017**  
*Annual Review  
and Update*

# Investing in People & Places

*Greater Philadelphia's Comprehensive Economic Development Strategy*

*September 2017*





**The Delaware Valley Regional Planning Commission** is the federally designated Metropolitan Planning Organization for a diverse nine-county region in two states: Bucks, Chester, Delaware, Montgomery, and Philadelphia in Pennsylvania; and Burlington, Camden, Gloucester, and Mercer in New Jersey.



**DVRPC's vision** for the Greater Philadelphia Region is a prosperous, innovative, equitable, resilient, and sustainable region that increases mobility choices by investing in a safe and modern transportation system; that protects and preserves our natural resources while creating healthy communities; and that fosters greater opportunities for all.

**DVRPC's mission** is to achieve this vision by convening the widest array of partners to inform and facilitate data-driven decision-making. We are engaged across the region, and strive to be leaders and innovators, exploring new ideas and creating best practices.

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## 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.<sup>1</sup> 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. This current document serves as the required 2017 annual CEDS review and update.

<sup>1</sup> 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.<sup>2</sup> 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 businesses 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.

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<sup>2</sup> See DVRPC's *Data Snapshot Series 2, Number 2: Regional Economic Cluster Analysis* (report number DS14045), October 2014. This analysis uses the latest data set available at the time of the 2017 annual update.

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

In addition to considering the total number of jobs, the report 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.

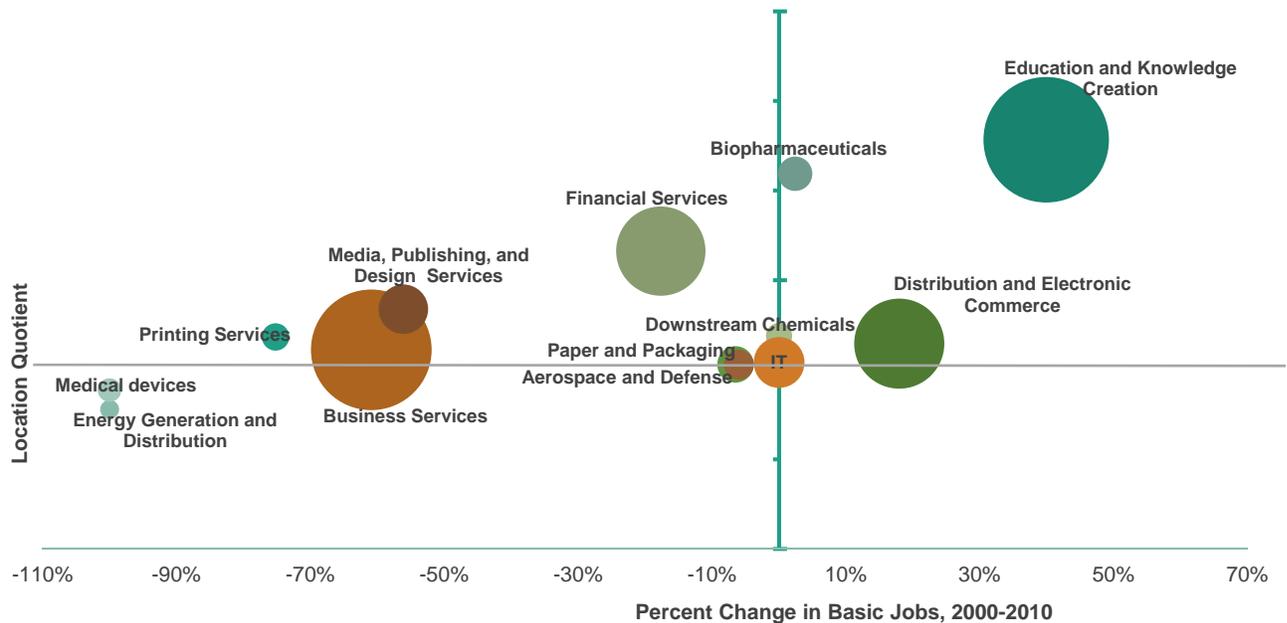
The report then relates total employment in each cluster to its relative concentration in the region, by calculating the number of basic jobs and the change in basic jobs since 2000. Two of the region's largest clusters, education and knowledge creation and distribution and electronic commerce, both 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 sciences 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 sciences 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.<sup>3</sup>

Table 1 provides information on life sciences employers in the Greater Philadelphia region, based on 2010 data available through the National Establishments Time Series database.<sup>4</sup> Over 72 percent of the region’s

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

<sup>4</sup> 2013 NETS data was unavailable for all table categories at the time of the annual update.

life sciences industries are services, followed by companies conducting R&D related to the life sciences, retail 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
<b>Total Life Sciences Employment</b>	<b>304,398</b>	<b>100%</b>	<b>8,710</b>	<b>34.9</b>

Source: Delaware Valley Regional Planning Commission (based on data from the 2010 National Establishments Times Series database), April 2015. Table reviewed in July 2017. Note: Percentage adds to 100.4% due to estimating.

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 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).<sup>5</sup> 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.

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<sup>5</sup> 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 non-Hispanic minority individuals, Hispanic individuals, individuals with Limited English Proficiency (LEP), a physical handicap, elderly, carless households, single parents, and poverty). 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**

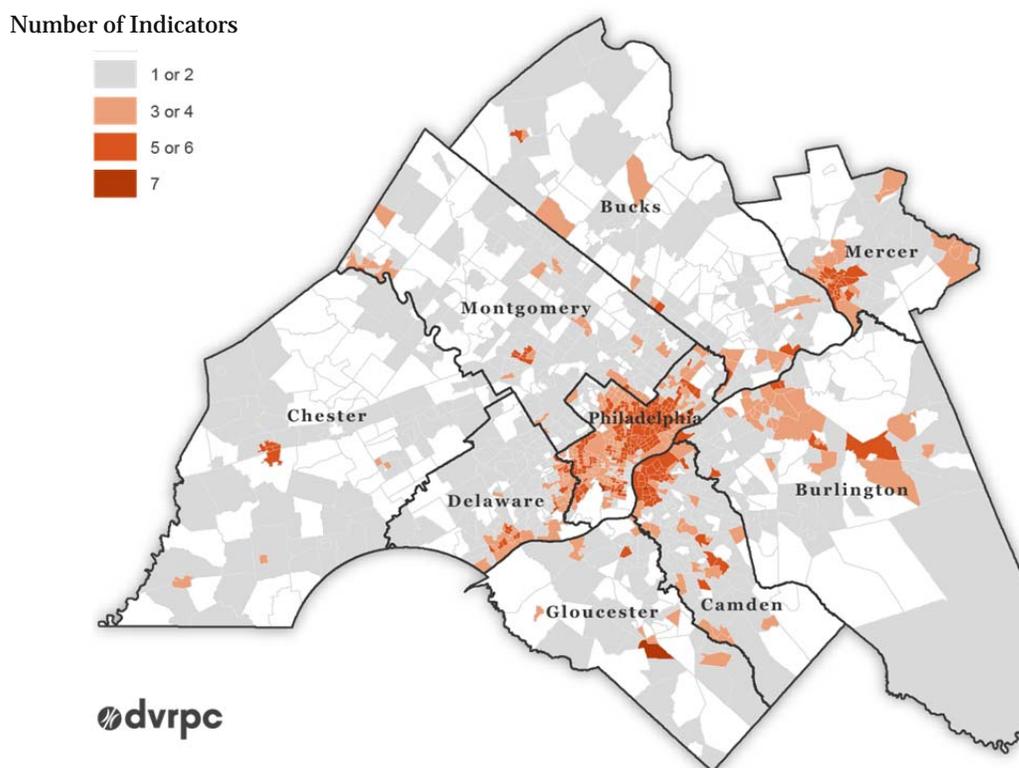


Table 2 provides data on the unemployment rate and per capita income levels for the region's nine counties and for the nation as a whole. US EDA regulations classify jurisdictions as "distressed" if the most recently available per capita personal income is 80 percent or less than the national average; 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 4.87 percent and the most current national per capita personal income (2015) is \$48,112 (80 percent of which is \$38,489). 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 2011 to 2015 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).

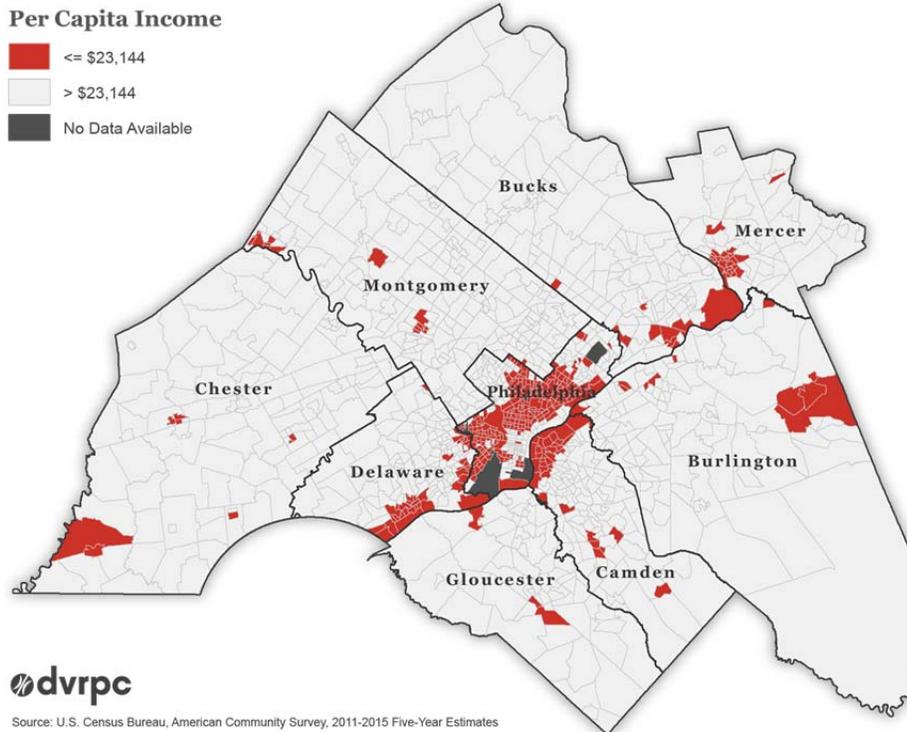
**Table 2: US EDA’s Measures of Distress**

Jurisdiction	24-month Unemployment	Eligible Based on Unemployment?	2015 Per Capita Personal Income	Eligible Based on Per Capita Income?
United States	4.87%	---	\$48,112	---
Greater Philadelphia	5.04%	Yes	\$57,173	No
Burlington County	4.44%	No	\$55,227	No
Camden County	5.46%	Yes	\$48,084	No
Gloucester County	5.07%	Yes	\$48,799	No
Mercer County	4.31%	No	\$63,247	No
Bucks County	4.54%	No	\$64,306	No
Chester County	3.81%	No	\$73,803	No
Delaware County	4.80%	No	\$57,756	No
Montgomery County	4.08%	No	\$71,306	No
Philadelphia County	6.72%	Yes	\$49,701	No

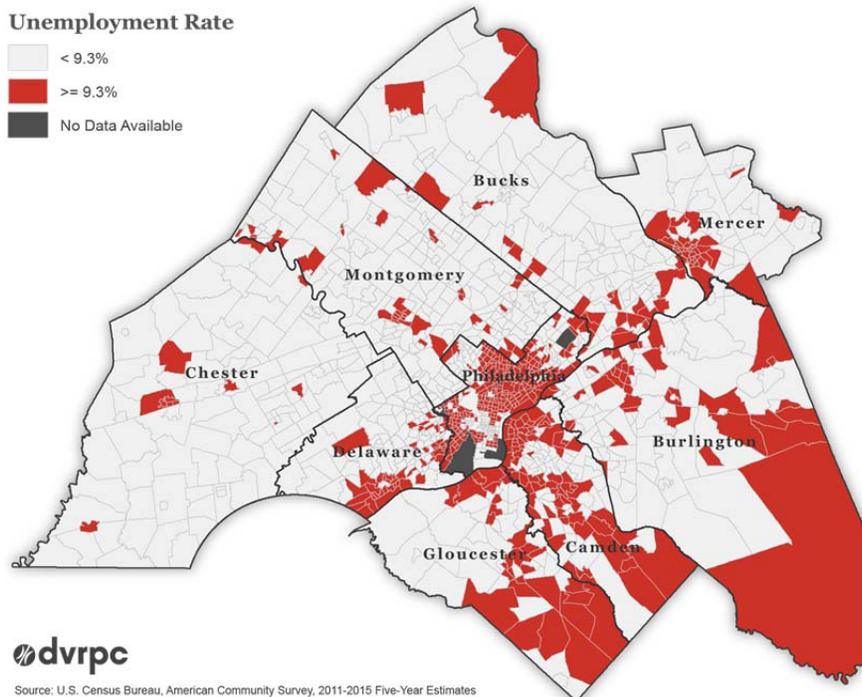
**Source:** StatsAmerica, July 2017.

Based on the five-year ACS estimates, the five-year average national unemployment rate is 8.3 percent and the national per capita money income was \$28,930 (resulting in a threshold of \$23,144). 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 2011-2015 American Community Survey Five-Year Estimates**



**Figure 5: Census Tracts That Meet US EDA's Unemployment Rate Threshold, Based on 2011-2015 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.

## CHAPTER 2:

# 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 network, educational facilities, educated workforce, centralized Northeast location, and high quality of life. Weaknesses, however, include the region's infrastructure deficiencies, fragmented local governance, limited financial resources, relatively high tax burden and 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 100 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 2015, over 33 percent of the region's adults over the age of 25 had completed at least four years of college, including 13 percent who had earned a graduate degree. Greater Philadelphia has a rich network of academic institutions. When compared to the top metropolitan statistical areas (MSAs), the Greater Philadelphia ranks 14<sup>th</sup> among the 26 metropolitan areas studied.

## **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. In October 2016, the New Jersey Legislature reauthorized the Transportation Trust Fund program through FY 2024 as well as an increase to the gas tax to fund infrastructure improvements, while Act 89 provides new transportation funding in Pennsylvania, but 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 5 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 7 percent since 2000), while the population grew by just over 4 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 2 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.<sup>6</sup> 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 104 degree-granting institutions that together enroll 440,000 full- and part-time students, awarding 90,000 degrees annually and 730 trade and certificate programs.<sup>7</sup> The region's schools continue to grow, with plans in place for over \$2.93 billion in capital projects over the next five years. These expansions are expected to generate a total annual increase in regional employment of 7,153 jobs. According to DVRPC's report on key economic clusters, the education and knowledge creation cluster (which includes all education and training

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<sup>6</sup> DVRPC, *Rating the Region*, June 2016, page 18.

<sup>7</sup> *Select Greater Philadelphia*, August 2017.

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 Information Technology (IT) Base**

Information technology plays a major role in the local economy, both as a provider of 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 2016, venture capitalists supplied over \$575 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 sciences cluster (which includes life sciences-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 sciences 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, 345,000 acres of farms, fields, and forests 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 2014, 57 percent of stream miles in Pennsylvania were impaired for aquatic life, and in 2012, 70 percent of watershed acres in New Jersey 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<sub>2.5</sub>).

### **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, Goods Movement Task Force, and Climate Adaption Forum.

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

A growing role for DVRPC is to assist our transportation providers to better manage and operate their systems, through advanced information systems, operations centers, incident management and response, emergency services, tolling and congestion pricing, parking management, service scheduling, and a host of other techniques. According to national studies, close to 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 PennDOT 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 2015 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 slightly higher than that of the nation as a whole, with over 33 percent of the region's adults having a bachelor's degree or higher compared to 30 percent nationwide. The difference is greatest when considering having at least a high school diploma, with over 31 percent of the region's adults having a high school diploma or equivalent, compared to just 28 percent nationally.

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

Degree	United States			Greater Philadelphia			Core Cities		
	2007	2010	2015	2007	2010	2015	2007*	2010*	2015*
Did Not Complete High School	16%	14%	13%	13%	12%	11%	21%	10%	19%
High School Diploma or Equivalency	30%	29%	28%	32%	31%	31%	36%	18%	34%
Some College or Associate's Degree	27%	29%	29%	22%	24%	27%	21%	11%	23%
Bachelor's Degree	17%	18%	19%	19%	20%	20%	11%	6%	14%
Masters, Professional, or Doctorate Degree	10%	10%	11%	13%	13%	13%	8%	5%	9%

Source: American Community Survey 2011-2015, 5-Year Estimates, U.S. Census Bureau, 2010 American Community Survey, 2007 American Community Survey 1-Year Estimates, July 2017. \* Note: Core Cities Estimates do not include Chester City. Data unavailable at the time.

Table 3 also 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 the percentage of those with a bachelor's or master's degree increased by 8 percent and 4 percent, respectively between 2010 and 2015. However, educational attainment in the core cities still lags behind that of the region, with the percentage of adults who did not at a minimum complete high school increasing by 9 percent and 16 percent, respectively.

## Unemployment

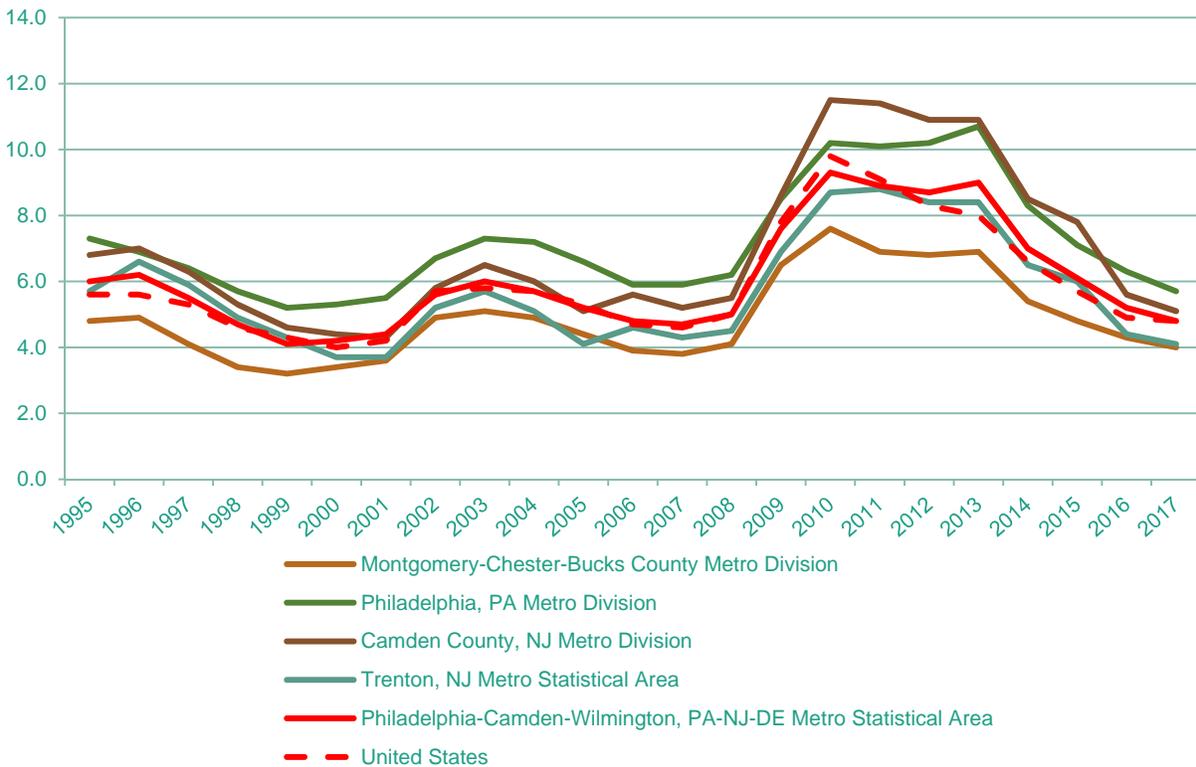
Figure 6 provides historical data on unemployment in Greater Philadelphia's three metropolitan divisions<sup>8</sup> and the Trenton, New Jersey MSA.<sup>9</sup> Together, these three metropolitan divisions and one MSA cover DVRPC's nine member counties. For reference purposes, the figure also illustrates the unemployment rate in the 11-county Philadelphia-Camden-Wilmington MSA and in the United States as a whole.<sup>10</sup>

<sup>8</sup> 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.

<sup>9</sup> The Trenton, New Jersey MSA is limited to Mercer County, New Jersey.

<sup>10</sup> The 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.

**Figure 6: Unemployment Rate, 1995–2017**



Note: The figure illustrates the unadjusted unemployment rate as of January of each year. Source: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), July 2017.

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.

### Per Capita Income

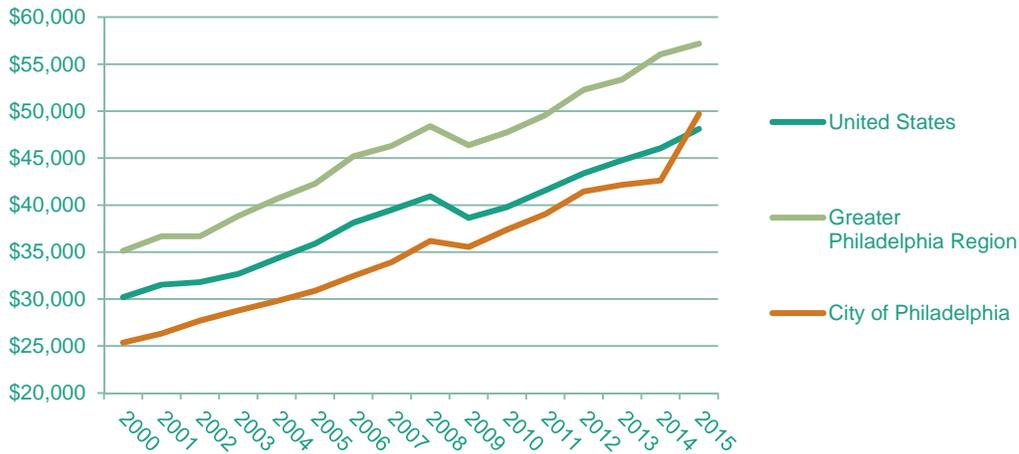
Creating jobs that match the workforce supply and enabling otherwise disadvantaged people to work should result in gains in per capita income. As illustrated in Table 4 and Figure 7, the region’s per capita personal income has historically been higher than that of the nation. Within the region, per capita income is lowest in Camden County, followed by Gloucester County and the City of Philadelphia. 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 and 2010 and 2015 was higher in Philadelphia than in any other county.

**Table 4: Per Capita Personal Income, 2000–2015**

Jurisdiction	2000	2005	2010	Percentage Change 2000–2010	2015	Percentage Change 2010–2015
United States	\$31,524	\$35,904	\$40,277	28%	\$48,112	19%
Greater Philadelphia	\$35,126	\$42,485	\$49,326	40%	\$57,173	16%
Burlington County	\$35,649	\$42,131	\$48,047	35%	\$55,227	15%
Camden County	\$30,072	\$36,967	\$41,993	40%	\$48,084	15%
Gloucester County	\$28,397	\$36,155	\$41,512	46%	\$48,799	18%
Mercer County	\$40,829	\$47,220	\$54,600	34%	\$63,247	16%
Bucks County	\$39,120	\$46,806	\$54,112	38%	\$64,306	19%
Chester County	\$47,295	\$54,266	\$61,282	30%	\$73,803	20%
Delaware County	\$37,513	\$43,230	\$48,706	30%	\$57,756	19%
Montgomery County	\$49,151	\$58,893	\$67,182	37%	\$71,306	6%
Philadelphia County	\$25,356	\$30,147	\$37,374	47%	\$49,701	33%

Source: U.S. Bureau of Economic Analysis (from the StatsAmerica website), July, 2017.

**Figure 7: Per Capita Personal Income, 2000–2015**



Source: U.S. Bureau of Economic Analysis, July 2017.

### 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**



Note: Data is for all industries and all establishment sizes. Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, July 2017.

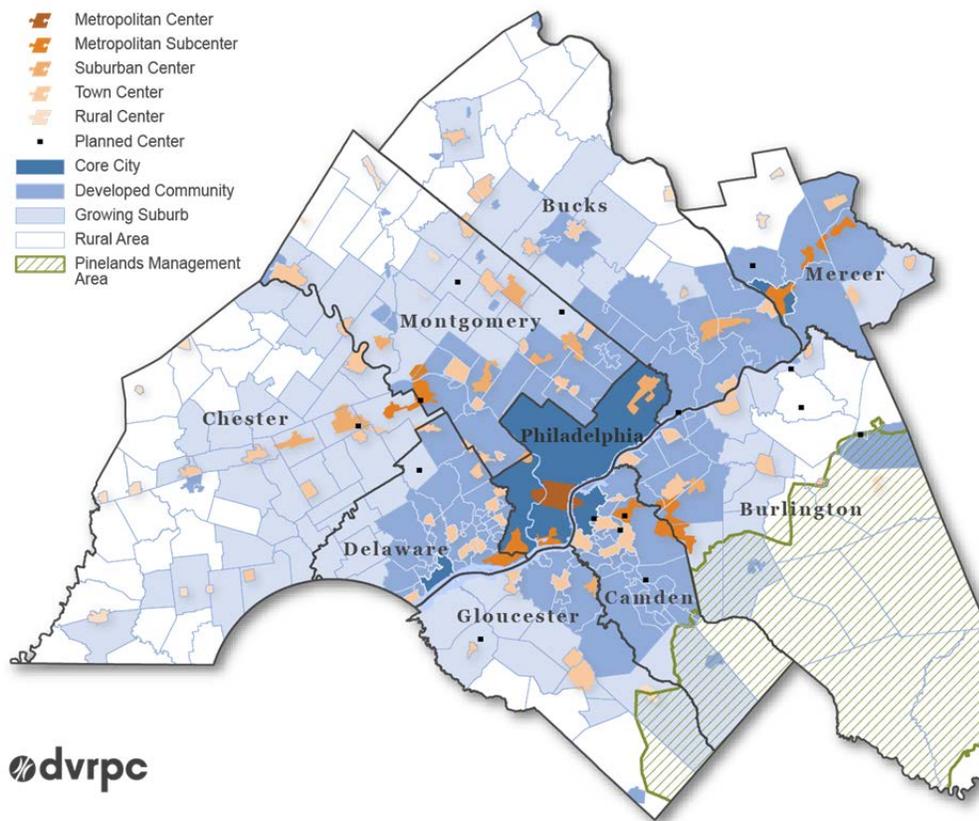
## Goal 2: Invest in Places

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*<sup>11</sup> 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).

<sup>11</sup> *Connections 2040* is the current long-range plan at the time of 2017 annual update.

**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 5 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 5: 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: U.S. Census Bureau, Population Estimates Program, August 2016. Note: Table was reviewed in July 2017. Latest available data shown at the time of the 2017 annual update.

### 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 6 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.

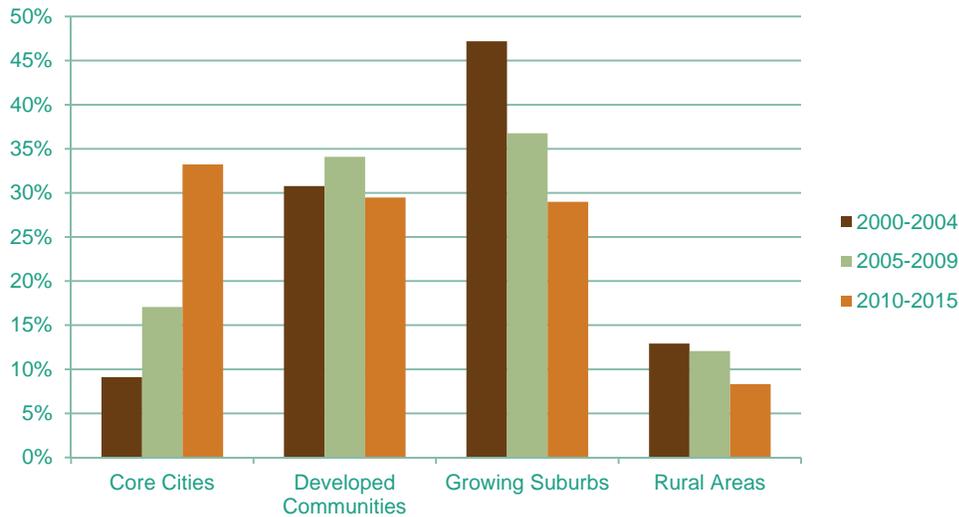
Over 62,000 residential permits were issued throughout the region between 2005 and 2009, a decrease of almost 30 percent when compared to the previous five-year time period. This decline was not unexpected, given the downturn in the market regionally and nationally. In the region's core cities, however, 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 6:** Residential Building Permits by *Connections 2040* Planning Area, 2000–2015

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. Note: Table was reviewed in July 2017. Latest available data shown at the time of the 2017 annual update.

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



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

### Public Transit Ridership

As illustrated in Table 7 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.<sup>12</sup> Between 2000 and 2015, ridership increased by over 100 percent on NJT, but slightly declined by 3 percent on SEPTA, by 17 percent on percent on Pottstown Area Rapid Transit (PART), and 11 percent on PATCO. The ridership decline on PATCO may at least be 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

<sup>12</sup> 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.

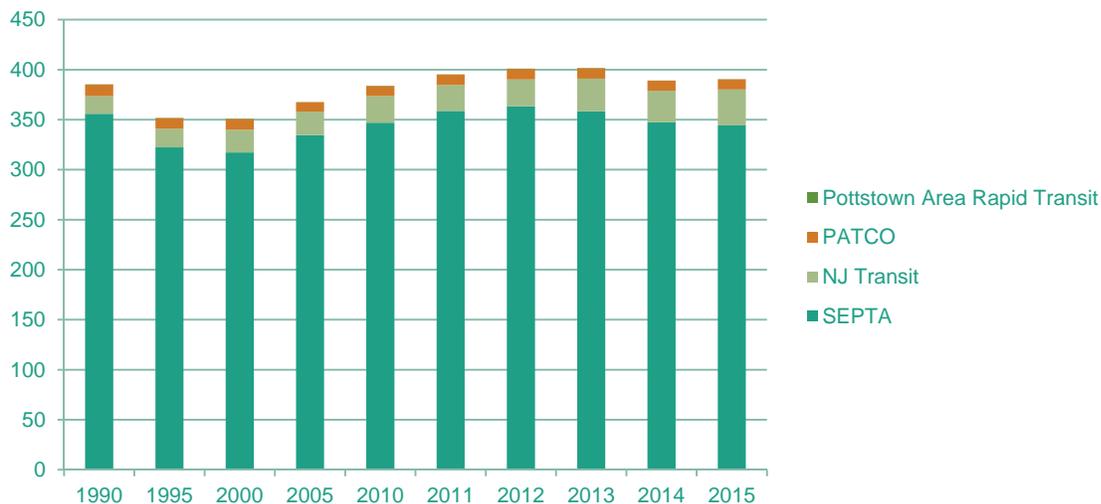
throughout the first decade of the 21st century. Recent ridership also tends to be driven by gas prices, with increasing ridership as gas prices rise, and vice versa. The sluggish economy during the recession that began in 2007 and lasted through 2010 likely both hurt and helped transit ridership, with declining ridership related to declines in the number of employed commuters offset somewhat by simultaneous increases as others turn to riding transit as a means of lowering their transportation costs.

**Table 7: 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
2015	344.3	35.9	10.2	0.2	390.6
Percent Change 2000–2015	-3%	103%	-11%	-17%	1%

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, July 2017.

**Figure 11: Annual Transit Ridership**



Source: Delaware Valley Regional Planning Commission, July 2017.

## Vehicle Miles Traveled (VMT)

Table 8 provides data on VMT and automobile ownership for 1990 through 2015. 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 2015. VMT declined between 2007 and 2015, despite a slight increase in automobile ownership over the same time period.

The average annual miles driven per vehicle increased between 2000 and 2007, before declining by 5 percent between 2007 and 2015. Regionally, annual VMT per capita decreased by 9 percent between 2007 and 2015, compared to a national decrease of 20 percent. This decline in VMT initially correlated with higher gas prices, but it was accelerated during the economic recession that began in 2007. As expected, VMT and the number of automobiles per capita slightly increased between 2014 and 2015, as the economy continued 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 8: 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
2015	39,348	3.30	11,830	582	6,880	8,043
Percentage Change 1990–2000	11.1%	8.3%	2.4%	4.5%	6.8%	13.0%
Percentage Change 2000–2007	9.2%	7.6%	1.6%	5.0%	6.5%	3.1%
Percentage Change 2007–2015	-5.0%	1.9%	-7.6%	-1.0%	-9.0%	-20%

Note: Figures are rounded for ease of presentation; percent changes were calculated prior to rounding. 1990 data is presented for informational purposes only. Source: Delaware Valley Regional Planning Commission, U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates, July 2017.

## Commuting Mode Share

Table 9 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 between 2011 and 2014, but dropped slightly between 2014 and 2015. The

percentages of commuters who walked, bicycled, or worked at home also increased, all at rates equal to or higher than the national average.

**Table 9: Commuting Characteristics**

	2005	2007	2009	2011	2014	2015	Percentage Change 2005–2015
<b>Greater Philadelphia</b>							
Workers Age 16 and Over	2,469,673	2,561,506	2,612,766	2,548,094	2,685,386	2,884,289	17%
Drove Alone	73.30%	72.80%	72.70%	72.60%	71.90%	73.40%	0%
Carpooled	9.20%	9.10%	8.00%	7.90%	8.00%	7.30%	-21%
Public Transportation	9.60%	9.50%	9.70%	9.90%	10.40%	9.70%	1%
Walked	3.50%	3.80%	3.90%	4.10%	3.80%	3.90%	11%
Bicycled	0.40%	0.40%	0.80%	0.60%	0.70%	0.60%	50%
Other Motorized Means	0.80%	0.80%	0.90%	0.90%	0.80%	0.09%	-89%
Worked at Home	3.20%	3.60%	3.90%	4.10%	4.30%	4.30%	34%
<b>United States</b>							
Workers Age 16 and Over	133,091,043	139,259,684	138,591,804	138,269,979	145,870,653	143,621,171	8%
Drove Alone	77.00%	76.10%	76.10%	76.40%	76.60%	85.90%	12%
Carpooled	10.70%	10.40%	10.00%	9.70%	9.20%	9.50%	-11%
Public Transportation	4.70%	4.90%	5.00%	5.00%	5.20%	5.10%	9%
Walked	2.50%	2.80%	2.90%	2.80%	2.70%	2.80%	12%
Bicycled	0.40%	0.50%	0.60%	0.60%	0.60%	0.60%	50%
Other Motorized Means	1.20%	1.20%	1.20%	1.20%	1.20%	1.20%	0%
Worked at Home	3.60%	4.10%	4.30%	4.30%	4.50%	4.40%	22%

Source: U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates.

## Air Quality

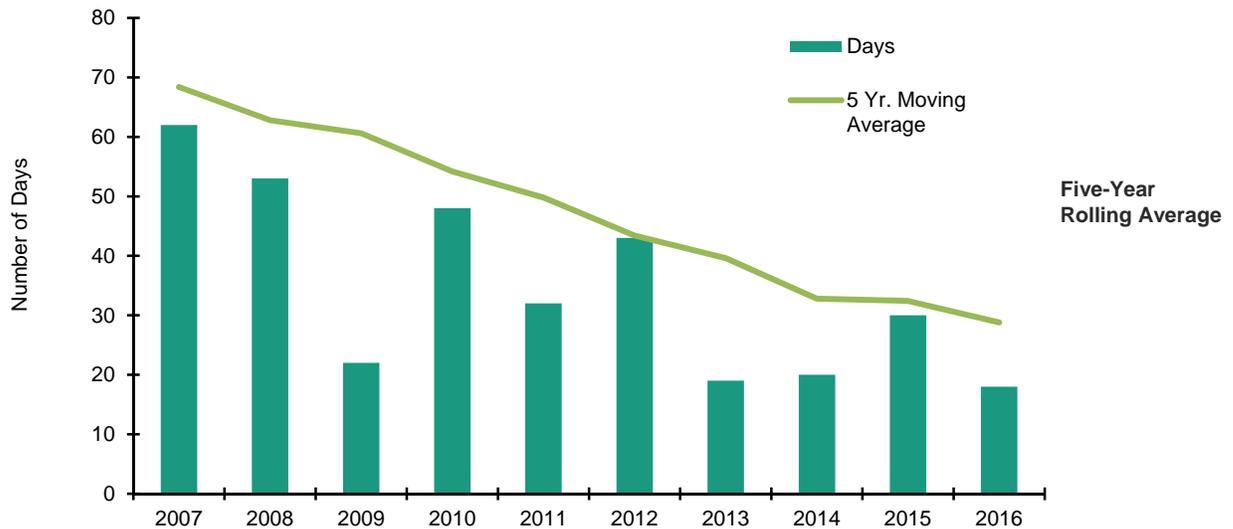
Figure 12 provides data on the number of days that the region exceeded national air quality standards. The DVRPC region does not meet the National Ambient Air Quality Standards (NAAQS) for ground-level ozone or PM<sub>2.5</sub>. Ground-level ozone is the principal pollutant in the region. Both ozone and PM<sub>2.5</sub> levels are generally higher during the summer months, when weather conditions are conducive to ozone formation and local accumulation of PM<sub>2.5</sub> pollution; however, elevated levels of PM<sub>2.5</sub> 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<sub>2.5</sub> 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<sub>2.5</sub> but does not currently meet the revised and more stringent NAAQS implemented in 2012 (PM<sub>2.5</sub>) 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: U.S. Environmental Protection Agency, July 2017.

### Acres of Protected Open Space

Table 10 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 23 percent between 2002 and 2016. State-owned public open space increased by over 36,000 acres, and the greatest percentage growth was in municipally held lands, which increased by 39 percent, having gained over 21,000 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 12 percent between 2002 and 2016, increasing from 107,708 to 239,342 acres. Preserved farmland increased by 14 percent, while other privately held lands increased by 60 percent between 2002 and 2016.

### Registered Nonprofit Arts/Cultural Organizations

Table 11 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. Starting in 2014, the number of nonprofit cultural organizations per capita has grown, showing a slight increase over 2005.

**Table 10: Acres of Public and Privately Held Protected Open Space in Greater Philadelphia**

Ownership	2002	2004	2007	2011	2016	Absolute Change 2002–2016	Percentage Change 2002–2016
Public Open Space	288,588	309,829	327,949	357,021	355,082	66,494	23%
<i>Federal</i>	8,548	8,346	8,355	7,232	8,299	-249	-3%
<i>State</i>	182,817	195,989	210,928	217,121	219,685	36,868	20%
<i>County</i>	41,510	44,169	45,035	48,531	49,743	8,233	20%
<i>Municipal</i>	55,713	61,325	63,631	84,137	77,355	21,642	39%
Privately-Held Protected Open Space	107,708	117,128	148,636	194,122	239,342	131,634	12%
<i>Land Trust/Other Privately-Held Protected Land</i>	52,638	50,055	63,711	83,271	84,359	31,721	60%
<i>Protected Farmland</i>	55,070	67,073	84,925	110,851	134,568	79,498	14%
<b>Total Public and Privately-Held Protected Open Space</b>	<b>396,296</b>	<b>426,957</b>	<b>476,679</b>	<b>551,144</b>	<b>594,424</b>	<b>198,128</b>	<b>50%</b>

Source: Delaware Valley Regional Planning Commission, August 2017. Note: Some changes may be due to data collection and dissemination.

**Table 11: 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
2016	2,215	3.94
<b>Percentage Change 2005–2016</b>	<b>1%</b>	<b>-1%</b>

Includes all registered non-profits listing “arts, humanities, and culture” as their primary purpose. Source: National Center for Charitable Statistics, July 2017.

### Annual Visitors

Tracking the number of tourists who choose to visit a region can be used to gauge both the health of the region’s hospitality and tourism sector and also how attractive a region is to prospective employers and employees. Table 12 provides data on the number of annual visitors to attractions in southeastern Pennsylvania, which has increased every year since 2010, after declining slightly between 2008 and 2010.

**Table 12: Domestic Visitors to Southeastern Philadelphia**

Year	Total Domestic Visitors	Day Leisure	Day Business	Overnight Leisure	Overnight Business	Total Leisure Visitors	Total Business Visitors
2000	28.35	16.21	2.56	8.11	1.48	24.32	4.04
2002	29.65	16.54	2.3	9.35	1.46	25.89	3.76
2004	34.56	19.27	2.28	11.14	1.87	30.41	4.15
2006	36.17	20.04	2.48	11.65	2.01	31.69	4.49
2008	36.72	20.83	2.44	11.56	1.89	32.39	4.34
2010	37.61	20.67	2.42	12.59	1.93	33.26	4.35
2012	38.76	20.85	2.55	13.27	2.09	34.11	4.65
2014	39.67	20.99	2.6	13.9	2.17	34.89	4.78
2016	42.02	22.35	2.76	14.65	2.27	37	5.02
Percentage Change 2000–2008	30%	29%	-5%	43%	28%	33%	7%
Percentage Change 2008–2016	14%	7%	13%	27%	20%	14%	16%

Source: Longwoods International Tourism Economics/Econsult, May 2017. Note: Numbers in millions and only includes visitors to Bucks, Chester, Delaware, Montgomery, and Philadelphia counties.

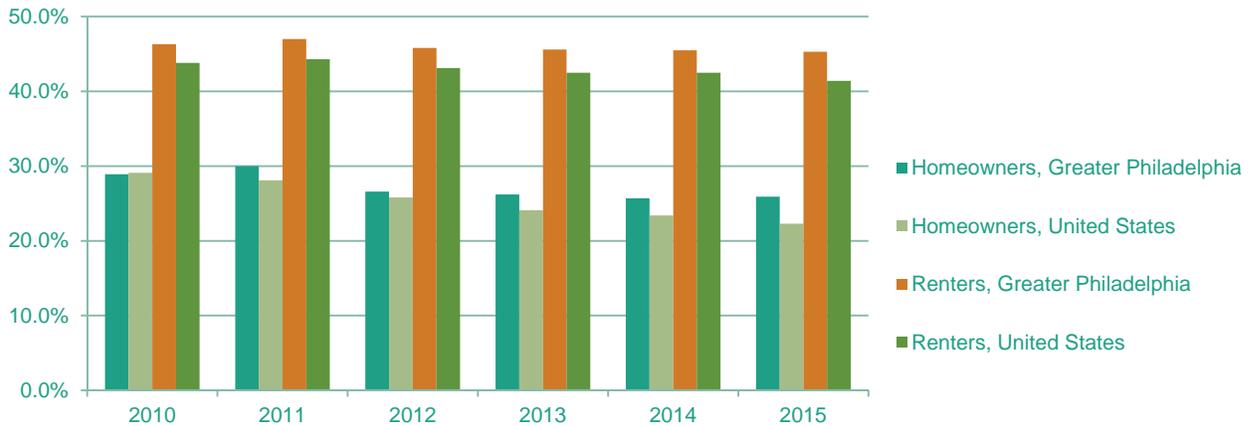
### Housing Affordability

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 22 percent of homeowners and 41 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: U.S. Census Bureau, 2011-2015 American Community Survey, 5-Year Estimates.

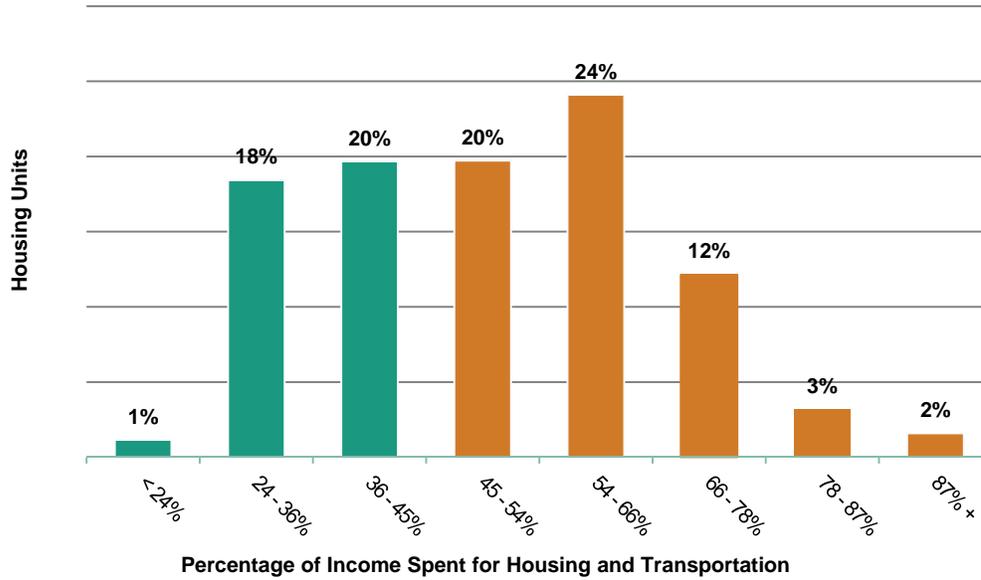
The Center for Neighborhood Technology’s Housing and Transportation (H+T) Index offers an expanded view of affordability, by combining housing and transportation costs and defining “affordable housing” as places where households pay no more than 45 percent of their income toward those combined costs.<sup>13</sup> 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 13 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 13 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.

<sup>13</sup> 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**



Source: Center for Neighborhood Technologies (CNT), July 2017. Note: 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 represents latest data year available at the time of 2017 annual update.

**Table 13: Average Housing and Transportation Costs by County**

County	Housing Plus Transportation Costs as a Percentage of Income*	Monthly Housing Cost	Monthly Transportation Costs	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%	\$1,654	\$979	19,031	12%

\*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, July 2017.

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

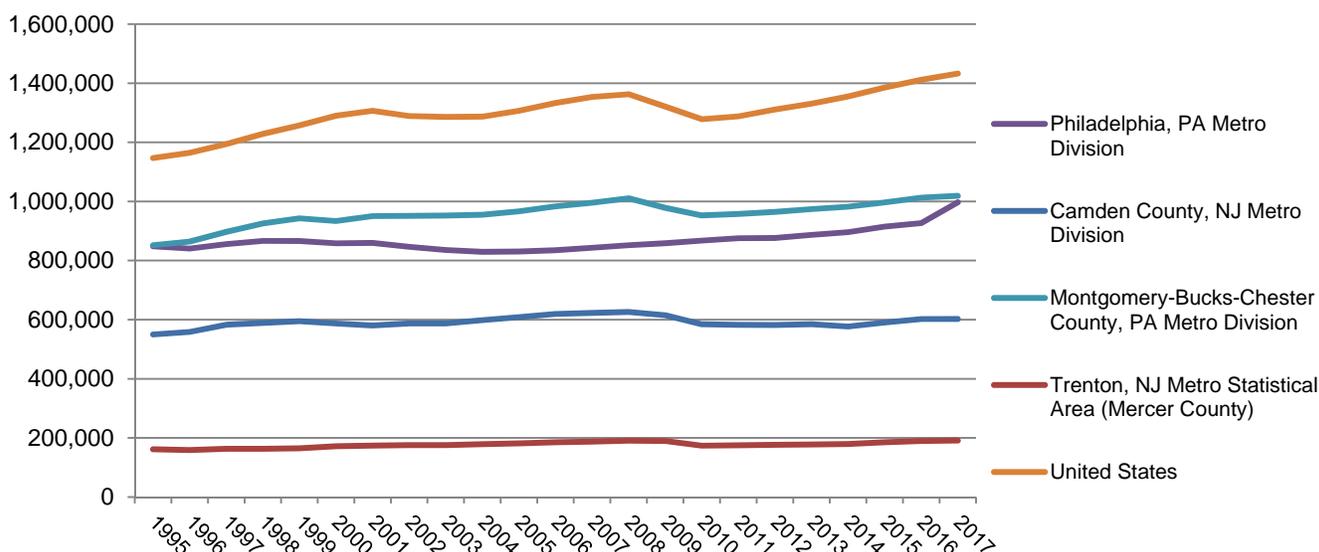
In order to compete both nationally and internationally, the region must support and encourage the retention and expansion of the region’s existing businesses and continue to attract companies in key economic sectors that have the greatest potential for growth and also pay higher wages. Expanding the 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 14 provide information on total employment in Greater Philadelphia (by metropolitan division) and the United States between 1995 and 2017. During the decade between 1995 and 2005, 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 2006 and 2016, employment in Greater Philadelphia increased by 4 percent (about one-half of the national rate), although employment in the Philadelphia Metro Division increased by 9.9 percent (almost twice the national rate). Although the region’s employment growth lagged that of the nation prior to 2014, employment growth in Greater Philadelphia between 2016 and 2017 as a whole has been above the national rate of 1.5 percent. Employment growth between 2016 and 2017 in the Pennsylvania suburban counties and Trenton are lagging behind.

**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: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), July 2017.

**Table 14: Employment in Greater Philadelphia**

Year	Greater Philadelphia Region	Philadelphia-County Metro Division	Camden County Metropolitan Division	Montgomery-Bucks-Chester Metro Division	Trenton, NJ Metro Statistical Area	United States (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
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	2,578,112	867,605	584,408	952,467	173,632	127,820
2011	2,590,408	875,546	582,305	957,497	175,060	128,778
2012	2,598,497	876,072	581,906	964,226	176,293	131,113
2013	2,622,453	886,723	584,586	973,883	177,261	133,081
2014	2,633,798	895,882	576,746	981,889	179,281	135,488
2015	2,687,231	914,741	590,574	996,729	185,187	138,511
2016	2,731,009	926,524	601,918	1,013,055	189,512	141,088
2017	2,820,142	997,262	613,193	1,018,645	191,042	143,273
Percent Change 1995 – 2005	7.3%	-2.1%	10.6%	13.5%	12.5%	14.0%
Percent Change 2006 – 2016	4.0%	9.9%	-2.9%	2.9%	2.4%	5.5%
<b>Percent Change 2016–2017</b>	<b>3.3%</b>	<b>7.6%</b>	<b>1.9%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>1.5%</b>

Source: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), July, 2017. Note: The figure illustrates the unadjusted unemployment rate as of January of each year. The data for the United States is in thousands of employees. See page 23 for definitions of the region's three metro divisions and one metro statistical area, which in aggregate cover Greater Philadelphia's nine member counties. Previous year data was subject to revisions on April 21, 2017.

## Gross Domestic Product (GDP)

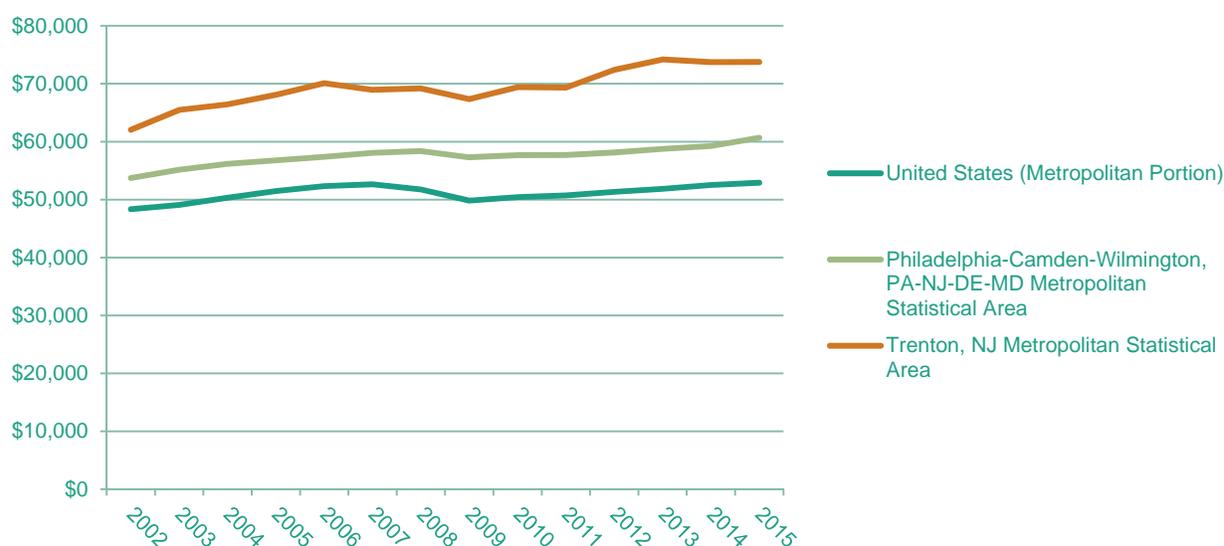
Table 15 and Figure 16 illustrate the per capita GDP for the Philadelphia and Trenton MSAs (which together cover the nine Greater Philadelphia’s counties, plus Salem County, New Jersey; Cecil County, Maryland; and New Castle County, Delaware) and compare them to the GDP of the metropolitan portion of 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 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). In the more recent post-recession years between 2014 and 2015, however, the 11-county Philadelphia MSA has increased at a higher rate than that of the national per capita GDP.

**Table 15: Per Capita Gross Domestic Product**

Area	2001	2005	Change 2001-05	2009	Change 2005-09	2014	Change 2009-14	2015	Change 2014-15
United States (Metropolitan Portion)	\$48,081	\$51,563	7%	\$49,869	-3%	\$52,526	5%	\$52,896	0.70%
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metropolitan	\$53,024	\$56,778	7%	\$57,299	1%	\$59,240	3%	\$60,662	2.40%
Trenton, NJ Metropolitan Statistical Area	\$60,279	\$68,091	13%	\$67,335	-1%	\$73,719	9%	\$73,759	0.1%

Source: U.S. Bureau of Economic Analysis, July 2017. Note: 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: U.S. Bureau of Economic Analysis, July 2017. Note: Per capita real GDP statistics for 2001–2014 reflect Census Bureau mid-year population estimates available as of March 2015.

## Venture Capital

Table 16 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 3 percent of the national total. Between 2005 and 2014, however, the region's share of venture capital decreased to less than 2 percent. Between 2015 and the first two quarters of 2017, the Philadelphia metro's share of the national total increased to just over 1 percent, while Silicon Valley captured almost half of the venture capital nationwide between 2005 and 2014. However, between 2015 and the first two quarters of 2017 Silicon Valley captured less than 20 percent share of venture capital nationwide followed by the New York metro, New England, and the Los Angeles/Orange County metro.

**Table 16: Venture Capital**

Region	Total Investment (in thousands of dollars)			Percent of National Total		
	1995–2004	2005–2014	2015–2017	1995–2004	2005–2014	2015–2017
Silicon Valley	\$101,509,920	\$120,290,814	\$22,505,760	31.60%	40.70%	19.44%
New York Metro	\$27,314,156	\$25,265,750	\$21,062,440	8.50%	8.60%	18.20%
New England	\$38,645,352	\$34,719,535	\$16,920,820	12.00%	11.80%	14.62%
Los Angeles/Orange County	\$19,575,200	\$18,988,742	\$12,897,960	6.00%	6.40%	11.14%
Southeast	\$25,114,526	\$13,031,968	\$7,868,780	7.80%	4.40%	6.80%
Midwest	\$16,908,972	\$13,019,289	\$5,968,440	5.30%	4.40%	5.16%
Northwest	\$12,570,111	\$10,435,958	\$4,538,340	3.90%	3.50%	3.92%
DC/Metroplex	\$15,918,699	\$11,277,907	\$6,096,340	5.00%	3.80%	5.27%
Texas	\$19,449,965	\$12,871,612	\$4,435,270	6.00%	4.40%	3.83%
San Diego	\$10,310,996	\$10,911,543	\$3,346,110	3.20%	3.70%	2.89%
Southwest	\$4,818,302	\$5,615,024	\$2,849,630	1.50%	1.90%	2.46%
Philadelphia Metro	\$8,996,324	\$5,838,355	\$1,653,240	2.80%	2.00%	1.43%
Colorado	\$10,628,590	\$6,404,650	\$2,531,030	3.30%	2.20%	2.19%
North Central	\$5,231,192	\$4,270,647	\$1,583,600	1.60%	1.50%	1.37%
Upstate New York	\$1,355,444	\$832,199	\$338,960	0.40%	0.30%	0.29%
South Central	\$1,563,390	\$912,785	\$259,460	0.50%	0.30%	0.22%
Sacramento/Northern California	\$987,161	\$539,323	\$788,580	0.30%	0.20%	0.68%
Alaska/Hawaii/Puerto Rico	\$429,669	\$159,098	\$113,250	0.10%	0.10%	0.10%
<b>Total</b>	<b>\$321,456,030</b>	<b>\$295,388,523</b>	<b>\$115,758,010</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Note: Numbers are in thousands of dollars. Data for 2016 includes only the first two quarters of 2017. Ranked by share since 2015. Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), July 2017.

Table 17 provides data on the amount of venture capital invested in the Greater Philadelphia region by sector between 1995 and the second quarter of 2017. The total amount of venture capital invested in the region declined by 35 percent between 2005 and 2014 compared to the previous decade; however 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 continue to realize in biotechnology, health care services, media and entertainment, and medical services and equipment between 2015 and the second quarter of 2017.

**Table 17: Venture Capital by Industrial Sector**

Sector	1995–2004	2005–2014	Percentage Change	Percentage of the National Total		2015-2017 Amounts
				1995–2004	2005–2014	
Biotechnology	\$1,959,669	\$2,370,065	21%	7.40%	5.00%	\$59,775,472
Medical devices and equipment	\$390,975	\$932,636	139%	2.60%	3.40%	\$280,140
Software	\$1,201,301	\$750,404	-38%	1.60%	0.90%	\$150,210
Industry and Energy	\$327,454	\$487,402	49%	3.10%	1.80%	\$60,081
Networking and equipment	\$397,056	\$203,306	-49%	1.30%	2.50%	\$8,500
Health care services	\$431,483	\$172,908	-60%	5.70%	5.80%	\$468,008
Electronics and Instrumentation	\$96,551	\$149,040	54%	3.00%	3.20%	\$2,880
Media and entertainment	\$891,818	\$142,313	-84%	0.30%	0.00%	\$624,708
Information technology services	\$676,550	\$137,656	-80%	3.30%	0.70%	\$116,647
Financial services	\$394,118	\$134,520	-66%	3.80%	2.60%	\$75,050
Business products and services	\$522,834	\$122,254	-77%	4.50%	3.10%	\$9,000
Semi-conductors	\$297,773	\$78,847	-74%	0.10%	0.00%	\$1,400
Retailing/Distribution	\$76,278	\$58,918	-23%	0.90%	2.00%	\$5,000
Consumer products and services	\$30,696	\$41,459	35%	0.30%	0.40%	\$8,448
Telecommunications	\$1,292,722	\$29,270	-98%	3.10%	0.20%	\$63,200
Computers and peripherals	\$9,048	\$27,335	202%	0.20%	0.50%	\$2,350
<b>Total</b>	<b>\$8,996,324</b>	<b>\$5,838,355</b>	<b>-35%</b>	<b>1.00%</b>	<b>0.70%</b>	<b>\$61,651,094</b>

Note: Numbers are in thousands of dollars. Data for 2016 includes only investments through the second quarter of 2017.  
Source: PricewaterhouseCoopers and National Venture Capital Association (Money Tree Database), July 2017.

## R&D Expenditures

Table 18 provides data on R&D expenditures at the region's major academic institutions in fiscal years 2005, 2007, 2009, 2011, 2014, and 2015, ranked in order of 2015 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 38 percent from 2005 to 2015, that spending has not kept pace with national increases; regional spending as a share of national expenditures

decreased from 2.9 percent to 2.4 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 18: Annual Higher Education Research and Development Expenditures**

Educational Institution	FY2005	FY2007	FY2009	FY2011	FY2014	FY2015	Percent Change in Annual R&D 2005 versus 2015
University of Pennsylvania	677,386	668,105	758,159	886,036	828,350	864,068	28%
Princeton University	212,723	198,945	212,510	263,335	293,274	279,851	32%
Temple University	86,646	90,773	111,421	134,533	224,101	227,468	163%
Drexel University	93,323	98,010	105,020	115,020	131,170	128,027	37%
Thomas Jefferson University	107,388	107,288	101,188	104,923	118,378	119,631	11%
Villanova University	8,475	10,962	9,919	10,044	13,700	14,512	71%
Bryn Mawr College	5,717	4,640	7,296	8,388	9,143	11,692	105%
Rowan University	7,881	7,569	6,950	3,247	8,202	8,044	2%
Rutgers-Camden	NA	NA	NA	5,079	4,919	5,123	n/a
West Chester University	3,701	2,649	3,064	8,103	2,793	5,009	35%
University of the Sciences Philadelphia	704	1,449	1,800	3,504	2,922	4,076	479%
Swarthmore College	2,676	2,137	3,067	2,994	3,528	2,943	10%
Haverford College	1,259	1,182	1,870	2,765	2,546	2,633	109%
Philadelphia College of Osteopathic Medicine	973	1,754	1,223	2,401	2,209	2,561	163%
St. Joseph's University	6,394	6,801	2,782	3,073	1,988	2,093	-67%
Rider University	1,096	1,330	1,550	1,672	1,793	1,726	57%
La Salle University	NA	3,208	2,851	1,460	1,039	1,079	n/a
Regional Total	1,216,342	1,206,802	1,330,670	1,556,577	1,650,055	1,680,536	38%
Percentage of National Total	2.90%	2.60%	2.60%	2.40%	2.50%	2.40%	-0.40%

Note: Numbers are in thousands of dollars.

The HERD survey is an annual census of all known eligible research-performing universities and colleges that collects R&D expenditures for an academic fiscal year. Source: National Science Foundation, National Center for Science and Engineering Statistics, Higher Education Research & Development (HERD) Survey, July 2017.

## Passenger Activity at PHL

A thriving aviation system is critical to regional economic vitality and prosperity. Table 19 provides data on passenger activity at PHL between 2006 and April 2017, 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.

In 2015, PHL ranked as the 14th-busiest airport in the nation with regard to aircraft movements and 19th 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 2016, PHL had approximately 30.1 million enplaned passengers, a slight decrease from the previous year. Passenger traffic at PHL remains below where it was in the peak year for traffic in 2007, with the decrease likely attributable to both the economic downturn and a cutback in Southwest Airlines flights. Prior to the downturn, PHL had seen a significant increase in passenger activity between 2003 and 2005, coinciding with Southwest Airlines initiating service in Philadelphia. New international service to Iceland began in May 2017 and Alaska Airlines added new domestic service in May 2017.

**Table 19: Passenger Activity at Philadelphia International Airport**

Year	Domestic Passengers	International Passengers	Total Passenger Traffic	Plane Movements
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
2016	25,963,459	4,191,631	30,155,090	394,022
<b>Change 2006–2016</b>	<b>-7%</b>	<b>5%</b>	<b>-5%</b>	<b>-24%</b>
2017 (as of April 30)	7,811,964	1,135,398	8,947,362	115,735

Source: www.phl.org, Aviation Activity Reports, 2016. Site accessed July 7, 2017.

## Air Cargo and Mail Passing through PHL

Table 20 provides data on air cargo and air mail passing through PHL annually between 2006 and April 2017. While the tonnage of air cargo declined by 26 percent between 2006 and 2016, total air mail increased by 19 percent. The table also provides data on outbound and inbound international mail and freight.

**Table 20: 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	Inbound International Mail	Outbound International Mail
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
2016	422,061	68,939	64,394	23,748	283	469
<b>Change 2006–2016</b>	<b>-26%</b>	<b>-8%</b>	<b>5%</b>	<b>19%</b>	<b>56%</b>	<b>-47%</b>
2017(as of April 30thst)	132,441	23,486	23,432	8,320	40	140

Source: www.phil.org, Aviation Activity Report, April 2017 and December 2016. July 2017.

## 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 21 provides the combined tonnage of domestic and foreign cargo of ports in the nation's largest Metropolitan Statistical Areas (MSAs). This port activity data comes from the U.S. Army Corps of Engineers Principal Ports file. The Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metro Area is a close, but not exact, match to the DVRPC region, adding Salem County, New Jersey; Cecil County, Maryland; and New Castle County, Delaware; while not including Mercer County, in New Jersey. The Principal Port file provides tonnage of domestic and foreign trade for the top 150 ports in the nation and these were matched to their corresponding MSAs for this analysis. Although the tonnage of materials moving through the region's maritime ports decreased by 28 percent between 2004 and 2015, the region's ports continues to rank fourth nationally in total combined tonnage.

**Table 21: Total Combined Tonnage of Domestic and Foreign Maritime Trade**

Metropolitan Area	2004	2007	2010	2015	Percent Change 2004–2015
Houston-The Woodlands-Sugar Land, TX	312,351,516	312,239,645	324,348,825	315,370,926	1%
Los Angeles-Long Beach-Anaheim, CA	131,997,860	151,441,527	137,821,391	138,352,437	5%
New York-Newark-Jersey City, NY-NJ-PA	156,042,834	159,565,919	141,189,337	128,824,833	-17%
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	115,052,543	121,679,501	88,913,600	82,971,264	-28%
San Francisco-Oakland-Hayward, CA	52,804,173	57,666,548	50,970,692	49,946,899	-5%
Chicago-Naperville-Elgin, IL-IN-WI	62,612,706	55,278,316	43,717,674	46,940,262	-25%
Seattle-Tacoma-Bellevue, WA	33,386,972	32,124,597	30,772,951	46,831,894	40%
St. Louis, MO-IL Metro Area	44,361,994	44,935,376	44,737,545	40,854,942	-8%
Baltimore-Columbia-Towson, MD	47,399,120	41,250,672	39,629,187	39,403,769	-17%
Tampa-St. Petersburg-Clearwater, FL Metro Area	57,146,114	50,337,467	37,490,250	38,012,008	-33%
Miami-Fort Lauderdale-West Palm Beach, FL	38,801,006	34,812,128	29,567,173	33,187,940	-14%
Portland-Vancouver-Hillsboro, OR-WA	36,968,224	40,827,307	34,339,792	27,068,815	-27%
Pittsburgh, PA	41,034,808	38,086,035	33,843,362	26,368,698	-36%
Detroit-Warren-Dearborn, MI	27,577,888	23,521,165	21,394,694	21,637,205	-22%
Boston-Cambridge-Newton, MA-NH	25,796,721	22,370,438	19,091,378	16,843,278	-35%
Minneapolis-St. Paul-Bloomington, MN-WI	6,437,114	4,133,478	4,753,808	5,279,420	-18%
San Diego-Carlsbad, CA Metro Area	3,107,232	2,415,965	1,324,883	1,454,921	-53%
<b>Total Tonnage at Selected Major Port Areas</b>	<b>1,192,878,825</b>	<b>1,192,686,084</b>	<b>1,083,906,542</b>	<b>1,059,349,511</b>	<b>-11%</b>

Source: Delaware Valley Regional Planning Commission based on an analysis of US Army Corps of Engineers Principal Port data, July 2017. Note: 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 22 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 22: 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%
<b>Total</b>	<b>432.7</b>	<b>\$488,434</b>	<b>362.0</b>	<b>\$449,508</b>	<b>353.6</b>	<b>\$543,295</b>	<b>-79.1</b>	<b>-18%</b>	<b>\$54,861</b>	<b>11%</b>

Note: All numbers are in millions; values are in 2007 dollars. Whole numbers may not add due to rounding. Table reviewed July 2017. Data shown is the latest available at the time of the 2017 annual update. Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, Freight Analysis Framework Version 3, September 2016.

## 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 23 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 23, US EDA has provided funding (totaling approximately \$3 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) as well as key nonprofit partners in the region's core cities.

## 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 current 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/](http://www.dvrpc.org/TIP/).

**Table 23: 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
Cooper's Ferry/City of Camden	Key transportation connections	2016	\$1,469,347	\$367,337
Mid-Atlantic Trade Adjustment Assistance Center*	Trade adjustment assistance for import-impacted firms	2017	\$1,200,000	\$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: U.S. Economic Development Administration (EDA), August 2017.

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 update, 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 2017 CEDS, the CEDS Review Committee was asked to update the status of projects included on the 2016 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 332 separate projects, many 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 north of \$13.65 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 2018, DVRPC will again manage the Greater Philadelphia regional CEDS and coordinate ongoing economic development efforts, including the preparation of the required 2018 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.



A horizontal banner with a dark green background on the right and a lighter green background on the left. The left side features several overlapping, semi-transparent circular and curved shapes in various shades of green, creating an abstract, organic pattern. The text "Appendix A" is centered in the dark green area.

# Appendix A



# Appendix A: Municipalities in Greater Philadelphia



Source: DVRPC, 2017







# 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

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# Appendix C

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## Appendix C: US EDA's Eligible Thresholds Census Tracts

Municipality	Census Tract	Unemployment Rate	Based on Employment?	Per Capita Income (dollars)	Based on Income?
Abington Township	2016.04	10.0%	Yes	\$28,838	No
Ambler Borough	2013.02	11.9%	Yes	\$28,025	No
Ambler Borough	2013.01	11.4%	Yes	\$35,367	No
Aston Township	4069.02	10.4%	Yes	\$28,140	No
Barrington Borough	6067	11.0%	Yes	\$30,048	No
Bellmawr Borough	6070	14.8%	Yes	\$22,810	Yes
Bellmawr Borough	6111	10.9%	Yes	\$24,205	No
Bellmawr Borough	6068	10.6%	Yes	\$25,723	No
Bensalem Township	1001.03	13.2%	Yes	\$24,598	No
Bensalem Township	1002.07	10.6%	Yes	\$24,863	No
Bensalem Township	1001.04	10.2%	Yes	\$25,343	No
Bensalem Township	1002.01	9.7%	Yes	\$25,881	No
Bensalem Township	1002.08	9.4%	Yes	\$21,212	Yes
Berlin Borough	6087	11.3%	Yes	\$35,400	No
Berlin Township	6088	11.2%	Yes	\$27,436	No
Beverly City	7009	15.2%	Yes	\$24,210	No
Bridgeton Township	1038	11.8%	Yes	\$33,272	No
Bristol Borough	1005	11.9%	Yes	\$24,667	No
Bristol Borough	1007	6.6%	No	\$20,159	Yes
Bristol Township	1003.07	15.8%	Yes	\$23,324	No
Bristol Township	1003.04	12.2%	Yes	\$21,877	Yes
Bristol Township	1003.03	11.8%	Yes	\$21,381	Yes
Bristol Township	1003.02	11.5%	Yes	\$25,132	No
Bristol Township	1004.02	9.7%	Yes	\$23,761	No
Bristol Township	1004.03	9.4%	Yes	\$22,142	Yes
Brookhaven Borough	4062.01	13.1%	Yes	\$29,887	No
Brooklawn Borough	6053	11.1%	Yes	\$25,822	No
Burlington City	7012.04	26.1%	Yes	\$22,901	Yes
Burlington City	7012.05	10.7%	Yes	\$28,993	No
Burlington Township	7011.02	11.3%	Yes	\$37,742	No
Burlington Township	7011.03	10.4%	Yes	\$31,115	No
Camden City	6008	32.9%	Yes	\$10,076	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Camden City	6104	29.6%	Yes	\$9,556	Yes
Camden City	6004	26.3%	Yes	\$12,987	Yes
Camden City	6013	24.4%	Yes	\$11,053	Yes
Camden City	6014	23.7%	Yes	\$14,032	Yes
Camden City	6016	23.3%	Yes	\$13,415	Yes
Camden City	6002	22.4%	Yes	\$16,653	Yes
Camden City	6009	22.4%	Yes	\$11,532	Yes
Camden City	6017	21.3%	Yes	\$9,688	Yes
Camden City	6019	19.2%	Yes	\$10,567	Yes
Camden City	6020	18.6%	Yes	\$14,490	Yes
Camden City	6007	18.2%	Yes	\$18,883	Yes
Camden City	6011.02	17.2%	Yes	\$14,630	Yes
Camden City	6011.01	17.2%	Yes	\$13,394	Yes
Camden City	6103	16.1%	Yes	\$21,110	Yes
Camden City	6015	15.3%	Yes	\$13,658	Yes
Camden City	6018	14.5%	Yes	\$13,123	Yes
Camden City	6012	14.3%	Yes	\$16,708	Yes
Camden City	6010	11.9%	Yes	\$14,997	Yes
Cheltenham Township	2026.04	10.9%	Yes	\$43,511	No
Cheltenham Township	2023.01	10.6%	Yes	\$52,838	No
Cheltenham Township	2022.01	9.5%	Yes	\$33,527	No
Cheltenham Township	2024.02	9.3%	Yes	\$38,609	No
Cheltenham Township	2024.01	9.0%	No	\$22,761	Yes
Cherry Hill Township	6033.03	13.7%	Yes	\$28,592	No
Cherry Hill Township	6032	11.4%	Yes	\$44,943	No
Cherry Hill Township	6037	11.0%	Yes	\$30,619	No
Cherry Hill Township	6034	10.7%	Yes	\$33,148	No
Cherry Hill Township	6035.05	10.0%	Yes	\$34,637	No
Cherry Hill Township	6033.01	9.7%	Yes	\$33,782	No
Chesilhurst Borough	6090	12.9%	Yes	\$22,668	Yes
Chester City	4049	26.7%	Yes	\$14,315	Yes
Chester City	4048	25.7%	Yes	\$12,695	Yes
Chester City	4050	23.3%	Yes	\$18,194	Yes
Chester City	4045	22.6%	Yes	\$15,503	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Chester City	4053	21.3%	Yes	\$18,154	Yes
Chester City	4052	20.5%	Yes	\$12,632	Yes
Chester City	4107	20.3%	Yes	\$11,229	Yes
Chester City	4054	18.2%	Yes	\$15,651	Yes
Chester City	4044	18.0%	Yes	\$19,489	Yes
Chester City	4051	17.9%	Yes	\$15,475	Yes
Chester City	4046	17.7%	Yes	\$16,639	Yes
Chester City	4047	11.2%	Yes	\$12,217	Yes
Chester Township	4064.01	15.0%	Yes	\$18,574	Yes
Chester Township	4064.02	9.5%	Yes	\$16,063	Yes
Cinnaminson Township	7003.06	9.8%	Yes	\$37,951	No
Clementon Borough	6086	11.2%	Yes	\$24,370	No
Coatesville City	3056	19.0%	Yes	\$12,033	Yes
Coatesville City	3054	17.8%	Yes	\$16,089	Yes
Coatesville City	3055	13.3%	Yes	\$16,844	Yes
Coatesville City	3057	11.2%	Yes	\$23,714	No
Collingdale Borough	4031.04	15.4%	Yes	\$16,656	Yes
Collingdale Borough	4031.03	11.0%	Yes	\$24,032	No
Colwyn Borough	4027	10.5%	Yes	\$17,250	Yes
Conshohocken Borough	2041.01	9.4%	Yes	\$36,984	No
Darby Borough	4025	16.3%	Yes	\$17,449	Yes
Darby Borough	4026	14.3%	Yes	\$14,512	Yes
Darby Borough	4024	13.4%	Yes	\$12,234	Yes
Darby Township	4030.02	15.3%	Yes	\$24,675	No
Darby Township	4029	14.5%	Yes	\$19,257	Yes
Delran Township	7006.02	12.4%	Yes	\$38,191	No
Deptford Township	5011.07	11.4%	Yes	\$28,370	No
Downingtown Borough	3041.01	10.2%	Yes	\$31,194	No
East Goshen Township	3028.03	10.6%	Yes	\$47,870	No
East Windsor Township	44.06	11.7%	Yes	\$35,660	No
Eddystone Borough	4043	13.1%	Yes	\$18,240	Yes
Elk Township	5019	14.2%	Yes	\$30,073	No
Evesham Township	7040.06	11.3%	Yes	\$40,860	No
Ewing Township	34	15.9%	Yes	\$25,944	No
Ewing Township	36.02	14.7%	Yes	\$26,617	No

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Ewing Township	37.03	11.0%	Yes	\$22,813	Yes
Ewing Township	37.05	10.2%	Yes	\$39,248	No
Falls Township	1058.05	10.1%	Yes	\$27,546	No
Folcroft Borough	4034.01	11.3%	Yes	\$24,867	No
Folcroft Borough	4034.02	9.1%	No	\$18,977	Yes
Franklin Township	5017.04	12.2%	Yes	\$23,566	No
Franklin Township	5017.02	12.1%	Yes	\$31,895	No
Franklin Township	5017.01	9.9%	Yes	\$36,571	No
Glassboro Borough	5014.02	17.4%	Yes	\$17,432	Yes
Glassboro Borough	5014.06	14.0%	Yes	\$25,311	No
Glassboro Borough	5014.04	13.8%	Yes	\$9,668	Yes
Gloucester City	6051	10.4%	Yes	\$27,723	No
Gloucester City	6110	10.2%	Yes	\$19,662	Yes
Gloucester Township	6084.04	14.4%	Yes	\$34,645	No
Gloucester Township	6083.02	12.7%	Yes	\$24,867	No
Gloucester Township	6082.09	10.9%	Yes	\$31,562	No
Gloucester Township	6082.1	10.3%	Yes	\$24,742	No
Gloucester Township	6083.03	9.4%	Yes	\$28,248	No
Hamilton Township	25	18.0%	Yes	\$26,943	No
Hamilton Township	27.01	14.4%	Yes	\$23,460	No
Hamilton Township	28	14.0%	Yes	\$19,985	Yes
Hamilton Township	26.01	13.1%	Yes	\$21,236	Yes
Hamilton Township	29.02	11.6%	Yes	\$26,714	No
Hamilton Township	27.02	9.6%	Yes	\$26,753	No
Hamilton Township	30.01	9.3%	Yes	\$41,743	No
Hatboro Borough	2004.01	10.4%	Yes	\$33,914	No
Hatboro Borough	2004.02	9.8%	Yes	\$32,336	No
Hilltown Township	1021.04	9.6%	Yes	\$38,628	No
Lansdale Borough	2009.02	10.6%	Yes	\$24,864	No
Lansdale Borough	2009.01	9.6%	Yes	\$28,421	No
Lansdowne Borough	4018	9.3%	Yes	\$27,761	No
Lawnside Borough	6065	21.3%	Yes	\$27,374	No
Lawrence Township	32.01	10.4%	Yes	\$29,039	No
Limerick Township	2086.04	9.5%	Yes	\$37,852	No

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Lindenwold Borough	6078.01	15.1%	Yes	\$20,311	Yes
Lindenwold Borough	6077.02	13.7%	Yes	\$23,614	No
Lindenwold Borough	6077.01	7.9%	No	\$16,993	Yes
Lower Chichester Township	4067	15.7%	Yes	\$20,640	Yes
Lower Oxford Township	3079	6.8%	No	\$19,333	Yes
Lower Pottsgrove Township	2087.04	10.6%	Yes	\$26,750	No
Lower Salford Township	2070.04	9.5%	Yes	\$32,357	No
Lumberton Township	7031.03	11.1%	Yes	\$30,314	No
Magnolia Borough	6073	12.8%	Yes	\$25,510	No
Maple Shade Township	7004.03	11.4%	Yes	\$27,469	No
Maple Shade Township	7004.05	10.3%	Yes	\$30,746	No
Marcus Hook Borough	4066	19.6%	Yes	\$16,526	Yes
Merchantville Borough	6031	10.0%	Yes	\$37,257	No
Middletown Township	1060	12.3%	Yes	\$33,125	No
Middletown Township	4072.01	10.5%	Yes	\$52,182	No
Monroe Township	5016.05	12.6%	Yes	\$29,148	No
Monroe Township	5016.04	12.5%	Yes	\$26,512	No
Monroe Township	5016.03	11.6%	Yes	\$29,206	No
Monroe Township	5016.09	9.6%	Yes	\$38,686	No
Monroe Township	5016.06	9.6%	Yes	\$36,172	No
Morrisville Borough	1057.02	9.9%	Yes	\$34,450	No
Mount Ephraim Borough	6054	15.1%	Yes	\$29,189	No
Mount Holly Township	7046	16.8%	Yes	\$26,188	No
Mount Holly Township	7026.01	12.6%	Yes	\$31,090	No
Mount Laurel Township	7029.08	10.6%	Yes	\$55,308	No
Mount Laurel Township	7029.13	9.7%	Yes	\$37,627	No
Mount Laurel Township	7029.14	9.7%	Yes	\$36,677	No
National Park Borough	5003	11.1%	Yes	\$24,482	No
New Britain Borough	1048	14.4%	Yes	\$27,858	No
New Hanover Township	7048.01	9.1%	No	\$19,765	Yes
Norristown Borough	2038.04	16.3%	Yes	\$15,678	Yes
Norristown Borough	2036.01	14.3%	Yes	\$15,062	Yes
Norristown Borough	2038.03	13.3%	Yes	\$18,688	Yes
Norristown Borough	2039.01	13.3%	Yes	\$14,261	Yes
Norristown Borough	2038.01	13.2%	Yes	\$19,501	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Norristown Borough	2036.02	11.3%	Yes	\$25,818	No
Norristown Borough	2039.02	10.0%	Yes	\$25,608	No
North Coventry Township	3014.01	9.7%	Yes	\$34,858	No
North Hanover Township	7045	12.8%	Yes	\$27,954	No
North Hanover Township	7021.01	10.7%	Yes	\$18,019	Yes
Norwood Borough	4036.01	9.4%	Yes	\$26,665	No
Oaklyn Borough	6046	10.3%	Yes	\$33,310	No
Oxford Borough	3080	9.5%	Yes	\$21,307	Yes
Palmyra Borough	7001.03	13.9%	Yes	\$41,318	No
Palmyra Borough	7001.04	11.7%	Yes	\$23,081	Yes
Parkside Borough	4061	11.1%	Yes	\$23,779	No
Paulsboro Borough	5004	18.9%	Yes	\$19,550	Yes
Pemberton Township	7022.04	18.7%	Yes	\$24,050	No
Pemberton Township	7022.07	18.1%	Yes	\$24,576	No
Pemberton Township	7022.09	14.8%	Yes	\$23,582	No
Pemberton Township	7022.08	12.0%	Yes	\$28,348	No
Pemberton Township	7022.03	9.7%	Yes	\$32,733	No
Pemberton Township	7022.06	9.4%	Yes	\$29,312	No
Penndel Borough	1011	12.4%	Yes	\$22,800	Yes
Pennsauken Township	6106	16.8%	Yes	\$27,742	No
Pennsauken Township	6105	14.1%	Yes	\$22,968	Yes
Pennsauken Township	6030.02	14.0%	Yes	\$22,372	Yes
Pennsauken Township	6029.02	11.7%	Yes	\$26,328	No
Pennsauken Township	6030.01	9.6%	Yes	\$32,090	No
Pennsauken Township	6025.03	9.5%	Yes	\$22,391	Yes
Pennsauken Township	6108	8.5%	No	\$20,791	Yes
Philadelphia City	62	12.6%	Yes	\$16,241	Yes
Philadelphia City	9891	77.3%	Yes	\$6,446	Yes
Philadelphia City	167.01	46.0%	Yes	\$15,268	Yes
Philadelphia City	199	41.8%	Yes	\$9,878	Yes
Philadelphia City	177.01	39.3%	Yes	\$9,082	Yes
Philadelphia City	284	37.0%	Yes	\$12,150	Yes
Philadelphia City	82	35.0%	Yes	\$18,207	Yes
Philadelphia City	283	35.0%	Yes	\$14,357	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	195.01	34.0%	Yes	\$7,566	Yes
Philadelphia City	106	33.6%	Yes	\$9,705	Yes
Philadelphia City	69	33.0%	Yes	\$10,835	Yes
Philadelphia City	151.02	31.9%	Yes	\$13,191	Yes
Philadelphia City	383	31.7%	Yes	\$8,812	Yes
Philadelphia City	70	31.6%	Yes	\$14,661	Yes
Philadelphia City	285	31.0%	Yes	\$14,693	Yes
Philadelphia City	33	30.8%	Yes	\$14,140	Yes
Philadelphia City	381	30.3%	Yes	\$13,305	Yes
Philadelphia City	169.01	29.9%	Yes	\$13,609	Yes
Philadelphia City	174	29.7%	Yes	\$12,174	Yes
Philadelphia City	247	29.5%	Yes	\$10,735	Yes
Philadelphia City	165	29.1%	Yes	\$20,959	Yes
Philadelphia City	72	28.3%	Yes	\$16,589	Yes
Philadelphia City	299	28.0%	Yes	\$13,045	Yes
Philadelphia City	277	27.9%	Yes	\$17,209	Yes
Philadelphia City	203	27.9%	Yes	\$12,910	Yes
Philadelphia City	192	27.8%	Yes	\$9,731	Yes
Philadelphia City	201.02	27.7%	Yes	\$15,952	Yes
Philadelphia City	56	27.5%	Yes	\$18,306	Yes
Philadelphia City	179	27.3%	Yes	\$11,695	Yes
Philadelphia City	177.02	27.3%	Yes	\$8,860	Yes
Philadelphia City	205	27.2%	Yes	\$13,467	Yes
Philadelphia City	195.02	27.1%	Yes	\$8,627	Yes
Philadelphia City	132	26.9%	Yes	\$14,936	Yes
Philadelphia City	63	26.9%	Yes	\$13,889	Yes
Philadelphia City	103	26.7%	Yes	\$14,872	Yes
Philadelphia City	390	26.7%	Yes	\$14,127	Yes
Philadelphia City	175	26.7%	Yes	\$10,804	Yes
Philadelphia City	166	26.6%	Yes	\$12,709	Yes
Philadelphia City	245	26.3%	Yes	\$14,967	Yes
Philadelphia City	202	26.2%	Yes	\$16,107	Yes
Philadelphia City	178	26.2%	Yes	\$10,044	Yes
Philadelphia City	188	25.9%	Yes	\$9,139	Yes
Philadelphia City	152	25.9%	Yes	\$7,950	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	176.02	25.7%	Yes	\$8,181	Yes
Philadelphia City	84	25.3%	Yes	\$13,733	Yes
Philadelphia City	274.01	24.8%	Yes	\$14,512	Yes
Philadelphia City	95	24.4%	Yes	\$13,263	Yes
Philadelphia City	111	24.4%	Yes	\$12,381	Yes
Philadelphia City	83.01	24.0%	Yes	\$16,742	Yes
Philadelphia City	190	23.9%	Yes	\$12,189	Yes
Philadelphia City	200	23.8%	Yes	\$13,342	Yes
Philadelphia City	117	23.7%	Yes	\$17,690	Yes
Philadelphia City	274.02	23.7%	Yes	\$14,436	Yes
Philadelphia City	104	23.6%	Yes	\$14,635	Yes
Philadelphia City	279.01	23.5%	Yes	\$13,838	Yes
Philadelphia City	241	23.2%	Yes	\$15,921	Yes
Philadelphia City	280	23.0%	Yes	\$16,317	Yes
Philadelphia City	101	22.9%	Yes	\$17,377	Yes
Philadelphia City	300	22.3%	Yes	\$14,492	Yes
Philadelphia City	259	22.1%	Yes	\$21,896	Yes
Philadelphia City	302	22.1%	Yes	\$18,489	Yes
Philadelphia City	288	22.1%	Yes	\$12,640	Yes
Philadelphia City	65	22.0%	Yes	\$16,584	Yes
Philadelphia City	162	22.0%	Yes	\$10,759	Yes
Philadelphia City	279.02	21.9%	Yes	\$11,154	Yes
Philadelphia City	197	21.9%	Yes	\$10,377	Yes
Philadelphia City	278	21.7%	Yes	\$20,360	Yes
Philadelphia City	37.01	21.7%	Yes	\$16,629	Yes
Philadelphia City	81.01	21.3%	Yes	\$26,151	No
Philadelphia City	141	21.3%	Yes	\$19,505	Yes
Philadelphia City	36	21.3%	Yes	\$12,857	Yes
Philadelphia City	266	21.2%	Yes	\$20,339	Yes
Philadelphia City	198	21.2%	Yes	\$10,897	Yes
Philadelphia City	67	21.1%	Yes	\$13,722	Yes
Philadelphia City	96	21.0%	Yes	\$13,580	Yes
Philadelphia City	74	20.9%	Yes	\$15,242	Yes
Philadelphia City	172.01	20.9%	Yes	\$13,111	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	298	20.8%	Yes	\$15,248	Yes
Philadelphia City	149	20.7%	Yes	\$15,627	Yes
Philadelphia City	32	20.7%	Yes	\$13,374	Yes
Philadelphia City	338	20.6%	Yes	\$20,625	Yes
Philadelphia City	37.02	20.6%	Yes	\$16,138	Yes
Philadelphia City	80	20.5%	Yes	\$18,732	Yes
Philadelphia City	382	20.5%	Yes	\$17,792	Yes
Philadelphia City	94	20.5%	Yes	\$14,345	Yes
Philadelphia City	289.02	20.4%	Yes	\$11,345	Yes
Philadelphia City	163	20.3%	Yes	\$9,294	Yes
Philadelphia City	286	20.2%	Yes	\$12,474	Yes
Philadelphia City	276	20.1%	Yes	\$17,308	Yes
Philadelphia City	294	20.0%	Yes	\$9,071	Yes
Philadelphia City	248	19.8%	Yes	\$17,663	Yes
Philadelphia City	291	19.8%	Yes	\$11,815	Yes
Philadelphia City	272	19.7%	Yes	\$24,706	No
Philadelphia City	73	19.6%	Yes	\$19,265	Yes
Philadelphia City	81.02	19.6%	Yes	\$15,710	Yes
Philadelphia City	353.02	19.4%	Yes	\$28,042	No
Philadelphia City	311.01	19.4%	Yes	\$15,562	Yes
Philadelphia City	252	19.3%	Yes	\$15,376	Yes
Philadelphia City	93	19.3%	Yes	\$14,454	Yes
Philadelphia City	41.01	19.2%	Yes	\$14,131	Yes
Philadelphia City	264	19.1%	Yes	\$27,085	No
Philadelphia City	171	19.0%	Yes	\$15,277	Yes
Philadelphia City	191	19.0%	Yes	\$14,598	Yes
Philadelphia City	273	18.8%	Yes	\$17,183	Yes
Philadelphia City	261	18.6%	Yes	\$26,170	No
Philadelphia City	204	18.6%	Yes	\$14,377	Yes
Philadelphia City	71.01	18.6%	Yes	\$13,308	Yes
Philadelphia City	42.01	18.4%	Yes	\$22,929	Yes
Philadelphia City	293	18.4%	Yes	\$10,471	Yes
Philadelphia City	119	18.3%	Yes	\$18,772	Yes
Philadelphia City	301	18.3%	Yes	\$17,217	Yes
Philadelphia City	275	18.3%	Yes	\$17,054	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	321	18.1%	Yes	\$14,640	Yes
Philadelphia City	71.02	17.8%	Yes	\$14,408	Yes
Philadelphia City	169.02	17.8%	Yes	\$12,509	Yes
Philadelphia City	156	17.8%	Yes	\$11,484	Yes
Philadelphia City	253	17.6%	Yes	\$20,452	Yes
Philadelphia City	161	17.6%	Yes	\$20,039	Yes
Philadelphia City	85	17.6%	Yes	\$13,587	Yes
Philadelphia City	389	17.5%	Yes	\$23,120	Yes
Philadelphia City	267	17.5%	Yes	\$17,761	Yes
Philadelphia City	105	17.5%	Yes	\$12,721	Yes
Philadelphia City	66	17.5%	Yes	\$12,443	Yes
Philadelphia City	269	17.4%	Yes	\$24,544	No
Philadelphia City	292	17.4%	Yes	\$19,609	Yes
Philadelphia City	305.01	17.4%	Yes	\$14,308	Yes
Philadelphia City	289.01	17.4%	Yes	\$10,652	Yes
Philadelphia City	176.01	17.4%	Yes	\$10,225	Yes
Philadelphia City	83.02	17.3%	Yes	\$16,483	Yes
Philadelphia City	31	17.2%	Yes	\$17,377	Yes
Philadelphia City	281	17.2%	Yes	\$14,931	Yes
Philadelphia City	151.01	17.2%	Yes	\$12,960	Yes
Philadelphia City	160	17.1%	Yes	\$25,520	No
Philadelphia City	364	17.0%	Yes	\$25,828	No
Philadelphia City	287	16.9%	Yes	\$12,463	Yes
Philadelphia City	108	16.9%	Yes	\$9,539	Yes
Philadelphia City	107	16.9%	Yes	\$9,277	Yes
Philadelphia City	242	16.8%	Yes	\$19,455	Yes
Philadelphia City	244	16.7%	Yes	\$17,781	Yes
Philadelphia City	282	16.7%	Yes	\$17,050	Yes
Philadelphia City	167.02	16.7%	Yes	\$11,049	Yes
Philadelphia City	238	16.6%	Yes	\$28,130	No
Philadelphia City	305.02	16.5%	Yes	\$14,878	Yes
Philadelphia City	379	16.2%	Yes	\$22,635	Yes
Philadelphia City	118	16.2%	Yes	\$22,078	Yes
Philadelphia City	60	16.2%	Yes	\$19,551	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	102	16.1%	Yes	\$12,074	Yes
Philadelphia City	263.01	16.0%	Yes	\$19,750	Yes
Philadelphia City	139	16.0%	Yes	\$12,592	Yes
Philadelphia City	183	15.9%	Yes	\$27,020	No
Philadelphia City	335	15.9%	Yes	\$21,687	Yes
Philadelphia City	263.02	15.9%	Yes	\$18,027	Yes
Philadelphia City	378	15.8%	Yes	\$30,345	No
Philadelphia City	260	15.7%	Yes	\$22,836	Yes
Philadelphia City	318	15.5%	Yes	\$16,467	Yes
Philadelphia City	271	15.4%	Yes	\$17,996	Yes
Philadelphia City	40.02	15.3%	Yes	\$27,029	No
Philadelphia City	308	15.3%	Yes	\$21,860	Yes
Philadelphia City	180.01	15.2%	Yes	\$27,047	No
Philadelphia City	21	15.2%	Yes	\$26,905	No
Philadelphia City	330	15.2%	Yes	\$16,914	Yes
Philadelphia City	120	15.1%	Yes	\$23,424	No
Philadelphia City	153	15.0%	Yes	\$9,094	Yes
Philadelphia City	220	14.9%	Yes	\$40,466	No
Philadelphia City	309	14.9%	Yes	\$14,441	Yes
Philadelphia City	339	14.6%	Yes	\$22,739	Yes
Philadelphia City	113	14.4%	Yes	\$14,875	Yes
Philadelphia City	377	14.4%	Yes	\$8,903	Yes
Philadelphia City	131	14.3%	Yes	\$25,253	No
Philadelphia City	20	14.1%	Yes	\$22,153	Yes
Philadelphia City	312	14.1%	Yes	\$16,519	Yes
Philadelphia City	326	14.0%	Yes	\$18,302	Yes
Philadelphia City	243	14.0%	Yes	\$18,123	Yes
Philadelphia City	146	14.0%	Yes	\$14,350	Yes
Philadelphia City	168	14.0%	Yes	\$14,333	Yes
Philadelphia City	249	14.0%	Yes	\$13,839	Yes
Philadelphia City	25	13.9%	Yes	\$35,721	No
Philadelphia City	27.02	13.9%	Yes	\$33,551	No
Philadelphia City	334	13.9%	Yes	\$21,138	Yes
Philadelphia City	138	13.9%	Yes	\$17,389	Yes
Philadelphia City	164	13.8%	Yes	\$9,868	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	307	13.7%	Yes	\$17,830	Yes
Philadelphia City	145	13.7%	Yes	\$15,419	Yes
Philadelphia City	110	13.7%	Yes	\$14,448	Yes
Philadelphia City	42.02	13.6%	Yes	\$18,800	Yes
Philadelphia City	270	13.5%	Yes	\$24,999	No
Philadelphia City	311.02	13.5%	Yes	\$17,658	Yes
Philadelphia City	140	13.5%	Yes	\$15,986	Yes
Philadelphia City	316	13.4%	Yes	\$20,249	Yes
Philadelphia City	64	13.3%	Yes	\$16,577	Yes
Philadelphia City	333	13.2%	Yes	\$24,645	No
Philadelphia City	5	13.2%	Yes	\$22,575	Yes
Philadelphia City	6	13.1%	Yes	\$40,241	No
Philadelphia City	201.01	13.1%	Yes	\$16,378	Yes
Philadelphia City	363.03	13.0%	Yes	\$27,592	No
Philadelphia City	133	12.9%	Yes	\$33,018	No
Philadelphia City	329	12.9%	Yes	\$21,794	Yes
Philadelphia City	98.01	12.9%	Yes	\$20,672	Yes
Philadelphia City	246	12.9%	Yes	\$13,374	Yes
Philadelphia City	180.02	12.8%	Yes	\$24,791	No
Philadelphia City	313	12.8%	Yes	\$15,692	Yes
Philadelphia City	100	12.7%	Yes	\$16,353	Yes
Philadelphia City	268	12.6%	Yes	\$21,585	Yes
Philadelphia City	315.01	12.6%	Yes	\$20,170	Yes
Philadelphia City	30.02	12.5%	Yes	\$21,060	Yes
Philadelphia City	342	12.4%	Yes	\$29,206	No
Philadelphia City	348.02	12.3%	Yes	\$23,593	No
Philadelphia City	115	12.3%	Yes	\$21,395	Yes
Philadelphia City	310	12.3%	Yes	\$16,364	Yes
Philadelphia City	172.02	12.3%	Yes	\$11,958	Yes
Philadelphia City	375	12.2%	Yes	\$29,812	No
Philadelphia City	86.01	12.2%	Yes	\$28,103	No
Philadelphia City	361	12.2%	Yes	\$24,803	No
Philadelphia City	147	12.1%	Yes	\$10,386	Yes
Philadelphia City	55	12.0%	Yes	\$22,616	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	137	11.9%	Yes	\$23,084	Yes
Philadelphia City	40.01	11.8%	Yes	\$26,137	No
Philadelphia City	306	11.8%	Yes	\$21,002	Yes
Philadelphia City	144	11.7%	Yes	\$21,130	Yes
Philadelphia City	158	11.6%	Yes	\$31,368	No
Philadelphia City	323	11.6%	Yes	\$19,912	Yes
Philadelphia City	325	11.6%	Yes	\$17,875	Yes
Philadelphia City	254	11.4%	Yes	\$31,058	No
Philadelphia City	380	11.4%	Yes	\$19,012	Yes
Philadelphia City	90	11.3%	Yes	\$7,748	Yes
Philadelphia City	331.01	11.2%	Yes	\$26,322	No
Philadelphia City	376	11.2%	Yes	\$25,705	No
Philadelphia City	77	11.2%	Yes	\$15,525	Yes
Philadelphia City	122.04	11.0%	Yes	\$31,311	No
Philadelphia City	314.02	11.0%	Yes	\$15,639	Yes
Philadelphia City	262	10.8%	Yes	\$25,581	No
Philadelphia City	290	10.8%	Yes	\$13,916	Yes
Philadelphia City	27.01	10.7%	Yes	\$21,007	Yes
Philadelphia City	54	10.6%	Yes	\$33,567	No
Philadelphia City	207	10.5%	Yes	\$31,045	No
Philadelphia City	265	10.5%	Yes	\$16,487	Yes
Philadelphia City	357.01	10.4%	Yes	\$18,776	Yes
Philadelphia City	367	10.3%	Yes	\$67,672	No
Philadelphia City	345.01	10.3%	Yes	\$19,193	Yes
Philadelphia City	351	10.2%	Yes	\$45,839	No
Philadelphia City	358	10.2%	Yes	\$24,873	No
Philadelphia City	184	10.2%	Yes	\$23,723	No
Philadelphia City	341	10.1%	Yes	\$29,581	No
Philadelphia City	148	10.1%	Yes	\$14,702	Yes
Philadelphia City	41.02	9.8%	Yes	\$13,967	Yes
Philadelphia City	170	9.7%	Yes	\$21,248	Yes
Philadelphia City	317	9.6%	Yes	\$19,185	Yes
Philadelphia City	240	9.5%	Yes	\$25,915	No
Philadelphia City	157	9.5%	Yes	\$18,274	Yes
Philadelphia City	314.01	9.5%	Yes	\$16,562	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Philadelphia City	235	9.4%	Yes	\$64,502	No
Philadelphia City	384	9.4%	Yes	\$38,992	No
Philadelphia City	337.02	9.4%	Yes	\$30,227	No
Philadelphia City	61	9.4%	Yes	\$17,839	Yes
Philadelphia City	2	9.3%	Yes	\$41,597	No
Philadelphia City	348.03	9.3%	Yes	\$26,847	No
Philadelphia City	112	9.2%	No	\$15,090	Yes
Philadelphia City	315.02	9.1%	No	\$20,034	Yes
Philadelphia City	319	8.8%	No	\$19,767	Yes
Philadelphia City	109	8.8%	No	\$11,628	Yes
Philadelphia City	369	8.7%	No	\$10,069	Yes
Philadelphia City	357.02	8.6%	No	\$18,997	Yes
Philadelphia City	320	8.5%	No	\$19,355	Yes
Philadelphia City	28.01	8.1%	No	\$20,501	Yes
Philadelphia City	173	8.1%	No	\$14,922	Yes
Philadelphia City	88.01	8.1%	No	\$4,751	Yes
Philadelphia City	9800	7.8%	No	\$8,432	Yes
Philadelphia City	349	7.6%	No	\$19,626	Yes
Philadelphia City	91	7.6%	No	\$17,685	Yes
Philadelphia City	98.02	7.4%	No	\$20,591	Yes
Philadelphia City	92	7.4%	No	\$12,870	Yes
Philadelphia City	121	7.3%	No	\$21,528	Yes
Philadelphia City	346	7.1%	No	\$21,639	Yes
Philadelphia City	30.01	7.1%	No	\$21,574	Yes
Philadelphia City	363.02	6.4%	No	\$21,690	Yes
Philadelphia City	114	6.3%	No	\$21,838	Yes
Pine Hill Borough	6085.03	11.3%	Yes	\$21,168	Yes
Pine Hill Borough	6085.04	8.3%	No	\$22,922	Yes
Pine Valley Borough	6114	9.5%	Yes	\$26,863	No
Pitman Borough	5013.02	10.2%	Yes	\$28,539	No
Pitman Borough	5013.01	10.1%	Yes	\$33,076	No
Plymouth Township	2040.02	11.3%	Yes	\$35,090	No
Pottstown Borough	2088.01	13.4%	Yes	\$15,082	Yes
Pottstown Borough	2089.04	12.2%	Yes	\$16,475	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Pottstown Borough	2089.01	12.0%	Yes	\$23,246	No
Pottstown Borough	2089.06	9.0%	No	\$21,349	Yes
Pottstown Borough	2088.02	8.9%	No	\$20,724	Yes
Princeton	45.01	9.7%	Yes	\$22,887	Yes
Red Hill Borough	2079	10.4%	Yes	\$29,913	No
Richland Township	1065	10.5%	Yes	\$30,399	No
Ridley Park Borough	4039.01	12.7%	Yes	\$28,730	No
Ridley Township	4040.03	12.4%	Yes	\$29,378	No
Ridley Township	4041.02	10.9%	Yes	\$23,141	Yes
Riverside Township	7007.03	13.4%	Yes	\$21,620	Yes
Riverside Township	7007.02	8.7%	No	\$22,894	Yes
Runnemede Borough	6072	12.4%	Yes	\$22,895	Yes
Runnemede Borough	6071	12.3%	Yes	\$29,095	No
Salford Township	2074	10.1%	Yes	\$37,314	No
Schwenksville Borough	2066	11.1%	Yes	\$27,423	No
Sharon Hill Borough	4028	12.2%	Yes	\$20,911	Yes
Somerdale Borough	6074.01	12.1%	Yes	\$25,362	No
Somerdale Borough	6074.02	9.4%	Yes	\$29,925	No
Southampton Township	7032.03	12.6%	Yes	\$28,423	No
Spring City Borough	3011	9.9%	Yes	\$24,169	No
Springfield Township	2101	14.2%	Yes	\$33,185	No
Springfield Township	4078.05	11.6%	Yes	\$32,762	No
Stratford Borough	6112	11.0%	Yes	\$30,894	No
Stratford Borough	6080.01	9.8%	Yes	\$27,016	No
Telford Borough	2073	10.4%	Yes	\$29,771	No
Tinicum Township	4037.02	12.6%	Yes	\$24,279	No
Tinicum Township	1039	9.7%	Yes	\$37,579	No
Trainer Borough	4065	11.2%	Yes	\$19,116	Yes
Trenton City	24			\$2,092	Yes
Trenton City	11.01	29.3%	Yes	\$18,792	Yes
Trenton City	14.01	26.5%	Yes	\$14,343	Yes
Trenton City	11.02	26.0%	Yes	\$13,336	Yes
Trenton City	17	24.4%	Yes	\$16,398	Yes
Trenton City	20	21.3%	Yes	\$16,498	Yes
Trenton City	14.02	20.9%	Yes	\$13,826	Yes

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Trenton City	19	20.1%	Yes	\$9,675	Yes
Trenton City	13	18.9%	Yes	\$24,318	No
Trenton City	21	18.8%	Yes	\$14,316	Yes
Trenton City	10	18.7%	Yes	\$16,581	Yes
Trenton City	6	18.4%	Yes	\$17,550	Yes
Trenton City	5	18.2%	Yes	\$13,977	Yes
Trenton City	2	16.9%	Yes	\$16,259	Yes
Trenton City	15	16.7%	Yes	\$15,664	Yes
Trenton City	9	16.6%	Yes	\$17,665	Yes
Trenton City	4	16.3%	Yes	\$15,762	Yes
Trenton City	12	15.9%	Yes	\$28,614	No
Trenton City	16	14.7%	Yes	\$17,319	Yes
Trenton City	8	14.2%	Yes	\$19,395	Yes
Trenton City	22	13.7%	Yes	\$17,231	Yes
Trenton City	7	13.1%	Yes	\$17,768	Yes
Trenton City	3	13.0%	Yes	\$18,231	Yes
Trenton City	18	10.4%	Yes	\$16,698	Yes
Tullytown Borough	1059	13.1%	Yes	\$26,426	No
Upland Borough	4063	7.2%	No	\$18,126	Yes
Upper Chichester Township	4068.02	11.5%	Yes	\$24,983	No
Upper Chichester Township	4068.01	11.0%	Yes	\$31,133	No
Upper Darby Township	4003.01	16.2%	Yes	\$13,194	Yes
Upper Darby Township	4006	15.1%	Yes	\$26,498	No
Upper Darby Township	4105	14.9%	Yes	\$13,760	Yes
Upper Darby Township	4003.02	12.9%	Yes	\$16,693	Yes
Upper Darby Township	4010	12.1%	Yes	\$37,034	No
Upper Darby Township	4012	11.3%	Yes	\$33,287	No
Upper Darby Township	4008.02	10.3%	Yes	\$27,552	No
Upper Darby Township	4013.02	9.5%	Yes	\$31,179	No
Upper Darby Township	4007	9.1%	No	\$19,288	Yes
Upper Darby Township	4004.02	8.1%	No	\$16,058	Yes
Upper Darby Township	4004.01	7.7%	No	\$19,155	Yes
Upper Darby Township	4008.01	7.4%	No	\$20,198	Yes
Valley Township	3053	11.5%	Yes	\$30,301	No

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Voorhees Township	6075.06	11.0%	Yes	\$34,925	No
Voorhees Township	6075.07	10.2%	Yes	\$31,303	No
Voorhees Township	6075.02	10.0%	Yes	\$43,394	No
Warminster Township	1016.05	16.5%	Yes	\$18,840	Yes
Warminster Township	1062	11.7%	Yes	\$31,597	No
Warminster Township	1016.1	10.7%	Yes	\$33,268	No
Warrington Township	1018.07	12.1%	Yes	\$34,206	No
Washington Township	5012.1	15.0%	Yes	\$33,651	No
Washington Township	5012.08	10.9%	Yes	\$38,042	No
Washington Township	5012.09	10.6%	Yes	\$37,087	No
Washington Township	5012.03	10.6%	Yes	\$34,197	No
Washington Township	5012.02	9.8%	Yes	\$38,145	No
Washington Township	7047	9.5%	Yes	\$32,830	No
Waterford Township	6089.04	11.1%	Yes	\$28,229	No
Waterford Township	6089.01	9.8%	Yes	\$26,932	No
West Brandywine Township	3114.04	15.8%	Yes	\$32,344	No
West Chester Borough	3104	11.6%	Yes	\$3,040	Yes
West Chester Borough	3026	6.6%	No	\$18,719	Yes
West Deptford Township	5002.05	12.3%	Yes	\$34,982	No
West Deptford Township	5002.02	12.0%	Yes	\$29,613	No
West Deptford Township	5002.01	11.7%	Yes	\$28,208	No
West Norriton Township	2037	11.8%	Yes	\$19,873	Yes
West Norriton Township	2034.03	10.1%	Yes	\$34,353	No
West Pottsgrove Township	2092.02	9.8%	Yes	\$21,792	Yes
Westville Borough	5001	11.8%	Yes	\$26,050	No
Whitemarsh Township	2031.05	9.8%	Yes	\$53,234	No
Willingboro Township	7028.11	27.0%	Yes	\$30,043	No
Willingboro Township	7028.09	23.6%	Yes	\$21,752	Yes
Willingboro Township	7028.06	20.4%	Yes	\$24,497	No
Willingboro Township	7028.05	18.6%	Yes	\$24,322	No
Willingboro Township	7028.07	17.8%	Yes	\$22,916	Yes
Willingboro Township	7028.08	16.5%	Yes	\$25,229	No
Willingboro Township	7028.04	14.9%	Yes	\$27,467	No
Willingboro Township	7028.02	11.7%	Yes	\$26,876	No
Willingboro Township	7028.1	11.4%	Yes	\$34,659	No

<b>Municipality</b>	<b>Census Tract</b>	<b>Unemployment Rate</b>	<b>Based on Employment?</b>	<b>Per Capita Income (dollars)</b>	<b>Based on Income?</b>
Winslow Township	6092.04	15.2%	Yes	\$24,520	No
Winslow Township	6115	12.8%	Yes	\$34,935	No
Winslow Township	6092.01	11.2%	Yes	\$27,249	No
Winslow Township	6091.03	11.2%	Yes	\$26,798	No
Winslow Township	6092.02	10.4%	Yes	\$26,959	No
Woodbury City	5010.02	15.7%	Yes	\$25,443	No
Woodbury Heights Borough	5009	9.9%	Yes	\$32,513	No
Woodlynne Borough	6041	10.9%	Yes	\$16,113	Yes
Yeadon Borough	4023	12.1%	Yes	\$23,835	No

Source: U.S Census Bureau, American Community Survey (ACS) 2011-2015 Five-Year Estimates. Based on ACS estimates, the average per capita income over the five-year period was \$28,930 (resulting in a threshold of \$23,144) and the average unemployment rate was 8.3 percent (resulting in a threshold of 9.3%).



# Appendix D



## Appendix D: 2017 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 county. Regional projects are listed last.

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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Bucks County Metalwork Job Training	PA	Bucks County		Bucks County	The Bucks County Community College Center for Workforce Development's Metalwork Job Training Pilot Program 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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Burlington County & Rowan College at Burlington County (RCBC) Data Center/ Mount Laurel	NJ	Burlington County	Mt. 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
1	Burlington County & Rowan College at Burlington County (RCBC) Workforce Development Institute Co-Working Space	NJ	Burlington County	Westampton Township, Mt. Laurel Township	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	Burlington County Workforce Development Gap Analysis	NJ	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 Workforce Development Gap Analysis	NJ	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	NJ	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Camden Construction Career Initiative (CCCI)	NJ	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
1	Department of Labor Work Force Development Project	NJ	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	Camden Collaborative Initiative (CCI)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	The CCI is a solutions-oriented partnership between governmental, non-profit, and community-based agencies voluntarily formed to plan and implement innovative strategies to improve the environment and the quality of life of Camden's residents. To date, the CCI has strategically broken into seven working groups that specifically focus on an environmental injustice. The seven working groups are: Air Quality and Truck Traffic, Camden SMART (Stormwater Management and Resource Training), Environmental Education, Get Healthy Camden, Green Team, Land & Brownfields, and Waste & Recycling.	Leveraging of funds amongst partners.	TBD	Ongoing	Positive, working to improve Camden's environment through the various focused working groups.

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	The Salvation Army Kroc Center Solar Energy Project	NJ	Camden County	City of Camden	Camden Redevelopment Agency	Creation of a 1.5 megawatt solar power generating facility on the Kroc Center property and adjacent vacant land.	\$4.5 million	Federal Solar ITC	2018	Reduce 1,563 metric ton carbon dioxide/year.
1	AeroFarms Camden	NJ	Camden County	City of Camden	NJ EDA	Proposed \$34 million capital investment in a 77,000-square-foot aeroponic growing facility in Waterfront South resulting in 56 new full-time jobs.	\$34 million	NJ Urban Fund, Grow NJ	2018	TBD
1	Virtua Camden Complex	NJ	Camden County	City of Camden		A 34,500-square-foot Family Health Center is among the major projects expected to boost conditions along a rundown stretch of Mt. Ephraim Avenue. Consolidation and upgrading of medical services now scattered throughout a former hospital located at Mt. Ephraim and Atlantic Avenues is intended. In addition to 16-18 examination rooms, primary- and urgent-care practices, pediatric medical day care and senior day care centers, the planned two-story center will hold facilities for physical therapy, podiatry, and other specialties. Tenants at the complex will include an 850-student Freedom Prep Charter School.	\$22 million	TBD	2018	TBD
1	101 Haddon	NJ	Camden County	City of Camden	Camden County Improvement Authority	Redevelopment of an existing 100,000-square-foot office building into Class A office space and site improvements for 108 parking spaces to accommodate tenant needs for back office and administrative functions. Project will allow developer to optimize prime real estate location and attract new employment opportunities to the City and Region.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Rowan University Academic Building	NJ	Camden County	City of Camden	Rowan University, City of Camden	The restored 1920s-era First Camden National Bank and Trust building, a new three-story addition at the former bank's rear and an Annex building will enable Rowan to double enrollment on the campus. It includes 17 new classroom, a first-floor multi-purpose room and unique amenities throughout such as student lounges in former bank vaults on the lower level.	\$17.6 million	NJ Higher Education Capital Improvement Fund	2016	Unknown
1	Rowan University/Rutgers-Camden Board of Governor's (RURCBOG) Health Sciences Research and Academic Center Campus Phase 2-Cooper Lanning Area Projects	NJ	Camden County	City of Camden	RURCBOG, Camden County Improvement Authority, Camden Redevelopment Agency	Rebuilding the Broadway business corridor from MLK to Clinton Street by filling in vacant spaces will restore vibrancy along this major thoroughfare. Several businesses were relocated from MLK and Broadway by RURCBOG. At Broadway and Clinton Street, CCIA will develop on behalf of RURCBOG a 9,000-square-foot building for commercial/retail uses. It is expected that several of the displaced businesses from MLK will be relocated to this space.	\$2 million	RURCBOG, CCIA, TBD	2018	
1	Rowan University/Rutgers-Camden Board of Governor's (RURCBOG) Health Sciences Research and Academic Center Campus Expansions	NJ	Camden County	City of Camden	RURCBOG, Camden County Improvement Authority, Camden Redevelopment Agency	While constructing the 100,000-square-foot health sciences complex, RURCBOG will acquire additional nearby sites for uses related to the health sciences campus, such as small office development and off-site parking.	TBD	RURCBOG, CCIA, TBD	2019	TBD
1	Chester County Public Safety Training Facility (PSTF)	PA	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	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	RCGC Redevelopment Project	NJ	Gloucester County	Deptford Township	Gloucester County Improvement Authority, Rowan College at Gloucester County	Eds and Meds Corridor - The proposed Eds and Meds Corridor includes 104,000 square feet of new medical, office, retail, and possibly student housing space, across four or more buildings and 327 parking spaces. Phase 1 of the Redevelopment Plan is to create an "Eds and Meds" corridor that would include offices for RCGC, house the Gloucester Workforce Development Board and its services, an urgent care facility, medical center specialized in the treatment of autism, and a wellness facility. The Redevelopment Plan allows for food and beverage retail if it is a part of a larger mixed use building in Phase II.	\$28 million	Public/	1-3 years	None
1	Woodbury South Broad Street Redevelopment Project	NJ	Gloucester	City of Woodbury	Gloucester County Improvement Authority, Inspira Medical Center, City of Woodbury	Inspira Medical campus redevelopment mixed-use/ housing - Hospital reuse and mixed-use housing project.	N/A	Private	2-5 years	N/A
1	Mantua Township Leddens Property Redevelopment	NJ	Gloucester	Mantua Township	Gloucester County and Mantua Township	Mixed-use redevelopment project with potential hospitality development and retail.	N/A	Private	Ongoing	N/A
1	Mantua Township Redevelopment @SJTP	NJ	Gloucester	Mantua/ Glassboro	Gloucester County Improvement Authority, South Jersey Tech Park, Mantua Township	At full build out, Tech Park will feature approximately 1.5 million square feet of mixed academic and corporate facilities. The central campus will contain a mix of buildings for academic and corporate uses organized around a central pedestrian mall. These buildings are clustered around alternating service courts and landscaped courts that accommodate entrances to buildings	N/A	Public/ Private	Ongoing	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	ManuFest	PA	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 <a href="http://www.manufest.org">www.manufest.org</a> ).	TBD	Private	N/A	N/A
1	Community-Based Partnerships for Workforce Services	PA	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	Micro Badges with MCCC	PA	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.. 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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Linking to Employment Activities Pre-Release (LEAP)	PA	Montgomery County	Lower Providence Township	PA CareerLink of Montgomery County, Montgomery County	This initiative, at the Montgomery County Correctional Facility, 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
1	Growing Great Talent Philadelphia	PA	City of Philadelphia/Regional		Campus Philly, Graduate Philadelphia, Philadelphia Education Fund, School District of Philadelphia, Commerce Department (City of Philadelphia)	Growing Great Talent Philadelphia will provide the infrastructure for a collaboration of organizations to work together to host a series of hands-on educational events for students, career awareness sessions for parents, and deliver a comprehensive platform of resources, inclusive of videos and guides for career pathway models. An expanded website platform will help guide secondary school students and counselors in making informed career and education plans by providing digital resources and guides. Growing Great Talent Philadelphia will also help coordinate events, develop career-based forums, and create opportunities for the education, workforce and training agencies and designated city government departments to merge their common objectives. The program will develop monitoring tools to track student outcomes.	\$200,000	US EDA, City of Philadelphia, Employers, Foundations	3 years; from date of funding	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Small Business/ Entrepreneurship Quality Employment Pathways	PA	Regional		City of Philadelphia, University of the Arts, Community College of Philadelphia, Pierce College	The College Access and Success Group is a collaboration of education and training providers and entrepreneurs and small businesses to establish and expand entry points for career pathways to small and mid-size specialty employers as well as promoting entrepreneurship for adults and opportunity youth returning to work or a degree-granting institution. The program's sponsoring partners include a consortium of small businesses, including artisanal production enterprises that will establish a foundation for a collective voice for the purposes of marketing themselves and providing a network for quality employment opportunities and career exposure. The program will track key metrics, such as the number of enrollments and completed certifications, to benchmark its impact.	\$80,000	US EDA, Dept. of Commerce, foundations, sponsoring employers		N/A
1	Internship Accelerator	NJ, PA	Regional		Campus Philly	Campus Philly is a nonprofit organization that fuels economic growth by encouraging college students to study, explore, live and work in the Greater Philadelphia tri-state region. The organization will integrate Intern Match, a state-of-the-art online internship matching platform for employers and college students, into campusphilly.org. Campusphilly.org will be relaunched to be responsive to all platforms and include rich media and new content and to provide tracking capabilities, so the organization can measure the increase in paid internships. Campus Philly will complement its online presence with 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	Upon receipt of funding	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Regional STEM Manufacturing & Advanced Manufacturing Ecosystem	PA	Regional		City of Philadelphia, School District of Philadelphia, Temple University, University of the Arts, University of Sciences (?), Pierce, Mayor's Office of Education, Community College of Philadelphia	The Regional STEM Manufacturing & Advanced Manufacturing Ecosystem is a collective informed series of symposiums and educational resources in the STEM and advanced manufacturing sectors that seeks to provide a cohesive platform for exposing in-school and out of school youth and young adults, and secondarily, for adults changing careers or returning to school. These events will serve as opportunities aimed at engaging the advanced manufacturing and STEM professional communities to develop strategies to strengthen and unify targeted marketing and exposure, educational curriculum, workforce preparation, and career pipelines. The goal of this partnership is to create a robust business ecosystem supported by a talented workforce pipeline through heightened awareness of career opportunities in STEM and advanced manufacturing occupations. Project sponsors plan to track outcomes of coordinated interactive events, along with the number and quality of professionals in these fields that participate in engaging interested youth.	\$100,000 (over 3 years of campaign, awareness and events)	US EDA, City of Philadelphia, Universities, Colleges, Employers		N/A
1	Impact PHL Ventures	PA	Regional		Ben Franklin Technology Partners of Southeast Pennsylvania	ImpactPHL Ventures is a funding initiative specifically focused on growing early-stage companies in Greater Philadelphia that are tackling environmental, educational, health and wellness, civic and other social issues through their use of technology. Companies receiving investments from ImpactPHL Ventures will have demonstrated the potential for high-growth and will include targets for job creation.	\$500,000	US EDA	Three years	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	ImpactPHL	PA	Regional		Ben Franklin Technology Partners of Southeastern Pennsylvania, Halloran Philanthropies, Threshold Group, Investors Circle, Chamber of Commerce for Greater Philadelphia	ImpactPHL is an alliance dedicated to promoting the Philadelphia region's impact economy. It focuses both on growing the investment made in impact companies and strategies for engaging a wide variety of companies in increasing their positive social impact on the region. Two early initiatives are Best for PHL and ImpactPHL Ventures.	\$1.5 million	US EDA, Foundations, Corporate Sponsorships	Five years	N/A
1	Human Capital Opportunities within the Greater Philadelphia Regional Job Market	DE, NJ, PA	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 leading educators in secondary, postsecondary, and vocational institutions about positioning individuals for career advancement in these fields. In 2015 CEO Council for Growth completed the follow-up survey to their 2013 labor market research, which they plan to update on a periodic basis.	\$100,000	US EDA, CEO Council for Growth members, Job Opportunity Investment Network	Two years from receipt of funding	N/A
1	College Access and Success Group (CASG)	NJ, PA	Regional		CEO Council for Growth, Campus Philly, Graduate! Philadelphia, Mayor's Office of Education	Formerly Talent Greater Philly, CASG is an initiative convened by education and workforce development non-profits such as PHENND, PEF, Campus Philly and Graduate! Philadelphia. This program aligns the services provided through disparate organizations so that secondary and post-secondary students as well as working adults are provided with a coherent set of resources to allow to advance their education and careers. This new structure has allowed for greater collaboration and shared work than the Talent Greater Philly umbrella.	\$300,000	US EDA, City of Philadelphia, colleges and universities, foundations, employers, state governments	Upon receipt of funding	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Estimated Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
1	Medium-Sized Manufacturers (SMMs) Playbook	DE, NJ, PA	Regional		DVIRC,DVRPC	This regional project will develop a playbook for how DVIRC can develop working relationships with the Manufacturing USA Institutes (Institutes) to connect DoD small to medium-sized manufacturers (SMMs) to the technology and expertise in Institutes, assuming the presence of Institute satellite facilities in the region. This projects strives to bring education and workforce development programs to institutions and organizations in the region.	\$1.5 million	TBD	3 years from date of funding	N/A

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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	7th Street Gateway Streetscape Enhancement Project	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	This project is the second tier of the 2016 Camden Connections for the Future 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	NJDOT, NJ EDA, ERB	Five years or more	TBD
2	7th Street Gateway Improvement Project	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	The 7th Street Gateway will create an aesthetically pleasing gateway for the south entrance to the Central Business District, providing an extension to the project limits of the Lanning Square and Cooper Plaza Streetscape and Transportation Enhancement Program. Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work. Streetscape improvements, including a landscape median promenade, will be included in the scope of work.	\$13.48 million	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	7th Street Repaving/Rebuild (Line to Atlantic Ave)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	TBD	TBD	TBD	TBD
2	10th Street Bridge Replacement	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	The footprint of the existing 10th Street Bridge will be utilized for a northbound I-676 on-ramp. The 10th Street Bridge should be reconstructed connecting from Cooper Street to Linden Street.	TBD	TBD	TBD	TBD
2	11th St. and MLK Boulevard Gateway	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	The 11th Street and MLK Boulevard Gateway, which connects Downtown to U.S. Route 30 from South Jersey communities, has a number of obstacles that prevent it from operating as an ideal gateway.	TBD	TBD	TBD	TBD
2	2nd Street/Ferry Avenue to Mt. Ephraim Avenue	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Rebuild and repave Ferry Avenue between Second Street and Mt. Ephraim Avenue. Rebuild and repave Ferry Ave (CR 603), improving standard infrastructure and providing multi-modal and pedestrian accessibility and safety improvements. This project will create an alternate route through the city from the downtown.	TBD	TBD	TBD	TBD
2	3rd Street Connection	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	This project will create a new connection between currently disjointed parcels of 3rd Street. The construction would involve minimal disturbance to existing buildings and infrastructure because the realigned roadway would primarily run through existing parking lots. It will create a multimodal connection, traversing the city by providing a missing link to the north-south orientation. Replacement of water mains and sanitary sewer mains, and the installation of a separated storm water management system will also be in the scope of work.	\$9.1 million	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	3rd Street Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	TBD	Freight funds	TBD	TBD
2	4th & Washington Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	Upgrades to 4th & Washington Park	\$750,000	Camden County	2018	None.
2	676 Interchange 5 and Rt. 30 Access Improvements	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Provide full-movement access to and from the city. The current I-676 interchange at Federal Street is incomplete and does not provide full-movement access to and from the City. Through reconfiguration of the I-676 Federal Street interchange and the addition of an exit ramp from U.S Route 30 to Federal Street, the two highways can be connected. The project includes the reconnection of the BFB to the Federal Street Gateway; closure of 6th Street and Broadway EB off-ramp; 7th Street bridge replacement; 10th Street bridge replacement.	TBD	TBD	TBD	TBD
2	Cashless Toll System at Benjamin Franklin Bridge	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	All-electronic toll (AET) facilities allow motorists to pay tolls without stopping, resulting in shorter travel times, smaller toll plaza facilities and reduced crash risks.	TBD	TBD	TBD	TBD
2	6th Street Bridge (Optional)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	With the realignment of U.S. Route 30, closure of the 6th Street exit from I-676 eastbound, and the opportunity to use cashless tolling at the bridge, there is an opportunity to build an additional bridge connecting Cooper's Poynt and Downtown at 6th Street.	TBD	TBD	TBD	TBD
2	Closure of 6th St and Broadway Eastbound Off-Ramp	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	This exit would be removed from I-676 as it connects to an area with high pedestrian traffic volumes along Cooper Street.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	7th Street Bridge Replacement	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Realignment of U.S. Route 30 will require the removal and replacement of the 7th Street Bridge. Bicycle lanes and pedestrian access should be accommodated in the replacement of the bridge.	TBD	TBD	TBD	TBD
2	Airport Circle Improvement Area	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	This interchange has a unique design that can be difficult for unfamiliar motorists to navigate. Improvements to the interchange should be considered to relieve congestion and improve travel times into and out of Camden.	TBD	TBD	TBD	TBD
2	Atlantic Avenue (2nd Street to 676)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Rebuild and repave Atlantic Avenue between Second Street and 676. Improving the substandard infrastructure on Atlantic Avenue between 676 and 2nd Streets will create a safe, non-residential route for trucks between 676 and the port/industrial area. The project would include road reconstruction, multi-modal and pedestrian accessibility and safety improvements. The upgrades would keep trailer trucks out of residential areas.	TBD	TBD	TBD	TBD
2	Broadway	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$1 million	County allocation	TBD	TBD
2	Cooper Street Signalization Upgrade Plan	NJ	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	USDOT, ERB, City of Camden	2018-2019	TBD
2	Camden County Bus Purchase	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$943,000	TBD	TBD	TBD
2	Camden Ferry Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	TBD	NJT funds	TBD	TBD
2	Camden Gateway Signage Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$250,000	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Camden Traffic Operations Center Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	TBD	Local CMAQ funds	TBD	TBD
2	Connecting Delaware Avenue to Circulatory Route	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	If either Front Street or 2nd Street was connected to Delaware Avenue, they would provide a circulation route connecting the Waterfront North to the port and other points south, including Atlantic Avenue and Ferry Avenue.	TBD	TBD	TBD	TBD
2	Cooper's Poynt/North Camden Road Infrastructure Improvements	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	This project is the third and final tier of the 2016 Camden Connections for the Future 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	USDOT, ERB, City of Camden	Five years or more	TBD
2	Cramer Hill Waterfront Roads Program	NJ	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	Cooper Street Extension	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Cooper Street can be designed to have intersections with the 10th Street Bridge and the Short Term Project Newton-Harrison Avenue Extension.	TBD	TBD	TBD	TBD
2	Cooper Street Pedestrian Access	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$2.143 million	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Cooper Street Traffic Improvement	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Cooper Street will be upgraded by traffic signal improvements, necessary and adequate signing and striping, streetscape elements, and the addition of a median. Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work.	\$8.8 million	TBD	TBD	TBD
2	Cooper's Poynt Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$500,000	TBD	TBD	TBD
2	Cooper's Poynt Road Reconstruction	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Three mini-roundabouts will be installed at Vine and State; North 3rd and Vine; and State and Elm Streets. Streetscape elements, signing and striping, and medians will be included in this project. Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work.	\$24.5 million	TBD	TBD	TBD
2	Cooper's Poynt Roads Reconstruction	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$14.056 million	TBD	TBD	TBD
2	Delaware River's Ferry Service	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Expansion	TBD	TBD	TBD	TBD
2	Ferry Avenue	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	TBD	Freight funds	TBD	TBD
2	Downtown Corridor Conversion Project	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Reconfigure and repave intersection of Baird Blvd., Federal Street and 27th Street in East Camden. Convert Federal Street (3rd to Haddon), Market Street (Delaware to Haddon) and 5th Street (Cooper to MLK) from one-way to two-way to alleviate traffic. Create Federal Street bypass to extend two lanes of WB traffic on Federal Street from Haddon Ave. to Market/10th Streets. Install a signal at intersection of Flanders Ave. and Federal St. to allow a NB left turn lane onto Federal St.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Federal Street Gateway	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	This project will centralize the city's multi-modal transportation access and circulation through road reconstruction and traffic operation improvements that provide a centralized and direct gateway into and out of the city. Repairs to both bridges (Federal Street over Cooper River and Federal Street over U.S. Route 30) and beautification along Federal Street to include landscaped medians, streetscape elements, and infrastructure upgrades will enhance this gateway. Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work.	\$13.4 million	TBD	TBD	TBD
2	Federal Street, U.S. Route 30, and River Road Connection	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	This project will improve traffic operations while enhancing safety and create a welcoming gateway at the Federal Street, U.S. Route 30, and River Road intersection. These improvements will provide a direct connection to nearby neighborhoods and the Salvation Army Kroc Community Center, the Millennium Skate World roller rink, and future developments planned for the area, such as the potential ShopRite development between U.S. Route 30 and 17th Street. Water mains, sanitary sewer mains, and a separated storm water management system will be included.	\$17.2 million	TBD	TBD	TBD
2	Federal/Cooper/11th Street Project	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Connect Cooper Street to Federal/11th Street to connect Knight's Crossing to Ben Franklin Bridge and the downtown. Create an alternative connection between Knight's Crossing campus and BFB by extending Cooper Street. Install a signal at 11th/Federal Street. At the existing intersection of 11th/Federal Street motorists ignore the "no left turn" sign, regardless of the channelizing concrete island.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Five Points Intersection (East Camden)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Reconfigure and repave intersection of Baird Blvd., Federal Street and 27th Street in East Camden. Reconfigure intersection of Baird Blvd., Federal Street and 27th Street in East Camden in order to improve circulation, pedestrian and bicycle safety and support economic development in commercial corridor. Construct multi-modal and pedestrian accessibility and safety improvements.	TBD	TBD	TBD	TBD
2	Haddon Avenue Improvements and Haddon Avenue Transit Village	NJ	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
2	Haddon/Euclid Avenues Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$350,000	TBD	TBD	TBD
2	Harrison Avenue Extension Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$150,000	TBD	TBD	TBD
2	I-676 Interchange 4	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	I-676 Interchange 4 provides access to Atlantic Avenue as a primary truck route serving the port facilities and the South Waterfront. The interchange configuration is inefficient and provides opportunities for improvement.	TBD	TBD	TBD	TBD
2	I-676 Interchange 5 and US Route 30 Access Improvements	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	The current I-676 interchange at Federal Street is incomplete and does not provide full-movement access to and from the City. Through reconfiguration of the I-676 Federal Street interchange and the addition of an exit ramp from U.S Route 30 to Federal Street, the two highways can be connected.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Improvements to Broadway (CR-697)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Project includes roadway improvements, replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system.	\$46.5 million	TBD	TBD	TBD
2	Improvements to Haddon Avenue from Euclid Avenue to Pine Street	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Improvements to Haddon Avenue will include landscaped medians, streetscape, pedestrian accessibility improvements, designated bicycle lanes, and traffic signal coordination. Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work.	\$28 million	TBD	TBD	TBD
2	Intersection Federal Street Baird, Westfield Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$350,000	TBD	TBD	TBD
2	Kaighn Avenue Bridge	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$300,000	TBD	TBD	TBD
2	Kaighn Avenue Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$350,000	TBD	TBD	TBD
2	Merchant to Ferry Avenue	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$1 million	TBD	TBD	TBD
2	Walter Rand Transportation Center (including pedestrian bridge)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$9.5 million	TBD	TBD	TBD
2	Cornelius Martin Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	Improvements to Cornelius Martin Park in the North Camden neighborhood.	TBD	NJTC, NJDEP	2017–2019	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Improvements to Haddon Avenue/7th Street	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	This project will redistribute existing turn lanes and travel lanes at the signalized intersections to facilitate the inclusion of bicycle lanes along the Haddon Avenue/7th Street. Signals along Haddon Avenue/7th Street are not coordinated resulting in congestion. The existing traffic signals do not adequately accommodate pedestrians or provide vehicle detection. In addition, improvements to Haddon Avenue/7th Street will include landscaped medians, streetscape, pedestrian accessibility improvements, designated bicycle lanes, and traffic signal coordination. Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work.	\$2.7 million	TBD	TBD	TBD
2	Morgan & Fairview	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$1 million	County allocation	TBD	TBD
2	Mount Ephraim Road	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$8.3 million	TBD	TBD	TBD
2	Newton Avenue Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$500,000	TBD	TBD	TBD
2	Newton-Harrison Avenue Extension	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	This project includes the extension and connection of Newton Avenue and Harrison Avenue via a bridge over Cooper River. This extension will connect to Von Neida Park, the Kroc Center, and create a direct connection for Cramer Hill, the Federal Street Gateway, and the Lanning Square Neighborhood. Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work.	\$18.9 million	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	North Camden Waterfront Park at Pyne Poynt	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	Development of 12-acre waterfront park along Delaware River Backchannel, extending from Pyne Poynt Park waterfront west to 3rd St.	\$5 million	NJ DEP, NJ DCA, USDOT TAP, USEPA	2018	Site is contaminated. Will be remediated as part of park construction.
2	Pine Street, 7th Street, and Newton Avenue Roundabout	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	<p>There is an opportunity to create a new east-west route along Pine Street. The Pine Street, 7th Street and Newton Avenue Roundabout would provide improved traffic operations to this existing seven-way intersection while enhancing safety and aesthetics.</p> <p>Additionally, this will create an aesthetically pleasing gateway for the south entrance to the Central Business District, providing an extension to the project limits of the Lanning Square and Cooper Plaza Streetscape and Transportation Enhancement Program.</p> <p>Replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system will also be in the scope of work.</p>	\$4.2 million	TBD	TBD	TBD
2	Pine Street, Haddon Avenue, and Mt. Ephraim Avenue Roundabout	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	<p>The intersection of Pine Street, Haddon Avenue, and Mount Ephraim Avenue is an area that is in need of improvements in order to provide for the safer and more efficient passage of the traveling public. An effective solution to improve the function of this intersection is the application of a modern roundabout.</p> <p>This enhancement will provide alternative cross-city through routes with traffic safety, pedestrian safety, and efficiency improvements, as well as providing better connectivity between vital sections of the City and the surrounding municipalities in South Jersey.</p>	\$5 million	TBD	TBD	TBD
2	Port Access - Truck Route	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	TBD	Freight Funds	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Port Access: Dedicated Truck Route	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Creation of dedicated truck routes to better serve the South Jersey Port Authority and other industries along the Camden Waterfront are needed to deter truck traffic away from the multi-modal circulatory route without need to restrict truck access.	TBD	TBD	TBD	TBD
2	Reconnection of Ben Franklin Bridge to Federal Street Gateway	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	There is poor sight distance and decision-time for drivers to get into the appropriate lane for either I-676 or Route 30. A full-movement interchange is recommended on Federal Street from I-676.	TBD	TBD	TBD	TBD
2	Reverend Evers Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	Upgrades to Reverend Evers Parks including pedestrian access.	\$1 million	Camden County	2018	Investigation underway
2	River Avenue Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$500,000	TBD	TBD	TBD
2	Route 30 Feeder Roads Study (Federal (E/W), Pine St., 7th)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$500,000	TBD	TBD	TBD
2	Route 70 feeder road Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$350,000	TBD	TBD	TBD
2	Route 70 Gateway/ Airport Circle (median improvement)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$5 million	TBD	TBD	TBD
2	Route 70/Gateway	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$2.86 million	TBD	TBD	TBD
2	Secondary Gateway - Baird Boulevard and Pine St Connection	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Baird Boulevard was identified as a secondary gateway. The Pine Street Extension Project would create a direct connection from Baird Boulevard to the Waterfront and southern Camden neighborhoods.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Signalization of 11th Street and Federal Street	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	At the existing intersection of 11th Street and Federal Street motorists continue to ignore the "no left turn" arrow sign, regardless of the channelizing concrete island. The right turn from 11th Street onto Federal Street is only useful for drivers heading to East Camden/Cramer Hill. The inclusion of a left-turn lane at this intersection could improve access to Downtown.	\$566,000	TBD	TBD	TBD
2	State Street Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	\$500,000	TBD	TBD	TBD
2	State Street (Point Street to Ben Franklin Bridge)	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Rebuild and repave State Street between Point Street and the Ben Franklin Bridge (includes 7th Street between State Street and Elm Street). Improve substandard infrastructure and provide multi-modal and pedestrian accessibility and safety improvements. Includes the replacement of water mains and sanitary sewer mains, as well as the installation of a separated storm water management system.	TBD	TBD	TBD	TBD
2	State Street Extension	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Complete the street grid by connecting State Street between Delaware Ave. and Point Street. State Street, a main signalized thoroughfare in North Camden, currently terminates at Point Street, leading drivers to a circuitous route. Extending State Street between Point Street and Delaware would improve the street grid and make an important connection to the waterfront and new Cooper's Poynt Waterfront Park.	TBD	TBD	TBD	TBD
2	U.S. Route 30 and I-676 Realignment	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Realignment of U.S. Route 30 can address many safety concerns that currently exist along this roadway.	TBD	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Vacation of Newton Avenue	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	The area of South Camden between Pine Street and Kaighn Avenue is in need of development. Right-of-way vacation would open additional properties to development and enhance the development potential of existing properties by making them larger and rectangular instead of triangular.	TBD	TBD	TBD	TBD
2	Whitman Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	This project includes upgrades to Whitman Park and expansion of park into adjacent Camden Labs site includes access and amenities.	\$2.5 million (not including remediation of Camden Labs site, which is being managed by CRA)	Camden County	Phase 1 2018, Phase 2 2019	Camden Labs site is contaminated and requires extensive remediation.
2	10th and Linden Site/Block 105	NJ	Camden County	City of Camden	CSMI, Camden Redevelopment Agency	Ancillary surface parking for the Camden Community Charter School.	\$100,000	CSMI	TBD	TBD
2	1800 Davis Street	NJ	Camden County	City of Camden	1800 Davis Associates Urban Renewal, LLC (Michaels affiliate) and Camden Redevelopment Agency	Transit-Oriented Development, Mixed-Use Residential, Retail, and Offices project. Goals include leveraging development opportunities and increasing density adjacent to the PATCO Hi-Speed Line Ferry Ave Station. Involves a four-story building with 50-60 mixed-income rental units for workforce families on the upper floors, and retail space for a pediatric day care center, a small credit union, and a full-size pharmacy on the first level.	\$16 million	NJ HMFA	2019	TBD
2	Camden Labs/Whitman Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden, Camden County Parks Department, Camden Redevelopment Agency	Camden Labs is a major Brownfield Site (adjacent to the existing Whitman Park) which will require environmental remediation. Camden Labs site includes access and amenities.	\$4.5 million	Camden County	Phase 1 (Whitman Park)-2018, Phase 2 (Camden Labs)-2019	Camden Labs site is contaminated and requires extensive remediation.
2	Central Waterfront Parking	NJ	Camden County	City of Camden	Camden Redevelopment Agency	Condemnation action to acquire vacant land sites for surplus public parking associated with events held at the BB&T Center.	TBD	TBD	2017	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Camden North Gateway	NJ	Camden County	City of Camden	Boos Development, Camden Redevelopment Agency	Development of neighborhood retail including Family Dollar and Burger King stores.	\$2.8 million	Boos Development	Underway. Completion in 2018.	TBD
2	Cooper Apartments	NJ	Camden County	City of Camden	Broadway Housing Partners, LLC (Ironstone Housing Partners), Camden Redevelopment Agency	Development of 59 units of rental housing, with 15,000 sf of retail space on the first floor located along the city's Broadway commercial corridor between Benson and Berkley Streets. Units provide much-needed housing for medical students and employees of Cooper Medical School of Rowan University located directly across the street. Construction of the development is now completed and lease-up of units ongoing.	\$19 million	Broadway Housing Partners, LLC (Ironstone Housing Partners), CRA	2017	TBD
2	Cramer Hill Community Charter School	NJ	Camden County	City of Camden	Mastery, CRA	K-12 Renaissance School	\$30 million	Mastery	2017	TBD
2	Former Camden Public Library	NJ	Camden County	City of Camden	City of Camden, Camden Redevelopment Agency, Millennial Partners	Rehabilitation of the historic former Camden Public Library to include 20,000 sf of state-of-the-art urban office space, 5,000 square feet of retail and the Library Café.	\$5.1 million	TBD	2018	TBD
2	Admiral Wilson to 15th Street /See Admiral Wilson Boulevard Plaza	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Create a direct connection between Rt. 30 and River Road via 15th Street. Construct a deceleration ramp on Rt. 30 onto 15th Street. Create a direct connection between Rt. 30 and River Road to the Cramer Hill neighborhood, straightening the roadway and constructing gateway enhancements and pedestrian accessibility and safety improvements.	TBD	TBD	TBD	TBD
2	Chester County Airport Area Development	PA	Chester County	West Caln Township, Valley Township	Chester County Economic Development Council	Improvement of the Airport Road Interchange on the Route 30 Bypass will provide 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	Pending available sites.	TBD, on a site-by-site basis.

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Coatesville Amtrak Station Transit-Oriented Development	PA	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	US EDA, FTA, federal sources, PennDOT, state sources, private investment	2016–2020	None
2	Washington Lane Project	PA	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	PA	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	N/A
2	Rail Improvements	PA	Delaware County		Delaware County Redevelopment Authority	This project includes rail improvements to facilitate Bakken crude delivery to refineries.	\$35 million	TBD	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Delaware River Port Facilities Project	NJ	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 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	NJ	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	NJ	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 Assunpink Creek and park expansion, and zoning changes that increase development capacity.	\$150 million	US DOT TIGER, FHWA, NJDOT, NJ Treasury, local bonds, private investment	Eight to 15 years	TBD
2	Trenton-Mercer Airport (TTN)	NJ	Mercer County	Ewing Township	Mercer County	TTN is one the nation's fastest growing airports, made possible by clearing 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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	US 1 and Quakerbridge Road	NJ	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	NJDOT, NJT, FHWA, FTA, local bonds	Five to seven years	TBD
2	Extension of Keystone Boulevard from Pottstown to West Pottsgrove Township	PA	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	Upon receipt of funding	No known significant impacts

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2	Lafayette Street Extension	PA	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	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
2	SEPTA Norristown High Speed Line Extension to King of Prussia	PA	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 to begin early 2019; could be open by 2025.	TBD (preparation of a draft Environmental Impact Statement is underway)
2	PA Route 309 Connector	PA	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	Expected finish in 2025	TBD
2	Callowhill Industrial District Transformation	PA	Philadelphia County	City of Philadelphia	City of Philadelphia	As the former Callowhill Industrial District transforms into a mixed-use development area, infrastructure needs to be upgraded. 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, State of Pennsylvania, foundations	10 years	Significant stormwater management and environmental remediation on various parcels.

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2	Reading Viaduct Project	PA	Philadelphia County	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 competitively bid the construction of the project in accordance with the existing construction documents, providing a new public park.	\$10.3 million	US EDA, State Pennsylvania, City of Philadelphia, private foundations and donors	Spring 2018	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.
2	Access and Multi-Modal Improvements to Former Byberry State Hospital Site	PA	Philadelphia County	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	Schuylkill River Trail Development	PA	Philadelphia County	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, State of Pennsylvania	Underway. Anticipate completion in 10 years.	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
2	Navy Yard Infrastructure Improvements	PA	Philadelphia County	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.
2	City Avenue Revitalization Project	PA	Philadelphia County, Montgomery County	City of Philadelphia	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
2	Wissahickon Gateway Multimodal Improvements	PA	Philadelphia County	City of Philadelphia	City of Philadelphia	As the Wissahickon Gateway transforms into a transit-oriented development area, infrastructure needs to be upgraded to facilitate private investment. Capital projects include relocation and expansion of the Wissahickon Transportation Center with physical connections with the Wissahickon Regional Rail Station; completion of the Wissahickon Gap of the Schuylkill River Trail; "complete street" improvements to Ridge Avenue and Main Street; and a "gateway" entrance to Wissahickon Valley Park.	\$100 million	US EDA, City of Philadelphia, US DOT, State of Pennsylvania, foundations	10 years	Significant stormwater management and environmental remediation on various parcels.

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2	Frankford Arsenal Remediation and Redevelopment	PA	Philadelphia County	City of Philadelphia	Philadelphia Industrial Development Corporation, PennDOT, FHWA	Frankford Arsenal is a former US military arsenal that has since been transformed into industrial and commercial uses; 5501 Tacony St is the last parcel of the former Arsenal to remain undeveloped. PIDC, PennDOT, and the Federal Highway Administration are looking to increase accessibility to this site with the construction of a set of on-ramps to I-95 and the extension of Delaware Ave adjacent to the site. These efforts, coupled with previous site preparation conducted by PIDC, should invite a high-value, prospective industrial user to locate on the site.	\$75 million	PennDOT, FHWA, private funding	2018–2022	Site has already undergone environmental assessments and remediation.
3	Cooper River Flood Gate and Berm at State Street Bridge	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	The purpose of this project is to improve the drainage of U.S. Route 30 in Camden and Pennsauken to prevent flooding in the event of a 25-year storm or smaller. Project limits are between mileposts 1.6 and 3.0.	TBD	TBD	TBD	TBD
3	Cooper River Flood Gates	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	TBD	TBD	NJDEP funds	TBD	TBD
3	Outreach Program to Municipalities and School Districts on Energy Savings Performance Contracting	PA	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
3	Camden's Stormwater Management and Resource Training (SMART) Project	NJ	Camden County	City of Camden	Camden City, Cooper's Ferry Partnership, NJDEP, 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	Mt. Ephraim Brownfields Area-Wide Plan	NJ	Camden County	City of Camden	Camden Redevelopment Agency, US EPA	US EPA-funded planning process to identify potential brownfield redevelopment sites in the Mt. Ephraim neighborhood of Camden.	\$200,000	NJ HDSRF, US EPA	2017	TBD
3	Harrison Avenue Landfill Closure and Redevelopment	NJ	Camden County	City of Camden	Camden Redevelopment Agency	The Camden Redevelopment Agency is partnering with the NJ DEP, US EPA and US DOE to redevelop the remaining 50 acres of the former Harrison Avenue Landfill, shoreline resiliency, wetlands and natural restoration, stormwater management and public open space.	\$30 million	US DOE, US EDA, NJDEP, US EPA, Army Corps of Engineers	2020	Positive impacts due to site remediation and natural resource restoration.
3	Alberta Woods Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	Upgrades to Alberta Woods Park	\$750,000	Camden County	2018	None
3	EMR	NJ	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	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
3	Sanitary/ Stormwater Separation Citywide Study	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	The vast majority of Camden's stormwater infrastructure drains into the combined stormwater/sanitary sewer system. This system discharges to the wastewater treatment plant along the Delaware River operated by the Camden County Municipal Utilities Authority (CCMUA). However, during intense storm events, the capacity of the treatment plant is exceeded and the combined sewer stormwater and sewage is discharged at a number of combined sewer overflow (CSO) facilities into the Cooper and Delaware Rivers. The construction of separate stormwater drainage facilities will allow the CSO facilities to be eliminated, improving water quality in the rivers that surround Camden.	TBD	TBD	TBD	TBD
3	Delaware County Energy Hub	PA	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	Delaware County Open Space, Recreation, and Greenways Plan Implementation	PA	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	Upon receipt of funding	TBD
3	Delaware River Watershed Conservation Plan Implementation	PA	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	Upon receipt of funding	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
3	Gloucester/ Salem Wastewater Management Initiative	NJ	Gloucester County, Salem County	multiple 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	NJ	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	Stroud Water Research Center	PA	Chester County	West Marlborough Township	Chester County Economic Development Council	Renovation and rehabilitation of the Moorhead Environmental complex which is LEED Platinum. Projects include: exterior decks and walkways, roof, expansion of the entomology lab, HVAC renovation, construction of a conference center, renovation of two storage barns and mushroom house, expanding parking lots, updating windows and lighting, and preservation and improvements to 1720 log cabin.	\$2 million	TBD	TBD	Water security and safety

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3	Norristown Sewage Treatment Plant Relocation to Nicolet Property	PA	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 Master Plan – Transportation Improvements, Infrastructure, and Plan Implementation	PA	Philadelphia County	City of Philadelphia	City of Philadelphia, Delaware River Waterfront Corporation	The Central Delaware Master Plan was adopted by the City of Philadelphia Planning Commission in 2012. The goal of the Master Plan is to transform a six-mile length of Philadelphia's Central Delaware River waterfront into an authentic extension of the thriving city and vibrant neighborhoods immediately to its west. Implementation projects include the redevelopment of piers and other holdings for new business, residential, and recreational uses, improvement of transportation access and infrastructure, and the development of waterfront amenities.	\$100 million	US EDA, City of Philadelphia, private funding, foundations, US DOE, State of Pennsylvania	16 years to completion	Many of the parcels are currently brownfield sites that would be remediated and returned to productive use

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3	Green Stormwater Infrastructure (GSI) Partners	PA	Regional		Sustainable Business Network of Greater Philadelphia (SBN)	<p>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.</p>	\$600,000 over three years	US EDA, USEPA, PA DLI, private foundations	2013–2016 and beyond, contingent on funding	The project is designed to support improvements to Philadelphia's urban watersheds
4	Bristol Pike Revitalization Area	PA	Bucks County	Bristol Township	Bucks County	<p>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.</p>	\$1.22 million	PA DCED, PennDOT, BCRA	2013–2016	TBD
4	Delaware Riverfront Economic Development Investments	PA	Bucks County		Bucks County	<p>The 2005 Delaware Riverfront Revitalization Plan identifies improvement steps to revitalize an area where manufacturing businesses and jobs have disappeared. Funding is needed for transportation and revitalization projects in the 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.</p>	\$5 million	US EDA, PennDOT, NCRA	2018	Brownfield site remediation

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4	Keystone South	PA	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	N/A
4	Sellersville Industrial Complex (former Ametek Property)	PA	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 sciences, 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	PA DCED, Bucks County Industrial Development Authority	2013–2020	Brownfield site remediation.
4	Roebbling Industrial Park/Roebbling Super Fund Site	NJ	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	Saylor's Pond Road Site Redevelopment	NJ	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	Black Horse Pike (Route 168) Redevelopment Efforts	NJ	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	NJ	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	Route 73 and Route 130 Redevelopment Area	NJ	Camden County	Pennsauken Township	Camden County Improvement Authority	The county will continue to support redevelopment efforts, focusing on commercial projects and supporting the rehabilitation of industrial properties.	TBD	TBD	Ongoing	TBD

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4	Stratford Borough Redevelopment Plan Implementation	NJ	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	The College Drive Interchange Area Development	NJ	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
4	White Horse Pike (Route 30) Redevelopment Efforts	NJ	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	Amerinox Processing, Inc.	NJ	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	ResinTech	NJ	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	NJ	Camden County	City of Camden	City of Camden, Cooper's Ferry Partnership, 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, USDOT, Camden County Open Space Trust Fund, foundations, private sector	TBD	TBD
4	Admiral Wilson Boulevard Plaza	NJ	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	Subaru of America Headquarters	NJ	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
4	North Camden Waterfront Mixed-Use Development Plan and Implementation	NJ	Camden County	City of Camden	Camden Redevelopment Agency, Delaware River Port Authority	The North Camden Waterfront covers about 120 acres along the Delaware and Cooper rivers. Much of the land is vacant and the State of New Jersey has demolished the Riverfront Prison, freeing up an additional 15 acres. Redevelopment proposals call for the construction of mid- and high-rise retail, office, and residential buildings, and linear riverfront park.	\$200 million	NJ EDA, US EDA, NJ EIT, US EPA, NJ HDSRF, private sector	20 years	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Contemporary Graphics and Bindery, Inc., and Affiliates	NJ	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	IPAK, Inc.	NJ	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.	\$1.3 million	NJ EDA, tax credits	2016	TBD
4	Mt. Ephraim CHOICE Neighborhoods Initiative	NJ	Camden County	City of Camden	City of Camden, Housing Authority of Camden	The Choice Neighborhoods Initiative of US HUD to supports 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. 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 funded the creation of a plan for the reuse of former industrial sites. 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 were awarded a \$13.2 million US HUD Choice Neighborhoods Initiatives implementation grant to carry out the comprehensive strategies identified in the Transformation Plan.	\$312 million	US EDA, US HUD, US EPA, others TBD	TBD	The plan includes environmental remediation of contaminated areas.

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Dubell Lumber Company	NJ	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
4	ACTEGA North America, Inc.	NJ	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	Lanning Square Redevelopment	NJ	Camden County	City of Camden	City of Camden, Camden Redevelopment Agency	This neighborhood redevelopment is a major undertaking in furtherance of the vision and goals for redevelopment preferred by the Lanning Square residents and anchor strategic partners for the city's "eds and meds" captured within the Lanning Square Redevelopment Plan and the Strategic Investment Plan. These Plans call for the creation and rehabilitation of attractive, mixed-income housing, and the introduction of new commercial and cultural sites and land uses.	TBD	TBD	2019	TBD
4	NFI	NJ	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	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Camden Waterfront Development Project	NJ	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 development on 16 acres just north of the Camden Aquarium. Liberty Property Trust & Robert A.M. Stern Architects have created a master plan which envisions a complex of offices, shops, restaurants, 300 residential dwellings, and a 120 room hotel. Public spaces along the Camden waterfront will be transformed by this mix of new uses that will re-connect the downtown to the riverfront and capitalize on recent public investments. 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's history, creating thousands of bringing thousands of permanent jobs to the City.	\$1 billion	US EPA, NJ EDA, NJ DEP, City of Camden	2020	N/A
4	Camden Waterfront Neighborhood Development Initiative	NJ	Camden County	City of Camden	Cooper's Ferry Partnership	This Initiative encompasses two separate projects, both funded through the same grant provided by the Transportation Community System Preservation (TCSP) via NJDOT. The first project is the Camden Greenway Trail Design Guidelines which is a report to assist developers identify the type of trail that they need to construct in order to match pre-existing Camden GreenWay typologies. The second project is the Camden Waterfront Neighborhood Development Initiative Transportation Improvement Plan which identified long-range strategic revitalization plans and identifies priority transportation projects that integrate transportation infrastructure with community preservation and development.	\$402,322	NJ DOT (TCSP)	2 years	Positive impacts due to additional modes of transportation options including public and bike options.

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Parkside RENEW	NJ	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	Lower Farnham Park	NJ	Camden County	City of Camden	Cooper's Ferry Partnership, City of Camden	Lower Farnham was once a 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 create a vital connection to the Camden Greenway regional trail network. The project will establish waterfront access to a community previously cut off from the river, and provide educational opportunities about habitat preservation and stormwater management. This is the 2nd phase of the Farnham Park Restoration Project. The upper portion, completed in 2011, included stormwater management, trail connections, and recreational amenities.	TBD	National Park Service	TBD	Positive (wetlands reclamation, public education, improving water quality)

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Pierre Building Apartments	NJ	Camden County	City of Camden	M&M Development, LLC, Cooper Grant Neighborhood Assn, and Camden Redevelopment Agency	One of the few remaining historic structures on Cooper Street to be substantially rehabilitated and adapted for reuse as multi-family residential rental housing, which will include 29 new market-rate apartments with a solar roof and such amenities as a fitness center, club room, and bike racks. Located directly adjacent to the Rutgers Alumni House.	\$12 million	NJHMFA, NJ EDA, TD Bank, Camden Economic Recovery Board	2018	TBD
4	Poet's Walk	NJ	Camden County	City of Camden	Camden Redevelopment Agency, Developer TBD	Market-rate for-sale housing units.	\$4 million	NJ EDA, NJHMFA	2019	TBD
4	Radio Lofts	NJ	Camden County	City of Camden	Dranoff Properties, Camden Redevelopment Agency	Radio Lofts is the second landmark residential community to be created by Dranoff Properties on the Camden Waterfront. Improving upon what was originally a historically significant RCA Victor factory building, the transformation of Radio Lofts will add 86 luxury loft condominiums that will serve as a residential anchor for the massive half-billion dollar revitalization of the Camden Waterfront. Funding is required to complete remediation.	\$100 million	Dranoff Properties, US EPA	TBD	TBD
4	American Water	NJ	Camden County	City of Camden	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	Holtec International	NJ	Camden County	City of Camden	South Jersey Port Corporation, NJ EDA, City of Camden	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. The project will be completed in FY 2017.	\$260 million	US EDA, NJ EDA, tax credits, private sources	2017	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Atwater Redevelopment Corporate Center	PA	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 (2009-2020)	N/A
4	Chester County Route 1 Corridor Development	PA	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	TBD
4	Coatesville Flats Property Redevelopment	PA	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	Coatesville Gateway Downtown Redevelopment Project	PA	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 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 Route 30 Bypass Development Project	PA	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 sf 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
4	Devon Yards (Urban Outfitters)	PA	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 a mixed-use development still in the design phase.	TBD	State, local and federal funding sources	2018	None

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Downingtown Amtrak Rail Yard Redevelopment Project	PA	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	As soon as possible	Unknown
4	Downingtown River Station Project	PA	Chester County	Downingtown Borough, 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 calls for a mixed-use development.	\$100 million	State (\$8 million), federal (\$4 million), private capital (\$288 million)	TBD	Site will be remediated to PA DEP residential and commercial standards.
4	London Grove West	PA	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	Phoenixville Residential Redevelopment Project	PA	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	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Sadsbury Commons	PA	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 .n.	Resolved
4	Uptown Worthington Center	PA	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	PA	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 Nields Street	PA	Chester County	West Chester Borough	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	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Chester County Route 724 Regional Initiative	PA	Chester County	multiple municipalities	Chester County Economic Development Council	This multimunicipal effort desires to attract appropriate commercial and industrial development along and within the Route 724 region.	TBD	TBD	Individual parcels are currently available	TBD
4	Chester County Historical Society	PA	Chester County	West Chester Borough	Chester County Economic Development Council	Chester County Historical Society plans include building renovation and improvements including construction and related costs	TBD	TBD	TBD	TBD
4	Communication Test Design Inc. (CTDI) – Highlands	PA	Chester County/Valley Township	Valley Township	Chester County Economic Development Council (CCEDC)	State of the art headquarters facility to expand by 120,000 square feet of precision industrial/office and R&D facility for this global technology company. Anticipated job growth of 1200 jobs in ten years.	\$40 million	State and local funding requested.	None	N/A
4	20 Moores Road Redevelopment	PA	Chester County	East Whiteland Township	Chester County Economic Development Council	Renovation and redevelopment of 20 Moores Road the 65-acre site home to Saint Gobain global headquarters, with additional capacity for up to 250,000 square feet available for tenancy.	TBD	TBD	TBD	Unknown
4	East Brandywine	PA	Chester County/East Brandywine Township	Chester County Industrial Development Authority (CCIDA)	Chester County Economic Development Council	The project involves the construction and development of a commercial shopping center in East Brandywine Township. The project also enables the construction of a township-priority road that will traverse the site, provide access to the new development and an adjacent commercial center, and connect Horseshoe Pike to North Guthriesville Road safely. When fully operational, the development will create 185 new permanent jobs and \$7.45 million in new, annual tax revenue.	\$8.35 million	State		Full extent TBD but may be residual contaminants in the soil due to previous agricultural use.
4	Riverbridge Flex/Light Industrial Development	PA	Delaware County	Chester City	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	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Historic Chester Arts and Cultural District	PA	Delaware County	Chester City	City of Chester, Chester Arts Alive, Pennsylvania Humanities Council, Widener University	This project that will create a pedestrian-friendly arts & cultural district with mixed-uses and concentration of cultural facilities and historic buildings. Cultural entrepreneurs and activities will serve as the anchor for economic vitality and catalyst for community revitalization. Development has occurred in the 500 block of Ave. of the States and future projects include painting the Amtrak overpass. This project will link University Crossing, the DeShong Park Revitalization Area, and the Chester CBD, with new cultural, residential, live/work, retail, and office uses. Other potential uses include a hotel, a regional performing arts center, and arts & education offices.	TBD	Federal and state agencies, private foundations, and private investors	Three or more years	None
4	Waterfront Hotel	PA	Delaware County	Chester City	City of Chester, Chester Economic Development Authority	Groundbreaking for new 89-room Candlewood Suites Hotel on Route 291 was made in June 2017. Although not on the waterfront, it connects the Casino and Talen Energy Stadium. 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. This 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, private sources	Fall 2018	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	West End Transit-Oriented Development Project	PA	Delaware County	Chester City	City of Chester, Chester Economic Development Authority, private developer	Proposal for 85 single family townhouses 2 blocks from the SEPTA Highland Avenue Train Station. 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, private sources	Five or more years	Brownfields site remediation.
4	Wellington Ridge Shopping Center	PA	Delaware County	Chester City	City of Chester, Chester Housing Authority	This project 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. This project will create a new state-of-the-art Charter School for grades K-12 as well as a commercial center, anchored by Dollar General.	TBD	Federal, state, local, private financing	Three or more years	None
4	Delaware County Orange Street Complex	PA	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
4	Restoration of the Historic Lansdowne Theatre	PA	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	Upon receipt of funding	TBD
4	Central Business District Improvement Program	PA	Delaware County		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	PA	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Delaware County Route 291/13 Industrial Heritage Parkway Plan Implementation	PA	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	Upon receipt of funding.	TBD
4	Fossil Park at Inversand Corporation Site	NJ	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.
4	Broad Street Façade Improvement Project	NJ	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	NJ	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	NJ	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	Roebbling Block 2 (South Clinton/Mott)	NJ	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	Roebbling Block 3 (Hamilton/Route 129)	NJ	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Roebing Machine Shop (aka "Invention Factory")	NJ	Mercer County	City of Trenton	City of Trenton	This project will result in the conversion of an industrial warehouse into commercial space.	\$27 million	US EDA, NJDOT, Historic Trust, UEZ	Four to five years	TBD
4	Center Revitalization	NJ	Mercer County	multiple 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	Ewing Town Center	NJ	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
4	Princeton Junction Transit Oriented Development	NJ	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	NJDOT, NJT, FHWA, FTA, local bonds	Five to seven years	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	SRI Development	NJ	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, NJDOT, local bonds	Seven to 10 years	TBD
4	Municipal Leaders Engagement	PA	Montgomery County		MCDC/Commerce	MCDC collaborates closely with our municipalities and school districts to discuss local tax incentives. Created a new "Municipal leaders Task Force to continue dialogue and build meaningful relationships with local appointed officials. Conversations surround business development, with an eye toward retention and expansion into Montgomery County.				N/A
4	First Avenue/ Moore Road Linear Park	PA	Montgomery County	Upper Merion Township	King of Prussia District	The First Avenue Linear Park will provide superior recreational amenities to the newly-zoned business park in King of Prussia, Pennsylvania. New zoning allows residential and service retail to be developed in addition to existing commercial office and industrial buildings. This mixed-use zoning promotes a true live-work environment for the first time in the 50-year history of the office park. The Linear Park will allow all properties along First Avenue and Moore Road to be joined by common recreational paths for walking and jogging. In addition, the Linear Park will turn the required 50-foot setback into an attractive and welcoming amenity that will include new landscaping, pedestrian and vehicular lighting, benches, trash receptacles, seating plazas, and more. This project directly responds to recent demands by companies and their employees to locate in communities that are more stimulating and dynamic and positions the King of Prussia Business Park to be the premier office, residential, and retail location in the Philadelphia suburbs.	\$5 to 7 million	US DOT, FHWA, PennDOT, private capital, King of Prussia District, local share	\$2.75 million funded to date. In final design. Install starts 2017.	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Ardmore Transit Center	PA	Montgomery County	Lower Merion Township	Lower Merion Township, Dranoff Properties, SEPTA	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 sf of retail. SEPTA is implementing a station redevelopment project to create a new accessible train station serving commuters and Amtrak passengers. The unfunded Phase 2 will improve bus facilities and increase parking.	\$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)	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	PA	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 by 2018. Final Construction complete in 2019.	No impact on the environment. Environmental clearances for site work have been received.
4	Linfield Industrial Park Site Preparation	PA	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, State of Pennsylvania	TBD	TBD
4	The Village at King of Prussia	PA	Montgomery County	Upper Merion Township	MCDC/Commerce	Spotlight @ Night at Comcast; restaurant walks, YPN events.		N/A	Ongoing	NA
4	Spring House Innovation Park	PA	Montgomery County	Lower Gwynedd	MCDC	Project includes the adaptive reuse of the former Dow Chemical site. Business on our Site application submitted; PIDA considered as well.	\$12 million	DCED, US EDA, property owners	Ongoing	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Ambler Yards	PA	Montgomery County	Ambler Borough	MCDC	Site selection for tenants; overview of possible financing; Spotlight@Night	TBD	TBD	TBD	TBD
4	PA Turnpike Corridor Reinvestment Project	PA	Montgomery County		Montgomery County Planning Commission, partner municipalities located along the Pennsylvania Turnpike, Pennsylvania Turnpike Commission	<p>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. Full funding has been committed for the new Lafayette St. Interchange in Plymouth/Norristown. Several municipalities have already updated 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.</p>	\$232 million	PA Turnpike Commission, PennDOT, Federal Highway Trust Fund, Montgomery County, Municipal Capital Budgets	20 years or more	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Centennial District Improvements	PA	Philadelphia County	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	TBD
4	Franklin Square	PA	Philadelphia County	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.
4	Remediation and Renovation of 4601 Market Street	PA	Philadelphia County	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation, Philadelphia Authority for Industrial Development	PIDC and the City of Philadelphia have begun marketing this City-owned property in West Philadelphia through a Request for Qualifications and Request for Proposals process. 4601 Market Street is a landmark building in central West Philadelphia that has served a variety of uses over the past 90 years. This building, the former headquarters of Provident Mutual Life Insurance, lies on the largest individual vacant parcel in West Philadelphia. Since the City acquired the site in 2008, it has invested \$27 million towards renovating and remediating the premises. The City of Philadelphia and PIDC are working jointly to recruit quality private or public/private investment to this site so that it may anchor the Market Street Corridor around 46th Street.	\$50 million	Commercial Corridors Bond Funding, private funding, City of Philadelphia, US EDA	Two years	Currently undergoing remediation and renovation; completed abatement includes asbestos removal and removal of hazardous materials from the building.

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4	North Broad Renaissance	PA	Philadelphia County	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	This project seeks to extend the City of Philadelphia's successful 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. 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	Industrial Land Strategy Implementation	PA	Philadelphia County	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 &amp; 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, State of Pennsylvania	Early acquisitions two to three years, 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	PA	Philadelphia County	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, State 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.

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	Market East Strategic Plan Implementation	PA	Philadelphia County	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.
4	Project Why Wait	PA	Philadelphia County	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
4	Enterprise Heights	PA	Philadelphia County	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 complement the future reuse of the 4601 Market Street complex, 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.

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4	Fairhill and Kensington Vacant Building Transformation Projects	PA	Philadelphia County	City of Philadelphia	HACE, Impact Services	The Hispanic Association of Contractors and Enterprises (HACE) & the Impact Services Corporation are collaboratively working to address elements of blight in the Fairhill and Kensington neighborhoods. Each organization is working from plans which specifically identify vacant property strategies as a key component to community development. For example, buildings located at 2739-47 N. 5th Street (HACE) and the intersection of A Street and Indiana Ave (IMPACT) are potential sites of catalytic reinvestment to contribute to commercial corridor revitalization, public space reclamation, and the fight against opioids.	TBA	Philadelphia LISC, PIDC, Philadelphia Department of Commerce, New Market Tax Credits	TBD	TBD
4	Lower Lancaster Vacant Building Revitalization Projects	PA	Philadelphia County	City of Philadelphia	People's Emergency Center, The Progressive Change CDC	People's Emergency Center (PEC) and The Progressive Change CDC (PCCDC) are working to develop the Lancaster Ave corridor via the revitalization of vacant buildings. Projects such as 3748 and 4624 Lancaster Avenue would reclaim and renovate blighted corridor properties to reduce corridor vacancy and increase foot traffic and upper floor residential occupancy. The investment in dynamic anchor projects would continue PEC and PCCDC strategies to bring arts and performance space and workforce development resources to complement large-scale developments in University City and the existing Lancaster Avenue corridor.	TBA	Philadelphia LISC, PIDC, Department of Commerce, New Market Tax Credits	TBD	TBD

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
4	African Caribbean Business Alliance (ACBC)	PA	City of Philadelphia	City of Philadelphia	ACBC	<p>The African Caribbean Business Coalition (ACBC) is applying for an US EDA grant in the amount of \$250,000 to tackle the root causes of technical challenges facing underserved and disadvantaged microenterprises and small businesses, specifically immigrant and refugee-owned. The proposed project will provide business and technical support in a culturally competent manner to 70 underserved and disadvantaged businesses in West Philadelphia. Programming will take the form of training and counseling, business review and planning, market analysis, technological literacy, access to capital, mentoring and capacity building.</p> <p>This grant application is designed to give the immigrant and refugee businesses in West Philadelphia access to the tools and skillsets which will help them thrive in the Philadelphia small business market.</p>	\$250,000	US EDA	TBD	N/A
4	Hunting Park Developments	PA	Philadelphia County	City of Philadelphia	The Allegheny West Foundation, City of Philadelphia	<p>The Allegheny West Foundation, the City of Philadelphia, and others are working on redevelopment projects in the Hunting Park West industrial district and Allegheny West community. Projects range from smaller infill sites to the adaptive reuse and redevelopment of large, underutilized industrial complexes, such as the former Budd facilities. Coordination of public and private investment will help leverage the area's urban assets to create diverse opportunities for business location and employment. Complementing recent developments such as the Salvation Army Kroc Center and Bakers Square, new redevelopments will also reduce the blighting influence of long-term vacant properties.</p>	TBA	City of Philadelphia, PIDC	TBD	TBD

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4	Broad Street, Germantown, and Erie Avenues, and the Beury Building	PA	Philadelphia	City of Philadelphia	City of Philadelphia, SEPTA, Shift Capital	This project will make strategic investments to restore Broad Street, Erie, and Germantown Avenues as a "downtown" within the North District, including multi-modal transit and pedestrian upgrades to the streetscape, accessibility upgrades to the subway entrances, new protected bicycle lanes and public space, and reinvestment in historic structures. This project is supported through the City of Philadelphia's Phila2035 North District Plan, and has received input from City and local stakeholders. To date, the Philadelphia Department of Commerce has committed Storefront Improvement Program and Corridor Management funding. Public and private investment in key historic buildings within this hub is already underway, including rehabilitation of the Beury Building, a historic 14 story art-deco high rise located at 3701 North Broad Street.	\$35 million	City of Philadelphia, SEPTA, PennDOT, US EDA, private funding	TBD	TBD
4	Wayne Junction Revitalization Project	PA	Philadelphia	City of Philadelphia	Philadelphia Office Retail, City of Philadelphia	The revitalization of Wayne Junction, nestled between Nicetown and Germantown, involves the adaptive reuse of at least 10 currently vacant and/or deteriorated properties. These properties, adjacent to the Wayne Junction Train Station, will be used for residential apartments, office, light manufacturing, restaurants, breweries, and coffee shops. It is anticipated that this TOD project will spur reinvestment in the surrounding commercial and residential community. The Wayne Junction Revitalization Project also involves a number of public improvements including targeted murals, pedestrian lighting, security cameras, landscaping, new sidewalks, streetscape improvements and a dog park.	\$16 million	PIDC, City of Philadelphia, Philly Office Retail	TBD	TBD

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4	New Market West	PA	Philadelphia	City of Philadelphia	Mission First Housing Group Development Corporation	New Market West (NMW) will bring high quality early childhood education, primary medical care, support for previously homeless single parent families, behavioral health services, affordable rental housing and retail to a transit-accessible location in a neighborhood deeply in need of these services. The project will include over 15,000 square feet for four retail spaces. Overall 135 jobs will be created and 303 jobs will be retained at New Market West. The project has joined forces with two key partners, Horizon House (Mental Health provider) and ACHIEVEability (Houses and supports low-income families), whose core competencies and missions complement each other.	\$43 million	City of Philadelphia, New Market Tax Credits, HUD Brownfield Economic Development Initiative, private funding	2017–2019	TBD
5	Camden's Educational and Medical Cluster	NJ	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	Lockheed Martin	NJ	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

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5	Gateway Office Park	NJ	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
5	Joint Health Sciences Research and Academic Center Campus Expansions	NJ	Camden County	City of Camden	Rowan University-Rutgers Camden Board of Governors, Camden Redevelopment Agency	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	Knight's Crossing	NJ	Camden County	City of Camden	Campbell Soup Company, Brandywine Realty Trust, Camden Redevelopment Agency	Knight's Crossing 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. Plans call for the development of about 500,000 square-feet of office and research space. Subaru of America relocates its North American Headquarters to the Gateway Office Park, constructing 250,000 square-feet of office space plus a new 70,000 sf Training Facility.	\$40 million	Campbell Soup Company, Brandywine Realty Trust, NJ EDA	2024	TBD
5	Rutgers Nursing and Science School Campus Expansions	NJ	Camden County	City of Camden	Rutgers University	Rutgers-Camden is building a 100,000-sf nursing and science teaching and research facility. The Rutgers expansion will connect 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	County	Location	Project Sponsor(s)	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	PA	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	As soon as local approvals are obtained.	N/A
5	Deerfield Corporate Center Retail/Office Complex	PA	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 feet 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	N/A.
5	Great Valley Corporate Center – Mixed- use Life Center	PA	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 1 is underway.	TBD	Multiple funding sources are being identified	Phase 1 is underway.	N/A
5	Kennett Business Park	PA	Chester County	Kennett Square Borough, Kennett Township	Chester County Economic Development Council	Kennett Business Park, LLC, is a 19-acre industrial park built on a former commercial site and 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.
5	Lincoln University R&D Park and Hotel/Conference Center	PA	Chester County	Lower Oxford Township, Upper Oxford Township	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, State of Pennsylvania, private investment	2012–2022	None

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5	Lower Oxford Industrial Park	PA	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	PA	Chester County	New Garden Township	Chester County Economic Development Council	New Garden Township is planning to develop 25 acres alongside the existing Flying Field to contain 7 flex buildings for light manufacturing and commercial companies to lease. The buildings, with up to 160,000 sf in total, will house between 75 and 325 employees based on utilization.	TBD	Federal, state, local funding sources	Nine-to-12 months.	None
5	Reedville Business Park	PA	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 months	None
5	South Coatesville Light Industrial Park	PA	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	PA	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.	\$ 75 million	US EDA, PA DCED, CFA, private capital (\$70+ million)	TBD	Wetlands habitat protection. Connection to county trail system in place.

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5	101 Gordon Drive Development	PA	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 36.5 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
5	University Medical Center Corridor Development	PA	Delaware County	Chester City	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, private sources	TBD	TBD
5	Delaware County Business Incubator	PA	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
5	South Jersey Technology Park at Rowan University	NJ	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

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5	North Broad Street and Warren Street/ Mercer County Community College	NJ	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 HMFA, TDA, CCRC	Four to five years	TBD
5	Vista Center	NJ	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	Children's Hospital of Philadelphia Schuylkill Avenue Development	PA	Philadelphia County	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
5	University of Pennsylvania South Bank Campus Development	PA	Philadelphia County	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	Citywide Expansion of Higher Educational, Research, and Medical Institutions	PA	Philadelphia County	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	uCity Square (formerly known as the University City Science Center campus)	PA	Philadelphia County	City of Philadelphia	University City Science Center and Wexford Science and Technology	Rebranded in 2015 as uCity Square, the Science Center campus has potential to double in size as the Science Center and Wexford explore joint development opportunities for nearly four million sf of office, laboratory, residential, and retail plus structured parking over the next 10 years. These opportunities include development of the former University City High School site and the 3 remaining open parcels on the Science Center's legacy campus: 3400, 3800 and 3850 Market Street.	\$1.0 billion over ten years	State of Pennsylvania, others TBD	Ten years	No negative impacts expected. Positive impacts include decreasing the stormwater run-off from the currently impervious sites.
5	FabNet Commercialization Center	PA	Regional		Ben Franklin Technology Partners of Southeast Pennsylvania	The FabNet Commercialization Center will offer a range of programs and services that support innovation-based, high-growth entrepreneurship and startup acceleration in Greater Philadelphia through transforming early-stage ideas and inventions into prototypes; by providing guidance and support to entrepreneurs and early stage companies; and by providing early stage companies with access to capital.	\$1 million	US EDA	Three years	N/A
5	Advanced Manufacturing for the Medical Device Industry	PA	Regional		Ben Franklin Technology Partners of Southeast Pennsylvania	The Advanced Manufacturing for the Medical Device Industry (AMMDI) program is designed to provide critical support to early-stage technology companies, specifically to address their manufacturing challenges. AMMDI and Ben Franklin will work with regional medical device companies at both the individual and regional level: We will work with the region's medical device stakeholders to identify specific, common commercialization problems and challenges that are barriers to growth as well as working with individual companies to help address their specific needs.	\$1.26 million	US EDA	Three years	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
5	Philadelphia Region Integrated Medicine Alliance (PRIMA)	PA	Regional		Ben Franklin Technology Partners of Southeast Pennsylvania	Greater Philadelphia Integrated Medicine Alliance (PRIMA) is a regional integrated virtual partnership focused exclusively on nurturing the regional biotech/pharma technology ecosystem. This alliance would create Philadelphia's first integrated-virtual network by linking to discovery, infrastructure, information and analysis systems and commercialization to enable startups, large companies, universities, hospitals, other nonprofit organizations and regional life science stakeholders to collaborate to accelerate technology innovation and reduce barriers to commercialization, which, in turn, will result in increased economic development, company formation, job growth, regional competitiveness and ultimately better patient care.	\$1 million	US EDA	Two years	N/A

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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Bucks County Entrepreneurial Centers	PA	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	Chester County Rural Microentrepreneur Assistance Project (CCRMAP)	PA	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
6	Innovation Centers	PA	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Digital Health Accelerator (DHA)	PA	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 at 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, State of Pennsylvania, others TBD	Three years, possibly ongoing long-term operation.	N/A
6	Net Zero Energy Innovation Center	PA	Philadelphia County	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 Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Greater Philadelphia MedTech Commercialization Network (GPMCN)	NJ,PA	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. Resources include access to information, manufacturing, validation and space. The Network will consist of specialized resources typically inaccessible to early-stage companies and focus on information, physical and operational assets, validation, and integration and space.	\$300,000	US EDA	Two years	N/A
6	The Technology Commercialization Group (TCG)	NJ,PA	Regional		Ben Franklin Technology Partners of Southeast Pennsylvania	Develop 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	ImpactPHL	NJ,PA	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	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Greater Philadelphia Healthcare Innovation Collaborative	DE, NJ, PA	Regional		Ben Franklin Technology Partners of Southeast PA, 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
6	Commercialization Germinator	NJ,PA	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)	Upon receipt of funding.	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	Corporate Development Program for Scientific Founders and First-Time Entrepreneurs	NJ,PA	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	Upon receipt of funding.	N/A
6	Diligence Program for Scientific Founders and First-Time Entrepreneurs	NJ,PA	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	Upon receipt of funding.	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
6	QED Proof of Concept Program	DE, NJ, PA	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, local sources	Ongoing long-term operation.	N/A
6	Quorum Operations (Innovation and Commercialization Programming)	NJ,PA	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 56,000 people have attended over 900 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	Federal, state, local sources	Ongoing long-term operation.	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
7	Burlington County Co-Working Space	NJ	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	NJ	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.
7	Heritage Tourism	NJ	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	NJ	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
7	Creative MontCo	PA	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
7	Team MontCo	PA	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	PA	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
7	Philadelphia Game Lab (PGL)	PA	Philadelphia County	City of Philadelphia	PA DCED	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 academia and industry collaborations. The PGL initiative employs students and recent graduates. Their efforts continue to lead to the development of industry-leading tools and game executions, highlighting the talent base in local universities and building the region's creative technical businesses.	\$4.25 million	D2PA, National Science Foundation, strategic industry entities, and private foundations	Five to seven years	N/A
7	Advancing the World Class Business Growth Agenda	DE, NJ, PA	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 Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
7	World Class Greater Philadelphia (WCGP)	DE, NJ, PA	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, WCGP 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 years of benchmarking research and input, 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	Community Resources: Research and Marketing Tools	NJ, PA	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	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
7	Implementing the Greater Philadelphia Export Plan	NJ, PA	Regional		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	N/A
7	The Port	PA	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, State of Pennsylvania, City of Philadelphia	Five years from receipt of funding.	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	New Jersey EDA Revolving Loan Fund	NJ	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	N/A
8	First State Community Loan Fund	PA	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	Grow Philadelphia Fund	PA	Delaware County, Montgomery County, Philadelphia County		The Enterprise Center Capital Corporation (TEC-CC)	The 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	Trenton Made - Food Innovation Accelerator Project	NJ	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 Loan Program	PA	Montgomery County		MCDC, MCIDC, Commonwealth of Pennsylvania	This is a tool for businesses seeking capital. 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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	Montgomery County Economic Development Grants	PA	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
8	MontCo 2040 Implementation Grant Program	PA	Montgomery County		Montgomery County Planning Commission	An annual grant program has been established to provide funding for municipal projects to advance the goals of the Montgomery County Comprehensive Plan. \$1 million will be available each of the next five years to provide gap funding for physical projects that promote county goals and 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 Financing Programs	PA	Philadelphia County	City of Philadelphia	Philadelphia Industrial Development Corporation (PIDC)	<p>PIDC uses the EDA revolving loan fund (RLF) and other private and public funding to offer borrowers several products to meet their financing needs, which include:</p> <ul style="list-style-type: none"> <li>• Senior Term Loans: Supports small and midsize businesses, developers, and nonprofits which need term financing for working capital, equipment, or leasehold improvements to support their growth.</li> <li>• Subordinate Term Loans: Supports businesses, developers, and nonprofits undertaking capital projects such as building acquisition, renovation, leasehold improvements, or equipment purchases where additional financing is needed to complete the project. PIDC will typically fund up to 40% of the total project cost.</li> <li>• Lines of Credit: Provides support to small, minority, women, and disabled owned businesses that need a line of credit.</li> </ul>	\$5.8 million	US EDA, 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 Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	Startup PHL	PA	Philadelphia County	City of Philadelphia	Philadelphia Industrial Development Corporation (PIDC)	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
8	Phase I Ventures (P1V)	NJ PA	Regional		University City Science Center	This company acceleration project targets 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, 18 projects underway or in the pipeline from 12 different institutions.	\$7 million	Federal, state, local sources	Five to seven years	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
8	Industry-Academia Accelerator (IAA)	NJ,PA	Regional		University City Science Center and BioStrategy Partners	The Industry-Academia Accelerator (IAA) will create a more integrated model for the translation of academic research to company formation, commercial success and job creation. The IAA will start with the existing partnerships already in place among BioSP's seven member academic organizations and two large pharmaceutical companies, and will use the Science Center's reach to expand the number of both the academic and corporate participants, as well as explore an expansion of industry focus. The new accelerator will increase the number of commercially viable technologies being developed within the regional ecosystem and feeding the innovation pipeline.	\$2 million	Federal, state, local sources	Two years, possibly ongoing long-term operation	N/A
9	Delaware River Waterfront Development Plan	NJ	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
9	Baseline Industrial and Commercial Research and Database Creation to Enable Effective Planning, Business Retention, Expansion, and Attraction	NJ	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, ongoing operation.	N/A

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
9	Regional Open Season for Natural Gas Pipeline Development/Expansion	DE, NJ, PA	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	NJ,PA	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

Project Type	Project Name	State	County	Location	Project Sponsor(s)	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
9	Regional Energy and Manufacturing Economic Impact Study and Marketing Strategy	DE, NJ, PA	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
9	Regional Healthcare Economic Impact Study and Marketing Strategy	DE, NJ, PA	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

Source: Delaware Valley Regional Planning Commission, September 2017.

**LIST OF ACRONYMS**

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

**LIST OF ACRONYMS**

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

# Investing in People and Places

## Greater Philadelphia's Comprehensive Economic Development Strategy, 2017 Annual Review and Update

**Publication Number:** 18003

**Date Published:** September 2017

**Geographic Area Covered:**

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

**Key Words:**

Comprehensive Economic Development Strategy (CEDS), U.S. Department of Commerce, U.S. Economic Development Administration (EDA), 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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