



Investing in People & Places

Greater Philadelphia's Comprehensive Economic Development Strategy

September 2014

 DELAWARE VALLEY
dvrpc
REGIONAL
PLANNING COMMISSION



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

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



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

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Executive Summary

The *Greater Philadelphia Economic Development Framework* was created in 2009 to satisfy the U.S. Economic Development Administration (EDA)'s requirement for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia region. *Investing in People and Places* is the culmination of a major review and revision of the original 2009 CEDS, as mandated every five years by EDA. This document was authored by DVRPC, which serves as the federally designated Metropolitan Planning Organization (MPO) for the nine-county, bi-state Greater Philadelphia region (including Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania, and Burlington, Camden, Gloucester, and Mercer counties in New Jersey).

The document 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. In March and April of 2014, DVRPC, in partnership with the Economy League of Greater Philadelphia, the Southern New Jersey Development Council, Ben Franklin Technology Partners, and Select Greater Philadelphia, coordinated three public forums – one in Center City Philadelphia, one in the Pennsylvania suburbs, and one in the New Jersey suburbs. The intent of those meetings was to inform the CEDS by facilitating a dialogue with members of both the public and private sectors and gain insight as to the region's greatest opportunities and challenges. A 30-day public comment period on the draft CEDS was held from August 20 to September 19, 2014, and a public information session was held on September 10, 2014. Written comments were accepted via email, regular mail, and online through DVRPC's web site.

The report begins by providing background data on the region's demographics and economy. Greater Philadelphia has a strong base of highly skilled workers, top universities, and support infrastructure for a wide variety of high-tech industries, and is home to a concentration of such cutting-edge sectors as life sciences, chemicals, and higher education. The region's thriving cluster of biopharmaceuticals, biotech, research and development, and support companies is one of the largest in the nation. With deep roots in public health, the Greater Philadelphia region has become one of the nation's top life science industry centers. The Philadelphia region is home to over 90 educational institutions that offer at least a two-year associate's degree, and ranks third nationally in the number of four-year colleges and universities. The region is also powered by a solid and diversified information technology (IT) industry. IT plays a major role in the local economy, both as a provider of IT products and services and as a support function to other major industries.

Like many urban areas, the Greater Philadelphia region's economy has undergone a major transition in recent decades. Roughly a half century ago, traditional manufacturing dominated the economy of both the city and the suburbs, accounting for almost 60 percent of the region's jobs. As manufacturing employment declined, knowledge-based industries gained prominence, with life sciences, information technology, professional services, and chemicals ranking among the region's top industries. Sectors such as education and health services, professional and business services, financial activities, and information technology have emerged as principal drivers of the economy. Other key sectors include alternative energy and energy conservation; the creative industries; tourism; specialty manufacturing; and food production and distribution. The region has also been transformed to a high-tech manufacturing hub, with next-generation electronics, defense systems, aerospace, and shipbuilding as just a few of the diverse, highly specialized manufacturing segments thriving throughout the region. According to the Federal Reserve of Philadelphia, manufacturing in the Philadelphia region expanded over the past year at its fastest pace in three years, as measured by gains in new orders, shipments, and hiring.

Chapter 3 identifies the region's greatest strengths and challenges. Greater Philadelphia's strengths include its economic diversity, transportation infrastructure, centralized Northeast location, educated workforce, and high quality of life. Challenges, however, include the region's fragmented local governance, relatively high tax burden, the quality of public education in its urban areas, and the consequences of its historical sprawling development pattern, including increased auto dependency, congestion, and compromised air quality. Regional economic development goals, objectives, and strategies are presented in Chapter 4, which also identifies performance measures that will be tracked in future years to measure progress toward meeting the goals. The regional CEDS goals and objectives 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.
- Invest in projects that advance the utilization of the region's airports, rivers, waterfronts, and 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.

Chapter 5 discusses regional projects, programs, and activities designed to implement the CEDS' goals and objectives. The chapter includes a discussion of DVRPC's role in guiding and prioritizing transportation investment in the region, as well as a list of over 170 proposed economic development projects intended to advance the regional CEDS goals.

Chapter 6 describes the regional economic development process and partners. Greater Philadelphia is a large and complex region, covering portions of two states, with hundreds of municipalities responsible for individual development decisions. The region's economy is similarly diverse and multifaceted, with dozens of public and private sector organizations seeking to promote or attract a wide variety of sectors or specific interests. Thus, there is no single process or simple strategy that will fully address all of the opportunities and challenges that the region faces. Although each county and city approaches the economic development process differently, they are united in advancing common goals: investing in their people, creating attractive places, and supporting businesses. Continued coordination across state lines; city and county lines; employment sectors; and the public and private sectors is essential to maintaining a broad regional perspective and identifying and working toward a common vision, goals, and objectives.

Introduction

Background

The *Greater Philadelphia Economic Development Framework* was created in 2009 to satisfy provisions for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia region. Co-authored by the Delaware Valley Regional Planning Commission (DVRPC), Select Greater Philadelphia, and Ben Franklin Technology Partners of Southeastern Pennsylvania, the document was developed according to provisions outlined in 13 CFR § 303.7(c) and was formally approved by the U.S. Department of Commerce, Economic Development Administration (EDA) as Greater Philadelphia's regional CEDS on September 30, 2009. The current document is the culmination of a major review and revision of the original 2009 CEDS, as mandated every five years by EDA. This report was authored by DVRPC, which serves as the federally designated Metropolitan Planning Organization (MPO) for the nine-county, bi-state Greater Philadelphia region (which includes Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania, and Burlington, Camden, Gloucester, and Mercer counties in New Jersey).

The 2009 *Greater Philadelphia Economic Development Framework* focused on an expanded 11-county region, which included DVRPC's nine member counties, plus Salem County, New Jersey, and New Castle County, Delaware. Upon further consideration, EDA determined that the economic development needs and priorities of Salem County are addressed through the ongoing efforts of the South Jersey Economic Development District, which also includes Atlantic, Cumberland, and Cape May counties. Similarly, economic development issues and priorities in New Castle County are addressed in the State of Delaware's statewide CEDS. For the purposes of planning, coordination, and preparation of the regional CEDS, the geography of the Greater Philadelphia region was therefore revised in 2010 to coincide with that of the nine-county DVRPC region (see Figure 1). Larger-scale maps illustrating the region's municipalities in its five Pennsylvania and four New Jersey counties are included in Appendix A.

Figure 1: Greater Philadelphia Region



Community and Private Sector Participation in the CEDS Planning Process

Review Committee

The current document was developed under the guidance of a Regional CEDS Review Committee that is administered by DVRPC and chaired by Barry Seymour, DVRPC's Executive Director. The Review Committee includes representatives of 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 full list of Committee members).

Regional Community and Economic Development Forum (RCEDF)

DVRPC's Regional Community and Economic Development Forum (RCEDF) meets periodically to address current issues in land use, housing, economic development, and transportation in the Greater Philadelphia region. With a mailing list of over 600 and regular attendance of approximately 50 to 75 (depending on the topic), these meetings provide an ongoing opportunity for public and private sector representatives to continue the conversation and dialogue on regional economic development challenges, opportunities, and priorities.

Investing in People and Places Public Meetings

In March and April of 2014, DVRPC, in partnership with the Economy League of Greater Philadelphia, the Southern New Jersey Development Council, Ben Franklin Technology Partners of Southeastern Pennsylvania, and Select Greater Philadelphia, coordinated three public forums, including one in Center City Philadelphia, one in the Pennsylvania suburbs, and one in the New Jersey suburbs. The purpose of these meetings was to discuss Greater Philadelphia's priorities for economic development, public investment, job creation, and talent retention and attraction. Notices of these meetings were posted on the DVRPC website and social media outlets and also sent to the RCEDF contacts. All of the meetings were well attended by representatives of both the public and private sectors.

Each meeting featured two panels: one panel of business representatives, and a second panel of public-sector and academic representatives. Speakers varied for each meeting, with businesses in several sectors and of varying scales represented. At each meeting, business officials were asked to discuss why they chose to come to or expand within the Greater Philadelphia region and to identify challenges and opportunities faced by their companies. The second set of panelists was then asked to respond to issues raised by the first panel, by identifying what their agency or organization was doing, or might potentially do, to address their challenges or help them take advantage of opportunities.

Audiences at each meeting were also given an opportunity to actively participate, voicing their opinion as to what they viewed as the region's greatest strengths, challenges, and opportunities. The survey participants ranked the region's strategic location on the East Coast, its skilled worked force, and public transit network as the region's greatest assets; businesses taxes, the quality of the public schools, and a lack of available capital were seen as the greatest barriers to economic development. Not surprisingly, investing in public infrastructure; fostering a high-quality, productive workforce; and creating jobs in distressed communities were identified as the most important goals to be advanced. Full results of the participant survey are included in Appendix C. Highlights of the three meetings, including the specific speakers and moderators for each session, are included in Appendix D.

DVRPC's Goods Movement Task Force

The movement of supplies and finished products is obviously critical to the economic vitality of the region. The Delaware Valley Goods Movement Task Force (DVGMTF) was established to maximize the Delaware Valley's goods movement capability by sharing information and technology between public and private freight interests, promoting the region's intermodal capabilities and capacity, and developing and implementing a regional goods movement strategy. Membership on the DVGMTF is open to all trucking, railroad, port, airport, shipper, freight forwarder, economic development, and member government representatives. The Task Force advises the DVRPC Board on all goods movement issues, studies, and projects. On July 16, 2014, staff presented background information on the CEDS planning process and the proposed goals, objectives, and strategies to the Task Force. At that meeting, the DVGMTF voted to support the underlying policies and contents of the 2014 Greater Philadelphia CEDS major review and revision.

Online Public Outreach

DVRPC maintains a web page dedicated to economic development, including the provision of information regarding the ongoing CEDS planning process and links to both the adopted regional CEDS and the most current annual review and update (see www.dvrpc.org/Economic/ceds.htm). The web page is updated regularly and includes notices of upcoming meetings related to the CEDS or to economic development in general (including the three previously cited public forums and periodic meetings of DVRPC's RCEDF). Meeting highlights of the three public forums are available on the page, as is the survey taken by meeting participants.

Public Comment Period and Informational Session

The draft version of *Investing in People and Places: Greater Philadelphia's Comprehensive Economic Development Strategy* was made available for public review and comment for a 30-day period, which opened on August 20, 2014, and closed on Friday, September 19, 2014. An information session was also held at the Commission's offices on September 10, 2014, to answer questions and accept additional public comments. Members of the public were provided the opportunity to submit written comments via email, regular mail, or online. No significant changes were suggested during the public comment period.

CHAPTER 2:

Greater Philadelphia's People, Places, and Businesses

This chapter provides background demographic and socioeconomic data; describes Greater Philadelphia's land use and transportation network; and discusses regional employment, including the key regional economic clusters.

People

Population Trends

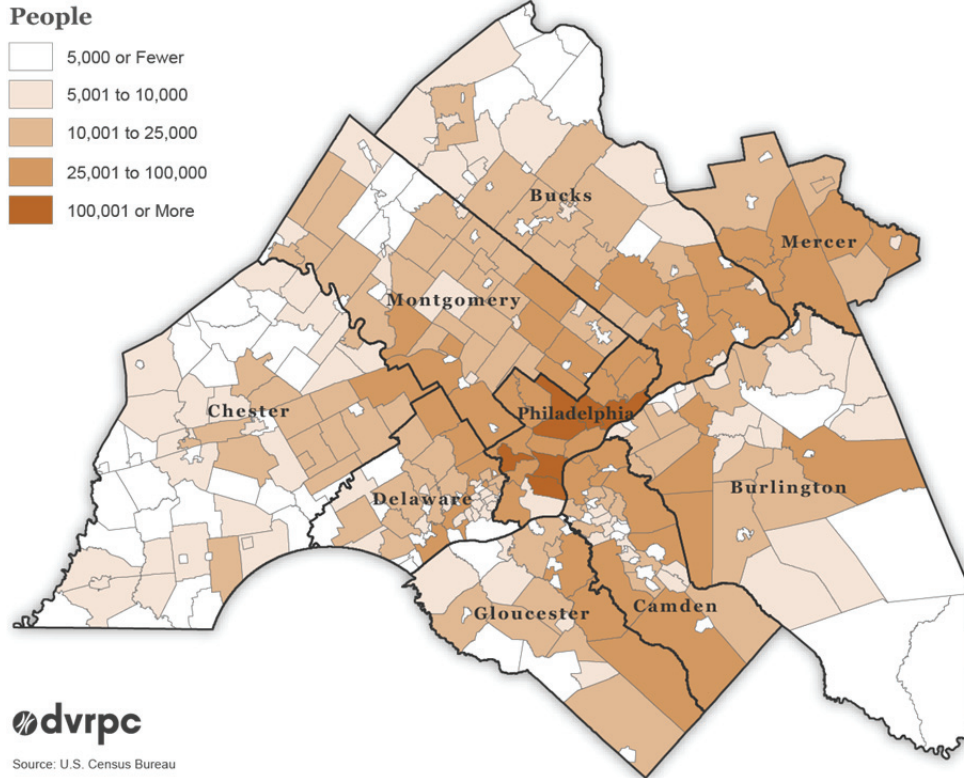
Table 1 provides population data from 1990 through 2040, and Figure 2 illustrates 2010 population in Greater Philadelphia, by municipality. The region, currently home to almost 5.7 million residents, is forecast to gain over 630,000 residents between 2010 and 2040 (an 11 percent increase), with much of this growth concentrated in the suburbs. The region's five southeastern Pennsylvania counties are forecast to experience a 12 percent increase in population, while the population in the four New Jersey counties is expected to increase by 11 percent. The largest percentage increases are forecast in Gloucester County, New Jersey, and Chester County, Pennsylvania, both of which are expected to increase by approximately 30 percent. The largest absolute increase in population is forecast for Chester County (expected to gain over 148,000 residents), which is expected to surpass Delaware and Camden counties by 2040 to become the region's fourth most populous county.

Table 1: Population, 1990-2040

County	1990	2000	Change, 1990-2000	2010	Change, 2000-2010	2013	2040 Forecast	Forecasted Change 2010-2040
Greater Philadelphia	5,182,722	5,386,572	3.9%	5,627,182	4.5%	5,688,329	6,261,673	11%
Burlington County	395,066	423,329	7.2%	448,731	6.0%	450,838	494,732	10%
Camden County	502,824	507,075	0.8%	513,666	1.3%	512,854	528,303	3%
Gloucester County	230,082	255,946	11.2%	288,288	12.6%	290,265	376,117	30%
Mercer County	325,759	350,773	7.7%	367,511	4.8%	370,414	390,729	6%
Bucks County	541,174	597,548	10.4%	625,255	4.6%	626,976	727,150	16%
Chester County	376,389	433,208	15.1%	499,126	15.2%	509,468	647,330	30%
Delaware County	547,658	551,722	0.7%	558,726	1.3%	561,973	569,982	2%
Montgomery County	678,193	749,409	10.5%	799,873	6.7%	812,376	896,741	12%
Philadelphia County	1,585,577	1,517,562	-4.3%	1,526,006	0.6%	1,553,165	1,630,589	7%

Source: U.S. Census Bureau and the Delaware Valley Regional Planning Commission, August, 2014.

Figure 2: Population in Greater Philadelphia, 2010



Other counties forecast to see a significant number of additional residents include Philadelphia, Bucks, and Montgomery counties. For the first time since 1950, the City of Philadelphia gained residents over the last decade. This trend is forecast to continue, with the city’s population expected to increase by almost seven percent by 2040. The share of the region’s population living in the city, however, is expected to decline slightly, from 27 percent in 2010 to 26 percent by 2040. The highest growth is forecast to continue on the periphery of the region, with slow growth in the region’s core. This development pattern continues to stress the region’s infrastructure, requiring additional transportation, sewer, water, and other infrastructure, while already built facilities remain underutilized.

Racial and Ethnic Diversity

Data on population by race and ethnicity is provided in Table 2 and illustrated in Figure 3. As illustrated in Figure 3, the percentage of White residents has declined and the percentage of Blacks, Asians, and residents of other races or who identify themselves as being of two or more races continues to increase, as is the trend nationally and within other large metros. The percentage of Hispanics in the region has also increased in recent decades, from four percent in 1990 to over eight percent in 2010.

Immigration

Immigration will play an increasing role in the region’s future economic climate. Table 3 describes the growth in foreign-born population immigration in Greater Philadelphia, which has lagged behind that of other major metros. While Europeans overwhelmingly migrated to the Greater Philadelphia area prior to the 1980s, most foreign-born people arriving since 2000 are from Asia and Latin America. The top three countries of origin for Greater Philadelphia’s foreign-born are India, Mexico, and China.

Figure 3: Racial Diversity in Greater Philadelphia

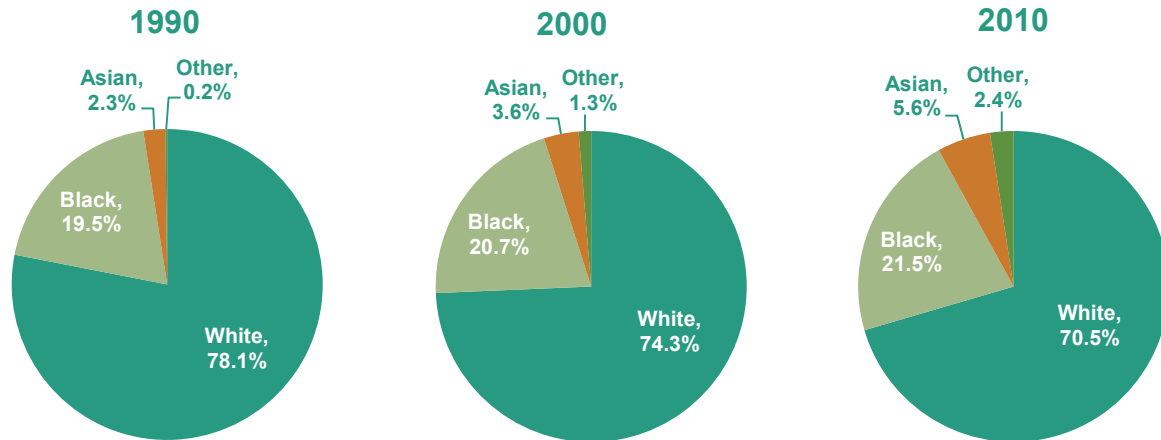


Table 2: Race and Ethnicity, 1990-2010

Jurisdiction	1990			2000			2010		
	White	Non-White	Hispanic	White	Non-White	Hispanic	White	Non-White	Hispanic
United States	80%	20%	9%	75%	25%	13%	72%	28%	16%
Greater Philadelphia	78%	22%	4%	74%	26%	5%	71%	29%	8%
Burlington County	83%	17%	3%	80%	20%	4%	75%	25%	6%
Camden County	80%	20%	7%	75%	25%	10%	71%	29%	14%
Gloucester County	90%	10%	2%	88%	12%	3%	85%	15%	5%
Mercer County	77%	23%	6%	73%	27%	10%	67%	33%	15%
Bucks County	95%	5%	2%	93%	7%	2%	91%	9%	4%
Chester County	92%	8%	2%	91%	9%	4%	88%	12%	7%
Delaware County	87%	13%	1%	81%	19%	2%	73%	27%	3%
Montgomery County	92%	8%	1%	87%	13%	2%	83%	17%	4%
Philadelphia County	56%	44%	6%	49%	51%	9%	46%	54%	12%

Source: U.S. Census Bureau, August, 2014.

In every county in the DVRPC region, the percentage of foreign-born with a graduate or professional degree is higher than the percentage of the native population with a graduate or professional degree. However, there are also generally more foreign-born people who have not graduated from high school than in the native population. Immigrants make up 13 percent of the civilian employed population over the age of 16 in Greater Philadelphia. While the percentage of immigrants in different occupations generally mirrors the percentage of natives working in those occupations, foreign-born are slightly more likely to work in “service occupations” and

“production, transportation, and material moving occupations,” and slightly less likely to work in “sales and office occupations.” Foreign-born people are also more likely to work in the agricultural industry in Burlington and Gloucester counties in New Jersey and Chester County in Pennsylvania than are natives.

Table 3: Immigration, 1990-2010

	Foreign Born	Percent	Entered in 2000 or Later	Europe	Asia	Africa	Lain America	Other World Region
Greater Philadelphia	564,348	10%	36%	21%	39%	8%	30%	2%
Burlington County	41,651	9%	31%	22%	37%	8%	31%	2%
Camden County	51,871	10%	33%	14%	39%	5%	40%	2%
Gloucester County	13,976	5%	28%	28%	38%	7%	26%	1%
Mercer County	71,796	20%	38%	18%	31%	7%	42%	2%
Bucks County	50,452	8%	27%	36%	37%	5%	20%	2%
Chester County	40,717	8%	41%	21%	34%	4%	38%	3%
Delaware County	47,300	9%	38%	20%	40%	18%	19%	3%
Montgomery County	73,516	9%	33%	21%	50%	5%	21%	3%
Philadelphia County	173,069	12%	40%	20%	40%	9%	30%	1%

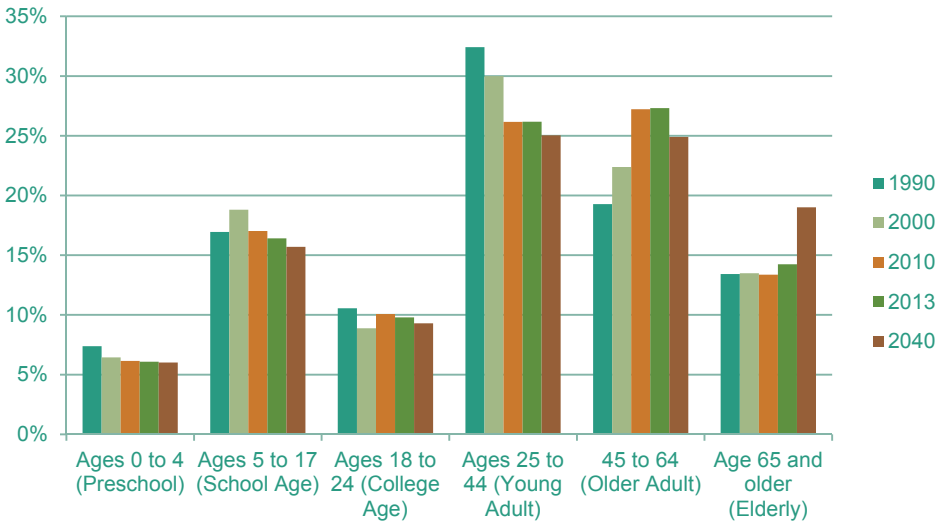
Source: U. S. Census Bureau, American Community Survey Five Year Estimates.

As a group, foreign-born households tend to have lower median income than native households; however, when foreign-born are disaggregated into either “naturalized citizen” or “not a U.S. citizen,” many households headed by a foreign-born person who has become a U.S. citizen actually have higher household incomes than native households. The longer that immigrants stay in the United States, the less apparent the wage gap is between native and foreign-born Americans. For more information on immigration in Greater Philadelphia, see DVRPC’s series of three Data Snapshots (Data Snapshot Series 3, numbers 1, 2, and 3).

Age Distribution

Figure 4 illustrates the distribution of the region’s population by age from 1990 through 2010 and forecasted through 2040. In 2010, 23 percent of the population was under the age of 17; 10 percent was between 18 and 24 (typically college age); 53 percent was between 25 and 64 years; and 14 percent was 65 years or older. The population is forecast to age as the region’s baby boomers reach retirement; by 2040, 19 percent of the population (almost one in five people) is expected to be age 65 or older. The region’s suburbs are expected to realize the greatest impact of the aging of the population, where many of the region’s current baby boomers (and tomorrow’s elderly) are living in large, single-family detached units on large lots in residential communities that are auto dependent; lack the density necessary to support public transit; and are not pedestrian friendly.

Figure 4: Population by Age in Greater Philadelphia, 1990-2040



Source: U.S. Census Bureau (1990, 2000, 2010, and 2013 data); DVRPC (2040 forecasts), August 2014.

Educational Attainment

Table 4 provides data on the highest educational degree attained by adults age 25 and older in 2010. The percentage of the region’s adult population with a college degree has increased steadily since 1990. Educational attainment in the region is higher than that of the nation as a whole, with over 41 percent of the region’s adults having some type of college degree, compared to 36 percent nationwide. The difference is greatest when considering graduate or professional degrees, with almost 15 percent of the region’s adults having a graduate or professional degree, compared to just over 10 percent nationally. The greatest educational challenge facing the region remains in its core cities, where high school and college graduation rates and standardized test scores are significantly lower than statewide or national averages. The percentage of adult residents of the region’s core cities that at a minimum completed high school increased between 2005 and 2010 by just over one percent, slightly higher than the one-half percent gain realized in the region as a whole.

Table 4: Highest Educational Degree Attained by Adults Age 25 and Older

Degree	United States			Greater Philadelphia			Greater Philadelphia’s Core Cities		
	2007	2010	2012	2007	2010	2012	2007	2010	2012
Did Not Complete High School	16%	15%	14%	13%	12%	11%	23%	21%	20%
High School Diploma or Equivalency	30%	28%	28%	32%	31%	31%	37%	35%	35%
Some College or Associate’s Degree	27%	29%	29%	22%	24%	24%	20%	22%	23%
Bachelor’s Degree	17%	18%	18%	19%	20%	20%	12%	12%	13%
Graduate or Professional Degree	10%	10%	11%	13%	13%	14%	8%	9%	9%

Source: U.S. Census Bureau’s American Community Survey, August, 2014. Core cities include Philadelphia and Chester City in Pennsylvania and the cities of Camden and Trenton in New Jersey.

Per Capita Income

The region's per-capita personal income has historically been higher than that of the nation and has also increased by a higher percentage since 2000, as illustrated in Table 5 and Figure 5. As is the case in other major metros, the highest per capita incomes are seen in the region's suburbs, particularly in Montgomery and Chester counties in Pennsylvania, and Mercer County, New Jersey.

Table 5: Per Capita Income

County	2001	2005	2010	Change, 2001-2010	2012
United States	\$31,524	\$35,888	\$40,163	27%	\$43,735
Greater Philadelphia	\$36,675	\$42,282	\$48,796	33%	\$52,277
Burlington County	\$37,748	\$42,161	\$47,849	27%	\$51,079
Camden County	\$32,259	\$37,314	\$42,457	32%	\$45,540
Gloucester County	\$30,838	\$37,314	\$42,457	38%	\$45,540
Mercer County	\$41,570	\$46,422	\$52,124	25%	\$55,714
Bucks County	\$40,687	\$46,857	\$53,249	31%	\$56,678
Chester County	\$47,705	\$53,346	\$58,539	23%	\$63,741
Delaware County	\$38,560	\$44,414	\$48,784	27%	\$52,823
Montgomery County	\$48,291	\$56,022	\$63,586	32%	\$68,057
Philadelphia County	\$26,320	\$30,879	\$39,000	48%	\$41,452

Source: U. S. Bureau of Economic Analysis, August 2014.

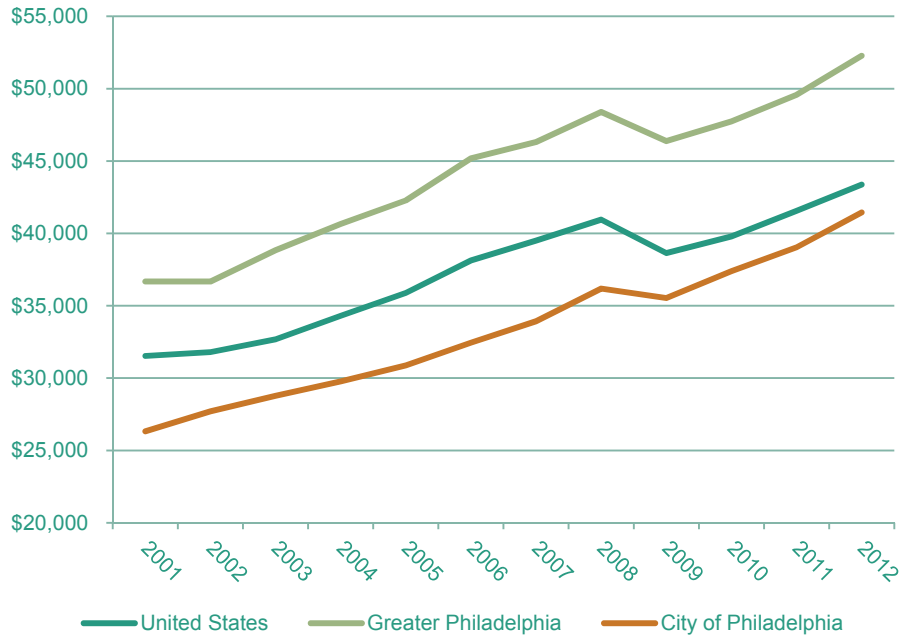
Average Annual Wages

Figure 6 provides data on the average annual wages paid to employees in the United States and Greater Philadelphia from 1990 through 2012. The average wage paid per job in Greater Philadelphia increased by a greater percentage than did the national average wage between 2000 and 2012.

Unemployment

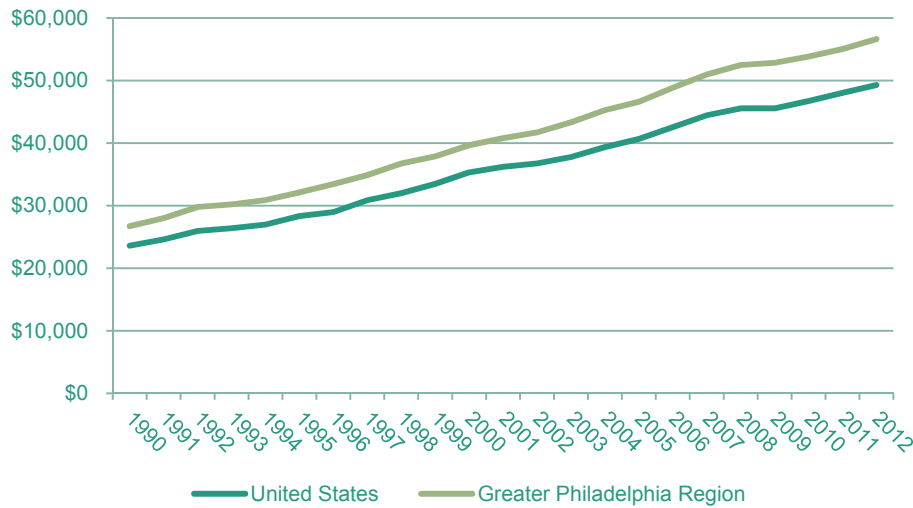
Figure 7 provides historical data on regional and national unemployment, and unemployment in the City of Philadelphia. Although the region's unemployment rate has risen significantly since 2005, the rate has until recently generally tracked slightly lower than that of the nation. The higher regional unemployment rate is larger due to the relatively high unemployment rate in the City of Philadelphia.

Figure 5: Per Capita Income, 2001-2012



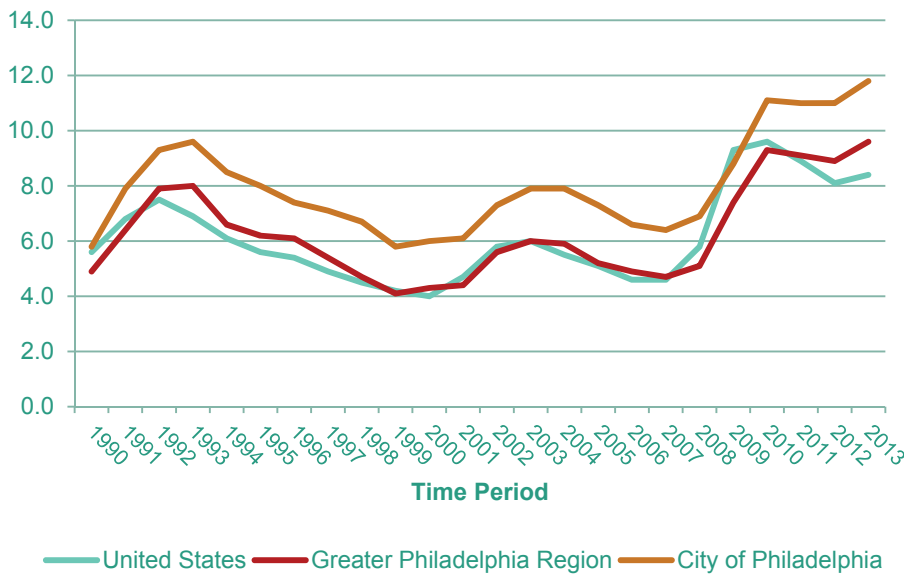
Source: U.S. Bureau of Economic Analysis, August 2014.

Figure 6: Average Annual Wages, 1990-2012



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, August 2014.

Figure 7: Average Annual Unemployment, 1990-2013



Source: U.S. Bureau of Labor Statistics (Local Area Unemployment Statistics), August 2014.

Measuring Distress

DVRPC’s environmental justice analysis identifies specific locations in the region with a high number of indicators of potential disadvantage (with relatively high concentrations of the physically disabled, people living in poverty, minorities, single parents, carless households, and non-English speaking households). These places (illustrated in Figure 8) 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.

Additionally, EDA regulations classify jurisdictions as “distressed” if the most recently available per capita income is 80 percent or less than the national average; the average unemployment rate over the most recent 24-month period for which data is available is at least one percentage point greater than the national average; or the area has a “special need,” as determined by EDA. According to the StatsAmerica web site, the most current national 24-month unemployment rate is 7.27 (yielding a threshold of 8.27), and the national per-capita income is \$28,051 (80 percent of which is \$22,441). Of Greater Philadelphia’s nine counties, Philadelphia, Camden, and Gloucester counties qualify under EDA’s criteria. Table 6 provides data on the unemployment rate and per capita income levels for the region’s nine counties and for the nation as a whole.

In addition to the City of Philadelphia, the region’s three other core cities and many smaller communities also have above-average unemployment and below-average per capita incomes. The most current available source of both per capita income and unemployment at smaller geographies (including municipalities or census tracts) in Greater Philadelphia is the 2008 to 2012 ACS five-year estimates. Based on ACS estimates, the average per capita income over the five-year period was \$27,915 (resulting in a threshold of \$22,332), and the average unemployment rate was 9.3 percent (resulting in a threshold of 10.3 percent). Given these thresholds, Camden City (Camden County, New Jersey), the City of Trenton (Mercer County, New Jersey), and Chester City (Delaware County, Pennsylvania) also meet EDA’s thresholds, as well as several census tracts in the region’s smaller municipalities. These communities are illustrated on Figure 9 and Figure 10 and listed in Appendix E.

Figure 8: Communities with a High Number of Indicators of Potential Disadvantage

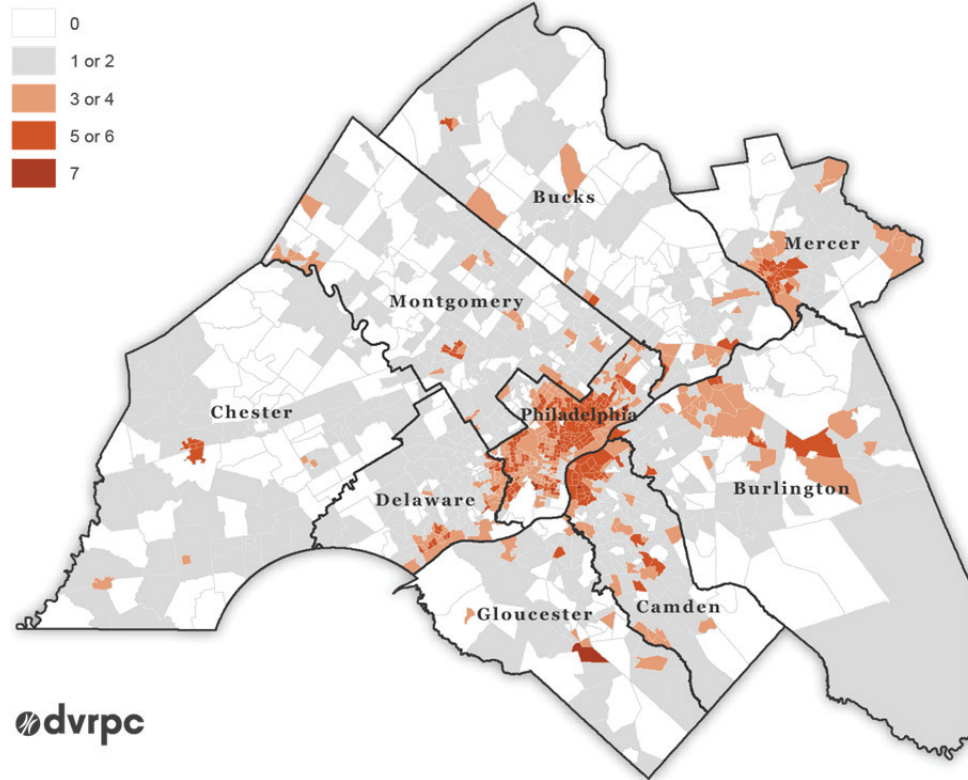


Table 6: EDA’s Measures of Distress

Jurisdiction	24-month Unemployment	Eligible Based on Unemployment?	2012 Per Capita Income	Eligible Based on Per Capita Income?
United States	7.18	---	\$28,051	---
Greater Philadelphia	7.54	No	\$32,782	No
Burlington County	7.77	No	\$36,590	No
Camden County	8.88	Yes	\$30,652	No
Gloucester County	8.37	Yes	\$32,459	No
Mercer County	6.53	No	\$37,246	No
Bucks County	6.57	No	\$37,171	No
Chester County	5.50	No	\$42,020	No
Delaware County	7.14	No	\$33,098	No
Montgomery County	6.03	No	\$41,330	No
Philadelphia County	9.58	Yes	\$21,946	Yes

Source: StatsAmerica, September 2014. Per capita income data is from the 2008-2012 American Community Survey estimates.

Figure 9: Census Tracts that Meet EDA's Per Capita Income Threshold

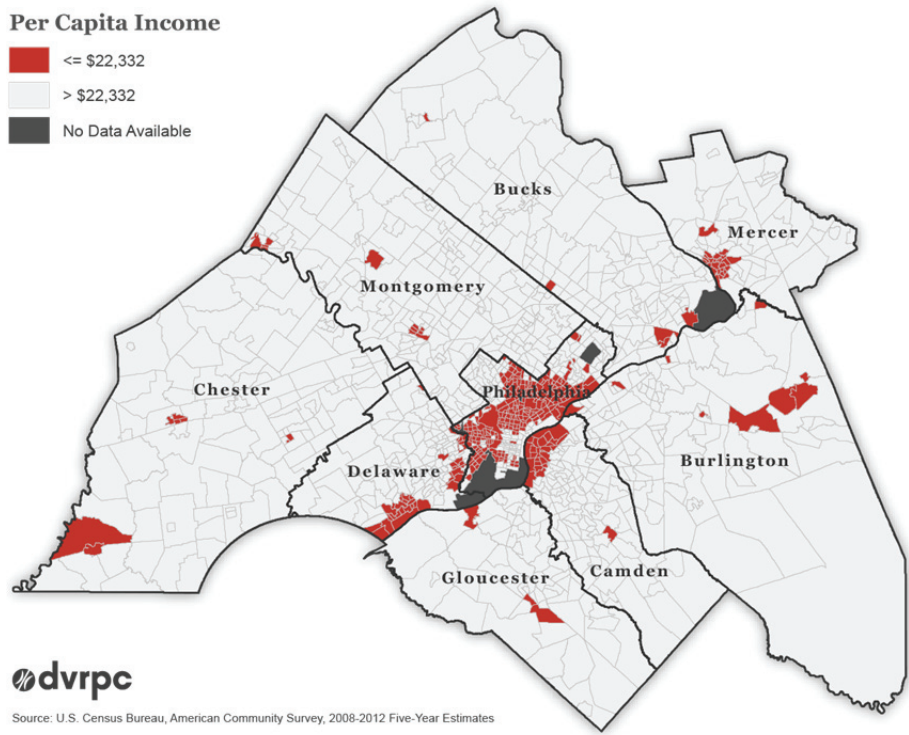
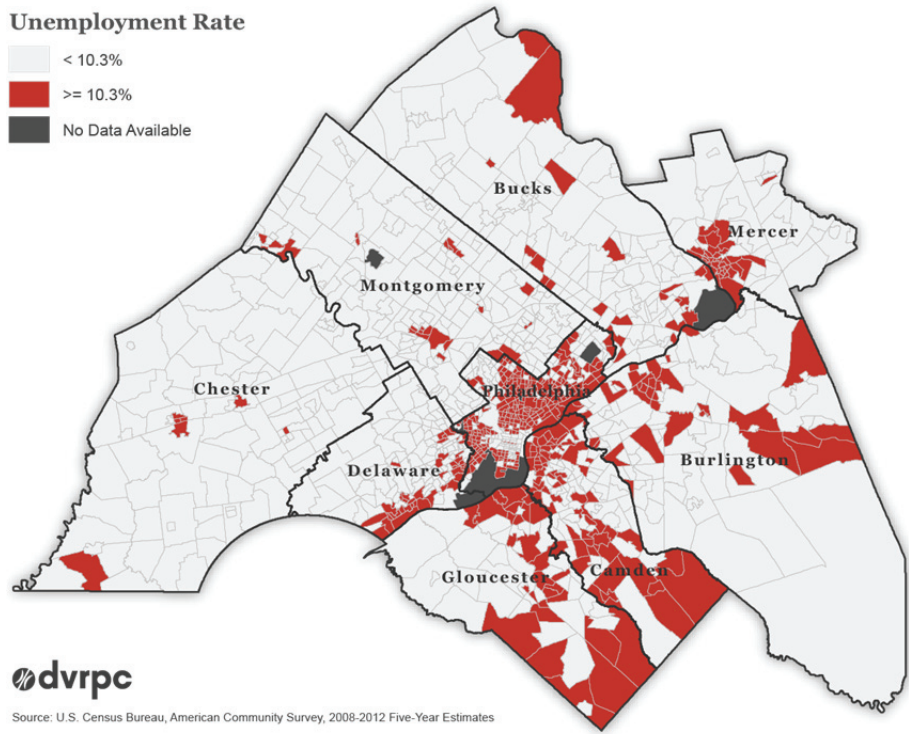


Figure 10: Census Tracts that Meet EDA's Unemployment Threshold



The Impact of Changing Demographics

Changing demographics will have a profound impact on lifestyle preferences, the make-up of the available work force, and travel trends in the coming years. The region's largest demographic group is the baby boomers, born between 1946 and 1964 and reaching retirement age between now and 2030. Today's boomers are different from previous generations – not only are there more of them than ever before, but they also are more diverse and mobile; often remain in the workforce longer than their parents or grandparents; and expect a range of housing and transportation options that will keep them independent and living at home for as long as possible. Mixed-use communities that are walkable, bikable, and accessible by public transit can enhance the quality of life and improve access to both necessary services and employment,

The next largest demographic group is the millennials, ages 16 to 34. This group is tech savvy, accustomed to shopping and banking on-line and communicating with friends via text, e-mail, and social media. Having grown up in an era of high gasoline prices, their travel habits are different than previous generations. They typically make fewer driving trips; are more amenable to public transit; are more likely to walk or use alternative modes (including scooters, skateboards, and bicycles); and are more likely to prefer to live and work in compact, walkable places. As they enter the workforce, many may look to telecommute.

The growth of the immigrant population will also have an impact on the work force and on land use preferences and travel patterns. Immigrants typically travel fewer miles, make fewer vehicle trips, and are more likely to use transit, walk, and bike than the native-born population. Hispanic immigrants are also more likely to carpool.

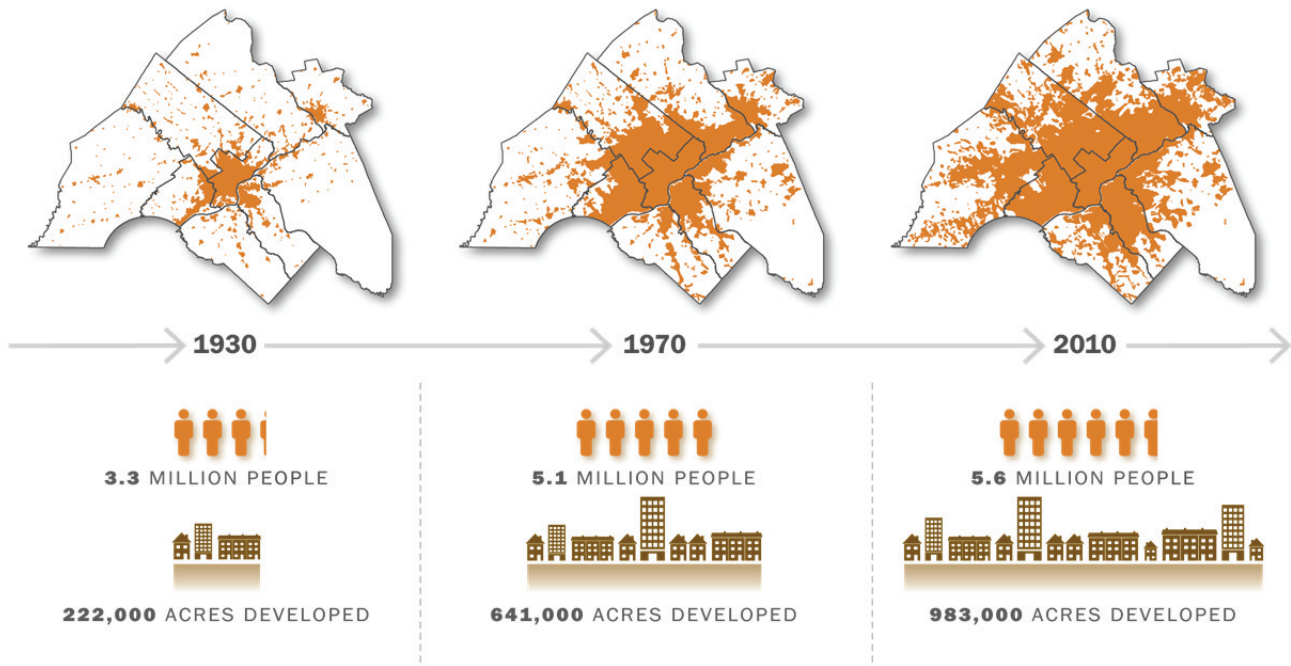
Places

Land Use

Land use analysis is a fundamental tool in the planning process. Over the past 80 years, Greater Philadelphia has experienced a rapid suburbanization, characterized by “leap frog” development and sprawl. Over this time period, population increased by 70 percent, but the amount of land consumed for development more than tripled. Figure 11 illustrates the extent of regional development between 1930 and 2010 and the corresponding number of residents and developed acres for each year. This sprawling development pattern has resulted in an increased reliance on driving and congestion; a drastic reduction in open space and agricultural land; detrimental impacts to air and water quality; and an increased need for infrastructure and services.

From 1970 to 1990, development occurred at a rate of approximately one acre per hour; between 1990 and 2000, the rate accelerated to one acre every 45 minutes, before declining between 2000 and 2010 to approximately one acre of land developed every 82 minutes. Development, particularly residential development, slowed between 2005 and 2010, compared to the previous five years, which was not unexpected, given the national and regional economic recession. Between 2005 and 2010, approximately 25,000 acres were developed region-wide, compared to almost 39,000 acres between 2000 and 2005. Residential acreage increased by approximately three percent between 2005 and 2010, compared to a five percent increase during the first half of the decade. This reduction in land consumption may, in part, be due to higher density development and redevelopment in the region's core cities and developed communities. It may also reflect the impacts of the recession, as college graduates move back home, or the impact of immigration, since immigrants often live with extended families.

Figure 11: Extent of Regional Development, 1930-2010



Centers

The Greater Philadelphia region is a mosaic of over 350 diverse cities, boroughs, and townships, ranging from the City of Philadelphia, with over 1.5 million residents, to tiny Tavistock Borough in Camden County, New Jersey (which is primarily a private golf course and home to five residents). Centers provide a focal point in the regional landscape that can reinforce or establish a sense of community for local residents, while recognizing their regional and local significance. *Connections 2040* identifies over 120 centers in a hierarchy of seven center types, based on their role and activities within the region. Figure 12 illustrates the 2040 Land Use Vision, including existing and planned centers; existing development; the region’s greenspace network; and emerging growth areas. Appendix F provides a list of the *Connections 2040* centers.

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

Housing

Maintaining a diverse supply of housing at all price points is critical to attracting and maintaining an adequate labor force and fostering economic competitiveness. Table 7 provides data on housing occupancy and tenure in Greater Philadelphia, and Figure 13 illustrates housing affordability compared to that of the nation’s 10

largest metropolitan areas by tenure since 1989. Approximately 68 percent of the region’s occupied housing units are owner occupied, down slightly since 2000, but still higher than the nation as a whole.

Figure 12: Connections 2040 Land Use Vision

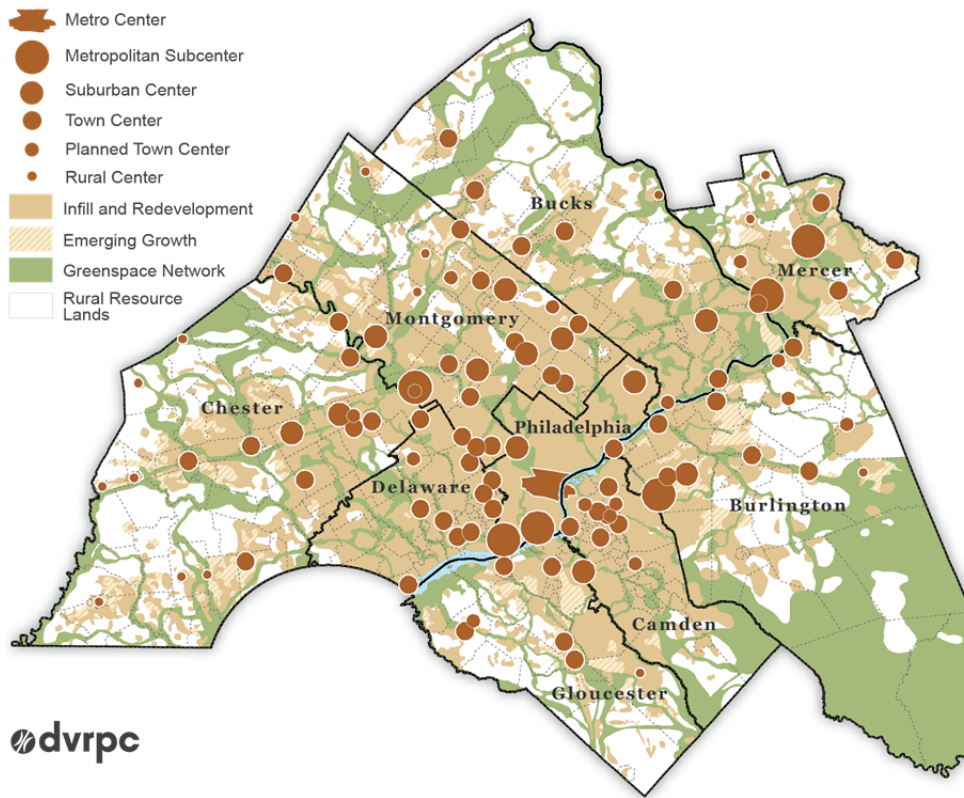


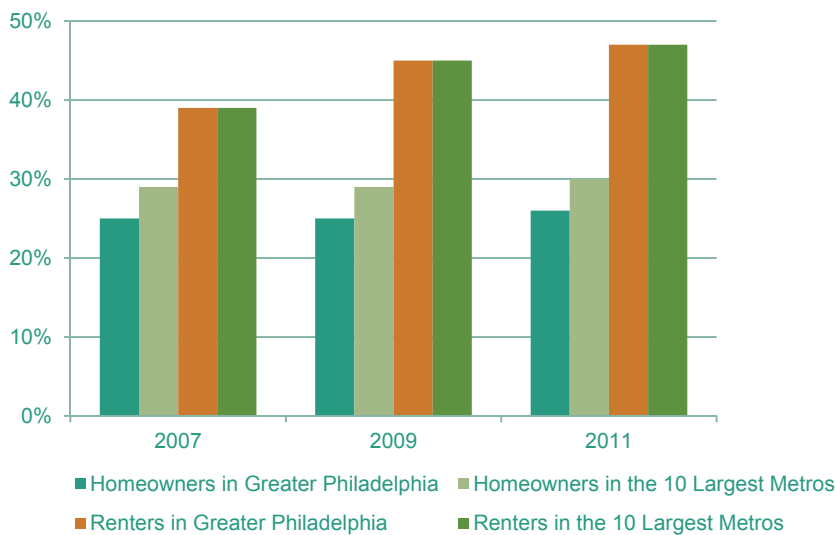
Table 7: Housing Occupancy and Tenure in Greater Philadelphia

	2000		2010		Percent Change 2000-2010
	Number	Percentage	Number	Percentage	
Total Housing Units	2,154,965	---	2,290,749	---	6%
Occupied Units	2,015,758	94%	2,128,659	93%	6%
Owner-Occupied Units	1,404,281	70%	1,448,326	68%	3%
Renter-Occupied Units	611,477	30%	680,333	32%	11%
Vacant Units	139,207	6%	162,090	7%	16%
Vacant for Seasonal/ Recreational Use	6,342	0.3%	9,068	0.4%	43%

Source: U. S. Census Bureau, August, 2014.

Based on the most current American Community Survey data, over 26 percent of homeowners and 47 percent of renters in Greater Philadelphia pay 35 percent or more of their income toward housing-related costs. Although housing in the Philadelphia region is generally less affordable than the nation as a whole and the percentage of households paying 35 percent or more of their income toward housing has increased consistently since 1989, housing in the Greater Philadelphia region continues to be generally more affordable than in other large metro areas. For renters, the percentage paying 35 percent or more of their income for housing is approximately the same as in other large metro areas, while Greater Philadelphia is generally more affordable for homeowners. The region's greatest affordability challenges remain in its core cities, where higher percentages of the residents (many with very low incomes) pay 35 percent or more of their income toward housing. This is despite the fact that these areas generally have the lowest actual housing costs.

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



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

Highways and Transit

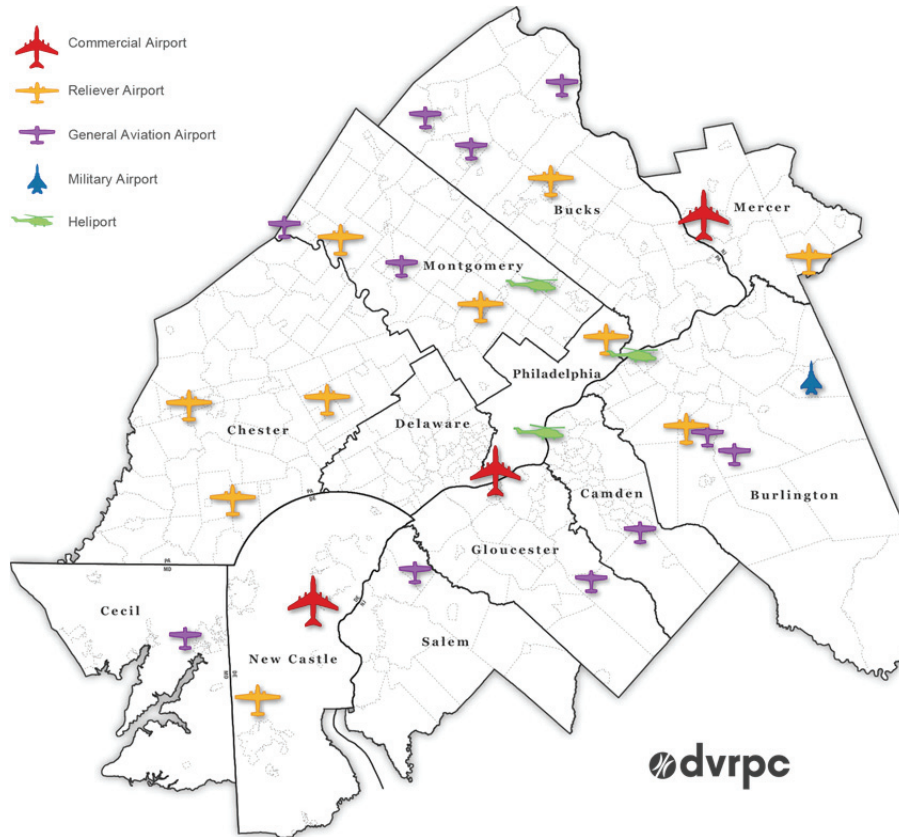
Transportation networks have been a key component of prosperous regions throughout history, and the efficient movement of people and goods locally, regionally, and internationally will be a hallmark of thriving regions in the future. Greater Philadelphia has an enviable roadway and transit network, including major highways, buses, trolleys, subways, regional rail lines, and a seasonal ferry route. The region is well served by the Southeastern Pennsylvania Transportation Authority (SEPTA), New Jersey Transit (NJT), and the Port Authority Transit Corporation (PATCO). New Jersey Transit and SEPTA are the nation's third and fifth largest transit providers, respectively. As one of the oldest cities in the nation, Philadelphia has a compact, walkable downtown, as do the region's three other core cities and many of its older, first-ring suburbs.

Aviation

A thriving aviation system is critical to regional economic vitality and prosperity. Figure 14 illustrates aviation facilities in Greater Philadelphia, including Philadelphia International Airport (PHL); two other commercial airports (the Trenton-Ewing Airport and the New Castle County Airport, located just over the border in Delaware); one military airport (McGuire Air Force Base in Burlington County, New Jersey); and the region's smaller reliever and general aviation airports and heliports. PHL is ranked as one of the world's busiest airports in terms of aircraft movements. Although future growth is currently constrained because the physical

layout of the runways limits the number of take-offs and landings, a plan to increase capacity and improve the runway configuration has been approved by the Federal Aviation Administration.

Figure 14: Greater Philadelphia’s Aviation Facilities



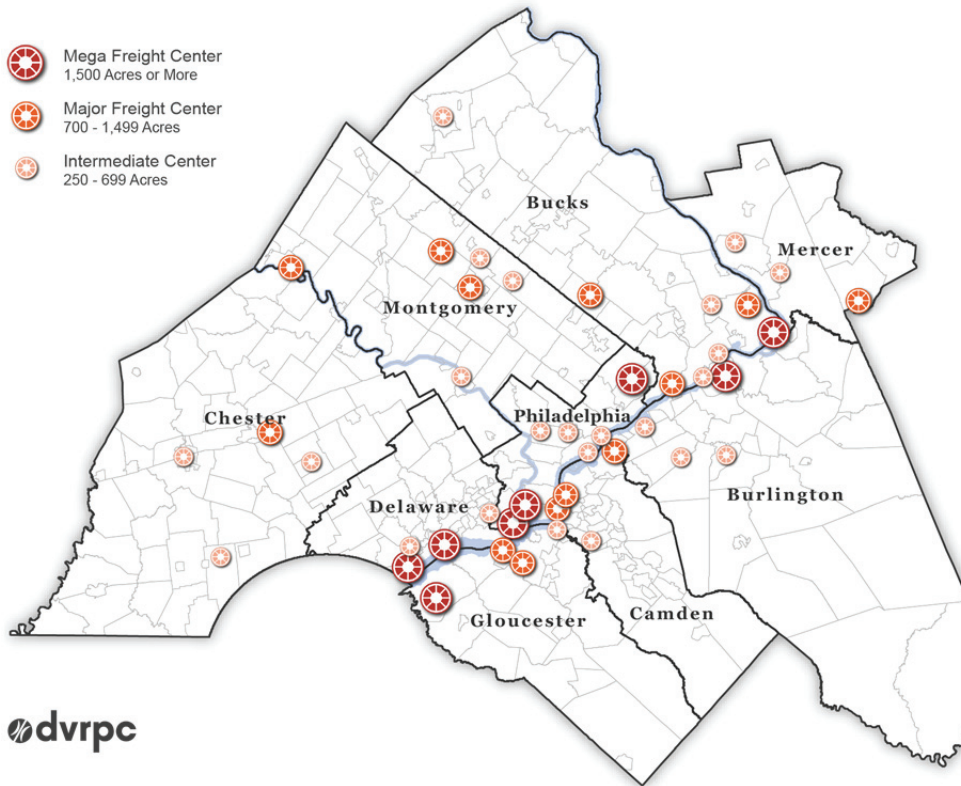
Freight Facilities

The continued success of the region’s freight system is critical to the region’s overall economic health. Greater Philadelphia hosts an array of active manufacturing warehouses and ports, a busy international airport, an extensive interstate highway system, and a network of Class 1 and short-line railroads. The region includes 352 miles of interstate highways; 106 interstate highway exchanges; 689 miles of rail freight tracks; and 31 port terminals. The region’s port facilities are among the busiest in the country, ranked 20th nationally in the number of short tons handled annually.

In addition to the Connections 2040 centers, DVRPC has identified a hierarchy of freight centers (illustrated in Figure 15); areas where freight-related land uses (including light and heavy manufacturing, distribution, and quarries) and transportation and utility infrastructure are concentrated. The region’s freight system can be enhanced through targeted investments that will allow the regional economy to thrive and to protect the identified centers for future industrial development.¹

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

Figure 15: Greater Philadelphia’s Freight Centers



Businesses

Employment

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

National employment data sources (such as the Bureau of Labor Statistics), however, fail to fully capture some employment, including sole proprietors, second jobs, and many public sector employees. Numerous sources of employment data exist, each of which captures different portions of the overall economy and often vary, sometimes significantly. DVRPC has traditionally relied on employment data from the U.S. Census Bureau’s Census Transportation Planning Package (CTPP) as a base for its forecasting and modelling efforts. Municipal-level 2010 CTPP data, however, was not available until late in 2013, and even then it was not available for all municipalities in the Greater Philadelphia region. DVRPC’s 2040 employment forecasts, however, needed to be developed and adopted by early 2013 to be incorporated into the Connections 2040 Long Range Plan, which by statute was required to be completed by mid-2013.

In early 2012, DVRPC staff researched and compared several sources of employment data, including both government sources (ES-202 data, the Quarterly Census of Employment and Wages, the U.S. Bureau of Labor Statistics' Current Employment Statistics, and the U.S. Census Bureau's Local Employment Dynamics (LED) program) and private proprietary sources (including Dun and Bradstreet). The National Establishment Time-Series (NETS) database, a proprietary database produced by Walls and Associates, was determined to be superior to other sources in terms of coverage, accuracy, and the provision of locational data.

The NETS database uses Dun and Bradstreet data as its primary source, but revises it to correct for readily apparent errors. Municipal-level employment data from the 2010 NETS database purchased from Walls and Associates was reviewed by DVRPC staff to eliminate obvious errors (such as duplications) before being reviewed by the region's county planning staffs, who made further refinements based on local knowledge (such as errors in location and missing large employers). Unlike the CTPP, the NETS database includes the street address and the most current latitude-longitude for individual employers throughout the region, by sector, and provides information about employment at each actual facility—not the headquarters. Unlike government sources of employment data, the NETS database includes sole proprietors, part-time jobs, and farm operations, and has been found to be more accurate in reporting data for small, privately owned firms and public-sector employers, such as post offices and public schools. Employment totals in the NETS database are therefore generally higher than from other sources.

A review of historical NETS data indicates that if employees not counted by traditional sources are included, the region's employment declined by as much as 11 percent between 2000 and 2010, after increasing by almost 18 percent between 1990 and 2000. Table 8 provides employment data and forecasts based on NETS employment in the Greater Philadelphia region between 1990 and 2040, and Figure 16 illustrates the location of the region's employment in 2010 by municipality.

Based on the NETS database, almost three million people worked in the Greater Philadelphia region in 2010, down from a prerecession high of almost 3.3 million in 2000. Greater Philadelphia is forecast to gain over 318,000 jobs between 2010 and 2040, an increase of almost 11 percent. Similar to population growth, much of the employment growth is forecast to occur in the suburbs. The region's five southeastern Pennsylvania counties are forecast to experience an 11 percent increase in employment, while employment in the four New Jersey counties is expected to increase by almost 10 percent. The largest percent increases are forecast in Gloucester County, New Jersey, and Chester County, Pennsylvania, where employment is forecast to increase by over 26 percent. The largest absolute increase is forecast for Chester County, expected to gain over 76,000 employees.

Other counties forecast to see a significant number of additional employees include Montgomery County and Philadelphia. Both the City of Philadelphia and Camden City, New Jersey, are forecast to gain employment, with forecasted percentage increases of seven percent and eight percent, respectively. The region's other two core cities are expected to see their employment stabilize, with a net gain of 214 jobs in Trenton, New Jersey, and a gain of 89 jobs in Chester City, Pennsylvania. Similar to future population trends, the highest employment growth is forecast to occur on the outer edges of the region.

Table 8: Employment in Greater Philadelphia, 1990-2040

County	1990	2000	Change, 1990-2000	2010	Change, 2000-2010	2040 Forecast	Forecasted Change
Greater Philadelphia	2,903,571	3,296,421	14%	2,949,152	-11%	3,268,881	11%
Burlington	185,422	300,078	62%	217,138	-28%	239,414	10%
Camden	243,488	286,068	17%	263,278	-8%	274,124	4%
Gloucester	85,931	111,027	29%	116,056	5%	146,614	26%
Mercer	271,419	282,556	4%	266,576	-6%	286,087	7%
Bucks	278,599	324,894	17%	293,266	-10%	335,747	14%
Chester	241,259	315,891	31%	291,939	-8%	368,022	26%
Delaware	251,216	273,696	9%	238,343	-13%	243,655	2%
Montgomery	510,721	573,494	12%	542,086	-5%	605,507	12%
Philadelphia	835,516	828,717	-1%	720,470	-13%	769,711	7%

Source: Delaware Valley Regional Planning Commission, August, 2014 (data originally derived from the National Establishments Time Series (NETS) database. **Note:** the 1990, 2000, and 2010 employment data represents the most recently corrected version of the NETS database and may differ slightly from previous DVRPC publications.

Figure 16: Employment in Greater Philadelphia, 2010

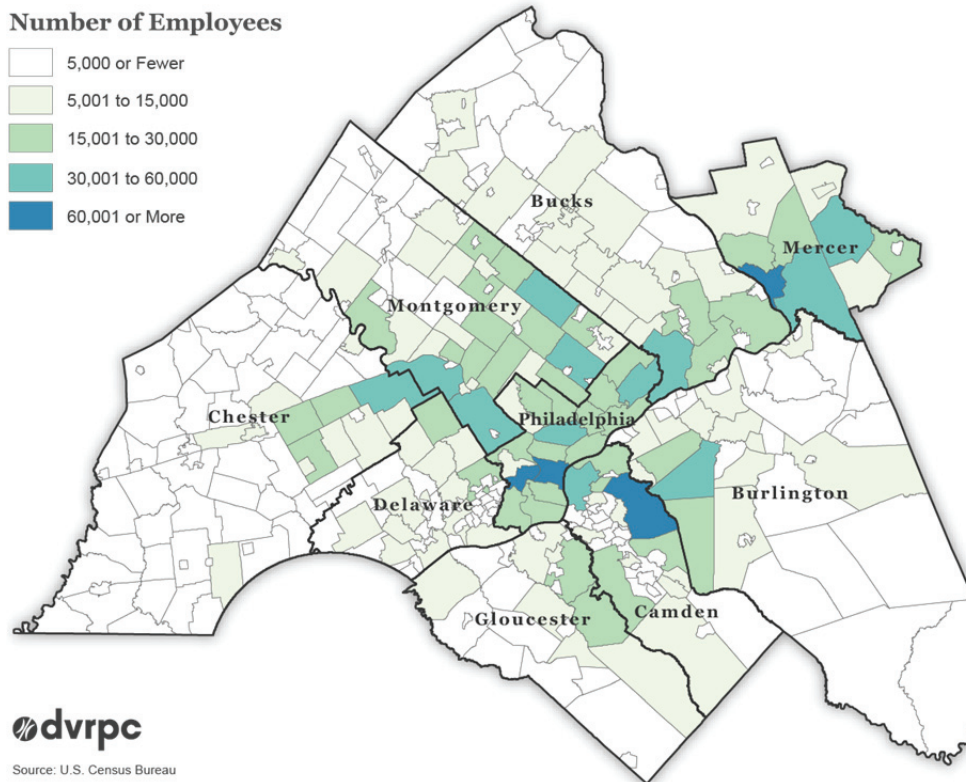


Table 9 provides data on businesses and employees in the region by establishment size. Almost 78 percent of the region’s businesses have five or fewer employees, but only 17 percent of the region’s employees work for one of these smallest establishments. On the opposite end of the scale, just over one percent of the region’s businesses have over 100 employees, yet these larger businesses employ almost 40 percent of the region’s employees.

Table 9: Establishments and Employment by Size of Establishment, 2010

Employees per Establishment	Number of Establishments	Percentage of All Establishments	Employees	Percentage of All Employees
Less than 5 employees	279,101	78%	502,516	17.0%
5 to 9 employees	35,481	10%	225,376	7.6%
10 to 19 employees	20,622	6%	270,048	9.2%
20 to 49 employees	14,626	4%	434,312	14.7%
50 to 99 employees	5,155	1%	348,435	11.8%
100 to 249 employees	2,829	0.8%	413,658	14.0%
250 to 499 employees	687	0.2%	227,510	7.7%
500 to 999 employees	233	0.1%	159,180	5.4%
1,000 to 2,499 employees	117	0.03%	172,493	5.8%
2,500 to 4,999 employees	32	0.01%	101,858	3.5%
5,000 or more employees	11	0.003%	93,766	3.2%
Total	358,894	100%	2,949,152	100.0%

Source: National Establishments Time Series (NETS) database (as revised by DVRPC), August, 2010.

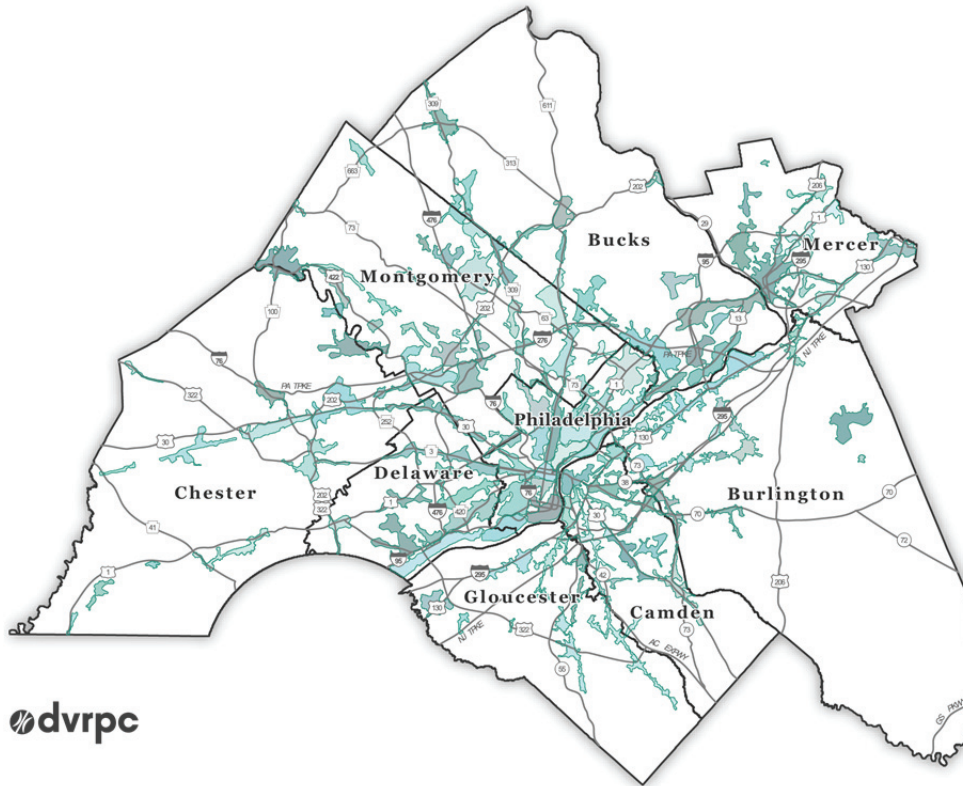
Employment Centers and Sites

In May 2013, DVRPC completed *Regional Employment Centers and Sites, 2010*.² The report identified 135 employment centers in Greater Philadelphia (defined as integrated, concentrated areas of nonresidential developed land that share transportation and/or land use linkages) and 17 significant employment sites (defined as individual employers located outside of employment centers with 500 or more employees). The employment centers, illustrated in Figure 17, have a minimum of 500 employees and a density of at least two employees per acre. The centers and sites were identified using two data sources: the 2010 NETS database, and DVRPC’s 2010 land use file. Together, the identified centers occupy only 13 percent of the region’s land area but contain 80 percent of the region’s total employment. An additional one percent of the region’s employment is located at significant stand-alone employment sites. The region’s employment centers and sites form the backbone of the region’s economy, affect goods movement and communications systems, and, as primary destinations for journey-to-work trips, significantly impact the traffic loadings on the region’s

² DVRPC, Analytical Data Report # 021: *Regional Employment Centers and Sites, 2010*. May 2014.

highway and transit systems. The vast majority of the employment centers are located in the region's core and along major roadway and transit corridors.

Figure 17: Greater Philadelphia Employment Centers, 2010



Journey-to-Work Patterns

Table 10 provides data on commuting between counties in Greater Philadelphia. Almost 62 percent of Greater Philadelphia's workers commuted to a workplace within their home county, including almost 67 percent of the workers in the five Pennsylvania counties and 52 percent of workers in the four New Jersey counties. This percentage is highest in Philadelphia (where almost 76 percent of city resident workers commute to a workplace somewhere within the city) and lowest in Gloucester County, New Jersey (at only 46 percent). Outside of their home counties, the most common workplace destination for workers in both Bucks and Chester counties was Montgomery County. Given this increased level of suburb-to-suburb commuting, in 2010 the region's five southeastern Pennsylvania counties were split by the Office of Management and Budget (OMB) into two separate Metropolitan Divisions: the Montgomery County-Bucks County-Chester County, Pennsylvania division, and the Philadelphia, Pennsylvania division (which includes Delaware County). Philadelphia is a net importer of workers from all counties except Montgomery County, Pennsylvania (where 60,159 Montgomery County residents work in Philadelphia, but 60,551 Philadelphia residents work in Montgomery County) and (at a smaller scale) Mercer County, New Jersey (where 1,555 Mercer County residents work in Philadelphia, but 2,210 Philadelphia residents work in Mercer County).

Few other large metropolitan regions have employment bases that, in spite of intervening state lines, are so thoroughly interlinked. As of 2010, almost 96,000 residents of the region's four New Jersey counties commuted to Pennsylvania each day, 68 percent of whom commuted to Philadelphia. This includes 13 percent of Camden's workers and 12 percent of Gloucester's workers, a trend facilitated in large part by the

PATCO High-Speed Line. Similarly, almost 42,000 Pennsylvania workers commuted to the four New Jersey counties each day. Commuting patterns extend outside the region as well—almost 26,000 workers from New Castle County, Delaware, commute daily to Pennsylvania, and almost 30,000 Pennsylvanians commute to Delaware.

Table 10: Commuting Patterns in Greater Philadelphia, 2010

County of Residence	Residents Who Work Within Their Home County	Most Common Workplace Outside their Home County	Percent of Residents
Burlington County, New Jersey	55%	Camden County, New Jersey	12%
Camden County, New Jersey	53%	Burlington County, New Jersey	15%
Gloucester County, New Jersey	46%	Camden County, New Jersey	18%
Mercer County, New Jersey	68%	Middlesex County, New Jersey	9%
Bucks County, Pennsylvania	56%	Montgomery County, Pennsylvania	15%
Chester County, Pennsylvania	63%	Montgomery County, Pennsylvania	12%
Delaware County, Pennsylvania	53%	Philadelphia County, Pennsylvania	20%
Montgomery County, Pennsylvania	64%	Philadelphia, Pennsylvania	15%
Philadelphia County, Pennsylvania	76%	Montgomery County, Pennsylvania	10%

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

Employment by Sector

Table 11 provides data on employment by traditional two-digit North American Industrial Classification System (NAICS) code in Greater Philadelphia from 1990 through 2010. The region's largest individual sectors include health care and social assistance (13 percent); retail trade (11 percent); professional, scientific, and technical services (10 percent); and manufacturing (nine percent). The region's economy has transitioned from manufacturing to professional services, with over 80 percent of the region's workforce currently employed in service-providing sectors. Manufacturing employment declined by 33 percent between 2000 and 2010; fast-growing service sectors include professional, business, and management services; education and health-related services; and arts, entertainment, and recreation services. While the region's economy was once dominated by manufacturing, knowledge-based industries are now prominent, with life sciences, information technology, professional services, and chemicals ranking among the region's top industries. Education and health services, professional and business services, financial activities, and information technology (sectors that require highly educated and skilled workers) now make up almost 40 percent of the region's employment.

Table 11: Employment in Greater Philadelphia by Sector, 2000-2010

Sector	1990	2000	Percentage, 2000	2010	Percentage, 2010	Percent Change 2000-2010
Agriculture, forestry, fishing; mining	14,871	12,666	0.4%	11,776	0.4%	-7%
Construction	148,516	137,630	4%	150,962	5%	10%
Manufacturing	486,746	385,930	12%	260,040	9%	-33%
Wholesale trade	171,217	165,767	5%	142,271	5%	-14%
Retail trade	271,286	325,321	10%	312,485	11%	-4%
Transportation, warehousing, utilities	90,462	133,226	4%	92,110	3%	-31%
Information	88,323	112,716	3%	91,051	3%	-19%
Finance, insurance, and real estate	267,379	267,349	8%	235,075	8%	-12%
Professional, scientific, and technical services	232,678	329,135	10%	293,797	10%	-11%
Management of companies and enterprises	6,283	7,527	0%	4,779	0%	-37%
Administrative and support/waste management and remediation	127,913	173,938	5%	236,531	8%	36%
Educational services	240,710	227,617	7%	220,015	7%	-3%
Health care and social assistance	309,236	389,570	12%	391,802	13%	1%
Arts, entertainment, recreation, accommodations, and food services	166,209	203,057	6%	190,262	6%	-6%
Other services (except public administration)	141,433	184,916	6%	146,697	5%	-21%
Public administration	140,309	240,056	7%	169,499	6%	-29%
Total employment	2,903,571	3,296,421	100%	2,949,152	100%	-11%

Source: Delaware Valley Regional Planning Commission, August, 2014 (data originally derived from the National Establishments Time Series (NETS) database. **Note:** the 1990, 2000, and 2010 employment data represents the most recently corrected version of the NETS database and may differ slightly from previous DVRPC publications.

Regional Economic Clusters

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

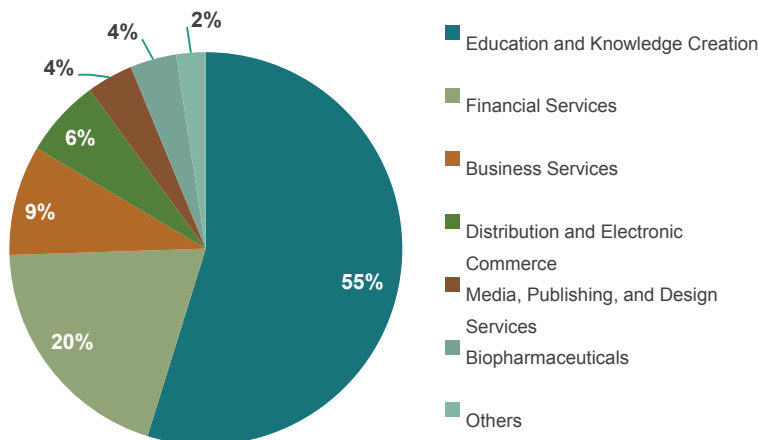
on a wealth of partners and suppliers, and also a location where it can find alternative opportunities in case of a failure. Silicon Valley is a classic example of a region reaping the benefits of a cluster.

In August 2014, DVRPC completed a regional economic clusters analysis that identified economic strengths, employment trends, and future economic opportunities by analyzing economic clusters of traded industries in the Greater Philadelphia region.³ Traded industries are defined as those that are typically bought and sold between regions and therefore bring wealth into a region, as opposed to local industries, which typically serve the needs of the residents and business within the region. The analysis is based on the cluster definitions advanced in the U.S. Cluster Mapping Project, an initiative led by the Institute for Strategy and Competitiveness at the Harvard Business School and supported by the U.S. EDA.

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

In addition to the total number of jobs, the report also considers regional economic activity compared to the nation as a whole using location quotient analysis. The study identifies 11 clusters that are more heavily concentrated in the regional economy than in the national economy. These basic industries (illustrated in Figure 18) export goods and services and bring in wealth from outside the region.

Figure 18: Basic Jobs in Greater Philadelphia



Again anchored by education and knowledge creation, the region's top six basic clusters, which represent almost 98 percent of the region's basic jobs, 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.

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

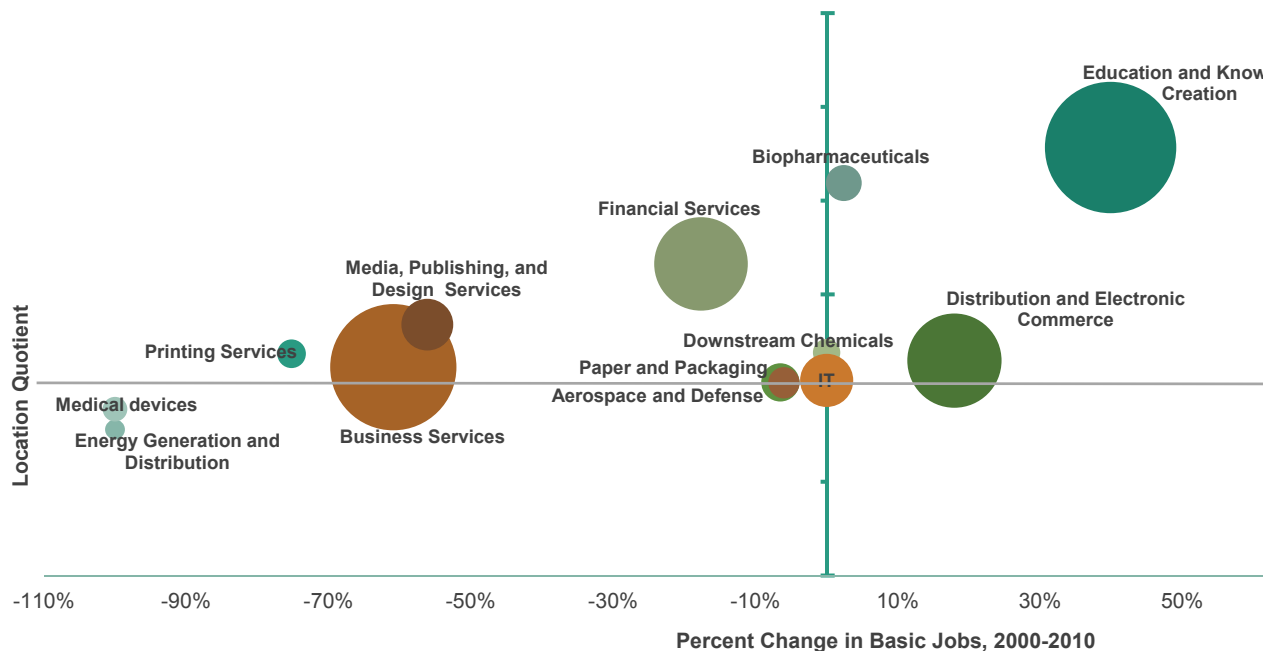
³ Delaware Valley Regional Planning Commission, Data Snapshot Series 2, Number 2. Regional Economics: Regional Economic Cluster Analysis. August 2014.

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, making the need to address the declining number of basic jobs even more urgent.

Figure 19 summarizes the results of the economic cluster analysis. The size of each bubble indicates the number of jobs for each cluster, and the vertical axis represents the location quotient, with the floating gray horizontal line indicating the point at which the location quotient equals 1.0. The horizontal axis illustrates the change in basic jobs between 2000 and 2010, with the bubbles to the right of the vertical axis representing clusters that have gained basic jobs over this period, and the bubbles to the left indicating those clusters that have lost basic jobs. The farther away from the vertical axis, the greater is the magnitude of change. With two exceptions, Figure 19 illustrates the region’s basic clusters, each of which had a location quotient over 1.0 in 2010. The two exceptions are medical devices and energy generation and distribution, which were both basic clusters in 2000 but lost ground and became non-basic clusters in 2010. Given the importance of the already strong “eds and meds” industries and the emergence of the nearby Marcellus Shale area as a critical supply of natural gas, both of these clusters have the potential for future growth, and may in fact have grown since 2010.

Most of the region’s basic clusters lost basic jobs between 2000 and 2010, with only five basic clusters (education and knowledge creation, distribution and commerce, biopharmaceuticals, downstream chemicals, and information technology and analytical instruments) having gained jobs. Overall, the region lost approximately 13,000 basic jobs over the course of the decade, despite the fact that the region’s basic clusters experienced an overall gain of over 5,700 jobs.

Figure 19: Basic Clusters in Greater Philadelphia, 2000-2010



Source: DVRPC, August 2014.

Appendix G characterizes the region's clusters based on each cluster's location quotient and job growth between 2000 and 2010. Five of the region's 11 basic clusters are characterized as being concentrated in this region and growing, including information technology and analytical instruments, aerospace vehicles and defense, biopharmaceuticals, paper and packaging, and downstream chemical products. These strong and growing clusters represent a potential for economic growth and development in the region. An additional six basic clusters are more concentrated in this region, yet stable or declining in relative importance, having either lost jobs between 2000 and 2010 at a faster rate than the nation, or having grown, but at a slower rate than the nation. These clusters include education and knowledge creation; business services; distribution and electronic commerce; financial services; media, publishing, and design services; and printing services.

Although three of the region's basic clusters gained jobs between 2000 and 2010 (education and knowledge creation, distribution and electronic commerce, and biopharmaceuticals), the report's shift-share analysis indicates that the job gains in these clusters was primarily due to the growth of each cluster at the national level, rather than to unique regional factors. On the other hand, some of the declines in the region have been partially mitigated by regional competitiveness. Although the downstream chemical products and information technology and analytical instruments clusters both experienced national declines of approximately 30 percent, for example, their declines were reduced by approximately 17 and 16 percent, respectively, due to regional competitiveness. These clusters may therefore have future growth potential.

CHAPTER 3:

Regional Strengths and Challenges

Greater Philadelphia has a strong base of highly skilled workers, top universities, and support infrastructure for a wide variety of high-tech industries, and is home to a concentration of such cutting-edge sectors as life sciences, chemicals, and higher education. The region's thriving cluster of biopharmaceuticals, biotech, research and development, and support companies is one of the largest in the nation. With deep roots in public health, the Greater Philadelphia region has become one of the nation's top life science industry centers. The Philadelphia region is also home to over 90 educational institutions that offer at least a two-year associate's degree, and ranks third nationally (behind only New York and Boston) in the number of four-year colleges and universities.

The region is also powered by a solid and diversified information technology (IT) industry, which ranks as the sixth largest in the country, based on shares of employment in IT occupations and IT-providing industries in the nation's 12 largest metropolitan statistical areas (MSAs). IT plays a major role in the local economy, both as a provider of IT products and services and as a support function to other major industries.

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

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

Regional Strengths

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 Mega-region 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.

Economic Diversity

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

A High-Quality Transportation Network

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

Educational and Research Facilities

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

An Educated Workforce

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

Commitment to Innovation and Entrepreneurship

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

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

⁴ Select Greater Philadelphia, September 2014.

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.

Regional Challenges

Tax Burden

During the public outreach sessions and conversations with local business leaders conducted for the purpose of informing the 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.

The Consequences of Sprawl

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

Compromised Environmental Quality

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

Transportation Infrastructure Deficiencies

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

Fragmented Local Governance

The Philadelphia region is politically fragmented, with 352 local governments, nine county governments, six regional councils of government, two state governments, and hundreds of school and municipal authorities. In

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

This fragmentation makes implementation of regional goals difficult. Multilevel governmental regulations and review processes that unreasonably extend the time that it takes to reach a decision on a proposed development or that impose an unfair tax burden on prospective employers can dissuade businesses from expanding in or re-locating 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 their 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.

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 on employers, including difficulty in attracting and maintaining a qualified workforce; increased retraining costs; a need to pay disproportionately high wages; and decreased employee productivity. Local economies may also suffer, as more and more of each household's income is committed to housing and transportation costs.

An Aging Population

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

CEDS Goals, Objectives, and Performance Measures

As noted previously, the initial Greater Philadelphia regional CEDS was adopted in 2009. Based on the findings of existing regional economic development studies and in coordination with the CEDS Review Committee, the 2009 *Greater Philadelphia Economic Development Framework* identified 11 economic development goals and related objectives. The current CEDS focuses instead on three primary goals (investing in people, investing in places, and supporting businesses) and identifies a number of strategies for achieving those goals.

Goals, Strategies, and Objectives

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

The availability of a skilled, productive workforce is critical if the region expects to continue to compete effectively in today's economy. Improving the region's public education system, especially in the urban districts, is a critical task. There is a tremendous opportunity to leverage the region's impressive higher-education resources to raise the level of educational attainment, especially in the region's core cities and urbanized areas. The region is home to over 90 educational institutions that offer at least a two-year associate's degree, and 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. Objectives and strategies to accomplish this goal include the following:

Improve and expand the region's educational and workforce training networks.

- Improve public education in grades pre-K to 12, especially in the urban districts.
- Leverage the region's impressive higher education resources to raise the level of educational attainment, through expanded partnerships and technical assistance in the urban schools.
- Improve the connections between small employers and organizations that provide workforce training.

Provide post-secondary educational opportunities designed to meet the evolving needs of the region's employers.

- Support programs that offer post-secondary training certificates.
- Support organizations and institutions that provide an opportunity for the region's adults to earn a college degree, including the region's network of community colleges.
- Support programs that expand university-industry partnerships and student internships.
- Support industry-school partnerships and specialized training that offer pathways into specific careers in key economic sectors, such as bio-technicians and energy auditors.

Prepare economically disadvantaged populations to actively participate in the workforce.

- Provide training in both workforce readiness and job-specific skills to the region's most disadvantaged populations (including those who have been chronically unemployed), to prepare them to actively participate in the workforce.
- Support the creation of jobs that pay a livable wage, while fostering pathways out of poverty through the use of career ladders.

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

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, including those identified in DVRPC's Connections 2040 Plan for Greater Philadelphia, to create and support thriving, mixed-use communities.

This goal also encompasses the importance of promoting sustainability and creating more energy using fewer resources. High, rising, and volatile energy prices have a tremendous impact on the economy, and regions that deliver energy efficiency and low GHG emissions will have a competitive advantage. While future energy prices cannot be predicted, most observers agree that they will increase over the long term. As energy prices increase, more of the regional economy is consumed by energy, leaving fewer resources available to address other regional needs. Delivering services with less energy has benefits beyond the cost savings – less driving means shorter trips and less time in traffic. Green Buildings, with better insulation and more efficient heating and cooling systems, mean greater comfort. Objectives and strategies to accomplish this goal include the following:

Focus growth in centers and developed areas.

- Revitalize neighborhoods, to make centers more attractive to both employers and employees.
- Support and reinforce social and educational programs in the region's cities and centers.
- Restore and maintain the infrastructure in the region's core cities and centers.
- Target infrastructure expansions in centers, to help curtail sprawl and encourage a more sustainable, center-based regional development pattern.
- Redevelop vacant and under-utilized brownfields and greyfields sites.

Invest in public infrastructure.

- Support public and private transportation investment that improves intraregional and interregional accessibility and mobility, including public transit, walking, and cycling.
- Invest in the region's public streetscapes.
- Invest in the region's utility infrastructure, including energy utilities; water, sewer, and stormwater infrastructure; and voice and data telecommunications.

Invest in projects that advance the utilization of the region's airports, rivers, waterfronts, and ports, both for their commercial potential and as regional amenities.

- Utilize public-private partnerships to finance new facilities and maintain existing facilities.
- Coordinate publicly funded infrastructure investment and private investment, to maximize the benefits of both.

Improve the region's overall quality of life.

- Maintain and improve regional water and air quality.
- Invest in trails, parks, and other recreational amenities.
- Invest in regional arts, cultural, and historical institutions.
- Maintain a diverse and ample housing supply at all price points.

Promote sustainability.

- Support the use of green technologies and sustainable energy.
- Provide services with less energy, by encouraging the use of more efficient cars, furnaces, and lighting, and expanding transit services.
- Produce energy with less CO₂, by promoting bio-fuels, solar hot water and electricity, wind power, geothermal energy, and nuclear power as alternatives to carbon-based fuels.
- Reduce the demand for services and energy, by locating jobs, housing, and services closer together and encouraging denser development.
- Encourage sustainable design.

Support Business Retention, Expansion, and Creation, especially in key economic sectors that are vital to the regional economy.

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

Competing successfully on an international level requires expanded capacity and connections at Philadelphia International Airport, as well as enhanced utilization of the region's ports and overall leverage of the region's multimodal infrastructure. Objectives and strategies to advance this goal include the following:

Enhance the climate for business growth.

- Continue to promote and implement a more attractive business tax environment.
- Increase the speed, predictability, and transparency of government decision-making.
- Foster regional collaboration.
- Improve the region's overall image.
- Seek out and welcome business locations and expansions.
- Engage business leaders in growing the regional economy.

Increase innovation and new business formation.

- Accelerate technology transfer from research institutions to stimulate new company formation related to research results.
- Expand the availability of venture and other investment capital.

- Foster and enhance the region’s culture of entrepreneurship by generating collaborations among investigators/inventors, venture capitalists, academics, and experienced start-up business executives.
- Create jobs that expand opportunities in industries that are anticipated to grow.

Expand Greater Philadelphia’s connections to the global economy.

- Promote international trade.
- Attract foreign direct investment.
- Improve performance and international connections at Philadelphia International Airport (PHL).
- Enhance utilization of the region’s ports and leverage the region’s multimodal infrastructure.

Performance Measures

EDA regulations require that each annual review of the regional CEDS include a discussion of progress made toward advancing the defined regional goals, including, but not limited to, the number of jobs retained and created in the region, the number and types of investments undertaken in the region, the amount of private-sector investment, and changes in the economic environment of the region. Since 2009, DVRPC has tracked applicable performance measures as a means of tracking progress made toward achieving the CEDS’s goals and objectives. Data on many of these indicators is presented in the background information provided in Chapter 2 of this report. In future annual reviews, DVRPC will continue to track the following measures as a means of gauging progress made toward achieving the CEDS goals: quote

Invest in People

- Highest educational degree attained by adults who are age 25 years and older.
- Urban high school completion rate.
- Unemployment rate.
- Average annual wage.
- Per capita personal income.

Invest in Places

- Population change.
- Employment change by sector and economic cluster.
- Transportation infrastructure investment.
- Tons of air cargo.
- Freight volume and tonnage.
- Residential construction activity.
- Public transit ridership.
- Vehicle miles traveled.
- Bicycle and pedestrian mode share.
- Stream miles or sub-watershed acres assessed for aquatic life.
- Days that the region exceeds the National Ambient Air Quality Standards (NAAQS).
- Acres of protected open space.
- Annual domestic and international visitors.

- Registered non-profit arts/cultural organizations.
- Percent of households paying 35 percent or more of their income for housing.
- Percent of income spent by the region's median income household for housing and transportation costs.

Support Business Retention, Expansion, and Creation

- Total jobs and job growth.
- Net change in the number of small businesses.
- Venture capital invested.
- Research and development expenditures.
- Passenger activity at PHL.
- On-time performance at PHL.

CHAPTER 5:

Investing in Greater Philadelphia

This chapter begins with a discussion of investments that EDA has made in Greater Philadelphia since 2010. It then identifies regional projects, programs, and activities designed to implement the goals and objectives of the CEDS. DVRPC’s role in guiding regional transportation investment is discussed, and significant programmed or planned highway, transit, and bicycle/pedestrian transportation investments (including both funded and unfunded projects) are identified in Appendix H. Appendix I lists over 170 proposed projects intended to advance the regional CEDS goals.

Recent U.S. EDA Investment in Greater Philadelphia

Table 12 lists projects located in Greater Philadelphia that have received U.S. EDA funding since 2010. Over the past five years, this investment has averaged approximately \$3.7 million annually. In addition to the grants listed in Table 12, EDA has provided funding (totaling approximately \$1.5 million since 2010) to several of the region’s academic institutions for research, planning, and consortium building (including Thomas Edison College, Rowan University, Rutgers University, and Temple University). EDA has also provided approximately \$3.3 million over the past five years to the Mid-Atlantic Trade Adjustment Assistance Center, a nonprofit 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.

Table 12: U.S. EDA Investment in Greater Philadelphia, 2010-2014

Recipient	Project Description	Fiscal Year	Federal Funds	Non-Federal Funds
World Trade Center of Greater Philadelphia	Export development program	2010	\$1,000,000	\$1,000,000
Paulsboro, New Jersey	Water tank construction	2010	\$1,541,200	\$385,300
The Enterprise Center	Culinary Institute – kitchen incubator	2010	\$1,509,536	\$1,571,464
Philadelphia Authority for Industrial Development	Energy Efficient Buildings Hub	2010	\$5,000,000	\$1,250,000
Economy League of Greater Philadelphia	World Class Global Positioning Strategy	2011	\$150,000	\$150,000
University City Science Center	QED Proof-of-Concept	2011	\$1,000,000	\$1,323,640
Franklin Township, New Jersey	Site preparation	2012	\$1,455,000	\$1,455,000
Respond, Inc.	Building renovation in Camden City	2012	\$640,000	\$160,000
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
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

Source: U.S. Economic Development Administration, September 2014.

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* is the region's long-range transportation and land use plan that 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. Appendix H lists major regional roadway, transit, and bike/pedestrian system expansion projects that are included in the *Connections 2040* Long-Range Plan. Projects that are currently funded in the fiscally-constrained plan are noted.

Regional Transportation Improvement Program (TIP)

The TIP is the regionally agreed-upon list of priority transportation projects, as required by federal law (ISTEA, TEA-21, SAFETEA LU, and MAP-21). 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/.

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

Other Critical Transportation Investments

The regional long-range plan and TIP consider surface transportation projects, but there are also other significant transportation investments that are crucial to facilitating economic growth in the region. Runway, terminal, and landside capacity expansion and increasing the number of international destinations at Philadelphia International Airport are vital to growing the region's economy. Similarly, expansion of the region's port facilities and completion of the Delaware River dredging have also 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 I provides a list of economic development projects that have been identified by the region's planning and economic development professionals as critical for achieving the CEDS goals and objectives. As a part of each annual CEDS review, the Review Committee reviews the existing project list and amends it as necessary, including both the deletion of projects that have either been completed or are no longer appropriate and the addition of projects that advance the CEDS goals and objectives. Recognizing that high-quality projects that advance the goals of the CEDS and are eligible for EDA funding are sometimes proposed after the completion of the annual CEDS review, a formal amendment process through which projects may be added to the regional list of key projects at other times throughout the year was adopted by the Greater Philadelphia Regional CEDS Review Committee in 2010.

In developing the 2014 CEDS, the CEDS Review Committee was asked to update the status of projects included on the 2013 CEDS's list of key regional economic development projects, and given an opportunity to suggest additions. The final list, which was reviewed and approved by the full Review Committee, includes over 170 separate projects, several of which were added this year. These projects are of various scales and cover a wide range of project types, including planning, plan implementation activities, research, job training, workforce development, redevelopment, adaptive reuse, waterfront development, site acquisition, construction, and infrastructure investment. All of the projects advance at least one (and often several) of the regional CEDS's goals.

With estimated costs ranging from just a few thousand to several million dollars, project sponsors have identified a multitude of different funding sources, often (but not always) including U.S. EDA. Unlike DVRPC's federally mandated TIP, the list is not fiscally constrained—the estimated cost of the projects on the list is more than \$7.4 billion, not including those for which the total cost is yet to be determined.

CHAPTER 6:

Plan of Action: Greater Philadelphia's Economic Development and Planning Partners

The Greater Philadelphia region includes nine counties located in two states: Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in the Commonwealth of Pennsylvania, and Burlington, Camden, Gloucester, and Mercer counties in the State of New Jersey. In addition to Philadelphia (which is both a city and county), the region includes three smaller core cities: Chester City, in Delaware County, Pennsylvania; Camden City, in Camden County, New Jersey; and the City of Trenton, in Mercer County, New Jersey. The Greater Philadelphia region's economy is large, 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.

This chapter summarizes the primary economic development plans, processes, and programs of each of the region's states, counties, and core cities. The ongoing CEDS process has facilitated regional coordination and cooperation, and the CEDS's goals and strategies identified in Chapter 4 are consistent with the economic development goals advanced by both the Commonwealth of Pennsylvania and the State of New Jersey; in *Connections 2040*, the region's long-range land use and transportation plan; and through the plans and policies of each of the region's counties and core cities. Continued coordination across state, city, and county lines, across sectors, and across the public and private sectors is essential to maintaining a broad view of the region and pursuing a common vision, goals, and policies.

State Plans, Processes, and Programs

Pennsylvania

Planning: Pennsylvania's economic development activities are guided by the Keystone Principles for Growth, Investment, and Resource Conservation. Enacted by the Governor's Economic Development Cabinet, the Principles and Criteria are used by state agencies to guide investment and support local growth and economic development across the state. The principles and criteria are designed as a coordinated interagency approach to fostering sustainable economic development and conservation of resources through the state's investments in Pennsylvania's diverse communities. The goals and strategies advanced in Investing in People and Places are consistent with the Commonwealth of Pennsylvania's Keystone Principles for Growth, Investment, and Resource Conservation, which include the following:

- Redevelop first.
- Provide efficient infrastructure.
- Concentrate development.
- Increase job opportunities.
- Foster sustainable businesses.
- Restore and enhance the environment.
- Enhance recreational and heritage resources.
- Expand housing opportunities.
- Plan regionally, implement locally.
- Be fair.

Programming: The primary agency responsible for economic development planning and programming in the commonwealth is the Pennsylvania Department of Community and Economic Development (DCED). The mission of the agency is to foster opportunities for businesses and for communities to succeed and thrive in a global economy. DCED offers an array of funding programs, grants, loans, tax credits, and other incentives to help businesses, communities, and municipalities succeed in Pennsylvania, including the Opportunity Grant Program, the New Job Creation Tax Credit (NJCTC), Customized Job Training (CJT), the WEDnetPA Job Training Program, the Infrastructure Development Program (IDP), Local Economic Revitalization Tax Assistance (LERTA), the Keystone Opportunity Zone (KOZ) Program, and the Enterprise Zone Tax Credit Program. Information on these and other programs can be found at www.newpa.com/find-and-apply-for-funding/.

Workforce development: The commonwealth's workforce development programs are administered through the Pennsylvania Department of Labor and Industry, which provides services to both job seekers and employers. The department also manages the Job Gateway, an on-line tool designed to connect jobs seekers with employers, and vice versa. The Pennsylvania Workforce Investment Board (PA WIB) is the governor's principal private-sector policy advisor on building a strong workforce development system aligned with state education policies and economic development goals. Its members are appointed by the governor and represent a cross-section of business executives, labor officials, education leaders, economic development practitioners, and local elected officials. Additionally, the cabinet secretaries of five state agencies, as well as four members of the general assembly, serve on the board. The PA WIB, in close collaboration with the Pennsylvania Department of Labor and Industry, has responsibility for the implementation of five initiatives, including the Management of Industry Partnerships, the Pennsylvania Center for Health Careers, the State Energy Sector Partnership, the Labor and Industry Advisory Council on Advanced Manufacturing, and the Council for the Workforce of Tomorrow Policy. More information on Pennsylvania's workforce development initiatives is available at www.paworkforce.state.pa.us.

New Jersey

Planning: Land use, economic development, and transportation policies in New Jersey are guided by the New Jersey State Strategic Plan. The goal of the existing State Strategic Plan, developed under the guidance of the New Jersey State Planning Commission, is to "coordinate planning activities and establish statewide planning objectives in the following areas: land use, housing, economic development, transportation, natural resource conservation, agriculture and farmland preservation, recreation, urban and suburban development, historic preservation, public facilities and services, and intergovernmental coordination."⁵ The plan recognizes the importance of cooperation and coordination between the public and private sectors, and advocates targeting investment and encouraging growth in centers. *Investing in People and Places* is consistent with the economic strategies advanced in the adopted New Jersey State Strategic Plan.

The state strategic plan currently in effect was last re-adopted in 2001 and is several years past the statutory deadline for re-adoption. The ongoing state strategic planning process is a cabinet-level effort that will result in a set of recommendations intended to transform the existing statewide framework for land use planning into one that prioritizes and supports sustainable economic growth. The goal of the State Strategic Planning Process Project is to work with internal and external stakeholders to understand the opportunities for responsible growth and redevelopment in New Jersey and create a strategic implementation plan that capitalizes on these opportunities, through better coordination of capital improvement investments and regulatory regimes of state agencies.

⁵ N.J.S.A. 52:18A-200(f).

As an office within the State Department's Business Action Center (BAC), the Office of Planning Advocacy (formerly the Office of Smart Growth, housed within the Department of Community Affairs) is responsible for coordinating the state planning process project as a means of spurring statewide economic growth. The project is being led by a steering committee of representatives from the Governor's Office, the Department of Environmental Protection, and the Department of State. An advisory committee that includes high-level designees from within state government has also been appointed to inform the ongoing process.

Recent research efforts undertaken to inform the state planning process include a report on the state's key economic clusters, which include biopharmaceuticals and life sciences; transportation, logistics, and distribution; finance; advanced manufacturing; health care; retail, leisure, and hospitality; and the green economy. These priority clusters are consistent with those identified in *Investing in People and Places*.

Programming: Under the Christie Administration, New Jersey has implemented the New Jersey Partnership for Action (PFA), a public-private approach to economic development that includes four elements: the BAC, the New Jersey Economic Development Authority (NJEDA), Choose New Jersey, and the Office of the Secretary of Higher Education, which coordinates with New Jersey's institutions of higher learning to prepare an educated workforce. The PFA serves as the starting point for all initiatives, policies, and efforts related to growing New Jersey's economy and creating quality, sustainable jobs.

The BAC plays a key role in helping grow, retain, and attract business to the state, serving as a "one-stop" shop for business. The center's staff works to encourage entrepreneurship by supporting all sizes of businesses in New Jersey, supporting the global competitiveness of New Jersey companies, and promoting the state's attractiveness as a vacation destination and business investment location, both nationally and internationally. The BAC offers guidance on available financing and incentive programs; provides assistance in navigating the permitting and regulatory process; offers site selection assistance; and offers trade consulting services and foreign direct investment services to businesses looking to expand to global markets. As noted previously, the Office of Planning Advocacy is now a part of the BAC and offers a holistic approach to planning and economic development.

Most of the state's financing and incentive programs are administered by NJEDA, an independent, self-supporting state entity dedicated to broadening New Jersey's economic base by building vibrant, diverse communities, creating and maintaining jobs, and providing businesses and nonprofits with the necessary financial and technical support to grow and succeed. NJEDA creates public/private partnerships to bridge financing gaps and to increase access to capital for the state's business community, with an emphasis on small and midsize businesses and nonprofit organizations. It supports entrepreneurial development through training and mentoring programs, and also undertakes real estate development projects important to the state's economic growth that will create new jobs and business opportunities and support community development and revitalization.

The mission of Choose New Jersey, a privately-funded nonprofit charged with statewide marketing efforts for economic development purposes, is to encourage and nurture economic growth throughout New Jersey, including a focus on making the state's most distressed cities engines for growth and opportunity. Choose New Jersey is supported by business leaders from many of the state's Fortune 500 and other top companies, privately-held ventures, labor organizations, associations, and non-profits. Together, this group represents 1.25 million people, or nearly one-quarter of the state's private-sector workforce. Using research-based methods, Choose New Jersey is executing a national and international campaign to spread awareness of the State's pro-business policies and initiatives.

The Economic Opportunity Act of 2013 merged New Jersey's economic development incentive programs with the goal of enhancing business attraction, retention and job creation efforts, and strengthening New Jersey's competitive edge in the global economy. The act streamlined New Jersey's five previous economic development incentive programs into two; the Grow New Jersey Assistance (Grow NJ) Program, which is the state's main job creation and retention incentive program, and the Economic Redevelopment and Growth (ERG) program, which is New Jersey's key developer incentive program. NJEDA supports business growth in New Jersey for businesses of all sizes, with small business as a core focus, and maintains an array of financing programs. More information on financing and incentive programs available through the NJEDA is available on its website at www.njeda.com.

Another economic development program offered by the state is the New Jersey Urban Enterprise (UEZ) Program. The UEZ Program, enacted in 1983, is administered within New Jersey's Department of Community Affairs (DCA). The UEZ Program exists to foster an economic climate that revitalizes designated urban communities and stimulates their growth by encouraging businesses to develop and create private-sector jobs through public and private investment. Additional information on New Jersey's UEZ program is available at www.nj.gov/dca/affiliates/uez/.

Workforce Development: The state's workforce development efforts are coordinated through the Jobs4NJ program, administered by the New Jersey Department of Labor and Workforce Development. Jobs4NJ offers employment services for job seekers (including career counseling, adult education, workforce training, and specialized services for veterans, disabled individuals, youth, older workers, and ex-offenders); and for employers (including job training and hiring incentive programs). Information on New Jersey's workforce initiatives is available at www.jobs4jersey.com.

Recognizing that it is critical to have a fluid statewide work force system that can respond quickly to the needs of employers and job seekers, the Department has also created Talent Networks, which focus on the specific needs of key industries in the state. The goal of the networks is to connect employers, job seekers, the state's One Stop Career Centers, and educational institutions, in order to help current job seekers develop relevant skills that lead to job opportunities, help employers find qualified employees, and ensure that the state's residents have access to training and educational opportunities that lead to the jobs of the future.

The mission of each Talent Network is to support the efforts of the workforce development system and educational institutions to prepare workers for opportunities in key industry sectors, serve as the primary workforce contact for the industry sector, and encourage networking between job seekers, employers, and education and training providers. Talent Networks have been established for advanced manufacturing; financial services; health care; life sciences; retail, hospitality, and tourism; technology and entrepreneurship; and transportation, logistics, and distribution. Following the devastation of Superstorm Sandy in October 2012, the Department of Labor and Workforce Development also established a special Talent Network to focus on New Jersey's economic recovery.

Another New Jersey workforce initiative is the New Jersey Consortium for Workforce and Economic Development, which was founded in 2004 by the state's community colleges to provide coordinated one-stop statewide education and training services to businesses and industries. Its founding was based on the "New Jersey Community Colleges Compact", an Executive Order signed in 2003 that created a new statewide partnership between the State of New Jersey and its 19 community colleges. The Compact designated New Jersey's community colleges as the preferred statewide provider of training and workforce development.

Through the Consortium, New Jersey businesses and organizations have one-point access to all of the vast resources of the community colleges, including over 1,700 programs taught by faculty with business and industry experience. With 64 campuses statewide, there is a community college facility within 20 to 25 minutes of where every resident lives or works in the state. Companies can access, develop, and receive workforce education and training for their current and emerging employees. The Consortium can also assist New Jersey businesses and organizations at no cost with the development and submission of NJ customized training grant applications. In addition, the Consortium has entered into an agreement with the New Jersey Institute of Technology (NJIT), the State's premier bachelor and graduate technical university, to provide advanced training for Consortium clients.

Regional Plans and Partners

Connections 2040 Plan for Greater Philadelphia

As the region's MPO, DVRPC is required by the U.S. Department of Transportation, in accordance with federal planning regulations, to develop a long-range transportation plan that covers a minimum 20-year planning horizon. *Connections 2040* was adopted by the DVRPC Board as the region's long-range transportation and land use plan in July 2013 and was amended in July 2014. The plan was developed through a planning process that is comprehensive, cooperative, continuing, coordinated, and compatible, and incorporates the eight key planning factors contained in the federal transportation planning regulations, including supporting the economic vitality of the metropolitan area by enabling global competitiveness, productivity, and efficiency. The Connections 2040 Plan is based on four integrated principles:

- Manage growth and protect the environment.
- Create livable communities.
- Build the economy.
- Establish a modern, multimodal transportation system.

The plan advocates development in centers and creating livable, mixed-use communities that will be attractive to current and prospective residents, employees, and employers. *Connections 2040* supports the growth of key economic sectors, and advocates continued coordination across state, city, and county lines, across sectors, and across the public and private sectors. Key plan strategies include investing in centers, to facilitate the most efficient use of infrastructure and conserve open space and natural resources; providing employers with easy access to supplies, markets, and a qualified workforce; and creating concentrations of "knowledge density."

Other Regional Economic Development Partners

The Economy League of Greater Philadelphia is an independent, nonpartisan, nonprofit organization dedicated to researching and analyzing the region's resources and challenges, with the goal of promoting sound public policy and increasing regional prosperity. The Economy League has produced many detailed analyses of the regional economy over the years, which have provided critical information focusing on infrastructure, governance, and the workforce. Its current *World Class Greater Philadelphia* initiative is a business-led initiative to advance a shared agenda for regional growth and opportunity. The World Class Initiative leverages the collective power of the region's businesses, nonprofit organizations, government agencies, labor, and community leaders for lasting regional impact in three primary areas that mirror the regional CEDS' three primary goals: education and talent development (Investing in People), infrastructure (Investing in Places), and business growth (Supporting Businesses).

Select Greater Philadelphia (Select) is a regional economic development and marketing organization dedicated to building the economy of the Greater Philadelphia region. Select focuses on enhancing the profile and image of the region's business community in order to attract businesses and streamline corporate expansions and business locations. Select markets the region nationally and globally in order to establish Greater Philadelphia as a top-tier place to do business. Select's board of directors, the CEO Council for Growth (CEO Council), is a group of key business executives committed to the region's growth and prosperity. Through high-impact initiatives that lead to high-wage jobs, new business opportunities, and wealth creation, the CEO Council offers a focused, consistent, invigorating approach that sets the regional growth agenda. The CEO Council is an affiliate of the Greater Philadelphia Chamber of Commerce (GPCC), in cooperation with the Chamber of Commerce of Southern New Jersey and the New Castle County Chamber of Commerce.

Ben Franklin Technology Partners of Southeastern Pennsylvania (BFTP/SEP) is the region's catalyst for stimulating entrepreneurial potential. Ben Franklin invests in innovative enterprises and creates commercialization pathways that generate wealth through science and technology. Part of a statewide network, BFTP/SEP provides entrepreneurs and established businesses with the capital, knowledge, and network connections necessary to compete in the global marketplace. BFTP/SEP's Investment Group provides critical seed and early-stage capital, validating the entrepreneur's vision and attracting other investors. Its Technology Commercialization group works with companies to identify new products for development and commercialization, and finds the best team from within its partner network of regional universities and research incubators.

The Southern New Jersey Development Council (SNDC) functions as a government affairs liaison and economic development advocate on behalf of its membership and the southern eight counties of New Jersey (which include Burlington, Camden, and Gloucester counties). Acting as a unified voice for South Jersey, the council routinely hosts events focused on relevant economic development topics; publishes and distributes membership-wide publications; tracks bills in the state legislature; researches development of construction projects; arranges meetings with member organizations and elected officials; and facilitates networking amongst its members. SNJDC's membership is comprised of key leaders and decision-makers from both the public and private sectors. Members include representatives from over 30 broad business types, including the casino/gaming industry, education, engineers, the health care industry, transportation, and tourism.

County Processes, Plans, and Programs

Burlington County, New Jersey

The Burlington County Department of Economic Development and Regional Planning works to attract businesses to the county; provides demographic and economic information to the public; offers location assistance to business; coordinates economic development programs among government agencies; assists in business retention efforts; and serves as a business ombudsman to improve and enhance economic development in the county. The department's website provides listings of available land and existing office and industrial space; descriptions of and applications for available county business loan programs; and an on-line comprehensive county economic resource guide. The mission of the department is "the attainment of the highest possible quality of life for Burlington County residents and businesses from smart, sustainable growth and development that provide a balance between economic development and the preservation of resources." More information is available at www.co.burlington.nj.us/departments/economic/development.

Workforce activities and initiatives are managed by the county's Workforce Investment Board, which is committed to building and maintaining a workforce of the highest quality to help businesses grow or retain their workforce.

Primary Contact:

Burlington County Department of Economic Development and Regional Planning
Mark Remsa, Director
1900 Briggs Road
Mount Laurel, New Jersey 08054
Website: www.bcbridges.org/EconomicDevelopment.aspx

Camden County, New Jersey

The Camden County Improvement Authority (CCIA) provides several services that facilitate public and private development and redevelopment, assist employers, and help local governments reduce the costs of capital funding. In cooperation with the Camden County Board of Freeholders, the CCIA has assembled a strong team whose objectives are to help local businesses flourish and attract new enterprises to Camden County. The consortium of Camden County agencies that comprise the county's economic development team allows the CCIA to respond to businesses or developers whose multiple needs cross agency boundaries. Available programs and services include computerized site selection relocation; financing and incentives assistance; public and private financing; tax-exempt and taxable bond financing; housing development; project management; workforce development and training; small and mid-size business assistance; and non-profit assistance. The county's planning services are also administered under the CCIA. Camden County's current economic development priorities include continuing to improve its park system and creating complete streets (including bicycle lanes), to make the county attractive to employers and employees.

Primary Contacts:

Camden County Improvement Authority
James Lex, Chief Operating Officer
2220 Voorhees Town Center
Voorhees, New Jersey 08043
Website: www.business.camdencounty.com

Camden County Planning Department
Andrew Levecchia, Planning Director
2220 Voorhees Town Center
Voorhees, New Jersey 08043
Website: www.business.camdencounty.com

Gloucester County, New Jersey

Working closely with the Gloucester County Chamber of Commerce, the County Planning Division, and the County Improvement Authority, the Gloucester County Department of Economic Development fosters public/private partnerships to create growth through the retention and expansion of existing businesses and the attraction of quality new businesses. The department offers assistance programs tailored to the needs of the business community and provides custom-designed incentives and advice on tax advantages. Companies of any size can receive help with creative financing packages, technical assistance, site selection, and acquisition. The department maintains a list of available buildings and sites as well as a brownfields inventory.

The department also maintains a county-level CEDS that is consistent with the goals and strategies of the regional CEDS. The county's current economic development priorities include supporting eco-tourism and agri-economics.

The Gloucester County Department of Economic Development consists of three divisions (Business Development and Tourism, Housing and Community Development, and Workforce Development/Workforce Investment Board). The Business Development and Tourism Division is charged with the development, implementation, and management of economic development projects and programs. Business Development also provides municipalities and businesses with site selection services, redevelopment planning, and Brownfields funding. Additional functions include research and planning development financing, ombudsman services, legislative monitoring, grant administration, and marketing. Business Development works with individuals and municipalities through such programs as the Small Business Counseling Program and the Municipal Economic Development Council.

The county's Division of Workforce Development (DWD) is governed by the Workforce Investment Act of 1998. All Gloucester County residents seeking employment or career advancement are eligible for employment guidance, either through a self-directed job search or with the assistance of an employment counselor. Available DWD services include vocational and education assessments; classroom and on-the-job vocational skills training; work experience; basic/remedial education (including GED and English-as-a-Second Language); job development; and job search assistance. Career counseling, childcare, travel expenses, and other supportive services are also available. The Workforce Investment Board is a local partnership of private- and public-sector participants that provides coordinated planning, policy guidance, and oversight for all workforce readiness programs in Gloucester County.

The Gloucester County Planning Division is responsible for the county's comprehensive planning efforts, including preparing, maintaining, and updating the county master plan and its various elements. The existing county master plan is over 30 years old, but the county recently preparing a new one. The division also serves as a coordinator and advisor for municipal planning. In the area of transportation, the division is responsible for a number of local and regional transit planning activities and provides planning services for highway improvements.

Primary Contacts:

Gloucester County Department of Economic Development
Tom Bianco, Acting Director
115 Budd Boulevard
West Deptford, New Jersey 08096
Website: www.gloucestercountynj.gov/depts/e/ed

Gloucester County Public Works Department/Planning Division
Richard Westergaard, Planning Director
County Office Building – 1200 North Delsea Drive
Clayton, NJ 08312
Website: www.gloucestercountynj.gov/depts/p/pw/planning/

Mercer County, New Jersey

The Mercer County Office of Economic Development and Sustainability provides a variety of business development, location, retention, and assistance programs that serve Trenton, Princeton, and the county's 10

other municipalities. The office coordinates with the Mercer County Improvement Authority and other county departments on economic development initiatives. The office manages a variety of programs, including the One-Stop Career Center, which provides employment counseling and services to citizens and training and applicant screening services specific to employers. The Workforce Investment Board (WIB) serves as a forum for Mercer business leaders and is the policy-making arm of the One-Stop system, defining vision, mission, and goals for a workforce delivery system responsive to local needs. Through America's Small Business Development Center, including the New Jersey Latino Business Center, the office supports existing and startup businesses with workshops, seminars, counseling, and strategic planning. The Mercer County Loan Fund offers low-interest loans of up to \$250,000 to start or expand a business, and the On-the-Job Training program subsidizes in-house training for new and existing employees. Foreign Trade Zone (FTZ) eligibility throughout the county offers reduction or elimination of various taxes and duties for local assembly of foreign components. The Office of Economic Development is the place to start for business development.

The Mercer County Planning Division provides for the development of the county in a comprehensive and controlled manner using various strategies relating to land use and development. The planning division supports municipal development efforts with stormwater, wastewater, and transportation infrastructure planning, planning for specific development and redevelopment projects, and coordination with state and regional agencies. The 2010 update of the Mercer County Master Plan seeks to balance the challenges and opportunities presented by our transportation system, our economy, and our environment through an interrelated set of policies and strategies. Together, these policies and strategies will ensure that Mercer County is positioned to succeed in the new economy to guarantee on-going improvements to places where residents live and work. Goals advanced in the regional CEDS are consistent with the economic development policies advanced in Mercer County's master plan, which include:

- Promoting the appropriate location and design of new development with opportunities for transit, regional equity, and preservation;
- Providing infrastructure and other incentives that promote growth in appropriate locations; and
- Promoting housing choices that meet the region's needs.

Mercer County's current priorities include improving facilities at the Trenton-Mercer Airport; supporting heritage and sports tourism; and redeveloping the now-vacant American Cyanamid Agricultural Research Division and the Stanford Research Institute (SRI) International site (formerly RCA's Sarnoff Labs).

Primary Contacts:

Mercer County Office of Economic Development
Elizabeth Maher Muoio, Director
640 South Broad Street, P.O. Box 8068
Trenton, NJ 08650-0068
Website: www.businessinmercer.com

Mercer County Planning Division
Donna Lewis, Director
640 S. Broad Street, P.O. Box 8068
Trenton, NJ 08650
Website: www.nj.gov/counties/mercer/departments/planning/

Bucks County, Pennsylvania

The lead partner for economic development in Bucks County is the Bucks County Industrial Development Authority (IDA), which manages nearly \$10 million in low-interest loan funds on behalf of the County and provides tax-free financing to new and expanding businesses. In 2009, the Bucks County Economic Development Advisory Board developed an “Action Plan for Progress,” which identified six goals:

- Centralize the county economic development function.
- Adopt guiding principles of economic development.
- Make better use of existing economic development resources.
- Help existing businesses.
- Engage municipal partners.
- Enhance workforce development efforts.

The county commissioner’s Economic Development Council, established in 2012, is responsible for implementation of the Action Plan. The county’s economic development loan programs are now centralized under its Bucks 2 Invest program, administered through the IDA. Bucks 2 Invest programs include:

- Bucks Guaranteed, which provides for the use of county Community Development Block Grant (CDBG) funds and other assets to guarantee loans for major job-creating projects.
- Bucks Rebuilt, which provides funding to promote the revitalization and reuse of underutilized industrial and commercial sites.
- Bucks Renewed, which provides innovative financing options to leverage private investment in downtowns and main streets.
- Core Industry Fund, which provides direct financial resources to entrepreneurs and small-to-medium sized companies that create jobs for low-to-moderate income workers.
- New Economy Fund, which directs public-sector investments into public/private partnerships.
- Tax Free Financing, which provides capital financing through the Industrial Revenue Bond and Mortgage Program.
- Taste and Tour Bucks County, which provides financing for family farmers, agri-businesses, farmers’ markets, tourism, and cultural institutions.
- Innovation Bucks County, an innovation/entrepreneurial center for start-up ventures.
- VC4BC, a new venture capital fund administered by Ben Franklin technology partners.

Additionally, the Bucks County Municipal Economic Development Initiative assists municipal governments by devoting resources to ensure the county’s continued economic vitality and health. Through this program, the Bucks County Planning Commission provides guidance, data, and expertise on commerce, zoning, land use planning, smart growth initiatives, transportation, community goals, and community character to municipalities that request assistance. Recognizing that economic development means different things to different communities, the goals of the program include revitalizing downtowns and enhancing main streets; supporting brownfield development and the adaptive reuse of older buildings; enhancing existing technology centers; building on successful village centers; supporting food, farming, and tourism; improving older shopping centers; and promoting smart growth around transportation centers. The county’s current economic development priorities include:

- Responding to the displacement of approximately 2,500 employees, with the impending closing of the Lockheed Martin facility in Newtown Township.
- Revitalizing older developed communities along the Delaware River in Lower Bucks County.
- Redeveloping the Route 202 Corridor and Cross Keys area, including promoting a partnership between Delaware Valley College and the biotech center.
- Revitalizing Sellersville/Perkasie.
- Revitalizing Quakertown.

Primary Contacts:

Bucks County Industrial Development Authority
 J. Peter Krauss, Executive Director
 11 Welden Drive, Suite 100
 Doylestown, Pennsylvania 18901
 Website: www.buckscountyida.com

Bucks County Planning Commission
 Lynn T. Bush, Executive Director
 Neshaminy Manor Center
 1260 Almshouse Road
 Doylestown, Pennsylvania 18901
 Website: www.buckscounty.org/government/communityservices/PlanningCommission

Chester County, Pennsylvania

The Chester County Economic Development Council (CCEDC) is a private, nonprofit economic development organization that has a portfolio of business growth services, including low-interest financing; small-business lending; workforce training, retention, and expansion; customized international business assistance; land and building site selection; brownfields consultation and remediation; urban redevelopment; and agricultural economic development. Co-located at CCEDC's facilities are over 15 economic development service providers that provide technology support services; small business consulting and education; customized workforce training; job matching and career transition assistance; and productivity improvement services for manufacturers. CCEDC is currently preparing *Vista 2025*, a countywide long-range vision for economic development.

The Chester County Planning Commission is responsible for promoting coordinated growth and preservation planning in the county. The commission's planning efforts are focused on activities intended to implement the 12 elements of *Landscapes 2*, the county's comprehensive plan. *Landscapes 2* champions several initiatives that are consistent with the regional CEDS goals and objectives, including creating sustainable communities (including providing public transit options as an alternative to driving); improving the county's infrastructure; providing housing opportunities; promoting economic development and revitalization; and keeping the county green, including using green technologies and promoting the sustainable use of resources. More information on *Landscapes 2* is available at www.landscapes2.org/plan/Plan.cfm. Issues on which the county is currently focusing include revitalization of the older boroughs and centers along the US 202, US 1, and US 30 highway corridors; sewer and water infrastructure along the US 1 corridor; and repurposing the county's older, under-utilized industrial parks, including the Great Valley Corporate Center.

Primary Contacts:

Chester County Economic Development Council
Gary Smith, Executive Director
Eagleview Corporate Center
737 Constitution Drive
Exton, Pennsylvania 19341
Website: www.cceconomicdevelopment.com

Chester County Planning Commission
Ronald Bailey, Executive Director
P.O. Box 2747
601 Westtown Road, Suite 270
West Chester, Pennsylvania 19380-0990
Website: www.chesco.org

Delaware County, Pennsylvania

The Delaware County Commerce Center is the centralized location for all of the county's economic development activities. Late in 2012, the Commerce Center, in cooperation with the Delaware County Council, engaged a consultant to prepare a 10-year comprehensive economic development strategy for the county. The report, entitled *Growing from Within: A Blueprint for Growth in Delaware County*, was completed in September 2013. The themes, opportunities, planning objectives, and implementation strategies identified in the plan echo the findings, goals, and objectives of the regional CEDS. The report found that the county's greatest strengths were its strong community well-being; its healthy, diverse economy; and its optimal location and transportation access, including its waterfronts. The strategic planning objectives advanced in the report include developing countywide business retention and recruitment strategies; establishing "Commercial Improvement Zones" to focus place-based investment; repurposing vacant and under-utilized properties; maximizing Delaware River waterfront opportunities; enhancing global trade opportunities; and developing concurrent local strategies.

The agency operates as an umbrella organization for the administration of various economic development boards and authorities, including the Delaware County Economic Development Oversight Board (EDOB); the Delaware County Industrial Development Authority (IDA); the Delaware County Industrial Development Corporation (IDC); and the Delaware County Redevelopment Authority (RDA). The EDOB, formed in 1990, is responsible for facilitating economic development activities within the county, serving as the management authority for the IDA, the IDC, and the RDA. Their individual responsibilities are as follows:

- IDA: issues bonds and notes for financing of industrial and commercial projects through third-party sources.
- IDC: acts as the conduit for low-interest loans issued through the Commonwealth of Pennsylvania's Industrial Development Authority.
- RDA: is responsible for condemnation and redevelopment activities in the county, and administers the county's Brownfields Remediation Program.

Delaware County's current economic development priorities include developing a marketing plan to attract and retain businesses; revitalizing its inner-ring communities, with an emphasis on assisting small businesses; and creating a business incubator centered on hi-tech industries and "eds and meds."

Primary Contacts:

Delaware County Commerce Center
J. Patrick Killian, Executive Director
100 West 6th Street, Suite 100
Media, Pennsylvania 19063
Website: www.delcopa.org

Delaware County Planning Department
Linda Hill, Director
201 West Front Street
Media, Pennsylvania 19063
Website: www.co.delaware.pa.us/planning/

Montgomery County, Pennsylvania

Montgomery County recently restructured its economic development process to create an innovative “one-stop shop” approach to economic development. The MC2B initiative offers businesses a single place to obtain and access a full range of business products and services. The restructured commerce department utilizes shared financial and operational resources to deliver financial programs, workforce development initiatives, and youth programs throughout the county. This unique partnership between Montgomery County, the Montgomery County Development Corporation, and other independent authorities operating in the county establishes the commerce department as one of the broadest, deepest organizations of its kind in the commonwealth. The county’s current economic development priorities include revitalizing its under-utilized office parks located along the Pennsylvania Turnpike and preserving its industrial lands.

The Montgomery County Planning Commission is currently in the process of preparing an updated comprehensive plan, with adoption anticipated in the fall of 2014. *Montco 2040: A Shared Vision* is structured around three themes: connected communities, sustainable places, and a vibrant economy. The plan’s five goals for economic development are consistent with the goals of the regional CEDS and include:

- Improving transportation access to businesses.
- Encouraging development and transformative development where infrastructure already exists.
- Attracting and retaining businesses and vital community assets.
- Flexibly adapting to changing market conditions.
- Strengthening the marketing of the county and its assets.

Primary Contacts:

Montgomery County Development Corporation
David A. Niles, Executive Director
1430 DeKalb Street, 5th Floor
P.O. Box 311
Norristown, Pennsylvania 19401
Website: www.montcopa.org/index.aspx?nid=779

Montgomery County Planning Commission
Jody Holton, Executive Director
P.O. Box 311
Norristown, Pennsylvania 19404
Website: www.montcopa.org/index.aspx?nid=490

Core City Processes, Plans, and Programs

Philadelphia County, Pennsylvania

Philadelphia, the heart of the Greater Philadelphia region, is legally both a county and city. The City of Philadelphia Commerce Department is the umbrella organization for all economic development activity in the city. Its goal is to stimulate, promote, and coordinate economic improvements in all areas of Philadelphia. Coordinating the work of related agencies, including the Philadelphia Industrial Development Corporation (PIDC) and the Philadelphia Redevelopment Authority (PRA), the department leads efforts to develop business-friendly strategies to help both small businesses and major corporations thrive. The Office of Neighborhood and Economic Development (ONED) and the Office of Business Services (PBS), divisions of the Department of Commerce, provides Philadelphia businesses and neighborhood organizations with reliable and comprehensive assistance.

The Philadelphia Industrial Development Corporation (PIDC) is a private, not-for-profit Pennsylvania corporation that was founded in 1958 by the City of Philadelphia and the Greater Philadelphia Chamber of Commerce to promote economic development throughout the city. PIDC's central strategy is to leverage financing and real estate resources to retain and to grow employment in Philadelphia. PIDC coordinates city and state tax incentives and work force development programs, and helps to revitalize neighborhoods and assist small businesses through financing, business development services, and advocacy. Clients range from the traditional base of commercial and industrial businesses to the developers of large, public purpose facilities to non-profits, in all neighborhoods of Philadelphia.

Philadelphia 2035 is a multiyear, comprehensive planning process directed by the Philadelphia City Planning Commission that centers around three main themes: Thrive, Connect, and Renew. Its goals for economic development include supporting the growth of metropolitan and regional centers; targeting industrial land for continued growth and development; growing Philadelphia's strong institutional centers; and developing tourism and the creative economy into strong economic sectors. Other major themes of the plan include improving transportation infrastructure and renewing valuable resources. As a part of the Philadelphia 2035 comprehensive planning process, the commission is preparing district plans for the city's 18 separate planning districts that provide recommendations on future land use, development opportunities, urban design scenarios, and proposed zoning. These district plans use the concepts and themes in the Philadelphia 2035 Citywide Vision and apply them at the local level.

Primary Contacts:

Philadelphia City Commerce Department
Alan Greenberger, Deputy Mayor for Economic Development and Director of Commerce
One Parkway, 12th Floor
1515 Arch Street
Philadelphia, Pennsylvania 19102
Website: www.phila.gov/commerce/

Philadelphia City Planning Commission
Gary Jastrzab, Executive Director
One Parkway, 13th Floor
1515 Arch Street
Philadelphia, Pennsylvania 19102
Website: www.phila.gov/cityplanning/

Trenton City, New Jersey

The City of Trenton's Department of Housing and Economic Development manages the planning and development activities of the city government and offers a variety of programs and services, ranging from developing affordable housing to recruiting businesses. The Division of Planning aims to promote sustainable communities, strategic growth, transit-oriented development, and comprehensive, consensus-based planning. The division also establishes policies and zoning regulations for the assurance of orderly and coordinated development citywide, and provides technical assistance to the city's Planning and Zoning Boards of Adjustment. The city's planning staff is currently working on *Trenton 250*, Trenton's long-range comprehensive master plan that is intended to guide the city from now to the 250th anniversary of the city's incorporation in 2042.

The Capital City Redevelopment Corporation (CCRC) is charged with facilitating redevelopment in the Capital District of the City of Trenton. As a legislatively established arm of the state government, CCRC is a partnership of the state, city, county and private sectors, and works to plan for and ensure that the Capital District is a great place to live, visit, work and conduct business. CCRC acts as a catalyst to coordinate, initiate, expedite, finance and package redevelopment in the district, resulting in increased integration of planning efforts and increased private investment. Since its inception, CCRC has invested more than \$4 million in projects and businesses within the Capital District, and that investment has leveraged more than \$75 million in public and private investment in the city.

Primary Contacts:

City of Trenton Department of Housing and Economic Development
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319 East State Street
Trenton, New Jersey 08608
Website: www.trentonnj.org/Cit-e-Access/webpage.cfm?TID=55&TPID=5600

City of Trenton Planning Office
Jeffrey Wilkerson, Principal Planner
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Trenton, New Jersey 08608
Website: www.trentonnj.org/Cit-e-Access/webpage.cfm?TID=55&TPID=10409

Camden City, New Jersey

In 2012, the City of Camden developed and adopted the *City of Camden Comprehensive Economic Development Strategy*. The overall goal of the report is to improve the economic prosperity of the city by creating a plan that builds on both the city's and the region's strengths, including its transportation network, extensive educational and medical facilities, proximity to the City of Philadelphia, and the Delaware River

waterfront. The report includes descriptions, recommendations, and priority projects in eight planning districts: Downtown, North Camden, Cramer Hill, Admiral Wilson, Centerville/Morgan Boulevard/Fairview, Liberty Park/Parkside/Whitman Park, Cooper Park/Lanning Square/Bergen Square, and Waterfront South. The goals advanced in the Camden City CEDS are consistent with the regional CEDS goals, and many of the regionally significant projects listed in the city's CEDS are also listed on the regional list of key projects in Appendix H.

The Camden City Planning Division administers the City Planning Board and the Zoning Board of Adjustment. The division is responsible for all zoning permit applications, zoning variance applications, and planning board applications, including site plans and subdivisions. The division is also responsible for producing the City of Camden Comprehensive Plan/Master Plan, the City of Camden Comprehensive Housing Affordability Strategy (CHAS), the Capital Improvement Programs, and the Neighborhood Planning Program.

FutureCamden, the city's current Master Plan, was adopted in 2002. Plan recommendations include reinforcing the City as an urban center for a growing South Jersey region; expanding home ownership and improving the appearance and safety of individual neighborhoods; increasing living wage job opportunities, as well as encouraging business reinvestment; and strengthening cooperative planning and improvement efforts between the city, its surrounding municipalities, and higher levels of government. These recommendations are consistent with the strategies advanced in the regional CEDS.

In addition, Cooper's Ferry Partnership, a private, nonprofit corporation dedicated to coherently planning and implementing high-quality urban redevelopment projects in order to help replenish Camden's depleted tax base and to create a significant number of jobs for city residents, recently began work on a Camden 2027 Plan. The objective is to create a long-range vision for the City of Camden and identify specific priority initiatives to move the city toward its vision. Through a process that includes extensive civic engagement, the plan will identify community-driven goals and provide a roadway of steps necessary to accomplish them.

The Camden Redevelopment Authority focuses on implementing the city's redevelopment plans and carrying out projects in areas in need of redevelopment and/or rehabilitation. The authority's redevelopment activities include site clearance; the conservation and rehabilitation of structures or improvements; the construction of residential, commercial, industrial, public, or other structures; and the dedication of spaces as may be appropriate or necessary in the interest of the general welfare for streets, parks, playgrounds, or other public purposes. The city has created redevelopment plans for 11 areas: Centerville, Cooper Plaza, Cramer Hill, the downtown area, Fairview, Gateway, Lanning Square, Liberty Park, North Camden, Parkside, and Rosedale.

Numerous economic development initiatives were recently completed or are currently underway that will improve the city's neighborhoods, incentivize additional development, and create jobs, including:

- The construction of the Rutgers School of Nursing, which will connect the downtown to the Cooper Plaza and Lanning Square neighborhoods (expected to open in 2016).
- The construction of the Rutgers/Rowan Joint Health Sciences Research and Academic Building, expected to open in 2016.
- The construction of the 76ers Headquarters and Practice Center on the waterfront, expected to be completed by 2016.
- The construction of new market-rate rental units and retail space along the City's Broadway commercial corridor.

Primary Contacts:

Camden Redevelopment Authority
Saundra Ross Johnson, Executive Director
520 Market Street – Suite 1300
Camden, New Jersey 08101
Website: www.camdenredevelopment.org

Camden City Planning Division
Edward Williams, Director
520 Market Street– Suite 224
Camden, New Jersey 08101
Website: www.ci.camden.nj.us/divofplanning/

Chester City, Pennsylvania

Chester City, the region's smallest core city, is located in Delaware County, Pennsylvania. The mission of the city's planning department is to promote the redevelopment of the city through sound and innovative planning principles. The city's plan is presented in *Chester Vision 2020: A City Beautiful Movement*. The plan's economic development goal is to improve land use compatibility and strengthen competitiveness, by:

- Developing, fostering, and promoting local talent.
- Leveraging the city's available land, history, architecture, multimodal transportation, and vibrant neighborhoods.
- Investing in aesthetic improvements to public spaces, gateways, and cultural venues, to improve community character, enhance property values, and encourage private investment.
- Building an identifiable and unique brand that embraces the city's culture, character, and history, while enhancing community identity.

The plan presents recommendations for five planning districts and identifies four potential economic development areas: the I-95 District, the Waterfront Corridor, the Central Business District, and the I-95/ Medical-Educational Corridor.

The Chester Economic Development Authority (CEDA) administers the city's economic and community development programs and activities. CEDA is also responsible for the administration of numerous public infrastructure improvement projects, as well as public facility and service program funding. The Chester Workforce Development Center (CWDC) is responsible for providing information on jobs and training opportunities for city residents.

Primary Contacts:

Chester Economic Development Authority
Drake Nakaishi, Executive Director
One Fourth Street
Chester, Pennsylvania 19013
Website: www.chestercity.com/index.php/chester-resources

Chester City Planning Department
William Payne, Executive Director
One Fourth Street
Chester, Pennsylvania 19013
Website: www.chestercity.com/index.php/city-departments/public-affairs/planning-department

Summary

Greater Philadelphia is a large and complex region, covering portions of two states, with hundreds of municipalities responsible for individual development decisions. The region's economy is similarly diverse and multifaceted, with dozens of public and private economic development organizations, each seeking to promote or attract a wide variety of sectors or specific interests. Thus, there is no single process or simple strategy that will fully address all of the opportunities and challenges that the region faces. Although each county and city approaches the economic development process differently, they are united in advancing common goals:

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

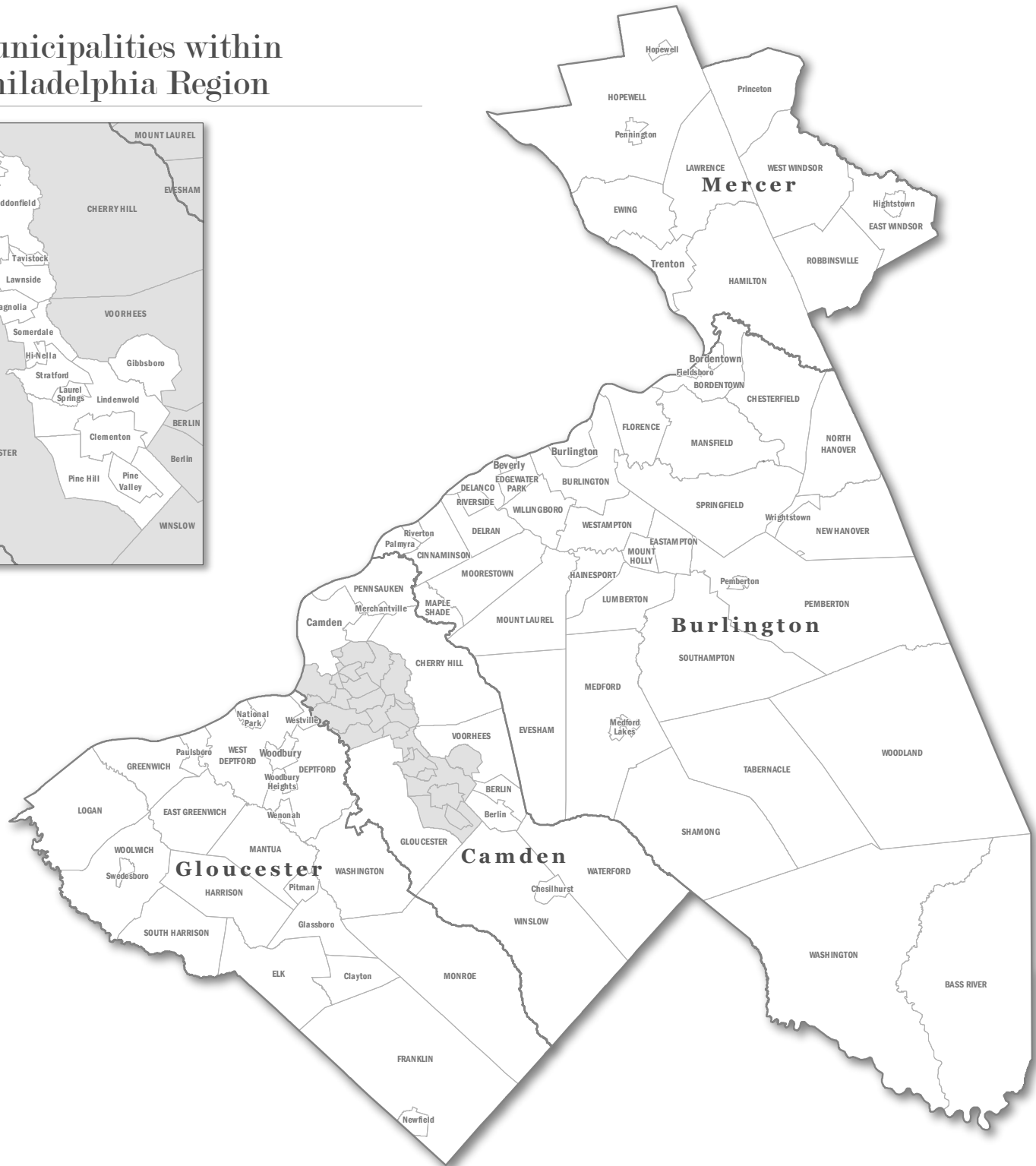
Continued coordination across state lines, across city and county lines, across employment sectors, and across the public and private sectors is essential to maintaining a broad regional perspective and identifying and working toward a common vision, goals, and objectives.

Greater Philadelphia presents tremendous potential for continued economic growth. During fiscal year 2015, DVRPC will again manage the Greater Philadelphia regional CEDS and coordinate ongoing economic development efforts, including the preparation of the required 2015 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 both the deletion of projects that have been funded and/or completed or that are no longer considered priorities, and the addition of new emerging priority projects.



Appendix A

New Jersey Municipalities within the Greater Philadelphia Region





Appendix B

Appendix B: CEDS Review Committee Members

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

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



Appendix C

Appendix C: Results of *Investing in People and Places* Meetings and On-Line Survey

The charts below summarize the responses to questions asked of the people who attended DVRPC’s *Investing in People and Places* meetings held in the spring of 2014. Over 200 individuals responded to the survey. While not scientific, the responses provide some insight into people’s thoughts on Greater Philadelphia’s greatest assets and challenges. The “Philadelphia” meeting was held in Center City Philadelphia; the “Pennsylvania Suburbs” meeting was held in Blue Bell (Montgomery County); and the “New Jersey Suburbs” meeting was held in Pennsauken (Camden County). “All responses combined” includes both meeting participants and others who responded to the on-line version of the survey via DVRPC’s web site.

Figure C-1: In Your Opinion, What is Greater Philadelphia’s Greatest Asset to Attract or Retain Jobs? – All Responses Combined

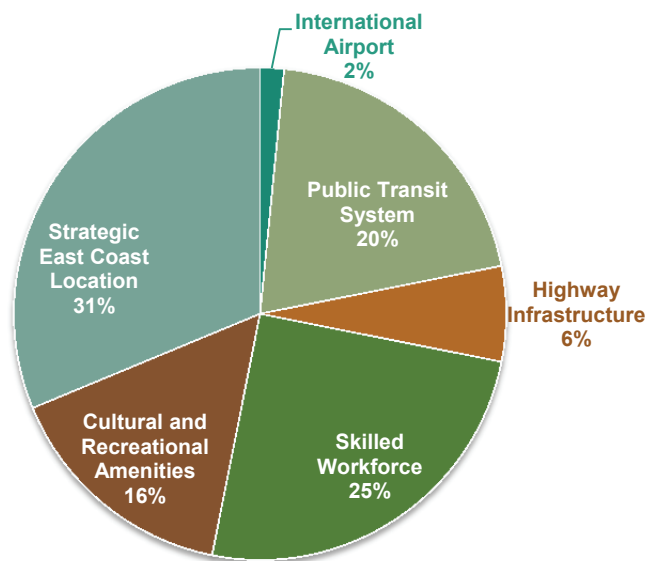


Figure C-2: In Your Opinion, What is Philadelphia’s Greatest Asset to Attract or Retain Jobs? – by Meeting Location

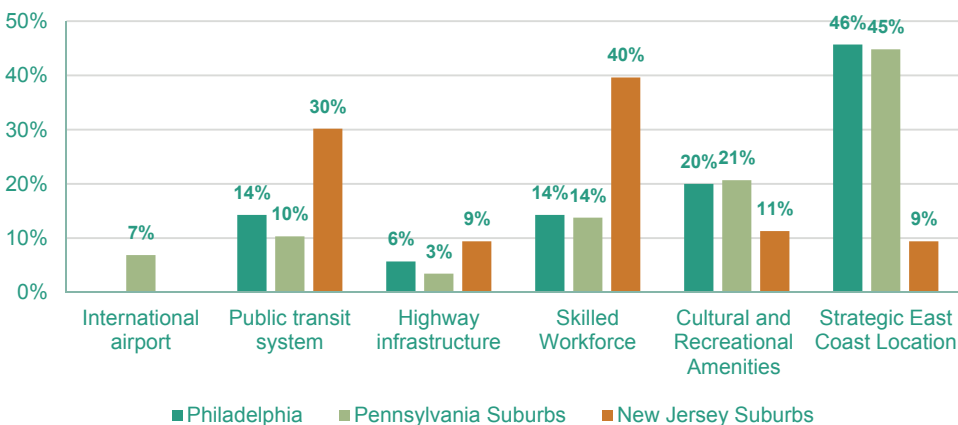


Figure C-3: What Do You Think is the Biggest Barrier to Creating More Jobs in Greater Philadelphia? – All Responses Combined

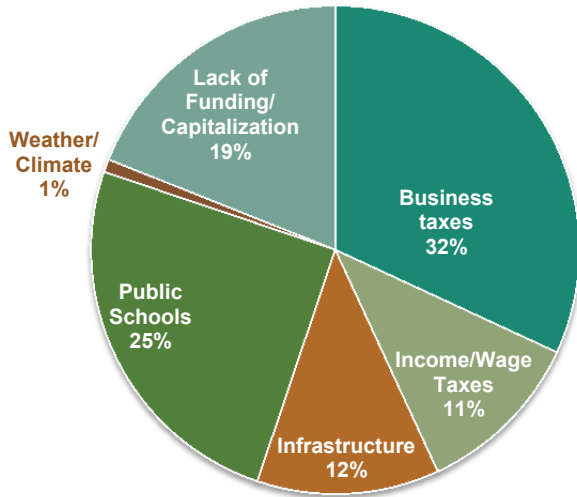


Figure C-4: What do You Think is the Biggest Barrier to Creating More Jobs in Greater Philadelphia? – By Meeting Location

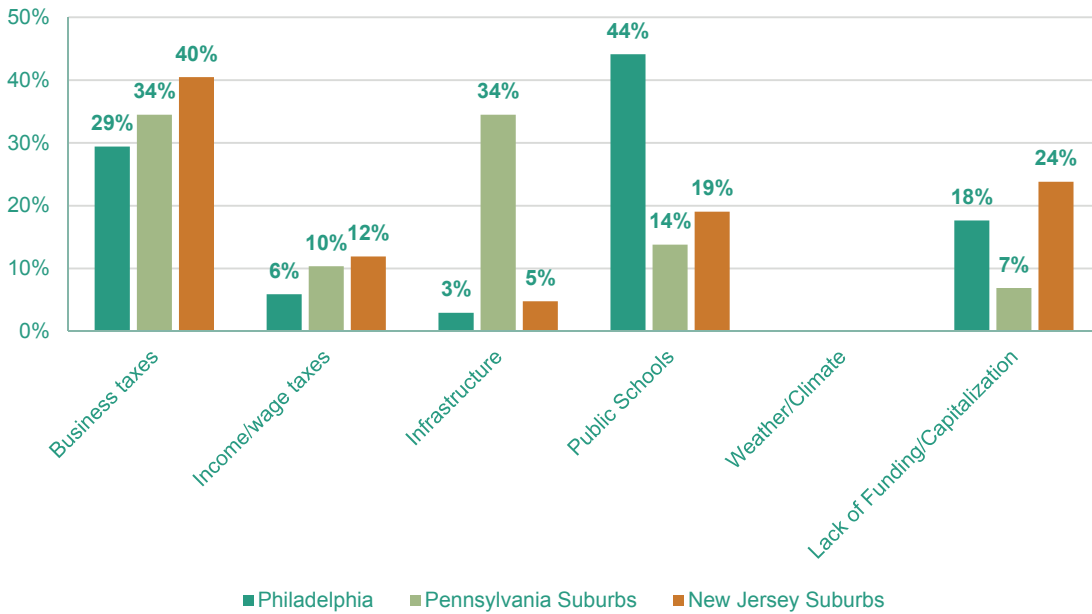


Figure C-5: What Matters Most to You When Choosing Where to Live? – All Responses Combined

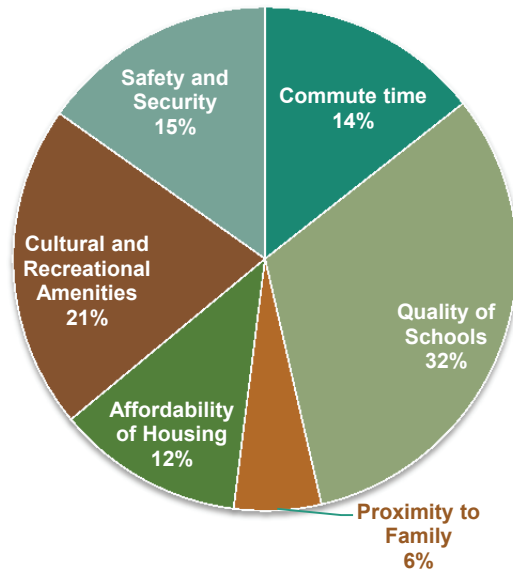


Figure C-6: What Matters Most to You When Choosing Where to Live? – By Meeting Location

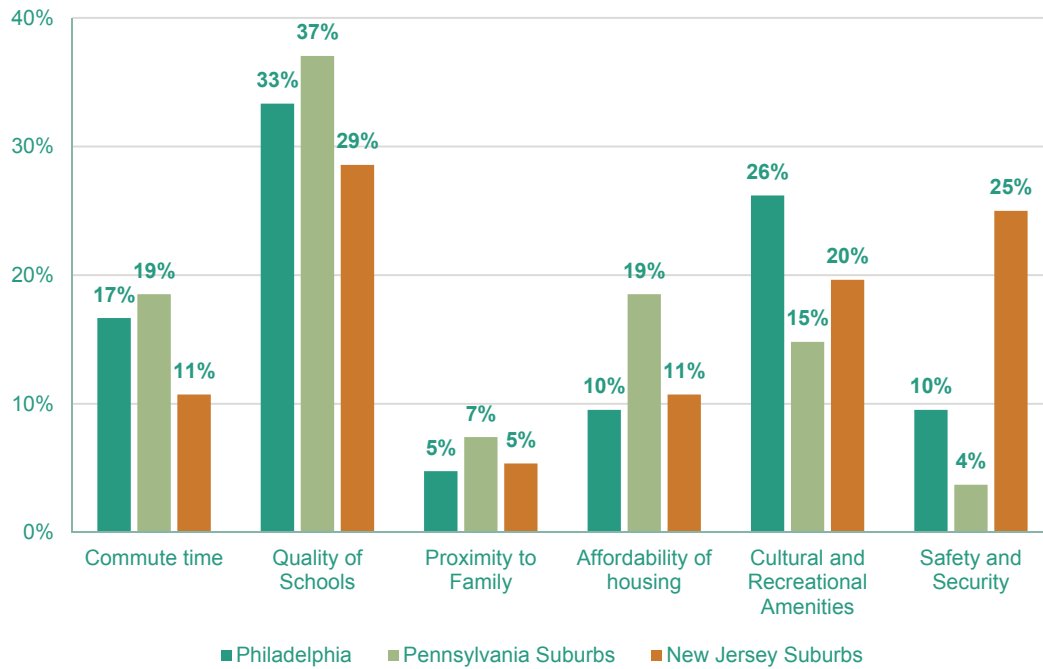


Figure C-7: Of the Following Goals, Which Three are Most Important to You? – All Responses Combined

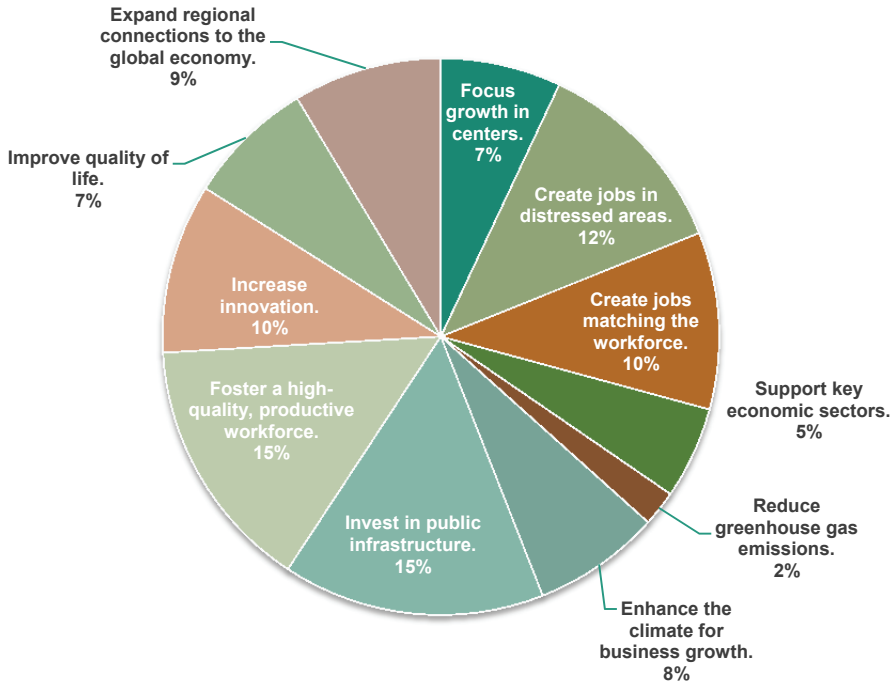
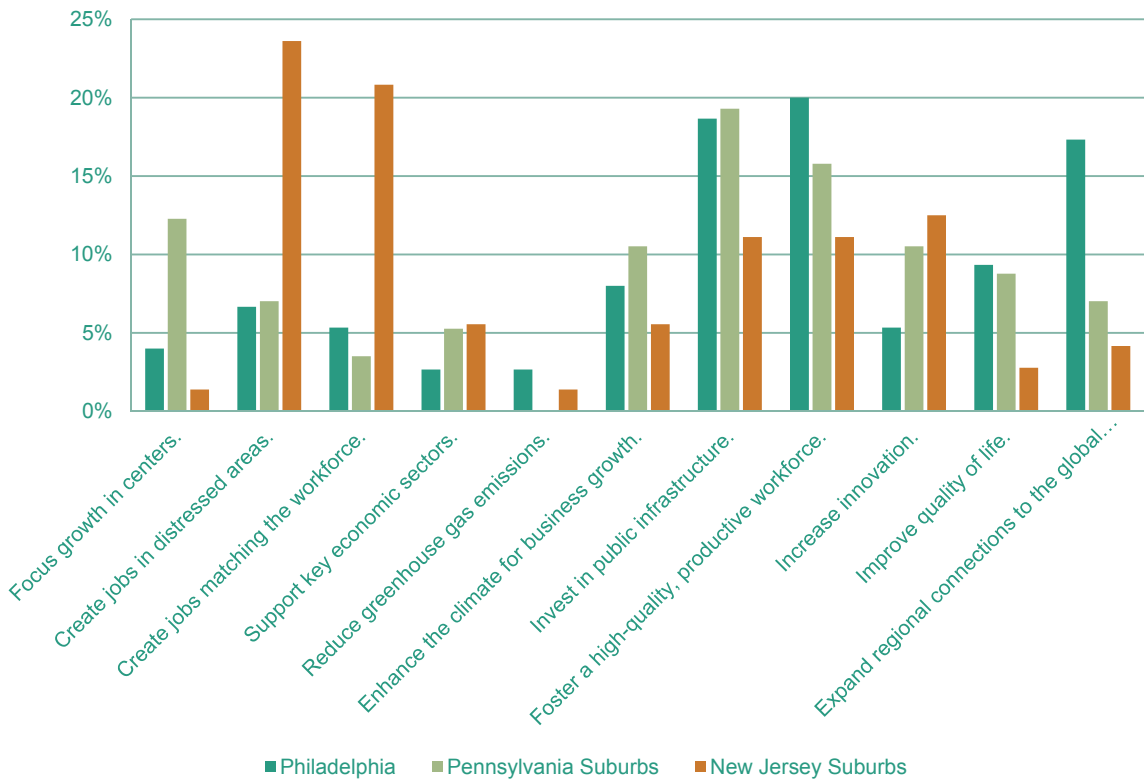


Figure C-8: Of the Following Goals, Which Three are Most Important to You? – by Meeting Location



A horizontal banner with a dark green background on the right and a lighter green background on the left. The left side features abstract, overlapping curved shapes in various shades of green, resembling stylized leaves or petals. The text "Appendix D" is centered in the dark green area.

Appendix D

Appendix D: Investing in People and Places Public Meeting Highlights

City of Philadelphia

March 14, 2014, Delaware Valley Regional Planning Commission, Philadelphia, Pennsylvania

Welcome and Introductions:

- Barry Seymour, Executive Director, DVRPC

The CEDS and Why it Matters:

- Mary E. Bell, Manager of Demographic and Economic Analysis, DVRPC

Panel Discussion I: Doing Business in Greater Philadelphia

- Moderated by Steve Wray, Executive Director, Economy League of Greater Philadelphia
 - John Doyle, Co-Owner, John & Kira's Chocolates
 - Geoff DiMasi, Founder, P'unk Ave.
 - Peter Gudritz, Northeast Government Affairs and Community Engagement Leader, Dow Chemical
 - Chris Slack, Chief Financial Officer, Agusta Westland

Question 1: Why did you locate in Philadelphia?

John Doyle: John was a banker in New York City, but always had an interest in cooking, and looked to Judy Wicks of White Dog Café as an inspiration. Twelve years ago he moved here and went to work for Judy Wicks. He sees similarities between the mail order chocolate business and banking, as both are data driven. They originally set up operations in the Feltonville neighborhood, with the intention of investing in a distressed neighborhood.

Peter Gudritz: Dow is a 117-year-old company that was founded and headquartered in Midland, Michigan. They have worldwide operations, with a focus on doing something more efficiently, rather than the discovery/invention side. They were looking to get into specialty chemicals and also wanted an East Coast presence, so they acquired Rohm & Haas. They have 2,000 employees in the region in administration, research and development, and manufacturing.

Chris Slack: Agusta Westland is a manufacturer, but also provides customer support, with 560 employees in the region. They have a large research and development focus.

Geoff DiMasi: P'unk Ave. is a design firm with 17 employees with well-paid jobs. Their location choice was organic. In 1995, he came to Philadelphia as a University of the Arts graduate student and fell in love with the city and its potential and authenticity. He views the company and Independents Hall as a vehicle to make the city better. His line of work has a strong focus on people.

Question 2: Describe your workforce and any needs pertaining to it.

Chris Slack: Augusta Westland needs skilled workers, engineers in particular, but it is difficult to find them in this region, forcing them to go out-of-state to recruit. The necessary skill sets are not here and it is expensive for businesses to recruit workers. Potential recruits are often in sticker shock (cost of living, taxes, city wage tax, etc.) when they move here, even though they are paid more. Augusta Westland is currently implementing programs to bring people in as technicians (at a junior level) and then training them to be a mechanic or engineer. They do not generally recruit from other aerospace companies in the region.

Peter Gudritz: Dow has a diversified work force and their greatest challenge is in finding qualified workers for some positions. Access to the region's many universities is a big benefit, and they recruit at local colleges. They also partner with universities on research and development, particularly the 10 Tier 1 universities nationwide (Penn State and Carnegie Mellon are the "local" Tier 1 universities). They recruit locally, nationally, and globally. Dow has also worked with community colleges on training programs that re-tool workers' existing skills. General work readiness is a regional and national issue, including not only technical skills training, but basic skills, such as interviewing, resume writing, coming to work every day, and being on time.

John Doyle: He and his wife moved to Feltonville because of the availability of low-skilled labor and because they wanted to invest in the neighborhood and make a difference in the community. They were there for four years, but workforce issues eventually pushed them to the brink of insolvency. They now only hire top-level talent, usually college graduates. He now believes that job training is best left to non-profit agencies, not to for-profit companies.

Geoff DiMasi: P'unk Ave. seeks highly skilled, intelligent, creative people. As a professor, he found that the region's top graduates left immediately after graduation, and that there were not a lot of options for recent college graduates. He believes that this has changed in recent years. In the early years of P'unk Ave. it was difficult to find workers, but that is no longer the case. Independents Hall, a co-working space for designers in Old City, has helped to attract and retain talent. P'unk Ave. has an apprentice program and looks for individuals with business and people skills, but who may not necessarily know code writing. They generally only lose talent to prestige companies like Tumblr and Facebook.

Question 3: Why this location?

John Doyle: John has family ties to Philadelphia, as his grandfather grew up in South Philadelphia before moving to New York City. There is an abundance of quality talent available here, but not a lot of qualified chocolatiers. It is difficult to get qualified chocolatiers to move here because if something doesn't work out or they lose their job, there are no other alternatives for them here. The UPS air hub at the Philadelphia International Airport (their second largest in the country) is a huge benefit for direct order companies, including John and Kira's.

Peter Gudritz: The region's location on the East Coast in a major population center that is itself located in the middle of other large population centers is critical to Dow Chemical. Philadelphia has a long history in chemical manufacturing, and the necessary infrastructure (roads, airports, ports, etc.) is already in place. The region's many universities and their research and development capabilities are also key assets, and the superior quality of life is very important. The region is located in close proximity to New York City and Washington, DC, but also has a lower cost of living compared to those areas. Like John Doyle, he also has family history here. He mentioned that an added bonus is the extensive restaurant scene (noting that the wait at the local Olive Garden is much less compared to Midland, Michigan).

Chris Slack: Agusta Westland is headquartered in Italy and has been in Philadelphia since the 1980s. Philadelphia's strong Italian culture was a big reason the company located here. Being on the East Coast also allows them to more easily maintain contact with the company headquarters in Italy, compared to a West Coast location. They have a younger work force and the lifestyle and amenities of the city is very attractive for them.

Geoff DiMasi: He also had Italian ancestors from Philadelphia. He was once told that 'people don't move to Philadelphia, they only come from Philadelphia' – but he believes that the sentiment is changing. He views his company as overtly Philadelphia and embraces its "Phillyness."

Question from the Audience:

Andrew Warren asked the panelists (1) if there were any difficulties with organized labor or dealing with local government, and (2) whether there was a role for community colleges.

Peter Gudritz: He is not aware of any specific labor issues, but conceded that the region is not a cheap place to do business. Community colleges are important partners and play a critical role in improving workforce readiness and technical skills.

Chris Slack: Local governments have been very supportive, but there is a critical need to reform the state corporate income tax and, to a lesser extent, other taxes.

Geoff DiMasi: He does not believe that organized labor is a major issue because demand for workers is so high. He also does not believe that small businesses get needed support from government. He would like to partner with a community college on their apprentice program.

Phil Hopkins asked if either Agusta Westland or Dow Chemical are looking to expand their production/manufacturing activity here.

Chris Slack: Agusta Westland is evaluating the possibility.

Peter Gudritz: There are currently many underutilized Gulf Coast facilities. It is easier for Dow to bring those facilities back on line than to expand here. They are, however, looking at the impact of the Marcellus Shale natural gas production, particularly on downstream chemical industries and their potential expansion here.

Steve Wray completed the questions by asking each panelist "if you had a magic wand, what would you do?"

John Doyle: Find a mayoral candidate who would be a true leader, fix the financial problems, and make small entrepreneurs feel confident.

Peter Gudritz: Improve the quality of education, with a strong focus on science, technology, engineering, and mathematics (STEM) and related fields. Also, focus on "new" manufacturing jobs.

Chris Slack: Education is very important. He came from Northern Virginia, which has some of the best public school systems in the country. Many schools here are behind in technology (the use of white boards and iPads in the classroom, for example) and advanced classes are often not full-day and not incorporated into other curricula.

Geoff DiMasi: He also cited improving education as important. He would prefer STEAM over STEM (incorporating the arts as well as science, technology, and mathematics) and the use of project-based

learning. He would also make the city more attractive by planting more trees, building more bike lanes, and burying electrical lines, and promote the value of beautiful public spaces as a way to attract and retain talent.

Panel Discussion II: Growing Business in Greater Philadelphia

- Moderated by Natalie Kostelni, Reporter, Philadelphia Business Journal
 - Duane Bumb, Senior Deputy Director, City of Philadelphia Commerce Department
 - Tom Morr, President and CEO, Select Greater Philadelphia
 - Jennie Sparandara, Director, Job Opportunity Investment Network (JOIN)

Question 1: How did you come to your organization and/or position? What does your organization do?

Tom Morr: Select Greater Philadelphia is an economic development marketing organization that works to attract, retain, and grow companies in the Philadelphia region, defined for their purpose as including 11 counties in three states (Pennsylvania, New Jersey, and Delaware). There is no unit of government that covers the entire tri-state region. The business community therefore stepped forward to fill the leadership role. Select provides media and marketing relations and provides information and research for companies to make informed locational decisions. He believes that economic development is a team sport that requires partnerships.

Duane Bumb: He has worked for the Commerce Department for almost 20 years under three administrations and has avoided (at least as of now) touching the third rail of politics. He was not originally from the area, but came here for an internship. Good partnerships are important because there are many players/stakeholders, particularly within the city (including the City Commerce Department, PIDC, the Governor's Action Team, and Select).

Jennie Sparandara: JOIN collaborates with educational institutions, employers, and sometimes government. They want to make sure that employers can hire local neighborhood people that are also highly skilled (in response to John Doyle's experience). They also provide training in behavioral and life skills (i.e., being punctual). She is a native New Yorker, who came to Philadelphia when her husband was pursuing his PhD. They are new parents and may need to leave the city for lack of quality educational choices.

Question 2: What are the concerns of the region from prospective and current employers?

Tom Morr: Select did a survey of challenges related to costs/expense of this region. Although the Philadelphia region offers a lower-cost alternative to other more expensive regions on the East Coast, it has a hard time competing nationally with lower-cost regions in the Southwest. Companies do, however, look for talent, which is an asset for this region. Select's survey found that the biggest issues for prospective companies were talent availability, tax burden, government regulation, labor costs, commitment of leaders, and quality of life.

Duane Bumb: Taxes are usually the first question when meeting with perspective/existing companies, which he believes may be more of a perceived than actual problem. The city is working to address this issue through programs like Jump Start, which provides a two-year business tax amnesty to all new businesses. They used to focus on getting workers to the city, but now suburban locations need to draw talent from the city and many companies are beginning to look at establishing satellite offices in the city.

Question 3: Do companies follow talent, or does talent follow the companies?

Tom Morr: Talent is the currency of economic growth. In the 1970s, companies followed talent to the suburbs. Placemaking is vital for bringing talent back to the city.

Jennie Sparandara: JOIN is focusing on investing and growing local talent within the region. There is tremendous potential for neighborhood investment in areas such as West Philadelphia, where there has been a lot of institutional and employment growth.

The region has a strong health care presence. How is the health care market changing?

Jennie Sparandara: JOIN does training on a sectoral basis with a strong investment in the health care sector. With the affordable health care law, major employers are looking for new, but as yet uncertain, skills. JOIN needs to be ready to respond to these needs as they evolve.

Tom Morr: The Affordable Care Act could be a danger if it does not expand demand, as it reduces costs and spending by the industry. He does not believe that the initial response and sign-ups have been overwhelming.

Question from the Audience: Anne Papageorge cited the vast infrastructure needs that the expansion of the University of Pennsylvania and CHOP along the Lower Schuylkill will bring; noted that non-profit institutions will not be able to address on their own; and asked if any of the speakers could respond.

Duane Bumb: Many partners are working to address the needs in that area, and the extension of the Schuylkill River Trail is a key component.

Tom Morr: Act 89 funding is a positive development, as is the Public Private Partnership legislation. These components make infrastructure investments possible. He also cited many positive additions to the region's economic development scene, including: 20 years of investment around the universities and hospitals in West Philadelphia; the ascent and expansion of Comcast; the Third (Nerd) Street corridor, with its concentration of small IT, web, and creative start-ups; the Navy Yard's "smorgasbord;" and the repurposing of the refineries.

Question 4: What types of companies are contacting you?

Jennie Sparandara: A wide range. JOIN is looking for companies that have pre-existing connections and that come together naturally. The organization is trying to do a better job at reaching small- and medium-sized companies (in response to Geoff DiMasi's earlier comment about not having support from the government).

Duane Bumb: He finds that he is dealing with a broader spectrum of companies than 20 years ago and that the issues are different. Many companies, particularly European companies, want to be in an East Coast city. There has been an uptick in small business formation, and smaller start-ups like to be near research universities. A big issue for companies is where the workers are, and where the customers are. Consumer preferences are changing; workers (and customers) are now more likely to be in the city.

Tom Morr: Select's experience has been that half of the inquiries come from Europe, and half of the companies that inquire (but not necessarily the same group) moved to the city. European companies, in particular, like urban lifestyles. The biggest change is the uptick in interest from manufacturing companies, much of which is related to low-cost energy in the region. Many of these companies need a large footprint and there are not many large available sites in the city. Therefore, many of these firms eventually locate in the suburbs. About 36 percent of the firms that Select is currently working with are manufacturers.

How important is the impact and draw of charismatic people, leaders, or issues (such as Judy Wick's inspiration for John Doyle)?

Tom Morr: Leadership tends to ebb and flow, but it does matter. Jennie Sparandara: We need to do more to harness and highlight individual leadership stories, such as the Ocean Spray leader.

Suburban Pennsylvania

March 20, 2014, Montgomery County Community College, Blue Bell, Pennsylvania

Welcome and Introductions:

- Barry Seymour, Executive Director, DVRPC
- The Honorable Leslie S. Richards, Montgomery County Board of Commissioners and member, DVRPC Board
- Dr. Karen Stout, President, Montgomery County Community College

The CEDS and Why it Matters:

- Mary E. Bell, Manager of Demographic and Economic Analysis, DVRPC

Panel Discussion I: Doing Business in Greater Philadelphia

- Moderated by Roseann B. Rosenthal, President & CEO, Ben Franklin Technology Partners of Southeastern Pennsylvania
 - Angie Dixon, Local Marketing Specialist, IKEA Conshohocken
 - Colleen Stratton, Human Resources Team Leader, SEI Investments Company
 - Nora Swimm, Vice President of Human Resources and Corporate Client Services, PJM Interconnection

Question 1: Tell us about why you are located in Greater Philadelphia.

Nora Swimm: PJM has been located in Lower Providence Township in Montgomery County, Pennsylvania, since 1966. The company, formerly a part of PECO but now independent, wanted to locate in a rural area with room for expansion, but also needed proximity to highways. PJM originally covered only Pennsylvania, New Jersey, and Maryland (hence the name 'PJM'), but has expanded to cover 13 states plus the District of Columbia.

Colleen Stratton: Al West, the company's founder, grew up in Florida, but came to Philadelphia in 1968 to attend the Wharton School of the University of Pennsylvania. While at Wharton, he developed banking software and then dropped out of school to start his own business. She believes that the region's many universities are a big draw. The company started in Philadelphia before moving to Wayne, Pennsylvania. In 1986, while recuperating at home for five months following a skiing accident, Mr. West decided to purchase a 200-acre farm in Oaks (Montgomery County) and build a campus there. The SEI campus now houses nine separate buildings and employs over 2,300 people.

Angie Dixon: IKEA was founded in 1943 in Sweden, and in the early 1980s entered the U.S. market. The company's intent was to locate in the densely populated Northeast Corridor, and Philadelphia was attractive because the region is centrally located in the corridor. They were also familiar with the Plymouth Meeting Mall developers. IKEA moved to their current Montgomery County location in 2003 and employs over 800 coworkers in the Greater Philadelphia area, split between two retail stores, their corporate headquarters, and an IT operation. They now have 38 retail locations in the United States.

Question 2: What are the positives and negatives about being located in Greater Philadelphia?

Angie Dixon: One asset is that the company is able to attract workers from both the city and suburbs, but transportation connections are a key challenge for them. While highway access is very good, transit access and transit/pedestrian connections are poor. Limited transit service on the weekends and late at night is particularly an issue. IKEA operates 20 hours per day/seven days per week, and many coworkers cannot get to work on the weekend.

Colleen Stratton: SEI has several employees who moved here from London and love this region. SEI hires more than 150 employees annually, and local universities are a large source of new hires. The company does, however, have difficulty getting workers to their Oaks location. They previously ran a shuttle from the Norristown Transportation Center, but it was discontinued several years ago.

Nora Swimm: Transportation is also a key challenge for PJM. The company maintains a relationship with Drexel University and generally employs 60 co-ops at any given time. Transportation to Lower Providence is a particular issue for the co-ops, many of whom do not have cars. PJM also operates a training program at their worksite and generally hosts approximately 400 meetings annually, with people attending from around the nation and the globe. Attendees love the campus, but challenges include getting to the campus from the airport and the lack of hotel availability in the area.

Question 3: Please describe your impressions of regional workforce quality and your recruitment and training initiatives.

Nora Swimm: PJM uses co-ops from Drexel and supports internships with other colleges, which are invaluable. Their focus is on technology, particularly science, technology, engineering, and math (STEM). They also conduct outreach to high schools and have sponsored robotics clubs. The company recruits both nationally and internationally, but would like to grow the local talent base.

Colleen Stratton: SEI hires employees in three main categories: 1) operations, 2) technology, and 3) financial services. Recruitment for all three groups is challenging. They have begun to look at more non-traditional labor pools, such as stay-at-home moms, disabled veterans, and the long-term unemployed, and are also looking specifically at candidates without a college degree. New York City is a traditional recruiting center for technology and financial services positions, but getting potential workers to relocate from the New York City metro is challenging.

Angie Dixon: IKEA relies primarily on recommendations from family and friends. Coworkers tend to be very loyal and long tenured. The company rewards talent and enthusiasm, and offers job training and upward mobility. For higher-level management positions, they prefer to grow and promote their current employees.

Question 4: Has the growth of on-line recruiting been a positive or negative experience?

Angie Dixon: IKEA offers a global on-line recruiting platform, but it is a vast system—every job in every country in which they operate is listed, requiring applicants to do a lot of searching through their website. They would like to develop a more localized approach to listing positions. IKEA promotes sustainability and life/work balance in addition to offering competitive pay and other benefits, and has integrated the Swedish culture into the company's culture.

Colleen Stratton: 100 percent of SEI's non-entry-level on-line hires come from LinkedIn.

Nora Swimm: The majority of PJM's on-line hires are likewise from LinkedIn. They also hire employees from firms that had previously been consultants for PJM.

Question 5: Does the lack of access result in additional costs to the company? Do you, for example, have to offer incentives as a means of retaining your current workforce?

Nora Swimm: Companies need to remain competitive in terms of employee benefits. PJM supports continuing education and is working with local colleges to provide job training and continuing education directly at the work site. They also offer a wage and benefits package that is within the 75th percentile industry-wide, as well as a challenging work environment.

Colleen Stratton: SEI offers many non-traditional benefits (including flexible work schedules and on-site daycare) and focuses on sustainability in the workplace, in response to employee desires. They have instituted an automatic pay increase program for entry-level positions in order to combat attrition—in the past, employees would leave after one or two years for a minimal increase in pay from another company. One problem they face is that although the cost of living is lower in Greater Philadelphia than it is in the New York metro area, workers recruited from New York City will not accept a pay cut to move to Philadelphia.

Angie Dixon: IKEA's perks includes uniforms (which saves money on clothing expenses), healthy meals offered at minimal prices in the employee cafeteria, a 15 percent store discount, and retirement benefits. Pedestrian improvements, including sidewalks and safe crosswalks, are needed, particularly crossing Ridge Avenue.

Question 6: How important are cultural amenities and other quality-of-life factors in recruiting?

Angie Dixon: Neutral to High.

Colleen Stratton: High—especially for upper-level technical employees and creative thinkers.

Nora Swimm: Agreed.

Question 7: What is your company's approach to innovation/ how do you tap into innovation talent?

Colleen Stratton: SEI offers an open, flexible floor plan (with no cubicles or fixed spaces, and desks on wheels), to promote employee engagement and encourage innovative thinking and team work. Their belief is that controversy stimulates conversation, which in turn leads to innovation. They also provide amenities such as an art collection on their campus

Nora Swimm: PJM is built upon technology and innovation. The company sponsors events such as a weekend code-a-thon; has an employee innovation council; and also maintains an innovation hallway on site, where technology and innovation are showcased. They recently partnered with BMW on an electric car charging stations project, and held a contest where an employee could win a six-month lease on an electric car. These events and opportunities help to engage employees and encourage innovation and creative thinking.

Question 8: Are there one or two points that you want to impress upon planners and economic development officials?

Angie Dixon: IKEA needs better transit connections to allow more flexibility for coworkers who work late hours.

Colleen Stratton: SEI also needs better transit accessibility and assistance in recruiting college graduates.

Nora Swimm: To be successful, PJM needs successful, vital communities. She would also like to see more collaboration with other companies on issues like transportation (i.e., shared shuttles) and working with colleges for recruiting employees. She believes that Valley Forge National Park is an underutilized resource and that the region should make better use of the facility to attract employees.

Questions from the Audience:

How would you describe the current business climate at the state level?

Colleen Stratton: In general, SEI is more concerned with and interested in the local business climate. Companies generally maintain connections with local chambers of commerce, which become their liaisons with the state.

Nora Swimm: PJM holds a similar sentiment.

Have you ever considered opening satellite offices in urban centers, to attract workers who want the amenities offered in denser urban places?

Colleen Stratton: SEI has not yet considered opening an office in downtown Philadelphia, but is considering opening a satellite in Princeton, New Jersey, as a means of attracting workers from New York City.

Nora Swimm: PJM has not considered opening any satellite offices.

Angie Dixon: IKEA already operates a retail location in the city. Their greater priority, however, is that they want to think “outside the store” and expand their e-commerce sales.

Do your companies focus on the health and well-being of your employees? If so, how?

Nora Swimm: Yes, employee well-being is a primary focus at PJM.

Angie Dixon: Yes, employee well-being is an integral part of IKEA’s Swedish and overall company culture.

Panel Discussion II: Growing Business in Greater Philadelphia

- Moderated by Josh Sevin, Managing Director, Economy League of Greater Philadelphia
 - Bernard Dagenais, President & CEO, Main Line Chamber of Commerce
 - Gary Smith, President & CEO, Chester County Economic Development Council (CCEDC)
 - Dr. Karen Stout, President, Montgomery County Community College (MCCC)

Question 1: Please introduce yourself and your company, and tell us a little about what you do.

Bernard Dagenais: The Main Line Chamber of Commerce has 1,100 member businesses in Montgomery, Chester, and Delaware counties, plus a few companies in Philadelphia. The chamber is involved in business education programming, professional development, and leadership development opportunities. They host a non-profit roundtable with about 100 companies, as well as an emerging growth forum.

Gary Smith: The Chester County Economic Development Council is a private, not-for-profit organization involved in three issues that all companies need: 1) site, 2) capital, and 3) workforce. One of their focuses is on agriculture, which is a viable and growing industry, and they also focus on other key sectors, such as biopharmaceuticals and technology.

Dr. Stout: Community colleges offer a pathway for the middle class and are a critical piece of the economic development picture. They provide a link between K-12 education, four-year colleges, and post-graduate

education – 30 percent of MCCC’s students already hold a Bachelor’s degree and are coming back to school for post-graduate training or certification.

Question 2: What can chambers of commerce do to attract business?

Bernard Dagenais: Referring to the question of whether regions need to be smart, lucky, or have some combination of both (posed by Mr. Seymour in his welcoming remarks): he believes that regions need to create their own luck. Economic developers and planners need to position the region to succeed and take advantage of opportunities as they arise. Act 89, which provided additional transportation funding, was a success largely because the business community pushed for its passage. Increasing educational attainment is a critical challenge for this region, as Greater Philadelphia lags behind its competitors.

Question 3: How can private, non-profit firms work closely with the government?

Dr. Stout: MCCC brought electronic firms together to identify their workforce training needs and create a program to address them. The community college is also working with Montgomery County to develop a county-wide commerce strategy. In the Upper Perkiomen region, MCCC is working with the superintendent of schools, advanced manufacturing firms, and the chamber of commerce to increase advanced manufacturing employment, by introducing students to advanced manufacturing as a potential future employment field.

Question 4: How do you build public and private partnerships?

Gary Smith: CCEDC provides opportunities for growth. It is the public sector’s role to create the environment and a vision for growth, and CCEDC considers itself the “implementer.” CCEDC is in the process of developing VISTA 2025, a 10-year vision for economic development that will implement countywide policies working with private sector capital. He believes that the primary focus should be on retaining, supporting, and growing companies that are already in the region. He also believes that the region needs to position itself for future growth, including being prepared to meet the changing desires and needs of the millennials and aging baby-boomers.

Question 5: Last year, the primary focus was on infrastructure investment and funding. What are the current policy priorities?

Bernard Dagenais: The chamber’s current emphasis is on identifying opportunities to grow existing companies as compared to attracting new businesses. He cited Fight or Flight, a study done by the Metropolitan Philadelphia Policy Center in 2002, which pointed to the region’s tax structure as a significant impediment to business growth, and noted that he is surprised that this study was not used as a rallying cry to change the tax structure. The City of Philadelphia’s tax structure has been kind to Main Line companies, but has been a hindrance to the region’s growth. Greater Philadelphia’s tax structure is a significant competitive disadvantage when compared to other major metropolitan areas. He also cited the need to invest in education, and noted that the business community must take the lead (rather than the government).

Question 6: What kinds of partnerships can support local businesses?

Dr. Stout: The Center for Entrepreneurial Studies serves as an incubator for sustainable businesses. MCCC is also one of over 50 community colleges that participate in the Global Corporate College (GCC), a worldwide network of accredited colleges and universities that provide learning solutions for performance improvement. The Center for Workforce Development at Montgomery County Community College was invited to join the GCC based on its reputation and experience in providing customized training for employers. The average age of an MCCC student is 28, and they have many veterans enrolled.

Question 7: Would you care to offer any final points?

Gary Smith: During the 1970s, companies often cannibalized talent from their competitors. Now there is a focus on retention and on “increasing the pipeline” of locally grown talent. More companies are bringing classroom instruction and training directly to the workplace. He also noted the need to support local agriculture, through community gardens, farmers’ markets, and artisan food incubators.

Dr. Stout: Transportation policy is an important issue for the college, specifically as it relates to expanding student access to the campus. One item that was not really discussed during the panel discussion but is very important is the impact of immigration on the workforce. Many foreign-born students are ineligible for financial aid, which precludes them from furthering their education.

Southern New Jersey

April 11, 2014, Camden County Boathouse at Cooper River, Pennsauken, New Jersey

Welcome and Introductions:

- Barry Seymour, Executive Director, DVRPC
- The Honorable Louis Cappelli, Jr., Freeholder Director, Camden County Board of Chosen Freeholders, and member, DVRPC Board

The CEDS and Why it Matters:

- Mary E. Bell, Manager of Demographic and Economic Analysis, DVRPC

Panel Discussion I: Doing Business in Greater Philadelphia

- Moderated by Michael Boyer, Manager, Office of Long-Range Planning and Economic Coordination, DVRPC
 - Jeff Benjamin, Partner, Vetri Restaurants
 - Rich Landers, Vice President of Tax and Real Estate, Campbell Soup Company
 - Richard Miller, CEO, Virtua
 - Gene Muller, President, Flying Fish Brewing Co.

Question 1: Tell us about how you got to where you are today.

Gene Muller: Gene considers himself a “reluctant entrepreneur.” His background is in marketing/writing and construction. Brewing is both an art and a science, which allows him to work with his hands.

Richard Miller: He grew up in Voorhees and attended Bishop Eustace Preparatory School in Cherry Hill. His original career was in finance; he became the CFO of West Jersey Health System, which merged to form Virtua in the 1990s. Growing up in the Greater Philadelphia region and watching the area grow has been rewarding.

Rich Landers: Rich has worked at Campbell Soup for 14 years. He worked in the Finance Group doing tax work and now also works in the Corporate Real Estate Group. Campbell is working to redevelop their corporate campus and build a 50-acre office park nearby.

Jeff Benjamin: He met Marc Vetri (who grew up in Abington) 20 years ago. Sixteen years ago, Jeff agreed to work with Marc for one year to help open a restaurant and he’s been here ever since. Both he and his business partner liked Philadelphia’s location between New York City and Washington, DC; the region is culturally vibrant, but still small enough to experiment in. They will be opening their seventh restaurant later this year in New Jersey.

Common theme: People who grew up in this region love this region and want to stay here and help make it better.

Question 2: How large is your business in terms of full-time employees? Where do you find your employees (and how do you retain them)?

Jeff Benjamin: Vetri started with 12 employees in 1998, but will have 420 by the end of 2014. Vetri now is an established brand name and they usually have no problem attracting job applicants. The primary question is

whether the people who apply for the jobs are the people that they want to employ. Vetri has offered education and health care benefits since 2000—before it was required. As a result, their employee turnover rate is much lower than the national average for restaurant workers. They would much rather bring someone in, train them, and then retain them for the long haul. There is a stigma associated with restaurant workers, with some patrons and critics viewing it as a job, not a profession—they stress the importance of restaurant service work and view it as a profession.

Rich Landers: Campbell Soup has 20,000 employees worldwide and 1,500 employees in Camden. Most of the people who work in Camden are professionals (including marketers, attorneys, chefs, engineers, consultants, and R&D). These professionals want an attractive workplace. Campbell has been in Camden for 150 years.

Richard Miller: Virtua needs technical people, and works with numerous colleges and universities, especially nursing schools and business schools. They also send many of their managers back to school for MBAs, and have had schools come and provide on-site training on specific topics. Also, health care, in general, is moving from a “build it and they will come” mentality to a consumer-based model—as customers pay more for health care, they will expect more. Virtua realizes that they need caring and kind-spirited people. Virtua considers it extremely important that their managers respond to employee needs on a daily basis, and have implemented an extensive leadership/management training program. As a part of this, they conduct peer reviews and interviews with all prospective managers. In the future, Virtua expects to employ people with sales skills (as well as technical skills) because consumers of health care will be shopping around for the best product at the best price. There is a sea change occurring in the health care field and it is an exciting time to work in the business.

Gene Muller: Flying Fish Brewery recently doubled their work force as a result of their expansion. Their jobs have evolved from relying primarily on manual labor to requiring more creative thinking and the ability to solve problems, since many of their processes are now automated. Flying Fish has always paid benefits and above-market-rate salaries. The most common reason for losing employees is life changes, such as wanting to move to Colorado or start their own brewery. They are trying to build a team, and it is easier and more cost-effective to retain the employees that they have than to train new hires.

Question 3: Why has your company decided to start, stay, or grow in Greater Philadelphia?

Jeff Benjamin: He and Mark Vetri have enjoyed how Philadelphians have welcomed them with open arms. People often think that New York’s food scene is the best, but he doesn’t believe so—New York’s market is just so large that there are bound to be a lot of success (“if you throw a lot of things at the wall, some of it is bound to stick”). He believes that Vetri’s growth is a direct result of their personnel policies and practices. They opened their second restaurant because their chef thought there was no opportunity to grow and was considering leaving—“it seems like every time someone wants to be promoted and there’s nowhere for them to go, we open a new restaurant.” He noted that it has become more and more difficult to navigate Philadelphia City Hall. The tax structure is archaic (taxing gross receipts instead of net) – and has caused them to not want to reinvest in their city locations. On the other side of the river, Moorestown has been very supportive. The Pennsylvania Real Estate Investment Trust (PREIT) recognized that quality restaurants were becoming an attraction and approached them about becoming an anchor tenant at the Moorestown Mall. PREIT worked with them and made Moorestown an attractive choice as their first location outside of Philadelphia.

Rich Landers: He believes that there is a great labor pool in the Greater Philadelphia region, in large part because of its wealth of higher-education facilities. Campbell made the decision to recommit to Camden (even though the CEO lives in Princeton and Philadelphia offered great tax incentives) and has spent \$150

million on upgrading their corporate campus. The company bought and demolished the Sears building, which made the Campbell headquarters more visible and gave them land on which to expand the campus. Campbell had no neighbors and no infrastructure—no place for the employees to walk for lunch, for example. For this reason, Campbell's decided to develop an office park surrounding its campus, which will improve their ability to attract and retain people.

Richard Muller: The Delaware Valley is ideally located between New York and DC. When people come here, they stay because it's a great place to live. Virtua has been studying how to make health care a better product and conducting market studies to identify the preferences of the community. They built their newest hospital—and kept trade union workers working—during the recession, putting up steel in 2008 when there was no bond market. Economic development has occurred in Voorhees as a result of the hospital, including the creation of the Medical Mile that includes Virtua, as well as Brandywine Senior Living and Genesis Health Care. One of the biggest challenges that they face is government regulation, which adds tremendously to their costs. Overregulation leads to “government overhead.”

Gene Muller: He and his partners started Flying Fish in Cherry Hill, but outgrew their original facility. After looking at hundreds of potential locations for their expansion, they found a 45,000 square foot facility in Somerdale. They invested \$8 million into rehabilitating the building (originally a warehouse/record pressing facility) and focused on sustainability. The company grew by 40 percent last year, and all of their beer is sold within 100 miles of their production facility. The region's greatest assets are the people and the infrastructure. Their employees come from as far away as Delaware and North Philadelphia, and some bike or take the train to work. Their biggest problems are the tax structure and state oversight. They are regulated by the NJ Alcoholic Beverage Control (ABC) – their staff was cut in half and they are currently short staffed, with it now taking eight months or more lead-time to obtain some of the necessary permits/inspections. Camden County is great to work with—local legislators, for example, helped pass a bill that allowed Flying Fish to open a tasting room. Microbreweries are a growing industry; by the end of the year, there will be six breweries in two counties, which will provide tourism opportunities.

Question 4: Is competition good in your industry?

Gene Muller: Mr. Muller came from an advertising background, where there was lots of competition, but brewing is more collegial; “a rising tide lifts all boats.” There will be four breweries in Camden County by the end of this year, which will create enough critical mass for tours, like beer trails. Customers are always looking for something new or different.

Richard Miller: Health care is a competitive environment, but he thinks that there will be more collaboration in the next five years because of rising costs. There are already collaborations between research universities and hospitals. For example, Virtua partners with CHOP (for children's care) and with Fox Chase (for cancer care). Health care products will be priced by network in the future. For example, cardiac services will have price tags and quality ratings. There are numerous changes occurring in the marketplace. He believes that smaller community hospitals will struggle to stay open and may need to convert to outpatient-only services; as a result, patients may have to travel further for in-patient hospital stays. Mergers and acquisitions will also end, because merging with smaller hospitals increases costs.

Rich Landers: Campbell is a large, publicly traded company—they mainly compete for quality employees. The employment base is all about demographics. They want to recruit young, urban people, but there are barriers to attracting these people. Public transit is an issue—many young people want to be able to get to work without driving. Campbell is closer to Center City Philadelphia than is the Navy Yard, and better connections between

the two are critical. It's a positive development, for example, that the Benjamin Franklin Bridge will soon be bike accessible.

Jeff Benjamin: Vetri welcomes competition. Vetri's newest neighbor in Moorestown will be Iron Chef Jose Garces' "Distrito." "We don't have competition; we have colleagues." The success of the restaurant industry is predicated on the success and vitality of other industries (e.g., restaurants won't have customers if other industries don't have employees). As other industries employ more people, restaurants gain more customers. He is concerned about the number of young people who come to Greater Philadelphia for an education and then leave; he often hires freshmen in college who leave shortly after graduation.

Question 5: What do you gain by investing in the community?

Rich Landers: Campbell is working to improve the image of the City of Camden. This week, for example, Campbell's employees participated in Make a Difference Week. The Campbell Corporation also directs most of their funding to Camden. The office park is a great opportunity to improve the employment base in Camden. They also work closely with Cooper's Ferry, the mayor, and Camden County.

Richard Miller: Virtua is also concerned with understanding and meeting community needs. Some of their facilities are 50 to 60 years old, so Virtua has to identify the needs of individual communities and address them. They recently purchased 107 acres along Route 541 near the New Jersey Turnpike. In the future, customers will demand products and services. They've already begun responding to these consumer demands with their newest facility in Voorhees, which features private rooms. They also transformed a major inpatient hospital in the Liberty Park section of Camden into an outpatient facility. It provides one of the few dental centers in Camden and employs many UMDNJ students and graduates.

Gene Muller: Flying Fish is an intensely local company. They oversized their tasting room so that they could offer it to the community to use as meeting space. They also donate a lot of beer for charity events, and to date have donated over \$75,000 to local organizations for rebuilding efforts after Hurricane Sandy.

Jeff Benjamin: Being a restaurant is a two-way street – the restaurant provides services to the community but it's incumbent on us to give back. This region is very family oriented. The Vetri Foundation donates to educational causes. "You don't advertise that you're giving back, it's just one of those things that you do—you're part of the community, part of the family." They are also starting to feel like part of the community in Moorestown and at their main headquarters at the Navy Yard, where young employees at Urban Outfitters bring their pets to work, ride on bike lanes, and play intramural soccer.

Questions and Answers:

To Mr. Muller: Why did you move to Somerdale (as opposed to some other municipality or county)?

Gene Muller: It was difficult to find a facility that wanted to lease to them, and many local officials were reluctant to support them, equating any "industry" with smokestacks. They also needed a facility with specific ceiling heights and highway access, and looked at hundreds of buildings before finding one that would meet their needs. Somerdale Borough is very business friendly—a nearby shopping center, for example, was originally 80 percent vacant but is now 80 percent occupied. Mayor Passanante and the county were very supportive; they cobbled together multiple incentive grants, including state solar incentives, energy-efficient lighting incentives, and incentives to renovate the exterior façade of the building.

Is the availability of capital an issue?

Rich Landers: It is not really an issue for a large corporation like Campbell, because they can borrow at very low interest rates (generally less than one percent). The New Jersey Economic Opportunity Act also presents tremendous opportunities for businesses to relocate to or stay in New Jersey, especially Camden City.

Richard Miller: These projects are complex and it is critical that the municipality is cooperative and supportive. Moorestown was great to work with, as is Voorhees Township.

I represent a non-profit involved with public transportation (carpools, vanpools, mass transit). How can we better interface with major corporations to make them more aware of the value of transit to their employees?

Richard Miller: He suggested connecting directly with Virtua's employees, through their website.

Rich Landers: He noted that it's critical to understand the area's demographics when considering which employees may have a preference for transit. "My daughter doesn't have a car and doesn't want one—I have a car and desperately need one."

Panel Discussion II: Growing Business in Greater Philadelphia

- Moderated by Mark Remsa, Burlington County Director of Economic Development and Regional Planning
 - Dan Kennedy, Deputy Director, New Jersey Business Action Center
 - Michelle Shirey, Division Head, Business Development, Gloucester County Department of Economic Development
 - Dr. Raymond Yannuzzi, President, Camden County College

Question 1: How did you get to where you are today?

Dan Kennedy: He previously worked in Burlington County in land preservation and rural economic development. He liked Governor Christie's transition plans and the administration's focus on listening to the business community.

Michelle Shirey: She studied to be a teacher, but after student teaching decided that it wasn't for her. After interning with Lou Bezich at Public Solutions, she decided that she wanted to work in the public sector, and has worked for the Gloucester County Department of Economic Development for eight years.

Dr. Yannuzzi: His background is in education; he has been working with the community colleges for over 44 years, since the early 1970s.

Question 2: What is the core mission of your agency?

Dan Kennedy: Staff at the Governor's Business Action Center (BAC) strive to make connections between people, jobs, and long-term community investment, and include experts, facilitators, and marketing staff. Transferring the BAC from the Department of Community Affairs to the Department of State has allowed staff to focus more broadly on jobs, investment, and economic growth.

Michelle Shirey: Gloucester County's Economic Development Department has three divisions: Business Development and Tourism, Housing and Community Development, and Workforce Development (which works with the Workforce Investment Board). The department's core mission is job creation and the attraction and retention of employment.

Dr. Yannuzzi: The mission of community colleges today is to respond to ever-changing education needs and backgrounds. Camden Community College has multiple programs, including two-year programs to prepare people to transfer to four-year colleges, short-term certificate trainings, customized training for existing workers (e.g., training HOLT employees in Spanish), and basic skills to assist unemployed workers to get back into the workforce (including GED and resume writing).

Question 3: What is important about the relationship between planning and economic development?

Dan Kennedy: In the past there was a trend toward outward expansion, which consumed land and led to declining water quality. Some of those trends have reversed. Many people would now rather live and work in a denser, more urban setting; not all elected officials have woken up to this paradigm shift in consumer desires. Planners should review the rules, regulations, and zoning to make sure that the type of investment that the community dreams of can actually happen.

Question 4: Tell us about the CEDS update in Gloucester County.

Michelle Shirey: Gloucester County understands the value of a regional economic development strategy and the importance of the economic vitality of the region to the county. The county has also decided, though, that they want to maintain a county-specific CEDS as a master plan/roadmap. Many good projects have been accomplished as a result of past CEDS-related planning efforts. The current county CEDS has 15 goals/objectives and lists 84 projects, 14 of which are under construction or completed (including the \$250 million Paulsboro Marine Terminal and the Route 322 bypass in Mullica Hill). The department staff also stays in close contact with the county's employers, meeting with over 100 businesses annually.

Question 5: How do community colleges prepare for emerging industries?

Dr. Yannuzzi: Camden County College works with the regional Collegiate Consortium for Workforce and Economic Development, a non-profit organization that is a partnership between Drexel University, Camden County College, the Community College of Philadelphia, Delaware County Community College, Bucks County Community College, and Montgomery County Community College. The consortium was originally formed in 1994 for the purpose of training workers displaced by the closing of the Philadelphia Naval Base and Shipyard. Since 1994, the consortium has served more than 16,000 individuals and employees of businesses throughout Greater Philadelphia. Their current goal is to continually respond to the educational and training needs of the region's major employers, and to encourage students to work within the region, while continuing to pursue college certifications and degrees. The consortium has advisory committees for all of their certification programs; he strongly suggested that if anyone trying to attract businesses to the region should partner with the community colleges, to ensure that they have the right curriculum in place.

Question 6: Is there a better way to balance planning and economic development?

Dan Kennedy: Government has the opportunity to convene a lot of stakeholders. Make sure to focus on shared values. Communities should work on developing a pro-business reputation (e.g., Florence Township). Focus on growth and preservation. Find friends and advocate together; there's strength in numbers.

Michelle Shirey: We looked at where Gloucester County currently is and where we want to be. We brought everyone together and made sure our goals were realistic. Partnerships are critical to success. Growth industries include food manufacturing, health care, and tourism (especially wine/beer related). Don't overlook the smart growth approach. Open space and farmland preservation are important. The county's goal is to support a diverse economic mix – 50 percent of today's leads are small-scale manufacturers. Planners also cannot overlook the importance of quality of life.

Question and Answers: What do you think are the region’s most vital or emerging industries?

Dr. Yannuzzi: Health care and education. He has heard that China and India, for example, will not be able to build enough educational facilities in the next 10 years to keep up with the growing population – since the Greater Philadelphia region is so strong in education and knowledge creation, there may be a potential to better market the education and training services offered by the community colleges to foreign countries in the future.



Appendix E

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

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Bucks	Bensalem Township	100105	\$25,434	No	10.4%	Yes
Bucks	Bensalem Township	100206	\$37,754	No	12.3%	Yes
Bucks	Bensalem Township	100208	\$23,452	No	14.4%	Yes
Bucks	Bristol Township	100303	\$20,787	Yes	7.0%	No
Bucks	Bristol Township	100403	\$23,332	No	15.6%	Yes
Bucks	Bristol Township	100407	\$27,471	No	10.6%	Yes
Bucks	Bristol Borough	100500	\$26,215	No	11.4%	Yes
Bucks	Bristol Borough	100700	\$22,248	Yes	8.4%	No
Bucks	Lower Southampton Twsp.	101405	\$26,203	No	11.3%	Yes
Bucks	Warminster Township	101603	\$24,079	No	11.1%	Yes
Bucks	Warminster Township	101605	\$15,471	Yes	14.7%	Yes
Bucks	Warminster Township	101610	\$29,027	No	11.2%	Yes
Bucks	Warrington Township	101807	\$30,816	No	13.1%	Yes
Bucks	Quakertown Borough	103101	\$22,165	Yes	7.2%	No
Bucks	Bridgeton Township	103800	\$33,509	No	12.0%	Yes
Bucks	Tinicum Township	103900	\$44,620	No	12.0%	Yes
Bucks	Dublin Borough	104100	\$26,310	No	13.7%	Yes
Bucks	Buckingham Township	104506	\$69,140	No	11.5%	Yes
Bucks	Newtown Township	105203	\$57,870	No	11.1%	Yes
Bucks	Morrisville Borough	105702	\$29,592	No	13.5%	Yes
Bucks	Morrisville Borough	105704	\$27,632	No	11.0%	Yes
Bucks	Falls Township	105807	\$26,228	No	12.4%	Yes
Bucks	Falls Township	105808	\$26,328	No	11.7%	Yes
Bucks	Falls Township	105811	\$25,076	No	10.8%	Yes
Bucks	Tullytown Borough	105900	\$22,200	Yes	11.5%	Yes
Chester	Spring City Borough	301100	\$25,612	No	10.3%	Yes
Chester	Warwick Township	301600	\$38,794	No	10.3%	Yes
Chester	West Chester Borough	302300	\$39,785	No	13.1%	Yes
Chester	West Chester Borough	302600	\$14,649	Yes	6.9%	No
Chester	Downingtown Borough	304101	\$31,082	No	10.5%	Yes
Chester	Coatesville City	305400	\$20,020	Yes	9.9%	No

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Chester	Coatesville City	305500	\$15,425	Yes	15.2%	Yes
Chester	Coatesville City	305600	\$13,018	Yes	16.9%	Yes
Chester	Coatesville City	305700	\$21,727	Yes	13.8%	Yes
Chester	Lower Oxford Township	307900	\$20,904	Yes	7.0%	No
Chester	Oxford Borough	308000	\$19,519	Yes	8.3%	No
Chester	East Nottingham Township	308102	\$26,494	No	11.1%	Yes
Chester	West Chester Borough	310400	\$3,817	Yes	8.6%	No
Chester	South Coatesville Borough	311600	\$27,017	No	11.5%	Yes
Delaware	Upper Darby Township	400301	\$13,580	Yes	16.1%	Yes
Delaware	Upper Darby Township	400302	\$16,776	Yes	9.9%	No
Delaware	Upper Darby Township	400401	\$13,904	Yes	8.5%	No
Delaware	Upper Darby Township	400402	\$16,893	Yes	13.9%	Yes
Delaware	Upper Darby Township	400500	\$21,897	Yes	10.3%	Yes
Delaware	Upper Darby Township	400600	\$25,583	No	10.5%	Yes
Delaware	Upper Darby Township	401000	\$34,349	No	11.5%	Yes
Delaware	Upper Darby Township	401101	\$24,713	No	12.0%	Yes
Delaware	Upper Darby Township	401104	\$31,526	No	10.7%	Yes
Delaware	Upper Darby Township	401502	\$29,577	No	13.8%	Yes
Delaware	Upper Darby Township	401600	\$32,053	No	10.3%	Yes
Delaware	Yeadon Borough	402200	\$25,518	No	14.2%	Yes
Delaware	Darby Borough	402400	\$13,546	Yes	18.9%	Yes
Delaware	Darby Borough	402500	\$12,094	Yes	20.6%	Yes
Delaware	Darby Borough	402600	\$17,620	Yes	15.6%	Yes
Delaware	Colwyn Borough	402700	\$24,319	No	16.6%	Yes
Delaware	Sharon Hill Borough	402800	\$20,997	Yes	19.5%	Yes
Delaware	Darby Township	402900	\$20,260	Yes	15.0%	Yes
Delaware	Collingdale Borough	403103	\$22,296	Yes	11.9%	Yes
Delaware	Collingdale Borough	403104	\$16,737	Yes	18.5%	Yes
Delaware	Clifton Heights Borough	403300	\$20,849	Yes	10.9%	Yes
Delaware	Folcroft Borough	403401	\$21,989	Yes	6.7%	No
Delaware	Folcroft Borough	403402	\$22,428	No	19.6%	Yes
Delaware	Glenolden Borough	403502	\$25,187	No	11.2%	Yes
Delaware	Norwood Borough	403602	\$27,358	No	12.4%	Yes
Delaware	Ridley Township	404102	\$28,052	No	13.8%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Delaware	Ridley Township	404103	\$30,304	No	12.5%	Yes
Delaware	Eddystone Borough	404300	\$18,892	Yes	13.7%	Yes
Delaware	Chester City	404400	\$20,091	Yes	5.8%	No
Delaware	Chester City	404500	\$15,841	Yes	19.9%	Yes
Delaware	Chester City	404600	\$16,457	Yes	22.2%	Yes
Delaware	Chester City	404700	\$10,965	Yes	11.8%	Yes
Delaware	Chester City	404800	\$19,620	Yes	13.7%	Yes
Delaware	Chester City	404900	\$17,610	Yes	15.8%	Yes
Delaware	Chester City	405000	\$13,916	Yes	17.9%	Yes
Delaware	Chester City	405100	\$15,489	Yes	23.9%	Yes
Delaware	Chester City	405200	\$16,600	Yes	17.8%	Yes
Delaware	Chester City	405300	\$18,717	Yes	18.8%	Yes
Delaware	Chester City	405400	\$12,379	Yes	16.7%	Yes
Delaware	Parkside Borough	406100	\$21,230	Yes	14.1%	Yes
Delaware	Upland Borough	406300	\$18,791	Yes	9.8%	No
Delaware	Chester Township	406401	\$20,620	Yes	13.7%	Yes
Delaware	Chester Township	406402	\$17,435	Yes	15.5%	Yes
Delaware	Trainer Borough	406500	\$20,091	Yes	17.8%	Yes
Delaware	Marcus Hook Borough	406600	\$17,281	Yes	15.1%	Yes
Delaware	Lower Chichester Township	406700	\$21,084	Yes	8.2%	No
Delaware	Upper Chichester Township	406802	\$24,805	No	12.6%	Yes
Delaware	Media Borough	407502	\$32,881	No	10.6%	Yes
Delaware	Radnor Township	409702	\$12,526	Yes	2.6%	No
Delaware	Upper Darby Township	410500	\$16,583	Yes	10.7%	Yes
Delaware	Chester City	410700	\$13,940	Yes	20.4%	Yes
Montgomery	Horsham Township	200502	\$26,575	No	12.7%	Yes
Montgomery	Lansdale Borough	200901	\$27,754	No	11.5%	Yes
Montgomery	Lansdale Borough	200902	\$26,343	No	16.3%	Yes
Montgomery	Lansdale Borough	200906	\$27,139	No	13.5%	Yes
Montgomery	Lansdale Borough	200908	\$26,389	No	11.0%	Yes
Montgomery	Ambler Borough	201302	\$26,045	No	10.8%	Yes
Montgomery	Abington Township	201606	\$26,407	No	11.1%	Yes
Montgomery	Cheltenham Township	202401	\$23,286	No	13.7%	Yes
Montgomery	Cheltenham Township	202500	\$37,356	No	10.4%	Yes
Montgomery	Norristown Borough	203500	\$25,495	No	11.4%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Montgomery	Norristown Borough	203601	\$17,954	Yes	14.8%	Yes
Montgomery	Norristown Borough	203801	\$20,807	Yes	9.8%	No
Montgomery	Norristown Borough	203803	\$22,153	Yes	11.1%	Yes
Montgomery	Norristown Borough	203804	\$17,404	Yes	15.3%	Yes
Montgomery	Norristown Borough	203901	\$13,436	Yes	13.8%	Yes
Montgomery	Norristown Borough	203902	\$21,499	Yes	12.7%	Yes
Montgomery	Plymouth Township	204002	\$37,707	No	10.7%	Yes
Montgomery	Plymouth Township	204007	\$34,883	No	11.9%	Yes
Montgomery	Conshohocken Borough	204101	\$36,525	No	11.1%	Yes
Montgomery	Schwenksville Borough	206600	\$28,009	No	11.0%	Yes
Montgomery	Skippack Township	206702	\$6,372	Yes		n/a
Montgomery	Lower Pottsgrove Township	208704	\$25,652	No	15.6%	Yes
Montgomery	Pottstown Borough	208801	\$15,612	Yes	10.8%	Yes
Montgomery	Pottstown Borough	208901	\$26,795	No	11.7%	Yes
Montgomery	Pottstown Borough	208903	\$26,674	No	11.0%	Yes
Montgomery	Pottstown Borough	208904	\$18,702	Yes	9.9%	No
Montgomery	Pottstown Borough	208906	\$22,205	Yes	7.4%	No
Montgomery	Pottstown Borough	209000	\$14,999	Yes	6.8%	No
Montgomery	Springfield Township	210500	\$48,002	No	11.6%	Yes
Philadelphia	Philadelphia City	000500	\$20,434	Yes	6.2%	No
Philadelphia	Philadelphia City	000600	\$33,939	No	13.2%	Yes
Philadelphia	Philadelphia City	000700	\$43,338	No	12.5%	Yes
Philadelphia	Philadelphia City	002000	\$15,450	Yes	16.8%	Yes
Philadelphia	Philadelphia City	002100	\$20,176	Yes	13.6%	Yes
Philadelphia	Philadelphia City	002200	\$25,297	No	12.6%	Yes
Philadelphia	Philadelphia City	002500	\$33,325	No	16.3%	Yes
Philadelphia	Philadelphia City	002701	\$20,294	Yes	8.8%	No
Philadelphia	Philadelphia City	002702	\$34,383	No	15.7%	Yes
Philadelphia	Philadelphia City	002801	\$19,373	Yes	8.9%	No
Philadelphia	Philadelphia City	003001	\$16,533	Yes	11.6%	Yes
Philadelphia	Philadelphia City	003002	\$13,562	Yes	22.5%	Yes
Philadelphia	Philadelphia City	003100	\$15,775	Yes	18.2%	Yes
Philadelphia	Philadelphia City	003200	\$14,399	Yes	16.5%	Yes
Philadelphia	Philadelphia City	003300	\$12,908	Yes	31.3%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	003600	\$10,974	Yes	20.0%	Yes
Philadelphia	Philadelphia City	003701	\$12,969	Yes	21.7%	Yes
Philadelphia	Philadelphia City	003702	\$18,822	Yes	18.0%	Yes
Philadelphia	Philadelphia City	003901	\$20,390	Yes	10.9%	Yes
Philadelphia	Philadelphia City	003902	\$27,522	No	11.0%	Yes
Philadelphia	Philadelphia City	004001	\$23,799	No	14.1%	Yes
Philadelphia	Philadelphia City	004101	\$13,584	Yes	16.6%	Yes
Philadelphia	Philadelphia City	004102	\$15,830	Yes	8.8%	No
Philadelphia	Philadelphia City	004201	\$20,343	Yes	18.7%	Yes
Philadelphia	Philadelphia City	004202	\$18,549	Yes	10.8%	Yes
Philadelphia	Philadelphia City	005500	\$23,266	No	16.7%	Yes
Philadelphia	Philadelphia City	005600	\$20,420	Yes	10.1%	No
Philadelphia	Philadelphia City	006000	\$20,739	Yes	12.0%	Yes
Philadelphia	Philadelphia City	006100	\$15,625	Yes	8.1%	No
Philadelphia	Philadelphia City	006200	\$13,326	Yes	12.5%	Yes
Philadelphia	Philadelphia City	006300	\$13,318	Yes	23.3%	Yes
Philadelphia	Philadelphia City	006400	\$12,952	Yes	16.0%	Yes
Philadelphia	Philadelphia City	006500	\$18,046	Yes	21.9%	Yes
Philadelphia	Philadelphia City	006600	\$13,662	Yes	19.7%	Yes
Philadelphia	Philadelphia City	006700	\$13,095	Yes	18.0%	Yes
Philadelphia	Philadelphia City	006900	\$10,950	Yes	14.1%	Yes
Philadelphia	Philadelphia City	007000	\$15,109	Yes	37.0%	Yes
Philadelphia	Philadelphia City	007101	\$12,777	Yes	34.2%	Yes
Philadelphia	Philadelphia City	007102	\$12,967	Yes	22.9%	Yes
Philadelphia	Philadelphia City	007200	\$14,478	Yes	27.6%	Yes
Philadelphia	Philadelphia City	007300	\$13,173	Yes	16.3%	Yes
Philadelphia	Philadelphia City	007400	\$16,274	Yes	26.1%	Yes
Philadelphia	Philadelphia City	007700	\$16,371	Yes	11.3%	Yes
Philadelphia	Philadelphia City	007800	\$32,948	No	10.3%	Yes
Philadelphia	Philadelphia City	008000	\$18,114	Yes	15.8%	Yes
Philadelphia	Philadelphia City	008101	\$28,343	No	14.6%	Yes
Philadelphia	Philadelphia City	008102	\$15,161	Yes	21.3%	Yes
Philadelphia	Philadelphia City	008200	\$16,361	Yes	24.9%	Yes
Philadelphia	Philadelphia City	008301	\$16,751	Yes	25.5%	Yes
Philadelphia	Philadelphia City	008302	\$14,685	Yes	22.9%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	008400	\$14,824	Yes	21.7%	Yes
Philadelphia	Philadelphia City	008500	\$14,747	Yes	15.3%	Yes
Philadelphia	Philadelphia City	008601	\$26,912	No	11.8%	Yes
Philadelphia	Philadelphia City	008602	\$16,115	Yes	4.5%	No
Philadelphia	Philadelphia City	008701	\$19,000	Yes	4.7%	No
Philadelphia	Philadelphia City	008702	\$18,657	Yes	15.0%	Yes
Philadelphia	Philadelphia City	008801	\$8,025	Yes	8.1%	No
Philadelphia	Philadelphia City	008802	\$4,906	Yes	9.3%	No
Philadelphia	Philadelphia City	009000	\$10,620	Yes	5.1%	No
Philadelphia	Philadelphia City	009200	\$13,202	Yes	8.2%	No
Philadelphia	Philadelphia City	009300	\$15,085	Yes	22.2%	Yes
Philadelphia	Philadelphia City	009400	\$11,389	Yes	31.5%	Yes
Philadelphia	Philadelphia City	009500	\$11,848	Yes	17.3%	Yes
Philadelphia	Philadelphia City	009600	\$13,057	Yes	20.7%	Yes
Philadelphia	Philadelphia City	009801	\$19,672	Yes	13.4%	Yes
Philadelphia	Philadelphia City	009802	\$20,918	Yes	7.6%	No
Philadelphia	Philadelphia City	010000	\$17,225	Yes	15.1%	Yes
Philadelphia	Philadelphia City	010100	\$14,168	Yes	22.6%	Yes
Philadelphia	Philadelphia City	010200	\$10,056	Yes	19.9%	Yes
Philadelphia	Philadelphia City	010300	\$19,694	Yes	14.8%	Yes
Philadelphia	Philadelphia City	010400	\$15,895	Yes	18.0%	Yes
Philadelphia	Philadelphia City	010500	\$13,021	Yes	23.8%	Yes
Philadelphia	Philadelphia City	010600	\$12,285	Yes	38.9%	Yes
Philadelphia	Philadelphia City	010700	\$9,516	Yes	18.4%	Yes
Philadelphia	Philadelphia City	010800	\$10,115	Yes	16.4%	Yes
Philadelphia	Philadelphia City	010900	\$11,744	Yes	27.2%	Yes
Philadelphia	Philadelphia City	011000	\$13,243	Yes	19.7%	Yes
Philadelphia	Philadelphia City	011100	\$10,935	Yes	29.2%	Yes
Philadelphia	Philadelphia City	011200	\$12,491	Yes	10.0%	No
Philadelphia	Philadelphia City	011300	\$16,078	Yes	8.4%	No
Philadelphia	Philadelphia City	011400	\$16,199	Yes	19.0%	Yes
Philadelphia	Philadelphia City	011500	\$20,138	Yes	11.4%	Yes
Philadelphia	Philadelphia City	011700	\$11,630	Yes	23.0%	Yes
Philadelphia	Philadelphia City	011800	\$23,187	No	14.7%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	011900	\$21,568	Yes	10.6%	Yes
Philadelphia	Philadelphia City	012100	\$20,073	Yes	2.8%	No
Philadelphia	Philadelphia City	012203	\$19,539	Yes	2.9%	No
Philadelphia	Philadelphia City	012204	\$28,315	No	15.2%	Yes
Philadelphia	Philadelphia City	013100	\$19,013	Yes	11.7%	Yes
Philadelphia	Philadelphia City	013200	\$13,642	Yes	31.0%	Yes
Philadelphia	Philadelphia City	013300	\$38,520	No	14.1%	Yes
Philadelphia	Philadelphia City	013500	\$34,349	No	12.0%	Yes
Philadelphia	Philadelphia City	013700	\$20,713	Yes	21.6%	Yes
Philadelphia	Philadelphia City	013800	\$16,272	Yes	14.4%	Yes
Philadelphia	Philadelphia City	013900	\$10,617	Yes	17.6%	Yes
Philadelphia	Philadelphia City	014000	\$18,418	Yes	9.0%	No
Philadelphia	Philadelphia City	014100	\$16,053	Yes	24.6%	Yes
Philadelphia	Philadelphia City	014400	\$20,281	Yes	12.0%	Yes
Philadelphia	Philadelphia City	014500	\$10,701	Yes	8.2%	No
Philadelphia	Philadelphia City	014600	\$14,361	Yes	25.9%	Yes
Philadelphia	Philadelphia City	014700	\$7,234	Yes	15.1%	Yes
Philadelphia	Philadelphia City	014800	\$12,826	Yes	16.9%	Yes
Philadelphia	Philadelphia City	014900	\$14,882	Yes	32.0%	Yes
Philadelphia	Philadelphia City	015101	\$13,762	Yes	32.0%	Yes
Philadelphia	Philadelphia City	015102	\$10,798	Yes	34.3%	Yes
Philadelphia	Philadelphia City	015200	\$10,623	Yes	22.4%	Yes
Philadelphia	Philadelphia City	015300	\$8,210	Yes	22.0%	Yes
Philadelphia	Philadelphia City	015600	\$13,949	Yes	22.9%	Yes
Philadelphia	Philadelphia City	015700	\$16,100	Yes	12.6%	Yes
Philadelphia	Philadelphia City	015800	\$28,394	No	13.4%	Yes
Philadelphia	Philadelphia City	016000	\$23,326	No	15.3%	Yes
Philadelphia	Philadelphia City	016100	\$13,016	Yes	19.4%	Yes
Philadelphia	Philadelphia City	016200	\$10,345	Yes	19.3%	Yes
Philadelphia	Philadelphia City	016300	\$8,072	Yes	15.4%	Yes
Philadelphia	Philadelphia City	016400	\$8,498	Yes	22.1%	Yes
Philadelphia	Philadelphia City	016500	\$11,035	Yes	40.5%	Yes
Philadelphia	Philadelphia City	016600	\$11,323	Yes	22.8%	Yes
Philadelphia	Philadelphia City	016701	\$15,686	Yes	26.1%	Yes
Philadelphia	Philadelphia City	016702	\$10,149	Yes	19.3%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	016800	\$12,851	Yes	28.1%	Yes
Philadelphia	Philadelphia City	016901	\$13,553	Yes	24.6%	Yes
Philadelphia	Philadelphia City	016902	\$14,949	Yes	19.2%	Yes
Philadelphia	Philadelphia City	017000	\$20,109	Yes	13.4%	Yes
Philadelphia	Philadelphia City	017100	\$14,853	Yes	23.2%	Yes
Philadelphia	Philadelphia City	017201	\$10,868	Yes	30.7%	Yes
Philadelphia	Philadelphia City	017202	\$11,983	Yes	15.7%	Yes
Philadelphia	Philadelphia City	017300	\$14,171	Yes	27.7%	Yes
Philadelphia	Philadelphia City	017400	\$12,209	Yes	25.7%	Yes
Philadelphia	Philadelphia City	017500	\$8,085	Yes	22.8%	Yes
Philadelphia	Philadelphia City	017601	\$8,466	Yes	29.4%	Yes
Philadelphia	Philadelphia City	017602	\$7,968	Yes	33.0%	Yes
Philadelphia	Philadelphia City	017701	\$7,941	Yes	34.7%	Yes
Philadelphia	Philadelphia City	017702	\$6,778	Yes	36.9%	Yes
Philadelphia	Philadelphia City	017800	\$9,785	Yes	26.9%	Yes
Philadelphia	Philadelphia City	017900	\$13,195	Yes	16.4%	Yes
Philadelphia	Philadelphia City	018001	\$19,981	Yes	26.7%	Yes
Philadelphia	Philadelphia City	018300	\$21,337	Yes	24.3%	Yes
Philadelphia	Philadelphia City	018400	\$20,965	Yes	15.3%	Yes
Philadelphia	Philadelphia City	018800	\$11,086	Yes	25.0%	Yes
Philadelphia	Philadelphia City	019000	\$11,341	Yes	23.3%	Yes
Philadelphia	Philadelphia City	019100	\$15,125	Yes	15.4%	Yes
Philadelphia	Philadelphia City	019200	\$9,655	Yes	29.7%	Yes
Philadelphia	Philadelphia City	019501	\$9,992	Yes	32.7%	Yes
Philadelphia	Philadelphia City	019502	\$10,042	Yes	29.0%	Yes
Philadelphia	Philadelphia City	019700	\$13,156	Yes	11.1%	Yes
Philadelphia	Philadelphia City	019800	\$11,425	Yes	17.9%	Yes
Philadelphia	Philadelphia City	019900	\$8,988	Yes	25.3%	Yes
Philadelphia	Philadelphia City	020000	\$15,151	Yes	16.2%	Yes
Philadelphia	Philadelphia City	020101	\$17,472	Yes	14.1%	Yes
Philadelphia	Philadelphia City	020102	\$16,252	Yes	31.3%	Yes
Philadelphia	Philadelphia City	020200	\$14,297	Yes	22.0%	Yes
Philadelphia	Philadelphia City	020300	\$13,450	Yes	29.2%	Yes
Philadelphia	Philadelphia City	020400	\$15,261	Yes	16.5%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	020500	\$15,206	Yes	14.5%	Yes
Philadelphia	Philadelphia City	020600	\$40,701	No	15.3%	Yes
Philadelphia	Philadelphia City	020800	\$32,560	No	13.1%	Yes
Philadelphia	Philadelphia City	021100	\$37,147	No	12.0%	Yes
Philadelphia	Philadelphia City	021300	\$30,104	No	11.4%	Yes
Philadelphia	Philadelphia City	021600	\$31,991	No	12.3%	Yes
Philadelphia	Philadelphia City	021700	\$33,522	No	10.9%	Yes
Philadelphia	Philadelphia City	023800	\$25,718	No	15.2%	Yes
Philadelphia	Philadelphia City	024100	\$14,490	Yes	16.2%	Yes
Philadelphia	Philadelphia City	024200	\$15,854	Yes	24.2%	Yes
Philadelphia	Philadelphia City	024300	\$20,066	Yes	12.1%	Yes
Philadelphia	Philadelphia City	024400	\$14,688	Yes	28.6%	Yes
Philadelphia	Philadelphia City	024500	\$18,370	Yes	17.4%	Yes
Philadelphia	Philadelphia City	024600	\$15,902	Yes	15.9%	Yes
Philadelphia	Philadelphia City	024700	\$11,941	Yes	25.7%	Yes
Philadelphia	Philadelphia City	024800	\$14,882	Yes	16.2%	Yes
Philadelphia	Philadelphia City	024900	\$11,940	Yes	20.7%	Yes
Philadelphia	Philadelphia City	025200	\$17,861	Yes	12.1%	Yes
Philadelphia	Philadelphia City	025300	\$18,173	Yes	19.2%	Yes
Philadelphia	Philadelphia City	025400	\$30,933	No	12.2%	Yes
Philadelphia	Philadelphia City	025500	\$41,503	No	11.9%	Yes
Philadelphia	Philadelphia City	025800	\$35,104	No	11.7%	Yes
Philadelphia	Philadelphia City	025900	\$21,015	Yes	13.8%	Yes
Philadelphia	Philadelphia City	026000	\$23,967	No	15.8%	Yes
Philadelphia	Philadelphia City	026100	\$33,228	No	13.6%	Yes
Philadelphia	Philadelphia City	026301	\$21,552	Yes	14.4%	Yes
Philadelphia	Philadelphia City	026302	\$21,845	Yes	9.4%	No
Philadelphia	Philadelphia City	026400	\$21,896	Yes	6.8%	No
Philadelphia	Philadelphia City	026500	\$20,753	Yes	17.9%	Yes
Philadelphia	Philadelphia City	026600	\$20,440	Yes	20.2%	Yes
Philadelphia	Philadelphia City	026700	\$21,476	Yes	15.0%	Yes
Philadelphia	Philadelphia City	026800	\$19,588	Yes	19.6%	Yes
Philadelphia	Philadelphia City	026900	\$25,061	No	25.2%	Yes
Philadelphia	Philadelphia City	027100	\$18,778	Yes	17.1%	Yes
Philadelphia	Philadelphia City	027200	\$25,257	No	14.6%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	027300	\$18,476	Yes	14.9%	Yes
Philadelphia	Philadelphia City	027401	\$13,108	Yes	21.6%	Yes
Philadelphia	Philadelphia City	027402	\$12,967	Yes	22.6%	Yes
Philadelphia	Philadelphia City	027500	\$18,430	Yes	16.0%	Yes
Philadelphia	Philadelphia City	027600	\$18,475	Yes	23.3%	Yes
Philadelphia	Philadelphia City	027700	\$18,349	Yes	16.2%	Yes
Philadelphia	Philadelphia City	027800	\$21,254	Yes	14.3%	Yes
Philadelphia	Philadelphia City	027901	\$11,385	Yes	23.2%	Yes
Philadelphia	Philadelphia City	027902	\$9,298	Yes	17.3%	Yes
Philadelphia	Philadelphia City	028000	\$13,258	Yes	33.7%	Yes
Philadelphia	Philadelphia City	028100	\$20,335	Yes	12.4%	Yes
Philadelphia	Philadelphia City	028200	\$18,993	Yes	18.0%	Yes
Philadelphia	Philadelphia City	028300	\$15,781	Yes	24.7%	Yes
Philadelphia	Philadelphia City	028400	\$11,997	Yes	16.2%	Yes
Philadelphia	Philadelphia City	028500	\$12,557	Yes	20.8%	Yes
Philadelphia	Philadelphia City	028600	\$10,757	Yes	22.4%	Yes
Philadelphia	Philadelphia City	028700	\$11,196	Yes	24.2%	Yes
Philadelphia	Philadelphia City	028800	\$10,797	Yes	30.6%	Yes
Philadelphia	Philadelphia City	028901	\$11,843	Yes	12.2%	Yes
Philadelphia	Philadelphia City	028902	\$11,911	Yes	9.5%	No
Philadelphia	Philadelphia City	029000	\$13,591	Yes	16.3%	Yes
Philadelphia	Philadelphia City	029100	\$13,661	Yes	15.3%	Yes
Philadelphia	Philadelphia City	029200	\$17,059	Yes	19.1%	Yes
Philadelphia	Philadelphia City	029300	\$12,760	Yes	22.2%	Yes
Philadelphia	Philadelphia City	029400	\$10,275	Yes	22.7%	Yes
Philadelphia	Philadelphia City	029800	\$13,496	Yes	19.6%	Yes
Philadelphia	Philadelphia City	029900	\$12,029	Yes	20.4%	Yes
Philadelphia	Philadelphia City	030000	\$15,015	Yes	24.6%	Yes
Philadelphia	Philadelphia City	030100	\$15,939	Yes	14.7%	Yes
Philadelphia	Philadelphia City	030200	\$18,487	Yes	13.4%	Yes
Philadelphia	Philadelphia City	030501	\$16,569	Yes	15.2%	Yes
Philadelphia	Philadelphia City	030502	\$17,428	Yes	20.8%	Yes
Philadelphia	Philadelphia City	030600	\$19,870	Yes	8.4%	No
Philadelphia	Philadelphia City	030700	\$20,196	Yes	10.4%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	030900	\$16,090	Yes	17.5%	Yes
Philadelphia	Philadelphia City	031000	\$20,494	Yes	9.8%	No
Philadelphia	Philadelphia City	031101	\$14,131	Yes	11.5%	Yes
Philadelphia	Philadelphia City	031102	\$15,085	Yes	13.4%	Yes
Philadelphia	Philadelphia City	031200	\$16,250	Yes	24.1%	Yes
Philadelphia	Philadelphia City	031300	\$15,796	Yes	24.2%	Yes
Philadelphia	Philadelphia City	031401	\$16,219	Yes	16.6%	Yes
Philadelphia	Philadelphia City	031402	\$14,694	Yes	10.7%	Yes
Philadelphia	Philadelphia City	031501	\$21,739	Yes	10.7%	Yes
Philadelphia	Philadelphia City	031502	\$21,346	Yes	15.9%	Yes
Philadelphia	Philadelphia City	031600	\$20,206	Yes	10.2%	No
Philadelphia	Philadelphia City	031700	\$20,547	Yes	13.7%	Yes
Philadelphia	Philadelphia City	031800	\$18,383	Yes	19.0%	Yes
Philadelphia	Philadelphia City	031900	\$17,916	Yes	14.3%	Yes
Philadelphia	Philadelphia City	032000	\$17,134	Yes	10.1%	No
Philadelphia	Philadelphia City	032100	\$14,930	Yes	18.1%	Yes
Philadelphia	Philadelphia City	032300	\$17,702	Yes	20.8%	Yes
Philadelphia	Philadelphia City	032500	\$15,921	Yes	19.0%	Yes
Philadelphia	Philadelphia City	032600	\$18,668	Yes	21.5%	Yes
Philadelphia	Philadelphia City	032900	\$18,243	Yes	14.0%	Yes
Philadelphia	Philadelphia City	033000	\$16,466	Yes	15.7%	Yes
Philadelphia	Philadelphia City	033101	\$22,754	No	10.5%	Yes
Philadelphia	Philadelphia City	033400	\$21,411	Yes	14.9%	Yes
Philadelphia	Philadelphia City	033500	\$23,229	No	15.6%	Yes
Philadelphia	Philadelphia City	033701	\$20,262	Yes	7.7%	No
Philadelphia	Philadelphia City	033702	\$27,940	No	12.9%	Yes
Philadelphia	Philadelphia City	033800	\$26,351	No	15.0%	Yes
Philadelphia	Philadelphia City	034200	\$29,006	No	14.3%	Yes
Philadelphia	Philadelphia City	034400	\$31,413	No	11.2%	Yes
Philadelphia	Philadelphia City	034501	\$17,799	Yes	14.9%	Yes
Philadelphia	Philadelphia City	034701	\$24,099	No	11.0%	Yes
Philadelphia	Philadelphia City	034702	\$27,501	No	11.8%	Yes
Philadelphia	Philadelphia City	034802	\$21,319	Yes	20.6%	Yes
Philadelphia	Philadelphia City	034803	\$27,352	No	13.6%	Yes
Philadelphia	Philadelphia City	034900	\$17,643	Yes	21.3%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Philadelphia	Philadelphia City	035100	\$41,725	No	12.2%	Yes
Philadelphia	Philadelphia City	035200	\$30,342	No	10.5%	Yes
Philadelphia	Philadelphia City	035301	\$26,483	No	11.0%	Yes
Philadelphia	Philadelphia City	035302	\$29,604	No	16.0%	Yes
Philadelphia	Philadelphia City	035602	\$39,922	No	11.1%	Yes
Philadelphia	Philadelphia City	035701	\$19,382	Yes	7.7%	No
Philadelphia	Philadelphia City	035702	\$20,935	Yes	13.8%	Yes
Philadelphia	Philadelphia City	036301	\$25,927	No	14.1%	Yes
Philadelphia	Philadelphia City	036303	\$26,382	No	12.4%	Yes
Philadelphia	Philadelphia City	036900	\$10,500	Yes	6.2%	No
Philadelphia	Philadelphia City	037200	\$25,763	No	13.6%	Yes
Philadelphia	Philadelphia City	037300	\$33,162	No	11.2%	Yes
Philadelphia	Philadelphia City	037500	\$31,895	No	11.9%	Yes
Philadelphia	Philadelphia City	037700	\$7,968	Yes	21.7%	Yes
Philadelphia	Philadelphia City	037800	\$27,568	No	17.5%	Yes
Philadelphia	Philadelphia City	037900	\$19,859	Yes	15.6%	Yes
Philadelphia	Philadelphia City	038000	\$17,347	Yes	15.4%	Yes
Philadelphia	Philadelphia City	038100	\$11,986	Yes	38.1%	Yes
Philadelphia	Philadelphia City	038200	\$13,370	Yes	28.4%	Yes
Philadelphia	Philadelphia City	038300	\$9,407	Yes	36.6%	Yes
Philadelphia	Philadelphia City	038900	\$20,632	Yes	16.6%	Yes
Philadelphia	Philadelphia City	039000	\$14,519	Yes	24.3%	Yes
Philadelphia	Philadelphia City	980000	\$6,408	Yes	9.8%	No
Philadelphia	Philadelphia City	980200	\$26,901	No	17.1%	Yes
Philadelphia	Philadelphia City	989100	\$11,142	Yes	78.1%	Yes
Burlington	Palmyra Borough	700103	\$39,453	No	15.6%	Yes
Burlington	Palmyra Borough	700104	\$18,117	Yes	15.3%	Yes
Burlington	Cinnaminson Township	700304	\$37,139	No	11.0%	Yes
Burlington	Maple Shade Township	700403	\$27,257	No	11.2%	Yes
Burlington	Maple Shade Township	700405	\$25,235	No	14.4%	Yes
Burlington	Delran Township	700603	\$29,165	No	12.3%	Yes
Burlington	Riverside Township	700703	\$21,559	Yes	10.9%	Yes
Burlington	Beverly City	700900	\$28,443	No	15.5%	Yes
Burlington	Edgewater Park Township	701001	\$26,357	No	13.7%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Burlington	Burlington Township	701104	\$27,407	No	12.4%	Yes
Burlington	Burlington Township	701105	\$29,798	No	12.8%	Yes
Burlington	Burlington City	701204	\$20,815	Yes	25.7%	Yes
Burlington	Florence Township	701301	\$31,256	No	12.0%	Yes
Burlington	North Hanover Township	702101	\$17,957	Yes	8.9%	No
Burlington	Pemberton Township	702203	\$36,088	No	11.0%	Yes
Burlington	Pemberton Township	702204	\$20,713	Yes	25.6%	Yes
Burlington	Pemberton Township	702206	\$24,289	No	15.5%	Yes
Burlington	Pemberton Township	702207	\$22,477	No	13.3%	Yes
Burlington	Pemberton Township	702208	\$31,443	No	11.6%	Yes
Burlington	Pemberton Township	702209	\$28,086	No	10.3%	Yes
Burlington	Mount Holly Township	702601	\$33,457	No	11.7%	Yes
Burlington	Mount Holly Township	702603	\$19,366	Yes	12.9%	Yes
Burlington	Willingboro Township	702802	\$28,174	No	17.7%	Yes
Burlington	Willingboro Township	702804	\$25,979	No	14.6%	Yes
Burlington	Willingboro Township	702805	\$25,054	No	13.7%	Yes
Burlington	Willingboro Township	702806	\$22,539	No	21.3%	Yes
Burlington	Willingboro Township	702807	\$24,484	No	10.5%	Yes
Burlington	Willingboro Township	702808	\$24,698	No	14.6%	Yes
Burlington	Willingboro Township	702809	\$28,008	No	16.8%	Yes
Burlington	Willingboro Township	702810	\$39,279	No	15.8%	Yes
Burlington	Willingboro Township	702811	\$30,325	No	16.5%	Yes
Burlington	Mount Laurel Township	702906	\$31,892	No	10.4%	Yes
Burlington	Mount Laurel Township	702910	\$53,993	No	11.2%	Yes
Burlington	Hainesport Township	703000	\$35,953	No	10.9%	Yes
Burlington	Southampton Township	703203	\$27,022	No	15.0%	Yes
Burlington	Evesham Township	704006	\$40,864	No	10.4%	Yes
Burlington	North Hanover Township	704500	\$30,897	No	10.5%	Yes
Burlington	New Hanover Township	704802	\$12,130	Yes	1.1%	No
Burlington	Chesterfield Township	981802	\$3,338	Yes	0.0%	No
Burlington	New Hanover Township	982111	\$16,110	Yes	5.3%	No
Camden	Camden City	600200	\$14,775	Yes	22.9%	Yes
Camden	Camden City	600400	\$10,338	Yes	32.8%	Yes
Camden	Camden City	600700	\$15,491	Yes	6.2%	No
Camden	Camden City	600800	\$9,559	Yes	36.4%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Camden	Camden City	600900	\$9,332	Yes	28.1%	Yes
Camden	Camden City	601000	\$16,554	Yes	15.9%	Yes
Camden	Camden City	601101	\$14,899	Yes	20.4%	Yes
Camden	Camden City	601102	\$16,004	Yes	27.5%	Yes
Camden	Camden City	601200	\$14,701	Yes	17.2%	Yes
Camden	Camden City	601300	\$11,504	Yes	29.5%	Yes
Camden	Camden City	601400	\$13,628	Yes	19.9%	Yes
Camden	Camden City	601500	\$14,561	Yes	26.1%	Yes
Camden	Camden City	601600	\$12,176	Yes	20.7%	Yes
Camden	Camden City	601700	\$9,373	Yes	28.0%	Yes
Camden	Camden City	601800	\$11,908	Yes	31.9%	Yes
Camden	Camden City	601900	\$9,640	Yes	40.0%	Yes
Camden	Camden City	602000	\$13,244	Yes	20.6%	Yes
Camden	Pennsauken Township	602503	\$23,831	No	10.3%	Yes
Camden	Pennsauken Township	602602	\$27,174	No	11.5%	Yes
Camden	Pennsauken Township	602902	\$27,146	No	11.6%	Yes
Camden	Pennsauken Township	603002	\$20,235	Yes	15.1%	Yes
Camden	Merchantville Borough	603100	\$36,102	No	14.6%	Yes
Camden	Cherry Hill Township	603200	\$32,059	No	12.2%	Yes
Camden	Cherry Hill Township	603303	\$28,629	No	19.1%	Yes
Camden	Cherry Hill Township	603505	\$34,235	No	11.4%	Yes
Camden	Cherry Hill Township	603700	\$31,248	No	12.4%	Yes
Camden	Haddon Township	603902	\$36,713	No	12.1%	Yes
Camden	Woodlynne Borough	604100	\$14,235	Yes	17.3%	Yes
Camden	Oaklyn Borough	604600	\$34,169	No	11.0%	Yes
Camden	Oaklyn Borough	604700	\$32,293	No	11.0%	Yes
Camden	Gloucester City	605100	\$28,200	No	12.1%	Yes
Camden	Gloucester City	605200	\$27,635	No	11.0%	Yes
Camden	Brooklawn Borough	605300	\$25,118	No	18.0%	Yes
Camden	Mount Ephraim Borough	605400	\$31,359	No	14.4%	Yes
Camden	Audubon Borough	605602	\$36,810	No	11.5%	Yes
Camden	Audubon Borough	605700	\$35,502	No	11.5%	Yes
Camden	Lawnside Borough	606500	\$25,289	No	14.7%	Yes
Camden	Bellmawr Borough	606800	\$27,277	No	10.8%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Camden	Bellmawr Borough	607000	\$24,549	No	15.2%	Yes
Camden	Runnemede Borough	607100	\$28,201	No	10.3%	Yes
Camden	Somerdale Borough	607401	\$24,094	No	11.7%	Yes
Camden	Somerdale Borough	607402	\$27,285	No	12.9%	Yes
Camden	Lindenwold Borough	607701	\$19,964	Yes	13.3%	Yes
Camden	Lindenwold Borough	607702	\$23,211	No	11.8%	Yes
Camden	Lindenwold Borough	607801	\$24,320	No	13.5%	Yes
Camden	Lindenwold Borough	607802	\$27,190	No	17.0%	Yes
Camden	Stratford Borough	608001	\$27,219	No	13.9%	Yes
Camden	Gloucester Township	608209	\$32,473	No	12.5%	Yes
Camden	Gloucester Township	608211	\$32,990	No	16.9%	Yes
Camden	Gloucester Township	608404	\$32,281	No	11.0%	Yes
Camden	Pine Hill Borough	608503	\$25,306	No	11.3%	Yes
Camden	Pine Hill Borough	608504	\$24,927	No	10.8%	Yes
Camden	Clementon Borough	608600	\$25,163	No	11.3%	Yes
Camden	Berlin Township	608800	\$28,319	No	13.0%	Yes
Camden	Waterford Township	608903	\$34,073	No	13.9%	Yes
Camden	Waterford Township	608904	\$31,238	No	11.7%	Yes
Camden	Chesilhurst Borough	609000	\$24,797	No	19.4%	Yes
Camden	Winslow Township	609103	\$26,412	No	12.9%	Yes
Camden	Winslow Township	609201	\$27,232	No	16.1%	Yes
Camden	Winslow Township	609202	\$23,414	No	15.7%	Yes
Camden	Winslow Township	609203	\$34,314	No	12.0%	Yes
Camden	Winslow Township	609204	\$24,161	No	11.0%	Yes
Camden	Camden City	610300	\$18,434	Yes	11.1%	Yes
Camden	Camden City	610400	\$7,516	Yes	26.8%	Yes
Camden	Pennsauken Township	610500	\$20,114	Yes	12.4%	Yes
Camden	Pennsauken Township	610600	\$27,911	No	18.9%	Yes
Camden	Pennsauken Township	610800	\$31,701	No	14.0%	Yes
Camden	Gloucester Township	611300	\$24,467	No	14.1%	Yes
Camden	Pine Valley Borough	611400	\$28,179	No	13.5%	Yes
Camden	Winslow Township	611500	\$30,203	No	10.4%	Yes
Gloucester	Westville Borough	500100	\$26,663	No	15.3%	Yes
Gloucester	West Deptford Township	500201	\$26,180	No	20.1%	Yes
Gloucester	West Deptford Township	500202	\$29,819	No	16.0%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Gloucester	West Deptford Township	500205	\$32,694	No	11.9%	Yes
Gloucester	National Park Borough	500300	\$24,820	No	14.6%	Yes
Gloucester	Paulsboro Borough	500400	\$20,255	Yes	17.9%	Yes
Gloucester	Woodbury City	501002	\$23,944	No	11.7%	Yes
Gloucester	Woodbury City	501003	\$29,446	No	12.9%	Yes
Gloucester	Deptford Township	501101	\$24,731	No	14.3%	Yes
Gloucester	Deptford Township	501102	\$37,034	No	11.0%	Yes
Gloucester	Deptford Township	501106	\$31,649	No	13.2%	Yes
Gloucester	Deptford Township	501107	\$28,553	No	14.8%	Yes
Gloucester	Washington Township	501203	\$29,904	No	14.1%	Yes
Gloucester	Washington Township	501208	\$39,879	No	12.7%	Yes
Gloucester	Washington Township	501209	\$32,269	No	12.5%	Yes
Gloucester	Washington Township	501210	\$31,128	No	12.0%	Yes
Gloucester	Washington Township	501212	\$31,535	No	10.6%	Yes
Gloucester	Washington Township	501213	\$37,816	No	10.6%	Yes
Gloucester	Pitman Borough	501302	\$26,812	No	10.6%	Yes
Gloucester	Glassboro Borough	501402	\$15,181	Yes	11.4%	Yes
Gloucester	Glassboro Borough	501404	\$8,187	Yes	8.0%	No
Gloucester	Glassboro Borough	501406	\$25,778	No	11.3%	Yes
Gloucester	Monroe Township	501605	\$28,287	No	14.5%	Yes
Gloucester	Monroe Township	501606	\$30,295	No	11.1%	Yes
Gloucester	Franklin Township	501702	\$30,436	No	17.7%	Yes
Gloucester	Franklin Township	501703	\$28,813	No	10.4%	Yes
Gloucester	Franklin Township	501704	\$31,037	No	10.4%	Yes
Gloucester	Elk Township	501900	\$28,803	No	17.2%	Yes
Mercer	Trenton City	000100	\$16,283	Yes	14.7%	Yes
Mercer	Trenton City	000200	\$17,473	Yes	17.6%	Yes
Mercer	Trenton City	000300	\$18,555	Yes	15.1%	Yes
Mercer	Trenton City	000400	\$15,143	Yes	11.5%	Yes
Mercer	Trenton City	000500	\$18,606	Yes	18.0%	Yes
Mercer	Trenton City	000600	\$19,583	Yes	20.5%	Yes
Mercer	Trenton City	000700	\$19,914	Yes	17.9%	Yes
Mercer	Trenton City	000800	\$20,307	Yes	25.3%	Yes
Mercer	Trenton City	000900	\$19,077	Yes	21.4%	Yes

County	Municipality	Census Tract	Per Capita Income	Eligible based on income?	Unemployment rate	Eligible based on unemployment?
Mercer	Trenton City	001000	\$15,015	Yes	14.0%	Yes
Mercer	Trenton City	001101	\$20,564	Yes	24.2%	Yes
Mercer	Trenton City	001102	\$14,038	Yes	26.1%	Yes
Mercer	Trenton City	001200	\$27,541	No	10.9%	Yes
Mercer	Trenton City	001300	\$26,431	No	16.1%	Yes
Mercer	Trenton City	001401	\$14,497	Yes	26.9%	Yes
Mercer	Trenton City	001402	\$16,703	Yes	20.1%	Yes
Mercer	Trenton City	001500	\$20,286	Yes	11.7%	Yes
Mercer	Trenton City	001600	\$15,117	Yes	18.4%	Yes
Mercer	Trenton City	001700	\$17,876	Yes	26.6%	Yes
Mercer	Trenton City	001800	\$16,960	Yes	14.6%	Yes
Mercer	Trenton City	001900	\$12,569	Yes	6.4%	No
Mercer	Trenton City	002000	\$11,844	Yes	29.4%	Yes
Mercer	Trenton City	002100	\$15,920	Yes	14.4%	Yes
Mercer	Trenton City	002200	\$17,648	Yes	16.8%	Yes
Mercer	Hamilton Township	002500	\$28,379	No	11.5%	Yes
Mercer	Hamilton Township	002601	\$24,763	No	15.3%	Yes
Mercer	Hamilton Township	002701	\$29,636	No	12.8%	Yes
Mercer	Hamilton Township	002702	\$31,727	No	13.6%	Yes
Mercer	Hamilton Township	002800	\$20,203	Yes	12.4%	Yes
Mercer	Hamilton Township	003008	\$36,664	No	10.5%	Yes
Mercer	Lawrence Township	003100	\$26,502	No	12.2%	Yes
Mercer	Lawrence Township	003201	\$28,719	No	10.7%	Yes
Mercer	Ewing Township	003400	\$25,969	No	15.5%	Yes
Mercer	Ewing Township	003500	\$29,654	No	10.8%	Yes
Mercer	Ewing Township	003602	\$31,908	No	12.9%	Yes
Mercer	Ewing Township	003703	\$21,521	Yes	10.6%	Yes
Mercer	Princeton	004501	\$24,542	No	11.2%	Yes

Source: U.S. Census Bureau, American Community Survey 2008-2012 Five-Year Estimates. Based on ACS estimates, the average per capita income over the five-year period was \$27,915 (resulting in a threshold of \$22,332), and the average unemployment rate was 9.3 percent (resulting in a threshold of 10.3 percent).



Appendix F

Appendix F: Connections 2040 Centers

Pennsylvania

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

New Jersey

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

Source: *Connections 2040*, Delaware Valley Regional Planning Commission, July 2013.

***Note:** "Center City/University City/Camden Central Business District" is the region's primary metropolitan center.



Appendix G

Appendix G: Regional Economic Cluster Characterizations

Cluster	Jobs, 2000	Jobs, 2010	Change In Jobs, 2000-2010	Location Quotient 2000	Location Quotient 2010	Change in Location Quotient, 2000-2010
Concentrated and Growing						
Information Technology/Analytical Instruments	26,447	21,788	-18%	0.83	1.04	25.2%
Aerospace Vehicles and Defense	13,276	11,213	-16%	1.03	1.03	0.3%
Biopharmaceuticals	9,794	9,940	2%	2.07	2.09	1.0%
Paper and Packaging	11,519	7,573	-34%	1.02	1.03	0.9%
Downstream Chemical Products	6,540	5,770	-12%	0.95	1.19	24.8%
Concentrated but Stable or Declining						
Education and Knowledge Creation	94,813	133,030	40%	2.29	2.28	-0.4%
Business Services	128,189	122,771	-4%	1.33	1.11	-16.2%
Distribution and Electronic Commerce	56,086	68,491	22%	1.15	1.15	-0.5%
Financial Services	76,688	67,409	-12%	1.74	1.66	-4.5%
Media, Publishing, and Design Services	29,223	20,681	-29%	1.69	1.34	-20.8%
Printing Services	11,957	6,337	-47%	1.50	1.18	-20.9%
Not Concentrated but Growing						
Transportation and Logistics	13,864	16,624	20%	0.70	0.95	34.9%
Plastics	16,465	11,727	-29%	0.76	0.81	6.1%
Metalworking Technology	10,909	7,509	-31%	0.79	0.82	4.3%
Automotive	11,338	6,778	-40%	0.40	0.45	13.2%
Performing Arts	4,472	6,133	37%	0.86	0.97	13.9%
Furniture	7,246	5,273	-27%	0.51	0.72	40.3%
Downstream Metal Products	5,900	4,688	-21%	0.52	0.58	10.2%
Recreational and Small Electric Goods	5,249	3,187	-39%	0.83	0.89	7.4%
Wood Products	2,500	2,231	-11%	0.24	0.35	45.5%
Vulcanized and Fired Materials	2,984	2,023	-32%	0.40	0.49	24.5%
Household Textiles and Leather Products	3,230	1,801	-44%	0.49	0.74	51.2%
Textile Manufacturing	2,702	1,177	-56%	0.34	0.40	17.1%

Cluster	Jobs, 2000	Jobs, 2010	Change In Jobs, 2000-2010	Location Quotient 2000	Location Quotient 2010	Change in Location Quotient, 2000-2010
Agricultural Services	349	527	51%	0.29	0.40	35.5%
Jewelry and Precious Metals	445	373	-16%	0.37	0.70	88.6%
Footwear	110	110	0%	0.12	0.35	190.8%
Not Concentrated and Stable or Declining						
Hospitality and Tourism	38,657	33,014	-15%	0.68	0.61	-10.8%
Food Processing and Manufacturing	22,119	20,628	-7%	0.85	0.81	-4.8%
Construction Products and Services	17,177	16,308	-5%	0.83	0.83	-0.4%
Production Technology and Heavy Machinery	16,722	10,743	-36%	0.69	0.63	-8.5%
Communications Equipment and Services	11,814	5,713	-52%	1.00	0.61	-38.8%
Medical Devices	5,439	4,690	-14%	1.00	0.89	-11.6%
Lighting and Electrical Equipment	7,026	3,730	-47%	0.81	0.75	-7.8%
Oil and Gas Production	3,545	3,565	0.6%	0.48	0.35	-27.9%
Upstream Metal Manufacturing	9,767	3,479	-64%	0.83	0.49	-40.7%
Video Production and Distribution	3,168	3,141	-0.9%	0.95	0.88	-8.0%
Energy Generation and Distribution	7,215	3,032	-58%	1.72	0.78	-54.6%
Upstream Chemical Products	2,808	1,866	-34%	0.65	0.56	-12.8%
Apparel	8,659	1,777	-80%	0.97	0.82	-16.0%
Trailers, Mobile Homes	490	200	-59%	0.12	0.10	-16.7%
Fishing and Fishing Products	180	110	-39%	0.17	0.14	-17.7%

Notes: “Concentrated” clusters are those with a location quotient at or above 1.0, which indicates that the cluster is more prevalent in the Greater Philadelphia region than in the nation as a whole. A characterization as growing or “stable or declining” is based on the change in jobs between 2000 and 2010. The analysis included only traded industries, defined as those that typically export goods and/or services outside the region. This analysis does not include either the *tobacco* or the *music and sound recording* clusters, each of which had less than 1,000 jobs and made up less than 0.03 percent of the region’s total jobs in 2010.

Source: County Business Patterns, 2010.



Appendix H

Appendix H: Major Regional Transportation Projects in the Connections 2040 Plan for Greater Philadelphia

Major Regional Roadway System Expansion Projects

Facility	Project Scope	County	Timing	Funded Cost (millions in year-of-expenditure dollars)	Unfunded Cost (millions in 2013 dollars)
County Line Road	Widen and reconstruct from PA 309 to PA 611.	Bucks	2014-2018	\$ 34.1	----
I-95 at PA Turnpike	New partial interchange at I-276 (PA Turnpike); widen PA Turnpike from US 1 to New Jersey; widen I-95 from PA 413 to PA Turnpike.	Bucks	2014-2024	\$ 166.8	----
US 1	Reconstruct from I-276 (PA Turnpike) to NJ State Line; widen from PA Turnpike to PA 413; interchange improvements.	Bucks	2014-2024	\$ 303.5	----
I-95 Bucks County Hard Shoulder Running	Southbound from Street Road (Exit 37) to Cornwell Heights SEPTA station.	Bucks	Unfunded	----	\$ 1.6
PA 309 Connector Road (Phase 2)	Construct new road between Allentown Road and County Line Road; Interchange improvements at PA 309.	Bucks, Montgomery	2019-2030	\$ 79.6	----
French Creek Parkway	Construct new road between PA 23 and PA 29.	Chester	2025-2040	\$ 67.0	----
PA 100	Widen from Shoen Road to Gordon Road.	Chester	2014-2018	\$ 10.6	----
US 202 (Section 300)	Widen and reconstruct from PA 252 to US 30.	Chester	2014-2018	\$ 77.8	----
US 30/Coatesville-Downingtown Bypass	Reconstruct from Reeseville Road to PA 10; complete interchange at Airport Road.	Chester	2019-2030	\$ 338.1	----
	Reconstruct from Exton Bypass to Reeseville Road; complete interchange at PA 113; potential addition of through lanes and capacity enhancements between PA 113 and PA 340 (as determined by traffic analysis).		2025-2040	\$ 539.2	----

Facility	Project Scope	County	Timing	Funded Cost (millions in year- of-expenditure dollars)	Unfunded Cost (millions in 2013 dollars)
US 202 (Section 100)	Widen from West Chester to Delaware State Line; Grade-separated interchange at US 1.	Chester, Delaware	Unfunded	----	\$ 300.0
US 322	Widen and reconstruct from US 1 to I-95.	Delaware	2014-2024	\$ 262.2	----
I-476 Hard Shoulder Running	From PA 3 to I-95.	Delaware	2025-2040	\$ 34.1	----
I-95/US 322/Highland Avenue Interchange	Realign I-95 and add new movements at interchange to 322, Bethel Road, and Highland Avenue.	Delaware	2025-2040	\$ 147.2	----
I-95 Delaware County Hard Shoulder Running	Southbound from I-476 to US 322 (Exit 7 to Exit 4), and northbound Delaware State Line to US 322 West (Exit 3).	Delaware	Unfunded	----	\$ 6.5
Lafayette Street	Roadway extension from Barbadoes St. to Diamond Avenue.	Montgomery	2014-2024	\$ 61.0	----
US 202 (Section 600)	Widen and reconstruct from Johnson Highway to PA 309.	Montgomery	2014-2024	\$ 216.3	----
US 422 at PA 363 Interchange (River Crossing)	Add full movements.	Montgomery	2014-2018	\$ 12.6	----
US 422 Bridge at PA 23 Interchange (River Crossing)	Bridge replacement and widening over Schuylkill River; existing bridge is five lanes, new bridge will have six lanes; intersection/interchange improvements.	Montgomery	2014-2024	\$ 145.8	----
US 422 Mainline Widening (River Crossing)	Widen from four to six lanes from US 202 to PA 363.	Chester, Montgomery	2025-2040	\$ 67.7	----
I-276 at Lafayette Street/Ridge Avenue	New interchange.	Montgomery	2025-2040	\$ 37.1	----
I-276/I-76 Valley Forge Interchange	Interchange modifications.	Montgomery	Unfunded	----	\$ 20.0
I-276 at Virginia Drive	Add full movements.	Montgomery	Unfunded	----	\$ 40.0

Facility	Project Scope	County	Timing	Funded Cost (millions in year- of-expenditure dollars)	Unfunded Cost (millions in 2013 dollars)
I-276 at Henderson Road	New interchange.	Montgomery	Unfunded	----	\$ 40.0
US 202 Dannehower Bridge and Lafayette Street	New interchange.	Montgomery	Unfunded	----	\$ 53.7
I-276 at PA 309 Fort Washington Interchange	Interchange modification.	Montgomery	Unfunded	----	\$ 20.0
US 422 Hard Shoulder Running	From PA 363 to PA 29.	Montgomery	Unfunded	----	\$ 6.8
I-276 at PA 63 (Welsh Road)	New interchange.	Montgomery	Unfunded	----	\$ 40.0
North Delaware Avenue	Extend road from Lewis Street to Bridge Street.	Philadelphia	2014-2018	\$ 17.5	----
Adams Avenue Connector	Extend road to new ramps at I-95 and Aramingo Avenue.	Philadelphia	2019-2024	\$ 23.6	----
I-95 Philadelphia Hard Shoulder Running	Southbound From Woodhaven Road to Cottman/Princeton Avenue (Exit 35 to Exit 30); Northbound from I-76 to I-676 (Exit 19 to Exit 22); and I-76 to Broad Street (Exit 19 to Exit 17).	Philadelphia	Unfunded	----	\$ 10.8
I-76 Hard Shoulder Running	I-676 to Girard Avenue.	Philadelphia	Unfunded	----	\$ 0.6
I-295 at NJ 38	Add missing movements to interchange at NJ 38.	Burlington	Unfunded	----	\$ 126.5
I-295 (Direct Connect)	Direct connection of I-295 through interchange at I-76/NJ 42.	Camden	2014-2023	\$ 543.8	----
I-295 at I-76/NJ 42	Add missing movements to interchange at I-76/NJ 42.	Camden, Gloucester	2014-2023	\$ 133.9	----
US 322	Widen from US 130 to NJ Turnpike.	Gloucester	2024-2040	\$ 91.7	----

Facility	Project Scope	County	Timing	Funded Cost (millions in year- of-expenditure dollars)	Unfunded Cost (millions in 2013 dollars)
US 1 - Penns Neck Area	New connector road, interchanges and widening in vicinity of Penns Neck.	Mercer	Unfunded	----	\$ 177.4
Vaughn Drive Connector	Extend Vaughn Drive to Princeton Hightstown Road (CR 571).	Mercer	2024-2040	\$ 57.8	----
Minor System Expansion – Pennsylvania	New roads, roadway extensions, and widening on minor arterial and collector roads.	Pennsylvania Subregion	2014-2040	\$ 242.1	----
Minor System Expansion – New Jersey	New roads, roadway extensions, and widening on minor arterial and collector roads.	Mercer	2024-2040	\$ 44.4	----

Major Regional Bicycle/Pedestrian/Other Projects

Facility	Project Scope	Timing	Funded Cost (millions in year- of-expenditure dollars)	Unfunded Cost (millions in 2013 dollars)
The Circuit in Pennsylvania	Complete 300 multiuse trail miles.	2014-2040	\$ 161.9	\$ 27.6
The Circuit in New Jersey	Complete 145 multiuse trail miles.	2014-2040	\$ 99.7	\$ 22.2
Penns Landing Access and Community Improvement	Multimodal trail and bridge structure over I-95 and Columbus Boulevard.	Unfunded	----	\$250.0

Major Regional Transit System Expansion Projects

Facility	Project Scope	Location	Timing	Funded Cost (millions in year-of- expenditure dollars)	Unfunded Cost (millions in 2013 dollars)
Lansdale Line	Extension to Penridge, Pennsylvania.	Bucks, Montgomery	Unfunded	----	\$ 182.0
Thorndale Line	Extension to Atglen, Pennsylvania.	Chester	Unfunded	----	\$ 55.0
Norristown Line	Extension to Pottstown, Pennsylvania.	Chester, Montgomery	Unfunded	----	\$ 500.0
Elwyn Line	Extension to Wawa, Pennsylvania.	Delaware	2019-2024	\$ 105.9	----
Norristown High Speed Line*	Rail line extension from Hughes Park to King of Prussia.	Montgomery	2025-2040	\$ 488.3	----
Airport Line/Route 36	New Airport Line Station at Eastwick and Route 36 extension.	Philadelphia	Unfunded	----	\$ 36.0
Delaware Ave. Line	New transit line within Philadelphia, Pennsylvania.	Philadelphia	Unfunded	----	\$ 850.0
Broad Street Line	Broad Street Line extension from AT&T Station to the Navy Yard.	Philadelphia	Unfunded	----	\$ 429.0
Roosevelt Boulevard Line	New transit line along Roosevelt Boulevard from Lower Bucks County to Frankford Transportation Center and Broad Street.	Philadelphia	Unfunded	----	\$ 200.0
Cultural Connector	New transit line along City Branch to Centennial District.	Philadelphia	Unfunded	----	\$ 258.0
South Jersey BRT	New bus rapid transit from Avandale Park and Ride and Deisea Drive to Center City Philadelphia.	Camden, Gloucester, Philadelphia	2014-2023	\$ 46.0	----
Glassboro-Camden Line	New transit line from Camden to Gloucester County.	Camden, Gloucester	Under construction, not yet operational in 2040	\$ 2,084.9	\$ 528.0
US 1 BRT	New bus rapid transit service in central New Jersey along US 1 Corridor.	Mercer	2024-2040	\$ 494.3	----

Facility	Project Scope	Location	Timing	Funded Cost (millions in year-of- expenditure dollars)	Unfunded Cost (millions in 2013 dollars)
West Trenton Line	New line from West Trenton Station to Bridgewater, NJ; relocate West Trenton Station to near Parkway Avenue transit-oriented development (TOD).	Mercer	Unfunded	-----	\$ 110.0

***Note:** SEPTA is applying for a federal New Starts grant for the Norristown High Speed Line project. 'Funded Cost' represents the state and local 50 percent match.

Source: *Connections 2040 Plan for Greater Philadelphia Amended Transportation Investments* (report 14049), Delaware Valley Regional Planning Commission, July 2014.



Appendix I

Appendix I: 2014 List of Key Regional Projects

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

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

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Repurposing a Highly Skilled BioScience Workforce to Promote the Development of New Biomedical Products	New Jersey, Pennsylvania	Regional	BioAdvance	This project will re-deploy experienced talent from large companies and support them in the creation of a variety of knowledge-based enterprises. This enhanced network of organizations will strengthen the region's research, development, and commercialization infrastructure, which in turn will help advance biomedical technologies at all stages, whether being progressed by academic institutions, small companies, or large commercial organizations. Funding would be used to support a regional, integrated research and development "ecosystem," involving training, translational technology support, infrastructure investments, program spin-outs, product "accelerators," incubator, and post-incubator facilities, "expertise on demand," and relocation incentives.	\$1 million for up to 20 Start-up Kits (over a two-year period)	Federal and state programs TBD	TBD	N/A

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

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

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Burlington County College Data Center / Mount Laurel Campus	New Jersey	Burlington County/ Mount Laurel Township	Burlington County	Burlington County College (BCC) plans to develop a data center at its Mt. Laurel Campus for the following purposes: expand its baccalaureate programs in engineering, information technology, mathematics, and similar fields that are provided through university partners; build synergies and formal relationships with engineering and information technology businesses within the region to prepare students for jobs in emergent fields, to create internships, and to serve these businesses to help them grow and create jobs within the region; and to provide shared services with county and municipal governments for utilizing the data center.	\$10 million	Public sector funding TBD	TBD	TBD
Burlington County Workforce Development Gap Analysis	New Jersey	Burlington County	Burlington County	Through this project, the county intends to conduct a gap analysis of economic growth, job training, and educational offerings, both credit and noncredit, for the Burlington County region.	\$115,000	Public sector funding TBD	2015	N/A
Bucks County Metalwork Job Training	Pennsylvania	Bucks County	Bucks County	The Bucks County Community College Center for Workforce Development's Metalwork Job Training Pilot Program, initially funded through a grant from Bucks County, provides metalwork training to pre-qualified applicants. Employer involvement is critical – participating employers have open positions to fill; vet the curriculum to ensure relevance to their business; participate on the College Advisory Board, approve the program applicants prior to their starting the training; and agree to interview and potentially hire successful program completers. The goals of the program include pre-qualifying high-potential learners to fill open positions for County metal manufacturers; placing well-trained employees in critically important industry positions; continuing to build important relationships with industry leaders; and working to strengthen the County's workforce.	\$100,000	Bucks County CDBG, others TBD	Ongoing	N/A

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

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Consortium for Building Energy Innovation (CBEI) (formerly the Energy Efficient Buildings Hub (EEBHUB))	New Jersey, Pennsylvania	Regional; based at the Philadelphia Navy Yard	BFTP/SEP, DVIRC, Pennsylvania State University, PIDC, Wharton Small Business Development Center	This project, which has been awarded \$129 million of federal funding and received a \$30 commitment for additional funding from the Commonwealth of Pennsylvania, will improve energy efficiency and operability; reduce carbon emissions of new and existing buildings; and stimulate private investment and quality job creation in Greater Philadelphia and beyond. CBEI will focus on full-spectrum retrofit of existing commercial and multi-family residential buildings. CBEI is the culmination of more than a decade of dedicated team building efforts. More than 90 organizations representing government, industry, education and workforce development, finance, labor, and philanthropic foundations have made commitments to help achieve the initiative's goals of national energy independence and regional economic development.	\$129 million	US DOE, US EDA, US DOC (NIST), US SBA, Commonwealth of Pennsylvania	Five years	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.
Outreach Program to Municipalities and School Districts on Energy Savings Performance Contracting	Pennsylvania	Regional: Bucks, Chester, Delaware, and Montgomery counties	Citizens for Pennsylvania's Future	The Outreach Program on Energy Savings Performance Contracting will develop and deliver statewide outreach, training, and technical assistance aimed at facilitating increased participation in high-quality Energy Savings Performance Contracting by municipalities and schools throughout Pennsylvania. The program will include outreach and education to municipalities and schools on energy performance contracting; educational workshops on the best practices for energy performance contracting; and one-on-one assistance to selected municipalities and school districts.	\$1 million	US EDA, local development districts (LDDs), energy service companies (ESCOs)	Two years from program start	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
World Class Greater Philadelphia	Delaware, New Jersey, Pennsylvania	Regional	Economy League of Greater Philadelphia	World Class Greater Philadelphia is a business- and civic-led initiative to develop and advance a shared agenda for regional growth and opportunity. Facilitated by the Economy League of Greater Philadelphia, the World Class initiative leverages the collective power of the region's business, nonprofit, government, labor, and community leaders for lasting regional impact in three primary areas: education and talent development, business growth, and infrastructure. Building on three years of benchmarking research and input from more than 1,000 business and civic leaders, in 2013 the Economy League released three World Class Global Positioning Strategies (GPSs) to focus and guide cross-sector collaboration for regional improvement. In 2014 the Economy League worked with partners to develop and curate an ongoing World Class Index that will serve to maintain leadership focus on the World Class agenda and establish and track key indicators to benchmark regional progress.	\$3 million	US EPA, foundations, corporations, individual donors	2011-2016	N/A
Green Stormwater Infrastructure (GSI) Partners	Pennsylvania	Regional	Sustainable Business Network of Greater Philadelphia (SBN)	SBN formed the GSI Partners in 2013 in response to Philadelphia's innovative stormwater management plan, <i>Green City, Clean Waters</i> . The long-term control plan sets goals for the next 25 years to protect and enhance urban watersheds, manage stormwater, and meet EPA Clean Water Act regulations with green stormwater infrastructure. SBN supports the plan's economic, environmental, and social goals and, via the GSI Partners, is working to help maximize its triple bottom line impact. Through networking, relationship-building, professional development, education, and advocacy, SBN is working to ensure that public and private investment catalyzed by the plan stays local; to support the Water Department in meeting and exceeding its greened acre goals; and to promote vegetated and innovative approaches.	\$600,000 over three years	US EPA, PA Department of Labor and Industry, private foundations	2013-2016 and beyond, contingent on funding	The project is designed to support improvements to Philadelphia's urban watersheds.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Roebing Industrial Park/Roebing Super Fund Site	New Jersey	Burlington County/ Florence Township	Burlington County	Florence Township and a developer plan to redevelop the Super Fund site that consists of about 200 acres into an industrial park.	\$200 million	Public and private sector funding TBD	TBD – project expected to commence in late 2014.	TBD
Saylors Pond Road Site Redevelopment	New Jersey	Burlington County/ Wrightstown Borough	Burlington County	A developer proposes to develop 42 acres of land that was part of a military base into a mixed-use development, including commercial space, a 120-room hotel with conference center and restaurant, and residential units.	\$20 million (Phase 1)	Public and private sector funding TBD	TBD – project expected to commence in late 2014.	TBD
Second and Third Street Pedestrian Improvement Project	New Jersey	Camden County/ City of Camden	Camden City	The City of Camden is in the process of completing a \$25 million streetscape improvement plan known as the Interior Gateway project. This project involves fully extending the brick pattern sidewalk improvements and pedestrian improvements already in place along Cooper and Market streets down the necessary side street connectors (Second and Third streets).	\$1.2 million	Camden Urban Enterprise Zone, NJDOT	Two years	TBD
Camden's Stormwater Management and Resource Training (SMART) Project	New Jersey	Camden County/ City of Camden	Camden City, Cooper's Ferry Partnership, NJ DEP, Rutgers University, Rowan University, New Jersey Tree Foundation	Cooper's Ferry Partnership (CFP) has continued to partner with multiple agencies and entities on the Camden Stormwater Management and Resource Training (SMART) Project. The objective of the SMART project is to develop a comprehensive network of green infrastructure programs and projects for the City of Camden to reduce pollution and better manage the city's stormwater. The initiative includes neighborhood green infrastructure projects like the distribution of rain barrels, construction of rain gardens, stormwater management policy development, and green infrastructure training programs. Future goals include community workshops, new outreach and educational materials, and plans to facilitate the development of rain gardens throughout the city.	TBD	Public and private sectors, William Penn Foundation	Ongoing	Positive impacts associated with managing storm water better

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Mt. Ephraim CHOICE Neighborhoods Transformation Plan	New Jersey	Camden County/ City of Camden	Camden City, Housing Authority of Camden (HACC)	<p>The Choice Neighborhoods Initiative is a program of US HUD to support comprehensive neighborhood revitalization by using the redevelopment of distressed publicly-assisted housing as a catalyst for neighborhood-wide transformation. In 2011, HACC was one of 17 to receive a \$300,000 Choice Neighborhoods Planning Grant planning grant. The planning process supported by this grant focused on two target sites: HACC's Clement T. Branch Village public housing site and the adjacent J. Allen Nimmo Court project-based Section 8 property, both located in the Mt. Ephraim Neighborhood. The Five-Year Plan developed under that grant identifies 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. HACC and the City of Camden await the announcement of the \$30 million CHOICE Neighborhoods implementation grant in the fall.</p>	TBD	US EDA, US HUD, others TBD	TBD	The plan includes environmental remediation of contaminated areas.
Parkside RENEW	New Jersey	Camden County/ City of Camden	Camden City, Parkside Business and Community in Partnership, Inc.	<p>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.</p>	\$10 million	TBD	TBD	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Westfield Plaza Façade Improvement Project	New Jersey	Camden County/ City of Camden	Camden City	This program will provide grants to established businesses toward the rehabilitation of their commercial and retail building frontages. The improved appearance of the block will increase shoppers' interest and patronage of the businesses and nourish new commercial development in the area.	\$500,000	Camden Urban Enterprise Zone, ERB for Camden	Two years	TBD
Cramer Hill Retail Center	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	The approximately seven-acre parcel at the corner of River Road and State Street in the proposed Cramer Hill Redevelopment Area will be developed as a 60,000-square-foot, top-of-the-line grocery store. This will be the first supermarket to be developed in the City of Camden in several decades.	\$1.5 million	NJEDA, ERB for Camden, NJHDSRF, US EPA, private sector	Five years	TBD
Gateway Office Park Transit Village	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	The Gateway Office Park occupies approximately 40 acres adjacent to the Admiral Wilson Boulevard entrance to Camden. The Office Park is anchored by the World Headquarters of the Campbell Soup Company, which is currently investing \$130 million to expand their facilities. Also under construction are \$30 million in highway and infrastructure improvements. Plans call for the development of up to an additional 500,000 square feet of office and research space.	\$175 million	US EDA, US EPA, FHWA, NJEIT, NJEDA, NJDOT, NJHDSRF, ERB for Camden, NJ Urban Transit Hub Tax Credit, US DOE, private sector	Eight years	TBD
Harrison Avenue Solar Panel Field	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	In coordination with the New Jersey Energy Plan, the CRA, NJDEP, and USDOE have partnered to determine the feasibility of a solar panel field on a 14- to 20-acre site on Harrison Avenue. According to a study commissioned by USDOE, a solar panel field is viable at the site, but further remediation is required. The current plan is for the CRA to seek funding for remediation; designate a redeveloper; and lease the site for 20 years.	TBD	CRA, US DOE, US EDA, NJDEP	Four years	Positive impacts due to site remediation and the production of solar energy.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Lanning Square Redevelopment	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA)	This neighborhood redevelopment is a major undertaking in furtherance of the vision and strategy of the Lanning Square residents and the partners for the city's "eds and meds" strategic plan. The Request for Proposals (RFP) issued in August of 2014 calls for the creation and rehabilitation of attractive, mixed-income housing and the introduction of new commercial and cultural sites.	TBD	TBD	Four years	TBD
North Camden Waterfront Mixed-Use Development Plan and Implementation	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA), Delaware River Port Authority (DRPA)	The North Camden Waterfront covers an area of about 120 acres along the Delaware and Cooper rivers. The majority of the land is now vacant and the State of New Jersey has demolished the Riverfront Prison, freeing up an additional 15 acres for development. Redevelopment proposals call for the construction of mid- and high-rise retail, office, and residential buildings as well as a linear riverfront park.	\$200 million	NJEDA, US EPA, NJ HDSRF, NJEDA, NJEIT, US EPA, NJ HDSRF, private sector	20 years	TBD
Roosevelt Plaza Park and Transit Hub	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA), Delaware River Port Authority (DRPA)	This major civic project involves the creation of a new plaza and transit hub in front of City Hall. An obsolete office building/ parking garage adjacent to City Hall has been demolished, and Roosevelt Park Plaza, a new civic plaza open space, has been constructed. The plan also calls for new public art, the creation of a 250-space underground parking garage; the expansion and creation of a new entrance to the PATCO City Hall Station; and the creation of a pad site for the future development of a 50,000 square-foot office and retail building.	\$50 million	NJ Urban Transit Hub Tax Credit, NJ Dept. of Treasury, ERB for Camden, NJ Green Acres Program, DRPA, USDOT, Camden County Open Space Trust Fund, foundations, the private sector	Five years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Shop Rite Supermarket and Plaza	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency (CRA), Camden Renaissance Association, LLC	Phase I of this project, located at the eastern gateway to the City and across the Admiral Wilson Boulevard, will utilize approximately 22 acres and be anchored by a state of the art, full-size, full-service ShopRite that will bring approximately 75,000 to 80,000 square feet of high quality groceries and fresh food to the City's residents. The supermarket will be complemented by an additional 75,000 to 80,000 square feet of retail uses, anticipated to include a full-service bank, several restaurants and other goods and services that will benefit the public. The Admiral Wilson Redevelopment Plan was adopted by City Council to accommodate this development. After over 40 years, Camden City will have a new major supermarket, the largest of its kind to date in South Jersey. Approximately 400 full and part time workers will be employed at the location, with preference given to City residents.	\$140 million	US EDA, NJEDA, others TBD		Build out of the site will help mitigate flooding that occurs in the Admiral Wilson corridor.
7th Street Gateway Streetscape Enhancement Project	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	The goal of the project is to transform this intersection, improving North Camden's public image and attractiveness to investment, calming traffic, and increasing public safety. The project will narrow the road, widen the planting median, and add bicycle lanes, as well as streetscape enhancements, improving mobility for pedestrians, cyclists, and people in wheel chairs. CFP has preliminarily secured grant funds from NJDOT to fund pedestrian and streetscape improvements for this gateway entrance in North Camden. This was a top priority in the North Camden Neighborhood Plan.	\$3 million	NJDOT	Five years or more	TBD
Cooper Street Signalization Upgrade Plan	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	This is a streetscape and signal upgrade improvement project to Cooper Street in the downtown's educational corridor.	\$1 million	TBD	Five years or more	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Cramer Hill Waterfront Roads Program	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	The goal of this project is to improve the street grid that connects the core neighborhood to its waterways and make the necessary upgrades to the adjacent roadways to accommodate the new Salvation Army regional community center. The project will create a continuous waterfront parkway to accompany new and future development along the back channel of the Delaware River.	\$4 million	TBD	Five years or more	TBD
Delaware Waterfront Trail Loop	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership, Pennsylvania Environmental Council (PEC)	When complete, the Delaware Waterfront Trail Loop will provide access to the Delaware waterfronts in Philadelphia and Camden, becoming the signature trail experience of the region. An initial study will identify critical interventions that are needed to better connect the trail trunk lines and gauge the feasibility of the proposed connections. The study, focused on the discrete areas connecting both sides of the Ben Franklin Bridge, will provide crucial plans for addressing critical gaps, spur faster implementation of trail master plans on both sides of the river, and make a seamless experience of the loop a reality.	TBD	TBD	TBD	TBD
Haddon Avenue Improvements and Haddon Avenue Transit Village	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	Public infrastructure improvements along Haddon Avenue are critical to set the stage for the private sector development of a transit village, including a grocery store, office space (leased by Lourdes), structured parking, workforce housing, and additional retail.	\$6 million	City of Camden, Camden County, NJEDA, US EDA, private sector	Five years or more	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
The Von Neida Park Stormwater Management & Park Improvement	New Jersey	Camden County/ City of Camden	Cooper's Ferry Partnership	Project goals are to mitigate combined sewer overflows, wastewater discharge, and flooding in the Cramer Hill neighborhood. Project includes the separation of the stormwater and sewer systems in new retention basins, and park improvements. The day lighting of a section of the former Baldwin's Run tributary to the backchannel of the Delaware River and the creation of a waterfront trail are additional goals. Construction is expected to be completed in early 2015.	\$2.5 million	TBD	> Five years	TBD
Holtec International	New Jersey	Camden County/ City of Camden	Delaware River Port Authority (DRPA)	This development is likely to have the largest influx of newly hired employees to the city, including 400 new hires at its opening and up to an additional 1,000 jobs when complete. To date, the NJEDA has approved \$260 million to assist in building a plant that will manufacture nuclear-powered equipment and containers.	Final costs TBD	US EDA, NJEDA, private sources	Four years	TBD
The Roy and Joan Kroc Corps Community Center	New Jersey	Camden County/ City of Camden	Salvation Army	At completion, the Kroc Center will be a 120,000-square-foot facility situated on a 24-acre parcel of the 85-acre former landfill in Camden's Cramer Hill section. True to the Salvation Army's approach of "ministering to the whole person," the Kroc Center will house an array of programs designed to address the economic, educational, health, recreational, and spiritual needs of the communities it will serve. The community center is expected to open in October 2014. The remaining acreage of the former landfill will be developed as a solar panel field to support the Kroc Center and as a wetland conservation area.	\$90 million	Kroc Foundation, NJDEP, CRA	Building opens October 2014; completion of solar panel field and wetlands conservation area anticipated by 2017.	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Camden's Educational and Medical Cluster	New Jersey	Camden County/ City of Camden	Camden County Improvement Authority (CCIA)	The educational and medical cluster is critical to revitalizing the downtown area of Camden and is an integral element in Camden County's strategic plan to strengthen its higher education and health care research and delivery system. Rutgers University, Rowan University, Camden County College, Cooper University Hospital, and the Coriell Institute continue to expand their facilities and invest in this area of downtown Camden, and a new stem cell research facility is proposed to be added within the next few years. The county will continue to support the investment in this area by supporting new infrastructure and offering bond financing for capital development projects.	\$250 million	NJEDA, state hospital funding, DRPA, Rowan University	Five years or more	TBD
Delaware River Waterfront Development Plan	New Jersey	Camden County/ City of Camden, Pennsauken Township, Gloucester City	Camden County Improvement Authority (CCIA)	The county plans to undertake a waterfront planning process that will evaluate current local and regional plans that will serve as the basis for a new unified community and economic development master plan for the Delaware River Waterfront. This master plan will include recreational and public access areas, residential, commercial, entertainment, port, and industrial uses. Following the adoption of the new waterfront plan, the county will work with local municipalities and private developers to implement individual waterfront projects.	TBD	TBD	TBD	TBD
Black Horse Pike (Route 168) Redevelopment Efforts	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority (CCIA)	The county will continue to focus redevelopment activities along the Black Horse Pike Corridor, concentrating on transforming older retail shopping centers into mixed-use redevelopment projects, while continuing to maintain and improve infrastructure and stormwater facilities.	TBD	TBD	Ongoing	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Cooper River Vision Plan	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority (CCIA)	The goal of this project is to make upgrades for the use and beautification of the Cooper River Park System and provide patrons with a better park experience. This is a multiphase project that started in 2012.	\$23 million	Camden County, DRPA	Ongoing	TBD
White Horse Pike (Route 30) Redevelopment Efforts	New Jersey	Camden County/ multiple municipalities	Camden County Improvement Authority (CCIA)	The county intends to continue to focus on redevelopment activities along the White Horse Pike Corridor, concentrating on transforming older retail shopping centers into mixed-use redevelopment projects, while continuing to maintain and improve infrastructure and stormwater facilities.	TBD	TBD	Ongoing	TBD
The College Drive Interchange Area Development	New Jersey	Camden County/ Gloucester Township	Camden County Improvement Authority (CCIA)	Over 700 acres of private and public land near the planned College Drive Interchange with the North/South Freeway (Route 42) are currently planned for development. Camden County College is currently undertaking an \$83 million campus development. Camden County owns over 500 acres of land near the proposed new interchange. While maintaining certain key county functions on the campus is important to the county's operations and local recreational groups, over 300 acres of the remaining land could be developed into job generating and/or residential development. A major commercial development is planned for the area. A proposed retail project is scheduled to break ground in Fall 2014.	TBD	TBD	TBD	TBD
Route 73 and Route 130 Redevelopment Area	New Jersey	Camden County/ Pennsauken Township	Camden County Improvement Authority (CCIA)	The county will continue to support redevelopment efforts within the key geographic area, focusing on new commercial projects and supporting the rehabilitation of the major industrial properties within the area.	TBD	TBD	Ongoing	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Stratford Borough Redevelopment Plan Implementation	New Jersey	Camden County/ Stratford Borough	Camden County Improvement Authority (CCIA)	The purpose of this project is to actively work with stakeholders and developers to realize a new design and complete build-out of the now-vacant Bradlees shopping center. Recent planning efforts have proposed a mix of commercial, office, and residential uses.	TBD	TBD	Ongoing	TBD
Delaware River Port Facilities Project	New Jersey	Gloucester County/ Pauisboro Borough	Gloucester County	This project includes the \$250 million public/private partnership to develop the 190 acre, Paulsboro Port site into a high-tech Port/Distribution/Logistics Center, as well as the development of the 290 buildable acres of the DuPont Repauno Works site into a wharf structure break-bulk port facility. Both sites, within three miles of each other, are along the Delaware River at locations accessible to large ships and rail within the I-295 corridor. In 2007 EDA approved a \$1.825 million grant for a new well and water treatment plant to serve Paulsboro Port and the South Jersey Port Corporation has approved significant agreements for funding.	TBD	US EDA, US EPA, State of New Jersey, SJPC, others TBD	Ongoing	TBD
Fossil Park at Inversand Corporation Site	New Jersey	Gloucester County/ Mantua Township	Gloucester County	Mantua Township, in partnership with Inversand Corporation, Gloucester County, and area higher education institutions, will continue to develop this site into a world-class Dinosaur Fossil Park. The site has had ongoing site excavations and findings from the Cretaceous Period (which are more than 65 million years old). Plans include land preservation and a grade K-12 STEM Education Center.	TBD	USDA, NJ Green Acres, US EDA	Ongoing	This 65-acre former quarry for green sand, used in the manufacturing of filtration systems, will be permanent preserved.

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Gloucester/ Salem Wastewater Management Initiative	New Jersey	Gloucester and Salem County municipalities	Gloucester County Board of Chosen Freeholders, Salem County Board of Chosen Freeholders	Under the latest New Jersey Watershed Management Planning Act rules, Gloucester and Salem counties are preparing Wastewater Management Plans that address the wastewater management needs of 11 Gloucester County municipalities not served by the existing GCUA regional system, plus 12 Salem County municipalities. Under the act, the counties must provide WMPs in compliance with the regulations in 2010 or the municipalities will lose their sewer service area designations and be unable to make new connections to their wastewater treatment plants. Growth in the 23 municipalities has outpaced the existing facilities and wastewater management capacity now constrains economic opportunities and adversely affects the environment. In the course of evaluating solutions for this area, the two counties investigated the feasibility of treating wastewater at Salem County's existing Dupont Chamber Works industrial wastewater treatment plant. This treatment plant is currently operating at only 23 percent capacity and has available capacity to meet municipal needs.	TBD	US EDA, USDA, state, county, and local governments	TBD	Impact will be positive, as smaller less efficient treatment plants are replaced with a single, more efficient wastewater treatment facility and development relying on on-site septic systems that negatively impact groundwater is avoided.
South Jersey Technology Park at Rowan University	New Jersey	Gloucester County/ Glassboro Borough	Gloucester County	This project at total build-out will result in over 1.5 million square feet of technology-based development in conjunction with Rowan University, Drexel University, and other leading institutions in the region. This program has just begun and US EDA's participation in technology driven development will stimulate other phases of this program, which is easily envisioned to create thousands of new jobs and billions of dollars in new investment.	TBD	TBD	Ongoing	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Capital City Partnership Streetscape Infrastructure Upgrade	New Jersey	Mercer County/ City of Trenton	City of Trenton, Edison State College	This project involves the installation of a comprehensive street infrastructure upgrade throughout the UEZ and downtown district area.	\$5 million	US EDA, UEZ, CCRC	One to three years	TBD
Former Trenton Times Building	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the conversion by a private developer of a vacant newspaper printing plant into a mixed-use facility, including light manufacturing.	\$30 million	US EDA, UEZ	One to three years	TBD
Industrial Development of Taylor Street and North Olden Avenue	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will include partial acquisition and demolition of industrial buildings located in a flood plain. Flood prone areas will be converted to open space, and industrial spaces will be redeveloped.	\$8 million	Green Acres, US EDA, FEMA	Three to four years	TBD
North Broad Street and Warren Street/ Mercer County Community College	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the expansion of the existing Mercer County Community College with new retail, commercial, and residential uses for use by both students and area residents.	\$60 million	US EDA, UEZ, NJDCA, NJHMFA, TDA, CCRC	Four to five years	TBD
Roebling Block 2 (South Clinton/Mott)	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of a vacant industrial building into residential and commercial space.	\$75 million	US EDA, EPA, Brownfield funds, NJDCA, US HUD	Four to five years	TBD
Roebling Block 3 (Hamilton/Route 129)	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of a block containing three vacant industrial structures into commercial, retail, and residential uses.	\$114.4 million	US EDA, NJEDA, NJHMFA, state tax credits, NJERC	Four to five years	TBD
Roebling Machine Shop (aka "Invention Factory")	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of an industrial warehouse into commercial space.	\$27 million	US EDA, NJDOT, Historic Trust, UEZ	Four to five years	TBD
Vista Center	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the construction of a 25-story, 750,000-square-foot office building with retail on the ground floor by a private developer (Vista Group).	\$160 million	US EDA, Brownfields, NJDOT, NJEOA	Three to four years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Route 29 Boulevard	New Jersey	Mercer County/ City of Trenton	City of Trenton, Mercer County, Capital City Redevelopment Corporation	This project will convert NJ 29 to an urban boulevard with connections to the existing urban street grid. Land from highway interchanges will become available for redevelopment. Road work is expected to be coordinated with conversion of state government surface parking to structured parking, daylighting of Assumpink Creek and park expansion, and zoning changes that increase development capacity.	\$150 million	USDOT TIGER, FHWA, NJDOT, NJ Treasury, local bonds, private investment	Eight to 15 years	TBD
Center Revitalization	New Jersey	Mercer County municipalities	Mercer County	This project will support the redevelopment of declining nonresidential areas of urban core and first generation suburbs.	TBD	FHWA, NJDEP, NJEIT, Tax Credits, local bonds	ongoing	TBD
Ewing Town Center	New Jersey	Mercer County/ Ewing Township	Mercer County	Two related planning efforts are expected to transform hundreds of acres in Ewing Township, New Jersey, into an economic nerve center for the region. The goal of the Parkway Avenue Redevelopment Plan, adopted by Ewing's Township Council in January 2013, is to transform 130 acres of Ewing's West Trenton section into a mixed-use development. The former industrial sites would become an integrated, walkable town center with access to the train station, airport, footpaths, and bike trails, and ultimately connect to another development that the county is considering. Plans call for the creation of linkages to both rail and air, including the relocation of the West Trenton train station closer to the redevelopment area. Together, these developments could create jobs, tax-paying businesses, and economic activity in Ewing's West Trenton section, a once-vibrant neighborhood seriously impacted by the departure of GM in 1998 and subsequent closure of the Naval Air Warfare Center.	TBD	TBD	TBD	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Trenton-Mercer Airport (TTN)	New Jersey	Mercer County/ Ewing Township	Mercer County	Aggressive growth of a new commercial carrier has made TTN the nation's fastest growing airport, made possible by TTN being clear of interference from New York and Philadelphia airport flight patterns. Terminal modernization may be required to accommodate increasing market demand, and development interest is growing for the use of county-owned non-aviation property. Gap funding may be required to advance specific projects.	\$60 million	FAA, NJDOT, airport fees, local bonds	Five to seven years	TBD
Princeton Junction Transit Oriented Development	New Jersey	Mercer County/ West Windsor Township	Mercer County, West Windsor Township	West Windsor has redevelopment plans for a transit oriented development around the Princeton Junction Northeast Corridor Station. In addition to significantly increasing residential and commercial density, intermodal connections will be enhanced to US 1, the Central Jersey Bus Rapid Transit (BRT) regional line, and the local train to Princeton.	TBD	NJDOT, NJT, FHWA, FTA, local bonds	Five to seven years	TBD
SRI Development	New Jersey	Mercer County/ West Windsor Township	Mercer County, West Windsor Township	The Stanford University's Stanford Research Institute (formerly RCA's Sarnoff Labs) has a general development plan that includes road improvements to better link its site with US Route 1.	TBD	Private developer, NJDOT, local bonds	Seven to 10 years	TBD
US 1 and Quakerbridge Road	New Jersey	Mercer County/ Lawrence and West Windsor Townships	Mercer County, Lawrence and West Windsor Townships	This project includes infrastructure improvements to support development at the county's most significant commercial node, which is increasingly being surrounded and integrated with residential development. Impacts from the proposed development of the 658-acre, former Cyanamid experimental farm are of special concern. The project includes the Central Jersey Bus Rapid Transit (BRT) and highway improvements recommended in the NJDOT US 1 Regional Growth Strategy.	TBD	NJDOT, NJ Transit, FHWA, FTA, local bonds	Five to seven years	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Wastewater System Preservation	New Jersey	Mercer County	Mercer County, municipalities, municipal utility authorities	This project includes the preservation and modernization of wastewater infrastructure to support planned growth and ensure efficient future operations.	TBD	Customer fees, NJDEP, NJEIT, local bonds	Ongoing	TBD
Bristol Pike Revitalization Area	Pennsylvania	Bucks County/ Bristol Township	Bucks County	This project includes public infrastructure improvements in the Bristol Pike Revitalization Area along Route 13 between Beaver Street in Bristol Borough and Green Lane in Bristol Township. Improvements will extend water and sewer lines approximately 3,500 feet to service several industrial and commercial properties along this corridor in order for the area to meet its full development potential.	\$1.22 million	PA DCED, PennDOT, Bucks County Redevelopment Authority	2013-2015	TBD
Keystone South	Pennsylvania	Bucks County/ Bristol Township	Bucks County	This project involves the acquisition, preparation, improvement, and sale or lease of parcels (totaling approximately 80 acre) for advanced manufacturing, R&D, life science, and related uses at an underutilized site, to facilitate new and expanded business investment and job creation and retention.	\$10 million	PADCED, Bucks County Industrial Development Authority, RACP	2014-2020	No known significant impacts.
Delaware Riverfront Economic Development Investments	Pennsylvania	Bucks County/ Riverfront communities	Bucks County	The 2005 Delaware Riverfront Revitalization Plan identifies a series of reinvestment and infrastructure improvement steps to revitalize an area where manufacturing businesses and jobs have disappeared. Funding is needed for transportation and revitalization projects. The area is a 25-mile stretch from the Philadelphia border to Morrisville, across from Trenton. This project includes continuing to repopulate the US Steel site by attracting new manufacturing industries and improving access to and use of the Port of Bucks County.	\$5 million	US EDA, PennDOT, Bucks County Redevelopment Authority	2018	Brownfield site remediation

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Sellersville Industrial Complex (former Ametek Property)	Pennsylvania	Bucks County/ Sellersville Borough	Bucks County	This project involves the acquisition, preparation, improvement, and sale or lease of nine parcels (totaling 44 acres) for advanced manufacturing, R&D, life science, and related uses at this former Resource Conservation and Recovery Act (RCRA) site in upper Bucks County, to facilitate new and expanded business investment and job creation and retention.	\$5 million	PADCED, Bucks County Industrial Development Authority	2013-2020	Brownfield site remediation
20 Moores Road Redevelopment	Pennsylvania	Chester County/ Whiteland Township	Chester County Economic Development Council (CCEDC)	This project involves substantial renovation and redevelopment of 20 Moores Road (aka Fethers Mill Road) adjacent to PA Routes 202 and 401. The 65-acre site presently contains over 500,000 square feet of office space in five separate buildings. Accessory structures include a power house, a training center, and a 5,725-square-foot guest house. The Pennsylvania Turnpike slip ramp is located two miles from the site. Over 320,000 square feet of space will be thoroughly renovated for Saint Gobain's new national headquarters. At completion, the project will be an \$80 million investment. The site has capacity for an additional 100,000 square feet available for tenancy.	\$10 million	US EDA, PADCED, and other public funding plus over \$7 million in private capital	Two years from start of renovation	None
101 Gordon Drive Development	Pennsylvania	Chester County/ Uwchlan Township	Chester County Economic Development Council (CCEDC)	The Lionville Corporate Center is located at 101 Gordon Drive, Exton, Pennsylvania (Uwchlan Township). This 262,900-square-foot facility on 36½ acres has additional capacity of 160,000 square feet approved. With 25,000 square feet of existing wet lab space fully equipped with fume hoods, bench work and cabinetry, 10,000 square feet of cafeteria and meeting space currently in place, and the addition of a hotel, this site could be utilized as a corporate headquarters, conference center, or educational campus.	\$5 million or more	TBD	Shovel ready; build out within six months of start of construction; new construction two years.	None

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Atwater Redevelopment Corporate Center	Pennsylvania	Chester County/ East Whiteland and Tredyffrin Townships	Chester County Economic Development Council (CCEDC)	This Trammell Crow Company site is a 388-acre former brownfields quarry at the intersection of Route 29 and the Pennsylvania Turnpike. The existing office park contains approximately 1.25 million square feet of premier office space. There is an extensive trail network throughout the development and the center piece of the property is a 200-year-old limestone quarry that is now a beautiful 70-acre lake. There are numerous restaurants, hotels, and conference centers located within close proximity of the corporate center. The 150-acre south side of Atwater Lake will be a mixed-use development, with restaurants, retail, luxury apartments, townhomes, and 350 single-family homes.	\$510 million	State (\$5 million), federal (\$15 million), private capital (\$490 million)	Eight years to completion (2009-2016)	TCC has completed clean-up of the site to PA DEP standards and provided retention controls on the lake. New construction of 45,000 sf office building to commence Sept. 2014.
Chester County Route 1 Corridor Development	Pennsylvania	Chester County/ multiple municipalities	Chester County Economic Development Council (CCEDC)	The Route 1 corridor is home to 700 acres of commercial and industrial zoned land targeted for development that could generate 7,000,000 square feet of construction and 3,400 jobs.	TBD	TBD	Individual parcels are currently available for development	To be determined on a site-by-site basis.
Chester County Airport Area Development	Pennsylvania	Chester County/ multiple municipalities	Chester County Economic Development Council (CCEDC)	Improvement of the Airport Road Interchange on the Route 30 Bypass will allow for significant economic growth in the area of the Chester County Airport.	\$37 million	TBD	Individual parcels are currently available for development	To be determined on a site-by-site basis.
Coatesville Amtrak Station Transit Oriented Development	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	This Transportation Oriented Development (TOD) project consists of planning and constructing a new train station, rehabbing the old station, streetscaping on Third Avenue, and redeveloping an eight-block area adjacent to the station with multiuse private enterprise populating the TOD zone.	\$20-25 million (new station and rehabilitation of old station)	US EDA, FTA, and other federal sources; PennDOT and other state sources; private investment	2014-2020	None

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Coatesville Route 30 Bypass Development Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	The Oliver Tyrone Pulver Corporation and two subsidiaries are developing a 20-acre former industrial brownfield (currently owned by the Coatesville Redevelopment Authority) at the intersection of Route 82 and the Route 30 Bypass. In addition to an existing 125-room full-service hotel, the project will include an 80,000-square-foot office building and lead to the creation of 300 new full-time jobs.	\$36 million	State (\$12 million), federal (\$3 million), local (\$1 million), private capital (\$20 million)	Four years from receipt of funding	None
Coatesville Downtown Redevelopment Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	DEPG LP, a development affiliate of Legend Properties, has entered into an agreement with the Coatesville Redevelopment Authority to develop 20,000 square feet of retail and 20 to 40 market-rate apartments at the intersection of Business Route 30 and Route 82 in Coatesville.	\$20 million	TBD	Three years from receipt of funding	None
Coatesville Flats Property Redevelopment	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	A 25-acre former G. O. Carlson Steel Company site in Coatesville at Route 82 and Lincoln Highway is proposed to be developed as a major mixed-use project.	TBD	TBD	Three years from receipt of funding	Site has been remediated to PA DEP standards and Brandywine Creek has been stabilized.
Coventry Business Park	Pennsylvania	Chester County/ Coventry Township	Chester County Economic Development Council (CCEDC)	This project involves the development of the 100-acre, industrially zoned Coventry Business Park. Fronting on Route 724 in East Coventry Township, with good access to Route 422, this site has the potential for over 500,000 square feet of space and over 100 new jobs. Development of this parcel will respond to the lack of economic development opportunities along Route 724 in north central Chester County.	TBD	State, local, and federal funding sources	Construction could begin as soon as local approvals are obtained.	None identified at this time.
Downingtown Amtrak Rail Yard Redevelopment Project	Pennsylvania	Chester County/ Downingtown Borough	Chester County Economic Development Council (CCEDC)	A 16-acre former Amtrak rail yard is proposed for redevelopment. The site has a 10-year KOEZ designation that extends through December 31, 2023.	TBD	TBD	Can start as soon as possible, to take full advantage of KOEZ designation.	Unknown

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Downingtown River Station Project	Pennsylvania	Chester County/ Downingtown Borough and East Caln Township	Chester County Economic Development Council (CEEDC)	This project involves the redevelopment of the former Sonoco Paper Products Company site in Downingtown Borough and East Caln Township. After remediation, the site plans call for 250,000 square feet of retail and office space, 180 townhomes, 40,000 square feet of live-work space, and 15 acres of man-made wetlands.	\$300 million	State (\$8 million), federal (\$4 million), private capital (\$288 million)	10 years to build-out (2009-2018).	Site will be remediated to PA DEP residential and commercial standards.
East Brandywine	Pennsylvania	Chester County/ East Brandywine Township	Chester County Industrial Development Authority (CCIDA)	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. This project is located within the historic village of Guthriesville, within the suburban designation of Landscapes2, the county's comprehensive plan. While outside of any urban center within the county, the location is targeted for managed growth.	\$8.35 million	State (\$1 million), private investment	9/2014-4/2015 (eight months)	Full extent TBD but may be residual contaminants in the soil due to previous agricultural use.
Kennett Business Park	Pennsylvania	Chester County/ Kennett Borough and Kennett Township	Chester County Economic Development Council (CEEDC)	Kennett Business Park, LLC, is a 19-acre industrial park built on a former commercial site combined with a landfill property. Three buildings, totaling 196,000 square feet, are proposed. The project could create between 100 and 425 new jobs, depending on site usage and tenant requirements. The builder will divide to fit needs.	TBD	PADCED, CFA, federal and local commercial funding sources	Property is shovel-ready-nine-to-12 month timeframe for each building.	Site is remediated to PADEP industrial-use standards.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Lincoln University R&D Park and Hotel/Conference Center	Pennsylvania	Chester County/Lower Oxford and Upper Oxford Townships	Chester County Economic Development Council (CEEDC)	Lincoln University, the nation's first historically black college or university, is planning to utilize approximately 49 acres on campus to create an R&D park. This will complement the current economic development strategies being implemented along the nearby Route 1 corridor. This site has a 10-year KOEZ designation that extends through December 31, 2023.	\$30-35 million	US EDA, other federal sources, Commonwealth of Pennsylvania, private investment	2012-2022	None
London Grove West	Pennsylvania	Chester County/London Grove Township	Chester County Economic Development Council (CEEDC)	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 1,60,000 square feet in total, built to lessees' specifications. The project has the potential to create between 200 and 475 jobs, depending on specific usage.	TBD	State, federal, and local commercial lending sources	Property is shovel ready and township approved. Nine to 12 months required for each building.	None
Lower Oxford Industrial Park	Pennsylvania	Chester County/Lower Oxford Township	Chester County Economic Development Council (CEEDC)	Lower Oxford Industrial Park initially will consist of a 90-acre campus serving light manufacturing and industrial tenants. The owner will build to suit. The site can accommodate approximately 375,000 to 490,000 square feet of flex space with between 350 and 1,000 new jobs created, depending on specific usage.	TBD	US EDA, other federal sources, PADCED, local commercial funding sources	One year for construction of each building after H ₂ O and sewer are installed; three to 10 year build-out.	None
New Garden Flying Field Technology Park	Pennsylvania	Chester County/New Garden Township	Chester County Economic Development Council (CEEDC)	New Garden Township is planning to develop approximately 25 acres alongside the existing Flying Field to contain seven flex buildings for light manufacturing and commercial companies to lease. The buildings, with up to 1,60,000 square feet in total, will house between 75 and 325 employees based on utilization.	TBD	Federal, state, and local funding sources	Nine-to-12 month timeframe.	None

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Phoenixville Minor League Baseball Stadium	Pennsylvania	Chester County/Borough of Phoenixville	Chester County Economic Development Council (CCEDC)	This project is a community-based effort to develop a minor league baseball stadium and entertainment venue on a 120-acre parcel of the former Phoenix Iron Works Company property in downtown Phoenixville. The stadium will seat approximately 3,800 fans and host an independent, minor league affiliate or short-season rookie league team.	\$15-20 million	US EDA, other federal sources, RACP	Three to four years from outset	Brownfields industrial site
Phoenixville Residential Redevelopment Project	Pennsylvania	Chester County/Borough of Phoenixville	Chester County Economic Development Council (CCEDC)	This project involves the remediation and redevelopment of 20 acres of the former Phoenix Steel plant into 350 low rise apartments. The \$66 million project is located proximate to the downtown business district of Phoenixville and adjacent to the recently refurbished Phoenix Steel Foundry Building. The development site was the location of the plant's blooming mill, open hearth furnaces, and boiler house. Remediation costing over \$2 million will involve capping the contamination of the property. At least 360 jobs are expected to be created during construction, and the apartment complex will employ 15 people in permanent positions at buildout.	\$40 million	US EDA, PADCED, private capital (\$35 million)	2014-2015	Low-level steel mill contamination will be remediated.
Reedville Business Park	Pennsylvania	Chester County/Lower Oxford Township	Chester County Economic Development Council (CCEDC)	Reedville Business Park, LLC, is on a 10-acre site requiring roadways, utilities, and vertical infrastructure. It can accommodate between 20,000 and 150,000 square feet of manufacturing/flex space built to suit on the commercial/light industrial campus. The project has the potential to create between 50 and 200 new jobs, depending on lessees' requirements.	TBD	PADCED, local commercial funding sources, US EDA	Nine-to-12 month timeframe after infrastructure is installed.	None

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Sadsbury Commons	Pennsylvania	Chester County/ Sadsbury Township	Chester County Economic Development Council (CEEDC)	The Sadsbury Commons development is an 80-plus acre residential, commercial, and retail project planned for the busy intersection of Routes 30 and 10 in Sadsbury Township. Lancaster General Hospital completed a two-story, 39,000-square-foot health center at Sadsbury Commons, which will provide primary and specialty care and outpatient services, as well as an urgent care center that will be open seven days a week to care for patients with medical emergencies.	\$8 million	TBD	Phase II ready for construction.	Resolved
South Coatesville Light Industrial Park	Pennsylvania	Chester County/ South Coatesville Borough	Chester County Economic Development Council (CEEDC)	Approximately 85 acres in the Borough of South Coatesville will soon be available for development as the result of a \$700,000 Chester County grant that will bring water and sewer infrastructure to the site.	\$40 million	TBD	Three years	None
Uptown Worthington Center	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CEEDC)	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.	\$520 million	State (\$20 million), federal (\$10 million), local (\$10 million), other public funding (\$25 million), private capital (\$455 million)	Ten years to build-out (2009-2018)	Site has been remediated to PA DEP standards and the creek restored. Retail anchors are in place. First residential apt. building under construction.
Valley Creek Corporate Center at Exton Park	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CEEDC)	Rubenstein Partners continues to develop this 200-acre site at the intersection of Swedesford Road and Valley Creek Boulevard in East Whiteland. At capacity, the park would total 1,750,000 square feet of Class A office space, with 265,000 square feet currently constructed. Sixty-five acres of greenfields are available for development. Approximately 725 to 775 new jobs will be created and substantial annual tax generation is anticipated.	\$10 million for infrastructure improvements (\$75+ million for overall project)	US EDA, PADCED, CFA, private capital (\$70+ million)	TBD	Wetlands habitat protection. Connection to county trail system in place.

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Washington Lane Project	Pennsylvania	Chester County / Sadsbury and Valley Townships	Chester County Economic Development Council (CEEDC)	Sadsbury and Valley townships will pursue the realignment of Washington Lane by creating an underpass between Lincoln Avenue and Lincoln Highway (Route 30). Washington Lane is currently periodically closed to allow commercial traffic access onto the Chester County Airport. To avoid these closures, the proposed repositioning of Washington Lane will connect residents from Pomeroy Heights and commercial traffic from Bellaire and Valley View Corporate Parks to Lincoln Highway, minimizing traffic congestion and enhancing driver safety.	\$3.5 million	TBD	Two years to completion	Unknown at this time
West Chester Armory Redevelopment – Uptown Entertainment	Pennsylvania	Chester County / West Chester Borough	Chester County Economic Development Council (CEEDC)	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
Historic Chester Arts and Cultural District	Pennsylvania	Delaware County / City of Chester	City of Chester, Chester Arts Alive, Pennsylvania Humanities Council, and Widener University	This project that will create a pedestrian-friendly arts and cultural district with mixed-uses and a high concentration of cultural buildings facilities and historic buildings. Cultural entrepreneurs and activities will serve as the anchor for attraction and economic vitality. This will be a catalyst for community revitalization and incentive for new or relocating businesses. This project will further link University Crossing, the DeShong Park Revitalization Area, and the Chester Central Business District, with new cultural, residential, live/work, retail, and office uses. Other potential uses include a hotel, a regional performing arts center, and arts and education offices.	TBD	Federal and state agencies, private foundations, and private investors	Three or more years	None

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Overtown Business Development Program	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Business Association, Chester Economic Development Authority (CEDA)	The goal of this project is to revitalize Chester's downtown through the National Main Street approach, including the hiring of a Downtown/Main Street Manager. This project will help to create a downtown that responds to today's consumers.	TBD	State, private foundations, private investment	Two years	None
Riverbridge Flex/Light Industrial Development	Pennsylvania	Delaware County/ City of Chester	Chester Economic Development Authority (CEDA)	The Riverbridge facility presents many opportunities for both mixed-use development and the expansion of shipping and trucking operations. The city has experienced success in attracting smaller assembly and manufacturing businesses that can capitalize on the available access to the Delaware River.	\$4 million	RACP, private sector	Two years	Some brownfield site remediation.
Streetscape Infrastructure Improvement Program in the Central Business District (CBD)	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	This is a Transportation Community System Preservation (TCSP) Project that will enhance the CBD and make the gateway to the city's commercial hub more attractive and inviting for investors and visitors. Planned improvements include street resurfacing, sidewalk replacement, ADA-compliant ramps, curb replacement, decorative curb borders, street trees, lighting, benches, trash receptacles, and miscellaneous improvements.	\$1 million	City of Chester, PennDOT	Two years	None.
University-Medical Center Corridor Development	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	The University Medical Center Corridor Project will include the completion of Phase I and additional work on Phase II of the University Crossings project and the potential expansion of University Technology Park in the Widener University/Crozer-Chester Medical Center corridor. The continued growth of these two key institutions and the initial development of the corridor have created the opportunity for expanded development in the area. The proposed project would build on the success to date and expand the high technology and retail components of the city's economy.	TBD	Federal, state, and private sources	TBD	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Waterfront Hotel	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	A new waterfront hotel in Chester City would support an increase in visitors to its new entertainment destinations (Harrah's Casino and Racetrack, and PPL Park). The proposed project includes the development of a 100- to 150-room hotel. The city has been very successful in recent years in creating a balance of economic activity along its waterfront. In particular, this corridor has seen the emergence of a new tourism and entertainment economy. A new hotel is a critical next step to support the growth and expansion of the market for these facilities. The proposed project will allow the city to capture the full value of its emerging tourism and entertainment economy; enhance the overall economy of the city and its waterfront corridor; and augment the region's ability to accommodate travelers to Philadelphia International Airport.	TBD	Federal, state, and private sources	TBD	TBD
Waterfront Marina/Docking Facility	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA)	This project includes the identification of the most feasible location, the acquisition of necessary properties, and the design and construction of a 200- to 400-slip marina on the Chester City waterfront. As a part of the project, a docking facility to accommodate tall ships, commercial dinner cruises, and water taxis will be designed and constructed. The project will also include facilities for boat maintenance and storage. The city has been very successful in recent years in creating a balance of economic activity along its waterfront. This corridor has seen the emergence of a new tourism/entertainment economy with the arrival of Harrah's Casino and Racetrack, PPL Park, and the 400,000 square-foot Wharf at Rivertown. The development of a marina and docking facility along the Chester waterfront would take advantage of the city's newly accessible waterfront and complement the region's tourism and entertainment economy.	TBD	Federal, state, and private sources	TBD	TBD

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Wellington Ridge Shopping Center	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Housing Authority	This project will create a regional commercial center at the intersection of Highland Avenue and I-95. The center, envisioned as an initiator of economic development, capitalizes upon its proximity to the I-95 interchange, as well as other development proposals. It will enhance an important "Main Street" feel of Highland Avenue and connect I-95 to the Highland Avenue Train Station, as well as to new development along Route 291.	TBD	Federal, state, local, and private financing	Three or more years	None
West End Transit-Oriented Development Project	Pennsylvania	Delaware County/ City of Chester	City of Chester, Chester Economic Development Authority (CEDA), private developer	This project would include the design and development of vacant and underutilized properties for commercial, office, and high-density residential uses. This location utilizes a commercial rail station and is envisioned as a transportation revitalization hub for the western part of the city. This project will complement the new waterfront development (consisting of the wharf and a class A office building) and PPL Park, the existing professional soccer stadium.	\$5 to 10 million	Federal, state, and private sources	Five or more years	Brownfields site remediation.
Wharf at Rivertown Master Plan Area	Pennsylvania	Delaware County/City of Chester	City of Chester, Chester Parking Authority, and Buccini Pollin Group	The area between PPL Park and the Wharf at Rivertown has been proposed for a major mixed-use project, including 400,000 square feet of office space; 42,000 square feet of retail and commercial space; at least 200 new residential units; and a garage with a minimum of 400 spaces. Chester City has been very successful in recent years in creating a balance of economic activity along its waterfront. This corridor has seen the emergence of a new tourism and entertainment economy with the arrival of Harrah's Casino and Racetrack, PPL Park, and the Wharf at Rivertown, the city's first major office building. The proposed new office, retail, and residential development will build on the growth and expansion of these key new economic sectors and capture the value of the city's waterfront.	TBD	Federal, state, and private sources	TBD	TBD

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Restoration of the Historic Lansdowne Theatre	Pennsylvania	Delaware County / Lansdowne Borough	Delaware County	This project involves the restoration and re-opening of the Historic Lansdowne Theatre as a catalyst for the redevelopment of Lansdowne's central business district. The Historic Lansdowne Theatre Corporation seeks to establish a venue for public entertainment with state-of-the-art technologies suitable for music, cinema, dance, theatre, political events, town hall meetings, and a myriad of community gatherings.	\$10 million	TBD	Can begin immediately upon receipt of funding.	TBD
Delaware County Open Space, Recreation, and Greenways Plan Implementation	Pennsylvania	Delaware County	Delaware County, municipal governments, environmental advisory commissions, private partners	The Delaware County Open Space, Recreation and Greenways Plan, to be published in early 2015, makes recommendations for the protection of open spaces, the development and improvement of recreation programs, and the implementation of a countywide greenways and trail network, to enhance and maintain quality of life in the county.	TBD	TBD	Can begin immediately upon receipt of funding.	TBD
Delaware County Route 291/13 Industrial Heritage Parkway Plan Implementation	Pennsylvania	Delaware County	Delaware County, municipal governments, environmental advisory commissions, private partners	The Industrial Heritage Parkway Plan identifies actions to revitalize the county's industrial riverfront corridor. Recommendations primarily focus on implementation of mixed-used development, landscaping, signage, and installation of the East Coast Greenway bikeway.	TBD	TBD	Can begin immediately upon receipt of funding.	TBD
Delaware River Watershed Conservation Plan Implementation	Pennsylvania	Delaware County	Delaware County, municipal governments, environmental advisory commissions, private partners	The Delaware River Conservation Plan identifies significant natural, recreational, and cultural resources, as well as issues, concerns, and threats to river resources and values. The plan makes recommendations and identifies projects focused on balancing the economic needs of the study area with promotion of the area's natural and heritage tourism resources and opportunities.	TBD	TBD	Can begin immediately upon receipt of funding.	TBD

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Delaware County Business Incubator	Pennsylvania	Delaware County	Delaware County Industrial Development Authority	This project will result in the creation of a high-tech business incubator on the Delaware County waterfront.	TBD	TBD	TBD	TBD
Delaware County Energy Hub	Pennsylvania	Delaware County/Marcus Hook Borough	Delaware County Industrial Development Authority	This project involves the development of facilities utilizing Marcellus Shale products.	\$30 million	TBD	TBD	TBD
Central Business District Improvement Program	Pennsylvania	Delaware County/countywide	Delaware County Redevelopment Authority	This project will result in the development and implementation of a funding program to assist municipalities with improvements to older central business districts.	\$2 million	TBD	TBD	TBD
Commercial District Improvements	Pennsylvania	Delaware County/Upper Darby Township	Delaware County Redevelopment Authority	This project involves site preparation and infrastructure improvements associated with commercial district improvements in Upper Darby Township.	\$15 million	TBD	TBD	TBD
Professional Practice Fields	Pennsylvania	Delaware County	Delaware County Redevelopment Authority	This project will result in the development of year-round professional sports practice facilities.	\$10 million	TBD	TBD	TBD
Rail Improvements	Pennsylvania	Delaware County	Delaware County Redevelopment Authority	This project includes rail improvements to facilitate Bakken crude delivery to refineries.	\$15 million	TBD	TBD	TBD

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First Avenue/ Moore Road Linear Park	Pennsylvania	Montgomery County/ Upper Merion Township	King of Prussia District	<p>The First Avenue Linear Park will provide superior recreational amenities to the newly zoned business park in King of Prussia, Pennsylvania. New zoning allows residential and service retail to be developed in addition to existing commercial office and industrial buildings. This mixed-use zoning promotes a true live-work environment for the first time in the 50-year history of the office park. The Linear Park will allow all properties along First Avenue and Moore Road to be joined by common recreational paths for walking and jogging. In addition, the Linear Park will turn the required 50-foot setback into an attractive and welcoming amenity that will include new landscaping, pedestrian and vehicular lighting, benches, trash receptacles, seating plazas, and more. This project directly responds to recent demands by companies and their employees to locate in communities that are more stimulating and dynamic and positions the King of Prussia Business Park to be the premier office, residential, and retail location in the Philadelphia suburbs.</p>	\$5 to 7 million	Private capital, King of Prussia District, Transportation Alternatives Program, local share	Can begin immediately upon funding.	N/A
Ardmore Transit Center	Pennsylvania	Montgomery County/ Lower Merion Township	Lower Merion Township, SEPTA	<p>With a primary focus on the Ardmore Business District, the Ardmore Transit Center (ATC) project is a multicomponent project that improves transit facilities at the Ardmore station and creates a pedestrian-friendly environment. The companion transit-oriented, mixed-use development on the nearby Cricker Municipal Parking Lot is a public/private partnership between Dranoff Properties and Lower Merion Township. The township is working with regional, state, national, and private partners on implementing an ambitious redevelopment project that will create a new accessible train station serving SEPTA and Amtrak, improved bus facilities, increased commuter parking, and a mixed-use residential and retail complex.</p>	\$90 million: \$50 million for private mixed use; \$40 million for transit work (Phase 1) and parking garage (Phase 2)	FTA (\$5.8 million); township matching funds (\$1.7 million); PennDOT (\$12.750); RACP (\$15.5 million); PennDOT/ SEPTA New Freedom (\$2.4 million); Montgomery County private funding (\$40 million)	Engineering is 45 percent complete. Project planned to advance in two phases; bid documents for Phase 1 expected May 2015; construction completion in 2017.	NEPA completed. EPA Finding of no significant impact received.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Trail Junction Center	Pennsylvania	Montgomery County/ Norrstown Borough	Montgomery County	The Montgomery County Trail Junction Center in Norristown is located at the junction of the Schuylkill River Trail and the Chester Valley Trail. This critical site is a gateway to Norristown, located at the foot of Arts Hill, next to the Norristown Transportation Center, and at the intersection of two key streets, Lafayette Street and DeKalb Pike. The Trail Junction Center will provide trail user amenities, event space, public art, outdoor seating, and information about Norristown and the Montgomery County trail system.	\$1.125 million	PennDOT, Montgomery County, Pennsylvania Local Share Account, PADCED	Engineering and design complete in 2015. Final Construction complete in 2017.	No impact on the environment. Environmental clearances for site work have been received.
Linfield Industrial Park Site Preparation	Pennsylvania	Montgomery County/ Limerick Township	Montgomery County Development Corporation	This project includes the demolition of 14 large concrete bonding houses and one office building on a 197-acre parcel. Demolition will make new industrial development feasible on this large property.	\$5.53 million	US EDA, Limerick Township, private property owners, Commonwealth of Pennsylvania	TBD	TBD
Extension of Keystone Boulevard from Pottstown to West Pottsgrove Township	Pennsylvania	Montgomery County/ Pottstown Borough, West Pottsgrove Township	Montgomery County Planning Commission, Montgomery County Redevelopment Authority	This project involves a 4,500-foot extension of Keystone Boulevard, enabling it to connect to Old Reading Pike in West Pottsgrove Township near the Stowe interchange of US Route 422. This extension would take place along an abandoned railroad corridor, primarily through a large vacant brownfield site, the former Stanley Flagg Company property. With this extension, Keystone Boulevard would provide superior access to US Route 422 at the Stowe interchange for additional vacant properties and the existing Keystone Opportunity Zone properties, and access and mobility within the Borough of Pottstown will be improved. An access study for this project (the <i>Industrial Zone Transportation Access Study</i>) was completed in 2012.	\$10.15 million	US EDA	Can begin immediately upon receipt of funding.	No known significant impacts.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Norristown Sewage Treatment Plant Relocation to Nicolet Property	Pennsylvania	Montgomery County/ Norristown Borough, West Norriton Township	Montgomery County Planning Commission	This project will involve the construction of a new treatment plant utilizing green technologies; decommissioning and demolition of the existing treatment plant; and construction of a pump station to convey the Norristown and West Norriton flows to the new treatment plant. A new sewage plant will help Norristown redevelop its waterfront.	\$95 million	US EDA, CFA	TBD	TBD
City Avenue Revitalization project	Pennsylvania	City of Philadelphia and Montgomery County	City Avenue Special Services District (CASSD) of Philadelphia and Lower Merion Township	This project scope has four components: a pedestrian lighting program; pedestrian safety improvements (including coordinating traffic signals, building pedestrian refuges in street medians, and installing ADA-compliant curb ramps at intersections); traffic calming and greening; and drainage improvements.	\$8.83 million	CASSD, Lower Merion Township, Pennsylvania, US EDA, City of Philadelphia, St. Joseph's University	Project could begin within one month of funding. Preliminary engineering is complete.	TBD
Children's Hospital of Philadelphia Schuylkill Avenue Development	Pennsylvania	City of Philadelphia	Children's Hospital of Philadelphia	This project includes the demolition of the former JFK Vocational School and construction of a mixed-use facility owned by Children's Hospital that will include R&D offices and lab space; a hotel and conference center; a simulation center; on-site parking; a pharmacy; and retail spaces.	\$150 million	Private, PIDC, US EDA	TBD	TBD
Access and Multi-Modal Improvements to Former Byberry State Hospital Site	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation (PIDC)	The Philadelphia Industrial Development Corporation is working with public and private partners to redevelop 50 acres of the former Byberry State Hospital site. The project includes removal of a deteriorated bridge, development of a multi-modal recreation trail, and improvements to enhance access to the site.	\$7 million	US EDA, Philadelphia Industrial and Commercial Revolving Fund, private funding, City of Philadelphia, state and federal resources	Four to 10 years	Improved stormwater management as sites are redeveloped.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Avenue of the Arts North	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation (PIDC)	This project seeks to extend the City of Philadelphia's successful "Avenue of the Arts" redevelopment and branding initiative to the section of Broad Street located north of City Hall. A portfolio of economic development resources is being deployed to attract investment and accelerate redevelopment along this stretch of Broad Street. Investments in key infrastructure, amenities, and improvements will complement recent investments and development by Temple University, Tower Investments, and Beech Interplex, as well as support future planned projects, including conversion of the Divine Loraine hotel. Ultimately, this project envisions a cohesive, revitalized corridor of high-quality commercial, institutional, and residential development.	\$15 million	Local, state, and federal resources, private and philanthropic funding	One to 10 years	Improved stormwater management as sites are redeveloped and reduced per-capita contribution to air pollution due to transit, pedestrian, and bicycle accessibility.
Callowhill Industrial District Transformation	Pennsylvania	City of Philadelphia	City of Philadelphia	As the former Callowhill Industrial District transforms in to a mixed-use development area, infrastructure needs to be upgraded to facilitate investment. Reintroducing Noble Street and creating an area-wide stormwater management system would spur development and repair an underutilized section of Center City.	\$50 million	US EDA, City of Philadelphia, US DOT, Commonwealth of Pennsylvania, foundations	10 years	Significant stormwater management and environmental remediation on various parcels.
Centennial District Improvements	Pennsylvania	City of Philadelphia	City of Philadelphia	The Centennial District encompasses the Philadelphia Zoo, the Mann Center for the Performing Arts, the Parkside Avenue corridor, and the Please Touch Museum. The Centennial District Master Plan envisions the transformation and revitalization of the area, including improvements in land use, transportation, signage, and community development.	\$64 million	US EDA, City of Philadelphia, US Department of the Interior, private funding	20 years to completion (construction began in 2010).	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Central Delaware Access, Park, and Trail	Pennsylvania	City of Philadelphia	City of Philadelphia, Delaware River Waterfront Corporation	The goal of this project is to create a waterfront park that connects and is accessible to the surrounding neighborhoods, including a seven-mile continuous trail, park piers for both active and passive recreation, and entertainment amenities.	\$100 million	US EDA, City of Philadelphia, private foundations, PATCO, US DOE, Commonwealth of Pennsylvania	16 years to completion (planning completed in 2010; early action items 2011; park completion 2026).	Many of the parcels are currently brownfield sites that would be remediated and returned to productive use.
Expansion of higher educational, research and medical institutions city-wide	Pennsylvania	City of Philadelphia	City of Philadelphia	This project will leverage resources to support planned expansions at educational, research, and medical institutions throughout the city, including CHOP's \$400 million translational research and vivarium building; Fox Chase Cancer Center's multi-phased expansion in Northeast Philadelphia; Salus University's \$15 million new construction for patient care and educational research; Drexel University's \$42 million new residence hall construction; Holy Family's \$20 million resident life center; UPenn's planned projects totaling over \$250 million; and the Wistar Institute's \$34 million renovation.	\$900 million	Children's Hospital, Fox Chase Cancer Center, University of Pennsylvania, Drexel University, Salus University, Holy Family University, Wistar Institute, City of Philadelphia, US EDA	Five years	TBD
Franklin Square	Pennsylvania	City of Philadelphia	City of Philadelphia	This project includes significant roadway and landscape enhancements around Franklin Square and development of the soon-to-be vacant Police Headquarters. Development would provide better vehicular access and pedestrian circulation to the primary park space serving the Chinatown and Old City neighborhoods and create a vibrant mixed use development in the area.	\$25 million	City of Philadelphia, PennDOT	Five years	Significant stormwater management and environmental remediation on various parcels.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Industrial Land Strategy Implementation	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	This project includes site acquisition, infrastructure improvements, and remediation of underutilized industrial properties in districts identified through the <i>Industrial Market Analysis and Land Use Study</i> conducted by the Commerce Department, the City Planning Commission, and PIDC, focusing specifically on sites and infrastructure related to the redevelopment of key sites within the North Delaware Industrial District.	\$100 million	Philadelphia Industrial and Commercial Revolving Fund, Commonwealth of Pennsylvania, US EPA, US EDA	Early acquisitions two to three years, remediation and construction three to 10 years.	Positive impacts associated with improved stormwater management as sites are redeveloped, and the management or remediation of brownfield sites.
Lower Schuylkill Master Plan – Implementation	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	The Lower Schuylkill Master Plan is a long-term blueprint for converting a historically industrial corridor along the east and west banks of the lower Schuylkill River into three modern business campuses. Implementation of the master plan recommendations is underway, including infrastructure investment, roadway planning, greenspace and recreation amenities, and other key elements.	\$50 million	Philadelphia Industrial Development Corporation, City of Philadelphia, Commonwealth of Pennsylvania, federal agencies, private and philanthropic resources	Project began in 2013, with completion targeted for 2036.	The Lower Schuylkill includes numerous brownfield sites, many of which will be remediated through this initiative.
Market East Strategic Plan Implementation	Pennsylvania	City of Philadelphia	City of Philadelphia, private sector entities	This project involves implementation of the Market East Strategic Plan, which establishes a framework for revitalization of this key commercial corridor through strategic public and private sector investments in infrastructure, amenities, and redevelopment. The project includes major renovations and redevelopment of The Gallery at Market East by PREIT, as well as planned development along the south side of Market Street, multimodal transit improvements, and entertainment venues. These strategic destinations would drive investment along Market Street between Twelfth Street and Independence National Park.	\$1 billion	Private sector entities, City of Philadelphia, federal and state sources	Five years	Improved stormwater management as sites are developed and reduced per-capita contribution to air pollution due to transit, pedestrian, and bicycle accessibility.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Navy Yard Infrastructure Improvements	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	Infrastructure improvements at the Navy Yard will facilitate the creation of a dynamic, mixed-use development and establish a vibrant, 24-hour community based on the principles of smart growth, historic preservation, expanded mass transit, and sustainable development. Specific improvements may include reconstruction of the Broad Street access bridge, the main thoroughfare into the Navy Yard; repairs to seawalls; streetscape improvements; broadband infrastructure; upgrade of electric distribution facilities; abatement and demolition of buildings; water and sewer utility upgrades; and the fit-out of labs and office space.	\$65 million	Private funding, City of Philadelphia, US EDA, PIDC	Planning complete; early action items began in 2010 with completion anticipated in 2025.	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.
Remediation and Renovation of 4601 Market Street	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation	This project includes the remediation and adaptive reuse of the 320,000-square-foot former headquarters of the Provident Mutual Life Insurance Company, located at 4601 Market Street, Philadelphia, Pennsylvania, into a new headquarters facility for the Philadelphia Police Department and related municipal functions.	\$150 million	Philadelphia Industrial and Commercial Revolving Fund, Commercial Corridors Bond Funding, private funding, City of Philadelphia, US EDA	Two years from start of construction.	Site is likely to require asbestos and lead paint removal; remediation; and removal of electrical equipment.
Schuylkill River Trail Development	Pennsylvania	City of Philadelphia	City of Philadelphia, Philadelphia Industrial Development Corporation, Schuylkill River Development Corporation	This project involves the acquisition of riverfront parcels extending Schuylkill River Trail from its present terminus at South Street to Bartrams Garden in Southwest Philadelphia, and the design and construction of trail improvements and connections with adjoining neighborhoods.	\$30 million	US DOT, foundations, private funding, City of Philadelphia, US EDA, Commonwealth of Pennsylvania	Project is underway, with several segments completed and operational; anticipate completion in 10 years.	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Reading Viaduct Project	Pennsylvania	City of Philadelphia	Center City District (CCD)	<p>Built in the late 19th to transport passengers to the northern and western suburbs, the Reading Viaduct carried its last train in 1984, rendered obsolete with the completion of the Center City commuter tunnel. A portion was removed to accommodate the construction of the Pennsylvania Convention Center, leaving 4½ acres of reclaimable open space that can serve as a catalyst for redevelopment of the surrounding neighborhood. While there has long been interest in reusing the Viaduct, the successful opening of New York City's High Line has prompted renewed interest in Philadelphia's elevated tracks. A 2010 study revealed that renovating the Viaduct was far less expensive than demolishing it and significant environmental liabilities could be minimized by capping and covering any remaining contaminated soil. Local foundations and the City of Philadelphia supported this work and construction documents for the first phase, the SEPTA spur, have been completed. The CCD will competitively bid the construction of the project in accordance with the construction documents developed in 2012 to 2013, providing a new public park with landscaping, lighting and site furnishings.</p>	\$8.6 million	US EDA, Commonwealth of Pennsylvania, private foundations	15 months to completion.	Positive impacts associated with elimination of lead-based paints on bridges; the secure capping and covering of environmental contaminants; and the completion of a new green amenity for Callowhill, Chinatown, and Center City Philadelphia.
Enterprise Heights	Pennsylvania	City of Philadelphia	The Enterprise Center	<p>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 1.5,000 square feet of new retail space to support local residents and employees. An estimated 80 affordable housing units will also be provided on site. The project will capitalize on the future location of the Philadelphia Police Department, helping to create a fully active neighborhood center in West Philadelphia.</p>	\$30 million	US EDA, PHFA (LIHTC), CDFI Fund (NMTC)	Three years	Improved stormwater management as sites are redeveloped, and reduced per capita contribution to air pollution due to transit, pedestrian, and bicycle accessibility.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Eastern Tower Community Center	Pennsylvania	City of Philadelphia	Philadelphia Chinatown Development Corporation (PCDC)	The Eastern Tower Community Center (ETCC) Project is a planned mixed-use project at the northwest corner of 10th and Vine streets in Philadelphia. This project is approximately 225,000 square feet on almost one-half an acre of land. The mix of uses will include 144 residential units (up to 22 percent of them affordable); 11,000 square feet of retail space; 16,000 square feet of office space; and 17,500 square feet of multiuse recreational/events programming space. The ETCC will become a landmark at this prominent intersection, rising 23 stories in the rear and providing a mix of uses and density that will create needed jobs, housing, recreation, health, and other services for Philadelphia.	\$71 million	US EDA, City of Philadelphia, New Market Tax Credits, EB-5 equity investments, foundation support, State capital investment, local equity investors, and private financing	Financing targeted to be in place within nine to twelve months; estimated construction time: 18 months.	No negative impacts expected. Positive impacts include decreasing the carbon footprint of those living and working in the ETCC and a decrease in stormwater run-off from the currently impervious site.
Project Why Wait	Pennsylvania	City of Philadelphia	Islamic Communication Network, Inc.	Project Why Wait will repurpose an abandoned firehouse on Germantown Avenue into a multiuse print facility, adult education center, and radio and television studio.	\$800,000	US EDA, PA MBDA loan	Four months from receipt of funding.	TBD
University of Pennsylvania South Bank Campus Development	Pennsylvania	City of Philadelphia	University of Pennsylvania	This project includes the remediation, demolition, and renovation of the closed DuPont Marshall Labs, located at 3401 Grays Ferry Avenue, Philadelphia, Pennsylvania, into a multi-tenant research, development, and advanced manufacturing center and support services, to leverage existing research functions that exist immediately across the Schuylkill River in University City.	\$50 million	Philadelphia Industrial and Commercial Revolving Fund, private funding, City of Philadelphia, US EDA	One to two years	TBD—prior use as a coatings and paint research facility will likely require some level of remediation.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
37th Street Walkway	Pennsylvania	City of Philadelphia	University City Science Center	<p>The Science Center, in coordination with the other neighboring property owners, proposes to improve and revitalize the existing walkway in the vacated 37th Street right-of-way that runs south from Market Street to Ludlow Street and from Ludlow Street to Chestnut Street. This walkway is expected to attract significantly more foot traffic over the next few years, as several new offices, residential, educational, and retail projects are completed in University City. The currently non-descript walkway will be transformed into a park-like pedestrian thoroughfare, featuring landscaping, greenspace, seating areas, and a central event space that will draw workers, students, and customers of local businesses, as well as the larger community. The re-imagined walkway will also be the site of the Science Center's new Innovators Walk of Fame (IWOF). Similar in concept to the Philadelphia Music Alliance Walk of Fame on the Avenue of the Arts in Center City Philadelphia, the IWOF will celebrate the rich and storied tradition of innovation in the Greater Philadelphia region, recognizing the region's visionaries and path-breakers. Each inductee will be recognized with his or her own "cube" on the site, highlighting the honoree's achievements, impact, and legacy.</p>	\$1.9 million	Commonwealth of Pennsylvania, City of Philadelphia, others TBD	One year from receipt of funding.	No negative impacts expected. Positive impacts include decreasing the stormwater run-off from the currently impervious site.

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

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
The Technology Commercialization Group (TCG)	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania (BFTP/SEP)	This project will develop and implement a new model for technology commercialization that builds upon the 30-plus years of experience gained by BFTP/SEP, reflects the evolution of thinking and practice in this area, and addresses the realities for technology development and commercialization. The new TCG model will establish a customized, comprehensive approach to meeting the technology development and commercialization objectives of individual companies, institutions, and organizations.	\$1.2 million over three years	US EDA	Three years	N/A
Greater Philadelphia Healthcare IT Initiative	New Jersey, Pennsylvania	Regional	Ben Franklin Technology Partners of Southeast Pennsylvania (BFTP/SEP)	This project will facilitate the creation of a regional partnership for developing and implementing new strategies and technologies for Healthcare IT.	\$2 million	US EDA	Two years	Not applicable (N/A)
Commercialization Germinator	New Jersey, Pennsylvania	Regional	BioStrategy Partners (BioSP)	This project will provide technical assistance to technology transfer offices in evaluating and advancing university research projects that are too early for licensing or company formation, but have commercial potential. Most of the technology transfer offices in the Greater Philadelphia region are small (with the exception of the University of Pennsylvania). BioSP has created a process through which an outside advisory team provides the feedback and expertise of a strategic scientific advisory board without the overhead of starting a company or executing a license. The technology transfer office receives ongoing focused technical and market feedback, putting it in a much stronger position to pursue various commercial and licensing options.	\$105,000	US EDA, Keystone Enterprise Zone (KIZ partner universities), university match (for non-KIZ partner universities)	Can begin immediately upon receipt of funding.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Corporate Development Program for Scientific Founders and First-Time Entrepreneurs+A13	New Jersey, Pennsylvania	Regional	BioStrategy Partners (BioSP)	<p>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 founder, fail to progress, or close.</p> <p>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.</p>	\$165,000	<p>US EDA, Keystone Enterprise Zone (for Pennsylvania companies located within a KIZ); BioStrategy fundraising for non-KIZ companies, New Jersey companies, and Delaware companies</p>	Can begin immediately upon receipt of funding.	N/A
Diligence Program for Scientific Founders and First-Time Entrepreneurs	New Jersey, Pennsylvania	Regional	BioStrategy Partners (BioSP)	<p>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.</p>	\$85,000	<p>US EDA; Keystone Enterprise Zone; BioStrategy fundraising for non-KIZ companies, New Jersey companies, and Delaware companies</p>	Can begin immediately upon receipt of funding.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Regional Open Season for Natural Gas Pipeline Development/Expansion	Delaware, New Jersey, Pennsylvania	Regional	CEO Council for Growth	<p>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.</p>	\$100,000	US EDA, US DOE, CEO Council for Growth Members	One year from receipt of funding.	N/A
First State Community Loan Fund	Pennsylvania	Chester and Delaware counties	First State Community Loan Fund, Delaware County, Chester County	<p>This project involves the expansion of an existing Revolving Loan Fund for use in small business development in Chester and Delaware counties. First State Community Loan Fund currently provides loan capital from \$5,000 to \$250,000 to business ventures in the State of Delaware. Loan capital is made available to both startup and existing businesses for working capital, equipment, inventory, and other business purposes. Technical assistance services are provided to both startup and existing business owners. Services are customized to each client's needs and can include assistance with strengthening negative credit, development of business and marketing plans, and financial projections. Post loan technical assistance helps monitor compliance with the business plan and ensures successful repayment of loan capital.</p>	\$700,000	US EDA, First State Community Loan Fund	Up to three years.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
New Jersey EDA Revolving Loan Fund	New Jersey	Regional: Burlington, Camden, Gloucester, and Mercer counties	New Jersey Economic Development Authority	This project will create a revolving loan fund to provide financing to businesses and other entities to support employment growth in distressed areas consistent with the CEDS regional goals and objectives.	\$50 million	Financing and other assistance from banks and other sources (at least \$40 million), Federal (\$10 million)	Indefinite (revolving). End loans to businesses and other entities have five-to-20-year terms.	N/A
Community Resources: Research and Marketing Tools	New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	This project includes the production of research and marketing tools that collect and showcase the Greater Philadelphia region's (GPR) business and quality-of-life assets to local and external stakeholders. Local organizations, including nonprofits, arts and cultural groups, and higher education institutions, also utilize these tools to advance their work within the GPR, improving the region's overall prosperity. The tools will include a regional marketing report and comprehensive data library.	\$500,000	US EDA, local corporations	Two years from receipt of funding.	N/A
Greater Philadelphia Alternative Energy Sector Marketing Study and Outreach Plan	New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	Select will undertake a comprehensive analysis of the Greater Philadelphia region's (GPR) alternative energy industry, which for the purpose of this project will include organizations that increase the efficiency of energy production and use, reduce the environmental impact of energy production and use, and increase the use of renewable sources of energy. This study will then be utilized for broad outreach, including informing local stakeholders about the sector; marketing the GPR to promote the region's competitive advantages in alternative energy; and educating companies here and elsewhere to encourage them to expand into Greater Philadelphia.	\$750,000	US EDA, local corporations	Two years from receipt of funding.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Regional Energy and Manufacturing Economic Impact Study and Marketing Strategy	Delaware, New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	This project will undertake a comprehensive analysis of the region's energy industry. This study will then be utilized for broad outreach, including informing local stakeholders about the sector, marketing the region to promote the region's competitive advantages in energy, and educating companies, to encourage them to expand into Greater Philadelphia.	\$150,000	US EDA, local corporations	Two years from receipt of funding.	N/A
Regional Healthcare Economic Impact Study and Marketing Strategy	Delaware, New Jersey, Pennsylvania	Regional	Select Greater Philadelphia	This purpose of this project is to research and explore the region's existing assets in the health care sector through an economic impact analysis. The project will identify opportunities to further develop the talent, capital, and infrastructure necessary and inform the business attraction and marketing efforts of Select Greater Philadelphia, to help the region claim recognition as the leader in health care innovation.	\$150,000	US EDA, local corporations	Two years from receipt of funding.	N/A
Phase I Ventures (PIV)	New Jersey, Pennsylvania	Regional	University City Science Center	This new company acceleration project will target domestic academic institutions, overseas institutions, private investors, and corporations with shelved technologies to provide a corporate structure, management function, and set of resources to test the feasibility of technologies and their ability to attract SBIR/STTR and seed investment. PIV program managers and advisors are anticipated to screen 150-plus applications and select project proposals on the basis of both business opportunity and funding competitiveness, with the goal of developing 45 projects, forming 12 companies, and achieving at least four successful exits that result in independent new ventures. PIV's external approach emphasizes the role of the marketplace in selecting projects and in guiding early risk reduction to launch viable entities, and minimizes the risk that projects become captive to academic programs.	\$7 million	US EDA, Commonwealth of Pennsylvania, City of Philadelphia	Five to seven years	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
The Port	Pennsylvania	Regional, based in the City of Philadelphia	University City Science Center	<p>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.</p>	\$1.25 million	US EDA, Commonwealth of Pennsylvania, City of Philadelphia	Five years from receipt of funding.	N/A
Quorum Operations (Innovation and Commercialization Programming)	New Jersey, Pennsylvania	Regional	University City Science Center	<p>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 27,000 people have attended over 500 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.</p>	\$2 million over four to five years	US EDA, Commonwealth of Pennsylvania, City of Philadelphia	Ongoing long-term operation.	N/A

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Mentoring Advanced Manufacturers for Success in Global Markets	New Jersey, Pennsylvania	Regional	World Trade Center of Greater Philadelphia (WTCCG)	Building on the success of the <i>Job Creation Through Export Development: Innovative Manufacturing and Services Program</i> , the WTCCG will enhance and leverage its export assistance programs, focusing on the strengths of the region: energy and the environment, high-tech and nanotechnology, biotech, and life sciences. This program will provide an in-depth, customized, mentoring approach designed to guide companies in developing a sustainable global strategy, creating high-skilled, high-paying jobs. Over the past decade, the WTCCG has recognized a need for highly personalized trade counseling and education of small and medium enterprises with limited time, resources, and knowledge of the nuances of global markets. The WTCCG will engage and collaborate with regional global business leaders and economic development organizations for maximum outreach. This project began as scheduled on October 1, 2013.	\$1.33 million	US EDA (including \$663,068 approved on 9/4/2013), WTCCG funds, WTCCG in-kind services, private corporations	10/1/2013 through 9/30/2016	N/A
Burlington County Co-Working Space	New Jersey	Burlington County/ Westampton Township	Burlington County	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
Grow the Viticulture, Microbrewing & Distillery Industries in Gloucester County	New Jersey	Gloucester County	Gloucester County	The county intends to invest in viticulture, microbrewing, distilleries, and other value-added agricultural uses, to support these industries and spur economic growth through job creation and tourism. These industries will be supported by the development of an incubator that focuses on the technical and scientific needs of these growing industries.	TBD	US EDA, USDA, NJEDA	TBD	Impact will be positive as it promotes agricultural uses and supports the farming community.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Baseline Industrial and Commercial Research and Database Creation to Enable Effective Planning, Business Retention, Expansion, and Attraction	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will develop and maintain a baseline industrial/commercial database to effectively track, measure, and market economic development activities and opportunities in the city.	TBD	US EDA, UEZ, NJ EDA	Twelve months to set up, on-going operation.	N/A
Heritage Tourism	New Jersey	Mercer County	Mercer County	This project highlights historically significant sites throughout Mercer County (including the City of Trenton, Princeton, Lawrence Township, Hopewell Valley and others) and coordinates an effort to create a historical tourism hub. The project would provide support for existing historical sites and the planning, branding, and marketing of these locations as historic tourism destinations.	\$1 million	Mercer County, municipalities, chambers of commerce	Three to seven years	TBD
Sports Tourism	New Jersey	Mercer County	Mercer County	Excellent facilities at local universities and parks have begun to put Mercer County on the map for significant sporting events (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
Bucks County Entrepreneurial Centers	Pennsylvania	Bucks County	Bucks County	Through the collaboration among the four Chambers of Commerce and the Bucks County Community College, three entrepreneurial centers will be established in Bucks County that will serve as business incubators where resources can be focused.	\$5 million	US EDA, Bucks County Community College, Chambers of Commerce, County of Bucks, PADCED	2015	The project will involve the re-use of existing buildings.

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Chester County Public Safety Training Facility (PSTF)	Pennsylvania	Chester County/ South Coatesville Borough.	Chester County Economic Development Council (CCEDC)	CCEDC, in collaboration with Chester County, is presently engaged in designing, building, and implementing a public safety training facility that will centrally train the county's first responders in an integrated team approach. This state-of-the-art facility, available to train first responders throughout SE PA, is being located in South Coatesville Borough and will train up to 5,000 first responders annually.	\$20 million	State (\$3 million), federal (\$3 million), county (\$10 million), local (\$4 million)	Three years	Phase I investigation found no contamination.
Chester County Rural Microentrepreneur Assistance Project (CCRMAP)	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	CCEDC, through its Agriculture Industry Partnership, is prepared to implement CCRMAP to benefit the county's agricultural industry. CCEDC is seeking \$2 million to implement a nationally replicable project for delivering agricultural economic development services to farmers and small farm-related businesses. The project will offer marketing assistance, strategic planning, low-cost loans, and other farm sustainability strategies.	\$2 million	USDA, US EDA, PDA	Three years from receipt of funding.	N/A
Innovation Centers	Pennsylvania	Chester County/ Delaware County	ideas x innovation network (i2n)	The "ideas x innovation network (i2n)," a program of the Chester County Economic Development Council (CCEDC), plans to help create a total of three Innovation Centers in Chester County and Delaware County. These will incubate and accelerate growing life sciences, IT technology, and alternative energy spin-off and second-stage companies. Most of these companies will be in "Proof-of-Concept" stages. The project will include construction and buildouts of the sites.	Construction and buildout: \$120 million	State (\$5 million), federal (\$20 million), private capital (\$95 million)	Five years from onset for construction and buildout.	TBD

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Grow Philadelphia Fund	Pennsylvania	City of Philadelphia	The Enterprise Center Capital Corporation (TEC-CC)	The Enterprise Center Capital Corporation's (TEC-CC) mission is to revitalize low-income, urban communities by providing access to capital to its target market of minority and women entrepreneurs in Philadelphia, Delaware, and Montgomery counties. While the TEC-CC provides microloans up to \$50,000, they also recognize that high-performing entrepreneurs will need access to larger loan amounts to elevate their business to the next level. To fulfill this need, TEC-CC formed the Grow Philadelphia Fund (GP Fund) to assist high performing entrepreneurs who seek over \$50,000 but are denied by conventional banks. TEC-CC intends to use the GP Fund to make loans from \$50,000 to \$200,000 to these proven entrepreneurs. The goal is create 250 jobs by injecting capital along with business development, technical assistance, and educational opportunities to accelerate growth in these enterprises.	\$3 million	US EDA, SBA, CDFI Fund	Two years from receipt of funding.	N/A
Net Zero Energy Innovation Center	Pennsylvania	City of Philadelphia	Philadelphia Industrial Development Corporation, PSU, Drexel, BFTP/SEP, DVIRC, NAVSEA	This project includes the design, construction, and operation of a "net-zero" energy-efficient building at The Navy Yard. The building will function as a living laboratory on building technology development and integration and will house research, education, and commercialization activities.	\$36 to \$54 million	\$15 million federal (NIST, US EDA); \$21 to 39 million from non-federal governmental sources and private sector financing commitments	Five years	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.

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

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

LIST OF ACRONYMS

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

LIST OF ACRONYMS

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

Source: Delaware Valley Regional Planning Commission, September 2014.

Investing in People and Places

Greater Philadelphia's Comprehensive Economic Development Strategy (CEDS)

Publication Number: 14050

Date Published: September 2014

Geographic Area Covered:

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

Key Words:

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

Abstract:

This report was created to satisfy provisions for a regional Comprehensive Economic Development Strategy (CEDS) for Greater Philadelphia. The report includes background demographic, economic, and land use data; identifies regional strengths, challenges, and opportunities; sets regional economic development goals and objectives; discusses community and private sector participation in the development and implementation of the CEDS; identifies key projects and activities designed to advance the CEDS goals and objectives; describes a plan of action for implementing the strategy; 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 Strategy 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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