GREATER PHILADELPHIA

ECONOMIC DEVELOPMENT FRAMEWORK

DELAWARE VALLEY REGIONAL PLANNING COMMISSION (dvrpc)

SELECT GREATER PHILADELPHIA

Ben Franklin Technology PArtners
Southeastern Pennsylvania

September 2009

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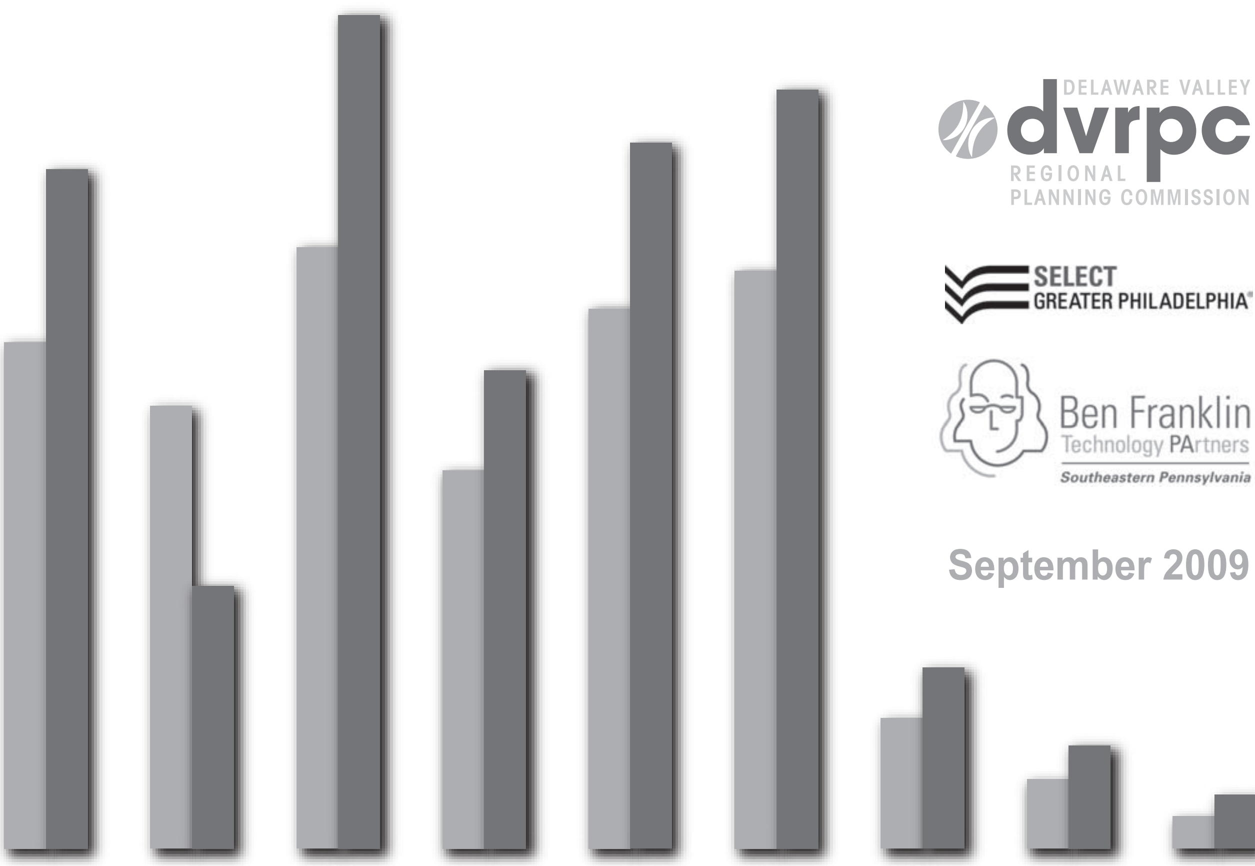
ECONOMIC DEVELOPMENT FRAMEWORK



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The *Greater Philadelphia Economic Development Framework* was created to satisfy provisions for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia region, encompassing portions of Pennsylvania, New Jersey, and Delaware. This document was developed according to provisions outlined in 13 CFR § 303.7(c) *Consideration of non-EDA funded CEDS* and was formally approved by the U.S. Economic Development Administration as the Greater Philadelphia region's CEDS on September 30, 2009. This document was co-authored by the following three organizations:

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.

Select Greater Philadelphia (Select) is a regional, economic development-marketing organization dedicated to building the economy of the Greater Philadelphia region. Select specializes in streamlining corporate expansions and business locations. Select Greater Philadelphia focuses on building the economy of our region by attracting and retaining businesses. The Greater Philadelphia region encompasses Southeastern Pennsylvania, Southern New Jersey, and Northern Delaware.

Ben Franklin Technology Partners is a statewide network that fosters innovation to stimulate Pennsylvania's economic growth and prosperity. Operating regionally with four centers strategically located throughout the Commonwealth, Ben Franklin Technology Partners brings together the best of Pennsylvania's people, ideas, and technology to serve as a catalyst for advancing the state's knowledge-based economy.

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

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Introduction and Overview

The *Greater Philadelphia Economic Development Framework (Framework)* was created to satisfy provisions for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia region. This document was developed according to provisions outlined in 13 CFR § 303.7(c), *Consideration of non-EDA funded CEDS*, and was formally approved by the U.S. Department of Commerce, Economic Development Administration (EDA) as the CEDS for the Greater Philadelphia region on September 30, 2009 (see Appendix A for a copy of EDA's letter approving the CEDS).

The EDA has set forth funding priorities that will support long-term coordinated and collaborative regional economic development approaches; support innovation and the ability to compete; encourage entrepreneurship; and support strategies that link regional communities with the global marketplace. The Greater Philadelphia region's emphasis on innovation/knowledge-based strategies and technology-led economic development—as catalogued in this document—aligns with the EDA's funding priorities. The *Framework* provides an overview of economic development processes and policies in the Greater Philadelphia region, organized as follows:

I. **Regional Profile.** This section includes a historical overview, current economic and demographic characteristics, a discussion of distressed communities (based on per capita income and unemployment, as per EDA's definition of distress), and projected trends.

II. **Economic Development Organizations, Programs, and Resources**. This section includes state and state-supported organizations and initiatives; chambers of commerce and trade, industry, and professional organizations; industrial development corporations; workforce investment boards; port organizations; regional planning organizations; and other programs, initiatives, and organizations of interest**.**

III. **Key Economic Development Document Summaries**. These documents include numerous studies, reports, and analyses related to economic development in Greater Philadelphia that have been developed over the last few years and provide insight into challenges and opportunities for economic growth in the region. All of these documents that are readily available electronically are included on the CD submitted with this document.

IV. **Regional Goals, Objectives, and Performance Measures**. The goals are broad and inclusive, reflecting the size and diversity of the Greater Philadelphia economy. Also included are performance measures that can be used to evaluate progress toward the regional goals.

V. **Key Regional Projects.** This section includes a discussion of DVRPC's regional Transportation Improvement Program (TIP) and the region's Land Use, Transportation, and Economic Development (LUTED) process as well as a list of projects considered key to meeting the regional goals.

While the *Framework* includes a broad array of elements that address more traditional economic development tactics, it also presents information that undergirds economic development strategies supportive of what is variously termed the innovation economy or the knowledge economy. The strategies and projects appropriate for this segment of the overall economy differ from those associated with more traditional economic development.

The studies incorporated range from broad overviews, such as the *Road Map for Regional Growth*, carried out as a multi-stakeholder effort in 2003, to focused industry studies, such as the Mid-Atlantic Nanotechnology Alliance's *Getting to the Future First: A Strategic Roadmap to Advancing Nanotechnology in the Mid-Atlantic Region*. The *Framework* presents an overview of this research, and from it, synthesizes a framework for describing the characteristics of projects most likely to serve the economic development needs of our region.

A regular theme of the studies is the need to adopt and adapt economic development strategies that support the innovation or knowledge economy. As indicated by the breadth of the research, numerous organizations (both public and private) support this thrust, and indeed are often the entities that have sponsored various studies and plans. Collectively these efforts have built upon each other and constitute a continuing economic development planning process. Given the sheer size (with a population of 6.1 million people), geography (11 counties in three states), and complexity of the Greater Philadelphia region[1], no single study or strategy could possibly address all the variables and issues surrounding the innovation economy. Therefore, the *Framework* compiles the results of the research sponsored by many regional groups, representing numerous regional stakeholders.

Few other large metropolitan regions have employment bases that, in spite of intervening state lines, are so thoroughly interlinked. For example, approximately 72,000 New Jersey residents work in Pennsylvania each day–of these, 33,000 are Camden County residents working in Philadelphia. Similarly, of the 26,000 Pennsylvanians who work in New Castle County (DE), 13,000 are from Chester County (PA). Any comprehensive effort to address regional economic strategies and policies must involve all three states and include a large geographic area. Most organizations and documents reviewed in the *Framework* focus on the 11 counties of Greater Philadelphia (see Figure 1). However, some documents and organizations reviewed included additional counties in New Jersey and Delaware or are constrained to individual states or counties.

Economic Growth Goals

In spite of the large number of organizations, varying geographies, and differing missions, there is a large degree of commonality and agreement in the conclusions of much of the research and the focus of many of the organizations. Our review of key regional economic development documents indicates that the following goals (not listed in any particular priority order and discussed in detail in Section IV) guide economic development planning in our region:

- Focus growth in recognized centers of development well-served by infrastructure and utilities.
- Create appropriate jobs in distressed areas and for populations most in need.
- Create jobs that match workforce supply.
- Support the growth of key economic sectors, including the emerging “green” economy.
- Reduce greenhouse gas emissions.
- Enhance the climate for business growth.
- Invest in public infrastructure.
- Foster a high quality productive labor force.
- Increase innovation and new business formation.
- Improve the region’s quality of life.
- Expand the Greater Philadelphia region’s connections to the global economy.

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[1] Various entities and organizations define Greater Philadelphia slightly differently. According to the Federal **Office of Management and Budget**, the Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metropolitan Statistical Area comprises the following counties: Burlington County, Camden County, Gloucester County, and Salem County, NJ; Bucks County, Chester County, Delaware County, Montgomery County, and Philadelphia County, PA; New Castle County, DE; and Cecil County, MD. The **Delaware Valley Regional Planning Commission** adds Mercer County, NJ, and excludes New Castle County, DE; Cecil County, MD; and Salem County, NJ. **Select Greater Philadelphia** adds Mercer County, NJ and excludes Cecil County, MD. While these definitions are not fully consistent, the general characteristics and broad conclusions regarding economic development are valid for all of them.

Figure 1: Greater Philadelphia Region

The Planning Process

The *Greater Philadelphia Economic Development Framework* is the product of a public-private consortium jointly managed by DVRPC, Select Greater Philadelphia, and Ben Franklin Technology Partners, and chaired by Barry Seymour, Executive Director of DVRPC. This consortium arrived at a consensus set of economic development goals and objectives, drawing on the recent published research and recommendations of a wide range of regional stakeholders. This research and these recommendations are embodied in a series of key documents (summarized in the *Framework* and included in full on the accompanying CD), each of which was developed with the formal engagement of county-level CEDS committees or other appropriate stakeholder groups. As such, the *Framework* embodies the broad range of regional expertise and representation underlying these key documents. It also embodies the project recommendations that those documents contain.

The draft *Framework* was co-authored by DVRPC, Select Greater Philadelphia, and Ben Franklin Technology Partners and circulated for review to partner organizations in our public-private consortium, which includes the following organizations:

- Bucks County Planning Commission (Pennsylvania)
- Chester County Planning Commission (Pennsylvania)
- Delaware County Planning Department (Pennsylvania)
- Montgomery County Planning Commission (Pennsylvania)
- Burlington County Department of Economic Development and Regional Planning (New Jersey)
- Camden County Improvement Authority (New Jersey)
- Gloucester County Planning Department (New Jersey)
- Mercer County Planning Division (New Jersey)
- City of Camden Division of Development and Planning
- City of Trenton Division of Planning
- City of Chester Division of Planning
- Philadelphia City Planning Commission
- City of Philadelphia Department of Commerce
- Philadelphia Industrial Development Corporation
- BioAdvance
- Innovation Philadelphia
- University City Science Center
- Wilmington Area Planning Council
- Delaware Technology Park
- Delaware BioScience Association
- New Jersey Department of Community Affairs
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Governor's Policy Office
- New Jersey Technology Council

Comments from these organizations were integrated into the *Framework* prior to its completion and submission to EDA. Additionally, numerous other economic development organizations and agencies in the region (identified in Section II) reviewed the regional goals and objectives; proposed projects for potential inclusion on Chapter V’s list of key economic development projects; and reviewed and commented on the full project list.

I. Regional Profile

Historical Overview [2]

Like many urban areas in the East and Midwest, 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 suburbs, providing almost half of the city's jobs and 58 percent of those in the region. As manufacturing employment has declined to its current share of 7.5 percent of total nonfarm employment in the region, knowledge-based industries have 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 strongly as principal drivers of the economy.

The largest employers in the region are health and educational institutions. A recent survey conducted by the Greater Philadelphia Chamber of Commerce and Select Greater Philadelphia found that half of the top ten private employers (including three of the top five) were either health or educational institutions, and that they accounted for 58 percent of the total jobs in the top ten private employers. Their impact is not trivial. A 2007 study, conducted by Select Greater Philadelphia, found that higher education institutions and their associated health systems have a direct spending impact of more than $12.3 billion annually into the region's economy. A 2006 Econsult study for the University of Pennsylvania and its associated health system found that it contributed $6.5 billion annually to the city's economy and more than $9.6 billion to the states' economy. In sum, the higher education system accounts for more than 85,000 direct jobs and 125,000 indirect and induced jobs. Both universities and health systems have grown significantly with commensurately larger economic impacts on the city and region.

The growing significance of educational and health institutions as major employers is hardly unique to Philadelphia. Educational institutions are even being used as keystones for redevelopment: across the Delaware River from Philadelphia, for example, Rutgers University-Camden and Camden Community College are at the center of redevelopment efforts.

Though health and educational institutions are often seen as local economic engines, they also play an export role by attracting spending and investment into the region. This is increasingly true for those institutions in the Greater Philadelphia region. The region benefits substantially from the collective economic impact of its 92 colleges and universities. The largest schools are in the city; for much of the past decade, prospective college students throughout the nation and from around the world have been increasingly drawn to colleges and universities located in the city. Most of the Philadelphia region's colleges and universities have not only seen an increase in overall enrollments but also an increase in enrollments from outside the region.

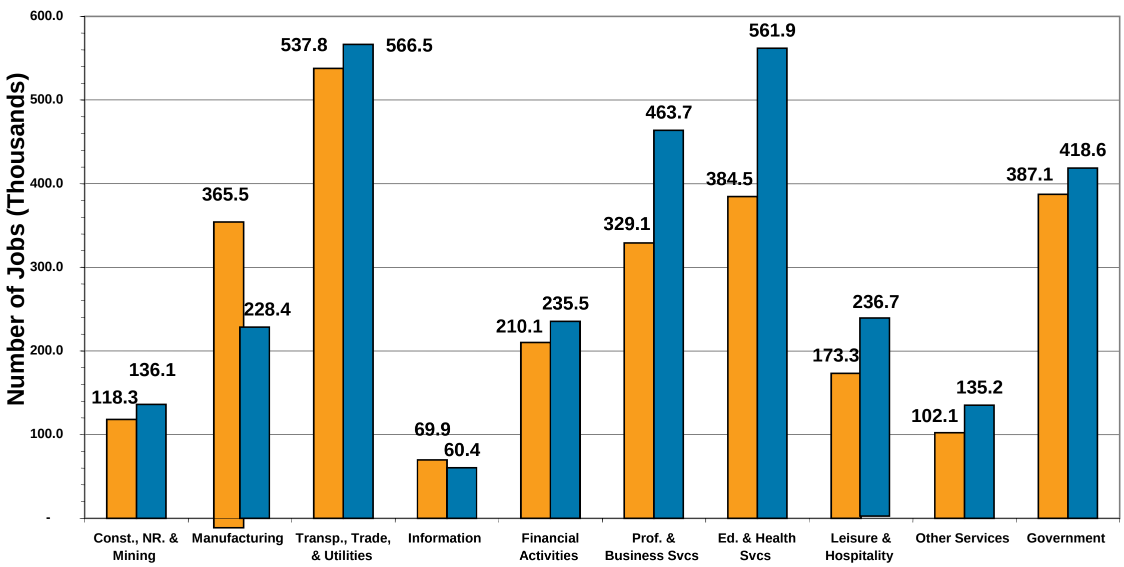
The academic health systems—Penn, Rutgers, University of Medicine and Dentistry, Temple, Jefferson, and Drexel (including the Children's Hospital of Philadelphia and the Fox Chase Cancer Center)—all attract patients from outside the region. In the mid-1990s, an SRI International study estimated that 44 percent of the output of the region's health services was exported, purchased by users who live outside the region. Given the aging of the national and regional population and the continuing pressing need for knowledge workers, the Philadelphia region's strength in the health and educational services sector situate it well for the future.

[2] The historical overview is based on "Philadelphia: A Metro Area in Transition" prepared by David Elesh (Temple University) for the American Sociological Association's 2005 annual meeting.

Shift Out of Manufacturing

Along with the rising importance of economic activity in the private, services-providing sectors, especially education and health care, professional and business services, and financial activities, the major change in the structure of the economy over the post-war period has been the decline in the relative importance of the manufacturing sector. While this change has occurred across the U.S. economy, the transition was especially difficult for the Greater Philadelphia region during the 1970s, the 1980s, and early 1990s. In 1969 manufacturing accounted for 32 percent of total employment in the Philadelphia Standard Metropolitan Statistical Area (MSA), while the private services-providing sectors accounted for 49 percent (SIC classification). By 1985 manufacturing accounted for only 19.3 percent of total employment in the Philadelphia Primary Metropolitan Statistical Area (PMSA), while the share in the private services-providing sectors had increased to 62 percent. Figure 2 illustrates employment by major economic sector (NAICS basis) in 1990 and 2007. It clearly confirms the continuing change in the structure of the region's economy that has occurred over this period.

Figure 2: Employment by Major Sector, 1990 and 2007

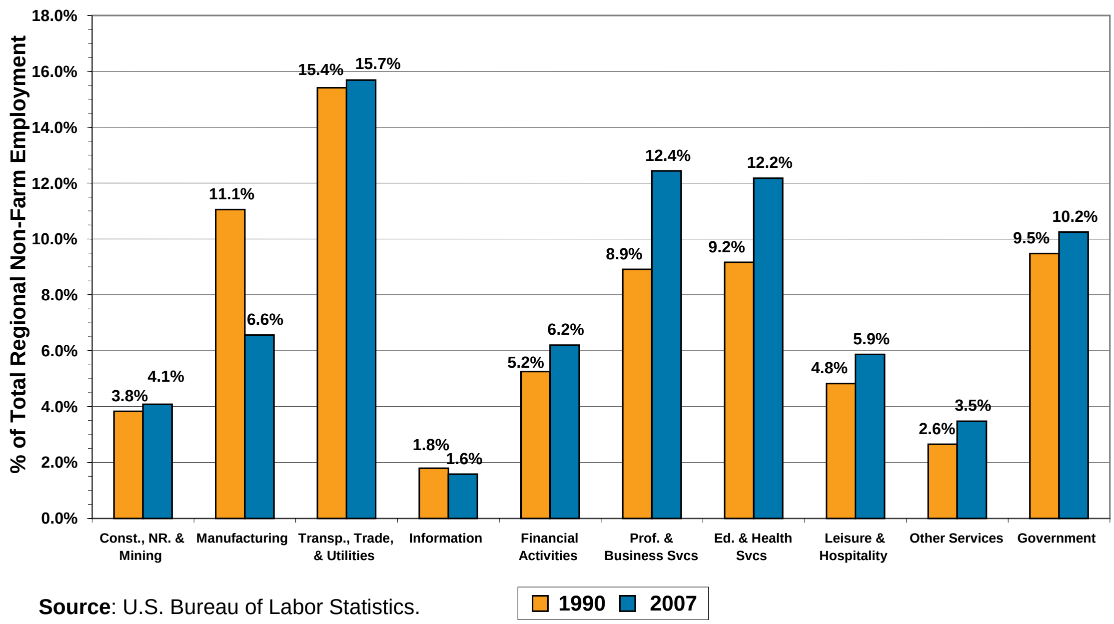


Source: U.S. Bureau of Labor Statistics.

What remains of the region's manufacturing sector is concentrated primarily in pharmaceuticals, medical devices, and biotechnology. Philadelphia's history in the pharmaceutical industry dates to 1830, when John K. Smith opened a drugstore that evolved into the modern GlaxoSmithKline Company. Wyeth and Warner Lambert also have 19th century origins in Philadelphia. Today, the core life sciences sector accounts for 54,700 jobs in the region and helps support 355,300 jobs in related sectors. According to a 2002 Brookings Institution study, 80 percent of the world's largest pharmaceutical companies have a presence in the metropolitan area, and employment in the industry is second only to the New York metropolitan area. Yet these numbers actually under-represent the true impact of the pharmaceutical industry, since available data only records for its own employment. If, for example, a chemical factory sells all of its output to a pharmaceutical firm, its jobs are counted as part of chemical manufacturing, and the connection to pharmaceutical manufacturing is ignored. The Milken Institute's 2005 study of the life sciences cluster (referenced in Section III) showed that the relative importance of the core life sciences sector to the regional economy was second highest among large US metros.

As in most of the older large metropolitan areas in the Northeast, economic growth rates in the Greater Philadelphia region have been higher in the suburban counties than in the City of Philadelphia over the last few decades. This is due to several factors, including the intraregional migration of population and jobs out of the city into the adjacent counties; the availability of a qualified workforce in the suburbs (and lack thereof in the cities); favorable tax structures in the suburbs; and the ability of the suburban counties to attract new economic development from outside the region, especially firms looking for greenfield sites. Figure 3 presents the shares of total regional employment located in the suburban counties in 1990 and 2007 (including every county except Philadelphia). One notable change is the large loss of manufacturing jobs that occurred in the suburban counties over this period, especially in Bucks and Delaware counties, such that the region's share of manufacturing employment located in the suburbs actually declined.

Figure 3: Share of Regional Employment in the Suburban Counties, 1990 and 2007



Source: U.S. Bureau of Labor Statistics.

The Greater Philadelphia region is also shaped by its role in the nation's history, drawing tourists to Independence National Park, the National Constitution Center, and Valley Forge National Park. As manufacturing has declined, federal, state, and local leaders have vigorously sought to increase tourism, and have met with success. According to the *2003 Inbound Travel Report* of the U.S. Department of Commerce's Office of Travel and Tourism Industries, Philadelphia is now one of the top ten U.S. destinations for travelers from Western Europe and, since 2000, has moved from 21st to 12th among all travelers to the United States. A recent study showed that in 2007 Philadelphia recorded the second highest percent increase in the number of international visitors among the largest US cities.

Another measure of Philadelphia's rising importance as a tourist destination is the fact that since 1993, occupancy rates of Center City hotels have remained essentially constant despite an 82 percent increase in the number of rooms. These trends are particularly impressive given the fact that for much of the U.S. eastern seaboard, a trip to Philadelphia is easily managed in a day and does not necessarily require an overnight stay.

The Greater Philadelphia Cultural Alliance's 2008 *Portfolio* showed that arts and cultural organizations accounted for 40,000 regional jobs and $1.2 billion dollars in total revenue. Center City has experienced dramatic revitalization and growth over the past 15 years, with throngs of people on the streets and in the stores, restaurants, and entertainment venues. The Center City District reports that downtown retail space occupancy remains at an all time high of 88 percent and the number of fine restaurants has increased by 240 percent in Center City since 1992. Still, as positive as these figures are, the tourism and hospitality industries provide limited higher quality employment opportunities, as the wage structure is sharply pyramidal—relatively few middle and upper income jobs and large numbers of moderately paid ones, along with a high share of part-time positions.

Residential real estate values have risen so sharply as to encourage the conversion of older office buildings and hotels into condos and apartments and to force many would-be residents to find housing north or south of Center City. Almost 1,300 new or converted condos came onto the Center City market in 2007 alone (Center City District). As a result, housing values have risen strongly in areas immediately north and south of Center City, creating a new dynamic for economic investment and job creation.

In part, the increase in values is the result of immigration to the city, although it must be said that Philadelphia's attractiveness to immigrants is relatively recent and trails that of other regions. Throughout most of the past decade, the metro area has ranked between 17th and 19th as a destination for permanent immigrants. On the other hand, those immigrants that it has attracted are, on average, more educated than native born Philadelphians and more than immigrants in many of the metros receiving more immigrants, such as Chicago. Thus, they bring new skills to the economic mix.

Current Economic and Demographic Profile

As of 2007, the Greater Philadelphia region ranks as the fifth largest U.S. metropolitan area in the United States, following New York, Los Angeles, Chicago, and Dallas-Fort Worth. With a population of almost 6.1 million people in 2007, the 11-county Greater Philadelphia region, as defined by Select Greater Philadelphia, comprises five counties in Southeastern Pennsylvania (Bucks, Chester, Delaware, Montgomery, and Philadelphia); five counties in southern New Jersey (Burlington, Camden, Gloucester, Mercer, and Salem); and New Castle County in northern Delaware. Among all US metropolitan areas, the Greater Philadelphia region ranks sixth in gross metropolitan product, fifth in personal income, and is the nation's fourth largest media market.

Greater Philadelphia is located at the center of a large and thriving mega-market, with over 46 million people living within 200 miles of Center City Philadelphia in 2007, generating $1.3 trillion in income annually. Taking into account total income, income per person, and the cost of living, the region's residents have more money to spend on products and services than do people in most other markets. The average household income of households living within 200 miles of Center City was $76,900, the second highest among the nation's 12 largest metropolitan areas.

Greater Philadelphia is strategically located in the heart of the eastern seaboard, offering easy access to the global marketplace. The region's accessibility and continued availability of developable land is expected to continue to draw developers and businesses well into the future. Home to 33 *Fortune 1000* companies, Greater Philadelphia has been ranked among the nation's hottest metropolitan areas for business location and expansion. The *Fortune 500* is also well represented, with 16 *Fortune 500* companies' headquarters and a total of over 330 *Fortune 500* firms having a presence in the region.

Population and Households

Table 1 provides historical demographic data for the Greater Philadelphia region. Between 1985 and 2005, the region's population grew by nine percent, gaining over 510,000 additional residents. As the "baby-boom" generation (officially defined as people born between 1946 and 1964) has aged, the number of residents between the ages of 15 and 24 has declined significantly over the past two decades while the number of older residents, particularly over the age of 65, has increased. This aging of the population is expected to continue and accelerate in the future, as the region's baby boomers mature. Mimicking population shifts, the number of households headed by a person under the age of 34 has declined while the number of households headed by older people has increased. Since 1980, the number of households in the region has increased at a slightly faster rate than the overall population, as household sizes decline. Falling household size is related to both the aging of the population and a resulting increase in the number of "empty-nester" couples and single-person households, and an increase in single-parent households.

Table 1: Population and households in Greater Philadelphia, 1985–2007

				Change, 1985–2005		
	1985	**1995**	**2005**	**Absolute**	**Percent**	**2007**
Population	5,551.6	5,846.9	6,062.0	510.3	9%	6,095.8
Age 0 thru 14 years	1,113.3	1,219.1	1,209.6	96.4	9%	1,190.2
Age 15 thru 24 years	945.0	811.5	849.9	-95.2	-10%	859.5
Age 25 thru 34 years	944.6	909.3	761.7	-182.9	-19%	762.6
Age 35 thru 44 years	734.5	918.9	922.6	188.0	26%	888.7
Age 45 thru 54 years	539.0	692.8	902.3	363.3	67%	916.9
Age 55 thru 64 years	570.7	517.2	625.0	54.2	10%	668.2
Age 65 years and older	704.5	778.0	791.0	86.5	12%	809.7
Heads of Households	1,990.1	2,157.9	2,281.0	290.8	15%	2,303.3
Age 24 and under	99.9	84.9	85.2	-14.7	-15%	86.2
Age 25 thru 34 years	426.3	396.8	342.1	-84.2	-20%	340.0
Age 35 thru 44 years	393.1	485.1	493.6	100.4	26%	471.9
Age 45 thru 54 years	300.4	395.3	508.7	208.3	69%	520.1
Age 55 thru 64 years	331.9	306.2	345.7	13.7	4%	370.1
Age 65 years and older	438.5	489.7	505.7	67.2	15%	515.0

Source: U.S. Census Bureau. Data in thousands of people.

Income, Housing Costs, and Quality of Life

Table 2 provides data on household and per capita income in the Greater Philadelphia region and the nation in 2007, while Table 3 summarizes housing costs. According to the 2007 American Community Survey, the region's median annual household income ($60,515) was almost 20 percent higher than the nation's, while the per capita income was just over $30,000 (compared to a national average of just over $26,000).

The Greater Philadelphia region boasts the fifth highest per capita income and a lower overall cost of living than many other large metropolitan areas. According to the National Association of Realtors, in 2008 those looking to locate in Greater Philadelphia found the seventh lowest median price for an existing single-family home amongst the 12 largest U.S. metropolitan areas at $251,700.

Greater Philadelphia residents enjoy a high quality of life, including world-class museums, music, multicultural festivals, recreational venues and important historical sites. The region's diverse neighborhood options range from urban living (in Philadelphia and Wilmington, for example) to growing suburbs (such as Horsham, Pennsylvania; Middletown, Delaware; or Moorestown, New Jersey) to rural towns and villages (in Salem and Burlington counties in New Jersey and Chester and Bucks counties in Pennsylvania, for example).

Table 2: Household and per capita income, 2007

	Greater Philadelphia		United States	
Total households	2,279,967	Percent	111,609,629	Percent
Less than $10,000	162,598	7%	8,514,777	8%
$10,000 to $14,999	112,404	5%	6,429,618	6%
$15,000 to $24,999	201,029	9%	12,364,317	11%
$25,000 to $34,999	210,746	9%	12,231,619	11%
$35,000 to $49,999	290,691	13%	16,257,603	15%
$50,000 to $74,999	410,402	18%	21,037,956	19%
$75,000 to $99,999	301,237	13%	13,556,898	12%
$100,000 to $149,999	340,377	15%	12,773,026	11%
$150,000 to $199,999	125,987	6%	4,313,913	4%
$200,000 or more	124,496	5%	4,129,902	4%
Median household income	$60,515		$50,007	
Mean household income	$79,395		$67,799	
Per capita income	$30,658		$26,178	

Source: U.S. Census Bureau, 2007 American Community Survey (ACS).

Table 3: Housing value and gross rental costs, 2007

	Greater Philadelphia		United States	
Owner-occupied units	1,606,844	Percent	75,072,666	Percent
Less than $50,000	61,698	4%	6,166,490	8%
$50,000 to $99,999	137,752	9%	12,167,778	16%
$100,000 to $149,999	162,021	10%	12,251,934	16%
$150,000 to $199,999	210,843	13%	10,189,231	14%
$200,000 to $299,999	420,474	26%	11,984,944	16%
$300,000 to $499,999	430,494	27%	12,508,785	17%
$500,000 to $999,999	155,395	10%	8,037,317	11%
$1,000,000 or more	28,167	2%	1,766,187	2%
Median (dollars)	$251,742		$181,800	
Renter-occupied units	667,486	Percent	36,536,963	Percent
Less than $200	21,195	3%	989,033	3%
$200 to $299	18,005	3%	1,267,718	4%
$300 to $499	42,400	6%	4,126,391	11%
$500 to $749	138,407	21%	9,605,657	26%
$750 to $999	199,880	30%	8,298,018	23%
$1,000 to $1,499	164,917	25%	7,003,643	19%
$1,500 or more	54,169	8%	3,047,207	8%
No cash rent	28,513	4%	2,199,296	6%
Median (dollars)	$874		$781	

Source: U.S. Census Bureau, 2007 American Community Survey (ACS).

Educational Attainment

Table 4 compares educational attainment in the Greater Philadelphia region with that of the nation as a whole. Almost 32 percent of the Greater Philadelphia region's residents over the age of 25 hold a bachelor's degree or higher (including 13 percent with a graduate or professional degree), as illustrated in Table 4, compared to only 27 percent nationwide. The Greater Philadelphia region has 92 colleges and universities that offer associate's degrees or higher, which continue to fuel and develop the region's highly skilled workforce. According to the National Foundation for Educational Statistics, more than 361,000 full- and part-time students were enrolled in the region's colleges and universities in the fall of 2006. These schools awarded over 75,200 certificates and degrees at all levels, of which 79 percent were bachelor's degrees or higher.

When compared to the top 25 metropolitan statistical areas (MSAs), the Greater Philadelphia region ranked second only to Boston on the number of bachelor and first professional degrees awarded per capita. According to *US News & World Report*, the region is home to two of the nation's best universities–Princeton University in Mercer County, New Jersey, and the University of Pennsylvania in Philadelphia, Pennsylvania. With only 78 percent of the city's adults holding a high school degree or higher and 21 percent holding at least a bachelor's degree, educational attainment is lower in the City of Philadelphia, where Mayor Nutter has focused on raising it as part of his economic development agenda.

Table 4: Educational attainment, 2007

	Greater Philadelphia		**United States**	
Population 25 years and over	4,028,178		195,646,383	
Less than 9th grade	161,984	4%	12,691,550	7%
9th to 12th grade, no diploma	355,116	9%	18,556,909	10%
High school graduate (includes equivalency)	1,288,575	32%	58,762,191	30%
Some college, no degree	669,687	17%	38,383,119	20%
Associate's degree	270,160	7%	14,392,617	7%
Bachelor's degree	767,470	19%	33,475,448	17%
Graduate or professional degree	515,186	13%	19,384,549	10%
High school graduate or higher	3,511,078	87%	164,397,924	84%
Bachelor's degree or higher	1,282,656	32%	52,859,997	27%

Source: U.S. Census Bureau, 2007 American Community Survey (ACS).

Labor Force Characteristics

Table 5 characterizes the region's labor force. In 2007, 65 percent of the region's population over the age of 16 was in the labor force, with 93.5 percent of those employed and 6.5 percent unemployed. Of those people working in the civilian labor force, 40 percent were employed in management, professional, or related occupations; 27 percent were working in sales and office occupations; 15 percent were employed in other service occupations; and the remaining 18 percent were employed in construction or production related occupations.

Sectoral Employment

Table 6 provides data on employment by sector in the Greater Philadelphia Region between 1995 and 2007. Since 1995, manufacturing employment has experienced a 26 percent decline, while the number of non-manufacturing jobs (particularly service sector employment) has increased by 18 percent. Fast-growing service sectors include professional and business services; leisure and hospitality; and education and health-related services.

Table 5: Labor force characteristics in Greater Philadelphia, 2007

Population 16 years and over	4,807,529
In labor force	3,148,372
Civilian labor force	3,140,638
Employed	2,935,416
Unemployed	205,222
Armed Forces	7,734
Not in labor force	1,659,157
Unemployed (among the civilian labor force)	6.5%
Occupation	
Civilian employed population 16 years and over	2,935,416
Management, professional, and related occupations	1,161,848
Service occupations	454,104
Sales and office occupations	800,271
Farming, fishing, and forestry occupations	7,429
Construction, extraction, maintenance and repair occupations	220,344
Production, transportation, and material moving occupations	291,420

Source: U.S. Census Bureau, 2007 American Community Survey (ACS).

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. Sectors such as education and health services, professional and business services, financial activities, and information technology require highly educated and skilled workers, and now make up over 44 percent of the region's employment. The region's economy has transitioned from industrial manufacturing to professional services, with over 74 percent of the region's workforce currently employed in service-providing sectors after an increase of over 450,000 in service-providing jobs between 1990 and 2007.

Home to approximately 400 life science and related companies, the region's thriving life sciences cluster of pharmaceutical, biotech, research and development, and support companies is one of the largest in the nation. With deep roots in public health, the Greater Philadelphia region has become one of the nation's top life science industry centers.

Greater Philadelphia is powered by a solid and diversified information technology (IT) industry which ranks as the sixth largest in the country, based on shares of employment in IT occupations and IT-providing industries in the nation's 12 largest metropolitan statistical areas (MSAs). 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. In May 2006, almost 155,000 people were employed in IT occupations in the Greater Philadelphia region, comprising 5.2 percent of the region's total employment. Major IT employers include Lockheed Martin, Comcast/Spectacor, Verizon, SAP AG, Sungard Data Systems, and Unisys. According to PricewaterhouseCoopers, there were 38 venture capital deals in IT and related sectors in 2007 totaling $147 million.

With its strong base of highly skilled workers, top universities, and support infrastructure for a wide variety of high tech industries, Greater Philadelphia has transformed from a traditional manufacturing center to a high-tech manufacturing hub. Next-generation electronics, defense systems, aerospace, and shipbuilding are just a few of the diverse, highly specialized manufacturing segments thriving throughout the region. The Greater Philadelphia region has one of the largest concentrations of employment in the country in the chemical manufacturing industry, traditionally a major driver of the region's economy.

Table 6: Employment by sector in Greater Philadelphia, 1995–2007

Employment sectors	1995	2005	Change, 1995– 2005 Absolute	Change, 1995– 2005 Percent	2006	2007
Total nonfarm employment	2,646.6	2,980.8	334.1	13%	3,005.0	3,019.2
Manufacturing	316.3	235.2	-81.1	-26%	230.6	224.0
Nonmanufacturing employment	2,330.4	2,745.6	415.2	18%	2,774.4	2,795.1
Construction/ natural resources/ mining	98.0	131.4	33.3	34%	135.1	132.2
Service-providing employment	1,850.8	2,201.1	350.2	19%	2,225.9	2,251.2
Transportation, trade, and utilities	515.8	559.4	43.6	8%	557.3	557.2
Information	67.7	61.6	-6.1	-9%	61.7	63.0
Financial activities	207.5	235.2	27.7	13%	236.7	236.3
Professional and business services	340.4	442.9	102.5	30%	455.3	464.9
Education and health services	441.6	541.7	100.1	23%	553.0	564.7
Leisure and hospitality	174.2	227.2	53.0	30%	230.1	233.3
Other services	103.6	133.0	29.5	28%	131.9	131.9
Government	381.5	413.2	31.7	8%	413.4	411.7
Federal government	69.1	60.1	-9.1	-13%	58.6	57.7
State and local government	312.4	353.1	40.7	13%	354.9	354.0
Military	33.5	24.5	-9.0	-27%	24.4	24.4

Source: U.S. Bureau of Labor Statistics, Regional Economic Information System.

In 2006, there were about 36,800 people employed in chemical manufacturing. Major chemical employers include DuPont, Rohm and Haas, Arkema, W.L. Gore, and Hercules.

Already a national leader with more than 100 companies engaged in nanotechnology business activities, the region ranks second in nanotechnology-related patents and research. The region has also become a hub for alternative energy, with the world's three largest wind energy companies (Gamesa, Iberdrol, and GE Wind) as well as the world's largest solar energy systems integrator (SunTechnics, a subsidiary of Conergy) all having a presence in the area.

Basic versus Non-basic Employment

Economic base theory assumes that most industries can be categorized as belonging to basic or non-basic sectors. Basic sector firms sell most of their goods and services to other regions, drawing money into the local economy, creating wealth, and feeding the region's economic growth. Non-basic sectors, while also contributing to the local economy, are mostly consumed within the region and consequently have much less of an impact on economic development than do basic sectors.

Location quotient analysis (LQA) is a simplified method for determining if an employment sector is basic or non-basic. LQA measures the share of activity in a given sector in the local economy relative to the sector's share in a larger reference economy, by dividing the percentage of total local employment in a particular sector by the percentage in the larger reference economy to calculate a ratio known as the location quotient. Sectors with a location quotient greater than "1" have more local jobs than would be expected based on the reference economy. While some sectors may have a high local demand (with a resulting ratio above "1") but are locally consumed and are therefore not export sectors, location quotients above "1" generally indicate that the sector is basic.

In February 2003 the Delaware Valley Regional Planning Commission (DVRPC) calculated location quotients for selected sectors in the nine-county DVRPC region (see *Three Decades of Job Growth and Decline in the Delaware Valley,* Analytical Data Report # 10). Its research found that sectors with location quotients over “1” in 1999 included transportation and public utilities; finance, insurance, and real estate (FIRE); services; and government enterprises. With respect to services, the report found that the region had strengths in the fields of legal services, engineering, computer services, and consulting. More specifically, regional strengths included industrial design, computer systems integration, environmental consulting, life science research and development, and market research.

Using similar methodology, Table 7 identifies location quotients for various sectors in the 11-county Greater Philadelphia region between 2001 and 2007, using the national economy as the larger reference economy. Employment sectors considered to be basic in the Greater Philadelphia region as of 2007 include wholesale trade, finance and insurance, professional and technical services, management, educational services, and healthcare and social assistance.

More recent research by DVRPC has focused on the importance of the manufacturing sector to the region’s economy (*Analyzing the Region’s Manufacturing Base*, Analytical Data Report #11). As of 2000, almost a quarter million people were employed in manufacturing jobs despite the sector having been in decline for several decades. DVRPC’s report concluded that manufacturing continues to play an important role in the regional economy, having shifted from a major supplier of goods and jobs to a “job supporter,” providing the flourishing service sector with necessary supplies and components.

Technology Transfer

Greater Philadelphia has a rich history of innovative thinking and bringing promising new technologies to market. The Greater Philadelphia region is one of the top metropolitan areas for research and development (R&D). The region’s academic research institutions’ R&D funding exceeded $1.28 billion in 2006. In addition, more than 20 universities in the area have affiliations with technology and science incubators, allowing businesses access to a vast pool of university talent and equipment. Venture capital is also an important indicator of the region’s growth, and Greater Philadelphia was among the top regions for venture capital investment in 2007. Other 2007 venture capital measures in the Greater Philadelphia region include:

- 125 venture capital deals;
- $7.4 million average value per deal;
- $566 million investment in biotechnology and medical device sectors; and
- A total investment of $862 million in venture capital.

Transportation Access

With eight airports located within a 90-minute drive of the Greater Philadelphia region, the area is one of the most accessible in the United States. The Philadelphia International Airport (PHL) provides a critical gateway for the region. With more than a half million takeoffs and landings, PHL ranks as the 10th busiest airport in North America and the 11th busiest in the world. In 2007, PHL averaged 700 daily departures to more than 120 cities through 29 carriers. In December 2003, a total of 86 domestic and 38 international cities could be reached by non-stop flights from PHL. In addition, the Greater Philadelphia region is serviced by three Class 1 freight railroads: CSX Transportation, Canadian Pacific and the Norfolk Southern. Shipping also plays a major role in the economic prosperity and accessibility of the area. The Delaware River Port Complex is a leader in transportation of perishables, wood products, and fresh fruits.

The Philadelphia region hosts a vast network of bus, subway, train, and trolley services, as well as greenways and bike routes. Amtrak’s Northeast Corridor is the busiest railroad in North America with 1,700 trains running daily. Major highways, such as I-95, I-76, I-295, and the Pennsylvania and New Jersey turnpikes, also make getting around the region very convenient.

Table 7: Location quotients for Greater Philadelphia, 2001–2006

Employment sector	2001	2002	2003	2004	2005	2006
Private employment	***1.04***	***1.04***	***1.04***	***1.04***	***1.04***	***1.04***
Forestry, fishing, related activities and other /1	(d)	(d)	(d)	(d)	(d)	(d)
Mining	(d)	(d)	(d)	(d)	(d)	(d)
Utilities	(d)	(d)	0.77	0.71	0.69	0.62
Construction	0.81	0.80	0.81	0.81	0.81	0.81
Manufacturing	0.85	0.84	0.83	0.82	0.81	0.81
Wholesale trade	***1.15***	***1.14***	***1.15***	***1.14***	***1.12***	***1.11***
Retail trade	0.97	0.97	0.97	0.97	0.97	0.97
Transportation and warehousing	(d)	0.88	0.90	0.89	0.89	0.89
Information	1.00	***1.01***	***1.00***	0.97	0.98	0.99
Finance and insurance	***1.31***	***1.32***	***1.32***	***1.31***	***1.30***	***1.31***
Real estate and rental and leasing	0.89	0.89	0.87	0.86	0.84	0.84
Professional and technical services	***1.37***	***1.38***	***1.38***	***1.37***	***1.38***	***1.38***
Management of companies and enterprises	0.68	0.87	0.99	***1.11***	***1.14***	***1.17***
Administrative services	***1.01***	1.00	0.99	0.99	0.97	0.97
Educational services	***2.48***	***2.44***	***2.41***	***2.36***	***2.33***	***2.27***
Health care and social assistance	***1.33***	***1.31***	***1.29***	***1.30***	***1.31***	***1.32***
Arts, entertainment, and recreation	0.92	0.94	0.96	0.97	1.00	0.99
Accommodation and food services	0.81	0.81	0.81	0.80	0.81	0.82
Other services, except public administration	0.93	0.92	0.92	0.92	0.93	0.93
Government and government enterprises	0.86	0.85	0.86	0.86	0.86	0.85
Federal, civilian	***1.11***	***1.10***	***1.10***	***1.10***	***1.09***	***1.06***
Military	0.58	0.58	0.58	0.57	0.56	0.56
State and local	0.85	0.85	0.85	0.86	0.86	0.85
State government	0.76	0.75	0.76	0.77	0.78	0.78
Local government	0.89	0.88	0.89	0.89	0.88	0.88

Source: U.S. Bureau of Economic Analysis, Regional Economic Information System (REIS).

Notes: Employment estimates for 2001 to 2006 are based on the 2002 North American Industry Classification System (NAICS). /1 "Other" consists of the number of jobs held by U.S. residents employed by international organizations and foreign embassies and consulates in the United States. (d) Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals. "Greater Philadelphia" includes Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania; Burlington, Camden, Gloucester, Mercer, and Salem counties in New Jersey; and New Castle County, Delaware. Sectors with quotients in ***bold italics*** are considered to be basic, which means that compared to the national economy, the regional economy has a greater number of jobs in that sector than would be expected.

Commuter Flow

Information on the location of the work place relative to where the worker lives and the length and mode of the worker's resulting commute has implications for both economic development and transportation planning. Studies have shown, for example, that long daily commutes can make it more difficult to attract and maintain a reliable workforce and decrease employee productivity.

The United States Census Bureau provides county-to-county worker flows from the journey-to-work information previously collected in the decennial census and more recently from the American Community Survey. This information provides the county of work and residence for all workers aged 16 and older who commuted to work or worked at home during the survey period. A review of this data reveals that Bucks and Delaware counties in Pennsylvania and Burlington, Camden, and Gloucester counties in New Jersey are net exporters of workers; and Montgomery and Philadelphia counties in Pennsylvania, Mercer County in New Jersey, and New Castle County in Delaware are net importers of workers, as illustrated in Table 8. Overall, the data reflects an ongoing decline in centralized business areas as more employers move to the suburbs. The largest flow of workers in the region in 2000 occurred within and between the four Pennsylvania suburbs, followed by inter-suburban commuting between the New Jersey suburbs. The number of workers who both lived and worked in Philadelphia, while still significant in 2000, declined by over 16 percent between 1990 and 2000.

Table 8: Net commuting flows, 2000

Bucks County, PA	61,985
Chester County, PA	2,688
Delaware County, PA	37,863
Montgomery County, PA	-66,980
Philadelphia County, PA	-90,289
Burlington County, NJ	24,387
Camden County, NJ	34,221
Gloucester County, NJ	32,712
Mercer County, NJ	-36,968
Salem County, NJ	5,746
New Castle County, DE	-24,130

Source: U.S. Census Bureau, 2000. Positive numbers indicate that more resident workers leave the county to work than travel into it to work.

Additionally, the number of commuters from both the Pennsylvania and New Jersey suburbs into Philadelphia declined, while reverse commuting from Philadelphia to the Pennsylvania suburbs increased. Commuting from outside of the DVRPC region into the suburban counties in both Pennsylvania and New Jersey increased between 1990 and 2000, as did travel from within the nine counties to employment locations outside of the region. More detailed information on county-to-county commuter flows within the nine-county DVRPC region and commutes to and from the DVRPC region as a whole and areas outside of the region (including New Castle, Delaware, and Salem County, New Jersey) is available from DVRPC report # 05001, *Journey-to-Work Trends in the Delaware Valley Region, 1980-2000*.

Regional Economic Disparities and Environmental Justice

In response to Title VI of the Civil Rights Act of 1964, the 1994 President's Executive Order on Environmental Justice (EJ), and the 2000 President's Executive Order (pertaining to Limited English Proficiency), DVRPC has adopted guidelines to help mitigate potential direct and disparate impacts of transportation projects and programs on defined historically disadvantaged groups. DVRPC employs an environmental justice methodology that quantifies degrees of disadvantage within the region. Using 2000 census data at the census tract level, categories of eight potentially disadvantaged groups are analyzed: non-Hispanic minorities, households in poverty, female heads of household with children, Hispanics, carless households, the elderly (over 85 years of age), the physically disabled, and residents with limited English proficiency.

The regional population in each category is divided by the region's population as a whole, generating a regional baseline average that serves as the threshold for that characteristic (see Table 9). If the concentration of a given characteristic in a census tract is higher than the baseline threshold, it is considered disadvantaged. Census tracts are therefore categorized as having zero to eight degrees of disadvantage. Because of their socioeconomic status, disadvantaged residents in these communities may have limited mobility and financial limitations that in turn impact their ability to access facilities, services, and employment.

DVRPC's traditional environmental justice analysis covers only the nine-county Delaware Valley region. For the purpose of this document, "*degrees of disadvantage*" analyses were also performed for New Castle County, Delaware, and Salem County, New Jersey. The analyses for New Castle and Salem counties maintain the standard DVRPC environmental justice thresholds to ensure compatibility with existing agency studies, rather than re-adjusting the thresholds to an expanded 11-county, tri-state area.

Table 9: EJ characteristics and thresholds

Non-Hispanic minority	24%
Carless households	16%
Poverty	11%
Female heads of household w/children	8%
Physically disabled	7%
Hispanic	5%
People over 85 years of age	2%
Limited English proficiency	2%

Source: U.S. Census Bureau 2000; DVRPC, October 2008.

Figure 4 illustrates the location of disadvantaged communities by mapping the degrees of disadvantage in the Greater Philadelphia region by census tract. In general, the region's most disadvantaged communities (census tracts with higher than average percentages in several of the environmental justice criteria) tend to cluster in large city centers, smaller cities, and older suburbs (particularly in Delaware and Camden counties) while rural areas and growing suburbs usually have lower degrees of disadvantage. While this is generally true for all disadvantaged groups, it is particularly so for minorities, female heads of households, carless households, and households living in poverty.

The environmental justice analysis identifies specific locations in the region where several sensitive populations overlap and that therefore may require additional planning considerations and targeted outreach. These places contain a mix of individuals with varying needs that will likely impact their ability to access employment centers, as well as necessary services and facilities.

EDA-Defined Distressed Communities

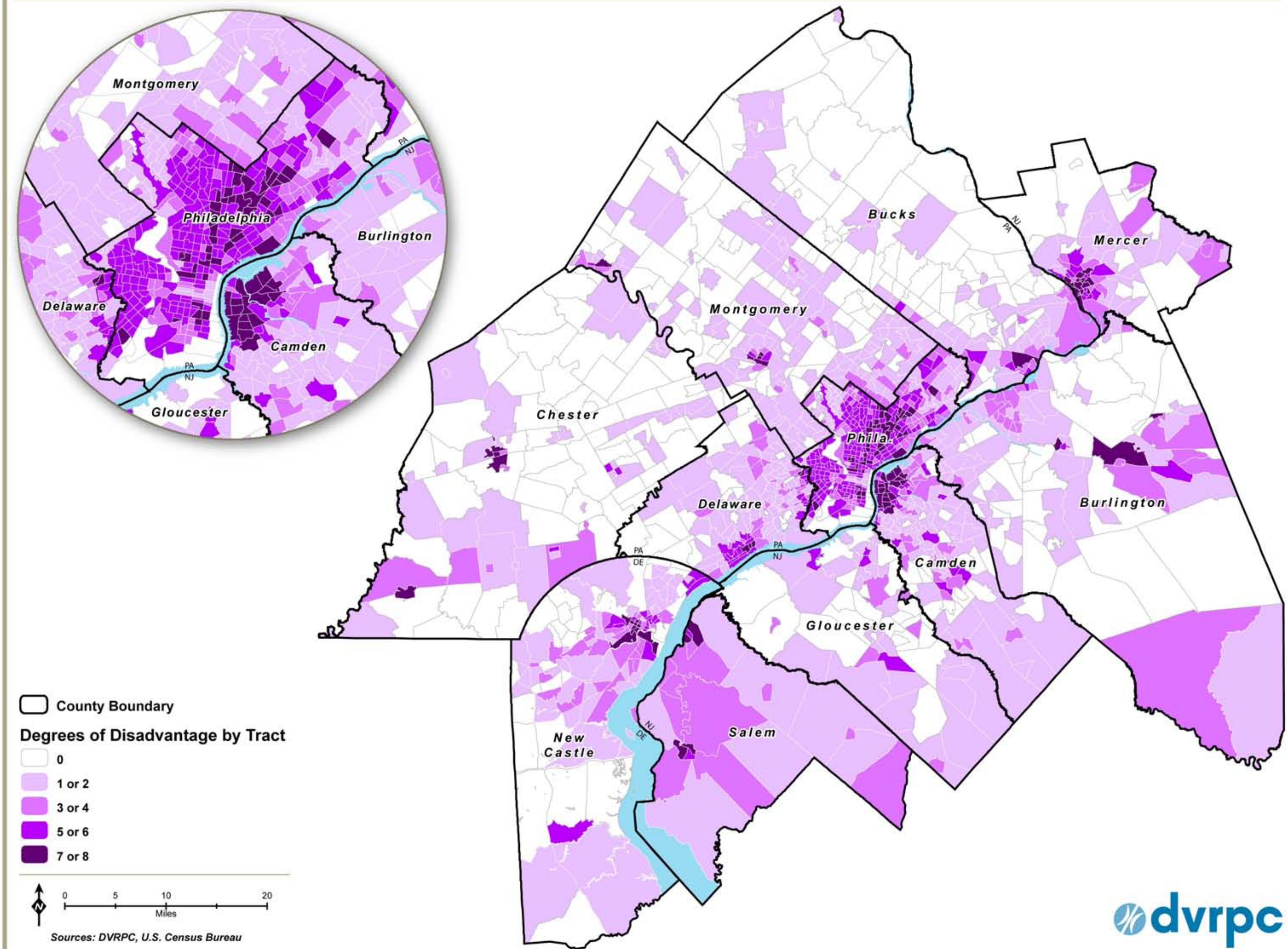
According to EDA regulations, jurisdictions are identified as 'distressed' and qualify for EDA public works or economic adjustment funds in one of three ways:

- The most recently available per capita income is 80 percent or less than the national average, or
- 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
- They have some "special need" as determined by EDA.

On a county level, Philadelphia is the only county in the Greater Philadelphia region that qualifies as a whole under EDA's criteria, with a 2007 per capita income of $19,785 (based on the 2007 American Community Survey, 76 percent of the nation's average) and an average two-year unemployment rate of 7.59 percent (compared to a national average rate of 6.29 percent, according to the US Bureau of Labor Statistics).

Many of the region's smaller jurisdictions, however, including smaller cities, boroughs, and older first suburbs, also have above average unemployment and below average incomes. The most current available source of per capita income for all municipalities and census-designated places in the Greater Philadelphia region is the 2000 Decennial Census, since the more recent 2008 American Community Survey (ACS) provides data only for municipalities with 20,000 or more residents. As of the 2000 Census, the national per capita income was $21,587; the 80 percent threshold for eligibility was therefore

Figure 4: Degrees of Disadvantage - Greater Philadelphia Region



$17,270. Table 10 identifies 36 municipalities in Greater Philadelphia that meet EDA's per capita income criterion.

In New Jersey, municipal-level unemployment rates are available through the NJ Department of Labor and Workforce Development's Labor Planning and Analysis Section. The national unemployment rate between January 2007 and December 2008 averaged 5.21 percent; municipalities where unemployment averaged 6.21 percent or higher therefore meet EDA's eligibility criterion. Table 11 identifies 32 municipalities in the region's five New Jersey counties that meet EDA's unemployment criterion. Similar unemployment data is not available for smaller jurisdictions in Pennsylvania and Delaware.

A review of available 2005 to 2007 estimates from the ACS revealed three additional communities that meet EDA's thresholds for per capita income or unemployment. These include:

- Upper Darby Borough (average unemployment of 7.8 percent, compared to a national average of 6.6 percent)
- Norristown Borough (2007 average per capita income of $18,420, 70 percent of the national average of $26,178)
- Pottstown Borough (average unemployment of 8.5 percent and 2007 average per capita income of $20,664, 79 percent of the national average)

Smaller areas (census block groups or tracts within municipalities, for example) may also meet the eligibility thresholds established by EDA. Potential applicants are responsible for demonstrating to EDA the nature and level of distress of the area in which the project will be located and serve.

Table 10: Per capita income (PCI) in municipalities that meet EDA's PCI threshold (based on data from the 2000 Decennial Census)

Municipality	County	PCI	Municipality	County	PCI
Chesterfield Township	Burlington	$17,193	Coatesville City	Chester	$14,079
New Hanover Township	Burlington	$12,140	Lower Oxford Township	Chester	$15,475
Fort Dix CDP	Burlington	$13,136	Modena Borough	Chester	$12,269
Washington Township	Burlington	$13,977	Oxford Borough	Chester	$16,579
Wrightstown Borough	Burlington	$14,489	South Coatesville Borough	Chester	$14,321
Audubon Park Borough	Camden	$16,926	Chester City	Delaware	$13,052
Camden City	Camden	$9,815	Chester Township	Delaware	$16,072
Chesilhurst Borough	Camden	$15,252	Collingdale Borough	Delaware	$16,751
Gloucester City	Camden	$16,912	Colwyn Borough	Delaware	$13,883
Tavistock Borough	Camden	$14,600	Darby Borough	Delaware	$13,990
Woodlynne Borough	Camden	$14,757	Darby Township	Delaware	$17,179
Paulsboro Borough	Gloucester	$16,368	Eddystone Borough	Delaware	$16,537
Trenton City	Mercer	$14,621	Lower Chichester Township	Delaware	$16,881
Penns Grove Borough	Salem	$13,330	Marcus Hook Borough	Delaware	$13,738
Salem City	Salem	$13,559	Millbourne Borough	Delaware	$15,752
Bristol Borough	Bucks	$17,198	Trainer Borough	Delaware	$15,753
Warminster Heights CDP	Bucks	$14,610	Upland Borough	Delaware	$15,391
Avondale Borough	Chester	$16,794	Philadelphia City	Philadelphia	$16,509

Source: U.S. Census Bureau, 2000 Decennial Census. National average per capita income was $21,587; the 80 percent eligibility threshold is therefore $17,270. 'CDP': Census-designated place. The Fort Dix CDP is in Pemberton Township, Burlington County; the Warminster Heights CDP is in Warminster Township, Bucks County.

Table 11: Average unemployment in New Jersey municipalities that meet EDA's threshold, (based on average unemployment rate, 2007-2008)

Municipality	County	AUR	Municipality	County	AUR
Beverly City	Burlington	10.11%	Pennsauken Township	Camden	6.33%
Burlington City	Burlington	6.30%	Pine Hill Borough	Camden	6.80%
Delanco Township	Burlington	6.73%	Runnemede Borough	Camden	6.94%
Fieldsboro Borough	Burlington	7.55%	Winslow Township	Camden	6.44%
Mount Holly Township	Burlington	6.84%	Woodlynne Borough	Camden	6.82%
Washington Township	Burlington	6.77%	Franklin Township	Gloucester	7.29%
Willingboro Township	Burlington	6.51%	Glassboro Borough	Gloucester	6.61%
Wrightstown Borough	Burlington	6.51%	National Park Borough	Gloucester	6.73%
Camden City	Camden	10.73%	Paulsboro Borough	Gloucester	13.94%
Chesilhurst Borough	Camden	8.72%	Pitman Borough	Gloucester	6.68%
Clementon Borough	Camden	9.62%	Westville Borough	Gloucester	6.21%
Gloucester City	Camden	9.12%	Woodbury City	Gloucester	6.63%
Hi-Nella Borough	Camden	10.28%	Trenton City	Mercer	11.04%
Lawnside Borough	Camden	8.31%	Carneys Point Township	Salem	7.76%
Lindenwold Borough	Camden	8.90%	Penns Grove Borough	Salem	14.58%
Magnolia Borough	Camden	9.12%	Salem City	Salem	9.16%

Source: New Jersey Dept. of Labor and Workforce Development, Labor Planning and Analysis Section, August 2009. The national average unemployment rate (AUR) between January 2007 and December 2008 was 5.21 percent.

Trends, 2005 –2035

As a part of its long-range planning process, DVRPC periodically develops and adopts population and employment forecasts for its member counties and municipalities. The most recent set of forecasts (for the years 2005 through 2035) was adopted by the DVRPC Board in July 2007, and includes forecasts for total population and total employment. For the purposes of this framework, however, it was desirable to consider forecasts of population by age and employment by sector for the larger tri-state area in a way that utilized a common methodology. For this reason, this framework relies on forecasts of population by age and employment by sector developed by Global Insight in early 2008 (as provided by Select Greater Philadelphia).

Table 12 illustrates projected trends in population and households by age cohort between 2005 and 2035. The region's total population is expected to increase by approximately 476,000 (8 percent) between 2005 and 2035, with the vast majority of this growth concentrated in the region's growing suburbs. As the region's baby boomers continue to mature, older age cohorts will experience significant growth. The number of residents over the age of 65, for example, is forecasted to increase by 77 percent by 2035, and the number of near-elderly residents (age 55 to 64 years) is expected to increase by 29 percent. Average household size is forecasted to continue to decrease, largely due to the aging of the population and the resulting increase in the number of single-person households.

Employment growth is forecasted to outpace population growth in the Greater Philadelphia region over the next three decades with non-farm employment forecasted to increase by 21 percent, as evidenced in Table 13. As expected, the manufacturing sector is forecasted to continue to decline (with a loss of almost 47,000 jobs, or 20 percent) while service-providing employment is expected to grow by an additional 27 percent (gaining over 603,000 jobs). Sectors forecasted to realize the most significant increases include professional and business services (forecasted to grow by 66 percent, adding over 290,000 jobs) and education and health services (forecasted to add over 148,000 jobs). Although smaller in absolute numbers, the information services sector is forecasted to grow by 28 percent (adding over 17,000 jobs).

Table 12: Population and household forecasts by age cohort in Greater Philadelphia, 2005-2035

	2005	2010	2015	2020	2025	2030	2035	Change 2005–2035 Absolute	Change 2005–2035 Percent
Population	6,062.0	6,142.8	6,223.6	6,311.1	6,396.7	6,474.5	6,538.2	476	8%
0 thru 14 years	1,209.6	1,169.5	1,146.3	1,131.2	1,117.8	1,103.2	1,086.9	-123	-10%
15 thru 24 years	849.9	856.0	843.4	833.7	824.4	814.5	804.6	-45	-5%
25 thru 34 years	761.7	780.8	794.8	791.6	783.8	776.6	770.5	9	1%
35 thru 44 years	922.6	842.9	813.8	814.4	817.4	818.2	816.5	-106	-11%
45 thru 54 years	902.3	904.9	871.5	853.3	847.9	849.4	853.6	-49	-5%
55 thru 64 years	625.0	720.0	772.7	794.1	799.0	801.1	805.2	180	29%
65 and older	791.0	868.7	981.0	1,092.8	1,206.3	1,311.5	1,401.1	610	77%
Heads of Households	2,281.0	2,330.4	2,390.7	2,442.2	2,486.3	2,523.4	2,546.0	265	12%
24 and under	85.2	88.7	88.8	87.1	86.9	87.2	87.9	3	3%
25 thru 34 years	342.1	345.7	348.2	349.5	344.1	343.1	346.4	4	1%
35 thru 44 years	493.6	434.1	426.3	434.9	438.1	441.5	445.6	-48	-10%
45 thru 54 years	508.7	519.7	474.0	421.2	378.9	362.2	365.8	-143	-28%
55 thru 64 years	345.7	402.5	435.2	443.7	435.3	432.9	436.6	91	26%
65 and older	505.7	539.8	618.2	705.8	803.0	856.5	863.7	358	71%

Source: U.S. Census Bureau (2005); Global Insight (2010–2035), Spring 2008. Data in thousands.

Table 13: Employment forecasts by sector in Greater Philadelphia, 2005-2035

Employment sector	2005	2010	2015	2020	2025	2030	2035	Change 2005–2035 Absolute	Change 2005–2035 Percent
Total nonfarm employment	2,980.8	3,063.4	3,180.8	3,270.2	3,374.0	3,488.0	3,603.3	622.6	21%
Manufacturing	235.2	212.0	211.4	208.7	201.3	194.9	188.6	-46.6	-20%
Non-manufacturing	2,745.6	2,851.4	2,969.4	3,061.5	3,172.8	3,293.1	3,414.8	669.2	24%
Construction/natural resources/mining	131.4	125.5	136.6	139.8	143.6	152.8	164.5	33.1	25%
Services	2,201.1	2,309.9	2,407.8	2,486.5	2,591.7	2,697.0	2,804.6	603.5	27%
Transportation/trade/utilities	559.4	562.3	577.0	586.6	602.6	618.6	628.0	68.6	12%
Information	61.6	62.9	63.2	64.3	68.1	72.3	78.6	17.1	28%
Financial activities	235.2	238.6	246.0	245.6	249.6	254.1	259.4	24.1	10%
Professional/bus. services	442.9	487.9	525.4	562.2	615.1	671.0	733.5	290.6	66%
Education/health services	541.7	588.0	614.0	638.9	659.0	674.6	690.1	148.4	27%
Leisure and hospitality	227.2	238.5	247.2	248.5	251.0	253.8	256.5	29.3	13%
Other services	133.0	131.6	135.0	140.4	146.4	152.5	158.5	25.5	19%
Government	413.2	416.0	425.0	435.2	437.4	443.3	445.7	32.5	8%
Federal	60.1	58.3	55.4	56.1	53.8	54.4	52.3	-7.7	-13%
State and local	353.1	357.7	369.6	379.1	383.6	388.9	393.3	40.2	11%
Military	24.5	24.2	24.9	25.4	26.1	26.8	27.6	3.1	12%

Source: Global Insight, Spring 2008. Data in thousands.

Summary

This section has identified the strengths and challenges facing the Greater Philadelphia region. Regional strengths include high average income coupled with a low cost of living; higher than average educational attainment; economic diversity; a thriving life sciences cluster; and a strong foundation of educational and medical institutions. Key regional challenges, however, include slow population and employment growth; concentrated poverty and unemployment, particularly in the region's urban areas; lower educational attainment in the region's core cities; a need to increase entrepreneurship; a need to accelerate technology transfer from the region's research institutions to new companies; and workforce gaps.

II. Economic Development Organizations, Programs, Initiatives, and Responses

Greater Philadelphia is served by a large number of economic development-related organizations (EDOs), programs, and resources. Organizationally, many are state-related and/or funded, while others represent the private sector, university consortia, and collaborative enterprises with representation from government, business, and education sectors together. In terms of focus, some of these organizations are broad-based business organizations (e.g. chambers of commerce) while others are targeted to specific industry sectors (e.g. biotechnology, manufacturing, etc.). Collectively they represent an extensive support network, describing program and policy decisions from various regional stakeholders.

Despite the numerous programs included across three states, a striking common focus is on innovation, technology-based economic development, and knowledge-based industries as the appropriate targets for activity and support.

While many of the described organizations cut across multiple functional categories, they have been organized as follows:

A. State agencies and state-supported organizations and initiatives

B. County-level agencies and organizations

C. Chambers of commerce and trade, industry, and professional organizations

D. Workforce development initiatives

E. Port organizations

F. Regional planning organizations

G. Other programs, initiatives, and organizations of interest

Following is a listing of these principal organizations and resources, with mission statements and/or brief descriptions. Extensive detail on specific financial incentives is included in Appendix B.

A. State agencies and state-supported organizations and initiatives

Delaware Economic Development Office (DEDO)
The mission of the Delaware Economic Development Office (DEDO) is to be responsible for attracting new investors and businesses to the state, promoting the expansion of existing industry, assisting small and minority-owned businesses, promoting and developing tourism, and creating new and improved employment opportunities for all Delaware residents.

In 2004, Delaware implemented a cluster-based economic development strategy for six sectors of the state's economy, including:

- Automotive manufacturing;
- Biotechnology and life sciences;
- Chemistry and advanced materials;
- Financial services;
- Health sciences and medical services; and
- Tourism.

Delaware Science & Technology Council
The Council was established by the governor's office in 2006 to promote and coordinate a variety of technology-based economic development and scientific endeavors in Delaware. A partial listing of its mission includes:

- Improving the competitive position of Delaware so that it is recognized broadly as a center of excellence in science and technology;
- Providing advice, guidance and advocacy on issues and opportunities in research, education, business, economic development and public policy;
- Developing and implementing a statewide science and technology strategic plan;
- Fostering Delaware's uniqueness as a dynamic place for scientific and business talent by developing an innovative, entrepreneurial and business friendly environment, facilitating incubation and commercialization and *encouraging collaborations within the State and the region* (emphasis added); and
- Identifying and securing resources to support Council initiatives in cooperation with the Council on Competitiveness and other appropriate state and regional initiatives.

Delaware Technology Park
Delaware Technology Park is the next evolution of Delaware's science-based growth. A partnership among the State of Delaware, the University of Delaware and the private sector, the Delaware Technology Park was created as a nonprofit, 501(c) (3) corporation. It is home to many innovative start-up companies and research.

The Park focuses on attracting established industries and providing an incubation and acceleration for start-ups in high-technology fields, specifically those in biotechnology, information technology and advanced materials. By clustering these businesses and providing networking access to services and resources, the Delaware Technology Park extends the reach of these businesses across the Mid-Atlantic region and around the world.

Delaware Manufacturing Extension Partnership (DEMEP)
The Delaware Manufacturing Extension Partnership (DEMEP) is Delaware's best resource for manufacturing support and expertise. DEMEP helps manufacturers become globally competitive by: assessing their needs and opportunities, identifying appropriate resources, and creating and managing successful partnerships to improve quality, productivity and profitability with a combination of industry-specific expertise and access to many local, regional and national resources.

Delaware Innovation Fund (DIF)
The Delaware Innovation Fund (DIF) is a $10 million private 501(c)(3) non-profit economic development and venture capital entity established in 1995. The DIF provides counsel, education and selective early-stage investment capital to encourage the growth of seed, start-up and early-stage high technology companies in Delaware and the surrounding Mid-Atlantic region. Involvement within the Community is important to the DIF. The DIF is committed to making a valuable contribution to entrepreneurial efforts and economic growth within our community. To date, over 250 companies have received counseling and an excess of 500 jobs have been created. Over 20 companies have received capital funds for growth and expansion.

New Jersey Economic Development Authority (NJEDA)
The New Jersey Economic Development Authority (NJEDA) is 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. It 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.

NJEDA maintains an array of financing programs. NJEDA supports business growth in New Jersey for businesses of all sizes, with small business as a core focus. Critical sectors include:

- Women and Minority-Owned Businesses;
- Technology and Life Sciences;
- Manufacturing;
- Logistics, including warehousing, distribution and port operations;
- Financial Services;
- Arts, Culture, and Tourism; and
- Retail.

New Jersey Urban Fund
The New Jersey Urban Fund was designed to stimulate investment in its urban communities by providing businesses and community development organizations with the financial and technical tools that they need to grow and revitalize neighborhoods. The Fund was launched in October 2006 as the centerpiece of the Governor's Economic Growth Strategy's urban revitalization action plan.

The Fund was initiated with a capital commitment of $185 million from the EDA to be leveraged with investments from private sources expected to generate $555 million in total investment in New Jersey. To date, $185.5 million has been deployed by the state, representing more than 100 percent of the $185 million commitment of funds. In addition, $438 million in total project costs have been leveraged by Fund investments.

Edison Innovation Fund
Launched as an element of Governor Corzine's Economic Growth Strategy, the Edison Innovation Fund seeks to create, sustain, and grow technology and life sciences businesses that will lead to well-paying job opportunities for all New Jersey residents. The Fund is an integrated set of resources that support technology and life science initiatives throughout all stages of discovery, development, and commercialization. Since the inception of the Fund in October 2006, the combined resources of NJEDA and the New Jersey Commission on Science and Technology have enabled state investment of over $245 million. In addition, over $425 million in total project costs has been leveraged by Edison Innovation Fund investments.

The Edison Innovation Fund's implementation is supported by specific strategies that:

- Provide support to colleges, universities, and companies to help them develop the commercial potential of research;
- Accelerate the commercialization of technology; and
- Provide technical, financial, and facility-based support to the state's technology businesses.

The Edison Innovation Fund will continue to support university research and development in the growth of core industries vital to the state's economy, including: life sciences, stem cell research, clean energy, and information and communication technologies. Advancing stem cell research will be of particular importance. The Edison Innovation Fund will advance the state's Energy Master Plan by encouraging the use of clean/renewable energy. A major outcome of these investments is intended to be an increase the "tech transfer" rate—the process by which the results of scientific research are developed into practical applications. The Fund will continue to assist technology and life science companies by improving access to technical resources, providing creative and accessible financing products as well as laboratory and acceleration space in state-supported facilities.

Edison Innovation Zones
The Edison Innovation Zones throughout the state encompass state universities, research institutions and related businesses. The zones include areas within the cities of Camden and Newark and the Greater New Brunswick Area. The Edison Innovation Zones are a collaborative state effort involving the EDA, the New Jersey Commission on Science and Technology and other state agencies. These "technology neighborhoods" are designed to spur collaborative efforts and encourage the rapid transfer of discoveries from the laboratory to the marketplace. Enhanced financial incentives are available to eligible technology and life sciences businesses locating in these zones. Each zone also features a commercialization facility to provide specifically designed office and lab space for these early-stage growth companies.

The zones employ three main mechanisms to assist company growth: enhanced financial benefits, provision of world-class technology facilities, and enhanced partnership opportunities.

New Jersey Commission on Science and Technology
Established in 1985, the Commission is responsible for the development and oversight of policies and programs promoting science and technology research and entrepreneurship in New Jersey. Other responsibilities of the Commission include:

- Promoting ties between industry and universities in order to accelerate commercialization of technology;
- Supporting entrepreneurial technology businesses in areas of strategic importance to the state; and
- Strengthening research collaborations among universities to create new potential for increased federal funding and private investment.

Specific programs include:

- **New Jersey Technology Fellowships**: The Commission pays the salary for recent doctoral graduates of New Jersey universities to work in small New Jersey technology companies, providing companies with new talent and expertise.
- **Technology Incubator Network**: The Commission supports 12 technology business incubators throughout the state. Incubators provide a professional business environment, administrative support and significant networking opportunities within the entrepreneurial community.
- **University Intellectual Property Program**: The Commission provides funding to universities to make services available to companies through the University Intellectual Property Program. Funds are available for proof-of-concept work for companies interested in licensing intellectual property developed at universities.
- **SBIR/STTR Training and Assistance**: The Commission offers a series of training sessions throughout the year to help entrepreneurs gain the necessary tools to successfully submit Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Phase I and Phase II funding proposals to one of the eleven federal agencies.
- **Stem Cell Scientific Symposium**: The Commission hosts an annual symposium to provide hundreds of scientists with an opportunity to network with other researchers, industry representatives, venture capitalists, and funders such as the National Institutes of Health and Juvenile Diabetes Research Foundation.
- **Incubator Feasibility**: The Commission funds feasibility studies for groups interested in creating a new incubator.

New Jersey Manufacturing Extension Partnership (NJMEP)
NJMEP assists small and medium sized companies to become more productive, profitable and globally competitive. NJMEP offers seminar/training sessions and development of a preliminary assessment of the needs of start-up high-tech businesses.

Southern New Jersey Development Council
Acting as the unified voice for South Jersey, the Southern New Jersey Development Council (SNJDC) is charged with promoting responsible economic development in South Jersey. To accomplish this, the organization has built relationships with the top decision-makers in South Jersey, state legislators, members of the governor’s cabinet, and federal representatives. The SNJDC promotes initiatives and legislation that increases economic opportunity in South Jersey and improves the quality of life to what has always been expected in this region and supports project-specific activities that will create a positive impact to the region.

Projects range in scope from small-scale façade programs affecting a single municipality to large-scale transit operations that shape the entire region. The SNJDC represents 300 organizations, including the region’s top universities and colleges, utilities, casinos, private firms, labor groups, municipalities and state authorities.

Ben Franklin Technology Partners/Southeastern Pennsylvania (BFTP/SEP)
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 in Pennsylvania, BFTP/SEP provides entrepreneurs and established businesses with the capital, knowledge and networks to compete in the global marketplace. BFTP/SEP has provided more than $130 million to grow more than 1,600 regional enterprises.

BFTP/SEP's Investment Group provides critical seed and early-stage capital, validating the entrepreneur's vision and attracting other investment sources. Investments are coupled with business development and management consulting to help companies succeed in the global marketplace.

BFTP/SEP's Technology Commercialization Group (TCG) works with companies to identify new products for development and commercialization, and finds the best solutions team within BTTP/SEP’s partner network of regional universities and research incubators. The TCG also identifies market needs and partners to create new pathways to commercialization for entrepreneurs and researchers.

More than 20 years ago, BFTP/SEP began developing research and commercialization networks for the region's then-emerging biotechnology industry, which became the region's fastest growing technology sector. BFTP/SEP is currently working on a similar network for nanotechnology and green/energy efficient technologies.

BioAdvance
BioAdvance provides funding to startup life sciences companies in Southeastern Pennsylvania through its $20 million Greenhouse Fund, investing in therapeutics, devices, diagnostics and platform technologies focused on human health. Since its inception in 2002, BioAdvance has become one of the nation's leading investors providing pre-seed and seed stage funding. To date, more than $14 million has been committed to 24 seed-stage companies and 15 pre-seed stage companies that are working to develop products to treat health problems including Alzheimer's disease, cancer, obesity, GI disorders, and neurological and respiratory illnesses. BioAdvance was established with $33 million from the Commonwealth of Pennsylvania's share of tobacco settlement monies.

Delaware Valley Industrial Resource Center (DVIRC)
The DVIRC is part of Pennsylvania’s Industrial Resource Network, a program funded by the Department of Community and Economic Development (DCED). The Centers are private, not-for-

profit economic development corporations supported by the Commonwealth and managed by private industry. DCED has also been instrumental in helping the IRC Network compete for, and win, federal Manufacturing Extension Partnership(MEP) awards, which are part of The National Institute of Standards and Technology's (NIST) MEP program.

The DVIRC is an economic development organization committed to assisting small and medium-sized manufacturing enterprises compete and grow in the global economy. The DVIRC aims to enhance leadership and team performance skills. The Institute for World-Class Manufacturing (IWCM) offers learning opportunities for individuals at every level within a company. The Manufacturers Council and CEO Forum are peer-to-peer network groups for executive leadership. The DVIRC also focuses on addressing the talent shortage needs of regional firms through special projects, including:

- Applied Engineering Technology;
- Science, Technology, Engineering, and Math (STEM) Initiatives; and
- Industry Partnerships.

Finally, DVIRC's Corporate Finance/Growth Capital practice works with clients to help them identify the primary components of business value and highlight where they can optimize their return on invested capital.

Keystone Innovation Zones (KIZs) - Pennsylvania

Keystone Innovation Zones (KIZs) are designated zones that may be established in communities that host institutions of higher education–colleges, universities, and associate's degree technical schools. These zones are designed to foster innovation and create entrepreneurial opportunities. They do this by gathering and aligning the combined resources of educational institutions, private businesses, business support organizations, commercial lending institutions, venture capital networks, and foundations (KIZ partners). Twenty-nine KIZs have been formed across Pennsylvania.

Six KIZs are located in southeastern Pennsylvania, with two more in immediately adjacent regions. These include (with their respective industry/technology foci):

- University City KIZ (life sciences, and related IT and nanotechnology);
- Navy Yard KIZ (power and energy; nanotechnology; advanced manufacturing; communications & IT; homeland security; life sciences);
- 611 Corridor (life sciences; related IT and advanced manufacturing);
- Bucks County (life sciences; related IT and advanced manufacturing);
- Delaware County (homeland security/defense; materials/advanced manufacturing; environmental engineering);
- Chester County (life sciences; IT);
- Southside Bethlehem (life sciences; opto/microelectronics; IT; advanced materials; nanotechnology); and
- Greater Reading (advanced materials; diversified manufacturing; food processing).

Innovation Partnership

The Innovation Partnership is a consortium of economic development and business assistance organizations located throughout the Commonwealth of Pennsylvania. Its goal is to help early stage technology companies secure federal funding opportunities. The Partnership is especially interested in clean energy and energy-related, life sciences, nanotechnology, advanced manufacturing and communications technology businesses that show early signs of commercial success. More information is available at www.innovationpartnership.net.

Mid-Atlantic Nanotechnology Alliance (MANA)
The Mid-Atlantic Nanotechnology Alliance is collaboration among Delaware, New Jersey, and Pennsylvania to develop and position the tri-state region as a global hub for the expanded research, development, application and commercialization of nanotechnology. As the first multi-state, nanotechnology-focused initiative in the United States, its primary purpose is to facilitate a regional approach for:

- Securing and attracting funding for research, development and commercialization of nanotechnology;
- Developing and disseminating information and knowledge including best practices, policy and planning, informed investment, and emerging opportunities; and
- Positioning the region with a unified message, developing critical mass and showcasing its diverse strengths.

MANA was formed in the fall of 2004 and is funded by the U.S. Department of Commerce Economic Development Administration (EDA). MANA will help the region by building the critical infrastructure needed to translate today's emerging nanotechnology developments into practical applications that spur economic development for the Mid-Atlantic region.

Nanotechnology Institute (NTI)
The overarching mission of the Nanotechnology Institute is to focus on the transfer of nanotechnology discoveries and intellectual knowledge from universities to industry partners, and on the rapid application and commercialization of nanotechnology to stimulate economic growth. Funded by the Department of Community and Economic Development, NTI is a partnership with lead partners Drexel University, the University of Pennsylvania, and BFTP/SEP and with membership and participation extending to numerous other academic institutions and private-sector entities.

The NTI is helping situate Pennsylvania as a key area for nanotechnology commercialization. It is the first comprehensive model of its kind in the United States, facilitating the research, development and commercialization of nanotechnology’s real-world applications.

The NTI is designed to be a focal point for nano-related efforts, building on the collective strengths of corporate interests, research institutions, and economic development organizations. The innovative model is represented by the alignment of five key components: technology development, commercialization, sponsored research and development, outreach, and strategic alliances. Specific mechanisms and programs include:

- **Technology Development:** NTI provides a gateway for 12 regional universities and medical schools and more than 40 faculty members focused on nano-biosensor development, nano-tubular cellular probes, intelligent drug delivery systems, and nanofiber-based tissue engineering. NTI Seed and Core Grant components support this technology development.
- **Commercialization:** NTI created the Nanotechnology Commercialization Group (NCG) to be a single point-of-contact system across the institutional partners, providing business development services with Intellectual Property (IP) and licensing processes. Specific programs have been created to stimulate both established company involvement and new company formation.
- **Sponsored Research and Development:** NTI provides capital for sponsored research to stimulate the creation of longer-term partnerships with industry leaders and create new enterprises.
- **Outreach:** NTI fosters the growth of the region’s nanotechnology community by facilitating dialogue and interaction among federal agencies, university faculty, corporations, entrepreneurs, and economic partners.

- **Strategic Alliances**: Preparing the Mid-Atlantic region's nanotechnology workforce of the future through partnering among educational initiatives, nonprofits and companies.

Pennsylvania Department of Community and Economic Development (DCED)
The goal of the Pennsylvania Department of Community and Economic Development (DCED) is to foster opportunities for businesses and communities to succeed and thrive in a global economy, thereby enabling Pennsylvanians to achieve a superior quality of life. DCED and the Commonwealth offer business assistance to help organizations fund their projects or start a business, find a location, expand their business, or stay in Pennsylvania. One significant sign of Pennsylvania's commitment to growth is the Economic Stimulus Package signed into law by Governor Edward G. Rendell in 2004. Hailed as the most comprehensive and flexible package in the country, the $2.8 billion program has introduced a vast number of projects aimed at expanding the Commonwealth's economy.

Pennsylvania Green Growth Partnership
The Green Growth Partnership was founded in 2006 by the Green Building Alliance in Pittsburgh and the Engineering and Design Institute at Philadelphia University. The mission of the Partnership is to:

- Attract new green building ventures to the state by demonstrating leadership in green building design and materials, and sustainable development technologies;
- Retain Pennsylvania's existing building product manufacturers by helping them to benefit from the growing market for green products;
- Facilitate technological innovation and commercialization of new products and techniques through research grants and industry-university collaborations; and
- Create jobs by connecting building product manufacturing companies with new markets on the national and international stage.

Pennsylvania Initiative for Nanotechnology (PIN)
The Pennsylvania Initiative for Nanotechnology (PIN) is a statewide strategy that currently combines the efforts of the Pennsylvania Department of Community and Economic Development (DCED), the Commonwealth's research universities, the Pennsylvania State System of Higher Education, over 125 companies, and economic development organizations. PIN is leveraging Pennsylvania's clusters of research, industry, and workforce development assets to make Pennsylvania a global leader in nanotechnology research, commercialization and economic development activities.

The primary strategies for PIN are focused on:

- Developing consortia-driven, educational and workforce development programs;
- Increasing commercialization of nanotechnology applications and processes through collaboration; and
- Increasing technology transfer and enhancing university-based resources and skill.

The University City Science Center
The University City Science Center is located in the heart of University City Philadelphia, at the nexus of the academic and research institutions. Established in 1963 as the world's first urban research park, 45 years later it remains one of the largest research parks with 17 acres, 15 buildings, and 2 million square feet within a four block area that is home to 100 companies employing 8,000 people. Within the research park, the Science Center operates the Port Incubator which encompasses over 56,000 square feet of fully equipped laboratories, shared scientific equipment, fully furnished offices, onsite IT support and conference facilities. What began as a collaboration of several local academic institutions now counts 32 colleges, universities, and research organizations among its shareholders.

As an independent, self-sustaining nonprofit, the Science Center assists entrepreneurial and established companies based primarily in the Greater Philadelphia region and within the life sciences industry and technology industry. In doing so, the Science Center and its alumni companies deliver significant economic value to the city, state and nation. In its 45-year history, the Science Center has been instrumental in ensuring the success of more than 400 companies, among them Acuity, Bentley Systems, BioRexis, Centocor, Morphotek, Neose Technologies, SEI and 3-D Pharmaceuticals. Collectively, these companies, along with others, employ more than 29,000 people and generate more than $9 billion in annual revenue. As a first-of-its-kind model, the internationally acclaimed Science Center has also played an advisory role in the development of technology parks around the world, including those in Kyoto, Japan; Sydney, Australia; and Oxford, England.

The Science Center is a partner in the Pennsylvania Statewide Innovation Partnership (www.innovationpartnership.net). The Innovation Partnership is a consortium of economic development and business assistance organizations located throughout the Commonwealth of Pennsylvania that assist early stage technology companies to secure federal funding opportunities**.** The Science Center also participates in the Pennsylvania Keystone Opportunity and Keystone Innovation Zones programs, which designate specific areas and qualified companies for reduced or no tax burden through exemptions, deductions, abatements, and government credits and grants.

In addition to the University City Science Park and Port Incubator, the Science Center also manages two initiatives focused on further supporting innovation and technology commercialization throughout the Greater Philadelphia region:

- **QED Program:** The QED Program is a multi-institutional proof-of-concept effort that supports technologies being developed in the region's research organizations with funds and business support to accelerate them onto commercial pathways. The QED Program addresses the well-documented gap in funding at the commercial-proof-of-concept level, to move very early-stage technologies closer to investment of licensure.

  QED seeks to support innovative research and development projects with high commercial potential. Projects are funded through a Science Center-research organization match for a period of up to 12 months. Principal investigators of awarded projects work with their respective technology transfer office officials and with assigned QED business advisors to design proposals with commercially-relevant milestones. Project selection is primarily market-driven, involving industry and investor representation and an outsourced scientific peer review.

- **Quorum:** The Quorum initiative is designed to strengthen the Greater Philadelphia Region's culture of technology commercialization by providing opportunities for people to interact, share ideas, build knowledge and engage in new business ventures.   Quorum is designed to provide the region with a suite of three complimentary services:
  1. **Satellite Quorum** presents the Science Center supported programs and events at diverse venues throughout the region;
  2. **Virtual Quorum or iQuorum** serves as a membership-based online community for people interested in advancing technology commercialization.; and
  3. **Physical Quorum** provides a state-of-the-art meeting space located at the Science Center's 3711 Market Street facility.

For more information on these programs, please visit the Science Center's website (www.sciencecenter.org) or contact the Science Center at (215) 966-6000.

B. County-level agencies and organizations

City of Philadelphia Commerce Department
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 Redevelopment Authority (RDA), the Department leads efforts to develop business-friendly strategies to help both small businesses and major corporations in Philadelphia thrive. The Office of Neighborhood and Business Services (ONBS), a division of the Department of Commerce, provides Philadelphia businesses and neighborhood organizations with a source of reliable and comprehensive assistance.

- **Philadelphia Industrial Development Corporation (PIDC):** 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 also coordinates tax incentives and work force development programs offered by the City and the Commonwealth. 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 Commercial Development Corporation (PCDC):** PCDC is designed to promote, enhance and create entrepreneurial and community economic development throughout the City of Philadelphia. PCDC helps to revitalize neighborhoods and assists small businesses through financing, business development services, and advocacy. PCDC opens doors to economic advancement by building partnerships and fostering viable development projects and enterprises.

Bucks County Economic Development Corporation (BCEDC)
The Bucks County Economic Development Corporation (BCEDC) and its partner organization BCIDA (Bucks County Industrial Development Authority) work to provide low-interest financing to local businesses, attract new business into Bucks County, market available business locations to expanding companies, and advocate on behalf of the business community.

Chester County Economic Development Council (CCEDC)
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. Services available through CCEDC’s building partners include: technology support services, small business consulting and education, customized workforce training, job matching and career transition assistance, and productivity improvement services for manufacturers.

Delaware County Commerce Center (DCCC)
The Delaware County Commerce Center (DCCC) assists businesses in the search for commercial and industrial property, and provides information essential to the location decision process. DCCC also manages all available federal, state, and local incentive programs, aids in the process of starting a business, and helps address any workforce development issues. It can also act as a liaison for companies working with the local municipalities and State agencies.

Montgomery County Industrial Development Corporation (MCIDC)
The Montgomery County Industrial Development Corporation (MCIDC) provides an array of business services and economic development services for Montgomery County, Pennsylvania. MCIDC also has partnered with other organizations and agencies; for example, in 1986, MCIDC was certified by the Pennsylvania Department of Commerce as an eligible agency under the state’s Business Infrastructure Development (BID) Program. Additionally, MCID partnered with DVIRC,

Ben Franklin Technology Partners, and 16 regional organizations to form Strategy 21. The Strategy 21 Partnership was an early effort to coordinate various regional groups' economic development efforts and to help area firms improve their competitive positions. MCIDC's programs continue to evolve and develop to accommodate the emerging changes in the biotech, pharmaceutical, and information technology industries.

Burlington County Department of Economic Development and Regional Planning
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 (see www.co.burlington.nj.us/departments/economic/development/index.htm).

Camden County Improvement Authority (CCIA)
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 nonprofit assistance.

Gloucester County Department of Economic Development
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 new quality 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 large and small 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.

Mercer County Office of Economic Development and Sustainability
The Mercer County Office of Economic Development and Sustainability offers business relocation and development assistance (including small business grants and loans) as well as career counseling and job training. The Office offers business mentoring and several loan options for both start-up and existing businesses that cannot access financing from traditional lending sources. The Mercer County Loan Fund, for example, is a revolving loan fund that provides between $25,000 and $125,000 for start-up and expanding businesses in Mercer County.

C. Chambers of commerce and trade, industry, and professional organizations

While chambers and industry organizations are, strictly speaking, not economic development agencies or programs, these organizations and their members frequently do advocate for sound economic development policies and programs, and in some cases have undertaken research to outline particular economic opportunities. They also provide resources for businesses, (especially helpful to small and emerging enterprises), and they frequently partner with various regional EDO's to achieve specific economic development goals. While there are many such groups and even more numerous local chambers, the following are the region's major business chambers and industry organizations:

Select Greater Philadelphia
Select Greater Philadelphia (Select) is a regional, economic development/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 GPCC, in cooperation with the Chamber of Commerce of Southern New Jersey, and the New Castle County Chamber of Commerce.

Greater Philadelphia Chamber of Commerce
The Greater Philadelphia Chamber of Commerce (GPCC) works to promote growth and economic development, advocate for sound public policy, and serve its members with outstanding programs and benefits. GPCC is the advocate of the region's business community, representing members in 11 counties across three states.

Chamber of Commerce of Southern New Jersey
The Chamber of Commerce Southern New Jersey (CCSNJ) has provided more than 130 years of service to businesses throughout southern New Jersey, Greater Philadelphia and northern Delaware. CCSNJ provides members with opportunities to network and do business; resources to enhance their position in the marketplace; and a collective voice on policy issues that impact operations and profitability.

New Castle County Chamber of Commerce
The New Castle County Chamber of Commerce works to strengthen the capability and profitability of member firms to create a prosperous economic environment and strive for an atmosphere that fosters business investment in the region. The Chamber serves as the voice of the member businesses in government affairs and economic growth, while offering special events, networking and educational opportunities, and insurance options.

World Trade Center of Greater Philadelphia
A 501(c) (3) nonprofit organization, the World Trade Center of Greater Philadelphia (WTCGP) is a licensed and certified member of the World Trade Centers Association (WTCA) and provides international trade support to businesses in southeastern Pennsylvania and southern New Jersey. This relationship provides WTCGP members with access to innovative WTCA networking programs and World Trade Centers around the globe. Since its inception in October 2002, the WTCGP annually provides approximately 400 companies in Greater Philadelphia with international trade assistance.

World Trade Center Delaware
The World Trade Center Delaware is a nonprofit organization that assists small and medium-sized companies in expanding their markets overseas, while at the same time raising awareness of international issues and their importance in regards to international growth. As part of the World Trade Centers Association (WTCA) network, members are linked with 284 member organizations in more than 75 countries.

BioNJ
BioNJ is New Jersey's principal biotechnology organization. BioNJ's principle mission is to:

- Formulate and advocate policy positions to elected officials and regulators;

- Acquire and coordinate resources and provide services to members regarding issues critical to building successful biotechnology enterprises; and
- Enhance awareness and appreciation of New Jersey's biotechnology industry.

Delaware BioScience Association
The Delaware BioScience Association is a nonprofit trade association dedicated to promoting and expanding Delaware's bioscience industry by:

- Establishing a unified voice for the bioscience community in order to accelerate the growth of human, animal, plant, and industrial bioscience;
- Capitalizing on the collaborative dynamic to benefit all Delaware BioScience members, by offering cost saving programs, creating meaningful networking opportunities, helping educate and attract a qualified workforce, creating targeted introductions, communicating information vital to the growth of the bioscience industry, and advocating on behalf of the industry in support of public policies that advance bioscience in the state;
- Supporting initiatives that help attract bioscience talent and enterprises to the state, as well as support their retention and growth; and
- Developing and implementing communications programs that build local, regional, national, and international recognition of and support for Delaware's vibrant bioscience industry.

Pennsylvania Bio (PABio)
Pennsylvania Bio aims to ensure that Pennsylvania is a global leader in the biosciences by developing a cohesive community that unites the region's biotechnology, pharmaceutical, research, and financial strengths. Pennsylvania Bio's mission is to:

- Be a catalyst for the development of a cohesive biotechnology community in Pennsylvania and the Mid-Atlantic region;
- Facilitate the development of strategic partnerships among state and regional pharmaceutical companies, biotechnology companies, medical device companies and research institutions;
- Be the public policy leader and the principal public advocate for the bioscience community in Pennsylvania;
- Advance public understanding of and appreciation for the role that the bioscience industry plays in shaping the future of healthcare; in developing drugs, vaccines, devices and diagnostics that save and improve the lives of patients; in promoting the quality of life worldwide; and in contributing to local, national, and global communities and economies;
- Develop opportunities to increase funding for its members;
- Be a leader in statewide efforts to educate, retain, and attract a diverse, high quality biosciences workforce; and
- Provide the highest-quality programs and most cost-effective services to its members.

Eastern Technology Council
The Eastern Technology Council principally serves southeastern Pennsylvania and northern Delaware. The Council serves leaders of more than 700 technology and life sciences companies by providing contacts and capital, information and education, through a wide variety of events, publications, and innovative services. The Council provides a business culture for start-ups and established companies by promoting, supporting, growing, funding, and rewarding entrepreneurial activities in the region in an effort to promote growth and successful businesses.

New Jersey Technology Council
The New Jersey Technology Council (NJTC) provides business support, networking opportunities, information, advocacy and recognition of technology companies and their leaders. Founded in 1996, NJTC's more than 1,200 member companies work together to support their own enterprises while

advancing New Jersey's status as a leading technology center in the United States. Company growth is fostered through:

- access to financing sources;
- programs on successful management and marketing strategies.;
- frequent networking opportunities;
- recognition of technology business innovators and leaders;
- a full range of cost-saving member benefits;
- collection and dissemination of industry-specific information; and
- an employee recruitment network.

By collectively representing New Jersey's various technology sectors and the institutions and service companies that support them, NJTC is an advocate of public policy that promotes economic growth in the State of New Jersey.

In its efforts to serve the technology industries of New Jersey, the New Jersey Technology Council plans networking, informational and educational events for high-tech executives in the following sectors: communications; eBusiness, multimedia and consumer technologies; engineering, energy and environment (E3); electronics; life sciences and IT/software. In addition, NJTC's peer groups bring together business people with similar interests and objectives. These peer groups include chief executive officers, chief financial officers, chief information officers, VC and financing, and women in technology.

Pennsylvania Biotechnology Center of Bucks County
The Pennsylvania Biotechnology Center of Bucks County is the joint creation of the Hepatitis B Foundation and Delaware Valley College with a shared vision of sustaining the vitality and beauty of Bucks County and the region, as a place of discovery, education and job creation. Funded in part by a grant from the Commonwealth of Pennsylvania, the more than $12 million Center is an impressive 62,000 square foot facility that opened in August 2006. The Center seeks to advance biotechnology in Bucks County and the surrounding region, maximize synergies between nonprofit scientists and their commercial colleagues, and launch new ideas and discoveries that will make a difference. The Pennsylvania Biotechnology Center of Bucks County provides valuable programs and services for the biotech community, funded in part by Ben Franklin Technology Partners of Southeastern Pennsylvania.

D. Workforce development initiatives

Delaware Valley Innovation Network (DVIN)
The DVIN seeks to accelerate the transformation of the life sciences industry in the 14-county tri-state region into an internationally recognized center for excellence. DVIN will attract resources to support research, industry and human capital development. DVIN's goals include:

- Conducting a GAP Analysis to ensure that the "demands" of the life sciences industry are being supported by the "supply" from educational and training institutions;
- Supporting and strengthening the education and outreach infrastructure to address the current and emerging needs of the life sciences industry;
- Supporting human capital development, through Innovation Investment Grants, to provide resources to educate, train, and develop the skill set of workers for the life sciences industry; and
- Fostering regional collaboration and knowledge for economic development, workforce development, and education professionals to deepen their understanding of the life sciences, supporting knowledge industries, and the DVIN initiative.

DVIN represents a 14-county region of Pennsylvania (Berks, Bucks, Chester, Delaware, Lancaster, Montgomery, and Philadelphia); New Jersey (Burlington, Camden, Cumberland, Gloucester, Mercer, and Salem); and Delaware (New Castle).

Delaware Workforce Investment Board
The purpose of the Board is to provide workforce investment activities that increases the employment, retention, and earnings of participants as well as the occupational skill attainment by participants. It accomplishes this through a statewide workforce investment system. The workforce investment activities of the Board improve the quality of the workforce, reduce welfare dependency, and enhance the state's productivity and ability to compete.

New Jersey State Employment and Training Commission (SETC)

The SETC serves as a think tank for developing new and innovative workforce investment policies that will further New Jersey's agenda of sustaining a skilled workforce capable of meeting the demands of a 21st century global economy. More specifically, the Commission's role is to provide the governor, the legislature, and the public with innovative policies that will allow individuals to reach their full potential as workers, while simultaneously providing employers with a productive workforce.

The Commission seeks to create a coherent, integrated system of employment and training programs and services that, in concert with the efforts of the private sector, will provide the state's citizens with equal access to the learning opportunities needed to attain and maintain high levels of productivity and earning power. The SETC's Strategic Five-Year Unified State Plan for New Jersey's Workforce Investment System provides a blueprint for ensuring that New Jersey's workforce is equipped with the necessary skills and knowledge to maintain its competitive advantage in the global economy.

Other WIBS – New Jersey and Pennsylvania
Each county or sub-region maintains its own WIB (for example, there are 22 WIBs in Pennsylvania), and thus they are too numerous to mention here. However, they are linked with statewide workforce policies and programs. Pennsylvania has also developed the Strategic State Workforce Investment Plan, which was updated in 2007.

E. Port organizations

Delaware River Port Authority (DRPA)
The Delaware River Port Authority of Pennsylvania and New Jersey is a regional transportation agency serving the people of southeastern Pennsylvania and southern New Jersey. DRPA owns and operates the Benjamin Franklin, Walt Whitman, Commodore Barry, and Betsy Ross bridges. Through a subsidiary (the Port Authority Transit Corp), DRPA runs PATCO and also owns the RiverLink Ferry and the Philadelphia Cruise Terminal. The DRPA also is involved with regional transportation projects, including the planning for the Southern New Jersey to Philadelphia Mass Transit Study and the Philadelphia Waterfront Transit Expansion Project.

South Jersey Port Corporation (SJPC)
The South Jersey Port Corporation is at the heart of one of the most vibrant and important commercial, industrial, and maritime complexes in the northeastern United States. The Beckett Street Terminal and the Broadway Terminal, known collectively as the Port of Camden, has served this region and the nation for over 73 years as a major gateway of commerce and trade. Situated on the Delaware River with easy access to the Atlantic Ocean, SJPC specializes in handling breakbulk and bulk cargo. The Port of Camden receives hundreds of ships moving international and domestic cargo through its modern and efficient facilities every year. In sheer tonnage, the SJPC is one of the most productive ports in the world, and its economic impact on South Jersey and the Greater Philadelphia region is significant.

F. Regional planning organizations

The Delaware Valley Regional Planning Commission (DVRPC)
The Delaware Valley Regional Planning Commission (DVRPC) is an interstate, intercounty and intercity agency that provides continuing, comprehensive, and coordinated planning to shape a vision for the future growth of the Delaware Valley region. The nine-county region includes Bucks, Chester, Delaware, and Montgomery counties, as well as the City of Philadelphia, in Pennsylvania; and Burlington, Camden, Gloucester and Mercer counties in New Jersey.

DVRPC is the federally-designated MPO (Metropolitan Planning Organization) for the aforementioned portions of the bi-state region, with an extended data service area incorporating 19 additional contiguous counties in Pennsylvania, Delaware, New Jersey, and Maryland. While the DVRPC focuses on physical planning and transportation issues, its activities also include economic development considerations for the entire region. The Commission maintains an on-line economic development resource guide that highlights the services of close to 100 organizations contributing to the development and growth of the Greater Philadelphia region's economy (see www.dvrpc.org/asp/EcDev/).

Wilmington Area Planning Council (WILMAPCO)
The Wilmington Area Planning Council (WILMAPCO) is the regional transportation planning agency for Cecil County, Maryland and New Castle County, Delaware, and thus is the counterpart to DVRPC for the Wilmington region in Delaware and Maryland. The agency is the federally required Metropolitan Planning Organization (MPO) charged with planning and coordinating investment of federal transportation agencies, state and local governments, and the public to ensure that the transportation investments will satisfy the needs of residents and employers. Another of WILMAPCO’s roles is to educate and involve the public in the transportation decision-making and funding process.

South Jersey Transportation Planning Organization
The South Jersey Transportation Organization (SJTPO) is the MPO serving Atlantic, Cape May, Cumberland, and Salem counties in South Jersey. As an MPO, SJTPO provides a forum for cooperative decision-making among responsible state and local officials, public and private transit operators, and the general public. In addition, SJTPO coordinates the planning activities of participating agencies, and adopts long-range plans to guide transportation investment decisions.

G. Other programs, initiatives, and organizations of interest

Economy League of Greater Philadelphia
The Economy League of Greater Philadelphia is an independent, nonpartisan, nonprofit organization dedicated to research and analysis of the region's resources and challenges with the goal of promoting sound public policy and increasing the region's prosperity. The League has put forth many detailed analyses of the regional economy over the years, which have provided critical information focusing on the regional economy, infrastructure, governance, and workforce.

First State Innovation (FSI)
First State Innovation (FSI) is a privately led initiative that focuses on dramatically accelerating the growth of Delaware's entrepreneurial economy. Organized as a not for profit corporation, it was created to help grow wealth and the workforce of Delaware's innovation economy by growing, attracting, retaining, and connecting high growth technology-based businesses and supporting infrastructure in the state. Its primary goal is to help create an environment that makes it easy for emerging companies to locate the resources that will enable them to incubate, grow or relocate to the state and the surrounding region.

Innovation Philadelphia
Innovation Philadelphia is a nonprofit economic development organization that serves 11 counties in southeastern Pennsylvania, southern New Jersey and Delaware. Innovation Philadelphia is working to establish the Greater Philadelphia Region as a national leader and world-class destination for creative economy industries, businesses and talent. Innovation Philadelphia leads regional efforts to attract and retain young professionals, ages 25 to34, who are vital to fueling our workforce and economic growth.

Pennsylvania Energy Fund
In July 2008 a $650 million bill was passed and signed into legislation by Governor Rendell for the Pennsylvania Energy Fund. Included among the new $650 million fund is $500 million that provides:

- $165 million for loans and grants to spur the development of alternative and renewable energy projects (with the exception of solar) among businesses and local governments;
- $100 million to provide loans, grants and rebates that cover up to 35 percent of the costs that residential consumers and small businesses incur for installing for solar energy technology;
- $80 million in grants and loans for economic development projects in the solar sector;
- $40 million to the Ben Franklin Technology Development Authority to support early stage activities, such as incubator support services, translational and early stage research in startup businesses that develop and implement energy efficiency technologies;
- $25 million for wind energy and geothermal projects;
- $25 million for green buildings; homeowners and small businesses will benefit from grants and loans to build energy efficient structures or renovate an existing building to improve its energy efficiency;
- $25 million for pollution control technology to help energy generators meet state and federal standards; and
- $40 million ($10 million annually for four years) to support LIHEAP so the Commonwealth can help low-income customers manage higher energy prices, severe weather conditions, or disasters.

The law will also establish a $150 million consumer energy program for individuals and small businesses that will support projects that conserve energy and use it more efficiently. The $150 million will be allocated over eight years, with $20 million annually through 2014-15 and another $10 million in 2015-16 that will include:

- $92.5 million for homeowners and small business owners to cover 25 percent of the cost of purchasing and installing energy conservation tools and weatherizing their buildings; and
- $50 million in tax credits of up to $1 million a year per project for developing and building alternative energy projects, which will help Pennsylvania companies invest and grow; and $5 million to support an Energy Efficiency Loan Fund through the Pennsylvania Housing Finance Agency.

III. Summaries of Key Economic Development Documents

This section contains brief summaries of over 30 key economic development documents reviewed for this framework document. For those documents available electronically, we have included a full copy on the CD delivered with this framework document. The documents summarized are listed below, organized into broad categories:

Multi-state, regional or whole economy reports

- *A Post-Global Economic Development Strategy,* Delaware Valley Regional Planning Commission, March 2006.
- *Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania*, Brookings Institution Center on Urban and Metropolitan Policy, 2003.
- *Connections – The Regional Plan for a Sustainable Future*, Delaware Valley Regional Planning Commission, July 2009.
- *Flight or Fight: Metropolitan Philadelphia and its Future*, Metropolitan Philadelphia Policy Center, October 2001.
- *Integrating Land Use, Transportation & Economic Development Planning: Activities and Major Findings, FY2007 & FY2008,* Delaware Valley Regional Planning Commission, October 2008.

Single state, county, or city reports

- *Burlington County Comprehensive Economic Development Strategy*, Burlington County CEDS Advisory Committee in coordination with the Burlington County Department of Economic Development and Regional Planning, November 2003.
- *Burlington County Economic Development and Agriculture Technical Report*, Burlington County Department of Economic Development and Regional Planning, November 2005.
- *Making it Happen: 2007 Camden County Comprehensive Economic Development Strategy,* Camden County CEDS Advisory Committee in coordination with the Camden County Improvement Authority, 2007.
- *2008 Comprehensive Economic Development Strategy for Gloucester County, New Jersey,* TRIAD Associates (for the Gloucester County Department of Economic Development), April 2008.
- *2004 Comprehensive Economic Development Strategy, City of Trenton.* Trenton CEDS Steering Committee, City of Trenton, Trenton Division of Economic Development, and Brownfield Redevelopment Solutions, Inc., 2004.
- *Landscapes2: Bringing Growth and Preservation Together for Chester County*, Chester County Planning Commission, anticipated adoption Fall 2009.
- *Shaping Our Future: A Comprehensive Plan for Montgomery County (Economic Development Plan Summary),* Montgomery County Planning Commission, September 2005.
- *City of Philadelphia Five Year Financial and Strategic Plan for Fiscal Years 2010-2014*, City of Philadelphia, March 2009.
- *Comprehensive Economic Development Strategy for the State of Delaware*, Delaware Economic Development Office, August 2006.

Sectoral reports

- *Accelerating Technology Transfer in Greater Philadelphia: Identifying Opportunities to Connect Universities with Industry for Regional Economic Development,* CEO Council for Growth, October 2007.
- *AgImpacts: The Role of Production Agriculture in the Local Economy*, Penn State Cooperative Extension and the Agricultural Economics and Rural Sociology Department, 2007.
- *Arts, Culture & Economic Prosperity,* Greater Philadelphia Cultural Alliance, Fall 2007.
- *Connecting the Greater Philadelphia Innovation Economy: A Road Map for Regional Growth*, Innovation Philadelphia, 2003.
- *Creative Footprint: The Economic Impact of the Philadelphia Region's For-Profit Creative Economy*, Econsult Corporation; prepared for Innovation Philadelphia, January 2008.
- *Getting to the Future First: A Strategic Roadmap for Advancing Nanotechnology in the Mid-Atlantic Region*, Prepared for the Mid-Atlantic Nanotechnology Alliance by Battelle Technology Partnership Practice, October 2006.
- *GPVG State of the Capital Community, June 2006: Opportunity for Growth,* Greater Philadelphia Venture Group, June 2006.
- *Graduate! Philadelphia: The Challenge to Complete*, Pennsylvania Economy League – Southeastern PA and the Philadelphia Workforce Investment Board, June 2005.
- *Human Capital Needs Assessment*, CEO Council for Growth, June 2006.
- *Impact of Higher Education in Greater Philadelphia*, Select Greater Philadelphia, October 2007.
- *Innovation & Entrepreneurial Index*, Innovation Philadelphia, October 2002.
- *Maritime Commerce in Greater Philadelphia: Assessing Industry Trends and Growth Opportunities for Delaware River Ports*, Economy League of Greater Philadelphia, May 2008.
- *Nanotechnology: Assets and Opportunities for New Jersey,* New Jersey Commission on Science & Technology; Michel M, Bitritto, Ph.D., May 2006.
- *NJ Dept of Agriculture 2008 Economic Development Strategies,* New Jersey Department of Agriculture, 2008.
- *Prosperity Through Innovation: Science & Technology in Delaware 2008-2013,* Delaware Science & Technology Council, 2008.
- *Strategies for Talent Management: Greater Philadelphia Companies in Action,* CEO Council for Growth, August 2008.
- *Taking Philadelphia to Greater Heights: Annual Report and Business Plan,* Philadelphia Convention & Visitors Bureau, July 2008.
- *Talent Gap Analysis Report: Preparing Our Workforce for the Evolving Life Science Industry*, Delaware Valley Innovation Network, December 2008.
- *The Greater Philadelphia Life Sciences Cluster: An Economic and Comparative Assessment,* The Milken Institute, Summer 2005.
- *The Information Technology Industry: An Economic and Comparative Assessment of Greater Philadelphia,* Select Greater Philadelphia, October 2008.

- *Thinking Outside the Box: Addressing Greater Philadelphia's Transportation Investment Needs through Public-Private Partnerships*, CEO Council for Growth, March 2006.
- *Tourism Report to the Region: More Partners, More Promotions, More People*, Greater Philadelphia Tourism Marketing Corporation, Spring 2008.

Multi-state, regional, or whole economy reports

The following five documents each provide a broad, multi-sectoral analysis of Greater Philadelphia.

A Post-Global Economic Development Strategy

Motivation or Purpose for Document	This report provides an economic development strategy for our region in a future where readily available and low cost energy are not likely to be obtained.
Author/Organization	Delaware Valley Regional Planning Commission
Date	March 2006
Geographic Scope	Greater Philadelphia
Major Findings	The development of the U.S. economy has been fundamentally shaped by the availability of abundant, low-cost energy. There is growing consensus, however, that a major change in the global energy regime will impact the economy soon. The question is not if, but rather how soon and how much. Efforts will be needed to create alternative energy sources, to increase energy efficiency, and to redesign major urban systems. Economic globalization may also be radically redirected as a new “post-global” paradigm emerges that includes elements of both globalization and localization. To harness the economic potential of these changes, this report recommends that economic development entities in the Delaware Valley begin retooling their efforts. As part of a comprehensive economic development strategy for the region, this report also recommends making smarter transportation investments, coupling these investments with more sustainable land use patterns, fostering clusters in emerging eco-industries, and maximizing the value of these initiatives by eco-branding the region as a sustainability center.
Key Recommendations	This report recommends the following action priorities: • Foster eco-industry clusters. • Promote location efficiency. • Invest in the environment. • Become a model region. • Eco-brand the Delaware Valley.
Location on Internet	www.dvrpc.org/reports/06004.pdf

Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania

Motivation or Purpose for Document	Develop a response to physical sprawl and industrial restructuring.
Author/Organization	Brookings Institution Center on Urban and Metropolitan Policy
Date	2003
Geographic Scope	Pennsylvania
Major Findings	• Problems include land consumption despite slow growth, declining neighborhoods, and the consequent tax burden. • Current trends undermine the state's economic competitiveness while isolating lower-income populations. • Fragmented governance/planning, "haphazard" investments, and a shifting economy underlie many of the problems.
Key Recommendations *(selected elements)*	• Invest in a "High-Road Economy". • Promote key industries; identify potential industry clusters and niches that the state should cultivate. • Develop partnerships and programs designed to facilitate innovation.
Location on Internet	www.brookings.edu/reports/2003/12metropolitanpolicy_pennsylvania.aspx

Connections– The Regional Plan for a Sustainable Future

Motivation or Purpose for Document	Prepared in response to a requirement of SAFETEA-LU and CAAA; enables DVRPC to carry out mission "to plan for the orderly growth and development of the region."
Author/Organization	Delaware Valley Regional Planning Commission
Date	July 2009
Geographic Scope	Greater Philadelphia
Major Findings	The region suffers from sprawling development, loss of open space, disinvestment in existing developed areas, congestion, and mounting transportation needs. The region needs a comprehensive long-range plan to address these issues.
Key Recommendations	• A land use plan emphasizing redevelopment and infill in existing developed areas, and especially focused in development centers; • Open space plans identifying a greenspace network and conservation focus areas for preservation; • A Transportation Financial Plan for Pennsylvania and New Jersey modes; and, • A list of major regional transportation projects.
Location on Internet	www.dvrpc.org/reports/09047C.pdf

Flight or Fight: Metropolitan Philadelphia and its Future

Motivation or Purpose for Document	Comparisons with other regions make clear that Greater Philadelphia has fallen into the second tier of places to live, work, and play. This report brings together comprehensive regional data with real life experiences of residents and lays out an agenda for change with the message that trends of urban decay, suburban sprawl, and slow economic growth can be addressed and reversed.
Author/Organization	Metropolitan Philadelphia Policy Center, a collaboration of the Pennsylvania Economy League, 10,000 Friends of Pennsylvania, and The Reinvestment Fund.
Date	October 2001
Geographic Scope	Greater Philadelphia
Major Findings	*Fight or Flight* tells a tough story about Greater Philadelphia. It brings together an analysis of the region and our communities with the experiences of our residents, obtained through interviews, meetings, polls, and focus groups. The report concludes that despite the rapid development and traffic congestion that we are seeing in some suburbs, neither Philadelphia nor the suburban counties are experiencing strong growth—the sort that brings good jobs, builds wealth, and improves our quality of life.
Key Recommendations	*Flight or Fight* asserts that it is time for Greater Philadelphia to develop a region-wide comprehensive policy agenda that clearly states what we need to succeed. The report concludes that the region needs a transformative vision based upon the following five principles: • CONCENTRATE future development and infrastructure improvements in and around older areas and in newer suburban centers of growth; • CONSERVE much of our remaining agricultural and rural lands; • BUILD upon the region's rich history, culture, and abundant natural resource amenities; and • REDUCE local tax burdens and conserve fiscal resources; and, • PROMOTE regional growth through the right transportation, housing, and work force development policies.
Location on Internet	http://economyleague.org/files/File/Flight%20or%20Fight%20full.pdf

Integrating Land Use, Transportation & Economic Development Planning: Activities and Major Findings, FY2007 & FY2008

Motivation or Purpose for Document	This report summarizes a project that brings together land use, transportation, and economic development planners and other regional leaders to identify economic development priorities for the region, as well as opportunities for cooperation and coordination across counties and planning disciplines.
Author/Organization	Delaware Valley Regional Planning Commission
Date	October 2008
Geographic Scope	Greater Philadelphia
Major Findings	The primary challenges to regional economic development identified by the project were transportation infrastructure (Philadelphia International Airport expansion/modernization; under-funding of all modes: public transit, highways, airports, and ports; getting available workforce to suburban employment centers), lack of consistency in zoning and planning due to fragmentation of government structure, a poor business climate due to high city taxes and lack of jobs to retain young people, and a lack of availability of sites due to community opposition. The primary opportunities for regional economic development are in specific economic sectors, including biopharmaceuticals, warehouse distributors, finance/professional services, and regional headquarters. The large number of colleges and universities in the region provides higher education opportunities, a quality workforce, research, and opportunities for commercialization. The region is seen as providing a high quality of life of the region in both the city and suburbs.
Key Recommendations	The primary regional initiatives recommended include a set of transportation investments that advance the following principles: focus on key corridors; maintain and improve access to the region's core; enhance regional gateways preserve existing infrastructure; invest in technology; implement transit-oriented development; and foster public private partnerships. Other key recommendations include: • supporting smart growth through streamlined zoning and approval, using infrastructure investments and incentives to direct growth to targeted locations; • improving the region's workforce through improved pre-K–12 education and training; and • increasing cooperation and coordination at the regional level.
Location on Internet	www.dvrpc.org/asp/pubs/publicationabstract.asp?pub_id=08020

Single state, county, or city reports

The following five documents are multi-sectoral analyses of a single state, county, or city.

Burlington County Comprehensive Economic Development Strategy

Motivation or Purpose for Document	This report was prepared for submission to EDA as required for funding consideration. The County CEDS process is a planning and project implementation process designed to create jobs, foster a more stable and diversified economy across the County, improve living conditions in the communities, and provide a mechanism for guiding and coordinating economic development efforts in the County, and builds from and updates Burlington County's Overall Economic Development Program (OEDP).
Author/Organization	Burlington County CEDS Advisory Committee, in coordination with the Burlington County Department of Economic Development and Regional Planning
Date	November 2003
Geographic Scope	Burlington County, New Jersey
Major Findings	The county's primary strengths and opportunities include transportation access (including both highway and air); access to market; moderate population and employment growth; an available labor supply and low unemployment; a quality workforce development system; economic diversity; and an existing infrastructure network. Obstacles to economic development include a constrained water supply; growing resistance to additional development, including both housing commercial uses; and conflicts between the agricultural industry and suburban sprawl.
Key Recommendations	Goals include promoting smart growth; improving the existing transportation network, including public transportation; improving and expanding infrastructure; promoting efforts to control and reduce pollution and preserve natural resources; protecting and preserving significant historic sites; and expanding and enhancing the County's economic vitality by promoting the growth of business and industry, thereby expanding employment opportunities and increasing tax ratables. The report also provides detailed economic development strategies and identifies specific economic development implementation projects designed to trigger private investment and create employment opportunities.
Location on Internet	Not available.

Burlington County Economic Development and Agriculture Technical Report

Motivation or Purpose for Document	Prepared as a part of the Northern Burlington County Regional Strategic Plan.
Author/Organization	Burlington County Department of Economic Development and Regional Planning
Date	November 2005
Geographic Scope	Burlington County, New Jersey
Major Findings	Burlington County is one of the most agriculturally intensive counties in New Jersey, with one of every eight acres of the state's farmland located in the county. The County has one of the most accomplished agricultural preservation programs in the nation, with a public investment of over $50 million which has preserved over 20,000 acres of farmland. In return, agriculture and agribusiness contribute over $135 million to the county's economy, including over $4 million in annual direct marketing sales to consumers. For farming and agribusiness to remain a significant contributor to the economy, landscape, and culture, agriculture must be economically feasible.
Key Recommendations	• Preserve the farm base, by evaluating the demand for leasable land and preferred lease terms, using transfer of development rights, and assessing opportunities for farm owner succession. • Retain and recruit farmers, through education, marketing, and matching farmers with land opportunities. • Plan for agriculture, by collecting and adapting model ordinances, adopting master plan elements, maintaining local agricultural advisory committees, and budgeting water allocation needs. • Reform farm taxation. • Address regulatory compliance. • Encourage environmental stewardship. • Provide technical and business assistance to farmers. • Promote agritourism. • Develop value-added and new markets. • Establish a County Agriculture Industry Development Program.
Location on Internet	www.co.burlington.nj.us/departments/economic/regional_planning/announcements/ag%20viability/Draft%20Ag%20Viability%20Section%2011-1-2005%20with%20signed%20stamp.pdf

Making It Happen: 2007 Camden County Comprehensive Economic Development Strategy

Motivation or Purpose for Document	Prepared as a comprehensive review and update of the County’s 2001 CEDS
Author/Organization	Camden County CEDS Advisory Committee in coordination with the Camden County Improvement Authority (facilitated by the consultant team of TRIAD Associates, Public Solutions, Inc., and Economic Development Associates).
Date	2007
Geographic Scope	Camden County, New Jersey
Major Findings	Divides the county into four sub-regions, including the Delaware River Waterfront; Inner Ring; a Growth Region; and a Restricted Growth Region. Identifies four target industries and clusters, including value-added logistics and distribution; data information and telecommunications; health care support and products; and travel, tourism, and recreation.
Key Recommendations	The CEDS developed an action agenda, including four core initiatives and actions: • creating an image and brand name; • positioning the county as New Jersey’s “Cyber County”; • creating and operating “Team Camden”; and • expanding locational opportunities. Three specific areas were identified as having large-scale economic development potential: • the 500+ acre Lakeland site; • a 150+ acre site in Lawnside; and • the 40+ acre former Nike Missile Base.
Location on Internet	www.camdencounty.com/MakingItHappen/CEDS%20Report%20Complete.pdf

2008 Comprehensive Economic Development Strategy for Gloucester County, New Jersey

Motivation or Purpose for Document	Prepared for submission to EDA as required for funding consideration; also as a means to develop a comprehensive inventory of economic development goals, strategies, and projects to be used to support funding requests from other sources, and to provide a forum to allow public and private organizations to develop a shared outline of project and program priorities to advance the county's overall economic development goals.
Author/Organization	TRIAD Associates, for the Gloucester County Department of Economic Development
Date	April 2008
Geographic Scope	Gloucester County, New Jersey
Major Findings	Gloucester County's CEDS identified primary strengths and opportunities, including location, strong educational system, ample development and redevelopment opportunities, supportive business environment, strong retail and commercial centers, stable workforce, and low unemployment. Economic threats include limited public transit and transportation network issues, need for economic diversification, a mismatch between occupational demand and economic opportunity, high taxes and rents, and struggling downtowns.
Key Recommendations	Goals include expanding and diversifying the county's economic base, reducing unemployment, supporting economic development in defined centers, improving public transportation and highway circulation, and coordinating municipal, county, and regional efforts. Includes a project implementation matrix that links proposed projects to the CEDS' goals, objectives, and strategies. Top-ranked objectives include investing in public transit and highway corridors; promoting downtown redevelopment; and expanding tourism and agribusiness economies. Top-ranked strategies include eliminating blight and re-using brownfields; investing in new technology; improving infrastructure and investing in the County's downtowns; promoting the expansion of transit.
Location on Internet	www.co.gloucester.nj.us/Pdf/Economic/GloucesterCountyCEDSReport-completerevised4-10-08.pdf

2004 Comprehensive Economic Development Strategy, City of Trenton

Motivation or Purpose for Document	Prepared for submission to EDA as required for funding consideration; is used to assist Trenton in prioritizing projects, to ensure that economic development projects undertaken by the City are done so in a manner consistent with an overall plan. The Plan provides a mechanism for coordinating the efforts of the City of Trenton, individuals, organizations, and private industry.
Author/Organization	Trenton CEDS Steering Committee, City of Trenton, Trenton Division of Economic Development, and Brownfield Redevelopment Solutions, Inc.
Date	2004 (the City is currently in the process of preparing a 2009 update).
Geographic Scope	City of Trenton, Mercer County, New Jersey
Major Findings	Trenton's 2004 CEDS is a revision of the City's 2001 CEDS, which in turn was a significant update from the 1994 and 1998 Overall Economic Development Plans. New programs, projects, and a more clearly articulated vision combine to reflect current and anticipated conditions. Trenton has recognized that quality of life issues will drive the success of economic development and revitalization. Promoting and supporting positive steps that will improve Trenton's public schools, reduce crime, and make parking more convenient and available will have direct economic benefits. It is also critical for Trenton to spread the word about the strong feeling of community within the city; the highly educated workforce in and immediately surrounding the city; and the excellent infrastructure such as excess sewer capacity, fiber optic cable networks, and transportation systems including highways, rail lines, and airports. This, combined with significant historic and cultural assets, excellent building stock, an attractive river location, institutions of higher learning, and Trenton's position as a destination for those doing business with the State government, make Trenton extremely attractive and marketable.
Key Recommendations	The strategies necessary to meet Trenton's vision fit into two overall goals: • Goal 1: Improve the overall quality of life in Trenton to stimulate increased economic development; attract new residents, visitors and businesses; and retain existing residents and businesses. • Goal 2: Develop a vibrant, diverse economy in Trenton which will provide jobs, create tax revenue, and contribute to the commercial and industrial health of the city. Strategies to achieve these goals combine many types of initiatives, including those that are based around a targeted geographic area; those that promote a specific concept (entertainment, tourism, or high technology industries, for example); and those that are project-oriented. Achievement of the two goals will facilitate business development and expansion; increase construction and permanent employment opportunities accessible to residents; expand the city's tax base; reduce blight; and encourage spin-off development.
Location on Internet	www.trentonnj.org/documents/housing-economic/city_master_plan/ceds_2004_final.pdf

Landscapes2: Bringing Growth and Preservation Together for Chester County

Motivation or Purpose for Document	Prepared as an update of *Landscapes*, the County's comprehensive plan.
Author/Organization	Chester County Planning Commission
Date	*Landscapes* originally adopted 1996; anticipated adoption of *Landscapes2* Fall 2009.
Geographic Scope	Chester County, Pennsylvania
Major Findings	After more than a decade of significant growth (in population, jobs, income, housing costs, and traffic), this update of *Landscapes* reflects the changing needs of Chester County. The economic development goals advanced in this plan include the following: • Promote the retention, expansion, and ongoing support of existing businesses, to sustain the tax base and provide a diversity of employment opportunities. • Promote the growth and development of new businesses and maximize opportunities for locally, regionally, and globally competitive economic growth to occur through sustainable development practices. • Provide support for economic activities through improvements to major infrastructure systems in designated growth areas. • Promote an effective and coordinated workforce development system. • Promote economic development activities that are consistent with county-wide land use goals, sustainable development practices, and the Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation. • Create a system of cooperative planning that coordinates economic development efforts with the disciplines of workforce investment and community planning/development, to strengthen and support the local and regional economy.
Key Recommendations	Chester County should champion three major initiatives to balance the County's vision of balancing growth and preservation while maintaining the quality of life and sense of place enjoyed by residents: • Build working partnerships • Create sustainable communities • Keep Chester County Green These initiatives will be accomplished through the collective implementation of the policies and actions established in *Landscapes2*.
Location on Internet	http://www.landscapes2.org/DraftPlan/PDFs/LS2draftPlan.pdf

Shaping Our Future: A Comprehensive Plan for Montgomery County (Economic Development Plan Summary)

Motivation or Purpose for Document	Prepared as one element of the County's 2025 comprehensive plan.
Author/Organization	Montgomery County Planning Commission
Date	September 2005
Geographic Scope	Montgomery County, Pennsylvania
Major Findings	Montgomery County leads the Commonwealth in high tech and manufacturing employment – major industries include mutual funds, pharmaceuticals, insurance, computer design, and education. Challenges include struggling downtowns, under-utilized industrial areas, and marginal shopping centers.
Key Recommendations	Priorities include supporting the workforce; revitalizing downtowns; and redeveloping under-utilized industrial land.
Location on Internet	http://planning.montcopa.org/planning/cwp/view,a,3,q,1842.asp

City of Philadelphia Five Year Financial and Strategic Plan for Fiscal Years 2010-14

Motivation or Purpose for Document	Develop a five-year plan pursuant to the Pennsylvania Intergovernmental Cooperation Authority Act, as a guide to focus investment of City government resources and capacity and provide clarity to the private sector and public on City goals and strategies.
Author/Organization	City of Philadelphia
Date	March 2009
Geographic Scope	City of Philadelphia
Major Findings	The strategic plan outlines existing conditions, challenges and opportunities in Philadelphia. With a mission of improving the lives of people who live, work, learn, invent, and play in the City, the Plan identifies four primary goals: • Creating jobs and opportunity, with Philadelphia growing as a green city, • Enhancing public safety, with Philadelphia becoming the safest large city in the country, • Investing in youth and protecting the most vulnerable, creating a climate where Philadelphia's youth and vulnerable populations have an opportunity to thrive; and • Reforming government, to work better and cost less.
Key Recommendations	• Create and retain jobs: more than 14,000 construction jobs, including 300 green jobs, and 4,000 permanent jobs. • Prepare the Delaware Waterfront and the Philadelphia International Airport to be the centers of the next wave of economic development. • Make Philadelphia a leading center of innovation in educational, medical, research institutions and sustainable technology. • Increase high school graduation rates by 50% in 5-7 years. • Double the number of residents with a 4 year Bachelor's degree in 5-10 years. • Add 75,000 people to Philadelphia's population in 5-10 years.
Location on Internet	www.phila.gov/budgetUpdate/PDFs/FiveYearPlanFinal.pdf

Comprehensive Economic Development Strategy for the State of Delaware

Motivation or Purpose for Document	Develop a statewide CEDS to promote federal and local partnerships to address Delaware's economic development efforts, and as required to qualify for U.S. Economic Development Administration (EDA) assistance.
Author/Organization	Submitted to EDA by the Delaware Economic Development Office (prepared by the Institute for Public Administration, University of Delaware)
Date	August 2006
Geographic Scope	State of Delaware
Major Findings	State's five primary industry sectors include Automobiles; Chemicals; Financial Services and Insurance; Life Sciences/Biotech; and Tourism. Key issues critical to the successful implementation of the CEDS include public education; transportation and infrastructure; affordable housing; and economic development collaboration and coordination.
Key Recommendations	Statewide CEDS developed with input from four separate CEDS committees (Sussex, Kent, and New Castle counties plus the City of Wilmington). Includes statewide economic development action plan as well as individual action plans for each county plus Wilmington. Identifies five highest priority projects (statewide) and additional "pipeline" projects. Highest priority projects include: • the Delaware Civic Center Arena (Dover, Kent County); • the North Delaware Sanitary Sewer Interceptor project (New Castle County); • the Laurel Central Avenue Commercial District (Laurel, Sussex County); • the Delaware Main Street Technical Assistance project (statewide); and • the Wilmington Flex Space Business Park.
Location on Internet	http://dedo.delaware.gov/ceds/theplan.shtml#section5_3

Sectoral reports

The following 21 documents each focus on a different sector or strategy for economic development in the region. Some cover the entire Greater Philadelphia region, while others cover some portion of the region or a single state.

Accelerating Technology Transfer in Greater Philadelphia: Identifying Opportunities to Connect Universities with Industry for Regional Economic Development

Motivation or Purpose for Document	Analyzes the gap between the region's robust technological research and the ability to commercialize these new discoveries.
Author/ Organization	CEO Council for Growth
Date	October 2007
Geographic Scope	Greater Philadelphia
Major Findings	The research and analysis, suggested several ways to accelerate the region's commercialization potential: • A streamlined process by which knowledge is transferred; • A reduced cultural gap between industry and academia; • A reduced funding gap between research grants and seed money; • A coordinated regional marketing campaign; and • An enhanced effort at celebrating regional scientific and commercialization success.
Key Recommendations	The following areas of focus were identified as priorities for collaborative and collective work in order to accelerate the knowledge and technology transfer in Greater Philadelphia. • Regional Proof-of-Concept Fund/Grant Pool – collaboratively pursue securing public and private funds for translational research; • Clubhouse(s) – virtual and/or real intersection environments and entrepreneurial networking; and • Promoting the region's commercialization strengths and opportunities both to internal and external audiences. The CEO Council continues to seek and broaden stakeholder participation.
Location on Internet	www.selectgreaterphiladelphia.com/uploads/files/tech_transfer_study111307.pdf

AgImpacts: The Role of Production Agriculture in the Local Economy

Motivation or Purpose for Document	Agriculture is an important economic activity in many Pennsylvania counties. This set of data bulletins documents some of the economic and fiscal contributions of production by county.
Author/Organization	Penn State Cooperative Extension and the Agricultural Economics and Rural Sociology Department. Questions can be directed to Dr. Stephen Smith at smsmith@psu.edu.
Date	2007
Geographic Scope	Data available for all counties in Commonwealth of Pennsylvania
Major Findings	The following information is available for all counties. Chester County data is cited as the example. All data is from 2001, unless otherwise noted: • Value of production in Chester County = $381,640,000. • The leading products were dairy products, with total value of $64.9 million. • Number of farms = 1,845 covering 188,500 acres. • In 1997, 459 farms had sales of at least $100,000. • County farm employment in 2000 = 6008. • Using multipliers from the IMPLAN model, the agricultural sector supports, either directly or indirectly, 9,499 jobs, $756,607,041 in output and $467,435,840 in value added economic activity in Chester County.
Key Recommendations	This series documents the role of agriculture in the local economy, but does not include recommendations.
Location on Internet	http://agimpact.aers.psu.edu

Arts, Culture and Economic Prosperity

Motivation or Purpose for Document	Estimate the economic impact of spending generated by the nonprofit arts and culture sector on the economy of southeastern Pennsylvania. As part of the survey performed for this study, additional data was also collected describing how the arts and culture sector enhances the quality of life in the region.
Author/Organization	Greater Philadelphia Cultural Alliance
Date	Fall 2007
Geographic Scope	Bucks, Chester, Delaware, Montgomery and Philadelphia counties, Pennsylvania
Major Findings	In 2006 the non-profit arts and culture sector generated almost $1.3 billion in direct spending, which was evenly split between spending by organizations and by audiences. The annual spending produced $158.5 million annually in state and local tax revenues. There were a total of 21,000 full-time equivalent (FTE) direct jobs in the nonprofit arts and culture sector, with an additional 19,000 jobs produced by the indirect and induced spending effects. A survey of attendees at events held by the 177 participating arts and culture organizations showed that 66 percent of them agreed or strongly agreed that they would be willing to pay more in taxes, if the revenues would go to support nonprofit arts and culture organizations.
Key Recommendations	Because of its economic importance and enhancement of the region's quality of life, the study recommended that the nonprofit arts and culture sector be given a direct role in public policy planning at the regional level.
Location on Internet	www.philaculture.org/about/pressarchive/09.24.07_prosper.htm

Connecting the Greater Philadelphia Innovation Economy: A Road Map for Regional Growth

Motivation or Purpose for Document	Identify ways to drive regional economy for the future, focusing on the innovation economy.
Author/Organization	Innovation Philadelphia
Date	2003
Geographic Scope	Greater Philadelphia
Major Findings	Identified seven opportunity areas for economic growth in the region: • Evidence-based medicine, IT, and software; • Creative community; • Cancer research; • Chemicals (polymers, coatings, and advanced fibers); • Rotorcraft; and • Advanced materials nanotechnology.
Key Recommendations	• Develop sector-specific plans; and • Improve collaborative efforts and connectivity; leverage activities of existing organizations.
Location on Internet	www.innovationphiladelphia.com/publications/

Creative Footprint: The Economic Impact of the Philadelphia Region's For-Profit Creative Economy

Motivation or Purpose for Document	Measure the size, scope, and impact of the region's for-profit creative economy. Prepare recommendations to enhance the size, economic contribution, and vitality of the for-profit creative economy.
Author/Organization	Econsult Corporation; prepared for Innovation Philadelphia
Date	January 2008
Geographic Scope	Greater Philadelphia
Major Findings	The for-profit creative economy employs 766,000 people, generates a total economic impact of $60 billion, including $32.5 billion in wages, and generates $1.22 billion annually in State and local tax revenues. The average job in the for-profit creative sector pays $61,600. When compared to similar metros, the region ranks first in the growth rate in earning in the sector, and second in direct employment in creative occupations.
Key Recommendations	A total of 10 recommendations were presented, including: • promote the sector through a designated institution driver; • develop innovative financing programs and incentives; • expand retention and recruitment efforts; • brand the region as a hub of creative enterprises; and • use a collaborative regional approach to grow key sectors in the for-profit creative economy.
Location on Internet	www.innovationphiladelphia.com

Getting to the Future First: A Strategic Roadmap for Advancing Nanotechnology in the Mid-Atlantic Region

Motivation or Purpose for Document	To identify the implications of nanotechnology in the region, the region's position, and strategic opportunities for advancing nanotechnology in the Mid-Atlantic region.
Author/Organization	Prepared for the Mid-Atlantic Nanotechnology Alliance by Battelle Technology Partnership Practice
Date	October 2006
Geographic Scope	Eastern Pennsylvania, New Jersey, Delaware
Major Findings	• Nanotechnology will be important to the region's legacy industries, potentially affecting 103,000 jobs. • The region is a national leader in nanotechnology; third in university nanotechnology awards; third in National Institute of Health grants, and second in nanotechnology-related patents.
Key Recommendations	Develop strategic alliances and focus on four priority areas: • Rapid prototyping consortium; • Nanocatalysis/energy applications; • Next-generation opto-electronics; and • Bio-nanotechnology.
Location on Internet	www.midatlanticnano.org

GPVG State of the Capital Community, June 2006: Opportunity for Growth

Motivation or Purpose for Document	To quantify the activity and nature of venture activity in the Greater Philadelphia Venture Group's region.
Author/Organization	Greater Philadelphia Venture Group
Date	June 2006
Geographic Scope	Eastern Pennsylvania, Southern New Jersey, Delaware
Major Findings	• 108 companies received venture funding; • The total investment in venture funding amounted to $735 million; • Recipients of venture funding include companies from early stage, growth and expansion, and late/buyout stages; and • Sixty-three private equity firms received venture funding.
Key Recommendation	Capitalize on the region's vibrant private equity market, capable of supporting companies in the path from commercialization to successful exit.
Location on Internet	www.macalliance.org

Graduate! Philadelphia: The Challenge to Complete

Motivation or Purpose for Document	To investigate and seek solutions to the challenge to increase dramatically the supply of college-educated workers in the city of Philadelphia.
Author/Organization	Pennsylvania Economy League – Southeastern PA and the Philadelphia Workforce Investment Board
Date	June 2005
Geographic Scope	Philadelphia
Major Findings	Today's economy demands well-educated workers practiced at complex and creative problem-solving. Leading urban economies deliver that workforce to employers: in Boston, for example, 25 percent of the workforce has a college degree; in Seattle it's 36 percent. In Philadelphia, only 14 percent of the workforce, one in seven, has a degree. The city of Philadelphia ranks 92nd in the country's 100 largest cities in the percentage of college educated residents. This poorly educated workforce discourages business growth and formation and prevents residents from realizing their earnings and career growth potential. At the same time, almost 80,000 Philadelphians between the ages of 25 and 45 have more than one year's worth of college credit but no degree. Many of these former students are "working poor" and first-generation college-students who took a bold step and made financial sacrifices to start college. For a variety of reasons they never completed the degrees that would have given them entry into better-paying jobs and a better future. This report lays out the magnitude and consequences of this problem. More important, it delivers some provocative ideas about steps that community leaders can take to encourage many of the 80,000 to return to school–to make an educational "come back"–and complete a degree. This effort will require engagement of the business community, labor, legislators, policy leaders, as well as educators and students.
Key Recommendations	• Recognize that we are all responsible for the education of our workforce. • Realize the untapped potential of the 80,000 adults who have some college experience by getting them to degree completion. • Create appropriate support structures for adult students. Develop statewide requirements for postsecondary institutions and put special emphasis on programs that accommodate the needs working adult students. • Provide incentives and rewards for businesses that encourage and support their employees in getting college degrees. • Provide employer and college incentives for students to return turn to school. • Connect college completion programs to Job-Ready PA.
Location on Internet	www.graduatephiladelphia.org/cms/media/grad_exec_summary_6.9.05.pdf

Human Capital Needs Assessment

Motivation or Purpose for Document	Survey of business leaders in Philadelphia to develop an understanding of the current human capital needs of area employers and establish a baseline for future trend comparisons.
Author/ Organization	CEO Council for Growth
Date	June 2006
Geographic Scope	Greater Philadelphia
Major Findings	The key findings of this survey were two clearly articulated challenges: hiring highly skilled and experienced mid-level professionals/managers; and recruiting diverse employees. Another interesting result to highlight was that a large percentage of employers surveyed indicated that they offer a variety of professional development programs to their employees. Nearly every employer (94 percent) offers company run educational/development programs, but very few employers (18 percent) offer a pre-paid tuition program. The survey also identified some of the positive attributes of the region's workforce. Most employers (82 percent) indicated that the overall quality of the workforce from the Greater Philadelphia region was on par with, or better than, the quality of the workforce from other regions. Ninety percent of all employers surveyed felt that their current workforce has the skills and abilities to meet their current business needs. In addition, the variety and quality of education, cultural and entertainment opportunities available, a generally good quality of life, and the location and size of the region were all noted as top positive recruiting characteristics of the region.
Key Recommendations	Conduct a repeat survey of employers in a few years. Additional items to add to future research include: • Top fields of study in demand; • Projections of new positions being created; • Open-ended responses regarding the impact that the region has on recruiting efforts; • Additional question regarding whether professional development benefits should be added to determine the participation rates in these programs; and • Given the focus of current research efforts on recruiting the mid-level professional, additional research on mid-level professionals, including who they are, what they are looking for in a career, and the career paths they take.
Location on Internet	http://selectgreaterphiladelphia.com/uploads/files/human_cap_survey0606.pdf

Impact of Higher Education in Greater Philadelphia

Motivation or Purpose for Document	Describe the characteristics of and estimate the economic impacts of Greater Philadelphia’s higher education sector. Compare the characteristics of the region’s higher education sector to those in other large MSAs.
Author/Organization	Select Greater Philadelphia
Date	October 2007
Geographic Scope	Greater Philadelphia
Major Findings	The Greater Philadelphia region’s higher education sector is comprised of 92 colleges and universities that offer at least an associates degree. During the 2005/06 academic year total enrollment was 359,600 students on an FTE basis; a total of 67,169 associates and higher degrees and certificates were awarded. Colleges and universities employed about 85,200 persons in 2005/06, had total annual operating expenditures of $12.3 billion and increased the regional gross product by $15.2 billion. The higher education sectors ranks second nationally among large MSAs based on proportional economic impact on the region.
Key Recommendations	Not applicable: the study’s purpose was to describe the sector and estimate its impacts.
Location on Internet	http://selectgreaterphiladelphia.com/highereducation.cfm

Innovation & Entrepreneurial Index

Motivation or Purpose for Document	The purpose of the Innovation & Entrepreneurial Index is to look at the innovation economy in the Philadelphia Primary Metropolitan Statistical Area (PMSA) and assess how well the region is doing relative to the nation and a select group of benchmarks.
Author/Organization	Innovation Philadelphia
Date	October 2002
Geographic Scope	Greater Philadelphia
Major Findings	The major finding of this report is that Philadelphia has a realistic opportunity to compete globally in the innovation economy, but more must be done to create competitive advantages for economic success in high-growth, high-wage industries. Philadelphia has many of the necessary ingredients, but often the right proportion is lacking. More must be done to leverage existing resources and to support and enhance existing technology clusters. Philadelphia is in the race, but victory is not yet certain. The region's entrepreneurial image and climate must be improved. Philadelphia has a sufficient number of technology-based industries but they require nourishment. More investment must be forthcoming from the local business and academic community, as well as the public sector, and more collaborative initiatives need to be undertaken to attract more outside capital to the region and to leverage existing resources — technical, capital and human. More of the region's universities must step to the plate and make better use of faculty, staff and students in order to gain a competitive advantage.
Key Recommendations	• The State and region must become more aggressive in soliciting federal research awards, including one or more federal research centers of national significance. • The State and region must aggressively pursue the commercialization of technologies developed at local universities. • The State and region must become more aggressive at applying for and winning competitive federal small business research investment awards. • The State and region must increase the total pool of risk capital available locally. • Effective business assistance programs must be made available. • Philadelphia must capitalize upon the great competitive advantage of its location. • The State and region must strengthen the connections between local industry and academia. • The State and region must create a vibrant environment for new business start-ups. • The State and region must enhance the image of the Commonwealth and Philadelphia.
Location on Internet	http://innovationphiladelphia.com/docs/publications/InnovationandEntrepreneurialIndex2002.pdf

Maritime Commerce in Greater Philadelphia: Assessing Industry Trends and Growth Opportunities for Delaware River Ports

Motivation or Purpose for Document	Estimate economic impact of direct port activities at facilities along the Delaware River, analyze trends in port development in the U.S. and globally, and present recommended strategies for port growth.
Author/Organization	Prepared by the Economy League of Greater Philadelphia for the Philadelphia Industrial Development Corporation. Economic Development Research group (Boston) was the consultant to the Economy League; additional support was provided by the Delaware Valley Regional Planning Commission and Select Greater Philadelphia.
Date	May 2008
Geographic Scope	Greater Philadelphia. Port facilities located on both sides of the Delaware River from Trenton to Delaware Bay (including Ports of Salem and Wilmington) and all oil refineries.
Major Findings	A survey was conducted of 40 port facilities and organizations in the study area to identify and describe the port activities performed here, and to determine the number of direct port jobs (loading and unloading commodities carried by ship). The survey identified 4,056 direct port jobs in the region, including 1,956 jobs in the City of Philadelphia. The direct port jobs create a total increase in regional employment of 12,121 jobs through the economic multiplier effect and produce an increase in the regional gross product of $2.5 billion. The study found that direct port activities generate annual increases of $81 million in state and local tax revenues including $33 million in additional annual tax revenues for the City of Philadelphia.
Key Recommendations	The study found that the Delaware River ports are highly imbalanced—in 2005, import tonnage was 34 times export tonnage. Approximately 65 percent of the tonnage handled by the port facilities in 2005 was crude oil. The region's port facilities specialize in niche products including steel, autos and perishable products (e.g., fruit and flowers). The ports' competitive advantages include proximity to the large northeastern U.S. market; room for expansion; being served by three Class 1 railroads that can accommodate double stacked rail cars; good highway access; and good labor relations. The competitive disadvantages include a lack of container capacity compared to other east coast ports (e.g., New York and Norfolk); port facilities located 60 to 100 miles upriver from the ocean which increases travel times; the export/import imbalance which makes it harder for shipping companies to fully utilize vessels, and a channel depth of 40 feet (scheduled to be deepened to 45 feet in the next few years). Global shipping trends show an increase in the amount of containerized cargo, especially coming from Asia. As a result, the report recommended investments in expanding capacity to handle containers, the importance of deepening the main channel of the Delaware River to 45 feet improving the landside accessibility, and more regional cooperation port planning.
Location on Internet	http://economyleague.org/publications/reports

Nanotechnology: Assets and Opportunities for New Jersey

Motivation or Purpose for Document	Quantification of New Jersey nanotechnology assets and opportunities for State efforts.
Author/Organization	New Jersey Commission on Science and Technology; Michel M. Bitritto, Ph.D.
Date	May 19, 2006
Geographic Scope	State of New Jersey (with reference to multi-state MANA initiative)
Major Findings	• New Jersey is highly ranked in nanotechnology-related patents and NSF/NIH awards. • New Jersey has a leading position in industries that will be strongly affected by nanotechnology, e.g. pharmaceuticals, chemicals and materials; also has strong base of companies (large and small) developing nanotechnologies. • The main competencies for New Jersey nanotechnology include nanomaterials; nanocomposites; nanoelectronics; and nanobio.
Key Recommendations	Increase investment in nanotechnology initiatives, for example: • multi-user Centers of Excellence; • emerging business funds; • R&D matching funds; and • various tax policy and intellectual property fee changes.
Location on Internet	http://liberty.state.nj.us/scitech/pdf/home/NJ_Nanotechnology_Report.pdf

NJ Dept of Agriculture 2008 Economic Development Strategies

Motivation or Purpose for Document	To outline economic strategies for 10 industries within agriculture, as well as general economic development strategies for the industry as a whole.
Author/Organization	New Jersey Department of Agriculture
Date	2008
Geographic Scope	New Jersey
Major Findings	Agriculture is still an important industry in the Garden State. Ornamental horticulture is the leading agricultural sector, representing almost 42 percent of the state's agricultural production, with $362 million in cash receipts. Other sectors include produce ($240 million); seafood (annual retail, import and export sales in excess of $2 billion); dairy ($22 million); field and forage crops ($66.8 million); livestock and poultry ($45.5 million); equine (with a total statewide economic impact of $1.1 billion annually); organic products; wine; and agri-tourism (with an annual impact of $91 million on the State's economy).
Key Recommendations	Increase product branding (Jersey Fresh); continue to seek new markets; ensure plant health; develop restaurant promotions and branding; develop branded value-added products; ensure quality production and food safety; support organic production; ensure animal health; improve right to farm protection; support the State's wine industry at domestic and international trade shows; promote agri-tourism to consumers and provide basic hospitality and tourism training to producers; establish entrepreneurial and executive training; and develop producer management and entry level training.
Location on Internet	www.state.nj.us/agriculture/conventions/2008/08EcoStrategies.pdf

Prosperity Through Innovation: Science & Technology in Delaware 2008-2013

Motivation or Purpose for Document	Identify target areas for technology-based economic development including complementary targets and initiatives.
Author/Organization	Delaware Science and Technology Council
Date	2008
Geographic Scope	State of Delaware
Major Findings	Identified seven major S&T-intensive business segments: • Biomedical research; • Agriculture and natural resources; • Sustainable energy; • Sustainable environment; • Cyber infrastructure; • Innovation, creativity, entrepreneurialism; and • Nanotechnology.
Key Recommendations	• Develop a strong biomedical research capability in Delaware; • Develop and promote the adoption of technologies that enhance agricultural systems and improve the profitability and sustainable development of Delaware agriculture; • Position Delaware as a leader in sustainable energy and a cleaner environment through development and adoption of new technologies; • Progress toward a sustainable environment while ensuring a prosperous economy by developing a statewide, comprehensive and coordinated research, education, work force, training and economic development capability; • Build a knowledge-based community in Delaware by establishing a public-private-academic partnership to link over 99 percent of Delaware's businesses, educational and medical institutions and households into a broadband, cyber infrastructure by 2012 with focus on state of the art hardware, software and professional support; • Foster innovation, creativity and entrepreneurialism leading to science and technology-based economic development; and • Determine if a competitive position can be established in nanotechnology and then define a program in selected sectors.
Location on Internet	Not yet available

Strategies for Talent Management: Greater Philadelphia Companies in Action

Motivation or Purpose for Document	Provides insights into some of the successful ways that organizations are developing their talent and focuses on one specific talent management tactic– the strategic use of tuition assistance programs. This document is a follow-up to the *Human Capital Needs Assessment* document discussed above.
Author/ Organization	CEO Council for Growth
Date	August 2008
Geographic Scope	Greater Philadelphia
Major Findings	• Offer prepaid tuition to increase the tuition assistance program's usage and diversity of its participants; • Extend tuition benefits to part-time employees to increase the diversity of the program's participants and build a stronger pipeline of future full-time employees; • Re-evaluate tuition caps to cover graduate coursework that employees need to advance into critical mid-level positions; • Form partnerships with educational providers that offer custom training and development as well as reduced tuition, to create cost and time-saving benefits; • Support job-relevant and essential individual courses, professional certificates and job training in addition to degrees; • Promote Prior Learning Assessment (PLA) in order to reduce the cost and time for employees to complete a degree; • Recognize the achievements of employees to assist in improving employee retention and satisfaction; • Provide educational advising to employees to ensure that you get the most out of your investment in their training and education; and • Establish metrics and communicate the impact of the organization's talent management efforts to make the case that investments in education have a significant influence on corporate growth.
Key Recommendations	• Strategically frame the organization's tuition assistance program by offering prepaid tuition to increase the program's usage and diversity of its participants, extending tuition benefits to part-time employees to increase the diversity of the program's participants and build a stronger pipeline of future full-time employees, and re-evaluating tuition caps to cover graduate coursework that employees need to advance into critical mid-level positions. • Ensure that education is both relevant to the organization's goals and cost-effective by considering forming partnerships with educational providers that can provide custom training and development as well as reduced tuition; and supporting job-relevant individual courses and professional certificates in addition to degrees. • Measure and communicate the impact of the organization's talent management efforts to make the case that investments in education have a significant influence on corporate growth.
Location on Internet	http://selectgreaterphiladelphia.com/news/media/reports.cfm

Taking Philadelphia to Greater Heights: Annual Report and Business Plan

Motivation or Purpose `for Document	Describes the activities undertaken by the Pennsylvania Convention and Visitors Bureau (PCVB) to attract convention and tourism business to the city that benefit the hospitality industry, including the specific sales and marketing activities designed to increase the number of conventions using the Pennsylvania Convention Center. Describes positive impacts that the expansion of the Pennsylvania Convention Center which started in the summer of 2008 will have on visitation and on the region's hospitality.
Author/Organization	Philadelphia Convention and Visitors Bureau.
Date	July 2008
Geographic Scope	Greater Philadelphia
Major Findings	In 2007, 41 percent of the 1.1 million room nights booked in Center City Philadelphia were convention and group-related. That same year, the city had an all time high of 550,000 international visitors, 12th largest among U.S. cities. The report noted that 55 percent of the room nights generated by conventions in 2007 were from the life sciences sector, followed by trade associations with only 11 percent. The completion of the Convention Center expansion in 2011 will almost double the amount of floor area, as a result four new hotels are under construction, and more are likely, adding at least 2,500 new hotel rooms in Center City Philadelphia.
Key Recommendations	The business plan for fiscal year 2009 and beyond identified the following priorities: ensure that Philadelphia grows a convention destination; increase Philadelphia's position as an international destination; promote Philadelphia as a premier location for life sciences conventions; promote Philadelphia as a multicultural destination; and increase the region's position as a sports destination.
Location on Internet	www.philadelphiausa.travel/philadelphia-page.php?pageid=98&itemid=89&ditemid=89

Talent Gap Analysis Report: Preparing our Workforce for the Evolving Life Science Cluster

Motivation or Purpose for Document	This regional report, funded by a US Department of Labor WIRED grant, is designed to identify, evaluate, and prioritize current and anticipated gaps between the life science industry talent needs and the supply produced by the region's life science education and training providers.
Author/Organization	Delaware Valley Innovation Network (DVIN)
Date	December 2008
Geographic Scope	14-county region, including the 11-county Greater Philadelphia region described in this report plus Cumberland County, New Jersey, and Berks and Lancaster counties, Pennsylvania
Major Findings	• Life science-related jobs will increase by 4.2% by 2013, with the largest number of jobs in science, production, engineering, and information technology. • The life science industry will have 10,419 job openings by 2013, including nearly 2,790 net new jobs and 7,359 replacement jobs. • Academic institutions offer 241 life science programs that prepare the future workforce for employment in the life science industry. • Life-science graduates increased by 30% between 2004 and 2006. • Life science occupations requiring computer and IT skills will be a challenge, given the 25% decline in these graduates between 2004 and 2006. • The counties with the most life science programs are Philadelphia, Montgomery, Mercer, and New Castle. • The evolving life science industry requires workers who possess a mix of science, technology, and business skills. • The Top Ten job creators by 2013 will include medical scientists, biological technicians, computer software engineers, and industrial engineers. • The emerging competencies needed by life science employees will be communication skills, entrepreneurial skills, teamwork skills, and leadership skills.
Key Recommendations	• Support programs to increase the availability of qualified workers. • Improve communication to increase awareness of careers in the life science industry and of learning opportunities in DVIN's 14-county region. • Strengthen collaboration to enhance information sharing between the life science industry and academic institutions. • Implement ongoing performance monitoring to update the Talent Gap Analysis Report data and to measure the impact of training programs on the evolving life science industry.
Location on Internet	www.delawarevalleyinnovationnetwork.com/reports/gap-analysis

The Greater Philadelphia Life Sciences Cluster: An Economic and Comparative Assessment

Motivation or Purpose for Document	Describe the characteristics of region's life science cluster, estimate its economic impact, and compare its characteristics and importance to the life science cluster in 10 other benchmark MSAs. Finally, make recommendations for policies that would maintain and improve the region's competitive advantages in the life science sector.
Author/Organization	The Milken Institute
Date	Summer 2005
Geographic Scope	Greater Philadelphia
Major Findings	In 2003 a total of 53,000 persons were employed in the region's core life sciences sector, with an additional 310,200 persons working in the supporting life sciences sector. The region ranked first among the benchmark MSAs based on its current impact index, and third on the composite index which includes the innovation pipeline and total impacts. The study found that the region's life science cluster was among the elite cluster in the U.S and is well positioned for future growth.
Key Recommendations	Recommendations include: closing the human capital/workforce gap in key life science occupations; developing a better understand of how colleges and universities prepared graduates to work in the life science sector; analyzing how local universities connect with and benefit the life sciences sector; and developing programs to increase innovation and entrepreneurship in the life sciences sector.
Location on Internet	www://selectgreaterphiladelphia.com/uploads/files/philadelphia_sciences_0605%5B1%5D.pdf

The Information Technology Industry: An Economic and Comparative Assessment of Greater Philadelphia

Motivation or Purpose for Document	Describe the characteristics and competitive advantages of the region's IT sector, estimates its total economic impacts, and compare its characteristics to those in the other large MSAs.
Author/Organization	Select Greater Philadelphia
Date	October 2008
Geographic Scope	Greater Philadelphia
Major Findings	The region had 154,660 people in IT occupations in 2006, and 102,300 persons worked for IT producing occupations. IT activity is concentrated primarily in the industries that use IT. The characteristics of the region's IT-producing sector have been determined by the demands from the IT users; as a result, the region is strong in IT producers who have developed industry specific applications. When compared to the 12 largest MSAs in the U.S., the region ranked sixth in 2006 based on its percent share of total employment in the IT occupations and seventh on the percent shares of employment in the IT-producing sector.
Key Recommendations	Not applicable: the study's purpose was to describe the sector and estimate its impacts.
Location on Internet	http://selectgreaterphiladelphia.com/

Thinking Outside the Box: Addressing Greater Philadelphia's Transportation Investment Needs through Public-Private Partnerships

<table>
<tr><td>Motivation or Purpose for Document</td><td>Explores addressing Greater Philadelphia's transportation investment needs through public-private partnerships (PPPs). The study assesses the feasibility of using PPPs as a means for state and local governments to develop, operate and maintain, and in some cases finance, highway and transit infrastructure.</td></tr>
<tr><td>Author/ Organization</td><td>CEO Council for Growth; consulting support from Mercator Advisors LLC.</td></tr>
<tr><td>Date</td><td>March 2006</td></tr>
<tr><td>Geographic Scope</td><td>Greater Philadelphia</td></tr>
<tr><td>Major Findings</td><td>PPPs are best suited for large, complex highway and mass transit projects where there is strong public support and a clear recognition of need. PPPs can provide substantial benefits that include shorter construction schedules, transferring construction and performance risk out of the public sector, providing more efficient operation, introducing new technologies, and attracting new sources of capital. There are three main approaches to using PPPs for transportation projects:

Innovative procurement such as design-build;
Innovative asset management using long-term warranties and operating & maintenance contracts; and
Innovative financing, using new sources of funds that leverage the revenues that would be generated by a proposed project.

The study noted that PPPs are increasingly used by state level transportation agencies to develop and pay for highway and mass transit facilities, with California, Texas, and Virginia being leaders in using PPPs. The report identified seven major transportation projects proposed for the Greater Philadelphia Region (each costing over $100 million) that might be suitable to finance and develop with PPPs. Funding gaps exist within the region's public sector for paying for these projects, and PPPs may be the means for closing the funding gap by providing alternative sources of capital. A representative sample of 12 major PPP projects that had been completed or are proposed were identified, as well as the primary benefits of each project. Finally, the study concluded with an Appendix presenting the major innovative finance provisions contained in the SAFETEA-LU legislation.</td></tr>
<tr><td>Key Recommendations</td><td>The study's major recommendation was to draft enabling legislation in Delaware, New Jersey, and especially in Pennsylvania (where to date there has been little activity) that would enable PPPs to be used. Key provisions of the legislation should include:

Award design-build contracts on a "best value" basis;
Evaluate proposals from the private sector that both engenders public confidence and protects confidential information;
Authorize public agencies to enter into long-term contracts with private partiers to create PPPs;
Clarify the roles and responsibilities of public agencies that want to participate in PPPs; and
Enable public funding to be combined with private sources, including the project revenue back debt, through special purpose organizations.
</td></tr>
<tr><td>Location on Internet</td><td>http://selectgreaterphiladelphia.com/sgpadmin/files/PPP_study_w_cover0306.pdf</td></tr>
</table>

Tourism Report to the Region: More Partners, More Promotions, More People

Motivation or Purpose for Document	Describes the performance and characteristics of the region's tourism sector in 2007, including its economic impact on the region. The report also described the marketing activities designed to increase the region's visibility as a premier tourism destination.
Author/Organization	Greater Philadelphia Tourism Marketing Corporation
Date	Spring 2008
Geographic Scope	Greater Philadelphia
Major Findings	There were a total of 9.32 million domestic, overnight leisure visitor trips into the region in 2006, generating a total of $10. 44 billion in direct spending and supporting 128,542 jobs. Almost 75 percent of the trips were for leisure travel, the remaining trips were evenly split between daytime and overnight business travelers. The report described the specific marketing and image enhancing activities that were used to attract tourists, emphasizing that the region's historic assets are an essential part of the marketing programs.
Key Recommendations	The report looked ahead five years and identified a set of strengths and opportunities and a set of challenges and cautions. Strengths and opportunities include: the Philadelphia brand gets stronger each year; the quality of Center City and regional main streets are improving, drawing more visitors; GPTMC is finding more ways to engage visitors; the likely decline in the national economy makes it imperative that Philadelphia continue to emphasize value; the region's accessibility by driving will become even more of an advantage as gas prices rise; and finally that the expansion of the Pennsylvania Convention Center and the accompanying increase in the number of hotels rooms will make it even more important for leisure travel to grow and keep hotel occupancy rates high.
Location on Internet	www.gophila.com/go/aboutus/pdfs/Tourism2008_GPTMC.pdf

IV. Regional Goals, Objectives, and Performance Measures

An overview of the more than 30 economic development strategy documents prepared for the Greater Philadelphia region in recent years reveals common goals and objectives that guide economic development planning in our region. These studies and the types of organizations that prepared them clearly reveal the collaboration that occurs in the region in economic development planning, and the collective vision that emerges when these efforts are viewed as a whole.

The region's economic development goals and objectives, listed below in no particular priority order, are broad and by nature overlap. To be clear, no single project should be expected to appropriately address all of these goals. Following each set of goals and objectives is a set of performance measures that can be used to evaluate progress.

The *Greater Philadelphia Regional Economic Development Framework* reiterates the policies and strategies embodied in the Commonwealth of Pennsylvania's Keystone Principles for Growth, Investment, and Resource Conservation. The Keystone Principles state general goals and objectives for economic development and resource conservation, and were agreed upon among 23 state agencies as a coordinated interagency approach to fostering sustainable development. The *Framework* is also consistent with the economic growth strategies touted by New Jersey's Office of Economic Growth and Delaware's Economic Development Office.

In general, projects that build or sustain areas recognized as centers of development are preferred (including those identified in DVRPC's *Connections: The Regional Plan for a Sustainable Future*). These areas can often accommodate development in ways that can revitalize distressed communities, provide employment within an easy commute of those most in need of work, maintain the region's development fabric, and make maximum use of existing road and rail 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 and promote *knowledge density*–that is, co-location of multiple organizations in the same sector–which is seen as an important driver of innovation.

Goal ➔ Focus growth in recognized centers of development.

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

Performance Measures:

- ♦ Population change in recognized centers
- ♦ Employment change in recognized centers

- ♦ Infrastructure investment in recognized centers
- ♦ Number of brownfields and/or greyfields remediated and developed
- ♦ Mortgage lending activity in recognized centers
- ♦ Building permit activity in recognized centers

Goal ➔ Create appropriate jobs in distressed areas and for populations most in need.

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

Performance Measures:

- ♦ Unemployment
- ♦ Labor force participation
- ♦ Median income
- ♦ Average wage

Goal ➔ Create jobs that match workforce supply.

- Create jobs that may be performed by those with post-secondary training certificates.
- Create employment that is aligned with the educational outputs of organizations such as Graduate!Philadelphia and the region's community colleges.
- Create jobs that are appropriate for and attractive to graduates of regional colleges and universities to help stem regional "brain drain."
- Create jobs that expand opportunities in industries that are anticipated to grow.
- Create jobs that leverage university-industry partnerships and student internships.

Performance Measures:

- ♦ Unemployment
- ♦ Labor force participation
- ♦ College graduate retention rate
- ♦ Job growth in key economic sectors

Goal ➔ Support and promote the growth of key economic sectors, including those related to the emerging "green economy".

- Attract new companies and encourage the retention and expansion of existing companies that compete in key economic sectors, including:
  - Life sciences (biotechnology and pharmaceuticals)
  - Tourism
  - Health care
  - Higher education
  - Finance and investments
  - Professional and business services
  - Creative industries
  - Information technology
  - Alternative/clean energy and energy conservation

- ○ Chemicals
- ○ Defense and homeland security
- ○ Internet, cable and telecommunications
- ○ Transportation and logistics
- ○ Specialty manufacturing
- ○ Food processing

Performance Measures:

- ♦ New businesses created in key sectors
- ♦ Business expansions in key sectors
- ♦ Employment in key sectors

Goal → Reduce greenhouse gas emissions.

- Provide services with less energy by encouraging the use of more efficient cars, furnaces, and lighting, and expanding transit services.
- Produce energy with less CO_2 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 provision by locating jobs, housing, and services closer together and encouraging denser development.

Performance Measures:

- ♦ Public transit ridership
- ♦ Vehicle miles traveled (VMT)
- ♦ Number of alternative energy-related businesses
- ♦ Average density of development

Goal → Enhance the climate for business growth.

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

Performance Measures:

- ♦ New businesses created
- ♦ Business expansions
- ♦ Employment

Goal → Invest in public infrastructure.

- Support public and private transportation investment that improves intraregional and interregional mobility, including public transit, walking and cycling.

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

Performance Measures:

- ♦ Public sector infrastructure investment
- ♦ Private sector infrastructure investment
- ♦ Public transit ridership
- ♦ Freight volume and tonnage through the region's ports
- ♦ Number of wireless hot spots

Goal ➔ Foster a high-quality, productive labor force.

- Improve the region's pre-K to12 public education, especially in the urban districts.
- Leverage the region's impressive higher education resources to raise the level of educational attainment.
- Support industry/school partnerships and specialized training that offer pathways into specific careers, such as bio-technicians or energy auditors.
- Improve the connections between small employers and the resources available through the public workforce system and others involved in workforce training.

Performance Measures:

- ♦ Educational attainment
- ♦ Urban high school completion rate
- ♦ Students completing a career/technology education program

Goal ➔ 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.

Performance Measures:

- ♦ New businesses created
- ♦ Amount of venture capital invested
- ♦ Number of patents issued regionally

Goal ➔ Improve, enhance, and celebrate the high quality of life in Greater Philadelphia.

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

Performance Measures:

- ♦ Percentage of monitored water bodies impaired for aquatic health
- ♦ Number of days the region exceeded the National Ambient Air Quality Standards (NAAQS) for ground level ozone and PM 2.5
- ♦ Acres of parkland per capita
- ♦ Annual visitors
- ♦ Major conventions held annually
- ♦ Hotel occupancy rates
- ♦ Tourism/hospitality employees
- ♦ Nonprofit arts/cultural organizations
- ♦ Housing affordability

Goal ➔ Expand the Greater Philadelphia region's connections to the global economy.

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

Performance Measures:

- ♦ Foreign investment
- ♦ Enplaned passengers
- ♦ On-time arrivals and departures
- ♦ Air freight
- ♦ Import and export container traffic
- ♦ Annual port tonnage

V. Key Regional Projects

The Economic Development Administration requires that a Comprehensive Economic Development Strategy (CEDS) includes a section that identifies regional projects, programs, and activities designed to implement the goals and objectives of the CEDS. The following sections discuss relevant transportation projects programmed through DVRPC's transportation improvement program (TIP); summarize the findings of the regional Land Use, Transportation, and Economic Development (LUTED) study undertaken by DVRPC in FY 2007 and FY 2008; and present a list of vital economic development projects identified by the region's economic development agencies and organizations as critical for achieving the goals and objectives identified in Chapter IV.

Transportation Projects

As the federally-designated Metropolitan Planning Organization for nine of the eleven counties in the Greater Philadelphia region DVRPC maintains the Transportation Improvement Program (TIP), the regionally agreed upon list of priority transportation projects, as required by federal law (including ISTEA, TEA-21, and most recently SAFETEA LU). The TIP document lists all transportation projects that intend to use federal funds, as well as all non-federally funded transportation projects that are regionally significant and all other State funded capital projects. The projects are multi-modal and include bicycle, pedestrian, and freight related projects; innovative air quality projects; and the more traditional highway and public transit projects. These planned transportation improvements are critical in promoting economic development and enhancing the region's economic competitiveness.

In addition to listing specific projects, the TIP documents the anticipated schedule and cost for each project phase (preliminary engineering, final design, right-of-way acquisition, and construction). Inclusion of a project phase in the TIP means that it is expected to be implemented during the TIP time period. In Pennsylvania, the TIP is updated every other year, while in New Jersey it is updated annually. Under the provisions of federal law and regulations, the approved TIP can be modified or amended in various ways in order to add new projects, delete projects, advance projects into the first year, or accommodate cost and phase of work changes or major scope changes to a project. A project's presence in the TIP represents a critical step in the authorization of funding to a project. It does not, however, represent a commitment of funds, an obligation to fund, or a grant of funds.

The current TIP for DVRPC's nine-county region lists over 670 projects worth over $5.8 billion (averaging $1.4 billion per year). A complete list of projects, including projects approved under the American Recovery and Reinvestment Act of 2009, can be found on the Commission's web site at www.dvrpc.org/TIP/.

The FY 2010 TIP for DVRPC's New Jersey counties was adopted on July 23, 2009 and contains over 170 projects worth almost $1.8 billion (an average of $445 million per year). This includes $925 million for projects primarily addressing the highway system and $846 million for transit projects for DRPA/PATCO and NJ TRANSIT. Transit projects include the rebuilding of PATCO's 121 cars to modern standards, capital improvements on the NJ Transit system, and transportation services for senior and disabled persons. Major highway-funded improvements that promote economic development include:

- Major pavement repair and resurfacing on I-295 ($125 million) and the construction of an additional travel lane in each direction as well as signal, approach and intersection improvements on Route 73 ($21 million) in Burlington County;
- Construction of the 295/42/I-76 direct connection ($135 million programmed in the 4-year TIP period toward a $1 billion project) and drainage improvements for Route 30/Admiral Wilson Boulevard ($14 million from the American Recovery and Reinvestment Act) in Camden County

- Replacement of the Route 130 bridge over Raccoon Creek and rehabilitation of the bridge approaches ($25 million programmed in the four-year TIP period for a $45 million project) and upgrading pedestrian crosswalk facilities throughout the county ($850,000 from the American Recovery and Reinvestment Act) in Gloucester County; and
- Rehabilitation of the bridges over Amtrak in the City of Trenton ($25 million) and resurfacing of roadways throughout the county ($6 million from the American Recovery and Reinvestment Act) in Mercer County.

The FY 2009-2012 TIP for DVRPC's Pennsylvania counties was adopted by the DVRPC Board on June 26, 2008. The Pennsylvania TIP contains over 497 projects totaling over $4 billion for the phases to be advanced over the next four years, averaging $1 billion per year. Programmed funds include over $2 billion for projects primarily addressing the highway system and $1.9 billion of transit projects for SEPTA, DRPA, Pottstown Urban Transit, and the Keystone Service. These figures do not include eight projects in the DVRPC region totaling over $416 million dollars that are part of the new Pennsylvania Statewide Interstate Management Program. Highway improvements in the Pennsylvania counties that facilitate goods movement and promote economic development include:

- Road safety improvements at PA 13 and the Pennsylvania Turnpike in Bucks County ($374,000);
- The reconstruction of I-95 in Philadelphia ($24 million over four years);
- The design and construction of the I-95/Pennsylvania Turnpike interchange in Bucks County ($6.1 million over four years towards a $1 billion project);
- Improving CSX Trenton rail line clearances throughout Southeast Pennsylvania ($8.1 million over four years);
- Creating a cruise terminal intermodal parking facility in Philadelphia;
- Improving signalization along Baltimore Pike in Delaware County ($1.2 million); and
- Preliminary engineering and environmental studies along Route 41 in Chester County related to balancing freight operational needs with community goals ($10 million over four years towards a $40 million project).

Land Use, Transportation, and Economic Development (LUTED)

DVRPC's LUTED project was initiated by the Commonwealth of Pennsylvania and guided by the leadership of multiple state agencies coordinated through the governor's office. Initially covering DVRPC's five member southeastern Pennsylvania counties and (at the request of the Governor) Berks County, the project was eventually expanded to also include DVRPC's four southern New Jersey counties. The project engaged a broad cross-section of county and regional economic development professionals and land use and transportation planners to foster communication, coordination and consistency between the goals and policies of the regional land use and transportation plans and economic development strategies.

DVRPC's 2008 LUTED report (*Integrating Land Use, Transportation, and Economic Development Planning: Activities and Major Findings, FY 2007 and FY 2008*) includes an assessment of the context, participants, and essential information for economic decision-making in the region. It informs planners about the organizations and structural relationships in place in the region where economic development planning occurs, and identifies where that planning already interfaces with land use and transportation planning activities and programs. Project outcomes include:

- the identification of challenges and opportunities facing the region;
- the identification of priority initiatives required for the region's economic growth that merit further focus;
- an identified set of transportation investments in Southeastern Pennsylvania that are critical to regional economic development; and
- a continuing, cooperative, and coordinated process to advance future initiatives.

A copy of the LUTED report, including a set of transportation investments in Southeastern Pennsylvania that would enhance the region's competitiveness in the national and global marketplace, is included on the CD that accompanies this report.

Key Regional Economic Development Projects

Table 14 summarizes key economic development projects that have been identified by the region's economic development and planning professionals as most likely to contribute towards attaining the CEDS goals and objectives. The projects included on this list include 26 that are regional in scope; 19 projects within the City of Philadelphia; 31 projects located in other smaller cities (Chester and Coatesville, Pennsylvania; Camden, Trenton, and Burlington City, New Jersey; and Wilmington and Newark, Delaware); and 23 projects located elsewhere in the region, many in the boroughs and older suburbs.

These projects (listed in geographic order, not specific priority order) cover a wide range of project types, including planning, research, job training, workforce development, redevelopment, adaptive re-use, waterfront development, site acquisition, construction, and infrastructure investment. With estimated costs ranging from $75,000 to several million dollars, project sponsors have identified a multitude of different funding sources, often (but not always) including EDA. All of the projects advance at least one (and in many cases several) of the goals and objectives identified in Chapter IV.

Conclusion

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

Greater Philadelphia presents tremendous potential for continued economic growth. The review of major studies, reports, and analyses related to economic development in the region that have been developed over the last few years provides insight into the range of key challenges and opportunities for regional economic growth and draws broad conclusions regarding directions for the region's economic development. The collective examination of these diverse regional, single state and individual sectoral reports reveals common threads and priorities and defines a unified regional vision for economic development. The goals and objectives outlined in Chapter IV build on these insights to suggest broad and inclusive criteria for the review and selection of projects and initiatives, and provide guidance on how to make strategic investments to further support economic growth and development throughout Greater Philadelphia.

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
The Technology Commercialization Group (TCG)	Tri-State	Regional	Ben Franklin Technology Partners/SEP	This project will develop and implement a new model for technology commercialization that builds upon the 25+ years of experience gained by BFTP/SEP, reflects the evolution of thinking and practice in this area, and addresses the realities for technology development and commercialization. The new TCG model will establish a customized, comprehensive approach to meeting the technology development and commercialization objectives of individual companies/ institutions/ organizations.	$1,200,000 over three years	US EDA	3 years	N/A
The Mid-Atlantic Nanotechnology Alliance- MANA	Tri-State	Regional	Ben Franklin Technology Partners/SEP, Delaware Technology Park, New Jersey Technology Council	To address an identified need to develop the prototyping tools required to manufacture new products related to nanotechnology, MANA will advance the concept for a Mid-Atlantic rapid prototyping consortium known as RapidNanoNet (RNN). This project will develop a plan for implementing RNN to become the first formal network of its kind that engages nanotechnology providers, prospectors, and prototypers who are interested in collaborating and dedicated to expediting nanoproduct commercialization in the Mid-Atlantic region.	$990,000 over three years	US EDA	3 years	N/A
Center for Distributed Power	Tri-State	Regional	Ben Franklin Technology Partners/SEP, Philadelphia Industrial Development Corporation, the Delaware Valley Industrial Resource Center, NAVSEA	The Philadelphia Navy Yard is a 1,200 acre regional economic development site located on the Delaware River in South Philadelphia. A key goal of the redevelopment effort is to make the Navy Yard and the region a center for energy research, education, and commercialization. The Center for Distributed Power, currently in its start-up phase, is a hub for best practices in collaborative multi-institutional research and development in alternative power production & management spanning discovery-to-commercialization. The Center provides technical support; facilities, capital, and commercialization support; and education support and outreach.	$1,000,000 over three years	US EDA	3 years	N/A

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Repurposing a Highly Skilled BioScience Workforce to Promote the Development of New Biomedical Products	Tri-State	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 R&D "ecosystem," involving training, translational technology support, infrastructure investments, program spin-outs, product "accelerators", incubator and post-incubator facilities, "expertise on demand", and relocation incentives.	TBD	Federal and state programs (TBD)	TBD	N/A
Commercialization Germinator	Tri-State	Regional	BioStrategy Partners	This project will provide technical assistance to technology transfer offices in evaluating and advancing university research projects that are still too early for licensing or company formation but have commercial potential. Most of the technology transfer offices in the Greater Philadelphia region are small (with the exception of the University of Pennsylvania). BioSP has created a process through which an outside advisory team provides the feedback and expertise of a strategic/scientific advisory board without the overhead of starting a company or executing a license. The technology transfer office receives ongoing focused technical and market feedback, putting it in a much stronger position to pursue various commercial and licensing options.	$105,000	US EDA, Keystone Enterprise Zone (for KIZ partner universities), university match (for non-KIZ partner universities)	Can begin immediately upon receipt of funding	N/A
Diligence Program for Scientific Founders and First-Time Entrepreneurs	Tri-State	Regional	BioStrategy Partners	The Diligence Program will convene customized panels of business and technical subject matter experts to assess each company's business and technology concept and then provides the company with a detailed report of its recommendations. Follow up may include introductions to partners or professional service providers to meet specific company needs, matching with a Mentor from BioSP's network of experienced entrepreneurs (each of whom is, or has been, either a founder or senior member of a startup management team), or for some companies, an invitation to participate in BioSP's Corporate Development Program for additional hands-on assistance and management training.	$85,000	US EDA, Keystone Enterprise Zone (for PA companies located within a KIZ), BioStrategy fundraising for non-KIZ companies, New Jersey companies, and Delaware companies	Can begin immediately upon receipt of funding	N/A

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Corporate Development Program for Scientific Founders and First-Time Entrepreneurs	Tri-State	Regional	BioStrategy Partners	First-time life sciences entrepreneurs, especially scientific founders, need education, highly personalized guidance and sustained mentoring if the companies they run are to become viable business enterprises advancing to the next stage in the commercialization value chain. Without this kind of crucial help, many companies run by first-time founder/entrepreneurs flounder, fail to progress, or close. BioStrategy Partners' Corporate Development Program offers hands-on assistance and management training to eligible companies. Under the guidance of a serial entrepreneur Portfolio Manager, BioSP creates a formal, milestone-based Development Plan and provides Mentors, Experts, Partners and other service providers who assist the company in achieving business and technical goals.	$165,000	US EDA, Keystone Enterprise Zone (for PA companies located within a KIZ); BioStrategy fundraising for non-KIZ companies, New Jersey companies, and Delaware companies	Can begin immediately upon receipt of funding	N/A
High Growth Sector Talent Strategy	Tri-State	Regional	Campus Philly	Through this project, Campus Philly will support high-growth start-up and established companies with talent strategies to spur innovation and job creation in Greater Philadelphia. Campus Philly will seek out high-growth employers and match them to student interns and project teams through its network of area college and university career offices.	$150,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	2009-2012	N/A
Life Sciences Industry Talent Strategy	Tri-State	Regional	Campus Philly	Through this project, Campus Philly will engage in targeted Life Science industry outreach to connect students to regional opportunities in pharmaceuticals, medical devices, biotech and related fields; and to increase company investment in experiential education and college recruiting.	$150,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	2009-2012	N/A
International Education and Talent Attraction	Tri-State	Regional	Campus Philly	In the next decade, the region's higher education sector will struggle to maintain enrollment due to a forecasted decrease in 18 year-olds in the United States. An investment in international student recruiting will strengthen the education industry and position the Greater Philadelphia region for global business leadership. Planned project activities including developing recruiting tools, hosting familiarity tours for international advisors, and conducting other international recruiting and marketing activities.	$300,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	2009-2012	N/A
Alumni Job Placement and Talent Retention	Tri-State	Regional	Campus Philly	Through this project Campus Philly will leverage its network of 20 college and university career offices to match graduates and young alumni to career and professional-level internship opportunities with new and existing regional companies. These efforts will increase alumni confidence in the area job market, resulting in the retention of regionally educated talent.	$150,000	US EDA, City of Philadelphia, colleges/universities, foundations, employers, state governments	2009-2012	N/A

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Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Regional Talent Scorecard	Tri-State	Regional	CEO Council for Growth	This project would create, launch and operationalize a Regional Talent Scorecard for Greater Philadelphia with the purpose of improving the region's performance on Human Capital measures, establishing a common research agenda among stakeholders working to improve the region's talent pool, and leveraging the metrics to attract companies and residents to the region.	$75,000	US EDA, CEO Council for Growth members	2010/2011	N/A
Virtual Women's Business Incubator and Accelerator	Tri-State	Regional	Count Me In for Women's Economic Independence	Count Me In for Women's Economic Independence proposes to launch a *Virtual Women's Business Incubator and Accelerator* that offers a new and creative approach to economic development by providing business assistance to local entrepreneurs. The program will provide small and medium-sized enterprises with educational, training and business development services, leveraging the power of the Internet. In addition, through the interactive use of digital media including Webinar, online assessment tools and social networking, Count Me In will strengthen the dissemination of economic development information and best practices to distressed communities.	TBD	TBD	Can begin immediately upon receipt of funding	N/A
World Class Greater Philadelphia	Tri-State	Regional	Economy League of Greater Philadelphia	An initiative of the Economy League of Greater Philadelphia, World Class Greater Philadelphia aims to develop and implement the global positioning strategy for ensuring a prosperous, sustainable, and authentic future for the region by defining "World Class" and determining where we stand today; developing alternative futures; understanding the key issues and how to talk about them; creating a "GPS" for a world class greater Philadelphia; and turning the GPS into reality.	$1,000,000	Federal and state programs, foundations, corporations, and individual donors.	2009/2010	N/A
Creative Industry Career Project	Tri-State	Regional	Innovation Philadelphia	Innovation Philadelphia is developing a comprehensive program, the Creative Industry Career Project, to grow the number of creative industry jobs in the Philadelphia region. The Creative Industry Career Project provides career resources to job seekers and freelancers through both an online medium, PhillyCreativeJobs.com and an in-person career fair, *createAdelphia: The Philly Creative Jobs Event*. A third piece of the Project is the development of factual and statistical collateral for specific creative industry sectors, which will able to be viewed or downloaded through the site and will provide critical information about creative industry sectors in the region.	$400,000	US EDA, Innovation Philadelphia; Commonwealth of PA Technology Investment Office; CA, Inc.; Connelly Foundation; National Telecommunications Information Administration; PA Council on the Arts; various corporate sponsors	2009/2010	N/A

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Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Creative Economy Entrepreneurial Boot Camp Training Program	Tri-State	Regional	Innovation Philadelphia	This project will improve, update, and broaden workforce skills and strengthen career preparation of creative industry professionals . The boot camps will provide entrepreneurs and potential entrepreneurs with the educational resources necessary to enter into the entrepreneurial community; enhance the climate for business growth; and increase innovation and new business formation in the Philadelphia Region.	$300,000	US EDA, Innovation Philadelphia; Commonwealth of PA Technology Investment Office; Citizens Bank Foundation; USDOL	2010	N/A
Multi-Year Roll Out of the Creative Economy Entrepreneurial Boot Camp Training Program	Tri-State	Regional	Innovation Philadelphia	This three year support of the boot camp program will provide the resources to expand the locations and professionals reached through the boot camp. Innovation Philadelphia will also continually make appropriate updates to the training program, curriculum and speaker roster. In addition, increased functionality will be added to the website to create more interactivity and to allow more entrepreneurs access to the program.	$225,000 ($75,000 per year over three years)	US EDA, Innovation Philadelphia; Commonwealth of PA Technology Investment Office; Citizens Bank Foundation	2011/2012/2013	N/A
Creative Economy Economic Impact Analysis Update	Tri-State	Regional	Innovation Philadelphia	In January 2008, Innovation Philadelphia released Creative Footprint, an economic impact analysis of Philadelphia and the region's for-profit, creative economy. Innovation Philadelphia will seek funds to update Creative Footprint in 2010, to measure whether the creative economy has grown from its current size of 52,000 employees in the creative industry and increased its tax revenue for the City of Philadelphia from $320 million. In addition, this economic impact analysis will conduct a gap analysis between the skills of the creative industry workforce and the fastest growing occupations to identify where resources should be allocated and where program development is most needed. This update will also focus on the role of creative green jobs and where the opportunity is in that sector.	$240,000	US EDA, Innovation Philadelphia; PA Council on the Arts	2010/2011	N/A
Feasibility Study for Creative Industry Incubator	Tri-State	Regional	Innovation Philadelphia	The Creative Industry Incubator feasibility study will provide a preliminary analysis of the need and impact of having a dedicated coworkspace for technology based creative companies. The Study will include an evaluation of similar incubators throughout the country and across the globe. It will also identify areas for opportunity, potential challenges and present financial and technical assistance that will be needed. The feasibility study will involve conducting all research and focus group interviews with creative industry entrepreneurs and other relevant stakeholders, as well as the development of a formal partnership with creative industry associations to assist in the development and execution of a plan to launch the incubator.	$175,000	US EDA, Innovation Philadelphia; Dolfinger-McMahon Foundation	2010/2011	N/A

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Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Creative Industry Partnership Development	Tri-State	Regional	Innovation Philadelphia	Development and creation of a formal partnership between creative industry associations and organizations, academia and creative industry businesses and leaders. This partnership will drive many of the creative industry programs and initiatives underway and will serve as an advisory board when developing new programming and conducting outreach to the community. This partnership will be key to the Creative Industry Fellowship program under development.	$100,000	US EDA, Innovation Philadelphia; US DOL	2010	N/A
Creative Industry Fellowship Program	Tri-State	Regional	Innovation Philadelphia	The Creative Industry Fellowship Program is a unique program that provides part-time, on-the-job training to creative industry professionals. With a specific focus on women and minorities, this program will pair professionals seeking experience with small businesses and entrepreneurs that would otherwise be unable to afford their services. The program will provide the small businesses with the resources to provide training and create a meaningful fellowship program and will also have a networking and business development component that helps the fellows make the critical connections they need to expand their career in the Philadelphia area. The administration of the fellowship program will be conducted through a web-based application that will allow fellows and small businesses to make matches online.	$600,000	US EDA, Innovation Philadelphia; American for the Futures, USDOL; PA Council on the Arts	2010/2011	N/A
Greater Philadelphia Alternative Energy Sector Marketing Study and Outreach Plan	Tri-State	Regional	Select Greater Philadelphia	Select will undertake a comprehensive analysis of the Greater Philadelphia region's (GPR) alternative energy industry, which for this purpose will include organizations that increase the efficiency of energy production and use, reduce the environmental impact of energy production and use, and increase the use of renewable sources of energy. This study will then be utilized for broad outreach, including informing local stakeholders about the sector, marketing the GPR to promote the region's competitive advantages in alternative energy, and educating companies here and elsewhere to encourage them to expand into Greater Philadelphia.	$750,000	US EDA, local corporations	2010/2011	N/A

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Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Community Resources: Research and Marketing Tools	Tri-State	Regional	Select Greater Philadelphia	This project includes the production of research and marketing tools that collect and showcase the Greater Philadelphia region's (GPR) business and quality of life assets to local and external stakeholders. Local organizations including not for profits, arts and cultural groups, and higher education institutions also utilize these tools to advance their work within the GPR, improving the region's overall prosperity. The tools will include a regional marketing report and a comprehensive data library.	$500,000	US EDA, local corporations	2010/2011	N/A
QED Multi-Institution Proof-of-Concept Program	Tri-State	Regional	University City Science Center/ City of Philadelphia	This project will retire business risk in early-stage life science R&D projects and attract follow-on investment by providing pre-seed funding and market guidance for technology development at research organizations across the Greater Philadelphia region. The pilot program is currently underway and incorporates four critical elements necessary for early-stage proof-of-concept technology assessment and development, including funding, business advice, market-driven project selection, and guidance to exit. The Science Center, through QED, is developing the largest multi-institutional public-private life science technology transfer effort in the region (and perhaps in the country).	$3,600,000	US EDA ($1,500,000), Science Center ($700,000), Ben Franklin Technology Development Authority ($200,000), research institution matches ($1,200,000)	Three funding cycles over 18 months, commencing in 2009	N/A
Quorum (Venue and Network for Innovation and Commercialization Programming)	Tri-State	Regional	University City Science Center	This project will provide a unique suite of three complementary services: a 4,500 square foot facility with advanced technology capabilities to support a variety of programs, events, and business exchanges (the *Physical Quorum*); Science Center supported programming at diverse events across the region (the *Satellite Quorum*); and iQuorum, integrating social networking and online networking tools (the *Virtual Quorum*).	$1,825,000	US EDA ($912,500), Science Center ($710,000), others TBD ($202,500)	3 years (12 months of construction and 24 months of initial operations)	N/A

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Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Job Creation through Export Development: Innovative Manufacturing and Services Program	Tri-State	Regional	World Trade Center of Greater Philadelphia (WTCGP)	The WTCGP has made it a strategic priority to focus resources on those sectors offering the best combination of growth and high paying jobs—maximizing the multiplier impact. With that criterion, the WTCGP will develop and implement a program of assistance targeted specifically to area firms in the following four industry sectors: energy and the environment, high tech and nanotechnology, biotech and life science, and education and knowledge. The program will include company recruitment, outreach, regional conferences, expansion and leveraging of existing WTCGP programs, the development of multi-sector trade missions, targeted educational seminars, and technical assistance for companies for the development of international sales.	$2,000,000	US EDA ($1,000,000), Commonwealth of PA Existing Grant Overlap, in-kind services, WTCGP, private corporations	2010-2013	N/A
Acquisition and rehabilitation of the former General Motors Boxwood Vehicle Assembly Plant	Delaware	New Castle County/ City of Wilmington	Delaware Economic Development Office	This plant closed on July 31, 2009. The State of Delaware through the Delaware Economic Development Office is actively seeking potential reuses for the plant and is in discussions with "Old" GM as to the potential of the State acquiring or otherwise controlling the reuse of the site. If these discussions are successful, DEDO will seek to prepare the facility for reuse by private firms.	TBD	TBD	Negotiations for acquisition have recently commenced and no deadline for completion has been determined. Design can begin immediately following completion of negotiations.	Environmental remediation will be necessary and carried out in accordance with an operation and maintenance plan implemented by the Delaware Dept. of Natural Resources and Environmental Protection.
Delaware Rehabilitation Institute (DRI).	Delaware	New Castle County/ City of Newark	Delaware Technology Park	Construction of infrastructure and core and shell of a 120,000+/- square foot four-story building to serve the Delaware Technology Park's incubator demands and to meet the expanding needs of the Delaware Rehabilitation Institute (DRI). Work to include infrastructure for sanitary sewer, water, geo-thermal, site development, and green building requirements including solar energy.	$52,000,000	TBD	Project is ready for final design.	Project is in an existing business park. No adverse impacts will result from this construction.

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Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Conversion of the former AstroPower building into the Delaware Green Energy and Emerging Technologies Development Center	Delaware	New Castle County/ City of Newark	Delaware Economic Development Office	This building's physical scale and layout, location and partial ownership by the State of Delaware presents a unique opportunity to create the Delaware Green Energy and Emerging Technologies Development Center. The Center would have several complimentary operating components. Part of the office space would be dedicated to emerging technologies education and research conducted by the Universities. This would include relocating the University of Delaware Energy Institute to this facility. The balance of the facility would be used to provide space to emerging technology companies and entrepreneurs for research, development and fabrication. Through the State's ownership, below market rates for entrepreneurs and early stage companies would be provided. Other companies would get excellent space at market rates but have the advantage of being co-located with other education/research programs from the Universities and a technically savvy workforce trained by Del-Tech at the site.	$30,000,000	TBD	Project is ready for final design	Project is in an existing business park. No adverse impacts will result from this construction.
Rehabilitation of the former Chrysler Newark Vehicle Assembly Plant	Delaware	New Castle County/ City of Newark	University of Delaware & Delaware Economic Development Office	The plant was closed in November 2008. Negotiations are underway for it to be acquired by the University of Delaware and reused as a new phase of the Delaware Technology Park. Development will require the demolition and/or rehabilitation of the existing structures to make them reusable for Tech Park tenants.	$200,000,000	TBD	Negotiations for acquisition by the University are ongoing and expected to conclude by the end of 2009. Design can begin immediately thereafter.	Environmental remediation will be necessary and carried out in accordance with an operation and maintenance plan implemented by the Delaware Department of Natural Resources and Environmental Protection.
Jay O'Donnell Redevelopment Area	New Jersey	Burlington County/ Burlington City	Burlington County	A redeveloper proposes to develop about 15 acres of land that was part of a former artillery shell manufacturing plant (World War II era) and a former aluminum smelting plant into an office complex adding to an existing industrial park.	$20,000,000	Public and private sector funding TBD	Project to commence prior to 2014	TBD
DeVelCom Redevelopment Area/ Burlington Center Mall	New Jersey	Burlington County/ Burlington Township	Burlington County	A redeveloper proposes to develop this site, which is approximately 242 acres and consists of a struggling mall and vacant lands, into a newly redeveloped commercial complex.	$215,000,000	Public and private sector funding TBD	Project to commence prior to 2014	TBD
Dietz & Watson Truck Garage and Maintenance Facility	New Jersey	Burlington County/ Delanco Township	Burlington County	A food manufacturer needs a truck garage and maintenance facility to support their growing operation in Delanco.	$3,500,000	Public and private sector funding TBD	Project to commence prior to 2014	TBD

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Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
DeVelCom Redevelopment Area/ Roebling Superfund Site	New Jersey	Burlington County/ Florence Township	Burlington County	A redeveloper proposes to develop about 200-acre Superfund Site into a new industrial/office complex.	$200,000,000	Public and private sector funding TBD	Project to commence prior to 2014	TBD
National RE/Source Advisors, LLC/ Route 73 Redevelopment Area	New Jersey	Burlington County/ Palmyra	Burlington County	A redeveloper proposes to clean up a 200-acre plus brownfield site and construct a multi-phased, mixed-use project. At build-out the project will include a 200,000-square foot exposition center, two hotels, 500,000 square feet of commercial space, 400 residential units, a marina on the Pennsauken Creek, and recreational trails.	$525,000,000	Public and private sector funding TBD	Project to commence prior to 2014	TBD
Saylor's Pond Redevelopment, LLC Redevelopment Area (Phase 1)	New Jersey	Burlington County/ Wrightstown	Burlington County	A redeveloper proposes to develop 42 acres of land that was part of a military base into a mixed use development including commercial space, a 120-room hotel with conference center and restaurant, and residential units.	$20,000,000 (Phase 1)	Public and private sector funding TBD	Project to commence prior to 2014	TBD
Gateway Office Park Transit Village	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The Gateway Office Park occupies approximately 40 acres adjacent to Admiral Wilson Boulevard entrance to Camden. The Office Park is anchored by the World Headquarters of the Campbell Soup Company, which is currently constructing a $75 million facility. Also under construction are $30 million in highway and infrastructure improvements. Plans call for the development of up to an additional 500,000 square feet of prime office and research space.	$175,000,000	NJ EDA, US EDA, FHWA, NJ Environmental Infrastructure Trust, NJ DOT, US EPA, NJ HDSRF, ERB for Camden, NJ Urban Transit Hub Tax Credit, US DOE, private sector	8 years	TBD
Ferry Avenue Transit Village	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The site is adjacent to the PATCO Ferry Avenue Station and our Lady of Lourdes Hospital. Plans call for the development of two office buildings containing 250,000 square feet of office space and 18,000 square feet of retail space, along with structured parking for 1,300 cars. The Master Plan also proposes the development of 475 residential units along with plazas and improved public transit facilities.	$100,000,000	NJ Urban Hub Tax Credit, NJHDSRF, NJ Environmental Infrastructure Trust Fund, NJ EDA, NJ DOT, US DOT, US DOE, US EDA, private sector	6 years	TBD
Federal Street Industrial Corridor	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	This potential redevelopment area extends approximately five blocks along a major arterial and parallel to the primary rail lines. The corridor is currently occupied by light industry, distribution, and "heavy" retail uses as well as several abandoned and substantially under-utilized industrial parcels. The plan is to address the blighted properties and strengthen the current industrial and commercial mix.	$5,000,000	NJ EDA, US EDA, US EPA, NJ HDSRF, NJ Urban Enterprise Zone Program	3 years	TBD

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I-676 Industrial Corridor	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The potential redevelopment area occupies approximately 50 acres adjacent to the South Jersey Port Corporation and along both sides of I-676. The area is occupied by abandoned or substantially under-utilized former heavy industrial and port-related properties. Many of the parcels are small and held by disparate owners and are assumed to be contaminated. The plan is to acquire the properties, undertake remediation, and consolidate the properties into viable parcels for industrial development.	$25,000,000	NJ EDA, US EDA, US EPA, NJ HDSRF, FHWA, US DOE, DRPA, NJ Environmental Infrastructure Trust	5 years	Project will involve environmental remediation of existing industrial brownfields.
North Camden Waterfront Mixed-Use Development	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency/ Delaware River Port Authority	The North Camden Waterfront covers an area of about 120 acres along the Delaware and Cooper Rivers. The majority of the land is now vacant and the State of New Jersey is in the process of demolishing the Riverfront Prison, freeing up an additional 15 acres for development. Redevelopment proposals call for the extension of the street grid into the formal industrial areas and the construction of mid and high-rise retail, office, and residential buildings as well as a linear park along the riverfront.	$200,000,000	NJ EDA, US EDA, NJ Environmental Trust, US EPA, NJ HDSRF, private sector	20 years	TBD
New Worker Job Development Center	New Jersey	Camden County/ City of Camden	City of Camden/ Camden Urban Enterprise Zone	Respond, Inc., will be developing a culinary and automotive job development and training center, The New Worker Job Development Center, at 924/925 N. 8th Street in Camden. Longer-range plans call for an after school entrepreneurial club for students attending the Pyne Poynt Middle School, located across the street from the center. With national statistics showing the transition to Middle School as the most challenging in terms of drop-out rates and the beginning of lowered academic performance, any opportunity to provide program interventions and mentoring opportunities for this student population will be met aggressively.	$3,400,000	Camden Urban Enterprise Zone, NJ EDA, US EDA	1 year	TBD
Roosevelt Plaza Park and Transit Hub	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency/ Delaware River Port Authority	This project involves the demolition of an obsolete office building/parking garage adjacent to City Hall and the construction of a new civic plaza open space. The plan also calls for the creation of a 250 space underground parking garage; the expansion of the PATCO City Hall Station; and the creation of a pad site for the future development of a 50,000 square foot office and retail building.	$50,000,000	NJ Urban Transit Hub Tax Credit, NJ Dept. of Treasury, ERB for Camden, NJ Green Acres Program, DRPA, US DOT, Camden County Open Space Trust Fund, private foundations, private sector	5 years	TBD

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Cramer Hill Retail Center	New Jersey	Camden County/ City of Camden	Camden Redevelopment Agency	The approximately seven acre parcel at the corner of River Road and State Street in the proposed Cramer Hill Redevelopment Area will be developed as a 60,000 square foot top-of-the-line grocery store. This will be the first supermarket to be developed in the City of Camden in several decades.	$15,000,000	NJ EDA, ERB for Camden, NJHDSRF, US EPA, private sector	5 years	TBD
Westfield Plaza Façade Improvement Project	New Jersey	Camden County/ City of Camden	City of Camden/ Camden Urban Enterprise Zone	This program will provide grants to established businesses toward the rehabilitation of their commercial and retail building frontages. The improved appearance of the block will increase shoppers' interest and patronage of the businesses and nourish new commercial development in the area.	$500,000	Camden Urban Enterprise Zone, ERB for Camden	2 years	TBD
Second and Third Street Pedestrian Improvement Project	New Jersey	Camden County/ City of Camden	City of Camden/ Camden Urban Enterprise Zone	The City of Camden is in the process of completing a $25 million streetscape improvement plan known as the Interior Gateway project. This project involves fully extending the brick pattern sidewalk improvements and pedestrian improvements already in place along Cooper and Market Streets down the necessary side street connectors (Second and Third Streets).	$1,200,000	Camden Urban Enterprise Zone, NJ DOT	2 years	TBD
Delaware River Waterfront Development	New Jersey	Camden County/ Pennsauken Township, Camden City, and Gloucester City	Camden County Improvement Authority	The County plans to undertake a waterfront planning process that will evaluate current local and regional plans that will serve as the basis for a new unified county community and economic development Master Plan for the Delaware River Waterfront. This Master Plan will include recreational and public access areas, residential, commercial, entertainment, port, and industrial uses. Following the adoption of the new waterfront plan, the County will work with local municipalities and private developers to implement individual waterfront projects.	TBD	TBD	TBD	TBD
Camden's Educational and Medical Cluster	New Jersey	Camden County/ City of Camden	Camden County Improvement Authority	The Educational and Medical Cluster is key to the revitalization of the downtown area of Camden and is an integral element in Camden County's strategic plan to strengthen its higher education and health care research and delivery system. Rutgers University, Rowan University, Camden County College, UMDNJ, 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.	TBD	TBD	TBD	TBD

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The Golden Triangle	New Jersey	Camden County/ Cherry Hill Township	Camden County Improvement Authority	The County plans to commence a study of the redevelopment potential and planning issues related to this area, running roughly from the Cooper River on the south to the north side of Route 38 and from the "point" of Routes 38 and 70 on the west to the east side of Haddonfield Road. A study funded through DVRPC's Transportation and Community Development Initiative (TCDI) looked at key challenges and opportunities and develop recommendations for redeveloping the area, including addressing traffic and circulation issues.	TBD	TBD	TBD	TBD
The College Drive Interchange Area Development	New Jersey	Camden County/ Borough of Lindenwold	Camden County Improvement Authority	Over 700 acres of private and public land near the planned College Drive Interchange with the North/South Freeway (Route 42) are currently planned for development. Camden County College is currently undertaking an $83 million campus development. Camden County owns over 500 acres of land new the proposed new interchange. While maintaining certain key county functions on the campus is important to the County's operations and local recreational groups, over 300 acres of the remaining land could be developed into job-generating and/or residential development.	TBD	TBD	TBD	TBD
DeVelCom Project	New Jersey	Camden County/ Borough of Bellmawr and Deptford Township	Camden County Improvement Authority	The County plans to assist the Borough of Bellmawr and its development partner to redevelop a site containing three 1970's era landfills south of Creek Road and west of Route 42. The project may include recreation areas, retail, office, and residential components (depending on site suitability and local/state approvals) and will require a cooperative agreement with Deptford Township. Issues to be addressed include infrastructure improvements to improve drainage, the possible extension of the PATCO high speed line, and transportation improvements, including ongoing studies of the "missing moves" interconnect between Route 42 and I-295 and other major road improvements.	TBD	TBD	TBD	TBD
South Jersey Technology Park at Rowan University	New Jersey	Gloucester County/ Glassboro Borough	Gloucester County	This project at total build-out will result in over 1.5 million square feet of technology-based development in conjunction with Rowan University, Drexel University, and other leading institutions in the region. This program has just begun and U.S. EDA's participation in technology driven development will stimulate other phases of this program, which is easily envisioned to create thousands of new jobs and billions of dollars in new investment.	TBD	TBD	Ongoing	TBD

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Delaware River Port Facilities Project	New Jersey	Gloucester County/ Paulsboro Borough	Gloucester County	This project includes the $250 million development of the 190 acre, Paulsboro Port waterfront site into a high-tech Port/Distribution/Logistics Center, as well as the development of the 290 buildable acres of the DuPont Repauno Works site into a wharf structure break-bulk port facility. Both sites, within three miles of each other, are along the Delaware River at locations accessible to large ships and rail within the I 295 corridor. The Federal Economic Development Administration in 2007 approved a $1.825 million grant for a new well and water treatment plant to serve Paulsboro Port and the South Jersey Port Corporation has approved significant agreements for funding.	TBD	US EDA, South Jersey Port Corporation, US EPA, others to be determined	Ongoing	TBD
Baseline industrial/commercial research and database creation to enable effective planning, business retention, and expansion/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
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 flood plain. Flood prone areas will be converted to open space, and industrial spaces will be redeveloped.	$8,000,000	Green Acres, EDA, FEMA	3-4 years	TBD
Commercial development at Battle Monument	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will involve the rehabilitation and construction of a row of commercial and retail uses with structured parking.	$22,500,000	NSP2, EDA, UEZ, Green Acres	5 years	TBD
Route 29 Boulevard	New Jersey	Mercer County/ City of Trenton	City of Trenton/ Capital City Redevelopment Corporation (CCRC)	This project will result in the conversion of Rt 29 highway into a boulevard with a connecting street grid system.	$150,000,000	US DOT TIGER Grant, Transportation Omnibus bill	5-7 years	TBD
Glen Cairn Arms	New Jersey	Mercer County/ City of Trenton	City of Trenton/ Capital City Redevelopment Corporation (CCRC)	This project will involve the partial rehabilitation/conversion or demolition of a vacant 99-unit residential building. The property will be converted into a retail/commercial/residential use or demolished and rebuilt as high-rise mixed-use complex.	$20,000,000 - $40,000,000	UEZ, US EDA, NJDCA, NJDOT	3-5 years	TBD
Invention Factory	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project will result in the conversion of industrial warehouse into commercial space.	$27,000,000	NJDOT, Historic Trust, EDA, UEZ	4-5 years	TBD
Roebling Block 3 (Hamilton/Route 29)	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 a YMCA, commercial and residential uses.	$92,000,000	Urban Hub Transit Tax Credit, foundation grant	4-5 years	TBD

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Roebling Block 4 (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.	$75,000,000	US EDA, EPA, Brownfield funds, NJDCA, HUD	4-5 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).	$160,000,000	Urban Hub Transit Tax Credit, EDA, Brownfields, NJDOT	3-4 years	TBD
North Broad Street/Mercer County Community College	New Jersey	Mercer County/ City of Trenton	Mercer County Community College	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.	$60,000,000	US EDA, UEZ, NJDCA, NJ HMFA, TDA, CCRC, NJ Stimulus Act	4-5 years	TBD
Jig-A-Whirl Manufacturing	New Jersey	Mercer County/ City of Trenton	City of Trenton	This project involves the conversion of a vacant newspaper printing plant into a light manufacturing use by a private developer.	$30,000,000	US EDA, UEZ, NJ Stimulus Act	1-3 years	TBD
Edison State College Streetscape Infrastructure upgrade	New Jersey	Mercer County/ City of Trenton	Edison State College/ City of Trenton	This project involves the installation of a comprehensive street infrastructure upgrade at the Calhoun/W. State intersection as well as Capital Alley and West Hanover Street.	$5,000,000	US EDA, UEZ, CCRC	1-3 years	TBD
21st Century Center for Workforce Development	Pennsylvania	Bucks County/ Bristol Borough	Bucks County	This project will transform an under-utilized chemistry research and manufacturing facility located in a 100,000 square-foot commercial chemical factory (located on the campus of Bridge Business Center in Bristol, PA) into a discovery, commercialization and job training center for alternative energy and green chemistry and sustainable technologies.	$14,000,000-$16,000,000	US EDA, Bucks County Community College	2011	Site has been remediated.
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 the study and analysis of redevelopment options for the 300-acre area in Bristol Township known as Maple Beach, a high priority for the riverfront revitalization program.	$5,000,000	US EDA, PennDOT, Bucks County Redevelopment Authority	2018	Brownfield sites
Uptown Worthington Center	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council	The O'Neill Properties Group (OPG) is developing a 106 acre former steel mill in East Whiteland Township at Routes 202 and 29 into a multiple use "town center". At build-out, the town center will include approximately 500,000 square feet of retail space, 750,000 square feet of office, and approximately 600 residential units. Over 3,300 new full-time jobs will be created at build-out.	$520,000,000	State ($20 million), Federal ($10 million), local ($10 million), other public funding ($25 million), private capital ($455 million)	10 years to build-out (2009-2018)	Site has been remediated to PA DEP standards and the creek restored.

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Coatesville Revitalization Project	Pennsylvania	Chester County/ City of Coatesville	Chester County Economic Development Council (CCEDC)	The Oliver Tyrone Pulver Corporation (OTP) and two subsidiaries are developing a 28 acre former industrial brownfield (currently owned by the Coatesville Redevelopment Authority) at the intersection of Route 82 and the Route 30 Bypass. At build-out, the project will include an 80,000 square foot office building and a 130 room full-service hotel, and lead to the creation of 300 new full-time jobs.	$36,000,000	State ($12 million), Federal ($3 million), local ($1 million), private capital ($20 million)	3 years (2009-2011)	The site was an industrial low-level brownfield and has been remediated.
Whiteland Village CCRC	Pennsylvania	Chester County/ East Whiteland Township	Chester County Economic Development Council (CCEDC)	Frazer Exton Development (FED) is developing a 75+ acre former lithium processing site into a private 850 Continuing Care Retirement Community (CCRC) that will include a state-of-the-art medical facility for residents. The development also includes laying over 2 miles of sewer infrastructure along a former railroad bed and creating the publicly-owned Chester Valley Trail. Approximately 250 new full-time jobs will be created.	$225,000,000	State ($4 million), Federal ($5 million), local ($1 million), private capital ($215,000,000)	Phased over 6 years (2009-2015)	The site is a former Superfund site that has been remediated to federal standards.
Atwater Redevelopment Corporate Center	Pennsylvania	Chester County/ Tredyffrin and East Whiteland Townships	Chester County Economic Development Council (CCEDC)	The Trammell Crow Company (TCC) is developing a 388 acre former brownfields quarry at the intersection of Route 29 and the PA Turnpike into a premier office park. Plans include the development of 2.5 million square feet of Class A office, restaurants, hotels, and recreational venues. The 200-year-old, 180-feet deep quarry pit will be transformed into a lake that moderates the region's watershed, and over 9,500 new full-time jobs will be created.	$510,000,000	State ($5 million), Federal ($15 million), private capital ($490 million)	8 years to completion (2009-2016)	TCC has completed clean-up of the site to PA DEP standards and provided retention controls on the lake.
Chester County Technology Center	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	CCEDC and the Chester County Keystone Innovation Zone (CCKIZ) plan to create the Chester County Technology Center, an incubator and accelerator for 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 a feasibility study and ultimately the construction of the Center.	Feasibility study: $150,000; construction: $120,000,000.	State ($5 million), Federal ($20 million), private capital ($95 million)	5-6 months for feasibility study; two years from onset for construction	TBD
Chester County Public Safety Training Facility (PSTF)	Pennsylvania	Chester County/ South Coatesville Borough and East Fallowfield Township	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, creating 35-40 new jobs in the process. This state-of-the-art facility, available to train first responders throughout SE PA, is slated to be located in South Coatesville Borough and East Fallowfield Township.	$40,000,000	State ($9 million), Federal ($9 million), County ($20 million), local ($2 million)	3 years to completion 2009-2011)	None known; Phase 1 environmental assessment currently underway prior to site purchase.

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Chester County Rural Microentrepreneur Assistance Project (CCRMAP)	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	CCEDC, with its subsidiary the Agriculture Industry Partnership, is prepared to implement RMAP to benefit the County's agricultural industry. CCEDC is seeking $2 million to implement a nationally-replicable project for delivering agricultural economic development services to farmers and small farm-related businesses. The project will offer marketing assistance, strategic planning, low cost loans, and other farm sustainability strategies.	$2,000,000	US EDA	3 years (2010-2012)	N/A
Innovation in Technology Training for the Future Workforce	Pennsylvania	Chester County	Chester County Economic Development Council (CCEDC)	CCEDC is prepared to implement a Technology Across Industries project to train 1,250 incumbent workers annually in 50-75 different companies located across the Greater Philadelphia region in the IT/Communications, Biosciences, Healthcare, and Energy Industry sectors.	$2,000,000 annually	US EDA	Can begin immediately upon receipt of funding.	N/A
River Station Project	Pennsylvania	Chester County/ Downingtown Borough and East Caln Township	Chester County Economic Development Council (CCEDC)	The Percheron Group is redeveloping the former Sunoco Paper products Company in Downingtown Borough and East Caln Township. After remediation, plans for this site call for 250,000 square feet of retail and office space, 180 townhomes, 40,000 square feet of live-work space, and 15 acres of man-made wetlands.	$300,000,000	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 standards.
City of Chester Downtown Parking Structure	Pennsylvania	Delaware County/ City of Chester	Chester Economic Development Authority	The Downtown Parking Structure project would include the acquisition of the necessary real estate and the design/construction of a minimum 200 space downtown parking garage that would serve commuters using the Chester Transit Center and the employees, shoppers, and visitors to the Central Business District.	$6,000,000	TBD	Can begin immediately upon receipt of funding.	TBD
Restoration of the Historic Lansdowne Theatre	Pennsylvania	Delaware County/ Lansdowne Borough	Delaware County	This project involves the restoration and re-opening of the Historic Lansdowne Theatre as a catalyst for the redevelopment of Lansdowne's central business district. The Historic Lansdowne Theatre Corporation (HLTC) seeks to establish a venue for public entertainment with state-of-the-art technologies suitable for music, cinema, dance, theatre, political events, town hall meetings and a myriad of community gatherings.	$10,000,000	TBD	Can begin immediately upon receipt of funding.	TBD

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Norristown Sewage Treatment Plant Relocation to Nicolet Property	Pennsylvania	Montgomery County/ Norristown Borough	Montgomery County Planning Commission	This project will involve the acquisition of the Nicolet property; clean up and remediation of the former brownfield site; construction of a new treatment plant utilizing green technologies; decommissioning and demolition of the existing treatment plant; and construction of a pump station and force main at the existing treatment plant's location, to convey the Norristown and West Norriton flows to the new treatment plant. The former treatment plant site, a prominent waterfront location in Norristown, would be available for future mixed use development, contributing to the planned revitalization of Norristown's riverfront.	$100,000,000	US EDA, Commonwealth Financing Authority	TBD	TBD
Extension of Keystone Boulevard from Pottstown to West Pottsgrove Township	Pennsylvania	Montgomery County/ Pottstown Borough-West Pottsgrove Township	Montgomery County Planning Commission	This project involves a 4,500 foot extension of Keystone Boulevard, enabling it to connect to Old Reading Pike in West Pottsgrove Township near the Stowe interchange of US Route 422. This extension would take place along an abandoned railroad corridor primarily through a large vacant brownfield site, the former Stanley Flagg Company property. With this extension, Keystone Boulevard would provide superior access to US Route 422 at the Stowe Interchange for additional vacant properties and the existing Keystone Opportunity Zone properties, and access and mobility within the Borough of Pottstown will be improved.	$1,000,000	US EDA	Can begin immediately upon receipt of funding	No known significant impacts.
Dilworth Plaza Improvements	Pennsylvania	Philadelphia	Center City District	Dilworth Plaza, on the western apron of Philadelphia's City Hall, presently functions as an inhospitable, inaccessible and deteriorating space that is a deterrent to positive activity, business attraction and economic growth. Improvements to Dilworth Plaza are part of a long range investment strategy to enhance downtown's public spaces, leading to additional public and private sector development throughout Center City. Working collaboratively with SEPTA, which is upgrading the City Hall Station directly under City Hall, and with a high level of local public and private support, improvements to Dilworth Plaza will create a significant portal to Philadelphia's multi-modal transportation system, enhance the connectivity between key economic generators, and create an extraordinary civic space and public amenity for workers, residents and visitors to Philadelphia.	$45,000,000	US DOT, PennDOT, US EDA, Commonwealth of PA capital funds, foundations, private donors	18 months to completion (construction to begin in 2010)	TBD

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Central Delaware Access, Park, and Trail	Pennsylvania	Philadelphia	City of Philadelphia, Delaware River Waterfront Corporation	The goal of this project is to create a waterfront park that connects well and is accessible to the surrounding neighborhoods, including a seven mile continuous trail, park piers for both active and passive recreation, and entertainment amenities.	$100,000,000	US EDA, City of Philadelphia, private funding, foundations, PATCO, US DOE, and the Commonwealth of Pennsylvania	16 years to completion (planning complete 2010; early action items 2011; park completion 2026)	Many of the parcels are currently brownfield sites that would be remediated and returned to productive use.
Market East Intermodal Transit Center	Pennsylvania	Philadelphia	City of Philadelphia	The strategy in the four block corridor of Market Street between 8th and 12th Streets is to better integrate the different transportation modes (including transit) with development in order to provide an improved experience for passengers and an improved environment on Market Street and in Chinatown while also creating additional capacity for buses and increased opportunities for development. The Plan proposes eliminating the existing Greyhound Bus Terminal; creating a bus waiting and loading zone in a multi-level facility spanning Filbert Street; and enhancing wayfinding on Market Street in key locations, such as the Reading terminal headhouse, the Filbert and 10th Street entrance, and the 10th Street entrance on Market Street.	$250,000,000	US DOT, PennDOT, US EDA, City of Philadelphia, Greyhound, NJ Transit, private financing, NMTC, various partnerships (Greyhound, PA Real Estate Investment Trust, PennDOT, NJ Transit, SEPTA, Philadelphia Redevelopment Authority)	6 years to completion (planning complete 2010; financing complete 2012; construction complete 2015)	TBD
Grow Philadelphia Fund	Pennsylvania	Philadelphia	The Enterprise Center Capital Corporation (TEC-CC)	This project would capitalize TEC-CC's Grow Philadelphia Fund. TEC-CC has access to Matching Shares in monetary form from the SBA Micro-loan fund, the US Department of Treasury Community Development Financial Institution Fund, and in-kind matching shares.	$3,000,000	US EDA, SBA, US Treasury Department	2009/2010	N/A
Center for Culinary Enterprises (CCE)	Pennsylvania	Philadelphia	The Enterprise Center Community Development Corporation (TEC-CDC)	TEC-CDC plans to open a state-of-the-art Shared Use Commercial Kitchen for disadvantaged small food entrepreneurs (low-income culinary business owners) throughout the City of Philadelphia. The Center for Culinary Enterprises, slated to break ground in late 2009, will open in Fall 2010. The CCE will create and build capacity of new and existing food entrepreneurial ventures, spur economic development along commercial corridors city-wide, and provide access to healthy, affordable, and nutritious food for low-income residents throughout the City of Philadelphia.	$4,000,000	US EDA	2009/2010	TBD

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Global Soft Landing Expansion	Pennsylvania	Philadelphia	University City Science Center	This project would add an additional 3,500 square feet of office and laboratory space immediately contiguous to the current GSL incubator, to expand the incubator for greater resident capacity. The current GSL, funded in part by EDA, opened in February 209 and is currently occupied by five international technical and life sciences companies referred by the PA DCED.	$810,000	EDA ($405,000), Science Center ($405,000)	3 years (12 months of construction and 24 months of initial operation)	TBD
PORT Business Incubator	Pennsylvania	Philadelphia	University City Science Center	The PORT business incubator offers 56,000 square feet of laboratory and office space with state-of-the-art plug'n play infrastructure, broadband connectivity, and significant tax incentives for qualified residents. This request would fund ongoing operation costs at the PORT business incubator, including rent subsidies, specialized equipment purchase, and staff salaries.	$600,000	EDA ($300,000), Science Center ($300,000)	2 years (24 months of operations)	N/A
Market Street Revitalization project	Pennsylvania	Philadelphia	University City Science Center	This project is a master streetscape project that will revitalize the Avenue of Technology along Market Street between 34th and 41st Streets in West Philadelphia. The project will include improvements to pedestrian walkways, lighting, ADA ramps, street signage, new trees, and "greening" of the campus.	$5,200,000	EDA ($1,700,000), City of Philadelphia ($1,500,000), Science Center ($589,000), local property owner matches ($1,411,000)	1 year (2009-2010)	TBD
Navy Yard Infrastructure Improvements	Pennsylvania	Philadelphia	Philadelphia Industrial Development Corporation	The project goal is improve infrastructure in order to create a dynamic, mixed-use development that will establish a vibrant, 24-hour community based on the principles of smart growth, historic preservation, expanded mass transit and sustainable development. Specific improvements may include: reconstruction of the Broad Street access bridge, the main thoroughfare into the Navy Yard; repairs to seawalls; streetscape improvements; broadband infrastructure; upgrade of electric distribution facilities; abatement and demolition of buildings; water and sewer utility upgrades; and the fit out of labs/office space.	$65,000,000	Private funding, City of Philadelphia, EDA, PIDC	Planning complete. Early Action items 2010. Completed 2015.	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.
Net Zero Energy Innovation Center	Pennsylvania	Philadelphia	Philadelphia Industrial Development Corporation, PSU, Drexel, BFTP, DVIRC, NAVSEA	This project includes the design, construction, and operation of a "net-zero" energy efficient building at The Navy Yard. The building will function as a living laboratory on building technology development and integration and will house research, education, and commercialization activities.	$36,000,000-$54,000,000	$15 million federal (NIST, EDA); $21-39 million from non-federal governmental sources and private financing commitments.	5 years	The Navy Yard is currently a brownfield site where parcels are being remediated and put back to productive reuse.

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Remediation & Renovation of 4601 Market Street	Pennsylvania	Philadelphia	Philadelphia Industrial Development Corporation, City of Philadelphia	This project includes the remediation and adaptive reuse of the 320,000 square foot former headquarters of the Reliance Insurance Company, located at 4601 Market Street, Philadelphia, Pennsylvania, into a new headquarters facility for the Philadelphia Police Department and related municipal functions.	$50,000,000-65,000,000	Philadelphia Industrial and Commercial Revolving Fund, Commercial Corridors Bond Funding, private funding, City of Philadelphia, EDA	Planning underway; Anticipate construction in 2011 and 2012. Occupancy in 2012/13.	Site likely to require asbestos and lead paint removal. Remediation & removal of electrical equipment.
Acquisition, remediation, and renovation of the former DuPont Marshall Laboratories site	Pennsylvania	Philadelphia	Philadelphia Industrial Development Corporation	This project includes the acquisition, 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 to leverage existing research functions that exist immediately across the Schuylkill River in University City.	$50,000,000	Philadelphia Industrial and Commercial Revolving Fund, private funding, City of Philadelphia, EDA	DuPont decommissioning underway. Acquisition and redevelopment to occur in 1-2 years.	TBD. Prior use as a coatings and paint research facility likely to require in some level of remediation.
Schuylkill River Trail Development	Pennsylvania	Philadelphia	Schuylkill River Development Corporation, Philadelphia Industrial Development Corporation	This project involves the acquisition of riverfront parcels extending Schuylkill River Trail from its present terminus at Locust Street to Bartrams Garden in Southwest Philadelphia and the design and construction of trail improvements and connections with adjoining neighborhoods.	$30,000,000	US DOT, foundation/private funding, City of Philadelphia, EDA	10 years to complete acquisition and trail construction.	TBD
Benjamin Franklin Parkway Improvements	Pennsylvania	Philadelphia	City of Philadelphia	This project involves extensive landscape and roadway enhancements on the Benjamin Franklin Parkway to restore it as a tree-lined boulevard that is engaging for pedestrians and bike riders; an appropriate home for some of Philadelphia's most famous landmarks and cultural institutions; and a beautiful focal point for Center City. A revitalized Parkway will include new art, lighting, street improvements and enhanced green spaces.	$17,100,000	City of Philadelphia, Commonwealth of Pennsylvania, foundations, EDA	5 years	TBD
Avenue of the Arts Improvements	Pennsylvania	Philadelphia	City of Philadelphia	This project include North Broad street infrastructure and streetscape Improvements, including lighting, trees, and sidewalks.	$20,000,000	City of Philadelphia, PennDOT, US DOT, EDA	5 years	TBD
Centennial District Improvements	Pennsylvania	Philadelphia	City of Philadelphia	Centennial District encompasses the Philadelphia Zoo, the Mann Center for the Performing Arts, the Parkside Avenue corridor, and the Please Touch Museum. The Centennial District Master Plan envisions the transformation and revitalization of the area including improvements such as land use, transportation, signage and community development.	$45,000,000	City of Philadelphia, US Department of the Interior, Private funding, US EDA	20 years	TBD

Table 14: Key regional economic development projects (listed in order of geography)

Project Name	State	Location	Project Sponsor	Project Description	Total Cost	Potential Funding Sources	Timeframe	Environmental Impacts
Expansion of higher educational, research and medical institutions City-wide	Pennsylvania	Philadelphia	City of Philadelphia	This project will leverage resources to support planned expansions at educational, research and medical institutions throughout the City, such as CHOP's $400M translational research and vivarium building and $100M expansion along the Schuylkill River for new admin and research; Fox Chase Cancer Center's multi-phased expansion in Northeast Philadelphia; Salus University's $15M new construction for patient care and educational research; Drexel University's $42M new residence hall construction; Holy Family's $20M resident life center; UPenn's planned projects totaling over $250M; and the Wistar Institute's $34M renovation.	$1 billion	Children's Hospital of Philadelphia, Fox Chase Cancer Center, University of Pennsylvania, Drexel University, Salus University, Holy Family University, Wistar Institute, City of Philadelphia, US EDA	5 years	TBD
Industrial land strategy implementation	Pennsylvania	Philadelphia	Philadelphia Industrial Development Corporation	This project includes site acquisition, infrastructure improvements, remediation of underutilized industrial properties in districts identified through the *Industrial Market Analysis and Land Use Study* conducted by the Commerce Department, the City Planning Commission and PIDC.	$100,000,000	Philadelphia Industrial and Commercial Revolving Fund, Commonwealth of PA, EPA, EDA	Early acquisitions 2-3 years, remediation and improvements 3-10 years	TBD
FSSD Safety Ambassador Program	Pennsylvania	Philadelphia	Frankford Special Services District	The FSSD Safety Ambassador Program is a community policing unit for the Frankford Avenue Business Corridor. The Ambassadors will be the eyes and ears of the corridor. They will be in direct contact with local police, business owners, and residents to maintain a safe and pleasurable shopping experience in Frankford.	$200,000	US EDA, US Department of Justice, US Department of Homeland Security, US HUD	2010	Increased safety will encourage walking and public transit use; program will also help reduce illegal dumping, abandoned vehicles, unkempt properties, and graffiti.

Source: *Greater Philadelphia Framework*, September 2009. See list of acronyms below.

List of Acronyms:

CCRC	Capital City Redevelopment Corporation
DCED	Pennsylvania Department of Community and Economic Development
DVIRC	Delaware Valley Industrial Resource Center
DRPA	Delaware River Port Authority
ERB for Camden	Economic Recovery Board for Camden
FEMA	Federal Emergency Management Administration
FHWA	Federal Highway Administration
NAVSEA	Naval Sea Systems Command
NJDCA	NJ Department of Community Affairs
NJ DOT	NJ Department of Transportation
NJ EDA	NJ Economic Development Authority
NJ HDSRF	NJ Hazardous Discharge Site Remediation Fund
NJ HMFA	NJ Housing and Mortgage Finance Agency
NSP2	US HUD Neighborhood Stabilization Program 2
PATCO	Port Authority Transit Corporation
PennDOT	Pennsylvania Department of Transportation
PIDC	Philadelphia Industrial Development Corporation
PSU	Pennsylvania State University
SBA	US Small Business Administration
SEPTA	Southeastern Pennsylvania Transportation Authority
TIGER	Transportation Investment Generating Economic Recovery
TBD	To be determined
TDA	Trenton Downtown Association
UEZ	Urban Enterprise Zone Program
US DOE	US Department of Energy
US DOT	US Department of Transportation
US EDA	US Economic Development Administration
US EPA	US Environmental Protection Agency
US HUD	US Dept. of Housing

APPENDIX A

EDA Letter approving the *Greater Philadelphia Economic Development Framework* as the regional Comprehensive Economic Development Strategy (CEDS)

U.S. DEPARTMENT OF COMMERCE
Economic Development Administration
The Curtis Center
Suite 140 South
Independence Square West
Philadelphia, Pennsylvania 19106-3323

September 29, 2009

Mr. Barry Seymour
Executive Director
Delaware Valley Regional Planning Commission
190 N. Independence Mall West, 8th Floor
Philadelphia, PA 19106-1520

Dear Mr. Seymour:

We have completed our review of The Greater Philadelphia Economic Development Framework 2009 Comprehensive Economic Development Strategy (CEDS) report and are pleased to advise you of its approval. Through the leadership efforts of DVRPC as the CEDS Framework manager, your organization has prepared and submitted a CEDS document that has a participatory and diverse planning process that is reflective of your region's economy. All who have contributed to this effort are to be commended for the outstanding work that has resulted in a well documented and presented CEDS that addresses and sufficiently describes key CEDS elements.

We understand that the Framework is the product of a public-private consortium jointly managed by DVRPC and chaired by you, Mr. Seymour. The CEDS was developed from research and recommendations embodied in a series of key documents, summarized in the Framework, each of which was developed with the formal engagement of County-level CEDS Committees or other appropriate stakeholder groups. As such, the Framework embodies the broad range of regional expertise and representation underlying these key documents. It also embodies the project recommendations those documents contain.

Your 2009 CEDS report was reviewed and approved in accordance with the requirements described under the EDA guidelines for CEDS. May we remind you that the approval of the 2009 CEDS document does not constitute the approval of any project mentioned in it. Therefore, it important for you to continue to document and maintain your planning process on an ongoing basis since it is one requirement that will be reviewed and critiqued as compliance requirement in the submission of your CEDS due September 30th of next year.

We wish you continued success in your efforts to implement the economic development activities described in this report, especially those that have been targeted towards the most distressed areas in your region. Please continue to sufficiently describe as a part of your CEDS process, the participation, commitment and involvement of the private sector interests, your economic development partners and the development, discussion or analysis of industry clusters within your region. Therefore, do not hesitate for further assistance to contact Alma Plummer at (215) 597-7538 or by email at APlummer@eda.doc.gov.

Sincerely,

Willie C. Taylor, Regional Director
Philadelphia Regional Office

Enclosure

ECONOMIC DEVELOPMENT ADMINISTRATION
Philadelphia Regional Office

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY REQUIREMENTS CHECKLIST

This checklist is based the "Comprehensive Economic Development Strategies (CEDS) Summary of Requirements" published by the Economic Development Administration (EDA). The requirements for CEDS are contained in EDA's regulations at 13 CFR part 303.

The purpose of this checklist is to aid planning organizations in the preparation and evaluation of their CEDS documents, and to serve as the basis for EDA's review and approval.

Planning Organization: Delaware Valley Regional Planning Commission

Address: 190 N. Independence Mall West, 8th Floor, Philadelphia, PA 19106

Contact Name / Title: Barry Seymour, Executive

Contact Phone / E-mail: 215-592-9125

Non-funded CEDS

REQUIRMENTS FOR EDA-FUNDED CEDS

1. Planning Organization Requirements

The Planning Organization …

X Has appointed a Strategy (CEDS) Committee.

X Has developed and submitted to EDA for review and approval a CEDS that meets the requirements outlined in 13 CFR 303.7.

X Has made the new or revised CEDS available for review and comment by the public for a period of at least 30 days prior to submission of the CEDS to EDA.

X Understands that, after obtaining approval of the CEDS, it is required to submit to EDA an updated CEDS performance report annually (see 'Summary' for requirements).

X Understands that it is required to submit a new CEDS to EDA at least every five (5) years, unless EDA or the planning organization determines that a new CEDS is required earlier due to changed circumstances.

2. Strategy Committee Requirements

The Strategy Committee

X Represents the main economic interests of the region.

X Includes Private Sector Representatives, as defined in 13 CFR 300.3, as a majority of its membership.

X Includes members broadly representative of the region, such as public officials, community leaders, representatives of workforce development boards, representatives of institutions of higher education, minority and labor groups, and private individuals.

TECHNICAL REQUIREMENTS

1. Background

X The CEDS contains a background of the economic development situation of the region that paints a realistic picture of the current condition of the region.

The background includes a discussion of the following elements:

- Economy
- Population
- Geography
- Workforce Development & Use
- Transportation Access
- Resources
- Environment
- Other Pertinent Information

2. Analysis of Economic Development Problems and Opportunities

X The CEDS includes an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy.

The analysis…

- Incorporates relevant material from other government-sponsored or supported plans.
- Demonstrates consistency with applicable State and local workforce investment strategies.
- Identifies past, present, and projected economic development investments in the region.
- Identifies and analyzes *economic clusters* within the region.

3. CEDS Goals and Objectives – Defining Regional Expectations

X The CEDS contains a section setting forth goals and objectives necessary to solve the economic problems or to capitalize on the resources of the region.

X Strategic projects, programs or activities identified in the CEDS work to fulfill these goals and objectives.

4. Community and Private Sector Involvement

X The CEDS includes a section discussing the relationship between the community in general and the private sector in the development and implementation of the CEDS.

5. Strategic Projects, Programs and Activities

X The CEDS contains a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS. This section identifies and describes:

- **Suggested Projects:**
- All suggested projects, programs and activities, and the projected number of jobs to be created as a result.
- Lead organizations responsible for the execution of the projects.

X **Vital Projects:**

- A prioritization of vital projects, programs, and activities that addresses the region's greatest needs or that will best enhance the region's competitiveness, including sources of funding for past and potential future investments.

6. CEDS Plan of Action

X The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS in a manner that…

- Promotes economic development and opportunity.
- Fosters effective transportation access.
- Enhances and protects the environment.
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy.
- Promotes the use of technology in economic development, including access to high-speed telecommunications.
- Balances resources through sound management of physical development.
- Obtains and utilizes adequate funds and other resources.

The CEDS contains a section that discusses the methodology for cooperating and integrating the CEDS with a State's economic development priorities.

7. Performance Measures

The CEDS contains a section that lists the performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to:

X

- Number of jobs created after implementation of the CEDS.
- Number and types of investments undertaken in the region.
- Number of jobs retained in the region.
- Amount of private sector investment in the region after implementation of the CEDS.
- Changes in the economic environment of the region.

CEDS REVIEW & APPROVAL

Planning Organization

CEDS reviewed by: DVRPC, Select Greater Philadelphia, Ben Franklin Technology Partners (Name)

Public Comment Period: ______________________ (Dates)

Board Approval: September 9, 2009 (Date)

○ Copy of Minutes and/or Resolution Attached

EDA Philadelphia
Regional Office

CEDS submitted to EDA: September 11, 2009 (Date)

CEDS reviewed on: September 16, 2009 (Date)

CEDS reviewed by: Tyrone L. Beach (name)

Signature: Tyrone L. Beach S/Tyrone L. Beach

Comments and Action: The Greater Philadelphia Economic Development Framework CEDS is recommended for approval by the Area Director.

****

Status:

- ☒ Approval
- ☐ Conditionally Approved
- ☐ Not Approved

Signature (Area Director) Willie C. Taylor

Deficiency Letter Sent: ______________________ (Date, if applicable)

Comments: ANNUAL REVIEW w/ TYRONE BEACH & ALMA PLUMMER

APPENDIX B
Greater Philadelphia Economic Development Incentives

TABLE OF CONTENTS

Introduction

This appendix presents economic incentive programs offered as of June 2008 by the states of Delaware, Pennsylvania, and New Jersey and local governments in the Greater Philadelphia Region. Brief descriptions of the programs are provided along with links to the websites of the economic development agencies that are responsible for managing the incentive programs where more detailed information can be found. The incentives are divided into two main types: (1) financial incentives such as tax exempt and low interest bond financing, grants, loan guarantees, and in-kind services (e.g., workforce training, development services, etc.) and (2) tax incentives, including abatements, credits, and deductions. Since some programs offer multiple types of incentives, they appear more than once.

The criterion for selecting the incentive programs was to identify those most likely to be of interest to both new companies considering locating activities in the Greater Philadelphia region for the first time and for existing companies in the region that are expanding. The state economic development agencies in all three states–Delaware, New Jersey, and Pennsylvania–offer other types of incentives for economic development that are available to other types of organizations, including local governments and nonprofit organizations.

I. FINANCIAL INCENTIVES

A. Bond Financing – Taxable and Tax-exempt

Delaware

Delaware Economic Development Authority
Delaware Economic Development Authority (DEDA) provides statewide financial assistance to new or expanding businesses, governmental units, and certain organizations that are exempt from Federal income taxation (collectively, "assisted persons") by issuing low-interest taxable and tax-exempt bonds and lending the proceeds of such bonds to these assisted persons. DEDA does not guarantee the payment of principal or interest on the bonds, and the bonds are not backed by the full faith and credit of the State of Delaware. According to DEDO, tax exempt financing may be cost effective for projects involving the issuance of more than $750,000. More information is available at dedo.delaware.gov/TaxExempt.shtml.

Tax Exempt Bonds for Manufacturing Projects (New Castle County, Delaware)
Manufacturing projects located in New Castle County may qualify for financing at tax-exempt rates through the County's Economic Development Revenue Bond Program administered by New Castle County. The purchasers of the bonds provide the funds for the revenue bond financing. The County's annual volume limit is $39.4 million. More information is available at www.nccde.org/countyfinances/home/webpage1.asp.

New Jersey

The New Jersey Economic Development Authority
The New Jersey Economic Development Authority provides financing through the issuance of bonds through several different programs directed at several different types of eligible businesses: small businesses, large corporations, manufacturing companies, nonprofit corporations, technology companies, and companies located in designated areas such as brownfield redevelopment areas and Enterprise Zones. The NJ EDA can provide financing assistance in variety of ways, including low-interest financing through bonds, loan participations, loan guarantees and direct loans with your choice of variable or fixed interest rates. The types of companies eligible and the level of assistance that can be provided vary by individual program.

Financing raised through bond issues offers several advantages: lower interest rates and longer terms than a conventional bank loan, and flexibility in choosing a variable or fixed interest rate. Interest income earned by purchasers of tax-exempt bonds is exempt from both Federal and State income taxes. These savings are passed on to borrowers in the form of below-market interest rates.

More information on financing available through the NJEDA is available at www.njeda.com/web/aspx_pg/Templates/Pic_Text.aspx?Doc_Id=300&menuid=790&topid=718&levelid=5&midid=732

Pennsylvania

Pennsylvania Economic Development Financing Authority (PEDFA) Tax Exempt & Taxable Bond Program
The PEDFA provides tax-exempt and taxable bonds, both in pooled transactions and stand-alone transactions, to be used to finance land, building, equipment, working capital and refinancing. Eligible companies include manufacturing; nonprofit 501(c) (3); energy; solid waste disposal; wastewater treatment; transportation facilities; assisted living/housing. The proceeds can be used for land and building acquisition, building renovation and new construction, machinery and equipment acquisition and installation, designated infrastructure, and refinancing of tax-exempt bonds. Loans amounts range from a minimum of $400,000 up to a maximum of $10 million for manufacturers; no upper limit for other projects; and loans may cover up to 100 percent of project costs. More information is available at www.newpa.com/programDetail.aspx?id=29.

B. Low-interest Loans

Delaware

Delaware Access Program
Designed to give banks a flexible and non-bureaucratic tool to make business loans that are somewhat riskier than a conventional bank loan, in a manner consistent with safety and soundness. When a bank makes a loan under the program, the borrower pays a one-time premium charge, which is matched by a bank premium payment. DEDA then matches the combined total of the borrower’s payment and the bank’s payment. The borrower’s premium payment is one of the terms of the loan to be worked out as part of the private transaction between the bank and the borrower. More information is available at dedo.delaware.gov/information/databook/financing.shtml.

Delaware Competitiveness Fund
The purpose of the Delaware Competitiveness Fund is to induce Delaware manufacturers to make capital investments to preserve and expand productivity, competitiveness, and jobs at existing Delaware plant sites that face decline due to national and global competition. The Competitiveness Fund provides financial assistances in a variety of ways, including low-interest loans, matching funds, grants, and the provision of in-kind services such as training Grants from the Fund may equal up to 3 percent of the project’s total capital investment. Loans may equal up to 95 percent of the total project cost. By law, the maximum amount that can be loaned or awarded is $5,000,000; however, most projects fall significantly below this threshold. To be eligible for an award, the median annual salary of the new employees is $25,000 before benefits for the first year of the project. Recapture provisions are determined on a case-by-case basis and are included in every grant or loan agreement. More information is available at dedo.delaware.gov/Competitiveness.shtml.

Delaware Emerging Technology Fund
The Emerging Technology Funds – Technology Based Seed Funds (TBSF I and TBSF II) and Pre-Venture Fund – invest in “gazelle-like” entrepreneurial projects positioned for fast growth and wealth creation.

- ***TBSF (I and II)***: Provides seed equity financing up to $50,000 (TBSF I) or $100,000 (TBSF II) for start-up related expenses such as, lab equipment, working capital, office space, and patents, etc. or for a later stage in the life of a start-up company for expenses related to prototype development, prototype testing costs, etc.
- ***Pre-Venture***: Provides debt and equity financing between $150,000 up to $1,000,000 to bridge the gap that most start-ups face from point A–acquisition of seed capital to point B–going to the private markets for additional funding.

Delaware Strategic Fund Assistance
The Delaware Strategic Fund represents the primary funding source used by DEDO to provide customized financial assistance to businesses. For businesses considering locating in the State of Delaware, financial assistance may be provided in the form of low-interest-loans, grants, or other creative instruments to support the attraction of businesses that pay sustainable wages. Information is available at dedo.delaware.gov/Strategic.shtml.

Information on all Delaware Incentive Programs is available from Gary Smith, Director of Capital Resources, Delaware Economic Development Office (302-672-6817 or gary.smith@state.de.us).

New Jersey

Brownfields Redevelopment
New Jersey offers a number of programs that encourage the redevelopment of brownfield properties, primarily by providing low-interest-loans, but also reimbursement of eligible site remediation costs. Programs include:

- **Brownfields and Contaminated Site Remediation Program (BCSRP)** provides financial incentives for businesses and developers to clean up and redevelop polluted sites.
- **Economic Development Authority's Low-Interest Financing Program** provides low-interest financing to developers, businesses, municipalities, and community groups at various stages of the brownfield restoration process. Developers and business owners who have signed a Brownfields and Contaminated Site Remediation Program agreement with the New Jersey Commerce Commission are eligible for this program. Interim financing is provided to eligible borrowers for meeting the costs of the remediation of a brownfield site. The loan must be paid once reimbursements have been received by the borrower under the Brownfield Reimbursement Agreement.
- **Brownfields Redevelopment Loan Fund** provides low-interest loans to municipalities and developers for remediating brownfields so they may be developed for uses that benefit the community and its tax base. Developers can borrow up to $750,000 from the NJEDA to cover remediation costs. The NJEDA works with the New Jersey Department of Environmental Protection to loans up to $1 million for as long at 10 years through the Hazardous Discharge Site Remediation Fund.
- **New Jersey Environmental Infrastructure Financing Program** is a partnership between the New Jersey Environmental Infrastructure Trust (NJEIT) and the New Jersey Department of Environmental Protection (NJDEP) that provides loans for many aspects of redevelopment projects at the lowest interest rates among state programs. The interest rate for redevelopment loans is 50 percent of market rate for a term of twenty years. Costs of issuance are also shared among borrowers, which decreases borrowing costs. This program finances project activities that have a water quality benefit and are unrelated to vertical development. A percentage of project loans may be utilized for planning activities, engineering services, legal services, costs of permitting, and other administrative costs.

More information is available at www.nj.gov/njbusiness/financing/enviromental/brownfields.shtml.

Innovation Zones

New Jersey has three Innovation Zones throughout the state that encompass state universities, research institutions and related businesses. These "technology neighborhoods" are designed to encourage the rapid transfer of discoveries from the laboratory to the marketplace. One of the three zones is located in Camden. Life Science and Technology companies relocating to an Innovation Zone are eligible for enhanced financial incentives through New Jersey's Economic Development Authority (EDA).

Additional funds through the Technology Tax Certificate Transfer Program allow eligible technology companies to sell net operating losses to profitable companies (of the $60 million allocated to the program annually, $10 million will be set aside for additional funding under the program to approved projects in the Innovation Zones). Additional information on innovation zones is available at www.nj.gov/njbusiness/financing/geographic/innovation.shtml.

Small Business Loans and Guarantees

New Jersey's Economic Development Authority (EDA) has highly competitive low-interest direct loans and loan guarantees. Working closely with banks, private investors, and underwriters, the EDA can provide low-cost creative financing packages to help bridge financing gaps and increase access to capital. More information is available at www.nj.gov/njbusiness/financing/general/loans.shtml

Smart Growth Redevelopment Funding

New Jersey's Economic Development Authority (EDA) provides loans and guarantees up to $1 million for non-contamination-related site preparation costs, including, but not limited to, land assemblage, demolition, removal of materials and debris, and engineering costs. Eligible projects include commercial, industrial, office, and mixed-use projects in urban and developed suburban communities. Projects must have municipal support and be part of a local development plan.

Additionally, long-term, low-interest financing is available to municipalities for infrastructure improvements and other predevelopment costs, including demolition and remediation, for redevelopment projects in municipality designated redevelopment areas. Bonds are secured by Payments in Lieu of Taxes (PILOT) agreements negotiated by the municipality and the developer, special assessments on property benefiting from the improvements provided, or both. Qualifying bonds may be excluded from the municipality's gross debt. Additional information is available at www.nj.gov/njbusiness/financing/enviromental/smart_growth.shtml.

Sustainable Development Loan Fund

The New Jersey Commerce, Economic Growth & Tourism Commission oversees a sustainable development low-interest loan fund that assists in capitalizing sustainable projects, assists state procurement officials in purchasing more environmentally sound products, and provides the ability to draw upon existing state programs to provide technical assistance to support sustainability projects. The State's Sustainable Development Initiative is dedicated to facilitating the location and/or expansion of environmentally sustainable businesses, industries, and organizations in New Jersey, which are engaged or would like to engage in environmentally sustainable actions, through the Low-Interest Loan and Technical Assistance Program. More information on the Sustainable Development Initiative is available at www.state.nj.us/njbusiness/financing/enviromental/sustainable.shtml.

Pennsylvania

Ben Franklin Technology Partners

The Ben Franklin Technology Partners' (BFTP) mission is to invest in the transformation of the Pennsylvania economy through technology, innovation, and strategic partnerships that foster a favorable business environment for high-growth companies. BFTP provides funding for research and development, technology transfer, joint research and development. Additional information is available at www.newpa.com/programDetail.aspx?id=55.

Community Economic Development Loan Program
Low-interest loans for projects in distressed communities, stimulating self-help initiatives and helping people build assets at the individual, family, and community levels. More information is available at www.newpa.com/programDetail.aspx?id=27.

Export Finance Program (EFP)
The Pennsylvania Export Finance Program provides small businesses with access to pre-export working capital and post-export accounts receivable financing through a direct loan program. More information is available at www.newpa.com/programDetail.aspx?id=37.

First Industries Fund
The First Industries Fund is a grant and loan program aimed at strengthening Pennsylvania's agriculture and tourism industries. The First Industries Fund is part of PA Grows, the Pennsylvania Department of Agriculture's new initiative designed to assist agricultural producers in gaining access to the capital they need to begin, continue, or expand their businesses. Additional information is available at www.newpa.com/programDetail.aspx?id=47.

Industrial Sites Reuse Program
The Industrial Sites Reuse Program is Pennsylvania's brownfields program designed to promote the development of former industrial sites. This component of the Reuse Program provides grants and low-interest loan financing to perform environmental site assessment and remediation work at former industrial sites. A 25 percent match is required for grant and loan projects. Eligible organizations include public entities, private nonprofit economic development entities, and companies involved in reuse of former industrial land; and entities that did not cause or contribute to environmental contamination. The private businesses applying for the grants and loans must be a start-up. The grants and loans can be used for Phase I, II, and III environmental assessments; and site remediation hazardous substances. The grants and loans are up to $200,000 for environmental assessments and up to $1 million for remediation. The interest rates of 2 percent; and terms are up to 5 years for assessments and 15 years for remediation projects; a 25 percent match is required for grant and loan projects. Additional information is available at www.newpa.com/programDetail.aspx?id=25.

Infrastructure Development Program
Grant and low-interest loan financing for public and private infrastructure improvements on brown fields. Additional information is available at www.newpa.com/programDetail.aspx?id=26.

Machinery and Equipment Loan Fund (MELF)
Low-interest loans to acquire and install new or used machinery and equipment or to upgrade existing machinery and equipment. Additional information on MELF is available at www.newpa.com/programDetail.aspx?id=54

Pennsylvania Industrial Development Authority (PIDA)
PIDC offers low-interest loan financing through Industrial Development Corporations for land and building acquisition, construction, and renovation resulting in the creation or retention of jobs. More information is available at www.newpa.com/programDetail.aspx?id=49.

Pennsylvania Minority Business Development Authority
Low-interest loan financing to businesses owned and operated by ethnic minorities. More information is available at www.newpa.com/programDetail.aspx?id=28.

Small Business First
This program provides funding for small businesses, including low-interest loans, financing for land and building acquisition and construction; machinery and equipment purchases; and working capital. More information is available at www.newpa.com/programDetail.aspx?id=33.

Sovereign Bank - Small Business Growth Lending Program

The Small Business Growth Lending Program works concurrently with other site preparation, infrastructure and business investment programs. More information is available at www.banking.state.pa.us/banking/cwp/view.asp?a=1354&q=548152.

Revolving Loan Fund (Bucks County, PA)
The Bucks County Economic Development Corporation, through the Small Business First Fund, SBA 504 and its Revolving Loan and Business Builder Loan Funds can assist with equipment purchases that are more energy efficient and provide greater productivity. More information is available at www.bcedc.com/funding/ed_programs.asp.

Empowerment Zone
Philadelphia offers three enterprise zones where concentrated Federal, State and local resources combine to offer low-interest financing, Federal wage tax credits and tax-exempt bonds. More information on is available at www.empowermentzone.org/ and at www.hud.gov/offices/cpd/economicdevelopment/programs/rc/index.cfm.

Enterprise Zones
Four state Enterprise Zones in Philadelphia are eligible for a variety of incentives, including low-interest loans, security rebates, state tax credits, and technical assistance. Additional information is available at www.pidc-pa.org/idx-koz.asp.

Philadelphia Industrial Development Corporation Loan Fund
The Philadelphia Industrial Development Corporation (PIDC) is a private, not-for-profit Pennsylvania corporation, founded in 1958 by the City of Philadelphia and the Greater Philadelphia Chamber of Commerce to promote economic development. PIDC's central strategy is to leverage financing and real estate resources to retain and to grow employment in Philadelphia. PIDC offers several low-cost loans to fund costs related to construction and occupancy, including the PIDC Growth Loan, HUD Section 108 loans, and the Emerging Loan programs. PIDC has a program, for example, that lends at 2.75 percent fixed, interest-only for 5 years in amounts up to $50 million. More information is available at www.pidc-pa.org/LoanPrograms001.asp.

Welcome Fund
The Philadelphia Welcome Fund provides a source of low-cost capital generally available to industrial or commercial firms located, or planning to locate, in Philadelphia. The Fund is intended to finance projects that create and sustain new employment. This program provides an opportunity for prospective immigrants to invest in U.S.-based commercial enterprises, qualifying the investors for conditional green card status. The Program is under the oversight of the United States Citizen Immigration Services (USCIS), which has selected PIDC to serve as a regional center.

The Philadelphia Welcome Fund has a minimum loan amount of $2,000,000 and can be combined with additional PIDC loans. Projects must create a minimum of 10 direct or indirect jobs per $500,000, sustained over a period of at least two years. Loan amount is determined on a case-by-case basis, following an evaluation of all project elements including cost, job creation, collateral, and financial condition of the business. While the loan term is five years, PIDC can assist in securing additional take-out or permanent financing. More information is available at www.pidc-pa.org/PhiladelphiaWelcomeFundLoanProgram.asp.

Philadelphia Commercial Development Corporation (PCDC) Loan Fund

PCDC helps to revitalize neighborhoods and assists small businesses through financing, business development services, and advocacy. PCDC offers three loan programs for small businesses: the Small Business Revolving Loan Fund, the Housing Contractors program, and the Comcast Loan Fund. Program descriptions can be found at www.philadelphiacommercial.org/?q=business-lending/loan-descriptions.

C. Grants

Delaware

Delaware Competitiveness Fund

The purpose of the Delaware Competitiveness Fund is to induce Delaware manufacturers to make capital investments to preserve and expand productivity, competitiveness and jobs at existing Delaware plant sites that face decline due to national and global competition. The Competitiveness Fund provides financial assistances in a variety of ways, including low-interest loans, matching funds, grants, and the provision of in-kind services such as training Grants from the Fund may equal up to 3 percent of the project's total capital investment. Loans may equal up to 95 percent of the total project cost. By law, the maximum amount that can be loaned or awarded is $5,000,000; however, most projects fall significantly below this threshold. To be eligible for an award, the median annual salary of the new employees is $25,000 before benefits for the first year of the project. Recapture provisions are determined on a case-by-case basis and are included in every grant or loan agreement. More information is available at dedo.delaware.gov/Competitiveness.shtml.

Delaware Strategic Fund Assistance

The Delaware Strategic Fund represents the primary funding source used by DEDO to provide customized financial assistance to businesses. For businesses considering locating in the State of Delaware, financial assistance may be provided in the form of low-interest loans, grants, or other creative instruments to support the attraction of businesses that pay sustainable wages. Additional information is available at dedo.delaware.gov/Strategic.shtml.

New Jersey

Business Employment Incentive Program (BEIP)

The New Jersey Economic Development Authority makes grants through the Business Employment Incentive Program (BEIP) to expanding or relocating businesses that create jobs in New Jersey. Grants may be awarded for up to 10 years and can range between 10 percent and 80 percent of the total amount of state income taxes withheld by the company during the calendar year from the new employees hired. The enhanced BEIP lowers the job eligibility threshold from 75 to 25, except for high-tech/biotech companies, which now have a minimum job creation number set at 10. The new program sets the standard BEIP incentive at 50 percent of the state income taxes generated by new payroll positions. Companies that meet certain smart growth objectives can qualify for up to an 80 percent grant. It also expands BEIP benefits to companies that could not take advantage of the program before, due to New Jersey's reciprocal tax agreement with Pennsylvania. In addition, the new law provides a stable funding source for the program, authorizing the EDA to fund grants through the issuance of bonds if no appropriation is approved for BEIP grants in the State budget.

BEIP allows an increase of up to 80 percent if the company uses Smart Growth principles. These include locating in State Planning Areas 1 and 2, Urban Coordinating Council Municipality, "distressed" municipalities, brownfield sites, near mass transit, in a center designated by the State Planning Commission, or in an area designated by a locality as an "area in need of redevelopment;" linking with some housing production or renovation; or locating near and working cooperatively with a public or nonprofit university on research and development. Additional information is available at www.state.nj.us/njbusiness/financing/incentive/beip_brrag.shtm1.

Business Retention & Relocation Assistance Grant (BRRAG)
The New Jersey Commerce Commission administers a retention and relocation grant program that is designed to preserve jobs from being relocated out of state. BRRAG offers grants as credit against business tax liability. Grants of up to $1,500 per job retained are payable as a tax credit against a company's corporate tax liability. Additional information on BRRAG is available at www.nj.gov/njbusiness/financing/incentive/beip_brrag.shtml.

Incubator Seed Fund
The New Jersey Commission on Science and Technology has developed a grant program specifically for technology-based incubator clients resident in the Commission on Science and Technology supported incubator network. It is designed to accelerate the business development process and produce significant value for the companies receiving the awards. The Incubator Seed Fund will provide, on a competitive basis, funds to assist emerging businesses achieve a critical milestone in their commercialization path. The direct financial support from the Commission will complement the mentoring and business support provided by incubator managers as they assist these emerging companies in commercializing their technologies. Additional information is available at www.nj.gov/njbusiness/financing/technology/incubator.shtml.

Small Business Innovation Research (SBIR) Grant
The purpose of the Small Business Innovation Research (SBIR) Grant program is to increase the success and maximize the growth of small New Jersey companies in moving from Phase I to Phase II. This program will sustain small businesses through the funding gap that occurs between completion of the Phase I grant and the initiation of a Phase II award. The program supports New Jersey's technology industry by awarding grants to entrepreneurs who have both applied for Phase II funding and who have been identified as potential Phase II SBIR/STTR (Small Business Technology Transfer) awardees. The Bridge Grant Program supports New Jersey's technology industry by awarding $50,000 grants to entrepreneurs who have both applied for Phase II funding and been identified as potential Phase II SBIR/STTR awardees. Bridge Grants help sustain small businesses through the funding gap between completion of the Phase I grant and initiation of a Phase II award. Additional information is available at www.nj.gov/njbusiness/financing/technology/sbir.shtml.

Pennsylvania

First Industries Fund
The First Industries Fund is a grant and loan program aimed at strengthening Pennsylvania's agriculture and tourism industries. The First Industries Fund is part of PA Grows, the Pennsylvania Department of Agriculture's new initiative designed to assist agricultural producers in gaining access to the capital they need to begin, continue, or expand their businesses. Visit PA Grows for more information at www.newpa.com/programDetail.aspx?id=47.

Guaranteed Free Training Program (GFT-WEDnetPA)
This program provides basic skills, manufacturing, and information technology training for eligible employees of new and expanding businesses. More information is available at www.newpa.com/programDetail.aspx?id=67.

Infrastructure Development Program
Grant and low-interest loan financing is provided for public and private infrastructure improvements on brownfields. More information is available at www.newpa.com/programDetail.aspx?id=26.

Keystone Innovation Starter Kit
Keystone Innovation Starter Kits are designed to recruit new, top-level research faculty to Pennsylvania academic medical centers and institutions of higher education to accelerate the development of a cluster of companies and employees in emerging and growing technology areas. More information is available at www.newpa.com/programDetail.aspx?id=121.

Keystone Innovation Zone (KIZ)
The KIZ program provides grant funds to community/university partnerships to generate job growth through tech transfer and entrepreneurship. The Zones are intended to improve and encourage Pennsylvania's R&D efforts, technology commercialization, and entrepreneurial programs. The program focuses on properties located near college and university campuses. The partnerships must include institutions of higher education, economic development organizations, private sector businesses, business support organizations, commercial lending institutions, venture capital, and foundations. Other potential partners include local government organizations and workforce development organizations. The KIZ must be geographically identified with links to institutions of higher education.

Grants can be used for Zone coordination, strategic planning, personnel costs, hiring of consultants, and administration of the zone. Companies located in tax zones, in operation less than eight years, and that fall under the industry sector focus are also eligible to apply for state tax credits. The maximum grant for the first year is $250,000, with declining amounts in the following years, and eligible companies are required to operate without state funds after three years. Additional information is available at www.newpa.com/programDetail.aspx?id=56.

Market Access Grant (MAG)
Designed to enhance the capability of small and mid-sized Pennsylvania companies to increase export sales, the Pennsylvania Market Access Grant (MAG) is a valuable tool available to qualifying companies seeking financial assistance and foreign market entry support. More information is available at www.newpa.com/programDetail.aspx?id=134.

Opportunity Grant Program
Grant funds to create or preserve jobs within the Commonwealth. Projects must offer substantial economic impact, either for the Commonwealth as a whole or for the locality or region in which the company will locate or expand its current operations; 4:1 private match required. Additional information is available at www.newpa.com/programDetail.aspx?id=41.

Pennsylvania Pollution Prevention Assistance Program (PPAP)
The program provides assistance for small businesses to implement pollution prevention and energy-efficiency projects, enabling these businesses to adopt or install equipment or processes that reduce pollution, energy use or raw materials. Awards may cover 75 percent of total eligible project cost, up to a maximum of $100,000. Additional information on the Pollution Prevention Assistance Program is available at www.newpa.com/programDetail.aspx?id=31.

Rail Freight Assistance (RFA)
Grants to build or repair rail lines or spurs. Local match: 25 percent for maintenance, 50 percent for construction. More information is available at www.newpa.com/programDetail.aspx?id=44.

Workforce Leadership Grants
Improve the supply of, and create a pipeline for, technology-based industries in Pennsylvania that will require highly skilled technical workers to compete in a globally competitive technology based economy. More information is available at www.newpa.com/programDetail.aspx?id=68.

D. Loan Guarantees

Federal Programs

Export-Import Bank Financing
Ex-Im Bank's mission is to create jobs through exports. It provides guarantees of working capital loans for U.S. exporters, guarantees the repayment of loans or makes loans to foreign purchasers of U.S. goods and services. Ex-Im Bank also provides credit insurance that protects U.S. exporters against the risks of non-payment by foreign buyers for political or commercial reasons. To qualify for

Ex-Im Bank support, the product or service must have at least 50 percent U.S. content and must not affect the U.S. economy adversely. This program is available to exporters in all three states. More information is available at itc.omb.delaware.gov/exim.shtml.

U.S. Small Business Administration (SBA) Export Import Working Capital Program
The U.S. Small Business Administration offers loan guarantees through its Export Working Capital Program to help small businesses export by providing financing for loans up to $1.0 million. SBA Export Express is a loan program to help small businesses with exporting potential that need funds to buy or produce goods and/or provide services for export. Loans may be used for most business purposes including expansion, equipment purchases, working capital, and inventory or real estate acquisition. Loans range up to $350,000. The SBA offers financial assistance and business development services to exporters. To be eligible for these programs, firms must meet SBA size standards for the industry in which they are principally engaged.

Through the Export Revolving Line of Credit program, the SBA can guarantee up to 85 percent of a bank line of credit to a small business exporter, not to exceed $750,000 for SBA's share. In addition, the SBA and the Export-Import Bank of the U.S. (Ex-Im Bank) can co-guarantee loans, in amounts ranging from $200,000 to $1 million extended by private lenders, up to 85 percent of the loan amount. This program is available to exporters in all three states. More information is available at www.sba.gov/idc/groups/public/documents/sd_sioux_falls/sd_exportresources.pdf.

New Jersey

Small Business Loans and Guarantees
New Jersey's Economic Development Authority (EDA) has highly competitive low-interest direct loans and loan guarantees. Working closely with banks, private investors and underwriters, the EDA can provide low-cost creative financing packages to help bridge financing gaps and increase access to capital. More information is available at www.nj.gov/njbusiness/financing/general/loans.shtml.

Pennsylvania

New Pennsylvania Venture Guarantee Program
This program enables the Commonwealth to actively partner with the venture capital community by structuring a program that guarantees up to a total of $250 million on the first losses of equity investments made in Pennsylvania companies by qualified venture capital firms. In other words, the guarantee ensures that up to 50 percent of the total principal invested by the company will be indemnified by the Commonwealth of Pennsylvania.

The guarantee ensures that the recipients will provide an additional $250 million in syndicated investments, leveraging a total pool of $500 million in new capital available for Pennsylvania growth-stage companies. More information is available at www.newpa.com/programDetail.aspx?id=58.

Pennsylvania Capital Access Program (PennCAP)
Loan guarantee through participating banks to be used to support a wide variety of business purposes. More information is available at www.newpa.com/programDetail.aspx?id=48.

Second Stage Loan Program
Loan Guarantees for working capital for 2 to 7-year-old manufacturing, biotech, and technology-oriented companies. For more information see www.newpa.com/programDetail.aspx?id=50.

E. Matching Funds – Grants and Loans

Delaware

Delaware Access Program
This program is designed to give banks a flexible and extremely non-bureaucratic tool to make business loans that are somewhat riskier than a conventional bank loan, in a manner consistent with safety and soundness. When a bank makes a loan under the program, the borrower pays a one-time premium charge, matched by a bank premium payment. DEDA then matches the combined total of the borrower's payment and the bank's payment. The borrower's premium payment is one of the terms of the loan to be worked out as part of the private transaction between the bank and the borrower. For more information see dedo.delaware.gov/information/databook/financing.shtml.

New Jersey

Business Employment Incentive Program Grants
The EDA makes grants through the Business Employment Incentive Program (BEIP) to expanding or relocating businesses that create jobs in New Jersey. Grants may be awarded for up to 10 years and can range between 10 percent and 80 percent of the total amount of State income taxes withheld by the company during the calendar year from the new employees hired. The enhanced BEIP lowers the job eligibility threshold from 75 to 25, except for high-tech/biotech companies, which now have a minimum job creation number set at 10. The new program sets the standard BEIP incentive at 50 percent of the State income taxes generated by new payroll positions. Companies that meet certain smart growth objectives can qualify for up to an 80 percent grant. It also expands BEIP benefits to companies that could not take advantage of the program before due to New Jersey's reciprocal tax agreement with Pennsylvania. In addition, the new law provides a stable funding source for the program, authorizing the EDA to fund grants through the issuance of bonds if no appropriation is approved for BEIP grants in the state budget.

BEIP allows an increase of up to 80 percent if the company utilizes Smart Growth principles. These include locating in State Planning Areas 1 and 2; in an Urban Coordinating Council Municipality; in a "distressed" municipality; on a brownfield site; near mass transit; in a center designated by the State Planning Commission; in an area designated by a locality as an area in need of redevelopment; as a part of a project that includes housing production or renovation; or near and working cooperatively with a public or nonprofit university on research and development.

Pennsylvania

Industrial Sites Reuse Program
The Industrial Sites Reuse Program is Pennsylvania's brownfields program designed to promote the development of former industrial sites. This component of the Reuse Program provides grants and low-interest loan financing to perform environmental site assessment and remediation work at former industrial sites. A 25 percent match is required for grant and loan projects. Eligible organizations include public entities, private nonprofit economic development entities, and companies involved in reuse of former industrial land; and entities that did not cause or contribute to environmental contamination. The private businesses applying for the grants and loans must be startup. The grants and loans can be used for Phase I, II, and III environmental assessments and the remediation of hazardous substances. The grants and loans are up to $200,000 for environmental assessments; and up to $1 million for remediation. The interest rates of 2 percent; and terms are up to 5 years for assessments and 15 years for remediation projects; A 25 percent match is required for grant and loan projects. Additional information is available at www.newpa.com/programDetail.aspx?id=25.

Keystone Innovation Starter Kit
Keystone Innovation Starter Kits are designed to recruit new, top-level research faculty to Pennsylvania academic medical centers and institutions of higher education to accelerate the development of a cluster of companies and employees in emerging and growing technology areas. More information is available at www.newpa.com/programDetail.aspx?id=121.

Keystone Innovation Zone (KIZ)
Among its other incentives, the KIZ program also provides loan guarantees to community/university partnerships to generate job growth through tech transfer and entrepreneurship. The zones are intended to improve and encourage Pennsylvania's R&D efforts, technology commercialization, and entrepreneurial programs. The program is focuses on properties located near college and university campuses. The partnerships must include institutions of higher education, economic development organizations, private sector businesses, business support organizations, commercial lending institutions, venture capital, and foundations. Other potential partners include local government organizations and workforce development organizations. The KIZ must be geographically identified with links to institutions of higher education.

Grants can be used for Innovation Zone coordination, strategic planning, personnel costs, hiring of consultants, and administration of the zone. Companies located in tax zones, in operation less than eight years, and that fall under the industry sector focus are also eligible to apply for state tax credits. The maximum grant for the first year is $250,000, with declining amounts in the following years, and eligible companies are required to operate without state funds after three years. Additional information is available at www.newpa.com/programDetail.aspx?id=56.

Opportunity Grant Program
Grant funds to create or preserve jobs within the Commonwealth. Projects must offer substantial economic impact, either for the Commonwealth as a whole or for the locality or region in which the company will locate or expand its current operations; 4:1 private match required. More information is available at www.newpa.com/programDetail.aspx?id=41.

Rail Freight Assistance (RFA)
Grants to build or repair rail lines or spurs. Local match: 25 percent for maintenance, 50 percent for construction. More information is available at www.newpa.com/programDetail.aspx?id=44.

F. Other Financing Assistance

Federal

Export-Import Bank Financing
Ex-Im Bank's mission is to create jobs through exports. It provides guarantees of working capital loans for U.S. exporters, guarantees the repayment of loans, or makes loans to foreign purchasers of U.S. goods and services. Ex-Im Bank also provides credit insurance that protects U.S. exporters against the risks of nonpayment by foreign buyers for political or commercial reasons. To qualify for Ex-Im Bank support, the product or service must have at least 50 percent U.S. content and must not affect the U.S. economy adversely. Export-import bank financing is available in all three states. More information is available at itc.omb.delaware.gov/exim.shtml.

Delaware

Delaware Emerging Technology Funds
The Delaware Economic Development Office (DEDO) offers the Emerging Technology Funds - Technology Based Seed Funds (TBSF I and TBSF II), and Pre-Venture Fund to foster creation of technology-based start-ups in fields such as biotechnology, advanced materials, clean energy, information technology, and new chemical applications. The goal of these funds is to invest in

“gazelle-like” entrepreneurial projects positioned for fast growth and wealth creation. An investment from the fund will be the catalyst for an entrepreneur to start a business and a starting point to raise capital. It will give entrepreneurs a “Stamp of Approval” when entering the fund raising market. Companies must become Delaware-based companies prior to funding.

- **TBSF (I and II):** Provides seed equity financing up to $50,000 (TBSF I) or $100,000 (TBSF II) for start-up related expenses such as lab equipment, working capital, office space, and patents, etc., or for a later stage in the life of a start-up company for expenses related to prototype development, prototype testing costs, etc.
- **Pre-Venture:** Provides debt and equity financing between $150,000 up to $1,000,000 to bridge the gap that most start-ups face from point A– acquisition of seed capital to point B– going to the private markets for additional funding.

Additional information is available at dedo.delaware.gov/ETCfunds.shtml.

Delaware Innovation Fund

The Delaware Innovation Fund is a seed and early-stage venture capital firm established as a public/private sector initiative to assist Delaware companies in the critical pre-seed and early stages of formation. The fund provides financial and technical assistance to Delaware-area based businesses that have the potential to launch innovative products and processes into national markets, to create new jobs, and to make a significant contribution to the economic diversity and the technology base of Delaware’s communities. They are the local organizers for Early Stage East one of the largest early stage venture capital fairs in the Mid-Atlantic. More information is available at www.difonline.com.

Delaware Strategic Fund Assistance

The Delaware Strategic Fund is the primary funding source used by DEDO to provide customized financial assistance to businesses. For businesses considering locating in the State of Delaware, financial assistance may be provided in the form of low-interest loans, grants, or other creative instruments to support the attraction of businesses that pay sustainable wages. Assistance terms are negotiated specific to each firm’s individual needs and situation. The Delaware Strategic Fund also represents the primary funding source used by for SBIR Bridge Grants and Brownfield Grants. More in formation is available at dedo.delaware.gov/Strategic.shtml.

New Jersey

The Edison Innovation Fund

The Fund is an integrated set of resources from the New Jersey Economic Development Authority and the New Jersey Commission on Science and Technology whose goal is to create, sustain and grow high-tech businesses that will lead to high-paying job opportunities for New Jersey residents by supporting life science and technology initiatives throughout the stages of discovery development and commercialization. The Fund includes:

- Equity-like financing through an R&D fund;
- Financing and direct equity investments through Commercialization and Growth funds;
- Access to venture capital;
- World-Class technology centers and incubator network; and
- Centers for Excellence within New Jersey’s universities and colleges.

The Fund’s implementation is supported by specific strategies that provide support to colleges, universities, and companies to help them develop the commercial potential of research. The Fund also provides assistance to accelerate the commercialization of technology and provides technical, financial and facility-based support to the State's technology businesses. More information is available at www.nj.gov/njbusiness/financing/technology/edison.shtml.

New Jersey Technology Council Venture Fund
NJTC Venture Fund makes catalytic seed, start-up, and early-stage venture capital investments. The firm actively partners with entrepreneurs to build unique, leading-edge businesses that drive superior returns for investors and economic growth in the community. The fund is a joint project of the NJEDA and the New Jersey Technology Council. Additional information is available at www.njtcvc.com/about_mission.asp.

Pennsylvania
Export Finance Program (EFP)
The Pennsylvania Export Finance Program provides small businesses with access to pre-export working capital and post-export accounts receivable financing through a direct loan program. More information is available at www.newpa.com/programDetail.aspx?id=37.

City of Philadelphia Tax Increment Financing Program (TIF)

The Pennsylvania Tax Increment Financing (TIF) Act authorizes the City and School District of Philadelphia to create districts ("TIF Districts") in which increases in certain tax revenue may be used to finance improvements within the TIF District. The borrower must identify a lender to fund the TIF loan, which is passed through the Philadelphia Authority for Industrial Development ("PAID") to the borrower and is repaid with the incremental taxes. Eligible taxes include Philadelphia's Real Estate, Use and Occupancy, Business Privilege and Sales taxes. The program can be used to finance site acquisition; site preparation; new construction or substantial renovation; machinery and equipment acquisition; and related project fees and costs. Additional information is available at www.pidc-pa.org/svc-fina-loanprog-h.asp?itemid=12.

G. Services and In-Kind Contributions

Federal Programs

Work Force Investment Act of 1998 (Title 1)
This federal program provides employment assistance and job training to eligible individuals. Information is available at www.newpa.com/programDetail.aspx?id=66.

Delaware

Subsidized Workforce Training
For new and expanding businesses and business retention purposes, subsidized training programs can be arranged. The amount and type of subsidy are determined by the size of the business, its potential impact on Delaware's economy, and the availability of other training resources. Workforce Development makes use of special State funds for training. Programs are developed to meet the stated hiring needs and skill levels of specific businesses. Industry maintains total control of the hiring decision. The Workforce Development Section of the Delaware Economic Development Office has four basic training grant programs:

- Blue Collar Jobs Training
- Training Grants for Delaware's Temporary Assistance for Needy Families Program
- Basic Skills Training
- Governors Workforce Development Grant

The Workforce Center also helps companies by recruiting local workers, offering a range of support services including identifying candidates who meet the skill requirements; overseeing the screening and testing of candidates; and interviewing. The recruitment services are provided at no cost to the employer. Additional information about these programs is available at dedo.delaware.gov/delawareworkforce/programs.shtml

New Jersey

Entrepreneurial Training Institute

Through Technical Assistance, the New Jersey Economic Development Authority (EDA) is aligned with the Governor's Economic Growth Strategy and remains committed to supporting small businesses as well as minority- and women-owned enterprises. Their goal is to offer quality, customer-centric assistance to business owners, providing them with the tools and knowledge they need to succeed in New Jersey. Additional information on the Entrepreneurial Training Institute is available at www.state.nj.us/njbusiness/workforce/training/entrepreneurial.shtml.

Workforce Training & Programs

The New Jersey Department of Labor and Workforce Development offers a customized training program whose purpose is to upgrade the skills of workers to make them more marketable and their employers more competitive in the global economy. This grant program is made possible under the New Jersey Workforce Development Partnership, and is administered by the Office of Grants Operations (Customized Training Unit). Grants are available to employers for classroom training and can be used to reimburse a company for up to 60 percent of its training costs. Additional information on customized workforce training is available at lwd.dol.state.nj.us/labor/employer/training/competitive_customized_training.html. Information on other training programs provided by the State of New Jersey is available at www.nj.gov/njbusiness/workforce/.

Pennsylvania

Customized Job Training Program (CJT)

This program provides grants for specialized job training to existing or newly hired employees. More information is available at www.newpa.com/programDetail.aspx?id=65.

Guaranteed Free Training Program (GFT-WEDnetPA)

The program provides basic skills, manufacturing and information technology training for eligible employees of new and expanding businesses. More information is available at www.newpa.com/programDetail.aspx?id=67.

Small Business Development Centers (SBDCs)

These Centers provide technical assistance and consulting services to current and prospective entrepreneurs operating a small business (less than 250 employees). Information is available at www.pasbdc.org/.

Developer Services Program (Philadelphia)

This City of Philadelphia program, offered through the Office of the Deputy Mayor for Planning and Economic Development, provides expedited services to developers of major projects of at least 25 units or 50,000 square feet of gross floor area. The program assists in the approval and regulatory process, as well as coordination of utilities and required public infrastructure improvements. The program convenes all City agencies and departments and utilities involved in the City approval process to expedite and streamline development.

II. TAX INCENTIVES

A. Tax Abatement

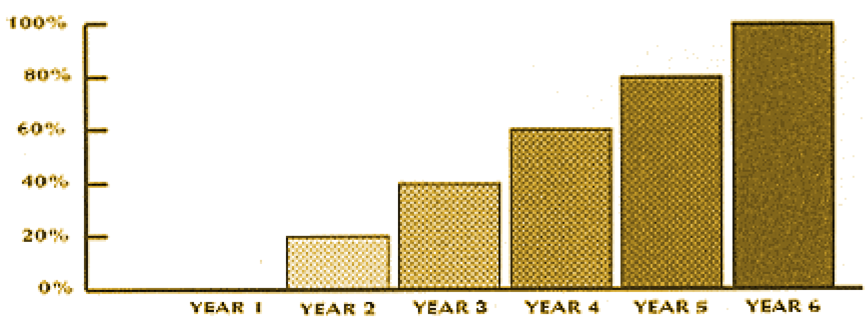
Delaware

Christiana Gateway Tax Incentive Program (City of Wilmington)
Any business located in or relocating to property that they own in Christina Gateway area may be eligible for abatement from real property tax up to 100 percent of the increased value of the property that derives from renovations of existing structures or construction of new ones for a five-year period. More information on the program can be found at www.ci.wilmington.de.us/biztax.htm.

New Jersey

Long-Term Tax Abatement (City of Camden)
For certain redevelopment projects, the City is authorized to enter into a long-term Payment-in-Lieu-of-Tax (PILOT) agreement with qualifying developers. PILOT agreements can be up to 30 years. The amount of the PILOT is based on a percentage of project income, or a percent of total project costs. Agreements are approved by the City before the project begins. The short-term, five-year abatement cannot be coupled with the long-term abatement program. More information on the program is available at www.ci.camden.nj.us/economic/why_tax2.html.

Short-Term Tax Abatement (City of Camden)
This program is intended for development projects in which, after project completion, the increase in assessed value to the improved property does not exceed 30 percent. The added assessment is phased in over a five-year period, which increases as follows:



The short-term abatement is on the improvement portion of the tax assessment. The assessed value of the land on which the improvement is made remains at 100 percent. The abatement agreement must be approved before the project starts. More information is available at www.ci.camden.nj.us/economic/why_tax2.html.

Pennsylvania

Keystone Opportunity Zones (KOZ)
The KOZ program provides state and local tax benefits to both businesses and residents locating in one of the twelve designated zones. Incentives are available for new businesses that start up in a KOZ, for businesses from out of state that move into Pennsylvania, and for existing businesses in a KOZ that expand. Through credits, waivers, and broad-based abatements, total taxes on economic activity in Keystone Opportunity Zones are greatly reduced. State and local taxes may be reduced or eliminated entirely through a combination of credits, waivers, and abatements.

The KOZ program requires the repayment of benefits if the qualified business subsequently moves out of the zone within the first five years. Business and residents in a KOZ must maintain compliance with all other state and local regulations. Detailed regulations for the KOZ program can be found at www.newpa.com/default.aspx?id=346.

Local Economic Revitalization Tax Assistance Act (LERTA)

LERTA, the Local Economic Revitalization Tax Assistance Act, was enacted in 1977. The Act authorizes local taxing districts (counties, municipalities, school districts), by ordinance or resolution, to exempt from real property taxation the assessed valuation of improvements (including new construction) made to property within a designated district that meets certain requirements. The base assessment remains in place while the abatement is applied to the improvement. The abatement and the eligible district are determined locally.

The LERTA district must be defined as a “deteriorated area” taking into account certain criteria set forth in P.L. 991, No. 385, known as the Urban Redevelopment Law, for the determination of “blighted areas,” and the criteria set forth in P.L. 636, No. 292, known as the Neighborhood Assistant Act, for the determination of “impoverished areas,” and the following criteria: unsafe, unsanitary, and overcrowded buildings; vacant, overgrown, and unsightly lots of ground; a disproportionate number of tax delinquent properties, excessive land coverage, defective design or arrangement of buildings or street or lot layouts; economically and socially undesirable land uses. The abatement can be up to a maximum of 100 percent for 10 years. Many LERTA districts provide for an abatement that is less and is often on a declining scale. More information is available at www.bcrda.com/zones/LERTA-BACKGROUND.doc.

City of Philadelphia Tax Abatement

The City of Philadelphia offers a ten-year real estate tax abatement for new construction or substantial renovation. More information is available at www.pidc-pa.org/idx-taxabate.asp.

B. Tax Credit

Federal Programs

New Market Tax Credit

The New Markets Tax Credit (NMTC) program is a federal tax credit program designed to generate private sector capital investment in low-income areas. The program permits individual and corporate taxpayers to receive credit against their federal income taxes for making qualified equity investments in projects that finance community development, stimulate economic growth, and create jobs. Appropriate uses of funds include property acquisition, new building construction or substantial renovation, machinery & equipment, and working capital. Additional information is available at www.pidc-pa.org/jobcreationtaxcredit001.asp.

Delaware

Delaware Targeted Industry Tax Program

This program, formerly known as the Blue Collar Tax Program, has two primary tax incentives: (1) targeted industry tax incentives and (2) targeted area tax credits. The program provides for tax credits of $400 for each qualified employee and $400 for each $100,000 invested. Credits are available against the corporate or personal income taxes, gross receipts tax, and public utility tax. Eligible businesses are those that (1) are engaged in a qualified activity; (2) hire five or more qualified employees; and (3) make an investment of at least $200,000 ($40,000 per qualified employee) in a qualified facility. The credits have a life of 10 years, may not exceed 50 percent of a company’s pre-credit tax liability in a single year, and can be carried forward for 10 years.

The second part of the program provides tax credits to firms in one of the eleven targeted sectors located in targeted areas such as a foreign trade zone, 30 low-income census tracts, or on a brownfield site. Tax credits against the corporate income tax are $650 for each new employee and $650 for each $10,000 in new investment. Selected commercial and retail businesses that locate in one of the 30 low-income census tracts can qualify for corporate income tax credits of $400 per new worker and $400 for each $100,000 of investment, plus reductions in gross receipts taxes. More information on the program is available at revenue.delaware.gov/services/BlueC.shtml.

Research and Development Tax Credit
Qualified businesses that incur research and development expenses (as defined in Section 41(c) of the Internal Revenue Code) may elect Delaware research and development credits for the taxable year equal to (1) 10 percent of the excess of the taxpayer's total Delaware qualified research and development expenses for the taxable year over the taxpayer's Delaware base amount or (2) 50 percent of Delaware's apportioned share of taxpayer's federal research and development tax credit using the alternative incremental credit method (under Section 41(c)4 of the Internal Revenue Code). Credit is limited to 50 percent of the Delaware income tax liability. Any unused credit may be carried forward and applied to no more than 15 succeeding taxable years following the first taxable year for which the taxpayer was entitled to claim the credit. The total amount of credits approved with respect to all applicants cannot exceed $5 million in any fiscal year. If applications exceed $5 million, each qualified applicant will receive a credit equal to ($5 million x eligible credit for approved applicant / eligible credit for all approved applicants). More information on the program is available at revenue.delaware.gov/services/BlueC.shtml.

Retention and Expansion Tax Credits

Corporate income tax credits and gross receipts tax reductions are available to qualifying manufacturers and wholesalers planning new facilities or large expansions. Such companies investing a minimum of $1 million or 15 percent of the unadjusted basis in the facility are eligible to receive 75 percent of Blue Collar Tax Credits. Wages cannot fall below 85 percent of the total wages for the period 12 months prior to the opening of a new facility. The maximum annual credit cannot exceed $500,000. Gross receipts tax reductions are limited to a maximum total credit of $500,000 over the ten-year life. More information is available at revenue.delaware.gov/services/BlueC.shtml.

Tax Credits for New Economy Jobs Program

This incentive is designed to attract high paying, technical jobs to the state, including those associated with R&D and headquarters functions. An employer must add at least 50 new jobs, each with an annual salary of at least $100,000 excluding benefits, and to ensure that the jobs are, in fact, "new" to Delaware, 90 percent of the eligible employees must not have been required to file a Delaware personal income tax return in the prior year. The minimum salary requirement is indexed for inflation.

In general, 25 percent to 40 percent of the withholding paid on behalf of qualified employees during the taxable year will be rebated. Higher refund amounts will be granted for qualifying employees with jobs within targeted growth zones, incorporated municipalities, and/or former brownfields. Qualifying firms would be eligible for credits over a ten-year period. Each year, however, would require a separate application and would be evaluated independently. The withholding rebate would take the form of a refundable credit against the employer's taxes and the company would be eligible to receive the credits for ten years. More information on this program is available at revenue.delaware.gov/services/BlueC.shtml.

New Jersey

Effluent Equipment Tax Credit
A taxpayer that purchases treatment or conveyance equipment for use in treatment of effluent for reuse in an industrial process exclusively within New Jersey may be able to take a tax credit. The

credit is equal to 50 percent of the cost of the treatment equipment or conveyance equipment less the amount of any loan received and excluding the amount of sales and use tax. The amount of credit claimed for the privilege period in which the purchase is made and the amount of credit claimed therefore in each privilege period thereafter shall not exceed 20 percent of the amount of the total credit allowable. Additional information is available at www.nj.gov/njbusiness/financing/tax/enviromental.shtml.

Enterprise Zone Tax Credits
New Jersey has established 32 Urban Enterprise Zones covering 37 economically distressed cities throughout the State. To participate in the Urban Enterprise program, a business must apply to the local Urban Enterprise Authority to become a "qualified business." Once a business is certified as qualified, the certification must be renewed annually. Some of the benefits to qualified businesses are:

- The right to purchase items, except motor vehicles, and most services without paying sales tax; and
- Corporation business tax credits for hiring certain new employees.

Retailers who wish to qualify for the reduced sales tax benefit must apply to the Division of Taxation for the certification that allows them to charge 50 percent of the current sales tax rate. More information is available at www.state.nj.us/treasury/taxation/text/ot9txt.htm.

Film Production Assistance Tax Credit
Film production companies can receive a 20 percent tax credit for qualified production costs on their New Jersey corporate business or gross income taxes. Eligible expenses can include wages and salaries, operations, construction, sound synchronization, lighting, wardrobe and accessories, photography, editing, rental facilities and equipment, and most other production costs incurred in New Jersey. Qualified film production expenses do not include expenses incurred in marketing and advertising a film. To be eligible for the credit, 60 percent of the total production expenses, excluding postproduction, must be spent in New Jersey, and principal photography must begin within 150 days of approval. More information is available at www.nj.gov/njbusiness/financing/tax/other.shtml.

HMO Assistance Tax Credit
A member organization may offset against its corporation business tax liability an amount of not more than 10 percent of any assessment for each of the five privilege periods beginning on or after the third calendar year commencing after the assessment was paid, except that no member organization may offset more than 20 percent of its corporation business tax liability in any one year. More information is available at www.nj.gov/njbusiness/financing/tax/other.shtml.

Manufacturing Equipment and Employment Investment Tax Credit
Investments in qualified manufacturing equipment made in tax years beginning on or after January 1, 1994, may be eligible for the Manufacturing Equipment and Employment Investment Tax Credit. Such investment has the benefit of allowing a tax credit computation for the tax year in which the investment was made as well as each of the following two tax years. The tax credit computation for the first year is based on the cost of the qualified manufacturing equipment placed in service in New Jersey during that tax year. The computations for the two following tax years are based on the average increase in New Jersey residents employed in New Jersey subject to a limitation based on the cost of the investment made in the first year.

The manufacturing equipment portion is limited to 2 percent (or 4 percent, if applicable) of the investment credit base of qualified equipment placed in service in the tax year, up to a maximum allowed credit for the tax year of $1,000,000. The employment investment portion is valid for each of the two tax years succeeding the tax year for which the manufacturing equipment credit is allowed, but is limited to 3 percent of the investment credit base, not to exceed a maximum allowable amount for each of the two tax years of $1,000 multiplied by the increase in the average number of qualified employees. Information is available at www.nj.gov/njbusiness/financing/tax/manufacuring.shtml.

New Jobs Investment Tax Credits
The State of New Jersey, through various departments and agencies, offers a variety of tax credits for new or expanding businesses that are directly related to job creation. These credits can be applied against the corporation's tax liability. Additional information is available at www.locationnj.com/Incentives_Tax_Advantages.asp.

Remediation Tax Credit
A taxpayer that received certification from the Department of Environmental Protection may be able to claim a tax credit equal to 100% of the eligible costs of the remediation of a contaminated site in New Jersey. Additional requirements must be met to the satisfaction of the Director of the Division of Taxation. More information is available at www.nj.gov/njbusiness/financing/tax/enviromental.shtml.

Research and Development Tax Credit
A taxpayer that has performed qualified research activities in New Jersey may be eligible to claim the Research and Development Tax Credit. A credit for increased research activities is allowed based on qualified expenditures made in taxable years beginning on and after January 1, 1994. It provides a credit of 10 percent of the excess qualified research expenses over a base amount plus 10 percent of the basic research payments. Qualified research is limited to scientific experimentation or engineering activities designed to aid in the development of a new or improved product, process, technique, formula, invention, or computer software programs held for sale, lease, or license, or used by the taxpayer in a trade or business. Additional information is available at www.nj.gov/njbusiness/financing/tax/science.shtml.

Small NJ-Based High-Technology Business Investment Tax Credit
A taxpayer may claim a tax credit in an amount equal to 10 percent of the qualified investment made by the taxpayer during the tax year in a small New Jersey-based high-technology business. The maximum allowable credit for each tax year is $500,000 for each qualified investment made by the taxpayer. The small high-technology business must employ fewer than 225 employees, of which 75 percent must have jobs in New Jersey. The small high-technology business must conduct PILOT scale manufacturing or qualified research in New Jersey in the fields of advanced computing, advanced materials, biotechnology, electronic device technology, environmental technology, and medical device technology. More information is available at www.nj.gov/njbusiness/financing/tax/science.shtml.

Technology Business Tax Transfer Program in Technology
This program allows unprofitable technology and biotechnology companies to raise cash by selling New Jersey Net Operating Losses and Research and Development tax credits to other unaffiliated New Jersey businesses for at least 75 percent of their value. The $60 million available annually through the program is open to expanding companies with fewer than 225 employees that have at least 75 percent of their workforce in New Jersey. Additionally, the company must have intellectual property. The cash benefit to the company may be used for general growth capital. The company must commit to remain in New Jersey for the upcoming year. Information is available at www.nj.gov/njbusiness/financing/tax/science.shtml.

Urban Transit Hub Tax Credit Program
Building on New Jersey's economic development plan of urban redevelopment, New Jersey recently introduced a business attraction tool designed to encourage the investment of private capital and increase employment around designated urban rail transit hubs in nine urban municipalities. To qualify for this credit program, a company needs to make at least a $75 million capital investment in a qualified business facility located in a designated urban transit hub and employ at least 250 full-time people at that facility.

Tenants in qualified business facilities may also receive tax credits if they occupy space in a qualified business facility that represents at least $25 million of the capital investment in the facility and employs at least 250 full-time employees in that facility. Tax credits are equal to 100 percent of the qualified capital investments, and taxpayers may apply 10 percent of the total tax credit amount per year over a ten-year period against their corporation business tax, insurance premium tax or gross income tax liability. More information is available at www.nj.gov/njbusiness/financing/geographic/urban_transit.shtml.

City of Camden Enterprise Zone
The Camden City Urban Enterprise Zone Program is administered under the auspices of the Business Development Center (BDC), and can be reached at (856) 968-4788. At the State level the Urban Enterprise Zone Program is administered by the Department of Commerce & Economic Development Enterprise Zone Division. Business benefits of locating within the Enterprise Zone include:

- Sales and Use Tax Exemptions: Participating retailers are eligible to charge a reduced sales tax (3 percent rather than 6 percent) on merchandise;
- Employees Tax Credits: Participating businesses that are not warehousing or retail sales - oriented, may be eligible for the Employee Tax Credit. It is available to corporations subject to the Corporate Business Tax that hire certain new employees at the zone location after they have been certified into the program. The corporation may claim either a $1,500 or $500 credit for each new employee, provided certain employment criteria are met.

More information is available at www.ci.camden.nj.us/economic/why_urban.html.

Pennsylvania

Educational Improvement Tax Credit Program (EITC)
Tax credits to eligible businesses contributing to a scholarship organization, an educational improvement organization, and/or a pre-kindergarten scholarship organization. Tax credits are equal to 75 percent of an eligible business's contribution up to a maximum of $200,000 per taxable year and may be increased to 90 percent of the contribution if business agrees to provide same amount for two consecutive tax years. For contributions to pre-kindergarten scholarship organizations a business may receive a tax credit equal to 100 percent of the first $10,000 contributed and up to 90 percent of the remaining amount contributed up to a maximum credit of $100,000 annually.

The credit may be taken against any of the following taxes that a business operating in the Commonwealth of Pennsylvania may be subject to corporate net income tax; capital stock franchise tax, bank and trust company shares tax; title insurance companies shares tax; insurance premiums tax; or mutual thrift institution tax. More information is available at www.newpa.com/programDetail.aspx?id=62.

Film Tax Credit
Film companies that incur expenses for producing a film in the Commonwealth can obtain tax credits. Tax credits are available for the production of feature films, television films and pilots, and for each episode of a television series that is intended for a national audience. The tax credit is 25 percent of eligible expenses, and in order to receive it, 60 percent of a film's annual total production expenses must have been spent in Pennsylvania. The total value of tax credits that can be awarded is capped at $75 million of the fiscal year ending June 30, 2008; there is no maximum per project. Additional information is available at www.filminpa.com/filminpa/econIncentives.jsp.

Job Creation Tax Credits
A $1,000-per-job tax credit is available for approved businesses that agree to create jobs within three years; 25 percent of the tax credits allocated each year must go to businesses with fewer than 100 employees. The tax credits may not be used by a business until the jobs are actually created; and

eligible companies must create at least 25 new jobs or expand the existing workforce by at least 20 percent. Additional information can be found at www.newpa.com/programDetail.aspx?id=63.

Keystone Innovation Zone (KIZ)
In addition to the grants provided under the KIZ program, companies are also eligible for tax credits. A company an a KIZ may claim a credit equal to 50 percent of the increase in gross revenues in the immediately preceding year that is attributable to its activities in the KIZ; with the maximum annual tax credit for an eligible organization is being $100,000. The total annual pool of tax credits available annually under the KIZ program is $25 million. The tax credit can be taken against the Corporate Net Income Tax, the Capital Stock and Franchise Tax, and the Personal Income tax. Unused portions of the annual tax credit can be carried forward for five years, or sold to another company. Additional information is available at www.newpa.com/programDetail.aspx?id=56.

Keystone Opportunity Zones (KOZ)
The KOZ program provides state and local tax benefits to both businesses and residents locating in one of the twelve designated zones. Incentives are available for new businesses that start up in a KOZ, for businesses from out of state that move into Pennsylvania, and for existing businesses in a KOZ that expand. Through credits, waivers, and broad-based abatements, total taxes on economic activity in Keystone Opportunity Zones are greatly reduced. State and local taxes may be reduced or eliminated entirely through a combination of credits, waivers, and abatements. The KOZ program requires the repayment of benefits if the qualified business subsequently moves out of the zone within the first five years. Business and residents in a KOZ must maintain compliance with all other state and local regulations. Additional information on the KOZ program is available at www.newpa.com/default.aspx?id=346.

Neighborhood Assistance and Enterprise Zone Tax Credit (NAP-EZP)
An incentive program that provides tax credits to businesses investing in or making physical improvements to properties located within designated enterprise zones. Any type of business is eligible, including insurance companies, utilities, banks, and savings and loans. The tax credit can be used for real property improvements such as rehabilitation, expansion or physical improvements to buildings or land located within designated enterprise zones. The tax credit is equal 20 percent of amount invested up to $250,000 total tax credits per project, and may be applied against the Pennsylvania corporate net income tax. Credits received and not used may be carried forward for up to five years. More information is available at www.newpa.com/default.aspx?id=346.

Research and Development Tax Credit
This tax credit allows companies holding qualifying Research and Development tax credits to apply for approval to sell those tax credits and assign them to the buyer(s). Eligible businesses include those qualified for the federal Research and Development tax credit and making research and development investments in Pennsylvania. The tax credit is up to 10 percent of the company's increased research and development expenses over a base period (prorated to not exceed $15 million annual cap for all businesses). Up to 20 percent of total pool of tax credits for the program are set aside for use by small businesses. The tax credit can be used against the corporate net income tax, the capital stock and franchise tax, and the personal income tax. Unused credits may be carried over for up to 15 succeeding taxable years. The current annual cap for tax credits issued under this program is $40 million. More information is available at www.newpa.com/programDetail.aspx?id=59.

Enterprise Zones
Four State Enterprise Zones in Philadelphia are eligible for a variety of incentives, including low-interest loans, security rebates, state tax credits and technical assistance. Additional information is available at www.pidc-pa.org/idx-koz.asp**.**

City of Philadelphia Job Creation Tax Credit

Eligible taxpayers may claim a credit of $1,000 against business privilege tax liability for each qualified new full-time job created in Philadelphia.

City of Philadelphia Re-Entry Employment Program (PREP) Tax Credit

Eligible taxpayers may claim a credit of $10,000 against business privilege tax liability annually for three years for each ex-offender hired for at least six months.

Renewal Communities

This new Federal program includes significant sections of North, South and West Philadelphia where Federal tax credits/deductions and a zero percent capital gains tax are available. Information on renewal communities is available at www.pidc-pa.org/idx-koz.asp and www.hud.gov/offices/cpd/economicdevelopment/programs/rc/index.cfm.

C. Tax Exemption or Exclusion

Delaware

Foreign Trade Zones

Foreign Trade Zones allow companies to bring foreign goods or raw materials for manufacturing and/or assembling into the United States without formal customs entry or payment of customs duties and government excise taxes until products leave the zone. If the final product is exported from the United States, no U.S. customs duty or excise tax is levied. If the final product is imported into the United States, fees are only due at the time of transfer on the product or its parts, whichever is lower. Delaware's Foreign Trade Zones (FTZ) is:

FTZ No. 99
Grantee/Operator: State of Delaware
Delaware Economic Development Office
Carvel State Office Building, 10th Floor
820 N. French Street, Wilmington, DE 19801
John Pastor (302) 577-8477
Fax (302) 577-8499

More information is available at ia.ita.doc.gov/ftzpage/letters/ftzlist.html#Delaware.

Real Property Tax Exemption Program (City of Wilmington)

Any owner of real property in the City of Wilmington that contains one or more parcels with improvements and is used exclusively for nonresidential, commercial, or industrial business purposes can be eligible for exemption from real estate taxation if business creates no fewer that 1,500 new full time positions. Additional information is available at www.ci.wilmington.de.us/biztax.htm.

Head Tax (City of Wilmington)

Any new or relocating business in the city that brings over 100 new employees can obtain a wavier to the City's "Head" tax. The "Head" tax is a $10.00 fee per employee the City charges for upkeep of the city's infrastructure, police and other City services. Information is available at www.ci.wilmington.de.us/biztax.htm.

New Jersey

Energy Sales Tax Exemption Program

The New Jersey Commerce Commission has a business assistance program, which provides certain Salem County manufacturers with an important new benefit. Under this program, manufacturers in Salem County with 50 or more employees, at least 50 percent of whom are directly involved in manufacturing process, are eligible for a sales tax exemption for electric and gas purchases. Information is available at www.nj.gov/njbusiness/financing/tax/manufacuring.shtml.

Foreign Trade Zones

Foreign Trade Zones allow companies to bring foreign goods or raw materials for manufacturing and/or assembling into the United States without formal customs entry or payment of customs duties and government excise taxes until products leave the zone. If the final product is exported from the United States, no U.S. customs duty or excise tax is levied. If the final product is imported into the United States, fees are only due at the time of transfer on the product or its parts, whichever is lower. More Information is available at www.nj.gov/njbusiness/financing/geographic/foreign.shtml.

New Jersey has two Foreign Trade Zones (FTZ) located in the Greater Philadelphia Region:

FTZ No. 142: South Jersey Port
2nd and Beckett Streets, Camden, NJ 08103
(856) 757-4969

FTZ No. 200: Mercer County Airport (off Interstate 95)
Mercer County Economic Development Director
640 Broad Street, Trenton, NJ 08611
(609) 989-6555

Sales Use and Tax Exemption Program

Sales and Use Tax Exemption Program is used in conjunction with the BRRAG program. This program offers sales and use tax exemptions on the purchase of eligible property to certain companies relocating and retaining jobs within New Jersey. More information is available at www.state.nj.us/treasury/taxation/index.html?publsut.htm~mainFrame

Urban Enterprise Zones (UEZ)

New Jersey's Urban Enterprise Zones (UEZ) Program provides incentives, primarily in the form of tax exemptions and credits, to encourage development that revitalizes designated urban communities and stimulates their growth by encouraging businesses to develop and create private sector jobs through public and private investment. The program has 32 zones in 37 municipalities throughout the state. The UEZ Program offers participating businesses many incentives that encourage business growth and stimulate local economies. Specific provisions and incentives include:

- Sales tax revenues generated by UEZ businesses are dedicated for use within the zones for economic development projects;
- Businesses participating in the UEZ Program can charge half the standard sales tax rate on certain purchases;
- In addition, UEZ businesses may enjoy tax exemptions on certain purchases and manufacturers may qualify for sales tax exemption on their energy and utility consumption when they meet specified employment and other criteria;
- For each new permanent full-time employee hired, businesses may receive a one-time $1,500 tax credit;
- Employers may also benefit from subsidized unemployment insurance costs for certain employees who earn less than $4,500 per quarter;
- The UEZ Program allows a tax credit against the corporate business tax up to 8 percent of qualified investments within the zone. Also, businesses may be eligible for priority financial assistance.

Additional information is available at www.nj.gov/njbusiness/financing/geographic/uez.shtml.

Pennsylvania

Foreign Trade Zones

Foreign Trade Zones allow companies to bring foreign goods or raw materials for manufacturing and/or assembling into the United States without formal customs entry or payment of customs duties and government excise taxes until products leave the zone. If the final product is exported from the United States, no U.S. customs duty or excise tax is levied. If the final product is imported into the United States, fees are only due at the time of transfer on the product or its parts, whichever is lower.

Pennsylvania has one FTZ located in the Greater Philadelphia Region:

FTZ No. 35 Philadelphia
Grantee: Philadelphia Regional Port Authority
3460 N. Delaware Avenue, Second Floor
Philadelphia, PA 19134
David K. Harvey (215) 426-2600
Fax (215) 426-6800

More information is available at www.philaport.com/ftz.htm.

Keystone Opportunity Zones (KOZ)

This program provides State and local tax benefits to both businesses and residents locating in one of the 12 designated zones. Incentives are available for new businesses that start up in a KOZ, for businesses from out of state that move into Pennsylvania, and for existing businesses in a KOZ that expand. Through credits, waivers and broad-based abatements, total taxes on economic activity in Keystone Opportunity Zones are greatly reduced. State and local taxes may be reduced or eliminated entirely through a combination of credits, waivers, and abatements. The KOZ program requires the repayment of benefits if the qualified business subsequently moves out of the zone within the first five years. Business and residents in a KOZ must maintain compliance with all other State and local regulations. More information is available at www.newpa.com/default.aspx?id=346.

Pennsylvania Economic Development Financing Authority (PEDFA) Tax Exempt Bond Program

Tax-exempt and taxable bonds, both in pooled transactions and stand-alone transactions, to be used to finance land, building, equipment, working capital and refinancings. Information is available at www.newpa.com/programDetail.aspx?id=29.

This envelope contains a CD that includes a copy of the *Greater Philadelphia Economic Development Framework* as well as copies of the 36 economic development reports referenced in Chapter III of the document. If the CD is missing, please contact the DVRPC staff listed on the publication abstract to obtain a copy.

Title of Report: *Greater Philadelphia Economic Development Framework*

Publication No.: 09008

Date Published: September 2009

Geographic Area Covered: Greater Philadelphia, including DVRPC's nine member counties (Bucks, Chester, Delaware, Montgomery, and Philadelphia counties in Pennsylvania and Burlington, Camden, Gloucester, and Mercer counties in New Jersey); New Castle County, Delaware; and Salem County, New Jersey.

Key Words: Economic development, CEDS, EDA, regional framework, innovation, competitiveness, nanotechnology, life sciences, sectors, clusters, performance measures, key projects

ABSTRACT: The *Greater Philadelphia Economic Development Framework (Framework)* was created to satisfy provisions for a Comprehensive Economic Development Strategy (CEDS) for the Greater Philadelphia Region, encompassing portions of Pennsylvania, New Jersey, and Delaware. This document was developed according to provisions outlined in 13 CFR § 303.7(c), *Consideration of non-EDA funded CEDS*, and was formally approved by the U.S. Economic Development Administration (EDA) as the CEDS for the Greater Philadelphia region on September 30, 2009. The report was co-authored by DVRPC, Select Greater Philadelphia and Ben Franklin Technology Partners.

The *Framework* provides an overview of economic development in Greater Philadelphia and includes a regional profile (comprised of an historical overview, economic and demographic characteristics, the identification of 'distressed' communities as per EDA's definition, and projected trends); a review of regional economic development organizations, programs, and resources; and summaries of key economic development-related studies and reports that have been developed over the last few years and provide insight into challenges and opportunities for regional economic growth. Based on the conclusions and recommendations of these key documents, the *Framework* identifies a set of regional economic development goals and objectives and discusses performance measures that can be used to evaluate progress made towards attaining the regional goals. Finally, the *Framework* includes a list of key economic development projects identified by the region's economic development and planning professionals as likely to contribute towards meeting the identified goals and objectives.

Delaware Valley Regional Planning Commission
190 N. Independence Mall West, 8th Floor
Philadelphia, PA 19106-2582

Telephone: 215-592-1800
Fax: 215-592-9125
Internet: www.dvrpc.org

Staff contacts: Mary E. Bell
Manager, Demographic and Economic Analysis
mbell@dvrpc.org

Robert Graff
Manager, Energy and Climate Change Initiatives
rgraff@dvrpc.org

DELAWARE VALLEY
dvrpc
REGIONAL
PLANNING COMMISSION

190 N. Independence Mall West
8th Floor
Philadelphia, PA 19106-1520

Phone: 215-592-1800
Fax: 215-592-9125
Web: www.dvrpc.org