

PROGRAM MANUAL



Montgomery County, Pennsylvania Economic Development Program

July 2009



MONTGOMERY COUNTY COMMISSIONERS

James R. Matthews, *Chairman*

Joseph M. Hoeffel, *Vice-Chairman*

Bruce L. Castor, Jr., *Commissioner*

PROGRAM MANUAL

Montgomery County Economic Development Program

Montgomery County Planning Commission

July 2009

COUNTY COMMISSIONERS

April 30, 2009

09-C. 183

**RESOLUTION
OF THE
MONTGOMERY COUNTY BOARD OF COMMISSIONERS
TO ADOPT GUIDELINES FOR VARIOUS ECONOMIC DEVELOPMENT PROGRAMS**

On motion of Mr. Hoeffel, seconded by Mr. Matthews, it was adopted that

WHEREAS, the Board of County Commissioners adopted a Strategic Economic Development Policy for Montgomery County on December 11, 2008 in order to guide County funding, as well as directing other economic development resources; and

WHEREAS, this policy included various separate funding programs that total \$105,000,000 in spending over 7 years; and

WHEREAS, County staff has held meetings with businesses, Chambers of Commerce, municipalities, cultural organizations and others in order to gather input so as to create guidelines for these programs; and

WHEREAS, guidelines have been prepared which include intent, funding levels, and eligibility requirements.

NOW THEREFORE BE IT RESOLVED, that the Board of County Commissioners of Montgomery County hereby adopts the attached *Guidelines for Economic Development Programs*; and

BE IT FURTHER RESOLVED, that the Commissioners direct County staff to implement these guidelines by creating more detailed procedures and standards and to accept applications.

Attachment

Commissioner Matthews "aye"
Commissioner Hoeffel "aye"
Commissioner Castor "nay"

Exhibit for Commissioners' Resolution

Guidelines for Montgomery County Economic Development Programs

	Community Revitalization Program \$12.5M additional	Renaissance Fund \$40M	Central Business District (CBD) Fund \$15M	Business Location Fund \$5M	Commercial and Industrial Reinvestment Fund \$10M	Visioning Fund \$5M	Local Economic Enhancement Program \$5M	Workforce Fund \$7.5M
Funding Level (over 7 years)								
Intent	Revitalize older communities	Major redevelopment projects in most challenged towns	Major redevelopment projects in smaller towns	Attract & retain businesses in revitalization towns	Rejuvenate older commercial complexes	Master plans & site plans in older areas	Marketing & business friendliness	Workforce development
Eligible Project types	Streetscapes, parking, housing, cultural, safety, plans, etc.	Development, infrastructure, or parking	Parking, building rehab, new buildings, cultural facilities, etc.	Building upgrades, real estate, site improvements, equipment, working capital	Building or infrastructure upgrades, site improvements, real estate acquisition	Master plans and site layouts, environ. Assessments, market analysis	Marketing, training, economic dev. staff, marketing materials, web sites, ordinance streamlining, etc.	Job placement and workforce training programs.
Geographic eligibility	Revitalization communities	Norristown and Porttown Developers, municipalities,	Downtowns of Revitalization communities, except Norristown/Ports, Developers, municipalities, cultural orgs.	Revitalization Communities	All of Montgomery County (Revitalization communities or obsolete centers)	All of Montgomery County (Revitalization communities or obsolete centers)	Revitalization Communities	All of Montgomery County
Organizational eligibility	Municipalities only. Must have revitalization plan.	municipal authorities, cultural orgs. min. project size = \$5,000,000	Developers, municipalities, cultural groups min. project size = \$750,000	Businesses Valid business plan needed.	Businesses, municipal authorities, municipalities Park or center that is functionally obsolete	Municipalities, County, regional organizations as partners	Municipalities, County, regional organizations as partners	WIB, MCCC, Adult Vocational Technical Schools
Other eligibility requirement								
Maximum Funding Amount	Varies from \$460,000 to \$1,000,000	30% of project for grants, 50% for loans 50% of total project funds	30% of project for grants, 50% for loans, \$3,000,000 max. 50% of total project funds	\$300,000 or 50% of project costs	\$1,250,000, or 50% of project costs 50% of total project funds	\$150,000	\$150,000	\$500,000
Minimum Match	10% or 20%	Primarily grants with some loans	Primarily grants with some loans	50% of project costs	Loans primarily, but some grants with links	10% or 20%	10% or 20%	20%
Grants, loans, or both	Grants			Loans		Grants	Grants	Grants
Criteria for judging applications	Implementation of plan, impact, ability, funding, and regional cooperation.	Major project, shovel ready, impact, private commitment, track record.	Major project, shovel ready, impact, private commitment, track record.	Job, risk, need for business, business plan, distressed community, track record.	Repositioning of park, increased density, mixed use, transit access, "greenness", track record.	High job area, private support, future growth potential	Implementation of plan, impact, ability, funding, and regional cooperation.	Job placement, skill training high demand occupations, green jobs.
Deadline or rolling applications	Deadline 3 per year	Rolling No maximum	Rolling No maximum	Rolling 1 per year	Rolling 1 per year	Rolling 1 per site	Deadline 2 per year	Rolling No maximum
Maximum Number of applications								

TABLE OF CONTENTS

	Page
Commissioner Resolution Adopting Guidelines	iii
Exhibit for Commissioners’ Resolution	iv
List of Figures	vii
Chapter 1 Overview of Programs	1
Introduction	1
Program Description	2
Chapter 2 Choosing the Appropriate Program	5
Geographic Eligibility	5
Type of Project	8
Organizational Eligibility	9
Additional Eligibility	10
Time Frame	11
Chapter 3 Understanding the Program Rules	13
Community Revitalization Program	13
Revitalization Plans	13
Requirements for Plans	13
Plan Preparation and Review Process	14
Revitalization Plan Amendments	16
Revitalization Plan Funding	16
Implementation Grants - Community Revitalization Program	16
Eligible Projects	16
Eligibility Requirements for Community Revitalization	18
Evaluation Criteria for Community Revitalization	18
Funding and Grant Caps	19
Central Business District Fund	21
Eligible Projects for Central Business District Fund	21
Eligibility Requirements for Central Business District Fund Projects	22
Evaluation Criteria for Central Business District Fund Applications	22
Funding for the Central Business District Fund	23
Renaissance Fund	24
Eligible Projects for the Renaissance Fund	24
Eligibility Requirements for Renaissance Fund Projects	25
Evaluation Criteria for Renaissance Fund Applications	25
Funding for the Renaissance Fund	26
Business Location Fund	27
Eligible Projects for the Business Location Fund	27
Eligibility Requirements for Business Location Fund Projects	27
Evaluation Criteria for Business Location Fund Applications	28
Funding for the Business Location Fund	28
Visioning Fund	29
Eligible Projects for the Visioning Fund	29
Eligibility Requirements for Visioning Fund Projects	29
Evaluation Criteria for Visioning Fund Applications	30

Funding for the Visioning Fund	30
Visioning Plan Preparation and Review Process	31
Commercial and Industrial Reinvestment Fund	32
Eligible Projects for the Commercial and Industrial Reinvestment Fund	32
Eligibility Requirements for Commercial and Industrial Reinvestment Fund Projects	32
Evaluation Criteria for Commercial and Industrial Reinvestment Fund Applications	34
Funding for the Commercial and Industrial Reinvestment Fund	35
Local Economic Enhancement Program	36
Eligible Projects for the Local Economic Enhancement Program	36
Eligibility Requirements for Local Economic Enhancement Program Projects	36
Evaluation Criteria for Local Economic Enhancement Program Applications	37
Funding for the Local Economic Enhancement Program	37
Workforce Fund	38
Eligible Projects for the Workforce Fund	38
Eligibility Requirements for the Workforce Program	38
Evaluation Criteria for the Workforce Fund Applications	38
Funding for the Workforce Fund	38
Chapter 4 Applying to a Program and Administrative Rules	39
Introduction	39
Application Procedures	39
Application Dates	39
Where to Submit Applications	39
Maximum Number of Applications	40
Common Application Form	40
Administrative Rules	40
Recapture of Funds	40
Performance Criteria and Timeframe for Using Funds	40
Funding Agreement	42
Bidding and Other Legal Requirements	42
Reimbursement Procedures	42
Reports	45
Appendix A Application Form	47
Appendix B Status Report Form	55
Appendix C Payment Request Form	59
Appendix D Opt-In Criteria	63
Appendix E PA Keystone Principles	67

LIST OF FIGURES

	Page
Table 1: Intent of Program	3
Table 2: Summary of Potential Sources of Funding.	3
Table 3: Geographic Eligibility	6
Map 1: Geographic Eligibility for Various Programs.	7
Map 2: Geographic Eligibility for CBD and Renaissance Funds	7
Table 4: Allowed Projects and Funding Caps	8
Table 5: Organizational Eligibility	9
Table 6: Additional Eligibility Requirements	10
Table 7: Time Frame.	11
Table 8: Eligible Projects for Community Revitalization Program	16
Table 9: Annual Cap for Community Revitalization Grants	19
Table 10: Eligible Projects for Central Business District Fund	21
Table 11: Eligible Projects for Renaissance Fund	24
Table 12: Eligible Projects for Business Location Fund	27
Table 13: Eligible Projects for the Visioning Fund	29
Table 14: Eligible Projects for Commercial/Indus Reinvestment Fund	32
Table 15: Eligible Projects for Local Economic Enhancement Program	36
Table 16: Eligible Projects for the Workforce Fund	38
Table 17: Application Date Deadline	39
Table 18: Limits on Numbers of Applications	40
Table 19: Timeframe for Using Funds	41

Chapter 1

OVERVIEW OF PROGRAMS

Introduction

Montgomery County, on the whole, enjoys a considerable level of prosperity across a wide spectrum of economic indicators, including business activity, housing values, household income, unemployment levels, and others. Together, these factors help to position the county as one of the strongest and most desirable in Pennsylvania, and arguably, the country. Yet, despite the overall strong position of the County, there exist considerable divisions among the County's municipalities, such that some continue to prosper while others have seen a slow and gradual decline through the years while still others now face serious economic challenges in terms of poverty, disinvestment, and a range of other issues.

Seeking to address these divisions and ensure the long-term economic health of *all* of its municipalities, the Montgomery County Board of Commissioners ("Commissioners") took the proactive step of establishing the Montgomery County Strategic Economic Development Policy Task Force ("Task Force") in April of 2008 with the directive to develop a County-wide strategic economic development policy. Helping to motivate this action by the Commissioners was the absence of both an overall economic development policy to drive economic development funding decisions, as well as a clear understanding and agreement within the public about the major economic development issues in the County. The County recognized that increasing competition and limited external funding resources meant that its currently strong economic condition should not be taken for granted and that it was critical to take on a more proactive role in its economic future.

This *Strategic Economic Development Program Procedures Guidebook* ("Guidebook") lists the specific rules for the program recommendations made by the Task Force.

The programs described in this Guidebook represent an opportunity for Montgomery County to advance its economic priorities and goals and demonstrate its readiness to support new investment where it is most needed. At the same time, the programs support and build upon the success of existing County economic development programs such as the Community Revitalization Program and low-interest loan pools, as well as offer a critical source of leverage to bring additional public funding to bear to address priority issues and locations.

Importantly, the programs in this Guidebook will complement existing County investments in open space preservation, as well as potential future investments in transportation now being explored by the County. And, by strongly supporting the goals and priorities already outlined in the County's 2005 Comprehensive Plan, especially the Economic Development, Land Use, and Vision Plans, these programs present a clear opportunity for the County to bring its resources to bear, to give its municipalities a collaborative stake, and to win their cooperation in furthering county priorities and goals.

Another point worth noting is the broader economic climate now facing the Country as a whole. The current economic downturn has resulted in increased unemployment across the board, compounded by a national trend of declining property values. The result of these conditions has posed a particular challenge to local and state governments, which are now faced with decreased tax revenues and increased demand for social services. A key proposal of the current presidential administration has been to lend support to local and state governments through increased funding for major infrastructure and public works projects. It will be critical for these governments to be ready to move forward when such opportunities arise, and one way to do so is by setting in place plans and funding programs that can best leverage these federal programs. To this end, the programs in this Guidebook represent a timely oppor-

tunity for Montgomery County to take this lead and to ultimately set the standard in taking a proactive stance on its own economic future.

While developing the county economic development policy, the Task Force members identified four priority economic development issues, as outlined below:

- I. Economic Challenges Facing Older Communities
- II. Underutilization of Existing Business Locations
- III. Restrictive Local Government Regulations and Business Friendliness
- IV. Workforce Development and Labor Attraction/Retention

In addition, the Task Force members identified transportation as a critical, perhaps the most critical, economic development issue facing the county. However, the Task Force recognized that transportation issues are being addressed by other organizations within the county and decided to focus on the four economic development issues listed above.

The Task Force also identified guiding principles for county funding programs and any potential projects funded with these programs:

- Projects should be consistent with the State's Keystone Principles and should leverage State dollars whenever feasible.
- Projects should be guided by broader planning objectives and within the context of a defined vision plan for the overall development area.
- Projects should encourage collaboration among a wide range of relevant stakeholders.
- Projects should meet specific performance measurement criteria to ensure efficient and effective use of County dollars and accountability on the part of County agencies deploying County funds.

When applicable, projects should also:

- Adhere to "Green" building principles
- Remediate and re-use Brownfields locations
- Comply with the County's comprehensive plan
- Support multi-municipal planning efforts, including revenue sharing when contemplated
- Utilize existing infrastructure
- Encourage shared services by communities
- Support other County initiatives and programs
- Support anti-sprawl, high-density development

Program Description

The Montgomery County Strategic Economic Development Program consists of 8 different programs. Seven of these programs are new to the county, while the eighth, the Community Revitalization Program, is a continuation of a current county program. Each of these is described in Table 1: Intent of Program.

Table 1: Intent of Program

Program Name	Intent of Program
Community Revitalization Program	Help older distressed communities revitalize
Central Business District Fund	Attract businesses and redevelopment to the downtowns of older distressed communities
Renaissance Fund	Help most challenged municipalities attract major redevelopment
Business Location Fund	Attract businesses to older distressed communities
Visioning Fund	Support master planning of sites and small areas in older distressed communities and in obsolete business centers
Commercial and Industrial Reinvestment Fund	Rejuvenate existing, older office parks, retail centers, and industrial parks
Local Economic Enhancement Program	Help older distressed communities market themselves and improve business friendliness
Workforce Fund	Expand workforce development opportunities

Table 2: Summary of Potential Sources of Funding by General Project Type

General Project Type (See Table 4 for detailed project type lists and Chapter 3 for specific rules on project types for each program.)	Community Revitalization Program	Central Business District Fund	Renaissance Fund	Business Location Fund	Visioning Fund	Commercial and Industrial Reinvestment Fund	Local Economic Enhancement Program	Workforce Fund
Business Assistance	X			X		X		
Cultural and Arts Attractions	X	X	X					
Development and Construction	X	X	X	X		X		
Housing	X	X	X					
Infrastructure	X		X	X		X		
Marketing							X	
Parking	X	X	X					
Personnel and Salaries				X			X	
Planning	X				X		X	
Streetscape Improvements	X							
Training							X	X

X = Program may fund the general project type.

Chapter 2

CHOOSING THE APPROPRIATE PROGRAM

The county's eight strategic economic development programs are intended to meet different needs, and each program has different eligibility and applicability standards.

This chapter is designed to help applicants determine the most appropriate program for their needs. Applicants can compare the 8 programs according to a variety of criteria, including:

- **Geographic Eligibility.** Many programs are limited to specific municipalities or portions of municipalities.
- **Type of Project.** Different programs will fund different types of projects and may have funding limits.
- **Organizational Eligibility.** Some programs are open to many types of applicants, while other programs are limited to municipalities or other specific organizations.
- **Additional Eligibility.** Many of the programs have additional requirements that might limit the eligibility of a specific proposal.
- **Time Frame.** One program, the Community Revitalization Program, already exists. Four other programs will be starting in 2009, while the remaining three programs will start in a future year.

To determine the correct program for an application, prospective applicants should compare their proposals with each of these criteria. Any proposed project should be able to answer yes to the following questions:

- **Is the project proposed in an eligible area?**
- **Can this type of project be funded with one of the county programs?**
- **Is the applicant organization eligible to apply?**
- **Does the project meet all other eligibility requirements?**
- **Has the county started the specific program yet?**

Geographic Eligibility

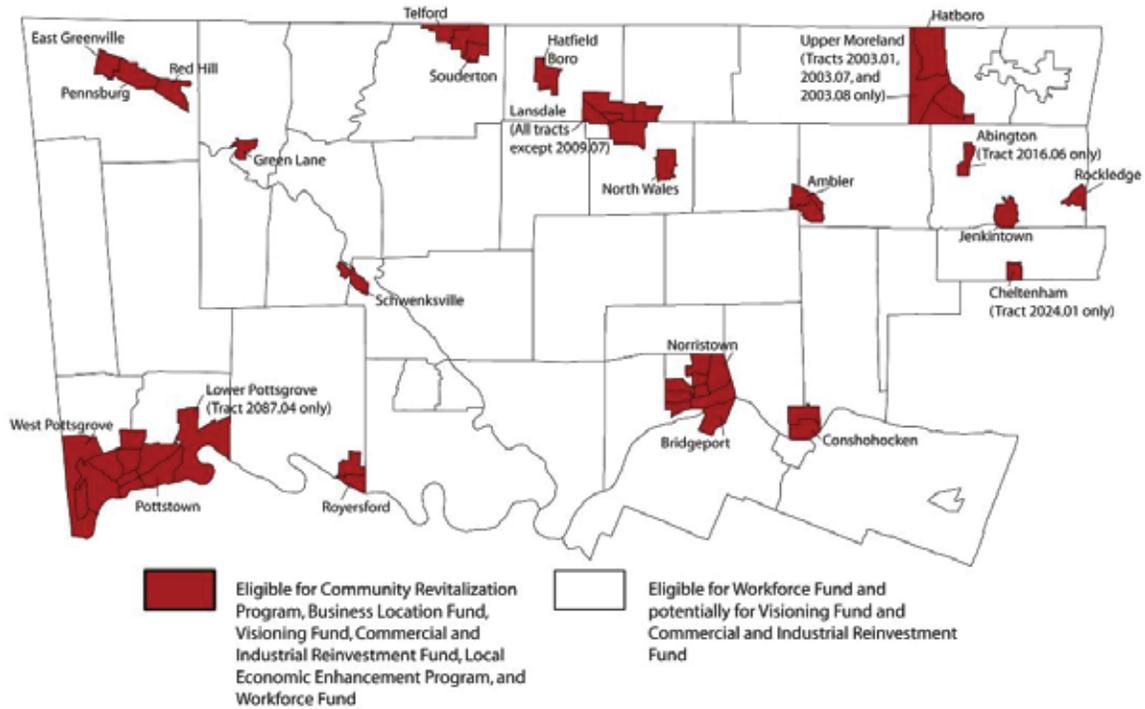
Most of the programs have geographic limitations. Table 3 lists the qualifying municipalities or areas of municipalities for each program. The two maps on page 7 illustrate these areas.

Table 3: Geographic Eligibility

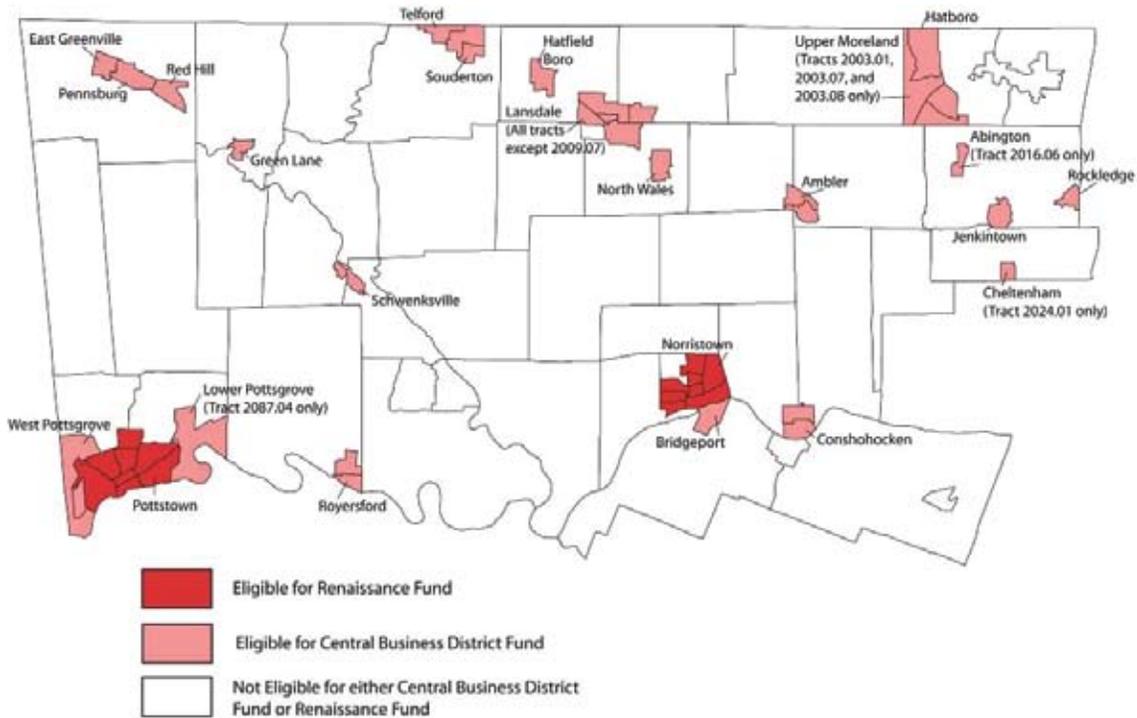
Program Name	Eligible Areas
Community Revitalization Program	Revitalization areas, which include Abington census tract 2016.06; Ambler; Bridgeport; Cheltenham census tract 2024.01; Conshohocken; East Greenville; Green Lane; Hatboro; Hatfield Borough; Jenkintown; Lansdale except census tract 2009.07; Lower Pottsgrove census tract 2087.04; Norristown; North Wales; Pennsburg; Pottstown; Red Hill; Rockledge; Royersford; Schwenksville; Souderton; Telford census tract 2073; Upper Moreland census tracts 2003.01, 2003.07, and 2003.08; West Pottsgrove; and areas that have opted into the program, as outlined in the appendix.
Central Business District Fund	Most Revitalization areas, including Abington census tract 2016.06; Ambler; Bridgeport; Cheltenham census tract 2024.01; Conshohocken; East Greenville; Green Lane; Hatboro; Hatfield Borough; Jenkintown; Lansdale except census tract 2009.07; Lower Pottsgrove census tract 2087.04; North Wales; Pennsburg; Red Hill; Rockledge; Royersford; Schwenksville; Souderton; Telford census tract 2073; Upper Moreland census tracts 2003.01, 2003.07, and 2003.08; West Pottsgrove; and areas that have opted into the program, as outlined in the appendix.
Renaissance Fund	Norristown and Pottstown
Business Location Fund	Revitalization areas, which include Abington census tract 2016.06; Ambler; Bridgeport; Cheltenham census tract 2024.01; Conshohocken; East Greenville; Green Lane; Hatboro; Hatfield Borough; Jenkintown; Lansdale except census tract 2009.07; Lower Pottsgrove census tract 2087.04; Norristown; North Wales; Pennsburg; Pottstown; Red Hill; Rockledge; Royersford; Schwenksville; Souderton; Telford census tract 2073; Upper Moreland census tracts 2003.01, 2003.07, and 2003.08; West Pottsgrove; and areas that have opted into the program, as outlined in the appendix.
Visioning Fund	All Montgomery County municipalities; however only Revitalization areas, as shown above for the Community Revitalization Program, and functionally obsolete non-residential areas that meet the location requirements in Chapter 3 for the Commercial and Industrial Reinvestment Fund qualify.
Commercial and Industrial Reinvestment Fund	All Montgomery County municipalities. However only Revitalization areas, as shown above for the Community Revitalization Program; functionally obsolete non-residential areas that meet the location requirements in Chapter 3 for the Commercial and Industrial Reinvestment Fund; and historic downtowns that meet the location requirements in Chapter 3 for the Commercial and Industrial Reinvestment Fund qualify.
Local Economic Enhancement Program	Revitalization areas, which include Abington census tract 2016.06; Ambler; Bridgeport; Cheltenham census tract 2024.01; Conshohocken; East Greenville; Green Lane; Hatboro; Hatfield Borough; Jenkintown; Lansdale except census tract 2009.07; Lower Pottsgrove census tract 2087.04; Norristown; North Wales; Pennsburg; Pottstown; Red Hill; Rockledge; Royersford; Schwenksville; Souderton; Telford census tract 2073; Upper Moreland census tracts 2003.01, 2003.07, and 2003.08; West Pottsgrove; and areas that have opted into the program, as outlined in the appendix.
Workforce Fund	All of Montgomery County.

Map 1: Geographic Eligibility*

For Community Revitalization Program, Business Location Fund, Visioning Fund, Commercial and Industrial Reinvestment Fund, Local Economic Enhancement Fund, and Workforce Fund



Map 2: Geographic Eligibility for Central Business District Fund and Renaissance Fund*



* Municipalities may be able to opt in ineligible areas. See the appendix for more information.

Type of Project

Many different types of projects can be funded through one of the Strategic Economic Development programs. Table 4 lists types of fundable projects for each program, along with the spending caps, if any, associated with the specific program.

Table 4: Allowed Projects and Funding Caps

Program Name	Allowed Project Categories (See Chapter 3 for specific rules on eligible projects for each program)	Funding Caps, If Any (See Chapter 3 for specific rules)	Type of Funding (See Chapter 3 for specific rules)
Community Revitalization Program	<ol style="list-style-type: none"> 1. Revitalization Plans 2. Commercial Buildings 3. Cultural and Arts Attractions 4. Historic Preservation 5. Housing 6. Parking Improvements 7. Public Safety 8. Signage 9. Streetscape Improvements 10. Transportation 11. Urban Plazas 	Funding caps vary by municipality or area from a low of \$411,680 per year to a high of \$1,025,640.	Grants
Central Business District Fund	<ol style="list-style-type: none"> 1. Commercial and Mixed Use Development 2. Industrial Development 3. Residential Development 4. Parking Improvements 5. Major Cultural and Arts Attractions 	\$3,000,000 maximum. County funds can be no more than 50% of project costs.	Grants and Loans
Renaissance Fund	<ol style="list-style-type: none"> 1. Commercial and Mixed Use Development 2. Industrial Development 3. Residential Development 4. Parking Improvements 5. Major Cultural and Arts Attractions 6. Infrastructure Upgrades 	No maximum. County funds can be no more than 50% of project costs.	Grants and Loans
Business Location Fund	<ol style="list-style-type: none"> 1. Real Estate Purchases 2. Building Construction and Upgrades 3. Site Improvements and Infrastructure 4. Tenant Fit Out 5. Equipment 6. Working Capital for Inventory/New Salaries 	\$300,000 maximum. County funds can be no more than 50% of project costs.	Loans
Visioning Fund	<ol style="list-style-type: none"> 1. Master Plans and Specific Plans 2. Redevelopment Area Plans 3. Conceptual Site Layouts 4. Site Surveys, as part of a Plan or Layout 5. Appraisals, as part of a Plan or Layout 6. Environmental Assessments, as part of a Plan or Layout 7. Market Analysis, as part of a Plan or Layout 	\$150,000 maximum.	Grants
Commercial and Industrial Reinvestment Fund	<ol style="list-style-type: none"> 1. Real Estate Purchases 2. Building Construction and Upgrades 3. Site Improvements and Infrastructure 4. Off-site Infrastructure Improvements 5. Tenant Fit-Out 	\$1,250,000 maximum. County funds can be no more than 50% of project costs.	Loans and Grants

Local Economic Enhancement Program	<ol style="list-style-type: none"> 1. Marketing 2. Marketing Analysis 3. Main Street Manager and Economic Development Director Salaries 4. Training of Municipal Personnel 5. Hiring of Consultants on Business Friendliness 6. Municipal Regulation Streamlining 7. Costs Associated with Creating a Business Improvement District 8. Economic Development Plans 	\$150,000	Grants
Workforce Fund	<ol style="list-style-type: none"> 1. Skill Training Programs 2. Job Placement Programs 3. Career Counseling and Assessment 4. Literacy Training, GED, Adult Basic Education 	\$500,000	Grants

Organizational Eligibility

Many of the programs have limitations on who can apply to the county for the program. Whoever does apply will be responsible for the project and will have to sign a contract with the county. Table 5 lists the types of organizations that are eligible to apply for each program.

Table 5: Organizational Eligibility

Program Name	Types of Organizations Eligible to Apply
Community Revitalization Program	Municipalities
Central Business District Fund	<ol style="list-style-type: none"> 1. Developers 2. Municipalities 3. Cultural and Arts Groups 4. Community Development Corporations and similar Non-Profits
Renaissance Fund	<ol style="list-style-type: none"> 1. Developers 2. Municipalities 3. Municipal Authorities 4. Cultural and Arts Groups 5. Community Development Corporations and similar Non-Profits
Business Location Fund	Businesses
Visioning Fund	<ol style="list-style-type: none"> 1. Municipalities 2. Montgomery County
Commercial and Industrial Reinvestment Fund	<ol style="list-style-type: none"> 1. Businesses 2. Developers 3. Municipalities 4. Municipal Authorities 5. Community Development Corporations
Local Economic Enhancement Program	<ol style="list-style-type: none"> 1. Municipalities 2. Montgomery County
Workforce Fund	<ol style="list-style-type: none"> 1. Montgomery County 2. Montgomery County Community College 3. Adult Vocational Technical Schools

Additional Eligibility

Some of the programs have additional eligibility requirements that go beyond the basic requirements. Table 6 lists the additional eligibility requirements that may apply to the specific programs.

Table 6: Additional Eligibility Requirements

Program Name	Additional Requirements, If Any
Community Revitalization Program	<ol style="list-style-type: none"> 1. For implementation grants, must have an adopted Revitalization Plan, and the project must be listed in the plan 2. Must have an on-going revitalization committee
Central Business District Fund	<ol style="list-style-type: none"> 1. Total project size must be at least \$750,000, with project to be completely constructed within 3 years 2. Municipality must have an adopted Revitalization Plan 3. Project must be generally supported by the Revitalization Plan 4. Applicant, if not a municipality, must have a resolution of support from the municipality
Renaissance Fund	<ol style="list-style-type: none"> 1. Total project size must be at least \$5,000,000, with project to be completely constructed within 3 years 2. Municipality must have an adopted Revitalization Plan 3. Project must be generally supported by the Revitalization Plan 4. Applicant, if not a municipality, must have a resolution of support from the municipality
Business Location Fund	<ol style="list-style-type: none"> 1. Must have valid business plan 2. Must provide adequate collateral
Visioning Fund	<ol style="list-style-type: none"> 1. Site or area being planned must include developable land at least half an acre in size and expected to support 40,000 square feet or more of non-residential building square footage. 2. Plan must be for an economically feasible project
Commercial and Industrial Reinvestment Fund	<ol style="list-style-type: none"> 1. Projects must involve non-residential building(s) with a total of 40,000 square feet or more of floor area or involve an anchor building. 2. Office, shopping center, and industrial properties must demonstrate they are currently obsolete or non-competitive. Downtown commercial areas must meet the detailed eligibility criteria in Chapter 3. 3. Businesses must have valid business plan 4. Businesses must provide adequate collateral 5. Applicant, if not a municipality, must have a resolution of support from the municipality
Local Economic Enhancement Program	<ol style="list-style-type: none"> 1. Municipality must have an adopted Revitalization Plan, and the project must be listed in the plan 2. Must have an on-going revitalization committee
Workforce Fund	None

Time Frame

Not all of the programs will be in existence immediately. The general time frame for the start of the different programs is listed in Table 7.

Table 7: Time Frame for Start of Program

Program Name	Year That Program Began or Begins
Community Revitalization Program	2000
Central Business District Fund	2009
Renaissance Fund	2009
Business Location Fund	2009
Visioning Fund	2009
Commercial and Industrial Reinvestment Fund	2009, 2010, or 2011
Local Economic Enhancement Program	2009, 2010, or 2011
Workforce Fund	2009

Chapter 3

UNDERSTANDING THE PROGRAM RULES

Each of the county's eight strategic economic development programs has different program rules, as outlined in this chapter.

Community Revitalization Program

The Community Revitalization Program has two components: revitalization plans and implementation grants. Each of these components is described in this section. Municipalities may not receive implementation grants until a Revitalization Plan is adopted by the municipality and accepted by the county.

I. Revitalization Plans

A. Requirements for Plans

1. Revitalization Plans are required for Revitalization municipalities and areas.
2. An adopted and current Revitalization Plan accepted by the county is necessary for any proposed projects applying to the Community Revitalization Program, Central Business District Fund, Renaissance Fund, and the Local Economic Enhancement Program.
3. Revitalization Plans shall examine the whole municipality when all of a municipality is eligible for the Community Revitalization Program. When only one or more census tracts are eligible, or when a smaller area is opted into the program, the plan must focus on only the eligible areas, plus any adjacent downtown commercial area.
4. Revitalization Plans must contain the following information:
 - a. Background Summary
 - i. The background summary must identify and evaluate the existing conditions of the eligible area in four broad categories - economic development, housing, infrastructure, and public safety. This evaluation must note whether the existing conditions need to be improved or not.
 - ii. The background summary may also evaluate urban plazas, streetscape improvements, historic preservation, directional and informational signage, cultural and arts attractions, and any other unique aspects of the community.
 - b. Goals and Vision

The plan must include a list of goals and an overall vision for the municipality.
 - c. Action Plan

The action plan must contain the following information:

 - i. A list of proposed actions/projects for revitalization. Each action/project must be given a priority of high, medium, or low, with similar numbers of actions/projects in each of these three categories.
 - ii. Details about the proposed actions that include the intended result of the action/project, a description of all elements of the action/project, the location of the action/project, the estimated costs, a timeline for the various elements of the action/project, the person or organization responsible for accomplishing the action/project, and proposed funding sources to pay for the action/project.
 - iii. A list of funding sources and programs for the various actions/projects, including

federal, state, county, foundation, non-profit, private sector, municipal, and other sources of funding.

5. Revitalization Plans must contain the following statement that acknowledges county funding:

This plan was financed in part by Montgomery County through the Montgomery County Community Revitalization Program.

6. To qualify as a current plan, existing Revitalization Plans may not be more than eight years old, measured from the date of municipal adoption of the plan. These existing plans must be reassessed and redone periodically, in accordance with the following requirements:
- a. Five years after the date of adoption of the revitalization plan, the municipality must assess the effectiveness and status of the plan.
 - i. The assessment must be submitted to the county Revitalization Board within 3 months after the five year anniversary of the adoption of the plan.
 - ii. The assessment must identify the status of all of the proposed actions/projects that were included in the plan and, for those actions/projects not completed, must note why they have not been completed. In addition, the assessment must evaluate the overall effectiveness of the plan and the plan's current usefulness.
 - iii. After receiving the assessment, the county Revitalization Board can require a plan to be redone, as described below. If the assessment demonstrates that the plan is out-of-date and the county Revitalization Board agrees with this assessment, the municipality may request funding to prepare a new plan, as described below.
 - b. Seven years after the date of adoption of the revitalization plan, the plan must be redone.
 - i. Municipalities will have 1 year to prepare a new plan. During this 1 year period, municipalities may still apply for implementation grants based on the prior plan, although any applications receiving county funding will have to be supported by the new plan to receive county funding. After this period, municipalities must have a redone Revitalization Plan in order to apply.
 - ii. When municipalities are redoing their original Revitalization Plans, they may use the old plan as a base, updating the plan and actions/projects as appropriate, or they can create a whole new plan. In either case, however, the redone Revitalization Plan will have to meet all requirements in this Chapter for original plans, including the public participation requirements and the number of complete copies delivered to the county.
 - c. Revitalization Plans that do not meet the requirements outlined above are no longer valid for county funding and can not be used as the basis of grant applications.

B. Plan Preparation and Review Process

1. Requirements for Person/Firm Preparing the Plan

The plan shall be prepared by an outside consultant, a team of consultants, a community planner with the Montgomery County Planning Commission, or a team of consultants combined with municipal in-house staff. The Community Revitalization Board shall approve the consultant or lead consultant in a team.

To be eligible for this funding, whoever prepares the plan must meet these minimum qualifications:

- a. Education: for the lead consultant/project manager, at least a Bachelor Degree in Planning, Landscape Architecture, Public Policy, or similar field from an accredited college or university.
- b. Experience: at least five years of experience in economic development, housing planning, infrastructure/transportation planning, and public safety planning. This requirement may

be met by one consultant who has experience in all four areas or by team members who individually provide the necessary experience.

- c. Certification: professional certification such as AICP or RLA is not specifically required, but is desirable.

2. Community Revitalization Task Force

The municipal governing body, while responsible for the plan, must designate a task force to guide the consultant in the preparation of the plan and to act as an on-going overseer of revitalization activities in the municipality.

The following types of individuals or groups shall be members of the task force:

- a. Residents of the community. (For municipalities where only a portion of the community is eligible, these residents should be from the eligible targeted areas.)
- b. Municipal elected and appointed officials, including the municipal planning commission.
- c. Business owners and representatives of companies located in the community, Chamber of Commerce, business or merchants associations.
- d. Members of civic organizations, neighborhood groups, preservation groups, or housing development organizations.
- e. Representatives of the real estate community, including realtors, developers, or landlords.
- f. The municipal police department or state police.
- g. Municipal public works department, PennDOT, local sewer authorities, or local water suppliers.
- h. Montgomery County staff, including those from departments such as the planning commission, redevelopment authority, housing and community development, and economic and workforce development. At least one Montgomery County staff person must be appointed to the task force.

3. Public Input

The municipality should hold a series of meetings or other forums, such as workshops, focus groups, and design charettes, to determine goals and to get input from all the various stakeholders. At a minimum, municipalities must hold the following public meetings:

- a. At least one formal public meeting must be held to discuss the goals.
- b. At least one formal public meeting must be held to discuss the priority of proposed actions/projects and detailed information for implementing the actions/projects.
- c. At least one public hearing on the final Community Revitalization Plan shall be held prior to final adoption.

4. Plan Review Process

- a. Community Revitalization Draft Plan Review: The completed draft Community Revitalization Plan will be reviewed by the Community Revitalization Board.
- b. Final Plan Preparation: The final plan shall be prepared based upon comments from the public meetings, the Community Revitalization Board, or others as appropriate.
- c. Final Plan Acceptance: After changes have been made, the Community Revitalization Board will accept the municipal Community Revitalization Plan final draft, contingent on final plan adoption by the municipal governing body.
- d. Final Plan Adoption: The governing body of the municipality shall adopt the final Community Revitalization Plan at a regularly scheduled meeting. Five (5) copies of the final adopted plan must be submitted to the Community Revitalization Board.

C. Revitalization Plan Amendments

Revitalization Plans may be amended to include new projects/actions or other updates, in accordance with the following requirements:

1. After the revitalization plan is adopted, no new amendments shall be permitted for at least two years. After a revitalization plan amendment is adopted, no additional amendments shall be permitted for at least two years, unless the county determines that exceptional circumstances have arisen that warrant an amendment sooner than two years.
2. No more than two adopted amendments may be made to a revitalization plan. If a plan needs to be amended again after two amendments, the plan must be completely redone as a new revitalization plan.
3. Revitalization plan amendments must meet the Requirements for Plans listed in Section A above and the Plan Preparation and Review Process listed in Section B above. For public input, the municipality must hold one public meeting that discusses the relationship of the proposed amendment to the goals, priorities, and other aspects of the overall plan, and a public hearing.

D. Revitalization Plan Funding

1. Montgomery County may grant up to a maximum of \$25,000 per eligible municipality for Revitalization Plan preparation in the following situations:
 - a. The first time a revitalization plan is prepared in the municipality/eligible area.
 - b. Five to seven years after the most recent and accepted revitalization plan was adopted in the municipality/eligible area, provided the Montgomery County Revitalization Board has determined that a new plan should be prepared.
 - c. Seven or more years after the most recent and accepted revitalization plan was adopted in the municipality/eligible area.
2. Montgomery County will grant up to 75 percent of the total eligible costs of preparing the plan up to the maximum of \$25,000. The remaining 25 percent or more shall be provided by the municipality, either through local cash or in-kind services such as the cost of printing the plan or staff services that are an integral part of the plan preparation. The local share may also be met through federal or state grants, private contributions, or any source other than county funds.
3. These funds may be used only for the actual plan preparation costs. Administrative costs, solicitors or engineer’s fees, meeting advertisement, meeting room rental costs, or similar costs cannot be paid for with revitalization grants.
4. Funds cannot be used to retroactively pay for any work done or completed before the application is submitted, including, but not limited to, existing plans that meet the required standards.

II. Implementation Grants - Community Revitalization Program

A. Eligible Projects

The following projects and activities are eligible for implementation grants:

Table 8: Eligible Projects for Community Revitalization Program - Implementation

Project Category	Eligible Project within Project Category
Commercial Buildings	Land or building acquisition
	Construction or rehabilitation costs
	Remediation and/or demolition
	Façade improvements

Cultural and Arts Attractions	Facility purchase or improvement
	Capital equipment
	Program money for additional programs/events designed to attract visitors and contribute to revitalization
Historic Preservation	Façade and building preservation
	Tours
Housing	Land or building acquisition
	Construction or rehabilitation costs
	Affordable housing
	Homeownership and home improvement programs
Parking Improvements	Construction of new or expanded parking lots
	Construction of structured parking
Public Safety	Street lights
	Police substations
	Surveillance cameras
	Graffiti removal
	Geographic Information System for crime tracking
Signage	Business sign programs
	Directional signs for tourist and government attractions
	Community and business district signs
Streetscape Improvements	Decorative street lights
	Decorative sidewalks and crosswalks
	Street trees and other landscaping
	Street furnishings, including bollards, benches, trash cans, etc.
	Bulb outs, traffic islands, and associated curbing
Transportation	New roads
	Sidewalks, trails, and pedestrian connections
	Road realignments
	Traffic calming
	Transit facilities
	Bicycle facilities
Urban Plazas	Land acquisition and demolition for public plazas located in a central business district, provided the funding is not available from the county Open Space Program
	Improvements to public plazas located in a central business district, including landscaping, furnishings, plaza hardscaping, fountains, gazebos, etc., provided the funding is not available from the county Open Space Program
Other Innovative Ideas	Economic development activities similar to those listed above, provided the activity is found acceptable by the county Community Revitalization Board

B. Eligibility Requirements for Community Revitalization Implementation Projects

All implementation projects must meet the following standards:

1. The proposed project must be identified as a proposed action/project in the municipality's adopted, current, and accepted Revitalization Plan.
2. The project application must be submitted by the municipality where the project is located.
3. The proposed project must be in an eligible Revitalization municipality/area, as listed in Table 3, or be in an area that was opted into the program.
4. The proposed project must directly and clearly be related to revitalization. Proposed projects cannot be maintenance types of projects.
5. The proposed project must be generally consistent with the adopted County Comprehensive Plan and other official, published county plans.
6. There must be an on-going Community Revitalization Task Force, which meets the membership requirements outlined in this guidebook, in the municipality. This task force shall meet on a regular basis throughout the year to review and oversee revitalization efforts in the municipality. The Task Force shall submit an annual report to the county of revitalization activities in the municipality.

C. Evaluation Criteria for Community Revitalization Applications

The following criteria, in addition to any other criteria the county determines are needed, will be used to evaluate Community Revitalization Program implementation grant applications:

1. **Revitalization Plan:** this criterion considers the priority of the proposed project in the municipal revitalization plan, the progress the municipality has made in implementing its plan, and the effect the project will have on the goals identified in the plan.
2. **Impact of Project:** this criterion considers the impact and benefits of the proposed project on the community.
3. **Project Readiness, Ability to Carry Out Project, and Maintenance of Prior Projects:** this criterion considers a variety of factors that affect a municipality's ability to complete a project, including the project timeline, the readiness of the project, the past history of the municipality in completing projects in a timely and cooperative manner, and the budget of the project. Municipalities with outstanding and behind-schedule revitalization projects will score lower on this criterion. In addition, this criterion will consider the municipality's track record on maintenance of prior revitalization projects.
4. **Funding:** this criterion considers a variety of funding-related factors, including the percentage and type of matching funds, the budget, the total amount of county funding the project has received over the years, and the amount of revitalization funding the community has received over the years compared to other revitalization municipalities.
5. **Regional Cooperation:** this criterion considers the municipality's cooperation in regional planning efforts, including participation in a multi-municipal plan, adoption of the county comprehensive plan, participation in regional transportation projects, cooperation in open space and trail projects, and other similar activities.
6. **Conformance with Keystone Principles:** this criterion examines the proposed project's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

D. Funding and Grant Caps

1. The annual amount of implementation grants that any eligible municipality may receive is capped, based on the population of eligible areas. The following table lists the maximum amount that may be granted to each eligible municipality in any single year.

Table 9: Annual Cap for Community Revitalization Implementation Grants
(Base of \$400,000 + \$20 per person)

Municipality	2000 Population	Annual Cap
Abington (Tract 2016.06)	2,589	\$451,780
Ambler	6,426	\$528,520
Bridgeport	4,371	\$487,420
Cheltenham (Tract 2024.01)	3,472	\$469,440
Conshohocken	7,589	\$551,780
East Greenville	3,103	\$462,060
Green Lane	584	\$411,680
Hatboro	7,393	\$547,860
Hatfield Borough	2,605	\$452,100
Jenkintown	4,478	\$489,560
Lansdale (All Tracts except 2009.07)	16,071	\$721,420
Lower Pottsgrove (Tract 2087.04)	4,230	\$484,600
Norristown	31,282	\$1,025,640
North Wales	3,342	\$466,840
Pennsburg	2,732	\$454,640
Pottstown	21,859	\$837,180
Red Hill	2,196	\$443,920
Rockledge	2,577	\$451,540
Royersford	4,246	\$484,920
Schwenksville	1,693	\$433,860
Souderton	6,730	\$534,600
Telford (Montgomery County Portion)	2,469	\$449,380
Upper Moreland (Tracts 2003.01, 2003.07, and 2003.08)	13,423	\$668,460
West Pottsgrove	3,815	\$476,300

2. Areas that opt in to the county revitalization program shall have an annual cap of possible grant funding that is derived by multiplying the total year 2000 population of the opted-in area(s) by \$20 and then adding \$400,000 per municipality to this amount.
3. Projects that receive funding in one year may request additional funding in subsequent years. However, except for streetscape projects, projects that have received \$1,000,000 or more of total county funding from the Community Revitalization Program will be scored lower during the staff evaluation of the project.
4. County grants will cover up to 90% of the eligible costs of projects in municipalities with regional planning, as defined below, and up to 80% of the eligible costs of projects in all other municipalities.

Regional planning includes all municipalities that meet either of the following requirements:

- a. The municipality has adopted a multi-municipal plan, as regulated by the Municipalities Planning Code, and is actively implementing this plan through an Intergovernmental Cooperative Planning and Implementation Agreement, or
 - b. The municipality has adopted the Montgomery County Comprehensive Plan.
5. Municipalities must provide a local match to the county grant for each separate project, in accordance with the following requirements:
 - a. Municipalities must provide a minimum match of 10% of the project cost for municipalities with regional planning, as described above, or a minimum match of 20% of the project cost if no regional planning.
 - b. At least 5% of the project cost must be from the municipality, as part of the required minimum match. Any remaining match amounts may come from private sources, non-profits, the municipality, the state, or the federal government (which includes CDBG money), but may not come from county sources.
 - c. There should be a firm commitment from the funding source for any of the required matching funds.
 - d. In-kind services may not be used for this match, except for the cost of municipal labor directly used for hard construction.
 - e. Engineering costs for the proposed project incurred prior to the application submittal may be used for the required match, provided these costs occurred no more than 3 years prior to the application. All other local match money must be spent after the county commissioners adopt a resolution approving the implementation grant.
 - f. No more than 25% of the county grant that is awarded to a project may be used for engineering costs, and reimbursement for these engineering costs will be distributed on a pro-rated basis as the construction element of the project is reimbursed.

Central Business District Fund

I. Eligible Projects for Central Business District Fund

The following projects and activities are eligible for Central Business District Fund grants:

Table 10: Eligible Projects for Central Business District Fund

Project Category	Eligible Project within Project Category
Commercial and Mixed Use Development (includes retail, office, hotel, entertainment, restaurant, and mixed residential and commercial development.)	Land and building acquisition
	Construction or rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Industrial Development (includes light manufacturing buildings, and research and development facilities.)	Land and building acquisition
	Construction or rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Residential Development (includes apartment buildings, condominium buildings, single-family developments, and work-force housing developments.)	Land and building acquisition
	Construction or rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Parking Improvements	Land acquisition, provided the land will support at least 50 net new public parking spaces.
	Remediation and/or demolition, provided the land involved will support at least 50 net new public parking spaces.
	Construction of parking lots, provided at least 50 net new public parking spaces are created.
	Construction of parking garages, provided at least 50 net new public parking spaces are created.
Cultural and Arts Attractions	Facility purchase or improvement
	Construction or rehabilitation costs

II. Eligibility Requirements for Central Business District Fund Projects

All projects must meet the following standards:

- A. The proposed project must be listed in Table 3 for the Central Business District Fund. This list includes all the Revitalization municipalities/areas with the exceptions of Norristown and Pottstown.
- B. The proposed project must be consistent with the municipality's adopted, current, and accepted Revitalization Plan.
- C. The proposed project must be generally consistent with the adopted County Comprehensive Plan and other official, published county plans.
- D. The project application must be submitted by the municipality where the project is located, a developer, a cultural or arts group, or a community development corporation or similar non-profit.
- E. The project must be in the municipality's central business district or land near the central business district, such as underutilized industrial or institutional properties next to the central business district.
- F. The total project size, measured in dollars, must be at least \$750,000.
- G. For non-municipal applications, there must be a resolution supporting the application from the municipality.

III. Evaluation Criteria for Central Business District Fund Applications

The following criteria, in addition to any other criteria the county determines is needed, will be used to evaluate Central Business District Fund applications:

- A. **Scale of Project:** this criterion considers the size of the proposed project in the central business district in comparison to the district as a whole, existing buildings, and proposed developments. Projects should be large enough to have a transformative impact on the community.
- B. **Impact of Project:** this criterion considers the impact and benefits of the proposed project on the community, especially tax revenues generated, jobs created, improvements to community image, people attracted to the downtown, cleanup of brownfield and distressed sites, economic activity generated, housing provided, etc.
- C. **Project Readiness:** this criterion considers the project timeline, the status of engineering, the status of funding, and the status of permit approvals. Projects should be as shovel ready as possible.
- D. **Funding and Financial Strength:** this criterion considers a variety of funding and financial-related factors, including the percentage and type of matching funds, the proposed budget, the amount of private money in the project, the justification for government support based on pro-formas, and the economic viability of the project. Private development applications should

include pro-formas that compare the proposed development with a typical development in a more suburban setting that does not need government subsidy.

- E. **Ability to Carry Out Project:** this criterion considers the applicant's past history in completing similarly scaled and complex projects, including the ability to meet original budgets, original timelines, and market goals. In addition, the experience and financial standing of the applicant will be considered.
- F. **Conformance with Keystone Principles:** this criterion examines the proposed project's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

IV. Funding for the Central Business District Fund

- A. The maximum amount of county funding for any project shall be \$3,000,000.
- B. The amount of money from the county must be the smallest amount needed that will make the project work. This amount will be judged based on the pro formas, the budget, and an analysis of the project by county officials in consultation with advisors and consultants.
- C. Applicants must provide a minimum of a 50% match to the county funds for the proposed project, in accordance with the following requirements:
 - 1. The required 50% match may come from private sources, non-profits, the municipality, the state, or the federal government (which includes CDBG money), but may not come from county sources.
 - 2. There should be a firm commitment from the funding source for any of the required matching funds.
 - 3. In-kind services may not be used for this match, except for the cost of municipal labor directly used for hard construction.
 - 4. Engineering costs for the proposed project incurred prior to the application submittal may be used for the required match, provided these costs occurred no more than 3 years prior to the application. All other local match money must be spent after the county commissioners adopt a resolution approving the county funding.
- D. Up to 30% of the total project amount may be a county grant. Up to 50% of the total project amount may be a county loan or a combination of a grant and loan, with the grant comprising no more than 30% of the total project amount. In addition, the county may grant loan guarantees, up to 50% of the total project amount. In no case can total county funding, from any source, exceed 50% of a project amount.

Renaissance Fund

I. Eligible Projects for the Renaissance Fund

The following projects and activities are eligible for Renaissance Fund grants:

Table 11: Eligible Projects for Renaissance Fund

Project Category	Eligible Project within Project Category
Commercial and Mixed Use Development (includes retail, office, hotel, entertainment, restaurant, and mixed residential and commercial development.)	Land and building acquisition
	Construction or rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Industrial Development (includes light manufacturing buildings, and research and development facilities.)	Land and building acquisition
	Construction or rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Residential Development (includes apartment buildings, condominium buildings, single-family developments, and workforce housing developments.)	Land and building acquisition
	Construction or rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Parking Improvements	Land acquisition, provided the land will support at least 50 net new public parking spaces.
	Remediation and/or demolition, provided the land involved will support at least 50 new public parking spaces.
	Construction of parking lots, provided at least 50 net new public parking spaces are created.
	Construction of parking garages, provided at least 50 net new public parking spaces are created.
Infrastructure Upgrades	Sewer and water plant construction
	Sewer line upgrades and extensions
	Stormwater improvements, include installation of new stormwater lines and facilities and upgrading of existing lines
	Construction of new roads or extensions of roads.
	Intersection redesigns and upgrades.
Cultural and Arts Attractions	Facility purchase or improvement
	Construction or rehabilitation costs

II. Eligibility Requirements for Renaissance Fund Projects

All projects must meet the following standards:

- A. The proposed project must be in either Norristown or Pottstown.
- B. The proposed project must be consistent with the municipality's adopted, current, and accepted Revitalization Plan.
- C. The proposed project must be generally consistent with the adopted County Comprehensive Plan and other official, published county plans.
- D. The project application must be submitted by the municipality where the project is located, a municipal authority, a developer, a cultural or arts group, or a community development corporation or similar non-profit.
- E. The project must be directly related to revitalization or redevelopment intended to attract new large-scale development and/or businesses to the municipality.
- F. The total project size, measured in dollars, must be at least \$5,000,000.
- G. For non-municipal applications, there must be a resolution supporting the application from the municipality.

III. Evaluation Criteria for Renaissance Fund Applications

The following criteria, in addition to any other criteria the county determines is needed, will be used to evaluate Renaissance Fund applications:

- A. **Scale of Project:** this criterion considers the size of the proposed project in comparison with the municipality as a whole, existing development, and proposed developments. Projects should be large enough to have a transformative impact on the community.
- B. **Impact of Project:** this criterion considers the impact and benefits of the proposed project on the community, especially tax revenues generated, jobs created, improvements to community image, people attracted to the community, cleanup of brownfield and distressed sites, economic activity generated, housing provided, etc.
- C. **Project Readiness:** this criterion considers the project timeline, the status of engineering, the status of funding, and the status of permit approvals. Projects should be as shovel ready as possible.
- D. **Funding and Financial Strength:** this criterion considers a variety of funding and financial-related factors, including the percentage and type of matching funds, the proposed budget, the amount of private money in the project, the justification for government support based on pro-formas, and the economic viability of the project. Private development applications should include pro-formas that compare the proposed development with a typical development in a more suburban setting that does not need government subsidy.

- E. Ability to Carry Out Project: this criterion considers the applicant's past history in completing similarly scaled and complex projects, including the ability to meet original budgets, original timelines, and market goals. In addition, the experience and financial standing of the applicant will be considered.
- F. Conformance with Keystone Principles: this criterion examines the proposed project's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

IV. Funding for the Renaissance Fund

- A. The amount of money from the county must be the smallest amount needed that will make the project work. This amount will be judged based on the pro formas, the budget, and an analysis of the project by county officials in consultation with advisors and consultants.
- B. Applicants must provide a minimum of a 50% match to the county funds for the proposed project, in accordance with the following requirements:
 - 1. The required 50% match may come from private sources, non-profits, the municipality, the state, or the federal government (which includes CDBG money), but may not come from county sources.
 - 2. There should be a firm commitment from the funding source for any of the required matching funds.
 - 3. In-kind services may not be used for this match, except for the cost of municipal labor directly used for hard construction.
 - 4. Engineering costs for the proposed project incurred prior to the application submittal may be used for the required match, provided these costs occurred no more than 3 years prior to the application. All other local match money must be spent after the county commissioners adopt a resolution approving the county funding.
- C. Up to 30% of the total project amount may be a county grant. Up to 50% of the total project amount may be a county loan or a combination of a grant and loan, with the grant comprising no more than 30% of the total project amount. In addition, the county may grant loan guarantees, up to 50% of the total project amount. In no case can total county funding, from any source, exceed 50% of a project amount.

Business Location Fund

I. Eligible Projects for the Business Location Fund

Only businesses, including retail, industrial, office, restaurant, service, and entertainment establishments, are eligible for the Business Location Fund. The following projects and activities for these types of businesses are eligible for Business Location Fund loans:

Table 12: Eligible Projects for Business Location Fund

Project Category	Eligible Project within Project Category
Real Estate Transactions	Land and/or building acquisition
	Long term leases of properties and/or buildings
Site and Building Improvement Costs	New construction
	Building upgrades and rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Tenant Fit-Out	Fit-out of interior building space for tenants.
Equipment	Purchase of capital equipment and machinery with an expected useful life of at least 10 years.
Working Capital	Working capital for purchase of inventory at start-up only.
Salaries	Salaries for new employees only. No more than \$25,000 will be granted per new employee.

II. Eligibility Requirements for Business Location Fund Projects

All projects must meet the following standards:

- A. The proposed project must be in a Revitalization municipality/area listed in Table 3 for the Business Location Fund.
- B. The proposed project must be supported by a current and valid Business Plan that demonstrates the viability of both the project and the business, based on market conditions, the general economy, the demand for the business, the financial position of the business, and the track record of the business.
- C. The business must provide adequate collateral for the loan, based on the business' assets or other acceptable collateral.
- D. The project application must be submitted by a business.

III. Evaluation Criteria for Business Location Fund Applications

The following criteria, in addition to any other criteria the county determines is needed, will be used to evaluate Business Location Fund applications:

- A. **Viability of Business:** this criterion considers the viability of the business, including its size, quality of the business plan, strategic importance of business, market conditions, demand for the business, experience of the business, the financial standing of the business, and the track record of the business.
- B. **Impact of Project:** this criterion considers the impact and benefits of the proposed project on the community, especially tax revenues generated, jobs created, amount of space that will be occupied, the need for the business in the community, cleanup of brownfield and distressed sites, improvements to community image, economic activity generated, etc.
- C. **Location of Project:** this criterion considers the location of the project, with a priority given to Norristown and Pottstown. In addition, the location of the project in relation to the community as a whole and its business community will be considered.
- D. **Funding and Financial Strength:** this criterion considers a variety of funding and financial-related factors, including the percentage and type of matching funds, the proposed budget, the amount of private money in the project, the justification for government support, current general economic conditions, the current financial condition of the business, projected revenue for the business, and the economic viability of the project.
- E. **Conformance with Keystone Principles:** this criterion examines the proposed project's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

IV. Funding for the Business Location Fund

- A. The maximum amount of county funding for any project in any year shall be \$300,000.
- B. The amount of money from the county must be the smallest amount needed that will make the project work. This amount will be judged based on the business plan, the budget, market conditions, and an analysis of the project by county officials in consultation with advisors and consultants.
- C. Applicants must provide a minimum of a 50% match to the county funds for the proposed project, in accordance with the following requirements:
 - 1. The required 50% match may come from private sources, non-profits, the municipality, the state, or the federal government (which includes CDBG money), but may not come from county sources.
 - 2. There should be a firm commitment from the funding source for any of the required matching funds.
 - 3. In-kind services may not be used for this match.
- D. County assistance will be in the form of loans or loan guarantees only.

Visioning Fund

I. Eligible Projects for the Visioning Fund

Table 13: Eligible Projects for the Visioning Fund

Project Category	Eligible Project within Project Category
Plans	Master plans
	Redevelopment area plans and amendments to these plans, in accordance with Section 10 of the PA Urban Redevelopment Law
Site Layout	Conceptual layouts or sketch plans of individual sites
Supporting Studies (supporting studies must be a part of a plan or site layout)	Site surveys
	Appraisals
	Environmental assessments, including phase I, phase II, and phase III assessments
	Market analysis
	Preliminary engineering and/or architecture, up to 25% of the county grant amount

II. Eligibility Requirements for Visioning Fund Projects

All projects must meet the following standards:

- A. The proposed project must be in one of the following locations:
 1. A Revitalization municipality/area, as listed in Table 3 for the Community Revitalization Program.
 2. An obsolete non-residential area or downtown area that meets the standards in subsection 2.A under the Commercial and Industrial Reinvestment Fund section.
- B. The proposed study area or site must contain the following:
 1. Vacant or underutilized developable land at least half an acre in size.
 2. Land that is capable of and expected to support 40,000 square feet or more of new nonresidential building square footage.
- C. Study areas shall not exceed 600 acres or half the size of the municipality, whichever is less.
- D. Applicants must demonstrate that the study area or site, the intended land use, and the intended scale of development are realistic and economically feasible and warrant a plan or site layout.
- E. Applicants must demonstrate that the study area or site, the intended land use, and the intended scale of development would be generally consistent with the adopted County Comprehensive Plan and other official, published county plans.
- F. The project application must be submitted by the municipality encompassing the Visioning Plan area or by the county. Municipalities may submit applications in conjunction with regional organizations, such as chambers of commerce, multi-municipal planning commissions, councils of governments, etc.

III. Evaluation Criteria for Visioning Fund Applications

The following criteria, in addition to any other criteria the county determines is needed, will be used to evaluate Visioning Fund applications:

- A. Feasibility of Development: this criterion considers the feasibility of development within the study area or site and will consider market conditions, current general economic conditions, the expected type of development within the area, the job concentration that already exists within the area, etc.
- B. Potential Impact: this criterion considers the potential impact that development of the study area or site might have, including jobs created, tax revenues generated, amount of space that could be developed, cleanup of brownfield and distressed sites, improvements to community image, economic activity generated, etc.
- C. Cooperation: this criterion considers the level of cooperation of property owners and the private sector within the study area or site. When only one property is proposed to be studied, the property owner must agree to the site layout study.
- D. Conformance with Keystone Principles: this criterion examines the proposed plan or site layout's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

IV. Funding for the Visioning Fund

- A. The maximum amount of county funding for any plan or site layout shall be \$150,000.
- B. County grants will cover up to 90% of the eligible costs of the plan or site layout in municipalities with regional planning, as defined below, and up to 80% of the eligible costs of projects in all other municipalities.

Regional planning includes all municipalities that meet either of the following requirements:

- 1. The municipality has adopted a multi-municipal plan, as regulated by the Municipalities Planning Code, and is actively implementing this plan through an Intergovernmental Cooperative Planning and Implementation Agreement, or
 - 2. The municipality has adopted the Montgomery County Comprehensive Plan.
- C. Municipalities must provide a local match to the county grant for each separate project, in accordance with the following requirements:
 - 1. Municipalities must provide a minimum match of 10% of the plan or site layout cost for municipalities with regional planning, as described above, or a minimum match of 20% of the plan or site layout cost if no regional planning.
 - 2. The required match shall be provided by the municipality, either through local cash or in-kind services such as the cost of printing the plan or staff services that are an integral part of the plan or site layout preparation. The local share may also be met through federal or state grants, private contributions, or any source other than county funds, unless the county is the applicant.
 - D. These funds may be used only for the actual plan or site layout preparation costs. Administrative

costs, solicitors or engineer's fees, meeting advertisement, meeting room rental costs, or similar costs cannot be paid for with revitalization grants.

- E. Funds cannot be used to retroactively pay for any work done or completed before the application is submitted.
- F. County assistance will be in the form of grants.

V. Visioning Plan Preparation and Review Process

A. Requirements for Person/Firm Preparing the Plan

To be eligible for this funding, whoever prepares the plan must meet these minimum qualifications:

1. Education: for the lead consultant/project manager, at least a Bachelor Degree in Planning, Landscape Architecture, Engineering, Public Policy, or similar field from an accredited college or university.
2. Experience: at least five years of experience in economic development, land use planning, infrastructure/transportation planning, and site planning. This requirement may be met by one consultant who has experience in all four areas or by team members who individually provide the necessary experience.
3. Certification: professional certification such as AICP, RLA, PE is not specifically required, but is desirable.

B. Public Input

The municipality should hold a series of meeting or other forums, such as workshops, focus groups, and design charettes, to determine goals and to get input from all the various stakeholders. At a minimum, municipalities must hold the following public meetings:

1. At least one formal public meeting must be held to discuss the goals and initial concepts for the site or area.
2. At least one public hearing on the final Visioning Plan shall be held prior to final adoption.

C. Plan Review Process

1. Draft Visioning Plan Review: The completed draft Visioning Plan will be reviewed by county staff.
2. Final Plan Preparation: The final plan shall be prepared based upon comments from the public meetings, the county, or others as appropriate.
3. Final Plan Acceptance: After changes have been made, county staff will accept the Visioning Plan final draft, contingent on final plan adoption by the municipal governing body.
4. Final Plan Adoption: The governing body of the municipality shall adopt the final Visioning Plan at a regularly scheduled meeting. Five (5) copies of the final adopted plan must be submitted to the county.

Commercial and Industrial Reinvestment Fund

I. Eligible Projects for the Commercial and Industrial Reinvestment Fund

Table 14: Eligible Projects for the Commercial and Industrial Reinvestment Fund

Project Category	Eligible Project within Project Category
Real Estate Transactions	Land and/or building acquisition
	Long term leases of properties and in buildings
Site and Building Improvement Costs	New construction
	Building upgrades and rehabilitation costs
	Remediation and/or demolition
	Site preparation and improvements
	Infrastructure improvements, both on and off-site, directly needed for the development, including sewer, water, stormwater, and transportation improvements.
Tenant Fit-Out	Fit-out of interior building space for tenants
Comprehensive Infrastructure Improvements	Infrastructure improvements within an office park, industrial park, or other similar area that meets the eligibility requirements of subsection 2.A.2 of this section, including sewer, water, stormwater, and transportation improvements.

II. Eligibility Requirements for Commercial and Industrial Reinvestment Fund Projects

All projects must meet the following standards:

- A. The proposed project must be in one of the following locations:
 1. A Revitalization municipality/area, as listed in Table 3 for the Community Revitalization Program.
 2. A functionally obsolete office park, industrial park, or shopping center that meets the following standards:
 - a. To qualify as an office park or industrial park, the park must comprise at least 5 gross acres with at least three separate properties containing offices, flex space, research and development facilities, warehouses, distribution facilities, storage facilities, or manufacturing plants.
 - b. To qualify as a shopping center, the center must comprise at least 5 gross acres with at least 2 tenants with a combined total of at least 30,000 square feet of gross building area used for retail, restaurant, or service purposes.
 - c. To be considered functionally obsolete, parks and centers must have buildings and site improvements that no longer meet the needs of the type of tenant for which the park or center was originally designed. Functional obsolescence can be demonstrated through a variety of factors taken as a whole, including the age of the buildings, the lack of

recent improvements to the buildings, long term vacancies in buildings, statements from prospective or existing tenants that needs are not being met, demonstration that the building does not meet current industry standards, and other similar factors.

3. Historic downtowns that meet the following standards:
 - a. The proposed area must be a historic downtown, primarily comprised of multi-story commercial and mixed-use buildings built up to the sidewalk, with attached walls between most of the buildings.
 - b. The proposed area must meet the following criteria:
 - i. The area must comprise at least 15 properties.
 - ii. The area must include 1400 linear feet of lot frontage along public streets.
 - iii. At least 400 linear feet of the required lot frontage along a public street, out of the required 1400 feet, must be located along both sides of the same street.
 - iv. The proposed area can only include commercially-zoned or mixed-use zoned areas, although residential uses can be a permitted use. Areas with residential zoning cannot be included.
 - v. Along streets, the boundaries of the area must end at either a street intersection or a change in zoning from commercial or mixed use to residential.
 - c. The proposed area must meet one of the following qualifications:
 - i. The proposed area meets all of the following specific physical qualifications:
 - (a) The median age of buildings must be 1950 or earlier.
 - (b) The Floor Area Ratio (FAR) for the properties must be .75 or greater.
 - (c) The percentage of buildings with at least one attached wall with another building on a separate property must 60% or greater.
 - ii. The applicant demonstrates to the county that the proposed area is a historic downtown, primarily comprised of multi-story commercial and mixed-use buildings built up to the sidewalk, with attached walls between most of the buildings.
- B. The proposed project must improve, either directly or with infrastructure improvements, one of the following:
 1. Non-residential buildings with 40,000 square feet or more of gross building area.
 2. An anchor building within the downtown area that is one of the largest and most dominant buildings and uses within the area, with the potential to attract customers and visitors to other buildings and uses within the downtown area.
- C. Projects proposed by businesses and community development corporations must be supported by a current and valid business plan that demonstrates the viability of both the project and the

business based on market conditions, the general economy, the demand for the business, the financial position of the business, and the track record of the business.

- D. For non-governmental applications, the applicant must provide adequate collateral for the loan, based on the business' assets or other acceptable collateral.
- E. For non-municipal applications, there must be a resolution supporting the application from the municipality.
- F. The proposed project must be generally consistent with the adopted County Comprehensive Plan and other official, published county plans.
- G. The project application must be submitted by the municipality where the project is located, a municipal authority, a developer, a business, or a community development corporation or similar non-profit.

III. Evaluation Criteria for Commercial and Industrial Reinvestment Fund Applications

The following criteria, in addition to any other criteria the county determines is needed, will be used to evaluate Commercial and Industrial Reinvestment Fund applications:

- A. **Viability of Business:** for non-governmental applications, this criterion considers the viability of the business, including its size, quality of the business plan, strategic importance of business, market conditions, demand for the business, experience of the business, the financial standing of the business, and the track record of the business.
- B. **Impact of Project on Planning Objectives:** this criterion considers the impact of the proposed project on the community's planning objectives, especially tax revenues generated, jobs created, repositioning of the park or center, increases in density or intensity of development, incorporation of green infrastructure, overall sustainability of the development, greater mix of land uses, improvements in transit accessibility, etc.
- C. **Location of Project:** this criterion considers the location of the project, with a priority given to Norristown and Pottstown. In addition, the location of the project in relation to the community as a whole and the immediate area around the project will be considered.
- D. **Funding and Financial Strength:** this criterion considers a variety of funding and financial-related factors, including the percentage and type of matching funds, the proposed budget, the amount of private money in the project, the justification for government support based on pro-formas, current general economic conditions, the current financial condition of the business, projected revenue for the business, and the economic viability of the project. Private development applications should include pro-formas that compare the proposed development with a typical development in a greenfield setting that does not need government subsidy.
- E. **Conformance with Keystone Principles:** this criterion examines the proposed project's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

IV. Funding for the Commercial and Industrial Reinvestment Fund

- A. The maximum amount of county funding for any project shall be \$1,250,000.
- B. The amount of money from the county must be the smallest amount needed that will make the project work. This amount will be judged based on the pro formas, the budget, the business plan, and an analysis of the project by county officials in consultation with advisors and consultants.
- C. Applicants must provide a minimum of a 50% match to the county funds for the proposed project, in accordance with the following requirements:
 - 1. The required 50% match may come from private sources, non-profits, the municipality, the state, or the federal government (which includes CDBG money), but may not come from county sources.
 - 2. There should be a firm commitment from the funding source for any of the required matching funds.
 - 3. In-kind services may not be used for this match, except for the cost of municipal labor directly used for hard construction.
 - 4. Engineering costs for the proposed project incurred prior to the application submittal may be used for the required match, provided these costs occurred no more than 3 years prior to the application. All other local match money must be spent after the county commissioners adopt a resolution approving the county funding.
- D. Engineering costs can comprise no more than 25% of the county funding for the project.
- E. The amount of grants or loans that are available for Commercial and Industrial Reinvestment Fund projects will depend on the location of the project and type of applicant, as outlined below:
 - 1. For projects in Revitalization municipalities/areas, as listed in Table 3 under the Community Revitalization Program, up to 30% of the total project amount may be a county grant. Up to 50% of the total project amount may be a county loan or a combination of a grant and loan, with the grant comprising no more than 30% of the total project amount. In addition, the county may grant loan guarantees, up to 50% of the total project amount. In no case can total county funding, from any source, exceed 50% of a project amount.
 - 2. For municipal infrastructure projects in eligible areas, up to 30% of the total project amount may be a county grant. Up to 50% of the total project amount may be a county loan or a combination of a grant and loan, with the grant comprising no more than 30% of the total project amount. In addition, the county may grant loan guarantees, up to 50% of the total project amount. In no case can total county funding, from any source, exceed 50% of a project amount.
 - 3. For projects not located in Revitalization municipalities/areas, as listed in Table 3 under the Community Revitalization Program, up to 50% of the total project amount may be loans or loan guarantees. In no case can total county funding, from any source, exceed 50% of a project amount.

Local Economic Enhancement Program

I. Eligible Projects for the Local Economic Enhancement Program

Table 15: Eligible Projects for the Local Economic Enhancement Program

Project Category	Eligible Project within Project Category
Marketing	Creation, printing, and distribution of brochures, flyers, and other marketing materials
	Creation and upgrading of websites
	Advertising in various media
Market Analysis	Analysis of market conditions and position
Economic Development Planning	Creation of an economic development plan, which might include a retail market analysis, office market analysis, industrial market analysis, entertainment market analysis, sector analysis, fiscal impact analysis, identification of developable sites, analysis of market strengths and weaknesses, etc. As the primary focus of the plan, economic development plans must focus on economic development within an eligible revitalization municipality, although other municipalities within the market area of the eligible municipality may be analyzed as part of the study.
Creation of Improvement District	Hiring of consultants to help create Business Improvement Districts and similar types of Improvement Districts
	Start-up costs for Improvement Districts, including equipment purchase, real estate costs for the first year, and fit-out of office space.
Salaries of Economic Development Professionals	Main Street manager, economic development director, business coordinator, and Improvement District director salaries. County money is only available for new positions, not existing positions. No more than \$35,000 will be granted in the first year, \$30,000 in the second year, and \$25,000 in the third year. Funds are not available after 3 years.
Improvements to Business Friendliness	Training of municipal personnel to improve business friendliness
	Hiring of consultants and speakers on the issue of improving business friendliness
	Municipal regulations and procedure streamlining

II. Eligibility Requirements for Local Economic Enhancement Program Projects

All projects must meet the following standards:

- A. The proposed project must be in a Revitalization municipality/area listed in Table 3 for the Local Economic Enhancement Program. However, economic development plans may look beyond the eligible municipality to other municipalities in the region that are part of the market area of the eligible municipality.
- B. The proposed project must be identified as a proposed action/project in the municipality's adopted, current, and accepted Revitalization Plan.
- C. There must be an on-going Community Revitalization Task Force, which meets the standards in this Guidebook, in the municipality.
- D. The project application must be submitted by the municipality where the project is located or by the county. Municipalities may submit applications in conjunction with regional organizations, such as chambers of commerce, multi-municipal planning commissions, councils of governments, etc.

III. Evaluation Criteria for Local Economic Enhancement Program Applications

The following criteria, in addition to any other criteria the county determines is needed, will be used to evaluate Local Economic Enhancement Program applications:

- A. Revitalization Plan: this criterion considers the priority of the proposed project in the municipal revitalization plan, the progress the municipality has made in implementing its plan, and the effect the project will have on the goals identified in the plan.
- B. Impact of Project: this criterion considers the impact and benefits of the proposed project on the community.
- C. Project Readiness and Ability to Carry Out Project: this criterion considers a variety of factors that affect a municipality's ability to complete a project, including the project timeline, the readiness of the project, the past history of the municipality in completing projects in a timely and cooperative manner, and the budget of the project. Municipalities with outstanding and behind-schedule county economic development projects will score lower on this criterion.
- D. Funding: this criterion considers a variety of funding-related factors, including the percentage and type of matching funds, the budget, and the amount of revitalization funding the community has received over the years compared to other revitalization municipalities.
- E. Regional Cooperation: this criterion considers the municipality's cooperation in regional planning efforts, including participation in a multi-municipal plan, adoption of the county comprehensive plan, participation in regional transportation projects, cooperation in open space and trail projects, and other similar activities.
- F. Conformance with Keystone Principles: this criterion examines the proposed project's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

IV. Funding for the Local Economic Enhancement Program

- A. The maximum amount of county funding for any project shall be \$150,000.
- B. County grants will cover up to 90% of the eligible costs of projects in municipalities with regional planning, as defined below, and up to 80% of the eligible costs of projects in all other municipalities.

Regional planning includes all municipalities that meet either of the following requirements:

- 1. The municipality has adopted a multi-municipal plan, as regulated by the Municipalities Planning Code, and is actively implementing this plan through an Intergovernmental Cooperative Planning and Implementation Agreement, or
 - 2. The municipality has adopted the Montgomery County Comprehensive Plan.
- C. Municipalities must provide a local match to the county grant for each separate project, in accordance with the following requirements:
 - 1. Municipalities must provide a minimum match of 10% for municipalities with regional planning and a minimum match of 20% for all other municipalities.
 - 2. At least 5% of the project cost must be from the municipality, as part of the required minimum match. Any remaining match amounts may come from private sources, non-profits, the municipality, the state, or the federal government (which includes CDBG money), but may not come from county sources, unless the county is the applicant.
 - 3. In-kind services may not be used for this match.

Workforce Fund

I. Eligible Projects for the Workforce Fund

Table 16: Eligible Projects for the Workforce Fund

Project Category	Eligible Project within Project Category
Training	Skill training programs
	Literacy training
	GED preparation
	Adult basic education
Jobs and Careers	Job placement programs
	Career counseling and assessment

II. Eligibility Requirements for the Workforce Fund

- A. The project application must be submitted by an adult vocational technical school in the county, by the Montgomery County Community College, or by Montgomery County.
- B. The project must be generally consistent with the adopted County Comprehensive Plan, the Workforce Investment Board Strategic Plan, and other applicable county plans.

III. Evaluation Criteria for Workforce Fund Applications

The following criteria, in addition to any other criteria the county determines is needed, will be used to evaluate Workforce Fund applications:

- A. Impact on the Workforce: this criterion considers the impact of the proposed project on the workforce, including training for high demand occupations, training for "green" jobs, improvements in job placement capabilities, etc.
- B. Funding: this criterion considers a variety of funding-related factors, including the percentage and type of matching funds, the budget, and the cost per person receiving training/assistance.
- C. Project Readiness and Ability to Carry Out Project: this criterion considers a variety of factors that affect an organization's ability to complete a project, including the project timeline, the readiness of the project, the past history of the organization in completing projects in a timely and cooperative manner, and the budget of the project.
- D. Conformance with Keystone Principles: this criterion examines the proposed project's conformance with the 10 principles and many criteria listed in the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation.

IV. Funding for the Workforce Fund

- A. The maximum amount of county funding for any project shall be \$500,000.
- B. County grants will cover up to 80% of the eligible costs of projects.
- C. Organizations must provide a match of at least 20% of the project cost, and in-kind services may be used for the match. The required match may not come from county sources, unless the county is the applicant.

Chapter 4

APPLYING TO A PROGRAM AND ADMINISTRATIVE RULES

Introduction

The eight different economic development programs have varying administrative rules and application procedures. This chapter is designed to steer applicants through the application process.

Application Procedures

- I. Application Dates.** Of all the economic development programs, only two have firm deadlines.
- A. The Community Revitalization Program has a final application deadline of no later than 4 PM on April 1st of each year.
 - B. Preliminary applications for the Community Revitalization Program must be submitted in advance, on January 15th of each year.
 - C. The Local Economic Enhancement Program has a final application deadline of no later than 4 PM on October 1st of each year.
 - D. If any of these dates fall on a weekend, the deadline date will be extended to the following Monday.
 - E. All other project applications can be submitted on a rolling basis at any time.

Table 17: Application Date Deadlines

Program Name	Application Date
Community Revitalization Program	
Plans	Rolling applications
Preliminary Applications - implementation grants	January 15 th of each year
Final Applications - implementation grants	April 1 st of each year
Central Business District Fund	Rolling applications
Renaissance Fund	Rolling applications
Business Location Fund	Rolling applications
Visioning Fund	Rolling applications
Commercial and Industrial Reinvestment Fund	Rolling applications
Local Economic Enhancement Program	October 1 st of each year
Workforce Fund	Rolling applications

II. Where to Submit Applications

All submissions are to be sent to the Economic Development Director's office at the below address:

Economic Development Director
 Montgomery County Commissioners' Office
 Court House, PO Box 311
 Norristown, PA 19404-0311

III. Maximum Number of Applications

Each program under the Economic Development Program can accept a select number of project submissions per applicant. Please refer to the chart below when submitting applications so as not to submit more than is allowed.

Table 18: Limits on Numbers of Applications

Program Name	Maximum Number of Applications Allowed
Community Revitalization Program	
Plans	1 every 5 to 7 years
Implementation Projects	3 per municipality per year
Central Business District Fund	No maximum
Renaissance Fund	No maximum
Business Location Fund	1 per business per year
Visioning Fund	1 per site or area
Commercial and Industrial Reinvestment Fund	1 per year
Local Economic Enhancement Program	2 per municipality per year
Workforce Fund	1 per year

IV. Common Application Form

- A. All projects submitted for funding consideration shall be presented using the common application form provided in this publication in Appendix A. Each project shall be submitted with its own separate form, along with the accompanying timeline, budget sheets, project narrative, and any other supporting information.
- B. Those applying for funding from the Community Revitalization Program must submit fifteen (15) complete applications to the Economic Development Director. This includes all stages of this application process – plan, preliminary, adjusted (if necessary), and final application(s).
- C. Applicants seeking funding from any other program are required to submit seven (7) copies of each project application along with any applicable supporting documents.

Administrative Rules

I. Recapture of Funds

The county, at its discretion, may recapture funds and void grants or loans for violations of the procedures in this guidebook, for failure of a project, for inability to meet required benchmarks, or for inability to comply with the timeframes in this guidebook.

II. Performance Criteria and Timeframe for Using Funds

There are varying performance criteria and timelines for each of these programs. Please see the below table for specifics.

- A. Specific performance criteria, such as jobs created or square footage occupied, must be met to successfully receive funding from the Central Business District Fund, the Renaissance Fund, and the Commercial and Industrial Reinvestment Fund. These performance criteria will be worked out during the application process and included in the funding agreement contract between the county and the applicant.

- B. Please note that various timeframe benchmarks must be met to successfully receive funding from the county. The timeframe for completion of projects is shown in Table 19. Timeframes for the Central Business District Fund, the Renaissance Fund, and the Commercial and Industrial Reinvestment Fund shall be worked out during the application process; however, in no case shall the contracted timeframe exceed the timeframe benchmarks shown in Table 19. These benchmarks must be met ahead of the end of the overall timeframe, and applicants that do not meet their benchmarks may have their funds re-appropriated, at the county's discretion.
- C. The timeframe for each implementation activity begins on the date that the funding agreement is mailed to the applicant by Montgomery County.
- D. Funding agreements must be signed by the primary contact person listed on the application. The agreements must be returned to the Economic Development Director's office within 60 days of mailing by the county. Because plan and project completion times are based on when the county first mails a grant agreement to the applicant, delays in signing a grant agreement will lead to less time after the agreement is signed to complete a plan or project.
- E. All necessary matching funds, as listed in the original approved application and grant agreement, must be committed and guaranteed by the appropriate party within one year of the date a project application was submitted. In addition, applicants must demonstrate that they have control of the matching funds.

Table 19: Timeframe for Using Funds

Program Name	Timeframe for Using Funds (time frames may be reduced for specific projects)
Community Revitalization Program	
Revitalization Plans	1 year
Implementation Projects	3 years
Central Business District Fund	5 years, provided that land development plans for construction or other infrastructure and site preparation work are submitted and approved within 2 years and actual construction work begins within 3 years of the initial funding date
Renaissance Fund	5 years, provided that land development plans for construction or other infrastructure or site preparation work are submitted and approved within 2 years and actual construction work begins within 3 years of the initial funding date
Business Location Fund	1 year
Visioning Fund	1 year
Commercial and Industrial Reinvestment Fund	3 years, provided that any real estate transactions take place within one year of the initial funding and that any construction or other infrastructure or site preparation work begins within 1.5 years of the initial funding date
Local Economic Enhancement Program	18 months
Workforce Fund	3 years

- F. Applicants not continuing with a project or using all of their contracted county funds for a project shall notify the Economic Development Director's office in writing of the amount of funds that will not be used.

III. Funding Agreement and Loan Documents

- A. For all approved project applications, a funding agreement between the county and the applicant must be signed. This serves as the formal contract between the county and the applicant and will include the terms and conditions for the funding, as well as a project description, project timeline, and budget summary.
- B. Funding Agreements include both the contract and several exhibits. Exhibits include:
 - 1. A narrative summary detailing the project's implementation. This will be based on the project description provided in the application; however, when partial funding is approved the applicant will be required to submit a revised project description. This shall be Exhibit A.
 - 2. A budget summary that lists the project costs in detail. This will be based on the project budget provided in the application; however, when partial funding is approved, applicants must submit a revised project budget. This shall be Exhibit B.
 - 3. A list of documentation that must be submitted to receive reimbursement. This shall be Exhibit C.
- C. When county funding includes loans, appropriate loan documents will also need to be signed by applicants, including a Loan Agreement, Mortgage, Note, Assignment of Leases and other appropriate collateral documentation

IV. Bidding and Other Legal Requirements

- A. For projects that involve new plans or plan updates, at least three consultants must be sent a Request for Proposal, although applicants are not required to choose the lowest bidder. A minimum of two proposals must be received.
- B. Bidding for all other municipal projects must meet the requirements established by the Commonwealth of Pennsylvania for municipalities. Projects that are not required by Pennsylvania to go through a competitive bid process, including non-municipal projects, are not required by this program to go through a competitive bid process. All other projects must have, as documentation, three different price quotes and proposals.
- C. All projects receiving funding from the Central Business District Fund, Renaissance Fund, Business Location Fund, and the Commercial and Industrial Reinvestment Fund are required to submit a signed affidavit of the project's costs.
- D. For all construction and building projects, the application must provide a guarantee that the proposed improvement will remain in place for the expected useful life of the improvement. This guarantee can take many forms, including ownership by a municipality of the property where construction is occurring or an easement, lease, or lien in favor of the applicant that protects the proposed improvement.

County funds used for a construction or building project that is subsequently demolished, rendered unusable due to poor construction or maintenance, or removed before its expected useful life has expired shall be paid back to the county on a pro-rata basis, based on the amount of county funds and the amount of time remaining on the expected useful life of the project, as determined by the county. For example, if the county provided \$100,000 for a project and the project was demolished halfway through its expected useful life, the applicant would have to pay back the county half the original county amount, or \$50,000.

- E. For land or building purchases, a current appraisal must be prepared. County funding used for the purchase may not exceed 80%, or 90% of the projects located in municipalities with regional planning, of the value identified in the appraisal.
- F. To acknowledge county participation, construction projects must post the following language, while other projects must incorporate this language into their public acknowledgements: This project is financed in part by Montgomery County through the Montgomery County Economic Development Program.
- G. Within seven (7) years of the initial date of funding, any proceeds from the sale of property purchased or improved with County funding must be refunded to the county on a pro-rata basis or reinvested within the municipality on a pro rata basis, in accordance with the following standards:
 - 1. The pro rata amount will be based upon the proportion of the county grant amount to the total project cost, as well as the market value of the property when it was sold, based on an appraisal.
 For example, a building is purchased for \$100,000 – using \$50,000 in county funds (or 50% of the purchase price) – as a revitalization project. If the building is later sold for \$150,000, the amount of money (ie “proceeds”) that is subject to this provision would be \$75,000 (50% of the sale price).
 - 2. Refunded amounts shall be paid directly to the county.
 - 3. Proceeds can also be reinvested in the same municipality as the initial grant. These reinvested proceeds can only be used by the applicant for other economic development activities within the same category of funding from which the original grant was given. However, the activity must be contained in either the municipal revitalization plan or any plan created to support the project in question. The applicant must notify the County’s Economic Development Director in writing for approval and the funds must be spent within 15 months of the county’s approval.
 After a total of seven (7) years from the initial grant, reinvested proceeds may be used for any purpose by the applicant.

V. Reimbursement Procedures

- A. Reimbursement for all Community Revitalization and Local Economic Enhancement Program grants will be handled by the County Department of Housing and Community Development, in accordance with the requirements listed in this section. Submit requests to:
 Department of Housing and Community Development
 Human Services Building
 1430 DeKalb Street
 Norristown, PA 19404
 (610) 278-3540
- B. Reimbursement for all grants from the Central Business District Fund, Renaissance Fund, Business Location Fund, Visioning Fund, Commercial and Industrial Reinvestment Fund, and the Workforce Fund shall be handled by the county Department of Economic and Workforce Development, in accordance with the requirements listed in this section. Submit requests to:
 Department of Economic and Workforce Development
 Human Services Building
 1430 DeKalb Street
 Norristown, PA 19404
 (610) 278-5950

- C. The timing of reimbursements will depend upon the type of project, the type of funding, and the status of projects, in accordance with the following standards:
1. The timing for all reimbursements will be at the discretion of the county.
 2. Grant payments for land or building acquisitions will be a lump sum at settlement, a lump sum upon a filing of taking during a condemnation process, or a reimbursement after benchmarks or other criteria are met, at the discretion of the county, and the county may re-appropriate funds or cease distributing funds if benchmarks and other requirements are not being met. Request for payment must be received by the county at least 21 calendar days before settlement in order for the county to have a check available at settlement.
Loans for land or building acquisitions will be up-front, when proper collateral is provided.
 3. Funding for salaries and benefits shall be distributed at the beginning of each month, provided the applicant provides proof (ie signed checks issued for pay) from months prior that the salary has been paid.
 4. Grant payments for construction and renovation projects will occur as stages of projects are completed and benchmarks, when applicable, have been met. Funds will not be advanced for any work or stage of work before it is completed, and the county may re-appropriate funds or cease distributing funds if benchmarks and other requirements are not being met.
Loans for construction and renovation projects will be up-front, when proper collateral is provided.
 5. Reimbursements for programs, special events, training and education will be made on a case-by-case basis, either at the beginning of the project as a lump sum or periodically throughout the project. These projects might include revolving loan programs, workforce development, façade improvement programs, housing improvement programs, cultural programs, and similar projects.
- D. Reimbursement for New Plans or Plan Updates (includes revitalization plans, visioning plans, specific plans, redevelopment plans, conceptual site layouts, etc.)
1. Following the adoption of the final plan and acceptance by the county, the applicant may apply for reimbursement for the plan. An application for reimbursement shall include:
 - a. A copy of the applicant's Request for Proposal (RFP), along with a list of consultants who received the proposal. At least 3 consultants must be sent an RFP.
 - b. A copy of the selected consultant's proposal.
 - c. A copy of the contract between the applicant and the planning consultant.
 - d. A copy of any resolutions passed to award the contract.
 - e. Itemized expenditures for all eligible costs including time sheets, invoices, or other documentation of payment.
 - f. A copy of any resolutions to adopt the plan.
 - g. Five (5) copies of the final plan.
 2. Reimbursement of money spent will occur after the plan or study is completed.
- E. Reimbursement for All Other Projects
- Reimbursements will only be made for project costs that are specifically set forth in Exhibit B, Budget Summary, of the Funding Agreement. Applicants requesting reimbursement must provide the following information:
1. Any documents needed to support the reimbursement request, as outlined in Exhibit C of the Funding Agreement.

2. A detailed budget outlining all costs associated with the project, particularly in the case where the grant amount is less than the amount on the original application. This should be completed as part of the funding agreement.
3. Two copies of the Request for Payment form, with original signatures on each copy and documentation needed to support the request.
4. Copies of cancelled checks, front and back, if any, or copies of the face of the check issued and a bank statement.
5. When the funded activity is carried out by a party other than the applicant, a copy of the agreement (to be known as a third party agreement) between the applicant and the sub-grantee.

F. Additional cost documentation procedures for all projects are as follows.

1. For expenses of \$50 or less, provide the following:
 - a. Copies of receipts and/or invoices.
 - b. Identification of contractor or provider chosen.
2. For expenses of more than \$50 that were not submitted for bids, provide the following:
 - a. Copies of receipts and/or invoices.
 - b. Identification of contractor or provider chosen.
 - c. List of contractors or providers contacted for this expense and their price quotes. These contacts can be made by mail, fax, phone, or internet and should include the date of the contact, name of person or source of quote, and the quotes. At least three (3) price quotes shall be submitted.
 - d. Submission of proof of payment.
3. For expenses submitted for bids, provide the following:
 - a. Request for proposal for professional services or a submission of bid package and final plans and specifications, including the schedule and advertising for the construction bids.
 - b. Tabulation of proposal for professional services or tabulation of bids for construction projects.
 - c. Municipal or applicant resolution to award contract, award letter to service provider or contractor to perform work, and any purchase orders, price quotes, resolutions, etc. pertaining to the project.
 - d. Copy of signed agreement with service provider or contractor.
 - e. Submission of contractual amendments or change orders.
 - f. Service provider's or contractor's applications for payment.
 - g. Submission of proof of payment (such as cancelled checks).

VI. Reports

Project status reports and annual Community Revitalization Task Force reports shall be submitted, in accordance with the following standards:

A. Project Status Reports

1. All applicants with projects that are underway must submit regular status reports, one per project, to the County's Economic Development Director once a year. Status reports shall be submitted by September 15th of each year, using the report form in the Appendix of this Program Manual.

2. Status reports shall be mailed to the Economic Development Director, with copies also being sent to the following departments:
 - a. The Department of Housing and Community Development for the Community Revitalization Program and the Local Economic Enhancement Program.
 - b. The Planning Commission for the Community Revitalization Program.
 - c. The Department of Economic and Workforce Development for all programs, except the Community Revitalization Program and the Local Economic Enhancement Program.

B. Community Revitalization Task Force Reports

1. Each municipal Community Revitalization Task Forces shall submit an annual report or revitalization activity in the municipality during the prior year. Reports shall explain the progress made on the goals and proposed actions in the municipality's current revitalization plan during the prior year, as well as expected activities during the upcoming year. Annual task force reports shall be submitted by January 31st of each year.
2. Status reports shall be mailed to the Economic Development Director, with copies also being sent to the Planning Commission.

Appendix A

APPLICATION FORM

This appendix contains the application for the county's Strategic Economic Development Programs. There is one single application for all of the programs.

This single application contains four parts, all of which must be completed. These are:

- A general application form
- A project narrative
- A project budget form
- A timeline form

Application Form
Strategic Economic Development Program
Montgomery County, Pennsylvania

Please fill out a separate application for each project.

Applicant and Contact Information

Applicant/Organizational Name: _____

Name of Organizational Leader: _____

Signature of Leader: _____ Date Signed: _____

Primary Contact Person for this Project: _____

Primary Contact Person's Title: _____

Mailing Address: _____

Telephone Number: _____ Fax Number: _____

Email: _____

Check all that apply:

- Is this a:
- | | | |
|---|---|--|
| <input type="radio"/> municipality | <input type="radio"/> private business | <input type="radio"/> educational facility |
| <input type="radio"/> cultural group | <input type="radio"/> non-profit organization | <input type="radio"/> developer |
| <input type="radio"/> municipal authority | <input type="radio"/> community development corporation | |
| <input type="radio"/> other: _____ | | |

Current and anticipated number of full-time employees in Montgomery County: current _____ anticipated _____

Funding Request Information

Please indicate the specific funding source to which you are applying. Check one category.

- | | |
|---|--|
| <input type="radio"/> Business Location Fund | <input type="radio"/> Workforce Fund |
| <input type="radio"/> Central Business District Fund | <input type="radio"/> Community Revitalization Program |
| <input type="radio"/> Commercial and Industrial Reinvestment Fund | <input type="radio"/> Plans |
| <input type="radio"/> Local Economic Enhancement Program | <input type="radio"/> Preliminary Application |
| <input type="radio"/> Renaissance Fund | <input type="radio"/> Final Application |
| <input type="radio"/> Visioning Fund | <input type="radio"/> I'm unsure which program fits my needs best. |

Please indicate the type of project for which you are applying. Check all that apply.

- | | |
|---|---|
| <input type="radio"/> Acquisition of Land or Building(s) | <input type="radio"/> Public Safety |
| <input type="radio"/> Building Construction | <input type="radio"/> Regulatory & Procedural Streamlining |
| <input type="radio"/> Building Rehabilitation | <input type="radio"/> Signage & Wayfinding |
| <input type="radio"/> Cultural & Arts Attractions | <input type="radio"/> Site Improvements (for development or business use) |
| <input type="radio"/> Historic Preservation | <input type="radio"/> Staff Salaries |
| <input type="radio"/> Infrastructure (sewer, water, stormwater) | <input type="radio"/> Streetscape Improvements |
| <input type="radio"/> Job, Skill & Literacy Training | <input type="radio"/> Tenant Fit Out or Equipment |
| <input type="radio"/> Job Placement & Counseling | <input type="radio"/> Transportation Improvements |
| <input type="radio"/> Marketing Analysis & Outreach | <input type="radio"/> Urban Plazas |
| <input type="radio"/> Municipal Staff Training | <input type="radio"/> Working Capital |
| <input type="radio"/> Parking (surface lots or structured) | <input type="radio"/> Other: _____ |
| <input type="radio"/> Plans, Plan Updates & Site Layouts | |

What is the name of this project? _____

In which municipality is this project located? _____

Please give a street address, if applicable. _____

Please give a brief description of this project. _____

What is the estimated project start date? _____

What is the estimated project completion date? _____

Has this project, or a related project, previously received county funding? yes no

If yes, for what project was it received, and what was the amount and source of the funding? _____

Funding Sources

In the table below, please outline the proposed method(s) of financing the total project costs. The total project cost is equal to **only** the summation of project costs or the project phases' costs **that are covered in this application.**

	Amount	Percent of Total	Source of Funds (CDBG, local budget, grant, etc.)	Are Funds Committed or Pending?	Date of Commitment, if Applicable	Type of Commitment (form, letter, etc.)
<i>County Funds</i>						
<i>Local Funds</i>						
<i>Private Funds</i>						
<i>State Funds</i>						
<i>Federal Funds</i>						
<i>Other Funds</i>						
Total Project Cost						

	Business Location Fund	Central Business District Fund	Commercial and Industrial Reinvestment Fund	Local Economic Enhancement Fund	Renaissance Fund	Visioning Fund	Workforce Fund	Community Revitalization Program - Plans	Community Revitalization Program – Preliminary Applications	Community Revitalization Program – Final Applications
<i>Continued from previous page</i>										
7. Provide a detailed budget for the project. Also complete the attached budget worksheet.	●	●	●	●	●	●	●	●		●
8. An explanation of funding sources investigated and the results of these inquiries, including when matching funds become available, copies of funding commitment letters, and limitations on where or how this funding can be used.	●	●	●	●	●	●	●	●		●
9. If the application is for a loan which requires collateral, please give information on any collateral being provided.	●	●	●		●					
10. For business loans, a business plan is required (as an addendum) that demonstrates the viability of the business.	●		●							
11. Development and operating pro formas. Pro formas should demonstrate the need for additional government assistance that would help close gaps in financing and should demonstrate that loans can be paid back.		●	●		●	●				
12. Discuss the feasibility of the development. Consider market conditions, the type of development in the area, and the area's job concentrations.		●			●	●				
13. An explanation of the development team, including but not limited to the general partner, legal counsel, contractor(s), management company, or architect.		●	●		●					
14. A list and explanation of any parties responsible for implementing the project.	●	●	●	●	●	●	●			●
15. A list of county-funded projects, the project status, start and completion dates, the organization(s) that oversaw the project, and maintenance responsibilities for the project.	●	●	●	●	●	●	●			●
16. An explanation of permits needed and their status.	●	●	●		●					●
17. For revitalization plans, a copy of the consultant's proposal and list three or more of initial RFP recipients.								●		
18. Projects involving the rejuvenation of older office parks, retail centers, industrial parks, and central business districts must fully demonstrate that these properties meet the criteria in the Procedures Guidebook. Attach data such as photos or market studies as an addendum.			●	●		●				
19. A description of public knowledge of and involvement in this application, including any letters of support and public meetings or hearings.		●			●					
20. A letter of support from the municipality where the project is located, if applicable.	●	●	●		●					
21. A list of community revitalization task force members.				●				●		●

Final Implementation Applications for the **Community Revitalization Program** and the **Local Economic Enhancement Program** must be submitted by April 1st and October 1st, respectively. All other program applications are accepted on a rolling basis.

Final Implementation Applications for the Community Revitalization Program must be based on the previously submitted Preliminary Applications or an Adjusted Preliminary Application, as described in the Program Manual.

Please send all completed application(s) to the Economic Development Director, Montgomery County Commissioners Office, PO Box 311, Norristown, PA 19404-0311 or fax to 610.278.XXXX. Please call 610.278.XXXX with any inquiries.

Project Timeline Form
Strategic Economic Development Program
Montgomery County, Pennsylvania

Name of Project:

Project Municipality:

Date of Application:

Project Category	Task	Month/Year to Begin	Month/Year to be Completed
Construction	Preliminary Design Complete		
	Final Design Complete		
	All Permits Acquired		
	Land Development Approval Obtained		
	Bid Package Ready to Go Out		
	Bid Accepted		
	Demolition, if necessary		
	Infrastructure and Site Improvements		
	Building Construction Begins		
	Building Construction Finishes		
	Building, if any, Occupied		
Acquisition	Appraisal of Property		
	Condemnation Proceedings Initiated, if applicable		
	Agreement of Sale		
	Property Obtained		
Program Creation or Administration	RFP for Technical Assistance, if applicable		
	Program Guidelines in Place		
	Program Begins		
	Program Concludes, if applicable		
Business Assistance	Working Capital		
	Employee Salaries & Benefits Paid		
	Training Sessions or Promotional Campaigns		
Plans	Request for Proposals		
	Public Meeting for Goal Setting		
	Public Meeting for Project Prioritization		
	Public Hearing for Final Plan		
	Plan Completed		
	Plan Adopted		

Appendix B

STATUS REPORT FORM

This appendix contains the status report form for projects funded through the county's Strategic Economic Development Programs. A form must be completed for each project funded by the county, and this form must be returned annually to the county by September 15.

This form contains two parts, as listed below:

- A general status update section
- A timeline with scheduled and actual completion dates

In addition, supporting information, such as plans or photographs, should be included with the status report form.

Status Report Form
Strategic Economic Development Program
Montgomery County, Pennsylvania

Please fill out a separate status report for each project.

The Montgomery County Economic Development Director must be updated annually by September 15th on the status of approved and ongoing projects. Please fill out both sides of this form to provide this status update but feel free to attach any supporting documentation, including photographs and plans.

Applicant/Organizational Name: _____

Primary Contact Person for this Project: _____

Primary Contact's Email Address and Phone Number: _____

Project Name: _____

Project Location, with Street Address if applicable: _____

County Funding Program Name: _____

Initial Project Funding Date: _____

Project Number (if one has been assigned by the county): _____

Project Description: _____

Overview of the Project to Date

Describe progress made on the project and the next steps, including the expected timing of these next steps. Photographs of completed work should be submitted as part of this description.

Describe any difficulties with the project: _____

List concrete benefits that are a result of this project: _____

Please have the Primary Contact Person sign this form.

Signature: _____

Title: _____

Date: _____

Please remit this form to: Montgomery County Economic Development Director, Montgomery County Commissioners Office, PO Box 311, Norristown, PA 19404-0311

Please fill out the below matrix to track the phases of your project. Some projects will include all of these phases, while others will only include a couple of these phases. Please cross out any phases that are not applicable to your specific project.

Phase	Month/Year to be Completed (from Exhibit B of the Funding Agreement)	Month/Year Actually Completed (or expected to be completed)
Construction		
Preliminary Design Complete		
Final Design Complete		
All Permits Acquired		
Land Development Approval Obtained		
Bid Package Ready to Go Out		
Bid Accepted		
Demolition, if necessary		
Infrastructure and Site Improvements		
Building Construction Begins		
Building Construction Finishes		
Building, if any, Occupied		
Acquisition		
Appraisal of Property		
Condemnation Proceedings Initiated, if applicable		
Agreement of Sale		
Property Obtained		
Program Creation or Administration		
RFP for Technical Assistance, if applicable		
Program Guidelines in Place		
Program Begins		
Program Concludes, if applicable		
Business Assistance		
Working Capital		
Employee Salaries & Benefits Paid		
Training Sessions or Promotional Campaigns		
Plans		
Request for Proposals		
Public Meeting for Goal Setting		
Public Meeting for Project Prioritization		
Public Hearing for Final Plan Review		
Plan Completed		
Plan Adopted		

Appendix C

PAYMENT REQUEST FORM

This appendix contains the payment request form.

For the Community Revitalization Program and Local Economic Enhancement Program, payment request forms should be submitted to the following department:

Department of Housing and Community Development
Human Services Building
1430 DeKalb Street
Norristown, PA 19404
(610) 278-3540

For all other programs, payment request forms should be submitted to the following department:

Department of Economic and Workforce Development
Human Services Building
1430 DeKalb Street
Norristown, PA 19404
(610) 278-5950

Appendix D

OPT-IN CRITERIA

Portions of municipalities not included in the list of eligible areas for the Community Revitalization Program, the Central Business District Fund, the Business Location Fund, the Visioning Fund, the Commercial and Industrial Reinvestment Fund, or the Local Economic Enhancement Program, may participate in these programs when they comply with the following guidelines. Requests for opting-in shall be sent to the Community Revitalization Board for their consideration and approval.

1. General Criteria

- A. Small portions of municipalities may be designated.
- B. Designated areas must comprise at least 50 dwelling units and 10 properties under different ownership.
- C. The boundaries of these designated areas must follow streetlines, railroad rights-of-way, streams, utility rights-of-way, municipal boundaries, or other similar features. Any proposed designated area must comprise one, contiguous area.

2. Overview of Requirements

To qualify for the Community Revitalization Program, the Central Business District Fund, the Business Location Fund, the Visioning Fund, the Commercial and Industrial Reinvestment Fund, or the Local Economic Enhancement Program, any proposed designated area must meet the income criteria outlined in section 3.

In addition, the proposed designated area must meet the criteria for 4 of the 7 measurements listed in Section 4. These 7 measurements include:

- Children under 5 in poverty
- Female headed families
- Welfare recipients
- Real estate tax base
- Value of new construction
- Population change
- Employment change

3. Income Requirement

The proposed designated area must qualify under one of the following three methods for identifying the percentage of residents falling into the low or moderate income designation as determined in the Community Development Block Grant Program (this standard is generally 80% of the current area median income according to HUD.)

- A. The proposed designated area must be identified with at least 51% of its residents as low to moderate income based on the most recent available income data.
- B. The proposed designated area must be located within a census block group that is in the highest quarter of census block groups in Montgomery County based on their percentage of

residents in low to moderate income households. Multiple block groups may be combined to form a designated area if the overall percentage of low to moderate income residents is equal to or greater than the threshold established by the percentage of low to moderate income residents in the lowest rated block group within the highest quarter of census block groups in Montgomery County.

- C. An **income survey** must be conducted demonstrating that at least 51 percent of the residents of the area fall within the low to moderate income category. This income survey must meet current survey requirements of the Montgomery County Housing and Community Development department for Community Development Block Grants. The most recent survey requirements include the following components:
1. Calculate the sample size based on a standard county confidence interval.
 2. Generate a random list of housing units to fill the sample size.
 3. Conduct surveys and any needed follow-up interviews via mail, phone, or door-to-door.
 4. At least 80% of the surveys must be completed to determine if the response is sufficient.
 5. Of the survey responses, at least 51% of the residents responding must fall into the Low to Moderate Income category established under the Community Development Block Grant program.

These survey guidelines are only a broad overview. Please consult with the Montgomery County Housing and Community Development department for the most recent full requirements for conducting an income survey.

4. Additional Requirements

In addition to the income requirement, the proposed designated area must meet the criteria for 4 of the 7 measurements listed in this section.

A. Children Under 5 in Poverty

This measurement shall be calculated by dividing the number of children under 5 in poverty by the total population.

For a designated area to qualify for this measurement, it must meet one of the following two methods of measurement:

1. The designated area is within a census tract(s) where the percent of children under 5 years old in poverty in relation to the total population of the census tract(s) is 0.05% or greater. All numbers must be from 2000 Census data.
2. The designated area is within a census block group(s) where the percent of children under 5 years old in poverty in relation to the total population of the census block group(s) is 0.05% or greater. All numbers must be from 2000 Census data.

B. Female Headed Families

This measurement shall be calculated by dividing the number of female-headed families by the total number of families.

For a designated area to qualify for this measurement, it must meet one of the following two methods of measurement:

1. The designated area is within a census tract(s) where the percent of female headed families in relation to all families in the census tract(s) is 14.1% or greater. All numbers must be from 2000 Census data.
2. The designated area is within a census block group(s) where the percent of female headed

families in relation to all families in the block group(s) is 14.1% or greater. All numbers must be from 2000 Census data.

3. The designated area is within a census block(s) where the percent of female headed families in relation to all families in the block(s) is 14.1% or greater. All numbers must be from 2000 Census data.

C. Welfare Recipients

This measurement shall be calculated by dividing the most current number of welfare recipients, as provided by the Pennsylvania Department of Public Welfare, by the municipal population estimate for the most recent year, as provided by the U.S. Census.

For a designated area to qualify for this measurement, this area must be within a municipality where the percent of welfare recipients in relation to the total population is .33% or greater.

D. Real Estate Tax Base

This measurement shall be calculated through the following steps:

1. The most current total assessed value of property, which is available from the Montgomery County Board of Assessment, is determined.
2. The most current assessed value of exempt institutional, utility, and governmental uses, which is available from the Montgomery County Board of Assessment, are subtracted from the total assessed value to derive taxable assessed value.
3. The resulting total tax base is divided by the number of total households in 2000. These numbers must be from 2000 Census data.
4. The resulting quotient is the tax base per household.

For a designated area to qualify for this measurement, it must meet one of the following two methods of measurement.

- a. The designated area is within a municipality where the tax base per household is less than \$154,500. All property assessment numbers must be calculated for the whole municipality.
- b. The designated area has a tax base per household that is less than \$154,500. All property assessment numbers must be calculated for all properties within the designated area, with the assessed value of exempt properties subtracted out.

E. Value of New Construction

This measurement shall be calculated by dividing the total assessed value of all new construction over a three to five year time period, as provided by the Montgomery County Board of Assessment, by the current population.

For a designated area to qualify for this measurement, it must meet one of the following two methods of measurement:

1. The designated area is within a municipality where the assessed value of new construction built from January 1997 through December 2001 divided by the 2000 municipal population, as provided by the U. S. Census, is \$1500 or less.
2. The assessed value of new construction built during the past five whole calendar years within the designated area divided by the population of the designated area in the past year, as provided by the U. S. Census, is equal to or less than $\$1,500 \times (1 + \text{the inflation rate since 2000, calculated to the most current whole calendar year.})$

F. Population Change

This measurement shall be calculated by subtracting the 1990 population of the designated area,

as provided by the U. S. Census, from the 2000 population for the designated area, as produced by the U. S. Census, and then dividing the resulting difference by the 1990 population for the designated area.

For a designated area to qualify for this measurement, the population change in the designated area must be 0.1% or less.

G. Employment Change

This measurement shall be calculated by subtracting the 1990 employment figures for the municipality from the 2000 employment figures and dividing the resulting difference by the 1990 employment figures. Employment data, which represents the number of employees working in a municipality, shall be taken from current Delaware Valley Regional Planning Commission statistics.

For a designated area to qualify for this measurement, this area must be within a municipality where the change in employment is 1.8% or less.

Appendix E

COMMONWEALTH OF PENNSYLVANIA

KEYSTONE PRINCIPLES FOR GROWTH, INVESTMENT, & RESOURCE CONSERVATION

The Keystone Principles & Criteria for Growth, Investment & Resource Conservation were adopted by the Economic Development Cabinet May 31, 2005. They were developed by the Interagency Land Use Team, a working group of the Cabinet over two years. The Principles & Criteria are designed as a coordinated inter-agency approach to fostering sustainable economic development and conservation of resources through the state's investments in Pennsylvania's diverse communities.

The Principles lay out general goals and objectives for economic development and resource conservation agreed upon among the agencies and programs that participated in their development. The Criteria are designed to help measure the extent to which particular projects accomplish these goals.

The Criteria do not replace agency program guidelines or criteria. Rather, at each agency's discretion, they will either be integrated into existing program criteria (preferable) or used as additional, favorable considerations in the scoring or decision making process. The Principles and Criteria are designed to encourage multifaceted project development that will integrate programs and funding sources from a variety of state agencies into a comprehensive strategy to address issues affecting whole communities. There are two categories of criteria:

Core Criteria, where relevant, should be given primary consideration in all investment decisions made by Commonwealth agencies when making grants or loans to public or private projects using agency funds.

Preferential Criteria should be used by Commonwealth agencies in all programs to which they are applicable to evaluate projects and make decisions on grants or loans using agency funds.

Projects are to be evaluated with the recognition that rural, suburban, and urban areas have different characteristics and needs, and that what might work in an urban area might not work in a rural area (the "Be Fair" standard).

The Cabinet also approved a process to implement the Principles and Criteria over the next six months during which each agency will determine how they will integrate the criteria into each of their programs. A committee of the Interagency Team, led by the Governor's Office, will review the plans and offer feedback with the goal of fine tuning the use of the Principles and Criteria for full implementation in the next calendar year.

PRINCIPLES:

1. **REDEVELOP FIRST.** Support revitalization of Pennsylvania's many cities and towns. Give funding preference to reuse and redevelopment of "brownfield" and previously developed sites in urban, suburban, and rural communities for economic activity that creates jobs, housing, mixed use development, and recreational assets. Conserve Pennsylvania's exceptional heritage resources. Support rehabilitation of historic buildings and neighborhoods for compatible contemporary uses.
2. **PROVIDE EFFICIENT INFRASTRUCTURE.** Fix it first: use and improve existing infrastructure. Make highway and public transportation investments that use context sensitive design to improve existing developed areas and attract residents and visitors to these places. Provide transportation choice and intermodal connections for air travel, driving, public transit, bicycling and walking. Increase rail freight. Provide public water and sewer service for dense development in designated

growth areas. Use on-lot and community systems in rural areas. Require private and public expansions of service to be consistent with approved comprehensive plans and consistent implementing ordinances.

3. **CONCENTRATE DEVELOPMENT.** Support infill and “greenfield” development that is compact, conserves land, and is integrated with existing or planned transportation, water and sewer services, and schools. Foster creation of well-designed developments and walkable, bikeable neighborhoods that offer healthy life style opportunities for Pennsylvania residents. Recognize the importance of projects that can document measurable impacts and are deemed “most-ready” to move to successful completion.
4. **INCREASE JOB OPPORTUNITIES.** Retain and attract a diverse, educated workforce through the quality of economic opportunity and quality of life offered in Pennsylvania’s varied communities. Integrate educational and job training opportunities for workers of all ages with the workforce needs of businesses. Invest in businesses that offer good paying, high quality jobs, and that are located near existing or planned water & sewer infrastructure, housing, existing workforce, and transportation access (highway or transit).
5. **FOSTER SUSTAINABLE BUSINESSES.** Strengthen natural resource based businesses that use sustainable practices in energy production and use, agriculture, forestry, fisheries, recreation and tourism. Increase our supply of renewable energy. Reduce consumption of water, energy and materials to reduce foreign energy dependence and address climate change. Lead by example: support conservation strategies, clean power and innovative industries. Construct and promote green buildings and infrastructure that use land, energy, water and materials efficiently. Support economic development that increases or replenishes knowledge-based employment, or builds on existing industry clusters.
6. **RESTORE AND ENHANCE THE ENVIRONMENT.** Maintain and expand our land, air and water protection and conservation programs. Conserve and restore environmentally sensitive lands and natural areas for ecological health, biodiversity and wildlife habitat. Promote development that respects and enhances the state’s natural lands and resources.
7. **ENHANCE RECREATIONAL AND HERITAGE RESOURCES.** Maintain and improve recreational and heritage assets and infrastructure throughout the Commonwealth, including parks & forests, greenways & trails, heritage parks, historic sites & resources, fishing and boating areas and game lands offering recreational and cultural opportunities to Pennsylvanians and visitors.
8. **EXPAND HOUSING OPPORTUNITIES.** Support the construction and rehabilitation of housing of all types to meet the needs of people of all incomes and abilities. Support local projects that are based on a comprehensive vision or plan, have significant potential impact (e.g., increased tax base, private investment), and demonstrate local capacity, technical ability and leadership to implement the project. Coordinate the provision of housing with the location of jobs, public transit, services, schools and other existing infrastructure. Foster the development of housing, home partnerships, and rental housing opportunities that are compatible with county and local plans and community character.
9. **PLAN REGIONALLY; IMPLEMENT LOCALLY.** Support multi-municipal, county and local government planning and implementation that has broad public input and support and is consistent with these principles. Provide education, training, technical assistance, and funding for such planning and for transportation, infrastructure, economic development, housing, mixed use and conservation projects that implement such plans.
10. **BE FAIR.** Support equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning to ensure social, economic, and environmental goals are met. Ensure that in applying the principles and criteria, fair consideration is given to rural projects that may have less existing infrastructure, workforce, and jobs than urban and suburban areas, but that offer sustainable development benefits to a defined rural community.

IMPLEMENTING THE KEYSTONE PRINCIPLES:

I. Core Criteria

1. Project avoids or mitigates high hazard locations (e.g., floodplain, subsidence or landslide prone areas).
2. Project/infrastructure does not adversely impact environmentally sensitive areas, productive agricultural lands, or significant historic resources.
3. Project in suburban or rural area: Project and supporting infrastructure are consistent with multi-municipal or county & local comprehensive plans and implementing ordinances, and there is local public/private capacity, technical ability, and leadership to implement project.
4. Project in "core community" (city, borough or developed area of township): Project is supported by local comprehensive vision & plan, and there is local public/private capacity, technical ability, and leadership to implement project.
5. Project supports other state investments and community partnerships.

II. Preferential Criteria

1. Development/Site Location
 - 1a. Brownfield or previously developed site.
 - 1b. Rehabilitation or reuse of existing buildings (including schools and historic buildings).
 - 1c. Infill in or around city, borough, or developed area of township.
 - 1d. If greenfield site, located in or adjacent to developed area with infrastructure.
 - 1e. Located in distressed city, borough or township.
2. Efficient Infrastructure
 - 2a. Use of existing highway capacity &/or public transit access available.
 - 2b. Within ½ mile of existing or planned public transit access (rail, bus, shared ride or welfare to work services).
 - 2c. Use of context sensitive design for transportation improvements.
 - 2d. Use/improvement of existing public or private water & sewer capacity and services.
3. Density, design, and diversity of uses.
 - 3a. Mixed residential, commercial & institutional uses within development or area adjacent by walking.
 - 3b. Sidewalks, street trees, connected walkways & bikeways, greenways, parks, or open space amenities included or nearby.
 - 3c. Interconnected project streets connected to public streets.
 - 3d. Design of new water, sewer & storm water facilities follows Best Management Practices, including emphasizing groundwater recharge & infiltration, and use of permeable surfaces for parking and community areas.

4. Expand Housing Opportunities

- 4a. Adopted county and multi-municipal or local municipal plans include plan for affordable housing; and implementing zoning provides for such housing through measures such as inclusion of affordable housing in developments over a certain number of units (e.g., 50), provision for accessory units, and zoning by right for multifamily units.
- 4b. Project provides affordable housing located near jobs (extra weight for employer assisted housing).
- 4c. Project adds to supply of affordable rental housing in areas of demonstrated need.

5. Increase Job Opportunities

- 5a. Number of permanent jobs created and impact on local labor market.
- 5b. Number of temporary jobs created and impact on local labor market.
- 5c. Number of jobs paying family sustaining wages.
- 5d. Increased job training coordinated with business needs & locations.

6. Foster Sustainable Businesses

- 6a. Sustainable natural resource industry improvement or expansion: agriculture, forestry, recreation (fisheries, game lands, boating), tourism.
- 6b. Business or project is energy efficient; uses energy conservation standards; produces, sells or uses renewable energy; expands energy recovery; promotes innovation in energy production and use; or expands renewable energy sources, clean power, or use of Pennsylvania resources to produce such energy.
- 6c. Project meets green building standards.
- 6d. Project supports identified regional industry cluster(s).

7. Restore/Enhance Environment

- 7a. Cleans up/ reclaims polluted lands and/or waters.
- 7b. Protects environmentally sensitive lands for health, habitat, and biodiversity through acquisition, conservation easements, planning and zoning, or other conservation measures.
- 7c. Development incorporates natural resource features and protection of wetlands, surface & groundwater resources, and air quality.

8. Enhance Recreational/Heritage Resource

- 8a. Improves parks, forests, heritage parks, greenways, trails, fisheries, boating areas, game lands and/or infrastructure to increase recreational potential for residents & visitors.
- 8b. Historic, cultural, greenways and/or opens space resources incorporated in municipal plans and project plan.
- 8c. Makes adaptive reuse of significant architectural or historic resources or buildings.

9. Plan regionally; Implement Locally

- 9a. Consistent county and multi-municipal plan (or county and local municipal plan) adopted and implemented by county and local governments with consistent ordinances.
- 9b. County or multi-municipal plan addresses regional issues and needs to achieve participating municipalities' economic, social, and environmental goals. All plans (county, multi-municipal, and local) follow standards for good planning, including:
1. *Is up-to-date.*
 2. *Plans for designated growth and rural resource areas, and developments of regional impact.*
 3. *Plans for infrastructure, community facilities, and services, including transportation, water & sewer, storm water, schools.*
 4. *Plans for tax base and fair share needs for housing, commercial, institutional, & industrial development.*
 5. *Identification of high hazard areas where development is to be avoided.*
 6. *Identification of and plans for prime agricultural land, natural areas, historic resources, and appropriate mineral resource areas to be conserved.*
 7. *Open space plan for parks, greenways, important natural & scenic areas and connected recreational resources.*
- 9.c County and local ordinances implement the governing plans and use innovative techniques, such as mixed use zoning districts, allowable densities of 6 or more units per acre in growth areas, and/or clustered development by right, transfer of development rights, Specific Plans, and tax and revenue sharing.

