SWARTHMORE TOWN CENTER ANALYSIS

MAY 2019

U3 ADVISORS

OVERVIEW

① Area Overview

② Real Estate Market Trends

③ Housing Demand Analysis

④ Retail Demand Analysis

⑤ College Town Benchmarking
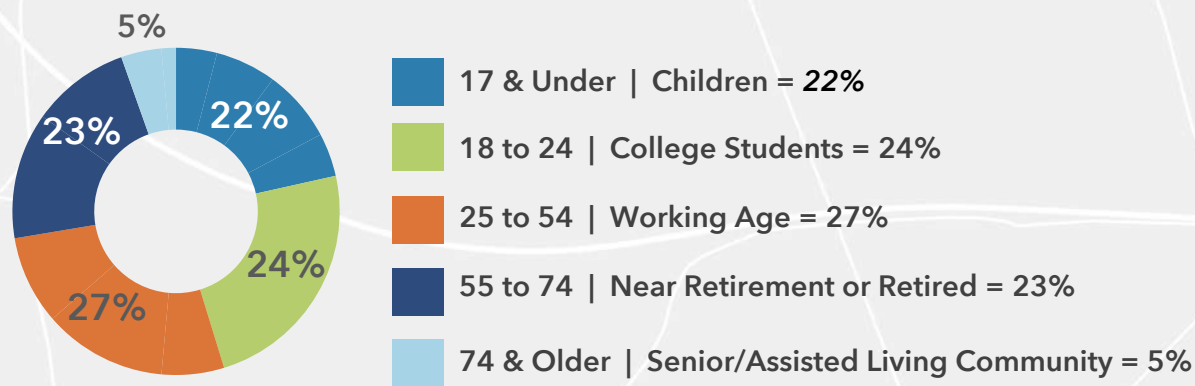
⑥ Findings and Recommendations

1. AREA OVERVIEW

SWARTHMORE BOROUGH
DEMOGRAPHIC SUMMARY

6,250 Residents

Median Household Income: $104,000

Median Age: 33

- 17 & Under | Children = **22%**
- 18 to 24 | College Students = 24%
- 25 to 54 | Working Age = 27%
- 55 to 74 | Near Retirement or Retired = 23%
- 74 & Older | Senior/Assisted Living Community = 5%

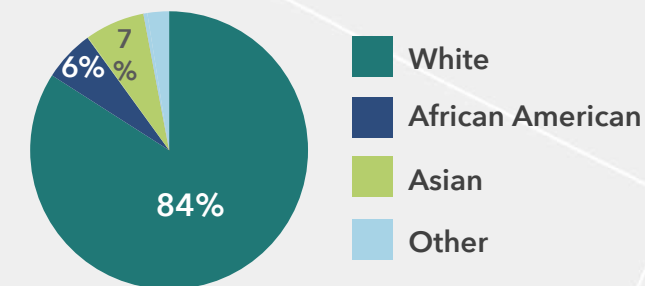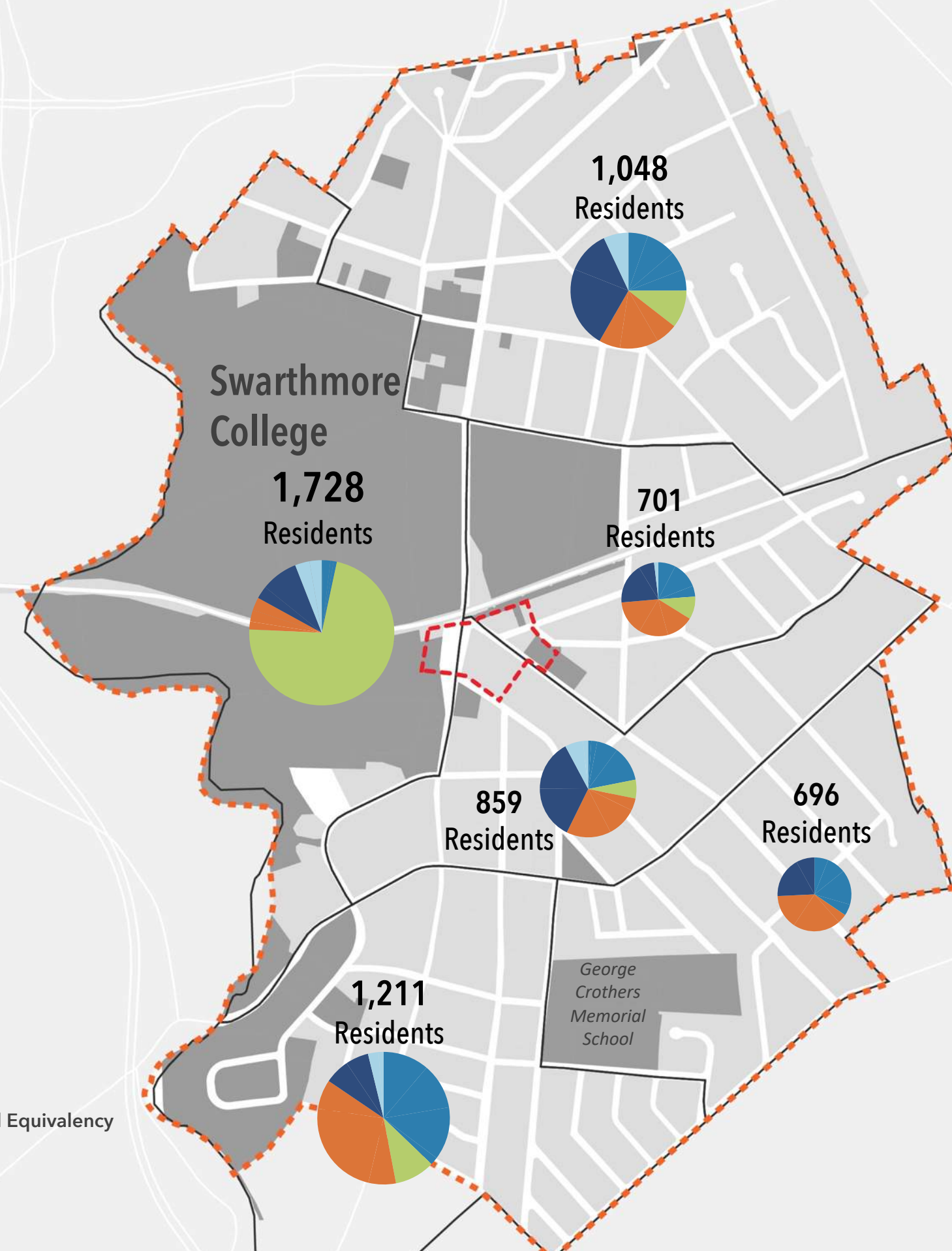*Age distribution chart:* 5%, 22%, 24%, 27%, 23%

2,200 Households

Average Household Size: 3

Family w/Children Households: 37%

Population By Race

- White — 84%
- African American
- Asian — 7%
- Other — 6%

Educational Attainment

- Bachelor's or Higher — 75%
- Some College or High School Equivalency — 25%

Map of Swarthmore Borough with resident distributions:

- 1,048 Residents
- Swarthmore College — 1,728 Residents
- 701 Residents
- 859 Residents
- 696 Residents
- 1,211 Residents
- George Crothers Memorial School
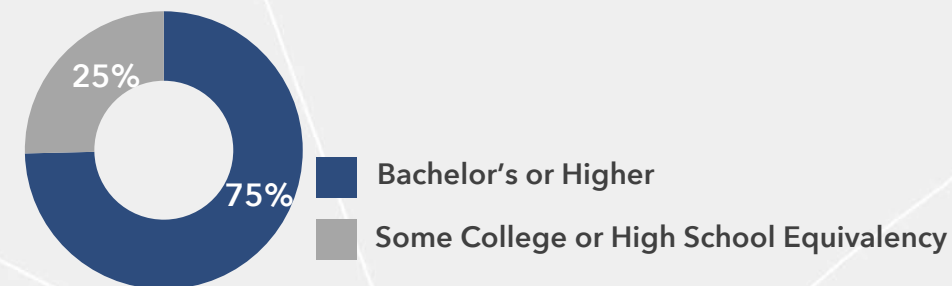
SWARTHMORE BOROUGH
HOUSING SUMMARY

2,200
Total Housing Units

Vacant
1%

Renter
24%

Owner
75%

Units in Structure

11%
50+ Unit Apartments
& Condos

14%
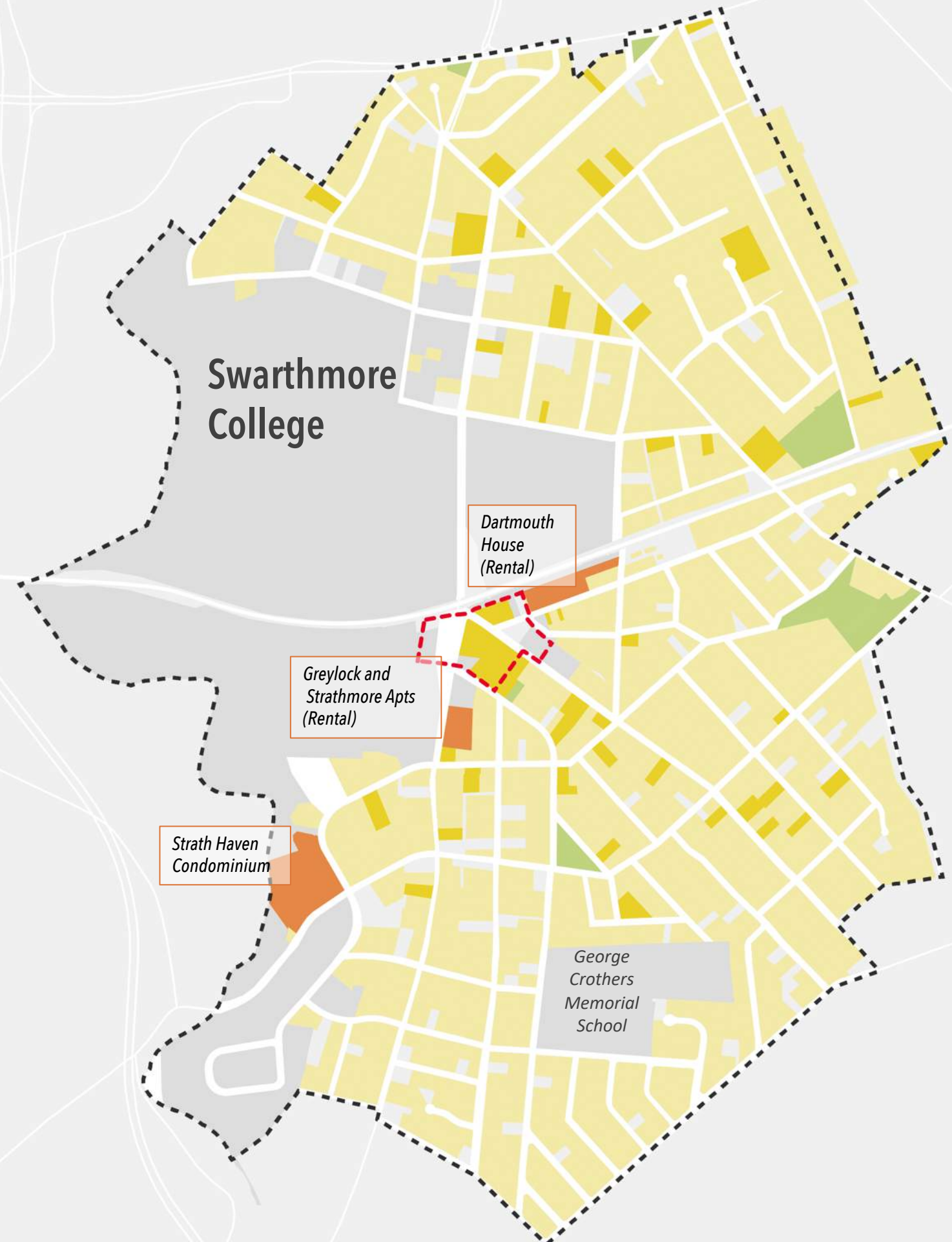Under 50
Garden
Apartments

74%
Single Family
(6% Attached)
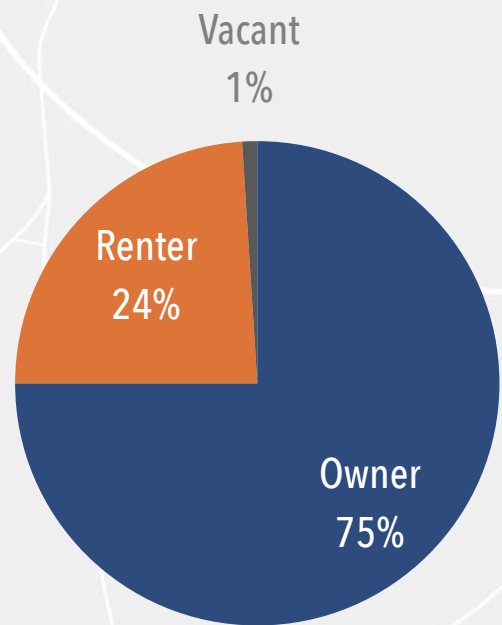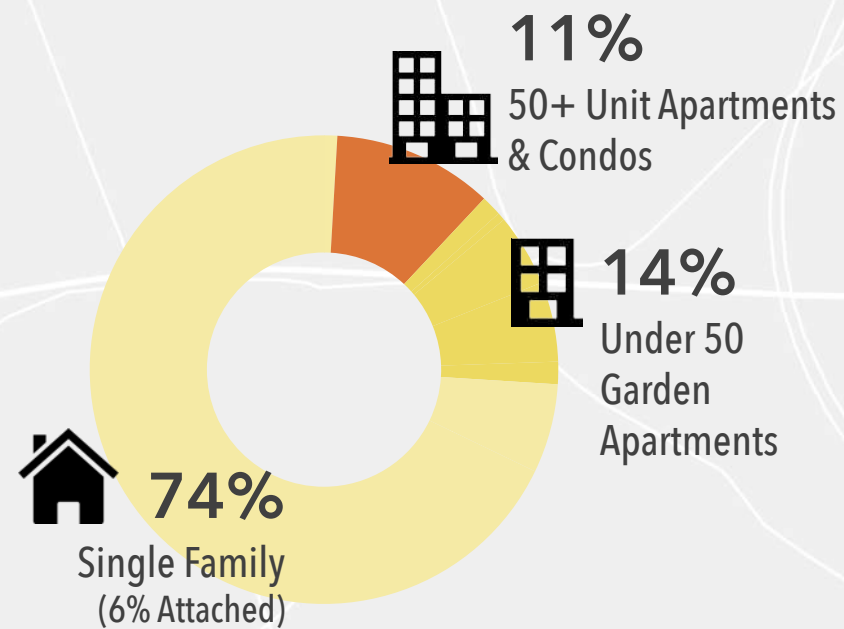
Median Home Value: $356,787 *(17% Increase since 2000)*

Median Year Built: 1953

Median Gross Rent: $1,083 *(9.1% Increase since 2000)*

Swarthmore
College

Dartmouth
House
(Rental)

Greylock and
Strathmore Apts
(Rental)

Strath Haven
Condominium
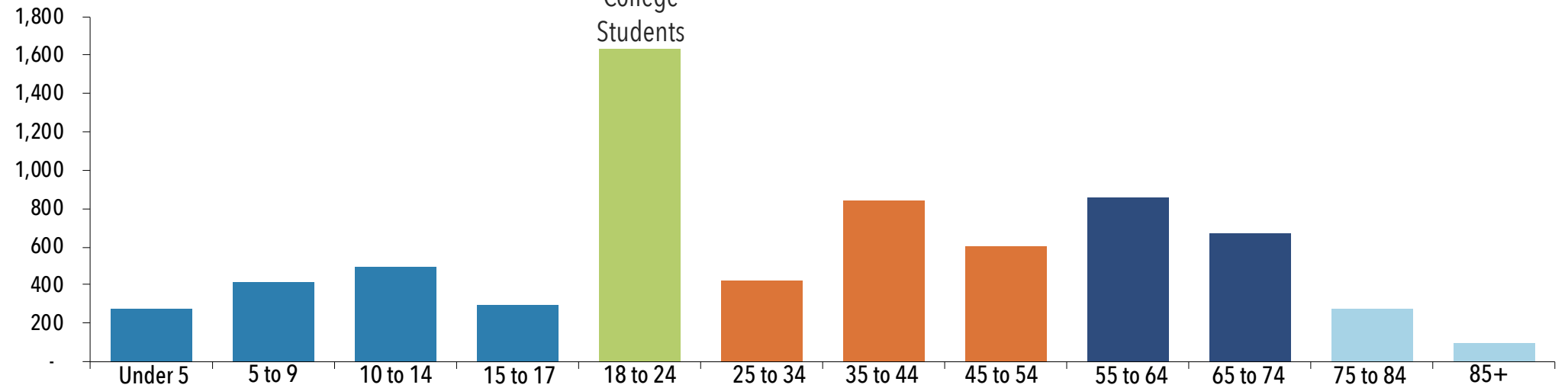
George
Crothers
Memorial
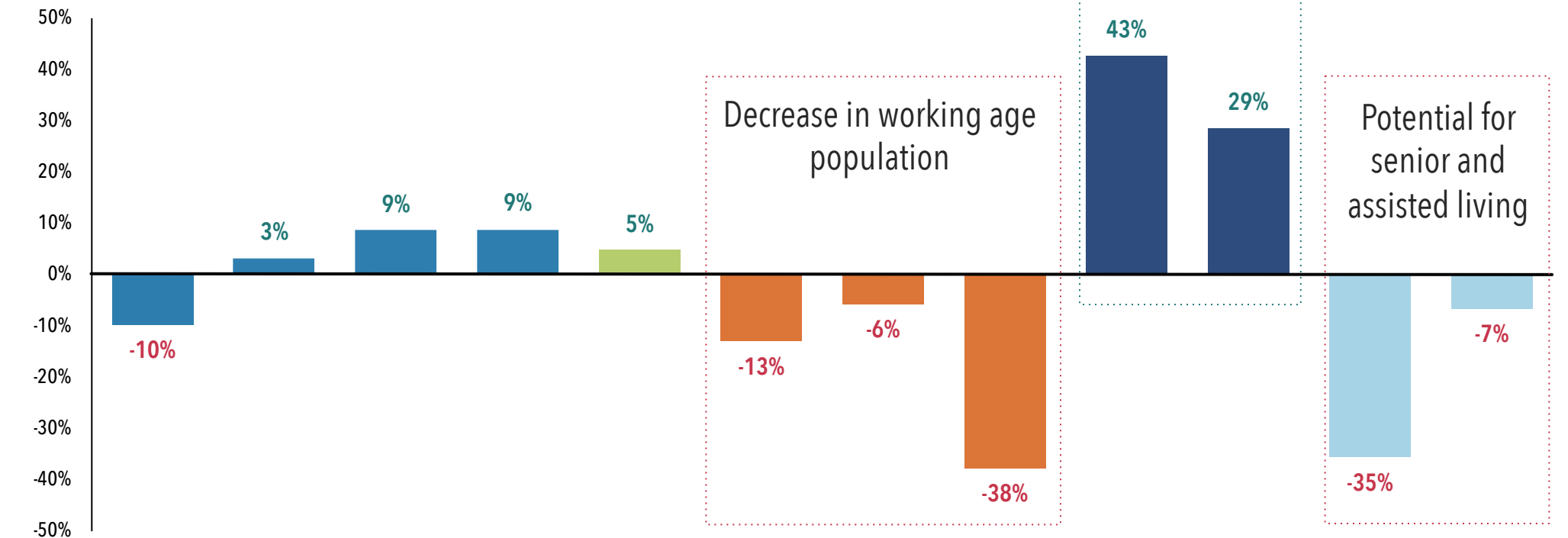School

RESIDENTIAL POPULATION
AGE TRENDS

Growth in retiree population and loss of 75+ aged cohort represents an opportunity for new active adult, senior and assisted living development

Population By Age

Swarthmore College Students

(Axis labels: 1,800 / 1,600 / 1,400 / 1,200 / 1,000 / 800 / 600 / 400 / 200 / -)

Under 5 | 5 to 9 | 10 to 14 | 15 to 17 | 18 to 24 | 25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 to 74 | 75 to 84 | 85+

Population By Age Change (2000 to 2017)

Significant growth in near retirement and retired age cohorts

Decrease in working age population

Potential for senior and assisted living

-10% 3% 9% 9% 5% -13% -6% -38% 43% 29% -35% -7%

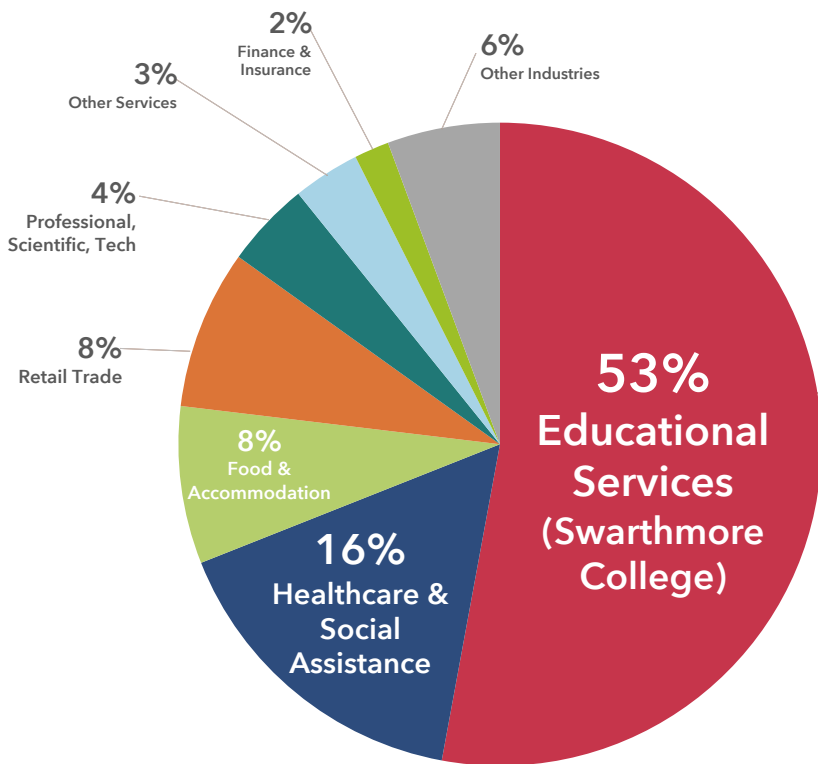(Axis labels: 50% / 40% / 30% / 20% / 10% / 0% / -10% / -20% / -30% / -40% / -50%)

■ 17 & Under | Children = *22%*
■ 18 to 24 | College Students = *24%*
■ 25 to 54 | Working Age = *27%*
■ 55 to 74 | Near Retirement or Retired = *23%*
■ 74 & Older | Senior/Assisted Living Community = *5%*

Source: U.S. Census Bureau, Decennial Census 2000,2010, ACS 2017 (5-Year Estimates)

EMPLOYMENT AND INDUSTRY

Approximately
2,000 Jobs
in Swarthmore Borough

Swarthmore Workers
by Industry

2% Finance & Insurance

3% Other Services

4% Professional, Scientific, Tech

8% Retail Trade

8% Food & Accommodation

6% Other Industries

53% Educational Services (Swarthmore College)

16% Healthcare & Social Assistance

Swarthmore College makes up over 50% of the Employment

- ■ Educational Services
- ■ Accommodation & Food Services
- ■ Professional, Scientific, & Tech. Services
- ■ Finance & Insurance
- ■ Health Care & Social Assistance
- ■ Retail Trade
- ■ Other Services
- ■ Other Industries

Source: Longitudinal Employer Household Dynamics via US Census Bureau, 2015

Where do people who work in Swarthmore Live

- Most **live within the borough** and surrounding communities

- **Swarthmore College Employee Commute Trends:**
  - ○ **65% commute by car**
  - ○ **26% live within walking or biking distance**
  - ○ **9% use public transit**

Center City

Swarthmore

——— Media-Elwyn Line

▭ Swarthmore Borough

Workers/Sq. Mile
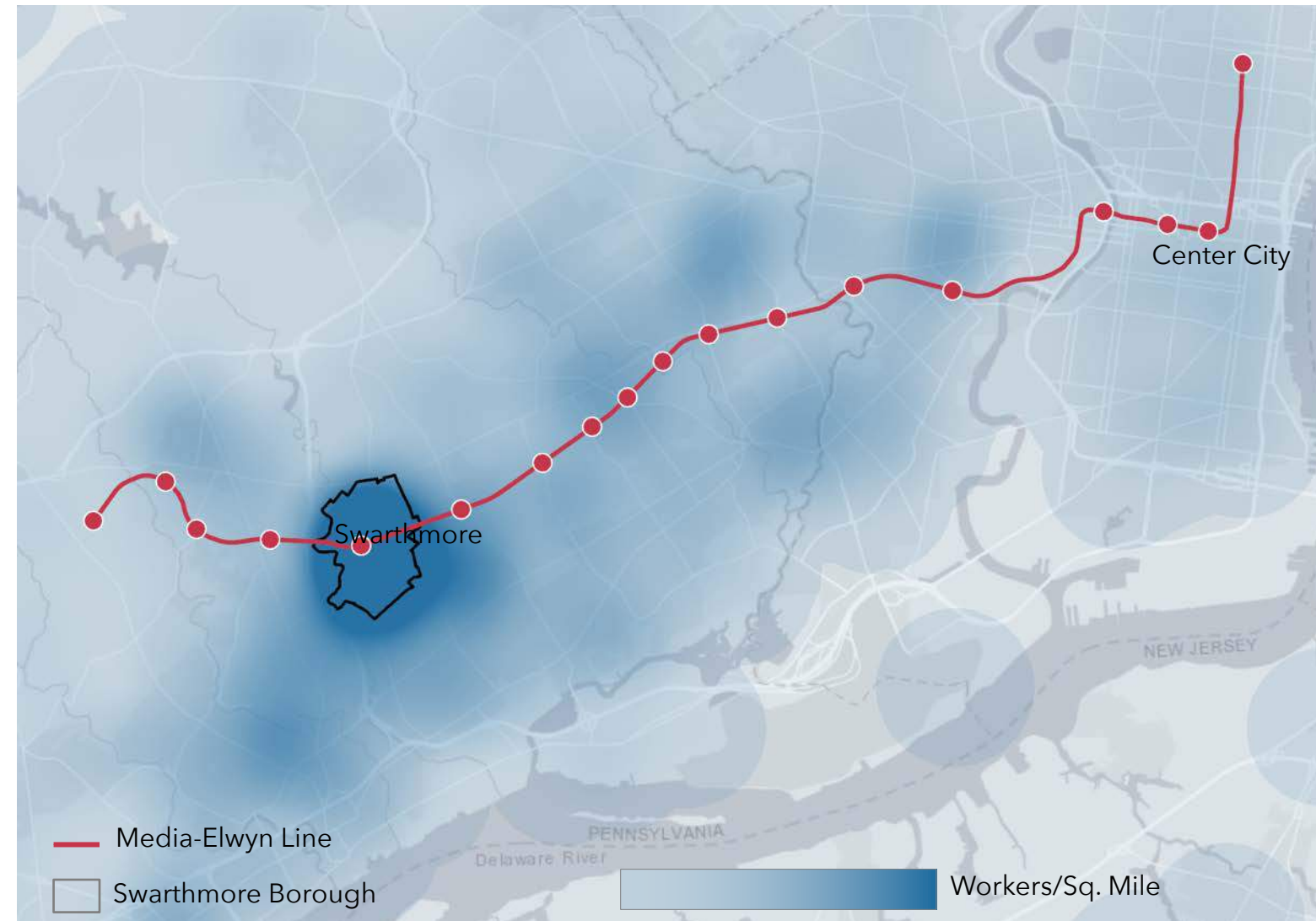
SWARTHMORE COLLEGE
DEMAND SUMMARY

1,641 total students
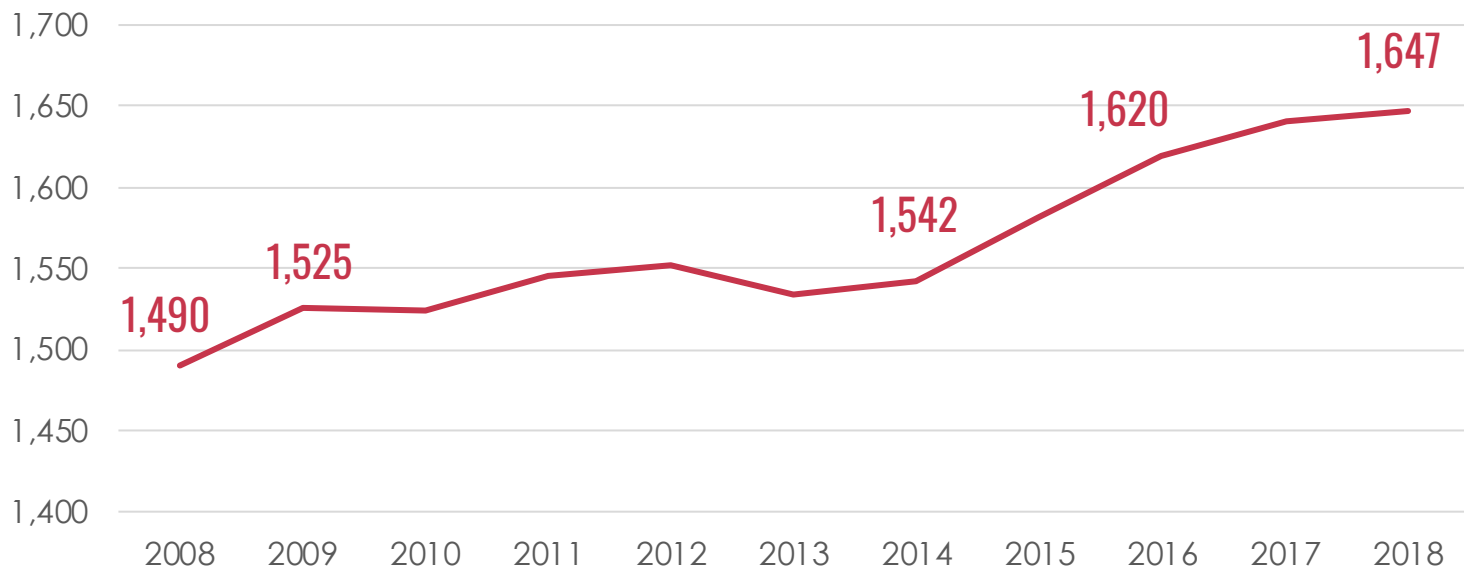(full-time undergraduates)

1,400 total employees
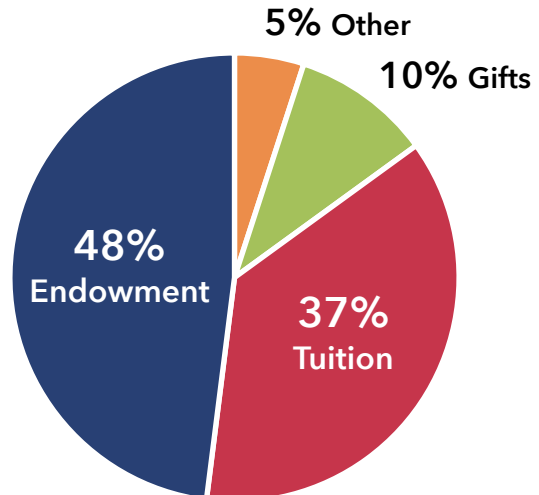(60% are Full Time faculty and Staff)

425 acre campus

40 + courses of study

800K + annual research spend

Enrollment

Revenue Sources (2017-2018)

- 5% Other
- 10% Gifts
- 48% Endowment
- 37% Tuition

2.1B endowment (2018-2019)

Where are the 3,000 Swarthmore College employees and students dining and spending?

SWARTHMORE COLLEGE
DINING & SPENDING

Students

- <u>On-campus</u>: Sharples, Essie Mae's Snack Bar

- <u>Off-campus</u>: "the Ville," Springfield shopping centers, occasionally Philadelphia and Media

- **6% of freshmen**, and **5% of upperclassmen** survey respondents typically skip lunch, typically due to long lines

- 3% of freshmen and 8% of all upperclassmen survey respondents **purchase food off campus** after 9pm due to limited after-hours options

*There is potential for meal plan revenue to grow in Town Center as current students do not necessarily buy food in town each time they purchase off-campus.

Employees

- **62% of employee respondents** eat lunch at home or bring their lunch.

- **55% of employee respondents** eat dinner at home, bring their dinner, or purchase meals off-campus
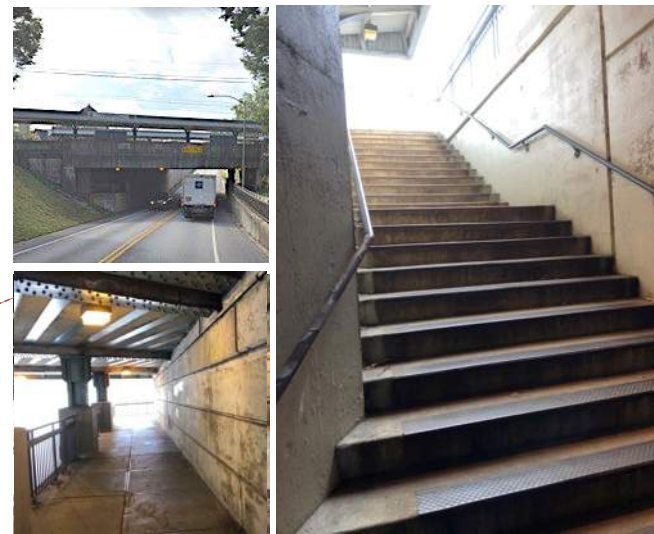
SWARTHMORE COLLEGE
CHALLENGES FOR TOWN CENTER RETAILERS
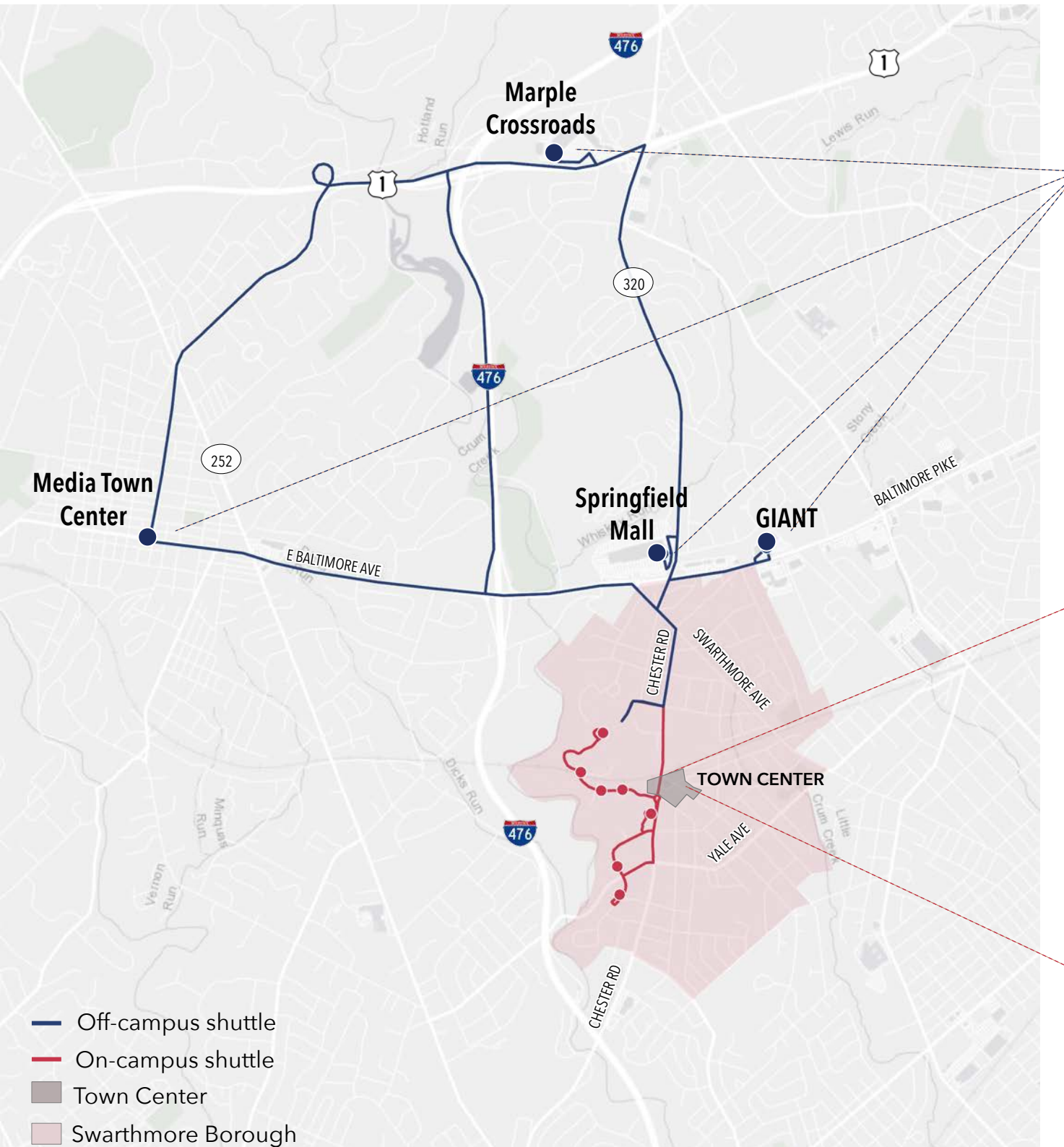
Shuttles to Shopping Centers

Shuttle services to **off-campus retail, dining, and recreation** dampen the demand for these amenities locally.

(Springfield Mall, Marple Crossroads Shopping Center, AMC Theatres, GIANT, Media Town Center)

Connectivity to Town Center

Heavy traffic and **absence of bike lanes** along Chester Road, as well as the **SEPTA underpass** act as a **divide** between the gateway to Town Center and the college.

Limited Off Campus Work Spaces

Lack of adequate study space within the borough leads to students studying and **spending money elsewhere**, creating a **missed revenue opportunity** for Town Center.

Map legend:
— Off-campus shuttle
— On-campus shuttle
▨ Town Center
▨ Swarthmore Borough

Map labels: Marple Crossroads, Media Town Center, Springfield Mall, GIANT, TOWN CENTER, E BALTIMORE AVE, BALTIMORE PIKE, CHESTER RD, SWARTHMORE AVE, YALE AVE, 476, 320, 252, 1

Source: Swarthmore College

2. REAL ESTATE MARKET TRENDS
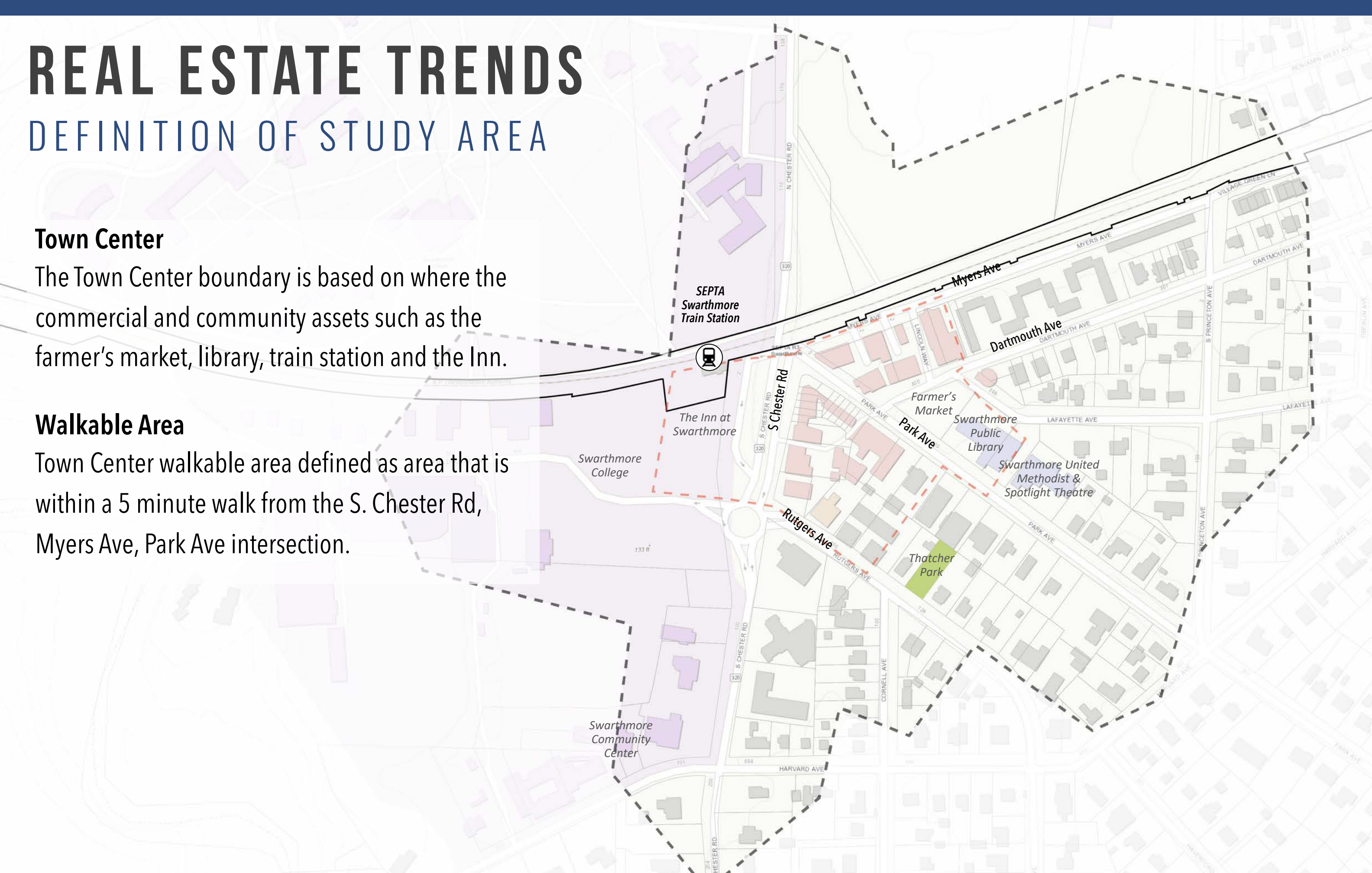
REAL ESTATE TRENDS
DEFINITION OF STUDY AREA

Town Center

The Town Center boundary is based on where the commercial and community assets such as the farmer's market, library, train station and the Inn.

Walkable Area

Town Center walkable area defined as area that is within a 5 minute walk from the S. Chester Rd, Myers Ave, Park Ave intersection.

REAL ESTATE TRENDS
APARTMENT MARKET – 50+ UNIT

Existing Conditions:

- **Small floor plans** *(Avg. SF between 680 and 900)*
- **Competitive rent rates** *(Avg. rent between $900 to $970 for rent 1-bed)*
- **High occupancy** *(Although units are small and outdated there is high demand with occupancy rates at 95% to 99%)*

Swarthmore Apartments ①

Avg. SF:	893
Avg. Rent-1Bed:	$970 *($1.2 PSF)*
Occupancy:	95%

Greylock Apartments ②

Avg. SF:	680
Avg. Rent:	$920 *($1.4 PSF)*
Occupancy:	97%

Dartmouth House ③

Avg. SF:	690
Avg. Rent-1Bed:	$900 *($1.5 PSF)*
Occupancy:	99%

Source: CoStar

REAL ESTATE TRENDS
MULTI-FAMILY | 2 to 10 UNITS IN STRUCTURE

Existing Conditions:

- Same characteristics as 50+ unit structures *(small floor plans, outdated, high occupancy)*
- **Higher rent rates along Park Ave**, renters are willing to pay high premiums to rent in the heart of Town center.
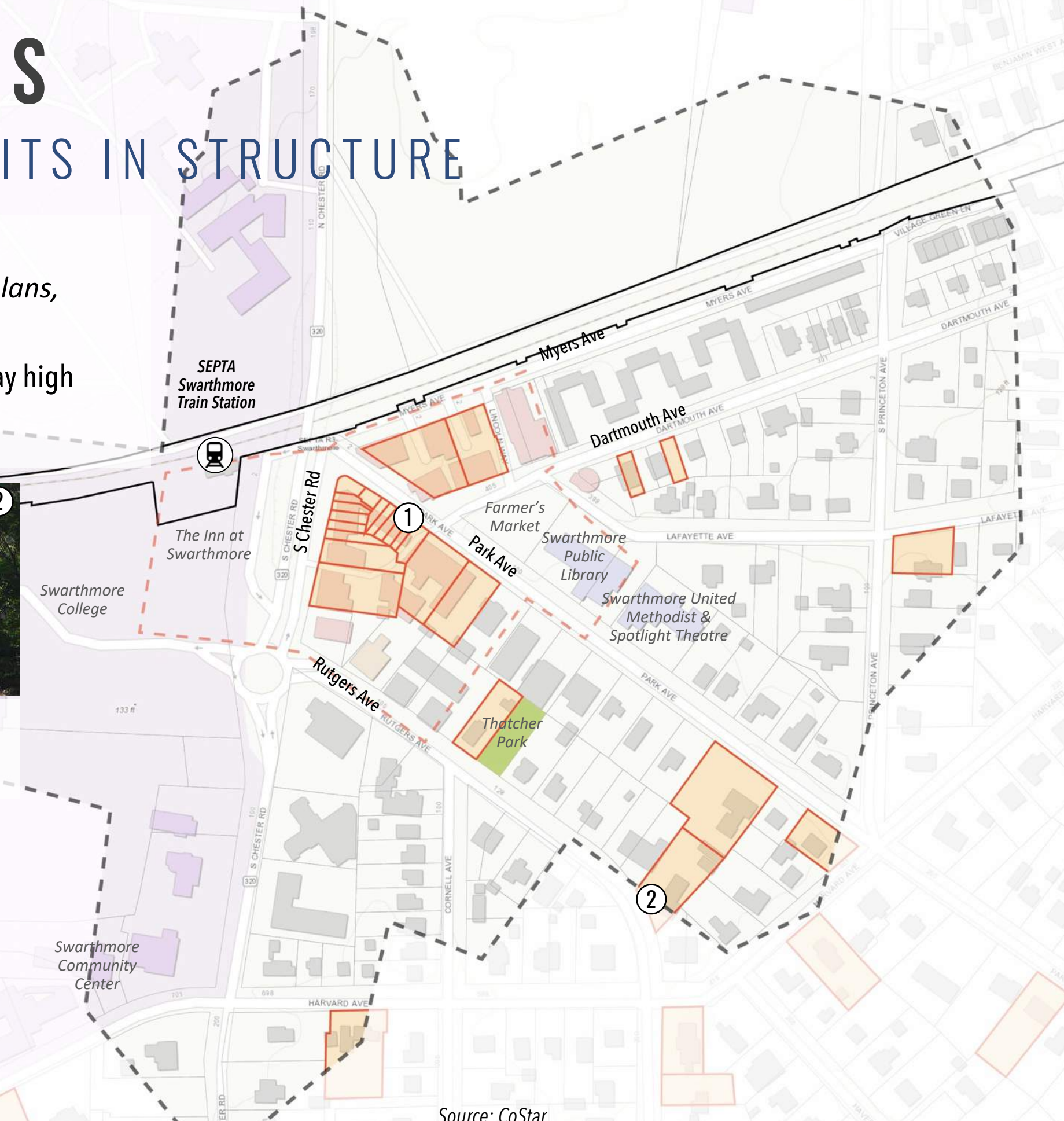

14 Park Ave

Avg. SF:	N/A
Avg. Rent:	$1,600

139 Rutgers Ave

Avg. SF:	N/A
Avg. Rent:	$1,702
Occupancy:	98%

Source: CoStar

REAL ESTATE TRENDS
RESIDENTIAL OWNER MARKET

• Owner Market consists mostly of single family homes with average prices between $450K to $800K and a couple low rise condominiums between $100K to $260K.

107 Rutgers Ave

Year Built:	1960
Avg Size -1Bed:	609 SQFT
Avg Price:	$100K ($144 PSF)
HOA:	$150 Mo

100 Rutgers Ave

Year Built:	1980
Avg Size -1Bed:	N/A
Avg Price:	$260K
HOA:	N/A

Cornell Ave

Sold Price:	$535,000
Year Built:	1900
Size:	2,100 SQFT

Park Ave

Sold Price:	$760,000
Year Built:	2002
Size:	5,600 SQFT
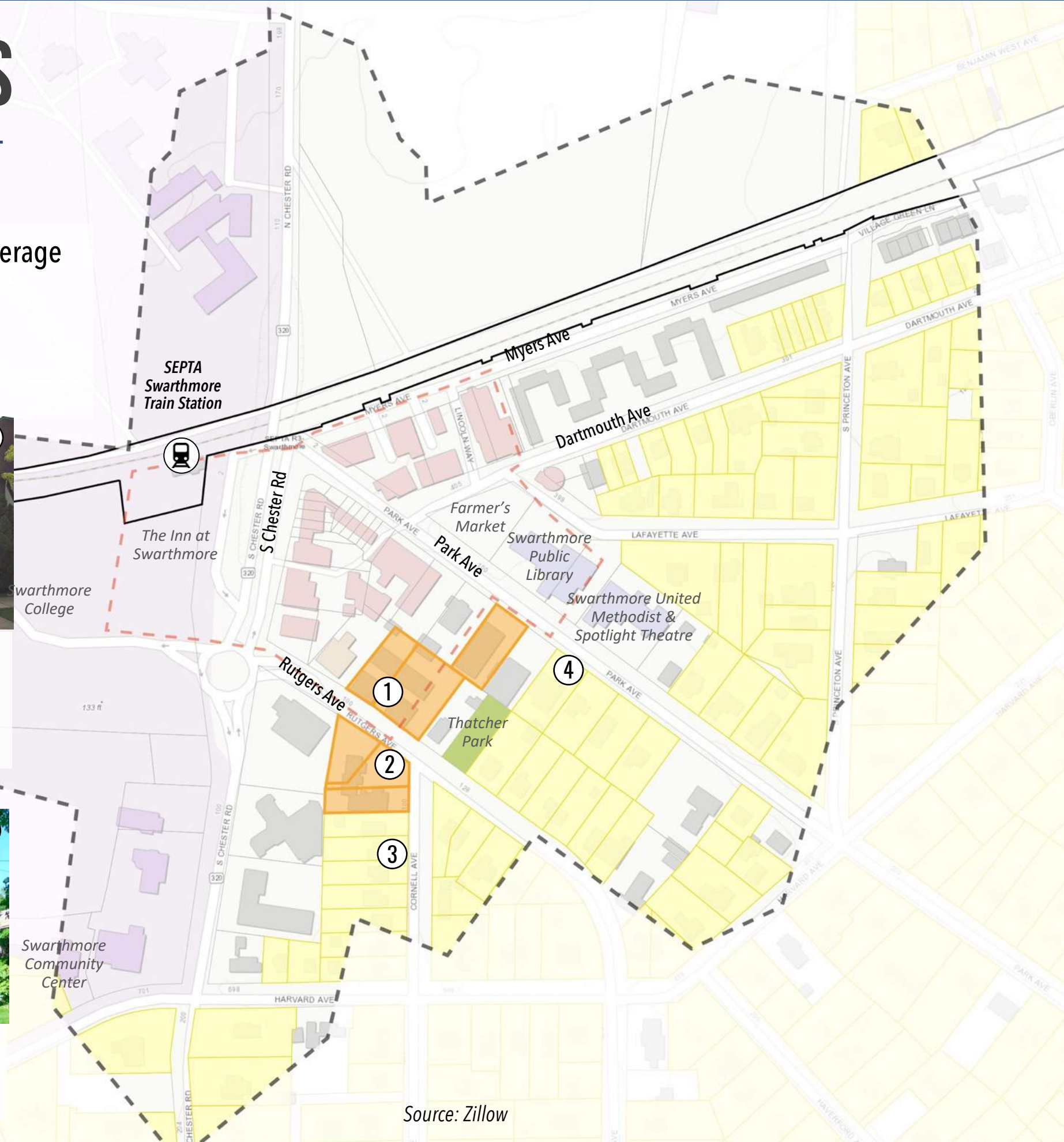
Source: Zillow

REAL ESTATE TRENDS

Existing Housing Supply Challenges

- Limited condominiums and townhomes in Swarthmore

- Existing condominiums, outdated, small and not ADA accessible. Many fixed income seniors are moving into Strath Haven or out of the borough

Housing Demand

- Desired Typology: Condominiums, apartments, and townhomes

- Desired Size: Minimum 1,200 SF

- Price Range: Between $250K to $450K

REAL ESTATE TRENDS
COMMERCIAL

- Park Ave considered the main retail corridor

- CoStar data represents that market rents are in the range of $18 to $20 PSF

- According to local retailers, the asking retail rents range between $22 and $35 PSF

6 Park Ave - Compendium

Owner:	Open Sky
Tenant:	Vacant (Formerly Compendium)
PSF:	$35 PSF

Recently Vacated due to high rents

Source: CoStar, Retailer Interviews

Approximately 50 Businesses in Town Center

- Service 50%
- Retail 25%
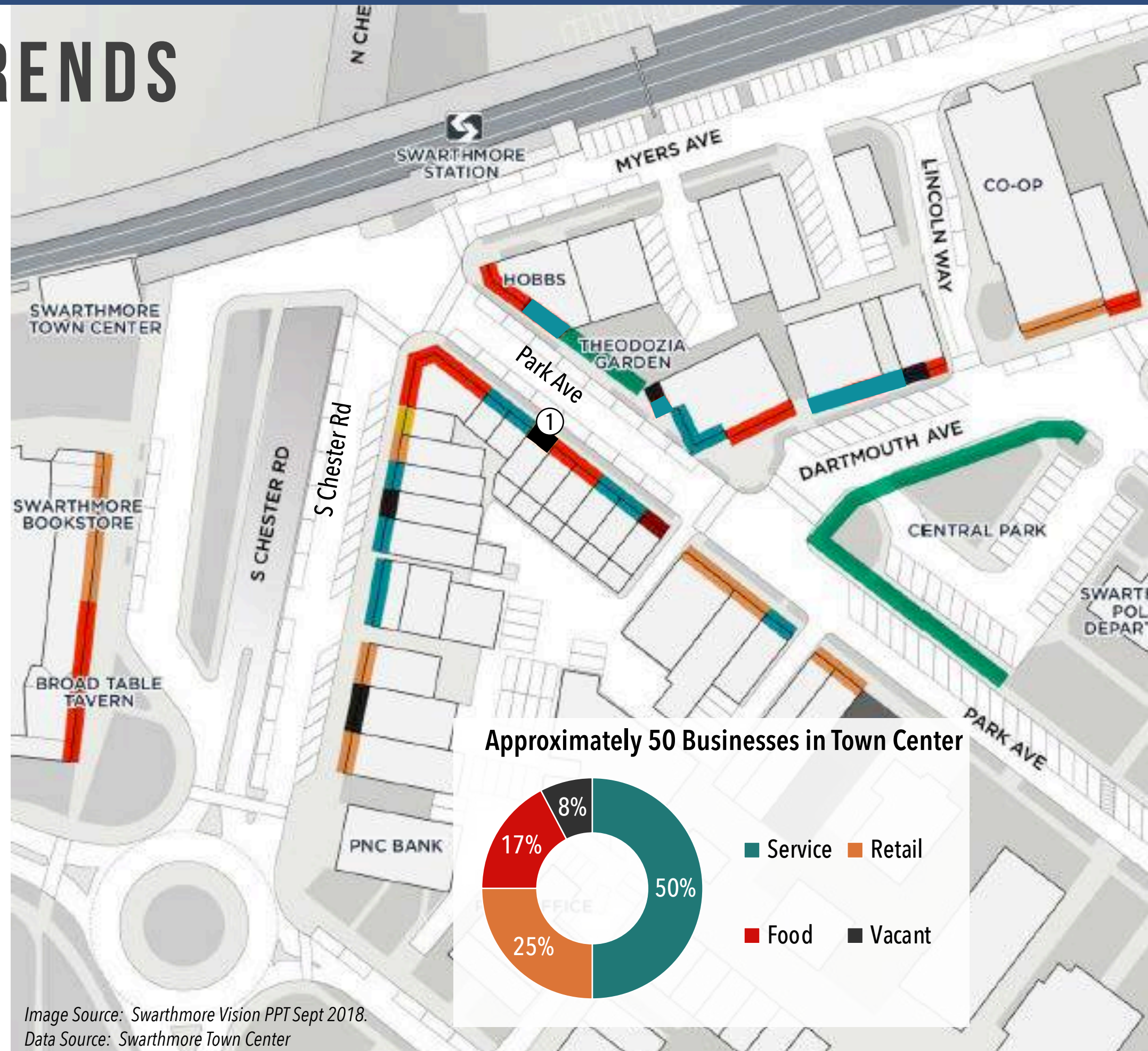- Food 17%
- Vacant 8%

Image Source: Swarthmore Vision PPT Sept 2018.
Data Source: Swarthmore Town Center

REAL ESTATE TRENDS
PARK/DARTMOUTH CORRIDORS

- Lower curb appeal scores

- Inactive services with locked doors and limited operating hours

- Exterior repairs needed

Source: U3 Advisors Survey
Scoring methodology: 4 point rating on window condition, signage, exterior maintenance and façade condition:
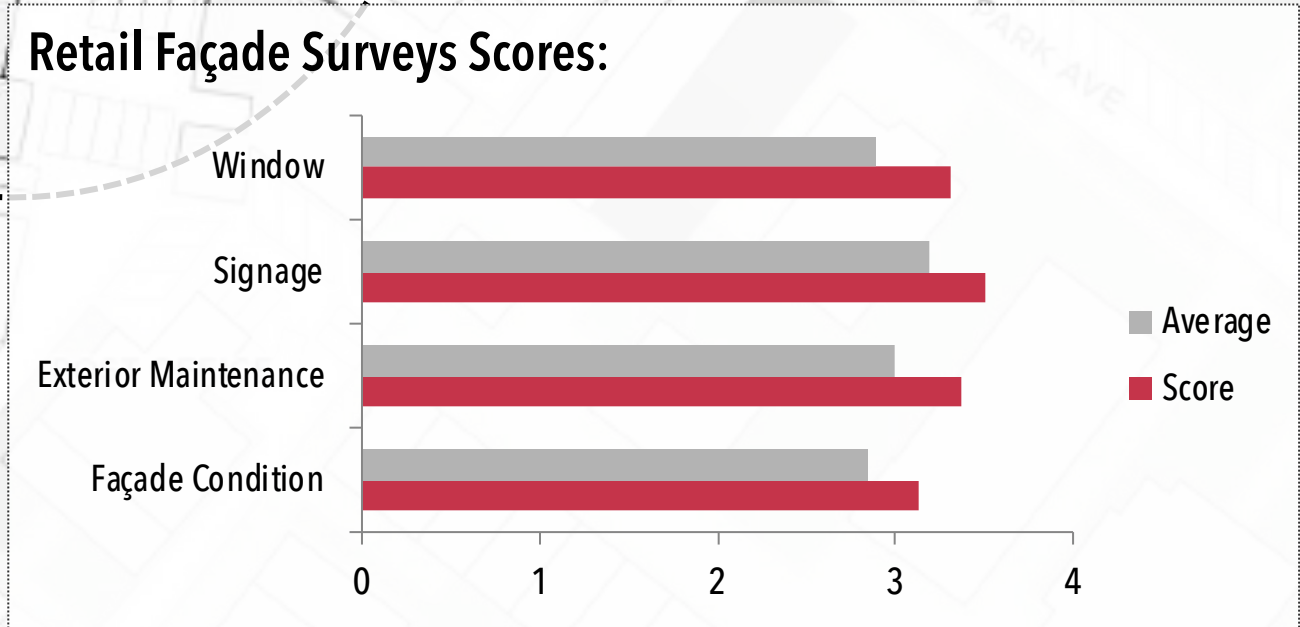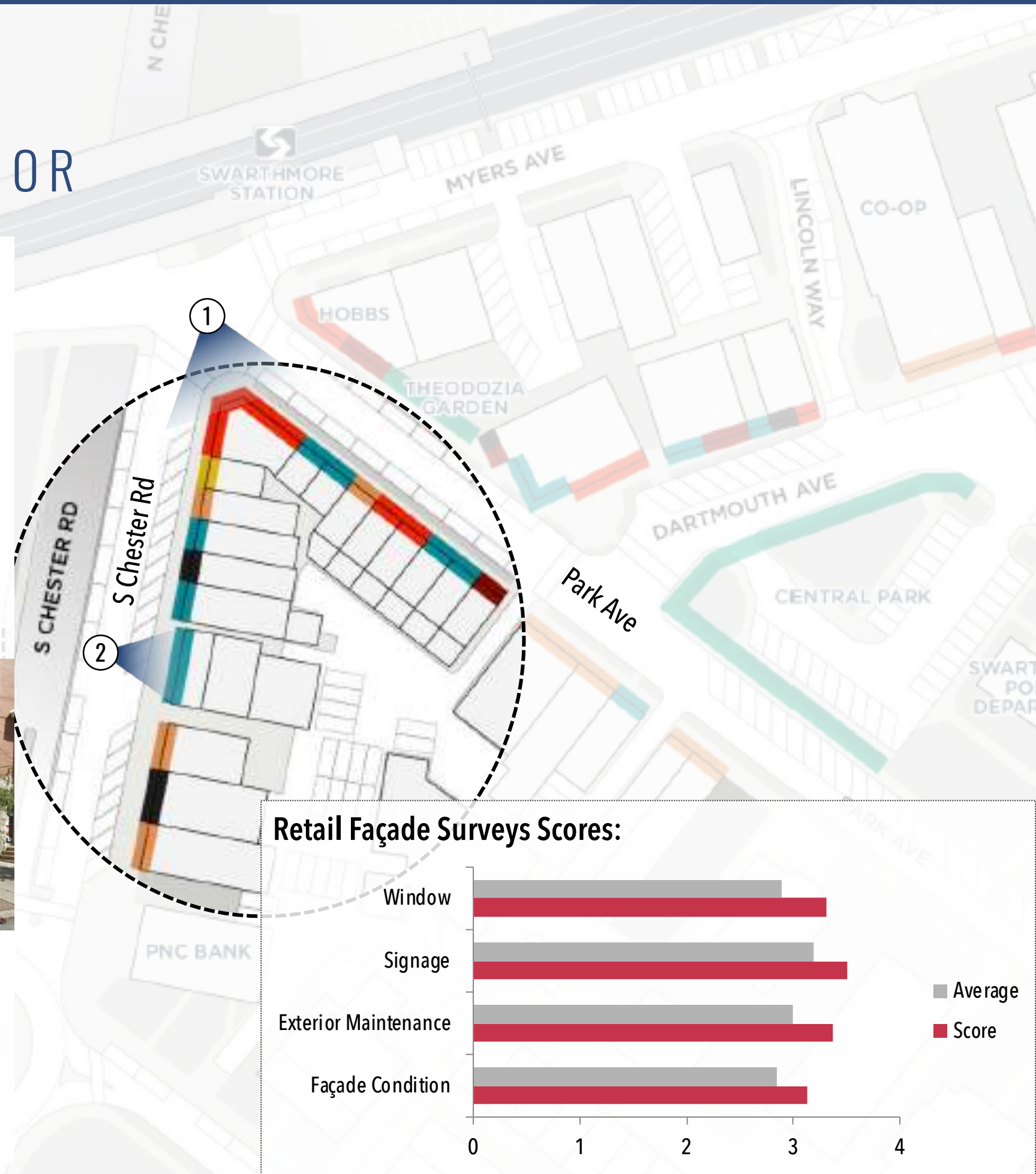*1-poor*
2-fair
3-good
4-excellent

Retail Façade Surveys Scores:


Legend: Average, Score

REAL ESTATE TRENDS
PARK AVE/CHESTER RD CORRIDOR

- Higher curb appeal scores

- Retailers on Park Ave experience twice as much foot traffic compared to S Chester Rd
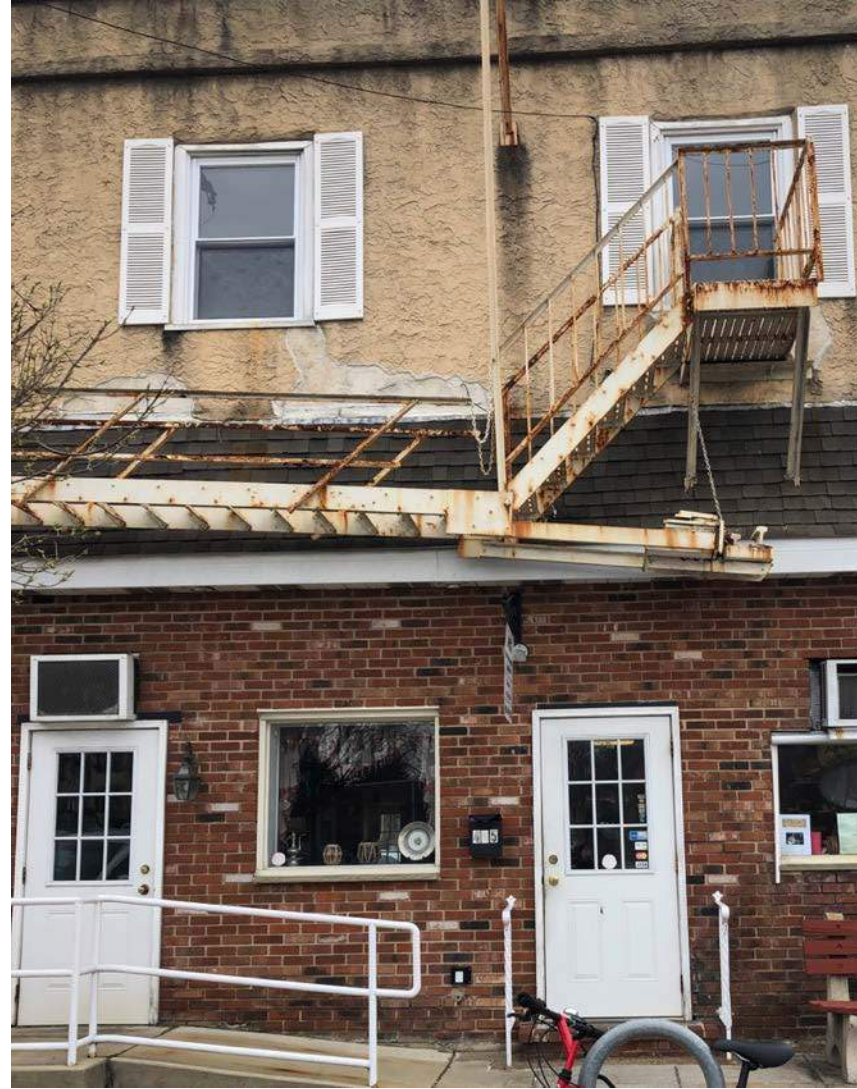
- Higher asking rents

Source: U3 Advisors Survey
Scoring methodology: 4 point rating on window condition, signage, exterior maintenance and façade condition:
1-poor
2-fair
3-good
4-excellent

Retail Façade Surveys Scores:
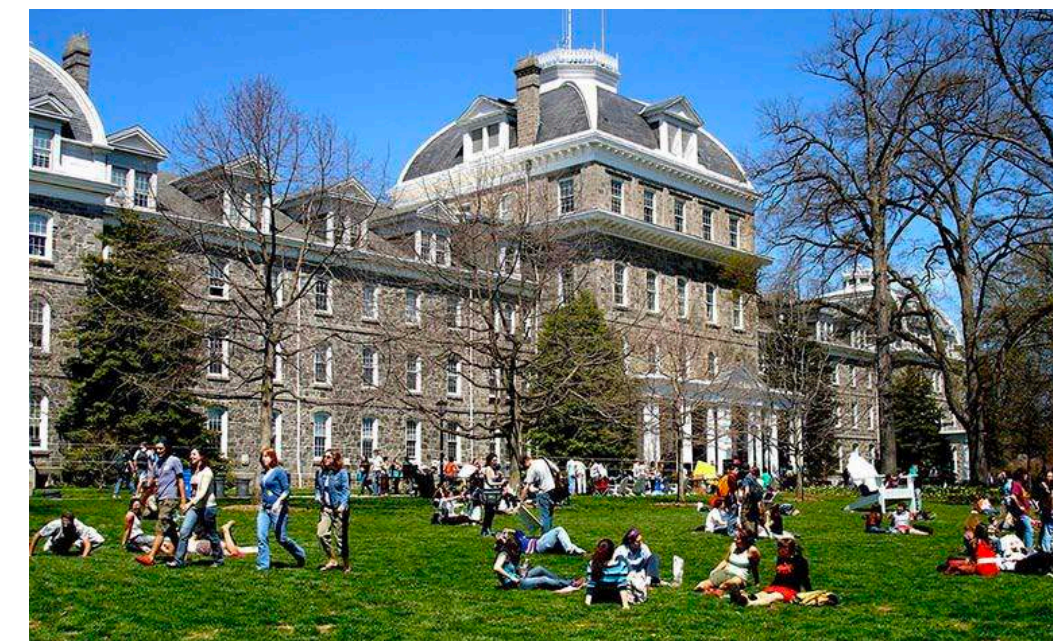
STRENGTHS

WEAKNESSES

TOWN CENTER OVERVIEW
SUMMARY

Assets

Community assets *(Library, Thatcher Park, Co-op, Farmer's Market, SEPTA Regional Rail)*

Swarthmore College

Access to transportation

Character

Ample parking

Liabilities

Liquor license barriers are limiting opportunities to attract restaurant tenants

Lack of accessible property

Inactive storefronts

Low density residential in town center

Limited housing options

Community center exclusive programming

STAKEHOLDER FEEDBACK

Community

- Vibrant downtown

- More restaurants at different price points

- More housing options

- A real community center with art studios and performance spaces

- Places to work: collaboration spaces

Task Force

- Vibrant downtown

- Diverse eating and drinking

- More diverse housing options in town center

- Affordable and accessible childcare

Swarthmore College

- More options of affordable eating and drinking places

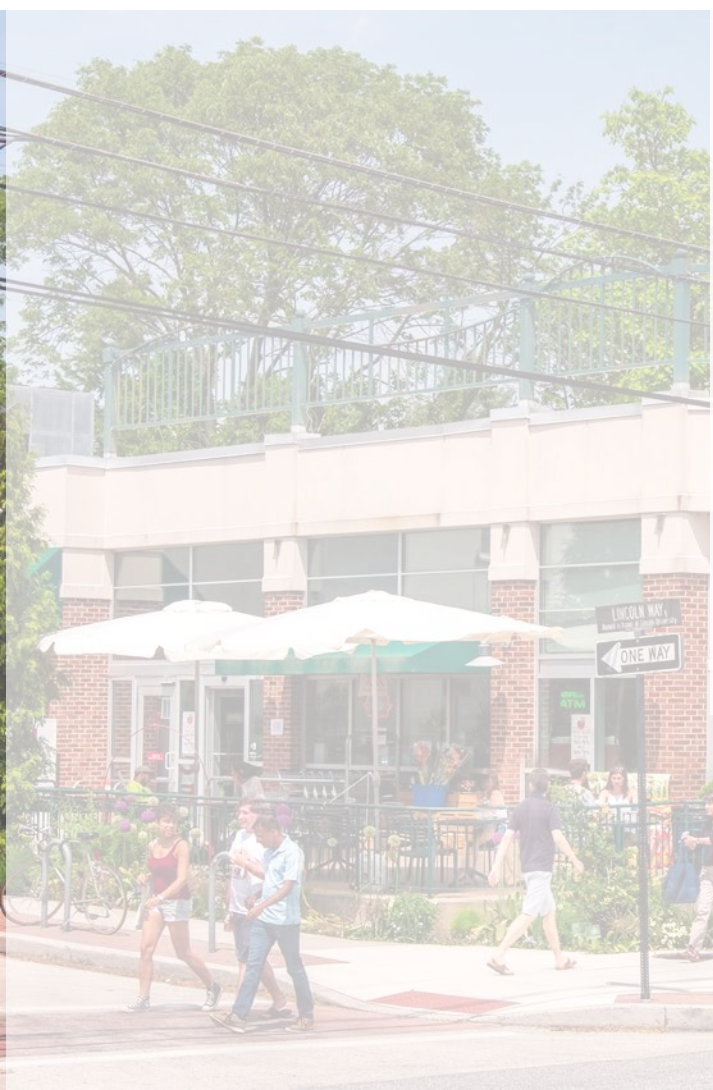- After hours eating and drinking

- After hours work spaces

Why is there potential?

Why is there potential?

6,200+ Residential Population

2,000 Jobs/Employees

1,641+ Students

150,000 Annual Visitors

3. HOUSING DEMAND

RESIDENTIAL POPULATION

TAPESTRY SEGMENTATION PROFILE
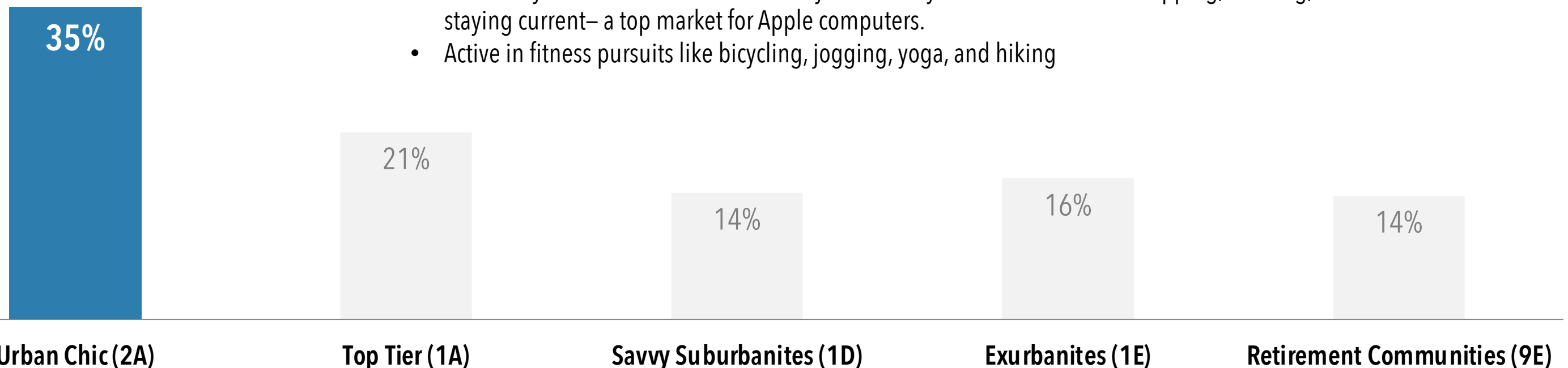

35% Upscale Avenues: *Urban Chic*

PROFILE:
- Prosperous married professionals (median age 43)
- Well educated and financially stable (Median Income: $109K)

HOUSEHOLD
- Average household 2.4.
- Homeowners (70%) prefer denser, more urban settings and townhomes
- Concentrated in suburban periphery of large metros with two vehicles.

SOCIOECONOMIC TRAITS
- Unemployment rate is well below average (3.1%)
- Employed in white collar occupations–in managerial, technical, and legal positions.
- Environmentally aware, residents actively recycle and maintain a "green" lifestyle.
- Tech-savvy residents use PCs extensively for an array of activities such as shopping, banking, and staying current– a top market for Apple computers.
- Active in fitness pursuits like bicycling, jogging, yoga, and hiking

35%	21%	14%	16%	14%
Urban Chic (2A)	Top Tier (1A)	Savvy Suburbanites (1D)	Exurbanites (1E)	Retirement Communities (9E)

RESIDENTIAL POPULATION

TAPESTRY SEGMENTATION PROFILE
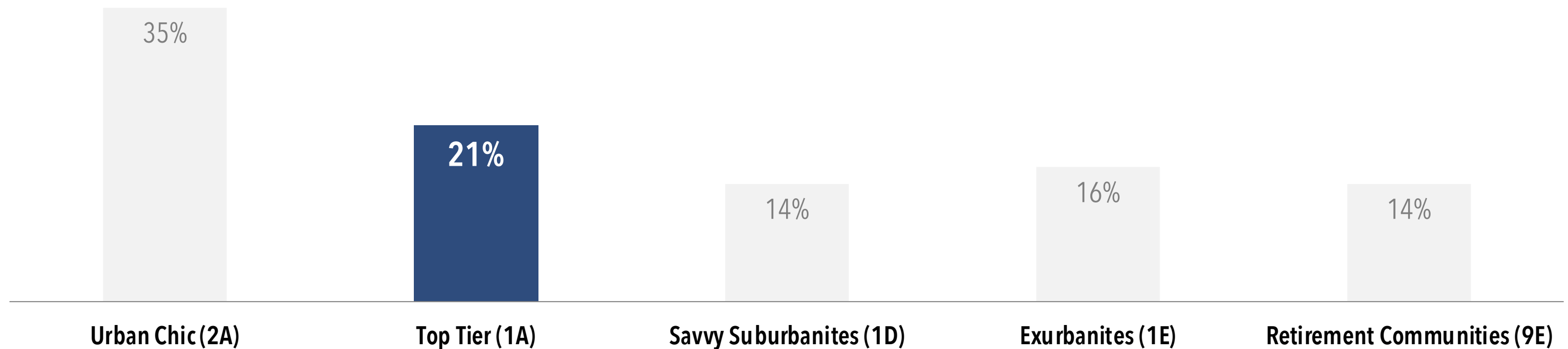

21% Affluent Estates: *Top Tier*

PROFILE:
- Empty Nesters; married without or with older children (Median age 47)
- Highly educated, 1:3 with postgraduate degree, (Median income: $173K)

HOUSEHOLD
- Average household 2.8
- Homeowners with highest home values
- Concentrated in suburban periphery of large metros

SOCIOECONOMIC TRAITS
- Nation's wealthiest consumers
- Seek variety in goods and services, consumer of fine arts,
- Attentive to good nutrition and organic foods

Urban Chic (2A)	Top Tier (1A)	Savvy Suburbanites (1D)	Exurbanites (1E)	Retirement Communities (9E)
35%	21%	14%	16%	14%

RESIDENTIAL POPULATION
TAPESTRY SEGMENTATION PROFILE

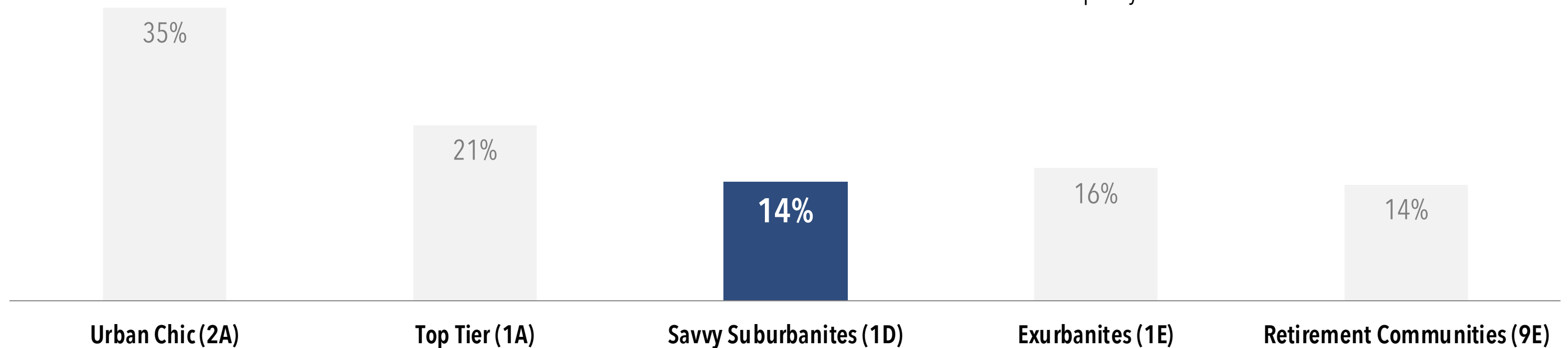### 14% Affluent Estates: *Savvy Suburbanites*

PROFILE:
- Empty Nesters and Soon to be Empty Nesters (Median age 45)
- Married Couples with no children or older children
- College educated more than half bachelor's degree (Median income: $109K)
- Higher labor force participation with 2-worker households

HOUSEHOLD
- Average household 2.9
- Primarily single family homes with median value of $363 K
- Concentrated in suburban periphery of large metros

SOCIOECONOMIC TRAITS
- Well connected using internet for shopping and managing finances
- Consumers more interested in quality than cost

Urban Chic (2A)	Top Tier (1A)	Savvy Suburbanites (1D)	Exurbanites (1E)	Retirement Communities (9E)
35%	21%	14%	16%	14%

RESIDENTIAL POPULATION
TAPESTRY SEGMENTATION PROFILE

16% Affluent Estates: *Exurbanites*

PROFILE:
- Approaching Retirement with 1 in 3 receiving social security (Median age 51)
- Active Community Members, Affluent and Urban
- College educated more than half bachelor's degree (Median income: $103K)

HOUSEHOLD
- Average household 2.5
- Primarily Single Family with high median values
- Concentrated in suburban periphery of large metros

SOCIOECONOMIC TRAITS
- Consumers more interested in quality than cost
- Well connected using internet for shopping and managing finances
- Prioritizes physical fitness

35%	21%	14%	**16%**	14%
Urban Chic (2A)	Top Tier (1A)	Savvy Suburbanites (1D)	Exurbanites (1E)	Retirement Communities (9E)

RESIDENTIAL POPULATION
TAPESTRY SEGMENTATION PROFILE

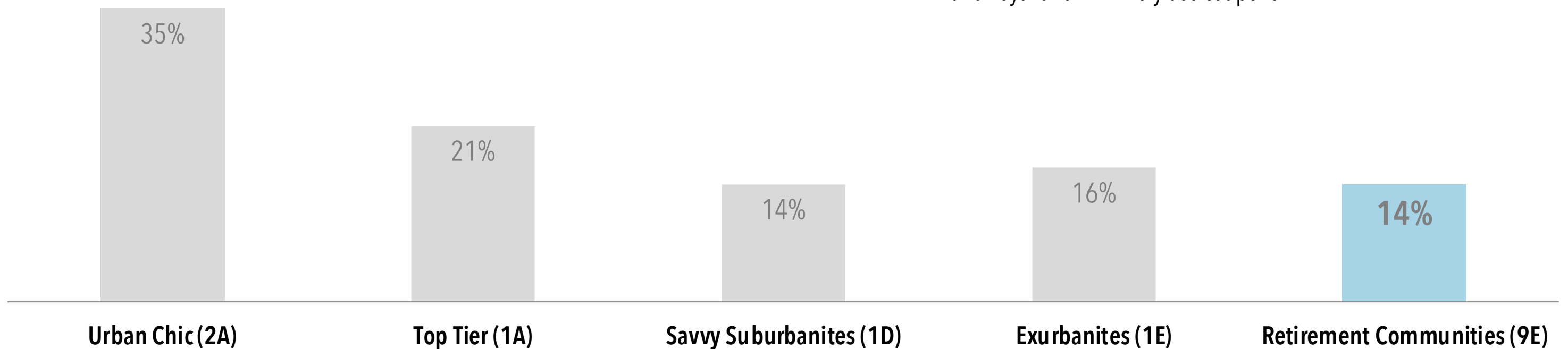### 14% Senior Styles: *Retirement Communities*

PROFILE:
- Many residents outlived partner or live alone (Median age 55)
- Limited income and pay close attention to finances (Median income: $41K)

HOUSEHOLD
- Average household 1.9
- Housing varies from single-family homes, independent living with apartments, assisted living, and continuous care nursing facilities
- Over half of the housing units are in multiunit structures with a lease.
- Nearly 1 in 5 has no vehicle

SOCIOECONOMIC TRAITS
- Consumers of newspapers and magazines
- Brand Loyal and will likely use coupons

35%	21%	14%	16%	**14%**
Urban Chic (2A)	Top Tier (1A)	Savvy Suburbanites (1D)	Exurbanites (1E)	Retirement Communities (9E)

Source: ESRI. Tapestry Segmentation represents the latest generation of market segmentation systems. The 68-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic composition. Each segment is identified by its two-digit Segment Code and description.
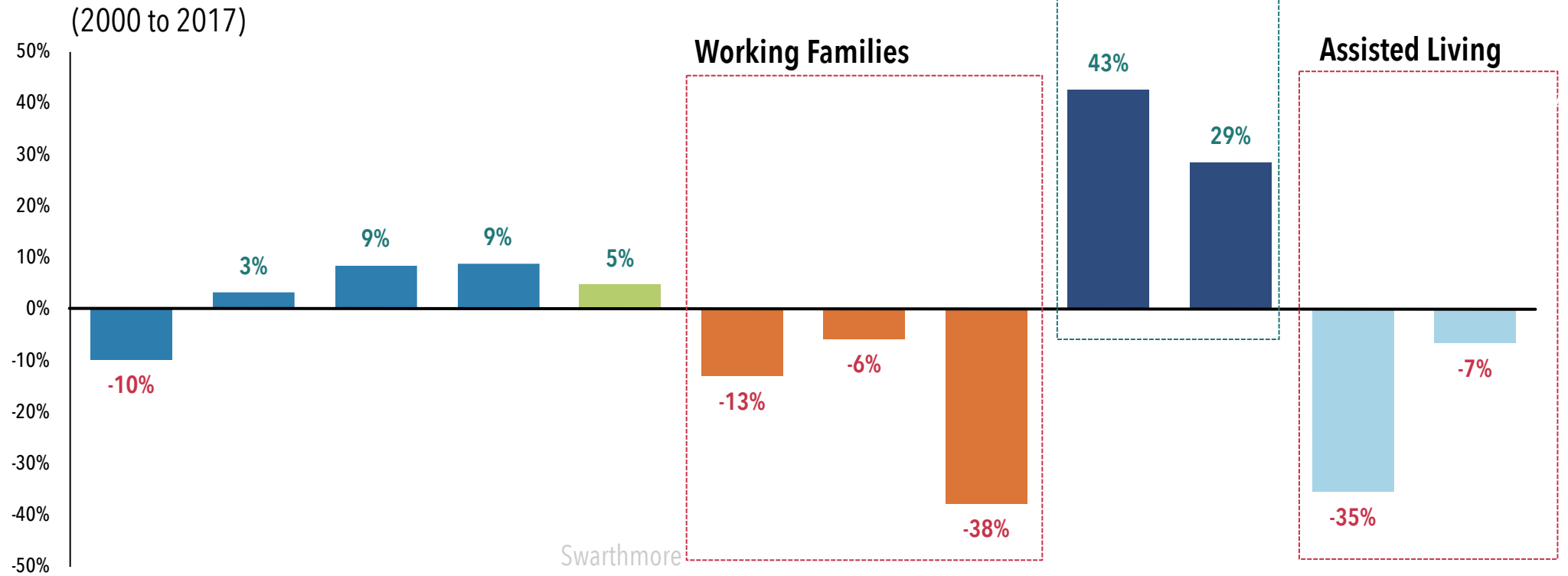
HOUSING DEMAND

Demand for up to 80 multi-family or townhome units

Market demand for housing is likely to provide support for 60 to 80 new rental or for sale residential units in the Town Center based on ESRI population by age trends, household size and tapestry segmentation trends. **More importantly, the potential number of units is influenced by available development sites and replacement of aging supply.**

Demand for up to 100 active adult and senior units

The market demand for housing is likely to provide support for 80 to 100 active adult/senior residential units based on ESRI population by age trends, household size and tapestry segmentation trends. **Potential number of units is influenced by available development sites, replacement of aging supply, and the ability to partner with Swarthmore College on a UBRC product.**

Population By Age Change
(2000 to 2017)

Active Retirement

Working Families

Assisted Living

Under 5	5 to 9	10 to 14	15 to 17	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 to 84	85+
-10%	3%	9%	9%	5%	-13%	-6%	-38%	43%	29%	-35%	-7%

Swarthmore College Students

Population By Age

Source: U.S. Census Bureau, Decennial Census 2000,2010, ACS 2017 (5-Year Estimates)
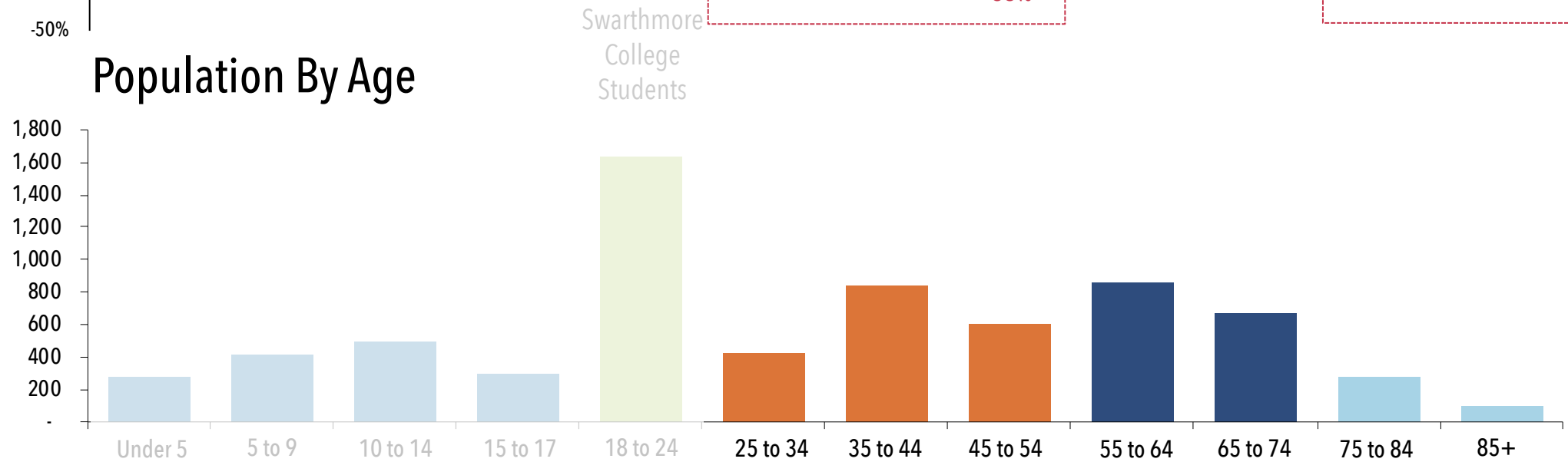
4. RETAIL DEMAND ANALYSIS

RETAIL TRADE AREA

U3A identified the trade area as a 15 minute drive from Town Center to determine size and spending potential of following cohorts:

1. Residential Population

2. Worker Population

3. Student Population

4. Visitor Population

Lawrence Park Shopping Center

15 Minute Drive

Marple Crossroads

Springfield Shopping Center

Home Depot Plaza

Springfield Mall

Springfield East/Springfield Park

10 Minute Drive

MacDade Mall

Swarthmore Town Center

5 Minute Drive

Eddystone Crossings

Esri, HERE, Garm
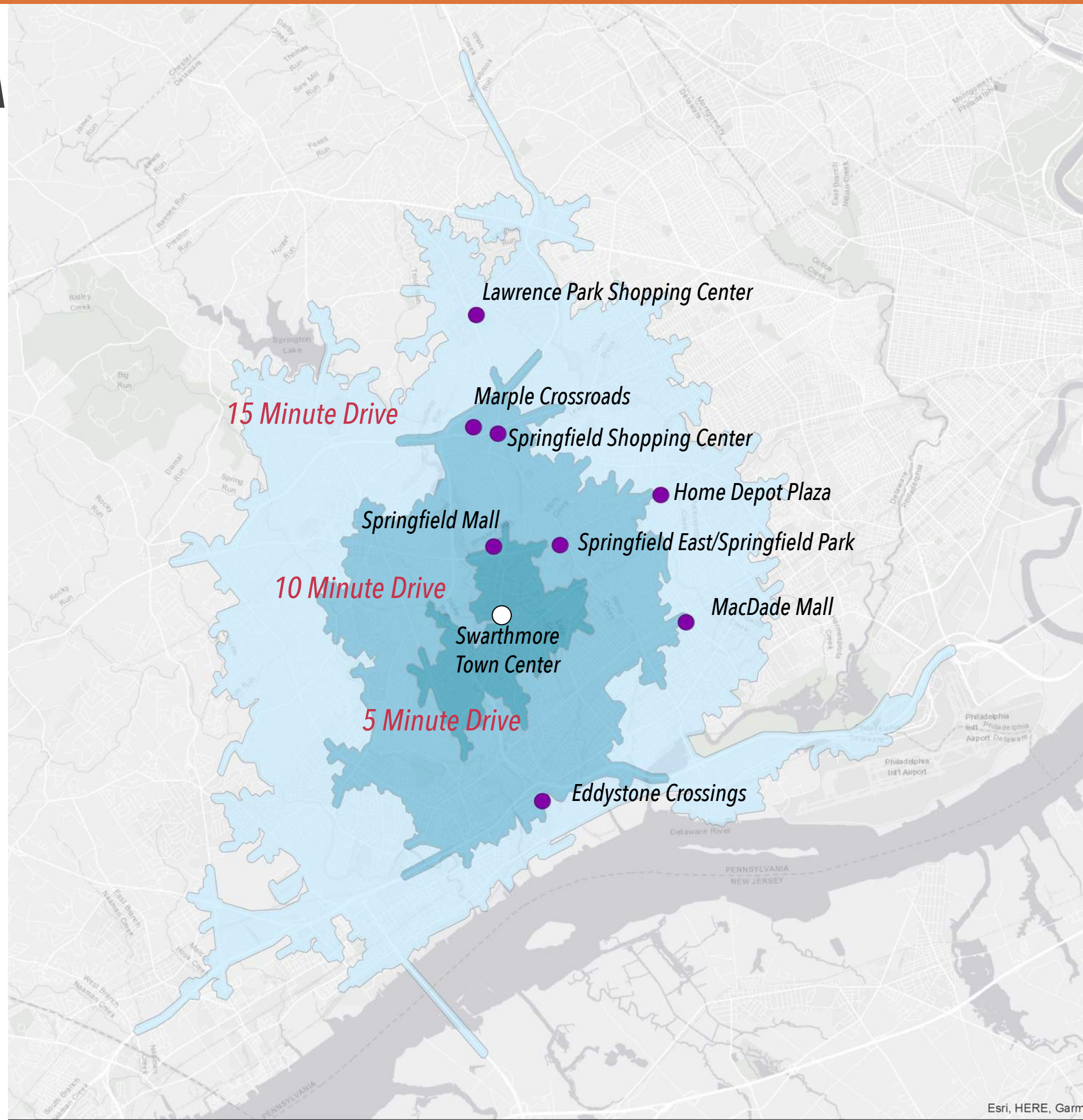
CONSUMER TRADE GROUPS

- ## Residential Population
  Total population in retail trade area: 94,000
  Average household income: $97K
  Spending potential based on ESRI business analyst estimations*

- ## New Residential Population
  100 new residents
  Spending potential based on BLS consumer expenditure survey 2017

- ## Worker Population
  2,000 employees in Swarthmore
  Spending potential based off of ICSC report metrics on suburban worker spending patterns

- ## Student Population
  1,641 students at Swarthmore College
  Spending potential based on The College Board (2011 – 2012) and U3 Advisors

- ## Visitor Population
  150,000 annual visitors
  Spending potential based on Hoffman strategy group and U3 Advisors

RETAIL DEMAND ANALYSIS METHODOLOGY

As part of Swarthmore's evaluation of establishing a new highest and best use for new development in Town Center, U3A studied the market potential for three categories of retail:

- **Grocery and convenience retail** *(Grocery and Specialty Food Stores)*

- **Eating and drinking establishments** *(Restaurants, Drinking Places, Special Food Services)*

- **Retail** *(Clothing & Clothing Accessories, Health & Personal Care Stores, Misc. Store Retailers)*

The supportable retail will be determined by the following steps:

1. **Determine the <u>existing retail gap</u>**

   Spending potential – existing sales = existing retail gap (surplus)

2. **Establish the total potential <u>capturable sales</u>**

   Retail gap x capture rate = retail gap capturable sales

3. **Using industry standards and other retail market information, calculate supportable SF**

   Capturable sales / sales PSF = supportable SF

EXISTING RETAIL GAP

	Spending Potential/Demand					Total Demand	Total Sales	Retail Gap/Surplus
	Residents	New Residents	Employees	Students	Visitors			
Grocery/ convenience	$615,552,000	$131,000	$3,899,000	$1,009,000	$146,000	$620,737,000	$839,334,000	$(218,597,000)
Eating & drinking	$353,232,000	$135,000	$3,016,000	$1,729,000	$2,743,000	$360,855,000	$315,850,000	$45,004,000
Retail	$546,800,000	$38,900	$6,966,000	$357,000	$2,337,000	$556,500,00	$520,638,000	$35,831,000

See Appendix for Demand Calculation Details

CAPTURABLE SALES

	Retail Gap/Surplus	Low Capture %	High Capture %	Low Capture $	High Capture $
Grocery/ convenience	$(218,597,000)	15%	30%	-	-
Eating & drinking	$45,004,000	15%	30%	$6,751,000	13,501,000
Retail	$35,831,000	15%	25%	$5,375,000	$8,958,000

See Appendix for Demand Calculation Details

SUPPORTABLE RETAIL

	Retail Gap/Surplus	Low Capture %	High Capture %	Low Capture $	High Capture $
Grocery/ convenience	$(218,597,000)	15%	30%	-	-
Eating & drinking	$45,004,000	15%	30%	$6,751,000	13,501,000
Retail	$22,616,000	15%	25%	$5,375,000	$8,958,000

	Capturable Sales	Estimated Sales PSF		Supportable Square Feet	
		Low	High	Low	High
Eating & drinking	13,501,000	$400	$500	27,000	33,800
Retail	$8,958,000	$300	$400	22,400	29,900
				~ 49,000	~64,000

See Appendix for Demand Calculation Details

RETAIL DEMAND ANALYSIS CONCLUSIONS

1. Retail development in the Town Center can be expected to generate sales from five distinct consumer groups within defined trade areas:
   - Existing Residents
   - Potential New Residents
   - Workers
   - Visitors
   - Students

2. U3A's retail demand analysis resulted in the following "supportable SF" for retail within Town Center:
   - Eating and Drinking: 27,000 – 33,800 SF
   - Retail: 22,400 – 29,900 SF

3. Retail and eating and drinking establishments should be attractive, special and differentiated from the competition, and must appeal to Swarthmore residents, Swarthmore College employees and students, and the greater Swarthmore retail trade market.

   - It is strongly recommended that new restaurants have liquor licenses as 20% to 30% of restaurants sales are from alcoholic beverage sales[1]. Liquor licenses could boost the Town Center economy by drawing in dinner crowds, bolstering the potential success of restaurants and attracting customers to inline retail.

   - Retail would have to cater to and rely on patronage from Swarthmore College students, employees and Town Center residents and visitors and would require strong connections from campus to Town Center.
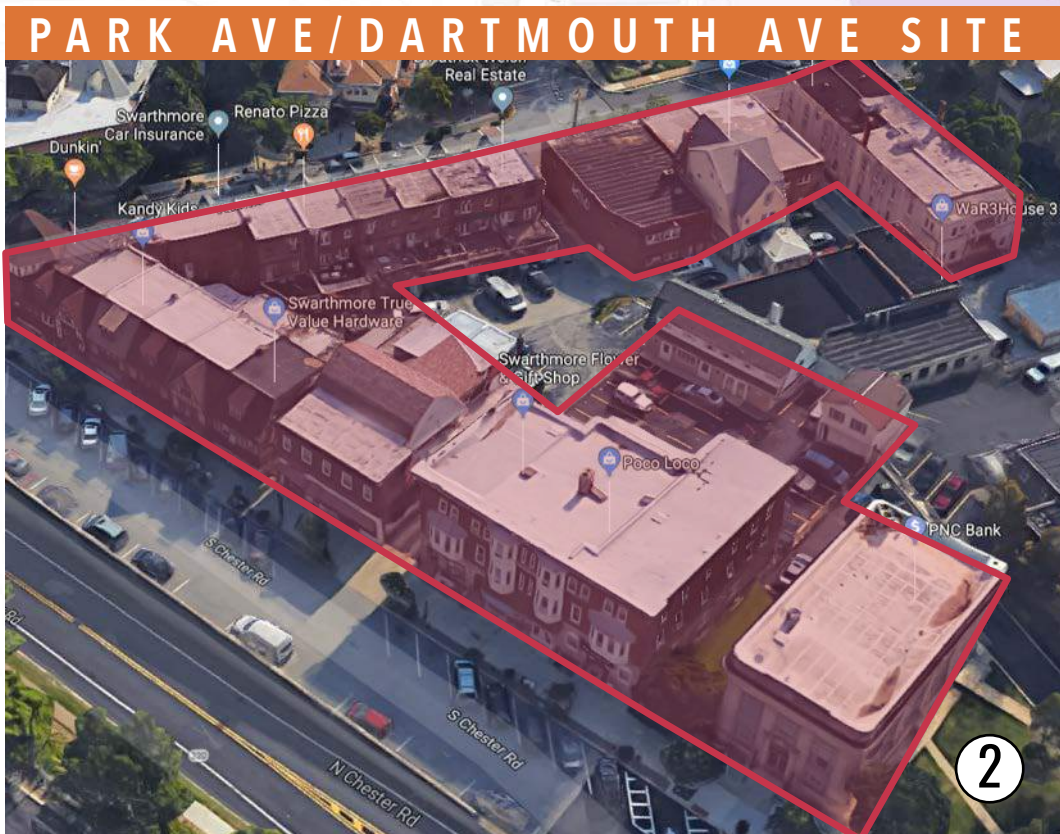
[1]ICIC.org, "Liquor Licenses: A Budding Catalyst for Inner City Revitalization"

Where is there opportunity for new retail and residential development?

**PARK AVE/CHESTER RD SITE**
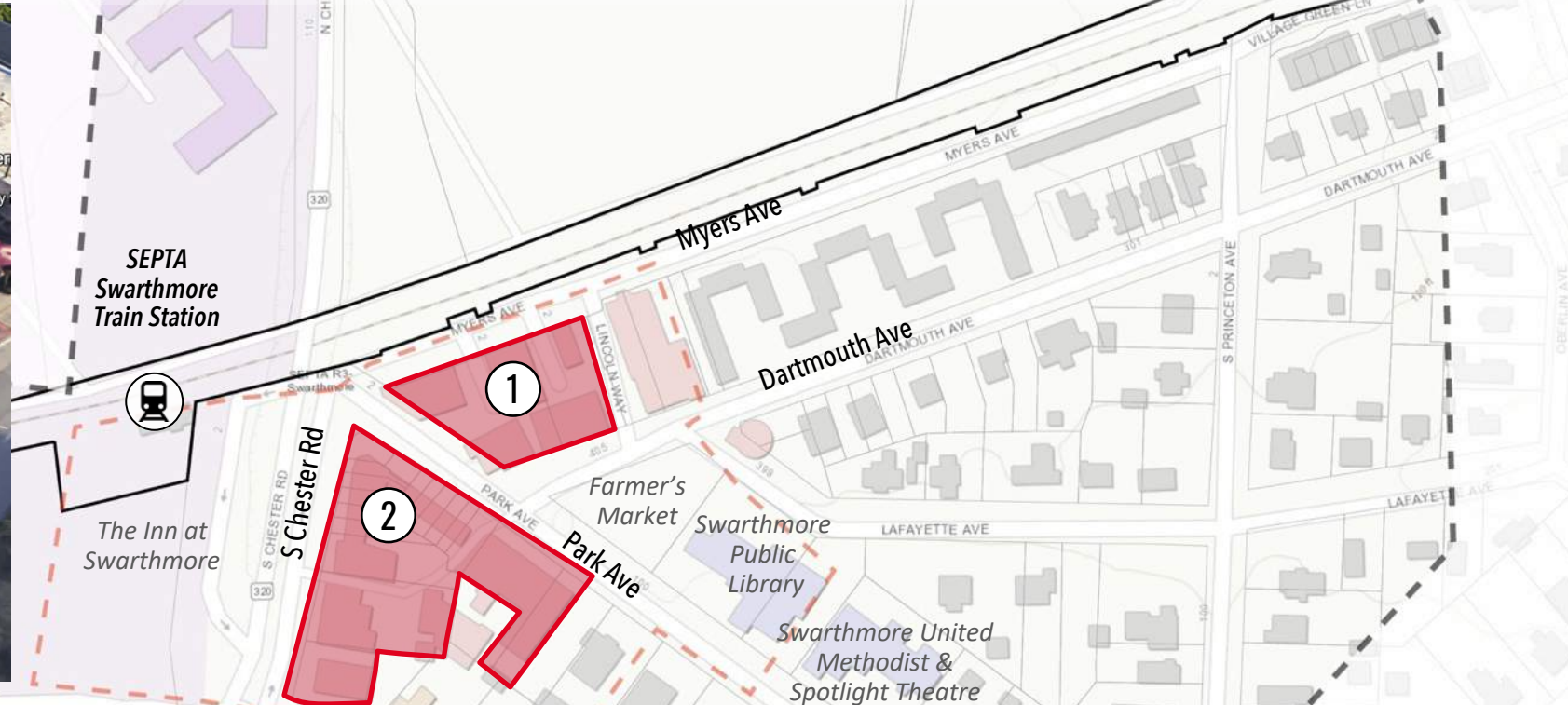
PARK AVE/DARTMOUTH AVE SITE

Retail Type	Existing Square Feet*	Supportable Square Feet	
		Low	High
Eating & Drinking	14,000	27,000	33,800
Retail	20,000	22,400	29,900
	~ 34,000	~ 49,000	~64,000

*U3 Advisors did not have access to building data. The existing square footage based on building footprint area

Where is there opportunity for new retail and residential development?

PARK AVE/CHESTER RD SITE

Phase 3
Phase 1
Phase 2
①
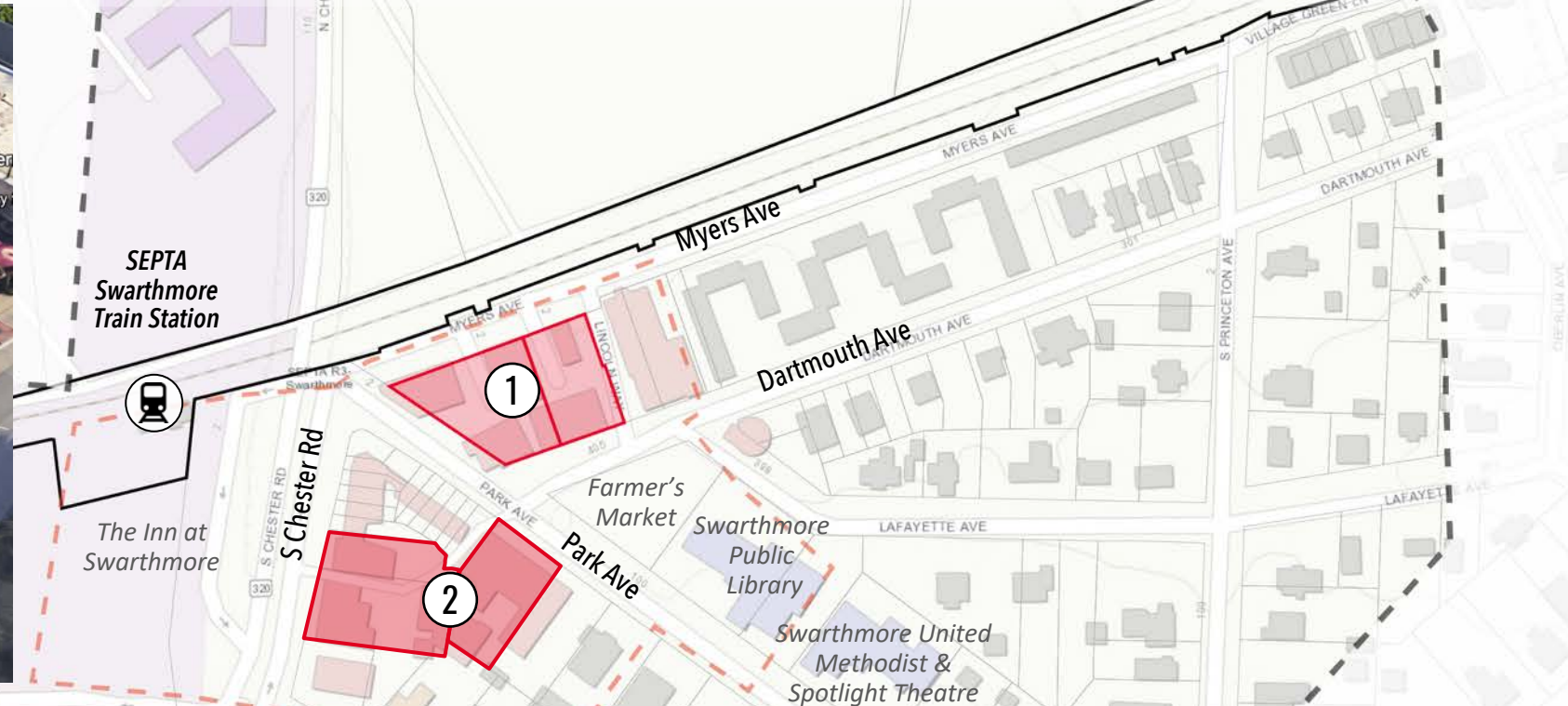
PARK AVE/DARTMOUTH AVE SITE

Phase 4
Phase 5
②

The market can support between 49,000 and 64,000 square feet of new or replaced retail and 100 new or replaced residential units. Four parcels on the market could potentially support this new demand.

- **Phase 1 & 2:** Mixed-use: residential and retail along Park Ave and Dartmouth Ave

- **Phase 3:** Residential development along Myers Ave

- **Phase 4:** New full service restaurant along Park Ave

- **Phase 5:** Mixed use: retail, collaborative work spaces and residential on S Chester Rd

5. COLLEGE TOWN BENCHMARKING

OVERVIEW

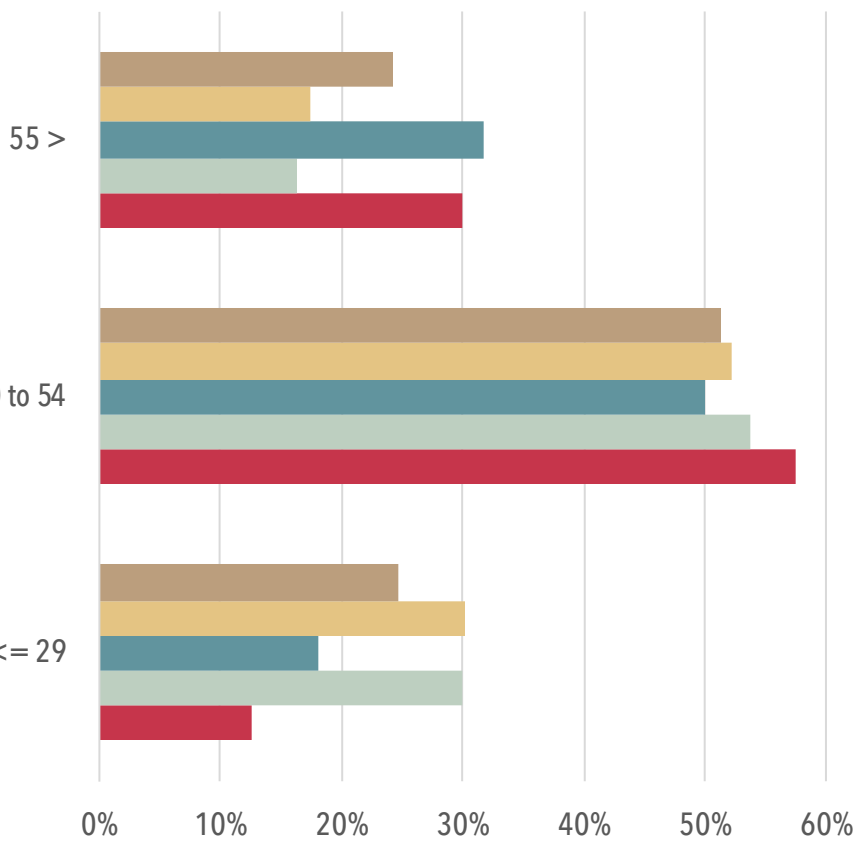|	Swarthmore, PA Swarthmore College	Philadelphia, PA Chestnut Hill College	Lancaster, PA Franklin & Marshall College	Lewisburg, PA Bucknell University	Easton, PA Lafayette College
Geography: 2.5-mile radius from campus					
Population	84,565	45,564	94,062	14,998	70,334
*Undergraduate Population	1,540	1,337	2,230	3,531	2,518
Walk time from campus to town center	6 min	33 min	25 min	14 min	18 min
Geography: 5-minute walk from town center					
Population	852	968	3,518	1,853	1,679
Housing Units	385	504	1,402	918	1,117
Average Income	$149,177	$181,978	$42,666	$62,466	$50,473
Median Age	40.9	45.5	32.0	29.0	40.8

RESIDENTIAL TRENDS

¼-MILE RADIUS FROM TOWN CENTER

TOTAL RESIDENTS IN WORKFORCE

Swarthmore — 320
Easton — 652
Lewisburg — 696
Chestnut Hill — 723
Lancaster — 1,006

1,200
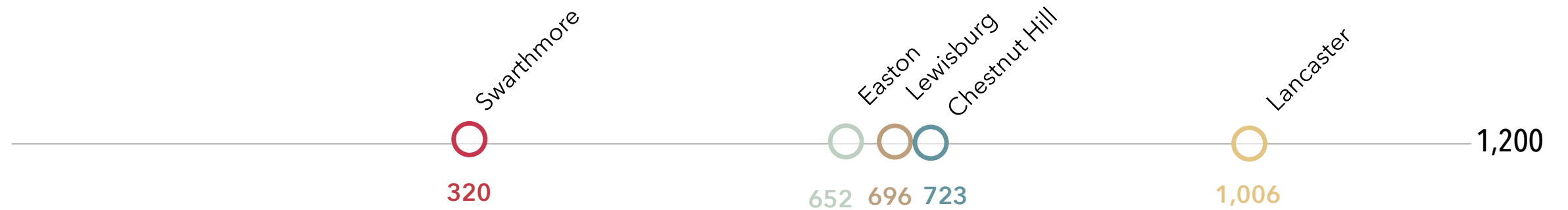
% Residents by Age Cohort

Age cohorts: 55 >, 30 to 54, <= 29

% Residents by Education level

Education levels: Bachelor's Degree or Higher, Associate's Degree or Some College
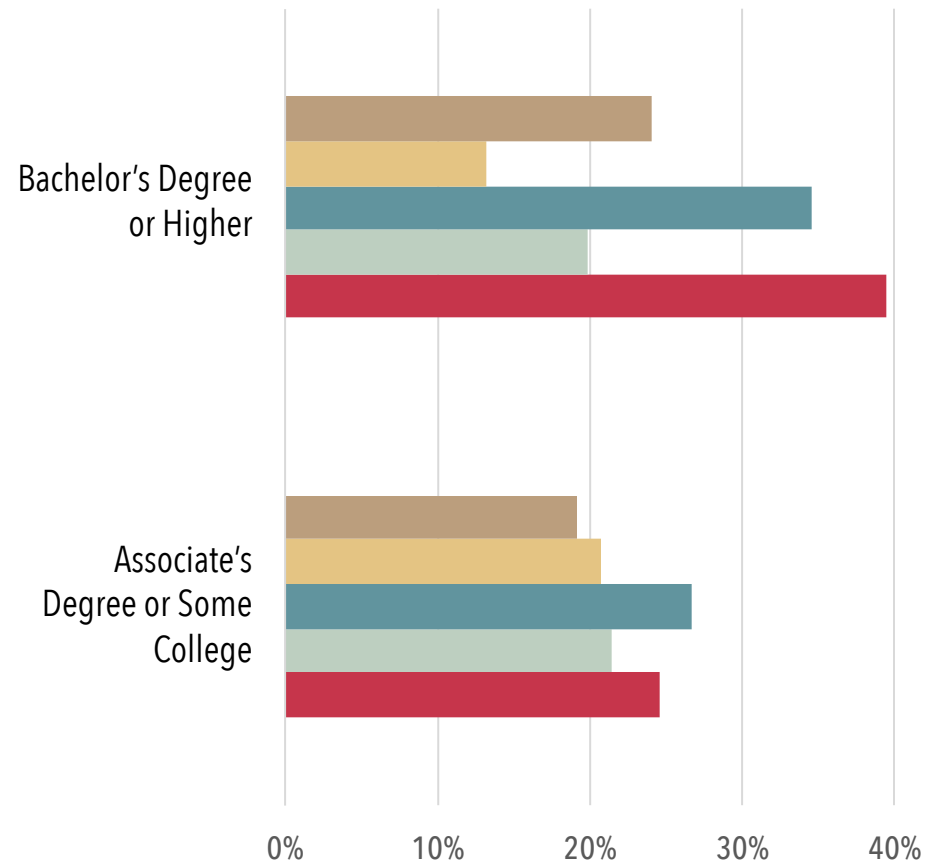
% Residents by Commute Distance

Commute distances: < 10 miles, 10 to 24 miles, 25 to 50 miles, > 50 miles

Legend:
- Chestnut Hill
- Easton
- Lancaster
- Lewisburg
- Swarthmore

Source: Longitudinal Employer Household Dynamics via US Census Bureau, 2015
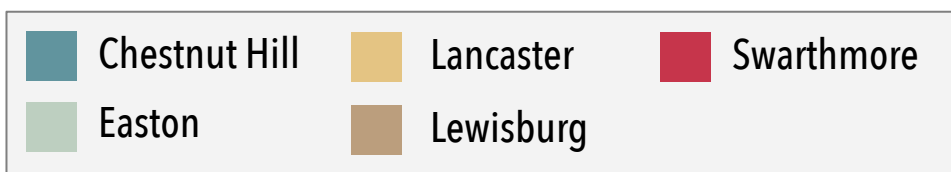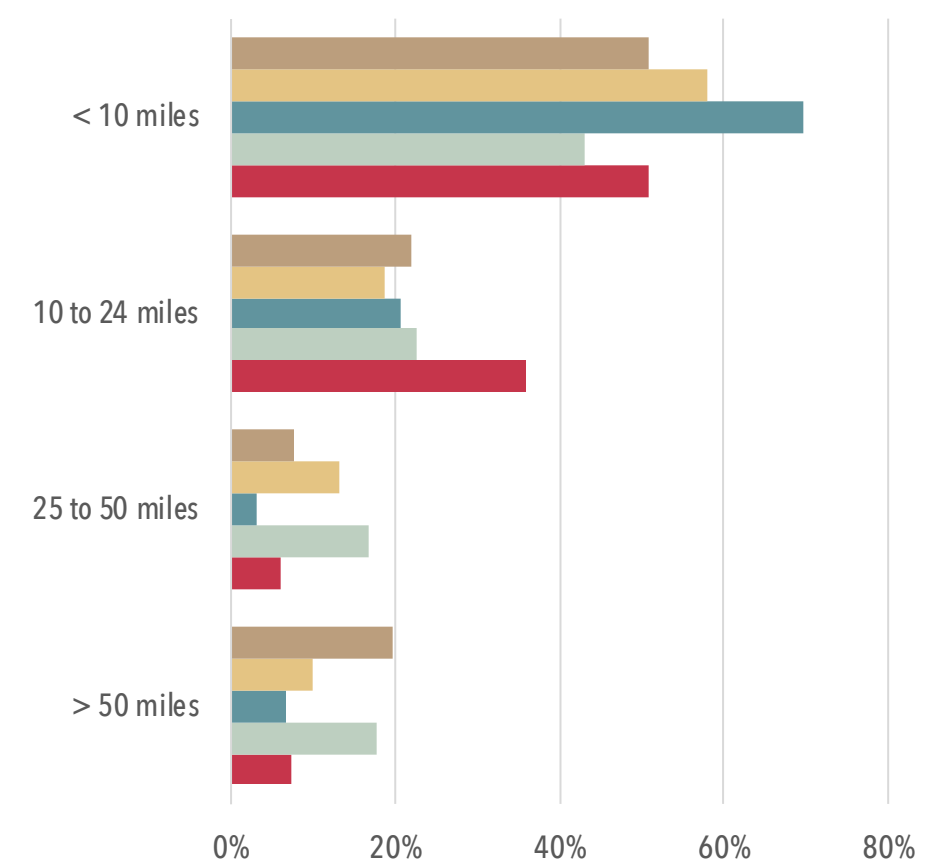
WORKER TRENDS

¼-MILE RADIUS FROM TOWN CENTER

TOTAL WORKERS

Swarthmore | Lewisburg | Chestnut Hill | Easton | Lancaster | 8,000

195 | 649 | 1,190 | 1,763 | 6,667

% Workers by Age Cohort

Age cohorts: 55 >, 30 to 54, <= 29. Axis 0% to 60%.
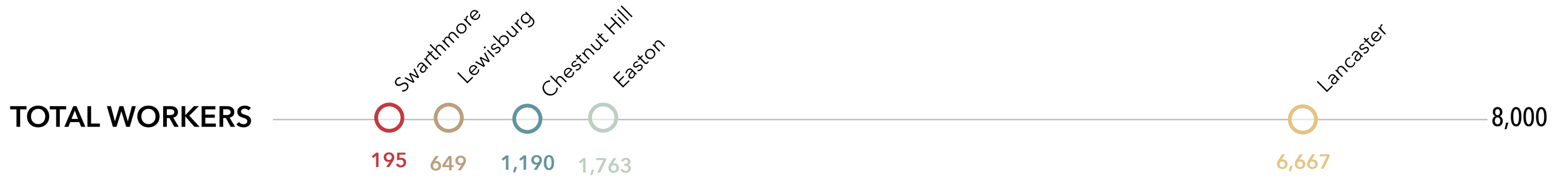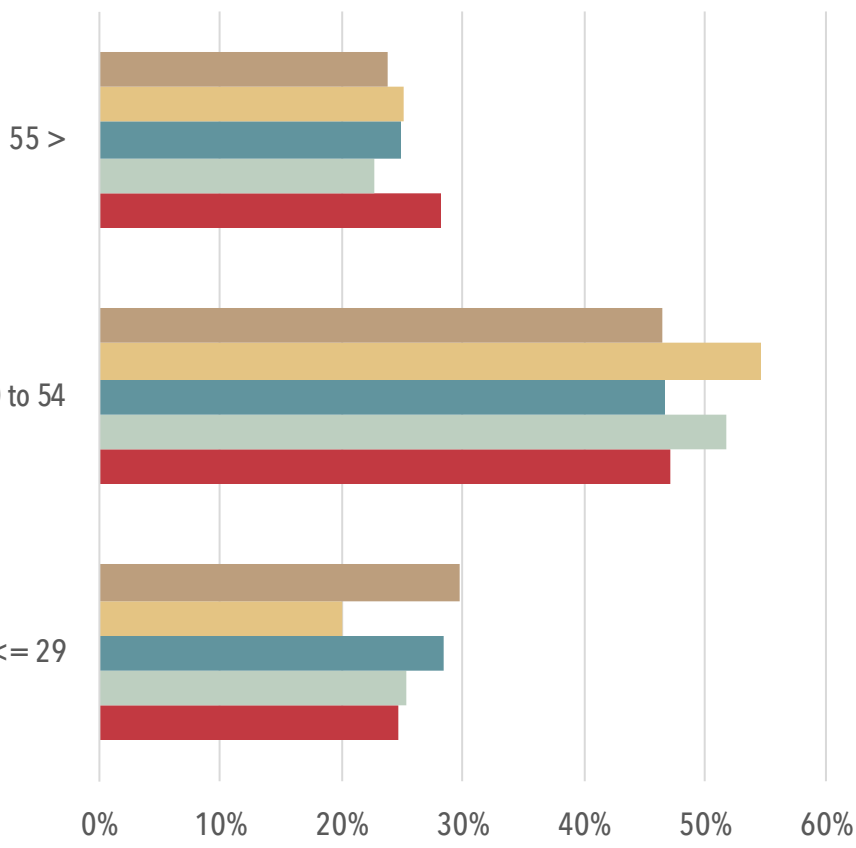
% Workers by Education level

Categories: Bachelor's Degree or Higher, Associate's Degree or Some College. Axis 0% to 40%.
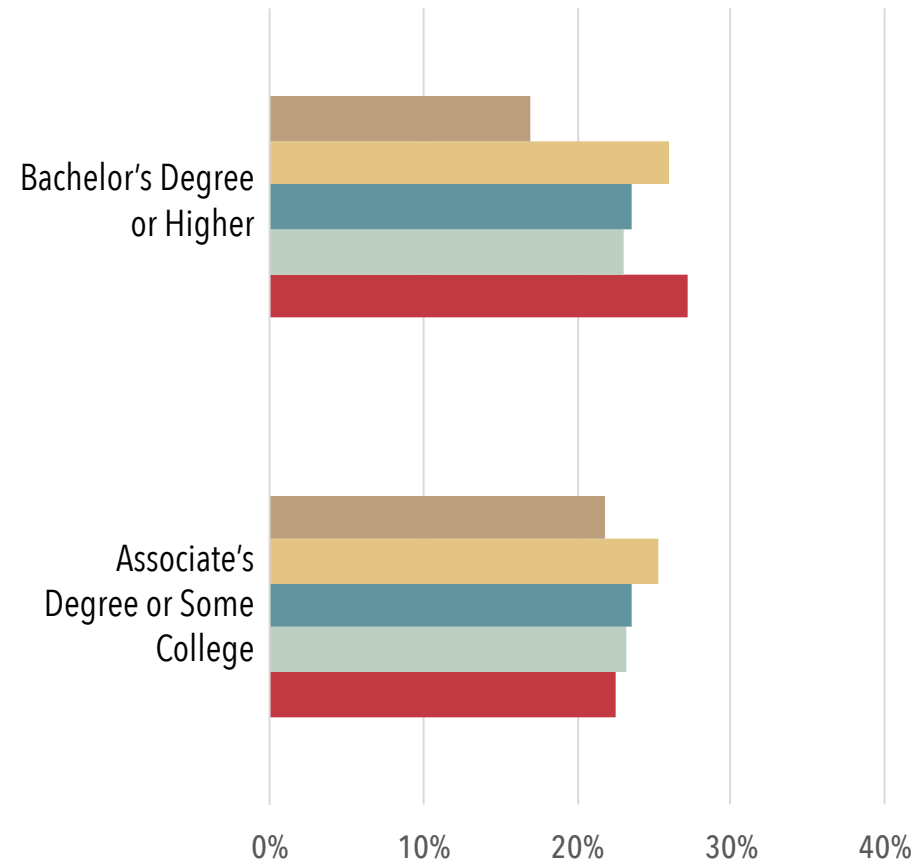
% Workers by Commute Distance

Categories: < 10 miles, 10 to 24 miles, 25 to 50 miles, > 50 miles. Axis 0% to 80%.

Legend: Chestnut Hill, Easton, Lancaster, Lewisburg, Swarthmore

Source: Longitudinal Employer Household Dynamics via US Census Bureau, 2015
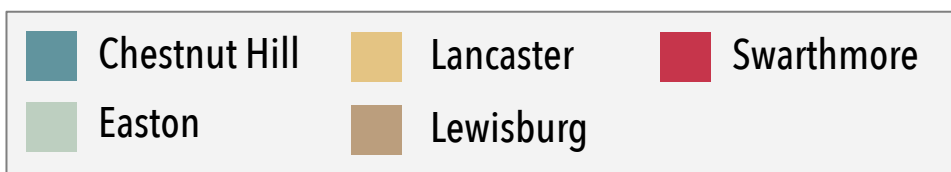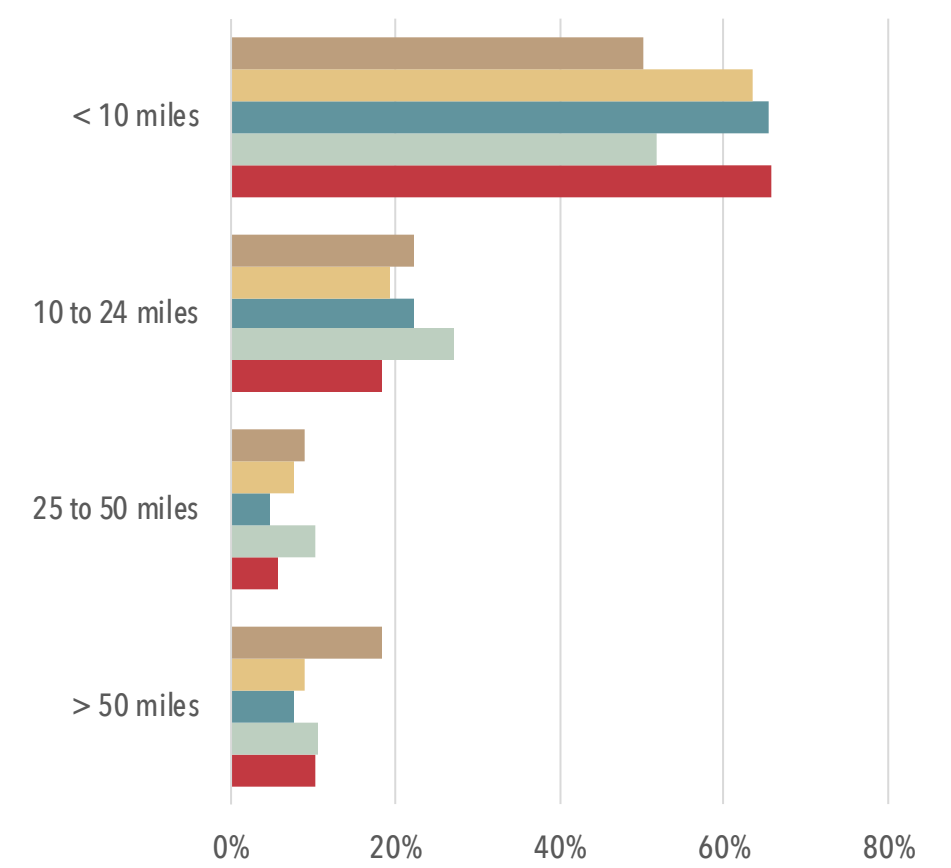
BUSINESS SUMMARY
5-MINUTE WALKSHED FROM TOWN CENTER

TOTAL BUSINESSES
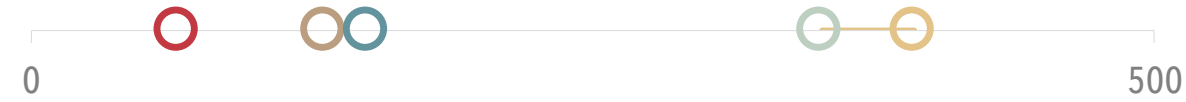
0 — 500

Arts, Entertainment & Recreation (%)

0% — 10%

Food Services & Drinking Places (%)

0% — 15%

Retail Trade (%)

0% — 20%

Food & Beverage Stores

0% — 5%

Clothing & Accessories Stores

0% — 5%

Sport Goods, Hobby, Books & Music Stores

0% — 5%

General Merchandise Stores

0% — 5%

Retail Rent/Sq. ft.

$0 — $25

Legend:
- Chestnut Hill
- Easton
- Lancaster
- Lewisburg
- Swarthmore
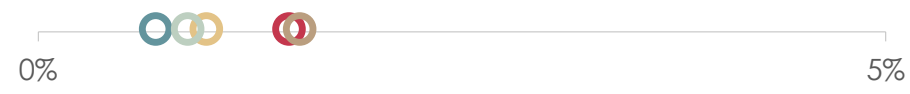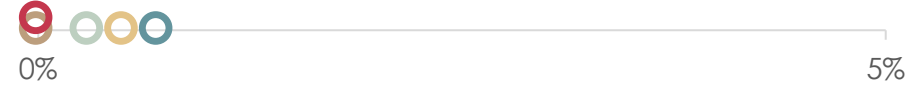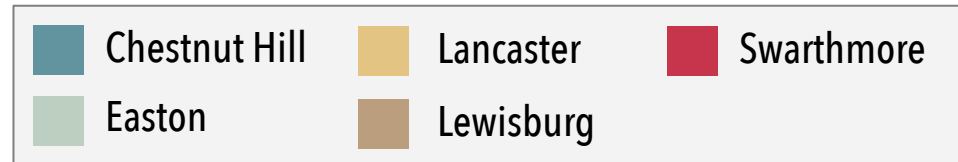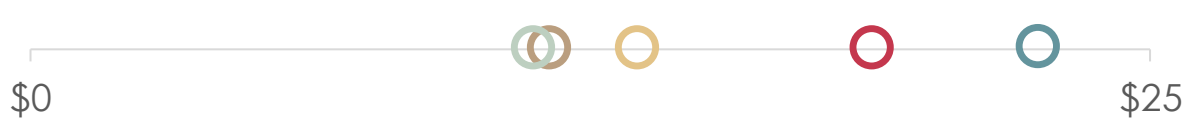
Swarthmore Businesses
by Industry

- Arts, Entertainment, Recreation, 2%
- Food Services & Drinking Places, 9%
- Retail Trade, 11%
- Professional, Scientific & Tech Services, 11%
- Finance & Insurance, 9%
- Healthcare & Social Assistance, 9%
- Information, 6%
- Real Estate, Rental & Leasing, 6%
- Administrative, Supoort & Waste Management, 6%
- Other, 31%
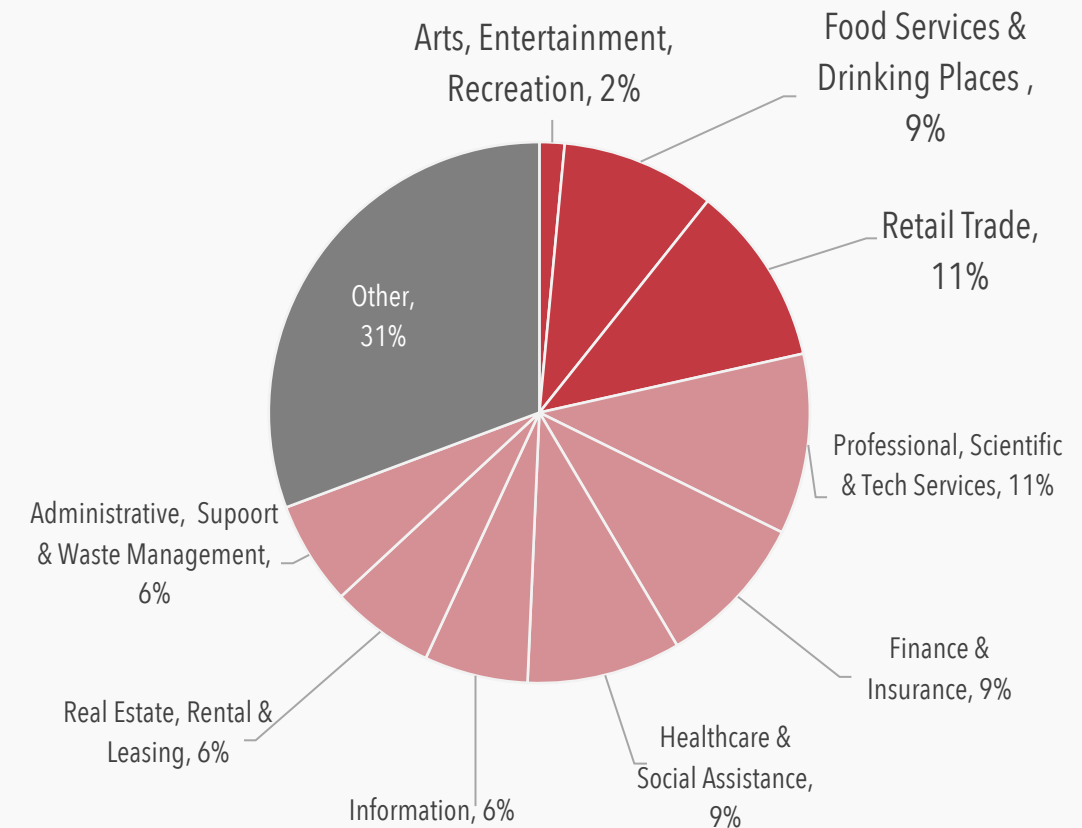
Compared to other town centers, **Swarthmore falls behind** in **retail** business as well as **restaurants** and **arts/entertainment.** Though generally the average retail rent/SF falls around $18, we know **some retailers are paying above average.**

HOUSING OVERVIEW

5-MINUTE WALKSHED FROM TOWN CENTER

	Tenure	Average Value	Housing Type
Swarthmore	55% 45%	**$335K**	Multi-Unit: Under 20 / Single Family 45%
Chestnut Hill	64% 36%	**$618K**	Multi-Unit: Under 20 / Single Family 38%
Lancaster	20% 80%	**$118K**	Multi-Unit: Under 20 / Single Family 12%
Lewisburg	24% 76%	**$144K**	Multi-Unit: Under 20 / Single Family 26%
Easton	14% 86%	**$114K**	Multi-Unit: Under 20 / Single Family 7%

Owner-occupied   Renter-occupied
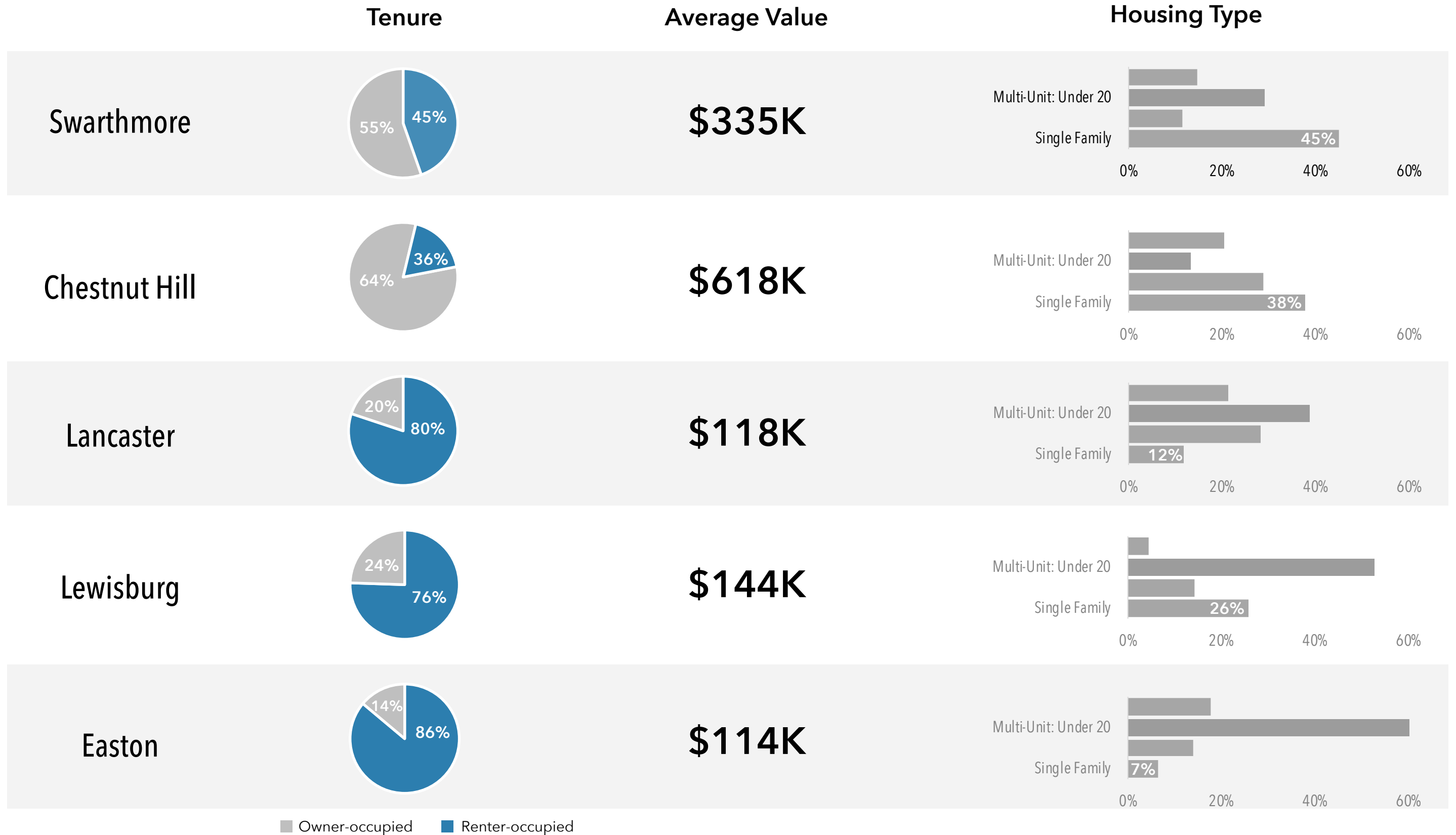
CHESTNUT HILL: BEST PRACTICES
PHILADELPHIA, PA

Market at the Fareway & Chestnut Hill Hotel

▶ The market serves as a **key place in the community**, catering to residents, students, and other visitors

▶ Chestnut Hill **students benefit from discounts on food**, and **student night** on Wednesday evenings at the Chestnut Hill Brewery

▶ Chestnut Hill Hotel is a **historic landmark** and has been **revitalized** while retaining historical integrity

▶ The hotel **hosts community events** and engages directly with Market at the Fareway

Chestnut Hill Hotel

Market at the Fareway

Market at the Fareway

CHESTNUT HILL: BEST PRACTICES

One West

▶ Chestnut Hill's first **luxury ground up multi-development**, geared towards buyers looking to **downsize** from single-family homes

▶ **Mixed-use** provides The Fresh Market **grocery store on the ground floor** as well as additional **retail shops**

▶ Situated **within the town center** and in walking distance of **regional rail line**

One West

One West

One West

Sources:
http://www.onewestchestnuthill.com/about
https://philly.curbed.com/2016/3/29/11319832/one-west-condos-chestnut-hill

CHESTNUT HILL: BEST PRACTICES

Retail Recruiter and Coordinator

▶ Chestnut Hill hired a retail recruiter/coordinator to **implement a new recruiting strategy** for the town center to better **attract neighborhood serving retail**

▶ Recruiter Responsibilities:

- ▶ **Source and attract** retail candidates
- ▶ Conduct **interviews**
- ▶ **Work with landlords** to attract more tenants and propose incentives (façade grants, tenant allowances, etc.)
- ▶ **Extend store hours** to appeal to more consumers (i.e. "First Fridays")

Bredenbeck's Bakery
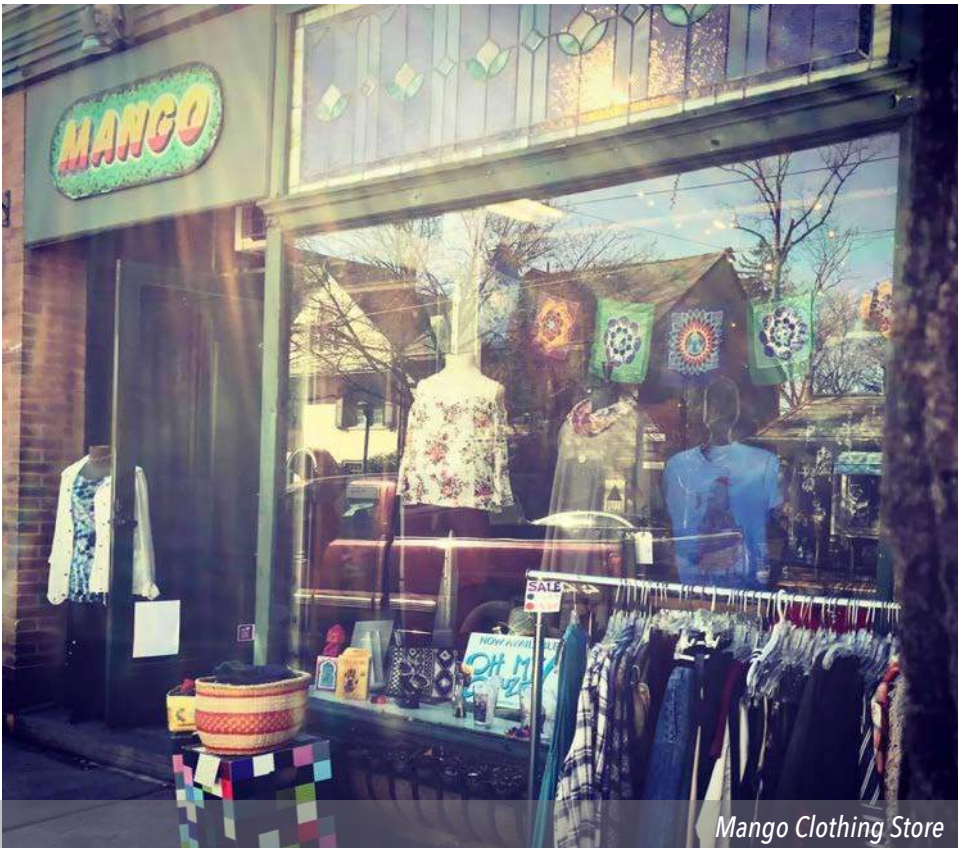
Mango Clothing Store

Bjorn & Co

Market at the Fareway

LANCASTER: BEST PRACTICES
FRANKLIN & MARSHALL COLLEGE

College Hill Children's Center

- ► Franklin & Marshall College partnered with a developer to restore a 34,000 SF community **childcare center** and an **adult daycare provider** adjacent to campus

- ► Both centers create a close-knit environment by **catering to Lancaster residents** and nearby communities

College Hill Children's Center

College Hill Children's Center

College Hill Children's Center

LANCASTER: BEST PRACTICES

Local Business Partnerships

- Franklin & Marshall partners with local businesses to **enhance its on-campus experiences**

  - Prince Street Café: a town center coffee shop staple **provides coffee beans and other menu items** to F&M's on-campus coffee shop, Blue Line Café

  - Lancaster Farm Fresh Co-op: **provides fresh produce** to the F&M on-campus farmers market

Prince Street Cafe
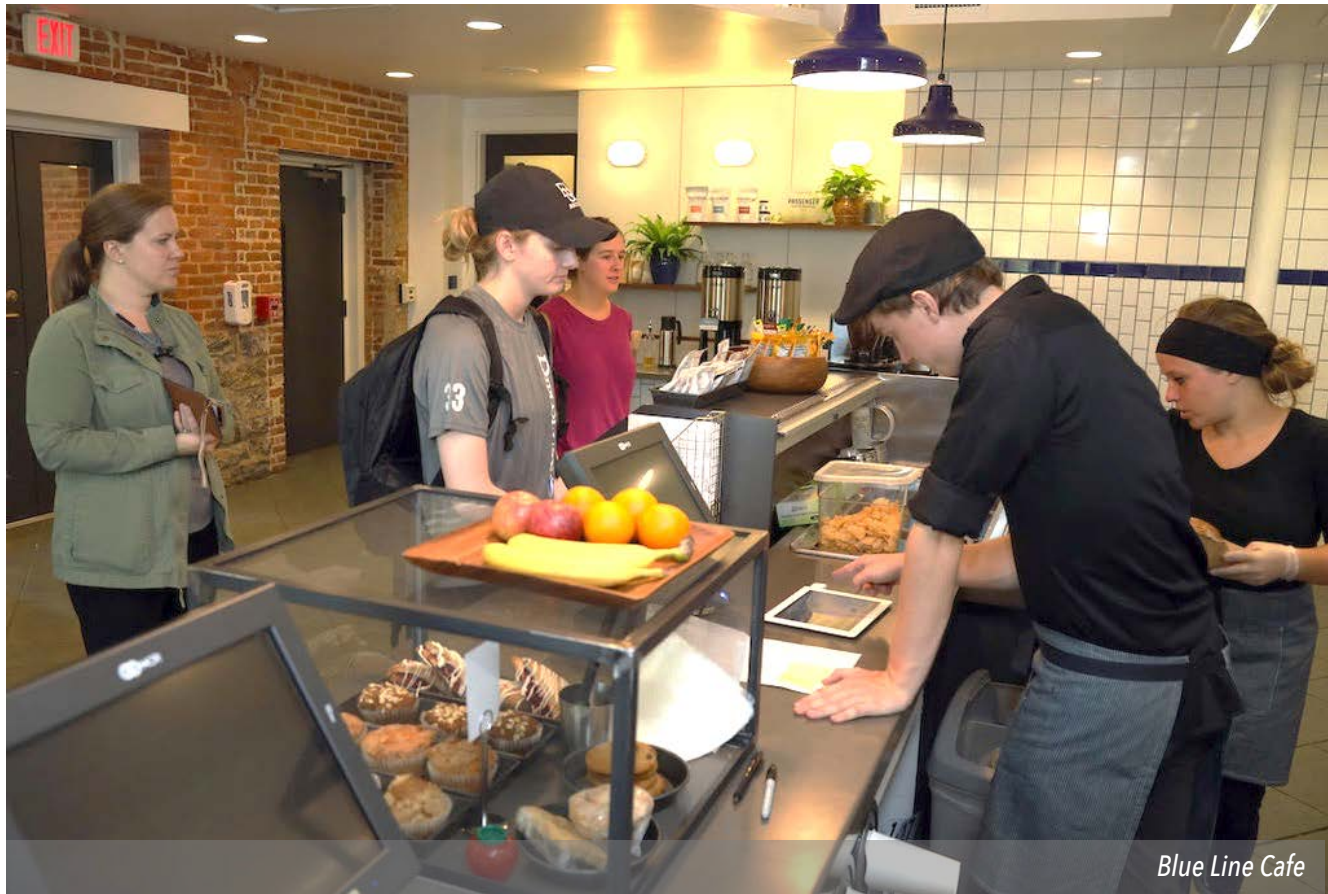
Blue Line Cafe

Lancaster Farm Fresh Co-op

Lancaster Farmer's Market

Sources:
https://www.fandm.edu/news/latest-news/2017/08/22/new-cafe-comes-to-campus-with-local-flair
https://www.fandm.edu/bell-and-tower/community-news-notes/2017/10/04/campus-farmer-s-market

LANCASTER: BEST PRACTICES
FRANKLIN & MARSHALL COLLEGE

College Square

▸ College square is a mixed-use center adjacent to F&M's campus, **connecting students and the local community**

  ▸ College Corner Café: the ground-level coffee shop is available to all, **accepts meal plan dollars** and provide outside seating

  ▸ Additional spaces include the Student **Wellness Center, administrative offices,** a **strength training** center, and **event space**

College Corner Cafe

College Corner Cafe

College Square Event Space

F&M Strength Training

LEWISBURG: BEST PRACTICES

BUCKNELL UNIVERSITY

Campus Theatre

▶ A renovated town staple that provides a connection between the town and university by providing **classic movies and first-run films to all**

▶ Owned by Bucknell University and **operated by a non-profit group**

Sources:
https://www.campustheatre.org/copy-of-about-us
https://www.bucknell.edu/info-about-attending-bucknell/visit-bucknell/the-bucknell-campus/the-facilities/the-campus-theatre
http://radnorproperty.com/projects/bucknell-university-downtown-redevelopment/

Lewisburg Campus Theatre
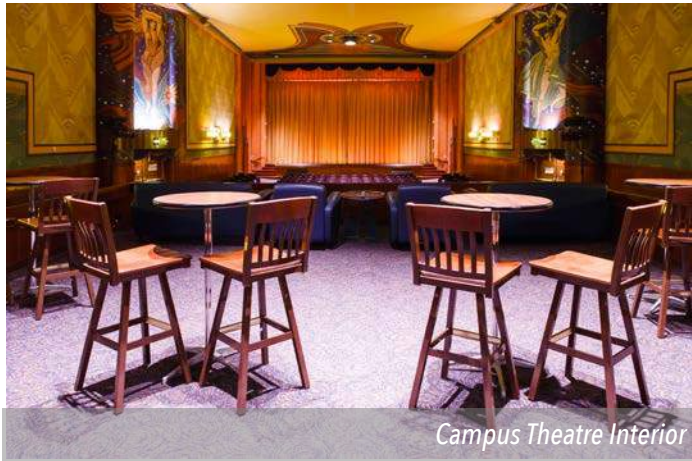
Campus Theatre Interior

Campus Theatre Interior

Campus Theatre Interior

LEWISBURG: BEST PRACTICES
BUCKNELL UNIVERSITY

Barnes & Noble Bookstore

▶ Bucknell University's downtown bookstore serves as a **town/gown super store**

▶ Accessible to both **students** and **residents/visitors**

▶ The building was a former 29,000 SF historic hardware store that was **renovated and reopened in 2010**

▶ Includes **books, magazines and sportswear,** and a Starbucks
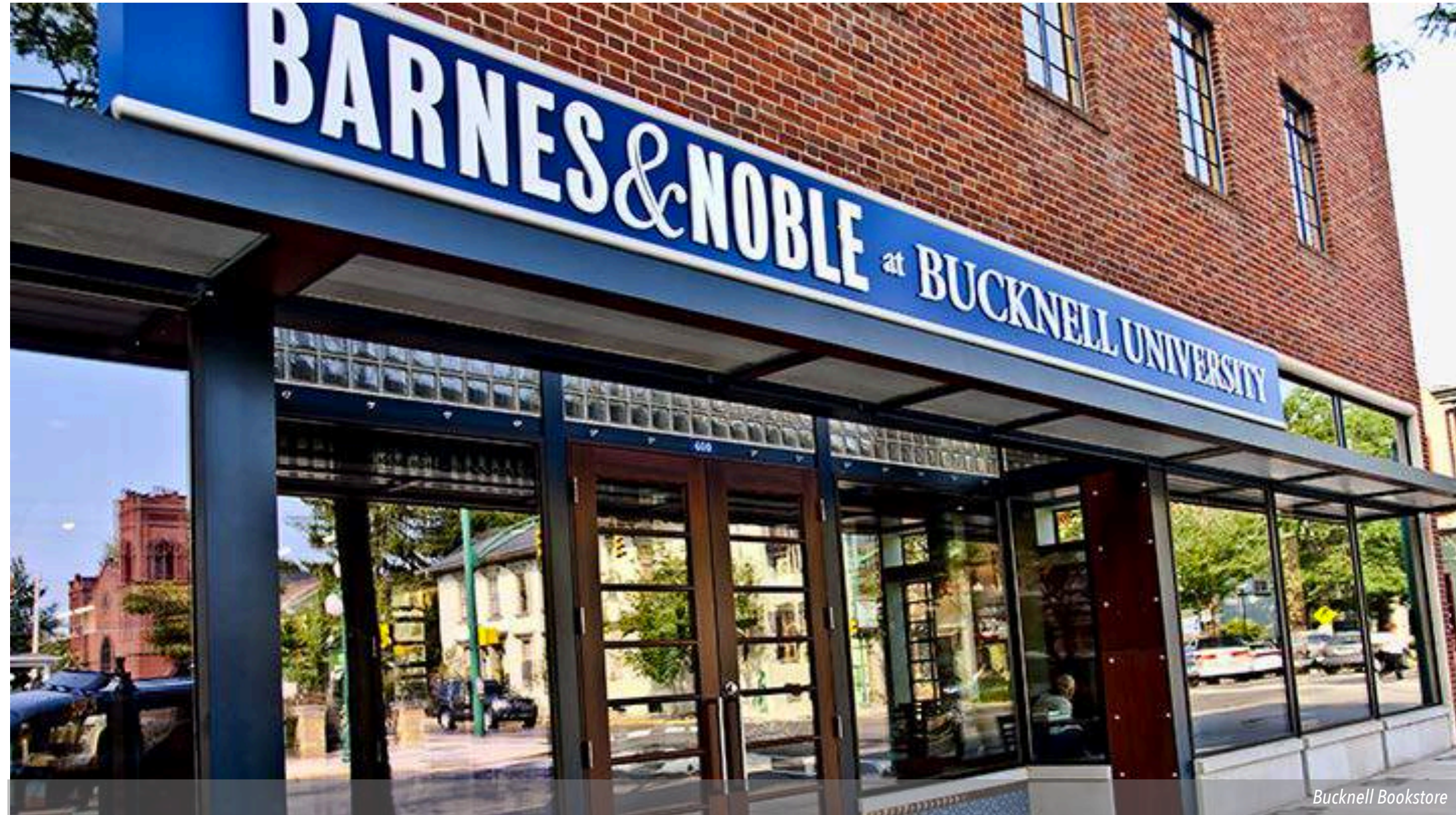
Bucknell Bookstore

Bucknell Bookstore Interior

Bucknell Bookstore Interior

Bucknell Bookstore Interior

LEWISBURG: BEST PRACTICES

Bucknell University Small Business Development Center

- Bucknell's SBDC is geared towards community **small business owners**

- Provides no cost private **consulting services** to entrepreneurs and small businesses

- Locations in town center as well as on-campus

Bucknell SBDC

Bucknell SBDC

Bucknell SBDC

Bucknell SBDC
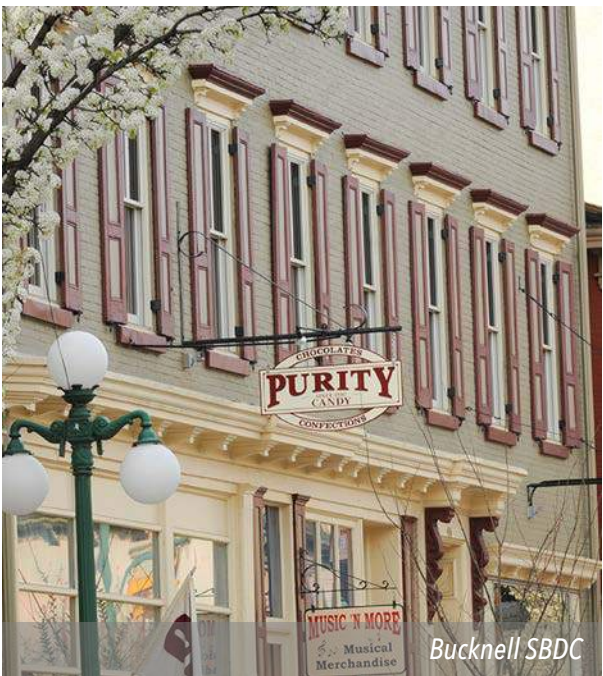
EASTON: BEST PRACTICES
LAFAYETTE COLLEGE

Lafayette College Williams Arts Campus

▶ The Williams Arts Campus serves as the **connection between College Hill neighborhood and main campus,** and is part of the college's collaboration with Easton to revitalize College Hill

▶ Williams Arts vision: to serve as a "**hub of creative interaction,** where **students and local residents** can take classes, view films, visit exhibits, and attend shows"

Sources:
https://the-arts.lafayette.edu/williams-arts-campus/
https://the-arts.lafayette.edu/facilities-and-programming/

Lafayette College Williams Arts Campus: Buck Hall

Williams Arts Campus

Williams Arts Campus

EASTON: BEST PRACTICES
LAFAYETTE COLLEGE

College Hill Community Mixed-Use Development

▶ A mixed-use student residential development under construction in the College Hill neighborhood, as part of the college's collaboration with Easton to revitalize College Hill

▶ Supplies additional housing to upperclassmen accommodate student enrollment growth

▶ Mixed-use includes retail, full-service diner and bookstore available to the community

College Hill Mixed Use Community

College Hill Mixed Use Community

College Hill Mixed Use Community

EASTON: BEST PRACTICES

Oak Steakhouse

▸ A newly renovated restaurant offering an **upscale dining experience** to town center residents and visitors

▸ Taking the place of a previous dollar store, it is **part of the town revitalization strategy** along Northampton Street

Sources:
https://www.mcall.com/business/retail-watch/mc-biz-oak-steakhouse-easton-retail-watch-20170703-story.html
https://www.lehighvalleylive.com/easton/2017/05/at_oak_steakhouse_the_storm_is.html

Oak Steakhouse

Previously: Dollar Store

Oak Steakhouse

Oak Steakhouse

BEST PRACTICES
SUMMARY

	Retail & Food	Aging-in-Place & Other Residential	College Partnerships	Community Engagement
Chestnut Hill, PA	Retail recruiter hired to attract high-quality and neighborhood serving retailers to the Avenue	Luxury ground-up development in walking distance to town center with retail on ground floor	Campus shuttle routes include stops within the town center	A hotel and marketplace partnership provides food/dining options and places to socialize for both community and students
Lancaster, PA	A mixed-use center for both public and university use, including café, event space, and administrative offices	---	University-owned child and adult daycare center adjacent to campus Partnerships with local restaurants and markets to provide their products on-campus	---
Lewisburg, PA	University bookstore accessible to students and residents/visitors	---	A university-operated Small Business Development Center in town center providing guidance to local businesses	Historic town landmarks revitalized to attract student and community participation
Easton, PA	Unique dining experiences created to encourage local restaurant presence	Mixed-use upperclassmen student housing to provide retail & commercial space on ground floor accessible to all	---	A satellite campus in town center where select coursework occurs, in addition to classes and events for the community

6. FINDINGS AND RECOMMENDATIONS

TOWN CENTER VISION STATEMENT

"Swarthmore Town Center, Inc. is a non-profit whose purpose is to promote and plan educational, cultural, or charitable community events within the town center and **physically enhance the business district** through these events. The organization seeks to **strengthen community; promote the downtown** as an exciting place to live, shop and invest; improve the appearance of and access to the downtown; and to receive, administer and distribute funds in connection with any activities related to the above purposes."

STRATEGIES

HOUSING

Develop **more high quality and diverse housing options** with an emphasis on the active adult/senior market

RETAIL

Create a retail recruitment and coordination strategy to **create, attract and retain destination food and retail** and revitalize underperforming commercial corridors

PLACEMAKING

Provide robust community amenities and connectors for **collaborative spaces to work and play.**

HOUSING

Develop high quality and diverse housing options

- **Advocate for multi-family development:** Support condominium and townhome development on key parcels on Park Ave, Myers Ave and Dartmouth Ave corridors

- **Pursue UBRC product with Swarthmore College:** Explore the possibilities for UBRC on college owned land such as Morgan Circle with connection back to Town Center

- **Explore a community housing development organization:** Consider a subsidiary venture with private partner to hold selected properties on a long-term basis

HOUSING

- Lasell Village is a university based retirement community sponsored by Lasell College. Open since May 2000, the "Village" combines the elements of lifelong learning, retirement living, support services, short-term rehabilitation, and long-term care.

- Suburban, 162-unit continuing care community 10 miles from Boston on 13.2-acre site

- Residents are required to develop an individualized learning plan as part of a living-learning community.

- Residents can participate in courses and events at Lasell Village, enroll in courses at Lasell College, mentor students, advise a student organization, volunteer, etc.

RETAIL

Attract and retain destination food and retail

- Pursue a change in existing alcohol policy to attract restaurants and patrons

- Hire a retail coordinator with an immediate focus on restaurants/food concepts at different price points and destination retailers

- Retain and expand Hobbs to include a retail incubator and other Swarthmore College activity on upper floors

- Redevelop S. Chester Ave to include collaborative and/or co-working spaces on the ground level

- Establish recommended standards for hours, signage, windows, and aesthetics

RETAIL

- Edge Alley is curated group of micro-retailers as well as a café, coffee roaster, and community space.

- Supported by the Medical District Collaborative, a group of district anchors hospitals, educational institutions and other stakeholders in the area east of Downtown Memphis.

- The collaborative conducted a competition to find microretailers and provided cash grants to help with startup.

- Retailers, makers, and entrepreneurs can apply for space at edge alley through a business competition sponsored by the Memphis Medical District Collaborative.
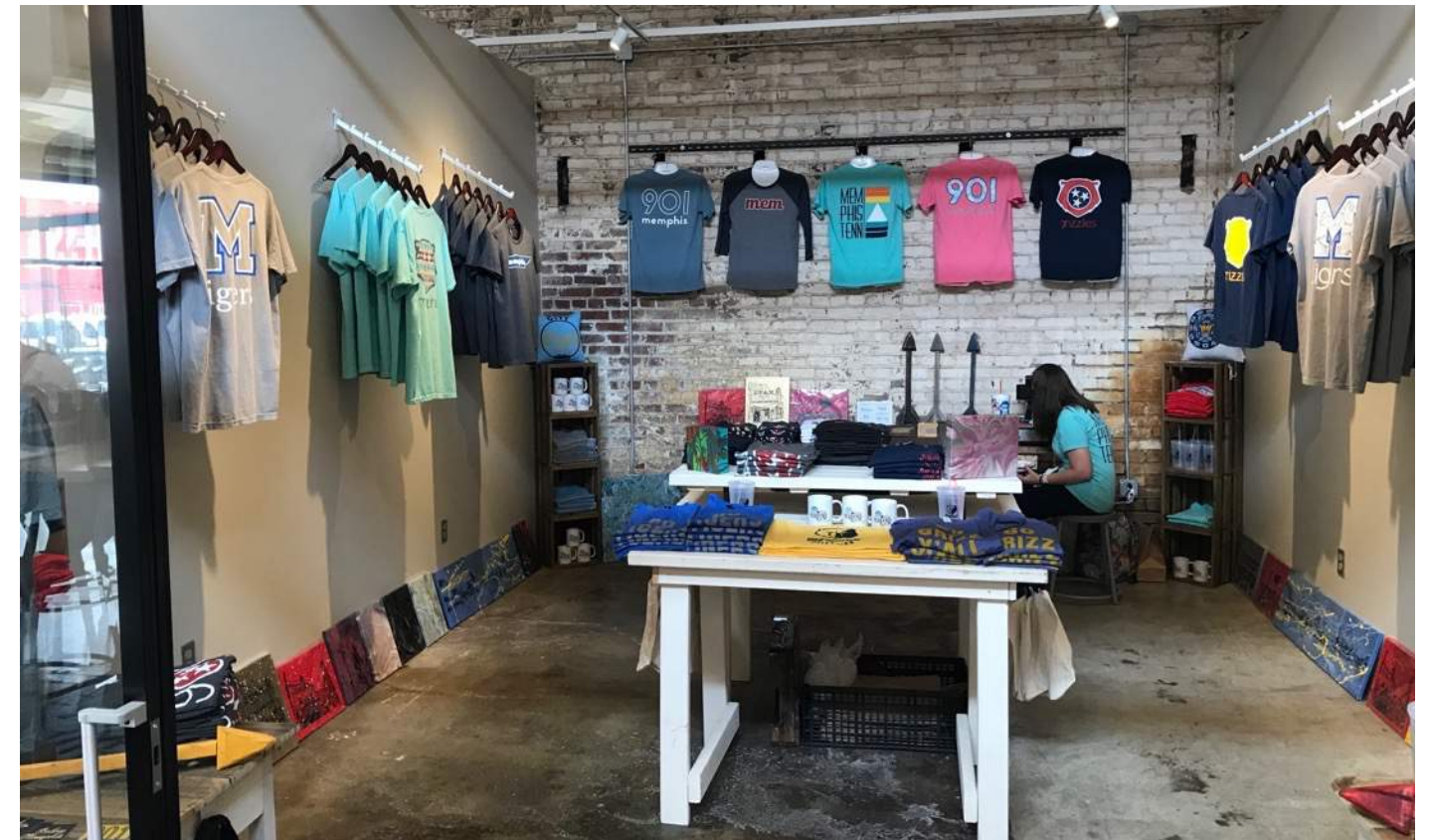
Create robust community amenities and connectors

- Partner with Swarthmore College on programs to leverage institutional demand

- Work with SEPTA to prioritize underpass investments

- Renegotiate the community center lease to provide more inclusive community programming

- Reimagine the library to collocate with art studios and performance spaces

- Provide community WiFi in town center

- Study potential improvements to Thatcher Park and other green infrastructure investments

PLACEMAKING

MILK BOY ARTHOUSE
COLLEGE PARK, MD

- MilkBoy College Park is a new Artistic partnership between MilkBoy and University of Maryland's Clarice Center for the Performing Arts.

- Two-story building features performing arts venue with two stages, a full restaurant with seating and bars.

- MilkBoy Arthouse extends the University's culture offerings outside the boundaries of campus to reinvigorate and recharge the town of College Park.

QUICK WINS

Potential next steps to increase foot traffic in Town Center:

1. Extend college shuttle for employees and students into Town Center

2. Expand the Swarthmore College meal plan to employees (subsidized lunch cards)

3. Invest in a retail recruiter/coordinator and actively support this role within the Borough and Task Force

4. Provide bikeshare or scootershare for Town Center and Swarthmore College

5. Provide community WiFi in Town Center

APPENDIX

RESIDENTIAL POPULATION
TAPESTRY SEGMENTATION PROFILE

Tapestry segmentation provides an accurate, detailed description of America's neighborhoods then further classifies the segments into LifeMode and Urbanization Groups.

U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition. The 67 distinct markets of Tapestry detail the diversity of the American population.

Tapestry Segments are classified into 14 LifeMode groups and 6 Urbanization groups that share similar traits.

Swarthmore Borough Tapestry Segments

Segment	US	Swarthmore
Savvy Suburbanites (1D)	3%	14%
Exurbanites (1E)	2%	16%
Top Tier (1A)	2%	21%
Urban Chic (2A)	1%	35%

■ US   ■ Swarthmore
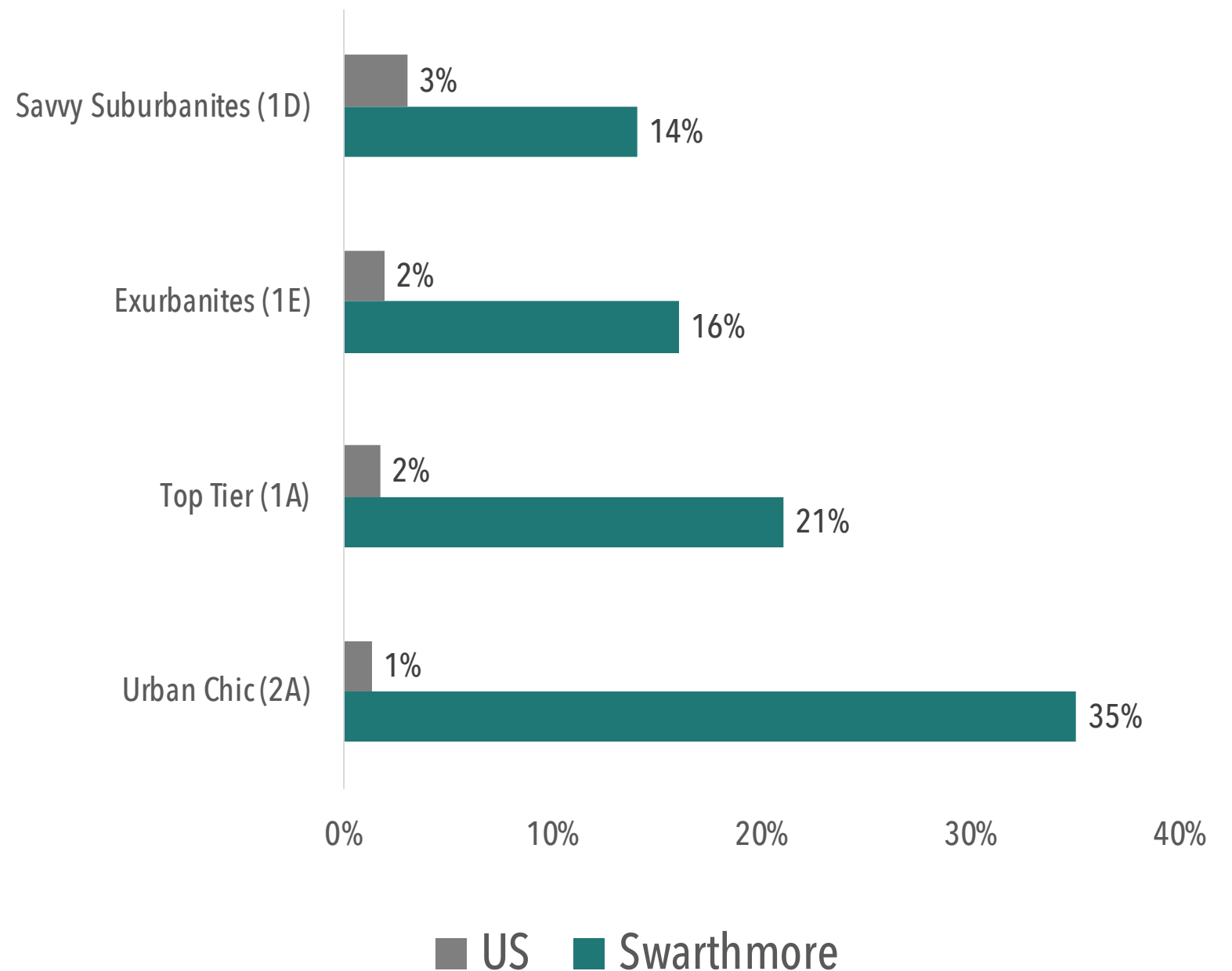
RETAIL DEMAND METHODOLOGY

RTA MARKETPLACE PROFILE

: Using data from ESRI Business Analyst (population, income, and consumer spending patterns), U3A conducted a "gap analysis" to identify which retail sectors present opportunities for growth.

: Retail sectors in which **spending is not fully captured** (demand > supply) are called "**leakage**" categories, meaning that the demand is leaking outside the study area.

: Retail categories in which **more sales are captured than are generated by residents** are called "**surplus**" categories (supply > demand).

: The gap analysis is limited to the purchasing power of study area residents; it does not capture data data from employees who commute to the study area or students who are not permanent residents.

Retail MarketPlace Profile

15 minute drive from Town Center
Area: 56.3 square miles

Prepared by Esri

Summary Demographics

2018 Population	242,000
2018 Households	92,656
2018 Median Disposable Income	$53,660
2018 Per Capita Income	$34,555

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$3,650,311,833	$3,440,894,544	$209,417,289	3.0	1,648
Total Retail Trade	44-45	$3,297,079,839	$3,125,044,051	$172,035,788	2.7	1,084
Total Food & Drink	722	$353,231,994	$315,850,493	$37,381,501	5.6	564

2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$688,559,507	$500,324,654	$188,234,853	15.8	121
Automobile Dealers	4411	$559,937,981	$414,143,725	$145,794,256	15.0	65
Other Motor Vehicle Dealers	4412	$71,776,393	$37,772,723	$34,003,670	31.0	12
Auto Parts, Accessories & Tire Stores	4413	$56,845,133	$48,408,207	$8,436,926	8.0	43
Furniture & Home Furnishings Stores	442	$120,812,189	$82,136,730	$38,675,459	19.1	63
Furniture Stores	4421	$67,277,828	$42,199,931	$25,077,895	22.9	29
Home Furnishings Stores	4422	$53,534,362	$39,936,799	$13,597,563	14.5	34
Electronics & Appliance Stores	443	$112,484,502	$135,736,805	-$23,252,303	-9.4	57
Bldg Materials, Garden Equip. & Supply Stores	444	$218,314,507	$170,849,895	$47,464,612	12.2	83
Bldg Material & Supplies Dealers	4441	$200,383,676	$161,637,464	$38,746,212	10.7	69
Lawn & Garden Equip & Supply Stores	4442	$17,930,831	$9,212,432	$8,718,399	32.1	14
Food & Beverage Stores	445	$615,552,274	$839,333,670	-$223,781,396	-15.4	140
Grocery Stores	4451	$557,867,738	$754,114,498	-$196,246,760	-15.0	93
Specialty Food Stores	4452	$28,560,479	$38,228,227	-$9,667,748	-14.5	30
Beer, Wine & Liquor Stores	4453	$29,124,057	$46,990,945	-$17,866,888	-23.5	17
Health & Personal Care Stores	446,4461	$205,451,919	$243,364,336	-$37,912,417	-8.4	131
Gasoline Stations	447,4471	$320,529,321	$243,034,558	$77,494,763	13.8	57
Clothing & Clothing Accessories Stores	448	$196,133,834	$182,918,442	$13,215,392	3.5	133
Clothing Stores	4481	$131,704,223	$142,307,255	-$10,603,032	-3.9	89
Shoe Stores	4482	$28,332,006	$19,445,129	$8,886,877	18.6	20
Jewelry, Luggage & Leather Goods Stores	4483	$36,097,605	$21,166,058	$14,931,547	26.1	24
Sporting Goods, Hobby, Book & Music Stores	451	$97,598,084	$51,876,418	$45,721,666	30.6	55
Sporting Goods/Hobby/Musical Instr Stores	4511	$84,499,569	$48,276,745	$36,222,824	27.3	46
Book, Periodical & Music Stores	4512	$13,098,515	$3,599,673	$9,498,842	56.9	9
General Merchandise Stores	452	$504,343,784	$460,442,568	$43,901,216	4.6	59
Department Stores Excluding Leased Depts.	4521	$370,887,964	$379,167,348	-$8,279,384	-1.1	24
Other General Merchandise Stores	4529	$133,455,820	$81,275,220	$52,180,600	24.3	35
Miscellaneous Store Retailers	453	$145,184,655	$94,354,829	$50,829,826	21.2	169
Florists	4531	$8,213,229	$7,438,009	$775,220	5.0	21
Office Supplies, Stationery & Gift Stores	4532	$33,626,512	$38,564,587	-$4,938,075	-6.8	44
Used Merchandise Stores	4533	$13,233,789	$9,343,455	$3,890,334	17.2	32
Other Miscellaneous Store Retailers	4539	$90,111,125	$39,008,778	$51,102,347	39.6	72
Nonstore Retailers	454	$72,115,263	$120,671,145	-$48,555,882	-25.2	17
Electronic Shopping & Mail-Order Houses	4541	$53,400,809	$102,145,716	-$48,744,907	-31.3	5
Vending Machine Operators	4542	$3,345,309	$2,868,823	$476,486	7.7	4
Direct Selling Establishments	4543	$15,369,145	$15,656,606	-$287,461	-0.9	7
Food Services & Drinking Places	722	$353,231,994	$315,850,493	$37,381,501	5.6	564
Special Food Services	7223	$8,560,279	$13,020,510	-$4,460,231	-20.7	27
Drinking Places - Alcoholic Beverages	7224	$20,685,191	$12,357,970	$8,327,221	25.2	31
Restaurants/Other Eating Places	7225	$323,986,523	$290,472,013	$33,514,510	5.5	505

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by

RETAIL DEMAND METHODOLOGY
NEW RESIDENT DEMAND

Estimated Economic Impact from New Residents

Potential New Residents:	100
Average Household Size:	2
New Residents	200
Estimated Annual Spend Per Resident[1]	$10,323
Economic Impact (Spend X Residents)	$2,064,600

Estimated Expenditure Per Resident[1]

	Per Resident	Total
Metro Retail spend per person	$ 10,323	$1,032,300
Food at home	$4,363	$436,300
Food away from home	$3,365	$ 336,500
Apparel and services	$1,833	$ 183,300
Personal care products and services	$762	$ 76,200

New Resident Demand

	Total	Potential Capture	Demand
Grocery/Convenience (Food at home)	436,300	30%	130,890
Eating & Drinking (Food Away from home)	336,500	40%	134,600
Retail (Apparel and services and Personal Care products and services)	259,500	15%	38,925
			304,415

[1]Consumer Expenditure Survey 2017, Bureau of Labor Statistics. https://www w.bls.gov/news.release/cesan.nr0.htm

RETAIL DEMAND METHODOLOGY
WORKER DEMAND

Worker Spend Spend Categories[1]:

	%	
Weekly Expenses		$226
Weekly Food		$27
Weekly Food - Fast Food		$16
Weekly Food - Full Service		$13
Weekly Goods and Services	%	$103
Department Stores	7.56%	$8
Drug Stores	6.70%	$7
Discount Stores	10.40%	$11
Grocery Stores	19.30%	$20
Clothing Stores	3.70%	$4
Shoe Stores	2.80%	$3
Sporting Goods Stores	2.73%	$3
Electronics	6.88%	$7
Jewelry Stores	3.36%	$3
Office Supplies/Stationary/Novelty Gifts and Cards	6.90%	$7
Warehouse Clubs	9.71%	$10
Other Goods (florist, non-food vendors, etc.)	3.61%	$4
Personal Care Shops	6.03%	$6
Personal Services	3.92%	$4
Other Services (not elsewhere classified)	3.48%	$4
Entertainment (sporting events, live theater, concerts, movies)	4.35%	$4

Estimated Worker Demand

	Annual Per Worker Potential	Total Demand	Capture Rate	Potential Demand
Grocery/Convenience	$1,950	$3,899,168	30%	$1,169,750
Eating & Drinking	$1,508	$3,016,000	40%	$1,206,400
Retail Apparel & Services	$3,483	$6,966,014	15%	$1,044,902

[1]Niemira, Michael P. and Connolly, John. ICSC Research Department. "Office-Worker Retail Spending in the Digital Age" 2012

BENCHMARK METHODOLOGY
ALL COLLEGE TOWNS

Metric	Geographies Used	Source of Data
Population	2 ½-mile radius from campus core 5-minute walkshed from town center	Esri Business Analyst via American Community Survey 2012-2016 Estimates & 2018 Forecast
Undergraduate Population	Institution-Level	2017 IPEDS Data Center (Integrated Postsecondary Education Data System)
Walk time from campus to town center	Campus core point and town center point	Google Maps
Average Income	5-minute walkshed from town center	Esri Business Analyst via American Community Survey 2012-2016 Estimates & 2018 Forecast
Median Age	5-minute walkshed from town center	Esri Business Analyst via American Community Survey 2012-2016 Estimates & 2018 Forecast
Total Housing Units	5-minute walkshed from town center	Esri Business Analyst via American Community Survey 2012-2016 Estimates & 2018 Forecast
Housing Overview (Tenure, Average Value, Housing Types)	5-minute walkshed from town center	Esri Business Analyst via American Community Survey 2012-2016 Estimates & 2018 Forecast
Business Summary (Total Businesses, Types by Industry)	5-minute walkshed from town center	Esri Business Analyst via Infogroup, 2017
Retail Rent/SF	¼-mile radius from town center	CoStar
Residents in Workforce Trends	¼-mile radius from town center	Longitudinal Employer Household Dynamics via US Census Bureau, 2015
Workers Trends	¼-mile radius from town center	Longitudinal Employer Household Dynamics via US Census Bureau, 2015

BENCHMARK GEOGRAPHIES
SWARTHMORE, PA

5-Minute & ¼-Mile Sheds from town center
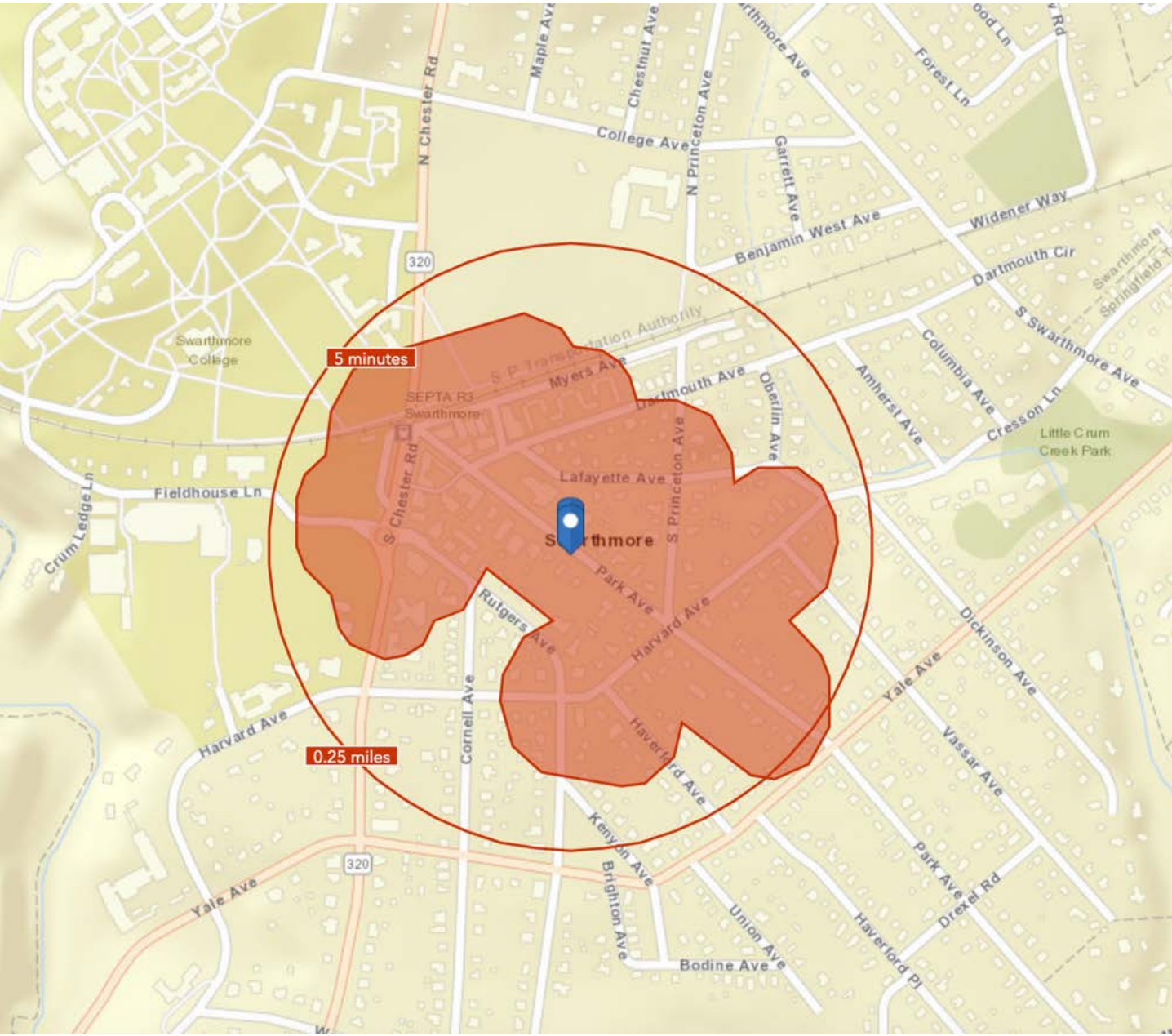
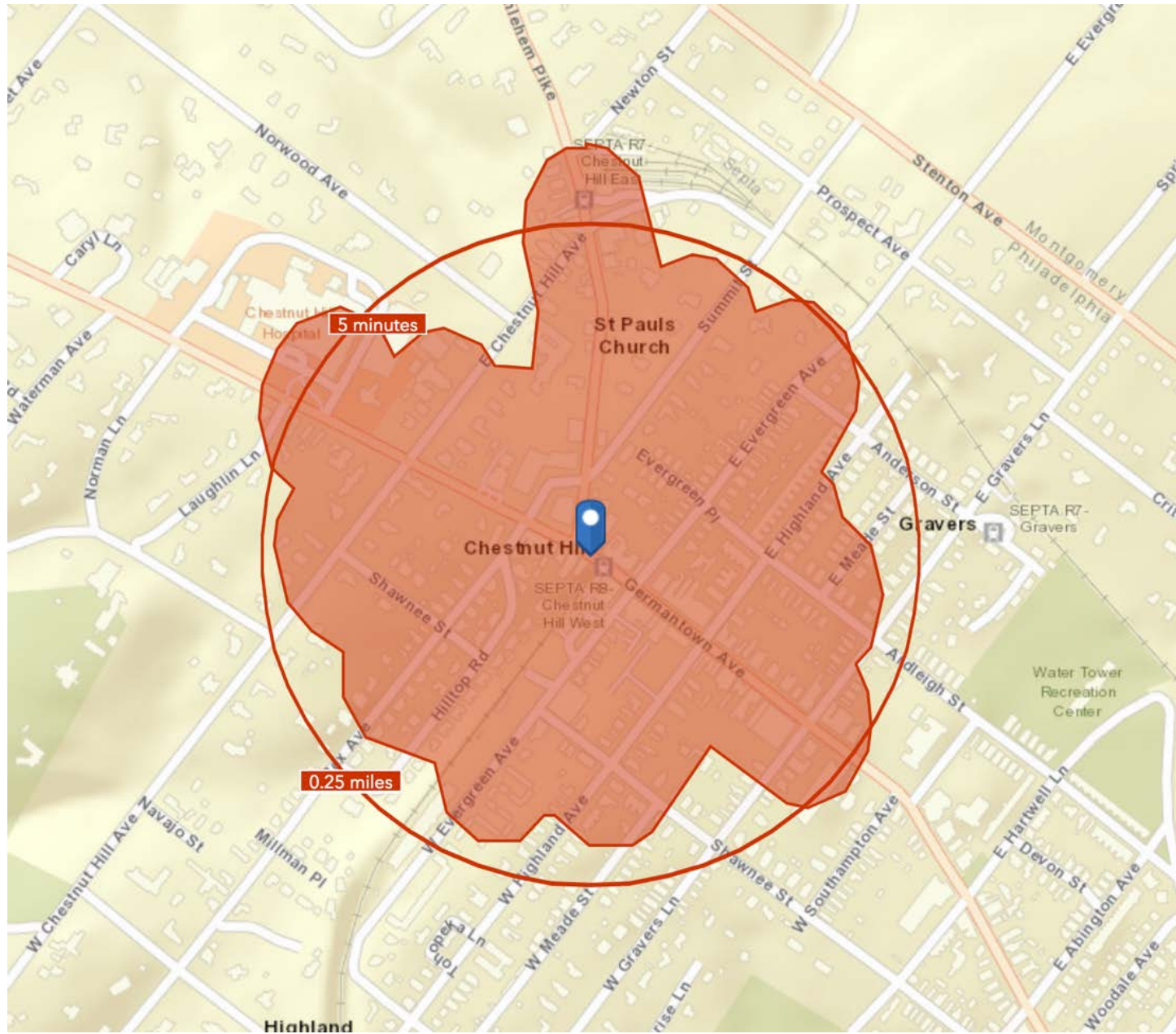2 ½, 5, & 10-mile sheds from campus core

¼-Mile Shed
5-minute Shed
Town center
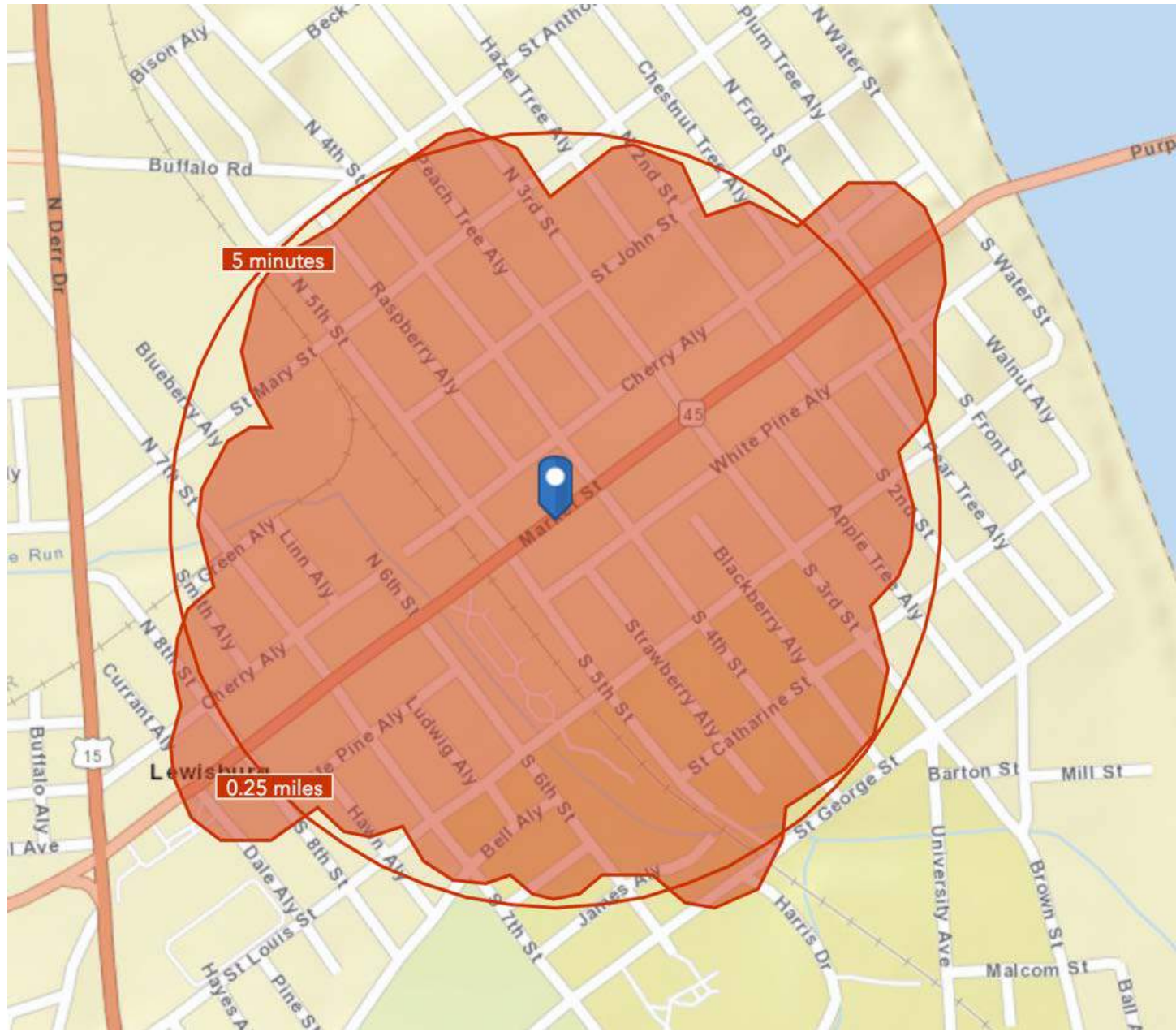

2 ½ -Mile Shed
5-Mile Shed
10-Mile Shed
Campus core

BENCHMARK GEOGRAPHIES
PHILADELPHIA, PA

5-Minute & ¼-Mile Sheds from town center

2 ½, 5, & 10-mile sheds from campus core

5 minutes

0.25 miles

— ¼-Mile Shed

■ 5-minute Shed

📍 Town center

2.5 miles

5 miles

10 miles

— 2 ½-Mile Shed

— 5-Mile Shed

— 10-Mile Shed

📍 Campus core

BENCHMARK GEOGRAPHIES
LANCASTER, PA

5-Minute & ¼-Mile Sheds from town center

2 ½, 5, & 10-mile sheds from campus core
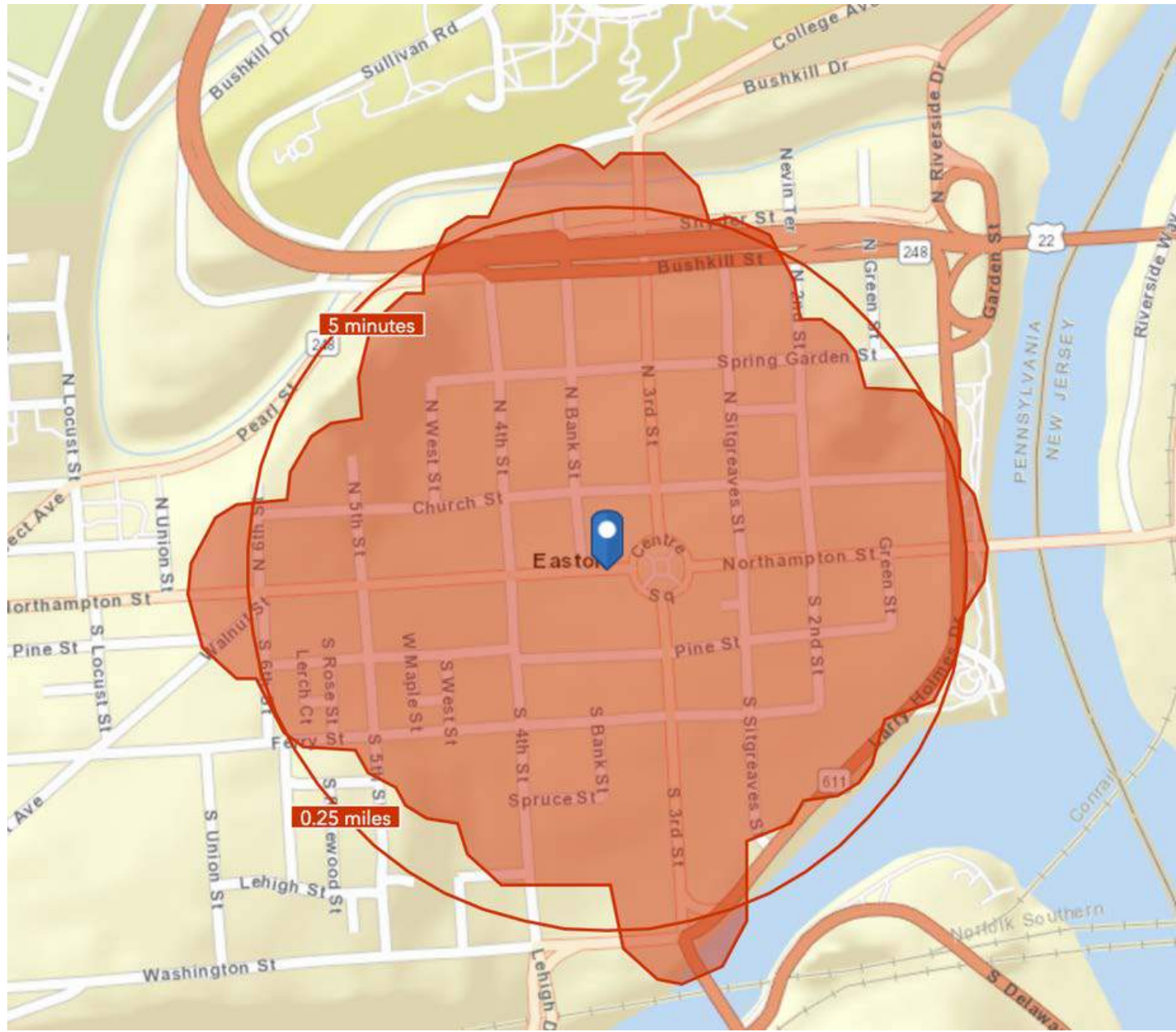

— ¼-Mile Shed
▮ 5-minute Shed
📍 Town center

— 2 ½ -Mile Shed
— 5-Mile Shed
— 10-Mile Shed
📍 Campus core

BENCHMARK GEOGRAPHIES
LEWISBURG, PA

5-Minute & ¼-Mile Sheds from town center

2 ½, 5, & 10-mile sheds from campus core

___ ¼-Mile Shed
█ 5-minute Shed
📍 Town center
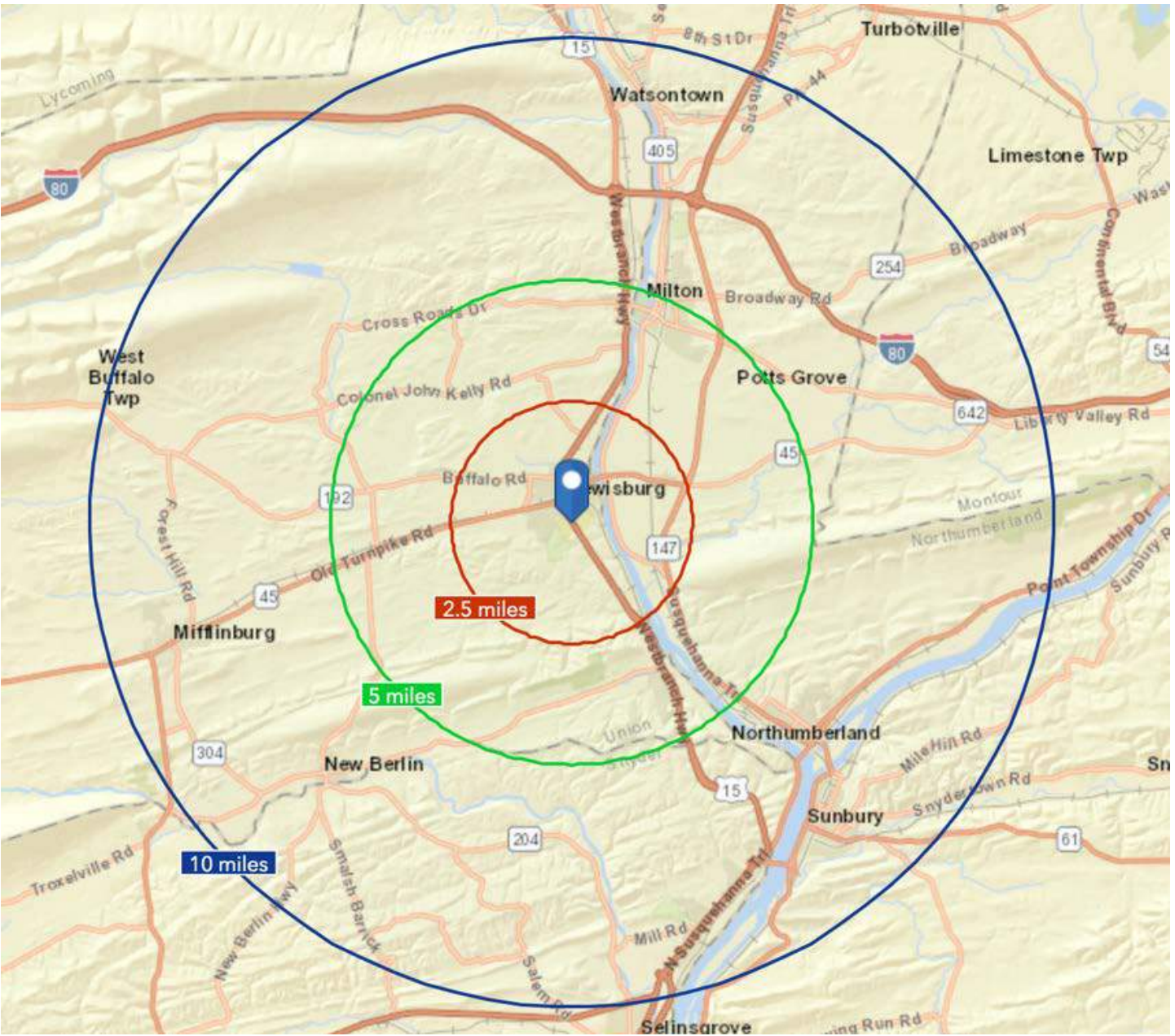
___ 2 ½ -Mile Shed
___ 5-Mile Shed
___ 10-Mile Shed
📍 Campus core

BENCHMARK GEOGRAPHIES

EASTON, PA

5-Minute & ¼-Mile Sheds from town center

2 ½, 5, & 10-mile sheds from campus core

--- ¼-Mile Shed
� 5-minute Shed
📍 Town center

--- 2 ½ -Mile Shed
--- 5-Mile Shed
--- 10-Mile Shed
📍 Campus core