



Growing with Equity:

Philadelphia's Vision for Inclusive Growth



Letter from the Mayor

Fellow Philadelphians,

Our city is in the midst of a transformative moment, driven by increased recognition around the world and recent economic momentum. Philadelphia has steadily grown for nearly a decade — bouncing back after the recession, and adding both people and jobs every year since 2010.

My vision is for Philadelphia to be a dynamic, diverse city with a thriving economy that benefits all of its residents. When managed well, economic growth can create opportunities and help reduce inequality. It is critical that we support continued growth and harness our current momentum to improve the lives of all Philadelphia's residents today, while also investing in our future. We must be diligent and intentional about creating conditions that maximize benefits for those who have often been left behind so that all of our residents can be part of Philadelphia's economy.

Ultimately, we must make Philadelphia more competitive — growing businesses and jobs — in order to increase opportunities and improve equitable outcomes and quality of life for all Philadelphians. As a city, we must also acknowledge that the deep roots of structural racism continue to restrict opportunities for people of color in Philadelphia. A quarter of our residents are still struggling amid persistent poverty; and continued growth, a strong public school system, and new jobs that pay a living wage will be vital if we want to make a dent in those numbers.

I firmly believe that our comprehensive anti-poverty efforts will only be effective when complemented by an inclusive growth agenda that ensures Philadelphia is a dynamic and diverse city that attracts, retains, and grows employers who can offer career pathways and economic opportunities to all of our residents. That's why, in addition to a multi-pronged approach and investments to alleviate poverty, we are focusing on growing the economy with equity — for everyone.

Over the last year our team has interviewed stakeholders, examined existing programs, and evaluated best practices from other cities. This report outlines what we see as our strongest assets to drive inclusive growth and is our contribution to bring together public, private, and civic partners to:

1. Grow the economy to create family-sustaining jobs for all Philadelphians.
2. Prepare Philadelphians for jobs that pay family-sustaining wages.
3. Encourage equitable growth in neighborhoods without displacement.

Let's ensure that Philadelphia's success continues, and that the benefits reach all our residents — in every zip code and from every background.

Jim Kenney
Mayor
City of Philadelphia

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Executive Summary

Economic growth is essential to ensuring increased economic opportunities for Philadelphians, yet growth left to its own devices — rather than fostered intentionally to promote inclusion — can exacerbate inequality and impact affordability. The goals and strategies outlined in this plan tie together current programs and new initiatives into a framework that advances growth with equity.

Vision

Philadelphia is a dynamic, diverse city with a thriving economy that benefits all of its residents.

Guiding Principles

- Economic inclusion and growth are interdependent
- Businesses — small, medium, and large — drive growth
- Foundational needs must be met for people to benefit from economic growth
- All sectors must work together to accomplish inclusive growth

Goal 1:

Jobs

Grow the economy to create family-sustaining jobs for all Philadelphians

Strategies:

- Establish a Business Acceleration Team and improve customer service
- Eliminate Business Income and Receipts Tax (BIRT) filing for small businesses
- Expand entrepreneurial supports for people of color, women, and immigrants
- Build global identity
- Deploy smart business incentives
- Invest in logistics, distribution, and transportation infrastructure
- Identify cluster-based growth strategy

Goal 2:

Talent

Prepare Philadelphians for jobs that pay family-sustaining wages

Strategies:

- Invest in quality pre-K and early childhood education
- Invest in a quality K-12 system
- Grow industry partnerships, apprenticeships, and career skills training
- Improve degree completion
- Create a diverse talent pool for tech
- Reimagine neighborhood job hubs
- Increase labor force participation and economic mobility

Goal 3:

Neighborhoods

Encourage equitable growth in neighborhoods without displacement

Strategies:

- Maintain housing affordability and renter protections
- Invest in neighborhood assets
- Sustain strong development market
- Simplify and expand homeownership and housing programs



A Call for Collective Action

We need collaborative political leadership at the state, local, and federal levels, as well as a network of businesses, community agencies, educational institutions, and nonprofits to be ambassadors for this inclusive growth agenda.

In 2018, the Kenney administration made an initial call to action by interviewing Philadelphia leaders across political, business, and nonprofit sectors — and you delivered. Now, we are calling on you again. City government cannot do this work on its own, and we cannot continue with the same approaches that have been used in the past.

As we work together on inclusive growth, it is critical that we track data and our progress in a way that allows us to see changes in the economic disparities that exist between different segments of the population. Governments and organizations are increasingly data driven, so disaggregating data by race and gender is important to properly understand the needs that exist, and how to allocate resources accordingly.

Together, let's make Philadelphia a dynamic, diverse city with a thriving economy that benefits all of its residents.

Employers

- Hire a young person for a summer or after school job.
- Upskill your workforce.
- Pay a living wage.

Educational institutions

- Actively support low-income students and students of color.
- Help students enroll and complete college on time and affordably.
- Increase Philadelphia's degree attainment and reduce disparities.

Political leaders

- Join together to advance a coordinated legislative agenda in Harrisburg, such as the priorities outlined in the "Philadelphia Platform 2019-2020."

Philanthropy, civic investors, and innovators

- Invest in strategies that advance economic mobility and reduce poverty.
- Build capacity in the nonprofit sector so that those organizations can focus on continuing to elevate the voices of the individuals and communities they serve.

Residents

- Give us your feedback, your ideas, and how you see yourself benefiting from an economy that works for all.
- Email growth@phila.gov; tweet @PhillyMayor; write a letter to James F. Kenney at 215 City Hall, Philadelphia, PA 19107; or call us at 215-686-2181.

Introduction

Executing a Vision for Inclusive Growth

This document sets forth a vision for how the City of Philadelphia can support continued economic growth in a way that reduces disparities and benefits all residents. It makes an intentional effort to close the gaps disproportionately experienced by people of color in all areas that impact economic well-being. This agenda ties together current programs and new initiatives into a framework that advances growth with equity.

The framework for inclusive growth is a living document and will evolve over time. **No city has mastered inclusive growth yet, and we know that we must be nimble, adaptive, and bold if we are to achieve our vision.**

Vision

Philadelphia is a dynamic, diverse city with a thriving economy that benefits all of its residents.

Guiding Principles

Economic inclusion and growth are interdependent. Economic growth is essential to ensuring increased economic opportunities for Philadelphians. Persistent poverty and inequality in formerly industrial cities show that, without growth, opportunities for low- and middle-income residents to find family-sustaining employment are limited. The growing gap between the haves and have-nots in America's burgeoning cities demonstrates that growth left to its own devices — rather than managed intentionally to promote inclusion — can exacerbate inequality and make our urban centers places that are only accessible to the most well-off. Philadelphia must find the right formula to create an inclusive economy.

Businesses — small, medium, and large — drive growth. Businesses sit at the epicenter of economic growth. They provide jobs, move goods and services, and give people the opportunity to participate in the local and global economy. Strong

small businesses in particular can create vibrant local economies on commercial corridors that attract and retain residents. Goals 1 and 2 focus on how the City can contribute to improving Philadelphia's business environment and incentivizing economic participation to ensure inclusion.

Foundational needs must also be met for people to benefit from economic growth. The ability of Philadelphia's residents to participate in the local economy is rooted in meeting their foundational needs, including: education, childcare, safety, transportation, healthcare, and housing. Reducing barriers to foundational needs allows individuals — especially those in poverty and people of color, to fully participate in the rapidly evolving economy. Goals 2 and 3 outline how foundational needs can be met to increase participation in the local economy.

All sectors must work together to accomplish inclusive growth. Government can leverage local tax codes, growth programs and policies, spending on public goods and services, and regulation to spur economic growth and inclusion. However, inclusive growth cannot be achieved by local government action alone. State and federal governments influence taxes, benefit programs, and capital funding that can stimulate growth and decrease barriers to equality. The private sector can increase employee wages and drive investments in innovation, talent, and land development. The nonprofit, academic, and philanthropic sectors can invest in the civic infrastructure that builds and strengthens communities.

This vision hopes to bring together all these partners to help fulfill the strategies outlined. As such, we welcome recent efforts by City Council, the Philadelphia Delegation of the Pennsylvania General Assembly, the Chamber of Commerce for Greater Philadelphia, and many other civic actors and institutions as they define their roles and contributions to a more inclusive and prosperous Philadelphia.



Advancing Racial Equity

Racial equity reflects a just and fair society in which all people can participate, prosper, and reach their full potential. If racial equity is achieved, racial disparities in health, education, wealth, and other areas would not exist.

Government's Role

The City recognizes that racial inequities in access and opportunity, and across key indicators for success, are deep and pervasive for communities of color. The City also recognizes that government — at the local, state, and federal level — has played a historical role in creating and maintaining racial inequity through a wide range of laws and policies controlling who could vote, who could be a citizen, who could own property, where one could live, where children could go to school, and more. These racial inequities persist today and continue to lead to underperforming schools, disproportionate contact with our criminal justice system, concentrated poverty, limited formation and growth of minority-owned businesses, and predatory lending — all of which operate to constrain widespread economic growth.

Our Commitments

Mayor James F. Kenney established the City's first Office of Diversity and Inclusion in 2016. This office and others across City government have committed to:

- Training staff on how to apply a racial equity lens to policies, programs, and services.
- Disaggregating data and establishing appropriate benchmarks to reduce disparities.
- Hiring a diverse workforce that reflects Philadelphia.
- Engaging communities of color in the development of policies, programs, and services.

10-Year Key Indicators of Inclusive Growth

Philadelphia's success at inclusive growth is reflected in our aspirational key indicators. The indicators are intentionally ambitious and span across 10 years in recognition that inclusive growth is a journey that will not be fully realized in a short timeframe.

Job growth and increases in median household income and educational attainment are key indicators of growth, whereas decreasing poverty and eliminating disparities in income, unemployment, and educational attainment are key indicators of economic inclusion. In particular, achieving racial equity across all of these indicators would suggest that our vision of a thriving economy that benefits all Philadelphia residents has been realized.

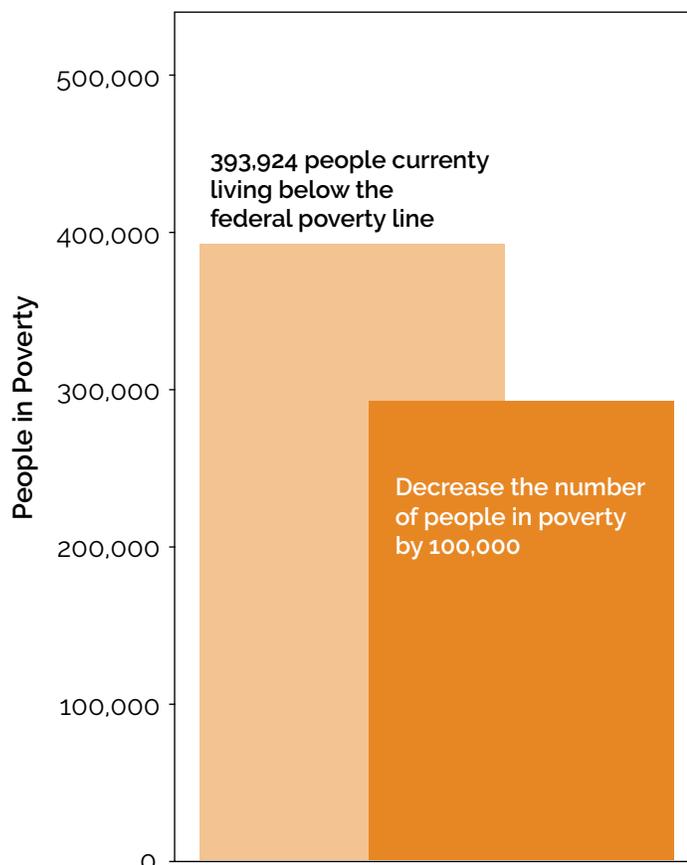
Close the gap between Philadelphia's median household income and the nationwide median household income¹



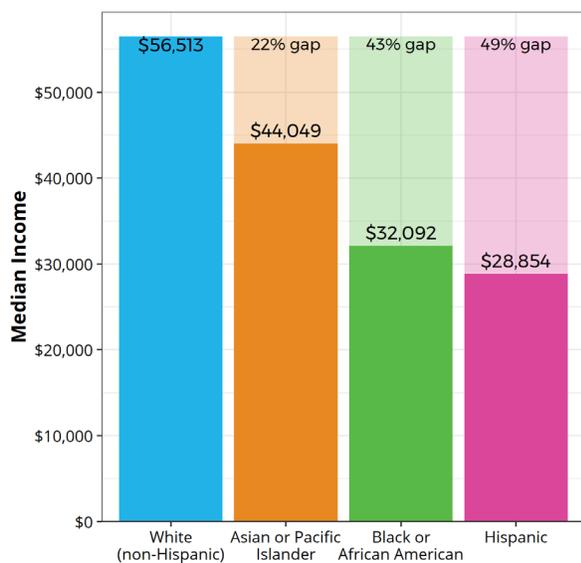
Continue outpacing the nationwide job growth rate²



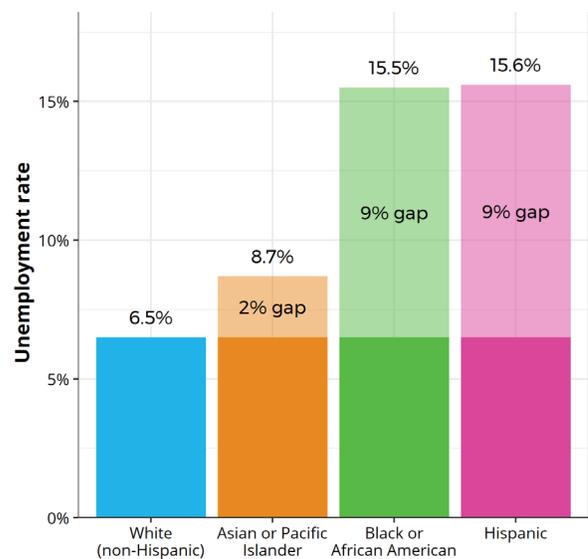
Decrease the number of people in poverty by 100,000³



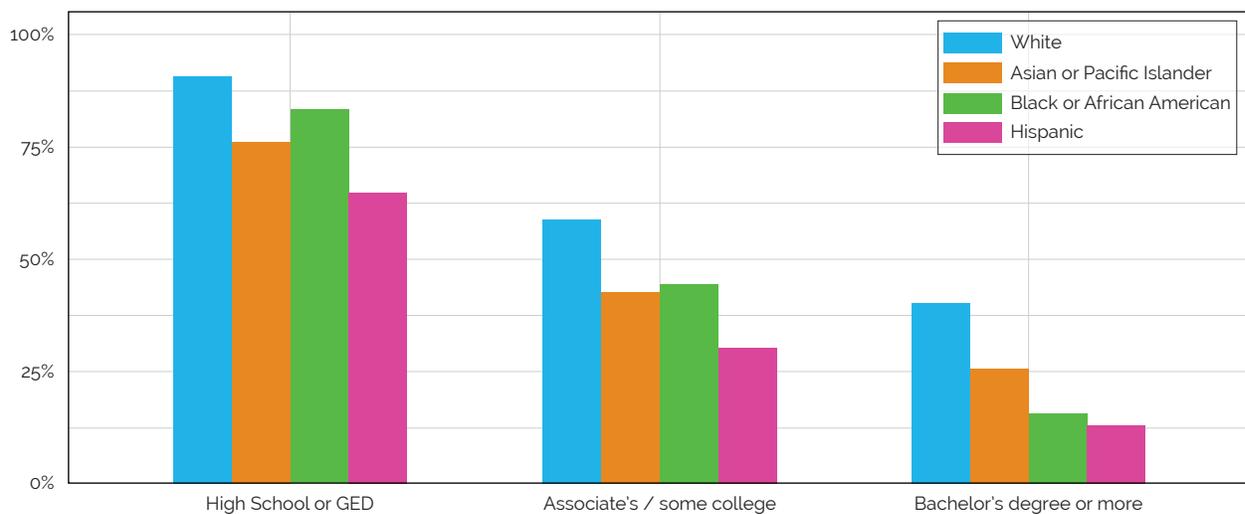
Close the gap in median income between Asian, Black, and Hispanic residents and White residents.⁴



Close the gap in the unemployment rate between Asian, Black, and Hispanic residents and White residents⁵



Close the gap in educational attainment between Asian, Black, and Hispanic residents and White residents⁶



Data Insights

Philadelphia has benefited from economic tailwinds that have improved the economic well-being of many Americans since the Great Recession. However, even our recent ability to outpace the national average in job creation has not yet proven to be a trend — it is possible that this is only a temporary spike. Philadelphia's peer cities are exceeding the national average as well, and they have been doing so for longer and at a higher rate.

Since 2010, Philadelphia's economy has greatly improved in terms of GDP, labor force participation, employment, and job growth. This improvement has happened at a slower rate than most other large cities. While Philadelphia has reduced its poverty rate more than other poor large cities between 2006 and 2016, our poverty rate of 25.7 percent is still too high and continues to be at the epicenter of Philadelphia's challenges to achieving prosperity.

Job Growth

Over the last three years, Philadelphia has outperformed the national average in terms of its job growth rate.⁷ The city had approximately 724,000 jobs in 2018, an increase from the 657,000 it had in 2010. However, this recent growth is not the norm for Philadelphia. Before 2016, Philadelphia was behind the national average, and its 10-year average for job growth lags behind as well.⁸

Poverty

Philadelphia has a high poverty rate — the second highest rate among the 20 largest U.S. cities. It has remained at around 26 percent since 2012. The poverty rate for non-White Philadelphians is much higher than the rate for White (non-Hispanic) Philadelphians, and this disparity has been consistent since 2012.

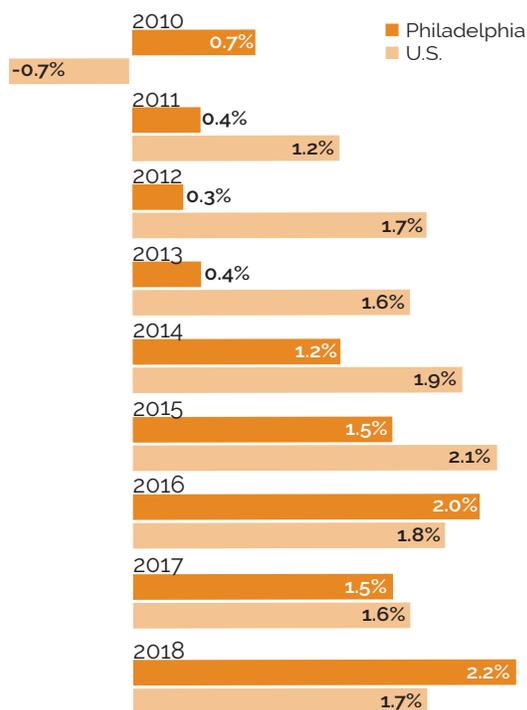
Labor Force

The number of Philadelphians in the labor force has increased steadily since 2010, rising from 668,000 to 707,000 in 2018.⁹ This increase is correlated with our growing population of young people, as well as increased job opportunities bringing people back into the labor force.

Unemployment Rate

Over the last 10 years, the unemployment rate peaked in July 2012 at 12 percent as the recession took its toll. Today, that rate has been cut in half, with the 2018 average of 5.6 percent being the lowest annual unemployment rate since 2000.¹⁰ The national unemployment rate in 2018 was 3.9 percent.¹¹

Job Growth in Philadelphia and the U.S.



Population

Following decades of a downward trend in population, Philadelphia began to recover in 2010, with its population rising to 1.58 million in 2017.¹² While this increase is modest compared to peer cities, it reflects a positive trend.

Job Growth by Sector¹³

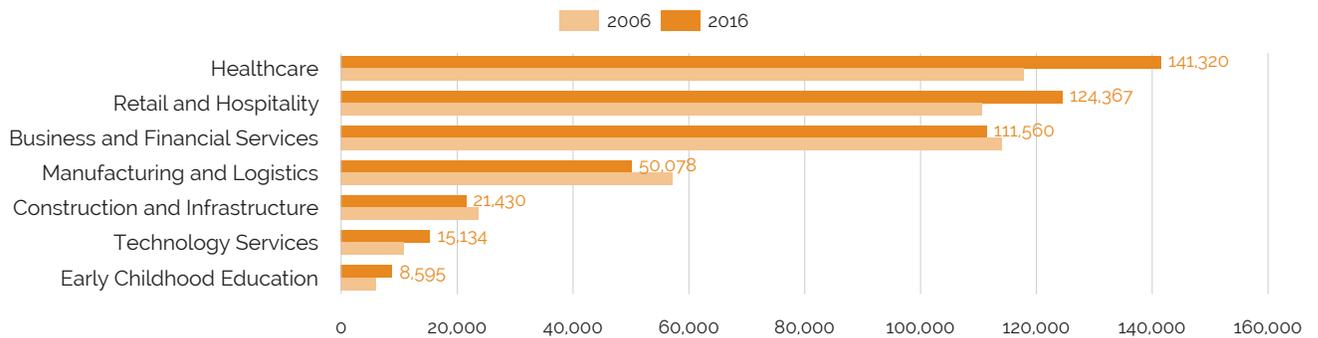
Philadelphia has seen the largest job growth rates, across skill levels, in its healthcare, retail/hospitality, technology services and business/financial services sectors.

Philadelphia has a highly diversified economy, which helps to ensure overall economic stability when certain industries experience fluctuations. Of the primary workforce sectors in Philadelphia, jobs in technology services, early childhood education, healthcare and retail/hospitality are expected to outpace overall job growth in the city.

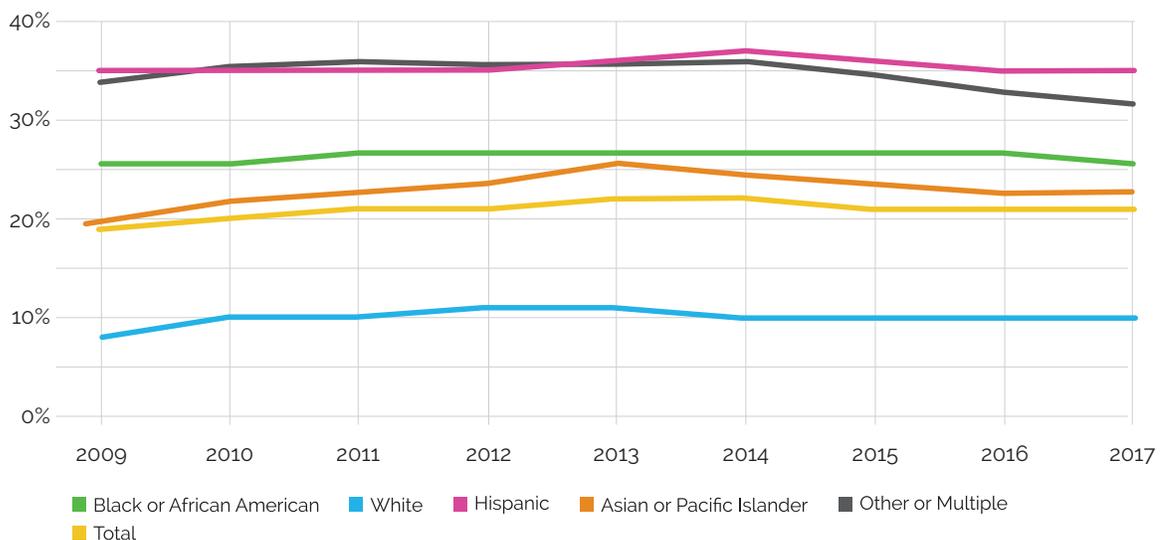
Educational Attainment

Eighty-five percent of Philadelphia's adult population (residents aged 25 or older), across racial groups, have a high school degree or higher, in line with the national average. Of that population, 28 percent also have a bachelor's degree or higher. Philadelphia performs well on high school educational attainment when compared to other major cities, but behind on attainment of bachelor's degree or higher.

Employment by Sector in Philadelphia



Poverty Rate by Race in Philadelphia Since 2009



Data Insights

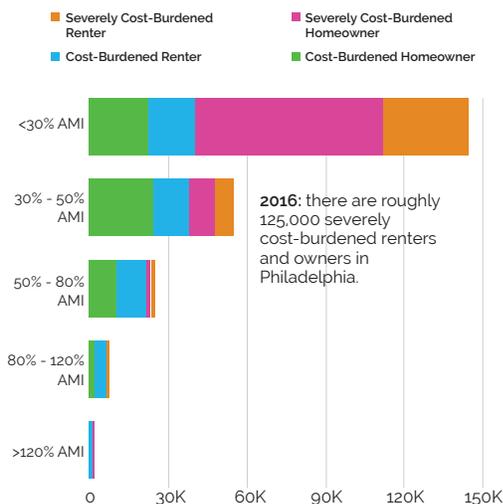
Housing

Philadelphia is expected to add 25,000 new households over the next 10 years. Housing in the city is considered affordable among other American coastal cities, but is a large cost-burden to many of Philadelphia's households, with 42.6 percent of households contributing over 30 percent of their income to housing-related costs. Cost-burdened households pay more than 30 percent of their income on housing expenses, while severely cost-burdened households pay more than 50 percent. While this is an improvement from 45.6 percent in 2010, Philadelphia's improvement is slightly behind the national trend over time and similarly cost-burdened to those of other major U.S. cities. Cost-burdened households pay more than 30 percent of their income on housing expenses, while severely cost-burdened households pay more than 50 percent. *AMI stands for Area Median Income

Philadelphia has the sixth highest percentage of homeowners of color out of the nation's 45 largest cities. Nearly 52 percent of Asian residents own homes, 48 percent of Black residents own homes, and 42 percent of Hispanic residents own homes, compared to 59 percent of the White population.

Cost-Burdened¹ Households

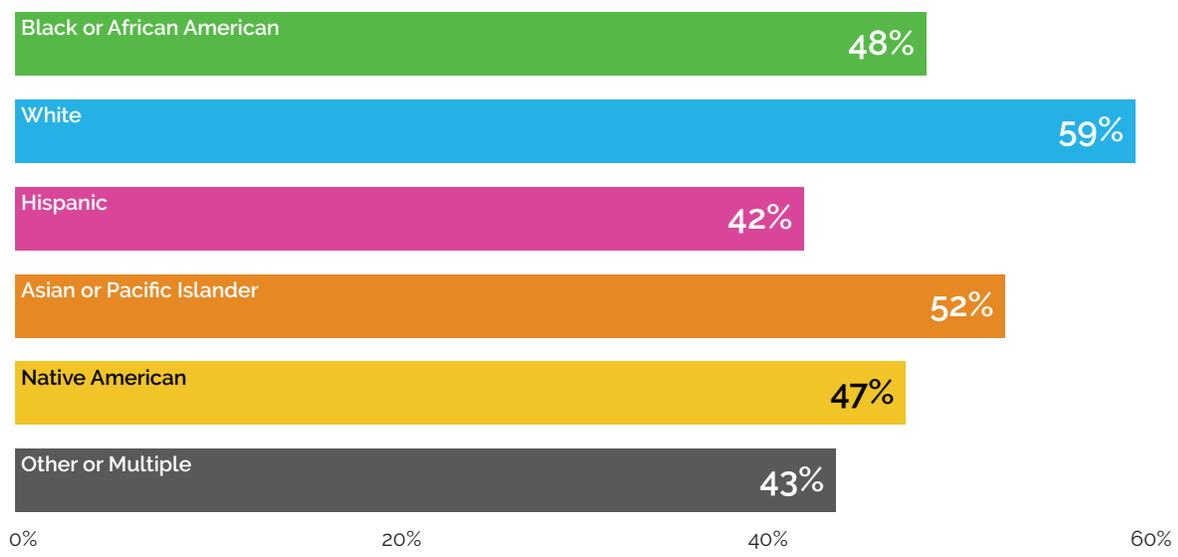
Many Philadelphians are struggling to pay for housing, especially the lowest-income households



2016: there are roughly 125,000 severely cost-burdened renters and owners in Philadelphia.

Source: U.S. Census Bureau, 2016 ACS
¹Cost-burdened households pay more than 30% of their income on housing expenses, while severely cost-burdened households pay more than 50%.

Homeownership in Philadelphia by Race



Number of Businesses

Philadelphia has seen growth in employer establishments since 2012 with year-over-year increases in the number of businesses of most sizes. The largest percent increase has come from non-employer establishments (no employees) which has grown around 5 percent annually and reflects the growing gig economy. While this indicates increased employment options for residents, there are longer-term challenges for this group like access to health benefits. Meanwhile, compared to nationwide statistics, Philadelphia has over-performed on overall business count because of a greater-than-average increase in the number of smaller-sized businesses. However, it has lagged in the growth of medium and large businesses.

Number of Businesses	2012 (Phila)	2016 (Phila)	Phila average annual change 2012-2016	Natn'l Change
All Establishments	26.7K	27.9K	1.2%	1.1%
1-4 employees	14.1K	14.9K	1.4%	1.0%
5-9 employees	4.9K	4.9K	-0.3%	0.4%
10-19 employees	3.4K	3.7K	1.7%	1.0%
20-49 employees	2.5K	2.7K	1.9%	2.5%
50-99 employees	901	930	0.8%	2.3%
100-249 employees	563	595	1.4%	2.3%
250-499 employees	161	167	0.9%	3.0%
500-999 employees	62	60	-0.8%	2.5%
1000+ employees	50	55	2.4%	2.6%
Non-employer establishments (e.g., single-person contractors)	77.7K	95.1K	5.20%	2.0%*

Phila has a higher rate of small business growth...

...but has a lower rate of medium-to-large business growth compared to national figures

* Note: reflects 2012-2016 due to limited data

Goal 1: Jobs

Grow the economy to create family-sustaining jobs for all Philadelphians



Strategies

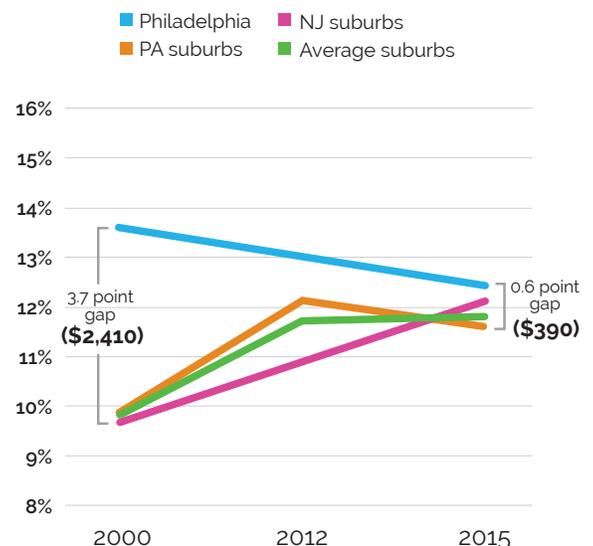
- Establish a Business Acceleration Team and improve customer service
- Eliminate Business Income and Receipts Tax (BIRT) filing for small businesses
- Expand entrepreneurial supports for people of color, women, and immigrants
- Build global identity
- Deploy smart business incentives
- Invest in logistics, distribution, and transportation infrastructure
- Identify cluster-based growth strategy

Philadelphia is experiencing a level of economic expansion that has not been seen in 50 years. While the city has been successful in growing existing businesses and attracting new businesses, there is more work to do to improve Philadelphia’s business environment and reputation. Philadelphia still trails its peers in new business creation and continues to have a comparatively lower concentration of medium and large companies, which hampers job creation and economic opportunity, especially for those experiencing poverty. Philadelphia also still needs a more competitive tax structure — one where it represents a good value compared to peer cities, is simple and efficient, and ensures that the City has the resources it needs to provide important government services.

Taxes

Taxes are crucial to the economic well-being of a city because they generate revenue to provide essential services that residents and businesses need. High tax rates can discourage work, saving, investment, and innovation, but tax cuts may limit local government’s ability to spend on other public goods and services. Philadelphia’s tax burden compared to its surrounding cities and towns narrowed significantly between 2000 and 2015. Recent research showed that Philadelphia’s status as a city and a county and its high poverty rate mean that it has a high demand for services coupled with a weak tax base. This combination forces the City to have certain tax rates to generate the revenue it needs to provide both city and county functions. In particular, strict interpretation of the Uniformity Clause of the Pennsylvania Constitution has limited the ability of the City to pursue a progressive approach to taxation.

City-Suburban Tax Gap for a Median-Income Family



Graph Source: The Pew Charitable Trusts



Goal 1: Jobs

Establish a Business Acceleration Team and improve customer service

Establish a Business Acceleration Team and radically improve the business customer service experience. Opening a business in Philadelphia is challenging. Businesses often describe Philadelphia's current customer experience as confusing, frustrating, and inconsistent. The Special Committee on Regulatory Review and Reform consistently received feedback that the difficulty of opening a business in the city most negatively impacts small, disadvantaged businesses that cannot afford to pay an expeditor. The City has made improvements to customer service such as changes to concourse signage and queuing, and using permitting database eCLIPSE, but more can be done. To enhance customer service, the City will implement process improvements, adopt a new Customer Relationship Management (CRM) system, improve taxpayer technology, and redesign in-person services at the City's Municipal Service Building. By establishing a Business Acceleration Team comprised of staff members assigned from all relevant agencies that work with businesses, the City will build increased consistency, transparency, and efficiency into its processes. The City will also continue to streamline and improve its procurement process to lower barriers to inclusive procurement, provide greater access to contracting opportunities for women, minority, and disabled-owned businesses, and to improve vendor payment times. Finally, the City will develop a Business Bill of Rights to hold City departments accountable to improved service standards.

Eliminate Business Income and Receipts Tax (BIRT) filing for small businesses

Eliminate Business Income and Receipts Tax (BIRT) registration and filing requirements for small businesses to reduce their tax burden. With the phasing in of exemptions from the BIRT, now at \$100,000 per year, businesses that owe BIRT were reduced by roughly 66,000 (2/3 of all businesses). This change reduced a significant barrier to inclusive growth by decreasing the cost to start and run a company or work on your own. However, while the expense has been eliminated, the hassle associated with the BIRT has not. By eliminating the requirement that businesses with less than \$100,000 in Philadelphia sales need to register for a BIRT account and file a tax return each year, small businesses will save the expense of having the return prepared by a professional or the worry of navigating a complex tax return. These small businesses will no longer face fines for failure to file if they don't submit a return and will have one less thing to worry about each tax season. This change will require passage of legislation by City Council.

Philadelphia will also continue Wage Tax and Business Income and Receipts (BIRT) Tax Reductions. Multiple studies have identified the Wage Tax as a driver of Philadelphia's job and population loss. The City is committed to ensuring job growth by continuing gradual reductions in the City's Wage Tax rates to make Philadelphia more competitive. The table on the next page shows the proposed reductions in the City's Wage Tax over the FY20-24 Five Year Plan.

There have been key changes made to the BIRT to reduce the tax burden on businesses and encourage job creation. The tax rate on the gross receipts portion of the BIRT was reduced by more than 50 percent from 1996 to 2008. The net income portion was reduced in 2008 and then annually starting in 2014. Further reductions are legislated through 2023.



Goal 1: Jobs

Photo Credit: Albert Lee, City of Philadelphia



State Action Required: Flexibility to Make Philadelphia's Tax Structure Efficient, Effective and Competitive

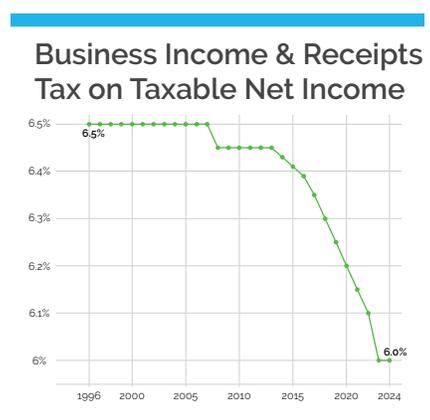
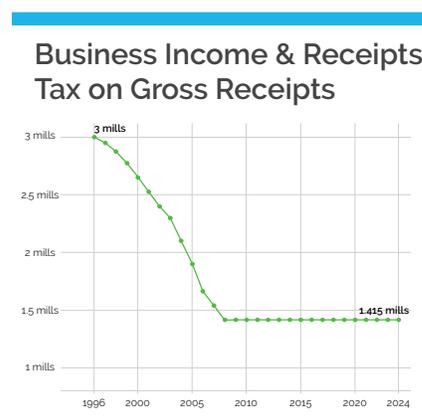
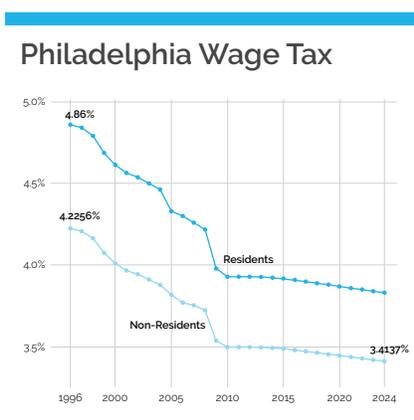
Philadelphians have long sought to balance a progressive approach to taxation, where those with more income or assets contribute more, with the need to maintain a competitive tax structure. The Uniformity Clause prevents the City from having simple tax types with progressively structured rates that generate adequate funds to support the City and the School District.

The Uniformity Clause in the Commonwealth of Pennsylvania's Constitution states that "All taxes shall be uniform, upon the same class of subjects, within the territorial limits of the authority levying the tax, and shall be levied and collected under general laws." The Pennsylvania Supreme Court's interpretation of this is that all taxes must be imposed in a uniform manner on their subjects regardless of class. Although many other state constitutions bear identical or analogous language, Pennsylvania courts have consistently held that this clause prohibits the General Assembly from enacting a graduated tax such as a progressive income tax.

Granting the City more flexibility to craft its tax structure would position Philadelphia to have a more competitive and equitable tax environment for businesses and individuals.

Philadelphia's current tax code has its roots in the mid-20th century and was designed for a manufacturing economy with hard-to-move factories and reliance on nearby labor pools and fixed transportation networks like ports and railways. As the economy changed, with jobs and people moving away, tax rates climbed to produce enough revenue for the services that remaining Philadelphians needed. This became the exact opposite of the ideal – a shrinking tax base with high rates, which chased out even more jobs and businesses as the years passed.

Since the 1990s, Philadelphia has moved toward a bigger base and lower rates. Incremental Wage and Business tax rate reductions were put into place. The property assessment system was overhauled to address decades of dysfunction, a process of improvement that is still ongoing, to make a shift to greater reliance on Real Estate Tax possible. As Philadelphia struggled to grow, incentives and tax credits were introduced as band-aids on a broken system. This was done without a coordinated strategy and often without equity and inclusion in mind.





Goal 1: Jobs

Expand entrepreneurial supports for people of color, women, and immigrants

Expand entrepreneurial supports for people of color, women, and immigrants through increased access to capital, capacity-building, procurement opportunities, and the development of a small business needs assessment and action plan. Philadelphia is majority-minority, but the city falls behind its peers in minority business creation and growth. Given the changing entrepreneurial landscape in the past 10 years, the City will conduct a small business needs assessment with a full review of its offerings to fill gaps in services and address market failures. Given that people of color, women, and immigrants disproportionately have limited access to financing and capital to start and sustain a new business,¹⁴ the City will partner with the private sector to raise and create new funding sources to meet the seed and growth-stage needs of entrepreneurs, prioritizing those that are underrepresented. A recent example of a new funding source is the StartupPHL Venture Program, which provides grants to companies run by entrepreneurs from socially or economically disadvantaged backgrounds in order to help those who may not have access to traditional forms of capital and founder networks. The City will also create a new Business Resource and Innovation Center (BRIC) at the Parkway Central Free Library that will assist entrepreneurs by helping them improve their skills through public programs and mentorship.

For information on all City of Philadelphia existing entrepreneurial supports go to the Appendix Page 45.

Build global identity

Build Philadelphia's global identity and increase international promotion to pitch Philadelphia to the world. Having a strong brand is an important tool for attracting and retaining businesses, talent, and investment to Philadelphia. Research shows that the world does not think of Philadelphia as a place to invest, do business, and innovate. Globally and nationally, our brand is worse than our product, and



because of this, we lose out on opportunities to grow our economy every day. In response, the City and other stakeholders have convened the Philadelphia Global Identity Project to establish a common narrative and visual identity that sells Philadelphia and increases collaboration and coordination among key Philadelphia attraction agencies. The City will roll out a compelling brand for Philadelphia and grow its international business development team.

Deploy smart business incentives

Deploy smart business incentives to drive inclusive growth and bolster economic development priorities. Incentives are an important economic development tool for cities to be competitive in attracting and retaining businesses. The City's Department of Commerce commissioned a study (to be completed in early FY20) with the goal of reviewing and improving the effectiveness of seven key incentives used for business attraction and retention to advance the goals of inclusive growth. The City will work with City Council to implement recommendations from the study and continue to proactively promote existing incentives in disadvantaged neighborhoods. **The goals of the study are to ensure the City's incentives are: best positioned to promote growth, utilized as responsibly and efficiently as possible, using criteria to foster inclusive growth, and applying sound selection processes and transparent reporting.**

The City is reviewing the following programs:

Job Creation Tax Credit: A tax credit program that offers \$5,000 per job to businesses creating 25 jobs or increasing employment by 20 percent within five years. A quarter of the program is set aside for small businesses.

Job Growth Forgivable Loan Program: A limited pool of funds that allows the City to close the deal on priority attraction and retention projects through performance-based forgivable loans

Jump Start: A 0 percent tax rate for BIRT and the Net



Goal 1: Jobs

Profits Tax for new businesses for the first two years that meet certain employment requirements. Also waives certain City licensing fees.

Keystone Opportunity Zones: A geography-based incentive program run by the Commonwealth of Pennsylvania that abates various State and City taxes.

Philadelphia Works Workforce Training Grant: Workforce and economic development training funds given to participating firms through the federal Workforce Innovation and Opportunity Act (WIOA) program. Funds require businesses to match investments for workforce training.

Sustainable Business Tax Credit: A tax credit against BIRT liability, meant to encourage sustainable business behaviors, such as fair hiring practices or environmental sustainability.

Tax Increment Financing: A financing mechanism that allows a developer to receive financing based on the projection of incremental revenue the project will spur.

In addition, the City shall review:

10-Year Tax Abatement: The 10-year tax abatement program encourages the development or rehabilitation of real estate by exempting the value of the improvements from tax for 10 years. The City will examine how proposed changes to the abatement would support the goals outlined in this Inclusive Growth strategy. The core principles that the administration will use to guide its decision making, working with City Council, are:

- Support continued tax revenue, development, and job growth by maintaining the abatement for commercial development
- Reduce incentives for high-value residential development that may occur anyway and is broadly viewed as unfair
- Maintain existing incentives for affordable housing
- Maintain the predictability and ease of the current program while responding to changes in market conditions



Local Procurement Improvements

The City's professional services contracts create a tremendous opportunity for local and disadvantaged businesses. In FY19 alone, the City estimates to spend nearly \$1 billion in professional services contracts. Historically, approximately one-third of these dollars are spent on disadvantaged businesses and about 60 percent are spent with Philadelphia-based firms. In recent years contract commitments for minority, women and disabled owned businesses have increased from \$125.3 million (FY15) to \$157 million (FY18). Despite progress over the past few years, it is clear that the City can and must do better.

To help advance spending with local and disadvantaged businesses, beginning in FY20, the City will require more robust scoring criteria for our requests for proposals (RFPs). In addition to a firm's experience, price and work quality, proposals will also be weighted by participation of locally-owned companies and disadvantaged business entities. This strengthened scoring criteria will provide additional opportunities to small, local business and will allow the City to reinvest its local tax dollars. Additionally, the Kenney Administration is working in close partnership with City Council to advance the Local Business Purchasing Initiative (LBPI). The LBPI seeks to increase the maximum dollar amount for a formal bid or RFP from \$34,000 to \$100,000 if contracting with a local business, and from \$34,000 to \$75,000 for non-local businesses. This initiative, if passed as a ballot measure, will simplify the contracting process for local businesses and spur more dollars reinvested in Philadelphia.

Goal 1: Jobs

Invest in logistics, distribution, and transportation infrastructure

Invest in logistics, distribution, and transportation infrastructure to grow economic opportunities and jobs. With a premier location in the middle of the northeast corridor, a metropolitan area population of 6.1 million, and over 14 million square feet available for new industrial developments, Philadelphia must continue to invest in its infrastructure to serve as a major logistics and distribution hub.¹⁵

Philadelphia International Airport and PhilaPort are key assets for this sector. PHL Airport features 25 airlines and six cargo facilities, and has lower costs of operations than peer airports. The Delaware River Port Complex is the fifth largest port complex in the United States, moving 70 million tons of cargo each year. PhilaPort owns more than 1,000 acres of land and 17 terminal and warehouse facilities, and is in the midst of a \$300 million investment in new technologies, infrastructure, and facilities that will double its cargo handling capacity.

Philadelphia's connectivity to interstate highways and its new investments in cargo operations and infrastructure give the city a competitive advantage and opportunity to grow its current stock of 100,000 Philadelphians working in non-construction industrial occupations.

Transit is also key to making both Philadelphia and the surrounding region more competitive. Many in today's workforce want the freedom to live without dependence on a car for daily life, and prospective employers want to locate in cities with extensive transit networks. **Improving mass transit is also essential to keeping Philadelphians moving in a growing city in an inclusive manner.** One-third of Philadelphia residents, and one-half of residents in poverty, do not have a car and therefore must depend on public transit to get to work. Philadelphia will continue implementing **CONNECT**, the City's strategic transportation plan that will connect more people to job centers and move them across the city more effectively.

Identify cluster-based growth strategy

Identify Philadelphia's unique industry strengths to create a globally competitive cluster-based growth strategy. Metro areas in the United States have identifiable and strong industry clusters that reflect the unique competitive advantages of the region, such as the automotive industry in Detroit and financial services sector in New York City. These clusters represent the backbone of their metro economies. The co-location of businesses in clusters increases business productivity and job creation, drives innovation, stimulates new business creation, and supports the survival and growth of small businesses. These clusters will accelerate existing growth sectors that distinguish Philadelphia from other places and have the potential to maximize business and job opportunities.

Philadelphia is already a leader in life sciences, and has a unique edge in gene and cell therapy — exemplified by the the demand for lab space outpacing current supply. The City will continue to support infrastructure, workforce, and other related efforts to elevate the gene and cell therapy clusters, while also identifying other clusters that can drive inclusive growth.

The City will prioritize clusters using an inclusive growth lens. Newly identified clusters should:

1. Offer quality jobs that are accessible to Philadelphians
2. Build diverse talent pipelines
3. Have high growth potential
4. Have the potential to stimulate additional local economic activity

Philadelphia will conduct a robust analysis to identify key industry clusters, develop growth plans, and prioritize opportunities to catalyze growth and ensure equitable career pathway opportunities.

Gene and Cell Therapy Clusters

With a high concentration of universities, R&D, world-class hospitals, affordable lab space, and increasing venture capital, Philadelphia is a leader in job growth in the life sciences sector. **Philadelphia has the eighth largest life sciences market by employees with approximately 50,000 people working in the sector locally.**

Specifically, Philadelphia is home to some of the world's most advanced cell and gene therapy companies. These companies are doing groundbreaking work, striving to use genetic materials to manipulate a patient's cells for disease treatment. Many of these medical breakthroughs originate from the University of Pennsylvania. Companies like Spark Therapeutics, Tmunity, WuXi Advanced Therapies, Adaptimmune, Carisma Therapeutics, and Amicus are continuing to grow Philly's unmatched leadership in these fields.



Goal 1: Actions

Strategy	Action
Establish a new Business Acceleration Team and radically improve the business customer service experience	Launch a Business Acceleration Team charged with improving the customer experience for businesses.
	Redesign the customer experience at the Municipal Services Building.
	Expand high-quality customer service training and institute a Business Bill of Rights.
	Implement Vendor Pay project to improve time to pay, and continue improvements to City procurement.
	Adopt a new Customer Relationship Management (CRM) system and continue with the phase-in of eCLIPSE, the City's permitting system.
	Implement a new tax technology system that has a modern online portal in multiple languages.
	Expand Revenue Department's intake system to be available in Spanish and Mandarin at the Municipal Services Building in 2019.
Expand entrepreneurial supports for people of color, women, and immigrants	Conduct a small business needs assessment, evaluate current offerings (listed on page 45), and develop an action plan to fill gaps.
	Deliver StartupPHL grant program to provide pre-seed funding for startup companies from a socially or economically disadvantaged background.
	Continue Project NorthStar to support the needs of Black and Hispanic startup founders.
	Leverage procurement opportunities at the City to increase opportunities for minority-owned businesses and support the Local Business Purchasing Initiative ballot measure in May 2019.
	Launch new Business Resource and Innovation Center (BRIC) at the Parkway Central Free Library.
Eliminate Business Income and Receipts Tax (BIRT) registration and filing requirements for small businesses	Work with City Council to eliminate BIRT registration and filing requirements for businesses with less than \$100,000 in Philadelphia sales.
Flexibility To Make Philadelphia's Tax Structure Efficient, Effective and Competitive	Advocate and work with the Philadelphia Delegation for changes to PA State Uniformity clause

Strategy	Action
Deploy smart business incentives to drive inclusive growth	Implement the recommendations of the Smart Business Incentive Study to ensure efficient use of funds and alignment with inclusive growth policy goals.
	Develop processes and tools to increase transparency in how incentives are deployed.
	Eliminate under-utilized incentives and re-deploy those funds toward meeting inclusive growth goals.
Identify unique industry strengths and create a globally competitive industry-based growth strategy	Conduct an analysis of key clusters using an inclusive growth lens and develop cluster growth plans.
	Partner with the Commonwealth, PIDC, the Chamber of Commerce for Greater Philadelphia, and others to explore mechanisms for incentivizing the creation of additional lab space and facilities to attract new companies and maintain affordability for emerging firms.
	Work with institutions and workforce providers to create equitable career pathway opportunities in the life sciences sector.
Invest in the growth of logistics, distribution, and transportation infrastructure	Partner with PHL Airport and PhilaPort to secure direct shipping and air service to Asia.
	PHL Airport to complete three major projects to accommodate cargo development on a recently acquired 135-acre property.
	Continue efforts to fill positions at PhilaPort and PHL Airport, such as the Citizens Bank Regional Maritime Training Center for Port jobs and the City as Model Employer Hospitality Training Program at the Airport.
	Continue implementing recommendations from the City's CONNECT transportation plan.
Build Philadelphia's global identity and increase international promotion	Strengthen the City's growing international business development team to successfully implement the recommendations from the Brookings's Institution International Market Prioritization Strategy.
	Attract new international direct flights, with a focus on direct service to East Asia and Latin America.
	Roll out a cohesive, compelling brand for the city through the Philadelphia Global Identity Project.

Goal 2: Talent

Prepare Philadelphians for jobs that pay family-sustaining wages



Strategies

- Invest in quality pre-K and early childhood education
- Invest in a quality K-12 system
- Grow industry partnerships, apprenticeships, and career skills training
- Improve degree completion
- Create a diverse talent pool for tech
- Reimagine neighborhood job hubs
- Increase labor force participation and economic mobility

The City's commitment to inclusive growth depends on all Philadelphians being prepared for, and having access to, today's jobs and those that will be created in tomorrow's economy. That is why the City is focused on ensuring Philadelphia has a fully-funded, quality public education system supported by quality pre-K, Community Schools, quality out-of-school-time programs, a public community college, and a training and workforce system that is more responsive to employers and adaptive to the future of work, automation, and AI.

Last year, the City with a broad coalition of partners released **Fueling Philadelphia's Talent Engine** — a comprehensive, citywide workforce development strategy aimed at building talent and closing the skills gap by expanding Philadelphia's capacity to create career pathways to middle-skill, good-paying jobs. Philadelphia faces a critical structural challenge as about half of all jobs in Philadelphia are low-skill and typically low paid. Twenty-one percent are middle-skill, while only 29 percent are high-skill according to Philadelphia Works. To respond to this challenge, the City created a new Office of Workforce Development which released its one year progress report in March 2019 demonstrating positive gains. The following strategies continue to build on the workforce plan's three goals:

1. Prepare Philadelphians with the skills employers need for a world-class workforce
2. Address the barriers that prevent Philadelphians from accessing meaningful career opportunities
3. Build a workforce system that is more coordinated, innovative, and effective



Goal 2: Talent

Invest in quality pre-K and early childhood education

Invest in a quality pre-K and early childhood education to decrease barriers for women entering and remaining in the workforce. Lack of access to affordable, conveniently located, quality childcare is well researched as one of the primary barriers for women entering and remaining in the workforce. In Philadelphia the majority of working age women in poverty are not working (64.5 percent), but that changes as their children get older (24.7 percent). Additionally 65 percent of poor families with children are single-headed households led by women. As a result, the costs of childcare, necessary to participate in the labor force, disproportionately fall to and negatively impact women and their children's economic mobility.¹⁶ The City will continue to expand PHLpreK free seats across Philadelphia, targeting low-income neighborhoods with proceeds from the Philadelphia Beverage Tax and will work to improve the quality and quantity of early childcare.

The City will also work with Philadelphia Works to better align the adult workforce system with the early childcare system so that more women have the opportunity to enter, stay in, or return to work. The City will also partner with Philadelphia Works and others to professionalize and improve credential attainment for the early childhood workforce.

Invest in a quality public K-12 system

Invest in a quality K-12 system to develop the talent pipeline and fight poverty. The Philadelphia public school system's approximately 197,000 students¹⁷ are the city's most important long-term talent pipeline — critical for business growth and attraction. Additionally, national and local data are clear: education predicts employment, and employment predicts poverty. Therefore, the City's best investment for the future prosperity of Philadelphia is in building a fully-funded, quality public school system. These investments are also central to Philadelphia retaining its current millennial population with children and middle-class as contributors to the tax base.

The return on educational investments will be seen in the long-run. However, a more immediate return is seen when connecting young people to the world of work. Research shows that early work and work-related experiences have the potential to improve academic performance in high school; increase the rate of post-secondary credit attainment, with particularly strong results for Black students; and improve long-term wages and employment.¹⁸ To support and accelerate college and career readiness, the School District and City are working together to create a new Office of Career Connected Education





Goal 2: Talent

and career connected learning model¹⁹ that will connect students with employers suited to their interest and readiness, and aligned to curriculum.

Employers will be asked by Mayor Kenney and Superintendent Hite to offer career exposure, experiences, and mentorship opportunities to students so young people are better prepared for college and careers.

Restoring Local Control

Mayor Kenney's vision for education in Philadelphia is that all children have access to great schools, close to where they live. For the first time in nearly two decades, the School District of Philadelphia is led by a locally-appointed Board of Education. The City has taken control of — and accountability for — the public school system and has dedicated \$1.2 billion to the District over the next five years.

Achievements:

- First investment grade rating from Moody's Investor Services since 1977
- District outlook is "stable" — Moody's cites improved City finances, new revenues and strong District management
- More schools earning higher marks on the annual school progress report for the third consecutive year
- Forty-three schools have moved out of the lowest performance category

In addition, the City is investing in a proven Community Schools model across 20 schools to support the academic, social, and behavioral needs of children and their families. This program is funded with proceeds of the Philadelphia Beverage Tax.

Grow industry partnerships, apprenticeships, and career skills training

Grow industry partnerships, apprenticeship programs, and career skills training to close the skills gap and support career pathways to middle-skill jobs. Growth sectors with strong career pathway mobility are early childhood education, technology services, manufacturing and logistics, and construction and infrastructure. Since 2018, the City has established two new industry partnerships, strengthened three existing industry partnerships, and exceeded expectations by placing 4,700 individuals in high-quality skills training and work-based programs aligned to the needs of employers. Through Philadelphia Works and other partners, 151 residents are in an apprenticeship or pre-apprenticeships, along with 2,000 opportunity youth and young adults (16-24) engaged in career pathway programs. In addition, Governor Wolf awarded \$3 million for Philadelphia as part of PASmart workforce initiative. The City and its Workforce Advisory Board will continue to accelerate career pathways to deliver the recommendations of Fueling Philadelphia's Talent Engine.

The City recognizes that it must prepare its residents for the Future of Work. Artificial intelligence (AI), robotics, and automation are now entering a phase of deeper integration in the global and U.S. workforce. For 60 percent of occupations in the United States, 30 percent or more of their tasks are currently automatable. This impact will be particularly severe on entry level, routine, low-skill jobs that are currently occupied by many of the City's working poor. In Philadelphia, the impacts of automation will be complicated by the reality of the city's concentrated pool of low-skill residents who are not participating in the workforce and not in school. Meanwhile, middle-skill and higher-skill occupations have growth projections for the next several decades. A challenging skills gap exists and will continue to widen if not addressed. Government and employers will need to invest in upskilling workers to limit the constraints our workforce may face in the near future.

Goal 2: Talent



Community College of Philadelphia

In the 2017-2018 academic year, the Community College of Philadelphia had 27,729 students taking credit and noncredit courses. 24,443 were enrolled in credit classes. Approximately 13,361 were full time equivalent students and 14,368 were part-time. Sixty-three percent are women, 50.8 percent Black, 24.1 percent White, 14.8 percent Hispanic, 10.4 percent Asian, and 0.3 percent Native American.²² Academic year tuition and required full time fees for first time degree/certificate seeking undergraduates is \$4,632 plus course fees. Seventy-six percent of first time full time degree seeking students receive some form of grant aid, with an average award of \$6,085. The graduation rate for full time, first time degree students is 16 percent, below peer colleges which are at 20 percent.



State Action Required: Free Tuition for Community College

To improve enrollment and completion, the City fully supports free tuition as a benefit for full and part time students and will work with the Philadelphia Delegation in the Pennsylvania General Assembly to advance this priority for all community colleges in the Commonwealth. Well-designed free college tuition programs have proven effective at improving college enrollment, degree attainment, and completion. The vast majority of tuition-free college programs are funded by states and are last-dollar, meaning that funds are used to cover the remainder of tuition costs after Pell Grants and state aid are exhausted. Nearly 20 states have adopted free tuition programs.²³ Typically, students must meet eligibility criteria such as low-income, public school alumni, residency, or minimum GPA. The Community College of Philadelphia offers a Promise Scholarship free tuition program to high school students based on criteria, including graduating from a Philadelphia high school and enrolling full time. However, its impact is limited as approximately only one-third of CCP students meet the full time criteria.

Improve degree completion

Improve two- and four-year college degree completion for full and part time students, with a focus on the Community College of Philadelphia (CCP). According to 2018 Pew Charitable Trust research, 17 percent of Philadelphians over the age of 25 — about 176,000 people — have not earned an associate or bachelor's degree, despite having earned some credits.²⁰ Black and female residents are disproportionately represented among those who have credits, but have not completed their degrees. Age, parental responsibilities, and full time work commitments are among the barriers to degree completion.

Philadelphia's higher education sector has evolved to offer two-year associate degrees connected to in-demand occupations. However, CCP is the city's only public college offering associate degrees — designed to be completed in two years by full time students — and transfer paths to four-year institutions leading to bachelor's degrees. The City is focused on increasing degree completion for CCP students given CCP's status as a public college serving students who graduate from the School District of Philadelphia. However, in light of the Pew research all higher education institutions must do more to help disadvantaged students overcome the barriers to completion.

To improve enrollment and degree completion, the City will work with the Pennsylvania Department of Education, CCP, and the School District to expand dual enrollment through initiatives.²¹ In addition to increased investments in CCP, the City will continue to invest in Graduate! Philadelphia, a nonprofit that supports adult "come-backers" in returning to and completing college, to address this challenge. The City will work with the Commonwealth and CCP to explore evidence-based programs that deliver additional academic, supportive services, childcare, and career counselling to accelerate completion for low-income students, parents, and women of color. Further, Philadelphia Works will continue to fund CCP to deliver more in-demand occupational associate programs and apprenticeships as on-ramps to middle-skill jobs.



State Required Action: Raise Pennsylvania minimum wage to \$15 an hour to support family-sustaining jobs

Too many Philadelphians are working full and part time — sometimes with multiple jobs — yet still live below or close to the federal poverty line. Pennsylvania's minimum wage remains at the federal minimum rate of \$7.25 per hour. This equates to an annual wage, for 40-hour weeks, of \$15,080 — below the poverty line for a family of two. This simple math underscores the harsh reality: we cannot expect to lower our poverty rate without better-paying jobs. Estimates by the City's Department of Revenue indicate that a raise in the minimum wage to \$12.25 would impact approximately 117,261 individuals. Raising the minimum wage is proven to lead to increases in income and decreases in poverty for workers making at or near the minimum wage.²⁴

Thirty-one states, including all of the states surrounding Pennsylvania, and 41 cities have raised their minimum wage above the federal level. In December 2018, the City committed to raising its minimum wage for all Philadelphia municipal government workers, contractors, and subcontractors from the current rate of \$12.20 per hour to \$15.00 per hour by 2022. Some large employers in Philadelphia such as Jefferson Health have voluntarily raised wages to \$15 per hour.

The City cannot increase minimum wage alone. Philadelphia is preempted by state law from enforcing a local minimum wage law, and any increases must be approved by the General Assembly. The City will advocate for Governor Wolf's proposal of a \$15 minimum wage by 2025 and work with local employers to increase their minimum wages.

Pennsylvania's Minimum wage is \$7.25, or		Planned increase by state
13.8% below Delaware	\$8.25	\$10.25 by 2021
14.5% below Ohio	\$8.30	-
18.6% below New Jersey	\$8.60	Pending \$15.00 campaigns
20.7% below West Virginia	\$8.75	-
27.6% below Maryland	\$9.25	Pending \$15.00 campaigns
43.4% below New York	\$10.40	\$12.50 by 2020
72.4% below the District of Columbia	\$12.50	\$15.00 by 2020

Goal 2: Talent

Create a diverse talent pool for tech

Make Philadelphia one of the most diverse talent pools for tech by growing coding and tech job-training programs for underrepresented populations. Philadelphia has the capacity to be one of the top cities for tech talent, with the Philadelphia metro having experienced the fastest growth of tech jobs as a percentage of net new jobs outside of the Bay area.²⁵ Employers in the Philadelphia area have added more than 25,000 new tech jobs since 2002, the equivalent of 25 percent of all net job growth in Greater Philadelphia during that period. According to the Philadelphia Economy League, projections indicate that over the next 10 years, the Philadelphia region could see 26,000 to 44,000 IT job openings. The tech sector provides career on-ramps for middle-skill workers, those workers with less than a bachelor's degree. The City will partner with the private sector and workforce providers to ensure that the growth of tech jobs expands economic opportunity improving the sector's gender and racial diversity.

Reimagine neighborhood job hubs

Reimagine the Free Library, recreation centers, and Community Schools as adult education and job search hubs to meet residents where they are. Philadelphia's publicly funded workforce centers known as PA CareerLink® sites are located in four areas of the city and accessed by approximately 40,000 residents annually. In addition, there are numerous for-profit and nonprofit entities delivering job training services. However, for residents unfamiliar with these entities it can feel as if nothing is available for them. For many adults and older youth, the trusted place they tend to choose to search for jobs is at their local library or computer KEYSPOt lab located at their recreation center.

To complement and leverage the Office of Adult Education's network of myPLACE community partners and PA CareerLink's current services in

21 libraries, the City and Philadelphia Works will: establish **Language Learning Centers** to advance the skills of low literate adults at Parkway Central Library and in various neighborhood libraries, expand **Job Readiness Labs** in Free Library locations in high-unemployment neighborhoods, expand English-as-a-Second language (ESL) classes, and explore how to make **KEYSPOTS in recreation centers** geared to the literacy and training needs of the community. Additionally, Philadelphia Works will explore placing workforce services at **Community Schools**, complementing adult education and ESL courses.



Goal 2: Talent

Increase labor force participation and economic mobility

Increase labor force participation and economic mobility for populations facing barriers and in poverty. Philadelphia's labor force participation rate, which measures the number of people available for work, is 58.4 percent. The average labor force participation rate of other top 10 cities is 66.7 percent.²⁶ Philadelphia's labor force participation and poverty data are interrelated. The data shows that women and people of color are over-represented, especially female headed households with children, and individuals with disabilities.²⁷ Barriers to employment include inequity in access to education, transit, pay, immigration, and the criminal justice system which drive racial and ethnic disparities. An individual's health can also have a significant effect on labor force participation. Currently, top health barriers in Philadelphia include high rates of opioid misuse, adult obesity and diabetes, and lack of access to primary care. Researchers estimate that more than 25 percent of the growth in productivity in the U.S. economy from 1960 through 2008 was associated with reducing occupational barriers facing Black residents and women.²⁸

To help all Philadelphia residents achieve economic mobility, the City will focus on removing these barriers and seek innovative solutions from within and outside of government. The City will continue criminal justice reforms to reduce incarceration; incentivize employers to recruit returning citizens through the Fair Chance Hiring Initiative; create career pathways for opportunity youth led by Philadelphia Youth Network, District 1199C Training and Upgrading Fund, YouthBuild, and the Job Opportunity Investment Network; support day-wage programs and transitional work programs for people experiencing homelessness and addiction; and respond to public health and behavioral health issues, most urgently the opioid epidemic. The City will also continue to expand free PHLprek, improve access to early childhood seats to support parents and guardians to enter, stay in, or return to the labor force. Additionally, the City will increase access to adult education, job readiness and workforce on-the-job-training for young adults and men of color as outlined in A Roadmap for Safer Communities (2019).



Criminal Justice Reform

In Philadelphia, one in three residents has a criminal record, and approximately 39,000 are on probation at any given time. Structurally, mass incarceration acts as a significant barrier to labor force participation. In partnership with others, the City will continue to press ahead with criminal justice reforms to reduce the jail population. Already, these reforms have led to the closing of the House of Corrections in 2018 and a reduction in the jail census of 44 percent since 2015. As the jail census continues to decline, the City will focus on reducing racial disparities in the criminal justice system and reinvestment in education, workforce, violence prevention, and essential services.

Philadelphia's Fair Chance Hiring Law, formerly known as "Ban the Box," makes it illegal for employers to ask about criminal backgrounds during the job application process. It helps ensure that employers initially making hiring and other employment-related decisions based on work qualifications, without considering a person's criminal record.

Goal 2: Actions

Strategy	Action
<p>Raise Pennsylvania minimum wage to \$15 an hour to support family-sustaining jobs</p>	<p>Advocate for Governor Wolf's proposal of a \$15 per hour minimum wage by 2025.</p>
	<p>Continue increases in wages for municipal government workers, contractors, and subcontractors to reach \$15 per hour.</p>
	<p>Encourage and champion local employers to pay a \$15 minimum wage.</p>
<p>Invest in quality pre-K and early childhood education</p>	<p>Continue to expand PHLpreK free seats across Philadelphia, targeting low-income neighborhoods with proceeds from the Philadelphia Beverage Tax and will work to improve the quality and quantity of early childcare.</p>
<p>Invest in quality K-12 system</p>	<p>Continue to advocate for and allocate School District and Commonwealth resources to maintain fiscal stability and accelerate academic gains in the Philadelphia School District as outlined in its Action Plan 3.0.</p>
	<p>Expand engagement with employers to enable 16,000 young people to participate annually in quality work experiences aligned to Philadelphia Youth Network's Career Framework.</p>
	<p>Launch the Office of Career Connected Education in partnership with the School District, and add 10 new career counselors in high schools for a total of 18 in FY20.</p>
	<p>Expand the Community Schools model across 20 schools to increase career readiness experiences and opportunities for youth and adults.</p>
<p>Improve two- and four-year college degree completion for full and part time students, with a focus on the Community College of Philadelphia (CCP)</p>	<p>Expand dual enrollment programs in public high schools in partnership with the School District, Community College of Philadelphia and Pennsylvania Department of Education.</p>
	<p>Explore and expand evidence-based programs that deliver additional academic, supportive services, and career counseling to accelerate completion.</p>
	<p>Invest in in-demand occupational associate programs and apprenticeships via Philadelphia Works.</p>
<p>Grow industry partnerships, apprenticeship programs, and career skills training</p>	<p>Deliver on the nine recommendations in Fueling Philadelphia's Talent Engine (2018).</p>
	<p>Office of Workforce Development to identify jobs and industries most impacted by emerging technology and AI in Philadelphia, and collaborate with PIDC, the Federal Reserve Bank, the Urban Land Institute and others to promote retraining, adjust workforce systems alongside employee protections in partnership with the Mayor's Office of Labor.</p>
<p>Make Philadelphia one of the most diverse talent pools for tech</p>	<p>Expand workforce training to increase diversity and access to tech-related jobs across other dominant sectors including business and professional services, life sciences, and others.</p>
<p>Reimagine the Free Library, recreation centers, and Community Schools as adult education and job search hubs</p>	<p>Establish Language Learning Centers to advance the skills of low literate adults at Parkway Central Library and six neighborhood libraries.</p>
	<p>Expand Job Readiness Labs in Free Library locations in high-unemployment neighborhoods.</p>

Strategy

Action

Expand the number of opportunities for adult education classes and add new workforce services in Community Schools.

Explore making KEYSPTS in recreation centers geared to the digital literacy and training needs of the community.

Increase labor force participation and economic mobility for populations facing barriers and in poverty

Reduce barriers to allow disadvantaged populations to fully participate in the labor market:

- Continue criminal justice reform through the MacArthur Safety and Justice Challenge to reduce the jail population by 50 percent from 2015 baseline.
- Open an Office of Reentry Partnerships to help connect returning citizens to employment or education and employers to the Fair Chance Hiring Initiative to subsidize wages for returning citizens.
- Connect 4,000 opportunity youth to career pathway employment and education training opportunities.
- Expand PHLpreK to 5,500 annual slots and work to improve the quality and quantity of Philadelphia's childcare system to better align with the public workforce system.

Improve public health and behavioral health outcomes to improve labor force participation and productivity:

- Open a new health center in the Northeast — an area of Philadelphia with the least access to primary care.
- Reduce overprescription of opioids and increase the provision of medication-assisted treatment to those who are addicted, and continue to advance the Resilience Project in Kensington-Fairhill.
- Decrease obesity by 30 percent, through Philadelphia Public Health's continued promotion of healthy foods and a decrease in marketing and prominence of unhealthy food.

Goal 3: Neighborhoods

Encourage equitable growth in neighborhoods without displacement



Strategies

- **Maintain housing affordability and renter protections**
- **Invest in neighborhood assets**
- **Sustain strong development market**
- **Simplify and expand homeownership and housing programs**

Philadelphia's population has grown by more than 63,000 people since 2000 and is expected to grow by an additional 64,000 people over the next 10 years. As Philadelphia's population and economy continue to grow, driving new housing and commercial development to more parts of the city, the question of what makes a vibrant neighborhood is more important now than ever before.

One of Philadelphia's core assets is its diverse neighborhoods — providing the spaces and places where people come together and learn about each other, and where neighbors and local decision-makers meet to create a better community. Philadelphia's historic neighborhoods, walkable corridors, nature-rich parks, and active recreation centers, can be the common ground in changing diverse neighborhoods to uplift communities. New investments, if developed with residents, can create deeper connections between people and their city and invite a cross-section of residents to participate in building the kind of neighborhoods they want. The City is committed to prioritizing its investments in struggling and middle neighborhoods to reverse the impacts of disinvestment and bring much needed revitalization, while still preserving affordability. To preserve and protect Philadelphia's diverse neighborhoods, the City will commit to the following housing and place-based investments.

- In June 2018, due to recommendations from the **Mayor's Taskforce on Eviction**, the City allocated \$3.35 million over six years (since 2018) to provide a range of legal and other services to assist tenants facing eviction.
- In October 2018, the City released **Housing for Equity**, a plan that projects \$186 million dollars and leverages significant private funding to implement progressive housing strategies, some of which are elevated here.
- In April 2019, the **Historic Preservation Task Force** offered actionable recommendations to balance preservation and new construction
- Currently, the City of Philadelphia participates in PolicyLink's **All-In Cities Anti-Displacement Initiative**. This work is grounded in keeping families in their homes and reducing displacement within communities, particularly those with unprecedented growth in recent years.



Goal 3: Neighborhoods

Maintain housing affordability and renter protections

Invest \$80 million to maintain housing affordability. Other cities such as Seattle, San Francisco, and New York have shown that as cities grow, housing costs can rise to unaffordable rates. The City envisions a Philadelphia where residents can remain in their neighborhood of choice. Currently, over half (56 percent) of Philadelphia renters spend more than 30 percent of their income on rent.²⁹ The City has already dedicated \$19 million to affordable housing in FY19. Rental subsidies to low-income tenants will be provided using \$2 million of the dedicated funding. In total, from FY19-FY24, the City projects that it will devote \$80 million to affordable housing. Additionally, the City will expand resources for prevention, rapid re-housing, and permanent supportive housing, which has been shown by multiple national studies to be a cost-effective solution to ending homelessness. The City will also establish an accelerator fund to leverage \$10 million into a total of \$100 million to preserve affordable housing.³⁰

Invest in neighborhood assets

Deliver transformative investments in neighborhood assets and commercial corridors that influence private investment and spur equitable, resident-driven revitalization. Philadelphia has a wealth of community assets, yet many have suffered decades of disinvestment and decline. These range from beloved parks, recreation centers, and libraries to schools, sidewalks, and streets. The City will continue to prioritize investments in public infrastructure and community building in struggling and middle neighborhoods to reduce disparities and preserve neighborhoods that may be at risk of disinvestment. Priorities for investment include:

- **Rebuilding Community Infrastructure (Rebuild)** — an investment in our youth and in our neighborhoods, leveraging millions in private and philanthropic support to create 21st century parks, libraries, recreation centers, and playgrounds.

- **Community Schools** in 20 locations by FY21 that are designed to address a neighborhood's unique challenges within a public-school setting. Each school has a full-time coordinator who gathers input on the community's most pressing concerns and brings public and private resources to the children and families in neighborhood.
- **Commercial corridors** — the arteries of neighborhood vitality. The City will strategically focus its services on 80 commercial corridors that are in high-density, transit-rich areas to ensure they are clean, safe, and accessible. A broad range of services are available to local businesses to help them grow and spur private investment into the corridor and neighborhood.
- **Street repaving** to achieve a state of good repair (131 miles paved annually). The City will have a third paving crew in place by FY23, is investing \$200 million in capital funds over six years and released a three-year look-ahead paving plan to bring greater transparency and predictability for residents.
- **A Street sweeping pilot** is being rolled out in six neighborhoods, with neighborhoods selected through a data-driven approach using the **Litter Index**, to be complimented by stronger enforcement for illegal dumping across the city.
- **Neighborhood Slow Zone Program** Neighborhood Slow Zones Program recently launched, and works hand-in-hand with neighbors to develop a plan for traffic calming that responds to critical road safety issues residents want fixed.
- **Blight removal in high crime "Operation Pinpoint" areas** to clean and green all vacant lots, complete demolition of imminently dangerous and worst tier buildings, and rapid response clean and seal to federal standards on all vacant and open properties.

The City will leverage its strategic investments in neighborhoods to create a coordinated network of public facilities and assets that uplift children



Goal 3: Neighborhoods

and families. These investments will also allow for the creation of new models for citizen activation and engagement, such as through Rebuild, so residents are more connected to each other and to government.

Sustain strong development market

Sustain a strong development market to provide additional housing stock to meet increased demand. Although, over the last 10 years, Philadelphia has seen high levels of construction and renovation,³¹ data on permits per capita shows that Philadelphia is behind its peer cities when it comes to housing growth.³² Between 2007 and 2017, an average of 2,400 new units were permitted each year. The City will need to provide access to an additional 3,650 housing units per year. In order to ensure a healthy housing market with access for all, units will need to be provided across the housing spectrum from homeless to market-rate housing. The City will plan for growth by zoning for greater density to promote increased supply of mixed-income housing and housing near transit to provide access to an additional 6,500 units of affordable homeownership and rental housing, 3,000 units of workforce housing, and 7,500 units of market-rate housing. Over the next five years, the City will dedicate more than 50 percent of available Housing Trust Fund dollars, upwards of \$90 million, to affordable production and preservation.

Simplify and expand homeownership and housing programs

Simplify and expand access to homeownership and housing programs to keep people in their homes and support wealth creation. The City is committed to protecting existing homeowners from the loss of their home and ensuring that aging housing stock remains safe and livable. Philadelphia remains a city of relatively high homeownership and the homeownership gap between White residents and

Rebuild

Economic Opportunities for Minority- and Women-Owned Businesses and Diversity in the Trades

In addition to delivering an unprecedented level of investment to drive critical improvements to Philadelphia's parks, recreation centers, and libraries, Rebuild also increases economic opportunities for minority- and women-owned firms and adds more diversity to the trades. Rebuild has set ambitious participation and workforce goals for its projects. By summer 2019, Rebuild will have more than 30 projects totaling more than \$100 million underway.

Goals:

Professional Services Contracts

- 25-35% of all contract dollars go to MBEs
- 15-20% of all contract dollars go to WBEs

Construction Contracts

- 25-35% of all contract dollars go to MBEs
- 15-20% of all contract dollars go to WBEs

Workforce

- 45% of total hours worked on Rebuild sites completed by minorities
- 5% of total hours worked on Rebuild sites completed by women

Rebuild has established an Emerging Vendors Program (EVP), which allows firms owned by minorities or women that are not yet certified to count toward participation goals on Rebuild projects — up to \$150,000 — while they work toward certification.

Goal 3: Neighborhoods

people of color is also smaller in Philadelphia than it is for the nation as a whole.³³ With homeownership being a key driver of wealth creation, ensuring that residents can own and continue living in their home is crucial to decreasing disparities in wealth, particularly within communities of color. To support homeowners, the City will simplify and expand access to housing benefits and programs. The City will also continue and expand other services such as home repair, down payment, housing counseling, and financial literacy programs. The City will launch Discover Benefits in FY20, aimed at increasing utilization of benefits programs. Discover Benefits will initially

focus on building a web portal for the public to assess eligibility for 15 different home improvement or tax benefit programs. Through a guided tool, users answer a few questions and get personalized results with links to program applications. The longer-term goals are to add more City programs to the tool and to simplify application processes.



Restore, Repair, Renew: A New Home Preservation Loan Program

Restore, Repair, Renew is a new initiative of the City of Philadelphia and Philadelphia Redevelopment Authority (PRA) to help Philadelphia homeowners access low-interest rate loans to invest in their properties. Lenders participating in the program are offering 10-year, 3 percent fixed Annual Percentage Rate loans that range from \$2,500 to \$24,999 to eligible homeowners. Restore, Repair, Renew loans can fund a range of home repairs that focus on health, safety, weatherization, accessibility, and quality of life.





City's Major Tax Relief Programs

Philadelphia has a robust safety net for low-income homeowners. Currently, homeowner tax relief spending totals over \$150 million. All homeowners are eligible for some form of relief and 79 percent of Philadelphia homeowners are enrolled in at least one program.

The largest program, with the most minimal eligibility requirements is the Homestead Exemption. All owner occupants, except those receiving benefits from the 10-Year Tax Abatement or **Longtime Owner Occupant Program (LOOP)**, can enroll and receive annual discounts up to \$559 in 2019. The Longtime Owner Occupants Program offers deeper discounts to homeowners who meet income requirements, have owned and occupied the property as their primary residence for at least 10 years, and whose property had a significant increase in assessed value. Philadelphia Federal Reserve Bank recognized these programs as effective at preventing tax foreclosures, delinquencies, and displacement.³⁴

Homeowners with incomes at 15 percent of the Area Median Income³⁵ or seniors or homeowners with permanent disabilities with incomes up to 30 percent of Area Median Income³⁶ do not need to make payments toward their Real Estate Taxes if they are enrolled in the **Owner Occupied Payment Agreement (OOPA)**. This program also includes income-based monthly payments for all homeowners for delinquent taxes. Low-income seniors can have their tax bills frozen in the Senior Citizen Tax Freeze program, which means their bill will never go up in the future even if the assessed value or tax rate changes. Other Real Estate Tax relief programs exist to support disabled veterans and active duty military.



Major Tax Relief Programs for Homeowners

PROGRAM	ENROLEES	TOTAL AMOUNT OF RELIEF
Homestead Exemption	220,268	\$121.3 million in tax relief
Longtime Owner Occupants Program	15,981	\$22.4 million in tax relief
Low-Income Senior Citizen Tax Freeze	13,663	\$5.9 million in tax relief

Goal 3: Actions

Strategy	Action
Invest \$80 million to maintain housing affordability and renter protections	<p>For Homeowners:</p> <ul style="list-style-type: none"> • Preserve 14,750 units of affordable and workforce homeowner housing. Establish accelerator fund to leverage \$10 million into a total of \$100 million to preserve affordable housing. • Pilot a \$1 million to \$10 million small landlord loan program to assist landlords with housing quality repairs if they commit to long-term affordability. • Implement Restore, Repair, Renew program to support 1,500 home repair loans provided to homeowners over the next five years through \$40 million in bond funding. • Establish a \$1 million fund to expand credit enhancement program for workforce housing acquisition.
	<p>For Tenants:</p> <ul style="list-style-type: none"> • Provide financing to acquire and preserve 17,000 units of existing affordable rental housing to prevent the loss of publicly-assisted and other low-cost rental units. • Administer 3,000 new vouchers for use as shallow rent subsidy to decrease tenant evictions and increase tenant stability. • Continue the Eviction Prevention Program. • Continue to pursue grant funds to support an Emergency Homeless Prevention Program with Flexible Rental Assistance. • Expand resources for prevention.
Deliver transformative investments in neighborhood assets and commercial corridors	Invest hundreds of millions of dollars in city, state, and private funding in the Rebuild initiative.
	Maximize opportunities available through state and federal programs such as the newly established Federal Opportunity Zones, Community Development Block Grants, Keystone Opportunity Zones, Keystone Innovation Zones, and Multimodal and Transportation grants.
	Invest \$2.3 million to launch a street sweeping pilot program in six neighborhoods and bring Philadelphia's streets up to a state of good repair (131 miles paved annually) by Fiscal Year 2023.
	Expand Community Schools to 20 neighborhoods and schools by FY21 and continue to roll out teams of behavioral health counsellors in 22 schools through the Philadelphia Support Team Education Program (STEP).
	Deliver on strategies in A Roadmap for Safer Communities, including blight removal in high-crime areas identified by Philadelphia Police Department through Operation Pinpoint
	Implement the City's Community Development Corporation Economic Support Grant Program, budgeted at \$500,000 annually, to support more commercial corridors.
Partner with a community-based lender to pilot a revolving loan fund that provides opportunities for small business owners and CDCs to purchase properties in an effort to reduce the displacement of existing businesses.	

Goal 3: Actions

Strategy	Action
Sustain a strong development market	Zone for greater density to deliver an additional 6,500 units of affordable homeownership and rental housing and 3,000 units of workforce housing.
	Develop an additional 7,500 units of market-rate homeownership and rental housing.
	Implement eCLIPSE, an online building and zoning permit application system, to streamline development review.
	Promote the efficient use of project scoring guidelines and building code provisions.
Simplify and expand access to homeownership and housing programs	Evaluate housing and homeowner programs to increase enrollment, and explore whether the current mix of programs, eligibility criteria, and level of spending represents the best use of those funds.
	Launch Discover Benefits in FY20 to expand access to housing programs by designing an interactive form that allows residents to easily determine high level eligibility of the existing 32 housing related programs.
	Enroll 85% of eligible homeowner households in tax relief programs by the end of FY25.
	Conduct more neighborhood-based outreach to ensure equitable access to homeowner tax relief programs.
	Continue to seek private funding, paired with grants, to serve 20,000 financial empowerment clients by 2025.

Key Indicators by 2025

Goal 1: Grow the economy to create family-sustaining jobs for all Philadelphians

- Match the national average for overall small and medium business growth
- Increase the number of jobs in Philadelphia to 765,000 by 2025³⁷
- Select three global city indices and move Philadelphia's position up by 10 percent on each
- Increase the number of inbound international delegations and international business attraction leads
- Increase Philadelphia's CBRE³⁸ ranking from eighth to top five markets for new life sciences talent
- Increase the number of jobs accessible by transit within 30 minutes at noon for the average resident by 10 percent and for non-White residents by 15 percent

Goal 2: Prepare Philadelphians for jobs that pay family-sustaining wages

- Increase high school graduation rate from 69 percent (2017-2018) to 80 percent (2024-2025)
- Match the national average of community college completion rate (20 percent)³⁹
- 500 new Registered Apprenticeship positions in high- and middle-skill, in-demand occupations by 2020
- 4,000 opportunity youth (disconnected from school and work) connected to career pathway programs by 2020
- 3,000 returning citizens connected to employment and/or education and training aligned to a career pathway by 2020

Goal 3: Encourage equitable growth in neighborhoods without displacement

- Preservation of 31,750 units of affordable and workforce homeowner and rental housing
- Creation of 10,750 additional units of housing for homeless individuals, affordable homeownership and rental housing, and workforce housing
- Revitalization of parks, recreation centers, and libraries in high-need neighborhoods
- Preservation of the 80 key commercial corridors

Implementation

Implementation

An Implementation Team for Inclusive Growth will be responsible for directing the full implementation and evaluation of the strategies. The implementation team will be a cross-departmental team, led by the Mayor's Office, with representation from all relevant City departments, including the Department of Commerce, Planning and Development, Managing Director's Office, Chief Administrative Office and the Office of the Director of Finance.

The Implementation Team will:

- Meet monthly to ensure that action is taken.
- Convene public and private stakeholders through existing and new forums quarterly.
- Report to the Mayor and the public annually on implementation progress.
- Continue to evaluate the efficacy of each strategy and propose new strategies as needed.
- Track and share progress on key indicators publicly
- Convene cross-agency working groups to implement City-wide strategies.
- Receive training in racial equity and continue to evaluate how action items impact disparity.
- Collect data to better inform actions and outcomes.



Glossary

Clusters include closely related and interconnected industries operating within a specific geography. The companies operating within a cluster are connected by a shared workforce, supply chain, customers, or technologies. Every cluster includes core businesses and industries, and the companies that support them, which forms a mutually beneficial business ecosystem.

Diversity is defined as the characteristics and attributes that make each one of us unique. Diversity has many dimensions, including race, gender, and physical ability. Other important dimensions may include, but are not limited to: ethnicity, national origin, nationality, religion, veteran status, sexual orientation, gender identification, and age. Even more broadly, diversity includes geographic location, work experience, family status, socio-economic class, and diversity of political thought.

Economic inclusion refers to the equality of opportunity for all members of society to participate in the economic life of their city.

Economic mobility is the ability to move oneself out of poverty and stay out of poverty.

Employer establishment is a business with paid employees.

Family-sustaining job provides a wage that can support the necessities needed to raise a family.

Inclusive growth means promoting economic growth with true intentionality around ensuring equitable distributions of the benefits that come with that growth. As defined by the Brookings Metropolitan Policy Program, inclusive growth is "a process that encourages long-run growth (growth) by improving the productivity of individuals and firms in order to raise local living standards (prosperity) for all (inclusion)."

Labor force is defined by the Bureau of Labor Statistics as including all persons classified as employed or unemployed.

Non-employer establishment is a business that has no paid employees.

Poverty rate is a measure of income before taxes. The Federal Poverty Level measures determines that individuals earning less than \$12,140 are considered in poverty, and family of four earning less than \$25,100 are considered in poverty.

Racial equity reflects a just and fair society in which all people can participate, prosper, and reach their full potential. If achieved, racial disparities in health, education, wealth, and other areas would not exist.

Structural racism refers to historical and ongoing political, cultural, social, and economic policies and practices that systematically disadvantage people of color.

Unemployment is defined by the Bureau of Labor Statistics as people who do not have a job, have actively looked for work in the prior four weeks, and are currently available for work.

Appendices

City Business Supports

The Department of Commerce provides a continuum of supports, programs, and access to capital for businesses throughout the city. The City will continue reviewing these programs with an inclusive growth lens.

- **Business Coach Program:** One-on-one coaching for businesses that need additional support to apply for Commerce's programs.
- **Business Development Services and Incentives:** Business Development Directors help companies who are considering a relocation to Philadelphia, and works to retain those who may be considering moving away.
- **Business Technical Assistance:** The City partners with and supports programs like PowerUp Your Business and organizations like Entrepreneur Works to offer entrepreneurship classes, workshops, one-on-one coaching, and small business loans. **Commercial Corridor Supports:** The City invests in corridors through Commercial Corridor Managers, Community Development Corporations, Business Improvement Districts, capital improvements, cleaning and beautification, and corridor enhancement grants.
- **Improvement Grants:** Businesses can receive a grant toward the cost of security cameras and facade improvements. The InStore forgivable loan helps cover fit-out or equipment costs for businesses opening or expanding in low- to moderate-income commercial corridors.
- **Office of Business Services (OBS):** This office within Commerce acts as a concierge to assist businesses with referrals to resources, navigation of City requirements, and troubleshooting. In-person and online assistance is available in multiple languages.
- **Small Business Loans:** The Philadelphia Business Lending Network allows businesses to fill out one form and be considered by a community of more than 35 lenders. The City works with partners to refer small businesses for lending programs.
- **Strategies for Worker-Owned Cooperatives and Succession Planning:** City staff are currently part of the 2018-2019 Shared Equity in Economic Development fellowship where they are working to develop an employee ownership and succession strategy for existing minority-owned small businesses.
- **Support for Women, Minority, and Disabled-Owned Firms:** The Office of Economic Opportunity (OEO) within Commerce plays a key role in supporting M/W/DSBEs by setting and monitoring participation goals, building awareness about opportunities to do business with the City, and implementing programs that support the growth of M/W/DSBEs. OEO maintains a registry of certified businesses.

Notes

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20. Career Connected Learning (or Education) is a proven system-based model employed in Washington, Denver, and other locations that introduces and engages youth on a continuum of job experiences. Its purpose is to create a system that expands youth registered apprenticeship, internships, and learning experience in STEM and other high demand fields. This approach combines classroom instruction with relevant, real-world experience.
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Notes

operates in eight states in the United States. P-Tech is a partnership among K-12 education, community college, and industry — each making long-term commitments and contributing their expertise to provide students with rigorous and hands-on academic, technical, and workplace experiences. P-Tech represents the best of what public-private partnerships can look like, with students taking high school and college coursework “dual enrollment” while simultaneously engaging in industry-guided workforce development. Students see themselves as “college students” and “on a career pathway” from the moment they begin 9th grade. The model integrates high school and college coursework, enabling students to begin college courses as soon as they are ready.

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