

## Platform for Job Growth

### THE JOB GROWTH COALITION

#### 5-Point Platform for Faster Job Growth in Philadelphia

Philadelphia is growing jobs, but more slowly than peer cities. We're not growing fast enough to give us the resources we need locally to tackle our biggest problems: an unacceptably high rate of poverty, housing unaffordability for lower income residents and inadequate funding for schools and public services.

All three challenges stem from the city's severe loss of jobs in the 1970s and 1980s and our slow rebound, which has left us with 21.3% fewer jobs today than we had in 1970. Despite recent growth, Philadelphia still has 22,300 fewer jobs than in 1990.

Boston and New York City lost the same percent of manufacturing jobs as Philadelphia. But both have *more jobs* now than they did in 1970 (Boston +26%; New York +14%). Their poverty rates, Boston (18.6%) and New York City (18.0%), are well below Philadelphia's rate of 25.7%.

The relationship between more jobs and lower poverty is clear. As Philadelphia rebounded from the Great Recession, and began adding jobs at a faster rate than at any time in the last half-century, the number in poverty declined by 4,600 people per year; our poverty rate dropped from 28.4% in 2011 to 25.7% in 2017. It needs to be much lower.

Most other large cities have grown faster since 2009: Boston added jobs at the rate of 1.9% per year; New York at 2.6% per year; Philadelphia at just 1.5%. The average rate of job growth for the 25 largest cities since 2009 is 2.3% per year. Even as growth in Philadelphia accelerated in the last three years, almost half of new jobs are in the tax-exempt education and health care sector with only modest growth in taxable businesses in professional, business, financial and information services. In Boston and New York these industries grew faster. Philadelphia has many minority entrepreneurs and small businesses, but in our neighborhoods, few expand enough to take on more employees.

To reduce poverty and create opportunity, address homelessness and provide more funding for schools, Philadelphia needs to welcome growth that is equitable and inclusive. Equity is not about slicing the economic pie so some get more while others get less. It's about *growing the pie* so everyone benefits. Local government can set the stage for expanding the pie by creating a clean and safe environment across the entire city; by addressing quality of life challenges in every neighborhood; by investing in infrastructure, parks and recreational facilities; by producing an educated workforce; and by offering a transparent, easy-to-follow process for start-ups, minority businesses, outside investors and new development.

### Current cycle of success

### Challenge of poverty, incomplete revival & how this shapes local politics

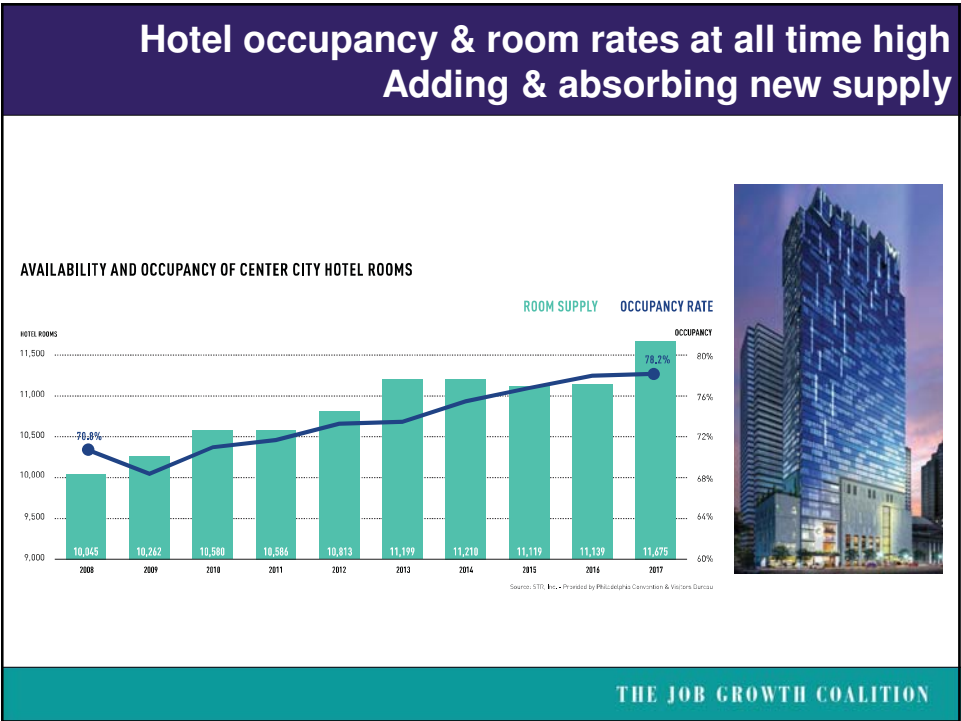
### A platform for faster & more inclusive growth: Tax & fiscal policy

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## Last 3 decades, built a vibrant mixed-use downtown: 40% jobs in office sector; 20% eds & meds; 11.6% leisure & hospitality



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## Greater Center City: fastest growing residential section of city



**REPORT CONTENTS**



- 1. Housing production statistics
- 2. Rent supply and demand in Type 2
- 3. Affordability for Middle- and Lower-Income Households

**IN 2018, 2,810 NEW HOUSING UNITS WERE COMPLETED IN GREATER CENTER CITY - the largest number since the Center City District began tracking the market almost 20 years ago. Philadelphia's downtown continues to capitalize upon favorable employment and demographic trends that make it the fastest growing residential section of the city. The 71,900 jobs that Philadelphia added since 2010 are highly concentrated in Center City and University City. An expanding preference among the nation's largest age cohorts to live in urban centers, as well as, mixed-use places has enabled Philadelphia to expand from a 1% share of regional housing permits in the 1990s to a 35% share in the last decade, with 81% of those units built in or adjacent to Greater Center City. The clustering of residential development around the city's two major employment nodes is powerfully illustrated in Figure 2 (page 5).**

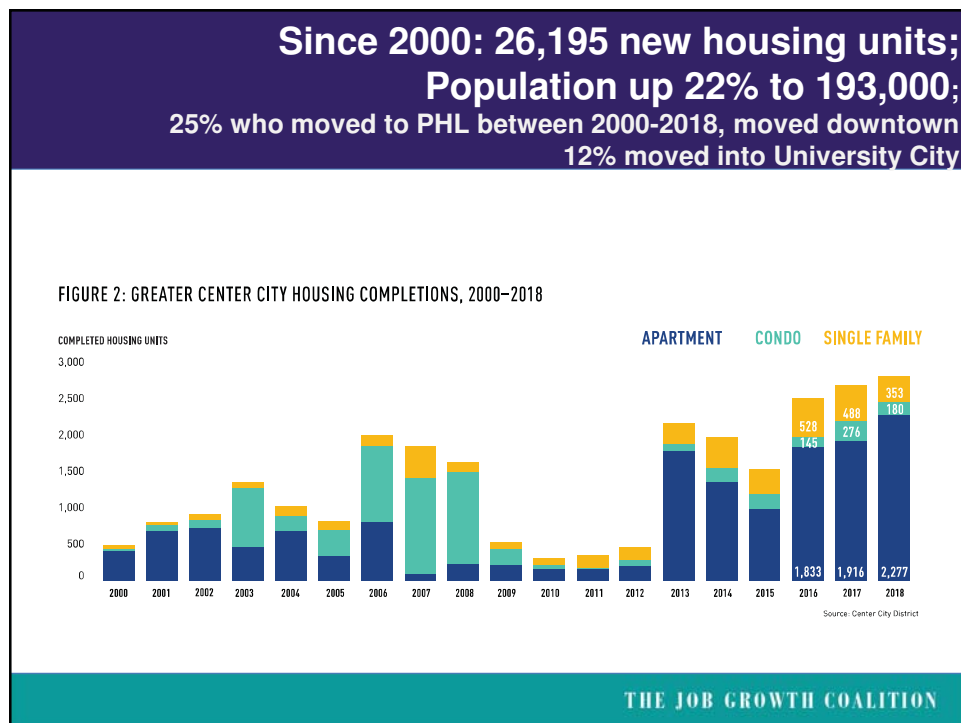
**The downtown narrative is prominent, though far from dominant, part of the total housing story in Philadelphia. It neither should be exaggerated, nor ignored, nor measured through local public policies that could stifle growth, since it impacts only 17% of the land area of the city. Many other sections of Philadelphia have**

**stable housing markets without much new, outside investment, while other neighborhoods are still experiencing long-term disinvestment, deterioration and declining demand. Compared to many peer cities, prices remain moderate, growth modest and new investment quite limited in its geographic scope. Lower income families in Philadelphia face a major affordability challenge that is due primarily to low incomes, rather than a reflection of high rents or sales costs.**

**A RECORD, 2,810 NEW UNITS OF HOUSING WERE COMPLETED IN GREATER CENTER CITY IN 2018, AS PHILADELPHIA CONTINUES TO CAPITALIZE ON ECONOMIC AND DEMOGRAPHIC TRENDS THAT FAVOR THRIVING, MIXED-USE PLACES**

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**Filled with young professionals & empty nesters**  
46% of residents in the core, ages 20-34  
61% of residents have a BA degree; 75% in core




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**Animated retail streets: pedestrian volumes up 30%**



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## A growing number of families with children



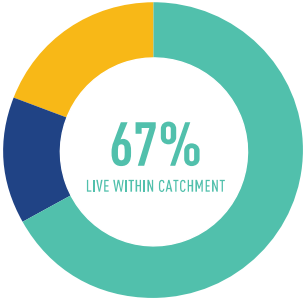
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## 75% of children living in Greater Center City

Attend one of 19 elementary public schools between Girard & Tasker

**67% attend their catchment area (neighborhood) school**

- 67% LIVE WITHIN CATCHMENT
- 14% LIVE ELSEWHERE IN GREATER CENTER CITY
- 19% LIVE OUTSIDE OF GREATER CENTER CITY





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## Multiple mixed-use projects on Market East



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## Changing the retail landscape



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**\$6.1 billion in new development just completed or concluding  
New Comcast & Aramark buildings; 1,923 hotel rooms,  
3,017 housing units under construction**



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**University City campuses dramatically expanding  
Attracting almost \$3 billion in research funding**



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**Penn making major investments in innovation  
Huge opportunities with commercialization of research**



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**We are an emerging leader in the  
new economy of bio-tech**

**Roche agrees to buy Philadelphia biotech  
Spark Therapeutics for \$4.3 billion,  
enriching CHOP, founders**

by Joseph N. DiStefano and Diane Mastrulli, Updated: February 25, 2019



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## Drexel is going through significant expansion

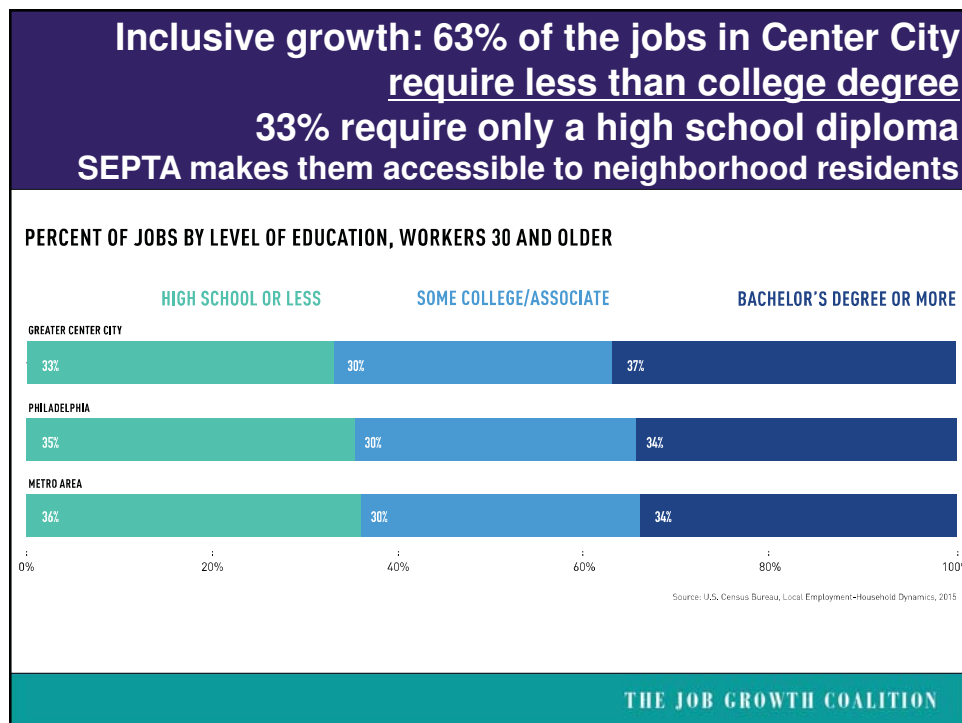
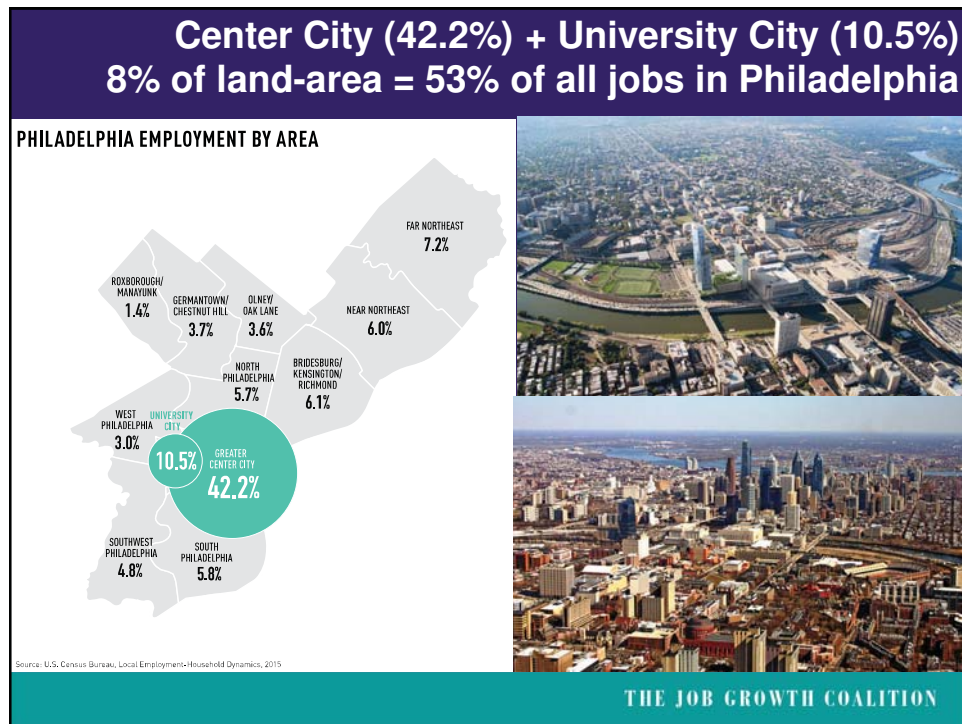


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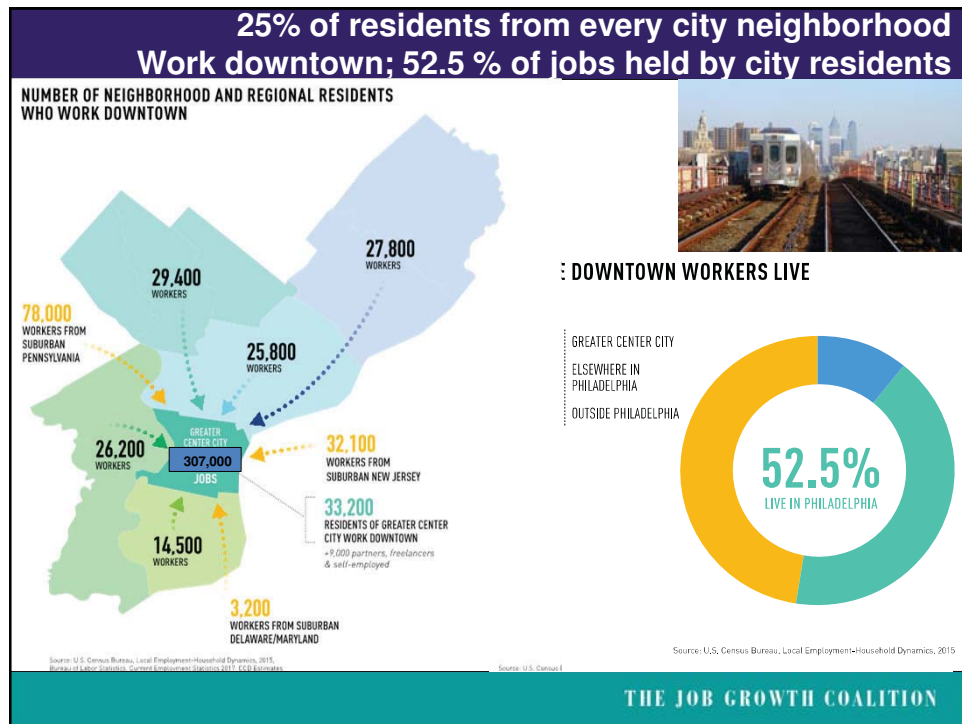
## Drexel/Brandywine Innovation District



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## Temple's campuses continue to grow



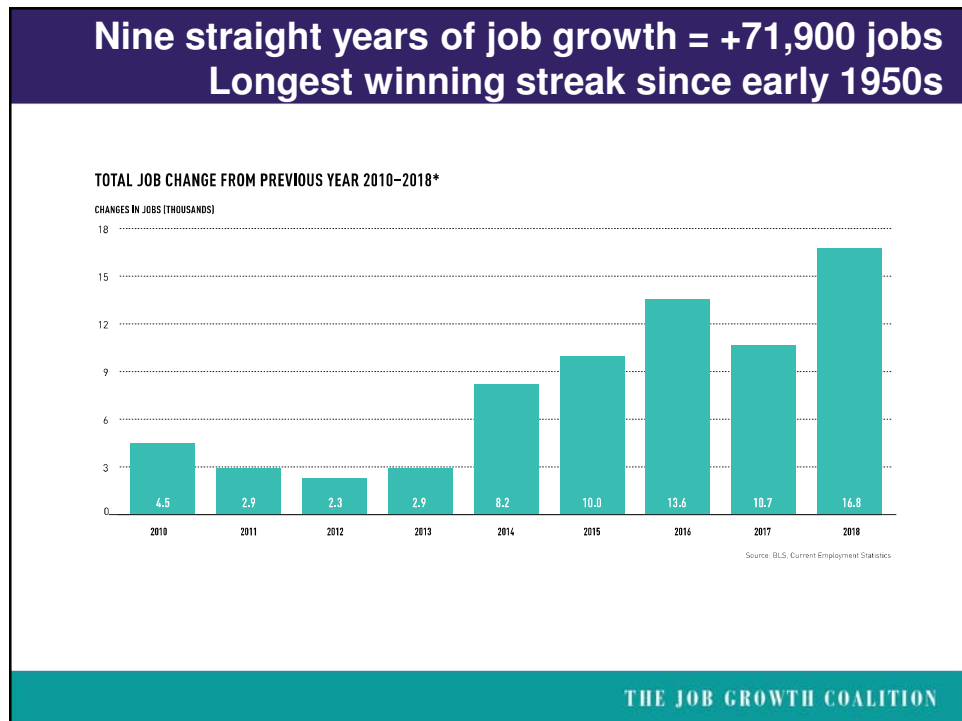
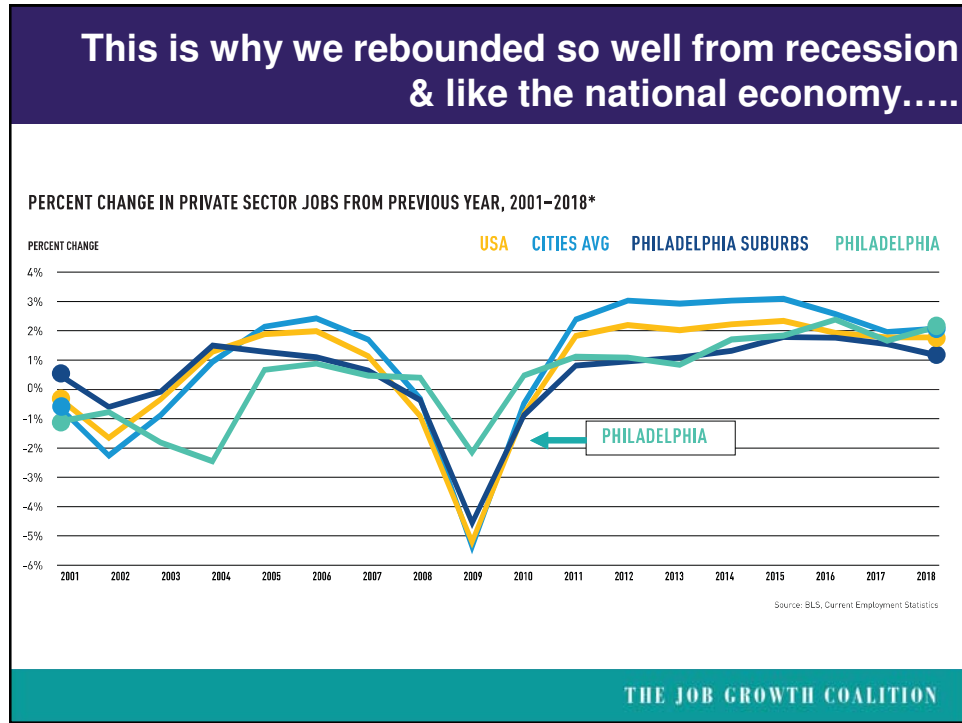
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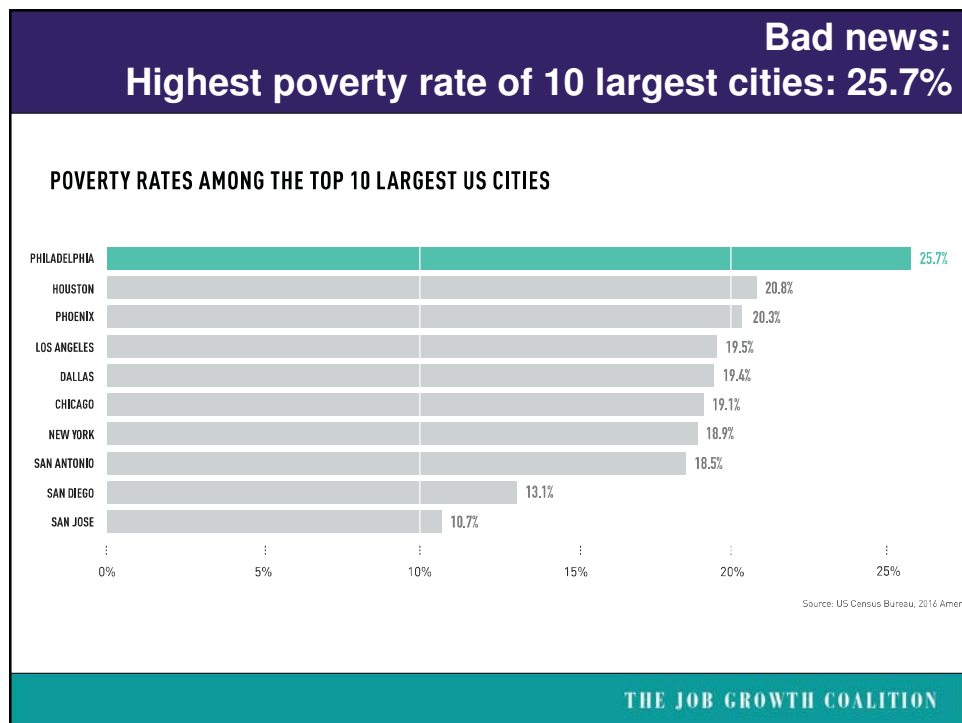
## Burgeoning entrepreneurial, small & minority business culture across the city



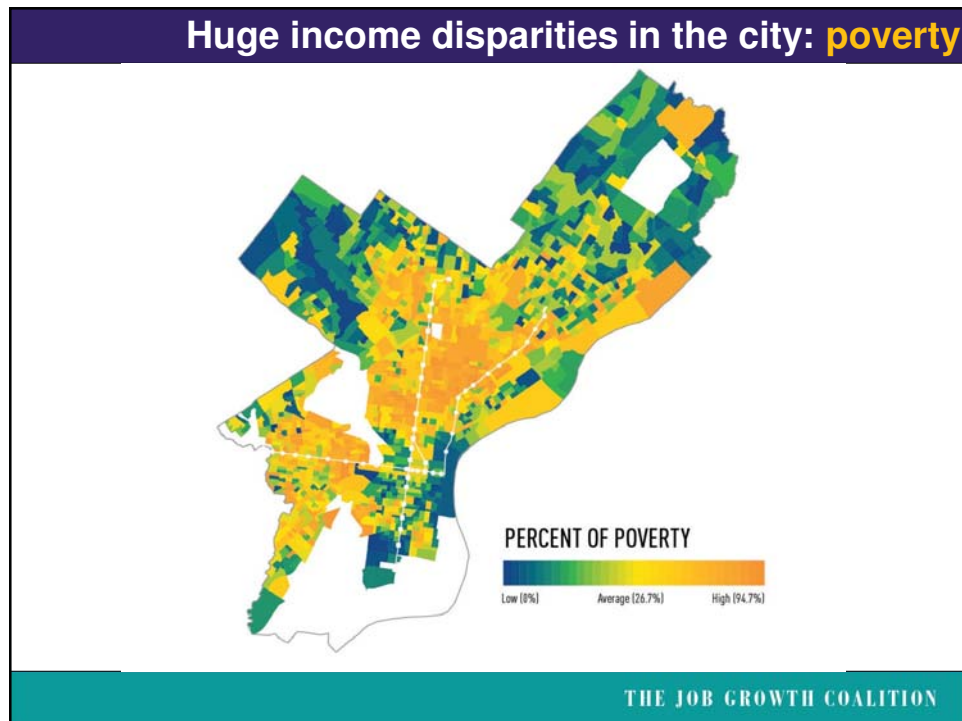
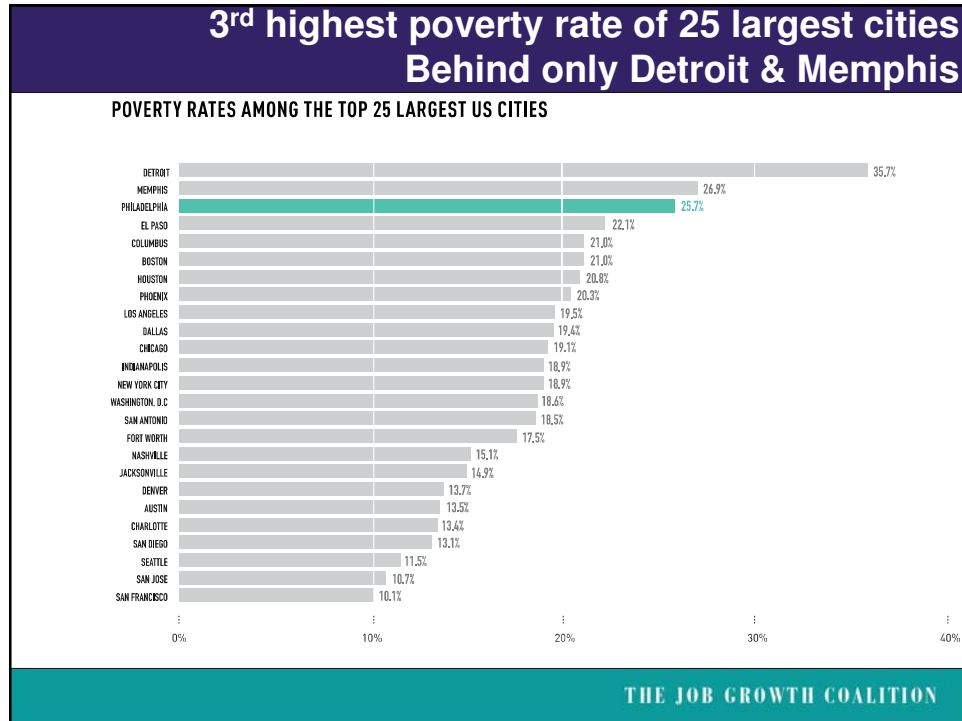
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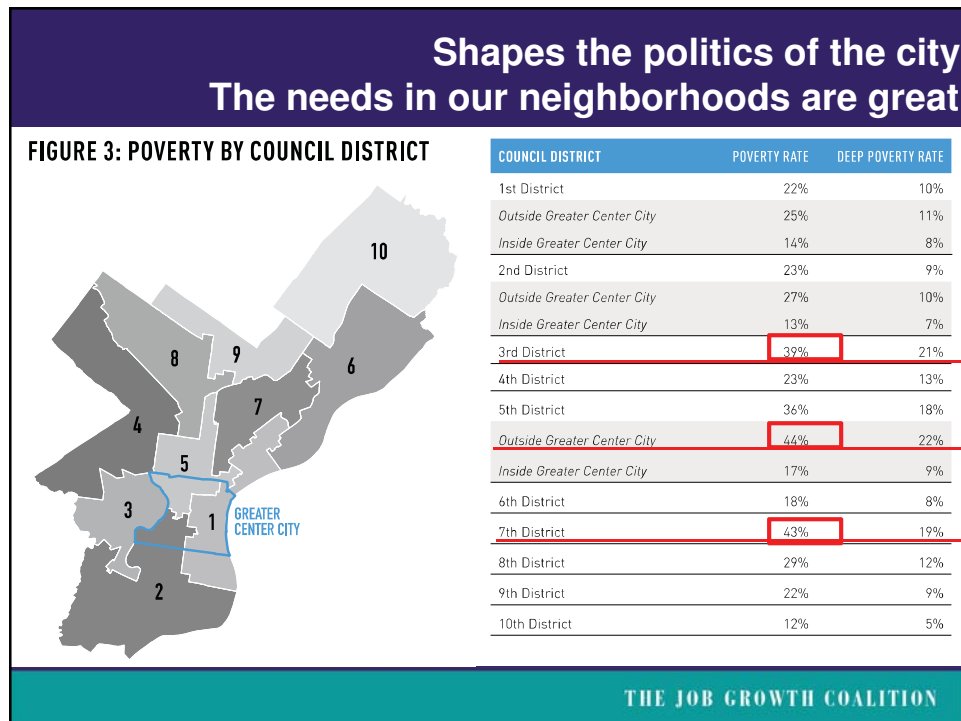
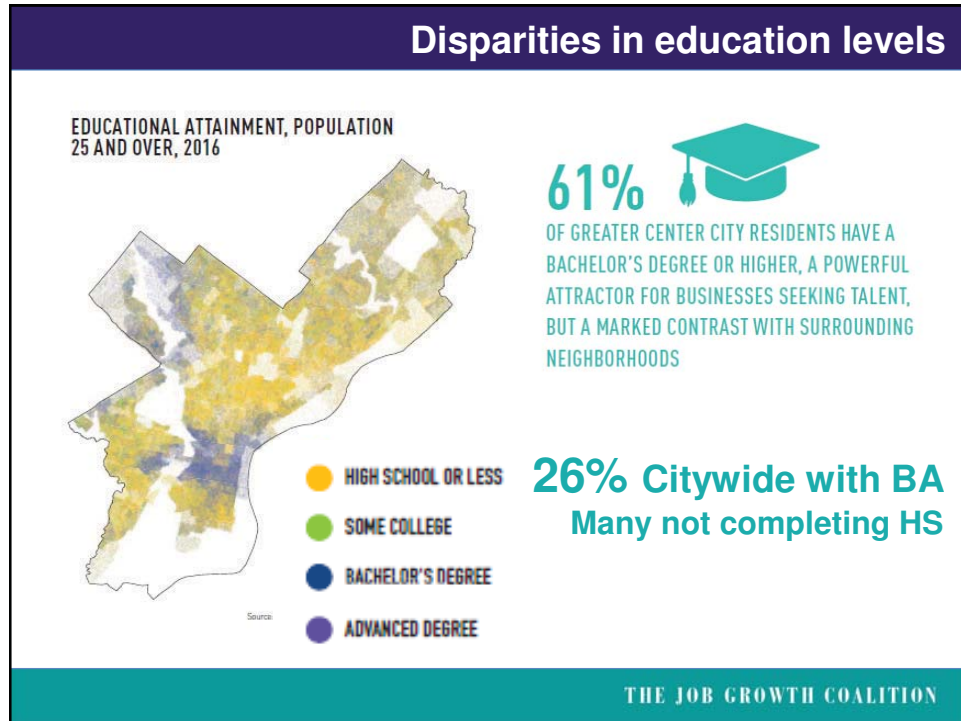












## Challenges in these Districts: Deteriorated housing, Playgrounds in need of substantial reinvestment



## Opioid addiction & Insufficient funding for schools





These issues dominate discussion in City Hall

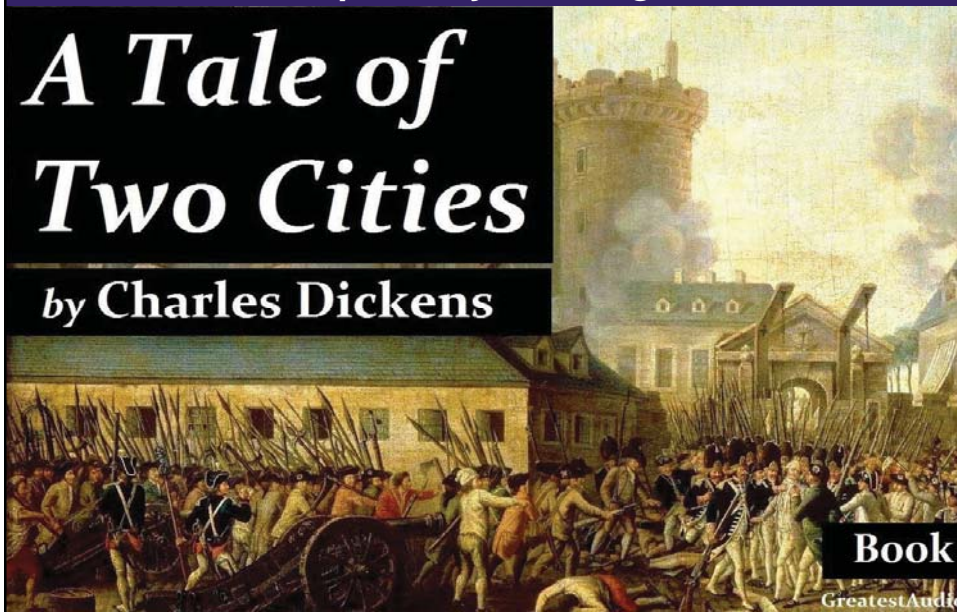


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Journalists repeatedly invoking Charles Dickens

# *A Tale of Two Cities*

by Charles Dickens



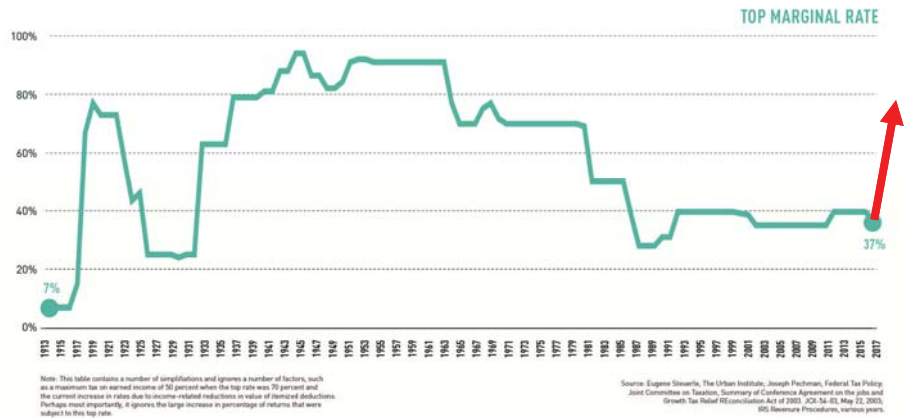
Book

GreatestAudio

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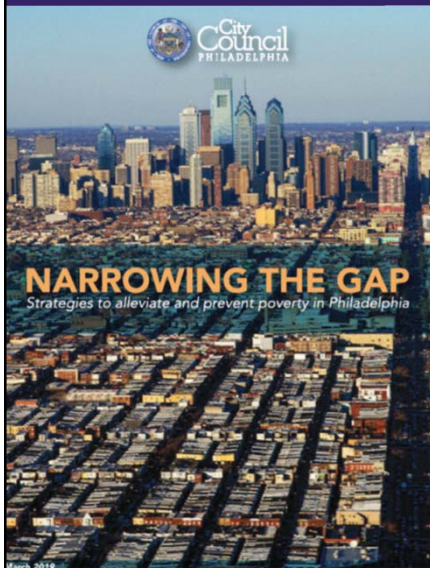
## Proposals at national level to raise marginal tax rates To fund health care, education & housing

Tax rates: 1913-2018



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## In absence of federal action, this has led to city legislation that seeks to carry out redistribution at the local level



### HOUSING

#### Preserve Housing Affordability and Protect Existing Homeowners

- Create a dynamic linkage fee to provide resources for affordable housing..... 3
- Require preservation or creation of affordable housing for tax incentive recipients..... 4
- Require that housing built on public land contain affordable units..... 5
- Fully leverage the benefits of the new Federal Qualified Opportunity Zones Program... 6
- Partner with health care institutions to support affordable housing investments..... 7
- Expand existing housing preservation and homeowner relief programs..... 8

#### Ensure Fair Housing for All

- Increase tenant access to affordable counsel in housing court..... 9
- Create a data collection and advanced notification framework for rentals and evictions. 10
- Explore opportunities to support relocation assistance for displaced tenants..... 11
- Pass fair chance housing legislation..... 12
- Provide resources to improve rental units in exchange for rent stabilization..... 13

### JOB AND EDUCATION

#### Closing the Skills Gap

- Bolster support for the School District of Philadelphia..... 14
- Increase support for micro-enterprise development & grassroots entrepreneurship..... 15
- Partner with building trades to provide job training for returning citizens..... 16
- Sponsor programs to support hiring and training entry-level workers..... 17
- Provide resources to support vocational and middle-college programs..... 18
- Provide resources for short-term credentialing programs..... 19
- Partner with universities to provide career coaching in every neighborhood..... 20

#### Fair Wages for Workers

- Establish "Living Wage Philadelphia," a dynamic, voluntary wage certification program. 21
- Implement a \$15/hour wage for City contract workers..... 22

#### Enforce Protections for Workers

- Require surety bonds and/or wage liens for unpaid wages..... 23
- Balance outreach about worker protection and fair hiring laws..... 24

### SOCIAL SAFETY NET

#### Maximize Enrollment in Benefit Programs

- Share benefits enrollment data for cross-enrollment..... 25
- Maximize benefit utilization through schools, community hubs, and correctional facilities... 26
- Cross-promote existing City initiatives through unifying marketing resources..... 27

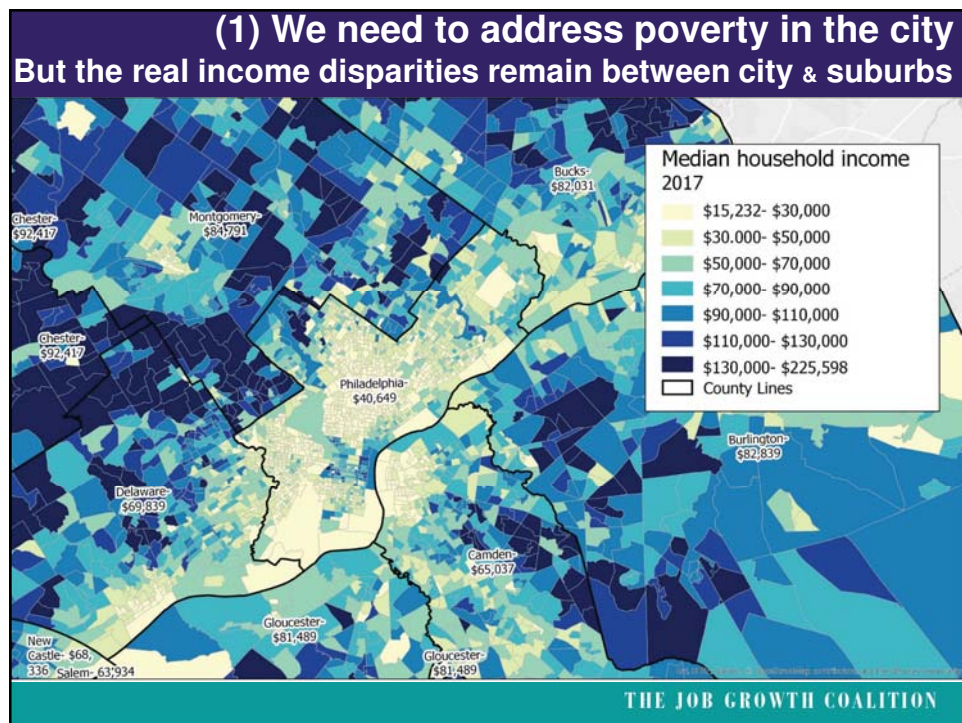
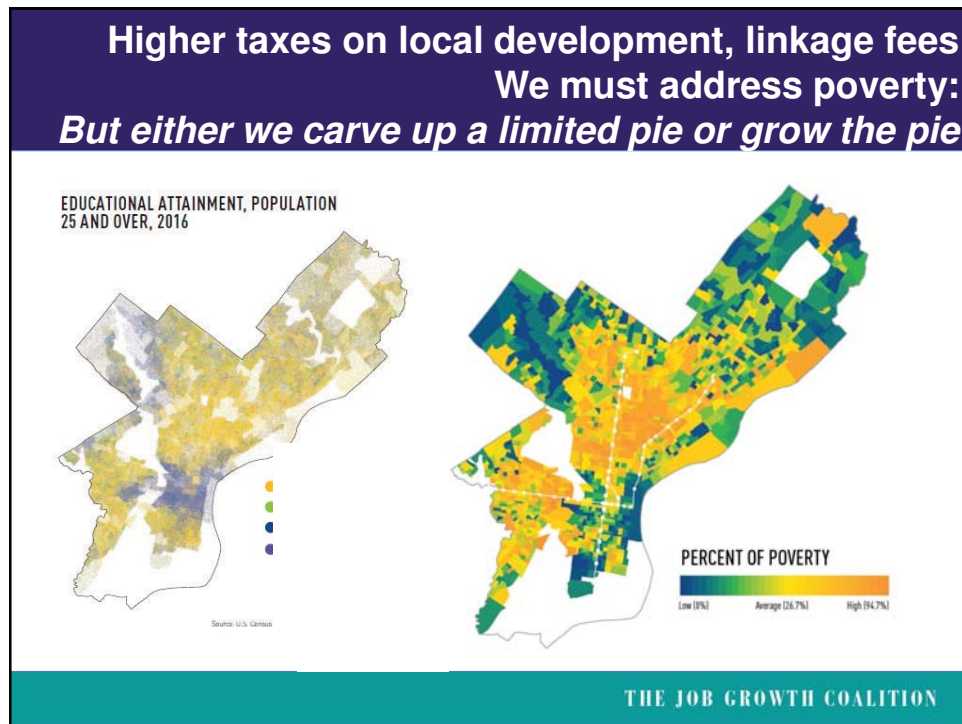
#### Support Financial Wellness and Empowerment

- Make one-on-one financial counseling a right for all Philadelphians..... 28
- Eliminate punitive supervision fees..... 29

#### About HRAA Advisors

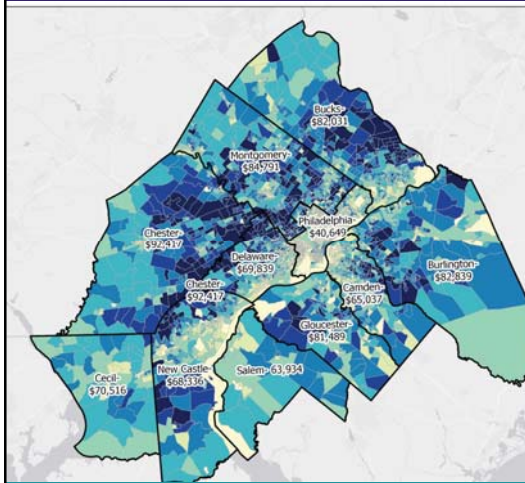
#### References

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*Philadelphia Inquirer* highlighted **\$75,466** gap between wealthiest & poorest neighborhoods in Philadelphia



But the gap between Philadelphia's wealthiest zip code (19106) & Gwynedd Valley (19437)

= **\$118,775**

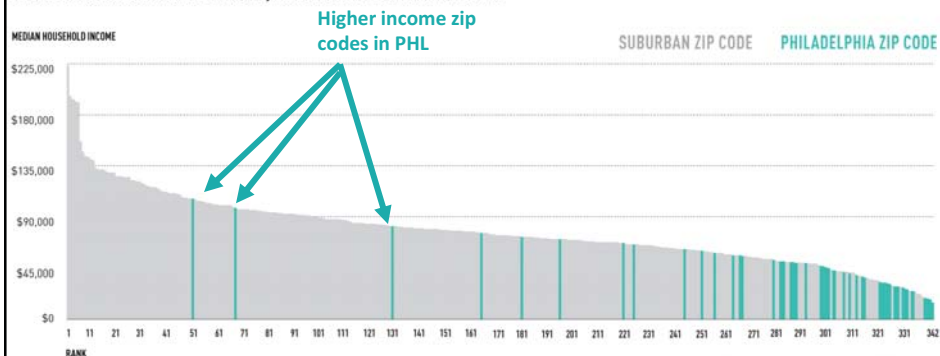
57% larger gap

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Despite a **small handful of neighborhoods**, wealth is **NOT** concentrated in the city

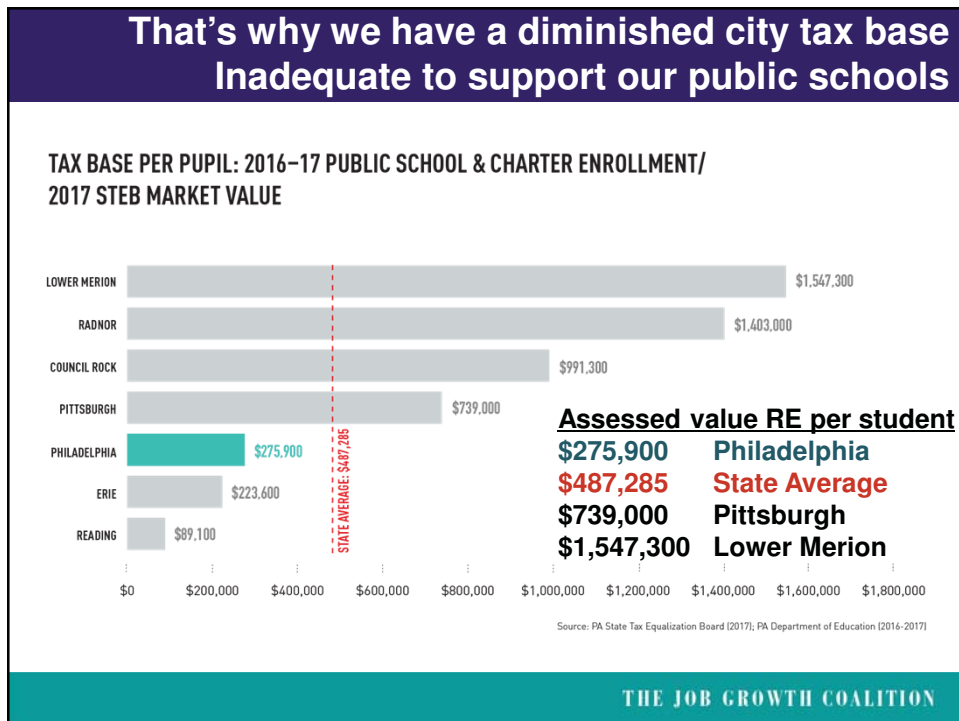
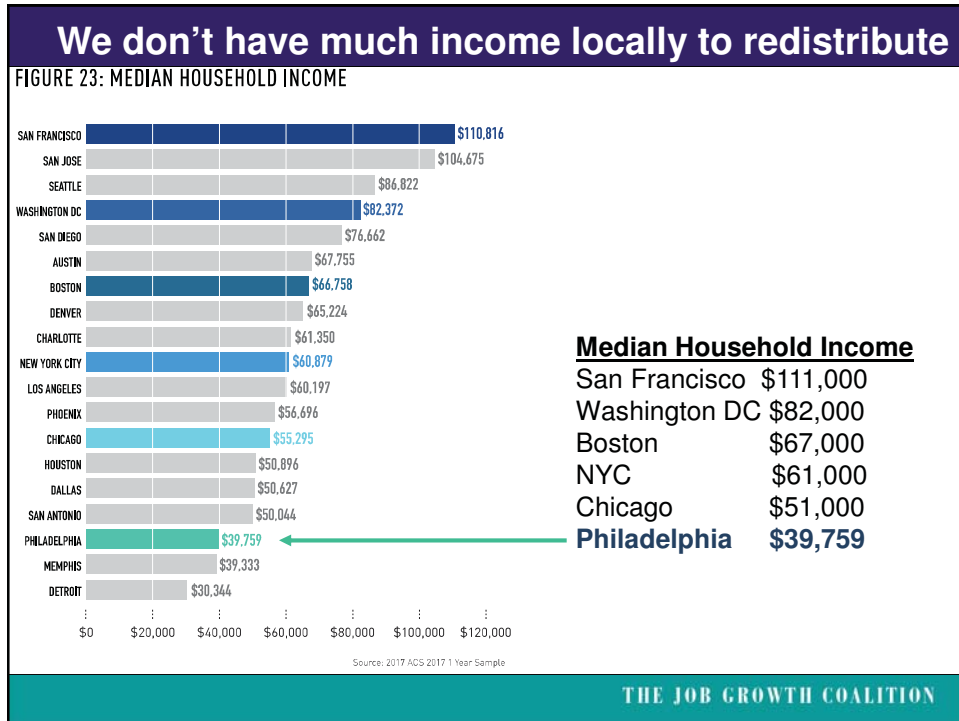
PHL's wealthiest Zipcode = 51<sup>st</sup> in region  
Only 3 in top 150 out of 342 zips

MEDIAN HOUSEHOLD INCOME BY ZIP CODE, PHILADELPHIA METROPOLITAN AREA



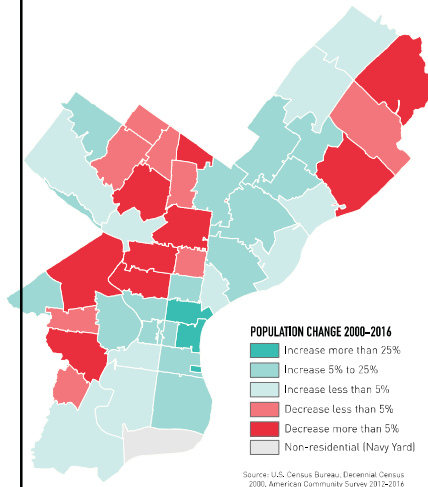
Between 2010-2018 just 1% of 158,863 residential sales citywide were over \$1 million; 78% of houses sold last year priced under \$250,000

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## (2) Story is more than just gentrification & poverty 38% of zip codes in city are still **losing population**

FIGURE 19: PHILADELPHIA POPULATION CHANGE, 2000-2016



Despite success downtown, since 2010, 63,000 more residents of city neighborhoods left for homes in suburbs than moved from suburbs into city

Tide may be coming in young downtown  
But in many areas old trends persist

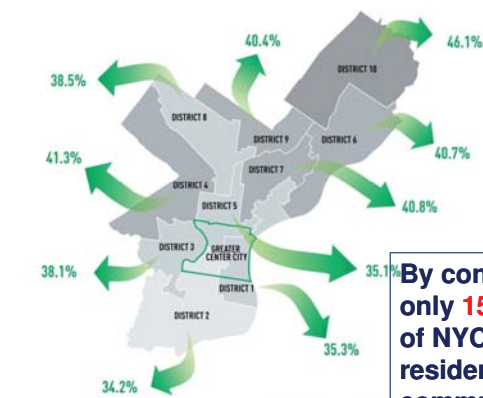
In both black & white neighborhoods outside downtown more individuals from households making over \$100,000/year are moving out of the city than moving in

81% of households that left Philadelphia 2010-2017 *do not have children*  
(73% citywide)

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## This is about people following jobs: Outside Center City 211,000 Phila residents (40% of workforce) **Reverse commute to suburbs each day**

PERCENT COMMUTING TO JOBS OUTSIDE CITY OF PHILADELPHIA, BY CITY COUNCIL DISTRICT

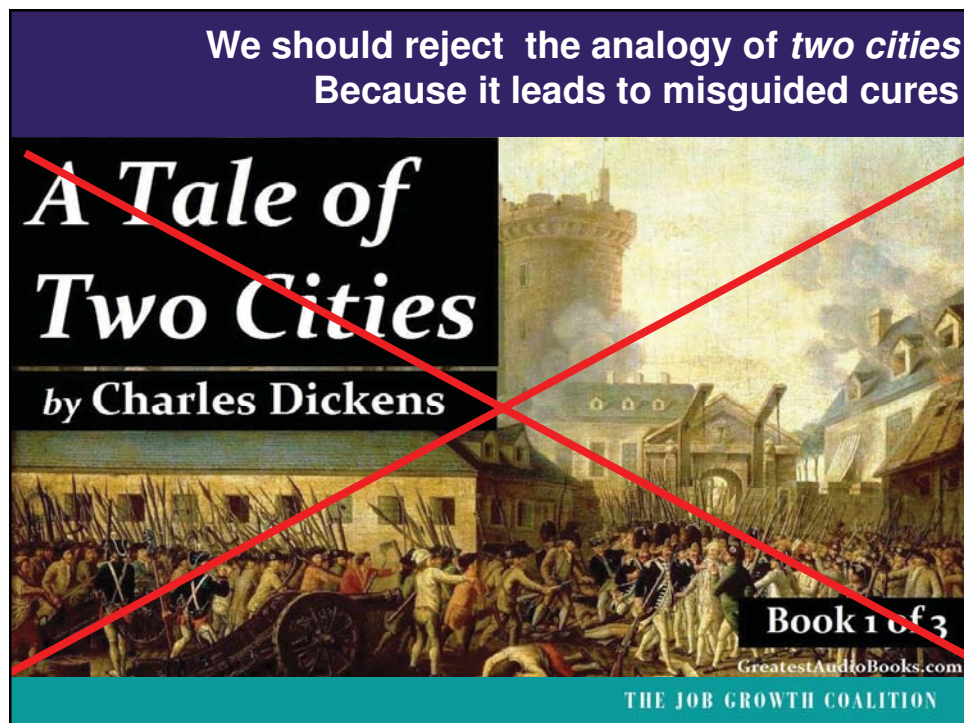
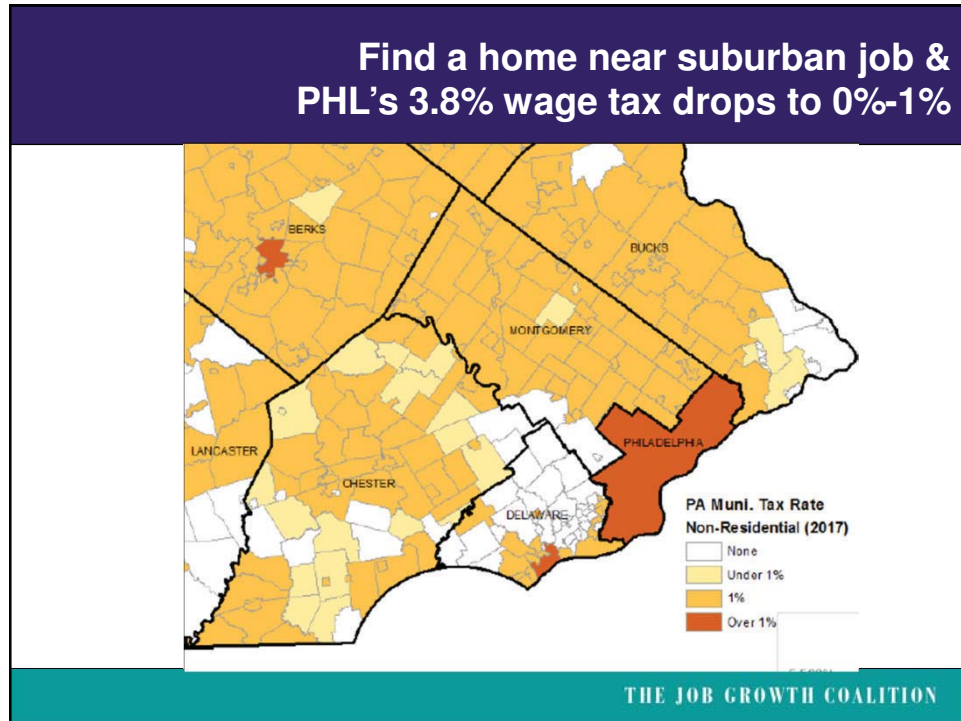


By contrast only **15.3%** of NYC residents commute to suburbs



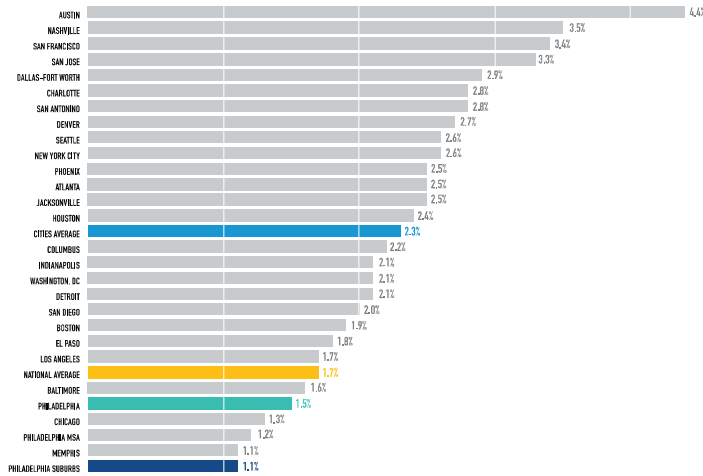
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It's a tale of one city that's not growing jobs fast enough  
to address locally problems we inherit  
At a time when we can not look to higher levels of government

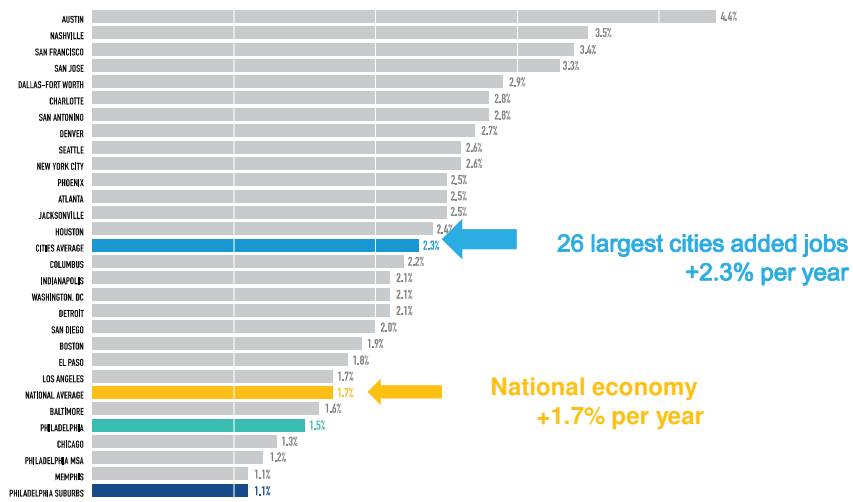
AVERAGE ANNUAL PERCENT CHANGE IN PRIVATE SECTOR JOBS, 2009-2018\*



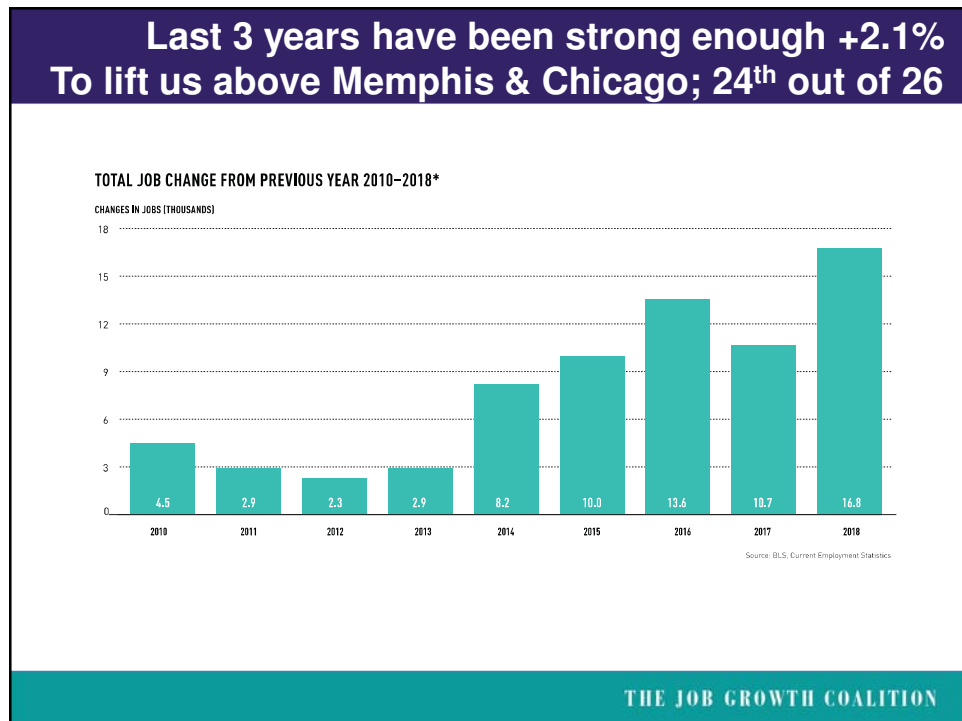
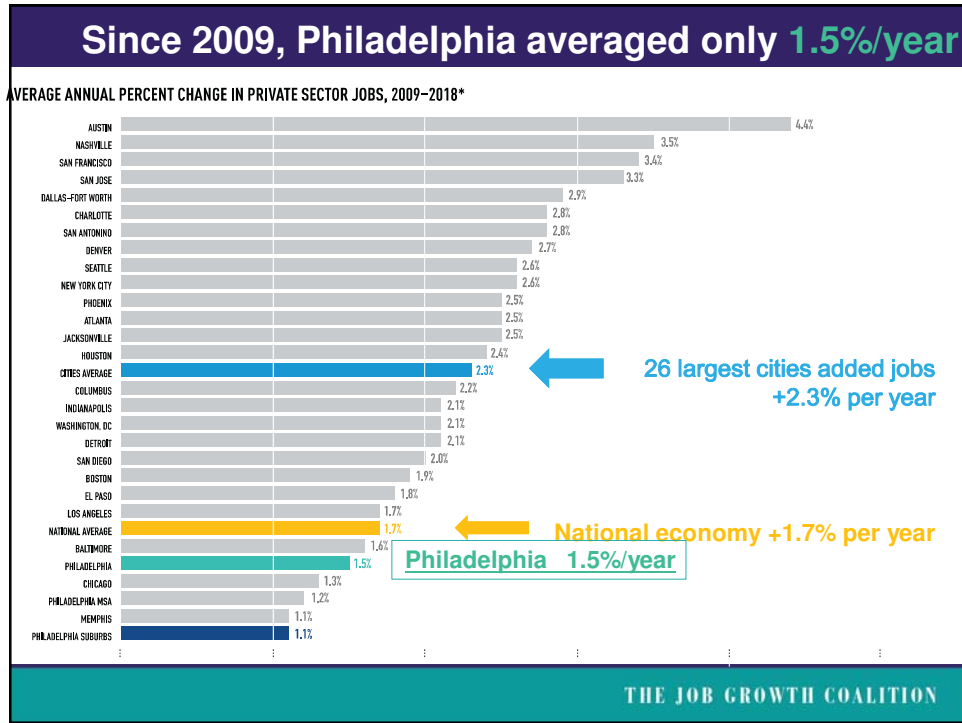
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Nationally, since 2009 we've been living through  
an urban led economic recovery

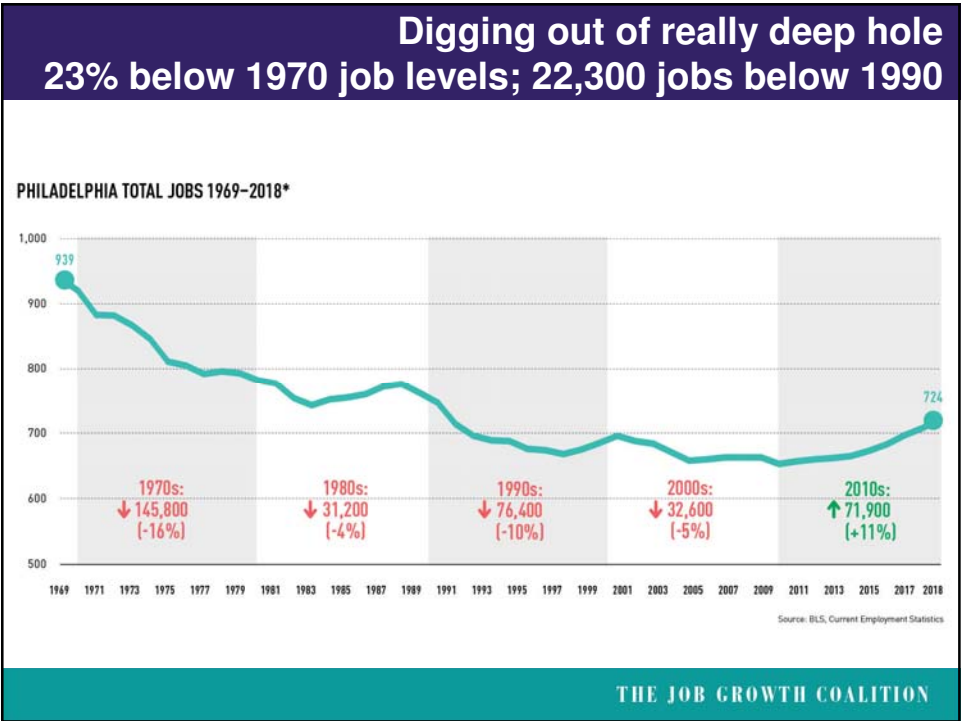
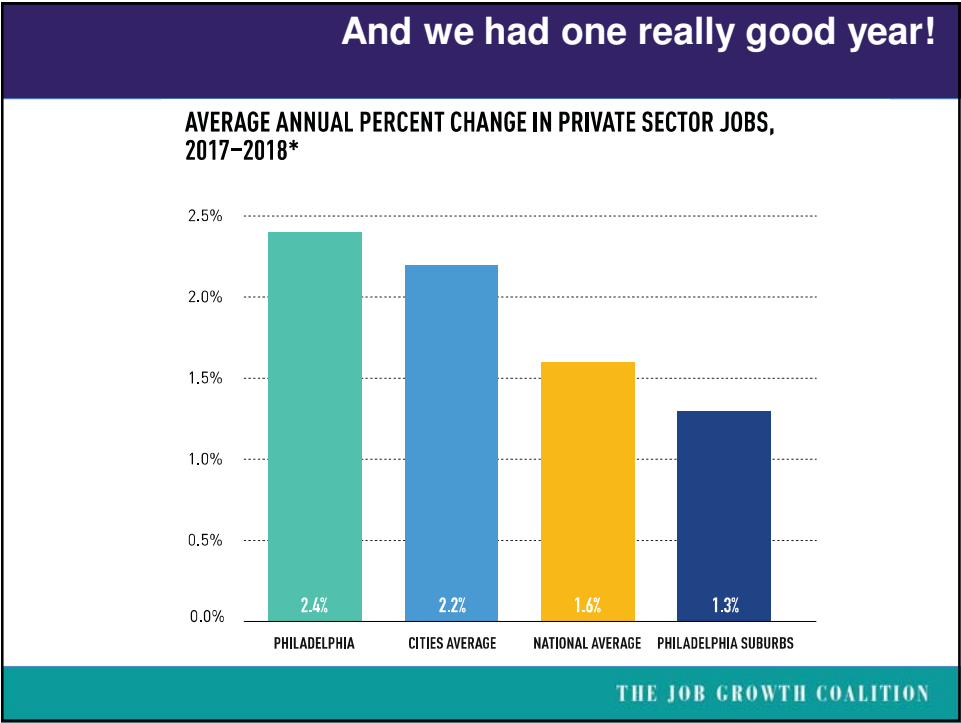
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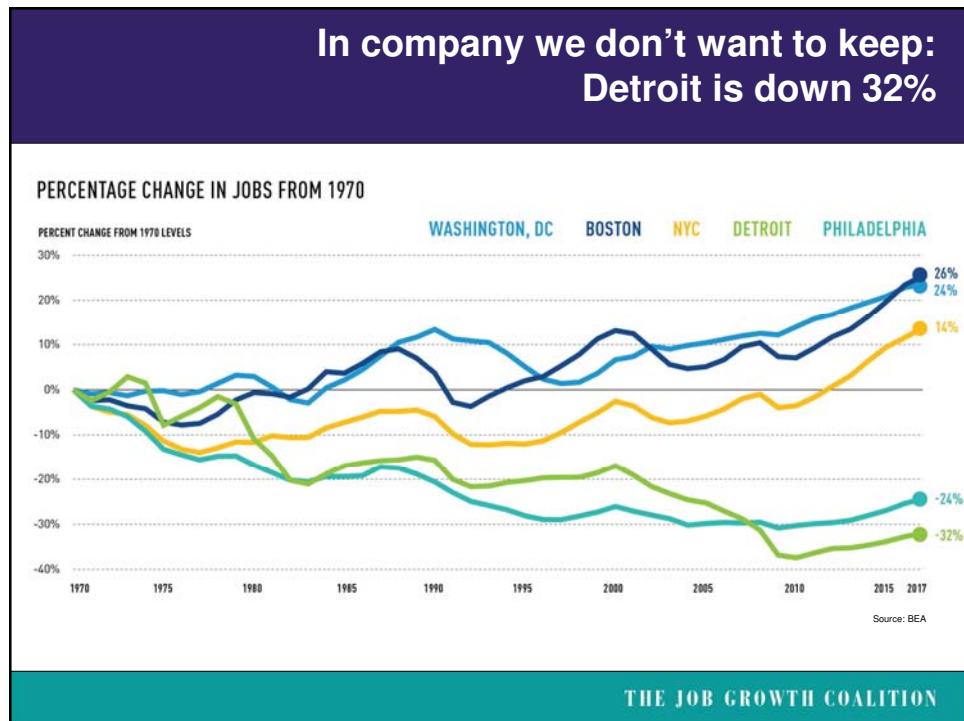
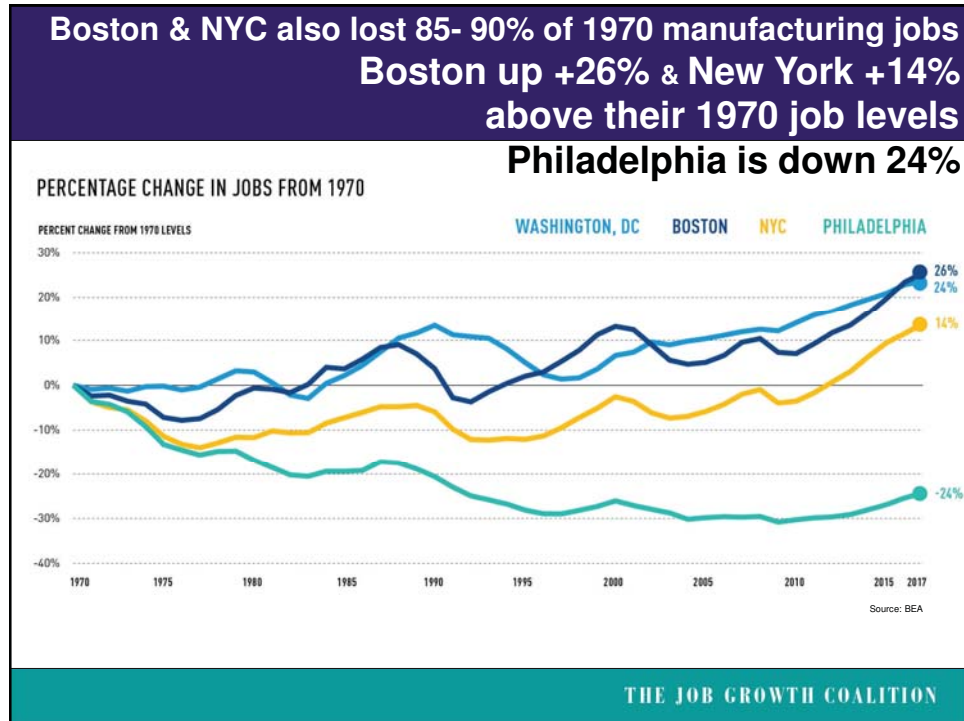


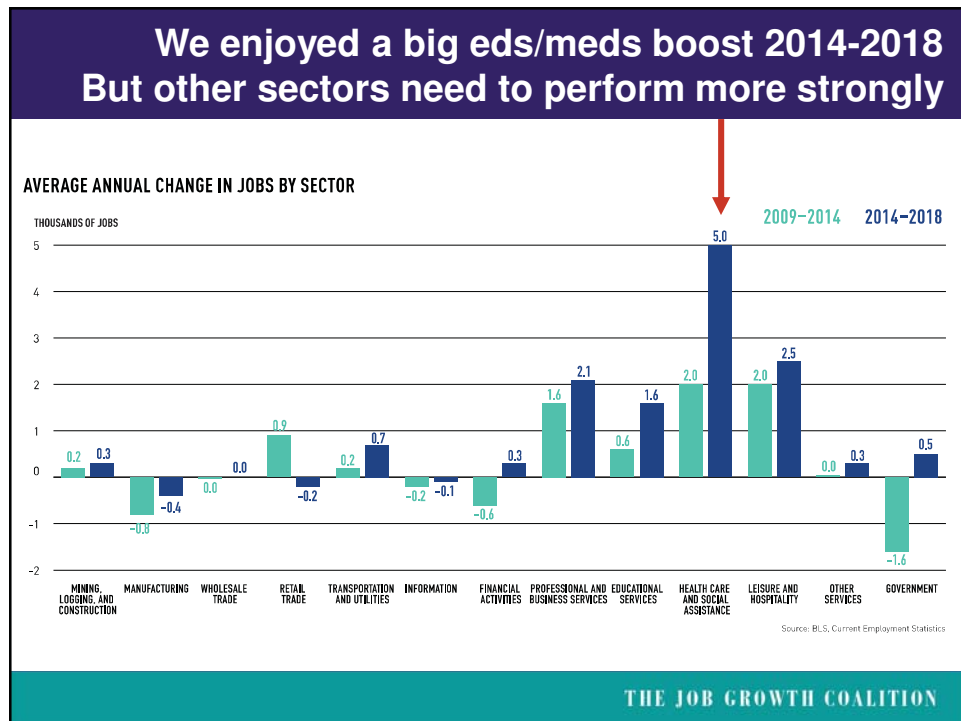
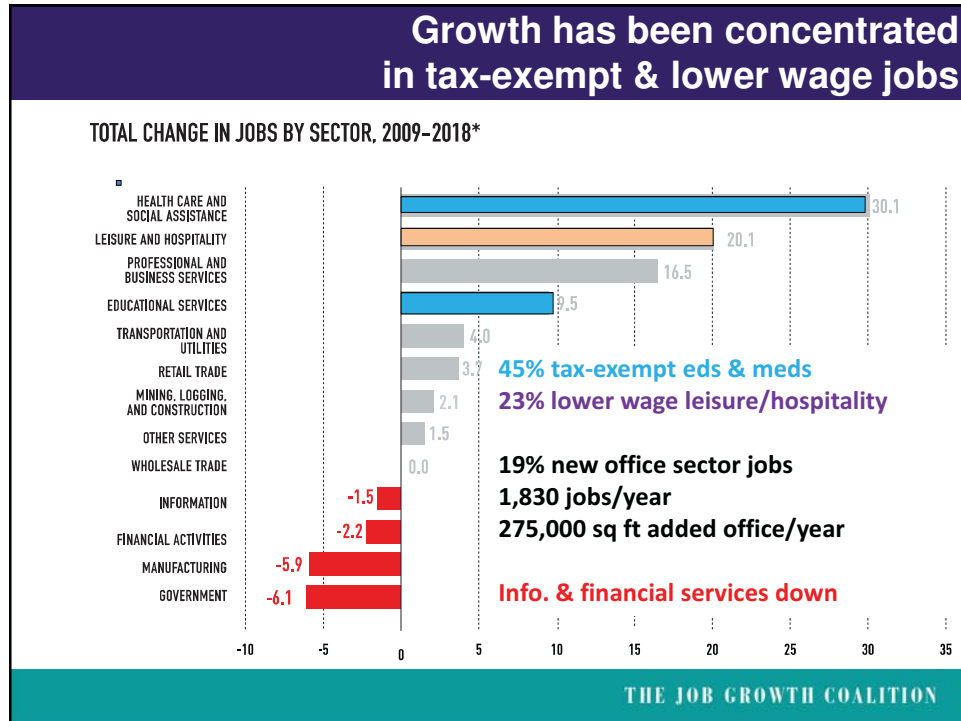
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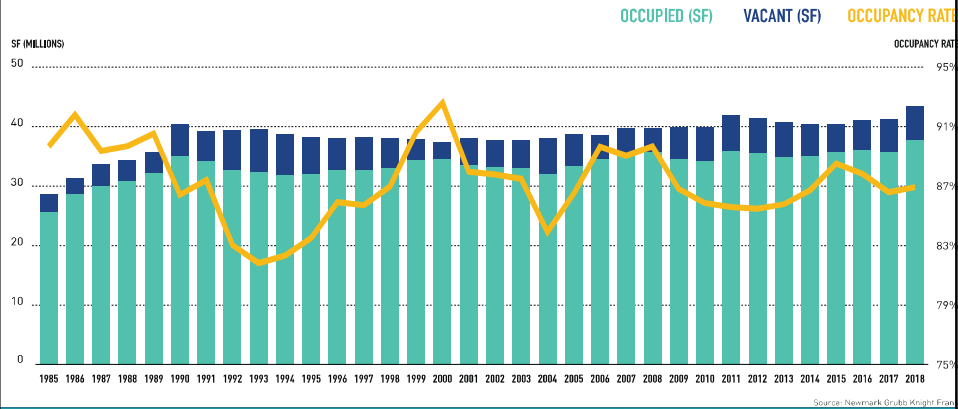






## Comcast 2 finally pushed us above 40 million square feet of office space After 2 decades of adding supply & subtracting the vacancy by converting to housing

CENTER CITY PHILADELPHIA OFFICE MARKET, 1985-2018



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## No office construction in the pipeline behind that Peer cities have new office construction underway

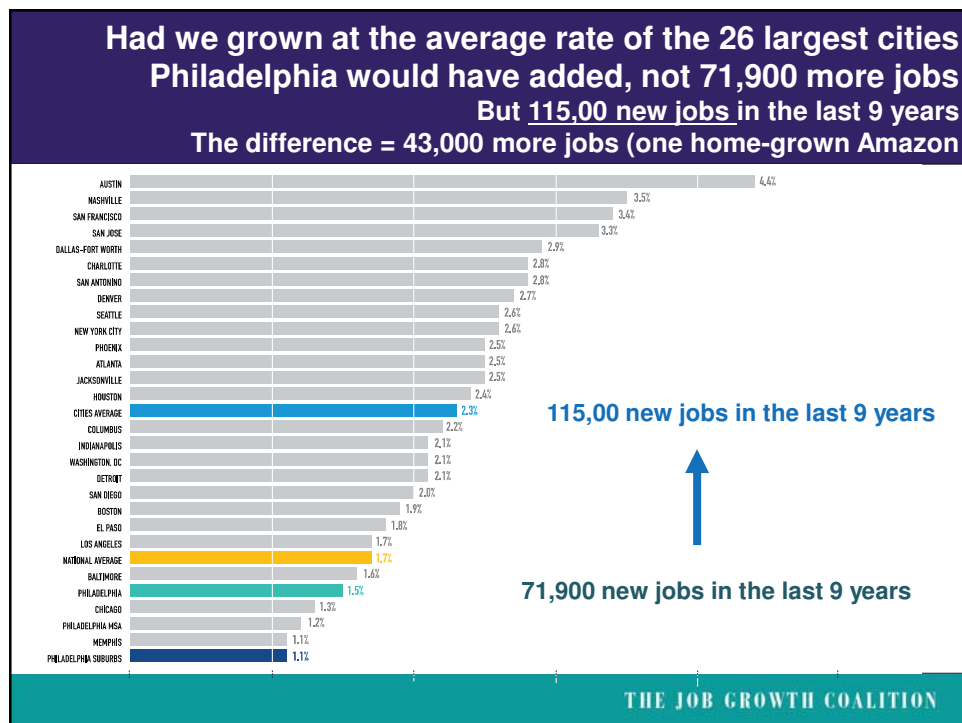
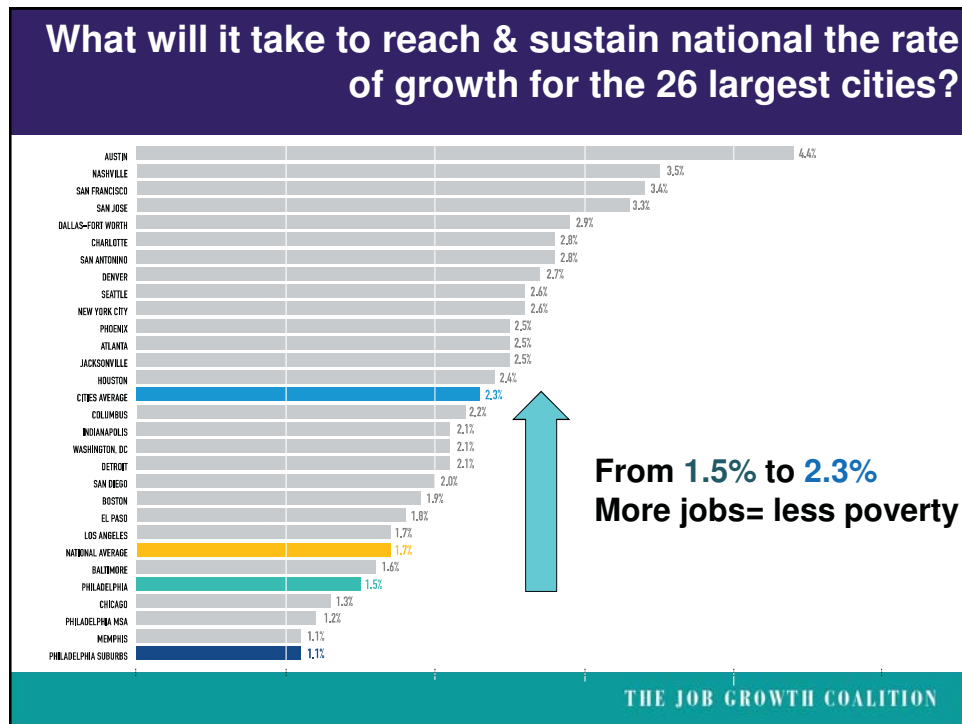
CENTRAL BUSINESS DISTRICT OFFICE CONSTRUCTION, 2018

MARKET	COMPLETED SF	% OF NATIONAL COMPLETED SF	IN PROGRESS SF	% OF NATIONAL IN PROGRESS SF
New York City (All CBDs)	5,881,406	26%	16,941,487	31%
San Francisco, CA	3,083,015	13%	2,071,500	4%
Washington, D.C.	2,825,179	12%	4,114,174	8%
Chicago, IL	2,087,508	9%	5,205,738	9%
Denver, CO	1,401,865	6%	1,108,246	2%
Center City Philadelphia*	1,321,921	6%	0	0%
Portland, OR	1,119,944	5%	574,705	1%
Raleigh/Durham NC	932,543	4%	379,297	1%
Atlanta, GA	843,149	4%	1,996,137	4%
Boston, MA	790,000	3%	1,631,000	3%
All Other CBDs	2,593,953	11%	20,808,141	38%
<b>NATIONAL CBD TOTAL</b>	<b>22,870,483</b>	<b>100%</b>	<b>54,830,425</b>	<b>100%</b>

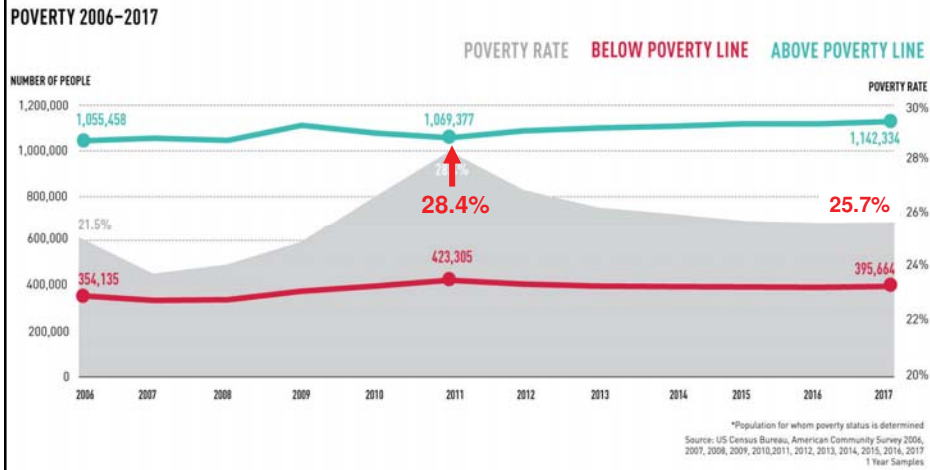
\*Does not include the renovation of 2400 Market Street (615,000 sq)

Source: Cushman & Wakefield

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**When we grow jobs, the poverty rate declines**  
**Not “intractable” dropped from 28.4% (2011) to 25.7% (2017)**  
**4,600/year fewer people in poverty each year**



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**Need more balanced growth in all sectors**  
**& more growth citywide to offset industrial decline**  
**Not a tale of two cities, but of one city with insufficient jobs**



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## What needs to be done?



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## #1 Invest in education to prepare workforce We can debate funding source, but not the need



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**Elevate high-school & college graduate rates  
Invest in job training**



 CENTER CITY DISTRICT

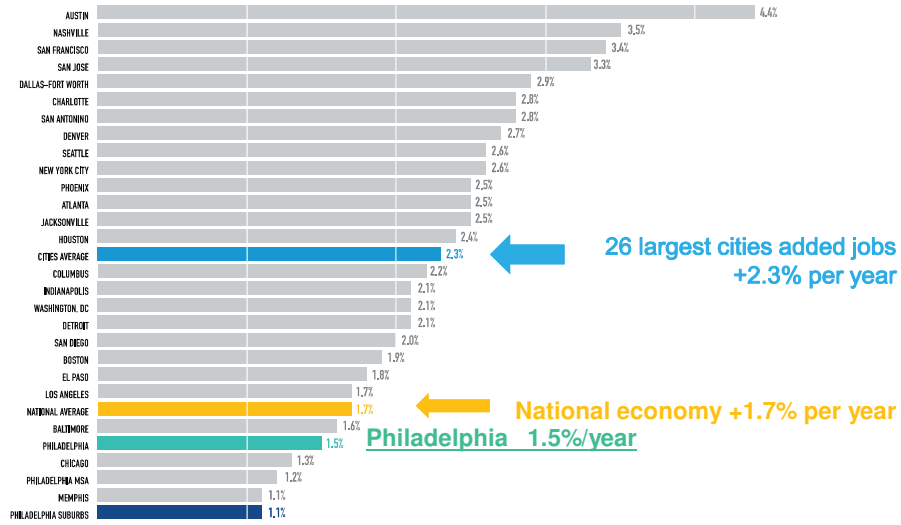
**#2 Need a basic understanding:  
“Equitable growth” is not just about redistribution  
It’s about creating a tax & regulatory environment  
that encourages a growing pie thru more investment**



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## With all our assets & advantages should not be 24th At the bottom of the urban growth curve

AVERAGE ANNUAL PERCENT CHANGE IN PRIVATE SECTOR JOBS, 2009-2018



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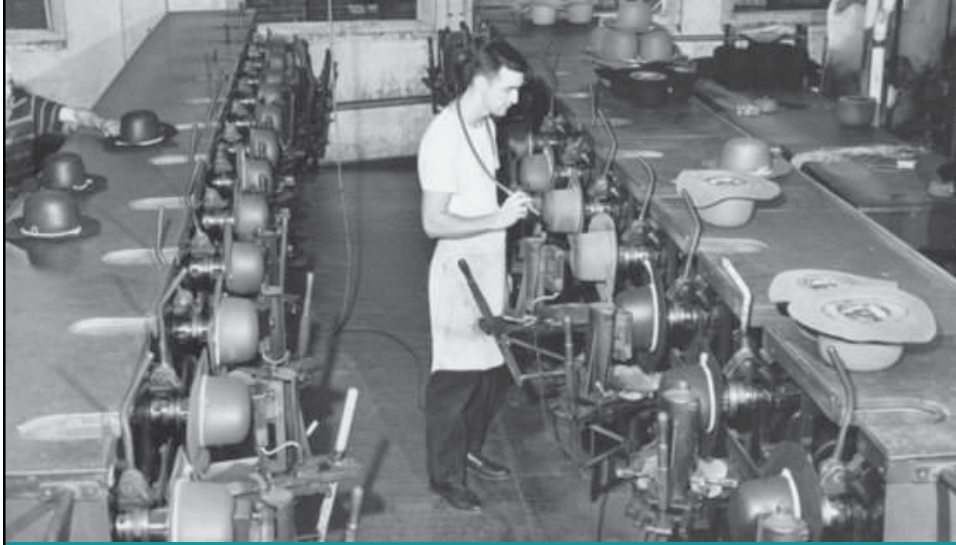
## #3: We need to renew the focus on reforming Philadelphia's tax structure Let's understand first how we got here



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**During the Depression to compensate for falling RE Taxes Philadelphia introduced 1.5% “temporary” wage tax in 1939 when we still made Stetson Hats**



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## Atwater Kent Radios



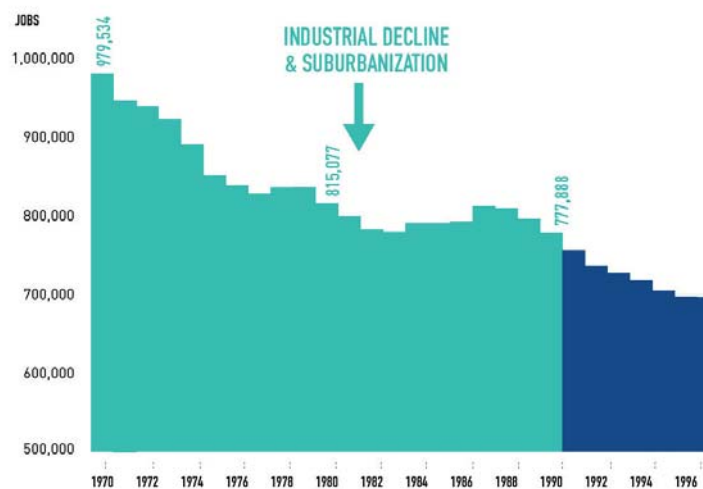
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An era when industry was tied to factories, rivers & railroads  
Philadelphia: the dominant employment center in region



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Starting in 1970 through 1990s we hemorrhaged  
200,000 manufacturing jobs



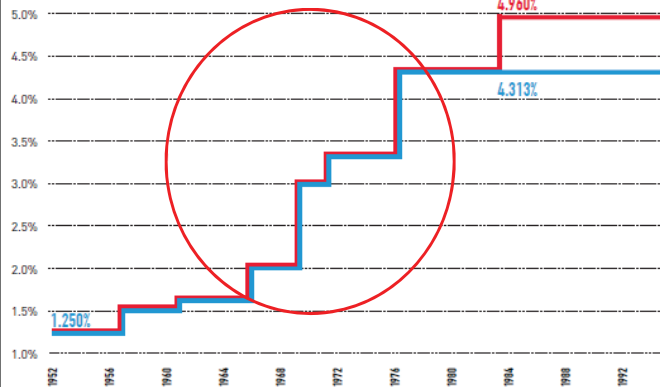
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## In 1970s alone lost 164,457 jobs & 260,399 residents

Macro-trends: De-industrialization, suburbanization & inner-city redlining.

WAGE AND EARNINGS TAX RATE    NON RESIDENT TAX RATE    RESIDENT TAX RATE

WAGE AND EARNINGS TAX RATE



In same decade City **more than doubled its wage tax** from 2% to 4.3%; 4.96%.

People & jobs departed, tax base shrunk, **rates were raised to keep revenues up with no efficiencies achieved in government**, pushed more employers & workers out of Philadelphia

1970-1996 wage tax trend

Jobs Source: Bureau of

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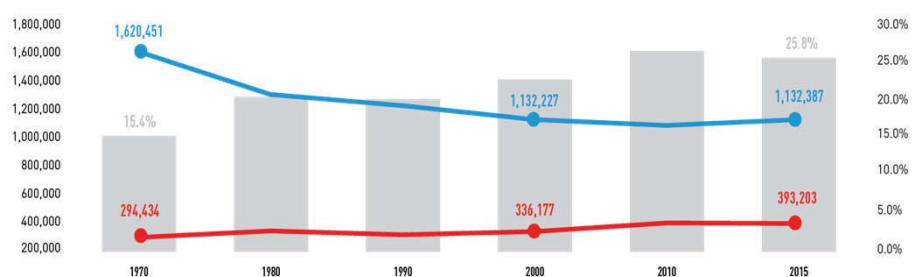
## As we lost jobs, the poverty rate rose

Modest increase in number in poverty over 45 years **+100,000**  
Big loss **(-500,000)** middle income & working class residents

**2,200/year added** compared to **11,100 per year lost**

% IN POVERTY    BELOW POVERTY LINE    ABOVE POVERTY LINE

NUMBER OF PEOPLE



Source: U.S. Census 1970, 1980, 1990, & 2000, 2010 & 2015 ACS 1-Year

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## 1990: fiscal crisis, near bankruptcy



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## PICA to the rescue: a financing lifeline from the Commonwealth



**EVALUATES** the reasonableness of the assumptions and estimates in the City's Five Year Plan for the Pennsylvania Intergovernmental Cooperation Authority (PICA). PICA was created in 1991 and is responsible for certain financial and oversight functions of the City's financial affairs.

**Refinanced overpriced debt**

**Gave Rendell Administration leverage to renegotiate labor contracts**

**State oversight created fiscal discipline that had been lacking**

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## Within 4 years, turned the corner & began in 1996 Steady process of wage & business tax reduction

SCHEDULE OF WAGE TAX REDUCTION SINCE 1996

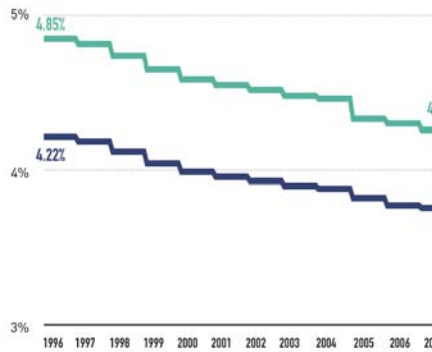
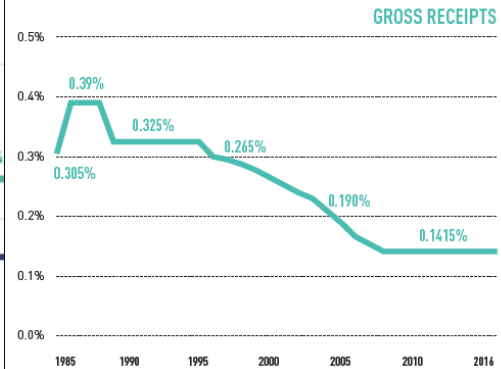


FIGURE 5: BIRT RATES 1985-2016 (GROSS)



## Job growth commenced in 1998 almost immediately following tax reduction

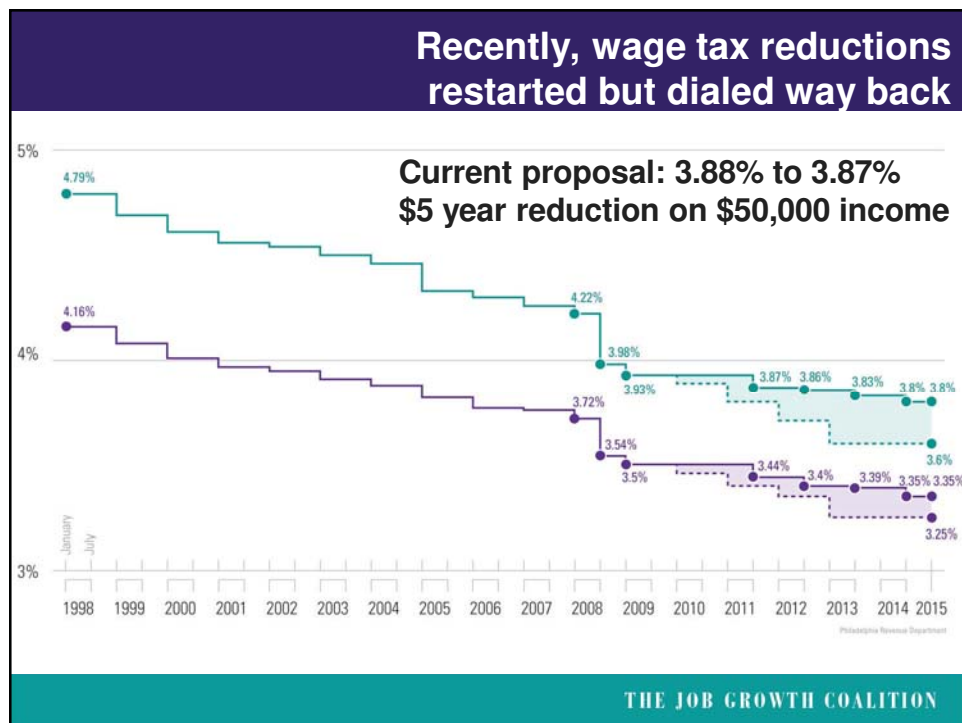
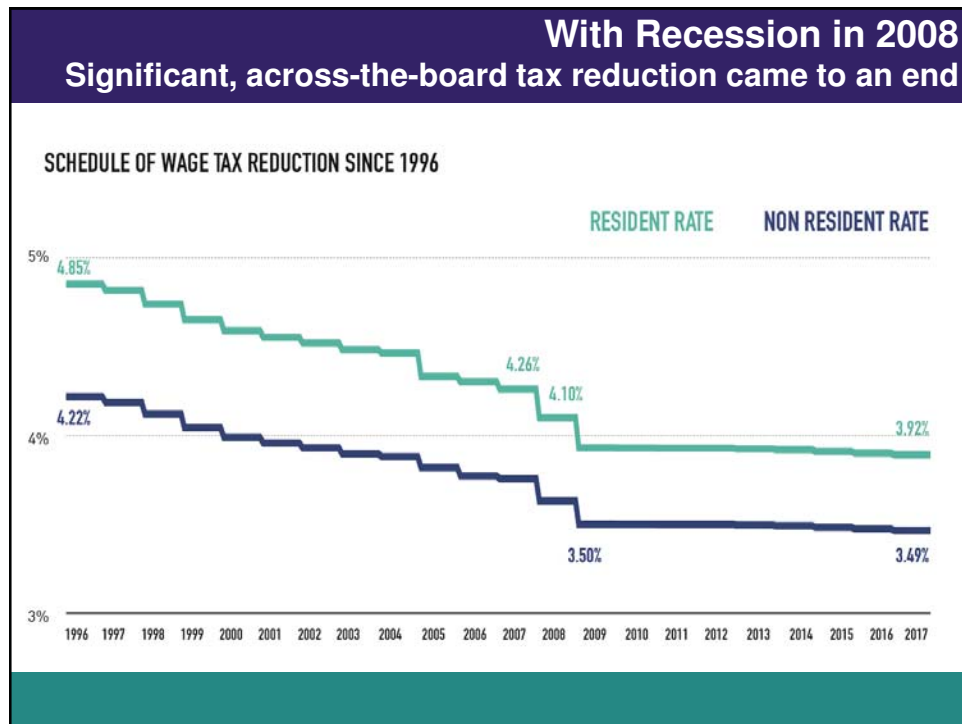
1997 & 2000 Tax abatements help us catch demographic wave

PHILADELPHIA ANNUAL CHANGE IN JOBS, 1990-2018

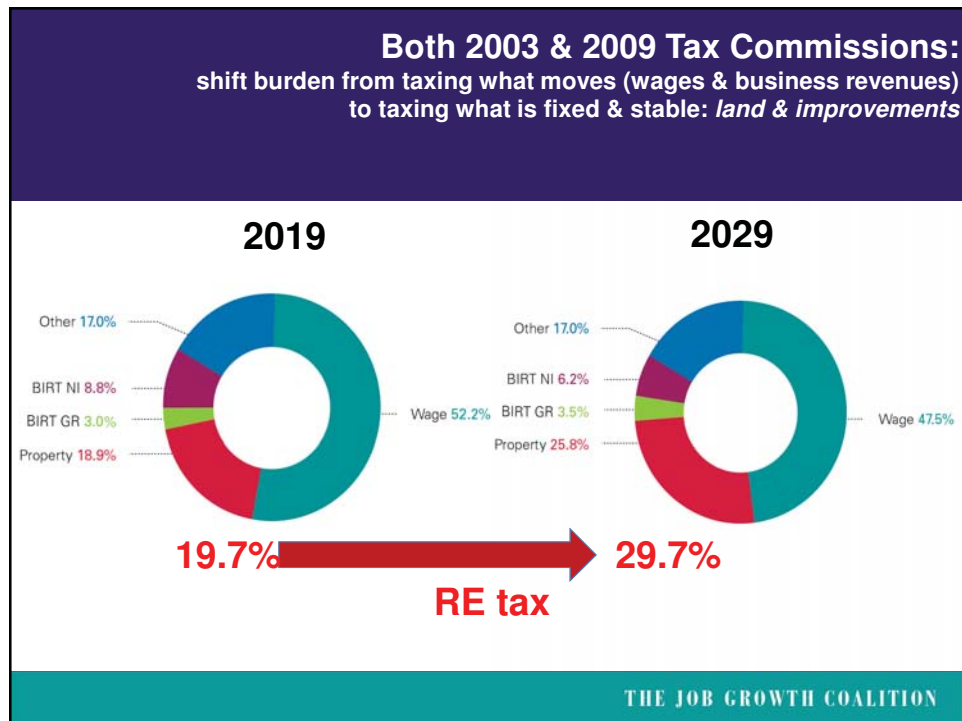
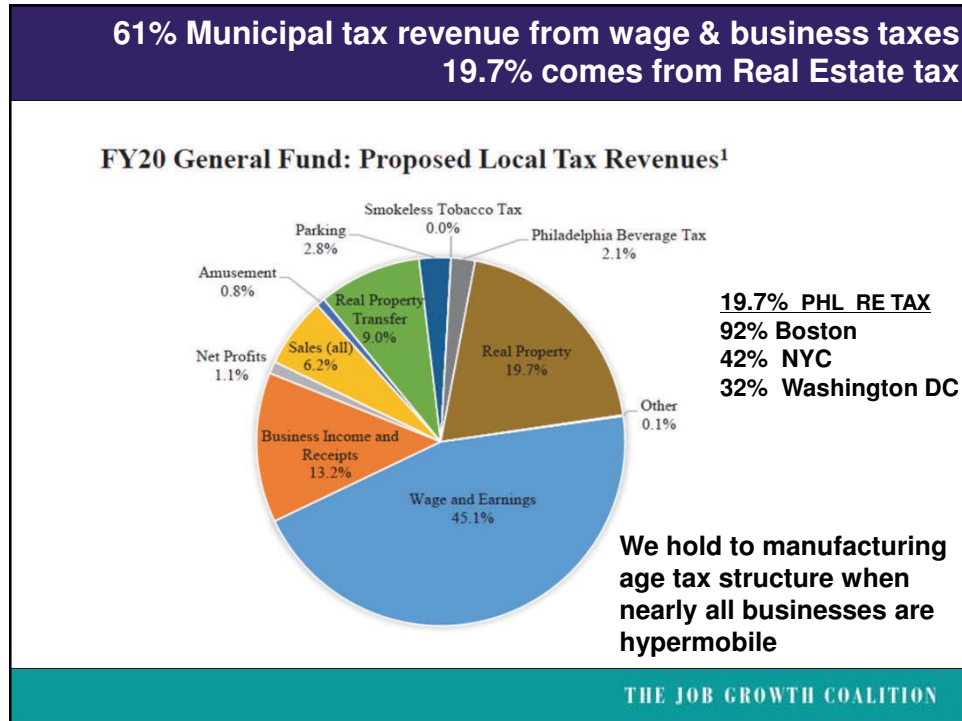


Source: Bureau of Labor Statistics, Current Employment Statistics

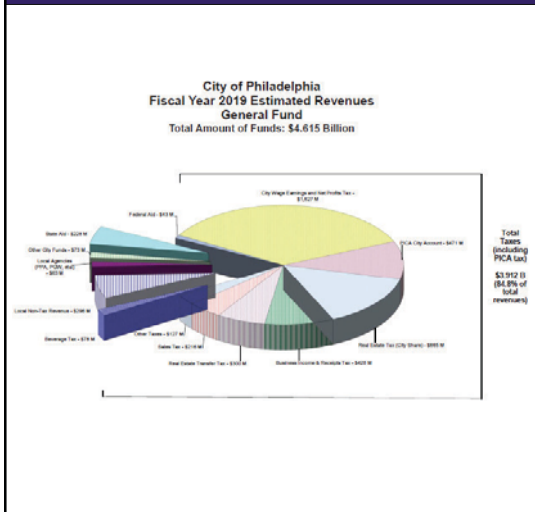
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## Tax Policy is not just about revenue generation It is about creating a climate that facilitates investment & job growth



- Philadelphia wage tax is almost 4 x regional median.

- BIRT has no counterpart & adds 20% to 50% premium

- Property tax is 66% of suburban Pennsylvania median

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## Instead of across the board reductions in BIRT Added to the long list of exemptions

FIGURE 4: ACTIVITIES EXEMPTED FROM BIRT

EXEMPTED INDUSTRY OR ACTIVITY	DESCRIPTION	EXTENT OF BIRT EXEMPTION
Religious and non-profit	Religious, charitable, or educational entities	Full
Public	Business of any political subdivision or State created authority	Full
Port-related business	Any firm operating at the Port of Philadelphia and serving port-related functions	Full
State-regulated utilities	Privately owned power, distribution, telecommunications, and transport carriers	Full or partial
Banks and financial services	Banks, financial trusts	Full or partial
Insurance companies	Insurance companies	Full or partial
Private equity funds	Private equity funds operating in the city	Partial
Textile dyers	Textile dyers	Sales exempt from Gross Receipts
Bookbinders	Bookbinders	Sales exempt from Gross Receipts
New business	New business that meet hiring requirements	Full for two years
Small apartments	Rental income from owner-occupied properties of three (3) or less residential rental units	Full
NMTC loan interest	Firms that receive interest and fees from New Market Tax Credit loans	Interest/fees from NMTC loans exempted

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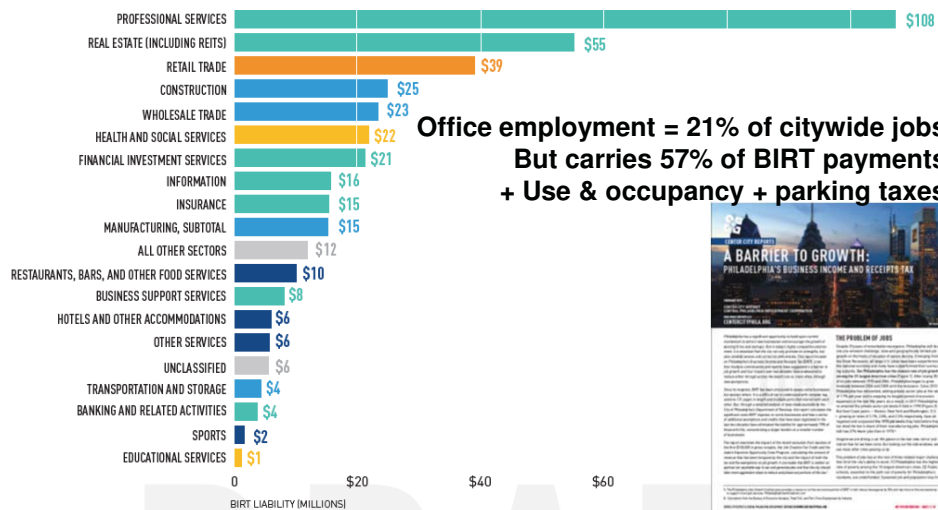
## Council: small business exemptions of \$100,000 Removed 63,000 business from BIRT obligation With no evidence of subsequent small business growth

FIGURE 13: BIRT FILERS WITH TAX LIABILITY (EXCLUDING KOZ PROPERTIES)



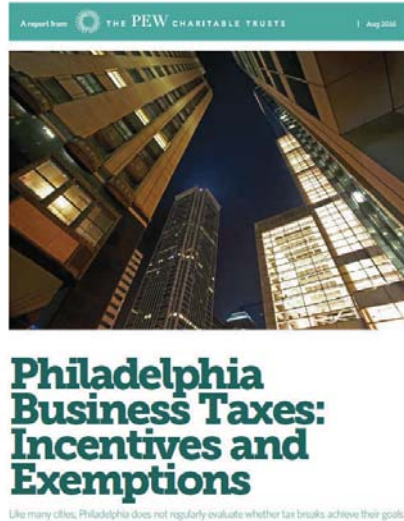
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## Concentrated BIRT payments on office sector The most mobile businesses we have



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## Pew report on business taxes



PHL has one of the highest business tax burdens among all large cities

Only large city to tax both gross revenues & net income

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## Detailed study on BIRT from Revenue Dept data

### CLASS A OFFICE COMPARISON

**\$3.00/SF**  
REAL ESTATE TAXES  
INCLUDED IN RENT



PHILADELPHIA CBD



SUBURBS

Then add

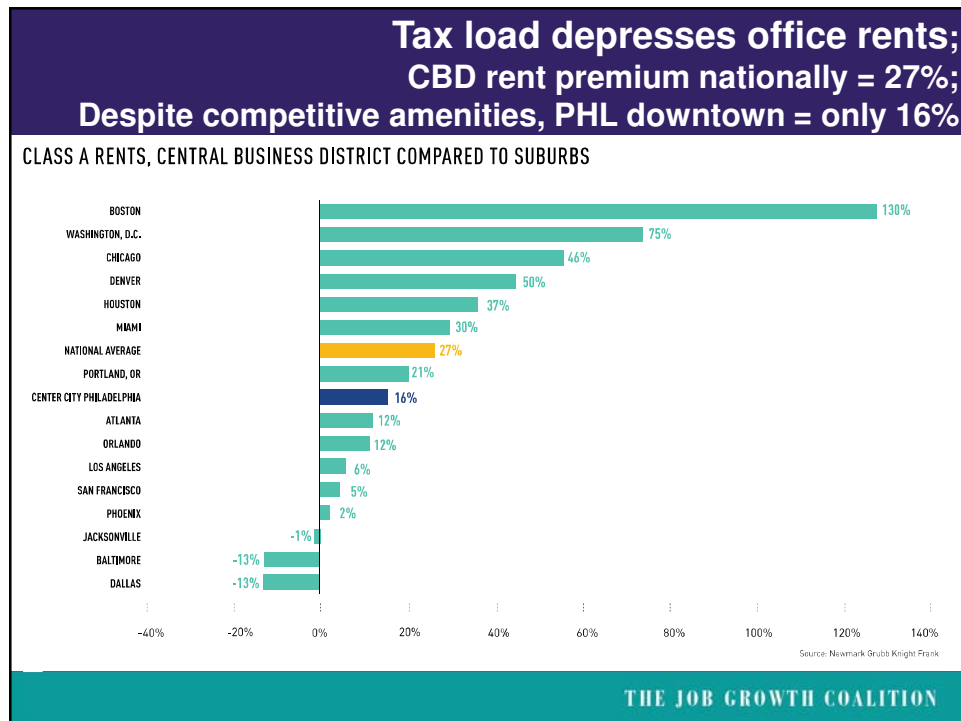
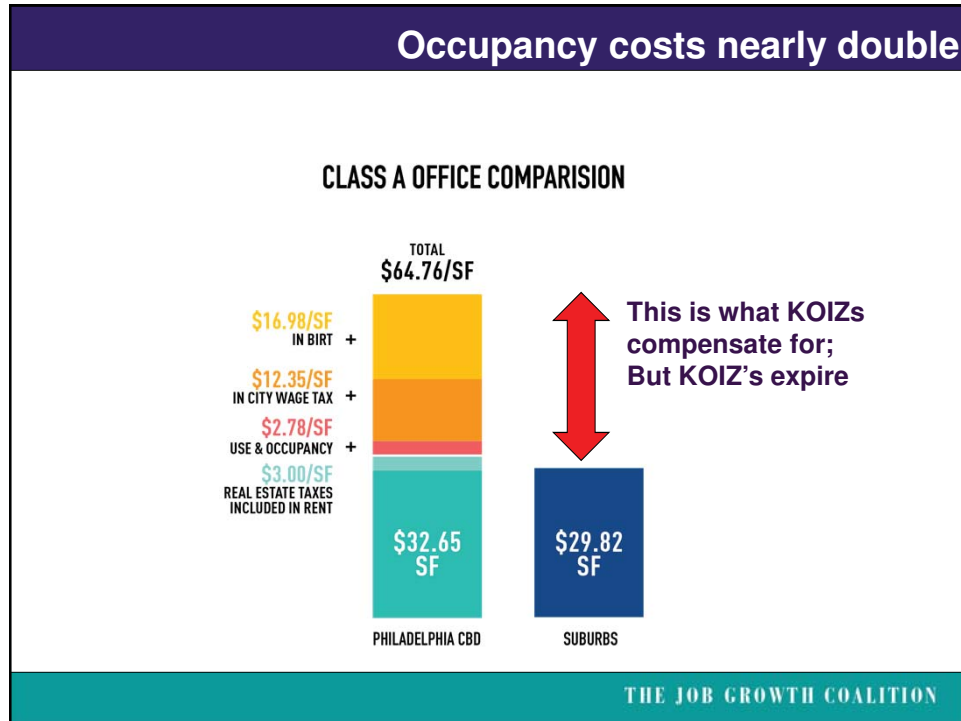
Use & Occupancy \$2-3/sf

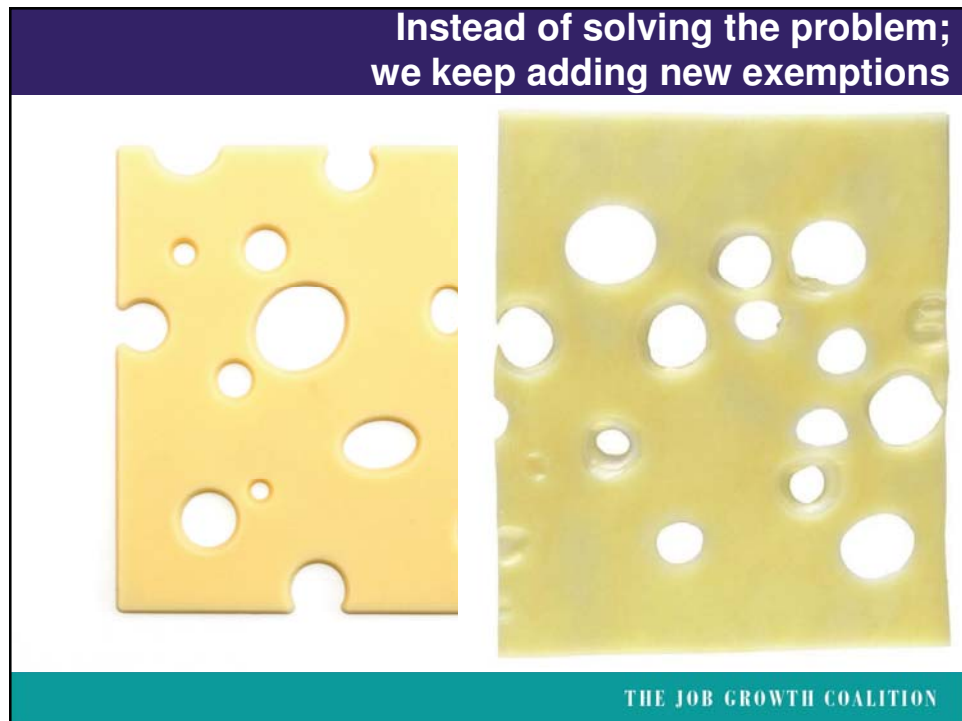
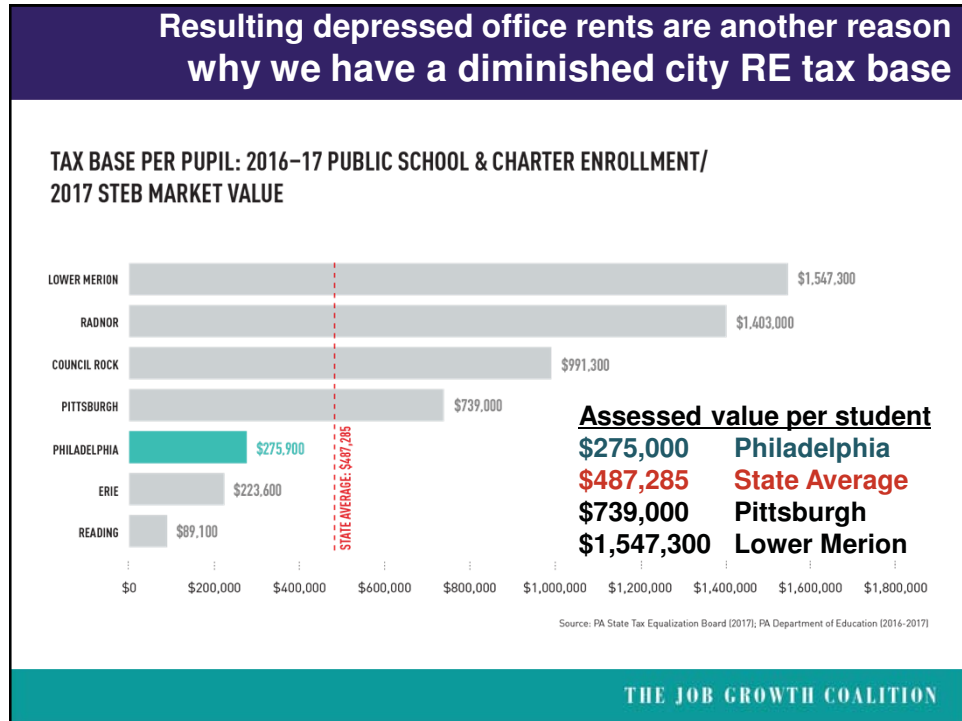
BIRT \$6 to \$16/sf

Try to move suburban tenant into the city &  
cover the impact of wage tax on compensation

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## Recommendations from 2009 Tax Commission

### How to fund wage & BIRT reduction

- Cut 5% from City's budget, so municipal government needs less revenue. In a city with huge social needs & county functions, like courts & prisons to support, City Council has consistently opposed;
- Reduce City's need for taxes by selling a large public asset to pay down pension liabilities which are eating our municipal budget. Failure to sell PGW
- Raise RE millage rate for all real estate & use new revenues both to achieve reduction in wage tax & BIRT. Raises residential rates: traditionally a political non-starter

## That's what led Growth Coalition to try to modify uniformity

### Off to a good start in 2016

PRIOR PASSAGE - NONE      PRINTER'S NO. 2959

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THE GENERAL ASSEMBLY OF PENNSYLVANIA

**HOUSE BILL**

No. 1871      Session of 2015

---

INTRODUCED BY TAYLOR, W. KELLER, WHITE, THOMAS, O'SHEA, DRISCOLL, BOYLE, HETZEL, GODDARD, COHEN, YOUNGBLOOD, DELISZIO AND ROSE, MARCH 16, 2016

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REFERRED TO COMMITTEE ON FINANCE, MARCH 16, 2016

---

A JOINT RESOLUTION

1 Proposing an amendment to the Constitution of the Commonwealth  
2 of Pennsylvania, in taxation and finance, further providing  
3 for exemptions and special provisions.

4 The General Assembly of the Commonwealth of Pennsylvania  
5 hereby resolves as follows:

6 Section 1. The following amendment to the Constitution of  
7 Pennsylvania is proposed in accordance with Article XI:

8 That section 2(b) of Article VIII be amended by adding a  
9 paragraph to read:

10 § 2. Exemptions and special provisions.

11 \* \* \*

12 (b) The General Assembly may, by law:

13 \* \* \*

14 (viii) Permit the City of Philadelphia to impose taxes for  
15 the benefit of the City of Philadelphia on real estate used for  
16 business purposes at a tax rate that exceeds the tax rate  
17 applicable to other real estate, in accordance with the

#### Prime Sponsors:

Representative John Taylor,  
Representative William Keller  
Senator Anthony Williams  
Mayor Jim Kenney

June 27, 2016 PA House approved  
HB 1871 bi-partisan vote of 170-25.

On July 1 Senate followed with a  
margin of 47-2

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**A broad coalition of supporters  
Came together around jobs**  
**[www.PhiladelphiaGrowthCoalition.com](http://www.PhiladelphiaGrowthCoalition.com)**

**SUPPORTERS:**

African American Chamber of Commerce	Int'l Brotherhood of Electrical Workers, Local 98
Brandywine Realty Trust	Metropolitan Regional Council of Carpenters
Building Owners' & Managers' Assoc., Phila	Northeast Chamber of Commerce
Central Philadelphia Development Corporation	Parkway Corporation
Committee of 70	Philadelphia Building and Construction
Economy League of Greater Philadelphia	Trades Council
General Building Contractors Association	PREIT
Greater Philadelphia Hispanic Chamber of Commerce	Service Employees Int'l Union, Local 32BJ

**THE JOB GROWTH COALITION**

**Fund tax reduction w/o opening gap in City budget  
Proposed modification of Uniformity**

**Commonwealth enables Philadelphia to assess business  
properties at 15% more**  
**(1.39 residential; 1.61 commercial).**

**Revenues generated from differential are dedicated by  
state law to reducing wage & business taxes.**

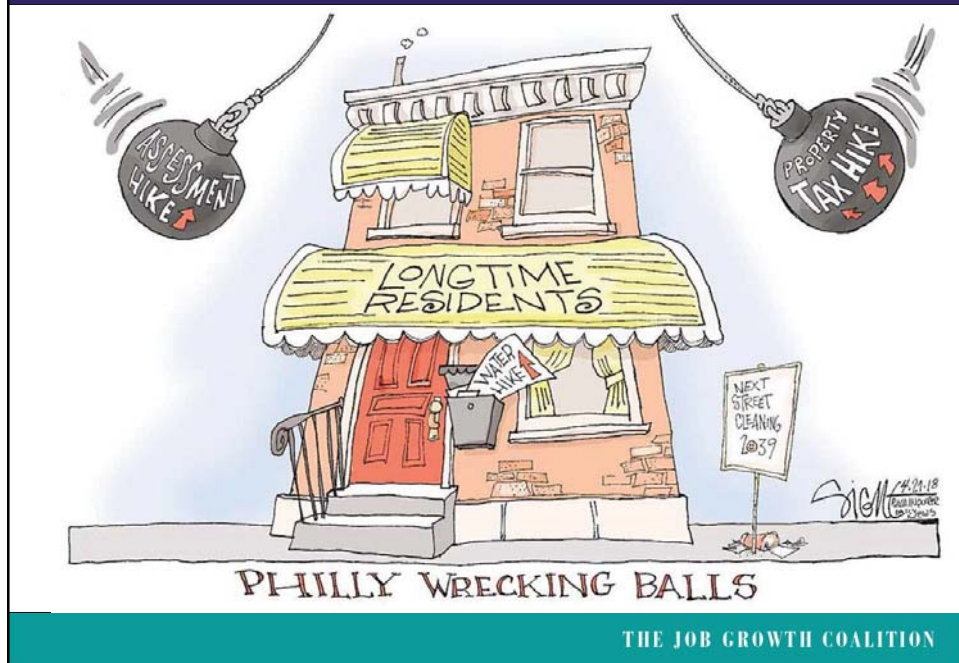
**Dedicated modification not open-ended modification**

**Goal: Reduce wage tax below 3% over next decade &  
cut net income portion of BIRT in half over same period**  
***Effort died at the end of 2018***

**THE JOB GROWTH COALITION**



## Other options? Let's revisit the 2018 reassessment debate



## Road not taken

### Revenue Neutral option:

With the large increase in assessed value, RE rates could have been lowered from **1.3998%** to **1.233%** (reduce the pain)

**Then an increase could have been tacked on for schools**

### Tax Reform option:

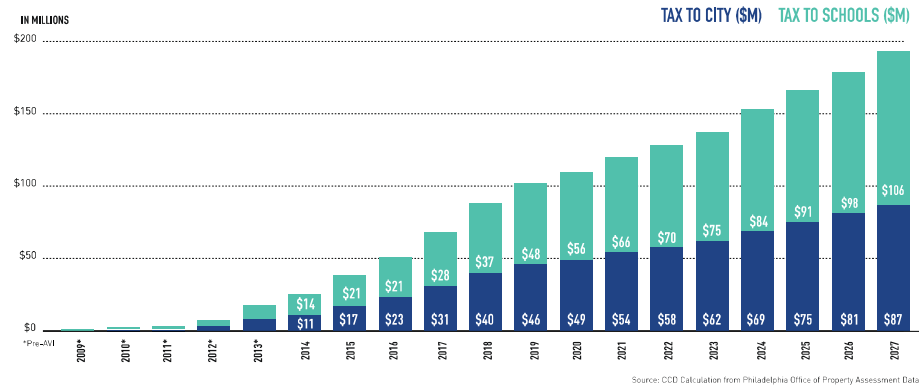
*Take increased revenues from rising values & dedicate them  
To lower wage & business taxes*

**Invest proceeds of growth to make the city more competitive**

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**Precedent: last year, instead of 1% tax on all development;  
Proceeds from expiring abatement dedicated  
to affordable housing**

FIGURE 24: PROPERTY TAX LIABILITY OF FORMERLY ABATED PROPERTY



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**#1: Option to consider: invest proceeds of growth**

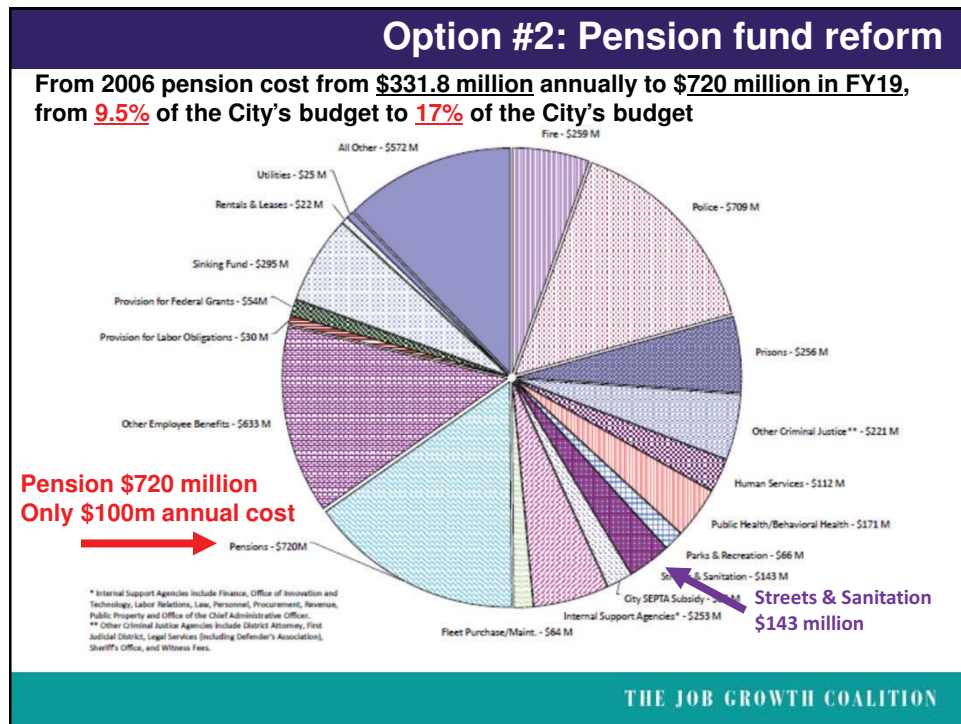
Rising assessments in 2019 can produce \$148.9 million in new real estate taxes: \$81.7 million to the School District & \$67.2 million to City.

We need to make sure they are accurate.

But simply freezing rising assessments means \$81.7 million less for the School District this year.

Suppose City devotes increase on residential property to wage tax reduction & premium from commercial property to business tax reduction. This cuts wage tax in one year from 3.88% to 3.78% (3.88 to 3.87) & cuts net income portion of the BIRT from 6.39% to 6.0%.

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**Money allocated to street re-surfacing & cleaning  
has been trending downward**  
**No dedicated revenue for technology enhancements**  
**Linking **Potholes** & **pensions** may get the public's attention**

FIGURE 14: STREET MILES RESURFACED 1997-2017

**\$720 million vs \$143 million**

**Do you want to pay for retired workers  
Or pay to clean streets;  
Fix potholes  
Reduce traffic congestion  
Restore traffic police**



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### #3: PICA sunsets in 4 years

In 1998, portion of wage tax collected by PICA, devoted to paying off original bonds was 44%; in 2019, it's just 8%, \$47.1 million. Balance, \$523.7 million, comes to the City as "grants."



**EVALUATES** the reasonableness of the assumptions and estimates in the City's Five Year Plan for the Pennsylvania Intergovernmental Cooperation Authority (PICA). PICA was created in 1991 and is responsible for certain financial and oversight functions of the City's financial affairs.

**When PICA expires, who then is the advocate for fiscal discipline?**

**Who advocates for competitive tax policies that support the sustained growth this city desperately needs?**


**Could some of these revenues be pledged to pension fund reduction?**

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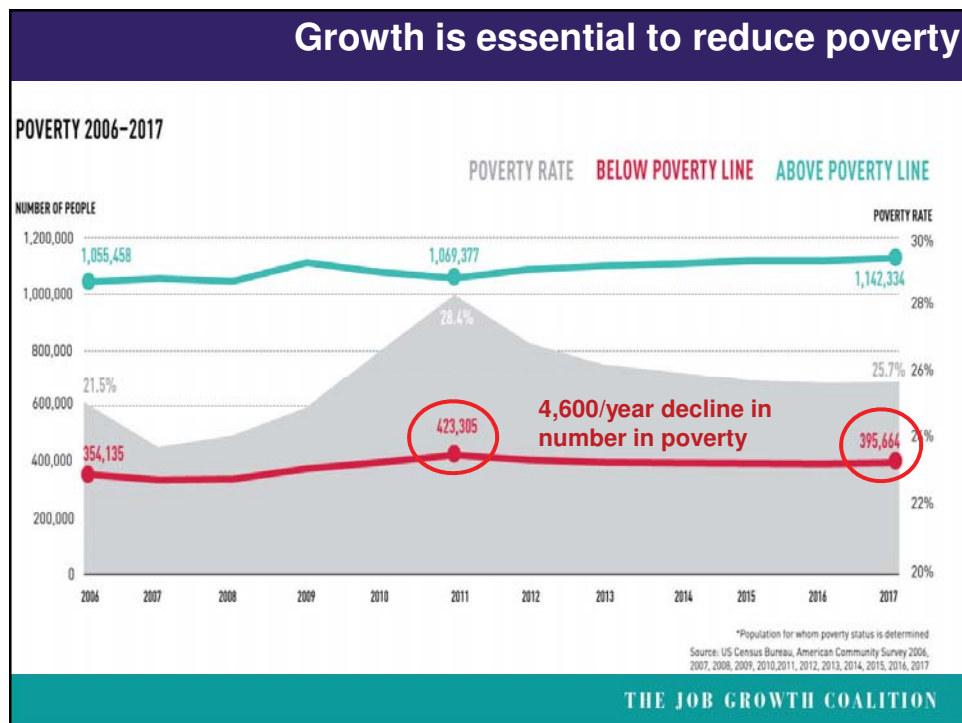




## Growth essential for small & minority businesses to expand

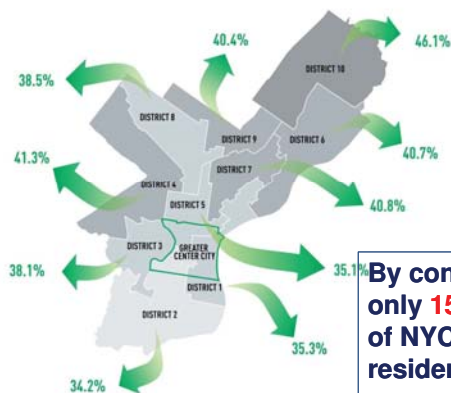


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## Growth is what's necessary to create opportunities for neighborhood residents to work within the city:

PERCENT COMMUTING TO JOBS OUTSIDE CITY OF PHILADELPHIA, BY CITY COUNCIL DISTRICT



By contrast only **15.3%** of NYC residents commute to suburbs



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## Growth is what's needed to generate more funding locally to support public services & schools



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**Without growth, there can be no equity & inclusion  
We need a new coalition for growth**



THE JOB GROWTH COALITION

**Platform for growth;  
Become one of the top job generating cities in the US**

1. Investing in schools is essential; but only 27% of households have school age children; 30% in suburbs. Focus equally on job growth
2. Get tax policy right: Reduce reliance on wage & business taxes; rely more on accurate RE assessments

Invest proceeds of growth; don't spend every dollar of the growth increment; invest in tax reduction

3. Pension & benefit reform is boring; but essential
4. Sustain the benefits of PICA; Philadelphia needs an on-going structure for fiscal discipline
5. Manage publicly owned land, one of our biggest assets, transparently & uniform manner

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