STRATEGIC FRAMEWORK

› **VISION**
  » A thriving Greater Philadelphia region powered by informed and collaborative leadership

› **MISSION**
  » To address critical issues facing Greater Philadelphia by providing impactful research, connecting diverse leaders, and advancing shared solutions

› **OPERATING PRINCIPLES**
  » Since its founding in 1909, the Economy League has believed that **high-quality analysis** and **practical insight** about the region’s most important challenges and opportunities combined with **collaborative, cross-sector leadership** are crucial drivers of prosperity in Greater Philadelphia.
STRATEGIC FRAMEWORK | OPERATING PRINCIPLES

› **Regional focus.** Many of the issues most critical to our region’s future require action at a regional scale.

› **Objectivity.** The Economy League’s independence enables it to provide trusted, unbiased analysis with an eye toward the region’s long-run health.

› **Partnership.** Advancing growth and shared prosperity in our region requires cross-sector collaboration.

› **Curiosity.** Developing smart, innovative solutions to strengthen our region requires creative thinking and learning from other metros.

› **Focusing on results.** While the Economy League often works toward outcomes that require sustained focus and collaboration, we focus on immediate actions that will lead to concrete results.

› **Inclusiveness.** We believe that Greater Philadelphia achieves better outcomes that serve our entire region’s residents when we engage and support diverse and inclusive leadership.
For the Economy League and Greater Philadelphia to thrive, we must build on this framework and become a 21\textsuperscript{st} Century “think-and-do tank.” What does that look like?
WE BELIEVE...

› Metropolitan areas are our key sites of economic growth and innovation.

› Absent serious attention to improving our region’s indicators on diversity, equity, and inclusion, our economic growth will remain sub-par and sub-optimal.

› Connecting policymakers and civic leaders who need and want a steady stream of actionable intelligence and insights will drive growth and innovation across our region.

› High-quality analysis and practical insight about the region’s most important challenges and opportunities, combined with collaborative, cross-sector leadership are crucial drivers of prosperity in Greater Philadelphia.
WE THINK…

› We will leverage our brand and reputation for trusted, high quality, independent analysis.

› We will identify collective action problems and empower collective problem solving.

› We will provide real-time analysis of budgets and public policies and in-depth research on their economic impact, serving as watchdog, strategist, and advisor.

› We will grow our audience for actionable intelligence and insights, providing our research and analysis when and how it will be used by influencers.
WE DO…

› We will build a **Greater Philadelphia Policy Hub** to help local governments make informed policy decisions and provide journalists and influencers the information they need to do their vital work.

› We will help create local jobs and business growth by leveraging the collective purchasing power of our major eds-and-meds institutions through **Philadelphia Anchors for Growth & Equity (PAGE)**.

› Our **Greater Philadelphia Leadership Exchange (GPLEX)** is a national model.
  
  » We will leverage the networks and talents of the 1,000 GPLEX alumni via a civic activator called **GPLEX Labs**.
  
  » We will build “civic muscle” by creating **GPLEX 365**, an ongoing learning community that will engage the talents and interests of GPLEX alumni.

› We will continue to develop our **civic consulting practice** to leverage our expertise to devise shared solutions to our region’s challenges.
In Greater Philadelphia today, there is no local think-and-do tank providing a steady stream of actionable intelligence and insights of value to civic leaders as well as current and prospective stakeholders and investors. This is our role.
PREMISE: EQUITY & INCLUSION -> SHARED PROSPERITY

- Greater Philadelphia's inequity and lack of inclusion limits its growth potential, and the ELGP can play a critical role in educating business and civic stakeholders and engaging them around a shared prosperity vision, a Greater Philadelphia Equity & Inclusion Agenda.

- Equitable and inclusive growth matters to all current and prospective stakeholders, from taxpayers to policymakers, including law firms and banks; schools and hospitals; real estate developers and tech companies; all private, nonprofit, and public-sector firms.
OUR STRATEGIC PRIORITIES
1 | BUILD THE GREATER PHILADELPHIA POLICY HUB

- **Challenge**: Local government lacks information to make good decisions, journalists and influencers need data to do their vital work.

- **Opportunity**: The Economy League will build PolicyHub as the go-to source for intelligence and insight about local economic & fiscal policy.
  
  » We will develop capacity to provide real-time, independent fiscal and economic analysis for local government – a local version of the Congressional Budget Office.

  » We will produce **economic reports** that will become a regular source of insight for decisionmakers

  » We will build a **digital data hub** to aggregate data, information, and analysis in user-friendly formats.
2] CREATE JOBS & GROWTH THROUGH COLLECTIVE ACTION: PHILADELPHIA ANCHORS FOR GROWTH & EQUITY

› **Challenge:** Local anchor institutions aspire to do more local purchasing, but can amplify impact only if there is a coordinated, citywide approach to aggregating demand and growing local business capacity.

› **Opportunity:** The Economy League’s Philadelphia Anchors for Growth & Equity (PAGE) is a model of the shared solutions approach – long-term initiatives that **address collective action problems and produce shared value** for stakeholders, who will pay to sustain them.

» **We will identify and pursue concrete opportunities to localize spend and facilitate collaborative projects**

**Founding Partners**

[Images of logos for various organizations]
3|CREATE A CIVIC ACTIVATOR TO MOBILIZE GPLEX ALUMS

› **Challenge:** For 13 years, the Greater Philadelphia Leadership Exchange (GPLEX) has provided incredible learning opportunities for nearly 1,000 alums. Many ask us “What’s next?”

› **Opportunity:** The Economy League will leverage the networks and talents of GPLEX alumni via a **civic activator called GPLEX Labs.**

   » We will incentivize GPLEX alumni and other leaders to take **collaborative action to address complex civic challenges** in our region.

   » **Full City Challenge, launching December 2018:** “Food and Social Impact,” in partnership with Billy Penn
4|BUILD “CIVIC MUSCLE” THROUGH GPLEX 365

› **Challenge:** For 13 years, the Greater Philadelphia Leadership Exchange (GPLEX) has provided incredible learning opportunities for nearly 1,000 alums. Many ask us “What’s next?”

› **Opportunity:** The Economy League will create GPLEX 365, a learning community that will regularly engage the talents and interests of GPLEX alumni.

» *We will create a GPLEX Alumni Association and a targeted communications program to create a sense of cohort identity.*

» *We will create programming tailored to GPLEX alums, in partnership with other organizations, all bearing the GPLEX hallmark of ‘deep dives’ into policy issues and solutions.*
5|EXPAND OUR CIVIC CONSULTING PRACTICE

- The Economy League has built deep expertise in areas including but not limited to education & talent development, business growth & job creation, and infrastructure, and this expertise has market value.

- We will continue to build a robust and strategic civic consulting arm that responds to market opportunities, with an eye toward projects that create long-term engagements.

6| DIVERSIFY OUR BOARD

› **Challenge**: The research is clear: diverse groups are smarter and more creative. Women leaders, leaders of color, and younger leaders are under-represented on the Board of the Economy League.

› **Opportunity**: We will actively work to ensure that the Board of the Economy League reflects the diversity of the Greater Philadelphia region along a variety of metrics – race, ethnicity, gender, age, sector etc. The organization and the region will both be stronger if we provide opportunities for emerging leaders to grow and develop.

» *We will establish a Diversity, Equity, and Inclusion Committee to help*
LET’S THINK. LET’S DO. LET’S BUILD A GREATER PHILADELPHIA. FOR ALL.

economyleague.org/Vision2021