



FEBRUARY 2012



WORLD
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GREATER
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AN ECONOMY LEAGUE INITIATIVE

FOCUS 2026

PRIORITIES & GOALS FOR A WORLD CLASS GREATER PHILADELPHIA

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The Economy League of Greater Philadelphia is an independent, nonpartisan, nonprofit organization committed to ensuring the region's prosperity through analysis and action. We bring together established and emerging leaders to understand the region's challenges and work toward innovative solutions.



COVER

Left: City of Philadelphia, Office of the City Representative / *Photo by* Tony Webb; *Center:* *Photo by* Conrad Erb; *Right:* *Photo by* G. Widman for GPTMC

INSIDE COVER

Photo by B. Krist for GPTMC

MESSAGE FROM THE WORLD CLASS CO-CHAIRS

There's truth in the old saying, "A person who aims at nothing is sure to hit the target." This adage holds for businesses, institutions, and even regions, where it's easy to get bogged down with day-to-day challenges and lose focus on what's most important for the future.

When we consider the future of the Philadelphia area, we see incredible potential, thanks in large part to all there is to appreciate and admire about the region today. At the same time, it's evident that we face significant regional challenges that we'll have to address together if we want our shared home to be a world class place to live, work, and play moving forward. To make the most of Greater Philadelphia's potential, we believe that business, nonprofit, government, and community leaders will have to come together around a set of shared long-term goals to move the region forward.

This approach is at the core of the World Class Greater Philadelphia initiative. We're proud to have engaged more than 1,000 leaders in conversations about what's most important for our shared future. In this report, we introduce the three overarching regional priorities that emerged from these conversations and lay out aspirational goals that will help guide collaborative efforts to make Greater Philadelphia an even better place.

During 2012, we will use these priorities and goals as a framework for developing strategies to improve education and talent development outcomes, boost business growth, and make our infrastructure more effective and reliable. Our sights are set on 2026, when we know the world will

come to Philadelphia to celebrate the 250th anniversary of the Declaration of Independence. We believe that the timeframe to 2026 is just right—fifteen years is long enough to make a difference but short enough that we must begin working now if we expect to meet our goals.

We're excited to be getting the ball rolling through partnerships with the CEO Council for Growth, United Way of Southeastern Pennsylvania, and ULI Philadelphia, the tri-state regional district council of the Urban Land Institute, with whom the Economy League will work to develop strategies and ensure implementation of the most promising ideas that emerge. These leading regional organizations are among a growing body of supporters who recognize how an effort like World Class can make a difference for our region.

We encourage you to review the priorities and goals laid out in this report and to consider how you and your organization can contribute to this effort. Let's work together to ensure a world class future for Greater Philadelphia.

WORLD CLASS
GREATER PHILADELPHIA
CO-CHAIRS

STEVEN M. ALTSCHULER, MD President and CEO, The Children's Hospital of Philadelphia

JANE G. PEPPER

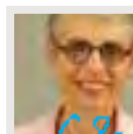
WENDELL E. PRITCHETT, JD, PHD Chancellor, Rutgers University-Camden

GERARD H. SWEENEY President and CEO, Brandywine Realty Trust

STEVEN T. WRAY Executive Director, Economy League of Greater Philadelphia



Steven M. Altschuler



Jane G. Pepper



Wendell E. Pritchett



Gerard H. Sweeney



Steven T. Wray



EXECUTIVE SUMMARY

Over the past two years, more than 1,000 business, nonprofit, government, labor, and community leaders have come together as part of the World Class Greater Philadelphia initiative to discuss what's most important for our region's future.

With the help of the future scenarios presented in the World Class initiative's *2026: Future Histories of Greater Philadelphia* report, the Economy League led a collaborative process in 2011 to identify a limited number of overarching priorities that regional leaders must focus on now to ensure a world class future for Greater Philadelphia.

During leadership conversations about how best to achieve a future Greater Philadelphia characterized by economic growth and opportunity, three areas emerged as priorities for regional strategy and action: education and talent development, business growth, and infrastructure. Drawing upon extensive leadership engagement at more than 25 World Class events, initiative participants have identified aspirational goals to guide strategy development and collaboration among regional leaders within each of these three priority areas.



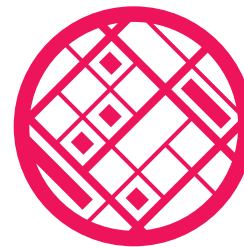
EDUCATION & TALENT DEVELOPMENT

Education at all stages—from cradle to career—is more important than ever in today's knowledge economy, both for individual opportunity and regional prosperity. Greater Philadelphia's large, skilled workforce and its higher education institutions are considerable assets, but the region faces significant challenges in equitably delivering K-12 education, providing access to quality early childhood education, and meeting the evolving needs of the region's employers to compete in the global economy.



BUSINESS GROWTH

Business activity in the region drives employment and creates opportunity while generating the tax revenues that enable the public sector to provide and coordinate crucial services. To grow regional businesses, it will be especially important to foster a culture of entrepreneurship, facilitate the transfer of ideas and technologies from area universities and research institutions to the marketplace, and connect to international business opportunities.



INFRASTRUCTURE

The region's transportation networks, land assets, and environment play a major role in facilitating commerce and providing access to opportunity. Greater Philadelphia has tremendous infrastructure strengths on which to build, including our public transportation and highway networks, rivers, and strategically located land assets. The region must address the challenge of maintaining existing systems while finding innovative ways to embark on new projects that will make business and day-to-day life in our region more productive and give Greater Philadelphia a competitive edge.

PRIORITIES & GOALS FOR A WORLD CLASS GREATER PHILADELPHIA

EDUCATION & TALENT DEVELOPMENT

Greater Philadelphia has a talented workforce where every resident has the skills needed to compete in the global economy.

WORLD CLASS GOALS

- › All of the region's children are prepared to start school.
- › All of the region's children come out of high school college- or work-ready.
- › Greater Philadelphia is a national leader in postsecondary degree attainment.
- › The region's workforce skills adapt and match industry needs.
- › Greater Philadelphia is a magnet for international talent.

BUSINESS GROWTH

New and growing businesses fuel a dynamic regional economy that builds on Greater Philadelphia's industry and research strengths and connects to global opportunities.

WORLD CLASS GOALS

- › Greater Philadelphia is known as a place where entrepreneurs can successfully create and grow businesses to scale.
- › Greater Philadelphia adapts, grows, and sustains industry clusters where it has a competitive advantage.
- › The region is a leader in bringing innovative ideas and technologies to the marketplace.
- › Greater Philadelphia's businesses capitalize on global export and investment opportunities.

INFRASTRUCTURE

Greater Philadelphia has convenient connections to regional, national, and global destinations and efficiently provides the key infrastructure necessary for business success and high quality of life.

WORLD CLASS GOALS

- › Greater Philadelphia connects with the largest and fastest-growing metropolitan areas in the world.
- › The region's transit and road networks provide convenient and efficient connections to employment centers and destinations.
- › Greater Philadelphia redevelops and improves signature regional destinations.
- › Modernized energy and water systems and green infrastructure enhance business performance and quality of life in the region.

Moving forward, these World Class priorities and goals will drive the collaborative development of regional strategies to position Greater Philadelphia for future success. In 2012, **the Economy League will partner with the CEO Council for Growth, United Way of Southeastern Pennsylvania, and the Urban Land Institute of Philadelphia** to develop Global Positioning Strategies—in effect business plans for the region—to achieve these goals and ensure a world class future for Greater Philadelphia.

For more information and to find out how you can contribute to a World Class Greater Philadelphia, visit worldclassgreaterphila.org.



PART 1:

BUILDING A WORLD CLASS FUTURE TOGETHER

In 2009, the Economy League of Greater Philadelphia initiated a series of conversations about our region's future. The Economy League and its partners entered into these discussions to build consensus around a short list of long-term priorities and goals to move Greater Philadelphia forward. At the core of this effort has been the sense that, even with all of the considerable leadership and talent dedicated to making our region the best place that it can be, increased regional focus and collaboration will be our ultimate keys to success.

To this end, more than 1,000 business, nonprofit, government, labor, and community leaders have participated in World Class roundtables, workshops, focus groups, and events over the past two years to discuss what is most important for Greater Philadelphia's future. The Economy League has supported these conversations with benchmarking and trends research examining where our region currently stands and scenario planning to examine how different global and national futures might influence Greater Philadelphia.

ESTABLISHING REGIONAL PRIORITIES

FOUNDATIONAL RESEARCH

The World Class initiative kicked off in 2009 with foundational research and analysis that asked the question, “Is Greater Philadelphia World Class?” In a special edition of *Insight* magazine, the Economy League explored the factors used to rank the world’s best cities and regions, took a look at places that typically do well in these rankings, and examined how Greater Philadelphia is viewed on the global stage.



2010 ROUNDTABLES

In the spring of 2010, the Economy League asked a diverse array of cross-sector leaders what they thought would have to change for the region to be considered a world class place to live, work, and play by the year 2026 – the 250th anniversary of the Declaration of Independence. The Economy League convened more than 500 leaders at 17 interactive roundtables in Delaware, New Jersey, and Pennsylvania and gathered extensive input on what a world class future could and should look like for Greater Philadelphia.



2026: FUTURE HISTORIES OF GREATER PHILADELPHIA

The 2010 roundtables informed the next step for the World Class initiative: imagining distinct possible futures for Greater Philadelphia to help identify the issues most crucial to moving our region forward. The Economy League partnered with leading scenario planning firm Decision Strategies International to create four stories describing very different, but very possible, ways that national and global trends could play out over the next 15 years. These futures, presented in the report *2026: Future Histories of Greater Philadelphia*, were used to stimulate thought and discussion among Greater Philadelphia’s leaders about what our region must focus on in the years to come—no matter what the future holds.



2011 ROUNDTABLES

At nine interactive sessions during the summer of 2011, nearly 300 cross-sector leaders met to reflect on the regional implications of the *2026: Future Histories* report. Participants engaged in discussion about the four possible futures and worked together to identify and prioritize the core issues that will be most important to the future of the region.





THREE PRIORITIES FOR A WORLD CLASS GREATER PHILADELPHIA

Across the World Class conversations held during the past two years, regional leaders consistently expressed the desire for a future Greater Philadelphia characterized by economic growth and opportunity. They emphasized the need to build and sustain an economy that produces more jobs, higher incomes, and better quality of life while ensuring that these benefits reach all residents of the region. During roundtable discussions on how best to drive growth and opportunity in Greater Philadelphia, three areas emerged as priorities for regional strategy development and collaboration.

EDUCATION & TALENT DEVELOPMENT

Our region's ability to educate its students and maintain a skilled workforce was the single biggest focus of World Class conversations. Roundtable participants asserted that education at all stages, from cradle to career, is more important than ever in today's knowledge economy – both for individuals and families as well as for the region as a whole. Greater Philadelphia's large, skilled workforce and its higher education institutions are considerable assets, but the region faces significant challenges in equitably delivering K-12 education, providing access to quality early childhood education, and meeting the evolving needs of the region's employers. Discussions around the importance of education elicited the most passion across the roundtables because of its undeniable impact on people's lives and its bearing on our region's future prospects.

BUSINESS GROWTH

During the roundtables, business growth was regularly nominated as the ultimate measure of a world class future for Greater Philadelphia. This emerged from an understanding that business activity in the region drives employment and creates opportunity while generating the tax revenues that enable the public sector to provide crucial services. Some regional leaders had concerns about having business growth as a target for direct investment, expressing skepticism about efforts to spur economic development outside of investing in fundamentals such as education and infrastructure. But just as many participants recognized that growing economies require an active network of business, nonprofit, and government leaders that work together to foster a culture of entrepreneurship, build from existing and emerging industry strengths, facilitate the transfer of innovative ideas to the marketplace, and connect to international business opportunities.

INFRASTRUCTURE

The condition and performance of the region's transportation networks, land assets, and environment also was a major topic of discussion across the World Class roundtables. Regional leaders frequently emphasized the important role that these physical assets play in facilitating commerce and providing access to opportunity. Greater Philadelphia has tremendous infrastructure strengths on which to build, including our public transportation and highway networks, rivers, and strategically located land assets. Despite the significant challenge of funding upkeep and modernization of existing systems, it was acknowledged that we must find ways to enhance our ability to take on new projects that will make business and day-to-day life in our region more productive and give Greater Philadelphia a competitive edge.





PART 2:

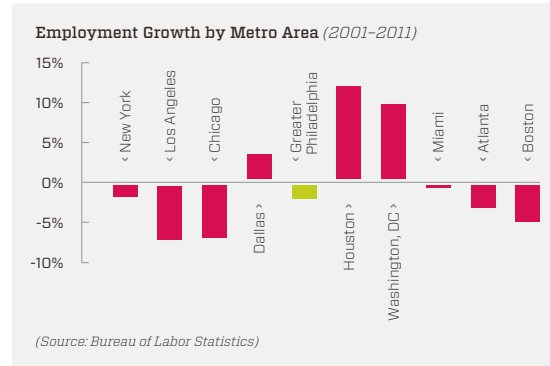
PRIORITIES & GOALS FOR A WORLD CLASS GREATER PHILADELPHIA

Aspirations for a world class future for the region must focus on driving growth and opportunity for all of Greater Philadelphia's residents. At the World Class roundtable discussions, these themes rose to the fore for stakeholders representing a diversity of interests in our region, including private sector, non-profit, public sector, and community leaders. Growth and opportunity are central to the kind of future that we want for our region. On the facing page is a brief look at how our region stacks up today on measures related to these two themes.

GROWTH AND OPPORTUNITY IN THE REGION

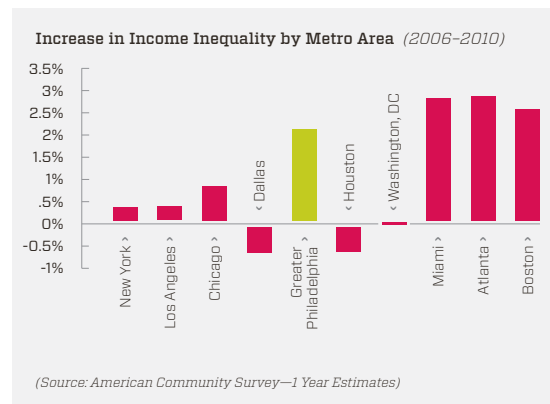
GROWTH: HOW DOES GREATER PHILADELPHIA FARE?

During the first decade of the twenty-first century, Greater Philadelphia lost 57,500 jobs, or just over 2% of total employment in the region. This rate of job growth places the region sixth among the nation's ten most populous metropolitan areas for this time period, ahead of Boston and Chicago but well behind Houston and Washington, DC.



OPPORTUNITY: HOW DOES GREATER PHILADELPHIA FARE?

Income inequality across households in Greater Philadelphia has risen steadily in recent years. And, while median income in the region grew by 4.1% between 1990 and 2009, this gain was not enjoyed equally by all of the region's communities. During this period, median income grew for Hispanics (6.7%), whites (11.4%), and Asians (19.5%), but declined by 4.1% for the region's black population – the steepest decline among the ten most populous US metros.



Fostering growth and expanding opportunity across our region will require clear goals to guide strategy development in each of the three World Class priority areas. Drawing upon input from the past two years of World Class leadership engagement, in Fall 2011 the Economy League convened a series of focus groups to identify long-term aspirational goals for Greater Philadelphia in the areas of education and talent development, business growth, and infrastructure. The following pages present background information on each of these goals, including why the core issue is important, a snapshot of how Greater Philadelphia currently fares, and key drivers of regional progress. These summaries also spotlight collaborative initiatives that have made an impact both in our region and elsewhere.



EDUCATION & TALENT DEVELOPMENT

Education at all stages—from cradle to career—is more important than ever in today’s knowledge economy, both for individual opportunity and regional prosperity. Greater Philadelphia’s large, skilled workforce and its higher education institutions are considerable assets, but the region faces significant challenges in equitably delivering K-12 education, providing access to quality early childhood education, and meeting the evolving needs of the region’s employers to compete in the global economy.

2026 VISION

Greater Philadelphia has a talented workforce where every resident has the skills needed to compete in the global economy.

WORLD CLASS GOALS

- › All of the region’s children are prepared to start school.
- › All of the region’s children come out of high school college- or work-ready.
- › Greater Philadelphia is a national leader in postsecondary degree attainment.
- › The region’s workforce skills adapt and match industry needs.
- › Greater Philadelphia is a magnet for international talent.



Photo by R. Kennedy for GPTMC



EARLY CHILDHOOD EDUCATION

All of the region's children are prepared to start school.

WHY IS THIS IMPORTANT?

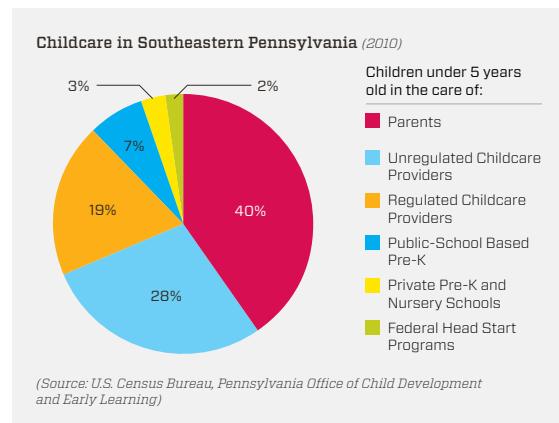
Quality early childhood education has been shown to significantly contribute to long-term educational achievement, social skills, and lifetime earnings.¹ With a child's brain developing more rapidly during its first five years than during any other period, early investments help establish the cognitive, social, emotional, and language foundations required for future success. Ensuring that children enter kindergarten ready to learn is increasingly being recognized by policymakers and business leaders as important to building a prepared workforce and a thriving regional economy.

HOW DOES GREATER PHILADELPHIA FARE?

Assessments of childcare quality and school readiness are the two most common measures of early childhood education effectiveness. At present, data for both of these measures is highly fragmented across the region. In southeastern Pennsylvania, approximately 60% of children under five years old are in a childcare setting. Of those, just 26% are in programs rated as good or high-quality. Ensuring that all children living in poverty in southeastern Pennsylvania experience quality early childhood education would require increasing the total number of existing high-quality slots by 71%. Assessment is less robust in the two other states in the region – New Jersey currently does not rate quality of childcare, and Delaware is in the process of developing such a system. None of the states require kindergarten readiness assessments, though many individual districts do perform them.

WHAT DO WE NEED TO FOCUS ON?

- > **Increased supply of high-quality childcare and early education slots**
- > **Access to quality early childhood education for children living in poverty**
- > **Supporting parents** in preparing children for school
- > **Coordinating assessment** of kindergarten readiness across the region



CASE STUDY: POTTSTOWN EARLY ACTION FOR KINDERGARTEN READINESS

The Pottstown Early Action for Kindergarten Readiness (PEAK) initiative is working to create a model early learning community with the long-term goal of building a culture of learning that begins at birth and extends through higher education. A partnership among the Pottstown School District, United Way of Southeastern Pennsylvania, community childcare programs and community agencies, PEAK works to ensure access to high-quality childcare and early childhood education for all three- and four-year-olds, provide parents with the resources needed to prepare their child for success in school, and ensure every child has access to health and wellness services. Through these efforts, PEAK has helped increase the percentage of Pottstown children considered prepared for kindergarten from 45% in 2006 to 56% in 2011.

¹ Center for the Child Care Workforce, 2011



K-12

All of the region's children come out of high school college- or work-ready.

WHY IS THIS IMPORTANT?

K-12 education lays the foundation for a well-trained workforce. To be competitive, regions must produce high school graduates with 21st century skills prepared to move on to further education or immediate work opportunities. Ensuring that students graduate is only part of the equation. This means positioning students on a college preparatory track to arrive at college with the skills and knowledge needed to be successful, and preparing those not attending college to secure family-sustaining jobs connected to long-term career paths.

WHAT DO WE NEED TO FOCUS ON?

- > Improving **teacher quality** and performance
- > **Increasing connections to careers** through work-based experiences, internships, and vocational programs, **and to higher education opportunities** through college counseling
- > **Narrowing the achievement gap**
- > **Equitable funding** and **effective and efficient use of resources**

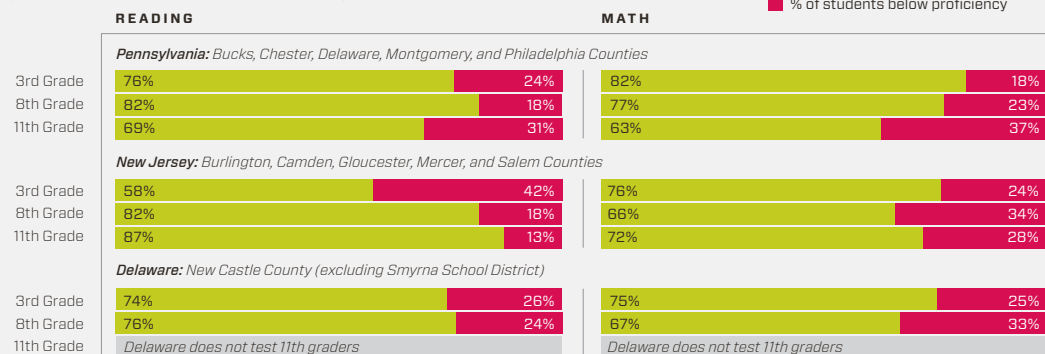
HOW DOES GREATER PHILADELPHIA FARE?

Quality of K-12 education and student outcomes vary wildly across the region. Greater Philadelphia is home to some of the best public and private schools in the US as well as to several chronically underperforming schools and districts. Socioeconomic differences and varying resource levels have contributed to disparities in achievement across schools. Across the region, 74% of high school students graduate in four years. However, at nearly 50 low-performing high schools in the region, fewer than 60% of freshmen graduate on time.¹ Of the 146,000 students in the Philadelphia School District, only 10% go on to complete a postsecondary degree within six years of high school graduation, although the four-year high school graduation rate has improved from 48% in 2000 to 58% in 2010. While some charter schools within high-poverty communities have brought about significant gains in student outcomes, their successes have yet to be brought to scale.

CASE STUDY: VISION 2015 DELAWARE

Vision 2015 is a collaborative effort of education, business, and community leaders to provide all of Delaware's children with an excellent education by focusing on six priority areas: setting high standards, investing in early childhood education, developing and supporting good teachers, empowering principals, encouraging innovation and requiring accountability, and establishing a simple and equitable funding system. The groundwork of Vision 2015 helped Delaware place first and receive \$100 million in the federal "Race to the Top" grant competition in 2009. To date, Vision 2015 boasts accomplishments in each area including curriculum improvements, additional training and professional development for teachers and principals, and improved early childhood education for high-needs children.

K-12 Reading & Math Proficiency* in Greater Philadelphia (2010-2011 academic year)
(Source: State Departments of Education, U.S. Census)



*Proficiency standards are not uniform across states
 Percentages based on the New Jersey Assessment of Skills and Knowledge, the Pennsylvania System of School Assessment, and the Delaware State Testing Program

¹ Alliance for Excellent Education, 2011



HIGHER EDUCATION

Greater Philadelphia is a national leader in postsecondary degree attainment.

WHY IS THIS IMPORTANT?

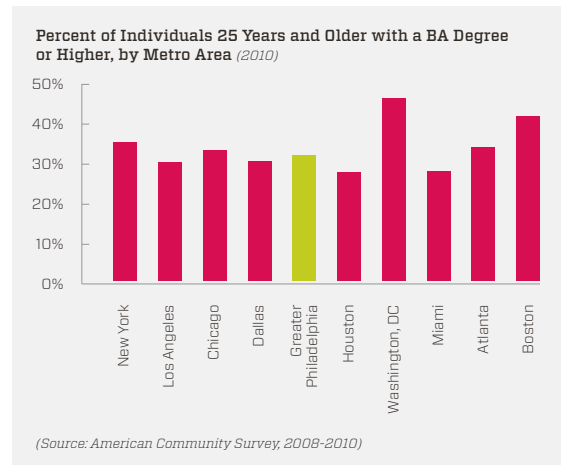
College graduates earn nearly twice the median income of high school graduates and enjoy significantly better long-term employment prospects. Occupations requiring no postsecondary education are declining as a share of total employment and by 2018, 63% of job openings will require workers with at least some college education.¹ An educated workforce is crucial to retaining and attracting companies, and it is estimated that a 1% increase in the region's bachelor's degree attainment rate would generate an additional \$4.4 billion in annual income for Greater Philadelphia residents.²

HOW DOES GREATER PHILADELPHIA FARE?

Greater Philadelphia is home to more than 100 postsecondary institutions. As with other educational outcomes, postsecondary degree attainment levels vary greatly within the region. Greater Philadelphia ranks 12th out of the 20 largest US metro areas in terms of bachelor's degree attainment, with 34% of residents holding a bachelor's degree or higher.³ In the City of Philadelphia, however, the share is just 22%. Several innovative and collaborative initiatives are underway to retain students who graduate from the region's higher education institutions, help working adults with some college return to school and complete degrees, and broaden access to higher education opportunities. Sustained college student retention efforts in the region, in particular, have yielded results. Between 2004 and 2010, the share of non-native students staying in Philadelphia post-graduation rose from 29% to 48%.⁴

WHAT DO WE NEED TO FOCUS ON?

- > Supporting low-income and first-generation students in completing degrees
- > Building on efforts to assist working adults with some college to complete their degrees
- > Continued focus on retaining a larger share of non-native students who attend college in the region
- > Aligning postsecondary training programs with existing and emerging industry needs
- > Making higher education accessible to people at all income levels



CASE STUDY: GRADUATE! PHILADELPHIA

A joint initiative of the Philadelphia Workforce Investment Board and United Way of Southeastern Pennsylvania, Graduate! Philadelphia works to increase regional college attainment levels by helping adults who did not finish college return to school and earn a degree. Working with higher education institutions, employers, organized labor, community-based organizations, foundations, government agencies and others, Graduate! helps adults get back to and through college. The organization has partnerships with 19 colleges and universities with proven track records of serving adult students. To date, Graduate! has provided guidance and support to more than 10,000 adults through outreach activities and has helped more than 1,300 people re-enroll in college.

¹ Georgetown University Center on Education and the Workforce, 2010
² CEOs for Cities, 2010

³ Brookings Institute, 2010
⁴ Campus Philly, 2011



WORKFORCE READINESS

The region's workforce skills adapt and match industry needs.

WHY IS THIS IMPORTANT?

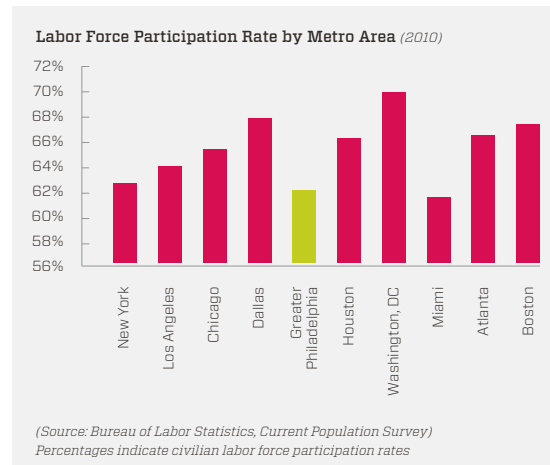
As the global economy continues to shift toward higher-skilled work and job requirements change, substantial numbers of high-skilled jobs are going unfilled across the US. Nationally, even with 14 million people unemployed, more than half of employers report having difficulty finding workers qualified to fill open positions.¹ This mismatch between available talent and employer needs represents a serious threat to growth for businesses and to opportunity for individuals. If employers are unable to find or train the workforce they need in the Philadelphia region, they may resort to outsourcing or even relocation to compete.

HOW DOES GREATER PHILADELPHIA FARE?

The jobs landscape in Greater Philadelphia has evolved considerably over the past 50 years, shifting from an emphasis on manufacturing and production to the current prominence of the education, health, and professional services sectors. This employment shift has created persistent challenges for less-skilled workers and people trained for work in now-declining industries. Despite limited resources, the region's well regarded community colleges have provided flexible training and certification programs to respond to evolving industry needs. A number of other high-performing training organizations work to address workforce challenges in the region, but a fragmented regional workforce development system hampers better outcomes. Workforce investment boards in Greater Philadelphia operate at the county level, making it difficult to coordinate services for the region as a whole.

WHAT DO WE NEED TO FOCUS ON?

- > **Understanding evolving employer needs and career ladder opportunities**
- > **Supporting career and technical education** at secondary and postsecondary levels
- > **Ensuring that training programs are employer-led and demand-driven**
- > **Improving literacy and basic skills** within the low-skilled workforce
- > **Increased regional coordination** of workforce training efforts



CASE STUDY: METRO DENVER WIRED

The Metro Denver Workforce Innovation in Regional Economic Development (WIRED) initiative was established in 2006 to improve the region's ability to provide home-grown talent to businesses in four high-wage industries: aerospace, bioscience, energy, and information technology. Over a four-year period, Metro Denver WIRED focused on building and strengthening networks between the region's business community, higher education institutions and K-12 schools, its public workforce system, and economic development organizations. WIRED emphasized a business-centric focus to ensure that the region's educational and training programs equip students and workers with skills relevant to industry needs. While funds for the initiative ended in early 2010, WIRED's work to build relationships and foster partnerships paved the way for a more effective approach to talent development in the Denver area.

¹ ManpowerGroup, 2011



IMMIGRATION

Greater Philadelphia is a magnet for international talent.

WHY IS THIS IMPORTANT?

Immigration is a significant driver of both population and economic growth. Over the last decade, immigration accounted for nearly 36% of total national population growth. US metros that have experienced the fastest economic growth have also been the areas with the greatest increase in immigrant share of the labor force.¹ With high-skilled workers representing a growing percentage of immigrants to the US, those regions that succeed in attracting these workers will enrich their talent bases, strengthen their international connections, and position themselves for economic growth.

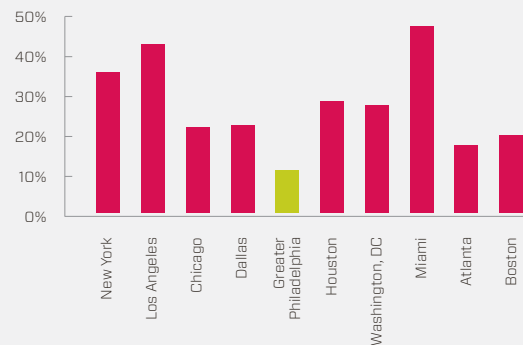
HOW DOES GREATER PHILADELPHIA FARE?

After decades of relatively modest foreign immigration, the Philadelphia region has witnessed an immigration surge in recent years. Between 2000 and 2010, the region's immigrant population increased by 36%, led by a growing influx of immigrants from Asia and Latin America.² Greater Philadelphia's affordable cost of living and its proximity to other major metros have been cited as reasons for its reemergence as an immigrant gateway. The region's immigrants hold jobs at all skill levels across a broad variety of industries, including high-wage jobs in the healthcare and professional services sectors and blue-collar jobs in the construction trades and food service industry. Despite these recent gains, Greater Philadelphia still lags its peer regions in immigrant share of total labor force, ranking last among the 10 largest US metros.

WHAT DO WE NEED TO FOCUS ON?

- > Facilitating integration of immigrants into the labor force
- > Providing access to education for low-skilled immigrants
- > Marketing the region as an immigrant destination
- > Retaining foreign-born students who attend the region's colleges and universities

Foreign-Born Workers as Percentage of Total Labor Force, by Metro Area (2010)



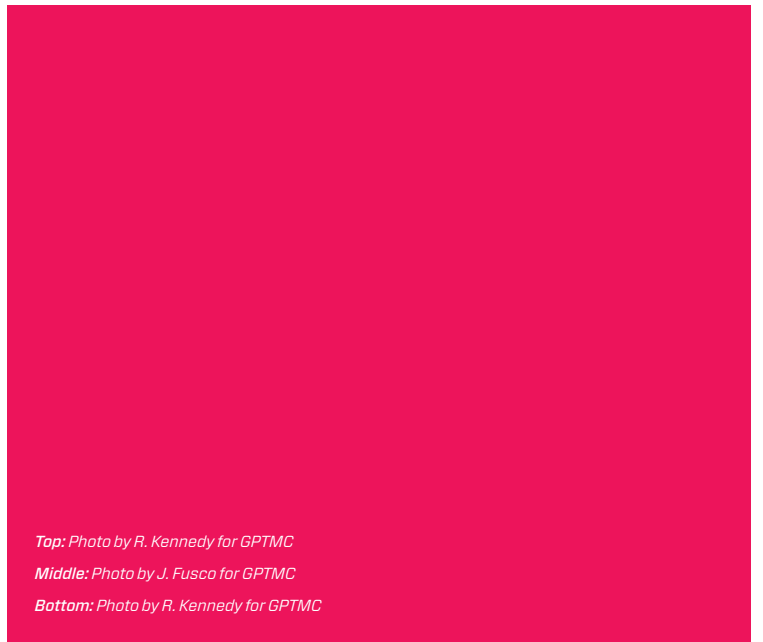
(Source: American Community Survey, 2008-2010)

CASE STUDY: TORONTO REGION IMMIGRANT EMPLOYMENT COUNCIL

Founded in 2003 by the Greater Toronto CivicAction Alliance and the Maytree Foundation, the Toronto Region Immigrant Employment Council (TRIEC) brings together employers, professional associations, educators, labor representatives, community groups, government officials, and immigrants to better integrate foreign-born residents into the Toronto-area workforce. TRIEC draws upon more than 70 partners to achieve its mission through a variety of programs and initiatives, including providing job search support and mentoring partnerships for foreign-born residents, efforts to strengthen professional immigrant networks, and campaigns to raise public awareness of the value of the immigrant talent pool in the Toronto area. Between 2004 and 2010, TRIEC provided mentorship services for more than 5,600 skilled immigrants.

¹ Fiscal Policy Institute, 2009

² US Census Bureau



Top: Photo by R. Kennedy for GPTMC
Middle: Photo by J. Fusco for GPTMC
Bottom: Photo by R. Kennedy for GPTMC



BUSINESS GROWTH

Business activity in the region drives employment and creates opportunity while generating the tax revenues that enable the public sector to provide and coordinate crucial services. To grow regional businesses, it will be especially important to foster a culture of entrepreneurship, facilitate the transfer of ideas and technologies from area universities and research institutions to the marketplace, and connect to international business opportunities.

2026 VISION

New and growing businesses fuel a dynamic regional economy that builds on Greater Philadelphia's industry and research strengths and connects to global opportunities.

WORLD CLASS GOALS

- › Greater Philadelphia is known as a place where entrepreneurs can successfully create and grow businesses to scale.
- › Greater Philadelphia adapts, grows, and sustains industry clusters where it has a competitive advantage.
- › The region is a leader in bringing innovative ideas and technologies to the marketplace.
- › Greater Philadelphia's businesses capitalize on global export and investment opportunities.



Photo by Jeff Fusco



ENTREPRENEURSHIP

Greater Philadelphia is known as a place where entrepreneurs can successfully create and grow businesses to scale.

WHY IS THIS IMPORTANT?

Research has shown that new business creation is the primary driver of job growth, with nearly all net job creation in the US since 1980 occurring in firms less than five years old.¹ Entrepreneurship spurs the creation of new ideas and new markets, adds resources to communities by expanding tax bases, and acts as a driving force for innovation. A region's ability to offer an attractive and dynamic environment for entrepreneurs greatly influences the vitality of its business community and its overall economy.

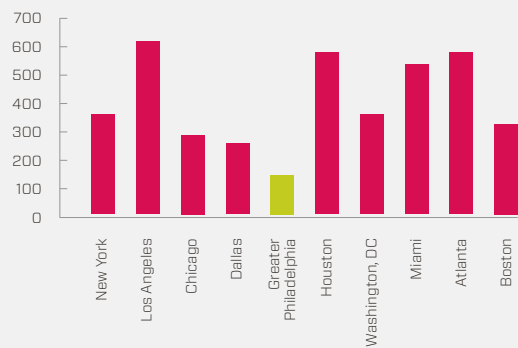
HOW DOES GREATER PHILADELPHIA FARE?

While the Philadelphia region does boast some recent entrepreneurial success stories, especially in the biosciences, it ranks poorly on common measures of entrepreneurial activity. According to the Kauffman Foundation, in 2010 Greater Philadelphia had the lowest business-creation rate among the 15 largest metro areas in the US.² Numerous factors contribute to this tepid startup rate, from the lack of an overriding culture of entrepreneurship to a shortage of venture capital. Several high-capacity support organizations are committed to improving the regional climate for entrepreneurs, including Ben Franklin Technology Partners, the University City Science Center, the New Jersey Technology Council, the Delaware Technology Park, and the Enterprise Center, among others.

WHAT DO WE NEED TO FOCUS ON?

- > **Cultivating a culture** of entrepreneurship
- > Providing coordinated **support services for startups**, including technical assistance, mentoring, and flexible space
- > Facilitating access to **seed funding and venture capital**
- > **Celebrating and promoting success** stories for businesses that got their start in the region

Entrepreneurs Per 100,000 People, by Metro Area* (2010)



*Adults age 20-64 who do not own a business in the first survey month that start a business in the following month with fifteen or more hours worked per week

(Source: Kauffman Foundation)

CASE STUDY: JUMPSTART CLEVELAND

A nonprofit business accelerator that supports northeast Ohio entrepreneurs, JumpStart Cleveland is a collaboration among civic, community, and philanthropic leaders seeking to address the region's need for more entrepreneurial activity and jobs. Powered by initial grants from private foundations and the State of Ohio, JumpStart provides intensive assistance to regional entrepreneurs leading high potential companies, working with them closely for one to two years. Since 2004, JumpStart has invested \$21 million through 83 investments in 56 companies, resulting in more than \$402 million in follow-on investments. This has helped spur dramatic overall growth in venture investment in northeast Ohio—in 2004, 35 companies in the region raised \$113 million in risk capital; in 2010, 106 companies raised \$241 million.

¹ Kauffman Foundation, 2009

² Kauffman Foundation, 2011



INDUSTRY STRENGTHS

Greater Philadelphia adapts, grows, and sustains industry clusters in which it has a competitive advantage.

WHY IS THIS IMPORTANT?

To successfully compete on the global stage, it is essential for a region to know where its economic strengths lie. Often, these strengths come in the form of dense concentrations of competing and cooperating companies, suppliers, service providers and associated institutions. These industry clusters help attract and retain the networks of entrepreneurs and talent that power growth and productivity. Metros that build on existing cluster strengths and develop new ones will be well-positioned to compete globally while expanding economic opportunity for their residents.

HOW DOES GREATER PHILADELPHIA FARE?

Greater Philadelphia’s healthcare and research institutions and its pharmaceutical and biotech companies are key components of a life sciences cluster that is recognized nationally, and increasingly globally, for its strength. The region’s higher education institutions feed into this cluster and drive economic activity in other major industries. Jobs within the “eds and meds” sectors account for 21% of all employment in the region.¹ Professional and business services is another powerful sector, providing 15% of all regional jobs, and the region’s tourism and hospitality industries are also strong performers with job growth outpacing the national rate over the past ten years. Other specialized industry strengths are emerging, including the cluster of new firms and research institutions locating at the Philadelphia Navy Yard to focus on energy-efficient building technology.

WHAT DO WE NEED TO FOCUS ON?

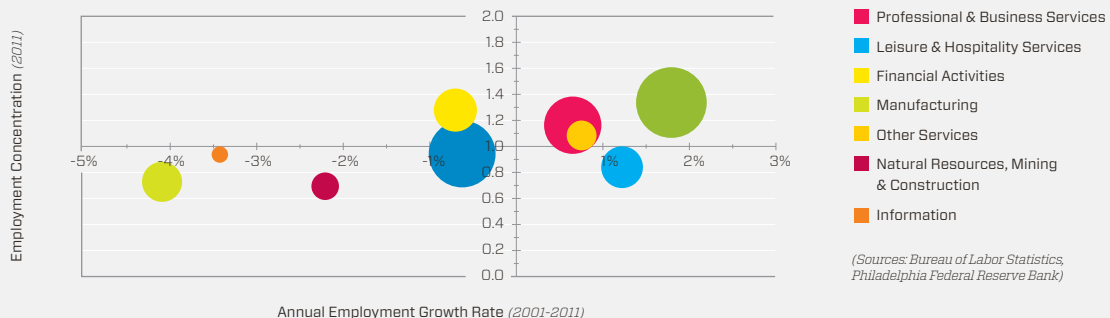
- > Identifying key industry clusters where Greater Philadelphia has a competitive advantage
- > Deploying targeted collaborative efforts to support businesses and organizations within these clusters
- > Recognizing and supporting emerging sectors that could become economic drivers for the region

CASE STUDY: SAN DIEGO CONNECT

In the San Diego region, the CONNECT program convenes research institutions, early stage and growth companies, and large corporations within the high-tech and life sciences industries to work together and promote economic growth. Created in the mid-1980s in response to the decline of San Diego’s traditional industries, CONNECT assists in the development of new trade organizations for emerging industries and ensures that companies in targeted clusters have access to the support services they need to grow. Over the past 25 years, CONNECT has played a role in the formation and development of more than 3,000 companies in San Diego’s now vibrant high-tech and life sciences clusters.

Private Sector Employment Trends in Greater Philadelphia

Bubble size indicates number of jobs by sector (in 1,000s)



¹ Federal Reserve Bank of Philadelphia, via Select Greater Philadelphia, 2011



INNOVATION

Greater Philadelphia is a leader in bringing innovative ideas and technologies to the marketplace.

WHY IS THIS IMPORTANT?

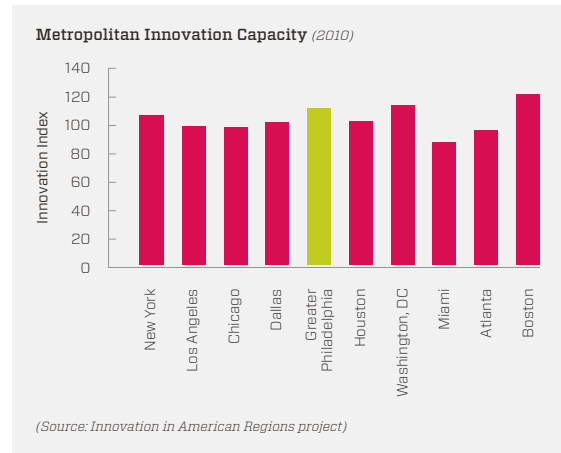
Globalization has increasingly made the generation of new ideas the cornerstone of a thriving, sustainable economy. Goods can be manufactured at a low cost nearly any place in the world, making innovation the primary means of creating value and growth in higher-cost economies. In fact, economists calculate that nearly 50% of US annual GDP growth is attributed to increases in innovation.¹ Regions that accelerate the transfer of ideas and research into viable products and services will be well-positioned to capture the significant productivity gains and wealth generation associated with innovation.

HOW DOES GREATER PHILADELPHIA FARE?

According to the US Economic Development Administration's Innovation Index, Greater Philadelphia has the third-highest innovation capacity among the ten largest metros in the nation behind only Boston and Washington, DC. This is driven in part by Greater Philadelphia's status among the nation's elite research and development centers, with \$10.5 billion in annual spending on R&D. Despite this high ranking, the region's academic institutions and entrepreneurial community have not realized their full potential in translating research into marketable products and services. And the region's share of national venture capital investment has fallen in recent years, dropping from 2.7% in 2007 to 1.9% in 2010. However, the emergence of new partnerships focused on commercialization of promising ideas and technologies bodes well for the region's overall innovation ecosystem.

WHAT DO WE NEED TO FOCUS ON?

- > Promoting and supporting **research and development**
- > Facilitating connections between universities and industry to spur **commercialization and technology transfer**
- > **Connecting existing innovation support organizations** in Delaware, New Jersey, and Pennsylvania



CASE STUDY: BEN FRANKLIN TECHNOLOGY PARTNERS OF SE PA

An affiliate of one of the most respected state-sponsored technology programs in the country, Ben Franklin Technology Partners of Southeastern Pennsylvania (BFTP-SEP) brings together researchers, entrepreneurs, and investors to accelerate innovation in a range of industries. BFTP-SEP catalyzes commercialization by providing seed funding and business advisory services and by supporting targeted industry-university partnerships. Examples of such consortia include the Greater Philadelphia Innovation Cluster for Energy Efficient Buildings; the Nanotechnology Institute; the Pennsylvania Environmental Technologies for the Pharmaceutical Industry project; and the Pennsylvania Advanced Textile Research and Innovation Center. Through these efforts, between 2001 and 2006 BFTP-SEP helped bring to market more than 500 new products or processes developed in Greater Philadelphia.

¹ Council on Competitiveness, 2005



INTERNATIONAL BUSINESS

Greater Philadelphia’s businesses capitalize on global export and investment opportunities.

WHY IS THIS IMPORTANT?

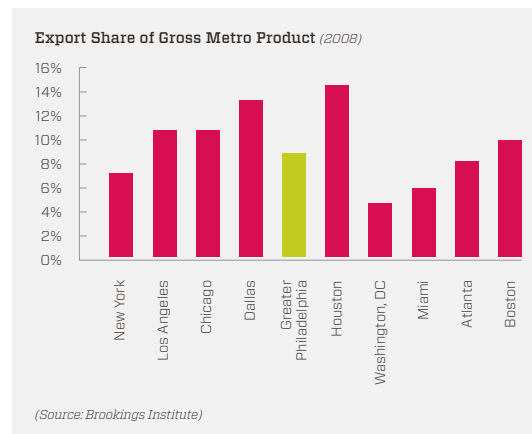
It has been estimated that metropolitan areas in emerging foreign markets will drive 45% of global economic growth through 2025.¹ In this environment, US metros must pursue opportunities for bilateral trade and investment in order to connect regional businesses and institutions with international markets. The extent to which regions are able to engage in global commerce will have a significant influence on their overall economic competitiveness as well as the landscape of opportunity for their residents.

HOW DOES GREATER PHILADELPHIA FARE?

Greater Philadelphia is the headquarters of 13 Fortune 500 companies, the majority of which operate or sell in global markets, and nearly 700 foreign-owned companies from 36 countries have a presence in the region.² While Greater Philadelphia’s business community actively participates in a number of established international markets, it has tended to be less active in emerging markets. The five largest export markets for companies in Greater Philadelphia are Canada, Mexico, the United Kingdom, Japan, and Germany, receiving 41% of exports from the region, while just 8.5% of total regional exports go to the high-growth markets of Brazil, China, and India. In 2008, the Philadelphia metro area produced \$27.4 billion in total exports, accounting for 9% of its total Gross Metropolitan Product (GMP), which ranked sixth among the ten largest US metros. While goods exports still account for a majority (60%) of Greater Philadelphia’s total outgoing trade, service exports have expanded sharply in recent years, increasing by 37% between 2003 and 2008.

WHAT DO WE NEED TO FOCUS ON?

- > Promoting the participation of Greater Philadelphia’s businesses in **international trade in emerging markets**, with particular focus on service exports
- > Developing coordinated strategies to attract **foreign direct investment** into the region
- > **Coordinating efforts** across the many organizations that promote Greater Philadelphia’s businesses and assets internationally



CASE STUDY: TRADE DEVELOPMENT ALLIANCE OF GREATER SEATTLE

In the Seattle area, local governments, business executives, port representatives, and union leadership have formed a unique coalition that promotes the region’s trade interests domestically and abroad. Established two decades ago, the Trade Development Alliance of Greater Seattle was among the first groups to promote international trade at the metro level. Today, the Alliance organizes trade missions, produces marketing publications for leading regional industries, and works closely with organizations focused on exports, international tourism, and foreign trade and investment to enhance the identity of the Seattle area in targeted world markets.

¹ McKinsey Global Institute, 2011
² Select Greater Philadelphia, 2011



INFRASTRUCTURE

The region's transportation networks, land assets, and environment play a major role in facilitating commerce and providing access to opportunity. Greater Philadelphia has tremendous infrastructure strengths on which to build, including our public transportation and highway networks, rivers, and strategically located land assets. The region must address the challenge of maintaining existing systems while finding innovative ways to embark on new projects that will make business and day-to-day life in our region more productive and give Greater Philadelphia a competitive edge.

2026 VISION

In 2026, Greater Philadelphia has convenient connections to regional, national, and global destinations and efficiently provides the key infrastructure necessary for business success and high quality of life.

WORLD CLASS GOALS

- › Greater Philadelphia connects with the largest and fastest-growing metropolitan areas in the world.
- › The region's transit and road networks provide convenient and efficient connections to employment centers and destinations.
- › Greater Philadelphia redevelops and improves signature regional destinations.
- › Modernized energy and water systems and green infrastructure enhance business performance and quality of life in the region.



Photo by Jeff Fusco



GLOBAL & NATIONAL CONNECTIONS

Greater Philadelphia connects with the largest and fastest-growing metropolitan areas in the world.

WHY IS THIS IMPORTANT?

Expanding international networks of commerce, talent, and culture are connecting large and fast-growing metropolitan areas across the world like never before. As more businesses and workers require reliable access to the global economy, regions must proactively build connections to emerging as well as established routes of international trade and travel. Greater Philadelphia's ability to provide convenient physical connections to global and domestic centers of commerce has a direct bearing on the future vitality of the region's businesses and its ability to attract and retain world class talent.

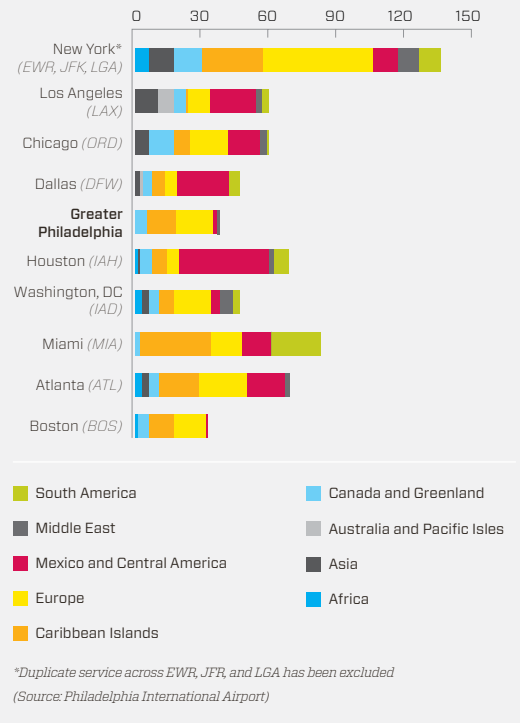
HOW DOES GREATER PHILADELPHIA FARE?

At the center of the country's largest and most densely populated megaregion, Greater Philadelphia is well-positioned to advance as a domestic and international gateway for people and goods. The Delaware River and Bay is home to the largest freshwater port system in the world, and the port complex is the fifth largest in the US, with an international reputation as a destination for oil and perishable cargoes.¹ Philadelphia International Airport is served by 29 airlines providing nonstop flights to 37 international destinations.² Greater Philadelphia is also an important hub for national passenger rail service – Philadelphia's 30th Street Station is the third-busiest intercity passenger rail station in the US and lies at the center of the most heavily traveled rail corridor in the nation.³

WHAT DO WE NEED TO FOCUS ON?

- › Adding **international nonstop flights** to key overseas markets
- › Positioning Greater Philadelphia's port complex as a **primary East Coast port for imports and exports**
- › Strengthening existing **rail connections** with major domestic markets

International Destinations Served by Passenger Air (as of 12/2011)



CASE STUDY: HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT

The busiest passenger airport in the world, Hartsfield-Jackson Atlanta International Airport is an economic engine for the Atlanta metropolitan area. The airport's international presence grew substantially in 1980, when the world's largest passenger air terminal complex was completed. Regional leaders authorized this \$500 million expense to cement the region's primacy in transportation and position itself for economic competitiveness down the road. The terminal addition dramatically expanded Atlanta's global reach and was pivotal in attracting the 1996 Olympic Games to the region and paving the way for connections to international destinations in North America, South America, Europe, Africa, the Middle East, and Asia.

¹ University of Delaware College of Earth, Ocean, and Environment, 2011

² Philadelphia International Airport, 2011

³ Select Greater Philadelphia, 2011



REGIONAL MOBILITY

The region's transit and road networks provide convenient and efficient connections to employment centers and destinations.

WHY IS THIS IMPORTANT?

High-performing transportation systems that make it easy to travel within a region by integrating public transit and roads reduce travel times and increase worker productivity. They also make more jobs accessible to low-wage workers, facilitate the growth of business clusters, and allow labor markets to better serve employer needs. Metropolitan areas with efficient and reliable multi-modal transportation systems have a decided competitive advantage over regions that do not.

HOW DOES GREATER PHILADELPHIA FARE?

The deteriorating condition of many of the region's roads, rail lines, and bridges is perhaps the biggest threat to regional mobility in the Philadelphia area. An estimated \$45 billion funding gap stands between identified transportation infrastructure needs in Greater Philadelphia and available dollars.¹ Designed during a different era, most existing roads, transit, and rail infrastructure in the region are ill-equipped for today's commuting volumes and patterns. As a result, congestion on highways such as Interstate 95, Interstate 295, Route 422, and the Schuylkill Expressway frequently delay commuters, pollute the air, and decrease productivity. Nonetheless, Greater Philadelphia's commuters have more options than their counterparts in many other major US metros. According to a recent Brookings Institute analysis, 77% of working-age residents in the region have easy access to transit, although fewer than one in four jobs in the region are accessible via transit within 90 minutes.

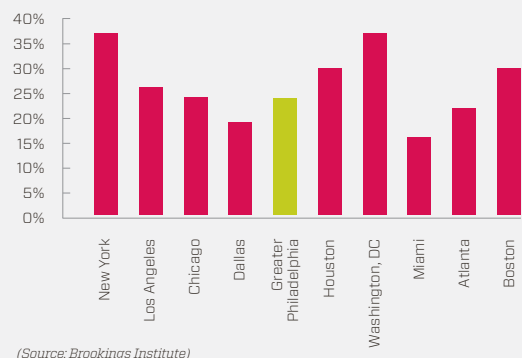
WHAT DO WE NEED TO FOCUS ON?

- > **Innovative funding strategies**
- > **Maintenance and upkeep of existing infrastructure**
- > **Transformative investments** that add capacity or make commuting patterns more efficient
- > **Leveraging technology** to increase operations efficiency and improve service

CASE STUDY: ULI CHICAGO GAME CHANGERS

In the Chicago metro area, business and community leaders have come together to develop a transparent and replicable process for identifying significant infrastructure projects and assessing their potential impact on the region. Led by the Urban Land Institute of Chicago, the Infrastructure Game Changers process evaluates planned projects according to a variety of criteria, including projected impact on economic competitiveness, capacity to generate economic opportunities for nearby communities and underserved populations, environmental impacts, and available public and private funding for the project. These criteria help in weighing project merits and drawbacks and in generating buy-in among regional leaders for project advocacy and investment. To date, ULI Chicago has used the Game Changers process to identify priority infrastructure projects in two study areas within Greater Chicago and aims to replicate the process nationally.

Share of Jobs Accessible Via Transit in 90 Minutes, by Metro Area (2010)



¹ Delaware Valley Regional Planning Commission, 2009



SIGNATURE DESTINATIONS

Greater Philadelphia redevelops and improves signature regional destinations.

WHY IS THIS IMPORTANT?

In recent decades, metro areas once known for their manufacturing and industrial strength have had to reposition their economies and often have used large-scale redevelopment and revitalization projects to anchor such efforts. Creating new value out of existing land assets that become destinations for residents and visitors alike enables regions to remain attractive to current and future generations of businesses, workers, and investors. Such projects can take many different shapes and sizes, from new cultural and historical attractions to the large-scale reimagining of major tracts of land as parks, mixed-use centers, or residential communities.

HOW DOES GREATER PHILADELPHIA FARE?

Despite resource constraints, Greater Philadelphia has managed to invest in a variety of transformative projects in recent decades. On the banks of the Schuylkill River in Center City Philadelphia, for example, previously underused and unattractive land has been converted into the extremely popular Schuylkill Banks. Along the Delaware in South Philadelphia, the repositioning of the Philadelphia Navy Yard into a multi-sector business center has allowed the region to retain major employers including Urban Outfitters, GlaxoSmithKline, and Tastykake and given rise to a new federally-supported hub for energy-efficiency research and startups. PPL Park, located in Chester at the foot of the Commodore Barry Bridge, is the home of the Philadelphia Union and is the first in a series of big moves to reimagine that city's waterfront. In Camden, the demolition of the Riverfront State Prison represents a major opportunity for transformative investment in South Jersey, and in Wilmington, riverfront redevelopment has injected new energy into the downtown area.

WHAT DO WE NEED TO FOCUS ON?

- > **Strategic project prioritization and transparent planning processes**
- > **Streamlining and modernizing local land use regulations**
- > **Making use of innovative financing structures, including public-private development agreements**
- > **Regional coordination between local governments, communities, and the private sector**

CASE STUDY:

PITTSBURGH RIVERLIFE

A public-private partnership consisting of a diverse collection of the city's most influential property owners, developers, environmentalists, and civic leaders, Pittsburgh's Riverlife was established in 1999 by Mayor Tom Murphy to transform and revitalize the city's aging industrial waterfronts. Confronted with the continued decline of Pittsburgh's manufacturing base, which for decades was the primary user of its waterfronts, Riverlife set out to convert area waterfronts into dynamic economic and recreational centers. Ten years later, more than \$4 billion has been invested in Pittsburgh's riverfront development, half of that from private investors. These investments have redrawn the borders of Pittsburgh's downtown, helped redefine the city's image, and dramatically expanded economic, recreational, and cultural opportunities within the region.



Photo by Jacob A. Gordon / Cooper's Ferry Development Assn./Greater Camden Partnership



SUSTAINABLE SYSTEMS

Modernized energy and water systems and green infrastructure enhance business performance and quality of life in the region.

WHY IS THIS IMPORTANT?

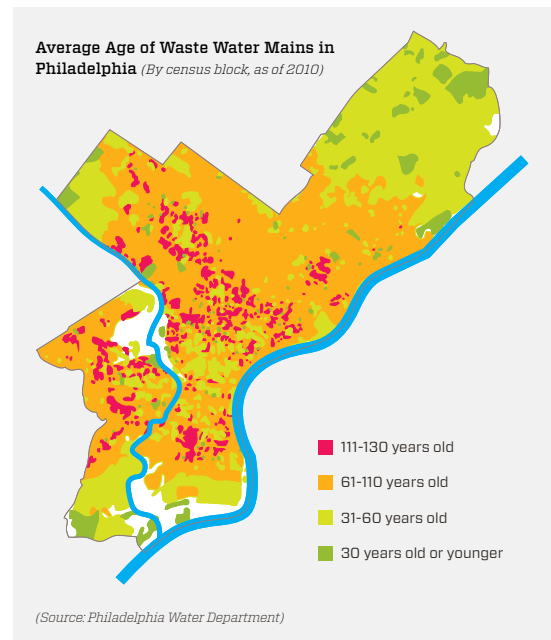
In the coming decades, regions that modernize existing energy and water infrastructure will recognize significant environmental benefits and cost savings. As innovative approaches emerge to help reduce the vast amounts of energy and water resources consumed in metro areas, regions that invest in new technologies, upgrade power grids and sewerage and stormwater systems, and expand open space networks will be differentiated as forward-looking and will better compete for next-generation workers and businesses that place a premium on environmental stewardship.

HOW DOES GREATER PHILADELPHIA FARE?

Many of the region's older communities depend on water and wastewater systems infrastructure installed decades ago. For example, in Philadelphia the average water line is 78 years old, and the average wastewater line is 100 years old. Many of the region's older, core communities have similar stock and are confronted with a growing need for funding to maintain and replace deteriorating assets. The region's power facilities also require large-scale modernization to replace aging assets and keep pace with evolving demand for power. PECO has invested heavily in electric and natural gas distribution and transmission facilities upgrades since 2006 and has plans to implement metering technology that will offer customers the ability to more efficiently use energy. In response to increasing dependence on internet communications, the region will have to improve and expand its broadband and wireless telecommunications infrastructure.

WHAT DO WE NEED TO FOCUS ON?

- > Strategic upgrading of water and energy system infrastructure
- > Innovation in service delivery, including leveraging technology to monitor system condition and enhance efficiency
- > Preserving and expanding open space networks



CASE STUDY: PHILADELPHIA WATER DEPARTMENT

In 2009, the Philadelphia Water Department (PWD) released Green City, Clean Waters, a groundbreaking plan to protect watersheds in and around the City of Philadelphia. The plan proposes innovative approaches to stormwater management by emphasizing green infrastructure to capture stormwater at the source and reduce strain on the City's sewer system. This approach is less capital-intensive and more environmentally friendly than adding capacity to the City's sewer network. Over the 25-year lifespan of the plan, the PWD will invest \$2.4 billion—a sum far smaller than the estimated cost of upgrading and installing new pipes, tunnels, and treatment systems—while offering incentives for property owners to pay for and build many green infrastructure improvements.



PART 3:

PUTTING WORLD CLASS PRIORITIES & GOALS TO WORK



GLOBAL POSITIONING STRATEGIES

The priorities and goals laid out in this report set the stage for collaborative regional strategy development to ensure a world class future for Greater Philadelphia. As part of this next phase of the World Class initiative, in 2012 the Economy League and its partners will focus on creating Global Positioning Strategies (GPSes) that will help guide regional efforts in the areas of education and talent development, business growth, and infrastructure.

These GPSes will provide a list of the most promising short-, mid-, and long-term strategies for businesses, organizations, and governments throughout the region to support in order to attain World Class goals. These open-source regional strategy documents will emphasize maximizing the impact of existing efforts and partnerships in our region and will identify opportunities for new investments and programs where needed. The strategies laid out in the GPSes will set the stage for immediate initiatives and campaigns to be taken on by World Class partners and will provide a framework for ongoing research, monitoring, and strategy adjustment by the Economy League.



STRATEGY TEAMS

The Economy League and its partners will convene World Class Strategy Teams made up of diverse, cross-sector leadership to help identify and hone the strategies that will serve as the basis of the Global Positioning Strategies. The Strategy Teams



will discuss the goals outlined in this report, review Greater Philadelphia's key assets and challenges in each priority area, examine leading strategies in our region and elsewhere, and develop and refine a list of key strategies and metrics for inclusion in the final GPSes.



WORLD CLASS PARTNERS

The Economy League will partner with three of the region’s leading business- and civic-led organizations to develop the Global Positioning Strategies. United Way of Southeastern Pennsylvania will bring its expertise on education and economic opportunity to bear in the creation of the education and talent development GPS. The CEO Council for Growth will draw upon the knowledge of the region’s business executives in developing the business growth GPS. And the Philadelphia District Council of the Urban Land Institute will mobilize its network of real estate development and design leaders to support the creation of the infrastructure GPS. These regional leadership organizations will expand the reach of the World Class initiative and ensure implementation of some of the most promising ideas that emerge from the GPSes.

EDUCATION & TALENT DEVELOPMENT



United Way of Southeastern Pennsylvania

United Way of Southeastern Pennsylvania brings the business community, organized labor, public and non-profit sectors together to identify critical needs across our region and address complex issues to drive real, measurable, systemic change that ensures children succeed in school, families are financially stable and older adults thrive. United Way’s expertise is in uniting, problem solving and driving collective action to amplify the power of the individual and achieve what no one person can achieve alone.

BUSINESS GROWTH



The CEO Council is a group of key business executives committed to growth and prosperity in the 11-county region across northern Delaware, southern New Jersey and southeastern Pennsylvania. Through high-impact initiatives designed to stimulate jobs and new business opportunities the CEO Council pursues a focused, consistent and sustained effort to expand the Greater Philadelphia region. The CEO Council provides leadership to advocate for the improvement of the region’s transportation infrastructure, assure a steady and talented supply of quality workers, enhance the culture of entrepreneurship and accelerate commercialization. The CEO Council is an affiliate of the Greater Philadelphia Chamber of Commerce, in cooperation with the New Castle County Chamber of Commerce and other area chambers.

INFRASTRUCTURE



The mission of ULI—the Urban Land Institute—is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, the Institute today has nearly 30,000 members around the globe representing the entire spectrum of land use and development disciplines. In the tri-state region, ULI Philadelphia encompasses approximately 800 members throughout Eastern and Central Pennsylvania, Southern New Jersey, and the State of Delaware. ULI Philadelphia provides a forum for the exchange of information; convenes stakeholders to provide solutions to land use issues; and provides community outreach services.



GUIDING PRINCIPLES FOR STRATEGY & ACTION

As regional leaders came together over the past two years to discuss World Class priorities, a clear set of guiding principles for strategy development and action emerged to make progress in the areas of education and talent development, business growth, and infrastructure. These principles will inform the work of the World Class Strategy Teams in developing the Global Positioning Strategies.

BUILD FROM STRENGTH

While it can be human nature to focus on weaknesses and things that need “fixing”, the path to successful change is most often built upon existing strengths. It’s clear that Greater Philadelphia’s unique assets, leaders, and culture equip us to do certain things particularly well, and we will need to recognize and draw upon these strengths to achieve challenging World Class goals.

BE TRUE TO OURSELVES

Though it is always tempting to try to replicate efforts tailored to other places, we must be mindful that our unique communities, institutions, and culture merit strategies and solutions that recognize what makes Greater Philadelphia different and special. Successful improvement efforts will preserve and reinforce the image of who we are and what we want to be as a region.

THINK AND ACT GLOBALLY

Economically, culturally, and socially, the world is becoming more interconnected and interdependent every day. We can’t afford to think of our region in isolation, or we’ll risk being left behind. To make a difference at home, we’ll need to anticipate and respond to challenges and opportunities that develop abroad and bring our knowledge and assets to bear on the global stage.

CREATE OPPORTUNITY FOR ALL

Today, one of our region’s greatest challenges is evidenced in the stark differences in achievement, access, and earnings across our communities. Real progress toward becoming the kind of region we want to be will depend upon how inclusive and opportunity-rich our improvement efforts are.

BUILD THE REGION’S IMAGE

Odds are, if you ask someone in another country what s/he thinks about Greater Philadelphia, she or he will have little to say. In the US, for years our image has been dominated by an odd assortment of miscellaneous objects including a bell, a sandwich, and a fictional boxer. If we expect to compete on the global stage, we’ll need to do a better job domestically and overseas of building a coherent and compelling image of Greater Philadelphia and conveying our success stories.

WORK TOGETHER AND ACROSS BOUNDARIES

It’s clear that no one organization, individual, or authority will single-handedly be able to address the biggest challenges that we collectively face as a region. If we expect to make a difference, we’ll have to find new and lasting ways to collaborate across geographical, political, and racial boundaries.

With clear priorities, goals, and strategies in hand, we will have the tools to individually and collectively make a lasting impact in our region. Together, we can make our Greater Philadelphia a world class Greater Philadelphia.

For more information and details on how you can contribute to the World Class initiative, visit worldclassgreaterphila.org



WORLD CLASS GREATER PHILADELPHIA INVESTORS

GOVERNMENT

US Economic Development Administration

PLATINUM INVESTORS

Brandywine Realty Trust
H.F. (Gerry) & Marguerite Lenfest

GOLD INVESTORS

AmeriHealth Mercy Family of Companies
PECO
PNC Financial Services
Radian Group
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Sunoco
Teva (formerly Cephalon)

SILVER INVESTORS

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The Dow Chemical Company
Holy Redeemer Health System
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Nick Frontino

Meredith L. Garfield

Robert Lee Gordon IV

Robert J. Jones

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Emily Kohlhas

Sara Manning

Joshua S. Sevin

Judith E. Tschirgi

Steven T. Wray

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Credits

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Jennifer Egmont, Nick Frontino, Robert Lee Gordon IV,
Allison Kelsey, Joshua S. Sevin, Judith E. Tschirgi, Steven T. Wray

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World Class Greater Philadelphia is an initiative that convenes business, nonprofit, government, labor, and community leaders to establish a set of long-term priorities and focused strategies to better our region. Facilitated by the Economy League of Greater Philadelphia, this multi-year initiative strives to make the region a world class place to live, work, and play by 2026 – the 250th anniversary of the signing of the Declaration of Independence.

www.worldclassgreaterphila.org

worldclass@economyleague.org

[@WorldClassPhly](#)



ECONOMY LEAGUE OF GREATER PHILADELPHIA
230 S. Broad Street, Suite 403
Philadelphia, PA 19102-4108
215-875-1000
info@economyleague.org
[@EconomyLeague](#)

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