
EQUITY AND OPPORTUNITY FOR ALL:



**Moving Philadelphia
Forward**

**Mayor Jim Kenney's
Priorities for the Final Year**



City of
Philadelphia

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Intro: Letter from Mayor

Dear Philadelphians,

It has been the greatest honor of my life to serve as your Mayor. For the past seven years, our Administration has worked every day to deliver on our promise to tackle the city's most complex challenges. While renewing our commitment to creating quality schools in every neighborhood, making major investments in our public spaces, and embracing our diversity, we remain dedicated to making Philadelphia a better and more vibrant place for all who live here.

I am proud of the progress we have made. I am inspired by the courage and resilience Philadelphians have shown, especially when the COVID-19 pandemic turned life upside down for all of us. Our city's greatest strength has always been its resiliency. It has been a privilege to meet and learn from so many of you. Over the last two terms, I have had the honor to be a part of countless community meetings, school visits, ribbon-cuttings, business tours, and countless celebrations of our famously inventive, spirited, and welcoming city. Thank you for sharing your thoughts, ideas and stories with me.

At the heart of what we do, are the residents serving their city as City of Philadelphia employees. It would be difficult to list all the ways in which City workers serve their fellow residents, but in the interest of keeping you informed, we have prepared the following report focusing on several of our top priorities for the remaining year of my Administration: enhancing public safety, delivering quality education, elevating diversity and inclusion, improving housing access, and driving equitable economic development—all with a lens to racial equity as an explicit governing principle across all City policies, services, and operations.

Together, we have built a strong and inclusive economy that improves opportunities for all Philadelphians to reach their full potential. In the first year of our Administration, we led the fight to fund innovative new programs that reinvest in Philadelphia's neighborhoods and our future: PHLpreK, Community Schools and Rebuild. Through the Philadelphia Beverage Tax, we have provided 13,000 children with quality early learning as well as expanded student and family support at 20 Community Schools. At the same time, through the Rebuild program, the Beverage Tax also allowed us to make historic investments in the renovation and repair of dozens of recreation and library facilities so that everyone can benefit from our shared public spaces for generations to come.

Meanwhile, Philadelphia has emerged from the pandemic as a stronger and more resilient city than ever before. Today, the poverty rate—while still far too high—sits at a 15-year low, and 41,000 fewer Philadelphians are living in poverty compared to when I took office in 2016. We increased the minimum wage to \$15 per hour for City employees and contractors, all while reducing business and wage taxes to their lowest levels in 50 years.

I also acknowledge that there remains much work to do. I know the toll that gun violence has taken on our city. I mourn with the families of its victims, and I share your frustration as we seek solutions in the face of state and federal laws that too often prioritize the interests of the gun lobby over the lives of our residents.

Our approach to addressing this issue is comprehensive. We have invested \$340 million in FY2022 and FY2023 in our fight against gun violence, which is more than any other Administration in history. We have doubled down on our commitment to remove guns from our streets and within our communities. Our efforts led to the seizure of more than 6,000 guns in each of the last two years, and we continue to partner with state and federal law enforcement agencies to track down and hold accountable Philadelphia's most violent offenders.

Reducing gun violence demands innovation, cooperation, and relentless dedication from those of us who are privileged to serve as elected leaders. As Mayor, I promise to lead this effort with energy and determination for every day of my remaining term in office.

For all its challenges, Philadelphia remains a city whose future is worth fighting for. I look forward to continuing to lead that fight.

Yours in Service,

A handwritten signature in black ink that reads "James F. Kenney". The signature is written in a cursive, flowing style.

Jim Kenney
Mayor

Core Priorities For 2023

As we enter the final year of the Administration, Mayor Kenney is driven by his unwavering commitment to helping all Philadelphians reach their potential. We will continue to lead through our values of equity and opportunity for all, courage to take-on well-funded special interests in support of Philadelphia's future, compassion for our most vulnerable, and collaboration with broad coalitions to deliver results.

To that end, the Administration will remain focused on core priorities within these four areas critical to Philadelphia's immediate and long-term future success:

1



Doubling down on our commitment to enhance public safety

2



Increasing quality of life and building thriving neighborhoods everywhere

3



Supporting a strong foundation for Philadelphia youth through historic investments

4



Driving inclusive growth and economic opportunity to build a thriving economy that benefits everyone



Enhancing Public Safety

Doubling down on our commitment

Reducing the pervasive gun violence impacting Philadelphia is the Kenney Administration's top priority, and the City is taking a comprehensive approach. We have dedicated more money to fight gun violence – \$340 million in FY2022 and FY2023 – more than any Administration in Philadelphia's history.



The Mayor's vision for a safer and more just Philadelphia requires a criminal justice system that supports residents and communities impacted by crime and incarceration with respect, compassion, and fairness. Trust and accountability are the foundation of a criminal justice system that keeps neighborhoods safe. While overall crime in Philadelphia has remained steady, shootings and homicides have increased, part of a nationwide trend. The majority of gun violence is sadly perpetrated by a small group of people living in neighborhoods often with concentrated poverty.

Recent efforts to address this issue include: a historic arbitration award that will allow the Police Department to use civilians for certain positions, freeing up officers to focus on critical crime fighting tasks, a renewed commitment to getting guns off the streets, which led to the seizure of more than 6,000 firearms last year; creating a new Shooting Investigations Group to increase clearance rates for non-fatal shootings; launching an innovative Gun Violence DNA program to improve the effectiveness of investigations; and working with state and federal law enforcement to track and capture Philadelphia's most violent offenders. Our Administration, in partnership with all of our local and federal law enforcement agencies, continues to work relentlessly to reduce violence and create safer communities.

Making an immediate impact requires doubling down on our targeted efforts to reach the small group of people most likely to commit or become victims of gun violence. Simultaneously, we continue to grow and support the ecosystem of longer-term investments in education, youth services and community organizations that will help accelerate and sustain increases in community safety for years to come.

For the final year of the Administration we are focused on:

- **Re-calibrating and sharpening the focus of PPD's Operation Pinpoint** to ensure most violent Police Districts and hotspots are covered, and that all Districts have increased staffing to address the current crime levels. This includes:
 - **Deploying more than 100 officers to the top four Police Districts** with the highest level of violence and shootings.
 - **Updating the pinpoint grids throughout the city** to reflect the most recent gun violence data and deploying resources based on the new grids.
- **Working with state and federal partners** to bring the most violent offenders to justice.
- **Adding at least 150 officers in 2023** through at least four recruit classes.
- **Increasing the clearance rate for shootings** by improving techniques and investing in forensics.
- **Partnering with the [Civic Coalition](#), a new public-private partnership**, to expand ongoing efforts to work with the most at-risk individuals to reduce shootings.
- **Continuing to focus our prevention and intervention efforts** on those most likely to cause or be victims of violence, helping to better deploy social and job training services for those at-risk and improving quality of life issues working with criminal justice, community, and social service partners to make a lasting and sustainable impact.
- **At the same time, we will continue to ensure that our safety strategies** are developed with a focus on diversity, equity and inclusion and don't result in unintended consequences or increased inequities in historically disinvested communities.



These initiatives will build on the work we've done OVER THE PAST SEVEN YEARS:

2022

Launched the Shooting Investigations Group to improve clearance rates for non-fatal shootings.
Announced civilian arbitration award, freeing up PPD Officers to focus on law enforcement tasks.
Appointed the first Victim Advocate to lead an independent agency focused on crime victims' needs.
Launched the Behavioral Health Unit.

Implemented a 911 mental health script and co-responder teams to better serve residents in crisis.
Implemented the Citizen Police Oversight Commission to improve police procedures and accountability.
Adopted Active Bystandership for Law Enforcement to combat officer misconduct and reduce mistakes.
Expanded the use of conducted electrical weapons to all uniformed personnel.
Awarded \$16.5 million in anti-violence funds through the Community Expansion Grants.
Expanded Community Mobile Crisis Teams and launched 988 assistance line.
Implemented the Mediation Program with the Police Advisory Commission.

2021

Accepted President Obama's call to review and reform use-of-force policies.
Launched Group Violence Intervention program in Philadelphia's most affected neighborhoods.

2020

Released the [Philadelphia Roadmap to Safer Communities](#) to reduce rates of gun violence.
Reduced the inmate population by 40 percent in City jails.
Cut youth in residential placement by 50 percent based on recommendations by a two-year task force.
Funded grassroots and community-based violence prevention programs through the Targeted Community Investment Grant program.
Launched the Community Crisis Intervention program.

2019

Closed House of Corrections.
Ended PARS data-sharing agreement with ICE.

2018

Launched the Police Assisted Diversion pilot program to divert low-level offenders away from the criminal justice system and towards supportive, peer-based social services.

2017

Initiated work on Criminal Justice Reform.
Established the City's first Office of Domestic Violence Strategies.

2016



Building Thriving Neighborhoods

Enhancing quality of life everywhere in Philadelphia

Philadelphians deserve safe, clean streets and neighborhood assets like parks, recreation centers and libraries that shine. The [Rebuild](#) initiative is in full gear, with improvements to 13 facilities already completed, 21 buildings under or preparing for construction, and 35 more in public engagement or design.

Rebuild is also exceeding its diverse contracting goals, with 62.7 percent of committed contract dollars going to diverse firms, 157 businesses enrolled or graduated from business support programs, and 70 Philadelphians (28 percent women; 96 percent people of color) graduated from the employment programming designed to create access to living wage jobs in the construction sector.

The [Philly Streetlight Improvement Project](#) (PSIP), a partnership between the City and the Philadelphia Energy Authority (PEA), will convert over 120,000 streetlights to LED fixtures reducing energy costs for Philadelphians, improving operations and maintenance capabilities, and enhancing nighttime visibility for pedestrians and motorists. The trial installations of LED fixtures are happening at 10 Philadelphia residential blocks and five driveway locations, which were selected based on their public safety and lighting reliability needs. Additionally, the Streets Department launched a new process to ensure accountability and capture and prosecute illegal dumpers using surveillance cameras.

The federal Bipartisan Infrastructure Law (BIL) offers an unprecedented opportunity to build on these successes and transform neighborhoods and city residents' economic opportunity. The BIL not only represents a huge opportunity to improve our aging bridges and roads but also elevate minority businesses by ensuring they get a fair, equitable shot at contracts on these projects. We have embraced the President's challenge to use this federal investment as a once-in-a-lifetime opportunity to grow Black and brown businesses and to address the historic wrongs that past infrastructure policy and investments have created, often dividing and marginalizing communities of color.

At the same time, the City's Housing Action Plan continues to make unparalleled investments in affordable housing. Since the plan's release in 2018, City programs have helped more than 3,675 Philadelphians become first-time homebuyers through programs that help to cover up to \$10,000 in closing costs and down payments. Meanwhile, we have produced or preserved 47,380 housing units and performed 31,500 free major-systems repairs and adaptive modifications to help low-income residents, including seniors and those living with disabilities, stay safe in their homes.

This work is all happening while we continue to protect the historic fabric that makes Philadelphia a World Heritage City. The Historical Commission has designated 24 historic districts during the Kenney Administration—more than under all of the previous mayoral administrations combined. We continue the daily work of helping all Philadelphia neighborhoods thrive, through enhanced investment in street paving and sweeping, greening vacant lots, traffic safety improvements and combating the effects of the opioid epidemic.

For the final year of the Administration we are focused on:

- **Delivering [Rebuild](#) transformations** by ensuring that 80 percent of the city's low-income families live within one mile of a renovated recreation center, library or playground.
- **Addressing the needs of the most vulnerable and the concerns of residents and businesses** by moving 1,000 individuals from the street to housing. These new housing opportunities will be made possible through funding from the Opioid Settlement.
- **Expanding Saturday service at 10 neighborhood [libraries](#)** and all 150 [recreation centers](#) so all neighborhoods have a safe place to learn and play on the weekend.
- **Investing \$184 million in housing and neighborhood services**, including by helping 900 households afford first homes, making 4,500 critical home repairs, and producing 2,000 units of permanent affordable housing.
- **Continuing to address the challenges facing communities** disproportionately affected by the opioid crisis through the Opioid Response Unit.
- **Expanding our understanding of the needs of Philadelphians** living with disabilities through increased utilization of the City's first disability characteristics map.



These initiatives will build on the work we've done OVER THE PAST SEVEN YEARS:

2022

Signed first-ever citywide contract with energy services company (ESCO) to install energy efficient LED city street lighting.

Surpassed on-time trash collections rates over nine years of on-time rates.

Installed 900 speed cushions at 91 locations across the city between 2019-2022.

Secured \$25 million grant through the Bipartisan Infrastructure Law to improve seven corridors in neighborhoods throughout the City.

Provided free legal representation to tenants facing eviction in two high-impact zip codes through the Right to Counsel pilot program.

Achieved a 22 percent reduction in homelessness since 2018.

Completed 12 Rebuild projects, with \$284 million in investments underway.

Added over 10 miles of protected bike lanes. That's 70 percent in the past two years and are on track to reach the goal of 40 miles by 2024.

Began \$20 million annual cross-Department investment to prepare to compete for and deliver transformative federal BIL funds.

Installed 25 new Indego bike share stations spanning from East Falls to Oregon Avenue and added 250 electric assist and classic bicycles.

Launched the City's first Environmental Justice Advisory Commission (EJAC), a historic step in the City's commitment to supporting the leadership of frontline communities in addressing environmental harms.

Released the Philadelphia Transit Plan and installed Bus Only lanes on Market and Chestnut Streets.

Installed Philadelphia's first Neighborhood Slow Zones in the Fairhill neighborhood and at Willard Elementary.

Added over 8 miles of protected bike lanes to the High Quality Bike Network for a total of 16.3 miles.

2021

Launched the Opioid Response Unit, committed to saving lives and rejuvenating communities.

Launched emergency rental assistance program, PHLRentAssist, that has since aided more than 46,000 vulnerable households, delivering nearly \$300 million.

Launched Eviction Diversion program, resulting in a successful outcome for nearly 75 percent of participants.

Installed automated speed enforcement cameras along Roosevelt Boulevard which reduced traffic fatalities by 49 percent from June 2020 - December 2021.

2020

2019

Launched the Street Sweeping Pilot.

Doubled the number of miles of streets paved since 2016.

Mayor Kenney celebrated Rebuild's first ribbon-cutting.

2018

Launched the Direct Bus on Roosevelt Boulevard in a broader effort to improve travel and a more frequent service for all riders.

2017

Released Vision Zero, the City's first plan to eliminate traffic fatalities and serious injuries by 2030.

Signed the Mayor's Clean Energy Pledge and U.S. Mayors' Climate Protection Agreement to reduce energy usage and greenhouse emissions.

2016

Formed Office of Transportation, Infrastructure, and Sustainability and Office of Complete Streets.

Committed \$200 million to street paving over six years.

Released CONNECT: Philadelphia's Strategic Transportation Plan as part of a broader effort to make transportation safe, affordable, accessible, and reliable for all Philadelphians.

Launched the Philadelphia Eviction Prevention Project to provide legal representation, financial counseling and resources to tenants facing eviction.

Established the Hub of Hope multi-service homeless center, serving more than 5,000 individuals to date.

Expanded the mixed-income housing bonus, generating \$28 million for affordable housing from the private sector and resulting in the development of 685 additional affordable and market-rate housing units.



Investing in Future Generations

Supporting a strong foundation for
Philadelphia youth

Reflecting the Mayor's deep belief in the importance of and commitment to improve access to quality education, this Administration has made historic investments at all levels of learning.



Since 2016, the City has spent over \$1.2 billion to improve the School District of Philadelphia and invested upward of \$249 million in Community College of Philadelphia.

Revenue from the Philadelphia Beverage Tax, has allowed us to reach more than 13,000 of our youngest learners through PHLpreK and created additional student and family support at 20 Community Schools. During the pandemic, the City partnered with philanthropic organizations and the private sector to provide access to reliable, affordable internet through PHLConnectED. Before the pandemic, 70 percent of Philadelphians were connected to the internet in their homes; since 2020 that number has increased to 84 percent.

Together, these investments will provide opportunity for all of Philadelphia's children and reduce poverty for future generations. Thanks in large part to the expanded Child Tax Credit, Philadelphia has seen a dramatic decline in child poverty, and the Mayor continues to advocate for this federal policy as the biggest anti-poverty tool in a generation.

For the final year of the Administration we are focused on:

- **Providing a strong early-learning start for Philadelphia's 3- and 4-year-olds** by reaching 15,000 served through PHLpreK since the program's start.
- **Continuing to support a path to living-wage careers** through the Octavius Catto Scholarship at CCP. As of November, nearly 1,000 students are receiving free tuition and basic-needs assistance while working toward economic security. In 2023, CCP will bring on an additional 850 Catto Scholars.
- **Partnering with public high schools to ensure that students** have meaningful work-based learning experiences, such as credentialing, service learning, and internships.
- **Elevating and amplifying the career learning and adult education resources in collaboration with Philadelphia Works**, including the Next Level Learning hotline for adult learners (1-833-750-5627) and YourNextStep.org. These tools help residents navigate available resources, services, and programs.



These initiatives will build on the work we've done **OVER THE PAST SEVEN YEARS:**

2022

Expanded PHLpreK to serve 4,300 students annually in 180 pre-K centers throughout the city, enrolling over 13,000 students since January 2017.

Expanded Community Schools program to 20 schools, providing case management, out of school time programming, food, school supplies, and other necessities.

Committed \$270 million to the School District for FY2023, an increase of 159 percent over FY2016.

Committed \$50 million contribution to Community College of Philadelphia for FY2023, an increase of 62 percent over FY2016.

Increased Catto Scholarship eligibility to an additional 500 students.

2021

Established the Octavius Catto Scholarship to provide first-time, full-time students the opportunity to attend Community College of Philadelphia debt-free.

Continued historic investments in education, including preserving a funding increase for the School District of Philadelphia.

2020

Launched PHLConnectED in response to the pandemic to ensure pre-K-12 households had access to free, reliable internet, enabling 22,500 internet connections to date.

Operated over 70 Access Center locations that provided nearly 2,000 Philadelphia children with safe spaces to learn while schools were closed due to COVID-19.

Provided 10 million pounds of free food through food distribution sites to support families impacted by the pandemic.

Expanded behavioral health services at all public schools.

2019

Expanded the Community Schools program to 17 locations.

2018

Facilitated the dissolution of the state-run School Reform Commission, and re-established the local Philadelphia Board of Education.

2017

Launched PHLpreK with 2,000 high-quality seats available to children.

2016

Passed the Philadelphia Beverage Tax to fund groundbreaking PHLpreK, Community Schools and Rebuild initiatives.

Created the first cohort of nine Community Schools.



Driving Inclusive Growth and Economic Opportunity

Building a dynamic, diverse city with a thriving economy that benefits everyone

Philadelphia has emerged from the pandemic in a strong position to generate additional economic growth for all Philadelphians and to advance the Kenney Administration's vision to create an equitable city where race, ethnicity, disability, gender identity, sexual orientation, income or neighborhood does not predict outcomes for its residents.

Driving Inclusive Growth and Economic Opportunity

Our city is in the midst of a transformative moment, driven by increased recognition around the world. Philadelphia has steadily grown for more than a decade — bouncing back after the pandemic and resulting recession. Mayor Kenney believes strongly that our city is a place where creative, determined and collaborative people come to live, work, play and make their mark.

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

Ultimately, we must make Philadelphia more competitive — with growing businesses and jobs — in order to increase opportunities and improve equitable outcomes and quality of life for all Philadelphians. As a city, we must acknowledge that the deep roots of structural racism continue to restrict opportunities for people of color in Philadelphia. We must also acknowledge where discrimination and ineffective policy decisions have restricted opportunities and inclusion for women, people with disabilities, and members of the LGBTQ+ community.

Fostering inclusive economic growth is essential to ensuring increased economic opportunities for all Philadelphians. Persistent poverty and inequality in formerly industrial cities show that, without strategic growth, opportunities for low- and middle-income residents to find family-sustaining employment are limited. A quarter of our residents are still struggling amid persistent poverty; and continued growth in strategic sectors, a strong public school system, and new jobs that pay a living wage will be vital if we want to make a dent in those numbers.

While challenges remain, there is much to be proud of on this front: the City maintains record highs for building permits, an 'A' credit bond rating, and robust pension funding, all while business and wage taxes remain at their lowest levels in 50 years. The poverty rate, meanwhile, is at a 15-year low, with 41,000 fewer Philadelphians living in poverty than in 2016. Still, there is more work to do, and the Administration remains committed to eliminating racial disparities and accelerating economic opportunities for all of its residents.



For the final year of the Administration we are focused on:

- **Continuing Wage and Business Tax reductions**, building on the success of the Inclusive Growth Coalition to make Philadelphia as competitive as possible.
- **Partnering with the civic and private sector** to supercharge our ongoing efforts to grow wealth in Black and brown communities through diverse business opportunities through the Bipartisan Infrastructure Law.
- **Continuing to work with our partners at Philadelphia's Chambers of Commerce** and across academia, banking, and government to maintain growth in the life science and gene and cell therapy sectors, where our region has become an international leader.
- **Promoting Philadelphia** as a destination to visit, live or open a business.
- **Supporting equitable business growth** and streamlining processes for businesses interacting with the City.
- **Continuing work to embed racial equity** as an explicit governing principle across all City policies, services, and operations.



These initiatives will build on the work we've done OVER THE PAST SEVEN YEARS:

2022

Launched Boost Your Business fund to support equitable business growth.

Launched the Philadelphia Business Lending Network Incentive Grant to increase access to capital for microenterprises with historically disadvantaged ownership.

The first 23 City departments completed [Racial Equity Action plans](#) to identify department-specific goals to reduce racial disparities through changing policies and practices.

2021

The Poverty rate reached a 15-year low.

Distributed \$33 million for COVID-19 business relief through [multiple programs](#) focused on supporting small and minority-owned businesses.

Produced an [Equitable Entrepreneurship Ecosystem Analysis](#), giving economic development agencies tangible strategies to address barriers for minority-owned businesses.

2020

Implemented Philadelphia's Fair Workweek Law and Domestic Workers Bill of Rights.

Launched the [Philadelphia Taking Care of Business \(PHL TCB\) Clean Corridors Program](#), expanding commercial corridor cleaning efforts and creating jobs; expansion from 49 commercial corridors to 85.

Disbursed \$13 million to small businesses in immediate response to pandemic restrictions.

Launched [Business Resource Finder](#) to aid small businesses and the entrepreneurial community.

Launched PHL: Most Diverse Tech Hub, an initiative to amplify the voices of Black and Brown tech professionals.

Mayor Kenney signed [Executive Order 1-20](#) to formalize the Administration's focus on diversity, equity and inclusion and advance a more coordinated and comprehensive approach to dismantling institutional barriers to success.

2019

Launched a comprehensive [Inclusive Growth Strategy](#) to drive equitable economic growth across the communities in Philadelphia.

Expanded StartupPHL Venture Program, supporting startup companies run by entrepreneurs from socially or economically disadvantaged backgrounds.

2018

Increased Minimum Wage to \$15/hour for City employees and contractors.

Earned a place as finalist for Amazon's coveted HQ2 project, an unprecedented collaborative project that showcased the many reasons Philadelphia is a global place for business.

2017

Launched [Power Up Your Business](#), a free, neighborhood-based approach to supporting local small businesses, at the Community College of Philadelphia.

2016

Increased funding for the [InStore Forgivable Loan Program](#), which helps fund new and existing businesses in targeted commercial corridors.

Released the first [Workforce Profile Report](#), which examines the gender and racial/ethnic diversity of the City's exempt workforce.

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