



# WORLD CLASS GREATER PHILADELPHIA

AN ECONOMY LEAGUE INITIATIVE

## 2010 Roundtables Summary Report



July 2010



ECONOMY LEAGUE  
GREATER PHILADELPHIA  
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# World Class Greater Philadelphia

World Class Greater Philadelphia is an initiative that convenes business, nonprofit, government, labor, and community leaders to develop and implement a strategy for ensuring a prosperous, sustainable, and authentic future for the region. Facilitated by the Economy League of Greater Philadelphia, this multi-year initiative aims to position the Philadelphia region on a path to becoming a world class place to live, work, and play by the year 2026 - the 250th anniversary of the signing of the Declaration of Independence.

World Class Greater Philadelphia consists of **four phases**:

<b>Benchmarking</b> (Completed in 2009)	Research on what the world views as “world class” today and how Greater Philadelphia is perceived nationally and internationally.
<b>Scenario Planning</b> (2010)	Development of alternative futures scenarios for Greater Philadelphia that stimulate broad public discourse about the region’s future.
<b>Strategy Development</b> (2011)	Based on the alternative futures scenarios, creation of a Global Positioning Strategy—a “GPS”—that describes a set of short- and long-term goals to ensure a world class future for the region.
<b>Implementation</b> (2012)	The Economy League will facilitate working groups that focus on strategic priorities that emerge from the GPS and will track regional progress.

The initiative will yield **two outcomes** for Greater Philadelphia:

1. **Strategic priorities** for the region with broad leadership commitment
2. An **ongoing collaborative process** to achieve shared goals

World Class Greater Philadelphia is led by **three co-chairs**:



**Steven M. Altschuler, MD**  
*President and CEO*  
The Children’s Hospital  
of Philadelphia



**Jane G. Pepper**  
*Former President*  
Pennsylvania Horticultural Society



**Wendell E. Pritchett, JD, PhD**  
*Chancellor*  
Rutgers University-Camden

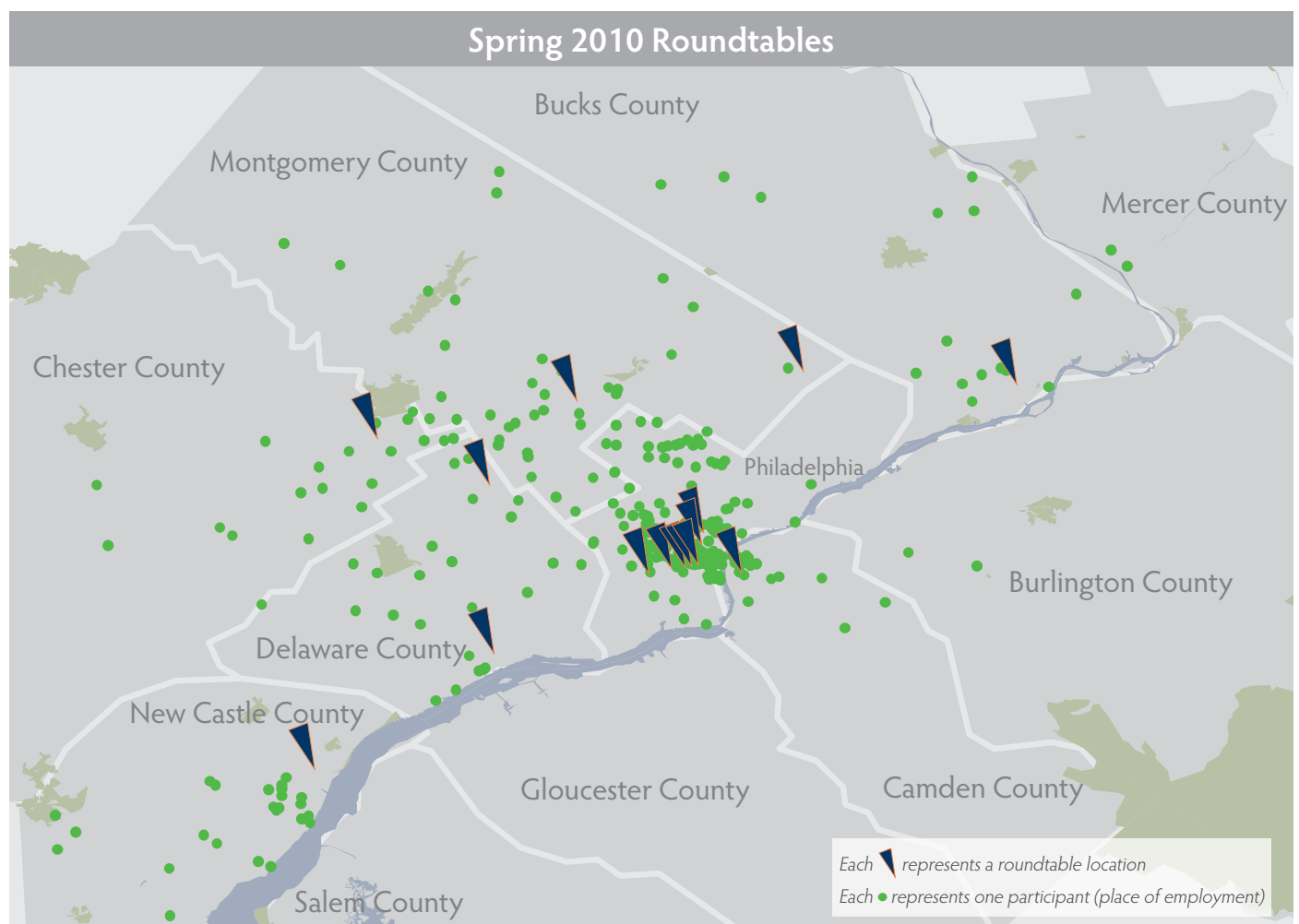
More than **350 organizations and individuals** have pledged their support to World Class.



# Scenario Planning & Roundtables

Scenario planning is a proven approach to strategic planning that identifies plausible alternative storylines describing the future and what it might look like. With these storylines—or scenarios—as a guide, regional business, nonprofit, and government leaders can make better, more informed decisions and establish common goals and strategies. The Economy League is partnering with leading strategy firm Decision Strategies International to produce future scenarios for the Philadelphia region. These scenarios will help in identifying and building consensus around a limited number of long-term strategic imperatives—those things that we have to focus on no matter what the future holds—for Greater Philadelphia.

During the spring of 2010, the Economy League convened a series of roundtables to get inputs for the scenario development. At these roundtables, participants had the opportunity to sit down with a diverse group of business, nonprofit, government, labor, and community leaders and discuss what they think is most important for the region's future. The Economy League held 17 roundtables in Pennsylvania, New Jersey, and Delaware.



17 sessions

7 counties

3 states



# Roundtable Participants

A broad cross-section of more than 500 regional leaders participated in the World Class roundtables, representing 338 organizations across the private, nonprofit, and public sectors. The map on the previous page shows the geographic diversity of roundtable participants' place of employment.

514 participants representing 338 organizations

232 women 282 men

## Sector Participation



The roundtables attracted individuals across sectors, as illustrated in the figures. Broadly speaking, no one sector or interest dominated the discussions. The nonprofit and business sectors were evenly represented. The key local industries of health care and higher education—the “meds and eds”—actively engaged at the sessions as well. Within the business sector, a variety of industries were represented, with an emphasis on professional services. Representatives from the public sector made up approximately one in six participants.

### Business Sector Participants

Sector	Percentage
Financial	19%
Law	15%
Architecture/Construction/Engineering	13%
Consulting	12%
Real Estate	9%
Communications	7%
Manufacturing/Industrial	6%
Technology	5%
Other	15%

### Public Sector Participants

Jurisdiction	Percentage
Municipal	61%
County	21%
State	7%
Federal	2%
Multi-Jurisdictional	8%

## Leadership Participation



An analysis of participants' job titles shows that 78 percent occupy senior leadership positions within their organizations. Twenty-eight percent of participants are chief executives; 32 percent are senior executives (vice presidents, C-level executives other than CEO, partners); and 18 percent hold director positions. The presence of such high-caliber decision-makers at the roundtables provided for rich and insightful discussions of the trends and issues that impact their organizations and the region as a whole.





# Roundtable Headline Exercise

## Headlines from the Year 2026

Roundtable participants were asked to identify regional priorities for discussion by choosing from a list of 28 “future headlines” from the year 2026. Prior to each session, roundtable attendees were given the headline list and asked to select the four that they believed represented the most important changes that would have to happen for Greater Philadelphia to be considered a world class place to live, work, and play by 2026. At the roundtables, participants voted by placing a sticker next to each of their headline selections. Economy League staff tallied the headline votes at each session, and the top vote-getters were assigned to tables for discussion. The number of headlines assigned for discussion depended on the number of participants at each session.

The headline list was developed from the Economy League’s 2009 benchmarking research investigating the qualities and factors commonly used to rank the world’s premier cities or regions. The headlines covered a range of issue areas frequently present in the ranking systems analyzed and were grouped into five broad thematic categories — human capital, economy, governance, infrastructure, and quality of life.

An analysis of headline votes across all of the sessions provides some insight into what regional leaders identify as long-term priorities for improvement within Greater Philadelphia. Aggregate votes for each headline are presented on the following page. The top five headlines address increasing the rate of the region’s high school students who go on to higher education, small business creation, ease of doing business, improved transportation access and options, and reduction in violent crime. Seven headlines did not attract enough votes at any one roundtable to be selected for discussion.



# Headline Votes

Roundtable participants were given a list of 28 “future headlines” and asked to select the four that they thought represented the most important changes that would have to happen for Greater Philadelphia to be considered a world class place to live, work, and play by the year 2026. The headlines were grouped into five thematic categories—**economy**, **human capital**, **governance**, **infrastructure/mobility**, and **quality of life**—color-coded in the table below.

Headline voting results across all of the roundtable sessions are presented below.

Headline	% of participants who voted for this headline	
	Votes	
Region Has Highest Share of <b>High School Students</b> Going on to Higher Education	158	31%
Philadelphia Region Tops US <b>Small Business Creation</b> List	156	30%
Report Ranks Greater Philadelphia Third Nationally for <b>Ease of Doing Business</b>	149	29%
Violent <b>Crime</b> in Region's Core Communities at 100-Year Low	133	26%
Commuters Rank Philadelphia Region Tops for <b>Transportation Access and Options</b>	126	25%
Region Doubles <b>Bachelor's Degree Attainment</b> Rate from 33% to 66%	123	24%
Greater Philadelphia Leads Nation in <b>Poverty Reduction</b>	103	20%
Philadelphia Region Recognized as National Model for <b>Redevelopment of Core Communities</b>	98	19%
Greater Philadelphia Rivals Bay Area, New York in Number of <b>Fortune 500 Companies</b>	97	19%
Region Climbs to 4th Most Popular <b>Tourist Destination</b> in the US	88	17%
Philadelphia Region Sets US Record for <b>Labor Force Participation</b> Rate	83	16%
Region Hailed for <b>Local Government Reforms</b> , Delivering High Quality Services for Less \$\$	80	16%
Greater Philadelphia Tops Rankings for <b>Arts and Culture</b> Participation	65	13%
From Fattest to Fittest – Philadelphia Now Among Five Most <b>Healthy</b> Regions	58	11%
Greater Philadelphia Leads Nation in <b>Readiness-to-Learn</b> Rate for Kids Entering Kindergarten	55	11%
Three Out of 10 Most <b>Innovative Products</b> in the Last Decade Come from Philadelphia Region	52	10%
High-Speed Rail Cuts Philly-NYC and Philly-DC <b>Inter-Regional Travel</b> Time in Half	49	10%
Wireless Magazine Names Philadelphia Most <b>Technology-Savvy</b> Region	47	9%
Philadelphia Region Shows Largest Increase in <b>Immigrant Population</b> among US Metros	42	8%
Per-Capita <b>Energy Use</b> in Greater Philadelphia Drops to Lowest in the US <sup>•</sup>	40	8%
Philadelphia Region Hailed for Turning Aging <b>Population</b> Challenges into Opportunity	40	8%
Greater Philadelphia Looked to as Model for Reducing Metropolitan <b>Income Disparity</b> <sup>•</sup>	37	7%
Report: Philadelphia Region Has Highest Accessibility to <b>Parks and Open Space</b> <sup>•</sup>	36	7%
Greater Philadelphia Trails Only Bay Area and Boston for <b>Venture Capital</b> Raised Per Capita	35	7%
Passenger Traffic at Region's <b>Airports</b> Doubles, Ranks 4th in US <sup>•</sup>	29	6%
Region Tops List of <b>Patents</b> Per Capita for 5th Straight Year <sup>•</sup>	21	4%
Region's <b>Voter Participation</b> Rate Tops 90% <sup>•</sup>	17	3%
Greater Philadelphia Recognized as One of the World's 10 Best <b>Restaurant Destinations</b> <sup>•</sup>	14	3%

<sup>•</sup> Headline did not receive sufficient votes at any one roundtable to be selected for discussion



# Roundtable Discussions

Small groups were assigned one or two top vote-getting headlines for discussion. These discussions focused on responding to two questions for each headline: “What would have to change for this headline to come true?”, and “What effects, positive or negative, would the realization of this headline yield for Greater Philadelphia?”

Economy League staff and volunteers recorded almost 3,800 ideas in response to these questions from 88 small group discussions across 17 roundtables. For an analysis of which themes emerged in discussions of each headline, go to [www.economyleague.org/worldclass/discussions](http://www.economyleague.org/worldclass/discussions).

## Roundtable Participant Feedback

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*“Great **collaborative** exercise!”*

*“In order to achieve a world class Greater Philadelphia, we need to **coordinate** our efforts.”*

*“**Huge opportunity** for the region.”*

*“A plan is in motion and there are **highly motivated ideas and people** behind it.”*

*“[I left with] **enthusiasm** for the World Class initiative, **inspiration** about Philadelphia and the region, and a **better understanding** of Philadelphia issues.”*

*“[I’m] encouraged that the process itself will benefit the region via **engagement of leadership** across sectors.”*

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## Getting Involved with World Class

There are a range of opportunities for leaders to get involved with World Class Greater Philadelphia, including providing inputs into the creation of scenarios and participating in working groups that establish regional strategic imperatives, oversee research, and develop action plans to achieve shared goals. To learn more about World Class and how to get involved, visit [www.economyleague.org/worldclass](http://www.economyleague.org/worldclass) or contact Josh Sevin at 215-875-1000 x12 or [jsevin@economyleague.org](mailto:jsevin@economyleague.org).



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The Children's Hospital of Philadelphia

The Fox School of Business

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PECO

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