



City of  
**Philadelphia**

# **H**OUSING **O**PPORTUNITIES **M**ADE **E**ASY

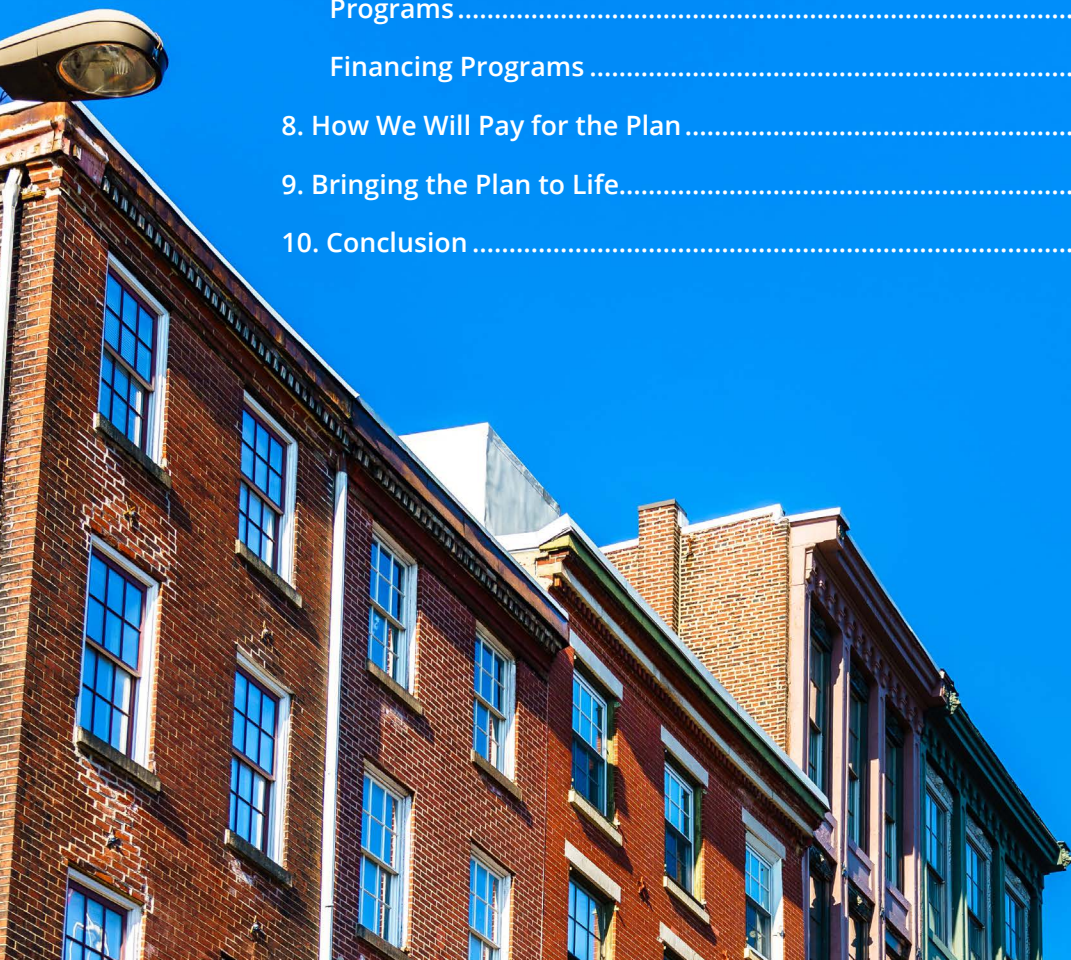
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**A Proposed Plan to Provide  
Affordable, Safe, Healthy,  
Quality Housing**



# Table of Contents

1. Letter from the Mayor .....	3
2. Setting the Stage.....	4
3. Starting from a Position of Strength .....	9
4. Housing in Philadelphia Today .....	12
5. Day One to Now: A Continuous Focus on Housing.....	19
Values-Based, Data-Driven.....	20
An All-of-Government Approach .....	20
How We Pay for Housing .....	22
6. What We Are Working Towards .....	24
Housing Goals and Targets .....	26
7. Our Four-Part Strategy.....	28
Process.....	30
Policy.....	32
Programs .....	33
Financing Programs .....	39
8. How We Will Pay for the Plan .....	40
9. Bringing the Plan to Life.....	42
10. Conclusion .....	44



# 1 Letter from the Mayor

March 24, 2025

Dear Philadelphia Residents,

As I share my proposed Housing Opportunities Made Easy (H.O.M.E.) Plan, I want you to know how meaningful this day is for me as your Mayor.

Long before I was elected Mayor, I was a child growing up in Philadelphia, watching my family achieve the goal of homeownership. My grandparents moved from North Philadelphia to a single-family home in a Northwest Philadelphia neighborhood filled with families and trees. That home gave us stability, safety, and a sense of pride.

I want more Philadelphians to have the opportunity my family had to experience the American Dream by becoming homebuyers. I want homeowners living in older homes—as is typical in Philadelphia—to get the repairs that they need to keep their homes viable places to live. And at the same time, it is essential that those Philadelphians who are not ready to buy a home or who prefer renting a home have access to safe and healthy rental housing.

That is why I am so proud of our H.O.M.E. Plan, a bold strategy to create and preserve 30,000 homes for renters and homeowners. Our plan gets at the inequities in health, wealth, and well-being that persist in our city with a comprehensive range of strategies designed to close the gaps between low, moderate, and middle-income communities.

With support from City Council, my administration will invest \$800 million in bonds to jumpstart this effort, as part of a larger, unprecedented \$2 billion investment in housing. This plan is about action, not just talk—in other words, don't watch what I say, watch what I do. Watch how quickly we will have shovels in the ground!

Yes, Philadelphia's housing landscape poses many challenges—challenges we are facing head on. Fortunately, we are coming from a position of strength in that we already have many successful

housing programs in place, several of which are considered national models. We intend to continue or expand existing programs that work and establish new, data-driven programs for renters, homeowners, and first-time homebuyers across income levels.

It is important to keep in mind that this is a Proposed Housing Plan. Like my Administration's Proposed Fiscal Year 2026 Budget introduced last week, It will need to be vetted and approved by City Council. Additionally, we need to continue to hear from the experts on the ground, including our H.O.M.E. Initiative Advisory Group and other external stakeholders, so we can continue to incorporate their feedback, making our plan even stronger. In evolving the housing plan, as in every initiative spearheaded by my Administration, we will be a government that you see, touch, and feel.

Housing is the foundation of everything I am working to achieve as your Mayor. Ensuring that we have the right supply of affordable, available, safe, healthy housing in vibrant communities is the cornerstone of our goal to make Philadelphia the safest, cleanest, greenest city in America with economic opportunity for all.

Let's get to work.

In service,



Cherrille L. Parker  
Mayor  
City of Philadelphia



# 2

## Setting the Stage



Making the City of Philadelphia the safest, cleanest, greenest, city with access to economic opportunity for all relies foremost on all residents having a place to live. And not just any place to live—one that is affordable, accessible, safe, and healthy, in a high opportunity, amenity-rich neighborhood. Mayor Cherelle L. Parker’s Housing Opportunities Made Easy (H.O.M.E.) Initiative is a bold approach to ensuring that every Philadelphian has a quality home, while also investing in economic opportunity. Philadelphia will achieve the goals of this initiative by building cross-sector partnerships and bringing everyone to the table with a shared mission.

- ▶ This Proposed H.O.M.E. Plan (Proposed Plan) is the roadmap to realize the vision of quality housing for everyone. It is a values-based, data-driven strategy that is aspirational, rooted in action, and supported by a mandate from the Mayor for the public sector to make housing a priority, and to encourage a partnership between the private, nonprofit, and philanthropic sectors to accomplish the priorities set forth in the Proposed Plan.

With actions defined in the Proposed Plan, we aim to make an unprecedented investment in housing over the next four years to produce and preserve 30,000 housing units. Further, H.O.M.E. will make use of Philadelphia’s enviable array of existing programs while proposing tailored services focused on providing housing stability and building wealth and opportunity in furtherance of the Proposed Plan’s objectives.

- ▶ Over the next four years, the Parker Administration will issue \$800 million in housing bonds.

These funds will be distributed using a multidimensional strategy to address Philadelphia’s housing challenges—for renters and homeowners—by increasing investment. Our investments follow across seven core “North Star” goals (Figure 1):

Figure 1



**Philadelphia has a demonstrable housing shortage in many neighborhoods around the city.**

- ▶ Housing is our key to countering rising housing costs and stimulating economic growth.
- ▶ We will reduce the red tape, break down barriers, reduce the cost, and improve processes to build more housing at all levels.
- ▶ We must have consistent land use policies across all parts of the city, and our land use policies must be broad enough to ensure a diverse range of housing to serve our households, as informed by the best data available.

Housing is not just about stability, health, and thriving communities; it is also about **creating well-paying jobs**, providing access to workforce training, and generating wealth and economic mobility.

- ▶ Ramping up the City’s investment in preservation and production will generate additional demand for construction jobs—approximately 41,500 full-time equivalent roles.<sup>1</sup>
- ▶ We will build an employment pipeline through the City College for Municipal Employment (CCME).

A key element of this approach is to establish **Affordable Luxury Everywhere**: setting a new standard for affordable housing that ensures that affordable housing has high-quality fixtures and finishes comparable to that which is found in market-rate housing.

- ▶ We will live our value that everyone deserves a high-quality home that affords a measure of wellbeing and dignity.

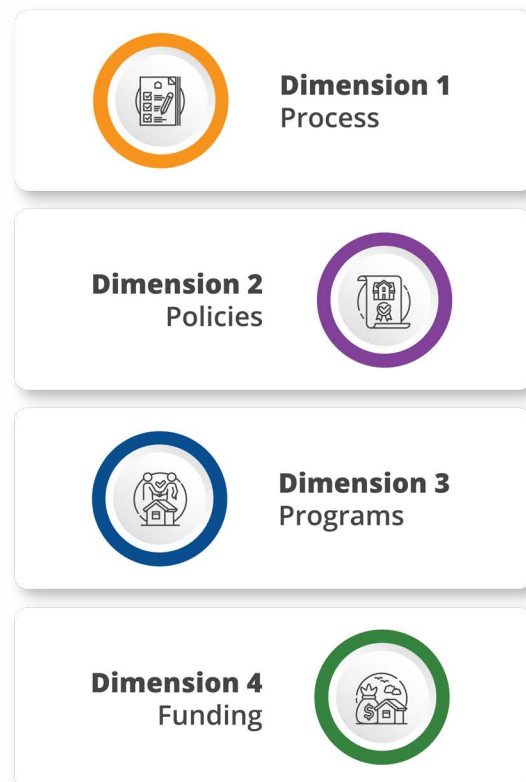
It is also essential that we work closely with our partner agencies, such as the Philadelphia Housing Authority (PHA)—and help empower them to build and preserve more housing.

- ▶ Over the past ten years, PHA has spent \$75 million to repair its properties that serve our most vulnerable residents.

This Proposed Plan lays out a strategy to address the North Star goals. The solutions in this strategy fall into four dimensions (*Figure 2*): Process, Policies, Programs, and Funding.

- ▶ We seek to use every available lever to reduce the costs and barriers to building more housing, and renovating, rehabbing, and restoring the homes we have.
- ▶ For example, the Parker Administration recently announced the elimination of the Development Impact Tax (often referred to as the Construction Impact Tax) that places a 1% tax on residential construction—reducing the cost of building homes in Philadelphia.
- ▶ Within these dimensions of impact, the recommendations in this Proposed Plan have categorized into the following four categories (*Figure 3*): housing preservation, housing production, stability for households, and incentives to level the playing field and provide opportunity for more Philadelphians to become homeowners and build wealth.

**Figure 2**



Mayor Parker aims to **align housing supply with our understanding of the data-based and stakeholder-informed needs of our residents.**

- ▶ We determined the total number of units needed through analysis of the best available data, ultimately defining “targets” broken into subcategories of production or preservation, homeownership or rental, and further defined by five “income bands” or ranges of household income.<sup>2</sup>
- ▶ By identifying housing targets in under-supplied places by income and ownership type (i.e., renter versus owner-occupied), we can ensure that the strategies in this Proposed Plan are precisely focused on solving the City’s true housing challenges.

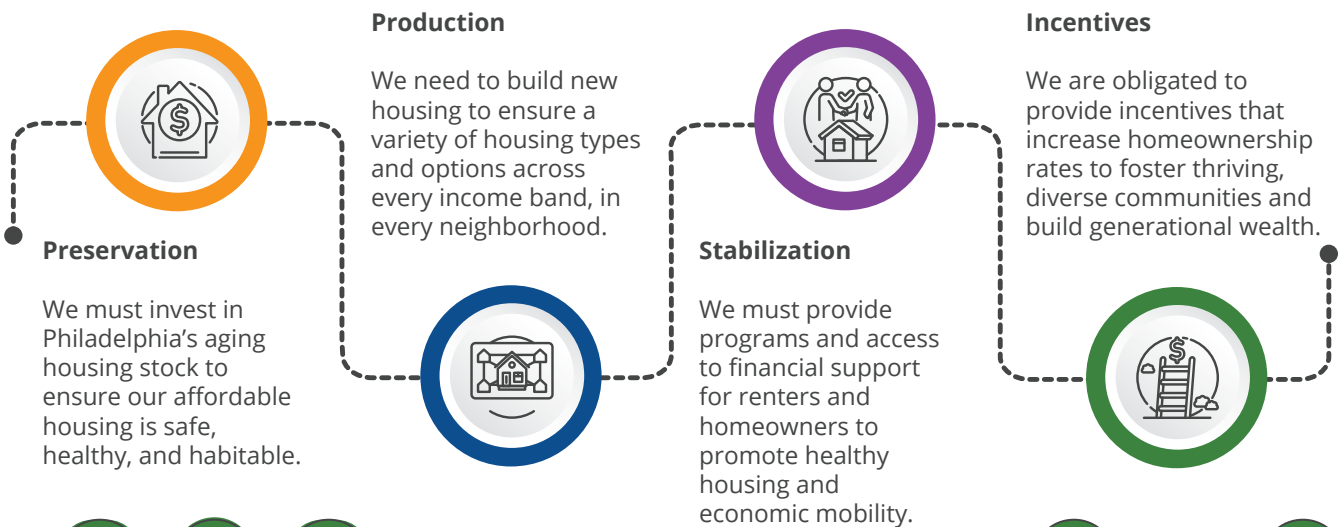
At the forefront of what we do is **customer service.** We need to be a City that delivers excellent service for our constituents and breaks down barriers and red tape.

- ▶ We want to work with our City departments and partners in City Council to ensure that when someone wants to build or buy a house

in Philly that they receive excellent service for all City agencies, and a consistent experience.

- ▶ We have already made substantial process improvements at agencies such as the Department of Licenses and Inspections, with more to come.
- ▶ We are committed to ensuring that the Philadelphia Land Bank works effectively, delivering excellent customer service, and moving vacant land back into active reuse as quickly as possible.

Figure 3



A critical component of this Proposed Plan's approach is **broad stakeholder engagement**. You can only get big work done around a big table.

- ▶ Housing has been a priority of the Parker Administration since day one.
- ▶ Starting in 2023, the Parker Mayoral Transition team collaborated with over 550 stakeholders and partners across 13 topical sub-committees including the Housing, Planning, and Development Transition Team that included more than 60 cross-sector housing experts.
- ▶ Additionally, we have engaged hundreds of participants to-date through focus groups and interviews to ensure that the Proposed Plan captures the insights of experts, cross-sector practitioners, and residents with lived experience of the city's housing challenges and opportunities.

The H.O.M.E. Initiative established an Advisory Group from across industries and sectors which will continue to provide guidance and insight in the years ahead during the implementation of the strategies in the Proposed Plan.

This Proposed Plan lays out **aspirational and actionable recommendations**, a roadmap for implementation, and a clear process for collecting data and measuring success. This Proposed Plan recognizes that the process of ensuring **housing for everyone** is a journey that requires an array of stakeholders "rowing together in the same direction." Philadelphia's government is here to serve its people—using this Proposed Plan as its roadmap, guided by its North Stars and focused on the mission of housing for everyone within One Philly, a United City.





# 3

## Starting from a Position of Strength



Philadelphia embarks on implementing this Proposed Plan from a position of strength. Despite the nationwide housing crisis, our City still has some housing news worth celebrating.

- ▶ The City of Philadelphia has a notable homeownership rate that increased slightly from 51.9% between 2018-2022, to 52.3% in 2023.<sup>3</sup> This rate has remained relatively stable for nearly a decade thanks, at least in part, to programs that have promoted homeownership, such as the Philly First Home (PFH), and Turn the Key (TTK). In 2023, Philadelphia helped over 1,300 homebuyers purchase their first homes through PFH and TTK.<sup>4</sup> As of April 2024, TTK has sold and/or reached agreements with developers to develop a total of 724 vacant lots to new homes.<sup>5</sup>
- ▶ Mayor Parker’s Restore, Repair, Renew (RRR) home repair loan program has helped homeowners preserve their homes with low-interest home repair loans to households earning up to 120% of Area Median Income (AMI), and with credit scores as low as 580.<sup>6</sup> A major goal of the program is to overcome challenges that have prevented households from obtaining home repair loans in the private market. Over half of RRR applicants are approved for loans, which is almost double the approval rate for private-market home repair loans. This Proposed Plan aims to increase the homeownership rate by building upon the success of Philadelphia’s existing programs, such as RRR.<sup>7</sup>
- ▶ Philadelphia also has nationally recognized models for investing in housing preservation and helping renters avoid eviction and stay in their homes, such as the Basic Systems Repair Program (BSRP) and the Eviction Diversion Program (EDP), respectively.
- ▶ Philadelphia’s Basic Systems Repair Program (BSRP) provides free repairs to correct electrical, plumbing, heating, limited structural and carpentry, and roofing emergencies in eligible owner-occupied homes in Philadelphia.<sup>8</sup> With over 2,500 homes repaired each year, BSRP is viewed as one of the largest, most effective, and robust of its kind. BSRP has also received national attention through its intersection with social issues such as gun violence prevention and youth asthma reduction, highlighting the program’s key role in addressing social determinants of health.
- ▶ The Eviction Diversion Program (EDP) was launched during the COVID-19 Pandemic, in partnership with the courts, legal aid organizations, housing counseling nonprofits, and landlord groups. EDP provides resources for landlords and tenants in rental properties to resolve issues while avoiding a costly or drawn-out court process. EDP provides mediation to resolve disputes. As of January 2023, qualifying EDP applicants may also be eligible to receive Targeted Financial Assistance (TFA), which covers arrears plus two months’ rent. The program has been touted as a national model and called “one of the best designed programs of its kind” by the Eviction Lab at Princeton University. Eviction filings in March 2025 were down 38% compared to before the COVID-19 Pandemic.<sup>9</sup>

This Proposed Plan builds on what already works, invests in pilot approaches that need more investment and scale, and identifies gaps where new programs and approaches are needed. It is important to celebrate our successes (*Figure 4*) while never being satisfied with the outcomes until we have truly achieved our mission of quality, affordable, safe, healthy housing for everyone.

Figure 4 | Recent Housing Achievements

**52.3%**

Homeownership rate in Philadelphia—higher than any other major city in the region.

**1,331**

Homebuyers who purchased their first homes through Philly First Home and Turn The Key in 2023.

**2X**

Restore, Repair, Renew's loan approval rate compared to traditional repair loans.



**724**

Total vacant lots transitioned to Turn the Key homes as of April 2024.

**10**

Number of years Philadelphia's homeownership rate has remained stable.

# 4

## Housing in Philadelphia Today



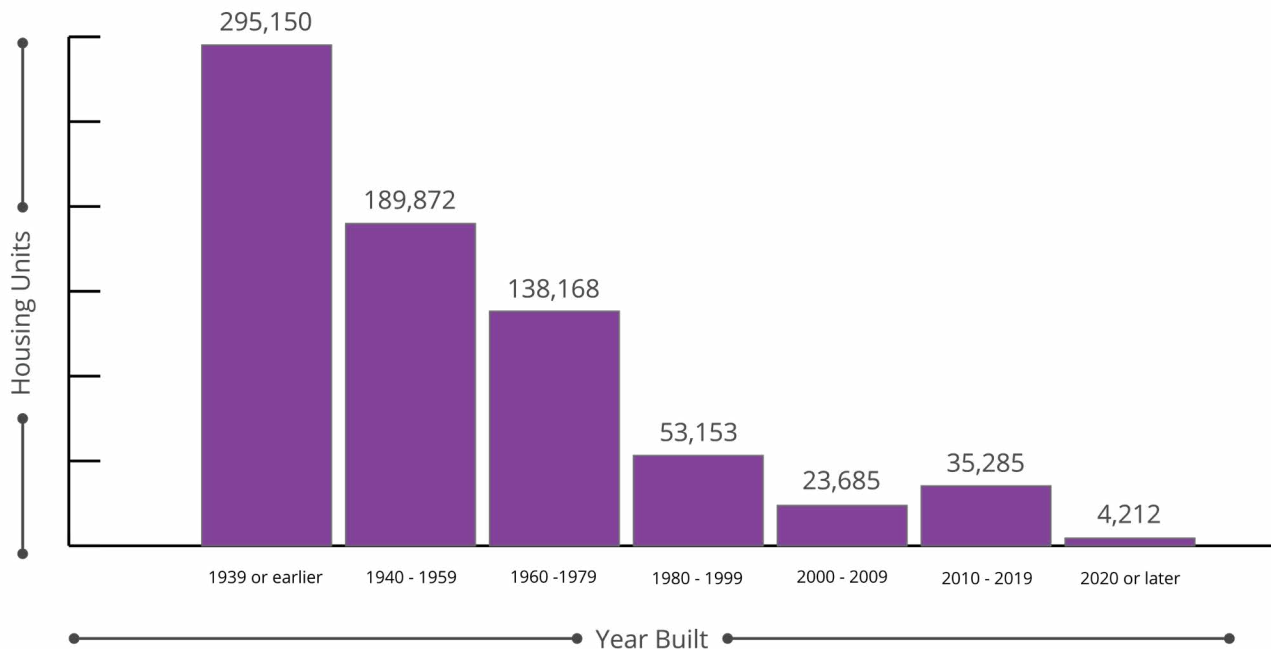
Philadelphia's housing market has unique advantages, such as a legacy of broad homeownership opportunities and prices that are generally more affordable than peer cities. However, challenges including a poverty rate of more than 20% present a threat to residents' ability to access and maintain quality housing. An analysis of market characteristics in Philadelphia demonstrates the need for City investment in housing now to ensure that current and future generations have opportunities to live in thriving neighborhoods, own a home, and build wealth.<sup>10</sup>

**Age and Quality of Housing:** Much of Philadelphia's housing stock is older and requires significant repairs so residents can live in safe, healthy, and quality environments. As depicted in the bar chart (Figure 5), most of the city's housing was built before 1960. Nearly 40% of current housing supply was built in 1939 or earlier and 25% was built between 1940 to 1959. In the region, approximately 37% of owners and 41% of renters face critical repair needs.<sup>11</sup>

**Homeownership Trends and Barriers:** The rate of homeownership is relatively high compared to other cities, and owner occupancy rates have remained relatively stable over the span of a decade. The 2023 owner occupancy rate of 52.3% was a slight increase over the prior year but is still below the occupancy rate of 53.9% from 2008 to 2012.<sup>12</sup> While Philadelphia stands out for its owner-occupancy, including among Black and Hispanic residents, significant racial and ethnic homeownership gaps remain.

**Vacant Land:** There are an estimated 40,000 vacant lots in Philadelphia, with three quarters of this inventory being privately owned.<sup>13</sup> While the City has made progress in tracking and sharing vacant property data with the public, residents and housing professionals have expressed frustration with the management and disposition of City-owned property.

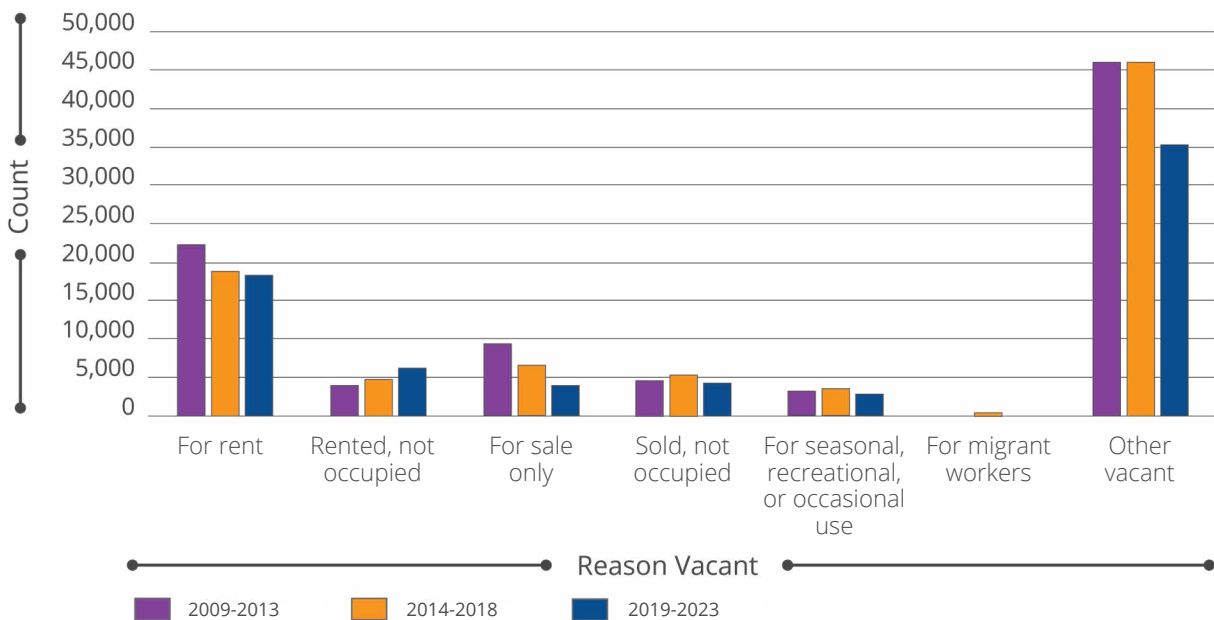
**Figure 5 | Count of Housing Units by Year Built in Philadelphia**



Source: Reinvestment Fund Analysis of 2019-2023 American Community Survey  
 \*Please refer to Appendix A for the Methodology Report

**Housing Supply:** The number of vacant housing units in Philadelphia has declined over time. In the 2019-2023 period, there was a drop in units that are vacant for sale and vacant for rent compared to 2009-2013, indicating less truly available inventory for Philadelphians. At the same time, the stock of “other” vacant homes, oftentimes those that are empty and largely beyond repair, dropped by an even greater margin (See Figure 6).

**Figure 6 | Vacant Housing Stock in Philadelphia**



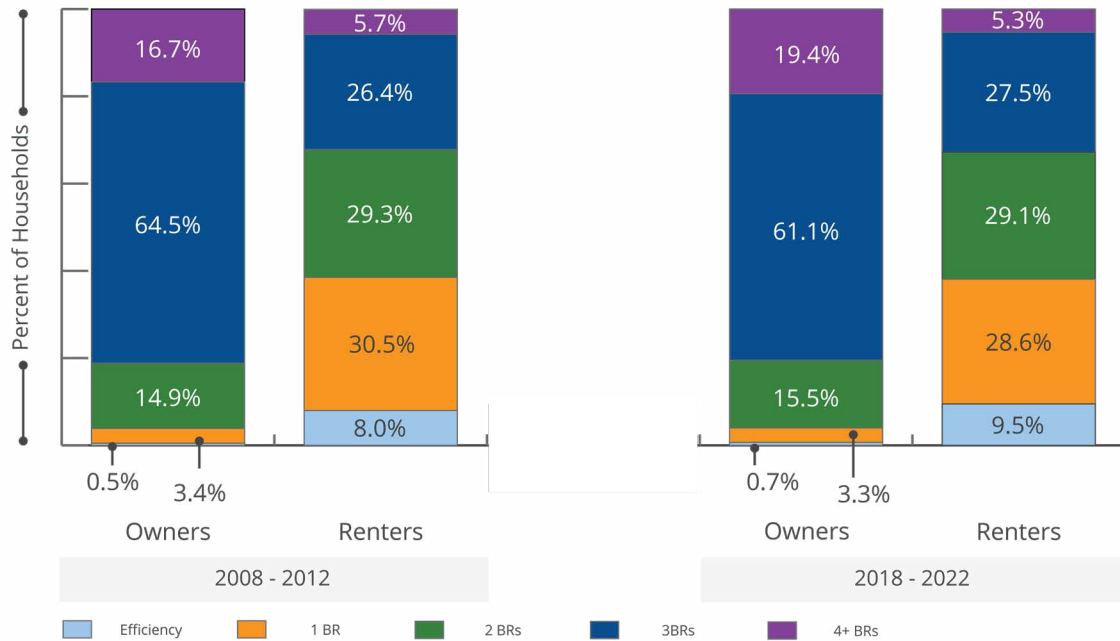
Source: Reinvestment Fund Analysis of the 2009-2013, 2015-2019, and 2019-2023 American Community Survey  
\*Please refer to Appendix A for the methodology report

**Change in Multi-Generational Households and Bedroom Size:** Over the last ten years, one-person households grew by almost 25,000 and two-person households are up by almost 20,000. And while the number of two- and three-generation homes increased, the largest increase was in 1-generation households.<sup>14</sup> Overall, data conveys growth across different generations of households.

The size of Philadelphia homes, measured by the number of bedrooms, has remained relatively constant over the last ten years, however, there was a change in bedroom size for owner- and renter-occupied homes; the percentage of rental

efficiency units (studios) increased from 8% to 9.5% and the percentage of owner-occupied homes with four or more bedrooms increased from 16.7% to 19.4%. (Figure 7).

**Figure 7 | Number of Bedrooms by Tenure for Philadelphia Homes**



Source: Reinvestment Fund analysis of the 2008-2012 and 2018-2022 Census American Community Survey  
 \*Please refer to Appendix A for the methodology report

**Housing Affordability:** The City of Philadelphia has historically had lower housing prices than many other U.S. cities; however, housing affordability is a function of both price and income. While Philadelphia’s poverty rate has been declining, the City’s population still has relatively low incomes, making housing prices out of reach for many residents. There are several factors driving the need for affordable housing:

**In alignment with national trends, rents across the City continue to rise.**

- ▶ The rents that Philadelphians pay for their homes have risen dramatically, by approximately 45.7%, over the last ten years—and that is true looking at increases that occurred at all rental price points.<sup>15</sup> Since 2020 alone, Philadelphia rents have leapt 26%, impacting affordability.<sup>16</sup>

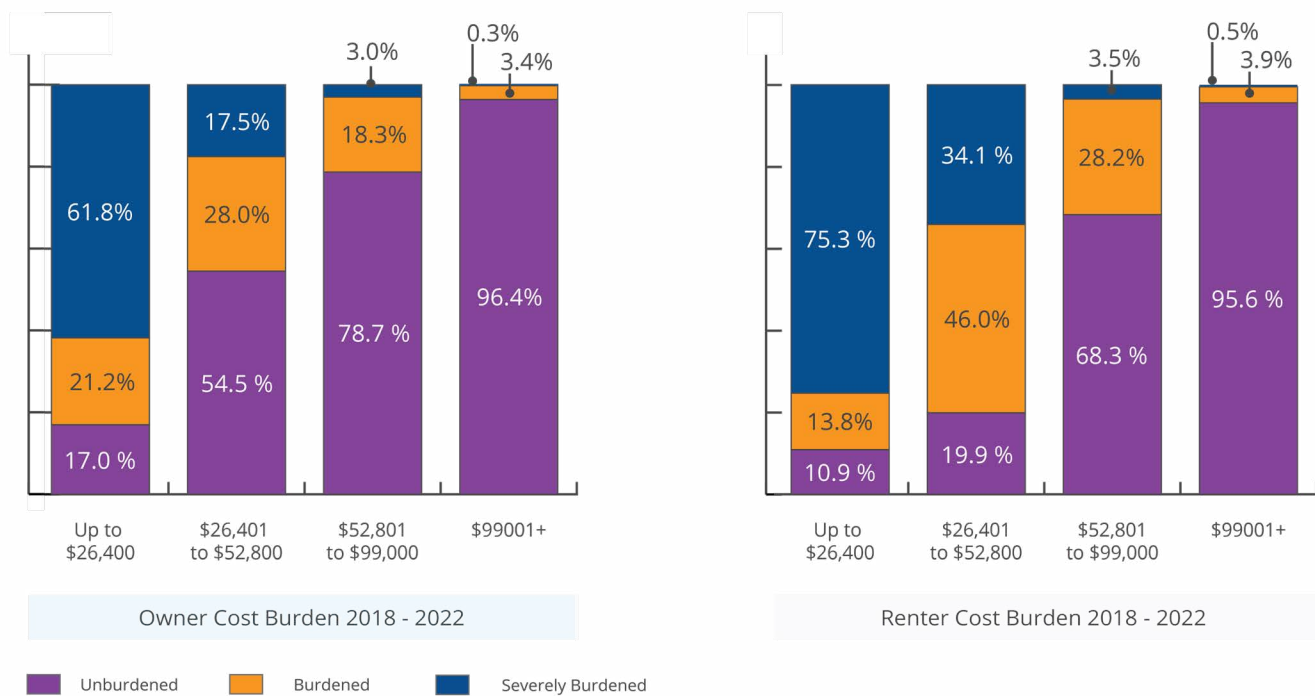
**Home prices have increased considerably.**

- ▶ Home prices have risen even more compared to rents—the average (median) price of a Philadelphia home rose from \$128k to \$240k, an increase of 87.5% between 2014 to 2024.<sup>17</sup>

**There are a significant number of households that are cost-burdened.**

- ▶ Many Philadelphians are cost-burdened—paying more than 30% of income towards housing—and even severely burdened—paying more than 50%.<sup>18</sup> This is most pronounced for low-income households, increasing the risk of housing instability and homelessness.
- ▶ Nearly 89% of the lowest income renter households are cost-burdened, including 75% renter households who are severely cost-burdened.<sup>18</sup> (Figure 8)

**Figure 8 | Cost Burden Rates Among Philadelphia Households by Income and Tenure**



Source: Reinvestment Fund analysis of 2018-2022 Census American Community Survey

In 2023, Black and Hispanic homebuyers were more likely to be denied for conventional home purchase mortgages (at 11.1% and 9.2% respectively) than White homebuyers (4.7%) in Philadelphia.<sup>19</sup>

**Property Insurance:** According to the best available data, approximately 15% of Philadelphia’s owner-occupied households may not have property insurance.<sup>20</sup> Many cost-burdened households are unable to pay for rising property insurance costs while making housing payments.<sup>21</sup>

**High Reliance on Small Landlords:** Naturally occurring affordable housing (NOAH) provides part of Philadelphia’s housing stock that generally is affordable to households of modest means and is not subsidized nor is its rent (or price) controlled by regulation (e.g., HUD’s fair market rent). There are critical housing opportunities for many Philadelphians generally not subsidized, and there are approximately 76,000 NOAH properties

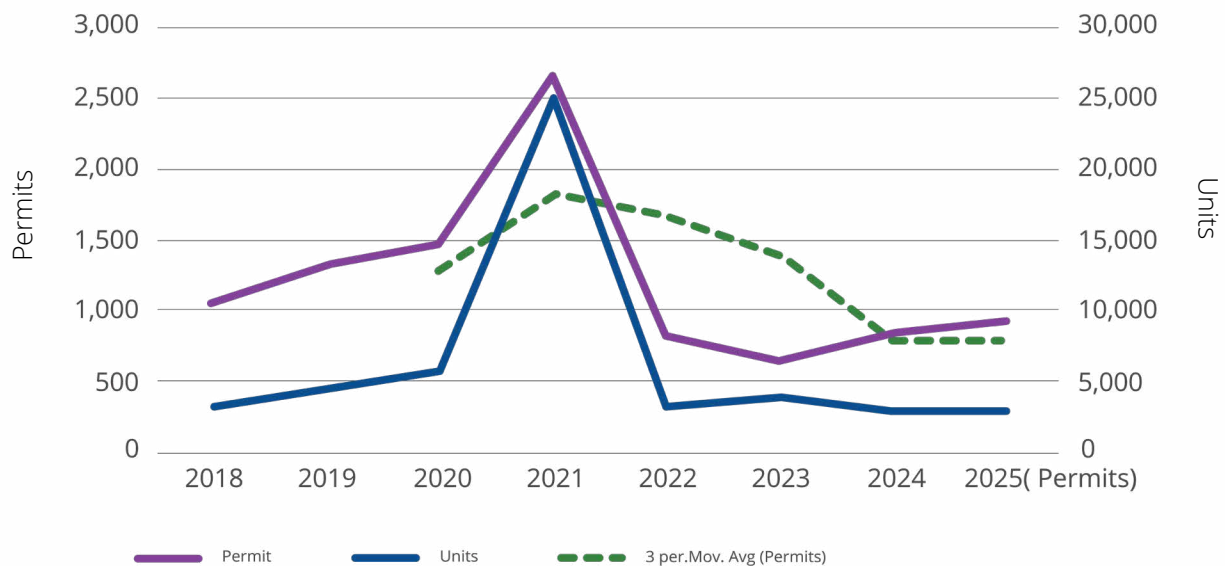
in Philadelphia that are affordable to households earning between 25-80% AMI.<sup>22</sup> Small landlords (those who own fewer than five properties) own approximately 65% of NOAH properties in Philadelphia, often within small, multi-family structures and single-family rowhouses. Because small landlords are most commonly classified as property owners, not small business owners, they can struggle to obtain the resources to make necessary repairs and improvements to keep these units available and habitable.

**Cost and Pace of Construction:** After an increase in housing production leading up to the COVID-19 Pandemic and a spike in building permits filed in 2021 (representing approximately 25,000 housing units) in advance of a major revision to the property tax abatement for new construction, residential building permits declined and then began to increase again in 2023<sup>23</sup> (Figure 9). While residential



new construction permits were up 26% in 2024 when compared year-over-year to 2023, they were still down 44% compared to 2020.<sup>24</sup> The tax policy change, which went into effect on December 31, 2021, effectively cut the abatement value in half, and coincided with a rise in federal interest rates, which reached 7.79% in October 2023, and has remained high at 6.6% for a 30-year fixed rate mortgage as of March 2025.

**Figure 9 | Census Building Permits Survey-Philadelphia Residential Permits and Units Issued**



Source: Reinvestment Fund Analysis of Census Building Permits Survey data

To complicate matters further, construction costs have been on the rise—what started with supply chain disruptions during the COVID-19 Pandemic have continued due to instability at the global trade level and could be exacerbated by the recent tariffs that have been implemented. In 2024, construction costs account for 64.4% of the average price of a new home compared with 60.8% in 2022.<sup>25</sup> This is largely due to steady increases in costs for plumbing, electrical, heating, ventilation, and air conditioning (HVAC) materials and the installation of these items.<sup>26</sup> In Philadelphia, building costs were 11% higher than the national average in 2022 as a result of high labor costs. In the same year, it was also reported that it was difficult to find contractors

and subcontractors/tradespeople to complete specialized work.<sup>27</sup>

**Wealth Building Opportunities:** Research has indicated that households of color face challenges getting a fair assessment or appraisal of their homes and getting approved for a mortgage.<sup>28,29</sup> These trends suggest a need to focus on solutions to realize equal access to housing in Philadelphia’s housing market. We plan to build on the work that’s already been recommended by Mayor Parker’s Philadelphia Appraisal Bias Task Force—addressing racial bias in the lending industry and increasing our investment in housing counseling.

**Zoning and Land Use:** Current zoning and land use policies are contributing to slower investments in and development of multi-family housing and a lack of innovation in housing types. Currently, land use and zoning policies are not consistent across the city, creating confusion for developers on the policies and rules governing development.

**Community Opposition to New Housing:** Local opposition to new development, both market rate and subsidized, can be a major barrier to housing production and preservation. This is a problem experienced in many cities across the U.S. There are, of course, valid and legitimate arguments against certain development projects. Organized neighborhood opposition can be an antidote to “top-down” planning, particularly for disadvantaged communities. However, ultimately community opposition can be an obstacle to the development

process and can drastically delay or stop the creation of housing units needed for the City's residents.

As depicted in Section 4, Philadelphia's current housing landscape presents challenges to homeowners, homebuyers, renters, landlords, developers and contractors—and that affects housing affordability, supply, and access at all income levels. Strategies to address these challenges must be rooted in data and lived experience. Recommendations for how Philadelphia can combat these challenges is addressed via the recommendations (Section 7) of this Proposed Plan.



# 5

## Day One to Now: A Continuous Focus on Housing



Since Day One of the Parker Administration, housing has been a high priority. Key themes and challenges were identified through active dialogue and survey responses from experts involved in the housing ecosystem, including community leaders, nonprofits, academics, social service providers, developers, contractors, and of course, residents. Together, an expansive network of participants provided insights that structured what has become the H.O.M.E Initiative priorities.

Since the start of the Parker Administration, Philadelphia has accomplished some signature housing achievements, the details of which can be found in the Appendix. This Proposed Plan marks the continuation of the Administration's housing efforts, further bolstering what has been a continuous focus on the mission of ensuring affordable, safe, healthy, and quality housing for everyone.

## Values-Based, Data-Driven

For the Parker Administration, data is central to everything. Our values-based, data-driven framework ensures that every activity aligns with our values, while basing decisions, programs, policies, and funding on data-driven approaches and results. Some key elements of the Administration's data focus include:

- ▶ A revamped dashboard, to provide data that is aligned with the City's updated housing goals and targets.
- ▶ City leadership participation in Bloomberg's Data Track, a technical assistance grant that builds City government's muscles in data-driven policy work and assumption testing to assess the potential impact of different interventions.

## An All-of-Government Approach

A number of agencies are involved in producing housing, and providing services to homeowners, renters, landlords, developers, and contractors. Some of these agencies come easily to mind, such as the Department of Planning and Development (DPD), the Department of Licenses and Inspections (L&I), the Office of Homeless Services (OHS), and PHA. Others may not be widely associated with housing, such as the Office of Innovation and Technology (OIT), Sheriff's Office, or the Department of Records. However, these agencies are essential to key processes that affect the City's housing production, preservation, and housing-related services.

A key element of this Proposed Plan, as established in Executive Order 03-25 is that every agency must make housing a priority, and work to break down silos, collaborate across departments, agencies, and independent public or quasi-public entities, to achieve the City's housing goals (*Figure 10*). In addition, while many of these programs will be supported and operated by City and quasi-City agencies such as DPD, PHA, the Sheriff's Office, the Philadelphia Energy Authority (PEA), and the Philadelphia Housing Development Corporation (PHDC), Philadelphia will also rely on nonprofit partners (e.g., CDCs), CDFIs, and private organizations such as the Building Industry Association of Philadelphia (BIA), the General Building Contractors Association (GBCA), the Pennsylvania Apartment Association (PAA), the Philadelphia Building & Construction Trades Council, the Philadelphia Building Trades, and the Eastern Atlantic States Regional Council of Carpenters to help bring these programs to life and scale them to meet the needs of Philadelphians.

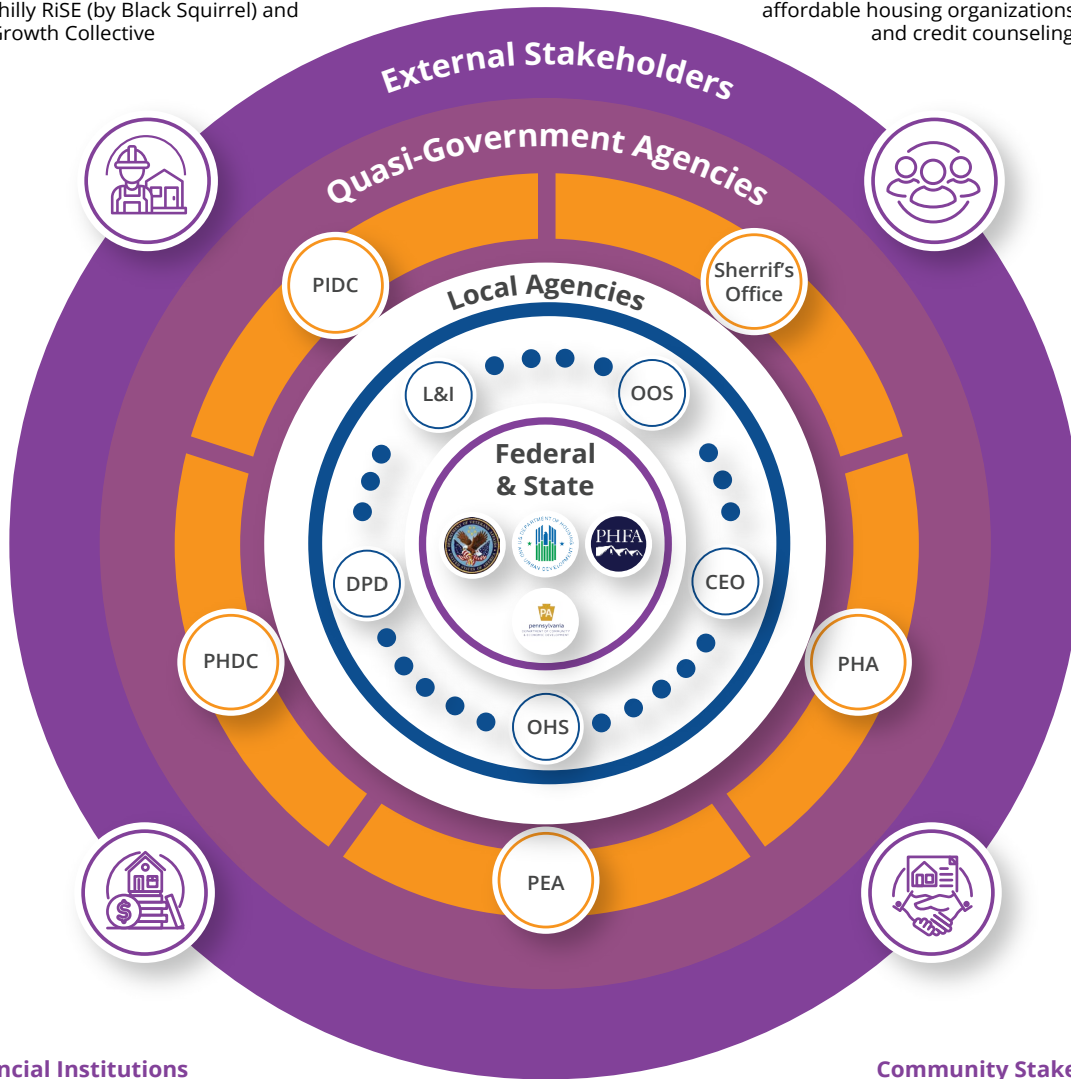
Figure 10 | The Philadelphia H.O.M.E. Ecosystem

**Developers, Contractors, and Unions**

In addition to local labor unions and contractors, local developer accelerators like Philly RiSE (by Black Squirrel) and The Growth Collective

**Nonprofit**

Community and economic development organizations, legal organizations, affordable housing organizations, housing and credit counseling agencies



**Financial Institutions**

Community Development Financial Institutions (CDFIs) the Philadelphia Accelerator Fund (PAF)

**Community Stakeholders**

Local housing sector leaders, community organizations, and community development corporations

● **Indicates additional agencies, including**

- Commerce Department
- Philadelphia Commission on Human Relations
- Philadelphia Energy Authority (PEA)
- Philadelphia Housing Authority (PHA)
- Philadelphia Industrial Development Corporation (PIDC)
- Philadelphia Housing and Development Corporation (PHDC)
- Law Department
- Department of Licenses and Inspections (L&I): Inspections, Safety, and Compliance
- Department of Licenses and Inspections (L&I): Quality of Life
- Managing Director's Office
- Mayor's Business Roundtable
- Department of Planning and Development
- Department of Parks and Recreation
- Department of Public Property
- Department of Records
- Department of Streets
- Office of the Director of Finance
- Office of Homeless Services (OHS)
- Office of Human Relations
- Office of Innovation and Technology
- Office for People with Disabilities
- Office of Philly Stat 360
- Office of the Chief Administrative Officer
- Office of Community Empowerment and Opportunity (CEO)
- Office of Sustainability (OOS)
- Office of Transportation Infrastructure and Systems
- Philadelphia Water Department
- Procurement Department

## How We Pay for Housing

Philadelphia uses several funding sources to pay for housing, including funds provided by the U.S. Department of Housing and Urban Development (HUD), local Housing Trust Fund dollars (HTF), City-issued bond proceeds, and payments from the City's general fund. In addition, PHA receives its own funds from HUD for maintaining its housing, developing new housing, and providing housing vouchers. One of the largest programs that invests in housing is the federal Low Income Housing Tax Credit (LIHTC) program, in which federal tax credit authority is allocated to the Pennsylvania Housing Finance Agency (PHFA) to award to qualified housing developments to create and maintain housing that is affordable for 42 years. Unlike some of Philadelphia's other funding sources (e.g., some funding from HUD), LIHTC dollars are competitively awarded and go to developers, not the City.

With declining sources of federal funds, local HTF and bond funds have taken on an outsized role in sustaining Philadelphia's housing investment and supporting its essential housing programs (*Figure 11*).

Many housing programs focus on leveraging private funds. For example, the City may invest \$3 million into a \$18 million-LIHTC project, leveraging the rest of the capital from the tax credits and other sources. Another example is the City's Philly First Home program, which may provide \$10,000 in down payment assistance to enable a first-time homebuyer to obtain a \$250,000 private mortgage from a commercial bank. This private-sector leverage is key to scaling the impact of limited public dollars. As stated differently, these City investments make it possible for much larger investments in housing.



## How Philadelphia Supports the Creation and Preservation of Housing

### Federal Funds

- **Community Development Block Grant (CDBG):** A federal entitlement program, providing funds for planning and economic investment activities that will benefit low- and moderate-income individuals, such as vacant structure rehabilitation and occupied housing preservation.
- **HOME Investment Partnership Program (HOME):** Provides access to funds, coupled with matching City funds, to develop affordable housing and provide rental assistance. The HOME-ARP program, implemented under the 2023 federal American Rescue Plan, provides funds to support homeless assistance systems. Under the City's Office of Homeless Services, funds are administered for long-term housing and services for those experiencing homelessness.
- **Housing Opportunities for Persons with Aids (HOPWA):** Federal funding support for individuals with HIV/AIDS.
- **Emergency Solutions Grants (ESG):** Supports homeless assistance and prevention programs.



### City Funds

- **Philadelphia Housing Trust Fund (HTF):** Developed in 2005 to support affordable housing programs – allocating half of the funds for very low-income families and individuals. The remaining half of HTF funds address additional housing activities such as the new production, rehabilitation, and preservation of housing.
- **City of Philadelphia General Funds:** Local tax dollars distributed to the Department of Housing and Community Development and the Office of Homeless Services to support land management, homelessness programs, foreclosure prevention, storefront improvement, and housing services.
- **H.O.M.E. Initiative Bond Proceeds :** \$800 Million in bond proceeds will 1) increase capacity for existing essential programs and 2) finance new programs for additional opportunities. Bond-funded programs will increase the preservation, production, stabilization, and incentives investments in our housing stock and serve Philadelphia households across all income bands.



# 6

## What We Are Working Towards





The H.O.M.E. Plan is structured around seven core pillars, known as our North Stars, to effectively provide direction for the Proposed Plan's goals and actions. Together, a collective of City leaders, key stakeholders, and critical partners worked to identify housing priorities to develop our North Stars, which will guide us toward building a vital housing ecosystem that provides opportunity for all.

### **Preserve Our Homes**

*Philadelphia has an older housing stock. Make sure our homes stay livable, healthy, quality, and safe.*

The City will prioritize housing preservation efforts and will address issues such as structural and safety hazards, exterior disrepair, and water infiltration for owner-occupied and renter-occupied households. The goal is to cultivate a healthy living environment for all Philadelphians and ensure that units are not lost to neglect and disinvestment.

### **Make Our Homes More Affordable**

*All Philadelphians should be able to afford a quality home in a community rich with amenities and access to jobs.*

Due to a limited supply of affordable housing, many low-income households struggle to stay in their current living situation, while also lacking alternatives. This Proposed Plan will invest in existing and new affordable housing programs to reduce costs for residents and encourage diverse, mixed-income, and amenity rich neighborhoods.

### **Build More Housing**

*We need more housing at all income levels and in all neighborhoods. Let's unlock the potential of our land to build more housing supply.*

The increased demand and limited supply of housing options in Philadelphia has an impact on households at all income levels. In 2022, there was a 74% decline in multi-family construction due to several factors, such as fluctuating construction costs, rising interest rates, labor shortages, and supply chain issues. As an important note, this decline may be conflated due to the previous spike in multi-family construction influenced by changes in abatement rules. To address housing shortages and stabilize the housing market, this Proposed

Plan recommends strategies that increase development capacity and make it easier to identify land on which to develop a mix of housing types. This will provide more opportunities to welcome new residents and cultivate stronger communities for existing residents.

Housing is also a key driver of well-paying jobs and economic opportunity for our workforce. Ramping up the City's investment in preservation and production will generate additional demand for construction jobs—approximately 41,500 full-time equivalent roles.<sup>30</sup> To meet this demand, this Proposed Plan includes recommendations for growing and enhancing the workforce that develops, builds, repairs, and provides other housing construction-related services.

### **Make the City Work Better for the People**

*Our government is responsive to you. Whether you're a homeowner, renter, landlord, or developer, we must provide a high level of customer service.*

While one half of the battle is ensuring the right programs, policies, and funding are in place, the other half is making sure programs are running efficiently and funding is being maximized at every opportunity. The H.O.M.E. Initiative aims to increase operational effectiveness, formalize roles and responsibilities that have previously been shared—such as a land acquisition staffer—and guarantee that Philadelphians can easily find, navigate, and engage with the housing services the City provides.

### **Prevent Housing Instability and Homelessness**

*Nobody in Philadelphia should be homeless or fear losing their home. We need to reduce housing instability and prevent homelessness.*

For the third consecutive year, the number of Philadelphia households experiencing homelessness has increased, with higher rates of unsheltered homelessness than in previous years.<sup>31</sup> This Proposed Plan's recommendations aim to address destabilizing factors by reducing housing costs through rental subsidy and utility assistance programs, minimizing the likelihood of unsheltered homelessness by refining relocation and diversion programs, and continuing investment in permanent supportive housing.

## Make Our Homes and Communities Resilient

*Philadelphia is investing in its infrastructure and housing to ensure that it is in good repair and resilient from disasters like storms and flooding.*

Equitable access to safe housing is paramount for all residents of Philadelphia—and it is also in our City’s fiscal interest. By investing in programs that strengthen our housing infrastructure and reduce the severity of the impact of natural disasters, we can redirect disaster relief funds that would be dedicated to reactive support into proactive programs and policies that will make our homes and communities more resilient.

In addition to these federal dollars, many of our existing preservation and production programs have environmental resiliency at the forefront. After all, a home with a secure roof and foundation, more water-resistant materials, pointed bricks, and the like are more likely to withstand extreme storms and other weather events.

The City will enhance its resiliency-related work through programs like Restore Repair Renew, which allows for resiliency-adjacent repairs (e.g., weatherization). The City will continue to partner with entities like the Energy Coordinating Agency, which administers the Philadelphia Weatherization Assistance Program and the Philadelphia Energy Authority, which has its Built to Last program that helps ensure that resiliency and energy conservation are layered into existing home repair programs.

## Reduce Blight and Vacancy and Improve Our Communities

*Quality housing relies on strong communities. We need to redevelop our vacant lots and buildings and invest in beautifying our blocks.*

There are over 6,300 publicly-owned parcels and properties available for development as housing, green spaces, and community resources. In addition, as of February 2025, there were 1,930 owners of actionable, residential tax-delinquent properties who owe 25 years of taxes or more.<sup>32</sup> With input from DPD, Philadelphia Parks and Recreation, the Office of Transportation Infrastructure and Systems (OTIS), the Sheriff’s

Office and other departments, we aim to accelerate the pace of redevelopment both directly (via programs) and indirectly (via policies). We also aim to partner with the Community Life Improvement Program (CLIP) to build upon their efforts to make Philadelphia a nicer place to live by removing graffiti and maintaining properties.

## Housing Goals and Targets

The H.O.M.E. Initiative goals were structured to meet ambitious, yet achievable housing targets based on comprehensive data collection and analysis of the housing market. This Proposed Plan will invest in the preservation and production of 30,000 total units across a wide range of income levels.

We determined the distribution of units needed through analysis of the most contemporary housing market data, ultimately defining “targets” broken into subcategories of production or preservation, homeownership or rental, and further defined by five “income bands”, or ranges of household income. These income bands align with the way HUD qualifies households for certain government subsidies and support. By breaking out the housing targets in this way, we can ensure that the strategies and resources in this Proposed Plan are precisely focused on solving the City’s true housing challenges. *(More information on the methodology can be found in Appendix A.)*

The housing targets (*Table 1*) reflect unmet demand for new housing and preservation of existing homes at various income levels—to enable the City to prioritize investments based on actual gaps and needs. These targets also help us optimize City programs and services to ensure constituents and stakeholders have the resources they need to help us reach our goals.

Beyond production and preservation, this Proposed Plan will also aim to bolster economic mobility and strengthen systems of support to alleviate the risk of housing instability and homelessness. The City will leverage resources for stabilization programs, such as those that provide assistance to renters and homeowners, including legal counseling and financial assistance for eviction prevention.

Incentive programs will strengthen homeownership rates and enhance opportunities for generational wealth creation through programs such as the Philly First Home program. Each of these interventions has been examined and recommended as one piece of the larger housing support ecosystem. Programs can be paired or layered to address households' pain points at every stage of the housing experience

Summary of Philadelphia Housing Targets with H.O.M.E. Initiative Funding					
Affordability Level	Household Income*	Production		Preservation	Totals
		Ownership	Rental	Ownership or Rental	
<b>Deeply Affordable</b> 0-30%	<\$31,000	0	1,800	7,200	9,000
<b>Affordable</b> 30-50%	\$31,000- \$51,650	1,400	2,500	7,900	11,800
<b>Workforce Housing</b> 50-80%	\$51,650- \$82,600	2,100	2,900	1,200	6,200
<b>Workforce Plus</b> 80-120%	\$82,600- \$123,900	1,100	1,400	200	2,700
<b>Market Rate</b> > 120%	>\$123,900	150	150	-	300
<b>Totals</b>		<b>4,750</b>	<b>8,750</b>	<b>16,500</b>	<b>30,000</b>

These unit targets do not represent everything that will be produced and preserved in Philadelphia over the next four years. These are only the units that will count towards the H.O.M.E. Initiative goals.

\*Income band is determined by percentage Area Median Income (AMI).

\*\*Household income is based on a household size of three (3) people.

Table 1 | Source: The Reinvestment Fund

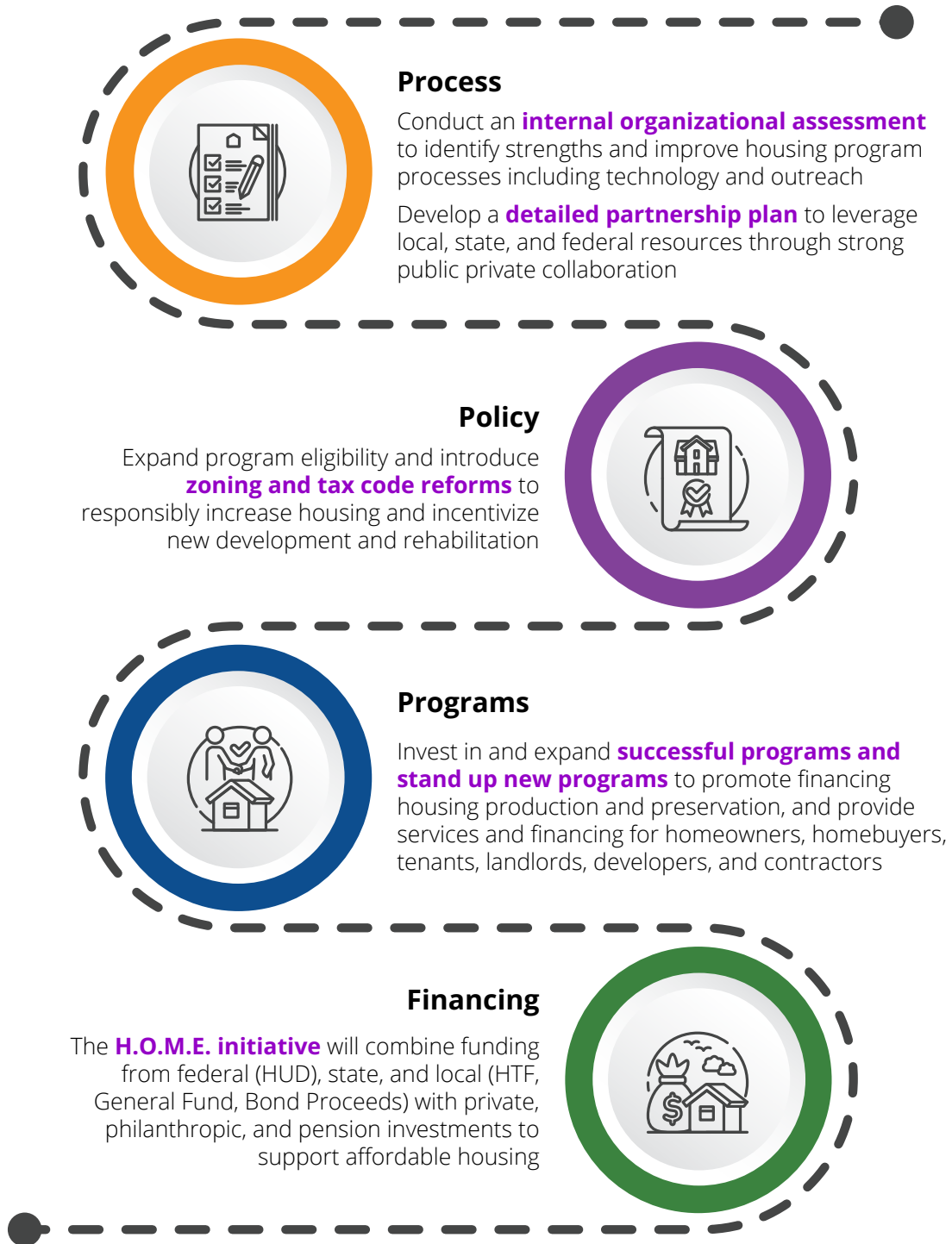
7

# Our Four-Part Strategy



We recognized that to achieve a goal as ambitious and important as housing for everyone, it is essential to have a multi-faceted strategy. This Proposed Plan seeks to achieve the housing targets and meet the North Stars through actions and initiatives that fall into four categories: Process, Policy, Programs, and Financing (Figure 12).

Figure 12



## Process

Change needs to start from within. The Executive Order Mayor Parker signed (Executive Order 03-25) formally charted 25 City departments, three quasi-public land holding entities, and an array of nonprofit City partners with the task of improving coordination, breaking down barriers and bureaucracy, identifying opportunities for improvement, and recommending processes for streamlining. These are necessary to both improve the customer experience and decrease the many associated costs of construction.

As an early step, City agencies were tasked with self-identifying housing-related process improvements within 30 days. Following on those initial findings, we will carry out targeted organizational (*Figure 13*), program, and technology assessments. These assessments will focus on identifying strategic recommendations for process improvement and government efficiency to enhance effective delivery of programs and services. We will work to instill a mindset and framework for continuous process improvement.

### Learning from Other Cities' Successes

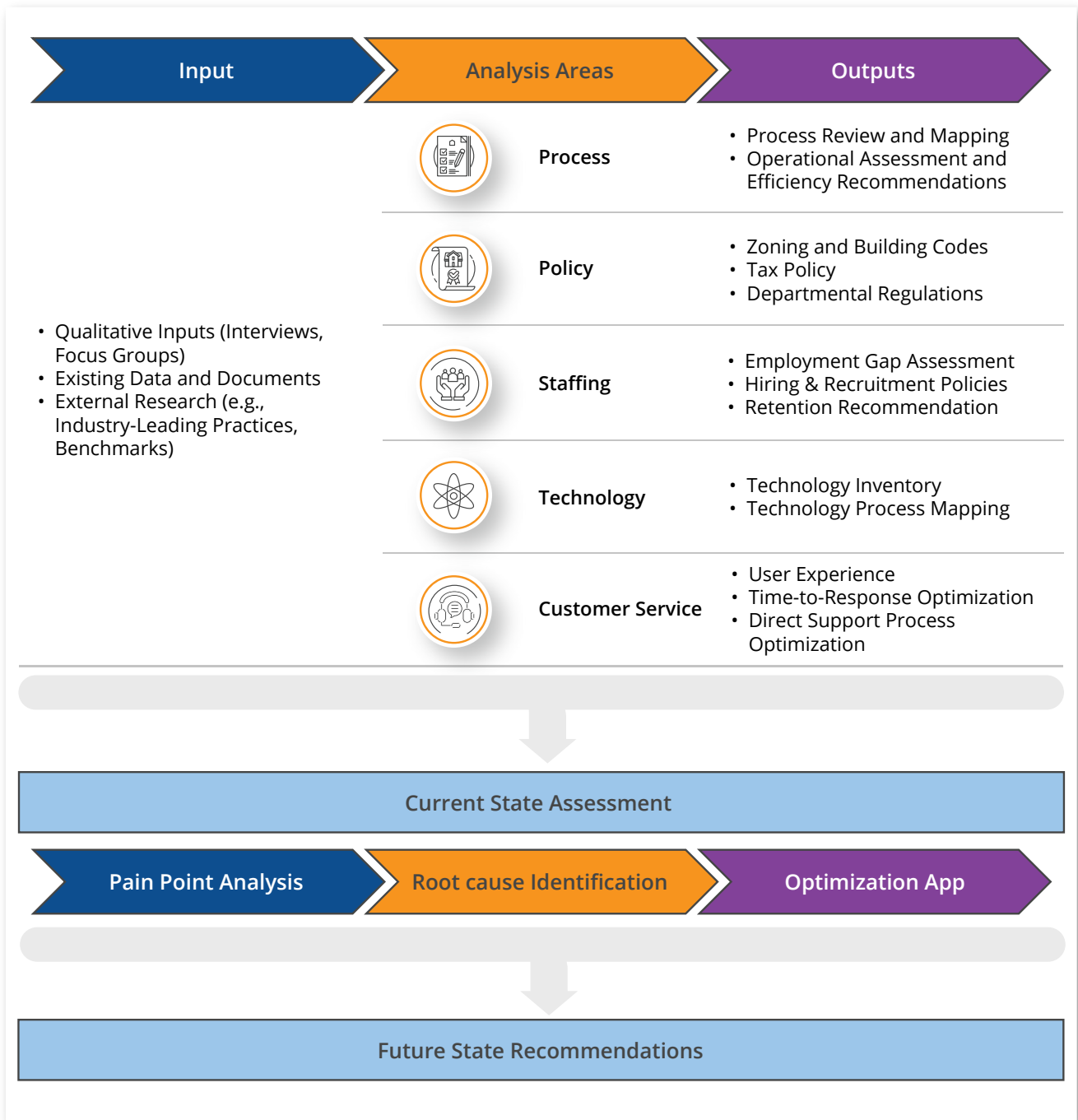
Change from within can be influenced by leading practices across the U.S. Mayor Parker and her team have met with representatives from several peer cities from across the country who have led similar housing initiatives, including Atlanta, Chicago, Cleveland, Los Angeles, Minneapolis, and Pittsburgh. We have identified over 80 leading

practices from these and other cities that best address Philadelphia's challenges, and offer recommendations that tailor the programs to meet our city's unique needs.

Throughout the Parker Administration, government efficiency and effectiveness around housing is a key priority. This includes a focus on increasing the supply of housing and providing more effective services for developers, contractors, homeowners, homebuyers, renters, landlords, and all residents. If enacted, the outcome of these efforts will be improved operations, better service, and increased efficiency across administrative functions that have a notable impact on housing, such as permitting, zoning, inspections, and application processing. City agencies will ensure all staffing needs are met to implement and oversee programs and policies. Programs under the initiative will be monitored and routinely evaluated by a set of pre-determined Key Performance Indicators (KPIs), in addition to general compliance and regulatory requirements.



Figure 13



## Policy

Some housing solutions require either changes to public policy or possibly legislation. Early legislative priorities under this Proposed Plan include cleaning up the Zoning Code, addressing zoning inconsistencies to reduce the need for exemptions and overlays, and expanding development opportunities in transit-oriented overlays. Other policy proposals could help provide safeguards to development—including promoting growth while protecting against displacement of existing owners and renters. Below are a few examples of where policy and legislation can be key drivers of housing solutions. When legislation is needed to advance major objectives, we will work closely with City Council to draft legislation that is designed to solve a specific problem. We will also take into account successful solutions from peer cities and customize them to work in Philadelphia.

### Improving the Zoning Code

Updating zoning legislation could allow for more predictable development and increase opportunities for responsible density, such as allowing for two-family rowhomes, creating more opportunities for accessory dwelling units (ADUs), and removing customized overlays exempting Districts out of smaller lot sizes.

Other ideas include expanding Transit-Oriented Development overlays to allow for more density and adjusting parking requirements that take into consideration parking necessity relative to walkability of the neighborhood. While all proposed changes will be reviewed to ensure that the character and quality of our neighborhoods are maintained, these changes will more readily provide a variety of housing options for household types at a variety of income levels and housing preferences.

### Creating Consistency in All Parts of the City

We want homebuyers, homeowners, renters, developers, and contractors to see Philadelphia as a friendly place to buy, to build, and to receive the services they need. This starts with the City looking internally and fixing any challenges to providing excellent customer service. This also requires consistency. When someone builds or buys a home, we want them to have a consistent experience across the City regardless of race, ethnicity, or demographics. We cannot have different land use and zoning policies in different parts of the city if we want to provide exceptional and consistent customer service. Policy solutions will be key to ensuring that the experience of constituents building and buying is an exceptional one that is consistent no matter where in Philadelphia they live or work.

### Stimulating Construction in Weaker Submarkets

There are neighborhoods in Philadelphia that have garnered attention for their growing desirability, or for having a community that is motivated and primed to be rejuvenated. However, high interest rates, rising construction costs, and a volatile supply chain environment make it difficult for developers, homeowners, and landlords alike to feasibly invest in creating new homes or rehabilitate the homes and lots they now own. Strategies, like strategically expanding tax abatements in certain areas and for certain types of housing, would reduce the costs of development. We can aim to reduce the number and length of time that units remain vacant by introducing incentives for owners of vacant properties to sell, develop, or rehabilitate uninhabited units.

## Repealing the Construction Impact Tax

To reduce the cost of construction and make our city friendlier for development, the Administration proposed repealing the Construction Impact Tax that put a 1% tax on construction and improvements over a certain threshold in the city. This is one example of how a policy measure can have an impact on reducing cost and increasing opportunities for greater housing supply and construction, which in turn will stimulate job growth and economic opportunity.



## Aligning Community Engagement with a Positive Housing Focus

We will support community engagement to give voice to those who advocate for their best interests, and we recognize that not all development proposals are in the best interests or are a good fit for a given street or neighborhood. But we also want to ensure that advocacy understands the collective need to increase the supply of affordable, available, safe, and healthy housing. Policy solutions could help reform the avenues for community involvement in the processes of planning, zoning, and development in a way that provides reasonable avenues and limitations to community opposition and focuses on expanding housing supply and options in a way that supports the goals of each neighborhood, and the City overall.

## Bridging the Gap

Other key policy initiatives include providing opportunities for households to reduce their cost burden and work towards economic mobility. We are exploring options such as credit-building opportunities for renters to bridge the gap between renting and homeownership.

## Programs

The most visible path to realizing housing solutions lies in our public-facing housing programs. The programs managed by the City and its partners are directly involved in financing housing production and preservation, and providing services and financing for homeowners, homebuyers, tenants, landlords, developers, and contractors. This Proposed Plan includes a specific and targeted set of recommendations to:

1. **Continue:** Continue successful existing programs.
2. **Invest in and Expand:** Scaling existing programs to expand their impact.
3. **Introduce:** Stand up new programs based on successful leading practices.

Below the proposed programs are categorized by their corresponding North Stars. For more detailed program descriptions, see *Appendix B*.

## Staffing and Capacity

Investing in programs is not sustainable without also supporting the City staff and administrative backbone of these programs. We intend to create 32 additional staff positions across DPD to ensure that the agencies that affect land acquisition and disposition, administer housing programs, and manage planning and zoning and other key functions can operate at the necessary capacity to support their success and sustainability. These staff will play a critical role in ensuring a high level of customer service, reducing backlogs, responding more quickly to constituents, and having the capacity necessary to implement changes and adjustments as identified through this Proposed Plan.

## Preserve Our Homes

Today, Philadelphia invests nearly \$110 million annually in housing preservation programs, 42% of which is dedicated to preserving owner-occupied properties. Together, these programs supported nearly 6,900 renter and owner households in Philadelphia in 2024. And yet, there is still an opportunity to help more Philadelphians. Currently, many of the existing programs are supported by the Housing Trust Fund and Neighborhood Preservation Initiative (NPI). While these funds will continue, we aim to amplify the impact of these programs by supplementing them with bond funds from the H.O.M.E. Initiative. Our capacity for support can also be improved if we provide additional resources to key partner agencies and organizations, help owners and renters more easily navigate the preservation process, and promote the success of programs more widely to engage new partners (Table 2).

Name	Recommendation
<i>Programs</i>	
<b>Acquisition Fund</b>	<b>Introduce</b>
Restore, Repair, Renew (RRR)	Invest in and expand
Basic Systems Repair Program (BSRP)	Invest in and expand
Heater Hotline Program	Continue
Adaptive Modification Program (AMP)	Continue
Targeted Housing Presentation Program	Continue
Rental Improvement Fund	Continue
Row Home Protection Program	Invest in and expand
Tangled Title Fund and Tangled Title	Invest in and expand
<i>Services</i>	
<b>Home Service Clearinghouse and Concierge</b>	<b>Introduce</b>
<b>Restore Repair Renew Impact Report</b>	<b>Introduce</b>

Table 2

## Make Our Homes More Affordable

Philadelphia is a national leader in programs that focus on stabilizing residents with direct subsidies and access to housing counseling—programs that supported more than 9,000 residents in 2024. To further bolster the affordability of the housing market, we see opportunities to offer services like homeowner's insurance and mortgages at below-market rates. This strategy will require strong partnerships with local lenders. We also want to invest in programs that support sustained affordability, like expanding tax privileges for property owners offering unsubsidized affordable housing, and those that promote economic mobility, such as expanding opportunities for homeownership (*Table 3*).

Name	Recommendation
<i>Programs</i>	
Philly First Home	Invest in and expand
<b><i>ONE Philly Mortgage</i></b>	<b><i>Introduce</i></b>
UESF Utility Grant	Continue
Shallow Rent Program Assistance, Tenant-based	Invest in and expand
<b><i>Shallow Rent Program, Property-based</i></b>	<b><i>Introduce</i></b>
Employer Assisted Housing	Continue
Rent and Security Deposit Assistance (Fresh Start)	Continue
<b><i>Home Appraisal Bias</i></b>	<b><i>Introduce</i></b>
<i>Services</i>	
<b><i>Homeowners Insurance Program Feasibility Research</i></b>	<b><i>Introduce</i></b>
<b><i>Rent-to-Credit Program Research</i></b>	<b><i>Introduce</i></b>

Table 3

## ONE Philly Mortgage

This new program will make mortgages accessible and affordable to ensure that more Philadelphians are able to become homeowners. The program removes the need for private mortgage insurance (PMI) by providing 30-year fixed rate loans with a low down-payment and a low interest rate.

### How it helps achieve our mission:

We are excited at the prospect of introducing this cutting-edge, publicly-driven program, which will open the door to first-time homeownership for low- and moderate-income households. This program will save households hundreds of dollars per month, helping to reduce housing cost burden, increase housing stabilization, and pave the path for greater future economic mobility.

## Build More Housing

Increasing our supply of housing is not just about building more: it is about ensuring that new development can be sustained. We will invest in opportunities to reduce the cost of construction, provide new sources of funding to provide low-cost and accessible capital for pre-development and development activities, while also leveraging the City's land to establish long-term affordability (*Table 4*).

Name	Recommendation
<i>Programs</i>	
Turn the Key	Invest in and expand
<b><i>Contractor Training</i></b>	<b><i>Introduce</i></b>
<b><i>Access to Bonding for Local Contractors</i></b>	<b><i>Introduce</i></b>
<b><i>Purchase US Bank Liens</i></b>	<b><i>Introduce</i></b>
<i>Services</i>	
<b><i>Long-Term (70/30) Ground Leases</i></b>	<b><i>Introduce</i></b>
<b><i>Community Nonprofit Land Acquisition</i></b>	<b><i>Introduce</i></b>
<b><i>Positive Housing Marketing and Engagement</i></b>	<b><i>Introduce</i></b>
<b><i>Establish a Public Developer</i></b>	<b><i>Introduce</i></b>

Table 4

## Make the City Work Better for The People

Our ambition is to design a connected, integrative housing ecosystem driven by community engagement and bolstered by opportunities for household empowerment. As a City, we want to provide exceptional customer service: quick response times, easy-to-locate support options, clear communication about programs and City offerings, and top-quality services. To achieve this goal, we must focus on data-informed process improvements, invest in the capacity of our professional staff, and work to build more efficient agencies and administrative functions within government (*Table 5*).

Name	Recommendation
<i>Services</i>	
<b><i>Land Bank Operational Assessment</i></b>	<b><i>Introduce</i></b>
<b><i>Operational and Programmatic Efficiency Assessment</i></b>	<b><i>Introduce</i></b>

Table 5

### Philadelphia Accelerator Fund (PAF)

This fund provides flexible financing for affordable housing and works to increase access to capital for Philadelphians across the City, including historically disadvantaged groups.

#### How it helps achieve our mission:

Today, developers—especially affordable housing developers—have difficulty securing low-cost pre-development funds. This slows construction and ultimately raises the cost of development, reducing the threshold by which homes can be affordably built and sold.

PAF provides funds to help developers bridge their funding gap, and help produce more housing units. Increasing the City's investment in this innovative public-private partnership is critical to reaching the City's goal of producing 13,500 new units.

## Prevent Housing Instability and Homelessness

The following recommendations are intended to interrupt the cycle of housing instability, starting with supporting renters in the face of unexpected events, such as job loss, landlord or housing quality issues, injury that results in loss of income, and more. We also aim to expand support for programs that work to eliminate instances of unsheltered homelessness and increase support for emergency and transitional shelter (Table 6).

Name	Recommendation
<i>Programs</i>	
Eviction Diversion	Continue
Homeless Prevention	Continue
EDP Targeted Financial Assistance	Invest in and expand
Philadelphia Eviction Prevention Programs and Right to Counsel	Continue
Transitional Housing and Homeless Prevention	Continue
Permanent Housing and Supportive Services	Continue
Tenant-Based Rental Assistance and Rapid Rehousing	Continue
Foreclosure Prevention	Continue

Table 6

## Make Our Homes and Communities Resilient

The City received \$163,204,000 in Community Development Block Grant Disaster Recovery (CDBG-DR) funds from HUD to support long-term recovery efforts following the impacts of Hurricane Ida. In October 2023, HUD approved the City's CDBG-DR Action Plan, which outlines the planned activities the funds will enable across housing, infrastructure, planning, and economic revitalization. The two largest investments the funds will support are targeted to housing (32% of the funds) and infrastructure (also 32% of the funds).

Major programs under the action plan include: the Homeowner Repair program, which helps provide safe and decent housing opportunities for low-to-moderate income and socially-vulnerable households impacted by Hurricane Ida; a rental repair, rehabilitation, and construction program; and a hazard mitigation program that will strengthen facilities, structures, and communities to make them less vulnerable to future disaster impacts (Table 7).

Name	Recommendation
<i>Programs</i>	
Built to Last	Continue
Weatherization Assistance Program	Continue
Workforce Development	Continue

Table 7

## Reduce Blight and Vacancy and Improve Our Communities

Investing in our communities has been shown to have a positive effect on all aspects of life from mental health to safety to building neighborhood connections. A study from the University of Pennsylvania found that people living within a quarter mile radius of vacant lots that had been converted to greened lots had a 41.5% decrease in feelings of depression and a 63% decrease in self-reported poor mental health

compared to those living near lots that had not been cleaned.<sup>33</sup> The newly greened areas also experienced up to a 29% decrease in gun violence—a stunning finding that has been bolstered by other studies of place-based interventions such as replacing plywood with doors and windows and making basic system repairs that have reduced gun violence.<sup>34</sup> With this data in mind, we must focus on beautifying our communities to help strengthen communities’ social fabrics while preserving housing stock and property values (*Table 8*).

Each of these recommendations will help Philadelphians attain affordable quality desirable housing in every neighborhood at every income level.

Name	Recommendation
<i>Programs</i>	
<b>Curbside Appeal Program</b>	<b>Introduce</b>
<b>Façade Improvement Program</b>	<b>Introduce</b>
Neighborhood Infrastructure Improvement Program	Continue
PHS LandCare Program	Continue

Table 8

## Financing Programs

Some programs are focused on providing financing to developers, landlords, homeowners, and renters. This Proposed Plan proposes investing in several established program funds that will support our housing goals. (*Table 9*)

Name	Recommendation
<i>Programs</i>	
Rental Improvement Fund (RIF)	Offers a loan product to small landlords to repair their rental properties. Loans are eligible for full forgiveness or a preferable 0% interest rate if landlords meet program affordability requirements during the loan term. The loan is for \$10,000-\$24,999 per property (up to \$100,000 per landlord) over 10 years. The loan will be forgiven 20% annually beginning in year 6 if conditions are met, with a 6% interest rate if affordability requirements are unmet.
Tangled Title Program and Fund	Provides individuals grants of up to \$4,000 to cover administrative, legal, and other costs that may arise in resolving a homeownership issue.
Affordable Housing Preservation and Production Funds (Neighborhood-Based Rental)	Provide gap financing for LIHTC development projects.
Land Bank Acquisition Fund	Provides capital to acquire repossessed property at public auctions to increase the supply of affordable units.

Table 9

# 8

## How We Will Pay for the Plan





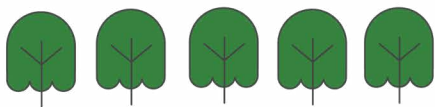
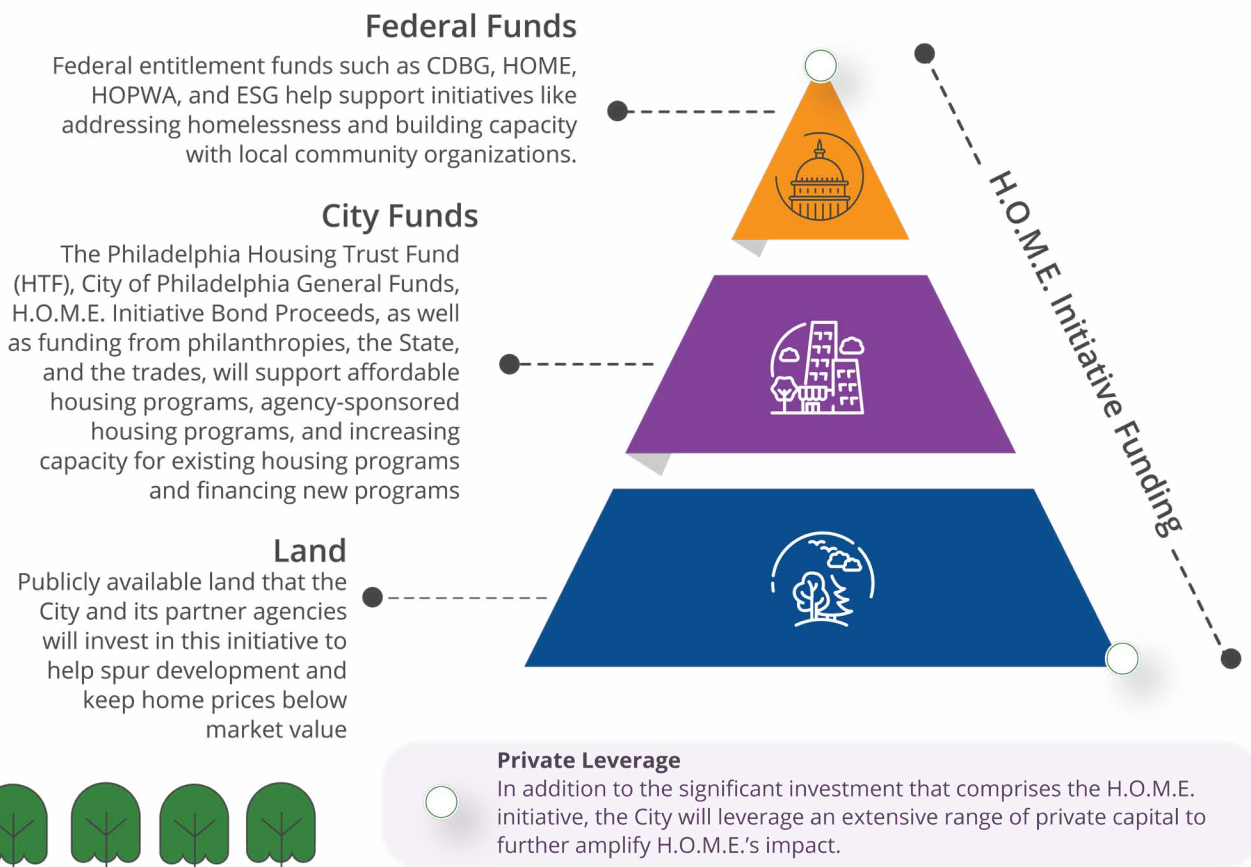
With the H.O.M.E. Initiative, we are going to make a significant investment in housing over the next four years, which will result in the production and preservation of 30,000 housing units, as well as an array of programs and services focused on providing housing stability and building wealth and opportunity through housing. That investment includes nearly \$1 billion in funding provided by the City, as well as the value of the City’s land and assets contributing to housing production. By the end of 2027, the Parker administration will issue \$800 million in housing bonds (Figure 14).

This unprecedented investment is anticipated to have a significant impact on leveraging private capital from sources like philanthropies, building trades, pension funds, the State, community development financial institutions, private lenders, equity investors, and others who invest their own capital. The goal is for this

public investment in housing to ramp up construction, unlock additional investment, and maximize our potential to build and preserve as much housing as possible.

This financing approach recognizes the essential nature of housing—an investment that is core to the health, safety, and stability of our households, the vitality of our communities, and the pathways to economic opportunity for all. This approach also recognizes the power of public funds to leverage private investment through smart and efficient program designs and key partnerships. We will closely monitor every investment made as part of this Proposed Plan and collect ongoing and reportable data benchmarked to Key Performance Indicators (KPIs), to measure the success of our investments, and to provide data to pivot as necessary through a continuous process improvement framework.

**Figure 14 | H.O.M.E. Initiative Funding Sources**



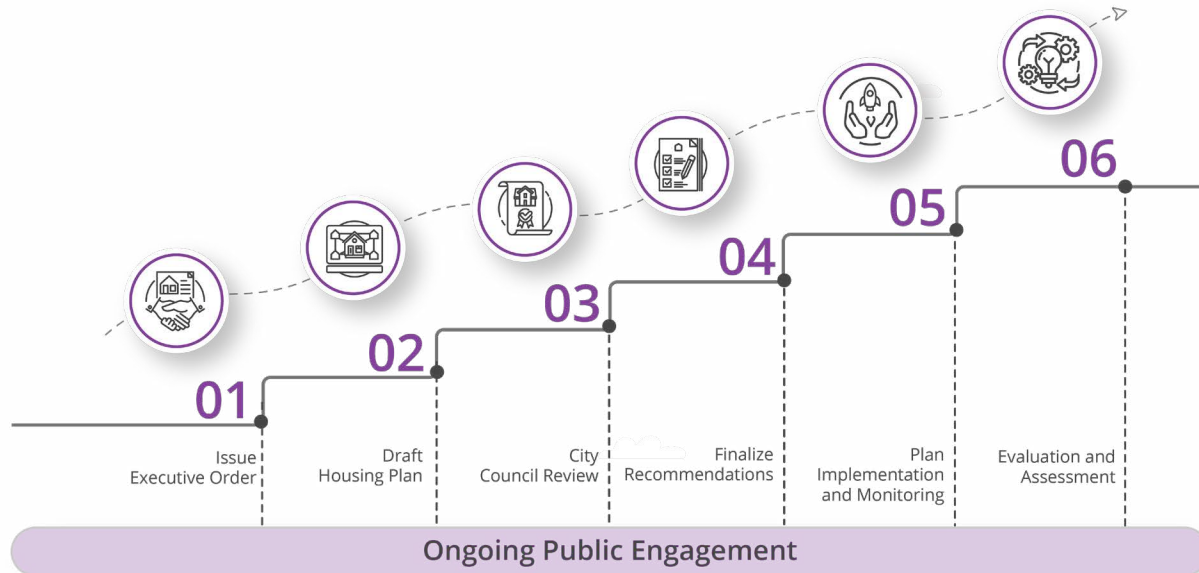
# 9

## Bringing the Plan to Life



It is essential that your government is a sound steward of your dollars—that we put them to work in a way that ultimately moves the needle on economic and social measures of success that really matter (Figure 15).

Figure 15



Implementing the recommendations of this Proposed Plan will be complex and multifaceted. We have an internal Housing Core Team whose role will be to ensure that each component of the H.O.M.E. Plan is implemented successfully. This Housing Core Team will develop an Implementation Roadmap, which will require developing multiple workplans and critical path schedules, mapping dependencies, and project management to align internal and external partners.

Project teams overseen by the Housing Core Team will focus on program design and development for the new programs and scaled programs. Our data team will ensure appropriate and effective software and technology platforms for each program to allow for data reporting on a regular basis.

The program recommendations span four years and two bond tranches. Our Implementation Roadmap takes into consideration the length of time it will take to stand up new programs, the

dates that the bond funds will become available, and the length of time it will take existing programs to scale to their full capacity based on the additional funding allotted by the bonds. We also have a thorough continuity plan from the prior Neighborhood Preservation Initiative (NPI) bonds to ensure smooth continuation of funded programs with minimal interruption.

The multi-sector Housing Advisory Group will continue to meet on a regular basis, to review program outcomes, advise on the roll-out of the strategy, and assist in pivoting as needed to ensure that the outcomes of our investments meet the North Star goals. The process of stakeholder engagement and partnership oversight is a long-term component that is key to the success of this Proposed Plan and its recommendations.

# 10

## Conclusion



The H.O.M.E. Plan represents a strategic approach to addressing Philadelphia's housing challenges through seven North Star goals: preserving homes, making housing more affordable, building more housing, improving city services, preventing housing instability and homelessness, making homes and communities resilient, and reducing blight and vacancy and improving our communities. By investing in preservation, production, stabilization, and incentives, the Proposed Plan aims to bridge the housing equity gap and ensure access to safe, healthy, and affordable housing for everyone.

The Proposed Plan is built on extensive research, stakeholder collaboration, data-driven decisions, and addresses external factors and market influences. It sets ambitious targets to invest in the preservation and production of 30,000 units across various income levels, with a clear process for implementation, monitoring, and evaluation.

Key partnerships with federal, state, and local agencies, nonprofit organizations, financial institutions, community stakeholders, developers, landlords, and contractors are integral to the Proposed Plan's success. The H.O.M.E. Initiative aims to transform Philadelphia's housing landscape, ensuring every resident can enjoy the benefits of an affordable, safe, healthy, quality home that is in a thriving community. This is not a dream: it will be Philadelphia's reality if we all roll up our sleeves and work together.



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March 24, 2025