INITIAL REPORT OF SELECTED RECOMMENDATIONS PURSUANT TO EO 3-25

TO: ADMINISTRATION OF MAYOR CHERELLE L PARKER
FROM: DEPARTMENT OF PLANNING AND DEVELOPMENT

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Table of Contents

Context

On February 19, 2025, Mayor Cherelle L. Parker delivered on her campaign pledge to confront Philadelphia's housing crisis head-on with the appointment of Angela Brooks to the new role of Chief Housing and Urban Development Officer and signing Executive Order (EO) 3-25 to formally establish the Housing Opportunities Made Easy (H.O.M.E.) Initiative.

The Executive Order charged the Department of Planning and Development (DPD) with engaging internal and external stakeholders to review existing development approval processes and policies and provide concrete, data-driven recommendations for reform. DPD is submitting this internal report of the strongest, first tier recommendations resulting from this engagement, and delivering this report to the Mayor within 30 days of the signing of the Executive Order, as required. Subsequent reports will be submitted every six months thereafter. This report will be referred to as the HOME-OP Plan to differentiate it from the overall H.O.M.E. Initiative to create and preserve 30,000 units of housing. The "OP" in HOME-OP stands for "Optimization." HOME-OP advances the objectives of reducing the time, cost, and uncertainty of developing housing in the City of Philadelphia, and promoting affordable luxury wherever possible.

Our Process

The EO marked the formal commencement of stakeholder engagement pursuant to the H.O.M.E. Initiative. That said, it is important to recognize that conversations with stakeholders about these issues have been ongoing since the Mayoral transition, beginning with the Housing, Planning, and Development Transition Subcommittee and continuing with the Mayor's Business Roundtable and in a variety of other settings.

Under the H.O.M.E.Initiative, stakeholder engagement accelerated and intensified. Indeed, the EO named 50 specific stakeholders and several "catch-all" stakeholder groups across the categories of City entities, quasi-governmental land holding entities, non-profit partners, and external partners. It also formally established the H.O.M.E. Advisory Group to provide ongoing guidance and feedback through the implementation phase.

With the benefit of the varying perspectives and expertise of these stakeholders, DPD gathered, vetted, and refined more than 100 recommendations. Specifically, DPD:

- Created a tool for collecting detailed recommendations and disseminated it to 25 City departments and offices to complete;

- Held 40 one-on-one follow up meetings with departments and offices to better understand the benefits, challenges, supporting data, and implementation steps required for these recommendations;

- Worked with the Chief Housing and Urban Development Officer to convene the inaugural meeting of the 50-member H.O.M.E. Advisory Group; and

- Held several meetings with external stakeholders in separate sessions, grouped by peer industries, to solicit suggestions for process refinement, feedback on scaling existing programs, and their need for additional resources.

In addition to **stakeholder engagement**, DPD's review and evaluation of submitted recommendations were informed by:

- **Peer city best practices**: With the support of our consultants TRF and Guidehouse, over the last several months we identified multiple U.S. cities recognized as leaders in addressing the housing crisis. Dialogue with Atlanta, Chicago, Cleveland, Los Angeles, Minneapolis, and Pittsburgh yielded helpful guidance. Information solicited from this effort is captured in a Peer Cities Report, prepared by the consultants above, that references eighty (80) leading practices evaluated for potential use as part of the H.O.M.E. Initiative.

- **Data analysis**: In recognition of Philadelphia's ambitious goals, in September 2024 Bloomberg awarded a Data Track technical assistance grant to strengthen the City's capacity for applying data to policy decisions. In addition to 10 months of training with Data Track, DPD officials worked closely with consultants TRF and Guidehouse to drill down on geographic and demographic data on housing in Philadelphia.

- **Alignment with other Administration initiatives**: DPD considered how the recommendations it received could be ramped up more quickly to generate heightened impact by building on City initiatives already underway, including Open for Business, Better Service PHL, the City's previously awarded PRO Housing Grant, transition subcommittees, stakeholder roundtables, and previous housing plans. See Appendix A for a table highlighting significant overlapping goals.

Overview of Tier 1 Recommendations

Through the HOME-OP process outlined above, DPD designated a set of recommendations as Tier One. Tier One recommendations are distinguished by their high ratio of impact to cost (in time, money, negative unintended consequence, and/or political capital) and readiness for launch.

These recommendations remove barriers to development, accelerate residential construction and renovation, or promote affordable luxury by:

1. **Creating** new housing opportunities
2. **Streamlining** development approvals
3. **Increasing** accessibility and predictability
4. **Improving** data quality and transparency

Recommendations are summarized in the following sections. For supporting details for each recommendation, see Appendix B.

1 Creating New Housing Opportunities

This set of recommendations creates new housing opportunities by reducing costs, repealing counterproductive zoning restrictions, and opening new opportunities for development where vacancy once reigned (see **Appendix B-1** for complete descriptions).

ID	Recommendation	Description	Estimated Completion
1.1	Tax Abatement	Restore the full 10-year tax abatement in specified markets of the City to spur residential development in those markets, as recommended by the Mayor in her FY26 Budget Address.	May 2025
1.2	Development Impact Tax	Repeal the development impact tax, which currently applies to every entity that applies for a building permit for residential construction over $15,000.	May 2025
1.3	Short-term rentals	Reduce the proliferation of AirBnBs and other short-term rentals in residential neighborhoods by reducing the number of Visitor Accommodation variances approved by the ZBA.	June 2025
1.4	Parking Minimums	Reduce parking minimums in CMX-4 and CMX-5 zoning districts to reduce the cost of development and facilitate the development of additional residential units.	May 2025
1.5	RTA-2	Create a new zoning district for two-family rowhomes to better reflect existing neighborhood typologies.	May 2025
1.6	CMX-1	Provide zoning district specific standards to create more predictability in CMX-1.	December 2025
1.7	Transit Oriented Communities Overlay	Expand the radius of the overlay to create more opportunities for density and less parking requirements near transit stations.	December 2025
1.8	VDO - Fifth Council District	Remove zoning overlay restrictions increasing minimum lot size to 1,440 SF and preventing developments from participating in the Mixed Income Housing and Green Roof Bonuses.	May 2025
1.9	MIN Overlay and Turn the Key	Exempt Turn the Key projects with 10 or more units in the MIN Overlay from MIN requirements.	May 2025
1.10	Gap Financing and MIHB	Allow LIHTC projects utilizing City funding to opt into the Mixed Income Housing Bonus (MIHB) for added, by-right density.	April 2025
1.11	Sherrif Sale Referrals	Resurrect an L&I program to refer unsafe buildings for sheriff sale to reduce the number of unsafe buildings, improve tax compliance, and create more opportunities for housing.	March 2026
1.12	Land Strategy Plan	Conduct a complete audit of the Land Bank and update Land Bank Strategic Plan.	June 2026
1.13	Landlord Transparency	Undertake a study of corporate ownership of housing in Philadelphia, including recommendations for compelling code compliance, discouraging vacancy and speculation, and maintaining local ownership of our housing stock.	June 2026

2 Streamlining Development Approvals

Streamlining efforts seek to reduce the time tax of development by removing unnecessary or ineffective requirements and making development process approvals more efficient (see **Appendix B-2** for complete descriptions).

ID	Recommendation	Description	Estimated Completion
2.1	Interagency Property Transfers	Provide blanket authorization for Public Property to transfer property to the Land Bank via PRA. Dispositions from the Land Bank would still require Council approval.	May 2025
2.2	Land Information Tool	Develop an application to efficiently review public properties ready for disposition prior to RFP to flag and address any concerns early in the process.	April 2025
2.3	Affordable Housing Coordination	Create an affordable housing coordination meeting series and resource guide intended to inform developers about programs and processes, answer questions, and make referrals to City departments as necessary.	January 2026
2.4	ZBA Notice of Decisions	Issue notices within 14 days of zoning appeal decision. This will require re-working of the Law Department's staff process for recording, validating, and documenting decisions.	May 2025
2.5	ZBA RCO Requirements	Allow all ZBA appeals to proceed without an RCO letter after the 45-day notification and appeal period has passed.	July 2025
2.6	Revise PWD's Stormwater Regulations	Streamline smaller residential development projects and reduce the maintenance burden on homeowners by revising the PWD Stormwater Regulations regarding the applicability of smaller residential projects.	January 2026
2.7	Streets eCLIPSE Enhancements	Expand and improve eCLIPSE to improve functionality and automate labor-intensive processes for Streets.	August 2026
2.8	ZBA eCLIPSE Enhancements	Expand and improve eCLIPSE to improve functionality and automate labor-intensive processes for the ZBA.	August 2025
2.9	Backflow Compliance	Clarify the review and permitting procedures and remove duplicative reviews for backflow compliance, which is currently overseen by both L&I and PWD.	July 2025
2.10	Water Service Connections Contract	Reduce time needed to obtain a water service connection over 2 inches by using the existing Private Cost approval process.	October 2025
2.11	PWD Utility Plan Review Path	Reduce the amount of time needed to obtain PWD approval for new water and sewer connections for smaller residential projects by creating a separate, streamlined review path.	January 2026
2.12	Automated Hold Resolutions	Utilize technology to automate processes for resolving certain holds in eCLIPSE.	06/2026

3 Increasing Accessibility and Predictability

Increasing accessibility and predictability means clearly communicating City requirements to reduce confusion and delays, prioritizing customer service, and ensuring low-barrier access to the development process (see **Appendix B-3** for complete descriptions).

ID	Recommendation	Description	Estimated Completion
3.1	Technical Omnibus	Correct and clarify various sections of the Zoning Code.	May 2025
3.2	Support for pro-se appellants at the ZBA	Provide additional support for pro-se appellants to the ZBA to prevent continuances, decrease scheduling load, and provide shorter wait times.	September 2025
3.3	Improve ZBA Customer Service	Implement a customer relationship management system for ZBA inquiries. An email-based "ticketing" system would track and assign open inquiries and automate certain administrative processes.	August 2025
3.4	Improve Land Bank Customer Service	Implement a customer relationship management system and create functional website for tracking and processing applications.	June 2025
3.5	Easing Program Documentation Requirements	Explore options to streamline income verification requirements for housing assistance programs run by DHCD and PHCD, including automatic qualification.	July 2026
3.6	Right of First Refusal	Clarify requirements and strengthen enforcement mechanisms as part of the Right of First Refusal ordinance.	December 2025
3.7	Knowledge Base	Improve customer service efficiency through a centralized knowledge base that includes internal tools, like scripts and troubleshooting guides) and an external resource library.	April 2026
3.8	Learning Management System	Provide necessary support to developers and contractors through an online, on-demand learning management system that will explain process and rules in a digestible manner.	April 2026

4 Improving Data Quality and Transparency

HOME-OP is meant to be an iterative process, and data availability will be key to understanding success at every stage. Recommendations for improving data quality and transparency help ensure accountability to internal and external stakeholders and provide direction on next steps (see **Appendix B-4** for complete descriptions).

ID	Recommendation	Description	Estimated Completion
4.1	Resolve Property Record Discrepancies	Resolve and prevent property data discrepancies within and between the Records Department and OPA.	December 2026
4.2	Property Records across Multi-Departmental Systems	Convene relevant stakeholders to identify workable solutions to this persistent issue, including shifts in workflows, regulation changes, and the potential adoption of a unique Property Identification Number (PIN) for all parcels.	September 2025
4.3	Zoning History in Atlas	Display zoning history in Atlas to help new owners of a property avoid creating non-conforming or illegal uses.	May 2025
4.4	Affordable Housing Review in eCLIPSE	Create a Planning Review for developments that self-select as Affordable Housing in eCLIPSE to allow for better project tracking.	December 2025
4.5	Review Time Webpage	Collect real-time review times to publish in a central and public location to increase transparency and track progress toward goals. Process would be led by PhillyStat and involve multiple departments and agencies, including L&I, PWD, Streets, PCPC, etc.	June 2026
4.6	Developer Feedback	Create and distribute a survey to customers of City Departments to regularly collect feedback about the permitting and approvals process across departments and agencies.	August 2025

APPENDIX A – COMPLEMENTARY PROJECTS

Topic	Description	Estimated Completion	Related Initiative
H.O.M.E. Plan	A plan to spend $800 million in housing bonds to expand successful programs and establish new ones to achieve the mayor's goal of 30,000 units of housing over four years. Both H.O.M.E. Plan and HOME-OP are part of the H.O.M.E. Initiative.	July 2029	H.O.M.E. Initiative
Sheriff Sale	The Sheriff's Office and the Land Bank have reached an agreement on process and fees related to processing Land Bank's statutory ability to pre-emptively bid on tax delinquent properties at Sheriff Sales.	June 2025	H.O.M.E. Initiative
ePAM	PWD is developing an electronic permit application manager (ePAM) to formalize, streamline, and automate workflows; improve customer service and status visibility; and link project data and status across multiple PWD units and eCLIPSE.	September 2025	PWD-led Initiative
Residential EZ Permit	L&I is making residential EZ Permits more understandable to non-expert homeowners.	July 2025	Better Service PHL
Universal application for real estate taxes	Revenue is creating a universal application for real estate tax assistance programs.	December 2025	Better Service PHL
Deed Fraud Protection	The Records Department is increasing enrollment in deed fraud protection by enhancing the sign-up website's user experience and exploring auto-enrollment for transactions going forward.	June 2026	Better Service PHL
One Front Door	DHCD and PHDC created a single online location for residents to see which housing programs may best fit their needs and apply for home repair programs. New programs will be added as they are created and launched.	February 2025	Mayoral Initiative
NOAH Rental Preservation Study	DHCD will conduct an updated comprehensive analysis of Naturally Occurring Affordable Housing properties citywide, incorporating new housing goals and programs, stakeholder feedback, and the latest data and trends.	September 2026	PRO Housing Grant
Home Repair Program Network	DHCD and PHDC will create a home repair network including City and non-City providers to assess existing programs, identify gaps in service or potential overlap, align on shared priorities, and create a strategic plan.	September 2026	PRO Housing Grant

Residential Climate Resilience Toolkit	The Office of Sustainability will develop a climate resilience toolkit for residential properties covering topics such as flood mitigation, energy efficiency, heat resilience measures and other climate resilience practices.	June 2028	PRO Housing Grant
Inclusionary Housing Study	DPD will hire a consultant to evaluate the economic viability of existing Inclusionary Housing policies, identify best practices, and recommend changes to the Philadelphia code to maximize the effectiveness of the Mixed Income Housing Bonus and Mixed Income Neighborhoods Overlay.	September 2026	PRO Housing Grant
Multi-family Subsidized Housing Condition Study and Funding Gap Analysis	The building condition study will help the City identify expected preservation costs in subsidized housing, identify a range of best practices around hazard resilience, and develop optimal measures across common building typologies. The funding gap analysis will calculate expected preservation costs and identify funding and financing opportunities to develop a strategic plan for affordable housing preservation.	November 2025	DHCD-led Initiative
Net Zero Imperative Workshop	DHCD and PHDC are organizing a two-day technical assistance workshop focused on best practices and lessons learned in retrofitting existing affordable housing developments to preserve their affordability and become carbon neutral. Partnering organization ULI will develop a report describing outcomes from the workshop to share with the City and local partners.	May 2025	Net Zero Imperative Initiative

APPENDIX B-1 CREATING NEW HOUSING OPPORTUNITIES

1.1	Restore Full 10-Year Tax Abatement

Problem

The full 10-year tax abatement was phased out beginning in 2021, just as interest rates and the cost of materials and labor surged. The current tapered abatement structure fails to provide sufficient incentive for developers in struggling market areas, creating uneven development patterns across the city.

Goal

The Mayor has recommended restoring the 10-year tax abatement in underperforming markets of the City. This would stimulate targeted development and housing production, driving investment where it is most needed while maintaining the current structure in high-demand neighborhoods.

Specific Implementation Steps and Milestones	Milestone Date
Draft legislation and have it introduced	03/2025
City Council passes legislation, and the Mayor signs it into law	05/2025

Stakeholder	Stakeholder Role
City Council	Legislative authority
Office of Property Assessment	Implementation partner

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of new housing units in targeted areas	eCLIPSE	Unknown	TBD
Private investment leverage in targeted areas	OPA data	Unknown	TBD

Estimated Fiscal Impact

One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	Unknown	Annual Revenue	N/A

1.2	Development Impact Tax Repeal

Problem
Currently, the Development Impact Tax, also known as the Construction Impact Tax, applies to any entity applying for a building permit for residential construction costing more than $15,000. This tax adds cost and confusion to the process of residential construction and preservation, making it harder to address Philadelphia's housing shortage.

Goal
By repealing the tax, the city aims to attract investment, increase housing supply, and support affordable and workforce housing.

Specific Implementation Steps and Milestones	Milestone Date
Legislation drafted and introduced	03/2025
City Council passes legislation, and the Mayor signs it into law	05/2025

Stakeholder	Stakeholder Role
City Council	Introduce and pass legislation
Mayor	Sign legislation

Metric	Data Source	FY24 Baseline	FY27 Goal
Building permits issued	eCLIPSE	1,329	

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	$3.5 million	Annual Revenue	N/A

1.3	Prevent Short-Term Rentals from Operating in Residential Areas

Problem
Short-term rentals like AirBnBs are classified as Visitor Accommodations in the Zoning Code and are only allowed by right in specific zoning districts. However, variances for Visitor Accommodations use in residential zoning districts are frequently approved at the ZBA, contributing to the replacement of housing units with short-term rentals.

Goal
Reduce variances for Visitor Accommodations in residential zoning districts.

Specific Implementation Steps and Milestones	Milestone Date
Gather data on Visitor Accommodation variances	May 2025
Conduct training with ZBA on Visitor Accommodation impacts on residential housing market	June 2025

Stakeholder	Stakeholder Role
ZBA Staff	Gathering and analyzing variance data, conduct training
ZBA Attorney/Law Department	Assist with training

Metric	Data Source	FY24 Baseline	FY27 Goal
Variances granted for Visitor Accommodations annually	eCLIPSE	47	10

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.4	Parking Minimum Reduction

Problem

When parking is required for residential units, it adds costs and takes away space that could otherwise accommodate more housing. It also dictates a specific number of parking spaces that may not reflect demand, especially in high density, transit-rich areas.

Goal

To reduce parking minimums for residential use in CMX-4 and CMX-5, Commercial Mixed-Use. CMX-4 and CMX-5 are located primarily in Center City and University City, which have easy access to reliable transportation sources that include rail, trolley, and bus. Removing the three spaces for ten units requirement will allow developers to put in more units by allowing FAR to be used for living and not parking. An additional benefit would be that more vibrant uses would be put on the ground floor.

Specific Implementation Steps and Milestones	Milestone Date
Best Practice research of other cities and a study of the state of our parking requirements within Philadelphia	01/2025
Draft legislation and have it introduced	03/2025
City Council passes legislation, and the Mayor signs it into law	05/2025

Stakeholder	Stakeholder Role
DPD (Lead)	Research and draft legislation
City Council	Introduce and pass legislation
Mayor	Signs legislation

Metric	Data Source	FY24 Baseline	FY27 Goal
Median number of residential units constructed per project in CMX-4 and CMX-5	eCLIPSE	46 units	10% increase

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.5	RTA-2

Problem

Many neighborhoods with two-family rowhomes are mapped as either single-family rowhome (RSA-5) or multi-family (RM-1), because there is no attached two-family district available in the Zoning Code. This means that many communities who fear the lack of predictability of RM-1 request a remapping to RSA-5, limiting the capacity for density to below the level the neighborhood can support. This means that developments with two-family homes must go to the ZBA, where their case is often supported by the RCO and approved, but resulting in costly delays to construction.

Goal

Create a new zoning district for two-family rowhomes to serve as a middle ground between single-family rowhomes and RM-1 multi-family and better reflect existing neighborhood typologies. Reduce the number of applications for two-family homes that require a variance at the ZBA.

Specific Implementation Steps and Milestones	Milestone Date
Draft legislation and have it introduced	03/2025
City Council passes legislation, and the Mayor signs it into law	05/2025
Draft recommendations for remapping	09/2025

Stakeholder	Stakeholder Role
PCPC	Draft legislation, recommend remappings
City Council	Introduce and pass legislation
Mayor	Signs legislation

Metric	Data Source	FY24 Baseline	FY27 Goal
Average number of units allowed by right per lot in RM-1, RSA-5, and RTA-2	Zoning Map	Unknown	

Estimated Fiscal Impact

One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.6	CMX-1 District Standards

Problem
Lot size, density, use, and parking requirements for CMX-1, Commercial Mixed-Use district are dependent upon the most restrictive abutting district, creating confusion and severely limiting the development potential of CMX-1 zoned lots.

Goal
Provide CMX-1 district-specific standards for lot size, use, and parking requirements to ease development of properties in this designation

Specific Implementation Steps and Milestones	Milestone Date
Examine locations of CMX-1 properties to develop new standards	05/2025
Draft legislation and have it introduced	09/2025
City Council passes legislation, and the Mayor signs it into law	12/2025
Update zoning maps to determine where CMX-1 works best	Ongoing

Stakeholder	Stakeholder Role
PCPC	Research and draft legislation
City Council	Introduce and pass legislation
Mayor	Sign legislation

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of CMX-1 cases that appeal to the ZBA	eCLIPSE	94	10% reduction
Number of residential units permitted by right in CMX-1 districts	eCLIPSE	Unknown	10% increase

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.7	Transient Oriented Communities

Problem
Philadelphia has a very small Transit Oriented Development overlay coverage area (500 feet from the station) compared to other cities. This limits opportunities to create more residential units with less dependency on cars to only one block from a station.

Goal
To shift the framework from Transit Oriented Development to Transit Oriented Communities (TOC), creating a ¼-mile radius around stations. This would allow for greater density in multi-family and commercial areas, with reduced parking requirements. The goal is to collaborate with City Council to designate more TOC districts along high-frequency transit lines and stations.

Specific Implementation Steps and Milestones	Milestone Date
Best Practice research of other cities and a study of the state of our TODs within Philadelphia	6/2025
Draft legislation and have it introduced	9/2025
City Council passes legislation, and the Mayor signs it into law	12/2025

Stakeholder	Stakeholder Role
DPD (Lead)	Research and draft legislation
City Council	Introduce and pass legislation
Mayor	Signs legislation

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of stations included within the TOC overlay	Zoning Map for Stations Included.	13	30
Number of parcels in the TOC Overlay	OPA parcels, Zoning Map	3,724	7,000

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.8	VDO Fifth District Overlay

Problem

The VDO Fifth District Overlay imposes restrictions that increase minimum lot sizes in RSA-5 from 960 sq. ft. to 1,440 sq. ft. and prevent developments from participating in the Mixed Income Housing Bonus (MIHB) and Green Roof Bonus. About 53% of properties in the overlay are under 960 sq ft., making the larger lot size requirement out of character. Coupled with prohibitions on utilizing the MIHB and Green Roof Bonus, the overlay severely limits the potential for new housing opportunities.

Goal

Create new housing opportunities in the VDO Fifth District Overlay.

Specific Implementation Steps and Milestones			Milestone Date
Draft legislation and have it introduced			03/2025
City Council passes legislation, and the Mayor signs it into law			05/2025

Stakeholder	Stakeholder Role		
DPD	Research and draft legislation		
City Council	Introduce and pass legislation		
Mayor	Signs legislation		

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of projects with RSA-5 zoning that appeal to the ZBA for dimensional variances	eCLIPSE	Unknown	50% reduction
Number of projects in the VDO participating in the MIHB and Green Bonus	eCLIPSE	0 units	20 units

Estimated Fiscal Impact

One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.9	MIN Overlay and Turn the Key

Problem
Turn the Key projects face viability challenges when required to meet additional MIN Overlay affordability requirements, creating redundant and conflicting obligations that hinder development.

Goal
Exempt Turn the Key projects with 10 or more units in the MIN Overlay from MIN requirements to streamline development of affordable homeownership opportunities. This targeted exemption accelerates the creation of affordable housing while maintaining the integrity of both programs.

Specific Implementation Steps and Milestones	Milestone Date
Draft legislation and have it introduced	03/2025
City Council passes legislation, and the Mayor signs it into law	05/2025

Stakeholder	Stakeholder Role
DPD (Lead)	Research and draft legislation
City Council	Introduce and pass legislation
Mayor	Signs legislation

Metric	Data Source	FY24 Baseline	FY27 Goal
Average number of units per Turn the Key development in the MIN Overlay	PHDC Reports	9 units	10 or more

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.10	Gap Financing and Mixed Income Housing Bonus Projects

Problem
Developers receiving funding through DHCD's gap financing RFPs are currently ineligible from participating in the Mixed Income Housing Bonus (MIHB).

Goal
Allow LIHTC projects utilizing City funding to opt into the Mixed Income Housing Bonus for added, by-right density.

Specific Implementation Steps and Milestones	Milestone Date
Review the current policy and evaluate alternatives	04/2025
Implement a policy change in the next gap financing RFP	04/2025

Stakeholder	Stakeholder Role
DHCD	Lead agency
DPD Developer Services	Administers the MIHB
PHDC	Implements gap financing projects

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of LIHTC projects utilizing the MIHB	DHCD/PHDC internal database	0	8

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.11	Sheriff Sale Referrals

Problem

Abandoned, unsafe buildings threaten public health and safety and reduce housing opportunities. The demolition of these buildings by the City reduces the hazard; however, the resultant vacant land continues to impact the neighborhood.

Goal

Restore vacant, unsafe buildings to active residential use by offering profitable properties through Sheriff Sale.

Specific Implementation Steps and Milestones	Milestone Date
Build application to identify qualified buildings through the aggregation of multiple datasets	03/2026

Stakeholder	Stakeholder Role
L&I	Business Stakeholder and End User
IT	Development and Implementation
Sheriff's Office	Property Sales

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of vacant, unsafe buildings referred to Sheriff's Sale annually	L&I violation and demolition data	0	TBD

Estimated Fiscal Impact

One-Time Startup Cost	$10,000 (funded)	Annual Savings	N/A
Annual Operational Cost	$10,000 (funded)	Annual Revenue	N/A

1.12	Land Strategy Plan

Problem
The Philadelphia Land Bank's Strategic Plan was last updated in 2019. An updated plan for management of publicly owned land is necessary to better align with current market conditions, policy priorities, and community interests.

Goal
Conduct top-to-bottom review of Land Bank and other landholding agencies, engaging stakeholders and identifying best land management practices. Complete updated plan grounded in this research that establishes clear frameworks for acquisition, maintenance, and disposition of surplus properties.

Specific Implementation Steps and Milestones	Milestone Date
DPD solicits proposals from qualified providers	04/2025
Work begins	07/2025
First Draft	10/2025
Final Strategic Plan Adopted	02/2026

Stakeholder	Stakeholder Role
Department of Planning & Development	Lead agency
Philadelphia Land Bank	Implementation partner
Department of Public Property	Implementation partner

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of parcels transferred for affordable housing purposes	Land Bank Database	Unknown	

Estimated Fiscal Impact			
One-Time Startup Cost	$150,000 (funded)	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

1.13	Landlord Transparency

Problem

Philadelphia's housing market faces challenges with opaque corporate ownership structures that enable speculative practices, contribute to increased vacancy rates, and make it difficult to hold bad actors accountable for predatory behavior. Without adequate transparency requirements, corporate landlords can mask their identities, making accountability difficult and undermining neighborhood stability.

Goal

Undertake a study of corporate ownership of housing in Philadelphia and best practices and their local applications for compelling code compliance, discouraging vacancy and speculation, and supporting safe and healthy housing. The study will aim to create mechanisms to monitor and address predatory real estate practices and create a framework that requires full disclosure of ownership structures and investment patterns to facilitate portfolio wide enforcement.

Specific Implementation Steps and Milestones	Milestone Date
Conduct audit of corporate ownership patterns in Philadelphia housing.	12/2025
Implement vacancy monitoring and anti-speculation measures	06/2026

Stakeholder	Stakeholder Role
Department of Planning and Development	Conducts the study
L&I, Quality of Life	Determines feasibility of best practices and local application
Law Department	Supports

Metric	Data Source	FY24 Baseline	FY27 Goal
Rate of violations on residential properties owned by LLCs	eCLIPSE	Unknown	

Estimated Fiscal Impact

One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

APPENDIX B-2 STREAMLINING DEVELOPMENT APPROVALS

2.1	Interagency Property Transfers		
Problem			
Transferring property from Public Property to the Land Bank requires City Council and Philadelphia Redevelopment Authority Board authorization and creates unnecessary delays.			
Goal			
Streamline interagency property transfers through a bill that would provide a blanket authorization from City Council to DPP to transfer property to the Land Bank via PRA. No resolution would be required for either the City's transfer to PRA or for PRA's transfer to the Land Bank. Dispositions from the Land Bank would still require Council approval.			
Specific Implementation Steps and Milestones			**Milestone Date**
Introduction of bill			03/2025
Passage of bill by City Council			05/2025
Stakeholder	**Stakeholder Role**		
Office of Legislative Affairs	Introduction of bill to City Council		
Philadelphia Land Bank	Provide testimony in support of the bill		
City Council	Introduce and pass legislation		
Mayor	Signs legislation		
Metric	**Data Source**	**FY24 Baseline**	**FY27 Goal**
Number of days for interagency transfer	Land Bank Database	120-180 days	30-45 days
Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.2	LIT (Land Information Tool) Interagency Review

Problem
The Land Bank manages and conveys a large number of properties each year.   The need for quick and accurate information is crucial to assemble and transfer land that is developable.

Goal
To create an online application that allows Land Bank to have property analysis performed prior to property disposition. This tool will allow for zoning, public water services, electrical, and gas to be reviewed in advance, along with allowing OPA to review properties before RFPs are created. The goal is to transfer properties that will not run into unexpected delays caused by zoning and utility problems.

Specific Implementation Steps and Milestones	Milestone Date
Work with Land Bank and other city agencies to develop tool	02/2025
Launch LIT (Land Information Tool)	04/2025

Stakeholder	Stakeholder Role
Land Bank	Provide addresses and review property summaries
DPD	Create application, perform preliminary zoning summary with recommendations.
PWD	Review for public water and sewer access
OPA	Prepare parcels for transfer

Metric	Data Source	FY24 Baseline	FY27 Goal
Median days to complete a Turn the Key project from disposition to CO issuance	Land Bank Database	8-10 months	7-9 months

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.3	Affordable Housing Coordination Meetings
Problem	
Developers interested in incorporating affordable housing into their projects may not be well informed about programs and processes.	
Goal	
Create an affordable housing coordination meeting series and resource guide intended to inform developers about programs and processes, answer questions, and make referrals to City departments as necessary.	

Specific Implementation Steps and Milestones	Milestone Date
Stakeholders, including the Philadelphia Association of CDCs, LISC Philly, and the Pennsylvania Housing Finance Agency	05/2025
Survey developers to understand gaps in knowledge	06/2025
Create a resource guide, FAQ and program/agenda for affordable housing coordination meeting series	11/2025
Launch affordable housing coordination meeting series	1/2026

Stakeholder	Stakeholder Role		
DHCD, Developer Services, PHDC	Lead agency to be determined		
PACDC, LISC Philly, PHFA	External partner organizations		
Affordable housing developers	Target audience		
Metric	Data Source	FY24 Baseline	FY27 Goal
Number of developers participating	Departmental tracking	0	20 developers
Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	$120,000 (estimated annual staff costs – salary and fringe)	Annual Revenue	N/A

2.4	Processing ZBA Notices of Decision

Problem
In 2024, the median time for the ZBA to issue Notices of Decision was about six weeks. This delay is affected by some external factors but is primarily caused by inadequate staff resources. The time between the decision and the notice extends the total permitting timeline for projects that require a variance or special exception.

Goal
Establish a 14-day service standard for Notices of Decision.

Specific Implementation Steps and Milestones	Milestone Date
Set steps and typical timeline for Law Department review and approval of ZBA Vote Sheets	April 2025
Establish standard protocol for handoff of approved vote sheets from Law to ZBA	April 2025
Prioritize processing of vote sheets following handoff	Ongoing

Stakeholder	Stakeholder Role
Zoning Board of Adjustment	Vote on appeals
ZBA Staff	Process vote sheets
ZBA Attorney and Law Department Staff	Review votes, facilitate completion of vote sheets

Metric	Data Source	FY24 Baseline	FY27 Goal
Median Days from Decision to Notice of Decision	eCLIPSE	44 Days	14 Days

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.5	Enforce the 45-Day Meeting Requirement for RCOs

Problem
Registered Community Organizations (RCOs) are required to hold a community meeting within 45 days of notification about an appeal. RCOs sometimes fail to meet this requirement. The ZBA often continues hearings to allow community meetings to occur. Such delays are a growing problem that extend ZBA review timelines for all appellants.

Goal
Allow appeals to proceed without evidence of a community meeting, as long as the requirements of Section 14-303(12)(e) have been fulfilled.

Specific Implementation Steps and Milestones	Milestone Date
Launch a communication campaign to explain meeting and letter requirements to RCOs	May 2025
Establish a reminder system to notify RCOs and appellants of the need to complete the meeting requirement	May 2025
Begin strict enforcement of the 45-day rule	July 2025

Stakeholder	Stakeholder Role
ZBA Staff	RCO coordination, scheduling cases
DPD Communications Team	Assisting with communicating policy to external stakeholders
RCOs	Scheduling community meetings & submitting letters
District Councilmembers	Selecting coordinating RCOs, facilitating cooperation between RCOs and appellants

Metric	Data Source	FY24 Baseline	FY27 Goal
Median Days from Complete Appeal to receipt of RCO letter	eCLIPSE, RCO Letters	64	30

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.6	Revisions to PWD Stormwater Regulations

Problem
Compliance with the Philadelphia Water Department (PWD) Stormwater Regulations is challenging for smaller residential development projects.

Goal
Streamline smaller residential development projects and reduce the maintenance burden on homeowners by revising the PWD Stormwater Regulations regarding the applicability of smaller residential projects.

Specific Implementation Steps and Milestones	Milestone Date
Finalize revisions to Stormwater Regulations	07/2025
Begin outreach	08/2025
Implementation date	01/2026

Stakeholder	Stakeholder Role
Philadelphia Water Department	Implementation Lead
L&I	Review and procedure coordination
Office of Sustainability	Provide guidance on revisions to Regulations
Development community	Impacted party responsible for housing creation
Environmental organizations	Represent environmental concerns
PADEP	Regulatory authority

Metric	Data Source	FY24 Baseline	FY27 Goal
Time to obtain PWD pre-requisite approval of building permit for smaller residential projects	PWD database	11 months	2 months

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.7	Streets eCLIPSE Enhancements		
Problem			
eCLIPSE was originally designed for L&I and later adapted for the purposes of Streets. However, eCLIPSE functionality does not align with Streets' workflows.			
Goal			
Expand and improve eCLIPSE to improve functionality and automate labor-intensive processes for Streets.			
Specific Implementation Steps and Milestones		Milestone Date	
Identify scope of changes, with potential for technology audit		07/2025	
Acceptance/Development		02/2026	
UAT Testing & Acceptance/Deliverable		05/2026	
Release to Production		07/2026	
Stakeholder	Stakeholder Role		
Streets	Lead		
L&I	Partner		
Metric	Data Source	FY24 Baseline	FY27 Goal
Streets Zoning Review Times	eCLIPSE	Unknown	
Streets Building Review Times	eCLIPSE	Unknown	
Estimated Fiscal Impact			
One-Time Startup Cost	TBD	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.8	ZBA eCLIPSE Enhancements

Problem
Technical limitations in eCLIPSE, the City's permitting and licensing system, impede essential ZBA workflows.

Goal
Reduce staff time spent on hearing lists, notices, posters, and appearances.

Specific Implementation Steps and Milestones	Milestone Date
Revise notice and poster templates	04/2025
Meet with L&I eCLIPSE team to discuss ZBA needs and identify technological solutions	05/2025
Implement selected solutions	08/2025

Stakeholder	Stakeholder Role
ZBA Staff	Describe current workflows and identify deficiencies
L&I eCLIPSE Team	Identify technological and cost barriers and suggest viable solutions or alternatives; implement changes on behalf of ZBA

Metric	Data Source	FY24 Baseline	FY27 Goal
Weekly time spent on hearing list	Staff	1 hr	20 min
Weekly time spent on notices/posters	Staff	20 hr	5 hr
Weekly time spent on appearances	Staff	15 hr	5 hr

Estimated Fiscal Impact			
One-Time Startup Cost	TBD	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.9	Streamline Backflow Preventer Device Permitting

Problem
Both the Philadelphia Water Department (PWD) and the Department of Licenses and Inspections (L&I) have a role in regulating backflow preventer devices resulting in conflicting guidance and permitting delays.

Goal
Reduce the amount of time needed to obtain a water connection permit and clarify the permitting procedures internally and externally to remove duplicative reviews.

Specific Implementation Steps and Milestones	Milestone Date
Finalize procedural guidance information	05/2025
Begin outreach	06/2025
Implementation date	07/2025

Stakeholder	Stakeholder Role
Philadelphia Water Department	Implementation Lead
Licenses and Inspections	Review and procedure coordination
Development Community	Impacted party responsible for housing creation

Metric	Data Source	FY24 Baseline	FY27 Goal
Time to obtain PWD water connection permit	PWD database	4 weeks	2 weeks

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

2.10	Water Service Connections Contract

Problem
Projects requesting a water service connection larger than two inches (2") from the Philadelphia Water Department (PWD) are subject to unnecessary delays.

Goal
Reduce the amount of time needed to obtain a water service connection larger than 2 inches through streamlined installation using the existing Private Cost approval process.

Specific Implementation Steps and Milestones	Milestone Date
Finalize scope for Private Cost process	07/2025
Begin outreach	08/2025
Implementation date	10/2025

Stakeholder	Stakeholder Role
Philadelphia Water Department	Implementation Lead
Development Community	Impacted party responsible for housing creation

Metric	Data Source	FY24 Baseline	FY27 Goal
Time to obtain water service connection larger than 2"	PWD database	11 weeks	1 week
Time to obtain Private Cost Approval for water service connection larger than 2"	PWD database	0 weeks	2 weeks

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	$500,000	Annual Revenue	N/A

2.11	PWD Utility Plan Review Project Review Paths

Problem
All projects seeking water and sewer connection approval from the Philadelphia Water Department (PWD) are subject to the same review procedure and timelines leading to unnecessary delays for smaller residential projects.

Goal
Reduce the amount of time needed to obtain PWD approval for new water and sewer connections for smaller residential projects by creating a separate, streamlined review path.

Specific Implementation Steps and Milestones	Milestone Date
Finalize scope for project review paths	07/2025
Begin outreach	10/2025
Implementation date	01/2026

Stakeholder	Stakeholder Role
Philadelphia Water Department	Implementation Lead
L&I	Review and procedure coordination
Development Community	Impacted party responsible for housing creation

Metric	Data Source	FY24 Baseline	FY27 Goal
Time to obtain Utility Plan Approval	PWD database	25 days	10 days

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	$306,002	Annual Revenue	N/A

2.12	Automated Hold Resolutions

Problem
The resolution of validation failures in the permit issuance process is a multi-step manual procedure that can cause delays. Various checks, including contractor insurance and tax compliance, are part of this process. If a validation check fails, a hold is placed on the permit. The applicant must inform L&I once the issues are resolved, and an L&I agent will then verify and release the permit.

Goal
Utilize technology to automate processes, resulting in streamlined operations and redirection of resources to support customers who require more complex assistance.

Specific Implementation Steps and Milestones	Milestone Date
eCLIPSE enhancement to run automated checks on outstanding validation items precluding permit issuance	12/2025
Development or procurement of AI application to validate information on contractor insurance certificates	3/2026
eCLIPSE enhancement to regularly extract results from AI app, sync with license, and send notice to license holder of failed results	6/2026

Stakeholder	Stakeholder Role
L&I	Development, Implementation, and Operations
IT	Development
Contractors and Developers	End User

Metric	Data Source	FY24 Baseline	FY27 Goal
Reduction in Hold Resolution Requests	Online help Form, Chat	TBD	
Reduction in average time between permit approval and issuance	eCLIPSE datasets	TBD	

Estimated Fiscal Impact			
One-Time Startup Cost	$30,000	Annual Savings	N/A
Annual Operational Cost	$15,000	Annual Revenue	N/A

APPENDIX B-3 INCREASING ACCESSIBILITY AND PREDICTABILITY

3.1	Technical Omnibus	
Problem		
Examine the Zoning Code to see where interpretations could be clearer.		
Goal		
Correct and clarify various sections of the Zoning Code.		

Specific Implementation Steps and Milestones	Milestone Date
Draft legislation that will make appropriate changes	03/2025
City Council passes legislation, and the Mayor signs it into law	05/2025

Stakeholder	Stakeholder Role
DPD	Draft the legislation
L&I	Review of the legislation
City Council	Introduce and pass the legislation

Metric	Data Source	FY24 Baseline	FY27 Goal
N/A	N/A	N/A	N/A

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

3.2	Support for pro-se appellants at the ZBA

Problem
Many appellants are unable to present their case on their scheduled hearing date, either because they fail to submit the required exhibits or because a language interpreter is not provided. Continuing such cases creates an administrative burden and lengthens hearing lead times for all appellants.

Goal
Eliminate continuances due to language interpretation or lack of appellant preparation.

Specific Implementation Steps and Milestones	Milestone Date
Assign an interpreter request coordinator and create a tracking system for requests	02/ 2025
Begin sending exhibit reminder emails in English and Spanish to all *pro se* appellants two weeks before their hearing	02/2025
Design and implement a training course for new appellants	08/2025

Stakeholder	Stakeholder Role
ZBA Staff	Interpreter request coordinator, *pro se* appellant support and reminders, training
Appellants	Organizing and submitting exhibits
DPD Communications Team	Scheduling official hearing interpreters

Metric	Data Source	FY24 Baseline	FY27 Goal
Average Number of Cases Cleared on Wednesday Hearings	eCLIPSE	20.5	30
Average Number of Continuances per Appeal	eCLIPSE	1.6	0.5

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

3.3	Improve ZBA Customer Service

Problem
The Zoning Board of Adjustment's support staff is overwhelmed with email and phone communications from appellants, RCOs, interested parties, and other stakeholders. Staff time spent responding to inquiries must be balanced with other essential tasks such as processing new applications, scheduling appeals, and sending notice documents. Because of the volume of inquiries, the ZBA is unable to meet expectations for timely responses.

Goal
Respond to all email inquiries within 24 hours.

Specific Implementation Steps and Milestones	Milestone Date
Identify CRM (customer relationship management) systems currently in use at the City of Philadelphia	April 2025
Research commercially available CRMs and analyze cost effectiveness	April 2025
Select a preferred approach	May 2025
Implement selected CRM including staff training	June 2025

Stakeholder	Stakeholder Role		
ZBA Staff	Respond to inquiries		
Other City of Philadelphia work units using CRM	Guidance toward selecting the best solution		

Metric	Data Source	FY24 Baseline	FY27 Goal
Response time to email inquiries	CRM system	2-3 days	24 hours

Estimated Fiscal Impact			
One-Time Startup Cost	$1,000	Annual Savings	N/A
Annual Operational Cost	$4,000	Annual Revenue	N/A

3.4	Land Bank Customer Service

Problem
Land Bank staff is overwhelmed with email and phone communications from interested parties and unable to meet expectations.

Goal
Improve the Land Bank's efficiency and effectiveness of processing and tracking applications through an effective Customer Relationship Management (CRM) and standalone, functional, user-friendly website for tracking and processing disposition applications.

Specific Implementation Steps and Milestones	Milestone Date
Launch independent user-friendly Land Bank Website	03/2025
Identify funding sources for purchase of CRM platform.	06/2025
Identify viable CRM platforms that meet the budget.	08/2025
Engage CRM provider and begin customization of platform	09/2025
Launch CRM and integrated tracking on Land Bank website	12/2025

Stakeholder	Stakeholder Role
OIT	Develop/ launch Land Bank website
City Finance	Identify funding source and allocate funds.
Land Bank	Identify and manage development of CRM

Metric	Data Source	FY24 Baseline	FY27 Goal
Response time to email inquiries	CRM system	TBD	

Estimated Fiscal Impact			
One-Time Startup Cost	$500,000	Annual Savings	N/A
Annual Operational Cost – License Fees	$150,000	Annual Revenue	$250,000-500,000

3.5	Easing Program Documentation Requirements

Problem
The burden of participating in affordable housing programs is high due to documentation requirements.

Goal
Make it easier for households to participate in affordable housing programs by creating a common application that only requires document uploads once.

Specific Implementation Steps and Milestones	Milestone Date
Work with other City agencies to expand platforms like One Philly Front Door to share applicant data in a secure way so that households do not have to apply separately to multiple programs.	07/2026

Stakeholder	Stakeholder Role
DHCD	Lead agency
PHDC	Housing program implementation partner
OIT	Technology implementation partner

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of applicants enrolled through one common application	City internal database	N/A	15,000 households

Estimated Fiscal Impact			
One-Time Startup Cost	$300,000 (IT development costs)	Annual Savings	N/A
Annual Operational Cost	$240,000 (DPD IT staff costs, 2 staff members salary and fringe est.)	Annual Revenue	N/A

3.6	Right of First Refusal Enforcement

Problem
More work needs to be done to strengthen Right of First Refusal to prevent the loss of affordable housing units when subsidies and affordability restrictions end.

Goal
Strengthen enforcement mechanisms as part of the Right of First Refusal ordinance (Philadelphia Code Chapter 7-200: Preservation of Affordable Housing).

Specific Implementation Steps and Milestones	Milestone Date
Explore various policy alternatives to create an enforcement mechanism as part of ROFR.	05/2025
Select the appropriate enforcement mechanism and develop policies and procedures in collaboration with relevant City departments.	09/2025
Increase staff to carry out policies and procedures.	12/2025

Stakeholder	Stakeholder Role
DHCD	Lead agency
City Law Department	Lead agency
Community Legal Services, Regional Housing Legal Services	External partner agencies named in the Code who may participate in enforcement activities.

Metric	Data Source	FY24 Baseline	FY27 Goal
Compliance rate among certain affordable housing property owners.	Data collection/management system to be created	Unknown	50 properties in compliance

Estimated Fiscal Impact			
One-Time Startup Cost	$100,000 (staff and/or consultant cost to develop and enforcement policy)	Annual Savings	N/A
Annual Operational Cost	$240,000 (estimated annual staff costs – salary and fringe)	Annual Revenue	N/A

3.7	Knowledge Base

Problem
L&I and partner agencies are continuously disseminating information to customers on a broad range of topics through a multitude of channels. Each channel accesses separate collateral, which can vary in breadth and accessibility. Overall response may lack consistency in language, content, and direction.

Goal
Improve customer service efficiency through a centralized knowledge base that includes internal tools, like scripts and troubleshooting guides) and an external resource library.

Specific Implementation Steps and Milestones	Milestone Date
Vendor NTP	10/25
Development Completion	01/26
User Engagement and Testing	04/26

Stakeholder	Stakeholder Role
L&I	Owner / End User
PHL Open for Business	Partner (research, development, testing)
311/ Commerce	End User
Customers and Community	End User

Metric	Data Source	FY24 Baseline	FY27 Goal
Response Time	eCLIPSE and Tawk data	TBD	
User Feedback	L&I Survey	N/A	
Number of application rejections for permit or license	Knowledge Base App	TBD	

Estimated Fiscal Impact			
One-Time Startup Cost	$60,000 (funded)	Annual Savings	N/A
Annual Operational Cost	$55,000 (funded)	Annual Revenue	N/A

3.8	Learning Management System

Problem

Permitting and construction in Philadelphia involves multiple agencies and unique rules to provide safe construction, sustainable infrastructure, and minimal impact on the surrounding community. New developers and contractors may have difficulty in navigating these processes, identifying rules of construction, and understanding impacts of construction in a dense urban environment with aging building stock.

Goal

Provide necessary support to developers and contractors through an online, on-demand learning management system that will explain process and rules in a digestible manner.

Specific Implementation Steps and Milestones	Milestone Date
Vendor NTP	05/25
Content Creation	08/25
User Engagement and Testing	04/26 (pilot completion)

Stakeholder	Stakeholder Role
L&I	Business Owner (for pilot)
IT	Project Management (for pilot)
PWD/ Streets/ DPD/OHS	Business Users/ Content Development
Contractors and Development Community	End User

Metric	Data Source	FY24 Baseline	FY27 Goal
Engagement Rate	LMS reporting	N/A	N/A
User Feedback	eCLIPSE data	N/A	N/A

Estimated Fiscal Impact

One-Time Startup Cost	$36,000	Annual Savings	N/A
Annual Operational Cost	$65,000	Annual Revenue	N/A

APPENDIX B-4 IMPROVING DATA QUALITY AND TRANSPARENCY

4.1	Resolving Property Data Discrepancies		
Problem			
Philadelphia's property data suffers from systemic discrepancies, with profound effects on the City's ability to provide reliable and timely services and can result in tangled titles.			
Goal			
Develop and implement successful processes for resolving property data discrepancies, including the training and management of existing and future staff aug team members, with expertise and idea generation of several employees in DOR and OIT. This will result in more reliable property transfers, tax assessments, water and real estate tax bills, 911 services, code enforcement, and eligibility of residents for numerous city programs.			

Specific Implementation Steps and Milestones			Milestone Date
Purchase 10 GIS computers			09/2025
Hire and onboard 10 staff augs (assuming 7/1/2025 start date; possible staff turnover; and training team);			12/2025
All team members engaged in project data clean up and resolution			12/2026

Stakeholder	Stakeholder Role		
PA Land Title Association	Impacted stakeholder		
Community Legal Agencies	Impacted stakeholder		

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of parcel mismatches and discrepancies across Records, OPA and other departments	Records Department data	47,000 parcel errors	0

Estimated Fiscal Impact			
One-Time Startup Cost	$1.3 million	Annual Savings	$336,723
Annual Operational Cost	N/A	Annual Revenue	N/A

4.2	Property Records across Multi-Departmental Systems

Problem
Developers do not consistently record the "Deed of Subdivision" or "Deed of Consolidation" required to officially conclude the lot line adjustment process. This results in the chain of title and city maps being inaccurate. It can result in the new property owners not being able to get accurate tax bills, water bills, other utilities, etc.

Goal
Convene relevant stakeholders to identify workable solutions to this persistent issue, including shifts in workflows, regulation changes, and the potential adoption of a unique Property Identification Number (PIN) for all parcels.

Specific Implementation Steps and Milestones	Milestone Date
Review existing processes and workflows with relevant stakeholders	06/2025
Convene relevant stakeholders to identify short- and long-term interventions	09/2026

Stakeholder	Stakeholder Role
Seniors & or low income residents	Constituent to receive affordable housing
Records	Maintains certain property records
OPA	Maintains certain property records
L&I	Maintains certain property records

Metric	Data Source		FY27 Goal
Number of property record discrepancies			

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

4.3	Property Zoning History in Atlas

Problem
As properties are developed or change use over time, it is difficult for the public to be able to easily access the zoning record for when a property was built or improved. This can create non-conforming or illegal conversions and require extra time to go to the Zoning Board of Adjustments. There needs to be a way for zoning history to be more easily accessed.

Goal
To allow the public access to specific zoning history of properties in an easy-to-use format. This additional tab in Atlas will provide the history of our community remapping program, which covers large areas of neighborhoods (individual property changes are not included at this point).

Specific Implementation Steps and Milestones	Milestone Date
Pull together 50 years of zoning remappings and create online storage for them for access in Atlas	01/2024
Create a database and map layer for all previous remappings	03/2025
Work with OIT to have this Atlas layer turned on	05/2025

Stakeholder	Stakeholder Role		
PCPC	Manage maps and database		
OIT	Help create a database and place it online.		
Law Department	Review and provide any necessary disclaimers		

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of inquiries received	Departmental data	Unknown	

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

4.4	Affordable Housing Review

Problem
Affordable housing projects receive reduced review times and compliance verifications that require interactions between L&I, DPD, and the customer throughout the project and life of the building. The current workflow is disjointed and susceptible to errors.

Goal
More efficiently and effectively identify affordable housing projects through eCLIPSE and increase compliance through built-in compliance checks.

Specific Implementation Steps and Milestones	Milestone Date
Incorporate affordable housing checkbox on eCLIPSE application,	12/25

Stakeholder	Stakeholder Role
L&I	Development, Implementation, and Operations
DPD	Operations
Development Community	End User

Metric	Data Source	FY24 Baseline	FY27 Goal
Increase in identified affordable housing projects	DPD tracking		

Estimated Fiscal Impact			
One-Time Startup Cost	$4,000	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A

4.5	Review Time Webpage

Problem

The development review process would benefit from enhanced and standardized tracking metrics across departments to create more predictable timelines for developers and community stakeholders and help identify opportunities for process innovation.

Goal

A tool that provides a good faith basis upon which applicants can estimate approval times for each step of their project and the overall project itself. This project aims to increase transparency around the amount of time it will take to receive a permit to aid in project planning and reduce costs of construction within the City of Philadelphia.

Specific Implementation Steps and Milestones	Milestone Date
Mandate that all City agencies involved in the development review process abide by specific reporting requirements	*06/2025*
Collect permit types & establish metrics for each	*07/2025*
Map dependencies & determine if an outside vendor is necessary	10/2025
Integrate systems with Databridge & monitor for issues	12/2025
Build tool & beta test	3/2026

Stakeholder	Stakeholder Role		
Mayor	Issue mandate on reporting requirements		
L&I: ISC, Streets, PWD, DPD	Permitting reviews		
PhillyStat	Convening & developing tool		

Metric	Data Source	FY24 Baseline	FY27 Goal
Qualitative project plan step	Varies	Variable tracking, no integration	Shared tracking, databridge integration

Estimated Fiscal Impact			
One-Time Startup Cost	TBD	Annual Savings	N/A
Annual Operational Cost	TBD	Annual Revenue	N/A

4.6	Developer Feedback

Problem
Philadelphia's permitting and approvals processes currently lack a standardized mechanism to collect and analyze customer experience data across multiple departments and agencies. Regular feedback collection would provide valuable insights for customer service improvement.

Goal
Create and distribute a survey to regularly collect feedback about the permitting and approvals process across departments and agencies. This initiative will identify strengths and opportunities while demonstrating the city's commitment to responsive, customer-centered service delivery.

Specific Implementation Steps and Milestones	Milestone Date
Convene working group to draft survey items and requirements	05/2025
Design feedback survey instrument and collection system	09/2025
Launch pilot program with select departments	11/2025
Implement full feedback system across all permitting departments	01/2026

Stakeholder	Stakeholder Role
DPD	Lead agency
Development community	Provide feedback

Metric	Data Source	FY24 Baseline	FY27 Goal
Number of developers participating in survey annually	Departmental data	0	150

Estimated Fiscal Impact			
One-Time Startup Cost	N/A	Annual Savings	N/A
Annual Operational Cost	N/A	Annual Revenue	N/A