



## **Revitalizing Our Economy Neighborhood By Neighborhood: Dwight Evans' Strategy for Making Our Neighborhoods Vital Economic Centers**

As I said in my crime strategy, *A Safer Philadelphia Block by Block* [http://evansformayor.com/assets/pdfs/public\\_safety\\_plan.pdf](http://evansformayor.com/assets/pdfs/public_safety_plan.pdf) -- and throughout this campaign – we need four basic elements to make our community safe. Just as a table becomes unstable if any of its legs are weak, our City is less stable and less safe if all four elements are not present:

- 1. Better Law Enforcement.**
- 2. An Effective Justice System.**
- 3. Quality Education and Economic Opportunities.**
- 4. Community Partnerships and Involvement.**

My crime strategy includes specific proposals for what we must do to address the other three legs of the four-legged table of public safety. In this paper, I discuss in more detail my plan to bring economic opportunities to Philadelphia.

We know economic opportunity is an important part of fighting crime and making our streets safer. I know that better than anyone because I've actually done something about it in my neighborhood of West Oak Lane, which is a model for the whole City. I've also done something about it citywide by leading the charge on building and expanding the Pennsylvania Convention Center, creating the Fresh Food Financing Initiative, and funding the Dr. Walter P. Lomax, Jr. Retail Resource Network and the Enterprise Center. These projects have created thousands of good-paying jobs in Philadelphia, but we must do more.

Cities used to be places of commerce with viable economies filled with diverse people and culture. Then, over time, cities began to decline.

Once-thriving neighborhoods transformed into streets lined with abandoned, decaying buildings that eventually gave way to poverty and crime. It is no wonder people decided to leave.

This phenomenon occurred in cities across the country, and Philadelphia wasn't immune.

I remember growing up in my neighborhoods of North Philadelphia, Germantown, and West Oak Lane in the days before graffiti stained our buildings, when people were proud of their neighborhood and could look out their window and see opportunity staring back at them.

That vision I had as a young child enabled me to see opportunity as an adult. As a young state representative, I was determined to turn my neighborhood around with the encouragement of concerned citizens who knew we could do better. I knew what my neighborhood needed was an economic hub full of restaurants, retail stores, community organizations, churches, and opportunity – something that could lead our neighborhood in a new direction. Ogontz Avenue became West Oak Lane's answer to a Main Street.

Through the creation of the Ogontz Avenue Revitalization Corporation, a non-profit community development corporation that I created, my West Oak Lane neighborhood has undergone revitalization like no other neighborhood in the City. We now have several day care centers, three charter schools, nearly 50 units of affordable rental housing, and 200,000 square feet of commercial space – with numerous other projects underway.

But my vision of a lively West Oak Lane neighborhood doesn't stop here. I want to bring back grocery stores, and not just to West Oak Lane, but to other underserved neighborhoods throughout the City. City residents shouldn't be deprived of fresh fruit and vegetables because they have to travel too far to buy them. That is why I have used my position as a state legislator to secure funding for the Pennsylvania Fresh Food Financing Initiative so grocery retailers can access financing they need to open more stores that offer reasonably priced food and groceries. This program has created thousands of good-paying jobs, and I am proud of the notable successes we have helped initiate.

And the bottom line is that we know this strategy – of increasing economic opportunity and jobs – works in reducing crime: last year, while citywide shootings (up 15.2 percent by mid-year) gave Philadelphia among the worst increases in murder rates of any city in the country, **the only place in the City where shootings actually**

**declined – down 10.9 percent – was in the police department’s Northwest Division: my district.<sup>1</sup>**

The vision that inspired me to create change in my West Oak Lane neighborhood is the same vision that will allow me to revitalize the Philadelphia economy one neighborhood at a time – and cut crime, block by block. It is the same vision that will help me as Mayor to protect and further encourage those neighborhoods that are thriving and to help those border communities that can either tip-toe to decline or succeed with new investment.

My vision of a successful 21<sup>st</sup> Century Philadelphia is a City filled with vibrant neighborhoods offering residents a safe and secure place to live, work, and raise a family. I want all neighborhoods to offer economic opportunities consisting of a high-quality education, job training programs, good-paying jobs with benefits, and a stable economic environment ripe for entrepreneurs who want to start their own business.

As Mayor, I want to make sure every neighborhood in Philadelphia moves forward and has the ability to grow and prosper. This means reviving our neighborhoods, providing safe streets, promoting good schools, supporting local merchants and services, and developing a transportation system that links neighborhoods and markets together.

Many of our families have seen Philadelphia go through good times and bad. Today, we are in better shape economically than we have been in years. We enjoy reasonable housing prices as compared to other cities our size. Although our manufacturing sector has lost jobs over the last decade, we have replaced many of those jobs with health care, education, and service jobs. The Greater Philadelphia region has become one of the major corporate centers of the United States. Many companies are locating or expanding facilities in the area. This means new, better-paying jobs. We are blessed with a diverse economy able to adapt to changing market forces.

The challenge is to make sure Philadelphians have the education and training to seek these jobs and the opportunity to start their own businesses. Government does not have all the answers. But as government leaders, we can put in place smart policies encouraging people to start their own businesses and be a part of neighborhood revitalization.

In every neighborhood, from Kensington to University City to West Oak Lane, all Philadelphians should have the opportunity to become successful. My 7-point plan to move the Philadelphia economy forward includes:

- 1. Making Philadelphia the Hollywood of the East**
- 2. Providing Opportunity for Every Neighborhood**

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<sup>1</sup> “City’s rise in slayings among highest in U.S.,” *Philadelphia Inquirer*, June 13, 2006.

- 3. Promoting Small Businesses and Entrepreneurship**
- 4. Developing a Workforce and Infrastructure to Support the Economy of the Future**
- 5. Making Transportation Fundamental to Economic Revitalization**
- 6. Making Philadelphia the Health Care and Bioscience Capitol of the Nation**
- 7. Increasing Philadelphia's Role in the Global Economy**

### **Making Philadelphia the Hollywood of the East**

After Silicon Valley, the film and television production business remains the largest high-tech, high-profit, non-polluting industry in the world generating more than \$40 billion per year. Although we generally think of the film industry as belonging in California, with the advent of new technologies, motion pictures, and television shows can be filmed and produced anywhere in the world and they are extremely good for local economies. According to the Motion Picture Association of America, about 50 percent of a production's total budget generally ends up as direct expenditures in the local community where the actual shooting is done. For example, the 84 productions shot in British Columbia, Canada in 2001 poured \$544 million into the local economy. The State of Louisiana, which has aggressively recruited films, reports resident payroll alone has amassed more than \$85 million in wages and benefits since 2003.

All types of productions generate money in the City where they shoot, which provides revenue to the local economy for goods and services such as set equipment, lodging, restaurants, catering, vehicles, security, costumes, and props. Filming also brings national and international exposure resulting in even more dollars to the local economy.

Last spring, Pennsylvania lawmakers passed a law that created the Creativity in Focus: the Pennsylvania Filmmakers Production Grant. The grant provides up to 20 percent of film production expenses incurred in the Commonwealth with up to \$10 million a year awarded to feature films, television films, and television pilots. In addition, state facilities and properties, including the Philadelphia Navy Yard Soundstage, are provided free of charge to filmmakers for location filming. Plus, filmmakers and their crew may be eligible for a state sales tax and hotel tax exemptions. These generous state incentives together with Philadelphia's historical charm, diversity, and cityscape create a haven for inspiring writers, visual artists, and provide a favorite backdrop for filmmakers.

As Mayor, I will:

- **Support the Greater Philadelphia Film Office.** The Greater Philadelphia Film Office (GPFO) is a non-profit organization serving southeastern Pennsylvania that includes the counties of Bucks, Chester, Delaware, Montgomery, and Philadelphia. GPFO provides a variety of services to support the film industry, such as offering a one-stop shop for city department requests and permitting and licensing assistance. The GPFO also helps link filmmakers with local businesses and residents. As Mayor, I will continue to support this organization and will look for more opportunities for the City to serve as an active partner in expanding economic development opportunities related to this growing industry.
- **Identify Opportunities to Expand the Services and Programs Currently Offered by the Greater Philadelphia Film Office.** As Mayor, I will work with GPFO to expand its efforts to attract and cultivate production opportunities for local aspiring artists, actors, and filmmakers at networking events and workshops. In addition, my Administration will work to create signature film festivals that showcase movies produced in our region.
- **Promote Philadelphia as the Hollywood of the East.** In partnership with GPFO, as Mayor, I will launch a marketing campaign to promote Philadelphia as a premier City for filmmakers and producers as well as songwriters and recording artists to live and work and to elevate the City's status as the Hollywood of the East.
- **Establish an Entertainment District to Promote Our Emerging Recording Industry.** Besides film and television production, the City of Philadelphia also provides a ripe environment for the recording industry. The recording industry accounts for approximately \$13 billion annually in the United States employing singers, hip hop artists, musicians, producers, sound engineers, record promoters, among others. Philadelphia already has a very rich hip hop history that has produced renowned artists, like DJ Jazzy Jeff and The Fresh Prince (Will Smith) who together won the first Grammy for rap music. The growing popularity of hip hop makes the recording industry a natural extension for our arts, culture, and entertainment community. In addition, Philadelphia currently is home to legend songwriter Kenny Gamble who co-produced with his partner Leon Huff hits like, "Love Train" and "Me and Mrs. Jones" earning them several gold and platinum records. Upon returning to Philadelphia, he started a production company called Philadelphia International Records that has had a number of hits, including "Ooh Child" and "Let's Clean Up the Ghetto." The production company's success draws on talents of local artists of R&B, jazz, Motown, and several other music genres. The Philadelphia Community College (PCC) also provides a valuable resource to promote the expansion of this budding industry. It is the only college in the state to offer MAX – the advanced music programming software through its Sound Recording and Music Technology program. As Mayor, I will work to expand the recording industry

through the creation of an entertainment district that will include live broadcast and recording studios, clubs, theaters, and performance venues to feature the work of our local artists, and a diverse selection of restaurants.

## Providing Opportunity for Every Neighborhood

As Mayor, I will work in partnership with neighborhoods, community organizations, and the private sector to build a comprehensive support system providing each neighborhood the opportunity to shape its community and prioritize its needs.

To accomplish this, I will start by creating a City government that gives our residents access to the resources and assistance they need to turn their dreams into a reality.

As Mayor, I will:

- **Establish and Strengthen Community Development Corporations In Every Neighborhood.** Philadelphia has a proud tradition of Community Development Corporations from the People's Emergency Center to the New Kensington Community Development Corporation that have worked together with their neighbors to transform communities. One of the keys to the success of West Oak Lane's neighborhood revitalization was the diverse group of community stakeholders who came together to form a Community Development Corporation known as the Ogontz Avenue Revitalization Corporation. With my leadership, we created a vision of what our neighborhood would be, and then identified a number of projects that we would set out to accomplish and found the resources we needed to turn our vision into a reality. I believe with strong leadership from the Mayor's Office and with commitment from City government agencies, the success of the Ogontz Avenue Revitalization Corporation model could be replicated in every neighborhood throughout the City. In order to accomplish this, as Mayor, I will make City government staff available to help write a charter to establish a non-profit board and to assist in completing and filing necessary paper work to establish more community development corporations. Once established, I will direct members of my Administration to offer guidance in preparing a budget and creating an organization structure to carry out revitalization projects successfully.

Neighborhoods already having a community development corporation in place will receive, upon request, technical assistance and training from the City as well as access to the latest information and technology to further enhance their effort. We will be able to replicate the "West Oak Lane Success Story" throughout the City by promoting the role that community development corporations provide to improve Philadelphia neighborhoods.

- **Support Neighborhood Revitalization Efforts with Commercial Development.** As Mayor, I will ensure that City government is an active partner with the Philadelphia Commercial Development Corporation so together we are able to provide technical assistance to neighborhood community development corporations, business associations, and entrepreneurs as they embark on developing commercial districts. This includes sharing information about who owns property along a commercial corridor, assisting these organizations in taking title to anchor properties that currently are vacant or decaying, and preparing those properties for commercial re-sale. My Administration will support local commercial investment and provide neighborhoods, especially those that are struggling to attract and expand businesses, with the help they need. My vision of a healthy, sustainable neighborhood includes a quality school on every corner and a grocery store on another.
- **Form More Public-Private Partnerships.** I am a staunch supporter of the power of public-private partnerships. Because of them, opportunities are being created in neighborhoods across our city, like the School of the Future established through a partnership with Microsoft and the School District of Philadelphia and my grocery store initiative, which was made possible by financing provided with private sector support. But these opportunities can be just the beginning. There are many more opportunities left to explore that can help us turn our neighborhoods around. As Mayor, I will actively seek out public-private partnerships to enhance our neighborhood revitalization efforts.
- **Form Business Improvement Districts.** Business Improvement Districts, or BIDs, are areas in which the private sector delivers services for revitalization in order to enhance what the local government already provides. The core mission of BIDs is to promote a “clean and safe” environment. As part of developing a “clean and safe” environment, BIDs can provide a variety of services ranging from trash pick-up, streetscape improvements, street life programming, marketing, and policing. I firmly believe if we change the environment, we will change behavior. In fact, I supported the authorizing legislation that allowed for the creation of the Center City District. The Center City District is a nationally recognized example of a BID spanning 120 blocks and including more than 2,100 properties in downtown Philadelphia. The Center City District is a collaboration of business owners and tenants as well as City government who are committed to keeping Center City attractive, clean, and safe. The District has partnered with its community development corporation affiliate, the Central Philadelphia Development Corporation, to transform the physical landscape of Center City. The result has been a resurgence of that part of our City into one of the nation’s most unique concentrations of commercial and residential activity. BIDs, which can be financed in a variety of ways, can play a critical role in fostering resurgence in other parts of Philadelphia. As Mayor, I will identify more opportunities to form BIDs in Philadelphia.

- **Create an Office of Economic Growth.** The Office of Economic Growth will be responsible for ensuring economic growth and opportunity are occurring throughout the City. While the current and prior administrations have established a number of government offices to mitigate the constant decline of the City’s job base, I believe the focus of these efforts has been misguided. We cannot offer Philadelphians the opportunities they all deserve if we are only focused on maintaining what we have left. We will only provide meaningful economic opportunity through growth – creating new jobs while sustaining existing ones.

The Office of Economic Growth will foster economic and job growth in a variety of our existing industries, like health care, biosciences, hospitality and tourism, construction, and education, among others, while also further diversifying Philadelphia’s economic base through the pursuit of new growth opportunities. In addition, this newly created agency will carry out economic development functions and job retention efforts currently spread throughout City Hall, including the Mayor’s Business Action Team, the Department of Commerce, and quasi-governmental agencies such as the Philadelphia Commercial Development Corporation. By putting all of the City’s economic development functions under one agency, we will be better positioned to advance the City’s economy as well as play a stronger role in coordinating workforce development efforts. The Office of Economic Growth will guide a coordinated, proactive mission of “growing” our way towards economic opportunity for all Philadelphians.

- **Streamline Government Bureaucracy and Improve Philadelphia’s Business Climate.** I want to provide more opportunities in every neighborhood to spur entrepreneurial growth and create more good-paying jobs. That is why we must empower neighborhood organizations and business associations to shape and prioritize their business needs. One of the things I hear mentioned most from business people in Philadelphia is the high costs of doing business here – either due to long permitting or licensing delays or the inability to seek City support in acquiring land or building space for development. These problems not only cost businesses time and money, but they cost the City in lost jobs. As Mayor, I will:
  - Form a partnership between my newly created Office of Economic Growth and neighborhood organizations, businesses and commercial strips, so that these organizations no longer have to work in isolation, but will be active partners in shaping economic development policies for the City.
  - Provide neighborhood improvement funds to advance revitalization projects in our communities.
  - Reform the City’s permitting and licensing processes to ensure City operations are more consumer-and business-friendly through the use of technology that will streamline these processes and reduce delays.

- Create a centralized system to measure the effectiveness of city services. Such a system will allow city managers to easily track the performance of their individual departments. For example, a city manager with a single key stroke could easily track the average number of days in the building inspection process. A similar management system called CitiStat was designed and used by former Mayor Martin O'Malley of Baltimore that proved effective in developing new service delivery strategies, holding city managers accountable, and measuring results on a weekly basis.

## Promoting Small Businesses and Entrepreneurship

The backbone of Philadelphia's economy is made up of thousands of small businesses. These small businesses employ the majority of Philadelphians and provide the goods and services contributing to the City's healthy economy. That is why my plan doesn't just focus on creating a workforce for industry; I want to create entrepreneurs.

Philadelphia has low rates of small business growth. In today's economy, small businesses, especially those that are technology-based, are a predictor of a community's economy a decade from now. Sixty to eighty percent of net new jobs annually over the last decade have been generated by small businesses. If Philadelphia, for example, can provide the right climate to start the next Microsoft or Starbucks like Seattle did or even Pennsylvania's own Rite Aid, our City will reap the benefits for generations to come. Small businesses also offer essential services to our neighborhoods that might otherwise be without. As a result, more dollars are kept in the community to support the local economy and to generate more wealth for local families.

## Improve the Business Climate

As Mayor, I will:

- **Continue to Work on Tax Reform.** I know that in order to allow our business community to grow and provide the breadth of opportunity Philadelphians deserve, we must have a competitive tax structure. That is why I supported legislation in the General Assembly in 2006 to provide for the largest cut to the City's wage tax in history. The wage tax, which began as an "experiment" in the 1930s, now is the largest source of revenue for the City's operating budget. The consequence, according to Professor Robert Inman at the Wharton School, has been a loss of close to 170,000 jobs from the City, over the past 30 years. The cut in the wage tax, which I pushed through the General Assembly, will be a significant step forward in providing a competitive tax climate for businesses – large and small – located within the City of Philadelphia. A lower wage tax is an incentive for businesses to stay in Philadelphia and continue to invest here.

My Administration will work to achieve this competitive balance for Philadelphia's business community. We will look to the work done by the Tax Reform

Commission, as well as other studies conducted over the years, to determine what further steps we can take to make our tax structure fair and balanced and more likely to encourage strong business and job growth.

- **Focus on Growing Small Businesses.** As Mayor, I will look for opportunities to invest in small businesses.

### **Provide More Access to Capital**

As Mayor, I will

- **Increase Micro Lending.** Traditional lenders look for businesses with an established track record and credit history. Many first time entrepreneurs find it almost impossible to borrow the money they need to start a business. We all have a lesson to learn from Muhammad Yunus, winner of the 2006 Nobel Peace Prize for his work in creating a micro-credit model that has provided funding to more than five million entrepreneurs around the world. Micro lending provides small loans to entrepreneurs who do not qualify for traditional bank loans. Federal, state, and many local governments have started investing in micro lending programs as a way of providing capital to very small businesses that do not have access to traditional capital. As Mayor, I will look for federal and private partners to bolster micro lending programs in the City.
- **Support Revolving Loan Funds.** Numerous small revolving loan funds in Philadelphia help entrepreneurs, especially in immigrant and minority communities, start-up and expand their small businesses. As Mayor, I will work to support these funds and to increase the opportunities for small businesses to get a loan.
- **Promote the Use of Individual Development Accounts to Increase Self-Sufficiency and to Start a Business.** City government can help foster the growth of small businesses and help low-to-moderate income working families and displaced and dislocated workers build assets and obtain financial independence by initiating an effort to support individual development accounts (IDAs). IDAs are matched saving accounts that can be used to pay for a first home, for education or job training, or to start a business. Most efforts to address the growing gap between the rich and poor have been about enhancing income. But true advancement and financial security come from accumulating savings and building wealth. For many families, however, saving enough to climb the ladder into the middle class can be very difficult. As Mayor, I will promote the use of IDAs as a savings vehicle that could be used to assist Philadelphians in starting their own business.

## Support the Small Business and Entrepreneurial Community

As Mayor, I will:

- **Bring Business Support Services to Neighborhoods.** The Mayor's Business Action team has been instrumental in promoting a one-stop shop to provide support services to businesses and workers. We can build on this foundation by creating a broader set of services and by locating offices throughout the City, not just in Center City as is the case now. As Mayor, I will bring more one-stop shop programs to our neighborhoods and ensure we have staff from those neighborhoods working in these newly-created satellite offices. In addition, I will use these neighborhood centers to bring in the services offered by a number of City partners, including courses on how to create a business plan, how to determine what licenses and permits are needed, how to seek and obtain start-up capital and business loans, how to find a site for the business, and information about staffing, payroll, and management assistance. Every Philadelphia resident should have access to the tools to start their own business right in their neighborhood. A priority for these centers will be to assist our existing small businesses in expanding their footprint to provide greater services to other neighborhoods or even throughout the entire region.
- **Expand Business Incubator Programs.** Throughout my career as a state legislator, I have witnessed the success and need for small business incubators. As a legislator, I supported the start-up and operations of the Ben Franklin Technology Partners, which is now a nationally recognized program. Business incubators are a proven method of creating healthy new businesses – commonly those in the high-tech sector, research-oriented businesses – adding to the local economy and create good-paying jobs. An incubator houses new businesses in their first two to three years and provides support and services accelerating the successful development of start-up and fledging businesses by providing entrepreneurs with an array of targeted resources and services. After their incubation is over, the business moves into the community to grow and thrive.

Incubator programs can help entrepreneurs start a business by reducing operating costs they otherwise would have to cover entirely on their own through the use of shared facilities. In addition, these facilities have proven successful in creating new businesses. According to statistics from the National Business Incubation Association:

- Every 50 jobs created by an incubator client generate approximately 25 more jobs in the same community.
- Nationally, 87 percent of all firms that have graduated from their incubators are still in business.

- In 2001 alone, North American incubators assisted more than 35,000 start-up companies that provided employment for nearly 82,000 workers and generated an annual earning of more than \$7 billion.

As Mayor, I will expand business incubators in neighborhoods as a tool to develop our local economies. The Enterprise Center, located off Market Street, is a phenomenal example of how we can harness resources to create and accelerate the growth of small businesses in Philadelphia. The Enterprise Center was named “Incubator of the Year” by the National Business Incubation Association and today it is the home to many innovative programs all designed to accelerate minority entrepreneurship and spur economic development, job growth, and wealth creation. The Enterprise Center brings intensive, state-of-the-art resources to our small businesses to help them grow and succeed. I will seek to establish similar business incubators in other parts of Philadelphia based on this award-winning model.

- **Create a Council on Small Business Organizations.** The purpose of the Council would be to bring together local business people from across the City to express their concerns, share success stories, and offer advice and guidance to me and my Administration on how to grow the economy and add jobs. Meetings would be held in different locations throughout the City to encourage participation from a wide range of businesses and would be held once a month.
- **Appoint More Small Business Leaders to City Advisory Boards.** Philadelphia’s small business owners should be given a voice in shaping and contributing to the City’s economic development policies and practices. As Mayor, I will ensure small business owners are represented on economic development, planning, environmental, workforce development, and other business-related advisory boards, task forces, and commissions.
- **Eliminate the Current Minority Business Enterprise Council and Create a New Organization that Works.** The City’s record for minority contracting is unacceptable and the Minority Business Enterprise Council has lacked both the leadership and authority to bring about change. In 2004, less than 2 percent of Philadelphia contract dollars went to minority-owned businesses, despite the fact that people of color make up 55 percent of the population and over 800 minority-owned businesses are qualified to contract with the City. In the near future, the opportunities for doing businesses will only expand, especially in the construction industry. Given the anticipated expansion of the Philadelphia Convention Center, the construction of two casinos on the Delaware waterfront, and on-going construction of new housing, more people of color should be able to take advantage of this growing industry. As Mayor, I will form a new organization with strong, forward-looking leadership and give the authority to bring about change in our contracting system.

- **Expand Business Opportunities for Minority and Women-Owned Businesses.** I will use the power of City Hall to encourage large businesses to provide prime and subcontract work to qualified small businesses as part of the negotiations to bring large businesses to Philadelphia.

## Developing a Workforce to Support the Economy of the Future

Philadelphia's future competitiveness and economic growth are largely dependent on the skill-level of its workers. A highly-skilled workforce, for example, will lead to productivity increases that will result in higher wages. Yet globalization of markets and rapid advancements in technology are increasing international competition, raising productivity, and transforming the workplace. Philadelphia workers no longer are just competing with workers in New Jersey and New York. They now compete with those across the country and around the world. To keep pace – let alone move ahead – in this competitive global environment, our City must have a more highly-skilled workforce. “Workforce development” is “economic development.” Philadelphia therefore must enhance and expand workforce training programs meeting today's industry demands in high-growth industries, such as hospitality, financial services, education, and mechanic services. Doing so, will enable us to attract new businesses and grow existing ones in these expanding sectors.

## Improve the School-to-Work Transition

It is more important than ever that Philadelphia students graduate from high school well-prepared and equipped with the knowledge and skills that will enable them to find a good-paying job with benefits. Students should have options available to them – whether they choose to continue their education or enter the workforce.

Philadelphia, for example, has a high demand for health care-related occupations, such as registered nurses, medical assistants, and home health aides as well as medical researchers and scientists. To fill this need, our schools should be providing students the strong foundation in math and science they will need to enter these professions and others like them.

In addition, the City is experiencing a boom in the construction industry as it prepares for the development of the waterfront, casinos, and more housing. Our schools should see this as an opportunity to equip students with skills they will need to seek employment in the trades' professions. It is for this reason that I secured a \$500,000 grant for the Diversity Apprentice Program (DAP) – a program to help minority candidates enter the building trades in Philadelphia. The program has placed more than 200 minority residents of Philadelphia into 18 different trades and nearly 600 participants have gained employment through this successful workforce program.

As Mayor, we should do more to work with the School District to expand alternative education options and work-related opportunities like the DAP program by:

- **Working with the business community** to ensure that vocational programs are relevant and meet the needs of employers in Philadelphia.
- **Providing for better transition** from traditional educational courses to vocational programs and job readiness training courses by exposing students to education options that are available to them earlier in their education experience so they can develop personalized education plans allowing them to accomplish their career goals.
- **Linking vocational programs and work-study opportunities** directly to the student's educational plans and goals.
- **Seeking additional support from local institutions of higher learning** to increase access to job readiness programs, work opportunities, and career counseling.
- **Encouraging career exploration through mentorship programs** with local companies.

### **Provide Opportunity through Job Training**

Job training cannot be done in a bubble. Our training dollars must be spent responsibly and we must have a coordinated approach to make sure we are training individuals for high-growth jobs in Philadelphia. As a state representative, I helped create a model workforce training program with the private sector, including leading efforts to provide job training for the hospitality industry in both the Philadelphia School District and the Opportunities Industrialization Center (OIC). As Mayor, I intend to bring this kind of leadership to our workforce development efforts.

Specifically, I will:

- **Integrate the Philadelphia Workforce Investment System into the Economic Development Pipeline under a plan called the Philadelphia Human Capital Initiative (PHCI).** The PHCI will create a flexible, efficient, performance-focused workforce development system responsive to current and future labor market changes that will maximize the potential for success of Philadelphia employers with the robust availability of highly-skilled and knowledgeable workers. The PHCI also will coordinate the City's workforce development programs and services supported by nearly \$300 million in federal, state, and local investment and ensure they are fulfilling the needs of employers and individuals they are intended to serve. Included as part of this initiative will be innovative efforts to educate and train welfare recipients, formerly incarcerated individuals, and the disabled so that they are prepared to seek employment as job openings become available. As Mayor, I will provide the leadership that is needed to improve our workforce development system through this endeavor.

- **Reduce the Chance for Recidivism through Greater Workforce Training Programs.** As I stated in my public safety plan, I will direct relevant City agencies to collaborate on a partnership designed to reduce offender recidivism. Part of this effort will focus on creating job training and job placement opportunities for offenders who are returning into the community. We will evaluate their education, employment history, and job skills and seek to match those with businesses and organizations that have committed to provide job opportunities. In addition, as Mayor, I will ensure that the City encourages businesses to hire returning offenders by linking them to no-cost insurance programs, like the Federal government's Federal Bonding Program, which indemnifies employers' losses incurred through the dishonest acts of their employees.
- **Get People Off the Streets and Into Jobs.** Neighborhoods with high unemployment rates also have high levels of crime – a side effect that results from lack of opportunity and hopelessness. According to employment statistics for 2005, less than half of all Philadelphians age 20 to 24 have a job. We need to create more job opportunities to get people off the street and into stable jobs. As Mayor, I will work with community organizations providing job training programs and services and look for opportunities to expand successful programs – programs that match people with jobs that fit their skills needs and provide individualized job assistance and support. In addition, I will look outside of the City for programs working in other areas that might hold promise for Philadelphia. The Pennsylvania Department of Corrections, for example, has had a \$2 million re-entry initiative that has provided comprehensive re-entry services for offenders mostly returning to Erie County. I will work to create a similar program in Eastern Pennsylvania for those returning to Philadelphia.
- **Support Legislation to Prohibit City and Private Employers From Using Criminal Background Checks to Screen Out Otherwise Qualified Ex-Offenders.** Even though state law says that an employer may not refuse to hire an individual based only on a criminal record, businesses often rely on criminal background checks to weed out applicants. That is why City Councilmember Donna Reed Miller proposed legislation to prohibit the use of background checks until the employer determines whether a candidate is qualified first. It's a measure taken by cities like Boston, Chicago and San Francisco already and its one that we should consider taking in Philadelphia.
- **Promote the Community College of Philadelphia.** Over the past 40 years, nearly half a million students have enrolled in Community College of Philadelphia (CCP) classes.<sup>2</sup> The CCP offers more than 70 degrees and certificates in high-demand subjects such as business, science, and technology. As an alumnus, I know firsthand how attending this institution can lead to new opportunities. But I

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<sup>2</sup> Community College of Philadelphia, January 25, 2007, <http://www.ccp.edu/site/about/>

believe CCP is underused. It's a tremendous resource for the City, and we could be doing much more to promote it to our children as well as to adults seeking to enhance their job skills. As Mayor, I will vigorously promote the CCP as an outstanding choice for higher education. Not every Philadelphian will earn a degree, but every single one of us should strive to learn the skills needed to thrive in this New Economy. The CCP should take a larger role in this effort, helping our residents obtain skills they need to be successful.

- **Help Philadelphians Who Started College to Complete Their Degrees.** In 2005, the Pennsylvania Economy League and the Philadelphia Workforce Investment Board released *Graduate! Philadelphia*, a comprehensive analysis of the state of higher education in Philadelphia. Their findings are cause for concern: Our City has nearly 80,000 residents who have some college credit but for various reasons were unable to complete their degree. And our City is rather unique in that we have more people who started college but didn't get a degree than we have people who finished college and obtained one. According to the study, if we were to help 10,000 of these Philadelphians finish college, City tax revenues would increase by nearly \$4 million in the first year and by nearly \$275 million over the next 30 years.<sup>3</sup> The City also would save \$300 million in social services costs over 30 years.<sup>4</sup> As Mayor, I will identify these residents and work with them to find ways for them to return to school to complete their degree.
- **Work with Higher Education Institutions and the State to Provide More Flexible Arrangements for Adult Students.** Students who must work full-time do not always have the financial means to attend college full-time at a four-year institution, and thus opt for a 2+2 option that allows them to spend up to two years at a community college and then transition into a four-year college to finish the last two years of their coursework requirements needed to earn a degree. As Mayor, I will work with our college and university system and the State to provide more 2+2 coordination with two-year and four-year colleges and more cross-institutional alignment of course curricula so students can take classes at multiple campuses. We will be better able to accommodate the demands of students with children and full-time jobs with more flexible options.
- **Dedicate Workforce Training Dollars to Small and Minority-Owned Businesses** to ensure their employees are educated and skilled enough to take

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<sup>3</sup> Pennsylvania Economy League and the Philadelphia Workforce Investment Board, *Graduate! Philadelphia Report: The Urgent Need for a High Quality Workforce in Philadelphia*. June 2005. <http://www.graduatephiladelphia.org/>

<sup>4</sup> From the *Graduate! Philadelphia* report: "According to Rand Corporation estimates that disposable income increases \$3,500 for a 30-year old African American woman head of household who completed a college degree in California in 1997." The same study estimates a savings in public social services of \$3,500 per year for each 30-year old African American woman head of household who completed a college degree in California in 1997. From Vernez, Georges, Richard A. Krop, and C. Peter Rydell, (1999). *Closing the Education Gap: Benefits and Costs*. Center for Research on Immigration Policy. RAND Education.

on work needed by larger businesses. I will direct a portion of workforce training dollars equal to the percentage of minority-owned businesses that presently make-up the City's economy to fund workforce development programs of small and minority-owned businesses.

- **Call on Unions to Unite as Partners with the City.** Our City has a demand for skilled tradespeople. Unions can and should be our partners in providing training for individuals in order for them to get a job and advance. As Mayor, I will reach out to unions and work with them to identify opportunities to enhance government-sponsored training programs that will allow more workers, in particular, formerly incarcerated individuals to transition into employment faster, as well as provide an opportunity to track accountability.
- **Establish Regional Small Business Training Alliances.** Most customized job training programs are intended to meet the needs of large businesses and therefore do not always meet the needs of small businesses. Because emerging businesses often are small operations; the economics of small firms do not permit them to conduct their own training programs. That is where a regional Small Business Training Alliance comes in. A Small Business Training Alliance is a consortium of small businesses, usually in the same region and within the same industry, which jointly applies for training grants to fund industry-specific training. Small businesses with similar training needs are then able to train workers on new equipment, and gather and share information about markets and technology using the training grants the way larger businesses now do. I believe the City can play a key role in organizing these alliances and providing technical assistance to apply for grant funding. As Mayor, I will direct my Administration to uncover industries where skill shortages currently exist and identify opportunities where Small Business Training Alliances could be formed.

For our City to have the prosperous and safe future that it deserves, we must provide opportunities for Philadelphians to learn valuable skills. A strong economy is made up of two parts: creating good-paying jobs for people and making sure that people have the skills to land and succeed in a good-paying job. As Mayor, I will work to make sure the City does *all* it can to provide valuable training opportunities to our residents.

## **Making Transportation Fundamental to Economic Revitalization**

Philadelphia must develop a transportation system that will best meet the needs of City residents and workers in the 21<sup>st</sup> Century. Philadelphia must do a better job of planning its transportation system in coordination with land use planning and economic development efforts.

The report by the Pennsylvania Funding and Reform Commission found that SEPTA “lacks proactive strategic planning and community interaction.” More rides on SEPTA originate in the City than anywhere else in the five counties it serves and Philadelphia foots a large majority of the bill to fund SEPTA – about 80 percent of its operating subsidy. SEPTA has failed to listen to its constituents who use the system the most and put in place the kind of services that our residents who want to shop or work in other areas of the City may need. Cross-town routes that connect our neighborhoods as economic centers may be some of the most utilized services in the system, but SEPTA does not ask communities about their needs or anticipate the impact of economic revitalization of our neighborhoods on public transportation system.

As Mayor, I will:

- **Connect Transit Routes Directly to Where People Work.** Unfortunately, as much of the region’s job growth continues to expand outside City limits, more and more Philadelphians are economically dislocated because they do not have access, despite having the skills, to reach those employment opportunities. There is no reason that a single mother living in North Philadelphia should have to ride two to three bus routes simply to reach her job destination. We must work with SEPTA to reorganize our bus transit routes, as well as any proposed rail lines, to make convenient job accessibility a reality for Philadelphians.
- **Evaluate the Need for Cross-Town Routes.** We must evaluate the effectiveness of existing routes as well as the feasibility of additional cross-town routes. This should be done in conjunction with, not in isolation from, economic development, business development, and quality of life plans that fully seek to help get people where they want to go when they want to go.
- **Provide Safe, Clean Transit Stops.** The number one deterrent from using public transportation is safety. A recent report published by the Next Great City made some key recommendations about how Philadelphia can provide better access to safe, well-lit, and clean transit stops. I support those recommendations, and believe the City must:
  - Negotiate and oversee performance contracts, which provide shelter at the most heavily used stops and penalize poor safety measures, and
  - Explore creating a City Adopt-a-Stop program that relies on neighborhood organizations, businesses, and service groups to pick up litter and report maintenance problems in exchange for transportation passes.

## Making Philadelphia the Health Care and Bioscience Capitol of the Nation

From its earliest days, Philadelphia has been a national leader. It's time for Philadelphia to lead once again, this time in the areas of health care and biosciences.

The health care and biosciences industry is an emerging powerhouse for the United States' global economic competitiveness in the 21<sup>st</sup> Century. This economic cluster has grown beyond a group of doctors' offices and now encompasses biotechnology, pharmaceuticals, medical devices, associated research and development activities, and supporting infrastructure – including research universities, teaching hospitals, medical laboratories, and venture capital firms. It directly and indirectly supports millions of jobs in our country and pays above-average wages. It is estimated that health care, biosciences, and our educational institutions account for 12 to 18 percent of jobs in Philadelphia.

Ernst and Young ranked the Greater Philadelphia region in the top 10 for biotechnology. In 2005, the Milken Institute found that of U.S. cities, Boston, the San Francisco Bay Area and Greater Philadelphia had the most dynamic bioscience clusters in the country. Although we are recognized as one of the nation's centers for health and biosciences, as Mayor, I will not settle for setting our sights on being anything less than the leader in healthcare and bioscience employment.

Specifically, I will:

- **Create a Mayor's Roundtable on Health Care and Biosciences** composed of representatives from the health care and biosciences industries, as well as members of my Administration. To become *the* universally-recognized leader in health care and biosciences, we must have a strong partnership with both public and private sector to attract new companies and support the creation of homegrown start-ups and spin-offs. Each of these entities must have a place at the table and understand their role in developing and implementing a strategy to make our region the uncontested leader in the health and biosciences industry.
- **Promote Philadelphia as the Premier City for Health Care and Biosciences.** Philadelphia has a rich medical community featuring some of the best hospitals and health care institutions in the country. The Children's Hospital of Philadelphia has been ranked the best pediatric hospital in the country four years in a row by *Child Magazine*. Thomas Jefferson University Hospital was named one of the Best Hospitals in America by *U.S. News and World Report*. The Fox Chase Center is a leader in cancer research and the Wills Eye Hospital has been ranked one of the top 5 ophthalmology centers in the nation by *U.S. News and World Report*. These assets, along with the outstanding universities and colleges in Philadelphia, easily give us the foundation of the premier City for health care and biosciences.

- **Ensure that the City Provides Access to Workforce Training Programs to Support the Growth of this Industry.** Education, particularly a strong emphasis on science in grades K-12, is the foundation for a thriving health care and biosciences cluster. The City therefore must play a key role in connecting people early on in their education to the courses and training they need to allow them to successfully transition into good-paying jobs in these fields. The City of Baltimore, for example, has created an alliance with local health care organizations, state, and federal government agencies, and educational institutions all working together to create a pipeline of qualified workers for their health care industry, as well as to retain health care workers in their community. The collaborative has won the support and funding of major foundations and has succeeded in moving unemployed people into high demand health care jobs as well as advancing current health care workers into higher paying jobs. As Mayor, I will look for opportunities to replicate the pipeline model here.
- **Provide Shared Facilities for Our Biosciences Companies.** In early start-up phases, bioscience companies list finding appropriate facilities to do their research and development as one of their biggest obstacles. Building or leasing clean space and other specialized labs are cost-prohibitive for many new start-ups. The City can play a role by helping to identify such lab space that is available at our public institutions and private institutions and barter agreements between new companies to share these facilities until the start-up is successful enough to build their own.

## Increasing Philadelphia's Role in the Global Economy

More business opportunities must be created in Philadelphia. As Mayor, I will be Philadelphia's Chief Economic Development Officer. I will promote our City's strengths and work to improve areas where we are weak. I will focus my energy on recruiting new businesses as well as work with existing businesses to grow and expand. To me, business development and job creation are tools that effectively can reduce violence.

Philadelphia has much to be proud of. Our rich history, ideal location on the Eastern seaboard, and access to major sports teams, arts, gambling, shopping, and fine dining. I am committed to facilitating opportunities for local businesses in the international marketplace. When a local business expands its customers and adds jobs as a result of international sales and tourism, Philadelphia wins.

As Mayor, I will:

- **Support the Work and Mission of Select Greater Philadelphia and the Greater Philadelphia Global Partners.** These established organizations provide a forum through which businesses and organizations work together to establish the Greater Philadelphia Region as an international leader in

commerce. I will lead and organize foreign trade missions to help our businesses open doors around the world.

- **Market Philadelphia to the World.** A part of our strategy to increase trade must center on international travel and tourism. Few cities in the country can match Philadelphia's historic attractions. The City plays host to millions of tourists each year, and they are an important part of our local economy. The American dollar has been falling against most major currencies, including the Canadian dollar, Euro, Yen, among others, making the U.S. and cities like Philadelphia a good place to visit for foreign tourists. The timing therefore is right to invest in promoting Philadelphia as an international tourist destination.
- **Make Philadelphia's Port the Premier Commerce and Trade Destination for the Eastern Seaboard.** Philadelphia long has been a major port city. Yet over the past 10-20 years, financial problems have reduced our position in the global marketplace due in part from competition from cities along the Eastern Seaboard, like Norfolk and New York. As Mayor, I want to restore Philadelphia's reputation as the premier commerce and trade destination and capitalize on this great asset, thus move our economy forward and create new jobs for Philadelphians. That is why I will include a strategy for capitalizing on Philadelphia's port as an asset, economic driver, and job creator in my economic development plan for the City.

## **A Record of Making Change Happen In Our Neighborhoods**

Despite all the challenges we face, I believe that Philadelphia has tremendous natural advantages that position us to reach our full potential. My plan to get us there is to provide every neighborhood with the tools it needs to create thriving business districts and safe streets. As Mayor, I will solve the core issues that hold the City back from real economic growth and capitalize on our intrinsic advantages.

I have a record of working to improve Philadelphia's economy. This includes making strategic investments in Philadelphia's infrastructure, paving the way for the creation of the Pennsylvania Convention Center in Philadelphia, securing funding for the Avenue of the Arts, and developing nationally-recognized innovative programs that have created thousands of jobs for Philadelphians. In my own state house district, I have helped to rebuild blocks of housing, created a model workforce retraining program with the private sector, helped to stimulate new retail growth, and developed one of the City's new charter schools.

One of my signature accomplishments is creating the Fresh Food Financing Initiative and providing more than \$20 million in state funding for this program. This nationally-recognized model increases the number of supermarkets or other grocery stores in underserved areas in order to increase the number of quality food choices to

families in Philadelphia and throughout the Commonwealth. I also worked with Governor Rendell to create the Helping Working Families Task Force which established programs that connect working families to quality financial education, move families beyond living "paycheck to paycheck," help working families create financial security, and make sure that families are treated fairly by financial institutions.

An environment of economic growth will be a hallmark of my Administration. By fostering small business growth, increasing minority business participation, and spurring our economic engines to generate new jobs, I will continue to build on my 26-year record of developing innovative ideas and delivering results.