City/Suburban Differences

The city of Philadelphia is clearly the regional core of higher education – 40 percent of all students attend institutions in the city, which is home to three of the region's five largest universities.[5] The distribution of students bucks general regional demographic trends – while the overall population of the region has increasingly shifted outward to suburban communities, leaving the city with less than a quarter of the consolidated region's population, the student population still has a strong presence in the city.

Some significant differences arise between the city of Philadelphia and the rest of the region. Four of the region's five research and doctoral institutions, which together have almost three times the number of students as the one suburban research institution (University of Delaware), are located in the city, reinforcing its role as the knowledge industry's core (Figure 4). The suburban counties, on the other hand, have more of an exclusive focus on undergraduate education and professional training through the significant number of liberal arts colleges, comprehensive universities, and community colleges contained within them. Suburban institutions overall also have smaller student bodies on average compared to institutions located in the city.

Figure 4. Philadelphia vs. Rest of CMSA, Difference in Number of Institutions and Total FTE Enrollment

	No. of Institutions		Total Enrollment	
	Phila.	Rest of CMSA	Phila.	Rest of CMSA
Research/Doctoral Universities	4	1	51,020	17,640
Comprehensive Universities	4	14	11,580	44,990
Liberal Arts Colleges	1	9	1,560	14,030
Associate of Arts Colleges	4	21	12,660	41,540
Med. Schools/Ctrs., Other Health	5	1	6,180	N/A*
Other schools	6	8	2,940	3,500
Not classified	2	3	980	4,840
Total	26	57	86,910	126,530

Source: PEL calculations based on data from NCES/IPEDS (Institution Characteristics, 1997-98; Enrollment 1997). Based on enrollment reported for 81 institutions. *Campus-level data not available for the University of Medicine and Dentistry-Camden Campus, Stratford Campus.

Several clusters of institutions are apparent even within the geographic boundaries of the city and the suburban counties. (Refer to *Appendix A: Greater Philadelphia's Colleges and Universities* for the institutions that make up each cluster.) Clustering is an important characteristic of our overall knowledge industry, particularly in the context of the emerging new economy. Institutions that cluster benefit from the interaction of people and cross-fertilization of ideas when both are in a concentrated area. High-tech firms are found in clusters themselves and these clusters are often located close to a university or clusters of institutions. Like colleges and universities, clusters of new economy companies may seek the benefit of "knowledge spillovers" that result from being in close proximity to other knowledge workers. Workers, faculty, and students alike learn from each other's innovation, while employers (including universities themselves) are able to draw from a larger pool of skilled workers.[6] The four major geographic clusters within the region together account for 47 percent of student enrollment (FTE).

University City Cluster

The largest and most visible of these clusters is University City, with one of the highest concentrations of universities, hospitals, and research institutions in the country. Located at the eastern most point of West Philadelphia and directly across the Schuylkill River from Center City, University City draws 14 percent of regional student enrollment and is home to the University of Pennsylvania, Drexel University, and the University of the Sciences in Philadelphia. At one square mile, University City is the most compact of the knowledge industry clusters in the region.

Main Line Cluster

Radiating out from University City and West Philadelphia along Lancaster Pike, Montgomery Avenue, and City Line Avenue is another cluster of institutions in the region's Main Line, a series of suburban affluent communities that sprang up along the regional rail lines. With 10 percent of the region's student population, the Main Line cluster

consists of mostly small liberal arts colleges, including three that are highly selective and nationally-ranked – Bryn Mawr College, Haverford College, and Swarthmore College. It also includes two larger comprehensive institutions – Villanova and Saint Joseph's Universities.

Center City Cluster

Moving east of University City, a cluster of institutions is found within Center City Philadelphia. With 5 percent of the student population, the Center City cluster is a curious mixture of medical sciences and the arts. The Center City cluster contains two of the region's six medical schools and all the region's schools of art and music, such as the nationally-prominent Curtis Institute of Music, the University of the Arts, and Moore College of Art and Design. The location of some of these institutions along Broad Street, also known as the Avenue of the Arts, reinforces their role as the main cultivators of the region's art and cultural talent. The Center City cluster also includes two associate of arts colleges – the Community College of Philadelphia and Peirce College.

North Philadelphia Cluster

The last discernable knowledge industry cluster within the Philadelphia region is located in North Philadelphia. The North Philadelphia cluster has almost as large a student population as University City, though it is spread out over a larger area. The North Philadelphia cluster is anchored by Temple University, which has the largest student body in the region, and includes La Salle University and the Pennsylvania College of Optometry. Many of the students attending these institutions are commuters, making the cluster less cohesive.

Pennsylvania as a Knowledge State

The Commonwealth of Pennsylvania has 228 colleges and universities with FTE enrollment of 464,000 located across the state, with the largest clusters of institutions located in the Philadelphia and Pittsburgh regions (Figure 5).[7] While Philadelphia and Pittsburgh are the largest metro areas in the state, neither has a knowledge industry that is especially larger than what might be expected – both metro areas have student populations that are roughly equivalent to the proportion of students at the national level, as indicated by their student concentration (i.e., FTE enrollment per 1,000 residents). On the other hand, the State College metro area, home to the main campus of the Pennsylvania State University and the third largest student population in the state, has the highest student concentration index by far (287 students per 1,000 residents). Other pockets showing high concentrations of student enrollment occur in the Scranton, Erie, and Williamsport metro areas. Most other metro areas in the state, however, have concentrations of student enrollment below the overall state, and more than 10 percent of student enrollment in the state is not located in an official metro area.

Figure 5. Total FTE Enrollment and Student Concentration for Metropolitan Areas in Pennsylvania

	FTE Enrollment	Student Concentration
Philadelphia, PA 5-county region*	151,900	41
Pittsburgh, PA MSA	91,600	39
Not in metro area	48,400	26
State College, PA MSA	38,100	287
Scranton-Wilkes-Barre-Hazleton, PA MSA	27,600	45
Harrisburg-Lebanon-Carlisle, PA MSA	21,500	35
Allentown-Bethlehem-Easton, PA MSA	20,200	33
Erie, PA MSA	15,400	56
Reading, PA MSA	12,900	36
Lancaster, PA MSA	11,100	24
York, PA MSA	6,800	18
Williamsport, PA MSA	5,800	49
Johnstown, PA MSA	5,500	23
Sharon, PA MSA	3,900	32
Altoona, PA MSA	3,600	27
New York-Newark, NY-NJ-PA (i.e., Pike County)	0	0
PA Total	464,300	39

Source: PEL calculations based on data from NCES/IPEDS, Enrollment, 1997. *The Pennsylvania Counties of Bucks, Chester, Delaware, Montgomery, and Philadelphia.

The East Coast Knowledge Belt

Located in the center of the mid-Atlantic states and the heart of the country's northeastern corridor, the Philadelphia metropolitan region enjoys strong connections between other neighboring metropolitan areas and their colleges and universities. To the north is Princeton University (this year's number one ranking university, according to *US News and World Report*), a prestigious Ivy League research institution located in close proximity to Lower Bucks County, Pennsylvania. To the west of the Pennsylvania suburbs are a number of colleges and universities in Lancaster, Reading, and the Lehigh Valley, such as Millersville University of Pennsylvania, Kutztown University of Pennsylvania, and Lehigh University, respectively. Greater Philadelphia is at the center of an extended knowledge region that stretches along the entire East Coast from Boston to the Baltimore-Washington metropolitan area. The northeastern corridor is home to four of the seven largest knowledge industries in the country (Boston, New York, Philadelphia, and Baltimore-Washington), which account for over 1.45 million in FTE enrollment and $5.2 billion in research and development (R&D) expenditures.

Industry Characteristics

Colleges and universities are major economic players in the region and as an industry their activity is measurably significant. Greater Philadelphia's knowledge industry directly contributes $6.4 billion[8] to regional economic activity through spending on payroll, goods and services, and capital projects. The largest amount of spending is on hospitals, accounting for 26 percent of annual expenditures or $1.65 billion; the Hospital of the University of Pennsylvania alone has more than $1 billion in expenditures.

Tall-Tree Industry

Even when hospital expenditures are excluded, the knowledge industry is dominated by its largest institutions – 20 percent of the institutions account for 78 percent of all spending. More than 50 percent of spending is done by just four institutions – Penn, Temple, University of Delaware, and MCP Hahnemann.[9] Not surprisingly, all four institutions are major recipients of funding for research. The knowledge industry is also a growing one – between 1990 and 1996 it grew at an average annual rate of 3.7 percent, compared to average annual growth of 1 percent for the region as measured by the Gross Regional Product.[10]

An industry dominated by large organizations can work to the overall advantage of the industry. Larger institutions draw attention to the region's knowledge industry as a group, helping to shape the region's industry as a center for learning. Spouses of faculty who are drawn to the region by larger institutions are likely to find employment opportunities at the region's smaller institutions. Likewise, students attending regional schools will find that the range of educational programs offered (from undergraduate to graduate) allows them to chart their entire educational "career" within the Philadelphia region. And corporate recruiters, who already come to the region to visit with students from larger schools, are likely to schedule visits with students at the region's smaller schools as well. The region's arts and culture industry, which is dominated by even larger organizations than those in the knowledge industry, has been described as having this type of symbiotic relationship between large and small organizations with respect to audience development.[11]

Major Regional Employer

Colleges and universities are also a major source of employment for regional residents and are among some of the largest employers in the city and the region. In fact, 42 percent of employment at colleges and universities in Pennsylvania is located in the five counties of Southeastern Pennsylvania.[12] While knowledge industry employment in the Philadelphia area is not as large as that of other major industries such as health services (which includes hospitals), it has a comparably strong presence – university employment as a proportion of total regional employment is 70 percent larger than the nation on average (i.e., employment concentration index or ECI of 1.70). Moreover, the knowledge industry is considerably larger than other industries that receive considerable attention in the media and enjoy strong recognition among residents. For example, employment at hotels (excluding Atlantic City), which have benefited greatly from city economic development investments, is still well below the national employment level (Figure 6). Industry employment growth of 15.6 percent between 1990 and 1997 outpaced overall regional employment growth of 3.2 percent.

Figure 6. Greater Philadelphia CMSA Employment, Payroll, and ECI for Knowledge Industry and Select Industries

Industry (SIC Code)	Employment	Payroll	ECI[13]
Health Services (80)	319,100	$10.7 billion	1.17
Hotels and Other Lodging Places (70)	70,400	$1.7 billion	1.72
Depository Institutions (60)	64,500	$2.3 billion	1.29
Colleges and Universities (822)	**53,100**	**$1.3 billion**	**1.70**
Depository Institutions (60) less Wilmington, DE	41,500	$1.3 billion	0.93
Legal Services (81)	34,200	$1.8 billion	1.46
Hotels and Other Lodging Places (70) less Atlantic City, NJ	18,800	$0.3 billion	0.48
Drugs Manufacturing (283)	9,900	$0.5 billion	1.93

Source: U.S. Census Bureau, County Business Patterns, 1997

Top Exporting Industry

Beyond expenditures and employment, arguably the most significant impact of knowledge industry institutions stems from their tremendous draw of "new" dollars into the regional economy. Hundreds of millions of dollars in research funding, predominantly coming from the federal government, as well as tuition and fees from students who are not from the area flow into the regional economy because of the institutions' existence. A 1990 analysis of regional industries conducted by the Wharton School as part of the Philadelphia Economic Monitoring Project determined that educational services, of which colleges and universities are the main component, were the number one "exporting" industry[14] in the region in terms of industry output.[15] In this analysis the educational services industry topped other industries more commonly believed to be attracting people and dollars to the region, such as tourism (amusement/recreation, ranked 6th) and highly-specialized medical services (part of health care, ranked 10th). While the data underlying the Wharton analysis is dated, the conclusion of the analysis most likely holds true today – colleges and universities are an important in-flow of dollars into the region and therefore a vital component of regional economic growth.

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[1] Defined as the Philadelphia-Wilmington-Atlantic, PA-NJ-MD-DE CMSA: Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties in Pennsylvania; Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem Counties in New Jersey; New Castle County in DE; and, Cecil County in MD.

[2] The figure of 83 institutions was derived from a data set obtained from the U.S. Department of Education's National Center for Education Statistics (NCES), which maintains the Integrated Post-Secondary Education Data System (IPEDS). Refer to Appendix A: Greater Philadelphia's Colleges and Universities for a list of the 83 institutions by Carnegie Classification and Institutional Control and Appendix C: Notes on Methodology for an explanation of the methodology for determining the number of colleges and universities in the Philadelphia region (and comparison regions).

[3] Non-profit research institutions and teaching hospitals, of which the region has several, also could be considered part of the knowledge industry. However, unless noted otherwise, the term "knowledge industry" used throughout this report will refer to the region's colleges and universities.

[4] The Carnegie Classification System was created by the Carnegie Foundation for the Advancement of Teaching in 1994 and is used by the federal Department of Education, NCES to classify institutions of higher education. In this report, the categories are grouped together to simplify the classification of institutions. Refer to Appendix A: Greater Philadelphia's Colleges and Universities for a list of institutions by Carnegie Classification.

[5] In terms of FTE enrollment – Temple University, the University of Pennsylvania, and the Community College of Philadelphia

[6] Schwartz, Amy Ellen and Ingrid Gould Ellen, "Cautionary Notes for Competitive Cities," Wagner School of Public Service, New York University.

[7] NCES/IPEDS, Fall Enrollment, 1997.

[8] NCES/IPEDS, Finances 1995-96. Based on total expenditures of 79 institutions.

[9] MCP Hahnemann is still considered a separate institution in the region, even though Drexel University took over the management of the institution after the bankruptcy of the Allegheny Health Education and Research Foundation and the subsequent purchase by the Tenet Health System.

[10] NCES/IPEDS, Finances 1990-91 (adjusted to reflect real, 1996 dollars) and 1995-96; PEL estimate of Gross Regional Product for the Philadelphia PA-NJ 9-County PMSA. Average annual growth rate based on expenditures at 72 institutions. Refer to Appendix C: Notes on Methodology for an explanation of PEL's estimate of the Gross Regional Project.

[11] PEL (Regional Arts and Cultural Economic Initiative), Greater Philadelphia's Competitive Edge: The Nonprofit Cultural Industry and its Economic Value to the Region, September, 1998.

[12] U.S. Census Bureau, County Business Patterns, 1997.

[13] The Employment Concentration Index (ECI) is the ratio of regional employment in each industry to that in the nation as a whole. An ECI greater than 1.00 demonstrates that the concentration of employment in the given industry is greater than the US average.

[14] Exports, also known as "tradable" goods, are optimal for regional economic growth because their sale draws new money into the region, which is spent and re-spent through the multiplier effect. Non-tradable goods, on the other hand, do not result in any net gain in economic activity because their sale simply re-circulates existing dollars through the regional economy.
[15] Stull, William J. and Janice Fanning Madden (Philadelphia Economic Monitoring Project series), Post-Industrial Philadelphia: Structural Changes in the Metropolitan Economy, University of Pennsylvania Press: Philadelphia, 1990. In this analysis, industries are ranked according to their export share, which is the ratio of net exports (exports minus imports) to the total industry output in the region (sum of local outputs and imports). Figures are derived from the 1986 input-output table for the 9-county Philadelphia, PA-NJ PMSA.

Industry Contributions to Regional Economic Competitiveness

Greater Philadelphia's colleges and universities are asked to fill a tall order in our economy – bring in new people, prepare them to be the foot soldiers in the region's economic transformation, and oh, by the way, spin out the ideas that will create our region's version of Dell Computer or Microsoft. Not too big of a job, is it? This section lays out the very real and very important contribution of colleges and universities to Greater Philadelphia's economic competitiveness.

In the context of the new economy, the contributions of colleges and universities to regional economic competitiveness are all the more important because their output is directly tied to economic opportunity and success. In the new economy, traditional business costs – taxes (and tax incentives), land and office space, and energy costs – are becoming less of a factor in location decisions. Rather, businesses are finding that knowledge and ideas are becoming their competitive advantage. People who have knowledge and ideas are assuming the greatest value in the new economy and companies that can recruit and retain them will be successful. Given this fundamental change in the formula for economic success, companies will pay a premium for educated and skilled workers and even locate their businesses where they have access to such a pool of worker candidates and ideas.

The presence of colleges and universities strengthens the region's prospects for success in the new economy. While employment, spending, and community services are important economic contributions of colleges and universities, none of them is directly tied to the fundamental mission of colleges and universities. In the new economy, the fundamental mission of colleges and universities – to generate and impart knowledge – boosts regional economic competitiveness above and beyond their direct economic contributions by:

- Attracting people to the region;
- Creating access to an educated and skilled worker pool;
- Generating innovation; and
- Anchoring communities.

By exploring the collective contributions of colleges and universities, we move closer to understanding the regional economy's ties to the knowledge industry and how these ties affect regional economic performance in the new economy. Only an honest and fair assessment of the industry's contributions to regional economic competitiveness will enable the region to strengthen ties to and capitalize on this vital economic asset.

Attracting People to the Region

Colleges and universities are the region's top exporting industry largely due to the significant amount of research funding and non-resident tuition they draw into the regional economy. But a less recognized though equally important resource they draw in is people – faculty (instructors and researchers) and students. As described by regional economic development professor Rich Florida: "A key and all too frequently neglected role of the university in the knowledge economy is as a collector of talent – a growth pole that attracts eminent scientists and engineers, who attract energetic graduate students, who create spin-off companies, which encourages other companies to locate nearby."[1]

While many of these people are from the Greater Philadelphia area, many come to the region specifically for school or employment and in some cases stay in the region beyond their academic careers. Were it not for the presence of excellent colleges and universities in the region, some native residents, particularly college-bound high school graduates who enroll in local schools, might have left the region for other opportunities. Individual college campuses and clusters of campuses across the region represent critical masses of people and ideas, vital ingredients

for the process of generating innovation. These factors make the knowledge industry a vital entry point for population in-flow and, in the eyes of new economy companies, a regional competitive advantage for accessing an educated and skilled workforce.

The People of the Knowledge Industry

Who are the people associated with the region's knowledge industry? Presently, the region has 27,000 faculty whom are teaching and conducting research on a full- and part-time basis in local colleges and universities.[2] Many of these people come to the region for the opportunity to teach at a regional institution, including 400 academics from foreign countries. The largest groups of people amassed in the region by the knowledge industry, however, are students. Currently, the consolidated Philadelphia metropolitan region has an estimated full-time equivalent (FTE) enrollment of 213,400 students (296,000 full- and part-time students) at its colleges and universities.[3] This student population is the equivalent of 5.6 percent of the region's working-age population (i.e., ages 16 to 64 years). While the vast majority of the region's students are enrolled in undergraduate programs (Figure 7), the region enrolls a higher concentration of students enrolled in advanced studies (graduate and first professional programs) than the nation on average.[4]

Figure 7. Distribution of Student Enrollment (FTEs*) by Level of Study (Philadelphia CMSA vs. US Total)

	Philadelphia CMSA	US Total
Undergraduates	82%	87%
Graduate Students	12%	10%
First Professionals	5%	3%

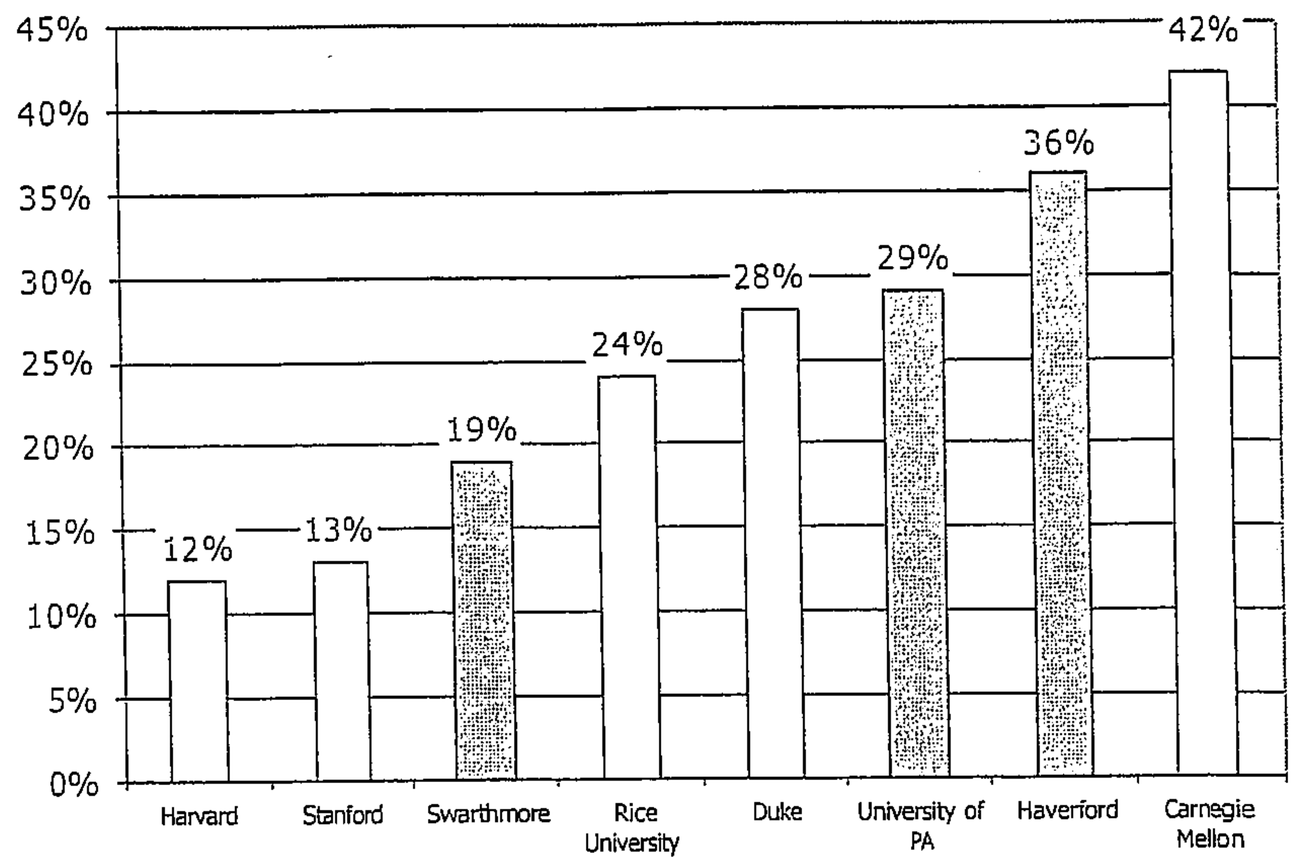
Source: Pennsylvania Economy League (PEL) calculations based on data from the US Department of Education, National Center for Education Statistics (NCES), Integrated Post-Secondary Education Data System (IPEDS), Enrollment Fall1997. * Full-time equivalent (FTE) is the sum of all full-time students + 1/3 part-time students.

Top Talent Attracted to Region

In the fall of 1998 an estimated 73,000 new students – freshmen, transfers, first professionals, and graduate students – enrolled for the first time in Greater Philadelphia's colleges and universities. Of this group, about 25 percent (18,000-19,000) of the student population were not originally from the region, representing an important source of population growth and replenishment.[5] In fact, the yearly gain of new students in 1998 was twice the size of foreign immigration to the region in the same year.[6] The region's graduate programs are a particularly strong draw of students – an estimated 49 percent (7,000) of all graduate and first professional students enrolling for the first time in 1998 were not originally from the region, compared to 19 percent (11,000-12,000) of all undergraduates (i.e., freshmen and transfer students).[7]

Greater Philadelphia's colleges and universities draw some of the country and world's most talented students into the region for school. In the case of the undergraduate population, the highest average SAT scores are found in the colleges and universities that attract the highest share of students from outside the region. According to 1999-2000 data released by the College Board, regional schools that drew at least 60 percent of their freshmen class from outside the region had average 75th percentile SAT scores of 1300 and higher, while schools that drew less than 60 percent of their freshmen class from outside the region had average 75th percentile SAT scores under 1300.[8] A study conducted by the Pennsylvania Independent College and University Research Center confirmed that non-Pennsylvania students enrolled in Pennsylvania schools had higher SAT scores than native Pennsylvanians.[9] In many cases, these schools are not drawing in students who are just smart, but among the brightest of all graduating high school seniors in the country and world. Three institutions (Swarthmore College, the University of Pennsylvania, and Haverford Colleges) rank among the most competitive colleges in the nation with respect to acceptance rates (Figure 8).

Figure 8. Regional Comparison: Acceptance Rate of Select Institutions



Source: The College Board, Common Data Set, 1999-2000. Note: This is not a comprehensive institutional ranking.

Rankings of Undergraduate Teaching and Graduate Studies

The quality of many of Greater Philadelphia's institutions is reflected in national rankings. The most closely followed (and controversial) institution rankings are those published on an annual basis by *U.S. News & World Report* for undergraduate institutions and graduate programs. In the 2001 *U.S. News* rankings, eight institutions from the region made the rankings of nationally recognized institutions and another seven were ranked among prominent schools in the northern region of the country (Figure 9). Most notable of the nationally recognized institutions was the University of Pennsylvania, whose undergraduate schools and three major graduate programs (law, medicine, and business) received top rankings. The region also stood out as having three exemplary liberal arts colleges – Swarthmore College (ranked number two), Haverford College, and Bryn Mawr College. One institution was recognized as a second tier national university – the University of Delaware – and three institutions were recognized as third tier national institutions – Temple University, Drexel University, and MCP Hahnemann University. Villanova University had the distinction of being ranking the number one university in the northern region of the country.

Figure 9. Greater Philadelphia Institutions and Programs Ranked by U.S. News & World Report (Actual Ranking in Parentheses)

UNDERGRADUATE INSTITUTIONS	GRADUATE & FIRST PROF. PROGRAMS
National University, Tier 1 University of Pennsylvania (6)	Business (MBA) University of Pennsylvania (3)
National Liberal Arts College, Tier 1 Swarthmore College (2) Haverford College (6) Bryn Mawr College (16)	Law (JD) University of Pennsylvania (12) Medicine (MD) University of Pennsylvania (3)
National University, Tier 2 University of Delaware*	
National University, Tier 3 Drexel University* MCP Hahnemann University* Temple University*	
Regional University, Tier 1 Villanova University (1) St. Joseph's University (10) La Salle University (17) Beaver College (19) Rutgers University at Camden (26) Widener University (32) Rowan University (32)	

Source: U.S. News and World Report (website), 2001 Graduate Rankings and College Rankings. *Rankings are not assigned to institutions in Tiers 2 and 3. Note: "Regional" university in this table refers to the states located in the Northern part of the country. A complete list of rankings (overall institutions, graduate programs, and graduate specialties) for Greater Philadelphia institutions is listed in Appendix B: Institution Rankings.

Creating Access to an Educated and Skilled Worker Pool

Attracting people to the region is a key component of population in-flow and stability, especially in the context of slow regional growth and populations losses in the city. However, unlike other industries that attract people into the region, such as tourism and highly specialized medical services, the knowledge industry is unique in that it draws in smart, forward-thinking people who are equipping themselves with knowledge and skills for future employment opportunities.

Perhaps the most important trait that differentiates college graduates, at least in companies' eyes, is that they have learned how to learn. Constant technological advances in the new economy are rendering workers' skills obsolete within a short period of their learning them. Furthermore, as new knowledge is constantly emerging, workers are faced with the challenge of making sense of it. In the new economy, where they only constant is change, workers are expected to take part in not just a system of continuing education, but one of continuous education. Even as companies have taken on more responsibility for worker training, they do regard educational attainment as an indicator of workers' ability to learn.

Where a high school education once earned a worker a secure place in the workforce, now a college education is the preferred employer means to building companies and creating wealth. Economist David Birch regards universities as being "the feedstock of gazelles," his term for the fast-growing companies that are driving product innovation, creating new job opportunities for workers, and fueling regional economic growth. In his observation, high proportions of these fast-growing companies have above average skills needs in their workforce, in essence making a college education a minimum requirement.[10] Given this reality, regions' ability to deliver an educated and skilled workforce will continue to explain much of the difference between them in terms of economic activity.

Degree Concentration

More than 51,000 degrees are conferred each year by colleges and universities in the region[11], introducing new knowledge and skills into the potential regional worker pool. Many of these graduates are new workers entering the

labor pool, while others are existing workers who attended school to upgrade skills or redirect their career path. At the undergraduate level, although the region's proportion of bachelor's degrees approaches the national average, it lags significantly (22 percent below the national average) in the number of associates degrees produced. While the majority of degrees are awarded to undergraduates, the proportion of students graduating from graduate programs is 31 percent larger than the nation's proportion, as indicated by the graduate concentration index or GCI[12] (Figure 10).

Figure 10. Degrees Conferred by Greater Philadelphia Colleges and Universities: Undergraduate vs. Graduate Degrees

	No. Degrees Conferred	Percent of Total	GCI
Associate's	9,870	19%	0.78
Bachelor's	25,360	50%	0.97
Undergraduate degrees	35,230	69%	0.90
Master's	11,250	22%	1.21
Doctorates	1,230	2%	1.21
First Professionals	3,360	7%	1.92
Graduate degrees	15,840	31%	1.31
TOTAL	51,070		

Source: PEL calculations based on data from NCES/IPEDS, Completions 1996-97

The rate of first professional degrees conferred was even higher (92 percent larger than the national average). The first professional student population is spread out among four law schools, six medical schools (two of osteopathy), two dental schools, two pharmacy schools, one school of veterinary medicine, one optometry school, and five theological seminaries. The share of master's and doctoral degrees awarded is 21 percent larger than the national average. Of this group, fourteen universities award Master's Business Administration (MBAs), including one of the nation's top business schools – the University of Pennsylvania's Wharton School.

Regional Strengths and Weaknesses

Business and Liberal Arts

While together the region's colleges and universities confer degrees in every conceivable academic program, what the region appears to produce most of are workers with business skills, liberal arts, and other broad-based backgrounds, with the notable exception of degrees at all levels (except doctoral) awarded for health-related professions (see *Appendix A* for the number of degrees conferred in and the concentration of the region's top-producing majors). Business management, general studies, education, and other fields of study in the liberal arts and humanities are top producers of graduates in almost all degree types.

The strong showing of degrees conferred in business, liberal arts, and other broad-based majors is not uncommon. These majors are the most popular at colleges and universities throughout the country – in most instances, degrees in these fields as a proportion of all degrees conferred in the region are equal to or lower than what is produced at the national level, according to the GCI.

While more attention is being paid to the absolute shortage of workers with technical skills, the need for workers with communication and analytical skills is also high and this need can be filled with workers from liberal arts and other broad-based programs. Furthermore, their strong showing is likely a reflection of the region's economic strengths. Above-average economic activity has been identified in the professional services cluster and the data-intensive services cluster, as reported by Greater Philadelphia First (GPF) in its annual regional benchmarking report.[13] Graduates from the region's colleges and universities are ideal worker candidates for these regional employers.

Life Sciences

While the most commonly conferred degrees in Greater Philadelphia are in business, liberal arts, and other broad-based fields, the notable exception are degrees awarded in health related professions and related sciences. Degrees conferred in this field of study are among the top three producing fields for all levels of study except doctoral degrees. In particular, Greater Philadelphia produces the third most graduates from first professional programs in health related fields in the country – advanced degrees in medicine, pharmacy, osteopathy, and other health-related fields. The region's exceptional capacity to train doctors is reflected in the fact that an estimated one-fourth of all physicians in the United States have undergone some part of their education or training in the Greater Philadelphia

region.[14] It also is reflected in the above-average level of economic activity reported by GPF for the health care products and services cluster.

Engineering, Mathematics, Computer and Physical Sciences

Noticeably absent from the top producing programs in the region are graduates in science and engineering (S&E) fields, such as computer information sciences, engineering, and the physical sciences. This is not entirely surprising given that these majors tend not to be the top producing in any region. However, other regions appear to produce greater concentrations of S&E majors than what is found in Greater Philadelphia and the nation as a whole (Figure 11). Only in the health-related sciences does the region produce a significantly larger share of degrees than what is produced at the national level. In all other fields of science and engineering, the region produces roughly at or below what is produced at the national level, as indicated by the GCI. All other regions compared to Greater Philadelphia below have greater concentrations of graduates in at least one S&E field in addition to (or instead of) health-related professions.

Figure 11. Regional Comparison: Degrees Conferred and Graduate Concentration Index (GCI) for Select Science & Engineering Fields of Study

	Philadelphia CMSA		Boston NECMA		Houston CMSA	
	Degrees Conferred	GCI	Degrees Conferred	GCI	Degrees Conferred	GCI
Comp. Info. Sci.	1,110	1.06	1,430	0.97	360	0.88
Engineering	1,970	0.93	3,780	1.25	870	1.02
Bio/Life Sciences	1,690	0.97	2,410	0.98	800	1.16
Mathematics	350	0.86	680	1.16	220	1.35
Phy. Sciences	630	0.90	1,160	1.18	250	0.89
Health Prof.	7,770	1.36	9,260	1.15	3,530	1.56
	Pittsburgh MSA		Raleigh-Durham MSA		San Fran. Bay Area CMSA	
Comp. Info. Sci.	660	1.34	280	0.76	1,320	1.08
Engineering	1,030	1.04	1,680	2.22	3,740	1.50
Bio/Life Sciences	550	0.67	1,350	2.19	2,460	1.21
Mathematics	210	1.10	320	2.18	460	0.95
Phy. Sciences	300	0.91	570	2.31	910	1.12
Health Prof.	3,520	1.32	1,950	0.96	4,450	0.66

Source: PEL calculations based on data from NCES/IPES, Completions 1996-97

Generating Innovation

If educated and skilled workers are the fuel that drives the growth of new economy companies, then innovation in the form of knowledge and ideas are their engine. Traditionally, university-based research has always been a source of formal, explicit knowledge in the sense that researchers are free from the reigns of commercialization and profit-interest in their academic pursuits. Subsidized in great part by federal dollars and internal funding, university-based research might be so cutting-edge that its application and practical value, if any are to be found, are not yet clear to the commercial world. Indeed, university-based research has been the seed for entirely new industries, such as biotechnology. Some believe that the US' dominance in biotechnology is largely attributable to the strong ties between universities and industry.[15]

In addition to knowledge in the traditional sense, universities also are a source of innovation with clearer commercial application – product or process improvements for existing industries that make smart business sense. Academics have been instrumental in promoting this type of innovation through research activities, direct consulting services, or on the lecture circuit. Technological advances have allowed them to make more direct contributions through software development and other forms of information technology. With the strong backing of venture capitalists and in some cases the public markets, academics have even ventured into the for-profit world themselves. The *Chronicle of Higher Education* reports that at least a few dozen professors of computer science and other related high-tech fields have become multi-millionaires through their involvement in internet-related companies, and

Stanford's Computer Science Department Chair believes that one-third of the department's professors are millionaires.[16]

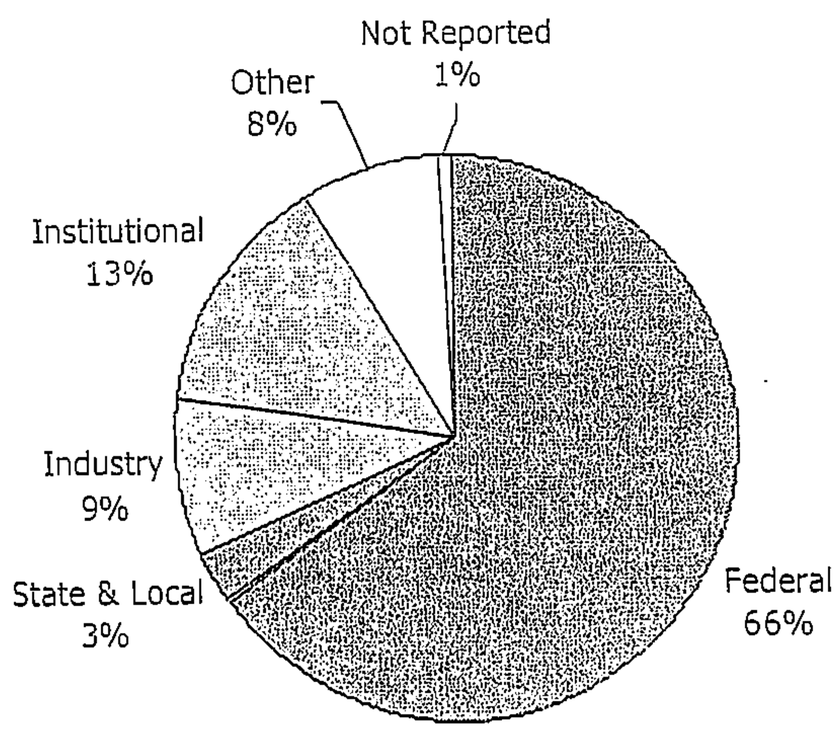
In both cases, the process of generating innovation has become very efficient and "rational" due to tremendous technological advances. For example, in the field of drug research, the development of massive computer databases of chemicals and compounds has led to high through-put screening processes that are drastically reducing research costs, especially compared to the traditional trail-by-error approach. Another example is the Human Genome Project, an international collaboration to sequence and store the genetic code of some 100,000 human genes. The human genome, now completely mapped, forms the foundation of the new fields of functional genomics and bioinformatics, which are expected to fundamentally alter the process of detecting and curing diseases, prescribing drugs and other medical treatments, and developing drugs. Technological advances such as these have freed up the traditional research process such that "...in today's information age ideas have become prized commodities."[17]

What is the role of university research in the emerging new economy? Increasingly, larger companies are shifting resources away from internal R&D activities and focusing more on their core competencies – product development, improvement and approval, marketing, and distribution. As a result, their R&D activities are being shifted toward collaboration with small, entrepreneurial R&D firms, a trend the *New York Times* refers to as "external innovation."[18] At the same time, universities have become very efficient at conducting research and laying the groundwork for commercialization, helping to bridge the gap between discovery and proof-of-concept. Increasingly, university research and even university researchers (including graduate research assistants) are the catalyst for small R&D startups that act as external innovators for larger commercial interests. David Birch, an economist highly regarded for his research on entrepreneurship and the high-tech economy, includes university research as another "soft determinant" of entrepreneurial activity, asking the following question: "Does the local university encourage its faculty and its students to participate in entrepreneurial spin-offs, and do they?"[19] Under this model of university-industry collaboration, which is particularly apparent in biology-based fields, university research becomes an integral component of economic growth.

Core Group Engaged in Research

Greater Philadelphia's knowledge industry stands out as a significant player among competitor regions in university-based research. According to the National Science Foundation (NSF), the region's institutions spent a total of $666 million in research and development (R&D) in 1998, 66 percent of which was funded by the federal government (Figure 12).[20] A core group of 17 universities is engaged in research.[21] Forty-two regional Ph.D. programs were placed in the top 25 of their field or research specialty by the 2001 *U.S. News & World Report* rankings.[22]

Figure 12. Greater Philadelphia R&D Expenditures by Source of Funding



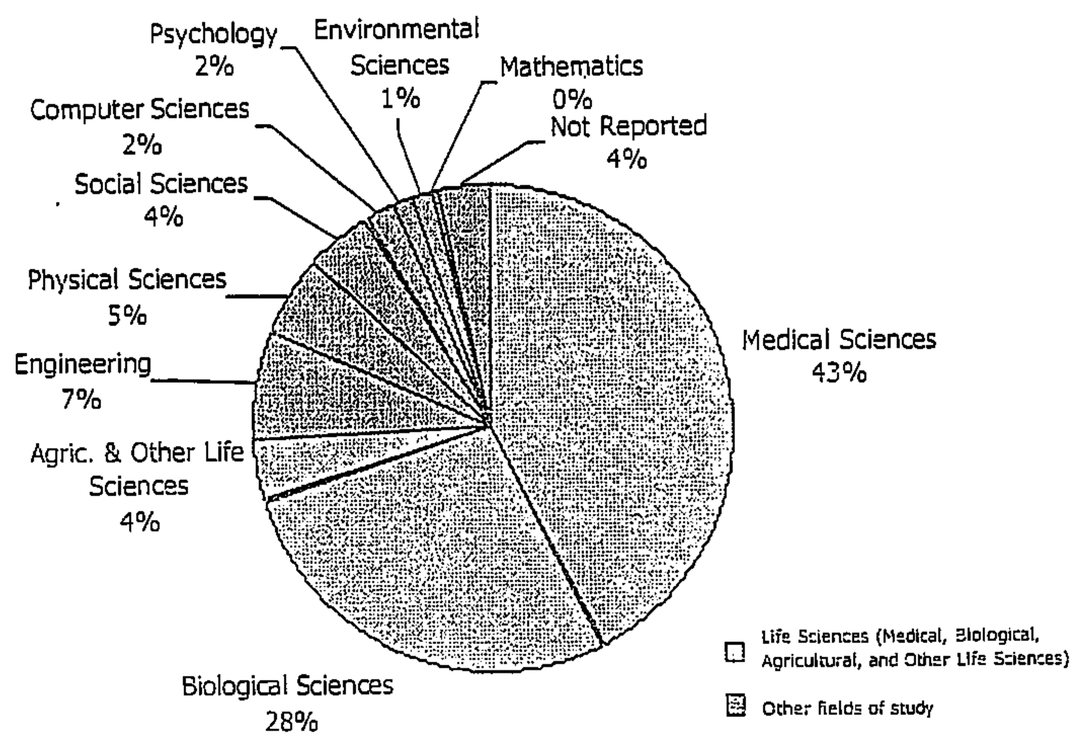
Source: PEL calculations based on data from the National Science Foundation (NSF), 1998

As with rankings in teaching, the University of Pennsylvania stands out as the "tallest tree" among the Philadelphia region's core group. Penn's research programs received 50 percent of all university R&D expenditures in 1998; its graduate programs awarded 36 percent of all doctoral degrees conferred in the region; and it claims 40 of the 42 top ranked regional Ph.D. programs. Penn is the 2nd largest national recipient of grants from the National Institutes of Health[23] and the funding stream thus far for fiscal year 2000 puts Penn on a course for becoming the top recipient of NIH grants. In a recent speech to the Greater Philadelphia Chamber of Commerce, University President Judith Rodin gave an inventory of Penn's immense research capacity – $333 million in R&D funding, 1,000 principal investigators, 2,300 research projects, and the largest university research complex in the mid-Atlantic region.

The region's research capacity is bolstered by the activities of other institutions as well. In addition to Penn, four other institutions in the region had R&D expenditures of at least $50 million.[24] Thomas Jefferson University in particular is emerging as strong force with almost $70 million in R&D expenditures, the fourth most in the region. Jefferson is planning to expand its research capacity by some 70-75 new positions once construction of a new $59 million cancer research center, to be located on its Center City campus, is completed. The University of Delaware is the region's strongest research institution in the field of engineering, accounting for almost 50 percent of regional expenditures in this field in 1998.

Our region's research strength is in the life (medical and biological) sciences, which accounts for about 74 percent of R&D expenditures by regional institutions; no other field of study draws in more than 7 percent of R&D funding, as reported by the NSF (Figure 13).

Figure 13. R&D Expenditures by Greater Philadelphia Institutions by Field of Study



Source: PEL calculations based on data from NSF, 1998

Growing Tech Transfer Capacity

As the region's research capacity has grown in terms of expenditures, so too has universities' ability and commitment to commercialize their research findings. Technology transfer is the term used to refer to patenting and licensing services provided by universities to faculty researchers. In 1980, Congress passed the Patent and Trademark Act (also known as the Bayh-Dole Act), which gave universities the right to take title to any discoveries resulting from research funded by the federal government. Since the passage of this law, most universities with significant research capacities – doctorate-granting institutions specializing in engineering and/or health-related fields – have built the capacity to deliver technology transfer services to faculty researchers.

Nine research institutions in the region have offices of technology transfer – 6 universities and 3 non-profit research institutes.[25] As with overall R&D expenditures, the dominant player in the technology transfer world is the University of Pennsylvania, which accounted for 44 percent of the full-time equivalents and 58 percent of licensing

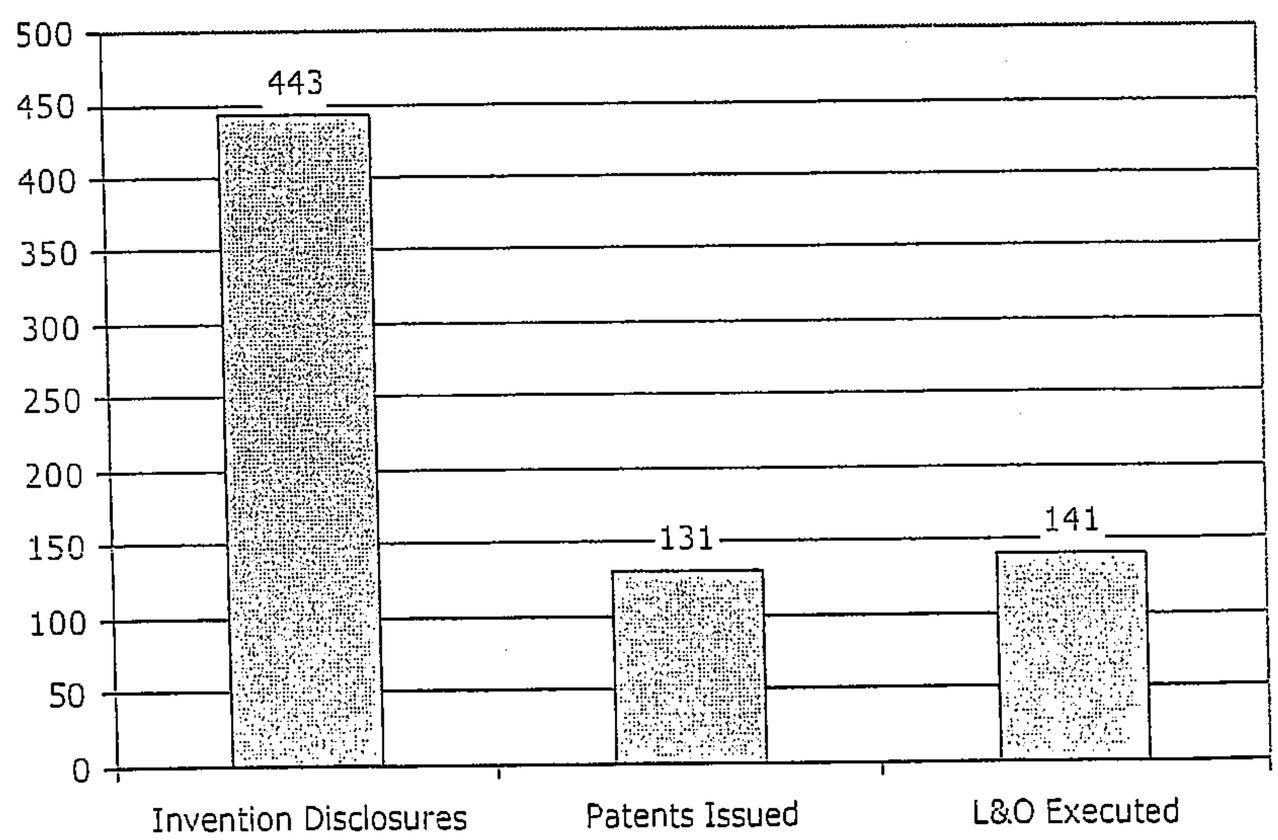
income received during the 1998 fiscal year. According to Lou Berneman, Managing Director of the Center for Technology Transfer at the University of Pennsylvania and former President of the Association for University Technology Managers (AUTM), universities engage in technology transfer for the following reasons:

- to serve the public good (as directed by the Bayh-Dole Act);
- to award and retain faculty;
- to create research opportunities and secure funding for faculty;
- to generate income; and,
- to generate economic growth.

Technology transfer activities plant the seeds for future economic growth. According to a statistical analysis of Penn's technology transfer activities, each license yields an average annual induced investment of $1 million in the pre-commercialization stage (i.e., R&D expenditures made by the licensing company to continue study of the university-based research finding). Licenses associated with biotechnology start-ups have average annual inducement investments of $2.75 million. Once a licensed technology is commercialized, the economic activity generated by the license is essentially the sales and revenue generated by the license (i.e., royalties, equity income) for the university and researcher.[26] Research activities associated with induced investments create job opportunities that would not have been created were it not for the original university research activities.

In fiscal year 1998, 141 licensing agreements were completed by non-profit research institutions in the region (Figure 14). Much of this licensing activity was with smaller, entrepreneurial firms who are laying the seeds for future economic growth – of the 141 agreements, 9 percent were with start-up firms and 54 percent were with small companies. Regional research institutions were directly involved in the formation of 10 of the 12 start-up companies to which technology was licensed, demonstrating their growing capacity and commitment to commercialize cutting-edge technology that still may be years away from market introduction.

Figure 14. Technology Transfer Activities (Invention Disclosures, Patents Issued, Licenses and Options Executed) for Greater Philadelphia Institutions, FY1998



Source: PEL calculations based on data from the Association for University Technology Managers (AUTM), FY1998 Licensing Survey.

Licensing agreements, however, are not always made with companies located in the region. Universities do not necessarily see the commercialization of their research findings as being a regional economic development vehicle – from their point of view, discoveries are to be licensed to the best fit for the patent (and the public good, as directed by federal law), regardless of where the licensing company is located. According to AUTM, which issues yearly statistics on technology transfer activities of universities and other non-profit research institutions, an average of 74

percent of all licensing agreements originating from university research were made with local companies, many located close by the licensing institution.[27] One local technology transfer official believes this percentage might be lower in the Philadelphia region.

Nevertheless, the AUTM statistics show that the region's technology transfer activities are strengthening – almost a third of all currently active licenses and options were executed in the most recent fiscal year. Furthermore, many of these agreements have yet to bear fruit, given that the technology transfer process can be long and expensive – according to Lou Berneman, each invention can take as long as 2 to 5 years at a cost of $20,000 to $100,000 to be patented and licensed. Life sciences research tends to be more cutting-edge and therefore activities leading up to proof-of-concept take place over an even longer period of time. Initial financing costs for biology-based start-ups are comparatively high – start-ups in engineering-based companies can be as low as $250,000 while biomedical start-ups have minimum seed financing requirements of $10 million.

Anchoring Communities

Since their founding, colleges and universities have played an important role as community centers. As large, place-based employers that provide communities with park-like grounds, recreational and cultural facilities, and student bodies that patronize local businesses and restaurants, it is no surprise that colleges and universities often serves as the centerpieces of our most attractive communities. As described earlier, the region's clusters of universities – in University City, North Philadelphia, Center City, and along the Main Line – contribute energy, vitality, and stability to those communities. The colleges and universities often provide additional security for their neighborhoods, promote events that bring together the local community, staff, and students, and are even investing directly in neighborhood development, in order to improve the quality of life in their home communities.

Increasingly, businesses are seeing the benefits of proximity to campuses as an important competitive advantage, just as residential communities have often benefited from the amenities and services provided by the college communities. However, it is not just for the amenities that colleges provide that businesses value proximity to college and university campuses. Now, businesses believe that proximity can be an important business benefit due to the ability to access an available labor force (both in-school and recently graduated) and a marketplace of ideas and knowledge.

Philadelphia was one of the first to attempt to tap the economic benefits of proximity to colleges and universities when it established the nation's first urban research park, the University City Science Center, adjacent to the Penn and Drexel campuses in West Philadelphia. While the success stories of its nearly forty year history have been well-documented, in recent years the Science Center has refocused its energies on capitalizing on the synergies between knowledge based industries like information technology and biotechnology and the research and labor pools available on local campuses. Combined with Penn's efforts to improve the quality and safety of residential neighborhoods and broaden the local retail community as well as major parcels of land available for new development on the fringes of University City, there is an opportunity for University City to emerge as a major knowledge-based business and residential district.

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[1] Florida, Richard, "The Role of the University: Leveraging Talent, Not Technology," Issues in Science and Technology (Online), Summer 1999.
[2] U.S. Department of Education, National Center for Education Statistics/Integrated Post-Secondary Education Data System (NCES/IPEDS), Fall Staff 1997.
[3] NCES/IPES, Enrollment Fall 1997. Based on enrollment reported for 81 institutions.
[4] Undergraduate students are students enrolled in Associate's or Bachelor's degree programs. First professional students are students enrolled in a professional graduate program, which are the following specialties: chiropractic, dentistry, medicine, optometry, osteopathic medicine, pharmacy, podiatry, veterinary medicine, law, and theology. Graduate students are students enrolled in all other Master's degree and Doctorate programs not listed under the first professional category, including Masters of Business Administration (MBAs).
[5] PEL estimates. Refer to the Appendix C: Notes on Methodology for an explanation of the methodology and underlying assumptions.
[6] US Immigration and Naturalization Service, which reported in the 1998 Statistical Yearbook that 9,917 foreign immigrants came to the 9-County PA-NJ Primary Metropolitan Statistical Area in 1998. While this figure does not include the remaining counties, it is likely to be very close to the actual figure for the 14-County PA-NJ-DE-MD Consolidated MSA.
[7] About 2 percent of the region's student enrollment (undergraduate, graduate, and first professional; non-FTE) is made up of foreign students.
[8] The College Board, Common Data Set (Undergraduates), 2000. Based on 75th percentile scores submitted by 25 institutions (for which data on students' origin was available).

[9] The Pennsylvania Independent College and University Research Center. Patterns of Success After College: Labor Market Conditions and Outcomes for Recent Baccalaureate Recipients from Independent Colleges and Universities in Pennsylvania. 1996.
[10] Cognetics, Corporate Demographics: Entrepreneurial Hotspots (The Best Places in America to Start and Grow a Company), 1999.
[11] NCES/IPEDS, Completions 1996-97. Based on completions figures reported for 81 institutions.
[12] Like the employment concentration index (ECI), the graduate concentration index (GCI) is the ratio of degrees conferred in each field of study as a proportion of all degrees conferred in the region to the nation's proportion. A GCI greater than 1.00 demonstrates that the concentration of degrees conferred in the given field of study in the region is greater than the US average.
[13] Greater Philadelphia First (GPF), Regional Economic Benchmarking Report, 1999. Greater Philadelphia is defined by the 9-county Philadelphia PA-NJ PMSA in this report. See Appendix C: Notes on Methodology for explanation of industry sectors that make up each regional economic cluster.
[14] Pennsylvania Economy League (PEL), Greater Philadelphia's Challenge: Capitalizing on Change in the Regional Health Care Economy. February, 1996.
[15] Press, Eyal and Jennifer Washburn, "The Kept University," The Atlantic Monthly, February 17, 2000, pp. 39-54. Walter Powell, a sociologist at the University of Arizona, made this claim in the article.
[16] Wilson, Robin, "They may not wear Armani to class, but some professors are filthy rich," The Chronicle of Higher Education, March 3, 2000, pp. A16-18.
[17] Press and Washburn, 2000.
[18] Gerth, Jeff and Sheryl Gay Stolberg, "Drug Companies Profit from Research Supported by Taxpayers," The New York Times, April 23, 2000.
[19] Cognetics, 1999.
[20] National Science Foundation (NSF), Academic Research and Development Expenditures, Fiscal Year 1998 (early release tables). An estimated $100 million in R&D is spent by non-profit research institutions and teaching hospital in addition to universities' $599 million in R&D expenditures, as reported by the Association of University Technology Managers' (AUTM) FY98 Licensing Survey.
[21] As indicated by R&D expenditures released by the NSF. AUTM reports that two non-profit research institutions (the Wistar Institute and the Fox Chase Cancer Center) and one hospital (Children's Hospital of Pennsylvania) have significant R&D expenditures as well.
[22] Institutions received top-25 rankings for overall programs and specialties in: engineering, education, biological sciences, chemistry, computer science, economics, English, history, math, physics, political science, psychology, and sociology. Refer to Appendix B: Institution Rankings for a complete list of U.S. News & World Report rankings for Greater Philadelphia institutions and graduate programs.
[23] After Johns Hopkins University in Baltimore, MD.
[24] MCP Hahnemann University ($96 million), University of Delaware ($70 million), Thomas Jefferson University ($70 million), and Temple University ($63 million), as reported by the National Science Foundation in 1998.
[25] As reported in the AUTM FY98 Licensing Survey. The three research institutes with tech transfer offices are: Children's Hospital of Philadelphia, Fox Chase Cancer Center, and the Wistar Institute. Drexel University, which has a tech transfer office but does not report to AUTM, has been included in the regional count.
[26] Kramer, Peter B., et.al. "Induced Investments and Jobs Produced by Exclusive Patent Licenses – A Confirmation Study," 1997, pp. 79-100.
[27] AUTM, FY1998 Licensing Survey.

The Knowledge Industry in Action

Philadelphia's Knowledge Industry has played a leading role in the development of companies and sectors of our economy over the past 200 years. In particular, the strengths of the region's programs in the performing and visual arts, business, and life sciences have been key to the development of regional strengths in hospitality and tourism, business and professional services, and the life sciences. In this section, we take a look at how the region's strengths have been translated into economic growth centers.

Greater Philadelphia's colleges and universities make important contributions to the regional economy – for example, by raising the overall level of educational attainment of residents and improving their earnings potential. In very specific instances, however, regional competitive advantages are directly related to our knowledge industry's core competencies. Three industry clusters in particular have especially strong ties to our knowledge industry's core competencies:

- Hospitality and tourism, which benefit from the knowledge industry's draw of people into the region and the cultivation of cultural talent;
- Professional services, which benefit from the pool of workers with business skills graduating from regional universities; and,
- Life sciences industries, which absorb innovation generated by university research as well as science researchers and health care professionals emerging from university laboratories and classrooms.

In a very real sense, Greater Philadelphia's strengths in these industries and any resulting economic growth (current and future) are largely due to the core competencies of our colleges and universities in the corresponding fields of study.

Hospitality and Tourism

For the past decade the Greater Philadelphia region has invested heavily in a multi-dimensional economic development strategy promoting hospitality and tourism in the region. This strategy rests on a solid foundation of existing amenities and assets, particularly a wealth of historical and cultural attractions. A 1995 report commissioned by the Pew Charitable Trusts stresses the importance of building on these assets in promoting hospitality and tourism: "...Philadelphia, like many urban centers in the US, possesses a wide variety of tourist attractions. It's forte, however, [is] cultural and heritage tourism..."[1]

According to the Pennsylvania Economy League (PEL), the regional arts and culture sector consists of some 350 not-for-profit arts and culture organizations, encompassing the performing arts, museums, galleries, historic and scientific museums, historic societies, art centers, literary magazines, arts councils, and art-oriented community service organizations. The vast majority of these organizations, including the largest organizations, are located in the city – according to an organizational survey conducted by PEL, city organizations accounted for 81 percent of total nonprofit cultural spending.[2] Within the city itself is a concentration of institutions in Center City, including Independence National Historical Park (home of the Liberty Bell and Independence Hall) and the historical district of Old City, which alone draw close to one million tourists to the city each year.

Strategic Investments in Product Improvement and Marketing

With the goal of drawing even more cultural tourists into the region, strategic investments are being made in new infrastructure that complements the existing base of assets. The most ambitious efforts in recent years have targeted a cluster of cultural institutions located along Broad Street north and south of City Hall, now known as the Avenue of the Arts. More than $650 million in investment has been made or committed to the cultural and educational infrastructure of the Avenue of the Arts. The densest concentration of institutions along the Avenue is a one-mile

stretch of South Broad Street between City Hall and Washington Avenue, home to eleven cultural and educational institutions and seven performance venues. When the $250-million Regional Performing Arts Center is complete, the Avenue of the Arts will have more than 10,000 seats for performances.[3] Other initiatives seek to maintain and improve upon the organizational capacity of arts and culture in the region, such as the Greater Philadelphia Cultural Alliance, which is in the process of preparing a regional cultural plan to shore up the resources of member cultural institutions.

As the "cultural product" offered by the region has improved, so too has the capacity to handle greater volumes of tourists and travelers. With the opening of the Pennsylvania Convention Center and the construction of several new hotels in Center City, the region is now able to compete for larger gatherings of business travelers (such as the Republic National Committee, which chose Philadelphia as the site of its 2000 convention), with the goal of attracting these travelers back with their families for leisure vacations. On the workforce side, entities such as Opportunities Inn, an initiative of the Philadelphia Opportunities Industrialization Center and the Pennsylvania Convention Authority, are training workers to fill new jobs created in the hospitality industry, including individuals who previously might have lacked marketable skills.

The keystone of the economic development strategy is an intense, high-level marketing campaign promoting the region as a tourist destination. The Greater Philadelphia Tourism and Marketing Corporation (GPTMC) was created to run this marketing campaign, with the Philadelphia Convention and Visitors Bureau (PCVB) handling the resulting increase in sales volume. More than just a promotional campaign, GPTMC's strategy is to identify potential tourists for whom the region holds high appeal and then package and pitch experiences to them in order to draw them to the region. For example, GPTMC recently launched Campus Visit, a marketing campaign that targets families whose children are applying for college. Campus Visit pitches the region as "one big campus," hitting home the fact that families not only can visit any number of the 50 schools that are listed in the promotional materials, but also can take part in the extensive cultural experiences the region has to offer in one trip (hopefully over the course of several days and nights).

Knowledge Industry Contribution: Cultivating Cultural Talent

Amidst all the discussion of strengthening hospitality and tourism in the region is an overlooked (or perhaps underpromoted) regional competitive advantage – a set of higher education institutions offering numerous distinguished programs in the visual and performing arts. The strength of these programs attracts students to the region, and their comparatively large enrollment results in a readily available, steady supply of graduates who represent an important source of replenishment of cultural talent in the region. Lastly, their physical presence in close proximity to key tourist attractions makes them an integral part of promoting the region as a tourist destination.

Thirty-six schools in the region offer majors in the visual and performing arts, with the top ten producing institutions accounting for more than three-quarters of the degrees conferred (Figure 15). Top producing majors lead graduates to careers in performance, organizational management and merchandising, and the commercial application of art (Figure 16). Many of these programs are among the best in their field, including six overall graduate programs and five graduate specialties that rank in the top 25 of their respective fields (Figure 17). Unlike in most fields of study, where the University of Pennsylvania's schools and programs account for almost all top-rankings for the region, three universities in addition to Penn have top-ranking visual and performing arts programs, rounding out the region's reputation as a major producer of quality cultural talent.

Figure 15.Top 10 Producing Greater Philadelphia Institutions in Visual and Performing Arts

	Total Graduates
1. Art Institute of Philadelphia	400
2. Temple University	350
3. The University of the Arts	200
4. University of Delaware	130
5. Antonelli Institute	120
6. University of Pennsylvania	110
7. Drexel University	100
8. Rowan University	80
9. Philadelphia University	80
10. West Chester University of Pennsylvania	70

Source: Pennsylvania Economy League (PEL) calculations based on data from the U.S. Department of Education, National Center for Education Statistics/Integrated Post-Secondary Education Data System (NCES/IPEDS), Completions, 1996-97

Figure 16. Top 10 Producing Majors by Greater Philadelphia Institutions in Visual and Performing Arts

	Total Graduates
1. Graphic Design, Commercial Art and Illustration	320
2. Art History, Criticism, and Conservation	180
3. Art, General	150
4. Music Business Management and Merchandising	130
5. Drama/Theatre Arts, General	120
6. Music, General Performance	100
7. Design and Applied Arts, Other	100
8. Fashion Design and Illustration	90
9. Photography	80
10. Music, General	80

Source: PEL calculations based on data from NCES/IPEDS, Completions 1996-97

Figure 17. Visual and Performing Programs Ranking in Top 25 (Masters of Arts) in Greater Philadelphia

Drama University of Delaware (10) Temple University (23)	**Fine Arts** Temple University (10) Painting Temple University (8) Photography Temple University (11) Sculpture Temple University (9)	**Music** Curtis Institute of Music (5) Opera/Voice Curtis Institute of Music (7) Orchestra/Symphony Curtis Institute of Music (5)
Film Temple University (9)	**Architecture** University of Pennsylvania (9)	

Source: U.S. News & World Report (website), 2001 Rankings of Graduate Programs

In the 1996-97 academic year, almost 2,100 students graduated from programs in the visual and performing arts offered by regional schools, the 6th largest group of visual and performing arts graduates in the country (Figure 18). While considerably more students graduate from visual and performing arts programs in other regions such as New York and Los Angeles, Greater Philadelphia produces 23 percent more graduates in visual and performing arts fields than the nation on average. In addition to graduates of visual and performing arts programs, each year regional schools also graduate 5,600 graduates from arts-related majors: liberal arts and general studies; English; foreign languages; architecture; and, area, ethnic and cultural studies (Figure 19).

Figure 18. Regional Comparison: Total Graduates from Visual and Performing Arts Programs

	Total Graduates
1. New York CMSA	8,250
2. Los Angeles CMSA	4,630
3. San Francisco CMSA	2,760
4. Boston CMSA	2,720
5. Chicago CMSA	2,270
6. Philadelphia CMSA	**2,060**
7. Washington-Baltimore CMSA	1,840
8. Dallas-Fort Worth CMSA	1,400
9. Detroit CMSA	1,260
10. Pittsburgh MSA	1,250

Source: PEL calculations based on data from NCES/IPEDS, Completions, 1996-97

Figure 19. Greater Philadelphia's Graduates from Arts-Related Majors

	Total Graduates
Liberal/General Studies & Humanities	3,360
English Language & Literature/Letters	1,290
Foreign Languages and Literatures	350
Architecture and related programs	320
Area, ethnic and cultural studies	240
Total, Arts-Related Majors	5,560

Source: PEL calculations based on data from NCES/IPEDS, Completions 1996-97

Not only are regional schools an important source of quality cultural talent for regional arts and culture organizations, but their campuses serve as a visible presence in the key tourist areas of Center City Philadelphia, particularly along the Avenue of the Arts. Six schools that produce graduates from the visual and performing arts are located in Center City and/or along the Avenue of the Arts, and five of these six schools are solely dedicated to art and music disciplines:

- The Art Institute of Philadelphia, the largest producer of visual and performance arts graduates in the region;
- The Curtis Institute of Music, considered one of the finest music conservatories in the world;
- The Moore College of Art and Design, the first and only women's college for the visual arts in the nation;
- The Pennsylvania Academy of the Fine Arts, the nation's oldest art museum and school; and,
- The University of the Arts, the largest comprehensive educational institution of its kind in the nation.

Temple University, which produces the second most graduates from visual and performing art majors and has numerous programs and specialties ranked in the top 25 of their respective fields, is located along the Avenue of the Arts North. Together, these six schools account for more than 50 percent of all graduates from visual and performing arts majors in the region.

Early Signs of Economic Success

While the full effect of regional investments and efforts in hospitality and tourism have yet to be realized, there is growing evidence that they are beginning to pay off – regional employment in the tourism and hospitality industry, for instance, grew by 12.1 percent or more than 13,600 jobs between 1995 and 1998, with the city itself gaining more than 5,400 jobs (Figure 20).[4] This employment pool is likely to continue increasing in size as regional institutions respond to this growing industry by designing programs that impart skills to future hospitality workers. Temple University has taken the lead in this vain – in 1998 it established the School of Tourism & Hospitality Management (affiliated with Temple's Fox School of Business and Management), which provides comprehensive education for management careers in sports and recreation, tourism, and hospitality.

Figure 20. Employment and Job Gains in the Hospitality Industry, 1995-1998

	EMPLOYMENT, 1998					
	Hotels and other lodging places (SIC 70)	Museums, botanical, zoo. gardens (SIC 84)	Amusement and recreation services (SIC 79)	Eating and drinking places (SIC 58)	Total Hospitality	Net Change, 1995-1998
Bucks	1,429	51	3,959	13,473	18,912	1,486
Chester	1,126	404	2,205	9,690	13,425	1,342
Delaware	1,311	208	2,452	11,465	15,436	1,250
Montgomery	2,503	43	5,330	21,800	29,676	4,153
Philadelphia	6,410	1,538	8,419	32,805	49,172	5,445
Total, 5 Counties	12,779	2,244	22,365	89,233	126,621	13,676

Source: PA Department of Labor & Industry

Just as important, other industries related to the visual and performing arts are being spun off from the strong presence of arts and culture in the region, such as the fledgling film production industry. The most successful efforts to build this industry to date have been those of the Greater Philadelphia Film Office, which is charged with marketing the region as a film location, steering crews through pre-production processes, and overseeing crews in town. Each year a growing number of film crews, including high profile productions, come to shoot at indoor and outdoor locations throughout the region. These productions provide business to local production companies and workers in the industry and draw positive media attention to the industry and the region itself. The future growth of this industry is tied to the successful citing of an off-site film production facility, which officials are attempting to locate at the foot of the Avenue of the Arts South. Similarly, a cluster of new media companies has sprouted in the midst of Old City, Philadelphia, a location that is not likely coincidental given it is the heart of the city's historical district. The new media industry is a major provider of content to the on-line, e-commerce world and, as such, benefits greatly from the supply of artistic talent generated by regional schools, many in close proximity to Old City.

Professional and Business Services

Technological innovations, particularly in information technology, are streamlining every aspect of the business process, from production to sales to accounting to marketing. These innovations are ushering in a host of entrepreneurial endeavors as new business ideas are hatched, while at the same time they are forcing "old economy" companies through tremendous change as they adapt to a new competitive environment. The challenges and opportunities facing companies in today's business world go beyond operational issues. Developments by universities and biotechnology firms have introduced entirely new debates over genetic testing and human cloning; hacking of computer systems is a constant threat to companies with Internet divisions and has raised concerns about privacy; e-commerce has made it more difficult to enforce local and state taxation; and the concept of intellectual property is being rewritten as companies go to court over the exclusive use of content, icons, and business models. These issues and more are keeping many entrepreneurs and business executives from sleeping, and so they turn to accountants, lawyers, consultants, programmers, advertisers, and others professionals to help them develop solutions. Greater Philadelphia's economic success depends on providing this type of support to businesses. In a world where first-mover advantage can often determine the difference between market leader and bankruptcy, having skilled professionals who are able to advise local startups on growth strategies and more established firms with adaptive strategies is crucial.

Fortunately, Greater Philadelphia's colleges and universities produce a substantial supply of graduates who have acquired professional skills that assist all kinds of businesses in adapting to the new economy. Almost 15,000 or about 30 percent of all degrees conferred in 1996-97 were earned in fields of study that support the business world – business management and administration; law; computer information sciences; and, engineering (Figure 21). Greater Philadelphia awards the 7th most degrees of these types in the country.

Figure 21. Regional Comparison: Total Graduates from Professional Services Fields of Study

	Business Mngmnt. & Admin. Svcs.	Law and Legal Studies	Computer Information Sciences	Engineering	Total Prof. Svcs. Degrees	GCI
1. New York CMSA	32,148	5,809	5,055	4,627	47,639	1.12
2. Los Angeles CMSA	15,752	2,151	1,627	3,377	22,907	0.85
3. Boston NECMA	14,958	2,681	1,427	3,783	22,849	1.18
4. Wash.-Balt. CMSA	11,753	3,599	2,784	3,191	21,327	1.20
5. Chicago CMSA	14,427	2,235	1,486	1,788	19,936	1.05
6. San Francisco CMSA	10,393	1,972	1,317	3,744	17,426	1.08
7. Philadelphia CMSA	**9,578**	**1,978**	**1,109**	**1,972**	**14,637**	**1.07**
8. Detroit CMSA	8,360	1,078	698	3,735	13,871	1.23
9. Dallas CMSA	6,394	502	805	804	8,505	1.09
10. Denver CMSA	4,817	631	751	1,550	7,749	1.20

Source: PEL calculations based on data from NCES/IPEDS, Completions 1996-97

The vast majority of these degrees are conferred in business management and administration, with more than 3,000 awarded for advanced studies (i.e., MBAs). Fifty institutions in the Philadelphia area grant degrees in business, however the Philadelphia region owes its reputation as a premier business location to the University of Pennsylvania's Wharton School, which is the "tallest tree" in terms of student enrollment and teaching quality. Wharton awards the most business degrees of all institutions, has the country's highest ranking undergraduate program and third-ranking program for graduate studies in business, and is responsible for all the top-25 rankings in business specialties that were awarded to Greater Philadelphia institutions (Figure 22). Penn also ranks in the top 25 for its law school and computer science programs, as well as in several specialties for these fields of study. In addition to imparting business skills to future professionals, three institutions – Penn, Temple University, and West Chester University – assist small business owners in the region by providing consulting services through Small Business Development Centers.

Figure 22. Professional Services Programs Ranking in Top 25 in Greater Philadelphia

Business – Graduate University of Pennsylvania (3) Accounting University of Pennsylvania (5) Finance University of Pennsylvania (1) General Management University of Pennsylvania (5) Management Info. Systems University of Pennsylvania (8) International Business University of Pennsylvania (3) Entrepreneurship University of Pennsylvania (2) Marketing University of Pennsylvania (2) Production/Operations University of Pennsylvania (7) Quantitative Analysis University of Pennsylvania (4) Non-Profit Organizations University of Pennsylvania (2) Executive MBA University of Pennsylvania (2) **Business – Undergraduate** University of Pennsylvania (1)	**Law** University of Pennsylvania (12) Health Law Widener U. – Del. Campus (9) Trial Advocacy Temple University (1) Tax Law University of Pennsylvania (24) Villanova University (24) **Computer Science** University of Pennsylvania (25) Artificial Intelligence University of Pennsylvania (8) **Engineering** Bioengineering/Biomedical University of Pennsylvania (9) Chemical University of Delaware (9) University of Pennsylvania (22) Materials University of Pennsylvania (12)

Source: U.S. News & World Report (website), 2001 Rankings of Graduate and Undergraduate Programs

Graduates from law, computer science, and engineering programs also fill vital professional service positions in the region. While the region lacks the research dollars and high-ranking teaching programs in engineering-related fields of study, many of our computer information science programs graduate students at all levels of study (from associate's to doctorates) who go on to fill positions with management and computer consulting firms. Graduates from engineering programs have excellent opportunities to move into consulting positions in a range of fields, from planning to construction to environmental assessment. Graduates from law programs also find themselves with a wider range of possibilities, from starting positions with established law firms to consulting or senior-level positions with small but high-growth potential ventures. Graduates from fields of study related to business also contribute valuable skills to the region's worker pool, including programs in economics, library science, and communications. Several individual departments and programs stand out as being "top of the class" in their respective fields of study:

- **Drexel University's Graduate Program in Library Science.** The management and organization of information has taken on an increasingly important role in several industries and has elevated the profile of the librarian. Drexel University ranks 9th among library science programs in the country and is considered to have the nation's best information systems specialization. The school grants almost all of the 100 library sciences degrees conferred in the region.

- **Saint Joseph's University's Undergraduate Program in Food Marketing.** St. Joseph's Food Marketing program is the only wholly industry-supported academic program of its kind in the United States and just one of six nationally recognized programs related to the food industry. The department has garnered much acclaim from local and national businesses in producing graduates for this sector. The school grants as many as 100 business degrees in Food Marketing each year.

- **University of Pennsylvania's Economics Department.** Management consultants, marketers and other organizations that rely upon economic and financial research look to the area's colleges and universities to add new talent. The region awards an above average concentration in bachelor's and doctorate economics degrees. Of distinction is Penn's Economics Department, which ranks 9th among economics programs in the 2001 rankings issues *U.S. News & World Report*. Within the discipline, the

school has earned top-ten rankings in specialties such as industrial organization (9th), international economics (8th), macroeconomics (10th), microeconomics (9th), and public finance (9th).

Strong Connections to Philadelphia as a Premier Business Location

Our institutions' individual and collective strength in producing graduates equipped with business skills is reflected in (if not a reason for) the high level of professional services employment in the region – almost 100,000 people in the five counties of Southeastern Pennsylvania are employed in the professional services industries, accounting for about 6 percent of all regional employment (Figure 23).[5] Between 1995 and 1998, employment in professional services grew by more than 18,000 jobs. While all business students do not necessarily stay in the region upon graduation, accommodating such dramatic growth in regional professional services employment would not have been possible without the steady supply of home-grown talent produced by our regional institutions of higher education.

Figure 23. Employment and Job Gains in the Professional Services Industry, 1995-1998

	EMPLOYMENT, 1998					
	Legal Services (SIC 81)	Engineering & Mngmnt. Srvcs. (SIC 87)	Programming, Software Dev., & Sys. Integration (SIC 7371-73)	Advertising (SIC 731)	Total Professional Services	Net Change, 1995-1998
Bucks	1,255	6,095	825	327	8,502	1,231
Chester	1,238	6,960	4,392	484	13,074	3,075
Delaware	1,107	6,152	1,704	147	9,110	2,672
Montgomery	2,577	17,136	2,580	2,281	24,574	5,287
Philadelphia	17,231	24,139	948	1,659	43,977	5,869
Total, 5 Counties	23,408	60,482	10,449	4,898	99,237	18,134

Source: PA Department of Labor & Industry

The importance of providing this supply is illustrated by real world examples such as VerticalNet, a regional company that operates on-line business-to-business (B2B) sites for targeted industries. While VerticalNet is regarded as a market leader in B2B commerce (evident in the its highly successful initial public offering in 1999), VerticalNet is still shifting its industry exchanges from paper, which account for about half of all revenues, to on-line transactions. In order to complete this dramatic shift in industry transactional activity, the company recently announced it will need to hire workers for 1,000 newly created positions (in addition to the almost 700 people it currently employs locally and another 900 employed around the world). These positions, which include web designers, computer engineers, and customer-support staff, have average starting salaries of $55,000 and require skills typical of the professional service worker in today's high-tech economy. Mike Hagan, company cofounder and chief operation officer, publicly stated that his company intends to look to regional universities to help satisfy his company's need for high-tech, professional service workers and that they desire a close working relationship with regional institutions: "We really want to go in there and do grassroots-style recruiting by talking to the college deans."[6] The region's ability to meet this employment need is crucial for on-going and future economic success, as companies like VerticalNet have a good chance and the desire to become major employers that are identifiable with the region, such as Microsoft in Seattle.

Life Sciences Industries

Major technological advances are fundamentally changing life sciences industries, in particular the pharmaceutical industry and the health care delivery system (hospitals, physician practices, and outpatient care facilities). Stunning achievements such as the human genome project demonstrate the convergence of life sciences with information technology. This convergence is introducing a host of new possibilities in the life sciences industries, beginning with the way research and development is conducted to the method of delivering medical treatment and preventing illness and injury.

Just as engineering-based innovation has driven the high-tech, high-growth "new" economy of the past decade, so too is biology-based innovation expected to drive the next phase of the new economy, many experts believe. Peter Lange, Duke University Provost, explains this convergence of innovation eloquently:

It's very clear that this [genomics and related fields in the biological sciences] is the most dynamic area of science that's emerging. It's somewhat similar to the role that physics played in the middle of the last century in redefining so many areas of science. Genetics, genomics and the life sciences in general are very clearly going to play that same kind of catalytic role in the first 20 to 30 years of this century."[7]

Of the ten "most strategic technological trends that will shape business and our world over the next 20 years," as issued by Battelle Memorial Institute, a science & technology think tank, four are life-sciences based: 1) genetic-based medical and health care; 2) nanomachines (microscopic size machines for localized drug delivery, for example); 3) designer food crops; and, 4) super senses (i.e., enhanced reality, as opposed to virtual reality).[8] Biology-based innovation not only promises to fundamentally alter existing life sciences industries, but also is expected to usher in entirely new industries. Many of these industries are still nascent fields of study that top university researchers and entrepreneurial R&D firms have undertaken. Emerging industries include bioinformatics, combinatorial chemistry, genetic engineering, and pharmacogenomics.[9]

Biology-Based Innovation and Regional Economic Competitiveness

As the race gets underway, many experts believe that much of biology-based innovation and subsequent economic growth will take place within regions. According to Collaborative Economics, life sciences are inherently innovative, knowledge-based industries, and as such are tied to social and placed-based settings. Regions by definition offer this type of setting.[10]

Regions with the ability to "absorb" biology-based innovation are likely to see it to commercial fruition, regardless of where this innovation originally emerged. Not surprisingly, however, not all regions are equipped or positioned to be successful in the biology-based new economy. According to Peter M. Pell, a consultant on bio-tech centers based out of Chapel Hill, NC: "...building a high-technology industry requires so much money and intellectual capital that there are only so many sites that can successfully put all of the pieces together."[11] Research evidence is beginning to bear this out – a case study completed by Case Western University, for example, found that intellectual property generated by university researchers in Detroit and Cleveland flowed out from these metro areas into high-tech regions such as Boston, San Francisco, and New York City, in spite of public and private investment.[12]

Which regions will be successful in the biology-based new economy? Collaborative Economics believes successful regions in the biology-based new economy will have five key ingredients: research excellence; a shared talent pool; access to capital; shared, specialized infrastructure; and, business & support services. What follows is an informal review of the ingredients present in the Greater Philadelphia region.

Large Pharmaceutical Companies

Perhaps Greater Philadelphia's greatest existing strength is the strong presence of pharmaceutical companies located in the region. According to the *Philadelphia Daily News*, 80 percent of the world's largest pharmaceutical companies have a presence in the area (headquarters, administrative offices, R&D facilities, and/or manufacturing operations).[13] As reported by Regional Financial Associates (RFA), the Philadelphia region has the 2nd highest level of regional employment in drug manufacturing in the country, with more than 22,000 employees.[14] Moreover, it is located in very close proximity to the Newark, NJ region, which has the highest drug manufacturing employment level in the country. The region's large pharmaceutical companies are complemented by a host of smaller firms that increasingly are taking on R&D functions. The Philadelphia region has the 8th highest employment level for R&D activity, according to RFA. (See Figure 24)

The presence of large pharmaceutical companies is an important regional ingredient for absorbing biology-based innovation. These companies are a primary source of talent for fledgling life-sciences firms that are seeking commercial applications for new discoveries. Often, employees from large pharmaceutical companies are the founders of small R&D firms themselves, and in some cases they are seeking to commercialize technology that failed to take hold in the bureaucratic setting of a large company. According to the head of one local biotech company, the ability to pick off talent from the large pharmaceuticals in the region was his primary reason for keeping his company local.[15]

Figure 24. Major Pharmaceutical and Biotechnology Companies in Greater Philadelphia

Company	Location	Type of operations
Bucks County, PA		
Quigley Corp.	Doylestown	Headquarters, research & development
Chester County, PA		
3-Dimensional Pharmaceuticals	Exton	Headquarters
Centocor**	Malvern	Headquarters, research & development
Cephalon	West Chester	Headquarters, research & development
Wyeth-Ayerst Pharmaceuticals✠	Malvern	Manufacturing
Delaware County, PA		
Astra-Zeneca Inc.*	Wayne	Astra headquarters, research & development
DuPont	Glenolden	Research & development
Endo Pharmaceuticals	Chadds Ford	Headquarters
Wyeth-Ayerst Pharmaceuticals✠	St. Davids	Headquarters, research & development
Montgomery County, PA		
Aventis Behring	King of Prussia	Headquarters
Cell Pathways Inc.	Horsham	Headquarters, research & development
Magainin Pharmaceuticals	Plymouth Meeting	Headquarters, research & development
McNeil Consumer Healthcare**	Fort Washington	Manufacturing, research & development
Merck & Co. Inc.	Horsham West Point	Administrative offices Manufacturing, research & development
Ortho McNeil Pharmaceuticals**	Spring House	Research & development
Rhone-Poulenc Rorer Inc.***	Collegeville	Research & development
SmithKline Beecham	Upper Providence	Research & development
New Castle County, DE		
Astra-Zeneca Inc.*	Wilmington	Zeneca headquarters, research & development
DuPont	Newark Wilmington	Research & development Headquarters, research & development
Philadelphia, PA		
SmithKline Beecham	Center City	Administrative offices
Salem County, NJ		
DuPont	Deepwater	Research & development

Source: Knox, Andrea, "For a SmithKline researcher, the real action is in the lab," The Philadelphia Inquirer, January 18, 2000 (table accompanying article). Note that numerous firms not on this list are located within an hour's driving distance of the region but are not officially part of the consolidated metropolitan area, such as the world headquarters of Johnson & Johnson in New Brunswick, NJ. *Astra's Wayne headquarters and Zeneca's Wilmington headquarters will be consolidated in Wilmington. **Division of Johnson & Johnson. ***Division of Aventis S.A.; operations will move to Bridgewater, NJ at the end of 2000 and name will change to Aventis Pharma. ✠Division of American Home Products Corp.

Pharmaceuticals themselves are major generators of biology-based innovation. SmithKline Beecham, whose headquarters are located in Center City Philadelphia, has recently been awarded patents for genetic and computer-derived biological data, molecular screening techniques, and drug design technology.[16] In another example of industry-led innovation, SmithKline Beecham scientists are taking the lead on a unique public-private collaboration to sequence the mouse genome. Experts believe the data describing the mouse genome, which upon completion will be made available for free via the internet, is a critical step toward understanding the human genome, whose sequencing was completed in early 2000.[17]

Large pharmaceutical companies are also an important source of capital for fledgling life-sciences firms – in 1998, industry provided $60 million or 9 percent of all R&D funding to research universities in the region.[18] Along with the federal government, industry provides substantial funding to nascent university research that it deems too risky to undertake itself. In spite of technological innovations, biology-based research is still a drawn-out and largely speculative process – for instance, years spent on medical research, product development, and clinical trials are no guarantee of federal drug approval. Because of this risk, larger companies are increasingly leveraging their research funding by building R&D capacity through collaborations with university research programs and smaller entrepreneurial firms. One of the strongest signs in favor of biology-based innovation has been recent high-profile acquisitions by large pharmaceuticals of smaller entrepreneurial firms, such as Johnson & Johnson's $4.9 billion purchase of Centocor Inc. (located in Malvern, Chester County, PA). Stepped up technology transfer activities are another favorable sign – almost a third of all currently active licenses and options were executed by regional universities in the most recent fiscal year alone.[19]

Universities and Academic Health Centers

Greater Philadelphia's research capacity ranks among the top 10 regions in terms of quantity and quality in life sciences research (biological, medical, agricultural, and other life sciences). In 1998, Greater Philadelphia had the 8th largest R&D expenditures for life sciences (Figure 25). As is the case with most regions, the life sciences dominate research in Greater Philadelphia – 74 percent of total regional expenditures went to life sciences in 1998, while no other field of study accounted for more than 7 percent of R&D expenditures. Within the broad field of life sciences, our strengths are $283 million in medical sciences research (6th largest) and $186 million in biological sciences research (5th largest).

Figure 25. Regional Comparison: R&D Expenditures in Life Sciences (Millions of Dollars)

	Medical Sciences	Biological Sciences	Agricultural Sciences	Other Life Sciences	Total Life Sciences*
1. New York CMSA	$578	$513	$32	$62	$1,184
2. San Francisco CMSA	$628	$68	$54	$1	$750
3. Wash.-Balt. CMSA	$473	$129	$27	$34	$663
4. Los Angeles CMSA	$431	$159	$24	$9	$623
5. Houston CMSA	$340	$188	$0	$11	$539
6. Raleigh-Durham MSA	$261	$189	$60	$17	$526
7. Boston NECMA	$210	$262	$0	$27	$498
8. Philadelphia CMSA	**$283**	**$186**	**$15**	**$12**	**$495**
9. Chicago CMSA	$275	$138	$0	$17	$429
10. Detroit CMSA	$269	$85	$3	$19	$375

Source: PEL calculations based on data from the National Science Foundation (NSF), Academic Research and Development Expenditures, Fiscal Year 1998 (early release tables). *Totals might not equal sum of sub-fields due to round-off error.

Greater Philadelphia's strength in the medical sciences is born out in rankings of graduate programs issued by *U.S. News & World Report* for 2001. Twenty-eight Greater Philadelphia graduate programs in life and related sciences rank in the top 25 of their respective fields, the 9th highest collective rankings in the country (Figure 26). Of this group of 28, 23 are in the medical sciences (medicine, veterinary medicine, and health disciplines). These rankings differ significantly from higher-ranking regions such San Francisco and Boston which have as many if not more top-ranking programs in the biological sciences than in medical programs. Our research excellence is largely dictated by Penn, the tallest tree among the region's colleges and universities. Penn is the second largest recipient of NIH funding in the country and accounts for 50 percent of R&D expenditures in Greater Philadelphia; has the largest research complex in the mid-Atlantic; and is home to almost all the top-ranking regional life science graduate programs.

Figure 26. Regional Comparison: Graduate Programs in Life and Related Sciences Ranking in Top 25

	Graduate Programs Ranking in Top 25 of Respective Fields				
	Biological Sciences	Medicine*	Health Disciplines	Related Life Sciences**	All Top-25 Rankings
1. New York CMSA	13	24	22	12	71
1. San Francisco CMSA	18	15	11	27	71
3. Boston NECMA	12	11	13	23	59
4. Raleigh-Durham MSA	4	18	14	7	43
5. Wash.-Balt. CMSA	7	9	17	5	38
6. Los Angeles CMSA	5	8	5	15	33
7. Seattle CMSA	2	10	13	7	32
8. Chicago CMSA	1	7	16	5	29
9. Philadelphia CMSA	**1**	**11**	**12**	**4**	**28**
10. Detroit CMSA	3	8	12	4	27

Source: PEL calculations based on data from U.S. News & World Report, 2001 Graduate Program Rankings. *Medicine consists of medical and veterinary medicine programs. **Related life sciences consists of chemistry, computer science, and bio(medical) engineering.

In addition to a strong research capacity, our colleges and universities provide a steady pool of worker candidates for regional employers, including new economy companies specifically seeking educated and skilled workers. According to John Tudor, chair of St. Joseph's University's Biology Department, candidates for entry-level positions in the pharmaceutical or biotech industries should have degrees in chemistry or biology and should be well-versed in molecular biology and computational sciences.[20] In the 1996-97 academic year, our institutions produced a significant supply of graduates with associate's and bachelor's degrees in life science and related fields, including average or above average concentrations of bachelor's degrees in agricultural sciences, biological sciences, bio/biomedical engineering, chemistry, and computer sciences and above average concentrations of associate's and bachelor's degrees in the health professions, as indicated by the graduate concentration index or GCI (Figure 27).[21]

Figure 27. Associate's and Bachelor's Degrees Conferred in Life Sciences Majors by Greater Philadelphia Institutes (Total Degrees Conferred & Graduate Concentration Index*, and Significant Producers)

	Total Degrees Conferred		GCI	
	Associates	Bachelors	Associates	Bachelors
Agricultural Sciences	9	248	0.59	1.46
Biological Sciences	18	1,428	0.48	1.03
Bio(medical) Engineering	[illegible]	52	[illegible]	2.53
Chemistry	2	263	0.37	1.13
Computer Sciences	291	549	1.51	1.03
Health Professions	2,133	2,555	1.24	1.38

Source: PEL calculations based on data from NCES/IPEDS, Completions, 1996-97

Familiarity with the regulatory environment of life sciences industries is a major advantage for any entry-level candidate. According to the CEO of a local biotech company, an entry-level worker with no prior experience typically undergoes 3-6 months of training.[22] Drexel University's co-op program and similar internship programs of other universities provide experience to regional life science graduates, resulting in significant cost savings for regional life science companies.

For workers in the pharmaceutical and biotech industries to move up through the ranks, they must have or obtain an advanced degree in their field, according to St. Joseph's Tudor. As with undergraduates, our colleges and universities produce a steady supply of graduates with advanced training – master's, doctoral, and first professional degrees (Figure 28). Our strongest area is in the health profession fields, where the concentration for all advanced degree types is above the national average, as indicated by the graduate concentration index (GCI). Our strongest concentrations of graduates come from bio(medical) engineering, chemistry, computers sciences (included as a related life science), and health professions.

Figure 28. Master's, Doctorate, and First Professional Degrees Conferred in Life Sciences Majors by Greater Philadelphia Institutions (Total Degrees Conferred & Graduate Concentration Index, and Significant Producers)

	Total Degrees Conferred			GCI		
	Master's	Doctorate	First Prof.	Master's	Doctorate	First Prof.
Agricultural Sciences	20	5		0.46	0.27	
Biological Sciences	141	103		0.81	0.80	
Bio(medical) Engineering	34	23		2.63	4.82	
Chemistry	54	58		0.89	0.96	
Computer Sciences	242	27		1.51	1.03	
Health Professions	1,329	77	1,673	1.38	1.07	1.23

Source: PEL calculations based on data from NCES/IPEDS (Completions, 1996-97)

As new opportunities emerge in the life sciences industries, our universities are beginning to offer programs combining advanced training in science and business to meet this growing demand. For example, Temple University recently announced a new master's program that provides training in cell biology and molecular techniques combined with business courses, internships with pharmaceutical companies, and training in federal regulatory requirements and compliance. Students who complete this program will have been prepared to work for a biotech or pharmaceutical company.[23] In order to facilitate this advanced training and to keep their workers, employers are increasingly offering tuition-reimbursement to such programs for workers who attend school at night.

One last area where universities make an important workforce contribution is in the training of physician-scientists – individuals who have a medical degree (MD) and/or a Ph.D. and perform biomedical research as their primary professional career. Physician-scientists, many of whom move into academic positions after their training and education, embody the earliest stage of the product development cycle in the life sciences where cutting-edge research is done. According to the Federation of American Societies for Experimental Biology, their role becomes all the more important as biology-based innovation becomes the basis of new economic growth: "As we enter the post-genomic era, physician-scientists will have the specialized perspectives required to lead evolving fields...As this research is translated into patient treatment protocols, it is physician-scientists who will have the necessary training and skills to ensure that these protocols are designed and evaluated in ethical and rigorous clinical trials."[24]

Five of Greater Philadelphia's six medical schools offer combined programs for MD/Ph.D.s, including the University of Pennsylvania, which has one of the largest programs in the country and receives significant support from the National Institutes of Health's Medical Scientist Training Program. This strength represents an important regional competitive advantage, given that in the past 20 years there has been a decline in the number of physician-scientists nationwide.[25] In general, the region is a major provider of advanced medical training – with six medical schools, two dental schools, two pharmacy schools, one school of veterinary medicine, and one optometry school, Greater Philadelphia confers the 3rd most first professional degrees in the health professions (after the New York and Chicago CMSAs).[26] Cross-disciplinary programs also generating the future leaders of emerging life sciences industries, such as the biomedical/bioengineering programs of the University of Pennsylvania and Drexel University, which together confer an above average concentration of advanced degrees in these fields (Figure 28).

Hospitals, Physician Practices, and Other Health Care Services

Health care services are one of the largest industries in the region, accounting for more than 206,000 workers or almost 12 percent of total employment in the 5 counties of Southeastern Pennsylvania in 1998 (Figure 29). As classified by the federal government, the health care services industry ranges from doctors' offices to hospitals to home health care services, with hospitals accounting for the most of the health cares services employment in the region (47percent).

Figure 29. Employment and Job Gains in the Health Services Industry, 1995-1998

	EMPLOYMENT, 1998							
	Doctors' Offices & Clinics (SIC 801-804)	Nursing & Personal Care Facilities (SIC 805)	Hospitals (SIC 806)	Medical & Dental Labs. (SIC 807)	Home Health Care Srvcs. (SIC 808)	Other Health Services (SIC 809)	Total Health Services	Net Change, 1995-1998
Bucks	6,587	5,628	6,996	685	781	1,203	21,880	1,358
Chester	5,268	3,209	6,211	136	972	1,014	16,810	1,576
Delaware	7,207	6,060	9,835	544	1,217	694	25,557	449
Montgomery	15,078	8,915	16,225	3,545	4,407	1,797	49,967	5,653
Philadelphia	13,368	11,431	58,100	673	2,952	5,113	91,637	(417)
Total, 5 Counties	47,508	35,243	97,367	5,583	10,329	9,821	205,851	8,619

Source: PA Department of Labor & Industry

The health care services community is likely sharing its talent pool with emerging life sciences companies, especially as the former undergoes major industrial restructuring. According to the Pennsylvania Economy League, Greater Philadelphia's health care industry is characterized by hospitals with overcapacity and declining occupancy rates. Furthermore, the region's academic health centers have comparatively high health costs due to the severity of patient cases treated in tertiary care institutions and a declining support base of their respective medical and research capacities.[27] These cost pressures are forcing tremendous change throughout the region's health care delivery system, particularly for hospitals, the largest employers of the health care system, and physician practices by extension.

Health care workers who are pushed out or elect to leave the health care system represent an interesting workforce pool for emerging life sciences companies. Many of these workers have a baseline set of skills that with strategic retooling would allow them to transition into emerging life sciences industries. For example, nurses who are tired of providing "bedside" care are excellent candidates for filling regulatory compliance or sales positions with pharmaceutical or biotech companies.[28] Similarly, doctors who elect to leave clinical practice can likely play a role in the medical research world. Our colleges and universities, which already provide much of the training to the region and country's health care workers, could play a key role in transitioning these workers into new positions with emerging life sciences companies.

In addition to being a major regional employer, the health care services industry engages in basic and applied research and facilitates clinical research trials, an important step in the R&D process. Strong ties exist between the regional health care system and academic R&D – of the five top research universities in Greater Philadelphia, four are or include an academic health center (Thomas Jefferson University, MCP Hahnemann University, the Hospital of the University of Pennsylvania, and the Health Sciences Center of Temple University). As the health care industry undergoes restructuring, repositioning hospital facilities as dedicated research infrastructure is a possible opportunity for regional life sciences companies and future economic growth.

Competition for the Life Sciences

As the new economy moves into the next phase of biology-based innovation, the challenge for the Philadelphia region is to act fast and decisively because other states and regions have already committed to and invested heavily in economic development initiatives that aim to capitalize on emerging life sciences industries. Some recent examples of initiatives (proposed and underway) are:

- North Carolina. North Carolina State University in Raleigh has built Centennial Park, a mixed used research campus ($340 million in development to date) that is intended to rival Research Triangle Park. It also has recently launched master's and doctoral degree programs in genomics. UNC-Chapel Hill has committed $100 million to expand its genomics research capabilities. And Duke University is considering spending $200 million on its Institute for Genome Sciences and Policy, a multi-disciplinary research center.
- California. Governor Davis of California has proposed appropriating $75 million to create "Institutes for Science and Innovation" at different campuses of the University of California system. These

institutes are intended to spur on new industries in close proximity to UC campuses. UC San Francisco is completing a new medical research center along the city's waterfront that is expected to result in significant economic impact for the city, including the creation of 10,000 to 20,000 indirect private sector jobs in support of the universities research activities.

- **Michigan.** Michigan is undertaking a 20-year, $1 billion initiative to cultivate large clusters of new businesses involved in bioengineering and other emerging life sciences industries. Research conducted at three institutions – Michigan State University, University of Michigan, and Wayne State University – will be the basis for this bold initiative.

The list of proposals goes on and on; indeed, most states and even some regions appear to be considering economic development goals that involve university research in some manner. Greater Philadelphia's challenge is to bring together the pieces that already exist and build them into something greater.

Regional Opportunities and Challenges: Biology-Based Economic Growth

Many of the ingredients needed to be successful in the emerging life sciences industries are present in Greater Philadelphia, representing key opportunities for future economic growth. However, Collaborative Economics is quick to point out that ingredients only go so far unless there is a "recipe." Elements of a successful remedy include: a vibrant entrepreneurial culture; specialization; collaboration; and, networks.

According to Collaborative Economics, most regions fall into one of three stages of development with regard to biology-based innovation: 1) regions will all the ingredients and recipe; 2) regions with a niche ingredient and niche recipe; and, 3) regions with limited ingredients and daunting recipe. The evidence suggests that Greater Philadelphia has many of the prerequisite ingredients, though not necessarily a recipe or even a "chef" to follow the recipe. Furthermore, whether our ingredients add up to overall regional strength in the life sciences or amount to a niche strength is not clear.

The region should be asking and answering these basic questions regarding its competitive position in the emerging life sciences industries. The stakes are high and the competition stiff as other regions that are larger, stronger, and/or more ambitious have already made significant investments in their respective industries. As summed up by Mike Fogerty, Professor at the Weatherhead School of Management at Case Western Reserve University in Cleveland and an expert on the economics of technology: "Philadelphia has a fantastic asset in its industrial laboratories...There are other places that would love to have what Philadelphia has. The question is how Philadelphia can take advantage of this technology, because if you don't, somebody else will."[29]

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[1] Parter International, Inc. (Prepared for The Pew Charitable Trusts), Philadelphia Tourism: Assessment, Analysis & Recommendations (Volume I), July 14, 1995, p. 20.
[2] Pennsylvania Economy League (PEL), Greater Philadelphia's Competitive Edge: The Nonprofit Culture Industry and its Economic Value to the Region, May 1998, p.5.
[3] Avenue of the Arts, Inc. Extending the Vision for South Broad Street: Building Philadelphia's Avenue of the Arts in the 21st Century, October 1999.
[4] The hospitality industry is based on the industry cluster defined by Greater Philadelphia First (GPF) in its 1999 Regional Economic Benchmarking Report.
[5] For the purposes of this analysis, professional services industries are broadly defined as establishments that render services to business establishments on a contract or fee basis. Note that this definition for professional services differs slightly from the definition established by GPF for the Professional Services Cluster discussed in its Regional Economic Benchmarking report. GPF's Professional Services Cluster includes three more industry sub-sectors: educational services, membership organizations, and manufacturing admin.
[6] Hill, Miriam, "Pa. helps company to add tech jobs," The Philadelphia Inquirer, September 27, 2000.
[7] Kane, Dan, "Colleges bank on science," News-Observer, April 2, 2000.
[8] Battelle Memorial Institute, "Battelle forecasts strategic technologies for 2020," November 30, 1999.
[9] Definitions of these fields provided by the Pharmaceutical Research and Manufacturers Association and the Foundation for Genetic Medicine (http://genomics.phrma.org/lexicon/index.2.html): 1) Bioinformatics is the science of informatics as applied to biological research. (Informatics is the management and analysis of data using advanced computing techniques.) Bioinformatics is particularly important as an adjunct to genomics research, because of the large amount of complex data this research generates. 2) Combinatorial chemistry is a technique for rapidly and systematically assembling a variety of molecular entities, or building blocks, in many different combinations, to create tens of thousands of diverse compounds that can be tested in drug discovery screening assays to identify potential useful candidates. 3) Genetic engineering is the altering the genetic material of cells or organisms in order to make them capable of making new substances or performing new functions. 4) Pharmacogenomics is the science of understanding the correlation between an individual patient's genetic make-up (genotype) and their response to drug treatment.

Some drugs work well in some patient populations and not as well in others. Studying the genetic basis of patient response to therapeutics allows drug developers to more effectively design therapeutic treatments.

[10] Collaborative Economics, Networks of Innovation: Regions Collaborating to Compete in the Global Market (presented at the National Gathering of Biotech/Life Science Innovation Regions, BIO2000 Conference), March 27, 2000.

[11] Schmidt, Peter, "Public Universities Get Money to Attract High-Tech Industry," The Chronicle of Higher Education, February 25, 2000, pp. A42-3.

[12] Florida, Richard, "The Role of the University: Leveraging Talent, Not Technology," Issues in Science and Technology (Online), Summer 1999.

[13] Angeles, Mark, "Biotechnology taking root," The Philadelphia Daily News, February 29, 2000.

[14] RFA data is for the 9-county Philadelphia, PA-NJ PMSA.

[15] Know, Andrea, "Industry's Profile: High-tech but low-key," The Philadelphia Inquirer, September 28, 1997, L01.

[16] Fernandez, Bob, "Patents generate hope for future advances," The Philadelphia Inquirer, February 7, 1999.

[17] Collins, Huntly, "Mouse genetic project gets scientists' energetic effort," The Philadelphia Inquirer, October 6, 2000.

[18] National Science Foundation (NSF), Academic Research and Development Expenditures, Fiscal Year 1998 (early release tables).

[19] Association of University Technology Managers (AUTM), FY1998 Licensing Survey.

[20] Archbold, Matt, "Science Training Pays Off at Area Firms," The Philadelphia Inquirer, February 27, 2000, p. H01.

[21] The Graduate Concentration Index (GCI) is the ratio of degrees conferred in each field of study as a proportion of all degrees conferred in the region to the nation's proportion. A GCI of 1.00 demonstrates that the concentration of degrees conferred in a given field of study in the region is greater than the US average. A GCI greater than 1.00 is above average concentration, while a GCI below 1.00 is below average concentration.

[22] Archbold, 2000.

[23] Archbold, 2000.

[24] Zemlo, Tamara R., et. al (Office of Public Affairs, Federation of American Societies for Experimental Biology), "The Physician-Scientist: Career Issues and Challenges at the Year 2000," Life Sciences Forum, Vol. 14, February 2000, pp. 221-230.

[25] Zemlo, 2000.

[26] First professional degrees in the health professions are awarded in: medicine (MD), dentistry (DDS, DMD), osteopathic medicine (DO), veterinary medicine (DVM), podiatry (DPM, DP, or PodD), optometry (OD), and pharmacy (Bpharm, PharmD).

[27] PEL, Greater Philadelphia's Challenge: Capitalizing on Change in the Regional Health Care Economy, February 1996.

[28] Archbold, 2000.

[29] Fernandez, 1999.

Appendix A: Greater Philadelphia's Colleges and Universities

Research/Doctoral Universities

Private, non-profit

1. Drexel University[4]
2. MCP Hahnemann University[1]
3. University Of Pennsylvania[4]

Public, state-related

4. Temple University[3]
5. University of Delaware

Comprehensive Universities

Private, non-profit

6. Beaver College
7. Cabrini College[2]
8. Chestnut Hill College
9. Eastern College[2]
10. Gwynedd Mercy College
11. Immaculata College
12. La Salle University[3]
13. Philadelphia University[3]
14. Saint Josephs University[2]
15. Villanova University[2]
16. Widener University - Delaware Campus
17. Widener University - Main Campus
18. Wilmington College

Public, state

19. Cheyney University Of Pennsylvania
20. Rowan University
21. Rutgers University-Camden
22. West Chester University Of Pennsylvania

Public, state-related

23. Lincoln University

Liberal Arts Colleges

Private, non-profit

24. Bryn Mawr College[2]
25. Delaware Valley College
26. Gratz College
27. Haverford College[2]
28. Holy Family College
29. Neumann College
30. Rosemont College[2]
31. Swarthmore College[2]
32. Ursinus College

Public, state

33. The Richard Stockton College of New Jersey

Associate of Arts Colleges

Private, non-profit

34. Harcum College[2]
35. Manor Junior College
36. Peirce College[1]
37. Pennsylvania Institute Of Technology
38. Valley Forge Military College[2]

Public, county/local

39. Atlantic County College
40. Bucks County Community College
41. Burlington County College
42. Camden County College
43. Cecil Community College
44. Community College Of Philadelphia[1]
45. Cumberland County College
46. Delaware County Community College
47. Delaware Technical & Comm. College - Wilmington
48. Gloucester County College
49. Montgomery County Community College
50. Salem Community College

Private, for-profit

51. Antonelli Institute[1]
52. Art Institute Of Philadelphia
53. CHI Institute
54. CHI Institute - Rets Campus
55. Churchman Business School
56. Lansdale School Of Business
57. Lincoln Technical Institute
58. PENNCO Tech

Medical Schools/Centers, Other Health Professional Schools

Private, non-profit

59. Pennsylvania College Of Optometry[3]
60. Pennsylvania College Of Podiatric Medicine[1*]
61. Phila. College Of Osteopathic Medicine
62. Thomas Jefferson University[1]
63. University of the Sciences in Philadelphia[4]

Public, state

64. University Of Medicine & Dentistry - Camden Campus, Stratford Campus

Other schools

Private, non-profit

65. Biblical Theological Seminary
66. Curtis Institute Of Music[1]
67. Eastern Baptist Theological Seminary
68. Goldey-Beacom College
69. Lutheran Theological Seminary At Philadelphia
70. Moore College Of Art And Design[1]
71. Pennsylvania Academy of Fine Arts[1]
72. Philadelphia College Of Bible
73. Reconstructionist Rabbinical College
74. Saint Charles Borromeo Seminary - Overbrook
75. The University Of The Arts[1]
76. Valley Forge Christian College
77. Westminster Theological Seminary

Public, state-related

78. Pennsylvania State University - Great Valley

Not Classified

Public, state

79. NJ Institute of Technology - Mt. Laurel Campus

Public, state-related

80. Penn State Univ. - Abington College
81. Penn State Univ. - Delaware County Campus of the Commonwealth College

Private, for-profit

82. Computer Learning Center, Inc.[4]
83. The Restaurant School[4]

Cluster listings

1 Center City Cluster
2 Main Line Cluster
3 North Philadelphia Cluster
4 University City Cluster

* The Pennsylvania School of Podiatric Medicine was a separate institution at the time most of the data presented in this report was captured. Note that is recently has been incorporated into Temple University as the School of Podiatric Medicine.

Greater Philadelphia's Top-Producing Fields of Study by Degree Level: Number of Degrees Conferred and Graduate Concentration Index (GCI)

All Degree Levels Top-Producing Fields of Study	**Degrees Conferred**	**GCI**
Business Management & Administrative Services	9,580	1.02
Health Professions & Related Sciences	7,770	1.36
Education	5,380	1.03
Social Sciences and History	3,410	1.04
Liberal/General Studies & Humanities	3,360	0.69
Associate's Degrees Top-Producing Fields of Study	**Degrees Conferred**	**GCI**
Liberal/General Studies & Humanities	2,770	0.89
Health Professions & Related Sciences	2,130	1.24
Business Management & Administrative Services	1,380	0.83
Visual and Performing Arts	630	2.69
Engineering-Related Technologies	420	0.72
Bachelor's Degrees Top-Producing Fields of Study	**Degrees Conferred**	**GCI**
Business Management & Administrative Services	5,090	1.05
Social Sciences and History	2,980	1.11
Health Professions & Related Sciences	2,560	1.38
Education	2,390	1.04
Psychology	1,710	1.07
Master's Degrees Top-Producing Fields of Study	**Degrees Conferred**	**GCI**
Business Management & Administrative Services	3,060	1.18
Education	2,500	0.85
Health Professions & Related Sciences	1,330	1.38
Public Administration and Services	680	1.03
Engineering	610	0.88
Doctoral Degrees Top-Producing Fields of Study	**Degrees Conferred**	**GCI**
Education	240	1.30
Engineering	140	0.82
Psychology	120	1.11
Social Sciences and History	110	1.01
Biological Sciences/Life Sciences	100	0.80
First Prof. Degrees Top-Producing Fields of Study	**Degrees Conferred**	**GCI**
Health Professions & Related Sciences	1,670	1.23
Law and Legal Studies	1,540	0.90
Theological Studies/Religious Studies	160	0.62

Source: NCES/IPEDS, Completions 1996-97. Based on completions reported for 81 institutions.

APPENDIX B: INSTITUTION RANKINGS

U.S. News & World Report 2001 Rankings of Greater Philadelphia
Institutions

UNDERGRADUATE INSTITUTIONAL RANKINGS

Undergraduate National University - Tier 1
University of Pennsylvania (7)

Undergraduate National University - Tier 2
University of Delaware

Undergraduate National University - Tier 3
Drexel University
MCP Hahnemann University
Temple University

Undergraduate National Liberal Arts - Tier 1
Swarthmore College (1)
Haverford College (5)
Bryn Mawr College (18)

Undergraduate Regional (Northern) University - Tier 1
Villanova University (1)
Saint Joseph's University (13)
La Salle University (17)
Beaver College (20)
Rutgers University at Camden (23)
Gwynedd-Mercy College (36)
Widener University (36)

Undergraduate Specialty – Business
University of Pennsylvania (1)
University of Delaware (77)
Villanova University (93)

Undergraduate Specialty - Engineering With Ph.D.
University of Pennsylvania (28)
Drexel University (46)
University of Delaware (52)

Undergraduate Specialty - Engineering Without Ph.D.
Swarthmore College (9)
Villanova University (13)
Widener University (41)

Undergraduate Specialty – Pharmacy
University of The Sciences In Philadelphia (22)

GRADUATE & FIRST PROFESSIONAL PROGRAMS

Business (MBAs)

Business (Overall)
University of Pennsylvania (3)

Business - Accounting
University of Pennsylvania (5)

Business - Finance
University of Pennsylvania (1)

Business - General Management
University of Pennsylvania (5)

Business - Management Information Systems
University of Pennsylvania (8)

Business - International Business
University of Pennsylvania (3)

Business - Entrepreneurship
University of Pennsylvania (2)

Business - Marketing
University of Pennsylvania (2)

Business - Production/Operations Management
University of Pennsylvania (7)

Business - Quantitative Analysis
University of Pennsylvania (4)

Business - Non-Profit Organizations
University of Pennsylvania (7)

Business - Executive MBA
University of Pennsylvania (2)

Law (JDs)

Law (Overall)
University of Pennsylvania (12)

Law - Health Law
Widener University-Delaware Campus (9)

Law - Trial Advocacy
Temple University (1)

Law - Tax Law
University of Pennsylvania (24)
Villanova University (24)

Medicine (MDs)

Medicine (Overall)
University of Pennsylvania (3)

Medicine - Primary Care
University of Pennsylvania (24)

Medicine - Osteopathy
Philadelphia College Of Osteopathic Medicine

Medicine - Women's Health
University of Pennsylvania (3)
MCP Hahnemann University (14)

Medicine – Geriatrics
University of Pennsylvania (9)

Medicine - Internal Medicine
University of Pennsylvania (6)

Medicine – AIDS
University of Pennsylvania (10)

Medicine - Drug/Alcohol Abuse
University of Pennsylvania (5)

Medicine - Family Medicine
Thomas Jefferson University (19)

Medicine – Pediatrics
University of Pennsylvania (2)

Veterinary Medicine
University of Pennsylvania (2)

Engineering

Engineering (Overall)
University of Pennsylvania (33)
University of Delaware (47)

Engineering - Bioengineering/Biomedical
University of Pennsylvania (9)

Engineering – Chemical
University of Delaware (9)
University of Pennsylvania (22)

Engineering - Electrical/Electronic/Communications
University of Pennsylvania (28)

Engineering – Materials
University of Pennsylvania (12)

Education

Education (Overall)
University of Pennsylvania (11)
Temple University (20)

Education - Social/Philosophical Foundations
University of Pennsylvania (17)

Education - Elementary Teacher Education
University of Pennsylvania (22)

Education - Higher Education Administration
University of Pennsylvania (21)

Ph.D. Programs

Biological Sciences (Overall)
University of Pennsylvania (23)

Chemistry (Overall)
University of Pennsylvania (20)

Computer Science (Overall)
University of Pennsylvania (25)

Computer Science - Artificial Intelligence
University of Pennsylvania (8)

Economics (Overall)
University of Pennsylvania (9)

Economics – Microeconomics
University of Pennsylvania (9)

Economics – Macroeconomics
University of Pennsylvania (10)

Economics - Industrial Organization
University of Pennsylvania (9)

Economics - International Economics
University of Pennsylvania (8)

Economics - Public Finance
University of Pennsylvania (9)

English (Overall)
University of Pennsylvania (11)
Temple University (54)

English - Medieval Literature
University of Pennsylvania (12)

English - Renaissance Literature
University of Pennsylvania (4)

English - 19th- and 20th-Century British Literature
University of Pennsylvania (5)

English - 19th- and 20th-Century American Literature
University of Pennsylvania (13)

English - African-American Literature
University of Pennsylvania (2)

English - Gender and Literature
University of Pennsylvania (14)

History (Overall)
University of Pennsylvania (12)
University of Delaware (58)

History - Modern US History
University of Pennsylvania (14)

History - US Colonial History
University of Pennsylvania (5)

History - European History
University of Pennsylvania (13)

History - Women's History
University of Pennsylvania (11)

History - African-American History
University of Pennsylvania (4)

History - Cultural History
University of Pennsylvania (16)

Math (Overall)
University of Pennsylvania (21)

Math - Geometry/Topology
University of Pennsylvania (9)

Physics (Overall)
University of Pennsylvania (18)

Political Science (Overall)
University of Pennsylvania (39)

Psychology (Overall)
University of Pennsylvania (9)
University of Delaware (62)
Temple University (71)

Psychology - Clinical Psychology
University of Pennsylvania (8)

Psychology - Experimental Psychology
University of Pennsylvania (7)

Psychology - Developmental Psychology
University of Pennsylvania (13)

Sociology (Overall)
University of Pennsylvania (12)

Sociology - Social Stratification
University of Pennsylvania (8)

Nursing

Nursing (Overall)
University of Pennsylvania (2)
Villanova University (59)
University of Delaware (70)
Thomas Jefferson University (103)
La Salle University (124)
Temple University (124)

Nursing Service Administration
University of Pennsylvania (2)

Nurse Practitioner - Family
University of Pennsylvania (4)

Nurse Practitioner - Adult
University of Pennsylvania (1)

Nurse Practitioner - Pediatric
University of Pennsylvania (4)

Nurse-Practitioner - Gerontological/Geriatric
University of Pennsylvania (1)

Clinical Nurse Specialist - Adult/Medical-Surgical
University of Pennsylvania (2)

Clinical Nurse Specialist - Psychiatric/Mental Health
University of Pennsylvania (2)

Other Health Disciplines

Audiology
Temple University (49)

Community Health
Temple University (19)

Health Services Administration
University of Pennsylvania (4)
Temple University (26)

Physical Therapy
University of Delaware (9)
Beaver College (9)
Temple University (15)
Thomas Jefferson University (28)
MCP Hahnemann University (28)
Rutgers University at Camden (61)
University of The Sciences In Philadelphia (74)

Physician Assistant
Beaver College (26)

Social Work
University of Pennsylvania (11)
Bryn Mawr College (19)
Temple University (58)

Speech/Language Pathology
Temple University (30)

Fine Arts

Fine Arts (Overall)
Temple University (10)
University of The Arts (29)
Pennsylvania Academy of The Fine Arts (45)
University of Pennsylvania (55)
University of Delaware (89)

Fine Arts - Painting/Drawing
Temple University (8)

Fine Arts – Photography
Temple University (11)
Fine Arts – Sculpture
Temple University (9)

Music

Music (Overall)
Curtis Institute Of Music (5)
Temple University (30)
University of The Arts (73)
University of Delaware (86)

Music - Opera/Voice
Curtis Institute Of Music (7)

Music - Orchestra/Symphony
Curtis Institute Of Music (5)

Music - Piano/Organ/Keyboard
Curtis Institute Of Music (5)

Other Arts

Architecture
University of Pennsylvania (9)

Creative Writing
Temple University (50)

Drama
University of Delaware (10)
Temple University (23)

Film
Temple University (9)

Public Affairs

Public Affairs (Overall)
University of Pennsylvania (36)
University of Delaware (52)
Rutgers University at Camden (99)

Public Affairs - City Management/Urban Policy
University of Delaware (7)

Public Affairs - Health Policy & Management
University of Pennsylvania (14)

Public Affairs - Nonprofit Management
University of Pennsylvania (15)

Public Affairs - Public Finance and Budget
University of Pennsylvania (16)

Public Affairs - Public Management/Admin
University of Delaware (26)

Public Affairs - Public Policy Analysis
University of Pennsylvania (29)

Library Science

Library Science
Drexel University (9)

Library Science - Information Systems
Drexel University (1)

Appendix C: Notes on Methodology

Regional Institution Counts

Institutions were identified using data provided by the National Center for Education Statistics' (NCES) through the Integrated Post-Secondary Education Data System (IPEDS). Specifically, "completions" data (i.e., degrees conferred) from the academic year 1996-97, the most recent year for which data was available, was used. Institutions were included in the regional count according to the following criteria:

1) they conferred degrees of bachelor's or higher; or,
2) they conferred at least 25 associate's degrees.

All institutions that satisfied these criteria were included in the final count for Greater Philadelphia and comparison regions, including instances were multiple branch campuses of the same institution were coded separately in the IPEDS data set (e.g., Widener University-Main Campus and Widener University-Delaware Campus).

Several adjustments were made to the Greater Philadelphia count. Two New Jersey institutions were added to the list – the University of Medicine and Dentistry, Camden Campus & Stratford Campus (counted as one institution) and the New Jersey Institute of Technology, Mt. Laurel. Both these institutions are campuses of New Jersey universities with main campuses in other parts of the state. However, campus-level data was not available for either of these institutions in the IPEDS systems so they are not reflected in other regional measures such as total enrollment or expenditures data. Two other points of clarification: MCP Hahnemann was counted as a separate institution even though Drexel University took over management after the bankruptcy of the Allegheny Health Education and Research Foundation. Also, the Pennsylvania School of Podiatric Medicine was counted as a separate institution, even though it recently has been incorporated into Temple University as the School of Podiatric Medicine.

In several instances Greater Philadelphia is compared to five other regions for a more narrow analysis: 1) Boston-Worcester-Lawrence-Lowell-Brockton, MA-NH NECMA, which is most similar to Philadelphia in age and industry breakdown; 2) Houston-Galveston-Brazoria, TX CMSA, comparable in population size; 3) Pittsburgh, PA MSA, Pennsylvania's other major metropolitan region who can be viewed as an in-state competitor and collaborator; 4) Raleigh-Durham-Chapel Hill, NC MSA, a fast-growing high tech economy that is generally acknowledged as having strong ties to colleges and universities; and, 5) San Francisco-Oakland-San Jose, CA CMSA (i.e., Silicon Valley), unequivocally the focal point of high-tech activity in the country today. All are knowledge industry competitors of Greater Philadelphia, especially in the growing industry of biotechnology.

All regions mentioned in this report are reported as either: 1) the Consolidated Metropolitan Statistical Areas (CMSA); 2) the Metropolitan Statistical Area (MSA); or the New England County Metropolitan Area (NECMA). The US Office of Management and Budget has defined these regional designations according to published standards that are applied to Census Bureau data. In this report, regions are reported as the largest existing geographic designation. If a region is part of a CMSA, it is reported as part of the CMSA. For example, Greater Philadelphia is reported as the Philadelphia-Wilmington-Atlantic City, PA-NJ-DE-MD CMSA (unless otherwise noted), which is comprised of 14 counties spread out among three Primary Metropolitan Statistical Areas (PMSAs). On the other hand, Pittsburgh, PA, is reported as an MSA because it is not part of a larger CMSA. Unless otherwise noted, rankings cited throughout this report are a comprehensive mixture of CMSAs, MSAs, and NECMAs.

Gross Regional Product

Greater Philadelphia's gross regional product (calculated for the 9-county Philadelphia, PA-NJ region) was estimated by first calculating the percentage of industry employment, at the two-digit level, as a proportion of total state employment in the respective industry (e.g., the number of manufacturing jobs in the MSA as a proportion of total state manufacturing jobs). The percentage was then multiplied by the total gross state product (obtainable from the US Bureau of Economic Analysis) for the respective industry. Once this figure was calculated for each industry, the totals were aggregated to compute a gross regional product. Gross regional product was calculated for two years, 1990 and 1996, and adjusted to reflect real dollars. Average annual growth between 1990 and 1996 is intended to convey a sense of the region's economic value and output. This methodology rests on the assumption that output per employee is uniform statewide.

Estimates of Student Attraction

The total number of students from the 5 Pennsylvania counties of the metropolitan area was estimated using 1997-98 first-time enrollment data provided by the Pennsylvania Department of Education. This report includes data on the original state of residence of students enrolling for the first time in each regional institution. Estimates from New Jersey, Delaware, and Maryland regional institutions were estimated from first-time enrollment data reported by the National Center for Education Statistics. From both these data sets, the percentage of students from Pennsylvania, New Jersey, Delaware, and Maryland were calculated for each institution. The number of students from the 14-county metro area was carved out of the PA/NJ/DE/ME figure according to the following assumptions: 1) private, highly selective schools drew the smallest number of "native" students as a proportion of total institutional enrollment; 2) less selective private schools, state schools, and state-related schools drew a much higher number of native students as a proportion of total institutional enrollment; and, 3) all PA/NJ students of enrolling at community colleges and private, proprietary institutions were assumed to be originally from the region. These estimates were used to determine the number of students who originally were not from the region. Eleven institutions with the greatest number of students coming from outside the region were contacted for feedback on the estimates for the 9-county region. Eight of the 11 institutions provided feedback, which was incorporated into the final estimates.

Regional Strategic Economic Clusters

In 1995, Greater Philadelphia First put forth an economic strategy identifying five industry clusters that present the greatest growth opportunities for the region or are of strategic importance to the region. These five industry clusters represent opportunities not only for regional employment growth, but also for regional economic growth because they are tradable or exportable industries. Growth in these industries draws in dollars from outside the region that boost wages, create more jobs, raise the skill levels of workers, and ultimately generate wealth for the region. The following industries make up the strategic economic clusters:

Professional Services: Engineering and management services; educational services; membership organizations; manufacturing admin. and auxiliary; legal services; computer programming services; computer integrated systems design; advertising; prepackaged software

Hospitality: Eating and drinking places; amusement and recreation services; hotels and other lodging places; museums, botanical, zoological gardens

Data-Intensive Services: Business services; insurance carriers; printing and publishing; depository institutions; insurance agents, brokers, and service; non-depository credit institutions; catalog and mail-order houses

Health Care Services and Products: Health services; drugs; surgical, medical, & dental instruments and support; ophthalmic goods

Manufacturing: precision manufacturing sub-cluster; heavy manufacturing sub-cluster; processing industries sub-cluster; other manufacturing sub-cluster

Estimates of Net Gain/Loss of College-Bound People

First-time freshmen enrollment for 1998-99 was estimated using the growth rate between 1992-93 and 1996-97 of the IPEDS data set. (First-time freshmen enrollment data for 1998-99 is currently not available.) Data on the post-graduation intentions of high school graduates in the Philadelphia region (public and private) for the 19997-98 school year was obtained from the Pennsylvania Department of Education and the *Philadelphia Inquirer's* School Report Card. The post-graduation intentions of New Jersey, Delaware, and Maryland regional high school graduates were estimated using data from the Philadelphia portion of the region. Similar data was obtained for four comparison regions from their respective state Departments of Education, however several could not provide data on private high school graduates. Private school graduates from these regions were estimated based on the ratio of private high school graduates throughout each respective state as reported by the National Center for Education Statistics. No data on the number or post-graduation intentions of high school graduates could be provided for the San Francisco CMSA and therefore this region was excluded from this comparison. The final measure is the difference between the total number of college-bound high school graduates in each region and total first-time freshmen enrollment at regional institutions.

Higher Education Quality Index

The index of higher education quality is a regional indicator that was developed by the *Pittsburgh Post-Gazette* using the *U.S. News & World Report* rankings. The index, which has been expanded from the original *Post-Gazette* measure to include more of the *U.S. News* rankings, grants points to regions based on the number of institutions that appear in the top rankings according to the following criteria:

Graduate & First Professional Programs	Undergraduate Institutions
• Top 25 law school – 10 points • Top 25 medical school – 10 points • Top 25 business school – 10 points • Top 25 Engineering Ph.D. program – 3 points • Top 25 Chemistry Ph.D. program – 3 points • Top 25 Physics Ph.D. program – 3 points • Top 25 Biological Sciences program – 3 points • Top 25 Computer Sciences Ph.D. – 3 points	• First tier (top 50) national undergraduate university – 8 points • Second tier national undergraduate university – 5 points • Top 40 liberal arts college – 3 points • Third tier national undergraduate university – 1 point • Tier 1 regional undergraduate university – 1 point

This methodology to some degree addresses the most controversial aspect of the *U.S. News* rankings – the claim that the ranking criteria have not been consistent from year to year. This inconsistency has resulted in significant changes in the positions of the top-ranking institutions. In the methodology of the Higher Education Quality Index, points are awarded based on whether or not the institution was top-ranking, as opposed to awarding points based on the actual ranking of each institution.

Faculty Awards

Faculty Awards were assembled by the University of Florida's TheCenter as part of its research on The Top American Research Universities (http://thecenter.ufl.edu/). Data were collected from directories or web-based listings for multiple agencies or organizations on several prominent grant and fellowship programs in the arts, humanities, science, engineering, and health fields. Data were aggregated at the regional level by PEL. Faculty awards included in this measure are:

- American Council of Learned Societies (ACLS) Fellows, 1998-99
- Beckman Young Investigators, 1999
- Burroughs-Wellcome Fund, 1999
- Cottrell Scholars, 1999
- Fulbright American Scholars, 1999-00
- Getty Scholars in Residence, 1999-00
- Guggenheim Fellows, 1999
- Howard Hughes Medical Institute Investigators, 1998-99
- Lasker Medical Research Awards, 1999
- MacArthur Foundation Fellows, 1999
- National Endowment for the Humanities (NEH) Fellows, 1999-00
- National Humanities Center Fellows, 1999-00
- NIH MERIT (R37) and Outstanding Young Investigator (R35), FY 1999
- National Medal of Science and National Medal of Technology, 1999
- Newberry Library Long-term Fellows, 1999-00
- Pew Scholars in Biomedicine, 1999
- Presidential Early Career Awards for Scientists and Engineers (PECASE), 1998
- Robert Wood Johnson Policy Fellows, 1998-99
- Searle Scholars, 1999
- Sloan Research Fellows, 1999
- NSF CAREER awards (excluding those who are also PECASE winners), 1998
- US Secretary of Agriculture Honor Awards, 1999
- Woodrow Wilson Fellows, 1999-00

As noted by TheCenter: "While the vast majority of these programs clearly identify a particular campus, in a few instances we used the institution's web-based phone directory to determine the correct campus."

Estimates of Regional Educational Attainment Level

Regional educational attainment levels were estimated using county figures from the 1990 Census as the base and adjusting them with 1997 national figures from the Census Bureau's Current Population Survey. The underlying assumption of the methodology is that changes in US educational levels and population between 1990 and 1997 were proportional to changes in educational levels and population at the county level over the same period. County estimates were calculated in the following manner: The percentage change in US educational level between 1990 and 1997 was calculated. This figure was then divided by the percentage change in the 25+ population over the same period to obtain a ratio. On the county side, the percentage change in the 25+ population was calculated for the same period. The next step was to solve for the unknown percentage change in educational attainment at the county level and aggregating the county estimates to obtain a regional educational attainment level. These estimates were combined with total student enrollment at regional institutions to come up with a proxy for the pool of skilled and educated workers in the region. The final measure is the ratio of this pool of skilled workers to the regional working age population, defined to be the resident population ages 16 to 64 years.

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Press Release

Regional leaders kick off effort to promote, expand, and build upon Greater Philadelphia's Knowledge Industry

Pennsylvania Economy League analysis highlights potential opportunities, stiff competition for knowledge based economic development

Philadelphia, October 30, 2000: Senior officials from the region's university and economic development communities today announced a regional effort to promote, expand and build upon the strengths of the region's higher education assets. Spurred by a competitive analysis of Greater Philadelphia's knowledge industry of colleges and universities by the Pennsylvania Economy League (PEL), the leaders highlighted a commitment to make knowledge assets the centerpiece of the economic development strategy of the region.

"With 213,000 full-time students, and almost $700 million a year in research spending, our college and universities rank us in the top of the second tier of large 'knowledge regions around the country", said PEL Executive Director David Thornburgh. "We're definitely in the game. However, it's clear many, many other regions understand how important these assets are to the future of their economies. When we look around at other regions – from the Bay Area to Boston, Raleigh-Durham to Austin, San Diego to Detroit – it's clear that other regions are acting aggressively and effectively to capitalize on their own knowledge industries."

"Baseball great Satchel Paige used to say, 'Don't look back, they might be gaining on you.' Well, our analysis suggests that it's time we looked back – because they are gaining on us.

Embargoed For Release: 9 a.m. EDT October 30, 2000

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University of Pennsylvania Executive Vice President John Fry, one of the key sponsors of the project, said, "As we face this challenge, the good thing is that there is a lot going on already. All across the region, exciting initiatives are underway that are working to make sure that Philadelphia is well-positioned as a leader in the knowledge economy. But we need to do more. To move ourselves into the top tier of knowledge regions, we'll need to focus on meeting the following goals in the next ten years:

- Doubling the amount of research dollars coming into the region;
- Recruiting 50 world-class researchers in endowed chairs;
- Increasing the size of our region's student body by 20,000 students (roughly the current size of Penn or Temple);
- Creating world-class business opportunities and attracting a billion dollars worth of private investment in and around the region's college campuses."

Fry announced that the first step in the process is the formation of a working group of academic, business, government, and civic leaders (see list at end of release) who, with PEL's assistance, will work over the next 60 days to identify and flesh out specific initiatives to begin the process of meeting those goals. "This won't be a long drawn-out process. We want to move forward, bring together leaders in a common vision, and then get moving on positioning Greater Philadelphia among the top tier of knowledge regions in the world. "

City Commerce Director Jim Cuorato echoed those sentiments. "This is a great opportunity for the City to work closely with its colleges and universities and continue our already impressive progress in transforming Philadelphia's economy. The City's leadership role in promoting the hospitality industry -- building the Convention Center and new hotels, creating the Greater Philadelphia Tourism Marketing Corporation to market our great product, attracting the Republican National Convention -- provides us something of a playbook that we can use to mobilize behind already great assets to make the City and the region leaders in the New Economy."

Pennsylvania Secretary of Community and Economic Development Sam McCullough pointed out that Pennsylvania has long been a model for other states in transforming knowledge into economic development. "Starting with the Ben Franklin Partnership and continuing through Governor Ridge's commitment to promoting and highlighting the ideas and talent coming out of our colleges, it is clear that Pennsylvania's economic future is tied to the success of our colleges and universities. We are

committed to working with the leaders assembled here to support and promote Southeastern Pennsylvania as the center of one of the world's great knowledge regions."

The Economy League's $175,000 study was the result of a funding partnership between The Pew Charitable Trusts, the University of Pennsylvania, the Commonwealth of Pennsylvania and the City of Philadelphia, with original organizing support from the University City Science Center. The year long project documents Greater Philadelphia's current standing as a knowledge region, compares its performance over a series of key indicators to the largest American knowledge regions, identifies activities being undertaken around the country, and offers a set of strategic recommendations for better linking the region's knowledge assets to economic development. A summary of key findings from the report follows. For copies of the full report, please see PEL's website at www.peleast.org.

The Pennsylvania Economy League is an independent nonprofit public policy research and development organization. Founded in 1936, Its mission is to provide critical information and support to the business, civic and governmental leadership of Pennsylvania in their efforts to promote better government for a competitive Commonwealth. PEL's Eastern Division office in Philadelphia works with regional leaders on issues important to the competitive future of Southeastern Pennsylvania.

Greater Philadelphia Knowledge Industry Working Group (INVITED)

* David Adamany, Ph.D., President, Temple University
* Mr. Greg Bymes, Director of Economic Development, PECO Energy
  David L. Cohen, Esq., Chairman, Ballard Spahr Andrews and Ingersoll
* Mr. Jim Cuorato, Commerce Director, Philadelphia Department of Commerce
  Ms. Jill Felix, President and Chief Executive Officer, University City Science Center
* Happy Fernandez,, Ph.D., President, Moore College of Art & Design
* Mr. John Fry, Executive Vice President, University of Pennsylvania
* Mr. Bill Hankowsky, President, PIDC
* Mr. Sam Katz, Chief Executive Officer, Greater Philadelphia First
  Mr. Donald Kimmelman, Director of Venture Fund, Pew Charitable Trust
* Leonard Klehr, Esq., Attorney at Law, Klehr, Harrison, Harvey, Branzburg & Ellers, LLP
* Mr. Paul Levy, Executive Director, Center City District
* Mr. William Marrazzo, President and Chief Executive Officer, WHYY
* Mr. Rob McCord, President and Chief Executive Officer, Eastern Technology Council
  Hon. Samuel McCullough, Secretary, Dept. of Community & Economic Development, Commonwealth of PA
  Mr. Tim McNulty, Exec. Deputy Secretary, Dept. of Community & Economic Development, Commonwealth of PA
* Constantine Papadakis, Ph.D., President, Drexel University
* Mr. Charles Pizzi, President, Greater Philadelphia Chamber of Commerce
  Ms. Rebecca Rimel, President and Chief Executive Officer, Pew Charitable Trust
* Ms. RoseAnn Rosenthal, President and Chief Executive Officer, Ben Franklin Technology Center of SEPA
* Mr. Jack Shannon, Managing Director of Economic Development, University of Pennsylvania
  Mr. Robert Keith, Managing Director, T.L. Ventures
* Mr. Manny Stamatakis, President and Chief Executive Officer, Capital Management
  Mr. William J. Stallkamp, Fund Advisor, Safeguard
* Mr. Paul Steinke, Executive Director, University City District
* Mr. David B. Thornburgh, Executive Director, Pennsylvania Economy League – Eastern Division
* Mr. Steven T. Wray, Deputy Director, Pennsylvania Economy League – Eastern Division

  * = will attend press conference on Monday, 10/30/00 at 1:00 PM.

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Greater Philadelphia's Knowledge Industry

What's currently being done in Greater Philadelphia?

Business/Academic Partnership for IT Workforce
(Greater Philadelphia First):
A consortium of the region's largest employers of information technology (IT) talent formed to develop solutions to the region's growing needs for skilled IT professionals. The Partnership seeks to expand the region's IT workforce through: 1) curriculum and instructional changes in college academic programs; 2) greater awareness and encouragement of IT careers among high school students; and, 3) joint promotion of Greater Philadelphia's companies, career opportunities, and lifestyles to prospective employees.

Campaign to Market Philadelphia as a Technology Center
(TL Ventures, University of Pennsylvania, Greater Philadelphia Chamber of Commerce, Greater Philadelphia Venture Group, Eastern Technology Council):
A $2-million marketing campaign announced on October 25,2000, geared toward raising the profile of the region as a technology center. The campaign will target students and technology publications, with the objective of getting Philadelphia mentioned in national rankings and lists of tech "hotspots."

Centers of Excellence Service Network
(Ben Franklin Technology Partners of Southeastern Pennsylvania):
A BFTP program designed to assist companies in addressing near-term technical needs by utilizing the Philadelphia area research institutions. The Centers provide consulting and use of laboratory facilities for analysis, experimentation, and prototyping in exchange for funding jointly provided by BFTP and the company. Centers of Excellence are currently located at West Chester University, Drexel University, Villanova University, Thomas Jefferson University, and Wistar Institute.

Greater Philadelphia Collegetown Project
(Temple Issues Forum):
A proposed umbrella organization aimed to bring people and ideas together around the general theme of "Collegetown Philadelphia." GPCP recently hosted a conference, "Collegetown Philadelphia: Is This an Idea Whose Time has Come," at the WHYY studios where academic and civic officials discussed the connections between the region's colleges and universities and economic development.

HUBS: Hospitals, Universities, Businesses, and Schools
A public-private initiative sponsored by Congressman Curt Weldon (R-PA) that is creating a specialized and innovative virtual private network between hospitals in the four-state HUBS region (Pennsylvania, New Jersey, Delaware, and Maryland). When complete, the HUBS initiative will allow for the transfer of critical patient information between partner institutions.

Nanotechnology Center
(University of Pennsylvania, Drexel University, Ben Franklin Technology Partners of SEPA):
A virtual research center recently formed with a $10.5 million grant from the Pennsylvania Technology Investment Authority. The Center will act as a clearinghouse of information and ideas between researchers at universities and companies in the field of nanotechnology, with the goal of expediting the commercialization of research establishing

the region as a leader in this emerging life sciences field. Funds will be used to not only sponsor research activities, but to purchase equipment, sponsor symposiums, and leverage federal research dollars. Universities across the region, including those in other states, will be invited to joint the partnership, such as the University of Delaware and Rutgers University.

Onebigcampus.com

(Greater Philadelphia Tourism Marketing Corporation, Campus Visit):
A marketing campaign sponsored by GPTMC and run by Campus Visit, with the overarching goal of extending the overnight stays of visitors to regional campuses. The campaign uses a magazine, website, and toll-free number to help prospective students and parents make travel arrangements in the Philadelphia area for their campus visits.

Student Retention Committee

(City of Philadelphia, Commerce Department):
A committee formed by the City of Philadelphia's Commerce Department initially under the Rendell Administration and still in existence under the Street Administration. The Committee has undertaken numerous initiatives to increase graduate retention in the area, including conducting a promotional campaign ("Philly College Town"), hosting a free concert/job fair for area students, and providing a communications venue for the university, civic, and student communities.

University City District

A partnership of institutions (including three universities – University of Pennsylvania, Drexel University, and University of the Science in Philadelphia), businesses, and communities in University City formed to supplement city maintenance and public safety services. UCD also implements hospitality, promotional, and physical improvement programs to enhance the neighborhood.

Greater Philadelphia's Knowledge Industry

Leveraging the Region's Colleges and Universities in the New Economy

Prepared by the Pennsylvania Economy League – Eastern Division

Fall 2000

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On behalf of the project's sponsors, I am pleased to present a collection of reports on *Greater Philadelphia's Knowledge Industry*. Our purpose in undertaking this project was to profile the region's colleges and universities, with the goal of gaining a better understanding of this important regional asset and how it contributes to Greater Philadelphia's economic competitiveness. This goal has led to numerous recommendations for strengthening our knowledge industry, including specific strategies that aim to forge stronger ties between our colleges and universities and the regional economy. The ultimate success of this project, however, will be measured by the report's ability to bring together the region's academic, business, civic, and political communities under a shared vision for our region's future.

In completing this project, we have collected a significant amount of data to profile and benchmark Greater Philadelphia's knowledge industry, allowing for regional comparisons that form an important backdrop describing the global competitive environment. Much of this data was obtained from the National Center for Education Statistics (NCES), which maintains a wealth of data on higher education institutions throughout the country in the Integrated Post-Secondary Education Data System (IPEDS). As you will see, the NCES/IPEDS data set forms the backbone of our research. Many colleges and universities in the Philadelphia region also willingly provided data and insight during the research process, an invaluable complement to the NCES/IPEDS data set. Qualitative insight was gathered from notable sources on higher education, in particular the *Chronicle of Higher Education*, the *Philadelphia Inquirer* and the *Philadelphia Daily News* (for local higher education insight), and various academic publications in the fields of public policy, economics, and higher education administration. Finally, a number of individuals representing the academic, business, and civic sectors in the region previewed the draft research findings, providing important feedback on content and presentation.

Thanks and much deserved recognition go to the following organizations and individuals for their help and assistance throughout the project:

- The Pew Charitable Trusts, through Jim England and Don Kimelman, provided generous initial funding for the project as well as valuable guidance throughout the research phase.
- The University of Pennsylvania, the City of Philadelphia's Commerce Department, and the Pennsylvania Department of Community and Economic Development (DCED) provided generous matching funds for the project as well as valuable guidance throughout the research phase. In particular, John Fry, Jack Shannon, and Anne Taufen of the University of Pennsylvania; Jim Cuorato of the City Commerce Department and former Commerce Director Stephen Mullin; and Tim McNulty of DCED are to be recognized for their contributions.
- More than 60 academic, civic, and business leaders in the region took time to preview the draft research findings, providing valuable feedback on content and presentation.
- The University City Science Center provided initial assistance in organizing the project.
- Lastly, officials of other regions, most notably Baltimore, Boston, Pittsburgh, and the San Francisco Bay Area, graciously hosted the research team during benchmarking visits and provided valuable insight into their regions' knowledge industry initiatives.

The research presented in these reports represents the collective work of PEL Research Associates Annette Goldberg and Ernie Wright, under the guidance of Executive Director David Thornburgh and Deputy Director and Research Director Steve Wray and with the assistance of Research Associate Andrew Maleson and former Research Associate Anuj Gupta. A copy of the report is available on our website: www.peleast.org. We invite your thoughts on this research – please e-mail, call, or write us with your comments.

David B. Thornburgh
Executive Director
Pennsylvania Economy League–Eastern Division

Greater Philadelphia's Knowledge Industry

Never before has the academic mission of colleges and universities – to generate and impart knowledge – been so fundamentally tied to regional economic success. With the emergence of the new economy, ideas and knowledge are becoming businesses' competitive advantage as traditional business costs are being driven down by technological breakthroughs. Colleges and universities are truly becoming the *knowledge industry* because their primary output is both knowledge and knowledge workers. Understanding the individual and collective nature of our institutions as well as the industry's ties to the regional economy is an important first step in capitalizing on this vital regional asset, especially in the context of comparatively weaker performance of the regional economy.

For years, the Philadelphia region's higher education assets have been touted as leading factors in the future economic success of the region. Yet the region's economic and demographic statistics are disconnected from what should be an important regional advantage. Despite the number of students graduating from the region's colleges and universities, the region is aging and its educational attainment levels are surprisingly low. The region's economy has not seen the growth in new business starts or employment growth that has been characteristic in other knowledge regions, particularly in the booming information technology fields. The question lingers: With its base of educational assets, why has the region underperformed the leaders in these crucial measures of economic competitiveness?

Greater Philadelphia's Knowledge Industry

Greater Philadelphia's 83-institution knowledge industry represents a diverse and accomplished set of colleges and universities. The distribution of the knowledge industry bucks general demographic trends in the region. While much of the region's population and employment base has shifted outward from the city to suburban communities, 40 percent of the student population in the CMSA[1] remains in the city of Philadelphia.

The industry is a major economic player in the region with combined annual spending of $6.4 billion. The largest institutions dominate the industry, with the top four accounting for more than 50 percent of expenditures. As other industries have restructured, our colleges and universities – essentially place-based institutions – have emerged as major regional employers. They stand out as a growth industry and are believed to be the region's top "exporting" industry.

Looking beyond the confines of the metropolitan region, Greater Philadelphia's colleges and universities are at the heart of an extended knowledge region that stretches along the entire East Coast from Boston to the Washington metropolitan area. The northeastern corridor of the Boston, New York, Philadelphia, and Baltimore-Washington regions accounts for four of the seven largest knowledge regions in the country, with over 1.45 million full-time equivalent (FTE) students and nearly $5.2 billion in R&D expenditures.

Industry Contributions to Regional Economic Competitiveness

The region's knowledge industry boosts regional economic competitiveness beyond traditional notions of economic contributions by:

Attracting People to the Region – With FTE enrollment of 213,400 (296,000 full- and part-time students) and 27,000 faculty, Greater Philadelphia's knowledge industry ranks seventh in the country in FTEs. An estimated one-quarter of newly enrolled students (between 18,000 and 19,000) come from outside the region for school each year. In terms of newly enrolled freshmen, there is an estimated net gain of 3,000 college-bound individuals to the region (comparing total new enrollment with regional high school seniors planning to go to college). National rankings of our institutions collectively rank the region 8th in the country, with the region's reputation largely resting on the shoulders of the University of Pennsylvania and a set of premier liberal arts colleges and smaller universities.

Creating Access to an Educated and Skilled Worker Pool – Every year more than 51,000 degrees are conferred by Greater Philadelphia's colleges and universities, introducing new knowledge and skills into the potential worker pool. Business, liberal arts,

and other broad-based fields of study are the most popular majors of regional graduates at almost all levels of study. Regional economic clusters of professional and data-intensive services benefit from the pool of potential worker candidates who graduate from these programs. The region is particularly strong in awarding first professional degrees (law and medicine). As might be expected with the region's long history of medical leadership, degrees awarded at all levels (except PhDs) for health-related professions are another strength of regional institutions. Our strength in producing health professionals is reflected in a strong regional economic cluster of health care services and products.

Generating Innovation – A core group of universities in the region spent almost $666 million in research and development in 1998 (R&D). Research in Greater Philadelphia is dominated by life and biological sciences. While these fields dominate research funding everywhere, the region has no other science or engineering research strength. This differs from competitor regions, such as engineering in Raleigh-Durham and computer and physical sciences in Silicon Valley. Our research universities have a young but growing capacity to transfer their findings into the commercial world (i.e., tech transfer). In 1998 regional universities struck 141 licensing agreements, the 7th largest number in the country. Many of these agreements were made with start-up and small companies that have high-growth potential.

In the new economy, these contributions are crucial to building and sustaining a thriving, innovative regional economy. Those regions that do a better job of filling the talent pipeline, generating new ideas, and connecting them to their economic fortunes will become magnets for investment, stimulating new company formation, and creating a cycle of activity that brings in young people and keeps talent here.

The Knowledge Industry in Action

In very specific instances, Greater Philadelphia's competitive advantages are directly related to our knowledge industry's core competencies. In a very real sense, the region's strengths in these industries and any resulting economic growth (current and future) are largely due to the core competencies of our colleges and universities in the corresponding fields of study. Three industry clusters in particular have especially strong ties to our knowledge industry's core competencies.

Hospitality and Tourism

For the past decade the Greater Philadelphia region has invested heavily in a multi-dimensional economic development strategy promoting hospitality and tourism in the region. This strategy rests on a solid foundation of existing amenities and assets, particularly a wealth of historical and cultural attractions.

Amidst all the discussion of strengthening hospitality and tourism in the region is an overlooked (or perhaps underpromoted) regional competitive advantage – a set of higher education institutions offering numerous distinguished programs in the visual and performing arts. The strength of these programs attracts students to the region, and their comparatively large enrollment (6th largest in the nation) results in a readily available, steady supply of cultural talent in the region. The physical presence of many of these institutions in close proximity to key tourist attractions makes them an integral part of promoting the region as a tourist destination.

While the full effect of regional investments and efforts in hospitality and tourism have yet to be realized, there is growing evidence that they are beginning to pay off – regional employment in the hospitality industry is growing, high-profile events such as the 2000 Republican National Convention are being brought to town, and industries that are related to the arts are starting to emerge and grow, such as film production and new media.

Professional and Business Services

In a world where first-mover advantage can often determine the difference between market leader and bankruptcy, having skilled professionals – accountants, lawyers, consultants, programmers, advertisers, and others professionals – who are able to advise local startups on growth strategies and more established firms with adaptive strategies is crucial.

Fortunately, Greater Philadelphia's colleges and universities produce a substantial supply of graduates who have acquired professional skills that assist all kinds of businesses in adapting to the new economy. Almost 15,000 or about 30 percent of all graduates in 1996-97 earned degrees in fields of study that support the business world.[2] Our institutions' individual and collective strength in producing graduates equipped with business skills is reflected in (if not a reason for) the high level of professional services employment in the region, which have experienced significant growth in recent years. VerticalNet, a regional company that operates on-line business-to-business (B2B) sites for targeted industries, is a real-world

example of how companies benefit from this regional strength – VerticalNet believes it will be able to fill 1,000 newly created positions with the company – web designers, computer engineers, and customer-support staff with average starting salaries of $55,000 – over the next year by tapping into the pool of talent graduating from regional universities.

Life Sciences

The ties between Greater Philadelphia's knowledge industry and life sciences industries is evident in the strong presence of pharmaceutical companies and health care services (hospitals, physician practices, outpatient care facilities) in the region. The region's colleges and universities directly contribute to the strength of these industries – thousands of graduates from life sciences majors fill positions in these industries, and university research (74 percent of regional R&D expenditures go to the life sciences) fuels the growth of new and existing companies as biology-based innovation is incorporated into the commercial world.

Competing as a Knowledge Region

Despite Greater Philadelphia's historic leadership in higher education, regional comparisons of higher education assets put it clearly in a second tier of leading knowledge regions in the US. Centers of the New Economy such as Boston, the San Francisco Bay Area and Raleigh-Durham are clearly at the top of the class in terms of quantity and quality, while regions like Austin, Pittsburgh and San Diego are aggressively striving to climb higher. All of this says that we need to do a better job of connecting our knowledge industry to our broader economy, and making sure that we are staying competitive in a hyper-competitive climate.

Without continual investment and a more focused regional approach to growing and improving the region's knowledge industry, the risk is that the region could slip further down into the second tier – putting in jeopardy both future economic success and the reputations and caliber of its higher education institutions. The region faces a set of crucial challenges that must be addressed, if it is going to stay in the vanguard of leading knowledge regions:

- Talent attraction
- Reputation
- Innovation
- Critical mass
- Life sciences opportunity

Knowledge Industry Centers in the US

Top Tier: Boston, San Francisco Bay Area, New York, Washington/Baltimore, Raleigh-Durham

Second Tier: Los Angeles, Chicago, Philadelphia, San Diego, Seattle, Detroit

Strivers: Atlanta, Austin, Pittsburgh, Houston, Minneapolis, Denver

Talent: Our knowledge industry is big, but it could be bigger

Despite a full-time equivalent enrollment of over 213,000 students, the Philadelphia region has a ways to go in terms of being competitive with the nation's leading economic regions (and even some of its closest competitors) in terms of the size of its college student base. Currently, Philadelphia ranks seventh in the number of students in its region. Consider these facts:

- Our national share of students lags. If the region drew the same share of students as it has of the US population, we would have 20,000 more FTE students[3] than we currently do.
- From the perspective of pure size, in order for the Philadelphia region to catch the next largest region in terms of student population (Washington-Baltimore), we would need to add at least 51,000 more FTE students. And to catch the region cited most often as an example of the new knowledge regions, the San Francisco Bay Area, we would need to add almost 100,000 new FTE students.
- Finally, if the Philadelphia region drew the same proportion of students as its leading competitors, we would have thousands more students than we do today. For example, if Philadelphia's concentration matched Pittsburgh's, we would have at least 20,000 more FTEs. If we met Denver's concentration, we would have almost 50,000 more FTEs. And to catch Boston's concentration, the region would need over 60,000 more FTEs.

Having a knowledge region befitting our size is not just a matter of competing with other large metropolitan areas, but a key requirement for success in the new economy. Richard Florida, Carnegie Mellon University professor of regional economic development, explains how regions must leverage the talent of universities in the following statement: "Over time, any university or region must be

constantly repopulated with new talent. More so than industrial economies, leading universities and labor markets for knowledge workers are distinguished by high degrees of 'churning.' What matters is the ability to replenish the talent stock. This is particularly true in advanced scientific and technical fields where learned skills (such as engineering degrees) tend to depreciate rather quickly."[4]

The region's undersized student population is already reflected in troubling signs of the pool of educated and skilled workers we offer to regional employers. According to estimates of the region's educated and skilled worker population, only 40 percent of Greater Philadelphia's working-age population (i.e., ages 16 to 64 years) has a college degree or are presently in college, compared with 60 percent in the Raleigh-Durham MSA. These estimates suggest that the regional economy could be reaping greater gains if a larger student population was present for employers to draw upon.

National reputation: Our knowledge industry reputation is good, but not good enough

In an index compiled by PEL, the region ranks 8th for the quality of institutions and academic programs as ranked by *U.S. News and World Report* in 2000. While on the surface this appears to leave the region in good standing, there is a large gap between the top-ranking regions and Greater Philadelphia. The common element of the seven top-ranking regions is the presence of: 1) at least one institution (if not two) that is nationally recognized at the undergraduate level and for all three major areas of graduate study (law, medicine, and business); and, 2) at least one other institution that is nationally recognized at the undergraduate level and for at least one of the three major areas of graduate study.[5]

After this top tier of regions begins another group that is nationally recognized at the graduate and undergraduate level, though this recognition is usually the distinction of only one institution in the region or is the combination of lower rankings of several less prominent institutions. This group includes the Philadelphia region, where the University of Pennsylvania is nationally recognized for overall undergraduate education as well as the three major areas of graduate studies in law, medicine, and business. No other institution in the region shares this distinction. The only other institutions that make a showing in the rankings were placed in the 2nd or 3rd tiers of the *U.S. News* rankings, were high ranking regional universities, or were recognized as high-caliber liberal arts colleges (which have small student bodies).

Idea generation: Growing research capacity, but need diversification

The region also lags in research capacity. While nearly $666 million in R&D spending is a significant amount and ranks the region 7th nationally, there is a large gap between Greater Philadelphia and those it trails. It would take over $100 million dollars to catch number 6 (Raleigh-Durham), $490 million to overtake number 5 (Los Angeles), and over half a billion dollars to pass number 4 (Boston). As with the *U.S. News* rankings, the region's research capacity rests largely on the shoulders of the University of Pennsylvania, whose spending accounts for 50 percent of overall regional R&D expenditures. In the leading regions, research activities are often driven by several institutions of similar size and quality (most of which were placed at the top by the *U.S. News* rankings).

What is keeping the academic and research reputation of Greater Philadelphia's knowledge industry from being recognized among the best regions in the country? Regional comparisons of colleges and universities suggest several reasons why this might be the case:

Total Regional FTE Enrollment

1. New York CMSA (703,800)
2. Los Angeles CMSA (535,700)
3. Chicago CMSA (321,600)
4. San Francisco Bay Area CMSA (309,800)
5. Boston NECMA (268,800)
6. Washington-Baltimore CMSA (264,500)
7. **Philadelphia CMSA (213,400)**
8. Detroit CMSA (173,800)
9. Dallas CMSA (137,700)
10. San Diego CMSA (128,400)

Source: PEL, utilizing National Center for Education Statistics (NCES)

Regional Student Concentration (FTE/1,000 residents)

1. Austin MSA (73)
2. San Diego MSA (46)
3. Boston NECMA (46)
4. San Francisco Bay Area CMSA (46)
5. Denver CMSA (44)
6. Pittsburgh MSA (39)
7. Seattle CSMA (37)
8. Minn/St. Paul MSA (37)
9. Phoenix MSA (37)
10. Chicago CMSA (37)
12. **Philadelphia CMSA (35.6)**

Source: PEL, utilizing National Center for Education Statistics and US Census data.

Lack of Multiple Nodes of Excellence and Critical Mass – As discussed above, the Philadelphia region has only one institution of highly distinct quality in teaching *and* research, the University of Pennsylvania. In the country's top-ranking regions, there are at least two if not three institutions of Penn's caliber. In many instances these institutions have large student bodies and have affordable in-state tuition rates (e.g., University of California-Berkeley in the San Francisco metro area, University of North Carolina-Chapel Hill in Raleigh-Durham).

Comparatively Homogenous, Yet Fragmented Research Base – The vast majority of our region's research is conducted in the life sciences, particularly the applied world of the medical sciences. Given that four of our top five research institutions are or include academic health centers (Thomas Jefferson University, MCP Hahnemann University, the Hospital of the University of Pennsylvania, and the Health Sciences Center of Temple University) this preponderance of medical science research is not surprising. In fact, the similarity between research institutions suggests that they might be competing intensely for research dollars, rather than looking for areas of collaboration and cross-fertilization between a more diverse set of disciplines.

Weak Engineering Capacity – Comparatively little is being put into engineering-related research in Greater Philadelphia, which is driving much of the innovation in today's new economy. Regions with much stronger engineering-related research capacities – most notably Boston and San Francisco – are likely drawing the best and brightest in terms of students, teachers, and researchers. This trend is born out in the concentration of engineering graduates from these regions – Boston graduates 25 percent more students in engineering and San Francisco graduates 50 percent in engineering than the nation on average, while the Philadelphia engineering graduation rate is 7 percent less than the national average.

Quality Rankings of US Knowledge Regions (PEL Index)

1. New York CMSA (236)
2. Los Angeles CMSA (161)
3. Boston NECMA (152)
4. San Francisco Bay Area CMSA (127)
5. Chicago CMSA (117)
6. Washington-Baltimore CMSA (102)
7. Raleigh-Durham MSA (94)
8. **Philadelphia CMSA (78)**
9. Detroit CMSA (58)
10. Atlanta MSA (44)

Source: PEL, using US News and World Report 2001 rankings of colleges and graduate programs

The challenge for the region is to identify the correct mix of investment and marketing that will build the region's reputation as a center of academic and research excellence.

Critical mass: We need a clearly identifiable center of business and research activity

Most regions that are nationally recognized for their leadership in knowledge industries have developed – either through market forces or as a part of a specific economic development strategy – nationally recognized centers of business and research activity. Whether it is the city of Cambridge in Massachusetts, the Research Triangle Park in Raleigh-Durham, NC, or the Stanford Research Park in Palo Alto, the close relationship between academic and business leadership are readily apparent to both residents of the region and the nation. And the leading regions are not resting. In San Francisco, the proposed Mission Bay mixed use development project has the potential of creating an entirely new community around the biotech research strengths of the University of California-San Francisco. And in Raleigh, North Carolina State University is developing its Centennial Research Campus to serve as an urban alternative to the sprawling Research Triangle Park.

Another new development has been the creation of virtual research centers, centered on a concept or specific field. In Pittsburgh and the State of Georgia, business, government and university leaders, working with the Cadence Corporation, have created prototype consortiums focused on making their regions the leaders in cutting-edge technologies. Pittsburgh's Digital Greenhouse is combining the resources of Carnegie-Mellon University, the University of Pittsburgh and Penn State University with local and national technology firms in an effort to make the region the leader in the development of system-on-a-chip technology, and Georgia's Yammacraw Alliance is undertaking a similar effort. These initiatives can be termed virtual, because unlike other research parks, their focus is not on real

Top Regions for University R&D Spending (millions)

1. New York CMSA ($1,759)
2. Washington-Baltimore CMSA ($1,583)
3. San Francisco Bay Area CMSA ($1,291)
4. Boston NECMA ($1,216)
5. Los Angeles CMSA ($1,156)
6. Raleigh-Durham MSA ($773)
7. **Philadelphia CMSA ($666)**
8. Chicago CMSA ($654)
9. Detroit CMSA ($645)
10. Houston CMSA ($644)

Source: PEL, using NSF data

estate but on ideas and research. By letting the market dictate real estate priorities, these efforts can focus on developing new markets and technologies, rather than filling buildings.

Despite the best efforts of the leadership of the University City Science Center (the nation's first urban research park), the connections between business and academics in Greater Philadelphia have been less successful. However, with the recent efforts of the Science Center to reposition its new and existing real estate products and the ongoing economic development efforts of the University of Pennsylvania, there is an opportunity to identify University City as the research center of the mid-Atlantic region, akin to Cambridge's role as the center of New England's innovation economy. Staking out such a leadership position would benefit the entire region, as the ideas, concepts and companies spun out of University City would help position Greater Philadelphia as a leading region for technology-oriented business. Building a critical mass in University City could also serve as the model for developing similar centers of business and research in the region's other knowledge industry clusters, particularly the North Philadelphia neighborhoods surrounding Temple and La Salle Universities.

Life Sciences leadership: Best bet for Philadelphia's future

Philadelphia's best opportunity for connecting its academic strengths to future economic opportunity are in emerging life sciences industries like biotechnology, bioinformatics, and functional genomics. Much of the region's research strength is in the biological and medical sciences, which account for 74 percent of universities' R&D expenditures. Alongside these research activities is a growing capacity to transfer technology from the university laboratory into the commercial world – Greater Philadelphia institutions were issued the 5th most patents and made the 7th most agreements to license technology to companies in 1998. This university research and tech transfer capacity is a vital ingredient for sustaining and building on the region's life sciences-based industries, which include some of the world's largest pharmaceutical companies (80 percent have a presence in the region) and a growing number of entrepreneurial biotechnology firms.

Given that many experts believe biology-based innovation will soon take over engineering-based innovation as the driving force behind economic growth, the region's prospects for future economic growth could be very exciting. However, the challenge for the region is to act fast and decisively because other states and regions have already committed to and invested heavily in economic development initiatives that aim to capitalize on biotechnology. Some recent examples of initiatives (proposed and underway) are:

North Carolina – North Carolina State University in Raleigh, has built Centennial Park, a mixed used research campus ($340 in development to date) that is intended to rival Research Triangle Park (with potential total build-out to $2 billion). It also has recently launched masters and doctoral degree programs in genomics. UNC-Chapel Hill has committed $100 million to expand its genomics research capabilities. And Duke University is considering spending $200 million on its Institute for Genome Sciences and Policy, a multi-disciplinary research center.

California – Governor Davis of California has proposed appropriating $75 million to create "Institutes for Science and Innovation" at different campuses of the University of California system. These institutes are intended to spur on new industries in close proximity to UC's campuses. UC San Francisco is completing a new medical research center along the city's waterfront that is expected to result in significant economic impact for the city, including the creation of 10,000 to 20,000 indirect private sector jobs in support of the university's research activities.

Michigan – Michigan is undertaking a 20-year, $1 billion initiative to cultivate large clusters of new businesses involved in bioengineering and other emerging life sciences industries. Research conducted at three institutions – Michigan State University, University of Michigan, and Wayne State University – will be the basis for this initiative.

Georgia – The Georgia Research Alliance (GRA), a consortium of the state's research institutions and private sector leaders, is leading the effort to recruit the nation's top scholars in biotech and other science and technology disciplines. In addition, the GRA is coordinating the research-related budget requests of the Alliance members, presenting a united vision and strategy to the state legislature in an effort to build the state's research and development capacity.

The list of proposals goes on and on, as shown in the following box; indeed, most states and many regions appear to be considering economic development goals that involve university research in some manner. Greater Philadelphia's challenge is to bring together the pieces that already exist and build them into something greater.

State and Regional Initiatives Linking Knowledge Industry and Economic Development

- Raleigh-Durham: NC State Centennial Campus ($300M-$2B); North Carolina Biotechnology Center
- San Diego: BIOCom; UC-San Diego Connect
- Detroit/Michigan: Life Sciences Corridor ($1B)
- Pittsburgh: Digital Greenhouse ($13.2 million state investment)
- Baltimore: Johns Hopkins Bay View Research Center
- Boston: Boston university's BioSquare project; Forest City—MIT University Park commercial development in Cambridge
- Illinois: Venture Tech proposal ($1.9 B over 5 years)
- Austin: Microelectronics and Computer Consortium (MCC)
- Atlanta/Georgia: Industries of the Mind Initiative (Atlanta Chamber of Commerce); Georgia Research Alliance; Yammacraw Alliance
- San Francisco Bay Area: Mission Bay development ($1B mixed-use real estate development built around relocation of UC-SF research facilities);Bay Area Sciences Infrastructure Consortium
- Scholarship Programs: California ($1.3 B); Georgia Hope Scholarships; Massachusetts

Where should we be, and how could we get there? Strategies for making Greater Philadelphia one of the nation's leading knowledge regions

If success in the new economy will be increasingly concentrated in those regions with the right combination of smart people and good ideas, it is crucial that Greater Philadelphia be well positioned to capitalize and build upon its existing base of knowledge assets. We are starting from a good place – over the past 250 years, the Philadelphia region has built a knowledge infrastructure that is competitive with any in the world. What we now need to do is honestly evaluate our current standing, and be prepared to invest and seize opportunities in order to position the region as a leader in the 21st Century.

We will not be alone in this pursuit. Other regions and states are acting aggressively and decisively to attract research dollars, recruit eminent scholars, and connect research and talent in their higher education institutions to their local economies. It is clear that the region's knowledge industry must become bigger, better and more well known in order to position the region to capitalize on the new science-based economy. That will require a sophisticated and coordinated mix of planning, investment, and marketing that will result in a knowledge industry base that supports and generates private investment and development throughout the region.

The region stepped up to a similar challenge in the past decade. For years, Philadelphians wondered why we were not getting our share of tourism dollars. Yet when we looked honestly at our assets, we realized that we had been coasting on our historic reputation, rather than striving to be competitive with the leaders in the industry. To some, the Civic Center was perfectly fine as a convention center facility – yet we now realize that the investment in a world-class convention center was necessary for success. When the Pew Charitable Trusts commissioned an analysis of the region's hospitality potential, it quickly become apparent that Philadelphia was slipping far behind other regions when it came to marketing and promoting our wealth of assets. Undertaking such a campaign required new thinking, planning, and significant investment of public, private, and charitable funds. However, it is now clear that the investment in and creation of the Greater Philadelphia Tourism Marketing Corporation was a key factor in the region's recent success. And finally, even as we began to appreciate the potential of our tourism industry, we realized that it would not be enough to live off of our historical assets and success stories. Major investments in the core infrastructure of the industry – hotels, the airport, new tourist attractions like Lights of Liberty, the Constitution Center, and even the Regional Performing Arts Center – were required to keep Philadelphia in the top echelon of tourist destination cities. Yet even after the success of the RNC, it is clear that we cannot rest for even a moment. It is likely that we will need to invest in an expanded convention center, just to keep up with the aggressive investments and actions of our competitors. And we will need to work harder to extend stays of visitors and to fill the rooms of our expanded hotel market.

The knowledge industry is in a similar position. For years, we have drifted along, believing that we were a national leader. Yet it is clear that we are not in the top echelon of knowledge regions with Boston, the San Francisco Bay Area, New York and Raleigh-Durham and we run the risk of being surpassed from

behind by regions like Austin, Atlanta, Seattle, Pittsburgh and San Diego. If we are to be competitive in the knowledge-based economy, the region must be ready to make the investments and commitments necessary to be competitive.

Where should we be headed? The region needs to invest in increasing both the size and quality of its knowledge industry, in order to provide both the workers and the ideas necessary for regional economic success. It must also increase the visibility and reputation of the region's knowledge industry, using sophisticated and targeted marketing campaigns to appeal to a variety of audiences, including potential students, potential researchers, potential investors, and businesses. Following are specific goals and potential strategies that could be employed to meet the challenges faced by the region.

Grow the Talent Base

Greater Philadelphia's knowledge industry is caught in the middle. While the enrollment at regional institutions seems large – over 213,000 FTE students – the region only ranks seventh in terms of total enrollment, despite being the sixth largest region in the country (in terms of population). Of perhaps even greater concern is the concentration of students among the region's population. Highly concentrated regions gain a reputation as "collegetowns" – centers of knowledge and learning where it is relatively easy for employers to identify and recruit the talent necessary to fuel growing companies. It is easy to point to small towns like State College, PA or Madison, WI where a single university dominates the economic landscape and say it will be impossible for Philadelphia to match that concentration. It should be of more concern when major metropolitan regions – places like Boston, the San Francisco Bay Area, San Diego, or Denver – have a much greater concentration of students than Philadelphia. It is no accident that these regions also appear at or near the top of most measures of high-tech activity or entrepreneurial hot spots.

Where does this lead us? If Philadelphia wants to maintain or improve its position as a knowledge region, it must increase both the number of students being educated at regional institutions and the pool of research dollars coming through regional institutions. The first step would be to bring Philadelphia's student concentration to the same ratio as its overall population – that would mean adding 20,000 more FTE students, or the equivalent of graduating 5,000 more students a year. The increase should be strategic, focusing on specifically increasing the number of students being trained in technical fields of engineering and the physical sciences, as well as the basic life sciences where the region lags national concentrations of graduates at various levels. In addition, the gains should be at all levels – associates, bachelors, and masters degrees in all of the disciplines.

What are the benefits of expanding the student pool? Meeting the skills needs of regional technology employers. Potentially reversing the aging of the region by drawing in and keeping more young people. And increasing local and national attention on Philadelphia as a place that welcomes and encourages young people to learn, live, and work.

Potential Strategies

There are a number of ways that the region could add more college students to its population, none of which are mutually exclusive:

- Market Philadelphia as a center of higher education to graduating high school seniors and potential graduate students, expanding the pool of potential applicants for local institutions. This should be an opportunity to build upon the Campus Visit efforts begun in 1999 by GPTMC with a well-funded, targeted message to students in the mid-Atlantic region. In addition, international recruitment efforts should be explored, promoting Philadelphia as a city with numerous educational alternatives and options.
- Strategically expand existing institutions with the room and inclination to grow. Clearly, not every institution is in a position to expand, but those looking to expand should be encouraged to do so. In recent years, Temple has increased applications and acceptances significantly, as well as increasing the number of students living on campus. Campus expansion programs can be used for community revitalization in those areas where there is room for growth and development.
- Establish a new technical, research-based state institution. The quickest way to boost regional enrollment could be through the establishment of a brand-new institution. Around the country, former military facilities and corporate campuses are being converted in public colleges and universities. Perhaps the most prominent start-up has been the conversion of the former Fort Ord army base into the University of California—Monterrey Bay. Vacant properties with existing infrastructure, like those at the Philadelphia Navy Yard, or in some of the empowerment zone areas in

Philadelphia and Camden could be considered as new campuses of state universities or colleges.

- Develop youth-oriented amenities to attract knowledge workers. The appeal of the Philadelphia region particularly to young people becomes all the more important as we build and stake our claim as a premier knowledge industry location. We should not assume that traditional notions of amenities are appealing to young people. Rather, becoming known for youth-oriented activities and events – such as the X Games, which the city is presently in the final running for – are a crucial element for expanding the region's talent pool.

Grow the Idea Base

At the same time, the region's research base is a crucial element for future growth in the region as a source of new ideas for existing companies and new companies themselves. The region ranks 7th in research funding, but that research base rests disproportionately on the shoulders of the University of Pennsylvania and is heavily concentrated in the medical sciences. The leading research regions have multiple poles of institutional research strength, as well as stronger bases of research in the basic life sciences, physical sciences, computer sciences and engineering, while remaining strong in medical sciences.

The region should also be concerned about the relatively low ranking of its institutions. Whether one likes the *US News* rankings or not, it is impossible to ignore the fact that the Philadelphia region lags the national leaders in institutional and program rankings. High rankings help to attract students, faculty, and researchers (and research dollars) to the region. They also burnish the region's reputation as a center of knowledge – an important factor in the knowledge economy for attracting people with hot ideas and the money to fuel them.

What are some of the key factors in increasing both the research dollar pool and the quality rankings of institutions? One is recruiting star faculty. A number of regions have set into place strategies to actively recruit and lure star researchers and faculty to their regions to bring their research dollars, reputations, and star students with them. The region's business and civic leadership should set out to recruit a specific number of star researchers to the region – 50 over 10 years – working closely with regional institutions to endow professorships that meet specific regional research and economic development goals. With this, the region should be able to move into the top five of regional rankings for quality of institutions and programs.

Another key factor is cooperation. In a number of regions and states, major research institutions are banding together to increase the pool of research dollars coming into a region. With coordinated approaches, involving both academic and private leadership, the regions are better able to approach government leaders with specific requests for funding, including capital requests. Philadelphia needs to ensure that it maintains its current position, and should set a goal to move into the top five regions for research funding, which would likely require doubling our R&D expenditures. This goal will challenge other institutions (or new institutions) to step up and expand their research programs to provide a counterbalance for the University of Pennsylvania.

Potential Strategies

There are a number of potential strategies for enhancing the region's reputation as a knowledge region and research base:

- **Create a research alliance of leading research institutions and private sector leaders.** There is a need for focused attention on the research needs of the region's primary research institutions. By bringing together academic and business leadership, there is an opportunity to strategically address the needs of both the region's business and academic community by working together to recruit and attract top researchers and research funding to the region. In other regions, research and business leaders go together to Washington and their state capitols to lobby for capital and research funding, providing the government leaders with an increased confidence that the needs are part of a strategic plan. The creation of an alliance also provides the ongoing capacity for the region to seek out and attract additional research institutions, whether they be government funded centers (NIH or Defense research labs or centers) or private opportunities (Wellcome Trust, Rand, or other private research facilities).

- **Build a strategic industry-academic consortium in the life sciences to help spur the creation of an industry in the region.** Following the lead of Pittsburgh's Digital Greenhouse, the region should focus on developing the life sciences equivalent, bringing together private and academic interests to push the envelope in identifying specific market niches where the region can be an international

leader. A virtual research center of this type can help to create a buzz about the region, lending credibility to marketing efforts that brand the region as a leading knowledge region.

- Raise a pool of private funds to support the establishment of endowed chairs at regional research institutions. The intensity of the competition for star faculty members who can improve institutional rankings and bring in research dollars is intensifying. Other regions are establishing pools of funds to attract the leading biotech and information technology experts to their region. Greater Philadelphia must be prepared to compete with other regions to both attract new brains to campuses and keep our best at home.

Build an Identity and Image for Philadelphia's Knowledge Industry

Despite concerns about size and quality, Philadelphia remains well positioned to assume a role as the research hub of the Mid-Atlantic region. Ideally situated between the international financial capitol of New York and the regulatory and governmental capitol of Washington, DC, the region should be aspiring to assume a knowledge-capitol role similar to that played by Boston in New England. Because both New York and the Washington-Baltimore areas are too big and diverse to be able to claim their areas as knowledge regions, Philadelphia has the opportunity, particularly with a life sciences focus, to claim that mantle. It is a perfect niche for Philadelphia to fill, and it helps to link the region to institutions in New York and Washington, allowing the region to play taller than it currently is while it builds a stronger critical mass of knowledge assets.

If the region is to become the knowledge capital, it also needs a clearly identifiable center of the region's knowledge industry – akin to Cambridge in Boston or the Research Triangle Park in Raleigh-Durham. These are places where knowledge and business intersect and overlap, and where it is clear that knowledge assets are primary factors for the success and growth of industry. Philadelphia's natural corollary to Cambridge is University City. University City is the home to 3 universities, five medical centers, and the University City Science Center. Yet, it has yet to become a hotbed of private activity, despite the best efforts of the Science Center over the years.

However, the opportunity is now ripe to build upon those assets and make University City the focal point of Greater Philadelphia's knowledge industry. The actions of the University City District and the University of Pennsylvania have helped to stabilize and energize the University City community, and there are a number of key opportunities that will be emerging in the coming years that should lead to significant private interest. First, the Amtrak high-speed corridor will open, bringing both New York and Washington-Baltimore closer to University City and 30th Street Station. The Postal Service will be vacating much of its property along the Schuylkill River south of the train station, allowing for potential private development that is linked to the university-hospital research complexes. And, finally the strengthening of Center City as both a business and residential location has created opportunities for new development, which could be focused to the west, effectively linking University City and Center City as a new economy business center. This challenge would require significant leveraging of private sector investment, as seen in other regions, where private sector investment tied to university-related economic development strategies have reached a billion dollars.

Potential Strategies

Potential strategies for branding Philadelphia as a true knowledge region include:

- Maximize research and development business opportunities in University City. University City is the natural hub of the region's knowledge industry, and its linkages to Center City should make it a natural center for research-based business activity. Every effort should be made to utilize the Keystone Opportunity Zone incentives and other economic development programs like TIFs to build a critical mass of business and research activity in University City that crosses the river into Center City West. University City has a unique opportunity to combine elements of both Cambridge and the Research Triangle Park in an area immediately adjacent to the region's hub of business activity, with its lawyers, business consultants, accountants, and financiers.
- Market the region as a knowledge hub. A comprehensive regional marketing strategy should be developed that realistically highlights the region's strength as a knowledge center, while also focusing on the ongoing efforts to invest and build upon those assets. No longer is it enough to tell a story of what you have or had – it is just as important to tell the story of what you are doing to continuously improve and grow the region's knowledge base.

Why Act Now?

This story is a challenge to the region to think strategically about its future, to build upon a set of

good, but maybe not great, assets, and to dare to think big when it comes to our future. No longer is it enough to be satisfied with being good as a knowledge region. The leading regions are undertaking major initiatives designed to maintain and even surpass their current positions as the nation's leaders. Greater Philadelphia really has no choice if it wants to compete in the new knowledge-based economy. It must recognize that other regions – both ahead of and behind us – are daring to innovate and change their ways of thinking and are already acting aggressively to pursue many of the opportunities laid out here.

The pieces are in place for Philadelphia to capture its rightful place among knowledge regions:

- The state government is actively involved and interested in promoting Pennsylvania and its regions as centers of knowledge and innovation;
- Regional civic organizations and foundations are increasingly focused on capitalizing on the region's knowledge assets;
- We understand that this type of regional transformation can be done – we have learned the lessons from our hospitality industry;
- We understand that we cannot afford to wait – it is clear that the competition isn't.

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[1] Defined as the Philadelphia-Wilmington-Atlantic, PA-NJ-MD-DE CMSA: Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties in Pennsylvania; Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem Counties in New Jersey; New Castle County in DE; and, Cecil County in MD.

[2] Degrees awarded in business management and administration; law; computer information sciences; and, engineering.

[3] Full Time Equivalent enrollment is calculated using the standard formula used in college and university budgeting (full-time enrollment + 1/3 part-time enrollment).

[4] Florida, Richard, "The Role of the University: Leveraging Talent, Not Technology," Issues in Science and Technology (Online), Summer 1999.

[5] For the New York metro area, these institutions are Columbia University, New York University, Princeton University, and Yale University; for Boston, they are Harvard University and MIT; for Los Angeles, they are UCLA and USC; and for Raleigh-Durham, they are UNC-Chapel Hill and Duke University. Most of these regions also have nationally recognized 2nd-tier institutions and liberal arts colleges that round out their reputations as major centers for knowledge workers.

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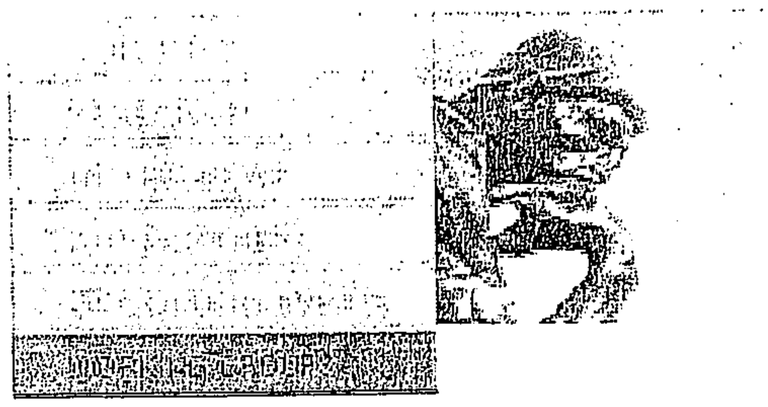
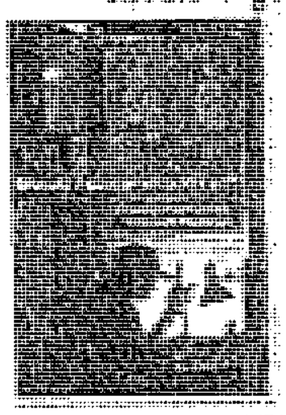
KIP

Knowledge Industry Partnership



Should I stay or should I go?



Learn more about KIP's Survey of Recent College Graduates, and comprehenserve report on regional retention.

GREATER PHILADELPHIA'S

Knowledge Industry Partnership

KIP is a broad-based coalition of Greater Philadelphia's civic, business, government, and higher education leaders working together to maximize the impact of the region's "knowledge industry" of colleges and universities on Philadelphia's competitive position.

The goal of the One Big Campus initiative is to create positive first-hand experiences throughout the student life cycle (prospect>student>graduate), which in turn lead to a stronger emotional attachment with the area and ultimately a personal desire to remain after graduation.

ARRIVE — CAMPUS VISIT

EXPLORE — CAMPUS PHILLY

ACHIEVE — career PHILLY

PROMOTING THE REGION AS

one big campus

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KIP
Knowledge Industry Partnership

GREATER PHILADELPHIA'S KNOWLEDGE INDUSTRY:

Driving the Region's Economic Competitiveness

- The Economic Contributions of Philadelphia's Knowledge Industry
- Attracting Talent to the Region
- Creating an Educated, Skilled Worker Pool
- Stimulating Entrepreneurial Activity
- The Knowledge Industry Partnership
- Organizing Principle: The Student "Life Cycle"
- Leadership Team
- KIP's OneBigCampus Initiative

The Economic Contributions of Philadelphia's Knowledge Industry

Greater Philadelphia's higher education cluster is, and will continue to be, the region's single greatest asset in the global competition for knowledge-based economic development. With more than 80 colleges and universities, higher education institutions rank among the area's largest employers and collectively deliver a spending impact exceeding $6.4 billion annually. Higher education is also a top "exporting industry", drawing new dollars into the region through tuition payments, local purchases by students and their families, and research funding from the federal government and other entities.

But in the Philadelphia region, higher education's impact far surpasses the traditional industry contributions of spending, employment, and investment. By virtue of what it "produces" – educated people and new ideas – Philadelphia's "knowledge industry" of colleges and universities is a regional asset driving long-term trends such as population demographics, worker pool quality, and entrepreneurship. A defining industry much like the auto industry is to Detroit or the entertainment industry is to Los Angeles, Greater Philadelphia's Knowledge Industry contributes to the region's competitiveness by:

Attracting Talent to the Region

- An estimated one-quarter of newly enrolled students, almost 20,000, come from outside the region for school each year, about 1.5 times the rate of foreign immigration to the region.

- The Knowledge Industry is a net "importer" of young people – an estimated 3,000 more freshmen enroll in regional colleges and

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- Young, educated people are among the most active populations to start companies that create new jobs. This entrepreneurial "propensity" is especially true for young, educated minority populations such as African Americans, Asians, and Hispanics.

- The region offers dozens of business programs (including top-ranking MBA programs), leading research centers, and a host of cutting-edge majors in life sciences, information technology, and multi-media, all of

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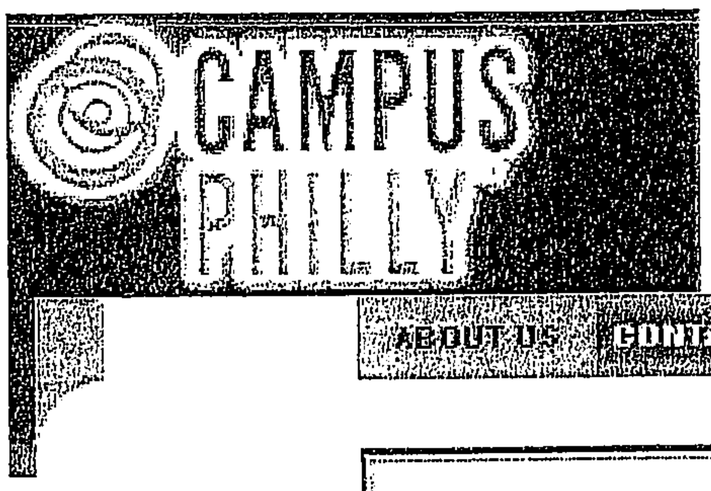

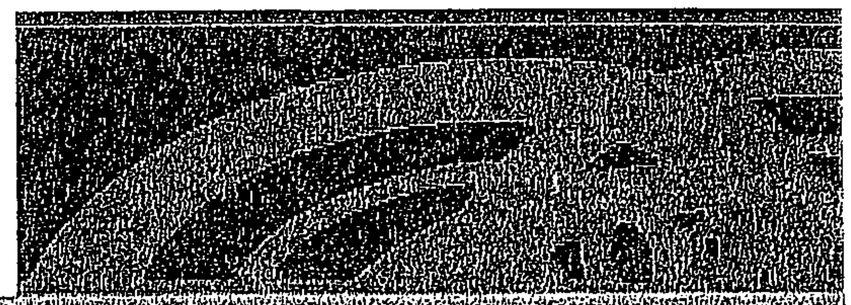

about us

CAMPUS PHILLY is a nonprofit organization in partnership with the City of Philadelpl mission to connect college students to life in Greater Philadelphia. All of our content for and about students.

OUR MISSION

Campus Philly involves college students in the lifestyle, professional and community Philly and its surrounding region. Our mission is to engage college students by prov with better information, incentives and networking opportunities to make the most college life in Philly. We also connect recent graduates with opportunities to find a j around.

MORE ABOUT THE PROGRAM

CAMPUSPHILLY.org is the place for college students to interact with their peers, dis events and make cross-campus connections. Each week, members can look forwarc CAMPUS PHILLY newsletter in their inbox, which is complete with area listings, feat event links and the week's DISCOUNTS to keep students up to speed.

The Campus Philly staff manages these initiatives:

- The www.campusphilly.org web site and campus promotions team connects c Philly life.
- The annual Campus Philly Kick-Off (formerly Philadelphia College Festival) prc students with a big welcome back every fall semester.
- The Campus Philly leadership program, which has helped incubate the Greate Philadelphia Students Association (GPSA) engages students to take on civic le roles across campuses and in partnership with area businesses, institutions a governments.
- The Campus Philly discount program is a collaborative initiative involving regi and universities. The program gives students regular access to discounts at c retail outlets, events at college campuses and in the region, or to other prom organized for the student community.

EDITORIAL POLICY

Editorial or advertising messages in any Campus Philly publications do not in any w endorsement by our organization, our collegiate sponsors, our advertisers, or our g funders. Advertisers and sponsors of our publication have no role in the editorial pr these materials.

Campus Philly does not discriminate on the basis of age, race, religion, gender, sex orientation, ethnicity, belief or nationality.

The Campus Philly web site was launched with grant support from the William Penn Campus Philly has received funding and other support from the City of Philadelphia of Commerce, Pennsylvania's Department of Community and Economic Developmer Franklin Technology Partners of Southeast PA, Delaware River Port Authority, Unite Economic Development Authority, as well as over twenty regional colleges and univ

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Campus Philly Press Event

by Nicole Woods, Campus Philly Editor

Campus Philly held a press conference outside of City Hall to officially announce the details of the Campus Philly Kick-Off, our upcoming annual free concert and festival on the Ben Franklin Parkway on Sept. 30. Because the Kick-Off is presented by the City of Philadelphia, Mayor John F. Street was present to speak at the conference. Stephanie Naidoff, the city's Commerce Director; Marla Shoemaker, from the Philadelphia Museum of Art; and Jon Herrmann, the Executive Director of Campus Philly, were also featured speakers.

Mascots from Drexel University, Cabrini College, Villanova University, and Manor College pumped up the crowd and previewed the Kick-Off's celebratory spirit. Wired 96.5 was also on-site with a company car, which the Villanova Wildcat and Drexel Dragon hopped into to pump some tunes before the speakers addressed the crowd.

Naidoff talked about the many social, professional, cultural, and community opportunities that Philadelphia offers young people. Referencing the results of recent studies showing that more college students are choosing to stay in the area after graduation, she said that the "brain drain" has now become a "brain gain."

Shoemaker announced the names of all the institutions that will participate in College Day on the Parkway, which will also be held on Sept. 30 to coincide with the Kick-Off. Now in its twentieth year, College Day on the Parkway offers free admission to cultural institutions around the city for area college students.

The participating institutions include: the Philadelphia Museum of Art, the Academy of Natural Sciences, Eastern State Penitentiary, the Fabric Workshop and Museum, the Franklin Institute, the Free Library of Philadelphia, the Galleries at Moore College of Art and Design, the Institute of Contemporary Art, the National Constitution Center, the Pennsylvania Academy of the Fine Arts, the Rodin Museum, and the University of Pennsylvania Museum of Archeology and Anthropology.

Mayor Street said that he was excited about all of Philadelphia's recent improvements, including plans to make the entire 135 square miles of the city wireless accessible. He also expressed his enthusiasm about the area's 300,000 college students, and his hopes that they will embrace the city as their home. Street applauded Campus Philly's efforts to involve students in off-campus activities through its website and events such as the Kick-Off.

Herrmann announced that Fat Joe and Saves the Day will be the headlining musical talent for the Kick-Off. Also performing will be Gabriele and Tangible Truth, The Capitol Years, taragirl, The Mighty Paradocs, and The PoPo.

In addition to the free concerts, Herrmann said that students can expect to see TNT Red Bull Motocross performing freestyle tricks; an involvement fair hosted by the Philly Fellows with community service opportunities; a skate jam by Franklin's Paine; and the Battle of the Best, featuring student performance groups giving Latin/hip-hop dance and fashion shows.

After thanking the mayor for supporting Campus Philly and the Kick-Off, Herrmann presented Street with a Campus Philly sweatshirt as an honorary member of the staff.

DJ Skeme wrapped up the event by playing funk and soul music as backdrop for three b-boys, who previewed their performance for the Kick-Off. The mascots and crowd cheered on the dancers as they break-danced on a temporary floor set up on the plaza.

Various media outlets, including local ABC, NBC, CBS, and Fox affiliates, were present to document the action.

Herrmann and the rest of the Campus Philly staff called the day "a complete success."

You can contact Nicole Woods at editor@campusphilly.org.

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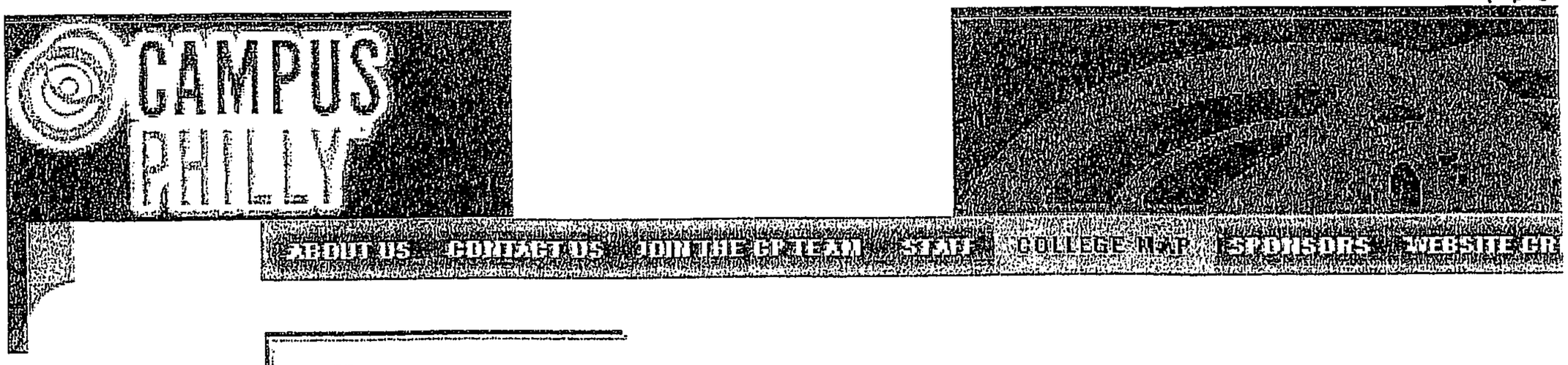


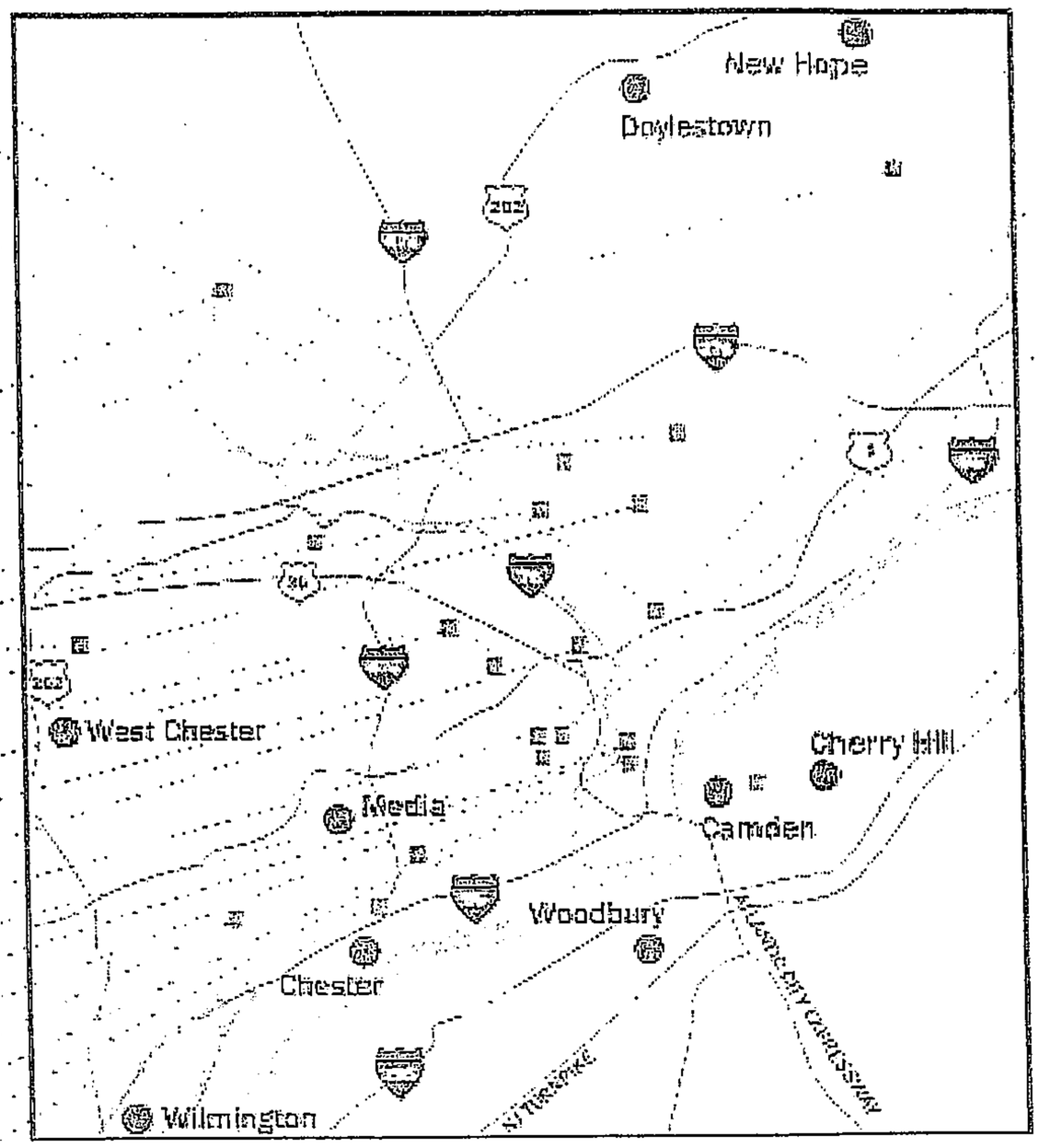
college map

SILVER PARTNERS

Arcadia University
Philadelphia University
Rutgers University-Camden
Thomas Jefferson University
Art Institute of Philadelphia
University of the Sciences in Phila
Widener University

COLLEGIATE PARTNERS

Drexel College
Bucks County Community College
Villanova College
Cabrini College
Eastern University
Chestnut Hill College
Immaculata University
Gratz College
Rosemont College
Saint Joseph College
Haverford College
Pennsylvania College of Osteopathic Medicine
Temple Rheumatism School
Moore College of Art and Design
Pennsylvania Academy of Fine Arts
Philadelphia Center
Neumann College
Swarthmore College
Curtis Institute of Music
University of the Arts



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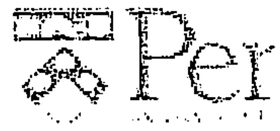

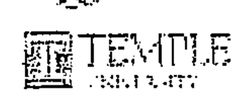

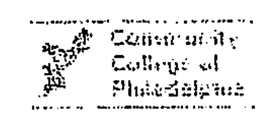

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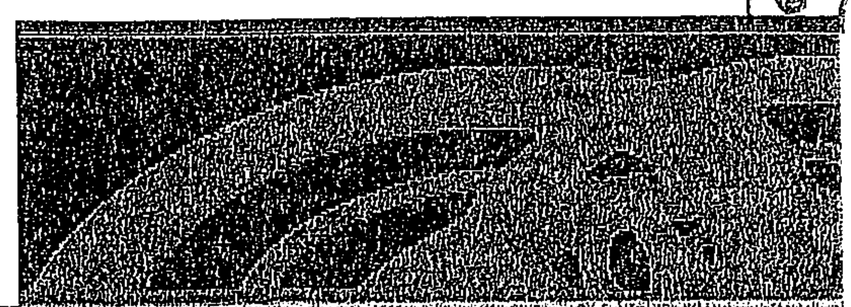

sponsors

Campus Philly is grateful for the sponsorship provided by various regional Philadelphia org

The Campus Philly web site is made possible with a grant from the William Penn Foundation. (www.williampennfoundation.org)

In September 2002, Campus Philly hosted the Philadelphia College Festival. Visit the Philadelphia Col web site to see a list of activities and sponsors (www.campusphilly.org/collegefestival)

Campus Philly receives operating funding from:

City of Philadelphia Department of Commerce (http://www.phila.gov/commerce/commerce/index.htr

Commonwealth of Pennsylvania Department of Community and Economic Development's Stay Invent the Future Initiative (www.stayinventpa.com)

Ben Franklin Technology Partners of Southeastern Pennsylvania (www.sep.benfranklin.org)

Campus Philly receives supporting funding from:

Greater Philadelphia Chamber of Commerce (www.philachamber.com)

Knowledge Industry Partnership, c/o Pennsylvania Economy League

Campus Philly is partnered with area colleges and universities to make this program possi include:

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Platinum Partners: University of Pennsylvania | Drexel University

Gold Partners: Villanova University | Temple University | La Salle University | Comn College of Philadelphia | Saint Joseph's University | Penn State Great Valley

Silver Partners: Arcardia University | The Art Institute of Philadelphia | Philadelphia Rutgers University - Camden | Thomas Jefferson University | University of the Arts of the Sciences in Philadelphia | Widener University

Collegiate Partners: Bryn Mawr College | Bucks County Community College | Cabrin Chestnut Hill College | Curtis Institute of Music | Eastern University | Gratz College College | Immaculata University | Moore College of Art and Design | Neumann Colle Pennsylvania Academy of Fine Arts | Philadelphia College of Osteopathic Medicine | College | | Swarthmore College | The Philadelphia Center | The Restaurant School a College | Ursinus College

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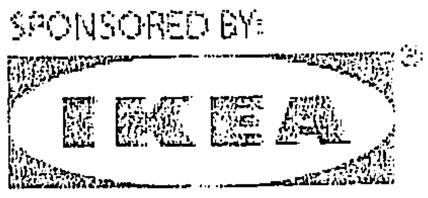
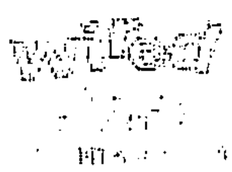
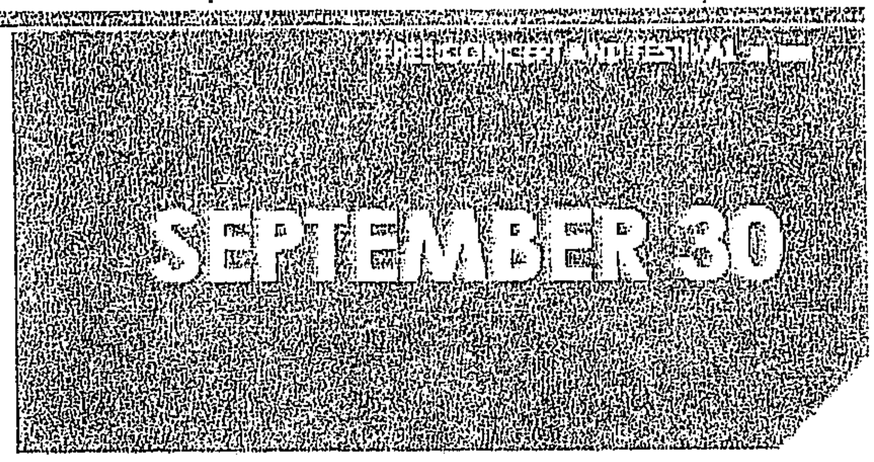




CITY OF PHILADELPHIA PRESENTS

CAMPUS PHILLY KICK-OFF™

FREE CONCERT AND FESTIVAL



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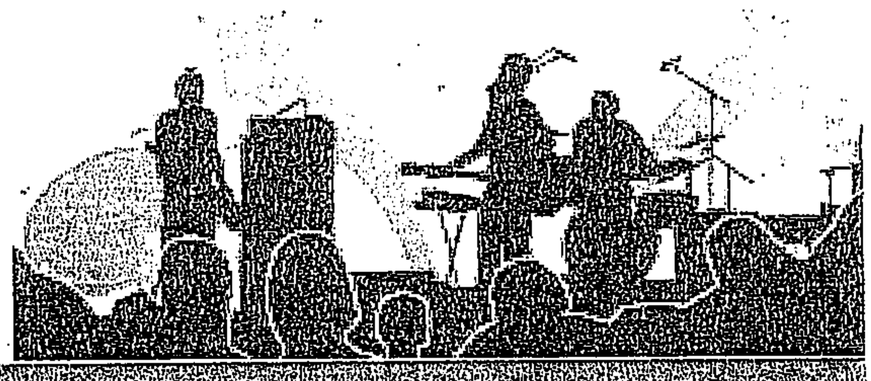
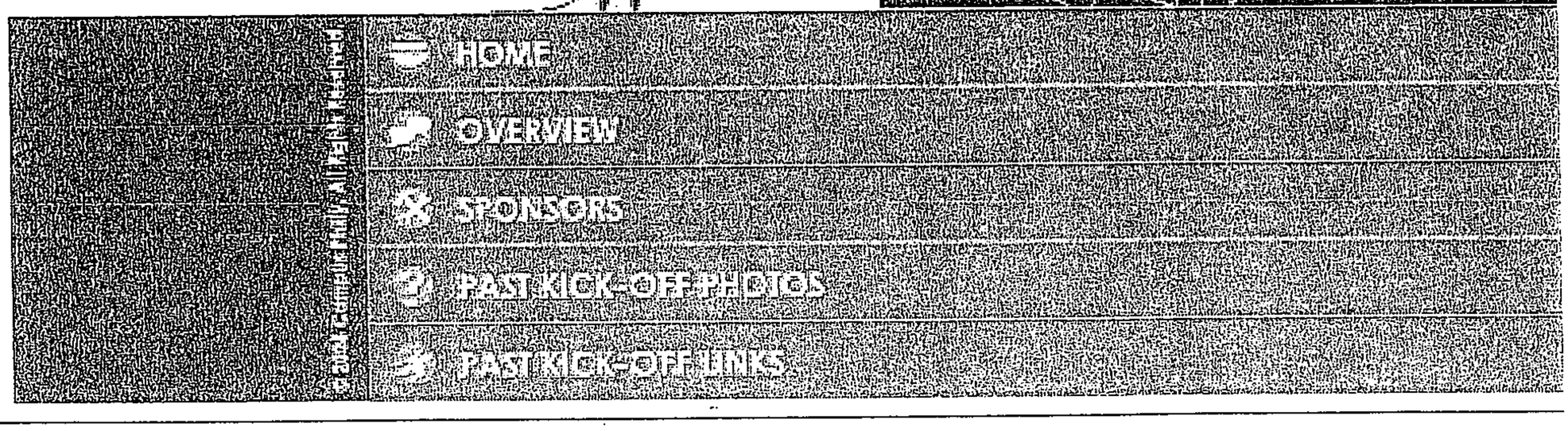
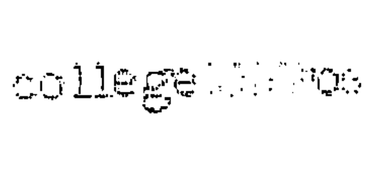
FREE MUSEUMS

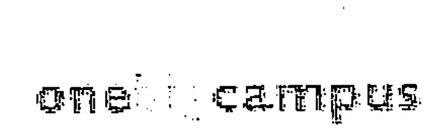
FREE CONCERT

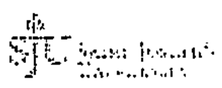
SKATE JAM

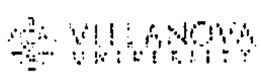


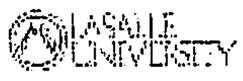


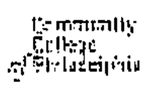












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Rutgers University-Camden | Thomas Jefferson University | Ursinus College | Widener University
American Education Services | Career Philly | Center City District | Comcast Corporation
Franklin's Paine | Greater Philadelphia Chamber of Commerce | Innovation Philadelphia
Idealist.org - Action Without Borders | Knowledge Industry Partnership | Mr. Youth
Schuylkill River Development Corporation | Philadelphia Fringe and Live Arts Festival
Philadelphia Museum of Art | Terry Hines and Associates | University Square

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Campus Philly Student Leadership Conference

October 3
9am - 6pm
Rowan University

This is an opportunity for Greater Philadelphia's student leaders to network, discuss regional issues and develop leadership skills in a full day of workshops, meetings and panels.

Campus Philly Leadership Conference :: October 3, 2003
The second, annual Campus Philly Student Leadership Conference foll after the launch of the Greater Philadelphia Students Association, re student leaders and student governments informally across the Philadelp This year's event will introduce student leaders to regional civic leaders forum for students to meet their peers from other campuses, and instill skills and ideas to bring back to their schools. At the conference formalize the relationships developed from last year across campuses, a project outlines for the 2003-04 school year. The conference is pla support from Campus Philly, in association with GPSA and Rowan Student Government Association.

Attendees and Invitations
Participating schools are being asked to sponsor six representatives fro leadership areas that corresponf to the inter-campus meetings. : government (preferably the President), 2) Graduate Student Leader, Student Organization Leader, 4) Lesbian, Gay, Bisexual, Transgend Organization Leader, 5) Community Service Organization Leader, 6) P Student Events Planning Board

Conference Location and Components
The location rotates annually. Last year it was at University of Pennsyl year it is at Rowan University in South Jersey at the Student Center. Cli directions to campus.

Keynote Speaker
In 2002, Pennsylvania Governor Edward G. Rendell served as the keync for the conference. The 2003 speaker will be announced shortly.

Conference Overview | Invitation | Registration Form | Inter-campus Meetings| Campus Philly Sponsors | Program Schedule | GPSA Election & Constitution | Conference HOME

The Campus Philly Leadership Confernece is organized by Campus Philly in partnership with the Greater Philadelphia Students Association, and with hosting and planning support from Rowan University Student Government. Inquiries should be directed to Jen Johnson, Conference Communications Chair, from Chestnut Hill College, at jenjohnson@campusphilly.org or 215.747.4759.

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Philadelphia College Festival
September 20-28, 2003

Sponsors

sponsorship + vendor opportunities

view **Sponsors**

We are inviting **250,000** of the region's college students to a FREE party on the Parkway. **Wanna come?** Here are two good reasons to consider sponsorship:

#1: Partners of the Philadelphia College Festival recognize the need to retain undergraduate and graduate level college students in the Philadelphia area, in order to grow and develop the critical economic base of our city with young, educated and vital talent. Two ways we can impact this is to (1) get students to know and like the city while they are here, and (2) increase their access to job opportunities.

Philadelphia is one of the top largest college markets in the United States. It is the FOURTH largest media market. As success is achieved, and Philadelphia is established as a region with a vibrant, college population; new students will be drawn here, current students will stay, alumni will commit to a higher level of participation in annual giving and other support, existing businesses will thrive, and new businesses will be born.

#2: There is no better way for your organization to deliver a message or expose a product to a college-age demographic than through association with the Philadelphia College Festival. Our extensive marketing and advertising efforts reach over 200,000 of the area's student population. Plus, we can deliver over 20,000 young people to your booth during the free concert alone.

National corporate participation fees range from $2,500.00 for display rights only at the free concert event on September 20 (limited to a 10'x10' space), to $75,000.00 for title rights which include all possible Festival benefits. Custom participation packages are also available to suit all participants' needs, including non-profit organizations and local businesses and vendors.

For more information contact Nan Latona, Event

Sign Up

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Director & Sponsorship Coordinator by phone:
215-746-4750 or email: nan@mondoevent.com

HOW YOU BENEFIT:

- Ad in program schedule
- Association with official City of Philadelphia event
- Exhibit space
- Category exclusivity
- Database development
- Hospitality and VIP concert seating
- On site signage
- Product sales or sampling
- Radio, TV, print and on-campus exposure
- Web link from www.campusphilly.org

Past sponsors include:

- 22 area colleges and universities
- 103.9 Radio (committed for 2003)
- AT&T
- BET
- CD Now
- City Paper (committed for 2003)
- Comcast
- Comcast Spectacor
- Commerce Bank
- Creative Labs
- Mellon Bank
- MTV
- Nintendo
- PA Higher Education Assistance Agency
- Phillies
- PNC Bank
- Simple Shoes
- SmithKline Beecham
- Sovereign Bank
- UPS
- Walter Thompson/Quality Plus Ford Dealers
- WB17 TV(committed for 2003)
- Y100 Radio (committed for 2003)

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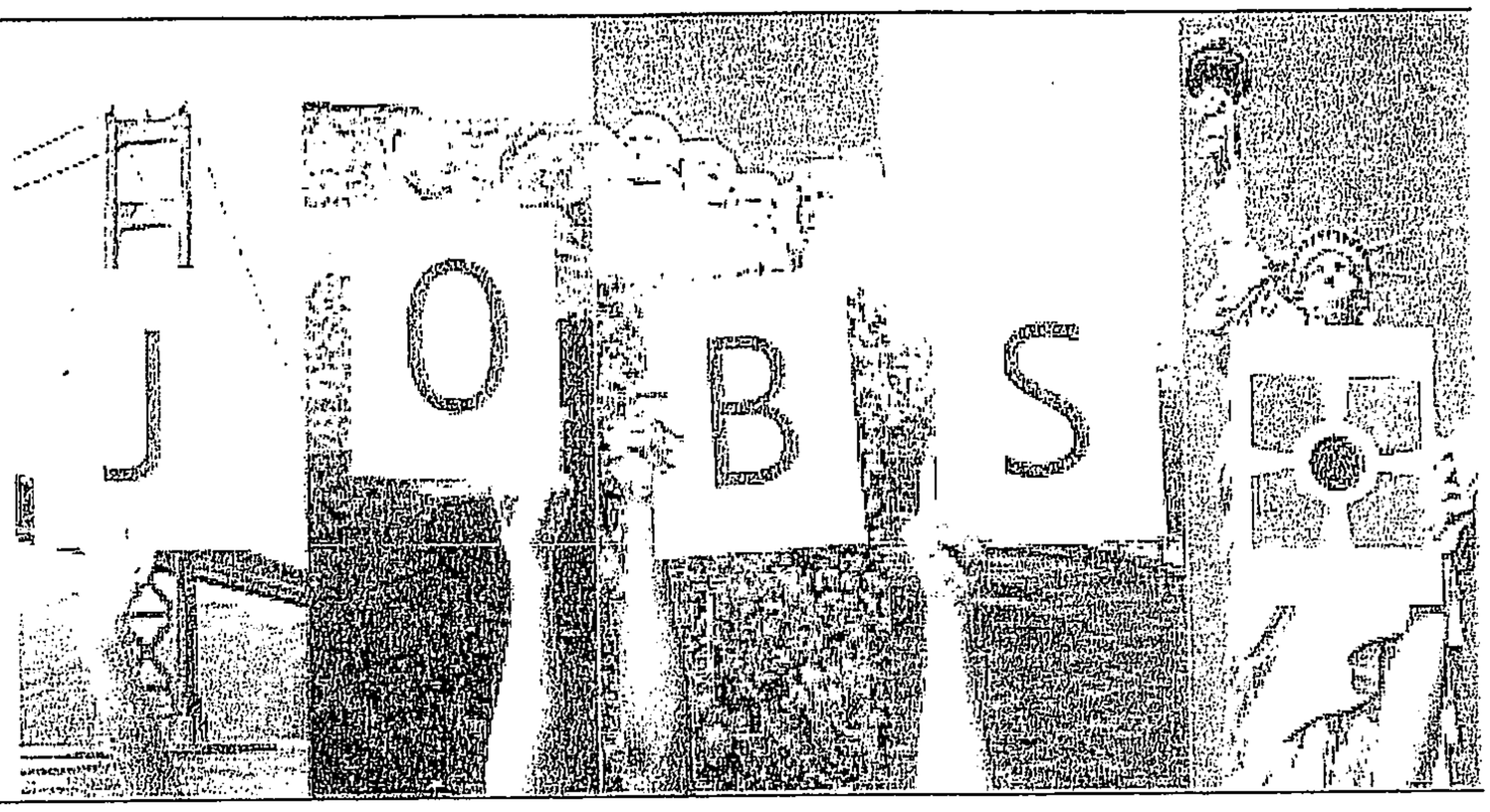
The nation's largest network of small, mid-size and community college job seekers.

August 11



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Check out CCN's Job Search Kit for the tools to build your job search résumé. You'll find resources to: create concise and effective résumés; market yourself with professional cover letters; and prepare yourself for interviews. With formats, guides and samples, CCN's Job Search Kit provides the basics to get you started if you're a student, as well as a refresher course if you've already graduated.

Music at amazon.com

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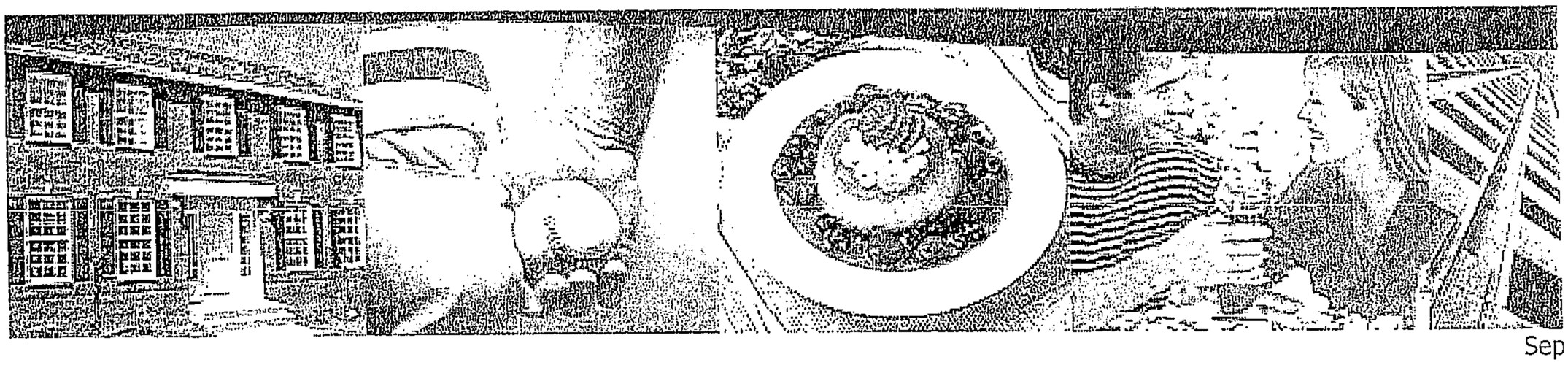

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LibertyNet Today

Prime office space available for lease. Great location in Lehigh Valley minutes from Route 22 and the Holiday Inn Conference Center with premier lodging, restaurant and meeting facilities. LV International Airport is 1 exit west of site on Route 22. This 3 story office building has a dynamic corporate image and a unique design that offers a variety of options in space planning to accomodate the most discriminating user. Available spaces lease rates $19.00-$19.50 /sq ft plus utilities. Call (610) 997-8100 for additional information.

Events

The Lehigh Valley Amateur Golf Tournament (9/17/2006 - 9/24/2006)

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Article from **Innovation Philadelphia** (http://www.imakenews.com/innovationphiladelphia/e_article000300850.cfm?x=b3vn5LM,b1NvrLJC)

September 7, 2004

Wireless Philadelphia to Provide Free Internet, Access to Education

In June, Mayor John Street and chief information officer Dianah Neff, unveiled a wireless Love Park, where park goers can sit down, have lunch, and log onto websites via their wireless-enabled laptops. Through a new initiative, the Mayor and Naidoff are expanding the borders with the goal of making the entire City of Philadelphia wireless.

With communications, business, and funding plans due in November, Wireless Philadelphia would provide open-air Internet access to students, business people, and citizens around the city.

"Wireless Philadelphia is a great tool in promoting the City of Philadelphia as a hub of technology," said Rich Bendis, President and CEO of Innovation Philadelphia and Wireless Philadelphia Executive Committee member. "Think of all the business transactions that could take place on something as simple as a park bench. Philadelphia has the resources and the know how to make this happen. This could change how we all work and do business."

Wireless Philadelphia is especially important for education in the City of Philadelphia. First graders and graduate students alike will be able to log on to learn about ancient history or the topics of the day.

More importantly, it will allow those all across the City to take advantage online education or online learning, which, according to a new study released by Pierce College, is a key to maintaining America's Global Competitiveness. The study entitled "Online Learning: A Policy Perspective" was published by Dr. Arthur J. Lendo, president and CEO of Peirce College in July at the Oxford Round Table at Oxford University in England.

It argues, "Today, asynchronous, online instruction presents a different model where learning may take place any time, anywhere, and any place utilizing the Internet platform supported by boundless, direct access to information and viewpoints. This extrodinary technological advancement, coupled with student demographical changes and new Information Age workforce needs, is now causing more educators and policymakers to revisit undergraduate policies, procedures, and practices."

The City of Philadelphia will make the education model mentioned above and the large number of online degrees offered over the Internet accessible to all its citizens through Wireless Philadelphia.

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Center for Greater Philadelphia

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Operation Public Education

Theodore Hershberg

Center for Greater Philadelphia History

The Center for Greater Philadelphia at the University of Pennsylvania was founded in 1985 by Penn Public Policy and History Professor Theodore Hershberg. In 1984-85, Dr. Hershberg served as the Assistant to the Mayor of Philadelphia for Strategic Planning and Policy Development. Upon his return to the University, Dr. Hershberg was convinced that two of the profound trends shaping America -- the development of a global economy and the emergence of the state as a pivotal force in the federal system -- required strategic regional responses. He founded the Center for Greater Philadelphia as a response to these trends and to serve as a neutral convener and researcher of public policy affecting the region.

The Center's first initiative was to launch the Southeastern Pennsylvania State Legislators' Conference a process bringing together Senators, Representatives and corporate leaders from Bucks, Chester, Delaware, Montgomery and Philadelphia counties. Nine annual conferences were held in 1985-1994.

In 1995, the Center created the Greater Philadelphia High School Partnership, which brought together high school students from diverse backgrounds to explore the challenges of segregation and racial/ethnic diversity effecting their schools and neighborhoods. In his January 1999 radio address to the nation, President Clinton singled out the Partnership, calling it a "stunning success" and a "model for the nation." The Walt Whitman Center for the Culture and Politics of Democracy at Rutgers University, directed by Prof. Benjamin Barber, praised the Partnership as "an innovator in the field of service learning." In 2002, the program expanded its diversity education program to include elementary aged students under the new name Greater Philadelphia School Partners. In 2005 the Center ended its sponsorship of the program due to the loss of support from a major funder. The high school portion of the program was taken over by City Year. Private funding is now being used to continue the elementary program at a limited number of schools.

In 1996, recognizing that the key to an improved quality of life in our region depended upon the development of a highly skilled, highly educated workforce, the CGP began its third major initiative, working with a consortium school districts in Bucks, Chester, Delaware and Montgomery counties to adopt rigorous academic standards and internationally-benchmarked assessments. This work lead to the formation of the New

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Standards in Education Project which coordinated standards-based reform efforts in nearly half of the 61 school districts in the four counties (which collectively enrolled over 163,000 students), as well as 11 school districts in southern New Jersey. New Standards received over $2 million in grants from the Pennsylvania Department of Education's "Educate America" program. In 2001 the program merged with the University of Pennsylvania Graduate School of Education's (GSE) school outreach program and is now housed at GSE's Center for Educational Leadership.

After five years work with New Standards, it became apparent that most, though not all, of the participating school districts greeted standards-based reform with an ill-founded complacency and that they would not commit to the difficult task of systemic change absent a major overhaul in the rules and incentives that govern public schools. This realization lead the CGP to sponsor a Conference on Teacher Accountability in May 2000, which brought together educators from around the region to discuss initiatives that could lead to meaningful reform. This conference inspired first the broadening of the project to the Program on Educator Accountability and then the creation of a statewide initiative known as Operation Public Education: "Investment with accountability for our common wealth." In 2003, Operation Public Education (OPE) expanded into a national education reform initiative.

| Center for Greater Philadelphia | Operation Public Education | Theodore Hershberg |
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Center for Greater Philadelphia

Operation Public Education

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  - Presentations
- OPE Reform Model
  - A New System
  - FAQ
  - District Engagement
  - OPE proposed Legislation
  - Articles and Papers
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  - Accountability
  - Publications and Presentations
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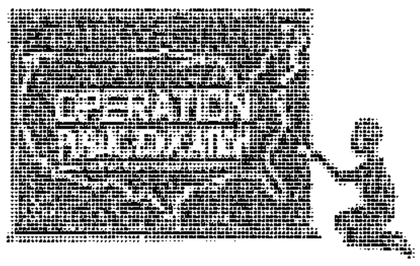
- OPE Funders
- OPE Additional Links

Theodore Hershberg

Operation Public Education

New Systems of Assessment and Accountability to Transform America's Schools.

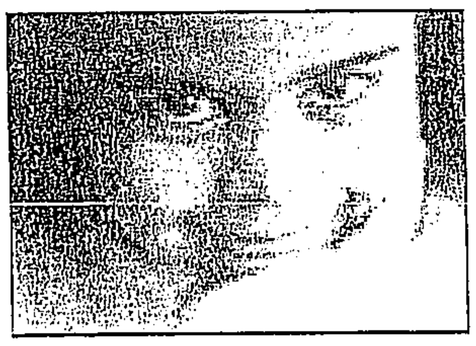


Value-Added Assessment

By isolating the impact of teaching on student learning, value-added assessment is a fair and accurate way to separate the annual academic performance of students from factors over which schools have no control. Value-added assessment gives educators a powerful diagnostic tool for measuring the effect of curricula, professional development and pedagogy on academic achievement. It also proves a solid foundation upon which to build a new system of accountability.

Value-added measures individual student progress over time, rather than group progress as is the case with No Child Left Behind, the National Assessment of Educational Progress, and other assessment and accountability systems. Value-added has been adopted for use statewide in Pennsylvania and Ohio and is being used in over 300 school districts across the nation. More...

OPE Comprehensive Reform Model



OPE has developed a new and comprehensive approach to accountability that draws on successful reform models from across the nation. The system is characterized by new forms of evaluation and compensation, peer review, more fluid career opportunities, expanded professional development and capacity building for all educators along with mandatory remediation for ineffective teachers and administrators.

The core of this unique system is that it provides a means to hold teachers and administrators accountable as individuals for student learning results. In return for accepting this measure of accountability, teachers would share in all curricular and professional development decisions affecting classrooms. More...

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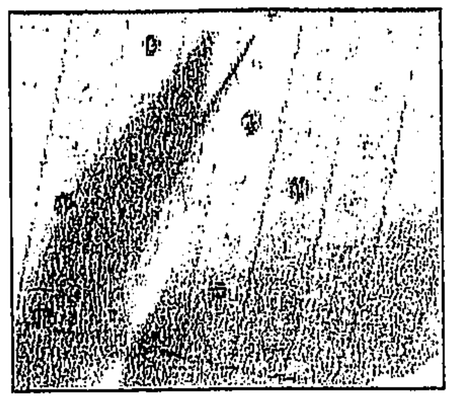
(Click here to see how OPE could work with your district to implement its comprehensive reform model)



New Testing Regime

While the standards movement has had a major impact on reform, state assessments have been largely unaffected. OPE is developing a new, comprehensive approach to assessment through the creation of a model Request for Proposals (RFP) that states and districts may adopt. This model will establish the criteria for both an end-of-the-year test and an integrated testing system for use at four-to-six week intervals throughout the year to help students meet specific standards. **More...**

View a **slide show overview** of Operation Public Education's approach to Comprehensive Education Reform.

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Arts/Culture

Citadel
Banking with one focus. You.

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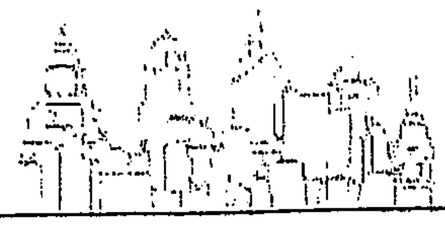


Amenities: Arts, Culture, Parks & Recreation

The role of recreational and cultural amenities in Philadelphia's economic future will be an important part of the agenda for the next four years.

In an economy where companies and people can move about freely, a region with thriving cultural assets and recreational amenities possesses a distinct competitive advantage. In Philadelphia, major initiatives seeking to leverage these assets are underway in support of the hospitality industry and, in spite of a downturn in this post-9/11 era, they are starting to pay off for the city and region. Now leaders are looking to leverage these amenities and assets in support of business and resident attraction.

Related Articles

- Revitalizing Neighborhoo
- Reducing Crime
- Attracting and Retaining Young People
- School Buildings and Facilities
- Economic Growth Strategies

Overall perceptions and ratings of quality of life in Philadelphia

- **A strong majority of Philadelphians generally like the region as a place to live.** According to a poll of regional residents conducted by Greater Philadelphia First in 2000, 72% of respondents rated the Philadelphia area as an "excellent" or "good" place to live. Suburban residents were especially positive about the region, with 75% rating it "excellent" or "good" (compared to 63% of city residents). What residents said they liked best about the region was accessibility to and availability of amenities such shopping, transportation, cultural events, and entertainment.

- **Major initiatives seeking to leverage cultural and recreational assets are underway.** These initiatives include the Cultural Alliance's Campaign for Culture, a tourism/hospitality strategy that revolves around arts and culture, and a strategic planning process for the Fairmount Park System (described below). These efforts have been most visibly successfully in attracting blockbuster events such as the Cezanne and Van Gogh exhibits, the X-Games, and the Republican National Convention.

Arts and cultural amenities

- **The region's cultural community matters to the economy.** According to a study conducted by the Pennsylvania Economy League, the Philadelphia region has 280 nonprofit cultural institutions (195 in the city of Philadelphia) that together support $564 million of spending and more than 11,000 jobs in the region. Cultural amenities are especially important for attracting and retaining knowledge workers, who are central to this region's economic growth.

- **Philadelphia is especially well known for the quality and breadth of its cultural offerings.** According to Places Rated Almanac, the Philadelphia region has the 5th highest score in arts and cultural amenities when ranked against 13 competitor regions. (See scorecard.) Scores are based the number of cultural institutions in the region and attendance to events, performances, and exhibits.

- **The region's cultural community remains strong.** As reported by a June 2003 study by Drexel University, Philadelphia's cultural community experienced a strong growth period in the 1970s and 1980s, largely funded by funding from the National Endowment of the Arts. The cultural community has remained strong in the past decade despite

significant cuts in federal funding, and even completed several large-scale capital projects (most notably the Regional Performing Arts Center, renamed the Kimmel Center of the Performing Arts) and undertook ambitious fundraising campaigns. The study largely attributes the cultural community's sustained fortitude to strong corporate and foundation support as well as steadily increasing funding from states arts councils.

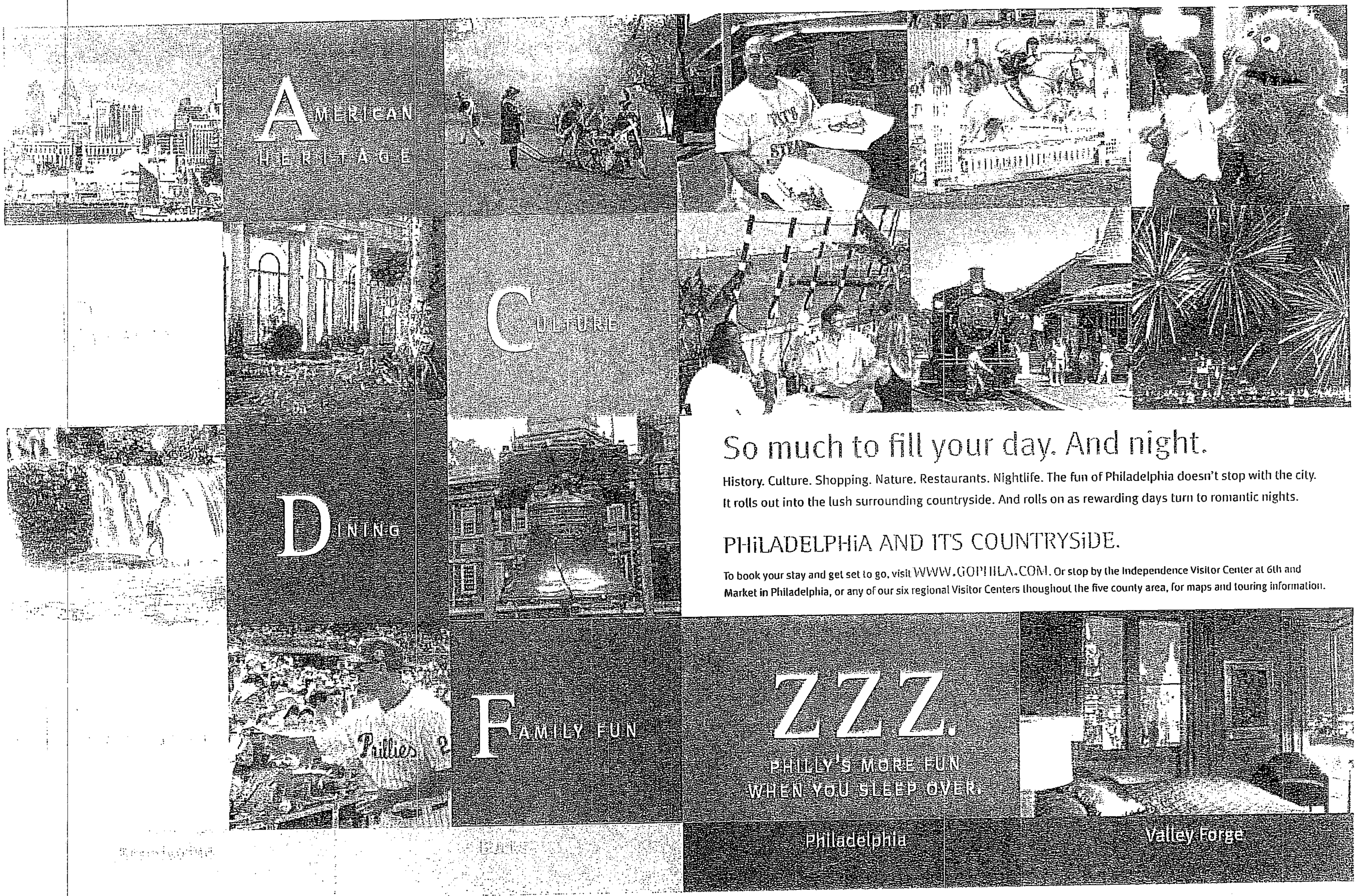
Parks and recreational amenities

- **Philadelphia's parks are an important component of quality of life in Philadelphia.** According to the Fairmount Park Commission, there are 8,900 acres that make up the citywide park system (called Fairmount Park), with no resident living less than a mile from a park in the system. An additional 1,500 acres of parkland are overseen by the City's Recreation Department. According to the Delaware Valley Regional Planning Commission, approximately 12.2% of the city's total area is devoted to parkland; parkland in the entire region represents 11% of the total area.
- **The Fairmount Park System has suffered from staff cuts and an anemic budget over the past several decades.** According to the Philadelphia Daily News, the Commission's budget stayed around $11 million in the 1970s, 80s, and 90s, with a minor budget increase to $13 million in the 2001 budget. In fact, Philadelphia lags significantly behind other cities in spending on parks per acre -- Philadelphia spends only $1,890 per acre of parks, compared to $37,578 in Chicago, $14,421 in Cleveland, and, $10,718 in Detroit. Staffing cuts have also plagued the Fairmount Park System -- in 1970, it employed 637 people; today is has 219 employees, 66 percent fewer than the staffing level in 1970. Again, on a comparative basis the city does not fare well against the competition in terms of staffing -- Philadelphia's 40.6 staff-to-acreage ratio far surpasses the ratio for Chicago (2.3) and Detroit (9.5).
- **Philadelphia's parks and recreational amenities do not rank well against other regions.** According to Places Rated Almanac, the Philadelphia region had the lowest score in recreational assets in a comparison of 13 competitor regions. (See scorecard.) The scores were based on a broad definition of recreational assets that included: amusement and theme parks, college and professional sports, golf courses, protected recreation areas, and zoos and aquariums.

What's Happening

- **A major strategic planning process is underway for the Fairmount Park System.** Funded by a grant from the William Penn Foundation, a team of national experts is reviewing the overall operations of the Fairmount Park System, and is working to identify the key issues facing the System and to create a new vision for this unique city assets. An especially important goal of the report, the first plan to be completed in 20 years, is to recommend ways for the park system to become an economic driver that attracts residents and tourists.
- **LOVE Park has become an important recreational asset and symbol for the region's youth.** In 2002 the Park was closed to skateboarders, in part due to safety and property damage concerns but also for beautification that would encourage city office workers and residents to use the space. Since the closing, a number of the region's youth have rallied to re-open the Park and have even presented a "balanced" solution that attempts to address the concerns expressed by city officials while re-opening the park to skateboarding.

We ask the candidates for Mayor: *How do the city's cultural and recreational assets fit into your vision for a more competitive Philadelphia, and what specific steps will you take to support these assets?*



So much to fill your day. And night.

History. Culture. Shopping. Nature. Restaurants. Nightlife. The fun of Philadelphia doesn't stop with the city. It rolls out into the lush surrounding countryside. And rolls on as rewarding days turn to romantic nights.

PHILADELPHIA AND ITS COUNTRYSIDE.

To book your stay and get set to go, visit WWW.GOPHILA.COM. Or stop by the Independence Visitor Center at 6th and Market in Philadelphia, or any of our six regional Visitor Centers thoughout the five county area, for maps and touring information.

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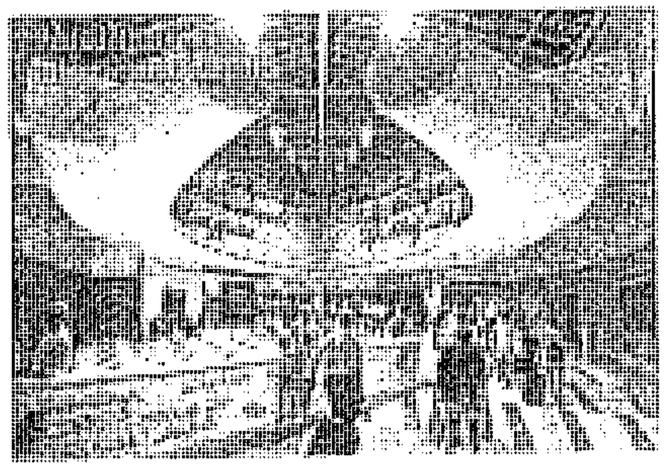
AN INSIDER'S LOOK

Never been to Philly before? Consider the following pages your essential guide to the city and its countryside. Whether you've come for the powerful history, creative arts, tranquil outdoors, funky neighborhoods, innovative restaurants, stylish shopping or all of the above, we'll tell what's a must while you're in town. And, even if you consider yourself a Philly pro, you'll want to read on for some insider tips sure to enhance your next visit.

GETTING HERE

Philadelphia is easy to reach by car, train, bus or air. I-95 runs through Philadelphia going north and south. You can also access the region via the Pennsylvania and New Jersey Turnpikes. By car, we're just two hours from New York City and Baltimore and just under three hours from Washington, D.C. All of the counties, whether by highways or country byways, are within easy access of Center City Philadelphia and one another. Amtrak operates from Philadelphia's 30th Street Station with service along the Northeast Corridor, and regional bus service is available through Greyhound. Philadelphia International Airport is served by many major airlines. With the arrival of several new discount carriers, service to Philadelphia is more affordable and convenient than ever. A cab ride from the airport to Center City takes about 15 minutes and costs a flat rate of $20. The high-speed SEPTA train departing the airport every 30 minutes is $5.50 each way.

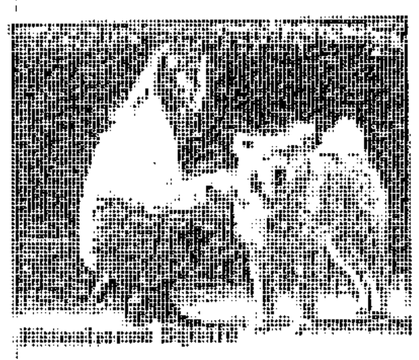


GETTING AROUND

Center City is compact, and its grid-like layout makes it very walkable. SEPTA offers convenient bus service, a subway line, an elevated train and regional rail lines that provide service throughout the city and into the surrounding countryside. Another option is Phlash, which does a loop from Penn's Landing to the Philadelphia Museum of Art from May through November. To catch a cab in Center City, just head for the nearest street corner, and flag one down.

To plan your trip and book your hotel stay, visit www.gophila.com.

NATIVES KNOW



Traveling with your four-legged friend? Downtown doggies go to Rittenhouse Square to sniff and be seen. The Center City Dog Park, 25th Street between Spruce and Pine Streets, is a safe, enclosed space where dogs can run leash-free, and the Front & Chestnut Dog Park is partially enclosed and perfect for some informal romping.

OUTDOORS

DO YOU KNOW?

William Penn's original vision for Philadelphia as a "greene countrie towne" still survives today. Oases such as **Ridley Creek State Park's** walking trails, **Morris Arboretum's** manicured grounds, **Chanticleer's** whimsical gardens – even some small city gardens – provide a peaceful escape from city hubbub.

ESSENTIAL OUTDOORS

Fairmount Park, the world's largest municipal park, is great for a picnic or softball game – and that's just for starters. Why not enjoy an outdoor concert at the **Mann Center for the Performing Arts**, soar above the **Philadelphia Zoo** in a tethered hot air balloon, or rent a bike for a ride along the 22-mile **Schuylkill River Trail** linking Center City and Valley Forge? Each year, the park also plays host to the *Dad Vail Regatta*, the *Greek Picnic* and many other major events. Out in the countryside, a celebration of color and scent awaits at **Longwood Gardens**, featuring a collection of more than 11,000 types of plants exquisitely displayed in outdoor gardens, fountains and indoor conservatories. The summer fireworks shows set to music at this popular attraction sell out quickly, so reserve tickets early.

To learn more about the region's great outdoors, visit www.gophila.com/sportsandfitness.

EVENTS

From the first sound of the Mummers' string bands on New Year's Day to the last glow of the December 31 fireworks, the Philadelphia region's events calendar is packed with activity from beginning to end. Here are some annual events you won't want to miss:

JANUARY — The fabulous, feathered *Mummers* strut up Broad Street in this distinctively Philadelphia New Year's Day tradition.

MARCH — The *Philadelphia Flower Show*, the world's largest annual indoor flower show, is the first harbinger of spring.

APRIL — The historic *Penn Relays*, the nation's oldest and largest track and field carnival, attracts international competitors.

MAY — The *Devon Horse Show and Country Fair*, featuring top-flight equine competitions, antiques, shopping and entertainment, is the granddaddy of all horse shows.

JUNE — The *Odunde Afrikan-American Street Festival* celebrates African American street culture with food, music, arts and more than 200 vendors.

JUNE–JULY — *Sunoco Welcome America!*, the city's annual Fourth of July celebration, features fireworks, a parade, family activities and concerts.

AUGUST — The family-friendly *Philadelphia Folk Festival*, taking place each year in Schwenksville, features traditional and contemporary folk music, dance and crafts.

SEPTEMBER — The *Philadelphia Live Arts Festival & Philly Fringe* explores the outer reaches of the performing arts, often in non-traditional settings.

OCTOBER — Philadelphia's Gayborhood hosts *OutFest*, the world's largest Coming Out Day celebration and gay and lesbian street festival.

NOVEMBER — The *Grand Illumination Opening Celebration* at Peddler's Village kicks off a holiday season filled with thousands of lights, special performances, appearances by Santa Claus and shopping specials.

NOVEMBER, DECEMBER AND JANUARY — Colorful poinsettias, trees, flowers and 400,000 lights transform **Longwood Gardens** into a holiday wonderland.

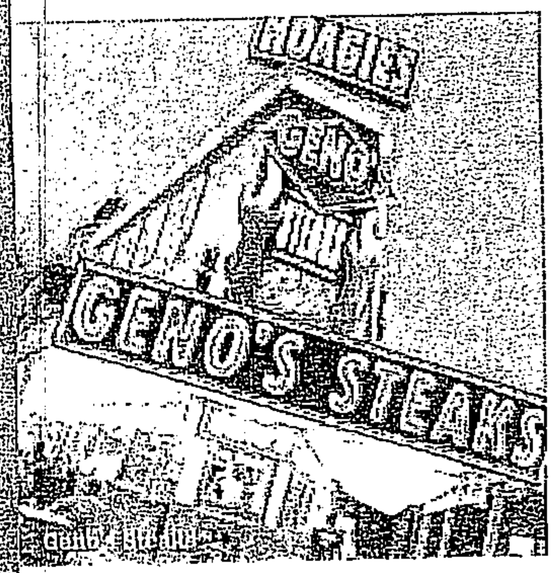
For a complete list of happenings in the Philadelphia region, visit www.gophila.com/events.

Photos by K. Chappa, M. Kennedy, R. Kennedy, B. Krist and G. Widman for GPTMC; also courtesy of The Franklin Institute Science Museum, Loews Philadelphia Hotel, Philadelphia International Airport and Sesame Place.

BEN TURNS THE BIG 3-0-0

When Benjamin Franklin turns 300 on January 17, 2006, the entire world will be celebrating the life of America's favorite overachiever, but no one will be fêting Franklin quite like Philadelphia. The centerpiece of the region-wide party is the exhibition *Benjamin Franklin: In Search of a Better World*, making its world debut at the **National Constitution Center** from December 15, 2005, through April 30, 2006. The celebration will also include special events, tours and menus, including a birthday cake bake-off and *Ben's Birthday Hotel Package*, available throughout the run of the exhibition. To learn more about the festivities and to book your stay, visit www.gophila.com/ben.

DINING & NIGHTLIFE



Gerry Dincher

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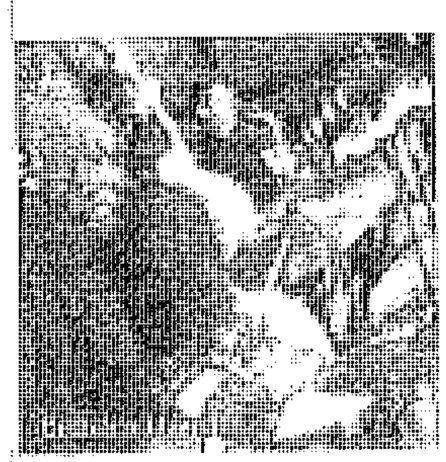
Regulars to Pat's and Geno's, easily the city's most well known cheesesteak joints, will offer two suggestions for ordering the famous delicacy: order quickly and order properly. If you prefer your cheesesteak with onions, ask for a "cheesesteak wit." If you prefer to hold the onions, order a "cheesesteak wit out."



DID YOU KNOW?

Many Philadelphia chefs are committed to the "Buy Fresh, Buy Local" philosophy. (That means all of their ingredients must be fresh, organic and pesticide-free, locally grown and/or humanely raised.) Chief among them are radio and television celebrity chef Jim Coleman of **Coleman Restaurant at Normandy Farms**, located in an historic Montgomery County barn.

ESSENTIAL DINING AND NIGHTLIFE

You're on vacation, so by all means, nosh on soft pretzels (with mustard), sold at most street vendors and delis, or treat yourself to a cheesesteak (for onions, order "a cheesesteak wit"). Both **Pat's** and **Geno's** near the **Italian Market** are famous for theirs. Whatever you do, don't miss out on Philadelphia's newest culinary trend: the BYOB, short for "bring-your-own-bottle." The craze has launched dozens of mom-and-pop places, authentic ethnic eateries and four-star-caliber finds.

Not ready for bed? Head to **Ortlieb's Jazzhaus**, where the region's best musicians gather to make music. Check out the city's newest music venue, **World Café Live**, to see many artists from the namesake radio show perform. Or, hit **Old City** for the *First Friday* art crawl that's become a Philadelphia tradition.

For a full plate of dining and nightlife suggestions, visit www.gophila.com/dining.

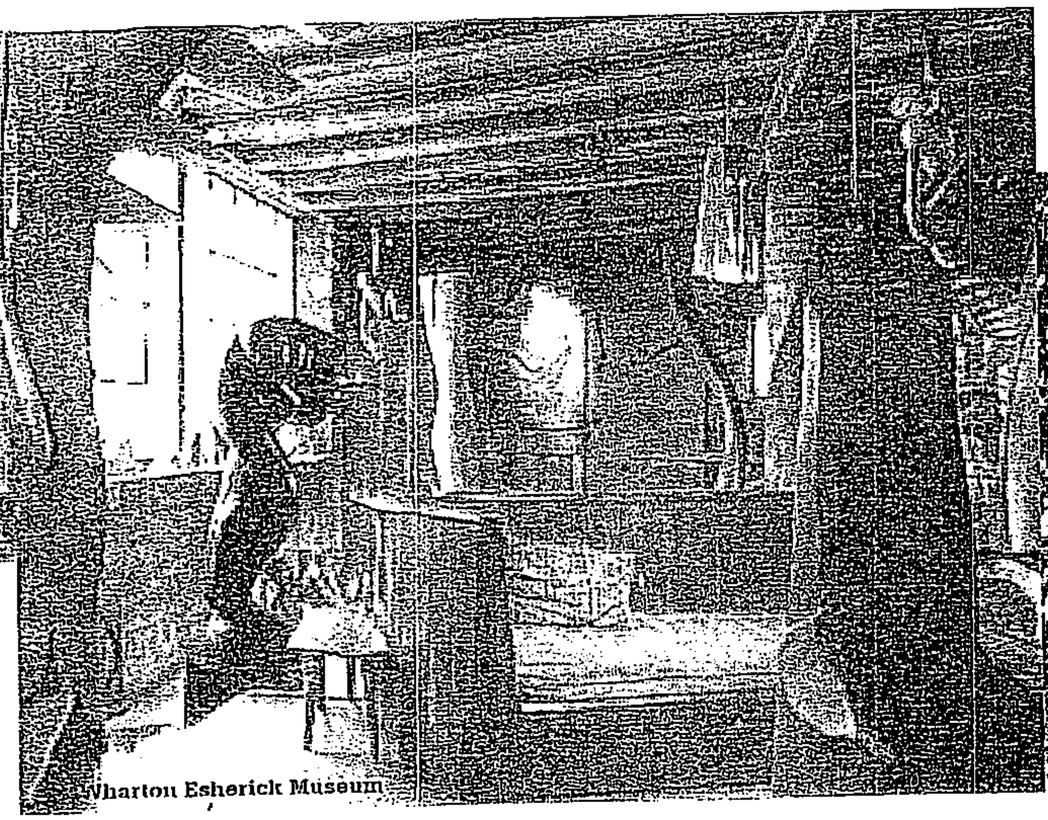
To put the "B" into "BYO," purchase wine and alcohol from a Pennsylvania State Liquor Store. Just tell your concierge where to find one. Take-out beer is sold separately at pubs, delis or beer distributors.

The **King of Prussia Mall** is the largest mall on the East Coast. This shopper's paradise includes two buildings filled with eight department stores, more than 40 eateries and nearly 400 specialty shops.

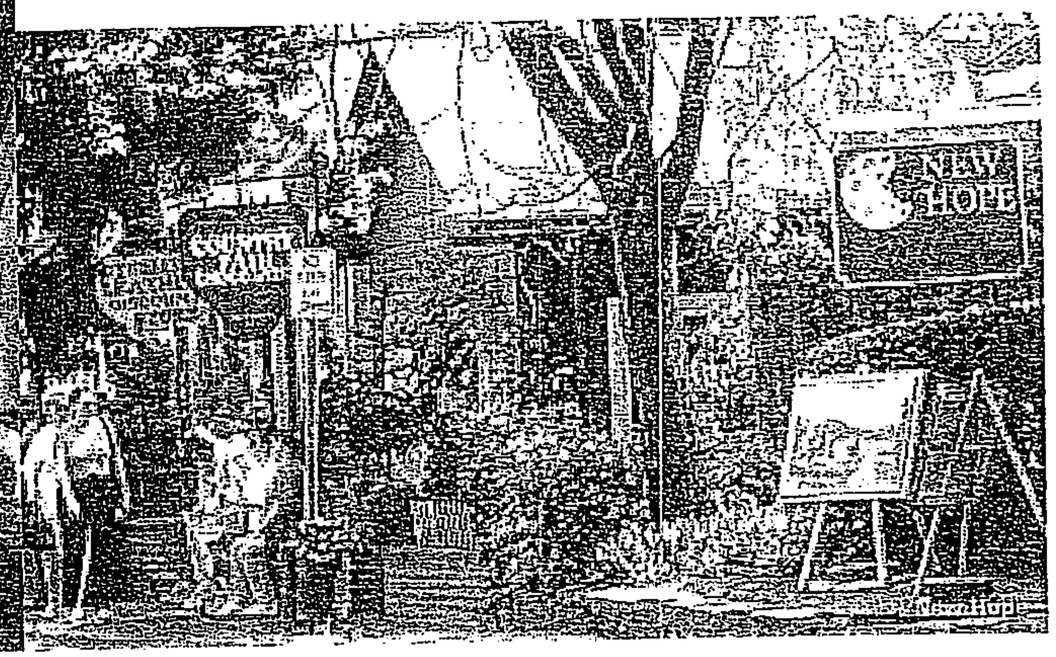
If upscale and chic is your style, **Rittenhouse Row** is all you. After shopping for runway fashions at **Joan Shepp**, **Nicole Miller**, **Sophy Curson** and **Sparacino Mens**, you may just need to replace your Choos or Manolos at **Danielle Scott**. **Antique Row** on Pine Street has long been a favorite spot to search for antique books, stained glass and furniture, much of it museum quality. But recently, long-standing merchants such as **M. Finkel & Daughter** have been joined by an influx of contemporary specialty shops such as **Matthew Izzo**, adding a very modern flair to this popular shopping street.

For more information about shopping tax-free (for clothing) in Philadelphia and Its Countryside™, visit www.gophila.com/shopping.

For the very latest in interior design, Manayunk is the place to go. With more than 30 home and office furniture, accessory and design shops on and near Main Street, the Manayunk Design District, just 15 minutes from Center City, is Philadelphia's favorite spot for furnishings.

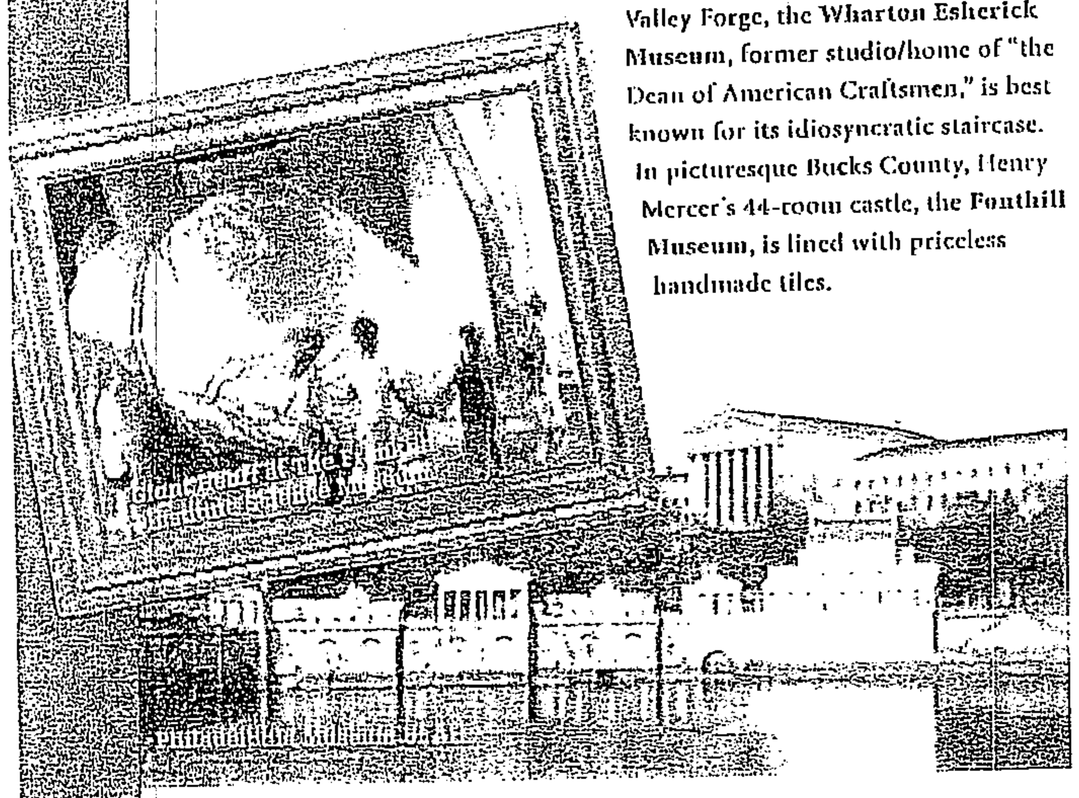


Wharton Esherick Museum



Just 15 minutes from Center City is the world-famous art collection of The Barnes Foundation. Because interest is high and hours of operation are limited, reservations are a must. Call, fax or e-mail your request to The Barnes Foundation approximately 30 days in advance.

Philadelphia has more than its share of artists whose unconventional homes are favorites among art lovers. Near Valley Forge, the **Wharton Esherick Museum**, former studio/home of "the Dean of American Craftsmen," is best known for its idiosyncratic staircase. In picturesque Bucks County, Henry Mercer's 44-room castle, the **Fonthill Museum**, is lined with priceless handmade tiles.



Go ahead. Run up the **Philadelphia Museum of Art's** famous "Rocky" steps, but don't stop there. Inside is one of America's best collections of Renaissance, Impressionist, American and Modern art. Nearby, **The Franklin Institute Science Museum's** newly restored, walk-through *Giant Heart* beats again with hands-on displays to explain scientific concepts to adults and children. Cross the street – and thousands of millennia – to visit **The Academy of Natural Sciences**, an all-ages natural history playground, where you can dig for dinosaur bones, climb inside a Tyrannosaurus rex skull and tinker with other hands-on exhibits.

For more information on Philadelphia's expansive arts and cultural attractions, visit www.gophila.com/culturefiles.

NEIGHBORHOODS

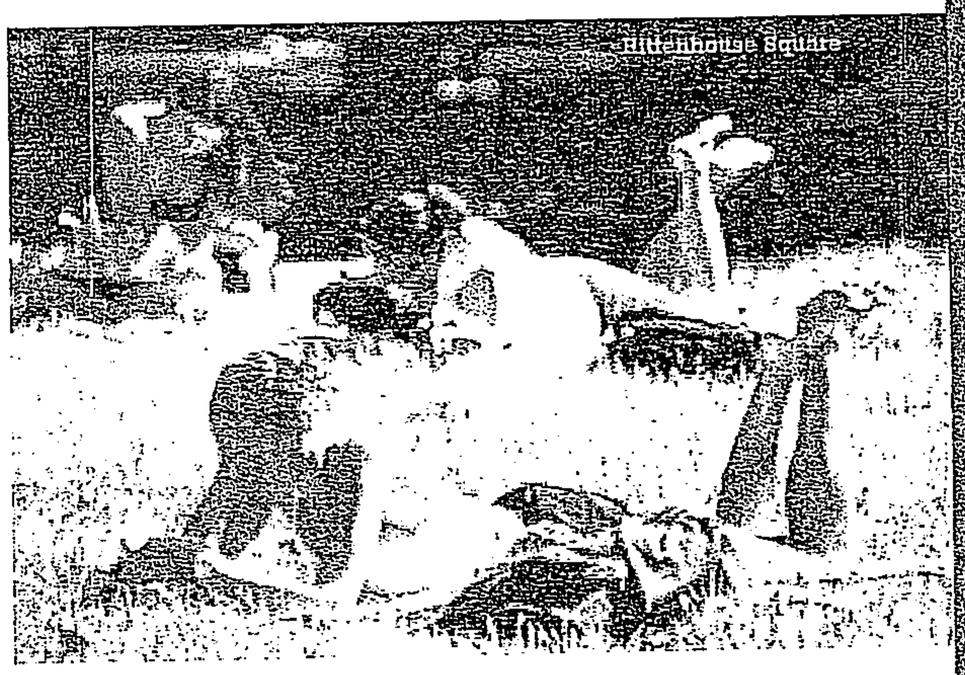
DID YOU KNOW?

First came the art galleries, then the restaurants, then the boutiques. Today, **New Hope** is a lively suburban town less than an hour from Center City that thrives on its historic and artistic roots.

ESSENTIAL NEIGHBORHOODS

A city is as exciting as its neighborhoods, and Philadelphia has quite a few – hundreds, in fact. In the heart of Philadelphia's **Historic District, Society Hill** and **Old City** are among the city's most lively and bustling communities. Cobblestone streets, hip galleries and centuries-old architecture blend with cafés, trendy boutiques and private homes to create a lively atmosphere that's both hip and historic. On the other side of downtown Philly, **Rittenhouse Square's** manicured townhouses, sidewalk cafés and cultural societies share close proximity to both the elegant **Restaurant Row** and the natural beauty of one of the nation's oldest parks, the heart and soul of the neighborhood.

For more on Philadelphia's diverse neighborhoods, visit www.gophila.com.



Rittenhouse Square

South Philadelphia's Italian Market is *the* place to shop for fresh produce, homemade cheeses and pastries. Stop by this 9th Street outdoor market for Talluto's homemade pasta sauce (South Philadelphians call it "gravy"), Di Bruno Brothers' 700 cheeses and D'Angelo Brothers' fresh-cut beef or exotic yak. Other neighborhoods on the move include **Northern Liberties, University City** and **East Falls**.

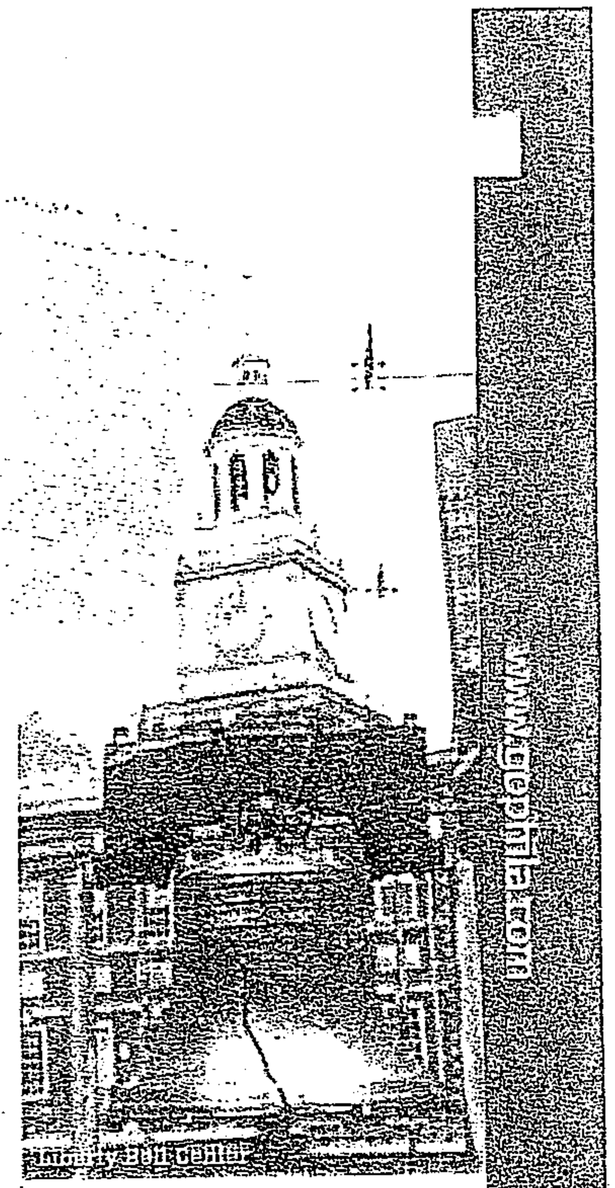
Independence Hall

In Philadelphia, our favorite word is "easy." Visit [illegible] and it will be your favorite word too. With one quick click, you can book hotel packages, choose from more than 50 itineraries and nearly 100 tours, find out about special events, and check the local weather report. You can also find links to almost 500 regional attractions' Web sites, and sign up for our monthly newsletter to learn what's new.

exhibits and recorded presentations in a dozen languages explore the facts – and crack a few myths – surrounding the famous bell. And, of course, there's the **National Constitution Center**, the newest addition to Independence Mall. The 160,000-square-foot space explores and explains the *U.S. Constitution* through more than 100 high-tech exhibits, artifacts and interactive displays that are sure to move you.

At **Valley Forge**, in the nearby countryside, you can touch history, literally. The exhibit, *Determined to Persevere*, displays muskets and other hands-on Revolutionary War relics to recall General Washington's grueling winter encampment. Another not-to-be-missed site on any Revolutionary War tour of the Philadelphia area is the **Brandywine Battlefield**. George Washington used the Benjamin Ring House for his headquarters before the battle, and though the house burned in the 1930s, it is now preserved to be what it looked like in 1777. Washington waged many battles in his lifetime. One of the most memorable was his crucial mission across the Delaware River. At **Washington Crossing Historic Park**, you not only see the spot where the boats quietly took the soldiers to the battles of Trenton and Princeton, you also see several houses and work buildings that represent Pennsylvania industry and home life in the 18th and 19th centuries.

For more on the region's historical sites and attractions, visit [illegible]



Liberty Bell Center

www.gophila.com

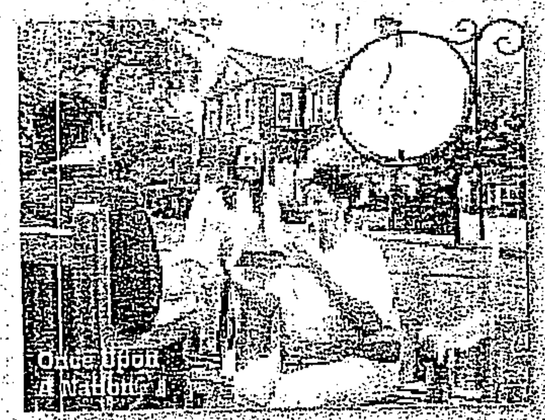
HISTORY

There are 300 years of history in the Philadelphia region and collections of every kind – from rare books, Colonial manuscripts and ancient artifacts to early American implements, French Impressionist art and even shoes.

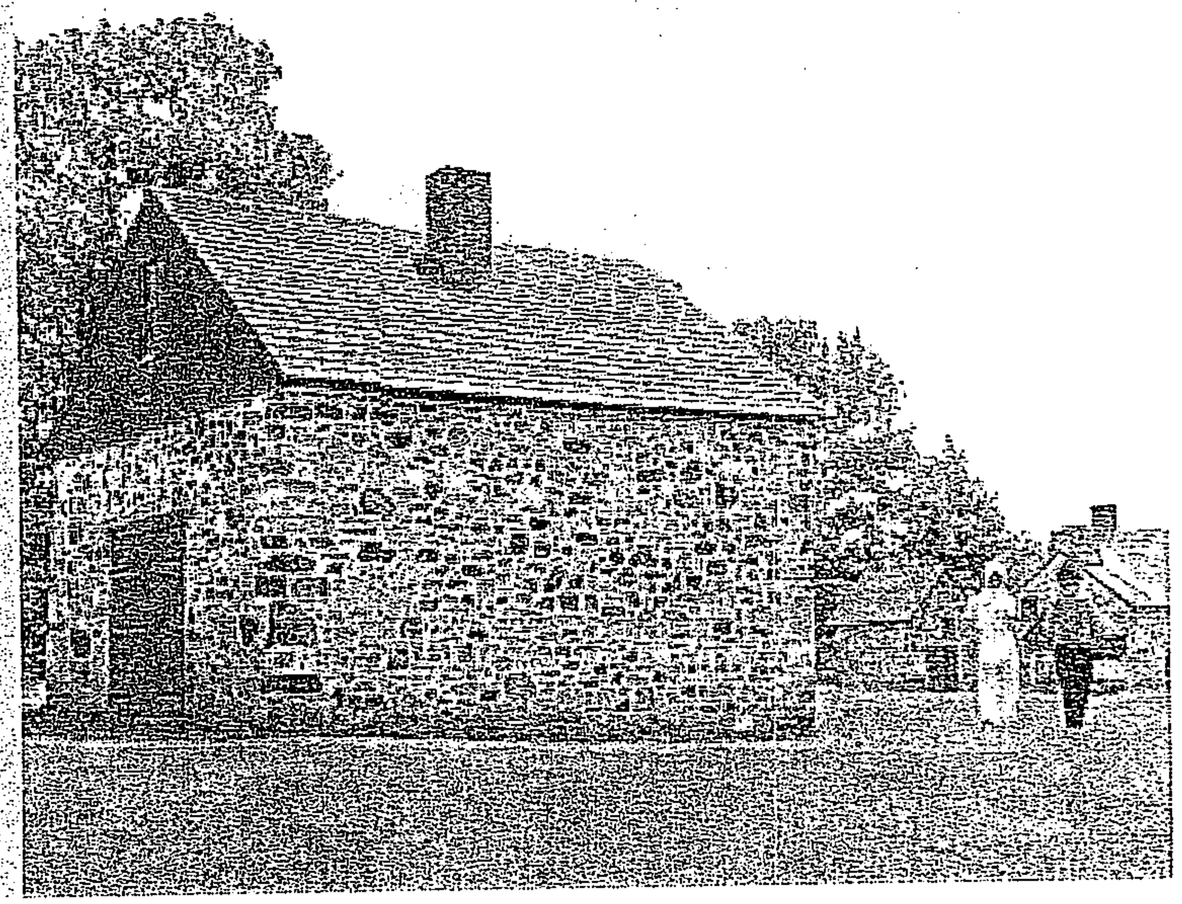
[illegible]

In the heart of Center City Philadelphia is the heart of America's freedom, Independence Hall. In the Assembly Room, where the *Declaration of Independence* and the *U.S. Constitution* were created, George Washington's "rising sun" chair still dominates. Across the street in the new Liberty Bell Center, interactive displays, films,

Everyone loves a good story, and that's exactly what you'll get during [illegible] a new summer-long storytelling festival that debuted in May 2005. Visitors are invited to take a seat at more than a dozen benches in and around the city's bustling Historic District to hear some of the nation's most compelling untold and undertold tales. Special behind-the-scenes tours, interactive movie screenings and colonial re-enactments round out the offerings.



Once Upon A Nation



NATIVES KNOW

Walls do talk. Historic houses offer a peek into the past. Powel House and Cliveden were the homes of some 18th-century movers-and-shakers, while the Paul Robeson House highlights the achievements of this 20th-century renaissance man. Check out www.gophila.com/culturesites to find out more about some of the region's 250 historic houses.

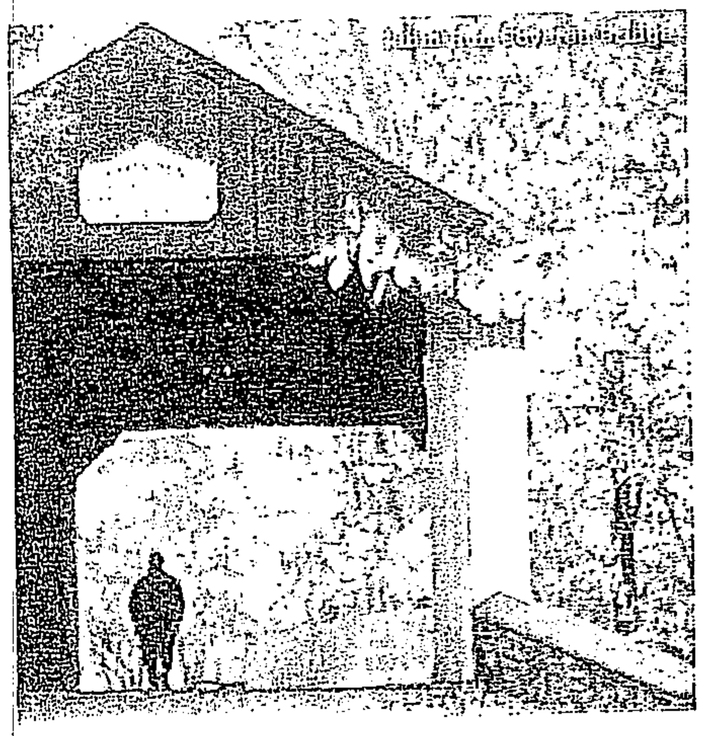
PHILADELPHIA'S

BUCKS COUNTY

MONTGOMERY COUNTY

CHESTER COUNTY

DELAWARE COUNTY



It's one of those can't-decide-what-to-do days. Scenic country drive? Historic sites? Wine tasting? Why not do it all by way of Bucks County's trail of 11 historic covered bridges – that's more than any region in Pennsylvania? Drive past the 1874 Schoefield Ford Bridge, and then drop into a wine tasting at the nearby Rose Bank Winery, housed in a 1719 manor house. A trip to the Pine Valley Bridge winds by Peace Valley Lavender Farm. Don't forget your wallet. You'll want to stock up on the farm's many lavender-scented products. Just minutes from the Erwinna and Uhlerstown Bridges, you can spend hours antique hunting at Hairy Mary's or soaring the skies in a bi-plane. A visit to the Van Sant Bridge can easily lead to a cozy dinner at Revolutions Tavern or a hike through Bowman's Hill Wildflower Preserve, which is close to the spot where George Washington staged his sneaky Christmas attack on the British. (800) 836-BUCKS,

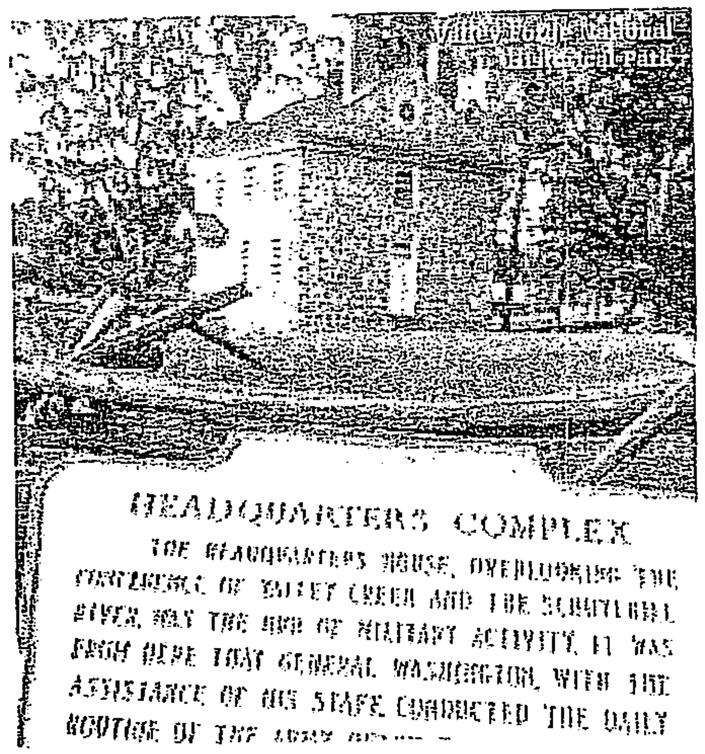
CHESTER COUNTY

Unplug the computer, turn off the cell phone and head to Chester County. Filled with charming small towns, quaint B&Bs and historic streets, the easy-going pace here will recharge you in no time. Start by getting familiar with the art of good craftsmanship at the Chester County Historical Society, where you'll discover an exhibit that preserves the works of the region's earliest artisans. Then, head to Market and Gay Streets, home to a new generation of artists and artisans who have opened shops and galleries featuring works only found here. Dragonfly Gallery and the Holland Art House are just two examples of the many shops that make up this happy hunting ground for arts and crafts. Next, it's off to Phoenixville, where the 1950s flick *The Blob* was filmed, for the annual *Blobfest*, a wacky celebration of the classic horror flick taking place each July at the restored vaudeville Colonial Theatre. Not to be outdone, historic Kennett Square, the self-proclaimed "mushroom capital of the world" with more mushroom farms per square mile than anywhere else in the world, stages the quirky, flavorful and always entertaining *Mushroom Festival* every year in September. (800) 228-9933,

Freedom was declared in Philadelphia and fought for in its countryside. Centuries later, the relationship between Philadelphia and its surrounding environs continues, weaving together many ways to experience the region. You can explore a museum's artistic masterpieces or roam an untamed country landscape that has inspired countless artists. You can dine in a trendy Center City restaurant or tour the rural wineries and farms that produce the food and drink served on many a menu in this region. You can rock out at a riverfront festival or drive along River Road to a quaint country street. There are (literally) hundreds of experiences to be had in one destination – Philadelphia and Its Countryside®.

DELAWARE COUNTY'S BRANDYWINE COUNTRY

It's time to break out your hiking boots, bike, canoe or picnic basket and explore a different side of Delaware County's Brandywine Country. Here the outdoors is a study in contrasts – rustic but refined, lively but serene, remote but just minutes from Philadelphia. Flora is the star attraction at Chanticleer, an elegantly manicured garden that *National Geographic Traveler* named one of the top "secret gardens in North America," while fauna is the highlight of the John Heinz Wildlife Refuge, where Pennsylvania's largest freshwater tidal wetland attracts dozens of species of birds. At Rose Tree Park, music is the draw thanks to nightly summer concerts that have become a warm-weather tradition. And, the Delaware riverfront is a giant stage, stretching 14 miles from Tinicum to Marcus Hook for the *Riverfront Ramble*, taking place every September and featuring canoe races, music, theatrical performances, a boat parade and, of course, fireworks. (800) 343-3983,



HEADQUARTERS COMPLEX

THE HEADQUARTERS HOUSE, OVERLOOKING THE CONFLUENCE OF VALLEY CREEK AND THE SCHUYLKILL RIVER, WAS THE HUB OF MILITARY ACTIVITY. IT WAS FROM HERE THAT GENERAL WASHINGTON, WITH THE ASSISTANCE OF HIS STAFF, CONDUCTED THE DAILY ROUTINE OF THE ARMY

MONTGOMERY COUNTY

The ink on the *Declaration of Independence* was barely dry when the American Revolution kicked into high gear and the action moved to Montgomery County, where George Washington and his tattered army experienced a grueling winter. Bike or hike the historic landscape of Valley Forge National Historical Park, and take in the tours, hands-on exhibits and Wednesday evening campfire storytelling sessions that relate the story of that winter of 1777. When it was time to plan the Battle of Germantown, Washington set up his headquarters at the nearby Peter Wentz Homestead, a working farm that still uses colonial-era practices. And, both the British and American troops tromped through the grounds of what is now the Audubon Center at Mill Grove, which houses a gallery of historic works by renowned wildlife artist James Audubon. Oh, and don't forget your binoculars; the region is one of the most important ground-nesting bird sites in the Northeast. (888) VISIT-VF, www.valleyforge.org

Art 491

Programs, Services, Events, and Volunteer Opportunities

GET INVOLVED: An Overview of the Council
Programs, Services, Events, and Volunteer Opportunities
Business Volunteers for the Arts (BVA)
Business On Board
Business On Call
The Technology Connectors
Friends of the Arts Network
Resources Bank
Awards 2006
Upcoming Events

The programs of the Arts & Business Council of Greater Philadelphia are buil foundation of business and arts working together.

Business Volunteers for the Arts ® (BVA) – Business professionals provide manage consultation to arts and cultural organizations in areas of finance, marketing, strate more.

Business On Board ® – Business professionals are trained to serve on nonprofit arts committees; managers of arts and cultural organizations receive board developmer through seminars and workshops.

Business On Call ® – Business people provide behind-the-scenes, hands-on assista cultural organizations.

The Technology Connectors ™ – Technology businesses and professionals provide training, strategic technology planning, project support, help desk access, and othe the arts community.

Friends of the Arts Network (FAN) – A membership-based program that engages u business professionals to participate in a variety of exciting cultural events.

Resources Bank – A clearinghouse for businesses to make tax-deductible donations furniture, equipment, and supplies to arts and cultural organizations in need of such

Annual Awards Luncheon – Each year we honor individuals, organizations, and con their time, creativity, and financial support to help promote the region's vibrant arts community.

Upcoming Events – Learn about our upcoming events that bring together those in b arts.

Our programs and services are designed to be mutually beneficial for particip cultural organizations, business professionals, and companies. We aim to:

- Develop leaders in the for-profit business community with the knowledge, commit enthusiasm to provide leadership and governance to nonprofit arts and cultural org

- Cultivate business expertise and resources from the business sector to provide p bono assistance to arts and cultural organizations. This assistance strengthens the operational efficiency and also provides an opportunity for business professionals t skills and expand their professional networks.

- Give business leaders an opportunity to make an impact on the region through m involvement with the arts.

- Generate opportunities for business professionals to enjoy the region's rich arts a activities while networking with other influential and creative people.

Art 492

History & Mission

LEARN: About the Council
Council Overview
History & Mission
Who We Serve
Regional Initiatives
Impact in the Region
Benefits of Business Participation
Board of Directors
Sponsors & Supporters
Arts & Business Council Staff
Office Location & Directions

Exceptional and enduring

The Arts & Business Council of Greater Philadelphia was founded in 1981 to be a c efficiently bringing together the business and arts communities for effective collabor unique cross-discipline approach stimulates rewards for all involved while bolsterin strength and stability. For over two decades the Council's myriad of programs and been distinctive and in-demand among arts and cultural organizations and business

Our mission

The essence of our focus is reflected in our mission to *foster and build partnerships business and the arts that are mutually beneficial and contribute to the economic a of the Greater Philadelphia Region.*

That is our passion and our goal, connected to each program and every service we

Recognition

The success of the Council is tangible in each partnership established and every pr accomplished. We are proud to have been awarded both for our innovation in facil business/arts partnerships and our systemic and enduring impact on the governanc and operations of arts and cultural organizations. In 1998, the Council was honore Pennsylvania Governor's Award for *Leadership and Service to the Arts* -- the first ti institution received this award. The Council is also the proud recipient of the Penn Broadcaster's Award and the Avis Rent-A-Car Award for Exemplary Programs.

Affiliations

The Arts & Business Council of Greater Philadelphia is an affiliate of the Greater Ph Chamber of Commerce and the Greater Philadelphia Chamber of Commerce Regic It is also a chapter of the Arts & Business Council of Americans for the Arts. Thes provide access to national and regional trends and issues and contribute to the bre the services we can offer to the business and arts communities.

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Art 493

Who We Serve

LEARN: About the Council
Council Overview
History & Mission
Who We Serve
Regional Initiatives
Impact in the Region
Benefits of Business Participation
Board of Directors
Sponsors & Supporters
Arts & Business Council Staff
Office Location & Directions

The Arts & Business Council of Greater Philadelphia delivers programs, spea initiatives, and engenders partnerships that serve:

Nonprofit arts and cultural organizations - all 1,000+ organizations, which are di size, stage of organizational development, ethnicity, and other demographics, as w artistic/cultural discipline such as museums, libraries, gardens, orchestras, performi more.

Businesses - companies small and large and across various industry sectors.

Business leaders and employees - professionals who appreciate the impact of th participate in the Council's career development and leadership training opportunitie

Our reach is wide. The arts and cultural organizations, business professionals, and serve are located throughout the Greater Philadelphia Region, including southeaste (Philadelphia, Bucks, Montgomery, Chester, and Delaware counties), southern Nev (Burlington, Camden, and Gloucester counties), and northern Delaware (New Cast

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Regional Initiatives

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Office Location & Directions

Regional Initiatives

In addition to our programs, the Council spearheads region-wide initiatives that fost connections between the business and arts communities as a whole.

Why a regional perspective? The arts and economy are intrinsically linked.

The Council understands this principle and applies it through our leadership to bene region. Recent Council initiatives include, for example:

- *The Chairman's Circle*, which was established on the premise that arts and cultu play a pivotal role in the economic development of the region. This unprecedented business and civic leaders, all of whom serve as board presidents of an arts or cult in the region, work together to build business support for the arts.

- A *Compensation and Benefits Study* conducted by the Council in 2002 to help institutions attract and retain a competitive cultural workforce. This research project documented the human resources practices of the region's nonprofit arts and cultur particular emphasis on compensation and benefits within these institutions. This res defined the cultural industry's competitive edge and established a benchmark for th this area, comparing it against other nonprofits in the region and arts and cultural n national perspective. Order a copy of the Compensation and Benefits Study to learn

- *Educational forums* hosted by the Council encourage support of and access to t business/arts partnerships. This cross-discipline education benefits both the arts or business professionals and contributes to the development of the Greater Philadelp

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Impact in the Region

LEARN: About the Council
Council Overview
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Who We Serve
Regional Initiatives
Impact in the Region
More Impact in the Region
Impact: Business Volunteers for the Arts
Impact: Business On Board
Impact: Business On Call
Impact: The Technology Connectors
Impact: Annual Awards Luncheon
Benefits of Business Participation
Board of Directors
Sponsors & Supporters
Arts & Business Council Staff
Office Location & Directions

Our Impact

The arts are a key component of a dynamic and vibrant community, greatly influenc
life and economic vitality. When arts and business communities unite to generate si
area's cultural assets, the economic development of the Greater Philadelphia Regic

Partnerships among for-profit and nonprofit organizations have the potential to crea
where the arts and business communities flourish. The Arts & Business Council of (
Philadelphia takes a leadership role as a proactive catalyst developing and strength
partnerships and through our programs that bring together businesses and the arts.

Learn more about the Council's impact in the region and the impact of our programs

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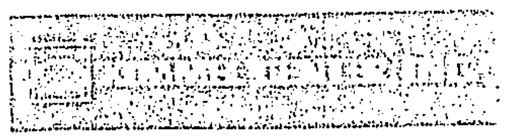

About Us

Kimmel Center, Inc., a charitable, not-for-profit organization, owns, manages, supports and maintains The Kimmel Center for the Performing Arts, which includes Verizon Hall, Perelman Theater, Innovation Studio and the Merck Arts Education Center. Kimmel Center, Inc. also manages the Academy of Music, owned by the Philadelphia Orchestra Association. The Kimmel Center for the Performing Arts and the Academy of Music serve as home to eight Resident Company performing arts organizations, including The Philadelphia Orchestra, Opera Company of Philadelphia, Pennsylvania Ballet, Chamber Orchestra of Philadelphia, American Theater Arts for Youth, PHILADANCO, Philadelphia Chamber Music Society and Peter Nero and the Philly Pops®. Kimmel Center, Inc.'s mission also includes arts in education, community outreach and a rich diversity of programming through its Kimmel Center Presents and Cadillac Broadway at the Academy series of performances.

Our Story
Mission Statement and History

Our Leadership
Kimmel Center, Inc. chairman, vice-chairmen, president, and board of directors

President's Letter to our Community

Kimmel Center, Inc. Annual Report
> Annual Report 2005 [flash opens in new window]
> Annual Report 2004
> Annual Report 2002-2003

Important Links
Websites of affiliated organizations

KIMMEL CENTER, INC.
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Philadelphia, PA 19102
phone 215-790-5800 | tickets 215-893-1999
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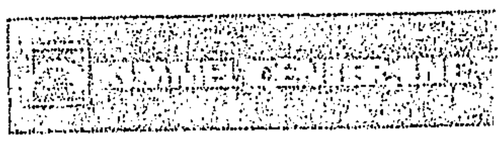

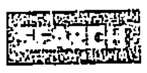

ABOUT US

Our Story

Mission Statement

Kimmel Center Inc.'s mission is to operate a world-class performing arts center that engages and serves a broad audience from throughout the Greater Philadelphia region.

The principle means by which the Kimmel Center achieves it mission include:

1. Operating and maintaining world-class performance venues including the Kimmel Center for the Performing Arts and the Academy of Music.
2. Providing state-of-the-art venues and support facilities for its resident companies and a broad range of other regional performance groups at below costs.
3. Presenting artistic programming of the highest quality that serves diverse audiences and brings world-renowned artists to Philadelphia.
4. Providing vital arts education and community programming to serve the interests of a broad and diverse audience.

History

Kimmel Center, Inc. began to take shape in 1996 when two projects came together: The Philadelphia Orchestra's ongoing plan to build a new home for itself, and a plan of then-Mayor Edward G. Rendell to provide a much-needed venue for some of Philadelphia's most prominent performing arts companies and for touring presentations. With the generous consent of the Orchestra, which had acquired a property at Broad and Spruce Streets, the two plans were merged under the supervision and management of a new organization, the Regional Performing Arts Center (RPAC).

Today, Kimmel Center, Inc. incorporates public amenities and two major venues: The Kimmel Center for the Performing Arts -- Verizon Hall, a 2,500-seat concert hall and Perelman Theater, a 650-seat recital theater; and a renovated and upgraded Academy of Music (2,900 seats), which is owned by The Philadelphia Orchestra and operated by Kimmel Center, Inc.

Resident Companies

Kimmel Center, Inc.'s facilities host eight resident companies: Verizon Hall is home to The Philadelphia Orchestra and to Peter Nero and the Philly Pops®. Perelman Theater is home to PHILADANCO, The Chamber Orchestra of Philadelphia, The Philadelphia Chamber Music Society and American Theater Arts for Youth. The Academy of Music is home to the Opera Company of Philadelphia and the Pennsylvania Ballet.

Also see:
> Building the Center

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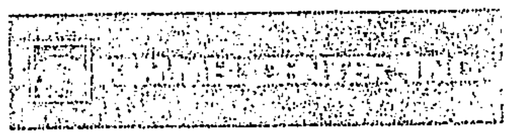

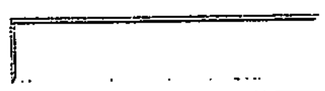

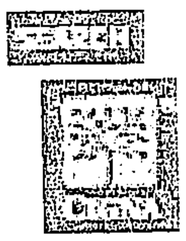

> Breaking News

Single Tickets Go on Sale Monday, August 21 for Entire Kimmel Center Presents 2006/07 Season
Several new shows added, including Lyle Lovett and His Large Band in Concert; Indigo Girls; Buddy Guy and James Hunter; Art Garfunkel; Fès Festival of World Sacred Music
August 7, 2006

Kimmel Center, Inc. and The Shubert Organization, Inc. to Collaborate on Legitimate Theatrical Presentations in Philadelphia Market
July 27, 2006

Kimmel Center President and CEO Resigns Post
Price will launch new international arts festival in her native Toronto
July 11, 2006

Kimmel Center Inc. to End 2005-06 Performance Season with Operating Surplus
June 30, 2006

Kimmel Center Reports Economic Impact Results
June 15, 2006

Kimmel Center's World Music Wednesdays Return and Cool the Summer
June 14, 2006

Summer Solstice Celebration All Day and Night!
June 1, 2006

Folk Legends Peter, Paul and Mary Return to Philly to Perform in Verizon Hall on Saturday, June 3
May 24, 2006

Casting Announced for Disney's THE LION KING Broadway's Award-Winning Best Musical
May 17, 2006

The Kimmel Center's Fourth Annual *Summer in the City* Gala Journeys on an *African Safari*, Wednesday, May 24, 2006
May 5, 2006

PHILADANCO Ushers in the Spring with World Premiere by Christopher L. Huggins and a Company Premiere by Carmen de Lavallade
May 4, 2006

Kimmel Center, Inc. Appoints Natalye Paquin as Executive Vice President and COO
May 4, 2006

Kimmel Center, Inc. Announces New Vice President of Development
April 28, 2006

POP G to Perform on Kimmel Center See Hear! Series
April 26, 2006

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Kimmel Center Heats Up as Summer Solstice and Popular World Music Wednesdays Return
April 26, 2006

Kimmel Center Presents Master Musicians Vocal Series
April 26, 2006

Kimmel Center Announces Installation of Works by Five Local Artists
April 19, 2006

The Fred J. Cooper Memorial Organ Two Weeks of Concerts Dedicated to Unveiling
April 11, 2006

Broadway's Biggest Blockbuster will Return to Philadelphia's Academy of Music in July, 2007
April 5, 2006

Perlman and Zukerman Join Forces for a Spectacular Night of String Performance
March 30, 2006

Midori To Perform on Kimmel Center Fresh Ink Series
March 30, 2006

Jazz Powerhouse Dizzy Gillespie All-Star Band to Perform at the Kimmel Center
March 29, 2006

A Well-Traveled Lang Lang Returns Home for Only Philadelphia Appearance of the Season at Kimmel Center on April 18
March 28, 2006

Philly's own "Gator with the Heater" Returns to the Kimmel Center
March 28, 2006

"Barefoot Diva" Cesaria Evora to Perform at the Kimmel Center
March 28, 2006

Wicked Announces Lottery for $25 Best Available Seats
March 17, 2006

Grammy Award-Winning Pianist Yefim Bronfman to perform at the Kimmel Center's Verizon Hall
March 15, 2006

National Symphony Orchestra and Leonard Slatkin to Make Kimmel Center Debut
March 15, 2006

Medeski, Martin, and Wood Return for a Highly Anticipated Kimmel Center Performance
March 15, 2006

Roy Haynes Quartet Joined by Danilo Pérez to Bring Boston Jazz to Life in Philadephia
March 9, 2006

Marcus Roberts Trio and SFJAZZ Collective Swing Verizon Hall
March 5, 2006

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Kimmel Center Presents Announces 2006-07 Season
September 15, 2006-May 25, 2007
March 1, 2006

Kimmel Center Presents Broadway at the Academy 2006/07 Season
March 1, 2006

Music legends Mavis Staples and Taj Mahal to Perform in Verizon Hall
February 21, 2006

The Chieftains Bring the Hallmark Sound of Irish Tradition to the Kimmel Center
February 21, 2006

Pianist Jeffrey Siegel Concludes his Keyboard Conversations® with Chopin
February 17, 2006

Philadelphia Engagement of Disney's The Lion King Extended into September!
February 17, 2006

Boston Symphony Orchestra Returns to Verizon Hall Under the Direction of New Music Director, James Levine
February 13, 2006

New Casting Announced for the National Touring Production of WICKED
February 10, 2006

CELTIC WOMAN Makes Philadelphia Debut March 19 at the Academy of Music
February 9, 2006

World Renowned The Academy of St. Martin in the Fields to Perform with Violinist and Conductor Gil Shaham
February 7, 2006

Ladysmith Black Mambazo to Bring a South African Celebration of Freedom to Verizon Hall
February 7, 2006

Keyboard Conversations® with Jeffrey Siegel Returns to the Kimmel Center Perelman Theater with a Mozart Celebration
February 7, 2006

Kimmel Center Verizon Hall Organ Named
February 6, 2006

Soulful Jazz Piano Sensation Geri Allen Brings the Sounds of the Motor City to the Kimmel Center
February 3, 2006

Two-Time Grammy Award Winner Sylvia McNair to Perform at the Kimmel Center
February 2, 2006

Berlin Staatskapelle and Daniel Barenboim Celebrate the Works of Mozart
January 30, 2006

Brad Mehldau and Gary Burton's Generations Bring their Hallmark Blend

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of Jazz-Rock to the Kimmel Center
January 20, 2006

Paco Peña Flamenco Ensemble to Perform at Verizon Hall
January 20, 2006

Kimmel Center Presents in Association with Fantasma Productions Present Jamie Cullum
January 14, 2006

Kimmel Center Presents "Mozart: Reloaded" as Part of the Mozart Festival: A 250th Birthday Celebration
January 13, 2006

From Ed Sullivan to Abbey Road..."The Beatles Experience"as Performed by RAIN
January 12, 2006

Kimmel Center Master Musicians Series
Leif Ove Andsnes and The Norwegian Chamber Orchestra to Make Kimmel Center Debut
January 9, 2006

Peter, Paul & Mary Return to Kimmel Center June 3, 2006
January 5, 2006

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FACT SHEET ON THE PHILADELPHIA MUSEUM OF ART

Founded	1876
Original Home	Memorial Hall in Fairmount Park
Present Building Opened	March 1928
Architects	Horace Trumbauer and Zantzinger, Borie, and Medary
Interior Square Footage	633,825 square feet
Objects in Collection	Over 225,000
Museum Hours	Tuesday through Sunday 10 a.m. to 5 p.m., Friday evenings until 8:45 p.m. Closed on Mondays and major holidays.
Museum Admission	$12 adults, $9 students with valid ID, $8 senior citizens. Children 12 and under free at all times. Pay as you wish on Sundays. Members free at all times.
Museum Information	(215) 684-7500 recorded information (215) 684-7600 TDD for deaf callers (215) 763-8100 all other inquiries
Exhibitions	The Museum mounts 15-20 special exhibitions each year. For current schedule, call (215) 684-7860.
Internet Website	http://www.philamuseum.org

Education	For all ages including school tours; weekend workshops, tours, and performances for families; and lectures, art history courses, concerts, and films for adults. For information, call (215) 684-7580.
Library	The research library of over 135,000 art books, periodicals, and auction catalogues is open free to Museum Members, university faculty and graduate students, and visiting scholars. Library memberships may also be purchased; call (215) 684-7650.

Collections

The Philadelphia Museum of Art is among the largest and most important art museums in the United States. The collection of Asian art, with objects dating from the third millenium B.C. to the present, includes ceramics, sculpture, paintings, and decorative objects as well as a Japanese ceremonial teahouse, a Chinese palace hall, and a celebrated collection of Oriental carpets.

The European collections include medieval sculpture, stained glass, and a 13th-century French cloister; masterpieces of Renaissance painting; a suite of 18th-century French interiors; and superb Impressionist and Post-Impressionist paintings, including celebrated masterpieces such as Van Gogh's *Sunflowers* and Cézanne's *Large Bathers*.

The American collections include extensive holdings of Pennsylvania German art; refined furniture and silver by early Philadelphia craftsmen; and the most important collection in the world of works by Philadelphia artist Thomas Eakins.

Modern and Contemporary art collections begin with the early innovations of Picasso, Braque, Matisse, and Duchamp, and include great works of abstract expressionism, pop art, color field painting, and contemporary work in many media.

For further information, contact the Marketing and Public Relations Department of the Philadelphia Museum of Art at (215) 684-7860. The Philadelphia Museum of Art is located at 26th Street and the Benjamin Franklin Parkway. For general information, call (215) 763-8100, or visit the Museum's website at www.philamuseum.org. 02/21/02

PHILADELPHIA

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ellenk@pcvb.org

Rebekah Kohn
(215) 599-7433
rebekah@gptmc.com

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A Long Weekend of Garden Delights In Philadelphia and Its Countryside

Gardens and Galleries Combine for a Unique History Lesson

PHILADELPHIA, January 27, 2003 — In the richly historic Philadelphia region, William Penn's horticultural legacy is celebrated and perpetuated at dozens of wonderful historic estates, arboretums, botanic gardens, museums and parks. Come to Philadelphia. Plan to stay a couple of nights and enjoy three days of some of the nation's best history and horticulture.

**Gardens are located in Philadelphia unless otherwise noted.*

Day One – Northwest Philadelphia

Start your day with a 17-mile drive from central Philadelphia to Fort Washington to visit the **Highlands Mansion & Gardens**. This lovely Georgian mansion was built in 1796 by Quaker Anthony Morris as a summerhouse, country retreat and working farm. Various owners enlarged the house and in 1917 established an award winning two-acre, formal, colonial revival garden with sculpture and statuary, impressive walls and the octagonal two-story springhouse. Dare to find the secret garden. Open year-round. 7001 Sheaff Lane, Ft. Washington, (215) 641-2687

Siblings John and Lydia T. Morris traveled the world collecting the artifacts and plants that grace the **Morris Arboretum of the University of Pennsylvania**, in the Chestnut Hill neighborhood of Philadelphia, just 15 minutes from the Highlands. Enjoy lunch at this public garden and center for research and education since 1932. Here you'll find a superb collection of mature Asian trees and other large and rare tree specimens, a log cabin, a Victorian temple and hidden grotto and a fernery under glass. Visit the pond and say hello to Ariel and Titania, its resident pair of swans. In late spring, seek out the rose garden and the outdoor Garden Railway display – a Philadelphia in miniature. Open year-round. 100 Northwestern Avenue, (215) 247-5777, www.morrisarboretum.org

The day's last stop is just three miles away in nearby Germantown. Nine generations of one Quaker family – the Wistar and Haines families – lived at **Wyck** from 1690 through 1973. The nationally known garden of old roses, is unchanged in design since 1820, and inside the handsome colonial home gardeners will love the 300-year-old collection of horticultural and natural history books. Open April through mid-December. 6026 Germantown Avenue, (215) 848-1690, www.wyck.org

Day Two – Philadelphia

Start this day's adventures twenty minutes from Center City at the Schuylkill River site of **Historic Bartram's Garden**, America's oldest living botanical garden. This National Landmark consists of the 18th-century home, barn and farm outbuildings of John Bartram. Wander the paths along the river, near wetlands, meadows, garden beds and historic trees such as the famous Franklinia Alatamaha, discovered by Bartram who named it for his friend Benjamin Franklin. Bring your binoculars to enjoy the many birds here. Open March through December. 54th Street & Lindbergh Boulevard, (215) 729-5281, www.bartramsgarden.org

Head back towards Center City to the **Philadelphia Zoo** in time for lunch. This 42-acre zoological garden is as much a haven for garden lovers as it is an animal attraction. Opened in 1874, it is the nation's first zoo, showcasing numerous animal sculptures dating from 1884. The zoo's Victorian gardens feature 2,400 trees, 5,500 shrubs and more than 6,500 perennials. Oh, yes, and there are more than 1,500 live animals to visit there as well! Open year-round. 3400 W. Girard Avenue, (215) 243-1100, www.phillyzoo.org

Leave enough time before day's end for a short five-minute drive to the Horticultural Center in Fairmount Park to see the **Japanese House and Garden**. This site is one of the finest and most authentic gardens of the Momoyama style of Japan. Wander the tranquil grounds of Pine Breeze Villa, a 17th-century shoin-style Japanese house, and explore the tea garden on the path to the ceremonial teahouse. Follow the winding trail around the rocks and trees and stop to watch the koi in the pond. Choose the right time this spring and revel in the blizzard of blooms on the plantings that border the pond. Open May through October. N. Horticultural Drive at Montgomery Drive, (215) 878-5097, www.shofuso.org

Day Three – Philadelphia Countryside

A garden tour of Philadelphia is not complete without a trip out to the suburbs. An early start assures time for several stops at wonderful places south of Philadelphia. Start the day by driving 30 miles down Route 1 to **Longwood Gardens**, originally the country estate of industrialist Pierre duPont and now a world-renowned display garden. There are 11,000 types of plants on this exquisitely maintained property, both indoors in the elegant conservatory and outdoors on 1,050 acres. Don't miss the exotic aquatic plant display, the Italian water garden and Peirce's woods. Open year-round. Route 1, Kennett Square, (610) 388-1000, www.longwoodgardens.org

There's plenty more to see, so tear yourself away from Longwood Gardens and travel three miles towards the city for the next stop at the **Brandywine River Museum and Brandywine Conservancy**. Located beside the lovely Brandywine River, the museum, a restored former 19th-century grist mill, houses significant works by three generations of Wyeths, as well as special collections of American illustration, still life and landscape paintings. On the grounds are the conservancy's naturalistically planted Wildflower and Native Plant Gardens, an extensive display that showcases the use of native plants in public spaces, as well in residential yards. Open year-round. Route 1, Chadds Ford, (610) 388-2700, www.brandywinemuseum.org

For a peaceful day's end, and to break up the drive back to the city, stop at the **Tyler Arboretum** in Media, just 15 miles away from the Brandywine River Museum. One of the oldest and largest arboretums on the East Coast, it features 650 forested acres, a legacy of the Painter brothers who owned and farmed one part of the property in the mid 1800s. Renovated Latchford Hall, a 1738 manor house, holds furnishings retained over eight generations of owners of this land. Seek out the meadow labyrinth and butterfly river. Bring along your binoculars for a close up view of birds and other wildlife. Open year-round. 515 Painter Road, Media, (610) 566-5431, www.tylerarboretum.org

Four miles closer to the city is the **Scott Arboretum** of Swarthmore College, offering another opportunity for a peaceful walk. Enjoy the campus ambience as you wander from one carefully maintained garden area to another on the college's 110 acres of planted areas plus 110 acres of woodland trails. The 4,000 types of plants in Scott's collection represent the best trees, shrubs and perennials recommended for gardens in the Delaware Valley. Open year-round. 500 College Avenue, Swarthmore, (610) 328-8025, www.scottarboretum.org

Other Places of Interest

There are many other splendid gardens, museums and historic homes in the Philadelphia area. The following are among those that top everyone's list of great places to visit. During your next trip, plan to check out:

Chanticleer
A don't miss garden of lush tropicals, this 31-acre former Main Line estate turned pleasure garden also features lovely espaliered fruit trees, vegetable beds, trees, perennial plantings, ponds and an amazing ruin

garden. Open April through October.
786 Church Road, Wayne, (610) 687-4163, www.chanticleergarden.org

Bowman's Hill Wildflower Preserve
Established in 1934, the preserve's 100 acres of Bucks County countryside are dedicated to educating the public about the importance of preserving native plants. More than 1,000 species of native flowers, trees, ferns, shrubs and vines enjoy a safe haven in its variety of habitats. Open year-round. 1635 River Road, New Hope, (215) 862-2924, www.bhwp.org

The Barnes Foundation Arboretum
In suburban Merion, Pennsylvania, this arboretum surrounds a gallery that houses the extensive art collection, including 830 celebrated paintings, 1,141 prints and drawings plus 2,739 art objects, of the late Albert C. Barnes. The grounds boast specimen trees dating from the 1880s and collections of flowering plants that have been nurtured there since 1922. Reservations required. Open year-round. 300 N. Latch's Lane, Merion, (610) 667-0290, (610) 664-2937, www.barnesfoundation.org

Franklin Institute

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The Franklin Institute Science Museum

A dazzling playground for the mind

PHILADELPHIA Cat

The Experience

An innovator in designing hands-on exhibits before "interactive" became a buzzword, the Franklin Institute is as clever as its namesake. Its eminently touchable attractions explore science in disciplines ranging from sports to space. Highlights include The Sports Challenge, which uses virtual-reality technology to illustrate the physics of sports; The Train Factory's climb-aboard steam engine; Space Command's simulated earth-orbit research station; a fully equipped weather station; and exhibits on electricity.

Films like "Everest" and "The Lion King" assume grand proportions on the Tuttleman IMAX Theater's 79-foot domed screen; galaxies are formed and deep space explored in North America's second-oldest planetarium, which reopened in 2002, sporting the continent's most advanced technology. Don't miss the 3D Theater and the indoor SkyBike.

King Tut

A new exhibition, *Tutankhamun and the Golden Age of the Pharaohs*, runs through September 30, 2007 at the Franklin Institute. Philadelphia is the exhibit's final U.S. stop on the current tour.

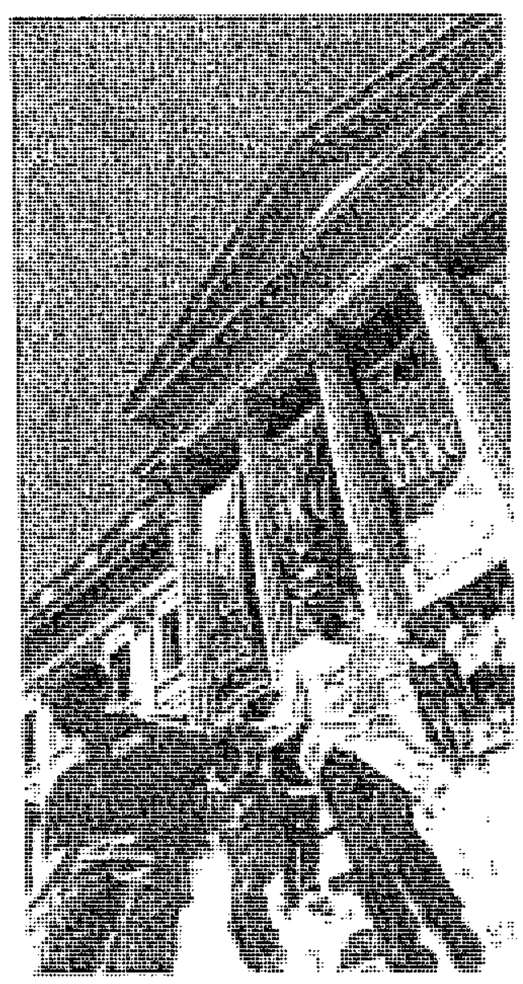
Click here for more info on the King Tut Exhibition.

The History

In 1824, The Franklin Institute opened in Independence Hall to honor Benjamin Franklin and his inventiveness. In 1934, with the construction of the current building and the adjacent Fels Planetarium, it became a hands-on science museum. The IMAX Theater and the Mandell Center were added in 1990. Today, it's Pennsylvania's most visited museum.

CONTACT INFO
222 North 20th Street
Philadelphia, PA 19103 (MapQuest)
(215) 448-1200
http://www.fi.edu
Neighborhood: Benjamin Franklin Parkway / Logan Square

NEARBY ATTRACTIONS
Tutankhamun and the Golden Age of the Pharaohs 0.00 mi



The Franklin Institute Science
Benjamin Franklin Parkway
Photo courtesy of the Franklin Ir

Insider Tip
In the museum's rotunda is tl
Franklin National Memorial, \
marble statue of the scientist
Father.

Great Kid's Stuff
Course through the walk-thrc
human corpuscle; at 15,000
one of the museum's first an
attractions.

Related Categories
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- Franklin's Philadelphia
- Museums: For Kids
- Places to Stay

The Franklin Institute
Science Museum

Contact: Lynda Bramble 215.448.1176
Rachel Brogan 215.448.1152

FRANKLIN INSTITUTE WELCOMES 1 MILLIONTH VISITOR OF 2006

December 8, 2006, Philadelphia, PA—Today The Franklin Institute welcomed their one millionth visitor of 2006. A school group from the Philadelphia charter school, Harambee Institute of Science, was pulled to the side by Franklin Institute administrators, informing them that their group had officially become the one millionth visitor to the Franklin Institute for the calendar year 2006! This milestone was marked by awarding the children and their teacher, Ms. Shariffah Azzaam, a complimentary field trip to The Franklin Institute for 190 students (grades K-4) sometime during 2007.

The overwhelming attendance for the blockbuster exhibition, *Body Worlds: The Anatomical Exhibition of Real Human Bodies* is partially responsible for reaching the one million mark. During a six month period from October, 2005 through April, 2006, more than 603,000 visitors came through the doors of The Franklin Institute, making it the most well- attended traveling exhibit in the history of the City of Philadelphia.

"We are pleased to have brought two statement traveling exhibits to Philadelphia in 2006," states Dennis Wint, President & CEO of The Franklin Institute. "While providing very different experiences, *Body Worlds* and *Darwin* shared unique common ground. Both connected to real issues on debates in current science. And, in the year in which The Institute opened the doors of the Science Leadership Academy, our high-school partnership with the Philadelphia School District, both exhibits stimulated a sense of discovery and created real opportunities for science learning--whether in formal school group environments or as more casual leisure time activities."

On February 3, 2007, the wildly anticipated blockbuster exhibition, *Tutankhamun and the Golden Age of the Pharaohs* will make its final stop on the current North American tour at The Franklin Institute. King Tut will run through September 30, 2007 and is expected to draw at least one million visitors during its nine month stay in Philadelphia.

###

Founded in honor of America's first scientist, Benjamin Franklin, The Franklin Institute is a renowned and innovative leader in science and technology learning, as well as a dynamic center of activity. Beginning February 3, 2007, The Franklin Institute will host *Tutankhamun and The Golden Age of Pharaohs*. For tickets and more information visit www.fi.edu or call 215-448-1200.

Franklin Institute Science Museum

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Tutankhamun And Golden Age Of Pharaohs

The highly anticipated exhibition, "Tutankhamun and the Golden Age of the Pharaohs" opened at The Franklin Institute with more than 410,000 advance tickets sold, the largest presale in the history of The Franklin Institute and a record for the King Tut tour. Governor Edward G. Rendell visited The Franklin Institute over the weekend as part of the festivities surrounding the opening in Philadelphia, the final of four cities to host the current 27-month tour of the United States.

Add New Comment

Egyptian-Themed Fine Dining, Cocktails

Visitors to "Tutankhamun and the Golden Age of the Pharaohs" will be able to wine and dine in the finest middle-eastern fashion at The Franklin Institute's newest addition, "Tut's Oasis." "Tut's Oasis" will offer everything from specialty 'Tut' cocktails to a three-course Egyptian-themed meal. A collaboration with well known area restaurateur, Steve Poses, all dishes will be prepared by Frog Commissary Catering, the exclusive evening caterer of The Franklin Institute.

Add New Comment

Ads by Goooooogle

King Tutankhamen Exhibit
130 pieces of Egypti antiquities And artifa from Tut's tomb.
www.gophila.com/tut

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Philadelphia Zoo

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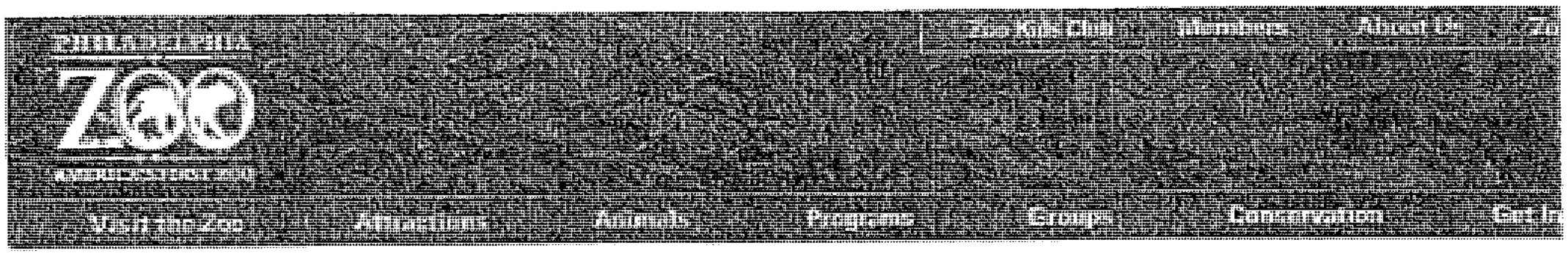
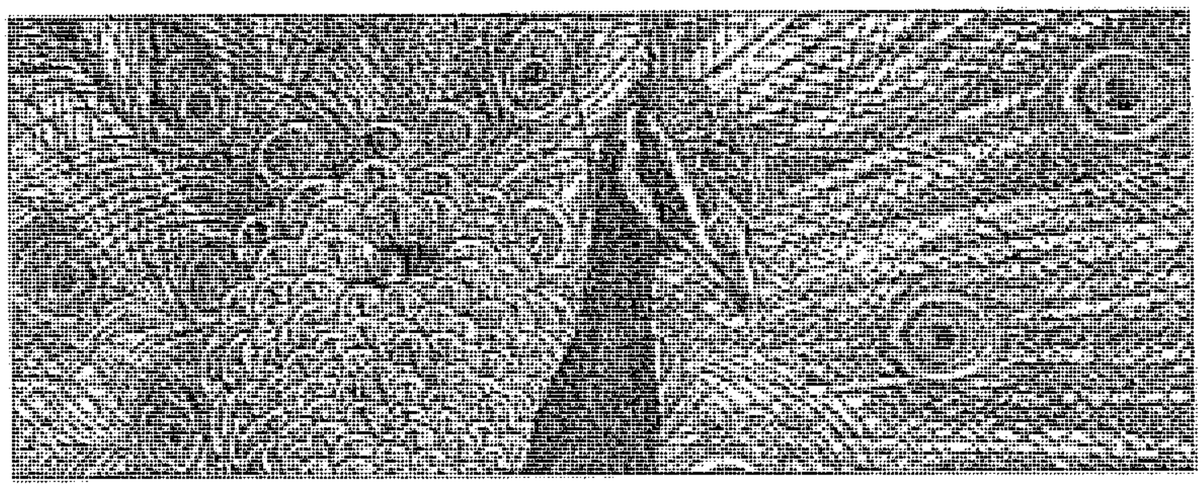


Overview & Mission
Board & Officers
Zoo People
Press Info
Job Opportunities
Intern & Apprentice
Contact Us

Conservation

Discover how the Zoo helps animals around the world! Learn more >

Overview



Our Mission

Advance discovery, understanding and stewardship of the natural world through compelling exh interpretation of living animals and plants.

More than Meets the Eye

Throughout its history, the Philadelphia Zoo has played a monumental role in educating the pub exotic animals, promoting and participating in worldwide conservation efforts for endangered wi providing exceptional recreational opportunities for families.

Today, the Zoo is reaching new heights in all areas of its mission as a conservation, education a recreation organization. Its state-of-the-art animal exhibits and health-care facilities, award-win education and conservation programs, recreational opportunities, guest services, scientific accomplishments and historically significant venue make the Philadelphia Zoo one of the world's renowned zoological societies and gardens. The Zoo is also the Philadelphia region's leading fam attraction, welcoming more than 1.1 million visitors a year.

The Zoo uses all of its unique and compelling features to inspire people of all ages to action and in support of wildlife conservation.

Some exceptional features of the Philadelphia Zoo include

- More than 1,500 rare and exotic animals from around the world; 42 acres of picturesque gardens and historical architecture.
- PECO Primate Reserve: Designed to tell an extraordinary story of species survival throug interactive exhibition, PECO Primate Reserve features ten species of primates including S orangutans, lowland gorillas, lemurs, langurs and gibbons.
- Dodge Rare Animal Conservation Center: Interactive graphics and up-close views of som world's most endangered animals showcase the Philadelphia Zoo's role in many species programs. Giant Rodrigues fruit bats, naked mole rats, blue-eyed lemurs and tree kanga just a few of the animals to see.
- The Reptile and Amphibian House: Featuring the Zoo's newest interactive adventure pat giant tortoises up-close and personal, this state-of-the-art facility exhibits over 125 spec amphibians and reptiles including the venomous king cobra. Each day an electrifying thu is the backdrop to the story and status of American crocodiles and alligators.
- A family of six rare and playful giant otters exhibited in the U.S. are featured at Carnivo Kingdom. Carnivore Kingdom also houses snow leopards, red pandas and clouded leopa unique naturalistic environments.
- The first Zoo in the North America to open a special zoo just for children. Today's Tastyk Children's Zoo features a petting yard and daily live animal shows.

- Some of the most popular African species: warthogs, sable antelope, Mhorr's gazelle, re giraffes, hippos and zebras; exotic South American animals, such as giant anteaters, cap (the largest rodents in the world) and giant bearded pigs.
- The Animal Health Center. Behind the scenes at the Philadelphia Zoo stands one of the n busiest and most comprehensive animal hospital and health-care facilities.
- Unique and interactive recreational opportunities such as the Channel 6 Zooballoon?, Do Earth?, Talking Storybooks, giant Swan Boat rides, camel, pony and draft horse rides, in adventure paths, zookeeper talks and much more.

The Zoo offers hundreds of educational programs and family workshops, special public events, e travel opportunities, ADOPT-an-animal programs, Zoo memberships and exclusive retail opportu support and promote the Zoo's mission to inspire all who participate to action and leadership on wildlife conservation.

The Philadelphia Zoo is accredited by:

ASSOCIATION OF ZOOS & AQUARIUMS

AZA is the leader in establishing and maintaining high stand zoos and aquariums through an accreditation process. Accre a detailed review and inspection process covering all aspect institution's operation including the animal collection; veteri physical facilities; safety; security; finance; staff; governing support organization; involvement in education, conservation, and research; and adherence to A policies. To be accredited, an institution must be a permanent cultural facility which owns and m wildlife, is open to the public on a regular basis and is under the direction of a professional staff Accreditation takes place every five years and is required for zoos and aquariums to be member

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Philadelphia Home Show

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Philadelphia Home Show

By: SALLY FRIEDMAN (Fri, Jan/19/2007)

It's been going — and growing — for 26 years. In 2006, it drew 100,000 visitors.

The "it" is the Philadelphia Home Show, that lively bazaar of exhibitions, demonstrations and ideas for anyone who is interested in home, sweet home.

This year, the focus is on the usual: making home a better, more attractive, environmentally friendly place — and doing the same with whatever space you have outdoors. Celebrity guests will be on hand to give advice and to mix and mingle with visitors to the show headquarters, the Pennsylvania Convention Center, from Saturday through Jan. 28.

For those who may be thinking of selling their homes this year, Shane Tallant, host of HGTV's "Designed to Sell," and the show's designer, Taniya Nayak, will be on hand to share insights about "staging" a home, or preparing it for optimum resale.

You may know him as WHYY's "Garden Guy," and that's what Mike McGrath, popular host of "You Bet Your Garden" is all about. Quirky, original and funny, McGrath helps listeners solve gardening issues, and he'll be doing just that at the show.

Thinking green will be outdoor expert Danny Seo. The author of "Simply Green Parties" and "Simply Green Giving," Seo lives the eco-friendly way, and is a frequent guest on "The Early Show," along with hosting a weekly show on Sirius Satellite Radio.

But perhaps the most intriguing guest at the popular winter show will be David Dettman, aka "Dr. Gadget." During a recent phone interview from his home base in California, Dettman, a popular guest on TV's "The View," and the guy who lets us know what "toys" are hot in the merchandise marketplace, spoke of his origins. He once owned a product development company for many years, crossing paths with inventors sane and not-so-sane.

"That business ultimately led me to TV and shows like "The View' where I can share my finds with audiences," says Dettman, who is bringing many of those nifty items with him.

Among his favorites for the show is the NmG, an all-electric car that is capable of going up to 70 mph and looks vaguely like a mobile helmet.

"It's an amazing thing that I think will attract a lot of attention," says Dettman, who is also famous for his audience giveaways.

Another item he will be showing off is the Ojo Video Phone, one that offers the chance to see and talk with the person on the other end of the phone with perfect clarity and sound.

"This one really works!" says Dettman, who checks out everything from workout equipment to blenders in his wide-ranging program.

Dr. Gadget will appear at the show Saturday and Sunday, prior to his next appearance on "The View" on Monday.

Also in the show's line-up are the "Junkmarket Girls," Ki Nassauer and Sue Whitney, who are experts in how to transform "trash" and yard sale finds into treasures.

Article's URL:

http://www.phillyburbs.com/pb-dyn/news/288-01192007-1089599.html

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Philadelphia Flower Show

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HBS Club of Philadelphia | Programs

HBSCP Day at The Philadelphia Flower Show
Saturday March 11th 2006
9:00am

Philadelphia Convention Center
Philadelphia PA

Few Philadelphia events have reached the stature of the Philadelphia Flower Show. This annual event is held on 33 indoor acres of the Pennsylvania Convention Center making it the largest indoor Flower Show in the world and drawing crowds over 275,000 people annually. On Saturday, March 11, we will join Jane Pepper, President of the Pennsylvania Horticultural Society (PHS), for breakfast and a discussion on the complexities of planning and implementing this world class event. We will also discuss other activities of the Society, such as the Philadelphia Green initiative, and the challenges of running this 14,000 member nonprofit. Following the discussion, we will be able to tour the event at our leisure.

The theme of this year™s Flower Show is the "Enchanted Spring–A Tribute to Mother Nature". The star attraction of the 2006 Show will be the world's largest and most colorful plant sculpture, Natura, Goddess of Nature at more than 27 feet high. Inspiration is the point of these fantastical displays so to help visitors apply all of that creativity to home gardening, Meadowbrook Farm, an affiliate organization of The Pennsylvania Horticultural Society, located in Abington Township, PA, will complement the tribute to Nature with Garden Delights. This display, inspired by the exquisite estate grounds and garden center of the late J. Liddon Pennock, Jr. is enchanting in its practical use of extraordinary plants that can thrive in your own garden.

Jane took over the reins of PHS in 1981. In her current role as president, she oversees PHS's activities and programs. A native of Scotland, Jane also supervises the production of the Flower Show. She holds an MS in Public Horticulture Administration from the Longwood Graduate Program and a Bachelor of Science degree in Plant Science from the University of Delaware. She also
has an Associate of Science degree in Landscape Design from Temple University. Jane contributes a gardening column to the Philadelphia Inquirer and is a Fellow of the Garden Writers Association. In 1997, Jane Pepper authored her first book, Jane Pepper's Garden (Camino Books). She is a director of PNC Financial Services Group, a member of the Board of Directors of the First Hospital Foundation and the Greater Philadelphia Chamber of Commerce.

We will be hosted in our own private room beginning at 9am for breakfast. Jane™s presentation will begin at 9:30 and at 10:30 we are free to see the Show. The cost of the event is $45 (including the $24 Flower Show admission). Patrons and Sponsors attend for free. Children

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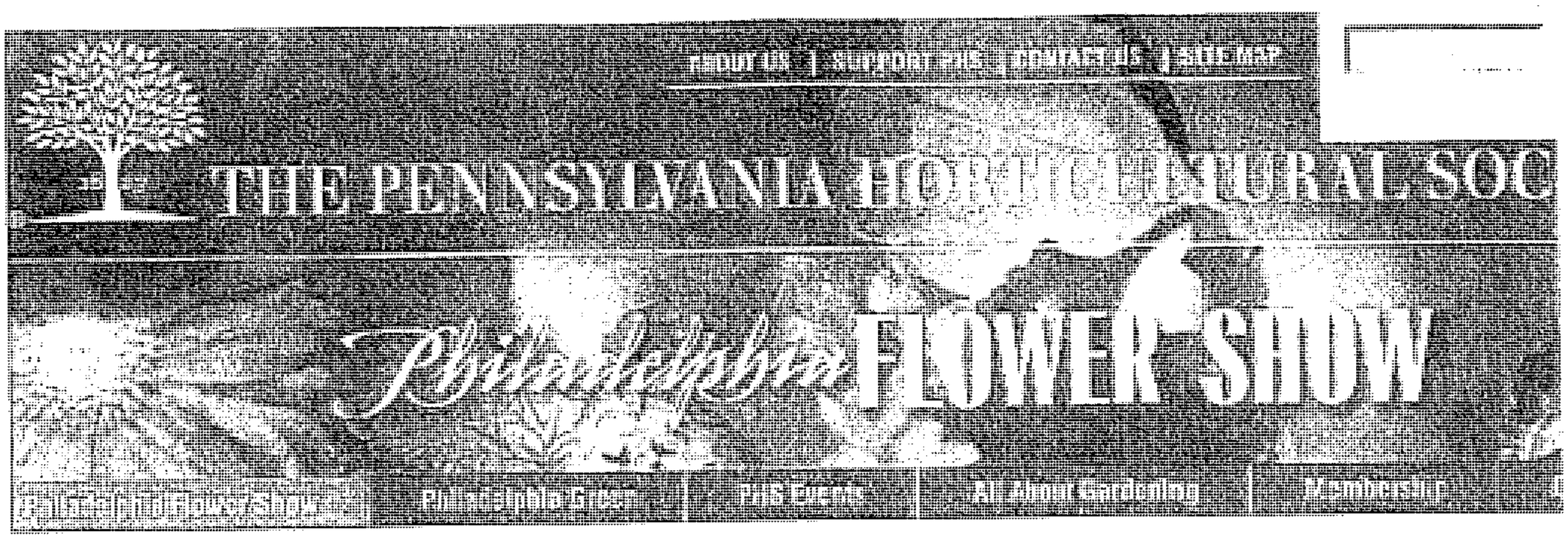

SHOW INFORMATION

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ATTRACTIONS

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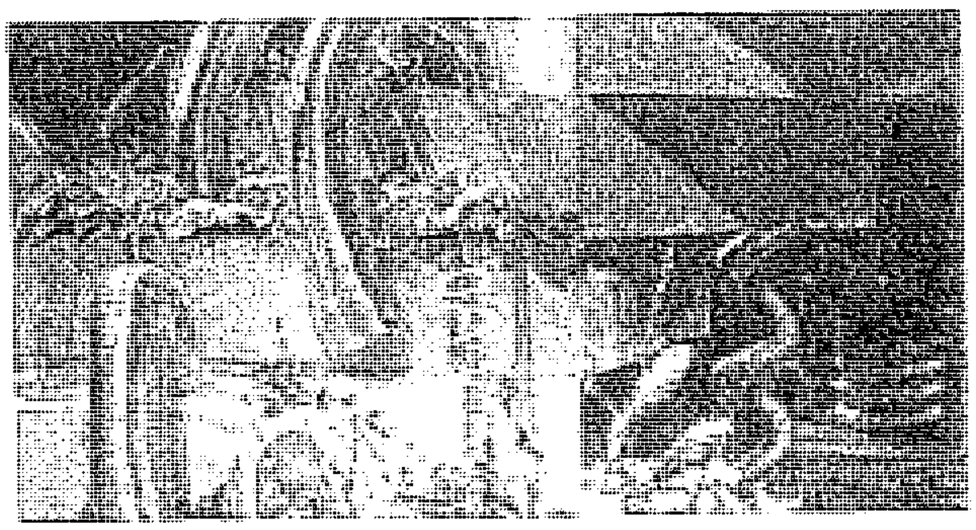
ABOUT US

Come See the Flowers Before They're Gone!

Saturday, March 11 & Sunday, March 12, 2006

Flower Show visitors often admire the many "floral table arrangements" at the Show and, this year, the display from the **American Institute of Flower Designers (AIFD)** has plenty of them. This formal design mixes roses and tulips in a manner fit for a queen. If you enjoy this, visit the similarly elegant display from **Lamsback Floral Decorators** of Philadelphia, which is just opposite from AIFD.

If formal design is not your taste, there's some funky, fresh arrangements from the **Haddonfield Floral Company** of New



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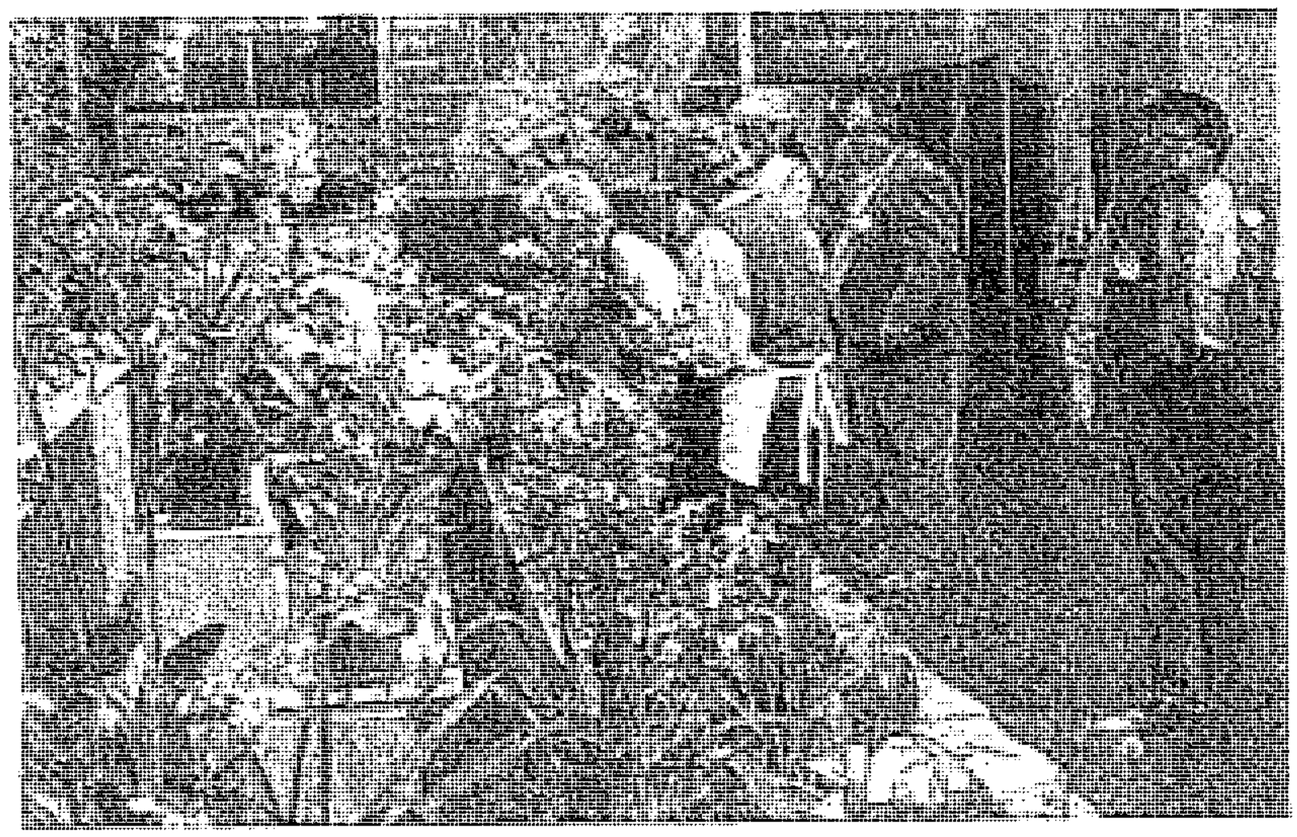
Jersey. Playing off the pun "Spring has Sprung," these flower artisans have cleverly combined yellow, orange, purple and red flowers with a number of colorful "slinky" toys from our childhood. Indeed, this team is always *springing* with good ideas.

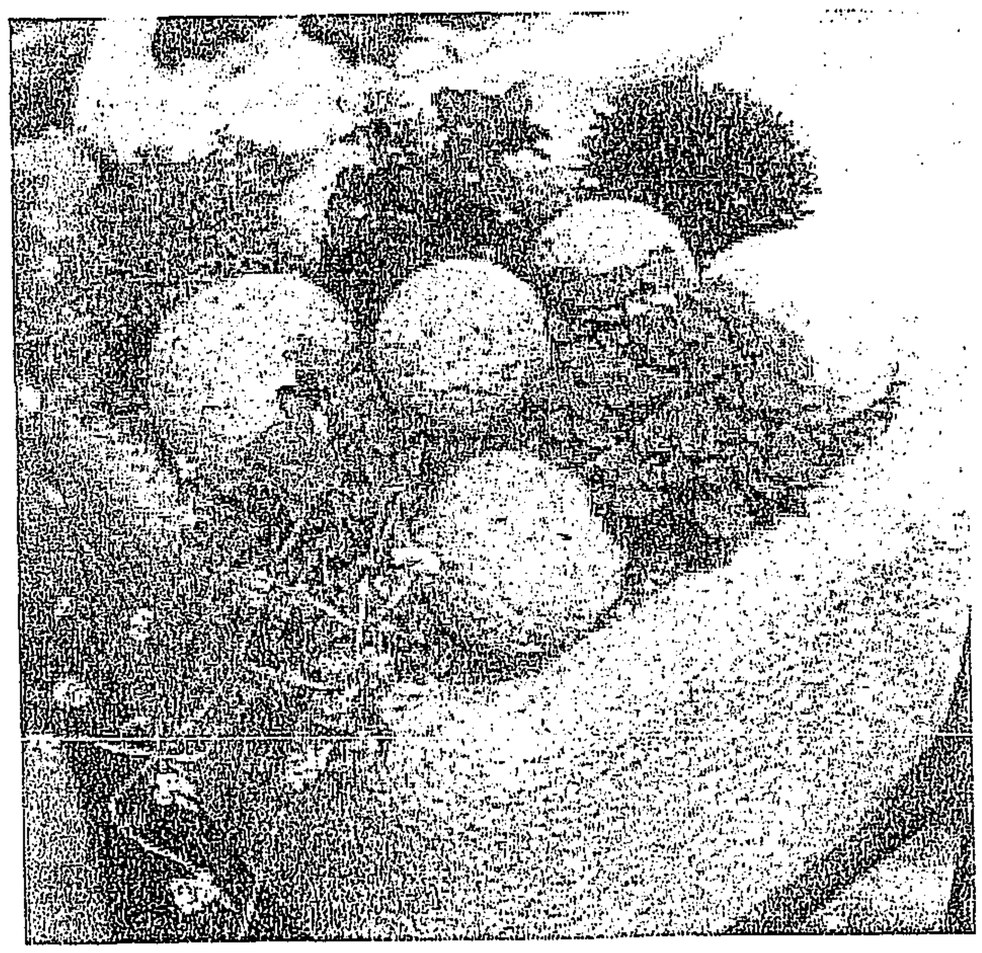


The hardest working judges in "Flower Show" business are at it again, this time evaluating hundreds of orchid entries, among others. This group includes top orchid experts from our region, such as Walter Ott of the **Waldor Orchids** of Linwood, NJ (wearing a brown blazer) and, far right, the florally-festooned Michael Bowell of **Create a Scene** of Malvern, PA. Both gentlemen also run shops in the Show's popular **Marketplace** section.

Smack dab in the middle of the Flower Show exhibits, one can find the "PHS Village," a series of

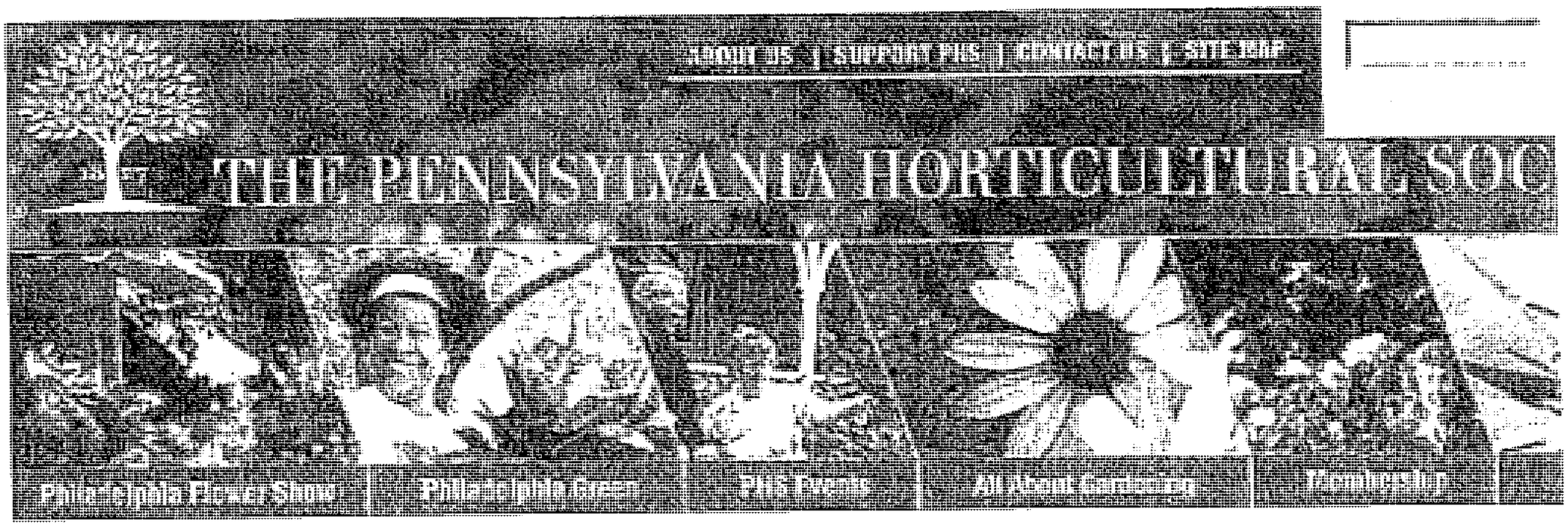
displays that illustrate the many offerings of the Pennsylvania Horticultural Society (PHS). There you will find information on those wonderful PHS memberships, its Gold Medal Plant Awards, and the organization's Philadelphia Green program, which has been helping keep our area green and beautiful for over 30 years.

Who says bigger is better? Here at the **North American Rock Garden** display, you can find a stone trough filled with alpine plants so tiny they would fit in your hand. Indeed, even at "The World's Largest Indoor Flower Show," it is often the smallest things that steal your breath away.



Just keep in mind that the 2006 Philadelphia Flower Show will only be open until 6 pm on Sunday, March 12. Don't wait a second longer! Come see the magic for yourself.

Saturday's Winner of the PNC People's Choice Award: Waldor Orchids



ABOUT US

History of the Philadelphia Flower Show

History of PHS
History of the Philadelphia Flower Show
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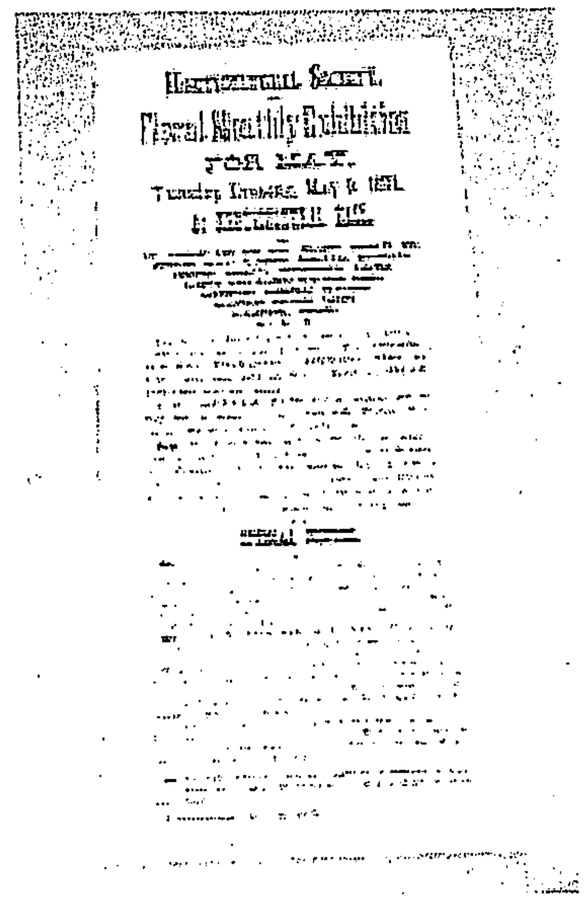
Philadelphia gave birth to America's first horticultural society, **The Pennsylvania Horticultural Society**, in 1827 and the nation's first flower show, the **Philadelphia Flower Show**, in 1829. The Show was held in an 82-by-69-foot building called Masonic Hall on Chestnut Street. Twenty-five Society members showed off their horticultural treasures including a variety of exotic and native plants like magnolias, peonies from China, an India rubber tree, the Coffee Tree of Arabia, and sugar cane from the West Indies.



From 1927 until the mid '60s, management of the Flower Show was under the auspices of **Philadelphia Flower Show, Inc.**, a professional group of nurserymen and growers. During that time, the Society produced the amateur competitive sections that are now a major component of the Show, called Competitive Classes.

In 1964, the city of Philadelphia announced plans to tear down the old Commercial Museum, Philadelphia Flower Show, Inc. decided to abandon the Show for two years until the new Philadelphia Civic Center was completed. The executive director of the Pennsylvania Horticultural Society, **Ernesta D. Ballard**, felt visitors would lose interest if Philadelphia was without a Show for that amount of time and she persuaded the PHS's Council members to stage the 1965 Show in the 23rd Street Armory to maintain the momentum.

In 1966, the Show was presented in the lower level of the Civic Center and, in 1968, **PHS became the official producer.** The Flower Show remained in the Civic Center through the mid-'90s. In 1996, the Show moved to its current location at the **Pennsylvania Convention Center**, where it

encompasses 33 indoor acres, with exhibit space taking up 10 acres of the main exhibit hall. The Show's expanded size and scope makes it the largest indoor Flower Show in the world, entertaining crowds over **275,000 people annually.**

In the state-of-the-art Convention Center, the Flower Show features a host of amenities including a larger lecture and demonstration series, culinary presentations, Garden Teas, and 140 Marketplace vendors. Under the direction of PHS president, Jane G. Pepper, the Philadelphia Flower Show has blossomed into the leading show of its kind in the nation.

Proceeds from the Philadelphia Flower Show, including sponsorship contributions of PNC Financial Services Group, help fund PHS's outreach programs including Philadelphia Green, the nation's largest and most comprehensive neighborhood greening program. Philadelphia Green works with more than 800 organized community groups on thousands of projects that include planting street trees, maintaining neighborhood parks, and creating vegetable and flower gardens.

FOR PRESS INFORMATION, CONTACT:

STEVE MAURER, email or call 215-988-8833
LAURA BEITMAN, email or call 215-988-8836

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ART PHILADELPHIA, A NEW, SPECTACULAR ART SHO\ PENNSYLVANIA CONVENTION CENTER JUNE 27-29 - 7

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FOR IMMEDIATE RELEASE

PHILADELPHIA, PA (April 21, 2003) -- Art Philadelphia, a new, high-quality art show feat of hundreds of highly-acclaimed well known local, national and international artists, sculpt photographers, will be on display at the Pennsylvania Convention Center in Philadelphia, through Sunday, June 29. The show is expected to draw over 10,000 serious art collector collectors and people who just enjoy art and are interested in viewing or purchasing artw owners and publishers from all over the world will be exhibiting the work of thousands of a and photographers. On exhibit and sale will be original works, etchings, lithographs, serig and reproductions of art created by 19th, 20th and 21st century artists. Art Philadelphia C Scott Pressman and David Gherman have attracted art dealers and gallery operators fror Bucks County, the Brandywine Valley, New Jersey, New York and several other states in addition, gallery operators from Israel, Chile, Africa, Korea, Canada, Spain and other cou bringing their artists' works to the show. Among the artists on display will be internationall painter-sculptor Yuroz, art prodigy Alexandra Nechita, Peter Max, Pablo Picasso, Marc C Dali, Ferjo, James Rizzi, Philadelphia sculptor Ward Elicker, sculptor Michael Wilkinson a Ana Lazovsky, Leon Brownstein, Nomi Faran and Abraham Michael Dayan. Also, African artists Eunice Lafate, Larry Poncho Brown and Charles Bibbs, Philadelphia sculptor Phec painter Leon Golub, photographer-sculptor Victor Vazques, pop school legend Larry Rive artist George Herms and painter Grace Hartigan. "Visitors will have the opportunity to pur painting, sculpture or photograph by a new artist who may be tomorrow's next master," P

Alexandra Nechita, a native of Romania who has been heralded for her abstract paintings eight years old, will be attending the show. Now 17, Alexandra has added sculpture to he talents. She will be unveiling for the first time a nine-foot bronze maquette of her latest sc There Be Peace." The completed 35-foot bronze has been proposed to be displayed at th Center Memorial Garden in New York City. A special pre-show gala will be held at the Co at 6 p.m. on Friday, June 27 to benefit the Children's Hospital of Philadelphia and the Afri

Longwood Gardens

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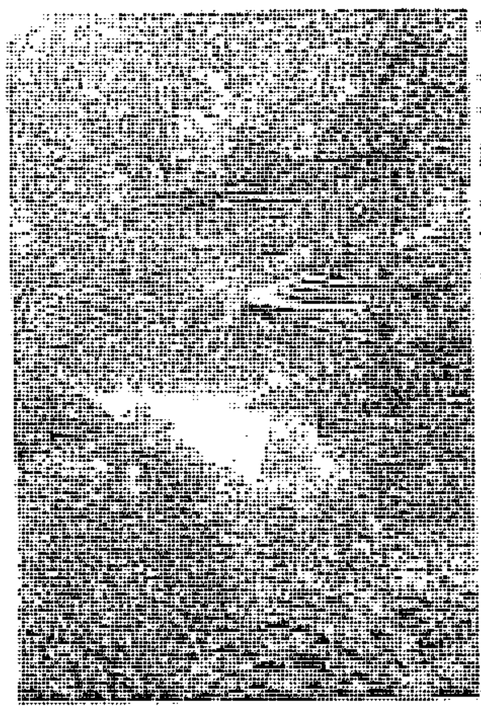
INUSA Tour Guide

Longwood Gardens

Kennett Square, Pennsylvania



THE LONGWOOD HERITAGE EXHIBIT, located in the historic Pierce-du Pont House, traces the evolution of Longwood Gardens through old photos, artifacts, home movies, and video to tell the story of the stewards of the land who preserved and developed the property. Longwood Gardens now encompass 1,050 acres and 20 indoor gardens of exquisite flowers, trees, opulent architecture, sparkling fountains, exotic plants.

CONSERVATORY renovations to the 74-year old central greenhouse (the Orangery with two rectangular lawns and the Exhibition Hall with the flooded floor and tree ferns) were completed in 1996 as part of ongoing restoration to preserve the Gardens for future generations. Eighteen other conservatories include the East Conservatory with its honeycomb roof, Orchid House, Rose House, Children's Garden, Silver Garden, Cascade Garden, and the new Mediterranean Garden.

THE POPULAR CHILDREN'S GARDEN, located in the East Conservatory, is open every day. Kids can meet a trio of larger-than-life topiary rabbits, get lost and found in a maze of hedges, and enjoy the fountains which spirt on and off in endless variations. Outdoor attractions with family appeal include a lake with huge goldfish, a Chimes Tower with nearby waterfall, and a vegetable garden with a life-like scarecrow.

THE LONGWOOD GARDENS SHOP, located at the Visitor Center, offers books, horticultural gift items, plants, and gardening tools and supplies. The Shop is open the same hours as the Gardens.

THE TERRACE RESTAURANT, located near the Conservatory and featuring full-service (April-December) and cafeteria dining, is open daily and on evenings of holiday displays, fountain shows, and summer concerts. Gardens admission is required for restaurant access. Phone reservations are suggested for full-service dining and when special buffets are planned.

EDUCATIONAL OPPORTUNITIES include year-round Continuing Education courses; a 2-year Professional Gardener Training Program; 3- to 12-month Internships; 1-year training for international students; and a 2-year Graduate Program in conjunction with the University of Delaware. Videos and slides for education and entertainment are also available. Call or write for details.

LOCATION: US Route 1, Kennett Square, PA. Phone 800-737-5500 (recorded information), or 610-388-1000. For group sales, call 610-388-1950. For Terrace Restaurant reservations, call 610-388-6771.

HOURS: The outdoor gardens and Conservatory open at 9 am and 10 am, respectively, every day of the year, and close at 6 pm from April through October and at 5 pm from November through March,

although both are frequently open later for special events and holiday displays.

ADMISSION: $15 to $8 for adults (varies by season and day of week), $6 for youths ages 16-20, $2 for youths ages 6-15, and free for children under age 6. General admission tickets are good for a whole day but do not include specially ticketed events. Annual passes are $50 for adults, $25 for youths ages 16-20, and $8 for children ages 6-14.

DIRECTIONS: Located on US Route 1, three miles northeast of Kennett Square, PA, and 30 miles west of Philadelphia in the historic Brandywine Valley. Exit I-95 at Wilmington, DE and take Route 52 north to US 1. Turn left onto US 1 South.

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The Story of Longwood

1700-2006

Exquisite flowers, majestic trees, dazzling fountains, extravagant conservatory, starlit theatre, thunderous organ—all describe the magic of Longwood Gardens, a horticultural showstopper where the gardening arts are encased in classic forms and enhanced by modern technology. Many generations helped create Longwood Gardens, but one individual—Pierre S. du Pont (1870-1954), industrialist, conservationist, farmer, designer, impresario, and philanthropist—made the most enduring contribution. Pierre du Pont was the great-grandson of Eleuthère Irénée du Pont (1771-1834), who arrived from France in 1800 and founded the DuPont chemical company. Pierre turned the family business into a corporate empire in the early 20th century and used his resulting fortune to develop the Longwood property.

More than 200 years earlier, the land had been inhabited by the native Lenni Lenape tribe who hunted, fished, and farmed the productive wilderness. In 1700, a Quaker family named Peirce purchased the property from William Penn and soon established a working farm. Joshua and Samuel Peirce began planting an arboretum on the farm in 1798. The farm was purchased in 1906 by Pierre du Pont so he could preserve the trees, and from 1907 until the 1930s Mr. du Pont created most of what is enjoyed today. In 1946, the Gardens were turned over to a foundation set up by Mr. du Pont. After his death in 1954 Longwood's first director was hired. Since that time Longwood Gardens has matured into a magnificent horticultural showplace filled with countless opportunities for enjoyment and learning.

Longwood owes its present-day success to the Peirces, who actively pursued a Quaker interest in natural history. By 1850, the site was known as one of the finest collections of trees in the nation, and one of the first public parks, and its aesthetic qualities were as important as its botanical significance.

Pierre du Pont's purchase of the property to save the trees reflects an acute awareness of plants and gardens dating from childhood. The du Pont family had a long tradition of gardening, and Pierre would turn out to be one of its greatest gardeners.

Pierre's travels opened him to all sorts of influences. At the monumental world's fairs of the late nineteenth century, new technology was dramatically brought together for him to behold. As a six-year-old, he was mesmerized by a huge display of water pumps in action at Philadelphia's 1876 Centennial Exposition. At 19, he enjoyed the Exposition Universelle in Paris with its new Eiffel Tower. Pierre was 23 when the World Columbian Exposition in Chicago astounded him with grandiose architecture and illuminated fountains. As his personal resources and professional experience grew and he started building for himself, he drew upon these technical innovations and architectural styles.

Pierre was also influenced by a wide variety of garden settings, including Horticultural Hall at the 1876 Centennial, England's Sydenham Crystal Palace, the garden maze at Hampton Court, and the Royal Botanic Gardens at Kew, as well as to the flora of South America, the Caribbean, Florida, California, and Hawaii. Visits to more than 20 Italian villas and 50 French châteaux focused on the architectural qualities and water effects of those gardens. His extensive collection of garden books, especially the lavish folios that documented European landscapes, reinforced the impressions made on these trips.

At the age of 36, Mr. du Pont bought the Peirce farm and began creating what would become Longwood Gardens. He followed no grand plan; rather, he built the gardens piecemeal, beginning with the 600-foot-long Flower Garden Walk in 1907. Although his later gardens would draw heavily on Italian and French forms, this early effort reflected what he termed an "old-fashioned" influence, with nostalgic

cottage-garden flowers, exuberant shrubs, rose-laden trellises, and even a shiny gazing ball. The scale was grand, the accessories quaint.

The springtime effect of the Flower Garden was so successful that in June of 1909 Mr. du Pont hosted the first of many garden parties. These fêtes became the highlight of the summer social season and encouraged Pierre to look for ever more wonderful ways to delight his guests.

Five years later was the debut of the new Open Air Theatre. His inspiration was an outdoor theatre at the Villa Gori, near Siena, Italy, although his version was much larger. Within a year, he equipped it with secret fountains that shot out of the stage floor to drench visiting nieces and nephews.

Pierre enhanced the domestic comforts of Longwood by enlarging the original Peirce farm house, notably in 1914 when he doubled its size. The house had its share of country place amenities: a bowling alley, automatic fire doors, and counterweighted windows that lowered into the basement, and a built-in rug rolling machine. The attached conservatory was Longwood's first "winter garden" and Pierre's first experience with the aesthetics of greenhouse gardening.

He must have been pleased because he was soon constructing much larger facilities at Longwood, no doubt bolstered by his experience as president of the DuPont Engineering Company that had handled $130 million of World War I construction. The massive Conservatory opened in 1921, a perpetual Eden sustained by twentieth-century fuel oil. It would be hard to imagine a more theatrical setting for the indoor display of plants, unless it would be to the music of a massive pipe organ, which he replaced with one triple in size years later.

With the Conservatory a reality, Pierre turned his attention to another great love—fountains. Never mind that Longwood didn't have an abundant water supply; with electricity, anything was possible. He based his Italian Water Garden on the Villa Gamberaia near Florence, but he added 600 jets of recirculating water. At the Open Air Theatre, he replaced the old waterworks with 750 illuminated jets. His hydraulic masterpiece was the Main Fountain Garden in front of the Conservatory: 10,000 gallons a minute shot as high as 130 feet and illuminated in every imaginable color. Its complex engineering didn't faze him. "The fountains themselves are of simple design...," he noted. "It is the landscape effect that adds to the total bill."

The completion of the fountains in the mid 1930s marked an end to major construction during Mr. du Pont's lifetime, although he built a 30-by-36-foot oval analemmatic sundial in what is now the Topiary Garden in the late 1930s, with a new Rose Garden nearby.

As early as 1914 with the formation of Longwood, Inc., Pierre was thinking about the eventual fate of the property after his death. In 1937 the Longwood Foundation was created to handle his charitable giving. In 1944, Mrs. du Pont died, and he was more concerned than ever about Longwood's future, particularly since he had no children but considered the Gardens part of the du Pont family legacy. The government gave approval in 1946 for the Foundation to operate Longwood Gardens "for the sole use of the public for purposes of exhibition, instruction, education and enjoyment." When Pierre died in 1954 at the age of 84, he left Longwood with a well-established horticultural tradition, experienced businessmen (his nephews) as trustees, and a sizeable endowment.

Enormous effort and funds have since been expended to convert Longwood into a garden with maximum public appeal while retaining the dramatic charm of Mr. du Pont's creation. Greenhouse areas used to grow fruits and vegetables were replaced with horticultural displays in 1955. A picnic area and plant nursery were established in 1956, the same year that an orientation center opened and guide maps were printed. A Desert House and 13 outdoor waterlily pools were constructed in 1957. New greenhouses devoted to tropicals opened in 1958. A plant breeding program was initiated in 1960, and,

two years later, a new Visitor Center with a shop, auditorium, and 1,000-car parking lot on the former golf course showed a major commitment to the public.

Greenhouse production facilities were expanded in 1963, and later a large Palm House opened. The 1928 Azalea House was replaced with a clear-span structure now known as the East Conservatory. The Peirce-du Pont House was opened to the public in 1976.

Mr. du Pont dictated Longwood's aesthetic approach during his lifetime, aided by his wife and the head gardeners. Professional management was instituted in 1955, and some du Pont family members felt that although the Gardens were growing beautiful plants, the displays were a patchwork. To address this situation the Trustees established in 1958 an Advisory Committee of five du Pont family members to help with aesthetic matters.

Local and regional landscape architects created indoor "Example Gardens" in the 1980s and the outdoor Idea Garden in 1981 devoted to the latest in annuals, perennials, ground covers, grasses, roses, vines, herbs, berries, tree fruits, and vegetables. An indoor Children's Garden opened in 1987 and was redesigned in 1990. Garden architect Isabelle Greene created the Silver Garden in 1989, Roberto Burle Marx and Conrad Hamerman produced the tropical Cascade Garden in 1992, and Ron Lutsko designed the Mediterranean Garden in 1993.

The Advisory and Landscape Committees were involved in all these projects, with joint members and invited professionals meeting regularly with the staff to critique existing displays, approve ideas and changes, and suggest new approaches. This ensures that all possible concerns, from historic preservation to horticultural and aesthetic excellence to practical maintenance, are considered. The result is a constantly evolving garden.

Longwood's foremost influence on American horticulture has been through its educational programs, in keeping with Mr. du Pont's desire to establish "a school where students and others may receive instruction in the arts of horticulture and floriculture." For the past three decades, as many as 5,000 students a year have attended Continuing Education classes designed for both amateur and professional gardeners and nurserymen. In addition, since 1958 some 1,000 students from all over the world have participated in one or more of seven intensive programs, ranging from internships to a two-year professional gardener training program to a master's degree program in public horticultural administration. Graduates have gone on to leadership roles in many of the country's top horticultural institutions.

Longwood's extensive performing arts program is an outgrowth of Pierre du Pont's interest in music and theatre and takes advantage of the many performance spaces he created. More than 400 events are scheduled each year, from organ and carillon concerts to Open Air Theatre productions. Seasonal festivals offer ample opportunities for all types of activities.

Winter Fun Days and summer Ice Cream Concerts are designed for children. Spectacular fireworks and fountain displays attract 5,000 spectators on summer evenings, and more than 200,000 visitors come to see 400,000 lights outdoors at Christmas.

The public has embraced Longwood Gardens with great enthusiasm. Its early heritage is rich, and its modern-day additions exemplify the finest in contemporary horticulture. Yet most of its public appeal is due to Pierre du Pont's innate sense of the garden as theatre, and that ties Longwood directly to the great gardens of Italy and France, and to the spectacular world's fairs that proclaimed the triumph of technology. Longwood combines the gardening arts with technology, and the results are unforgettable.

Mission & Principles

Mission Statement

Longwood Gardens is dedicated to preserving the spirit and beauty of the early 20th century gardens of Pierre S. du Pont. Longwood is a display garden promoting the art and enjoyment of horticulture for the public, while providing opportunities for research and learning. We are committed to excellence, good management, and fiscal responsibility.

Principles

- Promote the art of horticulture.
- Preserve and enhance Longwood's historic character and emphasis on display.
- Maintain a commitment to excellence.
- Support the highest standards of health and safety.
- Make every visit an enjoyable, enriching experience.
- Provide learning opportunities in horticulture and related fields.
- Conduct research to support horticultural display.
- Uphold the highest ethical standards.
- Value diversity, creativity, open communication, and individual development.
- Maintain a sound fiscal condition independent of outside financial resources.
- Demonstrate leadership in natural resource management.
- Be a supportive, responsible member of the community.
- Share our knowledge and experience.

General Information

Welcome to Longwood Gardens, the world's premier horticultural display garden.

Purchased by industrialist Pierre S. du Pont in 1906, Longwood offers 1,050 acres of gardens, woodlands, and meadows; 20 outdoor gardens; 20 indoor gardens within 4 acres of heated greenhouses; 11,000 different types of plants; spectacular fountains; extensive educational programs including classes, horticultural career training and internships; and 800 horticultural and performing arts events each year--from flower shows, gardening demonstrations, courses, and children's programs to concerts, organ and carillon recitals, musical theatre, and fireworks displays.

Longwood is open every day of the year and attracts hundreds of thousands of visitors from all over the world.

History

When visiting Longwood Gardens, you are immersed not only in the breathtaking surroundings, but in the rich history as well. The traditions and elegance of the gardens have evolved over time, and resulted in the magnificence we have today. Step back in time and learn about the important cultural events and their contribution to today's Longwood Gardens.

Festivals/Events

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Who and what are Mummers?

To define them simply, Mummers are costumed entertainers welcoming in the New Year. And Mummery is as ancient as man's dream of getting outside of customary life and as old as his imagination. Some of the earliest mummers date back to early Egypt. Mummers would lead the burial procession of the Pharaohs in extravagant costumes, playing finger cymbals, tambourines and other rhythm instruments. Tracing back through the mazes of history that led to England and Germany, to ancient France, pagan Rome and Greece, we find mummery has influenced customs and perpetuated many interesting traditions. Every nation had its festivals at one time or another, each marked by parades and displays of fanciful costumes. As early as 400 BC, Roman laborers observed the feast of the Saturnalia in honor of their god, Saturn, and the reaping of the harvest. They made calls on friends, they exchanged gifts and it was customary for some of the gifts to bear greetings for a Happy New Year. Unrestrained merry-making marked the pagan Saturnalia and Carnival, the ancient Roman festival of Saturn that began on December 17th. Slaves sported robes from their masters, and the patricians wearing fantastic costumes, roamed the streets with their slaves. Age and rank were forgotten for the fiesta and all persons were free for the day. There was a musical background for the capers of the multitude with songs and ballads befitting the joyous occasion. Another early custom was the Florentine Carnival usually held in the beginning of Lent - a day set aside by monks of the Middle Ages for the lords of misrule and the abbots of unreason. At this time, England and Germany celebrated their Christmas Mosque, resulting in riotous indulgence. This took the form of a dramatic entertainment popular in the 16th and 17th centuries, and following usually an allegorical theme, which embodied pageantry, music and dancing. The use of masks and different costumes were carried over from the Greek celebrations of King Momus, the Italian feast of Saturnalia, and the British Mummery Play.

The Philadelphia Tradition

The tradition of Philadelphia Mummery started in the late 17th century as a continuation of the Old World customs of ushering in the New Year. Mummery in America is as unique to Philadelphia as Mardi Gras is to New Orleans. The Swedes were Philadelphia's first settlers. When they came to Tinicum, just outside of Philadelphia, they brought their custom of visiting friends on "Second Day Christmas", December 26. Later they extended their period of celebration to include New Year's Day, and welcomed the New Year with masquerades and parades of noisy revelers. Masqueraders paraded the through the streets of Philadelphia. Most people carried firearms for protection in those early days of the Commonwealth of Pennsylvania, and it did not take long before pistols and muskets joined with bells and noisemakers to create the sound of a New Year. Those who "shot in" the New Year became New Year's Shooters, and thus the name much later evolved to officially become the New Year's Shooters and Mummers Association. Groups would travel from house to house, sing songs, and perform dances -- all to be rewarded with food and drink. The early Swedish

Mummers appointed a leader, or "speech director", who had a little dance step and who recited a rhyme like this:

"Here we stand before your door,
As we stood the year before;
Give us whiskey; give us gin,
Open the door and let us in."

Even during the Revolutionary period, New Year's Day continued to be a day of carnival and friendly calls. General Howe, whose redcoats occupied the city, staged a farewell party for Howe called the "Meschianza" (Italian for melody) in the Wharton mansion in 1778. The party was truly a pageant that recreated a tournament of the Middle Ages, including decorated barges, heralds and trumpeters, a jousting field and the Knights of the Blended Rose. The costumes were made of more than $150,000 worth of silks ($2,250,000 in today's dollars), paid for by rich junior officers. Captain John Andre, who was the costume designer, described the event as a "delightful and gorgeous spectacle". George Washington, following his inauguration, began the official custom of New Year's Day calls and continued it during the seven years he occupied the presidential mansion in Philadelphia, then the capital. The mummers continued to celebrate annually in their traditional way, reciting jokes, ill-conceived poems, and receiving in return cakes and ale. Groups of five to twenty would march from home to home, shooting and shouting, doing friendly impersonations of General Washington and burlesquing the fashionable English mummers' play of St. George and the Dragon. A character that always accompanied their "Washington" was Cooney Cracker, a clown whose costumes and antics, some historians believe, was the forerunner of Uncle Sam. This shooter impersonating Washington had several poems and speeches to recite, which still survive today. By 1808, the burlesquing of the Mummers' fashionable play with an increasing number of revelers began offending the social leaders of the day. An act was passed declaring that "masquerades, masquerade balls, and masked processions were public nuisances" with threat of fine and imprisonment. Nevertheless, the farmers, tradesmen, craftsmen, apprentices, laborers and members of fire fighting companies continued to stage clandestine masquerades on New Year's Eve and New Year's Day. While the celebrations were quieted down, they were not stopped, and the law was abolished in the 1850's with no reports of convictions. The Mummers continued their own ideas of celebrating New Year's and clung to their rifles, pistols and friendly calls in "welcoming in the new year". In the 1870's, the nation was recuperating from the Civil War, and what had been an uncoordinated group of neighborhood celebrations turned into an area wide parade with two main groups of participants: Fancy Dress clubs and Comic clubs. Early forms of the parades were present in 1888. Official sponsorship by the City of Philadelphia began with the turn of the century in 1901.

Philadelphia Mummers of Today

The Philadelphia Mummers of today total over 10,000 marchers on New Year's Day. There are three distinct divisions of the parade: Comic, Fancy, and String Band. Comic division clubs lampoon modern day local and national political and social themes. The Fancy division clubs wear large, ornate costumes, carrying back pieces and performing with floats and props. The String Band division clubs not only wear elaborate costumes like the Fancy division, but also drill and perform playing musical instruments. The first String Band club was formed in 1901, and featured violins, banjos and guitars. A few years later, drums,

saxophones, accordions and glockenspiels were introduced, giving the String Band a unique sound. Parade rules do not permit the use of brass instruments in a String Band. The instrumentation is exclusively saxophones, banjos, accordions, violins, bass violins, and percussion instruments. Mummers String Bands are known, not only for the unique sound, but also for their elaborate costumes. Brilliant materials, glitter, sequins and feathers are all combined to make the showy costumes. Traditionally, band members, wives and friends made the costumes. Today, most bands contract them out to professional costumers. In Philadelphia, the cost of costuming an average 64-piece band is between $30,000 and $80,000, with the captain's costume costing as high as $10,000. There are eighteen String Band organizations in existence today. Every year, each String Band selects an annual theme, and debuts their new music and costumes in the Philadelphia New Year's Day parade. This parade is a fascinating annual tradition, brimming with dancers and marching units. The marching leader of the band or captain makes his elaborate debut doing the "2 Street Strut". People from the "City of Brotherly Love" know the excitement of a Mummers performance, and to them the Mummers also bring a sense of nostalgia. Commitment to the community has always been one of the basic principles of Mummers clubs, especially String Band clubs. It is from the entire Delaware Valley community where musicians and helpers (called Marshals) are recruited and trained. It is also from this community where the clubs derive the funds used for the costumes and operations of their clubhouses. It is to this community the String Bands return the gratitude expressed by making each New Year's Day theme performance more exciting than the last.

Compiled by Steve Coper, Fralinger String Band

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About: Greater Philadelphia / South Jersey

6ABC/Boscov's Thanksgiving Day Parade in Philadelphia, PA

From John Fischer,
Your Guide to Greater Philadelphia / South Jersey.
FREE Newsletter. Sign Up Now!

The *6ABC/Boscov's Thanksgiving Day Parade*, kicks off, rain or shine, on Thursday at 8:15 am at 20th and Market Streets in Philadelphia. The parade will then proceed east on Market to 15th Street where it will turn left and head north for two blocks to Arch Street where it will turn onto the Benjamin Franklin Parkway and proceed towards the Philadelphia Museum of Art.

The parade will be broadcast locally on Channel 6 beginning at 8:30 a.m. Dave Roberts, Cecily Tynan and Kelly Rippa will host the parade. Other Channel 6 anchors and reporters will be located along the parade route.

The Grand Marshal of the 2006 *6ABC/Boscov's Thanksgiving Day Parade* is Walt Disney's own Winnie the Pooh.

Also appearing in the parade will be the following special guests:

TV Stars

- Kelly Ripa of "Live With Regis and Kelly"
- Pat Sajak of "Wheel of Fortune"
- Paul DiMeo of ABC's "Extreme Makeover"
- Renee Goldsberry of ABC's "One Life to Live"
- Ashley Parker Angel star of the MTV reality series "There and Back."
- Bianca Ryan winner of "America's Got Talent"

Singers

- Martha Wash - recording artist
- Joanna Pacitti - recording artist
- Paris Bennett of "American Idol"
- Ace Young of "American Idol"

Pageant Winners

- Jennifer Berry - Miss America 2006
- Maria DeSantis - Miss America's Outstanding Teen 2007
- Jamie Ginn - Miss Delaware 2006
- Emily Wills - Miss Pennsylvania 2006
- Georgine DiMaria - Miss New Jersey 2006

Additional Guests

- The Eagles Cheerleaders
- Cast of Disney Magic LIVE!
- Disney Princesses from Disney on Ice
- Walt Disney Characters Including Mickey and Minnie Mouse
- and, of course, Santa Claus

The parade will include 12 giant helium balloons featuring favorites like Big Bird, Oscar the Grouch, Curious George and, new for 2006, Arthur and Barney.
In addition there will be numerous floats and over 90 choirs and other performers, many from the Greater Philadelphia area.

Campbell's sponsors a tented area at Eakins Oval called "Winter Wonderland" with hot food and drinks, games and activities from 8:30 a.m. to noon.

The parade will be televised from 8:30 a.m. to noon on Channel 6. It will be simulcast on 87.7 FM.

Parking is not permitted on the parade route. Because of the holiday, meters will be lifted. Parking will be available in local garages and side streets near the parade route.

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6ABC/Boscov's Thanksgiving Day Parade

The oldest Thanksgiving Day Parade in the country

Date: 11/23/2006 - 11/23/2006

Beautiful floats, marching bands, musical guests, dance teams and ample amounts of cheer fill the streets along the Benjamin Franklin Parkway for the nation's oldest Thanksgiving Day Parade.

Special guests Pat Sajak (*Wheel of Fortune*), Paul DiMeo (*Extreme Makeover*), Renee Goldsberry (*One Life to Live*), Paris Bennett (*American Idol*) and heartthrob Ashley Parker Angel join co-host Kelly Ripa of *Regis and Kelly* to usher in the holiday season in Philadelphia.

So bundle up, grab the kids and head out for an early holiday treat. The parade has an enchanting atmosphere that is sure to delight you and the little ones — popular characters from Sesame Street, Disney and your favorite storybooks come alive on floats and in giant balloons. Warm up in the Campbell's Winter Wonderland Expo Tent with some hot cocoa and look out for special giveaways.

The parade starts at 20th and Market Street and finishes at the Eakins Oval. Hosted by Action News anchors Dave Roberts and Cecily Tynan, the 86th annual parade will also be televised live on WPVI-TV, Channel 6 beginning at 8:30 a.m.

CONTACT INFO
18th St. and Race St.
Parade route runs along the Benjamin Franklin Parkway
Philadelphia, PA 19103 (MapQuest)

http://www.6abc.com
Neighborhood: Benjamin Franklin Parkway / Logan Square

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The Hotel Windsor 0.11 mi
Crowne Plaza Philadelphia Hotel 0.28 mi

A float makes its way past the Museum of Art
Photo by J. McWilliams for the P

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Greater Philadelphia / South Jersey

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Philadelphia Folk Festival - August 18-20, 2006

From John Fischer,
Your Guide to Greater Philadelphia / South Jersey.
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Jackson Browne and David Lindley, Hot Tuna Headline More Than 50 Artists

Tickets are on sale now for one of the nation's oldest and most revered musical gatherings, now celebrating its 45th year. The Philadelphia Folk Festival, a three-day celebration of traditional and dontemporary folk music, dance, crafts, camping and children's activities will take place August 18-20 at the Old Pool Farm near Schwenksville, PA. This is a week earlier than in past years.

Among the top attractions at the 44th annual Philadelphia Folk Festival are Jackson Browne and David Lindley, Hot Tuna, Raul Malo, Shemekia Copeland, Rodney Crowell, Amos Lee, James Hunter, Huun Hur Tu, The Roches, Gandolf Murphy and the Slambovian Circus of Dreams, Boris Garcia, Avett Brothers, The Duhks, Arrogant Worms, Natalia Zuckerman, Ronstadt Ramirez Santa Cruz River Band, David Jacobs-Strain, Antje Duvekot, Matt Duke, Hoots and Hellmouth, Angel Band, Melody Gardot, Lizanne Knott, Andrew Lipke, Guy Mendilow, Joel Rafael, and so many more.

In all, more than 50 folk, blues, old-timey, bluegrass, world and roots artists will be providing more than 55 hours of music from new and innovative to traditional, including more than 22 hours of dance music in the 3,500 square foot, wooden floor dance tent.

Returning for his 45th year as host/emcee is WXPN radio personality and Festival co-founder Gene Shay.

Grand Entrance Foyer

The Philadelphia Folk Festival now features the Grand Entrance Foyer, an outdoor lobby that welcomes festivalgoers as they pass through the main entrance with an active area of dance, merchandise, crafts and, in the Philadelphia Folksong Society tent, space for members to gather and meet.

A highlight of the Grand Entrance Foyer is the Dance Tent with a 3,500 square foot wooden floor where top-shelf dance bands and callers will be performing live. Learn Swing Dances with Beau Django; Contra Dance with Horse Flies or Groovemama; Waltz to Old Timey tunes or do-si-do your darling during the square dance with Beth Molaro and the Run of the Mill String Band.

Excellent Family Activity

The Philadelphia Folk Festival is great for families, too. There are lots of activities for the kids, especially in Dulcimer Grove, the shady area between the Crafts Stage and the Camp Stage, where puppeteers, jugglers, storytellers, hands-on crafts and kid-oriented musicians make it a great place for folk fans 12 and under.

This year, The Mum Puppettheatre will be on hand to teach kids how to make puppets.

There is also a special Kids' Concert on Friday afternoon from 3:00 to 5:00 featuring Terri Hendrix, Dog on Fleas and Jay Smar.

Older kids, 12 to 16, will again be eligible for the special "youth ticket", allowing them into the grounds for half the regular gate price, when accompanied by an adult.

Camping

A special section of the campgrounds is designated for family camping as a "quieter" area of the tent camping, where campers there are asked, particularly late at night, to avoid after-hours jam sessions.

The campground at the Philadelphia Folk Festival featured a large campfire sing after each evening concert.

New for this year, for those with an All-Festival Camping Ticket, will be a free concert on Thursday night featuring the Ribbon of Highway/Endless Skyway Tour, a musical event that captures the heart, wit, soul and spirit of the legendary Woody Guthrie, with a cast of performers that includes Jimmy LaFave, Eliza Gilkyson, Joel Rafael, Sarah Lee Guthrie and Johnny Irion, and Terri Hendrix. The concert will take place on the Camp Stage on Thursday night, August 17.

Lineup by Day

Friday Afternoon Kids Concert (3 p.m. to 5 p.m.)

- Dog on Fleas, Terri Hendrix, Jay Smar

Friday Afternoon

- Arrogant Worms, Boris Garcia, Groovemama, Guy Mendilow, Jimmy LaFave, Pipeline, Natalia Zuckerman

Friday Evening

- Rodney Crowell, Eliza Gilkyson, Sarah Lee Guthrie and Johnny Irion, Gandalf Murphy and the Slambovian Circus of Dreams, The Roches

Saturday Showcase

- To Be Announced

Saturday Afternoon

- Jackson Browne and David Lindley

Saturday Evening

- Avett Brothers, Horse Flies, Huun Huur Tu, Ronstadt Ramirez Santa Cruz River Band, Raul Malo

Sunday

- The Duhks, Fiddlers' Bid, Terri Hendrix, Hot Tuna, Amos Lee, David Jacobs- Strain, James Hunter, Shemekia Copeland

Tickets for the Philadelphia Folk Festival are now on sale and can be purchased on-line at www.folkfest.org. Tickets are also available at the Philadelphia Folksong Society Box Office, 7113 Emlen Street, Philadelphia. For complete information about the Festival and tickets, call the Philadelphia Folk Festival at 800-556-FOLK or visit the Festival website at www.folkfest.org.

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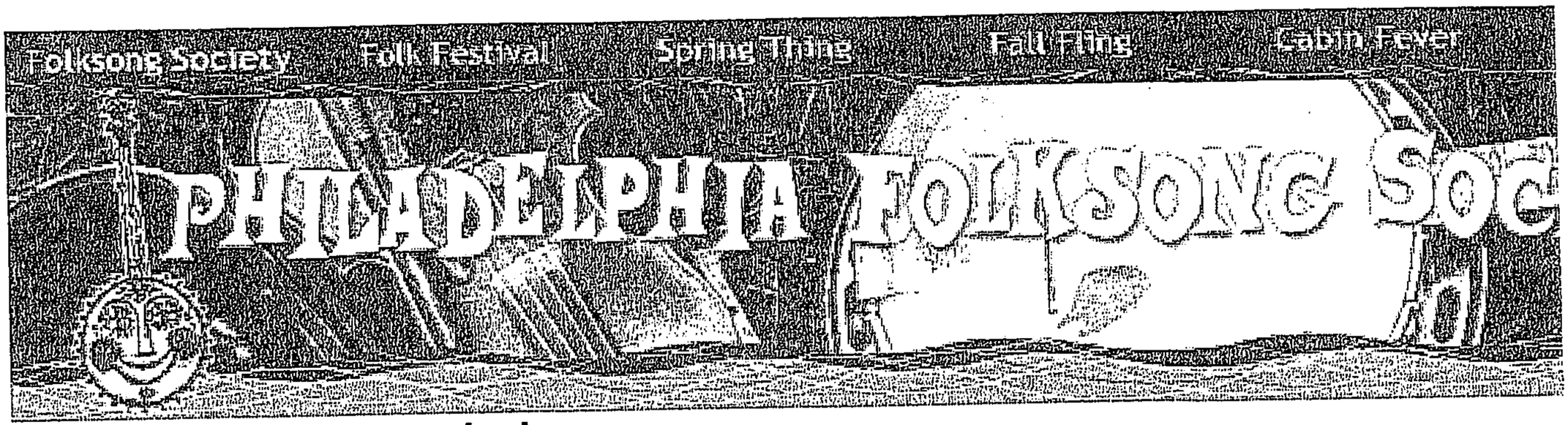

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Folksong Society Homepage

our mission

The Philadelphia Folksong Society is a not for profit educational organization dedicated to the encc dissemination, enjoyment of folk music and related expressions of folklore, the sponsoring of rese therapeutic programs and related publications.

about us

The Philadelphia Folksong Society, founded in 1957, has sponsored programs of entertainment an throughout our local area and North America. These programs present a lyrical history of society a enjoyment to thousands of people of all ages. From the traditional ballads of the 15th century to t contemporary sounds of today's singer/songwriters, the Philadelphia Folksong Society has promot contributed to the preservation of a vast variety of musical styles and historical perspective.

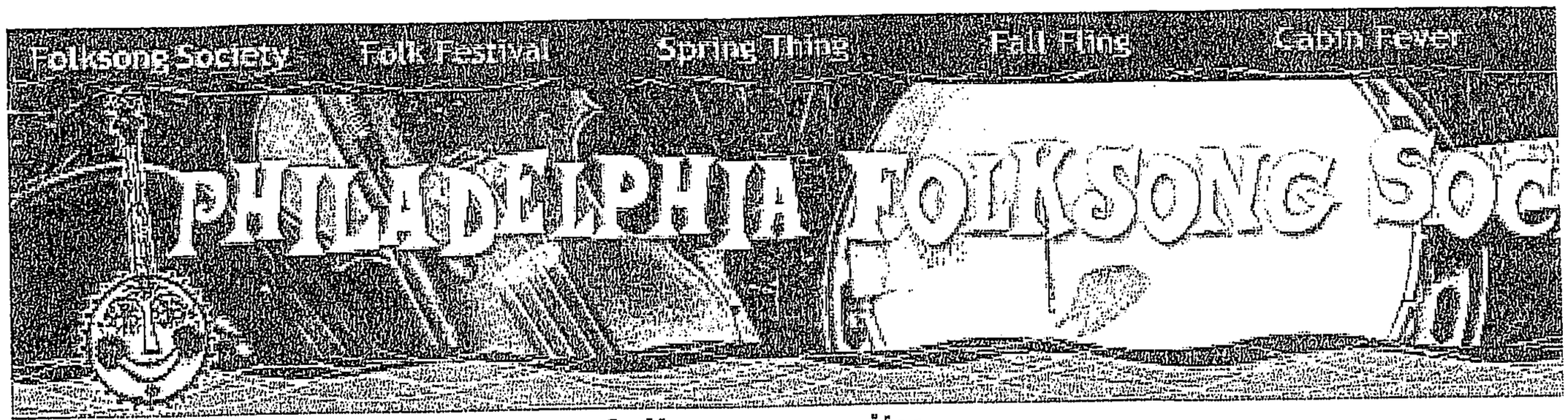
Established by a small group of folk fans, the Society has grown into one of the largest, most succ organizations of its kind, developing and marketing quality programs. Revenues from our annual P Festival have enabled the Society to give away more than a million dollars to present, sponsor anc wide variety of activities, educational programs and entertainment in the community. The Philadel Society also lends its expertise, and gives support, to other non-profit organizations. As a team of have built one of the premiere events and organizations for all types of folk music and culture.

While we are best known for our largest event, The Philadelphia Folk Festival, some of our lesser k are the most significant to the people they serve, bringing music to schools, senior centers, hospit halls, libraries and other locations. Servicing thousands each year, these programs introduce childı to a variety of instruments and styles, and encourage exploration of ethnic diversity and historical musical expression.

Unique among cultural organizations, The Philadelphia Folksong Society supports its efforts with tl ingenuity and sweat of its volunteers. The volunteers are the backbone of our organization. Our ha enabled the Philadelphia Folksong Society to provide for its economic security and to fund the chai programs.

The Philadelphia Folksong Society and Festival are the proud winners of

1977 PA Festivals Association Award
1989 Philadelphia Museum Foundation's Best of Philadelphia Music Award
1991 Pennsylvania Resources Council in Achievement and Special Events Recycling
1997 Philadelphia Chamber of Commerce's Excellence in Arts Management Award
1997 Philadelphia Music Alliance Institutional Award



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building our folk community

Development Programs
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A relationship with the Philadelphia Folksong Society can really make a difference to our communil future of the Arts and Education in Pennsylvania.

Supporting the Philadelphia Folksong Society

Donations to the Philadelphia Folksong Society help us to present, sponsor, and promote a wide va activities, including programs that are an integral part of many schools and service organizations. these outreach efforts deliver the educational and social benefits of folk music to more than 10,00 diverse, multicultural, and economic backgrounds, including children with special needs.

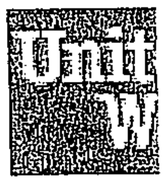
For years, income from the Philadelphia Folk Festival has totally subsidized these program costs. U the gap between revenue and the cost of maintaining our programs is widening. Like most other o devoted to the arts, the Philadelphia Folksong Society is feeling the effects of the nation's econom

It has become clear that it is no longer prudent to rely solely on a single event as our only significa funding. The Society's board is working to find alternate sources of revenue to sustain us now and but we also need help from individuals, corporations and other organizations who believe that our important. As a result, we are asking for your help to maintain and expand our efforts of bringing folk music to broader audiences.

The benefits of an association with the Philadelphia Folksong Society and the Philadelphia Folk Fes maintaining and expanding quality artistic and educational programs throughout the Delaware Vall encouragement and support of volunteerism, and community economic and social growth.

Your contribution will really make an impact in our ability to serve the community. It's e online, just click here.

Note that you can designate your **United Way** gift to help the Philadelphia Folksong Society, our **Donor Option Number is 14233**. We also qualify for most Employer Matching Gift programs, which is a great way for you to donate.



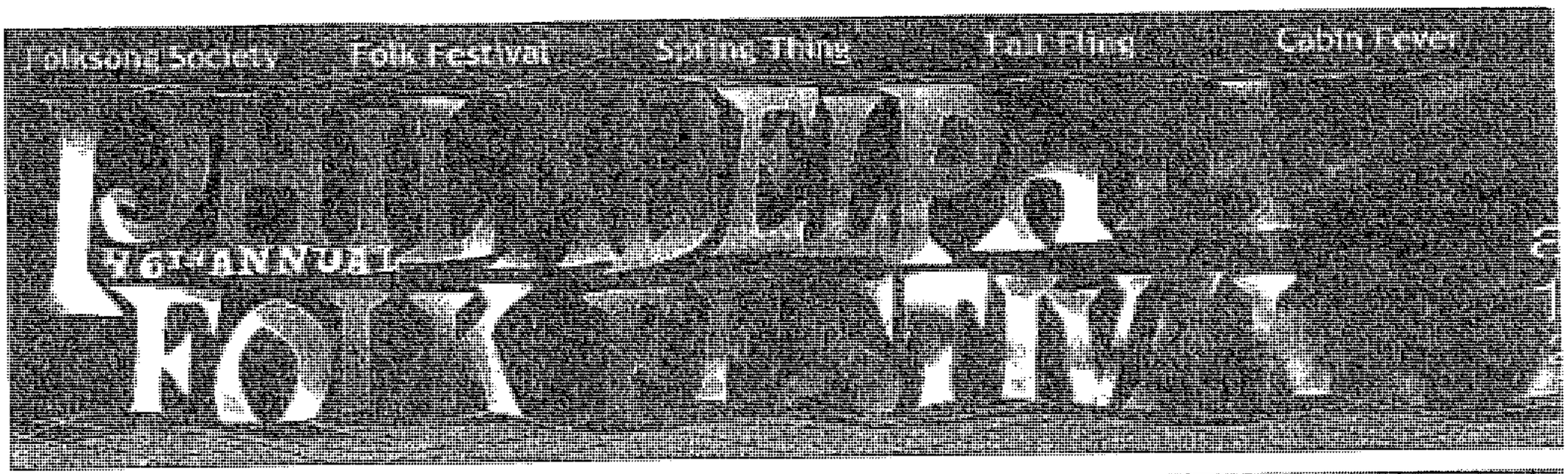
We hope you will consider making a tax-deductible donation to the Philadelphia Folksong Society to assist in our mission. Your gift will really make a difference to our future. For r information contact email PFS or call 215-247-1300.

Corporate Giving Opportunities

To expand our efforts of bringing folk music to broader audiences, the Philadelphia Folksong Socie new opportunities for sponsorships and partnerships. Offering marketing and artistic prospects not available, we can customize a package to fit your needs. Benefits of an association with the Philad Society and the Philadelphia Folk Festival include advertising to targeted audiences, expanded pro community service involvement.

Benefits include:
Philadelphia Folksong Society
Concert and event sponsorships and partnerships
Web site - Over 77,587 visits and over 3,231,200 hits yearly and growing!
Newsletter - advertising to more than 2,000 households
Corporate Membership Programs

Philadelphia Folk Festival
Web site - Over 77,587 visits and over 3,231,200 hits yearly and growing!
Naming Opportunities
Program Book Advertising to more than 10,000 people



Festival Program
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Families & Children

Directions & Parking

Camping Information

Volunteer Area

Press & Media

General Festival Information

Welcome to the home of the Philadelphia Folk Festival

The Philadelphia Folk Festival, one of the oldest active folk festivals, is a three-day extravaganza of traditional and contemporary folk music, dance, crafts, camping and children's activities.

Mark Your Calendar!

Dates for the 46th Annual Folk Fest are

August 17-19, 2007

Join the Philadelphia Folksong Society -
To attend more exciting folk events during the year, check out the Philadelphia Folksong Society website by clicking here.

Fest Smiley Tees

Forgot to pick yourself up a Fest Smiley Tee??? Not a problem, you can buy one now at the Society Online Store!

tell a friend

Enter your Friend's email address here:
(separate multiple addresses with commas)

Enter Your email address here so your Friend knows who sent this:

submit

KIDS! JOIN THE GROOVE BA

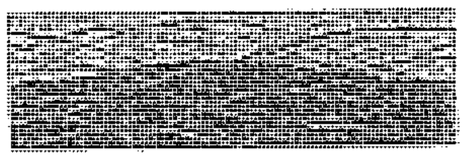
Be part of an exciting new program year where you will learn fiddle tune and perform on stage for famil
The Great Groove Band is the Philly coached by members of contemp
Groovemama: Fiddlers Donna Hebert Guitarist Liza Constable, and bassist, Kenney.

for more information - (

We greatly appreciate the generou sponsors of the 45th Annual Philade

Comcast.

Weavers Way Co-



Folk Festival Homepage | Contact Us | Privacy Policy | Become a Folksong Society Member

EVENTS & THE MANAYUNK ARTS FESTIVAL

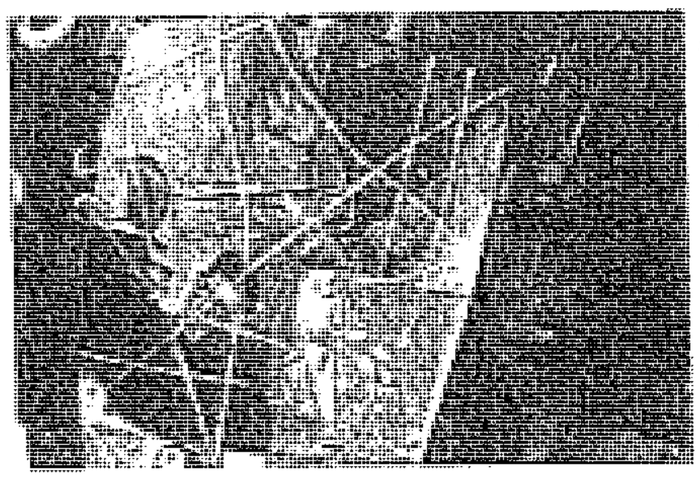
18th Annual Manayunk Arts Festival

Saturday June 23 & Sunday June 24, 2007

Dates - June 23rd and 24th, 2007
Location – Main Street, Manayunk
Parking/Shuttle Info - Coming Soon
Admission is free

Held in June on the Streets of Manayunk, the Festival is the largest outdoor arts and crafts show in the Delaware Valley, attracting more than 300,000 savvy consumers from Philadelphia and beyond. Celebrating its 18th year, this juried art show features 275 artists from across the country.

The renowned Arts Festival offers something for everyone. In addition to the artists' work, there is live music and entertainment along Main Street. Manayunk's spectacular restaurants offer sidewalk café service, while Main Street's eclectic retail shops and galleries feature outdoor display booths. Look for local university art programs displaying their student artist's work during the show at the Emerging Artists Alley. This family event also features special children's activities, including a Kids' Clothesline Art Exhibit



Apply for the 2007 Arts Festival

The Manayunk Arts Festival accepts only handmade original arts and crafts. Anything mass produced or manufactured is prohibited at the show. Acceptable mediums are Painting, Drawing, Wood, Sculpture, Ceramics, Glass, Fiber, and Mixed Media. For an application please contact Manayunk Development Corporation. Email info@manayunk.org or call (215)482-9565 x 205 with a valid mailing address.

Sponsorship Opportunities

A variety of sponsorship opportunities exist for the right partners. Please contact David West (dwest@manayunk.org), Director, with any inquiries.

Close Window

Manayunk Arts Festival

One of the biggest outdoor arts festivals in the region

Date: 6/24/2006 - 6/25/2006

Manayunk is always a great neighborhood to visit, but for one weekend every June, they pull out all the stops for the annual Manayunk Arts Festival.

One of the largest outdoor arts festivals in the Delaware Valley, the Manayunk Arts Festival draws thousdands of people to its historic Main Street for a two-day festival of arts, crafts, music, food and more.

Celebrating its 17th year in 2006, the festival features more than 250 artists from across the entire country.

But there's much more than the art.

In addition to the exhibit areas, Manayunk's award winning restaurants offer an array of delectable dining with sidewalk cafe service as well as table seating inside. There will also be plenty of traditional festival food.

Meanwhile, the unique shops, galleries and boutiques — that line Main Street and provide for a great shopping experience every day of the year — will also be open throughout the festival.

What's more, there will even be plenty of entertainment and fun activities for kids.

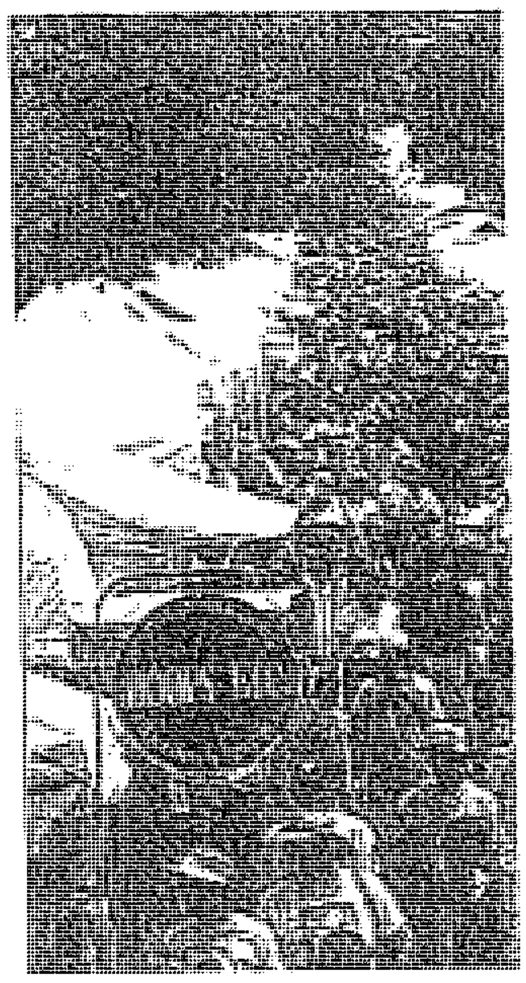
Saturday, 11 a.m. - 8 p.m.
Sunday, 11 a.m. - 6 p.m.

CONTACT INFO
Main Street and Levering Street
(Festival is along Main Street from Carson to Shurs Lane)
Philadelphia, PA 19127 (MapQuest)

http://www.manayunk.com/
Neighborhood: Manayunk / Roxborough

NEARBY ATTRACTIONS
Kildare's Irish Pubs 0.04 mi
Paula Hian Designs 0.04 mi
Main Street Manayunk 0.13 mi
Le Bus 0.16 mi
Manayunk Brewery and Restaurant 0.39 mi

NEARBY ACCOMMODATIONS
Hilton Philadelphia :: City Avenue 1.50 mi



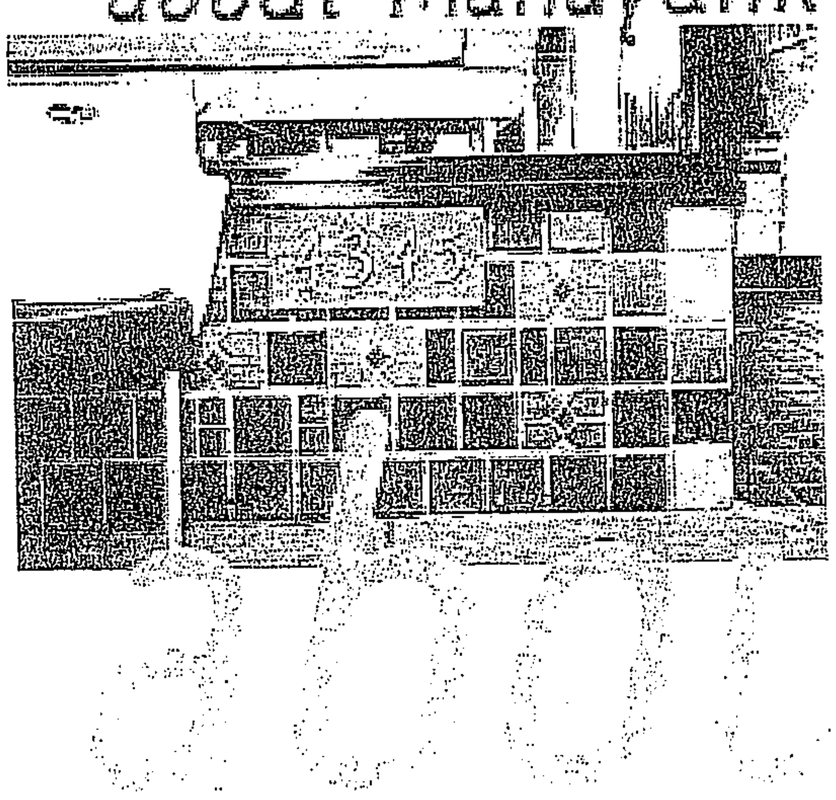
Main Street fills with people d
Arts Festival
Photo by B. Krist for GPTMC

Related Itineraries
- Family Fun in Philadelph Countryside
- Museums for Art Lovers
- National Geographic Tra Great City" Itinerary
- Real Young, Real Fun, F Itinerary

Related Photo Galleries
- Accommodations
- Dining and Nightlife
- Neighborhoods and Tow
- Shops and Markets

Named a National Historic District in 1983, Manayunk is located just minutes west of Center City Philadelphia, nestled along the banks of the Schuylkill River and the historic Manayunk Canal. Main Street runs through the heart of this unique shopping and dining destination with over 70 chic boutiques and galleries and 30 restaurants and eateries. Manayunk offers something for everyone. Visitors immediately feel welcome and encounter an honesty, pride and attention to service that keeps them coming back again and again.

about manayunk



important links

- events
- shopping
- food
- fun
- tourism

FOR IMMEDIATE RELEASE
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234 Market Street, 4th floor
Philadelphia PA 19106

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F: 215-733-0668
E: apreis@phillyfests.com
W: www.phillyfests.com

FOR FIRST TIME, A FILM WINS BOTH JURY PRIZE AND AUDIENCE AWARD, AS THE PHILADELPHIA FILM FESTIVAL ENDS APRIL 11, POSTING NEW RECORD OF 66,300 ATTENDANCE

THE CAMDEN 28 Takes Best Documentary in Both Categories; Other Jury Prizes go to OFF SCREEN, WRISTCUTTERS, THE KING, HALF NELSON; Other Audience Award Winners are THE DESCENT, ELSA & FRED; SWEET LAND gets Special Award

(Philadelphia – April 13, 2006) The **2006 Philadelphia Film Festival** ended its 13-day celebration of cinema April 11 by posting an attendance record of **66,300**, topping last year's record of 65,000. Presented by the Philadelphia Film Society, the Film Festival ran from March 30-April 11 and screened 229 films from 43 countries on seven screens. It was produced under the leadership of Artistic Director **Raymond Murray**, Executive Director **Thom Cardwell** and Managing Director **Patrick Brogan.**

At its Closing Night Ceremonies, the Festival announced the winners of its Jury Prizes and Audience Awards. For the first time since the Festival instituted its awards in 2001, one film won both the Jury Prize and Audience Award in its category – the documentary THE CAMDEN 28. Directed by **Anthony Giacchino**, it chronicles the FBI investigation and trial of a group of anti-Vietnam War activists, several of whom were clergymen, who vandalized the draft offices of Camden, NJ.

The complete list of awards is as follows:

Jury Prizes:
Best Feature Film: OFF SCREEN (**Pieter Kuijpers**, director; Belgium/The Netherlands)
Best American Independent Film: THE KING (James Marsh, director)
Best First Film: WRISTCUTTERS: A LOVE STORY (**Goran Dukic**, director; US)
Best Director: **Ryan Fleck**, for HALF NELSON; US
Best Documentary: THE CAMDEN 28 (**Anthony Giacchino**, director; US)

Archie Award – A juried award presented in honor of the late **Archie Perlmutter**, a founding board member of the Philadelphia Film Society, a founder of the Philadelphia Jewish Film Festival and an avid film promoter in the region. It is given to the best film by a first-time director: SWEET LAND (**Ali Selim**, director; US).

Audience Awards:
Danger After Dark: THE DESCENT (**Neil Marshall**, director; Great Britain)
Best Documentary: THE CAMDEN 28 (**Anthony Giacchino**, director; US)
Best Feature Film: ELSA & FRED (**Marcos Carnevale**, director; Spain/Argentina)

The awards were presented by Film Society Executive Director **Thom Cardwell** and Pennsylvania Film Commissioner **Jane Saul**. WRISTCUTTERS co-producer **Chapin Wilson** was present to accept its award, and CAMDEN 28 director **Anthony Giacchino**, along with his director of photography **David Dougherty** and several actual members of the Camden 28, was also there to accept his awards.

THE CAMDEN 28 was clearly the star of the festival; in addition to being the most highly regarded, it was the second highest in ticket sales. The top-seller was the locally-produced drama THE FOURTH DIMENSION, with just over 1,000 tickets sold, followed by:

– more –

- THE CAMDEN 28, the Spanish ensemble film TAPAS, and Lee Daniels' thriller SHADOWBOXER at over 900;
- THE CAVE OF THE YELLOW DOG (from the director of THE STORY OF THE WEEPING CAMEL), Susan Seidelman's THE BOYNTON BEACH CLUB and the romantic comedy ELSA & FRED (Spain/Argentina) at over 800;
- The local documentary about the infamous 2003 Philadelphia mayoral race SHAME OF A CITY, and the comedy-dramas ONE LAST THING... (US) and KINKY BOOTS (Great Britain) at over 700.

From the results of the audience ballots handed out at every screening, response to this year's programming was very enthusiastic. Just over half (52%) of all the films that were rated (78 out of 149) received a score of "Very Good" or better (4.00), in comparison to last year's 44%. The five highest rated films were THE CAMDEN 28, BEEN RICH ALL MY LIFE, ELSA & FRED, KINKY BOOTS, and HEART OF THE GAME.

OTHER AWARDS: A long-standing component of the Festival is the Philadelphia CityPaper Festival of Independents, a showcase for regional filmmakers. On April 9, "FestIndies" announced its award winners:

- Best Feature-length Film - SHAME OF A CITY, directed by Tigre Hill
- Best Documentary Short - CONTRIBUTE 2 THE EXPERIENCE, directed by David Sylvester
- Best Experimental Short - TESTING, directed by Ted Knighton
- Best Animation Short - THE LEGEND OF BLACK TOM, directed by Deron Albright
- Best Narrative Short - IN THE TRADITION OF MY FAMILY, directed by Todd Davis
- NFL Technical Achievement Award - THE 4TH DIMENSION, directed by Tom Mattera and Dave Mazzoni.

Earlier in the Festival, Greater Philadelphia Filmmakers, a program of the Greater Philadelphia Film Office, announced the winner of the 2006 "Set in Philadelphia" Screenwriting Competition (SIP). This year the Grand Prize and Philadelphia Chamber of Commerce Regional Award went to the same screenplay: *Middle Aged White Guys*, by Bruce Graham. It is a comedy about three guys with financial problems who decide to pull off a copycat bank robbery.

SPONSORS: The 2006 Philadelphia Film Festival is made possible thanks to the generous support of dozens of area sponsors. Sponsors were acknowledged before every festival screening in a trailer that was created by two graduate students at Temple University: Ian Markiewicz and Stephanie Garoian.

The 2006 Presenting Sponsors were Pennsylvania Film Office, the City of Philadelphia; Bridge: cinema de lux; and TLA Entertainment Group and its divisions: the six TLA Video Stores, the award-winning retail Web site TLAVideo.com, and the film distribution label TLA Releasing;

Official Sponsors were *Philadelphia CityPaper*, University of the Arts, Greater Philadelphia Film Office, the Sundance Channel, International House, University of Pennsylvania and Stella Artois.

Partner Sponsors were N Squared Productions, *Where Magazine*, Sheraton University City, Shooters, Top of the Tower, Patou Restaurant, Old Original Bookbinders, Gallery East, Philly.com, Whole Foods Market, WXPN 88.5, Temple University School of Tourism, Mitchell Gold + Bob Williams, Janney Montgomery Scott and Atlantic City Film Office.

Patron Sponsors were Caviar Assouline, Calderwood Gallery, North 3rd Restaurant, Prince Music Theater, VOD.com, Positano Coast, CampusPhilly.com, Cozen & O'Connor, The Restaurant Collection, Screen Actors Guild, University City District, Yellow Tail, Twenty21, Y100 Rocks.com, Penn Cinema Studies, Bluecoat Gin, Government of Canada/Consulate of Canada, Voices & Visions Bookstore, and the University of Pennsylvania Health System.

Industry Partners were TLA Releasing, Universal, Lions Gate, Miramax Films, New Line Cinema, Terry Hines & Associates, Allied Advertising, The Weinstein Group, Comcast, IFC in Theaters/on demand and Sony Pictures Classics.

The Film Society wishes to thank Puffin Foundation Ltd., of New Jersey for their financial support, in part, of Cinema of the Muslim Worlds. The Society also wishes to thank the management and staff of Haru, the owners and management of Alfa, Laura Price of KB Consultants, and Kimberly A. C. McKenzie and Corazon Tequila, and Joe Hoffman for their assistance with additional Festival receptions.

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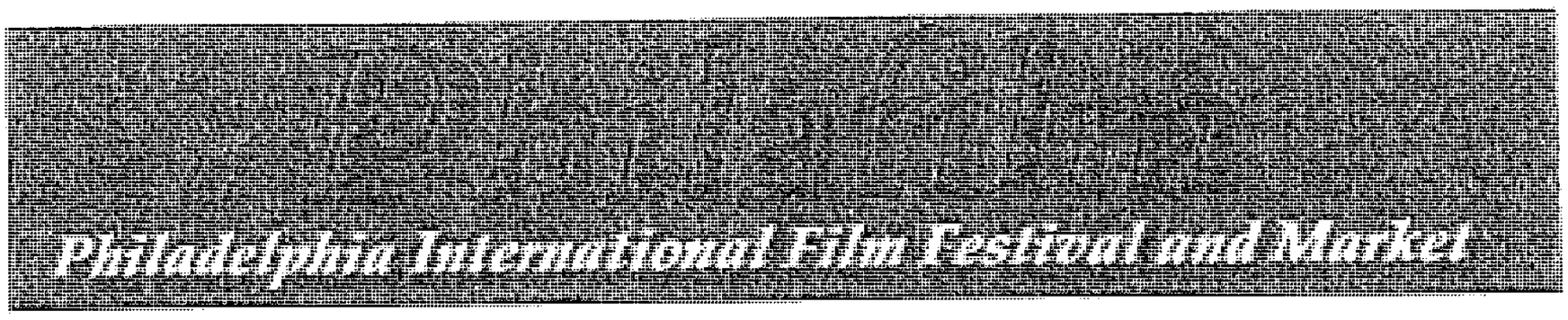

About Philafilm

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The primary objective of **PHILAFILM** is to provide screening and distribution opportu for Independent Film and Video artists. **PHILAFILM** is the region's oldest internationa Independent film and video competition and market, providing a forum for beginning a established film and video makers and their projects.

Entrants enter this festival:

To gain exposure for their projects;
To secure domestic and international distribution;
To secure financing for current and future works.

The Philadelphia International Film Festival (**PHILAFILM**) is a project of the INTERNATIONAL ASSOCIATION OF PICTURE AND TELEVISION PRODUCERS, INC. and is administered by the IAMPTP Festival Committee. IAMPT chartered, 501 (c) 3 non-profit, tax-exempt corporation. **PHILAFILM** is an event purposed to showcase the produci Independent, Multicultural artists from around the world. Each year, PHILAFILM makes a special effort to identify a local film and video makers. Each year, outstanding artists and productions emerge from this process, many of wh moved on to stellar professional careers

Each year, "The Festival" says one thing very clear - Philadelphia, PA is a hotbed of talent, in every aspect of the p design. **PHILAFILM** takes great pride in being in the vanguard of sustained, committed efforts over the years to rai Philadelphia's visibility, nationally and internationally as a prime location for small and large projects, of every genr

PHILAFILM has been fortunate to screen some of the most important Directors, Producers and Writers in the Indu **PHILAFILM** celebrates its 29th season 2006, for these successes and trials of the past three decades will be refle memorable celebration of film, video, and those who write, direct, produce and edit.

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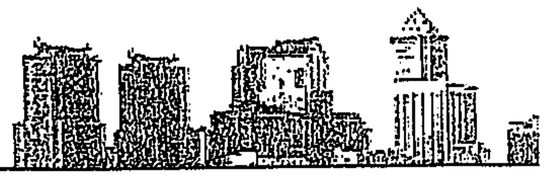
home of the philadelphia film society



Philadelphia Film Festival
April 5 - 18, 2007

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- Volunteer
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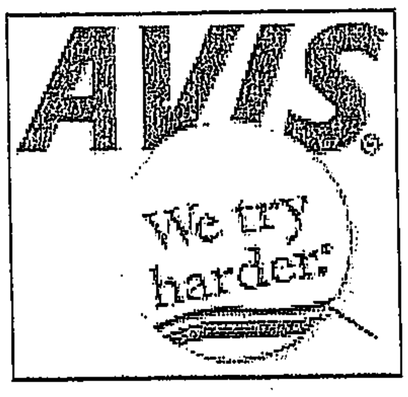
- Past Festivals

Philadelphia International Gay & Lesbian Film Festival
July 12 - 24, 2007

- 2007 Film Submissions
- Past Festivals



Film Festivals

PHILADELPHIA FILM FESTIVAL

Founded in 1991 as the Philadelphia Festival of World Cinema, the Philadelphia Film become one of the fastest-growing film festivals in the country with nearly 70,00 earning the respect of the film industry and the notice of media as diverse as **Magazine**, **Fangoria**, and the **The Wall Street Journal**.

For two weeks in April, the Festival presents as many as 300 works on film and video, star-studded studio features to daring experimental student shorts. Anywhere nationalities are represented annually, with the latest works from such standard-beare and Italy screening alongside new voices from Estonia, Lebanon, South Africa, and celebrations range from screening premieres to event celebrations, hosting an array o has included such luminaries as Susan Sarandon, Laurence Fishburne, Steve Bus Swayze, Ed Burns, Malcolm McDowell, Mary Louise Parker, Morgan Freeman, Ken Ru Downey, Alan Rudolph, Larry Clark, Melvin Van Peebles, Susan Seidelman, and John Sa

Festival programming is arranged into thematic sections, including World Focu Independents, Documentary Traditions, Cinema of the Muslim Worlds, New Kor Animation, and the utterly unique and often alarming Danger After Dark, a celebration from around the world. The Festival also hosts an exclusive showcase of regional entitled Festival of the Independents.

In 2001, the Festival instituted a Juried Competition for Best Feature, Documentary, an and it distributes ballots to all ticket holders to determine Audience Awards. The Festi an annual "Set in Philadelphia" screenplay competition in collaboration with Philadelphia Film Office.

Previous Festivals: 2006 2005 2004 2003 2002 2001

Photo Archive: 2004 2003 2002 2001

PHILADELPHIA INTERNATIONAL GAY & LESBIAN FILM FESTIVAL

Founded in 1995 by TLA Entertainment Group, the Philadelphia International Gay and Festival is the third largest event of its kind in the US, and the largest on the Ea uninhibited programming and a packed calendar of parties have also earned it the tit gay and lesbian film festival in the country" from **Out and About Magazine**.

For two weeks in July, following Philadelphia's Independence Day festivities, the Festiva many as 200 features, documentaries and shorts, as well as truly fabulous special event along **Xanadu**, a screening of the 1970s adult classic **Heavy Equipment** in the origin live staged reading of Todd Stephen's **Another Gay Movie**, with Scott Thompson, Matthew Rush.

Proudly claiming a commitment to new visions and a level of hospitality that is unma festival circuit, the Festival has earned a special place in the hearts of GLBT filmmakers selected to premiere such hits as Dirk Shafer's Circuit, C. Jay Cox' Latter Days, and Mistress of the Dark's Elvira's Haunted Hills. It has hosted an array of guests that Barker, Mart Crowley, Cheryl Dunye, Barbara Hammer, John Waters and Chi Chi LaRue.

The Festival hosts a Juried Competition for best features and shorts (gay male and les as Audience Awards, selected by the viewers.

Previous Festivals: 2006 2005 2004 2003 2002 2001

Photo Archive: 2004 2003 2002 2001

Philadelphia Business Journal - March 27, 2006
http://philadelphia.bizjournals.com/philadelphia/stories/2006/03/27/story8.html

PHILADELPHIA BUSINESS JOURNAL

Festival strives to be less on the fringe

Philadelphia Business Journal - March 24, 2006 by Peter Van Allen Staff Writer

The Philly Fringe Festival is growing up.

Live Arts Festival & Philly Fringe, as it is formally known, is heading into its tenth season with big plans. It has beefed up its marketing by hiring an MTV veteran, increased its audience, stockpiled an operating surplus and has plans to be in a permanent home within three years.

The event, which was modeled on Edinburgh, Scotland's Fringe Festival, has emerged as one of the city's most durable festivals featuring theater, music and other performing arts. In September, it attracted 47,000 people over two weeks. This year, the festival is slated for Sept. 1-16.

Despite the fact that fringe festivals are now commonplace around the world, Philly Fringe's executive director recoils at the notion that his festival is going mainstream.

"In the sense that mainstream culture is moving toward our end of culture, that may be the case. The Kimmel Center may call us [about a performer]," said Nick Stuccio, festival co-founder and executive director. "What we love and what we present does not change. We're still looking for garage bands in Prague. We're looking for wacky [stuff] all over the world. The only difference is now I can stay in a hotel."

Stuccio vows that the festival will continue to stage performances in bars, old movie theaters, churches, street corners and unused "architectural jewels," Stuccio said.

Even if the work has retained its youthful edge, the festival itself may be growing up.

"In the arc of a nonprofit's lifetime, we're in our adolescence," Stuccio said.

In the early years of the festival, looking for new talent, Stuccio's scouting trips were marked by cheap travel and nights racked on lumpy couches.

"I'd stay with artists or friends or in a crappy hotel," Stuccio said. "Now, it's the Holiday Inn."

Stuccio has continued the festival's thrifty ways, building up an operating surplus that has helped it consider, for the first time, finding a permanent home.

A grant of $400,000 over four years, a gift from the Doris Duke Foundation, has helped funding plans to find what Stuccio calls a "festival centrale," a headquarters that could house administrative offices, artists' rehearsal-and-meeting space and a restaurant-café.

Stuccio has five potential city neighborhoods in mind but he won't name them. "We want to be where people are," he said. "We want to end up in a great location."

The festival hopes to make the move within three years. For now, the Live Arts Festival works out of a cramped storefront at 211 Vine St. in Old City.

For the coming festival, the emphasis will be on continuing to build attendance, including finding a younger audience.

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To that end, Stuccio has hired two seasoned arts executives.

Janera Solomon, the visual-and-performing arts curator, formerly worked for the Pittsburgh Cultural Trust, Andy Warhol Museum and Three Rivers Arts Festival.

Heidi Duffey, the festival's new director of marketing, has done work for MTV, VH1, Nickelodeon, HBO and Miramax. Most recently, she worked for the Brooklyn Academy of Music (BAM), where she was marketing manager.

Duffey, who was born in New Zealand and has lived in California; Vancouver, Canada; Boston; and, most recently, New York City, said the Live Arts Festival was her "top target" when she moved here.

She hopes to use some of the online techniques she's learned in past jobs to target younger people.

"Right now, young people are not going to enough shows," she said. The challenge, she said, is that they don't respond to traditional print advertising.

"They're online, they're not looking at papers. They're looking at blogs or they're getting information from people they trust," Duffey said.

In Philadelphia, she said, an increasing sector of the arts-going public are using Philebrity.com, the online arts site started by Joey Sweeney, a former Philadelphia Weekly writer.

Live Arts Festival subscribes to the Philadelphia Theater Alliance's Tessitura Arts Enterprise software, a database of people who have bought tickets at arts-and-cultural venues around the city.

"We have profiles for everyone in the database. We know what they've gone to in the past and we'll try to reduce the number of marketing messages, so they don't feel like it's spam," Duffey said. "People don't want to be bombarded. They want [e-mail] they're interested in. As an industry, we need to respond to that."

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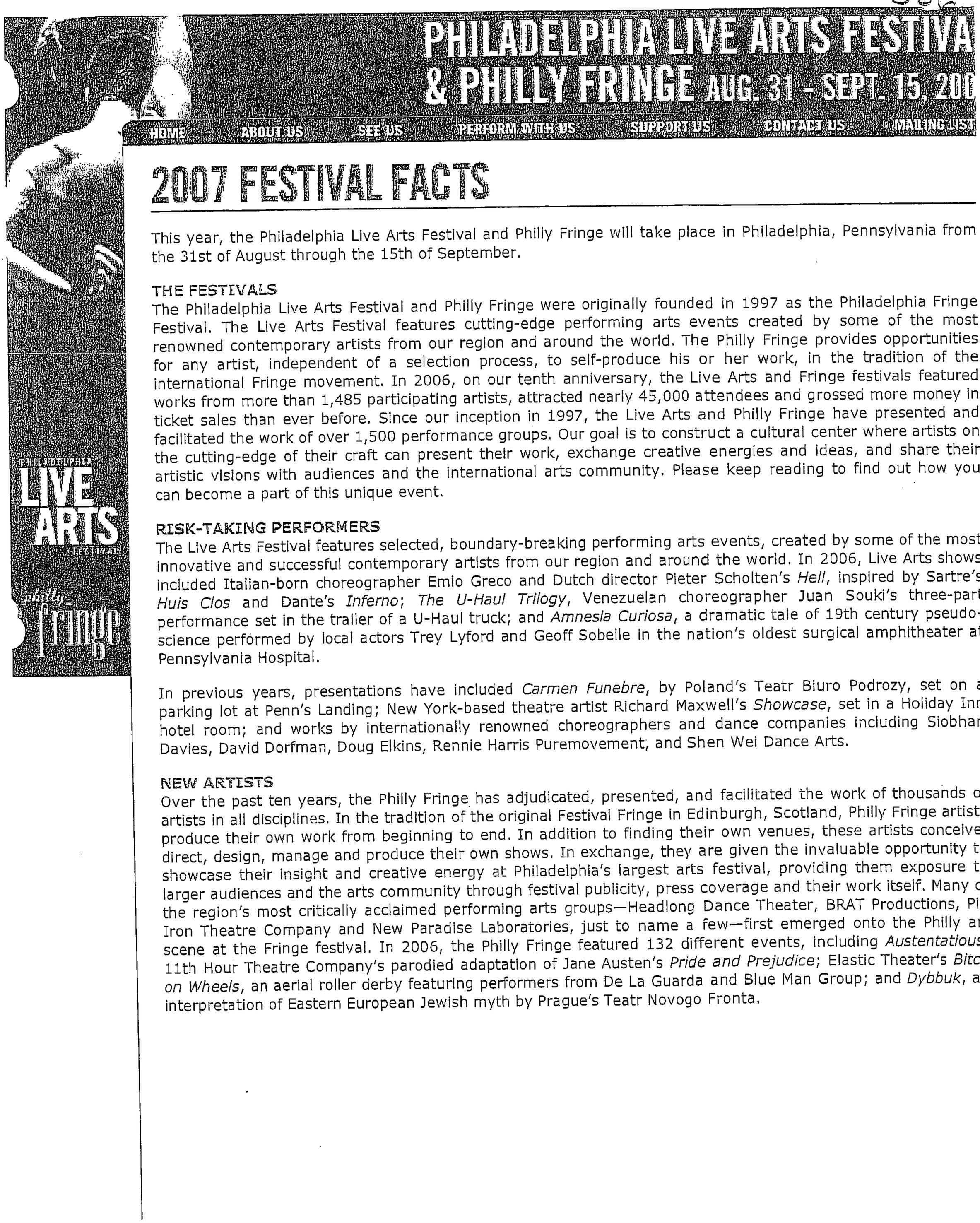

2007 FESTIVAL FACTS

This year, the Philadelphia Live Arts Festival and Philly Fringe will take place in Philadelphia, Pennsylvania from the 31st of August through the 15th of September.

THE FESTIVALS

The Philadelphia Live Arts Festival and Philly Fringe were originally founded in 1997 as the Philadelphia Fringe Festival. The Live Arts Festival features cutting-edge performing arts events created by some of the most renowned contemporary artists from our region and around the world. The Philly Fringe provides opportunities for any artist, independent of a selection process, to self-produce his or her work, in the tradition of the international Fringe movement. In 2006, on our tenth anniversary, the Live Arts and Fringe festivals featured works from more than 1,485 participating artists, attracted nearly 45,000 attendees and grossed more money in ticket sales than ever before. Since our inception in 1997, the Live Arts and Philly Fringe have presented and facilitated the work of over 1,500 performance groups. Our goal is to construct a cultural center where artists on the cutting-edge of their craft can present their work, exchange creative energies and ideas, and share their artistic visions with audiences and the international arts community. Please keep reading to find out how you can become a part of this unique event.

RISK-TAKING PERFORMERS

The Live Arts Festival features selected, boundary-breaking performing arts events, created by some of the most innovative and successful contemporary artists from our region and around the world. In 2006, Live Arts shows included Italian-born choreographer Emio Greco and Dutch director Pieter Scholten's *Hell*, inspired by Sartre's *Huis Clos* and Dante's *Inferno*; *The U-Haul Trilogy*, Venezuelan choreographer Juan Souki's three-part performance set in the trailer of a U-Haul truck; and *Amnesia Curiosa*, a dramatic tale of 19th century pseudo-science performed by local actors Trey Lyford and Geoff Sobelle in the nation's oldest surgical amphitheater at Pennsylvania Hospital.

In previous years, presentations have included *Carmen Funebre*, by Poland's Teatr Biuro Podrozy, set on a parking lot at Penn's Landing; New York-based theatre artist Richard Maxwell's *Showcase*, set in a Holiday Inn hotel room; and works by internationally renowned choreographers and dance companies including Siobhan Davies, David Dorfman, Doug Elkins, Rennie Harris Puremovement, and Shen Wei Dance Arts.

NEW ARTISTS

Over the past ten years, the Philly Fringe has adjudicated, presented, and facilitated the work of thousands of artists in all disciplines. In the tradition of the original Festival Fringe in Edinburgh, Scotland, Philly Fringe artists produce their own work from beginning to end. In addition to finding their own venues, these artists conceive, direct, design, manage and produce their own shows. In exchange, they are given the invaluable opportunity to showcase their insight and creative energy at Philadelphia's largest arts festival, providing them exposure to larger audiences and the arts community through festival publicity, press coverage and their work itself. Many of the region's most critically acclaimed performing arts groups—Headlong Dance Theater, BRAT Productions, Pig Iron Theatre Company and New Paradise Laboratories, just to name a few—first emerged onto the Philly art scene at the Fringe festival. In 2006, the Philly Fringe featured 132 different events, including *Austentatious*, 11th Hour Theatre Company's parodied adaptation of Jane Austen's *Pride and Prejudice*; Elastic Theater's *Bitch on Wheels*, an aerial roller derby featuring performers from De La Guarda and Blue Man Group; and *Dybbuk*, an interpretation of Eastern European Jewish myth by Prague's Teatr Novogo Fronta.

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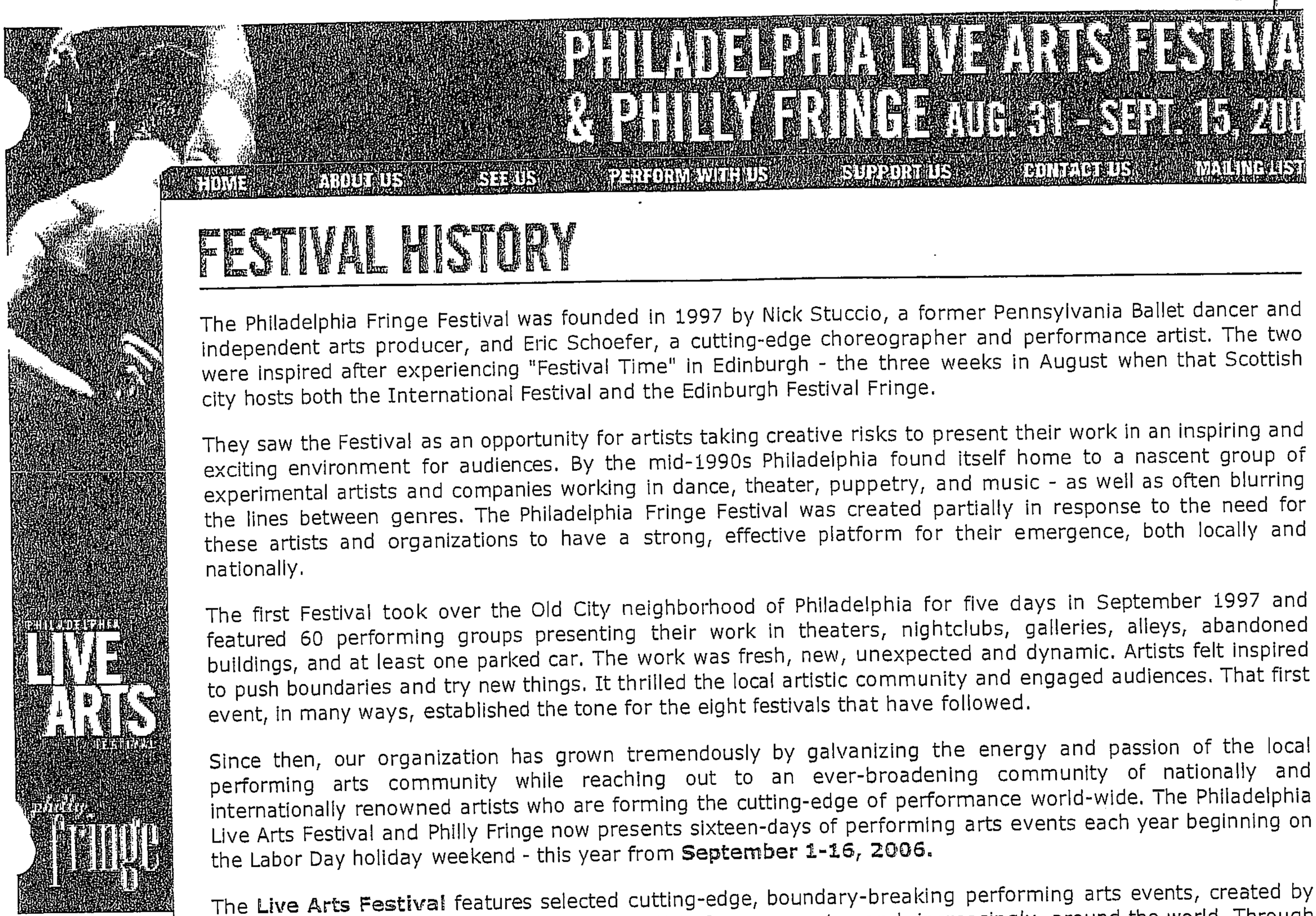

FESTIVAL HISTORY

The Philadelphia Fringe Festival was founded in 1997 by Nick Stuccio, a former Pennsylvania Ballet dancer and independent arts producer, and Eric Schoefer, a cutting-edge choreographer and performance artist. The two were inspired after experiencing "Festival Time" in Edinburgh - the three weeks in August when that Scottish city hosts both the International Festival and the Edinburgh Festival Fringe.

They saw the Festival as an opportunity for artists taking creative risks to present their work in an inspiring and exciting environment for audiences. By the mid-1990s Philadelphia found itself home to a nascent group of experimental artists and companies working in dance, theater, puppetry, and music - as well as often blurring the lines between genres. The Philadelphia Fringe Festival was created partially in response to the need for these artists and organizations to have a strong, effective platform for their emergence, both locally and nationally.

The first Festival took over the Old City neighborhood of Philadelphia for five days in September 1997 and featured 60 performing groups presenting their work in theaters, nightclubs, galleries, alleys, abandoned buildings, and at least one parked car. The work was fresh, new, unexpected and dynamic. Artists felt inspired to push boundaries and try new things. It thrilled the local artistic community and engaged audiences. That first event, in many ways, established the tone for the eight festivals that have followed.

Since then, our organization has grown tremendously by galvanizing the energy and passion of the local performing arts community while reaching out to an ever-broadening community of nationally and internationally renowned artists who are forming the cutting-edge of performance world-wide. The Philadelphia Live Arts Festival and Philly Fringe now presents sixteen-days of performing arts events each year beginning on the Labor Day holiday weekend - this year from **September 1-16, 2006.**

The **Live Arts Festival** features selected cutting-edge, boundary-breaking performing arts events, created by some of the most renowned contemporary artists from our region and, increasingly, around the world. Through this festival we have presented numerous works by international, national and Philadelphia-based artists. A selection of recent presentations include Richard Maxwell's *Showcase*, Teatre Buiro Podrozy's *Carmen Funebre* set on a parking lot on Penn's Landing, dada kamera's *Cul-de-Sac*, the site specific *Hotel Pool* by Headlong Dance Theater, and Pig Iron Theatre Company's *Hell Meets Henry Halfway* Live Arts events in 2005 included British choreographer Siobhan Davies' *Bird Song*, Brian Sanders' *Patio Plastico*, NYC-based Cynthia Hopkins' *Accidental Nostalgia*, and The Lucidity Suitcase Intercontinental/Thaddeus Phillips' *Red-Eye to Havre de Grace* — to name just a few.

The Philly Fringe provides opportunities for any artist, independent of a selection process, to self-produce their work. It represents the true international "Fringe" movement. As with other Fringe Festivals worldwide, the roots of the Philly Fringe trace to the Edinburgh Fringe Festival, which began 58 years ago when performers created theatres on the outskirts - or "fringe" - of the city sponsored festival. Soon the Fringe Festival gained a large and loyal following.

Through these two festivals, our organization currently presents the creative works of more than 1,000 artists annually, with 1,693 participating artists in 2005. The wide spectrum of artistic expression includes avant-garde adaptations, ballet, cabaret, clowning, experimental theater, contemporary dance, new music, performance art, site-specific work, street theater, visual art installations, and many others. In addition each year we transform unused buildings into a cabaret space and box office that serve as focal points for both festivals.

We are renowned as champions of Philadelphia-based artists. The Festivals are often the first and only opportunity for Philadelphia-based emerging artists to present their work, and over the last nine years we have helped literally thousands of artists. We provide them with formal and informal support through workshops and year-round advice and information on administration, marketing, fundraising and show production. We commission work by established Philadelphia-based artists and actively work to connect them to the national network of presenters by inviting presenter to their performances, providing complimentary tickets and advocating to presenting peers on behalf of artists. Additionally, one of the most exciting aspects of our events

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is that they bring together artists from many different disciplines, backgrounds and geographical regions providing for "cross-pollination" and an annual creative power surge to the region.

We are recognized for our ability to challenge arts audiences to discover new, risk-taking art, to attract new non-traditional arts audiences and bring audiences the kinds of experiential arts offerings (such as site based work) that no other organization can provide. We take equal pride in the fact that more "traditional" audiences are discovering cutting-edge work and that people who rarely attend "arts" events are finding themselves drawn in to whole new experiences. The uniqueness of our performances and venues has helped attract people who might not have been engaged in art before. Their enthusiasm and participation is further encouraged by the spirited atmosphere of "Festival Time" and such activities as a late-night cabaret, street performances, and opportunities for artists and audiences to interact. We intentionally seek to make the experience of seeing performance exciting, social and fun.

Philadelphia Live Arts Festival & Philly Fringe

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For Immediate Release:
April 19, 2006

Sunoco Welcome America! Festival Announces 2006 Headliners and Event Schedule

PHILADELPHIA — There is no better place in the nation to celebrate Independence Day and revel in America's precious freedoms than Philadelphia. The 14th annual Sunoco Welcome America! Festival will take place from June 27th to July 4th, producing the biggest, most exciting birthday party in the nation.

As the premiere destination city for the nation's Independence celebration, Philadelphia is a focus of the nation's attention. Dubbed "America's Next Great City" by *National Geographic* magazine, this year's festival will certainly prove that claim. From June 27th to July 4th, the Sunoco Welcome America! Festival and the city's world-class patriotic and historic tourism venues, will offer eight days of family-oriented entertainment, highlighting the best in American music, food and fun. From gospel to salsa, opera to pop, and jazz to rhythm & blues, the city is alive with concerts, street festivals, history lessons, and July 4th perennials – great food, patriotic parades and spectacular fireworks.

"The Sunoco Welcome America! Festival has been an important part of Philadelphia's Fourth of July celebrations for many years," said Mayor John F. Street. "Under the new leadership of Clifton Davis, I am confident this year's festival will attract a multitude of people, offer world class entertainment and boost our City's and region's economy while celebrating the freedoms and liberties that make our nation great."

Stars of the Festival

This year the Sunoco Welcome America! Festival benefits from the know-how of its newly appointed executive director, Clifton Davis, celebrated actor, singer and event producer.

"This is a wonderful opportunity to build on the great work that has made Sunoco Welcome America! one of the world's biggest outdoor festivals, attracting nearly a million people," Davis said. "Being in Philadelphia on July Fourth is like being in New York on New Year's Eve. After 14 years, Sunoco Welcome America! and the City of Philadelphia are poised to add even more flavor, more fun and more entertainment in 2006."

-More-

Sunoco Inc. has been title sponsor of the festival for the past 12 years.

"As a Philadelphia based company and along time supporter of the Philadelphia community, Sunoco is again proud to be title sponsor of the city's acclaimed Sunoco Welcome America! Festivities," said Jack Drosdick, Chairman and CEO of Sunoco, Inc. "We are excited about seeing Philadelphia at its best during the nation's premier Independence Day event."

The festival kick-off is an electrifying block party in celebration of the first anniversary of the lighting of Boathouse Row. But the highlight of the weeklong summer event is the finale, the spectacular **July 4th Sunoco Sweet Sounds of Liberty Concert**, featuring R&B powerhouse **Lionel Richie**, a five time Grammy award winner with a record nine consecutive years of hits at the top of the charts *(All Night Long, Truly, Hello, Endless Love*). Ritchie is a former member of the classic R & B group, The Commodores (*"Easy like Sunday Morning")* and has sold nearly 100 million albums. He will be joined in concert by Fantasia Barrino, the winner of the 2004 American Idol competition on Fox television.

An inspirational concert at The Mann Center for the Performing Arts will spotlight the legendary **Shirley Caesar** and contemporary gospel chanteuse **Dottie Peoples**. Caesar, who began her singing career at age 10, joined the Caravans in the 60s. She holds numerous Grammy awards (*Stand Still, Shirley Caesar Live...He Will Come, Sailin', Rejoice, Celebration and He's Working It Out For You*) and is known as the first lady of Gospel. Caesar has brought her musical ministry and message of hope and encouragement to people all over the world.

Fiesta on the Parkway has become a staple of the festival for the past two years. In 2006, Latin music lovers will be dancing in the streets to the rhythms of Puerto Rico and Brazil for Fiesta on the Parkway starring salsa institution **El Gran Combo** and Brazilian percussionist **Xande Cruz.**

This year, two brand new events are being added to the festival roster. A fun-filled **Day at the Fair** will transform Rittenhouse Park into a Center City neighborhood carnival, and **A Taste of Philadelphia**, an eclectic and diverse culinary adventure, will feature some of the city's top chefs and finest restaurants.

Bringing back old favorites, revelers will be again be treated to the **LOVE Park Loves Music** concert series; film classics at **Philly at the Movies** neighborhood screenings; the sounds of cool jazz at **Arts on the Avenue**; stirring renditions from **Opera on the Square**; Philadelphia's own **Peter Nero and the Philly Pops**; and **Kid's Day**, featuring interactive games, "make and take' crafts and learning activities that are pure fun for children of all ages.

Historic Philadelphia
Partnering with the Greater Philadelphia Marketing Tourism Corporation, Philadelphia Independence Visitor Center, Independence National Historic Park, The National Constitution Center and Once Upon a Nation — summer attractions in the heart of the Historic District—this year's Independence festival will also offer special events highlighting the city's distinguished past. For the Fourth of July holiday season, there will be no other city in the country where you can literally find history around every corner.

As a premiere destination city for the holiday weekend, the popular Philly Overnight Hotel Package will return on June 23rd just in time for summer fun. Available through September 4th at dozens of hotels throughout the region, the package includes two-night accommodations, free hotel parking and a gift upon check-in. The package is available any night of the week and will be bookable at gophila.com beginning in mid-April.

-More-

Philadelphia is home to one-of-a-kind American experiences where you can spend an evening with George Washington and Thomas Jefferson, or hear a reading of the entire Declaration of Independence. Stroll cobblestone streets learning about the city's special history from an array of engaging colonial storytellers. Spend a day with the Continental Army or Hunt for Democracy on a colonial walking tour. Create arts and crafts at the Betsy Ross House or stop by the National Constitution Center for a slice of birthday cake. Brush up on your anthems for patriotic karaoke events or test your talents at the Lights of Liberty Teen Idol competition for the best rendition of *God Bless America*. There's so much to see and do, visitor's hours will be extended until 9:00 pm each day at Independence National Historical Park.

Fireworks and Freedom
What would the Fourth of July be without a parade? Southwest Airlines presents a crowd pleaser again this year. Families throughout the region bring lawn chairs and flags as the **Southwest Airlines July 4th parade** promenades down the Parkway. Marching bands, floats and inflatables are a hit with children from 8 to 80! Nearly 100 groups and organizations will be part of the procession, including representatives from the Mummers top three string bands and members of the world famous Cirque du Soleil.

Three spectacular fireworks displays will thrill crowds at the 2006 festival. Evening skies will be filled with dazzling color and special effects at classic Philadelphia locations: at the **Waterworks** on the Schuylkill River on June 27, on **the Great Plaza** at Penn's Landing on July 1st and at the **Art Museum** on July 4th.

Commemorating the sacrifices made to win and preserve our freedom has taken on special significance to Americans with so many of our sons, daughters, husbands, wives, brothers and sisters fighting overseas. On Independence Day 2006, the Sons of the Revolution will preside over the nation's premiere commemorative ceremony—Let Freedom Ring—honoring those soldiers who sacrifice their lives to protect the liberty we claim as our heritage.

Supreme Court Justice Samuel Alito, Jr. who will be in Philadelphia to partake in the city's historic celebrations said, "I am looking forward to being in Philadelphia, our nation's birthplace, this July 4th and speaking at the Let Freedom Ring Celebration as bells are rung across the nation at 2:00 pm."

Sunoco Welcome America! 2006 will bring the heritage of the nation to center stage for the Independence Day holiday. Come Party With Us this Fourth of July!

For more information about Sunoco Welcome America! visit: www.americasbirthday.com

Come Party With Us!

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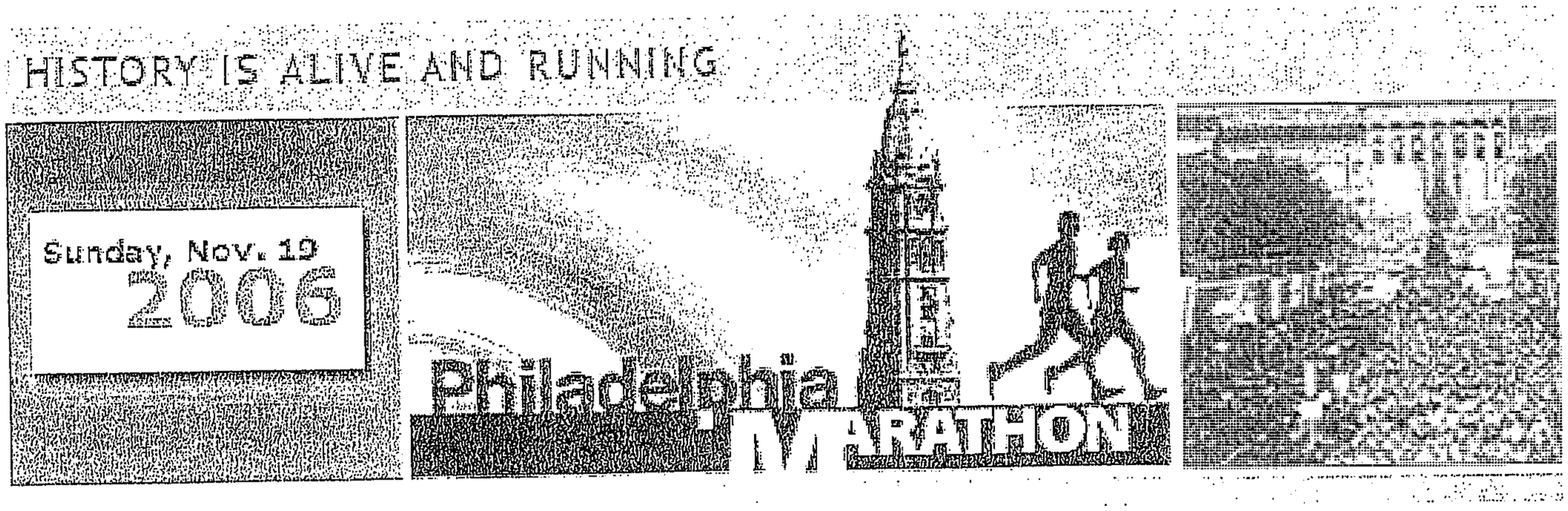

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Schedule

Year: 2006 Date: Sunday, November 19
Year: 2007 Date: Sunday, November 18

Course

Marathon (26.2 miles) and 8k Run. Courses are certified and validated. Race is san Track & Field. Bicycles, skateboards, scooters, baby joggers, strollers, headphones or blades are not permitted on the race course.

Age Group Awards

Male and Female categories awarded to 1st through 5th place

- 14 & under
- 15 to 19
- 20 to 24
- 25 to 29
- 30 to 34
- 35 to 39
- 40 to 44
- 45 to 49
- 50 to 54
- 54 to 59
- 60 to 64
- 65 to 69
- 70 & Over

RACE START TIMES -- Marathon - 8:00AM & 8K - 8:30AM
Sunday, November 19, 2006

2005 Race Results

- marathon
- 8K
- Marathon Relay
- Marathon & 8K WheelChairs

islandia photography

To view Marathon photos, enter runner's Bib Number: Find Your Marathon Photo

To view 8K photos, enter runner's Bib Number: Find Your 8K Photo

FOR IMMEDIATE RELEASE

THE 12th ANNUAL PHILADELPHIA MARATHON SETS RECORD FOR NUMBER OF RUNNERS

PHILADELPHIA – It was a banner year for the Philadelphia Marathon, as a field of more than 11,500 runners participated in the 12th Annual Philadelphia Marathon and Rothman Institute 8K race on Sunday, Nov. 20. The 11,561 total participants made up the largest Philadelphia Marathon ever, an increase of 1,500 more that last year's field of runners.

Ranked among the top 20 marathons in the nation, the competition attracted athletes from around the United States and the world. First place overall winner in the men's division in the 26.2-mile Marathon was Kenyan Joseph Nderitu, 31, who set the Philadelphia Marathon course record in 2003. He was the male winner again finishing in 2 hours, 21 minutes and two seconds, a few minutes longer than it took him 2 years ago.

Before the race, Nderitu warmed up on the Ben Franklin Parkway with two other runners: fellow Kenyan Joseph Jamau and Uganda's Joshua Koros. Through 14 miles, the three were still together, representing the lead pack. It wasn't until the 23rd mile that Nderitu broke free, and he went on to win by nearly 2 minutes. Nderitu said Mile 23 was his first opportunity to take the lead. Koros finished second and Jamau finished third.

"If I want to pass, I just pass. I can't think about it," Nderitu said. "I didn't know how strong they [were]."

First place overall in the women's division was Emily Kroshus, 22, of Manayunk. Kroshus pulled away from runner-up and last year's year Larisa Michailova of Russia at the 12-mile mark and went on to finish the 26.2 mile race in 2 hours, 43 minutes, and 7 seconds. Kroshus and Nderitu each received $3,500 in prize money. Kroshus received an extra $1,000 for being the first Philadelphian to finish the race in the women's division.

-MORE-

Koros and Michailova, the second place winners, each earned $2,000. The first Philadelphian to finish among the men was Thomas Haxton, in sixth, with a time of 2:37:49. Haxton was awarded a $1,000 prize as the first Philadelphian finisher in the men's division.

Chad Johnson of Jeffersonville, Ind., won the wheelchair division, in 1:49,21. Vyachewslav Shabunin (23:49) and Tatiana Chulakh (27:01) won the men's and women's 8k race. Seann Mulcahy, 16th overall in the 8K with a time of 26:07 was the top male Philadelphian. The top Philly female was Elizabeth Seeley (29:53), 10th among women.

On a clear day with ideal weather conditions for running, a record of nearly 8,803 runners competed in the Philadelphia Marathon, which has grown over the years into one the nation's premier running competitions from its inception when it sported a field of a few hundred Marathoners. A record 2,006 runners competed in the Rothman Institute 8K race and another 752 runners ran in the Marathon Relay.

The marathon capped off a weekend of activities that included a Health and Fitness Expo, the Verizon Family Fun Run and a Runner's Pasta Dinner. Sponsors for this year's race included, the City of Philadelphia Office of the City of Representative and Fairmount Park Commission, Rothman Institute Orthopaedics, Verizon, Thomas Jefferson University Hospital, Clif Bar, Wissahickon Mountain Sporting Water, Liberty Sports Magazine, Philadelphia Parking Authority, and Gatorade.

A complete listing of race results and select photos are available at www.philadelphiamarathon.com.

# # #

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November 21, 2005

Newspapers/ Magazines

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The Philadelphia Inquirer

From Wikipedia, the free encyclopedia

The Philadelphia Inquirer is a daily morning newspaper that serves the Philadelphia, Pennsylvania area. The newspaper was founded by John R. Walker and John Norvell in June 1829 as *The Pennsylvania Inquirer* and is the third oldest surviving daily newspaper in the United States.[2] Owned by the local group Philadelphia Media Holdings L.L.C., *The Inquirer* has the eighth largest weekly U.S. newspaper circulation, and has won eighteen Pulitzer Prizes.

Throughout *The Inquirer*'s history, the paper has risen and fallen in prominence. *The Inquirer* first became a major newspaper during the American Civil War when *The Inquirer*'s war coverage was popular on both sides. After the war the paper's circulation dramatically dropped, but was reinvigorated by the end of the 19th century. While founded with support towards the Democratic Party *The Inquirer*'s political affiliation eventually shifted towards the Whig Party and then the Republican Party before officially becoming politically independent in the middle of the 20th century.

By the end of the 1960s *The Inquirer* trailed behind its chief competitor and lacked modern facilities and experienced staff. However, new owners and editors in the 1970s turned *The Inquirer* into one of the most prominent newspapers in the country, winning seventeen Pulitzers in fifteen years. Since then, the prestige *The Inquirer* found in the 1980s has mostly disappeared because of cost-cutting and a shift of focus to more local coverage.

The March 4, 2001 front page of *The Philadelphia Inquirer*

Type	Daily newspaper
Format	Broadsheet
Owner	Philadelphia Media Holdings L.L.C.
Publisher	Brian Tierney
Editor	William K. Marimow
Founded	June 1, 1829 (as *The Pennsylvania Inquirer*)
Headquarters	400 N. Broad Street Philadelphia, PA 19130 United States
Circulation	330,622 Daily 682,214 Sunday[1]

Website: www.philly.com/mld/inquirer (http://www.philly.com/mld/inquirer)

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  - 2.1 Republican bible
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- 3 Production

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- 4 See also
- 5 References
- 6 External links

History

The Philadelphia Inquirer was founded as *The Pennsylvania Inquirer* by printer John R. Walker and John Norvell, former editor of Philadelphia's largest newspaper the *Aurora & Gazette*. In an editorial, the first issue of *The Pennsylvania Inquirer* promised that the paper would be devoted to the right of a minority to voice their opinion and "the maintenance of the rights and liberties of the people, equally against the abuses as the usurpation of power." They pledged support to then President Andrew Jackson and "home industries, American manufactures, and internal improvements that so materially contribute to the agricultural, commercial and national prosperity".[3] Founded on June 1, 1829, *The Philadelphia Inquirer* is the third oldest surviving daily newspaper in the United States. However, in 1962, an *Inquirer*-commissioned historian traced *The Inquirer* to John Dunlap's *The Pennsylvania Packet*, which was founded on October 28, 1771. In 1850 *The Packet* was merged with another newspaper *The North American*, which later merged with the *Philadelphia Public Ledger*.[2] Finally, the *Public Ledger* merged with *The Philadelphia Inquirer* in the 1930s and between 1962 and 1975, a line on *The Inquirer*'s front page claimed that the newspaper is the United States' oldest surviving daily newspaper. [3]

Six months after *The Inquirer* was founded, with competition from eight established daily newspapers, lack of funds forced Norvell and Walker to sell the newspaper to publisher and *United States Gazette* associate editor Jesper Harding. After Harding acquired *The Pennsylvania Inquirer*, it was briefly published as an afternoon paper before returning to its original morning format in January 1830. Under Harding, in 1829, *The Inquirer* moved from its original location between Front and Second streets to between Second and Third streets. When Harding bought and merged the *Morning Journal* in January 1830, the newspaper was moved to South Second Street. Ten years later *The Inquirer* again was moved, this time to its own building at the corner of Third Street and Carter's Alley. Harding expanded *The Inquirer*'s content and the paper soon grew into a major Philadelphian newspaper. The expanded content included the addition of fiction, and in 1840, Harding gained rights to publish several Charles Dickens novels for which Dickens' was paid a significant amount. At the time the common practice was to pay little or nothing for the rights of foreign authors' works.

Civil War to 1920s

Harding retired in 1859 and was succeeded by his son William White Harding, who had become a partner three years earlier. William Harding changed the name of the newspaper to its current name, *The Philadelphia Inquirer*. Harding, in an attempt to increase circulation, cut the price of the paper, began delivery routes and had newsboys selling the paper on the street. In 1859 circulation had been around 7,000 and by 1863 it had increased to 70,000. Part of the increase was due to the interest in news during the American Civil War. 25,000 to 30,000 copies of *The Inquirer* were often distributed to Union soldiers during the war and several times the U.S. government asked *The Philadelphia Inquirer* to issue a special edition specifically for soldiers. *The Philadelphia Inquirer* supported the Union, but Harding wanted their coverage to remain neutral. Confederate generals often sought copies of the paper, believing that the newspaper's war coverage was accurate.[3]

Inquirer journalist Uriah Hunt Painter was at the First Battle of Bull Run in 1861, a battle which ended in a Confederate victory. Initial reports from the government claimed a Union victory, but *The Inquirer* went with Painter's firsthand account. Crowds threatened to burn *The Inquirer*'s building down because of the report. Another report, this time about General George Meade, angered Meade enough he punished Edward Crapsey, the reporter who wrote it. Crapsey and other war correspondents later decided to attribute any victories of the Army of the Potomac, Meade's command, to Ulysses S. Grant commander of the entire Union army. Any defeats by the Army of the Potomac would be attributed to Meade.

Daily Circulation

Year	Weekday	Sunday
1936[3]	280,093	369,525
1938	345,422	1,035,871
1968	648,000	905,000
1984[4]	533,000	995,000
1990[5]	511,000	996,000
1999	402,000	802,000
2002[2]	373, 892	747,969
2006[1]	330,622	682,214

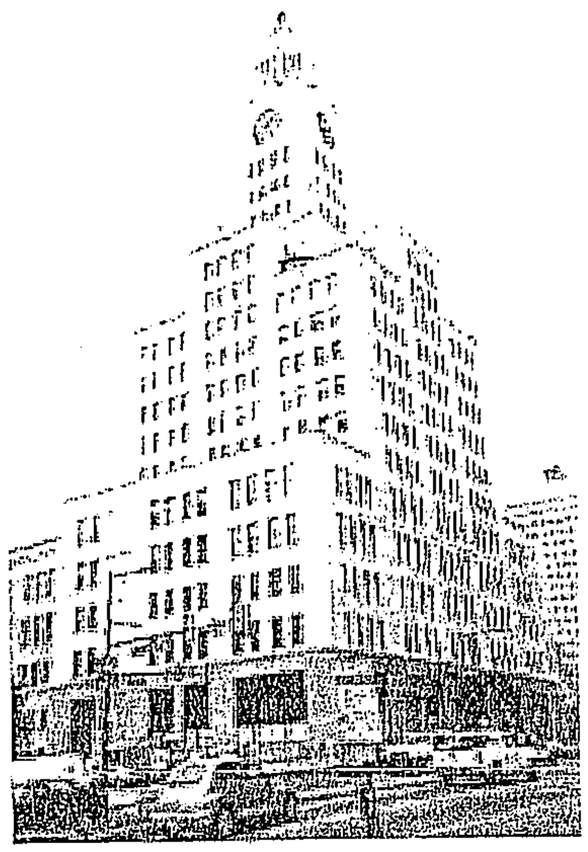
During the war, *The Inquirer* continued to grow with more staff being added and another move into a larger building on Chestnut Street. However, after the war, economic hits combined with Harding becoming ill, hurt *The Inquirer*. Despite Philadelphia's population growth, distribution fell from 70,000 during the Civil War to 5,000 in 1888. Beginning in 1889, the paper was sold to James Elverson. To bring back the paper, Elverson moved *The Inquirer* to a new building with the latest printing technology and an increased staff. The "new" *Philadelphia Inquirer* premiered on March 1 and was successful enough that Elverson started a Sunday edition of the paper. In 1890, in an attempt to increase circulation further, the price of *The Inquirer* was cut and the paper's size was increased, mostly with classified advertisements. After five years *The Inquirer* had to move into a larger building on Market Street and later expanded into adjacent property.

After Elverson's death in 1911, his son James Elverson Jr. took charge. Under Elverson Jr., the newspaper continued to grow, eventually needing to move again. Elverson Jr. bought land at Broad and Callowhill Streets and built the eighteen story Elverson Building, now known as the Inquirer-Daily News Building. The first *Inquirer* issue printed at the building came out on July 13, 1925. Elverson Jr. died a few years later in 1929 and his sister, Eleanor Elverson Patenotre, took over.

Annenberg years

Patenotre ordered cuts throughout the paper, but was not really interested in managing *The Inquirer* and ownership was soon put up for sale. Cyrus Curtis and Curtis-Martin Newspapers Inc. bought the newspaper on March 5, 1930. Curtis died a year later and his son-in-law, John Martin, took charge. Martin merged *The Inquirer* with another paper, the *Philadelphia Public Ledger*, but the Great Depression hurt Curtis-Martin Newspapers and the company defaulted in payments of maturity notes. Ownership returned to the Patenotre family and Elverson Corp. Charles A. Taylor was elected president of The Inquirer Co. and ran the paper until it was sold to Moses L. Annenberg in 1936. During the period between Elverson Jr. and Annenberg *The Inquirer* stagnated, its editors ignoring most of the poor economic news of the Depression. The lack of growth allowed J. David Stern's newspaper, the *Philadelphia Record* to surpass *The Inquirer* in circulation and become the largest newspaper in Pennsylvania.[6]

Under Moses Annenberg, *The Inquirer* turned around. Annenberg added new features, increased staff and held promotions to increase circulation. By November, 1938 *Inquirer*'s weekday circulation increased to 345,422 from 280,093 in



The Inquirer-Daily News Building on North Broad Street.

1936. During that same period the *Record*'s circulation had dropped to 204,000 from 328,322. In 1939, Annenberg was charged with income tax evasion. Annenberg pleaded guilty before his trial and was sent to prison where he died in 1942. Upon Moses Annenberg's death, his son, Walter Annenberg, took over. Not long after, in 1947, the *Record* went out of business and *The Philadelphia Inquirer* became Philadelphia's only major daily morning newspaper. While still trailing behind Philadelphia's largest newspaper, the *Evening Bulletin*, *The Inquirer* continued to be profitable. In 1948, Walter Annenberg expanded the Inquirer Building with a new structure that housed new printing presses for *The Inquirer* and, during the 1950s and 60s, Annenberg's other properties, *Seventeen* and *TV Guide*.[3] In 1957 Annenberg bought the *Philadelphia Daily News* and combined the *Daily News*' facilities with *The Inquirer*'s.

A thirty-eight day strike in 1958 hurt *The Inquirer* and, after the strike ended, so many reporters had accepted buyout offers and left that the newsroom was noticeably empty. Furthermore, many current reporters had been copyclerks just before the strike and had little experience. One of the few star reporters of the 1950s and 60s was investigative reporter Harry Karafin. During his career Harry Karafin exposed corruption and other exclusive stories for *The Inquirer*, but also extorted money out of individuals and organizations. Karafin would claim he had harmful information and would demand money in exchange for the information not being made public.[6] This went on from the late 1950s into the early 60s before Karafin was exposed in 1967 and convicted of extortion a year later. By the end of the 1960s, circulation and advertising revenue was in decline and the newspaper had become, according to *Time* magazine, "uncreative and undistinguished."[4]

Corporate ownership

In 1969 Annenberg was offered US$55 Million for *The Inquirer* by Samuel Newhouse, but having earlier promised John S. Knight the right of first refusal of any sale offer, Annenberg sold it to Knight instead. *The Inquirer*, along with the *Philadelphia Daily News*, became part of Knight Newspapers and its new subsidiary, Philadelphia Newspapers Inc. Five years later, Knight Newspapers merged with Ridder Publications to form Knight Ridder.

When *The Inquirer* was bought, it was understaffed, its equipment was outdated, many of its employees were under skilled and the paper trailed its chief competitor, the *Evening Bulletin*, in weekday circulation. However, Eugene L. Roberts Jr., who became *The Inquirer*'s executive editor in 1972, turned the newspaper around. Between 1975 and 1990 *The Inquirer* won seventeen Pulitzers, six consecutively between 1975 and 1980, and more journalism awards than any other newspaper in the United States. *Time* magazine chose *The Inquirer* as one of the ten best daily newspapers in the United States, calling Roberts' changes to the paper, "one of the most remarkable turnarounds, in quality and profitability, in the history of American journalism."[4] By July 1980 *The Inquirer* had become the most circulated paper in Philadelphia, forcing the *Evening Bulletin* to shut down two years later. *The Inquirer*'s success was not without hardships. Between 1970 and 1985 the newspaper experienced eleven strikes, the longest lasting forty-six days in 1985. *The Inquirer* was also criticized for covering "Karachi better than Kensington".[4] This did not stop the paper's growth during the 1980s, and when the

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Evening Bulletin shut down, *The Inquirer* hired seventeen *Bulletin* reporters and doubled its bureaus to attract former *Bulletin* readers.[7] By 1989 Philadelphia Newspapers Inc.'s editorial staff reached a peak of 721 employees.

The 1990s saw gradually dropping circulation and advertisement revenue for *The Inquirer*. The decline was part of a nationwide trend, but the effects were exascerbated by, according to dissatisfied *Inquirer* employees, the paper's resisting changes that many other daily newspapers implemented to keep readers and pressure from Knight Ridder to cut costs.[5] During most of Roberts' time as editor, Knight Ridder allowed him a great deal of freedom in running the newspaper. However, in the late 1980s, Knight Ridder had become concerned about *The Inquirer*'s profitability and took a more active role in its operations. Knight Ridder pressured *The Inquirer* to expand into the more profitable suburbs, while at the same time cutting staff and coverage of national and international stories.[7] Staff cuts continued until Knight Ridder was bought in 2006, with some of *The Inquirer*'s best reporters accepting buyouts and leaving for other newspapers such as *The New York Times* and *The Washington Post*. By the late 1990s, all of the high level editors who had worked with Eugene Roberts in the 1970s and 80s had left, none at normal retirement age. Since the 1980s, the paper has won just one Pulitzer, a 1997 award for "Explanatory Journalism."[8] In 1998 *Inquirer* reporter Ralph Cipriano filed a libel suit against Knight Ridder, *The Philadelphia Inquirer* and *Inquirer* editor Robert Rosenthal over comments Rosenthal made about Cipriano to *The Washington Post*. Cipriano had claimed that it was difficult reporting negative stories in *The Inquirer* about the Roman Catholic Archdiocese of Philadelphia[9] and Rosenthal later claimed that Cipriano had "a very strong personal point of view and an agenda...He could never prove [his stories]."[10] The suit was later settled out of court in 2001.

Knight Ridder was bought by rival The McClatchy Company in June 2006. *The Inquirer* and the *Philadelphia Daily News* were among the twelve less-profitable Knight Ridder newspapers that McClatchy put up for sale when the deal was announced in March.[11] On June 29, 2006 *The Inquirer* and *Daily News* were sold to Philadelphia Media Holdings L.L.C., a group of Philadelphian area business people, including Brian P. Tierney, Philadelphia Media's chief executive. The new owners planned to spend US$5 million on advertisements and promotions to increase *The Inquirer*'s profile and readership.[12] In the months following Philadelphia Media Holding's acquisition, *The Inquirer* has seen larger than expected revenue losses, mostly from national advertising. The revenue losses caused management to cut seventy-one editorial staff members in the first month of 2007.[13]

Politics

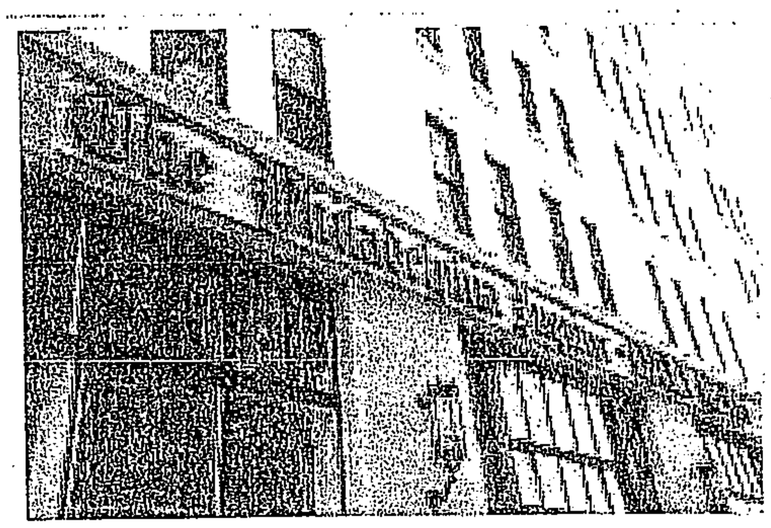
John Norvell left the *Aurora & Gazette* and his job as editor because he disagreed with what he felt was the newspaper's editorial approval of a movement towards a European class system. When Norvell and John Walker founded *The Inquirer* they wanted the newspaper to represent all people and not just the higher classes. The newly launched newspaper supported Jeffersonian democracy and President Andrew Jackson, and it declared support for the right of the minority's opinion to be heard.[3] A legend about the founding of *The Inquirer* states that Norvell said, "There could be no better name than *The Inquirer*. In a free state, there should always be an inquirer asking on behalf of the people: 'Why was this done? Why is that necessary work not done? Why is that man put forward? Why is that law proposed? Why? Why? Why?'"[14]

When Norvell and Walker sold their newspaper to Jesper Harding, Harding kept the paper close to the founder's politics and backed the Democratic Party. However, disagreeing with Andrew Jackson's handling of the Second Bank of the United States he began supporting the anti-Jackson wing of the

Democrats. During the 1836 Presidential election Harding supported the Whig party candidate over the Democratic candidate and afterwards *The Inquirer* became known for its support of Whig candidates.[2] Before the American Civil War began, *The Inquirer* supported the preservation of the Union, and was critical of the antislavery movement.[15] Once the war began *The Inquirer* supported the Union and maintained an independent reporting of the war.[3] At first *The Inquirer*'s editors were against emancipation of the slaves, but after setbacks by the Union army *The Inquirer* started advocating a more aggressive approach to the war and a different direction on slavery.[16]

Republican bible

Under James Elverson, *The Philadelphia Inquirer* declared, "the new *Inquirer* shall be in all respects a complete, enterprising, progressive newspaper, moved by all the wide-awake spirit of the time and behind in nothing of interest to people who want to know what is going on every day and everywhere...steadily and vigorously Republican in its political policy, but just and fair in its treatment of all questions..."[3] During the 1900 Republican convention in Philadelphia, Elverson set up a large electronic banner over Broad Street that declared "Philadelphia Inquirer – Largest Republican Circulation in the World."[2] At the turn of the 20th century the newspaper began editorial campaigns to improve Philadelphia, including the paving of major streets and stopping a corrupt plan to buy the polluted Schuylkill Canal for drinking water. The newspaper continued similar politics under Elverson Jr., and by the 1920s *The Inquirer* became know as the "Republican Bible of Pennsylvania".[3]



The sign above the entrance to The Inquirer-Daily News Building.

Between 1929 and 1936, while under Patenotre and Curtis-Martin, *The Inquirer* continued to support the Republican party and President Herbert Hoover, noticeably by not reporting on the news of the Great Depression. Statistics on unemployment or business closings were ignored, even when they came from the government. When Philadelphia banks began to close, that news was relegated to the back of the financial section. When Moses Annenberg took over *The Philadelphia Inquirer*, he announced that the paper would "continue to uphold the principals of the Republican party," but in a meeting with newspaper editors shortly after, he proposed that the paper go independent and support President Franklin D. Roosevelt in the upcoming election. The editors rejected this idea and the paper remained Republican. In the late 1930s Annenberg disagreed with Roosevelt's New Deal programs and his handling of strikes. This prompted editorials criticizing the policies of Roosevelt and his supporters. He strongly opposed Democratic Pennsylvania governor George Earle and had *The Inquirer* support the Republican candidates in the 1938 Pennsylvania state elections. When Republicans swept the election there was a celebration at *The Inquirer* headquarters with red flares and the firing of cannons. The attacks against Democrats and the support given towards Republicans caught the attention of the Roosevelt administration. Annenberg had turned *The Philadelphia Inquirer* into a major challenger to its chief competitor the Democratic *Record*, and after Annenberg began focusing on politics, Democratic politicians often attacked Annenberg and accused him of illegal business practices. In 1939 Annenberg was charged with income tax evasion, he pleaded guilty before the trial and sent to prison for three years. Annenberg's friends and his son, Walter, claimed that the whole trial was politically motivated and despite Annenberg actually being guilty, they claimed his sentence was harsher then it should have been.[6]

Independent

When the *Record* shut down in 1947 *The Inquirer* announced that it was now an independent newspaper and, frustrated with corruption in Philadelphia, supported Democratic candidates in the 1951 election.[3] While Walter Annenberg had made *The Inquirer* independent he did use the paper to attack people he disliked. Sometimes when a person or group angered Annenberg, they were blacklisted and not mentioned anywhere within *The Inquirer*. People on the blacklist were even airbrushed out of images. People who were on the list at one point included Nicholas Katzenbach, Ralph Nader, Zsa Zsa Gabor, and the basketball team the Philadelphia Warriors, who were not mentioned for an entire season. In 1966 Walter Annenberg used *The Inquirer* to attack Pennsylvania gubernatorial candidate Milton Shapp. During a press conference an *Inquirer* reporter asked Shapp if he had ever been a patient in a mental hospital, having never been one Shapp said no. The next day's headline in *The Inquirer* read "Shapp Denies Ever having been in a Mental Home." Shapp attributed his loss of the election to Annenberg's attack campaign.[6]

Annenberg was a backer and friend of Richard Nixon. In the 1952 presidential election critics later claimed Annenberg had *The Inquirer* look the other way when covering accusations Nixon was misappropriating funds. Later, to avoid accusations of political bias, Annenberg had *The Inquirer* use only news agency sources such as the Associated Press for the 1960 and 1968 presidential elections.[6] When Nixon was elected president in 1968, Annenberg was appointed the U.S. ambassador to the Court of St. James's. A year later when Annenberg sold the newspaper to Knight Newspapers, a part of the deal stipulated that Annenberg's name would appear as Editor and Publisher Emeritus in *The Inquirer*'s masthead. In 1970 Annenberg, already unhappy with changes in the newspaper, had his name removed from the paper after a critical editorial on Richard Nixon appeared.[3]

Under Knight Ridder, *The Inquirer* continued to be editorially independent. However, conservative blogs and commentators have labeled *The Inquirer* left leaning.[17][18] Throughout the 1990s and early 21st century Israel groups, like the Zionist Organization of America, often accused *The Inquirer* of being anti-Israel.[19] At the same time Edward S. Herman, a University of Pennsylvania media analyst, has written many articles accusing *The Inquirer* of caving into conservative pressure and including a conservative slant in the paper's reporting.[20] In 2006, *The Inquirer* became one of the only major United States newspapers to print one of the *Jyllands-Posten* Muhammad cartoons. Afterwards, protesting the printing of the cartoon, Muslims picketed outside The Inquirer-Daily News Building.[21]

When Philadelphia Media Holdings L.L.C. bought the paper in 2006, Brian P. Tierney and the business people behind the group signed a pledge promising that they would not influence the content of the paper. Brian P. Tierney, a Republican activist who represented many local groups in the Philadelphia area, criticized *The Inquirer* in the past on behalf of his clients. One of Tierney's clients was the Roman Catholic Archdiocese of Philadelphia which he represented during the Cipriano affair. The group includes other local business people including Bruce E. Toll, vice chairman of Toll Brothers Inc. Tierney says the group is aware that the fastest way to ruin their investment is to threaten the paper's editorial independence.[22]

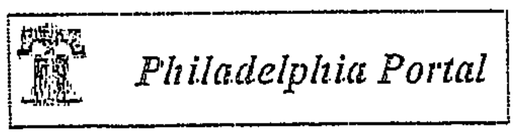
Production

The Philadelphia Inquirer is headquartered in The Inquirer-Daily News Building in Center City Philadelphia along with *The Philadelphia Daily News*. *The Inquirer* is printed daily, seven days a week

at the Schuylkill Printing Plant in Conshohocken, Pennsylvania. According to the Audit Bureau of Circulations, *The Inquirer* is the eighth most circulated daily newspaper in the United States with the Sunday edition being the most circulated of the week.[23] *The Inquirer*'s publisher is Brian Tierney. Tierney replaced Joseph Natoli who resigned on August 1, 2006.[24] *The Inquirer*'s editor and executive vice-president is William Marimow. Marimow, a former Pulitzer winning *Inquirer* reporter, became *The Inquirer*'s editor in November 2006, replacing previous editor Amanda Bennett.[25] *The Inquirer* is operated by Philadelphia Newspaper L.L.C. which replaced Philadelphia Newspapers Inc. when Philadelphia Media Holdings L.L.C. bought PNI in 2006.[12] Since 1995, *The Inquirer* has been available on the internet at Philly.com, which, along with the *Philadelphia Daily News* and several other regional publications, is part of Philadelphia Newspaper L.L.C.

The Inquirer's local coverage covers Philadelphia, southeastern Pennsylvania, and southern New Jersey. *The Inquirer* maintains bureaus in Washington, D.C.; New York City; Atlanta; Denver; Los Angeles; Pittsburgh; Chicago; Beijing; Moscow; London; Berlin; Cairo; Johannesburg; Trenton, New Jersey, Harrisburg, Pennsylvania; Conshohocken, Pennsylvania and Cherry Hill, New Jersey.[26] In 2004 *The Inquirer* partnered with Philadelphia's NBC affiliate WCAU. The partnership includes using WCAU's weather forecast.[27]

See also



- Gold Seal Novel
- List of newspapers in Pennsylvania
- List of newspapers in the United States by circulation
- Media of Philadelphia

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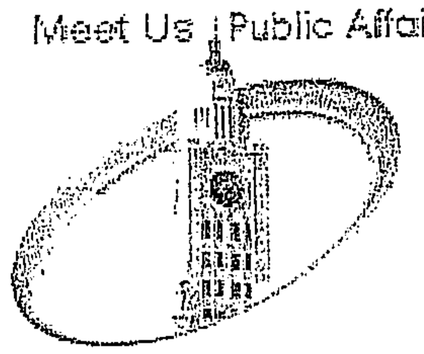


PHILADELPHIA INQUIRER

Founded:
Founded June 1, 1829. The Philadelphia Inquirer is America's third-oldest surviving daily newspaper. On Dec. 31, 1969, The Inquirer and the Philadelphia Daily News joined Knight Newspapers, Inc. Philadelphia Media Holdings purchased the papers along with philly.com in June of 2006.

Distinction:
The Philadelphia Inquirer's tradition of aggressive enterprise, explanatory reporting and stylish writing has been accorded 18 Pulitzer Prizes.

Market:
Moved from industrial economy to service economy, with tourism viewed as a key to revitalizing Center City Philadelphia.

Bureaus:
Washington, D.C.; New York; Atlanta; Denver; Los Angeles; Pittsburgh; Chicago; Beijing; Moscow; London; Berlin; Cairo; Johannesburg; Trenton, N.J.; Harrisburg, Pa.; suburban bureaus in Conshohocken, Pa., and Cherry Hill, N.J.

THE STAFF

Key Executives:

CEO: Brian Tierney
Executive Vice President/Editor: Amanda Bennett

Employees:

PN (Includes Inquirer, Daily News and philly.com) 3,800 full- and part-time

Newsroom Staff
Reporters: 223
Editors: 221
Photographers: 21
Graphic artists: 7
Total journalist staff: 472

AWARDS AND CREATIVE VENTURES

Major Awards:
18 Pulitzer Prizes, most other national, regional, local awards for journalistic excellence.

Creative Ventures:
Philadelphia Online (www.phillynews.com); a number of books published; Coproduces International Women's Show, Philadelphia Holiday Show; Cosponsors Greater Philadelphia Chamber of Commerce Small Business Fair, South Jersey Business Expo, Philadelphia Home Show, Philadelphia Sport and Travel Show

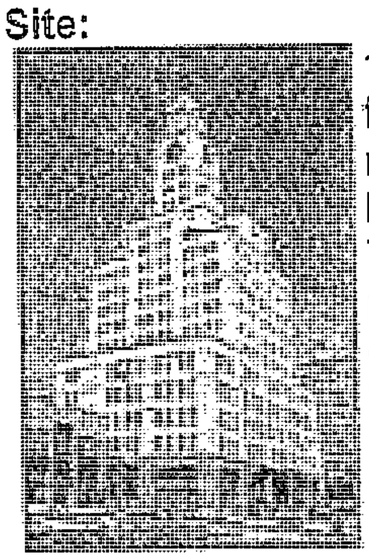
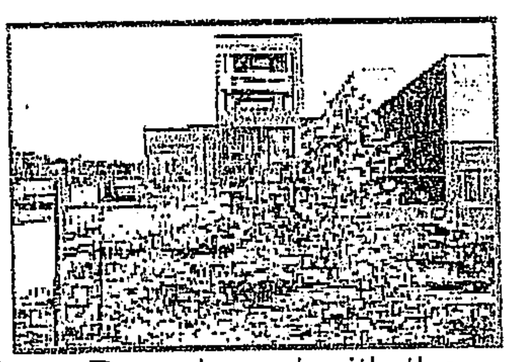
Well-known Newsroom Personalities:

Columnists Andrew Cassel; Jane Eisner; Tom Ferrick; John Grogan Karen Heller; Lucia Herndon; Monica Yant Kinney; Craig LaBan; Bill Lyon; Acel Moore; Rick Nicholas; Trudy Rubin; Stephen A. Smith; Gail Shister.

Community Involvement:
Regional Workshop for Minority High School Journalists conducted by staff volunteers; Happiness Edition published for Old Newsboy's Day, supporting Variety Club's summer camp for handicapped children; Art Peters editing internship for minority college students; The Inquirer's Six Holiday Charities fund-raising drives at Thanksgiving and Christmas; African-American role model series. PNI maintains an active corporate giving program and its executives are well-represented on the boards of numerous non-profit organizations.

CIRCULATION AND TECHNOLOGY
Circulation Area :
Philadelphia PMSA

Customers:
Daily readers are: 33% college graduates; 57% any college; median household income $49,300; 77% homeowners; 52.3% female; median age 51; about 68% of Inquirer readers are suburbanites. Sunday Inquirer readers are: 55% any college; 29% college graduates; median household income $47,350; 77% homeowners; 52.3% female; median age 46.3, about 64% of Sunday Inquirer readers are suburbanites.

Site:

1.4 million-square-foot building, covering more than two city blocks plus new 700,000-square-foot printing and distributing facility located in Conshohocken, Pa., shared with the Daily News.

Tour information:

Circulation:
366,929 daily; 747,511 Sunday (as of March 27,2005)

Single-Copy Sales:
31% daily; 50% Sunday

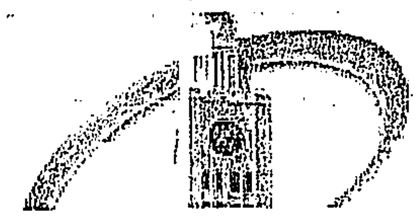
Carrier Force:
Agent contractors

Production:
1992 Goss Colorliner Offset

Technology:
Front end systems for Editorial production are Unisys - Hermes: pagination and editing; Wire Center: wire gathering and photo processing; and Doc Center: multi-media archive and retrieval. Display ads are created in Prepress using Quark on Macs using

Autologic's Ad Manager system that's an archive and retrieval system for display ads. Liteface ads are created on the Atex Integrated Advertising System and are paginated using the Atex Classified Pagination system on IBM RISC 6000 machines. The Atex system was replaced by the Mactive advertising system in the first quarter of 2003.

Color:
115 pages per week



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Distinction:
The Philadelphia Inquirer's tradition of aggressive enterprise, explanatory reporting and stylish writing has been accorded 18 Pulitzer Prizes.

Market:
Moved from industrial economy to service economy, with tourism viewed as a key to revitalizing Center City Philadelphia.

Bureaus:
Washington, D.C.; New York; Atlanta; Denver; Los Angeles; Pittsburgh; Chicago; Beijing; Moscow; London; Berlin; Cairo; Johannesburg; Trenton, N.J.; Harrisburg, Pa.; suburban bureaus in Conshohocken, Pa., and Cherry Hill, N.J.

THE STAFF

Key Executives:

CEO: Brian Tierney
Executive Vice President/Editor: Bill Marimow

Employees:

PN (Includes Inquirer, Daily News and philly.com) 3,800 full- and part-time

Newsroom Staff
Reporters: 223
Editors: 221
Photographers: 21
Graphic artists: 7
Total journalist staff: 472

AWARDS AND CREATIVE VENTURES

Major Awards:
18 Pulitzer Prizes, most other national, regional, local awards for journalistic excellence.

Creative Ventures:
Philadelphia Online (www.phillynews.com); a number of books published; Coproduces International Women's Show, Philadelphia Holiday Show; Cosponsors Greater Philadelphia Chamber of

Commerce Small Business Fair, South Jersey Business Expo, Philadelphia Home Show, Philadelphia Sport and Travel Show

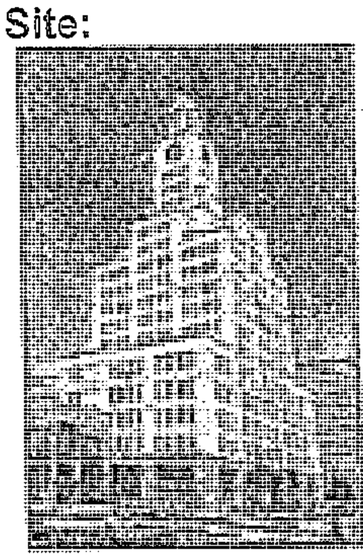
Well-known Newsroom Personalities:
Columnists Andrew Cassel; Jane Eisner; Tom Ferrick; John Grogan; Karen Heller; Lucia Herndon; Monica Yant Kinney; Craig LaBan; Bill Lyon; Acel Moore; Rick Nicholas; Trudy Rubin; Stephen A. Smith; Gail Shister.

Community Involvement:
Regional Workshop for Minority High School Journalists conducted by staff volunteers; Happiness Edition published for Old Newsboy's Day, supporting Variety Club's summer camp for handicapped children; Art Peters editing internship for minority college students; The Inquirer's Six Holiday Charities fund-raising drives at Thanksgiving and Christmas; African-American role model series. PNI maintains an active corporate giving program and its executives are well-represented on the boards of numerous non-profit organizations.

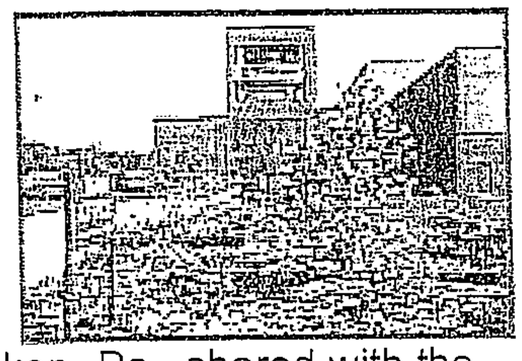
CIRCULATION AND TECHNOLOGY
Circulation Area :
Philadelphia PMSA

Customers:
Daily readers are: 33% college graduates; 57% any college; median household income $49,300; 77% homeowners; 52.3% female; median age 51; about 68% of Inquirer readers are suburbanites. Sunday Inquirer readers are: 55% any college; 29% college graduates; median household income $47,350; 77% homeowners; 52.3% female; median age 46.3, about 64% of Sunday Inquirer readers are suburbanites.

Site:



1.4 million-square-foot building, covering more than two city blocks plus new 700,000-square-foot printing and distributing facility located in Conshohocken, Pa., shared with the Daily News.



Tour information:

Circulation:
366,929 daily; 747,511 Sunday (as of March 27,2005)

Single-Copy Sales:
31% daily; 50% Sunday

Carrier Force:
Agent contractors

Production:
1992 Goss Colorliner Offset

Technology:

Front end systems for Editorial production are Unisys - Hermes: pagination and editing; Wire Center: wire gathering and photo processing; and Doc Center: multi-media archive and retrieval. Display ads are created in Prepress using Quark on Macs using Autologic's Ad Manager system that's an archive and retrieval system for display ads. Liteface ads are created on the Atex Integrated Advertising System and are paginated using the Atex Classified Pagination system on IBM RISC 6000 machines. The Atex system was replaced by the Mactive advertising system in the first quarter of 2003.

Color:
115 pages per week

The Philadelphia Inquirer

Visitors see region with its act together

United effort aimed at relocation and expansion experts

by Henry J. Holcomb, Inquirer Staff Writer

Monday, May 02, 2006

The Philadelphia region turned some important heads last week.

For four days, it presented the opportunities available here to 1,800 executives and consultants who help companies decide where to locate or expand office, manufacturing and retail operations.

By all accounts, the new regional effort to attract jobs passed a big test, paid for by more than $825,000 raised from 50 companies and agencies.

Regional cooperation, once unheard of here, was apparent from the beginning. The opening-night gala featured food prepared by restaurants from throughout the region and a variety of local music, including blues, gospel, a mariachi band and Mummers.

"The event proved to be a rallying point for those of us who are working to bring jobs to the region, a chance to pull together and learn about how to work together," said Jim Shannon, chief marketing officer for Select Greater Philadelphia, the business-backed job-growth initiative.

Stephanie Naidoff, Philadelphia's commerce director, said the event provided strong evidence that the region's renowned "negative mind-set is changing in fundamental ways. People are beginning to want to be advocates for this hot, dynamic community."

The visitors were here for the spring convention of CoreNet Global, an Atlanta-based organization created by the 2002 merger of the International Development Research Council and the International Association of Corporate Real Estate Executives.

It is far too early to measure the effect of the meeting, said Thomas G. Morr, chief executive officer of Select Greater Philadelphia. Though it enhanced the chances that the region will be considered, Morr said, "companies make decisions on economics. It is not emotional. We have to keep working at this."

The region, said J. Robert Clements, who heads the Philadelphia office of the global Grubb & Ellis Co. real estate firm, "came off very, very strong despite bad weather on the first two days... . People who hadn't been here in a long time were amazed at how Philadelphia has become a 24/7 city, how we've changed."

Bernie McShea, senior vice president of the Pittsburgh Regional Alliance, a rival economic-development agency, agreed. "The city looked good... . The downtown housing boom was astounding," he said.

The hosts provided limousine rides from the airport for about three dozen top relocation consultants. "That gave local people 20 minutes to a half-hour of one-on-one time," McShea said.

It was the third major convention in a year that could help boost the region's economy. In June, BIO 2005 attracted 18,700 biotechnology executives, investors, policymakers and scientists. In January, meeting and convention planners gathered in the city. This smaller group included decision-makers and consultants to many industries.

"Our projects got exposure to site selectors who had not visited here before," said Lisa Morina, Gloucester County's economic-development director. "Some arrived talking about us as 'Negadelphia' and left talking about the vibrant nightlife and restaurant renaissance. They left with the impression that this is... a hot area that people should be looking at."

"We are starting to realize if we act as a region and market our strengths, we will clearly see fruits of our labor," said Jeffrey S. Swartz, chief executive of the Camden County Improvement Authority, a 14-year veteran of efforts to bring jobs to the region. "We can offer unbelievable opportunities, good locations, and a great workforce. We'll have a much stronger, louder message together than if each county tries to do it itself."

Contact staff writer Henry J. Holcomb at 215-854-2614 or hholcomb@phillynews.com.

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http://www.philly.com

Philadelphia Daily News

From Wikipedia, the free encyclopedia

The *Philadelphia Daily News* is a tabloid newspaper that began publishing on March 31, 1925, under founding editor Lee Ellmaker. In its early years, it was dominated by crime stories, sports and sensationalism. By 1930, daily circulation of the morning paper exceeded 200,000. It is owned by Philadelphia Media Holdings L.L.C.

The 2006-07-07 front page of the *Philadelphia Daily News*

Type	Daily newspaper
Format	Tabloid
Owner	Philadelphia Media Holdings L.L.C.
Publisher	Brian Tierney
Editor	Michael Days
Founded	March 31, 1925
Headquarters	400 N Broad St Philadelphia, PA 19101 United States
Circulation	116,590[1]

Website: www.philly.com/mld/dailynews/ (http://www.philly.com/mld/dailynews/)

Circulation dropped over the years, and by 1954, the money-losing paper was sold to Matthew McCloskey, a contractor and treasurer of the Pennsylvania Democratic Party. In December of 1956, the paper's financial condition was so bad that McCloskey got permission from the unions for a 90 percent cut in the workforce.

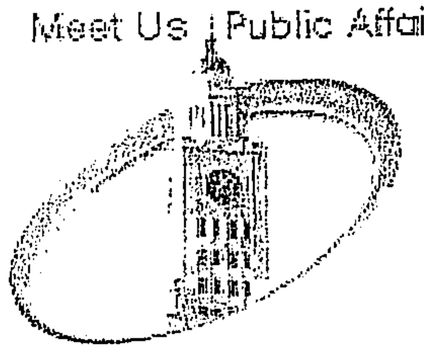
In 1957, McCloskey sold the paper to Walter Annenberg, publisher of *The Philadelphia Inquirer*. Annenberg killed off the *Daily News*' Sunday edition and made the tabloid into an afternoon paper.

In 1969, Annenberg sold both papers to Knight Newspapers Inc., which eventually became Knight Ridder following a merger.

Under the new ownership, the Daily News returned to morning publication and aimed to be taken more seriously. The paper's journalists have won the Pulitzer Prize twice since then. Richard Aregood won in 1985 for editorial writing and Signe Wilkinson won for her editorial cartoons in 1992.

The paper continues to struggle financially (It was surpassed in circulation, but not readership, by the free daily *Metro)*. When the sale of Knight Ridder to The McClatchy Company was announced in March 2006, there were rumors that McClatchy would close the *Daily News*. However, in May, before the sale was finalized, it was announced that the *Inquirer* and *Daily News* would be re-sold to Philadelphia Media Holdings L.L.C., a local group led by advertising executive Brian Tierney and co-founder of the Toll Brothers homebuilding firm, Bruce Toll. The deal became official on June 29, 2006. The group intends to strengthen the online presence of both papers, and begin an extensive ad campaign. [2]

References



PHILADELPHIA DAILY NEWS

Founded:
The Daily News first rolled off the presses March 31, 1925. It was acquired, along with The Philadelphia Inquirer, by Knight Newspapers, Inc., in 1969 and purchased by Philadelphia Media Holdings in 2006.

Distinction:
The Daily News is a thriving, city-oriented tabloid. It depends on single-copy sales; nine of every 10 Daily News readers must make a deliberate decision to buy the paper. The paper is best known for its excellent coverage of local news and sports, passionate

The Staff

Key Executives:
CEO: Brian Tierney
Executive Vice President/Editor: Michael Days

Employees:

Managers: 10
Editors: 22
Reporters: 49
Photographers: 6
Graphic artists: 5

Awards and Creative Ventures

Major Awards:
1985 Richard Aregood, Pulitzer for editorial writing; 1993 Signe Wilkinson, Pulitizer for editorial cartoons; 2002 Signe Wilkinson RFK Award for editorial cartooning; 2003 Stu Bykofsky Will Rogers Humanitarian Award from the National Columnists Association; 2002 Dave Maialetti National Headliner Award for photography' 2003 Steven Falk National Headliner Award for sports photography.

Community involvement:
George Fencl Award for Outstanding Police Officers; Broad Street Run, West Oak Lane Jazz and Arts Fest.

Well-known Newsroom Personalities:
Columnists Stu Bykofsky, Jill Porter, Elmer Smith, sports columnists Bill Conlin and Rich Hofmann,

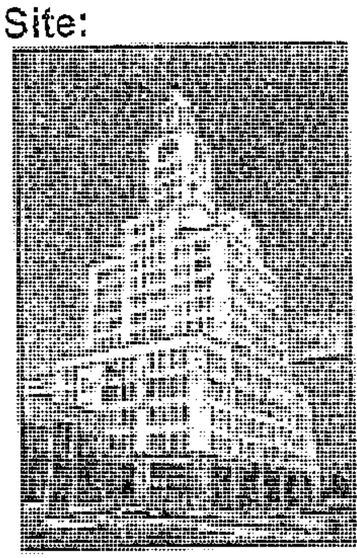
Academic Sponsorships:
The Urban Journalism Workshop, which teaches journalism to high school students each summer.

Circulation and Technology

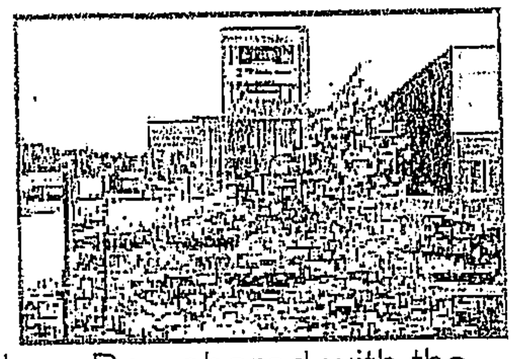
Circulation Area:
Penn Philadelphia County, Bucks County, Chester County, Montgomery County; New Jersey Burlington County, Camden County, Gloucester County.

Customers:
57% men; 44% some college; 18% college graduates; median household income $45,300; 69% own their homes; median age of readers, 44; 66% live in the city of Philadelphia.

Site:



1.4 million-square-foot building, covering more than two city blocks plus new 700,000-square-foot printing and distributing facility located in Consholocken, Pa., shared with the Philadelphia Inquirer.



Tour information:

Circulation:
132,345 Monday through Friday, 68,921 Saturdays; (As of March 27, 2005).

Size:
Averages 104 pages daily.

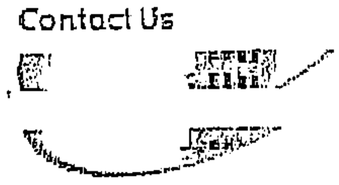
Single-Copy Sales:
89% daily

Carrier Force:
Contractors

Production:
1992 Goss Colorliner offset

Technology:
Front end systems for Editorial production are Unisys - Hermes: pagination and editing; Wire Center: wire gathering and photo processing; and Doc Center: multi-media archive and retrieval. Display ads are created in Prepress using Quark on Macs using Autologic's Ad Manager system that's an archive and retrieval system for display ads. Liteface ads are created on the Atex Integrated Advertising System and are paginated using the Atex Classified Pagination system on IBM RISC 6000 machines. The Atex system was replaced by the Mactive advertising system in the first quarter of 2003.

Color:
44 pages per week



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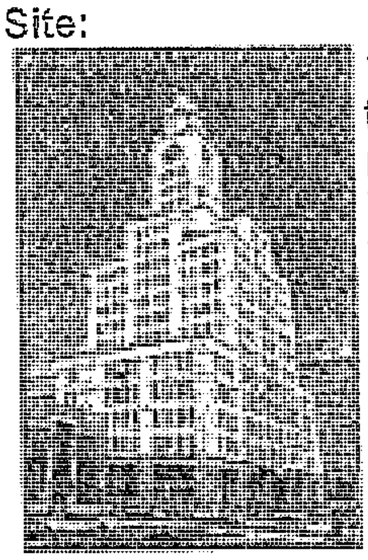

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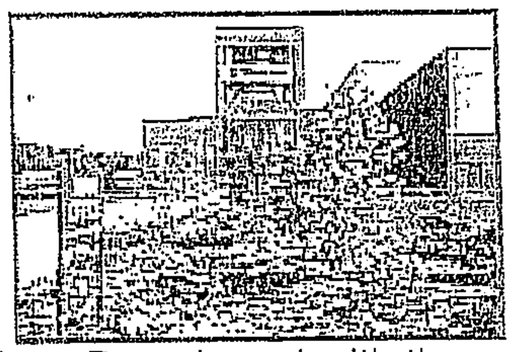

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References

1. ^ 2006 Top 100 Daily Newspapers in the U.S. by Circulation (http://www.burrellesluce.com/top100/2006_Top_100List.pdf) (PDF). Burrelles*Luce* (2006-03-31). Retrieved on 2007-03-02.
2. ^ Brubaker, Harold; Joseph N. DiStefano (May 23 2006). Local group buys Inquirer, Daily News, Philly.com (http://www.philly.com/mld/philly/14649158.htm). *The Philadelphia Inquirer*.

External links

- *Philadelphia Daily News* Online (http://www.philly.com/mld/dailynews/)
- Philadelphia Media Holdings website (http://www.pnionline.com/)

Retrieved from "http://en.wikipedia.org/wiki/Philadelphia_Daily_News"

Categories: 1925 establishments | Newspapers in Philadelphia | Pulitzer Prize winning newspapers

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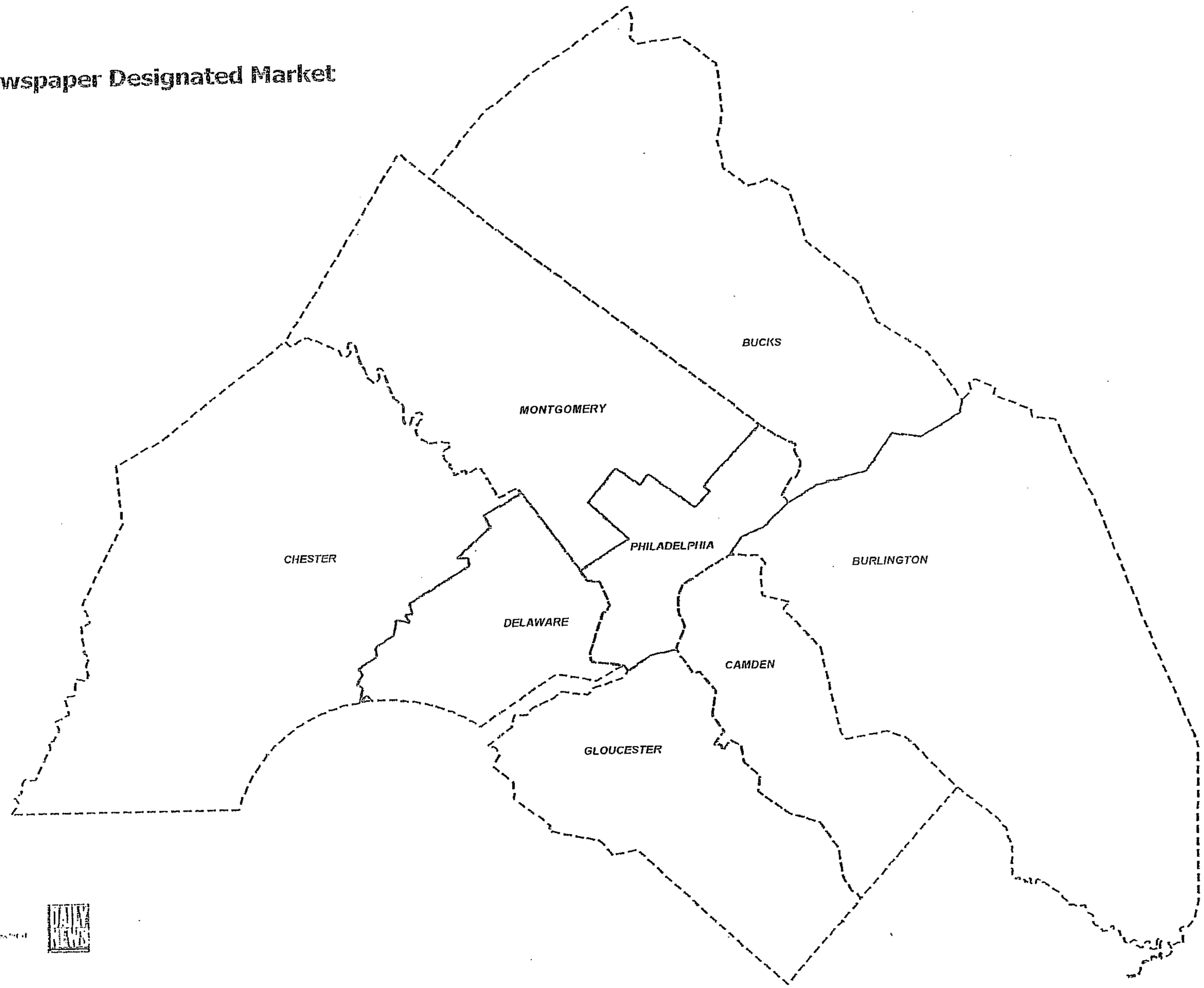
Philadelphia Newspaper Designated Market



December 2004

Burrelles
Work intelligently.

Rank	Newspaper	Daily	Sunday
1	USA Today	2,272,815	N/A
2	The Wall Street Journal	2,049,786	N/A
3	The New York Times	1,142,464	1,683,855
4	Los Angeles Times	851,832	1,231,318
5	Washington Post	724,242	960,684
6	The Daily News—New York, NY	708,477	795,153
7	New York Post	673,379	413,763
8	Chicago Tribune	579,079	957,212
9	Houston Chronicle	513,387	692,557
10	Dallas Morning News	480,484	649,709
11	The Arizona Republic—Phoenix, AZ	438,722	556,465
12	Newsday—Melville, NY	427,771	488,825
13	The Star-Ledger—Newark, NJ	398,329	599,628
14	San Francisco Chronicle	398,246	451,504
15	San Francisco Examiner	398,246	451,504
16	The Boston Globe	397,288	604,068
17	Chicago Sun-Times	368,062	324,074
18	The Atlanta Journal-Constitution	365,011	561,405
19	Star Tribune—Minneapolis, MN	362,964	606,698
20	Philadelphia Inquirer	350,457	705,965
21	Detroit Free Press[1]	345,861	669,315
22	The Plain Dealer—Cleveland, OH	343,163	450,875
23	St. Petersburg Times	323,031	422,410
24	The Oregonian—Portland, OR	323,017	384,729
25	The San Diego Union-Tribune	317,217	408,392
26	The Orange County (CA) Register	299,824	354,632
27	The Miami Herald	294,172	390,171
28	The Sacramento Bee	293,189	330,993
29	St. Louis Post-Dispatch	277,842	423,291
30	The Kansas City Star	261,776	367,712
31	The Denver Post[1]	255,452	704,806
32	Rocky Mountain News[1]—Denver, CO	255,427	704,806
33	The Indianapolis Star	255,277	347,217
34	South Florida Sun-Sentinel—Ft. Lauderdale, FL	248,124	339,728
35	San Jose Mercury News	242,865	263,373
36	San Antonio Express-News	238,149	342,709
37	Tampa Tribune	236,376	309,916
38	The Sun-Baltimore, MD	236,317	401,918
39	Milwaukee Journal Sentinel	235,704	405,355
40	The Columbus Dispatch	231,881	352,510
41	The Orlando Sentinel	229,368	341,025
42	The Boston Herald	227,583	122,712
43	Pittsburgh Post-Gazette	222,927	373,980
44	The Seattle Times[1]	220,734	435,581
45	Fort Worth Star-Telegram	218,916	322,824
46	The Charlotte Observer	218,009	274,125
47	The Courier-Journal—Louisville, KY	217,814	271,920
48	The Oklahoman—Oklahoma City, OK	215,102	287,505
49	The Detroit News[1]	214,934	669,315
50	The Cincinnati Enquirer	201,979	293,151
51	Saint Paul Pioneer Press	191,136	251,565
52	The Virginian-Pilot—Norfolk, VA	189,199	225,730
53	Omaha World-Herald	188,866	231,115
54	The Buffalo News	188,514	273,177
55	Las Vegas Review-Journal	187,881	219,228
56	Richmond Times-Dispatch	186,296	219,595
57	The Press-Enterprise—Riverside, CA	185,053	185,099
58	The Hartford Courant	184,254	272,918
59	Austin American-Statesman	183,952	228,619
60	The Palm Beach (FL) Post	181,132	211,697
61	Arkansas Democrat-Gazette—Little Rock, AR	180,661	275,991
62	The Record—Hackensack, NJ	179,634	205,084
63	Contra Costa (CA) Times	178,911	190,613
64	The News & Observer—Raleigh, NC	178,210	213,878
65	The Tennessean—Nashville, TN	172,935	236,563
66	The Fresno Bee	162,420	183,744
67	The Commercial Appeal—Memphis, TN	161,956	216,705
68	Democrat and Chronicle—Rochester, NY	160,290	219,660
69	The Florida Times-Union	158,802	222,392
70	Daily News—Woodland Hills, CA	157,020	187,740
71	The Providence Journal	153,150	218,388
72	The Des Moines Register	151,336	240,912
73	Daily Herald—Arlington Heights, IL	151,112	149,371
74	The Birmingham News	150,174	180,451
75	Asbury Park Press—Neptune, NJ	149,289	199,723
76	The Honolulu Advertiser	143,020	158,021
77	Tulsa World	138,262	189,789
78	Financial Times—US Edition	137,845	N/A
79	The Grand Rapids Press	134,426	182,810
80	Seattle Post-Intelligencer[1]	131,769	435,581
81	The Salt Lake Tribune	131,711	151,422
82	Journal News—Rockland County	130,000	147,000
83	The Blade—Toledo, OH	129,291	167,686
84	The Journal News—White Plains, NY	128,713	144,231
85	The Akron Beacon Journal	128,442	170,870
86	Dayton Daily News	128,192	168,645
87	The News Tribune—Tacoma, WA	125,228	137,730
88	La Opinion—Los Angeles, CA	123,447	62,972
89	The Knoxville News-Sentinel	119,969	152,945
90	Sarasota Herald-Tribune	119,249	138,675
91	Philadelphia Daily News	116,590	N/A
92	The News Journal—New Castle, DE	116,416	134,865
93	Post-Standard—Syracuse, NY	116,193	168,393
94	The Arizona Daily Star—Tucson, AZ	116,038	173,064
95	Lexington (KY) Herald-Leader	114,135	141,019
96	The State—Columbia, SC	113,222	140,362
97	Morning Call—Allentown, PA	110,720	150,936
98	The Daytona Beach News-Journal	108,069	125,754
99	Albuquerque Journal	107,555	149,455
100	East Valley Tribune—Mesa, AZ	102,406	86,507

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www.BurrellesLuce.com

Burrelles*Luce* reads all daily and Sunday newspapers in the U.S. *The proof is in the clipping.*

This list of U.S. publications with paid circulations was researched by eNR Services, Inc. and compiled by Burrelles*Luce* from circulation figures filed with the Audit Bureau of Circulations (where available) for the six months ending on March 31, 2006. In some cases, Sunday newspapers have different names. [1]Saturday and Sunday newspapers are combined: *Detroit News* and *Detroit Free-Press*; *Denver Post* and *Rocky Mountain News*; *Seattle Times* and *Seattle Post-Intelligencer*. Copyright 2006, Burrelles*Luce*.

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Journal Register

publication web sites

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our newspapers

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Connecticut

Philadelphia and Surrounding Areas

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Michigan

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ALLAROUNDPHILLY.com ALLAROUNDPHILLYJOBS.COM PhillyCarSearch.

Publication	Year of Origin	Location	Daily Circulation	Sunda Circula
The Daily Local	1872	West Chester, PA	28,662	30,152
The Village News		Downingtown, PA		
Chester County Kids		West Chester, PA		
The Home Magazine		West Chester, PA		
The Times Record		Kennett Square, PA		
The Voice (TMC)		West Chester, PA		
Delaware County Daily and Sunday Times	1876	Primos, PA	45,718	44,105
Times Extra (TMC)		Primos, PA		
The Mercury	1930	Pottstown, PA	24,203	26,502
PennyPincher (shopper)		Pottstown, PA		
The Marketplace (TMC)		Pottstown, PA		
US Express (TMC)		Pottstown, PA		
Real Estate Today		Pottstown, PA		
The Phoenix	1888	Phoenixville, PA	3,675	
Township Voice (shopper)		Phoenixville, PA		
The Tri-County Record		Morgantown, PA		
The Reporter	1870	Lansdale, PA	17,872	15,496
News of Delaware County		Havertown, PA		
Main Line Times		Ardmore, PA		
Germantown Courier		Germantown, PA		
Mt. Airy Express		Mt. Airy, PA		
Town Talk		Ardmore, PA		
The Times Herald	1799	Norristown, PA	16,501	29,306
Better Living (TMC)		Norristown, PA		
Blue Bell Journal		Blue Bell, PA		
The Trentonian	1945	Trenton, NJ	43,925	34,622
Little Book (coupon book)		Trenton, NJ		
El Latino Express		Trenton, NJ		
Chesapeake Publishing				
Solanco Sun Ledger		Quarryville, PA		
Columbia Ledger		Columbia, PA		
Coatesville Ledger		Downingtown, PA		

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Parkesburg Post Ledger		Quarryville, PA
Downingtown Ledger		Downingtown, PA
The Kennett Paper		Kennett Square, PA
Avon Grove Sun		West Grove, PA
Oxford Tribune		Oxford, PA
Elizabethtown Chronicle		Elizabethtown, PA
Hershey Chronicle		Hershey, PA
Donegal Ledger		Donegal, PA
Chadds Ford Post		Chadds Ford, PA
The Central Record		Medford, NJ
Maple Shade Progress		Maple Shade, NJ
Ad-Lines (shopper)		Medford, NJ
Intercounty Newspapers		
The Review		Roxborough, PA
The Recorder		Conshohocken, PA
The Leader		West Oak Lake/My. Airy, PA
The Pennington Post		Pennington, NJ
The Bristol Pilot		Bristol, PA
Yardley News		Yardley, PA
New Hope Gazette		New Hope, PA
Doylestown Patriot		Doylestown, PA
Newtown Advance		Newtown, PA
The Plain Dealer		Williamstown, NJ
News Report		Sewell, NJ
Record Breeze		Berlin, NJ
Newsweekly		Moorestown, NJ
Haddon Herald		Haddonfield, NJ
New Egypt Press		New Egypt, NJ
Community News		Pemberton, NJ
Plymouth Meeting Journal		Plymouth Meeting, PA
Lafayette Hill Journal		Lafayette Hill, PA
Montgomery Newspapers	1872	Fort Washington, PA
Ambler Gazette		Fort Washington, PA
Art Matters (mag.)		Fort Washington, PA
Bucks Co. Town & Country Living (mag.)		Fort Washington, PA
Central Bucks Life		Bucks County, PA
Chester Co. Town & Country Living (mag.)		Fort Washington, PA
The Colonial		Fort Washington, PA
Glenside News		Fort Washington, PA
The Globe		Fort Washington, PA
Montgomery Co. Town & Country Living (mag.)		Fort Washington, PA
Main Line Life		Ardmore, PA
Montgomery Homes (mag.)		Fort Washington, PA
Montgomery Life		Fort Washington, PA
NJ Golf News (mag.)		Fort Washington, PA

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North Penn Life		Fort Washington, PA
Parents Express (mag.)		Fort Washington, PA
Perkasie News Herald		Fort Washington, PA
Philadelphia Golfer (mag.)		Fort Washington, PA
Public Spirit		Fort Washington, PA
Souderton Independent		Fort Washington, PA
Springfield Sun		Fort Washington, PA
Spring-Ford Reporter		Fort Washington, PA
Times Chronicle		Fort Washington, PA
Valley Item		Fort Washington, PA
Willow Grove Guide		Fort Washington, PA
Press Publications		
News Gleaner Publications		
News Gleaner		Philadelphia, PA
Northeast Breeze		Philadelphia, PA
Olney Times		Philadelphia, PA
News Gleaner Life Newspapers (monthly)		Philadelphia, PA
Suburban Publications		
The Suburban & Wayne Times		Wayne, PA
The Suburban Advertiser		Exton, PA
The King of Prussia Courier		King of Prussia, PA
Press Newspapers		
County Press		Newtown Square, PA
Garnet Valley		Glen Mills, PA
Haverford Press		Newtown Square, PA
Hometown Press		Glen Mills, PA
Media Press		Newtown Square, PA
Upper Darby & Drexel Hill Press		Newtown Square, PA
Springfield Press		Springfield, PA
Berks-Mont Newspapers	1968	Boyertown, PA
The Boyertown Area Times	1957	Boyertown, PA
The Kutztown Area Patriot	1874	Kutztown, PA
The Hamburg Area Item	1875	Kutztown, PA
The Southern Berks News	1885	Boyertown, PA
The Free Press	1881	Quakertown, PA
The Saucon News	2000	Quakertown, PA
The Community Connection	2004	Boyertown, PA
Destinations	2003	Hamburg, PA

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JobsInNJ.com
How New Jersey Gets to Work

JobsInDE.com
How Delaware Gets to Work

PhillyCarSearch.com
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Publication	Year of Origin	Location	Daily Circulation	Sunday Circulation	Non-Daily/ TMC/Other Distribution
The Daily Local	1872	West Chester, PA	28,662	30,152	
The Village News		Downingtown, PA			18,000
Chester County Kids		West Chester, PA			18,000
The Home Magazine		West Chester, PA			19,355
The Times Record		Kennett Square, PA			9,000
The Voice (TMC)		West Chester, PA			20,000
Delaware County Daily and Sunday Times	1876	Primos, PA	45,718	44,105	
Times Extra (TMC)		Primos, PA			23,500
The Mercury	1930	Pottstown, PA	24,203	26,502	
PennyPincher (shopper)		Pottstown, PA			57,200
The Marketplace (TMC)		Pottstown, PA			22,300
US Express (TMC)		Pottstown, PA			22,300
Real Estate Today		Pottstown, PA			35,000
The Phoenix	1888	Phoenixville, PA	3,675		
Township Voice (shopper)		Phoenixville, PA			15,000
The Tri-County Record		Morgantown, PA			40,200
The Reporter	1870	Lansdale, PA	17,872	15,496	
News of Delaware County		Havertown, PA			12,313
Main Line Times		Ardmore, PA			8,867
Germantown Courier		Germantown, PA			19,207
Mt. Airy Express		Mt. Airy, PA			13,520
Town Talk		Ardmore, PA			85,700
The Times Herald	1799	Norristown, PA	16,501	29,306	
Better Living (TMC)		Norristown, PA			15,000
Blue Bell Journal		Blue Bell, PA			5,225
The Trentonian	1945	Trenton, NJ	43,925	34,622	
Little Book (coupon book)		Trenton, NJ			40,000
El Latino Expreso		Trenton, NJ			
Chesapeake Publishing					
Solanco Sun Ledger		Quarryville, PA			2,324
Columbia Ledger		Columbia, PA			1,398
Coatesville Ledger		Downingtown, PA			1,127
Parkesburg Post Ledger		Quarryville, PA			1,533
Downingtown Ledger		Downingtown, PA			911
The Kennett Paper		Kennett Square, PA			3,987
Avon Grove Sun		West Grove, PA			2,292
Oxford Tribune		Oxford, PA			2,305

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Elizabethtown Chronicle		Elizabethtown, PA	2,291
Hershey Chronicle		Hershey, PA	3,532
Donegal Ledger		Donegal, PA	1,366
Chadds Ford Post		Chadds Ford, PA	940
The Central Record		Medford, NJ	12,054
Maple Shade Progress		Maple Shade, NJ	1,892
Ad-Lines (shopper)		Medford, NJ	47,516
Intercounty Newspapers			
The Review		Roxborough, PA	12,945
The Recorder		Conshohocken, PA	1,137
The Leader		West Oak Lake/My. Airy, PA	22,930
The Pennington Post		Pennington, NJ	770
The Bristol Pilot		Bristol, PA	1,548
Yardley News		Yardley, PA	4,098
New Hope Gazette		New Hope, PA	2,650
Doylestown Patriot		Doylestown, PA	1,215
Newtown Advance		Newtown, PA	3,505
The Plain Dealer		Williamstown, NJ	1,120
News Report		Sewell, NJ	1,599
Record Breeze		Berlin, NJ	1,023
Newsweekly		Moorestown, NJ	3,505
Haddon Herald		Haddonfield, NJ	1,594
New Egypt Press		New Egypt, NJ	2,080
Community News		Pemberton, NJ	2,417
Plymouth Meeting Journal		Plymouth Meeting, PA	4,979
Lafayette Hill Journal		Lafayette Hill, PA	4,536
Montgomery Newspapers	1872	Fort Washington, PA	
Ambler Gazette		Fort Washington, PA	7,820
Art Matters (mag.)		Fort Washington, PA	12,000
Bucks Co. Town & Country Living (mag.)		Fort Washington, PA	21,135
Central Bucks Life		Bucks County, PA	2,523
Chester Co. Town & Country Living (mag.)		Fort Washington, PA	19,500
The Colonial		Fort Washington, PA	4,070
Glenside News		Fort Washington, PA	1,863
The Globe		Fort Washington, PA	1,440
Montgomery Co. Town & Country Living (mag.)		Fort Washington, PA	19,500
Main Line Life		Ardmore, PA	4,348
Montgomery Homes (mag.)		Fort Washington, PA	15,000
Montgomery Life		Fort Washington, PA	2,183
NJ Golf News (mag.)		Fort Washington, PA	20,000
North Penn Life		Fort Washington, PA	2,916
Parents Express (mag.)		Fort Washington, PA	65,000
Perkasie News Herald		Fort Washington, PA	5,005
Philadelphia Golfer (mag.)		Fort Washington, PA	32,500
Public Spirit		Fort Washington, PA	2,937

Souderton Independent		Fort Washington, PA	4,978
Springfield Sun		Fort Washington, PA	2,595
Spring-Ford Reporter		Fort Washington, PA	2,357
Times Chronicle		Fort Washington, PA	4,472
Valley Item		Fort Washington, PA	2,574
Willow Grove Guide		Fort Washington, PA	711
Press Publications			
News Gleaner Publications			
News Gleaner		Philadelphia, PA	81,935
Northeast Breeze		Philadelphia, PA	18,100
Olney Times		Philadelphia, PA	18,900
News Gleaner Life Newspapers (monthly)		Philadelphia, PA	49,011
Suburban Publications			
The Suburban & Wayne Times		Wayne, PA	7,070
The Suburban Advertiser		Exton, PA	16,451
The King of Prussia Courier		King of Prussia, PA	6,486
Press Newspapers			
County Press		Newtown Square, PA	5,175
Garnet Valley		Glen Mills, PA	2,800
Haverford Press		Newtown Square, PA	2,925
Hometown Press		Glen Mills, PA	2,200
Media Press		Newtown Square, PA	2,625
Upper Darby & Drexel Hill Press		Newtown Square, PA	1,741
Springfield Press		Springfield, PA	5,850
Berks-Mont Newspapers	1968	Boyertown, PA	
The Boyertown Area Times	1957	Boyertown, PA	6,000
The Kutztown Area Patriot	1874	Kutztown, PA	3,500
The Hamburg Area Item	1875	Kutztown, PA	2,800
The Southern Berks News	1885	Boyertown, PA	5,500
The Free Press	1881	Quakertown, PA	10,020
The Saucon News	2000	Quakertown, PA	4,000
The Community Connection	2004	Boyertown, PA	10,800
Destinations	2003	Hamburg, PA	100,000

Philadelphia Metro

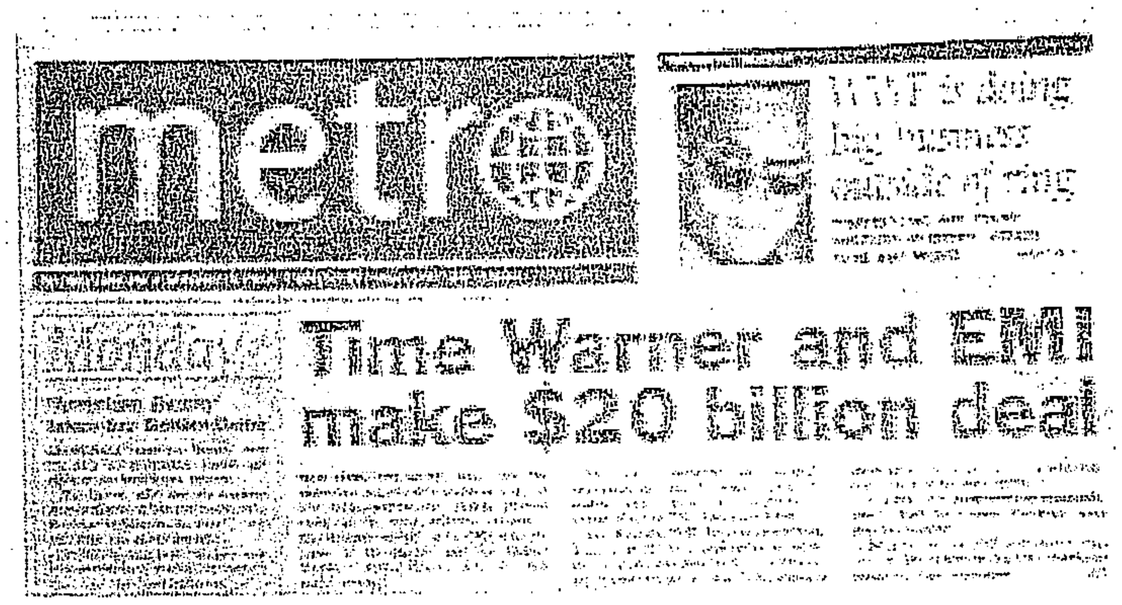
From Wikipedia, the free encyclopedia

For the region, see Philadelphia metropolitan area.

Metro is a free daily newspaper in Philadelphia published by TPI Metro Inc., (http://www.metro.us/) which began publishing on January 24, 2000. Its main competition is *The Philadelphia Daily News*. In 2004, *Metro* surpassed *The Daily News* in circulation, 143,798 to 141,868, to move into second behind 372,297 for *The Philadelphia Inquirer*'s.[1] (http://64.233.179.104/search?q=cache:fFSL7UgpXdQJ:www.accessabc.com/reader/141150_0704_RPRD.pdf+&hl=en)[2] (http://www.google.com/url?sa=t&ct=res&cd=1&url=http%3A//www.knightridder.com/investor/ar04/newspapers.html&ei=AeD9QpW7GsTi4AGro5VG) It was the first *Metro* edition published in North America and the ninth edition since the first in Stockholm in 1995.

Lawyers representing the publishers of the *Philadelphia Inquirer, Philadelphia Daily News, U.S.A. Today* and *The New York Times* filed an action in Federal Court three days before *Metro*'s first publication to block local transit authority SEPTA from giving what they considered to be a competitive advantage to *Metro*.[3] (http://philadelphia.about.com/cs/printpublications/l/blmetro.htm)

SEPTA signed a five-year contract with TPI Metro. Part of the contract allows SEPTA to produce one page in each edition; however, aside from that page SEPTA has no control over any other aspect of the paper. The contract calls for *Metro* to pay $45,000 a month to SEPTA, which they stopped paying in March, 2003, claiming SEPTA failed to live up to the terms of the contract.[4] (http://www.ble.org/pr/news/headline.asp?id=14205) Despite lawsuits and counter-suits, in 2004 TPI Metro PA and SEPTA signed a three-year contract which increased payments to $65,000 a month.



The front page of the first Philadelphia edition of *Metro*.

The daily is primarily distributed by old-time newspaper hawkers paid to station themselves in areas with high pedestrian traffic, who offer the free paper to anyone who passes by. In addition, *Metro* can be found in distinctive green boxes on corners and in train and subway stations, echoing the colorful green and orange template used in all editions. *Metro* is designed using Apple Macintosh computers running QuarkXpress. There are also *Metro* editions in two other American cities, New York and Boston which are run by the same publishing company, Metro International.

Metro International, based in the Mayfair section of London, is a subsidiary of the Modern Times Group and the world's leading publisher of free dailies, with 69 editions in 18 countries and 17 languages, including the largest-circulation papers in Paris and Rome.

External links

- Metro International (http://www.metro.lu/)
- Read today's *Metro* (http://www.metropoint.com/)
- "*Metro* Launch Causes Media Frenzy" (http://philadelphia.about.com/cs/printpublications/l/blmetro.htm)
- "SEPTA Wants *Metro* To Pay Up" (http://www.ble.org/pr/news/headline.asp?id=14205)

Retrieved from "http://en.wikipedia.org/wiki/Philadelphia_Metro"

Category: Newspapers in Philadelphia

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Circulation by County

COUNTIES	SUBSCRIPTION COPIES	NEWSSTAND COPIES	TOTAL COPIES	% CIRCULATION
Bucks, PA	8,469	2,408	10,877	7.89%
Chester, PA	7,678	2,210	9,888	7.17%
Delaware, PA	11,735	3,695	15,430	11.19%
Montgomery, PA	20,547	6,235	26,782	19.42%
Philadelphia, PA	23,950	12,998	36,948	26.80%
Burlington, NJ	4,643	1,221	5,864	4.25%
Camden, NJ	6,048	1,518	7,566	5.49%
Gloucester, NJ	2,113	726	2,839	2.06%
SMSA TOTAL	**85,183**	**31,010**	**116,193**	**84.27%**
Berks, PA	1,393	66	1,459	1.06%
Lehigh, PA	1,015	33	1,048	0.76%
Monroe, PA	61	66	127	0.09%
Northampton, PA	577	33	610	0.44%
Schuykill, PA	162	0	162	0.12%
Atlantic, NJ	1,367	132	1,499	1.09%
Cape May, NJ	792	330	1,122	0.81%
Cumberland, NJ	456	99	555	0.40%
Mercer, NJ	954	363	1,317	0.96%
Salem, NJ	200	99	299	0.22%
Warren, NJ	31	0	31	0.02%
Kent, DE	49	0	49	0.04%
New Castle, DE	1,431	363	1,794	1.30%
Section Total	**8,488**	**1,583**	**10,071**	**7.30%**
ADI TOTAL	**93,671**	**32,594**	**126,265**	**91.58%**
ALL OTHER COUNTIES AND STATES				
Delaware	67	10	77	0.06%
Maryland	466	46	512	0.37%
New Jersey	1,670	152	1,822	1.32%
Pennsylvania	2,711	155	2,866	2.08%
All Other US States	6,302	33	6,335	4.59%
SECTION TOTAL	**11,216**	**396**	**11,612**	**8.42%**
GRAND TOTAL	**104,887**	**32,990**	**137,877**	**100.00%**

Source: Circulation Dept. December 2005

About Philadelphia magazine

Editorial Profile

Philadelphia magazine is edited for the area's community leaders and their families. It provides topical, in-depth reports on crucial and controversial issues confronting the region-business trends, political analysis, metropolitan planning, sociological trends, plus critical reviews of the cultural, sports and entertainment scene. Articles range from law enforcement to fashion, voting trends to travel, transportation to theatre, also includes background studies of the area's newsmakers.

Ancillary Publications:

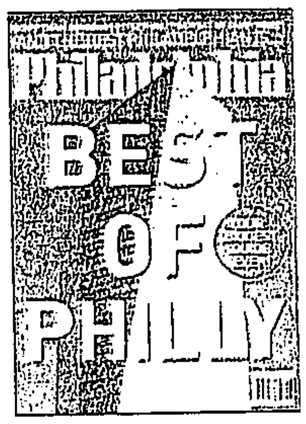
Home & Garden:

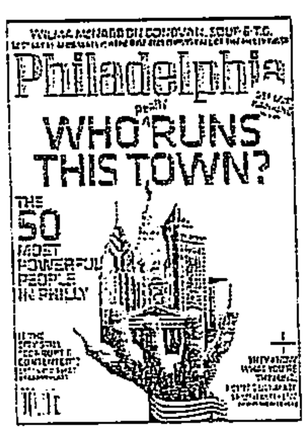
Turning a house into a home is a deeply personal task, which is why *Philadelphia* magazine's *Home & Garden* specializes in news and tips ideal for creating a unique New England abode. Whether you're remodeling, renovating, or simply adding some polish, this quarterly magazine can make defining the look and feel of your home easier than ever. With the best advice on sprucing things up, inspirational profiles of showcase homes, and a comprehensive resource directory, *Home & Garden* keeps your quarters on the cutting edge.

Elegant Wedding:

Any walk down the aisle should begin with a walk to the newsstand to pick up the latest issue of *Philadelphia* magazine's *Elegant Wedding*. Brides-to-be need look no further for everything from the latest greatest gowns to the hottest honeymoon getaways. As the region's premier wedding guide, this biannual celebration of all things wedding is featured on newsstands throughout Pennsylvania, Massachusetts, Rhode Island, and New Hampshire. So knot it up in style with a little help from this savvy marriage planner, and make it last a lifetime.

2006





GENDER**
39.6% male
60.4% female

AGE*
29% are between 18-34
21.8% are between 35-44
19.5% are between 45-54
29.8% are 55+
Average Age: 44

Average household income: $193,500**
Average net worth: $907,300**

EDUCATION LEVEL**
87.2% any college education
72.7% graduated college or more
36.5% post graduate study with degree
24% received master's degree
5.6% received doctoral degree
7% received other professional degree (M.D., L.L.B., etc.)

SUBSCRIBERS RATED *PHILADELPHIA* MAGAZINE A VERY/SOMEWHAT INFORMATIVE SOURCE OF INFORMATION FOR:**
98.9% restaurants/dining out
98.5% entertainment in Philadelphia
88.6% fashion/beauty trends
94.4% real estate
93% home and design
92.9% travel

*Media Audit December 2005-March 2006
**MRI Subscriber Survey November 2005

Philadelphia magazine

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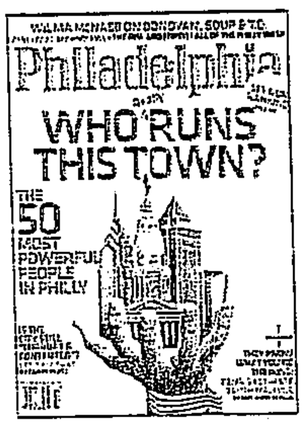
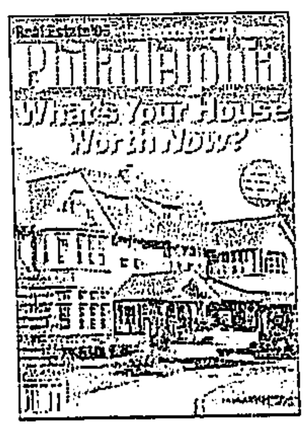
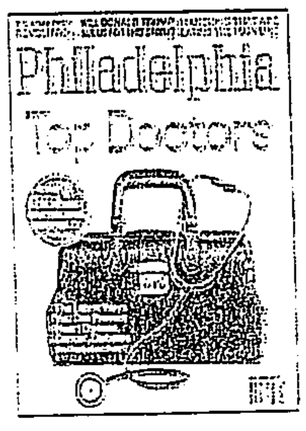
Circulation By County







County	Subscription Copies	Newsstand Copies	Total Copies	% Circulation
Bucks, PA	8,370	1,321	9,691	7.89%
Chester, PA	7,568	1,212	8,780	7.17%
Delaware, PA	11,429	2,026	13,455	11.19%
Montgomery, PA	20,324	3,419	23,743	19.42%
Philadelphia, PA	27,163	7,127	34,290	26.80%
Burlington, NJ	4,528	669	5,197	4.25%
Camden, NJ	5,923	832	6,755	5.49%
Gloucester, NJ	2,088	398	2,486	2.06%
SMSA Total	**87,394**	**17,003**	**104,397**	**84.27%**
Berks, PA	1,376	36	1,412	1.06%
Lehigh, PA	1,009	18	1,027	0.76%
Monroe, PA	70	36	106	0.09%
Northampton, PA	567	18	585	0.44%
Schuylkill, PA	149	0	149	0.12%
Atlantic, NJ	1,352	72	1,424	1.09%
Cape May, NJ	728	181	909	0.81%
Cumberland, NJ	451	54	505	0.40%
Mercer, NJ	958	199	1,157	0.96%
Salem, NJ	191	54	245	0.22%
Warren, NJ	28	0	28	0.02%
Kent, DE	49	0	49	0.04%
New Castle, DE	1,376	199	1,575	1.30%
Section Total	**8,304**	**867**	**9,171**	**7.30%**
ADI Total	**95,697**	**17,871**	**113,568**	**91.58%**
ALL OTHER COUNTIES AND STATES				
Delaware	63	5	68	0.06%
Maryland	454	25	479	0.37%
New Jersey	1,642	83	1,725	1.32%
Pennsylvania	2,701	85	2,786	2.08%
All Other US States	6,383	18	6,401	4.59%
Section Total	**11,243**	**217**	**11,460**	**8.42%**
GRAND TOTAL	**106,940**	**18,088**	**125,028**	**100.00%**

* Source: Publisher's Own Data March, 2006

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Ancillary Publications:

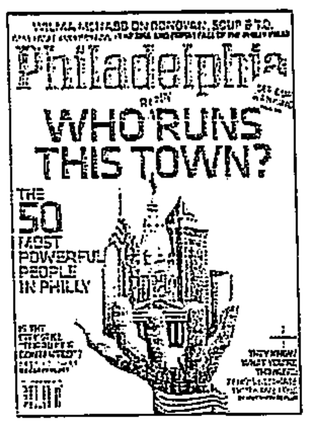
Home & Garden:

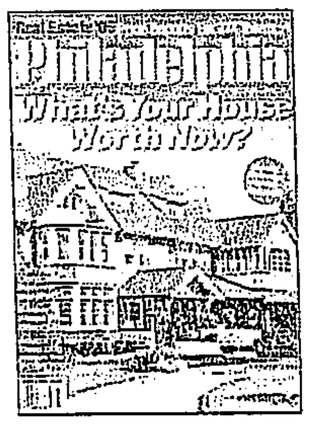
Turning a house into a home is a deeply personal task, which is why *Philadelphia* magazine's *Home & Garden* specializes in news and tips ideal for creating your home. Whether you're remodeling, renovating, or simply adding some polish, this quarterly magazine can make defining the look and feel of your home easier than ever. With the best advice on sprucing things up, inspirational profiles of showcase homes, and a comprehensive resource directory, *Home & Garden* keeps your quarters on the cutting edge.

Elegant Wedding:

Any walk down the aisle should begin with a walk to the newsstand to pick up the latest issue of *Philadelphia* magazine's *Elegant Wedding*. Brides-to-be need look no further for everything from the latest greatest gowns to the hottest honeymoon getaways. As the region's premier wedding guide, this biannual celebration of all things wedding is featured on newsstands throughout Philadelphia, the five counties, South Jersey and northern Delaware. So knot it up in style with a little help from this savvy marriage planner, and make it last a lifetime.

Subscriber Demographics





Gender:
39.6% male
60.4% female

Age:
12% are between 18-34
20.5% are between 35-44
23.8% are between 45-54
43.6% are 55+
Average Age: 52.3

Average household income: $193,500
Average net worth: $907,300

Education Level:
87.2% any college education
72.7% graduated college or more
36.5% post graduate study with degree
24% received master's degree
5.6% received doctoral degree
7% received other professional degree (M.D., L.L.B., etc.)

Subscribers rated *Philadelphia* magazine a very/somewhat informative source of information for:
98.9% restaurants/dining out
98.5% entertainment in Philadelphia
88.6% fashion/beauty trends
94.4% real estate
93% home and design
92.9% travel

* Source: 2005 *Philadelphia* magazine Subscriber Study, MediaMark Research Inc., Custom Research Division

Philadelphia magazine

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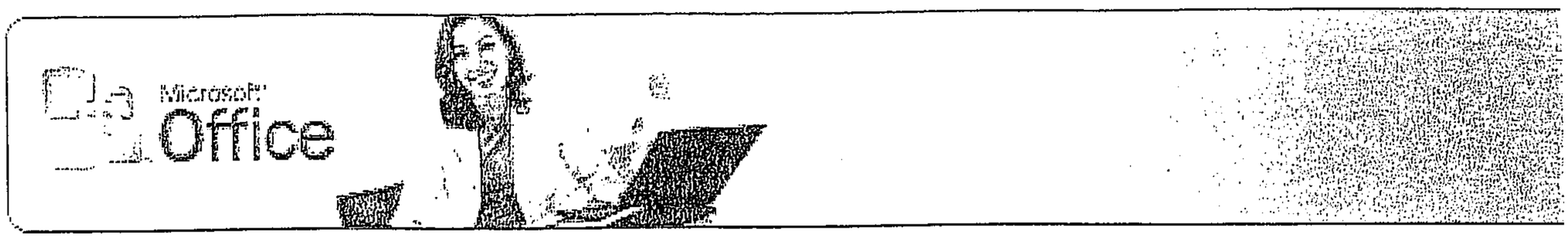

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Readership:

Total Circulation	12,486
Average readers per copy	4.70*
Total readers weekly	58,684

Demographics:

Average household income	$259,000
Average net worth	$1,770,000
Top management	57%
Owners/partners	54%
College grad/Advanced degree	85%
Influence purchase/lease of any service	81%
Influence purchase/lease of any product	75%
Company size: Less than 100 employees	37%
100-999 employees	18%
1000 or more employees	29%

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Suite 1200
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* Media Audit 2005
Source: Readex Subscriber Study 2005, ABC Audit 2005

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About Philadelphia magazine

Editorial Profile

Philadelphia magazine is edited for the area's community leaders and their families. It provides topical, in-depth reports on crucial and controversial issues confronting the region-business trends, political analysis, metropolitan planning, sociological trends, plus critical reviews of the cultural, sports and entertainment scene. Articles range from law enforcement to fashion, voting trends to travel, transportation to theatre, also includes background studies of the area's newsmakers.

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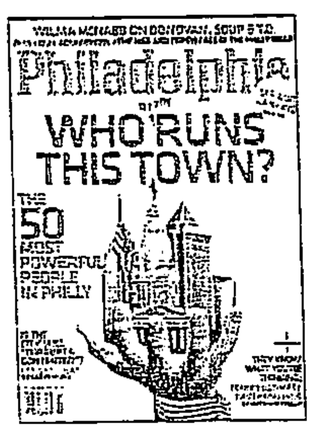

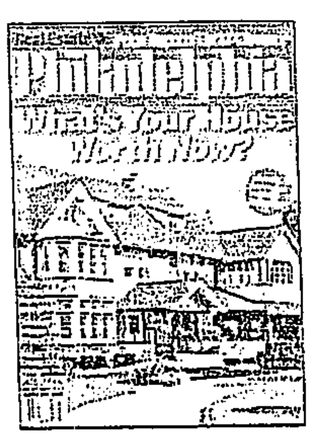

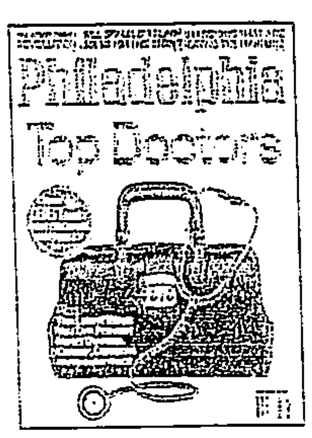

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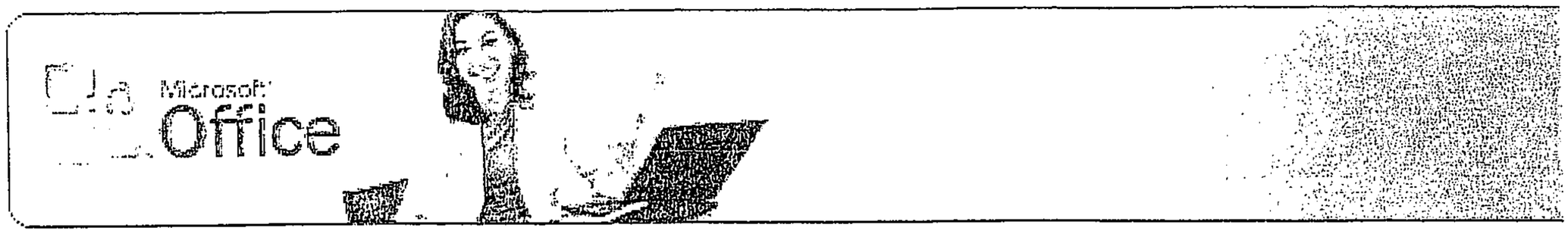

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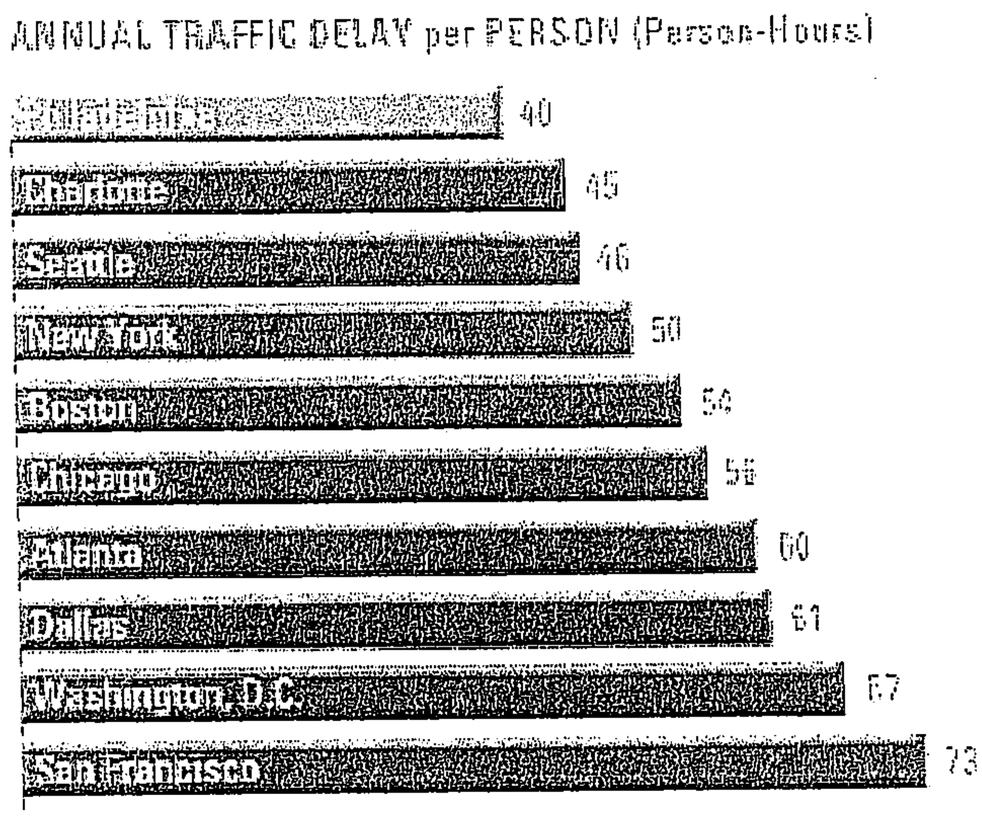

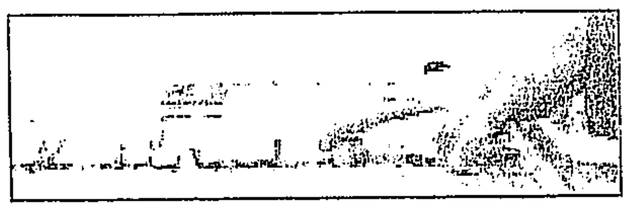

County Data

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- In Greater Philadelphia, business and personal travelers enjoy the traffic congestion of the top ten metros in the United States*.
- Regional interstates connecting the region to major cities across tl country include Interstate 95 North and Interstate 95 South, Inter 76 West.
- Major highways include: Route 1 North and South, Interstate 476 Interstate 295 East, Route 70 East, Atlantic City Expressway Soutl Route 202.

Each state Department of Motor Vehicles can provide additional facts abc highway-related services.

- **Pennsylvania**
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  Hearing Impaired: 1.800.228.0676 (TDD)
  Web site: www.dot3.state.pa.us
- **New Jersey**
  Phone (within state): 888.486.3339
  Phone (out of state): 609.292.6500
  Web site: www.state.nj.us/mvc
- **New Castle County, Delaware**
  Phone: 302.326.5000
  Greater Wilmington, Delaware
  Phone: 302.434.3200

Air Travel
Second Fastest Growing Airport in the World

Philadelphia International Airport (PHL) is the second fastest growing air the world (second only to Beijing) and the fastest growing airport in the when ranked by investment and square feet.

PHL is now one of the top 15 airports in the country for passengers and r flight operations. Plus, Philadelphia's two largest carriers are now low co providers making the cost of air travel lower.

Philadelphia International Airport has*:

- 30 carriers -- 700 daily departures to 120 cities
- 52 daily non-stops to 31 international destinations
- 535,666 - aircraft operations at PHL in 2005
- 31.5 million - PHL total air travelers
- 4.1 million - PHL international air travelers
- Home of the United Parcel Service hub

*All statistics for 2005

Regional airports within a 1-hour drive offer regularly-scheduled commer service to domestic and international locations:

- Trenton-Mercer County Airport, NJ
- New Castle Airport, DE

Nearby international airports include:

- Newark (NJ) Liberty International Airport
- Baltimore/Washington International Airport
- Atlantic City International Airport

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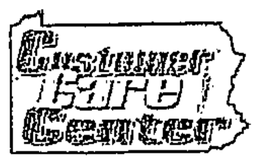
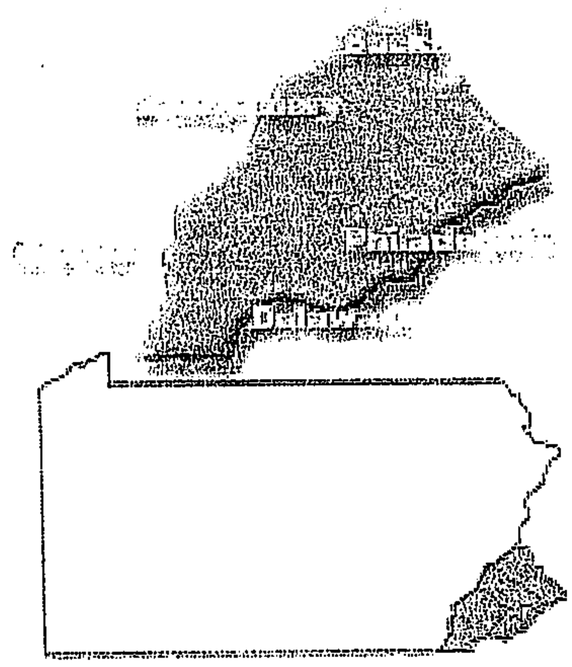
Delaware Valley Regional Planning Commission

Questions about Traffic Signals? The Turnpike? Road Maintenance? Read about these and a host of other topics in Frequently Asked Questions.





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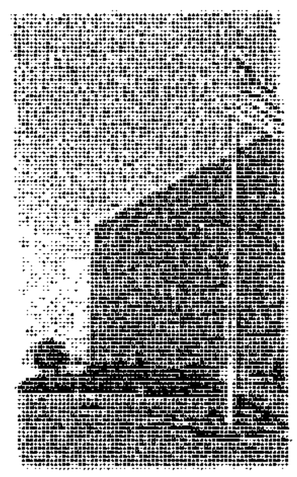

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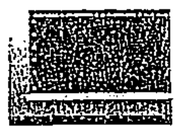

Testimony of

Mark S. Schweiker

President & CEO

Greater Philadelphia Chamber of Commerce

Chairman

CEO Council for Growth

Before the

PA Transportation Funding and Reform Commission

Thursday, May 18, 2006

Delaware Valley Regional Planning Commission Conference Room

190 N. Independence Mall West

Philadelphia

Good morning Chairman Biehler, members of the Pennsylvania Transportation Funding and Reform Commission, and other guests. I am Mark Schweiker, President and CEO of the Greater Philadelphia Chamber of Commerce, representing 5,500 members serving approximately 175,000 Philadelphia area employees. Today, I am also here in my capacity as Chairman of the CEO Council for Growth, a group of business leaders who sponsor the efforts of Select Greater Philadelphia, a private, non-profit business marketing organization dedicated to building the economy of the Greater Philadelphia Region.

Beside me this afternoon are two other respected leaders in our region's business community: Paul Levy of the Center City District and Steven Wray of the Pennsylvania Economy League. Together, we are working to improve the competitiveness of Greater Philadelphia and we share the belief that a quality transit system is essential to that goal. Specifically, a predictable and sustainable source for fully funding public transit is necessary to enhance mobility, reduce congestion on our roadways, enable employees to get to work, students to get to school, and residents, visitors and shoppers to enjoy all of the amenities of the region.

I know that Paul and Steve join me in commending the members and staff of this Commission for their time and efforts to assess the magnitude of the transit funding crisis facing Pennsylvania and to identify a full range of options for permanent, long term solutions to improve the commonwealth's system of highways, bridges, trains and buses.

Pennsylvania's transportation infrastructure – which includes both highways and public transit -- is a vital component of our state economy and our prospects for future growth and job creation. A viable transit system is especially critical to our local economy in southeastern Pennsylvania as employers, commuters and consumers depend upon the safe, reliable and affordable service that SEPTA provides.

"Greater Philadelphia has one of the largest and most extensive public transit and commuter rail systems in the country. The existing infrastructure covers virtually every corner of the region. Citizens of the region enjoy the lowest traffic congestion of the top ten metros in the country as nearly 1 million people ride transit daily."

Those supported facts are listed in the marketing materials presented when Select Greater Philadelphia representatives meet with prospective businesses. The efforts of Select Greater Philadelphia are fueling an economic momentum that when combined with a possible Olympics bid, will dramatically increase our region's competitiveness as a business location.

Essential to the success of these efforts is a regional growth agenda that includes adequate funding for public transit and new, innovative transportation infrastructure investments that will help to elevate Greater Philadelphia as one of the world's premier business locations.

On May 9, officials from the United States Olympic Committee (USOC) met here with local public and private sector representatives to discuss the real possibility of a

Philadelphia bid for the Summer Olympic Games in 2016. Next week, the founder of the Sydney 2000 Olympic Commerce Centre will address more than 400 regional business leaders, elected officials, and economic development executives at our second annual State of the Region event. Why – to tell us how it is done and give a first hand account of how a large-scale, global event such as the Olympics would allow us to display our might as one, interconnected unit, ready to draw more companies, jobs and paychecks to the region. A significant factor in our ability to become a serious candidate in this bid is the strength of our regional transit system.

In addition to these two significant economic development initiatives in which SEPTA service figures prominently, I would also like to give you some examples of just what SEPTA means to business and jobs in the Greater Philadelphia region and why it is so vitally important that policy makers finally resolve the long term funding needs of this transit system and others across the state.

Transit means business in Pennsylvania.

In terms of direct economic benefits to Pennsylvania businesses, Public Transit:

- Spends over $1 billion each year with Pennsylvania businesses
- Does business with more than 2,000 Pennsylvania businesses
- Buys thousands of "Made in Pennsylvania" products and services from steel to foam seating
- Returns up to $6.00 in economic benefits to the region for every $1.00 of public funds invested
- Employs 15,000 men and women through out the Commonwealth

SEPTA Public Transit:

- Spends over $670 million each year. More than half of that stays in our region
- Employs 8,800 of the 15,000 transit professionals working across the State

SEPTA means business in this region.

- 70% of all Center City office workers take all modes of public transit into Philadelphia each day – that is 272,000 people who are not driving on our roads, bridges and highways.
- In the southeast region, where a total of 1.8 million people are employed, more than 18% ride SEPTA buses, rails and subways daily.
- 700 businesses in Greater Philadelphia find transit ridership important enough to offer tax-advantage transit benefit programs to their employees.
- 65,000 students at middle schools, high schools and colleges use SEPTA public transit
- Senior Citizens take more than 95,000 daily trips on SEPTA fixed route services.

World class architecture, direct access to trains, center of the northeast corridor, and economic incentives have lured 20 new tenants with 2100 employees to the Cira Centre. It is no coincidence that the newest addition to Philadelphia's skyline rose above tracks of

Philadelphia's 30th Street Station, the third busiest station in the United States and our local transportation hub. In fact, the Centre's website boasts that the building is connected directly to 30th Street Station with access to:

- Amtrak
- SEPTA Regional Rail
- New Jersey Transit
- SEPTA Subway and Bus
- Taxi Cabs
- LUCY

Tenants report that 75% to 90% of their employees at the Cira Centre are taking public transit to work. Many have been pleasantly surprised by the easy-access and low cost of public transportation. Cira Centre employees are directly connected to Amtrak's 30th Street Station via a pedestrian bridge across Arch Street through the upper lobby level. They exit trains and buses from New Jersey, Wilmington, Delaware and the Philadelphia suburbs and enter their building, never needing to step foot outside. The move into Center City Philadelphia was an adjustment for some. Two employers in the building offered transit subsidies to employees, one for three years and one for ten years. For many, transit has made their relocation to Center City a welcome change.

A few blocks away, at Drexel University, 18,000 students and 5,600 faculty and staff list good transit service as one of the reasons they choose to study and work at the sixth-largest private employer in the city of Philadelphia. Ten percent of their benefits-eligible staff sign up for a tax-free transit spending account. Even more use SEPTA without this benefit to reach their Drexel jobs. Drexel's commuter students depend on SEPTA to reach their Drexel classes and resident students use it to explore Philadelphia's historic, entertainment and cultural resources.

Drexel University is part of the city's second-largest employment center after Center City – University City. The SEPTA routes that serve University City's employment centers keep the neighborhood's already crowded thoroughfares from becoming even more congested.

At the corner of JFK Boulevard and 17th Street, the location of the new headquarters for Comcast, executives enthusiastically point to the entrances to Suburban Station that are only a few steps away. They estimate that 85% of their employees already take public transportation to their jobs and this convenient location may lure even more commuters onto SEPTA buses, subways and trains.

Nearby, at headquarters of Independence Blue Cross (IBC) at 1901 Market Street, statistics show that over 4100 of their 6500 associates rely on mass transit to get to their work locations everyday. IBC associates live across the tri-state region and are frequent users of the regional rail lines as well as the bus, elevated, subway and subway- surface lines. Over 1,500 IBC employees use the tax-advantaged transportation spending account and the company-run convenience store sells over $800,000 in SEPTA passes and tokens annually

Over the years, IBC executives have had to identify new locations in Center City to support expanding business demands. Access to public transportation has been a critical factor in their site selection. Experience has shown them that prospective employees evaluate the convenience of commuting as a prime factor in their job search and, for the majority of those coming into the city, public transportation is the preferred method of commuting.

In the Philadelphia suburbs, developers like Brandywine Realty Trust have built office parks with particular consideration of access to public transportation. Tenants and employers have realized that public transit is an important benefit for their employees, often subsidizing their fares. For example, Brandywine Realty Trust developed office buildings in Radnor, establishing and bearing the cost of free shuttle service from the local train station for tenant employees. Executives estimate that 1500 of the 4000 individuals employed at the Radnor properties take the free shuttle service each week. At other Brandywine properties in the Horsham, Montgomery County area, employers subsidize 600 public transit riders per day.

Each day in the Greater King of Prussia area, SEPTA provides about 6,000 trips to employees and customers of the mall and local office parks.

Large employers aren't the only businesses who recognize the importance of public transit for their employees and for the operation of their businesses. Small and medium sized businesses rely on the region's rail and bus systems to transport their workers, customers, patients, and clients.

For example, at the Greater Philadelphia Chamber of Commerce offices, we have 106 full-time employees. 40 individual members of our staff participate in tax free transit spending accounts, buying transit checks through payroll deduction and saving a few hundred dollars annually in taxes. In addition, many of our staff frequently utilize public transportation to attend meetings and events throughout the city and the region.

Without public transportation, imagine the impact on workplaces, shopping centers and malls, classrooms, hospitals and doctors offices across this region. Without transit, how will 1 million commuters reach their destinations? 36% of Philadelphia households have no automobile available. Employment options for those individuals would be drastically reduced. Without transit, the primary challenge facing many center city and suburban businesses will become getting their workers to the job or finding replacement workers for those who simply cannot find a way to work.

SEPTA has been working hard and trying to do more with less for many, many years. Revenues from dedicated taxes and fees have never met goals or projections. In recent years, federal funding for operations has been eliminated. And while state allocations for these purposes have increased, that funding has not kept up with inflation. SEPTA has been forced to use capital funds for maintenance and repair, delaying long awaited system improvements. Chronic funding shortfalls have resulted in short-term, band aid

fixes year after year. Under these circumstances, what business operation could succeed and thrive.

Without a solution, continued threats of service reductions and fare increases, as well as the inability to respond to consumer suggestions and complaints will continue to cost SEPTA ridership. Cira Centre employees complain that if frequency of trains does not improve, commuters will be forced to return to their cars, clogging roads, bridges, highways and parking garages. One bus removes 40 cars from the road and one train removes 120 vehicles. And, public transit significantly reduces fuel consumption and annual emissions of pollutants improving air quality. Research suggests that for the first time in a long time, the expenses associated with riding the train and driving a car are now cost neutral. The remaining obstacle, many believe, is the convenience factor. Unless trains increase their frequencey and are viewed as a convenient alternative to driving - ridership will never increase - in fact Cira Centre executives fear it will decrease.

SEPTA executives and managers agree that improvements, repairs and upgrades to the system are certainly needed. Many of the recommendations and suggestions on how to improve the transit system are not new, to SEPTA or its advocates. Many improvements have been listed among SEPTA's capital budget initiatives for some time and others are only missing from the list because of ongoing funding constraints.

Audit after audit has proven that SEPTA is one of the best run public transit systems of its size. After sifting through volumes of data and mountains of information, evaluators are often amazed that SEPTA has managed to do all it has with chronic funding shortfalls, mounting deficits, and no end in sight.

Like everyone in business, SEPTA is working to control their costs and trying to do more with less. As is the case in many businesses today, labor and benefits represent the largest expense to the bottom line. Since 1998, SEPTA has experienced a 139% increase in costs associated with healthcare and prescription costs. In that same period, pension costs have doubled, and required spending for ADA Paratransit has increased 65%. Injuries and damage claims are another category which representatives of the public and private sector hope to get under control through legislative and judicial tort reforms. Fuel costs and expenses related to increased security precautions are other unavoidable additions to the bottom line.

During last year's labor contract negotiations, both management and the rank and file are to be commended for their fair and successful negotiations. Each gave in significant measure to bring a swift end to the strike. To address the health care issue and increase savings, SEPTA has instituted higher co-pays, a self insured prescription drug plan and employee contributions. To reduce workers' compensation costs, SEPTA initiated joint management and labor cost containment teams, proactive settlement and subrogation programs, a capitated medical plan, 3rd party management of program and return to work incentives. SEPTA has also implemented many other cost cutting initiatives including significant job reductions.

For SEPTA to emerge from the type of crisis mentality that has resulted from chronic budget shortfalls, band aid fixes must be replaced with adequate long term funding with growth potential for public transit, statewide. We ask this commission to recommend a sound investment strategy for Pennsylvania's transportation infrastructure that includes:

- A predictable and sustainable funding source for public transit, statewide to end chronic operating budget shortfalls, and to allow for planning and growth
- A capital program that will enable highways, bridges and transit systems to complete state of good repair initiatives and address changing regional needs.

The CEO Council for Growth, a group of prominent business executives committed to Greater Philadelphia's growth and prosperity, commissioned and released a report in March 2006, entitled "Outside the Box: Addressing Greater Philadelphia's Transportation Investment needs Through Public-Private Partnerships."

The study confirmed the present challenges of adequately funding Pennsylvania's existing public transit and highway systems, and suggested new, viable options and alternatives to guide decision makers as they contemplate the region's transportation investment strategy.

In the case of SEPTA, the report stated that simply delaying needed investments and reacting to funding shortfalls in a piecemeal fashion will not enable businesses to successfully compete in the global marketplace or individuals to fully enjoy the advantages of living in Greater Philadelphia. SEPTA faces chronic structural operating deficits that keep it lurching from one funding crisis to the next. Required allocations to keep current assets in good repair do nothing to provide additional highway and transit capacity – which is critical to sustaining the region's future economic growth.

The study states that even with anticipated increases in Federal grants for transportation projects, expected moneys from traditional resources will not be enough to meet the region's capital investment needs. Relying on the old way of getting projects like the Schuylkill Valley Metro or Broad Street Subway extension developed is not going to be sufficient to keep Greater Philadelphia competitive.

Public Private Partnerships (PPP) could assist in funding and faster delivery of major projects improving roads, bridges, transportation facilities and entire corridors. These partnerships, which would require state enabling legislation are viewed as an emerging solution to many infrastructure improvement issues.

Nationwide, $31 billion in new highway and transit facilities have been built using PPPs in the last dozen years; three in New Jersey, but none in Pennsylvania or Delaware. PPPs tap into the private sector for funding, new revenue streams, development, maintenance and operations resources that can allow projects to be completed faster due to guaranteed funding beyond annual public appropriations. PPPs could attract previously unavailable financial resources, and provide faster delivery schedules for important local projects like

rehabbing South Street Bridge and adding capacity to Rt. 202. In addition to PPPs, another possibility that has been raised by the Rendell Administration and a House select committee is the idea of privately run toll roads or privatization of some of the state's highways to raise money for repair and construction.

Let me be clear in that we do not consider these other funding sources as a replacement for adequate, dedicated funding for public transit. The ability, though, to "think outside the box" and consider these partnerships as one element of an overall transportation infrastructure investment strategy is critical to the growth and future of our state's economy.

In conclusion, the basic problem remains – that chronic funding shortfalls have threatened the viability of public transit statewide for many years. Short term fixes must give way to permanent, dedicated funding with growth potential so that SEPTA and transit systems statewide can begin to plan for the future. Pennsylvania's roads, highways, bridges and transit are vital elements of our state's economy and adequate investment in the entire system is essential.

A quality transit system is necessary to enhance mobility, reduce congestion on our roadways, enable employees to get to work, students to get to school, and residents, visitors and shoppers to enjoy all of the amenities of the region. A quality transit system is vital to the competitiveness of Greater Philadelphia and Pennsylvania and is achievable only through a predictable and sustainable source of funding.

On behalf of the region's business community, again we thank the members of this Commission for sharing their expertise and their dedication to resolving Pennsylvania's transportation infrastructure challenges. We look forward to working together with each of you as you continue this quest and to working with lawmakers this fall to win passage of a comprehensive transportation investment strategy.

SEPTA Facts

The Southeastern Pennsylvania Transportation Authority (SEPTA) pro transportation services in Bucks, Chester, Delaware, Montgomery and Philadelphia Counties, with selected rail service in New Jersey and the Delaware.

Southeastern Pennsylvania Population

SEPTA Service Area 2,200 s

Ridership Statistics

Annual Ridership
(Fiscal Year 2005)

Average Daily Senior Ridership
(fixed route service)

Average Daily Senior Shared Ride & ADA Ridership
(Philadelphia & Suburban Counties)

SEPTA is one of only two truly multi-modal transit properties in the U (Boston is the other) with bus, subway, high speed rail, trackless troll Rail and Paratransit vehicles.

Number of Routes

Bus (City)	74
Bus (Suburban)	52
Light Rail	9
Subway-Elevated	2
Regional Rail	13
CCT Connect Paratransit	N/A

Number of Vehicles
(as of January 2006)

Bus	1388
Light Rail	159
Subway-Elevated	371

620

Regional Rail	349
CCT Connect	419
Total	2686

Number of Stations

Subway-Elevated	52
Route 100	22
Media-Sharon Hill	45
Light Rail	8
Regional Rail	153

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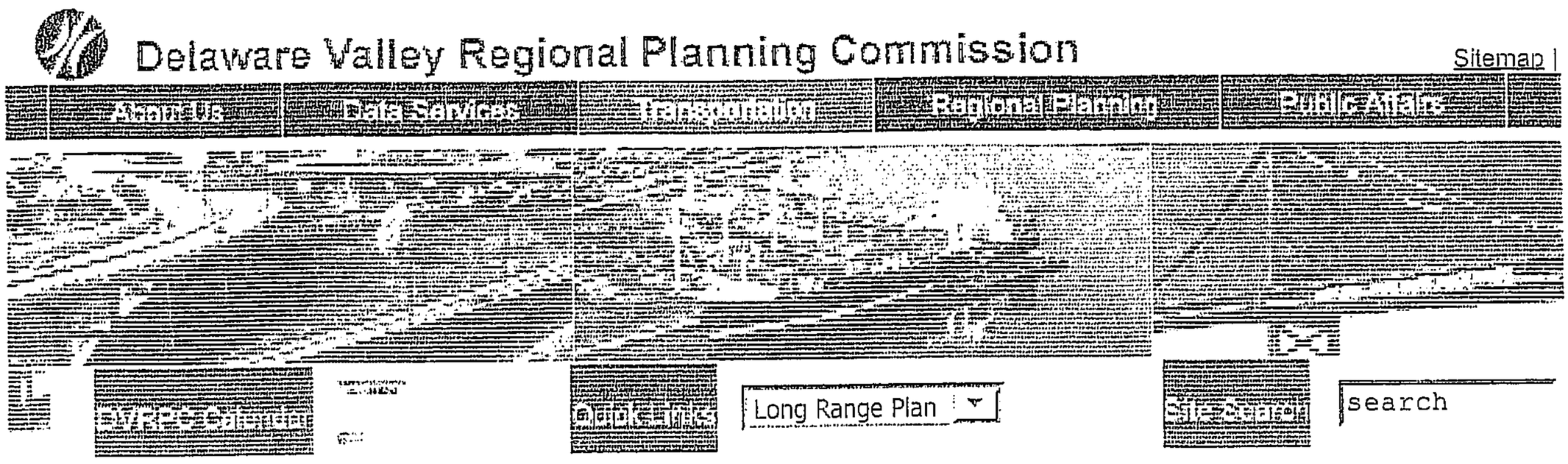

Transportation Planning Division

Capital Programming | Multi-Modal Planning | Commuter Services | Long Range Transportation Planning

The Transportation Planning Division of DVRPC is responsible for coordinating the transportation planning pı conducted in the nine-county region, collecting and providing data for regional studies, conducting research, developing the long range transportation plan and the short-term transportation improvement program.

Work undertaken by the Division is directed by the Board and its committees through the annual Work Progrı Most of the work of the Transportation Division is reviewed by the Regional Transportation Committee, at its monthly meetings.

Capital Programming

Here you will find everything you need to know about the Transportation Improvement Program (TIP), specia funding programs like Congestion Mitigation and Air Quality (CMAQ) and Transportation Enhancements (TE) region's most significant projects, and how DVRPC assists member agencies implement local projects.

Multi-Modal Planning

Multi-modal planning uses a comprehensive approach to improving the region's transportation system by considering many different modes of transportation in the planning process. This is the place to find out abou DVRPC's work in Aviation Planning, Bicycle/Pedestrian Planning, Freight Planning, planning for Public Trans Safety Planning. Information on DVRPC's Traffic Studies and Corridor Studies can also be found here. Traffi counts for the regions highway system, conducted through DVRPC's Traffic Counting Program, are also avai

Commuter Services

The Office of Commuter Services offers an array of information and programs geared toward employers and employees. The goal of Commuter Services is to improve air quality and increase mobility, while lessening tr congestion through alternate modes of transportation. Employers can improve their benefit package by offeri TransitChek, the region's commuter voucher program. At the same time, employees can save up to $400 pei in taxes. The Mobility Alternatives Program (MAP) assists Southeastern Pennsylvania employers in establish alternative commutes for employees, while at the same time, improving the company's bottom line and increa employee morale. Share-A-Ride is a computer-based ridematch program open to either commuters working employers located in Southeastern Pennsylvania. You can take advantage of these programs, and others, w helping the environment in the process.

Long Range Transportation Planning

The 2030 Long Range Plan, known as "Destination 2030", serves as the cornerstone for comprehensive lanc

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and transportation planning throughout the region. Long range transportation planning is largely based on fe
laws and regulations and also references air quality planning, travel forcasting, and Intelligent Transportation
System (ITS) projects — all of which offer benefits to communities far beyond the present.

For more information:

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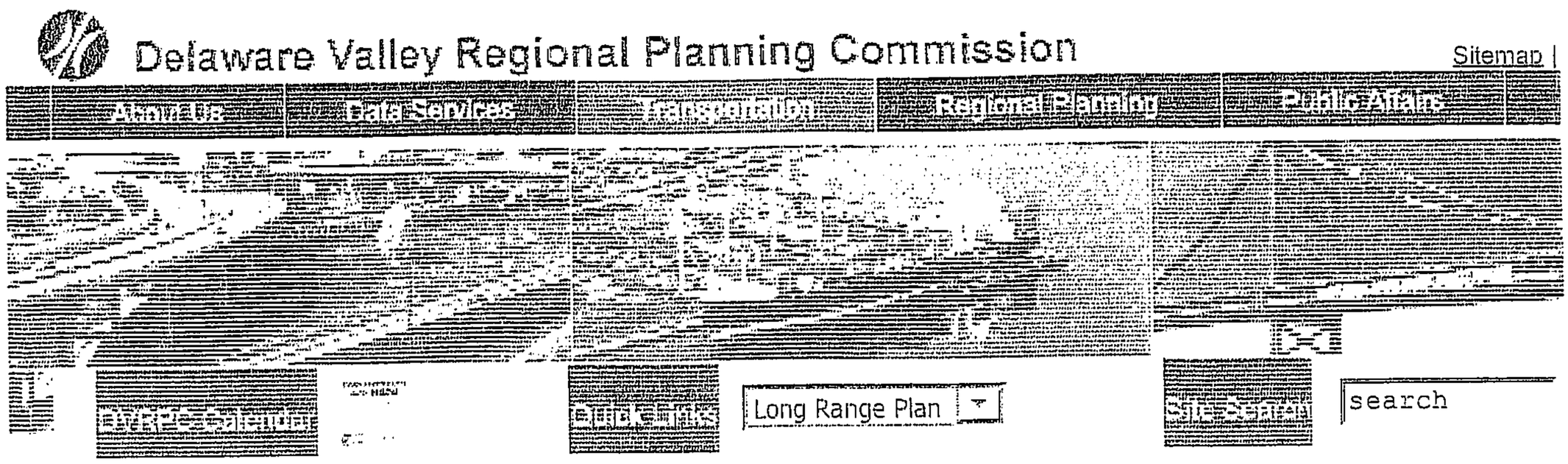

Long Range Transportation Planning

» The Long Range Plan » Central Jersey Transportation Forum » Intelligent Transportation Systems » Congestion Management Proce
Quality Planning

As the designated Metropolitan Planning Organization (MPO) for the greater Philadelphia region, DVRPC is t principal agency charged with planning for the future of southeastern Pennsylvania and southern New Jersey basis of long range planning is the agency's Long Range Plan, which is detailed in this section. DVRPC is als involved in several other programs, such as the Air Quality Partnership and the Central Jersey Transportatio Forum (CJTF), that address critical planning issues and improve quality of life in the region. The Congestion Management System, along with other more focused projects, support land use and transportation planning professionals as they manage local community concerns.

The Long Range Plan

Since the passage of the Transportation Equity Act for the 21st Century (TEA-21), DVRPC has been given a more expansive role in planning to link land-use and the environment to transportation. DVRPC's current lon plan, known as Destination 2030, details policies, projects and implementation agendas related to both land- and transportation planning.

Central Jersey Transportation Forum

Since its conception in 1999, this Forum has evolved into an interactive meeting ground for stakeholders to ic and discuss major transportation and land-use issues. Participants range from public officials and advocacy g to professionals involved in the private sector. Planning activities promote coordination and consensus buildi between the various participants and organizations involved.

Intelligent Transportation Systems (ITS)

DVRPCs primary ITS objective is to foster institutional coordination in the planning, deployment and operatio ITS systems. To fulfill that objective the Commission established and provides continuing staff support for, th Delaware Valley ITS Coordinating Council and the Delaware Valley ITS Technical Task Force. DVRPC was responsible for the development of the Regional ITS Architecture, offers technical and administrative support various regional ITS projects such as RIMIS (Regional Integrated Multi-modal Information Sharing), facilitates funds ITS and Incident Management training courses, and serves as the focal point of ITS institutional coordi in the region.

Congestion Management Process (CMP)

The CMP facilitates the movement of people and goods through analysis and enhanced coordination. It conr the Long Range Plan with shorter-range efforts such as the Transportation Improvement Program. It includes appropriate multimodal strategies for congested subcorridors throughout the DVRPC region and guidance fo

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beyond them. This approach replaces the previous Congestion Management System (CMS).

Air Quality Planning

The DVRPC region does not meet federal air quality standards for ground-level ozone and particle pollution. Clean Air Act requires DVRPC to demonstrate that projects and programs in the TIP and Long Range Plan d cumatively harm air quality. DVRPC also administers the Air Quality Partnership and the Ozone Action progr. The Partnership is a public-private coalition that educates the public about the health effects of air pollution a what can be done to reduce pollution levels.

For more information:

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Parking

SEPTA

The Southeastern Pennsylvania Transportation Authority (SEPTA) provides public transit and rail services in the five county region of Southeastern Pennsylvania. It features an integrated network of 204 bus, trolley, trackless trolley, subway elevated, high speed rail routes, commuter railroad and special ParaTransit service for disabled riders.

All requests for use of SEPTA equipment and/or facilities require advance notice in writing – at least four weeks for commuter trains, subway trains and trolleys; and at least two weeks notice for buses and stations. SEPTA encourages the use of its system for production purposes. It is experienced in all phases of location pre production and production.

The following is a listing of SEPTA vehicles and facilities with information and charges as they relate to film productions. The charter of SEPTA property does not grant the right to use that property in a reckless manner. (See Procurement for the lease of surplus property.)

Buses

A SEPTA bus (40') may be chartered (accessible to handicapped). Rate: (includes one operator) $270 for the first three hours, $84 per hour for each additional hour. There will be a cancellation charge of $90 for more than 2 hours notice and $150 for less than 2 hours notice. Deposit per bus is $150.

Railroad Charter

For a 2 car train (includes engineer, conductor, supervisor) $1650.00 for the first three hours, each additional car is $250 per hour for the first three hours. After the initial 2 hours, each additional hour for a 2 car train is $450.00 per hour, and each additional hour for each additional car is charged at a rate of $150.00 per hour or fraction thereof no mileage charge. Additional personnel required will be charged accordingly.

Trackless Trolleys

Trackless Trolleys may be used only where there are overhead wires. Rate: (includes one operator) $225 for the first three hours; $70 per hour for each additional hour.

Trolleys

The SEPTA trolley system operates on city streets in mixed traffic. The neighborhoods served date from the 1890's to the 1930's. Vintage trolleys from the 1920's and 1940's as well as modern air conditioned trolleys are available for charter. Weekends and evenings when service is reduced are the best times to charter the trolleys. Some trackage (non revenue) used for emergency or equipment moves is available during week days. Trolleys are also operated on two suburban routes along private rights of way and small amounts of street operation. Charges: (includes one operator) $400 for the first two hours, $45 for each additional half hour. Deposit per vehicle is $150.

Subways and Elevated Trains

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The Broad Street Line runs entirely underground between Fern Rock in North Philadelphia to Pattison Avenue (stadiums) in South Philadelphia. The Market Frankford Line runs between 69th Street Terminal in West Philadelphia to Bridge and Pratt Streets Terminal in Northeast Philadelphia. It is underground in Center City and becomes an elevated train for approximately three miles at the western end and six miles at the eastern end of the line. There is also the Ridge Avenue Spur of the system, where, from Mondays through Saturdays, between 9:00 P.M. 5:00 A.M. and all day Sunday, a production company can control all movement. Very limited control of a train is available on the Market Frankford Line late at night. Chartered subway and elevated trains must be operated according to instructions from an assigned Supervisor.

Subway station scenes, with controlled movement of approximately two city blocks into and out of a station may be done at the Pattison Avenue station, providing there are no events taking place at the stadiums at the time. The Walnut Locust Station may also be used for mainly stationary shots. Use of other stations subject to SEPTA approval.

Charges: (For a 3 4 car train: includes one operator, conductor and supervisor) $1575.00 for the first three hours, $400.00 per hour for each additional hour (or fraction thereof); no mileage charge. Additional cars, $200.00 per hour for the first three hours, $100.00 each additional hour. Any additional personnel required (platform, signal, tower, passenger attendants, or station personnel) will be charged accordingly.

Subway Elevated
Market Frankford LineFour cars
Broad Street SubwayThree cars

High Speed Lines

Chartering the SEPTA High Speed Line, which operates from 69th Street Terminal to Norristown through picturesque countryside suburban settings is available. Charter rates are same as the trolleys.

Regional Rail Lines

Complete control of a train is available on some lines Mondays through Saturdays between midnight and 5:00 A.M. and all day Sundays. All other charters will require the continuous movement of the train on the system, operated in accordance with instructions from an assigned SEPTA supervisor. Use of the Paoli Line and 30th St. Station requires additional permission from Amtrak. Additional personnel will be charged accordingly.

Rail Vehicle Restrictions: Because rail vehicles operate on tracks with other rail vehicles, total control of a chartered rail vehicle is extremely limited. SEPTA usually requires at least two weeks notice prior to approving scenes involving rail vehicles.

Vehicle Availability

All charters are dependent upon the availability of vehicles.

Facilities

The following facilities are available for film productions: Suburban Station, 150 Regional Rail Line Stations (Paoli Line stations require additional permission from AMTRAK), 54 subway stations, 9 bus

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depots, 3 trolley depots (depots have side yards that may be used for productions.)

SEPTA charges a flat fee for access to facilities and a legal agreement may be required. The Authority will specify appropriate insurances and SEPTA personnel required.

Interchanging Other Systems with SEPTA

It is possible to place non SEPTA equipment on SEPTA tracks and vice versa if the systems are compatible and if the track desired is still electrifiable. If the track is still able to be electrified, but not currently electrified, there will be considerable charges for labor required. A request of this sort will require a 30 day notice, additional legal paperwork and a general agreement between the two systems.

Right of way access fee for movement of a non septa train over septa right of way:

First 4 hours is $450, and each additional hour is $125. There is an electronic propulsion charge per train mile of $2.25.

Administrative Fees

SEPTA may charge administrative fees depending on the scope of the film project.

Hotline: Jobs in Film

Listings for cast, crew, staff positions, and interns

Professional Listings

Locate crews, services, equipment and more

Merchandise

GPFO Production Guides, umbrellas, hats, and shirts

Filmography

Films and TV shows shot locally

Filmmaker Programs

Supporting the indigenous media community's needs

Filmmaker Spotlight

Featuring Imminent Film Productions' *Judy Goose*

Advertisements

Mike Lemon Casting

Union & non-union principal and extra casting: PA, NY,& DC. 3 studios with a great location. Casting online via our website.
Neo Pangea
Specializing in website design, trailer editing, eCommerce, marketing materials, email promos, and more!
RSVP
Digital cinematography specialists: the most experienced HD company in town offering the most formats to fit your solution.
E-City Interactive
Web and multimedia production company. A subsidiary of CCFV, we're experts in the convergence of TV and the Web.
Location Camera
Arriflex, 16SR3 camera packages, Canon,Zeiss, Century lenses, CEI color, Video Asst., wireless video, HD packages and more!

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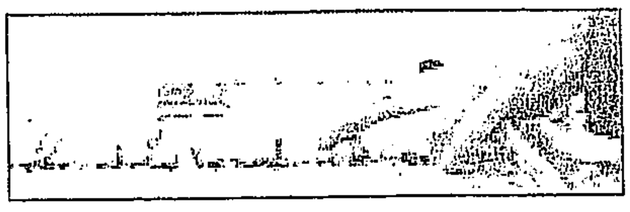
Transportation



County Data

Select Greater Philadelphia
800.221.0774

Why Greater Philade

Commuter and Rail Systems
Third Busiest Train Station in the U.S.

- Greater Philadelphia is home to the third busiest train station in th Amtrak national network. The Amtrak station in Philadelphia regic serves 3.7 million passengers annually and 11,200 every weekday
- The backbone of the regional rail system is the Amtrak corridor frc Washington, D.C.; north through Wilmington, DE; Philadelphia, PA Princeton, NJ; and onward to New York and Boston.
- The Greater Philadelphia region is walk-able. In fact, more individu the Philadelphia workforce walk or bike to work than in Chicago or Washington, D.C.
- A system of local commuter rails, buses, and trolleys serves comm throughout the Greater Philadelphia region: SEPTA, DART, PATCO, Transit, RiverLINE.
- TransitChek vouchers reward employees and employers with tax b for using public transportation to commute to work (SEPTA, PATCC Transit, DART, Capital Area Transit and monthly Amtrak commute tickets).
- The PA Department of Transportation sponsors Share-A-Ride-Prog

*Source: Amtrak 2003

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AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

August 04, 2006

20 Largest Bus and Trolleybus Agencies

20 Largest Bus and Trolleybus Agencies Ranked by Unlinked Passenger Trips, Fiscal Year 2004 (Thousands)

RANK	TRANSIT AGENCY	URBANIZED AREA (Primary City)	PASSENGER TRIPS
1	MTA New York City Transit (NYCT)	New York, NY	893,390.1
2	Los Angeles County Metropolitan Transportation Auth	Los Angeles, CA	329,875.3
3	Chicago Transit Authority (CTA)	Chicago, IL	294,030.8
4	Southeastern Pennsylvania Transportation Auth	Philadelphia, PA	187,530.0
5	San Francisco Municipal Railway (MUNI)	San Francisco, CA	162,687.5
	Bus		87,471.7
	Trolleybus		75,215.8
6	New Jersey Transit Corporation (NJ TRANSIT)	New York, NY	149,619.6
7	Washington Metropolitan Area Transit Authority	Washington, DC	146,010.3
8	Massachusetts Bay Transportation Authority	Boston, MA	119,262.0
	Bus		115,628.1
	Trolleybus		3,633.9
9	King County DOT - King County Metro	Seattle, WA	98,250.2
	Bus		75,472.7
	Trolleybus		22,777.5
10	Metropolitan Transit Authority of Harris County	Houston, TX	87,940.5
11	Maryland Transit Administration (MTA)	Baltimore, MD	86,818.8
12	Miami-Dade Transit (MDT)	Miami, FL	75,137.4
13	Denver Regional Transportation District (RTD)	Denver, CO	71,338.1
14	GTJC (Transit Alliance)	New York, NY	69,759.3

15	Orange County Transportation Authority (OCTA)	Los Angeles, CA	67,551.9
16	Metropolitan Atlanta Rapid Transit Authority	Atlanta, GA	66,762.0
17	Tri-County Metropolitan Trp District of Oregon	Portland, OR	65,938.5
18	Alameda-Contra Costa Transit District	San Francisco, CA	64,663.4
19	City and County of Honolulu Dept of Trp Services	Honolulu, HI	61,298.0
20	Dallas Area Rapid Transit (DART)	Dallas, TX	58,901.9

20 Largest Bus and Trolleybus Agencies Ranked by Number of Revenue Vehicles, Fiscal Year 2004 (Thousands)

RANK	TRANSIT AGENCY	URBANIZED AREA (Primary City)	REVENUE VEHICLES
1	MTA New York City Transit (NYCT)	New York, NY	4,509
2	Los Angeles County Metropolitan Transportation Auth	Los Angeles, CA	2,570
3	New Jersey Transit Corporation (NJ TRANSIT)	New York, NY	2,287
4	Chicago Transit Authority (CTA)	Chicago, IL	2,049
5	Washington Metropolitan Area Transit Authority	Washington, DC	1,437
6	Metropolitan Transit Authority of Harris County, Texa	Houston, TX	1,434
7	King County DOT - King County Metro	Seattle, WA	1,398
	Bus		1,250
	Trolleybus		148
8	Southeastern Pennsylvania Transportation Authority	Philadelphia, PA	1,356
9	Massachusetts Bay Transportation Authority (MBTA)	Boston, MA	1,202
	Bus		1,162
	Trolleybus		40
10	Denver Regional Transportation District (RTD)	Denver, CO	1,099
11	Port Authority of Allegheny County (Port Authority)	Pittsburgh, PA	1,066
12	Dallas Area Rapid Transit (DART)	Dallas, TX	1,047
13	Maryland Transit Administration (MTA)	Baltimore, MD	930

14	San Francisco Municipal Railway (MUNI)	San Francisco, CA	861
	Bus		495
	Trolleybus		366
15	Metro Transit	Minneapolis, MN	852
16	Miami-Dade Transit (MDT)	Miami, FL	819
17	Pace - Suburban Bus Division (PACE)	Chicago, IL	736
18	Metropolitan Atlanta Rapid Transit Authority (MARTA)	Atlanta, GA	683
19	GTJC (Transit Alliance)	New York, NY	677
20	Alameda-Contra Costa Transit District (AC Transit)	San Francisco, CA	674

20 Largest Bus and Trolleybus Agencies Ranked by Vehicle Revenue Miles, Fiscal Year 2004 (Thousands)

RANK	TRANSIT AGENCY	URBANIZED AREA (Primary City)	VEHICLE MILES
1	MTA New York City Transit (NYCT)	New York, NY	103,665.1
2	Los Angeles County Metropolitan Transportation Auth	Los Angeles, CA	82,498.3
3	New Jersey Transit Corporation (NJ TRANSIT)	New York, NY	74,146.4
4	Chicago Transit Authority (CTA)	Chicago, IL	66,572.0
5	King County DOT - King County Metro	Seattle, WA	46,381.7
	Bus		42,855.6
	Trolleybus		3,526.1
6	Metropolitan Transit Authority of Harris County, Texas	Houston, TX	44,097.5
7	Southeastern Pennsylvania Transportation Authority	Philadelphia, PA	40,133.9
8	Denver Regional Transportation District (RTD)	Denver, CO	39,028.6
9	Washington Metropolitan Area Transit Authority	Washington, DC	38,901.3
10	Miami-Dade Transit (MDT)	Miami, FL	31,100.5
11	Dallas Area Rapid Transit (DART)	Dallas, TX	28,666.6
12	Port Authority of Allegheny County (Port Authority)	Pittsburgh, PA	28,049.9
13	Metropolitan Atlanta Rapid Transit Authority (MARTA)	Atlanta, GA	25,646.1

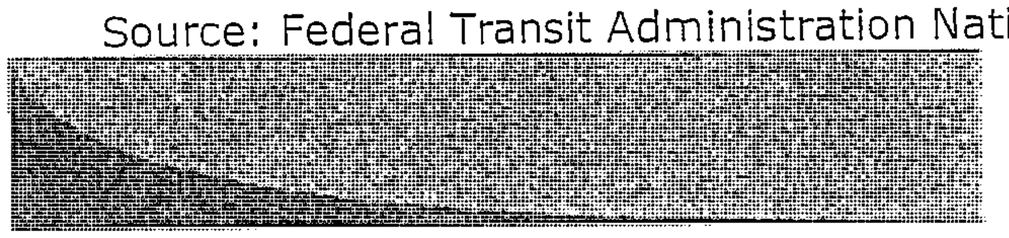
14	Massachusetts Bay Transportation Authority (MBTA)	Boston, MA	24,964.7
	Bus		24,298.4
	Trolleybus		666.4
15	Tri-County Metropolitan Trp District of Oregon	Portland, OR	24,013.6
16	Maryland Transit Administration (MTA)	Baltimore, MD	23,672.9
17	Orange County Transportation Authority (OCTA)	Los Angeles, CA	23,305.7
18	Alameda-Contra Costa Transit District (AC Transit)	San Francisco, CA	22,364.2
19	Metro Transit	Minneapolis, MN	21,841.5
20	Pace - Suburban Bus Division (PACE)	Chicago, IL	20,507.3

20 Largest Bus and Trolleybus Agencies Ranked by Passenger Miles, Fiscal Year 2004 (Thousands)

RANK	TRANSIT AGENCY	URBANIZED AREA (Primary City)	PASSENGER MILES
1	MTA New York City Transit (NYCT)	New York, NY	1,574,309.0
2	Los Angeles County Metropolitan Transportation Auth	Los Angeles, CA	1,269,311.4
3	New Jersey Transit Corporation (NJ TRANSIT)	New York, NY	930,478.0
4	Chicago Transit Authority (CTA)	Chicago, IL	788,665.6
5	Southeastern Pennsylvania Transportation Authority	Philadelphia, PA	543,311.5
6	Metropolitan Transit Authority of Harris County, Texas	Houston, TX	504,902.6
7	King County DOT - King County Metro	Seattle, WA	499,999.9
	Bus		457,908.2
	Trolleybus		42,091.8
8	Washington Metropolitan Area Transit Authority	Washington, DC	436,436.7
9	Maryland Transit Administration (MTA)	Baltimore, MD	349,765.8
10	Denver Regional Transportation District (RTD)	Denver, CO	344,959.9
11	San Francisco Municipal Railway (MUNI)	San Francisco, CA	302,066.3
	Bus		190,034.6

	Trolleybus		112,031.7
12	Miami-Dade Transit (MDT)	Miami, FL	296,888.7
13	Massachusetts Bay Transportation Authority (MBTA)	Boston, MA	290,675.0
	Bus		282,327.4
	Trolleybus		8,347.5
14	Metropolitan Atlanta Rapid Transit Authority (MARTA)	Atlanta, GA	277,747.0
15	Orange County Transportation Authority (OCTA)	Los Angeles, CA	268,845.2
16	City and County of Honolulu DOT Services	Honolulu, HI	267,648.5
17	Port Authority of Allegheny County (Port Authority)	Pittsburgh, PA	250,052.9
18	Tri-County Metropolitan Trp District of Oregon	Portland, OR	241,598.4
19	Academy Lines, Inc.	New York, NY	226,488.7
20	Metro Transit	Minneapolis, MN	221,435.4

Source: Federal Transit Administration National Transit Database.



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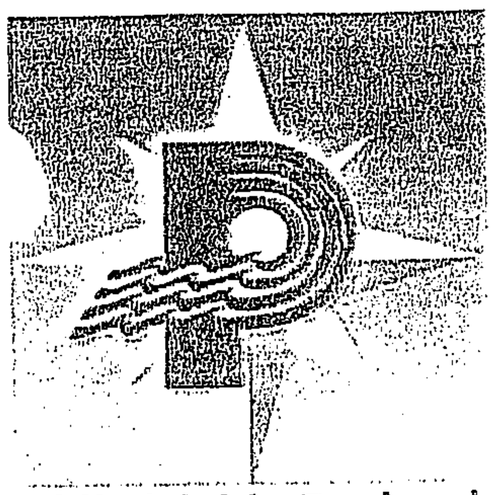
Regional Port Authority

Citadel
Banking with one focus. You.



Philadelphia Regional Port Authority

Tuesday, March 20, 2007

About Us

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Board of Directors | Contacts | Directions | Doing Business

The Philadelphia Regional Port Authority (PRPA) is an independent agency of the Commonwealth of Pennsylvania charged with the management, maintenance, marketing, and promotion of the public port facilities along the Delaware River in Philadelphia, as well as protecting maritime-industrial activity in the port district. PRPA was created by an act of the Pennsylvania legislature in 1989.

PRPA works with its terminal operators to modernize and improve its facilities on a regular basis, and to market those facilities to current and prospective port users.

Port cargoes and the activity they generate are responsible for thousands of direct and indirect jobs in the Philadelphia area and throughout Pennsylvania.

philaport.com

Español Portuguès

Home

Facilities

Packer Avenue Marine Terminal
Pier 96 & 98 Annex
Pier 84
Pier 82
Piers 78 & 80
Piers 38 & 40
Tioga Marine Terminal

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Marketing

Carrier Services
Marketing Staff
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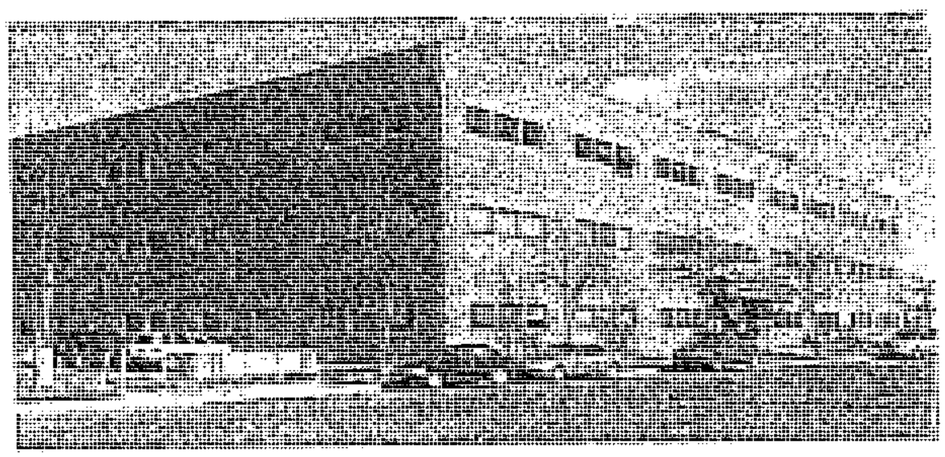
Barge & Tug Operators
Export Packers
Forwarders & Brokers
Port Programs
Terminal Operators
Trucking Companies
Warehouses
Request Materials
Feedback Survey

Procurement

Foreign-Trade Zones



Philadelphia Regional Port Authority Administration Building

3460 N. Delaware Avenue
2nd Floor
Philadelphia, PA 19134
Phone: 215-426-2600
Fax: 215-426-6800
(click here for directions)

Our Mission

The Philadelphia Regional Port Authority, an independent authority of the Commonwealth of Pennsylvania, has as its primary mission the enhancement of water-borne trade and commerce.

As an organization committed to economic development and job creation, the Authority seeks to meet the needs of its customers by providing appropriate and efficient maritime facilities, equipment, and support services. Created with the financial backing of the state government, the Philadelphia Regional Port Authority intends to generate activity that will maximize port-related employment and revenues by promoting the use of the Philadelphia regional port system by Pennsylvania based industries.

It is also committed to working in a cooperative spirit with other Delaware River port agencies to realize the potential of the regional port system.

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FOR IMMEDIATE RELEAS

Office of the Governor..

Governor Rendell Promotes the Keystone State

In this message, Governor Edward G. Rendell invites you to discover all that Pennsylvania has to offer in terms of global distribution, transportation and manufacturing, and why Pennsylvania is truly the "Keystone State".

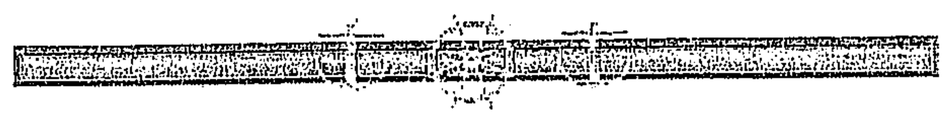
With over 300 years of experience, Pennsylvania maintains a strong legacy in the global transportation, distribution and manufacturing industries. The Port of Philadelphia is now a DOD beta site for next generation rapid and secure global distribution solutions for commercial and military shippers. The Port of Philadelphia is currently working with the Department of Defense to become the first port in the nation to offer DOD assured long-term access for the movement of military cargo to and from the war theater. The Philadelphia Shipyard is the most modern commercial shipyard in the nation and is successfully delivering new ships to the market. As Governor Rendell explains,

Pennsylvania is unique in that it combines an assortment of assets ranging from strategic highway corridors, three Class-1 railroads, a highly-trained and experienced work force, as well as strategic partnerships throughout the commercial and military industries.

Pennsylvania is able to maximize the advantages of these services and relationships to meet the dynamic and essential requirements of commercial and military customers, while transporting their cargo rapidly and securely to protect our national security and infrastructure. So please, tak a minute and find out what Governor Rendell has to say about the great state of Pennsylvania anc all that it has to offer.

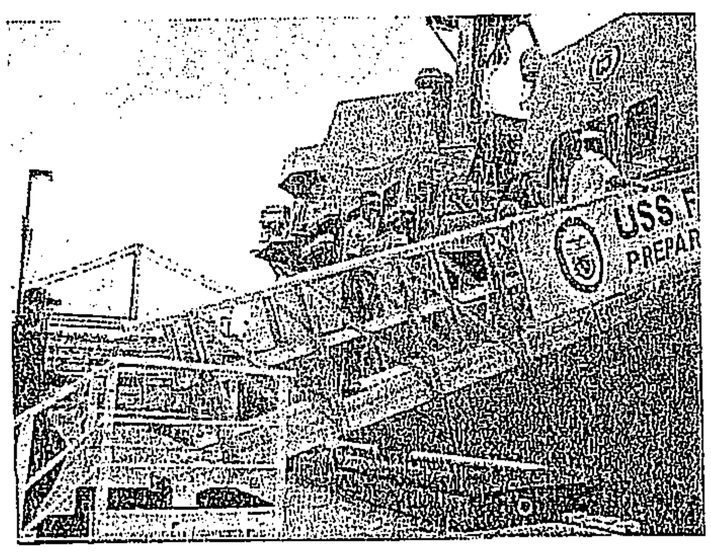
Click Here to View the Governor's Message

To learn more about the exciting developments and economic opportunities in the great state of Pennsylvania , please visitGovernor Rendell's website!



CHAIRMAN PRESKI LEADS CREW OF NAVY'S NEWEST DESTROYER ON TOUR OF PORT OF PHILADELPHIA

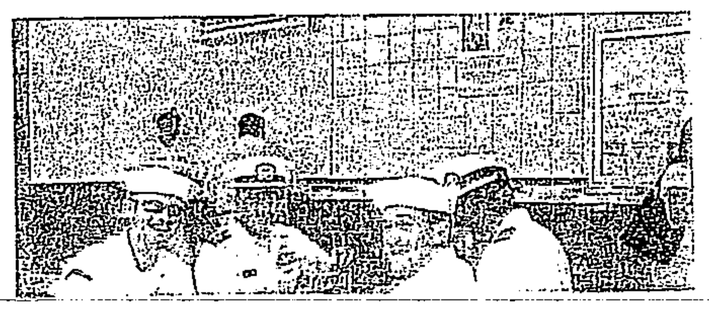
Philadelphia, July 3, 2006... The Philadelphia Regional Port Authority (PRPA) was part of the warm welcome received by the Navy's newest destroyer, USS Farragut, during her first official port visit here over the Independence Day holiday.



PRPA Chairman Brian J. Preski boards the USS Farragut. His wife Kelly A. Preski, is directly in front of him. Mrs. Preski is a membe of the board of directors of the Philadelphia Council of the Navy League of the United States.

PRPA Chairman Brian J. Preski hosted the crew on a tour of the Port of Philadelphia on July 3, 2006, followed by a visit to the Veterans Affairs Medical Center in West Philadelphia and lunch at a popular spot in South Philadelphia.

The USS Farragut, commissioned June 10, 2006, is named in honor of Admiral Davi Glasgow Farragut. Admiral Farragut is famous for his rallying cry during the Battle of Mobile Bay, one of the most acclaimed victories in American naval history.



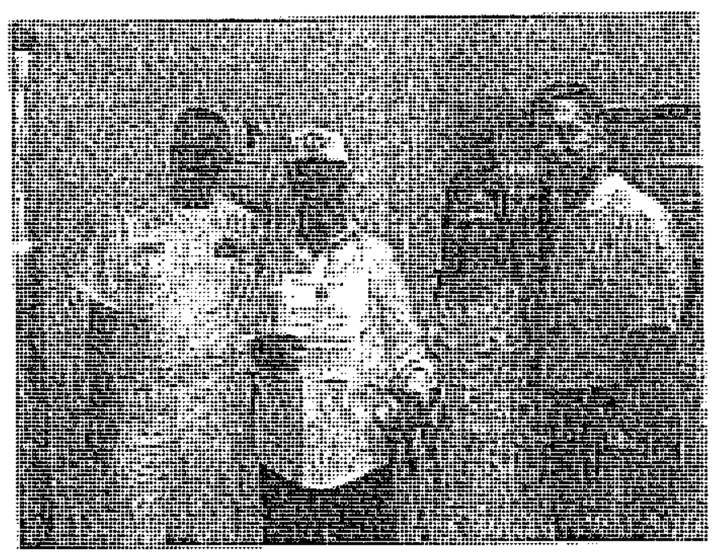
Members of the USS Farragut crew were treated to that grand Philadelphia tradition—cheesesteaks—at Geno's Steaks in South Philadelphia, courtesy of Pennsylvania Speaker of the House John M.

Perzel.

He shouted: "Damn the torpedoes! Full speed ahead!" while leading 17 of his 18 ships safely through the channel.

The destroyer is a multimission ship capable of conducting air, surface and subsurface battles simultaneously. Crew members participated in a number of celebrations during the Independence Day festivities in Philadelphia, including parades, concerts, and historic activities.

"Our relationship with the community we serve is an important one," Chairman Preski said. "Our status as a Strategic Military Seaport creates a vital bond between the United States Navy and the Port of Philadelphia. There is no better way to enhance these tie than to support our active and retired military in every way possible."



PRPA Chairman Brian J. Preski, right, and his wife, Kelly A. Preski spent time with veterans from the U.S. Armed Forces at the Veteran Affairs Medical Center in West Philadelphia. The veterans were presented with certificates of appreciation from the Navy League of the United States and Pennsylvania Speaker of the House John M. Perzel.

Joined by members of the Philadelphia Council of the Navy League of the United States, Chairman Preski and crew members from the USS Farragut visited with veterans of the U.S. Armed Forces at the veterans' center. They were presented with certificates of thanks from the Navy League and Pennsylvania Speaker of the House John M. Perzel of Philadelphia.

"An important mission of the Navy League is to support the welfare and morale of our veterans," said Philadelphia Council president Rob Bender. "It is important that those who currently serve link with those who have served in the past. The continuing chain of support and service benefits everyone involved."

The Chairman's wife, Kelly A. Preski, is a member of the Navy League board of directors. Along with fellow board member Fran O'Brien, Mrs. Preski accompanied the crew on the tour.

PRPA Chairman Brian J. Preski, second from right, and members of the crew of the USS Farragut, spend time with veterans at the Veterans Affairs Medical Center in West Philadelphia.

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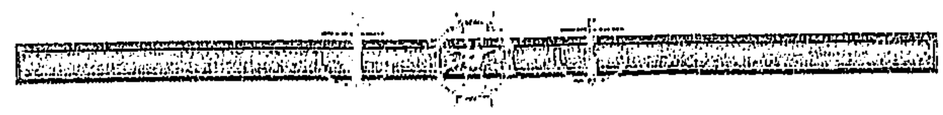
After spending time and speaking with the veterans, the crew was treated to another Philadelphia tradition . . . cheesesteaks!

Everyone enjoyed a festive lunch at Geno's Steaks in South Philadelphia, courtesy of Speaker Perzel.



PORT OF PHILADELPHIA'S PIER 84 COCOA FACILITY HANDLES RECORD-SIZE SHIPMENT OF COCOA BEANS

Philadelphia, April 24, 2006... Since the arrival of the M/V Global Explorer on Sunday, April 16, the Philadelphia Regional Port Authority's Pier 84 cocoa bean-handling facility has been busy discharging the largest shipment of cocoa beans that the facility has handled to date. Workers at Pier 84 are expected to finish discharging the cargo from the vessel early this week.

The M/V Global Explorer, a Japanese-owned charter vessel, arrived with 18,500 ton of cocoa beans on April 16, amounting to approximately 300,000 bags of the product. The cocoa beans originated in Indonesia, one of the world's major cocoa bean producers.

"Seven different shippers are responsible for this record-size load, which is the biggest shipment of cocoa beans moving from one port overseas to one port in the United States," said Harvey Weiner, President of Dependable Distribution Services, Inc., which operates PRPA's Pier 84 facility. "Most of this cargo will go to Pennsylvania end users, though some is associated with New York Board of Trade business." Central Pennsylvania is a major destination for the world's cocoa bean cargoes, thanks to the high concentration of major chocolate manufacturers in the region, including Hershey Foods, M&M Mars, Wilbur Chocolate and Blommer Chocolate. Pier 84's convenient proximity to those end users is a major reason for the facility's success in recent years.

This has been a particularly busy year for PRPA's cocoa facility at Pier 84. "In recent months, we've handled six vessels from the Ivory Coast, two from Ghana, and- with the arrival of the Global Explorer- four from Indonesia," said Mr. Weiner. Different countries have different growing seasons for cocoa beans, assuring a practically uninterrupted, year-round flow of beans to the Port of Philadelphia. For example, Indonesia's growing season is April to October, meaning that other shipments from that country will likely be arriving at Pier 84 in the coming weeks and months.

Since assuming operations at Pier 84 about a decade ago, Mr. Weiner's company has worked with PRPA to make a number of improvements to the facility, resulting in a number of value-added services in addition to discharging the cargoes that arrive. These services include on-premises extended storage and "super sacking", which is transferring the beans from their original smaller burlap bags into the oversize sacks many end users prefer. One weather-proof super sack can hold the contents of dozens of smaller burlap bags.

"We're proud of what we've accomplished at Pier 84, but we still have so much we want to do here," said Mr. Weiner. "With the help of the Philadelphia Regional Port Authority, we added a 40,000 square foot, frame-supported movable warehouse to the pier

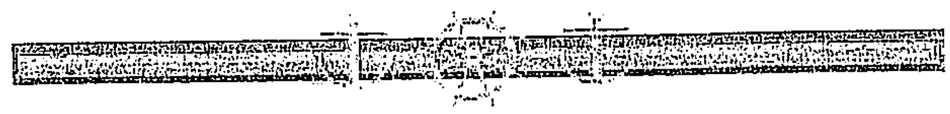
property a few years ago, and made other improvements. But we're optimistic that, working with PRPA and our leaders in the state capital, more improvements will be on the horizon."

Mr. Weiner pointed out that space is a particular challenge in the cocoa bean business, as storage- both short term and long term- is always an issue. "Over the years, we've rented over 500,000 square feet of off-terminal storage space in the Delaware Valley, mostly in Pennsylvania, to store the beans we handle," said Mr. Weiner. "In fact, we recently gave up space in New Jersey and added more space in Pennsylvania, as we really see ourselves as a Pennsylvania-based business." Most recently, for example, Mr. Weiner signed a 5-year lease at a warehouse facility in Chester, Pennsylvania, just outside of Philadelphia, enabling him to service a new cocoa bean processing plant in adjacent Eddystone, Pennsylvania. That new warehouse operation will encourage additional vessel calls at Philadelphia's Pier 84, due to the close proximity of Philadelphia and Chester, Pennsylvania.

But added Mr. Weiner, "What we'd really like to do is add additional storage space t Pier 84, so we wouldn't have to look off-site as much to store the beans that arrive. That would truly make Pier 84 one-stop shopping for the world's cocoa shippers. This is a highly competitive business, and if we don't make these improvements, other ports will. In fact, other ports are already making these improvements."

For now, though, Pier 84 is proud to have the facilities and expertise to efficiently handle the M/V Global Explorer's record-sized cocoa shipment to the Port of Philadelphia. As pointed out by Mr. Weiner, the vessel is being discharged smoothly, safely, and quickly, which is the regular order of business at Pier 84.

The Philadelphia Regional Port Authority (PRPA) is an independent agency of the Commonwealth of Pennsylvania charged with the management, maintenance, marketing, an promotion of publicly owned marine terminals located along the Delaware River in Philadelphia, as well as strategic planning for maritime-industrial activity in the port district. Port activity is responsible for thousands of direct and indirect jobs in Philadelphia and throughout the tri-state region of Pennsylvania, New Jersey and Delaware.



Philadelphia Regional Port Authority Welcomes Mediterranean Shipping Company t Port of Philadelphia
#2 Steamship Line in the World Will Now Service PRPA's Packer Avenue Marine Terminal

Philadelphia, PA, March 30, 2006... With the arrival of the merchant vessel "MSC Boston" at the Philadelphia Regional Port Authority's Packer Avenue Marine Terminal on Sunday, March 19, Mediterranean Shipping Company's new East Coast of South America service commenced at the Port of Philadelphia. Noted for the distinctive dark yellow containers carried on its vessels, the Geneva-based Mediterranean Shipping Company (MSC operates 288 containerships worldwide, with a total capacity of 839,962 containers.

"MSC is the second largest container line in the world, and is recognized around the

globe for the quality customer care it provides," said PRPA Director of Marketing Sean Mahoney. "MSC is a valuable addition to our portfolio of shipping lines."

Like PRPA's other connections with South America, MSC's new weekly service wil take advantage of the growing trade between South America and the United States. In particular, the Port of Philadelphia's reputation as the #1 perishables port on the East Coast of the United States was a prime reason for the line's establishment of its new service here.

The "MSC Boston", which will be a regular part of the service's rotation of vessels a the Packer Avenue Marine Terminal, can carry up to 3,469 containers. While it was docked in Philadelphia for its maiden call, longshoremen loaded and unloaded 107 containers, a number that will rise as MSC increases its customer base in the Philadelphia area.

"This new service will provide many jobs for Philadelphia area longshoremen, truckers, and freight forwarders, as well as offer more shipping options for Delaware Valley exporters," noted David Harvey of the Port's Strategic Planning Department. "MSC's new service makes our already impressive connections with South America stronger than ever."

Leading up to the March 19 call in Philadelphia, the ship and its crew of 22 sailed from Salvador, Brazil to Freeport, Bahamas before heading to Norfolk, Virginia. The next stop was Baltimore, and then Philadelphia. After leaving the Port of Philadelphia, the ship sailed to the Port of New York & New Jersey to the immediate north. While docked at PRPA's Packer Avenue Marine Terminal, PRPA Senior Marketing Representative Dominic O'Brien presented an engraved pewter plate to the vessel's Chief Officer Ernesto Chavez to commemorate the occasion.

The facilities of the Philadelphia Regional Port Authority, in particular the Packer Avenue Marine Terminal, moved over 204,912 containers in 2005. The Port's container numbers grew by 15% in 2005, following 20% growth in 2004. This recent performance places the Port of Philadelphia among the leaders in growth for US East Cost ports.

The Philadelphia Regional Port Authority (PRPA) is an independent agency of the Commonwealth of Pennsylvania charged with the management, maintenance, marketing, an promotion of publicly owned marine terminals located along the Delaware River in Philadelphia, as well as strategic planning for maritime-industrial activity in the port district. Port activity is responsible for thousands of direct and indirect jobs in Philadelphia and throughout the tri-state region of Pennsylvania, New Jersey and Delaware.

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Bicycle Coalition

Citadel

Banking with one focus. You.

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The Bicycle Coalition of Greater P

Promoting the bicycle as an environmentally friendly, healthy, and econ
transportation and
recreation through advocacy and education.

What's going on in your neighborhood?

The Bicycle Coalition has launched county advocacy committees to improve bicycling in your neighborhood - complete with email lists! Join the email list for Philadelphia, Montgomery, Delaware, Chester, Bucks Counties in Pennsylvania, BikeDelaware or South Jersey.

Worried about riding in traffic?

Take the Bicycle Coalition's new Urban Cycling Course. This one-day Saturday workshop will get you on the road to riding safely. The class is held on May 20, June 24, July 29, August 26, and September 23.
Register today!
(Presentation 6mb)

Philly's First Bike Week A Success

Bike Week, with six events, had more participants and got more media coverage than any previous year's Bike to Work activities. The most moving event was the Ride of Silence where over 300 cyclists rode eight miles on closed streets to memorialize all bicyclists killed on our roads.

Find out why 25,000 Philadelphians enjoy their commute and bike to work! Check out our schedule of events and our Top 10 Bike Tips!

Thanks to Mayor St the 705 riders of Bik Valley!

Mayor Street preparing to rid Valley with Ride of Silence c John Siemiarowski.

Stand Up and Be a C

The Bicycle Coalitio District and University extensive bike counts ev you like to be a part of t is a pen and 90 minutes hour on any weekday

Philadelphia Bicycle

Check out the latest bicy from Advocacy Coordin Boyle.

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You can use our Bike Buddy Rideboard matching service and commuter route maps submitted by our members. We also have a bike lane and path map for the region..

Bus Bike Racks

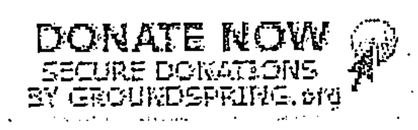
You are seeing them more and more often -- 95% of all SEPTA busses now have bike racks. The racks are easy to use and our handy video shows you how.

Regional Bike Map

The Bicycle Coalition and Boundless Philadelphia have teamed up to bring you a new edition of the Regional Bike Map! Copies will be available at visitors centers and bike shops across the region starting in June.

Membership

Join today! We are a nonprofit, membership organization and we can't do it without your support. While we have made some tremendous gains in the region, there is still much more to be done. Help us continue to make Greater Philadelphia a great place to ride!



Download a pdf version of our membership registration form. (You will need Adobe Acrobat Reader to view the pdf version of our registration form. If you do not have Adobe Acrobat Reader click here to download a free copy of the software.)

Join or donate online!

For more information about **BCGP membership**, contact us at **215.BICYCLE** or info@bicyclecoalition.org

Operation Smooth S

The City has dedicated $
towards aggressively fixi
and repairing other street
within 2 business days, r
here. If you live outside t
our guide to report the da
pothole on your route an
follow up if it doesn't get

Report ATV Trespas

We have noticed an alarr
number of ATV's on the
Creek Bikeway. If you s
riders on the trail help th
down by calling 911 or f
Call Complaint

CycleGram Archives

- Sept-Oct. 2005
- December CycleG
- September 2004 C
- May 2004 CycleG

Complete the Streets

The Bicycle Coalition w
complete the streets. Cor
streets are designed and
enable safe access for all
find out more visit the C
Streets website.

What to do in a Bicy

Some simple steps you c
protect your legal rights.

Bumped off a SEPT

Report it to SEPTA Cust
Service

BEEP

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The Bicycle Education a
Enhancement Program (
bike education and safet
offered in eighteen Phila
middle schools.

Calender of Meeting
Events

Check out our calendar
find out about upcoming
events, board meetings,
nights and other importa
that affect bicycling in o

Look for this symb
BCGP programs.

Working Hard

Since 1972 the **BCGP** has been working hard to improve bicycling conditions and promote bicycling as healthy, and economical form of transportation and recreation. Whether you bike to work, school, shop,

Here's just a sample of the tremendous gains we've made in the region:

- Facilitating the construction of recreational trails across the region;
- Advocating for the addition of hundreds of miles of bike lanes;
- Increasing bicycle-access on regional public transportation systems;[BCGP's SEPTA position stat
- Securing closure of West River Drive for recreational purposes on weekends;
- Establishing the largest in-school bicycle education program in the country;
- Lobbying political leaders to support bicycle-friendly policy;
- Reviewing transportation projects to ensure accommodations for cyclists;
- Working in partnership with other organizations to promote alternative transportation;
- Keeping the public informed about cycling opportunities in the region;
- Bringing bicycle safety programs to communities;
- Ensuring installation of bicycle racks and "Share the Road" signs.

Subscribe to our monthly email newsletter

Contact Us:

Bicycle Coalition of Greater Philadelphia (formerly the Bicycle Coalition of the Delaware Valley)
100 South Broad St, Suite 1355, Philadelphia, PA 19110
Ph. 215.BICYCLE
FAX 267.514.2324
info@bicyclecoalition.org

The Bicycle Coalition of Greater Philadelphia

Resources and Projects:

BEEP

The Bicycle Coalition, working with the Philadelphia School System has developed the Bicycle Education and Enhancement Program. Work continues on expanding the BEEP program.

South Street Bridge Reconstruction

In the next 2 to 3 years the Philadelphia Streets Department will be rehabilitating the South Street Street Bridge. The BCGP was successful in improving the design of the bridge. Click here to learn more.

Bicycling by the Numbers

View a PowerPoint profile of bicycling statistics in the Delaware Valley.

Fatal Bicycle Crashes

Compilation of News Reports of Bicyclists Killed in the US and Canada
May 2006 (In honor of the Ride of Silence)
October 2005

Safe Routes To Schools Presentation

After reviewing the poor quality of applications from our area for PENNDOT's new Safe Routes to School program, BCGP has produced a presentation to educate municipal officials, school districts and parents about the program.

Google Maps

Bike Lanes
Wildwood Bicycle Map
Thun (*toon*) Trail and Schuylkill River Trail - Pottstown to Reading
Getting from Lewes to Rehoboth Beach, DE by bike
New Castle County Multi Use Trails
Philadelphia Bicycle Crashes 1995-2002
Philadelphia Proposed Adopt A Rack Locations
Germany Trip Itinerary (Proposed 2007)

Visions of Bicycling

Photo simulations of proposed bicycle facilities. Such as a Sansom Street bicycle boulevard, bike lanes on Martin Luther King Drive and a contraflow lane on the Walnut Street Bridge.

Regional Bicycle Mobility Map

Developed by the Bicycle Coalition and funded by PENNDOT, the Delaware Valley Regional Planning Commission and the William Penn Foundation. A second printing has just been completed by GoPhila.org and new copies should be available soon at your local bike shop. You can also view the map online! For more information contact John Boyle, Project Manager john@bicyclecoalition.org

Other Area Bicycle Maps Online

Lancaster County PA
New York City Area
Mercer County NJ
Delaware
Greater Washington DC

Regional Images of Local Paths

Trail Galleries (Pardon the Webshots advertising) -Perkiomen and Schuylkill River, Chester Valley, Radnor, Junction and Breakwater (DE), Cobbs Creek, Thun (Berks Co.), Various NJ and NY Trails, Delaware Canal (Lower) and Delaware Canal (Central) and /D&R Canal

PennDOT Bicycle and Pedestrian Checklist

We attend many meetings to get PennDOT to follow their own guidelines. Find out what they are: Appendix J of the Highway Design Manual.

National Bike Summit

The Bicycle Coalition goes to Washington! We talk bicycling with your elected officials and Fuji Bicycles' Pat Cunnane, a member of our delegation, gets an award.

UPENN Bicycle Parking

A pilot project of the Wharton School and the BCGP to reduce bicycle theft. Bike Parking was managed by Neighborhood Bike Works.
View the photo gallery!

Bicycle Action Plan

The Bicycle Coalition continues to work with city government to implement the Mayor's Bicycle Action Plan.

Volunteer Night

Volunteer Night is the 2nd Tuesday of the Month from 6-8pm at our office at 100 South Broad Street, Suite 1355.
Check our Calendar for exact dates and times.

Bike Parking in Buildings

The Bicycle Coalition is tracks the bicycle parking policies of office buildings. Look here for the latest list. If you would like to add your workplace send us an email.

Position Statements

From time to time the BCGP publishes position statements on critical issues that affect bicycling.

Bike Lanes
SEPTA Bike Access
PENNDOT Complete the Streets Policy
Bicycles on Sidewalks

DONATE NOW
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Subscribe to our monthly email newsletter

Contact Us:

Bicycle Coalition of Greater Philadelphia
100 South Broad St, Suite 1355, Philadelphia, PA 19110
215 BICYCLE
info@bicyclecoalition.org

Philadelphia Bicycle Map

LEGEND

Bicycle Lanes
As of the printing of this map, bicycle lanes either exist or are scheduled to be installed during the upcoming construction season.

Bicycle Friendly Network Streets
These segments of the bicycle network do not have bicycle lanes. They are part of the evaluated bicycle network that were rated above average for bicycling.

Evaluated Bicycle Network
These streets have been evaluated as part of the bicycle network plan. No improvements have been made as of the printing of this map.

Off-Road Bicycle Routes
These multi-use trails are paved or unpaved.

Future Off-Road Routes
Several trails are being planned

SEPTA Regional Rail, NJ Transit, PATCO
Combining transit with a bicycle commute can save time on longer commutes.

Hospital | Bicycle Shop | Time/Distance Reference | Bicycle Locker | Train Station

Travel Plan

Approximate Distances in miles

Estimated travel time in minutes based on 12 miles per hour.

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Pennsylvania Economy League

Citadel
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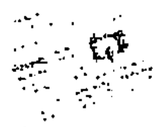
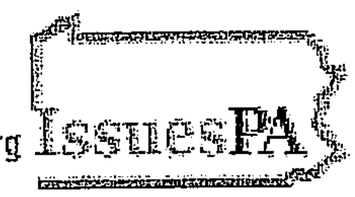
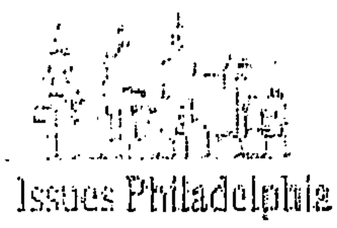
About PEL

Publication Search


PEL in the News

Roadmap to Harrisburg





Pennsylvania Economy League
Southeastern PA

The Pennsylvania Economy League is an independent, nonprofit public policy research and development organization. PEL's mission is to promote better government for a more competitive region by providing information and support to the civic leadership of Southeastern Pennsylvania.

PEL is supported by individual and corporate members in the region -- leaders in their industries and in their communities -- who understand how sound public policies and effective government support the region's economic competitiveness. Under the leadership of its Board of Directors and Steven T. Wray, Executive Director, and with additional project funding from foundations, civic organizations, and local governments, PEL:

- Analyzes and communicates the effect of public policies on the region's economy and its constituents;
- Promotes innovative programs or policies that have proved successful in other regions of the country or the world;
- Works directly with government officials in the region to research, design, and implement effective programs;
- Creates opportunities to inform and involve taxpayers in the process of policy development and implementation.

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Tourism Marketing Corp.

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Who We Are

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Who We Are | What We Do | GPTMC Leaders

WHO WE ARE

Greater Philadelphia Tourism Marketing Corporation (GPTMC) is a private, non-profit organizatic funded in 1996 by the City of Philadelphia, the Commonwealth of Pennsylvania and the Pew Charital 1997, GPTMC launched the first consumer campaign to promote to potential tourists the diverse hist and entertainment/leisure aspects of the five-county region (Bucks, Chester, Delaware, Montgomery Philadelphia).

After September 11, 2001, GPTMC produced the **Philly's More Fun When You Sleep Over®** camp as the number one tourism recovery generator in the country; the campaign has continued into 2005. continues running an integrated marketing program using research; advertising in television, print, ra the Internet; and public relations in all media categories.

Mission

The Greater Philadelphia Tourism Marketing Corporation makes Philadelphia and The Countryside™ destination through marketing and image building that increases business and promotes the region's

What We Mean by Philadelphia

We mean Philadelphia and Its Countryside: Bucks, Chester, Delaware, Montgomery and Philadelphi

What We Mean by Tourism Marketing

Making the region a star destination through the following

- Advertising in Print, Television, Radio, Outdoor and Online
- Attraction Marketing
- Collateral Materials/Fulfillment
- Consumer Collateral Materials
- Cooperative Advertising
- Cultural Tourism Marketing
- Event Marketing
- Gophila.com, the Region's Official Tourism Web Site
- Hotel Packaging
- Marketing Alliances
- Media and Public Relations
- Partnerships/Promotions
- Pressroom on Gophila.com
- Stakeholder Relations

- Tourism Product Development
- Visitor and Marketing Research

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WHAT WE DO

Image Building
Changing how people feel about the region, so that they are more likely to visit

GPTMC promotes Philadelphia and Its Countryside as an incredible, affordable, accessible and desi to the media and to leisure tourists. The resulting exposure is also naturally picked up by business tr convention attendees, business and university recruits, and people who travel to visit friends and rel

Media Communications to Reach Travelers
Getting local, regional and national reporters, producers and travel/special interest editors to write an about Philadelphia as a travel destination

Getting local, regional and national reporters, producers and travel/special interest editors to write an about Philadelphia as a travel destination GPTMC has developed a strong, award-winning (repeated relations program (run entirely in-house), which has created this new image through aggressive med production of media tools, such as regional news content, professional photography and video (b-roll 3,200-person media database, visiting journalist program and Web content such as Philadelphia Cul 2003, we generated 2,971 stories, reaching 925 million people and valued at $50 million in advertisir 100 percent increase over 2002, which was also a record breaking year.

Advertising to Reach Potential Visitors
Advertising to invite potential visitors to come to Philadelphia and its Countryside

GPTMC designs and conducts local, regional, national and online advertising campaigns to put Phila Countryside "on the air" and top of mind all year long as an overnight destination. Top feeder market Connecticut to Washington , D.C. and Virginia, with New York at the top and central Pennsylvania ev Philadelphia region is also a strong generator. GPTMC spends the bulk of its budget on media, focus advertising in network television, cable television, radio, magazine, newspaper, outdoor and on the V An aggressive cooperative advertising program for the region's attractions leverages their advertisin one and expands the size of placements from one-third page to full-page destination ads. GPTMC's extends the advertising reach of historical, cultural and multicultural initiatives to markets beyond the

Packaging and Direct Sales
Making it easier for prospective visitors to buy Philadelphia

To drive image and occupancy, GPTMC creates, advertises, promotes and tracks seasonal and ever packages, such as Philly Overnight(TM) and Philly-You Just Can't Do It In A Day(TM), as well as event re for New Year's Eve, Philadelphia Museum of Art's Craft Show, *Salvador Dali*, *Ben Franklin 300 Phila* Valentine's Day, etc. Hotel packages are listed on gophila.com, along with the option to purchase onl the hotel to make a reservation.

Gophila.com
Getting the word out and getting people to say "Yes" to Philadelphia

Created just as the Internet was taking hold, GPTMC grew right along with the Web, building and pro region's official tourism web site, gophila.com. Newly redesigned and upgraded, Gophila.com now pr itineraries, a enhanced dining and nightlife section, personalized My Trip functionality, events, news, options and a lot more. Gophila.com is also the provider of tourism content to phila.gov, the City of P municipal Web site.

Tourism Development Initiatives
Expanding and improving the tourism offerings in Philadelphia to extend the economic impact of tour

Sometimes it's not enough to shine the light and spread the word; sometimes the product itself need change. Working with regional stakeholders, GPTMC works to improve the visitor experience with s holiday lighting, bringing back the Phlash, creating the Neighborhood Tourism Network, creating Cult grant from the William Penn Foundation) and working with the Delaware River Port Authority (DRPA) CruisePhilly experience for this new tourism market.

Partnerships

Identifying strategic partners and developing integrated marketing programs to increase visitation

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Speaking of collaboration, GPTMC is a constant convener, bringing together groups with similar inter promotional programs to reach high-yield markets. Examples include our ongoing partnerships with t Automobile Association (AAA), Comcast, Amtrak, the five county convention and visitor bureaus, the Gay Tourism Caucus, phila.gov, the Greater Philadelphia Cultural Alliance, Center City District and tl Industry Partnership.

Telling the Tourism Industry
Reinforcing the importance of tourism to the region

Because tourism is not a product manufactured in big buildings, its importance to the region's and the Commonwealth's bottom line was not easily seen until the devastating events of 9/11. GPTMC carrie tourism, championing it as an economic development engine - the number two industry, in fact, for bo and the Commonwealth - in order to increase support for it in public and private sectors.

Research
Assessing strategic use of resources and measuring effectiveness

We conduct five types of research:

- Head counting to determine the size and shape of the visitor market and hotel occupancy, in addit trends;
- Market mapping to gain more in-depth information about who our visitors are, where they live and
- Data mining to gain further understanding of visitor patterns;
- Keeping in touch, through qualitative research including focus groups, to "take the pulse" of our vi
- Bean counting to determine the economic impact of tourism and tourism spending.

In a recent study commissioned by GPTMC, Econsult Corporation studied the results from three GPT and found that, for every dollar spent in advertising, $185 in direct, indirect and induced spending wa $13 in regional and state taxes were produced.

Stakeholder Relations
Bringing it all back home

Visitors won't believe they are in a good place unless the region's residents feel it too. GPTMC works to enable everyone to take part in the well-being of the place that loves you back, through our 60,000 newsletter subscribers; the region's residents with past programs such as Philly Friends; and our reg communications with legislators, cultural leaders, civic leaders, community groups, the hospitality inc our own partnerships and advisory groups.

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- John F. Street , Mayor of Philadelphia
- Meryl Levitz President and CEO

GPTMC Funding Sources

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- Philadelphia County hotel tax
- Commonwealth of Pennsylvania
- Delaware River Port Authority
- William Penn Foundation
- Independence Foundation

Meryl Levitz
President & Chief Executive Officer
Greater Philadelphia Tourism Marketing Corporation

As president and CEO of the Greater Philadelphia Tourism Marketing Corporation (GPTMC), Meryl L responsible for expanding Philadelphia's regional tourism, worth $6.8 billion in direct visitor spending for more than 177,000 regional jobs. Under Levitz's leadership, the number of overnight leisure visito between 1997 (when GPTMC began its first ad campaign) and 2005.

For Levitz, the key to building the economic engine of tourism is partnership – increasing visitor spen together groups with similar interests to develop promotional programs to reach high-yield markets. F the hospitality community, arts and cultural institutions, restaurants and county visitor bureaus have p to the success of the regional tourism industry.

GPTMC implements integrated marketing strategies to build image and visitation, using research; ad television, print, radio, outdoor and the Internet; and public relations in all media categories.

Levitz is active on the boards of the Travel Industry Association of America, Greater Philadelphia Cha Commerce, Greater Philadelphia Cultural Alliance, Independence Visitor Center, Governor's Pennsy Tourism Partnership and Historic Philadelphia, Inc.

After receiving her Bachelor's and Master's degrees from the University of Illinois, Levitz began her c educator but soon began promoting Philadelphia, first as co-founder of the Center City Proprietors As 1978 and later at the Philadelphia Convention and Visitors Bureau, where she rose to Vice President There, she presided over new and innovative celebrations to draw crowds to the city, as well as the c Pennsylvania Convention Center.

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Journey-to-Work: An Economic Analysis

Of Intercounty and Interstate Commute Patterns

In the Greater Philadelphia Region

February 2004

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Journey-to-Work: An Economic Analysis of Intercounty and Interstate Commute Patterns in the Greater Philadelphia Region

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The CEO Council for Growth wishes to acknowledge and thank Richard M. Stein, President & Founder, KLIOS, Inc. for preparing this analysis.

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Journey-to-Work: An Economic Analysis of Intercounty and Interstate Commute Patterns in the Greater Philadelphia Region

Introduction

What is a region? Defined as an urban core and its surrounding metropolitan area, a region constitutes a common, linked economy and commuting patterns. Greater Philadelphia, the 11-county area surrounding Philadelphia that encompasses Southeastern Pennsylvania, Southern New Jersey along the Delaware River, and Northern Delaware, is such a region.

In today's global economy, regions are the unit of competition and regions compete against other regions in a never-ending race for prosperity. However, jurisdictional boundaries leave many U.S. regions fragmented and weak because mayors and elected officials do not have the authority to make regional decisions. Such regions, and Greater Philadelphia is one of them, are at a distinct competitive disadvantage with those that have figured out how to collaborate across jurisdictional boundaries.

The CEO Council for Growth of the Greater Philadelphia Chamber of Commerce brings together top business and nonprofit executives from Southeastern Pennsylvania, Southern New Jersey and Northern Delaware to provide leadership in setting and implementing a regional economic development agenda that transcends geopolitical boundaries and promotes economic growth in Greater Philadelphia.

To establish the foundation for regional cooperation in Greater Philadelphia, this paper examines the basic economic impact of interstate commuting patterns in the 11-county region, from 1990 to 2000. A previous analysis conducted as part of background research for *Greater Philadelphia: Competing to ~~Survive~~ Thrive* (a series of economic competitiveness forums held in December 2003) examined daily business commuting patterns using data from the 2000 Census. That work illustrated the *physical* integration of the region, with eight percent of daily business commutes interstate and 32 percent intercounty.

In this new analysis, wage data is introduced into the picture. The result is a more complete view of the region's interconnected nature, showing the value of wage flows across intraregional borders. In addition, journey-to-work data from 1990 is added, providing an historic perspective on changing regional patterns.

Methodology

The analysis begins with journey-to-work data from the decennial Census in 1990 and 2000. Part of the reported information is county of residence and county of work location. The region defined as the Greater Philadelphia Region in this paper includes eleven counties in three states:

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- Delaware—New Castle;
- New Jersey—Burlington, Camden, Gloucester, Mercer, Salem;
- Pennsylvania—Bucks, Chester, Delaware, Montgomery, Philadelphia.

Worker flows from county of residence to county of work were examined within the 11-county region for both years, and a table was created (Table 1) showing interstate journey-to-work activity, absolute and percentage changes. Data for journey-to-work activity that began in the 11-county region (i.e., residence) but where the workplace was outside the region was excluded from the analysis.

Next, total wages and total employment for each county were used to calculate an average wage for each county for both 1990 and 2000 (Table 2).

The average wages were then combined with worker flows to calculate the 11-county aggregate interstate wages, absolute and percentage changes (Table 3).

Key Findings

1. Interstate and intercounty commutes represent significant shares of journey-to-work activity in the region, illustrating the interconnectedness across jurisdictional boundaries such as counties and states.
   - Interstate share of combined interstate and intrastate journey-to-work activity was about 8 percent, or 210.8 thousand daily business commutes in 2000.
   - Intercounty share of combined interstate and intrastate journey-to-work activity was about 32 percent, or 817.7 thousand daily business commutes in 2000.
   - Intercounty commutes increased 6 percent over the decade, while interstate activity was up 2 percent. This is in line with slow regional employment over the decade.
   - Over the decade, commuting activity to and from Delaware increased, while activity between Pennsylvania and New Jersey declined.

2. Over the decade, there was evidence of convergence, with respect to average wages across counties.
   - In general, the average wage grew more rapidly for counties that began from a lower base in 1990. Conversely, counties with high average wages in 1990, showed slower growth.
   - This is evidence of "backfilling," where less densely populated, lower wage (i.e., rural) portions of the region attracted more development for a number of reasons.

3. Interstate and intercounty wage flows (Table 3) within and across the 11-county region are substantial.

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- Total wages for commuters within the 11-county region were over $100 billion in 2000.
- Interstate wages were $8.3 billion, and intercounty wages were $32.5 billion in 2000.
- By comparison, a recent study published by the Federal Reserve Bank of Chicago[1], estimates 1999 gross metropolitan product (GMP) for the Philadelphia-Wilmington-Atlantic City, PA-NJ-DE-MD metropolitan statistical area as $193 billion. While the regions are not identical, they share similarities—the point is that interstate and intercounty flows are significant contributors to regional output.
- Intercounty wage flows grew 21.5 percent over the decade, compared with 15 percent wage growth for all intraregional flows.

[1] Testa, William, Thomas Klier and Alexei Zelenev, "Estimating U.S. metropolitan area export and import competition," Economic Perspectives; 4th Quarter 2003. pp. 13-27.

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Table 1: Interstate journey-to work activity			
Journey-to-work (2000)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	3,578	20,386
New Jersey	6,942	-	98,971
Pennsylvania	25,528	55,397	-
Total interstate = 210,802 (share = 8.2%)			
Total intercounty = 817,746 (share = 31.8%)			
Total trips = 2,570,060			
Journey-to-work (1990)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	3,151	15,553
New Jersey	5,392	-	99,269
Pennsylvania	19,921	63,382	-
Total interstate = 206,668 (share = 8.0%)			
Total intercounty = 771,632 (share = 30.0%)			
Total trips = 2,571,363			
Journey-to-work, change ('90-2000)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	427	4,833
New Jersey	1,550	-	-298
Pennsylvania	5,607	-7,985	-
Journey-to-work, percent change ('90-2000)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	13.6%	31.1%
New Jersey	28.7%	-	-0.3%
Pennsylvania	28.1%	-12.6%	-
Note: Totals do not include travel outside the 11-county region.			

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	Table 2: Average wages by county			
	2000	1990	90-2000	
New Castle	$40,491	$37,222	$ 3,269	8.8%
Burlington	$37,597	$25,326	$12,271	48.5%
Camden	$35,130	$27,864	$ 7,266	26.1%
Gloucester	$32,055	$20,122	$11,933	59.3%
Mercer	$44,657	$41,537	$ 3,120	7.5%
Salem	$39,231	$29,552	$ 9,679	32.8%
Bucks	$34,059	$24,017	$10,042	41.8%
Chester	$43,762	$28,838	$14,923	51.7%
Delaware	$36,828	$26,565	$10,263	38.6%
Montgomery	$43,810	$41,324	$ 2,486	6.0%
Philadelphia	$39,700	$39,947	($ 247)	-0.6%

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Table 3: Interstate wage flows ($000 unless otherwise noted)			
Interstate wage flows (2000)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	$ 132,854	$ 811,296
New Jersey	$ 281,090	-	$3,890,950
Pennsylvania	$1,033,661	$2,199,558	-
Total interstate wages = $8,349,410 (share = 8.2%)			
Total intercounty wages = $32,499,113 (share = 31.9%)			
Total wages = $101,763,089			
Interstate wage flows (1990)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	$ 86,438	$ 496,700
New Jersey	$ 200,703	-	$3,691,617
Pennsylvania	$ 741,506	$2,086,025	-
Total interstate wages = $7,302,989 (share = 8.3%)			
Total intercounty wages = $26,745,689 (share = 30.2%)			
Total wages = $88,457,652			
Interstate wage change ('90-2000)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	$ 46,416	$ 314,596
New Jersey	$ 80,388	-	$ 199,333
Pennsylvania	$ 292,156	$ 113,532	-
Interstate wage percent change ('90-2000)			
From / *To*	*DE*	*NJ*	*PA*
Delaware	-	53.7%	63.3%
New Jersey	40.1%	-	5.4%
Pennsylvania	39.4%	5.4%	-
Note: Totals do not include travel outside the 11-county region.			

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Chamber of Commerce

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From: David Heimbach
Sent: Thursday, September 28, 2006 3:46 PM
To: Rebecca Mathis
Subject: Board no.s

Board geographic breakdown:

Philadelphia Co. 68%

Montgomery Co. 11%

Delaware Co. 9%

Chester Co. 4%

Bucks Co. 2%

S. New Jersey/ N. Delaware 6%

David G. Heimbach

Vice President, Director Relations & Development

Greater Philadelphia Chamber of Commerce

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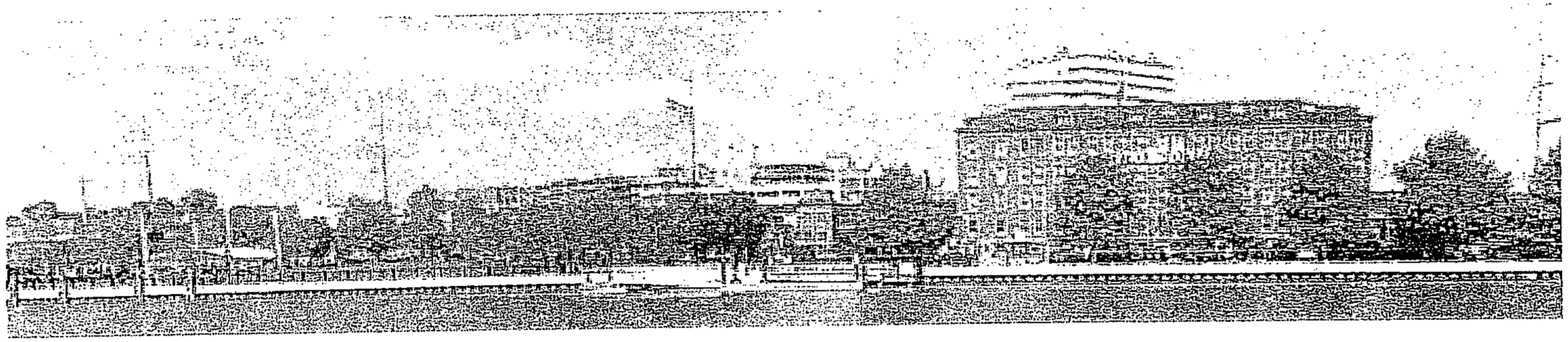

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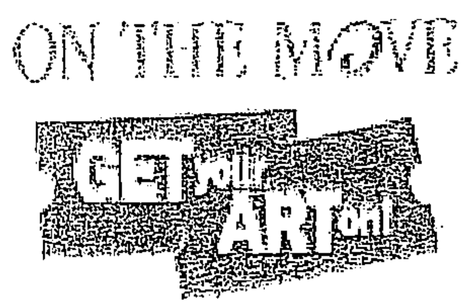

Home > Membership > About the Chamber

About the Chamber

The Greater Philadelphia Chamber of Commerce is the premier advocate of the region's business community, representing members in 11 counties across three states with one voice.

Chamber Mission

The Greater Philadelphia Chamber of Commerce is dedicated to promoting regional economic growth, advancing business-friendly public policies, and servicing our members through outstanding programs, benefits and services.

As an advocate for regional development, the Greater Philadelphia Chamber of Commerce is dedicated to supporting and encouraging the continued growth of each of our approximately 5,000 member companies together with the regional business community. The Chamber strives to influence business-friendly legislation in all levels of government, participate in initiatives to improve education and the community, present professional enrichment programs, and provide our members with cost-efficient ways to run their businesses.

The Chamber motto is *Get involved. Get results.* Through this member-focused Web site, you can discover what you need and where you need to go, who to call, and ultimately why becoming a member of the Greater Philadelphia Chamber of Commerce is one of the best strategies for growing your business.

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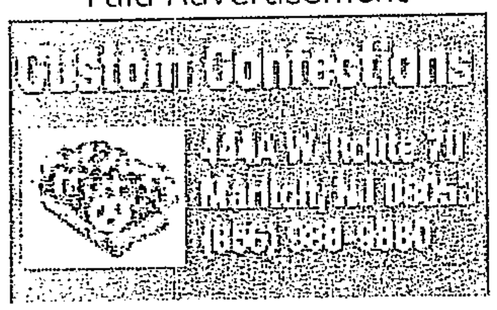


Our Membership

We represent approximately 5,000 member companies stretching across the 11 counties in three states of the Greater Philadelphia region.

Pennsylvania: Bucks, Chester, Delaware, Montgomery, and Philadelphia counties
New Jersey: Burlington, Camden, Gloucester, Mercer, and Salem counties
Delaware: New Castle County

Membership by County:

Philadelphia	54%
Montgomery	20%
Delaware	6%
Bucks	6%
Chester	5%
Southern New Jersey	4%
New Castle	1%
Outside Greater Philadelphia	4%

We serve both the large and small business community:
Small businesses that consist of fewer than 100 employees make up 85 percent of our membership. The remaining 15 percent represents Greater Philadelphia's leading corporations.

Membership by Employee Size:

1-5 Employee	40%
6-99 Employee	45%
100+ Employee	15%

How We Serve You

Market Your Business
The Chamber, through unique programs and initiatives, can help member companies form strategic alliances, improve their public image, and expand their business networks through sponsorship, advertising, and other promotional vehicles.

Programs & Events
The Chamber hosts approximately 150 programs and events annually, ranging from educational seminars and networking affairs to major political and community events.

6.72

All are designed to enhance the regional business community and help our members improve their business operations.

Benefits & Savings
Benefits Services, Inc. provides our members with low-cost services ranging from office supplies to overnight delivery service. We also offer a comprehensive insurance benefits package including health and dental plans.

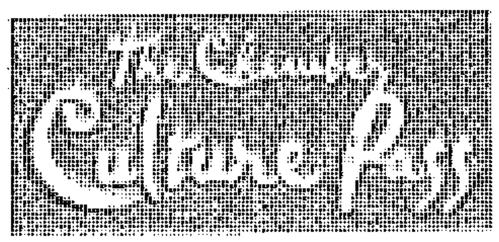
Public Policy
Our Public Policy department serves as our members' voice in local, state and federal governments. The Public Policy staff takes the lead on behalf of the Chamber membership to address pro-business legislation directly with the policy-makers who can make a difference.

Economic Development
The Chamber works closely with some of Greater Philadelphia's leading economic marketing organizations to brand the region as a top place to live and work.

Affiliates & Partners
The Chamber offers a direct connection to Greater Philadelphia's top organizations that focus on regional development initiatives, arts and culture partnerships, young professional development, venture capital growth, and international connections.

Resources
The Chamber affords each member indispensable regional information. We provide encompassing publications that link you to your target markets and regional updates, conference facilities to host important meetings, and exclusive member-to-member discounts.

Chamber CulturePass
A token of appreciation for our members' continued support and commitment.



If you have questions or require additional information at any time, please contact a Member Consultant at 215.790.3703 or send us a message.

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Press Releases

Thursday, September 28, 2006

Greater Philadelphia Chamber of Commerce Recognizes State Legislature for Approving Funding for Pennsylvania Convention Center Expansion

Posted at 4:27 PM

PHILADELPHIA — The Greater Philadelphia Chamber of Commerce today praised the Pennsylvania Legislature for approving a capital budget which included $300 million for expanding the Pennsylvania Convention Center. The Chamber has been persistently advocating that the Legislature include the new round of funding in the capital budget to complement the $400 million already allocated to the cost of the $700 million convention center expansion project.

"The Greater Philadelphia Chamber of Commerce and the regional business community are very pleased that the Legislature has approved funding for convention center expansion," said Mark S. Schweiker, President and CEO, Greater Philadelphia Chamber of Commerce. "The Pennsylvania Convention Center is a major economic driver of not only southeastern Pennsylvania, but for the entire Commonwealth. The convention center and the industries dependent upon it generate substantial tax revenues for the state, and the events held here draw attention to Pennsylvania as a fantastic place to visit and in which to do business."

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Conservative estimates say that expanding the Pennsylvania Convention Center will produce

Bureau, and head of the Chamber's Policy and Legislative Research Committee. "There are several large conventions waiting to book the Center and hotel construction projects that could get the green light if the $300 million in funding is released. This is a very wise investment for Pennsylvania for the number of jobs the project will create and support and the tax revenue it will generate, and it will continue the economic upswing in the Commonwealth."

The Greater Philadelphia Chamber of Commerce has been the leading voice for expanding th Pennsylvania Convention Center. In 2003, the Chamber formed a coalition which demanded resolution to the labor-management strife that caused meeting planners to cancel conventions and vow not to hold events in Philadelphia.

For most of the last year, an ad hoc group of Chamber Board Members, as well as labor and civic leaders have held bi-weekly meetings to discuss the future of the Pennsylvania Convention Center and have been in contact with key legislators and the governor's office or the issue. Earlier this month, a large contingent of business, labor, and hospitality leaders met with individual legislators in Harrisburg, urging them to fund expansion for the good of the state's economy.

Greater Philadelphia Chamber of Commerce Supports C Council Bill to Ban Smoking in Public Places

PHILADELPHIA — Mark Schweiker, President & CEO of the Grea Philadelphia Chamber of Commerce, today voiced the Chamber support of a Philadelphia City Council bill to ban smoking in pub places with some exceptions. By a 9 to 6 vot ...
Posted on Thursday, June 15, 2006.

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Greater Philadelphia Chamber of Commerce Applauds Mayor Street Signing Council Bill to Ban Smoking in Public Places

PHILADELPHIA – Mark Schweiker, President & CEO of the Greater Philadelphia Chamber of Commerce, today voted the Chamber supports Philadelphia City Council's bill to ban smoking in public places with some exceptions by a 9 to 6 vot ...
Posted on Thursday, June 15, 2006.

Greater Philadelphia Chamber of Commerce Calls Bill to Cut Business Tax a Positive First Step

PHILADELPHIA – The Greater Philadelphia Chamber of Commer today endorsed Philadelphia City Council's passage of a bill to reduce the Business Privilege Tax (BPT) by $5 million per year over a three-year period and is urging Mayor Street to ...
Posted on Tuesday, May 30, 2006.

VETWORK YOUR BUSINESS
Are you a Service-Disabled Veteran or Veteran-Owned Small Business Owner?
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GREATER PHILADELPHIA CHAMBER OF COMMERCE
Get Involved. Get results.

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CERTIFIED MEMBER

Applebee's

Chamber Voice

Chamber Ambassadors Welcome New Committee Members

The Greater Philadelphia Chamber of Commerceis pleased to welcome the followi Chamber members to the 2006-2007 Ambassador Committee. Ambassadors are committed to welcoming new members into a comfortable networking environme The program aims to unite, engage and inform current and incoming members a: they attend Member Orientations, Business Before Hours, and Business After Hou They are available to speak with members who are interested in learning how to best utilize their Chamber membership from another member's perspective.

Susan Budenstein, Principal- Healthy Living
Karin Copeland, Director of Sponsorship- World Café Live
Donald Crisdon, Senior Communications Consultant- D&E Communications
Vicky Gallagher, Coordinator, Community Relations- Presbyterian Children's Villa
Stephanie Gambone, Manager Business Partnerships- Philadelphia Youth Networ
Sheila Hess, Manager of Social Mission Projects- Independence Blue Cross
Scott Isard, President- Mentis Solutions
David Koller, Associate- Astor Weiss Kaplan & Mandel
Cat Lambert, Marketing Supervisor- RSM McGladrey
Joan McCann, Project Specialist- UPS
Betty Michelli, Circulation Sales Rep, The Philadelphia Business Journal
Brian O'Shea, Vice President- On-Sight Security Inc.
Luci Patalano, Pension Plan Administrator- Towers Perrin (EDS Excellerate HRO)
Bryan Ramona, Account Manager- SecurElement
Dale Rothenberger, Vice President of Sales & Client Services- Westlawn Graphics
Erin Hartshorn, Director of Corporate Relations- Greater Philadelphia Cares

They will be joining our current Ambassadors:

David Carter, President- Action International
Heath Davis, Financial Consultant- Karr Barth Associates
Lawrence Hicks, Owner- World Software Development
Margie Kelly, Account Executive- Consolidated Drake Press
Dick Mass, Vice President- All Cell Rentals
Liz Matt, Regional Representative- Chesapeake Embroidery
Linda Mattice, President- Aztech Productions
Sarah Oaks, President- Oaks Direct
Steven Packer, Manager- Duane Morris
Evan Polin (Chairman of the Committee), Vice President- The Training Resource Group

CHAMBER VOICE

The Chamber Implements Member Suggestions

Chamber Ambassadors Welcome New Committee Members

Members: Please update your info for 2007 Membership Directory!

Supplier Network Bolsters Supporting Companies

A Call for Paradigm Nominations

On The Move campaign kicks off in September

Affinity Program: Independence Blue Cross

UPCOMING EVENTS

The Chamber is bustling with upcoming events. Please view our calendar for the programs that interest you most. Join in! Click here to see updated calendar

SUBSCRIBE

To subscribe enter your

email address below then click submit:

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Evan Segal (Vice Chairman of the Committee), Vice President- PNC Bank
Lynne Slott, Master Copywriter- Lynne's Copywriting

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If you have questions about joining the Ambassador Committee, or you are interested in meeting with them, please contact Becca Mathis at rmathis@greaterphilachamber or at 215-790-3703.

FORWARD TO A FRIEND

To forward a copy enter your colleague's email address below then click send:

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Membership

As an advocate for businesses throughout the region, the Greater Philadelphia Chan of Commerce is dedicated to supporting and encouraging the continued growth of e its nearly 6,000 member companies, and the business community at large. Our mai objectives are to influence business-friendly legislation in government, participate ir initiatives to improve education and the community, present professional enrichmer programs, and to provide our members with cost-efficient ways to run their busines

The Chamber motto is Get involved. Get results. Through this member-focused web you can find many ways to do just that-find out what you need and where you need go; who to call and ultimately why becoming a member of the Greater Philadelphia Chamber of Commerce is one of the best strategies for growing your business!

Who We Serve...

We represent nearly 6,000 member companies across the Greater Philadelphia regi

Membership by County:

Philadelphia	53%
Montgomery	21%
Delaware	7%
Bucks	6%
Chester	5%
Other	8%

We serve both the large and small business community:
Small businesses that consist of fewer than 100 employees make up 88 percent of membership.The remaining 12 percent represents Greater Philadelphia leading corporations.

Membership by Employee Size:

1-5 Employee	46%
6-99 Employee	42%
100+ Employee	12%

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How We Serve You...

Programs & Events
The Chamber hosts approximately 150 programs each year, ranging from educatior seminars and networking affairs to major community and political events. All are de to enhance the regional business community.

Public Policy
Our Public Policy department serves as our members' voice in local, state and feder. government. The Public Policy staff takes member's needs directly to the legislators can make a difference.

On The Move
Our On the Move volunteer campaign helps build a stronger Chamber and helps participating companies as well. On the Move organizers recruit volunteer teams fro member companies who benefit from enhanced visibility among other rewards. Volunteers learn valuable leadership and networking skills, and top billers receive ca and prizes at weekly reward sessions.

Marketing
Our Marketing department promotes the Chamber, its programs and initiatives, hel members companies form strategic alliances, improve their public image and expan market share through sponsorship, advertising, and other promotional vehicles.

Benefits & Savings
Our Benefits Services department provides our members with low-cost services ran from office supplies to overnight delivery service. We also offer a comprehensive insurance benefits package including health and dental plans.

Regional Foundation
Through our Regional Foundation, the Chamber supports many important programs including the Paradigm Scholarship Fund for Working Women.

Back

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Nutter out of town

While Philadelphia's bars and restaurants were trying to figure out the new smoking ban, Michael Nutter, the law's prime mover, was out trolling for votes, or rather contributions, at the Mendenhall Inn in Chester County last week.

Michael Nutter spoke at an awards lunch in Chester County.

There, Nutter received an enthusiastic endorsement of his mayoral ambitions. He was praised as "a reform-minded public official, a person of the highest caliber who deserves to be elected mayor," in the words of Rob Powelson, president of the Chester County Chamber of Business and Industry and the man who invited Nutter out to the suburbs. "When the city is doing well, the region is doing well," Powelson said.

Nutter was the keynote speaker at the second annual awards luncheon of the Chester County Chamber Foundation. "Philadelphia's future is inextricably tied to Bucks, Chester, Delaware and Montgomery Counties," he said. "I want to change the nature of those relationships," seemingly a reference to Mayor Street, who has been little seen in Philly's suburbs.

Nutter noted that Chicago Mayor Richard M. Daley was able to bring together 272 mayors from six counties and form the Metropolitan Mayors Caucus. "There's no reason why we can't have something similar," Nutter said.

Powelson gave Nutter credit for working with suburban representatives on the Pennsylvania Convention Center Authority on the facility's long-awaited expansion.

— *Nancy Petersen*

Phila Inquirer - Sept 2006

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Southeastern PA Export Consortium

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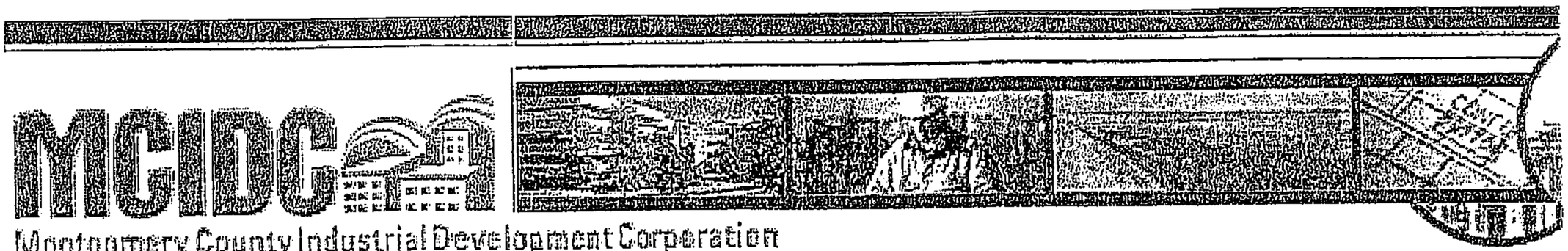
Banking with one focus. You.



MCIDC Partnerships/Pennsylvania Action Teams

Team Pennsylvania Export Network

www.drpa.org

Southeastern Pennsylvania Export Consortium

As a member of Team Pennsylvania, the Southeastern Pennsylvania Export Consortium (SEPEC) is an organization that assists small and medium-size export-pot businesses in the Greater Philadelphia Region to develop and implement customized e plans. SEPEC has trade specialists available to work with individuals to develop their c export potential. SEPEC is an integrated, coordinated, and customer-focused group of assistance partners.

The mission of the Team PA Export Network is to help Pennsylvania firms expand thei international markets by providing relevant business development programs. Together an established alliance of business, government, regional export assistance, networks, overseas offices.

Delaware River Port Authority

The Delaware River Port Authority is the program director for SEPEC and the Southerr Export Consortium (SNJEC). Through SEPEC and SNJEC, the DRPA works with trade throughout the region to bring customized export market research to small and mediun interested in expanding export sales.

Working in conjunction with client executives, DRPA's international trade specialists uti insights regarding the competitive niche of the company and its product-customized ma A customized business plan is created to identify target markets, a time frame for enter markets and will take into consideration the pertinent trade regulations, and detailed int overseas contacts to help gain entry into those particular markets. Additional market re includes agent/distributor reports and trade/industry analysis.

Kathy Lavery, a member of SEPEC and DRPA is available in MCIDC's office. Kathy ca at (610) 272-5000, Ext. 230 Fax: 610 272-6235 KLavery@mcid.nasdsl.com

Click here for additional information on the Delaware River Port Authority.

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Center City District

Citadel

Banking with one focus. You.

CENTER CITY DIGEST
THE NEWSLETTER OF THE CENTER CITY DISTRICT AND CENTRAL PHILADELPHIA DEVELOPMENT CORPORATION
SUMMER 2006

On May 16, Paul R. Levy, president of the Center City District and executive director of the Central Philadelphia Development Corp., received the 85th Philadelphia Award. Established in 1921 by philanthropist Edward Bok, the award is presented annually to a citizen of the region who has done the most "to advance the best and largest interest of the community." Previous recipients include Gov. Rendell, Mayor Street, Sister Mary Scullion, Edmund N. Bacon, Louis I. Kahn, Rev. Leon H. Sullivan and Marian Anderson.

The following is an excerpt from Levy's remarks on accepting the award.

I want to talk this evening about the intersection of personal life and civic life and focus first on three dates: 1955, 1975 and 2005.

I was eight years old in November 1955 when my family moved out of Newark, New Jersey to the suburbs where they bought their first house. On October 30, 1975, I was a graduate student at Columbia University. New York City was teetering on the edge of bankruptcy and reached out to the federal government for assistance. The response was captured in a famous *Daily News* headline: "FORD TO CITY: DROP DEAD." That was the nadir for New York City. Contrast that to September 2005, when my oldest daughter, a junior at New York University in Manhattan, moved into an off-campus apartment on 3rd Street, between Avenues A and B. In 1975, 3rd Street between Avenues A and B was a place even armed criminals feared to tread. Today the street is thriving with young people, boutiques, restaurants, outdoor cafes and overpriced apartments!

1955 to 1975 was a 20-year period of rapid decline in the life of our cities. 1975 to 2005, a 30-year period from the absolute bottom to a moment when signs of revival are everywhere, not simply in Philadelphia, but across this country. It leads me to be very optimistic about where our cities can be in 2026 when my youngest daughter will be 30, the average age at which Americans buy their first house.

1955: From City to Suburbs

In 1955 Dwight Eisenhower was in the White House. Newark, New Jersey had 10 department stores and several thriving movie palaces. Television was filled with westerns: *Lassie* and *the Lone Ranger*. *Ozzie and Harriet*, the Nelsons, were the typical American family: mom, dad and two kids in the suburbs.

My parents had grown up in Newark, both children of immigrant families. Both had gone to public school in Newark. They got married in Newark. My dad graduated law school in Newark and enlisted in the Army in Newark in 1942. My mom worked in the print shop at the Newark Museum. As a seven-year-old, I sometimes took a bus by myself downtown after school to her job. I don't remember anyone being worried about my safety. I don't recall signs of Newark being in decline.

But profound trends were reshaping regions. In 1953 my father bought his first new car. In 1956 Eisenhower approved the Interstate Highway System. All of Newark, like every older American city, had been redlined by the Federal Housing Administration since 1934. So when my dad, a World War II veteran, went to buy his first house with a Veterans Administration guaranteed mortgage, there was only one choice: new product in suburbia.

We moved to a small town in New Jersey, filled with woods, fields and streams that were systematically being cut down, piped and paved over for housing development. I like to think of myself as an early practitioner of smart growth. My friends and I used to pull up the surveyors' stakes in the vain hope that we could stop the wave of suburbanization. We were also early practitioners of recycling, raiding construction sites for leftover lumber to build tree houses.

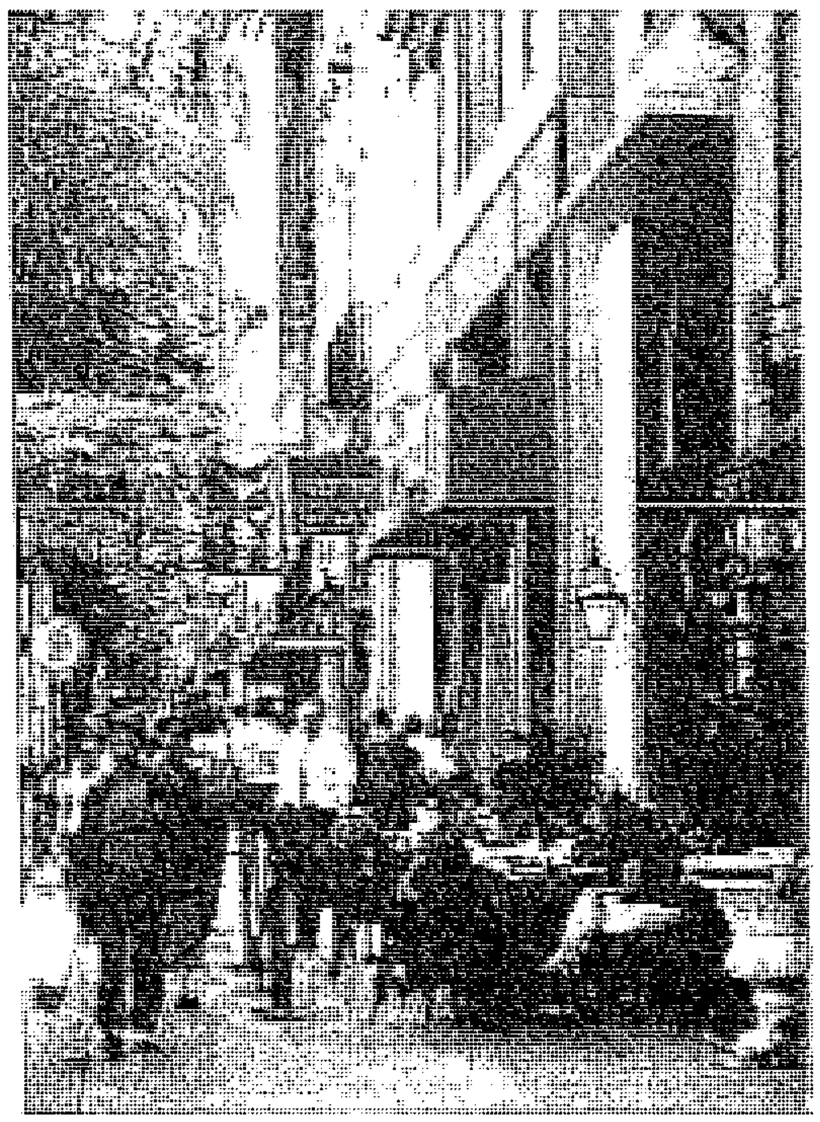
My family didn't completely disconnect from cities and made weekly pilgrimages to the Newark Public Library and to concerts, plays and operas in New York City. It was clear from my parents that culture and the city were synonymous and they passed that on to my brother and me.

Cities in Decline

But clearly Newark was in decline and by 1967, a summer of riots, the city was in flames.

After graduating from college, I moved to Manhattan in fall 1968 to begin graduate work at Columbia. To support myself as a graduate student and to fulfill my bent for civic activism, I taught in the New York public schools in Oceanhill-Brownsville in Brooklyn.

It was exciting to be back in the city and while New York had great Chinese and



With Center City clean, safe and attractive, downtown is booming. But much remains to be done.

Cuban restaurants, graffiti was everywhere. The subways were sweltering and smelly. Crime was a reality that cut very close and very personally. It was not a great time for cities.

In 1972, after getting laid off by the public schools during budget cuts, I gave up on Manhattan and moved to a farm in upstate New York. I did continue to come back into the city for research and teaching and lived there intermittently between 1972 and 1976.

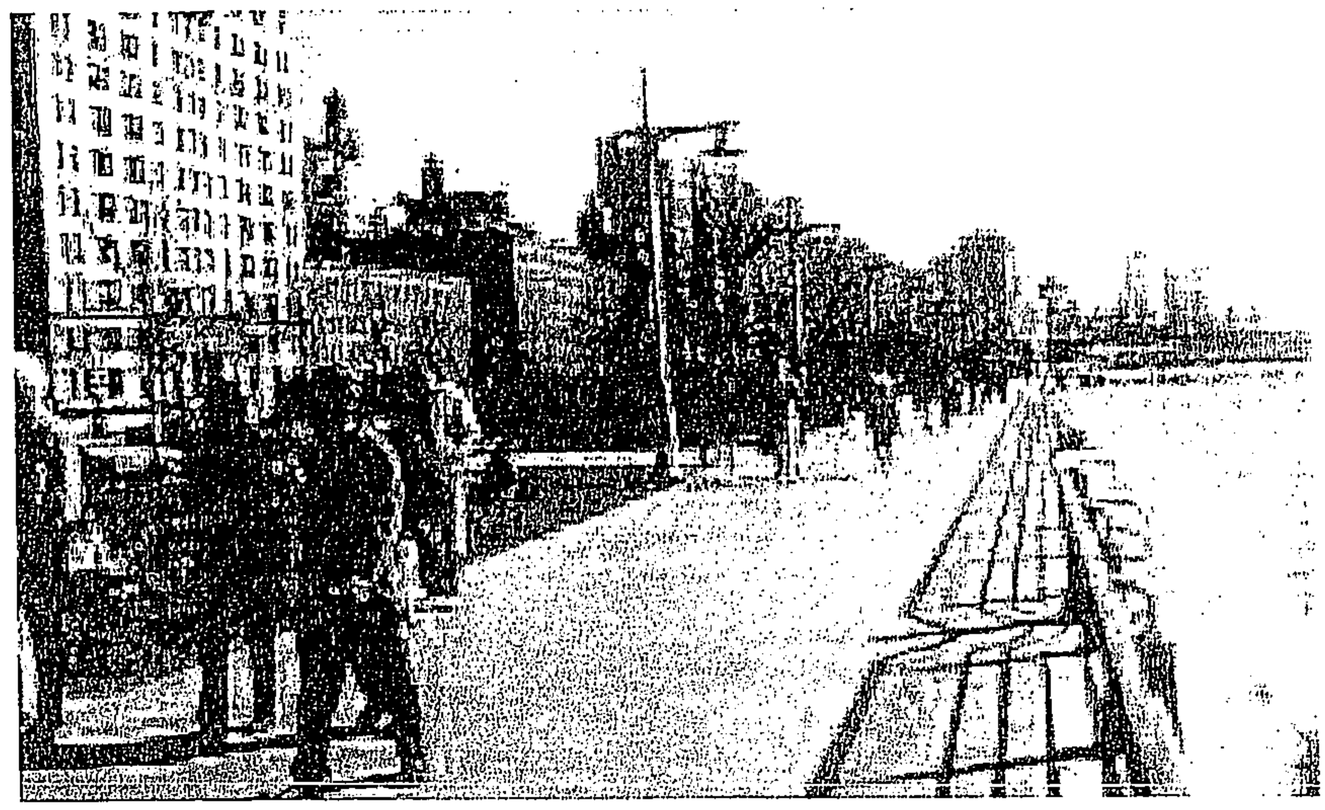
1975: Hitting Bottom

My wife is a film critic, so I've been influenced by her way of seeing things, how movies provide a commentary on life. Think of the image of cities presented in the following movies: 1971, *French Connection* and *Dirty Harry*; 1973, *Serpico*. In Charles Bronson's 1974 *Death Wish*, the only way to survive in the city is as a vigilante with baseball bat and gun. In 1975 when President Ford told New York to "DROP DEAD," Al Pacino was an Oscar nominee for his manic performance in *Dog Day Afternoon*. The city was a place of madness and chaos. By 1981 in *Escape From New York*, Manhattan had become a penal colony run by the convicts.

In 1976, just before my thirtieth birthday, I finally gave up my 1960s communal fantasies and left the farm to move to Philadelphia. I was walking on 4th Street, crossing Pine Street, when one of the historic trolleys that was painted red, white and blue for the Bicentennial went rolling by and I said to myself, "Any city that has preserved such great historic homes and trolleys must be OK." So I moved here on impulse without a job.

The Changing Image of Cities

There were early signs that things were changing for the better. In 1976, Sylvester Stallone made *Rocky* and celebrated the streets of Philadelphia. In 1977, Woody Allen made *Annie Hall*, which is set in 1975 in the midst of the city's financial crisis. In 1979, he followed with a love letter to the city in *Manhattan*.



New York City has provided generous recreational amenities along the Hudson.

In 1984, Bill Cosby's Huxtables appeared on network TV portraying a model middle-class, African-American family living in a townhouse in the city. In 1984, Robin Williams starred in *Moscow on the Hudson*, a film in which African-Americans, Cubans, Latinas and Russian immigrants, all disconnected from family and homeland, get along, get mugged, fall in love and support each other and celebrate city life.

Then in 1990 *Seinfeld* appeared on TV, set on the Upper West Side of Manhattan, right around the corner from where I had lived near Columbia. On *Seinfeld*, the city is filled with interesting and delightfully crazy characters, young and hip singles. In 1993, *Sleepless in Seattle* offered romantic images of Seattle, Baltimore and New York. In 1997, *Ally McBeal* appeared on TV and in June 1998, *Sex and the City* premiered. Single women walked safely on the streets of Boston and New York. Crime is never mentioned. Urban life is safe, cool and exciting. Think how far we've come.

2005: Cities are Back

Here in Philadelphia, 30% of downtown's population is age 25–34; 79% have college degrees. Empty nesters are flocking back. After declining for decades, the number of school-age children is up by 43%. We have 212 fine dining restaurants; 167 outdoor cafes; streets alive and animated not just on weekends, but on Tuesday and Sunday nights.

For once, demography is on our side. Nationally, mom, dad and kids at home, like TV's Nelsons, the so-called typical American household, is just 24% of the U.S. population. Married couples, no children, are the largest household type; single-person households are the second largest type. That these people want to live downtown didn't happen by accident and it didn't happen because of TV or the movies.

Many people had much to do with this extraordinary recovery. But I am convinced that it began with *clean and safe*. I am a total believer in the theory of the *tipping point*. Dirty, graffiti-covered streets, a public environment in disarray, broken car windows, aggressive panhandling all send the message that no one cares; that no one is in charge.

Litter and disorder not only depress the spirit, they depress real estate values and job creation. By fixing broken windows, by making improvements to the public environment, you can produce a dramatic effect on the psyche of those who live and work in the city. Petty crime has been cut by 80% since 1994; serious crime has been cut in half.

Put a well-trained, customer-oriented, uniformed staff on the sidewalk, eliminate

Put a well-trained, customer-oriented, uniformed staff on the sidewalk, eliminate litter and graffiti, light the streets with 2,032 fixtures, provide clear directional signs, and people will flock back to the city.

litter and graffiti, light the streets with 2,032 fixtures, provide clear directional signs, and people will flock back to the city.

New office buildings, a convention center and the Kimmel Center are all essential, as are 8,200 new units of housing and the 5,300 now under construction. All are part of the mix. But what the CCD did was set the stage and then steadily raise public standards and expectations.

To say that Center City looks good when compared to the most distressed communities in Philadelphia is true. But it's just not good enough. Our standard of comparison, the benchmark for competition, has to be New York, Chicago, London and Barcelona. Because the people and businesses we want to attract have choices.

When Milwaukee and Camden N.J. have better waterfronts than we do, we ought to embarrassed and prompted to action. Chicago puts our public landscaping to shame. Washington D.C. has realtime information at all its public transit stations. The city manager from Vancouver said it very well: "If we are going to get North Americans to live and work in high-density cities, we are going to have to provide them high-quality public spaces."

2006: Challenges Remain

The good news: the tide has turned. The old story of decline has ended and we are laying the foundation today for expanding the revival across the entire city and region. But we cannot simply pat ourselves on the back or sit complacently on our rear ends. However good it is downtown, 23% of Philadelphia's population lives at or below the poverty level. In a knowledge economy, 62% of adults downtown have college degrees. But citywide, only 18% of adults have college degrees. That is a disturbing and alarming gap.

We cannot fall into that perennial Philadelphia trap of downtown versus neighborhoods or business competitiveness versus social services. That is a misleading and divisive choice that we have to banish from the coming mayoral election.

Our standard of comparison, the benchmark for competition, has to be New York, Chicago, London and Barcelona. Because the people and businesses we want to attract have choices.

Only 4% of the electorate lives downtown and for anyone to get elected citywide, they have to focus on the 96% who don't live in Center City. But one very small piece of geography — Front Street to 40th Street, Spring Garden to South Street — generates 57% of all wages paid in Philadelphia and those salaries go to residents of every neighborhood of this city.

Each time we fill an office building the size of Liberty Place, we generate 4,000 jobs. And $6.4 million in salaries from those jobs will be paid to employees living in North Philadelphia with millions more to every other neighborhood across the city and region.

So any agenda for prosperity and growth has got to combine business competitiveness to create more jobs with quality, public education and quality, well-funded public transportation to connect our residents to those jobs.

Today, we live in what Neal Peirce has called "the post-federal era." We can't look to Washington D.C. to bail us out. The federal doctor simply doesn't make house calls in Philadelphia anymore.

That makes downtown the primary source of the resources we need for redistribution. Every time we fill an office building the size of Liberty Place, we generate enough local taxes to hire 514 new caseworkers in the Department of Human Services, or put 372 new police officers on neighborhood streets. What we do downtown creates opportunity in every neighborhood in the city.

1955 to 1975 was a period of profound decline for all American cities. We probably hit bottom in Philadelphia somewhere between 1985 and 1990. But the last 15 years have shown us what is possible when we stop looking in the rearview mirror and start believing in our future. We've almost learned to stop asking, "Who's going to live in all these condos?" Or worse, "Why would anyone want to live in Philadelphia?"

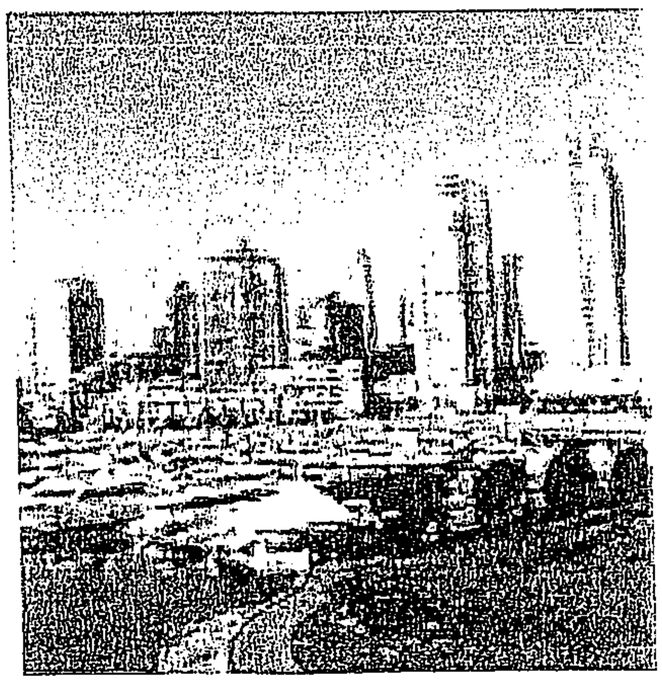
What we need to start asking is "How are we going to fund the playgrounds, parks and schools and the Delaware Riverfront trail for the next 10,000 people who move in?"

We have come very far. We still have much to do. I am excited by the city we can become in the next 15 years. I am excited by the city we can leave to our children and to our grandchildren.

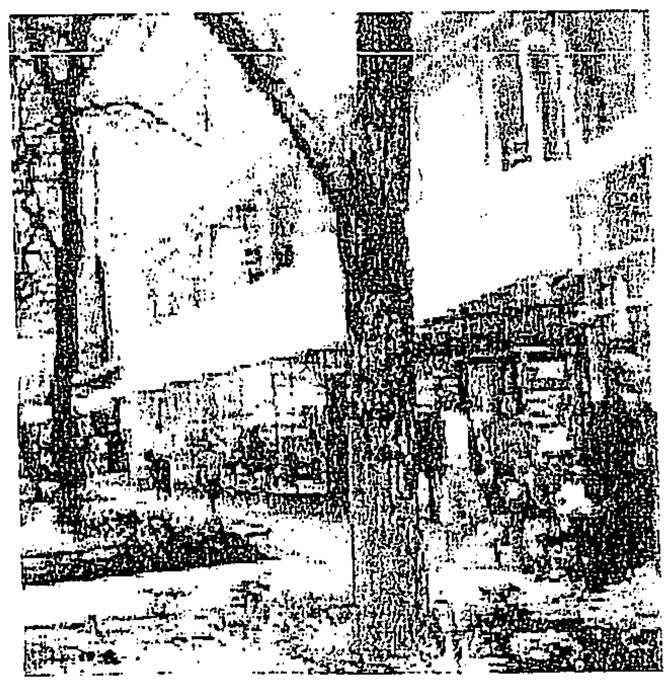
Thank you for this honor. Thank you for this opportunity.

Paul R. Levy
President

plevy@centercityphila.org



Vancouver has made a commitment to high quality public spaces.



Chicago has set the standard for streetscape enhancements.

CPDC Forums: Looking Back, Looking Ahead

In celebration of its 50th anniversary year, CPDC has completed three of six forums that reflect upon significant accomplishments in Center City over the last five decades and look toward the challenges and opportunities of the coming years.

Guest speakers have addressed Center City's residential revival, the office sector and transportation from a variety of perspectives. A short topical video, commissioned for the occasion and produced by WHYY, accompanies each forum and highlights the accomplishments of the last 50 years through historical footage and contemporary interviews looking back at a half-century of downtown developments.

The following is a brief recap of the three forums so far.

Center City's Residential Revival

Data show that Center City is among the nation's strongest residential downtowns and demographics point to continued growth. But the challenge remains to grow knowledge industry jobs to assure future prosperity.

Speaking at CPDC's first forum in February, Eugenie Birch, chair of the Department of City & Regional Planning at the University of Pennsylvania, noted that Center City leads the nation in the number of households downtown and is among the highest and fastest growing in home ownership. Philadelphia and its comparable city downtowns — Baltimore, Boston, Chicago, Lower and Midtown Manhattan — have all experienced continuous household growth for the past 30 years, with Center City up 13% to lead the nation at 47,500 households and 88,000 residents. Chicago and Midtown Manhattan are close behind, but Philadelphia is far ahead of the other top 10 cities.

Downtown residents in all these cities are more likely to be single, older — with the fastest-growing cohort the 25 to 34 year-olds — and more highly educated. "Downtowns," noted Birch, "are racially and ethnically more diverse than 30 years ago. They are far more diverse than their surrounding suburbs, but less diverse than the cities of which they are part. Philadelphia and its peers are similar."

Robert Weissbourd, president of RW Ventures in Chicago and former executive vice president of Shorebank Chicago Companies, emphasized that contrary to conventional wisdom, a city's prosperity is not contingent on population growth. While quality of life and amenities are important, they too are not prime determinants of prosperity.

Instead, he said, what matters are quality, high-skilled jobs and "human capital" — educated workers to fill the jobs. "Good weather and nightlife are not nearly as important to college graduates as employment," Weissbourd added. While the demographics of Center City are excellent, the rest of Philadelphia needs to improve both the educational attainment of the existing population and to reduce the out-migration of college graduates. He urged policymakers to continue to focus on improving public education and training and to create a competitive environment for professional and business service firms, health care and educational institutions.

Creating a Competitive Office Sector

Christopher Leinberger, a visiting fellow at the Brookings Institution, was the keynote speaker at CPDC's April forum. Leinberger suggested that market dynamics and consumer preferences are now tilting in favor of walkable compact cities, with one-third to one-half of consumers expressing a preference for "walkable urbanity."

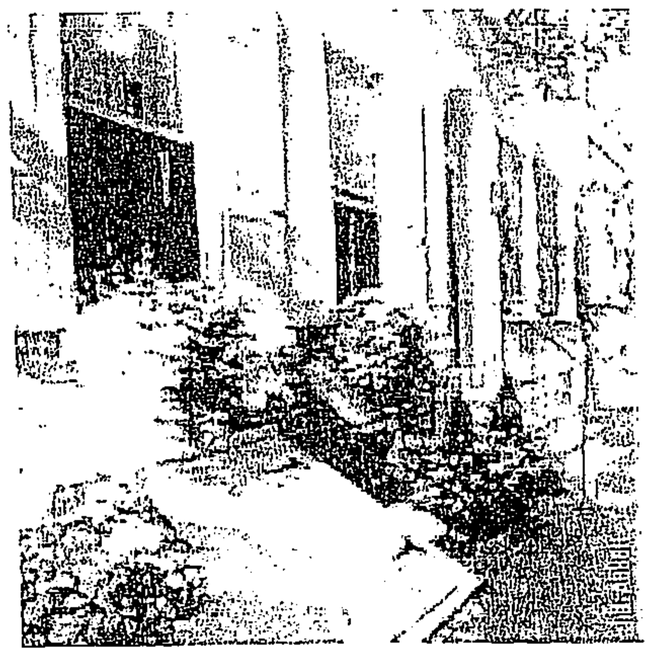
Low-density, suburban, car-dominated development tends to lose value as sprawl pushes further into the exurbs creating greater traffic congestion, he said. In the suburbs, he noted, "More is less." By contrast, pedestrian-oriented, urban areas increase in value as they increase in density. In the city, with greater diversity of employment and entertainment, "More is more." Leinberger also noted that transportation dictates development: "Build only roads, you get low density. Build a balanced transportation system that is pedestrian-oriented once you arrive, you get high density."

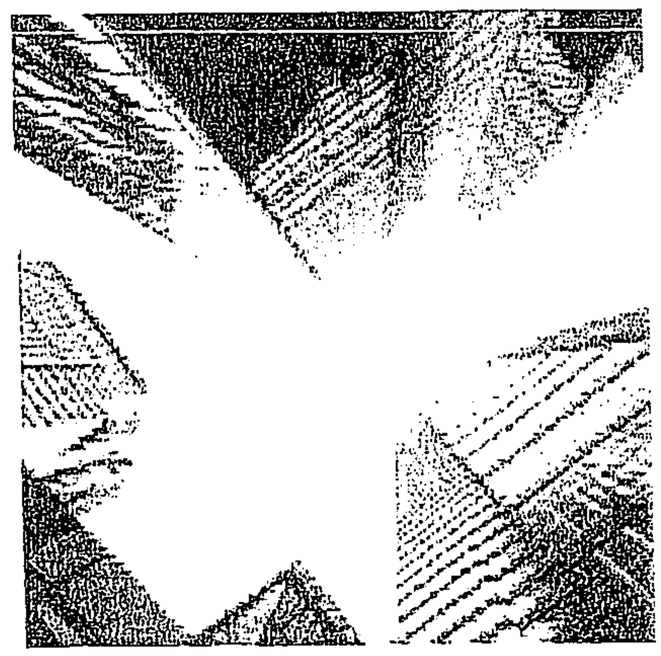
John Gattuso, senior vice president, national development of Liberty Property Trust, which is developing the Comcast Center, echoed those themes, adding "a lot of barriers we've perceived to investment in this city are falling rapidly ... and finally propelling Philadelphia to the place we all think it is capable of being."

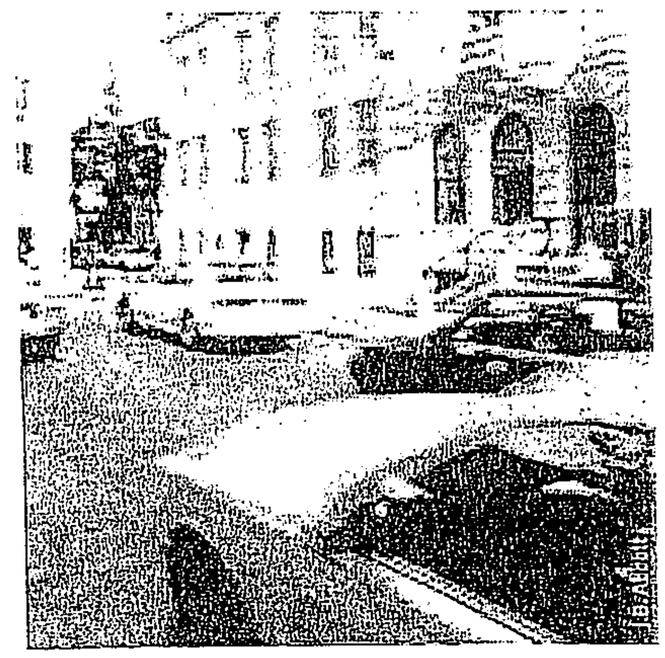
The Car in the City

With its cool climate and grey skies, one wouldn't think of Copenhagen as a city where people gather outdoors year-round at cafes and public squares or stroll and bike on pedestrian-dominated streets.

Yet since 1962, the Danish capital has







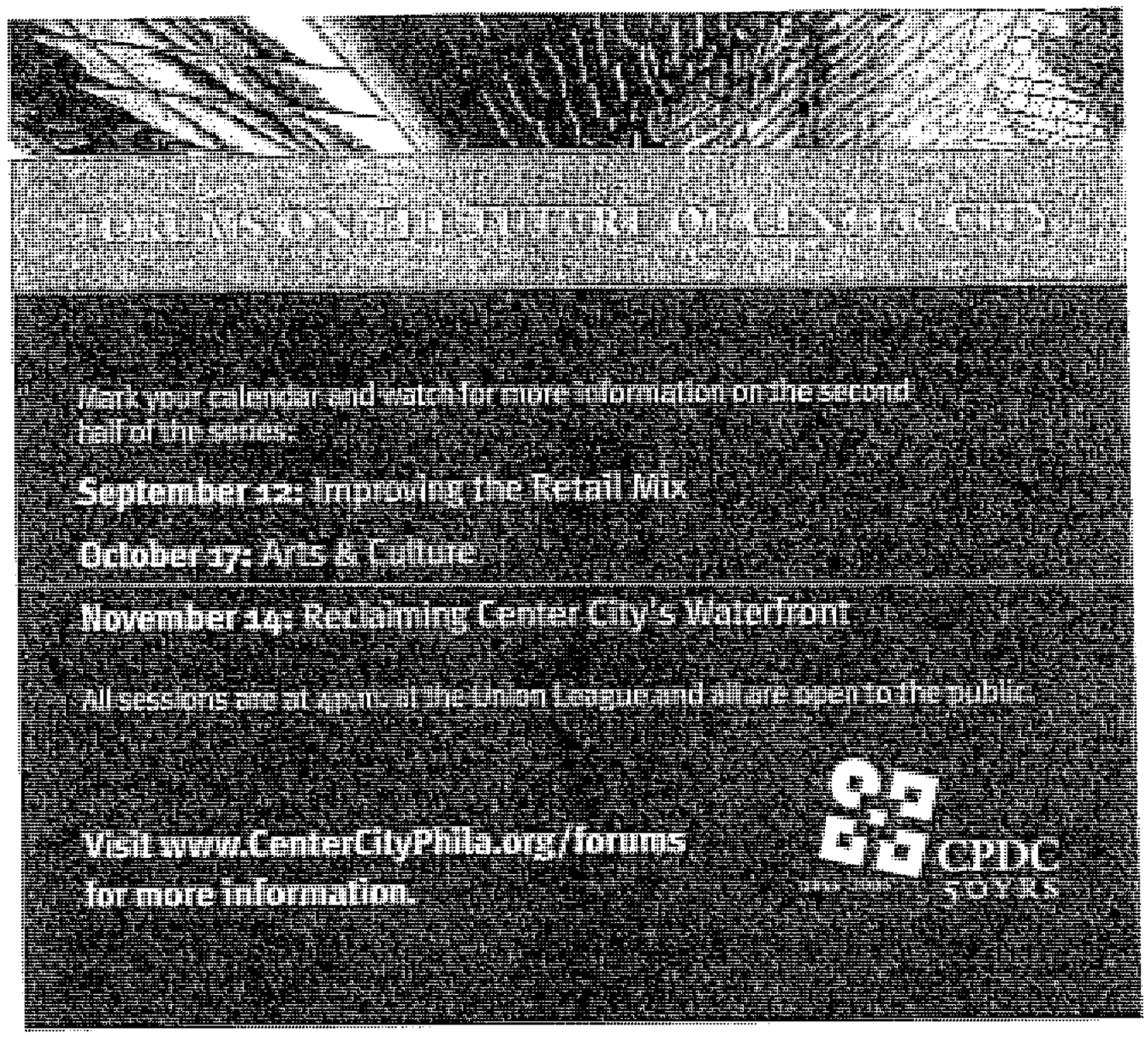
CPDC forums so far have considered the residential and office sectors and transportation. Upcoming: retail, arts and culture and the waterfront.

transformed parking lots into squares and removed cars from former thoroughfares, creating seven times more of what Jan Gehl calls "people space" and bringing throngs out into the open. With a city-wide network of bicycle lanes and bicycle signals that turn green six seconds before car signals, bicycle use in Copenhagen has grown 100% in the past 15 years.

Gehl, a Danish architect and foremost thinker on the relationship among transportation, public spaces and urban life, spoke at CPDC's third forum in late May, noting that "reconquered" cities willing to put constraints on vehicular traffic can create high-quality public spaces that will be eagerly used, regardless of weather.

Also speaking was Walter Kulash, renowned traffic engineer, who succinctly framed the challenge before 21st-century cities "not just to move cars, but to move people."

To see more from the previous three forums, visit www.centercityphila.org to download speakers' full presentations and the forum videos.



Preventing Crime in the Summertime

Long days, balmy temperatures and a wealth of outdoor activities make summer the ideal time to get out and around in Center City. While petty crimes have been reduced by 80% in the last 12 years, summer has always been a peak season for pickpockets and other petty criminals.

Deployment of police and the CCD's community service representatives has played a major role in putting criminals out of business, but you can do your part as well:

- Seated at an outdoor café, in a restaurant or at the movies or other events, don't place your purse, wallet, cell phone, shopping bags, backpack or other valuables on the seat next to you, on the ground or hanging from the back of your chair. Instead, aim to keep your purse in your lap, cell phone in your pocket and shopping bags or backpacks at your feet where you can see them at all times.
- Wallets should be kept in your front pants pocket or the inside pocket of your jacket (if it's not too hot!). If you carry a handbag, wear the strap across your shoulder with the clasp facing inward and avoid purses that don't close at the top.
- When parking your car, be aware of your surroundings. Don't leave anything — cell phone, money, CDs, packages, etc. — exposed. Secure your valuables in your trunk and only leave the valet a valet key.
- At home, use alarms and window pins or locks to restrict how far your windows can be opened. Secure window air conditioners so that they can't be pushed in and used for entry into your house. When planning a summer vacation, be sure to stop mail and newspaper deliveries so that they don't pile up — a sure sign that occupants are away.
- If you are a business owner who plans to close for a summer vacation, place a sign on your window saying you are closed for renovations (not vacation) to discourage thieves from targeting your business.
- For more information on crime prevention, visit the publications page of the Center City District's Web site, www.CenterCityPhila.org, where you can order a Crime Prevention Services Brochure and Smart Tip Cards for proven tips on how to spot and stop car, office, street and travel theft. The CCD's Retail Crime Prevention Guide (1996) on how to spot and stop business crime is also available. For additional information, contact Stacy Irving, senior director of Crime Prevention Services at sirving@centercityphila.org.

New Graphics Coming to the Parkway

By year's end new directional signs will guide pedestrians along the Benjamin Franklin Parkway and provide information about the institutions, the public sculpture and the history of the diagonal boulevard. The Center City District recently received final approval from the City's Art Commission and the Fairmount Park Commission to proceed with 26 new interpretive signs along the 1.1-mile Parkway from City Hall to the Philadelphia Museum of Art.

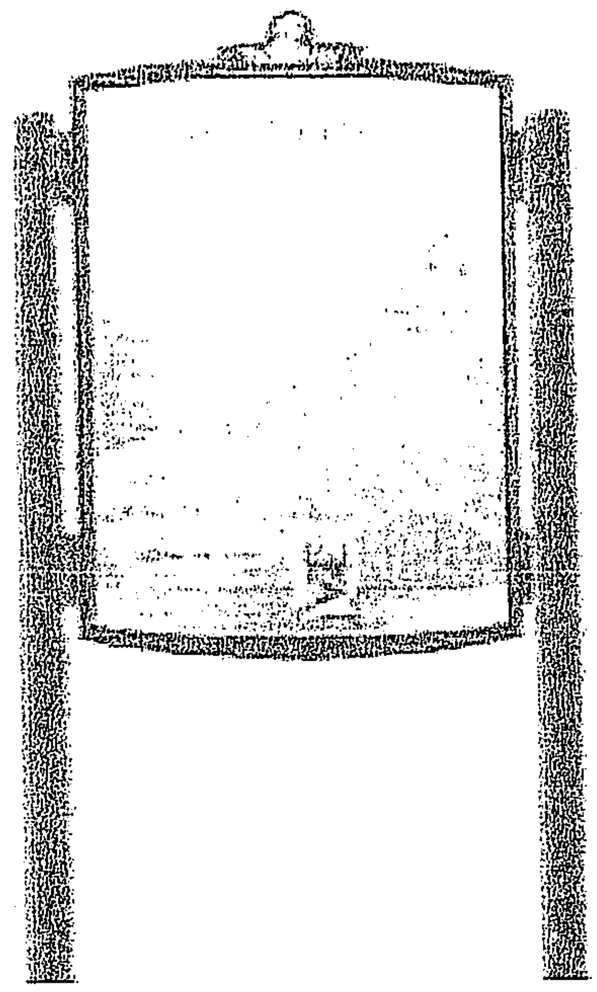
The CCD commissioned Cloud Gehshan Associates to design the new wayfinding and interpretive signs, working with Parkway stakeholders and the Fairmount Park Art Association to determine themes for interpretation, iconography and content. The project is part of CCD's ongoing work to establish the Parkway as an animated cultural campus for Philadelphia.

The new sign system will include:

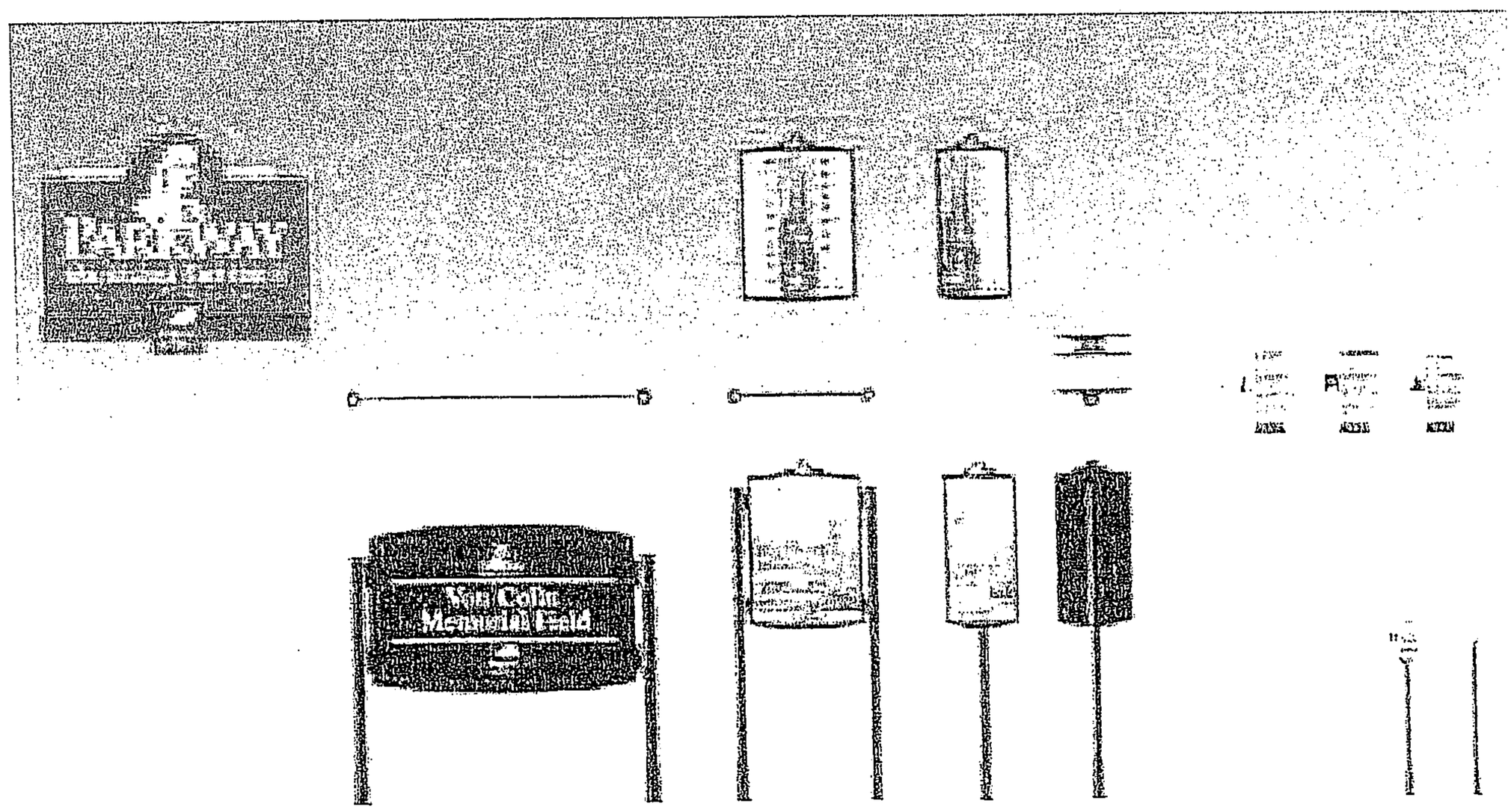
- Gateway signs that mark the arrival to the Parkway museums district, including a Fairmount Park logo, an iconic image of Benjamin Franklin and new typography.
- Maps of the Parkway that highlight major destinations.
- Short interpretative stories that tell the history of the Parkway and highlight the importance of water in the creation of the place.
- Identification signs for 17 Parkway sculptures, all of which have been illuminated by the CCD in the last several years.

The new signs will be fabricated this summer, with installation expected in November. The CCD has established a maintenance plan for the new signs in conjunction with Parkway institutions.

The project is funded with support from the William Penn Foundation.



Cloud Gehshan



Cloud Gehshan

New signs will orient and inform visitors to the Benjamin Franklin Parkway by year's end.

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Think Cool Thoughts: Restaurant Week, September 10–15

Summer's heat is upon us, but don't forget to stir yourself in August to make reservations for the next Center City Restaurant Week presented by Mercedes-Benz: September 10–15. And while you're at it, mark your calendar for the following Restaurant Week, January 28 to February 2, 2007.

Seventeen new restaurants bring to an even 100 the downtown eateries offering three courses for only $30. They are: Amada, Astral Plane Restaurant, Bridget Foy's, Cafe Habana, Cafe Spice, Crescent City, Devil's Alley, Django, Ernesto's 1521 Cafe, Estia, GiGi Restaurant & Lounge, Marmont Steakhouse & Bar, Solefood Restaurant at the Loews Philadelphia, Ted's Montana Grill, The Grill at the Ritz-Carlton Philadelphia, The Grill at the Westin Philadelphia and Warsaw Cafe.

As always, participating parking facilities offer diners discounted parking for $8.50 or less from 5p.m.-1a.m. with a voucher from participating restaurants.

In addition to our presenting sponsor, Mercedes-Benz, the Center City District also welcomes American Express, Level Vodka and Plymouth English Gin as new Restaurant Week sponsors, joining TD Banknorth, the Philadelphia Convention and Visitors Bureau, OpenTable.com, Rittenhouse Row, the Philadelphia Parking Authority, the Philadelphia Parking Association, *Metro*, *PW*, *Where*, *Philadelphia Magazine*, *the Philadelphia Sunday Sun* and WJJZ 106.1.

For all things Restaurant Week, including online reservations (starting August 1), parking information and a list of participating restaurants, along with year-round food-related events, a featured restaurant coupon, and more, visit www.CenterCityPhila.org/RestaurantWeek.

Thanks to TD Banknorth for our Yearlong Partnership

With 12 downtown branches, a high-profile new marketing campaign, and as the Center City District's yearlong events sponsor, TD Banknorth is quickly making a name for itself as an invaluable member of the Center City community.

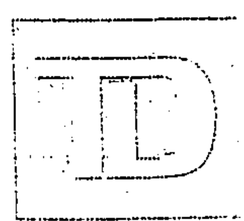
Philadelphians first saw the new TD Banknorth name in Center City in May after TD Banknorth, Inc. finalized the organization's January 2006 acquisition of Hudson United Bancorp, Inc., the parent company of Hudson United Bank. With its commitment to community involvement, it was an easy transition for TD Banknorth to continue a primary sponsorship role at CCD.

"The CCD is delighted to welcome TD Banknorth as a new business and as a partner in promoting excitement and vitality yearlong in Center City," said Michelle Shannon, the CCD's vice president of marketing.

Visit the TD Banknorth table at Summer in the City events all season long, where bank representatives are handing out information and promotional items. You'll also see the TD Banknorth logo on CCD publications and on 25,000 CCD shopping bags. TD Banknorth is also a proud sponsor of Center City Restaurant Week presented by Mercedes-Benz.

Headquartered in Portland, Maine, TD Banknorth has over $40 billion in assets and provides financial services to over 1.5 million households in the Northeast.

"TD Banknorth is proud to carry on our commitment to the community and we are proud to partner with the Center City District to bring residents, workers and visitors to a host of events throughout Center City," said Jeannie Fallon, regional vice president, TD Banknorth.



Banknorth

CENTER CITY DIGEST

SUMMER 2006

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SUMMER IN THE CITY

Summer in the City is the Center City District's annual roster of great seasonal events, all in full swing.

Take a break from the workday and come out to enjoy free lunchtime music — everything from blues to beach style — at the 10th annual Sidewalk Serenades Concerts. The free performances are set for noon to 1:30 p.m. every Wednesday through August 30 in locations throughout Center City. This season's schedule also includes a special post-Labor Day Full Moon concert, sponsored by Klein, Hall & Poodiak.

[illegible]

[illegible] Center City's Happy Hours. There are 37 events, Sweet Water plus free appetizers from 5:30 to 7 p.m. every Wednesday through August 30.

For more information on all Summer in the City events, including the Sidewalk Serenades Concert schedule, a list of participating Center City Happy Hour locations and happy hour specials and more, visit

www.CenterCityPhila.org

The 2006 Summer in the City is produced by the Center City District and sponsored by *Philadelphia Weekly*, *Philadelphia Sports*, Sirius Satellite Radio WIP, [illegible] The Philadelphia City Paper and [illegible]

SUMMER IN THE CITY

The Center City Digest is a publication of the Center City District (CCD), a private sector-sponsored municipal authority committed to providing supplemental services that make Philadelphia's downtown clean, safe and attractive, and of Central Philadelphia Development Corporation (CPDC) with 50 years of private sector commitment to the revitalization of downtown Philadelphia. Editor: Elise Vider. Designer: Amy Newman.

CENTER CITY DISTRICT

Central Philadelphia Development Corporation

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A publication of the
Central Philadelphia Development Corporation
and the Center City District
660 Chestnut Street • Philadelphia, PA 19106
www.CenterCityPhila.org • 215.440.5500
Revised November 2005

Residential Development: 1997-2005

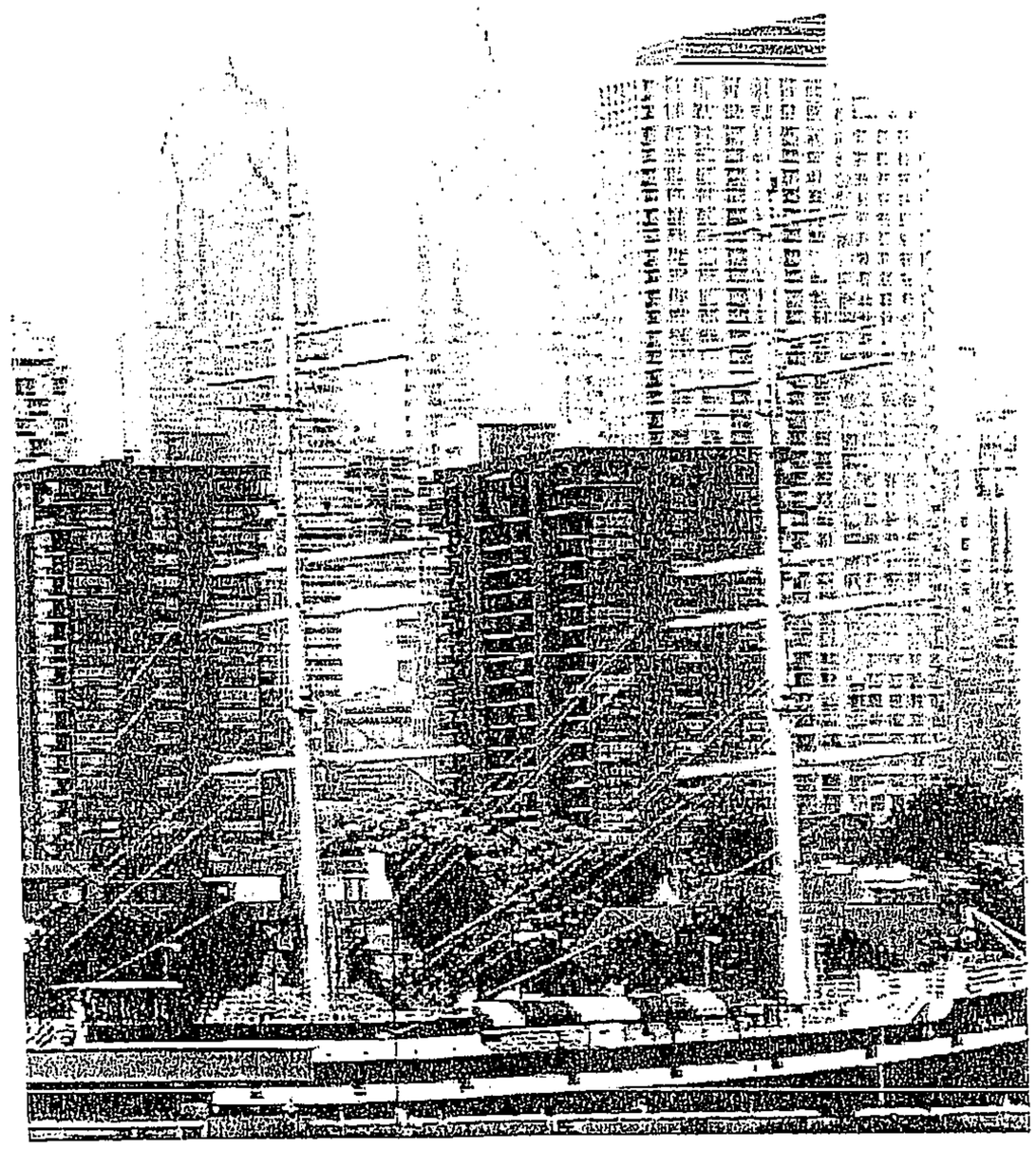
What's being built? Who's moving in? Can it be sustained?

Center City's residential boom accelerated in 2005 as the production of new and rehabilitated housing units increased for the fifth year in a row. From 1997 with the approval of Philadelphia's 10-year abatement, until year's end 2005, developers will have completed 6,390 new housing units by converting 110 vacant, or under-utilized, industrial and commercial buildings downtown. Since the abatement was expanded in 2000 to cover new construction, another 1,354 units have been added in new multi-family buildings and 491 new townhouses are scheduled for completion by year end. **A grand total of 8,235 new units of housing will thus be added in Center City.** With an average downtown household size of 1.6 persons, this represents approximately 13,000 new downtown residents, bringing **Center City's population at the end of 2005 to 88,000.**

By 2008, an additional 3,574 units are scheduled for completion. Another 7,205 units are proposed, but not certain by the end of the decade. If current market conditions persist, Center City could add between 8,500 and 15,000 new residents in the next five years.

In 1980, Center City's residential population was 73,121. In 1990, it had inched up to 75,085. In 2000, it grew to 78,902 with Center City defined as the area between the two rivers and bounded on the north by Poplar Street and by Christian Street on the south (see map on page 6). By 2010, downtown's population could be between 96,000 and 105,000, depending on the pace of new construction, the prior residence of new occupants, and how far developers push the expansion of Center City's boundaries.[1]

Philadelphia is by no means unique in experiencing a boom in downtown housing. Nearly every city in North America is enjoying strong demand from young professionals and empty nesters seeking to live near work and the expanding array of downtown amenities. But adding new residents has important ramifications for Philadelphia: downtown employers can benefit from close proximity to highly skilled workers; new opportunities are created in retail trade and personal services; and demand increases for city services, schools, and for public amenities like parks and playgrounds. Philadelphia can celebrate its success, but we also must plan to fulfill the high expectations of these highly mobile, new residents, accustomed to choice and ever ready to vote with their feet.



Center City's skyline is being transformed by new residential towers.

This is one of a series of reports that the Center City District (CCD) and Central Philadelphia Development Corporation (CPDC) have produced to track residential trends since the 10-year tax abatement was passed in 1997. This report adds two new elements: (1) a survey of recent purchasers of condominium units that provides insight into the motivation and demographics of the households spurring this growth; and (2) a look forward to what may happen as a significant volume of abatements begin to expire.

Market Segments

In 2005, the rate of growth in the Center City residential market accelerated with an unprecedented volume of new condominiums adding to a steady stream of conversions and new single-family construction. At the same time, demand for housing remained strong from diverse demographic groups: students from local universities with growing enrollment, recent graduates just starting their careers, mid-career professionals relocating to Center City, long-time residents upgrading to newly constructed homes, and empty nesters returning to the city. In addition to low interest rates and strong demographics, Center City benefited from an unprecedented volume of positive newspaper stories, full-page advertisements, and special supplements in local newspapers and magazines paid for by developers marketing new product and promoting the allure of downtown living.

New Construction Condominiums

The number of new condo units benefiting from the 10 -year tax abatement rose from 130 in 2004 to 242 for 2005. Large-scale projects that are already altering the Philadelphia skyline, like The National at Old City and Waterfront Square on the Delaware, will come on line in 2007. Marina View Tower, immediately adjacent to the Benjamin Franklin Bridge, is just breaking ground. Projects like Mandeville Place on the Schuylkill River and the Murano on West Market Street will follow shortly. Several other major developments have been announced. The scale of these projects is increasing too. Projects completed in 2005 averaged 40 units per development, those scheduled for completion between 2006 and 2008 average 118 units per project.

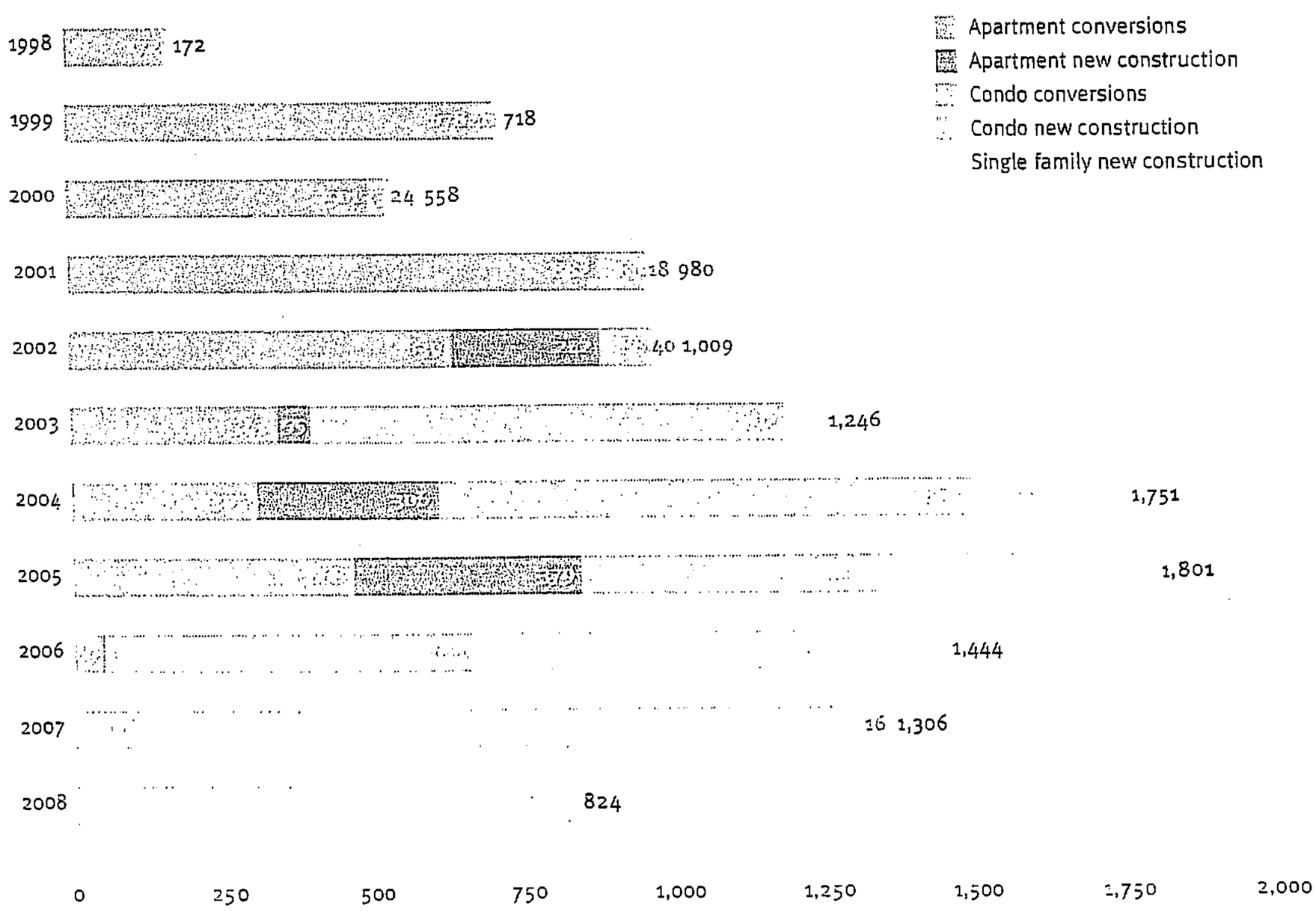
Conversions

The number of residential conversions completed in Center City dipped slightly from a high of 1,184 in 2004 to 958 in 2005 and is projected to be even lower in 2006, largely because most of the major older office and manufacturing buildings in Center City have already been converted.

Single-Family Dwellings

Infilling former industrial parcels or vacant sites across Center City are an impressive number of new single-family dwellings. In 2004, 131 units were constructed — more than twice the number constructed in 2003; 222 more units are slated for completion in 2005, and an additional 177 for 2006.

NEW APARTMENTS, CONDO UNITS AND SINGLE-FAMILY HOMES, 1998–2008



From 2001–2005, Center City added an average of 1,357 housing units per year as both rental occupancy rates and housing prices rose.

PROPOSED PROJECTS, 2005–2009

Apartment Conversions	275
Apartment New Construction	2,380
Condo Conversions	419
Condo New Construction	3,710
Single-Family New Construction	421
Total	7,205

A Continuing Demand for Housing

This large volume of new condominiums and the increasing number of proposals have caused many to ask: Are there enough people to fill these buildings? Can this level of production be sustained?

The answer depends partly on whether interest rates remain low and the economy remains strong. But much is based on population and cultural trends. Nationally, the 2000 Census found that 54% of all households are either married couples with no children or single-person households. Only 31% of American households contain adults with children. While the allure of the suburbs remains strong for families with children, demand for downtown housing across American cities is being driven by the first two demographics: young professionals without children and the growing wave of graying baby boomers. With American cities cleaner, safer and more prosperous than at any time in the last 50 years and with movies and television offering appealing images of city life, the fundamentals remain strong for downtown living.

In Center City, the proportion of downtown residents ages 25 to 34 has doubled to 30% since 1970. Based on surveys conducted by the Center City District, 79% of this group has a college degree and 86% are without children.[2] Nationally, those born between 1965 and 1978, "Generation X," headed 28% of households in 2003, but made 49% of new-home purchases that year. Employed in professional services, health care and education, this group also has ample disposable income to enjoy the restaurants, clubs and cafes of Center City. In the region, there are 940,000 Gen-Xers and they constitute 18% of the population. Behind them stand 1.2 million "Echo Boomers" born between 1979 and 1994 who constitute 23% of the regional population.

But larger than both groups are the 1.5 million baby boomers in the Philadelphia area, born between 1946 and 1965, who constitute 30% of the region's population. If we take age 55 as a point at which many parents become empty nesters, the region has at least a 15-year supply of graying boomers, itching to give up lawnmowers and traffic jams.

Regional demographics therefore suggest more than a decade of growing demand for downtown housing. As Center City improves public schools, we can retain, as well, a larger number of families as they have children.

Condo Resident Survey

To see how these demographic trends were affecting Center City, the Center City District conducted a survey in August 2005 of the residents of the last 13 condominium buildings completed in Center City, representing a total of 327 units.[3] These buildings, located in all downtown neighborhoods, came on line between the end of 2002 and the first half of 2005. Eighty-eight completed questionnaires were returned for a response rate of 27%.[4]

Moving Up and Moving In

Thirty-eight percent of respondents had moved in from outside the city and 11% had come from other Philadelphia neighborhoods. Fifty-two percent of respondents had moved from other locations downtown.[5]

PREVIOUS RESIDENCE OF SURVEY RESPONDENTS

Center City	49%
Suburban PA	18%
Suburban NJ	6%
Other PA	8%
Other Philadelphia Neighborhoods	5%
Other US	6%

Waterfront Square is one of many projects redefining the boundaries of Center City.

While there has been some concern expressed about the possibility that speculative buyers are inflating condo prices, 89% of respondents to the survey were owner-occupants and only 11% were renters.[6]

Some of these residents are downsizing empty nesters, others are recently widowed or divorced. Many are households taking advantage of a new type of housing in the region with significantly more amenities than had been available before, including 24-hour doormen, on-site health clubs and spas, oversized windows, custom kitchens and dramatic views.

New condo residents reported the tax abatement was the primary attraction of their unit, followed closely by its proximity to shopping, dining and entertainment.

PLEASE RANK THE FOLLOWING FACTORS IN YOUR DECISION TO MOVE TO THIS LOCATION

(1= extremely important, 4= not important)

Benefiting from the 10-year tax abatement	1.36
Convenience to shopping/dining/entertainment	1.57
Neighborhood safety	1.68
Building safety	1.82
Price of unit	1.88
Proximity to arts and cultural institutions	1.97
Availability of convenient parking	2.15
Living in a newly constructed unit	2.19
Proximity to place of employment	2.20
Access to public transit	2.28
Access to regional highways	2.38
Access to parks and recreation	2.40
Diversity of neighborhood	2.42
Proximity to family and friends	2.73
Living in a historic building	2.99

Well Off and Well Educated

Nearly two-thirds (63%) of respondents have advanced degrees.

EDUCATION LEVEL OF SURVEY RESPONDENTS

High school diploma	1%
College degree	36%
Masters degree	34%
Doctoral degree	29%

Sixty-eight percent had household incomes in excess of $100,000 and 30% had incomes in excess of $200,000. High incomes made possible the purchase of expensive units.

HOW MUCH DID YOU PAY FOR YOUR CONDO UNIT?

under $150,000	1%
$150,000–$300,000	20%
$300,000–$450,000	28%
$450,000–$600,000	14%
$600,000–$1,000,000	22%
$1,000,000-$2,000,000	14%
$2,000,000 or more	1%

By comparison, the median housing price in Philadelphia in 2004 was $91,000, according to an analysis of county sales data performed by the *Philadelphia Inquirer*. The median home price in Center City was $200,000.

Empty Nesters and Childless Couples

New condo households are slightly larger (1.8 persons per household) than the Center City average of 1.6 persons, reported in the 2000 Census. Nearly half (42%) are married and another 24% live with their partner. New condo residents are overwhelmingly Caucasian (84%). They have very few children (just five pre-schoolers and seven school-age children in 88 households that responded).

MARITAL STATUS OF SURVEY RESPONDENTS

Single	26%
Single living with partner	24%
Married	42%
Separated/Divorced	8%

While the broader Center City housing market is being driven by young professionals and empty nesters, these respondents were far more heterogeneous.

AGE OF SURVEY RESPONDENTS

Under 25	5%
25–34	27%
35–44	24%
45–54	27%
55 or older	18%

Importance of Downtown Jobs

Only two percent of respondents were retired and 90% work full time; 61% work in Center City, mirroring an earlier finding by CCD that 60% of all Center City residents' wages come from downtown employers.[7] Thirty-seven percent of new condo residents walk to work, exactly matching the 2000 Census finding that 37% of Center City residents walk to work.

Nearly twice as many new condo residents commute to jobs in the suburbs (24%) than among all wage earners in Center City. A Center City District analysis of City of Philadelphia wage tax data shows that only 14% of all Center City residents' wages were earned outside the city. This suggests that the amenities of these units and the surrounding downtown are exercising a strong gravitational pull. Reverse commuters among new condo dwellers have somewhat higher incomes than the entire sample: 33% have household incomes of greater than $200,000 compared to 28% of the total sample. Seventy-eight percent of reverse commuters earn at least $75,000 in household income compared to 69% of the total sample.

Likes and Dislikes

Respondents were also asked what they liked best about living in Center City and what they would most like to see improved. Over 80% highlighted as positive *proximity* to dining, shopping, entertainment, culture and arts and the *convenience* of being able to walk to these attractions and to work. On the wish list were: improved cleanliness, more effective responses to panhandling and homelessness, and improved retail offerings and hours.[8]

While families with children are most interested in better schools and playgrounds, this largely childless group wants the basics improved. Both groups underscore the fact that Philadelphia cannot simply celebrate this wave of new residential construction. We must reinvest in revitalizing communities to provide more public amenities and enhanced municipal services in order to keep these new customers satisfied.[9]

A Look to the Future

Given the volume of new construction, some have begun to speculate about what happens when abatements expire. Some alarmists predict a real estate bust as a glut of properties flood the market when owners try to sell as abatements expire.

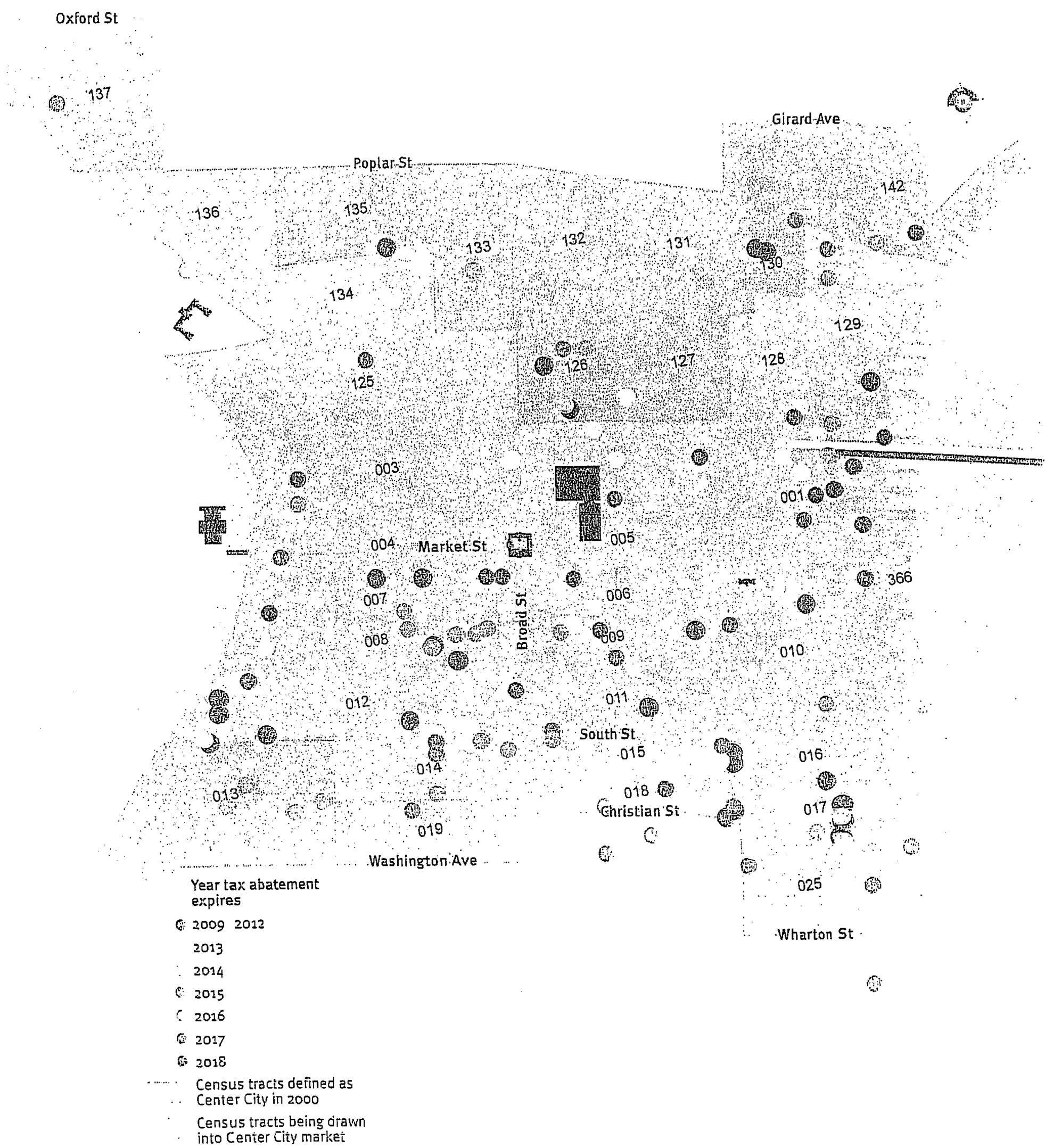
To put things in perspective: there are slightly more than 30,000 owner-occupied units in Center City today. Even assuming all proposed projects get built, abated owner-occupied units will not represent any more than five percent of Center City's owner-occupied inventory in the next 10 years.

On average, seven percent of Center City's homes and condos were sold each year between 2000 and 2004. One could imagine two scenarios in which properties with expiring abatements would all come to market at the same time and constitute a significant share of the properties for sale: (1) several years in advance of abatement expiration, owners would be prompted to sell, so they could still promote the remaining abatement; or (2) in year 11, owners face sticker shock with their first significant tax bill and all sell at once.

Based on the volume of current construction, the peak expiration years will be between 2013 and 2017. Assuming everything that is currently proposed actually gets built and that all the owners make the same business decision to sell at the same time, then these units could represent up to 37% of the total inventory on the market at one time. But even under this unlikely scenario of synchronized selling, the units with expiring abatements will be distributed evenly across Center City and are not likely to overly distort values in one neighborhood.

EXPANDING BOUNDARIES OF CENTER CITY

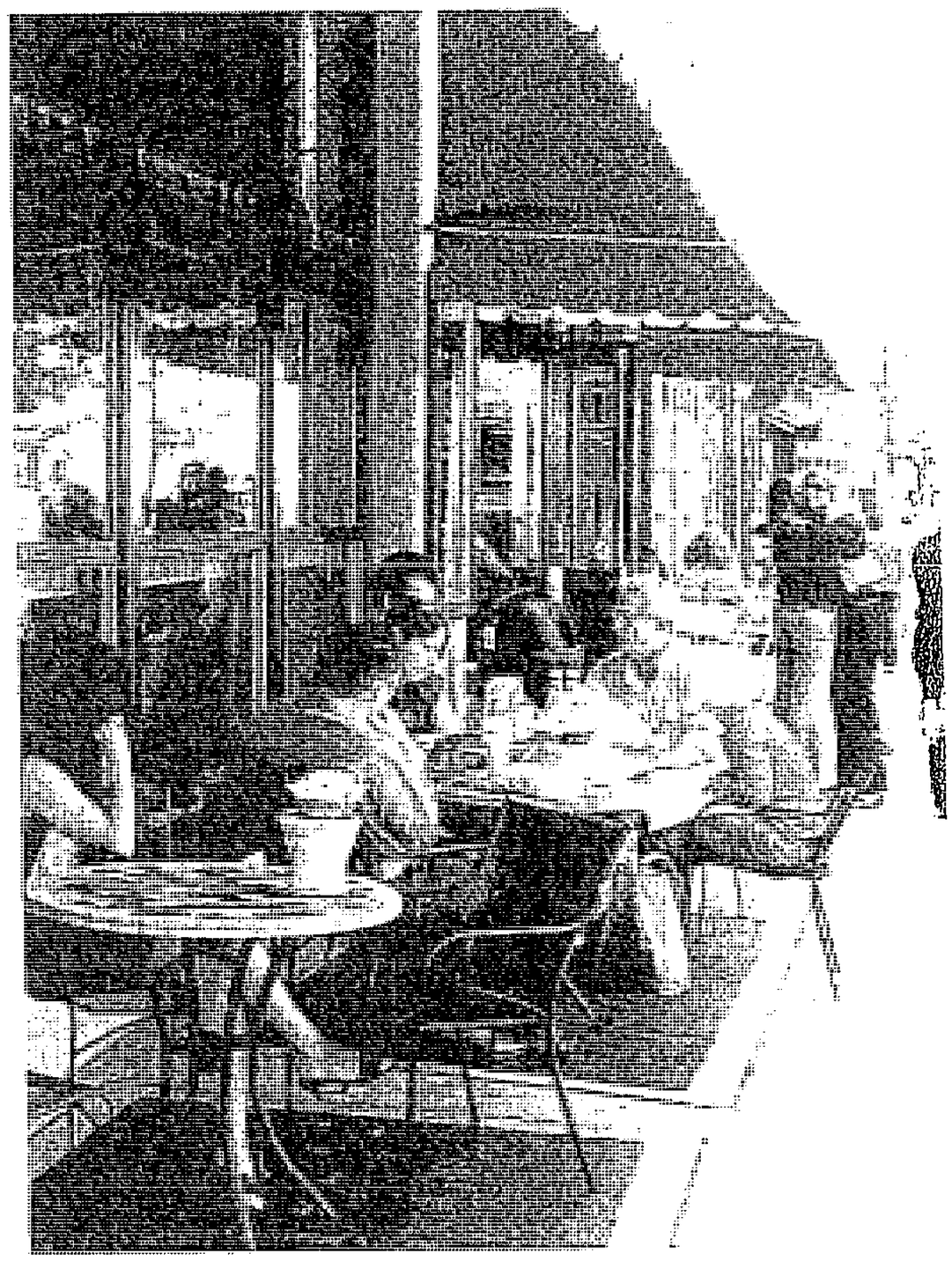
In the 2002 report *Expanding the Boundaries of Center City* (available online at www.CenterCityPhila.org) the Center City District defined residential Center City as the area shown in green based on 22 Census tracts that met all three of the following factors: (1) neighborhoods being marketed by the real estate industry as "Center City;" (2) neighborhoods experiencing strong housing demand and dramatic appreciation; and (3) neighborhoods in which the average household size, documented by the 2000 Census, was 1.5 or 1.6, as compared to the citywide norm of 2.5 persons per household. Based on current housing construction and renovation, an additional 12 Census tracts, noted in purple, are clearly being drawn into the Center City housing market. By 2010, residential Center City will probably extend from Girard Avenue to a few blocks south of Washington Avenue.



But based on the experience from expiration of the city's pre-existing three-year abatement, and that of the special five-year abatement that was provided in the mid-1990s to the Rittenhouse Condominiums, it is more probable that owners with abatements will act like all other homeowners. They will retain or sell property for the same diverse reasons as all other owners: change in job or economic circumstances, birth of children, marriage or divorce, etc. So it is more likely that no more seven percent of these units will come back onto the market in any given year.[10] Clearly, the fact that these properties will soon be fully taxable will affect their sale price. But whether owners realize appreciation or loss in the sale of their property will have far more to do with overall market conditions and interest rates current at that time than it will with the impact of an expiring abatement.

In many ways, this is really a diversionary issue. The real questions that Philadelphia should be discussing are these: While the tax abatement has been a major factor in prompting the residential boom of the last eight years, is it still needed in all downtown neighborhoods? How will the City fund in the short term enhanced services and new amenities like playgrounds, parks, lighting and schools since the first significant new tax revenues from expiring abatements will not be realized for about five to six years?

One thing is certain: New York City and Chicago, the only two American cities with downtown populations larger than Philadelphia, are both adding residents at a faster rate than Philadelphia. Instead of wondering if the boom can last, both cities are investing in downtown amenities and infrastructure and planning for further growth.



1 The development of the five-tower condominium Waterfront Square Towers on vacant industrial land on the Delaware River north of Fairmount Avenue is a prime example of how the boundaries of Center City are being redefined. (see the map on page 6)

2 *Survey of Graduates in Center City*, September 2003, available online at www.CenterCityPhila.org

3 In 1999, data provided by developers of the first two major higher-end, conversion projects downtown documented that 80% of their residents had come from outside the city. As new units have been added in this decade, prices of owner-occupied houses continued to rise and occupancy rates in apartment buildings remained in the mid-90% range, suggesting a sustainable demand for all forms of downtown living.

4 The buildings that were surveyed came on line between the end of 2002 and the first half of 2005. They include: 1027 Arch Street; The Lippincott Building; Old City 108; The Moravian; The Stationhouse; Coles House; The Lenox; 2nd & Quarry Streets; The Cigar Factory; 2330 Fairmount Avenue; The Olive & Barcelona; Acme Piano Company; Sunshine Court.

5 Because half of respondents had moved within Center City, each new unit cannot be counted as 1.6 new residents downtown. But, since there has been no growing pool of vacancies in the units they left behind, a significant number of units that they vacated must have been occupied by residents new to Center City.

6 Owners are more likely than renters to complete surveys like this so these results are by no means conclusive proof of minimal speculation. However, one developer of a major project under construction estimates that 15% to 20% of those who have put down deposits are investors. Other developers are seeking to protect against speculation by putting recapture clauses in their sales contracts.

7 *Center City's Office Sector: Restarting the Engine for Growth*, June 2005, available online at www.CenterCityPhila.org

8 Only two of these projects are inside the boundaries of the Center City District (CCD); four are in the service area of the Old City District (OCD), which provides less frequent cleaning than the CCD; and seven of these projects are outside the service areas of both CCD and OCD.

9 Nearly every community association in the neighborhoods that surround the business district has retained a design team to prepare plans for new lighting or parks. Several neighborhood groups already contract with the CCD for weekly cleaning, while others are seeking ways to fund such services.

10 Even if we were to assume the extreme scenario that 25% of all abated properties are investor-owned and that all these investors chose the exact same moment to sell in the life cycle of the abatement, the maximum share of units for sale with expiring abatements in any given year would be 13%.

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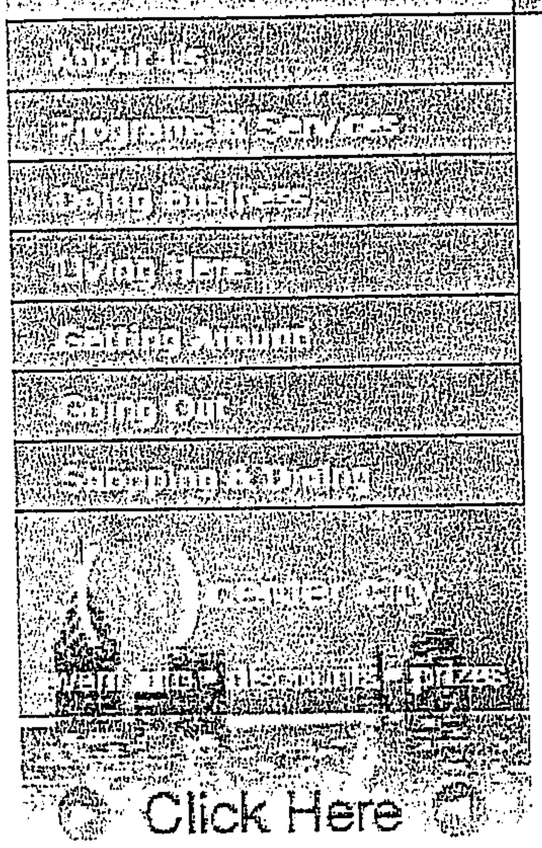


Welcome

Center City District and Central Philadelphia Development Corporation Present: Make it Center City Philadelphia

The Center City District (CCD) and Central Philadelphia Development Corporation (CPDC) share a common mission: to enhance the vitality of Center City Philadelphia as a thriving 24-hour downtown, and a premier place to live, work or play.

The Center City District is a business improvement district dedicated to keeping the downtown of the nation's fourth largest metropolitan area clean, safe and attractive. CPDC, a membership organization of downtown business leaders, has been a key force in the development of Center City for nearly half a century. Its focus is to strengthen the competitiveness of Center City as the region's central location for business and entrepreneurship.

So whether you want to start, expand or relocate your business in Center City, to live in one of downtown's diverse neighborhoods or to enjoy Center City's arts and culture, dining, entertainment or shopping, we are here to serve you and help you: **Make it Center City Philadelphia.**

Business Location Calculator

Regional firms searching for expansion space or a new branch office location can easily compare costs in Center City and the suburbs, using the new Business Location Calculator.

Center City Schools Initiative

Working in partnership with the Philadelphia School District, CCD/CPDC have been actively involved in marketing and improving the public schools in the District's new Center City Academic Region.

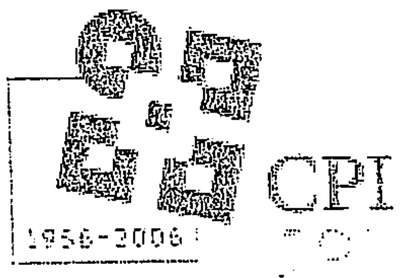
Breaking News

Special Events

Summer in the City **Now - Aug 30** Center City Sips, Free Concerts

September 10-15
Menus available

New Projects & Progran



CPDC anniversary forur
Click Here for the schedul
for videos/presentations f
past forums.

Center City Schools Wel

New Publications

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Through the Center City Schools Initiative, CCD/CPDC are also working to inform Center City parents of young children about their educational options–public, parochial, charter and independent–using an advertising campaign and a new informational Web site, CenterCitySchools.com.

Latest Research

State of Center City 2006
The annual State of Center City report is designed to measure the progress of Philadelphia's downtown, to document continuing challenges, and to be of use to those who seek to develop, locate, lease, invest or meet in Center City.
Click here to download the report (pdf)
Also available by section.

Center City Reports: Residential Development: 1997-2005
Using the latest data on housing production in Center City with a survey of new condominium buyers to analyze the residential development boom. (October, 2005)
Click here to download the report (pdf)

Center City's Office Sector: Restarting the Engine for Growth
Central Philadelphia Development Corp. provides a comprehensive new analysis of city tax data, demonstrating the office sector's critical role in Philadelphia's economy. (June, 2005)
Click here to download the report (pdf)

A Comparison of Office Occupancy Costs: Center City and Pennsylvania Suburbs
With wage tax reductions and the hidden costs of suburban commuting, Central Philadelphia Development Corp. calculates the true costs of locating an office-based business in Center City compared to the Pennsylvania suburbs. (June, 2005)
Click here to download the report (pdf)

Growing Smarter: The Role of Center City's Public Schools in Enhancing the Competitiveness of Philadelphia
The Central Philadelphia Development Corp. examines how better schools will help retain young professionals and sustain the downtown housing boom and proposes specific steps to improve the quality and customer focus of public schools serving Center City. (Revised Edition, November, 2004)
Click here to download the report (pdf)

Center City Digest Sumr 2006 (pdf)

Quarterly Event Brochur Summer 2006 (pdf)

Testimony before the Governor's Transportati Funding and Reform Commission (pdf)

Reclaiming the Delaware Waterfront (pdf)

State of Center City 200 (pdf)

Report- Residential Development: 1997-200 (pdf)

Final Report- Philadelphi Gaming Advisory Task F (pdf, 24 MB)

Executive Summary of t Final Report of Findings- Philadelphia Gaming Ad Task Force (pdf)

A Comparison of Office Occupancy Costs: Cente and Pennsylvania Subur (pdf)

revised

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Delaware Valley Industrial Resource Center

Citadel

Banking with one focus. You.

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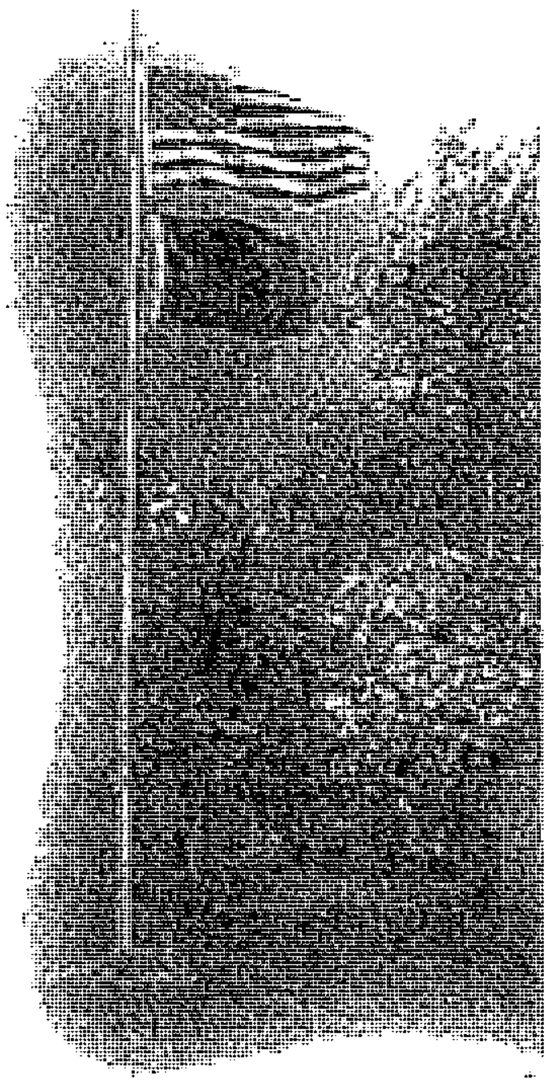

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About the DVIRC

The Delaware Valley Industrial Resource Center is an economic development organization dedicated to providing help and support to manufacturers (and organizations in their supply chain) in the Philadelphia region. We have three main program areas...education and training, consulting services, and regional initiatives, such as workforce development and government affairs. We serve the five counties immediately surrounding the city of Philadelphia: Bucks, Chester, Delaware, Philadelphia and Montgomery.

The DVIRC is part of Pennsylvania's Industrial Resource Network, a program funded by the Department of Community and Economic Development (DCED). The Centers are private, not-for-profit economic development corporations supported by the Commonwealth and managed by private industry. DCED has also been instrumental in helping the IRC Network compete for, and win, federal MEP awards, which are part of The National Institute of Standards and Technology's (NIST) Manufacturing Extension Partnership program.

We receive about one-third of our funding from these organizations, and depend on our consultin services for additional revenue. We seek to establish long-term relationships with our customers, an on the value-added dollars our customers achieve by working with us. In 2002 alone, our customers over $50 million in cost savings or productivity improvements.

Our Regional Initiatives include efforts like Team PA. At the regional level, the DVIRC manages tl Business Calling Program - and the 'Stay Invent the Future' initiative, plus industry-leading activities the first four-year dual-degree, dual enrollment programs for Advanced Manufacturing in the country Initiatives department is working with educational institutions across the region to promote and incre in high-tech education programs.

The DVIRC employs over 50 professionals with various manufacturing and business related expe at our headquarters in Northeast Philadelphia. There are also DVIRC Representatives located in ea counties at local Industrial Development Corporation Offices for close proximity to customers. (see (

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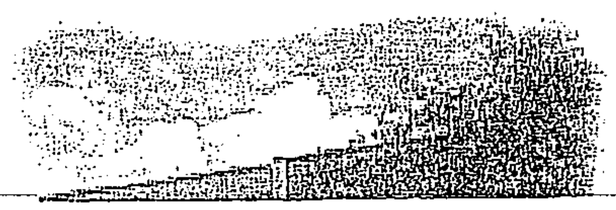
History



The DVIRC was established in 1988 by the Pennsyl Department of Commerce as part of a statewide netwc organizations dedicated to helping the Commonwealth medium-sized manufacturers (SME's). Its founding sp Greater Philadelphia Chamber of Commerce, the Phil

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Industrial Development Corporation and the Univers
Center. In 1995, the DVIRC became part of the national MEP network, and the center doubled in siz

In the early years, service delivery was focused on Total Quality, MIS and CAD projects. As the C internal management and technical expertise was refined, and a world-class manufacturing philosor

The DVIRC is governed by a Board of Directors made up of executives from SME's and represen banking, economic development, and the academic community.

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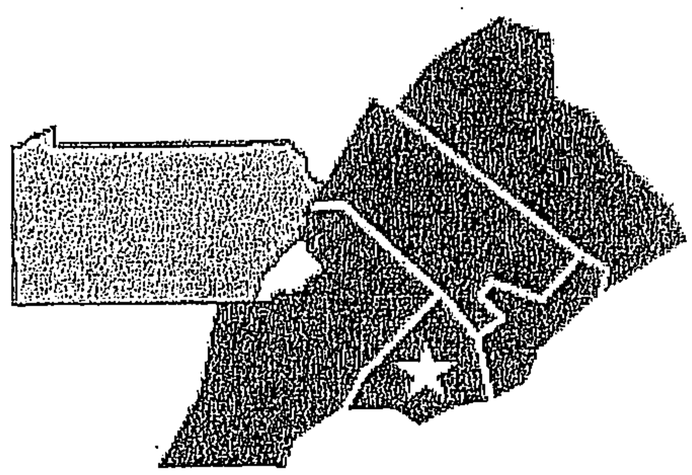

Mission

To improve the competitiveness of small and medit manufacturers through World Class strategies, operat innovations and regional economic and workforce de initiatives.

Vision

To see our region become an internationally recog manufacturing excellence, competitiveness and prod

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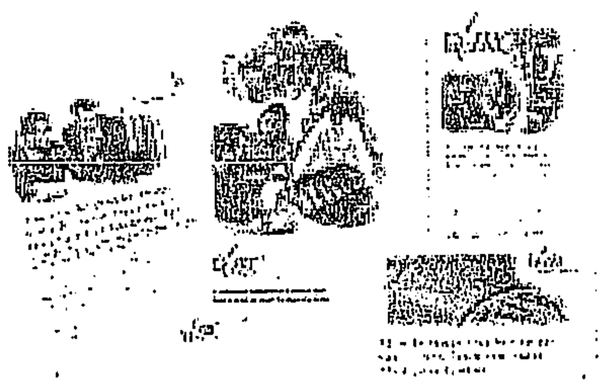
The DVIRC Brand

A brand lives in the mind of the customer.

"The DVIRC is an important partner in driving economic development in this region. They work help develop advanced manufacturing education capability. They provided expertise to smaller co are our suppliers, and enabled them to be competitive on a broader geographic scale. This has re costs and helped ensure that the best technology goes into our production process"
Michael F. Dunleavy, VP Business Development, Crown Cork and Seal.



At the DVIRC, our customers define our brand. We being senior-level advisors in all areas of manufacturir bring the absolute best, world-class, business and ope excellence and innovation to the manufacturers in our hard to connect to local, state and national resources information, services or programs important to the ma region. We strive to be the 'voice' of the manufacturer Philadelphia region.

The DVIRC brand identity reflects our position: peo people in manufacturing to achieve world-class results.

"After the last down-turn in the economy, our company really struggled to keep going. We cont DVIRC for help and they literally saved this company. We had the desire, energy and opportunity but we didn't have the knowledge. They assisted and are still assisting us in modern manufacturin such as Lean Manufacturing, cellular manufacturing, strategic planning, financial analysis, 5S+1 t much more."
Steven D. Landis, President/CEO Merrill Y. Landis, Ltd.

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How We Work

Our business model is simple; we help you determine your business goals, develop a plan to ach implement and measure the results. A DVIRC Representative (see Contacts) resides in each of the serve. Consider them a personal resource to assist you with any of your business or operational nee meet with you to learn about your business, goals and immediate needs. They can help you solve p and plan for growth. All of our Business Development Directors are highly experienced in manufactu cost to meet with our Representatives to learn about the services we offer.

What We Offer

The DVIRC focuses its efforts in three main areas: consulting services, education and tra regional initiatives. Following are just some of the programs and services offered. For more information about each, see the main menu. (Home)

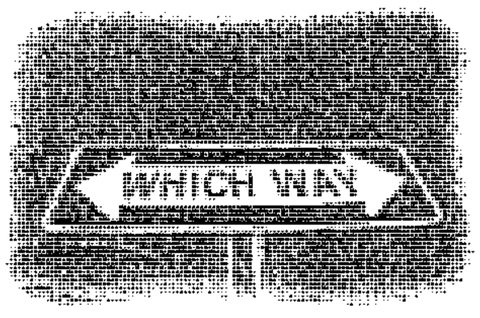
Consulting Services

Total Business Solutions
Business and marketing, strategic planning and grov
Lean Manufacturing
Quality management programs
Financial analysis
Human resources
E-business, web solutions
Information Technology, systems and software
Sales and customer service

Education and Training

Institute for World Class Manufacturing®
Custom training programs
Public workshops
Plant tours
Current Issues seminars
Guest Speaker events

Regional Initiatives



Workforce development and education
Government affairs, state and federal communicatio
Regional education and training programs and partn

Why We're Different

The DVIRC is manufacturing-dedicated. Everything we do is focused on improving the m community in our region, whether helping companies improve productivity, compete and gr with educational institutions to help deliver skilled workers through workforce development a

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Affiliates

IRC

In 1988 The Commonwealth of Pennsylvania recognized the need to support small and mec manufacturers (SME's). While these companies may be smaller in size, they represent the r employers in manufacturing in our region and are a major force in our regional economy. Th of seven Industrial Resource Centers, sponsored by The Pennsylvania Department of Comi Economic Development (DCED).

Team PA

The DVIRC represents Team PA and serves as the Regional Coordinator for the Business (Team PA was formed in 1997 when business leaders and senior government officials creat coordinate efforts with other economic development and civic organizations. The Business (is a proactive strategy that motivates economic development professionals to build upon rel businesses in respective regions throughout the Commonwealth. Since 1997, Team PA has interview with over 28,000 businesses across the Commonwealth. These interviews are cor assist in identifying a wide range of business needs and concerns. The information gathere process is used to develop industry and geographical trends, which in turn help to determin decisions with respect to industry in Pennsylvania. For more information about Team PA, vi www.teampa.com.

You can also view the most recent Business Calling Program Report: (PDF)

a NIST | Network
MEP | Resource

NIST-MEP

The DVIRC is one of 60 Centers around the country that are part of The National Institute o Technology's Manufacturing Extension Partnership. The MEP was created to help small an manufacturers in the US. For more information, visit their website at www.mep.nist.gov.

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Location & Directions

Main Office:

DVIRC
2905 Southampton Road
Philadelphia, PA 19154
215-464-8550
Fax: 215-464-8570
www.dvirc.org
info@dvirc.org

(Click for map)

Driving Directions to the DVIRC

From the Philadelphia Airport

Allow approximately forty-five minutes of travel time in moderate traffic. Distance approximately 25 r

I-95 North to Woodhaven Road West. Follow to Thornton Road exit. Turn right onto Thornton Road traffic light (dead end). Turn left onto Byberry-Southampton Road and go to the first traffic light, whic Road, turn right onto Townsend then left into the first driveway. Parking is in the rear of the building. awning along the walkway to the entrance, which is located on Townsend Road.

From Roosevelt Boulevard (Route 1)

Roosevelt Boulevard (North or South) to Southampton Road (at Armory). Turn East on Southampto

becomes Byberry-Southampton). At the second light, Townsend Road, turn left and then left into the Parking is in the rear of the building. Follow the blue awning along the walkway to the entrance, whi Townsend Road.

From PA Turnpike
Exit 351 (old exit 28), Philadelphia, to Route 1 South. Stay to the left on Route 1 to Southampton Rc approximately 1.5 miles (3 lights). Turn left onto Southampton Road (which becomes Byberry-South second light, Townsend Road, turn left and then left into the first driveway. Parking is in the rear of tl Follow the blue awning along the walkway to the entrance, which is located on Townsend Road.

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Contacts

To discuss any of our services or programs, call the DVIRC Representative in your county. You c either by calling the DVIRC main office at 215-464-8550, or their local offices listed below.

Regional Director:	Keith Ashlock	*kashlock@dvirc.org* 610-272-5000
Bucks County:	Mike Renner, Jr. Director, Business Development	*mrenner@dvirc.org* 215-489-9949
Chester County	Bill Lauer Director, Business Development	*wlauer@dvirc.org* 610-458-5700 ext. 215
Delaware County	Bill Lauer Director, Business Development	*wlauer@dvirc.org* 610-458-5700 ext. 215
Philadelphia County	Mike Delpha Director, Business Development	*mdelpha@dvirc.org* 215-464-8550
Montgomery County	Jeff Gossner Director, Business Development	*jgossner@dvirc.org* 610-272-5000

For career information or job openings, see Careers.

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Metropolitan Philadelphia Policy Center

Citadel
Banking with one focus. You.

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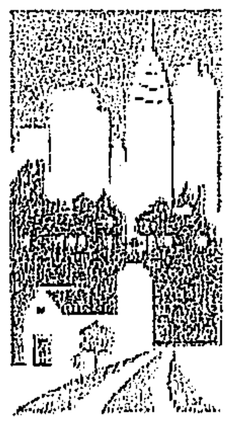

METROPOLITAN PHILADELPHIA POLICY CENTER

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The Metropolitan Philadelphia Policy Center is a collaborative non-profit founded in 2000 to develop bold initiatives to strengthen the economic vitality of this region and to ensure that the Metropolitan Philadelphia area offers the highest quality of life for all who live here. The Policy Center, through research and advocacy, works with leaders throughout the five-county Philadelphia region to build upon Metropolitan Philadelphia's strengths and address persistent problems.

Led by an Advisory Board of key leaders from throughout the region and a Research Committee of distinguished policy makers, the Policy Center initially is focusing its efforts on three high impact issues that offer important opportunities for transforming our region: economic competitiveness, access to opportunity, and sound land use.

The Policy Center is a collaboration of the Pennsylvania Economy League (PEL), 10,000 Friends of Pennsylvania and The Reinvestment Fund (TRF). The Policy Center was formed in May 2000 after extensive research and consultation from local and national experts that began in 1998.

The Pennsylvania Economy League, Eastern Division (PEL) hosts the organization and works with the Policy Center on issues of economic competitiveness. In partnership, PEL and the Policy Center analyze and disseminate information about changes to state and local tax policy that will improve regional tax competitiveness (lessen the tax competition between the city and the suburbs, and between the city and other cities) and tax equity (reduce the tax base inequities that exist among local governments and school districts in the region).

The Policy Center is working with 10,000 Friends of Pennsylvania to evaluate alternative land use structures to the current sprawling development so common throughout the suburban counties. The is on defining the impact our current land use practices have on the environment, economy, and quality of life in both the burgeoning exurbs and the thinning cities, boroughs and inner suburbs who are losing residents and tax revenue. In this area, the Policy Center's work is an action-oriented, constituency building program informed by past and on-going survey research, analysis and legislative proposals that 10,000 Friends helped to develop. 10,000 Friends of Pennsylvania is an alliance of organizations and individuals advocating for sound land use and livable communities.

The Policy Center works with The Reinvestment Fund (TRF) to develop policies and practices that revitalize the City of Philadelphia and other older communities, and increase access of low and moderate-income people to quality employment and educational

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opportunities. The Policy Center and TRF are developing a toolbox of private and public sector strategies that will help to improve the housing markets of cities, towns and boroughs. TRF is a regional community development financial institution dedicated to building wealth and opportunity for low wealth communities and low and moderate-income individuals.

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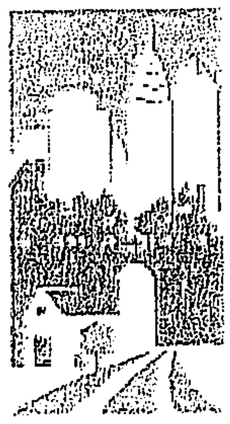

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Frequently Asked Questions

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What is the Metropolitan Philadelphia Policy Center?

The Metropolitan Philadelphia Policy Center was created in 2000 to develop and promote bold and innovative strategies to improve the economic vitality and quality of life in the Metropolitan Philadelphia region.

How will the Center achieve its goal of improving metropolitan Philadelphia?

Through a combination of research projects and advocacy, the Metropolitan Philadelphia Policy Center will develop a series of bold initiatives to strengthen the economic vitality of this region and to ensure that the Metropolitan Philadelphia area offers the highest quality of life for all who live here. The Policy Center will help the region to build upon its strengths and address persistent problems. Led by an Advisory Board of key leaders from throughout the region and a Research Committee of distinguished policy makers, the Policy Center initially is focusing its efforts on three high impact issues that offer important opportunities for transforming our region: economic competitiveness, access to opportunity, and sound land use. The Center brings together three established civic organizations - the Pennsylvania Economy League, The Reinvestment Fund, and 10,000 Friends of Pennsylvania, each of whom has established expertise in their field, with community leaders and policy experts from the region. Working through these partnerships, the Center will seek to promote and build consensus around high impact ideas that can change the course of the region in the next decade.

What are the core problems the Center will address?

Sound Land Use, Access to Opportunity and Economic Competitiveness.

Why these three issues?

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Many communities across the country have realized that policy choices made in the past - about land use, tax policy, schools and housing - have had a powerful impact on creating and distributing economic growth. The Center and its founders see those connections and understand that to reverse the region's 50-year decline the people of this region will have to make new and bold decisions. In the last thirty years we have experienced 1% population growth, have developed 32% more land, and have lagged considerably behind other regions in employment and income growth. We have been simply redistributing our people and our resources over increasing amount of land in the five county area or put more succinctly, we are growing out, not up. We are spreading at the middle. (Maybe it's the cheesesteaks?) Uncoordinated real estate development continues to sprawl across Delaware, Montgomery and Bucks counties with little thought given to preserving open space or the need to traverse vast distances from home to job, from school to store. With the region's population unchanging, new subdivisions sprout along the suburban exurbs even as older communities, closer to the city, decline for lack of new investment. State laws governing taxation exaggerate market forces, dividing the region's communities into fiscal winners and losers. Property-rich suburbs enjoy the best schools, parks and public safety while taxing themselves at the lowest rates. Property-poor suburbs tax themselves at confiscatory rates just to provide the basics, poorly maintained infrastructure and declining educational quality. In addition, as residents of older communities move farther out, more new roads, schools and infrastructure must be built to meet the increasing population. This serves to further divert public funding from maintaining and repairing existing infrastructure in older neighborhoods. The Metropolitan Philadelphia Policy Center challenges the region to do better. To obtain a positive future for the Philadelphia region, we need to make currently developed areas more attractive to the region's businesses and residents. We need to locate jobs and housing within a sustainable commute distance. We need to improve access to quality education. This is the entire region's problem and mission. Ten years ago, we did not know if Philadelphia's decline would adversely affect the whole region. Today, we know that the decline of the city and inner suburbs is causing people and business to locate in more desirable regions. City and suburban economies are interdependent. If we are to grow, we must grow together.

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Where will the Metropolitan Philadelphia Policy Center be located?

The Center is located at 1700 Market Street, Suite 3130, Philadelphia, PA 19103.

Does Metropolitan Philadelphia include the entire PMSA area?

The Center will focus its research and action initiatives on the five county Southeastern Pennsylvania region - Bucks, Chester, Delaware, Montgomery and Philadelphia counties.

How is the Policy Center funded?

The Center is a not for profit organization funded with grants from foundations interested in the future of our region.

Will the Policy Center Work in partnership with other organizations?

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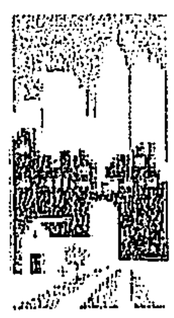

Learning from History
How State and Local Policy Choices Have Shaped Metropolitan Philadelphia's Growth

Margaret Pugh O'Mara

Why has the nine-county Philadelphia region grown in the way it has during the past several decades? Part of the answer lies in key policy choices made at the state and local level since 1930. This paper identifies these choices, explores why leaders made these decisions, and examines how and why they have endured over time. This story shows us that decisions made at the state and local level have strongly affected Greater Philadelphia's economic competitiveness, and it shows that the region's growth problems stem in part from the fact that these policies have not changed and adapted to 21st century economic and social realities.

Metropolitan Philadelphia is one of the regions most transformed, and among those most adversely affected, by the United States' great economic and social shifts of the past sixty years. The region's experience since World War II has been much like those of other major metropolitan areas: mass suburbanization, steep urban decline, downtown revitalization, and suburban sprawl.[1] These transformations ushered in an age of urban decentralization in the United States, where metropolitan areas often consume land at a rate appreciably higher than the rate of population growth.

In greater Philadelphia, the disparity between the rate of land development and the rate of population growth in the past two decades is striking. The region, which is defined here as containing the nine counties of Southeastern Pennsylvania and southern New Jersey, has one of the slowest rates of population growth among large U.S. metropolitan areas. While Greater Philadelphia is not experiencing appreciable population gain, it is growing outward rapidly, as new subdivisions, office parks, and commercial developments are built in the outer suburbs. Between 1982 and 1997, the population of nine-county metropolitan area (including both the Pennsylvania and New Jersey suburbs) grew by 3 percent, but urbanized land grew by 33% -- eleven times as fast.[2] Other metropolitan areas have experienced equal or greater degrees of suburban growth, but this growth has usually been matched by a commensurate increase in population and economic activity. In Greater Philadelphia, the region is sprawling but not growing.[3]

Another trend that has concerned the leadership of the Philadelphia region over the past decade is its relative lack of white-collar job opportunities and its relatively slow rates of growth in "knowledge industries" like high technology and biotechnology. In addition, Great Philadelphia has had a more difficult time attracting the demographic groups who are most likely to be entrepreneurs: young professionals and immigrants. Just as the events of the past sixty years changed the physical shape of metropolitan areas and the patterns of living and working in them, these postwar transformations brought about a new set of criteria for what makes a place successful. Recent research tells us that economically competitive metropolitan areas are, for the most part, places with high rates of entrepreneurial activity that have a significant number of jobs and amenities for mobile young professionals.[4]

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What makes the region's relative lack of entrepreneurial activity somewhat surprising is that metropolitan Philadelphia is home to world-class universities and is a capital of the health sciences and pharmaceutical industries. Yet the region has failed to become home to entrepreneurs and start-up companies in large numbers, and it fails to retain many of the students who come to the region for college or graduate school. Professionals flock to Philadelphia to be educated, but most leave the region to find work.[5]

Why has Greater Philadelphia experienced slow growth and high rates of sprawl? Why has it failed to attract more white-collar jobs and mobile young professionals? Part of the answer to these questions lies in conditions that regional leaders have been little able to control or change. Metropolitan Philadelphia is a bi-state region, subject to sometimes-conflicting state laws and regulations that govern economic development, land use, and taxation. The region has to compete with another large metropolis, Pittsburgh, for attention and funding from the state government in Harrisburg. Philadelphia, while once the national capital and an industrial capital, is not the state capital, a fact which not only places its leaders at odds with state officials but also prevents it from having the large public service employment base enjoyed by cities like Boston. The region also has to compete with powerful Northeastern neighbors – New York, the nation's financial capital, and Washington, the nation's political capital – for workers and jobs.

Yet the Philadelphia metropolitan area has also struggled under additional disadvantages that do not have to do with national market trends or federal policy. The region's present growth patterns are partly a result of past policy choices made at the state and local level. These choices – both the actions taken as well as the actions *not* taken by the state and regional leadership – have had a decisive effect on metropolitan Philadelphia's economic competitiveness and, consequently, its desirability as a place for businesses to locate and for professional workers to live and work. In the Philadelphia region, state and local policy has allowed people and jobs to sprawl outward while simultaneously driving people and jobs away from the center of the metropolitan area - or away from the region altogether. For the most part, these policy choices fall into one of four categories: taxation, land use, transportation, and economic development.[6]

Today's "bad" state and local policy is often simply outmoded policy. Public policies that are now reviled – the Philadelphia wage tax, for example – actually were sensible and economically beneficial at the time they were enacted. Then as now, policy makers acted in response to existing social conditions, immediate economic needs, and short-term political goals. While this pragmatism is entirely understandable, it also at times produced policy that was shortsighted and too limited in scope. These state and local policies also failed to change with the times. Metropolitan Philadelphia's leadership, both elected and unelected, responded slowly to the macroeconomic and demographic changes that were radically altering the region's political and economic geography. Consequently, public policy efforts to redress these changes often have been too little, too late.

History also demonstrates that the nature of this policy making – and policy-changing – process in Greater Philadelphia has been shaped in large part by the entrenched localism of the region's political culture. Pennsylvania's (and, to a lesser degree of relevance, New Jersey's) policy choices have consistently supported local

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interests over regional ones, fostering a competitive and sometimes acrimonious atmosphere among localities, and confounding efforts at regional cooperation in every decade since 1930.

During the past seventy years, the Philadelphia region has faced great challenges as the result of massive national economic change and federal government decisions that adversely affected cities and industrial regions. In its infrastructure, its geography, and its economic capacity, Philadelphia was in many respects the ideal industrial-age city. The changes of the twentieth century made the old ways of living and doing business in metropolitan Philadelphia largely obsolete. Although the region has to a great degree been on the wrong side of national and global growth trends, the ways that local and state leadership responded to these challenges have had a profound effect on regional growth patterns. The fact that state and local decisions have helped to shape the region's present condition also indicates that Greater Philadelphia's current situation *can* be changed through new, more efficient, and more equitable regional public policies.[7]

Setting the Stage: A Tradition of Local Flexibility

> *The result of the cost of building without plan is evident on every hand. Indirect, disconnected and all too narrow highways and streets take a vast toll of money, time and energy. ...Our heritage of natural beauty is diminishing. Natural resources are squandered. And the cost to us of this unscientific development is trifling when compared with the price it will exact from future generations. ...No longer can single communities, particularly those surrounding a great city, live unto themselves alone. Plans for their future must include all territory having or likely to have with them common economic and social interests.*

The above words, while sounding very much like the arguments of a modern-day advocate of regional planning and "smart growth," actually come from a report published in 1929.[8] The Regional Planning Federation of the Philadelphia Tri-State District, the author of this document, was among the first in what would be a long line of regional planning organizations attempting to correct the uncoordinated growth patterns in the Philadelphia region, and improve its economic competitiveness as a result. Over seventy years later, metropolitan Philadelphia's regional planning advocates are working to accomplish the same goals: controlled and coordinated suburban growth, municipal cooperation, environmental preservation, and integrated and more efficient transportation networks.[9]

The regional planning and economic development organizations active in Greater Philadelphia over the past seven decades have had the support and participation of key political and business leaders, and their efforts have produced numerous well-crafted and well-publicized plans to improve the region's economic climate and its livability. Yet all of these groups have been advisory in nature. There never has been the political will – among local voters, and among state and local politicians – to give such organizations the administrative authority to turn their recommendations into broad-based action. The sheer number and short life span of these regional planning entities attest to the fact that

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Greater Philadelphia's political environment has been inhospitable to regional planning and cooperation. Greater Philadelphia has produced outstanding regional plans over the past seventy years, but it has failed to change the fundamental patterns of regional growth.[10]

A chief reason that regional planning in Greater Philadelphia has not significantly redirected growth patterns is the high level of political fragmentation in the region. Multiple jurisdictions, ranging from municipal governments to county governments and school districts, have independent authority over planning, taxation, and zoning and neither legal mandates nor political incentives to coordinate their activities on a region-wide basis exist. Philadelphia is hardly alone among major U.S. metropolitan areas in this political fragmentation, but the situation is exacerbated by state laws that have consistently supported local flexibility and that have provided localities with significant amounts of power to tax and to plan.

The tradition of local flexibility has deep roots in Pennsylvania. The 1681 Charter for the Province of Pennsylvania gave Commonwealth founder William Penn "free and absolute power to divide the said country and islands into towns, hundreds and counties, and to erect and incorporate towns into boroughs, and boroughs into cities." [11] In Penn's day, these multiple divisions made sense; a high degree of jurisdictional fragmentation was the most logical way to govern a colonial society that was a collection of scattered and ethnically diverse communities. Yet, as parts of Pennsylvania changed from a rural pre-industrial landscape into an urbanized and then suburbanized one, the fragmented governance structure of 1681 did not significantly change. Over 300 years later, adherence to this structure has resulted in the Commonwealth having nearly 2,600 local municipalities, and 238 in the five Pennsylvania counties of Greater Philadelphia alone. Metropolitan Philadelphia has 22 governments per 100 square miles, making it the third most fragmented region in the United States.[12]

Fragmentation is compounded by the fact that Pennsylvania state law has been written with an eye to increasing local authority and autonomy, rather than forcing or even permitting these multiple political entities to coordinate their activities in ways that might make regional planning a reality. Some of these barriers to regional cooperation are written into the state constitution, which makes reform especially difficult. Tax base sharing, for example, is one example of a regional cooperation measure that can only happen if the state's voters approve a constitutional change.[13]

New Jersey, several of whose counties fall in the Philadelphia metropolitan area, also has a highly localized governance structure that is a legacy of its colonial past. While smaller than Pennsylvania, and having proportionately fewer municipal entities, New Jersey state government has usually been respectful of community independence. New Jersey is also a largely suburban and rural state, and is not home to very large cities that might otherwise agitate for more significant state intervention into metropolitan affairs. Laws allowing local flexibility in planning and zoning have confounded state-sponsored planning efforts in New Jersey since the 1930s. The state was an early leader in adapting municipal zoning laws that allowed localities to zone and to plan, but it has given localities few mandates to plan in a regionally coordinated fashion.[14]

The tradition of local flexibility has advantages and benefits. While planning advocates of the past seven decades have bemoaned the fact that local interests always seem to triumph over regional ones, Pennsylvania and New Jersey's strong support of

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local autonomy has allowed many municipalities in the region to maintain a strong and close-knit community identity.[15] Local control over matters like taxation, planning, and zoning has allowed many places to preserve historically important buildings, maintain open space, and provide a high level of public services to their residents. Yet while localism has strengthened community identity in the region, it has weakened Greater Philadelphia's regional identity. This has, in turn, diminished the region's ability to remain competitive, as it prevents the region from joining its many assets together and jointly deciding its future.

Over the course of the past seventy years, the tradition of local flexibility has guided state and local decision-making and has been the governing philosophy for policies related to tax, land use, transportation, and education in the Philadelphia region. The history of state and local policy measures since 1930 reflects Pennsylvania's, and to a lesser degree New Jersey's, consistent adherence to localism and local flexibility. The result has been state and local laws that encourage each municipality to take actions that benefit it alone rather than working with its neighboring communities to create a greater context for decision making. This tradition encourages sprawling and inefficient patterns of regional growth.

1930 to 1960

In 1930, the city of Philadelphia was the third-largest metropolis in the United States, and was home to such a vast array of factories that it continued to be known as "The Workshop of the World." The city's population was nearly 2 million people; nearly 250,000 had jobs in manufacturing.[16] Yet Philadelphia was already beginning to decentralize its jobs and population. In the 1920s, some of the great factories that dominated the city's neighborhoods closed or moved to more spacious accommodations on the outskirts of the region. Similarly, suburban towns started to experience rates of population growth that were comparable or higher than that in the city. Improved roads and new regional rail lines encouraged the movement outward.[17]

Unlike later decades, however, Philadelphia's regional leadership did not consider decentralization to be a problem. Instead, the dispersion of people and jobs was seen as a solution to urban overcrowding, poverty, and blight. "In some such scattered distribution of population and industry, as opposed to infinite concentration," wrote the Regional Planning Federation of the Philadelphia Tri-State District in 1929, "there lies hope for the solution of some of the social and economic problems of congestion."[18] Decentralization of people and jobs was something that did not worry the region's political and business leaders, largely because the central city – while not without its problems – continued to contain an overwhelming share of the region's population and economic activity. In 1930, it was hard for the region's leadership to conceive of the city of Philadelphia losing its preeminence as an economic center, or of the metropolitan area as a whole having to struggle to retain jobs and people. Decentralization was not yet a crisis. What *was* a crisis for 1930s Philadelphia was the effect of the Great Depression on city finances. Business failures created dire fiscal problems for Philadelphia as well as Pennsylvania's other large city, Pittsburgh.

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The Power to Tax, the Incentive to Move

In response to the fiscal crisis of the Great Depression, in August 1932 the Pennsylvania state legislature passed the Sterling Act, a measure that gave the two cities the power to impose local taxes.[19] The Sterling Act was a quintessential example of Pennsylvania's localism, as it gave Philadelphia and Pittsburgh an unprecedented amount of authority to impose a variety of taxes on the people who lived, worked, and participated in the commercial life of the city. It also was a political decision not entirely unrelated to the Commonwealth's antipathy to its large cities. With the Sterling Act, the Commonwealth was not simply giving Philadelphia and Pittsburgh the power to tax, but reducing its responsibility to support these cities through state tax revenues.[20]

In Philadelphia, elected officials immediately jumped at the chance to reduce their growing deficits and proposed a variety of city taxes ranging "from levies on clinical service at city hospitals to taxes on hot-dog stands."[21] The most lasting and consequential of these taxes was the Philadelphia wage tax. Originally proposed as a half-percent payroll tax on every employee working in the city, the wage tax proposal was defeated repeatedly throughout the 1930s because of fierce opposition from key interest groups, particularly organized labor. But the proposal was made more politically palatable by the end of the decade by restricting the tax to only those workers who commuted into Philadelphia from the suburbs. In December 1939 a one-and-a-half percent wage tax was passed by the City Council.

At the time that the wage tax became city law, the region's leaders never really considered that such a tax could drive jobs out of the city and into the suburbs. A wage tax, Philadelphia officials reasoned, was a reasonable payment for the services and job opportunities the city offered suburban residents. As a Philadelphia state legislator argued in 1943, suburbanites "can well afford to may this tax if they want to receive the high pay they get in Philadelphia...they ought to be happy and contented to make their small contributions to make this arsenal of America a successful, financial city."[22] Suburban leaders, who vigorously campaigned against the wage tax, also predicated their opposition on the assumption that most jobs would stay in Philadelphia, and that suburban residents had little choice but to work in the city and pay the tax.

In 1947, the State of Pennsylvania took local flexibility a step further by giving all municipal entities, regardless of size, the power to impose local taxes. This measure became known as the "Tax-Anything Act," as it provided localities with similar broad-based taxing power as the Sterling Act had given Philadelphia, although a later amendment limited the wage tax rate to one percent. Another key restriction was that localities whose residents already paid commuter taxes like the Philadelphia wage tax could not impose another local income tax on these workers. In the Philadelphia region, this provision greatly limited the revenue-raising potential of the "Tax-Anything Act" as long as the majority of the region's white-collar jobs remained in the city.[23]

The Sterling Act and the "Tax-Anything Act" resulted in municipalities of the Philadelphia region having greatly varying levels and types of local taxation. These laws worked to Philadelphia's financial advantage as long as the bulk of the region's businesses and jobs remained inside the city limits, but they also served to antagonize the city's suburban neighbors and create a political rift between the city and the suburbs. Suburban leaders felt that Philadelphia, by imposing an ever-increasing wage tax on non-

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residents, was effectively stealing from its surrounding localities by restricting suburbs' ability to tax.[24]

The consequence of these state tax provisions that escaped the attention of many city and suburban leaders during the 1940s and early 1950s was that the patchwork of greatly varying levels of local tax and local service provision gave residents an incentive to move to municipalities that would provide the most public services for the least tax money. The city's liberal application of the Sterling Act powers gave it higher tax rates than most residential suburbs, but in many instances the huge costs of running a large city meant that residents did not experience improved public facilities as a result of paying more taxes. Aging infrastructure in Philadelphia required costly modernization; a significant population of low-income people, who used public services and support at higher rates than the well-off, also enlarged the city budget. Similarly, the flexibility allowed by the "Tax-Anything Act" resulted in older, poorer suburbs like Camden or Chester having distinctly higher taxes than other municipalities, yet being unable to provide high-quality public services to all its residents.[25] Local variations in tax rates and service levels became another encouragement for people to decentralize, and within the space of a few years they encouraged jobs to decentralize as well.

Land Use Choices: Zoning without Coordination

During the same period that Pennsylvania and New Jersey were giving localities increasing authority to tax, both states amended land use laws in ways that would prove fateful to growth patterns in the Philadelphia region. In 1931 Pennsylvania established its first state planning agency, the Greater Pennsylvania Council. This entity was not an administrative or enforcement agency, but a research branch responsible for producing "such studies as may be desirable in collaboration with official planning, civic, industrial, agricultural and other agencies with a view to promoting the economic, social, industrial and recreational welfare of the Commonwealth."[26] In 1936 a State Planning Board took over these research responsibilities, but the State did not assume any additional responsibility for zoning and planning at that time. Although the State Planning Board endured for many years, its authority was limited to cooperating with local entities in "encouraging an orderly, productive and coordinated development of the State" rather than mandating the shape of growth.[27] It is particularly significant that the entity responsible for oversight of zoning and planning practices also was the entity responsible for economic development. This somewhat contradictory mission was a strong indication to localities that the state would not stand in the way of land use choices that encouraged additional economic activity.

While the Commonwealth was limiting itself to an advisory role in planning, it passed a number of measures giving localities flexibility to zone and plan. In 1937, on the State Planning Board's recommendation, the General Assembly authorized the extension of planning powers to counties and regions and zoning powers to counties and second-class townships.[28] At about the same time that they passed the "Tax-Anything Act," Pennsylvania legislators made another policy choice that would prove fateful to growth patterns in the region. The Municipalities Planning Act of 1945, which was amended and strengthened in 1947, gave municipalities, counties, and townships the power to undertake their own infrastructure projects – from roads and buildings to water and sewer facilities – and issue bonds to finance such projects. The act also gave all local

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entities the power of eminent domain, which meant that local governments had the ability to appropriate privately-held land for public use.[29]

With this law, Pennsylvania further pushed out the limits of local flexibility. While local entities now had the power to plan and finance large-scale infrastructure projects, state law imposed no requirements that localities work together to coordinate these efforts. The law also endorsed and encouraged the idea that proper planning entailed building out infrastructure in advance of development. As the "smart growth" advocates of today have shown, a lack of public infrastructure in outer suburban areas acts a brake on the pace of the development of residential subdivisions and commercial and industrial areas.[30] By giving local entities, regardless of size, the power to construct sewer lines and water systems, the Commonwealth of Pennsylvania removed this disincentive to real estate development on the fringe. It is important to remember that this policy choice was in keeping with the prevailing views of the time: in the late 1940s, urban decentralization continued to be a desirable planning goal. But the timing of this law – enacted just as the age of mass postwar suburbanization was getting underway – meant there was an immediate demand from developers for new sewers, water systems, and roads in Philadelphia's outlying localities and counties.

In the Philadelphia region, the limitations the city's wage tax placed on suburban revenue-raising potential acted as an additional incentive for localities to agree to more suburban development. Lacking the ability to impose an additional local income tax on residents who worked in Philadelphia, suburban municipalities turned to property taxes as a chief form of revenue. Additional development brought additional property taxes. Thus, the property-tax dependence of Philadelphia suburbs – spurred by the Philadelphia wage tax – acted as a powerful incentive for localities to adapt pro-growth land policies and build out public infrastructure to accommodate new development. While the Pennsylvania state legislature drafted taxation and land use laws independently of one another, the two provisions, when implemented, had an interdependent relationship. The result was an environment that was particularly favorable both to suburban real estate developers and to independent-minded localities in Greater Philadelphia.

The local flexibility encouraged by Pennsylvania state law was mirrored to a significant degree in the New Jersey suburbs of Greater Philadelphia. Many New Jersey municipalities began to zone land use as early as the 1920s, and in 1928 the state passed an enabling act giving localities considerable flexibility in zoning and planning. This state law, however, did not require towns to plan in a comprehensive or coordinated fashion. By the mid-1930s, although 152 New Jersey towns had enacted zoning provisions, only twelve places had reported preparing comprehensive plans, and only four places had adopted an official planning map. New Jersey attempted to address this lack of coordination by establishing a State Planning Board; the Board intended to redress this situation through, among other things, "close and continuous study of population and industrial trends and land-use potentialities."[31]

Yet these efforts to impose a rational planning process on New Jersey's local development were of little avail. As the pace of suburbanization increased after the end of World War II, the planning and zoning authority New Jersey towns had under state law gave them almost complete control over the type and class of development that could occur within their borders. As one state report noted in 1957: "it becomes immediately

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apparent in any study of factors affecting industrial development that the overriding consideration in New Jersey is the large degree of local control."[32]

Mass suburbanization happened in every large U.S. metropolitan area during the decades immediately after the end of World War II. But in the Philadelphia region this outward movement was aided and abetted by a high level of local flexibility in taxation, zoning, and infrastructure development. Again, the devolution of these authorities to the local level was not unique to Pennsylvania or New Jersey, but the two states adopted such provisions early in the suburbanization process.[33] This meant that conditions that might have served as legal checks on suburban development were removed early on in the postwar period of mass suburbanization, thus allowing real estate development to proceed with few constraints.

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By the early 1950s, the political and civic leaders of were beginning to recognize that unfettered decentralization was not entirely a good thing. After reaching its peak of over 2 million in 1950, the city's population slowly began to decline. Middle-class and working-class white families were leaving the city for affordable and spacious new suburbs; moving to the city in their place were lower-income black families who had recently migrated from the South in search of better living conditions and industrial jobs. Manufacturing jobs, which made up 46% of the city's employment in 1951, began to decrease in number.[34]

Philadelphia city officials of the time found these demographic and economic trends disturbing, and the reform-minded mayoral administrations of Joseph Clark (1952-56) and Richardson Dilworth (1956-62) embarked upon a number of ambitious urban renewal and redevelopment initiatives to stem Philadelphia's economic decline. While these changes were part of fundamental national shifts in living and working, city officials' initial reaction to these problems was that they could be fixed through modernization of the city's infrastructure. As Mayor Clark declared in 1954, "the two most serious problems affecting American cities are traffic and blight."[35]

Thus, beginning in the early 1950s, Philadelphia embarked upon one of the most extensive and most high-profile urban renewal efforts in the nation, drafting ambitious plans to remake the city into a place that was could better compete with the suburbs for jobs and residents.[36] The centerpiece of the effort was a comprehensive renewal and redesign of Center City that incorporated both the construction of new modernist skyscrapers and the rehabilitation of the historic residential area of Society Hill. Throughout the city, urban renewal bulldozed "blighted" structures in poor neighborhoods and replaced them with modern public housing and commercial developments. An essential aim of the Philadelphia urban renewal program was making it easier for suburbanites to get in and out of the city by car, and to reduce automotive congestion downtown.

Transportation Decisions: A Centralized Network for a Decentralized Metropolis

Philadelphia's early commitment to the redesign and improvement of its highway network meant that the city and the Commonwealth started building urban freeways prior to the enactment of the federal Interstate Highway Act of 1956, and before many other urban centers. Philadelphia's concern about urban decentralization also provided an impetus for additional improvements to the region's public transportation network in the

1950s to improve transit service from the suburbs to the central city. However, Greater Philadelphia's early entry into the road-building game did not mean that it built the efficient and effective postwar metropolitan transportation network desired by city planners. A number of conditions and choices made at the state and the local level shaped efforts to improve traffic flow and hence maintain the viability of the central city in the automotive age. Some of these were making themselves apparent in the 1940s and 1950s.

First, transportation programs in Philadelphia County were underfunded. Early phases of highway projects like the Schuylkill Expressway were funded almost exclusively by state and local dollars. Yet the Commonwealth did not provide Philadelphia with a level of highway funding commensurate with the vehicle-related taxes paid by the city's residents. Between 1937 and 1947, Philadelphia residents paid an estimated $145 million in fuel and vehicle license taxes, but the Commonwealth only gave $25 million of this back to the city for road construction and maintenance. This trend continued into the 1950s. Between 1951 and 1953, despite the fact that it contained nearly one-fifth of the Commonwealth's population, Philadelphia County received less than 2% of state highway revenues, or $6.25 million of an estimated $400 million in revenues over the two-year period.[37] As a result, the city had to shoulder a disproportionately large portion of the road-building cost burden. In an era of declining city revenue, this meant that planned road improvements sometimes had to be scaled back or abandoned altogether.[38]

Second, through the end of the 1950s much of the region's transportation system continued to be operated by an assortment of public- and private-sector entities that had neither a mandate nor the inclination to work in a coordinated fashion. A particularly vivid example of this was the public transit infrastructure. Although Philadelphia managed to preserve an extensive public transit system (unlike some other large cities, where transit systems were allowed to disintegrate), the disjoined nature of public transit administration compromised attempts to make transit an efficient and desirable alterative to the car. This was further compromised by suburban ambivalence about improvements to public transit. To Philadelphia city officials, the aim of transportation projects was to maintain the economic viability of the downtown and to provide residents and commuters with multiple transportation options. In the suburbs, where most residents owned private automobiles, officials were much more interested in road-building than transit improvements. This meant that the political momentum for public transit often ended at the city's borders, and that transit consequently gained little support from the Pennsylvania and New Jersey state governments.

Jurisdictional fragmentation and vastly differing political agendas across the region also prevented Greater Philadelphia from establishing a potent and effective Port Authority. The Delaware River Port Authority was established in 1951, but instead of having control over all river ports, airports, and river crossings, it limited its focus to building and maintaining toll bridges and one commuter rail line across the Delaware. The ports of Philadelphia, Camden, and Wilmington continued to be run independently.[39] It might not have been advisable for the region's Port Authority to have had the huge amount of power wielded by 1950s-era authorities in places like New York (an entity which, because of the near-dictatorial leadership of Robert Moses, is remembered more for its excesses than its successes[40]). Yet in a region like Philadelphia, crisscrossed with

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rivers and spreading across two states, consolidating all of these functions under a regional Port Authority would have made much more economic sense.[41]

The lack of a strong Port Authority or comparable tri-state entity also may have hampered the development and expansion of Philadelphia's airport. The mid-century decades were a pivotal moment in the development of U.S. airport infrastructure. The cities and regions whose airport facilities later became major international hubs spent the 1940s and 1950s taking aggressive steps to expand the passenger and shipping capacities of their airports and to develop surrounding industrial facilities suitable for firms who needed to ship by air.

A useful comparison is the case of the Atlanta metropolitan area, whose airport is now the busiest in the world. Philadelphia was similar to Atlanta in that there was adjoining land available for airport expansion and that the region was strategically located amid existing national networks of highways, railroads and waterways. Unlike Atlanta, where the city government seized upon air travel and transport as the key to the region's economic future, metropolitan Philadelphia's mid-century leadership did not see the airport as central to the region's economic development. In the 1940s and 1950s, while Philadelphia's regional leaders and the Pennsylvania and New Jersey state governments focused commercial shipping strategies on the enhancement and expansion of Greater Philadelphia's water ports, Atlanta Mayor William B. Hartsfield was trumpeting the great opportunities of the "ocean of the air" and convincing commercial airlines and industrial shippers to make Atlanta their hub.[42] Yet even if there had been a larger political commitment to airport development, the region lacked the strong interstate development authority that might have been able make the airport into a more economically significant shipping and transportation center.[43]

A third constraint important to the transportation story was the downtown-centered pattern of the regional road and transit network. In this respect, Greater Philadelphia was very much like other large northern U.S. metropolises, and like those other places the pattern of transportation had a fateful effect on the system's efficiency and regional mobility in a car-dependent age. The region's public transit system provided almost exclusively for journeys from the suburbs to downtown, a shape that was both a consequence of the system's age and of mid-century city planners' desire to keep the central business district the hub of the region.[44] While the continuing viability of public transit past the 1950s enhanced the region's quality of life, the difficulty with this radial transit strategy was its incompatibility with larger trends of economic and residential decentralization. This problem was compounded by the fact that the region's new highway and road projects mirrored public transit's radial form. In the 1950s, as jobs and people suburbanized rapidly, Greater Philadelphia created a transportation infrastructure that assumed the continued dominance of Center City in the region's financial, commercial, and cultural life. Instead, the new transportation networks became a way for people and businesses to escape from the city and establish new residential and commercial centers in the suburbs, often near highway interchanges.

Economic Development: Lost Opportunities for a High-Tech Metropolis

The fourth set of policy choices affecting the shape and quality of growth in Philadelphia were those related to economic development, particularly the development of knowledge-intensive industry in the region like advanced electronics and computers.[45]

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The economic and geopolitical changes after the end of World War II placed a much higher premium on technical innovation and on scientific training. Manufacturers of new, technologically advanced commercial products – from transistor radios to televisions to pharmaceuticals – depended upon a highly trained research-and-development workforce of scientific professionals to remain competitive in the marketplace. The defense buildup of the early Cold War also established a thriving private-sector defense contracting industry made up not only of aerospace giants but also small, high-tech firms that did not yet have a commercial market for their products. In many cases, these firms clustered near major research universities, in order to draw upon the resources of academic laboratories, faculty, and staff.[46]

In 1950, Greater Philadelphia seemed to have all of the right ingredients for a thriving economy of knowledge-intensive industry. The region contained one of the largest metropolitan concentrations of colleges and universities in the nation, and was home to the University of Pennsylvania, an institution with a long history of scientific innovation and an increasingly impressive national reputation. The nation's first supercomputer, ENIAC, had been developed at Penn in the early 1940s, and many observers regarded the university's Moore School of Engineering as having the nation's top program in computer science and related fields. Philadelphia was a well-established center of health care and medical research, and the region was a capital of the U.S. pharmaceutical industry. Greater Philadelphia was home to leading firms in commercial electronics, like Philco and Remington Rand. If a young engineering-school graduate of 1950 had been asked whether he had more career opportunities in the Philadelphia region or in the San Francisco Bay Area, he might well have answered, "Philadelphia, of course."[47]

Despite these assets, the region was soon outpaced by other metropolitan areas in exploiting its institutional resources and in developing an agglomeration of advanced-scientific industry. Federal government choices played a very large role in this. Defense spending was usually a determinant of the location of high-tech industry, simply because nearly all of these firms relied upon defense dollars for survival. For a variety of political and economic reasons, Southern and Western states received a disproportionately large amount of federal defense contracts during the Cold War, an investment that served to fundamentally transform these regions' economy and was an important factor in the postwar shift of industrial activity to the Sunbelt.[48] Market forces also played an important role. Scientists and engineers were in demand as employees, and were also often highly geographically mobile. The robust scientific job market meant that these professionals could choose to live almost anywhere, and in many cases they chose to move to places with a more hospitable climate and regional amenities than Philadelphia.[49]

Yet state and local economic development policies had an influence on the development of knowledge-intensive industries, in that such policies could create conditions that were favorable or unfavorable to high-tech entrepreneurship. In the 1940s and early 1950s, while Sunbelt cities and states marketed themselves aggressively to manufacturers, Northeastern and Midwestern states like Pennsylvania and New Jersey had enough of an industrial presence that they took fewer steps to lure new industry or retain existing firms. The Sunbelt had an advantage over industrialized states as well

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because they often had lower tax rates and a less heavily unionized, and hence cheaper, labor force.[50]

The Sunbelt's ability to offer cheaper land and labor was a consequence of its offering a lower level of public services and many fewer economic opportunities to its workers. It hardly would have been a desirable outcome had the governments of the Philadelphia region degraded service provision and labor conditions in order to retain industry. Yet there were less radical steps that could have shored up its economic base and slowed the departure and downsizing of industry in the future. For example, many Sunbelt states further sweetened the pot for employers by establishing special tax breaks for businesses. Pennsylvania and its municipal governments did not choose to alleviate its relatively high rates of taxation – and inconsistent levels of tax from locality to locality – through special tax rates or incentives until much later, after the exodus of industry was much greater and much more difficult to stop.

This delayed reaction was particularly detrimental to the City of Philadelphia. A prescient 1956 report tidily summed up the situation:

> While Philadelphia is not unaware of the trend of its industries out of the city, and generally what such a movement portends insofar as the city's over-all economy is concerned, to date no concerted effort has been made to solve the problem. ..the degree of urgency which the business, government, and professional leaders of Philadelphia place upon the development of a solution to this problem varies considerably. ...As one informed citizen put it, "A lot of people are talking, but nobody is doing anything."[51]

In 1957, Philadelphia's leaders finally turned this talk about economic decline into action by creating the Philadelphia Industrial Development Corporation (PIDC), a joint venture of the city and the Chamber of Commerce. The PIDC was the first organization of its kind in the country, and embarked on aggressive attempts to get industry to stay within city limits. In retrospect, it is possible to see how this economic development strategy worked against regional cooperation and, in the long run, may have damaged the region's ability to hold on to industrial jobs.

The PIDC focused on urban, rather than metropolitan, industrial development; it desired to maintain and strengthen the city's economic base, and saw the suburbs as Philadelphia's chief competition, rather than potential economic allies. Because it sought to keep firms away from the suburbs, the PIDC spearheaded projects that tried to make the city's industrial landscape look as much like the suburbs as possible. Its early projects were industrial parks in Northeast Philadelphia, whose promotional materials emphasized their pleasant landscaping and ample parking. Of course, only a small part of the city's industrial area could provide the space and infrastructure for such low-density development, a fact that thus limited the number and scope of such projects.[52]

In the suburbs as well as in the city, local officials did not fully understand that the changing location of industry was a regional shift from the industrial North to the undeveloped South and West, not simply a movement from central city to suburb. Desiring the tax revenue that new industry could bring, Philadelphia's suburbs focused their energies on luring firms away from the city, and competed with one another for

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industrial facilities. A unified regional economic development strategy – rather than an "every-town-for-itself" struggle for an increasingly smaller pool of factories and jobs – could have proved to be much more effective in retaining industry, as it would have brought the all the energies of local development authorities together rather than leaving them to fight among each other.

State funding for higher education was also an important factor. Pennsylvania chose not to invest in higher education to the same degree as places like California and Texas during the postwar, Cold War years. In these other places, states invested heavily in the expansion of research and teaching facilities, tuition support for students, and the strengthening of science departments. Stronger research universities drew more high-caliber students and faculty, won more outside research grants, and fostered the growth of advanced scientific industry near their campuses. The Commonwealth of Pennsylvania did not make these kinds of early investments, thus contributing to the region's disadvantage in the competition for high-tech firms and trained labor.[53]

As early as the mid-1950s, the lack of an aggressive economic development policy, the lack of adequate state support of economic development, and the failure to cooperate on a regional level manifested itself slow industrial growth rates. Not simply the city, but the metropolitan area as a whole, was failing to attract and retain new industry. After a period in which industrial manufacturing grew at a faster rate in the suburbs than in the city, "between 1954 and 1956, the proportions of [manufacturing] employment in Philadelphia and the other four counties taken together remained almost fixed," noted a 1957 University of Pennsylvania study. "A few small areas showed strong growth, but in many industries the relative proportions were quite unaffected by local differences." This state of affairs indicated shortcomings in state and local economic development policy, noted the report. The trend "can serve as a warning to the counties that industrial growth is not inevitable, but depends on a variety of conditions, including the actions of local and county governments."[54]

1960 to 1990

Beginning in the 1960s, the already-frail regional identity of Greater Philadelphia – which had endured because most suburbanites had to go to Philadelphia to find work, go shopping, or visit friends and family who remained in the city – began to further disintegrate as a result of the widening economic and demographic gap between the city and surrounding communities. At the beginning of the 1950s, the City of Philadelphia had 56.4% of the region's population and 67.5% of the region's jobs. By the end of the 1960s, these percentages had diminished to 40.4% and 51.2%, respectively.[55] The racial and economic profile of the city began to change as well. In 1960, Philadelphia's per capita income level of $2,121 was lower than that of every suburban county.[56] In the same year, while the nonwhite population of the city stood at 26.7%, only 1.9% of Bucks County residents, 3.8% of Montgomery County residents, and 7.1% of Delaware County residents were nonwhite. The most racially diverse county other than Philadelphia was Camden County, New Jersey, where only 9.2% of the population was nonwhite; the vast majority of these residents lived in Camden, a city that by this point was also declining in

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population, jobs, and per capita income levels.[57] These changes accelerated and intensified over the next thirty years.[58]

Economic and demographic changes strengthened the localism of the region's political culture and further diminished possibilities for regional cooperation during the 1960s, 1970s, and 1980s. These changes also prompted a dramatic movement of political power towards the suburbs, which gained more representatives in the state legislatures and a stronger voice in state economic development and infrastructure decisions. The movement of the region's power base away from the city and into Bucks, Chester, Delaware, and Montgomery Counties often gave the suburban counties an advantage over the city in their dealings with administrators and legislators in Harrisburg. Similarly, in New Jersey, the growing population and wealth of the suburban counties increased their political independence from Philadelphia and boosted their political clout with the New Jersey state legislature. State government officials paid increasing attention to Philadelphia's surrounding communities, and in an era when suburban interests were often quite different from those of the city, the suburbs often won.

Metropolitan Philadelphia of the late twentieth century was vastly different from the place it had been several decades earlier, but state and local policy did little to adapt to changed social and economic conditions. Instead, state and local leaders built on the policy structures that were already in place. The region's response was, in many respects, little different from that of other large U.S. metropolitan areas of the time that had an economically deteriorating industrial city at their core. Rather than radically rethinking the physical and political framework of metropolitan areas, urban and metropolitan leaders in Greater Philadelphia and elsewhere adhered to traditional solutions, raising money through tax increases, maintaining property values through restrictive zoning, basing economic development strategies around retention of old industries rather than the recruitment of new.

Taxation as a Solution to Fiscal Crisis

As the region's base of wealth and power moved away to the suburbs, Philadelphia found itself in increasingly dire financial straits, and resorted to tax increases as a solution. The Sterling Act, conceived as a temporary measure to combat the Great Depression, became the permanent mechanism upon which Philadelphia relied for its financial survival. By the end of the 1960s, the city had raised the wage tax to 3%; by the end of the 1970s, the tax was over 4.3%. Suburban opposition to the tax grew with every increase, and in 1977 the new political clout of Philadelphia's suburban counties resulted in passage of a Pennsylvania state provision that the limited the commuter wage tax to 4.3125% until the tax rate for city residents (which at that time was the same as the commuter wage tax rate) reached 5.75%, and after that to no more than 75% of Philadelphia's residential tax rate.[59]

Philadelphia's tax increases perhaps would not have been such a contentious political issue had ratepayers received a higher level of public services in return. Yet from the late 1960s forward the combination of an aging city infrastructure, an increasingly poor and high-need population, and a growing and costly city bureaucracy resulted in Philadelphia being unable to match the suburbs in the quality of roads, police and fire protection, daily services like garbage collection, and public schools. Philadelphia's fiscal hardships gave the suburbs an increased advantage in the

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competition for residents and jobs; the worse off Philadelphia became, the more its suburbs seemed to benefit. This perverse equation gave suburban politicians even less of an incentive to care about the fate of the city. Not recognizing that Philadelphia's decline would eventually have ripple effects upon the economic health of its suburbs, the suburban politicians of the late twentieth century did very little to help Philadelphia.

While Philadelphia was forced to resort to higher and higher local taxes in consequence of its loss of jobs and people, the suburban counties and municipalities were able to keep their taxes at steady and often lower rates because of a new influx of tax-paying residents and businesses as well as fewer social service burdens. The highly uneven patchwork of local taxes that resulted spurred a number of attempts at the state level to reform the tax system, both to make urban rates more reasonable and to make public service provision, especially public schools, more equitable. The reform efforts initiated by the Commonwealth of Pennsylvania in the 1970s and 1980s responded less to the uneven playing field in the Philadelphia region than to the great economic disparities between urbanized areas and the state's increasingly depressed rural counties. In New Jersey, highly uneven patterns of development across the state also spurred new tax reform efforts; as one state agency acknowledged in 1988, "one of the main causes of inefficient growth in New Jersey is the reliance on property taxes by localities to fund basic services."[60]

While the two states' interest in tax reform produced a flurry of thick reports and policy analyses, little was accomplished to rectify the increasingly unequal regional patchwork of taxation and service provision. Meanwhile, the accelerating tax rates and declining service levels in Philadelphia were driving firms out of the city, and becoming a powerful disincentive for new businesses to move there. A 1992 study estimated that the city had lost 100,000 jobs since 1966 because of the wage tax.[61] Had Philadelphia been better able to provide ratepayers with a public service return on their tax investments, the loss of jobs might not have been as great. As one observer recently noted, "if the services are valued at the amount of the taxes paid, then mobility may not occur at all."[62]

Land Use Laws Further Fracture the Region

The political identity of Greater Philadelphia in the 1960s, 1970s, and 1980s was further fractured by land use laws, which during this period gave municipalities additional powers to plan and zone, but imposed no requirements that this planning occur on a multi-municipal – much less a regional – basis. In 1968, Pennsylvania enacted a new municipal land use law that was intended to reform and make consistent the myriad local land use regulations that had emerged as a result of the local planning flexibility already authorized by state law. The Municipalities Planning Code (MPC) of 1968 intended to set consistent standards for planning, zoning, and subdivision of land and to impose some kind of coordinated planning across counties and metropolitan areas. Yet the tradition of local flexibility still prevailed in the MPC, in ways that rendered impossible many of its planning goals. While the new law required counties to develop comprehensive plans, they were only advisory. Local ordinances did not have to be consistent with county plans and, in fact, could override them.[63]

The MPC not only maintained local flexibility at the expense of coordinated planning, but it had the further unintended consequence of discouraging some localities

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to zone or plan altogether. The provision did not require that every locality zone and plan its land use, but it did stipulate that those who did opt to plan had to be in compliance with the MPC. In order to meet the MPC's standards, municipalities had to zone for every kind of use – residential, institutional, commercial, industrial. This level of multi-use zoning essentially made a place "urban." In rural or quasi-rural communities, like those on the fringe of the Philadelphia metropolitan area, residents often viewed this level of zoning as a threat to the character of their community. Towns thus frequently made the choice not to zone or plan at all, a decision that left them open to uncoordinated and uncontrolled land development.[64]

Although by the late 1960s many leaders and constituencies were calling for curbs on growth, Pennsylvania's land use laws promoted local flexibility in ways that favored more development, not less. New Jersey's early efforts to impose more controlled and coordinated suburban growth also proved ineffective. In 1961, the state created a Division of State and Regional Planning that was charged with creating a development plan for all of New Jersey. The Division's only output, however, was a series of capital improvement plans and a number of unsuccessful efforts to enact potent state planning legislation that could override local zoning laws. The entrenched localism of the state, combined with a fractured state identity because its two population centers belonged to multi-state metropolitan areas, prevented anything of consequence from getting accomplished.[65]

In the early 1980s, the New Jersey Supreme Court used the State Planning Guide prepared by the Division as a guideline for its decision in the 1983 "Mt. Laurel II" fair housing case. Much to the distress of its political opponents, the planning ideas of the long-ignored Division of State and Regional Planning became the basis for the housing affordability standards imposed by the Court. However, rather than implementing what many state leaders felt was an economically and politically untenable state plan outlined in the existing State Planning Guide, New Jersey passed an alternative (and less restrictive) Fair Housing Law in 1985.

The continued triumph of local interests in Pennsylvania's and New Jersey's land use laws frustrated the ambitious efforts of regional planning organizations like the Delaware Valley Regional Planning Commission (DVRPC). Founded in 1965, the DVRPC began developing a series of well-crafted and well-publicized land use and transportation plans for the region. While holding an official function as the planning organization for federal transportation projects, the DVRPC, like other planning entities that had come before it, had no real administrative authority to force the region to adapt its plans. They remained interesting suggestions, rather than legal mandates.[66]

The DVRPC's efforts were further frustrated by the composition of its membership, which gave equal representation to every county of the region, regardless of the size of population or economic activity. While the purported intent of this structure was to prevent Philadelphia's interests from overwhelming those of the smaller suburban counties, it resulted in an organization whose suburban members tended to act in a bloc against the city. In these respects, the DVRPC was in the same political situation as regional planning organizations in large metropolitan areas across the country. Yet its mission was additionally compromised by state laws that encouraged maximum local flexibility and imposed very few controls on growth.

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DVRPC's governance structure was yet another product of the entrenched localism of the Philadelphia region. It operated on the assumption that citizens' interests were defined by the counties in which they lived, and that the suburbs had much more in common with one another than they did with the city. By giving each county a separate vote in matters of regional planning, the DVRPC was simply responding to the long-established Pennsylvania political environment that valued local identities over regional ones. The DVRPC is a powerful example of the fact that even when Greater Philadelphia has created regional organizations, these entities represent local interests.[67]

Again, it is important to remember that control over planning was beneficial to many communities. And even though citizen concerns about uncontrolled suburban growth were increasing over this thirty-year period, new development was a welcome addition to many of Philadelphia's suburbs. Pennsylvania and New Jersey's land use laws allowed certain communities to become economically healthier, to preserve their historic fabric, and to increase their quality of life.

Yet over the course of the 1960s, 1970s, and 1980s – as the Mt. Laurel decisions in New Jersey made clear – the tradition of local flexibility had given rise to problems of community equity and exclusion. Communities benefited from localism because they could keep certain people and particular uses out. Places with less affluent populations or smaller economic bases were reliant on a smaller pool of resources and hence could provide fewer public amenities. In the mid-twentieth century, Philadelphia-area regional planners had argued that coordinated planning was necessary in order to fix the greatest urban problem of the day, congestion. In later decades, it became clear that regional planning was needed in order to remedy the new regional crisis of increasing economic segregation and economic inequity across the metropolitan area.

The Transportation System Emerges: Limited, Piecemeal and Late

State land use laws also affected the patterns of transportation-related development in the region between 1960 and 1990. The Pennsylvania Department of Transportation, known as PennDOT, came into being in 1970 to bring all state transportation functions – roads, highways, public transit, railroads, and waterways – under one administrative umbrella.[68] Taking its lead from land use provisions that allowed development whenever localities or, more often, real estate developers wanted it, PennDOT planned its road projects to meet the needs of projected development, rather than questioning whether that development should be happening in the first place. Although it recognized that the presence of arterial roads and highways was a huge incentive for development, the agency concluded that land use law, not transportation planning, was the culprit in low-density sprawl. "Land development is undertaking for the most part through the uncoordinated and unplanned actions of many private developers and entrepreneurs," noted a 1970 PennDOT report. "These practices will continue until effective controls through comprehensive land use planning are available and enforced by appropriate units of government."[69]

While nearly unlimited road-building was able to occur in Philadelphia's suburbs, the grand plans for a network of highways and roadways in the central part of the region did not come to fruition. In 1960, the Philadelphia City Planning Commission published its *Comprehensive Plan* for the city, which among other things proposed twelve expressways. The plan not only proposed roads that radiated out from Center City but

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also attempted to depart from the existing transportation map by proposing three beltway highways, one within city limits, and two outside of them.[70]

Over the course of the 1960s and 1970s, however, community opposition to these highways resulted in the majority of them never being built. Philadelphians, already battered by the neighborhood upheavals of large-scale urban renewal projects during the 1950s and early 1960s, vigorously protested projects like the South Street expressway, which would have cut across the southern section of downtown.[71] In the suburbs, communities that were used to having powers of eminent domain and the ability to control their development were opposed to allowing the state and federal governments to build major thoroughfares in their backyards. Even when freeways managed to get built, citizen opposition combined with the logistical difficulty inherent in obtaining rights-of-way in Pennsylvania's highly fragmented political environment worked against their timely completion. The region's outer beltway, known as the Blue Route, did not fully open until 1991, over thirty years after being proposed in the *Comprehensive Plan* and far later than the beltway systems of other metropolitan areas. At the time of the Blue Route's opening, the *Philadelphia Inquirer* called it "the most costly, most bitterly opposed highway in Pennsylvania history."[72]

The fact that Greater Philadelphia's urban highway plans were not as successful as planners had hoped is, as one observer put it, something of a blessing: "they would have driven six-lane highways through many stable communities and further sapped the vitality of the center city by making suburban locations even more accessible."[73] But it is important to recognize that the radial pattern and the relatively limited and piecemeal nature of the transportation network that *did* get built has been a factor in the rate and quality of economic growth in the Philadelphia region. Philadelphia's transportation infrastructure was built to serve a region whose jobs and retail establishments had been largely in the central city, yet because of its timing it served instead to push growth further and further out to the edges of the region. Because of community opposition and slow implementation, the regional roadway network was left incomplete, funneling traffic onto overloaded smaller arteries. The fact that metropolitan Philadelphia failed to build many highways preserved a number of thriving communities that lay in the path of planned roads, but it also lowered the quality and efficiency of the region's road infrastructure, resulting in higher levels of traffic congestion.

Another important development in the region's transportation history during this period was the creation of the Southeastern Pennsylvania Regional Transportation Authority (SEPTA) in 1970. This new agency brought nearly all of the region's bus, subway, and regional rail lines into one administrative authority in an attempt to improve and extend service. SEPTA's governance and administration, however, proved problematic. As in the case of the DVRPC, a regional body became a trading floor for local interests. The authority's board was made up of the governor and a representative from each of the region's five Pennsylvania counties. Philadelphia County, even though it contained the largest population and 80 percent of transit users, had the same amount of power as the four suburban counties. The suburbs, while controlling the majority of the board, were, not surprisingly, less interested in maintaining and expanding public transit than the city. Decisions made by the suburb-dominated SEPTA board often favored these suburban interests rather than the more pro-transit views of the city.

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The rift between city and suburb was mirrored in SEPTA's administration, which ran city and suburban transit systems separately. Only half of the systems' revenue has come from transit fares; operating subsidies pay for the rest. Over time, suburban systems have received far more subsidies to their operating costs than city lines, a strategy adopted by SEPTA as a way to keep fares low for a fickle ridership that could just as easily commute by car.[74]

Economic Development: City vs. Suburbs

State and local economic development policy during this period responded to national as well as regional trends. The migration of industry and jobs to suburban locations had been accompanied by a change in the look and feel of industrial facilities. New methods of production allowed firms to house themselves in places that hardly looked like old-style factories at all. This was particularly true of advanced scientific industries, which sought to lure white-collar scientists and engineers by building high-amenity modern facilities located in desirable suburban environments. As the look of industry changed, residential communities that once prohibited industrial facilities now competed for them. "Industry no longer connoted the ugly factory with noxious odors, air pollution, unpleasant noise, and a low-class labor force," noted a 1965 study of the Philadelphia region. "Many Suburbs have found that they can attract industries that employ a professional labor force and take pride in beautifully landscaped and architecturally subdued locations."[75]

In suburban Philadelphia, the tax potential of "clean," high-tech industries with a white-collar labor force made the recruitment of such firms a focus of many suburbs' economic development strategies beginning in the 1960s. The outlying counties of the region were fortunate in that they already were home to numerous firms of this type, particularly in the pharmaceutical and electronics industries. Communities like King of Prussia, Fort Washington, and Valley Forge lured more by allowing the development of private "research parks," which offered scientific firms modern facilities in an extensively landscaped setting.[76]

The City of Philadelphia was at a distinct disadvantage in persuading advanced scientific industries to locate in the city, despite the presence of numerous research universities and hospitals. First, there was little available land in the central neighborhoods of the city for low-density research parks like those offered by the suburbs. Only Northeast Philadelphia offered large tracts of open land, but these were miles from Center City and from the two academic centers of the city, West Philadelphia (home of Penn, Drexel, and several medical institutions) and North Philadelphia (where Temple was located). In 1966, the Philadelphia Industrial Development Corporation developed the Philadelphia Industrial Park on a huge tract surrounding North Philadelphia Airport. Promotional materials for the Park emphasized that it was the "largest landscaped community of industries in any major American city," but the firms that located there tended to be traditional manufacturing operations rather than new "knowledge-based" industries.[77]

Philadelphia's chief effort to bring high-tech industry inside city limits was the University City Science Center (UCSC), a sprawling complex of research laboratories and offices built with urban renewal funds immediately to the north of Penn's West Philadelphia campus. Announced with great fanfare in 1961, the project generated fierce

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community opposition from the outset. The project was planned to stretch across a huge swath of already developed land along Market Street; these blocks had undergone significant racial and economic change since 1940, turning from a working-class white neighborhood to one that was lower income and majority-black. Building the UCSC would involve razing these blocks to the ground, forcing residents and businesses to move somewhere else. The residents of the area accused Penn and city officials of practicing "Negro removal," and their protests highlighted the fact that the UCSC also served as a convenient way for Philadelphia's leadership to make the city more palatable to white professionals as a place to live and to work.[78] This opposition, combined with the slow rate at which the UCSC attracted tenants, kept the project from having much of an impact until the 1970s.[79] By 1976, the project, called "one of the region's key tickets to the future," was a $30 million complex housing 4,000 jobs, but it did not continue to grow at the pace hoped for by its sponsors.[80]

One possible factor holding back the UCSC was that the City of Philadelphia's tax structure was inhospitable to small entrepreneurial operations. Like other employers, the Philadelphia wage tax was a powerful disincentive for new firms. But it was the other business taxes levied by the city that were particularly burdensome to entrepreneurs. These operations, which often had large up-front costs and little if any immediate profit, had to pay city tax on their gross (not net) receipts, a condition that greatly increased their tax burden.

Compounding the city's unfavorable tax situation was the fact that, prior to the 1990s, Greater Philadelphia offered entrepreneurs relatively fewer sources of capital. The region had seen little of the federal defense dollars that provided seed money for high-tech ventures in places like California and Massachusetts. After 1970, as federal spending on research and development dwindled from its space-age high, the presence of entrepreneur-friendly private venture capital firms became an increasingly important element for the agglomeration of high-tech industry to occur in a given place. Yet the network of venture capitalists in the region was limited, and private-sector innovation in Greater Philadelphia has tended to emanate from corporate, not individual efforts. Pharmaceutical and petrochemical firms in and near Greater Philadelphia have been the centers of scientific innovation in the region, and the relative lack of funding opportunities for start-up companies is a reflection of that history. In the 1970s and 1980s, key decades of growth for the high-tech industry, the Philadelphia region's financial community continued to orient itself around large, stable capital investments rather than investing in high-risk new companies. By 1986, the region had only 14 percent of venture capital invested in early-stage companies, as compared to a U.S. average of 24 percent.[81]

Prior to the early 1980s, the Commonwealth of Pennsylvania did little to augment the Philadelphia region's lack of necessary resources for the growth of "new" industries like high technology. During the 1960s, Pennsylvania continued to have relatively low levels of investment in university-based scientific research and development, and there were no state programs aimed towards attracting and retaining advanced scientific industries. Instead, the Commonwealth of Pennsylvania geared most of its economic development efforts around retaining and recapturing the kinds of industries that had left the state. Economic development policy focused on industries that were largely outside the Philadelphia metropolitan area, like mining and agriculture.[82]

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Yet Greater Philadelphia's failure to secure a larger piece of the high-tech "new economy" of the late twentieth century cannot be blamed simply on failures of state policy. In 1982, the Commonwealth of Pennsylvania established the Ben Franklin Partnership, an aggressive program to attract what it termed "advanced technology" industries – both high-tech firms as well as other industries that relied upon a technologically trained workforce. The program was cited as an "economic development model" by observers and in the two decades since its inception has had notable success in attracting new industry to the region.[83] Greater Philadelphia, however, has seen relatively less benefits from the program than would be expected for the Commonwealth's largest metropolitan area. One reason may have been that the regional interest in the program has not been strong enough to produce a large volume of high-quality applications for assistance.

Another reason may stem from the fact that this effort, like many other state economic development initiatives, was not particularly concerned about keeping firms in or near large cities. The Commonwealth's usual objective in its economic development programs of the 1960s, 1970s, and 1980s was to get firms to stay in, or move to, Pennsylvania, and there were often no restrictions on *where* in the state a business moved. Firms received the same subsidies and incentives whether they located in Center City Philadelphia or the semi-rural suburban fringe of the metropolitan area. This, combined with tax rates and service levels, flexible land use provisions, and the willingness of the state to build new roads, helped to make suburban locations usually much more attractive than the City of Philadelphia to businesses.[84]

The cumulative effect of all of these independent economic development efforts was not only that the Philadelphia region responded too late and too ineffectively to economic change, but also that economic development strategy did not reflect or reinforce any kind of collective regional identity. Instead, the city and suburbs competed with each other for jobs. The conclusion drawn from a 1975 industrial survey by the Philadelphia City Planning Commission and the Philadelphia Industrial Development Corporation was that "Philadelphia's real competition for firms and jobs is not with other regions of the country but with its neighboring counties…with a few important exceptions [firms] are not specifically bound to the City location, either for access to raw materials, markets, or labor force." Thus, "if such firms are to be retained, the City's industrial development programs and activities must be oriented so as to deal effectively with the factors which influence intra-regional migration of manufacturing firms."[85]

This intra-regional approach to economic development was a pragmatic response to overarching trends that were well evident by the mid-1970s. The Philadelphia region was not gaining a significant number of jobs from outside the region – the 1975 industrial survey acknowledged "in recent years, immigration of firms from outside the region has been at a low level"[86] – and therefore it had to fight over the jobs that remained. This city-versus-suburb competition would define economic development strategies for the rest of the twentieth century.

Conclusion: The 1990s and Beyond

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In the 1990s, a decade of immense national prosperity injected new vitality into parts of the Philadelphia region, but also brought new challenges stemming from rapid, low-density growth at the fringe of the metropolitan area. Center City Philadelphia bolstered its reputation as a tourist destination through the addition of a new Convention Center, new hotels, and new museums, concert halls, and other attractions. Additional middle-class residents were lured to Center City and surrounding neighborhoods by restaurants, nightlife, shopping, and by new housing.[87] Yet the economic boom of the 1990s hit the region unevenly. Outside Center City, the deterioration of neighborhoods continued to be so severe that Mayor John Street announced a sweeping anti-blight initiative in 2001. Many suburban communities continued to thrive, but other, older suburbs experienced increased poverty, increased crime rates, and further shrinking tax base. In the outer suburbs, rapid development of new subdivisions and new shopping centers and offices consumed about one acre of land per hour.[88] Unlike other regions, this growth at the edge was not a result of an influx of new residents to the region, but an outflow of people from the center.

Continued deterioration at the core, and sprawl at the outskirts, prompted a number of efforts to roll back state and local policies that have had a detrimental effect on physical and economic growth. Again, these kinds of measures were not unique to Philadelphia or Pennsylvania, but were strategies adopted by a number of metropolitan areas during the 1990s. The City of Philadelphia reduced its tax rates slightly, although it retained the wage tax. This reduction, combined with increasing tax rates in some suburbs (a result of increased service needs), put Philadelphia in a relatively more competitive position than it had been in previous decades.[89] Both at the state and the local level, the creation of special tax districts and other tax incentives attempted to spur additional economic development, although critics of these measures have charged that such strategies have relatively little effect on private-sector location decisions, and amount to an unnecessary public subsidy for business.

Uncoordinated and low-density development at the suburban fringe prompted a serious effort at the state level to reform land use laws both in Pennsylvania and in New Jersey. The Commonwealth of Pennsylvania amended the MPC in 2000 with legislation that one commentator wryly observed was "uniquely tailored to the traditions, law and politics of Pennsylvania, but 'smart' nonetheless."[90] The amended MPC allows localities to plan on a multi-municipal basis, and in doing so designate growth corridors and land reserve areas. Multi-municipal planning is voluntary, however, and undertaking such a process requires a significant amount of commitment and effort on the part of the involved municipalities. The law upholds Pennsylvania's venerable tradition of local flexibility, but while a small step, it is the strongest legal endorsement of coordinated regional planning in the past seventy years.

In the 1990s, New Jersey took more aggressive steps towards "smart growth" and land conservation, although localities retain control of planning and zoning. The state updated its State Development and Redevelopment Plan to encourage controlled and higher-density growth by providing more powerful incentives for localities to plan in a coordinated fashion. New Jersey also pledged to prioritize state infrastructure expenditures so that upgrading and maintenance of existing networks became a higher priority than new construction, and it enhanced its brownfields program to speed the remediation and redevelopment of previously used industrial land.[91]

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However, in the 1990s, despite some different approaches to tax and land use reforms, Greater Philadelphia did not manage to redirect the long-standing trends of slow population growth, slow job growth, and suburban sprawl. The region's inability to change in a fundamental way becomes more understandable when we examine the current situation in light of the past seventy years of its history.

It is undisputable that Greater Philadelphia has simply been on the wrong side of most major economic changes of the past several decades. No amount of innovative public policy could fully remedy the region's economic disadvantage in the national and global economies. Because of its economic and demographic structure – a diverse manufacturing base rather than dependence on one industry, a relatively stable regional population rather than a perpetual influx of outsiders – these changes happened more gradually in Philadelphia than in other metropolitan areas. Gradual change was one reason that the region's leaders held on to public policy traditions long after they were outmoded, and it was also a reason that economic development strategies to remedy the city and region's problems often came too late to be truly effective.

Yet the region's current growth patterns are the result of past policy choices as well as seemingly unstoppable market forces. The region's leaders at mid-century had a very difficult time believing that Philadelphia could ever cease to be an industrial capital, and that the white-collar jobs of Center City would one day move to the suburbs. The metropolitan area's problem was diagnosed as being too much growth, rather than not enough of it. The important measures taken to guide growth between 1930 and 1960 – highways, tax laws, land use laws – reflected this reality. While the metropolitan area would find itself faced with radically different problems in the later part of the twentieth century, state and local leaders did not change these structures, despite acknowledging among themselves as early as the 1950s that major changes were underway.

Economic development policy is another good example of how the region's leaders, and the policy structures they enacted and maintained, did not keep up with the times. While the Philadelphia region had one of the nation's largest and most prestigious collections of colleges, universities, and other research institutions, state and local economic development policy did little to create a more favorable economic climate for science-based industry. Instead, state and local officials usually focused on "smokestack-chasing," that is, recruiting and retaining its old-economy manufacturing base. This approach not only limited the region's appeal as a center for high-tech industry (and young and mobile high-tech employees), but it forced both city and suburbs into fighting amongst themselves for industry.

But perhaps the overriding factor behind metropolitan Philadelphia's present growth patterns is the tradition of local flexibility that gives its many municipalities near-complete independence in how they plan and use their land. Decade after decade, localism has prevented coordinated planning, has increased regional inequity and economic segregation, and has stood in the way of cross-regional projects like highways and public transit. Yet the local flexibility written into Pennsylvania and New Jersey state law has also served to protect community integrity and historic preservation. The Philadelphia region justly celebrates its unique towns and neighborhoods. Like it or not, this is partly a result of the fact that localities have been given so many privileges under state law. Unfortunately, the highly unequal playing field created by such policies has limited the benefits of local flexibility to communities that are relatively well-off.

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Greater Philadelphia has struggled to compete with other large metropolitan areas over the past several decades partly because of the choices made by state and local policymakers. These choices, by and large, have served to discourage regional cooperation and have fragmented the political and economic power of the region to a degree that makes it less economically efficient and less equitable. As Philadelphia's regional leadership considers ways to adjust state and local policy to make them more consonant with the times, it is worth considering the warning of the Regional Planning Federation of the Philadelphia Tri-State District in 1929: "no longer can single communities, particularly those surrounding a great city, live unto themselves alone."[92]

NOTES

[1] These economic and demographic shifts, and their consequences, are discussed in Thomas J. Sugrue, *The Origins of the Urban Crisis: Race and Inequality in Postwar Detroit* (Princeton: Princeton University Press, 1996); William Julius Wilson, *When Work Disappears: The World of the New Urban Poor* (New York: Knopf: Distributed by Random House, Inc., 1996); Douglas S. Massey and Nancy A. Denton. *American Apartheid: Segregation and the Making of the Underclass* (Cambridge, Mass.: Harvard University Press, 1993). For discussion of postwar federal programs and their effects on metropolitan America, see John C. Teaford, *The Rough Road to Renaissance: Urban Revitalization in America, 1940-1985* (Baltimore: The Johns Hopkins University Press, 1990); Kenneth T. Jackson, *The Crabgrass Frontier: The Suburbanization of America* (New York: Oxford University Press, 1985). For a discussion of the impact of these policies on Philadelphia in particular, see Joseph Oberman and Stephen Kozakowski, *History of Development in the Delaware Valley Region* (Philadelphia: Delaware Valley Regional Planning Commission, 1976).

[2] *Fight or Flight: The State of the Philadelphia Region* (Philadelphia: Metropolitan Philadelphia Policy Center, 2001), 55.

[3] *Ibid.* For review and analysis of these trends nationally, see Edward L. Glaeser and Jesse M. Shapiro, "City Growth and the 2000 Census: Which Places Grew, and Why" (Washington, D.C.: Brookings Institution Center on Urban and Metropolitan Policy, May 2001); John Brennan and Edward W. Hill, "Where are the Jobs? Cities, Suburbs, and the Competition for Employment" (Washington, D.C.: Brooking Institution Center on Urban and Metropolitan Policy, November 1999).

[4] Richard Florida and Gary Gates, "Technology and Tolerance: The Importance of Diversity to High-Technology Growth" (Washington, D.C.: Brookings Center on Urban and Metropolitan Policy, 2001); Edward L. Glaeser, Jed Kolko, and Albert Saiz, "The Consumer City," National Bureau of Economic Research Working Paper No. W7790 (July 2000).

[5] Pennsylvania Economy League, *Greater Philadelphia's Knowledge Industry: Leveraging the Region's Colleges and Universities in the New Economy* (Philadelphia: Pennsylvania Economy League, 2000); Adam Katz-Stone, "Putting the Brakes on the Region's 'Brain Drain,'" *Philadelphia Business Journal*, August 11, 2000.

[6] Although the region includes parts of New Jersey as well as Southeastern Pennsylvania, the policies promulgated in Harrisburg have had a more significant effect on regional growth patterns because the bulk of the metropolitan area's employment base and population – as well as its central city – are in Pennsylvania. While this paper will discuss relevant examples of New Jersey's policy choices, it will focus more of its attention on Pennsylvania and its five-county Philadelphia region.

[7] The story of metropolitan Philadelphia is an extraordinarily complicated one. There are many parts of the region's recent history that are not addressed in this paper. This report is not intended to present an exhaustive study of every facet of Greater Philadelphia's growth during the past century. Rather, its purpose is to identify some of the key developments that explain why it has developed the way it has in the past several decades. This report does *not* argue that the Philadelphia region is entirely exceptional among large metropolitan areas – in many respects, the regional leadership responded very similarly to changing events. But it does explore how the state and local political culture shaped public policy and, in turn, the geography and economic health of the region. Important aspects of public policy in which the Philadelphia

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region was not particularly different from other places – property-tax-dependent public school funding, for example – are thus not the primary focus of this paper.

[8] Regional Planning Federation of the Philadelphia Tri-State District, *A Picture of the Region* (Philadelphia, 1929), 4. Pamphlet Collection 29-16, Temple University Archives (TUA).

[9] The twentieth-century history of regional planning in the Philadelphia region is documented in William W. Cutler, III, "The Persistent Dualism: Centralization and Decentralization in Philadelphia, 1854-1975," in *The Divided Metropolis: Social and Spatial Dimensions of Philadelphia, 1800-1975*, edited by William W. Cutler, III, and Howard Gillette, Jr. (Westport, CT: Greenwood Press, 1980), 267-69.

[10] The efforts of large metropolitan areas to plan on a regional basis prior to World War II were inspired in large part by the activities of the Regional Planning Association of America (RPAA). Founded in New York in the 1920s by a group of eminent urban thinkers, the RPAA spearheaded a number of privately-funded efforts to develop planned and landscaped "garden cities" on the periphery of the New York metropolitan area as well as proposed urban redevelopment and highway schemes that proved influential to postwar planners. The RPAA prompted civic elites in many cities to found metropolitan planning organizations, some of which have endured until the present. Chicago's Metropolitan Planning Council, founded in 1934, is one example of this. For more on the RPAA and the early regional planning movement, see Roy Lubove, *Community Planning in the 1920's: The Contribution of the Regional Planning Association of America* (Pittsburgh: University of Pittsburgh Press, 1963).

[11] Charter for the Province of Pennsylvania, *The Federal and State Constitutions, Colonial Charters, and Other Organic Laws of the States, Territories, and Colonies Now or Heretofore Forming the United States of America*, Compiled and Edited Under the Act of Congress of June 30, 1906 by Francis Newton Thorpe (Washington, D.C.: Government Printing Office, 1909).

[12] The precise total is 2,569 and consists of 56 cities, 964 boroughs, 1,548 townships, and one incorporated town (Joanne R. Denworth, Esq., "Seizing Opportunities for Regional Cooperation by Amending Pennsylvania's Municipalities Planning Code," *Greater Philadelphia Regional Review* (Fall 2000), 12). Fragmentation statistic from *Fight or Flight*, 69, citing data from U.S. *Census of Governments*.

[13] Carl McCarthy and Anita A. Summers, "State Constitutional Limitations on Regional Tax Sharing," Working Paper #296, Wharton Real Estate Center, University of Pennsylvania.

[14] New Jersey State Planning Board, *First Annual Report of Progress* (Trenton, N.J.: New Jersey State Planning Board, 1935), 14, 116.

[15] This strong community identity extends within the boundaries of the City of Philadelphia, which calls itself a "city of neighborhoods," and whose residents often identify themselves as natives of a particular neighborhood rather than being from the city. Outside the city, strong community identity often springs from the fact that many Philadelphia suburbs are long-established small towns that only recently have become absorbed into the metropolitan area. For discussion of community identity and current threats posed by development, see Thomas Hylton, *Save Our Land, Save Our Towns: A Plan for Pennsylvania* (Harrisburg, Pa.: R.B. Books, 1995).

[16] Carolyn Adams, David Bartelt, David Elesh, Ira Goldstein, Nancy Kleniewski, and William Yancey, *Philadelphia: Neighborhoods, Division, and Conflict in a Postindustrial City* (Philadelphia: Temple University Press, 1991), 9; U.S. Census Bureau, *Biennial Census of Manufactures: State Report: Pennsylvania* (Washington: GPO, 1935), 7.

[17] For discussion of these changes see Chapters One and Two of Adams et al.; also see Sam Bass Warner, *The Private City, Philadelphia in Three Periods of its Growth* (Philadelphia: University of Pennsylvania Press, 1968). Philadelphia was not alone in experiencing decentralization and some deindustrialization during this period. While these trends are often considered an exclusively post-1945 phenomenon, evidence of the economic decline of America's great industrial capitals appeared much earlier. Sugrue discusses these shifts in the Introduction and Chapter One of *Origins of the Urban Crisis*.

[18] "A Picture of the Region," 7.

[19] Pittsburgh's authority had a three-year sunset provision; Philadelphia's was ongoing. "The Sterling Act: A Brief History," 2, citing P.L. 45.

[20] The political animosity between Pennsylvania and Philadelphia is universally-accepted conventional wisdom, but the literature examining this historical relationship is surprisingly scant. In one of the few analyses addressing this issue, Paul Beers writes, "upstaters may feud, but on the question of being anti-Philadelphia they remain firm" (Beers, *Pennsylvania Politics Today and Yesterday: The Tolerable Accommodation* [University Park: Pennsylvania State University Press, 1980], 10). Further evidence of

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this sentiment is found in a number of instances during the past century when the state was unwilling to lend political or financial support to Philadelphia. The low levels of state support for urban needs is also a reflection of the Commonwealth's fiscal conservatism, which has resulted in relatively lower levels of spending on human services and other programs whose beneficiaries were disproportionately city residents. While in recent years Pennsylvania has improved its ratio of state aid compared to other states, it lagged behind others (including New Jersey) well into the 1960s. See Janet Rothenberg Pack, "Intergovernmental Aid in the Philadelphia PMSA: Who Gets How Much?," in Anita A. Summers and Thomas F. Luce, eds., *Economic Development within the Philadelphia Metropolitan Area* (Philadelphia: University of Pennsylvania Press, 1987), 112-133.

[21] "The Sterling Act: A Brief History," 2.

[22] *Pennsylvania Legislative Journal*, March 15, 1945, 846, quoted in "The Sterling Act: A Brief History," 4.

[23] Oliver P. Williams, Harold Herman, Charles S. Liebman, and Thomas R. Dye, *Suburban Differences and Metropolitan Policies: A Philadelphia Story* (Philadelphia: University of Pennsylvania Press, 1965), 164-66.

[24] "The Sterling Act: A Brief History," 5-6.

[25] The inability for Philadelphia to provide a competitive tax-to-service ratio was partly a consequence of its size, a demonstration of the "Tiebout Hypothesis" first outlined by economist Charles M. Tiebout in 1956. Tiebout showed that people "vote with their feet" if a community does not provide optimal levels of public service. See Tiebout, "A Pure Theory of Local Expenditures," *The Journal of Political Economy* 64:5 (Oct. 1956), 416-424.

[26] Act 131 of the 1931 General Assembly, quoted in *Twenty Years of State Planning: A Report to the Governor of the Commonwealth and to the General Assembly by the Pennsylvania State Planning Board* (Harrisburg, Pa., January 1955), 4.

[27] *Twenty Years of State Planning* 6-7, 15.

[28] Ibid.

[29] Act 249, PL 571, Act 164, PL 382; Joanne R. Denworth, "Amending Pennsylvania's Municipalities Planning Code," *Greater Philadelphia Regional Review* (Fall 2000), 13.

[30] Myron Orfield, *Metropolitics: A Regional Agenda for Community and Stability* (Washington, D.C. and Cambridge, Mass.: Brookings Institution Press and Harvard University Press, 1997).

[31] New Jersey State Planning Board 4.

[32] *Report of the Commission to Study Laws Affecting Industrial Development* (Trenton: State of New Jersey, June 1957), vii.

[33] Zoning ordinances were first enacted in large cities and then spread to the suburbs. They began to be widespread in the 1920s, two decades prior to the postwar upsurge in suburbanization. For a historical overview of zoning, see Joe R. Feagin, "Arenas of Conflict: Zoning and Land Use Reform In Critical Political-Economic Perspective," in *Zoning and the American Dream*, ed. Charles M. Haar and Jerold S. Kayden (Chicago: Planners Press, in association with The Lincoln Institute of Land Policy, 1989), 73-100.

[34] *Survey of Industry* (Philadelphia: Philadelphia City Planning Commission and Philadelphia Industrial Development Corporation, 1975).

[35] "The two most serious problems affecting American cities are traffic and blight," declared Mayor Clark in 1954. Text of Radio Address, June 4, 1954. Box A-448 (Speeches and Statements), RG 60-2.2, Philadelphia City Archives (PCA).

[36] For discussion of Philadelphia's urban renewal program, see John F. Bauman, *Public Housing, Race, and Renewal: Urban Planning in Philadelphia, 1920-1974* (Philadelphia: University of Pennsylvania Press, 1987), as well as Adams et al. Chapter 4.

[37] "Basic Data on Highways and on Highway Aid to Philadelphia," May 11, 1953, File Folder "Streets," Box A-457, RG 60-2.2, PCA.

[38] Philadelphia's disproportionate share was not unusual; American cities have often shouldered an overly large cost burden of intergovernmentally-financed public projects. Yet the fact that highway building in Philadelphia was well underway prior to the 1956 Interstate Highway Act (which unleashed billions of dollars in federal funding) made the shortfall in state funding more acutely felt by city planners. For discussion of federal highway funding, see Mark H. Rose, *Interstate: Express Highway Politics, 1939-1989*, Revised Edition (Knoxville: University of Tennessee Press, 1990). For more general discussion of local-state-federal fiscal relationships during this period see Jon C. Teaford, *The Rough Road to*

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Renaissance: Urban Revitalization in America, 1940-1985 (Baltimore: The Johns Hopkins University Press, 1990).

[39] Adams et al., 169-70.

[40] The definitive study of Moses is Robert Caro, *The Power Broker: Robert Moses and the Fall of New York* (New York: Vintage, 1974). A recent study of the New York Port Authority is Jameson W. Doig, *Empire on the Hudson: Entrepreneurial Vision and Political Power at the Port of New York Authority* (New York: Columbia University Press, 2001).

[41] For comparison with other regions at this period, see U.S. Commission on Intergovernmental Relations, *Governmental Structure, Organization, and Planning in Metropolitan Areas; Suggested Action by Local, State, and National Governments; A Report* (Washington: GPO, 1961).

[42] Undated notes, FF 6, Box 19, Series III, Subseries 4, William Berry Hartsfield Papers, Emory University Special Collections. For more on Atlanta, see Harvey K. Newman, *Southern Hospitality: Tourism and the Growth of Atlanta* (Tuscaloosa: University of Alabama Press, 1999).

[43] For more background on mid-century airport development plans and the civic leadership's vision for the airport, see Philadelphia City Planning Commission, *An Airport Program for the Philadelphia-Camden Metropolitan Area* (Philadelphia, 1946). For discussion of other cities in the U.S. and elsewhere, see U.S Department of Housing and Urban Development, Office of International Affairs, *Airports and their Effects on Regional Planning* (Washington: GPO, 1974).

[44] Warner 191-93; Adams et al., 103-4.

[45] The Pennsylvania Economy League defines the Philadelphia region's stable of colleges and universities as its "knowledge industry" (*Greater Philadelphia's Knowledge Industry*).

[46] Margaret Pugh O'Mara, "Cities of Knowledge: Cold War Politics and the Roots of the Information-Age Metropolis," Ph.D. Dissertation, University of Pennsylvania, forthcoming.

[47] Ibid.

[48] Bruce J. Schulman, *From Cotton Belt to Sunbelt: Federal Policy, Economic Development, and the Transformation of the South, 1938-1980* (New York: Oxford University Press, 1991).

[49] For discussion of the role of the military in determining the regional geography of scientific production, see: Ann R. Markusen, Peter Hall, Scott Campbell, and Sabrina District, *The Rise of the Gunbelt: The Military Remapping of Industrial America* (New York: Oxford University Press, 1991); Roger W. Lotchin, ed., *The Martial Metropolis: U.S. Cities in War and Peace* (New York: Praeger Publishers, 1984). One of the explanations provided for why Greater Philadelphia did not become a Cold War research powerhouse is that its research community – both universities and industries – was dominated by the medical sciences rather than the more defense-relevant disciplines of physics and engineering. This is true, to a point. At the end of the Second World War, Greater Philadelphia had a research capacity in these kinds of science that was not vastly different from that of Stanford, which later became the center of a country's dominant region of high-tech activity. See Rebecca S. Lowen, *Creating the Cold War University: The Transformation of Stanford* (Berkeley: University of California Press, 1997).

[50] See James C. Cobb, *The Selling of the South: The Southern Crusade for Industrial Development, 1936-1990* (Urbana: University of Illinois Press, 1993). A fascinating compilation of late-1940s state and local economic development advertisements placed in national business magazines is found in Industrial Survey Associates, *San Francisco Bay Area: Its People, Prospects, and Problems*, A Report Prepared for the San Francisco Bay Area Council, Advance Review Edition (March 1948), 24-26. San Francisco History Center, San Francisco Public Library.

[51] Bureau of Municipal Research and Pennsylvania Economy League (Eastern Division), *An Approach to Philadelphia's Industrial Renewal Problem* (Philadelphia, November 1956), Pamphlet Collection 75-25, TUA. For discussion of the Philadelphia business community's allegiance to the "old economy" see Shaun D. Mullen, "A History of Running in Place," *Philadelphia Daily News*, February 29, 2000. Despite the creation of the PIDC, Philadelphia's inaction on industrial development for so long is puzzling. There are several possible explanations. First, although jobs were leaving, there still was a considerable amount of industry left within city limits. Center City Philadelphia was still the undisputed job center of the region. The great variety of Philadelphia's manufacturing base – in contrast to cities like Pittsburgh or Detroit, that relied almost entirely on one kind of manufacturing – made economic decline less perceptible and less abrupt. Factories downsized or departed the city gradually; there were not huge facilities whose closure suddenly put thousands out of work, like in the steel towns elsewhere in Pennsylvania. Second, the city's leaders had many other huge projects on their agenda at this moment, particularly the ambitious and multi-

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faceted urban renewal effort. And urban renewal itself was considered a key economic development policy, as leaders felt that the city's chief disadvantage was its deteriorating physical fabric.

[52] See for example the description of the "Philadelphia Industrial Park" near the North Philadelphia Airport in the PIDC's 1966 Annual Report, *1966: A Year of Milestones for PIDC* (Philadelphia, 1967), Pamphlet Collection 268-11, TUA.

[53] See Roger L. Geiger, *Research and Relevant Knowledge: American Research Universities Since World War II* (New York: Oxford University Press, 1993); Richard M. Freeland, *Academia's Golden Age: Universities in Massachusetts, 1945-1970* (New York: Oxford University Press, 1992). For discussion of the political forces behind campus expansion in California, see Matthew Dallek, *The Right Moment: Ronald Reagan's First Victory and the Decisive Turning Point in American Politics* (New York: Free Press, 2000).

[54] The Institute for Urban Studies, University of Pennsylvania, *A Regional Industrial Land & Facilities Study for the Southeastern Pennsylvania Regional Planning Commission*, June 1957, 6-7. FF VII-1, Box 5, URB 33, TUA.

[55] Adams et al., 17.

[56] Adams et al., 19. The counties in the sample were Philadelphia, Bucks, Chester, Delaware, Montgomery, Burlington, Camden, and Gloucester.

[57] Adams et al., 18.

[58] Useful discussion of the demographic and economic changes in Philadelphia during this period is also found in John F. Bauman, "W. Wilson Goode: The Black Mayor as Urban Entrepreneur," *Journal of Negro History* 77:3 (Summer 1992), 141-158.

[59] "The Sterling Act: A Brief History," 8.

[60] New Jersey State and Local Expenditure and Review Policy Commission, *Summary Final Report* (Trenton, N.J., July 1988) quoted in Roland Anglin, *The State Development and Redevelopment Plan: An Assessment*, Working Paper No 22, The Eagleton Institute for Politics and Center for Urban Policy Research, Rutgers University (New Brunswick, N.J., 1991), 26.

[61] Robert Inman, "Can Philadelphia Escape its Fiscal Crisis with Another Tax Increase?" *Business Review of the Federal Reserve Bank of Philadelphia* (September/October 1992), 5-20.

[62] Robert Strauss, "Pennsylvania's Local Property Taxes: Distribution and Economic Effects," *Greater Philadelphia Regional Review* (Summer 2001), 23.

[63] Denworth 13.

[64] Denworth, "Growing Smarter Legislation – New Options for Multi-Municipal Planning and Development" (forthcoming).

[65] "The State Planning Process in New Jersey," draft technical reference document prepared by Siemon, Larson, Mattlink, and Purdy (Trenton, January 1987).

[66] Adams et al., 157-58.

[67] This governance structure is found in most other metropolitan governance structures in the region, and it works against intergovernmental cooperation in a similar fashion in these entities as well. For further discussion, see Beers as well as Adams et al.

[68] *Transportation and Pennsylvania's Future: Summary Report of the Governor's Committee for Transportation* (Harrisburg, Pa.: State of Pennsylvania, January 1969).

[69] *Transportation Policies for Pennsylvania* (Harrisburg, Pa.: Pennsylvania Dept of Transportation, July 1970), 13.

[70] Philadelphia City Planning Commission, *Comprehensive Plan: The Physical Development Plan for the City of Philadelphia* (Philadelphia, 1960).

[71] Bauman.

[72] "FHWA By Day: A Look at the History of the Federal Highway Administration (December 19 Edition)," December 2001, http://www.fhwa.dot.gov/byday/fhbd1219.htm.

[73] Adams et al., 165.

[74] Adams et al., 166-67.

[75] Oliver P. Williams, Harold Herman, Charles S. Liebman, and Thomas R. Dye, *Suburban Differences and Metropolitan Policies: A Philadelphia Story* (Philadelphia: University of Pennsylvania Press, 1965), 189.

[76] Examples of promotional materials include "Fort Washington Industrial Park" (April 1966) Pamphlet Collection 448-11, TUA; Greater Valley Forge Chamber of Commerce, "The Greater Valley Forge Story" (1970), Pamphlet Collection 645-22, TUA.

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[77] Philadelphia Industrial Development Corporation, *1966: A Year of Milestones for PIDC* (1967), Pamphlet Collection 268-11, TUA.
[78] A significant amount of urban renewal had already occurred in West Philadelphia by this time, as the University and the city used federal urban renewal funds to acquire and redevelop land for campus expansion. See Adam B. Klarfeld, "Private Taking, Public Good? Penn's Expansion in West Philadelphia from 1945 to 1975" (1999), University of Pennsylvania Archives.
[79] Slow accumulation of tenants was partly a result of fierce competition from the suburbs. Correspondence from the early years of the UCSC reveals several unsuccessful efforts to lure facilities away from King of Prussia and other suburban centers. See for example Richard Graves (PIDC), personal and confidential letter to Gaylord P. Harnwell (President of the University of Pennsylvania), December 20, 1960, FF "UC Tower," Box 154, UPA 4, UPA.
[80] "Science Center Pathway," Editorial, *Philadelphia Evening Bulletin*, November 22, 1976.
[81] Analysis by David Birch cited in Pennsylvania Economy League, "An Assessment of Early-Stage Venture Capital in Greater Philadelphia: 1986 to 1996," January 1998. For discussion of the importance of early-stage venture capital to business, see Mitchell Berlin, "That Thing Venture Capitalists Do," Federal Reserve Bank of Philadelphia *Business Review* (January/February 1998), 15-26.
[82] "State Science Foundation," Editorial, *Philadelphia Evening Bulletin*, June 9, 1967.
[83] David Osborne, *Laboratories of Democracy* (Boston: Harvard Business School Press, 1988).
[84] The state's lack of discrimination between urban and suburban locational decisions continues, as evidenced in 2000 when Pennsylvania gave the Vanguard Group a $55 million incentive package to stay in the Philadelphia suburbs (Ron Starner, "Top 10 Deals of 2000," *Site Selection* [May 2001]).
[85] Philadelphia City Planning Commission and the Philadelphia Industrial Development Corporation, *Survey of Industry* (Philadelphia, 1975), 19.
[86] Ibid.
[87] Center City District, *The State of Center City* (2001).
[88] Delaware Valley Regional Planning Commission, *Horizons: The Year 2025 Plan for the Delaware Valley, Report #3: The Preliminary Land Use Plan* (December 2000).
[89] By the end of the 1990s, Philadelphia's tax rate was 14.41% (down from 15% in 1994), while Chester County had risen to 8.77% from 7.95%, Delaware to 11.46% from 9.86%, and Montgomery to 9.08% from 7.74% (Gary W. Ritter, Candice Hufford, and David Thornburgh, "State and Local Tax Burdens in the Philadelphia Region: The 2001 Report," *Greater Philadelphia Regional Review* [Summer 2001], 27.)
[90] Denworth, "Amending Pennsylvania's Municipalities Planning Code," 12.
[91] *New Jersey State Development and Redevelopment Plan* (Trenton, N.J., March 2001); Brownfield and Contaminated Site Remediation Act, P.L. 1997, c. 278, as Amended By P.L. 1998, c. 44, June 30, 1998.
[92] Regional Planning Federation of the Philadelphia Tri-State District 4.

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Ben Franklin Technology PArtners

2006 PERFORMANCE PROFILE

Ben Franklin Technology PArtners
Southeastern Pennsylvania

DEEPENING THE EFFORT — MAXIMIZING THE IMPACT

REGIONAL VISION

Ben Franklin Technology Partners of Southeastern Pennsylvania is dedicated to helping the region achieve international stature and recognition as a model for technology, innovation, and entrepreneurship.

VISION

Ben Franklin Technology Partners of Southeastern Pennsylvania will be a force for the creation and growth of technology enterprises through the integration of scientific discovery, development, commercialization, and innovation.

MISSION

Ben Franklin Technology Partners of Southeastern Pennsylvania stimulates economic growth and competitiveness in the region through initiatives and partnerships that nurture innovation, accelerate the development and adoption of technology by companies and communities, and promote the growth of technology-based entrepreneurship.

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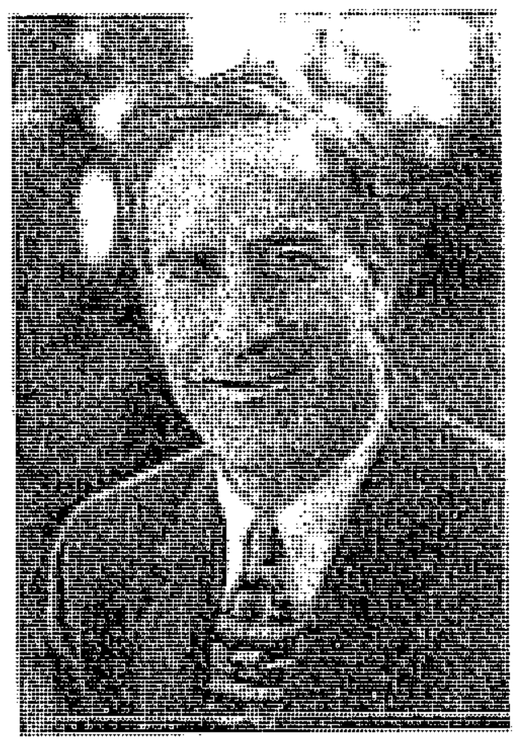
Ben Franklin Technology Partners of Southeastern Pennsylvania: Serving the Five Counties of Bucks, Chester, Delaware, Montgomery and Philadelphia.

Since 1982, Ben Franklin Technology Partners of Southeastern Pennsylvania (BFTP/SEP) has helped grow the region through science, technology and entrepreneurship. BFTP/SEP provides entrepreneurs and established businesses in Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties with the seed capital, product development and commercialization knowledge and access to innovative networks required to compete in the global marketplace. Like its namesake, BFTP/SEP invests in, builds upon and delivers solutions that grow communities and create wealth by supporting today's technological ideas and tomorrow's scientific discovery. BFTP/SEP is supported by the Pennsylvania Department of Community and Economic Development.

LETTER FROM THE CHAIRMAN OF THE BOARD: A TRIBUTE TO AL "BUD" SOFFA



Our organization's success is, in large part, a result of the commitment and dedication of the many regional leaders who give of their time and support. Last year, our organization and the Greater Philadelphia region lost a wonderful leader and staunch champion with the passing of Albert Soffa at the age of 84.

Al or Bud, as Mr. Soffa was affectionately called by his family, friends and colleagues, was a founding director and was elected as chair of the Ben Franklin Technology Partners of Southeastern Pennsylvania upon the formation of the organization in 1982.

Al's selection to these two leadership roles was significant because his own interests in and commitment to entrepreneurship paralleled BFTP/SEP's mission and vision. He was deeply committed to stimulating economic growth through innovative and start-up technology enterprises and various technology initiatives both in our region and abroad.

Builds Reputation as Entrepreneur and Business Leader

Al built his considerable reputation as an entrepreneur and business leader as he and Frederick W. Kulicke, Jr. formed in 1951 a partnership, which is now known as Kulicke & Soffa Industries, the world's leading supplier of semiconductor equipment. Al successfully guided Kulicke & Soffa in the development of the automatic wire bonder and future generations of bonders. He became president of Kulicke & Soffa Industries in 1962, and then rose to the rank of chairman of the board in 1967.

> "He (Soffa) reminded us to be true to our vision of not only providing help to entrepreneurs but also identifying established businesses that needed capital, talent, and expertise to compete in the tough global marketplace."
>
> — Martin S. Dorph

Under Al's leadership, Kulicke & Soffa Industries grew to become the market share leader in automatic wire bonding equipment. He retired as president from Kulicke & Soffa Industries in 1986 and as the chairman of the board in 1992.

After Al was elected Director Emeritus of our Board of Directors in 1993, he remained an active member – often devoting his time and offering his learned advice. He reminded us to be true to our vision of not only providing help to entrepreneurs but also identifying established businesses that needed capital, talent, and expertise to compete in the tough global marketplace.

Last June, BFTP/SEP's Board of Directors – in a fitting tribute – approved a resolution that honored Al for his dedicated years of services to this Board and for his many outstanding contributions to the growth and success of BFTP/SEP and to the Greater Philadelphia region. The resolution is placed on the wall of the BFTP/SEP Boardroom as a permanent reminder of what Al and his leadership meant to this organization.

Thank you, Al, and thanks, also, to the Soffa family for generously sharing Al with us.

Martin S. Dorph
Chairman of the Board

MESSAGE FROM THE PRESIDENT AND CEO: DEEPENING THE FOCUS, MAXIMIZING THE IMPACT

Our organization, and the many, many volunteers who help us perform our mission, once again, are able to take pride in the accomplishments of the companies we worked with and the partnerships we supported in this past year. More and more, we are seeing how *Capital...Knowledge...and...Networks* come together for the overall benefit of our region and the Commonwealth. Here are a few examples.

- We assisted over 260 companies in southeastern Pennsylvania, either through direct investments or through technology or business assistance engagements.
- Our investment portfolio companies raised over $100 Million in follow-on financing in FY'05 an increase above prior annual averages of $40 Million.
- The Minority Angel Investor Network (MAIN) launched its activities, securing both recognition and support from the Ewing Kauffman Foundation to develop a model for national replication.
- The Nanotechnology Institute™, a multi-institutional partnership, led by the University of Pennsylvania, Drexel University, and Ben Franklin, initiated the Nano Applications Fund, signaling its commitment to commercialization through joint development work with enterprises across the Commonwealth who are integrating nanotechnology in their products and processes.
- MANA®, the Mid Atlantic Nanotechnology Alliance launched in October 2004. This unique, tri-state partnership with the New Jersey Science & Technology Commission and the Delaware Technology Park, was funded with support from the U.S. Economic Development Administration and MANA's® three founding partners. The first such tri-state effort of its kind, MANA® was quickly copied, but we were already off to a strong start...publishing MANA's® first marketing brochure in time for BIO International and engaging Battelle Memorial Institute's Technology Development Practice to produce a tri-state nanotechnology strategy to guide the region's efforts for maximum impact.
- Together with the Delaware Valley Industrial Resource Center, we initiated a relationship with the US National Institute of Standards & Technology around the metrics issues presented by bio-nano, and joined NIST and the Commonwealth in announcing this new initiative at BIO International.
- We partnered with the Philadelphia Industrial Development Corporation and Penn State University to secure approval for the Philadelphia Navy Yard Keystone Innovation Center; supported the Philadelphia College of Sciences, the University of Pennsylvania, Drexel University, BioAdvance and the Science Center partnership for a KIZ; and began work with other organizations across the five-county region to support their plans for similar technology hubs and KIZs.
- University consortia focusing on sustainable design, led by Philadelphia University, and wireless communication, led by Villanova University, broadened their partnerships, adding new companies, research partners, and new elements to their commercialization models. We are pleased to be a founding partner in both groups.
- We joined our BFTP statewide partners on many initiatives to support the Commonwealth's technology agenda, including the publication of the first "Tech Formation Report", and the Innovation Partnership, designed to attract more federal research dollars for technology companies.

These are only some of the highlights of the past year. The work of the Ben Franklin Technology Partners has enjoyed the consistent support of the Commonwealth for twenty-three years. The flexibility of the Partnership enables us to innovate and develop new approaches to meet the needs of our changing region. If you have not visited us recently, there is a strong likelihood that at least one of our investmea
briefings, or catch us at one of the many regional events we sponsor!

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The year ahead will be the last in a five-year strategic plan, which together with its subsequent, annual operating plans, have set the direction for our organization. This year, the planning cycle begins anew with our Board of Directors and key stakeholders, with new goals driven by an assessment of what has been accomplished and what needs to be accomplished. This will coincide with a statewide assessment and plan being undertaken by the four Ben Franklin Technology Partners, an effort that will address the topic of technology commercialization in an effort to assess and develop innovative, effective models that will inform the future direction of the Ben Franklin Technology Partners.

A successful year past...a busy year ahead. As always, we at BFTP/SEP welcome your input and thank you for your participation and support!

RoseAnn B. Rosenthal
President & Chief Executive Officer

Since 1982, Ben Franklin Technology Partners of Southeastern Pennsylvania (BFTP/SEP) has provided the capital, knowledge and networks to help entrepreneurs and established businesses surmount challenges and achieve their growth objectives. Here is a sampling of the achievements and successes of our portfolio and alumni companies in fiscal year 2005.

Biosyn, located in Huntingdon Valley, merged in October 2004 with Cellegy Pharmaceuticals for $29 million in cash and equity. Cellegy, a San Francisco-based biopharmaceutical company, has relocated its offices to the Montgomery County offices of Biosyn as it expands its near term product pipeline and focus on women's health. An anti-infective drug company, Biosyn develops novel, targeted-delivery drugs for the treatment and prevention of infectious diseases in the area of AIDS/HIV. (BFTP/SEP's investment: $280,950.)

Immune Control Inc., headquartered in West Conshohocken, Montgomery County, raised $7 million in Series A financing from Domain Associates and Quaker BioVentures/BioAdvance Ventures in March 2005. The company conducts research and development on seratonin receptor antagonists for treatment of cancers and immunologic disorders. (BFTP/SEP's investment: $500,000.)

Innovation Plus, specializing in the development and commercialization of innovative new technologies and products in the automotive, aerospace, construction and other industries, raised $1.5 million from private investors in 2005. The King of Prussia-based, Montgomery County company was responsible for the conception and proof of feasibility of the ultrasonic fastener technology that was later commercialized as the Ultrafast® Intelligent Fastener® technology. (BFTP/SEP's investment: $236,000.)

Intellifit, an apparel technology company, earned notable attention for its Intellifit System, a technology that uses radar to measure a customer's dimensions directly through clothing utilizing a proprietary pattern software program. The Horsham-based, Montgomery County company received extensive coverage in the media, including nationally from Time magazine, Fortune, Chicago Tribune, ABC's Good Morning America and NBC's The Today Show, and regionally on ABC 6 Action News, and NBC 10 News. (BFTP/SEP's investment: $300,000.)

Morphotek Inc., headquartered in Exton, in Chester County, signed a research and collaboration agreement in May 2005 with GlaxoSmitKline, making the agreement its eighth overall. The new deal will allow the two companies to work together to generate cell lines with new or improved biological characteristics. Morphotek also closed licensing deals with Centocor, Wyeth, Amgen, Abgenix, Tanox, Protein Design Labs and Novo Nordisk. In November 2004, Morphotek received The Technology Company of the Year Award from the Greater Philadelphia Chamber of Commerce at the Small Business Excellence Awards program. (BFTP/SEP's investment: $200,000.)

Nomadio, Inc., based in Philadelphia, was awarded a $150,000 contract in February 2005 from the National Center for Defense Robotics (NCDR), an initiative of the Technology Collaborative, to develop a digital radio controller for small, military robots used to counteract improvised explosive devices in Iraq. This was the first sub-contract awarded by the NCDR under its recently completed contract with the Navy. (BFTP/SEP's investment: $500,000.)

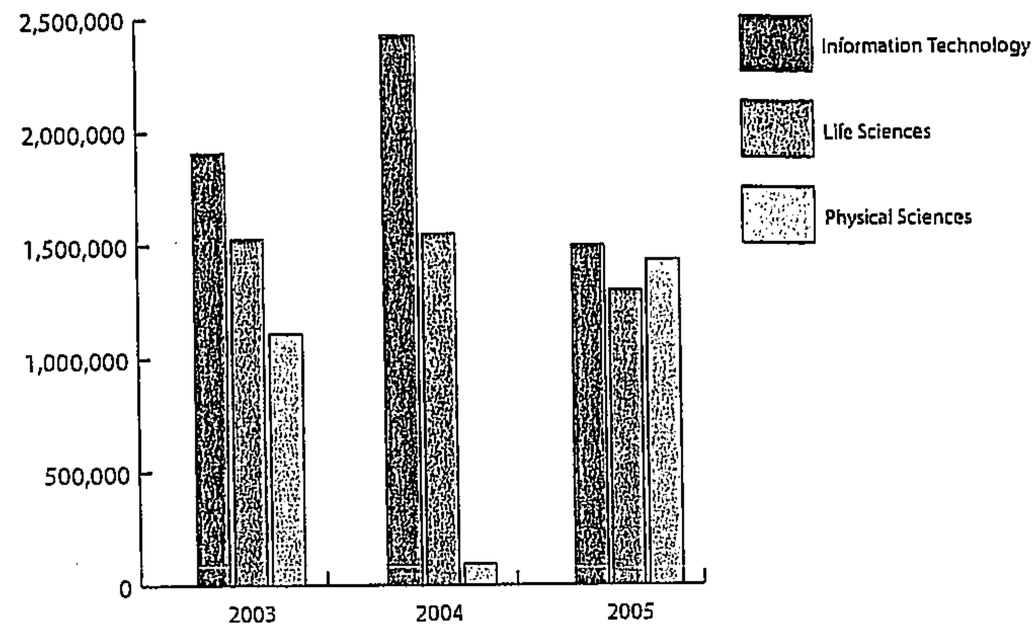
Othera Pharmaceuticals, based in Exton, raised $13 million in a private stock placement in August 2004. The financing was led by NewSpring Ventures and Commerce Health Ventures. Other participants included new investors Johnson & Johnson Development Corporation and Liberty Venture Partners along with existing investors and the company's management staff. The Chester County-based company plans to use the proceeds from the stock sale to continue developing experimental drugs that will fight and prevent blindness. In June 2005, the company's Chairman and CEO David S. Joseph received the Raymond Rafferty Entrepreneurial Excellence Award from the Greater Philadelphia Venture Group (GPVG). The award recognized Joseph's achievements in entrepreneurship for having founded four successful venture-backed companies as well as his impact on the ophthalmic and medical-technology industries. (BFTP/SEP's investment: $600,000.)

TMX Communications, based in Conshohocken, Montgomery County, and a leader in digital marketing and technology, in May 2005 tied for the National WebAwards 2005 Top Agency Award plus won another 21 performance awards, including a Best of Show Award for its Endo Lidoderm E-mail Message Campaign. (BFTP/SEP's investment: $250,000.)

Fiscal Year 2005 BFTP/SEP Investment Observations:

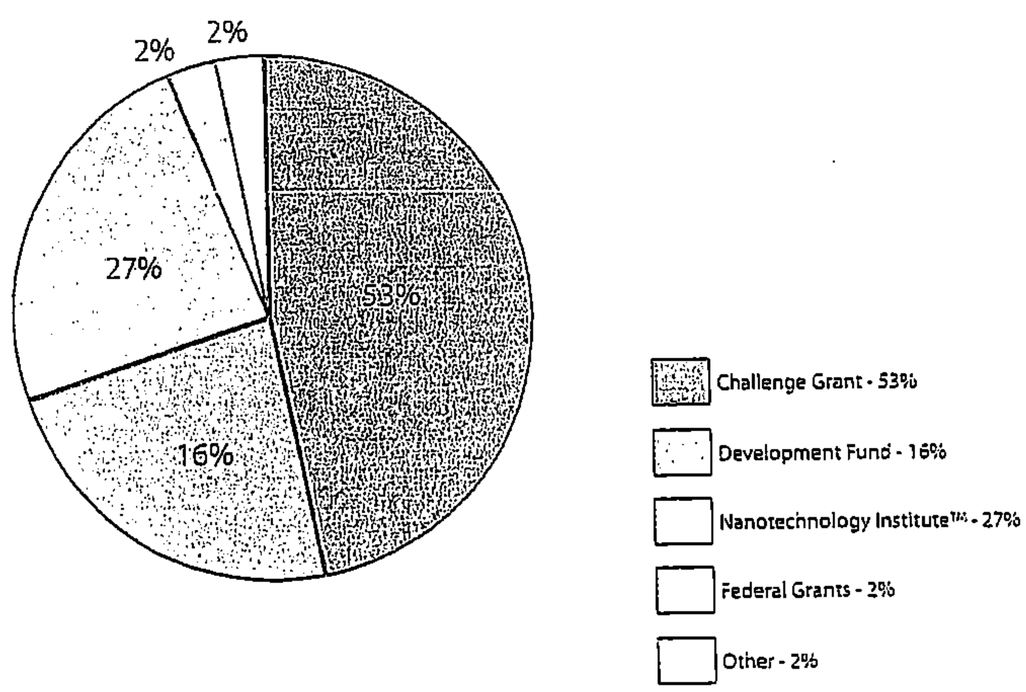
- Strong deal flow contributed to greater balance of investment activity across technology sectors.
- Targeted outreach led to significant increase in deals in the Physical Sciences.
- Information Technology was the leading sector in dollars invested.
- Life Sciences repeated as a very strong sector for BFTP/SEP support.

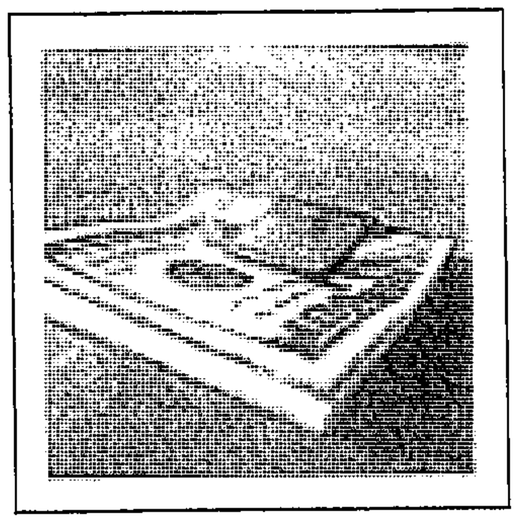
BFTP/SEP received federal grants from the U.S. Department of Commerce's Economic Development Administration, and state funds through the Ben Franklin Technology Development Authority.



BFTP/SEP also reinvests returns generated from its successful companies back into the region through its Development Fund.

- Since 1983, Ben Franklin Technology Partners of Southeastern Pennsylvania has provided more than $110 million to approximately 1,400 regional enterprises in financial support.
- Our current portfolio of 136 regional technology companies represents more than $21 million of invested funds.
- More than $100 million was raised by portfolio companies in follow-on investment.
- Seven companies graduated into the alumni portfolio.





BFTP/SEP is best known for its ability to identify, invest in and nurture the region's next-generation growth technology companies. In fiscal year 2005, our portfolio companies raised more than $100 million in follow-on investment. The success of such strong companies as Acuity Pharmaceuticals, Beacon Bioscience, Othera Pharmaceuticals, Intellifit, and Innovation Plus in attracting additional investments and developing critical strategic partnerships is an indication of the vitality of our region and its growth potential.

In Fiscal Year 2005, approximately $5 million was awarded to 22 regional companies across a range of technology areas, including information technology, life sciences and physical sciences. This success grew our portfolio to 136 regional enterprises, representing more than $21 million of invested funds. With hands-on assistance across a range of business development challenges, BFTP/SEP and its network of partner organizations, consultants and advisors helped innovative enterprises chart a clear growth path.

Seven New Alumni Companies

BFTP/SEP is proud to name among its alumni many of the region's well-known technology leaders. BFTP/SEP alumni companies, such as Centocor, Cephalon, Adolor, Analytical Graphics Inc., and Othera Pharmaceuticals are creating new regional wealth and providing many highly compensated employment opportunities. In fiscal year 2005, seven more firms graduated into BFTP/SEP alumni status: Micro Oscillator, Beacon Bioscience, Acuity Pharmaceuticals, Trutek, Inc., Health Market Science, DriveItAway.com and Aeropulse, Inc. Together these companies employ hundreds of workers and have attracted millions of dollars in follow-on funding (see SPOTLIGHT). For example:

- **Acuity Pharmaceuticals** raised $16 million in October 2004 in Series B financing from Johnson & Johnson Development Corporation, Psilos, Temasek, Och Ziff Capital, Trans Science, and Diamond Capital. Headquartered in Philadelphia, Acuity focuses on developing treatments for age-related macular degeneration (AMD) and diabetic retinopathy (DR), two of the leading causes of vision loss in the developed world.

- **Beacon Bioscience** raised $9.9 million in July 2004 in cash from Icon, PLC. Located in historic Doylestown, in central Bucks County, Beacon provides accelerated product development solutions for the pharmaceutical, biotechnology, and medical device industries. The company has a strong technology platform, focused on the centralized management, processing and reading of digital medical images generated in clinical trials, including X-ray, MRI, CT, PET, Nuclear Medicine and Ultrasound.

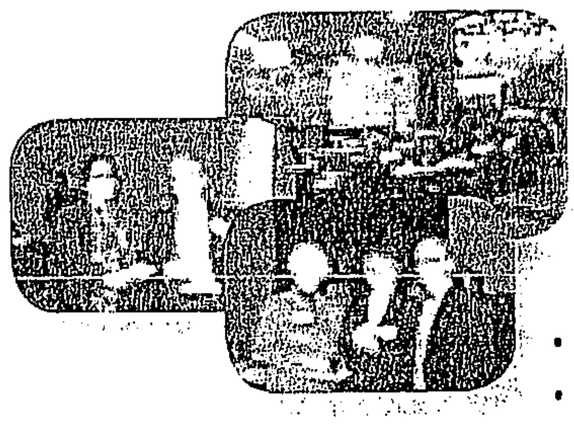
- **Health Market Science** announced in January 2005 a $4.25 million investment from Edison Venture Fund. The King of Prussia-based company is the leading provider of scientifically engineered targeting, data integration, and advanced analytics solutions for the healthcare industry.

Minority Angel Investor Network (MAIN)

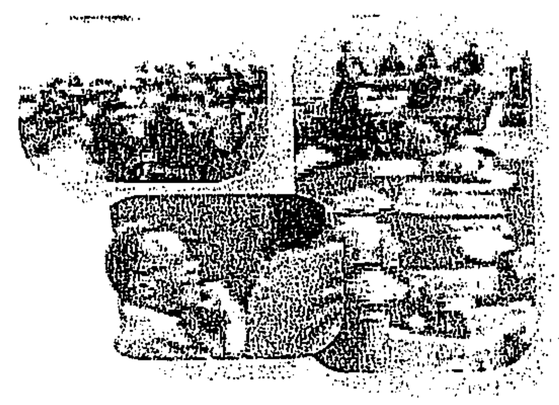
Southeastern Pennsylvania is a region distinguished by its diversity of industries, institutions, and individuals. Across the nation, there is a growing awareness and an appreciation of the role that minority angel investors can play in the technology economy. The Minority Angel Investor Network (MAIN) was created in 2004 to invest in and provide support to high-growth, minority-owned companies in the greater Philadelphia region. MAIN has quickly captured national attention in its first year of operation to become the model for other emerging minority-focused angel networks.

In April 2005, the Ewing Marion Kauffman Foundation awarded MAIN a $75,000 grant to develop MAIN into a national model for establishing and growing similar minority-focused angel investing initiatives across the country. This award followed start-up support from Pennsylvania's Department of Community and Economic Development.

Under the guidance of its member investors and managed by co-founders Sushma Raj, Todd Pride, Tim Reese, and BFTP/SEP's Investment Group Vice President Terrence Hicks, MAIN lists the following among its accomplishments in its first year:



- Hosted in Philadelphia "The Power of Angel Investing," an exclusive workshop administered by the Kauffman Foundation. The workshop is a tutorial for emerging angels as well as a refresher and best practice course for seasoned angels. Kauffman praised the program, which attracted 40 participants, as its "best to date" seminar;
- Signed 19 private investors as members;
- Closed deals with two Philadelphia companies: iCeutica Inc., a bioscience firm; and Nomadio, Inc., which makes radio systems for use in unmanned ground vehicles and in the remote controlled hobby market;
- Asked by investors to serve as an umbrella organization to help spawn local angel organizations in other cities, starting with New York City and Washington, D.C.;
- Participated on several panels both within and outside the region;
- Partnered with the *Philadelphia Business Journal* in hosting a workshop focused on increasing the effective use of the media;
- Featured as guest on radio talk shows on AM stations WWDB and WURD;
- Qualified as a full member of the Angel Capital Association (ACA), North America's professional alliance of angel groups;
- Joined the Pennsylvania Angel Network (PAN);
- Joined a select group of angel networks offering their members the BFTP/SEP Ben Franklin Investment Partners' investment guarantee; and
- Launched a Web site — www.main-usa.com -- to provide more information on the organization, and its recent events and news and to create a virtual "meeting place" for companies and investors.



Ben Franklin Investment Partners

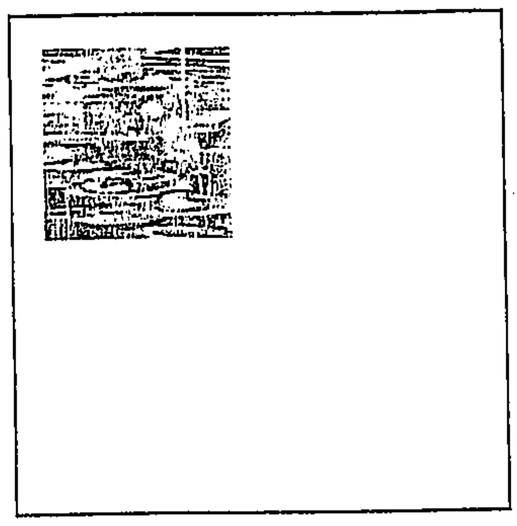
The Ben Franklin Investment Partners (BFIP) is designed to stimulate the flow of investor dollars and angel capital into technology enterprises. Created in December 2002 by BFTP/SEP and seeded with $2 million from the Commonwealth of Pennsylvania, BFIP is the first angel investor guarantee vehicle in the United States and is now being replicated by other states. By guaranteeing up to 25% of any loss experienced by qualified private investors, BFIP encourages more dollars to flow into emerging technology companies. Currently, eight angel networks -- representing over 200 private investors -- are signed up to participate in BFIP.

New features incorporated into BFIP this year are designed to: 1) improve the financial terms of the guarantee for investors; 2) broaden the pool of eligible investors; 3) pre-qualify eligible companies raising private equity; and 4) increase the role of private investors in the continual development and management of this unique tool.

In Fiscal Year 2005, guarantees were issued to investors in two regional companies: Enigma Publishing, Limited, in King of Prussia, Montgomery County, which creates high-quality information solutions for clinical decision support, and Gentis, Incorporated, a fully integrated orthobiologics, Philadelphia-based company.

Company	County	BFTP/SEP Investment	Private Investors	Total Investment
Advanced Hardscape Develops an engineered foundation system to facilitate fence post integration into a segmental retaining wall (SRW) design.	Chester	$250,000	*Hidden Springs Landscape; Shippee Engineering, Inc.*	$265,000
Closed Networks, Inc. Provides a cost competitive wireless broadband service for both internet and intranet applications.	Philadelphia	$250,000	*Private investors; founders*	$650,000
Enigma Publishing Ltd. Develops software to add to existing systems that collect patient data in healthcare.	Montgomery	$150,000	*Family and friends; angel investors*	$234,193
Epsilon Energy Systems Corp. Provides enhanced machinery analysis tools to enable plant managers to assess the performance of individual machinery in a web-enabled format.	Delaware	$250,000	*CiMX (Epsilon's parent corporation); Marubeni Corporation*	$370,000
Ethidium Health Systems, LLC Develops innovative and cost competitive clinical information management solutions for healthcare industry.	Montgomery	$250,000	*Private investors; founder and family*	$750,000
identiMetrics, Inc. Develops, integrates and markets identification, security and tracking biometric hardware and software products.	Chester	$250,000	*Friends and family; private investors*	$250,000
Instamed Communications, LLC Develops software that plugs into existing transaction systems to enable highly secure, real-time administrative and clinical communication between healthcare entities.	Philadelphia	$250,000	*Founders; private investors*	$448,200

Company	County	BFTP/SEP Investment	Private Investors	Total Investment
NexusPharma, Inc. Develops drug candidates by leveraging new technologies for the design of small molecule protein-protein interaction inhibitors with unique technical know-how and technical expertise.	Bucks	$350,000	*Morphochem, Inc.; Fox Chase Cancer Center; seed investors; SBIR grant*	$450,000
Nomadio, Inc. Develops proprietary technology for controlling unmanned air and ground vehicles.	Philadelphia	$250,000	*Founders; private investors*	$500,000
Princeton Energy Systems, Inc. Develops unique and sophisticated analytical, operational and decision support tools for wastewater facility energy optimization.	Philadelphia	$200,000	*W.H. Smith, Inc.; Penna. Advanced Industrial Technologies Fund; Managing Principals*	$900,310
Real WinWin, Inc. Develops new software for expediting rebate processing services.	Philadelphia	$250,000	*VC Investors*	$372,500
Sage Technologies, LTD Develops low-power infrared products to be used by combat soldiers in an urban warfare environment.	Montgomery	$258,500	*AD INFINITUM; Sage Technologies; LTD*	$446,000
SansRosa Pharmaceutical Development, Inc. Develops a new generation of dermatological products.	Montgomery	$100,000	*Management & principals; BioAdvance Greehouse Fund; private investors*	$819,000
TheraQuest Biosciences, Inc. Develops specialty pharmaceuticals concentrating on analgesic pain medications.	Montgomery	$250,000	*BioAdvance*	$195,000
Yaupon Therapeutics, Inc. Develops small molecule pharmaceuticals licensed from academic laboratories.	Delaware	$250,000	*BioAdvance; Kentucky Science and Technology Corp.; individual angel investors; National Institutes of Health (NIH)*	$500,000



Growth through innovation is the theme as we work with the region's enterprises to improve and launch new products into new markets. BFTP/SEP's Technology Commercialization Group (TCG) is the link connecting the company's need to the right resource among area universities, research incubators and private providers. The TCG works with companies to define new products for development and commercialization, to identify the solutions team and to fund the project. In fiscal year 2005, the TCG worked with companies to complete 40 engagements in industries that reflect the diverse economic tone of the southeast region. These included Discovery Labs, in Bucks County; Cytokine PharmaSciences, in Chester County; Fairmount Automation, in Delaware County; Global Rubber, in Montgomery County; and Intellifit, in Philadelphia.

The current Technology Commercialization provider network includes:

Bucknell University
CITECH (Medical Testing Facility)
Delaware Valley College
Drexel University
Fox Chase Cancer Center
La Salle University
Lehigh University
Lincoln University
Northampton Community College
Pennsylvania College of Technology
The Pennsylvania State University
Philadelphia University
Temple University
Thomas Jefferson University
The University of Pennsylvania
University of the Sciences in Philadelphia
Villanova University
West Chester University of Pennsylvania
Widener University
The Wistar Institute

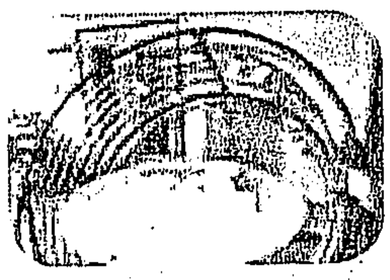
Funded in large part by the U.S. Economic Development Administration (EDA), the TCG deploys its technical staff to assist the region's enterprises gain access to specialized skills and knowledge both from private consultants and through BFTP/SEP's Technology Commercialization Network (TCN). The TCN is comprised of 20 member colleges, universities, and research institutions which provide advisors in strategic product planning, design, manufacturing, marketing and testing.

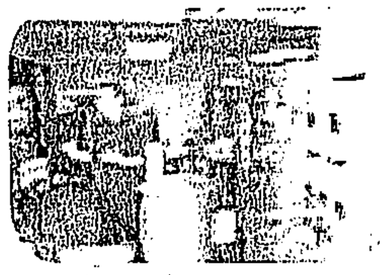
Identifying resource options that can add value to our growing commercialization network is a continuous process. This past year, BFTP/SEP entered into an agreement with Phoenix IP Ventures, an intellectual property (IP) venture capital firm. Our agreement brings the proven experience and resources of the Phoenix IP Ventures team, together with support from BFTP/SEP, to create a structured system to progress promising intellectual property in a manner that reduces the upfront costs to the TCN member institutions.

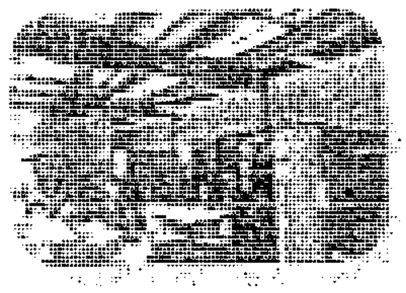
The TCG also contined its work with partners to implement multi-year proposals secured in Fiscal Year 2004. These included:

- Consortium for Sustainable Design and Research of Southeastern Pennsylvania (led by Philadelphia University)
- Partnership for Broadband Wireless Innovations (led by Villanova University)
- Energy Efficiency Research and Development – which was awarded a $426,250 grant from the State Technologies Advancement Collaborative (STAC), of the U.S. Department of Energy. Formed between Purdue University, in Indiana, and Field Diagnostics Services, Inc, a BFTP/SEP portfolio alumnus. The two-year project aims to improve the technology and reduce the cost of automated fault detection and diagnostics in heating, ventilation, and air conditioning (HVAC) equipment.

BFTP/SEP is proud to have been at the start of a growing consortium of industries, institutions and organizations concerned about the quality of the region's environment to focus on the development of green or environmentally friendly and recycled construction materials. The Consortium for Sustainable Design and Research of Southeast Pennsylvania, led by Philadelphia University, consists of Temple University (Philadelphia's Main and Ambler, Pennsylvania campuses), Villanova University, BFTP/SEP, and the Delaware Valley Green Building Council. BFTP/SEP serves as the fiscal and administrative agent for the Consortium and also refers companies for engagements to the partners.







In January 2005, Philadelphia University was awarded $750,000 by the Commonwealth's Ben Franklin Technology Development Authority (BFTDA) to support the Consortium's technology-focused economic development strategies. The Consortium has been successful in leveraging BFTDA funds to attract over $1 million in federal and private funds to southeast Pennsylvania. In the past fiscal year, the Consortium reached over 9,000 persons through research publications, seminars, short courses, and technology licensing and software development. It responded to more than 100 calls and assisted 12 small companies develop business strategies and solve fundamental commercialization challenges. As a result, it helped to create 34 new jobs in our region and contributed to sales growth and cost savings in its client companies.

Consortium Assists 12 Small Companies in Developing Business Strategies & Solving Commercialization Challenges

[illegible]	County	[illegible]	[illegible]	[illegible]
Adams Bickel Associates Inc.	Chester	$7,500	$10,152	$6,779
Aerzen USA Corporation	Chester	$7,616	$7,495	$8,563
Brown Environmental Services	Bucks	$9,667	$9,701	-
Converse Winkler	Montgomery	$9,836	$10,000	$5,842
Effektive Design	Montgomery	$9,963	$10,000	$3,281
Intelligent Buildings Inc.	Luzerne	$10,000	$1,000	-
Maysie's Farm Limited Partnership	Chester	$11,045	$10,500	$6,162
Moulton Builders, Inc.	Montgomery	$4,851	$4,950	$480
NovaComp INc.	Montgomery	$8,403	$10,103	$6,503
Organica Biotech Inc.	Montgomery	$14,553	$12,200	-
Solar Roofing Systems	Philadelphia	$7,500	$10,152	$6,779
Tellus Building Technology	Philadelphia	$11,128	$11,000	$6,427

Partnership for Broadband Wireless Innovations

The Partnership for Broadband Wireless Innovations, first funded in 2004 with a $600,000, three-year award from the National Science Foundation (NSF), includes BFTP/SEP, Widener University, Temple University College of Engineering, and the United States Air Force and the Navy. Led by Villanova University, the Partnership is transforming existing one-dimensional collaborations in broadband wireless research, technology, education, and commerce into a multi-dimensional integrated community of partners.

In support of the Partnership, BFTP/SEP in Fiscal Year 2005 provided:

- $20,000 in funding to the Center for Advanced Communications (CAC) to assist VerdaSee Solutions, in Bucks County, to advance its work on radio frequency tagging. Ben Franklin-sponsored meetings at the Center allowed the company to demonstrate its radio frequency identification (RFID) technologies and service to potential customers.

- $10,000 to the Center to perform a design simulation for Artisan Laboratories, also in Bucks County. The company was then able to apply for a new product application as an active wideband diplexer that allows transmission and reception to and from a single antenna.

VerdaSee Solutions, based in Langhorne, Bucks County, is the world's first high-performance tracking and tracing (HPTT) total solution product provider for the commercial market. At the core of HPTT solutions is radio frequency identification (RFID) technology that propels HPTT solutions well beyond the capabilities of today's most advanced bar code applications.

Small Business Innovation Research (SBIR)

During the past fiscal year, the TCG coordinated 16 Small Business Innovation Research (SBIR) project opportunities with companies. The results: 13 proposals were submitted to various Federal agencies. Three of these companies partnered with institutions in the Technology Commercialization Network. To offset the costs for preparing their proposals, four companies supported by BFTP/SEP received grants from the Commonwealth of Pennsylvania's Innovation Partnership.

The federal SBIR program is a resource providing research grants to small enterprises. As a founding member and review committee participant in the state's Innovation Partnership Program, BFTP/SEP is committed to working with its sister BFTPs and other regional and state technology development organizations to increase the competitiveness of Pennsylvania's companies for SBIR funding.

Ablaze Development Corp.	Montgomery	Villanova University	$11,000

Develops high-tech products for market, including size-scalable motion platform technology and a home/industrial control system with an intuitive, easy-to-use human-computer interface.

Engagement: Aerial robotic transport system project.

Artisan Labs	Bucks	Villanova University	$11,000

Develops innovative microwave photonic technology applicable to new products of the defense, space, communications and medical industries.

Engagement: Wideband active diplexer circuit project.

Christini Technologies, Inc.	Philadelphia	Villanova University	$11,000

Develops all-wheel-drive systems for motorcycles and other AWD systems found in 4-wheel vehicles.

Engagement: Analysis of an all-wheel drive motorcycle drive train.

Construction Waste Management	Philadelphia	Villanova University	$11,000

Focuses on recycling construction waste and delivers a useful product to the building industry.

Engagement: Recycled gypsum for odor control project.

Converse Winkler	Montgomery	Philadelphia University	$11,000

A full-service architecture and urban design firm.

Engagement: Architecture and urban design project.

Cook Technologies, Inc.	Montgomery	Lehigh University	$22,000

assemblies.

Engagement: Product engineering, design and manufacturing project.

Cytokine PharmaSciences, Inc.	Chester	West Chester University	$11,000

Develops controlled-release drug delivery products, primarily in the area of women's health, and small molecule therapeutics in the areas of autoimmune diseases, anti-inflammation and cancer.

Engagement: Medical chemistry study.

DE Technologies, Inc.	Montgomery	Drexel University	$11,000

Develops materials for defense, aerospace and transportation safety applications out of reactive materials and conventional composite materials.

Engagement: Mechanical testing of reactive composites.

Devon Cleaning Systems	Chester	Drexel University	$11,000

Develops specialized cleaning systems where lubricant contamination and simplicity of gearless operation are of special interests.

Engagement: Computer-aided design modeling and performance evaluation of Spinner 100 cleaning system.

Discovery Labs	Bucks	University of Pennsylvania	$10,000

Develops proprietary surfactant technology as surfactant replacement therapies (SRT) for respiratory diseases.

Engagement: Pulmonary surfactant project.

Dynamis Therapeutics	Montgomery	The Wistar Institute	$11,000

Develops therapies for the prevention of diabetic complications.

Engagement: Production of baculovirus vectors for recombinant F3K protein expression and scale up production using multiple 1-liter batch cultures for 10-12 different F3K proteins.

Effektive Design	Montgomery	Philadelphia University	$9,963

Patented process for manufacturing railroad ties from recycled rubber.

Engagement: Modeling and finite element analysis of a railroad tie under different loads.

Fairmount Automation	Delaware	Villanova University	$11,000

Develops innovative control solutions and engineering to military, transportation and industrial automation markets.

Engagement: Application software for handheld device project.

Global Rubber	Montgomery	Lehigh University	$13,200

Manufactures variety of recycled rubber products, including entry door mats, sport and agricultural flooring.

Engagement: Project to improve manufacturing process.

Howard McCray Enterprises, LLC	Philadelphia	Triumph Engineering	$15,905

A leading manufacturer of display cases used in supermarkets and convenience stores.

Engagement: Project for new glass display case design.

Integrity Engineering, Inc.	Chester	Penn College of Technology	$12,062

Provides a high level of expertise in Mechanical, Electrical and Instrumentation Engineering

Engagement: Phase I solid model drawings and five prototypes of Zoggles Goggles.

Company	County	Partner	Investment
Intellifit	Philadelphia	Villanova University	$2,700

Develops proprietary software that converts a person's measurements into a custom clothing pattern for virtually any style garment.

Engagement: Technical support for Federal Communications Commission (FCC) waiver.

IsoSciences	Montgomery	Villanova University	$11,000

Develops isotopically labeled compounds and other non-labeled intermediates and metabolites for the pharmaceutical industry and other research organizations.

Engagement: Disperse, stabilize and react zeolite particles in traditional and co2 reaction media project.

LHTW Enterprises, LLC	Bucks	Philadelphia University	$11,000

Develops a range of sporting goods training devices.

Engagement: Pressure detector for grip and power wedge prototyping and engineering design.

Medmark	Bucks	CITECH	$4,200

Develops specialty drugs including biotech injectables, infusibles and advanced oral drugs.

Engagement: 510K review for Federal Drug Administration approval.

Modern Food Safety Solutions	Delaware	Penn College of Technology	$11,000

Manufactures the Chill-Ware cooling tray, which is a multi-tray, hollow container which is filled with a liquid and the liquid frozen. The tray finds applications in the food industry meets the food industry guidelines.

Engagement: Development of drawing for plastic container mold for chill-ware cooling tray.

Moyco Precision Abrasives Inc.	Montgomery	ETAC-Northampton	$11,000

Develops products used for the manufacturing of automobile parts, semiconductors and fiber-optics, micro-electronic, ceramic, metallurgical and surgical polishing.

Engagement: Develop an E-beam curable coating process.

Materials Resources International	Montgomery	Lehigh University	$11,000

Develops technologies and products center on materials, systems and services for joining difficult to join materials, dissimilar metals, intermetallics, ceramics and ceramics to metals.

Engagement: Solder and related technologies project.

NanoSelect	Philadelphia	University of Pennsylvania	$10,000

Develops chemical and biological sensors to monitor the quality and safety of municipal water supply systems.

Engagement: Testing of a carbon nanotube epoxy composite mesch.

Company	County	Partner	Grant
Northeast Plastic Supply	Philadelphia	Penn College of Technology	$4,400

A full-line distributor and fabricator of plastic sheet, rod and tube materials.

Engagement: Feasibility study for manufacturing acrylic casting.

Omni Technologies	Montgomery	Lehigh University	$14,058

Provides design, engineering, project implementation, process wiring and installation, regulatory compliance and lifecycle support services for process manufacturing, discrete manufacturing and high-technology organizations.

Engagement: Prototype design assistance.

Organica	Montgomery	Villanova University	$14,000

Formulates and manufactures efficacious, organic products for both the homeowner and professional.

Engagement: Phase I and II evaluation of the effects of natural biological enhancers on anaerobic digestion of biosolids.

Parse Technologies, LLC	Bucks	Widener University	$11,000

Researches, develops and commercializes technologies and products for the treatment of Flue Gas Emissions from coal-fired power plants and related applications.

Engagement: Phase II LSE process analysis.

P-Chem	Bucks	ETAC-Northampton	$11,000

Manufactures metallic powders used in ink systems for printed circuit electronics.

Engagement: Analysis of a synthesis reactor.

PneuMagnetic	Bucks	Drexel University	$11,000

Manufactures direct drop in pneumatic actuators for OEM Solenoid Valva electric coils.

Engagement: Development of parameters and equations for designing ring magnet and valve armature circuit.

Promotions Personified	Montgomery	PCT (Plastics Manufacturing)	$8,462

Designs and manufactures corporate promotional items, including photo frames.

Engagement: Design and feasibility project to produce a swivel picture frame that can be attached to a computer monitor.

S.B. Couture	Montgomery	Philadelphia University	$11,000

Develops chenille cotton bedcovers with fringe into a collection of women's contemporary clothing and developing a company thereafter.

Engagement: Product design and manufacturing source consultation.

S.B. Couture	Montgomery	Philadelphia University	$10,180

Develops chenille cotton bedcovers with fringe into a collection of women's contemporary clothing and developing a company thereafter.

Engagement: Visual identity and Web site design.

Scotland Rack, LTD	Bucks	University of Pennsylvania	$11,000

Manufacturer of industrial grade steel shelving.

Engagement: Load testing of racks and shelves.

Solar Roofing Systems	Philadelphia	Villanova University	$11,000

A cutting-edge, green roofing company that develops a unique building-integrated photovoltaic (BIPV) roofing system that stands to bridge the gap between mainstream culture and renewable energy.

Engagement: Solar roofing tile testing for durability and reliability under accelerated environmental degradation.

Tellus Building Technology	Philadelphia	Philadelphia University	$11,000

Develops a new technology that gives concrete a simplest form to which it can realize its fullest potential in many applications.

Engagement: Structure to test and display construction materials.

Temperature Solutions, Inc.	Philadelphia	Triumph Engineering	$11,000

Manufactures and markets a line of mobile and stationary refrigeration systems.

Engagement: Extension of project to develop and expand line of refrigeration systems.

The Fredericks Company	Montgomery	Penn State University	$11,000

Premier manufacturer of specialty glass products, including: electrolytic tilt sensors, dewar flasks, inclinometers, elapsed time indicators, nutation dampers, ampules, and press stems, pinch stems, and headers.

Engagement: Prototype vacuum gauges for teaching and research purposes.

TuneShades, LLC	Bucks	Philadelphia University	$10,105

Develops novel combinations of sunglasses with chronometers and audio sources.

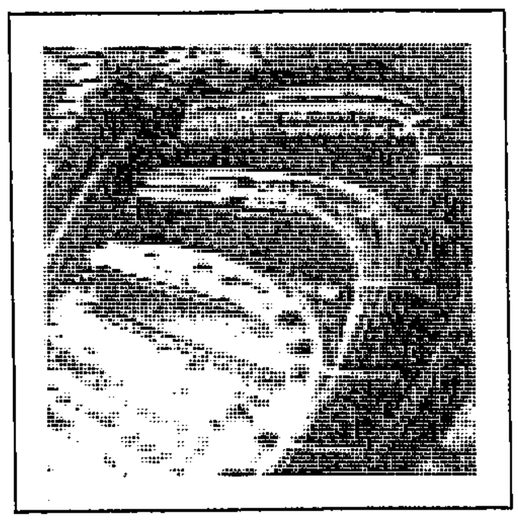
Engagement: Development and industrial design of a sunglass capable of displaying time.

VerdaSee	Bucks	Villanova University	$22,000

Develops a range of high performance tracking and tracing products and services that can be tailored to meet specific needs.

Engagement: Initial development of beam forming technology.

NETWORKS • PARTNERING FOR GREATER IMPACT



Ben Franklin held a strong belief in network building and in the value of strategic alliances. As our namesake, BFTP/SEP is committed to strengthening the region's innovation infrastructure by seeding new networks and stimulating the formation of new partnerships that can provide the impetus for expanded economic growth.

Nanotechnology Institute™ (NTI)

The Nanotechnology Institute™ (NTI), an alliance of business, academia and government, is facilitating the research, development and commercialization of bio-nanotechnology advances. Founded in 2000 by Ben Franklin Technology Partners of Southeastern Pennsylvania, Drexel University and the University of Pennsylvania with funding from the Pennsylvania Department of Community and Economic Development, the NTI is the first comprehensive model of its kind in the United States. The NTI's innovative model incorporates a "wraparound" approach represented by the alignment of six key components:

THE NANOTECHNOLOGY INSTITUTE™

1. **Industry Informed Technology Development:** Focusing on four core technology development areas: intelligent drug delivery systems, nano-biosensors, nanotube cellular probes and nano-scaffold cardiovascular tissue engineering.

2. **Enterprise Development and Commercialization:** Driving commercialization through a single point of contact system that provides financing and robust business and technology development services and resources.

3. **Risk Capital:** Providing access to seed capital to stimulate the creation of longer-term financial resources to fuel the growth of the region's nano activities.

4. **Community of Interest Networks:** Coalescing the region's emerging nano community by facilitating dialogues and interaction and reaching out to identify potential national and international partners.

5. **Education and Workforce Development:** Preparing the Mid-Atlantic region's nanotechnology workforce of the future through partnering among educational initiatives, non-profits and companies.

6. **Economic Research and Planning:** Gathering information, assessing the region's position and opportunities and recommending action steps in order to guide the NTI's growth, policies and programs.

Pennsylvania: Hotbed for Nanotechnology

Pennsylvania is distinguishing itself as a hotbed for emerging nanotechnology enterprises and for the future growth of established industries through a technology that is having transformative impact across many sectors. That view was supported by report that was released in January 2005 by Lux Research, Inc., entitled *Benchmarking U.S. States for Economic Development from Nanotechnology*. In the report Pennsylvania is ranked nationally among states in its ability to enhance its economy through nanotechnology.

Lux Research's report cites Pennsylvania as a state to watch for new growth and acknowledges BFTP/SEP's work in building nanotech alliances in the greater Philadelphia region through the NTI and the Mid-Atlantic Nanotechnology Alliance (MANA®). This approach involves comprehensive and concurrent actions to create support for new technologies that have the potential to be key drivers for economic growth. Since the NTI's creation, for example, there has been a substantial increase in the commitment by regional research and academic institutions to this cutting-edge science. By providing funding opportunities to researchers, the NTI acts as a catalyst for bionanotechnology advances in the Greater Philadelphia area.

In addition, the NTI has:

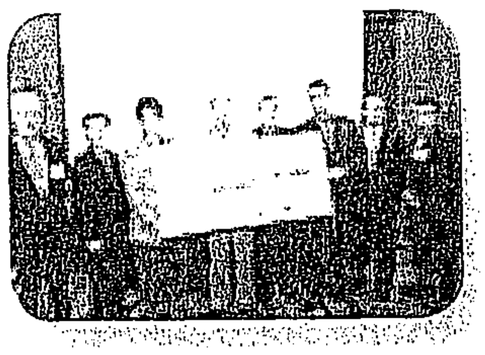
- Leveraged more than $90 million in federal research grants;
- Funded seven projects with $210,000 for the development of novel technological approaches or applications, using nanotechnology to address the areas of human health and drug delivery; and
- Offered seed grant opportunities to faculty in NTI's 12-member institutions and research centers.

NTI Supports Launch of Penn's Nano Bio Interface Center

In November 2004, the NTI supported the successful launch effort by the University of Pennsylvania to create one of six National Science Foundation-funded Nanoscale Science and Engineering Centers. The Nano-Bio Interface Center (NBIC) is funded at $11.4 million over five years. The NTI is the NBIC's commercialization partner, and BFTP/SEP is a member of the new center's External Advisory Board.

Nanotechnology Applications Fund

In June 2005, the NTI launched the Nanotechnology Applications Fund (NAF). The NAF is designed to stimulate joint research and development among small and medium-sized Pennsylvania companies and NTI researchers. Its goal is to stimulate enterprise/university alliances that can accelerate the development and commercialization of products and processes using nanotechnology.



Mid-Atlantic Nanotechnology Alliance (MANA®)

Launched in October 2004 with funding from the U.S. Department of Economic Development Administration (EDA), the Mid-Atlantic Nanotechnology Alliance (MANA®) is the nation's first tri-state nanotechnology collaborative. MANA® is a collaboration effort among BFTP/SEP, the New Jersey Commission on Science and Technology, and the Delaware Technology Park. Its mission is to position the tri-state area as a global hub for expanded research, development, application, and commercialization of nanotechnology by:

- Highlighting emerging opportunities, sharing knowledge, and facilitating best practices
- Attracting and securing investments to accelerate commercialization, and
- Marketing the region's strengths and capabilities

MANA®
Mid-Atlantic PA NJ DE
Nanotechnology Alliance

MANA® received national and international exposure in June 2005 with the launch of its first informational brochure and Web site – www.midatlanticnano.org -- at the 2005 BIO International conference in Philadelphia. Over 19,000 persons from 56 countries and the United States attended the conference that focused on biotechnology in the region. PECO's Economic and Business Development Department also supported the effort to spread the word by dedicating the summer issue of its newsletter, Communique', to the region's nanotechnology initiatives.

In 2005, MANA® engaged Battelle to conduct an asset study. Early findings showed that the Mid-Atlantic region is a national leader in nanotechnology research, innovation and commercial strength.

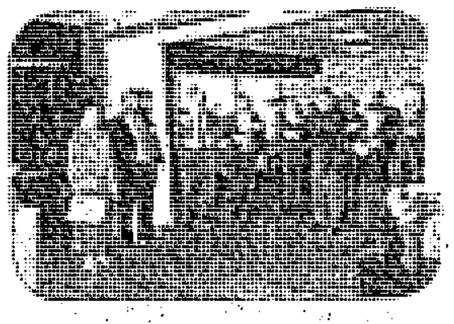
National Institute of Standards and Technology

The U.S. Commerce Department's National Institute of Standards and Technology (NIST), Pennsylvania's DCED and BFTP/SEP announced an MOU which will set forth a broad framework for cooperation to help promote research, technology transfer and commercialization in nanotechnology. This partnership will work to identify and address critical issues around bio and nano metrology that will impact downstream commercialization and production.

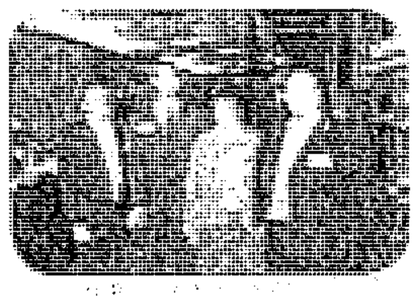
An initial task of the partnership had the NTI and BFTP/SEP participating in the U.S. Measurement System Workshop on the Measurement and Standards Needs in NanoBiotechnology, in Houston, Texas. The workshop brought industry and academics together to begin the process of identifying critical measurement and standards needs. NIST researchers are developing measurements, standards, and data crucial to U.S. industry's competitiveness in the fast-emerging field.

A measurement infrastructure specific to the challenges presented by nanotechnology is essential for the widespread adoption and commercialization of nanotechnology. Within a decade, global sales of products embodying nanotechnology innovations could top $2.5 trillion.

ANGLE Technology Ventures



In December 2004, BFTP/SEP signed a memorandum of understanding (MOU) with ANGLE Technology Ventures LLC, the United States technology commercialization arm of ANGLE plc, of Great Britain. This commercialization partnership commits at least $10 million between ANGLE and BFTP/SEP over the next five years to support the development and creation of companies whose technologies, particularly in life sciences, medical devices and other healthcare technologies and services, originate in regional universities and research institutions. ANGLE Technology has taken up residence with BFTP/SEP in its Center City Philadelphia office -- ANGLE's second office in the United States.



Keystone Innovation Zones (KIZs) and Technology Hubs

Over the past year, southeastern Pennsylvania gave rise to new partnerships forming to focus on particular concentrations of technology development and commercialization assets. Stimulated by the Commonwealth's Keystone Innovation Zone (KIZ) initiative, this new economic development program is designed to catalyze the formation of new enterprises in and around universities. KIZs offer the opportunity for southeastern Pennsylvania to capitalize on its diversity of universities, technology industries, and economic development organizations to assemble consortia that can deepen the region's strengths in selected technology areas. BFTP/SEP is partnering with other organizations to expand this initiative.

Approved KIZs

- The Philadelphia Navy Yard KIZ will concentrate on technologies in the physical and engineering sciences with a specific focus on materials processing and power and energy. The Navy Yard KIZ is led by a partnership among the Philadelphia Industrial Development Corporation (PIDC), Pennsylvania State University and its Applied Research Laboratory, the United States Naval Sea Commands Philadelphia Shipyard System Engineering Station, and BFTP/SEP. The organizations also form the KIZs' Executive Committee. Early recognition of this novel project came with the presentation to the Navy Yard of the 2005 Community Innovation Award by the National Association of Installation Developers (NAID), an Association of Defense Communities.

- The University City KIZ, led by the University of Pennsylvania, Drexel University, BioAdvance and the University Center Science Center, will focus its efforts on the development of biotechnology enterprises. BFTP/SEP provided input and support to the development of this successful proposal.

Technology Hubs in Development

- Philadelphia University is leading a partnership with Drexel University, the University of the Arts and BFTP/SEP that will focus on design arts and capitalize on the history and wealth of creative design talent in Philadelphia.

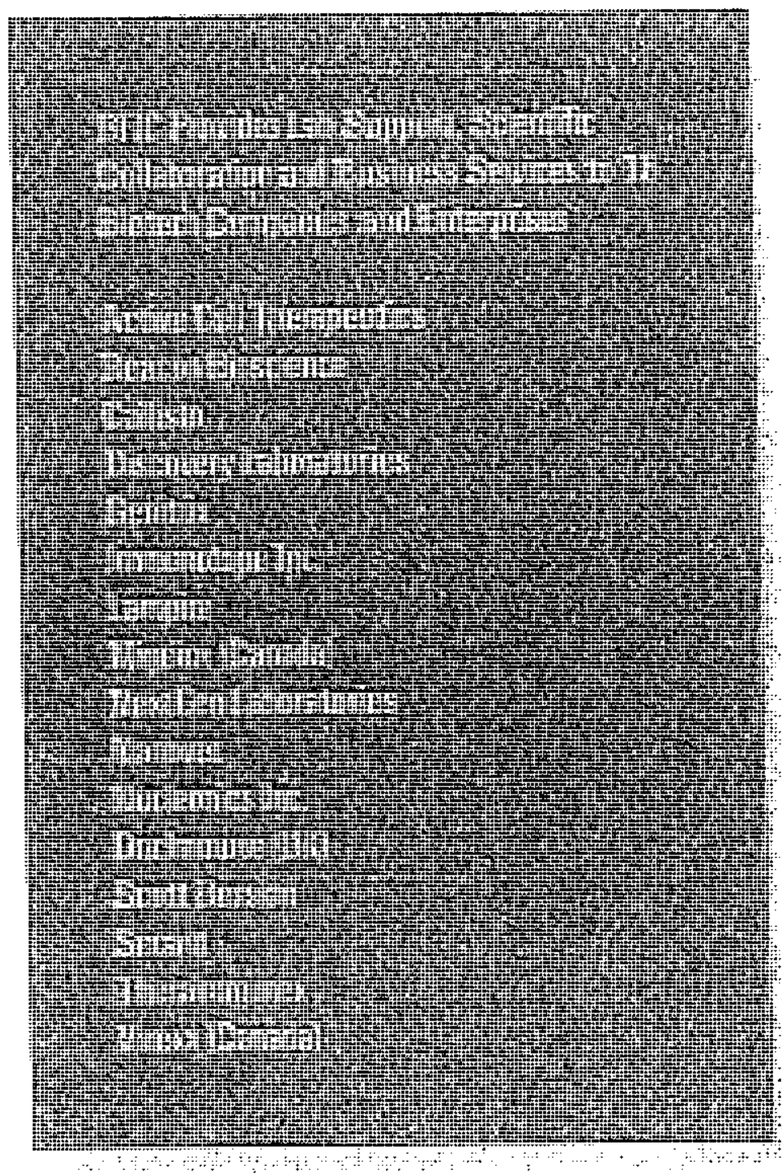
- Chester County Economic Development Corporation, Pennsylvania State University, Drexel University, and BFTP/SEP are partnering to develop a hub focused on information technology (IT) and bioprocessing.

- Widener University, Crozer-Chester Medical Center, Villanova University and BFTP/SEP are exploring the opportunity for a hub focused on first-responder technologies.

- The Bucks County Biotechnology Center, Inc. – a non-profit corporation established by Delaware Valley College and the Hepatitis B. Foundation -- and the Ben Franklin Technology Partnership Innovation Center, together with BFTP/SEP and Delaware Valley College are lead partners in the growing bio network in Central Bucks County. The project builds on that area of the region's growing cluster of biotechnology enterprises.

- The 611 Corridor KIZ, led by Fox Chase Cancer Center, the Lankenau Institute for Medical Research, La Salle University, the Pennsylvania College of Optometry, Montgomery County Industrial Development Corporation, BioStrategy Partners, Bucks County Community College, COMMERCIAL LENDER, Montgomery County Community College, and Trinity Capital Advisors, has been proposed to focus on biotechnology opportunities along Route 611 in the area north of Philadelphia. BFTP/SEP is also supporting this effort.

Ben Franklin Innovation Center

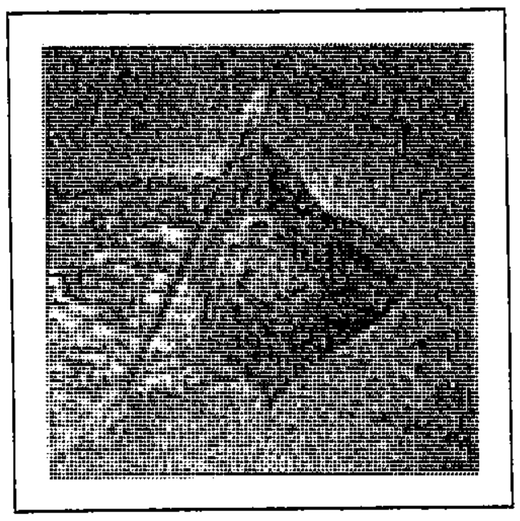


The Ben Franklin Innovation Center (BFIC), a collaboration among complementing non-profit organizations -- Thomas Jefferson University, the Hepatitis B Foundation, and BFTP/SEP -- nurtures agri- and bio-technology development in the region. Its talented faculty, scientists, staff and research facilities make the BFIC a great resource for commercial enterprises. The BFIC helped 16 biotech companies and entrepreneurs in Fiscal Year 2005 to grow their enterprises. Fifteen of the firms relocated their companies to the BFIC; all of the companies received laboratory support, scientific collaboration and related services.

Located at the Institute for Hepatitis and Virus Research on the campus of Delaware Valley College, in Doylestown, the BFIC also provided workshops and workforce training programs for the region's biotechnology companies in Fiscal Year 2005. In addition, the Innovation Center organized the 2004 Regional Biotechnology Council of Central Bucks Biotechnology Annual Conference which attracted over 160 entrepreneurs and senior executives from bio-tech and the life sciences, as well as venture capitalists, business consultants and support service officials. One significant byproduct of the conference was the exposure of small and emerging com-panies to decision makers from government and the private sector. The BFIC also supported the Council's new Web site www.rbccb.org which provided extensive communication for biotech I n the region.

To strengthen the region's commitment to growing the area as a location for biotech activities, the Hepatitis B Foundation and Delaware Valley College purchased a 62,000-square foot warehouse and office building in Buckingham Township to create the Bucks County Biotech Science Center. The facility will house research programs, provide incubator space to local biotech start-ups and contain BFTP/SEP's Bucks County office. This major acquisition signals a commitment to growing the area as a significant location for biotech activity.

BFTP/SEP also partnered with Drexel University to provide a successful pre-proposal by the University's BioMedical School of Engineering, Science and Health Systems to the Coulter Foundation. BFTP/SEP has a long partnership with Drexel which has demonstrated repeatedly its commitment to advancing the practical application of new discoveries. Its new School of Biomedical Engineering is indicative of Drexel having become an important engine for growth in our region.



Positioned strategically throughout Pennsylvania, with regional headquarters in the Lehigh Valley, Philadelphia, Pittsburgh, and State College, the Ben Franklin Technology Partners (BFTP) provide a statewide infrastructure that drives growth through technology. The BFTPs work collaboratively with private industry, other economic development organizations, educational institutions and community leaders to advance statewide initiatives designed to accelerate the expansion of the high-tech economy. As part of the BFTPs' ongoing effort to build on its 23-year track record of performance, best practices, and innovation, the four partners work together to strengthen the statewide network and leverage the impact of regional activities. This past year, the BFTPs:

- Created the Ben Franklin Technology Partners Corporation, a statewide 501 C-3 corporation to facilitate network activities;
- Provided leadership for the statewide Innovation Partnership, which has improved Pennsylvania's competitiveness in securing Small Business Innovation Research (SBIR) grants for technology enterprises;
- Presented the Pennsylvania Technology Showcase at the Capitol Rotunda in Harrisburg on June 7, 2005 that featured BFTP portfolio companies from across the Commonwealth;
- Were awarded $100,000 in federal funds for a targeted technology internship initiative; and
- Continued to provide support for the Commonwealth's National Science Foundation-funded Workforce Leadership and Grant Initiative.

It was also a banner year for the four partners as they co-sponsored major conferences, including BIO 2005 in Philadelphia; led the efforts to produce the first in a series of reports on Pennsylvania's tech-based economy; and launched their first statewide annual report, and e-newsletter.

Conference Sponsorships

The BFTP network co-sponsored several high-profiled, tech-focused conferences including Early Stage East, BIO 2005, Business of Nanotechnology Conference, State Science and Technology Institute Conference, Mid-Atlantic Venture Conference, National Association of Seed and Venture Funds, the second Business of Nanotechnology Conference, and the Angel Venture Fair.

BIO 2005

A high point of 2005 was the participation by the Ben Franklin Technology Partners in the BIO 2005, the Annual International Biotechnology Industry Organization (BIO) Convention in Philadelphia that set new records for attendance and international representation with 18,730 persons from 56 countries and all 50 U.S. states. More than 500 journalists from 36 countries also covered BIO 2005 that attracted the world's leading biotechnology executives, scientists, policy makers and journalists.

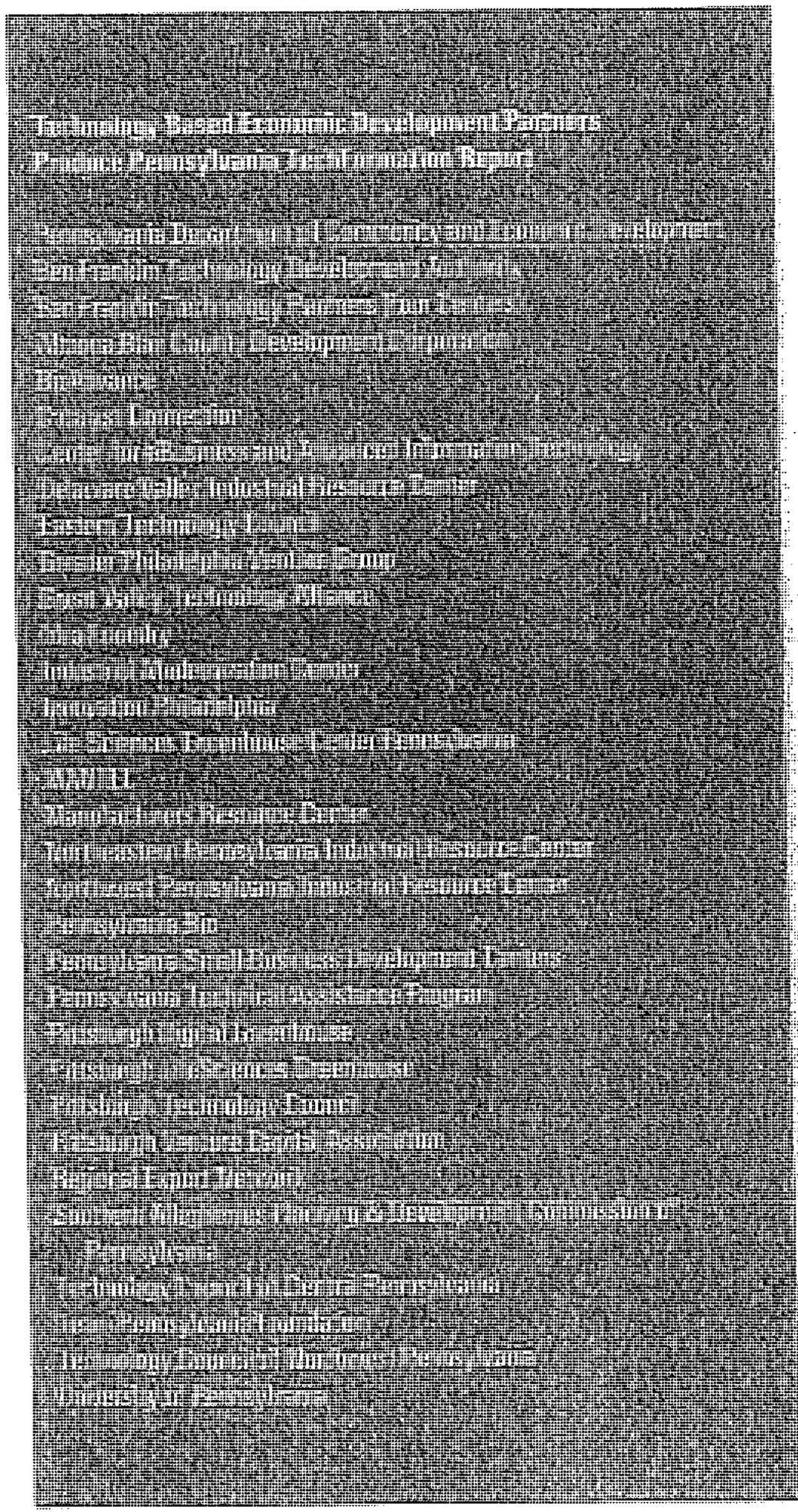
The BFTPs partnered with over 25 leading regional, national and international companies and organizations, including Johnson & Johnson, GlaxoSmithKline, Merck, Cephalon, and Ernst & Young, to sponsor the first BIO Business Forum.

Ten BFTP Companies Make Presentations at BIO's Business Forum

Avanir Pharmaceuticals, Philadelphia
Avesan Pharmaceuticals, Inc., Bethlehem
Bio Med Sciences, Inc., Allentown
Clearwater Technologies, Scranton
Glycomed Corporation, Bethlehem
Nanomedy Technologies, LLC, Malvern
Morphotek Inc., Exton
Nitero Pharmaceuticals, Inc., Exton
Sanofa Biomedical, Inc., Bethlehem
SciFinance, LLC, State College

Presidents and CEOs from 10 BFTP companies, including four BFTP/SEP seeded firms – Acuity Pharmaceuticals, MacroArray Technologies, LLC, Morphotek Inc., and Othera Pharmaceuticals, Inc., – were among 225 international biotech/pharmaceutical companies selected to present at the forum to an audience that included potential investors and corporate partners. The partnering program also provided an opportunity for one-on-one meetings with biotech and pharmaceutical executives, investors, and leading academic research institutions.

Pennsylvania TechFormation Report



The enormous entrepreneurial spirit of Pennsylvania's business, economic development and university communities is bringing new growth and opportunity to the Commonwealth as the state's transformation through new technologies continues. Twenty-three years ago the BFTPs were the only state network dedicated to technology development; today, we are joined by many other organizations that have embraced the mission of growing the Commonwealth through technology and entrepreneurship.

To document the stages of innovation and commercialization, identify the challenges associated with building a technology-based economy and demonstrate the roles of both public and private organizations in this process, the BFTPs, in partnership with the Pennsylvania Department of Community and Economic Development, led an effort that involved 34 other economic development organizations from across the state to produce the first Pennsylvania TechFormation: *A Status Report and Growth Strategies for Technology-Based Economic Development*. This report will be the first in a series that will focus on various aspects of Pennsylvania's tech-based economy.

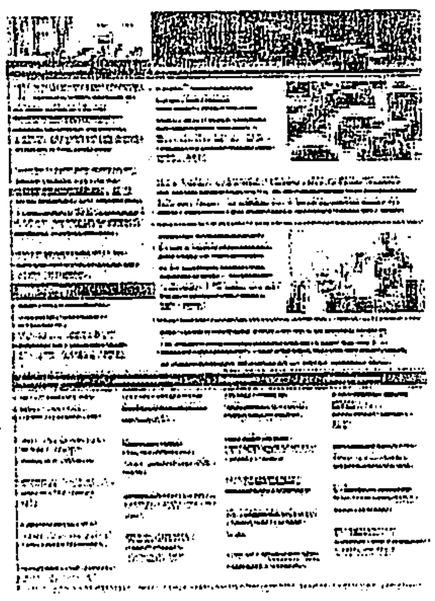
Outreach and Communications

Launches First Statewide Annual Report

BFTP published its first statewide annual report, Igniting Innovation, Powering Commercialization. The 20-page publication is the first report that was published jointly in the history of the Partnership. It cites the network's impact on technology economic development in the Commonwealth. Highlights of the report showed BFTP's impact is concrete and measurable. In 2004, BFTP:

- Helped Pennsylvania companies generate nearly $255 million in follow-on financing
- Assisted client companies in creating or retaining 2,052 jobs
- Provided financial assistance and investment to 190 companies
- Helped clients create more than 225 new or improved products or processes
- Provided business or technical assistance to more than 890 companies

Publishes First e-Newsletter, KeyNotes



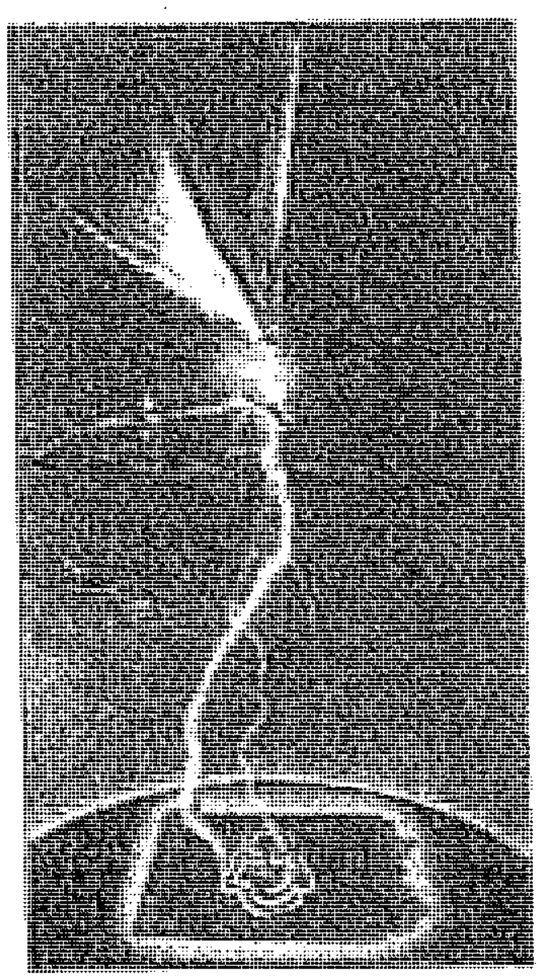
The Partners also launched their first news publication, KeyNotes – a bimonthly, full-color, e-newsletter that reports the current tech-based activities and success stories of the statewide network. With a direct circulation of over 7,000, the readership includes the entire Pennsylvania state legislature, regional elected officials, and board of directors for the Ben Franklin Technology Development Authority and the four BFTPs, technology insiders, economic development agencies, university research partners, investors, other key constituent groups, and the news media.

KeyNotes strategically emphasize the many ways the BFTPs grow the Commonwealth's technology-based economy; each issue also focuses on an overarching BFTP priority. The premiere edition in July 2005, for example, had as its theme "Igniting Innovation" to report on the impact the BFTPs have in acting as a catalyst in supporting Pennsylvania's technology economy with sustainable strategies and the seeding of both early-stage and established companies.

SMALL TIMES Inserts

The statewide BFTPs and the Nanotechnology Institute™ (NTI) were key sponsors of three Pennsylvania Nanotechnology special inserts in SMALLTIMES magazine, showcasing the Commonwealth as a key player on the nanotech frontier. Featured in the insert of the bi-monthly publication which covers the business of micro and nanotechnology were various initiatives that are contributing to the activity around nanotechnology. These initiatives include efforts being made by six research universities (Carnegie Mellon University, Drexel University, Lehigh University, Pennsylvania State University, University of Pennsylvania and University of Pittsburgh), the Pennsylvania State System of Higher Education, economic development organizations (including Ben Franklin Technology Partners) and other entities.

Angel Venture Fair
ANGLE Technology
Ballard Spahr Andrews & Ingersoll, LLP
Ben Franklin Emerging Business Awards
BIO 2005
BioAdvance Ventures, L.P.
BioTech 2004
Bucks County Economic Development Corporation
The Business of Nanotechnology Conference
Business Venture Fair
Chester County Economic Development Council
Consortium for Sustainable Design and Research of Southeastern PA
Delaware Valley Industrial Resource Center
Delaware Technology Park
Drexel University
Early Stage East
Eastern Technology Council's Enterprise Awards



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Ben Franklin Technology Partners is supported by the Pennsylvania Department of Community and Economic Development.

MANUFACTURING

PENNSYLVANIA'S FUTURE

Regional Strategies that Build from Current Strengths and Address Competitive Challenges

Manufacturing: The Keystone of the Commonwealth

Manufacturing made the Commonwealth of Pennsylvania. During the age of Benjamin Franklin, the state was a hub of trade whose artisans hammered out goods that created colonial commerce and spurred aspirations for American self-reliance.

As the workshop of the new nation, Pennsylvania sent what was needed north and south and drove enterprise westward over the Allegheny. Pennsylvania rails, engines and rolling stock sped commerce across the virgin land to link a continental nation. The factories of the Keystone State turned the tide against secession and slavery as surely as the sacrifice at Gettysburg. Pennsylvania steel passed armor built and metal the reunited nation and laid the foundation for American world leadership in war and peace in the 20th century.

Millions of people in previous generations made new lives in Pennsylvania by making what the world needed. The leaders who mastered their labor — Franklin, Carnegie, Mellon, Heinz, Westinghouse — used its gains toward a social purpose for wealth as the wellspring of commonwealth.

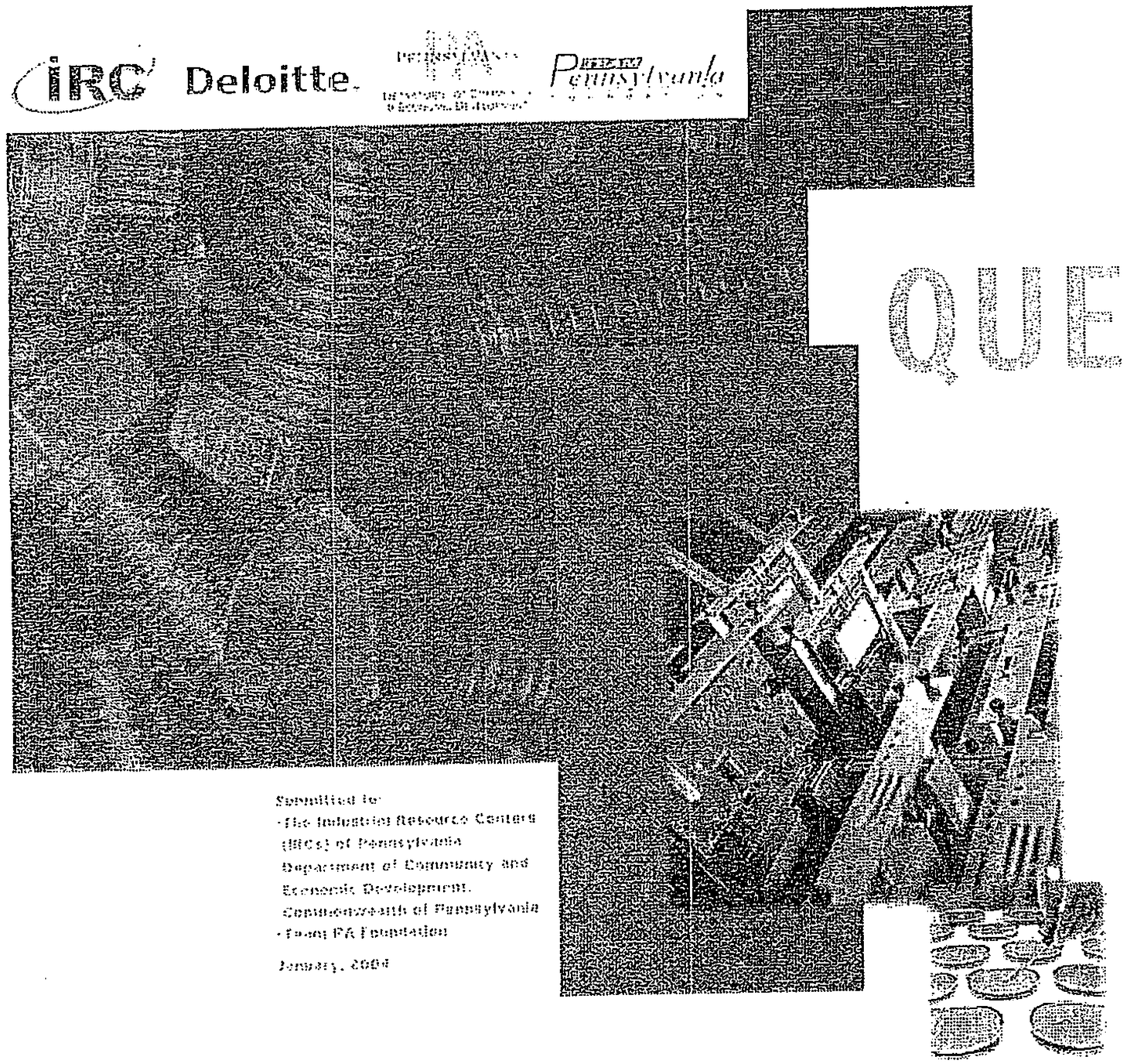
Pennsylvania carries this heritage forward. *Manufacturing: Pennsylvania's Future: Regional Strategies that Build from Current Strengths and Address Competitive Challenges*, the study summarized here, shows that manufacturing is profoundly important to the economic future of the commonwealth.

Manufacturing remains by far the largest part of the state's output, and it accounts for the majority of what it exports. Manufacturing also provides the best source of hundreds of thousands of good family-wage jobs, which in turn makes it the leading source of wealth and the force that drives all of the commonwealth's regional economies.

Manufacturing is the essential anchor for hundreds of cities and towns across the state and the means through which it can bring to market most of the products conceived and developed by its entrepreneurs.

The study also defines the challenges faced by manufacturers in 21st century Pennsylvania. All manufacturers now work in a global economy in which able competitors can emerge half a world away without warning in months. On a planet transformed by digital technology, commerce is transacted in a nano-second and plans can be sent to another continent in weeks. The study assesses those challenges and recommends what manufacturers and the commonwealth must do to succeed in the future.

iRC Deloitte. Pennsylvania



QUESTIONS

Submitted to:
- The Industrial Resource Centers (IRCs) of Pennsylvania
- Department of Community and Economic Development, Commonwealth of Pennsylvania
- Team PA Foundation

January, 2004

Manufacturing Pennsylvania's Future: Regional Strategies that Build from Current Strengths and Address Competitive Challenges was produced by Deloitte & Touche, the international consulting corporation with the largest manufacturing practice in the world. The study was sponsored and overseen by the Pennsylvania Industrial Resource Centers Network, the TEAM PA Foundation and the Pennsylvania Department of Community and Economic Development. Hundreds of questions were posed during the design phase of the study, including the following:

- How should the significance of manufacturing to the Pennsylvania economy be measured?
- How and why has that significance evolved in the last decade?
- How does the performance of Pennsylvania manufacturing compare to that of other states?
- How significant is the threat of foreign competition to various Pennsylvania industries?
- How likely are customers of Pennsylvania manufacturers to shift to offshore suppliers?
- How have various industries performed in Pennsylvania?
- Which industries have a comparative advantage in Pennsylvania?
- What types of firms within the state support industries with a comparative advantage?
- What distinctions are there between the needs of larger and smaller manufacturers?
- What industries are most important in each region of Pennsylvania?
- What dynamics now shape the possible futures of manufacturing in Pennsylvania?
- What can state government do to help secure the best future?

The study attempted to answer these questions using a very broad range of data, the industrial experts of Deloitte, the 15-year experience of the Industrial Resource Centers and the perspectives of more than 75 manufacturing executives throughout the various regions of Pennsylvania.

The analysis summarized here delves deep into comprehensive, detailed data to define Pennsylvania's manufacturing economy, and it presents compelling graphics that support the findings. This analysis may well be the most substantial study ever done of the manufacturing endowment of an industrial state.

To read the complete, comprehensive report, visit www.catalystconnection.org/hbhreport.htm

The 10 core findings of the study are presented here in the precise language and accompanying illustrations developed by the Deloitte team that conducted the study.

FINDINGS

1) Manufacturing remains an essential element of Pennsylvania's economy, contributing $64 billion annually to the gross state product. This is by far the largest share of any sector.

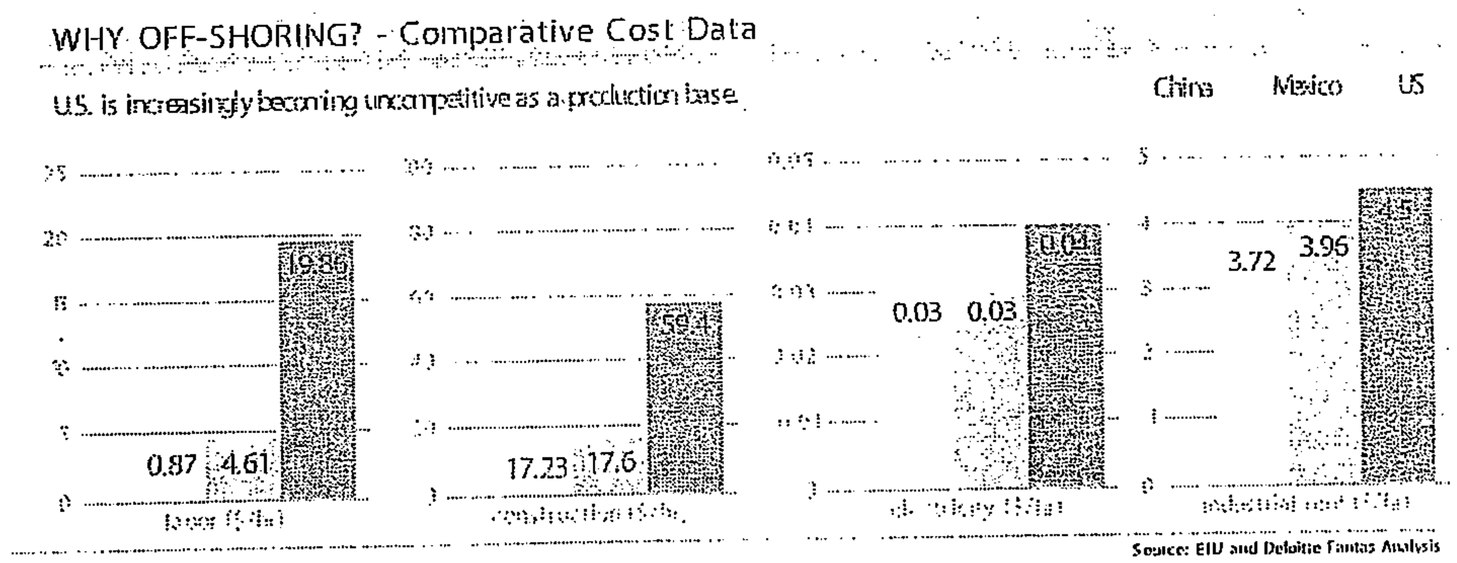
Pennsylvania's manufacturing output rose steadily in the 1990s; it declined some from the 2001 recession, and it currently stands at $64 billion or 16.1 percent of total state output. No other industry contributes even 10 percent.

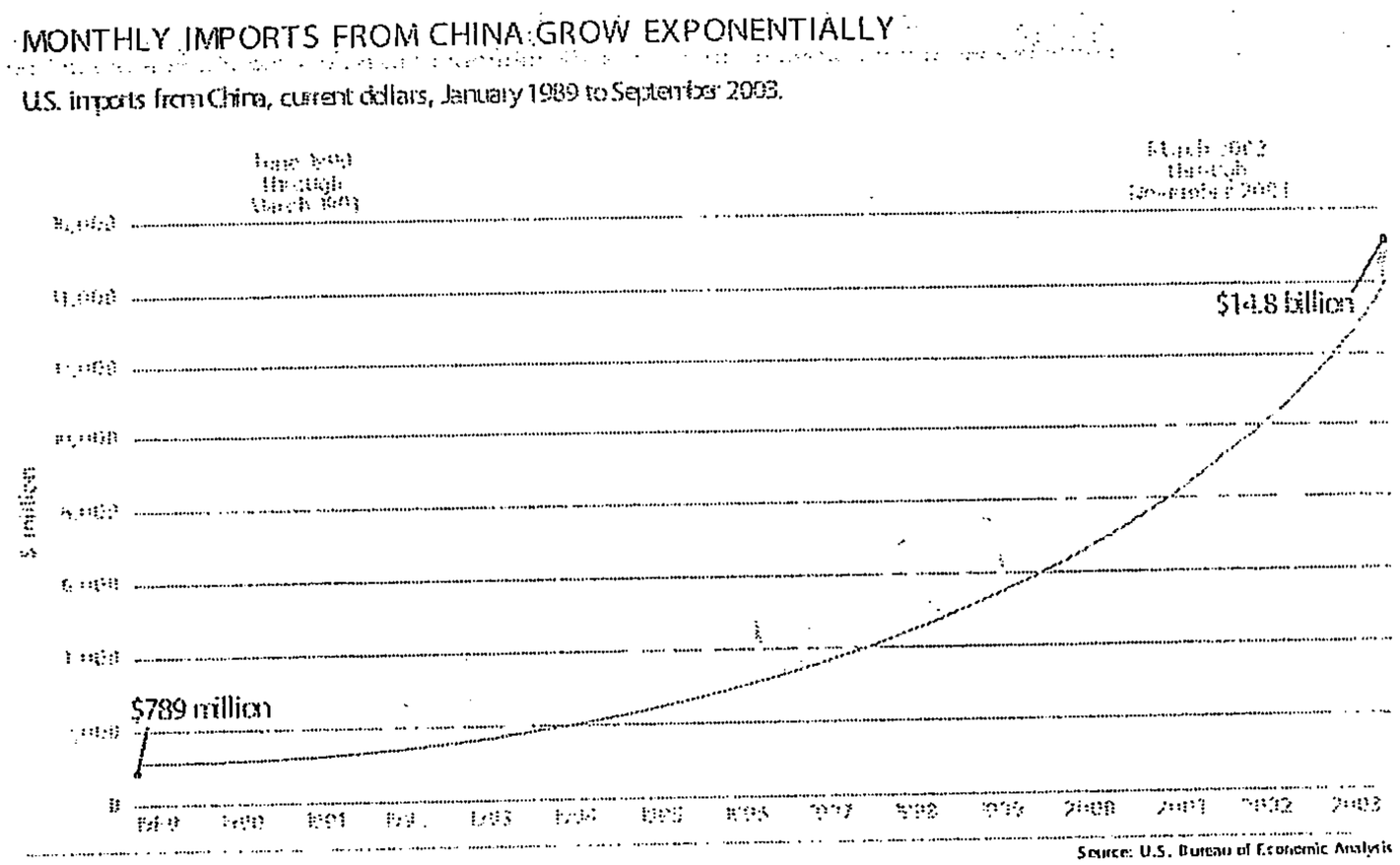
2) Manufacturing in Pennsylvania and in America faces new challenges. Pennsylvania has lost 133,000 manufacturing jobs since 1998. This is attributable to the recent recession, to gains in productivity and to foreign competition and offshore sourcing by transnational manufacturing corporations.

Manufacturing employment in Pennsylvania held steady in the 860,000 range through the 1990s and then fell by more than 130,000 since 2000. Part of this rapid decline was a result of the 2001 recession, which was severe for manufacturing. And part, perhaps 30 percent (40,000 jobs) came as foreign competitors in low-cost countries claimed markets once served by Pennsylvania firms and major transnational corporations selected cheaper offshore suppliers, breaking long-standing relations with firms in Pennsylvania. Yet another part of the decline was a result of ongoing and desirable gains in manufacturing productivity. As manufacturers adopt new technologies and methods, they accomplish more with the same level of effort.

This challenge is illustrated by the two charts on the right, which show the comparative data on key manufacturing costs for the U.S., Mexico and China and the rising tide of Chinese manufactured imports to the U.S. in the past ten years. China is only the most dramatic case of the gathering threat of offshore sourcing.

3) The manufacturing sector in Pennsylvania is dynamic. Some industries in the sector are growing and concentrated in the state, while others (including many of the traditional manufacturing industries) are declining.





Sixteen driver industries that produce nearly half of Pennsylvania's manufacturing output have grown and concentrated in the state in the past 10 years. These industries and their associated clusters of in-state suppliers provide a substantial portion of the export earnings of Pennsylvania manufacturing, thereby making a major contribution to the prosperity of the commonwealth.

A shift and share analysis of the change in gross product for the entire economy of Pennsylvania from 1999 to 2001 showed that all of the growth in gross state product attributable to local competitive factors from 1999 to 2003 is attributable to the 16 manufacturing driver industries of the state. Without these industries the state would have experienced a profound recession.

The Deloitte team that conducted the study looked in deep detail at the performance of more than 300 distinct industries in Pennsylvania over the past 10 years. The objective was to determine the driver industries that do the most to create jobs and export goods to the rest of the nation and the world, thus creating wealth in the state. In addition, driver industries are concentrating in Pennsylvania, as compared to the rest of the U.S. The results are presented in the chart below.

These industries are the dynamic core of Pennsylvania manufacturing in this decade. They are not the only source of wealth and good jobs, of course. As the study shows, several additional industries are important to specific regions in the state. Others are still large but in steady decline. However, the 16 industries defined as drivers of Pennsylvania manufacturing do contribute almost half of all our manufacturing output and together were the source of all growth in output during recent years.

Special attention must be paid to these industries and their supply chains, in order to achieve stronger growth in Pennsylvania's manufacturing sector. The study defines in detail those supplier industries clustered with the drivers.

THE ECONOMIC ANALYSIS IDENTIFIED 16 MANUFACTURING DRIVER INDUSTRIES FOR PENNSYLVANIA

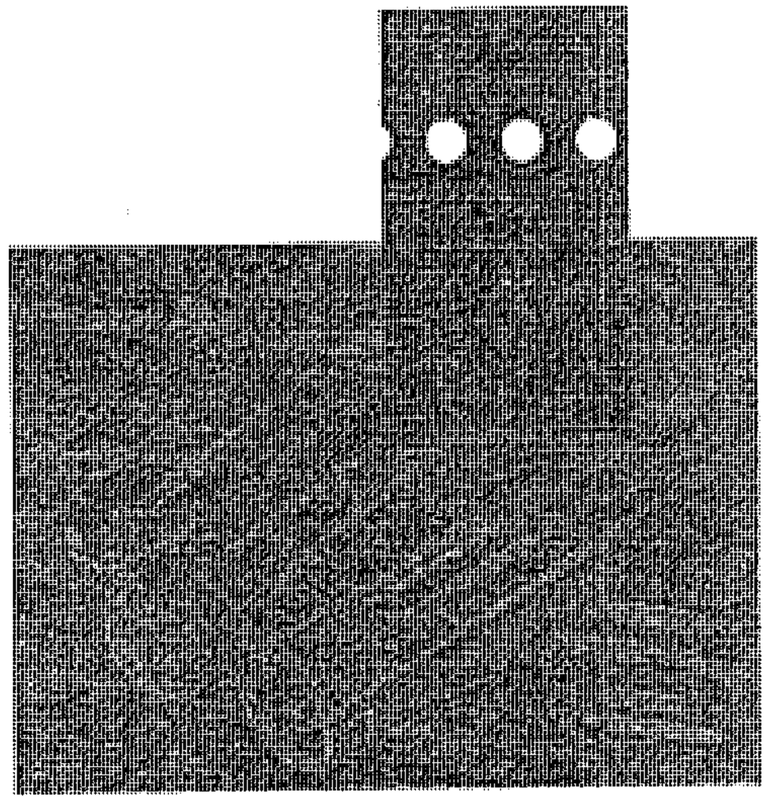
Industry	2003 Output (million)	1999-2003 Output CAGR (%)	1994-1998 Output CAGR (%)	1989-1993 Output CAGR (%)	2003 Output Location Quotient (LQ)	1999-2003 Output LQ Growth (%)
Pharmaceuticals	$6,684	0.7%	4.6%	5.2%	3.44	12.6%
Electrical Equipment	$4,612	4.6%	5.9%	7.9%	1.42	-18.5%
Plastics	$2,818	1.8%	2.9%	5.0%	2.22	53.0%
Printing*	$2,287	-2.2%	-1.4%	-1.0%	1.95	41.0%
Food**	$2,149	-1.7%	-0.2%	0.3%	2.35	26.8%
Paper	$2,109	-1.8%	-1.1%	0.4%	2.55	71.7%
Basic Chemicals	$1,944	-3.5%	0.1%	-0.7%	1.60	9.4%
Metalworking Machinery	$1,942	0.7%	-0.2%	7.7%	1.35	8.7%
Architectural and Structural Metals	$1,653	-1.1%	0.4%	2.3%	1.97	16.9%
Machine Shops/Screw, Nut and Bolt Manufacturing	$1,614	0.9%	1.2%	6.5%	1.56	10.0%
Other Fabricated Metals	$1,398	-1.8%	-1.2%	2.4%	1.94	27.6%
Wood Products	$1,302	-1.5%	-0.5%	2.5%	1.43	53.7%
Furniture	$1,271	1.0%	1.7%	2.8%	1.61	61.3%
Resin, Rubber and Fibers	$1,248	-3.6%	0.2%	0.7%	1.04	11.8%
Glass	$938	-5.3%	-3.7%	0.5%	3.50	23.5%
Medical Equipment	$855	5.7%	3.0%	2.4%	1.97	92.4%

*Printing may include printing services. **Food data represents Sugar and Confectionary and Bakeries and Pasta Industries only.
Note: CAGR (Compound Annual Growth Rate) is average annual growth rate over a specified period of time. CAGR is calculated using the following formula: CAGR=[(present value/base value)^(1/# of years)]-1

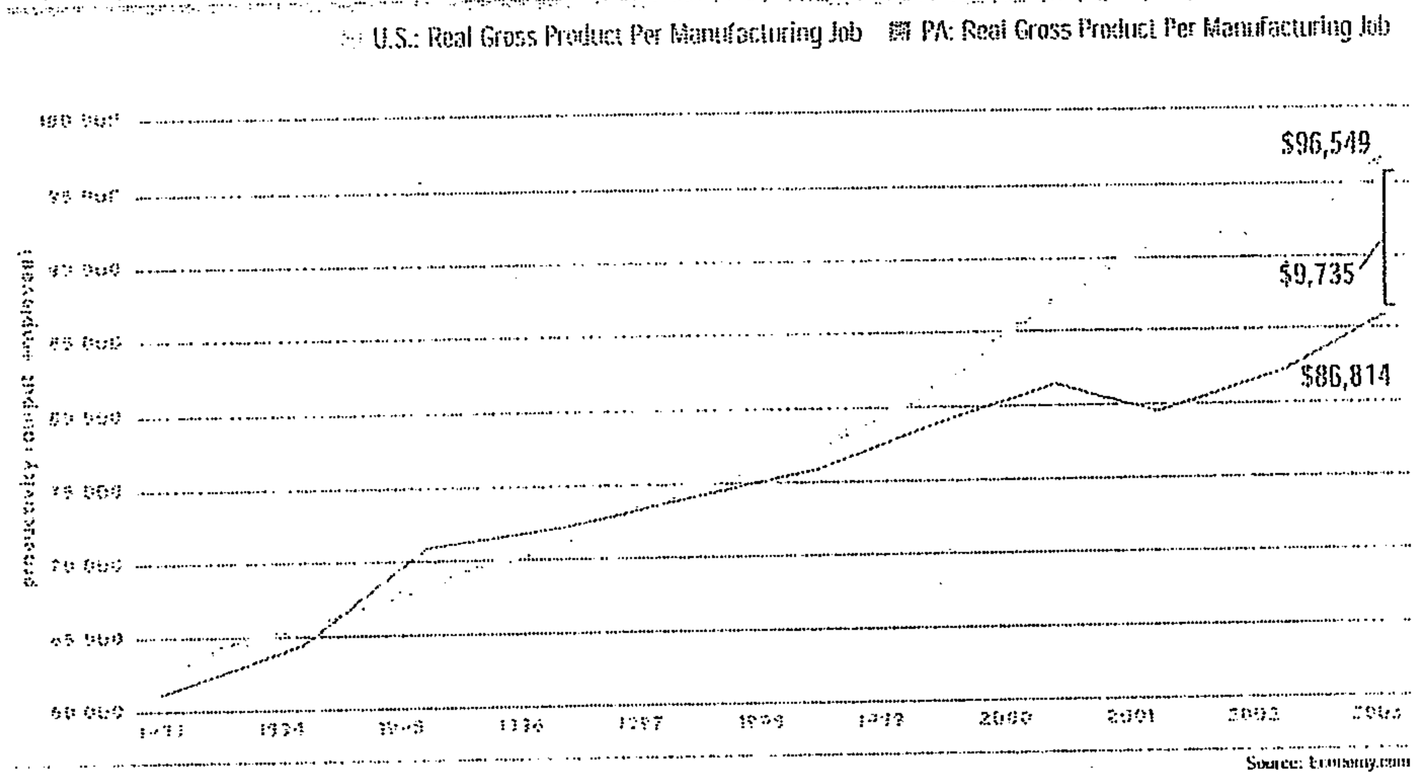
Source: Deloitte

Average Pennsylvania productivity levels are significantly below those of the U.S. The gap is likely the result of price stagnation caused by in-state firms producing a high percentage of commodity products. The price stagnation is likely due to a combination of offshore competition and price pressure from firms that integrate parts into products for the final consumers (OEMs) and extremely price-sensitive retailers.

This growing productivity gap was a compelling finding of the study. Deloitte found the primary cause of the gap in the current industrial mix of Pennsylvania was that too many of the state's manufacturers produce commodities — mature goods with widely understood production processes and product features within the capabilities of thousands of firms in many countries. In the global economy, such firms must compete primarily on price. Neither major transnational manufacturing customers, such as General Motors and General Electric, or giant retailers, such as Wal-Mart, will long tolerate prices that can be beat by reliable sources elsewhere. Thousands of Pennsylvania firms have worked hard to contain prices by removing costs from their operations, but over time even the best firms face diminishing returns from lean discipline. As the threat of offshoring grew in the past half-decade, the prices and margins of Pennsylvania's commodity-oriented manufacturers were hammered thin, opening the productivity gap, as the chart below shows. Pennsylvania manufacturers work very hard to produce useful goods but cannot command a good price for their products.



WHILE MANUFACTURING PRODUCTIVITY IN PENNSYLVANIA HAS GROWN, IT LAGS IN THE NATION



Source: Economy.com

Economic development policy and strategy is best viewed by analyzing a firm's cash statement. The key to surviving and prospering during the 1990s was process innovation (i.e., being faster, better and cheaper). In other words, squeezing the middle lines of the cash statement. During the upcoming decade, price pressures will not relent; they will intensify. The keys to success in this decade lie in growing the top line of the cash statement through sales growth. Process innovations increasingly will be introduced through product innovation.

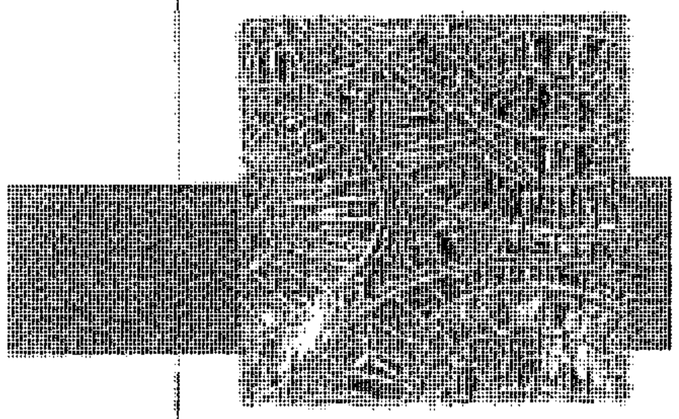
The best escape from the vice of commodity product price competition is through innovation. Growing, profitable firms will succeed, because they achieve and sustain distinctive competencies, primarily in the product features they offer but also in the services they provide to their large manufacturing customers.

As long as steady development keeps the products fresh and distinct, firms can price what they offer, based on the value they deliver to customers, rather than the cost of competitors from low-wage regions. This finding has very significant consequences for Pennsylvania's economic development strategy in the 21st century and especially the role and responsibilities of the state's Industrial Resource Centers and other economic development organizations.

The industries that drive Pennsylvania's manufacturing performance, considered as a portfolio, have distinct needs, requiring distinct strategies by Pennsylvania's economic developers.

Pennsylvania and all the regions across the planet with which we now compete have entered the era of flexibly focused, customized and targeted economic development strategy. One size no longer fits all. Successful regions will assess their strengths and challenges industry by industry, understand the distinct needs of each and take those actions within the scope of public and public-private partnerships.

This is not "picking winners and losers" as some misguided critics of intelligent economic development policy once charged, but wise strategic investment to grow the commonwealth in economies shaped by market forces. The chart on the right summarizes some of the study's analysis to support such a strategy by Pennsylvania economic developers.



The chart assigns positions to the 16 driver manufacturing industries, based on many determinants, including size and growth in output and employment, export earnings and increasing concentration in the state. Each is an asset for the Pennsylvania economy; each has distinct features, needs and possible futures in the commonwealth.

The vertical axis shows each driver industry's growth in output over the past 10 years. Most have grown, several robustly (e.g. electrical equipment and pharmaceuticals). A few (e.g. wood products and metalworking machinery) have contracted slightly but are still drivers based on all factors taken together.

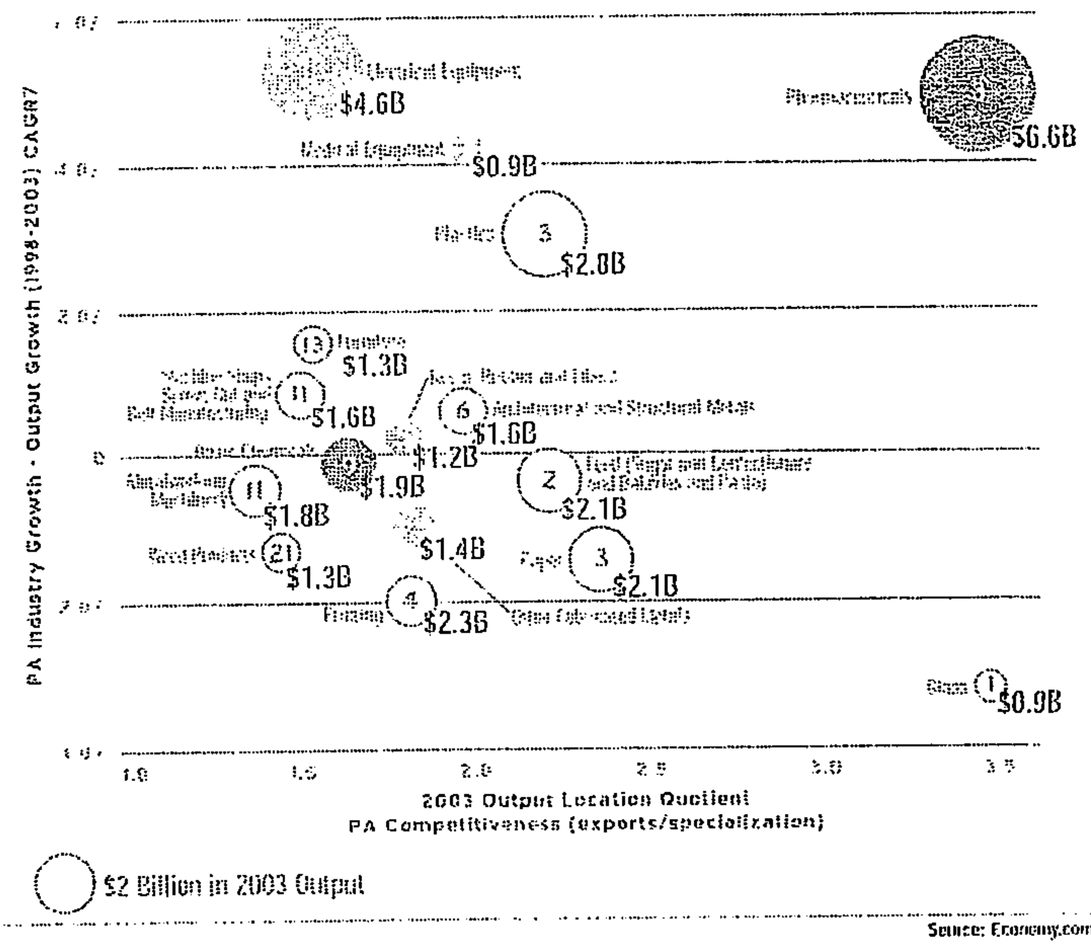
The horizontal axis shows each driver's "location quotient" with regard to Pennsylvania. A value of 1.0 or more indicates that the industry is more concentrated in Pennsylvania than it is, on average, throughout the entire United States. Higher is better. The obvious stars are plastics and, once again, pharmaceuticals.

PORTFOLIO ANALYSIS OF STATE DRIVERS

●Very Technology Intensive ◐Moderately Technology Intensive Industries ○Low/Non-Technology Intensive Industries

Percentage of Employment based at Large Establishments (500+ employees)

① Ranking of PA Competitiveness with respect to U.S. for Industry based on Output Location Quotient



Source: Economy.com, Harris Infosource

The size of the circle for each industry represents its size, measured in Pennsylvania output, and the annual output is indicated in billions.

The shading indicates the technological intensity of the industry, as measured by demand for direct technical labor.

The number in each circle states the rank of its Pennsylvania location quotient, among all 50 states.

The portfolio analysis shows that some industries are both growing in output and concentrating in Pennsylvania (northeast quadrant), while others have a different profile.

Size matters, too. Notice the high incidence (82 percent) of small and medium-sized establishments in the southwest quadrant. Such insight is only the beginning of targeted strategy. Deep analysis of specific industry structure, dynamics, technology, markets and much more is needed to shape the best policy and program responses by regional economic developers. The full study makes an important contribution to this essential knowledge base.

The small and medium-sized firms that are the broad foundation of manufacturing in Pennsylvania face distinct challenges in the global economy. The commonwealth will prosper if many more small and medium-sized firms develop well-informed strategies that give them distinctive positions in the marketplace, based on product innovation and continuous improvement of enterprise performance. The needs of small and medium-sized manufacturers in Pennsylvania must be better understood and their voices better heard.

The study gave special attention to the issues and needs of small and medium-sized manufacturers, which provide more than half of the industrial output nationwide, and more than two-thirds of manufacturing employment. Smaller firms typically do not have the strategic luxury of relocation but are typically the victims of offshore sourcing by large transnational corporations who no longer feel any loyalty to specific regions and nations.

The key findings with regard to small and medium-sized firms, and the distinctions between their issues and those of large firms, are summarized in the chart below. Again, the most important theme is the need for strategy and innovation to help smaller firms establish and sustain the distinctive competencies that enable them to assign sustainable prices and grow, both in profitability and employment.

KEY MACRO ISSUES

Strategy, product innovation, performance improvement, workforce development and advocacy/education were macro issues recurring consistently throughout the analysis.

SME = Small Manufacturing Enterprise Low High

Key Macro Issue		Importance by Firm Size: SME	Large Firm
Strategy	For SME's, business strategy, including the ability to assess new markets for products, new operating models, and opportunities for the business were determined. For large firms the implementation of strategy appears to be the issue.		
Product Innovation	Both large firms and SMEs need to continue to innovate their product lines to adjust to market forces, regulation and growth expectations. Skills in product innovation appear to be critical, particularly funding, management, and technical skills.		
Performance Improvement	SMEs appear to need a variety of internal performance improvement assistance activities. Continuous improvement from an operations perspective is critical for competition as the market changes sales and services.		
Workforce Development	Both large firms and SMEs need workers with the right combination of skills. Attracting, training, and retaining workers is often challenging. The problem is often compounded by negative perceptions about manufacturing as a career and/or about lifestyle in a particular region.		
Advocacy/Education	Large firms drive the regional economy. While they typically have the required scale to deal with issues that are internal to the firm, they are particularly vulnerable to external issues such as public policy, infrastructure, and labor markets — market forces that they adjust to through consolidation, alliances, and divestitures. SME's tend to have diverse points-of-view and do not aggregate their potential public policy power into a single voice. Additionally, they desire education on opportunities for growth in changing markets (off-shoring and globalization)		

Source: Deloitte

Deloitte found that Pennsylvania's Industrial Resource Center (IRC) Network has sustained a strong positive impact on the commonwealth's economy that has been documented in previous studies; the impact estimates arrived at by NEXUS Associates in their 1999 evaluation remain valid.

Because the Industrial Resource Centers were the leading sponsor of the study, Deloitte was asked to conduct a vigorous independent analysis of IRC performance and impact on the Pennsylvania economy. Deloitte found that previous assessments of IRC impact, most recently in 1999, have been sustained, even in very challenging conditions during the years between 1999 and 2003.

Clients assisted by the IRCs continue to outperform similar but unassisted firms in productivity and output growth. The IRCs continue to enhance Pennsylvania's gross state product at a rate of at least $2 billion per decade. The economic gains driven by IRC work return at least $1.24 to the state treasury for every $1.00 the state invests in the IRC program.

RECOMMENDATIONS

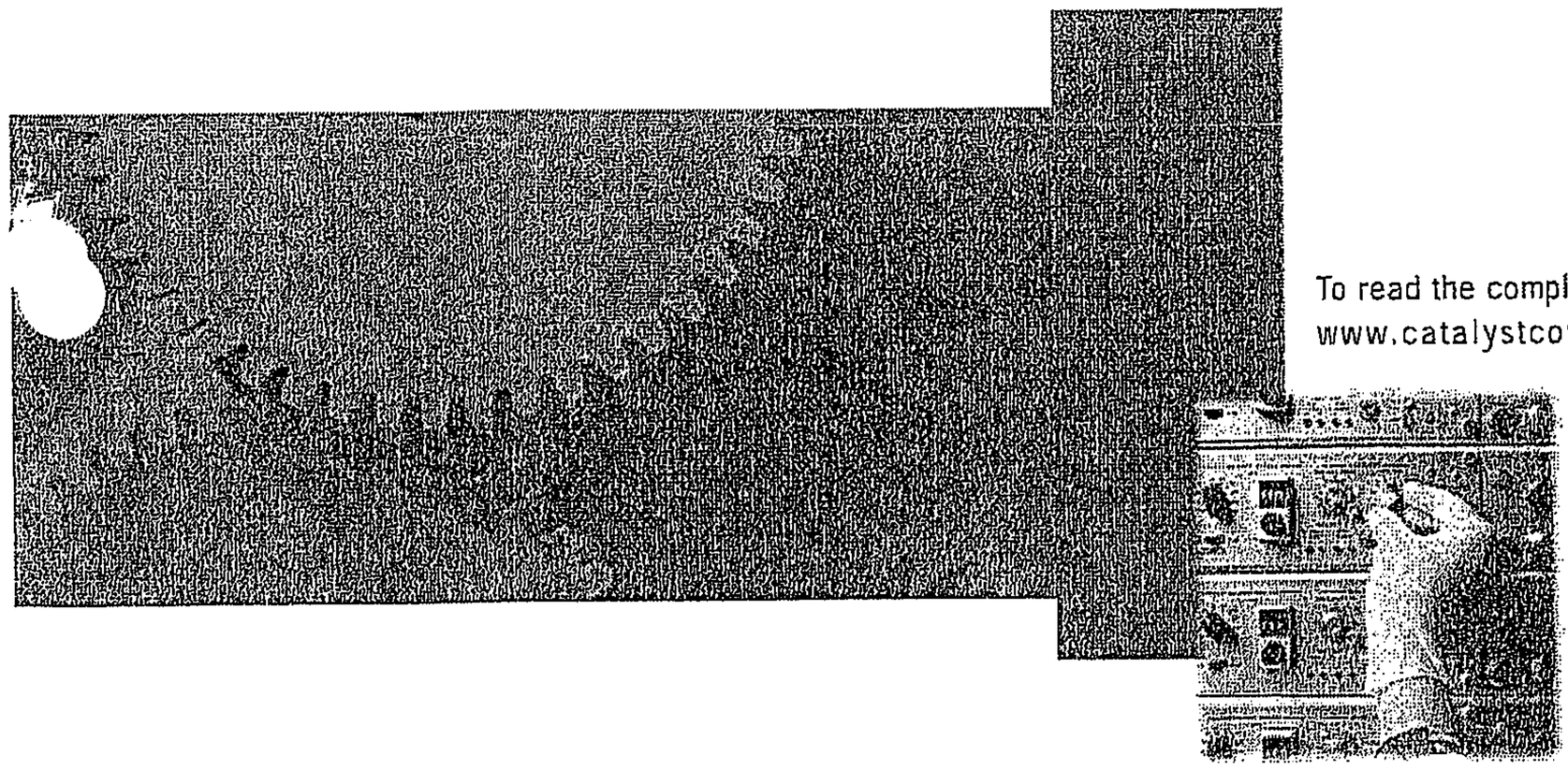
Deloitte also was challenged to assess the current capabilities of each IRC and to perform a gap analysis that highlighted where the IRCs must develop new or more substantial capabilities, in order to carry their mission successfully into the 21st century. The results of this extensive analysis are summarized in the chart below.

IRC CAPABILITIES GAP ANALYSIS

Moderate Significant

Key Macro Issue	IRC Capability	Potential Impact on... SME Firms	PA Economy	IRC Model	Action Required
Strategy	Currently this capability is drawn from a few IRC staff or outsourced to a variety of independent consultancies.				1. Develop a robust strategy and planning capability specializing in SME strategy.
New Product Development	The IRCs offer skills and services on a modest scale for new product development. There is no organized capability in funding, market strategy or technical design.				2. Develop an IRC Network or regional capability offering scale to grow new product developmental assistance
Process Improvement	The IRC network specializes in process improvement for SME. It has significant strength in Lean Manufacturing at the shop floor and supply chain levels.				3. Continue to support and build out consistent process improvement capabilities across the network.
Workforce Development	Currently, IRCs offer services at the Firm level. There is some activity to serve as an intermediary to bring organizations and educational institutions together				4. Develop an IRC capability to support SMEs in attracting, developing, and retaining workers with the skills needed for future success.
Strategic Advocacy	Currently, IRCs offer services at the Firm level. There is no organized capability to advocate the importance of, or address key issues for, SME manufacturing across industries.				5. Develop an IRC Network capability to provide SME-focused research and analysis on key issues and strategic thought leadership for manufacturing across industries

Source: Deloitte



To read the complete, comprehensive report, visit www.catalystconnection.org/bkh/report.htm.

CONCLUSION

COOPERATION FOR COMMONWEALTH

Manufacturing remains profoundly important to the Pennsylvania economy and the life chances of millions of Pennsylvanians. While some manufacturing industries continue a long-term decline, others are growing in output and employment in the commonwealth. Sixteen growth industries have concentrated even more in Pennsylvania during the past ten years. These industries deliver nearly half of the $64 billion that manufacturing contributes annually to the Pennsylvania gross state product.

As Pennsylvania economic developers serve all enterprises in the state, they should give special attention to these sixteen driver industries and to the Pennsylvania manufacturers that supply them with key inputs. Enhancing these value chains will do the most to create wealth in the state. The present forces acting on and within Pennsylvania industries could produce several distinctly different futures for manufacturing. Pennsylvania has an opportunity now to support the strategic vigor and innovation of thousands of manufacturers and thereby assure the best possible future for the economy of the commonwealth.

The study summarized here was the most substantial analysis ever undertaken of the manufacturing endowment of a state. It was conduced at a time when regions everywhere in the global economy have begun to discover that they must compete as surely as the enterprises they host. To prosper now, manufacturing regions must:

- understand deeply the capabilities and performance of the manufacturers located there.
- analyze where smart services can provide advantages to viable manufacturers in the region.
- develop, deliver and evolve those services for maximum impact on the region.

The analysis and recommendations offered here can give Pennsylvania a competitive advantage in the next few years, but only if Pennsylvanians cooperate. In the demanding global economy, public and private sector leaders, enterprises with a common commitment to regional success and economic developers responsible for growing the commonwealth can, working together, create a more secure and rewarding future.

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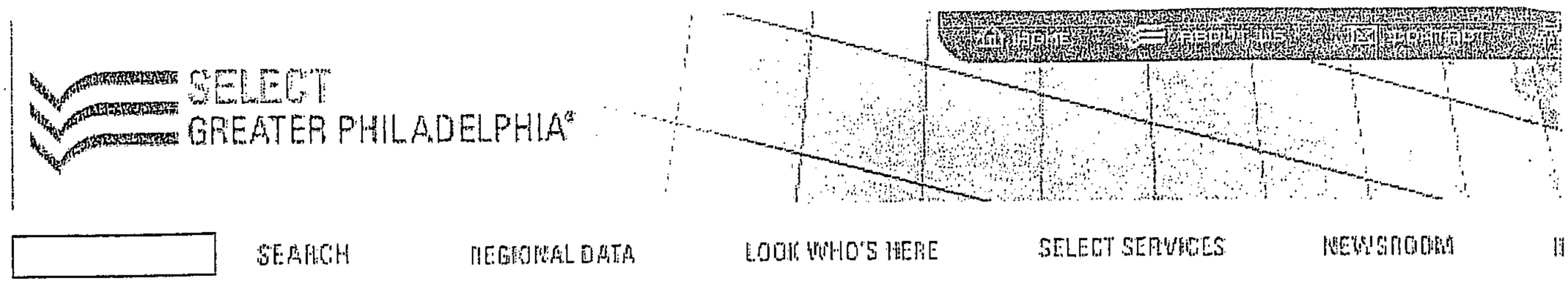

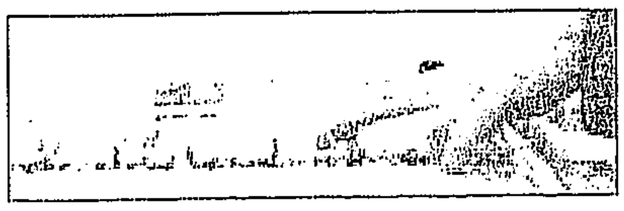

County Data

Select Greater Philadelphia
800.221.0774

Quick Facts About Greater Philadelphia

- 4th largest metropolitan region in the U.S. population, following o York
- 2nd largest region on the East Coast in employment, population a income
- 4th largest total employment of the large metro areas in the U.S. total of 2.9 million non-farm jobs (not seasonally adjusted)
- Total population in 2005 of 6.1 million people
- Total employment in 2005 of 2.9 million jobs
- 6th highest gross metro product
- 4th largest total personal income
- 4th largest media market in the country
- Lower cost of living than other major U.S. metro areas
- Personal-adjusted income ranks just behind Washington, D.C.
- Lowest median home prices in the top U.S. metros
- Offers the lowest rents with an average Class A rent of about $26/ foot
- Offers the second lowest rental rate per square foot for Class B sp approximately $22/sf
- Travelers enjoy less time spent in traffic and the lowest congestio among major U.S. metros
- Philadelphia International Airport is the second fastest growing air the world (second only to Beijing)
- Philadelphia's Amtrak station is the third busiest in the country
- Home to three major shipping ports
- 83 colleges and universities
- Well-positioned to succeed in the global marketplace in four key industries: Life Sciences, Chemicals, Financial Services and Inform Technology
- Ranked top for current impact in the Life Science industry by the Institute's 2005 report
- *About Inc.* rated Philadelphia as one of the top walking cities in th
- *Bicycling Magazine* rated Philadelphia as a runner-up as best cycli in the U.S.
- *Forbes Magazine* ranked downtown Philadelphia as one of the top for singles
- *Money Magazine* named Moorestown, NJ as "best place to live" in
- Downtown Philadelphia ranked number six by *Sperlings Best Place Cities for Seniors*

*Sources: U.S. Census Bureau, 2004 Population Estimates. Bureau of Econom Analysis, 2003. The Role of Metro Areas in the U.S. Economy. The U.S. Confe Mayors, 2006. National Association of Home Builders/Wells Fargo Bank, 2006. Studley Report, 4Q 2005. U.S. Dept. of Commerce, Bureau of Economic Analy 2005. Regional Economic Accounts, Local Area Personal Income.

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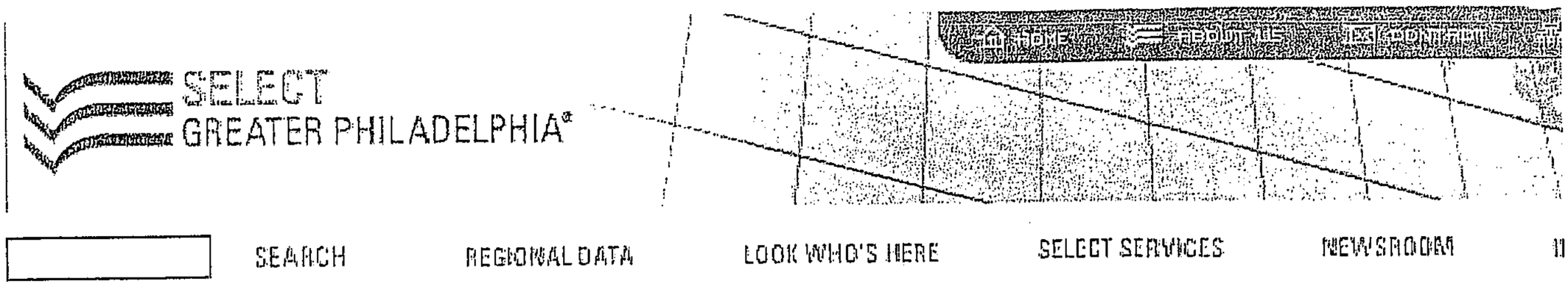

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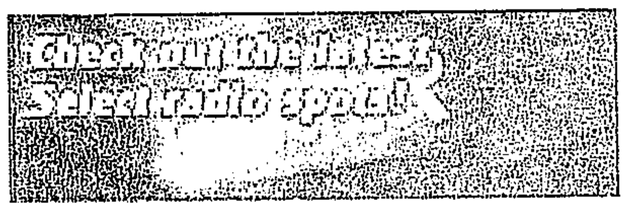
County Data



Read Select's 2006 Regional Report

Select Greater Philadelphia
800.321.0774

Welcome to Select Greater Philadel

Greater Philadelphia Offers the Lowest Office Space Rental Rates of U.S. Metro Markets

Among the major U.S. metro markets, Greater Philadelphia offers companies the lowest rents with a median (average) Class A rent of approximately $26/sf. This makes Greater Philadelphia a strong option for companies looking to expand or relocate in a major U.S. market.

Additionally, the region has the second lowest rental rate per square foot for Class B space – approximately $22/sf.

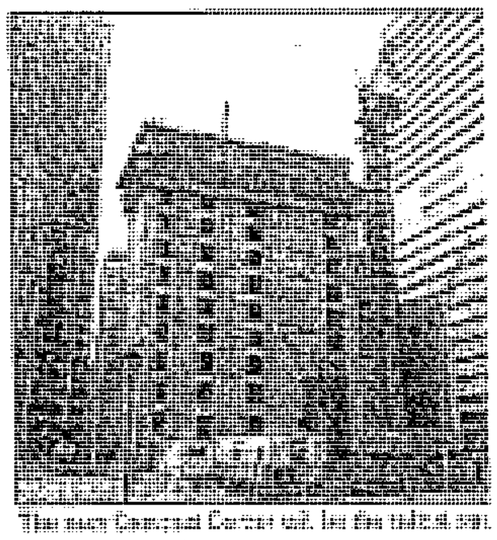
The Greater Philadelphia region's corporate real estate market had a record year in 2005 with an over 40 percent increase in leasing activity from 2004 to 2005*. At the same time, office construction is at its highest level in years, with 2 new large office buildings being added to the Downtown Philadelphia skyline and with a number of buildings in the suburbs being built on a speculative basis.

The new Comcast Center, currently under construction in downtown Philadelphia with a height of 975 feet, will be the tallest structure between New York and Chicago.

The Comcast Center, along with the recently completed Cira Center, will add 2 million square feet of office space to downtown Philadelphia.

In 2005 the corporate real estate market saw availability rates decline and rents rise with strong leasing activity supporting these trends*:

- 10.6 million square feet (msf) overall leasing activity for the Philadelphia Region (43.5 percent increase over 2004)
- 4.0 msf overall increase in leasing volume in the Philadelphia suburbs (17.1 percent increase over 2004; 80.8 percent increase over 2003)



The new Comcast Center will, for the tallest part, New York and Chicago.

Select News

August 08

Select News, August 2006

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Select Greater Philadelphia Welcomes Spanish Energy Firm Gamesa To Greater Philadelphia

Governor Rendell Announces Deal To Bring 250 Jobs To Region

Falls Township, PA – March 7, 2006 – Select Greater Philadelphia, a not-for-profit organization dedicated to marketing the Greater Philadelphia region, welcomed Gamesa, a Spanish wind-energy firm that manufactures windmills, to Greater Philadelphia. At a morning news conference, Pennsylvania Governor Edward G. Rendell announced Gamesa's decision to locate at the Keystone Industrial Port Complex (KIPC) in Bucks County, PA, formerly U.S. Steel's Fairless Hills Works.

Initially, Gamesa will create 250 new jobs at the KIPC. Ultimately, there could be hundreds more.

"Once again, Pennsylvania continues to attract manufacturing jobs and solid private sector investment," Governor Rendell said. "This is positive news for the whole region. This new manufacturing sector opens the door to even more job opportunities and greater investment as the market for clean energy continues to grow."

Gamesa has located its U.S. headquarters in Center City Philadelphia. Select Greater Philadelphia assisted the company in this location decision.

"With this announcement, the mission of Select Greater Philadelphia is being actualized," said Mark S. Schweiker, President and CEO of the Greater Philadelphia Chamber of Commerce. "We are proud to have played an integral role in assisting Gamesa to locate in Greater Philadelphia and to continue to move our regional economy forward. This is all about companies, jobs and paychecks – that's what we're bringing to the region.

Gamesa is the world's second largest wind energy developer. The company is headquartered in Vitoria, Spain. Originally, Gamesa was looking to locate in Texas but then discovered the options available in Pennsylvania. At the KIPC, Gamesa's manufacturing operation will be located in a Keystone Opportunity Improvement Zone (KOIZ), a designated area in which companies do not pay state and local taxes until 2019.

"Gamesa came looking for an area that was environmentally friendly and where wind energy could compete with traditional sources of energy. We finally found it – the Commonwealth of Pennsylvania," said Alfonso Basagoiti, president of Gamesa.

Select Greater Philadelphia, which formally began aggressive outreach to companies and site selection professionals in 2005, previously announced that Quintiq, a European software company, had located its North American headquarters in Wayne, PA. Quintiq projects the creation of 30 jobs in Greater Philadelphia within the next five years.

The Keystone Industrial Port Complex is a 2,000-acre heavy industrial facility strategically located on the Delaware River with a deep-water port, two freight rail lines on site, and easy access to roads and highways. U.S. Steel owns and operates the site, and manages all on-site utilities.

About Select Greater Philadelphia
Select Greater Philadelphia is a business marketing organization dedicated to building the economy of the Greater Philadelphia Region. It is a private, non-profit organization that focuses its resources on enhancing the profile and image of the region's business community in order to attract and retain businesses.

Select Greater Philadelphia markets the region nationally and globally in order to establish Greater Philadelphia as a top-tier place to do business. The Greater Philadelphia region encompasses southeastern Pennsylvania, southern New Jersey and northern Delaware.

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SELECT GREATER PHILADELPHIA℠

FOR IMMEDIATE RELEASE

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Inc. Magazine: Greater Philadelphia Is Home To Fastest-Growing Companies

Number of Regional Companies on Inc. Magazine's Fastest-Growing List Jumps from 9 to 17 in Two Years

(Philadelphia) – September 6, 2006 – Select Greater Philadelphia applauded the announcement today that 17 companies in the Greater Philadelphia region were named to *Inc.* magazine's list of the 500 fastest-growing, privately held companies. This nearly doubles the number of regional companies on the list in 2004, when nine companies from Greater Philadelphia were on the list.

Leading the way was Sun Rx of Cherry Hill, New Jersey, ranked fifth with 3,877 percent growth over the past three years and $27.1 million in revenue. Other Greater Philadelphia companies on the list were:

17. Mercer Staffing (Chalfont, PA) Bucks Cty.
45. Group9 (Langhorne, PA) Bucks Cty
74. Solebury International (Hatfield, PA) - Montgomery Cty
104. Xoxide (Malvern, PA) - Chester Cty
110. AdminServer (Chester, PA) Delaware Cty
141. SysMind (Princeton Junction, NJ) NA
161. Epam Systems (Lawrenceville, NJ) NA
207. Health Market Science (King of Prussia, PA) Montgomery Cty
281. Albridge Solutions (Lawrenceville, NJ) NA
384. Call Inc. (Doylestown, PA) Bucks Cty
398. The Brokers Group (Princeton, NJ) -NA-
401. HostMySite.com (Newark, DE) NA
434. Stream Companies (Malvern, PA) Chester Cty.
445. Dynamic Restoration (West Chester, PA) Chester Cty
459. Genilogix (Blue Bell, PA) - Montgomery Cty
471. Appletree Answering Services (Wilmington, DE) NA

-more-

"This is a great indicator of the gathering momentum of the Greater Philadelphia business community," said Thomas G. Morr, President and CEO of Select Greater Philadelphia. "We applaud these seventeen local companies as a testament to rapid growth and for the trail they are blazing as harbingers of Greater Philadelphia's future economy."

To be eligible for this year's *Inc. 500*, companies had to be U.S.-based, independent and privately held through their fiscal year 2005, and have had at least $500,000 in net sales in the base year of 2002. In addition, their 2005 sales had to exceed 2004 sales. Companies are ranked on cumulative three-year sales growth from 2002 to 2005. A complete list can be found in the September issue of *Inc.* magazine.

Select Greater Philadelphia is a business marketing organization dedicated to building the economy of the tri-state Greater Philadelphia region by enhancing the region's profile and image in order to attract and retain businesses. It is a private, non-profit organization.

Select Greater Philadelphia markets the region nationally and globally in order to establish Greater Philadelphia as a top-tier place to do business. The Greater Philadelphia region encompasses Southeastern Pennsylvania, Southern New Jersey and Northern Delaware.

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PHILADELPHIA BUSINESS JOURNAL

CoreNet scores with attendees

By Natalie Kostelni, Philadelphia Business Journal

Online Updated Thursday, April 30, 2006

The CoreNet Global Summit in Philadelphia this week gave economic development officials what they wanted: hot leads on companies that are interested in locating operations in their jurisdictions.

Dan Gundersen, executive deputy secretary at the Pennsylvania Department of Community and Economic Development, plans to follow up with a Japanese company that decided to visit Philadelphia based on what he described as "very strong" interest in the state. Real estate representatives from other companies also saw something they liked during the conference.

"There are businesses who have been developing projects in certain regions and after learning a few things about Pennsylvania, shortlisted Pennsylvania," he said.

Luring jobs to Pennsylvania, Delaware and New Jersey isn't the only measure of the success of the CoreNet conference, according to backers and organizers.

CoreNet's spring annual meeting, held April 23-26 at the Pennsylvania Convention Center, drew more than 2,700 site-selection consultants, corporate real estate executives, developers and economic development officials from across the country and world. This marked the first time in 10 years that the 7,500-member organization held its meeting in Philadelphia.

Gundersen believes Philadelphia and Pennsylvania hit a home run at the conference. In fact, he dared say that a "buzz" had been created about the city and how smoothly the conference, marked by fancy dinners and educational programs, went.

"I think, fundamentally, the people who have come to Philadelphia, are leaving with a dynamic impression of a dynamic city," Gundersen said.

It is a revised impression from the one many had prior to the conference, he said.

That, combined with a sense that Pennsylvania, its neighboring states and other regional partners are working as one team also made the state stand out. State and regional economic development officials manned a large booth in the convention center's exhibition hall.

"When you combine those two things, that's part of the victory," he said.

Local economic development officials weren't the only ones cruising the conference for leads.

Jerome Clausen, vice president of the North American offices of Invest in France, the economic development arm of the French government, was on a mission of his own.

Clausen had arranged meetings with officials from local insurance, bank, leisure and software companies to tell them about the benefits of setting up operations in France. He told them what assistance, financial and otherwise, his government could offer them.

At a conference that billed itself as a "global summit," Clausen stood as an example of how the economic development game of luring companies and growing jobs has moved beyond state competition into a global competition.

Representatives from Scotland were out touting an $86 million first-ever partnership with Wyeth Pharmaceuticals. Scottish Development International, the country's economic development agency, is also hopeful the partnership could lead to even bigger things, such as spin-offs or even Wyeth establishing operations in Scotland.

Scotland's message at CoreNet: "If you're not collaborating with us in Scotland, you're missing a trick," said John Couttie, vice president of Scottish Development International.

Wales also had a presence at CoreNet as part of a "profile building" effort, said Cheryl Dennis, a project manager from the Welsh Development Agency. "We want to build our profile as a business location."

The conference completed a "trifecta" of high-profile conventions held in Philadelphia in the last year that will go a long way toward exposing people to the city and region and what it has to offer, said Tom Morr, CEO of Select Greater Philadelphia. Morr was referring to BIO 2005, which was held last year, and the convention the Professional Convention Management Association held earlier this year.

"As a result, all of them have been pleasantly surprised, and their perception of Philadelphia and the region around it were out of date," he said. "We made a good impression."

"It went extremely well for us," said Gary Smith, director of intergovernmental relations for the Delaware Economic Development Office. "I think we definitely accomplished what we wanted. We wanted to tell individuals what opportunities were available in Delaware and they gave us potential projects that they thought might work in Delaware."

Delaware hosted a group of conventioneers for an afternoon at Dover Downs International Speedway where they could tool around the track in monster race cars. "I had one individual from one company who said they had gone to a lot of CoreNet events, and they said this was by far the most fun event that they had ever been to."

CoreNet offered a first-ever opportunity for Select, an affiliate of the Greater Philadelphia Chamber of Commerce, to showcase its agenda to market the tri-state, 11-county region as a business destination. Select hosted a private dinner with site-selection consultants and corporate real estate executives as its guests. The group had over the years handled the disposition of 160 million square feet of space, Morr said.

"It was an important occasion," he said, to have such a captive audience. At the dinner, economic development officials from the 11 counties making up Select were given an opportunity to tout their county but also stress the value of a regional approach to economic development.

Select's dinner guests were impressed. "They told me 'This is absolutely unique,'" Morr said. "What the site selectors saw was a region that was unified."

Jeffrey Elie, chairman of CoreNet and a real estate executive with education company Kaplan Inc., had nothing but praise for local organizers at a dinner Tuesday: "You guys have turned up the notch."

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Center for Greater Philadelphia

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Center for Greater Philadelphia History

The Center for Greater Philadelphia at the University of Pennsylvania was founded in 1985 by Penn Public Policy and History Professor Theodore Hershberg. In 1984-85, Dr. Hershberg served as the Assistant to the Mayor of Philadelphia for Strategic Planning and Policy Development. Upon his return to the University, Dr. Hershberg was convinced that two of the profound trends shaping America -- the development of a global economy and the emergence of the state as a pivotal force in the federal system -- required strategic regional responses. He founded the Center for Greater Philadelphia as a response to these trends and to serve as a neutral convener and researcher of public policy affecting the region.

The Center's first initiative was to launch the Southeastern Pennsylvania State Legislators' Conference a process bringing together Senators, Representatives and corporate leaders from Bucks, Chester, Delaware, Montgomery and Philadelphia counties. Nine annual conferences were held in 1985-1994.

In 1995, the Center created the Greater Philadelphia High School Partnership, which brought together high school students from diverse backgrounds to explore the challenges of segregation and racial/ethnic diversity effecting their schools and neighborhoods. In his January 1999 radio address to the nation, President Clinton singled out the Partnership, calling it a "stunning success" and a "model for the nation." The Walt Whitman Center for the Culture and Politics of Democracy at Rutgers University, directed by Prof. Benjamin Barber, praised the Partnership as "an innovator in the field of service learning." In 2002, the program expanded its diversity education program to include elementary aged students under the new name Greater Philadelphia School Partners. In 2005 the Center ended its sponsorship of the program due to the loss of support from a major funder. The high school portion of the program was taken over by City Year. Private funding is now being used to continue the elementary program at a limited number of schools.

In 1996, recognizing that the key to an improved quality of life in our region depended upon the development of a highly skilled, highly educated workforce, the CGP began its third major initiative, working with a consortium school districts in Bucks, Chester, Delaware and Montgomery counties to adopt rigorous academic standards and internationally-benchmarked assessments. This work lead to the formation of the New

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Standards in Education Project which coordinated standards-based reform efforts in nearly half of the 61 school districts in the four counties (which collectively enrolled over 163,000 students), as well as 11 school districts in southern New Jersey. New Standards received over $2 million in grants from the Pennsylvania Department of Education's "Educate America" program. In 2001 the program merged with the University of Pennsylvania Graduate School of Education's (GSE) school outreach program and is now housed at GSE's Center for Educational Leadership.

After five years work with New Standards, it became apparent that most, though not all, of the participating school districts greeted standards-based reform with an ill-founded complacency and that they would not commit to the difficult task of systemic change absent a major overhaul in the rules and incentives that govern public schools. This realization lead the CGP to sponsor a Conference on Teacher Accountability in May 2000, which brought together educators from around the region to discuss initiatives that could lead to meaningful reform. This conference inspired first the broadening of the project to the Program on Educator Accountability and then the creation of a statewide initiative known as Operation Public Education: "Investment with accountability for our common wealth." In 2003, Operation Public Education (OPE) expanded into a national education reform initiative.

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Philadelphia City Planning Commission

City Stats

General Demographic and Economic Data

January 2005

Population

Labor Force and Employment

Income

Retail Sales

Major Employers

Housing Stock and Sales Prices

Office Leasing and Rental Rates

Recent Projects Completed

Projects Under Construction

Projects Proposed

794