

# **Hearing the Call: Proceedings from the Call to Action Conference**

## **I. INTRODUCTION**

The defining event of the late twentieth century is the emergence of the global economy. Since regions will be the key units of economic competition, strategies of regional cooperation are essential. On May 25, 1995, the Call to Action Conference brought together nearly 2,000 people from across metropolitan Philadelphia to search for "win-win" approaches to solve problems and seize opportunities.

The first-ever, regional Call to Action Conference was the capstone of a special year-long effort to promote the concept of regional cooperation as a strategy for making this region more competitive in the global economy. Highlights of the year included a public forum series co-sponsored by area Chambers of Commerce and Leagues of Women Voters, the "Common Ground" editorial and op-ed series presented in the Philadelphia Inquirer, expanded coverage of regional affairs by many other city and suburban newspapers and radio and television stations, and "Reinventing the Region," an in-depth look at the strengths and weaknesses of the Philadelphia region published as a twelve-page special section in the Philadelphia Inquirer on March 26, 1995.

Building on this solid foundation, the Call to Action Conference featured keynote addresses by Neal R. Peirce, Philadelphia Mayor Edward G. Rendell and Pennsylvania Governor Tom Ridge and public policy break-out sessions organized by regional network groups:

- Arts & Culture
- Children & Family
- Economic Development
- Education & Labor Force
- Health Care
- Land Use & Growth Management
- Technology
- Tourism
- Transportation

In addition to the policy sessions, the Greater Philadelphia Investment Portfolio, a document that compiled 85 wide-ranging regional initiatives, was also distributed to all attendees. The Greater Philadelphia Chamber of Commerce, Greater Philadelphia First and the Center for Greater Philadelphia of the University of Pennsylvania organized the Conference.

This report provides a written record of this historic event, including highlights from the three keynote speeches and summaries of each of the nine break-out sessions. Because the break-out sessions were held concurrently, it was impossible for even the most ambitious Conference participant to cover all the bases. This report enables attendees to get a glimpse of what happened in other groups. Each break-out session summary includes contact information to facilitate further exchange of ideas and concrete action.

Perhaps most importantly, each of these summaries includes a "Next Steps" section that features updates and, in many cases, opportunities for citizen involvement.

## **II. KEYNOTE ADDRESSES**

### *Neal R. Peirce*

As co-author (with Curtis Johnson) of *Reinventing the Region*, a 12-page special section published in the Sunday, March 26, 1995 Philadelphia Inquirer, Neal R. Peirce came to the Conference with a unique understanding of the region and the cooperative strategies needed to make it more cohesive. He observed that the publication of *Reinventing the Region* was noteworthy not only because of its content, but also because it was part of an unprecedented level of media coverage of regional issues. "We knew our mission was to apply the most creative thinking of our lifetimes to our report for the Inquirer," Peirce explained. "Now the Daily News has printed an inventive regional series by Russell Byers. WHYY-TV and WHYY-FM have done special regional programming. The Bucks County Courier Times and other suburban papers have given special attention to regional issues. Regionalism has moved from the shadows of public policy wonks' discussions into the bright sun of full public visibility and debate."

Peirce argued that the timing of this new interest in regionalism is fortuitous. "The new reality of human settlement in the world is at the metropolitan scale. Citistate regions, spread from Philadelphia to Tokyo, Paris to Miami, Lyons to Los Angeles, are the economic epicenters of the new global economy," he maintained. "Their future depends on how well they recognize their own interdependence, how well they learn to tap the human skill base of their people, to develop their intellectual and fiscal resources, to steward their land from brownfields to the greenfield edge." Applied to this region, these observations imply that the quality of life Greater Philadelphia offers will depend, in large part, on the ability of different jurisdictions to actively work together.

But the region will not prosper absent appropriate support from the state, Peirce explained. "States need to recognize that the great urban regions are states' preeminent source of wealth. For the state to do well, its citistates have to do well. Unless the citistates can use the public funding they have efficiently, unless they can think and act strategically, the state interest is in peril." While not discounting the difficulty of the task of developing positive state-citistate relations, Peirce ended on an upbeat note, saying, "But with a little luck, I believe it will be possible to look back on today and say Tom Ridge was willing to start defining a new state-citistate relationship, one based on mutual respect and on challenge related to true performance. It could become a new paradigm in itself, one that Governors and communities across America will begin to emulate."

### *The Honorable Edward G. Rendell*

Philadelphia Mayor Ed Rendell addressed the Call to Action Conference delegation with a mix of pessimism, pragmatism and wit. He recounted how over the last 25-years, the City of Philadelphia has lost 253,000 jobs and 30 percent of its tax base, with most persons and firms relocating to the surrounding suburban counties. "The only thing

Philadelphia has gained is the percent of poor persons in the region living in the city, and that has increased by almost 50 percent," he lamented.

Faced with these unfavorable trends, Rendell recounted how in preparation for his 1991 mayoral bid he investigated the Commonwealth's territorial annexation statute and learned that the 1967 Pennsylvania Constitutional Convention passed a mandate requiring the state legislature to enact an annexation scheme. Rendell claimed that he even briefly considered filing a taxpayer's suit to compel the legislature to pass the statute. "But I chose not to," he quipped, "keeping open my options in the 21st century to run for some other office."

While the audience was divided on just how serious Rendell was about pursuing annexation, there was no mistaking his sincerity about the benefits of working with suburban elected officials. "We have moved on thanks to a lot of cooperation with my counterparts, the County Commissioners and our legislative leaders. We are fortunate to have in our region two great legislative leaders -- who happen to be Republicans -- in Matt Ryan and Joe Loeper. They are terrific individuals who care much about the region and we are fortunate to have them."

Rendell cited other regional success stories including the Greater Philadelphia Film Commission, joint efforts on tourism, and "our effort to band together as a region to obtain dedicated funding for SEPTA -- the best example of regional cooperation that has worked to bring desperately needed dollars into the region." In the opportunities for improvement category, Rendell singled out events in a recent suburban political campaign as a major setback for the cause of regionalism. "There was bad news and good news in the 1994 election," he explained. "The bad news was that State Representative Larry Curry's opponent chose to produce one of the worst examples of Philadelphia bashing and race baiting that I've seen in all of my nineteen years in politics. The good news is that Larry Curry won by a bigger margin than he won last time."

Rendell ended on an upbeat note, sharing with the audience the announcement made by Crown, Cork and Seal that same afternoon of its decision to move its international headquarters to a new site in Northeast Philadelphia, notwithstanding several extraordinarily attractive bids from other states. Rendell attributed this success story to a great deal of cooperation between the city and the state with the end result that a "regional asset will stay in Philadelphia for decades and decades to come."

#### *Governor Tom Ridge*

Governor Tom Ridge's involvement began well before the day of the Conference. The Governor invited leaders of the network groups who organized the Conference's nine break-out sessions to the Governor's residence in Harrisburg to meet with their counterparts in the Ridge administration. The Governor opened the meeting by endorsing the concept of regional cooperation and asking those present to develop specific challenges that would match a gubernatorial incentive with a cooperative act by the region.

Governor Ridge delivered the final keynote address at the Call to Action Conference and began by implying that he was the right person to carry the mantle for the region. "Maybe, just maybe," he suggested, "a Governor from the northwest corner of the state might just be an appropriate speaker to issue a challenge and a call to action to communities and leaders -- both public and private -- in the great southeast as we prepare to compete and win in the 21st century." Ridge continued, "Today Southeastern Pennsylvania begins to change words into action, ideas into realities, and to hold your proposals accountable in real and measurable ways. That is my challenge -- and my commitment -- and the commitment of the Commonwealth is to help you do it."

Without delving into detail on any one policy area, the Governor listed a series of opportunities for the region and its leaders to pursue, including:

- Develop a regional marketing initiative,
- Target emerging biotech firms and court foreign investment in pharmaceuticals,
- Use tourism as a job creating tool,
- Promote export by enhancing established foreign markets and aggressively seeking new ones,
- Unify the ports of Philadelphia and Camden,
- Establish performance-based academic educational standards,
- Develop streamlined family centers, and
- Enhance the region's arts and cultural assets by increasing access and affordability

While pledging the Commonwealth's support, the Governor made clear he was not handing out any blank checks and he urged the audience to reject the notion that more government spending more dollars is the only answer. Since the Conference, the Governor has reiterated his intention to make progress on the many regional initiatives under consideration. Over the summer, senior members of the Ridge administration have reviewed leading initiatives that came out of the Call to Action process to prioritize and refine the Governor's response. Ridge has also promised to invite leaders of the regional network groups back to Harrisburg later this year to review progress made to date and to discuss next steps.

### **III. BREAKOUT SESSIONS**

Prior to the Mayor's and Governor's remarks, participants attended one of nine break-out sessions each organized by a different regional network group. (Contact information is included with each break-out session synopsis). These mini-conferences covered nine public policy areas and were designed to move forward a host of regional initiatives. This section provides a synopsis of the proceedings for each session with a special focus on next steps.

### **ARTS AND CULTURE**

We come from different communities within our region. Naturally we all have our legitimate, yet often times, too parochial interests. We also lose sight of the deeper reality

that we are interdependent in all facets of our daily activities. Cultural and arts institutions are no exceptions -- in fact, just look at the analysis of attendance figures and sources of financial support. Our very existence and reason for being relates to our region.

- *Peter Benoliel, Chairman, Quaker Chemical Corporation*

#### *Southeastern Pennsylvania Cultural and Scientific District*

Helen Haynes, Executive Director of the Philadelphia Clef Club, offered a brief overview of the Southeastern Pennsylvania Cultural and Scientific District. The effort was originally organized by the Center for Greater Philadelphia and is now being led by the Greater Philadelphia Cultural Alliance as guided by an Advisory Committee of business, cultural, philanthropic and political leaders. The goal of this initiative is to provide a reliable source of operating funds -- targeted at 10 percent -- for private, non-profit cultural and scientific organizations in the five county region. Members of the cultural community have worked with political leaders on this concept for two years.

On March 29, 1995, approximately 200 representatives of the scientific and cultural organizations participated in a forum on the proposed District at the Pennsylvania Convention Center. For many in the audience, the forum was their introduction to the initiative and their first chance to offer feedback. Amid considerable support and enthusiasm for the concept, it was agreed that the next step for the arts and cultural community is to gather data to give citizens and elected officials in each county specific and sound reasons to support the District.

#### *The Regional Attendance Survey*

Cathy Coate, Executive Director of the Greater Philadelphia Cultural Alliance, described how the cultural community is following up on the Forum by launching a three phase Regional Attendance Survey

The Survey will strengthen the case for a regional funding base by demonstrating statistically that arts and cultural institutions are regional assets that serve regional audiences. The Survey will help quantify how the benefits from different-sized arts and culture groups flow beyond their immediate neighborhoods.

As of the Conference, GPCA had received 58 responses to a mail survey of 450 non-profit arts and cultural organizations in the five-county region. Early results showed that for the majority of groups responding, more than half their audiences are regional. This survey is the first phase in a plan to improve the gathering of geographical attendance data by developing a standardized tracking system for the region.

In addition to the value of the data that the study uncovers, the process will be empowering in and of itself. "Instead of waiting for government or someone else to come up with a plan to help us out," concluded Coate, "we need to strengthen and promote ourselves as a community of regional cultural organizations."

### *Brainstorming Session*

Following these briefings on the Southeastern Pennsylvania Scientific and Cultural District and the Regional Attendance Survey, the microphone was opened up to other members of the audience to discuss ways that regional cultural organizations can:

- Work together to promote the regional community,
- Increase attendance at events,
- Increase appreciation of the regional cultural assets, and
- Improve fundraising.

Nancy Kolb, Executive Director of the Please Touch Museum, moderated this brainstorming session. Kolb made a plea for increasing public appreciation of existing services and developing a unified mission in order to gain support as a region. She also chided the region for undervaluing itself, noting that 5,000 colleagues who attended the American Association of Museums Conference at the Pennsylvania Convention Center were "blown away" by what they saw of the Philadelphia Citistate.

There was no shortage of theories, ideas and concrete regional strategies about how to improve the broadly defined arts and cultural community that serves audiences from across the region, as the following sampling demonstrates:

- Increase contact with legislators from the five counties. Host an event in Harrisburg for state legislators and invite them to Philadelphia to improve their impressions of Philadelphia as a cultural center.
- Post weekly schedules of events in hotels and use electronic bulletin boards at transit centers to advertise events.
- Establish a presence on LibertyNet, the regional computer-based information network.
- Open one or more UPSTAGES ticketing outlets outside the city as part of a regional marketing initiative to complement their existing Liberty Place and Arts Bank locations.
- Reach out to populations currently not engaged by arts groups, possibly using "comp" tickets to generate interest. Unions, parent-teacher organizations and school groups are priorities.
- Start evening cultural events at 6 p.m. to both minimize patrons' fear of crime (especially important for seniors) and create new opportunities for making deals with restaurants.
- Encourage city and suburban groups to apply for joint funding. Organizations should swap mailing lists to boost attendance and test lists with cooperative mailings.
- Join the Greater Philadelphia Cultural Alliance
- Create a "buddy system" for organizations within the same discipline (e.g., buy tickets for the Pennsylvania Ballet and receive free tickets for Philadanco)
- Expand the Performing Arts League of Philadelphia's new hotline -- 573-ARTS -- into a regional cultural calendar.
- Take advantage of Seven Arts and GPCA's Short Subjects as free regional resources for publicity and to promote initiatives.

- Look within the design community for pro bono design work.
- Conduct an economic impact study.
- Create a phone tree to respond to legislative attacks.
- Create a "Culture Shuttle" running between the city and suburbs for cultural events.
- Conduct voter registration campaigns.
- Challenge the perception that arts groups are "frivolous beggars" that don't make tangible contributions to society.
- Organizations with names that focus on Philadelphia should consider changing them to names that encompass the region.
- Provide housing and health insurance for artists in the region to encourage them to live and thrive here.

### *Next Steps*

GPCA is completing the first phase of the attendance survey and will design a standardized audience data collection form for use by the region's cultural organizations. GPCA has also developed a four-part plan to promote the regional cultural community called the Regional Cultural Initiative. This initiative includes the Southeastern Pennsylvania Cultural and Scientific District as well as a research component, marketing initiatives and a program series. On the legislative front, Senators Earl Baker and Allyson Schwartz are refining legislation to create the District, with a goal of introducing the bill during the fall session in Harrisburg.

GPCA will be conducting meetings in the five counties throughout the fall to continue discussing ways the community can work together to better market itself and to promote advocacy for the regional funding district at the appropriate time. Individuals wishing to participate in these meetings should contact Stacey Helmers at 215/440-8100 to be placed on the mailing list. (Call to Action Conference attendees are already on the list).

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### **CHILDREN AND FAMILY**

A Hypothetical Case Scenario: The Governor has just made sweeping budgetary and legislative reform in the children's services arena. As a pilot project, he has appointed a Southeast Regional Children's Commission charged with developing an integrated service delivery system for children and families. The system should be community-based and follow Health Choices sub-regions.

The Commission, which will make recommendations to the State Children's Cabinet, will be composed of a representative of the State Children's Cabinet, regional offices of state wide programs, members of the banking community and/or community developers, members of the provider community, a representative of a university, members of the Children's Medical Assistance Advisory Committee and citizen representatives.

Under this scenario, the Governor has lifted regulatory constraints as needed and has utilized the new child welfare, public assistance and Medicaid block grants as the basis for the funding of this regional commission. The Commission is seeking input from each of the sub-regions to plan and develop a mechanism for service delivery.

#### *The Southeast Regional Children's Commission*

Organizers of the Children and Family Break-Out Session put participants to work on a hypothetical, yet not improbable, case scenario. June Cairns, Executive Director of the Children, Youth and Family Council, explained that this scenario was inspired by the growing likelihood that many existing programs will be collapsed into block grants. While, on the one hand, block grants create an opportunity to reduce regulations and encourage local control, participants were also well aware that block grants may be used as a way to substantially cut funding for worthwhile programs.

While many members of the audience expressed fear about the budgetary implications of block grants, it is clear that states and regions must prepare for change regardless of block grant implementation. The case scenario is an opportunity to think about what it would mean to have an integrated funding stream for children and families in this region. This break-out session was made possible in part by sponsorship from the Philadelphia Foundation.

Participants divided into small groups to discuss everything from the nuts and bolts of who should be on the Commission to more strategic issues concerning scope and philosophy of service delivery. After about an hour of discussion, the session reconvened for reports from the individual groups followed by closing comments from members of a panel that included:

Richard Buckman, Montgomery County Commissioner

Harriet Dichter, Program Officer, Pew Charitable Trusts

Reinaldo Galindo, Executive Director, Southern Home Services

Joan Reeves, Commissioner, Philadelphia Department of Human Services

Ann Shenberger, Director of the Office of Children, Youth and Family

June Cairns (Moderator), Executive Director, Children, Youth and Family Council

#### *Themes and Areas of Consensus*

A broad spectrum of ideas and approaches were suggested by this relatively diverse cross section of the children and family services community. While it was too soon to shape a consensus, a number of themes emerged from the exercise.

- There was great uneasiness about the notion of block grants because of the cuts in funding that block grants generally bring with them. Yet when block grants were treated as a given, there was good support for tackling the difficult task of integrating funding streams through a regional mechanism.
- The targeted population should not be defined too narrowly. While it makes sense to focus on the areas of greatest need, the rest of the region should not be ignored. For example, primary prevention is essential for everyone -- not just the poor.
- Family Centers are a desirable mechanism for integrating funding because they put family needs first, maintain a grass roots orientation and possess the expertise to allocate resources and services effectively and efficiently.
- The Commission must design a system that protects accessibility, preserves a voice for community, incorporates "wrap around" services to avoid gaps in service provision and maintains consistency across the region.
- Sub-regions within Southeastern Pennsylvania must have authority to make policy, not just the larger Southeast Regional Children's Commission. Shifting more power to the sub-regions may challenge the premise of the Commission itself.
- Cultural barriers -- including those posed by the differences between urban, suburban and rural lifestyles in the region -- may present more serious obstacles than even language barriers and must be addressed.
- Family Centers should incorporate the "single point of contact" concept into service delivery including, but not limited to, centralized phone systems that permit clients to call a single phone number to tap into multiple services. This kind of technology makes the system more user-friendly.
- Meaningful outcome measures should be developed and used to evaluate system effectiveness. Candidate measures include: reductions in child abuse, healthy babies, school readiness, staying in school, family stability and increased literacy. Agreed-upon markers of progress should be well defined.
- Disparate parties must be persuaded to work together. The best way to create linkages between different parts of the provider community is to require it as a condition of funding. This will force people to come together, decreasing duplication of services in the process.
- Measures of customer satisfaction should be built into the system. For example, a philosophy of "no payment for sub-standard services" would materially improve quality.
- Governance issues can be complex. A larger Commission may be more representative, but move more slowly. Elected officials should be directly represented, although deciding which state, county, and municipal officials should be involved is a sensitive issue. Parents and community members are also critical stake holders. Other groups such as labor unions should be consulted, if not directly involved in the Commission itself.

- It is time to plan for change because change will happen whether or not we are ready. What comes out of this planning process should have a high degree of clarity. It should be clear what we are trying to do and how we intend to do it.

### *Next Steps*

Using information from the Call to Action Conference, the Children, Youth and Family Council -- with help from others in the community -- will develop a proposal for Governor Ridge to develop a strategic plan to incorporate integrated funding streams through Family Centers in Southeastern Pennsylvania. Goals for the coming year include:

- To meet with the Deputy Director of the Pennsylvania Office of Children, Youth and Families to discuss the idea and next steps.
- To testify about the concept in the Department of Human Services Needs Based Planning process in July, 1996.
- To promote this effort through the educational activities of the Children, Youth and Family Council.
- To provide training to member agency staff about the concept.
- To plan, with the Save Our Safety Net Coalition, for block grant implementation.

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### **ECONOMIC DEVELOPMENT**

Walter D'Alessio, President and CEO of Legg Mason Real Estate Services, co-sponsor of the economic development break-out session, launched the discussion on regional economic strategies by recalling Winston Churchill's comment on the occasion of the United States finally entering World War II. "You can count on the Americans to do the right thing," Churchill intoned, "But only after they have tried every conceivable alternative."

D'Alessio expressed confidence that the Philadelphia region can do the right thing without wasting time on too many alternatives along the way. He then introduced John P. Claypool, Executive Director of Greater Philadelphia First (GPF), and Gary G. Anderson, Principal Investigator for SRI International to share their vision of what the right thing might be.

### *GPF's Economic Development Strategy*

GPF, an association of the chief executives from the region's largest corporations, has undertaken a strategic planning effort to look at the region's competitive position and the prospects for economic growth over the next 10 years. The underlying goal of this effort

is to improve prosperity by increasing the competitiveness of the region and its industries. Noting that the purpose of the Call to Action Conference is to promote regional cooperation, Claypool explained, "Our strategic planning work is offered with the expectation that it will advance our sense of our selves as a region today and challenge all of us to build a common vision of our region for the future."

Gary G. Anderson, GPF's lead consultant on the strategy, presented a summary of the analysis and recommendations that support GPF's strategy, titled *Gaining the Lead in the Global Economy: An Economic Development Strategy for the Greater Philadelphia Region*. Anderson began by underscoring the project's ambitious vision, namely, to make Greater Philadelphia the premier urban region in which to live and work. However, using basic measures such as cost of living, labor force participation and average annual salary, the Philadelphia region has fallen behind. In a comparison of quality employment opportunities for the top 30 metropolitan regions nationwide, Greater Philadelphia ranks in the bottom third at number 24.

Toward the goal of increasing prosperity in the region, the Strategy articulates three measurable objectives:

- Steady employment growth;
- Increasing opportunities for employment at all skill levels; and
- Improving the quality of employment.

Focusing on tradable industries that sell goods and services to other regions, the Strategy identifies five strategic industry clusters that each have the potential to support at least two out of the three objectives.

- Health Care Services and Products
- Finance, Insurance and Other Information-Intensive Services
- Professional Services
- Hospitality
- Precision Manufacturing

Of course, development opportunities may also occur in other industries and as a result of "wild card" opportunities that cannot now be foreseen.

GPF's strategy argues that the region will only increase its prosperity if it improves its competitiveness as a location for business, providing the economic foundations that the region's industries need to grow. For each of the clusters, the strategy identifies key initiatives to strengthen the region's human resources, economic growth path and public-private policies. Many of these initiatives are already underway in some form.

### *Strategy 21*

Where GPF's strategy takes a broad look at the region and its economy, Strategy 21 is a partnership of economic development organizations that is focused specifically on the competitiveness of manufacturing industries. Subtitled *A Regional Strategy for Industry Competitiveness*, Strategy 21's vision is to create an internationally competitive regional economy that is growing faster than the nation in the 21st century.

Roseann B. Rosenthal, Senior Vice President of the Philadelphia Industrial Development Corporation, observed that from Strategy 21's perspective, the chief operational concern is more a question of how goods are manufactured over what products are being manufactured. To illustrate this emphasis, Rosenthal cited a 1992 study that showed Southeastern Pennsylvania firms in the Precision Manufacturing cluster are implementing "Advanced Manufacturing Technologies" at a higher-than-average rate.

Strategy 21 initiatives are grouped into five broad headings: industry, technology, human capital, financial capital and institutional. This approach focuses on infrastructures or core systems rather than industry clusters. Initiatives that support the region's Precision Manufacturing firms, for example, also support firms in industries outside of the five strategic clusters in GPF's strategy.

Strategy 21 is not a supra-regional authority, but rather a joint process supporting joint projects. Several of these projects -- e.g., the Delaware Valley Total Quality Consortium, the Southeastern Pennsylvania Export Consortium, and the Delaware Valley Economic Location Organizing Program -- are included in the Greater Philadelphia Investment Portfolio. Partners also have collaborated in proposals for funding such as the successful Delaware Valley Industrial Resource Center proposal to the Technology Reinvestment Program to place manufacturing extension agents in each of the five county Industrial Development Corporations. Rosenthal concluded with four goals for the region: quality enhancement, better coordination of federal and state funding opportunities, more state and national recognition of the region and better communication via LibertyNet and Internet technology.

Delaware County Commerce Director J. Patrick Killian elaborated on two initiatives. The Penn Southeast Council, a consortium of nine Industrial Development Corporations in Southeastern Pennsylvania, extends to the second ring of counties. This effort brings Berks, Lancaster, Lehigh, and Northampton into a broader regional fold. Killian also reported on the Southeastern Pennsylvania Export Consortium's efforts to coordinate international business resources across counties to encourage firms across the region to export. The Consortium now has 120 client firms spread in five counties. Killian concluded his remarks by paraphrasing Churchill, noting, "In the economic development community where regional cooperation is concerned, it is not the end, nor is it the beginning of the end, but at least it is the end of the beginning."

*Respondents: Crawley, Harris and Gillen*

Bruce Crawley, President of Crawley, Haskins and Rodgers, was the first of three respondents to the presentations. Crawley made the case that a regional economic strategy should cultivate entrepreneurship. By all measures, small firms are responsible for the lion's share of jobs, sales establishments and, perhaps most importantly, job growth. More emphasis should be placed on small business development, beyond just a high tech focus. In addition, Crawley argued that the so-called "diverse communities," i.e., African-Americans, Latinos and Asians of the inner city should be viewed as more than just a source of skilled workers. Instead, the emphasis should be on promoting fuller economic participation, in part by encouraging entrepreneurship among minority

individuals. "Our new commitment to successful regionalism," Crawley concluded, "now must recognize that all of the region's players have economic potential that must be nurtured if we are to grow collectively."

The second respondent was Martha Lester Harris, Pennsylvania Deputy Secretary of Commerce for Trade, Technology, and Economic Development. (Harris pinch-hit for Pennsylvania Secretary of Commerce Thomas B. Hagen who had to leave mid-session to participate in a press conference regarding a major investment by Crown Cork & Seal.) The Commerce Department wants to emphasize flexible, consumer-driven initiatives that simplify access for Pennsylvania firms. The goal is to avoid reinventing the wheel by encouraging efforts already underway. The Ridge Administration's priorities include exports, technology, tourism, and education and training.

Teresa A. Gillen, Director of the Office of Defense Conversion for the City of Philadelphia, closed the session by drawing lessons from the "wild card" opportunity presented by the Philadelphia Naval Yard conversion. Gillen believes that GPF's Economic Development Strategy is largely consistent with prospects for the Naval Yard reuse, although transportation and environmental sectors may be more important for the Yard than for the region as a whole. Gillen identified four areas of focus for the Navy Yard:

- **Manufacturing.** Viable manufacturing opportunities range from ventures in new manufacturing technology to shipbuilding.
- **Location.** Near the port, airport, railroads, highways and Broad Street, the Naval Yard is suited for intermodal uses, warehouse distribution and import-export activity.
- **Job Retention.** The goal is to keep high quality, high skilled workers employed at the site. The environmental clean-up niche is one possibility.
- **Ongoing Education.** The Shipyard Community College is an unprecedented regional effort involving three colleges from two states.

Although the Philadelphia Naval Yard is physically located within the city limits, Gillen views the facility as a regional resource and its conversion as a regional undertaking. A tri-state Commission oversees the conversion effort and the regional Congressional delegation worked together to win \$50 million in federal funds earmarked for reuse activities at the Naval Yard.

#### *Next Steps*

Greater Philadelphia First's Partnership for Economic Development is organizing five committees, each of which will focus on growth opportunities for one of the clusters outlined in the strategy (namely, health care services and products; finance, insurance and other information intensive services; professional services; hospitality and precision manufacturing). Using the strategy as a beginning, each committee will evaluate the region's competitiveness for industries within the cluster and will propose or initiate priority actions to address the region's challenges and enhance its strengths.

The GPF strategy was presented to Pennsylvania Secretary of Commerce Thomas Hagen on June 27. The "Regional Marketing Initiative" that was included in the Greater Philadelphia Investment Portfolio was also briefly discussed.

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### **EDUCATION AND LABOR**

Will we be able to prepare our students to live and compete in a world demanding high levels and new types of skills, or will increasing numbers of our people face a world with either low skill levels or skills that are no longer relevant? The consensus right now -- even before we face the full impact of this challenge -- is that we're falling behind. Clearly we're facing an issue that requires more than incremental change and that's a real problem for us because we get along very well when we work on incremental things. Once we drop below the incremental level and we start trying to deal with substance, we start arguing and pointing fingers and behaving in a very parochial way.

*-- Anthony P. Terracciano, Chairman, First Fidelity Bank*

The Education and Labor Breakout Session, sponsored by First Fidelity Bank, focused on addressing problems in our human capital development system with an approach called New Standards. The Session featured presentations by two speakers followed by response from a panel of stakeholders including community colleges, employers, teachers and administrators.

#### *Problems in Our Human Capital Development System*

Ted Hershberg, Director of Penn's Center for Greater Philadelphia, made the case that the greatest problem facing the nation is the growing mismatch between the human capital of new entrants to the labor force and the highly demanding job requirements of the 21st century global economy. The numbers are sobering. The National Adult Literacy Survey (NALS) found that half the nation's adult population is hopelessly ill-equipped for the jobs of the future. Workforce 2000 estimates 80 percent of new entrants to the labor force have skills for the bottom 40 percent of jobs, and only five percent of new workers have skills for the top 40 percent of the jobs.

For grades K-12, 70 to 90 percent of American students' test scores fall below the median scores of students in other developed nations. Further, the United States is unique in not having an organized system of post-secondary training for the non-college bound. Roughly 85 percent of new jobs will require post-secondary training, yet for every dollar

of taxpayer money we spend on post-secondary training, we spend \$55 on college students. College appears to add little value: its graduates score only marginally higher than high school graduates on NALS measures. This may reflect the fact that only about 200 to 400 of the nation's 3,600 colleges are selective in that they turn away significant numbers of applicants. Nor do we make up ground with on-the-job training which generally favors senior managers over floor workers. The majority of education dollars are spent on the first fifteen to 20 years of life, with little being aimed at the remaining 40 to 50 years of career development.

Hershberg concluded, "We need a different school system for a different economy that produces graduates who are flexible, adaptable, quick learners and problem solvers. Setting national standards -- in which we benchmark the performance of our students against the most demanding standards in the developed world -- strikes me as absolutely the right strategic direction in which to move. Let's set how high the top of the mountain should be for all our kids and let individual school districts and parents determine how they intend to get their kids to the top."

#### *National Standards for Assessing Educational Performance*

Robert Schwartz, Program Director for Education at the Pew Charitable Trusts, continued with a case for national standards. Schwartz recounted that high school students currently have few incentives to work hard. If they have money, nearly all students can find a college or university that will accept them. Poor kids who can't afford college tuition end up at the "back of the employment queue." The educational system must be converted from one that sorts students on the basis of perceived intelligence to one that helps virtually all students meet basic, agreed upon standards.

The New Standards Project already operates in a seventeen states and six school districts that collectively serve more than half of the students in the country. This consortium works closely with the Learning Research and Development Center at the University of Pittsburgh and the National Center on Education and the Economy in Rochester, New York. The New Standards Project proposes a more rigorous set of criteria and assessment techniques benchmarked to Asian and European standards, and has been working closely with national associations to develop performance standards in English, math, science and applied learning.

Employers and colleges share an economic stake in having better prepared workers and incoming students, and need to work with schools to develop a better incentive system. Schwartz closed by challenging the Governor, the Mayor and other elected officials to organize a region-wide set of agreements involving colleges, schools and businesses to encourage schools to develop standards and students to meet them.

#### *Community College Perspective*

Delaware County Community College President Richard DeCosmo was the first of five panelists to respond to the presentations by Hershberg and Schwartz. DeCosmo challenged the notion that it is somehow noble for colleges and universities to reject

applicants, adding that, "We should not be judged by who we reject, but rather by the value added we provide for those who come."

DeCosmo said he would applaud non-political standards as long as they were established for teachers, administrators, parents and communities as well as for students. In addition, standards should indicate skill mastery, not just minimum levels that everyone can achieve. Finally, the educational system needs ongoing assessment, not just a single measure at the end.

#### *Employer Community Perspective*

Rosemarie Greco, President of CoreStates Financial Corporation, urged employers to "raise the bar" for students, in part because increasing skills increases business productivity. Penn's Institute for Research on Higher Education found that for each additional year of education, employee productivity rose by 8 percent. Ironically, the same survey found that employers often base hiring decisions on personality, attitude and how they think applicants will fit in instead of credentials. Employers need to be recruited to help set standards and curriculum development.

Greco then turned to the 200,000 students in the Philadelphia schools, representing more than 40 percent of the enrollment of Southeastern Pennsylvania and five times more than the next largest city in Pennsylvania. These students can either be a major contributor to the regional workforce or a major drain on the region's resources. Quoting David Hornbeck, Greco said, "We can decide now to invest in education that will prepare our youngsters to work or we will have to pay later to incarcerate them. It is cheaper to develop a child than fix an adult." A first step would be for suburban residents and employers to advocate a more level playing field for Philadelphia kids.

#### *Philadelphia School District Perspective*

David Hornbeck, Superintendent of the Philadelphia School District, expressed great enthusiasm for New Standards as a way to narrow the gap between rich and poor, black and white, English and non-English speakers. He also warned of false complacency. Although suburban schools may be performing relatively better than city schools, they are still not doing well in absolute terms. The latest National Assessment of Education Progress report demonstrated that only five percent of twelfth graders nation-wide can do twelfth grade work.

A second problem is our low expectations of students. "We excuse ourselves and we excuse them from high performance," said Hornbeck, especially disabled, poor or minority children. Inevitably, low expectations become a self-fulfilling prophesy. A standards-based system can change this by boosting accountability.

Hornbeck concluded by pointing out that the ten most affluent school districts in the region spend an average of \$3,000 more per child annually than Philadelphia and that Philadelphia has an average of \$45,000 less to spend for a classroom of 30 kids each year than the average of all 61 other Southeastern Pennsylvania school districts. Hornbeck's

Children Achieving program would help level the playing field, but the state and the region have not moved to support his plan.

#### *A Suburban Teacher's Perspective*

James Stevens, suburban math teacher and former Pennsylvania State Educators Association Vice President, countered that schools have done an "amazingly good job given the changes that have occurred in society." Schools have battled to maintain and even raise standards despite devastating trends like drugs and deteriorating families that prevent kids from performing well. Educators will need many kinds of community support to reverse these trends.

Stevens supports New Standards and believes that many schools are ready to move in new directions as long as they are consistent with community priorities. Reform may be complicated, however, by conservative or anti-change attitudes in some school districts and in parts of the educational community. If the business community and parents send a clear message that New Standards is something that they want to see happen, Stevens believes that suburban schools will be willing to move in that direction.

#### *Philadelphia Education Fund Perspective*

Warren Simmons, Executive Director of the Philadelphia Education Fund, focused his remarks on the economic and social consequences of our failure to set high standards and simultaneously provide meaningful educational opportunities such that students who work hard can meet them. He observed that increasing child and family poverty is correlated with rising unemployment rates among young people. Their inability to become productive members of society -- despite following the rules -- has contributed to a climate of alienation, fear, violence and disaffection.

Our goal must be, explained Simmons, "to move to a system with clear and public set of standards that we hold the vast majority of students accountable for meeting, and the vast majority of schools accountable for delivering, and entire communities accountable for providing the supports needed to guarantee that all students and all teachers -- if they work hard enough -- have a fair shot at meeting these standards." He continued, "Poor families have the greatest concern about standards because they understand what is at stake if they do not meet them. And they understand that these standards are a lever, not a barrier to increased equity and to the enhancement of the social fabric for all of us."

#### *The Secretary's Perspective*

Pennsylvania Secretary of Education Eugene Hickok agreed that national standards need to be implemented in order to address the educational crisis. Too many kids have a "get by" attitude and the system has reduced teachers to bureaucrats and discouraged them from excelling. Americans need to ask what they expect from the educational system and why.

Hickok supports efforts to instill competitiveness through standards, but cautions that "we have to look at the international dimension of our standards and yet maintain a sense of regional utility." We must ask -- and answer -- some tough questions. Not every kid

can be an A student, not every teacher should be in the classroom, and not every professor should get tenure. To succeed, we will need to take risks and make new demands on businesses, individuals and communities.

### *Next Steps*

The Center for Greater Philadelphia is now planning a multi-year effort with a goal of adopting standards to measure achievement that are benchmarked against the most demanding in the developed world. Discussions will be held with the Ridge Administration to determine the fit between the New Standards Project and its own educational goals. The Center also intends to work with all concerned constituencies in our region -- superintendents, school boards, teachers, students, parents, chambers of commerce and other business groups, labor, civic and community organizations -- to develop support for the concept.

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### **HEALTHCARE**

The Delaware Valley Hospital Council and a coalition of other healthcare oriented enterprises recommend that Southeastern Pennsylvania be designated by Governor Tom Ridge as a Managed Care Demonstration Site. Appropriate state agencies (i.e., Public Welfare, Insurance, Health) would work in a coordinated manner with regional public and private sector leaders to facilitate and guide the transformation of the region's healthcare system. The overall objective: reduce costs while preserving access to quality healthcare for all our citizens.

John C. McMeekin, President of Crozer-Keystone Health System, began the session by thanking members of the Healthcare Steering Committee, a group of professionals representing a wide range of healthcare interests that began meeting in the spring of 1995 to develop regional healthcare initiatives. McMeekin explained that market forces are driving an exciting and fundamental transformation of the healthcare system. The stakes are especially high because the region's economy relies heavily on the healthcare industry. Healthcare accounts for one out of every seven private-sector jobs (220,000 workers), and one-sixth of our region's payroll (\$6.7 billion). The shift to managed care has caused hospital occupancy, length of stay and total employment in health services to plummet in recent years.

*The Delaware Valley Managed Care Demonstration Partnership*

Andrew B. Wigglesworth, President of the Delaware Valley Hospital Council, reviewed the Steering Committee's plan to establish a Managed Care Demonstration Partnership, alternatively known as a "Healthcare Enterprise Zone." A partnership of state agencies would coordinate with regional public and private sector leaders (payers, providers, businesses, etc.) to guide and facilitate the transformation of the region's healthcare system. The multiple objectives of the partnership include:

- Promoting access to affordable, quality healthcare -- particularly primary and preventive healthcare services -- through appropriate managed or coordinated care systems;
- Controlling the cost of healthcare while still offering choice;
- Improving the health status of our communities by working toward the Healthy People 2000 goals;
- Fostering the development of community-based integrated care and other collaborative initiatives between the health system and the community;
- Developing methodologies to provide public oversight and accountability for the performance of provider-based and insurer-based managed care organizations;
- Reducing excess capacity by providing financial and other incentives for voluntary mergers, consolidations, conversions and, where appropriate, closure of acute care capacity;
- Developing mechanisms to redeploy existing human, physical plant and financial resources no longer needed in acute care settings to other productive uses; and
- Protecting aspects of our healthcare system that may be vulnerable in today's market but should be preserved in accordance with the long-term interests of the region.

The healthcare transformation is proceeding more rapidly in Greater Philadelphia than in the rest of the state, and the Partnership is a means to preserve the best of neighborhood healthcare during this time of great change. While the Partnership will help our area, the Healthcare Steering Committee believes it will also yield benefits statewide as other areas confront similar challenges.

*Community Health Needs/Infrastructure Needs*

Gary L. Gurian, Director of the Montgomery County Health Department, spoke about the objectives of Healthy People 2000. He reminded his audience that major strides in community health have been attributable to public health interventions such as immunization, nutrition education, expanded access to primary and preventive services, and better water and food sanitation systems.

According to Mr. Gurian, only one percent of healthcare dollars is currently spent on preventive measures. To achieve health and prevention objectives, the region must build partnerships between businesses, schools, social services, physicians, hospitals and other stakeholders to create

healthier communities. This long overdue commitment to public health is not entirely measured in dollars and cents, but rather it entails an integration of prevention concepts into business, education, religious and social service institutions.

#### *Public Accountability and Oversight*

Dr. Thomas Gabudza, President of the Philadelphia County Medical Society, addressed two different sides of accountability -- "to the public" and "of the public." Providers are addressing the issues of quality of care and accountability to the public by developing practice guidelines and outcome measures. Insurers are also producing report cards on themselves and providers to promote quality. However, there is a need for open criteria for utilization review and an impartial mechanism for the appeals process.

Accountability of the public is a relatively new concept that relates to how society chooses to allocate scarce healthcare resources. Gabudza observed that there is no natural limit to the amount of money that can be spent on healthcare. As employers watch costs rise, the tendency is to move toward a system of hidden rationing where nobody is accountable. As patient advocates, physicians should not be placed in a position of denying their patients potentially useful treatments because of cost. Businesses are the primary payers and must take the initiative to help the community-at-large set policies to allocate healthcare dollars and evaluate new technologies.

#### *Networking and Community-Based Integrated Systems of Care*

Estelle Richman, Commissioner of the Philadelphia Department of Public Health, commented on moving to a community-based system of services without fragmenting the system or duplicating services. State and federal governments have invested heavily in developing local systems of care through grants and entitlements, especially for special needs populations, and it is important to integrate these services into a system of managed care. Richman also identified four areas that currently have implications for both regional funding and managed care.

- Maternal and Child Health. Pre-natal visits and outreach are critical services that must be coordinated.
- AIDS. Government versus insurance company responsibility must be addressed to properly integrate outreach, hospice care, home healthcare and skilled nursing care services.
- Behavioral Health. Drug and alcohol and mental health services have developed strong care systems and created a challenge to address the issue of duplication.
- Children and Families. How will welfare reform interact with healthcare reform? Lawsuits surrounding children and youth issues will reshape how we reform healthcare.

#### *Retraining/Redeployment/Marketing/Research*

Rhonda Chatzkel, Vice President, PNC Bank, re-emphasized the healthcare industry's regional economic importance. Between 1982 and 1992, 75,000 new jobs were created in the healthcare sector. Greater Philadelphia is home to five medical schools, two dental schools, one school of podiatry and some of the finest hospitals in the nation. All sectors

of the industry, however, are struggling with ways to remain competitive in the era of managed care. The challenge lies in anticipating trends and ensuring that appropriate services are available to displaced workers. Specific proposals by the Steering Committee include:

- Create a special fund to provide career counseling and retraining for dislocated hospital workers, perhaps with local colleges and universities.
- Preserve the capital investment made in our healthcare infrastructure.
- Encourage mergers by easing certificate of need restrictions and exploring antitrust reform.
- Convert existing hospital facilities to non-acute uses.
- Create a mechanism for retiring of debt to minimize the effect of bond defaults.
- Create a regional healthcare marketing partnership with representation from government, providers, schools, research facilities, pharmaceutical and biotechnology firms, management information system companies, and telecommunications firms, among others.

#### *Respondents*

Two Cabinet level officials -- State Secretary of Health Peter J. Jannetta, MD, and Pennsylvania Insurance Commissioner Linda Kaiser responded to the presentations. Dr. Jannetta emphasized the importance of bringing groups together in a common arena to look toward the future and offered his support for what he believes could be a model for the country.

Commissioner Kaiser stated that the Ridge administration's philosophy is consistent with the Steering Committee's goals. She noted that education will be critical in efforts to accomplish change and that insurance reform must be an essential part of these efforts. In applauding the endeavors of the group, Commissioner Kaiser said that her department would support efforts to bring inventive ideas to the marketplace.

McMeekin wrapped up the session by noting that the Steering Committee is attempting to put forth a vision that is shared by affected communities and is, at the same time, acceptable to the Governor. Although a five-county approach was presented today, the task force hopes to ultimately include eight or nine counties in the broader tri-state region. The bottom line is that the region must convert today's excess capacity to meet tomorrow's healthcare needs so that we make the most of the region's healthcare investments and assets.

#### *Next Steps*

The broad-based Healthcare Steering Committee continues to meet, now joined by Pennsylvania Health Secretary Peter Jannetta, MD. The Committee is focusing on developing the steps required to implement the Managed Care Demonstration Partnership and its various components. As part of this process, the group is conducting an inventory of existing community health status assessments.

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## **LAND USE AND GROWTH MANAGEMENT**

It's really important for us to be honest about the fact that this is not a discussion about building Philadelphia in the suburbs. It is possible to have single-family, free-standing houses on smaller lots in clustered developments that are oriented to the middle class and that give people their piece of land. We are building them today in our region. Good developers with good municipal officials are building that kind of community with shared open space.

*-- Patrick Starr, GreenSpace Alliance of Southeastern Pennsylvania*

### *The Economic Benefits of Green Spaces*

Joe Duckworth, President of break-out session sponsor Realen Homes, opened with an overview of the economic benefits of protecting Southeastern Pennsylvania's open space. Today's economy is not resource-based. Rather it is based on the costs of doing business, and on quality of life issues. Because of recent leaps forward in communications technology, businesses can locate anywhere. Regions must compete to attract the intellectual property held by top-level business executives. Unfortunately, Philadelphia's share of employment growth has been shrinking. A world class open space infrastructure is key to reversing this trend.

The Chester County Planning Commission is currently attempting to launch a comprehensive planning initiative. Adopting the premise that growth is necessary, the initiative seeks to choose the best pattern for development. In a survey of Chester County residents, 5,000 people responded that the status quo pattern of development needs improvement and favored more compact development forms.

### *Compact Development*

Joanne Denworth, President and Executive Director of the Pennsylvania Environmental Council, followed with a discussion of the concept of compact development. Sprawl and scatter are evident in every metropolitan area of the United States. From 1970 to 1990, Greater Philadelphia's population declined by over three percent, but development consumed 125,000 acres of land. The Delaware Valley Regional Planning Commission predicts that sprawl will spread to the region's edges by the year 2020.

A community's quality of life is directly related to the availability of affordable housing and transportation to jobs. Compact development builds a sense of community and

fosters social interaction. The many forms of compact development include the redevelopment of existing cities and towns or, where new development occurs:

- Cluster and open space zoning, reducing lot size and encouraging more dense development set off by larger open spaces;
- Neo-traditional or new urbanism development, defined as mixed use and high density new town development; and,
- Transit oriented development, focusing development near transit stops.

Southeastern Pennsylvania has an extremely fragmented land use approach -- each of 239 municipalities controls development within its borders. However, most natural resources cross municipal boundaries, as does the need to protect them. The County Option Revision to the Municipalities Planning Code offers a solution to our fragmented approach. It would enable counties and municipalities to agree on areas of growth and areas to be protected as open space. With this type of approach, land use reform in our region can work.

#### *GreenSpace Alliance's GreenPlan*

Patrick Starr, Director of the GreenSpace Alliance of Southeastern Pennsylvania, described the Alliance's GreenPlan. The GreenPlan is about the form of the region and how future development will take place. It maintains that open space must be recognized as a vital part of the region's infrastructure and that to successfully compete in the global economy, this region needs a world-class open space system.

The process of formulating the GreenPlan over the past year consisted of a series of county-wide meetings followed by a regional meeting on March 28, 1995. The Delaware Valley Regional Planning Commission's 2020 Plan served as the major source document, and the GreenPlan deliberately quotes from existing documents in an attempt to integrate existing plans.

Currently, Southeastern Pennsylvania is 73,000 acres short of national standards for protected land. In fact, an additional 73,000 acres would more than double the existing stock of protected land in Southeastern Pennsylvania. While Greater Philadelphia is ranked sixth nationally in the arts, it is ranked last of the major metropolitan areas in recreation. Two questions need to be asked and answered: Does it make sense to require every municipality to zone for all uses? And does it make sense for municipalities to have no say in adjacent development?

#### *Lead Initiatives*

The GreenSpace Alliance developed two key initiatives to address these critical issues. The Southeastern Pennsylvania GreenSpace System initiative proposes the formation of a regional council to achieve open space goals. This system would include existing and new park lands and a regional greenway system to link sites, protect streams, ridgelines, uplands and other natural areas. The Municipal Planning Code County Option Reform initiative recognizes that the diversity of the state precludes uniform municipal code reform. This proposal would let each county update and amend its planning and land use practices subject to the direct approval by local voters in a county-wide referendum.

### *Open Discussion*

The audience offered many and diverse opinions to the panel as this sampling illustrates:

- Compact development sounds nice, but isn't realistic -- people want their space.
- "My family just moved from a single family home to a row home in the suburbs, and the attraction for us is the beauty of the open space."
- Local government officials must have representation in this decision-making process.
- In a historical context, it has taken 40 years of poor planning to reach our current situation. It will take another 20-40 years to correct past mistakes.
- Reform efforts should include southern New Jersey.
- Sprawl is caused by land speculation. Assessment and taxing policies are the big problems.
- A good open-space system makes the region more attractive internationally to start-up companies and those looking to relocate.

### *The Secretary's Response*

Pennsylvania Secretary of Environmental Resources James M. Seif opened his remarks by saying that he is a "bureaucrat with a bias -- I'm a Chester County resident." The tools available to the Secretary to fulfill his role are diminishing for various reasons:

- Budgetary: the state will not spend additional dollars to solve problems;
- View of government: policy makers are less inclined to mandate "command and control" regulations in light of the public's current distrust of government; and,
- Past success: environmental controls have been successful compared to other social programs, pushing them down on the current list of government priorities.

A number of tools remain at the Secretary's disposal, however. Counties are the best level of government to undertake the necessary planning because they can gather expertise and political strength while remaining sufficiently local. The state can strengthen counties legally and give technical assistance. The state can also enhance and strengthen the stewardship of Pennsylvania's 115 state parks. The Department of Environmental Resources can sponsor open space forums to encourage public participation. Government can "get out of the way" as well by eliminating some unintended side effects of past regulations. The Department will be active in working with existing regional and multi-state organizations such as the Delaware River Basin Commission and the Estuary Program.

### *Southeastern Pennsylvania's Land Use and Our National and Global Competitiveness*

Bill Rouse, Chairman of Liberty Property Trust and longtime path breaking developer, compared Greater Philadelphia's approach to land use to development patterns in other regions. Internationally, suburban development is typically more modest than ours. Western Europe values its cities and most citizens live in urban areas. "They have not sprawled yet -- they haven't even suburbanized in any real terms," observed Rouse.

Key factors in creating a positive community experience are job growth and employment opportunities. In the rapidly growing service sector, job growth stems, at least in part, from population growth. In turn, population growth is driven by quality of life, which involves physical environment. Simply put, the natural beauty of our area attracts and keeps people here. However, our region cannot continue to plan for development township by township. In other regions around the country that have county-wide planning, notably Baltimore and Fairfax County, Virginia, proper implementation has spurred sound and responsible development. Pennsylvania's townships, created in the 1800s, are dated and are not aligned for future development.

We should also examine what higher density development can mean in monetary terms. A developer could build ten percent more on a given lot in exchange for buying development rights to an area of open space for preservation. Developers have an incentive to agree to these terms because of the economic return of higher density on their land. "This takes advantage of the energy of growth," explained Rouse. Fiscally, this approach can involve enormous savings. In the past decade, about 110,000 acres have been consumed by development at an average cost of \$200,000 per acre. This means the region as a whole has spent roughly \$20 billion on development in ten years. If higher density can save just ten percent of that land, \$2 billion would be left to buy open space.

#### *Next Steps*

In the next year, the GreenSpace Alliance will lay the groundwork for and launch the Southeastern Pennsylvania GreenSpace System initiative. Buy-in from the Pennsylvania Department of Conservation and Natural Resources, the five counties and private sector stakeholders is essential. The benchmark for success will be the participation of decision-makers from all counties and agencies in the process. The GreenSpace Alliance will also publish the GreenPlan, a policy plan that will integrate various strategies including some presented in the Greater Philadelphia Investment Portfolio to achieve a greener and more livable Southeastern Pennsylvania, in the fall of 1995.

The Pennsylvania Environmental Council together with other non-profit organizations, municipalities, developers and citizens will work with Pennsylvania legislators and the Governor's office to enact Municipalities Planning Code amendments. A bill introduced by Senator Jim Gerlach to improve Municipality Planning Code consistency is one possible vehicle for reform.

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## **TECHNOLOGY**

The Technology break-out session was organized around a series of initiatives with each panelist representing a different project. The projects covered everything from start-up capital for promising high-tech firms to job placement services for unemployed executives and managers who have been "down-sized." Beverly Harper, President of Portfolio Associates, reviewed the ground rules for the session and introduced the first speaker.

Churchill Investment Partners - Ben Franklin Partnership Fund James W. Brown of Churchill Investment Partners (CIP), Inc., explained how venture capitalists at CIP entered into a joint venture with Ben Franklin Technology Center (BFTC) to focus on early stage venture capital. CIP's experience with small firms was complemented by BFTC presence in the region. Since 1986, BFTC has been the largest provider of seed capital in Southeastern Pennsylvania serving 130 companies with \$10 million in capital investments that has attracted \$100 million in private capital and created over 500 high quality jobs. A BFTC study found that much of the venture capital in the state and the region is invested in seed and later stages, leaving a hole in early stage financing. CIP saw an opportunity to fill this niche. The resulting partnership with BFTC targets early product development, initial sales marketing, pilot projects and companies with significant capital needs. Brown concluded by noting that because Pennsylvania is a net exporter of venture capital funds, greater steps must be taken to encourage venture capital formation.

### *Technology Training and Employment Coordination*

Joyce Zeigler, Vice President of the Technology Council of Greater Philadelphia, summarized a technology training initiative presented to the Governor and members of his administration. There is well-documented gap between skills sought by technology companies and the qualifications of new entrants to the labor force. Evidence presented in the Peirce Report and SRI International's Gaining the Lead economic development strategy for the region confirm what too many technology employers already know first hand. INTTEC, an Initiative for Technology Training and Employment Coordination, would address this by:

- Coordinating training programs using a central data base;
- Cataloging programs to identify offerings and gaps;
- Listing current and projected jobs openings, cross-referenced by skill and training requirements; and
- Subsidizing post-secondary training for 5,000 to 20,000 persons per year to bridge the gap between training costs and ability to pay. INTTEC is conceived of as a public-private initiative.

### *LibertyNet*

Max Kraus, LibertyNet co-chair, recapped its mission to create a comprehensive metropolitan Philadelphia on-line information resource accessible enough to keep the region from dividing into pockets of electronic "haves" and "have-nots." Initially a program of the University City Science Center in conjunction with WHYY, LibertyNet

has been restructured as a non-profit corporation. Additional major start-up support was provided by the BFTC, Bell Atlantic-Pennsylvania and the University of Pennsylvania. Today LibertyNet posts information about the region on everything from rollerblading and SEPTA schedules to restaurant reviews and political profiles. LibertyNet's pricing structure includes group discounted rates and free public access through partnerships with WHYY, the Free Library and other community centers. LibertyNet also provides basic training and technical support for providers and users. Part of the Internet, LibertyNet is accessible worldwide and currently receives about 25,000 "hits" a day on its home page with over 60 percent originating from the Philadelphia area.

#### *Pennsylvania Commercialization Technology Transfer*

Marc Kramer, Executive Director of the Technology Council of Greater Philadelphia, stated that the purpose of this initiative is to establish a non-profit center -- the Pennsylvania Commercialization Technology Transfer Center -- to actively market and license technology created by Pennsylvania companies to other Pennsylvania companies. The end result will be to enhance existing and formulate new products, creating new jobs in the process. Kramer cited Scott Paper and AMP as examples of major firms looking to participate in these kinds of ventures. On the flip side, smaller companies are also looking for help from larger firms. Companies, large and small, that buy the technologies can profit by developing new products and new sources of income. The Technology Council would like to see the project up and running in 1996.

#### *START Technology Partnership*

CEO and Director of the START Technology Partnership, Andrew Neighbour, explained that START assists technology transfer from regional academic and federal research institutions. Currently, 32 organizations across the state -- including universities, venture capital funds, service providers, the BFTC and the British Technology Group -- are participating in this venture. START's unique technology assessment capability for identifying inventions with commercial value is core to the process. After acquiring rights to promising technologies from universities and inventors, START works to increase their value by providing seed capital, market access, and generally assuming the role of product champion. In the first three years of operation, START has reviewed over 250 technologies from thirteen university sponsors. START has taken ownership of fifteen projects, and products from those technologies are now in different stages of development and marketing. Three technologies have been licensed to corporate partners to date.

#### *Pennsylvania Private Investors Group*

Pennsylvania Private Investors Group (PPIG) Chairman Fred Newberg recalled how in 1991, PPIG began to create opportunities for individual investors ("angels") to network with entrepreneurs for the purposes of looking at new technology in the region. These early PPIG events were the first set of monthly meetings anywhere in the country for entrepreneurs and angels. The PPIG process went beyond just creating a data bank. All entrepreneurs were required to submit business plans that were pre-screened by a board of directors of venture capitalists and service leaders. Those that passed the pre-screening were also required to make board presentations. Twelve companies have gotten \$17

million in funding through the network to date. PPIG is sponsored by the Technology Council, BFTC, Wharton Small Business Development Center, and KPMG Peat Marwick LLP. These groups share a goal of trying to expand the concept beyond the Philadelphia region to other parts of the country. A second chapter has been started in the Baltimore-Washington, D.C. area under the auspices of American Private Investors Group.

#### *Venture Leasing*

Charles Dilks, Senior Vice President of the University City Science Center, observed that neither venture capital investors nor lenders for tenant improvements of building space typically want their funds used for movable capital equipment. Moreover, leasing companies normally do not deal with early stage companies due to their lack of credit history. To bridge this credit gap, a Venture Leasing program is under development that will partner Advanta Business Services Corporation as lessor and the University City Science Center as promoter and limited guarantor of lessees' obligations. The Science Center will create a loss pool to back up transactions that might otherwise not meet Advanta's lending standards. As a result, small to mid-sized technology companies will directly benefit from the program through greater options for equipment acquisition in their start-up phase. The Science Center will seek warrant positions in companies served to create a mechanism to replenish the guarantee fund. The Science Center has initially committed \$200,000 to establish the loss pool, a commitment that could leverage over \$1 million of lease transactions.

#### *Institute of Biotechnology and Advanced Molecular Medicine (IBAMM)*

Joan McNamara, Director of Government Relations at the Technology Council of Greater Philadelphia, described an innovative, industry-driven biomedical institute already operating within the region. Founded in 1991, IBAMM's goal is to fund and encourage "pre-competitive research," i.e., research that is half-way between basic and applied stages with an emphasis on drug delivery systems for illness such as cancer and AIDS. IBAMM's main focus is to transfer technology from universities and research institutes to commercial projects via public-private partnerships among the state, research institutes, universities and the Eastern Technology Council. IBAMM's funding decisions are guided by a regional board of directors and a scientific council advisory board. Every dollar of state funding typically leverages up to \$10 from private sources. IBAMM's first success story is the licensing of an AIDS genetic vaccine developed by the University of Pennsylvania and Wistar Institute in 1992 under the direction of Dr. David Weiner to Apollon, Inc.

#### *Pennsylvania Management Network (PMN)*

Marc Kramer described the Pennsylvania Management Network as a cost effective means of returning highly educated and experienced professionals who have lost their jobs due to corporate downsizing to the work force. Slated to be launched in metropolitan Philadelphia in the spring of 1996, PMN will operate by finding new employment for these individuals by placing them in three to twelve month consulting assignments with Pennsylvania-based companies. The time period an individual can participate in PMN is limited to two years, since PMN does not wish to compete with the private sector.

Beneficiaries will include both unemployed, college-educated workers, who will gain access to jobs in small- and medium-sized companies and technology growth companies looking for highly-educated workers.

#### *Audience Feedback and Priorities*

Dr. Phillip Singerman, President of the Ben Franklin Technology Center, moderated a question and answer period that surfaced a variety of inter-related issues such as export assistance, business process re-engineering, workforce training (and re-training) and the role of county government. Not only are these issues cross-cutting in that they apply to more than one technology initiative, but also in the sense that many of these ideas and challenges also surfaced in other breakout sessions at the Call to Action Conference. Singerman wrapped up the session with an informal show of hands to gauge relative priorities. Education and training, capital needs, creating new industry institutes, and Internet access all ranked high.

#### *Next Steps*

The Ben Franklin Technology Center and the Technology Council of Greater Philadelphia compiled comments from Call to Action Conference Technology breakout session, listing specific issues and recommendations for each area identified as a priority for the technology community. This summary was forwarded to elected officials including U.S. Senators, U.S. Congressional Representatives, Governor Tom Ridge and the regional delegation of State Senators and State Representatives.

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#### **TOURISM**

Another take on the global economy: Of the 576,000 international visitors to Pennsylvania, some 346,000 spent time in the Greater Philadelphia region, making it the 19th most popular destination in the United States.

### *Greater Philadelphia Overnight!*

Mark Hoy, Director of the Pennsylvania Office of Travel and Tourism, opened the session -- sponsored, in part, by Marriott Lodging, Washington, D.C. -- by reviewing a few facts that quantify the impact of the hospitality industry in the state and the region:

- Pennsylvania ranks eighth as a national tourism destination.
- The state hospitality industry employs some 164,000, generating \$10 billion in business receipts and \$395 million in taxes.
- The hospitality sectors in Bucks, Chester, Delaware, Montgomery and Philadelphia Counties are each among the ten largest in the state in terms of visitor expenditures.
- Collectively, Southeastern Pennsylvania's five counties capture 38 percent of the state's total visitor expenditures while receiving 30 percent of the \$7.4 million Pennsylvania tourist promotion matching funds allocation.

Hoy also identified the Southeast Pennsylvania Travel Council as one of the oldest and most active regional marketing organizations for both domestic and international visitor programs. He concluded that while the Commonwealth provides incentives for cooperative regional marketing through its matching funds program, the strongest incentive is the increase in business produced by selling a more complete destination package.

### *"Virginia's Waterfront" Campaign: A Regional Tourism Initiative*

To complement Hoy's update on efforts within the Commonwealth, Norfolk Director of Marketing Sam Rogers reported on a regional tourism marketing campaign outside of Pennsylvania that he described as an exciting "work in progress." The City of Norfolk launched a \$3 million "Virginia's Waterfront" campaign in 1994, supported by the room tax and strengthened by a three-year commitment. Virginia officials were motivated by a five-year lull in the growth of tourism in Southeast Virginia in spite of 15 years of infrastructure improvements, including investment in the then-relatively unknown Norfolk. In addition, the prospect of significant defense industry cutbacks threatened Norfolk's heavily Navy-reliant economy. Civic and government leadership began to seek new sources of economic vitality, and positioning Virginia's waterfront as a regional tourism destination emerged as a promising and feasible option.

The "Virginia's Waterfront" campaign was the product of concurrent research, funding and organizational development efforts. It calls for \$3 million a year to be spent by Norfolk to promote visitation to a geographic area stretching from Williamsburg to Virginia Beach and encompassing Yorktown, Jamestown, Hampton, Newport News and Norfolk. The eventual goal is to bring these destinations into the funding process. Broadening the base will help perpetuate the effort and sustain the economic benefits of an attractive package of destinations promoted by a strong regional marketing program. Rogers concluded that this kind of destination marketing is the wave of the future. It is efficient, has the capacity -- with proper consumer research -- to satisfy traveler needs, and can bring together the public and private sectors in a productive way.

### *Delivering the Hospitality Workforce*

Roger Conner, a director of the National Academy Foundation and Vice President of Communications at Marriott Lodging, briefly explained the National Academy Foundation's Academy of Travel and Tourism (AOTT). This program is already in place in numerous school systems across the country, teaching high school-age students skills for entry-level jobs in the hospitality industry. Founded in cooperation with American Express and now in its eighth successful year, AOTT is currently established at 49 sites. AOTT can be implemented easily in school systems utilizing National Academy Foundation start-up guides, pro-formas and curriculum guidelines. Conner related some success stories about AOTT programs and encouraged development of a site in Greater Philadelphia as a means of meeting the growing problem of finding qualified entry-level employees to staff the region's booming hospitality industry.

Pennsylvania Convention Center Director of Sales and Marketing Ahmeenah Young followed with a presentation describing the Convention Center Authority's unique hospitality training program. The Education and Training Fund is a three-pronged approach that provides access to the hospitality industry to public and parochial school students from academic and vocational programs. It also serves unemployed and underemployed adults through the Opportunities Industrialization Center. The million dollar-a-year program is funded by bonds floated by the Authority to guarantee community involvement in the Pennsylvania Convention Center's employment base and, therefore, community ownership in the Commonwealth's biggest capital project ever.

Young also recounted the several interesting and surprising results of the Philadelphia School District's High School "Academies" Program, which this year graduates its first class of four-year participants. High School Academies are thematically based schools-within-a-school or "learning communities" that have received financial and human resource support from the Philadelphia business community. Academies have been organized around such themes as Law & Government, Aerospace/Aeronautics and Hotel & Tourism. The program targets young people at risk of becoming dropouts. Once involved, many of those same youths have become excellent students, experienced the lowest absentee rates in the school system and developed the strongest levels of parental participation. A large percentage of the students involved have also expressed the desire to continue education at the college level.

### *Next Steps*

The Southeast Pennsylvania Travel Council is in the midst of planning its FY 1996 priorities and activities. High among them is meaningful follow-up on two main Call To Action initiatives -- Delivering the Hospitality Work Force and Greater Philadelphia Overnight! During this early phase, the Council anticipates cooperatively seeking research proposals or inventorying ongoing research efforts to determine consumer perception of the Greater Philadelphia area as a visitor destination, as well as measuring the region's present levels of visitor business in comparison to competing areas of similar size and visitor attractions make-up.

The Council also anticipates extending feelers to selected school districts to determine levels of interest in developing a National Academy Foundation "Academies of Travel & Tourism" program. Armed with local education leadership commitment, the Council could begin seeking Commonwealth fiscal support for such programs and the development of a matching funding mechanism through appropriate state-level departments, e.g., Education or Labor and Industry.

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#### TRANSPORTATION

From 2.7 million vehicles in 1990, the Delaware Valley Regional Planning Commission projects that auto ownership will reach 3.7 million by 2020 -- a net increase of one million more vehicles on the region's already crowded roads and highways.

Jack Claffey, Transportation Planning Director at the Delaware Valley Regional Planning Commission (DVRPC) thanked the Sun Company for sponsoring the session. He then challenged his audience to focus on the issues of how we can make transit work in the region and, just as importantly, how we can pay for it.

#### *Direction 2020 Land Use Plan: Guiding Regional Growth*

Barry Seymour, DVRPC's Director of Regional Planning, began by illustrating dramatic shifts in land use patterns in the bi-state region. Between 1970 and 1990, almost 180,000 additional acres of land were developed or about three acres for every net new resident. Using population and job projections for the year 2020 and assuming current density standards are maintained, the trend line shows an additional 280,000 acres of land will be developed. The level and pace of this development will irreversibly change the character of existing suburban and rural areas.

Seymour then described alternatives to the trend as identified in Direction 2020, DVRPC's long-term, integrated transportation and land use plan. Direction 2020 identifies 96 development centers within the bi-state region. As a means of constraining growth, Direction 2020 establishes a regional growth boundary and targets infrastructure investment -- especially transportation infrastructure investment -- to areas inside the growth boundary area. It also includes a detailed open space plan that outlines a network of "greenways & blueways" along stream corridors and woodlands.

The transportation element of the plan is based on the designation of a series of "centers and corridors" in the region. Centers generally have sufficient density to make transit feasible and paths and sidewalks to accommodate pedestrians and bikers. DVRPC designated four kinds of centers: regional centers (e.g., King of Prussia), county centers

(Newtown Square), growth centers (Exton) and revitalized centers (Chester City). Transportation corridors link centers and typically support both highway and mass transit facilities.

#### *Direction 2020 Transportation Plan: Moving People and Goods*

DVRPC Associate Transportation Planning Director Don Shanis spoke more in depth about the analysis and findings behind the plan. DVRPC forecasts tremendous growth in automobile trips in the 1990 to 2020 period. Total "vehicle miles traveled" (VMTs) are expected to rise by 33 percent while transit trips are projected to increase by just 2 percent.

These priorities are reflected by a recent DVRPC survey that asked area residents to allocate \$100 between different kinds of transportation projects. Respondents invested just over half of their \$100 budget on highway projects -- \$27 for maintaining existing roads and \$24 for building new roads. Improving and expanding transit services were the next highest expenditure categories. Respondents also wanted to invest about \$14 of the \$100 in bike and walk ways. The survey also showed that people generally don't want to join car or van pools or make other major changes in their lifestyles to meet clean air targets, preferring alternative fuels and other technological enhancements strategies.

Shanis explained each identified corridor in the Direction 2020 plan typically includes both highway and transit improvements. The Direction 2020 plan is based on the principle that building new highways is the appropriate response in only a limited number of cases. Transit-based solutions tend to be more generally acceptable, and other non-auto options for bicyclists and pedestrians are almost always acceptable.

#### *Future Transportation Initiatives*

Rich Bickel, SEPTA's Director of Long Range Planning, described the mismatch between existing SEPTA infrastructure (some of which is 100 years old) and today's decentralized markets and travel patterns. Sixty percent of work trips in the region are suburb-to-suburb versus 12 percent for traditional suburb-to-city commutes. While the vast majority of capital resources must be used to maintain the existing system, SEPTA recognizes the need to develop new services for reverse and cross-county commutes such as these three projects.

The goal of the Cross County Metro is to connect industrial parks, retail opportunities and residential concentrations in Bucks, Chester and Montgomery Counties. SEPTA is studying a 48 mile corridor (from Glenloch to Morrisville) that contains 25 percent of the homes and 37 percent of the jobs in the tri-county area. Operating light rail vehicles on an existing Conrail right-of-way, the Cross County Metro could link six regional rail lines and the Norristown High Speed Line. A 1994 feasibility study supported advancement of the project, yet projected only 9,000 to 10,000 riders with passenger transfers identified as a key challenge facing the project. While ridership estimates increase under more favorable land use and passenger fare assumptions, Bickel acknowledged that selling a multiple transfer commute is a difficult task. SEPTA is currently preparing a Request For

Proposal (RFP) for a Cross County Metro Major Investment Study/Draft Environment Impact Statement scheduled for release this fall.

In cooperation with the Montgomery County Planning Commission, SEPTA will also be studying the feasibility of a Schuylkill Valley Metro. The RFP for the Schuylkill Valley Metro Feasibility Study is in preparation and is scheduled for release this fall. Facing rising costs on the regional rail system, SEPTA has no choice but to look at lower cost light rail alternatives like the Norristown High Speed Line. Light rail can mean lower operating costs, higher frequency and a lower fare structure, all of which translate into higher ridership. Early ridership estimates for the Schuylkill Valley Metro are in the 15,000 to 17,000 range versus 4,500 on the present day R6 Norristown and 200 on the R6 Bala Cynwyd Regional Rail lines. An alignment under consideration extends from Pottstown to the Pennsylvania Convention Center by way of Norristown, Upper Merion, Bala Cynwyd and Fairmount Park.

The Northeast Metro is a third light rail project under consideration. It would create a transit corridor from Byberry in the Northeast to Center City via the R8 Fox Chase Line and an existing freight rail line (the New York Short Line). Prevailing compact development patterns favor this project, with initial ridership projected at the 35,000 level. However, opponents of operating trolleys in the median of the American Street corridor have been vocal, and SEPTA has yet to reach agreement with city planners on which of several proposed transit projects would best serve the Northeast. Working closely with the City's planning and transportation staffs, a feasibility study to evaluate ridership, engineering, right-of-way and community impact issues would be a desirable next step.

Bickel concluded that regardless of the current negative federal and state funding climate and other obstacles such as the predominant "Not-In-My-Back-Yard" (NIMBY) attitude, we must start to "bend the trends" documented in DVRPC's 2020 planning or else we will be in real danger of letting public transit "go down the tubes" in this region and in the country.

#### *Regional Transportation Improvement Plan*

DVRPC Manager of Plans and Programs Charles Dougherty followed with a presentation on the regional Transportation Improvement Program (TIP). The TIP, which is required by the federal government as a condition of receiving federal funds, is a short-term representation of DVRPC's long-range plan. All transportation projects that the region wants to pursue must be listed and prioritized by year in the TIP. Furthermore, the list of projects must be limited to those that can be achieved within the constraints of available and expected funding.

The FY 1996 TIP proposes more than 700 projects over a four-year period at a cost of \$3.3 billion although federal and state actions may create new financial constraints. The plan emphasizes maintaining the existing system and proposes only limited funding for projects that increase capacity for single occupant vehicle trips. Over 50 percent of total available funds are earmarked for regional public transit during the TIP planning time

with SEPTA positioned to receive the lion's share. The TIP is formulated through an extensive, multi-phase planning process involving two states, nine counties, some 360 municipalities and multiple opportunities for public comment. Input received from the bottom-up at the early stages of the process generally has the best chance of shaping the plan.

#### *Funding for Public Transportation*

Bob Butera, Executive Director of the Pennsylvania Convention Center, described a highly successful regional initiative called the Area Coalition for Transportation (ACT). This SEPTA-based coalition was formed six to seven years ago to lobby for dedicated capital funding for mass transit. In 1991, the Pennsylvania General Assembly passed legislation creating a source of predictable funding for the Commonwealth's 37 mass transit agencies including SEPTA. ACT was a key force behind this historic breakthrough.

"What makes this coalition different," explained Butera, "is that it is not just the usual suspects." About 400 organizations and 600 individuals -- everyone from CEOs, to riders from all parts of the region, to people who have some traditional highway interests -- actively participate on an as-needed basis. ACT was the first organization of its kind and serves as a national model. With one significant victory under its belt, ACT must now focus on retaining federal and state funding.

#### *Feedback and Discussion*

Following the presentations, Butera moderated an extended question and answer period that was not limited to traditional highway and transit projects. Participants were eager to tackle intermodal issues involving freight, FastShip, bike ways and pedestrian walkways and even futuristic, individual capsules. The group strongly urged that the transportation system should be developed in a coordinated fashion to encourage connections with other modes such as bikes and freight. The discussion took on an interdisciplinary tone as some participants talked politics and stressed the importance of reaching out to elected officials including municipal officials. Various "isms" such as parochialism, regionalism and NIMBYism were identified as impediments or solutions to project implementation. There was fairly strong sentiment to continue this discussion in other forums as long as organizers make attempts to avoid preaching to the converted.

#### *Next Steps*

On July 27, 1995, the DVRPC Board adopted the Direction 2020 land use and transportation plans (with a proviso that a chapter will be added that ranks other projects if more funding becomes available in the future), and the New Jersey portion of the TIP. The adopted transportation plan amounted to \$21 billion of expenditures and is fiscally consistent with anticipated funding levels. However, approximately \$5 billion worth of projects included in earlier drafts of the 2020 plan were withdrawn because of lack of funding. Additional funding will be required if these worthwhile projects will ever get off the drawing board.

Studies for the Cross County Metro, the Schuylkill Valley Metro and the Northeast Metro projects were included in the 2020 Plan as approved by the DVRPC Board. The fate of the projects depends in large measure on the level of support they receive at the local level. Residents should make their desires for public transit service in each of the study corridors known to their local (i.e., township or borough and county) elected officials and to their county planning agency. In addition, transit advocates should participate in public meetings that will be held as part of each study, lobby for additional federal, state and local dollars for public transit, and generally work to counter the NIMBY syndrome.

In addition to participating in Direction 2020 public hearings and commenting on draft documents, interested parties may contact Candace Snyder of DVRPC's Office of Public Affairs at 215/592-1800 to inquire about being added to the Regional Citizens Committee's membership and mailing list. All meetings conducted at DVRPC are open to the public. (Advance notice is requested).

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#### **IV. NEXT STEPS**

By many measures, the Call to Action Conference was an unprecedented success. Nearly 2,000 people bought a ticket to spend a half-day talking about regional cooperation. As part of that experience they attended one of nine break-out sessions, each organized by a

different regional network group. They also heard from a prize-winning, nationally syndicated journalist, the Mayor of Philadelphia and the Governor of Pennsylvania.

While participants got a good value for their \$25 registration fee, the Call to Action Conference was envisioned to be more than just a well run event. The greater goal was to bring people together from across metropolitan Philadelphia to search for "win-win" approaches, to solve problems and seize opportunities. The extent to which we achieve this goal will depend on the follow up efforts of a great many people.

Network leaders. Since the Conference, the network leaders have agreed to continue to meet as a group. In the near-term, this effort will focus on coordination with the Ridge Administration. Many group leaders have expressed a sentiment to support each other's efforts as well as try to advance their own initiatives. The Center for Greater Philadelphia has agreed to continue serving as convener for this group.

Portfolio champions. The 85 initiatives in the Greater Philadelphia Investment Portfolio are all moving along on their own tracks. Their chances for success largely depend on the merit and the moxie of their backers and champions. Think about joining forces with backers of other initiatives and pursuing your efforts together. Perhaps key initiatives from a cross section of policy areas can be assembled in this fashion to form a platform for the region whose planks can be supported by many civic groups and organizations. There is strength in numbers.

Elected officials. Keep in mind the results of the Greater Philadelphia First's recent public opinion poll gauging attitudes about regional cooperation. Roughly three-quarters of suburban residents as well as city residents recognize the value of city-suburban cooperation. A vocal group of naysayers exists to be sure, but they are clearly in the minority. In short, don't be scared off by their strident voices and don't be afraid to champion intelligent, measured steps toward regional cooperation. Now is the time to lead.

Citizens of the region. Leadership requires followership. If we want our leaders to be out front, we had better build impressive parades of supporters to march behind them. When we ask elected officials to move in controversial and progressive directions, large numbers of citizens must be there when they look over their shoulders. Simply put, strategies of regional cooperation are doomed to fail without the support of the residents of the region.

While the question, "What can I do to promote regional cooperation?" may at first seem overwhelming, upon reflection the possibilities are endless. As a first step, return the post card enclosed with this report to indicate the policy areas of greatest interest. We'll make sure that the groups working in those areas add you to their mailing lists.

For those of you who are ready for a more active approach, we close this report by suggesting five ways to promote regional cooperation.

## Five Ways to Promote Regional Cooperation

1. Contact your elected officials. Call or write your elected officials at the state, county and local levels. (If you don't know who they are, the Center for Greater Philadelphia can help you identify them.) Tell them you believe regional cooperation is a strategy that makes sense and encourage them to participate in efforts that explore opportunities to work with the city on projects of mutual benefit. Explain that you believe the futures of the city and the suburbs are intertwined, and urge them to vote for win-win projects that are in the best interests of the region as a whole. A letter jointly signed by many individuals could be very effective.
2. Write a letter to the editor or an op-ed for your local newspaper. Call or write the editor (and editorial page editor) of your local newspaper. Tell them much the same things you would tell your elected officials about how you feel about regional strategies. Ask them to use the editorial page to address issues of regional cooperation. Ask them to encourage readers to share their views on the op-ed pages and to provide news coverage for efforts that involve regional issues. Write a letter about how the city and the suburbs might work together more effectively. Publish a guest editorial about a regional issue that affects you directly.
3. Fight Philadelphia-bashing, but push for continued reform. "Philadelphia-bashing" is old politics and has no place in serious discussions of public policy. Suburban residents should ask their colleagues, family, friends and neighbors to join them in speaking out against this counter-productive behavior. Challenge those who mindlessly bash the city to instead propose constructive solutions that advance regional interests. At the same time, recognize that political leverage from the suburban counties is needed to help the city sustain local reform initiatives. In short, hold Philadelphia accountable for its actions without laying false blame for problems beyond its control. For their part, Philadelphia residents should seek win-win solutions rather than no-strings-attached handouts as they work to build legitimate two-way bridges with their suburban counterparts.
4. Support specific regional initiatives. The Greater Philadelphia Investment Portfolio, first released at the 1995 Call to Action Conference and now available from the Center for Greater Philadelphia, contains 85 regional initiatives in the areas of arts & culture, children & family, economic development, education, labor force, health care, land use, growth management, technology, tourism, and transportation. The fate of these projects will hinge on the level of support and the quality of leadership they receive. Write or call the contact person listed with the initiative that matters most to you and help advance a worthwhile regional project.

5. Support organizations that are doing good regional work. The Center's Regional Network Directory lists approximately 300 regional organizations active in a wide variety of public policy issues across Greater Philadelphia. Browse the Directory -- now available on Libertynet's TechPhilly site -- to identify groups of greatest interest. Contact them directly to learn more about their efforts and to explore opportunities to get involved. Supporting individual organizations involved in regional endeavors is a direct and effective way to support the broader concept of regional cooperation.

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