

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON GLOBAL OPPORTUNITIES
AND THE CREATIVE/INNOVATIVE ECONOMY

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, October 10, 2012
1:10 p.m.

PRESENT:

COUNCILMAN DAVID OH, CHAIR
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN BILL GREEN
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DENNIS O'BRIEN

RESOLUTION 120128 - Resolution authorizing Council's Committee on Global Opportunities and Creative/Innovative Economy to hold hearings to investigate how to fully take advantage of global opportunities and the creative/innovative economy to spur economic development in Philadelphia by increasing overseas investments, incubating technology and innovation, encouraging creativity...

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COUNCILMAN OH: I'd like to ask everyone to take their seats. We're running a little behind and we'd like to stay on time, so we'll get going.

Before we begin, I'd just like to let everybody know, because it's come up, these things are more like depositions than they are like soccer games. We're trying to get your testimony on the record so that we could follow through, take action, and at that point in time, hopefully we'll see some legislation.

I'd like to recognize that our Majority Leader, Curtis Jones, Jr., is here with us and Councilman Bill Green. Of course, I'd like to invite you both up to sit at the panel. This affects all of us, and obviously you are both champions of a lot of reforms and changes in our city. And, of course, I'm joined by Senator Michael Brubaker.

And so at this time, I'd like to introduce myself. I'm Councilman

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2 David Oh. I chair the Committee on
3 Global Opportunities and the
4 Creative/Innovative Economy, and I am
5 joined by Senator Michael Brubaker, who
6 chairs the Pennsylvania State Senate
7 International Commerce Caucus as well as
8 its Finance Committee. He is kindly
9 being our Co-Chair, making this a joint
10 effort of both the City and the State
11 Senate.

12 So I'd like to call the
13 Committee to order to continue the
14 hearing on Resolution 120128, and I'd ask
15 the Clerk to call the first witness.

16 THE CLERK: I would like to
17 invite our first panel to the front - Bob
18 Moul, appRenaissance, Philly Startup
19 Leader; Apu Gupta, Curalate; Marvin
20 Weinberger, Innovation Factory; Brad
21 Denenberg, Seed Philly; Pete Groverman,
22 Grovara; Brett Topche, MentorTech
23 Ventures.

24 (Witnesses approached witness
25 table.)

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2 COUNCILMAN OH: Now, because
3 our table is so small, what I'll ask is
4 the first three take the table first, the
5 witness table, and the second three to
6 follow. So that will be Bob Moul, Apu
7 Gupta, Marvin Weinberger. And as soon as
8 you're done testifying, you'll be
9 followed by Brad Denenberg, Pete
10 Groverman, and Brett Topche.

11 All right. So just to outline
12 once again for everyone here, because we
13 have such an excellent group of witnesses
14 and it's so important for us to get your
15 direct testimony more than anything else,
16 what I'd like to do is just remind
17 everybody, or if you didn't know, that we
18 are trying to keep all the testimony
19 within five minutes, and we will have
20 someone here sitting to my left,
21 Kimberly, who will just put up a reminder
22 of the time limitation. We will also
23 ourselves try to keep our questions to no
24 more than 15 minutes so that we could
25 move through this and get done in a

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2 timely fashion.

3 So with that, could I have you
4 testify in the order that you were
5 called, beginning with Bob Moul.

6 MR. MOUL: Absolutely. Good
7 afternoon, Chairman Oh, Senator Brubaker,
8 and members of the Committee. My name is
9 Bob Moul and I am the CEO of a startup
10 company in Old City Philadelphia called
11 appRenaissance. I'm also the President
12 of Philly Startup Leaders, the largest
13 and most active community of startup
14 entrepreneurs in the Philadelphia region.
15 In addition to running my own startup, I
16 volunteer a substantial amount of my time
17 to help foster and grow the overall
18 startup community in the Philadelphia
19 region, and I'm here to testify today in
20 support of this Committee as well as
21 overall economic and business development
22 efforts for the City of Philadelphia.

23 For the sake of time, you have
24 my written testimony. I think I'm going
25 to skip a few paragraphs to get this in

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2 in five minutes.

3 I've chosen --

4 COUNCILMAN OH: I'd like to

5 make a correction. I was told that I

6 misspoke. It's ten minutes for this

7 panel.

8 MR. MOUL: Absolutely. Well,

9 I'll back up then.

10 By way of background, my
11 current startup, appRenaissance, is a
12 developer of mobile application software
13 and infrastructure with approximately ten
14 employees. We recently closed on a round
15 of seed financing and are in the process
16 of hiring an additional six to eight
17 personnel. And if all goes to plan, we
18 will create some 50 to 100 high-tech jobs
19 here in Philadelphia over the next three
20 to five years. My last startup, Boomi
21 Software, was a pioneer in the cloud
22 computing space where we created 85
23 high-tech jobs, and the company was
24 acquired by Dell in November of 2010.

25 I've chosen to build my

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2 business in Philadelphia because I've
3 chosen to live in Philadelphia. I was
4 born and raised in Pennsylvania farm
5 country, but I've lived and worked around
6 the world, and, in my view, Philadelphia
7 offers the highest
8 quality-of-living-to-opportunity ratio of
9 any major city. Meaning I feel like I
10 have as much professional and business
11 opportunity here as I would anywhere
12 else, but I don't have the insanity that
13 is the pace of life or the cost of living
14 of a New York City, a Hong Kong or a San
15 Francisco.

16 From a business perspective,
17 Philly offers close proximity to
18 something like a third of the Fortune 500
19 headquarters, a quarter of the U.S.
20 population, and a sixth of the world's
21 GDP. It has been dubbed the
22 commercialization corridor, and gives
23 Philly a significant competitive
24 advantage, in my view. From a personal
25 perspective, Philly offers the best

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2 possible care for my six-year-old son,
3 who is a Type I diabetic.

4 It's been nearly a year now
5 with my latest startup, and overall I'm
6 glad I made the decision that I did to be
7 in the City. But there are challenges as
8 well. Finding qualified technical talent
9 is top among them. While we have some of
10 the country's, if not the world's, best
11 universities nearby, there could be
12 better integration with the business
13 community and especially with the
14 high-tech startup community. Stanford
15 and MIT act as innovation hubs that spawn
16 technology, businesses, and jobs for
17 their respective regions. I understand
18 the mission of our local universities is
19 broader than just Philadelphia, but it
20 should not be to the exclusion of
21 Philadelphia. I think much more could be
22 done to attract and retain talent for the
23 region, and I think this is an area where
24 the City could exert greater leadership.

25 Any discussion on the business

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2 climate must inevitably include a
3 discussion on city taxes. While some
4 progress has been made on this front such
5 as the recent revisions to the business
6 privilege tax, more can and must be done.
7 I cannot do this topic justice in the
8 short period of time that I have, but I
9 can tell you that in my travels, it is
10 the number one complaint and frustration
11 raised when discussing the business
12 environment of the City. Just
13 registering a business can be a painful
14 experience. Philadelphia is just not
15 viewed as a business-friendly city, and
16 for myriad reasons, businesses are
17 choosing to locate in the suburbs.

18 Good work has been done around
19 the city on potential solutions, and I'm
20 sure I'm not the first to suggest that
21 the City look at shifting tax policy from
22 taxing what can move, such as people and
23 businesses, to taxing fixed assets, such
24 as real estate. Roughly 66 percent of
25 Philadelphia's revenues come from wage

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2 and business taxes. It is half that
3 amount in New York City and Washington,
4 DC, and it's actually zero in Austin,
5 Texas, which just happens to be a
6 thriving tech hub. On the other hand,
7 only 17 percent of Philadelphia's revenue
8 comes from real estate taxes, where that
9 percentage is more than double in New
10 York and in DC.

11 Perhaps the sentiment of the
12 startup community on taxes is best summed
13 up by this quote from a recent e-mail
14 from a Philly Startup Leader member, and
15 I quote, "I'd love to see this online
16 discussion turn into a single, uniform
17 message to City Council. Without tax
18 reform, there's not much hope for
19 Philly's tech scene. Winners will always
20 have these incentives to move outside the
21 city limits, and the winners are who
22 everyone wants to work with, network
23 with, and hear speak, et cetera. When we
24 encourage them to leave, we can't build
25 an ecosystem," end quote.

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2 So what else can the City do to
3 help foster the creative and innovation
4 economy? The Philly startup community is
5 fiercely independent and remarkably
6 resilient. I would not want to see that
7 change ever. It's evolved that way,
8 frankly, for the very lack of resources
9 we're discussing here today. We're not
10 looking for the City to solve our
11 problems, but it can certainly help. It
12 can help in three general ways. One, by
13 not getting in the way of the great work
14 that's already being done; two, by
15 building and fostering a climate
16 conducive to starting and growing
17 businesses; and, three, by partnering
18 with the startup community to remove
19 impediments and selectively and
20 responsibly invest in areas where a
21 catalyst can help us get past some
22 sticking points that's artificially
23 holding back our growth.

24 Challenges abound in Philly.

25 Access to early seed stage capital

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2 remains a big challenge, finding talent,
3 finding affordable space, being able to
4 easily connect with other entrepreneurs
5 and share problems and solutions, support
6 from the established commercial business
7 community. These are all areas where
8 support and facilitation from the City
9 would be welcomed, in my opinion.

10 More can be done to stimulate
11 creative thinking and problem-solving.
12 The City's recent proposal led by the
13 Mayor in response to the Bloomberg
14 Challenge for social entrepreneurship and
15 Councilman Green's Philly Seed Challenge
16 for entrepreneurs in the education sector
17 are great examples, and we should look
18 for more opportunities like these.

19 I actually think the City can
20 do a much better job of marketing the
21 assets that it already has and the
22 actions that it has already taken. For
23 example, I don't think the community has
24 heard about or fully understands the
25 recent changes to the business privilege

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2 tax and other tax credits that are
3 available to them. I've heard there's a
4 business concierge service in the City,
5 but, again, I don't think many have heard
6 of it, or if they have, I don't think
7 they know how to engage with it. In that
8 regard, there seems to be a number of
9 groups responsible for marketing the
10 City, such as the Convention and Visitors
11 Bureau, PIDC, Select Greater
12 Philadelphia, the Chamber, the Commerce
13 Department, et cetera. If one does not
14 already exist, I think the City should
15 consider consolidating this function or
16 at least coordinating it with something
17 like a Chief Marketing Officer for the
18 City. In my world, the best defense is
19 always a good offense.

20 Lastly, perhaps we could
21 explore forming a public-private task
22 force to focus specifically on fostering
23 a welcoming and supportive business
24 climate in Philadelphia. Clearly, there
25 are organizations already that have this

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2 as their mission, but a task force would
3 be a way to rationalize, leverage, and
4 maximize the outcome of these disparate
5 efforts.

6 Good work on a regional plan
7 has already been done by the Economy
8 League and the CEO Council for Growth
9 that can and should be leveraged. And
10 great examples and lessons learned abound
11 from the recent emergence of New York
12 City as a vibrant startup community to
13 the amazing story of Brad Feld and the
14 Boulder, Colorado startup community.
15 Surely if a thriving ecosystem can be
16 built in Colorado, we can build one here
17 in Philadelphia. After all, borrowing
18 from Mayor Nutter, Philadelphia is home
19 to the greatest startup ever, the United
20 States of America.

21 I'll close by saying I think
22 our goal should be nothing less than to
23 replace the 300,000 jobs that we've lost
24 over the past three decades with 300,000
25 new economy, new world jobs in the next

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2 three decades. I believe strongly that
3 the creative and innovative economy can
4 play a major role in achieving that goal.
5 I also believe strongly that our best and
6 perhaps only hope to achieve this goal is
7 through effective private-public
8 partnership. And while I can't speak for
9 the rest of the business community, I
10 would certainly volunteer to serve if
11 called upon.

12 I appreciate the leadership of
13 Councilman Oh in forming this Committee,
14 and I thank you for the opportunity to
15 testify here today. I'll be available
16 for any questions that you may have later
17 after the rest of the testimonies.

18 COUNCILMAN OH: Thank you very
19 much. And just a reminder that we're
20 going to save questions until the end of
21 the panel so that we can be most
22 efficient in going through our very heavy
23 agenda today.

24 So the next witness will be Apu
25 Gupta.

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2 MR. GUPTA: Thank you.

3 Senator, Councilmembers, the question of
4 how we make Philadelphia a more
5 attractive place for entrepreneurs is one
6 that I think about often. As an
7 entrepreneur, a Wharton alum, and a
8 Silicon Valley transplant, I am honored
9 to share my perspective with people who
10 care deeply about this city's future.

11 Over the past several years,
12 I've been part of a Silicon Valley
13 startup from its infancy through its IPO,
14 and I built the second largest drugstore
15 chain in India. Now I'm the CEO and
16 Co-Founder of Curalate, a one-year-old
17 tech startup that employs 15 people and
18 was recently named Philadelphia's Startup
19 of the Year.

20 One of the biggest trends that
21 I've seen in the tech startup world over
22 the past several years is the mobility of
23 entrepreneurs. Not long ago, if you
24 wanted to start a tech company, you did
25 so in the Silicon Valley. Starting a

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2 company was expensive, and financial
3 backing was largely the domain of large
4 institutional venture capital firms, who
5 generally required their portfolio
6 companies to be close at hand.

7 Today, starting a company has
8 never been cheaper. As a result, there
9 are both more people starting companies
10 and also more people who can afford to
11 fund companies. The result is
12 competition, and competition has allowed
13 entrepreneurs with good ideas to have a
14 fighting chance despite being much
15 further afield.

16 Curalate is a prime example of
17 this. While we are funded by local
18 venture capital firms, First Round
19 Capital and MentorTech Ventures, our lead
20 investor, New Enterprise Associates, is
21 located on Sand Hill Road in California.

22 It's important to note that NEA
23 is the world's largest venture capital
24 fund. Despite this, Curalate is NEA's
25 only early-stage investment in

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2 Philadelphia. This underscores a basic
3 question: If capital is mobile and
4 entrepreneurs are mobile, then why are we
5 not seeing a larger roster of well-funded
6 companies in this city?

7 While there are likely many
8 underlying causes of this disparity, from
9 my perspective, one thing stands out -
10 creating an environment in which we
11 attract and retain both the people and
12 the companies here in Philadelphia.

13 Vibrant startup communities
14 recycle. Over time, small companies
15 become large companies, and these large
16 companies become our investors,
17 customers, acquirers, and talent pools
18 for the next generation of small
19 companies. It follows, therefore, that
20 Philadelphia needs to identify and retain
21 its startups. Yet, our track record with
22 holding on to these high-growth companies
23 has been mixed. Take, for instance,
24 Warby Parker or Venmo, two companies that
25 both got their start right here in

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2 Philadelphia. Both have since moved to
3 Manhattan, with Warby Parker having just
4 recently raised almost \$40 million and
5 Venmo having recently been acquired by a
6 much larger organization. Unfortunately,
7 for my experience, Philadelphia
8 government officials have been somewhat
9 absent from the startup community's
10 events, leaving many in the community to
11 wonder how can these people know -- how
12 can folks like you know about us if you
13 don't know that we're here.

14 A big reason that these
15 companies leave is talent. Without
16 talent, companies like mine can't grow.
17 Communities that have robust startup
18 ecosystems like the Silicon Valley,
19 Austin, and New York are all places that
20 young, smart, and creative folks flock
21 to.

22 Philadelphia, on the other
23 hand, is a difficult market to attract
24 talent to. Philadelphia continues to
25 have a branding challenge. People often

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2 perceive Philly to be a gritty place.

3 The fact is, talent has a choice in where
4 it wants to be, and talent wants to feel
5 safe. We need to fix this perception.

6 Additionally, talent likes to
7 feel recognized. The City of
8 Philadelphia could do a better job
9 highlighting the successes of its
10 early-stage companies externally. Please
11 consider developing a campaign
12 highlighting the entrepreneurial climate
13 here or include early-stage companies in
14 your public remarks about why
15 Philadelphia is such an attractive place
16 for entrepreneurs. The press not only
17 helps the companies tremendously; it
18 shines a light on the amazing progress
19 we're making as a city.

20 We have a phrase in the startup
21 community to describe the momentum we're
22 feeling in Philadelphia, "Philly Rising."
23 It's a mantra that gets chanted on
24 Twitter during our startup events and
25 whenever anyone in our community gets

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2 recognized for their achievements. It
3 serves as an aspiration for all of us,
4 and I hope with your involvement we can
5 help Philadelphia rise together.

6 Thank you for your time.

7 COUNCILMAN OH: Thank you very
8 much. Would you please identify yourself
9 for the record. I'm sorry.

10 MR. GUPTA: I'm sorry. My name
11 is Apu Gupta. I'm the CEO and Co-Founder
12 of Curalate.

13 COUNCILMAN OH: Thank you very
14 much.

15 Our next witness will be Marvin
16 Weinberger.

17 MR. WEINBERGER: Mr. Chairman,
18 Honorable Councilmembers, Senator
19 Brubaker, thank you for this opportunity
20 to testify.

21 In the next few minutes, I will
22 be speaking to a proposition for
23 increasing Philadelphia's global as well
24 as its domestic competitiveness.
25 Specifically, I propose the City of

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2 Philadelphia form a public-private
3 partnership to develop affordable
4 universal Internet access at gigabit
5 speeds.

6 This is not a new idea, but
7 Philadelphia would be the largest U.S.
8 city to fast forward to the future of
9 telecommunications. That assumes we can
10 launch ahead of Chicago where the Mayor
11 just recently, two weeks ago, announced
12 their intention of implementing gigabit
13 broadband in conjunction with the program
14 to upgrade Chicago's water distribution
15 system. More on this in a few minutes.

16 By the way, I've incorporated
17 hyperlinks to many of the topics I'm
18 discussing today in order to try to
19 compress my presentation and provide you
20 with more background.

21 What do we mean by gigabit
22 speed Internet? A gigabit is one billion
23 bits. It's a measurement of how much
24 data can be transmitted over the lines
25 per second within a communications

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2 network. The Local Area Networks in most
3 enterprises, I presume here in the City
4 as well, already operate at gigabit
5 speeds, as do even some home networks.
6 That's one of the reasons that Apple has
7 just announced that it will be
8 incorporating gigabit speed WiFi into its
9 future devices.

10 In simplest term, gigabit
11 Internet is a logical extension of the
12 gigabit we already enjoy within our Local
13 Area Networks. What we would be doing is
14 eliminating the barriers between the
15 Ethernet and the Internet.

16 However, today once you venture
17 past the firewall, rather than a gigabit,
18 the average Internet connection in the
19 United States is just 6.7 megabits,
20 ranking us twelfth behind other major
21 countries, notably South Korea. That's
22 6.7 percent of gigabit transmission
23 speeds. At this average connection
24 speed, an HD movie takes about 45 minutes
25 to download. That would take 40 seconds

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2 on a gigabit connection.

3 Where do you find gigabit speed
4 Internet today? Aside from probably your
5 own office networks and maybe your homes,
6 this kind of access is really only
7 becoming available overseas.

8 While already the leader in
9 Internet connectivity, South Korea has
10 announced by the end of this year that
11 all 49 million people, all 49 million of
12 its residents, will have gigabit access
13 from their homes at a charge of \$27 a
14 month, nearly 200 times the average speed
15 of Internet access here in the United
16 States and certainly much less expensive
17 than you probably pay now for Internet
18 access.

19 Other entire countries, Japan,
20 Hong Kong, Singapore, even Australia,
21 have announced that they're going to go
22 large. They've announced universal
23 gigabit access as the next step of
24 upgrading their infrastructure.

25 In the United States where

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2 unfortunately we lag behind in the
3 Internet in which we invented, gigabit
4 access is limited to just a few islands
5 of what I call super speed connectivity.
6 Access is also typically very expensive.
7 In Chattanooga, for example, they
8 implemented gigabit Internet as part of
9 the upgrade to their electrical system,
10 but at a cost of \$350 per month per
11 consumer.

12 The notable and famous
13 exception, of course, is Google Fiber,
14 the network which is being rolled out in
15 Kansas City, which location was picked
16 from over 1,100 cities which applied,
17 including, I believe, Philadelphia.
18 Google is offering consumers access to
19 gigabit Internet at a cost of just \$70
20 per month, with a \$300 installation fee
21 waived if you sign up for a year. This
22 access is symmetrical. It means same
23 speed up and down. And there's no caps.
24 It's completely unlimited, at least for
25 consumers.

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2 I strongly believe, and am in
3 good company with Rahm Emanuel, the folks
4 at Google, and not to mention the leaders
5 of some various foreign sovereign
6 nations, that gigabit and even faster
7 Internet is in fact the future. I'm even
8 willing to predict with complete
9 certainty that universal and affordable
10 gigabit Internet service will one day be
11 a reality here in Philadelphia. The
12 question is only when.

13 Failing the understanding,
14 commitment, and leadership to supersize,
15 I estimate that gigabit Internet will
16 arrive locally in about ten years. This
17 is based on the assumption that our local
18 carriers will otherwise upgrade slowly,
19 given their reasonable desire to extract
20 every incremental dollar of profit from
21 consumers as Internet speeds gradually
22 increase with prices coming down.

23 But rather than argue from my
24 conclusions, rather than argue that
25 Internet gigabit is inevitable, I'd like

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2 to in fact approach this by discussing
3 why not to implement Internet gigabit.

4 What's the first objection to
5 proceeding with Internet gigabit here?
6 Well, we don't need gigabit access. I've
7 been hearing this argument for a long
8 time.

9 For those that don't know me, I
10 started my first online business 35 years
11 ago. This was pre-Internet. I created
12 public database research services at a
13 company called Telebase Systems. We
14 provided access to these databases to
15 consumers, to customers who were running
16 telex machines operating at 50 baud,
17 which back then was the same as 50 bits.
18 That's 50 with no zeroes, just 5-0. I
19 can believe that I speak with some
20 authority when I say that with fatter
21 pipes, greater connectivity invariably
22 comes unanticipated wonderful
23 opportunities. I still remember all the
24 hoopla when Hayes introduced the
25 introduction of its 1,200 baud modem and

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2 all the applications that resulted.

3 By way of comparison, accessing
4 the Internet at gigabit speeds is 2.5
5 million times faster than when I first
6 went online with my telex machine.
7 Nonetheless, I thought it was pretty cool
8 even way back then, although I guess I
9 was a little ahead of my time.

10 Those early days were actually
11 the first coming of what is now
12 referenced as "cloud computing." In
13 those days, telex machines and dumb
14 terminals relied upon relatively much
15 smarter computers to answer their
16 questions once they dialed out through
17 the local -- once they dialed out through
18 their networks. The bottleneck, of
19 course, was the speed of connectivity.

20 Now, having passed through the
21 PC era, you remember those tricked-out
22 desktop machines, dressed up with nowhere
23 to go, lots of computer power and local
24 storage, but hemmed in by lack of
25 connectivity? Now that we've passed

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2 through the PC era, we find ourselves
3 once again in the clouds. Today's
4 relatively simple desktop and handheld
5 computers, each of which, of course, are
6 more powerful than the super computers
7 were when I started my first business,
8 nonetheless, they network persistently to
9 the cloud in order to connect to machines
10 that have pretty much unimaginable
11 capabilities and which are getting faster
12 and more complex all the time.

13 For a perspective on all where
14 this is going, I recommend the feature
15 story from Time Magazine, "2045: The
16 Year Man Becomes Immortal."

17 While we live in a rapidly
18 accelerating age of wonder, connectivity
19 is still the bottleneck, but gigabit
20 Internet is surely the next logical weigh
21 station on the way to the future.

22 So what might we do here in
23 Philadelphia if we had access to such a
24 wonderful network? Just imagine, live
25 action holograms right there delivered to

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2 your living room, as in, "Help me, Obi
3 Wan Kenobi, you're my only hope"; virtual
4 reality, fully immersive 3D and even 4D,
5 which means Smellovision; virtual
6 reality, gaming and communications.

7 But most important of all,
8 imagine an otherwise disadvantaged child
9 sitting in any Philadelphia public
10 school.

11 My wife is a Head Start teacher
12 and has been for her whole career.

13 Imagine that student able to
14 take a very special field trip to
15 anywhere on Earth and eventually beyond.
16 By using the virtual reality interface,
17 the student will be able to literally
18 touch the environment they are visiting
19 with all their external senses, the
20 closest thing to being there. This has
21 been a dream of mine ever since Homework
22 Helper or Electric Library and Electric
23 Schoolhouse, and we can achieve it with
24 gigabit access.

25 Now, granted, it's the old

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2 chicken and the egg business. There are
3 already proven uses of gigabit access for
4 the business, but most consumers won't
5 come until there are applications.
6 That's why if we implement gigabit
7 Internet here, we have to do it
8 community-wide so there's a large enough
9 in-place customer base to incent
10 entrepreneurs like this to create their
11 wonderful applications.

12 Second reason why people oppose
13 or aren't interested in gigabit access,
14 it costs too much. This is a fact
15 question. A gigabit class network
16 requires a fiberoptic backbone, and also
17 fiber runs up and down every street.
18 Fortunately, we live at the epicenter of
19 the all-fiber FiOS network. If you go to
20 the website, it appears that Verizon has
21 run fiber throughout all the
22 neighborhoods in our region. Now, in
23 fact, I don't know how much of that fiber
24 exists in Philadelphia, but it would be
25 important to understand, because to the

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2 extent that that last mile of fiber
3 exists, the cost to upgrade is very
4 inexpensive.

5 The final reason for not
6 proceeding, other priorities are simply
7 too pressing. It's written in the Bible
8 that the poor will always be with us.
9 And so it is true that you, the elected
10 leaders, will forever have to deal with
11 the needs of the disadvantaged, not to
12 mention potholes and innumerable other
13 requirements which comes with running
14 such an important city. But I believe
15 that the special benefits, economic and
16 social, that will result will make the
17 effort worth the while.

18 In a September 24th release,
19 announcing the Chicago broadband
20 challenge, Mayor Emanuel is quoted as
21 saying, The establishment of a
22 world-class broadband network in Chicago
23 will create thousands of jobs and
24 dramatically improve education, economic
25 development, health care, and the general

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2 quality of life throughout our city.

3 Conclusions and next steps.

4 I've only been able to very cursorily
5 introduce this big undertaking.

6 Fortunately, there are a lot of really
7 smart people here in the City from
8 government, private industry, and
9 academia who already know a lot about
10 this. Therefore, I recommend as the next
11 step at the least we issue a request for
12 information, as Chicago has just done a
13 few weeks ago, to bring all interested
14 individuals, organizations to the table.
15 Our solution will no doubt be different
16 than in Chicago, let alone Korea or
17 Kansas City, as we wrestle with our
18 unique technical and business, not to
19 mention political and social challenges.
20 But the rewards of implementing a
21 citywide gigabit network will likewise
22 accrue uniquely to the benefits of this
23 community as we step up our game to
24 compete more effectively on the world
25 stage.

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2 Thank you for your
3 consideration.

4 COUNCILMAN OH: Thank you very
5 much. Again, we'll have questions at the
6 end where I'll have all six of you seated
7 at that little table, but now I'd like to
8 ask the second panel to take their seats,
9 beginning with the testimony of Brad
10 Denenberg. Would you please identify
11 yourself for the record and proceed with
12 your testimony.

13 MR. DENENBERG: Good afternoon,
14 Chairman Oh, members of the Committee,
15 and Senator Brubaker. For the record, my
16 name is Brad Denenberg and I'm the CEO
17 and Executive Director of Seed Philly.
18 I'm here before you today in support of
19 Resolution 120128, specifically to speak
20 to solutions relating to incubating
21 technology and innovation.

22 It's my honor to be on this
23 panel with other entrepreneurs I respect,
24 each of whom is passionate about making
25 Philadelphia into a world-class city for

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2 technology and job creation.

3 Philadelphia, both the City and
4 the region, is at a tipping point. In
5 the past two years, I have witnessed
6 dozens of promising startups leave
7 Philadelphia for cities where better
8 opportunities exist. While a few of the
9 emigrating startups left for San
10 Francisco, Boston, or Washington, DC,
11 most left for New York. For obvious
12 reasons, Philadelphia will never be able
13 to equal New York in many aspects. Yet,
14 with strong City support, we can create
15 an ecosystem that attracts more than our
16 fair share of talented people and
17 successful companies. At the very least,
18 we have the opportunity to keep many of
19 the great companies that start in
20 Philadelphia from leaving. If we don't
21 act quickly to improve our ecosystem,
22 we'll not be able to reverse that trend.

23 I routinely hear complaints,
24 suggestions, and criticism of the Philly
25 tech ecosystem in my role as Executive

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2 Director of Seed Philly, the region's
3 only non-profit incubator specifically
4 designed to support the tech startups.

5 For those Councilmembers
6 unaware of my background, I began my
7 first business at 13, which I grew for
8 nearly ten years and sold after college.
9 I spent the next decade on Wall Street
10 working as a trader and designing trading
11 software. I then transitioned into sales
12 and banking, getting to know many of the
13 area's early-stage investors and learning
14 how that segment of the investment
15 community operates. In 2007, I launched
16 a software startup of my own, learning
17 firsthand the difficulties that
18 entrepreneurs in Philadelphia face. At
19 the same time, I co-founded Philly
20 Startup Leaders, a group which quickly
21 became the most active network of
22 entrepreneurs and investors on the East
23 Coast. Though I'm no longer involved
24 with the operation of Philly Startup
25 Leaders, I'm proud that Bob has taken

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2 over as an example of great leadership
3 for the community. I'm certain that my
4 experiences give me a strong
5 understanding of the challenges our
6 community faces.

7 My current organization, Seed
8 Philly, began in the fall of 2010 as an
9 effort to coordinate a new angel
10 investment group and quickly morphed into
11 a non-profit project to better the
12 startup ecosystem. Though new investment
13 was and is sorely needed, our community
14 needs much more. Twelve months of
15 exhaustive research, including nearly 250
16 face-to-face meetings with key
17 stakeholders in our region, led to a
18 clear list of problems and solutions to
19 making our region much more competitive.

20 My research with those people
21 launching new high-tech companies and
22 their support network found two
23 overwhelming concerns. First, the
24 Philadelphia region has much of what we
25 need as entrepreneurs to build strong

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2 businesses, but many within the community
3 lack the knowledge or connections to
4 access those resources. When asking key
5 stakeholders to identify their most
6 immediate concern, communication and
7 connectivity were routinely at the top of
8 the list.

9 As a result of Philadelphia's
10 vast size, proximity to New York and
11 Washington, DC, and the political climate
12 here in the region, many in our community
13 have difficulty communicating across the
14 different silos of people.

15 Regionally, our 101 colleges
16 and universities turn out top-notch
17 engineering and business talent, though
18 most students have little interaction
19 with students from other universities and
20 next to no interaction with entrepreneurs
21 and innovators outside their school.
22 This lack of communication makes it
23 difficult for local businesses to attract
24 the talented employees they need, and
25 many of the best students look outside

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2 the region for employment. As an
3 example, a Seed Philly partner
4 interviewed 15 potential student interns
5 this past spring from the University of
6 Pennsylvania to work with us on our
7 summer program. When asked about the
8 current startup climate in Philadelphia,
9 not a single student was aware of Seed
10 Philly, DreamIt Ventures, Philly Startup
11 Leaders, Philly Tech Meetup,
12 Entrepreneurs Forum or any of the other
13 highly prominent organizations throughout
14 our community. Even more disheartening,
15 none were aware of key local businesses
16 currently growing and hiring.

17 We identified geography as a
18 key factor in contributing to the
19 problem. Simply put, our region is too
20 large for people to effectively
21 communicate without a centralized data
22 hub, which we do not have. To cite
23 another example, many of the suburban
24 investors I speak with routinely ask me
25 about what's happening in the City and go

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2 on to remark about the difficulty in
3 finding parking, fighting traffic, and
4 navigating the endless list of events as
5 reasons for staying away. As a result,
6 these investors only make token
7 appearances in Center City at the most
8 high-profile events, many of which the
9 early-stage startups do not attend.
10 Consequently, these investors have
11 limited their investments to suburban
12 companies, routinely investing only with
13 entrepreneurs with whom they have known
14 and worked for many years. The younger
15 generations of entrepreneurs, many of
16 whom live in Center City, have little to
17 no access to the established, older
18 generation of entrepreneurs, many of
19 which make excellent mentors, board
20 members, investors, and co-founders.

21 The second key problem
22 identified was early-stage funding. Seed
23 Philly began when a number of early-stage
24 investors asked me to help them in
25 finding high-quality deal flow. Each of

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2 these investors had a significant
3 existing portfolio, had money to spend
4 immediately and preferred to invest
5 locally, yet none could find qualified
6 deal flow, and each was being forced to
7 invest outside of our region.

8 At the very same time, I was
9 aware of countless companies seeking
10 early-stage funding, growing increasingly
11 frustrated with the process of navigating
12 the angel community and the
13 pseudo-government funds. I had also gone
14 through the process and witnessed
15 firsthand how difficult it was even for
16 someone with a well-established network.

17 Our region has less early-stage
18 investors than ever before as a result of
19 a number of factors, many of which could
20 not have been avoided. The cost of
21 creating a software startup has decreased
22 exponentially over the past decade. What
23 today may cost only \$50,000 to launch
24 might have cost half a million ten years
25 ago. Unfortunately, \$50,000 is still a

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2 significant burden to the young
3 entrepreneur, yet an investment of such a
4 small size is not worth many investors'
5 time or effort. Moreover, the due
6 diligence and legal costs alone would
7 often eliminate any potential profit.
8 Traditionally, the government has played
9 a role in making these seed stage
10 investments, taking on the expense for
11 the sake of job creation. The shuttering
12 of Innovation Philadelphia, the decrease
13 in funding to Ben Franklin Technology
14 Partners, and other problems have served
15 to make seed-stage funding nearly
16 impossible to find in Philadelphia. Our
17 angel groups have also suffered. Unable
18 to justify small investments and facing a
19 decrease in their net worth due to the
20 current economic conditions, many angels
21 have moved towards conservative
22 later-stage financing, widening the gap
23 even further.

24 Finally, a growing trend of
25 "free money" at accelerators is making

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2 private early-stage investments move
3 toward later-stage investing. Programs
4 like Tech Stars and Y-Combinator offer
5 convertible notes of a hundred thousand
6 dollars or more to any company joining
7 their program. Backed by billionaire
8 investors, these funds offer the debt at
9 no discount to future rounds and without
10 a cap to the value of those future
11 rounds, essentially a no interest loan.
12 If the startup cannot afford to pay it
13 back, it simply files for bankruptcy and
14 moves on. This free money is attracting
15 the best and brightest nationwide to move
16 to Silicon Valley, New York City, and
17 even Boulder, Colorado, including a
18 number of recent graduates of Penn and
19 Drexel. In order to compete,
20 Philadelphia must find a way to provide
21 easier access to early-stage capital.

22 The following are specific
23 suggestions brought forward from the
24 members of Seed Philly during two dozen
25 focus groups we held to discuss ways to

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2 improve our community. The list has been
3 divided into two groups, the first
4 section containing ideas that could be
5 implemented with little to no expense and
6 the second section with some very minimal
7 expense to the City. None of the
8 following suggestions would require any
9 lengthy debate, changes to the tax code
10 or a large investment, yet each could
11 make a significant impact in a short
12 period of time.

13 First, the no expense
14 solutions. The City needs to form a
15 committee to write a business plan to
16 strengthen the ecosystem with defined
17 metrics for success. This committee
18 should include entrepreneurs and
19 investors to work closely with City and
20 government officials.

21 We need to assist in accurate
22 asset mapping of community resources,
23 creating a detailed list of startups,
24 investors, service providers, and the
25 support organizations.

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2 We need strong top-down
3 leadership from successful entrepreneurs.
4 Forming a high-profile advisory committee
5 to access resources and capital from
6 outside of the region could lend great
7 help.

8 Next, City leadership should
9 encourage reinvestment in the community
10 from successful entrepreneurs, promoting
11 home-grown entrepreneurs who give back.
12 A great example is First Round Capital's
13 Dorm Room Fund, which was just announced
14 recently.

15 We need to also provide
16 additional tax incentives for early-stage
17 investment.

18 City officials need to ask
19 local technology magnets and business
20 leaders to become more engaged.
21 Philadelphia has Comcast, the biggest
22 media and technology player in the
23 region, and we do very little within our
24 community collectively with Comcast. We
25 need to get these large companies to

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2 agree to beta test software from our
3 local startups, to provide innovation
4 contests and grants, similar to the IBX
5 Game Changers Challenge, and we need to
6 have these large companies lend employees
7 to startups - engineers, developers,
8 business analysts, any employees that are
9 between projects.

10 Finally, there are a few
11 suggestions that would just come at a
12 minimal expense to the City. Providing
13 simple access to early-stage capital,
14 creating a city fund to make ten
15 investments per year at a half a million
16 dollars each. Encouraging the business
17 community to match these funds would
18 increase the size of the funds available
19 and diversify the City's risk.

20 We need to recruit community
21 leaders and entrepreneurs with successful
22 exits, outside of the current investment
23 groups, to make more funding decisions.
24 And we need to invest this money with
25 simple terms, standard term sheets, and

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2 narrow window of valuations, quick
3 turnaround and full transparency.

4 Finally, we need a managed
5 campaign to market our tech ecosystem. A
6 regional market effort to promote
7 Philadelphia as an innovation capital can
8 help us to re-brand and create our own
9 moniker, like Silicon Valley or Silicon
10 Alley. We need to highlight the
11 resources, success stories, and the next
12 generations of innovation.

13 The City needs to provide
14 financial support or free space to
15 incubators and shared offices within the
16 City. New York City in the past two
17 years has launched 16 private incubators,
18 providing \$250,000 grants for startup
19 capital to each of these incubators.
20 More than a dozen Philadelphia startups
21 have moved to these locations and raised
22 significant investment in the last two
23 years alone.

24 While New York City has a
25 significantly greater cost of living, New

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2 York City has subsidized 1,000 seats at
3 existing incubators similar to the
4 Science Center, reducing the cost to \$250
5 per seat for each entrepreneur.

6 Finally, simplifying the
7 process for local tech startups to submit
8 proposals for City contracts would help
9 engage our local tech community.

10 Eliminating the performance, payment, and
11 surety bond requirements for qualified
12 startups would make this more accessible.
13 Including the local tech community into
14 the minority, women, and disabled 30
15 percent mandate would force the City to
16 work with our local community.

17 It's my recommendation that the
18 City of Philadelphia act quickly to adopt
19 some of these proposals I have put forth
20 before you today. Many members of the
21 Seed Philly community and the startup
22 ecosystem at-large are willing and able
23 to contribute their time and energy into
24 making the City a more robust
25 environment. However, a catalyst from

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2 the City would provide the added fire
3 power necessary to grow faster and more
4 efficiently.

5 Thank you for the opportunity
6 to testify today.

7 COUNCILMAN OH: Thank you very
8 much.

9 Pete Groverman, would you
10 identify yourself and provide your
11 testimony.

12 MR. GROVERMAN: Councilman, if
13 I can approach you guys, I have some
14 party favors and samples for you guys to
15 look at while I talk.

16 COUNCILMAN OH: An entrepreneur
17 and a --

18 MR. GROVERMAN: My name is
19 Peter Groverman and I am the CEO of
20 Grovara --

21 COURT REPORTER: Can you wait
22 until you get back to the microphone.

23 COUNCILMAN OH: These are
24 actually exhibits.

25 MR. GROVERMAN: Yeah, exhibits.

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2 These are for you guys to look at and
3 have some type of physical idea,
4 conception of what I'm doing.

5 My name is Peter Groverman. I
6 am an entrepreneurial attorney from
7 Philadelphia, Pennsylvania. I'm also
8 fortunate to be a CEO of a company called
9 Grovara, LLC. Grovara is an
10 international distribution group. We
11 take U.S. manufactured products, like
12 these bars that you guys have in front of
13 you, all around the world and sell them
14 in numerous countries. We've been around
15 for about two years. We have around
16 3,000 different products, everything from
17 agricultural products, including
18 something like this mosquito trap and
19 repellent, to health food products like
20 you see in front of you. Fortunately,
21 like I said, we're in about 24 countries,
22 over 3,000 products, been around for
23 about two years. And this testimony is
24 going to share with you what I've learned
25 and what my company -- several of my

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2 partners are here with me today -- have
3 learned in the international business
4 world. It's incredibly fascinating.
5 It's very exciting, and it's something
6 that you guys need to be thinking about.

7 So the four specific areas I'm
8 going to focus are the facts, the
9 opportunities, the problems, and some
10 solutions here. So let's start with the
11 facts.

12 Here's the facts: 99 percent
13 of U.S. manufacturers do not export.
14 Ninety-nine percent do not export. And
15 of the one percent that do export, 50
16 percent export one product to one
17 country. And I know some of you are
18 thinking, Well, Peter, America doesn't
19 make anything anymore. Who cares? We're
20 not exporting. When the truth is,
21 America makes a lot of things. We make
22 tons of stuff.

23 Now, granted, we don't make
24 like combs or shoes or sandals,
25 non-technical products, but when it comes

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2 to like technical or engineering, heavy
3 products like this mosquito lantern, we
4 reign supreme. China -- well, here's a
5 question for you guys. You can't look at
6 my notes here.

7 Brad, out of curiosity, no
8 pressure, you're not going to screw up
9 here --

10 MR. DENENBERG: I thought I did
11 my ten minutes.

12 MR. GROVERMAN: -- when did
13 China pass America in net output
14 manufacturing? When did China start
15 making more than America?

16 MR. DENENBERG: Ten years ago.

17 MR. GROVERMAN: Go on, what do
18 you think?

19 MR. TOPCHE: Five years ago.

20 MR. GROVERMAN: Last year.
21 China just passed America net output
22 manufacturing last year. We still make a
23 lot of stuff.

24 On the world level, world
25 marketing -- world manufacturing output,

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2 excuse me, U.S. this year, 19.4 percent;
3 China, 19.8 percent. It's a lot of
4 stuff. And if you think about it, we're
5 a lot more efficient than China is,
6 right? We have 11.5 million people in
7 the manufacturing sector versus their 110
8 million people in their manufacturing
9 sector. So we can do a lot more with a
10 lot less people.

11 It's pretty incredible, but
12 that story is for some reason not being
13 told in the media. You turn on the TV
14 any day and they're not saying what
15 America is making. They're saying China
16 is making everything, and that's not the
17 case.

18 In fact, there's one billion,
19 one billion new people on the planet in
20 the last decade who now make up this
21 thing called the middle class, a billion
22 new people on the planet in the last
23 decade who make up the middle class, and
24 these billion people want to buy stuff,
25 and they can afford expensive stuff and

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2 premium stuff, and they want good stuff.

3 They're consuming at incredible rates.

4 But what's amazing is, as I said before,

5 99 percent of U.S. manufacturers aren't

6 exporting, and that's a problem, because

7 guess who makes the best stuff on the

8 planet? We do. It reigns supreme.

9 And I've got this awesome

10 little logo here, but it's fact, "Made in

11 the USA." Anyone in any other country

12 sees this "Made in the USA" logo, they

13 immediately go for this. The world is

14 sick of counterfeit. They're sick of

15 tainted baby formulas and drywalls. They

16 want quality. They want premium. They

17 want reigning supreme. They want this,

18 and they're not getting it.

19 So that's interesting, right?

20 Because let's think about the

21 opportunities here, right? International

22 is the future of business. It is what is

23 next. As similar -- and I put it in my

24 testimony. As similar as what the

25 futurists in 1990 were saying about the

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2 Internet is the future of business, I'm
3 telling you today, the future in the
4 world is international.

5 I can do more in one day than
6 what my parents' generation growing up
7 when they were my age could do in a year.
8 It is phenomenal. The world is getting
9 smaller and it's becoming a lot more
10 efficient, and cultures are coming
11 together, and it's incredible.

12 It is unbelievable the amount
13 of work and the amount of -- the
14 international level now that now exists
15 that never existed before. And as I said
16 before, this "Made in America" logo has
17 never been better. It signifies quality
18 and trust and supremeness. And even
19 countries who do not agree with our
20 policies still see this as a stamp of
21 approval and they buy our things over
22 other countries' thing.

23 So China specifically --
24 everybody says, Oh, China's economy is
25 slowing down. It's slowed to nine

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2 percent. It's growing at nine percent.

3 We can't keep up. And actually as fate

4 would have it, one of my partners is in

5 the room today. Where's Dr. Shu? Are

6 you here? This is Dr. Shu. This is one

7 of my partners now. Actually brought to

8 me -- and here's an opportunity -- by the

9 SBA. The SBA called me up about three

10 weeks ago and they said, Peter, we have

11 an individual from China who is looking

12 to bring -- who is looking to import

13 alfalfa to China. And this is kind of

14 crazy, because I don't know anything

15 about alfalfa. I've never seen alfalfa

16 in my life. I just know of Mice and Men,

17 alfalfa is in that book.

18 And in any case, I started

19 looking into it, and I realize, wow,

20 China is trying to double their dairy

21 production within the next five years.

22 What do you feed dairy cows? Alfalfa.

23 Who grows alfalfa? America. Who doesn't

24 grow alfalfa? China.

25 China right now is importing

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2 300,000 tons of alfalfa a year from
3 America. In the next five years, they
4 want to increase that to a hundred --
5 excuse me; one million tons a year in
6 five years. That's a \$300 million gain
7 from one product in one country.

8 If my company is able to
9 capture a fraction of that, which we're
10 going to with Dr. Shu's help and my
11 partner's help and my help, it's a
12 wonderful business. Again, one product,
13 one country. The world has got to start
14 thinking on an international level, and
15 that story is not being told enough.

16 And Philadelphia really -- we
17 provide incredible incentives alone. We
18 have the SBA. We have the SBA, the
19 commercial service. We have tons of
20 different organizations locally, the
21 World Trade Center, that provide trade
22 shows, trade leads, trade missions,
23 grants, international distribution leads,
24 RFP submissions, education seminars,
25 YouTube, and this thing called the

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2 Branded Program. The Branded Program is
3 an incredible program that's put on that
4 provides 50 percent reimbursement for all
5 marketing expenses for any product taken
6 abroad. They're basically paying me to
7 travel the world, buy one, get one free.
8 Thank you, government. No one knows
9 about this, or at least not enough people
10 know about this opportunity.

11 So the problem here is that why
12 are Americans not exporting? Why is it
13 99 percent? There's really two reasons,
14 but the main reason is that Americans are
15 scared to export. It's uncomfortable.
16 It's new. It seems big, and it just
17 seems like outside the scope of what
18 their current business models are, when
19 the reality is the government -- the only
20 reason I'm able to do what I do now is
21 because the government taught me.
22 There's so many programs out there, and
23 the government has literally held my hand
24 and taken me every step of the way to
25 teach me how to do what I do. And more

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2 people can do what I do. And it's fun,
3 and it's great, and it's profitable, and
4 it can help people, who are sitting in
5 their parents' basement, playing video
6 games, guest bartending in Manayunk three
7 nights a week because they can't find a
8 job, the opportunity to have an amazing
9 new type of lifestyle. And, more
10 importantly, it's not just easier than
11 people think; it's got like -- there's a
12 type of mentality that needs to be
13 corrected, whereas Americans for some
14 reason, we think domestic. We don't
15 think international. And the average age
16 of a CEO, the median age is 55, and you
17 have 60 percent of these CEOs have been
18 appointed internally. They've been with
19 the company for 12 years. They don't
20 know any better. They've been doing what
21 they've been doing and they're not
22 willing to change because they don't know
23 anything different.

24 So the solution, how do we get
25 these people exporting, how do we get

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2 them to know about what I'm now learning,
3 and the idea is education. I need your
4 help. You need your help to go out and
5 make this initiative a reality to the
6 masses, because it can help create jobs.
7 It can help really just create a global
8 presence and get the American products
9 back into the hands of people around the
10 world, because like I said before, we
11 still make the best stuff.

12 So I propose a public-private
13 partnership in some capacity, something
14 in the City that can take all the
15 initiatives I spoke about before and put
16 them into one place. It's all
17 disjointed. You have the commercial
18 service doing their thing, the World
19 Trade Center, the SBA, all these
20 different organizations all doing their
21 own different things that can help
22 promote international business. They
23 need to be brought in-house. And there's
24 got to be a committee or some type of
25 group that can do this, and let's create

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2 an incubator in this city and let's
3 hand-pick ten companies.

4 Bassett's Ice Cream approached
5 the SBA in 2008. Bassett's Ice Cream is
6 a local ice cream shop. Everyone has
7 been there. We've all tried their ice
8 cream. We loved it. In the last four
9 years, they now have 2,000 consumers and
10 customers in China, two retail stores and
11 are one of the leading brands of ice
12 cream in China in the supermarkets.
13 That's one company. Let's create an
14 incubator. Let's grab ten companies,
15 hand-pick them, bring them in-house and
16 then hold their hands like what the
17 government, what you guys have done for
18 me, and walk them step by step and create
19 this vow nature, like DreamIt Ventures or
20 these other incubators have done already
21 for the tech scene in this city.

22 So in conclusion, collectively
23 in this room, I think we all can -- I
24 think we all know probably thousands of
25 people. We've had thousands of meetings.

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2 We've shaken thousands of hands. And I
3 challenge you all to ask yourself, of all
4 those individuals that you've had contact
5 with, how many of them dealt with
6 international business? How many of them
7 were exporters? Probably not many. Not
8 as many as there should be. We have to
9 change that.

10 This city -- one of the
11 Founding Fathers of this city is Stephen
12 Girard. Stephen Girard is the fourth
13 largest man in the history of this
14 country. Bill Gates is number five.
15 Stephen Girard, the fourth, excuse me,
16 wealthiest man in the history of this
17 country. Not largest. Wealthiest man in
18 the history of this country, Bill Gates
19 number five. Stephen Girard made his
20 money exporting.

21 We need to rekindle that flame
22 and start this city -- start this city's
23 exporting initiative, and let this city
24 become, because no city has claimed it
25 yet, the export capital of this country.

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2 Thank you.

3 COUNCILMAN OH: Thank you very
4 much.

5 And our final witness on this
6 panel, Brett Topche. Thanks, Brett.

7 MR. TOPCHE: Thank you very
8 much, Chairman Oh, Senator Brubaker,
9 members of the Committee, and
10 distinguished guests. Thank you very
11 much for the opportunity to testify
12 today.

13 My name is Brett Topche and I'm
14 a principal with MentorTech Ventures here
15 in Philadelphia. MentorTech is a seed
16 and early-stage venture capital fund
17 investing in some of the best technology
18 companies coming out of the University of
19 Pennsylvania. What we mean by that is,
20 we're investing in technology that comes
21 out of Penn, but much more importantly,
22 we're investing in people who come out of
23 Penn. We're investing in students, we're
24 investing in faculty members, and we're
25 investing in alumni.

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2 I've spent the last ten years
3 of my life working with seed and
4 early-stage companies, helping them to
5 grow from an idea in someone's head to
6 companies with in some cases hundreds of
7 employees and hundreds of millions of
8 dollars in revenue. And in ten years in
9 this business, what I've learned is that
10 it is 100 percent about the people. And
11 until you've got the right people,
12 nothing else matters.

13 So what can we do here in
14 Philadelphia to make sure that we have
15 the right people?

16 Before I move on, I want to
17 give a brief story that illustrates part
18 of the problem. Yesterday morning, I got
19 up and got in a taxi over to 30th Street
20 Station and got on the Amtrak train up to
21 New York, and as I was waiting for the
22 train, I saw two other early-stage
23 investors based in Philadelphia who were
24 also getting on the Amtrak train to New
25 York. This should be your nightmare.

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2 There is not that much
3 early-stage capital here in Philadelphia,
4 and the fact that three of us were on the
5 train to go to New York and look at
6 companies yesterday is not a good thing
7 for this city.

8 Why am I doing that? I'm a New
9 York sports fan, but there were no games
10 in town yesterday, so that certainly
11 wasn't the reason. I was doing it
12 because I'm going to go where the
13 opportunities are.

14 Apu, who was speaking earlier,
15 talked about how capital is mobile, and
16 that is very much the case, and yesterday
17 it was literally the case. I'm going to
18 go where I can find the best
19 opportunities, and so we need to make
20 sure that Philadelphia is where I can
21 find the best opportunities, so I can
22 invest in companies right here in my own
23 backyard, where I can help them find the
24 resources here in town that they want to
25 stay. And so we need to make sure we've

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2 got these people here in Philadelphia.

3 New York, as an interesting
4 counterexample, did not have much of a
5 venture capital scene until the last few
6 years. When I started doing this in
7 2002, for the first four years or so that
8 I worked in venture capital, I almost
9 never went to New York City. There were
10 two kinds of companies that were thriving
11 there. Financial technology companies
12 were thriving there, for obvious reasons,
13 and advertising technology companies were
14 thriving there, for obvious reasons.
15 When I go up there now, I very rarely see
16 advertising technology and I very rarely
17 see financial technology. Most of what I
18 see in New York now is consumer Internet,
19 and this consumer Internet scene did not
20 exist a few years ago.

21 So how did it happen and how
22 can we replicate that here in
23 Philadelphia? Well, some of it was a
24 little bit of luck. 2007 was a terrible,
25 terrible time for the financial services

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2 industry, as we all know, and it was
3 awful for a lot of people. There were
4 people losing their jobs all over the
5 place. But there was a funny side effect
6 of that. The investment banks, everybody
7 thinks about them as employing loads of
8 people who sit there and stare at
9 spreadsheets all day. Well, a lot of
10 these big financial firms also employ
11 huge staffs of technology professionals.
12 A lot of these people are developing
13 trading platforms in-house. They're
14 developing code to help them trade
15 better, to trade more efficiently, to
16 make more money. And all the sudden all
17 of these talented people found themselves
18 without a job. And so what did they do?
19 Well, they started something themselves,
20 and there's been a ripple effect to that
21 right here in Philadelphia.

22 When I was a student at Penn,
23 we used to joke that on graduation day,
24 there was a shuttle bus waiting outside
25 Franklin Field just waiting to take

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2 everybody right up to Wall Street. Well,
3 in 2007, the shuttle bus blew a tire, and
4 what am I seeing on campus now? I'm
5 seeing Goldman Sachs have interview slots
6 go unfilled.

7 Last year I was talking to
8 somebody from MBA Career Services and
9 they told me that Amazon hired more
10 people out of Wharton than Goldman Sachs
11 did. I almost fell out of my chair when
12 I heard that. But financial services is
13 no longer the dominating force coming out
14 of our top university in the region, and
15 all the sudden New York has lost a lot of
16 its inherent advantage.

17 So how do we get these people
18 to stay here in Philadelphia? That I
19 think is one of the most important things
20 that we have to think about. And the key
21 to getting people to stay in Philadelphia
22 is to make sure that they understand
23 there are opportunities to grow their
24 company.

25 People are going to go wherever

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2 they think they can grow their company
3 fastest and largest. New York is sort of
4 a default position for a lot of people.
5 It's the big city. It's -- you see it in
6 all the movies, and that's where
7 everybody thinks you can grow your
8 company the biggest, but that's not
9 necessarily the case. The most
10 successful company that we have invested
11 in to date was a company called Quidsi.
12 They ran a couple of eCommerce stores,
13 most prominently diapers.com, and most of
14 their employees were actually in
15 Northeastern Pennsylvania. They had a
16 huge distribution facility just outside
17 of Scranton. Nobody really thinks of
18 Scranton as an innovation hub, but the
19 company was located in suburban New
20 Jersey and a lot of their employees were
21 in Scranton, Pennsylvania. So, yes, it
22 can be done.

23 The key is twofold. One is
24 making sure that they have access to the
25 capital that some of my co-panelists have

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2 talked about, and the other is making
3 sure they have access to the right people
4 that they need to hire.

5 I'll talk about the second one
6 first, but sort of continuing on this
7 theme of the importance of people.

8 I believe it's the first
9 Wednesday of every month we have a
10 Philadelphia Tech Meetup, usually at the
11 University City Science Center over in
12 the Quorum space, and at the end of every
13 presentation at the Philly Tech Meetup,
14 there's always a question, what can the
15 Philly startup community do for you, and
16 the answer is always the same. It is, I
17 need capital and I need developers.

18 We need to be developing the
19 technical talent here in Philadelphia so
20 that these companies can hire the people
21 they need right here and they don't have
22 to go anywhere. We need to be making
23 sure we are developing technology
24 professionals who have engineering
25 backgrounds. Drexel is doing a great job

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2 of that. Penn is doing a nice job of
3 that. Temple is pushing into those
4 areas, but we need to make sure there's a
5 concerted effort across the universities
6 to be developing technology professionals
7 here in Philadelphia so that when these
8 technology companies need to hire people,
9 they don't have to leave to get the staff
10 that they need.

11 That actually doesn't even have
12 to start at the university level. We can
13 start that at the high school level. All
14 of these schools have computer labs now,
15 and there is no reason why these students
16 shouldn't be learning to code. In the
17 modern economy, being able to code is
18 just as important as being able to read
19 and being able to write.

20 I have a
21 two-and-a-half-year-old son and he's just
22 now getting past the point where he's
23 trying to eat the computer, so I'm
24 working with him on getting comfortable
25 using the computer, and that to me is

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2 going to be one of the most important
3 skills he can have. Because right now if
4 you're graduating with a degree in
5 engineering, you could have any job you
6 want. So that's what we need to make
7 sure we're focusing on here in
8 Philadelphia, is developing that
9 engineering talent.

10 The other piece is developing
11 the capital community here in
12 Philadelphia. Now, I will admit some of
13 that is our fault. We're a local venture
14 capital fund and we do as much investing
15 in New York right now as we do in
16 Philadelphia. We're looking for
17 companies who are here in our backyard,
18 but sometimes we can't find them. So we
19 need to make sure we're doing two things.

20 First of all, we need to make
21 sure we are encouraging as much
22 seed-stage investment as possible, and I
23 think that's something that Brad hit on,
24 making sure that these companies at the
25 very earliest stages are getting those

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2 small amounts of money to develop the
3 initial product.

4 Investors have gotten spoiled.
5 When I started in venture capital in
6 2002, people would come to me and they'd
7 say, We need \$3 to \$5 million to buy a
8 room full of servers, hire a technical
9 team, and build our prototype. That room
10 full of servers has now been replaced by
11 50 bucks on Amazon Web Services. And
12 instead of needing a huge technical team
13 to build a prototype, we're seeing things
14 like Startup Weekend, where people are
15 building legitimate, viable products
16 literally over a long weekend.

17 So it can be done, but in a lot
18 of cases, it requires a very small amount
19 of capital. So working through whether
20 it's existing programs like Ben Franklin
21 Technology Partners or new programs,
22 helping people get those very small
23 checks to get products out the door that
24 maybe aren't the final product. We're
25 not talking about several hundred

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2 thousand dollars, but get something in
3 the hands of customers so that people who
4 are then writing larger checks can see,
5 hey, there are customers who are actually
6 using this thing. That makes it so much
7 easier for us to say yes, when you can
8 come to me and you can say, This isn't
9 just an idea in my head, I've got this in
10 the hands of customers, they're telling
11 their friends about it and they're using
12 it.

13 The other thing that we need to
14 make sure that we're doing is attracting
15 capital from outside the region. There's
16 not that much venture capital here in
17 Philadelphia. We're here in town. First
18 Round Capital is here in town, and I
19 thank the Committee and the Council
20 at-large for some of the changes they've
21 made to the tax code to make it easier
22 for capital formation to occur in the
23 City, but the fact is, there's just not
24 that many funds here right now, and
25 that's not something that changes

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2 overnight. So we need to make sure we're
3 doing things to attract capital from
4 outside.

5 To again go back to the example
6 in New York, there weren't all that many
7 venture capital funds in New York until
8 recently, but with the explosion of
9 technology companies there, we're seeing
10 some of the big West Coast funds, like
11 Excel Ventures and NEA, opening up
12 offices in New York City where they
13 previously didn't even have an East Coast
14 presence.

15 Here in Philadelphia, what we
16 need to do is, we need to make it as easy
17 as possible for these companies to come
18 down and have productive days in
19 Philadelphia. We need to be giving them
20 showcases of the best companies that
21 Philadelphia has to offer to get them to
22 come down here. Because once they come
23 down here, they'll see that there's a
24 community, but until you get them in the
25 door, it doesn't matter.

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2 I grew up in Northern New
3 Jersey and a lot of my friends from
4 growing up live in New York, and getting
5 them to come to Philadelphia, you'd think
6 you're asking them to go to Siberia, just
7 getting them to leave the island of
8 Manhattan. There is a lot of capital
9 that is an hour and 15 minutes away on
10 the Amtrak, so we need to make it as easy
11 as possible for them to come down here
12 and find the companies that Philadelphia
13 is building and then work with these
14 companies to make sure they can build the
15 companies and grow them right here in
16 town.

17 Thank you very much.

18 COUNCILMAN OH: Thank you very
19 much, everyone.

20 I would ask the other panel
21 members to come up, because we're going
22 to start -- just move your seats forward
23 towards the table. Unfortunately, it's
24 not the most convenient situation, but
25 we're going to have questions.

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2 Before I begin with our
3 Majority Leader, Councilman Curtis Jones,
4 Jr., I'd like to recognize that
5 Councilman Wilson Goode, Jr. has joined
6 us at the Committee table.

7 And so the first question going
8 to Councilman Jones.

9 COUNCILMAN JONES: First of
10 all, I want to thank Senator Brubaker and
11 my colleague, Councilman Oh, for
12 convening these worthwhile hearings, and
13 then thank you all for providing us, dare
14 I say, enlightening testimony. And after
15 a while, you get used to people
16 testifying, but you always know when
17 people know their stuff when they submit
18 something in writing and then never have
19 to refer to it and look at it. So most
20 of you were like that. So you were
21 passionate about what you were
22 presenting.

23 A couple of things that I'm
24 taking away from this is, what the best
25 quote for me was, business to -- the

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2 quality-of-life-to-opportunity ratio,
3 that, yes, it costs a little bit to be
4 here, but the opportunities balance that
5 out, and I took that from that.

6 The second piece was that I
7 bear witness that what you said about
8 made in the United States is true, having
9 traveled to China, four different
10 provinces, I wind up in a number of
11 business discussions that all revolved
12 around how do I get the product produced
13 from America, get it here, value added
14 and send it back. I mean, it was
15 incredible, from everything from U.S.
16 steel that they find at a higher quality.

17 So I bear witness that a lot of
18 the things that we produce are of
19 superior quality. So I'm happy and
20 excited about that.

21 The most important thing that I
22 got out of this is that you are
23 enthusiastic about our city, and the
24 question comes and I'll start with this:
25 How much interaction are you having with

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2 our higher-ups in the executive branch
3 such as the Commerce Department to talk
4 about how this creative economy can take
5 hold here and flourish in Philadelphia?
6 Have you -- is there regular meetings?
7 Is there constant roundtable dialogue?
8 Are there action steps, workshops that
9 we're moving towards, measurables, as you
10 said? One person wanted to do a business
11 plan to that.

12 Are we engaged in that other
13 than this hearing?

14 MR. DENENBERG: My
15 organization --

16 COUNCILMAN JONES: State your
17 name again.

18 MR. DENENBERG: My name is Brad
19 Denenberg, and my organization does have
20 pretty regular dialogue with the Commerce
21 Department. Unfortunately, I think the
22 Commerce Department is underfunded and
23 understaffed. It doesn't always fall
24 high on the priority list to help a
25 startup company with two or three or four

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2 people that don't have real revenues yet,
3 when they're concentrating on bringing in
4 a new company that has hundreds of people
5 and is generating significant tax
6 dollars.

7 COUNCILMAN JONES: So --

8 MR. DENENBERG: But we do have
9 regular discussions with --

10 COUNCILMAN JONES: And then the
11 intriguing part to follow up to that is,
12 that business plan and matrix of success
13 that someone talked about, are we working
14 on that concept?

15 MR. DENENBERG: No, we
16 collectively are not. I think throughout
17 our community, many of us are, and there
18 are, I don't know, a rough estimate,
19 probably 75 very active leaders of
20 different organizations within our
21 community, from venture groups to the
22 early-stage kind of the startup clubs and
23 the networks of software developers and
24 creative talent, and there are a handful
25 of different projects right now in place.

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2 We're collectively trying to build a
3 better business environment and create a
4 business plan, but nobody is working
5 directly hand in hand with City officials
6 to do that.

7 COUNCILMAN JONES: Now, my
8 colleague, Bill Green, who in another
9 life was a CEO of an Internet company, is
10 probably going to laugh at me, but what
11 are the barriers to the Ethernet versus
12 Internet that you talked about that we as
13 a city can help with the speed that you
14 talked about in gigabytes? What can we
15 do to encourage that besides making
16 partnerships with our friends at Verizon
17 and other companies?

18 MR. WEINBERGER: The first step
19 would be to conduct an inventory to
20 determine the extent of the fiber network
21 within the City limits. FiOS indicates
22 that they offer -- Verizon offers FiOS in
23 parts of the City, but I don't know the
24 full extent of the network.

25 While Comcast doesn't run fiber

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2 on a last mile basis, they certainly have
3 very extensive backbone fiber within the
4 City. It may also be that the City has
5 underused fiber or even so-called dark
6 fiber that it owns itself, which might be
7 brought to the table, as in Chicago. The
8 city is offering to put that into play in
9 order to encourage communications
10 companies to get involved.

11 But to the extent that there is
12 fiber in this city, then the overwhelming
13 cost of implementing gigabit Internet is
14 now in place. Now, granted, there has to
15 be a business model for, whether it be
16 Comcast or Verizon, to be willing to fast
17 forward the use of their fiber instead of
18 waiting ten years to incrementally eke
19 out the profits to pay for that. But in
20 my testimony, I reference a recent
21 article in Forbes which analyzes the
22 business case which Google used to
23 justify their entry into Kansas City,
24 where, by the way, there is no fiber in
25 place and every mile of fiber has to be

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2 laid ab initio. In that article, they
3 said that the question should not be how
4 could Google justify doing this, but
5 why -- and they named Verizon, Comcast,
6 and others -- why haven't they thought of
7 doing this themselves in communities
8 where they already have such a large
9 investment in infrastructure and
10 business.

11 We may be in a very unique
12 position to be able to jump ahead of
13 Chicago and most of the rest of the
14 country, although we'll still be behind
15 Korea and Singapore, Japan and Australia,
16 but we'll be in good company.

17 COUNCILMAN JONES: And,
18 finally, the challenge that was raised to
19 fund ten companies, half million dollars
20 to a million, with a match from the
21 private sector, is an intriguing one, and
22 if I take nothing from this as something
23 that we are going to challenge the
24 Commerce Department to do, it will be
25 that.

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2 So I think that that is -- you
3 should not have to go to the suburbs to
4 find capital, venture capital, in our
5 city. I have a long history with the Ben
6 Franklin Venture Capital Fund that goes
7 back to my days at PCDC, to understand
8 that that was the mezzanine financing
9 that companies got, after our research
10 and development phase, to go to the
11 marketplace, and that if there's any
12 chance of getting companies not to be as
13 mobile as they can be with this new
14 technology, it is that there is some
15 allegiance based on the funders from
16 which they derive their venture capital.

17 So that's one challenge,
18 Councilman, I hope we take them up on.

19 COUNCILMAN OH: Yes. Thank you
20 very much.

21 The next question is going to
22 come from Councilman Bill Green, who, by
23 the way, chairs the City's Finance
24 Committee, Council's Finance Committee.

25 COUNCILMAN GREEN: Thank you

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2 for organizing this. It's good to see
3 you here, Senator Brubaker.

4 I do think -- I would like to
5 note that the City of Philadelphia -- and
6 maybe this is something the state should
7 consider -- has eliminated all taxes, all
8 business taxes, for private investment
9 funds, period. And as a consequence,
10 we've had -- partly as a consequence of
11 that and partly because it's a great
12 place to be, we've had First Round
13 Capital move into the City, and other
14 funds are looking at doing that. We
15 could certainly use the help of the state
16 economic development arm to promote that
17 fact.

18 It makes us the cheapest place
19 to have a private investment fund on the
20 East Coast in terms of local taxation
21 applying to the gains. And, you know,
22 maybe that's something working with the
23 state we could promote regionally,
24 because obviously even if the
25 Pennsylvania income tax would apply to

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2 the owners of those funds, it's 3.9
3 percent instead of 8 percent in New
4 Jersey and even higher than that in New
5 York City and New York state.

6 So I think that is something
7 that we've done with the tax code that it
8 does give us a huge competitive advantage
9 in the East Coast market that Bob Moul
10 described.

11 I think with respect to one of
12 the major problems that you guys are
13 having or describing, which is the lack
14 of very early stage seed capital and, as
15 a consequence, the people who stay here
16 are -- a lot of them are boot-strapping
17 it and getting to the level where they've
18 done it themselves, and then they are
19 recognized by funders who are out of
20 state and they're gone, New York City or
21 other places.

22 What we are sort of missing, I
23 think, to a great extent is 50 more Bob
24 Moul's, because in every other city I've
25 been in, whether it's Atlanta or San

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2 Diego -- I'm a venture capital corporate
3 attorney -- and there are people like
4 that who see small companies, get
5 together, decide I'll put in 50 if you
6 put in 50. I know we have angel networks
7 here, but there's not an ecosystem that
8 exists in other cities, and in part, it's
9 the people who've been successful and had
10 exits and stay in town, and we're going
11 to grow that over time as we have more
12 companies here that are successful, but
13 it's a major issue.

14 And when Councilman Jones was
15 asking the question about the Commerce
16 Department and what they're doing, the
17 truth of the matter is, they are
18 extraordinarily underfunded. They have,
19 based on testimony before this Council
20 that was outlined in an article by Larry
21 Platt recently, a couple Sundays ago in
22 the Inquirer, they have no written
23 business plan to attract entrepreneurial
24 companies or really any other company.
25 They've identified -- the current

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2 business attraction strategy is to
3 identify -- they've identified 20 people
4 in the suburbs who they'd like to open
5 satellite offices in the City of
6 Philadelphia, and that's what they're
7 going and having meetings and doing with
8 PIDC and others.

9 Also, it is the Commerce
10 Director who is supposed to be the Chief
11 Marketing Officer and in charge and
12 telling PIDC and all of the other people
13 what to do, and in order to do that, you
14 have to have a plan and you generally
15 have to start with a written plan.

16 So that's just one of my -- one
17 of the things that is disappointing about
18 where we are as a city in terms of
19 business attraction. But I want to thank
20 all of you for your testimony. It was
21 informative, and you've all mentioned a
22 lot of things, including tax policy, that
23 has to change, and I'm sure we'll pay
24 close attention to that.

25 I want to say one final thing,

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2 and, that is, oh, yeah, the City bought
3 and owns the EarthLink network, which has
4 got dedicated fiber to 29 high sites
5 across the City, which has 4,000 nodes on
6 the street and 2,000 in a warehouse.

7 These are WiFi Internet routers that are
8 made to be outdoors and on poles. They
9 probably only go up to six, seven
10 megabit, but 40 percent of our city does
11 not have Internet access today. So that
12 would be a huge thing to turn that back
13 on. When it was on, 150,000 unique users
14 were accessing the Internet through that
15 every single month.

16 So the first step that we could
17 take in that kind of vision is to take
18 federal E911 dollars, get WiFi and WiMax,
19 because WiMax will pierce houses where
20 WiFi really doesn't, it travels further,
21 dual-band Internet routers out on the
22 street, and be truly -- because we have
23 the infrastructure already there and we
24 can use state E911 dollars, which some
25 colleagues of Senator Brubaker have told

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2 us we will lose if we don't spend or they
3 will spend it in other places in the
4 state, and we can be the first city in
5 the country to truly, across the entire
6 city, have free Internet access for its
7 citizens.

8 One of the things that people
9 may not be aware of is, the City cannot
10 compete with any private industry under
11 state law. So we could not commercialize
12 that, but we can make it -- or even any
13 kind of partnership that you're
14 discussing, but we can make these funds
15 available and do this in short order and
16 think about the application development
17 that would happen in the City through
18 entrepreneurs and Indy Hall and in Seed
19 Philly and other places if we were the
20 testbed for Internet that's free to your
21 mobile device when you're outside, the
22 ability to locate you, serve ads, other
23 things. The utility and usefulness, not
24 just to citizens reporting stuff to the
25 City, but this would become the testbed

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2 for application development for what will
3 be the future of mobile devices. And we
4 have the infrastructure. It would only
5 take -- it would take less than a year to
6 implement it.

7 So I just throw that out there
8 as something that we shouldn't forget and
9 maybe should try to start working on
10 again.

11 COUNCILMAN OH: Thank you very
12 much.

13 I'm going to say right now that
14 I have been derelict in my duties,
15 because I've let time slip away. Very
16 interesting. I was mesmerized, but we're
17 going to have to do some catch-up. So
18 Councilman Goode will have his questions,
19 followed by our Co-Chair, Senator
20 Brubaker, and I will start to push things
21 forward quicker.

22 COUNCILMAN GOODE: Just very
23 briefly. Good afternoon. Thank you for
24 your testimony.

25 I want to talk about some

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2 recent census studies that show that
3 urban downtowns have become extremely
4 attractive for young, creative minds.
5 And so we've seen growth in Philly in
6 terms of both population and
7 entrepreneurs, but the same growth exists
8 in New York and Washington and Chicago
9 and San Francisco.

10 So the question is, with that
11 sort of automatic advantage that has
12 come, how do we further exploit that? If
13 you haven't covered that in your
14 testimony, just please talk about how we
15 further exploit the fact that young,
16 creative minds are going to be driven
17 here naturally. That's happened over the
18 last ten years as a trend across the
19 United States.

20 MR. TOPCHE: Councilman, I
21 think it's an excellent question, and I
22 think one of the important things is just
23 making sure the word gets out there. One
24 thing that I find pretty consistently
25 when we bring people down to

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2 Philadelphia, whether it's personal
3 friends coming to visit the City, whether
4 it's prospective employees for companies
5 in which we've invested who are looking
6 to potentially move to Philadelphia and
7 work for some of those companies, whether
8 it is people who are in town for whatever
9 reason, is, they're pretty pleasantly
10 surprised when they get to Philadelphia.
11 Unfortunately, as much as we all love the
12 Rocky movies, that's kind of a lot of
13 people's view of Philadelphia, is running
14 through South Philly with the trash cans
15 on fire, and that's just not the case
16 anymore. And we have a vibrant downtown
17 with a great nightlife scene and great
18 places to live and work, and I just don't
19 think people realize that, and I think
20 it's incumbent upon us to be marketing
21 not only to companies but to prospective
22 employees for these companies that would
23 allow the companies to stay here and hire
24 the folks that they need and tell them
25 what a great place Philadelphia is to

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2 live and work.

3 An important area that

4 Philadelphia has all over New York is the

5 cost of living, and Bob touched on this

6 talking about the ratio of opportunity to

7 cost. When I have friends who come down

8 from New York, they look at the house

9 that I live in, and it's, by no means, a

10 large house. It's a small South Philly

11 row house, but it's a three-bedroom

12 house, and I pay in my mortgage less than

13 what they pay in rent on a studio

14 apartment in Manhattan, and I can walk to

15 Rittenhouse Square in ten minutes.

16 So when people realize both the

17 quality of life in Philadelphia as well

18 as the bang for the buck that they get

19 living here, they all want to move here.

20 Unfortunately, they just don't know.

21 MR. GUPTA: Councilman, I've

22 actually been quoted in the press saying

23 Philly is a lazy man's New York and I'm

24 the lazy man, and it's something I really

25 believe. And I say that very fondly. I

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2 don't mean that as any kind of disrespect
3 to the City. I think it's a wonderful,
4 wonderful place to live. But what Brad
5 is alluding to and as I have included in
6 my testimony, we have a branding problem
7 as a city. Externally the City has a
8 perception that needs to change, because
9 when you get here, the reason you're so
10 pleasantly surprised is because your
11 assumption of what this city is going to
12 be like going into it is not a
13 particularly positive one or maybe at
14 sort of best neutral. And so that needs
15 to change, because people have a lot of
16 options. Smart people, you know, have a
17 lot of options on where they can live.
18 We can't do anything about our geography,
19 we can't do anything about our climate,
20 but we can do something about our
21 perception.

22 COUNCILMAN GOODE: Thank you.

23 MR. DENENBERG: Can I add one
24 thing?

25 COUNCILMAN OH: I'm going to

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2 say that we'll save that for an
3 additional time later, because this isn't
4 the end of the conversation and you can
5 always speak offline, but I need to move
6 this forward now.

7 Senator.

8 SENATOR BRUBAKER: Thank you,
9 Councilman.

10 I found this testimony to be
11 very, very productive. So thank you to
12 each of the six. But it's so much more
13 than hearing testimony. It's taking
14 testimony and moving the testimony to
15 action. That's what we want to do, and I
16 know that's what you want us to do, City
17 Council and the state working
18 cooperatively together to take some
19 testimony and move it to action.

20 So if each of you could answer
21 very -- maybe 15 seconds each, just give
22 one answer. If there's a single policy,
23 City of Philadelphia, Commonwealth of
24 Pennsylvania or federal policy, that
25 could change that could improve the

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2 delivery of capital to the region or
3 could improve the ability of
4 entrepreneurs to export, what would that
5 policy change be?

6 MR. MOUL: Tax structure.

7 COUNCILMAN OH: Apu?

8 MR. GUPTA: I don't have -- I
9 don't have a clear sort of recommendation
10 on moving capital into the region.

11 MR. DENENBERG: I believe
12 eliminating the business -- changing the
13 business tax structure and specifically
14 the wage tax would help attract greater
15 talent and, therefore, attract more
16 investment.

17 COUNCILMAN OH: Pete?

18 MR. GROVERMAN: I don't know --
19 the policy would really be the reciprocal
20 aspects of registration of products and
21 for how America -- I'm sorry if I'm
22 trying to be a little wordy here.
23 America is a lot more lax in our
24 registration policies for new products as
25 other countries are, and it makes trade

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2 not fair in that regard. It's easy to
3 bring products here than it is to take
4 products out. And so we have to find a
5 way to get treaties in place, better
6 treaties, better trade treaties, with
7 other countries.

8 COUNCILMAN OH: Brett?

9 MR. TOPCHE: I would say the
10 biggest thing that we can do is create
11 financial incentives for science and
12 technology graduates. Liberal arts are
13 wonderful things, but the workforce of
14 tomorrow knows how to code.

15 COUNCILMAN OH: Marvin?

16 MR. WEINBERGER: What everyone
17 else said.

18 COUNCILMAN OH: All right.

19 Thank you very much.

20 Clerk, would you call the next
21 panel.

22 And thank you all very much.

23 THE CLERK: I would like to ask
24 our next panel to the front - Gary
25 Steuer, City of Philadelphia, Office of

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2 Arts, Culture and the Creative Economy;
3 Tom Kaiden, Philadelphia Cultural
4 Alliance; Sharon Pinkenson, Greater
5 Philadelphia Film Office; Craig Hamilton,
6 the Philadelphia Orchestra.

7 (Witnesses approached witness
8 table.)

9 COUNCILMAN OH: I apologize to
10 everybody. We are running behind
11 schedule, and we have excellent witnesses
12 all throughout the day, including our
13 very last panel. So I would like to
14 start in the order that you were called,
15 beginning with Gary Steuer, and we'll go
16 five minutes per speaker, and I will try
17 to hold down our questioning. We on this
18 Committee can always ask you off the
19 record, offline, but we need to get your
20 testimony on the record.

21 So could we start with our
22 Chief Cultural Officer, Gary.

23 MR. STEUER: Yes. My name is
24 Gary Steuer, Chief Cultural Officer,
25 Office of Arts, Culture and the Creative

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2 Economy, City of Philadelphia. Good
3 afternoon, Chairman Oh, members of the
4 Committee. Good afternoon also to
5 Pennsylvania Senator Brubaker.

6 I'm real grateful for this
7 opportunity. I think it's a very, very
8 important issue. Philadelphia is really,
9 I think, at an extraordinary moment in
10 time in terms of the strength and
11 international reputation of our creative
12 economy. This is a critical asset of the
13 City and region that we must figure out
14 how to best nurture, sustain, and take
15 maximum advantage of. This strength is
16 something that the Mayor recognizes and
17 that my office is charged with working
18 towards, of course with the help of our
19 colleagues in other City agencies, City
20 Council, and other civic leaders like
21 those joining me on the panel today and
22 testifying throughout the hearing. To be
23 successful, I think it really needs to be
24 a team effort.

25 My office, as far as I know, is

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2 the only municipal cultural office in the
3 nation that is both cabinet-level and
4 also devoted to fostering the broader
5 creative economy sector, looking at
6 non-profit arts groups, individual
7 artists, and for-profit creative
8 businesses and creative entrepreneurs.

9 We have conducted research on
10 the creative vitality of our city and
11 region, and we've been able to show that
12 we are 70 percent higher than the
13 national benchmark index. Our non-profit
14 arts and culture sector is actually a
15 full 500 percent higher than this
16 national index. We measure five on a
17 scale of one.

18 According to research recently
19 done for us by Econsult, creative
20 industry employment in the City of
21 Philadelphia alone is about 50,000, which
22 represents one in every 15 workers and
23 makes it the fourth largest generator of
24 jobs, behind only education, health care,
25 and retail. Also important to note, that

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2 this sector has been a growth industry
3 for the City, growing 6.3 percent between
4 2001 and 2011. And I actually checked
5 what the stats are from the Bureau of
6 Labor Statistics for employment as a
7 whole during this same period, and it
8 actually dropped in Philadelphia from
9 683,000 to 659,000 during the same time
10 that the creative sector was growing over
11 six percent.

12 You'll hear from Tom of the
13 Cultural Alliance about excellent
14 research that his organization has
15 produced recently on the economic impact
16 of arts and culture, of course very
17 important information from Sharon
18 Pinkenson as well on the film and
19 television sector to our economy, and
20 then from Craig of the Philadelphia
21 Orchestra about the critical role that
22 the Orchestra plays in building and
23 sustaining the City's global brand, as
24 well as generating economic activity.
25 It's this brand issue that I'm going to

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2 come back to.

3 The non-profit arts and culture
4 sector is really part of a much larger
5 industry sector that includes the film
6 and media business and includes other
7 for-profit industries as well. It's
8 really an ecosystem, a sector where many
9 businesses are interconnected and often
10 share both a workforce and a customer
11 base.

12 Take away our great academic
13 arts training institutions or our array
14 of great visual arts organizations and
15 you might lose graphic design or
16 architecture or web and app design
17 businesses, because they wouldn't have
18 the workforce that they need and, as was
19 alluded to by the previous panel, you
20 wouldn't have the environment that these
21 workers want.

22 There's also research from a
23 Wharton professor working with a Federal
24 Reserve economist that shows that the
25 same qualities and amenities that attract

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2 leisure visitors also attract and retain
3 businesses and workers. This includes
4 arts, culture, entertainment, nightlife,
5 music clubs, the built environment,
6 parks, architecture, urban design, and
7 they show a direct tie to growth in GDP
8 as well, this research.

9 Our creative sector in
10 Philadelphia is also unusually
11 intertwined with technology, science, and
12 the urban innovation sector. Artists are
13 working with application designers,
14 scientists, in some cases also with
15 government and neighborhood groups. And
16 I think this is a quality of what's going
17 on in Philadelphia that I think is pretty
18 unique and exciting.

19 There is this blurring of
20 distinction between all these different
21 sectors. We are filled with people,
22 often young people, eager to work
23 together, eager to create and innovate,
24 who want to turn STEM to steam, who want
25 to bring together science, technology,

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2 engineering, math, and the arts into one
3 sector.

4 I'm just quickly, in the
5 interest of time, going to sort of tick
6 off a few specific things that I think we
7 need to do.

8 I think we need to foster
9 stronger arts education in our schools.
10 This will create the creative workforce
11 that this industry needs and that our
12 business environment needs.

13 We need to do a better job of
14 promoting the City as a great place for
15 creative businesses, and this includes
16 entrepreneurs.

17 We need to focus on fostering
18 startups and entrepreneurship. Consider
19 perhaps using zones, because many of
20 these businesses have begun to cluster in
21 certain parts of the City. There's a
22 synergy in being near one another, and I
23 think perhaps one thing we can look at is
24 there's something we can specifically do
25 to foster and sustain that concentration

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2 of entrepreneurs and creators in one
3 place.

4 Of course, as was alluded to,
5 the changes in the business income and
6 receipts tax, very important to this
7 sector. Anything that can be done in
8 addition to make it easier from a tax
9 standpoint for this sector to work would
10 be great in terms of fostering it.

11 And, finally -- and I said I
12 would come back to this -- I think it's
13 critical that this really be part of the
14 branding and messaging efforts for the
15 City as a whole. It's something that we
16 all need to be talking about all the time
17 at every opportunity. This isn't just
18 something for me to do or the City Rep or
19 the Mayor. I think it's something where
20 we all have to change how we talk about
21 the City, and we need to talk about this
22 city and tell the story about the City as
23 a great place for creativity and
24 entrepreneurship.

25 Thank you very much for the

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2 opportunity to testify today, and look
3 forward to any questions you may have.

4 COUNCILMAN OH: Thank you very
5 much. And, again, we will hold questions
6 until everyone has completed their
7 testimony.

8 So that I'd ask Tom Kaiden to
9 identify yourself and give your
10 testimony.

11 MR. KAIDEN: Councilman Oh,
12 Senator Brubaker, my name is Tom Kaiden.
13 I'm the President of the Greater
14 Philadelphia Cultural Alliance. Thank
15 you for the opportunity to present today.

16 The Cultural Alliance's mission
17 is to lead a diverse cultural sector
18 that's helping to make Philadelphia a
19 world-class city to live, work, and play.
20 So on behalf of our 400-member
21 organizations, the thousands of people
22 that work for them, and the millions of
23 people that we serve in this region, I
24 want to thank you both for your support,
25 which has enabled Philadelphia, I think,

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2 to undergo a cultural renaissance over
3 the recent period. So investments at the
4 local level and things like the Cultural
5 Fund and the re-creation of the Office of
6 Arts, Culture and Creative Economy,
7 Gary's office, and at the state level,
8 investments in the Pennsylvania Council
9 on the Arts and the Historical and Museum
10 Commission are making a huge difference.

11 I actually want to begin my
12 testimony today with two quotes. I'm
13 going to try not to do much reading
14 today, but I will read these two quotes,
15 if you'll bear with me. The first is
16 from Randall Tobias, who is the Chairman
17 of the Board and the CEO of Eli Lilly.
18 His comment is that the arts foster
19 creativity, and creativity is central to
20 our business strategy. Indeed, we
21 believe there's a strong link between the
22 creativity nurtured by the arts and
23 scientific creativity. If our scientists
24 are stimulated through their involvement
25 with the arts, then it's ultimately good

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2 for our business and our community.

3 And then a second one from the

4 Chairman of Boeing, the CEO of Boeing.

5 At Boeing, innovation is our lifeblood.

6 The arts inspire innovation by leading us

7 to open our minds and think in new ways

8 about our lives, including the work we

9 do, the way we work, and the customers we

10 serve.

11 So as I think about the panel

12 that just spoke before us and this group

13 before you, I think what we're talking

14 about essentially is the linkage between

15 culture and creativity and how we can be

16 a world-class global creative center

17 based on the integration of those two

18 things.

19 That said, I'm actually not

20 going to read my testimony. I'll just

21 try to pick out a few highlights and talk

22 to you about those. So I think we really

23 want to talk about data on

24 competitiveness and we want to talk about

25 recommendations and next steps.

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2 So here are some data points.

3 We've just completed a report that we
4 released two weeks ago called Arts,
5 Culture and the Creative Economy -- and
6 Economic Prosperity. Sorry. That's
7 Gary's office. Copies of this report are
8 with you, but it is essentially an
9 economic impact report, which means we're
10 looking at three numbers. Those are
11 total economic impact, jobs created, and
12 tax receipts returned. So let me share
13 with you the findings.

14 The total economic footprint
15 that we found is \$3.3 billion in the
16 region. The number of jobs that are
17 created is 44,000, both within culture
18 and in ancillary sectors. And I think
19 it's really important in the report we
20 talk about the diversity of jobs that are
21 created. So as we talk about this as a
22 center of eds and meds, we're also center
23 of ed, meds, and beds. And the diversity
24 of jobs that are created, both at the
25 highest levels and at entry levels, I

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2 think creates a ladder of opportunity
3 that's really important as well.

4 And, finally, we're going to
5 talk about tax receipts generated at the
6 state and local level, about \$169
7 million. And I know that you as
8 policymakers are frequently confronted
9 with the question why should we invest in
10 arts and culture when we've got competing
11 interests. We have people who need
12 better schools and housing. So what I
13 want to say to you is, that \$169 million
14 is generated from a public investment at
15 the state and local level of about \$69
16 million. So the hundred-million-dollar
17 difference that's left over is actually
18 going to fund other civic priorities as
19 well, things like public safety,
20 education, and health care. So it's not
21 a zero sum game. I think we want to
22 remember that the investment in culture
23 in fact supports other things that we
24 care about as well.

25 Beyond the numbers, I think

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2 you've heard both from this panel and the
3 one before us of the importance of
4 attracting and retaining top talent.
5 Culture is at the heart of that, in terms
6 of both attraction but also fostering
7 creativity once they're here and
8 enhancing education for their kids so
9 that we're also cultivating the next
10 generation of folks who will be ready to
11 enter the global workforce. That's an
12 important part of our work.

13 So what does this look like on
14 the ground? Well, Philadelphia was just
15 named the number one city in the United
16 States for arts and culture by Travel &
17 Leisure Magazine. We are going to
18 attract a conference here. The National
19 Association of Latino Arts and Culture
20 will come to Philadelphia. It will
21 actually be their first time on the East
22 Coast, anywhere on the East Coast, but
23 they've chosen Philadelphia, and it turns
24 out that their keynote speaker will be a
25 Pulitzer Prize-winning playwright that

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2 actually grew up right here in
3 Philadelphia and came through the
4 Philadelphia Young Playwrights program.
5 That's what we're creating.

6 So that's all the good news.
7 We are in fact, I think, emerging as a
8 world-class cultural center. The bad
9 news is that we're really pressed.
10 Operating margins in this sector going
11 into the recession were plus two percent.
12 They're now minus nine percent coming out
13 of the recession. And that's despite a
14 growth in attendance. Attendance has
15 actually increased five percent, and
16 individual giving has grown 20 percent.
17 So you have these positive trends, but
18 they're not enough to offset the declines
19 in government, corporate, and foundation
20 funding that's critical to delivering the
21 work in the sector. And all that leads
22 me to my recommendations.

23 So, first, in the short term,
24 we would ask at the local level that the
25 Cultural Fund be restored to its level of

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2 \$3.2 million, which was the 2009 level.

3 We're currently at half of that. At the

4 state level, if you count the

5 Pennsylvania Council on the Arts and

6 Museum Assistance grants together, they

7 were just short of \$21 million back in

8 2007. They're now at \$9 million. We

9 can't continue to underinvest in this

10 sector and expect it to carry water for

11 us. If you take a look at those numbers

12 in relation to the size of the total

13 budgets, it's an infinitesimal investment

14 with a very, very high rate of return.

15 There are a few non-financial

16 things I think we can do. When you take

17 at look at the state website, the state's

18 positioning is Live, Work, Play. I think

19 we do a good job of talking about culture

20 under play, but we don't talk about it

21 under work, for example. Well, Sharon is

22 going to talk in a second about the

23 importance of the Film Office, but the

24 state's website makes no mention under

25 work of the connection to the PA Film

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2 Commission. So there's some things that
3 we can do that don't cost anything that
4 are just a better linkage of culture and
5 economic development.

6 Locally, better integration of
7 culture into neighborhood planning, our
8 role should be increased I think in terms
9 of leadership around the Redevelopment
10 Authority and PIDC. We have a roadmap
11 right now that came out of -- a vision
12 plan that came out of Office of Arts,
13 Culture and the Creative Economy.
14 Chicago with its cultural plan has just
15 released a similar structure. There are
16 roadmaps for what we need to do, and that
17 I know is also in your materials as well.

18 Finally, I just want to leave
19 you with a long-term step that I think we
20 need to migrate to, which is we need to
21 identify a sustainable source of funding
22 for the sector. If we look at the one
23 percent sales tax that's going to sunset
24 in this region in 2014, we could adopt an
25 initiative similar to the one just

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2 adopted in Minnesota that is creating a
3 Sustainable Quality of Life Fund that was
4 approved by the voters in Minnesota to
5 sustain not just culture but other things
6 that contribute to our quality of life -
7 parks, libraries, recreation, history,
8 gardens. These are the things that we
9 need to do to attract and retain
10 cutting-edge talent.

11 At the state level, we'll need
12 enabling legislation to make that happen.
13 Allegheny County already has the right to
14 do that, but they're the only county that
15 does. And I think we should give that
16 capability to municipalities all around
17 the Commonwealth.

18 Thank you very much for the
19 opportunity to present.

20 COUNCILMAN OH: Thank you very
21 much.

22 I'd ask Sharon Pinkenson, would
23 you identify yourself and provide your
24 testimony.

25 MS. PINKENSON: Absolutely.

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2 Good afternoon. My name is Sharon
3 Pinkenson and I'm privileged to serve as
4 the Executive Director of the Greater
5 Philadelphia Film Office. I want to
6 thank City Councilman at-large David Oh,
7 Council President Darrell Clarke,
8 distinguished Councilmembers sponsoring
9 the hearing, State Senator Brubaker and
10 the Chairman of the Senate Finance
11 Committee for inviting me to testify
12 today about the best business in the
13 world, the film industry.

14 I am going to ask for your
15 indulgence, as I will read my remarks
16 today, because if left to my own
17 disguises to just speak about the film
18 industry, I'm afraid I would never stop.
19 So please indulge my remarks.

20 Film is a global business. The
21 film industry and the jobs created from
22 productions in Philadelphia have seen
23 historical growth during the last few
24 decades. From 1992, the year that I
25 started at the Film Office, through 2003,

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2 the economic impact to the Philadelphia
3 region from productions was \$683 million.
4 That's 12 years. But from 2004, the year
5 that the Pennsylvania film tax credit
6 became law, until June of this year,
7 that's eight years, the economic impact
8 has been \$2.5 billion.

9 Before 1992, Philadelphia's
10 reputation in the film industry was
11 simply about Rocky, yet even that iconic
12 movie was only partially filmed in
13 Philadelphia. We were mostly overlooked
14 by the industry for anything but a place
15 to pick up shots of the Liberty Bell and
16 Independence Hall, Pat's and Geno's, 30th
17 Street Station, Wanamaker's Department
18 Store and, of course, the Rocky Steps.
19 But today we are recognized around the
20 world as one of the top production
21 centers for film and TV in the U.S., a
22 direct result of the Pennsylvania film
23 tax credit. Bullied by the tax credit
24 program are dozens of cable TV shows
25 produced by robust and rapidly growing

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2 local companies like Shooters TV, Nancy
3 Glass Productions, Center City Film and
4 Video, Comcast, and NBC/Universal. We
5 also host movies and TV shows that are
6 set in the region. Just as many are not
7 set here at all. We welcome all
8 productions that utilize our excellent
9 crews, actors, equipment companies,
10 hotels, restaurants, retail stores, car
11 rentals, lumberyards, dry cleaners, and
12 food vendors, just to name a few, no
13 matter what location we're asked to play.
14 But last Sunday's Philadelphia Inquirer
15 featured a front page article entitled
16 "Casting Manhattan-on-the-Schuylkill"
17 that highlighted the fact that the
18 Philadelphia region regularly doubles for
19 New York City in films. It didn't
20 mention that we also stand in regularly
21 for Washington, DC as well. In both
22 cases, because we are the less expensive
23 and more film-friendly alternative. As a
24 result, the production of motion pictures
25 and TV in Philadelphia creates a

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2 staggering economic impact on the City,
3 because our productions are seen on the
4 big and the small screen, both here and
5 abroad.

6 This is, in no small part, due
7 to the Commonwealth's Film Tax Credit
8 program, which underwent its most recent
9 revision and reduction of funds with the
10 budget of July 1, 2012. Yet, the program
11 more than pays for itself and is the most
12 successful of all Pennsylvania tax credit
13 programs. It just needs more funding.

14 I'd also like to point out that
15 this was the second budget in a row where
16 all state funding to the Greater
17 Philadelphia Film Office and my
18 colleagues in Pittsburgh was completely
19 zeroed out. We are struggling to stay
20 alive, no matter how successful we are.

21 Making movies takes more than
22 just movie stars. It takes a vast number
23 of hard-working creators and makers whose
24 work takes place behind the camera and
25 beyond. The film industry fuels economic

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2 development in Philadelphia by increasing
3 overseas investments, incubating
4 technology and innovation, encouraging
5 creativity, and attracting and retaining
6 the workforce by creating high-paying,
7 family-sustaining jobs with benefits, and
8 improves the quality of life for all
9 residents in Philadelphia. In other
10 words, it's the kind of jobs we want.

11 Pennsylvania and Philadelphia
12 both have high-tech economic development
13 at the top of their public policy
14 agendas. The Philadelphia and video
15 industry, already established in the
16 region, represents a near perfect
17 candidate for helping to achieve this
18 goal.

19 Factory jobs have virtually
20 disappeared from Philadelphia over the
21 last few decades, but visit a movie set
22 and you will understand that motion
23 picture production is in fact
24 manufacturing for the 21st century. We
25 don't make moving parts in Pennsylvania

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2 anymore, but we sure make moving
3 pictures.

4 Movies and TV shows made here
5 in the U.S. tell stories that resonate
6 with people around the globe, and as a
7 result, the film and television industry
8 has become one of the country's most
9 important and most consistent exports,
10 and one that is practically
11 recession-proof. This is the way we
12 export our culture and our ideas. It is
13 our most effective marketing tool.

14 In Philadelphia, this enhanced
15 image has significantly added to the
16 increase in tourism throughout the
17 region, complementing the direct
18 marketing efforts of our colleagues like
19 GPTMC, Select Greater Philadelphia, the
20 Chamber, and the Convention and Visitors
21 Bureau and others without drawing
22 resources away from other marketing
23 efforts. But when movies and TV shows
24 are set in Philadelphia, that global
25 reach is vastly enhanced and our

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2 international reputation and marketing
3 skyrocket.

4 So here is an idea: I submit
5 that we should work together to find a
6 way to bring more film productions to
7 Philadelphia, but especially films that
8 are set in Philadelphia. Philadelphia
9 already provides up to two free police
10 officers per day on qualified
11 productions, but in New York City, all
12 police services are free. I propose that
13 Philadelphia enhances our incentives to
14 productions, but only for shows that are
15 set in Philadelphia, because those
16 productions provide a most unique asset
17 to our economy and to our collective
18 spirit. They are our digital billboards
19 to the world.

20 The addition of free police
21 services, free City services, and the
22 rebate or revoking of other City of
23 Philadelphia fees and taxes will spur
24 significant new activity. Filmmakers who
25 considered filming in Boston or New York

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2 or Chicago or Atlanta will rewrite their
3 stories to comply with our carefully
4 drawn criteria, and our production days
5 will quickly double and so will the wage
6 taxes, hotel taxes, and other taxes
7 collected locally.

8 Philadelphia will find new
9 international audiences as we export our
10 latest shows and business attraction, and
11 tourism will benefit as well. The City
12 will reap all of the benefits of bringing
13 more celebrities to town -- we all love
14 that -- adding production jobs and
15 stimulating brick and mortar investments
16 in supporting this new bounty of work,
17 thereby boosting our local economy, and
18 as a side benefit, we create a subliminal
19 marketing tool that will pay us back with
20 little or no cost, one with international
21 reach and global impact, and our civic
22 pride will soar.

23 Thank you for this opportunity
24 to present my ideas. There's a big
25 packet of information with lots of data

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2 which I did not present today, and I look
3 forward to working with this
4 distinguished Committee on further
5 pursuing the ideas.

6 COUNCILMAN OH: Thank you very
7 much.

8 And could I ask Craig Hamilton
9 to identify yourself and provide your
10 testimony.

11 MR. HAMILTON: Yes. Good
12 afternoon, Councilman Oh, Senator
13 Brubaker. Good to see you both again.
14 I, like Sharon, will stick to my script,
15 mostly because of timing, and I also get
16 very excited about what I do and who I do
17 it for and the city I do it and the state
18 in which I do it for.

19 So my name is Craig Hamilton.
20 I'm the Vice-President for Global
21 Initiatives and Government Relations for
22 the Philadelphia Orchestra. Our goal and
23 our mission at the Orchestra is being
24 committed to bringing the world's
25 greatest music to diverse audiences in

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2 the Philadelphia region, but also around
3 the world through its dedication to and
4 support of the world's most renowned
5 symphony orchestra, which is right here
6 in Philadelphia.

7 In my role as Vice-President
8 for Global Initiatives and Government
9 Relations, I have the great pleasure and
10 I have to say humbling honor of
11 representing the Philadelphia Orchestra
12 around the world. Each time I do so, I
13 find myself wishing that each of you in
14 this room and all Philadelphians could
15 hear the way the rest of the world
16 responds to the Philadelphia Orchestra.
17 And I am not just referring to the famous
18 and beloved "Philadelphia Sound." No.
19 I'm referring to the way they respond to
20 one word in particular, and it's the word
21 "Philadelphia."

22 Invariably, when I tell someone
23 I'm from Philadelphia, the first thing
24 they say is not the Liberty Bell, it's
25 not Independence Hall and, believe it or

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2 not, it's not Rocky. It's actually, Oh,
3 the Philadelphia Orchestra.

4 People have their own unique
5 personal stories about the Philadelphia
6 Orchestra. Whether it be of a Eugene
7 Ormandy recording that they listened to
8 as a child or the first time that they
9 went to see Fantasia and listened to the
10 soundtrack, yet another example of the
11 film industry and the performing arts
12 combining together here in Philadelphia.
13 Perhaps it was the first time that they
14 watched a televised broadcast of the
15 symphony, which was yet another first for
16 the Philadelphia Orchestra.

17 In particular, the Philadelphia
18 Orchestra's role as a symphonic global
19 ambassador has been defined in good part
20 by our many decades-long relationship
21 with the People's Republic of China,
22 beginning in 1973 when President Richard
23 Nixon asked the ensemble to be the first
24 U.S. orchestra to perform there.

25 The music of our great

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2 orchestra is symbolic of the friendships
3 that have been built between our two
4 countries, our cities, and the
5 individuals who have performed together
6 and shared their art and their talents.
7 It is a powerful truth that music is a
8 language that transcends political
9 borders. It is our common language
10 shared person to person, city to city,
11 country to country, and it specifically
12 brings our peoples together in simple,
13 powerful, and lasting ways.

14 The Orchestra's role while
15 traveling abroad goes beyond
16 entertainment. Through our community
17 engagement and outreach programs, work in
18 schools and visits to hospitals, we are
19 educating people around the world, not
20 just about western music but about the
21 core values and generous spirits of the
22 American people and, by extension, the
23 people of the Commonwealth of
24 Pennsylvania and the City of
25 Philadelphia.

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2 These are values that leave
3 lasting impressions on the audiences who
4 come in contact with our musicians and
5 staff, values you can be sure are
6 considered when those audiences think
7 about where to send their children to
8 school and where to relocate when faced
9 with the opportunity to work overseas.

10 It is the Orchestra's role as
11 an ambassador to our city that gives it
12 its greatest value. Clearly, the skill,
13 expertise, and reputation of our
14 musicians means it can garner large
15 audiences in Philadelphia and throughout
16 the United States. But it is when we are
17 overseas that the benefits are showcased
18 the most prominently. Each time the
19 Philadelphia Orchestra performs around
20 the world, the words "Philadelphia
21 Orchestra" boosts our city's image and
22 reputation. The cost of getting a
23 105-piece orchestra to China or Budapest
24 or London will always be high, nor are
25 the logistics simple. However, no

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2 monetary value can be put on the standing
3 ovations, reviews, and publicity that our
4 foreign concerts and our imprint on the
5 communities that we visit generate for
6 Philadelphia and the Commonwealth of
7 Pennsylvania.

8 I'm happy to say that I just
9 returned from visits in Washington with
10 the State Department -- with several
11 departments at the State Department, and
12 earlier you had asked -- the panel had
13 asked how far up we have gotten in
14 communicating some of our strengths. I'm
15 happy to say that upon my return from
16 China in November, the White House has
17 asked to meet with us to determine how
18 the Philadelphia Orchestra can better
19 serve as cultural ambassadors for the
20 United States, particularly around state
21 visits. They're not speaking to New
22 York. They're not asking Chicago.
23 They're not asking Los Angeles. They've
24 asked to see the Philadelphia Orchestra.

25 I'd like to give a nod to our

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2 friends over here at the airport, because
3 I know that they are working hard on
4 global destinations and direct
5 destinations to Asia. Even though the
6 White House and the State Department have
7 asked to speak to Philadelphia, we can't
8 get directly to Asia from here.

9 We also consider ourselves
10 collaborators as well as curators, and
11 I'm happy to say that as a result of our
12 international touring, and particularly
13 in China, we work with partners such as
14 Drexel University, CIGNA, the
15 Commonwealth of Pennsylvania, and the
16 City of Philadelphia.

17 I'm here today to ask you to
18 consider doing two things. First, we
19 must increase the funding that this city
20 provides for arts and cultural
21 organizations so that we can continue to
22 remain one of this city's main economic
23 generators. We must do a better job of
24 supporting the organizations that are
25 literally and figuratively putting

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2 Philadelphia on the global map. Like the
3 Philadelphia Orchestra, our arts and
4 culture organizations are a significant
5 tool in increasing economic impact for
6 our region. The Orchestra is committed
7 to its role, not just as cultural
8 ambassadors but also as economic
9 ambassadors. When abroad, we entertain
10 potential investors who are looking to
11 establish headquarters or satellite
12 offices here in Philadelphia and within
13 Pennsylvania, and we are also
14 entertaining stakeholders who are looking
15 to do trade with other businesses right
16 here in Philadelphia. We also entertain
17 tour operators who have the capacity to
18 bring hundreds of thousands of tourism
19 dollars right here to our region.

20 So one of the first things I'd
21 like for us to consider is, as my
22 colleague also mentioned, is to help to
23 increase the Philadelphia Cultural Fund.
24 I think that that's a start, and it's a
25 necessary one. We have to keep our

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2 cultural industry healthy and thriving.

3 But also, second, we must work
4 together with our neighbors in the
5 surrounding counties to explore an even
6 greater way of establishing a sustainable
7 funding source for arts and cultural
8 organizations, whether this be tax based
9 or otherwise.

10 And, Senator Brubaker, as I
11 know you can attest, it is imperative
12 that we combine our resources and work
13 together as a region, not as a city or as
14 a county in a vacuum.

15 In that regard, I encourage us
16 to combine our resources and our
17 creativity to support what is perhaps
18 this city's and region's greatest calling
19 card around the world, our vibrant arts
20 and culture community.

21 Thank you for the opportunity
22 to be here today and, most importantly,
23 thank you for your dedication to making
24 Philadelphia a global destination.

25 COUNCILMAN OH: Thank you very

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2 much, all of you.

3 While I have many questions, I
4 will not ask them in the interest of
5 time, but I certainly would like my
6 Co-Chair, Senator Brubaker, to go ahead
7 and ask his questions.

8 SENATOR BRUBAKER: Thank you
9 very much, Councilman. Another
10 delightful panel full of valuable
11 information, along with the most
12 important part to me, which are these
13 very hard-hitting, pointed
14 recommendations that I promise not only
15 to this panel but to the other panelists
16 I will take back to the General Assembly.

17 The return on investment that
18 sometimes we don't like to talk about in
19 cultural environments is certainly an
20 important one, and thank you for hitting
21 that so hard, as each of you have done.

22 So I will defer my questions as
23 well. I'd like to -- because we are out
24 of time, but I would very much like to,
25 along with this panel and other

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2 panelists, have the opportunity to speak
3 directly with each of you in the days to
4 come as we attempt to put a point on the
5 recommendations that we're going to be
6 forwarding from this Committee.

7 Thank you.

8 COUNCILMAN OH: Thank you very
9 much.

10 Clerk, would you call the next
11 panel.

12 THE CLERK: I would like to ask
13 our next panel to the front - Deputy
14 Mayor Rina Cutler, the Philadelphia
15 Mayor's Office of Transportation and
16 Public Utilities; Mark Gale, the
17 Philadelphia International Airport; Nick
18 Walsh, Philadelphia Regional Port
19 Authority; Michael Ford, BDP
20 International, Incorporated; Antonio
21 Hylton, Verizon Enterprise Solutions.

22 COUNCILMAN OH: As everyone
23 moves forward, typically we would begin
24 with our Deputy Mayor for Transportation
25 and Public Utilities, Rina Cutler is

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2 here. I would defer and request of her
3 if she would allow our guest from
4 Chicago, Antonio Hylton from Verizon, to
5 precede her, because he has to catch a
6 plane. Would that be okay with you?

7 DEPUTY MAYOR CUTLER:

8 Absolutely.

9 COUNCILMAN OH: Very kind of
10 you.

11 (Witnesses approached witness
12 table.)

13 COUNCILMAN OH: If you'd all
14 take a seat at the table.

15 I think it's most important,
16 sir, that we get your direct testimony,
17 and you may have to run out and catch a
18 flight, but we will be very pleased to
19 have it.

20 MR. HYLTON: Well, thank you,
21 Councilman.

22 COUNCILMAN OH: Can you please
23 identify yourself and begin your
24 testimony.

25 MR. HYLTON: Yes. My name is

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2 Antonio Hylton and I am the Managing
3 Director for the U.S. Public Sector
4 Strategy for Verizon Enterprise
5 Solutions, and I'm honored to be here.
6 And I appreciate truly the accommodation,
7 simply because I understand there might
8 be a little traffic on the way from
9 downtown. I do have a rental car, and I
10 have a 6:30 flight. I just want to make
11 sure I appropriately get through security
12 and get back to Chicago.

13 DEPUTY MAYOR CUTLER: Easy.

14 MR. HYLTON: It often seems
15 that my wife and kids, they don't
16 prioritize my schedule very much. So I'm
17 expected home tonight.

18 COUNCILMAN OH: All right.
19 Sounds good.

20 MR. HYLTON: So I would like to
21 thank you, Councilman Oh, for bringing
22 the Committee together and spearheading
23 such an important public hearing. I also
24 want to thank Senator Brubaker, members
25 of the Committee, the Mayor, as well as

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2 the fellow panelists and particularly in
3 light of the change in the scheduling.

4 Meetings like this continue to
5 bring value at a community level. It was
6 very engaging testimony that I sat
7 through in some of the other committees.

8 We do have a simple video.
9 It's only about two minutes. And if it
10 doesn't kick in, I'm okay with that. I'm
11 prepared to proceed. But it does kind of
12 crystallize, I think, the message that
13 you brought forward over the last two
14 days, innovation and how to drive
15 economic development, and it crystallizes
16 that. So if we are prepared to go, I
17 will --

18 COUNCILMAN OH: We're prepared
19 to go, just keeping in mind that it
20 limits a little bit of your time, but
21 thank you. I understand the distance
22 you've come.

23 MR. HYLTON: Yes.

24 (Video played.)

25 MR. HYLTON: Obviously the

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2 file -- that's not the finishing of the
3 file. It will continue.

4 (Video continued.)

5 MR. HYLTON: Councilman, I will
6 continue. It was coincidental, but it
7 was a perfect theme. When we found out
8 what the agenda was like, we saw the
9 other topical speakers, it just built
10 right upon the presentation that I was
11 going to give. And so we find
12 significant value in working with our
13 local government customers, but the
14 urgency of the problems that communities
15 like Philadelphia face really continue to
16 drive innovation.

17 The concept of digital
18 inclusion, it seems to create an
19 ever-expanding technology-based economy.
20 Hearing the entrepreneurs speak really --
21 I saw the passion, the youthful
22 enthusiasm, and the fact is that they are
23 the leaders, the business leaders, of
24 tomorrow.

25 So when we look at it, it's not

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2 about just managing the change, but
3 creating a positive and more effective
4 and efficient way to engage with not only
5 government agencies but with businesses
6 that help to promote the economic
7 development of the region.

8 And so when I heard, I thought
9 to myself -- one of the panelists talked
10 about the cultural renaissance, to create
11 a new renaissance, and, in fact, if there
12 is a technology renaissance in and of
13 itself, it almost is the foundation for
14 every other renaissance on a global
15 scale, and that's what I think the power
16 of communications and innovation tied
17 together do.

18 Today -- so I wanted to just
19 talk about the evolution and
20 communications and how it shapes the
21 future. There was an article entitled
22 "The Cost of Bad IT Economics," in which
23 an economist and a professor at Howard
24 University said that most companies view
25 technology or IT investment as a cost

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2 and, therefore, they try to minimize the
3 cost and look for outside validation to
4 drive down cost. I think when I heard
5 about the WiFi model, part of a unified
6 citywide WiFi, we didn't really find an
7 effective operating cost model. And
8 sometimes when the recession dies, those
9 things that are service oriented, you
10 can't find attraction to build the proper
11 economic model to sustain it. But public
12 safety, public health, private health
13 care operations, public and higher
14 education, as well as community and
15 residential services are increasingly
16 dependent on the nation's communication
17 infrastructure, and that's where we bring
18 strategic partnership. So the businesses
19 as well as the governments, they have to
20 execute that strategy that's the delicate
21 balance between the protection of your
22 previous investment in all this
23 technology and the ability to scale with
24 growth. And in a post-industrial
25 society, it is technological innovation

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2 that leads the way out of recession.

3 Recent history and the data
4 points to support that would suggest that
5 in the early '80s, there was a personal
6 computer that led the way out of that
7 recession. In the early '90s, it was the
8 proliferation and ubiquity of something
9 called the World Wide Web that helped
10 lead the way out. At the turn of the
11 century, in 2000, it was the advancements
12 in secure Web 2.0 transactions, the
13 financial industry on a global scale,
14 that helped to lead the way out. And now
15 we find ourselves with
16 multi-billion-dollar powerhouses, some of
17 which are less than a decade old, like
18 Apple, Google, Facebook, leading the way
19 out.

20 This is the new world order of
21 things, and while it's good, we have a
22 serious problem looming, because STEM
23 education, community colleges, our entire
24 educational infrastructure, we have core
25 legacy knowledge workers that are

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2 vacating the business, and today's
3 technology professionals speak in terms
4 of tomorrow's programming language. I
5 heard some of the entrepreneurs talk
6 about that. And as the technologies
7 continue to evolve, public education,
8 higher education, the students of today
9 and the business leaders of tomorrow must
10 also adapt.

11 So generally define innovation
12 in and of itself, which is a theme of
13 your hearings, is the development of new
14 customer value through solutions that
15 meet new needs, unarticulated needs or
16 old customer and market needs in new
17 ways. And bandwidth, which Verizon has
18 often used to communicate wireless
19 bandwidth, I mean, it's often defined as
20 the amount of data that can be across
21 that channel. In the old days it was
22 just simply voice. Now it's large files,
23 it's data sets, it's the ability to make
24 informed decisions. So tied together,
25 this whole dynamic between bandwidth and

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2 innovation in partnership, means that
3 those entrepreneurs sitting here today
4 can have a global economy at their
5 fingertips.

6 And I like to kind of
7 crystallize that by talking about what we
8 call "efficiency enable" by intelligent
9 investment in technology, and it's the
10 theme that drives companies, new and old,
11 to continually innovate.

12 I'll talk about the four
13 general categories that we see
14 particularly from the government sector.

15 There's a term, the generic
16 term is 4G LTE. You hear a lot about
17 that, but it's fourth-generation
18 long-term evolution. It's wireless
19 broadband. It's the ubiquity of access
20 to information on a global scale. Those
21 things in and of itself, that access, is
22 driving innovation in the education
23 markets.

24 We are a truly connected
25 society, and the Internet has created a

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2 global classroom without walls. It's
3 possible to obtain a world-class
4 education without ever leaving the
5 comforts of home.

6 Schools are facing the
7 ever-tightening budgets, and they can
8 utilize these umbrellas, coupled with
9 saturation WiFi in some of your
10 neighborhoods, to create a full-time
11 learning environment. In fact, there was
12 a very innovative program that came out
13 of MIT. Actually, the gentleman, the
14 professor, Negroponte, is currently on
15 leave from MIT and he started this
16 program called One Laptop Per Child. I
17 mean, it is publicly available. And I
18 just was amazed at seeing some of the 60
19 Minute articles and the 20/20 programs on
20 how they bring that type of an access on
21 broadband global education to market.

22 As innovation in government,
23 you are one of the leaders in this. I
24 mean, there were newly created positions.
25 It used to be CIOs or the Chief -- the

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2 CIOs, the Chief Information Officers,
3 that are now morphed into what we're
4 calling Chief Innovation Officers,
5 because they have to start to find
6 business value in the return on your
7 investment capital in the technology. In
8 states like Massachusetts, there are
9 Government Innovation Officers, and now
10 those folks are really tasked with the
11 responsibilities to quantify the return
12 on technology or technological
13 innovation, with the end result of
14 providing better business outcomes, and
15 that's the dynamic we see in play across
16 the nation.

17 I'll skip on and just say the
18 past decade -- you had some entrepreneurs
19 up here who were very excited about what
20 they're doing, but just this last ten
21 years, this past decade tells the story
22 of Facebook. That's a global social
23 network that was started in a Harvard
24 dorm room eight years ago, and very
25 recent news indicated that it reached a

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2 milestone of one billion active members
3 on September 14th of this year. While it
4 took approximately half -- or eight years
5 to reach the half billion mark, it's
6 noticeable that it took only a little
7 over two years to double from there. And
8 so the only other company to do something
9 like that is Google, and that's a part of
10 the national lexicon today.

11 We're also seeing significant
12 innovation in health care. I mean, I
13 think all government agencies in all
14 urban areas are stressed at the core to
15 provide that better kind of health care
16 for the needy. The security and
17 portability of the confidential and
18 important information like health care
19 records seems to be a critical driving
20 factor. Mobility is driving the business
21 strategy in the health care markets, as
22 evidenced by the recent funding that's
23 coming out of the federal government.

24 There's also innovation in
25 public safety, and there's a lot of major

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2 issues and challenges that remain,
3 security being of paramount. And then to
4 the rest of the panel that's here today,
5 I really tried to tie it to what we call
6 the port of the future. Because while
7 knowledge workers can and do create
8 business in a virtually connected world
9 over the Internet on a global scale, for
10 the physical world, the nation's ports
11 are the entry point for the physical
12 realities of the connected business
13 economy. So you can create developed
14 ideas. You can actually probably
15 offshore manufacturing, but ultimately
16 when they come back in, they come back in
17 through our ports.

18 So we believe that
19 communications is enabling something
20 called liquid fusion of sensors and
21 capabilities at the port level that allow
22 you to track product on a global scale,
23 bring it back home, and give you the
24 decision-impacting information and
25 knowledge at your fingertips. And what I

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2 think we would stress then is that we
3 have to make sure that the policy and the
4 politics are in alignment.

5 A major emphasis on procurement
6 and policy reform is already underway.
7 Legislators have begun to act on the old
8 rules, and the policies now must reflect
9 good business alignment, as well as
10 taking into account the proper use of
11 technology. And that's a very stressful
12 dynamic these days, because a lot of
13 times companies who want to innovate can
14 tell you why they would be restricted
15 from doing exactly that under the current
16 policies and codes. So that's the other
17 thing.

18 And in closing, I just want to
19 say we are very proud and honored to have
20 a major presence here. We know that your
21 community always looks at Verizon. I
22 mean, we're synonymous with broadband and
23 access. I heard FiOS mentioned on
24 several different -- on the other
25 panelists, but our goal is to provide

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2 broadband to every resident in
3 Philadelphia. We started to build it out
4 in 2009. It was a massive undertaking.
5 Right now we have 17 of the 22 Verizon
6 wire centers under construction, and that
7 equates to 244,000 homes that will be
8 accessible by FiOS and will reach 300,000
9 by year end. So by the end of 2012, the
10 fiber build will be at 50 percent
11 completion and ahead of the required 45
12 percent goal that was set with our
13 contract arrangements with the City.

14 So hopefully -- I, once again,
15 want to thank the panelists, yourself,
16 and the acknowledgment of my timing, and
17 I appreciate the deference from the rest
18 of the panelists.

19 COUNCILMAN OH: We appreciate
20 you flying all this way. And please if
21 you feel stressed to catch your plane, go
22 right ahead. We will resume our
23 schedule.

24 MR. HYLTON: No. I'm going to
25 say this: I would love to sit and listen

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2 more. I'm going to stretch it, but I
3 will try not to get any speeding tickets
4 within the Philly limits, and I will make
5 sure that I can get my rental car to the
6 airport and take advantage of that
7 wonderful port, Philly Airport. I think
8 I can make it.

9 COUNCILMAN OH: Okay. Very
10 good.

11 MR. HYLTON: Thank you.

12 COUNCILMAN OH: So if we could
13 have our Deputy Mayor identify herself
14 for the record and provide her testimony,
15 that would be great. Thank you.

16 DEPUTY MAYOR CUTLER: Good
17 afternoon, Chairman Oh, members of the
18 Committee, Senator Brubaker. I am Rina
19 Cutler, the Deputy Mayor for
20 Transportation and Utilities for the City
21 of Philadelphia. Thank you for the
22 opportunity to address the issues
23 identified in Resolution No. 120128.

24 As we advance in the 21st
25 century, it is increasingly apparent that

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2 cities with comprehensive multi-modal
3 mobility will have a distinct advantage.
4 Cities like Philadelphia can leverage
5 centuries of investment with strategic
6 investments to make the most of 21st
7 century opportunities. Philadelphia is
8 among a small group of American cities
9 and larger groups of global cities that
10 are truly embracing mobility. We are
11 making investments that allow us to
12 connect with our peer cities and compete
13 globally for the jobs that bring creative
14 minds to our region and allow us to be in
15 a place where creative, internationally
16 focused businesses and organizations can
17 flourish.

18 Today, Philadelphia is better
19 connected to the nation and the globe
20 than any time in the last half century.
21 Our airport is globally connected and set
22 to break ground on a Capacity Enhancement
23 Program that will strengthen
24 Philadelphia's competitive position for
25 the next half century. We are at the

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2 heart of the northeast corridor rail and
3 highway network, offering excellent
4 options for rail travel to Capitol Hill
5 and Wall Street and by road to all of
6 North America. Our port is a leading
7 importer of high value agriculture and
8 Korean automobiles. I hope that my
9 testimony will leave you with some
10 understanding about what makes
11 Philadelphia unique in its global
12 connections and what we hope to achieve
13 through continued investment in
14 infrastructure that links us to the
15 world.

16 Mark Gale is here today to
17 testify about the airport, but I would be
18 remiss if I did not note that the
19 expansion of Philadelphia International
20 Airport is our city and region's single
21 most important economic development
22 project. The Capacity Enhancement
23 Program will realign the uses of land at
24 the airport to optimize efficiency and
25 create opportunities for economic growth.

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2 I would like to point out that the
3 airport is one of the few places which is
4 quadra-modal. It is connected by air,
5 water, rail, and highways. They all run
6 through it or near it. The Capacity
7 Enhancement Program will both leverage
8 that positioning and create about 45,000
9 construction jobs over a 12-year period.
10 That's nearly 4,000 jobs a year and 2,880
11 permanent on-airport jobs. For every
12 dollar spent on construction, another
13 1.27 will be spent throughout the region.
14 This 15-year, six-plus billion dollar
15 investment is both the top priority for
16 creating jobs and allowing the region to
17 be strategically positioned for growth in
18 the future. For anyone supporting job
19 growth and creation of a global
20 connectivity, the Capacity Enhancement
21 Program is a must do for the region.

22 Our port is not what it once
23 was, but continues to make important
24 contributions to Philadelphia's economy.
25 You might be surprised to learn that the

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2 port has weekly service to three
3 continents - Europe, South America, and
4 Australia - and biweekly or monthly
5 service to cities across Asia. The
6 deepening of the Delaware River to
7 accommodate larger ships and the
8 development of the Southport Project
9 adjacent to the Navy Yard will prepare
10 Philadelphia to play an even greater role
11 in the international freight market. I
12 know the port is here today to speak in
13 greater detail about the project, but
14 allow me to note that a critical element
15 of the project are the multi-modal
16 connections with I-95 and rail lines
17 going west.

18 I don't wish to read all of my
19 testimony into the record. You have it.
20 I would just like to do a couple of
21 concluding thoughts.

22 Philadelphia's transportation
23 infrastructure connects us to the world
24 in both big and small ways. We connect
25 with the world by moving goods and people

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2 from place to place. This happens on our
3 roadways, at our airport, through our
4 railroads, and our port. The agencies
5 that I work with are constantly striving
6 to maintain and improve the way that we
7 improve mobility for our citizens, our
8 visitors, and our businesses. Whether
9 we're talking about bananas from Ecuador
10 that are distributed to the rest of the
11 East Coast from Philadelphia's warehouse
12 or the international business person who
13 takes the train in from New York for a
14 meeting and then connects on a flight to
15 Heathrow from our airport, we are talking
16 about a multi-modal network that keeps
17 our region, our city, and our state
18 moving forward. We must think outside
19 the box and ensure that all of our
20 investments are leveraged in order to
21 make the City, region, and state a player
22 in the global economy.

23 Thank you, and I'll answer
24 questions that you have.

25 COUNCILMAN OH: Thank you very

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2 much.

3 The next witness will be Mark
4 Gale. If you could identify yourself and
5 provide your testimony.

6 MR. GALE: Good afternoon,
7 Chairman Oh --

8 COUNCILMAN OH: Good afternoon.

9 MR. GALE: -- Senator Brubaker,
10 and members of the Committee on Global
11 Opportunities and Creative/Innovative
12 Economy. My name is Mark Gale. I serve
13 as the Chief Executive Officer of the
14 Philadelphia International Airport, and I
15 thank you for the opportunity today to
16 address some of the issues identified in
17 Resolution 120128.

18 Rina touched upon some of the
19 airport matters. I will go into maybe
20 just a little bit more detail in some
21 areas, but try to keep it at a higher
22 level so we can move through it.

23 My testimony this afternoon, I
24 just want to highlight some of the
25 airport's recent accomplishments in

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2 modernizing our terminal complex and some
3 airfield enhancements, as well as
4 expanding air service to help bolster the
5 City's efforts to better position itself
6 in the global marketplace.

7 I would also like to speak
8 briefly to our critically important plan,
9 the CEP, to make the significant and
10 vital enhancements that are so necessary
11 to our airport to ensure that not just
12 our city but our entire region can
13 compete in an increasingly competitive
14 global economy.

15 Since the beginning of the new
16 millennium, the airport landscape has
17 been transforming. In 2001, Terminal F,
18 our 38-gate commuter terminal handling
19 U.S. Airways Express operations, was
20 completed and has become our busiest
21 terminals at the airport. So busy in
22 fact that as we speak here today,
23 Terminal F is undergoing a \$117 million
24 expansion project.

25 In 2003, our international

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2 terminal, A-West, opened featuring 13
3 gates designed to accommodate wide-body
4 aircraft, also provided for new and
5 larger inspection -- customs and border
6 protection inspection facilities, a
7 magnificent new International Arrivals
8 Hall as well to go with it. It is truly
9 the proper way, we believe, to welcome
10 folks into our country through our fine
11 city.

12 In 2008, the D/E Connector
13 opened up between Terminals D and E with
14 a new 14-lane security checkpoint,
15 providing new shops and places to eat,
16 easier passenger access to all terminals
17 without having to go through security a
18 second time.

19 In 2010, an expansion of
20 Terminal E was opened with seven brand
21 new gates, again new restaurants, new
22 restrooms, and other new amenities that
23 our passengers so desire.

24 In addition, we are continuing
25 to work to improve our facilities across

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2 the airport with renovations such as
3 improved security checkpoints, restrooms,
4 new amenities, artwork, things that we've
5 heard time and time again from our
6 passengers that they want to see in our
7 facility.

8 On the airfield in 2009, we
9 commissioned the extension of Runway
10 17-35, which enabled the airport to
11 accommodate a better mix of aircraft on
12 that runway. Prior to the extension, it
13 could only handle about 25 percent of the
14 fleet mix flying in and out of our
15 airport. After the 1,000 foot extension,
16 it could accommodate 90 percent of the
17 fleet mix coming in and out of the
18 airport. We've also recently completed
19 at least one major resurfacing project on
20 one of our runways, and we're in the
21 process of completing the second major
22 resurfacing on the second primary runway,
23 as well as resurfacing and rehabbing many
24 taxiways and concrete apron areas.

25 Since 1990, our passenger

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2 traffic has increased by some 89 percent,
3 from 16.2 million passengers to
4 approximately 31 million passengers in
5 2011. In addition, we are the tenth
6 busiest airport in the nation in terms of
7 aircraft operations, takeoff and
8 landings, and nearly one half million
9 takeoff and landings occurred at our
10 airport last year.

11 Our international traffic has
12 more than doubled since 1997 to a record
13 4.3 million passengers in 2011. This
14 year alone, we were successful in
15 attracting and announcing three new
16 airlines to Philadelphia to serve our
17 travelers - Virgin America, Alaska
18 Airlines, who now have been serving PHL
19 since the spring, and Spirit Airlines,
20 which made their announcement recently,
21 has agreed to begin service at
22 Philadelphia next year, and we continue
23 to pursue more carriers, both
24 domestically and internationally.

25 And a testament to that and

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2 thank you again, Councilman, for your
3 assistance on our recent trip to Korea to
4 again, as we heard from some of the other
5 panel members, in particular Craig
6 Hamilton with the Orchestra, there is
7 such a dire need for service directly
8 into Asia and other parts of the world
9 that we currently do not enjoy, and we
10 believe that we have a good story to
11 tell, and sooner or later we are going to
12 break through and attract that into our
13 facility.

14 But while these accomplishments
15 that I've just mentioned are significant
16 and things that we certainly are proud of
17 and the direction that we're moving with
18 the airport, at the same time we realize
19 that we have a lot of work to do. Many
20 of our terminal facilities are decades
21 old and are in need of being either
22 improved drastically or replaced. Our
23 cargo areas need to be revamped in order
24 to attract more freight carriers,
25 especially foreign flag carriers, and

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2 stop the cargo business from leaking out
3 of Philadelphia to other airports.

4 Again, vitally critical for our local
5 economy.

6 While our international air
7 service and passenger traffic has grown
8 substantially, especially since the
9 opening of Terminal A-West nine years
10 ago, the fact is that our strongest
11 service continues to be between
12 Philadelphia PHL and Western Europe and
13 the Caribbean. For a variety of reasons,
14 we lack some of the true global
15 international service enjoyed by some of
16 our closest competitor airports in New
17 York and in Washington, and that, again,
18 that includes direct service to Asia,
19 Western Asia, India, the Middle East,
20 Africa, South America, and more. And
21 they are the destinations that we are
22 pursuing, and we've heard through recent
23 surveys that were conducted by Select
24 Greater Philadelphia that they are some
25 of the most top leisure as well as

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2 business destinations to be able to get
3 into, locations like Tokyo, Shanghai,
4 Beijing, Milan, Mumbai, and on and on and
5 on.

6 In response to many of the
7 problems that our airport is facing in
8 terms of congestion and delay and being
9 characterized as a pacing airport for the
10 nation and causing problems, a ripple
11 effect, if you will, throughout the
12 nation's air transportation system, we've
13 launched a plan not only to remedy our
14 immediate shortcomings at the airport
15 but, more importantly, ensure that our
16 city and our region remain competitive in
17 the global marketplace for years to come.
18 And as Deputy Mayor Cutler referenced,
19 this plan is known as the Capacity
20 Enhancement Program, a plan that I've
21 testified several times here on in City
22 Council and one that's been quite
23 publicized.

24 Under the Capacity Enhancement
25 Program or the CEP, an enhanced airfield

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2 will include a new runway, which will
3 allow for independent, simultaneous
4 aircraft operations in poor weather
5 conditions, something that other major
6 airports or the busiest airports in the
7 country currently enjoy. We do not. It
8 also provides for extension to two of our
9 other existing runways, one of which is
10 an extension of 1,500 feet to Runway 9
11 Right-27 Left, which will provide the
12 additional length necessary for those
13 long haul, non-stop destination flights
14 that we want to see come out of
15 Philadelphia off into the Pacific Rim and
16 beyond.

17 In addition, the CEP will begin
18 to reconfigure and modernize much of the
19 existing passenger terminal complex,
20 adding new concourses and gates and
21 replacing many of our older facilities
22 with new modern LEED and energy-efficient
23 facilities. An automated people mover
24 system would be constructed to transport
25 passengers between terminals and parking

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2 facilities and beyond and would all
3 interface locally with the SEPTA service
4 that provides not only direct connections
5 to downtown, but ultimately would be
6 looking for that to be connected into the
7 northeast corridor and hook up with
8 Amtrak.

9 The CEP is a long-term build
10 for us. It is a 12- to 15-year
11 construction period, but as has been
12 recognized already, we believe that the
13 airport serves as a cornerstone of not
14 just transportation, but economic
15 vitality and growth for this region and,
16 therefore, is critically important that
17 we see the CEP through. Without the CEP,
18 it's estimated that the region stands to
19 lose or forego significant economic
20 benefits over the proposed development
21 period and beyond, and we believe that we
22 must take steps now to ensure our future.
23 And we believe that the plans are moving
24 in the right direction. I think as I've
25 seen several of my colleagues in the

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2 audience and the future panels to come
3 beyond us, I think we'll also mention the
4 criticality of seeing the airport address
5 its current issues as well as move
6 forward with the plan that would set us
7 up for 20, 30, 40, 50 years into the
8 future.

9 That concludes my testimony,
10 Chairman Oh, and I'll be happy to hang
11 around and answer any questions you may
12 have.

13 COUNCILMAN OH: Thank you very
14 much.

15 The next witness will be Nick
16 Walsh.

17 MR. WALSH: Thank you, Chairman
18 Oh and Senator Brubaker and the rest of
19 the Committee, for allowing the Port an
20 opportunity to speak. I'd like to just
21 give a brief overview of the Port
22 Authority.

23 The Philadelphia Regional Port
24 Authority is an independent agency of the
25 Commonwealth of Pennsylvania. I guess

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2 the independent classification allows us
3 to compete as a private business along
4 the Delaware River. We do compete
5 against many terminals around the world,
6 in the nation, and on the river, and to
7 name a few would be South Jersey and
8 Delaware.

9 We do own seven marine
10 terminals. We also own the recently
11 completed Produce Center down on
12 Essington Avenue, and that was a building
13 that was developed using a public-private
14 partnership to allow us to gain the funds
15 to build that very large, successful
16 distribution center, one of the largest
17 refrigerated buildings in the United
18 States that's currently up and running.

19 And just briefly, it would be
20 hard for me to mention our terminals
21 without to really mention the jobs, which
22 is a critical part of our industry. As
23 an independent agency, we do not have
24 dedicated funding, so every year we look
25 for funding, we retain our profits, we

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2 make our trips to Harrisburg to put our
3 case in front of the many folks up there
4 to take a look at what our investment
5 opportunities are. And for totals for
6 2011, I'll just read out a couple of
7 these.

8 The personal income at the Port
9 Authority at our seven terminals was \$227
10 million for total 2011. The business
11 activity was \$720 million. Total tax
12 revenue was \$98 million. Federal taxes,
13 just under \$70 million. And state and
14 local taxes were 29 million.

15 The jobs for 2011, the direct
16 jobs were 2,746, to be exact. Most of
17 them are union-paying jobs. They range
18 in the \$60,000 to \$70,000 jobs. They're,
19 as we call, family-sustaining jobs, and
20 we continue to grow them, and that's our
21 goal at the Port Authority.

22 The indirect jobs associated
23 with that was just around 2,500 jobs.
24 Obviously that has a lot of effects from
25 when we bring in different business, from

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2 the person selling pizza down to the
3 person repairing tires at our facilities.
4 And these jobs were -- we determined our
5 jobs by an independent, I guess, firm in
6 the nation known as John Martin
7 Associates that basically looks at every
8 port authority, goes out and visits
9 shipping lines, terminal operators and so
10 forth, and comes up with a model for the
11 jobs. So they're not pure PA. This is a
12 national institute that provides these
13 jobs, so we feel very comfortable and
14 accurate with them.

15 So how are we participating and
16 actively promoting Philadelphia and the
17 region in Pennsylvania? One of the main
18 aspects to retain these jobs and to move
19 forward and grow them was obviously our
20 highway to the City and to the state is
21 the Delaware River. For many, many
22 years, since 1940, the Delaware River
23 depth has been at 40 feet. For the last
24 20 years, the region, our local
25 congressmen, and many people in

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2 Pennsylvania have looked to deepen our
3 river. And as the economies of scale
4 move in the larger direction, we need to
5 be able to retain the vessels we have and
6 also participate and grow into the
7 future. And I've been happy to say that
8 the State of Pennsylvania has backed the
9 deepening of the Delaware River, which is
10 a close to \$400 million job. The State
11 of Pennsylvania is the non-federal
12 sponsor with the Army Corps to deepen the
13 river. So basically we have 25 percent
14 of the cost to deepen the river, which
15 passes through two other states, New
16 Jersey and Delaware, but the Commonwealth
17 of Pennsylvania has put it on its
18 shoulders to deepen the river, and
19 basically that's how they see the
20 economic development of the region and of
21 the port. And, remember, it is big
22 business. So any venture we get into,
23 the deepening of the river is \$400
24 million.

25 Developing a new marine

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2 terminal, which we will, which we're
3 progressing forward very nicely,
4 Southport. It's a \$500 million endeavor.
5 So unfortunately once we make a decision,
6 we have to stick with it, and it's a
7 large decision. You can't turn around
8 and look in the other direction.

9 So moving forward, the channel
10 deepening is moving forward very
11 successfully. Recently, we got another
12 \$60 million from Governor Corbett.
13 Basically what that has triggered, the
14 last two years we've been deepening the
15 river quietly. We haven't been
16 advertising it. We had some economic --
17 I guess some environmental hurdles to
18 overcome. We've done that very
19 successfully. And then earlier this
20 year, we got basically our confirming
21 funds that ensured the river would be
22 deep, and we finally got federal funds.
23 And basically once you receive the
24 federal funds, they will complete the
25 project.

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2 We got \$30 million, and we're
3 basically progressing very nicely. And
4 currently we have a large dredge, if
5 anybody can -- you can probably see it
6 from the highway or definitely as you fly
7 into Philadelphia. It's currently right
8 across from the Navy Yard, deepening the
9 river to 45 feet. So thankfully that's
10 moving along quite nicely.

11 One of the reasons, as I
12 mentioned, was the economies of scale
13 with the vessels getting larger, but what
14 also triggered this is the widening and
15 deepening of the Panama Canal. Prior to
16 this, a vessel that transited to Panama
17 Canal could only fit 6,000 boxes.
18 Basically they're doubling the size of
19 that to a 12,000-box ship, which is a
20 very, very large vessel. That vessel can
21 only actually dock in two ports in the
22 United States. That's in New York and in
23 Charleston down in the South. But we
24 will be able to accept a lot of the other
25 vessels, the 8,000 TU vessel, the

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2 10,000-box vessels that will now be able
3 to call Philadelphia. And one of the
4 major growth areas in the shipping
5 industry is the containers. More and
6 more people want to ship in boxes. It's
7 more economical. It's more tidy and it
8 fits the model of the current shipping.

9 So in saying that, the
10 deepening is moving forward. As part of
11 the deepening and once we secure that,
12 we've been concurrently working on the
13 development of Southport. Basically we
14 have over 200 acres at the Navy Yard. We
15 currently have 120 acres of that set
16 aside. There's a winning concessionaire
17 that's involved in that. And we have 120
18 acres that will -- work should begin in
19 2013 once our permits are in place, and
20 they're moving along quite nicely. We
21 should have them by the end of the year.
22 We will begin construction of a new
23 120-acre terminal. It's container only
24 again. It will be state of the art.
25 And, again, it's a public-private

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2 partnership, basically the second
3 public-private partnership for us at the
4 Port Authority.

5 As we know in this current
6 climate in the last couple years, capital
7 funds has been very difficult to obtain.
8 Thankfully with our RFP and RFIs, we were
9 able to secure some folks with very deep
10 pockets. And the winning concessionaire,
11 Hyundai Capital Group out of South Korea,
12 Ports of America, which is a large
13 terminal operator in the United States,
14 and also Stevedoring Services of America,
15 known as SSA, have won the concessionaire
16 bid. So for us, we're very pleased that
17 they have deep pockets. They will be our
18 partner. Basically we own the land and
19 we will allow them to develop the land
20 under guidance and under local permit
21 rules to develop a two-berth container
22 terminal. So really our only part of the
23 equation was the land ownership, which is
24 still a big part.

25 And obviously, as I mention, we

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2 have seven terminals totalling just under
3 a thousand acres along the Philadelphia
4 waterfront, but what makes us a prime
5 destination for development is actually
6 the old rail infrastructure. Believe it
7 or not, the placement in '95 and '76
8 allows us to be very competitive. Also,
9 where Philadelphia is situated in the
10 northeast, we're between Washington and
11 New York. We're in a prime location to
12 really capture cargo and distribute that
13 throughout the region to the Midwest and
14 even north to Canada. And I think a
15 recent success of that was our capture of
16 Hyundai Kia automobiles, which are
17 manufactured in South Korea. They
18 previously called at the Port of
19 Baltimore, Port of New York. And given
20 the recession, it does provide many
21 opportunities if you're in a position to
22 grab them. We were able to consolidate
23 that in Philadelphia, and for the last
24 three years, we've been importing over
25 160,000 brand new vehicles every year

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2 into Philadelphia. And many City
3 services are used to provide this
4 service, from police officers, streets
5 being closed and so on, so forth. So
6 we're very engaged in many aspects of the
7 City.

8 Just briefly some of our
9 exports. As everybody knows, we're
10 consuming nations. So most of the port
11 authorities in the nation do import more
12 than we export, and we would love to
13 change that aspect. But to touch on some
14 of the exports we do have, some of the
15 local ones are Harley Davidson Air
16 Products, GE Locomotives of the western
17 part of the state. We're able to ship
18 them through our facilities. And as we
19 also mentioned, one of the biggest
20 aspects of anything related to imports
21 and exports is obviously food. A lot of
22 the meat, wine, fresh produce comes
23 through the Port of Philadelphia and
24 distributed throughout the Northeast.
25 Most of the U.S. cannot produce fruit in

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2 the winter. California has a limited
3 amount, as does the south. So we're one
4 of the biggest gateways for food produce
5 into the United States. And thankfully
6 during the recession, people still needed
7 to eat, so those volumes still stayed
8 high for us.

9 What's the ratio at imports at
10 the facilities we own? Currently, it's
11 at 70 percent import and 30 percent
12 export. And a large part of that -- I'm
13 also counting the refineries and the fuel
14 that comes into the nation. As we've
15 heard and read, the Philadelphia river --
16 the Delaware River is a large importer of
17 petroleum.

18 One of the heaviest uses, as I
19 mentioned, there were the car importers,
20 the food products, and the meat. And
21 also we import a lot of paper from
22 Finland, which actually is on the
23 increase again. Most of the paper we
24 bring in is fine finished paper, which
25 helps -- which is used in the production

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2 of high-end magazines, which are
3 actually -- people are actually
4 purchasing again, which is, I guess,
5 determined to be a discretionary income
6 item. So actually a little sign the
7 economy is coming back.

8 And last, but not least, I want
9 to mention many of the organizations that
10 we do work with in the City. The
11 Planning Commission, we're a big part of
12 their comprehensive plan; DVRPC, Delaware
13 Valley Regional Planning Commission;
14 Delaware River Waterfront Commission.
15 We're also involved with them as to
16 planning the waterfront. As we know,
17 South Philadelphia and Columbus Boulevard
18 has become a great success, and what
19 we're working to achieve is a marriage
20 down there where we can continue to
21 provide our large -- our imports and
22 exports, but yet do it in a place that's
23 not as, I guess, in the public view, and
24 we're able to do that south of Packer
25 Avenue moving into the Navy Yard. And

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2 also PIDC played a part in a lot of what
3 we do.

4 That's the end of my testimony.
5 I'll be happy to stay around for some
6 questions.

7 COUNCILMAN OH: Thank you very
8 much.

9 Michael Ford.

10 MR. FORD: Thank you, Senator
11 and Councilman Oh. Being maybe last, I
12 don't know the other panelists, but you
13 may think we may have cheated a little
14 bit together. So I think what some of
15 the information I want to give you a
16 little bit about is, some of it will
17 complement and some of it will give you
18 the testimony I think that you want to
19 hear.

20 So my name is Michael Ford.
21 I'm Vice-President of a company here in
22 Philadelphia called BDP International.
23 This is our global headquarters. We are
24 located down at 5th and Walnut. I've
25 been with the company for over 33 years,

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2 and we are involved in the international
3 logistics. So we use the infrastructure,
4 air and the ocean, and -- but here in
5 Philadelphia, we have and hire about 275
6 people come every day to work, and their
7 goal is to do international business, to
8 do international logistics and to move
9 cargo for major firms that are located
10 here in the region, as well as major
11 firms outside anywhere in the U.S., and
12 we also handle the small and medium-sized
13 companies. We're handling their goods
14 that move out, export, and/or arrive into
15 the U.S.

16 And so our goal is to provide
17 some of the best logistic services to
18 companies and help them in the
19 international marketplace, which I
20 believe is what we're trying to talk
21 about today, and, that is, what are the
22 global opportunities, what are sitting in
23 front of us. And I'd like to share a
24 couple of opportunities which I think are
25 right in front of us here.

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2 As a company, we have over
3 100 -- we have offices in about 120
4 countries around the world, BDP employees
5 coming to work every day, handling
6 international movement of the cargo, all
7 types of cargo, from dangerous goods to
8 consumer goods, electronics, food, all
9 types of commodities that are moved
10 anywhere around the world.

11 As we've developed our services
12 to clients, there's a lot of important
13 decisions that we need to make every day,
14 where the goods are at, where they're
15 originating from, which aircraft are we
16 going to put them on, which vessels are
17 we going to put them on, which ports
18 we're going to move them on. And those
19 are different decision-making. The cost
20 of transportation and using the
21 infrastructure is a very important
22 decision that we need to take into
23 account, as well as the speed by which
24 those goods are going to move.

25 In today's global business

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2 world, the challenges are getting the
3 goods to the right place at the right
4 time at the right price. And so when we
5 look at this infrastructure and what's
6 available to us right here, we need to
7 look at the region and what is available
8 and make those instant decisions almost
9 every given day on how these goods are
10 going to move.

11 When we look at the companies
12 within the region -- and we did a survey
13 a couple years ago and we realized -- and
14 asked them this question: Are you a
15 global company? Do you operate globally?
16 And in 2007, 50 percent of these
17 respondents said yes. However, we did a
18 survey last year and came back, and over
19 70 percent of the companies told us they
20 think they are global.

21 So when we're working with
22 companies, they realize that they're
23 global. And to do that and to actually
24 make sure that the infrastructure is in
25 place, the services are there, we need to

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2 provide those services. And so let me
3 give you an example.

4 Every day we're going to go out
5 and collect cargo from the region, and
6 we'll bring it into a warehouse location
7 inside the Philadelphia region. And
8 we'll put those cargoes together, and
9 then we're going to make a decision on
10 how those goods are going to move out,
11 and in the case of air freight, we're
12 collecting them from Delaware, New
13 Jersey, Pennsylvania, New Jersey here.
14 And then we're going to decide. And
15 really what we do -- and, Mark, I know
16 you may not like to hear this, but we're
17 going to put it on a truck and we're
18 going to truck it right to JFK. And you
19 say, Well, why? Well, we look at the
20 cost of transportation from not only the
21 air model but the land model, as well as
22 the availability and the speed by which
23 that's going to move. And so cargo that
24 is in the region is moving out of the
25 region, just like Mark said, and, that

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2 is, it's going to neighboring airports
3 because of the aircraft availability and
4 because of the cost that's associated
5 with that. So every single day, we're
6 making those decisions.

7 On the ocean side of it, Nick
8 did a great job. I think the Port has
9 done an excellent job of understanding
10 what they do, how they do it, and do it
11 the best in class. And I'll point to the
12 refrigeration. I haven't had a chance to
13 visit it. However, I did attend and
14 visited the Port last year with U.S.
15 Customs and saw the fruit that comes in
16 and out, and it was truly remarkable. So
17 companies will come if the infrastructure
18 is built there in place.

19 So as we know, in this new
20 economy, manufacturing jobs and trying to
21 create more manufacturing is a little bit
22 difficult to do, and it's not something
23 that's going to happen real quickly.
24 What I'd like to offer you a little bit
25 is to think about offering and opening up

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2 service centers to help and to dedicate
3 to the international marketplace. If we
4 can think of the City as developing some
5 world-class services that can help the
6 City, the surrounding region, it can
7 attract companies to come in here. These
8 services are needed by companies, from
9 the banking to help the financial end of
10 it, to the insurance end of it, all the
11 way to the services that a BDP brings to
12 everything to the clients today.

13 These services have advantages,
14 and when you look at what was in your
15 resolution of 120128, you talked about
16 the City of Philadelphia and how it is
17 centrally located, and absolutely, I
18 agree with that 100 percent, being so
19 close to Washington and to New York. I
20 personally travel down to Washington
21 several times a month and meet with the
22 federal agencies down there that are
23 involved in the movement of cargo. I've
24 developed relationships with them from a
25 business point of view and understand

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2 where they're going from a law and a
3 legal point of view and the regulations
4 that are going to be involved in product.
5 I'm able to take that knowledge and bring
6 it back and work with companies here to
7 understand the challenges that they need
8 to take to get goods out of the country
9 or, if they're arriving, back into this
10 country.

11 Being and jumping on a train
12 and getting down to Washington in two
13 hours, I can attend a meeting at 8:30 in
14 the morning and stay there for a full
15 day, just like if I absolutely had an
16 office in Washington. So that close
17 proximity allows me to do what I need to
18 do and to help gain a lot of knowledge,
19 build good relationships, and to help
20 clients who need that back here in the
21 region.

22 Two things I'd just like to
23 kind of go out on, and I think we have a
24 couple opportunities here and, that is,
25 how do we expand our export growth. We

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2 do know the President of the United
3 States is 2011 stated that we needed to
4 double U.S. exports. And calling for
5 that and the federal government has been
6 working in a lot of that, this directive
7 coming straight out of Washington, I
8 think we need to trickle that down as to
9 how does that come right back here to our
10 region, what is it that we can do here in
11 our region to help in that export end of
12 it. And I would ask us to think a little
13 bit about developing services that are
14 dedicated to that international
15 marketplace that can help companies to
16 develop their export markets. There are
17 federal government agencies that help,
18 and they do a very good job. I've worked
19 with them, and they do an excellent job,
20 but I think we need to do more in that
21 area.

22 One of the other things I'd
23 like to just share with you is the issue
24 of the fracking that has been noted in
25 the state. And I will tell you that as a

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2 company, we know that that's an
3 opportunity for exports. We believe, I
4 think, in about 2015 that will generate a
5 lot of exports from the United States to
6 the world. We're preparing our own
7 organization for that type of growth if
8 that comes through, and I would ask -- I
9 think the City has a great opportunity,
10 but I don't think the City can do it
11 alone. I think it needs to work within
12 the region. I think it needs to work
13 with various letters of the government,
14 as well as the private sector to come
15 together and to take part in this
16 opportunity and really make sure that
17 it's in a position to help that market
18 grow on the export side of it.

19 So I think it's in front of us.
20 It's a matter of do we want to grasp it,
21 and then what services do we want to
22 offer in that area to help that type of a
23 market to grow.

24 With that, thank you very much
25 for allowing me this opportunity to

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2 present some information to you, to the
3 City, and the possibilities of some
4 global opportunities I think will be
5 existing today, and I'd be happy to take
6 any questions and comments that you may
7 have. Thank you.

8 COUNCILMAN OH: Thank you very
9 much, everyone. I can get in touch with
10 you. Your direct testimony is very
11 important for what we're going to do.

12 I'll ask my Co-Chair if he has
13 any questions, Senator Brubaker.

14 SENATOR BRUBAKER: Likewise,
15 I'll be in communication with each of you
16 via e-mail. I thought your testimony was
17 outstanding, and it's perfectly -- I'm so
18 delighted that infrastructure was a part
19 of this testimony, this hearing, because
20 we all know that without fantastic
21 infrastructure, we can't deliver the
22 goods and services. So thank you very
23 much.

24 COUNCILMAN OH: Thank you very
25 much.

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2 I'll ask the Clerk to call the
3 next witness.

4 THE CLERK: I'd like to ask our
5 next panel to the front - Pat Eiding,
6 Philadelphia Council AFL-CIO; Jerry
7 Maginnis, KPMG, Philadelphia office; Mark
8 Edwards, Philadelphia Works,
9 Incorporated.

10 (Witnesses approached witness
11 table.)

12 COUNCILMAN OH: As our next
13 panel takes their seats, I would ask that
14 we begin in the order called, with Pat
15 Eiding. If you'd please identify
16 yourself and then present your testimony.

17 MR. EIDING: Pat Eiding. I'm
18 the President of the Philadelphia Council
19 of the AFL-CIO representing somewhere
20 over 150,000 working families here in
21 Philadelphia. And good afternoon,
22 Chairman Oh and the Committee and
23 certainly Senator Brubaker. I want to
24 thank you for inviting me to speak on
25 behalf of organized labor and all

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2 workers, or would-be workers, as we may
3 find today in the City of Philadelphia.

4 I know that you've heard a
5 great deal of testimony today and the day
6 and a half, and so I'll keep my remarks
7 brief, confined to the primary topic of
8 how labor and industry can collaborate on
9 attracting and maintaining business in
10 Philadelphia.

11 Let me start by saying that
12 while the media and others sometimes
13 portray labor and business as inherently
14 in opposition to one another, I think we
15 in this room know it's not true. Workers
16 need strong, healthy business so they
17 have a place to go to work and earn a
18 living, and businesses need a ready,
19 dynamic workforce in order to meet their
20 goals. Far from being at odds, we should
21 be partners in the process.

22 Too often, however, workers are
23 left out of the equation entirely, except
24 as a cost. At the Philadelphia Council,
25 we feel strongly that workers need to be

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2 respected for their value to the
3 employer, provided with decent wages and
4 benefits to enable them to take care of
5 their families and lift them up in their
6 communities to be able to retire with
7 security.

8 So a lot of what I say can be
9 applied to any city in the United States.
10 So let me talk specifically about
11 Philadelphia for a few minutes.

12 I remember a time when we made
13 things in Philadelphia, where the man and
14 woman from neighborhoods could walk down
15 the street and get a good union job
16 making livable wages. As you know,
17 Philadelphia is prime real estate for any
18 business looking to make a mark in the
19 U.S. As the second largest city in the
20 East Coast, we are within a day's drive
21 of 40 percent of the U.S. population. We
22 have close to 60 million in the metro
23 region, and the region is one of the most
24 dense in the nation in terms of college
25 students and institutions of higher

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2 education. We have a world-class port
3 and a recent place to continue dredging a
4 port that accommodate more and bigger
5 ships to get materials, products in and
6 out, and in recent years, the
7 revitalization of the Navy Yard as a
8 business and development hub has
9 attracted more business.

10 As I said at the start, workers
11 and unions must be part of attracting
12 business to our area, but not at the
13 expense of good-paying jobs that support
14 our city and our families. Where
15 business and labor collaborate on
16 bringing work to the Philadelphia area,
17 there has been a tremendous success. Let
18 me give you two examples.

19 When the SEPTA was ready to
20 order railcars for Philadelphia some six
21 years ago, there was a discussion and a
22 debate on what company would do those
23 railcars. One company was Hyundai Rotem,
24 who we as labor sat down as a group and
25 collaborated with them, had resolutions

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2 with them, and suggested to SEPTA that
3 they would be the company that should
4 build the cars in Philadelphia for this
5 reason: They would bring to Philadelphia
6 their headquarters. They would make jobs
7 in Philadelphia that were good,
8 livable-wage jobs. The other company
9 would take their work out to Milwaukee
10 and, quite honestly, have those cars put
11 together at much lower wages.

12 So we collaborated with them
13 much longer -- way back before they came
14 here and started to build. As we know,
15 today they are building railcars here in
16 Philadelphia. They are using workers who
17 are getting livable wages, and there's
18 the intent by that company to expand and
19 keep those jobs here in Philadelphia.

20 Second, and most recent, we saw
21 the workers and their unions take the
22 lead in saving the refineries in
23 Philadelphia and Trainer, PA. I don't
24 think that can be understated. Where
25 Sunoco and ConocoPhillips were content to

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2 put their refineries on the market, find
3 a seller, or maybe not, and move on, the
4 workers were facing the very real
5 prospect of waking up in June 2012
6 without jobs, worked tirelessly for
7 months to bring the needs of the workers
8 and their communities to the attention of
9 most -- but not just business leaders,
10 but elected officials at every level.
11 Without that effort, we see the
12 refineries close and thousands of
13 families thrown into potentially
14 long-term unemployment.

15 We need to take a realistic
16 view of what training and education would
17 make people work-ready to accommodate the
18 needs of potential employers. It should
19 start by reestablishing curriculums and
20 vocational training in our schools or a
21 new school. Something as simple as
22 mechanical drawing could give a student a
23 broader outlook for what kind of career
24 to pursue.

25 The apprentice programs in

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2 Philadelphia are some of the finest in
3 the country, but there needs to be more
4 of a choice. For example, right now
5 there is a need for machinists, welders,
6 and other skills to accommodate the
7 shipyard, the refineries, and other
8 industries that dredging the new ports
9 will bring to the area. All too often we
10 deal in numbers without regard to
11 life-sustaining careers.

12 My experience here in
13 Philadelphia finds our attention
14 motivated to either construction or
15 continued education. Both are fine
16 efforts, but unfortunately, they will not
17 eliminate the most severe unemployment in
18 our city. We need to entice businesses
19 that would come to Philadelphia to make
20 things, things like the parts that go
21 into solar energy that unfortunately are
22 made in China and only put together here
23 in Philadelphia on a roof somewhere. We
24 should be making them here.

25 With training and

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2 infrastructure offered from City
3 government, we should market the great
4 empty buildings throughout Philadelphia,
5 get together with Philadelphia Works and
6 training and identifying experienced
7 workers. This would bring business back
8 to Philadelphia, offer good jobs, making
9 stuff.

10 In conclusion, I would say
11 bring labor to the table early. We have
12 a lot to offer. Be deliberate in
13 thinking about the skills that are needed
14 for positions rather than what a job
15 description might be.

16 We in the labor movement in
17 Philadelphia think every day about folks
18 who are out of work. We want to find
19 jobs come to Philadelphia. We want to
20 work and collaborate with all of the
21 panels that are here today to make that
22 happen. We have a tremendous need in
23 Philadelphia to put people who still live
24 in the neighborhoods to work. We can do
25 that by creating jobs.

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2 I know that manufacturing has
3 lost its ill-care in this country, but I
4 think there's room for some of the new
5 energy systems that will be coming out
6 for us to collaborate with each other,
7 with government and business to bring
8 some of those businesses here in
9 Philadelphia and put people to work who
10 maybe can't go forth into college or
11 maybe they can't be apprentices in a
12 training program, but we could make good
13 living jobs that are reachable by good
14 transportation, and I think working
15 together we could do that, and we stand
16 ready to do that, Mr. Chairman.

17 COUNCILMAN OH: Thank you very
18 much.

19 Mr. Maginnis.

20 MR. MAGINNIS: Thank you. Good
21 afternoon, Councilman Oh and Senator
22 Brubaker. I'm delighted to be here
23 today, and I thank you for commissioning
24 these very important hearings. I think
25 it's terrific that the Commonwealth and

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2 the City of Philadelphia are
3 collaborating on these discussions and
4 participating jointly. So, Senator
5 Brubaker, thanks for being here today.

6 My name is Jerry Maginnis and I
7 am the Managing Partner of KPMG, LLP here
8 in Philadelphia. I'm also a member of
9 the state's Early Learning Investment
10 Commission, which is a group of business
11 folks who understand and promote the idea
12 that a quality early childhood education
13 is a powerful economic development tool.

14 First, let me just say a brief
15 word about my firm. KPMG is one of the
16 world's largest accounting firms. We
17 provide audit, tax, and consulting
18 services to some of the nation's largest
19 companies and certainly some of the
20 larger companies here in the area. But
21 as well, we serve smaller emerging
22 businesses, like many of the ones that
23 were represented on the earlier panel
24 today, many companies that access venture
25 capital, private equity to finance their

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2 business from the earliest stages, and
3 I've personally worked with startup
4 companies that had under ten employees.
5 So we don't just serve big organizations.

6 Here in Philadelphia, we have
7 approximately 900 partners and employees
8 comprising a diverse workforce. We
9 strive to do an exceptional job serving
10 our clients who operate in a variety of
11 industries that are really representative
12 of the Philadelphia region's diverse
13 economy. We also endeavor to be good
14 corporate citizens and encourage our
15 professionals to give back to our local
16 communities.

17 On a personal level, I'm a
18 native Philadelphian. I was raised in
19 the Northeast in the Fox Chase section of
20 Philadelphia. I attended local schools,
21 including St. Joe's Prep and St. Joe's
22 University. And it's a privilege for me
23 to be here today, because I'm really
24 passionate about the importance of
25 positioning our evolving economy for

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2 success in a fashion that will benefit
3 Philadelphians for generations to come.

4 Job skills and education are
5 really the global currency of the 21st
6 century. That's where a firm like mine
7 is always on the hunt for the best and
8 brightest talent.

9 Philadelphia's ability to
10 educate its students and maintain a
11 skilled workforce is more important than
12 ever in today's knowledge economy, both
13 for individuals and families, as well as
14 for the region as a whole.

15 Workforce development is a
16 critical component of economic
17 well-being. Unfortunately, government
18 data indicate that despite a high
19 unemployment rate, some jobs remain
20 unfilled due to gaps between the
21 attributes that employers need and those
22 that workers possess.

23 So what's the answer to this
24 lack of a qualified workforce?

25 Traditionally, workforce professionals

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2 have sought to close the gap by
3 addressing educational deficiencies
4 during the teen and adult years.

5 However, studies show that both
6 challenges and opportunities start much
7 earlier in life. For example, one study
8 indicates that disadvantaged kids often
9 start kindergarten as much as 18 months
10 behind their peers. Another indicates
11 that most children reading well below
12 grade level at the end of fourth grade
13 will not graduate from high school.

14 Obviously more needs to be
15 done.

16 One promising approach is to
17 expand the availability of early
18 childhood education programs. Research
19 shows learning and development that
20 occurs in a child's earliest years has a
21 strong impact on whether that child can
22 master the skills a productive worker
23 needs.

24 Starting from birth, children
25 build not only cognitive but also social

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2 and emotional skills, such as
3 perseverance, problem-solving abilities,
4 and cooperation.

5 Rigorous long-term studies on
6 quality early childhood education
7 programs in several cities have shown a
8 strong positive impact, especially on
9 disadvantaged children, with favorable
10 cost-benefit ratios.

11 Lifetime benefits of early
12 childhood education services are critical
13 to growing the skilled workforce in
14 Philadelphia and our nation -- that
15 Philadelphia and our nation need to
16 thrive, and high-quality child care and
17 early education builds a strong
18 foundation of cognitive and social skills
19 in young children that can improve the
20 engagement in school and increase per
21 capita earnings and fuel economic
22 development.

23 The good news, as Senator
24 Brubaker I'm sure knows, is that there is
25 a strong system of early childhood

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2 education currently at the state level,
3 including Pennsylvania Pre-K Counts and
4 Keystone Stars, among others, but
5 unfortunately, in Philadelphia only about
6 half the children under the age of five
7 participate in these programs.

8 We all know that budgets are
9 strained and the government leaders face
10 tough choices in an effort to renew the
11 economy. As a business person, I
12 certainly understand the need to make
13 tough choices, but I also understand the
14 need to balance short-term needs against
15 longer-term investments. Our ability to
16 compete in a global economy depends on
17 the quality and focus of American
18 education from birth to adulthood. We've
19 got to close the achievement gap that
20 afflicts young children, because we know
21 if they don't acquire literacy and
22 language skills at an early age, they
23 simply won't catch up.

24 For these reasons, I believe
25 investing in early childhood education is

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2 both good public policy and good
3 business.

4 I want to close with this: At
5 KPMG, we're very good at following
6 instructions, so hopefully I've made it
7 within five minutes.

8 COUNCILMAN OH: You have.
9 Thank you very much.

10 Mr. Edwards, please.

11 MR. EDWARDS: Thank you.

12 Chairman Oh and Senator Brubaker, I too
13 applaud the state and local coordinated
14 conversation. I'm Mark Edwards,
15 President and CEO of Philadelphia Works.
16 I appreciate the opportunity to testify
17 today and support these hearings
18 wholeheartedly.

19 Philadelphia Works funds,
20 manages, and offers programs that brings
21 together employers and jobseekers and
22 help workers develop the skills they need
23 to thrive in the workplace. This is
24 reflected in four primary activities.

25 First, we fund and provide

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2 technical assistance on career guidance,
3 job training, and job placement services
4 offered by our one-stop centers. In
5 Pennsylvania, it's the CareerLink center.

6 Second, we offer employer wage
7 subsidies, employee training, and
8 re-training assistance, and we work with
9 them to help employees who have been laid
10 off.

11 Third, we conduct research on
12 employment and workforce trends and
13 provide our findings to businesses,
14 policymakers, service providers, and the
15 media.

16 Fourth, we promote public
17 policy that meets the needs of jobseekers
18 and employers alike.

19 Philadelphia Works is supported
20 by federal, state, and privately raised
21 employment and training funds.

22 My testimony today concentrates
23 on Philadelphia's workforce readiness to
24 attract international companies. This
25 city is poised to be a true destination

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2 for international businesses. One of our
3 major advantages is the 101 colleges and
4 universities in our metropolitan
5 statistical area. This is a potent
6 resource since an educated workforce is
7 the chief need of new and relocating
8 businesses.

9 We, at Philadelphia Works, are
10 currently developing our strategic plan
11 that will guide us over the next few
12 years. The plan will emphasize, as we
13 are already beginning to implement,
14 strengthening our relationships with
15 these institutions and others to ensure
16 that our workers have the skills which
17 today's business leaders expect.

18 Being a recent appointee to the
19 Board of Community College, I look
20 forward to working with Mayor Nutter and
21 my other colleagues on the Board to
22 ensure that the college plays a larger
23 role in helping to meet the needs of
24 training of potential workers.

25 We, at Philadelphia Works, are

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2 committed to playing a key role in
3 helping Philadelphia attract new
4 businesses, including those that are
5 internationally based. One tool that we
6 offer is the coordination and oversight
7 we provide to several industry
8 partnerships which bring together
9 employers, workers, and job training
10 providers from a single industry sector
11 to collaborate on improving the
12 industry's competitiveness and address
13 common workforce needs. These
14 partnerships offer access to regional and
15 industry-specific knowledge and training
16 and create professional networks that
17 promote innovation, collaboration, and
18 efficiency.

19 Through these industry
20 partnerships, we've worked with several
21 international corporations, including
22 AugustaWestland, a helicopter
23 manufacturer based in Italy and the
24 United Kingdom; DB Schenker, a global
25 logistics and shipping company based in

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2 Germany; Aker Shipyard, a shipping and
3 ship building company based in Norway;
4 and the Hyundai Rotem example that was
5 given by my colleague. We work with them
6 in support of their workers training as
7 well, who are now, by the way, also
8 developing railcars for San Francisco.

9 We also work with several
10 domestically based multi-international
11 corporations, including UPS, US Airways,
12 SPS Technology, Global Packaging.

13 Our support includes helping to
14 provide trained workers to make sure that
15 these companies are more competitive,
16 reduce costs, and increase productivity.

17 The most important challenge
18 that we face as a city today by far is
19 that so many of our residents simply
20 don't have the skills needed for success
21 in today's economy. For example, while
22 it is true that the School District's
23 on-time graduation rate climbed three
24 percentage points last year to 61
25 percent, it still remains true that

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2 almost four in ten young people don't
3 graduate on time. Some will eventually
4 earn their GEDs, but many won't.

5 In addition, over 50 percent of
6 Philadelphians, about 550,000 people, are
7 considered low literate, which means they
8 struggle to follow basic written
9 instructions or complete an application
10 for a job. At the same time, employers
11 across all industries are demanding a new
12 kind of worker, highly literate, adept at
13 problem-solving, comfortable with
14 technology, and able to communicate and
15 respond to change. As we address this
16 mismatch, one-half of all jobseekers in
17 Philadelphia are able to compete for
18 one-third of the jobs in our city.
19 That's approximately 550,000 individuals
20 qualified for roughly 189,000 jobs.

21 To help narrow the skills gap,
22 Philadelphia Works is focusing on
23 connecting training providers,
24 businesses, and job-seeking residents.
25 For example, in one of our planning

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2 processes we are now engaging in, heavy
3 emphasis on creating a bona fide
4 workforce system, not simply a chain of
5 disparate service providers. Our goal is
6 to ensure that jobseekers have access to
7 a real continuum of services so that the
8 same person who needs literacy training
9 before moving on to a job-training
10 program and also needs help with child
11 care can gain all of those services at
12 one of our CareerLink centers.

13 In closing, let me again thank
14 you for the opportunity to testify today,
15 and I'm available for any questions you
16 may have.

17 COUNCILMAN OH: Thank you all
18 very much.

19 I should have noted, and it's
20 my fault, that Councilman Dennis O'Brien
21 was with us and actually just left the
22 room.

23 At this time, I will, in the
24 interest of time, not ask any questions.
25 I very much appreciate your testimony and

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2 want to assure you that your testimony is
3 recorded, transcribed, and will be the
4 basis of the findings that we issue,
5 which we will share with you, as the
6 basis of any legislation that we move
7 forward.

8 I'll ask my Co-Chair if he has
9 any questions.

10 SENATOR BRUBAKER: Thank you
11 again, panel. I found your testimony to
12 be very inspiring. The word
13 "collaboration" and "promotion" was
14 stated approximately 31 times in your
15 testimony and in prior testimony
16 combined. So we're clearly hearing a
17 theme here that we are actively
18 collaborating. I'm glad that that
19 statement was made and that the City of
20 Philadelphia and the Commonwealth of
21 Pennsylvania is actively collaborating
22 here today, and our collaboration
23 certainly will not end today, and there's
24 all kinds of opportunity for us together.

25 Public-private partnerships has

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2 also been mentioned many times, but
3 through public-private partnerships, we
4 can certainly promote the great work
5 that's been done and use that as an
6 inspiration for people in the future. So
7 I do look forward to working with each of
8 you.

9 Thank you.

10 COUNCILMAN OH: Thank you very
11 much.

12 (Thank you.)

13 COUNCILMAN OH: And I'll ask
14 the Clerk to call the final panel to the
15 witness table.

16 THE CLERK: I would like to
17 invite our last panel to the front -
18 Joseph C. Bright, Cozen O'Conner; Stephen
19 Tang, University City Science Center;
20 Steve Wray, Economy League of Greater
21 Philadelphia; Lawrence Husick, Foreign
22 Policy Research Institute; Judy Mostov,
23 Drexel University; John F. Smith, III,
24 Global Philadelphia Organization.

25 (Witnesses approached witness

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2 table.)

3 COUNCILMAN OH: And I will ask
4 the first three witnesses to sit at the
5 table, and then as soon as the third one
6 is done, we'll have the next panel sit
7 down, and we'll go right through five
8 minutes each.

9 I appreciate your patience.
10 We've run a little behind with all the
11 information, but thank you so very much
12 for being patient.

13 If we could start with Joseph
14 Bright. Please identify yourself and
15 provide your testimony. Thank you.

16 MR. BRIGHT: Mr. Chairman,
17 Senator Brubaker, members of the
18 Committee, thank you for the opportunity
19 to share some thoughts here. I'm Joseph
20 Bright, tax practitioner for a number of
21 years. Many years ago I served as Chief
22 Counsel of the Pennsylvania Department of
23 Revenue. Not quite so many years ago I
24 served on the 2004 Pennsylvania Business
25 Tax Reform Commission, both of which

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2 taught me some things. I write and
3 comment a lot, as well as practice law.

4 Let me try and be quick and to
5 the point.

6 Point one, this is not so much
7 a tax comment as a tax-related comment.
8 The City has got to right-size its
9 workforce. Public officials in this city
10 have repeatedly stated, and the data
11 supports it, that we are staffed for a
12 city with a population much bigger than
13 what we have. That has to translate to
14 upward pressure on taxes, because that's
15 where the money comes from. So if you
16 want to reduce taxes, you've got to look
17 to what you're spending, not just what
18 you're raising, because the two, like an
19 old couple, walk down the street together
20 and they're tied.

21 A derivative point is, you have
22 to keep your eyes on the competition.
23 You've got competition across the river
24 here to the east, south, west, across the
25 creeks. It matters a lot, because when

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2 people from out of state come to me and
3 say where should I locate, I will run
4 through them the various tax structures,
5 and sometimes they produce an instant
6 answer.

7 For example, some localities in
8 Pennsylvania impose business gross
9 receipts taxes, but many do not and
10 cannot because of an approximately
11 20-year-old law that forbids new business
12 privilege taxes. The effect of that is
13 that many localities impose substantially
14 no business tax at all. None. That's
15 your competition at the locality level.
16 And there are other iterations of that,
17 some of them not quite as dramatic, in
18 other places.

19 Let me address the BIRT, as
20 it's now affectionately known, which used
21 to be the BPT, business privilege tax,
22 now the business revenue and income tax.

23 Why not repeal it? Yes, it
24 would be a revenue hit. Of course, it
25 would be a revenue hit, but imagine the

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2 publicity, and beyond the publicity, the
3 attentive interest you could get from
4 Pennsylvania, New Jersey, across the
5 country if you said, We want business
6 here in this city and we're not going to
7 tax you. You'll pay real estate taxes.
8 There may be some related taxes, but
9 we're not going to tax your income,
10 either revenue or net income, either
11 gross revenue or net income. If you
12 don't do that, at least get rid of the
13 gross receipts tax. It's a terrible tax.

14 Public commentators, thoughtful
15 commentators on tax policy say that there
16 are two bases on which a tax can be
17 justified: ability to pay or use of
18 services. Those are sort of the key
19 points. The gross receipts tax is
20 justified by neither. It does not
21 measure ability to pay. It measures
22 simply volatility.

23 If you are, for example, in a
24 financial business where a very large
25 amount of money turns over every single

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2 day but your margin is razor thin, if you
3 impose a gross receipts tax on that
4 business, it follows inexorably that it
5 leaves the City and, with it, the
6 high-paying jobs and the attention to
7 restaurants and going to Boyd's and all
8 the things that happen, the multiplier of
9 attracting business. Get rid of the
10 gross receipts tax and bring down the net
11 income tax. It's just too high. It's
12 higher than many states, 6.45 percent of
13 net income. That's a lot of money. It
14 gets people's attention.

15 I, from time to time,
16 frequently am called by people in other
17 parts of the country, We're thinking of
18 moving, what's the situation in
19 Philadelphia. I tell them that, and even
20 over the telephone, you can see eyes sort
21 of glaze over and move on to the next
22 question.

23 The School District income tax,
24 this gets very little attention. It's
25 authorized by state statute over 50 years

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2 old, 60 years old and, therefore, cannot
3 be changed by City Council. It is a
4 scattershot affair. For example, gains
5 are taxed, but not gains of property held
6 for more than six months. Why? Because
7 30 years ago, there was a distinction
8 made in the Internal Revenue Code, not
9 between tax or no tax, but between earned
10 income and capital gains, and that
11 distinction is set like a steel in cement
12 in that statute. It makes no tax policy
13 sense.

14 There are other items of
15 intangible investment income that are not
16 taxed. The pattern doesn't make much
17 sense at all. That base could be
18 broadened and rationalized, and if it is,
19 the rate should be brought down.

20 It's a dangerous thing to say
21 to a legislative body, broaden the base
22 and lower the rate, because they'll say,
23 Thank you much for the broad base, we'll
24 talk later about lowering the rate. But
25 if you could do it, it would make more

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2 sense, and in the long run, I think you
3 would get more money out of it and you
4 would get less annoyance, at a minimum,
5 and problems in administering the tax.

6 The wage and net profits tax
7 should further be reduced. You've
8 already heard Professor Inman, and he's
9 got a lot of hard data that shows you
10 what the effects are. There have been
11 some improvements in that tax. It has
12 come down, and it has made a difference,
13 if you follow his methodology. I think
14 that more should be done.

15 He has suggestions about taxing
16 residents and non-residents. I think
17 that's a tax policy matter that I would
18 leave to him in the first instance. I
19 think you could speak to both sides of
20 that issue, but it certainly is an issue
21 that should be looked at.

22 Those are my thoughts for this
23 afternoon.

24 COUNCILMAN OH: Thank you very
25 much.

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2 The next witness will be Steve
3 Tang.

4 MR. TANG: Thank you very much
5 and thank you, Senator Brubaker,
6 Councilman Oh. Senator Brubaker, thank
7 you for your longstanding championship of
8 business and commerce in Harrisburg.

9 And, Councilman Oh, thank you
10 for your new leadership in City Council,
11 and I'll never tire of saying as the
12 first Asian American ever elected to City
13 Council here in Philadelphia and many,
14 many more.

15 COUNCILMAN OH: Thank you.

16 MR. TANG: So good afternoon.
17 I am Steve Tang. I'm President and CEO
18 of the University City Science Center.
19 I'm here on behalf of my colleagues and
20 the Board of Directors and the 31
21 shareholders that make up the Science
22 Center's owners, and I'm honored to
23 address this distinguished Committee and
24 this historic joint hearing.

25 The Science Center, as the

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2 oldest and largest urban research park in
3 the nation, has supported innovation and
4 entrepreneurship in the City of
5 Philadelphia and the surrounding regions
6 for almost 50 years now.

7 Since our start in 1963, more
8 than 350 companies, including Centocor,
9 SEI Investments, and Bentley Systems have
10 graduated from the Science Center. The
11 93 companies that remain in the region
12 account for 15,000 direct jobs that pay
13 an average annual salary of \$89,000 per
14 year, and nearly half of those companies
15 are located in the City and employ 5,000
16 people.

17 So in keeping with the dialogue
18 of our presidential candidates, the
19 Science Center is all about the middle
20 class and those high-paying jobs.

21 Current Science Center
22 residents include 100 established
23 companies and startups that are
24 developing solutions for a host of
25 problems, including food contamination,

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2 traumatic brain injury, and Alzheimer's
3 disease.

4 There are three critical
5 overlapping areas I'd like to address
6 today, and Mr. Bright was kind enough to
7 address I think the tax issue, which I'll
8 only touch on.

9 Those areas are funding,
10 talent, and business climate. So let's
11 start from the most basic need, which is
12 money.

13 Philadelphia lags behind other
14 markets in terms of venture capital
15 investments. We rank fourteenth in the
16 nation, with approximately half a billion
17 dollars invested in the region's startups
18 in 2011. We're well behind San
19 Francisco, which leads the list with \$8.6
20 billion, as well as Boston, New York, San
21 Diego, Washington, and others.

22 But we're making progress.
23 First Round Capital, one of the leading
24 VCs in the nation, just moved from
25 Conshohocken to University City, and

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2 founder, Josh Kopelman, is hopeful that
3 other VC firms will follow. And that's
4 important, because as Josh will tell you,
5 startups are more likely to locate where
6 the money is.

7 But we need companies of all
8 sizes, large and small, to spur
9 innovation. Large companies can
10 establish new academic industry
11 partnerships that will generate more tech
12 transfer and commercialization in the
13 City and in the region.

14 So job one is to continue to
15 make the City more welcoming to
16 investors, startups and established
17 companies. A change in the City's tax
18 code made moving to the City a compelling
19 business decision for First Round
20 Capital, and the Science Center supports
21 the City's stepped-up efforts to
22 encourage other companies to locate in
23 Philadelphia.

24 Next on my list is talent,
25 which you heard from the previous panel,

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2 an area where Philadelphia has a clear
3 advantage. Our region, as you heard,
4 boasts over 100 degree-granting
5 institutions that produce top-level
6 scientists and engineers. In 2009-2010,
7 according to the National Center for
8 Education Statistics, almost 86,000
9 certificates and degrees were awarded in
10 the region. Thirty-one percent of those
11 were advanced degrees.

12 And yet, immigration and,
13 specifically, our visa policies are
14 forcing top-level talent from our
15 colleges and universities to return to
16 their homes and countries where they
17 ultimately become our global competitors.

18 In order to maintain a
19 competitive edge, we need City support,
20 along with state and federal support, for
21 policies that encourage the retention of
22 foreign-born graduate students in the
23 U.S., particularly those in research and
24 STEM areas, and facilitate the formation
25 and growth of startup companies by

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2 immigrant entrepreneurs.

3 The last issue to consider is
4 the City's business climate. Here I
5 would be remiss if I didn't emphasize, as
6 Mr. Bright did, the ongoing need for tax
7 and education reform. Tax reform is
8 needed on the city, state and federal
9 level to help reduce the cost of doing
10 business. As I noted earlier, First
11 Round Capital is a great example of the
12 positive impact of a change in the City's
13 tax laws.

14 I encourage all of you to cast
15 a similar critical eye on the business
16 privilege tax and the city wage tax to
17 see if comparable adjustments could be
18 made that would help spur and support
19 innovation and entrepreneurship in the
20 region.

21 In addition, on a national
22 level, the U.S. must structure our tax
23 policies and rates to be competitive with
24 world markets and continue to incentive
25 U.S. and foreign direct investment in all

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2 stages of technological development, from
3 research to commercialization, especially
4 in Greater Philadelphia's target
5 industries like health care, health care
6 information technology, energy, life
7 sciences, and advanced manufacturing.

8 Imagine what we could
9 accomplish together if we could let the
10 world know that Philadelphia is indeed in
11 the same league as Boston, New York, and
12 San Francisco and if we could put
13 packages together to show companies that
14 Philadelphia is the right place to
15 locate. Imagine the companies that could
16 locate here and the ways they could
17 change the world.

18 Thank you very much.

19 COUNCILMAN OH: Thank you very
20 much.

21 Our next witness will be Steve
22 Wray.

23 MR. WRAY: Good afternoon. I'm
24 Steve Wray. I'm the Executive Director
25 of the Economy League of Greater

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2 Philadelphia. My thanks both to
3 Councilman Oh and Senator Brubaker for
4 convening this hearing and for inviting
5 me to be a part of this distinguished
6 panel but also all the other speakers,
7 many of whom we work with on a regular
8 basis all the time.

9 At the Economy League we work
10 to bring together regional leaders and
11 organizations across all sectors to
12 address the most pressing and challenging
13 issues facing the Greater Philadelphia
14 region. Built on our historic foundation
15 of independent, high-quality analysis,
16 and practical insight, we spark new
17 ideas, develop strategies, and galvanize
18 action to make Greater Philadelphia a
19 globally competitive region. Today I'd
20 like to briefly share with you the
21 priorities, goals, and strategies
22 identified through our World Class
23 Greater Philadelphia initiative, which we
24 believe will serve as a framework for
25 regional competitiveness, strategy, and

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2 action over the next 15 years.

3 World Class Greater

4 Philadelphia started three years ago as
5 the Economy League's 100th anniversary
6 effort, with the goal of taking what we
7 had learned in our first century of work
8 and applying those lessons to developing
9 shared strategies for the region to
10 follow as we work to be a globally
11 competitive region in a rapidly changing
12 and evolving economy.

13 We put a call out for input and
14 convened over 1,000 leaders across the
15 region to get their perspectives on what
16 we needed to do to be world class by
17 2026, when the world will turn its eyes
18 here for the 250th anniversary of the
19 Declaration. We used that input to share
20 scenarios -- to shape scenarios or
21 stories of the future that Greater
22 Philadelphia needs to be prepared for,
23 reflecting a shifting and rapidly
24 changing world, fraught with uncertainty
25 but rich with opportunity. Those future

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2 histories, as we call them, present
3 vastly different pictures of what
4 Philadelphia will face but share some
5 common threads.

6 First, the world is changing
7 quickly, and we should be prepare for an
8 even faster pace of change due to the
9 growth and adaptation of technology in
10 all parts of life.

11 Second, the economy is global,
12 and how our region connects with and
13 interacts with the rest of the world will
14 be vitally important to its future
15 success.

16 Third, we cannot expect
17 government to solve all of our problems.
18 None of the scenarios anticipate more
19 governmental resources, and all require
20 new ways of collaborating across sectors
21 and borders to work effectively.

22 We then went back out for
23 feedback on those scenarios and worked
24 with hundreds of leaders again to
25 identify what we needed to focus on to

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2 succeed, no matter what the global
3 economy deals us. They helped us
4 identify three areas where our region
5 should focus its attention in order to
6 position ourselves for success, areas
7 that have been themes of these hearings -
8 business growth, talent development, and
9 infrastructure.

10 Over the past year then, we
11 have been working with key civic partners
12 and strategy teams of regional leaders in
13 each of those areas.

14 In partnership with the Greater
15 Philadelphia Chamber of Commerce's CEO
16 Council for Growth, the business growth
17 strategy team has been focused on
18 developing a framework for future action
19 where new and growing businesses fuel a
20 dynamic regional economy that builds on
21 our industry and research strengths and
22 connects to global opportunities.

23 To reach those big goals, the
24 business growth team has met over a
25 five-month period earlier this year to

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2 develop the framework that supports
3 efforts to increase the availability of
4 growth capital for regional businesses,
5 as Steven just mentioned; strengthen our
6 innovation and entrepreneurship networks.
7 I know you heard from Bob Moul earlier
8 today. Bob was one of our co-chairs of
9 that effort.

10 Support talent development
11 strategies focused on existing and
12 emerging industry clusters; foster
13 industry and research connections to
14 drive R&D, technology transfer, and
15 commercialization; to market the region's
16 business assets and success stories in an
17 effective and powerful way; and to really
18 advance Greater Philadelphia's position
19 as a hub for global business. So that's
20 one side, business growth.

21 We've also worked with the
22 United Way of Greater Philadelphia and
23 Southern New Jersey on talent
24 development, with a team that's been
25 focused on developing a framework for

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2 future action where Greater Philadelphia
3 has a talented workforce, where every
4 resident has the skills needed to compete
5 in the global economy. To do that,
6 they've identified a framework that for
7 reaching really strong aspirational goals
8 that support efforts to establish a
9 regional partnership focused on the
10 entire talent of element continuum. You
11 heard Mark Edwards talking about the
12 importance from cradle to grave.

13 Second, increasing the number
14 and accessibility of the high-quality
15 early childhood education slots; increase
16 student exposure to high-quality work and
17 career-based experience; build the
18 quality and capacity of school
19 leadership, focusing on those folks in
20 the schools, not just -- in order to
21 improve the lives of kids; improve
22 post-secondary access, persistence, and
23 completion; cultivate and promote
24 affordable higher education options; and
25 expand employer-led workforce efforts.

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2 And for infrastructure, we're
3 working with the Urban Land Institute's
4 Greater Philadelphia Chapter, the real
5 estate community here in Philadelphia,
6 the folks who place their money on bets
7 to make investments here in our region.
8 Our strategy team will be developing a
9 set of strategies to ensure that Greater
10 Philadelphia has convenient connections
11 to regional, national, and global
12 destinations and efficiently provides the
13 key infrastructure necessary for business
14 success and high quality of life. That
15 will require that Greater Philadelphia
16 connects with the largest and fastest
17 growing metropolitan areas in the world
18 directly, as Mark Gale mentioned earlier;
19 that the region's transit and road
20 networks provide convenient and efficient
21 connections to employment centers and
22 destinations; that Greater Philadelphia
23 redevelops and improves signature
24 regional destinations like our
25 waterfronts and our historic downtowns;

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2 and that we have the modernized energy
3 and water systems and green
4 infrastructure that enhance business
5 performance and quality of life in the
6 region.

7 The infrastructure team has
8 just started its work, but it's focusing
9 on innovative financial and project
10 delivery strategies that can be
11 implemented at a regional level. We'll
12 need partnership from the state on those
13 types of efforts, and we'll have lots of
14 ideas about that.

15 The great thing about these
16 frameworks and sets of strategies is that
17 there are dedicated people and great
18 organizations all over the City and the
19 region already working on these
20 strategies, and you've heard from many of
21 them over the last two days. In the
22 coming months, we'll be putting forward
23 these strategy frameworks as a guide and
24 template for action in the future. And
25 those frameworks will be filled with

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2 actions already underway, as well as new
3 efforts designed to make sure that
4 Philadelphia fulfills its potential as
5 one of the world's great regions.

6 We at the Economy League will
7 continue to work with our many partners
8 in the region to ensure that the
9 strategies are implemented and adjust to
10 changes in the economy.

11 Thank you again for the
12 opportunity to speak, and I look forward
13 to the opportunity to address any
14 questions in the future, as it appears
15 we'll be having, but to work with you as
16 you shape strategies and to share with
17 you what we're hearing and what we're
18 putting together as you go forward.

19 Thank you very much.

20 COUNCILMAN OH: Thank you very
21 much.

22 I'd ask the next three
23 panelists to take their seats, and
24 beginning the testimony with Lawrence
25 Husick.

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2 I will note that Senator
3 Brubaker has to leave at 5:15, but it
4 seems like we'll have plenty of time to
5 finish the testimony and even have
6 questions.

7 Would you begin. Identify
8 yourself and provide your testimony.
9 Thank you.

10 MR. HUSICK: Chairman Oh,
11 Senator Brubaker, members of the
12 Committee, my name is Lawrence Husick and
13 I'm Co-Chair of the Foreign Policy
14 Research Institute's Wachman Center
15 Program on Teaching a New Generation of
16 American Innovators, an educational
17 program of one of the nation's foremost
18 think tanks located right here in
19 Philadelphia.

20 While many other speakers today
21 and yesterday have addressed specific
22 programs and projects that may be
23 undertaken to strengthen our city,
24 region, and Commonwealth's innovation
25 economy, I will address the simple and

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2 cost-free changes that I believe must
3 take place if we are to succeed in the
4 economy of the 21st century. You see,
5 our experience at the Institute is that
6 most of our public sector functions as an
7 innovation-free zone. In fact,
8 innovators are most often treated just as
9 your body treats invading bacteria. We
10 identify, surround, kill, and eject our
11 most innovative thinkers in order to
12 protect the uninterrupted functioning of
13 our bureaucratic institutions. Whether
14 we are discussing governmental offices,
15 our public schools or even our most
16 esteemed universities, innovation and
17 innovators are paid lip service, but
18 rarely valued and encouraged. My view
19 may offend some, but innovation is my
20 business and it is, if nothing else, the
21 business of telling the unvarnished and
22 unpopular truth.

23 In my view, the very first step
24 on the road to the innovation economy
25 that we want for our city, region, and

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2 Commonwealth is the incorporation of
3 innovation as an educational theme at
4 every level, from preschool to
5 post-graduate work. Doing so requires no
6 expensive tools, no additional textbooks,
7 and very little formal programming. What
8 it requires, however, is a willingness to
9 spend just a bit of time away from
10 cookie-cutter curricula, fact-based
11 instruction, and standardized test
12 scores. In a word, it requires that we
13 allow students the time to play.

14 Now, the play of which I speak
15 is not on the sports field or court. It
16 is play of the mind. It is exploration,
17 testing hypotheses, problem-solving, and
18 creativity. Most of all, it is a
19 willingness on the part of every teacher
20 and administrator to allow our students
21 to attempt to fail, to learn from that
22 failure, and to attempt again. Without
23 failure, there can be no real learning.
24 There is no interest. There is no
25 passion. There is only a less creative

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2 march toward the end of the conveyor belt
3 of education, and this yields dropouts
4 and graduates who are ill-equipped to
5 perform the tasks demanded of both a
6 globalized workforce and an involved
7 citizenry.

8 When I speak of innovation as
9 an education theme, please do not make
10 the mistake of assuming that I mean only
11 in the STEM subjects. Innovation is key
12 to understanding human history, certainly
13 here in Philadelphia where our Founding
14 Fathers adopted the world's first
15 constitutional patent and copyright
16 provisions. It is key to understanding
17 economics, politics, and every other
18 aspect of human endeavor. By using
19 innovation to teach such diverse
20 subjects, we may also find that students
21 are no longer segregated at an early age
22 into those who can do science and math
23 and those who cannot, and we will all be
24 richer for the effort.

25 I urge each of you to make

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2 innovation education a key component and
3 a prerequisite to any other effort you
4 may endorse to enhance our position in
5 the competitive world of today and
6 tomorrow, and we at FPRI stand ready to
7 help.

8 Thank you for the opportunity.

9 COUNCILMAN OH: Thank you very
10 much.

11 The next witness will be Julie
12 Mostov, Vice Provost, Drexel University.

13 MS. MOSTOV: Hello. I'm Julie
14 Mostov. I'm the Vice Provost for Global
15 Initiatives at Drexel University and a
16 professor of political science.
17 Councilman Oh, Committee members, and
18 Senator Brubaker, thank you so much for
19 the opportunity to testify before you and
20 contribute to the Committee's very
21 important work.

22 It's an honor to add my voice
23 to so many leading figures from the
24 economic development, business, creative,
25 and government sectors and impressive

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2 panel on competitive strategies and other
3 panelists earlier today.

4 My remarks will echo many of
5 Drexel President John Fry's comments
6 yesterday and no doubt those of my
7 colleagues on this panel.

8 How can we take full advantage
9 of today's global opportunities and the
10 enormous intellectual and creative
11 resources in Philadelphia to spur
12 economic development and raise the City's
13 profile as a world-class center for
14 innovation? I would argue that we can do
15 this by continuing to build our global
16 knowledge networks, drawing on students
17 and researchers in science, medicine, new
18 technologies, big data, green energy,
19 arts, and entertainment.

20 As John Fry noted yesterday,
21 universities and research institutes not
22 only attract international students and
23 faculty, but also link them with local
24 and regional industry, forging
25 connections to address global and local

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2 challenges. Urban universities in
3 particular play an important role in
4 building global idea capitals, attracting
5 investment and economic clusters, driving
6 social and economic development and
7 mobility, promoting cultural expression
8 and exchange. The space at the
9 University allows for experimentation, as
10 we noted, interdisciplinary, and
11 creativity, but we should link this space
12 to the users of ideas and discoveries.

13 Thus, President Fry talked
14 about yesterday Drexel's plan to build an
15 innovation neighborhood that will support
16 local innovators and attract investors
17 and partners, researchers from around the
18 world to create a unique urban
19 intellectual, entrepreneurial, and
20 commercial ecosystem.

21 While Philadelphia is home to
22 an extraordinary mix of human capital and
23 research infrastructure, as we've all
24 noted, we have not fully capitalized on
25 the valuable assets in Philadelphia,

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2 particularly in our ability to
3 commercialize innovative research from
4 the region's academic research
5 institutions.

6 Yet, we all know that the
7 region's economic performance is tightly
8 connected to its ability to translate
9 research into innovation and new
10 companies. As the example of Boston
11 shows us, creating a culture of
12 collaboration and leveraging innovative
13 competencies and stakeholder synergies
14 are critical to securing a competitive
15 advantage and drawing investors to the
16 City.

17 The QED Proof-of-Concept
18 funding program and the Quorum, both
19 operated by the Science Center that Steve
20 Tang talked about, are important examples
21 of these possibilities.

22 Drexel's participation in the
23 Coulter Translational Research
24 Partnership and Endowment is also an
25 outstanding example of how to accelerate

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2 technology transfer in a university
3 environment. The goal of the Partnership
4 is to speed the introduction of new
5 biomedical technologies originating from
6 academic laboratories into clinical
7 practice and patient care by transforming
8 the research and commercialization
9 mindset of academic institutions.

10 Bolstered by early successes in
11 the Coulter Partnership, Drexel is now
12 working with Philadelphia and
13 Pennsylvania partners to create a
14 regional platform, a health innovation
15 partnership to share the culture,
16 commercialization, best practices with
17 others and build a consortium of
18 universities, medical, research
19 organizations focused on commercializing
20 biomedical discoveries. The goal is to
21 recreate an academic culture change
22 across the region, mobilizing
23 researchers, promoting multi-disciplinary
24 teamwork, and bridging the academic and
25 business world, thereby catalyzing

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2 innovation, creating an innovation
3 community that pools, complements, and
4 integrates its assets and resources.

5 One important step in this
6 strategy is to foster international
7 collaborative initiatives and programs in
8 translational research that link regional
9 institutions and international partners,
10 distinguishing Philadelphia as an
11 international innovation hub and global
12 idea capital. It is to this end that
13 Drexel is engaged in creating global
14 knowledge networks with colleagues and
15 partners in China, Israel, Turkey, Korea,
16 and other places. Examples of this are
17 our dual Ph.D. programs with Shanghai
18 Jiao Tong University, our innovation hub
19 with Hebrew University, and our joint
20 center with Shanghai Advanced Research
21 Institute, or SARI, at the Academy of --
22 Chinese Academy of Sciences in Shanghai.

23 These partnerships provide a
24 framework and a model for world-class
25 collaboration and opportunities for

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2 enhancing Drexel and Philadelphia's
3 visibility in global innovation
4 communities. In these partnerships, as
5 in others we are now developing, we are
6 setting the stage for the near future in
7 which our global partners join us in
8 Philadelphia in the innovation
9 neighborhood, boarding on the 30th Street
10 Station and our innovation centers in
11 West Philadelphia that John Fry described
12 yesterday.

13 I would like to conclude by
14 recommending that we continue to work
15 together in calling for a global
16 innovation summit, and I want to thank
17 you for bringing the University into this
18 conversation and encourage everyone to
19 continue to see the University as part of
20 the leadership in moving forward in our
21 city.

22 Thank you.

23 COUNCILMAN OH: Thank you very
24 much.

25 Finally, our last witness will

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2 be John Smith.

3 MR. SMITH: Thank you, Chairman
4 Oh, and thank you, Senator Brubaker. My
5 name is John F. Smith. I'm a partner at
6 Reed Smith, and as I think you will both
7 be aware, Reed Smith has offices on three
8 continents, over 1,500 lawyers, and
9 recently opened offices in Shanghai and
10 Singapore. We are trying to live the
11 international walk.

12 But I appear here this morning
13 or this afternoon as the Board Chair of
14 the Global Philadelphia Association. I
15 realize that my situation is a little bit
16 like John McCain's. When he graduated
17 from the U.S. Naval Academy, he was the
18 anchorman. Here I am the anchorman, the
19 last person to keep you at your desk
20 before you get to go home and do other
21 things. So thank you for your patience.

22 What is the Global Philadelphia
23 Association? It's a joint venture. It's
24 a joint venture of all of the
25 international stakeholders here in the

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2 Greater Philadelphia region. And I'm
3 pleased to say that you called upon a
4 good one-quarter of our membership,
5 Mr. Chairman, in the course of these last
6 two days, and I think you got a good,
7 well-rounded feel for what international
8 Philadelphia is all about as a result.
9 Thank you for taking the trouble to
10 listen to all of them.

11 We were begun three years ago.
12 We had only 15 members at the time. We
13 are now up over 80 members.

14 Why is there this great
15 interest, this joint venture interest? I
16 think you can get a feel for it if I read
17 you -- and I hate to read anything in
18 these settings -- a brief clip from a
19 study that was performed by the MacArthur
20 Foundation about 11, 12 years ago. It
21 was a study of a city, a well-known
22 American city, and it was described this
23 way: This city is a place where global
24 things happen, but it's not a global
25 city. The city and its region possess

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2 formidable global assets, powerful
3 multi-national corporations, vibrant
4 ethnic communities, great universities,
5 forums designed for foreign affairs,
6 wealthy markets, law firms, hospitals,
7 and consulting firms, but these assets
8 remain fragmented, seldom cooperating,
9 islands rather than an archipelago.

10 So this city remains less than
11 some of its parts. This fragmentation,
12 isolation, and lack of cooperation puts,
13 blank, at a self-imposed handicap in the
14 new world now taking shape.

15 The City in question was the
16 City of Chicago, but it could equally
17 well have been said of the City of
18 Philadelphia not too long ago.

19 What I want to say is, I think
20 that is changing in this city. It is
21 changing, Senator, because of your
22 willingness to come down the road from
23 Harrisburg and spend time next to your
24 colleague, Chairman Oh.

25 It's changing, Chairman Oh,

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2 because the President of City Council and
3 you agreed that the creation of this
4 committee was a good idea, and he was
5 smart enough to ask you to chair it.

6 It's changing because you're willing to
7 get up from behind your desk and go to
8 Korea to assist the notion that we might
9 just have non-stop international service
10 to the continent of Asia. It's long
11 overdue. Mark Gale made that point. I'm
12 here to reemphasize it. We all know it.

13 The Global Philadelphia
14 Association's mission is to bring these
15 fragmented players together, and I'm glad
16 to say they have come together in a most
17 wonderful way, and I'm grateful that so
18 many of my colleagues have been able to
19 speak to you.

20 Now, you asked for strategies.
21 I'm going to give you a few strategies
22 and let you at least think about whether
23 they work. Here's my suggestion. In
24 fact, here's our suggestion. Break down
25 barriers, barriers of all kinds, barriers

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2 between organizations, which is what
3 we've been about so far; barriers between
4 city and state; barriers between the
5 business community and the not-for-profit
6 organization that just tries to get
7 refugees settled here in the Greater
8 Philadelphia area.

9 We are in the business, and I
10 hope the City will increasingly be in the
11 business, of putting forth projects where
12 there is a community of interest. My
13 motto is collaborate, collaborate,
14 collaborate.

15 Third, in doing that, create a
16 critical mass, because when you start
17 getting people bouncing off of each
18 other, ideas off of each other,
19 initiatives that are joined in together,
20 amazing things happen and are happening.

21 Build awareness in the City and
22 in the region and, for that matter,
23 throughout the Commonwealth about the
24 importance of being an international
25 player. You all are both doing that.

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2 Thank you for that.

3 We need to enhance the
4 utilization of existing resources. We've
5 got thousands of extraordinary people and
6 hundreds of extraordinary organizations.
7 With all of this, I think we can change
8 our international profile in a radical
9 and improved way.

10 So, finally, let me just note
11 that we have an international directory
12 on our website, globalphiladelphia.org.
13 Please take a look at it.

14 We are starting the planning
15 right now for Global Philly 2013. We
16 have now trademarked that name, and next
17 fall, there will be a 45-day
18 international expo centered in the City
19 of Philadelphia but also in the suburbs
20 showing off our wares to ourselves and to
21 the world. And I might note that we have
22 developed good relationships with the
23 executive branch both at the Commonwealth
24 level and at the City level, but I would
25 like to develop that same closeness of

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2 relationship at the legislative level as
3 well.

4 Senator Brubaker, I hope that I
5 might be able to call on you.

6 Chairman Oh, I know I've been
7 able to talk with you already, but we
8 would like to have you be part of Global
9 Philly 2013 and to share with you this
10 marvelous opportunity that we, the
11 region, have.

12 Thank you.

13 COUNCILMAN OH: Thank you very
14 much.

15 I would ask all the panelists
16 to come forward, because I know that our
17 Co-Chair must leave at 5:15, and so he,
18 I'm sure, has questions, and I will
19 follow up with some questions or comments
20 of my own.

21 SENATOR BRUBAKER: Thank you,
22 Councilman. Thank you again for your
23 friendship and for your commitment. This
24 panel has challenged both of us to take
25 the testimony very seriously and, most

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2 importantly, extract out some actionable
3 items.

4 Last night, yesterday after I
5 left here, I got on the train and went to
6 New York City, and I was with the
7 ambassador of Taiwan. I went to Taiwan
8 this past year. My family vacationed in
9 Turkey this past year. I have worked in
10 over 40 countries across this great
11 globe, and I look forward to my next 40
12 countries. And I started the
13 International Commerce Caucus in the
14 Pennsylvania General Assembly. It's
15 never been done before, to my knowledge,
16 in the history of the Commonwealth of
17 Pennsylvania at a General Assembly level,
18 because I got tired of global leaders
19 coming through our state capital and
20 visiting our Commonwealth and members of
21 the General Assembly not knowing who they
22 were, not knowing that they're in town,
23 not knowing they're in our state capital
24 or in the beautiful City of Philadelphia.
25 So then I asked members of the Senate to

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2 join me, and most of the members of the
3 Senate did indeed join the International
4 Commerce Caucus.

5 So number one is to build
6 awareness. And, Councilman Oh, your
7 vision to work collaboratively with the
8 International Commerce Caucus in the
9 state General Assembly is one to be
10 deeply appreciated.

11 COUNCILMAN OH: Thank you.

12 SENATOR BRUBAKER: My question
13 to each of the panelists, should you
14 choose to accept the question, is, we've
15 been talking about education and global
16 development, and I don't know if it's a
17 rhetorical question or an actual
18 question, but do we have the right
19 measuring devices and the right
20 accountability in place to -- I mean,
21 don't we need to measure and hold
22 ourselves accountable if we're going to
23 really move the ball down the field? And
24 do we have those tools in private sector
25 and in public in place? And if we don't

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2 have measurable tools and accountability
3 tools in place, can you speak briefly to
4 the tools that ought to be put in place
5 to ensure that we get to where we need to
6 go?

7 MS. MOSTOV: Everybody is
8 looking around.

9 You know, yesterday when, I
10 think it was, Ms. Flaherty was speaking,
11 she mentioned a Drexel graduate, Mustafa,
12 who is one of the innovators who created
13 the AEFIS system for evaluating knowledge
14 outcomes, and that system, particularly
15 effective in figuring out have we been
16 successful in teaching, have we been
17 successful in bringing the knowledge to
18 students in a way that they can actually
19 apply it.

20 So I think that that brings
21 together a few of our testimonies, and
22 I'd like to see more of those kind of
23 tools which will help us to focus on the
24 learning outcomes. And in our learning
25 outcomes at Drexel, I want to say that

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2 global competency has a central place,
3 and that is critical in all of our
4 educational systems, K through 12 and the
5 universities, the ability to see one's
6 self as a global actor and use that
7 knowledge then in whatever profession or
8 work the person does. So thank you for
9 that question.

10 MR. SMITH: May I add to that,
11 Senator. I think it's vital that we work
12 together with both of you to develop
13 metrics, because as the old saying goes,
14 you can't manage it if you can't measure
15 it.

16 And I can suggest right off the
17 bat some metrics that I think are
18 critical, and some of them are improving.
19 One is the number of global visitors that
20 are coming to this city. The Convention
21 and Visitors Bureau and the Greater
22 Philadelphia Tourism and Marketing
23 Corporation have made great strides.

24 How many countries are
25 represented in our Consular Corps? We

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2 have the oldest Consular Corps in the
3 country, but we only have 35 countries
4 represented out of some 190 around the
5 world. The current president of the
6 association wants to change that. We
7 want to help him.

8 How many times do leaders of
9 our government bodies leave their
10 jurisdictions and go make a sales call in
11 another country? You'll recall that
12 Governor Corbett recently made a trip to
13 France and Germany. What was his thanks
14 for that? A column in the Inquirer
15 saying that he had some nerve leaving the
16 Commonwealth. I and Linda Conlin of the
17 World Trade Center wrote a counter to
18 that. I have to tell you that we have to
19 get over that. We have to make it safe
20 for you to go and do business.

21 Thank you.

22 COUNCILMAN OH: Thank you very
23 much.

24 MR. WRAY: I'm from the Economy
25 League, so we have to focus on metrics,

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2 and one of the things you'll note is that
3 with World Class, we've both set very
4 strong aspirational goals, things like --
5 when you talk about early childhood
6 education, it is every child is ready to
7 learn when they start school. Otherwise,
8 if you say 80 percent, what are you doing
9 with the other 20 percent?

10 But to go along with that, as
11 our strategies are developed, you will
12 see incremental steps that gets you to
13 those points. To get every child ready
14 to learn, it means you have to have more
15 schools ready to teach those kids. You
16 have to have the tools for parents ready
17 to teach those kids.

18 And then I think the final
19 part, when we started World Class, we
20 started it with an effort of looking at
21 every City ranking, every regional
22 ranking that was out there, and
23 understanding where did Philadelphia
24 stand against the best cities in the
25 world, where does Pennsylvania stand

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2 against the best countries in the world.

3 Not just the states in the United States,
4 but the countries of the world. We have
5 to hold ourselves to that.

6 People have asked me when we
7 create World Class Greater Philadelphia,
8 was that a slogan? No. It's an
9 attitude. Being world class is about an
10 attitude of never accepting second best,
11 of continually working to improve, and
12 recognizing that the bar is going to
13 change as time goes on. The other
14 countries are going to get smarter.
15 They're going to invest more. They're
16 going to be competing harder. We have to
17 keep doing that and going forward.

18 MR. TANG: I would just add two
19 points to that. The first is obvious,
20 which is every foreign student that comes
21 to school here in Philadelphia, we book
22 an export dollar. So that's a very
23 important measure of trade in higher
24 education.

25 And, second of all, to our

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2 home-grown talent, I'm a believer of
3 Malcolm Gladwell's Outlier theory, which
4 is that technology has to be available to
5 our school children today to allow them
6 to innovate in ways that we can't even
7 comprehend. And that's the least
8 probability that I think they have above
9 us because of the pace of innovation.

10 So it's more exposure to
11 technology. It's more flow through the
12 system in allowing them to come and be
13 mentored by the innovators today. I
14 think that's where the secret in the
15 measurements ought to come for education
16 and innovation.

17 COUNCILMAN OH: Thank you very
18 much. I'm going to just ask you to stay
19 there for a second, because I don't want
20 the Senator to be late on his travels.

21 First of all, I do want to
22 thank him very much. I mean, obviously
23 if we're going to do anything significant
24 here in Philadelphia, we can't do it
25 without the state, the state's

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2 cooperation, help, support, and
3 leadership. We need enabling
4 legislation, and as was pointed out,
5 there's some things we can't do because
6 it predates anything that Council could
7 do. We would need the state's help.

8 And so the Senator and I will
9 be in touch with each other as we go
10 through this material, put it together
11 and whatnot, but before the Senator goes,
12 while it's not very expensive, we have a
13 little lapel pin -- and that's another
14 thing we have to eventually get to, is
15 what kind of gifts do we give out here in
16 the City of Philadelphia. But we have a
17 frail lapel pin as he goes back to
18 Lancaster County for him and his staff
19 that were here that say Philadelphia.
20 It's a Liberty Bell.

21 SENATOR BRUBAKER: Thank you.

22 COUNCILMAN OH: Thank you very
23 much, Senator.

24 SENATOR BRUBAKER: Councilman,
25 thank you for these very kind gifts. I

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2 will reciprocate. I bought some
3 Commonwealth flags. So I'll make sure
4 that I -- we don't have anything to give
5 either, so I had to buy them. But I did
6 buy some, and I'll make sure I get those
7 to you as well. Thank you.

8 And I am departing now, but I'm
9 not going back to my home in Lancaster
10 County. I'll invest in a hotel here this
11 evening, and I have two other meetings I
12 need to go to, and then I'm going to be
13 going to an event at the Kimmel Center.
14 So I'm going to continue to take
15 advantage of the fine assets this
16 wonderful city has to share. So thank
17 you so much.

18 COUNCILMAN OH: Thank you very
19 much.

20 (Applause.)

21 COUNCILMAN OH: Well, I know
22 you're all busy and I know our
23 stenographer has been going non-stop.
24 I'll get you out of here by 5:30. I
25 would remind you that you are being

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2 recorded and being telecast live. I'm
3 always surprised how many people watch
4 this.

5 So as the Senator leaves, I
6 will talk, and really just a question.
7 In other words -- and it's a little
8 pointy question, so it might get us in a
9 little bit of trouble, but it's just
10 discussion. And primarily towards
11 Mr. Bright.

12 When we talk about the issues
13 of tax, and ultimately would it be -- I'd
14 like to get all of your kind of input on
15 this.

16 If we're to shift our taxes
17 around, one of the ideas is that what we
18 might do is that we might get permission
19 from the state on a temporary basis; for
20 example, five years, where they would
21 give us permission to create certain
22 exceptions for the City of the First
23 Class, as there is, for example, in
24 Pittsburgh, a City of the Second Class.
25 So if we were exempted or excepted from

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2 the uniformity clause on terms of taxes
3 as Pittsburgh is, as I understand it, so
4 that we could create some different
5 measurements in terms of taxing
6 properties and things like that.

7 Second of all, if we had on a
8 temporary basis an ability to tax
9 property broadly so long as we
10 commensurately reduced wage tax, that it
11 appears certain non-profits would like
12 the tradeoff. They wouldn't pay more in
13 taxes. They would pay some in real
14 estate tax, but they would get a
15 commensurate decrease in wage tax, which
16 would allow a total sum gain in the sense
17 that they're having more talented and
18 capable people here. Because something
19 has to give on our way to lowering the
20 wage taxes and removing these gross
21 receipts tax and other things.

22 Is there a way perhaps with the
23 state's authorization that you could
24 think of that we could move toward, in a
25 realistic sense, a reduction of some of

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2 these negative taxes?

3 MR. BRIGHT: It matters a great
4 deal what exactly you're talking about in
5 terms of change. The uniformity rule is
6 not a statutory rule. It's a
7 constitutional rule, and the General
8 Assembly cannot change it unless they
9 change the Constitution. But they've
10 done that quite a number of times for
11 various reasons. The ten-year tax
12 abatement, for example. People who are
13 below a defined poverty level, for
14 another. There are others.

15 So there is the opportunity to,
16 within the boundaries of what's already
17 been changed in the Constitution, to make
18 some adjustments, but at some point, you
19 may have to go back and change the
20 Constitution. It's not impossible to do,
21 but it's a little bit more heavy lifting.

22 I can't give you a general rule
23 that it's okay. I got to know precisely
24 what it is you want to accomplish.

25 COUNCILMAN OH: And I think

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2 that's going to be part of the action

3 items that follow these hearings.

4 Obviously we're going to have to start

5 drafting. We're going to show it to you,

6 and you're going to make corrections,

7 changes, and edits, or you're going to

8 say, No, no, no, that's not what we were

9 thinking of, or you're going to say, Yes,

10 that's good. The devil is in the

11 details, I understand, but I myself need

12 to get a better understanding of what is

13 the difference between the City of the

14 First Class, the City of the Second

15 Class, when it comes to what Pittsburgh

16 is doing and what we can't do when it

17 comes to, for example, our AVI that we're

18 looking at. And ultimately I think --

19 and I understand the challenge of the

20 heavy lifting required here, but it would

21 be incumbent upon us to talk to our state

22 legislature to start looking at one size

23 does not fit all. We are City of the

24 First Class; for example, our ability to

25 do certain things in terms of being a

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2 global city, in terms of being an
3 innovation center, in terms of we're not
4 a 9:00 to 5:00 community. I mean, some
5 people live the 9:00 to 5:00 life, and
6 that's fine, but we're a city of
7 neighborhoods, but we need some
8 flexibility if we're going to be the
9 premier city in Pennsylvania.

10 MR. WRAY: Councilman, I think
11 a couple things there can be instructive
12 on this. One, there's been some great
13 work done in the Tax Reform Commissions
14 that the City has had over the past ten
15 years. I've looked at the land tax.
16 I've looked at some other things. I
17 think that would be very instructive for
18 your staff to be referring to. And there
19 were folks I know like Joe and others who
20 have been participants in that. So there
21 are opportunities that way.

22 I think when we think about a
23 comparison between Pittsburgh and
24 Philadelphia, one of the things we always
25 have -- and I'm from Pittsburgh

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2 originally and I'm also the Managing
3 Director of the Pennsylvania Economy
4 League, so I have the statewide
5 responsibility. We always have to
6 remember that Pittsburgh doesn't have the
7 same responsibilities as the City of
8 Philadelphia. It is not a county. It is
9 part of Allegheny County. So when you
10 look at the tax burden and the tax shifts
11 in Pittsburgh, it's important to be
12 comparing apples to apples. And so as
13 you start that work, looking at it that
14 way is very important.

15 There are a lot of efforts
16 around the state right now looking at --
17 particularly, the cities of the third
18 class are looking for some significant
19 changes because of the financial
20 difficulties. There's an organization
21 called the Coalition for Sustainable
22 Communities, which is presenting options
23 at the state level. It's actually
24 facilitated by chambers of commerce from
25 around the Commonwealth. But looking at

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2 the sustainability of their communities,
3 because they're facing significant
4 financial difficulties.

5 There will be options that may
6 arise out of that work. Some of it is
7 about dealing with pensions. Some of it
8 is about dealing with the cost side of
9 the equation, which is also the other
10 important part of this. When we look at
11 the revenue side, looking at the cost
12 side, if there are ways of getting the
13 City's pension issues under control, that
14 can provide some of the flexibility you
15 need.

16 MR. TANG: I would just add,
17 beyond Pennsylvania I would urge you to
18 look at the examples of San Francisco and
19 New York, and thanks to an initiative by
20 the Economy League, Greater Philadelphia
21 Leadership Exchange went to San Francisco
22 and saw how they created policy that
23 transcended administrations. It was
24 implemented under Mayor Gavin Newsom, who
25 is now the Lieutenant Governor of

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2 California, but they targeted specific
3 industries like life sciences, which led
4 to the explosive growth in the Mission
5 Bay area, which is a reclaimed rail yard
6 essentially.

7 The other thing which I think
8 is noteworthy is that the city right now
9 that is outflanking Philadelphia the most
10 in terms of attracting established life
11 science companies is New York City, and
12 there's a tremendous amount of irony
13 about that. The statistic came out today
14 that the State of New York is now the
15 worst business environment state in the
16 nation, and yet they seem to be able to
17 put a formula together to attract
18 companies like Roche to put their
19 translational research efforts and
20 dollars and people and talent into New
21 York City.

22 So it's broader than I think a
23 Pennsylvania dilemma that we're in if
24 we're going to be competitive on a
25 national and international level.

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2 COUNCILMAN OH: All right.

3 Thank you very much.

4 Let me just make sure that I
5 didn't have one more question that can't
6 wait. In other words, look, I have more
7 questions, but one that can't wait.

8 Well, in that case, I'd like to
9 conclude this portion. I'm only
10 recessing because we'll have more
11 hearings probably in November, but as I
12 said, it's very important for us to now
13 take the testimony, the written
14 testimony, put it into some type of
15 binders, go through it, draw out what we
16 can, get it back to you to see what you
17 see that we've pulled out, whether you
18 want to add it, edit it, whatever, and
19 then come up with some type of action
20 items. And we will proceed that way in
21 what I will hope to be a very productive
22 effort to push our city and our region
23 forward.

24 So thank you all very much, and
25 I will call this hearing to a recess

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2 until the next call of the Chairman.

3 Thank you very much.

4 (Committee on Global

5 Opportunities and the Creative/Innovative

6 Economy adjourned at 5:25 p.m.)

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CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter on October 10, 2012, and that
this is a true and correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

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