



LYNNE ABRAHAM'S PLAN FOR JOBS FOR PHILADELPHIA INTRODUCTION

Nothing is more important to our success than attracting new jobs -- well-paying jobs -- to Philadelphia and retaining those already here. With more job opportunities, we draw new people to our city, strengthen the tax base to pay for better services and schools, and help more residents and families reach and thrive in the middle class.

Yet the statistics are tough. Compared with other major U.S. cities, our recovery from the Great Recession has ranked near the bottom. While Boston, New York and Washington have revived and added net new jobs since the collapse of 2008-2009, we have not gained back our lost ground. Worse, we're currently on a trajectory to endure continued job loss or, at best, stagnation for the foreseeable future, notwithstanding some good news like a modest growth in population and Philadelphia's new-found appeal to Millennials.

Some say it is our tax structure -- and tax structure alone -- that keeps new jobs and employers from coming to the City and drives away existing ones. Taxes are important, but that is only one part of the picture. Our schools are chronically underfunded and underperforming. We don't do enough to train young people and displaced workers, putting Philadelphia's workforce at a competitive disadvantage. Too much of our city's infrastructure is dated or crumbling, and some of our most promising potential assets remained underutilized. Employers frequently see City Hall as an obstacle to job growth and not a partner for success. Yet, despite some progress in recent years, worries about essentials like safe streets and responsive and ethical government persist and discourage businesses from moving or growing here.

Lynne's plan for job creation has seven key points:

- ***Reform City Hall under a Strong Mayor Committed to Job Creation***
- ***Upgrade Education and Job Training***
- ***Revive Key Commercial Corridors***
- ***Leverage Philadelphia's Assets to Become an Energy Hub***

- *Build World Class Infrastructure, Including our Airport*
- *Implement Smart, Equitable Tax Reform*
- *Ensure a Safe, Livable City*

REFORM CITY HALL UNDER A STRONG MAYOR COMMITTED TO JOB CREATION.

Lynne believes a city as big and complex as Philadelphia needs a strong Mayor form of leadership, to promote jobs and economic development and do the work of the people. Council has an important role to play in municipal governance, but employers -- like residents -- want to know someone's in charge, empowered to make crucial decisions and be accountable for following through with results. To thrive, businesses and jobs also need government that's a partner operating via fair, speedy and transparent processes, not a source of bureaucratic run-arounds. Unfortunately, that's hardly the case now, due to Philadelphia's needlessly cumbersome licensing processes and fragmented, competing centers of power and decision-making within City Hall.

- *Appoint a "Commerce Director:" a one-stop shop for job creation and business expansion in Philadelphia.* The City Charter calls for a cabinet-level Commerce Director whose role is to encourage existing employers to grow new business in the City and attract employers to the City to provide well-paying jobs for our people. The current Commerce Director also serves as Chair of the Philadelphia City Planning Commission and Deputy Mayor for Planning and Economic Development, where he supervises the Department of Licenses & Inspections. This structure commingles roles that the Charter separates, and distracts the Commerce Director from the vital role of attracting employers to our City and growing jobs.
- *End pay-to-play incentives that politicize development in Council.* Lynne will work to reform campaign finance law to bar Councilmen from accepting political donations from developers who are seeking permits or approvals from City agencies. That change will benefit quality development and residents alike, by curtailing the "Councilmanic privilege" system in which individual Councilmen can effectively green-light or unilaterally veto local projects.
- *Streamline zoning approvals.* Lynne will lead an effort to streamline the zoning approval process. She will help bolster business, especially small business, by removing unnecessary red tape and better mobilizing and energizing our municipal workforce.

UPGRADE EDUCATION AND JOB TRAINING.

Philadelphians work hard but sectors of our workforce lack skills employers are seeking. One result: Some businesses won't even consider our city when it's time to expand or relocate. Another: Many of our young adults and older workers are locked out of the many good jobs Philadelphia's thousands of businesses and institutional employers do have to offer. Lynne believes the single most important solution lies in upgrading Philadelphia's public school system to ensure every child gets the quality education needed to compete in today's (and tomorrow's) job market. City Hall also needs to do more to promote job training, working with area community colleges and in public/private partnerships with local employers.

- *Upgrade our schools with better funding, coupled to real reforms and greater accountability.* The principles of School Superintendent William Hite's plan for the equitable restructuring of the school system offers promise to revolutionize our children's education, if we can secure sufficient, dedicated sources of funding. Hite's plan to break down the bloated bureaucracy and establish four effective networks to serve different populations of school kids, and afford greater autonomy to successful schools, makes complete sense. We must respect teachers and honor their contracts, but hold them accountable for results.
- *Expand job training opportunities for residents.* Our schools need to teach skills to prepare graduates for well-paying jobs in the new economy: science, technology, engineering, art and math – STEAM. When Lynne was Executive Director of the Philadelphia Redevelopment Authority, she saved the University City Science Center when its contract was at risk. As a result, the Science Center has become an extraordinary economic engine for the City and region to this very day, and can lead the way to help our schools train for jobs incubated in University City.
- *More effective help for ex-offenders trying to find employment.* We will explore new methodologies of job training in our prisons so that returning inmates can get a fair shake at finding employment and straightening out their lives. Revolving-door justice is largely a product of lack of education, job training and opportunities. A good start would be on-line television college and vocational courses, which can be offered at little cost. We need to support re-entry into society with a basic skill-set that makes sense.

REVIVE KEY COMMERCIAL CORRIDORS.

While City Hall has given attention to Center City and adjacent areas, neighborhoods elsewhere across the city feel left out and neglected. Some of the best opportunities for growth of small and larger businesses -- and the vitally important jobs they generate -- exist in underutilized commercial corridors that were once vibrant centers of shopping and city life. Some of these corridors -- like Girard Avenue -- are beginning to show signs of revival. Others are targeted for major renewal, such as current efforts to revive Market East, a crucial connection of urban transit and commercial development that can attract shoppers from all over the City, the region and the world. Others -- such as South Street and Main Street Manayunk -- have ebbed and flowed with the times. We should look at providing incentives to **all** of the neighborhood corridors to support small business in an effort to create more jobs.

- *Prioritize North Broad Street.* While Temple University's North Broad campus is undergoing a development boom and transforming adjacent neighborhoods, much of North Broad Street remains severely blighted. Lynne will support the revival of North Broad Street with incentives for development, including seeking designation of a tax-free Keystone Opportunity Zone in a corridor two blocks east and two blocks west of Broad Street, from City Hall north, with additional local incentives. Bringing North Broad Street to life -- with KOZ status and a 20-year tax abatement for adjacent areas -- would help jump-start much needed development and generate jobs where sorely needed.

LEVERAGE PHILADELPHIA'S ASSETS TO BECOME AN ENERGY HUB.

Because of the City's existing pipeline infrastructure, rail lines and port facilities and proximity to shale gas deposits here in Pennsylvania, we have the opportunity to become an energy hub and generate thousands of high-paying jobs. Plans for additional pipelines further support our efforts to make Philadelphia an energy hub. Whiting Petroleum Corporation is now working on an oil pipeline that would connect Philadelphia area refineries to the Bakken region in North Dakota. This holds great promise for our City. Transportation of oil by pipeline is safer and cheaper than rail. In our energy hub, well-paying jobs are available in construction, manufacturing and maintenance of facilities. A hub will also attract financial and other businesses active in the generation, distribution and export of petrochemical energy, including natural gas and by-products. We can encourage new manufacturers to build facilities right here in the City by offering lower-cost sources of power. Given our tech resources already here in the City, with our pre-eminent universities, research facilities and tech entrepreneurs, we can explore ways to promote clean energy as part of our overall efforts. In all of this, we need to assure that the hub meets federal, state and local environmental regulations.

BUILD WORLD CLASS INFRASTRUCTURE, INCLUDING OUR AIRPORT

- *Philadelphia International Airport: Capacity Enhancement Project (“CEP”).* The Federal Aviation Administration has funded Philadelphia to create a world-class airport that will connect our City more directly to the nation and the world. This project, now \$7 billion, is intended to reduce flight delays in the skyways of the nation. This is the largest airport expansion in the United States. Most importantly, this transformation of Philadelphia International Airport represents Philadelphia’s most powerful private-sector job generator now and for years to come.

Moving the project forward shall be the number one economic development priority in the beginning of Lynne’s tenure as Mayor. She will work with the City’s Aviation Division leadership, the FAA, Delaware County officials, our Congressman and the airlines to expedite the project and begin work on the ground as soon as possible.

The projection for near and mid-term employment for the CEP is 4,460 direct construction jobs and more than 1,830 professional service jobs. The City is already committed to inclusion of minority workers and business owners, especially in construction and professional services. Regional growth from the Airport is expected to grow by billions through 2025. As Mayor Nutter has said, the Airport is “the economic engine for all of Southeastern Pennsylvania.”

Connections to an extensive highway system, a high-speed train to Center City and SEPTA bus service -- make Philadelphia an ideal center for an “**aerotropolis**” -- an urban commercial hotspot linked to the City, the region and the world. The aerotropolis is a magnet for nearby business parks, conference centers, hotels, distribution centers and shopping malls, all of which generate jobs. Philadelphia Airport has begun to attract these facilities and, as the CEP proceeds, we can expect even more. The CEP and its extended and improved runways will enable flights to and from Philadelphia for visitors, tourists and business people throughout the world. The new Airport will make it easier to draw tourists, domestic and global, to nourish our hospitality industry -- one of our best job generators -- with room to grow. The CEP will give Philadelphia competitive advantages over airports in Boston, New York and Washington, DC.

- *Upgrade and improve Philadelphia’s aging infrastructure.* Over the years the federal government, the Commonwealth of Pennsylvania and our City have ignored our *aging* infrastructure. Elected leaders tend to avoid long-term investment in favor of short-term fixes. An example is the woefully underfunded capital budget for the City. As a result, City bridges continue to deteriorate and threaten public safety, with little hope of repair. The neighborhoods continue to

suffer more than Center City and the Delaware waterfront, especially with regard to streets, parks, trails and recreation centers.

Federal disinvestment in the Highway Trust Fund over the years has left in its wake highways and bridges in disrepair, causing Pennsylvania drivers alone “nearly \$3 billion a year in vehicle repair and costs,” according to the Philadelphia Inquirer of Friday, April 10, 2015 at B2. In the same article, former Governor Ed Rendell is quoted: “The American infrastructure is crumbling, and, as a result, we’re endangering our public safety.” Lynne will stand with federal, state and other local officials to advocate for the passage of the Grow America Act to raise \$478 billion to support our nation’s transit, highways and bridges and port facilities over the next six years.

IMPLEMENT SMART, EQUITABLE TAX REFORMS.

Our existing tax policies fail to generate sufficient revenues for our schools and City services, drive our employers across City lines and keep job-generating businesses from coming here. As a result, we are caught in a fiscal trap without a clear-cut path to a better system. Dysfunctional government and entrenched interests preclude wise choices for our City’s future tax policies. We need to do better.

- *Rebalance the City tax base by cutting levies on wage and business income with offsetting increases on the use of commercial property.* On day one, Lynne will appoint a commission of stakeholders who will have six months to propose a reformed tax structure that is fair and rational, and designed to retain and attract employers that generate well-paying jobs in the new economy. We expect to lower the wage tax and net income tax by increasing other taxes that do not drive away business, including taxes on the use of commercial real property (without seeking a constitutional amendment).
- *Support Gov. Wolf’s plan to make state tax policies a better deal for Philadelphians and reduce the City’s reliance on local revenues.* Governor Wolf has offered a comprehensive plan to provide a secure, dedicated source of funds to Philadelphia and school districts throughout the Commonwealth. He would shift the tax base for schools away in part from local real property tax to taxpayers throughout the Commonwealth through increases in personal income tax. He plans to grant \$88 million in property-tax relief to Philadelphia through doubling Philadelphia’s homestead exemption and reducing the overall tax rate. New education revenue will come from: a Marcellus Shale tax (PA Education Reinvestment Act); an increase in personal income tax from 3.07% to 3.7%; an increase in sales tax from 6% to 6.6% (and adding sales tax to new categories); and adding a \$1 tax increase to each pack of cigarettes.

- *Extend the tax abatement and preserve LOOP to promote development while protecting existing homeowners.* Lynne will find ways to preserve the LOOP program to protect low-income homeowners in gentrifying neighborhoods. And Lynne will appeal to the General Assembly to give Philadelphia the authority to extend the ten-year tax abatement to 20 years in neighborhoods just beyond the reach of development to eradicate blight, stimulate small business development and create jobs.

ENSURE A SAFE, LIVEABLE CITY.

We need to make our neighborhoods safer. Respectfully, no other candidate has any experience whatsoever in fighting crime and protecting neighborhoods. We need to double our efforts to train the police force, especially in light of recent reports from the Department of Justice that call into question the practices of certain segments of the police force, while also supporting our men and women who risk their lives to protect our neighborhoods. And, as she did as District Attorney, Lynne will make her presence known in every neighborhood in the City.

LYNNE'S ROLE IN SAVING UNIVERSITY CITY SCIENCE CENTER.

Philadelphia's University City Science Center, incorporated in 1963, was the nation's first -- and the largest -- urban research park. The members are the preeminent eds and meds in the region, including the University of Pennsylvania, Children's Hospital, Drexel University, Thomas Jefferson University and Temple University. The Redevelopment Authority had named Science Center redeveloper of 17 acres of land in University City along Market Street in the 1960's. At the time, the area was blighted, with dilapidated buildings and vacant lots. The redevelopment agreement provided for a strict schedule of demolition, site improvements and new construction.

The dream of the Redevelopment Authority and the member institutions was to transform a blighted neighborhood, revive University City and create an economic engine for the City and the region. Work began in earnest in 1968-1969, with the acquisition of 3401 Market Street. But in 1973, the nation was in recession. Science Center, in its infancy, had fallen behind its construction schedule and there were political pressures to default them and retake the land.

Lynne Abraham, then Executive Director of the Authority, saw the promise of Science Center. After careful consideration, she concluded that the schedule should be extended to allow ample time for Science Center to develop the land and fulfill the dream of reviving University City and creating jobs. She directed that the redevelopment agreement be reinstated and Science Center be permitted to continue on course. The rest is history.

Lynne's decision was critical to the revival of University City and the creation of one of the City's most vibrant economic engines ever. Today, Science Center is a model for the nation and the world. Science Center provides start-up companies with techniques and facilities to commercialize their technologies. Employers that have graduated from Science Center facilities and current tenants have created more than 15,000 jobs that remain in the Greater Philadelphia region today. Each year companies incubated at Science Center generate more than \$9 billion for the regional economy. These firms produce more than \$22 million in wage tax for Philadelphia each year.

Other candidates for Mayor may promise that they will save jobs and create jobs. They talk about economic development. But none of them has actually done anything. Lynne Abraham **has** saved jobs and protected an economic engine that was destined to fuel Philadelphia's economy to this very day.

CONCLUSION.

Ultimately, employers look for fair and rational tax policy, a well-educated workforce, safe streets, and government that is not overcommitted to unfunded pensions. But above all, employers, like the rest of us, need confidence that elected leaders are doing the business of the City, not the work of vested interests that drain resources from the common good. For too long this city has been stifled by special interests.

Lynne: “I am committed to doing the people’s business. I am a trusted and proven leader, with the guts and grit to get things done, and I’m not afraid to break some china along the way. I will be **nobody’s Mayor but yours.**”