Delivering on the Promise of Philadelphia’s World Heritage City Status Through a New Mission-Oriented Approach

Global Philadelphia Association
2018
The World Heritage City Logo and Its Symbolism

The Philadelphia World Heritage City logo was designed for the World Heritage City Project by J2 Design Partnership. It has come to represent a city that is using a uniquely distinguished past to propel a dramatically new future.

At the center of the logo is Independence Hall. This iconic building has been recognized by the United Nations Educational, Scientific, and Cultural Organization (UNESCO) as a World Heritage Site. Independence Hall was seen as having “outstanding universal value” in that – in the words of UNESCO’s sixth criterion for inscription on the World Heritage List – it is “directly or tangibly associated with events or living traditions, with ideas, or with beliefs . . . of outstanding universal significance.” Having such a UNESCO-designated site within our borders, together with our later success in securing membership in the Organization of World Heritage Cities in 2015, has enabled Philadelphia to become a “World Heritage City”.

The horizontal lines to the left of the tower represent motion, reflecting that we are not standing on our laurels but moving forward as a city. To the right is a star, representing the City’s aspirations for the future. Taken together, the horizontal lines and the star become a distillation of the stars and stripes of the American flag and the great country that was born here nearly two and one-half centuries ago.

The logo thus embodies a recognition that it has not been enough simply to secure this prestigious new status. We now need to make use of it, as a valuable new asset, for the future benefit of the people and institutions that make up our great and increasingly global city.
The Four Missions of Philadelphia’s World Heritage City Project

Preserving and Celebrating Philadelphia’s Historical and Cultural Assets

Building World Heritage City Awareness and Ownership

Educating Global Kids with Roots

Extending Philadelphia’s Global Reach
### A Timeline of the World Heritage City Project

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 10, 2010</td>
<td>Global Philadelphia Association (GPA) is founded.</td>
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<td>2012</td>
<td>GPA and the City of Philadelphia begin collaboration to become the first World Heritage City in the United States.</td>
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<td>June 2013</td>
<td>Following a request from Mayor Michael Nutter, Philadelphia is accepted as an Observer Member of the Organization of World Heritage Cities (OWHC).</td>
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<td>November 2013</td>
<td>A delegation from the City of Philadelphia and GPA attend OWHC Congress in Oaxaca, Mexico.</td>
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<td>April 28, 2014</td>
<td>“The Case for Philadelphia” is submitted to the OWHC, followed by a visit from the OWHC Secretary General.</td>
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<tr>
<td>September 8, 2014</td>
<td>In honor of Solidarity Day of the World Heritage Cities, a global day that the Project dedicated to celebrating our city’s unique heritage, the 500-block of Walnut Street, running alongside Independence Hall, is renamed, “World Heritage Way.”</td>
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<tr>
<td>October 8, 2015</td>
<td>More than 200 citizens participate in a symposium with the OWHC to begin work on a strategic plan.</td>
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<tr>
<td>November 2 – 6, 2015</td>
<td>Philadelphia delegation attends XIII World Congress of the OWHC in Arequipa, Peru, where Philadelphia is officially designated as a World Heritage City.</td>
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<td>2016</td>
<td>Work continues on Strategic Plan, a new World Heritage City movie is exhibited, and a new logo is created.</td>
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<td>May 25, 2016</td>
<td>The first World Heritage Day event is held at Philadelphia’s City Hall. Mayor Jim Kenney announces that this day will be recognized annually on the fourth Thursday of May.</td>
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<tr>
<td>September 8, 2016</td>
<td>The first formal celebration of becoming a World Heritage City is held. MSNBC’s Chris Matthews speaks. Mayor Kenney announces adoption of the WHC Strategic Plan.</td>
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<tr>
<td>May 25, 2017</td>
<td>World Heritage Day event held at Tilden School.</td>
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<tr>
<td>September 7, 2017</td>
<td>Second Annual Celebration of becoming a World Heritage City held. Progress report given on Strategic Plan. CNN’s Jake Tapper delivers keynote address.</td>
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<td>October 31 – November 3, 2017</td>
<td>Philadelphia sends a five-member delegation to Gyeongju, South Korea to attend the XIV World Congress of the OWHC.</td>
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<td>December 11, 2017</td>
<td>GPA hosts its third annual “Globy” Awards, honoring five outstanding leaders in the Greater Philadelphia region for their extraordinary work in corporate, community, education, and heritage sectors, as well as presenting a lifetime achievement award.</td>
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<tr>
<td>2018</td>
<td>New mission approach to Strategic Plan is adopted and revised prospectus issued. Philadelphia World Heritage 2.0 launched.</td>
</tr>
</tbody>
</table>
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The World Heritage City Logo and its Symbolism</td>
<td>1</td>
</tr>
<tr>
<td>The Four Missions of Philadelphia’s World Heritage City Project</td>
<td>3</td>
</tr>
<tr>
<td>A Timeline of the World Heritage City Project</td>
<td>4</td>
</tr>
<tr>
<td>Preface</td>
<td>6</td>
</tr>
<tr>
<td>I. Introduction</td>
<td>8</td>
</tr>
<tr>
<td>II. Reasons to Invest in the World Heritage City Project</td>
<td>10</td>
</tr>
<tr>
<td>III. Sources and Uses of Invested Funds</td>
<td>16</td>
</tr>
<tr>
<td>IV. Recognition of Investors</td>
<td>19</td>
</tr>
<tr>
<td>V. The Four Missions</td>
<td>21</td>
</tr>
<tr>
<td>A. Mission One: “Preserving and Celebrating Philadelphia’s Historical and Cultural Assets”</td>
<td>22</td>
</tr>
<tr>
<td>B. Mission Two: “Building World Heritage City Awareness and Ownership”</td>
<td>28</td>
</tr>
<tr>
<td>C. Mission Three: “Educating Global Kids with Roots”</td>
<td>34</td>
</tr>
<tr>
<td>D. Mission Four: “Extending Philadelphia’s Global Reach”</td>
<td>40</td>
</tr>
<tr>
<td>VI. Conclusion</td>
<td>46</td>
</tr>
<tr>
<td>Appendix A: The Global Philadelphia Association</td>
<td>48</td>
</tr>
<tr>
<td>Appendix B: Types of Expenditures to be Made</td>
<td>51</td>
</tr>
<tr>
<td>Appendix C: Summary of Individual Projects for Investment</td>
<td>53</td>
</tr>
<tr>
<td>Logos of Prior Investors</td>
<td>54</td>
</tr>
<tr>
<td>Listings of Members of the Mayor’s Advisory Council on World Heritage, Implementation Group, Project Team, GPA Officers and Directors, and Staff</td>
<td>56</td>
</tr>
<tr>
<td>Project Contact Information</td>
<td>Back cover</td>
</tr>
</tbody>
</table>
The World Heritage City Project is a unique public-private enterprise founded in 2012 by the Global Philadelphia Association in partnership with the City of Philadelphia. It has powerful missions, high cultural and economic importance, a strong commitment to diversity, and compelling timeliness.

The Project looks beyond our borders toward a more global future for the City of Philadelphia and, at the same time, looks within those borders toward our rich diversity as Philadelphians. World Heritage is both an engine of outreach beyond our city and an energizer of our connections here at home. This duality is summarized in a driving principle of the Project, that “our World Heritage City is a city of the world’s heritages”.

The need for the Project – including the opportunities that it offers – is greater today than ever before. As this Prospectus details:

- Philadelphia has more important historical and cultural assets than any other America city. It is imperative that our community find ways to protect them and, indeed, the economic value they represent, all the while promoting growth in the rest of the city’s and region’s economy. How can the right balance be struck? The Project brings all points of view to the table.

- World Heritage City status brings an extraordinary array of benefits – economic and otherwise – to the City of Philadelphia, to businesses and organizations located here, and to our people. These benefits are summarized in Section II and extensively detailed elsewhere. World Heritage and the global positioning that it enables is nothing less than a key component of an economic development strategy. The more we avail ourselves of it the better.

- Globalization washes over us every day, but our children are not fully equipped to deal with its challenges or take advantage of its opportunities. We need to help them become global success stories. To make matters worse, even as globalization’s many facets – positive and negative – work their inexorable way through the world, our country has become dangerously disengaged. Philadelphia, as the first World Heritage City in the United States, has a unique opportunity, indeed an obligation, to deal with these challenges and set a different example through its global awareness and engagement efforts.

- Two stark facts are illustrative: international tourism is sharply down across the United States, and so is the number of international students attending American colleges and universities. Philadelphia, too, has suffered from these and related phenomena. But Philadelphia has a powerful tool – its unique status as a World Heritage City – to help resist and overcome them.

- Locally, the time is ripe to use heritage as connective tissue. There is growing awareness in our community of the importance of the dual – and, yes, sometimes competing – imperatives of diversity and connectedness. How can these be resolved? The Project provides a way of doing
this, promoting mutual understanding and respect for our several heritages and in the process building relationships among them.

- The corporate community is ready to respond. C-suites across the region are increasingly aware of the importance not only of economic development but also the social climate in which business operates. Corporate social responsibility is now a hot topic in boardrooms. As set forth in detail in this Prospectus, the Project not only facilitates growth but also offers multiple opportunities to invest in socially important community-oriented projects.

The good news is that the spade work has been done. Philadelphia has received its coveted designation, and, with broad citizen support, the City and the Association have developed a far-reaching strategic plan. It remains now to breathe life into the projects that have been envisaged.

With support from scores of generous individuals and the many organizations whose logos appear on the inside front cover, and in partnership with the many organizations that are helping with the Project’s work, we have made a start on each of the four missions. We invite you to take the next step. You can support this important work by investing in the Project as a whole, by associating with one of its missions, or by funding one of the many individual projects listed in the Prospectus. As described in the following pages, your investment will be amply repaid in the form of the benefits that it will create, the enhanced global stature that it will promote, and the recognition that it will engender from a grateful community.
I. Introduction

This Prospectus has been prepared to introduce you to the opportunities you have to invest in the World Heritage City Project. Through this ambitious initiative, Philadelphia is once again asserting itself on the international stage. As an investor, you too will have the opportunity to realize the benefits that are inherent in Philadelphia’s important new status as the first World Heritage City in the United States of America.

Being designated a World Heritage City was a big deal, and a lasting one. Some events, even very important ones, occur and we eventually move on from them. This designation, however, is ours to keep and benefit from – today, tomorrow, and forever.

What gave our city, of all cities, the idea that it could become the first World Heritage City in the nation? The answers are various, ranging from its extraordinary history and cultural heritage to good old-fashioned Philadelphia grit. In the end, it took three years to achieve this new and rare status, led by an unusual and dynamic joint venture between the Global Philadelphia Association (GPA) and the City of Philadelphia.

We were able to build on a singular fact – that Philadelphia is synonymous with some of the greatest themes in the world’s history, including religious tolerance, freedom, the importance of the individual, popular sovereignty, diversity, and scientific inquiry. As noted in the discussion of our logo, in 1979, the United Nations Educational, Scientific and Cultural Organization found Independence Hall to be of “outstanding universal value” and designated it as a World Heritage Site. Because of this, and because Philadelphia has continued to be a City of Firsts throughout its history – from its 19th century status as “Manufacturer to the World” to its 20th century role as a model post-industrial city and its current stature as a city of re-use and re-invention – we were successful in obtaining full member status in the Organization of World Heritage Cities in 2015, the first time that a city in the United States had been accorded that honor.
Simon Anholt is known world-wide as an expert on the subject of branding. He has observed that the “competitive identity” of cities, as with nations, is critical to their ability to differentiate themselves. At the same time, he cautions that you can’t simply make a brand up. Rather, “it needs to be dug out of the history, the culture, the geography, the society of the place”. This is where our new status as a World Heritage City comes in. It is perfectly suited to serve as our brand, our “competitive identity”, because it is genuinely derived from – indeed it is the very definition of – Philadelphia’s history, culture, and society. And even better, the title of being the first in the United States is unique and will never be repeated.

What then would we do with this powerful brand?

With the designation in hand, the joint venture turned to our fellow citizens for their ideas on how to take advantage of it. With help from over 200 of them, we developed a far-reaching plan – the World Heritage City Strategic Plan – to make use of the new designation. The Plan was unveiled on September 8, 2016.

Today, a unique private-public Implementation Group brought together by the Association and the City is bringing the World Heritage City Strategic Plan to life. The GPA and the City continue their collaboration through the Project and have established four teams – one for each of the Project’s four central missions – to make sure that it is being carried out.

We have prepared this Prospectus for you because you are a key leader in our community and have a unique stake in the Plan’s success. Because the Plan affects you in many ways, we would like you to be aware of the efforts being made to turn it into reality. And we would like you to be involved. Indeed, we need your investment if we are to realize the Plan’s full potential and achieve the benefits that it has in store for our City and region and you.

Thank you for taking the time to review what is laid out in the following pages and considering a major investment in the World Heritage City Project.
II. Reasons to Invest in the World Heritage City

The fundamental reason for investing in the World Heritage City Project is that it will produce a wide range of significant and far-reaching benefits for the City of Philadelphia, the surrounding region, businesses and organizations located here, and individual residents.

Much of the discussion of these benefits takes place in Section V of the Prospectus, in which every one of the four missions and the individual projects associated with them are outlined. Each has a manifest benefit. The reader is accordingly referred to that discussion. Suffice it to say here that each mission and project is an investment opportunity with an important return.

However, this section has been included to describe the broader value that is inherent in the term “World Heritage”. What is it about the notion of being a World Heritage City\(^1\) that makes it a powerful organizing concept for the City of Philadelphia, one with benefits worth investing in?

In the following pages, the Prospectus first explores this question from an economic perspective. It then reviews the less tangible, but no less important, benefits that come along with our new status. Finally, without regard to the benefits, it reminds us that we are stewards of a remarkable legacy and that there are altruistic reasons, too, for investing in our World Heritage City.

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\(^1\) World Heritage recognition takes two forms. In its most basic form, it derives from the inscription of a site seen as having “outstanding universal value” on a World Heritage List maintained by the United Nations Educational Scientific and Cultural Organization (UNESCO). More broadly, however, a city that encompasses such a site can apply for and become a member of the Organization of World Heritage Cities (OWHC). Philadelphia has such a site in the form of Independence Hall (inscribed in 1979) and it was admitted as a member of the Organization of World Heritage Cities in 2015, thus becoming a World Heritage City. Like many of the other World Heritage Cities, Philadelphia has numerous historical and cultural assets beyond the UNESCO-designated site, assets that flesh out and add depth and richness to its World Heritage City status. Accordingly, while much of the literature about the impact of World Heritage status relates to World Heritage Sites, the City and the Association see examples taken from it as instructive to the case of the larger city.
A. Heritage-related investments have overwhelmingly been demonstrated to have significant tangible value

Heritage in general – and World Heritage in particular – is not simply a matter of prestige or a “feel good” proposition. Put bluntly, it translates into tangible benefits for those communities that make use of it. This was demonstrated at length in the very first prospectus for the Project, a document that was prepared several years ago in order to secure support for obtaining the World Heritage City designation in the first place. Copies of its lengthy analysis will be provided separately on request. The present section contains only a sampling of the evidence.

1. The experience of other World Heritage Cities

The following examples of the experience of other World Heritage Cities are taken from a 2009 study performed for the International Council for Monuments and Sites (ICOMOS):

Blaenavon, Wales is a World Heritage City with a past similar to Philadelphia’s. The city experienced the extremes of both industrialization and de-industrialization, and its economy and community expanded and contracted radically throughout the 19th and 20th century. In the 1990s, stakeholders began to explore the idea of an economic development plan for the town – a World Heritage Site – based upon its exceptional industrial heritage. The results have been impressive. Many monuments were saved, conserved and interpreted; an outworn fabric of 500 properties was made good; and a staggering 75% of the town center’s dereliction was revitalized. There were also significant improvements in environment and facilities, and as a result over 100 jobs were created annually in construction and local building companies developed new conservation skills. Ten new businesses were created, and the end of property stagnation brought the commencement of new developments, with property values increasing over 300% in 5 years (above the UK average). What’s more, visitor numbers increased by 100%, from 100,000 to 200,000 in 5 years, largely in part due to the ‘Destination Blaenavon’ brand that was established.
**Edinburgh, Scotland** is another World Heritage City that is seeing similar developments. It has a wealth of innovative architecture, and its historic city center alone accounts for a tourism economy of over $1.4 billion annually and receives approximately 500 planning applications per year. They have found that engagement with historic preservation, culture, and quality of life overall increased once awareness of its World Heritage designation grew.

In **Cinque Terre, Italy**, residents were hesitant at first to embrace their World Heritage designation, but this is no longer the case. The city is increasingly an educational destination for school trips and students and has grown in tourism overall as well. In fact, tourism in the region has grown exponentially, and increased international media and visitor attention has been a stimulus to better promotion of high quality products. Major stakeholders and private sector business people now believe that WHS status has been a powerful socio-economic stimulus. The increased tourism market profile in particular has benefited the community; through the letting of B&B rooms and the increased market for its produce.

**Bordeaux, France** is another World Heritage City that has embraced its designation and is reaping the benefits. It uses the World Heritage brand as a leading destination identity for marketing itself as a large progressive European city. This can be seen all around the city itself, its website, and other key areas of engagement. In this manner, it holds itself out as a place that offers a rich cultural, social, economic and historic experience for visitors, investors and residents within a broader international dialogue. As UNESCO has noted, the inward investment this has caused “the dynamic reinvention of a 21st century city,” and Bordeaux is perhaps the best single example of a city “putting into action the ideas and emerging themes” of using World Heritage “as a catalyst for change.”

2. **Historic preservation and cultural activity – attributes closely associated with our World Heritage City status – are important economic drivers**

The first mission of the Project is Preserving and Celebrating Philadelphia’s World Heritage Assets. Having become a World Heritage City, Philadelphia today is much more aware of the breadth of its historic and cultural assets and the importance of preserving them. Preservation has accordingly grown as an important value in our community. In the first instance, of course, it is driven by our recognition that some things are unique, that they define us in some way, and that we owe an obligation to future generations to keep them intact. But it is also supported by a hard-headed assessment of its economic importance.

In 2016, the Brookings Institution prepared a study entitled “The Economics of Historic Preservation.” This study contained numerous testimonials to and examples of economic impact:

a. **Historic preservation**

   *From an appraisal by urban planners Listokin, Listokin and Lahr in 1998:* “… the direct benefits associated with historic preservation, such as enhanced rehabilitation and heritage tourism spending, have advantageous multiplier effects... The dollars spent on preservation rebound through the economy, magnifying the ‘direct’ effects of investment with the positive ‘indirect’ effects.”
From a Colorado Historical Society report based on a 2002 study by Clarion Associates: “Studies across the country have shown that historic preservation acts as a powerful economic engine, creating tens of thousands of jobs and generating significant household income.”

From a Florida study: “The Economic Impacts of Historic Preservation in Florida reveals the startling statistic that for every dollar generated in Florida’s historic preservation grants, two dollars return to the state in direct revenues.”

From a study in conjunction with the New Jersey Historic Trust: “[Each $1 million spent on non-residential historic rehabilitation] creates two jobs more than the same money spent on new construction [and] also generates $79,000 more in income, $13,000 more in taxes, and $111,000 more in wealth” and “our research showed that preservation was often a superior economic catalyst compared with other investments.”

b. Cultural activity

From a study conducted by the Economy League of Greater Philadelphia: “Arts and cultural organizations have a multibillion-dollar impact on the Philadelphia region’s economy and are among the nation’s most productive in the creation of jobs and stirring up economic activity” and “Cultural activity generates nearly $170 million in state and local taxes annually and supports 44,000 jobs within the city and its four suburban counties.”

Remarks by Paul Flora, Senior Economic Analyst at the Federal Reserve Bank in Philadelphia, quoted in the foregoing study: “But the arts represent a large value beyond the ticket, providing a regional identity that attracts and anchors businesses, serves the university world, and supports educational activities in communities across economic and regional boundaries. It’s a crucial part of our economy – crucial in attracting people.”

Quoted in the same study was Philip R. Hopkins, Vice President and Director of Research at Select Greater Philadelphia, who noted that arts and culture are "very much a significant contributor to quality of life" and "That's important for corporations. It's important for workers. It's very much an enabler of economic development.”

3. Being a World Heritage City drives tourism and visitation

The second mission of the Project is to Build Awareness and Ownership of Philadelphia’s World Heritage City Identity. There is virtually universal recognition that Philadelphia’s new status is a critical asset for raising the number of tourists and visitors who come to the city.

- In a study prepared for the New Jersey Historic Trust in 1998, it was found that heritage tourists stay 4.7 nights longer than the average tourist, and spend 78% more in restaurants than other travelers.
• In 2015, Econsult Solutions Inc. conducted a study examining the potentials for tourism in the city as a result of its designation as a World Heritage City. They found that, if our new status is marketed properly, it is reasonable to assume that the designation could increase foreign visitation by 10-15% or 60,000 to 100,000 more visitors annually, from the current 600,000-800,000 base. This will in turn cause international visitors traveling on the East Coast of the United States to more likely (1) stop in Philadelphia, (2) potentially extend their visits in the City and (3) have a higher probability of returning to visit Philadelphia in the future.

• Econsult then went on to project that, based on their current estimates of international visitor spending and using a conservative industry multiplier of 2.1, this would generate approximately $150 million per year in expanded economic activity, and this effect could even be greater here than in other comparable WHC, given that Philadelphia is the first city in the United States to get this distinction, increasing its value and potential impact. What’s more, they found it reasonable to expect an increase of domestic visitation by 1-2% per year, and using Visit Philly annual base, this could generate an additional $100-$200 million per year in economic impact. The city has, indeed, seen increased visitation and overnights since 2015.

4. World Heritage increases real estate values

Located in one of America’s most culturally and historically rich cities, Philadelphia real estate stands to benefit significantly from our status as the United States’ first World Heritage City. Although limited, available research suggests that cities across the globe have experienced a positive “world heritage effect” in the value of their real estate, for the following reasons:

• The resulting general increase in the attractiveness of the City affects the “supply and demand” calculus, with the effect of pushing values up

• Proximity to historic areas has long been a value-enhancing feature. While not all of its areas are as celebrated as Independence Hall, Philadelphia’s over-arching designation as a World Heritage City presents an opportunity to draw greater attention to them as well, with concomitant benefits to property values in proximity to them.

• Well-preserved buildings in historic areas command higher rental values

• A recent report from the United Kingdom’s National Commission for UNESCO maintained that the benefits of world heritage status “include regeneration and stimulation of new investment [and] house price rises”.

• The increase in civic pride resulting from our World Heritage status will lead not only to better care of public and private spaces, but also to a greater willingness on the part of residents to “talk the city up”, an enhanced level of architectural design, community initiatives enriching the aesthetics of natural and urban landscapes, improved transportation systems, and sustainable development – all to the benefit of Philadelphia real estate.
B. Investment in the Project will furthermore enable a host of intangible benefits, benefits that are harder to quantify but no less important

How we think of our city and, indeed, how we think of ourselves are every bit as important as the direct tangible benefits of being a World Heritage City are. They not only improve our residents’ lives, they enable Philadelphians to feel empowered to make future change and elevate the city still further.

Among other things, your investment will enable the Project to turn Philadelphia’s new status into:

- A source of pride and good feeling for every resident of Greater Philadelphia
- An inspiration for our children to think about themselves as people who can and will succeed in a globalizing world
- An educational tool that will facilitate a renewed emphasis on the teaching of Philadelphia’s unique heritage as well as global studies
- A way of attracting new residents, tourists, conventioneers, foreign students, and new business investment
- A spur to think about and harness other kinds of heritage and explore relationships between and among them:
  - The personal heritage of every Philadelphia resident
  - The heritage of each Philadelphia neighborhood
  - The full spectrum of Philadelphia’s many historical and cultural achievements
- An inducement for us to provide support for the cultivation and preservation of our historical and cultural resources
- An entree, both through the Organization of World Heritage Cities and through direct bilateral relationships, to over 270 other World Heritage Cities and their institutions, communal bodies, business, civic, and cultural institutions, and individual companies and investors
- An inspiration for thinking - and a credential for acting - more globally in numerous spheres of endeavor
- A platform for hosting major events in Greater Philadelphia, and a good reason for creating others
- A stimulus for Philadelphians to take even greater roles in matters of international significance

C. Finally, beyond the question of returns, it is important to invest in Philadelphia’s World Heritage status because all of us are stewards of our city’s significant human legacy

We are all beneficiaries of the City’s new status. But we are more than just beneficiaries. We are also stewards of the remarkable human legacy that has come down to us. We therefore have altruistic, as well as interested, roles to play in realizing the benefits of the Plan.
In this Prospectus, the Project adopts an investment paradigm. Under this paradigm, contributions committed to the Project on a long-term basis, i.e., over at least the next three years, would be regarded as investments. They would be tax-deductible, but they are investments nevertheless, intended to bring about concrete and measurable results. For its part, the Project would be charged with showing that it had achieved them.

This section outlines the intended sources of Project revenue and how it would be used.

A. **Sources**

Over the last several years, the Global Philadelphia Association has received revenue from a variety of sources, including membership dues, individual contributions, corporate sponsorships, grants of various kinds, the occasional sale of branded items such as the Philadelphia World Heritage Coloring Book, and in-kind goods and services. In its last completed fiscal year, FY2017, the Association received from all such sources total revenue of $608,794.

In order to carry out the World Heritage City Strategic Plan, however, a substantial and sustained increase in revenue will be required. Beyond the revenue that can be expected from Association members, occasional sales, and in-kind goods and services, the Project needs to raise $2,500,000 through this Prospectus – $500,000 for the balance of calendar year 2018, $900,000 for 2019, and $1,100,000 for 2020 – in order to fully to carry out the objectives of the World Heritage City Strategic Plan. We seek to raise this revenue from three principal sources, as follows:

First, we plan to reinstitute the World Heritage Society. The Society cannot be the main source of the needed additional revenue, but by providing an opportunity for individuals to express their personal commitment to our heritage and giving them appropriate recognition, we hope to raise $300,000 in this fashion over the three-year period.

Second, we will seek additional grants from the foundation community and governmental sources. We were successful at obtaining grants at the outset of the Project, when the goal was to obtain the World Heritage City designation. That has, of course, been accomplished and the Strategic Plan has been created. The Project has moved on. Our focus now is to turn the Plan into a reality. We hope that foundation and governmental sources will take a fresh look at the Project and its goals, and that we will raise $950,000 from these sources over the three-year period.
Third, over the three years we will seek $1,250,000 from the corporate community, their foundations, and other private sector sources. This community is newly interested in the subject of corporate social responsibility and focused on making a social impact. Given their own interests in social spending, the reputational advantages of being associated with the work of the Project, and the opportunities for sponsorship recognition, we believe that the members of corporate and other private sectors are ready to provide such revenue, regarding it as an investment in the community’s and their own best interests. Sponsorship of our Annual World Heritage City Celebrations will count toward this category.

The following pie chart illustrates the breakdown in the sources of the $2,500,000.

![Sources of Funds](chart)

One-time investments will certainly not be eschewed, but our goal is sustained funding. Accordingly, through this Prospectus, we ask investors to commit to an overall contribution for the three-year period, with the ability to meet the commitment by paying one-third of the amount each year. For example, an investor that commits to an overall contribution of $75,000 would be able to spread its payments over the three-year period, paying $25,000 each year. Similarly, investors at the overall level of $30,000 would make three yearly payments of $10,000. The same principle would apply to any other level of commitment.

B. **Uses**

Investors can choose what it is that they are supporting. There are numerous options in this regard. An investor can:

- provide support to the World Heritage City Project as a whole
- support one or more of the four Missions, or
- support one or more activities within a category
- support an event such as the Annual World Heritage Celebration

To the extent possible, the Project encourages whole-Project or whole-mission support, as it will provide flexibility and permit the Project to be maximally responsive to opportunities as they develop. However,
there are a wide variety of attractive and more specific projects (with a lower case “p”) to invest in. Each is discussed in Section V of the Prospectus, and the entire group of them is summarized in the Appendix. Each comes with a naming opportunity, and many permit – indeed encourage – direct involvement in the project by a supporting organization or person.

It should be noted that the individual projects, in addition to being compelling in their own right, are illustrative of a range of activities that could be developed further to pursue the mission. The Project would look forward to working with investors, not only in the execution of the stated projects but also in the development of new ones.

The great preponderance of the monies raised through this Prospectus will be used to carry out the four missions of the Project and/or provide services to Association members. A small portion will be used for fundraising. A breakdown of the several uses of investors’ money is reflected in the following pie chart:

For details regarding the expenditures to be made in connection with the foregoing uses, please see the Appendix.

“Global Philadelphia Association is educating young people and energizing excitement around Philadelphia being a World Heritage City. It makes sense to invest in the World Heritage City Project. GPA’s leadership has brought this designation to Philadelphia and it’s a very exciting time to position Philadelphia as a vibrant and diverse international city.”

Aldustus (A.J.) Jordan
Senior Vice President, Community Affairs Manager, Wells Fargo
IV. Recognition of Investors

As a result of their investments, investors will make possible the extensive societal and community benefits discussed in Section II. The very act of making them possible will be a source of significant satisfaction. Beyond this, however, the Project wishes to recognize the contributions of investors in multiple and substantial ways:

- For all investors, there will be recognition as a Project Investor, at appropriate levels, in all Project announcements, reports, and releases and on the website. Each will furthermore receive a complimentary membership in the Association.

- Investors who make a commitment to pay $5,000 or more each year for a period of three or more years will be recognized as Silver Project Investors. With this level, there will be further recognition as a Silver Celebration Sponsor in the Program of each of the annual World Heritage City Celebrations to be held in the period, starting on the evening of September 13, 2018, at the famous Crystal Tea Room of the Wanamaker Building in Center City Philadelphia. Such sponsors will receive full table seating and a variety of related benefits at the Celebrations.

- Investors who make a commitment to pay $10,000 or more each year for a period of three or more years will be recognized as Gold Project Investors. With this level, there will be recognition as a Gold Celebration Sponsor in the Program of each of the Annual World Heritage City Celebrations to be held in the period, starting on the evening of September 13, 2018, together with full table seating and a variety of related benefits. Gold Sponsors will also receive VIP benefits at the Celebrations. In addition, Gold Sponsors will furthermore receive recognition as a Gold Exposition Sponsor of next year’s 48-day international exposition, GlobalPhilly™2019, entitled “Philadelphia, Your World Heritage City”.

- Investors who make a commitment to pay $25,000 or more each year for a period of three or more years will be recognized as Platinum Project Investors. With this level, there will be further recognition as Platinum Celebration Sponsors at each of the Annual World Heritage City Celebrations that will take place in the period. Platinum Sponsors will receive all of the benefits to be received by the preceding levels, but they will be further recognized through a series of benefits to be tailored to their particular needs. The Project will discuss them individually. In any event, Platinum Sponsors will be featured during each of the Association’s Annual Globy Awards Ceremonies, held in December each year, and given special recognition in all of the Project’s Quarterly Progress Reports.

We look forward to discussing these levels and possible intermediate levels with prospective Project Investors, and to working with you to ensure that the form of recognition, our displays of your logo, and all related messaging meet your needs.
In addition to the foregoing, the Project’s contacts – both local and overseas – and its relationship-building skills are available to all investors in the Project. We have an in-depth knowledge of the international landscape in Philadelphia, enabling us to highlight people and organizations in a way that will enhance your mission. And we are globally connected. As noted, we are now a unique member of an organization, the OWHC, that has over 270 of the world’s most prestigious cities as members. The Global Philadelphia Association is an experienced connector of organizations and opportunities, and we would be pleased to make introductions for you to key officers and decision-makers from our vast World Heritage City network.

Finally, where it may be desired, the Project would look forward to finding ways in which an interested Project Investor and/or its employees could be involved in the work being funded. This will vary from activity to activity, and the interest of investors in being involved will of course also vary. Collaboration is in our DNA. We invite a conversation with you to explore the possibilities.
Introduction

The Project’s four missions are related to one another and mutually supportive.

The first mission – preserving and celebrating Philadelphia’s extraordinary historical and cultural assets – is at the foundation of the Project. This is a necessary initial order of business, a mission that is needed to protect and lifeboat into the future what we have inherited from prior generations. This is the very justification for our new status. Preserving and celebrating these assets – dancing with the girl that took us to the dance – is accordingly of a high priority.

Conceptually following from the first mission is the second, called building World Heritage City awareness and ownership. If we can bring to all Philadelphians a true awareness of the meaning of the designation that we have achieved, if indeed we can make them owners of it, who recognize it as part of their DNA, we will have instilled something precious in them. Notwithstanding a long history of self-criticism, we will have inspired them to be proud of our city and emboldened them to act accordingly. Moreover, by sharing and comparing the heritage stories of our several neighborhoods, we will have the opportunity to draw the city more closely together. Our collective heritage can be powerful connective tissue.

Another opportunity – an imperative, really – is embodied in the Project’s third mission: educating global kids with roots. We have a special responsibility to our schoolchildren. They are growing up in an increasingly global world. However much we try to retreat within our borders, the challenges and opportunities of globalization will inexorably affect their lives. We need to prepare them, while at the same time grounding them in our own community.

Finally, secure in the knowledge that we have had a world-changing history and that we have much to be proud of today, we have the opportunity to extend Philadelphia’s global reach. This has numerous dimensions. The city, the business community, our great universities and colleges, big institutions and small institutions, and organizations of all kinds now have incipient relationships with peer cities and organizations and the ability to attract investment, business relocation, conventions, partnerships, and international commerce of every kind.

These missions deserve substantial investment. A discussion of each mission and a review of individual investment opportunities within it appears on the following pages.
A. **Mission One:**  
“Preserving and Celebrating Philadelphia’s Historical and Cultural Assets”

(This mission represents a consolidation of two sectors of the original World Heritage City Strategic Plan: History & Preservation and Arts & Culture.)

1. **Background**

Philadelphia’s extraordinary historical and cultural assets have long contributed to the City’s reputation. Indeed, they underlie its current status as a World Heritage City. These assets have taken multiple forms: historic structures that embody and speak to our unique and world-changing history, collections in our museums that have been drawn from societies both ancient and modern, traditions that have distinguished the city as a whole and neighborhoods within it, and visual creations and musical arts, to name but a few. They include Independence Hall, of course, but also 67 other National Historic Landmarks (NHLs). There are 40 more in the surrounding counties. And there are many more unique and important historic sites and structures that are deserving of concern.

For their part, Philadelphia’s museums house some of the world’s greatest treasures, its concert halls show off some of the most talented musicians in the world, and its arts communities are centers of creativity of international importance. These cultural institutions are located throughout the city and range from small to large. However, the wealth of our arts and culture assets is broad and deep. They are not only deserving of more international attention on their own merits but are an essential resource for the attraction of international visitors and further branding of Philadelphia as a globally significant city.

2. **Investing in the mission**

Investment in the Preserving and Celebrating Philadelphia’s World Heritage Assets mission will permit a needed multi-prong strategy.
On the historic preservation side, job one is to avoid the loss of those properties that truly constitute the important historical fabric of the city. Such losses can happen in various ways. First, if a property or series of properties has not been identified as having significance, it is subject to being disposed of through sheer inadvertence. Second, even if it has been so identified, the absence of a sense of concern – coupled with inadequate financial resources – may allow the property to be razed or to fall apart through neglect. Third, there can be a genuine dispute over whether the need for a new use outweighs the case for preserving a particular property.

In order to approach such issues in a meaningful way, there is a fundamental need at the outset for a thorough-going inventory of the city’s properties. Many other cities have done this, and it is an embarrassment for Philadelphia that this had not been done years ago. We have consistently supported calls for a responsible inventory of city properties to determine their suitability for protection. Together with others, we advocated for an increase in the resources of the Philadelphia Historical Commission, the body currently charged with making historic property designations, to facilitate a careful sorting of properties into the worthy and the unworthy can take place. That advocacy was at least partially successful. Enough money was found to fund two more positions at the Commission, enabling at least some small progress on the identification of important endangered structures.

In the interim, more structures had been lost, and there was criticism of Philadelphia’s prior record at both the local and national levels. The Project weighed in with others when the National Trust for Historic Preservation came close to placing Philadelphia on its list of “Most Endangered Historic Places.” It supported the creation by Mayor Kenney of a Preservation Task Force – representing a cross-section of interests from the preservation, development and other communities – that has been charged with making recommendations for long-term solutions. Happily, the National Trust has now seen fit to take a different, positive tack, declaring that all the “Historic Neighborhoods of Philadelphia” are a “National Treasure”—the first time that an entire city has received that designation. The challenge will be to live up to this standard. We intend to keep a spotlight on the task force’s work and will support solutions that appear to be both effective in the pursuit of preservation and balanced.

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2 Unfortunately, the preservation imperative sometimes collides with the interests of the development community and a city that needs to encourage economic activity. Clearly a balance is required. Over-designating would stultify the City’s economic prospects. Under-designating would lead to the loss of properties that confer distinctiveness upon neighborhoods and actually create value.
The Project is committed to working with the city, the Preservation Alliance of Greater Philadelphia, the Cultural Alliance of Greater Philadelphia, and other concerned bodies to protect and promote Philadelphia’s extraordinary historical and cultural assets. By drawing attention to these issues and speaking to them publicly, we have helped to create a climate in which preservation interests are getting a better hearing for their concerns. We continue to shine a light on those concerns. The arts community has a different but related set of concerns. Philadelphia has a rich history of contributing an artistic narrative nationally and locally, yet a study done by the Philadelphia Cultural Alliance found that nearly half of all cultural non-profit organizations in Philadelphia operate with a deficit. This same study also noted that for every $1 invested in the Philadelphia cultural economy, it generates $5 in local tax revenue. The Project, working with the Cultural Alliance, is committed to helping to highlight the contributions – tangible and intangible – that the art community makes and will continue to advocate for more support for our cultural organizations.

A key to both the need for historic preservation and the need for more cultural support is better engaging Philadelphia’s communities and neighborhoods and not simply rely on their existing constituencies. Given its emphasis on the principle that our World Heritage City is a city of the world’s heritages, the Project is uniquely situated to do this. The work of this mission will therefore include raising awareness of our several residential communities of their own culture and heritage, thereby enhancing residents’ interest in and knowledge of Philadelphia’s being a World Heritage City.

Philadelphia has more public art and historical assets—distributed through every neighborhood-- than any other city in the U.S. All too many of our local residents, however, are unaware of the significance of the things that they walk past every day. To make matters worse, efforts to promote the cultural and historic assets traditionally target center city and a too narrowly defined “historic district” and are focused on visitors. Accordingly, a goal will be to increase awareness of these assets at the neighborhood level. Steps toward this end would include developing neighborhood cultural maps (paper and interactive) that would have engaging descriptions and fun facts about the assets; creating walking tours of the assets; developing cultural programming in or around the cultural assets; and the design and installation of unifying signage (with the World Heritage logo) that would identify it as a neighborhood (and city!) cultural asset. The developed materials would be shared and promoted in libraries, schools, neighborhood associations and other community gathering places in Philadelphia neighborhoods. They would also be shared in the government offices (City Council, state rep, and congressional offices, etc.) located in each neighborhood.

We are seeking investors to support the Preserving and Celebrating mission. Please note that it includes the individual projects set forth in the following section.

“Investment in the culture sector is investment that’s returned back to citizens and back to the treasury… [It is] a real economic-development investment.”

Gary Steuer
Former Chief Cultural Officer of the City of Philadelphia
3. **Investing in individual projects**

There are a number of projects within the Preservation and Celebration mission that are individually fundable. They are listed in this section. We encourage you to take up one of them, or a portion of one of them. You or your organization can:

i. **Adopt a National Historic Landmark**

Philadelphia’s historical heritage is certainly known worldwide. Indeed, the city boasts 67 National Historic Landmarks (NHLs). An untold story, however, is the relatively neglected state of some of these landmarks. While places like the Academy of Music and Fairmount Water Works are continually visited by tourists and sponsor events that fuel their appreciation, many sites, including the John Coltrane House, the Church of the Advocate, the Woodlands, and the Henry O. Tanner homesite, have been left behind. This project will focus on the needs of these NHLs, which will be identified through a transparent nomination process overseen by a panel of specialist advisors. The amount of subsidies will be jointly determined by the advisory panel and the managers of the properties. Your adoption of such a property will be gratefully publicized to the entire community and will help to demonstrate to the world Philadelphia’s determination to preserve its heritage.

ii. **Help to disseminate the Philadelphia World Heritage Film**

In 2016, the Project commissioned a film setting forth the multi-faceted case for Philadelphia as a World Heritage City. This remarkable and moving film was written and narrated by David Brownlee, professor of Art and Architectural History at the University of Pennsylvania, and produced by renowned filmmaker Sam Katz. In its 28 minutes, the film first takes viewers from the founding of the Colony of Pennsylvania through its growth into the “Workshop of the World”, then traces Philadelphia’s transformation from the post-industrial city that followed into the vibrant and modern city of re-invention that we know today. The Project has had it translated into Spanish, Mandarin, Japanese, Korean, Arabic, Hebrew, French, Vietnamese, German, Hindi, Portuguese, and Italian. The goal at this point is to get the film before more audiences, including both adults and schoolchildren. Your funding would support increased publicity and programs that combine film screenings with discussion.

iii. **Support the Philadelphia Geo-Spatial project**

Philadelphia is blessed with vast inventories of historic information. Notably, we possess old and new maps of extraordinary variety: street maps, railroad maps, surveys, plot plans, ward maps,
insurance-related drawings, water and sewer layouts. We have also important collections of historic images, including photographs and architectural drawings, that are geographically coded. Many of these resources have been scanned and catalogued, but they come in various formats that are not generally easily linked or bridged. The possibility of integrating these disparate resources holds great promise for historians of architecture and urbanism, modern developers, teachers, and city planners. This also offers great opportunities to introduce the general public—residents and visitors alike—to the richness of our historical narrative. The Philadelphia Geo-Spatial Project aims to gather these resources and pull them together electronically, making them available on both desktop computers and handheld devices, to tell the story of the City’s heritage to a larger audience, even as they walk through its streets.

iv. Underwrite an annual World Heritage City-branded cultural collection

Philadelphia is renowned nationally and internationally for its artists and cultural institutions. However, the gigantic collective significance of this panoply of resources is not sufficiently recognized, and we do not make the most of the potential synergy among our rich holdings. A bold but simple project has been conceived by Kate Quinn, Director of Exhibitions and Public programs at the Penn Museum. This would involve participation by most of the significant museums and other cultural organizations in Greater Philadelphia, each of which would identify one of its most iconic objects or programs as part of a yearly “Philadelphia World Heritage Collection” -- an annual sampling of our World Heritage City’s cultural wealth. Many institutions have already agreed to participate in principle. (The cost of sponsoring this project will depend on how the collection is presented. Because a physical gathering of the nominated works will be difficult to achieve in the near term, the collection is likely to be presented first using virtual technology, posted on a dedicated site and accompanied by an appropriate ceremony and publicity.)

“The World Heritage City designation is a great win for Philadelphia and the region, with tremendous potential for economic impact. Be a part of Global Philadelphia – a collaborative organization that is moving the mission forward.”

Ali Velshi
MSNBC

The goal of this project is to help Philadelphians to understand better the contributions that immigrant communities make and have made to the cultural and economic vitality of the City. The approach is to build photo books that tell the stories of Philadelphia’s immigrant communities in a way that encourages readers to want to learn about them. The photo books are only half of the awareness-building story; the other half are “personalized” presentations of the community stories, using enlarged prints of the photos from the books.

The project embraces a community-led approach. Committed and passionate community leaders will identify the cultural features that best demonstrate community character. These will be photographed, and the community leaders will provide the captions and prepare short summary descriptions of their communities to accompany the photos.

This is an ongoing program that started in early 2015. New immigrant community stories are produced each year, while presentations of the previous years’ immigrant community photo stories are being made.
B. Mission Two:  
“Building World Heritage City Awareness and Ownership”

(This mission represents a consolidation of two sectors of the World Heritage City Strategic Plan:  
Tourism & Hospitality and Neighborhood & Community Development.)

1. Background

Our city has a two-fold identity. It is a city that now has an  
internationally-recognized and globally-important World Heritage  
City status, one that we can take great pride in and that is  
capable of drawing many international visitors. At the same  
time, ours is a city composed of multiple peoples, one whose  
residents come from all over the globe, a city – in short – of the  
world’s heritages. This dual identity creates an important  
opportunity for the Project to operate at two levels – a macro- or  
outward-looking level and an inward or neighborhood level – and  
ultimately to connect the two in powerful ways.

Our recognition as a World Heritage City, the first in America,  
made quite a splash when it was announced in late 2015.  
Viewed from abroad, it helped to put Philadelphia on the map.  
There we were, in the company of 270 of the greatest cities in  
the world. This outward dimension was hugely important for  
tourism and marketing of the city. Econsult Solutions, Inc. carried  
out an analysis and found that if we market and utilize the  
designation, we will see significant returns on this investment.  
Econsult found that the city could increase foreign visitation by 6-  
8% more visitors annually, from the current 600,000 – 800,000  
base. Together with an increase in domestic visitors, this could  
bring an additional $150,000,000 of annual economic activity into  
our economy.3

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3 We are already seeing tangible signs that this will happen. Two years ago, Lonely Planet named Philadelphia the  
#1 place to visit in the U.S., in large part due to Visit Philadelphia’s promoting Philadelphia as a World Heritage  
City. PHLCVB promoted Philadelphia at the annual travel conference in Berlin and received the Asia Travel  
Writers top destination award. Many other travel-related awards and accolades have since followed.
But the inward dimension is equally important. Philadelphia is often described as a “city of neighborhoods.” This has both good and bad connotations. One the one hand, it suggests that our city enjoys a richness of many different traditions. This is clearly positive. On the other hand, it points to the ongoing risk of “balkanization”. Separation of one community from another community, and of individual communities from the whole, leads to misunderstanding and mistrust. And it disables individual communities from being able to understand and take advantage of the benefits of the city’s overall World Heritage City designation. There is thus a two-fold loss, first of cohesiveness and second of opportunity.

2. **Investing in the mission**

Your support for the Building Awareness and Ownership mission will enable the Project to operate both of the essential levels: to project Philadelphia outward onto the global stage, to celebrate within our city the cultures and histories of its constituent communities, and in the final analysis to associate these things, promoting inter-cultural understanding and pulling the city more tightly together.

In order to project Philadelphia, both globally and locally, we will promote Philadelphia’s World Heritage status through strategic marketing, signage and public relations. Much of this work will be in collaboration with the agencies principally responsible for tourism and convention activity in Greater Philadelphia, the Philadelphia Convention and Visitors Bureau and Visit Philadelphia®. Indeed, they have been aggressively marketing Philadelphia as a World Heritage City since the designation was received. Similarly, the Project works with organizations providing tours and historical and cultural experiences, with the goal of securing widespread appreciation and use of our heritage assets and attracting tourists, students, and others whose presence will enhance the city’s economy and stature.

Other partners have become involved as well. In cooperation with the Philadelphia International Airport, we have arranged for World Heritage City signage to appear in the International Arrivals Baggage Claim area, the first thing that visitors arriving from abroad by air see.

But for the reasons already noted, these externally-directed efforts must be matched by an inwardly-directed initiative to inspire neighborhood residents to research, share, and “own” the history of where they live, its unique qualities and contributions to Philadelphia’s history.

Working with AthenianRazak and SEPTA, we have arranged for a wall-length mural highlighting Philadelphia’s World Heritage City status in Suburban Station that is seen by thousands of local rail commuters and other users every day. We hope to do this at other transportation hubs and then to spread the messaging out along the lines that radiate out from these hubs. (See “Hub and Spoke” under the Individual Projects Section below.) We hope to introduce signage at 30th Street Station and other
gateways to Philadelphia for both Philadelphians and non-Philadelphians alike, and to encourage the development of an application that could be used by visitors and others on their smartphones to navigate through and learn about our historic city.4

The upcoming celebration of the 250th anniversary of the Declaration of Independence in 2026 provides an excellent opportunity to promote greater local ownership by Philadelphians of their World Heritage City. Indeed, one of the legacies of the celebration in 2026 could be a dramatically heightened sense of place for Philadelphia residents. Toward this end, working with others, we plan to promote the creation of a framework with categories such as immigration, notable events, businesses, public places (places of worship, schools, libraries, parks, clubs, entertainment venues, etc.), family history, and the story of notable people. This would provide a lens through which to organize neighborhood history, engaging volunteer researchers to gather it. A model here is that of Wikipedia: relying upon many people to contribute their knowledge and to collectively create an online compendium of knowledge that captures the unique character of each Philadelphia neighborhood. Once collected, the information could also be used for local photographic exhibitions, publications, historical markers, monuments, neighborhood events and other place-making ways of sharing what is unique and memorable.

Workshops would be organized to explain the program to neighborhood residents and to invite them to participate, working with community or civic organizations that already exist in each neighborhood. “Neighborhood Historians” would be recruited to coordinate efforts in their neighborhood. Each year, a conference/meeting would be held to lift-up the work done to date, to highlight outstanding neighborhood projects, and to create a sense of friendly competition between neighborhoods. Cash prizes would add incentive and rouse publicity. The effort could start with a few pilot project neighborhoods, selected to show diversity and to demonstrate that this project applies to every neighborhood; and then to build momentum over a seven-year period to culminate in neighborhood history observances throughout the city in 2026.

The work of this mission also includes the individual projects set forth in the following section.

4 The promotion of Philadelphia as a World Heritage City is also important in encouraging foreign students to study here in Philadelphia. Philadelphia has 100 plus colleges and universities that are highly interested in attracting international students and that offer a first-class education, whether in medicine, engineering or some other field, and to stay here after graduation. Many of the students that attend local colleges and universities choose to make Philadelphia their home and contribute to the knowledge and talent base that is needed in our city. We will partner with Campus Philly and local educational institutions to promote Philadelphia as a place of choice for attaining a degree as the city’s international engagement increases.
3. **Investing in individual projects**

There are a number of individually fundable projects within the Building Awareness and Ownership mission. They are listed in this section. We encourage you to take up one of them, or a portion of one of them. You or your organization can:

i. **Underwrite Community Heritage Coordinator position**

   A cornerstone to the World Heritage City project is that we engage with communities, to ensure that the various forms of cultural heritage that exist within the city are met with equal and representative forces. As such, the project seeks to create and maintain a permanent, dedicated position of Neighborhood Heritage Coordinator. Your contribution will support his or her work to develop long-lasting relationships with multiple communities and create an understanding of how a community’s heritage is connected to the heritage of the city as a whole. What’s more, this coordinator will facilitate campaigns that might be instituted to enhance awareness of those connections, and determine what specific outcomes might be desired by the community to connect them with ways to bringing them about. This may include, but are not limited to, a broader awareness or representation of the community, the development of a unique community asset, neighborhood-based tourism, business investment, and more.

   This is a critical position. With the help of the Coordinator, we will bring the Project to every corner of Philadelphia, inspiring every Philadelphian to take pride in his or her heritage along with that of the City as a whole. If necessary, we will start with a quarter-time schedule, but it will be our goal to make it a full-time position as soon as possible.

ii. **Fund the production and installation of Heritage Messaging through “Hub and Spoke” and other Strategies**

   This project has a working title of “The Hub and Spokes of Philadelphia’s Culture and History”. It is central to the Building Awareness and Ownership mission. The project would create heritage-related signage in SEPTA bus, transit, and rail stations and vehicles, making use of the ubiquity of public transit and the size and diversity of its ridership to reach all Philadelphians. Its goal is to tell the world - and remind ourselves - who we are, where we are, and
what is important about our city. It would do this by locating central heritage-related messages in our transportation hubs and creating iterative messages out the lines served by the hubs, each of which would celebrate the heritage of the community in which it appears while tying that heritage back to the core. Taken as a whole, the multiple but related messages would reflect the Project’s fundamental tenet that our World Heritage City is a city of the world’s heritages. By tying them together in this fashion, we additionally hope to promote both neighborhood pride and inter-neighborhood awareness.

Interested funders will have the opportunity to underwrite the creation of related messaging and the production and installation of individual messages, and participate in developing the locational strategy.

iii. Sponsor Philadelphia World Heritage Day

The concept of a Philadelphia World Heritage Day was instituted by Mayor Kenney in 2016. It is celebrated on the fourth Thursday of each May. This celebration is carried out in a different location and in a different way each year, but it is always popular and well-attended. Following 2016’s celebration in City Hall and 2017’s celebration at the Tilden School in Southwest Philadelphia, it will be celebrated at the Philadelphia Zoo in May of 2018. Still, other locations will be utilized in later years. Sponsorships are available in each case and will help support activities and refreshments on site, the distribution of educational materials to children who attend, and attendant publicity. This annual event is an important part of bringing awareness of Philadelphia’s World Heritage City to all city residents.

iv. Fund the Hospitality Project

A World Heritage City needs to be world-class in the way that it presents itself. This is not just a challenge for our hotels and restaurants. It is a challenge for everyone who comes into contact with visitors to our city: the cab drivers, the baggage handlers, the street corner newsstands, the train conductors, and, for that matter, the man and woman in the street. Cultivating a “customer mindset” in all of us is the challenge that the Hospitality Project was developed to meet. By supporting this project, you will help us tackle the challenge at both the granular and holistic levels and facilitate the objective of attracting tourists, students, and others whose presence will enhance the city’s economy and stature.
v. **Help with the Unity (Soccer) Cup Initiative**

The Project is also working with the City to expand awareness and appreciation of the City’s ethnic neighborhoods through the Mayor’s Unity Cup initiative. This initiative is led by the Parks and Recreation Department and supported by the Office of Immigration, the City Representative’s Office, and the Commerce Department, with the Association providing publicity and event support. Given the rising popularity of soccer and the fact that it is played throughout the world, this tournament of national origin-based teams draws attention to Philadelphia’s diversity and the contributions that our ethnic neighborhoods make.

vi. **Collaborate with Mural Arts Philadelphia in a Sustainable Development Goals Campaign**

The Project has made a proposal to Mural Arts Philadelphia to collaborate on a project that would create murals around the 17 “Sustainable Development Goals” adopted by the United Nations at the recent Habitat III conference. The goals are each elemental and universal in character. Examples include: “Zero Hunger”, “Quality Education”, “Clean Water and Sanitation”, “Decent Work and Economic Growth”, and “Gender Equality”. As basic as they are, they remain elusive in many parts of the world, and even Philadelphia has work to do in fully implementing them. Investors supporting this campaign would help to accomplish three important things: remind our residents of goals that are important to the entire world community; create pressure to complete the achievement of those goals that may remain only partially fulfilled here; and enhance Philadelphia’s standing as a city in sympathy with a global agenda. Ideally, the project would raise money for the murals themselves and for the support of agencies engaged in working on the goals.
C. Mission Three:  
“Educating Global Kids with Roots”

1. Background

Education is one of the key areas of the Strategic Plan. The Project seeks to help each Philadelphia resident to develop a sense of ownership, stewardship, and pride in both our collective World Heritage City identity and in the community’s own individual heritage. However, the focus of the Strategic Plan’s Educating Global Kids with Roots mission is principally on our children, where the greatest need and the greatest opportunities lie.

As they grow up, our children will confront an uncertain and rapidly changing future. Even with excellent teacher support, all too many of them will do so with too little understanding of the larger global context in which they are growing up. Often their “world” is the area within five or ten blocks from their door stoop. Familiarity with their immediate surroundings alone will not prepare them for the globalized environment in which they will find themselves and in which they must ultimately succeed or fail. Moreover, the larger world that awaits them will be increasingly multicultural. Many of our kids have little or no awareness of Philadelphia’s rich and diverse historical and cultural heritage, the cultures of their neighboring communities, and even their own. This situation is dangerous. To succeed in this multicultural setting, they will have to understand and get along with lots of “different” kinds of people in that larger world.

Finally, in order to be successful in life, our children will need “roots” - a strong sense of themselves, an awareness of their personal heritage, and a good grounding in the history of the city they call home. The Project hopes that pride in Philadelphia’s heritage will stay with them and, even if they should go elsewhere for a while, encourage them to return and spend the rest of their lives enjoying and contributing to our city.
2. **Investing in the mission**

With your help, the World Heritage City Project will help our kids grow in three ways: in their understanding of the extraordinary historical and cultural legacy that they have as Philadelphians; in their awareness of their own history and the resulting ability to navigate their lives with a strong, steadying, and confident sense of who they are and where they have come; and in their awareness of – and ability to succeed in – the globalizing and multicultural world that awaits them.

Toward these ends, the Project has undertaken a variety of education-related activities. These have included (i) the development of innovative pilot programs for direct, in-school heritage training, doing so in partnership with individual schools and various presenting partners, (ii) utilizing heritage awareness as a way of grounding teenage students with disciplinary histories and instilling pride in them, (iii) the development of lesson plans designed to teach global and heritage subjects; (iv) supporting teachers through professional development programming and heritage travel opportunities; (v) collaborating with the Philadelphia School District to create heritage art projects; and (vi) creation of a World Heritage Coloring Book. Some of these programs are also fundable individually and are discussed in the following section. We would like to develop other innovative programs, to recruit additional partners and raise funding to be able to do so.

The work of this mission also includes the individual projects set forth in the following section.

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“*I have 206,000 children that we educate in Philadelphia in public schools. It’s critically important that those 206,000 young people also understand this notion of world heritage and World Heritage City.*”

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Dr. William Hite
Superintendent, The School District of Philadelphia
3. **Investing in individual projects**

There are a number of individually fundable projects within the Education mission. They are listed in this section. We encourage you to take up one of them, or a portion of one of them. You or your organization can:

i. **Support World Heritage Programs at under-resourced schools**

A main tenet of the Educating Global Kids with Roots mission is that it is important to interact with our students at an on-the-ground level, to make sure from a young age that they understand that they are a part of a global city. In Spring 2016, we piloted a three-day World Heritage Program with the Andrew Jackson School in South Philadelphia. Students learned about Japanese and Turkish culture from native speakers, visited international exhibits at Philadelphia cultural institutions, presented on their own cultural heritage, and participated in a cultural festival. Their teachers participated in a professional development session focused on world heritage. A second pilot program was held over five weeks in Spring 2017 in collaboration with the Norris Square Community Alliance, a community-based program for at-risk youth. This program utilized heritage awareness to instill pride in community and self and to dissect stereotypes. Each week highlighted a different world region and emphasized the shared experiences of students and their international counterparts. Unlike schools in more prosperous communities, the resources in schools or communities like these usually do not permit rich, mind-opening programs of this kind. Your contribution would make a big difference for such a school. The Project will identify schools with such needs and programming that would be appropriate for their needs and work with prospective funders to make such programming available.

ii. **Facilitate Implementation of the Online Heritage Education Resource Center**

This much-needed project has been on the drawing board ever since the inception of the World Heritage City Strategic Plan. Recently, with support from the Philadelphia Foundation, the Project has been able to secure the services of a web designer to create a site where the heritage education resource center could reside. Now the challenge is to bring it to life. As envisaged, the center would be a robust and active resource where teachers, students, and, for that matter, the general public would have access to educational materials and links regarding heritage subjects. The materials would be constantly refreshed. It is furthermore intended to be an interactive site. For educators, especially, this site would be a one-stop place to gather material for lesson plans, obtain information for field trips, and share information about their experiences teaching related subjects. It will feature lesson plans and other resources in a searchable format, include lists of places to visit and witness heritage treasures, World Heritage curricula from UNESCO and other sources, and additional links and reading materials. Your contribution in support of this project will enable the site to go live and then reach its full potential through the engagement of a person who would serve part-time as a research librarian, updating content and assisting visitors in locating resources. In short, there is a great
opportunity here to make a significant difference in the heritage awareness of the schoolchildren of Greater Philadelphia.

**iii. Facilitate professional development workshops and other activities to introduce more area educators to international/heritage-related lesson plans and curricula.**

With the help of schoolteachers drawn from a variety of area schools and the administration of the Philadelphia School District, a great deal of work has already been done on this project, resulting in the creation of a substantial corpus of lesson plans focusing on such heritage-related subjects as history, civics, world events, cultural diversity, geography, and foreign language training. That work has been gathered in the form of a “Philadelphia World Heritage Toolkit.”

The challenge now is to bring these tools to the attention of a greater number of area educators, to add to the corpus of such lesson plans and to promote their widespread use in schools throughout the Greater Philadelphia area.

**iv. Sponsor use of the World Heritage Coloring Book in schools**

One of the most well-received facets of the World Heritage City Project’s Educating Global Kids with Roots mission is a World Heritage City-themed Coloring Book for children aged from 5 to 11. Based on the notion that heritage is fun and engaging, the coloring book presents an array of images and activities that introduce children to Philadelphia’s history and its culturally diverse neighborhoods, brought together by a story line.

Our experience has been that the coloring book works wonders in the hearts and minds of children, and instills a sense of pride in their city. In every instance of community outreach in which it has been used, the response has been overwhelmingly positive, and the coloring books have “flown off the shelves”. It has been successfully utilized by Philadelphia International Airport, the Philadelphia Zoo, and a number of elementary schools, and was distributed to children in various communities during the WaWa Welcome America festivities in the Summer of 2017. The possibilities going forward are endless. By sponsoring its use in more schools and locations, you can help get this remarkable and entertaining learning tool into general use in Greater Philadelphia. Investors can, in conjunction with the Project, choose the school or schools they wish to help in this way and even underwrite translations into other languages.
v. Promote an “Every Student Has a Passport” campaign

Learning about foreign lands in the classroom is one thing. Experiencing them through travel is another. Achieving the latter will certainly be a challenge for children in under-resourced communities, but meeting that challenge starts with introducing them to the idea of having a passport. Some studies have reported that 42% of American citizens do not own passports. Philadelphia’s Commerce Director has said that the rate of passport ownership in Philadelphia is one of the lowest among America’s big cities. We need to change this, and our children, growing up in a globalizing world, are an important place to start. A World Heritage City should aspire to making it possible for as many kids as possible to have a passport and to be able to imagine themselves actually being in international settings. Ultimately, of course, other resources will need to be found to support the travel itself. To obtain the passport, however, is the first step. It is a step that will at least overcome the precondition to such travel, and it will serve as a stimulus to finding ways to make it happen. (Indeed, some area principals have already had success in doing this.) Your contribution will enable us to start the process, with the goal that every eligible student in Philadelphia should have a U. S. passport by the time they graduate from high school.

vi. Provide scholarships for area teachers to take World Heritage learning trips

In the summer of 2017, 15 area teachers traveled for two weeks in India and Nepal through a travel program established to acquaint them with World Heritage Sites and Cities and equip them to teach on the subject of World Heritage upon their return to their respective classrooms. The trip was carefully prepared and the teachers’ activities were designed to maximize the educational value of the trip. Each has been able to share this learning with her or his students. Most teachers can afford to pay a portion of such travel, but few have resources sufficient to pay the full cost. Investors in this project would help to establish a scholarship fund that would enable deserving candidates to bridge this gap and thereby facilitate the teaching of World Heritage in Philadelphia-area schools.

vii. Sponsor Philadelphia School Art Exhibitions

Thanks to a collaboration between the Project, the Philadelphia School District, and Philadelphia International Airport, there will be opportunities for student artists in communities throughout the city to create works of art on international/cultural subjects, have their work judged in an annual competition, and to have the winning entries displayed in Terminal A of the Airport for six-month periods. The first set of winning works, 32 in all, is currently on display. In the Spring of 2018, a new round of competition will begin. There will be opportunities, as well, for other venues to host school art exhibitions.

viii. Emerging International Journalists Program

The Emerging International Journalists Program is a highly successful program for young adults working or studying in the region who are interested in interviewing international stakeholders in Greater Philadelphia and publishing articles through the website and publications of the Global
Philadelphia Association. The youthful authors are provided with mentoring and, once edited, their work is published. The project enables those who aspire to be reporters or who hope to find other roles in the media to familiarize themselves with international matters while doing real work in the field. Investors will help this project to continue to thrive, enabling coverage for internationally-significant activities in the Greater Philadelphia region that do not make it into the mainstream media, promoting a youthful perspective in such coverage, facilitating the launch of new careers in journalism, and – in the process – further positioning Philadelphia globally.

“Formally, I had studied journalism and television broadcasting for the past four years; informally, I had always been interested in international affairs. At GPA, I received the opportunity to combine those two passions. After graduating from Temple University, I began freelancing as a correspondent for GPA. The highlight of this time was writing the "Global Conversations" pieces, in which I interviewed prominent Philadelphians about their work in the global arena. In July 2013, I was offered and accepted a job at ABC's Washington, DC bureau, where I worked as a morning news producer for News Channel 8. GPA gave me the perfect platform to combine my interests in writing and foreign affairs, and to help launch my career in journalism.”

Kait Lavender
Former student writer for Global Philadelphia Association
D. **Mission Four:**

*“Extending Philadelphia’s Global Reach”*

(This mission represents a combination of the Plan sectors entitled International Relations and Business & Nonprofit Organizations.)

1. **Background**

The Global Philadelphia Association was created in 2010 to assist and encourage greater interaction among the many organizations and people who are engaged in one form or another of international activity within the Greater Philadelphia Region, to promote the development of an international consciousness within the region, and to enhance the Region’s global Profile. It has been continuously devoted to this three-fold task since that time, both before and after its efforts to have Philadelphia designated a World Heritage City.

Nevertheless, the achievement of World Heritage City status was a great step forward. It has been hugely beneficial in building international ties with other cities, and the City and the Global Philadelphia Association have actively pursued them. More than 300 cities in the world are World Heritage Cities.

The OWHC relationship has provided manifold opportunities for high-level international interaction in both group and bilateral settings. Biennially the member cities are invited to join in a World Congress, and even before we were formally accepted as a full member we participated in two of them: Oaxaca, Mexico in 2013 and Arequipa, Peru in 2015.
In November of 2017, we participated for the first time as a full member. A delegation consisting of a senior Commerce Department official representing Mayor Kenney and four members of the Global Philadelphia Association traveled to Gyeongju, South Korea for the OWHC’s 14th World Congress. The theme of the Congress was “Heritage & Community: Tools to Engage the Local Communities”. In five days of meetings, we furthered Philadelphia’s relationship with many of the global cities we had come to know earlier and met dozens of new ones. The event was an unparalleled learning and networking opportunity and has yielded a wide range of new relationships for the benefit of Philadelphia and its institutions and businesses.

In addition to its membership in the Organization as a whole, Philadelphia is a member of a regional subgroup, the Northwest Europe and North America Secretariat, and have participated in group meetings in Stralsund, Germany, and Vienna, Austria. Philadelphia is eligible to join the secretariat that embraces Mexico and the Caribbean, and we plan to pursue that relationship as well.

2. **Investing in the mission**

Buttressed by the city’s designation, the World Heritage City Project envisions a significant increase in efforts to extend Philadelphia’s global reach. Investment in this mission will enable those increased efforts to take place.

The work of the Association’s many members⁵ and other international actors can and must continue, and the Association will continue actively to promote their work, collaborate with them on various projects, carry news of their activities on GPA’s website, send announcements and collect information on their behalf, and help them find opportunities for support. But now there are new opportunities. Among other things, investment in the Extending Philadelphia’s Global Reach mission will enable:

- Engagement in activities conducted by the Organization of World Heritage Cities (OWHC).
- Pursuit of more focused opportunities arising from our growing relationships with municipal officials and cultural organizations in other World Heritage Cities, including bilateral meetings,

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⁵ The missions of these organizations range across a variety of fields. Among many other things they include bringing foreign dignitaries and speakers to Philadelphia podiums (examples: World Affairs Council of Philadelphia and Philadelphia Foreign Relations Council), facilitating visits for the U.S. State Department and maintaining Sister City relationships (example: Citizen Diplomacy International), housing international students and providing international cultural programming (examples: International House Philadelphia and a number of area colleges and universities), conducting scholarly research in the field of international relations (examples: Foreign Policy Research Institute and various centers at area universities), promoting the work of diplomats representing their countries in Philadelphia (example: the Consular Corps Association of Philadelphia), sponsoring international exchanges (example: Eisenhower Exchange Program), promoting dialogue among the world’s religions (example: Dialogue Institute at Temple), and many more too numerous to mention here.
international conferences, cultural and trade missions, and visitations of multiple kinds, both here and abroad.⁶

- More forceful advocacy for enhanced connections to the rest of the world, including more direct, nonstop air service to other global cities.⁷

- Initiation of cultural initiatives and exchanges between our institutions and those of Sister Cities and cities in the Organization of World Heritage Cities.

- The holding of events with enhanced international drawing power.

- The ability to position Philadelphia as an international center and opinion leader

- And, as more fully described in earlier in the Prospectus, opportunities to grow everything from tourism to international conventions to a new generation of internationally savvy residents and investors.

“The vision of the Philadelphia Airport is to proudly connect Philadelphia with the world […] and so we do whatever we can do to promote the World Heritage City status to give us nonstop service to more destinations, like the [upcoming] flights to Prague, Budapest, and Zurich. [This is] vitally important. There has never been a better time to be here.”

Chellie Cameron
Chief Executive Officer, Philadelphia International Airport

⁶ There has been considerable growth on a variety of fronts. Trade missions have been undertaken under the aegis of the City’s Commerce Department, Select Greater Philadelphia, and the Commonwealth of Pennsylvania, and at the insistence of the Global Philadelphia Association the Mayor of Sintra, Portugal, came to Philadelphia and participated in a conference organized by Select Greater Philadelphia. This was followed by further meetings in Portugal where trade opportunities were discussed. Citizen Diplomacy International has facilitated the development of a Sister City relationship between Philadelphia and Frankfurt, Germany. Leveraging a regional OWHC conference in Germany, the City of Philadelphia and other agencies conducted a trade mission to Germany in September 2016. More recently, the Global Philadelphia Association has worked with the Pennsylvania Department of Economic and Community Development (DCED) and the trade office of the City of Quebec to facilitate meetings in Quebec.

The recent Gyeongju Congress has furthermore led to an invitation for Philadelphia to host the OWHC Board at one of its two meetings in 2019. This meeting will bring eight World Heritage City mayors to Philadelphia, providing us with an opportunity to develop relationships with each and paving the way for future OWHC activity in Philadelphia. In the meantime, we will continue in our OWHC regional activity, including a meeting in Amsterdam in the Fall of 2018, and bilateral contacts and exchanges.

⁷ In 2016, Iceland Air announced further expansion of its global network including seasonal flights from Philadelphia International Airport. Aer Lingus has just instituted new direct service to Ireland. In addition, the Airport is currently looking at Tokyo, Beijing, and New Delhi, among several other Asian cities, as possible direct, non-stop flight destinations. The Project supports this objective through advocacy and creating tools for use by advocates for expanded service, including translations of its World Heritage City movie into a variety of foreign languages.
In addition to the foregoing, the work of this mission also includes the individual projects set forth in the following section.

3. **Investing in individual projects**

There are a number of individually fundable projects within the Extending Global Reach mission. We encourage you to take up one of them, or a portion of one of them. You or your organization can:

**A. Support participation by Philadelphia delegations in the regional conferences and biennial OWHC World Congresses**

The opportunities for taking advantage of our new relationships with the Organization of World Heritage Cities and its member cities have been suggested by the earlier discussion. Lying ahead are the Regional Conference of the Northwest Europe and North America city group in Amsterdam in late November 2018 and the next World Congress, which will be held in Krakow, Poland in 2019. As before, these events will provide extraordinary introductions and networking opportunities. Investors who choose to invest in these opportunities will not only enable delegations from the city and the Association to participate but will be given an opportunity to participate themselves. More information is available on request.

**B. International Thought Leadership Series**

From the time of its founding, Philadelphia has been renowned as city of learning, and ideas formulated here have changed the world. Building on that reputation, Drexel University is taking a leadership role in developing an international thought leadership series held in Philadelphia called “Drexel Dialogues.” Both Philadelphia experts and scholars from around the world will be invited to share their knowledge and insights on the topic chosen each year. A broad range of topics—from medicine and education to preservation and science—will be considered. Early investors will be given an opportunity to provide appropriate input.

**C. Support the Globy Awards**

At the end of each year, GPA confers annual Globy Awards, recognizing outstanding service to the international and heritage interests of the city and region. Globys are awarded in five different categories: educational leadership, corporate leadership, community leadership, heritage leadership, and lifetime achievement. Award winners have come from a variety of communities and represent a cross-section of the people who are making Philadelphia an increasingly global city. With the publicity gained for their work, recipients have an opportunity to secure still further support
for it. Your contribution to this event as a sponsor will not only be of benefit to the individual being recognized and his or her organization but will directly enhance the international stature of the city.

D. Underwrite biennial GlobalPhilly™ International Expositions

Biennially, the GPA showcases the projects, activities, and contributions of scores of its member organizations and businesses through its GlobalPhilly™ series of international expositions. Events in the expo presented three years ago, GlobalPhilly™2015, and in the expo presented one year ago, GlobalPhilly™2017, each attracted over 100,000 attendees. Coming in the Fall of 2019, the Association will present GlobalPhilly™2019, featuring over 100 events throughout Greater Philadelphia in the fall of 2019. It will be an even larger showcase for what makes Philadelphia a great global city, promoting an enhanced appreciation of our heritage assets, and creating greater recognition of our globally significant arts and culture scene.

E. Participate in bilateral exchanges with other World Heritage Cities

OWHC member cities share a variety of common goals, interests, and – yes – problems. These may arise from a variety of subjects, including how to balance the need for both preservation and development; management of resources; re-use and re-invention; education; and even poverty. Recognizing this, the Project wishes to pursue bilateral exchanges with fellow World Heritage Cities, through which governmental and/or civic representatives from Philadelphia could pair up and meet with counterparts from other World Heritage Cities around common goals or challenges. Philadelphia would benefit from such one-on-one exchanges, and there are numerous potential partners to have them with. Supporters of this project would provide a portion of the wherewithal needed to take advantage of one or more of these bilateral opportunities.

F. Create an annual international mayoral forum

There is a great deal of interest on the part of other World Heritage Cities in Philadelphia. As the first such city in the United States, Philadelphia is uniquely positioned to bring together mayors from around the world. Indeed, a growing feature of the September World Heritage City Celebrations is our mayoral guest list. With this in mind, your contribution would facilitate development of a program of international mayoral visitations – leading to a regular International Mayoral Forum. The funding organization would gain access to the leaders of some of the most important cities in the world. (For an immediate opportunity in this regard, please see the next subsection.)

G. Underwrite the visit by the OWHC Board of Directors in 2019

Taking advantage of its unique position, Philadelphia has requested and been given the opportunity to host one of the two upcoming meetings of the Board of Directors of the Organization of World Heritage Cities. The directors are mayors of eight broadly representative
city members of the Organization: Quebec (Canada), Angra do Heroismo (Portugal), Brussels (Belgium), Cidade Velha (Cabo Verde), Gyeongju (Republic of Korea), Quito (Ecuador), San Miguel de Allende (Mexico), and Vienna (Austria). The meeting in question will be held here in Philadelphia in either the Spring or the Fall of 2019, probably lasting for three days and two nights. Our expectation is that some 20 persons will participate: the eight mayors and the executive leadership of the OWHC itself. The meeting will afford a number of opportunities for Philadelphia’s business and civic leadership to interact with the mayors and their colleagues, and to develop relationships for the future. Your contribution will provide the funding necessary to make the visit happen, covering the cost of translators, accommodations, meals, and other activities, and make the event a rewarding experience for all concerned. Our hope is that that will lead to Philadelphia hosting larger OWHC meetings, up to and including regional conferences and ultimately the biennial World Congress.

H. Explore the feasibility of conducting a truly significant international festival/festival series starting in 2019

In 2019, Philadelphia will host the biennial international exposition GlobalPhilly™2019, showcasing the finest programs and activities produced by GPA’s members. This will be the fourth in a series that began in 2013. The success of these successive expos raises the question of whether Philadelphia is ready to transform the expo concept into a truly international event, drawing audiences not simply from the Greater Philadelphia region but from the world. Could Philadelphia hold a South-by-Southwest or Chatauqua style event? Your contribution would make possible a feasibility study of this larger prospect, enabling the Project and partners across the city and region to give serious consideration to upping Philadelphia’s game by presenting something unique and powerful, further signaling our emergence as a global hub.

“We anticipate that the World Heritage City status will have a significant impact on our economy. World Heritage City status brings Philadelphia massive attention, increasing tourism and visitation, all of which brings more dollars to our businesses and ultimately leads to more jobs in the city.”

Harold T. Epps
Commerce Director, City of Philadelphia
VI. Conclusion

The Global Philadelphia Association and the World Heritage City Project have given Philadelphia and its residents a new way of thinking about our city and its prospects. The City is in the midst of a transformation, a fundamental reappraisal of who we are and what we can accomplish, and we can see possibilities that once seemed beyond our reach. We are now in a position to think – and act – as a great global city can and should. Every corporation, every organization, every foundation, and every resident of Greater Philadelphia will benefit from this new and more powerful global positioning.

Your investment in the Project will help complete this transformation of our city. Working together, and with your help, there is nothing that we cannot accomplish.
“Philadelphians can share in the pride of living in a World Heritage City. Whether we were born here, or we chose to make our home here, whether we live downtown, or in one of our many diverse neighborhoods, this designation is a distinct honor for all of us.”

Jim Kenney
Mayor, City of Philadelphia
The Global Philadelphia Association

The Global Philadelphia Association (GPA), working with the City of Philadelphia, is the action agency for managing the Philadelphia World Heritage City Project. GPA is a Pennsylvania nonprofit corporation with tax-exempt status under Section 501(c)(3) of the Internal Revenue Code. Founded in 2010, it has grown from 15 initial members to over 200 members today. Its fundamental purpose has been to support – and encourage greater interaction among – all of the region’s international stakeholders, to raise international awareness, and to enhance Philadelphia’s global profile.

GPA’s membership is a veritable “who’s who” of organizations and businesses that have a stake in Philadelphia’s fully realizing its potential as a global city. The Association is devoted to their success, to speaking to the largest international issues that confront our community, and to enhancing Philadelphia’s global stature. It regularly works with the City. With these credentials, and as its proposer, GPA became the logical organization to coordinate the implementation of the Project.

GPA has a compact and highly effective workforce. Our Board Chair, John F. Smith, III, having completed a forty-six-year career as an attorney and partner in two major Philadelphia law firms, now works full-time on the Association’s affairs, including the Project. The Executive Director, Zabeth Teelucksingh, is a Marketing and Communications Professional with a unique portfolio of global experiences. She has lived and studied in a number of different countries and in the course of her career has developed an extensive network and a background in large project management, both here and overseas. The World Heritage Coordinator, Melissa Stevens, has a Ph.D. in Anthropology and over eight years of experience in heritage tourism research, work, and study, including time spent in Tanzania and Vietnam. Our Membership and Marketing Coordinator, Bianca Robinson, is a Drexel graduate who, among other things, produces the Association’s monthly newsletter, The Global Insider. We also expect to hire a new Community Heritage Coordinator soon. Three other persons provide services under contract to the Association. These include our Webmaster, Marla Katz, Project Manager, Will Becker, and CFO Carl Stevens, each of whom spends two or three days per week serving the Association’s needs, with the bulk of that being devoted to the Project.

GPA is further supported by the voluntary service of several dedicated leaders and professionals in our community, including international architect Barry Eiswerth, distinguished University of Pennsylvania Professor David Brownlee, and Dr. Harold Yaffe, a noted civic leader in Philadelphia. Jonathan Krause,
Esq., of the law firm of Klehr Harrison Harvey Branzburg LLP serves as Association Counsel and Reed Smith LLP has served as Intellectual Property Counsel.

GPA is also a popular and exciting place for interns to serve and learn. Over 30 interns have worked and studied at GPA and many of them have since become “GPA Ambassadors” who stay in touch and remain associated with the Association’s work.

Because of the breadth of its membership and the committed nature of its staff and volunteers, GPA is uniquely able to create alliances and convene key players. It has therefore been able to tackle big projects, imagine dramatic initiatives, build consensuses for action in numerous sectors of the City’s life, and accomplish key elements of the Plan.8

With respect to alliances, the Association wishes to take special note of our colleagues at the City of Philadelphia and the other members of the World Heritage City Implementation Group, whose dedication to the Project has been extraordinary. In the case of the City, it of course begins with the Mayor, but on a day-to-day level it is the members of his administration, the Department of Commerce, the Office of the City Representative, the Office of Immigration, and the Office of Arts, Culture, and the Creative Economy. Philadelphia International Airport plays a significant role in the Project, as do such fundamentally important agencies as the Philadelphia Convention and Visitors Bureau, Visit Philadelphia, the Preservation Alliance for Greater Philadelphia, Select Greater Philadelphia, the Consular Corps Association, and Citizen Diplomacy International. Finally, virtually all of the members of the Global Philadelphia Association support and are supported by the Project in one way or another.

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8 The Global Philadelphia Association is recognized as a nonprofit organization with a strong business work ethic. It prides itself on the efficiency with which it manages the Project. This efficiency is a result of several factors. First, wherever possible it partners with one or more allied organizations in carrying out the Plan. Second, it is “right sized”, employing just enough people to perform the tasks that fall to the Association as Project Manager. This team is well-managed and works well together. Third, it meets regularly with mission-oriented teams and the Project Implementation Group (see listing inside the back cover) in order to be sure that Project activities — both those that are currently underway and those that are planned — are well understood and vetted. Fourth, it has been consistently able to attract high-quality interns. Finally, it has the benefit of the Board Chair’s willingness to work full-time, most of it on Project activities, without compensation.
Communication is critical, of course. We not only communicate regularly with our members and Project stakeholders but also reach a larger audience inside and outside of Greater Philadelphia through a variety of channels. This includes:

- 10,000 views per month on its website, www.globalphiladelphia.org
- 4,800 subscribers to its newsletter, *The Global Insider*
- 5,000 Twitter followers
- 7,600 people reached on Facebook
- 1,900 followers on Instagram
- The scores of thousands of persons who attended events that Association members presented in the course of three international expositions held in the city, GlobalPhilly™ 2013, GlobalPhilly™ 2015, and GlobalPhilly™ 2017. These numbers grow each year.

2018 – 2020 will be active years for the Association’s members and the World Heritage City Project described in this Prospectus. Among the many other things described in this Prospectus, the Project will conduct or participate in a variety of high-profile events:

- World Heritage Days, with the next event scheduled to take place at the Philadelphia Zoo in 2018
- The third annual World Heritage City Celebration, to be held on the evening of September 13, 2018
- The November 2018 meeting of the Northwest Europe and North America secretariat
- GlobalPhilly™ 2019, the fourth international exposition held by GPA, which is expected to feature over 100 activities, events, and programs presented by our members
- The 2019 World Congress being held in Krakow, Poland
- Hosting the Meeting of the OWHC Board of Directors in Philadelphia in the Spring of 2019
- Globy Award ceremonies each December

Organizations, businesses, and persons interested in membership in the Association can contact Zabeth Teelucksingh directly at 215-563-2482, or via email, zabeth@globalphiladelphia.org.
Appendix B

Types of Expenditures to be Made

A portion of the monies will be utilized by the Global Philadelphia Association to compensate staff members engaged in the Project, a portion will be utilized to compensate independent contractors retained to accomplish the Project, and a portion will be shared with partnering organizations.

The Association’s Executive Director devotes 75% of her time to Project supervision and is directly involved in several of the sectors, most prominently Extending Philadelphia’s Global Reach. The World Heritage Coordinator devotes 100% of her time to carrying out Project functions, with special attention to Educating Global Kids with Roots. Once hired, a new Community Heritage Coordinator will devote 100% of his or her time to the Project, with emphasis on “Building World Heritage City Awareness and Ownership.” Raising the profile of Philadelphia as a World Heritage City is also a priority for the rest of our staff. Our Marketing and Membership Coordinator spends at least 50% of her time on communicating through The Global Insider about Philadelphia’s international assets, and our Webmaster spends at least 75% of her time doing the same through the vehicle of two websites, www.globalphiladelphia.org and www.WorldHeritagePHL.org, as well as preparing materials for use in Project activities. In the fall of 2019, when the next GlobalPhilly™ International Exposition is held, a Project Manager will be retained and will spend 100% of his or her time on the Project. (As previously noted, this portion of the Project features the activities of the Global Philadelphia Association, which collectively represent a vast cross-section of Philadelphia’s international community.)

In addition to supporting the personnel needed to carry out the Project, the Association has incurred/will incur a wide variety of costs for supporting organizations, contractors and out-of-pocket expenses. Examples include: payments for goods and services provided by third parties; the rental cost of GPA’s office at Two Logan Square in Philadelphia, website service fees; telephone and internet charges; the cost of supporting the heritage dimensions of neighborhood events (e.g., historical timeline signage and story-telling facilities at community events); securing supplies for in-school programs on Philadelphia’s history; paying for the creation of a World Heritage City movie and subsequent and ongoing translations of the movie into different languages; helping to underwrite the cost of events that celebrate the fact that Philadelphia is a city of many different heritages; covering transportation and fees in connection with conferences sponsored by the Organization of World Heritage Cities; spreading the usage of the Philadelphia World Heritage City seal and pursuing opportunities to have WHC signage placed prominently at key locations in and around the City; designing, preparing, and printing the “Passport” for the biennial international expositions, the GlobalPhilly™ series; marketing the exposition; funding the design, development, and printing of a Philadelphia World Heritage Coloring Book to bring the concept of heritage – the City’s and theirs - to children as young as 5-11 years of age; printing and dissemination of the “Philadelphia World Heritage Tool Kit”, a compilation of lessons plans for educating globally-aware kids; and supporting the annual awarding of “Globys” to outstanding contributors to Philadelphia’s global aspirations.
The Strategic Plan is the blueprint, and this Prospectus is the current embodiment of the work to be done in implementing it. As future opportunities arise to further the objectives of the Plan, we will consider new ways to take advantage of them, leading wherever needed and collaborating wherever possible. New expenses can be anticipated as we seek to realize those opportunities. The funding sought in this Prospectus will give us the wherewithal to meet both the known and as yet unknown costs of this ongoing effort.
Appendix C

Summary of Individual Projects for Investment

A. Mission One: “Preserving and Celebrating Philadelphia’s Historical and Cultural Assets”
   i. Adopt a National Historic Landmark
   ii. Help to disseminate the Philadelphia World Heritage Film
   iii. Support the Philadelphia Geo-Spatial project
   iv. Underwrite an annual World Heritage City-branded cultural collection

B. Mission Two: “Building World Heritage City Awareness and Ownership”
   i. Underwrite Community Heritage Coordinator position
   ii. Fund the production and installation of Heritage Messaging through “Hub and Spoke” and Other Strategies
   iii. Sponsor Philadelphia World Heritage Day
   iv. Fund the Hospitality Project
   v. Help with the Unity (Soccer) Cup Initiative
   vi. Collaborate with Mural Arts Philadelphia in Sustainable Development Goals campaign

C. Mission Three: “Educating Global Kids with Roots”
   i. Support World Heritage Programs at under-resourced schools
   ii. Facilitate implementation of Online Heritage Education Resource Center
   iii. Facilitate professional development workshops and other activities
   iv. Sponsor use of the World Heritage Coloring Book in schools
   v. Promote an “Every Student Has a Passport” campaign
   vi. Provide scholarships for area teachers to take World Heritage learning trips
   vii. Sponsor Philadelphia School Art Exhibitions
   viii. Emerging International Journalists Program

D. Mission Four: “Extending Philadelphia’s Global Reach”
   i. Support participation by Philadelphia delegations in the regional conferences and biennial OWHC World Congresses
   ii. International Thought Leadership Series
   iii. Support the Globy Awards
   iv. Underwrite the biennial GlobalPhilly™ International Expositions
   v. Participate in the OWHC’s City2City Program
   vi. Create an annual international mayoral forum
   vii. Underwrite visit by OWHC Board of Directors in 2019
   viii. Explore the feasibility of conducting a truly significant international festival/festival series
Scores of businesses and organizations have already invested in the Philadelphia World Heritage City Project.
To pursue the investment opportunities outlined in this booklet, contact The Global Philadelphia Association. Contact information is provided on the back cover.
Members of the Mayor’s Advisory Council on World Heritage
Jim Kenney, Chair
Michael A. Nutter, Chair Emeritus

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<th>Members of the Mayor’s Advisory Council on World Heritage</th>
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<tr>
<td>Edward D’Alba</td>
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<td>Madeleine Bell</td>
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<td>Albert S. Dandridge, III, Esq.</td>
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Members of the Implementation Group
Margaret Hughes and Robert J. McNeill, Jr., Co-Chairs

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Members of the Philadelphia World Heritage City Project Team

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World Heritage City Coordinator: Melissa Stevens
Education Consultant: Sarah Sharp
Marketing and Membership Director: Bianca Robinson
Webmaster: Marla Katz
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