

## PHILADELPHIA 2020: A CIVIC VISION FOR EDS AND MEDS

It's the year 2020. The policy entrepreneur Richard Florida, ever tireless in seeking gimmicks to promote his ideas (and boost his speaking fees), has invented a new measure for what he calls the "innovative health" of a region.

He began this so-called T-Cubed Ranking in 2012, and it now gets lots of attention in the media and from politicians. Florida ranks every region on 1) the strength of its research sector (T for Technology) 2) how well the region does at converting its research strength into innovation, investment and jobs (T for Transfer) and 3) how good a job it does of retaining its own graduates and at attracting talented people from other regions (T for Talent). When the rankings first came out, Philadelphia was deep in the middle of the pack.

But, now in 2020, Philadelphia has amazed the nation by surging to the very top of Florida's latest list. The development is getting play in the national media as the New Miracle in Philadelphia. (By the way, the Constitution was the first.) Teams from other cities are now coming here to study how we did what we did.

Imagine that you are about to be visited by one of those teams.

What story would you tell them? For this exercise, try to put yourself firmly into the context of the future. For the next hour or so, treat the year 2020 as your present; talk about 2009 as the not-so-distant, but very different past.

What is your richly textured description of how the Philadelphia region and its robust eds/meds sector looks and behaves in 2020? What useful, productive things are happening? Who's doing them? What are the key habits, reflexes, systems at work?

Then ask yourself: What three or four key issues must have been addressed very thoroughly for Philadelphia to get from where it was in 2009 to this glorious present of 2020?

First, reflect on these questions individually. Jot down a few ideas. Then we'll undertake a process of jointly imagining this future, and sketching the path that got us there from where we were in 2009. We'll identify things such as: challenges faced, stakeholders engaged, assets deployed, steps taken, bad habits broken, good reflexes honed.