

CANDIDATE QUESTIONNAIRE

1. The tourism and hospitality industry is a key employer for the city. It also has a low barrier to entry, as many jobs don't require a college degree. How do you think the City of Philadelphia could boost employment in the hospitality industry and increase access to quality jobs overall?

Maria Quiñones Sánchez: Growing Philadelphia into a city of two million, with diverse mixed-income neighborhoods, requires investment in family-sustaining jobs.

As the author of Philadelphia's only meaningful business tax reform of the last two decades, I will encourage local and diverse entrepreneurship in the hospitality industry by ensuring that our business tax structure doesn't unfairly disadvantage small and local businesses.

I will leverage our upcoming 2026 celebrations and World Heritage status to boost the post-pandemic recovery of our creative and cultural economy and set a new trajectory for our hospitality industry with a campaign that invites folks to "REVISIT" Philadelphia.

Working to expand access to employment, I will work with The Promise, our public-private partnership with United Way, created through my work creating the Poverty Action Plan, to expand job training and retraining opportunities for low income workers and returning citizens. I will make Community College of Philadelphia our job training and workforce development hub, and work directly with industry leaders to create the workforce pipelines that we need.

David Oh: Unfortunately, Philadelphia has developed a reputation for being a violent and dangerous city. That reputation is adverse to increasing regional tourism and hospitality, let alone national and international. Philadelphia has many attractive historical and cultural assets, and many colleges, universities, institutions and businesses that provide a solid base to grow our tourism and hospitality sector but we must send a clear message that Philadelphia is a safe, clean and green city that welcomes visitors of all sorts. Visible action must be taken to assure residents, workers and visitors alike that this city is not the same city of violence, carjackings, stabbings, drug addiction, filth, potholes and traffic violations that it was before.

As Mayor, I will ensure that the police enforce all criminal and public safety laws. Roads will be repaired and trash will be picked up. Illegal dumping laws will be enforced. I will work with SEPTA to ensure public transportation is clean and safe. The subway system will no longer be used as a shelter and police will be present in and outside of the system. Center City and all tourist areas will be patrolled by uniformed officers, as will hot spot neighborhoods. The police department will coordinate with other police agencies in our City such as university police to ensure students and workers are safe. ATVs, dirt bikes and other illegal off road vehicles violating traffic laws will not be ignored. Licenses and Inspections will have a unit that works after hours. Infamous areas of our city like Kensington Avenue, will be patrolled and all laws will be enforced. The message must be sent that a drug ingested place where anything goes called Kensington Avenue, no longer tolerates crime and violence.

With a safer, cleaner and greener city, we can promote Philadelphia as a destination for regional, national and international visitors. I will expand the Commerce Department to include global trade, investment and tourism. We will establish MOUs with other cities and nations to promote events and exchanges with each other. We will work with our universities, businesses, institutions and tourist attractions to bring their students, workers and patrons back to Philadelphia because of the excitement, enrichment, productivity and fun that exists in our city.

DO continued: Our city government will help old businesses get back on their feet and new businesses launch successfully. I will be looking to make our business taxes more competitive so that we can grow our economy, add jobs and increase household incomes. I will also be focused on live entertainment and supporting the creative arts economy here in Philadelphia. Night life will be developed intelligently to enhance the quality of life for the residents of our city and attract more revenues into our city.

Allan Domb: On the campaign trail I often speak of the importance of the tourism and hospitality industry to Philadelphia's today and tomorrow. The tourism and hospitality industry not only enhances our national reputation and brings people to the city to spend money, but they are two of the industries that are the most likely to hire city residents. The hospitality industry, in particular, hires city residents as there's little reason to commute to Philadelphia to work in a service role.

I believe there are a few key things Philadelphia must do to ensure the tourism and hospitality industries thrive:

- Improve public safety in every neighborhood;
 - Promote our tourism/hospitality industry;
 - Clean our streets, replace broken streetlights, and assist the unhoused find help;
 - Make it easier to open and run businesses; and
 - Provide opportunities for training for staff.
-

James DeLeon: Philadelphia can boost employment in the hospitality industry through:

- Considering and/or providing commuter options to employees;
- Onboarding;
- Creating regular touchpoints with Team members in the beginning days of employment; and
- Becoming an employer of choice by offering: 1) employment incentives, 2) strong team member engagement and culture, 3) career development and advancement opportunities; and 4) social responsibility and community investment
- Developing career development options to the employee;
- Fostering community involvement; and
- Developing hospitality Job Fairs for ages 16 and above.

Overall access to quality jobs can be achieved through an economic development plan that entails living wages, consistent scheduling, legal rights, equity and inclusion, a supportive work environment, worker voice/participation in decision-making at the workplace and the opportunity to build skills and advance to a higher position.

Helen Gym: We should start by ensuring that hospitality jobs in Philadelphia are indeed quality jobs. The average annual income for Philadelphians employed in Visitor Accommodations, including management, is \$24,061—below the poverty line for a family of four. However, unionized housekeepers in Center City hotels now make over \$22 an hour and over \$45,000 a year. While the City works to grow our hospitality economy back to pre-pandemic levels, we have a responsibility to continue to empower Philadelphians in their fight for family sustaining wages and job stability. My legislative agenda while on City Council set a strong standard for how the City of Philadelphia can expand worker protections which in turn creates an environment that reduces high turnover and promotes stability.

HG continued: To grow the hospitality industry, my administration will invest in key livability initiatives that make Philadelphia a place its residents are proud to call home, and that people are eager to visit. This includes investments in critical city services such as more frequent trash pickup, fully open and staffed parks & recreation centers, safe streets, and investment in robust arts & culture programming that enriches neighborhoods and attracts out of town visitors. While making these key investments, my administration will also continue to expand worker protections.

Increasing access to quality jobs in the hospitality industry is important. **We need a mayor who will continue to fight for Philadelphia's hotel workers, most of whom are women, and most of whom are Black and Brown, rather than a mayor who wants to turn back the clock on progress.** Non-union hotel workers were at the forefront of the fight to pass Philadelphia's Fair Workweek ordinance. We heard from workers who struggled to get by week to week on inconsistent hours and unpredictable schedules. After hearing from those workers, City Council rose to the challenge and after a thorough process that included months of meetings with stakeholders from industry and labor, passed the first law in the nation that guarantees predictable schedules to hotel workers.

Jeff Brown: Philadelphia is a world-class city of arts, culture, and history. From the Philadelphia Visitor Center and Visit Philadelphia which promote the institutions, venues, and happenings that make Philadelphia the amazing tourist destination that it is; to the Pennsylvania Convention Center and Philadelphia Convention and Visitors Bureau which bring in industries and organizations from around the world; to the Pennsylvania Restaurant and Lodging Association and Greater Philadelphia Hotel Association that provides tourists with wonderful accommodations, Philadelphia has the infrastructure to truly expand our hospitality and culture sectors.

My administration will build on these tremendous assets in the following ways:

- Ensure and promote the safety of both residents and visitors to the city. We must address our current crime issue, as Mayor, I will take immediate steps to do that.
- Encourage hospitality and tourism as curriculum in our public education system as well as our career and technical education
- Collaborate with the hospitality and tourism industries to identify workforce needs and direct resources to meet those needs

Rebecca Rhynhart: As my administration works to spur job growth, we will also work tirelessly to create workforce pipelines and job training opportunities for the residents of our most disadvantaged neighborhoods.

To increase access to quality jobs overall, we need to create pathways to upskill our residents to meet the demand for workers in growing industries with family-sustaining wages. We can do this through technical training and scaling up the capacity of organizations already offering such training through partnerships with the city. By meeting our residents where they are and giving them pathways to careers in the hospitality industry will we give our residents new opportunities for careers with family sustaining wages and grow the critical hospitality industry in our city.

2. Addiction, homelessness, poverty and violent crime are issues every large city experiences. Would you model your policies on any cities' or states' approach to addressing these issues? And what specific policies would your administration enact to address sanitation concerns and rising crime across the city?

MQS: In my administration, every single city department will have a public safety plan, an anti-poverty plan, and an inclusion and economic opportunity plan. These areas represent both our greatest challenges and greatest areas of opportunity, where we can bring in national best practices and fund what works through zero-based budgeting. My public safety plan, the most detailed that has been introduced by any candidate, focuses on the city services and infrastructure investments that we know make our city safer.

As part of my comprehensive public safety plan, we will make communities safer by investing in a CCTV camera system, better lighting, revamped trash collection, and clearing blight. We know these investments make communities safer and I will empower our operational departments to lead this effort. At the same time, we will transform the PPD with a civilian CFO to lead a budget audit, deployment reforms, professionalized HR, and investments in technology and forensics to help solve crimes.

Our police department is in a deployment crisis, and far too many officers are doing administrative work that can be done by civilians. We must completely reassess deployment to prioritize 911 response, fully staffing the narcotics unit to address the source of the most violent crime, and deploying foot and bike patrols both in neighborhoods and on commercial corridors.

I will also institute a public safety dashboard tracking data from the entire criminal justice system – not just the police but also the Defenders, DA, courts, probation and parole, prisons, and re-entry services. We need to see very clearly where we have roadblocks and where we can bring in evidence-based solutions and national best practices to build a fairer and more cost-effective system.

We must also address the ongoing issues related to substance use and antisocial behavior in public spaces and particularly on transit. We must improve the protocol for cleaning trains and preventing them from becoming mobile encampments. We can create connectivity with service providers and opportunities to receive help and treatment. Additionally, we can create systems for the unhoused population to bring them off of transit, such as storage lockers and shower facilities, located within or close to healthcare facilities where they can receive wound care and other needed treatment as well.

DO: Addiction, homelessness, poverty and violent crime are problems large cities experience but bad governmental policies have exacerbated the harm and damage done in Philadelphia. These bad policies are proven failures. Enforcing the law is more humane than ignoring the law and allowing people to live in misery, while negatively impacting the lives of other people. An example is SEPTA's decision to reduce policing and use its public transportation subway system as a shelter for the homeless, drug addicted and mentally ill. The subway is not intended to be a shelter. The result is dangerous conditions, harm to individuals, unhealthy and unclean environment that SEPTA workers must deal with and riders who choose to stop using SEPTA.

I will ensure that ordinances are being enforced and people protected. Visible police are a deterrent to crime so long as the perpetrators know that the police will take action and there will be consequences for illegal behavior. Traffic laws will be enforced. Streets will be swept and cleaned. Graffiti will be removed immediately. Violators will be fined. Fines will be enforced. Those in need of shelters will be taken to shelters. Those in need of health services or addiction services will be taken to those services. But violators will not be allowed to remain on the streets as lawbreakers. The inequity of public schools is another example of poorly run government. Public education must be reformed to provide a good education and vocational career training in every neighborhood. Inaccurate and oppressive, overly high property taxes effecting the poor is another example.

DO continued: It results in people losing their homes. These policies must be corrected and city government must realign itself to help and serve those in need. Good paying jobs and desirable opportunities are the best way to combat poverty. My administration will focus on growing the economy and creating jobs, especially for those without a college degree or those with a criminal history. Hospitality and tourism offers many such jobs and would be a way to address poverty. Finally, Philadelphia must be a competitive city for jobs and investment. I will look to reform our tax structure to increase jobs and reduce the burden on the poor.

AD: Philadelphia is facing a community safety crisis that it must address as a first step.

I am proud to be the only candidate for mayor who has introduced a comprehensive community safety plan, with 10 action steps I will take in my first 100 days – focusing on the most violent and repeat offenders, cleaning vacant lots, sealing abandoned buildings, and dealing with the opioid problem in Kensington.

Drug addiction is a disease and people with mental health issues deserve support and treatment just as other illnesses receive. As mayor, I will support increased funding for wrap-around services to help those struggling with these illnesses.

In my first week as mayor, I will declare a Public Health Emergency in Kensington and work with state authorities to coordinate disaster relief efforts through the Pennsylvania Emergency Management Agency (PEMA). In addition to providing treatment for those suffering with addiction, the effort will provide wrap-around services, including for transitory housing and healthcare. The city will also coordinate increased police patrols in the area, close down open air drug markets, clean all vacant lots and seal abandoned buildings in the area.

But I recognize that improving community safety is just the first step of making Philadelphia the city we know it can be. We have the highest-among big-cities-poverty rate, one of the highest child poverty rates, and one of the deepest poverty rates in the country. Unless and until we get more city residents working for good wages at good jobs, our city will continue to struggle. That is why I believe we must have a commitment to add 100,000 jobs and 100,000 residents to the city and lift 100,000 people out of poverty within 10 years. I believe that hard work and opportunity makes a difference in people's lives. But we all know that Philadelphia too often is not a partner in creating good jobs, but rather an impediment. As the only candidate for mayor who built a business from the ground up and created jobs, I believe I am uniquely qualified to help Philadelphia residents and workers build an economy that works for us all.

Of course, campaign rhetoric is not enough. That's why I hope voters will look at my record on City Council and in the private sector. To help reduce Philadelphia's highest-among-big-cities poverty, I led the effort to refund City wage tax dollars to lower-income workers, a measure estimated to benefit half of the households in poverty. As mayor, I will continue to prioritize efforts that lift people, particularly children, out of poverty. I helped fund training efforts for returning citizens to help them find employment when they returned to our community.

JD: No City or State has developed a realistic approach to addressing the total issues of addiction, homelessness, poverty and violent crime.

To combat the above-identified problems, I created what will be known as a Local Incident Management System program ("LIMS"). Similar to the National Incident Management System, after the above issues as listed are identified by the Mayor as a "dramatic incident," the LIMS would establish a uniform set of processes and procedures that the city government would use to combat these societal issues. Thus, addiction, homelessness, poverty, and violent crime would be addressed by enabling the necessary responders to work together more effectively and efficiently to manage the root causes of these issues.

JD continued: Similarly, sanitation issues could be managed through the same system. Upon implementation of the LIMS program, walkable neighborhoods will be created thereby enhancing access and patronage of local restaurants and businesses by the consuming public.

As a Municipal Court Judge, my judgements were trusted by the city and its citizens for 34 years. I governed the courtroom and upheld the laws that enable the city to function properly and safely. As Mayor, I will utilize the same processes that I employed in the courtroom while bettering the structure to fight crime and reduce violence with the LIMS program.

HG: In 2023, five of America's largest cities will be electing Mayors, who have an opportunity to deliver a climate, justice, education, housing and health agenda that must be the blueprint for rebuilding our nation. As the former national co-Chair of Local Progress, a network of 1,400 municipal elected officials, I have long looked at and consulted with other localities on policy issues that will be beneficial when shaping policy here in Philadelphia. Philadelphia needs to examine other cities' work on improving community safety, increasing affordable housing access, upgrading public transit, improving climate resiliency, and many other policy areas. For example, my campaign has been looking at how community violence interrupters led to significant violence reductions in Newark, NJ. There is a lot to learn from other municipalities and I have every intention of utilizing every piece of available research and data to make informed decisions that lead to a safer, more prosperous, equitable Philadelphia.

One area where research and data is very clear - reductions in vacant lots, abandoned cars, broken street lights, and litter in urban cores can drastically reduce violence. That's why as a City Councilmember, I invested in a Just Services campaign to direct more funds and attention to clean up streets and improve street lighting in dangerous neighborhoods, as well as address blight. I will continue this work as Mayor and my mayoral agenda for a safer and more prosperous Philadelphia includes increasing city investment in key service areas such as trash pickup, enforcement of illegal dumping laws, and other services that clean and green our neighborhoods.

JB: Addiction, homelessness, poverty and violent crime are some of my top priorities to address as Mayor and all relate to the overarching issue plaguing our city: structural poverty. I have devised approaches to these issues all in a similar way, by drawing from local experts who are on the ground every day as well as my own experiences.

We must immediately and urgently address our city's gun violence crisis. Part of that is hiring the 1,500 officers we are missing from the police department. In rebuilding our police force, we must also re-envision the way we police our communities. We must build strong community ties, ensure we are diversifying our police force by recruiting from neighborhoods from across the city, and open rec centers and libraries to help occupy young people. We must also invest in improving our forensic resources and cameras so that we can successfully prosecute violent criminals. Additionally, as Mayor I will work with the State and Federal law enforcement agencies to crack down on ghost guns and organized crime.

As for addiction and homelessness, I was part of an initiative to address these issues as a PA Convention Center Authority board member. Around 80 homeless people were living in the tunnels of the Convention Center, and we were spending over a million dollars a year to clean up after them. To me, this seemed like an antiquated and inhuman way of dealing with the problem. Looking for a solution, the authority worked with a team of social workers who met with the people living in the tunnels to understand their needs and get them into temporary housing. Our efforts were successful, and after several months we got everyone into temporary housing and later treatment at the cost of around \$500,000.

JB continued: One of the things I learned during this time was that temporary housing for the homeless is no longer divided between violent and non-violent people as it was in the past. This has left non-violent homeless people resistant to living in temporary housing because they often find living on the street safer. As Mayor, I will reinstate the differentiation between violent and non-violent housing so more people find temporary housing viable. We must also shift to dedicated supportive housing with wrap around services. My administration will also use homeless outreach workers and social workers, rather than police officers, to get homeless people off the streets and meet their needs.

For homeless people dealing with addiction, as with all people dealing with addiction, we need to change our perspective and approach. We must view addiction as a disease and a mental health issue, increasing access to drug courts and treatment.

As for addressing poverty, I have spent much of my 35+ year career working to create economic opportunities for all and lowering the barriers to financial success. I have employed over 60,000 people in family-sustaining, unionized jobs, through Brown's Super Stores; for many, it was their first job. I also created the Brown's Business Incubator which has helped over 300 local entrepreneurs make their business dreams a reality. This effort has largely served entrepreneurs of color, and as Mayor I look forward to continuing and expanding this initiative.

During a community meeting before opening a new store, I was told about the barriers many returning citizens face trying to get a job and restoring their life after incarceration. In 2009, my wife Sandy and I founded the non-profit Uplift Solutions, with the mission of reducing the barriers for justice-involved individuals and at-risk youth, helping them find pathways to success. The focus of Uplift is to help build long-term personal stability and financial success.

Through Uplift, we have created more than 550 careers, placed 100% of our participants, and achieved a recidivism rate of only 2%. This type of holistic approach is what the city should be deploying and, under my administration, we will dedicate the appropriate resources in this manner. Uplift currently does work with the city's prisons, training people for work and with the DA's office to do diversion.

Business is an essential tool in ending structural poverty and as Mayor I will bring businesses into our city that create jobs for every Philadelphian. We have incredible biotechnical engineering and gene therapy research being done in our city, yet the manufacturing is not done in Philadelphia. As Mayor, I will look to bring industries into the city that provide jobs for all so that Philadelphians without college degrees can be trained for lucrative jobs in manufacturing, logistics, and more.

RR: Public safety is the number one issue facing our city today. Philadelphia has now had three years at or above 500 homicides, this is unacceptable. We had under 250 homicides in 2013 and 2014, and as Mayor, I commit to getting the homicide rate back down to 250 by the end of my first year.

As Mayor I will take action designed to reduce the violence in both the short term and the long term. The short-term strategies reduce the violence immediately now while the long-term strategies address the root cause of the violence, namely poverty and a lack of opportunity.

As Mayor, I will:

- Implement proven intervention strategies focusing on those likely to shoot or be shot. As City Controller, I reported out on what works across the country, intervention strategies in cities such as Oakland and New Orleans offering a choice to people involved in the street life – you can accept our offer to give you a pathway out of the lifestyle that leads to violence or you will face consequences. I urged Mayor Kenney to implement these programs starting back in 2019 but that is where my authority ended. As Mayor, I will implement these strategies across the city, especially in the areas experiencing the highest levels of violence.

RR continued:

- Activate the emergency operations center to coordinate the response of our city's operating departments to urgently focus on the neighborhoods most impacted by the violence.
- Work to get illegal guns off our streets.

I have released my plans to address public Safety, economic development, homelessness, and the opioid crisis on my website. These plans are drawn, in part, from my work as City Controller. During my time as Controller, I used the authority of my office to develop recommendations based on models of effective solutions to our biggest challenges that have seen results in other cities. From curbing gun violence to addressing our city's opioid crisis, I strongly support implementing policies demonstrated by other cities when the impacts are backed by data.

As Mayor, I will break up the open-air drug markets in Kensington and make sure that those suffering from addiction get the care they need. We will implement a strategy that identifies street-level dealers, arrests those committing violent acts, and gives a warning to non-violence dealers that starting now, continuing to sell illegal drugs will not be tolerated. For those suffering from substance use disorder, we must approach their struggle with addiction with compassionate care while holding those responsible for the infiltration of drugs in our community accountable.

Those suffering from substance use disorder face a cross-section of challenges that require a response from multiple city departments. On Inauguration Day, I will sign an executive order directing the operating departments to form a robust community responder model where city departments - Health, Behavioral Health, Homeless Services, and others - work in cooperation to address all the factors that contribute to our city's addiction crisis and get our affected residents the help they need. We need to lean in and scale up these programs now.

As Mayor I will ensure that city services provide residents who suffer from substance use disorder rapid intake into treatment when they are ready to get clean.

Similarly, we must approach those suffering from homelessness with a model that prioritizes compassionate care while also enforcing existing sidewalk laws. Under my leadership, we will prioritize increasing the number of available temporary, transitional and permanent housing units for those experiencing chronic homelessness because we know the solution to homelessness is housing. I will direct our city-owned shelters to provide holistic wraparound services to address all the needs of those temporarily in the shelter system and my administration will examine the shelter policies to ensure we are not unintentionally creating barriers to entry for our unhoused population.

Having a clean city will be a key priority of the Rhyhart Administration. When I was City Controller my office released a report that illustrated the inequity in city services, particularly on-time trash pickup. We need an all-hands-on-deck effort to eliminate the illegal dumping that plagues so many neighborhoods, imposing significant fines and other penalties such as revoking commercial business licenses on those who violate our laws. I also know the toll that seeing litter and trash in parks, vacant lots and on streets has on people's mental health—it signals that no one cares about a community. I will develop Philadelphia Clean Up Days and call on community volunteers from around the city to target vacant lots and pocket parks in neighborhoods that see the most gun violence. We need to make sure that we're using our city resources efficiently to meet the standards of service that our residents deserve and as mayor that will be a key priority for my administration. Under a Rhyhart Administration, we will clean up the city in the first one hundred days.

3. Public spaces have become destinations for residents and visitors alike. People are traveling to cities to visit and experience unique outdoor spaces and amenities like parks, plazas, destination playgrounds, and waterfront trails. Well maintained public spaces are critical to feeling welcome and safe. Philadelphia has one of the most underfunded parks and recreation systems in our country.

As Mayor, how do you plan to appropriately invest in the operations and maintenance of our city's parks and recreational amenities so they can continue to drive economic and community development across our city and neighborhoods? And how will you steward the city's investment in transformative public space projects (such as FDR Park , I-95 cap project, the Benjamin Franklin Parkway, the waterfronts) during your administration?

MQS: Over the next decade, Philadelphia's infrastructure will be fully built out. The work of the next Mayor will determine the success of these important projects and I am ready on Day One to coordinate these efforts with no learning curve. I will use zero-based budgeting to make sure that we adequately fund our facilities to equitably provide services in every community.

Open spaces that create opportunities for us to host major events should be leveraged both in Center City and in our neighborhoods. Like Boston and Chicago we will highlight and invest in opportunities to transform our public spaces for all Philadelphians.

As Councilmember for the 7th District, I developed and executed a comprehensive plan for investment in the public spaces in my district. I will ensure that we make these investments with an equity lens, an emphasis on green infrastructure and sustainability, and looking toward what we will show the world in 2026.

DO: I like the Minneapolis model for managing parks and public spaces. As Mayor, I will have a unit dedicated to Parks and a separate unit dedicated to Recreation. If possible with the cooperation of City Council, I would create an Authority to manage the parks. If not, the parks unit will manage the parks and ensure that the parks are well maintained with innovative projects to enhance the visitor's experience. I will use camera, lighting and mounted police to patrol the parks to provide confidence that they are safe. The recreation unit will use public-private partnerships to offer the recreational equipment and resources people need to make the most out of the centers.

My administration will oversee transformative public space projects through expert administrators working in conjunction with experienced consultants and union representatives. We will get the work done in a timely and safe manner.

AD: Philadelphia has one of the best park systems, ranging from large parks to neighborhood pocket-parks, as well as a significant number of trees lining streets across the city that should be preserved and protected.

As a first step, I will fully support our parks and keep recreation centers open 7 days a week and pools open all summer.

I will also fund regular cleanings of our parks and open space and combat dumping.

I will support the goals of "Philly Tree Plan" and work with community groups to ensure that every community, but especially Environmental Justice neighborhoods, are fully represented and are able to add to their local tree canopy.

AD continued: I will do three things [to steward the city's investment in transformative public space projects]:

- Set clear goals with specific steps, deliverables and timelines;
 - Hire talented and qualified professionals to lead the projects; and
 - Hold my administration accountable for results by publicly disclosing what is happening and the costs. I have committed to making Philadelphia the most transparent city in the county because I want to be held accountable for results.
-

JD: As Mayor, I plan to appropriately invest in the operation and maintenance of our parks and recreational amenities through the use of the following:

- Bonds;
- Capital Improvement programs;
- Dedicated or "Fee-in-lieu-of" as part of the land development process; and
- Arts, education and cultural enrichment programs.

As Mayor, I will support transformative public space projects in a manner that will not infringe on the culture of the neighborhoods in which these projects are taking place.

HG: I know very well that our city has one of the most underfunded parks and recreation systems in the country and that the historic underinvestment in our system contributes to poor access to green spaces for residents and visitors alike and violence due to a lack of safe havens for our communities. It is why, as a City Councilmember, I called for the full funding of our Parks and Recreation Department pre-pandemic, and succeeded in a historic gain in funding for libraries and Parks and Recreation hiring in the 2022 budget. I believe that a robust parks and recreation system is one that keeps our communities, and especially our young people, healthy and safe.

As Mayor, I want to continue this work and my administration will provide increased and stable funding for libraries, pools, recreation centers, and community spaces. We will work with the Civil Service Board and unions to modernize our hiring process to ensure we can appropriately meet the public's need for services with increased city investment.

I believe that transformative public space projects can greatly improve our cities and when I am Mayor, I want to champion projects that are community-based and equity-centered. Using FDR Park as an example - with the closure of the golf course in FDR Park, remarkable ecological regeneration has occurred in portions of the park, use for passive recreation and food production has flourished, and the abundance of birds and wildlife has increased dramatically. However, the current FDR Park Master Plan undervalues the park's trees and vegetation despite outcry from Philadelphians. The Plan was finalized in 2019, prior to the pandemic, and without sufficient engagement with South Philadelphia residents. My administration will not do this. We will steward the city's investment into major projects through community-based processes that bring residents to City Hall and allow them to have a more substantial role in calling for where their city's investments should go.

JB: Public spaces differentiate a city and I believe they provide a return on investment. As Mayor, I will champion city investment in our parks and recreation department and my administration will work to attract state, federal, and philanthropic funding in these spaces. My administration will also explore outside entities that can be responsible for these spaces. In the case that the city has a tough year financially, I want to ensure these spaces are still maintained. We will look into nonprofits tied to these spaces that can raise funds and ensure they are well cared for.

RR: Our Parks and Recreation facilities should be the backbone of all of our neighborhoods. We know that many of our neighborhoods have been long neglected and divested from. For instance, the quality of city services such as recreation programming often depend on your zip code. This isn't right. Our neighborhoods with the greatest need have often been the most neglected by our government. Under my administration we will be intentional about the investments we make in our neighborhoods. As mayor, I will not only be committed to fully funding our Parks and Recreation Centers and amenities, but I will also be intentional about making sure our least advantaged neighborhoods get robust rec center and library programming. I will use my knowledge of the budget to have our pools open from Memorial Day to Labor Day. Our city was designed with public spaces at the forefront and my administration will be committed to providing our neighborhoods with clean, safe and accessible public spaces.

Due to the Infrastructure Investment and Jobs Act funds, these large scale, transformative projects are more possible than ever. Projects such as capping I-95 and redesigning the Benjamin Franklin Parkway are presented to the surrounding communities as an improvement to their quality of life. However, we have seen repeatedly that many of these projects don't meet the needs of the communities they are intended to serve. Under my administration we will include the surrounding communities in all discussions for large scale projects that can improve their lives and the lives of their neighbors. As Controller, I showed my commitment to involving the community in my work. My office launched a community council for both our investigation into the city's response to the civil unrest after George Floyd's murder and my office audit of the Philadelphia Police. These community councils brought together Philadelphians from different neighborhoods, from different industries and with different beliefs. My office and I were committed to working with the members of the council to coalesce around common goals. Because of this work we were able to create a call to action that every member of the community council agreed to. I believe this is how we must govern- By bringing community stakeholders to the table and commit to doing the work to come to a shared common platform or plan that every stakeholder can agree to.

4. Do you support the current law allowing the tip credit? Why or why not?

a. (The tip credit is the law that allows employers to pay employees less than the minimum wage if their tips raise their pay to at least the minimum wage every month.)

MQS: I believe that all workers deserve a living wage, regardless of whether they are tipped or not, which is why I authored Philadelphia's original 21st Century Wage legislation for a \$15 minimum wage. As Mayor I will continue lobbying the state for the flexibility to raise our minimum wage, and will review options at that time with a goal of providing a dependable wage that limits turnover and stabilizes our workforce.

DO: At this point, I do. Certain jobs bring in very large tips. I think the matter is best handled between the employer and employee. I will need to learn more about the issue.

AD: Yes, I do. One thing the pandemic has shown us is that a demand for labor is the single best way to increase wages - and tips - for the service industry. It's just a fact that most servers would not have earned as much if there was a set minimum salary - even \$15 - and were not tipped.

JD: I do not support the tip credit. If someone has a job, the minimum wage should be the minimum standard. When a business makes a profit from high sales, those employees are not able to reduce the share of those sales that go to that business. So, why should a company be able to lessen the share of an employee who is being compensated by a patron for impeccable service.

HG: No. Every employer should pay their employees family sustaining wages independent of tips.

JB: I support the current law allowing the tip credit. However, I believe \$7.25 is too low for the minimum wage and would be in support of the State adjusting it.

RR: No, I do not support the current law allowing the tip credit. Every worker deserves to be paid a living wage, regardless of their industry, and I do not believe service workers should be treated any differently. Tips should be extra.

5. Regulatory changes, such as predictive scheduling, significantly impact Philadelphia's hospitality community. How would you engage the sector in your decision making to determine a fair balance related to regulations? What do you see as the Mayor's role when it comes to Philadelphia's regulatory process?

MQS: Both businesses and workers benefit from predictability – as Mayor, I will reform Philadelphia's tax code to be more fair and transparent, work with our regulatory departments to streamline permitting and reduce red tape, and support measures that stabilize and strengthen our workforce. As the author of Council's most meaningful business tax reform and as a co-sponsor of the Fair Work Week, I know from experience that this doesn't have to be an either/or. I will be the Mayor who strikes the balance. Operationalizing legislation should be an open and transparent process – as part of our work with the Domestic Workers Taskforce we worked with stakeholders, including both workers and employers, to develop a framework without creating burdens or barriers to compliance.

DO: I believe the regulatory process should be limited to protecting the public interest. On matters not clearly in the public interest, the role of the Mayor is to be a voice for the City's interest. But I believe the parties should negotiate their agreement between themselves.

AD: I believe that the mayor, through the City Solicitor and the agencies, has to be the ultimate decider on regulatory issues, after consultation with stakeholders. While I can't promise that some groups will be happy with the decisions I make, I can promise that their voices will be heard prior to my administration making a decision.

JD: As Mayor, I would insure that any regulatory changes are made for the general welfare of the city. By always keeping the general welfare as the primary objective of any regulatory change, it will maintain a fair balance within the hospitality community.

HG: In this industry, one of the many victories of Fair Work Week was the elimination of "on-call" work in housekeeping departments. This is a practice where hotels could force workers to keep their schedules open and available so that they could be called in with as little as 1-2 hours notice if there was a need for additional workers and could lose their job if they were unable to come in. It prevented workers from picking up additional work during slower periods of work and forced people into regular underemployment and poverty. It also made it impossible to make adequate childcare plans. Fair Work Week allows workers to come in on little notice if they want to, but does not force them to do so.

HG continued: My work on Philadelphia's Fair Workweek law reflects a rigorous and thoughtful approach to engaging the hospitality community. During that legislative process, I met with representatives of the Pennsylvania Food Merchants Association, the Pennsylvania Restaurant and Lodging Association, the Chamber of Commerce for Greater Philadelphia, the Pennsylvania Retail Association, Aramark, the Greater Philadelphia Hotel Association, the National Restaurant Association, the Philadelphia Convention and Visitors Bureau, and the Sustainable Business Network in my office several times. My office also met with representatives of 31 different businesses, and I made sure to intensively solicit feedback from small and homegrown businesses. I also hosted two business-labor roundtables, co-hosted by the former Chairman of the Greater Philadelphia Chamber of Commerce, which allowed me to listen to and learn from the perspectives of representatives from the hospitality community. This intensive business engagement process yielded dozens of substantive and technical amendments to provide clarifications and to ensure that businesses could effectively and efficiently comply with the law. This spirit of collaboration and engagement continued into the bill's regulatory process, where I pushed the Mayor's Office to ensure that the hospitality community's concerns were addressed and questions were clarified. Similarly, when I introduced and passed the Black Workers Matter Economic Justice legislative package, I consulted extensively with representatives from the Greater Philadelphia Hotel Association, Sonder, the Philadelphia Convention and Visitors Bureau, the Pennsylvania Restaurant and Lodging Association, Aramark, Visit Philadelphia, and the Rittenhouse Hotel. I again hosted two roundtables, aside from dozens of one-on-one meetings, to spark discussion on the bill and solicit as much feedback as possible.

I will bring this spirit of collaboration and engagement with the hospitality industry to the second floor of City Hall. Throughout my legislative campaigns to give low-wage hospitality workers advance notice of their schedules and to protect the jobs of thousands of longtime hospitality workers in the aftermath of COVID-19, representatives of the hospitality industry have been staples in my office. The same will be true if I am elected Mayor.

JB: The business community is an important partner in our efforts to improve Philadelphia. I believe greater cooperation and collaboration with the city are critical factors. Part of our structural poverty problem leads back to Philadelphia not being a good place to do business. We must find ways to enhance our business community's ability to operate and must consider their feedback on legislation and re-examine current legislation with them. This includes predictive scheduling and other regulations.

By making Philadelphia a place where business can grow and thrive we will make strides at addressing poverty.

RR: The mayor's role in these regulatory processes is to convene all the stakeholders involved, including individuals from the different industries affected by such legislation as well as the workers who benefit from it. We need policies that balance the needs of all parties involved and I will work collaboratively with stakeholders to find that balance.

6. Arts and Culture was also one of the hardest hit industries in the pandemic. Please describe how you would ensure sustained funding and elevation of the sector within the Mayor's Office to bolster the important industry now and for the future.

MQS: As a former board member for the Philadelphia Cultural Fund, I have seen firsthand the mismatch between what we ask of arts institutions and what we offer them. I will create a single high-level position in my administration which will coordinate and align our cultural and arts investments, from grant making to our art in City Hall programming and everything in between. This role will convene quarterly meetings with our top arts institutions and work collaboratively to provide access, coordination, and transparency related to the city government to minimize the negative effects of government decisions (such as those related to street closures and special events) on our institutions.

MQS continued: As Mayor, I will aggressively pursue competitive federal funding that we may be currently leaving on the table. Additionally, I will work closely with Governor Shapiro to secure additional resources from the state. Philadelphia is the economic engine of Pennsylvania and I am optimistic that when we demonstrate that we can make big, successful investments in Philadelphia's future, we will attract not only more government funding but more philanthropic investment. We need to increase participation in our cultural economy by providing access for all communities.

DO: As a Councilman, I chaired the Committee on Global Opportunities and the Creative/Innovative Economy. I advocated for the Creative Arts Economy here in Philadelphia, in Harrisburg, nationally and overseas. I am fully aware of its importance to our City and how much more it can grow. When the Mayor zeroed the arts budget, I found money to restore it with unused soda tax money and emergency funds. My amendment was defeated by a large majority of the Council. I also introduced a bill to create a Creative Arts Recovery Fund using \$40 million of federal stimulus dollars. That bill was defeated, as well. With a pre-pandemic economic impact of \$3.4 billion, \$920 million in household income and \$157 million in local taxes, the arts and culture economy supports itself. Unfortunately, it is grossly underfunded. As Mayor, I will correct the funding shortage and restore the Arts budget to its pre-pandemic level. In addition, I will establish a \$40 million, Creative Arts Recovery Fund managed by a Commission of creative economy industry leaders and an executive director. I will also have an office of night life to work with such things as concerts, comedy shows, fashion events and filmmaking. The Commerce Department will promote Arts and Culture events and the international arm of the Commerce Department will actively promote Arts and Culture tourism in Philadelphia.

AD: I believe the mayor has to be the biggest cheerleader for our arts and culture institutions. They are incredibly important to the character and reputation of the city, and the mayor has to be a leader.

I will be the city's biggest cheerleader for our city and its arts and cultural organizations – just like Ed Rendell was.

JD: As Mayor, I would look at the tow taxes, which have not been raised since the 1950s, as a sustainable source of funding for the arts. I believe that artists should be compensated for their extraordinary talents, and I believe the arts should be made affordable to all. I would work with theaters and organizations to develop reduced subscription costs for theaters that would allow and draw in families that below average yearly wages to partake in the fine arts that showcase both local and international arts and artists. This approach will bring an immediate lift to the artistic community and inspire young people, who usually would not have this opportunity, to join the arts.

HG: Philadelphia needs a Mayor who will be a proud champion of our city's art and cultural communities and institutions and I know that I am that Mayor. I want Philadelphia to be the safest, most affordable, and most desirable city for working artists, creative entrepreneurs, and cultural workers. I am invested in the creative economy of the city, not only because it is one of Philadelphia's strongest assets but also because the arts have historically functioned as a critical component of anti-violence, healing, and restorative practices in our communities and schools.

As Mayor, I want to pass legislation that creates long-term dedicated funding streams to establish a citywide cultural initiative to specifically drive resources to programs that ensure Philadelphians have full access to arts and cultural programming including expanded fellowships, artists-in-residence programming across city agencies, and adaptive reuse of buildings to provide affordable rentals and creative spaces to artists.

HG continued: Additionally, inspired by the Los Angeles County's Cultural Equity & Inclusion Initiative, I want my administration to engage the broader arts and funding sector to create a citywide cultural equity and inclusion initiative that engages across organizations and city departments. I want to ensure that every resident - especially those belonging to vulnerable communities - has meaningful access to arts and culture and that arts and culture is not a separate agency divorced from other city functions, but whose work is integrated into citywide plans and services across all neighborhoods. One example of how we can do this is by ensuring that the Department of Parks & Recreation has funding to operate a formal arts program in every recreation center. Another example is ensuring that the arts as restorative justice and therapy be offered as a core part of anti-violence programming and victim support services delivered out of various city agencies.

Finally, I want to nominate the first Cabinet-level Deputy Mayor of Arts & Culture who will ensure my vision of connected arts programming across all City departments is realized. This will allow for coordinated approaches to public and private grant opportunities, provide leadership and direction for arts programming across seemingly-disconnected city agencies, and allow for the arts & culture community to have a strong voice in my administration.

JB: As Mayor, I will have a Secretary of Arts, Culture and Fun. This individual would serve as a Senior Advisor to my administration, but would also serve as a touchpoint to help make city resources available for the arts and culture community. This individual would also help navigate complicated city services and serve as a leading advocate with the corporate, nonprofit and philanthropic sectors. They would also be in charge of managing the city's calendar and making sure there are always fun, engaging things to do and reasons to visit Philadelphia.

My administration will work to expand resources for arts and culture organizations by cultivating partnerships with the public, private, and nonprofit sectors. We must be more aggressive in seeking out these partnerships, partly by expanding our relationships with the philanthropic community and creating a pool of professional grant writers on behalf of the city.

RR: In Philadelphia we have a rich diversity of arts institutions – large and small museums, dance, theater, film, and neighborhood arts studios and galleries. The next mayor must be committed to using their position to incorporate arts & culture into every facet of civic life in Philadelphia. I will appoint a Deputy Mayor of Arts and Cultural Affairs, a cabinet level role to help create common goals set for the creative economy in my administration. By supporting our cultural institutions, we can enrich the lives of Philadelphians and leverage the arts as the economic powerhouse to our city that the industry is currently and has the potential to grow even more. We need a mayor who is committed to using their position to incorporate arts & culture into every facet of civic life in Philadelphia and that's exactly what I will do under my administration.