



Greater Philadelphia Cultural Alliance 2004 Annual Report



greater  
philadelphia **cultural**  
**ALLIANCE**

# September 2004



It is an honor to share with you this report on the Cultural Alliance's 2004 activities. It truly represents our collective accomplishment—members, partners, funders, board, and staff, working side-by-side to advance Greater Philadelphia's cultural assets. I hope you will see your contribution in these pages, and the contribution of your peers. Thank you for the privilege of leading this incredible organization.

*Peggy Amsterdam*

Peggy Amsterdam  
*President*

THE GREATER PHILADELPHIA REGION  
WILL BECOME A PLACE WHERE  
PEOPLE ARE PASSIONATELY INVOLVED  
IN AND SUPPORTIVE OF ARTS AND  
CULTURE, AND A PLACE ADMIRERD  
THROUGHOUT THE WORLD FOR ITS  
QUALITY OF LIFE, MADE POSSIBLE  
BY DIVERSE CULTURAL EXPERIENCES  
AND CREATIVITY.

-Vision Statement, Greater Philadelphia Cultural Alliance

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## Year in Review

Representing the diversity of our 283 members, the Cultural Alliance works on multiple fronts to strengthen the resources of our sector. Through planning, advocacy, marketing initiatives, member services, and grant making, the Cultural Alliance supports arts and culture for the benefit of the community.

Fiscal Year 2004's results continued to show excellent progress in the Cultural Alliance's core activities. While recent funding challenges, particularly a public funding crisis in Philadelphia, have tested the community, the enthusiastic response of our members, supporters, legislators and the public has brought renewed unity and resolve. Working in partnership and marshalling our resources, we have raised the visibility of arts and culture to our region and demonstrated their critical importance.



# Planning & Advocacy

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FY 2004 was a critical year for the Alliance’s advocacy efforts. In March, a city budget crisis led Mayor John Street to propose a budget that would have slashed arts and culture funding by \$4.4 million, or 63%. The Alliance responded by organizing the “Campaign to Save Philadelphia Cultural Funding”—an all out grassroots effort to raise awareness of arts impact among elected officials and citizens. Employing an arsenal that included on-line advocacy, faxes, postcards, buttons, and bumper stickers, the Alliance and its members promoted a positive message about the impact of the arts, and the risks of underfunding.

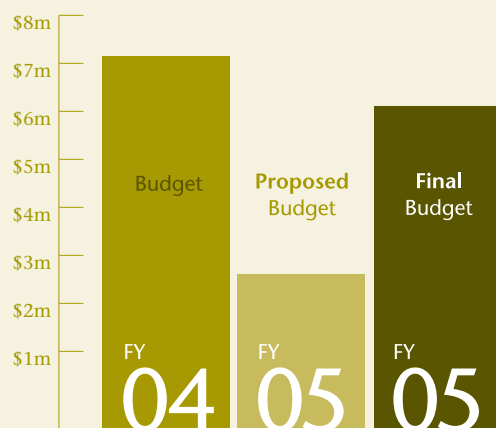
Cultural Alliance Board and staff members took their message to dozens of business meetings and media outlets, and the Alliance organized a citywide Rally for the Arts at LOVE Park. In addition, our supporters from the corporate, hospitality, and foundation communities solidly supported our cause in letters and testimony. The immediate effect of these efforts was that 86% of funding for FY04 was restored to the FY05 budget—a major victory for the cultural community.

The Cultural Alliance also supported arts funding at the state and federal level. In FY 2004 Pennsylvania, unlike many other states across the country, actually increased cultural support by \$500,000 to \$14.5 million. Federally, The National Endowment for the Arts saw a 4% increase to \$120 million.

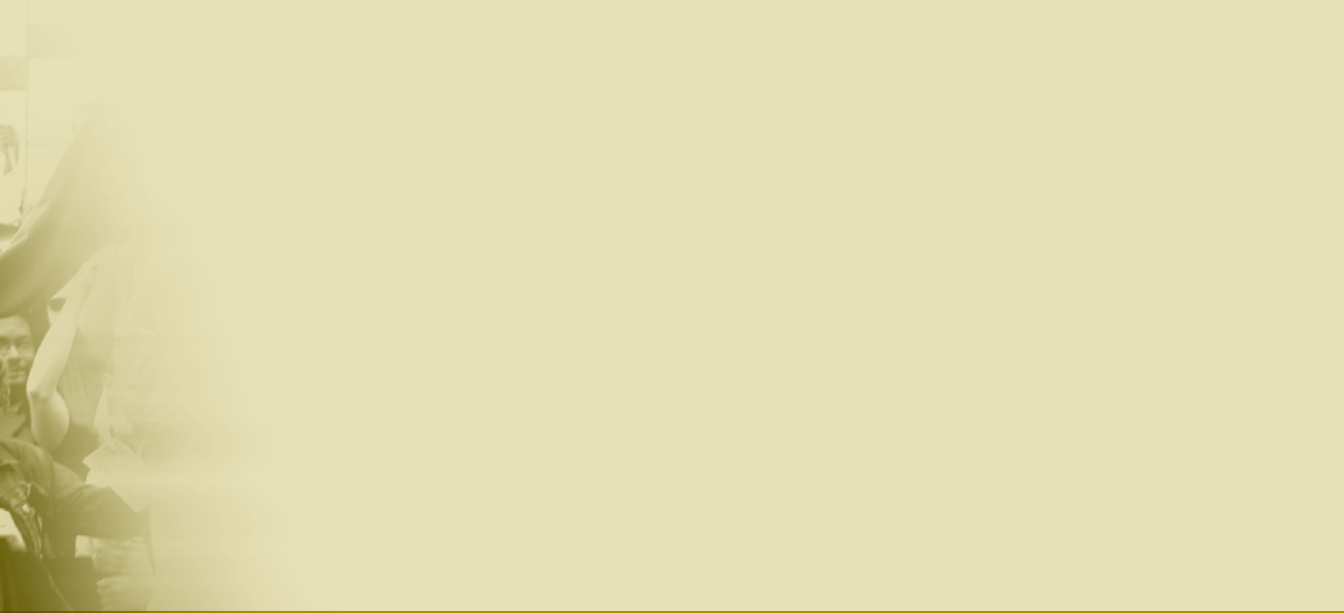
This year, the Cultural Alliance piloted a mentorship program that doubled participation in National Arts Advocacy Day.

In addition to responding to short-term advocacy crises, the Cultural Alliance continued to invest in long-term cultural planning. The Alliance’s long-term strategy is to ensure that culture is a central tenet of regional planning, and that we have a voice at the table in planning the region’s future. The Alliance’s executive leadership continued to actively seek out positions on key planning panels, boards and workshops to advance culture’s role in shaping the region’s agenda. At the local level, Cultural Alliance staff strategically identified communities where we could convene cultural groups and community leaders to advance economic development initiatives, using the arts. These included: Chester, Coatesville, Norristown, Pottstown, New Hope, Kensington, and West Philadelphia. The Alliance also led regular meetings of the region’s community arts centers to advance the grassroots network of affiliated artists.

## Philadelphia: City Arts Funding



*The Cultural Alliance’s FY 2004 cultural planning activities were made possible, in part, by a generous grant from The William Penn Foundation.*



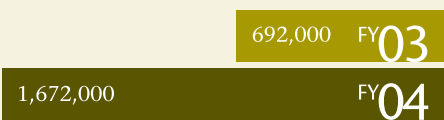
# Marketing

FY 2004 marked the second year of the Campaign for Culture, the umbrella marketing program designed to increase attendance, positive public awareness and marketing capacity at cultural organizations. Our electronic marketing initiatives are now strongly established in the marketplace. PhillyFunGuide.com, the region's on-line entertainment calendar, is generating one million unique visits/year, and was just named a "Best of Philly" winner for 2004 by *Philadelphia Magazine*. Our FunSaver e-mail program, with 35,000 active weekly subscribers and 1.3 million impressions annually, has already returned \$500,000 in revenues to 110 arts organizations from tickets that would otherwise have gone unsold. Most importantly, the program is also helping to develop new audiences, with two-thirds of FunSaver users being first-time patrons to the participating venues.

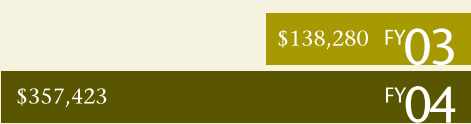
The Campaign for Culture also helped boost marketing capacity within member organizations. A new co-op advertising program introduced print and radio advertising to many organizations that previously could not afford it. Two-thirds of the participating organizations were first-time advertisers, who were able to join because their participation fees were leveraged with matching funding from foundations, media partners and sponsors. In total, the inaugural media buy in Spring 2004 was \$300,000.

In FY 2004, the Campaign for Culture mailing list co-operative expanded from 23 participating organizations to 41, producing a total of 225,000 net names. This program not only facilitates list exchanges between participants, but also fulfills the program's objective to promote the exchange of marketing knowledge between organizations of all sizes.

## PhillyFunGuide Monthly Visitors



## Funsaver Ticket Revenue



## Cultural Mailing List Participants



*The Campaign for Culture's FY 2004 activities were sponsored by a grant from The Pew Charitable Trusts, with additional support from the Claneil Foundation, Delaware River Port Authority, and PNC Bank. The program was also supported by the National Endowment for the Arts, which believes a great nation deserves great art.*

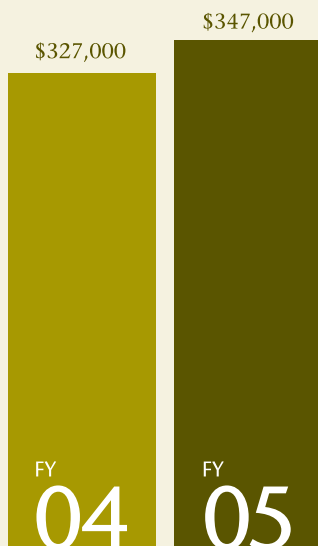
# Grantmaking

4 | In support of the Alliance's long-term objectives to increase regional cultural development, the 5-County Arts Fund completed its third full year. This program provides grants to organizations and individual artists, with funding distributed proportionally among the five counties of southeastern Pennsylvania.

The 5-County Arts Fund also strengthens our relationships in the suburbs. Meeting new constituents and working with local legislators to demonstrate the impact of culture builds the foundation for regional planning of which culture is a key part.

In FY 2004, the Alliance was able to support 104 individual artists and community organizations throughout the five counties with awards totaling \$257,000. We were also able to provide an additional \$90,000 in continuing funding to 36 prior Pennsylvania Council on the Arts recipients through its Program Stream. In total, 140 organizations were served with grants of \$347,000.

## Cultural Alliance Grants



*The 5-County Arts Fund's FY 2004 activities were sponsored by the Pennsylvania Council on the Arts, a state agency, with additional support from the Delaware River Port Authority, and PECO Energy Company..*



# Membership

In FY 2004, Cultural Alliance membership grew for the fourth straight year as the Alliance reached a record 283 members. The Alliance is now 26% larger than we were in 2001.

With growth comes greater responsibility and complexity. Nowhere was this more apparent than in the provision of health care benefits. In FY 2004, our insurance vendor, Independence Blue Cross, responding to market pressure, switched from “community rating” to “demographic rating”, while simultaneously launching a brand new “Flex” product line. The changeover resulted in dramatic rate changes, and required each group to be quoted individually. Recognizing that many members would need assistance digesting the change and making the right choice for their employees, the Alliance held two member health insurance workshops, and then offered follow-up one-on-one information sessions for any member that wanted it. The Alliance’s membership staff was recognized by both Blue Cross and members for putting together a proactive, personalized response to a complex and time-sensitive situation.

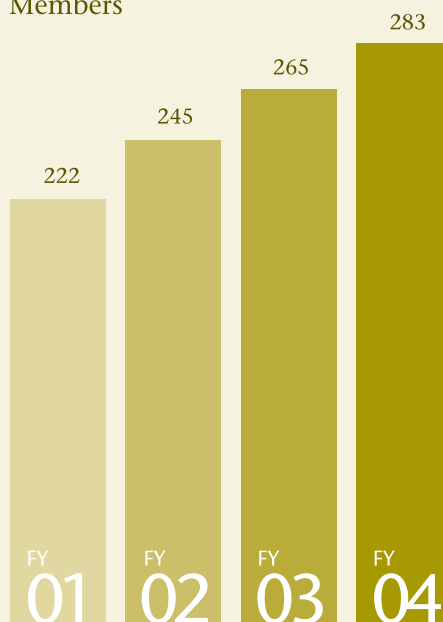
FY 2004 also saw the redesign and restructuring of the Cultural Resource Directory. Long considered one of the most valued member benefits, the Directory was enhanced with the addition of contact e-mail addresses and the introduction of a new section of Event Space Rental listings.

*The membership study was supported by a grant from the Nonprofit Finance Fund—Greater Philadelphia and New Jersey, and the Pennsylvania Council on the Arts, a state agency.*

Internally, we launched a new, comprehensive database to track all of our relationships with members, grantees, and funders. This new tool facilitates better communication and service to all of our constituents, and improves work-flow and collaboration among our staff.

We also conducted a detailed member study to evaluate the relative importance of Cultural Alliance services and identify emerging member needs.

**Cultural Alliance  
Members**





# Financial Results

6 | The Cultural Alliance completed its fourth consecutive year on budget. We are extremely grateful for the confidence and support of members, funders and sponsors, whose support has enabled us to expand the array of programs without risking the financial integrity of our 31-year-old organization.

At the same time, our Board of Directors recognizes that the Alliance is heavily reliant on project funding tied to individual grants. To address this situation, in FY 2004, the Board created a Development Committee whose primary focus has been the development of non-foundation contributed income. We undertook our first individual giving campaign in December and contracted for and completed an independent sponsorship assessment to determine the fair market value of the Alliance's new program offerings. Finally, the Finance Committee developed a specific contingency plan, should expected support not materialize. All of these steps were taken to ensure that the Alliance remains true to the core principle of sound fiscal management.



# 2005 Looking Ahead

We begin FY2005 with a broad agenda. First and foremost, we must continue to communicate the value of arts and culture in advancing Greater Philadelphia's renaissance. Arts and culture must be seen not as a token amenity, but as an integral investment. The advocacy battle of 2004 was encouraging, because it taught us that the general public and many elected officials are receptive to our message when it is well reasoned and supported by fact.

To that end, we are excited to launch the Pennsylvania Cultural Data Project (PACDP), a major research partnership with the region's leading funders: The Pew Charitable Trusts, the William Penn Foundation, and the Pennsylvania Council on the Arts. The PACDP will, for the first time, allow us to capture in-depth data about our industry, and provide arts managers with real data to assist their decision making. Ultimately, if we are serious about managing our resources and advocating the true impact and need of arts and culture, our cause must be supported by hard data.

In FY2005, our cultural planning work will continue to actively pursue regional cultural development, both at the grassroots and policy level. As part of this work, the Cultural Alliance will examine regional cultural funding models from other parts of the country to identify potential solutions for our region. Using our county outreach coordinators, we will also provide planning support to target communities that are integrating culture as a cornerstone of economic revitalization, while simultaneously continuing to build relationships with those in leadership positions throughout the five counties. We also plan to convene the first regional arts service providers' conference to enhance collaboration and coordination of those organizations that serve the cultural community.

FY2005 marks the Campaign for Culture marketing initiative's third year. The Campaign for Culture will continue its existing initiatives including the PhillyFunGuide.com regional entertainment calendar, FunSaver weekly e-mails, advertising and mailing list co-operatives. This year several new initiatives will begin including the Service Excellence Initiative, Co-Mentorship program and new roundtables and cultural marketing collaborations. The Service Excellence Initiative will survey patrons on those attributes of the cultural experience that are most important to them, and which can be improved, with the goal of reducing barriers to attendance. The Co-Mentorship program will provide peer counseling to cultural marketers in a one-on-one approach, augmented by education at the National Arts Marketing Conference. This October, in partnership with Center City District, we will test a new Arts & Culture Week, modeled on CCD's highly successful Restaurant Week that will promote visibility and attendance at the outset of the cultural season. We will also complete a feasibility study for on-line ticketing expansion to our FunSavers e-mail program. The Campaign's demonstrated impact on attendance, awareness, and marketing capacity at member organizations suggests strongly that its initiatives are a sound investment in the field. Moreover, from a policy perspective, long-term audience development is a critical foundation for public investment in arts and culture.

Finally, the Alliance will use FY2005 to ensure that it continues to proactively and efficiently meet the changing needs of the cultural sector. We must be able to sustain our effort over time, and avoid the peaks and valleys that marked earlier periods in our organizational history. To that end, the Alliance will write a new strategic plan to guide the 2005-2010 period. We will complete an independent study of our dues and program fees, and adjust the dues structure to meet our mandate for increased self-sufficiency.

As we enter this new year, the cultural sector is once again at a crossroads. Our challenge is to elevate the understanding of culture's impact on greater Philadelphia. We must be widely viewed as integral to the region's social and economic rebirth. We must also generate wider public participation, so that citizens experience first-hand culture's power to entertain us, enhance our perception, and inspire us to make a difference.

8 | “BECAUSE IT IS NOT HEMMED ABOUT BY THE CORSET OF REASON OR LOGIC, ART CAN HELP US GLIMPSE THE TRUTH OF LIFE BENEATH THE VENEER OF CIVILIZATION. IT GIVES US A CHANCE TO EXAMINE OUR FEELINGS OR TO EXPRESS THEM IN AN INTENSIFIED WAY. BOOKS, PLAYS, PAINTINGS, BALLETS, MUSIC....ALL HAVE THE POTENTIAL TO EXPRESS IDEAS AND INSIGHTS WE HAVE PERHAPS INTUITED BUT NOT BEEN ABLE TO ARTICULATE. IN ITS ENGAGEMENT WITH THE EMOTIONAL OR MORAL PERPLEXITIES OF OUR AGE, A PIECE OF ART MIGHT CALL INTO QUESTION OUR MOST CHERISHED BELIEFS, MIGHT PRICK OUR CONSCIENCES OR PROVOKE OUR CONCERN.”

-*Why Culture Matters: The Defiant Imagination*, Max Wyman, 2004

# Supporters (list complete as of 6/30/04)

## FOUNDATIONS

The Barra Foundation  
The Claneil Foundation  
Dolfinger McMahon Foundation  
Samuel S. Fels Fund  
Independence Foundation  
Nonprofit Finance Fund- Greater Philadelphia and New Jersey  
Philadelphia Cultural Leadership Program, sponsored by The Pew Charitable Trusts  
The Pew Charitable Trusts  
The Philadelphia Cultural Management Initiative, funded by The Pew Charitable Trusts, administered by Drexel University  
The Philadelphia Foundation  
The Richard C. Bechtel Fund, Blanche R. Hachenberg Fund, Lorimer Distribution Account, Bertha C. Mayr Fund, Permanent Charitable Fund-First Union, Permanent

Charitable Fund-TPF, John A. Peddrick, Jr. Fund and Joshua D. and Elizabeth P. Twining Memorial Fund of The Philadelphia Foundation  
William Penn Foundation

## CORPORATIONS

Independence Blue Cross  
Lincoln Financial Group Foundation  
PECO Energy Company  
PNC Bank

## PUBLIC AGENCIES

Delaware River Port Authority  
National Endowment for the Arts  
Pennsylvania Council on the Arts, a state agency  
Philadelphia Cultural Fund

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