

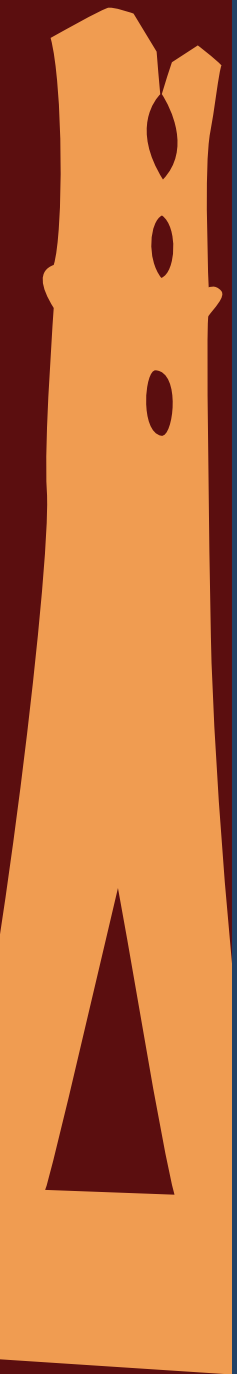


Greater Philadelphia

Cultural Alliance

2006

Annual Report



greater philadelphia cultural ALLIANCE



Dear Friends and Colleagues,

It is an honor to share with you the Cultural Alliance's *2006 Annual Report*. Together we have made remarkable progress in advancing the sector not just this past year, but the last several. Your investment of time, energy and passion in Greater Philadelphia's cultural product is paying big dividends. Not only has the quality and diversity of our product expanded, but our impact is being felt in all parts of the Philadelphia region. It's clear that culture has become a core element of our region's renaissance, and one of the defining differences that sets us apart from other metropolitan areas.

FY 2006 was a productive year, as together we continued to make excellent progress on the 5-year goals laid out in the Cultural Alliance's 2005–2010 strategic plan. This annual report details our progress in each of the Alliance's key functional areas: cultural policy, marketing, grantmaking and member services.

My deepest thanks to the members, staff, board and supporters of the Cultural Alliance for helping bring these plans to fruition. We have come so far, yet there is much work still to do. I look forward to the road ahead.

Peggy Amsterdam

Peggy Amsterdam
President

THE MISSION STATEMENT

The mission of the Greater Philadelphia Cultural Alliance is to lead the effort to expand awareness of, participation in and support for arts and culture in the region.

THE VISION STATEMENT

The Greater Philadelphia region is a place where people are passionately involved in and supportive of arts and culture, and a place admired throughout the world for its quality of life made possible by diverse cultural experiences and creativity.

GOALS/OBJECTIVES

The Cultural Alliance has six goals to leverage the collective strength of its members:

- GOAL 1** To Increase Support for the Cultural Sector
- GOAL 2** To Sustain and Grow Awareness of the Cultural Sector
- GOAL 3** To Increase Participation in Arts and Culture
- GOAL 4** To Provide Non-Profit Cultural Organizations with Direct Services that Increase Income, Increase Capacity or Decrease Costs
- GOAL 5** To Capitalize on the Role that Arts and Culture Can Play in Broader Community and Regional Public Policy
- GOAL 6** To Sustain the Organization so that it is Progressive, Dynamic, Effective, Well Managed and Financially Stable



One of the Cultural Alliance's central, ongoing roles is to promote the urgency and importance of adequate arts funding. This year, we're pleased to report public funding increases at all three levels of government: local, state and federal.

In Philadelphia, the Cultural Fund received a 5% increase to \$2,100,000. At the State level, the Commonwealth of Pennsylvania increased its budget for the Pennsylvania Council on the Arts (PCA) by \$725,000 to \$15,225,000. The Commonwealth also increased its commitment to libraries, with a 19% increase to \$75.5 million. In both cases, the Cultural Alliance's work opposing the proposed *Taxpayer Bill of Rights* (TABOR) legislation helped keep state funding for culture intact.

At the Federal level, the National Endowment for the Arts' budget increased 4% to \$124.4 million. The National Endowment for the Humanities increased 3.5% to \$145.9 million.

In addition to these immediate gains, the Alliance continued to pursue its long-term objective of establishing a regional funding mechanism. We created a Board-level task force on regional funding, which meets bi-monthly and is focused on getting increased funding for arts and culture on the agenda of candidates running for Mayor and City Council in Philadelphia in 2007.

Kudos to you and your staff on the launch of the Advocacy Action Center...The work you are doing in raising awareness among your constituents, providing easy to use tools, and leading by example is a model I think all cities should follow....I am continually inspired by your work in Philly.

Jeffrey Poulos, Executive Director, StageSource, Boston

In FY 2006, the Alliance launched the Online Advocacy Action Center, which enables constituents to communicate quickly and easily with elected officials at all levels of government. This innovative approach required the integration of three vendors to ensure that arts advocates can seamlessly locate and communicate with officials at the federal, state and local levels.

Your Online Advocacy Action Center is a terrific source for members and citizens to engage their elected officials. Congratulations as the Cultural Alliance continues to be a progressive cutting edge organization.

Les Fry, Greater Philadelphia Chamber of Commerce



Understanding the importance of having hard data to measure the scope and health of our industry and inform our decision making, in FY 2006 the Alliance's research department aggressively pursued the compilation and interpretation of data for the Pennsylvania Cultural Data Project (PACDP). We recruited 218 organizations to participate, and then contracted with the Pennsylvania Economy League to work with us to analyze and interpret the data. The long-anticipated findings of the PACDP are contained in the *Greater Philadelphia Cultural Alliance 2006 Portfolio*.

Continuing our emphasis on regionalism, the Cultural Alliance's county outreach staff now provides technical assistance to ten communities pursuing arts-based revitalization, including five new communities of: Lansdale, Lansdowne, Media, Newtown and Phoenixville. This work included leveraging grants, arts council formation, and cultural district development.

To further support regional revitalization and ensure that we remain at the forefront of this trend, the Alliance presented *Culture as Catalyst*, a summit of 60 community leaders focused on arts-based revitalization. In our role as a key regional convener, the Alliance also sought to enhance the effectiveness of service organizations that support arts and culture by co-convening *At Your Service*. The two-day conference helped to define the service discipline, reveal common issues and challenges and provide a framework for advancing joint projects.

OUTREACH TO COMMUNITIES

The Cultural Alliance remains at the forefront of regional arts-based revitalization. Cultural Alliance staff provide targeted technical assistance to these ten communities.



The Cultural Alliance's cultural policy activities were made possible, in part, by a grant from the William Penn Foundation. Additional support was provided by The Pew Charitable Trusts; the Philadelphia Cultural Management Initiative, funded by The Pew Charitable Trusts, administered by Drexel University; Pennsylvania Council on the Arts, a state agency funded by the Commonwealth of Pennsylvania and the National Endowment for the Arts, a federal agency; and the Otis Morse Advocacy Scholarship Fund.

In FY 2006, the Cultural Alliance experienced consistent growth in all marketing programs. In particular, the Alliance built on the successful relaunch of its PhillyFunGuide.com site to expand the overall marketing reach of members. Since the relaunch in May 2005, traffic to the online calendar of events has tripled to over 150,000 visitors per month.

The Cultural Alliance has also continued to expand cultural partnerships, with seven umbrella tourism and marketing sites now using the PhillyFunGuide.com events database: Center City District, Greater Philadelphia Tourism Marketing Corporation, Independence Visitor Center, Philadelphia Convention and Visitors Bureau, Theatre Alliance of Greater Philadelphia, University City District and Valley Forge Convention & Visitors Bureau. The Alliance has also secured key media partnerships for the calendar with KYW News Radio, Philadelphia Magazine and Philly.com.

I'm writing to thank you for featuring our concert, Missa Gaia, in PhillyFunGuide.com. Our concert took place last night, and our attendance was up by 50% over last year! Many people mentioned having seen the listing on PhillyFunGuide, so I wanted to thank you....

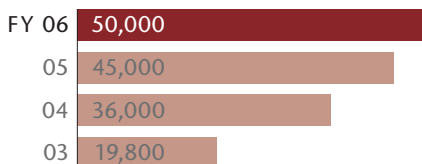
Liz West, First Unitarian Church Music Series

Our companion online marketing tool, FunSavers, helped members to sell unused ticket inventory while developing new audiences. In FY 2006, this last-minute, half price e-mail initiative generated a record \$475,000 in revenue for our members by selling 30,000 seats that otherwise would have gone empty. Weekly subscribers to the service also hit an all time high of 50,000. They also had access to more events than ever, receiving 710 offers (up 22% over last year.)

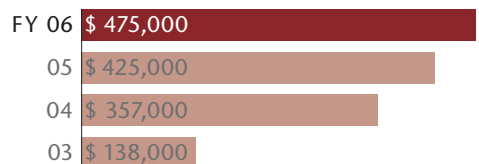
I have seen so many great shows and been advised of so many great things happening in the city. You know – I never really took advantage of being so close to Philadelphia until I signed up and now I look forward to finding out what's happening and how I can be a part of it! Thanks!

Jenny Christopher, Cherry Hill, NJ

FUNSAVERS SUBSCRIBERS



FUNSAVERS TICKET REVENUE

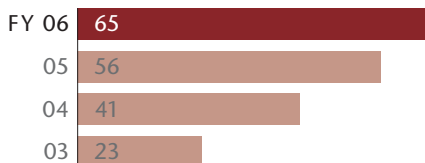


Communications and public relations were also a major focus in FY 2006. The Alliance raised the profile of Philadelphia's cultural sector both locally and nationally by helping to place 157 media stories including coverage by the *City Paper*, NBC-10, *Los Angeles Times*, *Philadelphia Business Journal*, *Philadelphia Daily News*, *Philadelphia Inquirer*, *Philadelphia Weekly*, WHYY, and WPVI-TV. Our research and outreach efforts helped lead to a major, front page piece in the Sunday edition of the *Philadelphia Inquirer* (Patricia Horn, *Area basks in \$1B of culture, 10/5/05*).

Cultural Alliance staff also presented at several national leadership forums including the Association of Performing Arts Service Organizations, Global Creative Economy Summit, National Arts Marketing Project Conference, and the Association of Fundraising Professionals' Franklin Forum.

In FY 2006 the Cultural Alliance's capacity building programs strengthened the marketing capability of member organizations. Our \$319,000 cooperative advertising program enhanced the affordability and visibility of print and radio advertising for 40 members. For the fourth year in a row, the Philadelphia Cultural List Cooperative reached a record high, with 65 participating organizations combining to build a joint list of 400,000 names, representing 20% of the region's households.

PHILADELPHIA CULTURAL MAILING LIST PARTICIPANTS



Finally, our co-mentorship program enabled 26 of the region's cultural marketers to learn from each other and attend the National Arts Marketing Conference together in Los Angeles.

THE PEW CHARITABLE TRUSTS



The Thinking Behind The Money.



The Cultural Alliance's collaborative marketing activities were sponsored by a grant from The Pew Charitable Trusts. Additional support was provided by PNC Bank; the National Endowment for the Arts, which believes a great nation deserves great art; Claneil Foundation; Philadelphia Cultural Management Initiative, funded by The Pew Charitable Trusts, administered by Drexel University; Greater Philadelphia Tourism Marketing Corporation; and Dolfinger-McMahon Foundation. In-kind support was provided by Amtrak, KYW News Radio, *Philadelphia City Paper*, *Philadelphia Inquirer*, Philly.com; *PW - Philadelphia Weekly*, WHYY, WRTI 90.1 FM, and WXPB 88.5FM.

FY 2006 marked the fifth year of the Cultural Alliance's grantmaking work. With support from the Pennsylvania Council on the Arts Partners in the Arts program, our 5-County Arts Fund and Program Stream programs provide critical seed capital and early stage support to smaller organizations, individual artists and start-up projects.

In FY 2006 we made 170 re-grants totaling \$389,000 throughout the five counties of Southeastern Pennsylvania. In addition, the Alliance worked with Montgomery County to secure additional matching funds for the 5-County Arts Fund – bringing their support to \$15,000 (up 50% from last year), and opening doors for discussions about matching funds with government officials in other suburban counties.

Thank you so much for your continued generous support. The Arts Program (funded by 5-CAF) is a valued and empowering part of our work. Your partnership makes it possible for us to offer this important opportunity.

Sister Mary Scullion, Executive Director, Project H.O.M.E.

These grantmaking initiatives are a critical piece of our overall strategy of regional arts revitalization. Sixty-two percent of grantees were located in the suburban counties of Bucks, Chester, Delaware and Montgomery, reflecting the importance of cultural development close to much of the region's housing stock and new business development.

The 5-County Arts Fund was made possible through the Pennsylvania Partners in the Arts program of the Pennsylvania Council on the Arts, a state agency. It is funded by the citizens of Pennsylvania through an annual legislative appropriation, and administered locally by the Greater Philadelphia Cultural Alliance. The Pennsylvania Council on the Arts is supported by the National Endowment for the Arts, a federal agency. Additional support is provided by PECO, an Exelon Company. Some Montgomery County projects are also funded, in part, by an appropriation from Montgomery County.



In FY 2006, the Cultural Alliance's membership expanded for a fifth consecutive year, reaching an all-time high of 333 members. We're pleased to report that our membership has grown 50% in five years.

After years without a dues increase, in FY 2006, the Cultural Alliance implemented the first phase of a two-part dues increase. Fortunately, this did not adversely affect renewals, suggesting that despite the pressures of managing lean budgets, members continue to find excellent value in their Alliance investment. Our renewal rate for FY 2006 was 93%.

CULTURAL ALLIANCE MEMBERS



To ensure that all members got the most out of their participation in the Alliance, we held a *Maximize Your Marketing and Membership* forum at World Café Live in May 2006. The meeting provided cultural organizations with an introduction to the full array of services that the Alliance offers as part of its cultural policy, marketing and membership programs. Members were able to explore any of these programs in more detail at individual work tables with vendors and program managers.

In FY 2006, the Cultural Alliance also offered a range of workshops with nationally-recognized speakers on a range of current topics, including yield management and pricing, media relations, customer service, and advertising and media buying. We also introduced a new bi-monthly Research Roundtable Breakfast Club to enable Alliance members to read and interpret research together, while networking with peers.

Your service and support in helping us manage our Health Care is invaluable. You're never more than a phone call away, and response is quick and courteous...no matter how many questions I have! Thank you.

Gary van Niekerk, Business Manager, Main Line Art Center

The Cultural Alliance completed FY 2006 with unrestricted net assets of \$720,000, after a loss of \$145,000 for the year. Despite this year's operating deficit, the Alliance remains in solid financial shape, and maintains a reserve equal to the board target level of three months of operating expenses.

In FY 2006 the Alliance decided to postpone the start date of a major grant and draw down our reserve to assure a more stable funding stream for future years, which accounted for the operating deficit. The Alliance used the reserve to maintain all current programs, with no interruption or reduction in our cultural policy, marketing, membership or grantmaking services.

Major new grants this year included \$1,350,000 from the William Penn Foundation for cultural policy (for FYs 2007–2009), \$433,000 from the Pennsylvania Council on the Arts for re-granting initiatives, \$60,000 from Philadelphia Cultural Management Initiative for the Online Advocacy Action Center, and \$35,000 from the National Endowment for the Arts for collaborative marketing. The NEA application was showcased for the National Council by program staff as “best we’ve seen.”

Ongoing support from multiyear grants awarded in previous years includes \$2,000,000 over three years from The Pew Charitable Trusts for the Campaign for Culture and \$75,000 over three years from the Independence Foundation in general operating support.

In addition, the Alliance saw a 23% increase in earned income over the previous fiscal year, led by strong growth in membership revenue, co-op advertising and display advertising.

THE PEW CHARITABLE TRUSTS



Operating support for the Greater Philadelphia Cultural Alliance was provided by the William Penn Foundation; Philadelphia Cultural Leadership Program, sponsored by The Pew Charitable Trusts; Pennsylvania Council on the Arts, a state agency funded by the Commonwealth of Pennsylvania and the National Endowment for the Arts, a federal agency; Independence Foundation; Grace Hamill Memorial Fund, Hermann K. Platt Fund, Charles and Caroline Reed Memorial Fund, and an Anonymous Fund of the Philadelphia Foundation; Philadelphia Cultural Fund; Arcadia Foundation; Barra Foundation; and the Cultural Alliance's Board of Directors and individual donors.

*Only through art can we
get outside of ourselves and
know another's view of the
universe which is not the same
as ours and see landscapes
which would otherwise have
remained unknown to us like
the landscapes of the moon.
Thanks to art, instead of seeing
a single world, our own, we see
it multiply until we have before
us as many worlds as there are
original artists.*

—Marcel Proust

As we enter the new fiscal year, Greater Philadelphia is at a tipping point, with culture serving as one of its distinguishing competitive advantages. However, our region cannot afford to take this strategic advantage for granted. To that end, the Alliance has an ambitious agenda for the coming year.

**RESEARCH
PUBLICATIONS**

In FY 2007 the Alliance will seek to lay the foundation for our five-year objective of establishing a sustainable regional funding source for arts and culture. We will release several important reports. The first will be the *Portfolio* report developed by the Cultural Alliance, with data from the Pennsylvania Cultural Data Project (PACDP). Supported by analysis from the Pennsylvania Economy League, the Alliance's report will measure the breadth and impact of the sector to guide both policy makers and cultural practitioners. The second will be a study by the RAND Corporation, funded by the William Penn Foundation, comparing government support for the nonprofit cultural sector across ten cities nationwide, with policy implications and recommendations for Philadelphia. The third will be an economic impact study by Americans for the Arts (AFTA). The Alliance will work with AFTA and Drexel University to gather and interpret the local data, so that we are well positioned to inject culture into the policy debate of the 2007 municipal elections.

**CULTURAL
POLICY**

In FY 2007, the Cultural Alliance will strengthen our policy foundation by actively promoting the new Online Advocacy Action Center on our Philaculture.org web site. At the local level, we will continue to advance our work on culture as a catalyst for regional revitalization, continuing to develop cultural infrastructure from the ground up, as part of economic and social redevelopment throughout the five counties.

GRANTMAKING

In support of our regional work, the Cultural Alliance will also continue our 5-County Arts Fund and Program Stream regranting initiatives. These programs, which provide seed capital and operating support for small arts groups which demonstrate artistic excellence, strong community involvement, and sound management practices, are essential to the regeneration of creative talent in the region.

MARKETING Our marketing programs in FY 2007 will continue to build on our core strength of electronic marketing. We will introduce a web-based interface for the Philadelphia Cultural List Co-Operative that will enable cultural marketers to select and modify lists instantly. Our FunSavers e-mail program will reach more people (especially visitors) by having a retail presence, through our partnership with the Independence Visitor Center. At the same time, the breadth of product will expand with the inclusion of more diverse offers. In FY 2007, we will conduct marketing research to measure changes in the public's awareness of and attitude towards arts and culture. This will inform both our marketing and policy work. We will also redesign and relaunch the Philaculture.org site, utilizing a newer, more user-friendly layout and a content management system that allows the staff to update information more frequently and easily.

MEMBERSHIP In an effort to ensure that the Cultural Alliance provides the highest quality and most cost-effective services to members, we will expand our health insurance options for members this year. The Alliance will offer multiple carriers, enabling members to find the products that best meet their needs for coverage, service and price. We will continue to offer two licensed agents on staff to guide members through the selection process and advocate on their behalf. We will also work with the membership committee to evaluate the expansion of membership to new affiliate categories.

ADMINISTRATION Administratively, the Alliance has developed a balanced budget for FY 2007 of \$2.7 million, that will enable us to maintain the level of cultural policy, marketing, grantmaking and member services that is critical to the health of the cultural sector. We remain committed to employing an energetic, smart and dedicated team, and supporting them with appropriate technology. In FY 2007, we will reconvene our database task force to make sure that the database that unifies our work is constantly updated and optimized by the staff. Finally, the Alliance will seek to more fully exploit the talents of its Board. We will begin the board recruitment process earlier to ensure that new candidates fill identified voids and that a succession plan is in place for leadership and at the committee level.

VISION In summary, the plan for FY 2007 reflects a conscious effort to maintain the momentum of the past several years. The plan is ambitious, but consistent with our vision of making sure that all residents of this region understand and appreciate the impact of arts and culture, and that they personally take advantage of the incredible cultural assets in our region.

FOUNDATIONS

The Arcadia Foundation
 The Barra Foundation
 The Claneil Foundation
 Dolfinger-McMahon Foundation
 Independence Foundation
 Nonprofit Finance
 Fund-Greater Philadelphia
 and New Jersey
 Philadelphia Cultural Leadership
 Program, sponsored by The
 Pew Charitable Trusts
 Phoebe W. Haas Charitable
 Trust "A"
 The Pew Charitable Trusts
 The Philadelphia Cultural
 Management Initiative,
 funded by The Pew
 Charitable Trusts,
 administered by Drexel
 University
 The Philadelphia Foundation
 The Grace Hamill Memorial
 Fund, Hermann K. Platt
 Fund, Charles and Caroline
 Reed Memorial Fund, and
 an Anonymous Fund of The
 Philadelphia Foundation
 William Penn Foundation

CORPORATIONS

Cross Atlantic Capital Partners
 Greater Philadelphia Tourism
 Marketing Corporation
 Independence Blue Cross
 Lincoln Financial Group
 Foundation
 PECO, An Exelon Company
 PNC Bank
 Shire Pharmaceuticals
 Your Part-Time Controller

PUBLIC AGENCIES

Montgomery County
 National Endowment
 for the Arts
 Pennsylvania Council on
 the Arts, a state agency
 Philadelphia Cultural Fund

IN-KIND

Amtrak
 Arden Theatre Company
 Franklin Institute Science
 Museum
 KYW NewsRadio 1060
 Philadelphia City Paper
 Philadelphia Inquirer
 Philly.com
 PW-Philadelphia Weekly
 Southwest Airlines
 WHYY
 WRTI 90.1FM
 WXPX 88.5FM

INDIVIDUALS

Anonymous (2)
 Lorraine & Ben Alexander
 Peggy Amsterdam
 Valla Amsterdam
 Susan Atkinson
 D. James Baker
 Irma Barness
 David & Jo Baskin
 Constance Benoliel-Rock
 Jesse Bermudez
 Robert Bogle
 Paul Bomze, Esq.
 Doris Bowman
 Beth Feldman Brandt
 Donna Brown
 Laura Burnham
 Kathleen & Nicholas Chemicles
 Cathryn Coate
 Molli & Joe Conti
 Paul Decker
 James Duff
 Happy Fernandez
 Daniel Fitzpatrick
 Linda H. Forman
 Elizabeth Gemmill, Esq.
 Carole Haas Gravagno
 Grace Grillet
 David W. Haas
 John & Chara Haas
 Regina E. Hager
 Joanne Harmelin
 Gail Harrity
 Bernard Havard
 Judy Herman
 Lynne & Harold Honickman
 Pete Hoskins
 Brian Kabatznick
 Harvey Kimmel
 Joseph H. Kluger
 Bill LeFevre
 H.F. "Gerry" Lenfest
 Meryl Levitz
 Craig Lewis & Dianne
 Semingson
 William Marrazzo
 David Moltke-Hansen
 Leslie & Jim Newman
 Hal Real
 Gregory Rowe
 Mary Biddle Scheetz
 L. Scott Schultz
 Michael Scolamiero
 Fred Shabel
 Nancy Shaw & Evan Radcliffe
 Bill Shea
 Susan Sherman
 Bo Spassoff
 Janet Spiegelman

Marcy & Dennis Spivack
 Zack Stalberg
 Ronald Stevens
 Alice Strine
 James A. & Nancy
 Bendiner Weiss
 John White
 Roy Wilbur
 M. Jane Williams
 Vera Wilson
 Dennis Wint
 Suzanne Yusem
 In honor of Peggy Amsterdam
 Janet Spiegelman
 Suzanne Yusem
 In memory of Ernesta Ballard
 Bill LeFevre
 In memory of Donald Bowman
 Doris Bowman
 In memory of Nate Garson
 Janet Spiegelman
 In memory of Mark F. Quinn, Jr.
 Charity Quinn
 In memory of
 Elizabeth Schmerling
 Elaine Garfinkel
 Janet Spiegelman
 In memory of Jerry Siegel
 Elaine Garfinkel
 In honor of Sidney V. Smith, Jr.
 Cathryn Coate
 In honor of Janet Spiegelman
 Suzanne Yusem
 In honor of Dr. Jay Spiegelman
 Janet Spiegelman
 In honor of William Spiegelman
 Janet Spiegelman
 In honor of
 Dr. & Mrs. Arthur Stiffel
 Janet Spiegelman
 In memory of Joyce Trifield
 Janet Spiegelman
 In memory of Rosalie Wachs
 Janet Spiegelman
 Otis Morse Advocacy
 Scholarship Fund
 Tom Kaiden
 Anne Martella
 Philadelphia Theatre
 Company
 Rebecca Quinn-Wolf
 Susan Weiss
 April Williamson

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Moore College of Art & Design

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The People's Light & a Theatre Company

Susan Sherman, *Vice Chair*
Independence Foundation

Jesse Bermudez, *Secretary*
Asociación De Músicos Latino Americanos

Paul R. Decker, *Treasurer*
Valley Forge Convention & Visitors Bureau

Susan D. Atkinson
Bristol Riverside Theatre

Dr. D. James Baker
The Academy of Natural Sciences

Robert Bogle
Philadelphia Tribune Company

Donna Brown
Point Breeze Performing Arts Center

Laura Burnham
Abington Art Center

Molli Conti
Hepatitis B Foundation

James H. Duff
Brandywine River Museum

Hon. Dwight Evans, *Ex-Officio*
Pennsylvania House of Representatives

Beth Feldman Brandt
The Stockton Rush Bartol Foundation

Daniel K. Fitzpatrick
Bank of America

David Haas, *Chair Emeritus*
William Penn Foundation

Regina Hager
PNC Financial Services Group

Joanne Harmelin
Harmelin Media

Gail Harrity
Philadelphia Museum of Art

Judy Herman
Main Line Art Center

Alexander "Pete" Hoskins, *Ex-Officio/Chair Emeritus*

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Philadelphia City Council

Bill LeFevre
Bartram's Garden

Meryl Levitz
Greater Philadelphia Tourism Marketing Corporation

William J. Marrazzo
WHYY, Inc.

David Moltke-Hansen
The Historical Society of Pennsylvania

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Commerce Department, City of Philadelphia

Hal Real
World Café Live

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Philadelphia City Council

Michael Scolamiero
Pennsylvania Ballet Association

Zack Stalberg
Committee of Seventy

Alice W. Strine
Strine Foundation

