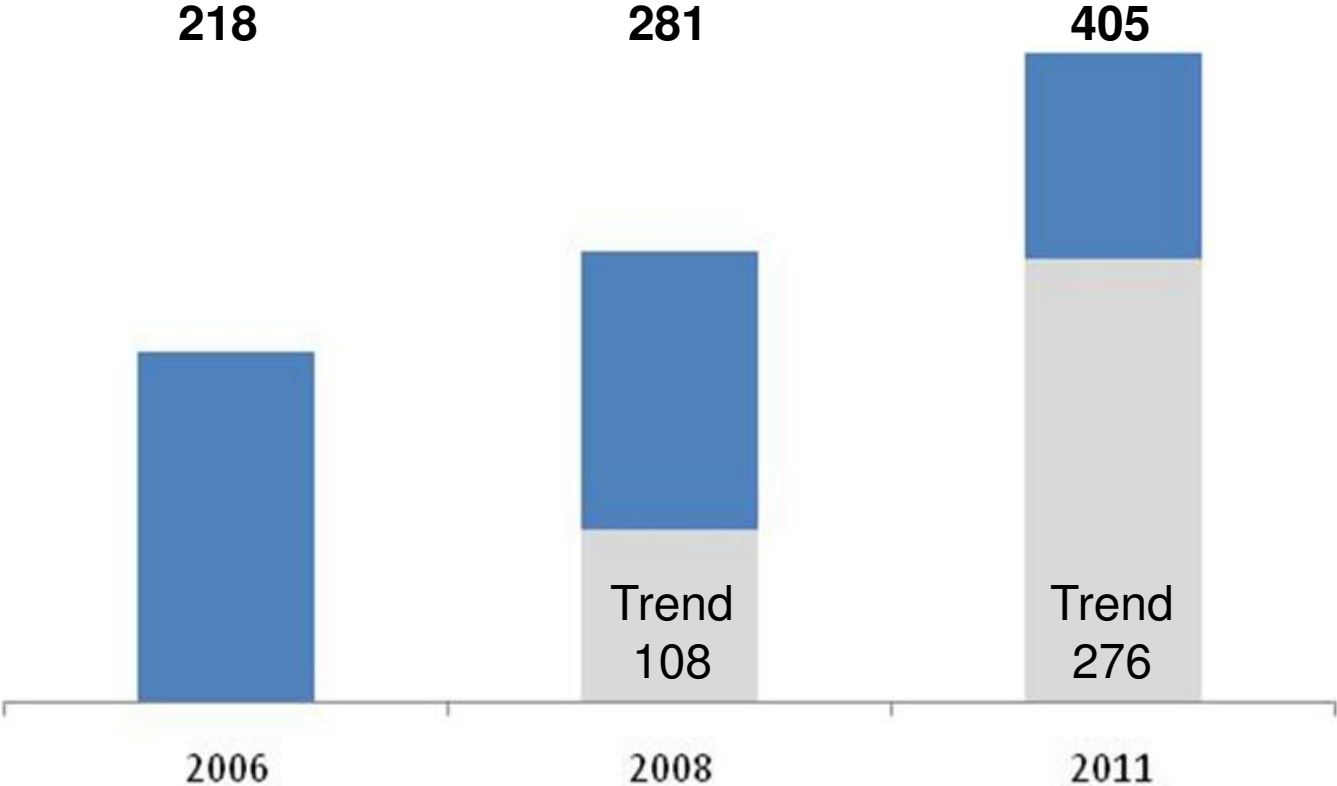


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# Organizations Participating in *Portfolio*



**IF PENNSYLVANIA COULD**

ATTRACT AN INDUSTRY THAT WOULD CREATE  
**62,000 JOBS**  
ALL OVER THE COMMONWEALTH,

PUMP  
**\$2 BILLION**  
INTO OUR ECONOMY,

GENERATE  
**\$283 MILLION**  
IN TAX REVENUES,

&  
**EDUCATE  
OUR KIDS**

TO COMPETE IN THE 21ST CENTURY,

**WOULD WE GO AFTER IT?**



**We don't have to.**

**It's already here.**

**ARTS  
&  
CULTURE**

**IT'S OUR INDUSTRY.  
IT'S HOW WE GROW.**

**I support Arts & Culture.**

Please join me.

THANK YOU.

name

street

city, state, zip

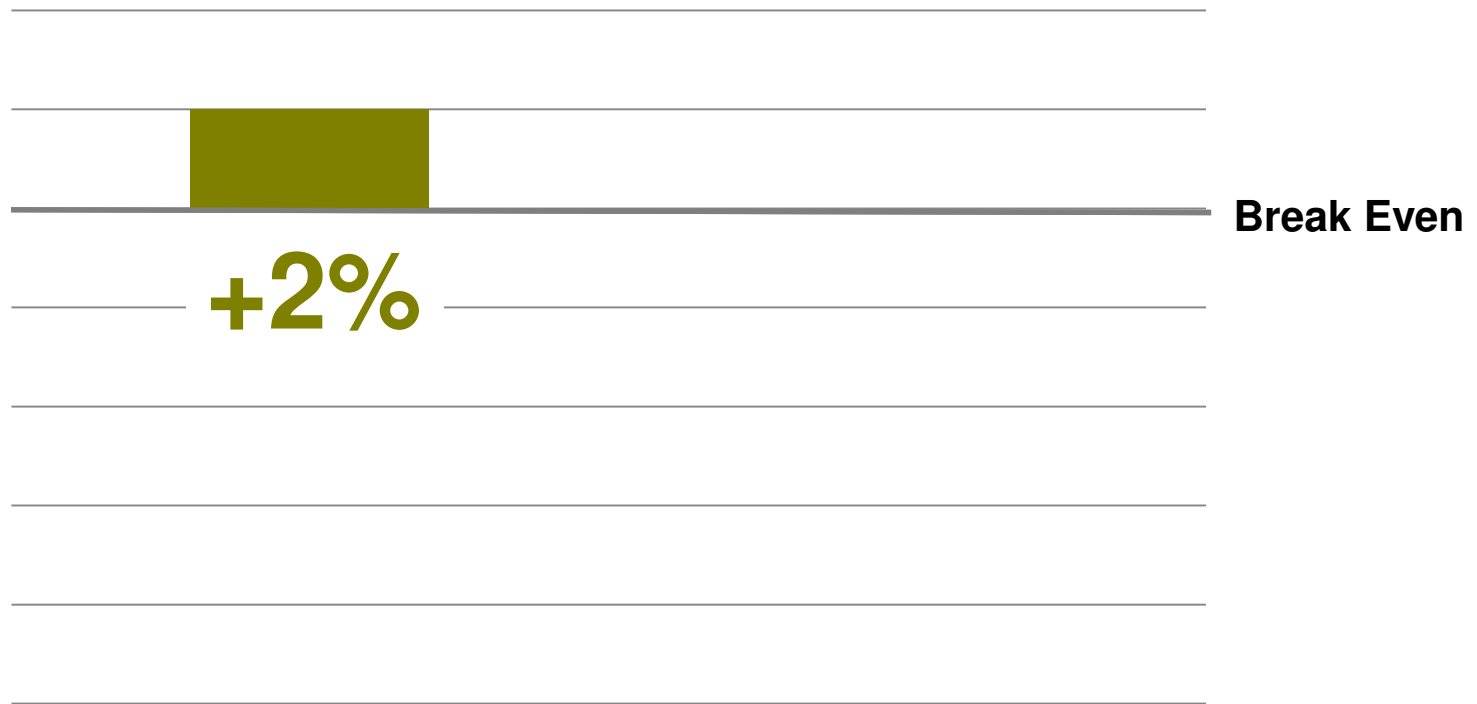
Yes, I'd like to receive periodic issue/advocacy updates from the  
GREATER PHILADELPHIA CULTURAL ALLIANCE. LET'S GROW TOGETHER.

email

# Sector Is Operating in the Red

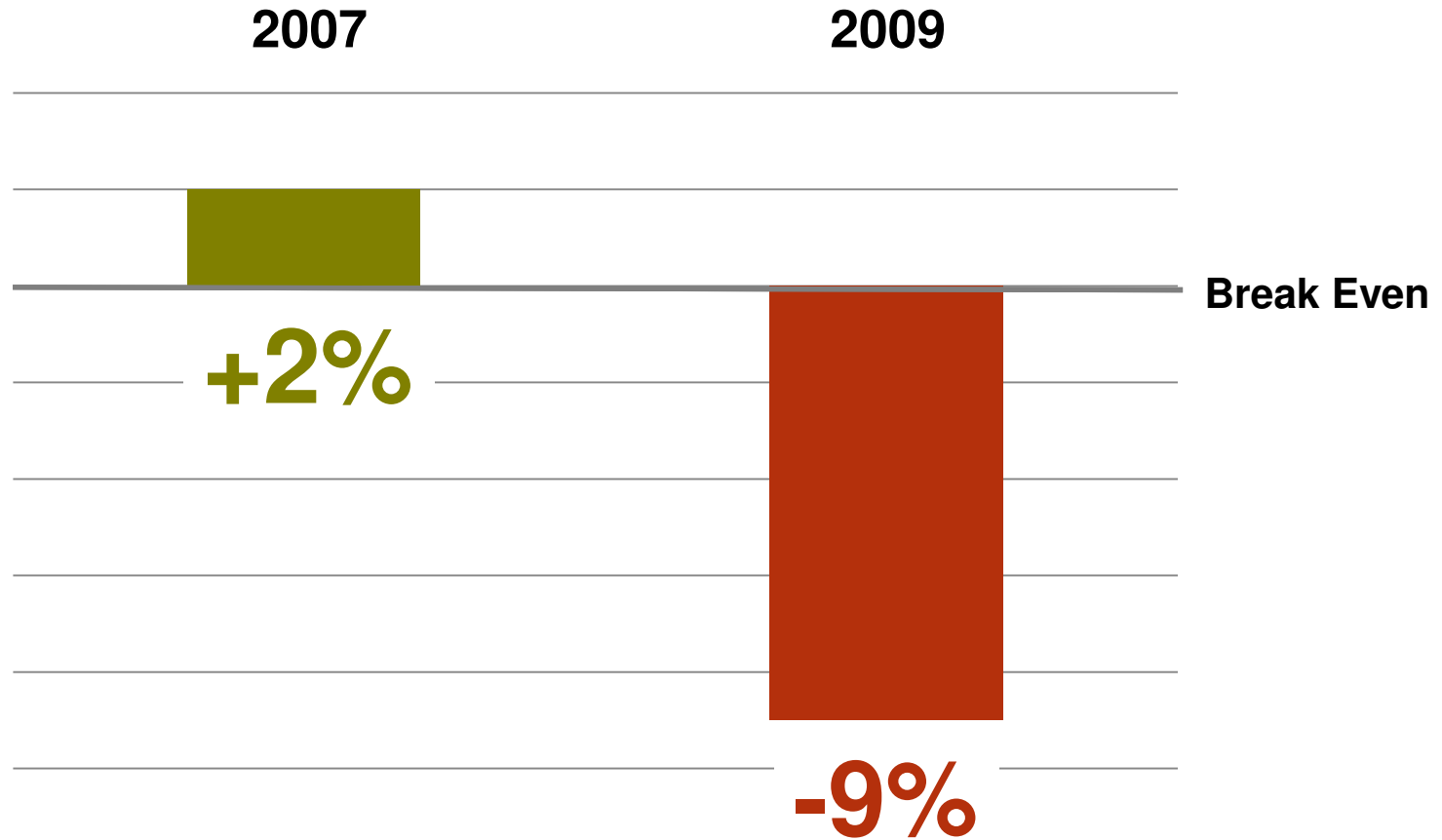
Operating Margin: Unrestricted Revenue vs. Expenses, Excluding Investments

2007

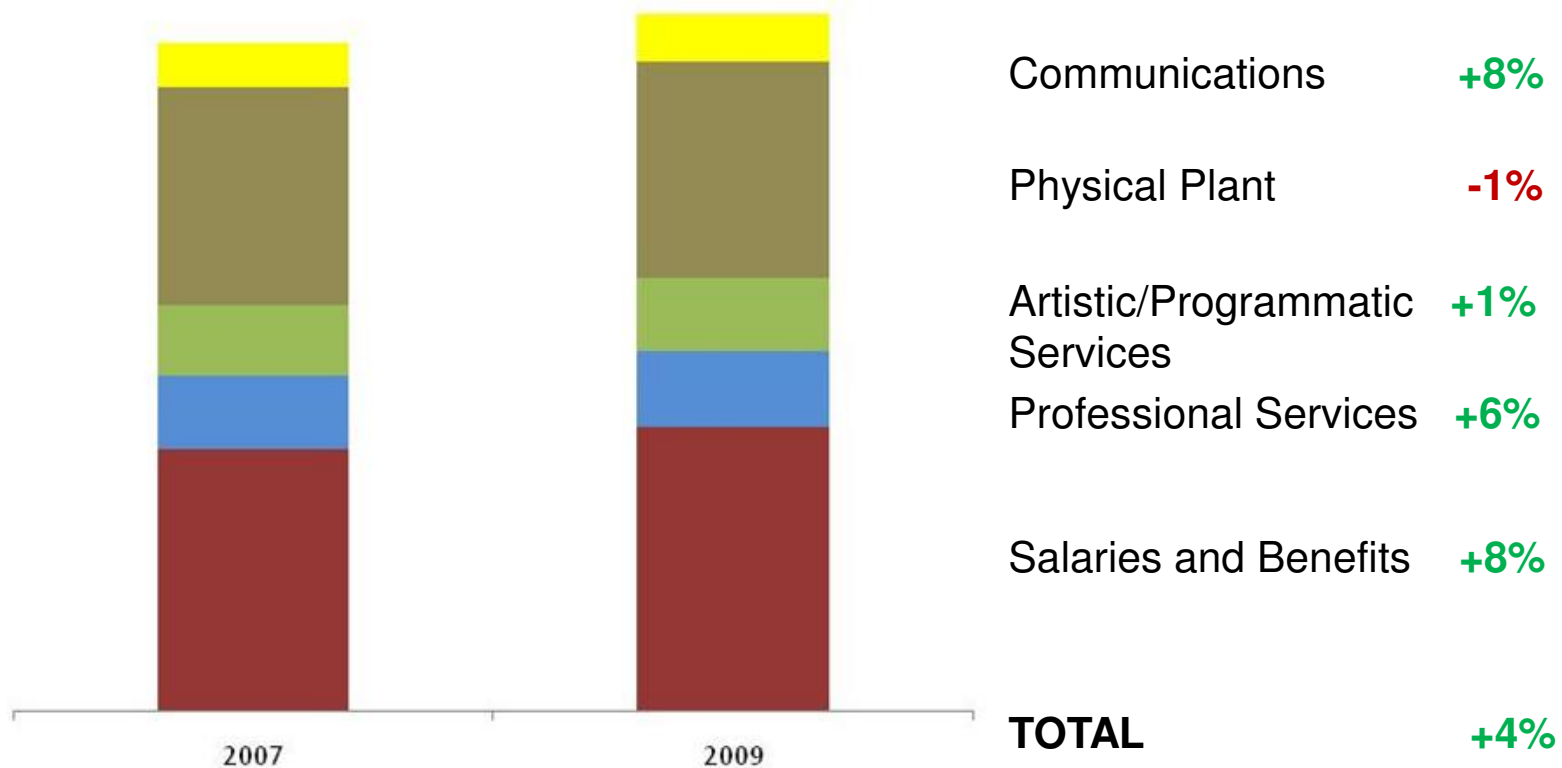


# Sector Is Operating in the Red

Operating Margin: Unrestricted Revenue vs. Expenses, Excluding Investments



# Expenses Are Relatively Flat



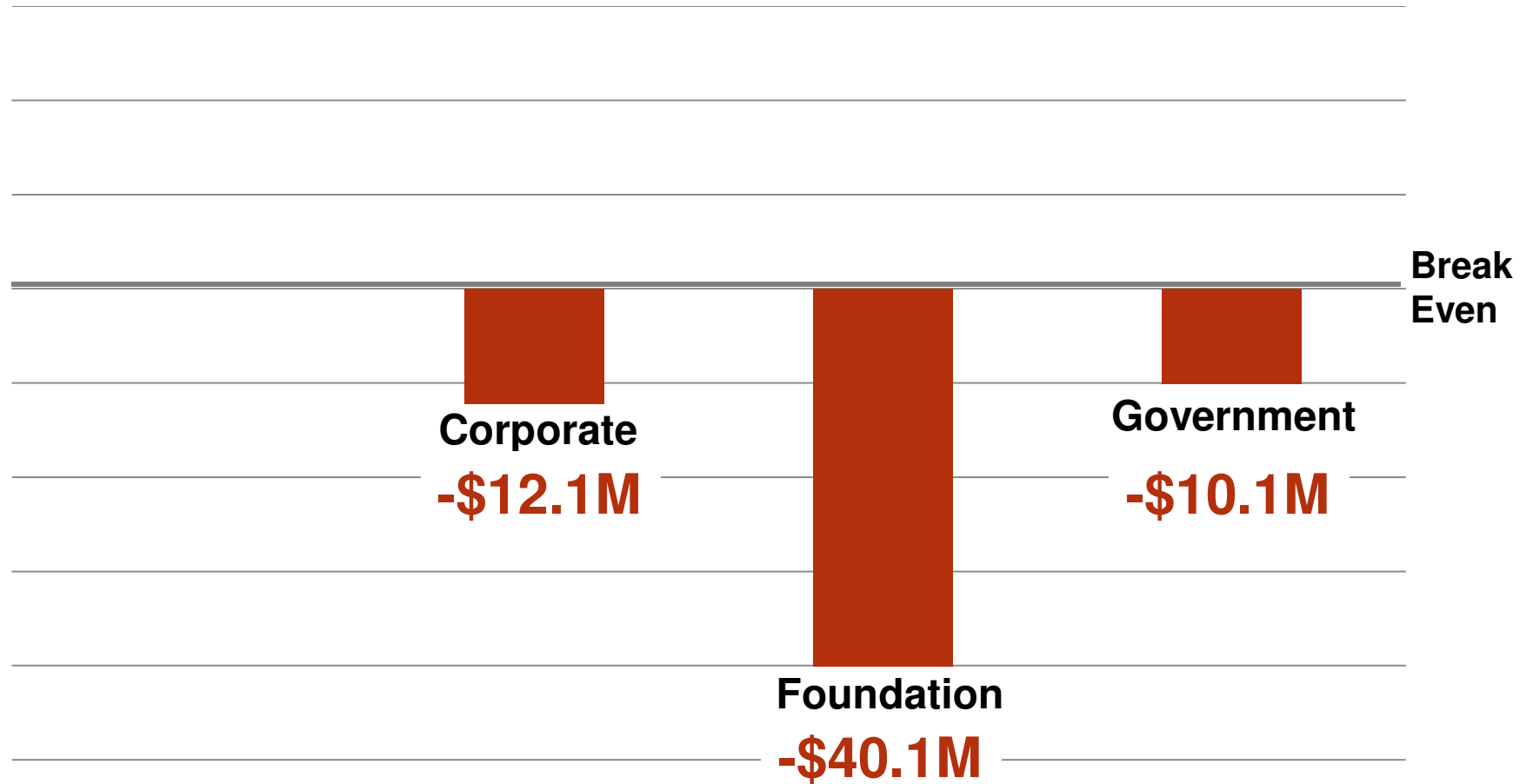


**-19%**

**Contributed Income**

# Contributed Income 2009

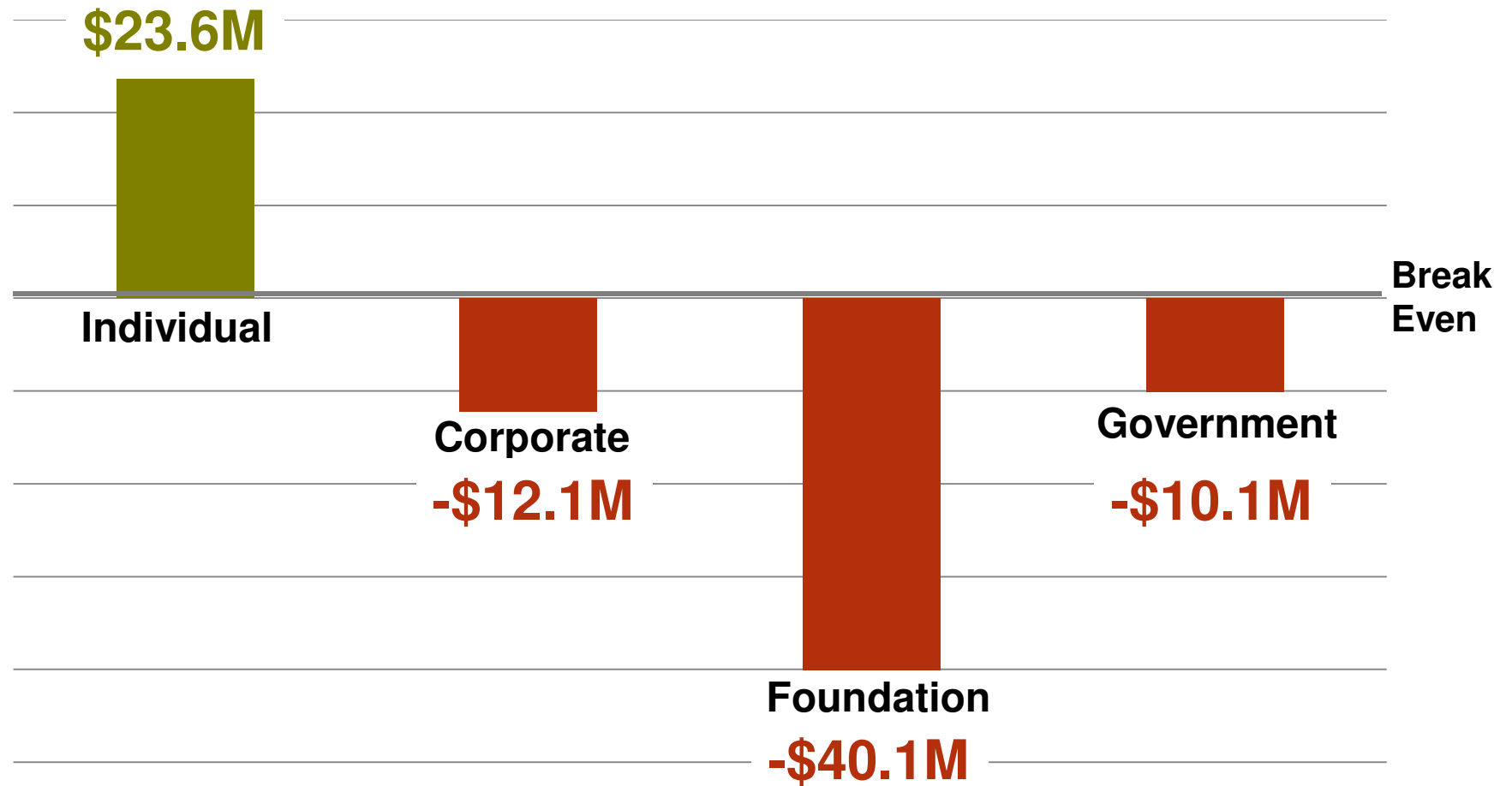
(Revenues)





# Contributed Income 2009

(Revenues)

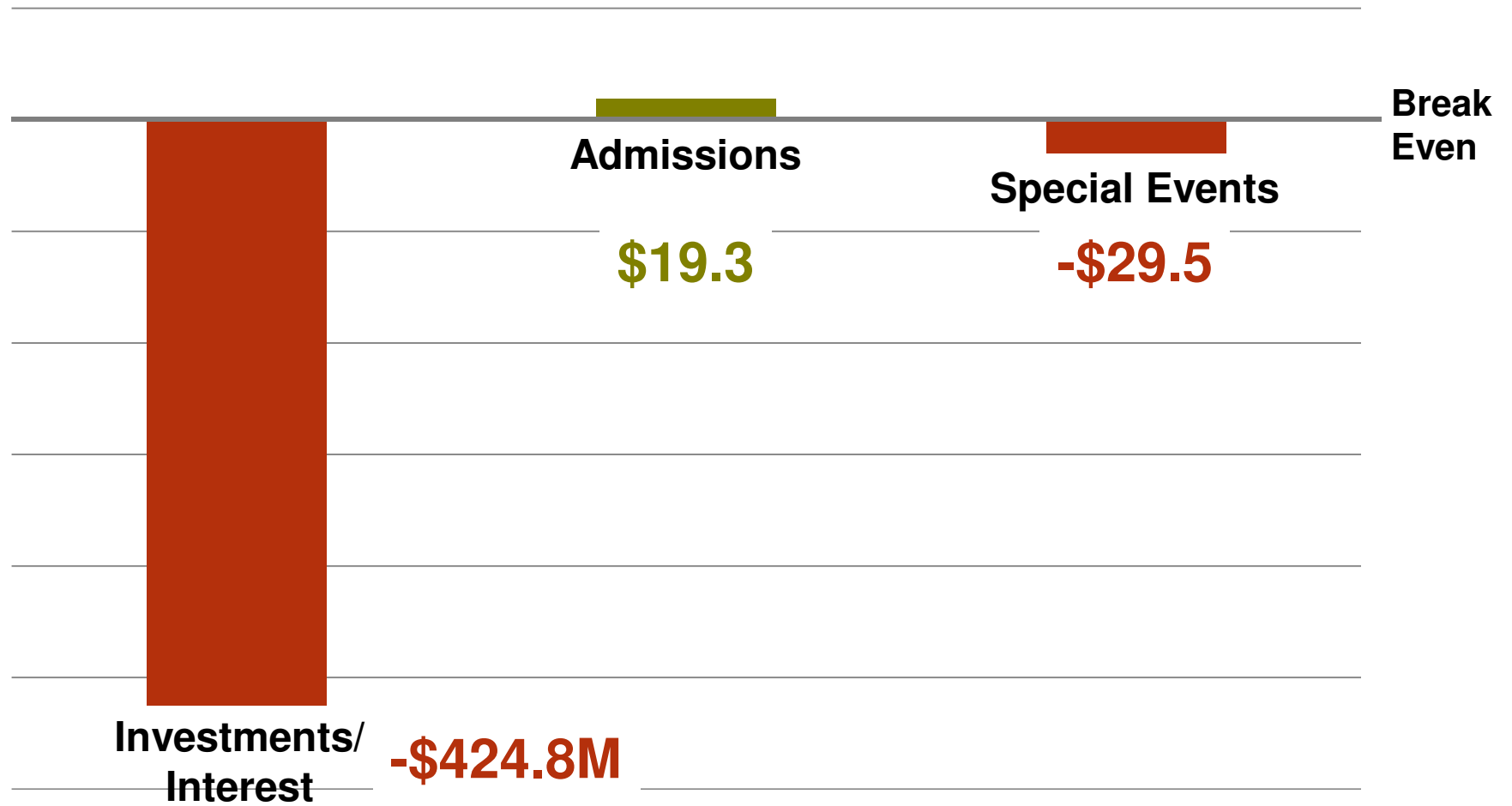




**-62%**

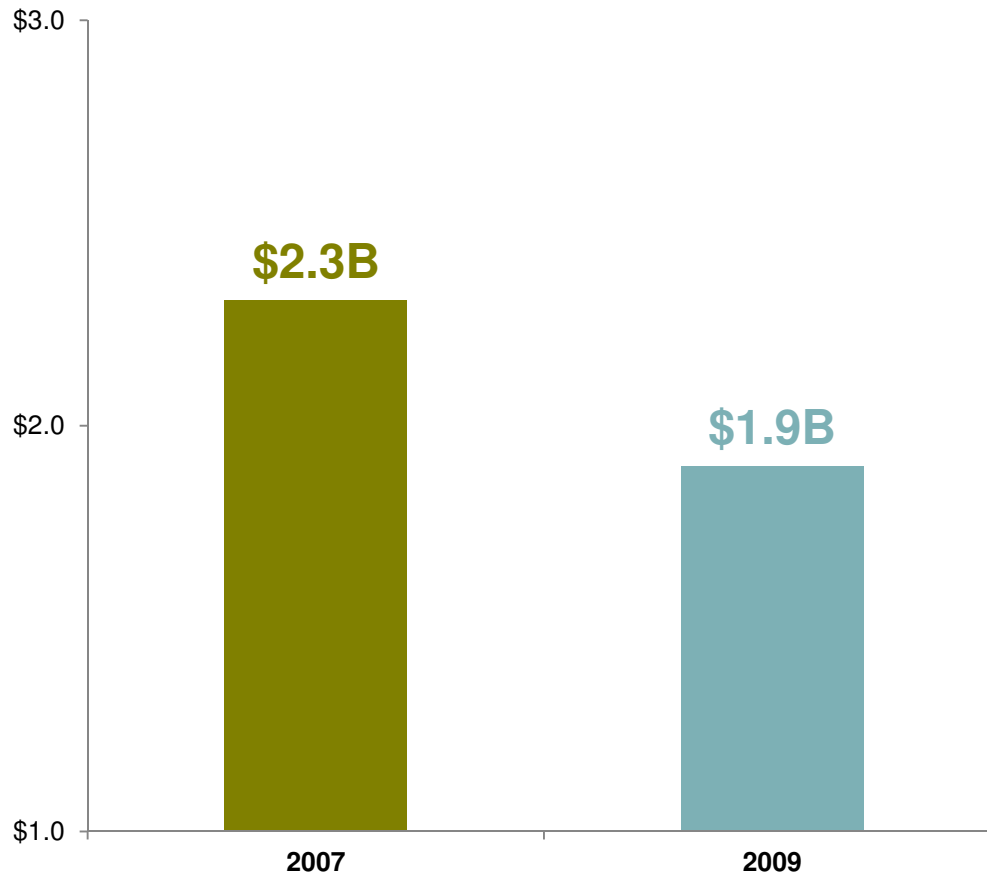
**Earned Income**

# Earned Income 2009

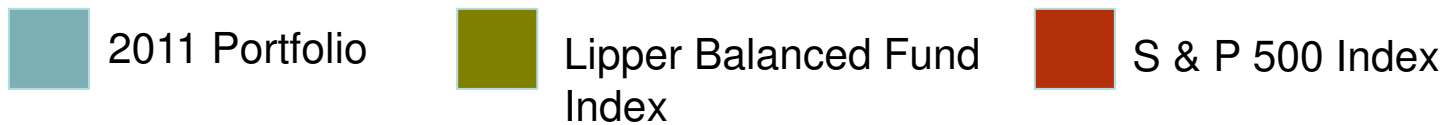
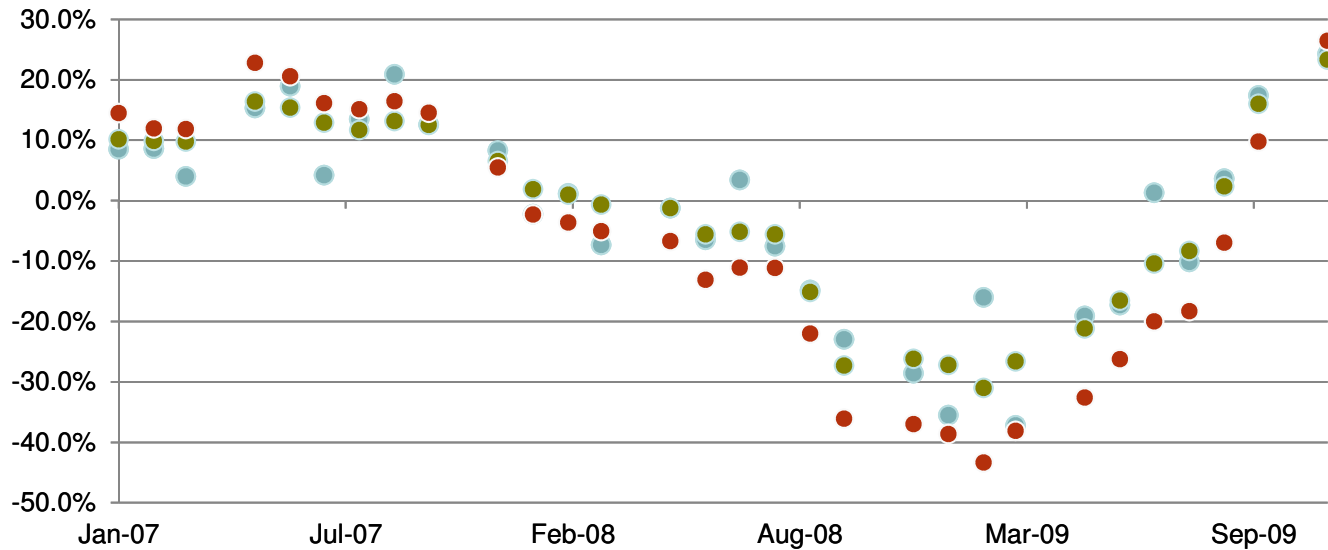


# Total Endowment and Other Investment Values

2007-2009



# Investments Compared to Market



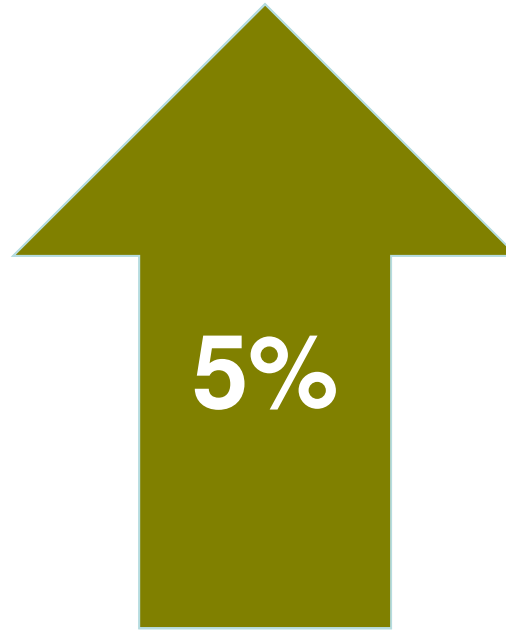
Trailing average return for 12 month period ending in each given month.



-1%

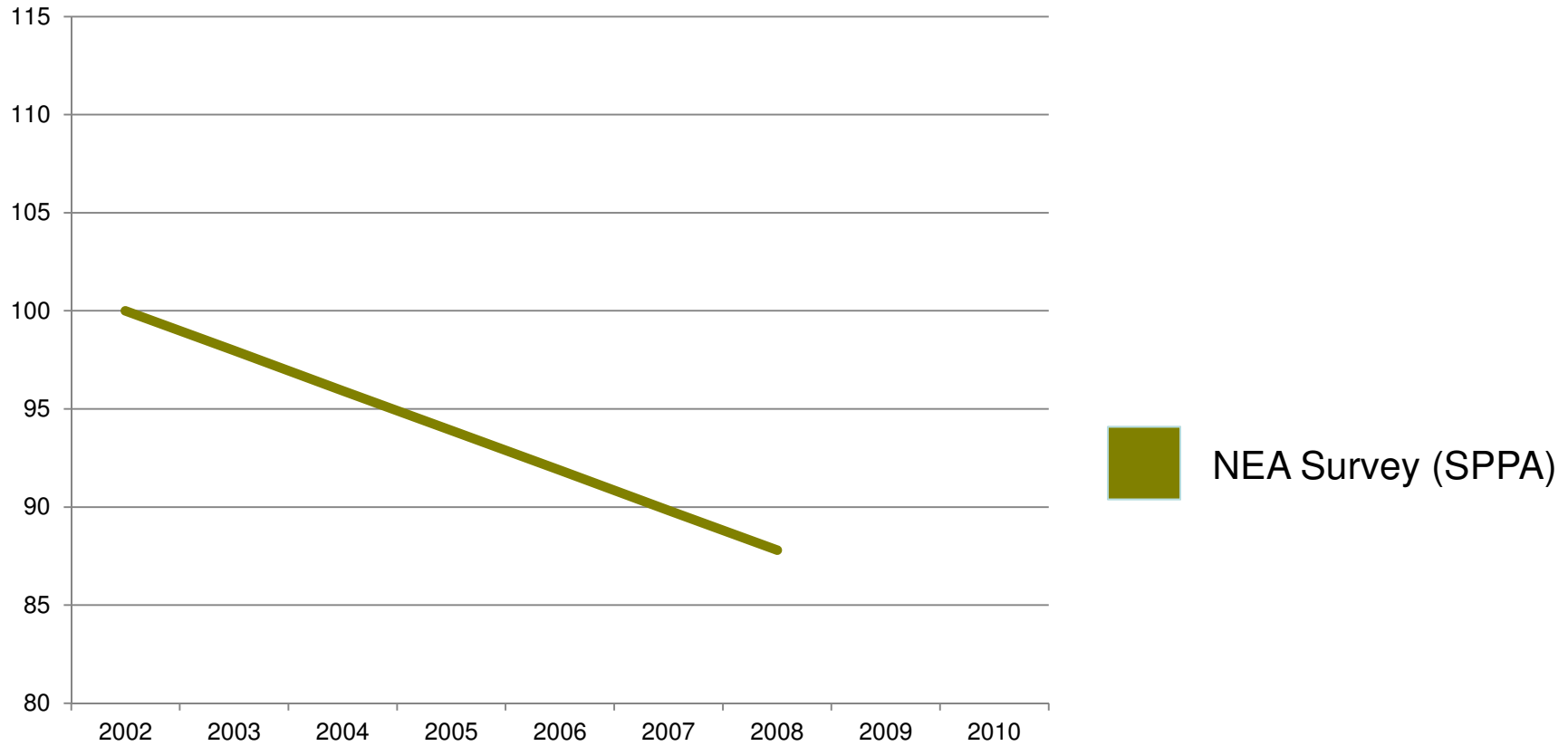
## Earned Income

Excluding Investments/Interest



**Attendance**

# Bucking the Trend



*NEA Survey and 2011 Portfolio. Total Attendance converted to 100 point scale.*



# Bucking the Trend



*NEA Survey and 2011 Portfolio. Total Attendance converted to 100 point scale.*

# Bucking the Trend



NEA Survey and 2011 Portfolio. Total Attendance converted to 100 point scale.



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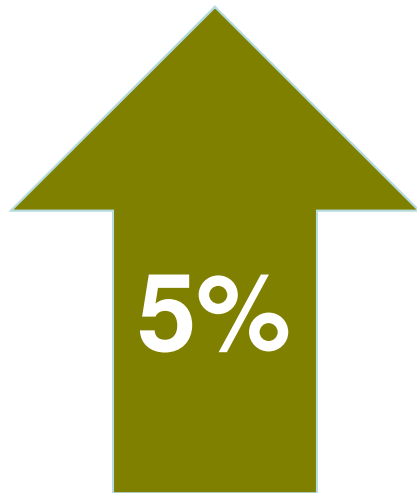


195,000  
IN ONE DAY

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greater philadelphia cultural ALLIANCE

# Bucking the Trend

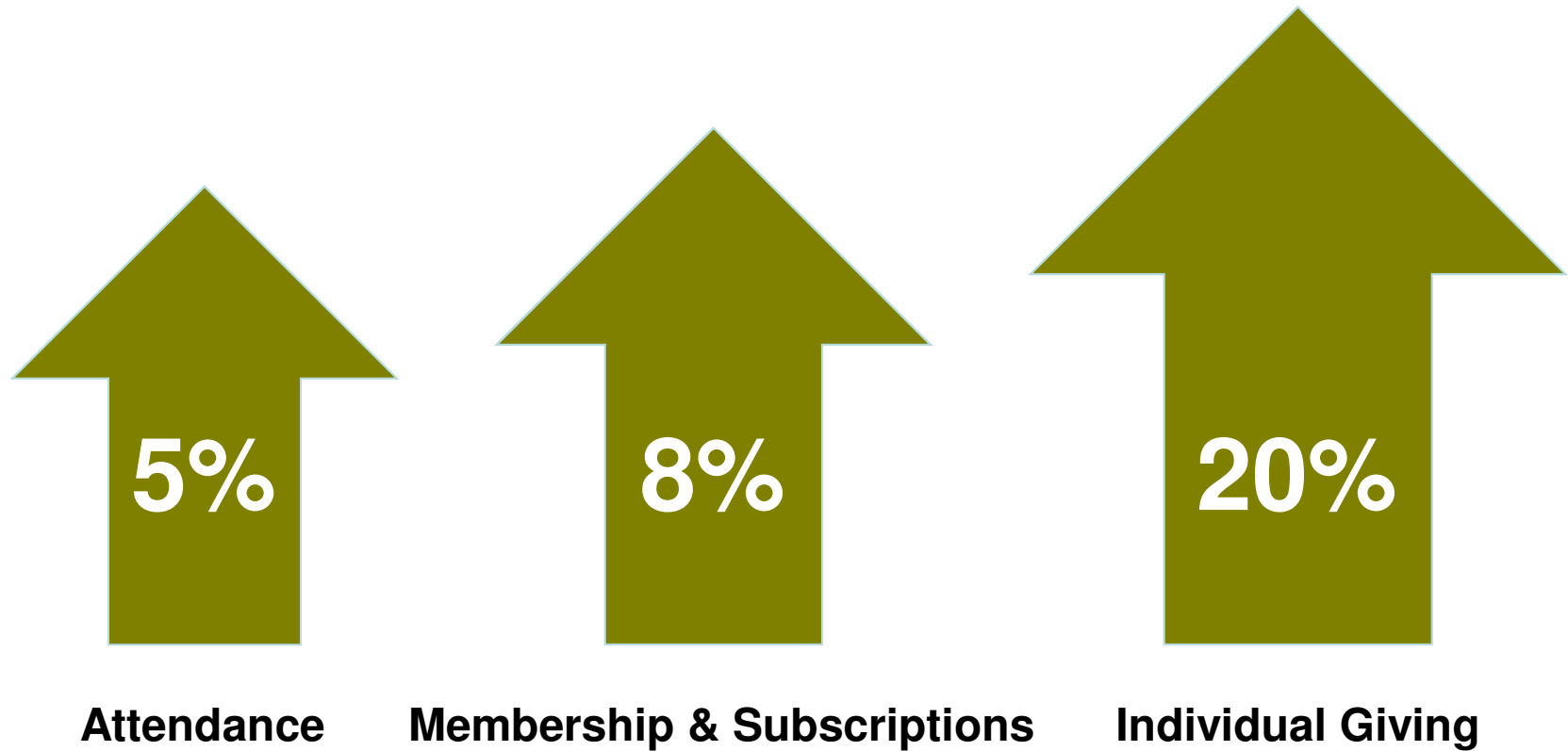


**Attendance**

# Bucking the Trend

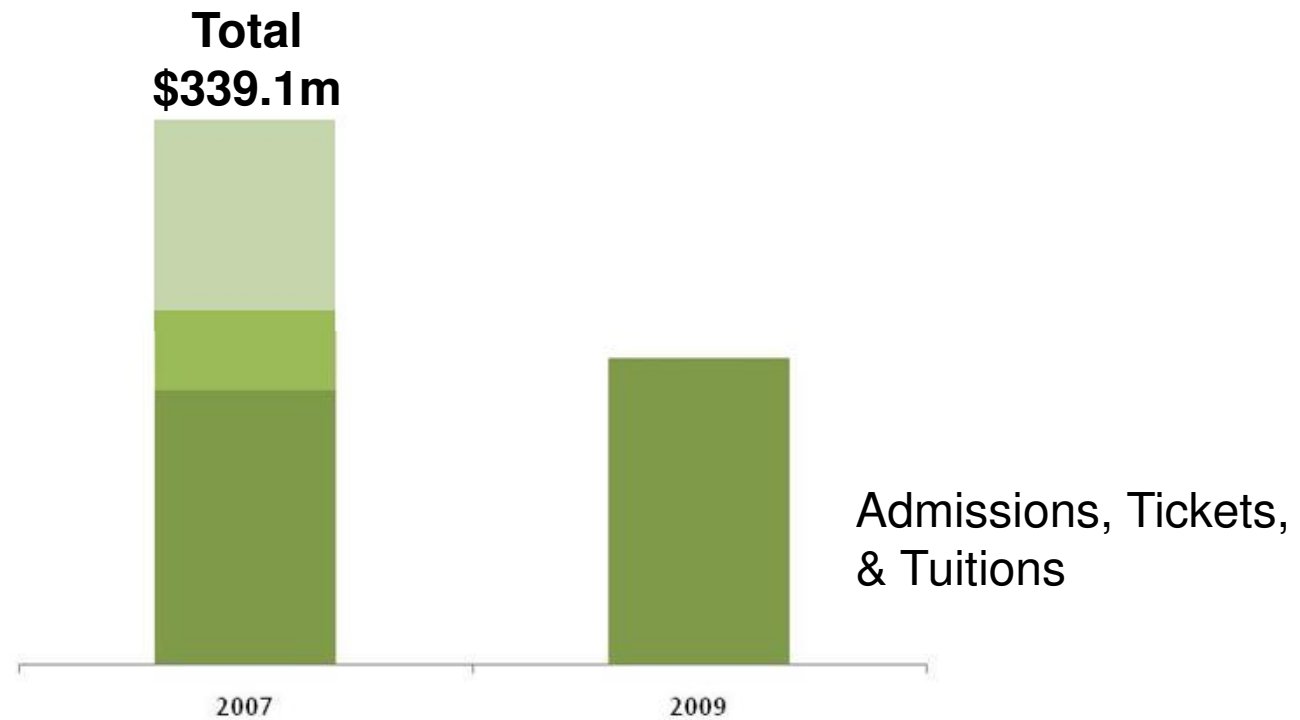


# Bucking the Trend



# Categories of Revenue from Individuals

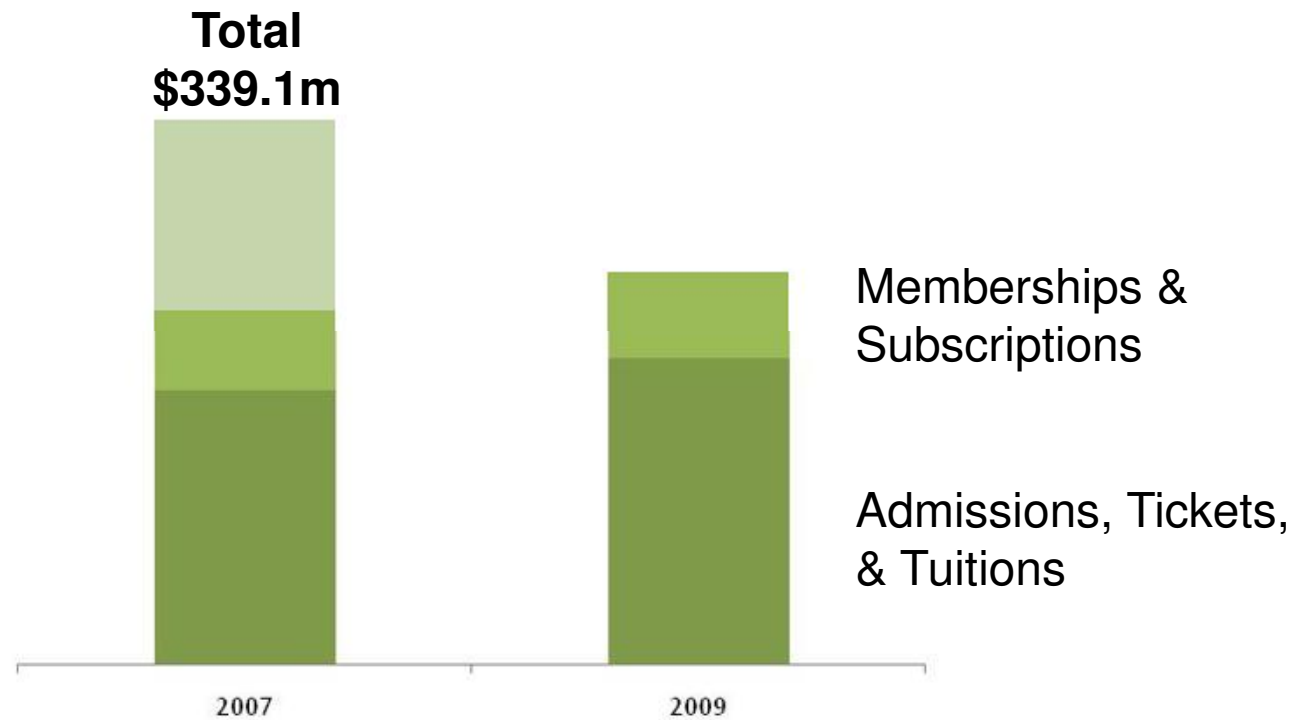
Increased \$47million





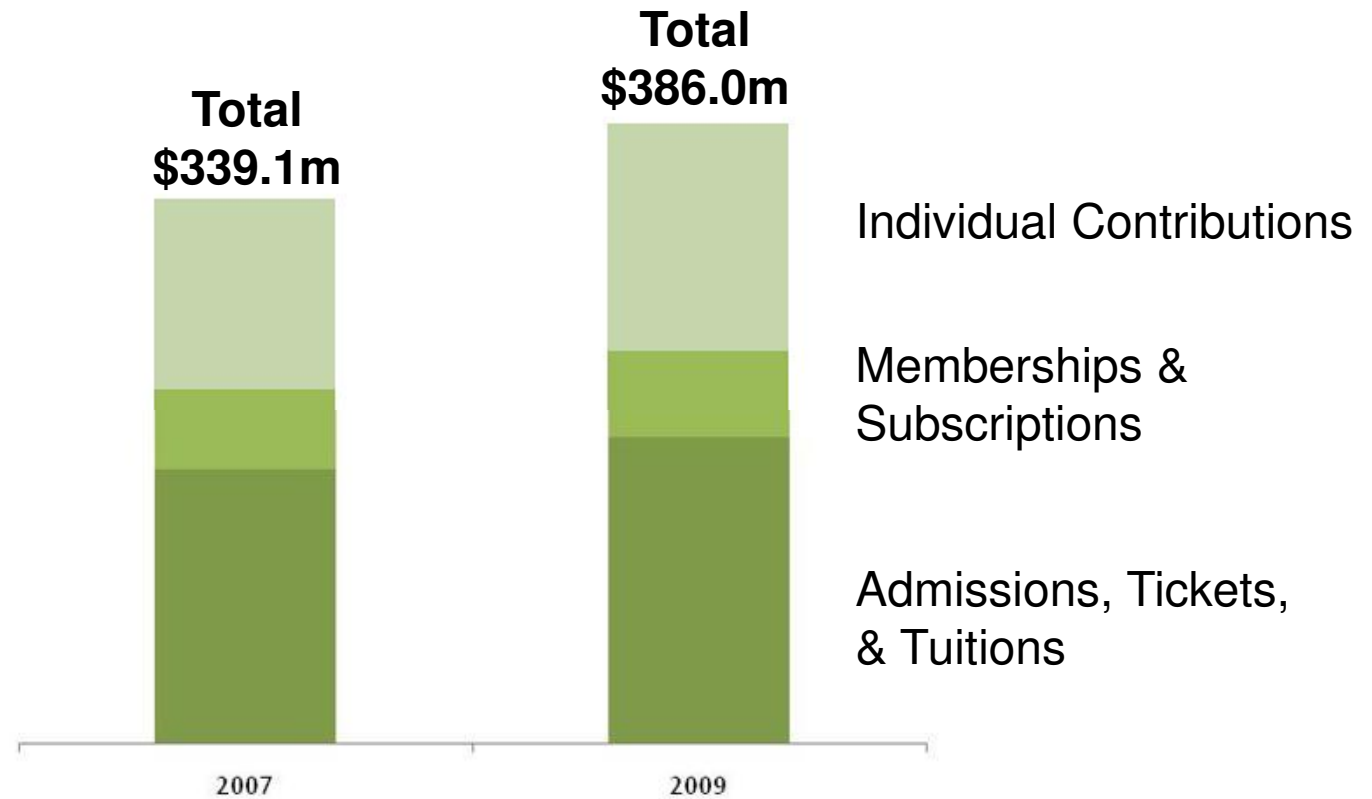
# Categories of Revenue from Individuals

Increased \$47million



# Categories of Revenue from Individuals

Increased \$47million



Total Employment at *Portfolio* organizations:  
**24,268 Positions**



# Inspirational AND Affordable

Admission Price 1/3 the Cost of Production



Median            \$15  
Admission Price

# Inspirational AND Affordable

Admission Price 1/3 the Cost of Production



Median Admission Price      \$15

Median cost of Production      \$48

# Inspirational AND Affordable

52% of Admissions are Free





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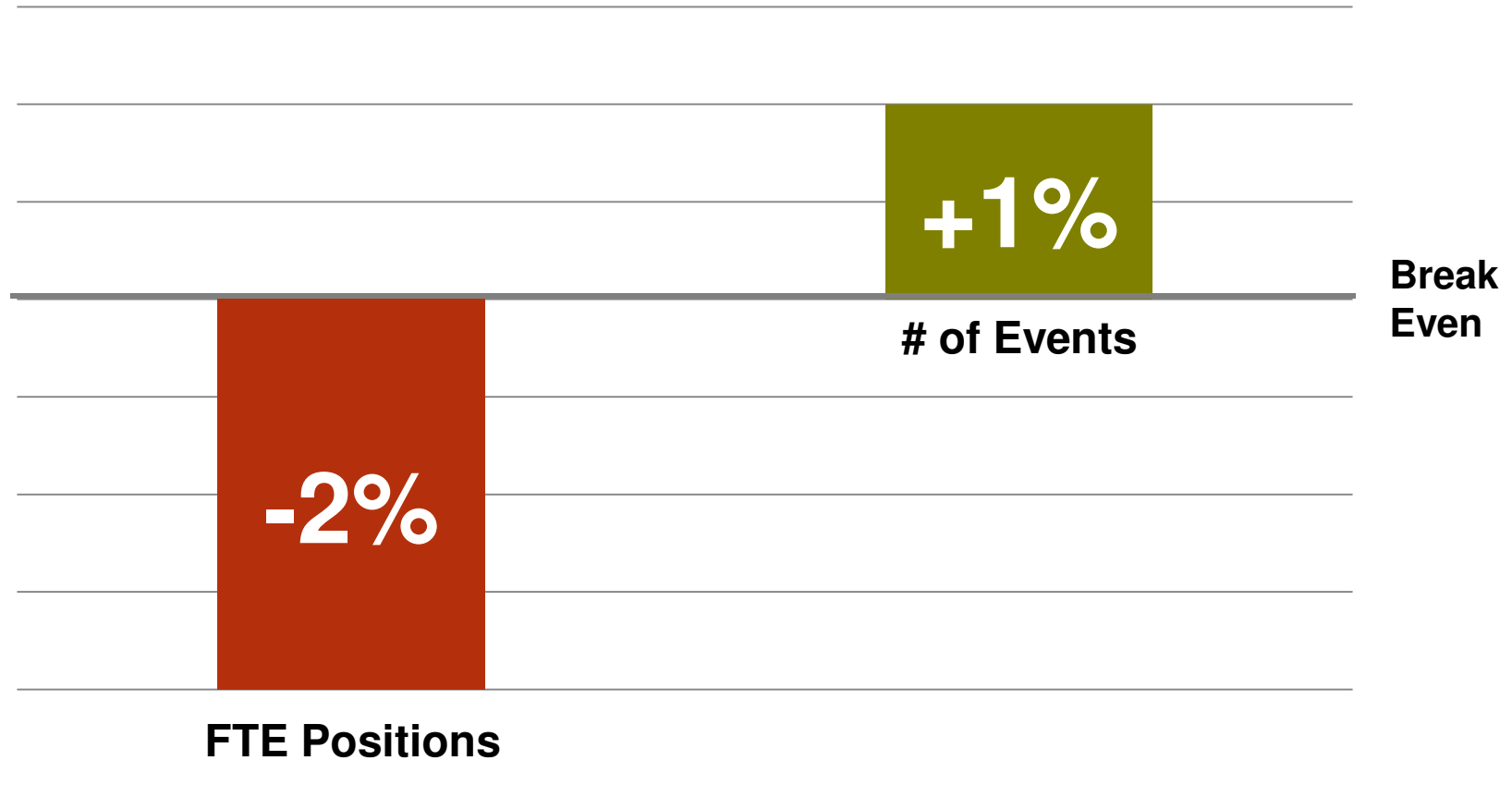
34,000 School Groups  
Visited Cultural  
Organizations

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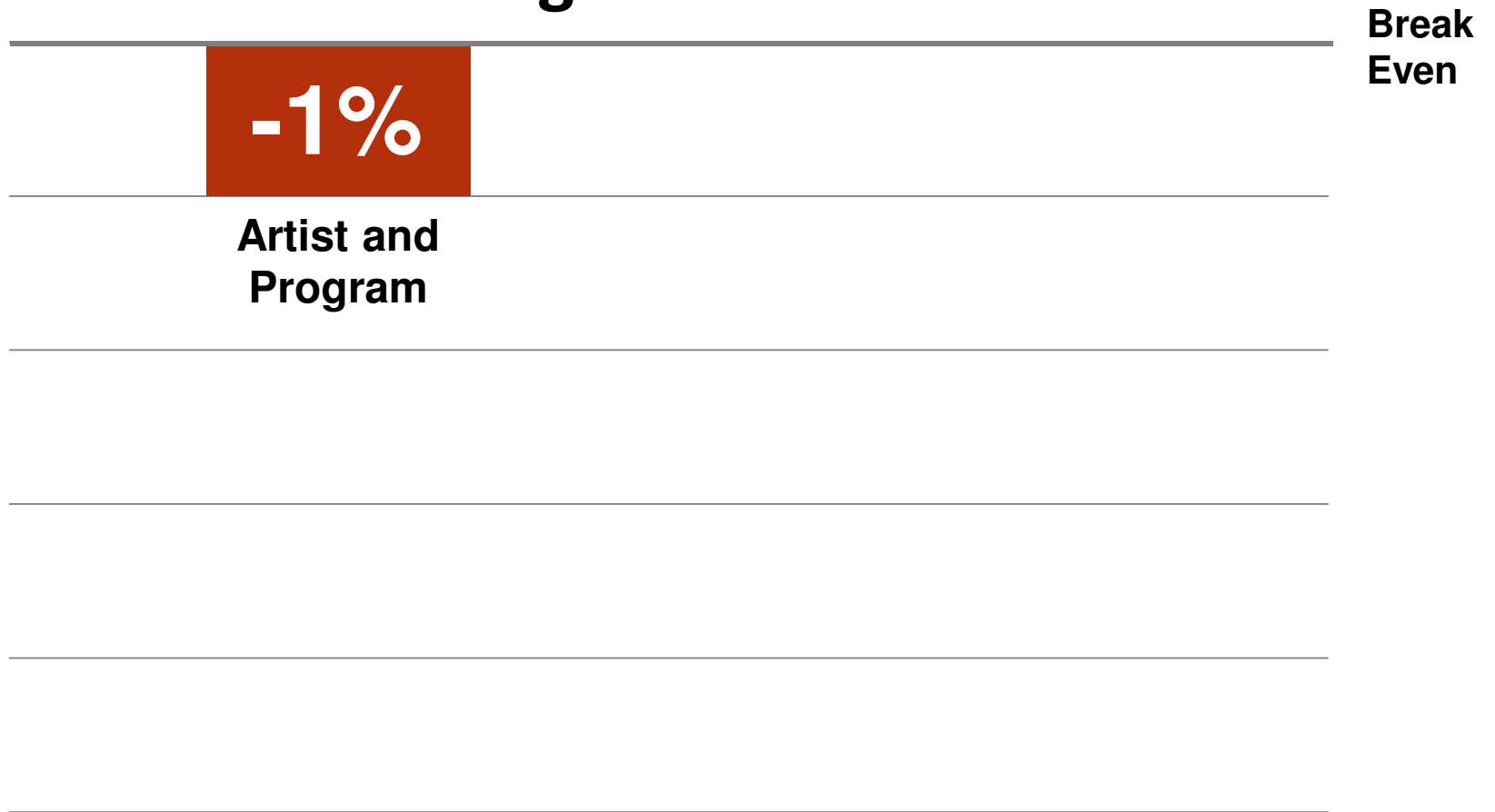
greater  
philadelphia cultural  
ALLIANCE



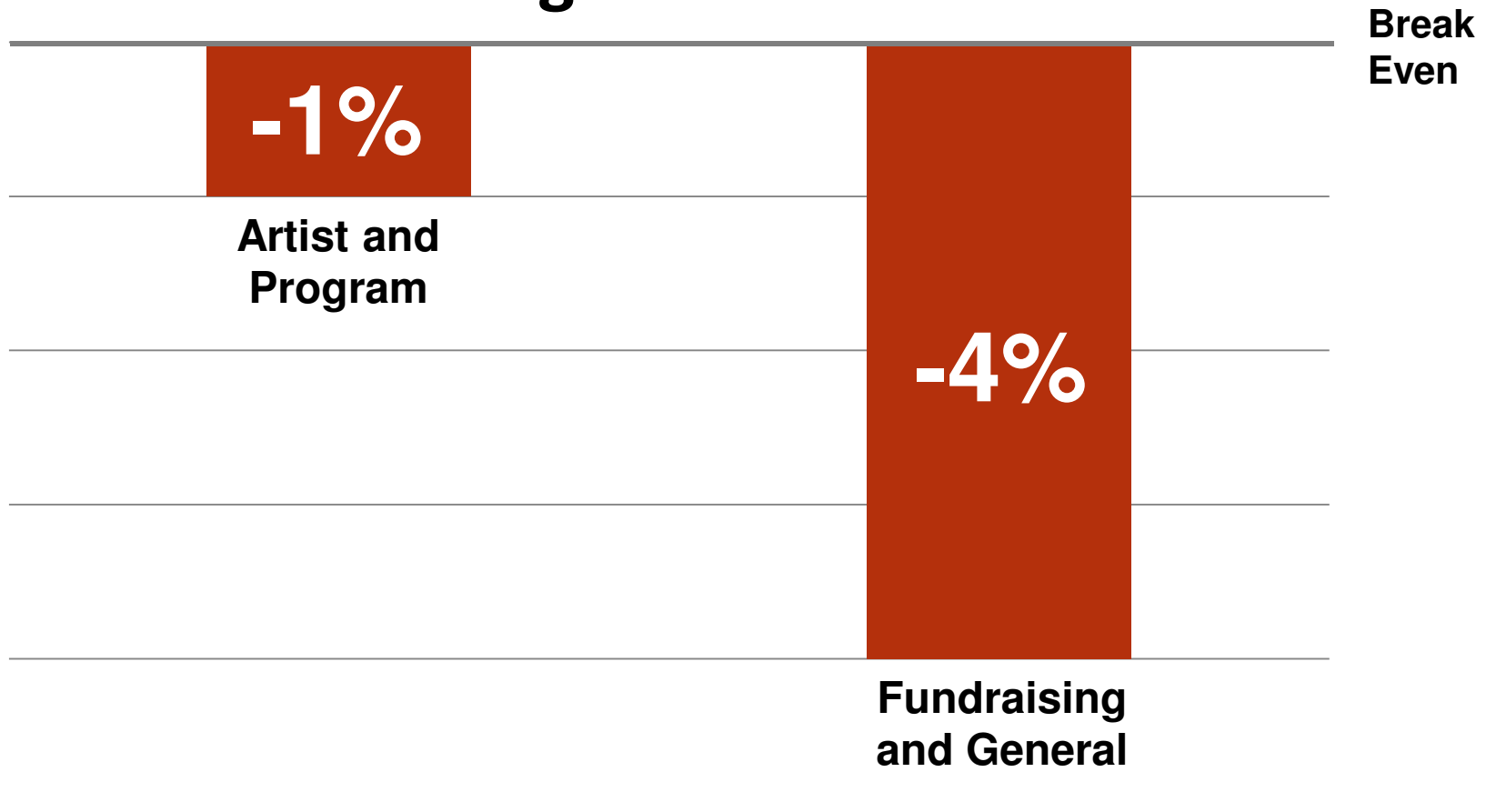
# We Worked Harder and Smarter



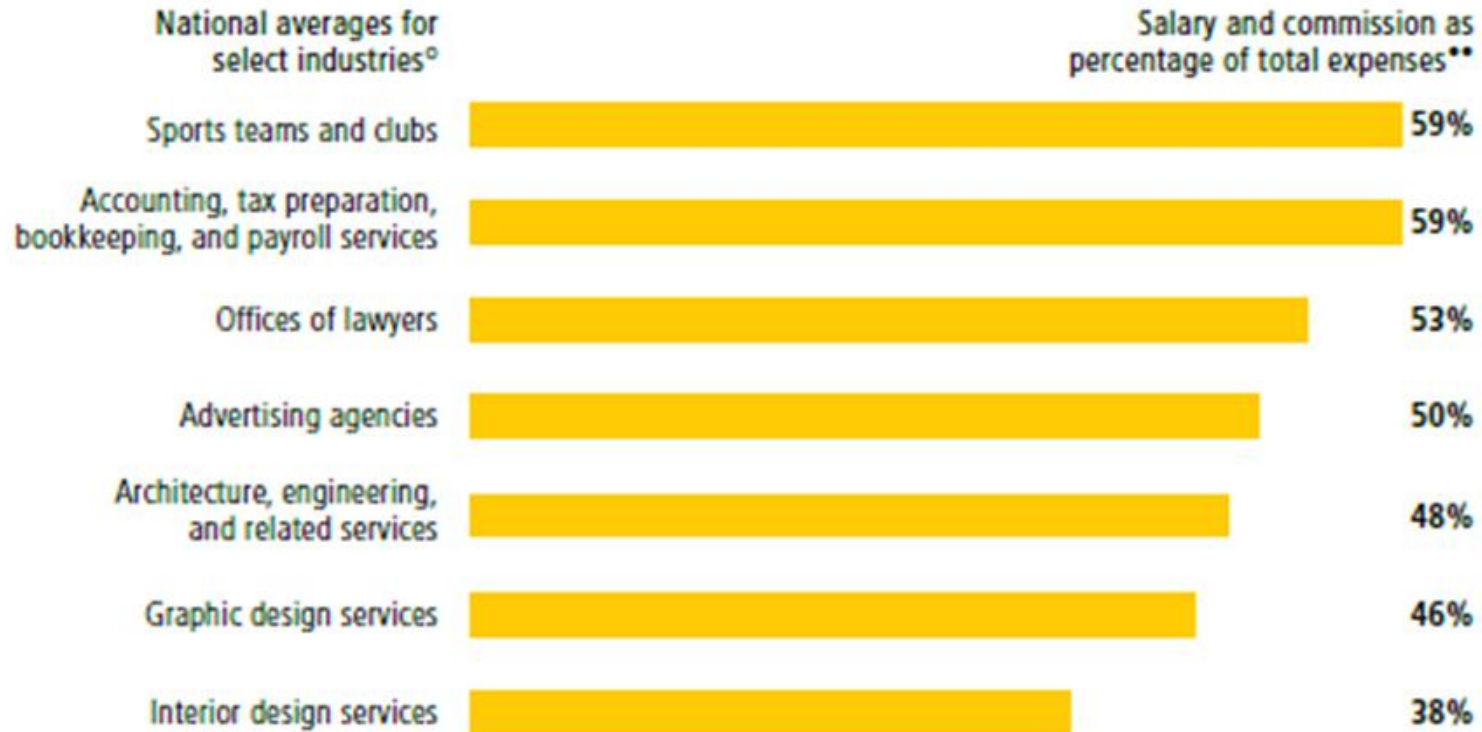
# Cuts to Administrators Deeper Than Cuts to Artistic and Programmatic Staff



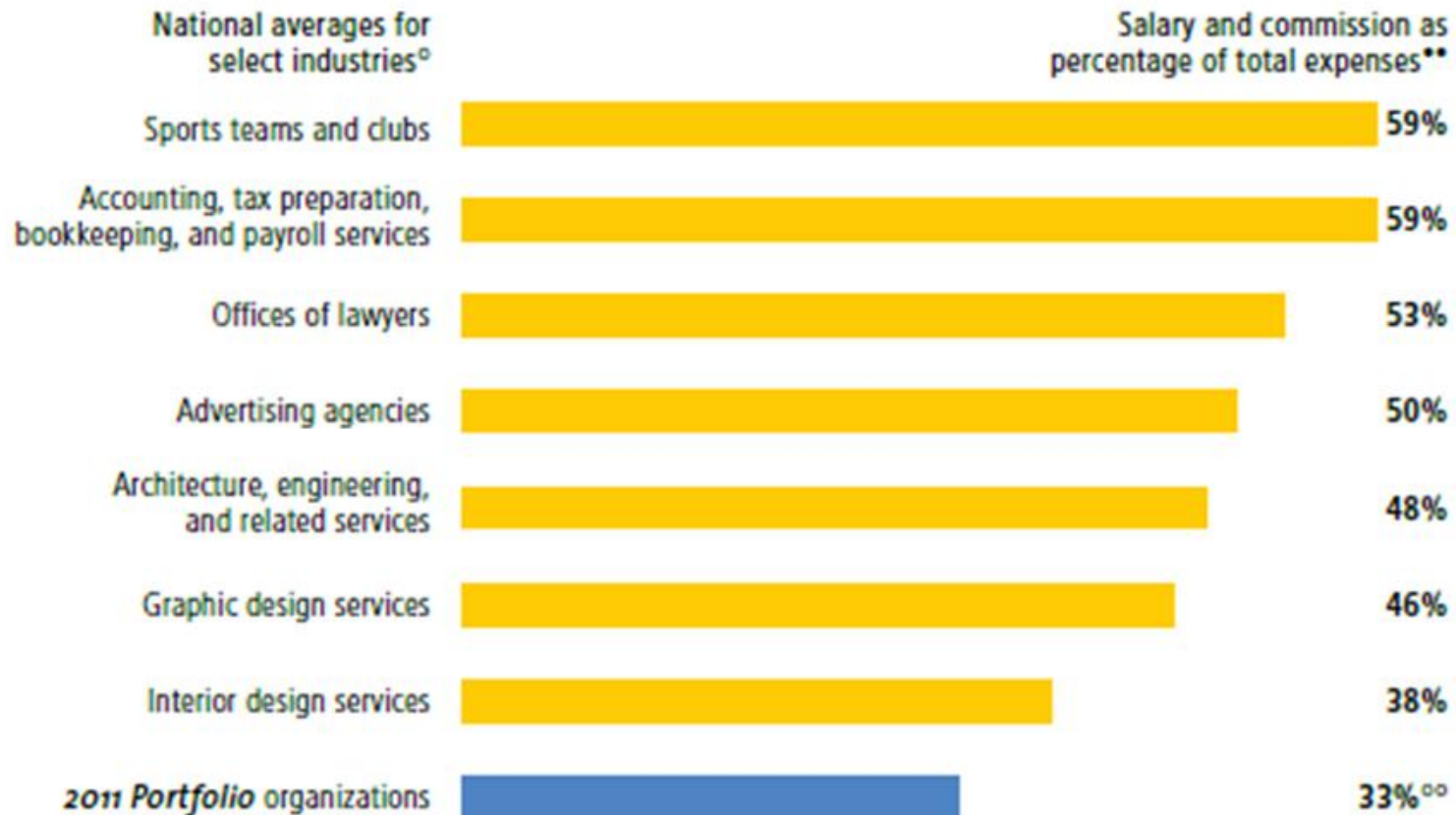
# Cuts to Administrators Deeper Than Cuts to Artistic and Programmatic Staff



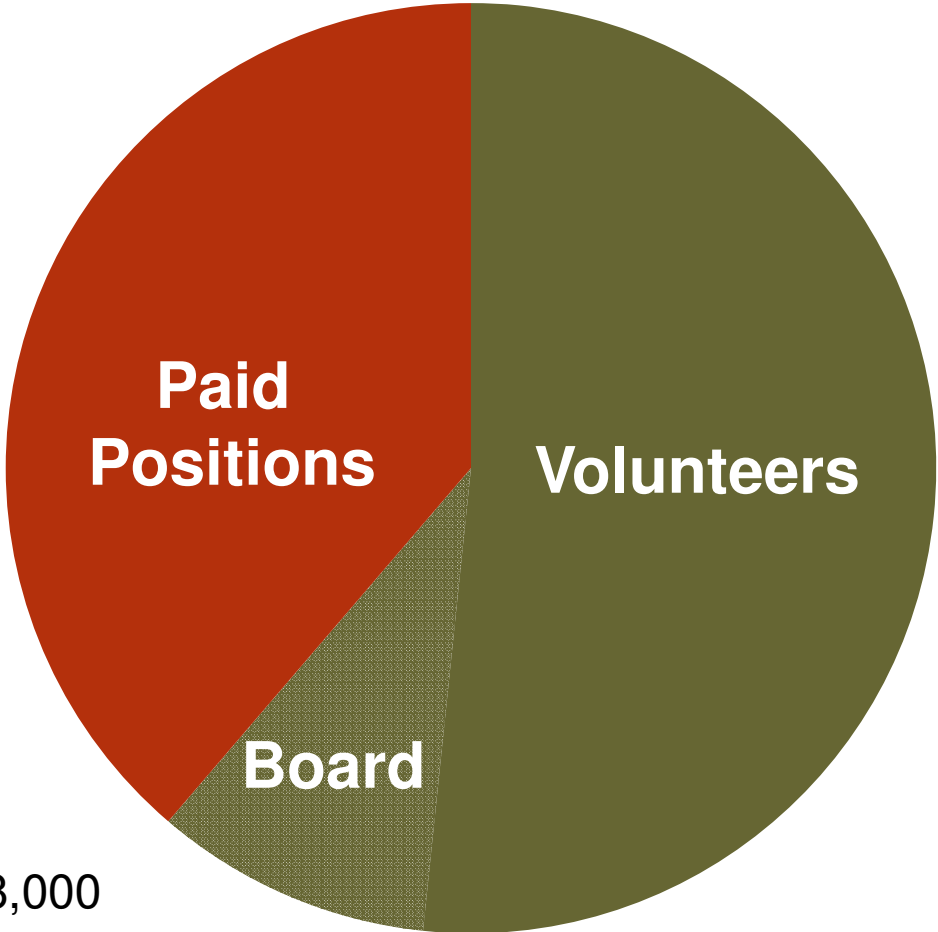
# Sector's Compensation Remained Low



# Sector's Compensation Remained Low



# Volunteer and Board Positions



Paid: 24,000

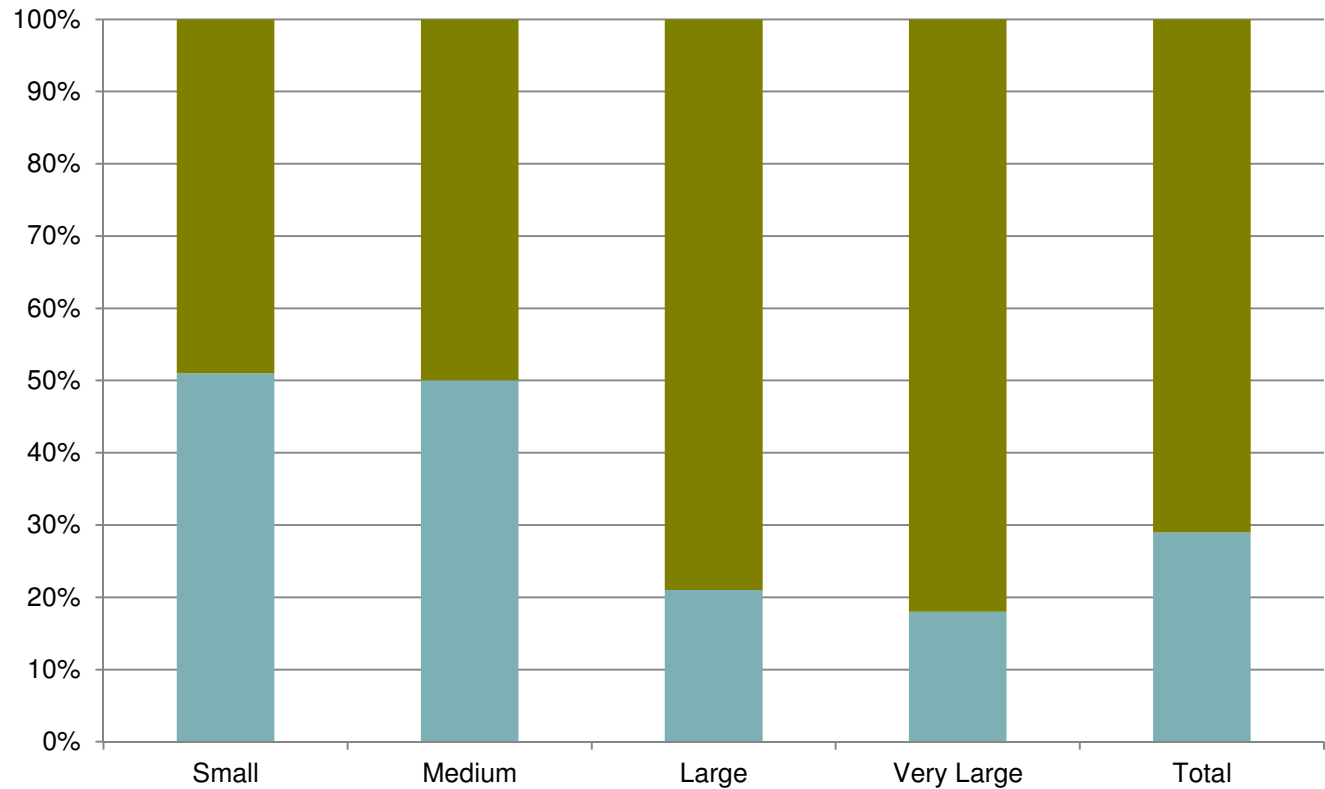


Volunteers + Board: 38,000

# Volunteers Were Essential

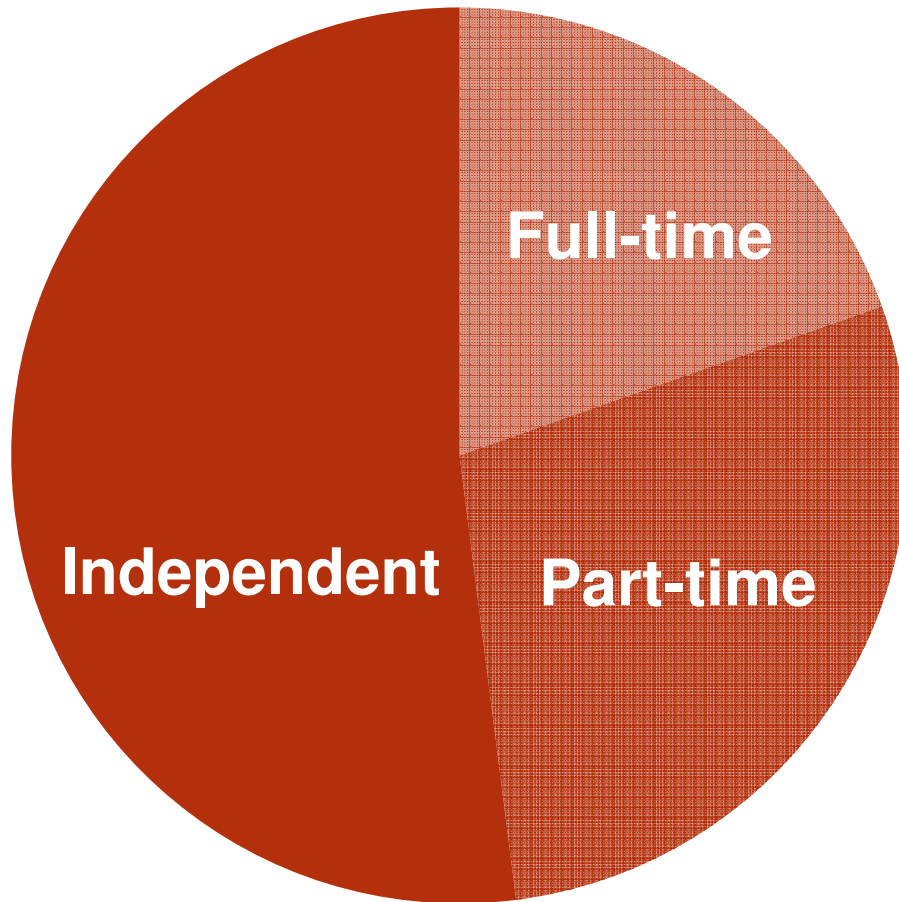
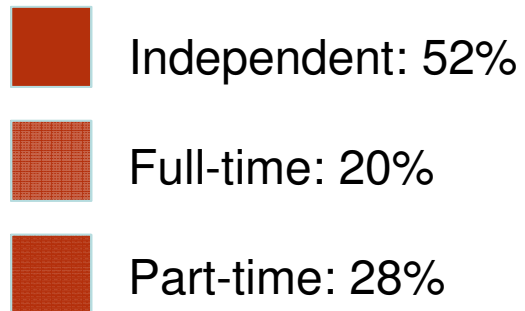
30% of all hours worked were donated.

Small orgs:  
More than 50% of hours donated.



# A Shift to Independent Contractors

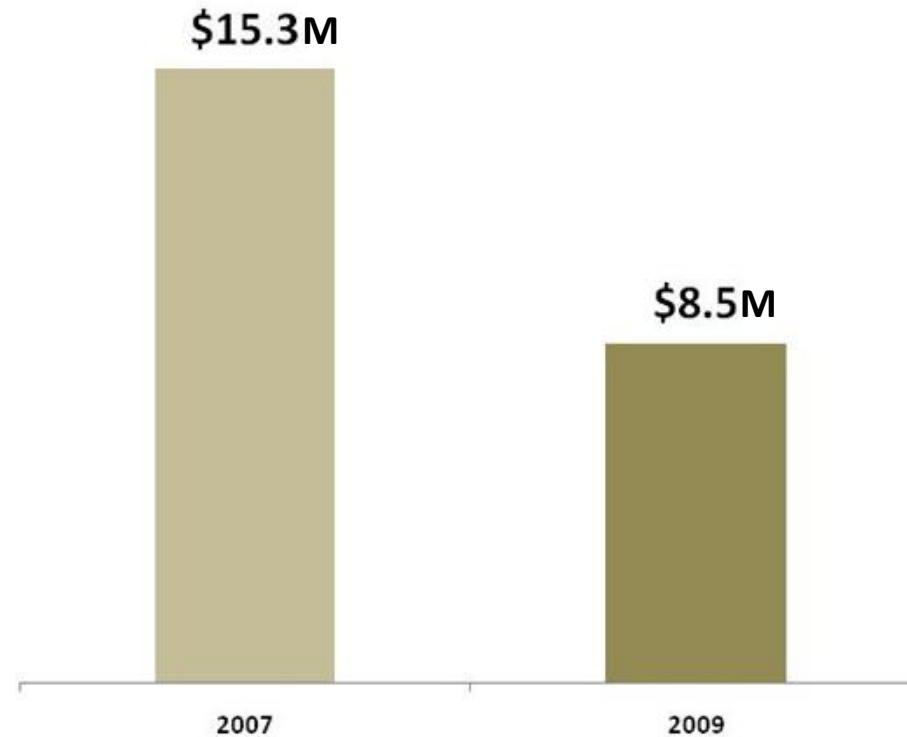
More than 50%  
employed as  
independent  
contractors.



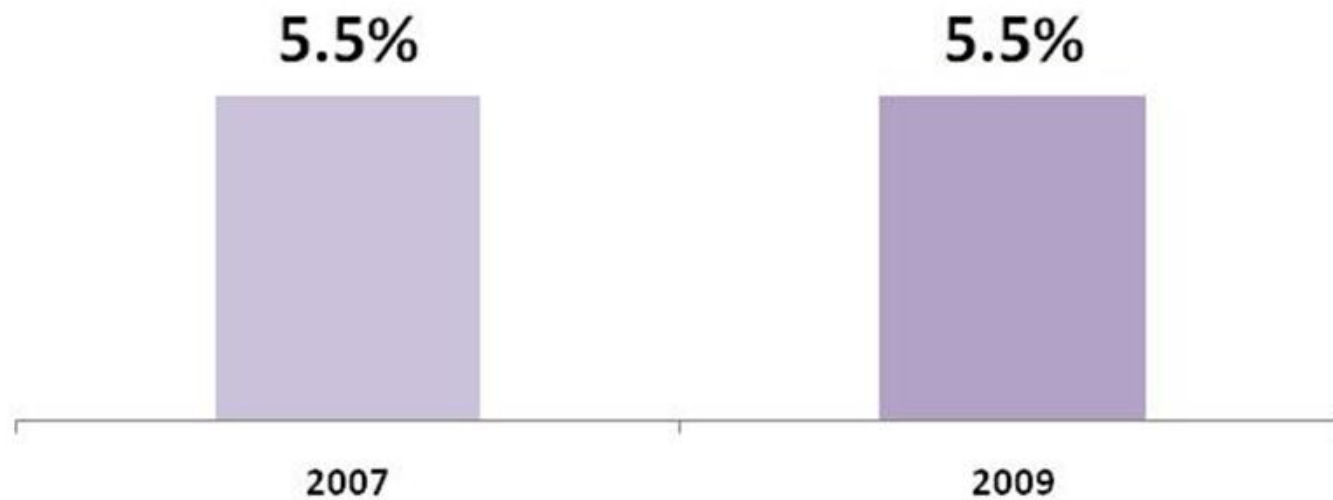


# Facilities-Related Expenses Declined 44%

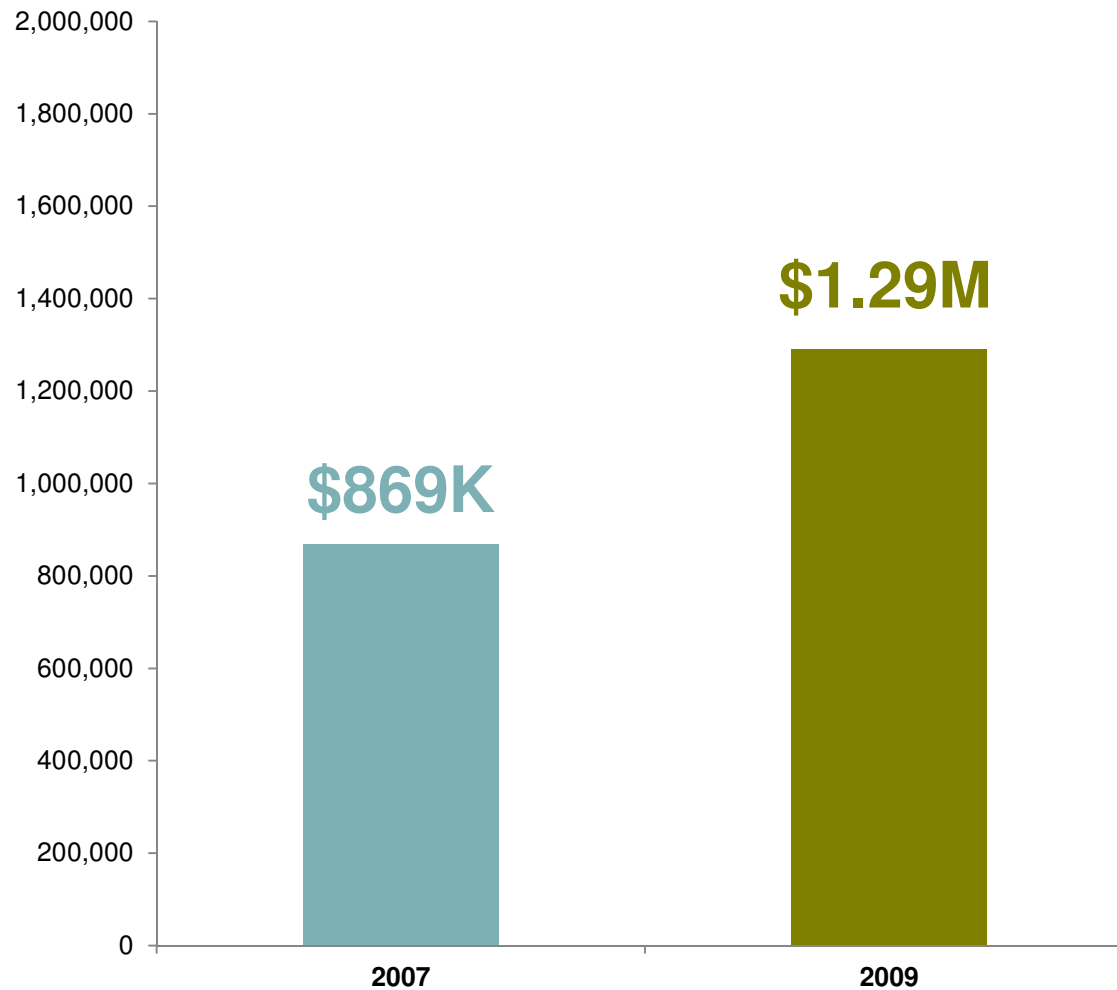
Including Major Repairs



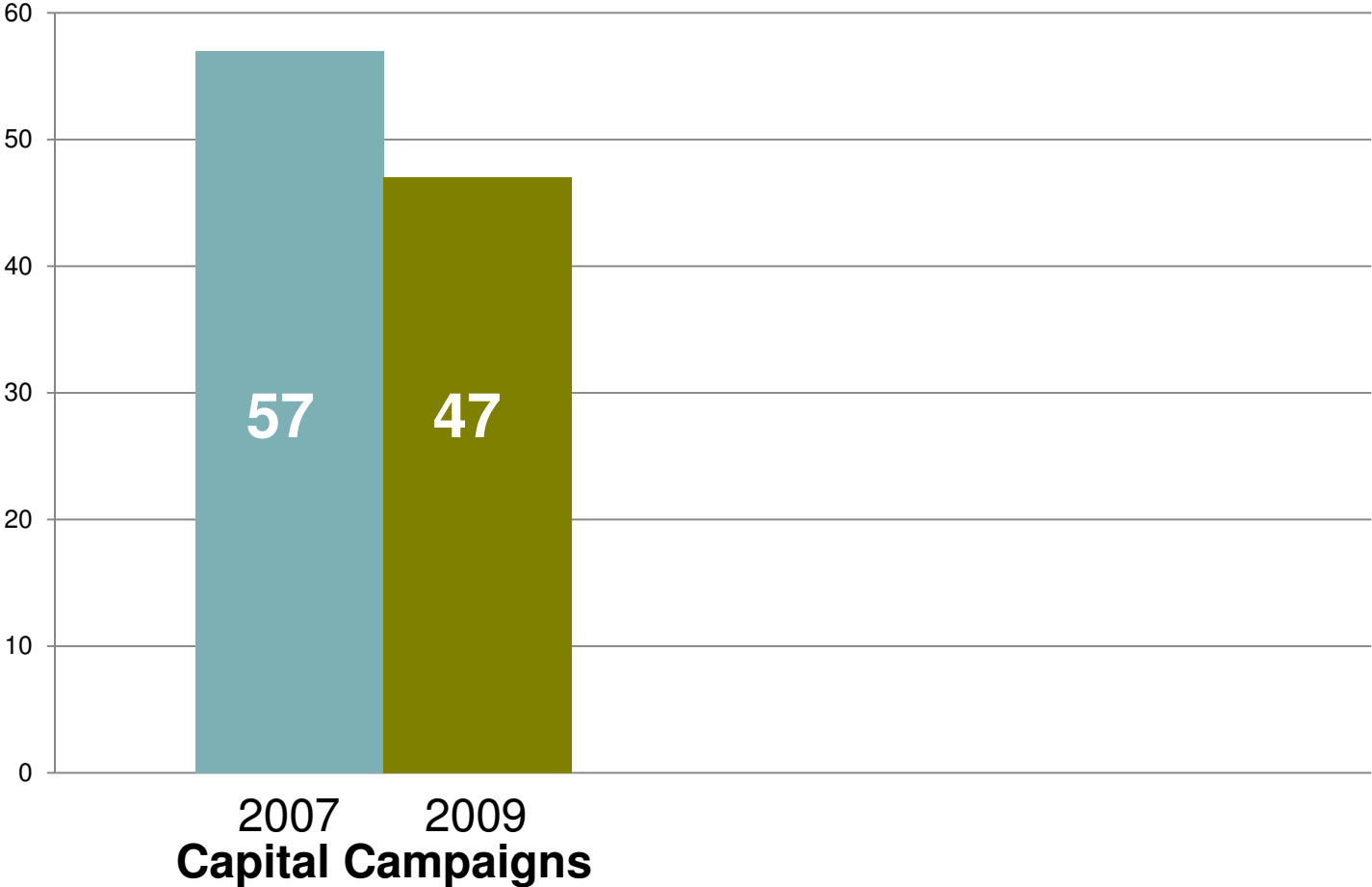
# Continued Investment in Marketing



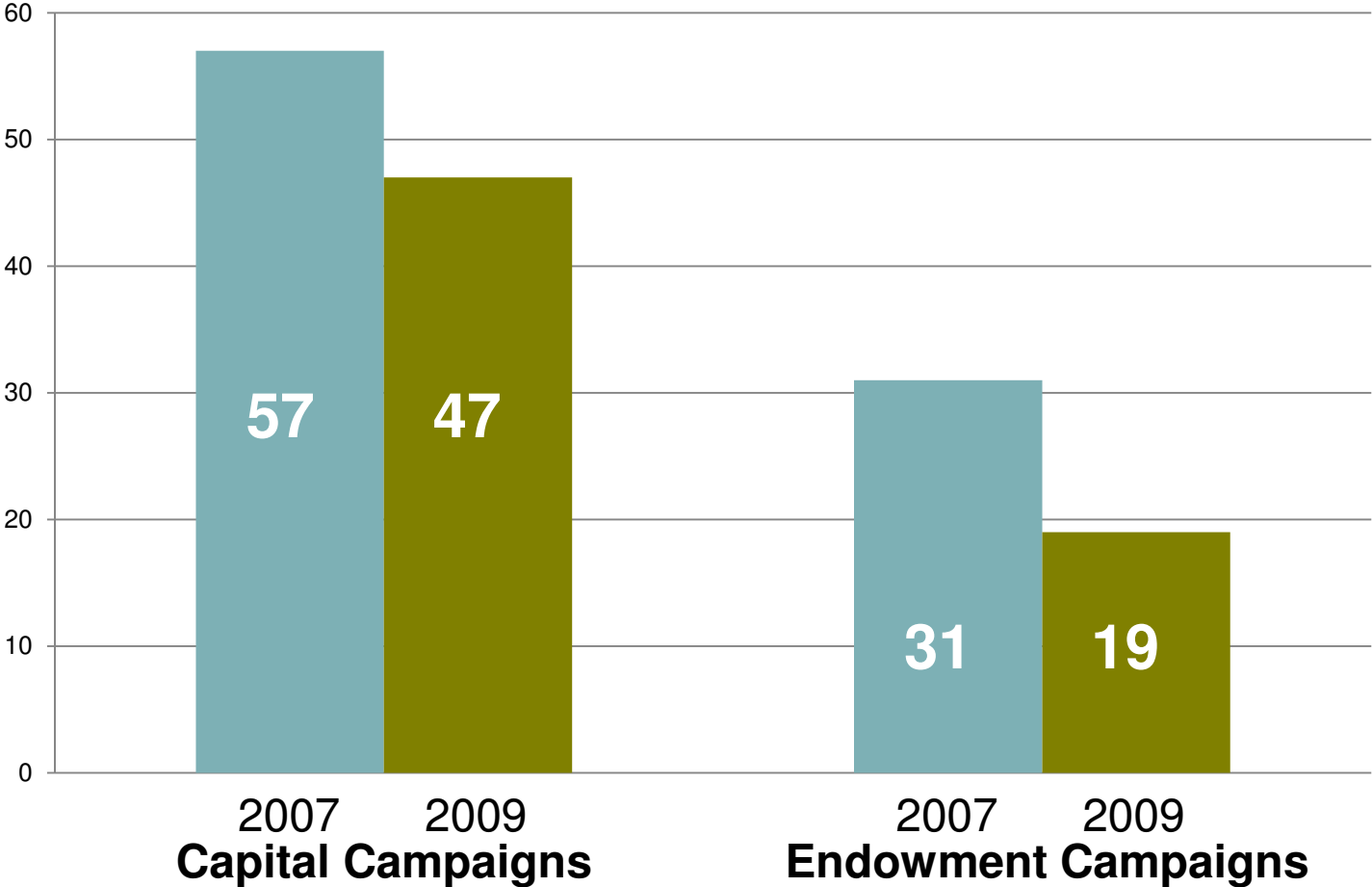
# Shift to Online Marketing



# Fundraising Campaigns 2007-2009



# Fundraising Campaigns 2007-2009



# Engage Individuals



Photo by G. Widman for GPTMC

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# Engage Individuals

- Technology

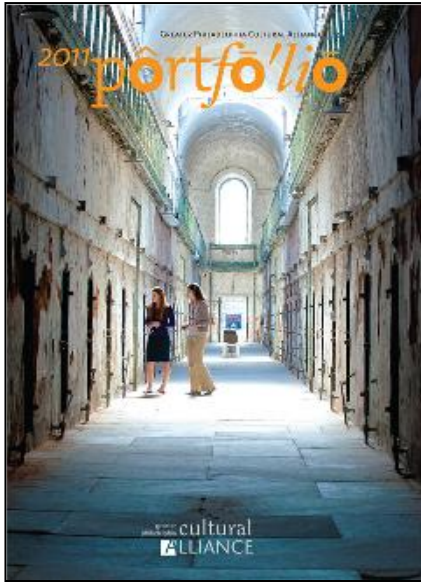


# Engage Individuals

- **Technology**
- **Relationships**

# Engage Individuals

- **Technology**
- **Relationships**
- **Personal Stories**



+



= **PROOF**

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# Engage Individuals

- **Technology**
- **Relationships**
- **Personal Stories**

# Love Thy Labor

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# Love Thy Labor

- **External Forces**

# Love Thy Labor

- **External Forces**
- **Bottom-up Planning**



# Move to New Models



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# Move to New Models

- Capitalization

# Move to New Models

- Capitalization
- Strategic Alliances

# Move to New Models

- Capitalization
- Strategic Alliances
- Funding



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Photo: Vincent J. Brown

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The *2011 Portfolio* was made possible by The Pew Charitable Trusts, PNC, and the William Penn Foundation. Additional support was provided by the Dolfinger-McMahon Foundation.



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# Greater Philadelphia Cultural Alliance

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