Organizations Participating in *Portfolio*

- **2006**: 218
- **2008**: 281 (Trend 108)
- **2011**: 405 (Trend 276)
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.

Please join me.

I support Arts & Culture.

Thank you.

email

Yes, I'd like to receive periodic issuer/announcements from the GREA PHILADELPHIA CULTURAL ALLIANCE. LET'S GROW TOGETHER.
Sector Is Operating in the Red
Operating Margin: Unrestricted Revenue vs. Expenses, Excluding Investments

2007

+2%
Sector Is Operating in the Red

Operating Margin: Unrestricted Revenue vs. Expenses, Excluding Investments

2007: +2%
2009: -9%
Expenses Are Relatively Flat

- Communications: +8%
- Physical Plant: -1%
- Artistic/Programmatic Services: +1%
- Professional Services: +6%
- Salaries and Benefits: +8%
- TOTAL: +4%

2007

2009
Contributed Income -19%
Contributed Income 2009
(Revenues)

Corporate
-$12.1M

Foundation
-$40.1M

Government
-$10.1M

Break Even
Contributed Income 2009
(Revenues)

Individual: $23.6M
Corporate: -$12.1M
Government: -$10.1M
Foundation: -$40.1M
Total Endowment and Other Investment Values
2007-2009

2007: $2.3B
2009: $1.9B
Investments Compared to Market

Trailing average return for 12 month period ending in each given month.
Earned Income
Excluding Investments/Interest

-1%
Attendance

5%
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.
195,000
IN ONE DAY
Bucking the Trend

Attendance

5%
Bucking the Trend

Attendance: 5%
Membership & Subscriptions: 8%
Bucking the Trend

Attendance 5%
Membership & Subscriptions 8%
Individual Giving 20%
Categories of Revenue from Individuals
Increased $47million

Total $339.1m

Admissions, Tickets, & Tuitions
Categories of Revenue from Individuals

Increased $47million

Total

$339.1m

Memberships & Subscriptions

Admissions, Tickets, & Tuitions

2007

2009
Categories of Revenue from Individuals

Increased $47 million

<table>
<thead>
<tr>
<th>Category</th>
<th>2007</th>
<th>2009</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Contributions</td>
<td>$339.1m</td>
<td>$386.0m</td>
<td>$386.0m</td>
</tr>
<tr>
<td>Memberships &amp; Subscriptions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions, Tickets, &amp; Tuitions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
34,000 School Groups Visited Cultural Organizations
We Worked Harder and Smarter

FTE Positions: -2%

# of Events: +1%

Break Even
<table>
<thead>
<tr>
<th>Artist and Program</th>
<th>Break Even</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1%</td>
<td></td>
</tr>
</tbody>
</table>
Cuts to Administrators Deeper Than Cuts to Artistic and Programmatic Staff

<table>
<thead>
<tr>
<th></th>
<th>Break Even</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1% Artist and Program</td>
<td></td>
</tr>
<tr>
<td>-4% Fundraising and General</td>
<td></td>
</tr>
</tbody>
</table>

2011 portfolio greaterphiladelphia cultural ALLIANCE
Sector’s Compensation Remained Low

<table>
<thead>
<tr>
<th>National averages for select industries</th>
<th>Salary and commission as percentage of total expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports teams and clubs</td>
<td>59%</td>
</tr>
<tr>
<td>Accounting, tax preparation, bookkeeping, and payroll services</td>
<td>59%</td>
</tr>
<tr>
<td>Offices of lawyers</td>
<td>53%</td>
</tr>
<tr>
<td>Advertising agencies</td>
<td>50%</td>
</tr>
<tr>
<td>Architecture, engineering, and related services</td>
<td>48%</td>
</tr>
<tr>
<td>Graphic design services</td>
<td>46%</td>
</tr>
<tr>
<td>Interior design services</td>
<td>38%</td>
</tr>
</tbody>
</table>
Sector’s Compensation Remained Low

- National averages for select industries
  - Sports teams and clubs: 59%
  - Accounting, tax preparation, bookkeeping, and payroll services: 59%
  - Offices of lawyers: 53%
  - Advertising agencies: 50%
  - Architecture, engineering, and related services: 48%
  - Graphic design services: 46%
  - Interior design services: 38%

- 2011 Portfolio organizations: 33%
Volunteer and Board Positions

- Paid Positions: 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.

- Independent: 52%
- Full-time: 20%
- Part-time: 28%
Facilities-Related Expenses Declined 44%
Including Major Repairs

- 2007: $15.3M
- 2009: $8.5M
Continued Investment in Marketing

- 2007: 5.5%
- 2009: 5.5%
Shift to Online Marketing

2007: $869K
2009: $1.29M
Fundraising Campaigns 2007-2009

2007: 57 Capital Campaigns
2009: 47 Capital Campaigns
Fundraising Campaigns 2007-2009

- **Capital Campaigns**
  - 2007: 57
  - 2009: 47

- **Endowment Campaigns**
  - 2007: 31
  - 2009: 19
Engage Individuals
Engage Individuals

• Technology
Engage Individuals

• Technology
• Relationships
Engage Individuals

- Technology
- Relationships
- Personal Stories
Engage Individuals

- Technology
- Relationships
- Personal Stories
Love Thy Labor
Love Thy Labor

- External Forces
Love Thy Labor

- External Forces
- Bottom-up Planning
Move to New Models
Move to New Models

• Capitalization
Move to New Models

• Capitalization
• Strategic Alliances
Move to New Models

- Capitalization
- Strategic Alliances
- Funding
Arts & Culture.
It’s How We GROW.
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.