On 9/16/19, the Chester County Community Foundation + Greater Phila Cultural Alliance convened a planning forum hosted by Longwood Gardens. Attended by 70 people involved with local arts and culture programs, the discussion was facilitated by Connie Carter of West Chester & Corrine Sylvia of Philadelphia.

The mission statement was developed over the past year by the Leadership Committee, led by Michael Norris of the Greater Philadelphia Cultural Alliance. During the 9/16/19 planning session, participants envisioned Idealized Design, Core Values, and Core Programs & Services.

**MISSION:**

| to elevate the profile of Chester County's arts & cultural sector by strengthening the connections local organizations have to each other and the larger community, in order to build engagement, audiences and support. |

**IDEALIZED DESIGN: Purpose, Core Values & Target Market**

- To what ends are we working? What difference do we want to make?
- What core values are key to how we operate?
- Who benefits primarily? Secondarily?

**Purpose: To what ends are we working? What difference do we want to make?**

- Know what other arts & culture organizations are doing, in order to foster partnerships, collaborate on programs & share resources
- Jointly coordinate marketing & publicity campaigns to increase audience engagement & diversity
- Enhance quality of life throughout Chester County through advancement of the arts & creative endeavors
- Establish collaborative & innovative arts & business partnerships, emphasizing that culture builds community & contributes to community economic development

**What core values are key to how we operate?**

**Inclusive & diverse**

- make the arts/culture more accessible for people to attend (cost and location)
- integrated into community to enhance quality of life
- promote all types of arts, culture & creativity, accessible to diverse array of people

**Wellness**

- art essential for health & wellness of individuals, communities & societies

**Collaborative & united**

- we lift each other up rather than compete
• we are in this together: arts & culture, for profit & nonprofit; built and natural environment, etc.
• partner/collaborate with arts alliances (such as Greater Phila Cultural Alliance), arts + business, arts + government, etc.

Collective ownership
• support the artists and emerging artists in our community, pulling from within
• galvanize arts and culture in the region
• members promote the cultural alliance & the arts overall, as well as their individual organizations

Shared resources/economies of scale
• for administrative business functions, performance space, etc.

Nimble, streamlined, accessible
• the Cultural Alliance is efficient & straightforward

Who benefits, primarily & secondarily, from this initiative?
• Arts & culture nonprofits & for-profit creative businesses, galleries & artists
• Us: arts & culture groups; no longer working in silos; honoring as a community how we can come together and honor each other’s gifts; and the artists we showcase
• Community at large: culture builds community, creativity, health, wellness & vitality
• Children & youth, especially supplementing arts in schools
• Tourism; visitors; paying attention to people who come from out of town
• Corporations/businesses: more likely to relocate to areas with higher satisfaction of living; economic growth, quality of life; quality of place

GOAL AREAS:
GOAL AREA 1: MEMBERSHIP COMMUNICATIONS/AUDIENCE DEVELOPMENT
GOAL AREA 2: AUDIENCE DEVELOPMENT: cross marketing
GOAL AREA 3: REGIONAL RESOURCES/INFRASTRUCTURE
GOAL AREA 4: COALITION/ALLIANCE WORK SESSIONS FOR MEMBERS
Future Goal Area: ARTS & CULTURE MARKETING GRANTS
Future Goal Area: STRENGTHEN BUSINESS/ARTS PARTNERSHIP
### Audience Development:

What can we do to help arts & culture organizations attract & engage audiences and supporters?

**GOAL AREA 1: MEMBERSHIP COMMUNICATIONS/AUDIENCE DEVELOPMENT**

#### #1: CACC Web site, which includes:

a. an interactive calendar that lists all arts & culture events so that audiences can easily find out what’s going on and attend more; exceptionally easy to use on mobile phones (in lieu of mobile app)
   - ChesCo template of Philly Fun Guide [https://phillyfunguide.com/](https://phillyfunguide.com/), to partner with GBCA and use the regional arts-specific technology design that already exists and works well for Philly
   - data feed to CCCVB [https://www.brandywinevalley.com/](https://www.brandywinevalley.com/)
   - data feed to ChesCo media outlets: newspaper listings, magazine listings...
   - Cultural Calendar highlights emailed weekly

b. list of CCCC member organizations, sponsors, & donors with links to own websites.

c. resources for CCCC members
   - job listings
   - space inventory

d. calendar of coalition/alliance events for CACC members (see #4 below)

#### #2: Membership fees; sponsor & donor contributions appeal

- Fundraising model: 100 women who care x $100 each = $10K
- Botanical Gardens Assoc pays modest dues, which go toward joint marketing projects

#### #3: Logo: that arts groups can use on website that indicates dedication to boosting local arts
GOAL AREA 2: AUDIENCE DEVELOPMENT: cross marketing

#1: Ad swapping: place ads from other arts groups in our programs/ad exchange

#2: Culture Pass/BOGO
- create/suggest collaborative local itineraries. (ie: if you attend the theatre, how about visiting this art gallery first, then this restaurant; make a day of it)

#3: Sharing stories
- collaborative video of variety of arts and culture orgs to tell our story
- digital and interactive stories from people who are touched by art

#4: County-wide arts contests: to increase attention. ChesCo Photo contest? ChesCo faces contest?

#5: Arts & culture trails: start with trail, develop maps & map apps; CCCVB promote; then implement trail; then tours & events. Ultimate would be an Interactive map app, not just showing where venues are; but shows & performances. Trail ideas:
  - Art galleries
  - Ceramic arts
  - Jewelry arts
  - Watercolor arts
  - Museums
  - Historic sites
  - Kids arts trail
  - Seniors arts trail
  - Steel Industry trail
  - History Trail
  - African American arts & culture trail
  - LGTB arts trail
  - Civil rights trail
  - Underground Railroad trail
  - Women’s arts
  - Wheelchair accessible arts culture trail
  - History lecture tour/history story tour with phone badges/icons a la West Chester Town talks & walks: Chester County planning commission, summer

#5a: ChesCo Planning Commission: working on interactive map of historic sites open to the public. Follow up with Karen Marshall, ChesCo Preservation Officer, who organizes the Town Tours and Village Walks Program. Explore the Atlas Program http://chescoplanning.org/hisresources/atlas.cfm

GOAL AREA 3: REGIONAL RESOURCES/INFRASTRUCTURE

#1: Job listings


#3: List sharing: with permission, audience emails in centralized shared arts/culture list

#4: Box office administration: shared app?

#5: Back office administration: facilities management, accounting, insurance, etc.
GOAL AREA 4: COALITION/ALLIANCE EVENTS FOR MEMBERS

#1: Panels/Learning from Each Other Sessions/Community Conversations

a. **What’s Up?** Informal meetings to share info on how each organization wants to collaborate, so that those with similar needs/form of desired collaboration can work together

b. **Arts/Nonprofit Management Workshops:** calendar of offerings by CCCF, GPCA, Chambers of Commerce, etc.
   - strategic planning
   - fundraising
   - board development
   - marketing & public relations

c. **Marketing the Arts:** ChesCo Arts & Culture Customized: Learning from Each Other, Panels, Workshops
   - marketing on a shoestring
   - media panelists: newspaper, magazines
   - social media, analytics, tracking, impact
   - attracting young professionals: young friends programs, 30 under 30, mentorship/internship opportunities

d. **Community & Economic Development:** What’s up? What’s ahead? How can arts & culture help? Get more involved?
   - Main Street Managers Panel
   - ChesCo Economic Development Council update
   - ChesCo Planning Commission
   - ChesCo Commissioners update

Future Goal Area: **ARTS & CULTURE MARKETING GRANTS**
- Marketing the Arts/Audience Development grants

Future Goal Area: **STRENGTHEN BUSINESS/ARTS PARTNERSHIP**
- Reaching into corporations, audiences, awareness, funding
- Business Volunteers for the Arts/ChesCo

Future Goal Area: **ARTS & CULTURE RESEARCH**
- Economic impact figures on local, regional and national arts & culture consumption
- Arts education data collection/research
- Discuss: Richard Florida’s book **Creative Communities: The Rise of the Creative Class**

Future Goal Area: **STRENGTHEN ARTS/CULTURE ADVOCACY**
- Make the case to politicians to support arts & culture more deeply & broadly, with policy & $
   - Mayors
   - Commissioners
   - State Representatives
   - State Senators
   - U.S. Representatives
   - U.S. Senators
CULTURAL ALLIANCE
OF CHESTER COUNTY
Culture Builds Community!

Arts & Culture Leadership Committee Members
Emily Simmons, Development Director, Association for the Colonial theatre,
Heather Reiffer, Historic Sugartown
Jan Michener, Executive Director, Arts Holding Hands & Hearts
Jane Moss, Director of Development, People’s Light & Theatre Co.
Lauren Gilmore, Manager of Membership & Admin, Greater Philadelphia Cultural Alliance, Liaison
Stephenie Stevens, Outreach Officer, Chester County Community Foundation, Program Facilitator, steph@chescocf.org
Wendy Kershner, Executive Director, Chester County Art Association

Arts & Culture Advisory Council Members (advisors, champions, advocates, connectors)
Claire Murray, Main Street Manager, Historic Kennett Square
Hon. Carolyn Comitta, PA State Representative
Hon. Leon Spencer, Former Mayor, Kennett Square; Co-Founder, Pro Musica Studio
Hon. Michelle Kichline, Chair, Chester County Commissioners
Hon. Peter Urscheler, Mayor, Phoenixville
Karen Simmons, President/CEO, Chester County Community Foundation, karen@chescocf.org
Lynn Erskine, CFA, CFP, Senior Financial Advisor, Vanguard
Malcolm Johnstone, Executive Director, West Chester Business Improvement District
Nina Kelly, Director of Marketing, Chester County Conference & Visitors Bureau
MaryBeth DiVincenzo, Chester County Economic Development Council
Marnie Conley, Vice President Marketing & Communications, Longwood Gardens

Cultural Alliance Mission:
to elevate the profile of Chester County’s arts & cultural organizations
by strengthening the connections
local organizations have to each other and to the larger community
AGENDA

3:30 Meet & Greet/Networking & Refreshments

4:00 Welcome, Introductions, Agenda Review
Facilitated by Connie Carter, CFRE & Corrine Sylvia, CFRE (https://www.sylviacarter.com/)

4:10 Coalition Mission:
- to elevate the profile of Chester County’s arts & cultural sector
- by strengthening the connections local organizations have to each other and the larger community,
  in order to build engagement, audiences and support.

4:15 Idealized Design: Core Values, Purpose & Target Market
- To what ends are we working? What difference do we want to make?
- What core values are key to how we operate?
- Who benefits primarily? Secondarily?

4:30 Audience Development Table Discussions: Record on easel paper
What can the Cultural Coalition do to help arts & culture organizations attract & engage audiences and supporters?
Examples to get you started:
- **Web site**, which includes an **interactive calendar** that lists all arts & culture events so that audiences can easily find out what’s going on and attend more
  - ChesCo template of Philly Fun Guide https://phillyfunguide.com/
  - CCCVB https://www.brandywinevalley.com/
- **Space inventory**: performances & rehearsals
  - https://philly.spacefinder.org/
- Arts & culture **trail maps/events**
- Meetings w/Main Street Managers, community economic developers/arts spaces, media, politicians…
- Joint **marketing** ideas…

5:15 Report Table Discussions to Full Group

5:30 Overall ChesCo Cultural Coalition Initiatives
- Based on what we’ve discussed today, what do we need to accomplish to feel successful?
  - Which are short term? Longer term?

5:45 Depart by 6, as Longwood Gardens closes
Mission:
to elevate the profile of Chester County’s arts & cultural sector
by strengthening the connections local organizations have to each other and the larger community,
in order to build engagement, audiences and support.

Idealized Design: Core Values, Purpose & Target Market
- To what ends are we working? What difference do we want to make?
- What core values are key to how we operate?
- Who benefits primarily? Secondarily?

IDEALIZED DESIGN: TO WHAT ENDS ARE WE WORKING: WHAT DIFFERENCE DO WE WANT TO MAKE?
Better knowledge of what other orgs are doing
Build a research base; data
Free stuff: I want free rooms to rehearse in; directory of paid and free spaces
Shared resources; cheaper resources;
Calendar of events for Everybody, so we know who’s doing what
Know how each or ganization wants to collaborate, so that like organizations with the same needs/form of desired collaboration can work together
Continuity; perhaps more small events, so that people can talk; shared agendas
Some agreed upon values on what difference we are making, so that as a result of our participation, how does the community change/benefit
To have more people engaged: larger numbers, more diverse audiences
Enhanced awareness in the business & corporate community about the value of arts & culture
Shared resources: mentorship program, esp. for younger professionals when passing baton
Education in the school system; addressing the lack of arts curriculum in the schools
Explorer post: career opportunities, and helping students/volunteers grow into careers
Joint marketing & publicity
Economic impact: arts/culture brings/drives people into the region, into the towns
Job bank
Collaborate with GPCA
Willingness for everyone to promote the cultural alliance & the arts overall, as well as their individual organization...use cultural alliance logo as membership logo
Sustainability long term
Economy of scale: esp for administrative business functions/structures: such as bookkeeping,
What the arts do to encourage creative thinking
Integrated into community to enhance quality of life

CORE VALUES:
Inclusivity: making the arts/culture more accessible for people to attend; cost and location; underserved areas served
Embracing diversity
Supporting the artists and emerging artists in our community, pulling from within and outside
Local artists
Collaboration, where we lift each other up rather than compete
Growth: as population expands, how do we reach newcomers
Wellness: art promoting health and wellness
Presenting ourselves as a united front: arts, culture, for profit arts & culture, built and natural environment
Collective ownership: galvanize arts and culture in the region
Nimble, streamlined: we do work at our own institution, serve with other orgs; how to do it without burning people out

WHO BENEFITS PRIMARILY & SECONDARILY, from this initiative?
Community at large
Children
Us; arts & culture groups; no longer working in silos; honoring as a community how we can come together and honor each others gifts
tourism
Visitors; paying attention to people who come from out of town
Corporations, are more likely to relocate to areas with higher satisfaction of living; hiring and relocation; economic growth, quality of life; quality of place
Benefit artists we showcase
For profit art galleries, artists

WHAT BENEFITS:
Landscapes, buildings, built environment
Spaces are used focused on artists, increase awareness, resources going back into them

Audience Development Table Discussions: Record on easel paper
What can the Cultural Coalition do to help arts & culture organizations attract & engage audiences and supporters?
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- **Space inventory**: performances & rehearsals
  - [https://philly.spacefinder.org/](https://philly.spacefinder.org/)

- **Arts & culture trail maps/events**
- **Meetings w/Main Street Managers, community economic developers/arts spaces, media, politicians...**
- **Joint marketing ideas...**

**ACTIVITIES: BREAKOUT REPORTS**

**Cross marketing**
Ad swapping: ads from other arts groups in ours
Initiative logo: something that says dedication to excellence
Economic impact research; to draw support
Advocacy:
Young professionals options: young friends programs with philadelphia orchestra, 30 under 30;
Infrastructure resources
United voice, working together to be equally strong orgs
Storytelling: collaborative video of variety of arts and culture orgs to tell our story

**Sharing stories; digital and interactive means from people who were touched by art**
Website: interactive, list organizations with link to own orgs
Publicity, marketing, how to do cohesively with a message that meets audiences where they are
Touching newcomers in region and get engaged in art so
Talking with politicians to support arts and culture more broadly
Countwide arts contest to grab attention
Training: board development, administrative activities
Inspiring people about arts & culture
Reaching into corporations, for audiences, awareness, funding
Pr/Communication/Funding
Board members: how to keep fresh on board, and reach into next generation
Coalition tag line: Culture Builds Community

**Communication**
Shared marketing initiatives
Shared calendar of events
Email newsletter with all orgs events; upcoming week, tailored to your town across different arts
In garden coalition, they pay small dues which go to a shared marketing budget
Small grant requests: ex: $500 to host an event, etc.
Creating collaborative local itineraries: i.e.: if you flash in the evening, how about visiting this art gallery and this restaurant; how to make a day of it
Directory of organization contacts of coalition members: easy to figure out who to talk to to share ideas, needs
Space directory electronic online
Exchanging ad space in playbills and fliers to cross promote
Fundraising model: 100 women who care; pledged 100 each = $10K
Students: share communication to advocate more about the arts to young people
Student internship communication lines/systems; specifically pair students and organizations for internships
Targeted email marketing, sharing some of audience emails with people who give permission to receive joint emails

**Administrative support**: marketing, facilities management, communications. Survey who needs what, and then figure it out
Box office & ticketing spaces
Marketing/sales/pr
Collective community calendar: send listings to 1 central source, which disperses to others; centralized clearing house, easy to filter for audiences
An App for box office info/centralized ticketing
Economic impact study of ChesCo arts & culture, to make the case/statement of value based on good hard data. Use the study to find more funding for what we do
Coauthor grants together for collective and specific purposes
Website
Data collection on regional and national arts and culture consumption
Richard Florida’s work in Creative Communities; The Rise of the Creative Class

How do we get the word out to other groups in the cultural coalition of what skills we have and what we need to collaborate?
A place to curate their art, display their art, fund it
Calendar of events: Greater Phila Cultural Alliance/Philly Fun Guide
Interactive map, not just showing where venues are; but also where certain groups perform; culture map
Pop up events at festivals; kids’ corner; drama play corner; arts accessibility
KAS & Nina:
CCCVB needs only top tier perfs; will draw from Philly Fun Guide
Culture trails: brochures; then events
  Art galleries; ceramic; jewelry; watercolor trails
Museums
Historic buildings
Wine trail
Beer trail
Kid’s arts trail
Seniors arts trail
Steel trail
History Trail
African American arts culture trail
LGBT arts trail
Civil rights trail
Underground Railroad trail
Women’s arts
Boy’s arts
Wheelchair accessible arts culture trail
History lecture tour/history story tour with phone badges/icons a la West Chester
Town talks :
  
  Chester County planning commission:
  Working on interactive map of historic sites open to the public

Culture Pass: these are the orgs that you can attend for a discounted price
BOGO

Arts bus
Religious art

Central regional area as the center
Public transportation nonexistent
Sliding scale fees for

Diversity of activity and character of organizations: some are so different
Identify stratification of different needs & character, to be more productive

Youth engagement: cell phone app

Joe Sherwood: calendar e group with Dave Elderkin; library has updated interactive calendar database with app. $20K

Bev shepperd: CCHS: arts research with kids
**Easel paper original notes**

**1.** 
- Stories - digital, interactive (ask a question)
- Website - interactive, list of ways to get into togetherness
- Publicity/PR/Digital Marketing: user event engagement
- Identity, brand, content guidelines: how the coalition could create
- Workshop programs/classes: how to create broad, engaging events
- How to get people/upcoming events exercise: get info about the arts
- Increase awareness
- Find way to find more sustainable funding
- PR, messaging - value of arts + culture - find coalitions
- Communicate w/ businesses to get funding
- Find new board members / increase awareness w/ new people
- Coalition tagline (ex: This place matters)
- Health Insurance

**2.**
- Culture Builds Community

**3.**
- 100 Women - model of grants/fundraising
- Advocacy through student education
- Intern/job bank on a shared website
- Targeted email marketing through initiative
- Shared calendar of events
- Email newsletter
- $ dues - shared marketing budget
- Collaborative local itinerary
- Small grant requests
- Directory of org contacts
- Collaborative events
- Shored spaces/resources + volunteers
- Exchanging ad space

**4.**
- Shared Services: Map (also App/Website)
- Calendar: county fairs, etc. existing planning calendars
- Cross marketing w/ programs + ads.
- Co-op ad buying
- Initiative logo + recognizable materials
- Economic impact research
- Advocacy
- Arts work, arts event
- Young professional events
- Infrastructure resources - charm (how to)
- Access to businesses’ cream: teens of commerce
- Leverage transportation, better community
- One united voice
- Storytelling
Break Committee members into regions
Transportation issues and get
policies to events
Church Bus
Planning Scale of Events Pathway
Diversity audiences wins produces
different approaches to initiating
collaboration
Initiative could undertake communications
COPE - so planning an historical site map
Street Rod Hall - Community
how would they gain the
initiative?

What are the issues?
What are the solutions?

What can be done?
What organizations are having?

How to Develop Audience
- Find larger groups of people with you can
- Find smaller groups of people with you can
- Collaboration of groups of people with you can

How to Develop Audience
- Find larger groups of people with you can
- Find smaller groups of people with you can
- Collaboration of groups of people with you can

Better Communication - Continuity - Plan Community
Build a Research Base
Free Stuff / Support / Shared Resources
Calendars of Events
How each city wants to collaborate
Agreed / Shared Values
- More participation / Diversity / Engagement
- Awareness of arts in local community
- More / Better Publicity
- Job Bank / Shared
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