

DRAFT

Findings Report on Online Survey  
For  
Hidden City and the Preservation Alliance  
For the “Managing Together” Grant

Conducted for

Hidden City Philadelphia  
The Preservation Alliance for Greater Philadelphia



Heritage  
Consulting Inc.

By

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## **Project Purpose and Methodology**

In spring 2014, Hidden City received a grant from the Barra Foundation for a nine-month project called “Hidden City and The Preservation Alliance for Greater Philadelphia: Managing Together.” This joint grant was designed to help these two organizations explore the potential risks and rewards of “managing together,” while considering a range of closer programmatic and corporate relationships.

Heritage Consulting Inc. was engaged by Hidden City to support talks about collaboration, through a series of stakeholder engagement activities. Three tasks were identified: up to 15 interviews with key individuals, three focus groups held on June 17 and 18, 2014, and an online survey conducted from August 15 to September 25, 2014. A final focus group and individual interviews will take place in fall 2014. Heritage Consulting Inc.’s principal, Donna Ann Harris, is serving as a neutral third party facilitator for collaboration discussions.

Donna Ann Harris of Heritage Consulting Inc. worked on survey design with Caroline Boyce, Executive Director of the Preservation Alliance for Greater Philadelphia; Thaddeus Squire Founder and Managing Director CultureWorks Greater Philadelphia; Pete Woodall, Co-Editor Hidden City Daily; and Nathaniel Popkin, Editorial Director of Hidden City Philadelphia. We wanted a survey that would be short and yet provide enough detailed insights into the attitudes of respondents about each organization now, its programs, events, and about any kind of collaborative activity that might be planned for the future. The online survey was prepared using the Survey Monkey survey instrument, and was open for six weeks, from August 15, 2014 to September 25, 2014.

The link for the online-only survey was sent to the Hidden City e-mail list four times and was posted on the organization’s Facebook page several times. An e-blast was sent to the Preservation Alliance email list three times, and Facebook postings to its Young Friends group were made twice. This timely publicity was helpful. Four hundred and seventy five (475) participants began the survey, and 345 completed all questions. This report is based on the 345 completed surveys. The survey had 24 questions with several text boxes for write-in comments. A \$100 gift certificate to Reading Terminal Market was offered to encourage survey participation. A random winner was chosen at the end of the survey period.

### ***How this Report is Organized***

This report is organized in two chapters: survey responses with findings/recommendations, and an appendix with four (4) sections. The first chapter called Findings and Recommendations, contains a brief summary of the survey results and a series of recommendations based on survey results. Findings also contains an explanation of the survey results organized by question. We provide the most important information from the survey for each question and a brief analysis. For questions where there was an option for survey respondents to offer

comments, we have included a few representative quotes made by actual survey respondents. These quotes have not been edited or changed in anyway other than to correct obvious spelling errors.

The second chapter of the report has four appendices. Appendix A contains graphs of the survey responses for each question as a record of the 345 complete responses. Appendix B contains answers to the two open-ended questions (numbers 7 and 13) about the three words that describe the Preservation Alliance and Hidden City. Appendix C contains all of the responses for questions 14, 15, 16 and 17 about collaboration between the two organizations. Appendix D includes all of the answers to open-ended question number 24 that seeks final comments about the survey, the organizations, and collaborative potential. The comments for each question have been sorted and organized by topic. Every response is included for each question. These are actual comments made by survey participants and they have not been altered in any way, except to correct obvious spelling errors.

A significant number of people, 345, answered all of the survey questions but this response is just short of being a “statistically representative sample size” which requires 385 responses. A statistically valid survey result is accurate as if 95% of the general population of a community had taken the survey. Despite the fact that the survey result does not meet the minimum threshold to be a statistically valid survey, we believe that the information is rich and deep and is a highly useful study of this audience.

We believe the survey results here, in conjunction with other survey tools, such as the Focus Groups and interviews to be conducted this fall, can be used to make high quality decisions about both organizations’ future as they consider how they wish to collaborate.

## Chapter 1. Findings and Recommendations

### Major Findings

*More people affiliated with Hidden City than the Alliance responded to the survey*

We asked the 345 survey respondents to identify themselves based on their involvement with each organization. There were 16 different statements describing participation and financial support of each organization, including a write in box for additional comments.. Respondents could check as many responses as were relevant to them. Hidden City affiliations were marked by 782 respondents, compared to 508 for the Preservation Alliance, a 60/40 split.

We suspect that the method used to solicit survey participation may have had an impact on the participation. Survey participation was solicited entirely online. We utilized a variety of media to encourage participation including emails, several Facebook postings to both the Preservation Alliance and Hidden City Facebook pages, and several E-blasts from both organizations. We surmise that the Hidden City affiliated respondents are more computer savvy and are more experienced or interested in taking online surveys than people affiliated with the Preservation Alliance organization, leading to more Hidden City affiliated responses.

*Hidden City events*

Slightly more than half (58%) of the survey respondents had attended a Hidden City event or tour, representing one hundred and ninety eight (198) people. When compared to the one hundred and twelve (112) Hidden City current members who responded to this survey, Hidden City events reach a wider audience than just their members.

Given that more than 40% of all survey respondents had NOT attended any Hidden City event, the following attributes were rated as excellent: Guides and event staff (25%), Content and information conveyed (24%) and Accessibility (logistics and locations (25%). Ticketing and event services were rated as good (24%).

This audience wants more Hidden City activities and events that are held in unusual or hard to get into places. They want off the beaten track experiences, parties, and tours that let them see places not normally available to the general public. The survey respondents are less interested in mainstream activities such as neighborhood walking tours

*Hidden City Daily readership*

Eighty percent of the survey respondents read Hidden City Daily. It is generally highly rated across all of the attributes where we asked for feedback with ratings of excellent and good being most often cited. The highest rated attributes asked in the survey were historical profiles and

photo essays (43% excellent); and writing quality and journalistic integrity (40% excellent). This readership finds value in the writing and are avid readers.

### *Hidden City rated*

We asked for three words that characterize each organization. Ninety percent (90%) of the 198 people who responded chose a positive word to describe Hidden City. The positive words tended to highlight the youthful vigor and perceptions that Hidden City programming was new, different, and exciting. The negative words indicated the downsides of Hidden City being a new organization. Typical words were: cool, creative, fascinating, hip, informative, innovative, edgy, fun, quirky, unique, and unusual.

### *Preservation Alliance events*

Sixty percent (60%) of the respondents, or over two hundred individuals, have NEVER been to one of the Preservation Alliance tours or live events and programs. This is more than Hidden City where 40% of all respondents have never been to one of their events.

Forty percent (40%) of all survey respondents have been to between one to five Alliance events. Despite the fact that so many did not attend Alliance events, the attributes rated excellent were: guides and event staff (19%) and content and information conveyed (17%). These ratings were slightly lower than the ratings of the Hidden City events

Preservation Alliance activities that captured the attention of the survey respondents to the point that they want to see MORE of these types of activities are: site-based preservation projects, such as the John Coltrane House, or Joe Frazier Gym (54%); tours highlighting building interiors (54%) or neighborhoods (49%); and volunteer opportunities to work with historic buildings (42%). Other than the tours, these two activities are unique to the Preservation Alliance.

About 40% of survey respondents do not read Alliance publications and thus may be described as not actively engaged with the organization.

### *Alliance publications*

Of the 55% of respondents who read the Alliance e-newsletter, the majority fall into the category of "I read it all," or "I read some of it." While the Alliance e-newsletter is not as popular as the Hidden City Daily, it does still have enthusiastic regular readers that encompass more than half of the total respondents. Forty four percent (44%) don't read the Preservation Alliance web site. Of the remaining 66% of survey respondents that do visit the Alliance web site, the majority of respondents 38% read it once in a while. Another 12% visit "Once a month."

### *Preservation Alliance rated*

When asked about three words to describe the Alliance, 108 people offered a first word, versus 198 that supplied the same about Hidden City. There were twice as many positive than negative words about the Alliance, compared with 90% positive for Hidden City. The positives highlighted the Alliance's advocacy role and leadership in the preservation community in Philadelphia. The negatives commented on its stodgy image and need for reinvention. The number of negative words increased also from the second to third words offered. Most common words about the Alliance include: advocacy, dedicated, informative, established, important, necessary, historic, unknown, staid, outdated, mainstream, and boring.

### *Collaborative activities*

Two of the potential collaborative activities that got the highest positive responses (YES) with scores over 70% each were: create educational tours and events for the public; and actively facilitate the preservation/re-use of specific sites. The survey respondents were enthusiastic about some kind of collaboration between the two organizations because they believe that it might increase the broader constituency for historic preservation in Philadelphia, introducing a new generation to the built environment here. The tone of the comments were decidedly in favor of some kind of collaboration between the two organizations.

### *Hidden City Daily Editorial Integrity*

Almost half (46%) of survey respondents believe that collaboration will NOT undermine the integrity or credibility of the Hidden City Daily if there is a relationship between Hidden City and the Preservation Alliance. Although there were several cautions expressed in the comments, there is general agreement that the Daily can remain an independent voice for preservation and the built environment with appropriate provisions to guard its independence.

### *A more effective preservation movement?*

Survey responses supplied mixed signals when asked if a collaboration would create a more effective preservation movement. MAYBE is the highest rated response here at thirty eight percent (38%), while YES is a close second at 37%. This could be a cynical vote about the state of the preservation movement in general or frustration about the many losses in recent years.

### *Financial collaboration*

Thinking ahead about the financial implication for any collaboration, we asked about the prospects for increased financial support for these organizations. We were surprised that almost half (52%) either have No Opinion (26%) or said No (28%) to increased philanthropic support. A smaller group said I would pay slightly more for a joint membership if there were enhanced benefits (Yes 41%, Maybe 30%). When asked if they would be in favor of a blended model: joint and independent membership benefits, most were open to this idea (Yes 40%, Maybe 29%).

When we dug deeper, and sorted the responses based whether the respondents were active members of either the Alliance or Hidden City, we found slightly better news. Slightly more than half (52%) of respondents that said they were Hidden City members (a total of 157 respondents). In addition to that, 56% of Preservation Alliance members (a total of 89 survey respondents) said they WOULD pay slightly more money for a joint membership if there were enhanced benefits. These people, who are already financially invested in each organization, would pay slightly more for a joint membership with more benefits.

### *Demographic questions*

Survey respondents live mainly in Philadelphia. The zip codes were split into four groups: inside Philadelphia (70% of all respondents); outside Philadelphia but still in Pennsylvania (25%); in local proximity to Philadelphia (New York, Delaware, Maryland, and DC) (4%); and outliers 1% (South Carolina, Texas, Georgia, Florida, and California). The most often cited zip codes were in Center City, West Philadelphia, and zip codes just south of Center City, in this order 19147, 19143, 19103, 19146, and 19130.

More females (56%) participated in the survey than males, but this was very close to the City of Philadelphia US Census figures for 2010. The average age of a survey respondent is 50 years of age. We expected the majority of survey respondents to be mainly in their 20s, 30s and 40s based on anecdotal information about the Hidden City audience. About half of the survey audience fit this profile.

The largest number of survey respondents were in their 60s. These people are at the front end of the Baby Boom generation, meaning that they were born between 1948 and 1964. When combined with those in their 70s, the entire Baby Boom generation represents 42% of all survey respondents.

The second highest group of respondents are those in the Gen X cohort (born between 1964 and 1976). Survey respondents in their 40s and 50s are 35% of this audience. The Millennial cohort, those born between 1977 and 1994, represent 22% of our survey respondents. Only five people in their 20s participated in the survey.

Given the age groups of the respondents, many of whom are above 50, it makes sense that they would not have many children in their household. Adults are the primary audience for programming. There should be some programming for families with children but only 17% of survey respondents have children at home.

Fifty two percent (52%) of respondents are married; thirty four percent are single; and sixteen percent are partnered. These statistics are similar to the US Census figures for 2010 for the City of Philadelphia. More than 21% chose not to provide information about their family incomes.



All across the board, our survey respondents have higher incomes than the general Philadelphia population, but the most extreme differences appear at incomes 50K and above.

### *Write in comments*

In Question 24 we asked survey respondents to offer write-in comments about either organization, the survey itself, or the potential collaboration between the two organizations. There were 42 generally positive comments in the 88 total write-ins. These comments showed great support for collaboration. They believe collaboration will be mutually beneficial for both organizations and beneficial for the city. However, they warn that collaboration must be executed with some caution. The 12 generally negative comments highlight the concern that these groups may be too different to collaborate reasonably. Finally, there were nine (9) comments that stated that respondents were unfamiliar with one or the other organization.

There were 12 positive comments about Hidden City, highlighting the youthful energy and Hidden City's hip, "underground" style, both of which are a draw for the organization. Six negative comments about Hidden City talk about it as a new group, not yet well established and still breaking into the ranks of existing organizations. There were six (6) positive comments about the Preservation Alliance noting it has an authoritative, long-standing, and positive presence. There were nine (9) negative comments about the Alliance, mostly discussion about the organization being tired.

Finally there were 11 comments giving ideas of what these organizations could do together, practical advice to keep in mind. We provide representative sample comments made by actual survey participants on the analysis of each survey question below and supply ALL comments made for Question 24 in Appendix D.

## **Recommendations**

### *Members of each organization often do not know the other*

Strange as it may seem in a small field like Historic Preservation, there were a number of respondents who knew only one of the two groups well. Of these, some had not even known of the existence of the other organization before participating in this survey. Whether accidental or by design, these two groups must not currently interact with one another in any kind of a regular way. This could be because the organizational missions and methods are so divergent, or because their members are not in the same circles.

There were more comments about a lack of knowledge about the Preservation Alliance than about Hidden City. This basic lack of knowledge about the work of the Alliance is born out in the survey statistics as well there are fewer participants in tours, or read the Alliance's e-newsletter or view its web site. There were fewer participants in Alliance events with only 40% of survey takers participating in any Alliance event offered. Sixty percent (60%) of the survey

respondents read the Alliance e-newsletter (compared to 80% for Hidden City Daily). Respondents who only knew one organization gamely filled out the survey, noting what information they did not have, but most often arriving at the conclusion that no matter who the other group was, any collaboration to help the preservation movement, is good collaboration. The small overlap between the two group's poses great opportunities for the future, especially around programming and to some extent, fundraising.

*This audience understands the difference between the two organizations*

Both groups are highly valued as individual organizations; each serving a distinct population with a discreet method and voice within the city's preservation movement. Neither is a perfect specimen, though, and our respondents did not hold back when pointing out the deficiencies. Many believe that these two groups are complementary, and that the existing holes can be filled by the strengths of the other organization.

Hidden City is generally seen as a youthful crowd, hip and fresh, with exciting and inventive new ways to engage the public in Philadelphia preservation efforts. It is also seen by survey respondents as unproven or preservation amateurs.

The Preservation Alliance is generally seen as a strong political entity, a cornerstone in the advocacy of endangered properties that successfully pursues practiced, traditional approaches. On the other hand, the Preservation Alliance is also seen by these survey respondents as stodgy or behind-the-times. From the comments provided by survey participants, it is clear that they believe the Philadelphia preservation scene needs what both groups have to offer.

*Collaborative programming enthusiastically encouraged, outright merger not recommended*

Program collaboration is seen positively by the respondents, however it is tempered by warnings that each group should remain distinct, taking advantage of the other's strengths but not changing the fundamental mission of each organization.

These respondents would like to keep Hidden City about the Hidden City Daily and as a "back door" entry to preservation work. This is especially true of members and supporters of Hidden City who expressed regret should the quality of its programming be diminished or watered down as a result of any partnership with the Preservation Alliance. Comments from survey participants indicate that they also wanted the Preservation Alliance to continue to be concerned with policy and remain the important public face of Philadelphia preservation.

There is concern about how the collaboration would be implemented. Some see the two groups as having irreconcilable differences. Therefore, an outright or traditional merger of these two organizations is not recommended, based on the survey results and comments made by survey participants.

### *Formal introductions needed*

For any collaborative program to work well, the Preservation Alliance needs to be “introduced” to the Hidden City membership to assure that they understand its mission and goals and how collaboration with the Alliance will enhance the programming for Hidden City and in turn to the Alliance membership itself.

Similarly the Preservation Alliance membership, which has a much longer affiliation with the organization, and its programming, will need to be made aware of the Hidden City Daily and the variety of programming that Hidden City undertakes.

It is not enough that the staff of each organization work well together and wish to pursue projects together. The rank and file, the respective members and supporters, must understand the reasons and benefits of a collaboration too. Perhaps informal and formal mixers might help the two memberships to better understand the other’s goals. One idea might be to supply the Hidden City Daily or the weekly Digest to everyone in both organizations. The new Alliance magazine, especially since it contains Hidden City writer contributions, might be shared across both organizations to promote greater awareness of each organization

### *First step: collaborative programming*

Coordinated tours have much collaborative potential for this audience. Hidden City is known for its tours to out of the ordinary or hard to get into places. This is a clear strength and what is expected of its brand by these respondents and should be retained as part of the unique programming provided by Hidden City.

The Preservation Alliance activities that are rated most highly are unique to this organization, such as taking on site specific projects like Joe Frasier’s Gym, offering volunteer hands on activities, and tours of neighborhoods and interiors. These four activities should be retained by the Preservation Alliance.

Hidden City and the Alliance have an opportunity to expand on existing programming and create new that would engage the entire preservation community. The creative potential is vast for both entities working together and is an exciting prospect.

### *Retaining editorial integrity of the Daily*

The Daily is a signature activity of Hidden City and should be retained by that organization. Like the partnership that has developed with the new Alliance magazine, the Daily could host Preservation Alliance developed content for the Daily as a regular feature. This audience understands that an independent Hidden City Daily is an important voice for the preservation movement and should not be diluted. We suggest that clearer protections or explicit Preservation Alliance content be added to the Hidden City Daily to make it obvious that the

organizations are collaborating but not “merging” or diluting the Hidden City Daily content, which is so clearly valued by this group of avid readers.

#### *Increasing revenue*

Despite our best hopes, this group is not ready to dig deep into their pockets to financially support a merged organization. Close to half either say NO to increased financial support or that they don't have an opinion. But at least half of the people who already support either organization would agree to additional support if there were enhanced or increased benefits. Since there is so little cross over between these two organizations, it would seem obvious to solicit the other's membership list. Good coordination and an agreement about solicitation limits or politics would be critical in any collaborative arrangement.

It might be worth experimenting with retaining separate memberships, or offering discounts to members of either organization for programs. A joint membership seemed to be a non-starter. Quality collaborative programming might create increased value for each organization especially if the tour program was enhanced with more programming that would appeal to this audience.

#### *Expanding audiences*

The survey sample that we polled, was a good cross section of both organizations. However, it was older than we initially expected based on anecdotal information about the average age of a Hidden City tour participant. There was a dearth of 20 year olds that responded to the survey, with only five (5) responses. Just half of the survey audience were those in their 20s 30s and 40s. a younger audience, which bodes well for the organizations' futures.

There were many heartfelt comments expressing the hope that any collaboration between these two organizations would expand the preservation constituency by adding more young people to the mix. One goal would be to engage the Hidden City audience in more advocacy and preservation educational activities as they represent an untapped source of grass roots supporters who already care about their neighborhoods and the city's built environment.

Collaboration between the two organizations should proceed with appropriate safeguards to protect the core activities of each, but with the intent to grow the number of activists to protect Philadelphia's built heritage.

## Chapter 2. Analysis of Survey Questions

### QUESTIONS ABOUT HIDDEN CITY

**Question 1. We are seeking feedback from a broad cross section of people who are involved with either the Preservation Alliance or Hidden City today. Please check at least one answer, and any other answer that applies to you.**

Of the three hundred and forty five (345) respondents, 245, or 71% read the Hidden City Daily. The next three largest groups of respondents at 42%, 37%, and 32% are all also associated with Hidden City:

- Attended one of the Hidden City Festivals (42%)
- Attended at least one Hidden City program in the past year (37%)
- Am a current member of Hidden City (32 %?)

Only sixteen people had received a grant, award, or donated an easement from the Preservation Alliance. ,

Eighty one (81) Preservation Alliance donors, or 23.5%, participated in the survey, far more than Hidden City donors, at 29 people (8.5%). This makes sense because the Alliance is a long-standing organization, while Hidden City has had a membership campaign for fewer than three years.

Overall, more people associated with Hidden City responded to the survey than those associated with the Preservation Alliance. Hidden City affiliations marked by respondents totaled 782, compared to the Preservation Alliance at 508. The Hidden City Eblast reached more people (and had an excellent open rate), which may account for the higher percentage of Hidden City

**Question 2. Roughly how many Hidden City tours and events have you attended (including the 2009 and 2013 Festivals)? Check at least one response.**

Forty two percent (42%) of respondents had not attended ANY Hidden City events. But, forty one percent (41%) had attended one to five Hidden City events and tours. Another ten percent (10%) had been to five to ten Hidden City events/tours. Four and a half percent (4.5%) had been to 10-20 events or tours. And half of a percent, or two people, had been to more than 20.

One hundred and ninety eight (198) respondents have attended the Hidden City tours and events. When compared to the one hundred and twelve (112) Hidden City current members

who responded to this survey, it indicates that like the Hidden City Daily publication, the Hidden City events reach a wider audience than just their members. This number is lower than the two hundred and forty five (245) respondents that read the Hidden City Daily, but likely the difference boils down to the reach of a publication versus the accessibility of a tour or event.

**Question 3. How would you rate the following attributes of Hidden City tours and events? Please rate every statement below, one answer per row please.**

While 42% of all respondents had NOT attended a Hidden City event or activity, of the 58% that did attend, there was a generally positive response to events hosted by that organization. We list the two highest responses below in each category.

- Ticketing and event services: 45% did not attend; good 25%
- Guides and event staff: 45% did not attend; excellent 26%
- Content and information conveyed: 41% did not attend; excellent 25%
- Accessibility (logistics and locations): 43% did not attend; excellent 24%

**Question 4. Please rate whether you would want to see more, less, or the same amount of the following Hidden City tours and events. Please check at least one answer, and any other that applies to you.**

Survey respondents want MORE of these events from Hidden City, each one scored more than 65%

- Parties and events with food and drinks in unusual places
- Tours of buildings and places that are not normally accessible to the public
- Behind-the-scenes tours of otherwise well-known buildings/places
- Tours highlighting unusual or lesser-known histories
- Tours of neighborhoods and parts of the city that are off the beaten track

Survey respondents wanted the SAME amount of these activities.

- Events that include art (visual or performing) as part of the experience
- Tours highlighting familiar or more mainstream histories/stories
- Tours in Center City or neighborhoods that are more established/easier to access

Survey respondents wanted LESS of only two options from Hidden City.

- Tours highlighting familiar or more mainstream histories/stories
- Tours in Center City or neighborhoods that are more established/easier to access.

Hidden City tours, where visiting unusual or lesser known places, or places where people cannot get into on their own, are the most highly prized activities.

**Question 5. If you are a Hidden City Daily reader, how often do you read it? Please check at least one answer, and any other that applies to you.**

When we looked at the high number of Hidden City Daily readers, it shows us that twenty percent (20%) of the readers present are regular weekly readers, with another twenty percent (20%) reading even more frequently.

Only fifty seven (57) or 17% of the total three hundred and forty five (345) respondents are not readers of the Hidden City Daily, pointing again at its popularity and wide-spread audience among survey takers.

**Question 6. How would you assess the following attributes of the Hidden City Daily? Please rate every statement, one answer per row please.**

For every attribute listed, we identify the highest percentage below.

- Writing quality and journalistic integrity, excellent 40%
- Photography and art direction, excellent 36%
- Editorial and opinion, excellent 36%
- Historical profiles and photo essays, excellent 43%
- Interviews with behind the scenes thinkers and doers, no opinion 29%
- Coverage of preservation policy and practice, good 33%
- Architectural and design critique, good 35%
- Issues-based investigative pieces or series, good 29%
- Coverage of a broad range of subjects and neighborhoods, good 32%
- Coverage of a broad range of historic periods and styles, good 33%.

Writing and journalistic quality and historical profiles/photo essays received the highest ratings. Survey respondents gave the Hidden City Daily high marks in all but one category (interviews of makers and doers) where the majority response was no opinion.

**Question 7. What three adjectives would best describe Hidden City Philadelphia as an organization? Add your words below.**

Two hundred and seventy eight (278) responded to this question. For the complete list of adjectives, please see Appendix B (Question 7). This question is the same as asked about the Preservation Alliance, in Question 13.

FIRST WORDS: Out of 109 words chosen by respondents to describe Hidden City, 100 were positive. More than 90% of respondents rated Hidden City positively in their own words. This is a far higher number when compared to the Preservation Alliance question seen later in this report. The comments about Hidden City tended to highlight the youthful vigor and perceptions that Hidden City programming was new, different and exciting. The nine negative words indicate the downsides of Hidden City being a new and creative organization. The most popular words provided were:

- Cool
- Creative
- Dedicated
- Fascinating
- Hip
- Informative
- Innovative
- Interesting
- Passionate
- Quirky
- Unique
- Unusual

SECOND WORDS: The 115 second words given were also highly positive and very similar to the first words in nature, reflecting the enthusiasm for the organization. This time 12% of the words were negative. These 15 negative words, were of the vein of being the “new kid on the block.” The most popular words were:

- Cool
- Creative
- Edgy
- Educational
- Engaging
- Enlightening
- Fun
- Important
- Informative
- Innovative
- Insightful
- Interesting
- Knowledgeable



- Unique

THIRD WORDS: The final word had 138 positive comments, and only ten negative, just six (6%) percent. The most popular words were:

- Educational
- Fun
- Historic
- Important
- Informative
- Interesting
- Unique

## QUESTIONS ABOUT THE PRESERATION ALLIANCE

**Question 8. Roughly how many Preservation Alliance tours and/or live events and programs have you attended in the last year? Please check at least one answer.**

Sixty percent (60%) of the respondents, or over two hundred individuals, have NEVER been to one of the Preservation Alliance tours, live events, or programs. The rest of the respondents have been to between one and five of these events. Only a dozen individuals replied that they had been to more.

When comparing these responses to Question 2, there is an interesting inversion of the numbers. Where roughly 200 had been to the tours and live events with Hidden City, that same number have NOT been on tours with the Preservation Alliance.

**Question 9. How would you assess the following attributes of the Preservation Alliance events and programs? Please rate every statement below, one answer per row please.**

Sixty percent of all survey respondents had not attended any Preservation Alliance event.

Of the 40% of respondents who have attended Preservation Alliance programs, we supply the two highest percentages below.

- Ticketing and event services: 60% did not attend; good 20%
- Guides and event staff: 60% did not attend; excellent 19%
- Content and information conveyed: 59% did not attend; excellent 17%

- Accessibility (logistics and locations): 60% did not attend; good 19%
- Consistency of overall production quality: 59% did not attend; good 19%.

Only two percent (2%) were dissatisfied with each of the attributes.

Hidden City got slightly higher number of excellent ratings on content and general information conveyed than the Preservation Alliance-- 25% for Hidden City versus 17% for the Preservation Alliance.

**Question 10. Please rate whether you would want to see more, less, or the same amount of the following Preservation Alliance tours, events, and programs. Please check at least one answer, and any other that applies to you.**

The following Preservation Alliance activities seemed to have captured the attention of the survey respondents, and they want MORE of these kinds of programs. These categories included:

- Site-based preservation projects (the John Coltrane House, Joe Frazier Gym) 54%
- Tours highlighting building interiors 54%
- Tours highlighting neighborhoods 49%
- Volunteer opportunities to work with historic buildings 42%

The following three Alliance activities got the highest number of Same Amount or No Opinion responses. We believe that this audience just does not know about these activities.

- Published content about preservation policy and initiatives in print: Same 27%; no opinion 39%
- Published content about preservation policy and initiatives on line: Same 25%; no opinion 35%
- Hands on workshops on restoration techniques (window repair): Same 29%; no opinion 38%
- Conferences, trade shows, and professional convening's: Same 25%; no opinion 38%
- Events parties celebrations for networking: Same 24%; no opinion 38%
- Educational events about preservation: Same 26%; no opinion 31%

There were no categories where there was more than 5% of respondents asking for less programming from the Preservation Alliance

For these three statements, the majority of respondents did not have an opinion.

- Published content about preservation policy and initiatives in print
- Hands on workshops on restoration techniques (repair of wood windows)

- Conferences, trade shows, and professional convenings.

Based on these survey results, it might be worth reviewing these activities to determine if they have a role in any kind of collaborative programming in the future.

**Question 11. If you are a Preservation Alliance e-newsletter reader, how often do you read it? Please check at least one answer, and any other that applies to you.**

Of the 55% of respondents who read the e-newsletter, the majority fall into the category of “I read it all,” or “I read some of it,” at 25% and 15% accordingly. This means that the Preservation Alliance e-newsletter has value for its readers. A smaller but still significant group fall into the infrequent reader categories of “I skim it” or “I don’t read it often,” at 9% and 6%. Please recall that 80% of all survey respondents read Hidden City Daily regularly.

Forty five percent (45%) of survey respondents do not currently read the Preservation Alliance’s e-newsletter. It is likely that these people do not receive the Alliance e-news at all, rather than chose not to read it.

**Question 12. How often do you visit the Preservation Alliance website?**

**<http://www.preservationalliance.com/> Check at least one answer, and any other that applies to you.**

Forty four percent (44%) don’t read the Preservation Alliance web site. Of the remaining 66% of survey respondents that do visit the Alliance web site, the majority of respondents 38% read it once in a while. Another 12% visit “Once a month.”

For the 66% of those who visit the Alliance web site, there is an opportunity to build site volume by using social media to drive more traffic to the web site where the organization can list more detailed information about its events and activities. The Alliance web site also has a links list and plenty of basic information about preservation in Philadelphia which would be of use to many in the Hidden City audience that wish to be more involved in preservation activities at their neighborhood level.

**Question 13. What three adjectives would best describe the Preservation Alliance as an organization? Add your words below.**

Almost 60% answered this question, a lower percentage of respondents than for Question 7 about Hidden City where 80% offered three words about that organization. For the complete list of adjectives, please see Appendix B (Question 13).

## FIRST WORD

One hundred and eight (108) people offered a first word to describe the Preservation Alliance. There were twice as many positive than negative comments here. The 71 positive words highlighted the Alliance's advocacy role and continual leadership in the preservation community in Philadelphia. The 33 negative words commented on its stodgy image, and need for reinvention. As a comparison, for Hidden City 90% of their first words were positive from the similar question number 7.

Most common words include:

- Advocacy
- Advocate
- Dedicated
- Historic
- Important
- Necessary
- Unknown
- Old
- Staid
- Stodgy

## SECOND WORD

The second words varied from the first. The 88 positive words mostly concerned the Alliance's civic-minded and trustworthy focus, while the 35 negative words (26%) noted the organization seem aloof and detached from the community. Most common words include:

- Advocate
- Dedicated
- Established
- Historic
- Informative
- Hidden
- Outdated
- Detached

## THIRD WORD

There were 82 positive comments here. However, a third of the words were negative (41), far more than in either of the first or second word selections. The most common words were:

- Educational

- Informative
- Old
- Mainstream
- Boring
- Stuffy
- Stagnant

This ratio of positive to negative words for the Preservation Alliance is much higher than those for Hidden City. This is not surprising because Hidden City is less than ten years old, while the Alliance is an old and venerable organization. Several high profile preservation losses have occurred in the last few years. This audience knows about them, and in earlier comments from Question 4, we know they are watching, which could be the reason why the negative comments are pronounced.

## QUESTIONS ABOUT COLLABORATIVE ACTIVITIES

**Question 14. Should Hidden City and the Preservation Alliance collaborate on any of the following activities? Please rate every statement below, one answer per row please.**

Two of the potential collaborative activities that got the highest positive responses (Yes) with scores over 70% each were:

- Create educational tours and events for the public
- Actively facilitate the preservation/re-use of specific sites

The next highest rated collaborative activity at 48%, was:

- Create educational tours and events for the public.

The rest of the responses were pretty evenly split between “Yes” and “Maybe,” including:

- Create a joint, co-edited publication (online and/or print, other than the Hidden City Daily)
- Create a common website for both organizations
- Actively facilitate the preservation/re-use of specific sites
- Co-Publish the Hidden City Daily
- Co-produce conferences and Old House Fair.

The one response that had a majority of respondents saying No opinion, and that was for Co-produce the Alliance’s Annual Awards Luncheon.

*Write in responses*

The majority of the respondents clearly want to see some collaboration between Hidden City and the Preservation Alliance. Comments from respondents on this question indicate that collaboration is seen positively by the respondents, however it is tempered by warnings that each group should remain distinct, taking advantage of the other's strengths but not changing the fundamental mission of each organization. There is great interest in programming to help grow public awareness of historic preservation in Philadelphia. For the complete list of all write in responses, please see Appendix C (Question 14). We supply some representative comments below.

- Hidden City is chiefly a journalistic enterprise, while Preservation is an advocacy organization. I think the difference matters, and I would be careful about blending the two organizations too much.
- They should remain distinct but each should take advantage of the other's strengths. They are very much complementary groups but I'm not sure if they should essentially become one organization.

**Question 15. We will assume, for the following questions concerning any collaboration or affiliation between Hidden City and the Preservation Alliance that: -Both organizations' names and brand identities are preserved. -There will be sufficient editorial independence for the Hidden City Daily. -Membership benefits of both organizations become comingled, with possible enhancements. Do you believe that a relationship between Hidden City and the Preservation Alliance will in any way, undermine the journalistic integrity or credibility of the Hidden City Daily, provided there are conflict of interest policies and an independent editorial review board in place? Check one answer please. Add a comment if you wish in the text box below.**

Almost half (46%) of survey respondents believe that collaboration will NOT undermine the integrity or credibility of the Hidden City Daily if there is a relationship between Hidden City and the Preservation Alliance. Other responses included Maybe at 22% and Not Sure at 26%. Both of these are high ratings, and when conflated, are the majority response at 48%. Finally only 6%, believe "Yes," that a relationship may undermine its integrity or credibility of Hidden City Daily.

As this survey has already demonstrated, Hidden City Daily is a popular publication, read by a widespread audience that believes that it is doing its job well. This question highlights that even with a collaboration, the Hidden City Daily will be desired resource. It also shows that most of these respondents believe that a collaboration would not diminish its value, so long as its journalistic integrity is retained. Once more, we see indications that although collaboration between the Preservation Alliance and Hidden City is desirable, it is important to the respondents that the two organizations remain separate entities.

### *Write in comments*

The write in comments show positive feedback. Most respondents see the missions and methods of these two groups as complementary, and the added manpower will assist the preservation movement.

Positive comments included:

- I would hope to see both organizations able to maintain their journalistic integrity. Both publications could balance each other if done correctly. Not everyone sees "preservation" as relevant but "hidden" is exploring the city. You both would make great partners if you do not lose sight of who your readers are and educate each the preserve and hidden are one.
- As long as editorial remains completely independent I think it would be great.
- Both organizations need to keep their unique identities, but here's hoping there's strength (and efficiencies) in numbers.

Respondents to this question about journalistic integrity, offered broader cautions about any collaboration. A few survey takers wrote in that the differences between the organizations will be impossible to overcome fully, and a few more do not feel they have yet enough information to know for sure. Even with the huge positive response, there are still concerns that even with the good intentions, the Hidden City Daily's tone may still be compromised. These respondents urge caution.

- Danger Will Robinson. I am excited for the possibility for Hidden City to have a positive impact on the Preservation Alliance of Greater Philadelphia, particularly in forward thinking constructive ways. I'm concerned that Hidden City would be compromised in being able to advocate for great design. I see Hidden City's mission as much broader and focused more on the relationship between design and civic identity - something in which preservation plays a strong role but is not first and foremost. The Preservation Alliance of Greater Philadelphia must look out for preservation first. So what happens when an issue divides these missions? I find it hard to believe that this won't cause a problem.
- Don't do it. Two very different groups with two very different mainsprings.
- Unless the Alliance is willing to change their complete business model, this is a bad idea.

For the complete list of responses, please see Appendix C (Question 15).

**Question 16. Will a joint collaboration between Hidden City and the Preservation Alliance result in more effective preservation of Philadelphia's architectural and cultural heritage? Please add a comment if you wish.**

Survey responses supplied mixed signals here. MAYBE is the highest rated response here at thirty eight percent (38%), while YES is a close second at 37%. When Yes and Maybe are

conflated then 75% think it will result in more effective preservation. Twenty percent (20%) were Not Sure, but only 13 individuals, or 3.75%, of the 345 who responded believed that a collaboration will NOT result in more effective preservation of Philadelphia's architectural heritage. Conflating Not Sure and Maybe resulted in 57% of responses.

See representative comments below.

*Write in comments*

There were only eight write in comments made on this question.

Positive comments included:

- Both organizations have overlapping interests that would only serve to make any preservation efforts made by either group stronger. Together, they would bring sharp thinkers and people of vision with people familiar with the political realities of dealing with issues like preservation in a city like Philadelphia.

Negative comments included:

- HC Needs to figure out if it is an advocacy group or an independent affairs journal. You really can't be both--but their work is more likely to be picked up if it attempts to keep its reporting objective.
- I think the core missions of the organizations are significantly different
- Why would it help? Nothing has been said to indicate a need for merging. It's a non-issue. They serve different purposes.

For the complete list of responses, please see Appendix C (Question 16).

**Question 17. Given the above assumptions and a closer relationship between both organizations, please respond to the following statements. Please rate every statement, one answer per row please.**

Comments about non-monetary gains for the preservation movement rated highest.

- A closer collaboration will ensure a new generation of preservationists: Yes 48%; Maybe 35%.
- Historic preservation would be greatly enhanced by close affiliation: Yes 47%; Maybe 38%.

Regarding financial aspects of the collaboration



- I would pay slightly more for a joint membership: Yes 41%; Maybe 30%.
- I would be in favor of a blended model: joint and independent membership benefits: Yes 40%; Maybe 29%.
- 28% would NOT increase their philanthropic support (No)
- 26% offered No Opinion

Almost half (52%) either have No Opinion (26%) or said No (28%) to increased philanthropic support. This is sobering.

*Write in comments*

There were only 14 comments made for this question. Nine of the fourteen comments were positive. Two responses commented on their lack of knowledge of one group or the other.

Comments included:

- I do think Hidden City has more energy, despite knowing Preservation Alliance has significant actual preservation wins.
- The "new generation" question is interesting. Hidden City has a younger look to it--so possibly a younger generation would be attracted by a collaboration.
- The Preservation Alliance needs some pizzazz, working closely with Hidden City would help.
- Yes, a less fragmented preservation community would lead to a strong and more effective machine.
- You've got to be kidding.
- One might want to assess just how money this will actually raise. The joining of dues actually scares me a bit as it threatens the battles hidden city can fight.

For the complete list of responses, please see Appendix C (Question 17).

## DEMOGRAPHIC QUESTIONS

**Question 18. In what ZIP code is your home located? (Enter 5-digit ZIP code; for example, 00544 or 94305)**

All of the respondents answered this question.

The top five zip codes, all in the city of Philadelphia, were:

- 19147, including the neighborhoods of Bella Vista, Queen Village, and Passyunk Square, with 35 respondents
- 19143, including the neighborhoods of Kingsessing, Squirrel Hill, and Cedar Park, with 20 respondents
- 19103, including the neighborhoods of Logan Square and Fitler Square, with 19 respondents
- 19146, including the neighborhoods of Southwest Center City, Grays Ferry, and Point Breeze, with 18 respondents
- 19130, including the neighborhoods of Francisville and Fairmount, with 15 respondents.

The zip codes were split into groups of inside Philadelphia, outside Philadelphia but still in Pennsylvania, in local proximity to Philadelphia (New York, Delaware, Maryland, and DC), and outliers (South Carolina, Texas, Georgia, Florida, and California):

- Philadelphia: 70% of respondents
- Pennsylvania/non Philadelphia: 25% of respondents
- Regionally Local: 4% of respondents
- Outliers: 1% of respondents.

**Question 19. What is your gender?**

Fifty six percent (56%) of respondents are female; forty one percent (41%) are male; two and a half percent (2.5%) preferred not to answer; half of a percent (0.5%) identify as “Other.” According to the US Census figures for 2013, 52% of the City of Philadelphia’s population are female. <sup>1</sup> The state has 51% female population. The survey results are highly representative of the city as a whole.

Here are the US Census Figures for 2010 for Philadelphia County<sup>2</sup>

Male	719,813
Female	806,193

**Question 20. In what year were you born? Please enter numbers only.**

<sup>1</sup> <http://quickfacts.census.gov/qfd/states/42/42101.html>

<sup>2</sup> <http://www.census.gov/2010census/popmap/ipmtext.php?fl=42>

The average year entered is 1964, so the average respondent is 50 years of age. 338 respondents answered this question. Birth years entered were between 1929 and 1996.

- 5 are in their 20s 1%
- 70 are in their 30s 21%
- 60 are in their 40s 18%
- 60 are in their 50s 18%
- 85 are in their 60s 25%
- 45 are in their 70s 13%

We compare these figures to the 2010 Census data for Philadelphia County from the US Census Bureau:

Number	Percent	
<b>SEX AND AGE</b>		
<b>Total population</b>	1,526,006	100.0
<b>Under 5 years</b>	101,053	6.6
<b>5 to 9 years</b>	90,827	6.0
<b>10 to 14 years</b>	90,640	5.9
<b>15 to 19 years</b>	118,297	7.8
<b>20 to 24 years</b>	146,717	9.6
<b>25 to 29 years</b>	135,610	8.9
<b>30 to 34 years</b>	110,452	7.2
<b>35 to 39 years</b>	94,007	6.2
<b>40 to 44 years</b>	94,316	6.2
<b>45 to 49 years</b>	98,086	6.4
<b>50 to 54 years</b>	99,884	6.5
<b>55 to 59 years</b>	87,697	5.7
<b>60 to 64 years</b>	73,111	4.8
<b>65 to 69 years</b>	53,191	3.5
<b>70 to 74 years</b>	41,573	2.7
<b>75 to 79 years</b>	34,667	2.3
<b>80 to 84 years</b>	27,767	1.8
<b>85 years and over</b>	28,111	1.8
<b>Median age (years)</b>	33.5	( X )

For the general Philadelphia population 18.5% of the population is in their 20s. Only 8.3% of the population of Philadelphia is in their 60s. Compared to the general Philadelphia population, the survey respondents are far older.

**Question 21. Which describes you best?**

Fifty two percent of respondents are married; thirty four percent are single; sixteen percent are partnered. All of the respondents answered this question.

Family households represent 56% of the population of Philadelphia. And almost a third of Philadelphians live alone 34%. The survey population roughly mimics the population of Philadelphia'

Here is the US Census Figures for 2010<sup>3</sup>:

<b>HOUSEHOLDS BY TYPE</b>		
<b>Total households</b>	599,736	100.0
<b>Family households (families) [7]</b>	340,354	56.8
<b>With own children under 18 years</b>	149,193	24.9
<b>Husband-wife family</b>	169,587	28.3
<b>With own children under 18 years</b>	66,177	11.0
<b>Male householder, no wife present</b>	36,119	6.0
<b>With own children under 18 years</b>	14,466	2.4
<b>Female householder, no husband present</b>	134,648	22.5
<b>With own children under 18 years</b>	68,550	11.4
<b>Nonfamily households [7]</b>	259,382	43.2
<b>Householder living alone</b>	204,714	34.1
<b>Male</b>	90,119	15.0
<b>65 years and over</b>	18,977	3.2
<b>Female</b>	114,595	19.1
<b>65 years and over</b>	43,529	7.3
<b>Households with individuals under 18 years</b>	181,314	30.2
<b>Households with individuals 65 years and over</b>	143,502	23.9
<b>Average household size</b>	2.45	( X )
<b>Average family size [7]</b>	3.20	( X )

**Question 22. How much total combined money did all members of your household earn last year? Check only one answer.**

More than twenty one percent (21%) chose not to answer this question. Our interpretation of this question is suspect because such a high percentage refused to provide this information. For 79% of the survey respondents, their incomes were roughly evenly spread between all income options.

Of those who did respond (271 of 345 or 79%), their household incomes were evenly spread across the amounts. Largest groups were those with traditional middle incomes of \$50,000 to \$74,000 and \$75,000 to \$99,999.

14 said \$0-24,999; 4%

28 said \$25,000-49,999; 10%

57 said \$50,000-74,999; 21%

<sup>3</sup> <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

50 said \$75,000-99,999; 18%  
 44 said \$100,000-124,999; 16%  
 22 said \$125,000-149,999; 8%  
 15 said \$150,000-174,999; 6%  
 17 said \$175,000-249,999; 6%  
 17 said above \$250,000; 6%

All across the board, our survey respondents have higher incomes than the general Philadelphia population, but the most extreme differences appear at incomes above 50K, sometimes more than double the local population as a whole. In Philadelphia 25% of all incomes were between \$25,000 and \$49,999, these survey respondents have higher average incomes. Sixteen percent (16%) of Philadelphians have incomes between 50 and \$74,999, here it is 18%, a small difference. The biggest difference is in those who make 75K to \$99,999, where survey respondent are nine (9%) percentage points higher than the general Philadelphia population. Finally survey respondents making between 100K and \$149 represent a far higher number of respondents than the general population, 24% in our survey and in Philadelphia just 8%.

The median household income for Philadelphia, according to the 2010 US Census, was \$37,106.

Here is the table from the US Census 2010 about Philadelphia County<sup>4</sup>:

Subject	Philadelphia County, Pennsylvania							
	Households		Families		Married-couple families		Nonfamily households	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
<b>Total</b>	580,509	+/-2,616	312,290	+/-2,849	160,378	+/-2,190	268,219	+/-2,954
<b>Less than \$10,000</b>	14.8%	+/-0.3	9.8%	+/-0.4	2.9%	+/-0.3	21.9%	+/-0.6
<b>\$10,000 to \$14,999</b>	8.3%	+/-0.2	6.0%	+/-0.3	3.1%	+/-0.3	11.4%	+/-0.4
<b>\$15,000 to \$24,999</b>	13.4%	+/-0.3	12.1%	+/-0.5	7.7%	+/-0.5	15.4%	+/-0.5
<b>\$25,000 to \$34,999</b>	11.3%	+/-0.3	11.2%	+/-0.4	8.4%	+/-0.5	11.6%	+/-0.5
<b>\$35,000 to \$49,999</b>	13.6%	+/-0.3	14.0%	+/-0.5	12.6%	+/-0.6	12.9%	+/-0.5
<b>\$50,000 to \$74,999</b>	16.2%	+/-0.3	18.0%	+/-0.5	20.5%	+/-0.7	13.7%	+/-0.5
<b>\$75,000 to \$99,999</b>	9.3%	+/-0.3	11.3%	+/-0.5	15.8%	+/-0.7	6.2%	+/-0.3
<b>\$100,000 to \$149,999</b>	8.0%	+/-0.2	10.9%	+/-0.4	17.3%	+/-0.6	4.2%	+/-0.3
<b>\$150,000 to \$199,999</b>	2.7%	+/-0.1	3.7%	+/-0.2	6.3%	+/-0.4	1.4%	+/-0.2
<b>\$200,000 or more</b>	2.3%	+/-0.1	3.1%	+/-0.2	5.4%	+/-0.3	1.3%	+/-0.1
<b>Median income (dollars)</b>	37,016	+/-455	46,462	+/-723	68,184	+/-1,329	25,998	+/-515
<b>Mean income (dollars)</b>	53,344	+/-522	63,618	+/-851	86,483	+/-1,416	39,377	+/-640
<b>PERCENT IMPUTED</b>								
<b>Household income in the past 12 months</b>	37.6%	(X)	(X)	(X)	(X)	(X)	(X)	(X)

<sup>4</sup> <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

Subject	Philadelphia County, Pennsylvania							
	Households		Families		Married-couple families		Nonfamily households	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Family income in the past 12 months	(X)	(X)	40.6%	(X)	(X)	(X)	(X)	(X)
Nonfamily income in the past 12 months	(X)	(X)	(X)	(X)	(X)	(X)	32.8%	(X)

Source: U.S. Census Bureau, 2008-2012 American Community Survey

**Question 23. How many children age 18 or younger live in your household? Please provide only one answer.**

Seventy eight percent (78%) of respondents have no children under the age of 18. The next highest percentage at eleven percent (11%) have one child under 18; six percent (6%) have two children; one percent (1%) have three; and no respondents have four children under 18. Four (4%) percent preferred not to answer.

**Question 24. Please share your comments about any further collaboration between Hidden City and the Preservation Alliance.**

Eighty five (85) respondents added write in comments. The comments fit into several general categories:

GENERALLY POSITIVE – There were 42 generally positive comments, the highest number (47%) of all the 88 write in comments. These comments highlight the great amounts of support for collaboration from these respondents, who believe it will be mutually beneficial for both organizations and also beneficial for the city. However, they warn that collaboration must be executed with some caution.

Representative comments include:

- I think it is a terrific idea that will benefit both organizations.
- If it were to help actually save more of our built environment I would be Ok with that.
- Collaboration, working together, openness and inclusiveness: all are the direction for success in any venture these days. It makes sense for Hidden City and Preservation Alliance too.
- I think collaboration is a good idea, but some separation must remain to insure the journalistic integrity of the Daily - it's an important, independent news source that is very valuable, and should be kept alive and independent.

- Odd pairing but could make sense. Huge need for communication if that path is chosen. Good luck!
- The 2 organizations obviously have different missions. Hidden City is to teach history. The Preservation Alliance is to preserve it. They should collaborate.
- I joined Preservation Alliance because of a Hidden City event (Tacony tour; event with Caroline and John's installation, etc.) a few years ago. Both organizations give me an enhanced and complementary view of our city.
- I'm sure I'm not the only one who sort of migrated from the Preservation Alliance to Hidden City because the latter had the more interesting programming ... but I understand that the Preservation Alliance plays an important role in its way too ... so I would like the two of them coming together and hopefully the whole would be greater than its parts!
- It seems like there is an untapped potential with a collaboration between the two organizations. Good luck!
- Collaboration is a good move. The need for more awareness in preservation in Philadelphia is paramount
- I'm a fan of both organizations. Depending on how implemented, an increase in collaboration could be better or worse. Hidden City seems more focused on Philadelphia only as well as younger people, so collaborating more could be a good way of connecting to this demographic -- but I'd worry about it becoming too Philadelphia-focused.
- Sounds like a great idea.

GENERALLY NEGATIVE – These 12 comments highlight the concern that these groups may be too different to collaborate reasonably.

- Unless the Alliance is willing to change their complete business model this is a bad idea.
- I think it would have helped to see mission statements when filling this out. When I read these two websites I get very different impressions of each. Perhaps under the surface there's more connection than I'm aware of, but it made it difficult to complete this in a useful way. Good luck with whatever you decide. Our city needs both of you.
- I had no idea that Preservation Alliance's position was in such dire straits that it was considering a merger. It's most unfortunate.
- The Preservation Alliance has a board. From my experience in a similar organization, trustees want to direct advocacy and sometimes tie the hands of the staff. (And the trustees choose the executive director, another issue which could affect how happy the Hidden City operators are.) I favor the renegade personality of Hidden City and think too much "combining" with the Preservation Alliance will seriously diminish Hidden City, maybe not right away, but eventually.

POSITIVE FOR HIDDEN CITY – These 12 comments highlight the youthful energy and Hidden City’s hip, “underground” style, both of which are a draw for the organization. Representative comments include:

- Hidden City has an underground, independent feel to it that I would NOT want to see messed with by additional bureaucracy or oversight.
- Hidden City is much cooler and more interesting. It would be a shame to lose that.
- I really love Hidden City- the concept behind it and enjoy the weekly emails and the stories.
- I really enjoyed its initial tour of hidden Philadelphia (in 2009?) and thought very highly of it.
- Educated, multicultural youth is the Hidden City strength- plus its crackerjack team of compelling journalists.

NEGATIVE HIDDEN CITY – These six (6) comments highlight that Hidden City is still a new group, not yet well established and still breaking into the ranks of existing groups. Representative comments were:

- I know people from other non-profits who have collaborated with Hidden City on other events and were not happy. Hidden City is in for themselves, they are all take and no give. Be very careful in partnering with them.
- Last year, I had to provide a tour of one of our historic properties to a Hidden City group. They were some of the rudest, most ill-informed and difficult people I've ever worked with. The organization seems to be for amateurs.
- Hidden City has a lot to say, but what it says has no significant content or the power to persuade the preservation community.

POSITIVE PRESERVATION ALLIANCE – These six comments highlight that the Preservation Alliance has an authoritative, long-standing and positive presence. Representative comments include:

- The partnership is clearly advantageous to the Alliance.
- The Preservation Alliance has had an authority in the community since its founding.
- I've been a member of Preservation Alliance for many, many years. To me, Preservation Alliance is a group of preservation professionals working to improve the opportunities for historic preservation by advocating in legal channels, educating professional and serious amateurs, and providing up-to-date information about the state of historic preservation in Philadelphia and surrounding communities.



NEGATIVE PRESERVATION ALLIANCE – These nine comments highlight that the Alliance is not as well known to this audience, and that the respondents feel that the Alliance’s age is detrimental to its success. Representative comments are:

- I've navigated away from the Alliance in recent years because it seems like its dead or dying.
- The Alliance needs the youthful vitality and intelligence of the Hidden City team and its audience. I've given up my Alliance membership in favor of Hidden City.
- The need for (or something like) Preservation Alliance is GREAT, but it seems to me that more is lost each year than is "preserved".
- I wouldn't be in favor of collaboration if it's just because PA is lazy.

DON'T KNOW THE ORGANIZATION—there were nine comments that stated they were unfamiliar with either organization. Representative comments include:

- I don't know much about the Hidden City organization.
- I have never received or known about such an organization or alliance with Hidden.
- Don't know the Preservation Alliance at all.
- To be honest, this survey just woke me up to the Preservation Alliance. I must get to know them better.
- I don't know much at all about Preservation Alliance, but will look into it after this survey. It has piqued my interest.

EVENTS/PROCEDURAL COMMENTS --These 11 comments identify ideas of what these organizations could do together, general practice advice to keep in mind, and other potential collaborative work. Representative comments were:

- Hidden City should identify opportunities for advocacy and the Alliance should execute.
- The Alliance's string of losses is disheartening and hopefully Hidden City can invigorate it.
- In the end, I would hope that collaboration would foster stronger advocacy efforts in the city. Both organizations are incredibly important for the long-term understanding and sustainability of building preservation in Philadelphia. I think both groups cater to different audiences, and in some ways it is good to keep those voices separate, and to foster collaborate when both voices can be brought together without alienating each other.
- I think the most pressing need is for savvy, popular programming that informs Philadelphians about their historic city and its architecture. In this respect, we should aspire to be like Chicago.

OTHER – These nine comments are mostly concerning the survey itself and how it is executed. Representative comments were:

- In an opinion survey, there should be a choice of "FAIR" between Good and Poor. The way the survey is structured is to force either too high a rating or too low, and this affects the accuracy. It is poor survey construction.
- Demographics should be totally irrelevant to this survey. I resent your asking.

Overall, these comments exhibit hopeful excitement, laced with caution. These respondents as a group believe that the Preservation Alliance and Hidden City could accomplish great things working together, but they are concerned that one may be lost into the identity of the other without careful planning and conversation.

For the complete list of all comments, please see Appendix D.

**Question 25. If you would like to be entered into the drawing for one, \$100 gift certificate, which can only be used at any participating merchant in Reading Terminal Market, please provide all of the following information. This will be used to notify you of the drawing results and for no other purpose. The random drawing for one, \$100 gift certificate will be held on September 5, 2014, and the winner will be contacted then.**

A winner was chosen and notified on September 19, 2014.

# Appendix A – Survey Responses from Survey Monkey Charts

## APPENDIX B

### QUESTIONS 7 AND 13

**Question 7. What three adjectives would best describe Hidden City Philadelphia as an organization? Add your words below.**

**The following is a list of all comments made by survey respondents, no comment has been eliminated or changed except to correct spelling errors.**

First word

#### POSITIVE

1. A good niche
2. Accessible
3. Accurate
4. Adventurous x2
5. Awesome x2
6. Ballsy
7. Cheeky
8. Cohesive
9. Committed x2
10. Community-based
11. Comprehensive
12. Cool x 5
13. Creative x10
14. Cultural
15. Curious x2
16. Cutting edge
17. Dedicated x6
18. Different
19. Diverse
20. Eclectic x2
21. Edgy x3
22. Engaged x4
23. Enthusiastic x2
24. Essential x2
25. Excellent
26. Exciting x2
27. Eye-opening
28. Fascinating x6

29. Focused
30. Fresh
31. Fun x2
32. Funky x2
33. Game-changing
34. Grassroots
35. Great
36. Helpful
37. High quality
38. Hip x7
39. Hipster
40. Historical
41. Historically sensitive
42. History
43. Illuminating
44. Important x3
45. Incisive
46. Independent thinkers
47. Informative x13
48. Innovative x18
49. Insightful x2
50. Insurgent
51. Integrity
52. Intelligent x2
53. Interesting x27
54. Intriguing x3
55. Inventive x3
56. Investigative x3
57. Journalistic
58. Knowledgeable x2
59. Low key
60. Multidisciplinary
61. Neat
62. Necessary x2
63. Needed x4
64. Off-beat x2
65. Original x2
66. Outgoing
67. Outstanding
68. Passionate x5
69. Positive
70. Preservation
71. Proactive

72. Progressive x2
73. Provocative
74. Quality
75. Quirky x7
76. Refreshing x3
77. Relevant x3
78. Resourceful
79. Rock
80. Rogue
81. Smart
82. Solid
83. Substantial
84. Surprising x3
85. Thoughtful x2
86. Thrilling
87. Timely
88. Trendy
89. Underappreciated
90. Underground
91. Unexpected
92. Unique x25
93. Unusual x9
94. Useful
95. Varied
96. Vibrant
97. Vital
98. Well-researched
99. Wonderful
100. Young

## NEGATIVE

1. Amateurish
2. Hidden
3. Inconsistent
4. Lesser known than Historic Preservation
5. Non-mainstream
6. Not well known
7. Obscure
8. Self-serving
9. Unknown x3

## Second Word

### POSITIVE

1. Active
2. Adventurous x3
3. Alternative
4. Ambitious
5. Apolitical
6. Applicable to fellow residents of Philadelphia
7. Appreciated
8. Architecture
9. Artistic
10. Arts-based
11. Awesome
12. Behind-the-scenes
13. Bullish
14. Caring
15. Clear
16. Committed x2
17. Comprehensive x2
18. Concerned
19. Considerate
20. Cool x6
21. Creative x6
22. Cultural
23. Current
24. Cutting edge
25. Dedicated x4
26. Deep knowledge
27. Detailed
28. Different
29. Discerning
30. Diverse x3
31. Dynamic
32. Eclectic
33. Edgy x5
34. Educational x6
35. Encapsulating
36. Energetic
37. Engaging x5
38. Enlightening x5

39. Enthralling
40. Esoteric
41. Exceptional
42. Exciting x2
43. Explorative
44. Fascinating x3
45. Fearless
46. Forward
47. Fresh
48. Fun x6
49. Good
50. Grounded
51. Helpful
52. Historic x3
53. Important x5
54. Independent
55. Indispensable
56. Informative x18
57. Innovative x7
58. Insightful x5
59. Inspired
60. Intellectually creative
61. Intelligent x2
62. Intense
63. Interesting x22
64. Intriguing x2
65. Invaluable
66. Investigative x2
67. Knowledgeable x5
68. Laudable
69. Life-affirming
70. Local x2
71. Low key
72. Mind-opening
73. Mission-driven
74. Necessary x3
75. Needed
76. Niche
77. Off-beat
78. Organized
79. Palimpsest
80. Passionate
81. Preservation advocates



82. Professional x2
83. Progressive
84. Provocative x2
85. Quirky
86. Relevant x3
87. Researched x2
88. Resourceful x2
89. Respectful
90. Serious
91. Striving
92. Surprising
93. Thorough
94. Thoughtful x4
95. Thought-provoking x4
96. Thorough
97. Timely x2
98. Trendy
99. Trustworthy
100. Uncover
101. Unexpected
102. Unique x9
103. Unusual x4
104. Urban exploring x3
105. Valuable
106. Visionary
107. Visual
108. Worthwhile
109. Youthful

## NEGATIVE

1. Dangerous
2. Disorganized
3. Fledgling
4. Learning x2
5. Little known
6. Low visibility
7. New x3
8. Non-mainstream
9. Old
10. Opportunistic
11. Redundant
12. Shoe stringed

13. Underground
14. Uneven
15. Uninformed

Third word

POSITIVE

1. Accessible
2. Adventurous
3. Advocacy x2
4. Alternative
5. Amazing
6. Appreciated
7. Artistic x3
8. Attractive
9. Authentic x2
10. Avant garde x2
11. Behind the scenes
12. Broad range
13. Civic minded
14. Committed x3
15. Community
16. Compact
17. Compelling
18. Connecting
19. Consistent
20. Cool x3
21. Courageous
22. Creative x4
23. Curious
24. Daring
25. Dedicated
26. Democratic
27. Deserving
28. Detailed x3
29. Determined
30. Different x2
31. Distinctive x2
32. Dynamic x2
33. Educational x5
34. Engaged x4
35. Enjoyable x3
36. Enlightening x4

37. Entertaining
38. Erudite
39. Esoteric
40. Excellent
41. Eye-opening
42. Factual
43. Faded opulence
44. Fantastic
45. Fascinating x2
46. Focused x2
47. Forward-thinking
48. Fresh
49. Fun x10
50. Funky
51. Genuine
52. Grass-roots
53. Great events in unexpected places
54. Growing x2
55. Heart-opening
56. Helpful
57. Heritage
58. High quality
59. Histo-caring
60. Historic x8
61. Important x8
62. In depth
63. Inclusive
64. Indispensable
65. Influencing
66. Informative x7
67. Informed
68. Innovative
69. Insightful x2
70. Integral
71. Integrative
72. Intellectual
73. Intelligent x4
74. Intended
75. Interesting x13
76. Intriguing
77. Investigative x2
78. Journalism
79. Knowledgeable x3

80. Magical
81. Mind-blowing
82. Mind-opening
83. Much needed about our city
84. Multi-disciplinary
85. Mysterious
86. Necessary x4
87. Needed x2
88. Next generation
89. Not overly active
90. Original x2
91. Outstanding
92. Passionate x2
93. Pertinent
94. Place making
95. Pleasant
96. Pragmatic
97. Preservation
98. Proactive x2
99. Progressive x3
100. Promising
101. Protective
102. Proud to be a Philadelphian
103. Public
104. Publicize
105. Quaint
106. Quirky x3
107. Rational
108. Relevant x3
109. Remarkable
110. Revealing
111. Roll
112. Scrappy
113. Single minded
114. Smart
115. Stimulating
116. Strategic
117. Substantial x2
118. Thorough
119. Thought provoking x4
120. Thoughtful
121. Trendsetting
122. Underappreciated

123. Under the radar
124. Unique x5
125. Unusual x2
126. Urban x3
127. Useful
128. Valuable x2
129. Variety
130. Visibility
131. Vision
132. Vital
133. Well done
134. Well written
135. Well meaning
136. Wry
137. Young x4
138. Zealous

#### NEGATIVE

1. Challenging
2. Dirty
3. Secret
4. Self-absorbed
5. Sparse
6. Troublesome
7. Inaccessible
8. Unaware
9. Uncooperative
10. Unknown

**Question 13. What three adjectives would best describe the Preservation Alliance as an organization? Add your words below.**

All of the comments have been included here, none have been eliminated, and we have only corrected obvious spelling errors.

First word

#### POSITIVE

1. Activist x2
2. Advocacy x5
3. Advocate x10
4. Ally

5. Architectural
6. Caring
7. Charitable
8. Clear
9. Committed x4
10. Courageous
11. Critical
12. Current
13. Dedicated x14
14. Dependable x2
15. Educational x2
16. Effective
17. Elegant
18. Energetic
19. Essential
20. Established x4
21. Evolving
22. Excellent x3
23. Focused x3
24. Good x3
25. Good work
26. Great
27. High quality
28. Historic x9
29. I am unfamiliar with the PA - but I'll be looking into it now!
30. Important x15
31. Informative x2
32. Integrity
33. Interesting x2
34. Invaluable x2
35. Knowledgeable x2
36. Mission driven
37. Necessary x6
38. Needed x3
39. Old school
40. Open
41. Organized
42. Outstanding
43. Policy-oriented x2
44. Powerful
45. Preservation x3
46. Proactive
47. Professional x3

48. Provocative
49. Public
50. Raising awareness
51. Reactionary
52. Relevant
53. Reliable x2
54. Respected x2
55. Robust
56. Scholarly x2
57. Sincere
58. Solid
59. Special
60. Statist
61. Stewards
62. Strong
63. Traditional x4
64. Transforming
65. Under appreciated
66. Useful
67. Valuable x2
68. Vigorous
69. Vital x2
70. Weak x2
71. Worthy x2

## NEGATIVE

1. Biased
2. Conservative
3. Don't know it
4. Dull
5. Exclusive
6. Faceless
7. Flat footed
8. Floundering
9. High brow
10. I didn't really know about it before this.
11. Idle
12. Insular
13. Mysterious
14. N/a
15. No direction
16. No nothing

17. Not familiar with organization at all
18. Old x4
19. Old fashioned
20. Quiet
21. Sleepy
22. Small
23. Staid x2
24. Static
25. Stiff
26. Stodgy x2
27. Stuck
28. Stuffy
29. There
30. Under advertised
31. Under funded
32. Unknown x6
33. Where did you go?

#### Second word

#### POSITIVE

1. Active
2. Activism
3. Admirable
4. Advocacy x3
5. Advocate x5
6. Architecture x2
7. Assertive
8. Awareness
9. Call to action
10. Caring x2
11. Champions
12. Civic
13. Civic minded
14. Clear minded
15. Committed x2
16. Competent x2
17. Creative x2
18. Critical
19. Dedicated x7
20. Dependable
21. Diligent
22. Diverse



23. Doing the best you can in a bad situation i.e. Historical commission issues
24. Educational x2
25. Educator
26. Effective
27. Engaging x3
28. Enlightening
29. Enthusiastic
30. Essential
31. Established x7
32. Establishment
33. Evolving
34. Excellent
35. Fair
36. Fascinating
37. Focused
38. Government
39. Hard working
40. Helpful x2
41. Historic x5
42. Important x2
43. Informative x5
44. Institutional
45. Intelligent
46. Interesting x3
47. Involved
48. Knowledgeable x4
49. Local
50. Maintaining
51. Mature
52. Motivated
53. Necessary x3
54. Needed x2
55. Neighborhoods
56. On the front lines
57. Partnering
58. Polished
59. Political
60. Pragmatic
61. Proactive
62. Professional x4
63. Public oriented
64. Reliable
65. Resourceful

66. Respected
67. Selective
68. Serious
69. Skilled
70. Smart
71. Staid
72. Stalwart
73. Stewardship
74. Timely
75. Traditional x4
76. Trustworthy x3
77. Undaunted
78. Under rated
79. Upstanding
80. Valiant
81. Valuable x3
82. Visible
83. Visionary
84. Vital
85. Well
86. Well-intentioned x2
87. Well-meaning
88. Worthy

## NEGATIVE

1. Aloof
2. Anguished
3. Busy
4. Chain to bulldozer
5. Complacent
6. Dethatched
7. Don't know it
8. Dormant
9. Elite
10. Elitist
11. Hidden x2
12. Ineffective
13. Inflexible
14. Invisible
15. Inwardly focused
16. Irrelevant
17. Lack of direction

18. Limited
19. Mysterious
20. N/A
21. Old
22. Outdated x3
23. Right-minded
24. Rigid
25. Rudderless
26. Sedate
27. Slower
28. Small
29. Stale
30. Under involved
31. Understaffed
32. Unfamiliar
33. Uninfluential
34. Unknown
35. Why did you drop me?

Third word

#### POSITIVE

1. Active x2
2. Activist x2
3. Advocacy
4. Architecture
5. Aspirational
6. Assistance
7. Attuned
8. Buildings
9. Bureaucratic
10. Clear
11. Committed
12. Complex
13. Congregative
14. Conservative
15. Consistent
16. Consumer friendly
17. Corporate
18. Dedicated x3
19. Determined
20. Devoted

21. Educated
22. Educational x6
23. Educator
24. Effective
25. Efficient
26. Engaging x2
27. Enigmatic
28. Enjoyable
29. Essential
30. Far-reaching
31. Fearless
32. Friendly
33. Helpful
34. Heritage
35. Historic x2
36. Important x2
37. Independent
38. Influential
39. Informative x8
40. Inspiring
41. Interesting x4
42. Knowledgeable x2
43. Mature
44. Mighty
45. Necessary x2
46. Needed
47. Organized
48. Outspoken
49. Persistent
50. Philadelphia
51. Politics
52. Positive
53. Potential
54. Powerful
55. Preservation
56. Professional x4
57. Protectors of public interest
58. Punctilious
59. Reactive
60. Reliable
61. Respected x4
62. Scholarly
63. Shepard

64. Sincere
65. Straight-forward
66. Supportive
67. Synergistic
68. Taking a stand on otherwise unknown projects
69. Tenacious
70. Thorough x2
71. Traditional x2
72. Umbrella
73. Under appreciated
74. Under recognized
75. Urban
76. Useful
77. Visionary
78. Vital
79. Well-meaning
80. Well-supported
81. Will look into to learn more

#### NEGATIVE

1. Absent
2. Badly
3. Behind the times
4. Boring x2
5. Cloudy
6. Dated
7. Drab
8. Hidden
9. Ignored by city
10. Ineffective
11. Ineffectual
12. Late
13. Limited
14. Low profile
15. Mainstream x2
16. Micro-focused
17. Musty
18. N/A
19. Narrow
20. Not edgy
21. Old x3
22. In need of sprucing up

23. Ossified
24. Overtaxed
25. Overwhelmed
26. Passive
27. Preserve what
28. Questionable
29. Quiet
30. Remote
31. Restrained
32. Stagnant x2
33. Stale
34. Stuffy x2
35. Tired
36. Under funded
37. Under publicized
38. Under resourced
39. Uneventful
40. Unfocused x2
41. Uninspiring
42. Unknown
43. What did I do to piss you off?

## **Appendix C— All of the comments for the open-ended response options for Questions 14, 15, 16, and 17, organized by category.**

**Q14 - Should Hidden City and the Preservation Alliance collaborate on any of the following activities? Please rate every statement below, one answer per row please.**

**A text box labeled Other permitted people to add comments. All comments are attached, none have been eliminated, or changed except to correct obvious spelling errors.**

### **GENERAL POSITIVE FEEDBACK**

1. About time
2. Crossover is good!
3. Could you be stronger together? Then join up!
4. Synergy usually enhances the results for both
5. They should remain distinct but each should take advantage of the other's strengths. They are very much complementary groups but I'm not sure if they should essentially become one organization.
6. You should merge, just do it.

### **GENERAL NEGATIVE FEEDBACK**

1. Hidden City is chiefly a journalistic enterprise, while Preservation is an advocacy organization. I think the difference matters, and I would be careful about blending the two organizations too much.
2. Why blend? Serve different purposes.

### **Hidden City POSITIVE**

1. Hidden City could breathe some life into the dull and blue-haired Alliance
2. Hidden City has the visibility the Preservation Society needs.
3. Hidden City isn't broken but Preservation Alliance is...
4. Hidden City should replace the alliance
5. Only if Hidden City benefits monetarily, for grants, otherwise it dilutes your brand

### **Preservation Alliance POSITIVE**

1. We all need the Preservation Society's mission and efforts to succeed.

### **Hidden City NEGATIVE**

1. I know people from other non-profits who have collaborated with Hidden City on other events and were not happy. Hidden City is in for themselves, they are all take and no give. Be very careful in partnering with them.

#### IDEAS FOR COLLABORATION

1. Co-sponsor walking tours.
2. Expand and continue mystery building feature—Puzzles are fun--make more
3. Hidden City Festival (like in 2012)
4. We need more and more popular programs that inform the public about historic architecture.

#### QUESTIONS/GENERAL

1. Is there still a fair?
2. Sorry I can't comment since I'm not familiar with Preservation Alliance
3. Use less expensive hard copy for event letters.

**Q15 - We will assume, for the following questions concerning any collaboration or affiliation between Hidden City and the Preservation Alliance that: -Both organizations' names and brand identities are preserved. -There will be sufficient editorial independence for the Hidden City Daily. -Membership benefits of both organizations become comingled, with possible enhancements. Do you believe that a relationship between Hidden City and the Preservation Alliance will in any way, undermine the journalistic integrity or credibility of the Hidden City Daily, provided there are conflict of interest policies and an independent editorial review board in place? Check one answer please. Add a comment if you wish in the text box below.**

**These comments are from the text box. All comments are below, none have been eliminated, and some spelling errors were corrected.**

#### POSITIVE

1. As long as editorial remains completely independent I think it would be great.
2. Both organizations need to keep their unique identities, but here's hoping there's strength (and efficiencies) in numbers.
3. Philly needs both organizations' missions to be powerful and successful. Hidden City is particularly good in opening our eyes - how to take this further?
4. Hidden city attracts a younger demographic. That could broaden the preservation outlook/activities.
5. I get a younger, more adventurous, more of a 'trespassing' (in a good way) vibe from Hidden City, which I like. I like the idea of collaborating on events, while remaining



independent. I would like to see more behind-the-scenes events (with alcohol!) from the Preservation Alliance.

6. I think Hidden City should be able to maintain its separate, and sort of underground identity that has nothing to do with the issues of preservation. which are often impacted by the marketplace.
7. I think of the two organizations as having different, though compatible, missions. I like the unique perspective of Hidden City.
8. I'm not familiar with the Preservation Alliance, I like that Hidden City is off beat, and generally it seems more likely collaboration could only strengthen the 2 organizations.
9. It would be necessary for the Alliance board and leadership to let the journalists function independently, and if this was achieved, it would be worthwhile overall.
10. Just make sure your mission statements coincide.
11. More is always better in this case.
12. I would hope to see both organizations able to maintain their journalistic integrity. Both publications could balance each other if done correctly. Not everyone sees "preservation" as relevant but "hidden" is exploring the city. You both would make great partners if you do not lose sight of who your readers are and educate each the preserve and hidden are one.
13. I'd love to have answered no to this, but we're all human. I do think that Hidden City MUST maintain journalistic independence, no matter what form this proposed, more formal relationship might take. The organizations already have an informal relationship, with writers who produce articles for both, and the separation has been maintained - hopefully this would continue.
14. My knowledge of everyone involved with both organizations would lead me to believe that the greatest care would be taken to ensure editorial independence. I would be optimistic about such a relationship but it would really need to be seen in practice. While both groups clearly fit well together, I do think they each have slightly different missions and any collaboration should strengthen each mission, rather than necessarily combine the two. But again, I do also think that those involved would be able to pull off a successful collaboration.
15. The daily needs to retain its journalistic integrity... but it's possible to merge.

## NEUTRAL

1. Have only been in Philadelphia for a little over 2 years. Know Hidden City well but have had no known contact with the Preservation Alliance so really can't address the above two questions.
2. I am not familiar with the Preservation Alliance, and only know Hidden City from their Facebook presence, which I follow and find interesting. I attended one Hidden City event and expect that I will attend more in the future.
3. I am planning on joining Hidden City, the content and presentation is always compelling. I am not familiar with Preservation Alliance to comment. Hidden City has an edge, preservation noir if there is such a thing.

4. I love reading Hidden City for its well-done coverage of Philadelphia. I'm not so sure about PA; I don't know the group all that well. But I look forward to when Hidden City hits my inbox.
5. It depends on how things progress going forward.

## NEGATIVE

1. I believe any association with Hidden City will undermine the credibility of Preservation Alliance.
2. I have a problem with the Alliance and its lack of focus on areas outside center city.
3. I think even with the above measures in place there will be at least a perception of undermined journalistic integrity.
4. I think the core missions of the organizations are significantly different.
5. My concern would be that they tone and voice of Hidden City would be lost...I love its young and fresh feel....the Preservation Alliance just by its name invokes images of musty fusty old professors mumbling together.....Hidden City is inviting, informative and feels alive and emerging like the city.
6. My impression of the Preservation Alliance (not that I know much about it) is that it is traditional and maybe fuddy-duddy while Hidden City has much more verve. I would hate to see Hidden City tamed.
7. The Alliance is a politically minded institution which has lost much of his ability to advocate in recent years. I would hate for Hidden City to need to placate to these same concerns, while as the same time, I hope the Alliance can at the same time find a stronger voice in advocacy. I would hate to see Hidden City's content diluted because of the inefficiencies of the Alliance.

## CONCERNS

1. HC's journalistic independence could be compromised if its publications activities were merged too much with PA, which has a different audience and constituency. Partnering in non-journalistic activities would be fine, though.
2. As you can see from my previous comment, this is a key issue. Event-specific or task-specific collaborations are fine, but I would keep Hidden City's journalistic aspect totally separate.
3. HC Needs to figure out if it is an advocacy group or an independent affairs journal. You really can't be both--but their work is more likely to be picked up if it attempts to keep its reporting objective.
4. Clarity will be key. Independence and integrity must also continually be demonstrated.
5. Hidden City is a lot more adventuresome than Preservation Alliance. I am worried that the intriguing edge that Hidden City brings to its work will be lost or toned down in a partnership with Preservation Alliance.
6. I have been a member of Preservation Alliance for some time now. I'm unfamiliar with Hidden City, but would love to know more. A former resident of Fish town, I now

reside in Bucks County, but I fully support preservation efforts in the city, and I have deep interest in early American architecture and industrial technology. I receive the Preservation Alliance email, but that is the extent of my contacts with the group. Any way that these contacts can be enhanced would be appreciated.

7. My main question for such a collaboration would be whether you have the staff to pull it off.
8. Some HC editors are extremely liberal and have put political statements in articles.
9. Hidden City has a decidedly editorial and profoundly comprehensive edge and establishment. Where does one go to find out about the old built environment of Philadelphia?--Hidden City. The Preservation Alliance is, one could say, lesser known and more pro-forma than Hidden City, as its stale and bureaucratic, as such organizations go... Separation is required. That said, one of the main issues in the history community is that it is a fragmented and nuanced world. Does the park service out the Liberty Bell in a reused space? No. Do they have offices in a historic building in DC? Of course not. This is the same nationally as locally in the historic realm. This is why perhaps a historic Germantown-esque merger could be good. But, that said, it needs to encompass a greater conversation that will create a strong establishment that guards old Philadelphia and its incredible architectural context both in the impressive and the monotonous.
10. What if it gets too 'stuffy'?
11. This sounds like a collaboration initiated by funders rather than the organizations themselves and I do not trust that Phyla funders. Is this collaboration being forced on Hidden City and Preservation Alliance and are their funding sources threatening them if they do not co-sponsor?

#### OTHER

1. No opinion
2. Not familiar enough with Hidden City to answer.
3. Since I've never read Hidden City Daily and know nothing about the organization and its activities, I really have no opinion on this matter.
4. Sorry - I need to familiarize myself with the Preservation Alliance before expressing any real/valid opinion.

**Q16 - Will a joint collaboration between Hidden City and the PA result in more effective preservation of Philadelphia's architectural and cultural heritage? Please add a comment if you wish.**

These responses are from the comment box. All responses are included, none have been eliminated, and we have corrected spelling errors only.

## POSITIVE

1. A "managed" degree of collaboration will certainly be a positive thing.
2. Usually the synergy will lift and enhance the results for both groups.
3. And isn't that the top priority for preservationists throughout the city? That alone is enough to advocate a collaboration.
4. Assuming two organizations collaborating will have more clout.
5. Both groups want nothing more than the preservation of our city.
6. Both organizations have overlapping interests that would only serve to make any preservation efforts made by either group stronger. Together, they would bring sharp thinkers and people of vision with people familiar with the political realities of dealing with issues like preservation in a city like Philadelphia.
7. Could potentially help by having a lot of focus on bigger projects but on the downside, may let smaller projects slip through the cracks.
8. Cooperation and a pooling of talent and resources are always a good thing.
9. DEFINITELY. Less independent voices are needed and a united, stronger voice is needed. Preservation Alliance has never been able to draw more than just older, ivy-league educated, white people to its cause. The city at-large needs to be its goal. Hidden City brings that diverse, younger demographic to the table...and has the power to mobilize that audience. The Alliance is outdated and ineffectual. It needs the Hidden City audience in its arsenal to fight the preservation fight.
10. Fighting a tough battle, working together should help.
11. Greater reach for both organizations, I feel like this could be a home run.
12. Greater visibility for the Preservation Society.
13. Hidden City has the outreach and engagement opportunity to reach people who can share in the advocacy of the Preservation Alliance.
14. Hidden City is brilliant, but perhaps the Alliance has more political heft?
15. Hope so.
16. Hopefully will attract a younger group of supporters.
17. I assume that is the end goal, which is a good thing.
18. I think collaborative efforts are always more successful than isolated ones, and I think Philadelphia suffers from too much fragmentation as it is. There's huge potential in aligning efforts for saving places. I have just been left unimpressed by the Alliance's work in this regard.
19. I think that Hidden City very possibly has a number of readers who would not necessarily consider themselves "preservationists" and the right kind of collaboration could really educate those that preservation is not the kingdom of cranky people opposed to progress. Austin's preservation advocacy group (Preservation Austin, formerly Heritage Society of Austin) has a group called Inherit Austin that is focused on attracting and engaging the 40-ish and younger crowd. Perhaps this is an idea and a way that Hidden City could collaborate with the Preservation Alliance?
20. I think this will be a good investment in continuing to build constituency for preservation.

21. If it would, they should definitely take advantage of that.
22. I'm all for collaboration - it obviously makes sense in this case - but I would hate to lose the less stodgy approach of Hidden City. I'm not interested in perfect restorations - a city like Philadelphia is a living thing and not Colonial Williamsburg - and it also should not turn into a version of a suburban shopping mall (I already live in the suburbs, that's bad enough) - so if it would help to combine forces with the goal of having more influence to preserve all facets of the city, not just certain parts, that would be great.
23. In advocacy, multiple voices are always more effective than a single voice.
24. It could strengthen, if anything, the effectiveness.
25. It would be a great benefit if the organizations collaborated while maintaining their own missions and identities. It would be equally beneficial if the strategic plans were merged.
26. Maybe, as the collaboration may reach a broader audience of potential supporters offering greater exposure and success for advocacy purposes.
27. Organizations need creative partnerships and this union is a no brainer!
28. Preservation Alliance needs to get more people involved in preservation. Hidden City is good at finding new audience for old sites so a joint effort could be good. The Preservation Alliance homeowner workshops are good as is the annual list of places in jeopardy but other than that what does Preservation Alliance do? We have too many lost buildings in Philly. Hidden City is good about making people see the value in these sites.
29. Probably
30. Probably (The "maybe" and "not sure" choices here mean the same thing)
31. See above comment, this depends on the how it's carried off. Not everyone needs to know that it's the same organization. Linked is different than being one in the same.
32. The collaboration would benefit from a larger, more diverse membership base, not just those who are highly educated and already affiliated.
33. There is hope and strength inherent in collaboration. What are the two organizations' missions? Sometimes it feels like Hidden City does a great job exposing buildings in need of preservation attention, but then it is dropped for lack of "real advocacy" beyond a journalistic article. How will the renegade reporters dovetail with a serious preservation organization? The two will need shared goals and coordinated exposure and advocacy.
34. This allows people to interact with and discover the buildings and resources they should get excited about protecting.
35. To the extent that they can galvanize advocates and inform the public at large, then yes.
36. Why can't there be two organizations concerned with the historical fabric of the city, maintaining the different emphases that distinguish them currently? Collaboration is good - merger is not.
37. Yes - or at least I certainly hope so.
38. Yes, but hoping Hidden City Daily also continues to be genuinely interesting and fun not only directed at preservation, fundraising and bad news about buildings lost or endangered - that gets so discouraging after a while. Balance between interesting and calls to action will be great.

39. You will have more people advocating preservation.

#### NEGATIVE

1. As long as both organizations combined make a stronger single organization, yes -- but not to create a third fledgling, struggling entity.
2. Bringing attention to properties for potential adaptive use could become a preservation asset achieved by Hidden City. "Attention" through the eyes of cultural programs does not necessarily draw developers and funders, however. Defining purpose and goals of such collaboration would be necessary.
3. Feel like they are already pretty similar in mission in this regard. Not sure how much more it will do, other than perhaps helping Preservation Alliance reach a wider audience.
4. Having a higher quality editorial content from Hidden city will help. But the Historical Commission and the overt political nature of their decisions is the big issue. The merger of these two organizations if that happens, will not have an impact on the Historical Commission.
5. Hidden City may need the Preservation Alliance, but Preservation Alliance probably doesn't need Hidden City regarding preservation efforts. Preservation Alliance may benefit on an editorial or content level.
6. Hidden City seems to be a bunch of amateurs who crave unusual things. They are aficionados who don't seem to understand preservation regulations, law or even professional standards. I associate Preservation Alliance with historic preservation professionals and I believe it has credibility. It would lose that credibility if it collaborated with the strident, uninformed opinions of Hidden City.
7. I can't say. Both seem to be in the same sphere. Could you do more with less? Secure more funding? Grow the constituency? Then merge.
8. I enjoy the urbex aspect of Hidden City Daily, and I would hate to see that no longer appearing in their communications.
9. I would hope so, but not sure. What we really need is a new Historical Commission.
10. Need more aggressive advocacy, more appeals, more challenges to the status quo. Hidden City won't do this.
11. Only if the Zoning and Planning Board stops side stepping the current rules. More publicity and getting the community involved may help.
12. Seems the advocacy is different
13. The two organizations would need to implement strong, professional collaboration. The feasibility of this depends on staff and other capacity, versus public opinion.
14. Why would it help? Nothing has been said to indicate a need for merging. It's a non-issue. They serve different purposes.
15. Well, if you start at just above zero, then just about anything is a plus.

## OTHER

- Awareness is the key.
- Really have no idea since I have no knowledge of Hidden City programs, policies, etc.
- The more vital, reliable, constant, and vocal information is about the necessity of preservation and appreciation of Philadelphia's architectural treasures...hidden or not...the better for the city and region as a whole.
- We need to be more proactive in preserving our rich history.

**Q17 – Given the above assumptions and a closer relationship between both organizations, please respond to the following statements. Please rate every statement, one answer per row please.**

**There was an “other” text box that permitted people to offer comments. All comments are listed here, none have been eliminated, and we have corrected obvious spelling errors.**

## POSITIVE

1. Excited to see this survey and hope for a good outcome.
2. Hopefully!
3. I do think Hidden City has more energy, despite knowing Preservation Alliance has significant actual preservation wins.
4. It would be wonderful if more could be saved.
5. Maybe. Preservation Alliance seems to be an older crowd. Although Hidden City seems to reach a younger audience.
6. One would hope that a new generation of preservationists can be created via collaboration or any other ways.
7. The "new generation" question is interesting. Hidden City has a younger look to it--so possibly a younger generation would be attracted by a collaboration.
8. The Preservation Alliance needs some pizzazz, working closely with Hidden City would help.
9. Yes, a less fragmented preservation community would lead to a strong and more effective machine.

## NEGATIVE

1. You've got to be kidding.
2. This is making me concerned, because Hidden City is exciting, perhaps, because of its small size? It's such a smart website/organization, and other things in the city are more plodding. If there's an 'affiliation' does everything get more useful but far more flattened out?

3. One might want to assess just how money this will actually raise. The joining of dues actually scares me a bit as it threatens the battles Hidden City can fight.

#### OTHER

1. I have no idea what Hidden City is or what it does or what Preservation Alliance's connection with it is.
2. I just don't know enough about the Alliance to say yes to all questions.



## Appendix D

### All the responses for Question 24

#### **Q24 - Please share your comments about any further collaboration between Hidden City and the Preservation Alliance.**

We list every comment made, none have been eliminated or changed except to correct spelling errors.

#### **GENERALLY POSITIVE**

1. Both organizations could greatly benefit from a partnership!!!
2. I think it is a terrific idea that will benefit both organizations.
3. I think it's a wonderful idea; the more man power, the better!
4. Seems smart not to duplicate efforts, but only if it creates a broader, better unit.
5. There are many promising opportunities for such a partnership. I support exploring a potential collaboration.
6. If it were to help actually save more of our built environment I would be Ok with that.
7. Collaboration, working together, openness and inclusiveness: all are the direction for success in any venture these days. It makes sense for Hidden City and Preservation Alliance too.
8. It seems like a combined effort would probably be good idea.
9. Hidden City and the Alliance each bring assets to the table and more is always better. Limited resources need to be used thoughtfully and duplication is not wise use.
10. I think collaboration would probably be beneficial if egos and politics don't get in the way.
11. I think collaboration is a good idea, but some separation must remain to insure the journalistic integrity of the Daily - it's an important, independent news source that is very valuable, and should be kept alive and independent.
12. I think it would be good to preserve the character of each organization
13. Odd pairing but could make sense. Huge need for communication if that path is chosen. Good luck!
14. The 2 organizations obviously have different missions. Hidden City is to teach history. The Preservation Alliance is to preserve it. They should collaborate.
15. I can't imagine how collaboration could be a bad thing, assuming there are no hidden conflicts of interest.
16. I like the idea of joining resources; how and when this should happen and to what extent is not clear to me now.

17. I love the Hidden City programming of events and think it is a great fit to be paired with the Preservation Alliance.
18. I anticipate that further collaboration can greatly enhance preservation motions in Philadelphia
19. I think a collaboration/combination of these two organizations would benefit historic preservation in Philadelphia. I look forward to hearing more.
20. I joined Preservation Alliance because of a Hidden City event (Tacony tour; event with Caroline and John's installation, etc.) a few years ago. Both organizations give me an enhanced and complementary view of our city.
21. I'm sure I'm not the only one who sort of migrated from the Preservation Alliance to Hidden City because the latter had the more interesting programming ... but I understand that the Preservation Alliance plays an important role in its way too ... so I would like the two of them coming together and hopefully the whole would be greater than its parts!
22. It seems like a good idea, but I can't be sure since I don't recognize the Preservation Alliance name.
23. It seems like there is an untapped potential with a collaboration between the two organizations. Good luck!
24. I can easily see the possibility for a mutually good and strengthening affiliation or perhaps eventual merger.
25. Collaboration could, of course, generate lots of benefits, but I would like to see the two organizations remain independent and distinct. Are two historic preservation-minded organizations too many for a city like Philadelphia? I hope not.
26. Anything that could be done to increase the preservation efforts within the city would be very beneficial
27. Collaboration is a good move. The need for more awareness in preservation in Philadelphia is paramount
28. I would be excited about any positive alliances that enhance communication with the public regarding the lesser known histories of Philadelphia, the amazing city we all love so well.
29. A stronger united voice is needed in this town.
30. Keep highlighting our city's rich history and culture. The more we know, the more we grow.
31. How does the Alliance feel as an organization founded from a merger?
32. I love reading Hidden City but did not know much about the Preservation Alliance. I haven't lived in Philly for about three years (I'm in NYC now) but I intend to move back within the next year or so, at which point I plan to become a member of Hidden City, and now that I know about the Preservation Alliance, a member there as well. Absolutely love the work y'all do, and it kills me that I'm not back home to experience many of the events in person.
33. I'm a fan of both organizations. Depending on how implemented, an increase in collaboration could be better or worse. Hidden City seems more focused on Philadelphia only as well as younger people, so collaborating more could be a good way

of connecting to this demographic -- but I'd worry about it becoming too Philadelphia-focused.

34. Sounds like a great idea.
35. Just do it.
36. Long overdue
37. Do the right thing!
38. Go for it!
39. Good idea
40. I wish you both the best of luck and hope to support some great work in the future.
41. I am very excited about this idea. Please email me when/if this happens:  
[julie.weisgerber@fema.dhs.gov](mailto:julie.weisgerber@fema.dhs.gov)
42. I'd rather have more contact with Preservation Alliance, but I have no problems with any collaboration with Hidden City. Please forward any relevant information.

## GENERALLY NEGATIVE

1. Danger Will Robinson. I am excited for the possibility for Hidden City to have a positive impact on the Preservation Alliance of Greater Philadelphia, particularly in forward thinking constructive ways. I'm concerned that Hidden City would be compromised in being able to advocate for great design. I see Hidden City's mission as much broader and focused more on the relationship between design and civic identity - something in which preservation plays a strong role but is not first and foremost. The Preservation Alliance of Greater Philadelphia must look out for preservation first. So what happens when an issue divides these missions? I find it hard to believe that this won't cause a problem.
2. Don't do it. Two very different groups with two very different mainsprings.
3. I'm not in support of it.
4. Mission confusion?
5. Unless the Alliance is willing to change their complete business model this is a bad idea.
6. For those familiar with the Preservation Alliance and less so with Hidden City, quality judgment on such a collaboration is at the moment difficult to rationalize evenly.
7. I think it would have helped to see mission statements when filling this out. When I read these two websites I get very different impressions of each. Perhaps under the surface there's more connection than I'm aware of, but it made it difficult to complete this in a useful way. Good luck with whatever you decide. Our city needs both of you.
8. I don't understand the affiliation with Hidden City. The two organizations are almost diametrically opposed.
9. I had no idea that Preservation Alliance's position was in such dire straits that it was considering a merger. It's most unfortunate.
10. Where is John Gallery when we need him?
11. The fact that PNB sign removal happened without either organization saying anything until too late is a sign that neither is sufficiently engaged with decision-makers or with the public.

12. The Preservation Alliance has a board. From my experience in a similar organization, trustees want to direct advocacy and sometimes tie the hands of the staff. (And the trustees choose the executive director, another issue which could affect how happy the Hidden City operators are.) I favor the renegade personality of Hidden City and think too much "combining" with the Preservation Alliance will seriously diminish Hidden City, maybe not right away, but eventually.

## **POSITIVE HIDDEN CITY**

1. The Alliance desperately needs this infusion of hip intelligent events and dialogue that Hidden City brings.
2. Hidden City has an underground, independent feel to it that I would NOT want to see messed with by additional bureaucracy or oversight.
3. Hidden City is much cooler and more interesting. It would be a shame to lose that.
4. I have only been to one actual Hidden City sponsored event- it was the cocktail hour on Boathouse row- celebrating Frank Furness. That was fun, but it was a little awkward, because I knew no one. Some of the people there were friendly, some were awkward. I just haven't had the opportunity to attend any other events - my schedule usually conflicts with many of them. I "missed out" on the year that the Met on Broad Street was opened up for a concert. I'd love to see that kind of event happen again.
5. I really love Hidden City- the concept behind it and enjoy the weekly emails and the stories.
6. I may not live in the city, but I often do historical research which involves the city so the Hidden City efforts are of great interest to me. I don't want that impacted by the issues of preservation, which in my opinion are quite different and of no interest to me - particularly when you are talking about Old House fairs and tax benefits. I would think that these things would also be of little interest to younger audiences who can't afford higher end preservation products.
7. I really enjoyed its initial tour of hidden Philadelphia (in 2009?) and thought very highly of it.
8. Protect Hidden City and its inspired mission.
9. To date, I have had scheduling conflicts that have prevented my being engaged with Hidden City -- but I expect that to change for the better.
10. Educated, multicultural youth is the Hidden City strength- plus its crackerjack team of compelling journalists.
11. Hidden City is nice, it's young, and it's got energy.
12. I attended one Hidden City event and expect that I will attend more in the future.

## **NEGATIVE HIDDEN CITY**

1. I know people from other non-profits who have collaborated with Hidden City on other events and were not happy. Hidden City is in for themselves, they are all take and no give. Be very careful in partnering with them.

2. If Hidden City were to go under I would certainly miss it, but in many ways I think its cream in the coffee, nice but not critical.
3. Hidden City looks very interesting but I don't know that much about it. I get emails but don't always read them. Tours look interesting but I haven't gotten to any.
4. Last year, I had to provide a tour of one of our historic properties to a Hidden City group. They were some of the rudest, most ill-informed and difficult people I've ever worked with. The organization seems to be for amateurs.
5. Hidden City has a lot to say, but what it says has no significant content or the power to persuade the preservation community.

### **POSITIVE PRESERVATION ALLIANCE**

1. I have long believed in the mission of Preservation Alliance.
2. The partnership is clearly advantageous to the Alliance.
3. The Preservation Alliance has had an authority in the community since its founding.
4. Have been a member and followed Preservation Alliance for years. Have taken a number of workshops and tours in the past. I try to keep up with the newsletters.
5. The Alliance needs to get bolder and younger. Make this happen!
6. I've been a member of Preservation Alliance for many, many years. To me, Preservation Alliance is a group of preservation professionals working to improve the opportunities for historic preservation by advocating in legal channels, educating professional and serious amateurs, and providing up-to-date information about the state of historic preservation in Philadelphia and surrounding communities.

### **NEGATIVE PRESERVATION ALLIANCE**

1. I've navigated away from the Alliance in recent years because it seems like its dead or dying.
2. The loss of John Gallery's grandfatherly voice of reason is a big loss, but it also presents an opportunity to bring a younger demographic on board.
3. The Alliance used to organize great events about 10-15 years ago, but has become stale.
4. The Alliance has had some significant preservation losses (such as the Boyd Theater).
5. The Alliance needs the youthful vitality and intelligence of the Hidden City team and its audience. I've given up my Alliance membership in favor of Hidden City.
6. Preservation Alliance needs to get its act together.
7. The need for (or something like) Preservation Alliance is GREAT, but it seems to me that more is lost each year than is "preserved".
8. Preservation Alliance is already an alliance of a couple groups, will its "mission" (if it has one!) be furthered by collaboration?
9. I wouldn't be in favor of collaboration if it's just because PA is lazy.

### **DON'T KNOW THESE ORGANIZATIONS**

1. Know nothing about Preservation Alliance s
2. Of the two, I'm much less familiar with Hidden City.
3. o cannot provide any real feedback concerning them.
4. I am not familiar with the Preservation Alliance, and only know Hidden City from their Facebook presence, which I follow and find interesting.
5. I don't know much about the Hidden City organization.
6. I have never received or known about such an organization or alliance with Hidden.
7. Don't know the Preservation Alliance at all.
8. To be honest, this survey just woke me up to the Preservation Alliance. I must get to know them better.
9. It's hard for me to comment because I know little about the Preservation Alliance.
10. I don't know much at all about Preservation Alliance, but will look into it after this survey. It has piqued my interest.

## EVENTS/PROCEDURAL COMMENTS

1. It sounds interesting. I don't know much about the Preservation Alliance but would love to see Hidden City Daily and the festival be able to really work to make a difference in respectful adaptive reuse of underappreciated/endangered history buildings.
2. More and regular profiles of building histories with Hidden City's writing and Preservation Alliance's resources (historical files, drawings, etc.) would be great.
3. Hidden City should identify opportunities for advocacy and the Alliance should execute.
4. The Alliance's string of losses is disheartening and hopefully Hidden City can invigorate it.
5. In the end, I would hope that collaboration would foster stronger advocacy efforts in the city. Both organizations are incredibly important for the long-term understanding and sustainability of building preservation in Philadelphia. I think both groups cater to different audiences, and in some ways it is good to keep those voices separate, and to foster collaborate when both voices can be brought together without alienating each other.
6. I think the most pressing need is for savvy, popular programming that informs Philadelphians about their historic city and its architecture. In this respect, we should aspire to be like Chicago.
7. I would love to be able to do business development presentations as some of the more unique venues you have available to you....an idea for you as a revenue-producer.
8. I just wanted to mention that we are both disabled and find it difficult to attend events, but we enjoy internet communication and strongly support your work.
9. Both organizations should discourage the discriminatory practice of banning children from historic sites. For instance Falling Water. If you're looking for a way to insure a new generation of historic preservationists is being bred, make sure families are permitted to bring their kids to historic sites. My 7 year old loves history and both my kids have been going to historic sites since they were infants.

10. I am co-founder of the Saving Hallowed Ground program, currently a recipient of a grant dedicated to working with students and communities in the NL and Fish town. Our focus is currently working with groups to tell the stories of the Philadelphia community during the Great War Era. Possibly a great opportunity to involve Hidden City and the Preservation Alliance in this effort, noting Philadelphia will be in the spot light of the National WW1 Centennial Committee, of which we are partners.
11. Joint programming with Southeast PA chapter of the American Planning Association?  
[www.apapase.org](http://www.apapase.org)

#### **OTHER COMMENTS ABOUT SURVEY PROCESS**

1. Odd survey as the Alliance has had almost no activities or publications this year.
2. I live and work in NJ, but spend as much time as possible in Philadelphia
3. Great survey thanks
4. You might have begun with a statement outlining the proposed collaboration and its purpose.
5. In an opinion survey, there should be a choice of "FAIR" between Good and Poor. The way the survey is structured is to force either too high a rating or too low, and this affects the accuracy. It is poor survey construction.
6. Can't make 18 and 20 work --poor design, same w/ 25
7. Demographics should be totally irrelevant to this survey. I resent you're asking.
8. I don't see the need to ask for a person's birth year -- just another potential area for a breach of personal information! Asking how old is a less invasive question. All this nosing into people's personal info is getting tiresome.
9. Said above...if I win the raffle please reuse it for another event.

## Credits

This report was written by Donna Ann Harris, principal of Heritage Consulting Inc. and R. Lindsey Uhl, an intern working with Heritage Consulting Inc. in the summer and fall of 2014.

**Donna Ann Harris** is the principal of Heritage Consulting Inc. a Philadelphia-based Women's Business Enterprise (WBE) boutique consulting firm that provides assistance to non-profit organizations and government agencies nationwide in the following practice areas: downtown and commercial district revitalization, historic preservation, tourism product development, and non-profit organizational development.

Prior to starting her firm ten years ago, Ms. Harris was State Coordinator for the Illinois Main Street program for two years and the Manager of the Illinois suburban Main Street program for four years. During her tenure as State Coordinator, Ms. Harris served 56 Illinois Main Street communities, led a staff of 12, and managed a budget of over a million dollars.

Since 2004, Ms. Harris has worked with state, countywide and local Main Street programs in 23 states. She has spoken for the last ten years at the National Main Street Center annual conference, and at the International Downtown Association annual meetings in 2013, 2008 and 2009. Ms. Harris has published five feature articles in the National Main Street Center's quarterly journal *Main Street News* on fundraising, business improvement districts and advocacy.

AltaMira Press published her book *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses* in 2007. For ten years Ms. Harris has been speaking about and consulting with historic house museums around the country about alternative uses and stewardship responsibilities. She has published five feature articles in The National Main Street Center's quarterly journal *Main Street News*, and scholarly articles in the American Association for State and Local History's *History News* and the National Trust's *Forum Journal*. Preparing heritage tourism assessments, strategic plans and audience research studies have been a major focus of her practice for the last two years.

**R. Lindsey Uhl** earned a master's degree in architecture from the University of Kansas, and is working on her master of science in historic preservation degree at the University of Pennsylvania Design School. Lindsey is a certified LEED Green Associate with three years of experience in the field of architecture working as an intern near Boston, MA. She is passionate about the intersection between people and design, and is exploring consultation as a method by which she can find their unity.

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