

# PHILLYCAM

## Philadelphia Community Media Access Strategic Plan FY 2013 through FY 2018



**COMMUNITY CONNECTOR**



**CENTER OF LEARNING**



**ADVOCATE**

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## OVERVIEW

### A FUTURE OF GROWTH, CHANGE, AND BRINGING THE MISSION TO LIFE

After a hard-fought crusade, public access television in Philadelphia transitioned from the dream of a large and diverse group of people to a reality called PhillyCAM. PhillyCAM was an organization in its infancy in terms of nonprofit status, yet assumed an adult-size responsibility, embarking upon being the steward of public access in the City. The **programmatic strategies** outlined in this strategic plan are ambitious, and call for PhillyCAM to engage the community in media making deeply and widely. They reflect the strong desire of the Board and staff to support underrepresented voices, bringing to life the mission and the principles behind public access, freedom of speech, and the democratic process.

The pace of PhillyCAM's organizational journey over the past 12 months accelerated exponentially. In its third year of operations its membership grew from 268 to 498, and its educational offerings trained 184 certified producers. It found, outfitted, and moved into its new headquarters – great feats, especially for a relatively small and up-and-coming organization. This success is evidence of what many have recognized for a very long time – the area's demand for a community media center is strong and growing. Philadelphians are hungry for communication vehicles that will enable them to share their voices. They are eager to be part of a value-based and member-driven organization whose mission and actions are aligned with the needs and interests of the neighborhoods and communities that fuel the vitality and unique richness of life in Philadelphia.

Accordingly, PhillyCAM's potential for growth is unbounded. The move shone a spotlight on the organization, catapulting its visibility to people throughout the City. PhillyCAM, inevitably, will grow in membership, budget size, distribution networks, and in the nature and scope of its activities, and will evolve as rapidly as new technologies advance over the next several years. The **infrastructure strategies** outlined in this strategic plan address perhaps the biggest trial that lies before PhillyCAM over the next three to five years – how best to master the challenge of growth and change. Disciplined management and leadership will focus PhillyCAM on its high-priority goals, and anticipate the technology, governance, personnel, and facility practices needed now and in the future.

The **resource development strategies** outlined in this strategic plan call for volunteer and staff leaders to champion a range of initiatives to help secure PhillyCAM's future sustainability. The renewal of the franchise agreement takes center stage in this regard, and is complemented by fund-raising, earned income, and brand-building initiatives.

## **SUMMARY OF GOALS**

PhillyCAM embarked upon a comprehensive strategic planning process in July 2011. Facilitated by Edward F. Swenson & Associates, Inc. (EFS), an independent management consulting firm, the process enabled the Board and staff to reflect on their vision and goals for PhillyCAM. EFS worked closely with a Steering Committee and the Executive Director. It engaged the Board in small groups; and as a whole in a retreat and several other planning sessions. The firm interviewed stakeholders, outlined a benchmarking process, and designed surveys to reach out to PhillyCAM's constituents.

The resulting strategies are outlined in this document, and can be summarized within the following priority goals:

### **Programmatic Goals**

- Establish PhillyCAM as a convener and “go to” resource that is open and welcoming to anyone, regardless of their views or background.
- Create a community around media making, which increases the digital literacy of Philadelphians and embraces the full range of ages and socioeconomic groups.
- Increase the political discourse in Philadelphia and public awareness of media policy issues.

### **Infrastructure Goals**

- Be a leader in understanding and using new technologies.
- Elevate PhillyCAM's leadership and management capacities.
- Sustain PhillyCAM's physical plant to maximize short- and long-term support of activities.

### **Resource Development Goals**

- Build PhillyCAM's financial sustainability.
- Convey an image and identity that are unique and valued.
- Build PhillyCAM's base of individual and institutional members.

## GUIDING PRINCIPLES

As a value-based nonprofit organization, PhillyCAM's guiding principles are vital to the organization's ability to implement this Strategic Plan. PhillyCAM's mission, vision and values, collectively, will ensure the focused development and execution of initiatives as well as serve as a vigilant screening mechanism for future decision making and policy setting at all levels of the organization.

### MISSION

PhillyCAM is a community media center that brings together the people of Philadelphia to make and share media that promotes creative expression, democratic values and civic participation.

### VISION

PhillyCAM will become...

- More than a television station – a vibrant community center that connects, meets unique interests and needs, and teaches people to become creators, not just consumers, of high-quality media.
- A leading advocate for discussing issues absent from public dialogue in greater detail and without bias.
- An organization that is indispensable to local community, educational, and government institutions.
- Philadelphians' resource for building digital literacy skills.

### VALUES

PhillyCAM, a community media center, values...

- **Access for All** – a commitment to policies that serve the public interest and insure an equitable and accessible media system to all people on all platforms (e.g., cable TV, Internet, mobile).
- **Collaboration** – people and groups working together for common goals and powerful results.
- **Community Connectivity** – communication that unites across culture, demographics or opinion, and that encourages informed civic engagement.
- **Discovery** – the act of people, in safe places, seeing beyond themselves and viewing the world in new ways.
- **Learning** – the individual and community transformation, creativity and innovation resulting from new information and new experiences.
- **Local Focus** – telling stories about, by, and for Philadelphians.
- **Quality** – state-of-the-art technology and high-level technical standards for on-air programs, media creation, educational experiences, and administrative practices.
- **Stewardship** – practices that support a fiscally strong organization.

## PROGRAMMATIC STRATEGIES

The following goals, objectives, and actions were developed by the PhillyCAM Board and staff to focus programmatic priorities for the next several years. PhillyCAM is in the unique position to be an aggregator of ideas, content, and people, and to that end, it will play key roles: a community connector, a center for learning, and an advocate. True success will depend on the collaborations that PhillyCAM builds with partners throughout the City.

### COMMUNITY CONNECTOR

*Philadelphians face significant personal, professional, and community issues, and have a wide range of opinions on how these issues should be addressed. At the same time, far too many people lack communication outlets for expressing their points of view to others, and places for people to gather in dialogue are too few.*

*Over the next several years, PhillyCAM will step up in its role as a Community Connector in both magnitude and impact. It will do more to invite people to find and share their voices and perspectives, offering programs and programming that reflect the diverse social, political, ethnic, and artistic communities that can be found in Philadelphia. It will initiate forums and other opportunities to encourage dialogue around issues that are important to neighborhoods and communities as expressed by the people in those communities. While many of these activities will be facilitated by the new space, PhillyCAM also will strive to have a physical presence throughout the City.*

**GOAL: Establish PhillyCAM as a convener and “go to” resource that is open and welcoming to anyone, regardless of their views or background.**

Objective 1: Encourage interaction with PhillyCAM’s activities and programs by a diversity of people in terms of race, class, gender, geography, politics, age and other demographics.

- Action 1: Find the spaces where people gather (e.g., community center, barber shop, local park), and build relationships and develop programming there.
- Action 2: Identify and build relationships with the people, organizations and businesses with strong neighborhood presence known to enrich civic dialogue and education.
- Action 3: Be an active and proactive presence in the community, hosting activities, covering events, etc.
- Action 4: Increase the level and variety of content cablecast on PhillyCAM’s channels.

Objective 2: Amplify the issues/themes that matter most to people in the City’s neighborhoods.

- Action 1: Identify emerging topics (e.g., new Voter ID rules) that need to be in the public eye through focus groups of community leaders and other strategies.
- Action 2: Produce issue-based forums using focus groups and other strategies as the basis for content selection.
- Action 3: Create mechanisms to connect PhillyCAM producers with non-profits and community organizers seeking media coverage (i.e., type of grassroots media bureau).

Objective 3: Develop PhillyCAM as a community “place.”

- Action 1: Bring people together frequently through PhillyCAM events.
- Action 2: Broadcast live shows from PhillyCAM’s studio and encourage the attendance and participation of impromptu and planned audiences
- Action 3: Formalize the space rental/usage policy.
- Action 4: Expand PhillyCAM’s facility tours to accommodate residents, organizations, and school groups and to include educational opportunities.

Objective 4: Increase the accessibility and contributions of non-English language speakers.

- Action 1: Consult with peer public access centers on programmatic and administrative best practices that support the engagement of non-English speakers.
- Action 2: Create a multi-lingual outreach and engagement campaign.
- Action 3: Incorporate cost-effective technical approaches to support non-English language programming.

## **CENTER OF LEARNING**

*Teaching someone to make media, gives them a direct voice, a means for them to tell a story or convey a message about something that is important to them. The process of media making advances discovery and learning about oneself and one’s community.*

*In the Information Age, telecommunications, which in theory should bind people together, has in reality often set people apart. In the mid-90s, the phrase “Digital Divide” described the startling gaps between those who could get online and those who could not. Today, the Digital Divide takes on new dimensions as new technologies redefine the norms and further distance those left behind due to their geographic and/or socioeconomic circumstances. Higher levels of digital literacy will provide people with a greater ability to use technology, enhancing their careers, education, and quality of life.*

*Over the next several years, PhillyCAM will rise to the opportunity to become a vibrant center of learning. The new facility alone enables expansion of the number and type of educational activities that PhillyCAM can offer. Going forward, PhillyCAM will provide technical training at fundamental and more sophisticated levels. It also will do more on media aesthetics, and on supporting members in making their messages and storytelling more effective. While many of these offerings will be formal training, many others will be informal connections facilitated by PhillyCAM as it intentionally builds a community of media makers working collaboratively to learn from and create with one another.*

**GOAL: Create a community around media making, which increases the digital literacy of Philadelphians and embraces the full range of ages and socioeconomic groups.**

Objective 1: Increase the quality and quantity of media production by helping people evolve, and grow, in their technological capacities.

- Action 1: Develop a top notch and relevant curriculum.
- Action 2: Collect and analyze data to inform approaches for a seamless and quicker transition from student to producer.
- Action 3: Establish satellite (off-site locations) training and production programs in partnership with libraries, recreation centers and other community groups.
- Action 4: Solidify partnerships to provide training in neighborhoods throughout the City.

Objective 2: Organize and encourage peer to peer training, coaching, and mentoring.

- Action 1: Expand PhillyCAM's youth media training program.
- Action 2: Expand PhillyCAM's on-line and face-to-face resources for production.
- Action 3: Provide access to more resources for self-production.
- Action 4: Establish a member mentoring program.
- Action 5: Provide training and resources to "community journalists."

## **ADVOCATE**

*By definition, public access television increases and diversifies the voices in the media. Through the production of their own television programming, people can highlight unique points of view and celebrate their culture, beliefs, and artistic expression. Many individuals and institutions are unaware of their right to public access.*

*Over the next several years, PhillyCAM will seek to play a leadership role in helping Philadelphians be more informed on civic issues as well as understand and become actively engaged in the democratic process. With its origins rooted in advocating for putting legislation into action, PhillyCAM is intent on a journey that leads to the provision of media access to **all** community members, particularly those in underserved or disenfranchised communities. By being involved in media policy on the national level, and carrying out activities for engagement locally, PhillyCAM will make great strides in ensuring that Philadelphians not only know their right to free speech, but also feel empowered to claim that right for themselves and others.*

**GOAL: Increase the political discourse in Philadelphia and public awareness of media policy issues.**

Objective 1: Play a leadership role in promoting participation in the democratic process.

- Action 1: Host a series of candidate forums.
- Action 2: Encourage voter registration and informed voting.
- Action 3: Provide education on political and policy issues, how government works, and how people can influence legislation.
- Action 4: Encourage members to produce shows that illustrate their perspective on politics and policy.

Objective 2: Participate in national media advocacy to inform local members and influence media policy.

- Action 1: Advocate for media and communications policy that is consistent with PhillyCAM's mission.
- Action 2: Utilize volunteer leaders to organize and build community understanding of and engagement in media policy.
- Action 3: Educate PhillyCAM members on media policy consistently and deeply so they become informed and effective advocates for community media.

## **INFRASTRUCTURE STRATEGIES**

During the strategic planning process, the Board and staff considered PhillyCAM's management, leadership, and organizational growth in order to build the organization's capacity for the future. The following goals, objectives, and actions were developed by the PhillyCAM Board and staff to focus infrastructure priorities for the next several years.

### **TECHNOLOGY**

*In recent years, the way people can and do interact with media has changed dramatically, and continues to evolve on a daily basis. A key result of many of these changes is the enhanced portability of the mechanisms used and the increased mobility of media makers and media consumers. These changes in behavior and in technology have profound implications for the way that PhillyCAM carries out its mission and realizes its vision.*

*Over the next several years, PhillyCAM will seek to be a leader in understanding and navigating the complex, and dynamic development of new technologies. This will result in a PhillyCAM becoming a stronger community media organization as well as generate best practices for the benefit of Philadelphians at large. Future activities will use new advances in field production and live broadcasting to go into Philadelphia's neighborhoods to document events, performances and community gatherings.*

*While PhillyCAM will work with universities and others to keep pace with developments and will take steps to ensure that the stories told yesterday and today are preserved, documented, and safeguarded for access by future generations. In some cases, initiatives such as purchasing a mobile unit to reach out into neighborhoods require extraordinary resources, in which case being able to carry out that strategy is conditioned upon achieving dedicated funds.*

**GOAL: Be a leader in understanding and using new technologies**

Objective 1: Adopt new technologies to keep PhillyCAM in step with evolving habits of how Philadelphians interact with media.

- Action 1: Ensure that PhillyCAM operates in a multi-platform environment.
- Action 2: Explore the development of a PhillyCAM application for mobile devices.
- Action 3: Expand On Demand availability and online streaming to enhance PhillyCAM's programming and extend its reach.
- Action 4: Encourage interactivity with PhillyCAM shows via social media.
- Action 5: Support the creation of a low power FM station in Philadelphia.
- Action 6: Explore establishing neighborhood-based satellites.

Objective 2: Learn, apply, and promote best practices in the development and use of new technologies.

- Action 1: Establish a R&D task force or coalition to include universities, local developers, and media creatives.
- Action 2: Offer member sessions on best practices for using social media to promote and disseminate shows and other work products.
- Action 3: Provide support and best practices in archiving for community-produced, local media
- Action 4: Collaborate with open source program developers to share Internet-based solutions for improving workflow of community media centers.

## **LEADERSHIP & MANAGEMENT**

*As a membership organization that elects two-thirds of the Board of Directors, PhillyCAM enjoys a Board that is highly-engaged and devoted to its mission. Organizationally, Board members participate within an active and functioning committee structure. Many have first-hand experience in the creation of media, and have a level of awareness of current trends in media policy. All are committed to free speech.*

*Each of the four executive staff members has a minimum of 10 years experience in some aspect of the media industry, previously holding positions as non-profit administrators, media arts educators, and film/video curators. All still produce their own independent film/media work, and are active contributors to the regional media arts community as volunteers and professionals.*

*PhillyCAM is mindful that, over the next several years, the leadership and management of the organization will need to grow along with the growth of the organization's activities and budget size. The focus for the Board will be on establishing and implementing governance practices that will take full advantage of Board talents, including media-related expertise and experience in areas such as legal, finance, administration, construction, and technology. To support the growing PhillyCAM community and organization at a management level, the focus will be to design PhillyCAM's human resource functions so they effectively retain and attract a highly-motivated and well-qualified staff.*

### **GOAL: Elevate PhillyCAM's leadership and management capacities.**

#### Objective 1: Strengthen governance practices through Board development and Board member engagement.

- Action 1: Develop Board job descriptions, including committee responsibilities, for members and officers.
- Action 2: Provide Board members with appropriate training and tools.
- Action 3: Review PhillyCAM's bylaws periodically and recommend amendments as appropriate.
- Action 4: Form and maintain active and high-impact Board committees focused on advancing aspects of the strategic plan.
- Action 5: Develop and implement an outreach and recruitment process to ensure that the Board is reflective of PhillyCAM's membership as well as the demographics of the City.
- Action 6: Establish recruitment and succession planning for executive committee leadership.

Objective 2: Position PhillyCAM for sustained growth by enhancing staff's capacity to succeed.

- Action 1: Develop and implement a multi-year staffing plan designed to retain and attract a highly-motivated and well-qualified staff to support PhillyCAM's growth.
- Action 2: Establish human resources best practices, including the development of personnel policies, a standard performance review process, and a plan for professional development opportunities.
- Action 3: Build and support a volunteer corps, including interns, in order to provide on-the-job, skill-building opportunities as well as to support PhillyCAM's culture of accessibility and openness.
- Action 4: Identify areas of responsibility that could benefit from project-based consultant support.

## **FACILITIES**

*After spending the first years of its life in a temporary location at the Painted Bride Art Center, PhillyCAM recently has moved into its permanent headquarters near Independence Mall. An extensive search led to this prime location and a state-of-art facility that houses a studio and editing rooms as well as community and office spaces. It is a source of pride for the organization, and has quickly become a magnet for individuals and groups.*

*Over the next several years, PhillyCAM will take steps to be good stewards of its existing facility and equipment as well as to continue to provide state-of-the-art technological resources in support of its activities and programs. To better serve the needs of a growing audience of its members and other users as well as staff, it will identify and implement ways to improve the facility and equipment as needed. PhillyCAM will anticipate the implications of heavy usage by ensuring adequate financial reserves to address necessary improvements.*

**GOAL: Sustain PhillyCAM's physical plant to maximize the short- and long-term support of activities.**

Objective 1: Undertake facility projects that ensure high-level functionality, flexibility, and efficiency.

- Action 1: Establish a subcommittee of the Board charged with facilities planning and poised to address any lease/leasehold considerations.
- Action 2: Build infrastructure for expansion to High Def channels.
- Action 3: Plan amenities to meet the growing requirements of events and rentals.
- Action 4: Provide for the ongoing safety and security of people and property within PhillyCAM's facilities.

Objective 2: Develop multi-year facilities development and capital acquisition plans.

- Action 1: Anticipate and prepare for the implications of various levels of rentals and usage on PhillyCAM's facilities.
- Action 2: Develop a multi-year schedule for investment in technological innovations.
- Action 3: Incorporate the development of a PPRSM (Property, Plant, Reserves, and Special Maintenance) into the annual operating budget to set aside funds for future use.
- Action 4: Outline protocols for evaluating PhillyCAM's technology on the basis of energy efficiency and environmental sustainability.
- Action 5: Safeguard PhillyCAM's media productions and plan for systems redundancy.
- Action 6: Determine short- and long-term needs for office space given staff development plans.

## **RESOURCE DEVELOPMENT STRATEGIES**

Developing greater financial resources for PhillyCAM clearly will help facilitate the organization's growth and evolution. The following goals, objectives, and actions were developed by the PhillyCAM Board and staff to focus resource development priorities for the next several years.

### **FINANCIAL MANAGEMENT & FUND RAISING**

*To date, PhillyCAM's primary source of operating funds has been the franchise fees secured via cable company bills as part of the City's franchise agreement. The organization's financial management has been solid, which has led to balanced budgets and sound fiscal practices. Still in its early stages as an organization, multi-year financial planning has been limited.*

*Moreover, the strategic plan calls for more resources in order to support new administrative activities as well as to carry out ambitious programmatic goals. Programmatic growth inevitably will bring operational and financial complexity, if not challenges.*

*Over the next several years, PhillyCAM will build an infrastructure for generating a more diversified base of support that goes beyond a successfully renegotiated franchise agreement. New fund-raising activities such as cultivation, solicitation, and stewardship of individuals and corporations/businesses will require the consistency and continuity of staff to complement the passion and knowledge of Board members. In terms of financial management and planning, as PhillyCAM grows, it will establish a larger staff-volunteer team focused on the short- and long-term fiscal health of the organization. New sources of funds and new programs will inevitably lead to new ways by which PhillyCAM gathers, analyzes, and manages financial data. As appropriate and necessary, this will trigger higher-level decision-making and accountability at both the staff and Board levels as well as for a longer-term planning horizon.*

**GOAL: Build PhillyCAM’s financial sustainability.**

Objective 1: Build PhillyCAM’s political relationships within the City of Philadelphia.

- Action 1: Establish a government affairs/relations committee of the Board.
- Action 2: Support the negotiation of a highly favorable new franchise agreement and related contracts.
- Action 3: Build relationships with City Council members, the Office of the Mayor, and the Office of Innovation and Technology.
- Action 4: Reach out to departments within City government and make PhillyCAM’s membership services well known

Objective 2: Identify and illustrate the breadth and depth of PhillyCAM’s value to people throughout the City of Philadelphia.

- Action 1: Document the impact of PhillyCAM on viewers, producers, and others engaged in PhillyCAM’s activities and programs.
- Action 2: Develop and maintain ways to evaluate and assess the outcomes of PhillyCAM’s activities.
- Action 3: Promote the volume and pervasiveness of PhillyCAM’s membership ranks.
- Action 4: Inform members and other supporters on key issues affecting PhillyCAM’s activities and future organizational health.

Objective 3: Diversify PhillyCAM’s base of financial support by increasing non-cable-company funding.

- Action 1: Develop a “Case for Support” to articulate key messages that present giving rationale.
- Action 2: Increase the network of individual donors through broad-based appeals.
- Action 3: Establish ongoing relationships with foundations, enlisting their support of targeted activities and programming.
- Action 4: Secure corporate sponsorships and business support when the terms are compatible with PhillyCAM’s mission.
- Action 5: Encourage members and users to raise funds to benefit PhillyCAM’s mission and work.
- Action 6: Develop a formal studio rental policy and fee structure.
- Action 7: Identify new initiatives for generating earned income.

Objective 4: Enhance financial management and planning to facilitate short- and long-term fiscal health.

- Action 1: Enhance systems of financial accountability and risk management as the complexity of PhillyCAM's operating budget increases.
- Action 2: Track, monitor, and report on income and expenses in ways that increase unrestricted resources.
- Action 3: Build on PhillyCAM's healthy level of cash reserves by setting goals and developing initiatives for maximizing PhillyCAM's assets.

## **MEMBERSHIP & MARKETING**

*The Grand Opening event for the new building epitomized the success of PhillyCAM's outreach efforts. The event also upped the ante by heightening PhillyCAM's visibility. It gave credence to the presumed great demand for PhillyCAM's activities as well as to the significant potential of the organization to have a large impact on Philadelphia's neighborhoods and communities.*

*Over the next several years, PhillyCAM will craft marketing, communication, and membership initiatives to capitalize on the positive attention it has earned since its founding. PhillyCAM has demonstrated its effectiveness at rallying the community around specific issues, which will be called upon to enrich advocacy and fund-raising initiatives. To build its profile and visibility even further, it will enhance the sophistication of its communications, and be proactive in shaping perceptions of its identity, mission and goals. PhillyCAM will be systematic in setting and meeting goals for increasing its membership ranks, and will use its new logo as the centerpiece of activities designed to build its brand.*

### **GOAL: Convey an image and identity that are unique and valued.**

Objective 1: Craft multi-year marketing and communications work plans.

- Action 1: Tell stories that promote PhillyCAM's value throughout the City.
- Action 2: Conduct periodic viewer surveys to obtain information on demographics, attitudes, and habits.
- Action 3: Use analytics to track viewership, on-line usage, and social media interactions.

Objective 2: Build the PhillyCAM brand.

- Action 1: Identify and attract pacesetters and connectors to engage them in PhillyCAM activities and to leverage their networks.
- Action 2: Enlist local community leaders, luminaries and celebrities in raising PhillyCAM's profile through their endorsement and financial support.

- Action 3: Recognize and memorialize quality through the establishment of a series of awards and a community media archive.
- Action 4: Foster activities that represent and reflect Philadelphia's unique history of the past 100 years.

**GOAL: Build PhillyCAM's base of individual and institutional members.**

Objective 1: Build a loyal community of stakeholders.

- Action 1: Encourage an environment of collaboration by recruiting media professionals willing to donate their time and skills toward supporting others through mentoring or teaching.
- Action 2: Establish an ongoing system for following up on inquiries and with event attendees in ways that will lead to meaningful engagement.

Objective 2: Craft multi-year membership development work plans.

- Action 1: Conduct an assessment to understand members/potential members' interests and needs.
- Action 2: Refine the membership structure and classifications to attract greater numbers of people within targeted groups.
- Action 3: Conduct periodic general public surveys to help ensure PhillyCAM's ongoing relevance and lay the groundwork for attracting new members.

## HISTORY

PhillyCAM is a relatively new arrival to Philadelphia’s nonprofit world. It began providing the residents of Philadelphia with the opportunity to produce and air their own non-commercial television programs on October 23, 2009. This date is etched in Philadelphia’s history because it was the result of a 27-year struggle to bring public access to the City.

While Philadelphia City Council had passed an ordinance to establish public access television with funding provided by cable companies in 1983, the promise of the legislation did not materialize for more than two decades. The PCAC (Philadelphia Community Access Coalition) started as a small group of people concerned that public access television was being left out of the City’s refranchising of the area cable companies. The Coalition quickly blossomed to include countless individuals and more than 100 organizations, including activists, congregations, the arts and culture sector, disability advocates, media professionals, educators, civic associations, labor unions, and consumer groups. As the Coalition grew in size, it also became more informed about telecommunications policy, and was recognized nationally for its media advocacy work. Ultimately, the Coalition had a place at the table with committed city officials united in seeing how public access could become a reality in Philadelphia.

Mayor John Street signed the articles of incorporation for the Philadelphia Public Access Corporation (doing business as PhillyCAM) as a nonprofit organization in 2007. This was the end of one journey, and the beginning of another. As an important step toward getting started, PhillyCAM opened a start-up facility located within the Painted Bride Art Center. Field production, video packages, and post production editing stations were purchased. PhillyCAM began assisting groups and individuals in content submission for cablecast (Comcast 66/966 and Verizon 29/30), and conducted orientation sessions to introduce people to the possibilities of public access television. It convened its members and the general public for educational programs and screenings to showcase the work exhibited on the channel.

Since its creation, PhillyCAM’s cablecast schedule has grown to 24 hours a day, 7 days a week. In its first full year of channel operation, 2010-2011 PhillyCAM:

- Debuted 65 original television series
- Debuted 55 works produced by young people
- Presented 141 hours of independently produced documentaries and short films
- Showed 1095 hours of community-interest programming
- Attracted 268 members

The staff has grown quickly, from an Executive Director as the only staff member to four full-time employees. PhillyCAM also is supported by a host of committed volunteers. The Board of Directors’ Site Search Committee and the Executive Director conducted an extensive search for an appropriate permanent facility, which led to PhillyCAM’s move to and outfitting of a studio, community and office spaces on 7<sup>th</sup> and Ranstead Streets.