2017 ANNUAL REPORT & BEYOND

CUMBERLAND AREA ECONOMIC DEVELOPMENT CORPORATION

VISITORS BUREAU

CumberlandBusiness.com (717) 240-7180

VisitCumberlandValley.com

found it.
BOARD OF DIRECTORS (term ends)

Chairman:
Doug Callenberger (2018)
Highmark Blue Shield

Vice-Chairman:
Jon Cox (2018)
Eckert Seamans

Secretary:
Cumberland Design and Bldg.

Treasurer:
Adriann Reed (2020)
Brown, Shultz, Sheridan & Fritz

Delegate Commissioner:
Commissioner Gary Eichelberger
Secretary of the Board of Commissioners

Board Members:
Harold Brandt (2019)
Carlisle Events

Patrick Campbell (2020)
Vitro Architectural Glass

James Carchidi (2020)
JFC Staffing Companies

Commissioner
Vincent T. DiFilippo
Chair of the Board of Commissioners

Commissioner Jim Hertzler
Vice Chair of the Board of Commissioners

Lani Longorzo (2019)
Shippensburg University Foundation

Andrew Notarfrancesco (2019)
JEM Group

Crystal Quintin (2020)
Geisinger Health System Foundation/
Holy Spirit, a Geisinger Affiliate

David L. Swartz (2020)
Penn State University

Susan Tandle (2019)
The Warrell Corporation

FULL-TIME STAFF MEMBERS

Jonathan Bowser, CEO
Valerie Copenhaver, Senior Director of Marketing & Tourism
Stacey Cormnan, Visitor Services Manager
Shireen Farr, COO
Jill Hair, Executive Assistant
Rafael Hernandez, Creative Services Manager
Aaron Jumper, Social Media & Travel Media Manager
Mary Kuna, CECd, Economic & Real Estate Development Manager
Ashley Kurtz, Marketing Manager
Laura Pothoff, Business & Workforce Development Manager
Shelby Rexrode, Project Manager
Dawn Rickenbach, Destination Relationship Manager
Kristen Rowe, Director of Marketing & Communications
Lauren Yinger, Promotions Coordinator

PART-TIME STAFF MEMBERS

Craig Book, Distribution Assistant
Kimberly Hess, Graphic Designer
Patricia Shenk Williams, Distribution Assistant

VOLUNTEERS

In 2017, a committed roster of 13 volunteers at the downtown Visitors Center, Area Information Desk at USAHEC, and at CAEDC’s office contributed a total of 348 hours. The estimated value of volunteer time is $24.14 per hour based on the current national average*. This translates to slightly over $8,300 donated in volunteer hours for 2017. We would like to thank our volunteers for their continued support and dedication.

*Source: www.independentsector.org
The Cumberland Area Economic Development Corporation (CAEDC) team is comprised of fourteen full-time and three part-time professionals engaged in driving Cumberland Valley’s destination and business development efforts. This talented and dedicated staff are guided by an all-volunteer Board of Directors comprised of County Commissioners, business owners, community professionals and business leaders that have worked hard to leverage opportunities for growth while maintaining the exceptional quality of life that our residents expect and enjoy. Here are just a few of the successes this talented group of leaders have achieved over this past year.

Cumberland County continues to be the fastest growing County in Pennsylvania in terms of population while again leading the commonwealth with one of the lowest unemployment rates of 4%.

2017 was a very successful year of business expansion, retention and redevelopment projects across the Cumberland Valley. It is worth noting that we had a record year for lodging growth that includes, but is not limited to, the highest ever revenue per available room for the County at $51.99.

Throughout the year, CAEDC also continued to focus on shaping the growing County by streamlining workforce development efforts in the region, redeveloping underutilized sites through the Real Estate Collaborative, and growing available tourism assets through dedicated staff resources and available grants and loans.

Our Alliance partnerships continue to grow. In 2017, we saw 26 new members join while retaining 63 Alliance investors at similar or increased levels of support. Thank you to all of our stakeholders for making a direct investment into growing our economy.

And finally, I would like to take this opportunity to recognize and thank long-standing board members Jon Cox and Bob Unger for their respective 6 years of board service that came to an end in early 2018.

As my six-year term also comes to an end, I wish continued significant gains under the new leadership team that is assembled to guide CAEDC’s future contributions to this great and prosperous County.

Doug Callenberger
CAEDC Board Chairman
Cumberland Area Economic Development Corporation (CAEDC) is the county’s economic development and destination marketing organization charged with promoting and advancing economic opportunities by leveraging our organizational and community assets, strategic location, workforce and natural resources, while providing a strong economic base.

CAEDC’s three fundamental goals are:

1. Increase the commercial and industrial tax base
2. Increase the median income and opportunities for the broadest array of residents
3. Maintain a diversified industry base

CAEDC’s focus areas to accomplish our goals are:

1. **Business Attraction, Expansion and Retention**
   - Access to capital and resources
   - Workforce development
   - Business and government advocacy (policy and infrastructure)
   - Redevelop underutilized, blighted and/or no- to low-tax producing entities, and downtowns with tourism potential

2. **Visitor Growth**
   - Market, promote and sell the Cumberland Valley destination
   - Develop travel resources to help visitors find things to do
   - Develop product and assets that motivate travel

**MAKING CONNECTIONS & BRIDGING THE GAP**

CAEDC’s expertise, resources, and partnerships allow us to offer these exclusive services:

- Low-Interest Financing
- Incentives & Grants
- Site Selection & Development Services
- Community/Project Development, Planning & Consulting
- Entrepreneur & Small Business Resources
- Networking Events & Partnership Connections
- Cumberland Valley Alliance Program
- Tourism Asset Development
- Tourism Grant & Loan Programs
- Promotion on VisitCumberlandValley.com & at Visitors Center
- Free Travel Planning Tools including Visitors Guide, Maps, Brochures Welcome Bags

WHO WE ARE & WHAT WE DO
CAEDC capitalized $76 million in business development projects over 6 years resulting in the direct creation and retention of 7,705 jobs and $789 million in capital investment.

CUMBERLAND COUNTY BY THE NUMBERS
Cumberland County continues to be the fastest growing county in Pennsylvania.

Population: 248,506
4% Unemployment Rate - 3rd lowest in the state
$64,116 Median Income - 7th highest in the state
5th lowest poverty level in the state
7th highest college graduation rate in the state
4th highest health factor rating in the state

EMPLOYMENT BY INDUSTRY
Cumberland County continues to maintain a diverse industry base. The most common employment sectors for those who live in the County are Retail Trade, Healthcare & Social Assistance and Educational Services.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Trade</td>
<td>13.3%</td>
</tr>
<tr>
<td>Healthcare &amp; Social</td>
<td>13.2%</td>
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<tr>
<td>Educational Services</td>
<td>9.4%</td>
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<tr>
<td>Public Administration</td>
<td>8.7%</td>
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<tr>
<td>Manufacturing</td>
<td>8.4%</td>
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<tr>
<td>Professional, Scientific, Tech</td>
<td>7.1%</td>
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<tr>
<td>Finance &amp; Insurance</td>
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<tr>
<td>Accommodations &amp; Food Service</td>
<td>5.7%</td>
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<tr>
<td>Transportation &amp; Warehousing</td>
<td>5.5%</td>
</tr>
<tr>
<td>Construction</td>
<td>4.7%</td>
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</tbody>
</table>

Sources: U.S. Census Bureau, Bureau of Labor Statistics
NEW BUSINESS DEVELOPMENT PROJECTS IN 2017

2017 HIGHLIGHTS

Total Investment: **$117.6 MILLION**
Jobs Created and/or Retained: **846**

**CLASSIC DRYCLEANERS & LAUNDROMATS** › Carlisle, PA

**THEIR SUCCESS:** Energy-efficient upgrades to their machines at the Carlisle location. Upgrades included replacing their four dry cleaning machines, replacing all the coin operated washers and dryers, replacing three shirt laundry units, and adding automated assembly and bagging.

**OUR SUPPORT:** $200,000 investment through a Pennsylvania Industrial Development Authority (PIDA) loan

**ELEVEN OAKS FARM** › Newville, PA

**THEIR SUCCESS:** Acquired land to expand their Wagyu Beef and Gloucestershire Hog farm. Their specialty beef products are non-GMO modified, pasture-raised and humanely tended and genetically optimized for marbling and taste.

**OUR SUPPORT:** $227,500 investment through a Pennsylvania Industrial Development Authority (PIDA) loan

**EAST PENN DRIVE** › Enola, PA

**THEIR SUCCESS:** Proposed mixed-use development, requiring a traffic signal, adaptive signal controls, and turning lanes. The development incorporates neighboring Adams-Ricci Community Park through trails and a pedestrian walkway.

**OUR SUPPORT:** $900,000 Multi-Modal Transportation Funding (MTF) submitted by Cumberland County Industrial Development Authority (CCIDA)

**DOMESTIC CASTINGS PROJECT** › Shippensburg, PA

**THEIR SUCCESS:** Real Estate Collaborative LLC closed on the 8-acre Domestic Castings site in 2017 and acquired funding for the acquisition and remediation work to redevelop the site for mixed-use.

**OUR SUPPORT:** PA DCED Industrial Sites Reuse Program (ISRP) grant for $68,000 and a Community Development Block Grant (CDBG) for $125,000

**SOLAR ENERGY** › Mechanicsburg, PA

**THEIR SUCCESS:** Developed and constructed a rooftop solar photovoltaic (PV) electricity generating system.

**OUR SUPPORT:** $110,000 investment through USDA/Cumberland Small Business Fund (CSBF)

**CARLISLE YMCA** › Carlisle, PA

**THEIR SUCCESS:** Demolition, renovations and construction of Carlisle YMCA to enhance and increase their programming.

**OUR SUPPORT:** $1.5 million investment through a Redevelopment Assistance Capital Program (RACP) grant submitted by Cumberland County Industrial Development Authority, administered by CAEDC
MIDWAY BOWLING CENTER  ▶  Carlisle, PA
THEIR SUCCESS: Renovations including new bar area, restored lanes, new gaming tables and shuttle bus.
OUR SUPPORT: $257,000 investment through the Small Business Administration (SBA) 504 loan program

WARRINGTON FARM  ▶  Dillsburg, PA
THEIR SUCCESS: Expansion to their butcher shop and processing facility.
OUR SUPPORT: $595,000 investment through the Small Business Administration (SBA) 504 loan program

CARLISLE TIF  ▶  Carlisle, PA
THEIR SUCCESS: $12.9 million in Tax-Incremental Financing (TIF) secured to leverage $60 million in private investment for water, sewer and road improvements to support the redevelopment of the three former industrial sites in the northern quadrant of the borough. Includes a major reconfiguration of the intersection at Carlisle Springs Rd. and North Hanover St. and the reconnection of several cross streets.
OUR SUPPORT: The Cumberland County Industrial Development Authority (CCIDA), administered by CAEDC, issued the financing.

With CAEDC’s guidance, expertise and support, we proudly continue to make a positive impact in the Carlisle community. Thank you for being a champion for small business.”

Paula Gribble,
Owner & General Manager,
Classic Drycleaners & Laundromats

CAEDC assisted us all the way through the loan process, helped to make connections and relationships to expand our reach within the region, and offered guidance for continuing to market ourselves and our products.”

Jim Shuster,
Owner,
Eleven Oaks Farm

The goal of this renovation was to create a fun environment for the Carlisle Community and I’m confident that we have accomplished this. I want to give thanks to F&M Trust, CAEDC, and the Mowery family for their investment as well as all the employees who have helped with this project.”

Daniel Mowery,
Owner,
Midway Bowling Center
REAL ESTATE COLLABORATIVE (REC) OVERVIEW

The Real Estate Collaborative, LLC operates as a subsidiary real estate development company of the Cumberland Area Economic Development Corporation (CAEDC), for the purposes of developing and managing select mixed use, office, medical, industrial, tourism and land development projects on behalf of CAEDC, joint venture partners, and third party real estate investors and owners.

The REC’s typical project includes: underutilized, vacant, or brownfield commercial or industrial sites, public buildings, and tourism-related assets that will significantly increase visitation to the destination. In addition, the REC focuses on sites to develop for workforce housing and business attraction in industries targeted in the County’s and CAEDC’s Comprehensive Plan for Economic Development.

Development Services include:

- Joint Venture Partnerships (Co-Developer)
- Owner’s Development Representative
- Land Development Strategies
- Zoning/Variance Applications
- Community Planning
- Development Incentives/Grants/ Low-Interest Loans
- Economic Modeling
- Tax Analysis & Modeling
- Site Selection

Ownership Structures:

- Co-Ownership with Private Developer or Sponsor
- Build to Suit to Lease
- Build to Suit to Own

CURRENT REC PROJECTS

Domestic Castings
SHIPPENSBURG, PA
- Acquired property
- Rezoned
- Identified remediation needs
- Planned for demolition

Tyco
CARLISLE, PA
- Site control
- Received state funding for acquisition/demolition
- Finished environmental assessment
- Approved to pursue remediation funding
- Site master plan

Lemoyne Middle School
LEMOYNE, PA
- Site control
- Engaged public and increased awareness for site
- Conducted environmental assessments
- Site & market feasibility
WORKFORCE DEVELOPMENT INITIATIVES

Cumberland County continues to be the fastest growing County in the Commonwealth and employers are in need of a skilled workforce to meet their demands now and in the future.

CAEDC is working with educational institutions and employers to develop curriculum for high school students that will advance them further along before they graduate and prepare them to go directly into the workforce or on to a technical school or certificate program. Programs will also be available for adult learners to re-skill or prepare for a new career.

FOCUS AREAS

Healthcare
CAEDC is working with our two biggest healthcare providers, UPMC Pinnacle Carlisle and Geisinger, along with Cumberland Valley School District (CVSD), the Cumberland Perry Area Vo-Tech School (CPAVTS) and Harrisburg Area Community College (HACC) to identify specialized curriculum that would prepare students for this career path.

- Healthcare is our #1 private employer
- Growing need for nurses to offset the wave of retirements from baby boomers

Advanced Manufacturing
CAEDC is working with local employers including Tuckey Companies, Ames True Temper and Cumberland Design & Building to develop curriculum that the employers will value and can be implemented by CVSD, CPAVTS and HACC.

- Training will benefit area’s distribution and logistics industries as well as a variety of other industries that continue to become more automated

Heavy Equipment
Area construction and excavating companies reached out to CAEDC because they were unable to find skilled workers and wanted to discuss ways to fill needed jobs. CAEDC is working with CVSD, CPAVTS and HACC to develop apprenticeship programs.

- Covers a variety of skill levels and occupations ranging from flaggers to surveying, estimators and project management engineers

Military
CAEDC administers the Cumberland York Area Local Defense Group. This advisory group’s goal is to position the Defense Logistics Agency Distribution, Naval Support Activity Mechanicsburg and Carlisle Barracks and the U.S. Army War College to preserve and expand their existing workloads and missions.

- Our installations contribute $1 billion in annual local economic impact & employ 11,000 people

GET INVOLVED
CAEDC acts as the liaison between the business community, workforce agencies, the County, educational institutions, and housing and transportation organizations to provide solutions addressing workforce challenges.

If you’d like to be involved, contact CAEDC at 717-240-7197.
The Cumberland Valley Alliance was formed to provide you with the opportunity to directly impact the future growth in total capital investment, jobs created and new tax revenue into our County. One hundred percent of this investment will fund CAEDC’s programs.

As an Alliance Investor, you will continue to have the opportunity to network and generate business opportunities and participate with CAEDC on the County’s economic development strategies, priority projects and workforce development initiatives.

ALLIANCE LEVELS

We currently have a five-tiered investment structure that encourages your organization to get involved with a variety of benefits. Each level offers unique benefits of its own and can be customized to include add-ons that are significant to your company, including eNewsletter sponsorships, event upgrades and more.

Join now by contacting CAEDC at 717-240-7197 to discuss how the Alliance can benefit you and your business.

<table>
<thead>
<tr>
<th>Founders Level</th>
<th>Executives Level</th>
<th>Members Level</th>
<th>Friends Level</th>
<th>Basic Level</th>
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</thead>
<tbody>
<tr>
<td>$5,000</td>
<td>$3,000</td>
<td>$1,500</td>
<td>$500</td>
<td>$250*</td>
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**POSITIONING IN OUR REGION**
- Recognition and complimentary admission to all CAEDC events, connecting/networking
- Company logo on CAEDC website and inclusion in annual report
- Preferred vendor list for services

**EXCLUSIVE ACCESS**
- Annual Founders Level Business Roundtable with county, state and federal legislators and officials
- Four-Alarm Gold Sponsor at CAEDC’s Annual Fall Golf Outing or premier sponsorship at our Annual Celebration
- Invitation to one CAEDC committee: Real Estate, Workforce Development or Legislative/Transportation

**POSITIONING IN OUR REGION**
- Complimentary admission to all CAEDC events
- Company logo on CAEDC website and inclusion in annual report
- Preferred vendor list for services

**EXCLUSIVE ACCESS**
- Sponsor at one of the following events:
  - Gold Sponsor at CAEDC Fall Golf Outing
  - Annual Celebration
  - Alliance Meeting
- Invitation to one CAEDC committee: Real Estate, Workforce Development or Legislative/Transportation

**POSITIONING IN OUR REGION**
- Complimentary admission to all CAEDC events
- Company logo on CAEDC website and inclusion in annual report
- Preferred vendor list for services

**EXCLUSIVE ACCESS**
- Invitation to one CAEDC committee: Real Estate, Workforce Development or Legislative/Transportation

**EXCLUSIVE ACCESS**
- Complimentary admission to all CAEDC Alliance events
- Presence on CAEDC website and inclusion in annual report

* This Level is restricted to non-profits, individuals, small businesses (<10 employees) and governmental agencies.

The Cumberland Area Economic Development Corporation is a 501(c)(3) nonprofit organization—contributions to which are tax deductible to the fullest extent allowed by law.
CUMBERLAND VALLEY ALLIANCE MEMBERS

Our Members* are investing in the Cumberland Valley Alliance for a stronger economic future tomorrow. They’ve demonstrated their commitment to effective planning, development and financing tools, and collaboration by becoming Alliance Members.

**FOUNDERS LEVEL**

- Achieve Energy Solutions, LLC
- Carlisle Borough
- Hampden Township
- Lower Allen Township
- Shippensburg Township

**EXECUTIVES LEVEL**

- F&M Trust
- H. Ric Luhrs Performing Arts Center at Shippensburg University
- Martson Law Offices
- Lehigh Supply, Inc.
- Shippensburg University
- Shippensburg University Foundation

**MEMBERS LEVEL**

- Ahold USA
- Barton & Loguidice
- BL Companies
- Boyer & Ritter LLC
- Capital Associates, Inc.
- Capital Region Partnership for Career Development
- Carlisle Regional Medical Center
- Central Penn College
- Comcast Business
- CORE Design Group
- Cumberland Design & Building Company, Inc.
- Dawood Engineering, Inc.
- eci Group
- Eckert Seamans
- ECON Partners, Inc.
- Eleven Oaks Farm
- First National Bank
- Frederick, Seibert & Associates, Inc.
- Galbraith Pre-Design
- Hillwood
- Hoffman Funeral Home & Crematory
- Hospitality Asset Management Company, Inc.
- JEM Group
- JFC Staffing Companies
- McNees, Wallace & Nurick, LLC
- Members 1st Federal Credit Union
- Mid Penn Bank
- Orrstown Bank
- Penn State Dickinson School of Law, Dickinson Law
- Pyramid Construction Services, Inc.
- Quandel
- Rettew
- Ridder Musser Development
- Riverview Bank
- Saul Ewing Arnstein & Lehr, LLP
- Snyder, Secary & Associates, LLC
- SR Duffie Consulting, LLC
- Transworld Business Advisors
- UPMC Pinnacle
- U.S. Bank
- Venable
- Warrell Corporation
- World Trade Center of Central Pennsylvania

**FRIENDS LEVEL**

- Adams Electric Cooperative Inc.
- August Mack Environmental
- Belco Community Credit Union
- Brick Kitchen & Bar
- Brown Schultz Sheridan & Fritz
- Capital City Airport
- Centric Bank
- Centurion Construction Group
- Century Engineering
- Classic Drycleaners
- C.S. Davidson, Inc.
- GeoServices, Ltd.
- Harrisburg Area Community College
- High Hotels
- K&C Communications
- Manpower
- Oven Industries
- PennianBank
- Pennoni
- PNC
- Providence Engineering
- RGS Associates
- S&T Bank
- Skelly and Loy
- Smith Land & Improvement Corporation
- Triad Engineering
- UGI
- Warrell Corporation
- World Trade Center of Central Pennsylvania

**NON-PROFIT, INDIVIDUAL, SMALL BUSINESS & GOVERNMENT LEVEL**

- Achieve Energy Solutions, LLC
- Carlisle Borough
- Hampden Township
- Lower Allen Township
- Shippensburg Township

*As of 3/16/18
TOURISM FUNDING OVERVIEW

CURRENT AVAILABLE TOURISM FUNDING PROGRAMS

CAEDC conducted a destination sales study in 2016 which resulted in the recommendation to focus more on growing our tourism assets and the reasons why people travel here. The success of the existing grant programs and the sales study recommendations led to CAEDC dedicating additional funds for tourism product development and marketing grants.

The goals for focusing on tourism product development are to:

• Increase the number of products, experiences and services available for visitors and residents
• Grow the number of visits, length of stay and spending by visitors
• Improve the profitability of tourism businesses
• Keep this destination competitive with other destinations

To achieve these goals, CAEDC has been taking an active role in developing and/or enhancing tourism products and experiences through funding opportunities and dedicating staff resources to identifying and assisting in development opportunities.

There are four tourism grants and one revolving loan fund available for tourism projects in 2018.

TOURISM PRODUCT DEVELOPMENT PROGRAM: applications accepted year-round (up to $100,000)
Eligible Projects: Thematic Trails/Tours; Asset, Event or Meeting/Conference Expansion or Development; Technical Assistance

TOURISM INFRASTRUCTURE LOAN FUND: applications accepted year-round (low-interest rate, $50,000 minimum)
Eligible Projects: Real Estate Acquisition & Construction; Machinery & Equipment

TOURISM MARKETING GRANTS: applications accepted year-round ($5,000 - $15,000)
Eligible Projects: Collateral; Photography; Video; Advertising for Major Events; Select Signage; Website

SNAP (SEASONAL APPLICATION) GRANTS: applications accepted year-round ($500 - $5,000)
Eligible Projects: Collateral Printing; Photography; Video; Advertising for Major Events; Select Signage Manufacturing; Website

MMAP (MEETINGS & MOTORCOACH APPLICATION) GRANTS: applications accepted year-round
Eligible Projects: Covers Early-Bird registration rate at Tourism Tradeshows
2017 TOURISM GRANT PROGRAMS

A portion of the county lodging tax is used to enhance tourism assets in Cumberland Valley through available grants for projects that either increase visitation or enhance the visitors’ experience. Below is a highlight of projects funded in 2017.

SNAP

The Seasonal Application Program (SNAP) was unveiled in April 2016 to help partners quickly fund small projects. The program continued to be very successful in 2017 and funded 18 projects totaling $30,390 in grant funding.

MMAP

The Meetings & Motorcoach Application Grant (MMAP) was created in 2017 to assist partners with tradeshow registration fees that target market segments determined in the CAEDC destination sales plan. In 2017, MMAP grants were awarded to The Kitchen Shoppe, H. Ric Luhrs Performing Arts Center, U.S. Army Heritage Center Foundation, High Hotels and Meadowbrooke Gourds, totaling $6,940.

2017 TOURISM GRANT RECIPIENTS

2017 marked the ninth grant cycle administered by CAEDC. Thirteen applications were selected to be awarded. See a breakdown of the awarded grants to the right.

The Tourism Grant Program is a matching grant program and is funded by hotel tax dollars.
CAEDC markets Cumberland Valley as a travel destination to leisure and group visitors, meeting planners and media, as well as, a business destination for business attraction and expansion efforts.

**MARKET, PROMOTE & SELL THE CUMBERLAND VALLEY DESTINATION**

In 2017, over 107 million people were reached through marketing and communications efforts.

Through Destination Sales efforts, approximately 10,380 visitors were booked in 2017 through meetings, groups and sports business.

**DEVELOP PRODUCT AND ASSETS THAT MOTIVATE TRAVEL**

See page 12 for grant opportunities.

The Cumberland Valley Beer Trail passport program launched in April 2017 to promote our ever-growing craft beer, distillery and winery businesses. With 20 current locations, and more on the way, we are able to promote the Beer Trail as a weekend getaway.

- 101 passports with 1,219 stickers returned
- Estimated economic impact of $396,000

CAEDC conducted a Sports Feasibility Study in 2017 with results that were favorable to supporting a youth sports complex in the County. CAEDC is currently identifying sites that would be viable and developing a strategy to move forward.

**DEVELOP TRAVEL RESOURCES TO HELP VISITORS FIND THINGS TO DO**

Over 157,000 pieces of collateral distributed

New pieces created include:
- Beer Trail Passports, Camping, Boating, Antiques & Indoor Family Fun Rack Cards
- Camp Hill Tear-Off Map Pads

**LOOKING AHEAD**

Be on the lookout for these new promotions and materials coming in 2018.


**Group Media Tour Visiting to Promote Cumberland Valley Beer Trail**, April 2018

**New Collateral:**
- Local Food, Farm & Outdoor Attractions Guide, April 2018
- Rack Cards for Golf, Birding, Museums & Artisan Trail, Summer/Fall 2018
- Meeting Planner, Fall 2018
- NEW Cumberland Valley Travel Magazine (replacing Visitors Guide), January 2019
**LODGING OVERVIEW**

Cumberland Valley had a very strong year in terms of lodging statistics. We saw a 6% increase in occupancy, which is the second largest increase within our seven-county region.

We also saw a record setting $51.99 in revenue per available room (RevPAR) which was a 5.6% increase over last year and the highest it’s ever been for the County. Since 2005, when CAEDC was founded, we have seen a 32.6% increase in RevPAR.

**FINANCIALS**

**HOW WE ARE FUNDED**

The organization’s internal records are prepared on the cash basis of accounting. CAEDC is treated as a financial component unit of the County. Through continued prudent management practices, CAEDC maintained a strong financial performance and financial health in year ending FY2017.

**STATEMENT OF NET POSITION**

**AS OF DECEMBER 31**

<table>
<thead>
<tr>
<th>Financial Position Data</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
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<td>Total Assets</td>
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<tr>
<td>Total Liabilities</td>
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<td>Deferred Inflows of Resources</td>
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<td>Total Net Position</td>
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**STATEMENT OF ACTIVITIES**

**AS OF DECEMBER 31**

<table>
<thead>
<tr>
<th>Financial Position Data</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<tr>
<td>Charges for Service</td>
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<td>Total Program Revenues</td>
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<td>General Government - Expenses</td>
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<tr>
<td>Total Expenses</td>
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<tr>
<td>County Allocation</td>
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<td>$50,000</td>
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<tr>
<td>Investment Earnings</td>
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<td>Total General Revenues</td>
<td>$70,736</td>
<td>$63,968</td>
<td>$74,160</td>
<td>$125,278</td>
</tr>
<tr>
<td>Change in Net Position</td>
<td>$79,715</td>
<td>$178,711</td>
<td>$337,097</td>
<td>$(34,220)</td>
</tr>
</tbody>
</table>
CUMBERLAND VALLEY VISITORS CENTER
Pick up free helpful area attraction brochures and travel maps. The friendly, knowledgeable visitor services representatives can guide you to attractions, shops, restaurants, local events and more.
33 W. High St., Carlisle PA 17013, inside History on High – The Shop.

CUMBERLAND VALLEY AREA INFORMATION DESK
The Area Information Desk at USAHEC provides a full complement of travel, tourism and visitor services to the military community and visiting public at USAHEC.
950 Soldiers Dr., Carlisle PA 17013, inside the U.S. Army Heritage & Education Center.

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Find relevant economic development articles, new business and expansion features, and more on our CAEDC LinkedIn and Facebook pages.

Discover unique attractions, recommendations for local shops and restaurants, upcoming events and more on our Cumberland Valley Facebook, Twitter, Instagram, Pinterest and YouTube outlets.

Links to all of these can be found on CumberlandBusiness.com and VisitCumberlandValley.com.

Thank you to CenturyLink for sponsoring our Annual Partner Celebration on April 11, 2017, where these partners were recognized.

PROJECT OF THE YEAR
SPAtacular Escapes & The Carlisle Group

PARTNER OF THE YEAR
Mike Kennedy, Allenberry Resort

TOURISM GRANT OF THE YEAR
TCO Outdoors

VOLUNTEER OF THE YEAR
Maribeth Heishman (right)