The best Philly visits start at the Independence Visitor Center. Why? It’s simple:

**STARTING HERE CAN LEAD ANYWHERE.**

The Independence Visitor Center Corporation (IVCC) provides access to all the city has to offer—activities, tickets, reservations, and opportunities. Visitors can talk with our helpful, well-connected visitor services representatives at the Independence Visitor Center, and we will turn a visiting wish list into an unforgettable itinerary.

This is the foundation for our new brand which was unveiled in November 2017. The new tagline, “starting here can lead anywhere” is meant to brand the Visitor Center as a one-stop-shop, fully equipped to take visitors in any direction they chose. **In 2017, the IVCC did just that, welcoming 2,725,000 visitors, the second highest visitation in the building’s history.**

Our rebranding coincides with the physical expansion of the Visitor Center. **The first phase of our Visitor Experience Improvement Project was completed in December of 2017 with the opening of newly constructed state-of-the-art restrooms on the east side of the building and an expanded east facing terrace with the most spectacular views of the National Constitution Center to the north and Independence Hall to the south. Relocating the restrooms makes way for an expanded gift shop with 50% more retail space that will open in May 2018.**

The Visitor Experience Improvement Project will continue through 2018 with successive phases two and three of the $15 million project. The anticipated total project completion is March 2019.

The Independence Visitor Center and IVCC staff are the frontline of the hospitality industry for Philadelphia, Independence National Historical Park and the region. We attribute our success to providing informative and excitingly enriching experiences to all visitors, and we are pleased to share these results and accomplishments in this report.

Sincerely,

Thomas A. Caramanico, P.E.
Chair, IVCC Board of Directors

James J. Cuorato
President & CEO, IVCC
The Independence Gift Shop, cafes, facility rentals, in-building advertising and ticket sales all contribute to the IVCC’s earned revenue, which is **80%** of the IVCC’s total operating revenue.

**Total Operating Revenue**

- **20%** National Park Service Funding
- **80%** Earned Revenue

**Earned Revenue Detail**

- **33%** Visitor Services (Ticket Sales)
- **8%** Facility Rentals
- **9%** Ad Sales
- **50%** Concession Sales (Gift Shop & Cafes)
BOARD OF DIRECTORS

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International Union of Painters & Allied Trades

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Deputy City Representative
City of Philadelphia

MARY ISENHOUR
GOVERNOR'S REPRESENTATIVE
Though the Independence Visitor Center was under construction for the majority of 2017, it did not close for any days due to construction and saw more than 2.7 million visitors, the *highest visitation to the building since 2008.*

**2,725,650 VISITORS IN 2017**

2017 Attendance by Month

*Includes Independence Visitor Center attendance.*
MORE THAN 3,000 VISITORS WERE SURVEYED in the Independence Visitor Center in 2017. The data collected about visitors offers guidance for the services IVCC provides and supports our marketing efforts.

- **11%** Ages 65+ 
- **7%** Ages 18 - 24 
- **16%** Ages 55 - 64 
- **19%** Ages 25 - 34 
- **24%** Ages 45 - 54 
- **23%** Ages 35 - 44

**INTERNATIONAL VS. DOMESTIC** 
- 12% International 
- 88% Domestic

**TOP 5 STATES** 
1. Pennsylvania 
2. New York 
3. California 
4. New Jersey 
5. Florida

**TOP 5 COUNTRIES** 
1. United Kingdom 
2. Canada 
3. Australia 
4. Germany 
5. China

IVCC surveys visitors year-round in the Independence Visitor Center. Surveying is conducted by Econsult Solutions, Inc. Data reported was captured January – December 2017.
VISITOR BEHAVIORS

83% of visitors to the Visitor Center were leisure travelers, an increase of 13% over 2016.

45% of visitors traveled with children.

TYPES OF INFORMATION VISITORS ARE SEEKING:

49% National Park Information
46% Purchase Tickets
12% Restaurant Recommendations
34% Directions
63% Attractions & Tours
20% Transportation
8% Accommodations

42% of visitors added 1 - 3 attractions or tours to their itinerary due to their experience at the Visitor Services Desk.

IVCC uses a Customer Satisfaction Survey to measure visitors’ experiences with its representatives at the Visitor Services Desk. Data collected January – December 2017.
With a **25% INCREASE** in direct traffic to the website, PHLvisitorcenter.com is a leading resource in visitor information for the Greater Philadelphia region.

**65% of leisure travelers discover the Independence Visitor Center ONLINE.**

**GOOGLE BUSINESS LISTING**
In addition to the IVCC official website, PHLvisitorcenter.com, Google Business Listings are maintained for each of the IVCC’s business segments and locations.

**12 MILLION+ VIEWERS**
of Visitor Center listings on Google Search and Maps.

**97% OF VIEWS**
came from Google Maps.

**94% OF LISTING VIEWS**
were of the Independence Visitor Center, followed by City Hall Visitor Center, then Sister Cities Park Visitor Center.

**INDEPENDENCE VISITOR CENTER GOOGLE BUSINESS LISTING ACTIONS**

- **84% Directions**
- **14% Website**
- **2% Phone Calls**
PHLVISITORCENTER.COM

579,708 PAGEVIEWS
194,171 USERS

SOCIAL FOLLOWING LANDSCAPE

With 27,712 followers, Twitter is IVCC’s strongest social platform having observed an 8% increase this year.

17% YouTube
13% Pinterest
1% Instagram
11% Facebook
58% Twitter

TRIP ADVISOR 2017 CERTIFICATE OF EXCELLENCE RECIPIENTS

Independence Visitor Center
Philly PHLASH® Downtown Loop
City Hall Tours

2017 Annual Report
In 2017, The Liberty View Meetings & Event Space remained open to private events during construction. The renovation project resulted in an expanded outdoor terrace which is double its original capacity.

- **Increase in Booked Events**: +15%
- **Google Business Listing Views**: +108,813
- **TheLibertyView.com Pageviews**: +34,883

**149 Events Booked in 2017**

- **Corporate**: 83%
- **Social**: 4%
- **Wedding**: 13%
Since 2012, IVCC has managed the Philly PHLASH® Downtown Loop service and markets the transit solution as the quick, easy, convenient, and inexpensive way to get around. PHLASH® has supported Philadelphia’s tourism footprint for 23 years.

With a 16% year-over-year increase in ridership, PHLASH® provided more rides in 2017 than any other year in its 23 years of service.
RIDER BEHAVIOR

Approximately 800 riders completed surveys while onboard the PHLASH in 2017. Survey efforts were overseen by Econsult Solutions.

- **25%** of riders added attraction(s) to their itinerary due to PHLASH®.
- **59%** of riders boarded PHLASH® three or more times per day.
- **71%** of riders traveled in small groups of up to three people.
- **92%** of riders were very satisfied or satisfied with PHLASH®.

RIDEPHILLYPHLASH.COM

123,361 PAGEVIEWS

139% YOY INCREASE
## STATEMENT OF FINANCIAL POSITION

### ASSETS

**Current Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$1,214,137</td>
</tr>
<tr>
<td>Restricted Cash and Cash Equivalents</td>
<td>$567,901</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$443,289</td>
</tr>
<tr>
<td>Grants Receivable</td>
<td>$262,650</td>
</tr>
<tr>
<td>Prepaid Expenses and Other</td>
<td>$102,966</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$2,590,943</td>
</tr>
</tbody>
</table>

**Fixed Assets,**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>$101,728</td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>($96,027)</td>
</tr>
<tr>
<td><strong>Total Fixed Assets, net</strong></td>
<td>$5,701</td>
</tr>
</tbody>
</table>

**Investments**

<table>
<thead>
<tr>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$9,443,095</td>
</tr>
</tbody>
</table>

**Total Assets**

<table>
<thead>
<tr>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12,039,739</td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

**Current Liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$814,939</td>
</tr>
<tr>
<td>Convertible Line of Credit Note</td>
<td>$1,250,000</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>$211,035</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$2,275,974</td>
</tr>
</tbody>
</table>

**Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$7,195,864</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$567,901</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>$2,000,000</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$9,763,765</td>
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</tbody>
</table>

**Total Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12,039,739</td>
</tr>
</tbody>
</table>
STATEMENT OF CASH FLOWS

Cash Flows from Operating Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease in Net Assets</td>
<td>$(754,347)</td>
</tr>
<tr>
<td>Adjustments to Reconcile Decrease in Net Assets to Net Cash Used in Operating Activities:</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>8,322</td>
</tr>
<tr>
<td>Realized and Unrealized Loss on Investments</td>
<td>$(556,213)</td>
</tr>
<tr>
<td>Change in Operating Assets:</td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>119,245</td>
</tr>
<tr>
<td>Grants Receivable</td>
<td>43,350</td>
</tr>
<tr>
<td>Prepaid Expenses and Other</td>
<td>(35,049)</td>
</tr>
<tr>
<td>Change in Operating Liabilities:</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>9,217</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>(299,730)</td>
</tr>
</tbody>
</table>

Net Cash Used In Operating Activities                                      $(1,465,205)

Cash Flows from Investing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of Investments</td>
<td>(4,182,071)</td>
</tr>
<tr>
<td>Sales of Investments</td>
<td>4,269,906</td>
</tr>
<tr>
<td>Restricted Cash and Cash Equivalents</td>
<td>(1,923)</td>
</tr>
</tbody>
</table>

Net Cash Provided by Investing Activities                                  85,912

Cash Flows from Financing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convertible Line of Credit Note Borrowing</td>
<td>1,250,000</td>
</tr>
</tbody>
</table>

Net Cash Provided by Financing Activities                                  1,250,000

Net Decrease in Cash and Cash Equivalents                                  $(129,293)

Cash and Cash Equivalents, beginning of year                               1,343,430

Cash and Cash Equivalents, end of year                                      $1,214,137

Supplemental Disclosure of Cash Flow Information

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Paid During the Year for Interest</td>
<td>$6,268</td>
</tr>
</tbody>
</table>
The **INDEPENDENCE VISITOR CENTER CORPORATION** (IVCC) is a Pennsylvania nonprofit, 501(c)3 organization, which operates in cooperation with the efforts of the National Park Service, Visit Philadelphia®, Philadelphia Convention and Visitors Bureau, the City of Philadelphia, and the Commonwealth of Pennsylvania.

The Independence Visitor Center is the primary point of orientation for Independence National Historical Park, the City of Philadelphia, the Southern New Jersey and Delaware River Waterfronts, as well as Bucks, Chester, Delaware, and Montgomery Counties in Pennsylvania.

1 N. Independence Mall West  
599 Market Street  
Philadelphia, PA 19106

800.537.7676  
Administrative Office: 215.925.6101

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