



Annual Report

Independence Visitor Center Corporation

2019

STARTING HERE
CAN LEAD ANYWHERE.



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EXECUTIVE SUMMARY



2019 was a notable year for the Independence Visitor Center Corporation (IVCC) with the **completion of the Visitor Experience Improvement Project, the opening of the first-ever HERSHEY'S Kitchens Café and capturing 2,341,280 visitors through our doors.** As a result of the upgraded amenities and experience the Independence Visitor Center Gift Shop, tickets sales and visitor services have continued to flourish supporting an annual increase of earned revenue for the IVCC.

We extended our expert visitor services beyond the Independence Visitor Center this year to include the **management of guest services at the Fashion District Philadelphia** on Market East. The IVCC is now positioned with satellite touchpoints **offering visitor services throughout Center City** as far west as **Love Park** (this newly constructed location will be completed in 2020), and extending east with the **City Hall Visitor Center, Pennsylvania Convention Center, Fashion District Philadelphia,** and the Independence Visitor Center.

The Philly PHLASH® Downtown Loop also celebrated 25 years of service this year. IVCC acquired the PHLASH eight years ago. The popularity of the PHLASH has grown with Philadelphia's tourism trends, the consistency of brand awareness, and the easy, inexpensive, and convenient option helps to deliver more than 360,000 riders annually to the city's top attractions, cultural institutions, programs and events.

IVCC is poised to enter 2020 with a robust foundation to offer superior visitor services in a state-of-the-art upgraded Visitor Center in Independence National Historical Park and throughout Center City. Our commitment is to driving visitation throughout the region and being a first impression and lasting experience.



Thomas A. Caramanico

Thomas A. Caramanico
Chair, IVCC Board of Directors



James J. Cuorato

James J. Cuorato
President & CEO, IVCC

BOARD OF DIRECTORS

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District Council No. 21
International Union of Painters & Allied Trades

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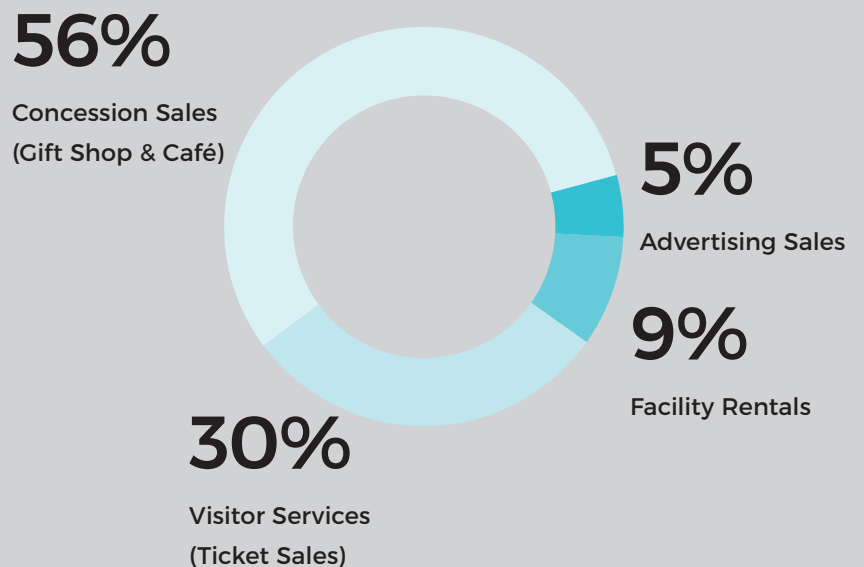
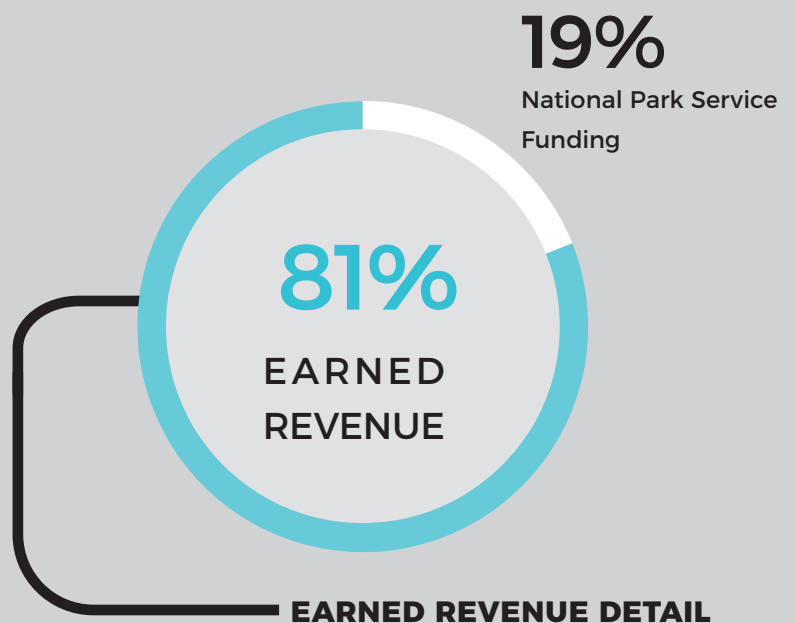
EARNED REVENUE

FISCAL YEAR 2019

The Independence Gift Shop, café, facility rentals, in-building advertising and ticket sales all contribute to the IVCC's earned revenue, which was **81% of the IVCC's total operating revenue** in fiscal year 2019.

Total
Operating
Revenue

Earned
Revenue
Detail



COMPANY OVERVIEW

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.**



SERVING THE PHILADELPHIA REGION

The IVCC manages the Independence Visitor Center, the official visitor center for the Greater Philadelphia Region. Our Visitor Experience Associates provide customized service to our visitors with access to all the city has to offer – activities, tickets, reservations, and opportunities.

Extending our excellent visitor experience to as many people as possible, the IVCC also manages satellite locations, City Hall Visitor Center, LOVE Park Visitor Center, and concierge services at Fashion District Philadelphia; the visitor-friendly public transit service, Philly PHLASH® Downtown Loop; and the private event space, The Liberty View at the Independence Visitor Center.



Providing
excellent visitor
experiences
throughout the
region.



INDEPENDENCE VISITOR CENTER

Located at the corner of 6th and Market Streets, the Independence Visitor Center has served as the primary point of orientation for Independence National Historical Park (INHP) and the Philadelphia region for 18 years.

Renovations to the Independence Visitor Center were completed in 2019 with the final phase of the **Visitor Experience Improvement Project** which included a newly constructed Visitor Information Desk and the launch of the Philly Welcome Wall, a 42-foot long immersive digital experience. Transforming the location even further, Philadelphia's first-ever HERSHEY'S Kitchens café opened at the Visitor Center in June 2019.



Visitors can now explore things to do on the city's largest interactive digital wall, an immersive, multi-user experience that dynamically responds, attracts, and engages users to interact via touch screen.



HERSHEY'S Kitchens café offers indulgent treats by the historic brand, locally sourced savory menu items, coffee beverages by La Colombe, and HERSHEY'S-themed merchandise and souvenirs.

2019 VISITATION



2,341,280 VISITORS

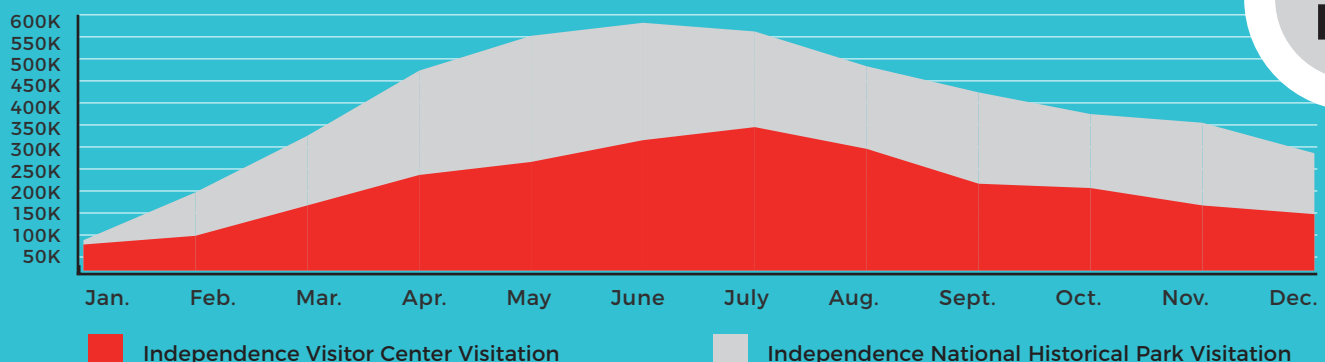
Independence Visitor Center (IVC) welcomed 2,341,280 visitors in 2019



52% OF INHP VISITATION

IVC made up 52% of overall visitation to Independence National Historical Park

2019 MONTHLY VISITATION





CITY HALL VISITOR CENTER

Managed by the IVCC since 2007, the City Hall Visitor Center provides the same expert service to visitors found at all IVCC locations, and offers interior tours of City Hall and visits to the top of the City Hall Tower, which is the city's only open-air observation deck. Visitors can also purchase City Hall and Philadelphia-themed souvenirs from the self-managed gift shop.

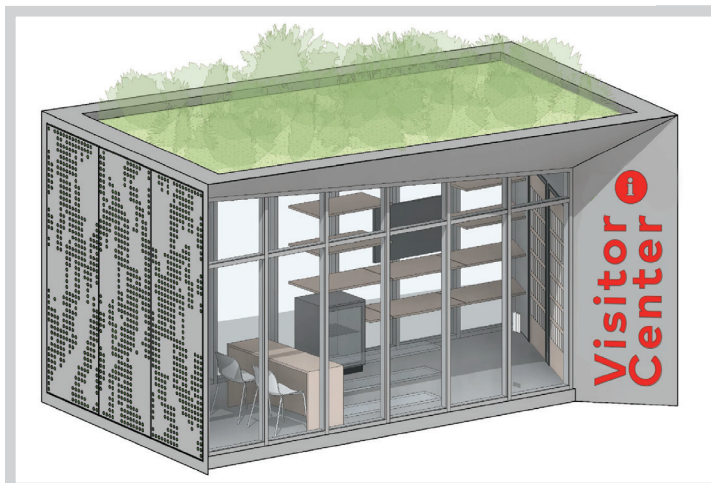
A UNIQUELY EXCLUSIVE EXPERIENCE

The unmatched experience of visiting the City Hall Observation Tower has gained popularity in the region. In recent years, online ticket sales were implemented to create booking efficiencies and maximize sales within the limited tour schedule. As a result, City Hall tour sales have grown exponentially with a 42% year-over-year increase in online tour ticket sales in 2019.



LOVE PARK VISITOR CENTER

IVCC has operated the iconic visitor center location at LOVE Park in cooperation with Philadelphia Parks & Recreation since 2010. This satellite location remained temporarily closed in 2019, as construction of the new LOVE Park Visitor Center facility quickly progressed near completion.



LOOKING AHEAD

IVCC is excited to return to LOVE Park in 2020 to provide visitors with expert service from the new and innovative visitor center location at the highly-trafficked corner of 16th Street and John F. Kennedy Boulevard.



FASHION DISTRICT PHILADELPHIA



**Helping more
visitors at more
locations than
ever before.**

IVCC began managing and operating Concierge Services at Fashion District Philadelphia since its opening in September 2019. Through this operating partnership with Fashion District Philadelphia, the IVCC proved its ability to provide its same standard of exceptional service within any environment.

In addition to IVCC's general services, the Concierge Services team at Fashion District Philadelphia also manages additional amenities specific to the location, like the Shoppers Savings Pass program and location tours for shoppers and industry partners featuring the latest attraction or art installation.



PHILLY PHLASH®

IVCC has managed the Philly PHLASH® Downtown Loop, a visitor-friendly seasonal transit service since 2012, with operations serviced by Krapf Group since 2014. In 2019, PHLASH celebrated 25 years of service, continuing to provide convenient transportation to Philadelphia's popular attractions to an average of 360,000 riders annually¹.



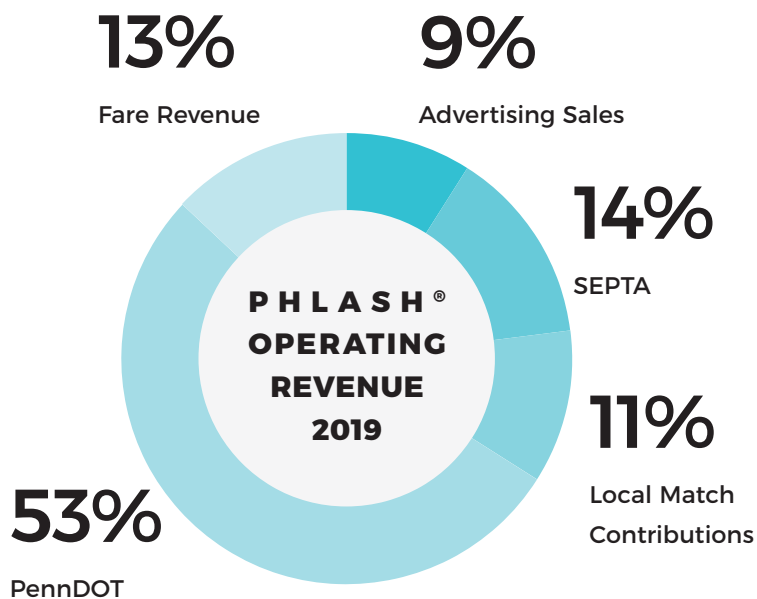
25 years

OF PHLASH SERVICE

360,000

AVERAGE ANNUAL RIDERSHIP

OPERATING REVENUE



PHLASH is a Commonwealth of Pennsylvania Department of Transportation (PennDOT) subsidized transit service which supports keeping the service affordable at \$5.00 all day, or \$2.00 per single ride to all that ride. SEPTA pass holders and senior citizens ride free. Local match contributions from attractions and partners along the PHLASH® route are a requirement to receiving the transit subsidy.

¹ Established average annual ridership since 2016



THE LIBERTY VIEW

MEETING & EVENT SPACE AT INDEPENDENCE VISITOR CENTER

The Liberty View hosted 169 private events in 2019. Its newly expanded terrace, generously supported by Bank of America, proved to be a popular new feature of the space among clients with its unforgettable views of Independence Mall serving as the perfect backdrop for many occasions, especially social events and weddings.

2019 BOOKINGS



**57% INCREASE
IN SOCIAL EVENT
BOOKINGS**



**36% INCREASE IN
WEDDING
BOOKINGS**

58%
CORPORATE



12%
WEDDING

30%
SOCIAL

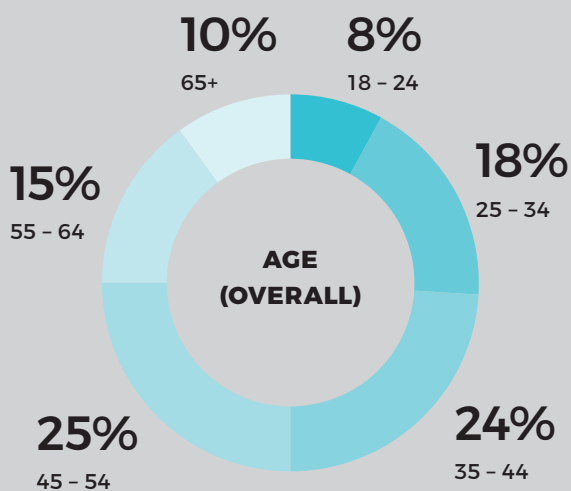
**16%
INCREASE IN
OVERALL BOOKINGS**





VISITOR PROFILE¹

DEMOGRAPHICS



AGE

A large portion of visitors (49%) were between the ages of 35 - 54.

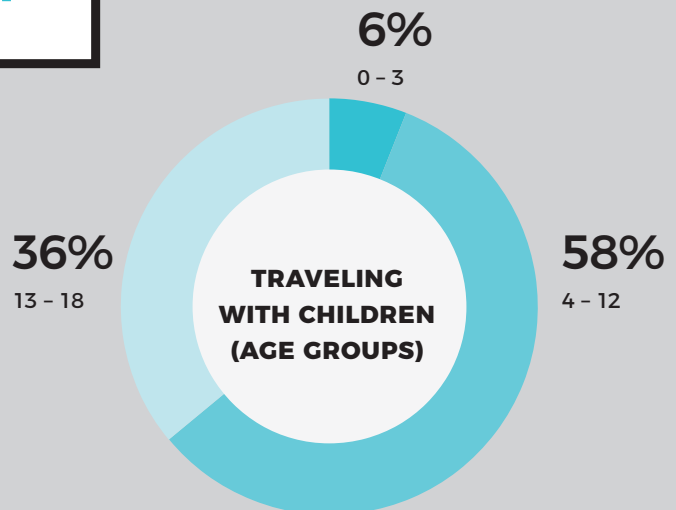
Domestic vs. International

Age demographic continued to skew younger among international visitors (35% ages 18 - 34) versus Domestic visitors (25% ages 18 - 34) in 2019.



FAMILIES

58% of visiting families had children between the ages of 4 - 12 in their group. When comparing International versus Domestic visitors' survey responses, a difference of 21% between the two groups' responses showed that more Domestic visitors were traveling with children than International visitors.





88%

Domestic Visitors



12%

International Visitors

HOME LOCATION

Overall, visitors' home locations remained much the same as in recent years with 88% of visitors originating within the United States.



TOP 10

ORIGINATING U.S. STATES & COUNTRIES IN 2019



1. PENNSYLVANIA
2. NEW YORK
3. TEXAS
4. FLORIDA
5. CALIFORNIA
6. NEW JERSEY
7. VIRGINIA
8. OHIO
9. MARYLAND
10. MICHIGAN



1. CANADA
2. AUSTRALIA
3. UNITED KINGDOM
4. GERMANY
5. FRANCE
6. BRAZIL
7. CHINA
8. ITALY
9. SPAIN
10. MEXICO



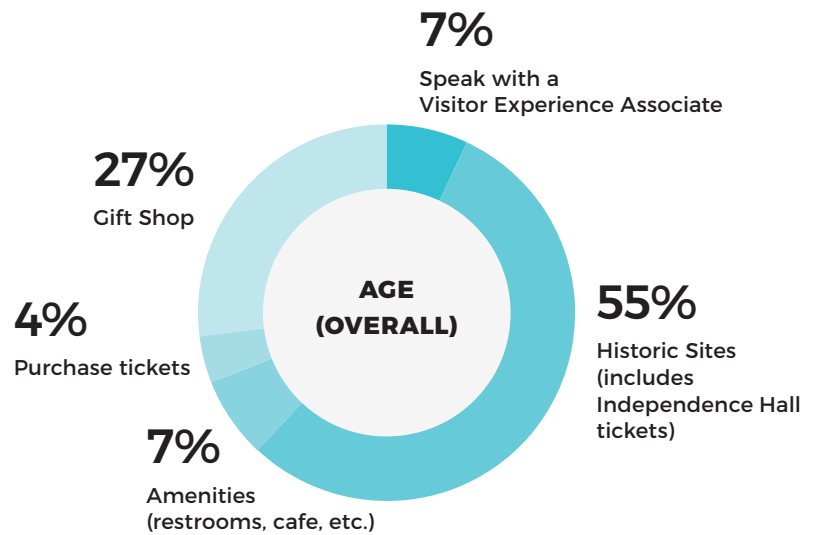
VISITOR PROFILE

BEHAVIOR



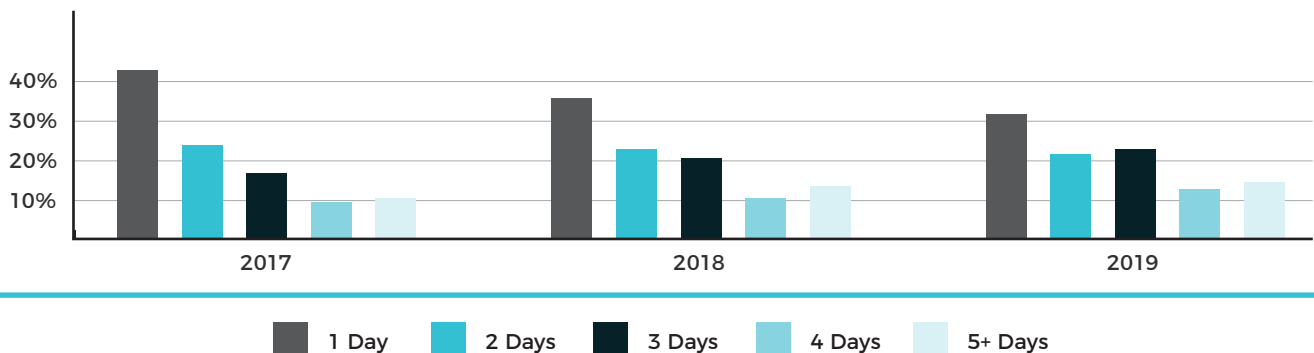
REASON FOR VISITING

Historic Sites (includes Independence Hall) remains the top reason visitors come to the Independence Visitor Center. However, the newly renovated Gift Shop proved to be more noticeable as it increased by 9% as the second most popular reason visitors came to the Independence Visitor Center in 2019.



DURATION OF VISIT

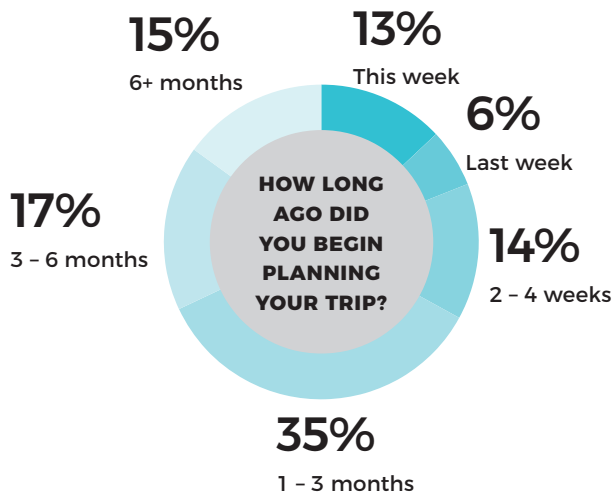
While many of our visitors are in Philadelphia for only one full day (31%), there has been a gradual, yet noticeable, year-over-year increase in visitors who are staying in Philadelphia longer.





ACCOMMODATIONS

As visitors continue to extend their trips to Philadelphia beyond a single day, they are taking advantage of the growing options available for overnight accommodations.



TRIP PLANNING LEAD TIME

Most visitors (35%) began planning their trip to Philadelphia 1 - 3 months in advance; however last-minute planners still make up a large portion of IVCC's audience with 33% deciding to visit within one month (or less) of their trip.

TRIP PLANNING INFORMATION SOURCES

Our visitors are getting their information about visiting Philadelphia online more than ever, while 27% still look to word-of-mouth recommendations as their primary source of information before arriving.



47%

OF VISITORS DISCOVER THE
VISITOR CENTER BY SIMPLY
NOTICING THE BUILDING WHILE
IN THE AREA.



ONLINE PRESENCE

As digital information consumption becomes ubiquitous, we are dedicated to applying the same standards of excellence on our online channels as in our physical spaces. By staying current with digital trends and behaviors, we can stay in communication with our visitors before, during, and after their visit to Philadelphia.

ONLINE AUDIENCE:

WHERE VISITORS ARE FINDING US ONLINE

IVCC's online presence measured over 29.5 million total views and impressions in 2019, an 11% increase since 2018.



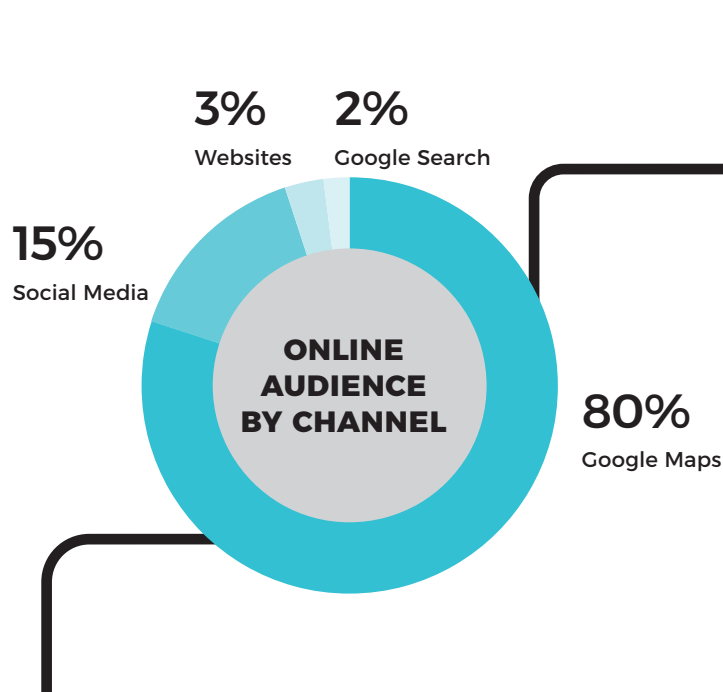
**29.5+
million**

TOTAL VIEWS AND
IMPRESSIONS



**11%
increase**

YEAR-OVER-YEAR
2018 - 2019



TOP RESOURCE

Google Maps remains the top online resource where users view information about the IVCC. This aligns with our digital marketing efforts encouraging visitors to "Start Here."



**YEAR
OVER
YEAR**
BY CHANNEL



**GOOGLE
SEARCH**
16%

WEBSITES
10%

**SOCIAL
MEDIA**
36%

**GOOGLE
MAPS**
11%



ENGAGEMENTS AND INTERACTIONS: WHERE VISITORS ARE INTERACTING WITH US ONLINE

● Google My Business™

Online users performed actions on our Google My Business™ listings that strongly correlate with intent to visit.



3,130

Phone Calls



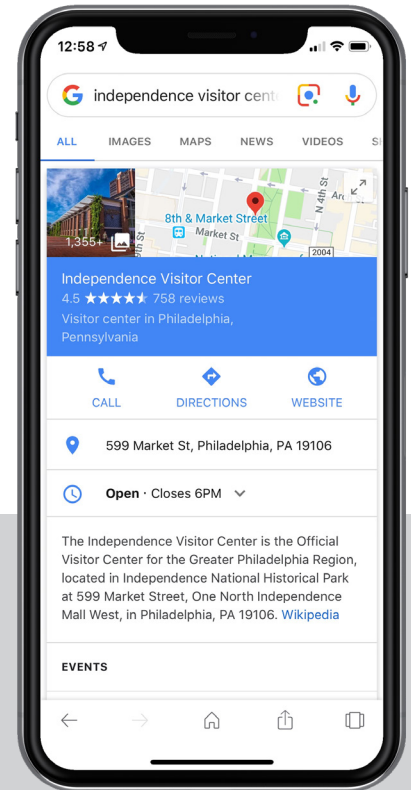
24,015

Website Clicks



120,285

Direction Requests



●● Social Media



The IVCC manages 9 social media accounts across 6 different platforms, including its Instagram account @PHLvisitorcenter that has seen consistent and significant growth since its launch in September 2018.



**19% INCREASE
IN TOTAL FANS &
FOLLOWERS**



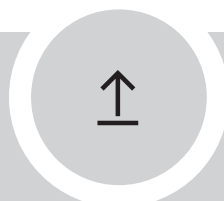
**23% INCREASE
IN TOTAL
ENGAGEMENTS**

●●● User Review Sites

The IVCC looks to user reviews on platforms like Trip Advisor, Google, and Yelp to help gauge success in its primary goal – providing excellent visitor experiences. These sites gathered a total of 2,778 reviews in 2019. Boasting mostly positive reviews, all of IVCC's listings received Trip Advisor's Certificate of Excellence again in 2019.



**2,778 TOTAL REVIEWS
IN 2019**



**121% INCREASE YEAR-
OVER-YEAR**

2019
Trip Advisor
Certificate of
Excellence:



INDEPENDENCE VISITOR CENTER
PHILLY PHLASH
CITY HALL VISITOR CENTER



GROWTH TRENDS

NOTABLE AREAS OF ONLINE GROWTH



65%



**INCREASE IN PHLASH
PASS ONLINE SALES**

42%



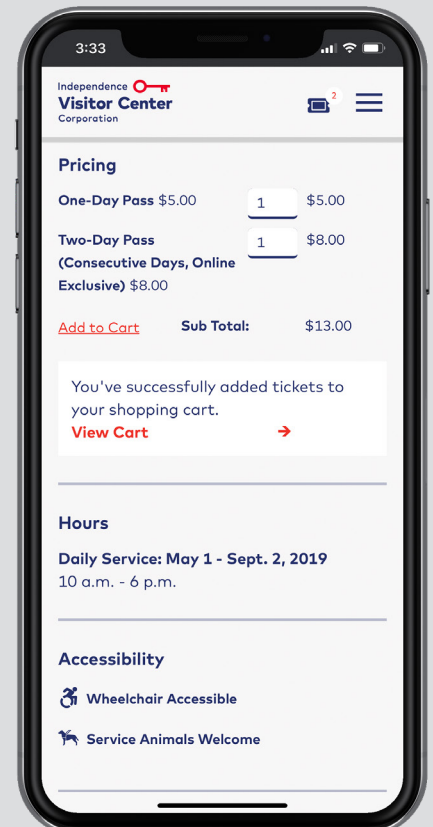
**INCREASE IN CITY HALL
TOUR ONLINE SALES**



INNOVATIONS

NEW: SHOPIFY CLOUD-BASED COMMERCE PLATFORM

In March 2019, the IVCC upgraded to a cloud-based commerce system to improve the user experience for purchases made on PHLvisitorcenter.com and RidePhillyPHLASH.com. The new platform's secure and mobile-friendly purchasing experience proved successful, attributing to a 46% YoY increase in online ticket sales. The IVCC continues to implement sales flow improvements using this versatile and innovative platform, focusing on merging online and point-of-sale systems for City Hall Visitor Center tours and gift shop merchandise in early 2020.



FINANCIAL STATEMENTS

FISCAL YEAR 2019 (JULY 2018 - JUNE 2019)

STATEMENT OF FINANCIAL POSITION

ASSETS

Cash	\$	197,352
Accounts Receivable		2,368,178
Contributions Receivable		-
Prepaid Expenses and Other Assets		43,192
Investments		6,188,919
Interest Rate Swap		-
Total Assets	\$	8,797,641

LIABILITIES

Accounts Payable and Accrued Expenses	\$	1,075,296
Line of Credit		1,897,000
Note Payable		2,457,276
Deferred Revenue		48,600
Interest Rate Swap		50,913
Total Liabilities		5,529,085

NET ASSETS

Without Donor Restrictions		1,197,529
With Donor Restrictions		2,071,027
Total Net Assets		3,268,556
Total Liabilities and Net Assets	\$	8,797,641

STATEMENT OF CASH FLOWS

CASH FLOWS FROM OPERATING ACTIVITIES

Change in Net Assets	\$ (1,021,281)
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities:	
Realized and Unrealized Gain on Investments	(207,976)
Unrealized Gain on Interest Rate Swap	82,515
(Increase) Decrease in:	
Accounts Receivable	(1,310,792)
Contributions Receivable	175,000
Prepaid Expenses and Other	29,513
Increase (Decrease) in:	
Accounts Payable and Accrued Expenses	(1,441,679)
Deferred Revenue	(221,292)

Net Cash Used for Operating Activities	(3,915,992)
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CASH FLOWS FROM INVESTING ACTIVITIES

Purchases of Investments	(605,065)
Proceeds from the Sales of Investments	1,484,313

Net Cash Provided by Investing Activities	897,248
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CASH FLOWS FROM FINANCING ACTIVITIES

Repayment of Note Payable	(386,209)
Proceeds from Borrowings on Note Payable	–
Net Proceeds from Borrowings on Line of Credit	1,897,000

Net Cash Provided by Financing Activities	1,510,791
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Net Decrease in Cash	(1,525,953)
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CASH

Beginning of Year	1,723,305
End of Year	\$ 197,352

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION

Interest Paid	\$ 133,847
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STARTING HERE CAN LEAD ANYWHERE.

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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.



Address

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599 Market Street
Philadelphia, PA 19106



Phone

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(215) 925 – 6101 (Office Line)



Social



@PHLvisitorcenter



@PHLvisitorcntr



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