

YORK COUNTY HISTORY CENTER

Business Planning Study

**SUBMITTED TO
York County Heritage Trust**

**SUBMITTED BY
Owens Economics, LLC**

May 2016

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YORK COUNTY HISTORY CENTER BUSINESS PLANNING STUDY

INTRODUCTION

The York County Heritage Trust has embarked on a bold new initiative to strengthen the institution's sustainability, visitor appeal and impact on the community. This initiative calls for the consolidation and relocation of the Trust's museums to a new site in downtown York, as well as other "right sizing" activities such as deaccessioning redundant and irrelevant items from its collections.

To date, much work has been done. The Trust has purchased the MetEd Steam Plant property located in a prime downtown redevelopment area; it has worked with Gallagher & Associates to create a conceptual framework for the new York County History Center (YCHC), and it has begun mobilizing for its fundraising activities. Now, the Trust has retained Owens Economics, LLC to help refine the initial business planning that was part of its earlier planning activities. Specifically, the Trust has retained Owens Economics to prepare a market analysis, financial analysis and economic impact analysis of the new York County History Center.

This report presents the results of Owens Economics' business planning process. It is organized as follows: after this Introduction and the Summary of Key Findings, the two main sections of the report are Market Analysis and Financial Analysis. The Market Analysis reviews current operations and attendance; summarizes the attraction concept; evaluates the YCHC location and site; discusses the Center's available markets; evaluates the attractions market in York County, and evaluates comparable local/regional history museums in Pennsylvania and elsewhere in the United States. All of these tasks led to the development of attendance estimates for the YCHC. The Financial Analysis presents estimates of stabilized operating expenses and earned income, and presents a multi-year financial pro forma which shows financial performance during start up and stabilized operations. The Financial Analysis section of the report also addresses the economic impacts generated by museum visitor spending.

SUMMARY OF KEY FINDINGS

- The consolidation and relocation of the YCHT properties will address many of the operational and financial issues that have resulted from the current building inventory and condition including: inefficient use of staff resources; high levels of operational expense and deferred maintenance; the on-going risk of unfunded maintenance associated with ownership of multiple buildings; distance between buildings which discourages cross visitation, and lack of parking which negatively impacts visitation and after hours rental potential. Further, for the most part, Trust museums lack a contemporary, interactive, engaging visitor experience.
- The development of the YCHC provides an opportunity to establish a new brand for the YCHT. While the Trust is held in high regard by residents who are familiar with its museums and programs, many residents do not fully appreciate what the Trust does or has to offer. The name “trust” can be misleading, and the more formal character of the HSM may mistakenly perpetuate an air of elitism.
- In spite of considerable financial constraints, the Trust is doing many things right. These actions and activities include digitizing the library, promoting facility rentals, database marketing, hosting special events and “friendraisers,” and working to increase living history interpretation.
- The current number of visits to all Trust sites is 26,158. The most popular sites are the AIM (11,543), the Colonial Complex (6,259), Historical Society Museum (5,056) and Library/Archives (2,914). Adjusting for multiple site visits, the number of discrete visitors is estimated to be 24,500. Anecdotal information suggests that the market for the Trust museums is the area within a one-hour drive time, which extends to Gettysburg, Harrisburg, Hershey and Lancaster. Within this resident market, York County is the most important geography. The importance of York County is confirmed by the distribution of memberships, with 94 percent of members residing York County.
- The MedEd Steam Plant site represents the best possible location for the York County History Center. The building itself has sufficient size to become a destination attraction, and it is highly visible, especially with its smokestack. There is sufficient land for parking, and proximity to the Colonial Complex will encourage cross visitation. The continuing redevelopment of downtown York with Market Square, Royal Square, the Arts District, along with other existing and proposed attractions, such as the Rail Trail extension, Lafayette Plaza, Kidspace and Steam into History’s proposed downtown extension, all have the potential to add to the strength of the location. The diverse nature of the downtown experience – theater, sports, restaurants/Central Market, retail, galleries and recreation – are creating a multifaceted experience much like the Inner Harbor in Baltimore.
- Attractions in downtown York have clearly demonstrated that the downtown can draw visitors. The Strand-Capitol Theater provides some 250 events/nights of activities

drawing 100,000 +/- visitors a year, and the Revolution and stadium draw some 300,000 visitors. Though not in downtown, the York Expo Center further demonstrates the strength of the market. It attracts 500,000 visitors to the fair, and 1.2 million visitors in total.

- The market for the York County History Center includes both residents and visitors. The resident market has been defined as the area within a one-hour drive time from the site. The total population contains over 2.1 million residents. The resident market can be divided into the primary market (0 – 30 minute drive time), with a population of 400,000, and secondary market (30 – 60 minute drive time, with a population of 1,703,000. Growth in both components of the resident market are growing. The most attractive market demographics for a museum are found in the secondary market.

The visitor market for York has been estimated by Owens Economics to include 1.2 to 1.4 million visitors. The regional visitor market, which has been defined by the Pennsylvania Tourism Office as the *Dutch Country Roads* Region, draws a tremendous number of visitors. The number of overnight visitors is estimated to be 10.4 million, and the number of day trip visitors is estimated to be 17.8 million. The vast majority of these visitors are going to established destinations such as Gettysburg, Hershey and Lancaster, and while some visitors will visit the York County History Center, the vast majority of YCHC visitors will come from the resident market.

- An important part of the market analysis has been the evaluation of “comparable” museums to understand how they are performing in their own markets, and using this experience, adjusted for location, scale, nature of the visitor experience and market characteristics to estimate attendance for the YCHC. For this study, nine local/regional history museums were evaluated. The most relevant were the Orange County (FL) Regional History Center, the Colorado Springs (CO) Pioneers Museum and the Baltimore Museum of Industry. Key findings of the comparables analysis are: most museums contained 16,000 sf to 24,000 sf of permanent exhibit space; most museums were heavily oriented toward their resident markets; admission was free or set at a level to encourage access; museum audiences were diverse, including families, seniors, school groups and tour groups; locations were conducive to visitation including ease of access and convenient parking, and museums with strong locations (i.e. waterfront) were able to generate substantial revenue from after-hours rentals.
- Owens Economics prepared estimates of visitation potential for the York County History Center based on its evaluation of factors described previously. The Medium estimate of attendance is 34,000 which represents a 39 percent increase over the current number of 24,500 visitors. The Low estimate was 30,000 (22 percent increase), and the High estimate was 38,000 (55 percent increase). Eighty five percent of attendance is expected to come from the resident market.
- The numbers of attendance presented above should be considered to be measures of market potential. In order for the full potential of the YCHC to realized, certain

challenges/issues must be addressed. These challenges/issues include: raising sufficient funds to develop a critical mass of quality exhibits, as well as to fund ongoing programs and marketing; resolving issues on space allocation within the new building, and maintaining support of members and volunteers during the consolidation/relocation process. In addition, it is assumed that the momentum that has been established in the redevelopment of downtown York will continue.

- Initial financial planning by the YCHT for the York County History Center estimated slightly higher revenues and somewhat reduced operating expenses, compared to current YCHT operations. The result was an estimated operating surplus of \$118,000. It should be noted that this surplus is not really a surplus in the sense that the YCHC would be making money. Instead, it represents funds that could be applied to staff, programs, building maintenance and/or used for other purposes to strengthen the YCHC and Trust.
- Owens Economics built off of the initial YCHT financial planning figures to develop its own estimates financial performance. The Owens Economics' analysis reflected higher levels of attendance and facility utilization. On the expense side, the analysis incorporated a higher allowance for building occupancy in order to bring YCHC numbers in line with industry norms. For stabilized operations, a level of operations typically reached within three to five years following opening of a new attraction, Owens Economics estimates that the YCHC will achieve an operating surplus of \$101,000. Again, this figure represents funds available for additional YCHC activities and programs, and it includes a higher level of funding for building maintenance than anticipated in the initial planning numbers.
- During *the start up* years following opening, the financial performance of the YCHC will reflect both lower levels of attendance as the museum and the new YCHC brand are established in the market, and a premium in marketing expenses. In year 1 of YCHC operations, the museum is expected to essentially breakeven. In year 2, an operating surplus of approximately \$49,000 is expected. In year 3, the YCHC would reach the stabilized level of performance discussed above. In subsequent years, modest growth in attendance would result in modest increases in the operating surplus.
- The York County History Center will be an anchor attraction in downtown York. It will draw visitors to the downtown, and it will serve as a highly visible focal point for a broader range of activities. Quantifiable benefits include visitor expenditures in the city totaling \$1.8 million in direct spending and \$3.2 million including "multiplier" impacts, plus spending elsewhere in Pennsylvania. Additional benefits for the city would include taxes associated with visitor spending and the potential return of YCHT properties to the city tax rolls.

MARKET ANALYSIS

The market analysis section of the report presents the analytical steps leading to estimates of attendance at the YCHC.

Current YCHT Operations

The York County Heritage Trust presently owns 10 properties including three museums – the Historical Society Museum (HSM), the Agriculture & Industry Museum (AIM), and the Fire Museum; the Colonial Complex which includes a reconstructed courthouse, two historic homes and an historic tavern; the Bonham and Baker Houses, and the recent MetEd Steam Plant acquisition. The principal museums - the Historical Society Museum and the Agricultural & Industrial Museum - are open year round; the Colonial Complex is open on a seasonal basis, and the Fire Museum and Bonham House are open on request. Current public site locations, which are dispersed throughout the downtown, are shown in Figure 1.

Figure 1 Location of Current YCHT Sites



Excluding the MetEd Steam Plant, the Trust owns some 195,000 sf of building space. The HSM building, which was a former auto dealership, contains 50,600 sf, including 25,400 sf in exhibit space and 8,150 sf in library and archives. The AIM building, which is an old industrial building, contains 53,100 sf of space, with 30,800 sf used for exhibits.

The site inventory and the dispersed locations of the sites present a number of operational and financial challenges. For visitors, it is difficult to move between sites, thus discouraging multiple site visits which would contribute a fuller understanding of York's rich history, and, which also diminishes the value of the all-inclusive admissions pricing. For staff,

coverage of multiple sites reduces the efficient use of their time. Further, ownership of multiple sites has resulted in ownership of more space than is required to support the Trust's mission. The fact that the Trust properties are older buildings with outdated systems adds to high levels of deferred maintenance and general operating costs, and the ownership of a large number of buildings creates the ongoing risk of additional unfunded maintenance.

In terms of location, the sites are not ideal for public attractions. The sites themselves lack visibility and ease of access. They are not in areas with other complementary attractions or visitor amenities nearby which would strengthen their destination draw. Most sites lack adequate parking to support visitation and use for after-hours rentals. Lastly, the YCHT sites do not have suitable areas for outdoor events and programming.

All of the shortcomings identified above have had the effect of limiting visitation and building utilization, and increasing operating costs. This situation has resulted in a lack of financial resources which has limited the Trust's ability to properly care for its properties, and to update exhibits in order to provide a more contemporary visitor experience. It has also constrained the ability of the Trust to provide more programming and to undertake more robust marketing activities.

Having discussed the constraints and shortcomings, it is important to also note that, within the limits of its available resources, the Trust is doing many things to improve operations and performance. These activities include: digitizing the library; developing special events and "friendraisers" to attract new audiences; promoting the use of facilities for after-hours rentals; using database marketing and dissemination of a newsletter as cost effective ways to connect with its audiences, and working to increase the living history aspect of site interpretation. All these initiatives have had and will continue to have a positive impact on performance.

YCHT Attendance

Attendance at York County Heritage Trust museums and sites is discussed below. Additional detail on attendance is presented in Appendix A.

Total attendance at YCHT sites is shown in Table 1 below. As indicated, total attendance, defined here as the number of site visits rather than the number of discrete visitors, was 26,158 in FY 2014-2015. This level of visitation was down from levels ranging from 28,000 to 30,000 over the previous four years. By site, the AIM is the most heavily visited museum with approximately 35 to 45 percent of the total. AIM attendance reflects its subject matter, availability of parking (subject to approval by the school district) and use for events and rentals. The AIM is followed by the Colonial Complex and HSM, each with approximately 15 to 30 percent of the total. It is interesting to note that over the five-year period, the relative ranking of the Colonial Complex and HSM have reversed. In first part of the period, the HSM out drew the Colonial Complex. For the most recent year, the Colonial Complex has held a slight edge. Among the other sites, the Library/Archives draws several

thousand visitors a year, and the Bonham House and Fire Museum each draw well below a thousand visitors.

Table 1 YCHT Attendance by Site

YCHT ATTENDANCE BY SITE
FY 2010-2011 TO FY 2014-2015

	2014-2015	2013-2014	2012-2013	2011-2012	2010-2011
AIM	11,543	13,094	11,613	12,705	9,395
Colonial	6,259	6,060	5,655	4,626	6,304
Historical Society Museum	5,056	6,860	6,558	8,974	8,336
Library & Archives	2,914	3,162	3,124	3,354	3,723
Bonham House	75	88	356	256	383
Fire Museum	311	487	846	722	563
Total	26,158	29,751	28,152	30,637	28,704

Source: York County Heritage Trust

Site attendance by type of admission is shown in Table 2. As indicated, all admissions categories are important to the YCHT sites. Special events bring in approximately one-third of total visitation. Special event visitation is followed by general admissions, group tours (which includes school groups) and rentals. YCHT visits by school groups, following the national trend, has seen a recent decline due to costs and increased emphasis on classroom preparation for standardized testing.

Table 2 YCHT Attendance by Type of Admissions

YCHT ATTENDANCE DISTRIBUTION BY TYPE OF ADMISSION
FISCAL YEARS 2010-2011 TO 2014-2015

	2014-2015	2013-2014	2012-2013	2011-2012	2010-2011
General Admissions	6,100	7,271	6,080	6,378	6,461
Group Tours	4,545	7,169	5,912	6,371	4,682
Rentals	4,173	5,211	4,086	5,155	3,939
Education Events	2,354	2,273	3,504	2,353	2,296
Special Events	8,986	7,816	8,456	10,290	11,720
Total Onsite Visitation	26,158	29,740	28,038	30,547	29,098
Off-Site Events/Programs	289	754	433	4,187	2,168
Total Visitation	26,447	30,494	28,471	34,734	31,266

Source: York County Heritage Trust

As indicated previously, the numbers presented in the tables above represent visits rather than discrete visitors. Accounting for multiple site visits, particularly among groups, Owens Economics estimates that the number of discrete visitors is approximately 24,500. This number is important in comparing YCHT's multi-site attendance with attendance at single-site museums later in the report.

Anecdotal information suggests that the vast majority of visitors to YCHT sites are residents living within a one-hour drive time. This area extends to Gettysburg, Harrisburg, Hershey, Lancaster and the northern reaches of the Baltimore metropolitan area. Anecdotal information also suggests that the majority of these visitors are from the closer – in portions of the market i.e. York County. This experience is consistent with the geographic distribution of YCHT memberships. As of early 2016, there were 1,402 memberships, with 94 percent belonging to York County residents.

Concept

The concept of the York County History Center will take the YCHT properties in a new direction. This change promises to impact the Trust in three ways.

First, the creation of the History Center will enable to YCHT to rebrand itself with a brand that is more easily understood and appreciated. Currently, the Trust is highly respected, by those people who know it, for its work, its facilities and its programs. However, there appears to be a significant portion of the York/regional population that is not fully aware of what the trust does and/or is confused by the Trust name itself. (Isn't a trust like a bank?). Along the same lines, there may be a certain segment of the population for whom the Trust, and especially the HSM building with its more formal character, is perceived as an elite institution.

Second, the creation of the History Center will enable the Trust to tell the York story in a comprehensive way. Currently, the multi-site configuration of the Trust museums has resulted in a segmented approach to telling York's history. The interpretive master plan prepared by Gallagher & Associates brings the many York themes together under the unifying theme of "creativity unleashed."

Third, the History Center will enable the Trust to move to a more contemporary style of interpretation. With some exceptions, most notably in the AIM, Trust museum exhibits are static and sometimes overwhelming in terms of the numbers of individual types of artifacts on display. This type of interpretation can best be described as "dated" and is certainly not in keeping with current museum "best practices." The move to the History Center will provide the opportunity to create a much more engaging and meaningful visitor experience through the use of modern display techniques and technology, and through the more selective use of artifacts from the collection.

Location and Site

If one were to pick the ideal site for the York County History Center, it would be the MetEd Steam Plant building. This site is located in the heart of the revitalizing area of downtown

York, in close proximity to restaurants, shops and other complementary attractions such as the Rail Trail and Lafayette Plaza. Proximity to the Colonial Complex also offers the potential to create a walkable campus environment. The site and building offer excellent access and visibility, and there is ample land for parking. The building itself is an iconic structure with an established identity in the market. Its size is sufficient (55,000 sf) to create a destination attraction. The MetEd Steam Plant location and location of the YCHC campus are shown in Figure 2. A rendering the building is shown in Figure 3.

Figure 2 YCHC Campus Location

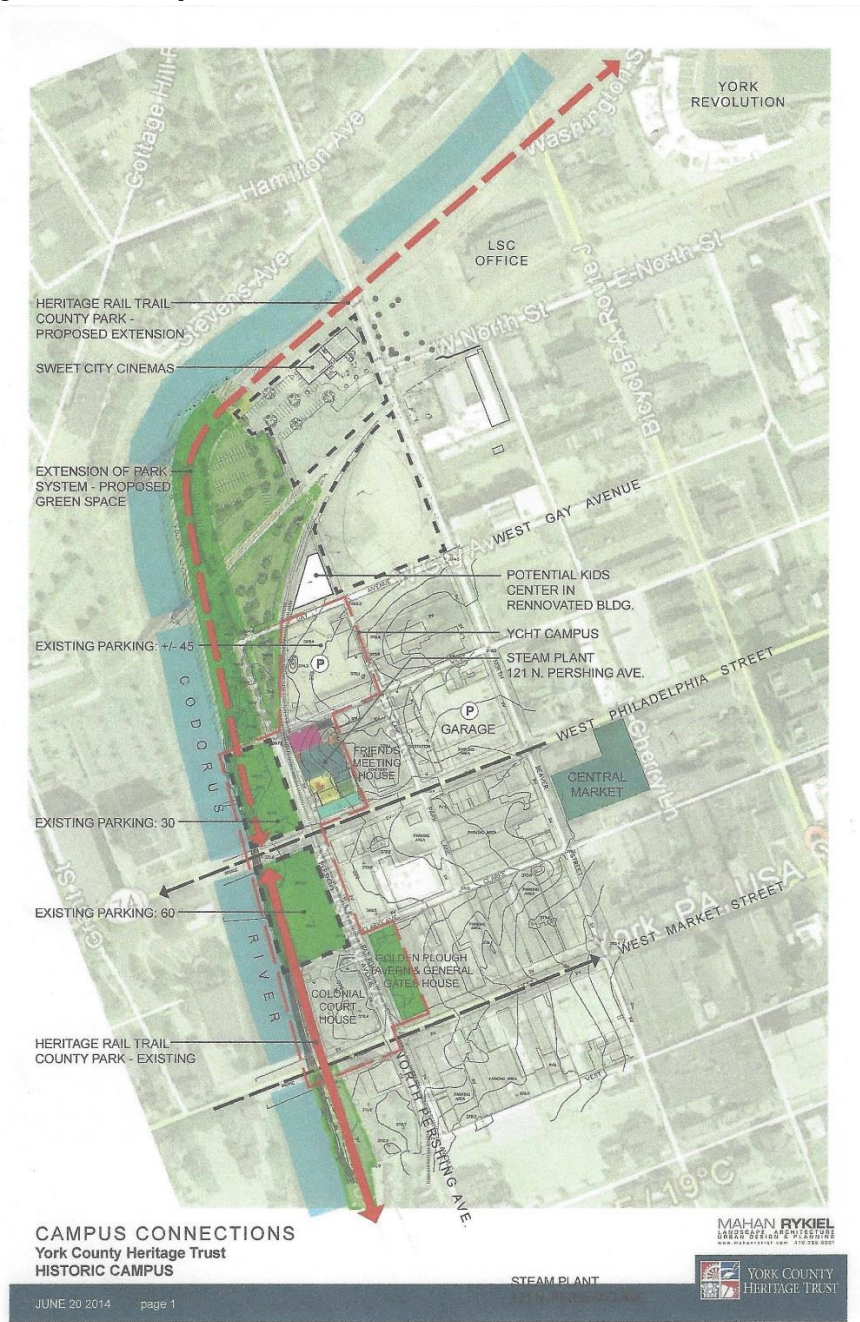
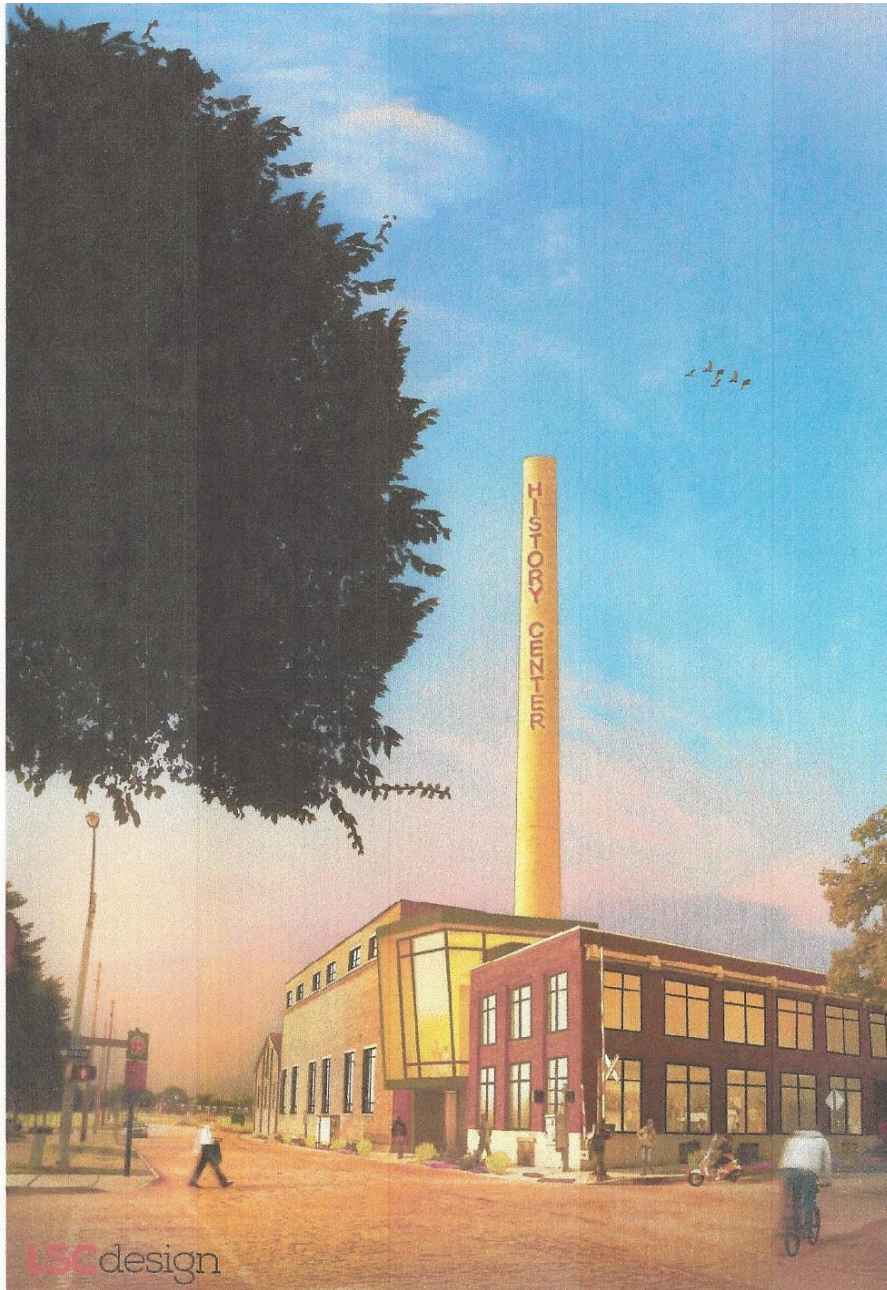


Figure 3 YCHC Building



York's downtown is undergoing an amazing transformation. Over the past 10 years, some \$319 million dollars have been invested in the downtown area of the city. Redevelopment continues to gain momentum with projects like Market Square, Royal Square, the Arts District, redevelopment of the Yorktowne Hotel, and The Bond. References have been made to York being a stage of redevelopment reminiscent of Lancaster or Frederick (MD), 10 years ago. The fact that redevelopment has involved a number of public and private partners is a good indicator that the success can be sustained. Partners include the City of York (Keystone Color Building); York County (Rail Trail); Downtown Inc. (planning, placemaking, promotion and public safety); private sector (investment and management), and philanthropic sector (funding for development and training).

In addition to the partnership aspect of York's redevelopment, another characteristic speaks to its successful development as a destination. The multi-faceted development taking place in downtown York is similar to the development that transformed Baltimore's Inner Harbor into a world class destination several decades ago. The secret to the Inner Harbor's success, which continues in York today, is the creation of multi-faceted visitor experience. In both cases, this multi-faceted experience has included sports, theater, restaurants, shopping, galleries, attractions, special events & festivals, and parking, as well as residential and commercial uses. The YCHC will add another strong anchor to the downtown.

Several potential constraints to downtown development were identified during the research for this analysis. These constraints were crime, high taxes and poor schools. Of the three, the one with the greatest potential to impact visitation to the YCHC would be crime. On this issue, there appears to be a residual belief among a small portion of the local/regional population that downtown crime is a problem. In many cases, this belief goes back to the 1960's. Based on the breadth of its interviews, Owens Economics has concluded that the crime issue will not have a significant impact on the YCHC, and any impact that it does have will continue to diminish with time and with the continuing redevelopment of the downtown. The issues of high taxes and poor schools may, at some point, impact residential development in the downtown, but they should not have a material impact on YCHC visitation.

York Attractions

The performance of other attractions in the same market can provide indicators of performance. In the case of York, several existing attractions demonstrate the people are willing to visit downtown York and York County, if given a reason to do so. The success of the downtown attractions also reinforces the idea that crime does not appear to be a significant issue.

Key York attractions and future attractions that could have an impact on the YCHC are described in the paragraphs that follow.

Strand – Capitol Theater. The Strand – Capitol complex includes the 450-seat Capitol Theater and the 1,265-seat Strand Theater. They present a variety of shows, concerts, films and educational programs that create 250 event nights of activity. In order to provide a number for comparison, Owens Economics estimates that the two theaters attract 100,000 +/- visitors a year to this downtown location. The audience generally comes from within a 60-mile radius, with the heaviest draw from the south, including the Baltimore area. The Strand – Capitol complex has a loyal audience base that is attracted by the theaters' programs, convenience, availability of free parking and quality of nearby restaurants.

York Expo Center. The York Expo Center is one of the premier exposition centers in the Mid-Atlantic region. Its strengths are its indoor and outdoor exhibition space. Large shows at the Expo Center have an extended regional audience. For smaller shows, the audience

includes Harrisburg, Gettysburg, Lancaster and northern Maryland, the area generally within a one-hour drive. The largest event at the Expo Center – the York Fair – draws some 500,000 visitors. Non-fair events attract another 700,000 visitors. The total level of activity includes 200 events covering 400 to 500 event days.

York Revolution and Stadium. The York Revolution Atlantic League professional baseball team, along with other stadium events, draws approximately 300,000 visitors annually. As is the case with minor league baseball, the audience is highly localized. Baseball fans typically come to the stadium, see a game and return home, rather than visit restaurants or shop before or after a game. The impact on downtown is strong, however, because of the exposure that ball games and other stadium events provide to a changing downtown York.

Harley Davidson Factor Tour. The Harley Davidson Factory Tour is a specialized attraction with a national/international audience that is drawn by the strength of the Harley Davidson brand. Many of the tour visitors are Harley Davidson owners. The tour attracts some 30,000 visitors annually.

York County Rail Trail. The York County Rail Trail is a 21-mile multi-use trail that runs from the Mason Dixon Line to the York Courthouse. It connects with the Torrey Brown Trail in Maryland. Future improvements and expansions, which could have a positive impact on the YCHC, are the planned improvements to the courthouse – college segment; planned extension from Lafayette Plaza to the Armory, and possible extensions from the main trail into downtown York. The Rail Trail records some 281,000 visits a year, with some 32 percent of users coming from outside York County. The potential impact of the Rail Trail on the YCHC is exposure to the museum and events, and possible opportunities to serve trail users with a rest area, air stations for bikes and/or possible sales of drinks and snacks.

Steam into History. Steam into History is tourist railroad whose base of operations is in New Freedom, Pennsylvania. The railroad is considering an extension into downtown York with a roundtable that could be within walking distance of the YCHC. Steam into History currently attracts some 30,000 riders a year.

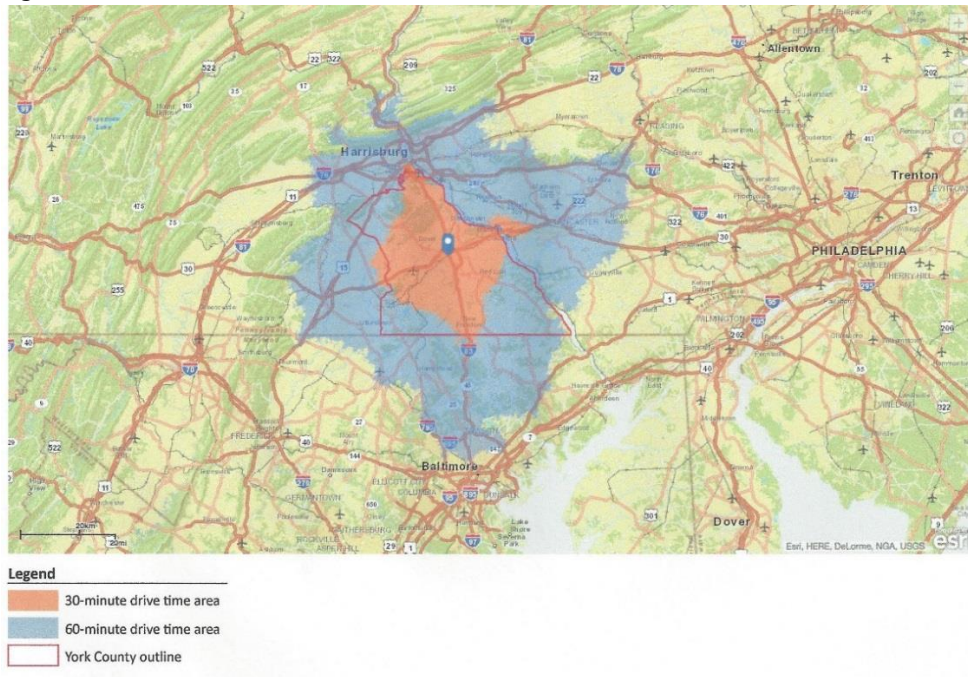
Kidspace. Kidspace is a proposed children's science museum that could be located in the Armory building near the YCHC. Its presence would add to the attraction draw of the downtown, and it could provide a potential packaging opportunity.

Available Markets

In the broadest terms, there are two pools of potential visitors, or markets, for an attraction like the York County History Center. These are the resident market and the visitor market.

Resident Market. For the York County History Center, the resident market has been defined as the area within a one-hour drive time. This definition is consistent with the current experience of the York County Heritage Trust museums and other York attractions, and is consistent with the experience of similarly sized local/regional history museums as explained later in this Market Analysis section of the report. As shown in Figure 4, the market extends to Gettysburg, Harrisburg, Hershey, Lancaster and Baltimore County, Maryland.

Figure 4 YCHC Resident Market



For the purposes of analysis, the resident market has been further divided into primary and secondary market segments in recognition of the impact of travel time on the willingness to visit an attraction such as the YCHC. The primary market includes the area within a 0 to 30 minute drive time, and essentially represents York County. The secondary market includes the area within the 30 to 60 minute drive time.

Market populations, and key demographic and socio economic characteristics of the resident market are summarized in Table 3. Additional detail is presented in Appendix B. As shown, the total market has a current population of some 2.1 million people, with an additional 50,000 residents expected by 2020. The market population is split, with largest numbers in the secondary market segment. The primary market population is currently 400,000 with growth to 407,000 expected by 2020. The secondary market population is currently 1,703,000 with growth to 1,748 expected by 2020. Market area demographics in terms of potential museum attendance are stronger in the secondary market. The primary market tends to be younger, reflecting the influx of millennials into the downtown, and somewhat less affluent. Secondary market residents have demographic characteristics that are more favorable to museum visitation.

Table 3 YCHC Resident Market

YORK COUNTY HISTORY CENTER**SUMMARY OF RESIDENT MARKET POPULATION CHARACTERISTICS**

Population	County	0-15 min	15-30 min	30-60 min	TOTAL (60 min)
2000	381,751	133,587	212,108	1,526,909	1,872,604
2010	434,972	150,791	241,997	1,661,038	2,053,826
2015	442,962	152,728	247,149	1,703,288	2,103,165
2020	450,768	154,672	252,241	1,747,973	2,154,886

Households	County	0-15 min	15-30 min	30-60 min	TOTAL (60 min)
2000	148,219	52,900	82,923	594,106	729,929
2010	168,372	57,963	95,370	652,158	805,491
2015	171,367	58,496	97,572	671,083	827,151
2020	174,309	59,171	99,620	689,602	848,393

Average Household Income	County	0-15 min	15-30 min	30-60 min
2000				
2010				
2015	\$73,606	\$66,346	\$75,832	\$83,177
2020	\$83,710	\$75,141	\$86,097	\$94,668

Median Age	County	0-15 min	15-30 min	30-60 min
2000				
2010	40.1	38.1	40.6	39.9
2015	41.2	39.0	41.9	40.9
2020	41.9	39.5	42.5	41.4

Race / Ethnicity: White Alone	County	0-15 min	15-30 min	30-60 min
2000				
2010	88.5%	77.5%	93.4%	81.1%
2015	87.1%	75.3%	92.1%	79.3%
2020	85.3%	72.6%	90.4%	77.3%

Source: Esri Business Analyst 2015

Visitor Market. This discussion of the YCHC visitor market includes the York County visitor market and the regional visitor market, which has been designated as *Dutch County Roads* by the Pennsylvania Tourism Office.

In the overall scheme of things, the York County visitor market is relatively small. It includes some 1.0 million overnight visitors staying in hotels and motels, as estimated by the York County CVB based on data from Smith Travel Research, and an additional 200,000 to 400,000 visitors staying with family and friends and in other, non-hotel/motel accommodations. According to intercept surveys (182 responses) conducted by the YCCVB, the following can be said about York County visitors:

- 37% of visitors were leisure visitors

- 4.6% visited attractions/sites outside of York County
- 11% visited museums
- 10% visited historic sites
- 17% went on a factory/farm tour
- 19% visited a winery/vineyard

Visitation to the *Dutch County Roads* region is substantially larger. Longwoods International, under contract to the state tourism office, estimates that the region receives 10.4 overnight trip visitors and 17.8 million day trip visitors. Based on visitor spending, it is estimated that York County receives 12 percent of the regional total.

Large regional numbers do not necessarily translate to large number of visitors to York attractions, as demonstrated by the selection of destinations among overnight visitors, as shown below.

York County Attractions

- Utz Factory Tour – 3%
- Harley Davidson Factory Tour – 2%
- Wolfgang Candy Tour – 1%
- Martin's Potato Chips – 1%

Other Regional Attractions

- Gettysburg – 19%
- Hersheypark – 22%
- Amish County – 25%

The bottom line for the YCHC is that whether the number of visitors is small or large, the impact of the visitor market will be modest. There is great competition among attractions in the region, and most visitors have pre-determined destinations and time budgets. Also, many of the regional attractions have strong regional or national significance, while the YCHC will be perceived as having a more local focus. Finally, other significant attractions in the region have tremendous marketing budgets or marketing support. Comparable levels of marketing resources will not be available to support the YCHC.

Comparable Museums

The understanding of how other local/regional history museums are performing in their own market environments, and applying these findings to the York County History Center, with adjustments for concept, market and locational differences, is the key analytical approach to the market analysis. For this analysis, Owens Economics began by looking at nine comparable museums. These museums were selected with input from the YCHT staff. Several were located elsewhere in Pennsylvania. Most were located in other parts of the United States. Key characteristics of the comparable museums are summarized in Table 4,

and museum highlights are discussed in the paragraphs that follow. Detailed data on the comparable museums is included in Appendix C.

Table 4 Characteristics of Selected Comparable Museums

YCHC COMPARABLE MUSEUMS
SUMMARY TABLE

	Location	Building Size	Perm. Exhibit Space	Onsite Attendance	MSA Population
Orange County Regional History Center	Orlando, FL	65,000 sf	18,000 sf	85,000	2,321,000
Colorado Springs Pioneers Museum	Colorado Springs, CO	60,000 sf	24,000 sf	64,500	686,000
The Hershey Story	Hershey, PA	45,000 sf	10,500 sf ¹	124,000	1,233,000
Baltimore Museum of Industry	Baltimore, MD	65,000 sf	35,000 sf	156,000	2,785,000
Museum of History and Industry	Seattle, WA	60,000 sf	24,000 sf	190,000	3,671,000
LancasterHistory.Org	Lancaster, PA	20,000 sf	10,000 sf	35,000/10,000 ⁴	536,000
New Bedford Whaling Museum	New Bedford, MA	140,000 sf	50,000 sf ²	104,000	1,613,000
Somerset Historical Center	Somerset, PA	14,200 sf	4,280 sf ³	15,000 ⁵	77,000
Kenosha Public Museum	Kenosha, WI	50,000 sf	16,500 sf	130,000	9,730,000

¹ Plus Chocolate Lab and Tasting Room

² Includes whale and replica ship exhibits

³ Historic farmsteads and outdoor exhibits

⁴ Wheatland attracts 35,000; the center attracts 10,000

⁵ Includes 8,000 general visitors and 7,000 festival visitors

Source: Individual museums, U.S. Bureau of the Census and Owens Economics, LLC

While there were many unique characteristics of the comparable museums, there were also some common themes or lessons learned. These common points include the following:

- Most buildings were in the range of 45,000 sf to 65,000 sf; smaller museums were often combined with historic buildings/outdoor exhibits
- Most museums offered 16,000 sf to 24,000 sf in permanent exhibit space.
- Most museums were located in adaptively re-used, older buildings (courthouses or industrial buildings).
- Principal building elements included exhibit space, store and library/archives
- Museums were typically in downtown locations.
- Museums generally had very good to excellent access.
- Parking was convenient; most offered free parking.
- Museums had a strong interpretive focus on regional history; most were general; a few specialized on one or two aspects of regional history.
- Museum audiences were generally diverse and included families, seniors, schools groups and tour groups. Several placed a high level of emphasis on school groups.
- Museums emphasized educational and family programming in order to reach different audiences and to generate repeat visits.
- Some museums placed a heavy emphasis on community connections with programming and community use of facilities.

- Museums offered a mix of free and fee admissions; pricing was generally set to encourage access with discounts and free days
- Excluding outliers, museum attendance ranged from 65,000 to 130,000 with market size a key determinant. Most museums were heavily oriented toward their resident markets. Several, by virtue of location (The Hershey Story, Colorado Springs Pioneers Museum) or subject (New Bedford Whaling, Colorado Springs Pioneers Museum), were able to show substantial tourist market visitation.
- Contributed income was the most important part of operational funding.
- Except for The Hershey Story, the museums showed generally low per capita spending for admissions (for those who charged; many discounts and free days) and store sales
- For museums with strong (waterfront) locations, rentals were an important part of earned income.

Attendance Potential

The analysis of attendance potential brings together all the quantitative and qualitative inputs of the study in order to develop estimates of attendance for the YCHC. Given the challenges of estimating future behavior in response to an attraction that is not-yet built, the estimates should be taken as “order of magnitude” indicators of potential, rather than precise measures of performance. The magnitude of the numbers also is a way to communicate the strength of the project which, as shown by this analysis, is very strong compared to current YCHT museum performance.

The estimates of attendance make certain assumptions about the YCHC. Briefly, these assumptions are as follows:

- Adequate funding will be provided to do the YCHC project right. This qualifier applies to amount of exhibit space, quality of exhibits, offering of ongoing programs and marketing.
- The amount of space allocated to exhibits in the new building will be sufficient to create a strong, destination draw and accommodate the interpretive plan
- The support of members and volunteers will be retained during and following the transition to the YCHC.
- The momentum of downtown revitalization will remain strong.
- Good wayfinding signage for the YCHC, coming into and within downtown York will be developed.

The methodology used to derive attendance estimates for the YCHC is known as penetration rate analysis. This methodology uses attendance performance from the comparable museums to develop ratios of resident market attendance from a specific market segment to the market segment’s population. The rates are referred to as penetration rates. Penetration rates for the comparable museums are shown in Table 5 below. The most relevant comparables in terms of size, location and interpretive focus were the Orange County Regional History Center, Colorado Springs Pioneers Museum and Baltimore Museum of Industry. These museums are highlighted in the table with gray shading. In addition to the use of penetration rates to estimate resident market attendance,

visitor market attendance for the YCHC was estimated as a percent of total attendance, again, based on the experience of the comparable museums. Resident market attendance and visitor market attendance were added to yield a total attendance estimate.

Table 5 Penetration Rates of Comparable Museums

DERIVATION OF PENETRATION RATES
COMPARABLE MUSEUMS

	Attendance	Attendance Distribution				Attendance			Resident Mkt Population		Resident Mkt Pen. Rates		Resident Mkt	
		0 - 30 min.	30 - 60 min.	Visitor Mkt	0 - 30 min.	30 - 60 min.	Visitor Mkt	0 - 30 min.	30 - 60 min.	0 - 30 min.	30 - 60 min.	% Total Attend		
Orange County Regional History Center	85,000	4	79%	16%	5%	67,150	13,600	4,250	1,577,698	1,394,247	4.3%	3	1.0%	95%
Colorado Springs Pioneers Museum	64,500	1	60%	8%	32%	38,700	5,160	20,640	629,760	519,901	6.1%	6	1.0%	68%
The Hershey Story	124,000	6	5%	20%	75%	6,200	24,800	93,000	520,326	1,184,383	1.2%	1	2.1%	25%
Baltimore Museum of Industry	156,000	8	57%	28%	15%	88,920	43,680	23,400	1,854,216	3,238,431	4.8%	4	1.3%	85%
Museum of History and Industry	190,000	9	60%	15%	25%	114,000	28,500	47,500	1,663,545	1,589,701	6.9%	7	1.8%	75%
LancasterHistory.Org	10,000	1	64% E	16% E	20% E	6,400	1,600	2,000	463,659	1,594,603	1.4%	2	0.1%	80%
New Bedford Whaling Museum	104,000	5	56%	18%	26%	58,410	18,560	27,030	397,187	1,957,529	14.7%	9	0.9%	74%
Somerset Historical Center	8,000	1	56%	14%	30%	4,480	1,120	2,400	83,006	442,261	5.4%	5	0.3%	70%
Kenosha Public Museum	130,000	7	26%	6%	68%	33,280	8,320	88,400	328,263	1,707,199	10.1%	8	0.5%	32%
All Comparable Museums														
Low	8,000										1.2%		0.3%	25%
High	190,000										14.7%		2.1%	95%
Mean	96,833										6.1%		1.0%	67.1%
Median	104,000										5.4%		1.0%	74%
Most Relevant Comparable Museums														
Low	64,500										4.3%		1.0%	68%
High	156,000										6.1%		1.3%	95%
Mean	101,833										5.1%		1.1%	83%
Median	85,000										4.8%		1.0%	85%

Source: Individual Museums, Esri, Owens Economics, LLC

Penetration rates specific to York and the York County History Center were selected using the penetration rates of the comparable attractions with adjustments for YCHC project and market characteristics. The same applied to the selection of the ratio of visitor market attendance as a percent of total attendance.

Using the methodology discussed above, and as shown in Table 6, a range of attendance levels has been estimated for the YCHC. The medium estimate of attendance was 34,000 which represents a 39 percent increase over current visitation of 24,500. The low estimate and high estimate were 30,000 and 38,000 which represent increases of 22 percent and 55 percent, respectively, over the current attendance level.

Table 6 YCHC Attendance Estimates

ESTIMATE OF STABILIZED ATTENDANCE
YORK COUNTY HISTORY CENTER
PLANNING YEAR 2020

	Population	Penetration Rate			Attendance		
		Low	Medium	High	Low	Medium	High
Resident Market							
0 - 30 Minutes	406,900	4.5%	5.0%	5.5%	18,311	20,345	22,380
30 - 60 Minutes	1,748,000	0.5%	0.5%	0.6%	7,866	8,740	9,614
Subtotal	2,154,900				26,177	29,085	31,994
Visitor Market		Percent Total			Attendance		
Percent Total Attendance Number		13.5%	15.0%	16.5%	4,085	5,133	6,322
Total							
Derived					30,262	34,218	38,316
ROUND TO					30,000	34,000	38,000

Source: Esri, Owens Economics, LLC

It should be noted that the attendance estimates presented in this part of the Market Analysis represent “stabilized” attendance, which is typically reached by a new attraction three to five years after opening. Attendance in the initial or “startup” years can either be higher or lower than stabilized attendance depending on a number of factors including levels of pre-opening publicity, level of attraction marketing and general level of pent up demand for programs and activities. Startup attendance will be addresses later in the report.

A final step in completing the estimates of attendance for the YCHC was conducting a cross check of attendance numbers derived using the penetration rate analysis. This cross check involved taking a simple ratio of attendance divided by metropolitan area (or micropolitan area, as applicable) population for the comparable museums; applying the appropriate metric(s) to the YCHC market, and then comparing the results with the initial estimates of attendance. As shown in Table 7, the attendance to metro market population ratio’s for the comparable museums ranged from 1 percent to 10 percent, with an average of 6 percent. Applying a 6 percent ratio to the York MSA population yields an attendance number of approximately 26,400. At 8 percent, the attendance number is 35,200, and at 10 percent, 44,000. These numbers are generally in line with the attendance estimates developed using the penetration rate analysis which demonstrates the reasonableness of the initial numbers.

Table 7 Attendance/Market Population Ratios for Comparable Museums

**ATTENDANCE/MARKET POPULATION RATIOS
YCHC COMPARABLE MUSEUMS**

	Attendance	Metro/Micro Area Population	Attend % Population
Orange County Regional History Center	85,000	2,321,000	4%
Colorado Springs Pioneers Museum	64,000	686,000	9%
The Hershey Story	124,000	1,233,000	10%
Baltimore Museum of Industry	156,000	2,785,000	6%
Museum of History and Industry	190,000	3,671,000	5%
LancasterHistory.Org	10,000	536,000	2%
New Bedford Whaling Museum	104,000	1,613,000	6%
Somerset Historical Center	7,000	77,000	9%
Kenosha Public Museum	130,000	9,730,000	1%

Source: Individual Museums, U.S. Bureau of the Census, Owens Economics, LLC

FINANCIAL ANALYSIS

The financial analysis addresses two facets of YCHC operations: the analysis of financial performance, which looks the financial resources required to operate and maintain the museum, and the economic impact associated with visitor spending. The analysis was based on the analysis of current YCHT financial performance, YCHT's initial financial planning for the YCHC, the analysis of financial performance of selected comparable museums, and Owens Economics' experience with the financial aspects of museum operations.

Current Performance and Preliminary YCHC Financial Planning

Table 8 through Table 10 present information on the financial performance of the York County Heritage Trust for FY 2014 – 2015, and the Trust's initial thinking about financial performance for FY 2015 – 2016 and for the operation of the consolidated/relocated York County History Center.

As shown in Table 8, in FY 2014-2015, the YCHT operated with deficit of \$77,286 excluding depreciation and amortization. In comparison, initial thinking about FY 2015 – 2016 shows a breakeven level of operations. The initial thinking about the consolidated operations in the Steam Plant building shows an operating surplus of \$118,203. Across the three sets of numbers, actual and estimated revenues are fairly level at \$1.35 million to \$1.38 million. The improved bottom line performance is therefore attributable to a reduction in operating expenses, which go from \$1.46 million in FY 2014 – 2015, to \$1.35 million estimated for FY 2015 – 2016, to \$1.25 proposed for the YCHC.

Table 8 Current and Proposed Revenues and Expenses

YORK COUNTY HERITAGE TRUST

ACTUAL, PROPOSED AND BUDGETED P&L STATEMENTS

	Actual 2013-2014	Proposed 2015-2016	Budgeted Steam Plant
Revenues			
Earned Income		395,265	410,265
Contributed Income		956,219	957,619
Total	\$ 1,106,372	\$ 1,351,484	\$ 1,367,884
Expenses			
	\$ 1,257,312	# \$ 1,351,484	\$ 1,249,681
Operating Surplus/(Deficit)	\$ (150,940)	\$ -	\$ 118,203

Source: York County Heritage Trust: Annual Report; Impact of Facilities Consolidation

Table 9 shows the detail behind the revenue numbers. As indicated, the split between earned income and contributed income is approximately 30/70. This split and the actual revenue numbers are fairly consistent across the three sets of numbers. Of particular note is the importance of special events and memberships, which along with rentals, contribute some 70 percent of earned income. Store sales account for some 15 percent, and admissions and fees & charges, less than 10 percent each.

Table 9 Current and Proposed Revenue Detail
YORK COUNTY HERITAGE TRUST
CURRENT AND PROPOSED REVENUES

	Actual 2014-2015 ¹	Proposed 2015-2016 ²	Proposed Steam Plant ²
Earned Income			
Admissions, Fees & Charges	38,623	37,902	37,902
Store Sales	61,368	66,276	71,276
Rentals	47,299	52,074	52,074
Special Events	116,471 ³	118,415	118,415
Memberships	98,950	98,950	108,950
Fees & Charges	23,648	23,648	23,648
Subtotal	386,359	397,265	412,265
Contributed Income			
Cultural Alliance		189,000	189,000
Contributions	471,267	376,452	391,452
Investment Income	155,669	343,767	330,167
Gain/Loss on Sale of Investments	81,264		
Grants & Restricted	79,503	45,000	45,000
In-Kind Contributions	11,198		
Net Assets Released From Restrictions	199,436		
Subtotal	998,337	954,219	955,619
Total Revenues	1,384,696	1,351,484	1,367,884

Notes

¹ Financial Statements and Supplemental Information June 30, 2015 and 2014

² YCHT Impact of Facilities Consolidation worksheet

³ Includes direct expenses of \$40,297

Source: York County Heritage Trust:

Table 10 shows the detail behind the expense numbers. As stated previously, the anticipated improvement in financial performance between FY 2014 – 2015, FY 2015 – 2016 and the YCHC comes through the reduction in operating expenses. As shown in the table, the largest reductions, particularly in proposed FY 2015 – 2016 and proposed YCHC expenses, are in personnel costs and occupancy costs. The reduction in these categories reflect anticipated savings in senior administrative staff and lower occupancy costs.

Table 10 Current and Proposed Expense Detail
YORK COUNTY HISTORY CENTER
CURRENT AND PROPOSED EXPENSES

	Actual 2014-2015 ¹	Proposed 2015-2016 ²	Proposed Steam Plant ²
Personnel	\$ 841,863	\$ 921,689	\$ 875,605
Department Expenses	38,517	57,140	57,140
Support & Contracted Services		40,368	40,368
Occupancy Expenses	170,838	183,000	143,389
Printing & Publications		44,790	44,790
Employee Expenses		4,510	4,510
Cost of Sales	44,883	33,138 ¹	36,452 ²
Other, Including Interest & Taxes	-	66,849	47,427
Administrative Expenses	114,755	-	-
Collection & Exhibit Expenses	105,448	-	-
Office Expenses	100,683	-	-
Other Not Included Above	44,995	-	-
Total Operating Expenses	\$ 1,461,982	\$ 1,351,484	\$ 1,249,681

Notes

Expenses exclude depreciation & amortization

¹ Financial Statements and Supplemental Information June 30, 2015 and 2014

² YCHT Impact of Facilities Consolidation worksheet

³ 50% cost of good sold; estimated retail sales, \$66, 276

⁴ Based on 10% increase in sales

⁵ Includes special event expenses of \$40,297

Source: York County Heritage Trust and Owens Economics, LLC

Stabilized Operations

Table 11 to Table 14 present Owens Economics' analysis of the financial performance of the York County History Center at a stabilized level of operations. It builds off of the preliminary planning undertaken by YCHT, and adjusts estimates of revenue and expenses

to recognize higher levels of attendance and earned income, and their associated expenses, as well as to supplement the initial estimate of occupancy expense to bring the occupancy number more in line with industry norms.

Table 11 presents a summary of estimated revenues and expenses. As indicated, total revenues are estimated to be \$1,457,910, and operating expenses are estimated to be \$1,356,096. These levels of revenue and expense result in a “paper” surplus of \$101,813. In reality, this surplus represents the additional funds that would be available for staff, programs, marketing and/or other purposes, all of which would strengthen the York County Heritage Trust and the York County History Center.

Table 11 Summary of YCHC Stabilized Revenues and Expenses

**YORK COUNTY HISTORY CENTER
MARKET ANALYSIS - ADJUSTED P&L STATEMENT**

Revenues	
Earned Income	\$ 502,290
Contributed Income	955,620
Total	\$ 1,457,910
Expenses	
YCHT Budget	\$ 1,249,681
Expense Adjustment, Start Up Marketing ¹	-
Expense Adjustment, Occupancy ²	76,450
Incremental Adjustments ³	29,965
Total Expenses	\$ 1,356,096
Operating Surplus/(Deficit)	\$ 101,813
Before New Expenditures ⁴	
Notes	
¹ Start up years marketing premium	
² Occupancy expenses increased by \$1.39/sf to bring total to \$4.00/sf, based on industry standards	
³ Based on incremental operating revenues: YCHT budget vs. Owens Economics' estimates	
⁴ Before additional expenditures on staff, programs and/or on-going marketing	

Source: York County Heritage Trust and Owens Economics, LLC

Table 12 below shows the derivation of estimated revenues. As shown, the revenue estimate of \$1,457,910 is made up of \$502,290 in earned income and \$955,620 in contributed income. The earned income estimate was developed using per capita visitor expenditure factors applied to the appropriate type of visitor. Event revenues were estimated based on estimates of significantly stronger rental business, using metrics of 60 events and \$1,500 per event. Membership revenues reflect annual growth of five percent over current membership levels following the opening of the museum. Estimates of contributed income reflect estimates of Cultural Alliance contributions, general contributions, investment income and (restricted) building & grounds funds per the YCHT's initial planning estimates.

The estimate of operating expenses as presented in Table 13, starts with the planning estimate of expenses prepared by YCHT. Owens Economics has made several adjustments to the initial number to arrive at an expense estimate of \$1,356,096. The first adjustment shown in the table is an allowance for increased occupancy costs, which brings the total expense in this category to the equivalent of \$4.00 per square foot. The second set of adjustments, as quantified in the table, represent the incremental costs associated with higher levels of attendance and earned income. The derivation of these estimates is shown in Table 13. Table 11 also shows a line for Start Up Marketing. Because this table represents stabilized performance, there is no value for this category. There will be start up marketing funds considered in the multi-year pro forma that follows.

Table 12 Derivation of YCHC Stabilized Revenue Estimates

**YORK COUNTY HISTORY CENTER
ESTIMATE OF STABILIZED REVENUES**

Attendance			
Pri. museum visitors	14,234		
Spec. event visitors	10,783		
Total discrete visitors	34,000		
Number of Events	60		
Revenues			
Earned Income			
Admissions, Fees & Charges	\$	78,268	
Store Sales		85,164	
Rentals		90,000	
Special Events		139,765	
Memberships		109,092	
Subtotal	\$	502,290	
Contributed Income			
Cultural Alliance	\$	189,000	
Contributions		391,453	
Investment Income		330,167	
B&G Maintenance (Restricted)		45,000	
Subtotal	\$	955,620	
Total Revenues	\$	1,457,910	
Revenue Parameters			
Earned Income			
Admissions, Fees & Charges	\$	5.50	Per primary museum visitor
Store Sales	\$	2.50	Per total discrete visitor
Rentals		1,500	Per rental event
Special Events	\$	12.96	Per special event visitor
Memberships	\$	109,092	2014/2015 membership revenue of \$98,950 for year 1; increased 5% per year in years 2 - 4
Contributed Income			
Cultural Alliance	\$	191,000	Lump Sum based on proposed 2015-2016 budget
Contributions		391,453	Assumes 10% increase over current Annual Fund
Investment Income		330,167	Lump Sum; assumes current properties no longer owned by YCHT
B&G Maintenance (Restricted)		45,000	Lump Sum based on current distribution

Source: York County Heritage Trust and Owens Economics, LLC

Table 13 Derivation of YCHC Stabilized Incremental Cost Estimates

**YORK COUNTY HISTORY CENTER
ESTIMATE OF INCREMENTAL COSTS**

Store Sales		
YCHT Budget	\$	71,276
Mkt Analysis	\$	85,164
Incremental Sales	\$	13,888
Incremental Expenses		
Percent		60%
Number	\$	8,333
Rentals		
YCHT Budget	\$	52,074
Mkt Analysis	\$	90,000
Incremental Expenses	\$	37,926
Expenses		
Percent		20%
Number	\$	7,585
Special Events		
YCHT Budget	\$	118,415
Mkt Analysis	\$	139,765
Incremental Sales	\$	21,350
Incremental Expenses		
Percent		50%
Number	\$	10,675.10
Admissions, Programs & Memberships		
YCHT Budget	\$	170,500
Mkt Analysis	\$	187,361
Incremental Sales	\$	16,861
Incremental Expenses		
Percent		20%
Number	\$	3,372.11
Total, Incremental Expenses	\$	29,965

Source: Owens Economics, LLC

Multi - Year Pro Forma Analysis

The numbers presented above pertain to stabilized performance, which, for the purposes of analysis, is assumed to be reached in the third year following opening. In the earlier, or start up years, Owens Economics believes that the YCHC will experience a “discovery” phase, during which the market will be learning about the new facility. Consequently, attendance and facility utilization will begin at a level of performance below stabilized operations. Discounts off of stabilized levels of 20 percent in year 1 and 10 percent in year 2 have been incorporated into this analysis. In years following year 3, modest growth in attendance and facility utilization would be expected.

The results of this analysis are shown in Table 14. As indicated, the YCHC is expected to essentially breakeven in year 1 and build to a stabilized operating surplus of \$101,813 in year 3. In subsequent years, the operating surplus would increase by approximately \$10,000 per year, based on visitation and utilization growth. Estimates of revenues show only growth in earned income. Contributed income has been held constant. Estimates of operating expenses reflect occupancy expense adjustments and incremental expense adjustments discussed previously. In this analysis, the estimate of expenses does include an additional allowance for marketing which will be important for creating awareness for the new museum.

Table 14 Five Year Operating Pro Forma

**YORK COUNTY HISTORY CENTER
MARKET ANALYSIS - ADJUSTED P&L STATEMENT**

Revenues	Year 1	Year 2	Year 3	Year 4	Year 5
Earned Income	\$ 413,543	\$ 457,814	\$ 502,290	\$ 517,153	\$ 532,359
Contributed Income	955,620	955,620	955,620	955,620	955,620
Total	\$ 1,369,163	\$ 1,413,434	\$ 1,457,910	\$ 1,472,773	\$ 1,487,979
Expenses					
YCHT Budget	\$ 1,249,681	\$ 1,249,681	\$ 1,249,681	\$ 1,249,681	\$ 1,249,681
Expense Adjustment, Start Up Marketing ¹	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -
Expense Adjustment, Occupancy ²	76,450	76,450	76,450	76,450	76,450
Incremental Adjustments ³	(2,969)	13,486	29,965	34,596	39,304
Total Expenses	\$ 1,373,162	\$ 1,364,617	\$ 1,356,096	\$ 1,360,727	\$ 1,365,435
Operating Surplus/(Deficit)	\$ (3,999)	\$ 48,817	\$ 101,813	\$ 112,047	\$ 122,543
Before New Expenditures ⁴					

Notes

¹ Start up years marketing premium

² Occupancy expenses increased by \$1.39/sf to bring total to \$4.00/sf, based on industry standards

³ Based on incremental operating revenues: YCHT budget vs. Owens Economics' estimates

⁴ Before additional expenditures on staff, programs and/or on-going marketing

Source: York County Heritage Trust and Owens Economics, LLC

Economic Impact Analysis

The York County History Center will be an anchor attraction in downtown York. It will draw visitors to the downtown area, and it will serve as a highly visible focal point for a broader range of activities in that part of the city. Some of the benefits may be quantified.

Table 15 presents estimates of visitor spending in the City of York and elsewhere in Pennsylvania. As shown, direct expenditures by the 34,000 visitors anticipated at a stabilized level of operations are estimated to be \$2.3 million in Pennsylvania, and \$1.8 million in the City of York. Assuming a multiplier of 1.8 which is appropriate for a city like York, the total expenditure impact for the state would be \$4.1 million, and for the City of York, \$3.2 million. These expenditures are spread out among a number of retail, service and transportation sectors.

Table 15 Estimated Visitor Spending

YORK COUNTY HISTORY CENTER
VISITOR SPENDING

	State of PA	City of York
Number of Visitors	34,000	34,000
Spending		
Recreation	\$ 446,498	\$ 379,019
Retail	\$ 659,892	\$ 586,205
Food & Beverage	\$ 515,054	\$ 455,222
Lodging	\$ 112,479	\$ 89,984
Transport	\$ 556,768	\$ 281,624
Total	\$ 2,290,691	\$ 1,792,053
Total Direct Spending	\$ 2,290,691	\$ 1,792,053
Multiplier	1.8	1.8
Total, Direct, Indirect & Induced Spending	\$ 4,123,244	\$ 3,225,696

Source: Owens Economics, LLC

In addition to expenditure impacts, the YCHC will generate tax benefits for the state and for the city, and the city would benefit from the potential return of Trust buildings to the tax rolls.

APPENDIX A:
YCHC Site Attendance Detail

**YCHT ATTENDANCE BY SITE
FY 2010-2011 TO FY 2014-2015**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	5- Year Total
Total Site Usage						
AIM	9,395	12705	11613	13094	11543	58,350
Colonial	6304	4626	5655	6060	6259	28,904
Historical Society Museum	8,336	8974	6558	6860	5056	35,784
Library & Archives	3,723	3354	3124	3162	2914	16,277
Bonham House	383	256	356	88	75	1,158
Fire Museum	563	722	846	487	311	2,929
Total	28,704	30637	28152	29751	26158	

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	5-Year Total
Site Public Attendance						
AIM	1,263	1456	1517	2765	1544	8,545
Colonial	768	882	789	752	839	4,030
Historical Society Museum	988	1075	1327	1283	930	5,603
Library & Archives	3,184	2683	2177	2272	2106	12,422
Bonham House	70	49	75	57	75	326
Fire Museum	387	224	186	143	172	1,112

Source: York County Heritage Trust

**YCHT ATTENDANCE DISTRIBUTION BY TYPE OF ADMISSION
FISCAL YEARS 2010-2011 TO 2014-2015**

General Admissions	2014-2015	2013-2014	2012-2013	2011-2012	2010-2011
Adults	4115	4829	4421	4717	5016
Senior 65+	898	751	721	698	518
Students (6-18)	861	1470	239	223	272
Children (under 5)	226	221	699	740	640
Total	6,100	7,271	6,080	6,378	6,461
Group Tours					
Number of Tours	97	136	129	105	118
Adults	763	1351	1254	1120	816
Senior 65+	185	132	229	141	98
Children (under 18)	3,597	5,686	4,429	5,110	3,750
Total	4,545	7,169	5,912	6,371	4,682
Rentals					
Number of Events	38	42	42	50	42
Number of People	4,173	5,211	4,086	5,155	3,939
Education Events					
Number of Events	67	73	79	59	49
Adults	1844				
Students	456				
Children (under 5)	54				
Total	2,354	2,273	3,504	2,353	2,296
Special Events					
Number of Events	17	16	14	14	19
Number of People	8,986	7,816	8,456	10,290	11,720
Off-Site Events/Programs					
Number of Events	18	13	21	20	17
Number of People	289	754	433	4187	2168
Total Visitation	26,447	30,494	28,471	34,734	31,266
Total Onsite Visitation	26,158	29,740	28,038	30,547	29,098
Total Program Visitation	15,885	15,300	17,872	19,014	18,698
*Group Tours, Educational Programs, Special Events					
Total Museum Visitation	21,985	24,529	23,952	25,392	25,159
*Does not include rentals, off-site					

Source: York County Heritage Trust

YORK COUNTY HERITAGE TRUST
ESTIMATE OF DISCRETE ONSITE VISITORS, 2015

Visit/Visitor Counts

Onsite visits	26,158
Less: multiple count school groups	(1,439)
Less: multiple count public visitors	(235)
Discrete onsite visitors	24,485
ROUND TO	24,500

Adjustments

Group tours, children under 18	3,597
School groups	
Percent	80%
Number	2,878
Double count factor	2.0
School group visitors	1,439
Double count adjustment	(1,439)
Public visitation	6,100
Double count factor	1.04
Public visitors	5,865
Double count adjustment	(235)

Source: Owens Economics, LLC

APPENDIX B:
YCHC Market Demographics Detail

YORK COUNTY HISTORY CENTER
DETAILED RESIDENT MARKET INCOME CHARACTERISTICS

Household Income				
2015	County	0-15 min	15-30 min	30-60 min
Household Income Base	171,367	58,496	97,572	671,066
<\$15,000	8.5%	12.4%	6.7%	9.2%
\$15,000 - \$24,999	8.9%	11.6%	7.8%	8.3%
\$25,000 - \$34,999	9.8%	10.8%	9.5%	9.5%
\$35,000 - \$49,999	13.4%	13.5%	14.2%	13.1%
\$50,000 - \$74,999	20.4%	19.2%	20.9%	18.5%
\$75,000 - \$99,999	15.4%	13.3%	16.2%	14.5%
\$100,000 - \$149,999	16.3%	12.6%	17.2%	14.6%
\$150,000 - \$199,999	4.5%	3.9%	4.7%	6.3%
\$200,000+	2.9%	2.8%	2.9%	5.9%
Average Household Income	\$73,606	\$66,346	\$75,832	\$83,177

2020	County	0-15 min	15-30 min	30-60 min
Household Income Base	174,309	59,171	99,620	689,585
<\$15,000	7.6%	11.7%	5.9%	8.4%
\$15,000 - \$24,999	6.4%	8.6%	5.5%	6.2%
\$25,000 - \$34,999	7.9%	9.1%	7.5%	7.7%
\$35,000 - \$49,999	12.2%	12.7%	12.9%	11.8%
\$50,000 - \$74,999	19.3%	19.0%	19.6%	17.4%
\$75,000 - \$99,999	17.7%	15.7%	18.5%	16.5%
\$100,000 - \$149,999	18.9%	15.0%	20.0%	17.3%
\$150,000 - \$199,999	6.6%	5.0%	6.8%	8.0%
\$200,000+	3.3%	3.2%	3.4%	6.7%
Average Household Income	\$83,710	\$75,141	\$86,097	\$94,668

Source: Esri Business Analyst 2015

YORK COUNTY HISTORY CENTER
DETAILED RESIDENT MARKET AGE CHARACTERISTICS

Population by Age					
2010	County	0-15 min	15-30 min	30-60 min	TOTAL (60 min)
Total	434,972	150,791	241,996	1,661,038	2,053,825
Median Age	40.1	38.1	40.6	39.9	
0 - 4	6.1%	6.4%	6.0%	5.9%	
5 - 9	6.5%	6.6%	6.5%	6.1%	
10 - 14	6.6%	6.6%	6.6%	6.4%	
15 - 24	12.5%	13.9%	11.6%	13.8%	
25 - 34	11.6%	12.4%	11.7%	11.8%	
35 - 44	13.9%	13.4%	14.2%	12.7%	
45 - 54	15.9%	14.1%	16.6%	15.2%	
55 - 64	12.8%	11.7%	13.3%	12.8%	
65 - 74	7.5%	7.1%	7.5%	7.6%	
75 - 84	4.6%	5.1%	4.4%	5.2%	
85+	1.9%	2.6%	1.6%	2.5%	
18+	76.5%	76.4%	76.7%	77.4%	

2015	County	0-15 min	15-30 min	30-60 min	TOTAL (60 min)
Total	442,962	152,730	247,148	1,703,289	2,103,167
Median Age	41.2	39.0	41.9	40.9	
0 - 4	5.7%	6.1%	5.6%	5.6%	
5 - 9	6.2%	6.3%	6.2%	6.0%	
10 - 14	6.4%	6.4%	6.4%	6.2%	
15 - 24	12.3%	14.1%	11.3%	13.3%	
25 - 34	11.9%	12.6%	11.8%	12.3%	
35 - 44	12.5%	12.2%	12.9%	11.7%	
45 - 54	14.9%	13.5%	15.4%	13.8%	
55 - 64	14.1%	12.5%	14.6%	13.8%	
65 - 74	9.4%	8.7%	9.6%	9.4%	
75 - 84	4.6%	4.9%	4.3%	5.2%	
85+	2.1%	2.8%	1.8%	2.8%	
18+	78.0%	77.6%	78.2%	78.7%	

2020	County	0-15 min	15-30 min	30-60 min	TOTAL (60 min)
Total	450,768	154,672	252,240	1,747,973	2,154,885
Median Age	41.9	39.5	42.5	41.4	
0 - 4	5.5%	6.0%	5.4%	5.4%	
5 - 9	5.9%	6.0%	5.9%	5.6%	
10 - 14	6.4%	6.3%	6.5%	6.2%	
15 - 24	11.5%	13.4%	10.6%	12.5%	
25 - 34	12.1%	12.9%	11.9%	12.4%	
35 - 44	12.4%	12.0%	12.9%	12.0%	
45 - 54	13.4%	12.6%	13.8%	12.3%	
55 - 64	14.4%	12.7%	15.0%	13.9%	
65 - 74	10.9%	10.0%	11.1%	10.9%	
75 - 84	5.3%	5.4%	5.1%	5.9%	
85+	2.2%	2.8%	1.9%	2.9%	
18+	78.4%	78.1%	78.4%	79.2%	

Source: Esri Business Analyst 2015

YORK COUNTY HISTORY CENTER
DETAILED RESIDENT MARKET ETHNICITY CHARACTERISTICS

Population by Ethnicity / Race					
2010	County	0-15 min	15-30 min	30-60 min	OTAL (60 min)
Total	434,972	150,792	241,996	1,661,039	2,053,827
White Alone	88.5%	77.5%	93.4%	81.1%	
Black Alone	5.6%	11.9%	2.8%	11.4%	
American Indian Alone	0.2%	0.3%	0.2%	0.2%	
Asian Alone	1.2%	1.9%	1.0%	3.0%	
Pacific Islander Alone	0.0%	0.0%	0.0%	0.0%	
Some Other Race Alone	2.4%	5.2%	1.0%	2.3%	
Two or More Races	2.0%	3.1%	1.6%	2.1%	
Hispanic Origin	5.6%	11.5%	3.2%	5.7%	

2015	County	0-15 min	15-30 min	30-60 min	OTAL (60 min)
Total	442,962	152,728	247,149	1,703,287	2,103,164
White Alone	87.1%	75.3%	92.1%	79.3%	
Black Alone	6.0%	12.3%	3.2%	11.7%	
American Indian Alone	0.3%	0.4%	0.2%	0.2%	
Asian Alone	1.4%	2.1%	1.2%	3.5%	
Pacific Islander Alone	0.0%	0.0%	0.0%	0.0%	
Some Other Race Alone	2.9%	6.3%	1.3%	2.7%	
Two or More Races	2.4%	3.6%	1.9%	2.4%	
Hispanic Origin	6.9%	13.7%	4.2%	6.9%	

2020	County	0-15 min	15-30 min	30-60 min	OTAL (60 min)
Total	450,768	154,672	252,241	1,747,972	2,154,885
White Alone	85.3%	72.6%	90.4%	77.3%	
Black Alone	6.4%	13.0%	3.8%	12.2%	
American Indian Alone	0.3%	0.4%	0.2%	0.3%	
Asian Alone	1.6%	2.3%	1.4%	4.2%	
Pacific Islander Alone	0.0%	0.0%	0.0%	0.0%	
Some Other Race Alone	3.5%	7.4%	1.7%	3.2%	
Two or More Races	2.8%	4.1%	2.4%	2.9%	
Hispanic Origin	8.4%	16.3%	5.4%	8.3%	

Source: Esri Business Analyst 2015

**YORK COUNTY HISTORY CENTER
DETAILED RESIDENT MARKET AGE CHARACTERISTICS**

Population 25+ by Educational Attainment					
2015	County	0-15 min	15-30 min	30-60 min	TOTAL (60 min)
Total	307,455	102,626	174,172	1,174,415	1,451,213
Less than 9th Grade	3.7%	4.5%	3.3%	3.7%	
9th - 12th Grade, No Diploma	7.3%	8.6%	6.6%	6.3%	
High School Graduate	35.5%	33.2%	36.6%	27.9%	
GED/Alternative	5.3%	5.7%	4.9%	3.9%	
Some College, No Degree	16.2%	14.9%	15.9%	16.9%	
Associates Degree	8.4%	8.2%	8.7%	7.0%	
Bachelor's Degree	15.5%	15.8%	16.0%	20.1%	
Graduate/Professional Degree	8.2%	9.0%	7.9%	14.1%	

Source: Esri Business Analyst 2015

APPENDIX C:

Comparable Museums

**YCHC COMPARABLE MUSEUMS
FACILITIES**

	Orange County Regional History Center	Colorado Springs Pioneers Museum	The Hershey Story
Location	Orlando, FL	Colorado Springs, CO	Hershey, PA
Ownership	OC Regional History Center is a public private partnership. The county owns and maintains the building, funds 2/3 of staff salaries, and supports some educational programming. The OC Historical Society owns the collections, manages exhibits and is responsible for fundraising and the management of revenue activities. County funding comes from a local tourism development tax.	The City of Colorado Springs owns the building and collections, and manages the museum. A 501(c)3 organization provides administrative oversight, and a separate foundation manages the museum's endowment.	The Hershey Story, The Museum on Chocolate Avenue, is owned and managed by the Milton S. Hershey Foundation.
General Description	The History Center is located in a 5-story, 1927 courthouse building	The museum is located in a 4-story 1903 courthouse building.	The museum is located in a new, stand alone building
Museum Facilities			
Building Area	65,000 sf	60,000 sf	45,000 sf
Exhibit Space	18,000 sf + 3,400 sf for changing exhibits	24,000 sf, including hallways used for exhibits	The museum has 10,500 sf in permanent exhibit space, plus the atrium space. In addition, there is 2,000 sf for changing exhibits/special events and 1,000 sf in the Chocolate Lab
Food Service	No	No	Yes
Store	Yes	Yes	Yes
Library/Archives	Yes	Yes	No
Other Notes	Lack of dedicated space for events constrains potential for rentals. The History Center uses the changing exhibit space for rentals and must chose between the two uses.	Recent change in governance to reduce five advisory boards to one advisory board with fundraising responsibilities and one foundation to manage the museum's endowment	Only a small amount of space for changing exhibits. Overall, space in the building is limited. Food service was originally included to facilitate school group visits; local restaurateur brings in local visitors

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
FACILITIES**

	Baltimore Museum of Industry	Museum of History and Industry	LancasterHistory.Org
Location	Baltimore, MD	Seattle, WA	Lancaster, PA
Ownership	The BMI is a 501(c)3 organization that owns and manages the museum.	The City of Seattle owns the building and surrounding park. The museum's collections are owned by the Museum of History and Industry, a 501(c)3 corporation which operates the museum	The buildings and grounds of LancasterHistory.Org are owned and managed by this 501(c)3 organization. A friends group helps with arboretum
General Description	The museum is located in an old oyster cannery building on the Baltimore waterfront	The museum is located in an old naval reserve armory. Building was managed by the city's Department of Parks & Recreation which was unable to fund \$90 million for repairs. The museum, which was forced to move from its previous location, accepted the building and responsibility for renovations.	Museum exhibits/galleries are located in the headquarters building. The campus includes President James Buchanan's Wheatland home and gardens, and Tanger Arboretum. All are located on 10-acre history campus. Downtown buildings include 4 West Key Street and Thaddeus Stephens home.
Museum Facilities			
Building Area	65,000 sf	60,000 sf	20,000 sf
Exhibit Space	35,000 sf located on the first floor	24,000 sf in permanent exhibits and 11,000 for changing exhibits	8,000 sf - 10,000 sf
Food Service	No	Yes	No
Store	Yes	Yes	Yes
Library/Archives	Yes	Yes	Yes
Other Notes		The museum is the same size as the previous museum, but they have more space for exhibits, programs and other activities because they also secured a building/resource center for collections storage and administrative staff.	The 4 West Key building is a small structure near the Central Market. It is intended to give LancasterHistory.Org a presence in downtown Lancaster and provide a retail outlet in a high traffic area. The Thaddeus Stephens House (currently closed) is located adjacent to the convention center. In the future it will be opened as a visitor center and interpretation of TS's law office.

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
FACILITIES**

	New Bedford Whaling Museum	Somerset Historical Center	Kenosha Public Museum
Location	New Bedford, MA	Somerset, PA	Kenosha, WI
Ownership	The New Bedford Whaling Museum is 501(c)3 corporation that owns and manages the museum.	The Somerset Historical Center was originally owned and managed by the Pennsylvania Historical & Museum Commission (PHMC). The real estate is still owned by the state, but the facility is managed and operated by the Historical and Genealogical Society of Somerset County (HGSSC). The Center receives some funding from the regional TPA for marketing and capital projects.	The Kenosha Public Museum is owned by the City of Kenosha, along with the Civil War Museum and the Dinosaur Discovery Museum. The museums receive two thirds of their operating funds through a public tax levy.
General Description	The museum is located in several contiguous, historic buildings within the boundaries of the New Bedford Whaling National Historic Park	The main features of the Somerset Historical Center are the visitor center with permanent exhibits, and reconstructed 1770's and 1830's farmsteads and outdoor exhibits that show the progression of farming.	The Kenosha Public Museum interprets the natural and manmade history of the area. The most popular exhibit is the excavated remains of a woolly mammoth which is the largest and most complete mammoth in North America
Museum Facilities			
Building Area	140,000 sf	14, 200 sf	50,000 sf
Exhibit Space	Roughly 100,000 sf devoted to exhibits and other public areas, including 50,000 sf in permanent galleries. Some galleries are dominated by large displays such as a replica ship and a whale	4,280 sf in permanent exhibits, plus 1,200 sf in multipurpose space used for changing exhibits and programs.	16,500 sf
Food Service	No	No	No
Store	Yes	Yes	Yes
Library/Archives	Yes	Yes	No *
Other Notes	Library/archives have recently re-located to separate building	The visitor center also includes a 50-seat orientation theater. Outdoor exhibits include a cider press, lime kiln and sugar maple camp. Two exhibit halls are open upon request.	The Civil War Museum contains 60,000 sf of space with 15,000 sf in permanent exhibits and 16,000 sf for temporary exhibits. * The Civil War Museum contains library/archives

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
LOCATIONAL CONTEXT**

	Orange County Regional History Center	Colorado Springs Pioneers Museum	The Hershey Story
Setting	Urban	Urban	Urban
Character of area	Located in downtown area that has some issues with perceived safety, especially for seniors. Some offices and restaurants in immediate vicinity.	Located in center of downtown park. Mix of businesses and restaurants nearby	The Hershey Story is located in a stand alone building on Chocolate Avenue (US 422), the main road through downtown Hershey. Adjacent development is largely restaurants and shops
Complementary Attractions	Orlando Public Library is the only pedestrian traffic generator in the area	St. James Cathedral is nearby. No other complementary attractions	The museum is located in the heart of Hershey. Hersheypark is across a creek, and the Hershey Visitor Center is nearby
Parking	Pay parking available in nearby public library garage	Pay parking located in adjacent blocks	Free parking is available in a garage behind the museum
Access	Excellent access from I-4	Excellent regional access via I-25; excellent local access	Chocolate Avenue is the main road through Hershey. Hershey is located less than 10 miles from two interstate highways
Competitive Environment	This is Orlando! Plus the beach is close by.	Greatest competition is from the mountains and the variety of outdoor recreational opportunities available. People in Colorado want to be outdoors	Significant competition from other Hershey and regional attractions

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
LOCATIONAL CONTEXT**

	Baltimore Museum of Industry	Museum of History and Industry	Lancaster History.org
Setting	Industrial waterfront	Waterfront park	Urban
Character of area	The BMI is located on the Baltimore waterfront, a short distance from the city's famous Inner Harbor. The immediate area is a mix of waterfront industrial, residential and marinas.	Located in Lake Union Park, a waterfront park on Seattle's Lake Union. The park offers views of the lake and marine activity to the north, and views of the Seattle skyline to the south.	Primarily residential area just outside downtown core
Complementary Attractions	The BMI is located on the route of the free circulator bus that carries downtown visitors to Ft. McHenry. It is not within easy walking distance of the Inner Harbor. The American Visionary Arts Museum is nearby, but it has a different audience.	The park is a stand alone destination. There is a small, wooden boat museum also in the park. Restaurants are close, but not within walking distance	Close to Franklin & Marshall College. Opposite side of city from main collection of attractions, entertainment and outlets
Parking	Free; onsite	Pay parking located in and adjacent to the park	Free; onsite
Access	Excellent regional access via I-95. Local street access is good.	Excellent visibility and access from I-5	1 mile + from Route 30, an important East - West corridor
Competitive Environment	Significant competition from other Inner Harbor and Baltimore attractions	Seattle is a highly competitive market for museums and general discretionary time	High level of competition from other museums and cultural attractions, as well as entertainment venues and shopping

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
LOCATIONAL CONTEXT**

	New Bedford Whaling Museum	Somerset Historical Center	Kenosha Public Museum
Setting	Urban	Rural	Waterfront park
Character of area	Located in New Bedford Whaling National Historic Park. Area includes historic homes and commercial buildings	Located in Somerset County, Pennsylvania.	The Kenosha Public Museum is located on a park-like area created from a public landfill. Other elements are condominiums, boat storage and the city's Civil War Museum.
Complementary Attractions	Interpretive elements of the NHP. Numerous restaurants in the area. The museum also tries to market itself as a rainy day alternative for Cape Cod visitors	There are several resorts and state parks in the area, as well as other historic attractions such as Johnstown and Fallingwater.	The Civil War Museum is located within walking distance of the Public Museum .
Parking	Metered and free on-street parking, plus	Free; onsite	Free; onsite
Access	Located just over 1 mile from I-195, a major route of travel for people going to Cape Cod	Located close to I-76	Located 6 miles from I-94; travel to museum via 4-lane divided highway.
Competitive Environment	Modest competition from other attractions. The NBWM is a Significant museum telling story of New England Whaling	Competition from historic attractions for tour groups. When the Flight 93 Memorial first opened, it took tour bus traffic from Somerset Historical Center; the HGSSC hopes that the new Flight 93 Visitor Center will bring additional visitors.	Modest competition from local attractions. Significant competition from Chicago attractions.

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

YCHC COMPARABLE MUSEUMS

AUDIENCE, INTERPRETATION AND PROGRAMMING

	Orange County Regional History Center	Colorado Springs Pioneers Museum	The Hershey Story
Audience	School groups represent the single most important audience. The museum is also popular with families and seniors.	dna	Heavy family orientation. Also popular with adults.
Museum Exhibits	Main exhibit areas are: aviation, destination Florida, Central Florida's natural environment and Florida pioneers	Exhibits present the history and culture of the Pike's Peak region and the Colorado Front Range. The museum owns and displays a significant collection of Native American artifacts. Other important themes are western settlement, mining and agriculture.	Five main exhibits explore the life and achievements of Milton Hershey in developing the Hershey chocolate product(s) and the Hershey brand. Lots of interactive exhibit elements. The museum also features a hands on Chocolated Lab and a chocolate tasting room.
Programming	Museum has a high level of recognition, but heavy programming has been critical to maintaining attendance due to the fact that permanent exhibits have not changed. High level of birthday party activity.	Aggressive programming, along with public outreach, has created a high level of visibility and relevance in the market. Emphasis on programming has been detrimental to collections management, but has resulted in consistency growing attendance.	Special programs feature seasonal activities and food/chocolate making.
General Length of Stay	1.5 hours	45 minutes - 1.0 hour	1.0 hour, museum only 2.0 - 2.5 hours , museum plus lab
Other Notes	The museum's location has a negative impact on senior visitation due to the perception that the wide expanse of open lawn around the building is unsafe		

Source: Individual museum management and websites, and Owens Economics, LLC

YCHC COMPARABLE MUSEUMS
AUDIENCE, INTERPRETATION AND PROGRAMMING

	Baltimore Museum of Industry	Museum of History and Industry	LancasterHistory.Org
Audience	Kids with school groups; families with kids on weekends, seniors from local senior centers plus older tourists. Families and children enjoy the interactivity and energy of the exhibits. Seniors are drawn by nostalgia	The museum has strong ties to the local community, especially with the South Union Lake community, by hosting community events. The profile is affluent, culturally aware individuals and families. People bring guests/relatives to share Seattle history; they come to see the building. History buffs are a minority.	Each element of LancasterHistory.Org appeals to a different audience. The general exhibits/galleries of the museum have a more local draw, and generally appeal to an older audience. (The exception is school groups.) The Amish quilt collection has a national/international draw. Wheatland attracts national and international visitors who are interested primarily in the American presidency
Museum Exhibits	The BMI re-creates industrial work spaces including an oyster cannery, print shop and garment loft, along with a drug store. Changing exhibits feature aspects of local and regional history. The museum is trying to evolve into a more contemporary institution by featuring current industries such as video games, biotech and solar/wind power.	Museum interprets Seattle and Puget Sound regional history, including settlement, maritime history and timbering history. It displays many iconic objects including the first commercial Boeing aircraft. Exhibits incorporate the use of technology and are highly interactive. The museum hosts the Center for Innovation sponsored by Jeffery Bezos, which links the history and innovation.	Initially, the museum focused on varied Lancaster County history. With acquisition of important local collection, focus has shifted to decorative arts. The museum also displays part of its significant collection of pre-WWII Amish quilts.
Programming	Heavy emphasis on family programs and events. The activities include: lectures, tastings, food truck rally's, home school days, and weekly and monthly programs for different audiences.	Heavy emphasis on educational and family programs. Museum hosts many special events including events sponsored by local community organizations	Extensive programming including classes, lectures and living history. Programming attracts local visitors and generates repeat visitation. Living history is especially popular with families
General Length of Stay	Most visitors stay between 2 to 3 hours	1.5 hours	Wheatland, 2 hours Galleries, 1 hour
Other Notes		Strong ties to community	Shift in focus to decorative areas resulted in initial increase in galleries visitation of 25%. LancasterHistory.Org anticipates increased visitation with better marketing'

Source: Individual museum management and websites, and Owens Economics, LLC

YCHC COMPARABLE MUSEUMS
AUDIENCE, INTERPRETATION AND PROGRAMMING

	New Bedford Whaling Museum	Somerset Historical Center	Kenosha Public Museum
Audience	The New Bedford Whaling Museum has two types of visitors: the "typical" museum visitor and the community visitor who uses the museum as a resource and event venue.	The Center's audience includes families, seniors, couples and school groups. The craft show attracts an older crowd and typically, more women.	The Kenosha Public Museum considers itself to be a regional museum which attracts a very diverse audience. This market orientation is primarily due to the strength of its natural history exhibits and the woolly mammoth exhibit in particular.
Museum Exhibits	The museum interprets the international whaling industry and the Old Dartmouth" regional history. Exhibits include the Lagoda, the largest ship model in the world and taxidermied whales. The museum also has an extensive collection of art.	The museum interprets the progression of farming and rural industry	The Kenosha Public Museum focuses its interpretation on natural science and the decorative arts. Some exhibits can have regional, national and international themes including Native Americans and world cultures.
Programming	Extensive programming on-topic and broader appeal. The museum encourages use by community groups and community programs.	Works to provide crafts workshops and special events to draw new audiences and repeat visitors.	The museum offers a full program of programs and classes for audiences of all ages.
General Length of Stay	Half day	1.5 hours	Length of stay at the Public Museum is approximately 2.0 hours.
Other Notes	NBWM follows an aggressive strategy of rotating exhibits to keep interest in the museum fresh, and to create a sense of urgency to visit.		

Source: Individual museum management and websites, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
OPERATING PARAMETERS**

	Orange County Regional History Center	Colorado Springs Pioneers Museum	The Hershey Story
Operating Schedule			
Daily	7 days/week	5 days/week	7 days/week
Hours	10:00 - 5:00	10:00 - 5:00	9:00 - 5:00
Seasonal	Shorter Sunday hours		Extended summer hours
Pricing			
Adult	\$8.00	Free	Museum or Lab, \$10.00 Combo, \$17.50 Tasting, \$6.00/\$10.00
Child	\$6.00	Free	Museum or Lab, \$7.50 Combo, \$14.00 Tasting, \$6.00
Field Trip		Free	
Other	Senior, military, school groups: \$7.00. Members, Orange County employees, Florida teachers: free. AAA and other discounts	Free	Discounts for seniors and military. Other combinations available

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
OPERATING PARAMETERS**

	Baltimore Museum of Industry	Museum of History and Industry	New Bedford Whaling Museum
Operating Schedule			
Daily	6 days/week	7 days/week	7 days/week
Hours	10:00 - 4:00	10:00 - 5:00	9:00 - 5:00
Seasonal		Extended Thursday hours	Reduced off season hours
Pricing			
Adult	\$12.00	\$17.00	\$16.00
Child	\$7.00	Student, \$14.00 Under 14, free (part of agreement with city)	\$6.00
Field Trip	\$7.00		
Other	Senior, \$9.00	Discounts for seniors and military First Thursday of each month is free based on agreement with city. (High traffic volumes cause operational problems for the museum.) 50% of all visitors are free. Most museum programs are free because of the highly competitive market. 90% of program participants do not pay a fee.	Seniors, \$14.00; Students (19+), \$9.00 55% of all visitors did not pay an admission or program fee; These visitors were supported by grants and donations.

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
OPERATING PARAMETERS**

	Lancaster History.org	Somerset Historical Center	Kenosha Public Museum
Operating Schedule			
Daily	6 days/week	7 days/week	7 days/week
Hours	9:30 - 5:00	9:00 - 5:00	10:00 - 5:00
Seasonal		Reduced offseason hours; seasonal outdoor exhibits	
Pricing			
Adult	Galleries, \$7.00 Wheatland, \$12.00 Library, \$7.00	\$6.00	Admission and most programs are free
Child	Galleries, \$5.00 Wheatland, \$10.00 Library, \$5.00	\$3.00	
Field Trip			
Other	Combination tickets and seasonal passes available	Senior, \$5.50	The Civil War Museum does charge for admissions and programs

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
ATTENDANCE**

	Orange County Regional History Center	Colorado Springs Pioneers Museum	The Hershey Story
Attendance			
On site	80,000 - 85,000	64,500	124,000
Off site	5,000	dna	dna
Total	85,000 - 90,000	64,500	124,000
On Site Attendance by Admission Category			
General Admissions	25%	56%	116,000
Members			700
School Groups	45%	9%	4,500
Tour Groups	15%	4%	2,500
Program Participants		20%	Included in gen. admission
Rentals	15%	11%	
Special Events		Included in prog. participants	
Other			
Total	100%	100%	
Market Distribution			
Resident Market	99% Primary market is Orange County (75%); secondary market is central Florida (24%). The History Center hopes to expand its regional draw with increased marketing.	60% Primary market is the Colorado Springs MSA which includes El Paso and Teller Counties	20% to 25% The resident market includes Hershey, Harrisburg, Lebanon, Lancaster and York, with visitation generally split equally among the jurisdictions.
Tourist Market	1% Virtually no impact from Orlando tourist market. A few Europeans who are local winter residents do visit.	40% Some residents from outside the MSA; mostly Colorado Springs and Pikes Peak region visitors	75% to 80% Roughly 25% of all visitors are from the Mid Atlantic region. The balance of visitors from the tourist market are from other states or international.
Notes:	OC History Center can drive attendance with "national" caliber traveling exhibits		General admissions numbers include 72,000 visitors whose tickets include the Chocolate Lab and Chocolate Tasting. Some 40,000 of the total number of visitors are overnight guests at Hershey properties who receive free tickets to the museum.

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**YCHC COMPARABLE MUSEUMS
ATTENDANCE**

	Baltimore Museum of Industry	Museum of History and Industry	Lancaster History.org
Attendance			
On site	155,659	190,000	Wheatland, 35,000; Galleries, 10,000
Off site	4,000	-	
Total	159,659	190,000	
On Site Attendance by Admission Category			
General Admissions	15%	63%	
Members	Included in gen. admission		
School Groups	46%	18%	
Tour Groups	Included in gen. admission		
Program Participants	19%	15%	
Rentals	18%		
Special Events	2%		
Other		4%	
Total	100%	100%	dna
Market Distribution			
Resident Market	85% Primary market is City of Baltimore (50%); secondary market is central Maryland - balance of Baltimore MSA (35%);	72% Primary resident market is close-in, affluent parts of the City of Seattle and Kings County; secondary resident market is balance of MSA and Olympic Peninsula	80% E Galleries attendance is more local, including Lancaster County and adjacent counties. LancasterHistory.Org can upsell Wheatlands visitors to include galleries because of decorative arts collections
Tourist Market	15% Split 40% from other parts of Maryland and 60% from out of state visitors	28% 25% Seattle tourists and 3% from other parts of Washington State.	20% E The audience for Wheatland is national and international. It includes people interested in the American presidency.
Notes:		Museum maintains strong ties to local market communities, especially south Lake Union neighborhoods. Market is physically split by Puget Sound and other bodies of water. Given rapid population growth, there is a large lack of knowledge about the MOHAI	Members from all PA counties and 46 states given Lancaster's importance in western expansion. Galleries attract mostly adults without children, with the exception of school groups and home schoolers

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

YCHC COMPARABLE MUSEUMS
ATTENDANCE

	New Bedford Whaling Museum	Somerset Historical Center	Kenosha Public Museum
Attendance			
On site	104,000	8,000	130,000
Off site	dna	7,000	dna
Total	104,000	15,000	130,000
On Site Attendance by Admission Category			
General Admissions	51,000	2,000	
Members			
School Groups	16,000	2,500	
Tour Groups			
Program Participants	37,000	3500 includes rec	
Rentals			
Special Events			
Other			
Total	104,000	8,000	dna
Market Distribution			
Resident Market	56% 21% of general admission visitors are from Bristol and Plymouth Counties. 90% of school groups and 90% of programs participants are considered local	70% Resident market extends to urban areas such as Johnstown and Cambria, and west to Pittsburgh. The Pittsburgh area is a strong market because of the access and interest in "things to do" on the part of people from the city.	32% E People from the upper midwest are drawn by the museum's natural history, particularly it's wooly mammoth. 50% of visitors are from Illinois and Wisconsin.
Tourist Market	44% Almost 80% of general admission visitors are from outside the resident market. Some 45% are from New England and from other states, respectively; 10% are international visitors .	30% The majority of general admission visitors are travelers on I-76 who stop to visit or to stretch their legs. Some unique classes such as their coopering class draw from all over the county.	68% E Many visitors from outside the resident market are visiting family and friends in the area.
Notes:	Attendance has increased from 85,000 to 104,000 since 2008. This growth is attributable to doubling exhibit space, improving quality of exhibits, increasing interactive/engaging exhibits and broadening the focus from New England Yankees to include Portuguese and Cape Verdean whalers. Visitor from other areas are exposed to the NBWM through its traveling exhibits.	7,000 in offsite attendance represents attendance at the Mountain Craft Days festival. Program numbers include local recreational use	

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**COMPARABLE MUSEUMS
EARNED INCOME**

	Orange County Regional History Center		??	Colorado Springs Pioneers Museum		The Hershey Story	
Attendance		85,000			64,500		124,000
Earned Income							
Admissions	\$	101,719	Ex				950,000
Memberships		32,165			15,351		
Program Fees		187,037					
Facility Rentals		124,033					
Food Service & Catering							380,000
Gift Shop, Gross		56,156			12,000		570,000
Other					51,338		
Total	\$	501,110	\$		78,689	\$	1,900,000
Earned Income - Per Capita							
Admissions	\$	1.20	\$		-	\$	7.66
Memberships		0.38			0.24		-
Program Fees		2.20			-		-
Facility Rentals		1.46			-		-
Food Service & Catering		-			-		3.06
Gift Shop, Gross		0.66			0.19		4.60
Other		-			0.80		-
Total	\$	5.90	\$		1.22	\$	15.32
Other Financial Parameters							
Admission Rev % Adult Ticket							
Adult Ticket	\$	8.00			Free	\$	10.00
Adm. Rev Per Capita	\$	1.20			na	\$	7.66
Percent		15%			na		77%

Notes:	Cost of goods sold = \$31,668 Rental expenses = \$14,4666	"Other" earned income includes rentals, program fees, donation box and misc. sales. The gift shop operated by a separate group, staffed with volunteers.	Admissions include ticket sales (\$665,000) and HE&R reimbursement (\$285,000). Food service revenue includes tasting and the café.
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Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**COMPARABLE MUSEUMS
EARNED INCOME**

	Baltimore Museum of Industry	Museum of History and Industry	Somerset Historical Center
Attendance	156,000	190,000	15,000
Earned Income			
Admissions	422,568	797,712	\$ 65,339
Memberships	14,281	254,175	10,489
Program Fees	92,366	98,331	17,216
Facility Rentals	544,042	505,295	930
Food Service & Catering		98,901 c	
Gift Shop, Gross	18,953	146,237	17,732
Other		55,897	16,327
Total	\$ 1,092,210	\$ 1,956,548	\$ 128,033
Earned Income - Per Capita			
Admissions	\$ 2.71	\$ 4.20	\$ 4.36
Memberships	0.09	1.34	0.70
Program Fees	0.59	0.52	1.15
Facility Rentals	3.49	2.66	0.06
Food Service & Catering	-	0.52	-
Gift Shop, Gross	0.12	0.77	1.18
Other	-	0.29	1.09
Total	\$ 7.00	\$ 10.30	\$ 8.54
Other Financial Parameters			
Admission Rev % Adult Ticket			
Adult Ticket	\$ 12.00	\$ 17.00	\$ 6.00
Adm. Rev Per Capita	# \$ 2.71	\$ 4.20	\$ 4.36
Percent	23%	25%	73%

Notes:	Rental expenses = \$15,7816 Cost of goods sold = \$9,699	With relocation, the museum took an holistic approach to planning; This included a 5-year operational transition fund with 5-year declining draw and 30 year reserve raised as part of initial fundraising.	Admissions revenues inflated by craft show revenues.
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Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

**COMPARABLE MUSEUMS
EARNED INCOME**

		Lancaster History.org		New Bedford Whaling Museum		Kenosha Public Museum
Attendance		50,000		104,000		200,000
Earned Income						
Admissions	\$	128,179		401,882	\$	112,669
Memberships				164,149		
Program Fees						105,887
Facility Rentals		7,371		181,410		
Food Service & Catering						
Gift Shop, Gross	cr	110,630		306,634		160,966
Other		497		34,070		23,091
Total	\$	246,677		1,088,145	\$	402,613
Earned Income - Per Capita						
Admissions	\$	2.56	\$	3.86	\$	0.56
Memberships		-		1.58		-
Program Fees		-		-		0.53
Facility Rentals		0.15		1.74		-
Food Service & Catering		-		-		-
Gift Shop, Gross		2.21		2.95		0.80
Other		0.01		0.33		0.12
Total	\$	4.93	\$	10.46	\$	2.01
Other Financial Parameters						
Admission Rev % Adult Ticket						
Adult Ticket	\$	12.00	\$	16.00		na
Adm. Rev Per Capita	# \$	2.56	\$	3.86		na
Percent		21%		24%		na

Notes:

Cost of goods sold = \$279,722
Rental expenses =
\$184,378

Per capita revenue numbers based on combined Public Museum and Civil War Museum attendance. Basic admission and programs at all museums are free; selected programs are provided on a fee basis.

Source: Individual museum management and websites; IRS Forms 990, and Owens Economics, LLC

APPENDIX D:
Financial Analysis Detail

YORK COUNTY HERITAGE TRUST
COMPOSITION OF CURRENT AND YCHC ATTENDANCE

	2014-2015 Attendance		Stabilized YCHC Attendance	
	Total Visits	Discrete Visitors	Impact Factor	No. of Visitors
General Admission	6,100	5,865	1.35	7,918
Group Tours	4,545	3,106	1.20	3,727
Educational Events	2,354	2,354	1.10	2,589
Subtotal, Primary Museum Visitors	12,999	11,325		14,234
Rentals	4,173	4,173	¹	9,000
Special Events	8,986	8,986	1.20	10,783
Subtotal, Other Museum Visitors	13,159	13,159		19,783
Total	26,158	24,484		34,018
ROUND TO:		24,500		34,000

Notes

¹ 60 events with average attendance of 150 equals 9,000 rental visitors

Source: Owens Economics, LLC

YORK COUNTY HERITAGE TRUST
EARNED INCOME REVENUE PRODUCTIVITY

	2014-2015			
	Revenues	No. of Units	Type Unit	Revenue Per Capita
Admissions, Fees & Charges	\$ 62,271	11,325	Pri. museum visitors ¹	\$ 5.50
Store Sales	61,368	24,500	Pri. museum visitors ¹	\$ 2.50
Rentals	47,299	4,173	Rental visitors	\$ 11.33 ²
Special Events (Gross)	116,471 ¹	8,986	Spec. event visitors	\$ 12.96
Memberships	<u>98,950</u>	Lump sum	Members	n/a ³
Total	\$ 386,359	24,500		

Notes

¹ Primary museum visitors defined as general admission, tour group and educational event visitors

² Revenue per event equals \$1,245

³ Revenue per member equals \$70.68; multiple visits

Source: Owens Economics, LLC

YORK COUNTY HISTORY CENTER
ESTIMATE OF REVENUES, YEARS 1 - 5

	Year 1	Year 2	Year 3	Year 4	Year 5
Attendance					
Pri. museum visitors	11,387	12,811	14,234	14,519	14,809
Spec. event visitors	8,627	9,705	10,783	10,999	11,219
Total discrete visitors	27,214	30,616	34,000	34,818	35,628
Number of Events					
	48	54	60	62	64
Revenues					
Earned Income					
Admissions, Fees & Charges	\$ 62,615	\$ 70,441	\$ 78,268	\$ 79,834	\$ 81,430
Store Sales	68,166	76,687	85,164	87,212	89,242
Rentals	72,000	81,000	90,000	93,000	96,000
Special Events	111,812	125,789	139,765	142,561	145,412
Memberships	98,950	103,898	109,092	114,547	120,274
Subtotal	\$ 413,543	\$ 457,814	\$ 502,290	\$ 517,153	\$ 532,359
Contributed Income					
Cultural Alliance	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000
Contributions	391,453	391,453	391,453	391,453	391,453
Investment Income	330,167	330,167	330,167	330,167	330,167
B&G Maintenance (Restricted)	45,000	45,000	45,000	45,000	45,000
Subtotal	\$ 955,620	\$ 955,620	\$ 955,620	\$ 955,620	\$ 955,620
Total Revenues	\$1,369,163	\$1,413,434	\$ 1,457,910	\$ 1,472,773	\$ 1,487,979

Source: York County Heritage Trust and Owens Economics, LLC

**YORK COUNTY HISTORY CENTER
ESTIMATE OF INCREMENTAL COSTS**

		Year 1		Year 2		Year 3		Year 4		Year 5
Store Sales										
YCHT Budget	\$	71,276	\$	71,276	\$	71,276	\$	71,276	\$	71,276
Mkt Analysis	\$	68,166	\$	76,687	\$	85,164	\$	87,212	\$	89,242
Incremental Sales	\$	(3,110)	\$	5,411	\$	13,888	\$	15,936	\$	17,966
Incremental Expenses										
Percent		60%		60%		60%		60%		60%
Number	\$	(1,866)	\$	3,247	\$	8,333	\$	9,562	\$	10,780
Rentals										
YCHT Budget	\$	52,074	\$	52,074	\$	52,074	\$	52,074	\$	52,074
Mkt Analysis	\$	72,000	\$	81,000	\$	90,000	\$	93,000	\$	96,000
Incremental Expenses	\$	19,926	\$	28,926	\$	37,926	\$	40,926	\$	43,926
Expenses										
Percent		20%		20%		20%		20%		20%
Number	\$	3,985	\$	5,785	\$	7,585	\$	8,185	\$	8,785
Special Events										
YCHT Budget	\$	118,415	\$	118,415	\$	118,415	\$	118,415	\$	118,415
Mkt Analysis	\$	111,812	\$	125,789	\$	139,765	\$	142,561	\$	145,412
Incremental Sales	\$	(6,603)	\$	7,374	\$	21,350	\$	24,146	\$	26,997
Incremental Expenses										
Percent		50%		50%		50%		50%		50%
Number	\$	(3,301)	\$	3,687	\$	10,675	\$	12,073	\$	13,498
Admissions, Programs & Memberships										
YCHT Budget	\$	170,500	\$	170,500	\$	170,500	\$	170,500	\$	170,500
Mkt Analysis	\$	161,565	\$	174,339	\$	187,361	\$	194,381	\$	201,705
Incremental Sales	\$	(8,935)	\$	3,839	\$	16,861	\$	23,881	\$	31,205
Incremental Expenses										
Percent		20%		20%		20%		20%		20%
Number	\$	(1,787.09)	\$	767.77	\$	3,372.11	\$	4,776.11	\$	6,240.91
Total, Incremental Expenses	\$	(2,969)	\$	13,486	\$	29,965	\$	34,596	\$	39,304

Source: Owens Economics, LLC

YCHC VISITOR SPENDING PARAMETERS

Day Trip Leisure Travelers

No of Visitors	117,800,000
Total Spending	\$ 13,400,000,000
Spending per Person Trip	\$ 114

Per Trip Spending by Category

Recreation	25%	\$	28.44
Retail	27%	\$	30.71
Food & Beverage	20%	\$	22.75
Transport (in PA)	28%	\$	31.85
Total	100%	\$	114

Overnight Leisure Travelers

No of Visitors	58,400,000
Total Spending	\$ 16,100,000,000
Spending per Person Trip	\$ 276
Avg No. of Days	2.5
Spending per Day	\$ 110

Spending by Category

Recreation	16%	\$	17.64
Retail	18%	\$	19.85
Food & Beverage	18%	\$	19.85
Lodging	20%	\$	22.05
Transport (in PA)	28%	\$	30.88
Total	100%	\$	110

Source: Longwoods International, The Economic Impact of Travel on Pennsylvania, 2013;
Pennsylvania's Travel Profile, 2013 and Owens Economics, LLC

YORK COUNTY HISTORY CENTER
VISITOR SPENDING

City Visitors	PA Trip Spending	Realized Spending		No. of Visitors	Pennsylvania	City of York				
		Percent	Amount			Percent	Amount			
Number of Visitors				2,035						
Spending										
Recreation	\$	28.44	10%	\$	2.84	\$	5,786	100%	\$	5,785.72
Retail	\$	30.71	20%	\$	6.14	\$	12,497	100%	\$	12,497.15
Food & Beverage	\$	22.75	20%	\$	4.55	\$	9,257	100%	\$	9,257.15
Transport	\$	31.85	10%	\$	3.19	\$	6,480	100%	\$	6,480.00
Total	\$	113.75		\$	16.72	\$	34,020			34,020
County Visitors										
Number of Visitors				18,166						
Spending										
Recreation	\$	28.44	20%	\$	5.69	\$	103,318	100%	\$	103,318.21
Retail	\$	30.71	50%	\$	15.36	\$	278,959	100%	\$	278,959.16
Food & Beverage	\$	22.75	50%	\$	11.38	\$	206,636	100%	\$	206,636.42
Transport	\$	31.85	20%	\$	6.37	\$	115,716	50%	\$	57,858.20
Total	\$	113.75		\$	38.79	\$	704,630		\$	646,772
Regional Visitors										
Number of Visitors				8,700						
Spending										
Recreation	\$	28.44	100%	\$	28.44	\$	247,411	80%	\$	197,928.69
Retail	\$	30.71	100%	\$	30.71	\$	267,204	80%	\$	213,762.99
Food & Beverage	\$	22.75	100%	\$	22.75	\$	197,929	80%	\$	158,342.95
Transport	\$	31.85	100%	\$	31.85	\$	277,100	50%	\$	138,550.08
Total	\$	113.75	100%	\$	113.75	\$	989,643		\$	708,585
Overnight Visitors										
Number of Visitors				5,100						
Spending										
Recreation	\$	17.64	100%	\$	17.64	\$	89,984	80%	\$	71,986.85
Retail	\$	19.85	100%	\$	19.85	\$	101,232	80%	\$	80,985.21
Food & Beverage	\$	19.85	100%	\$	19.85	\$	101,232	80%	\$	80,985.21
Lodging	\$	22.05	100%	\$	22.05	\$	112,479	80%	\$	89,983.56
Transport	\$	30.88	100%	\$	30.88	\$	157,471	50%	\$	78,735.62
Total	\$	110.27		\$	110.27	\$	562,397		\$	402,676.44
Totals										
Number of Visitors				34,000						
Spending										
Recreation						\$	446,498		\$	379,019
Retail						\$	659,892		\$	586,205
Food & Beverage						\$	515,054		\$	455,222
Lodging						\$	112,479		\$	89,984
Transport						\$	556,768		\$	281,624
Total						\$	2,290,691		\$	1,792,053
Total Direct Spending						\$	2,290,691		\$	1,792,053
Multiplier							1.8			1.8
Total, Direct, Indirect & Induced Spending						\$	4,123,244		\$	3,225,696

Source: Owens Economics, LLC