CECIL COUNTY LAND USE MAP
2010 COMPREHENSIVE PLAN

Legend
- Villages
- Streams
- Major Roads
- Railroads
- Employment Mixed Use
- Residential Mixed Use
- Low Density Growth Area
- Medium Density Growth Area
- Medium High Density Growth Area
- High Density Growth Area
- Employment
- Mineral Extraction District
- Rural Conservation District
- Resource Preservation District
- Incorporated Towns

Cecil County
Office of Planning & Zoning
April 13, 2010

0 2.5 5 10 Miles
Fiscal Year 2013 Results – General Fund

The General Fund Net Change in Fund Balance for FY2013 was a surplus of $7,551,270. This was due in part to a resurgent economy driving up property and income taxes and due in part to expenditure savings from payroll attrition and reduced equipment expenditures.

General Fund revenues from all sources increased $4,081,005 from $165,962,066 in FY2012 to $170,043,071 in FY2013. The two main components contributing to the increase were $1.6 million in property taxes and $2.1 million in charges for services. Revenues by source for the past five audited fiscal years are shown below:

Revenues by Source 2009 - 2013

General Fund operating expenditures increased by $3,167,373 or 2.2% from $143,823,888 in FY2012 to $146,991,261 in FY2013. While most areas of government remained relatively constant, the fund increase was attributed to $3.9 million of spending for education and a reduction of funding for highway, street, and bridges.

Transfers from the General Fund to other funds decreased by $4,896,400 or 29% primarily due to reduced transfers to the debt service fund and capital projects fund. Total General Fund FY2013 expenditures, including operating transfers, by category are depicted on the following page.
At June 30, 2013, the County reported ending fund balance in the General Fund of $45,320,951, an increase of $7,551,270 from the previous year. The unrestricted fund balance was $38,920,262 or 24% of total General Fund expenditures and transfers out. Of the fund balance, $16,363,777 has been committed for fiscal year 2014 expenditures and contingencies and $7,541,000 assigned for future capital expenditures and to offset the potential outcome of an income tax case in the courts.

The non-spendable fund balance includes an advance to the Landfill Fund. The Landfill fund has not generated enough cash flow to maintain state mandated Closure/Post-Closure reserves and that cash has been advanced by the General Fund. The non-spendable fund balance for 2009 through 2012 has been restated to reflect such advance.
General Fund Debt Service

For the year ended June 30, 2013, the General Fund paid $15,018,381 or 11.3% of its operating revenues for debt service. The County had $182,578,630 of general obligation debt outstanding at the end of the fiscal year.

Property Taxes

The County's tax rate for 2013 was $.9907 / $100 of assessed value and its Homestead cap was adopted at 108%. The County billed $101,911,677 for real and personal property taxes and continues to encourage early payment of real estate tax by offering a 2% discount. The County collected $101,618,678, or 99.7% of its 2013 levy which has been the trend in recent years. The County ended the year with total outstanding property taxes in the amount of $747,842 which represents delinquencies in all property tax categories for all years, and has recorded a reserve for uncollectible taxes of $469,381. The County’s tax base is diversified with the top ten taxpayers making up only 5.71% of the assessable base.

Fiscal Year 2013 Results – Enterprise Funds

The Landfill Fund had a $102,221 increase in operating revenues from 2012 to $5,294,063, while operating expenses increased by $345,303 to $5,965,106. The change in Net Position decreased by $203,841 to a negative $1,198,552 for FY2013.
The Wastewater Fund posted an operating loss of $426,057 in FY2013 which included depreciation of $2,384,681. Operating revenues increased from $4,737,750 in FY2012 to $4,883,880 in 2013, an increase of $146,130 or 3.1%. Operating expenses in all categories increased $333,808 or 6% in FY2013 as compared to the previous year. To address the operating loss, user rates for wastewater increased 5.6% effective July 1, 2013 as the rate per quarter for unmetered service went from $126.54 per quarter to $133.95 per quarter; this is the first year of three years of rate increases passed by Council.

Non-operating expense increased from $758,229 in FY2012 to $784,772 in FY2013 due to an increase in interest expense. An increase in connection fees caused the change in Net Position after interest expenses and capital contributions to rise by $1,257,392 to $1,714,218.

A comparison of Wastewater operating revenue and expense follows:

Wastewater Revenues and Expenses 2004 - 2013
($ in Millions)

Other Funds FY2013 Information

The County met its funding requirements for both the Public Safety Pension Plan (PSPP) and the State Retirement and Pension System. County contributions in FY2013 were $2,173,305 and $1,421,618, respectively. As of July 1, 2011, the last actuarial valuation, the PSPP was 66.3% funded.

The Cecil County Employee Benefits Plan (Health Insurance fund) realized operating loss of $623,809 for FY2013. Operating expenses increased to $8,777,834 in FY2013 which represents a 4.9% increase from FY2012. The County attempts to control health insurance rates each year and is charged with maintaining available reserves to cover anticipated cost and expenses that exceed projections. At June 30, 2013, the fund had a net position of $6,672,336 which is approximately $3.9 million more than required per the fund policies and procedures.

OPEB The County contributed its Annual Required Contribution of $932,000 for the year ended June 30, 2013. The County’s Actuarial Accrued Liability is just over nine million dollars. This liability is minimal when compared with our peer jurisdictions due to its relatively low contribution to post retirement health care.
Operating Budget Projections

The following projections assume no change in tax rates but do include an estimate for inflation and limited salary increases. FY2015 is the budget proposed to Council by the County Executive.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>102,628,643</td>
<td>104,235,995</td>
<td>103,232,186</td>
<td>102,903,420</td>
<td>104,567,454</td>
<td>105,613,129</td>
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<tr>
<td>Licenses and Permits</td>
<td>1,545,645</td>
<td>1,736,610</td>
<td>1,568,321</td>
<td>1,922,175</td>
<td>1,750,000</td>
<td>1,800,000</td>
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<tr>
<td>Intergovernment</td>
<td>5,992,955</td>
<td>5,562,280</td>
<td>6,474,460</td>
<td>6,236,440</td>
<td>6,500,000</td>
<td>6,630,000</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>5,654,850</td>
<td>7,790,994</td>
<td>6,794,232</td>
<td>7,025,312</td>
<td>7,600,000</td>
<td>7,950,000</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>281,792</td>
<td>221,678</td>
<td>172,995</td>
<td>215,000</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Contributions &amp; Other revenues</td>
<td>44,983</td>
<td>74,406</td>
<td>48,458</td>
<td>223,160</td>
<td>100,000</td>
<td>100,000</td>
</tr>
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</table>

Total Operating Revenues: 165,962,066

<table>
<thead>
<tr>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>General Government</td>
<td>13,106,207</td>
<td>12,903,976</td>
<td>12,423,517</td>
<td>11,846,621</td>
<td>12,142,787</td>
<td>12,446,356</td>
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<td>Public Safety</td>
<td>33,398,961</td>
<td>33,850,635</td>
<td>35,979,530</td>
<td>38,950,136</td>
<td>39,923,889</td>
<td>40,921,987</td>
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<tr>
<td>Public Works</td>
<td>9,601,220</td>
<td>8,793,209</td>
<td>10,940,498</td>
<td>10,902,061</td>
<td>11,174,613</td>
<td>11,453,978</td>
</tr>
<tr>
<td>Health and Welfare</td>
<td>5,087,208</td>
<td>5,052,044</td>
<td>5,409,543</td>
<td>5,944,462</td>
<td>6,093,074</td>
<td>6,245,400</td>
</tr>
<tr>
<td>Recreation and Culture</td>
<td>928,135</td>
<td>752,279</td>
<td>897,668</td>
<td>981,874</td>
<td>1,006,421</td>
<td>1,031,581</td>
</tr>
<tr>
<td>Cecil County Public Schools</td>
<td>67,156,014</td>
<td>71,154,832</td>
<td>74,456,292</td>
<td>76,917,845</td>
<td>79,779,841</td>
<td>82,566,179</td>
</tr>
<tr>
<td>Cecil College</td>
<td>8,111,206</td>
<td>8,070,536</td>
<td>8,243,221</td>
<td>8,640,084</td>
<td>8,769,411</td>
<td>9,027,503</td>
</tr>
<tr>
<td>Libraries</td>
<td>4,283,817</td>
<td>4,283,817</td>
<td>4,583,920</td>
<td>4,724,917</td>
<td>4,815,535</td>
<td>4,956,251</td>
</tr>
<tr>
<td>Economic Development</td>
<td>867,101</td>
<td>883,078</td>
<td>961,393</td>
<td>917,446</td>
<td>940,382</td>
<td>963,892</td>
</tr>
<tr>
<td>Agriculture</td>
<td>558,768</td>
<td>549,353</td>
<td>594,520</td>
<td>569,129</td>
<td>574,132</td>
<td>593,486</td>
</tr>
<tr>
<td>Municipalities</td>
<td>725,251</td>
<td>697,502</td>
<td>664,218</td>
<td>667,120</td>
<td>673,819</td>
<td>680,384</td>
</tr>
<tr>
<td>Transfers to Special Revenue Funds</td>
<td>1,033,437</td>
<td>986,549</td>
<td>1,167,091</td>
<td>1,590,422</td>
<td>1,630,183</td>
<td>1,670,937</td>
</tr>
<tr>
<td>Transfers to Debt Service Fund</td>
<td>15,759,775</td>
<td>14,789,487</td>
<td>14,807,530</td>
<td>15,275,891</td>
<td>16,300,000</td>
<td>17,800,000</td>
</tr>
<tr>
<td>Transfers to Capital Projects Funds</td>
<td>4,864,433</td>
<td>985,209</td>
<td>2,349,000</td>
<td>555,000</td>
<td>130,000</td>
<td>370,000</td>
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</tbody>
</table>

Total Appropriations: 165,481,533

Surplus/(Deficit) - Annual: 1,416,153
Results of Current Assessments

Property assessment notices mailed in early January 2014 reflected a slight decrease in real estate values for approximately 69% of the residential properties in Cecil County. This group of properties was last valued in 2010. The real property base is expected to decline in value by 3.07% for FY 14, slowing to -0.17% in FY 15 and .01% growth in FY 16, with overall growth in value declining by 2.59% for FY 14, followed by modest declines in value of -0.25% and -0.08% for FY 15 and FY 16.

### Estimated Taxable Assessable Base at the County Level

(figures expressed in thousands)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Net Assessable Base</th>
<th>Total Assessable Base Subject to the Personal Property / Utility County Tax Rates</th>
<th>Total Growth</th>
<th>Total Property / Utility County Tax Rates</th>
<th>Total Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>9,583,411</td>
<td>385,296</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>FY 2014</td>
<td>9,289,420</td>
<td>421,425</td>
<td>-3.07%</td>
<td>9.38%</td>
<td>-2.59%</td>
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<tr>
<td>FY 2015</td>
<td>9,273,210</td>
<td>413,391</td>
<td>-0.17%</td>
<td>-1.91%</td>
<td>-0.25%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>9,273,757</td>
<td>405,438</td>
<td>0.01%</td>
<td>-1.92%</td>
<td>-0.08%</td>
</tr>
</tbody>
</table>
Hollywood Casino - Perryville

Hollywood Perryville is located in Cecil County just north of Perryville. The facility is situated near the intersection of Interstate 95 ("I-95") and Route 222, and thus is very accessible from the interstate. The casino currently offers about 1,158 slot machines and 22 table games, including a 10-table poker room. The slot offering was cut from about 1,500 machines in January 2013 in response to falling slot revenue due to additional competition, and there have been intimations of reducing machines to 1,000 units upon the opening of Caesar’s Horseshoe Baltimore.

Slot Performance

Hollywood Casino - Perryville posted slot revenue of $98.6 million in 2012, a decline of 11% from the prior year. The weak results reflect the opening of Maryland Live in June 2012. Annualized slot revenue reached $74.9 million for 2013. Slot revenue is down 24% through December 2013 on a calendar year over year basis, again due to the Maryland Live impact. The reduction in slot count has helped maintain Win per Unit per Day ("WPUPD") despite falling revenue. Annualized slot revenue peaked near $120 million in May 2012. Over the next year, revenue fell 35% in response to Maryland Live. Following the one-year anniversary of the opening of Maryland Live (June 2012), the trend line has stabilized.

Table Performance

Table operations began at Hollywood Perryville in March 2013, with 22 tables (12 banked and 10 non-banked poker). Table revenue peaked at $1.60 million in May 2013, moderating to about $1.0 million in September 2013 as an upgraded Maryland Live table operation begins to capture market share.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Year</th>
<th>Slots</th>
<th>Tables</th>
<th>Slots</th>
<th>Tables</th>
<th>Total</th>
<th>Slots</th>
<th>Tables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hollywood Casino - Perryville</td>
<td>FY2014</td>
<td>1,128</td>
<td>17</td>
<td>$76,977</td>
<td>$14,553</td>
<td>$91,531</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>FY2015</td>
<td>1,128</td>
<td>17</td>
<td>$69,639</td>
<td>$12,535</td>
<td>$82,174</td>
<td>-11.30%</td>
<td>-15.60%</td>
<td></td>
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<tr>
<td>FY2016</td>
<td>1,128</td>
<td>17</td>
<td>$69,738</td>
<td>$12,449</td>
<td>$82,187</td>
<td>-12.90%</td>
<td>-17.80%</td>
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<tr>
<td>FY2017</td>
<td>1,128</td>
<td>17</td>
<td>$71,133</td>
<td>$12,698</td>
<td>$83,831</td>
<td>-12.90%</td>
<td>-17.80%</td>
<td></td>
</tr>
<tr>
<td>FY2018</td>
<td>1,128</td>
<td>17</td>
<td>$72,556</td>
<td>$12,952</td>
<td>$85,508</td>
<td>-12.90%</td>
<td>-17.80%</td>
<td></td>
</tr>
<tr>
<td>FY2019</td>
<td>1,128</td>
<td>17</td>
<td>$74,007</td>
<td>$13,211</td>
<td>$87,218</td>
<td>-12.90%</td>
<td>-17.80%</td>
<td></td>
</tr>
</tbody>
</table>


Impact on Cecil County

The operations at Hollywood Casino – Perryville is estimated to provide over $10.5 million dollars in grant revenues to Cecil County since its inception through June 2014, which represents a 65% share of the local impact grants allocated to the county, which are shared with the Town of Perryville by written agreement. The county has utilized this funding to support functions that otherwise would have been funded with general funds, or not at all. It has supported $ 4.3 million dollars towards roads overlay and infrastructure improvements, $1.2 million dollars towards public safety by replacing patrol and paramedic response vehicles, $1.3 million dollars towards economic and community development, by providing incentives to small business and agricultural preservation, and over 1.2 million dollars in local grants to impacted agencies. Hollywood Casino – Perryville has taken the necessary steps to plan for the impact of the opening of Caesar’s Horseshoe Baltimore (expected to open Summer 2014), which according to studies indicates a potential for a 13% reduction in slots revenue. The above chart reflects the forecasted revenue subsequent to the opening.
Financial Strength

One indicator of relative financial strength is General Fund balance as a percent of revenues. This ratio provides a measure of the financial reserves potentially available to fund unforeseen contingencies as well as likely future liabilities. Cecil County was able to maintain a healthy 16.4% General Fund balance as a percent of revenues for FY 2013, with an average percentage of 15.9% over the last five years. The chart below includes the “rainy day fund” plus undesignated fund balance.

Tax Flexibility

Tax rates for FY2014 remain unchanged, and property tax rates are slightly lower than the State average. The County retains tax flexibility and capacity for the future, even given the declines in the full value assessments. A one-cent increase in the property tax rate will generate $915,699. The income tax rate is 2.80% of net taxable income, and the maximum rate that could be charged is 3.20%. A rate increase to the maximum allowable rate for FY 2015 will generate $7,663,392, while an incremental increase of .10% will generate $1,915,848.

Limitations on Revenues

The County has no constitutional or statutory property tax limits. To help homeowners deal with large assessment increases on their principal residence, state law has established the Homestead Property Tax Credit. The Homestead Credit limits the increase in taxable assessments each year to a fixed percentage. Cecil County has maintained its Homestead Property Tax Credit at 108%. The revenue loss associated with the homestead property tax credit for 2014 is expected to be $5,015. The statewide revenue loss associated with the homestead tax credit for 2014 is $23.8 million, and is expected to decline to $20 and $17.3 million respectively for 2015 and 2016.
Overview and Internal Control

Cecil County has continued its long history of responsible financial management as we were once again awarded GFOA’s Certificate of Excellence in Financial Reporting for FY2012. All GASB standards are implemented in a timely manner. Our accounting staff participates in continuing professional training on a regular basis and frequently offers in-house training to other county departments.

Cecil County adopted its fiscal year 2013 budget on May 22, 2012, and amended it to meet operational needs during the year. The 2013 fiscal year included the change from the Commissioner form of government to the Charter County Executive/County Council form of government. Revenues are projected by the County Executive and expenses are proposed and submitted to the County Council for approval. The County Council can decrease proposed expenses at the departmental level and, with regard to the proposed budget submitted by the County Board of Education, the Council may restore any reduction made by the County Executive or reduce no lower than a state mandated maintenance of effort. The legal level of budgetary control is at the departmental level and while department heads may make budget transfers within their own department, the County Executive shall introduce and County Council must approve any budget amendments that increase or decrease revenue or move appropriations between departments.

As part of our internal control structure, we continue to monitor departmental transactions on a daily basis for such things as adherence to budget and compliance with the purchasing code. The finance department produces internal monthly reports and presents quarterly projection to the County Executive and County Council.

Operating Budget Flexibility

Cecil County exercises budgetary control over the revenue and expense budget by generating periodic and routine budget amendments for action to be taken at the regularly scheduled County Council meetings held on a bi-weekly basis. It gives the County the ability to act and react effectively to changing economic conditions.

- After legal adoption of budget by June 1, the Council may authorize budget amendments in public session during bi-weekly public meetings
- Legal level of authority is at the department level
- Management may only make budget amendments within their respective functional area
- Checks and Balances – review flow as follows
  - Originating department
  - Financial Review
  - Added to Agenda by Council Manager
  - Adoption by Council following Public Hearing
- If a proposed amendment does not pass the financial review, it will not become part of the Council agenda
The Cecil County Budget Process

The County budget consists of the current expense operating budget and the capital budget and program. It represents a complete financial plan of the County and reflects all receipts and disbursements from all sources. Citizens of the county are provided at least 10 opportunities during the budget process to provide input, in addition to the five regularly scheduled Council meetings.

The budget formulation process begins in October for the fiscal year that commences on the following July 1. The steps in the budget process are as follows:

August
- Spending units receive capital budget forms.

September
- Legislative requests must be in to County Delegation for upcoming session.

October
- Preliminary economic outlook, debt affordability model and revenue projections prepared.
- Spending units receive operating budget instructions, guidelines and forms.
- General budget guidelines developed.
- Spending units submit requested capital budget forms and capital funding requests to Finance.
- CIP Committee begins review and analysis of capital budget requests.

November
- Assessable Base Estimates released end of month

January
- Spending units transmit budgetary request to Finance by January 1.
- Finance reviews and consolidates budget requests and formulates recommended revenue estimates.
- CIP committee presents approved capital budget to Planning Commission for review.
- County Executive holds “Public Hearing for Citizen Input.”
- Maryland legislative session begins

February
- Finance, Administration and County Executive review operating and capital budget requests with County departments, spending units, and agencies.
- Constant Yield information available by February 15.
- County Executive submits budget to Council by March 1.

March
- Council conducts public budget work sessions with County departments, spending units, and agencies.
- Revised Assessable Base Estimates released end of month.

April
- County Council conducts public budget work sessions with all County departments, spending units, and agencies.

May
- County Council holds public hearings on the Proposed Budget.
- County Council holds public hearings to present the Constant Yield and tax rates.
- County Council develops a final budget, inclusive of operating and capital.

June
- County Council approves a final budget for the new fiscal year by June 1.
Good Management Practices

- Fund Balance Policy
- Multi-year forecasting
- Debt Affordability Modeling and Limits
- 6 – year Capital Improvement Program Budget
  - Operating Budget Projections
  - Contingency Planning
  - Proven Budget Process
  - Rapid Debt Retirement
- Written Management Policies
- Pay-as-you-Go Capital Policies
- Conservative Fiscal Policies
- Consistent Financial Reporting
- Certificate of Achievement for Excellence in Financial Reporting – since 1986
  - Continuity of Operations
  - Strong Management Team
Office of Economic Development
Cecil County, Maryland

Bond Rating Agency Presentation
May 2, 2014
According to the Maryland Department of Planning, the population of Cecil County in 2012 was approximately 101,696. Cecil is projected to experience annualized growth rates larger than the annualized growth rates of the State of Maryland, from 2015-2040 (listed in five year increments).

The housing market has experienced some notable trends from 2012 to 2013. In 2013, the number of units sold increased by 114 units, or 14.63%, since 2012 while total dollar value of units sold increased by over 22 million dollars, or 12.97%, from the previous year. Despite this, the average price for units sold in 2013 fell 1.45% from 2012.

Source: MD Department of Planning
Source: Real Estate Business Intelligence, 2014
The county labor force has been hovering around 51,000 persons over the past five years. The average unemployment rate has decreased from 10.2 percent in 2010 to 7.9 percent in 2013.

Source: MD DLLR
Source: 2006-2010 American Communities Survey
The Cecil County unemployment rate has trended similarly to the unemployment rate for the state of Maryland over the past five years. Since 2010, when Cecil County experienced a high unemployment rate of 10.2%, the unemployment rate has been steadily decreasing to its most recent average annual rate of 7.9% in 2013, 6.8% in December 2013.

Source: MD DLLR
Cecil County’s median household income in 2012 was $62,443. Although the Great Recession had an impact, the general trend was upwards. Cecil County ranked 7th among Maryland’s sixteen smallest counties in 2012 median household income.

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates, December 2013
The average weekly wage in Cecil County was $801 in the second quarter of 2013, the third highest wage among Maryland’s sixteen smallest counties. In recent years, Cecil County’s annual average weekly wage has climbed to $806 in 2012 from a low of $776 in 2010. Because roughly 39.6% of Cecil County residents travel outside of the county to work (see page 10), a weighted average weekly wage has been applied to the bottom figure.

Source: Bureau of Labor Statistics
Higher wages in Cecil County can be attributed to the continued strength in manufacturing, education, health care, trade, transportation, utilities, and federal, state and local employment. Cecil’s strong manufacturing sector has an average weekly wage of $1,384.

Employment at our three major private sector manufacturing and R&D employers, W.L. Gore, Terumo Medical/Cardiovascular and ATK has remained strong. W.L. Gore continues to invest in their Cecil County footprint, recently completing $6.5M of capital improvements in 2013, with additional improvements planned for the coming year.

Source: MD DLLR
Cecil County has a diverse mix of industry supporting the local economy with 1,907 private employers. The sectors posting the strongest gains are Professional, Business, Education and Health Services.

The manufacturing sector, including research and development, continues to be thriving in the county, with high average weekly wage rates, employing 4,246 employees, over 18 percent of the total private workforce in diverse fields such as medical, consumer products, and aerospace/defense.

Source: MD DLLR
Employment growth among our diverse industry base is another factor that contributes to Cecil County’s underlying economic stability. Cecil County is home to 29,306 jobs with 24,087 falling within its five largest sectors.

**2012 Employment Diversity by Industry**

**Total Jobs: 29,306**

**Private Sector Jobs: 23,296**

- Natural Resources & Mining - 803
- Construction - 1,076
- Manufacturing - 4,246
- Trade, Transportation, & Utilities - 6,511
- Information - 150
- Financial Activities - 674
- Professional & Business Services - 1,592
- Education & Health Services - 3,809
- Leisure & Hospitality - 3,511
- Other Services - 924
- Government - 6,010

Source: MD DLLR

W. L. Gore Manufacturing

Terumo Medical Manufacturing
The most up-to-date Cecil County workflow information from the American Community Survey provides that roughly 7,811 persons travel into Cecil County for work on a daily basis from surrounding jurisdictions. In contrast, roughly 19,916 individuals travel to surrounding jurisdictions for work on a daily basis.

Source: American Community Survey 2006-2010
Since the year 2000, the amount of people commuting to Cecil County for work on a daily basis has increased by 1,769 persons. In contrast, the amount of people traveling to surrounding jurisdictions for work has only increased by 122 persons since the year 2000 – these numbers were impacted due the GM facility closure in Newark, Delaware.

Source: American Community Survey 2006-2010
Pillars of Stability

Cecil College continues to build enrollment, programs and facilities. In addition, collaborations are being developed while broadening and strengthening the approaches to support learning and the needs of the surrounding region.

The Grand Opening of the new Engineering & Math Building this fall is projected to be fully occupied. This $23.6M project will house engineering/physics labs, engineering/machine labs, math classrooms, testing and learning space. Frostburg University plans to deliver Bachelor’s Degree in Engineering at this facility. Combined with Wilmington University and Salisbury University hosting bachelor programs at Cecil College.

New programs include, Physical Therapy, Cyber Security, Medical IT – meeting the challenges and needs of these growing industries.
Perry Point VA Medical Center

Whose mission is to fulfill President Lincoln's promise "To care for him who shall have borne the battle, and for his widow, and his orphan" by serving and honoring the men and women who are America's veterans.

With 1,500 employees this facility sits on over 400 acres on the banks of the Susquehanna River and Chesapeake Bay, providing a broad range of inpatient, outpatient and primary care services. This Center is the largest inpatient facility in the VA Maryland System, providing both immediate and long term care.

This Center provides comprehensive mental health care and specialized treatment programs – outstanding patient care with state-of-the-art medical technology.

With 35 unique complexes, new additional facilities include: Aqua Therapy Pool, Bowling Alley, Patient Game Room, Patient Gymnasium, Theatre, and Chapel.
Union Hospital – Top 100 Hospital

The Medicare Excellence Award from the Delmarva Foundation.
Certification from the Joint Commission on Accreditation of Healthcare Organizations.
#1 focus is to provide exceptional quality patient care.
Pathway to Excellence (major step for Quality Nursing).
Continued growth: state-of-the-art equipment, outpatient services, in-patient facilities, a new emergency department with a maternal and infant center.
Expanding Urgent Care facility in Perryville.
Partnership with West Cecil Health Center.
W. L. Gore & Associates

*Great Place to Work* announced W.L. Gore among top 5 places to work in 2013.

W.L. Gore continues to be the number one employer in Cecil County with close to 2,400 employees.

Manufacturing throughout its 13 facilities located in the County providing high wage jobs.

Committed to upgrade their newest Lovett Rd facility with $6.5 million in 2013, additional renovations scheduled for 2014.
<table>
<thead>
<tr>
<th>Public</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cecil County Board of Education</td>
<td>2,149</td>
<td>Education</td>
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<tr>
<td>Perry Point VA Medical Center</td>
<td>1,500</td>
<td>Medical Services</td>
</tr>
<tr>
<td>Cecil County Government</td>
<td>567</td>
<td>County Government</td>
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<td>Cecil College</td>
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<td>Higher Education</td>
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<td>Private</td>
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<tr>
<td>W.L. Gore and Associates</td>
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<td>Medical Products/R&amp;D</td>
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<td>Union Hospital/Affinity Health Sys.</td>
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<tr>
<td>IKEA Maryland</td>
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<td>Home Furnishing Dist.</td>
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<tr>
<td>Wal-Mart</td>
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<td>Consumer Goods</td>
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<tr>
<td>ATK</td>
<td>464</td>
<td>Propellants/rocket motors/R&amp;D</td>
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<tr>
<td>Penn National Gaming/Holl. Casino</td>
<td>405</td>
<td>Video Slots Parlor</td>
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<tr>
<td>Terumo Medical Corporation</td>
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<td>Medical Products/R&amp;D</td>
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<tr>
<td>Terumo Cardiovascular Systems</td>
<td>297</td>
<td>Medical Products/R&amp;D</td>
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<td>Burris Logistics</td>
<td>250</td>
<td>Refrigerated Trucking</td>
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<td>Sandy Cove Ministries</td>
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<td>Conf. and Retreat Center</td>
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<tr>
<td>Warwick Mushroom Farms</td>
<td>225</td>
<td>Agriculture/Mushrooms</td>
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<tr>
<td>C&amp;S Wholesale Grocers</td>
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<td>Food Products Dist.</td>
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<td>Performance Food Group</td>
<td>205</td>
<td>Food Products Dist.</td>
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<tr>
<td>Moon Nurseries</td>
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<td>Nursery Products</td>
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<tr>
<td>Restoration Hardware</td>
<td>200</td>
<td>Home Furnishings Dist.</td>
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<tr>
<td>YMCA of Cecil County</td>
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<td>Recreation &amp; Sports</td>
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<tr>
<td>Calvert Manor Healthcare Center</td>
<td>200</td>
<td>Healthcare</td>
</tr>
</tbody>
</table>

Source: Cecil County Office of Economic Development, December 2013 * Employers with 200 employees or more
## New Industries & Expansions

### 2012 New Industries and Expansions

<table>
<thead>
<tr>
<th>New/Exp</th>
<th>Company</th>
<th>Activity</th>
<th>Investment</th>
<th>New Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>New</td>
<td>County Feed Supply</td>
<td>Retail Trade</td>
<td>N/A</td>
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<tr>
<td>Exp.</td>
<td>Operative Experience</td>
<td>Manufacturer</td>
<td>$500,000</td>
<td>5</td>
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<tr>
<td>Exp.</td>
<td>W.L. Gore</td>
<td>Manufacturer</td>
<td>$8,100,000</td>
<td>-</td>
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<tr>
<td>Exp.</td>
<td>Restoration Hardware</td>
<td>Distribution</td>
<td>$65,700,000</td>
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<tr>
<td>New</td>
<td>Zenith Global Logistics</td>
<td>Logistics Trucking</td>
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<td>30</td>
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<tr>
<td>Exp.</td>
<td>Tim Plastics</td>
<td>Manufacturing</td>
<td>$600,000</td>
<td>-</td>
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<tr>
<td>New</td>
<td>Dollar General</td>
<td>Retail Trade</td>
<td>$1,500,000</td>
<td>15</td>
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<tr>
<td>Exp.</td>
<td>Colonial Metals</td>
<td>Manufacturing</td>
<td>$1,060,000</td>
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<tr>
<td>New</td>
<td>Battlefront Miniatures</td>
<td>Distribution</td>
<td>-</td>
<td>10</td>
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<tr>
<td>Exp.</td>
<td>BRC Rail</td>
<td>Transportation</td>
<td>$225,000</td>
<td>12</td>
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<tr>
<td>Exp.</td>
<td>ISE Chicken Farm</td>
<td>Agriculture</td>
<td>$2,000,000</td>
<td>-</td>
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<tr>
<td>Exp.</td>
<td>Warwick Mushroom Farm</td>
<td>Agriculture</td>
<td>$25,000,000</td>
<td>25</td>
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<tr>
<td>Exp.</td>
<td>West Cecil Health Center</td>
<td>Healthcare</td>
<td>$3,000,000</td>
<td>5</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td><strong>$107,685,000</strong></td>
<td><strong>306</strong></td>
</tr>
</tbody>
</table>

### 2013 New Industries and Expansions

<table>
<thead>
<tr>
<th>Exp.</th>
<th>Company</th>
<th>Activity</th>
<th>Investment</th>
<th>New Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exp.</td>
<td>i-Lighting</td>
<td>Manufacturer</td>
<td>$199,000</td>
<td>6</td>
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<tr>
<td>Exp.</td>
<td>W.L. Gore</td>
<td>Manufacturer</td>
<td>$6,500,000</td>
<td>-</td>
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<tr>
<td>New</td>
<td>Painted Sky Alpaca Farm</td>
<td>Agriculture</td>
<td>$50,000</td>
<td>2.5</td>
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<td>Exp.</td>
<td>Thymly Products</td>
<td>Manufacturing</td>
<td>$750,000</td>
<td>10</td>
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<tr>
<td>Exp.</td>
<td>ODEC</td>
<td>Power Generation</td>
<td>$675,000,000</td>
<td>35</td>
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<tr>
<td>Exp</td>
<td>Triangle Health</td>
<td>Healthcare</td>
<td>$3,800,000</td>
<td>-</td>
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<tr>
<td>Exp.</td>
<td>West Cecil Health Center</td>
<td>Healthcare</td>
<td>$3,000,000</td>
<td>5</td>
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<tr>
<td>Exp.</td>
<td>Penn National Gaming</td>
<td>Arts, Entertainment</td>
<td>$1,000,000</td>
<td>150</td>
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<tr>
<td>New</td>
<td>Wendre</td>
<td>Cutting/Sewing</td>
<td>$4,000,000</td>
<td>84</td>
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<tr>
<td>Exp.</td>
<td>KMP</td>
<td>Industrial Contractor</td>
<td>$3,000,000</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td><strong>$697,299,000</strong></td>
<td><strong>317.5</strong></td>
</tr>
</tbody>
</table>

Source: Cecil County Office of Economic Development
Notable…

- ODEC Wildcat Project received PSC approval, construction to begin this fall.

- i-Lighting to double footprint in Cecil’s Technology Park in 2014.

- Restoration Hardware completes consolidation into 1.2 million square feet at Principio Business Park, employing over 200.

- Comcast completes high speed broadband internet service to Principio Business Park, with focus on broadband along Rte 40 Corridor.

- Northeastern Maryland Additive Manufacturing Authority created for commercialization of APG’s technology into manufacturing.

- VLT State Funds award to small, minority and women owned businesses (i-Lighting first recipient, working on two additional awards).

- Warwick Mushrooms looking to expand their fourth building, expansion to include natural gas line.

- Technology Launch Pad established to support the home grown, start up, entrepreneurial businesses. Serves as a connection to resources, mentors, and assistance programs.

- Cecil Business First! program created to strengthen our existing businesses to thrive. Direct site visitation providing data, resources, connections, as well as offering workshops and subject matter experts.

- Tourism Economics Report stated strong and steady year over year growth rate for tourism in Cecil County. Industry Sales: 10.2% in 2012, 15.5% in 2011, 7.1% in 2010.
County Vacancy Rates

- Industrial 4%
- Flex 3.63%
- Warehouse 2.67%

Cecil continues to exhibit low vacancy rates among the three building sectors – a trend seen across this region.

The purchase of the 1.2 million square foot facility, fully leased by Restoration Hardware, was a significant transaction completed in 2013 for $74,100,000.

Over the past five years, the number of commercial and industrial permits has fluctuated from year to year. Most recently, commercial and industrial permits for new construction have rebounded from a low of 1 in 2012 to 5 in 2013. While the number of commercial and industrial permits for additions and expansions has declined the value has increased, with almost $70 million in capital investments 2012.

Source: Cassidy Turley Industrial Market Snapshot 4Q 2013 CoStar Industrial Figure
In the Works…

Port of Baltimore positioned for Panama Canal expansion for double stack containers making Cecil’s location ideal

Stewart Properties received Fast Track designation and in the process of constructing a 1.2 million square foot facility at Principio Business Park.

Artesian Water continues to extend water capacity throughout the County.

Elkton Natural Gas continues to expand along the County’s Growth Corridor.

Additive Manufacturing Authority for NE Maryland to support the transfer of this next generation technology from APG to commercialization and production.