



ANNUAL REPORT

2022

Continued Commitment to Downtown Hazleton

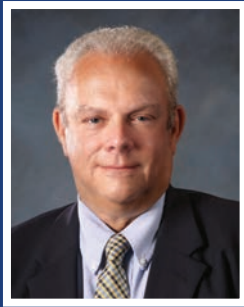


Phase two of the CAN DO Community Park, located at the intersection of Broad and Laurel Streets in Downtown Hazleton, was completed during this fiscal year.

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LETTER FROM THE BOARD CHAIR

Charles Burkhardt

My first year as Chair of the CAN DO Board of Directors was one of refreshing renewal and change as Joseph Lettiere entered his second fiscal year as President & CEO, as we welcomed new staff members, and as we saw others take on new roles and responsibilities within the organization.

Yet, despite all that has changed, CAN DO's mission and organizational efforts remain the same. In fact, I believe CAN DO placed an even greater emphasis on their mission of improving the quality of life in the Greater Hazleton Area through the creation and retention of a full range of employment opportunities throughout all aspects of the organization than ever before!

I commend the hard work of CAN DO board chairs that came before me and, although I have been involved as a board member for over 25 years, this was a big transition for me as well. As Chair of the Board, it is my duty and responsibility to observe the entire organization and understand all of its counterparts so that it may continue to operate as efficiently as possible. And while I was quite familiar with the work of the Community Relations Committee, this past fiscal year gave me the opportunity to become well acquainted with the other committees and watch as an already strong organization continue to grow.

CAN DO continues to hold a strong position in the community, especially through its work with entrepreneurship and workforce development. As more members of our community begin their entrepreneurial journeys, our organization remains a trusted and respected resource in the Greater Hazleton area. CAN DO's partnership with Penn State Hazleton, and the work being done through the Hazleton LaunchBox, are great examples of our value within the small business community. I'm also excited to see CAN DO continue to work with Partners in Education and hope this leads to local high school students having a greater understanding of the skilled trades and career opportunities that are available and needed in this area.

However, this is not a time to rest on our laurels! There are many areas that I would like to see CAN DO continue to place great emphasis. This includes, but is not limited to, furthering development in the CAN DO Corporate Center, continued investment in the community through our work with the CAN DO Community Park and the Downtown Hazleton Alliance for Progress, assisting private developers who are coming into the area, and looking for ways to further enact our mission within the Greater Hazleton Area.

In fact, I'd like to see more members of our community volunteer as ad hoc, non-voting board members, giving them the opportunity to sit on a standing committee, see how the organization operates, and lend their expertise from an outside perspective on matters concentrated to their area of focus. As we returned to in-person meetings after nearly two years behind a Zoom screen, our board and committee meetings were very well attended and I hope to see this trend continue in years to come.

It's also been exciting to see international companies, such as the recent location and relocation of Amapharm and Muzo, respectively, bring their headquarters and US operations to CAN DO's parks. As I urge organizational leadership to continue looking at our utilities division to ensure that it's running efficiently for our area's expected growth, I would also like to see the organization continue to work closely with the surrounding municipal water and sewer authorities, who have and continue to show the value of strategic partnerships.

I believe CAN DO is moving forward with strength, determination, and ambition and, personally, I am excited to be a part of the great work that they will continue providing to the community.

A handwritten signature in black ink that reads "Charles". The signature is fluid and cursive, with a long, sweeping tail on the letter 'e'.

Governance Committee

This year, the Governance Committee completed an in-depth review of the organizational charters for CAN DO's seven standing committees: Audit, CAN BE, Community Relations, Economic Development, Finance, Marketing, and Property. Each committee charter uniquely identified the roles and responsibilities of board members within that particular committee and the Governance Committee approved all recommended changes as presented.

Additionally, the Committee reviewed the organization's bylaws and updated language related to board member eligibility. Other changes discussed included gender-neutral terminology as well as oversight by Governance for those Board members who are appointed.

Governance also worked to develop a Board Member Mentor Program. Through this new mentoring initiative, rising board members would be assigned to a more senior member who will help to familiarize them with the organization as a whole. Overall, the committee hopes this program will enhance new board member involvement as well as overall comprehension of what is expected of volunteers on the CAN DO Board of Directors.

Lastly, the Governance Committee members reviewed the proposed slate of Board Officers, Directors and Executive Directors at Large, as well as Honorary Directors, for fiscal year 2023. The recommendation of the committee was later approved as presented at the Annual Board of Directors Meeting in May.



REPORT FROM VICE CHAIR JOSEPH CLIFFORD

Committees: Marketing and Community Relations

I would like to thank the volunteers who sit on the Marketing and Community Relations Committees for their hard work and dedication. I especially want to thank Marketing Committee Chair, Christine Jensen, and Community Relations Committee Chair, Cal Herring.

I would also like to recognize CAN DO's Director of Economic Development Jocelyn Sterenchock, Marketing Assistant Miguel Polanco, and Community Relations Specialist Amy Michelli.

Marketing Committee

Once again, the Marketing Committee had a full and productive year of work related to traditional marketing initiatives, real estate efforts, and workforce development activity.

CAN DO commemorated its 65th anniversary by refreshing its logo. The new design honors the organization's rich history but acknowledges its ongoing transition and growth. It also keeps in mind its strong position and reputation within the community, as well as the economic development world.

The new logo reflects a modern design and uses refined brand colors of traditional "CAN DO" blue and newly integrated slate gray. This rebrand signifies a commitment to continue the organization's evolution as it moves into the future.

In addition to refreshing CAN DO's corporate logo, the Marketing Department also worked to create a new SiteLines logo and refresh the overall look of the publication, which pushes curated Hazleton focused real estate content toward industrial site selectors, real estate agents, and brokers.

As noted in the department's plan of work, an effort to enhance CAN DO's digital marketing strategy has been a leading focus for staff. Between increased and enhanced staff education, as well as the implementation of new management software, both the CAN DO website

and the organization's social media channels saw a significant increase in many of its metrics including a 10% increase in website traffic and nearly 350% increase in social media engagement. Additionally, staff is able to collect granular data such as where users are located while interacting with CAN DO online. This data is helpful for building future real estate and other targeted marketing campaigns.

CAN DO's marketing staff continued to collaborate with departments across the organization on a variety of projects. This work included helping the Community Relations Committee create promotional materials for events, a one-page document for the Business Development department to help simplify who to contact at CAN DO, assisting the Operations Department with the implementation of the





International nutraceutical manufacturer, Amapharm, plans to move into this 43,500 square-foot build-to-suite facility in the CAN DO Corporate Center and will create 50-100 jobs.

new logo on company vehicles, signage, and safety items, and aiding the Administrations staff with the CAN DO office renovations.

In line with the organization's strategic plan, CAN DO continues to work with its engineering partners, as well as local officials, to obtain land development approvals on a wide variety of sites. This allows developers to begin construction immediately and saves months, or even years, of regulatory processes to achieve approvals.

This strategy has proven to be successful, as the organization finalized several major deals over the past fiscal year, including the location of international nutraceutical manufacturer, Amapharm.

In November, Amapharm announced plans to locate its first American manufacturing facility in Greater Hazleton. When the company first inquired regarding available property in late August of 2021, staff took the time to understand Amapharm's specific facility requirements and was able to propose a built-to-suit option to meet the company's project timeline.

The multivitamin and supplement

manufacturer will occupy a 43,500 square-foot building currently under construction at Site 19 in the CAN DO Corporate Center. Construction is expected to be completed and the company operational by fall of 2022. Amapharm plans to create between 50 and 100 jobs.

The location of a company such as Amapharm within the CAN DO Corporate Center has been an organizational goal for more than 20 years and leadership views this project as an opportunity to move the park forward. Overall, the Amapharm project is a testament of CAN DO's ability to collaborate with a company, understand their needs, and react to deliver results.

It was also a robust year of activity across Humboldt as CAN DO welcomed several new industries and private developers to the park.

Endurance Real Estate Group, an industrial real estate firm based in Wayne, Pennsylvania, made two real estate

investments in Humboldt over the past few years. With these investments, Endurance was able to sell both properties to two businesses during this fiscal year. The two companies – a plastics manufacturer and a clothing/accessories



Saxum Real Estate purchased land in Humboldt North and Humboldt East and plans on constructing three speculative buildings. The developer has already attracted one company and will officially break ground in July for this facility.

distributor – will occupy buildings that total approximately 435,000 square feet and plan to create more than 100 jobs.

Another Pennsylvania developer, Equilibrium Equities, sold their property at Humboldt North Site 10 to an e-commerce company that distributes high-quality apparel. The company constructed a 180,000 square-foot facility to utilize as a distribution center for clothing and accessories and created 45 jobs.

CAN DO continues to remain focused on maintaining pace with the changing real estate market by encouraging and supporting the attraction of private developers to the area. This strategy resulted in the sale of four sites to two private developers.

Saxum Real Estate, a New Jersey based real estate developer, purchased 31.48 acres within Humboldt North and Humboldt East with plans to construct three speculative buildings totaling roughly 450,000 square feet. Humboldt North Site 25C can accommodate a 115,000 square-foot building, Humboldt North Site 27 is equipped for a 227,500 square-foot facility, and Humboldt East Site 104 can house a 100,500 square-foot building. An official groundbreaking for the three sites will take place this summer. Due to having site permits already in place, Saxum was able to quickly secure a tenant for the “Class A” facility that’s planned for Site 27. A formal announcement is expected later this summer.

Kansas real estate development group, Flint Development, made its first Pennsylvania investment when it

purchased Humboldt Northwest Site 2. The developer plans to construct two facilities totaling nearly 900,000 square feet on the 54.12-acre property. CAN DO worked with its engineering partners, as well as local officials, to obtain land development approvals for the site prior to the sale.

Two additional developers have leases in place with

companies for properties in Humboldt. Bluewater Property Group, who completed their speculative building in 2019, has a deal signed with an electronics logistics and distribution company to occupy the 470,000 square-foot facility at 101 Commerce Drive. The company

plans to create 200 jobs. Exeter Property Group also has a lease in place with another distribution company for the 200,000 square-foot building at 68 Green Mountain Road that will create 25 new jobs.

In addition to its land and building sales, CAN DO remains focused on generating robust leasing activity. With CAN DO’s current leasing portfolio 100% occupied, the organization will continue to seize opportunities to acquire new buildings to lease. Its leasing portfolio of nearly 700,000 square feet of space includes buildings that range from 8,500 square feet up to more than 120,000 square feet.

Overall, the abovementioned projects brought seven new industries to Greater Hazleton and will create more

than 500 jobs with capital investments of more than \$90,000,000. Additionally, these businesses will operate within more than 1,550,000 square feet of building space.



Flint Development of Kansas purchased land in Humboldt Northwest and plans to construct two speculative buildings totaling nearly 900,000 square feet.



Built on spec in 2021, Bluewater Property Group has attracted an electronics logistics and distribution company for its 470,000 square-foot facility at 101 Commerce Drive in Humboldt East. The project is expected to be announced later this summer.

WORKFORCE DEVELOPMENT

CAN DO has developed a renewed sense of collaboration with Partners in Education (PIE) as a result of adding workforce development as a focus in its most recent strategic plan. To aid in this partnership, Jocelyn Sterenchock, CAN DO's Director of Economic Development, served as interim chair of PIE and was elected as chairperson in June of 2021.

Similar to CAN DO's target work regarding the entrepreneurial ecosystem, the organization is focusing on enhancing and strengthening a workforce development ecosystem where CAN DO and its partners can serve as a conduit between area industries and educational institutions.

To aid in its partnership with PIE, CAN DO's staff plans to continue their ongoing outreach program of visiting local industries and work to identify their workforce needs and training gaps. Staff can share data and trends collected from those visits with Partners in Education who can then reach out to its educational contacts and bring awareness to those needs.

When CAN DO and PIE partnered with the Greater Hazleton Chamber of Commerce to commission the Workforce Education and Training needs assessment in 2020, one of the largest factors revealed was the need for better communication between industry and educational outlets. The assessment also shed light on the need for more awareness regarding career opportunities available in Greater Hazleton, the education and training requirements needed to fill those positions, where individuals could access that training, how to access financial resources for training, and, finally, what companies employ individuals with these skills.

With the data collected through its strategic relationship with CAN DO and other partners on the marketing committee, Partners in Education has created a multitude of programs

and initiatives to help bridge that gap between businesses and educators. For the past two years, PIE has held its very successful Pathway to Healthcare Careers program for eighth grade students throughout the region. As a result of that program's success, the organization is

planning to expand the program to provide pathway programming for additional fields such as engineering, math, technology, arts and culture - as well as careers in the trades. PIE is also working to implement more interactive career awareness days throughout schools within the Hazleton Area School District which will include guest speakers, on-site career days, and more.



Girl Power in STEM speakers pictured with Partners in Education Executive Director, Cathy Colangelo.

In addition to helping PIE facilitate industry connections, CAN DO has sponsored PIE's Girl Power in STEM conference and its participation in NEPIRC's Manufacturing Day. The latest Girl Power in STEM event, which focused on 'outside of the box STEM careers', was held in a hybrid fashion and reached more than 500 students in schools across Northeast Pennsylvania.

Although the Hazleton Works Campaign was initially funded through the CARES Act when launched in 2021, Partners in Education now manages the campaign through paid memberships from local businesses, industries, and educational partners.

The committee continues to place a heavy focus on the identification of gaps in the workforce ecosystem and spends much of its time discussing partnership opportunities that may be able to tend to those needs. Currently, members of the Marketing committee, in partnership with Partners in Education, are working with members of the Hazleton Area School district as well as local post-secondary educational institutions to discuss future training needs for the expected future growth of the Greater Hazleton area.

A graphic for the 'Hazleton Works' campaign. On the left, a blue vertical banner contains the text 'A better career is possible here.' and a flowchart with five steps: 'Visit the website', 'Take the career quiz', 'Find the perfect job match', 'Get the training you need to land that job', and 'Launch your new career!'. To the right of the flowchart is a smartphone displaying the Hazleton Works website. Further right is a photograph of a smiling man in a blue shirt standing in a factory setting. Below the photo is a speech bubble that says 'Hazleton works for manager jobs'. At the bottom right, there is a text block: 'There are plenty of Hazleton businesses looking to fill a variety of skilled jobs. Did you know you can get training to work those specialized jobs? That's where Hazleton Works comes in. Our partners and resources can help you find the right program to place you in a new job with better benefits. The only thing that stands between you and your new career is just a few weeks of training - what are you waiting for?' Below this text is the 'HAZLETON WORKS' logo with the tagline 'Learn here. Earn here.' and the website 'Start your new career journey at HazletonWorks.com'.

The Hazleton Works campaign continues to build awareness regarding the many career training and placement opportunities available in Greater Hazleton.

Community Relations Committee

The Community Relations Committee remained focused on maintaining organizational traditions while also transitioning to a future with new events and greater involvement from the Student Action Committee. The Community Relations staff and committee members take great pride in connecting with business leaders through the Curb Appeal Awards ceremony as well as working with the Student Action Committee members on CAN DO's signature events – Operation: CAN DO, CAN DO Community Christmas, and the new Downtown Hazleton Tree Lighting Ceremony, held at CAN DO Community Park.

In September, the Community Relations Committee returned to hosting an in-person gathering for the 14th Annual Curb Appeal Awards. EAM Mosca received the overall Curb Appeal award and was also the winner of the '100+ Employees' category for Valmont Industrial Park. Longtime EAM Mosca employee, Robert J. Rayno, handled all of the company's landscaping work and was in attendance to accept the awards. Additional winners were Burger King, Capriotti's Palazzo, Hazleton Area Academy of Sciences, IRIS USA, Johns Manville, PFNonwovens, PPL, The Hershey Company, Tosca LTD, and US Cold Storage.

The Student Action Committee collaborated once again with Freeland American Legion Post 473 for the 17th Annual Operation: CAN DO. Under the direction of Commander Gerald Gaffney, the Student Action Committee and Legion members used the donated items from local schools

and industries to prepare care packages for service members with ties to the Greater Hazleton Area serving away from home for the holidays. Event co-chairs Ryan

Hastings and Jayce Sanchez were instrumental in planning and executing the drive with assistance and direction from CAN DO board chair Charles Burkhardt and Student Action Committee advisor Cal Herring.

On December 1, the 28th Annual CAN DO Community Christmas kicked off the holiday season at Christ Lutheran Church in downtown Hazleton. The event featured performances by band and choir students from the Hazleton Area High School, McAdoo-Kelayres Elementary/

Middle School, and Heights-Terrace Elementary/Middle School. Event co-chairs, Amelia Bredbenner and Lucy Olander, as well as the rest of the Student Action Committee, created the event logo and t-shirt design and were in attendance the night of to greet families as they enjoyed the festivities.

In keeping with CAN DO's goals to continue participating in the improvement of downtown Hazleton and bring more attention to the CAN DO Community Park at Laurel and Broad streets, the Student Action Committee hosted

the inaugural CAN DO Community Park Tree Lighting Ceremony on December 3. The event, which was held during Downtown Hazleton's First Friday, was a great success and committee members received many positive reviews from the community. The evening began with Santa and Mrs. Claus lighting the tree, followed by feature performances



EAM-Mosca won the overall award during CAN DO's 14th annual Curb Appeal Awards ceremony in September at the Residence Inn by Marriott.



Members of the CAN DO Student Action Committee and Freeland American Legion Post 473 completed the 17th annual Operation: CAN DO drive in November.

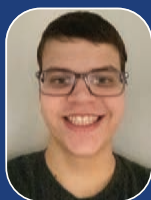
Junior year members of the CAN DO Student Action Committee



Anni
Encarnacion
Peralta



Mason
Mazurkiwecz



Jack
Nemschick



Jayce
Sanchez



John
Schwear III



Jaycol
Tejada



Ava
Ziegler



CAN DO Student Action Committee members and staff members are joined by Board Chair, Charles Burkhardt, and Community Relations Committee Chair, Cal Herring, for a group photo at the annual CAN DO Community Christmas event.

from the Olde Towne Carolers and CAN BE Innovation Center client, Keystone Ballet Academy. Student Action Committee members, including event co-chairs Amelia Bredbenner and Lucy Olander, were on hand throughout the three-hour event to serve complimentary hot chocolate, courtesy of Milkhouse Creamery. Following the event, the Community Relations Committee discussed adding more decorations to the park next holiday season, including a star on top of the tree and additional garland for the fencing around the park.

Their dedication to planning and coordinating this new event was one of the many ways the Student Action Committee, which is under the guidance of Community Relations Chair and Student Action Committee advisor, Cal Herring, and CAN DO Community Relations Specialist, Amy Michelli, had a greater involvement this past fiscal year.

The Community Relations staff and committee continued their work of coordinating networking events, community activities, and ribbon cuttings. Of those celebrations, CAN DO welcomed the Board of Directors back to the Renaissance Center in January for its first meeting since the office renovations were completed. Members of the board

were greeted by CAN DO staff for tours throughout the renovated facility prior to the January board meeting and were sent home with locally baked sweets from Kiki's Bakery in West Hazleton.

In April, CAN DO staff and board representatives helped keep the industrial parks clean by participating in the

Greater Hazleton Chamber of Commerce's Great PA Cleanup. The group spent the morning cleaning up along Route 924 entering Humboldt Industrial Park and received many compliments from area residents and employees for the work they were doing.

Lastly, Community Relations staff assisted CAN BE with the planning and implementation of an open house held on June 10th at the Innovation Center where NEPIRC proudly cut the ribbon on their new Hazleton office. Cross departmental involvement in efforts such as these aligns with the department's annual plan of work to streamline efforts where needed.

Overall, the Community Relations Committee had a very active and robust year and is working on exciting ways to build and enhance departmental activities within the next fiscal year.



Members of the CAN DO staff, Board of Directors, and Student Action Committee took part in the Great PA Cleanup along route 924.

Relations staff assisted CAN BE with the planning and implementation of an open house held on June 10th at the Innovation Center where NEPIRC proudly cut the



Some members of the CAN DO board, staff, and student action committee pose for a photo with Santa and Mrs. Claus at the first annual CAN DO Community Park Christmas Tree Lighting event in December.



STUDENT ACTION COMMITTEE

Graduating members talk about their experience



"My experience as a student member of the Board of Directors was a positive one. Before being on the board, I never realized how much work goes into running a company. It was really eye opening to see how a successful company operates and how all different members of the board work together to do what needs to be done. My public speaking has also improved due to being a member of the Board."

— **Amelia Bredbenner**



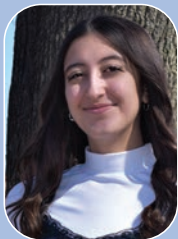
"During my time as a student member, I brought the STEM School's participation in Operation CAN DO to life. As a high schooler, you are handed answers and guidance from the start, lacking independence (to create). I wanted to make the drive a success and developed skills in communication, design, and even passion (for volunteering). There is no greater skill than being able to take action for the things you want."

— **Ryan Hastings**



"It was great to see and learn the way meetings are professionally done and what type of topics are covered. I participated in activities in the community which was great to be a part of. I got to work on skills like time management, working with others, and speaking in front of superiors."

— **Tim Maguschak**



"I thoroughly enjoyed my time on the Student Action Committee. Being a part of this organization and working to better the Hazleton area was one of the most cherished aspects of my high school career and something I will remember far beyond graduation. The knowledge and experience I have gained throughout my time with CAN DO has made me a better person and helped prepare me for my future endeavors."

— **Lucy Olander**



"During my time on the Board of Directors, I have enjoyed meeting and working with other area students that I otherwise might not have had the opportunity to meet. I thoroughly enjoyed working with the Board of Directors while planning events. It gave me the chance to witness firsthand how important organizations like this are to our community."

— **Walter Pavlick III**



"I found the student committee to be a helpful and committed group. I learned leadership and how to work with others. I also saw how large businesses run."

— **Kallen Selby**



"I liked being on the Student Board of Directors because I got to participate in different ways to help my community. I learned how to be responsible with deadlines and I improved with my overall communication skills."

— **Daniella Vasquez**



REPORT FROM VICE CHAIR TERRY MALLOY

Committees: Finance and Property

Overall, it was a great year for CAN DO thanks to guidance from members of the board and the diligent work from the staff.

Particularly, I would like to recognize the efforts of those on the Finance and Property Committees. Especially the efforts of the Finance Committee Chair, Barbara Cassise, and Property Committee Chair, Jeff Mason Jr. I would also like to thank CAN DO's Chief Financial Officer, Patricia

Gendler, CPA, and Director of Operations, Greg Kurtz.

Additionally, I'd like to recognize CAN DO staff members Senior Accounting Specialist, Kathryn Kline, Accounting Specialist I, Karen Martinez, Assistant Director of Operations, Raiana Nichols, Project Manager, Cody Wood, Operations Assistant, Dana DeLucca, Senior Maintenance Technician, Brian Demshock, Utilities Specialist, Daniel Bove, and Water Utility Specialist, Evan McKenzie.

Finance Committee

When CAN DO created its latest strategic plan, the most significant action item for the Finance Department was the development of a sustainability index for the organization, with the goal to attain a calculated index of 100 or more, or in other words, sustain itself independent of land sales.

With several strategic decisions to invest proceeds of land sales while controlling debt, CAN DO is now in a strong position financially and continues to rise closer to reaching its internal goal of 150 percent with respect to the sustainability index. As of April 2022, the organization was at 130 percent sustainability, which is an 11 percent increase from the end of fiscal year 2021. As a point of reference, when comparing CAN DO's sustainability over time, the organization was at 40 percent at the time it began tracking the metric but has consistently reached a mark well over 100 percent sustainability for the past several years.

The significant increase to the sustainability index is due, in part, to the revenue received from serving as a utility provider as well as a leasing agent. While both the utility division and leasing portfolio are also a means to assist in the mission of the organization, these areas are crucial to CAN DO's success as their revenue covers fixed operational costs such as real estate taxes, interest on loans, overhead, and insurance. Although CAN DO's revenue has always come from these income sources, the Finance Department has made a concerted effort to show a detailed breakdown of CAN DO's net revenue minus its expenses and compare the total to overhead numbers when reporting this information to aid in decision-making.

There were several significant sales this fiscal year totaling over \$14 million, which further improved the

organization's financial position. The Hazleton Area School District purchased Office Building #1, located at 10 Azalea Road in the CAN DO Corporate Center, and will use that property as the future home for its Arts and Humanities Academy. Saxum Real Estate purchased three sites in Humboldt Industrial Park and Flint Development



The future home of the Hazleton Area School District Arts and Humanities Academy.

finalized a deal for Humboldt Northwest Site 2 that was several years in the making.

CAN DO's profit margins on land and building sales, which is the ratio of Sales Price compared to the costs associated with the sale, is approximately 65 percent for the current fiscal year. This ratio has increased over recent time due to a strategic shift in

how the organization obtains permits and other land development tools on select industrial sites. This change has allowed for more desirable industrial sites, which leads staff to negotiate a more competitive price per acre.

In addition to its successful growth, CAN DO decreased its debt by \$6 million over the past year and paid off a refinance loan from 2008. The organization has increased its assets by 30 percent over the past 15 years and the total now stands at \$88 million, an amount that is more than double where it was in the late 2000s.

Throughout the year, CAN DO staff worked to secure additional lines of revenue, identify areas for improved profitability, and seize opportunities to acquire buildings to add to its leasing portfolio.

The Finance Committee was instrumental in reviewing CAN DO's overall financial progress while also monitoring the performance of the FNB Trust investment account as well as the audit and 990. The committee spent time examining the plan of work for the department and updated the Finance Committee Charter which sets the direction for the committee.



Work on the future home of Amapharm is progressing and is expected to be completed in September of 2022.

The Property Committee had an active year of work on its utilities, facilities projects, and ongoing development activities.

UTILITIES

A significant investment in CAN DO's utility division was made to upgrade its water systems this fiscal year. These changes, which are in line with CAN DO's strategic plan, will offer staff precise control over the treatment of the water that is provided to its industries.

CAN DO's Operations staff focused much of its efforts on the Humboldt Industrial Park water system, adding automated controls to wells 1, 7 and 8. These controls will allow CAN DO to better regulate the horsepower of the pumps at each well while also monitoring the chemical feed systems which will provide for more consistent water quality and pressure all while staying within regulatory limits for withdrawal as set by the Susquehanna River Basin Commission. Additionally, this system allows the Operations staff to monitor live data as to how each of the wells are functioning, changing the efficiency of the system's operation completely.

In addition to the automated controls, staff began the design of a water filtration system for each of its Humboldt wells to aid in the compliance of regulations as set forth by the Department of Environmental Protection (DEP). Currently in the initial stages, a feasibility study was completed to determine what type of filtration options would satisfy the short- and long-term requirements of CAN DO's system, what equipment is needed, and the estimated cost. To move this project forward, engineering designs developed from the feasibility study have been submitted to DEP with CAN DO now awaiting permit approval.

Overall, these projects will increase the department's efficiency and improve water quality within CAN DO's distribution system.

CAN DO also worked on extending its sewer lines to

connect with Humboldt Northwest Site 2 to accommodate Flint Development's planned projects. Flint is constructing two facilities that are expected to be completed early second quarter of 2023. Engineering and permitting are nearing completion

with construction expected to be finalized this summer. Mapping of water and sewer lines within CAN DO's



Little Leaf Farms has completed its first of 6 greenhouses.



Pictured above is the 15 acres of land reclaimed by CAN DO through assistance of the Bureau of Mine Reclamation (BAMR).

Geographic Information System (GIS) was also completed in the fall of 2021. While this will be an ongoing project, staff now has a current record of all water and sewer lines, including a majority of valves and manholes throughout its parks. Data will continue to be added to the system as new information and items are located. Additionally, staff plans to add all CAN DO maintained infiltration, retention, and detention basins within the parks to the system as well.

FACILITIES

CAN DO completed several paving projects within the fiscal year, including the parking lots of its multi-tenant buildings located at 512 Forest Road and 209 West Clay Avenue. Additionally, CAN DO also paved the cul-de-sac located at the south end of Maplewood Drive in Humboldt Industrial Park which allowed for Hazle Township to formally accept that final leg of Maplewood Drive as a public road.

Renovations and upgrades were also made to 125 Butler Drive, including updating the existing office area and reconfiguring the floor layout to create an additional 4,000 square-feet of warehouse space for the tenant. Additionally, CAN DO replaced the electric heating units throughout the facility which will improve energy efficiency at the building. Separately, work is also underway to install new HVAC units in the office and retail sections at 209 West Clay Avenue.

CAN DO assisted in the fit-out Valmont Industrial Park tenant, Muzo, as they renovated the property located at 360 Kiwanis Boulevard in Valmont Industrial Park for their US headquarters. The initial phase of the project called for the installation of an outside deck and common area to display the company's outdoor furniture line. Future phases of the project include the construction of a showroom at the front of the building, a recording studio, and makerspace that music and choral students from local schools can use.

Lastly, in an effort to maximize usable square footage and improve space available for staff, the CAN DO offices and conference rooms were renovated during the fall of 2021. The renovations included aesthetic upgrades such as fresh paint, new carpeting and the installation of new furniture, equipment, window shades, and lighting.

PROJECTS



Work on the extension of Route 424 from Interstate 81 into Humboldt Industrial Park continues.

In the summer of 2021, CAN DO led an expedited design and bidding process to meet the schedule needs of German nutraceutical manufacturer, Amapharm. Shortly thereafter, CAN DO and the selected contractor began site preparation work for the construction of the 43,500 square-foot build-to-suit facility in the CAN DO Corporate Center.

This work did not come without challenges; between supply chain issues for materials, harsh winter weather and organic material onsite, delays to the project



Niagara Water completed its 1.2 million square-foot facility in Humboldt North-West and has started production.

were imminent. However, in working with the team of contractors and vendors to establish a plan to make up time through longer hours and allowing multiple vendors onsite at once, the project remains on schedule and is expected to be completed in September of 2022.

Amapharm also chose to fit-out a second production room to meet their growing needs to supply more product. Completion of this additional production space, which is expected to happen by December 2022, will allow Amapharm to occupy and utilize the entire building footprint.

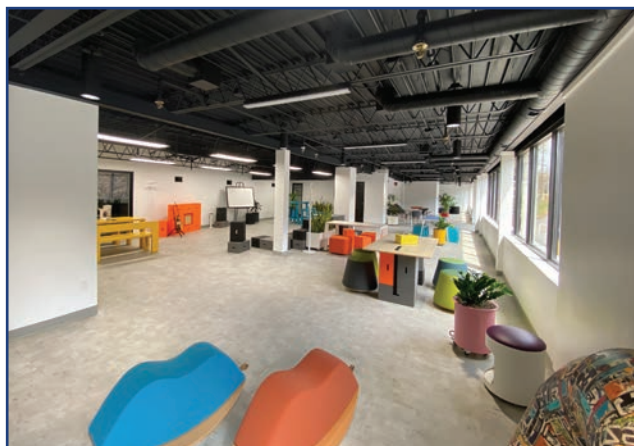
CAN DO continues working to complete the White Birch Road extension project as PennDOT has begun its portion of the project and anticipates potentially finalizing the connection of Route 424 and Interstate 81 by the end of 2023. The new road is part of an ongoing project that began in 2018 to create a second access road into Humboldt Industrial Park from Route 424, the Greater Hazleton Chamber of Commerce Beltway, as well as provide another outlet to reach Interstate 81.

Work is also nearing completion on the Humboldt North reclamation project, which began in 2019. In addition to the reclamation of a 15 acre tract of land,

the grant allowed for the construction of two stone access roads, two sediment basins, one sediment trap and two infiltration basins - all of which will be useful infrastructure already in place for potential, future grant opportunities to continue with the reclamation of the mine-scarred property. An application has been submitted to the Bureau of Abandoned Mine Reclamation (BAMR) for a second round of funding that could allow for the continued reclamation of additional land in Humboldt North.

Finally, Little Leaf Farms completed construction on its first 370,000 square-foot greenhouse, which is the largest of its type in the world, and is scheduled to plant their first products this summer. CAN DO assisted Little Leaf by

providing technical support while they installed water lines as well as a connection to the McAdoo well house #1. This connection helped to supply Little Leaf Farms with untreated water to begin their seeding process as the organization continues to work to locate a second water source that could handle the proposed six greenhouses planned for the site. In addition to well connection, rainwater collection basins and tanks were also installed on the site for supplemental water supply.



Recently completed renovations done in conjunction with long-time tenant, Muzo, who located their US headquarters to CAN DO's multi-tenant building one in Valmont Industrial park last year.



REPORT FROM VICE CHAIR NEAL DEANGELO III

Committees: CAN BE and Economic Development

Fiscal Year 2022 has been full of entrepreneurial and small business development as staff worked diligently to assist business owners throughout Greater Hazleton. I would like to recognize the efforts of those on the CAN BE and Economic Development committees, as their guidance was invaluable to the work performed by staff throughout

the year. Thank you to CAN BE Committee Chair, Krista Schneider, and Economic Development Committee Chair, Carla Thaller, for their leadership.

Additionally, I'd like to recognize CAN DO's Director of Economic Development, Jocelyn Sterenchock.

CAN BE Committee

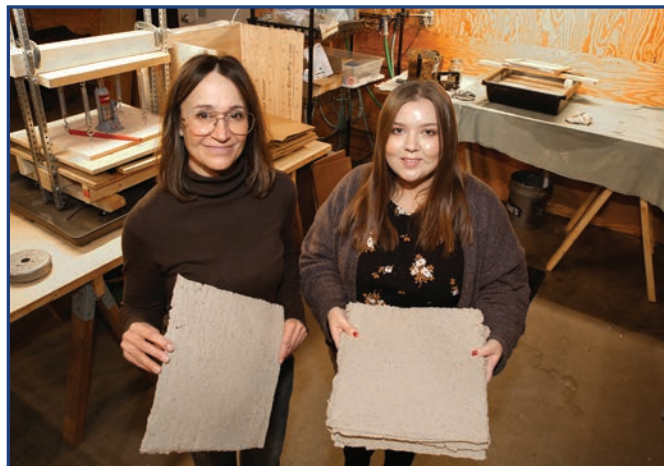
This fiscal year, the CAN BE Committee focused its initiatives on the development of Innovation Center tenants as well as building upon the partnerships and client base within The Hazleton Innovation Collaborative (THInC).

The CAN BE Innovation Center is currently 91% occupied, with nine incubator clients leasing 64% of the rented space. Seventy-one percent of the facility's tenants are women-, veteran- or minority-owned businesses. In addition to the physical clients within the Innovation Center, CAN BE worked with 53 businesses and/or entrepreneurs through the incubator's virtual program this fiscal year, resulting in the total creation and/or retention of 78 jobs.

VizVibe, a tech company specializing in interactive digital content, creation, and storytelling using augmented reality (AR), moved into the Innovation Center last summer and has seen significant growth in its first year within the facility. The company made a strategic pivot from focusing on education-based clients to manufacturing as its desired end user and has acknowledged the location of



VizVibe, a tech company specializing in interactive digital content creation and storytelling using augmented reality (AR), found the perfect place to make new connections and build partnerships at the CAN BE Innovation Center.



Krista Schneider, left, and Lauren Youngcourt are using manufacturing space within the CAN BE Innovation Center as a prototyping site to test products for garden startup Shared Roots after winning the regional tecBRIDGE Business Plan Competition in 2021.

CAN BE, as well as the connections provided by staff, have helped to make the transition a successful business move. By being located within the Innovation Center as a KIZ (Keystone Innovation Zone) eligible company, VizVibe is able to capitalize on this state-based incentive which allows startups to leverage growth in profit as a sellable tax credit after three years of being located within a KIZ-approved zone.

Once brokered, the tax credit becomes cash-in-hand for entrepreneurs and startups to leverage for their business needs such as payroll, equipment acquisition, facility expenses, and general working capital.

The Northeastern Pennsylvania Industrial Resource Center (NEPIRC) opened an office in the Innovation Center in March of 2022. An example of how CAN DO is working to enhance partnerships and resources offered to entrepreneurs, NEPIRC joins Partners in Education

and the Northeastern Pennsylvania Manufacturers and Employers Association as service providers already located onsite to assist clients. Additionally, several

outside organizations offer monthly and/or quarterly office hours for entrepreneurs at the Innovation Center.

Shared Roots, which upcycles spent grain into biodegradable garden products, also moved into the Innovation Center earlier this year. In addition to a cash prize founder Krista Schneider received for winning tecBRIDGE's 19th annual regional competition, Shared Roots also received six months of donated space within the CAN BE Innovation Center.

In addition to the new tenants, several existing clients are finding growth and success in the Innovation Center.

Ranek Technologies, which moved in last fiscal year, launched its photo-sharing app, Kaydri, in November and is now earning revenue. Founder and developer Joe Halcisak won the Wild Card Division of the 20th annual tecBRIDGE Business Plan Competition in April and also received a \$2,500 microgrant from tecBRIDGE to advance marketing and promotion for the app.

Keystone Ballet Academy, which recently began offering yoga classes and held its first student recital in June, added an additional 860 square feet of studio space, which doubles the amount of space it occupied when it first moved into the Innovation Center in 2017. KBA now occupies two studios and an office space.

The following companies renewed their leases within the Innovation Center this fiscal year: Floor Covering International, Alpaca Distribution, NSB Trainers, Transfusion/Northstar Logistics, Knighttime Media, the Manufactures

and Employers Association, Graphic Comm Union, and Partners in Education.

Although IntelliGreen is no longer leasing office space within the Innovation Center, the company is the first to participate in CAN BE's new shared-use program, which allows virtual clients access to shared space and a professional mailing address within the Innovation Center. This program is designed to help startup companies who need a professional place to host meetings and receive mail but do not need office space on a regular basis.

Halogen Hair Company, which CAN BE worked with as part of its outreach to startup entrepreneurs operating across Greater Hazleton, marked its third anniversary last summer and announced that it had grown to a team of

eight employees and added three experienced stylists, two assistants, and one esthetician. CAN BE staff worked with Halogen Hair Company's owner, Ashley Evert, on devising HR and accounting plans that allowed the business to grow and take on more employees. Halogen also received a \$2,500 microgrant from tecBRIDGE to become Luzerne

County's first Green Cycle Salon. This designation commits Halogen Hair Company to recycle all of its waste, including hair and hair products, to neutralize their carbon footprint.

In addition to the many services CAN BE provides startup companies



CAN BE staff has worked with Halogen Hair Co. for several years to assist the owner with growing her business. Halogen used a microgrant from tecBRIDGE to assist in becoming the first Green Cycle Salon in Luzerne County.



CAN DO assisted several entrepreneurs in launching food businesses from the Hazleton Kitchen Incubator in the Hayden Family Center for the Arts in downtown Hazleton including L&B Sweet Treats, above, and Baranko's Pizza at right.



independently, Attorneys Frank Vito and Lawrence Zale now offer pro bono legal services a few hours a month to CAN BE clients as part of The Hazleton Innovation Collaborative (THInC). This ties into CAN DO's goals to enhance partnerships and relationships that help entrepreneurs.

As part of its virtual and community outreach, CAN BE helped several startup food businesses launch their operations within the Hazleton Kitchen Incubator, located inside of the Hayden Family Center for the Arts in downtown

Hazleton. Sweets by Melendez, L&B Sweet Treats, Carola's Bakery, and Baranko's Pizza all launched their Hazleton-based operations within the past year thanks to access to shared kitchen space. The kitchen incubator program gives regional food and beverage businesses a low-risk opportunity to start small, test and develop a business idea, and scale their operations without the cost of equipping and maintaining their own commercially-licensed culinary facility.

The THInC members also launched a microgrant program earlier this year to award \$2,500 to any new and/or expanding food-based business that operates out of the Hazleton Kitchen Incubator. The microgrants were funded through the Truist Foundation, which awarded a \$15,000 grant to the Downtown Hazleton Alliance for Progress, on behalf of THInC. The grant will provide financial support to culinary entrepreneurs participating in the partnership's



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Kitchen Incubator Program to assist in the reduction of financial barriers associated with the licensing process.

CAN BE also collaborated with The Hazleton Launchbox, as well as other THInC partners, to host the first Downtown Hazleton Global Entrepreneurship Week in November. The virtual event, which featured more than 20 speakers and sessions, was extremely successful and had more than 1,000 viewers, leading the region to rank 35th in the world

out of 2,000 partners for top performance. Penn State Hazleton, Lackawanna College and Luzerne County Community College all participated in the event.

Finally, as part of its local and regional partnerships, CAN BE sponsors the Greater Hazleton Chamber of Commerce's Young Entrepreneur of the Year and Young Innovator of the Year awards. Staff also mentors students who enter the tecBRIDGE High School Business Plan and Big Idea Essay Competitions.

Carolina Polanco, co-founder of Alpaca Distribution and a client of the Hazleton Kitchen Incubator, received the Young Entrepreneur of the Year Award during the Greater Hazleton Chamber of Commerce's Annual Business and Community Awards Luncheon last November.

In April, Hazleton Area Academy of Sciences (HAAS) juniors Kaitlyn Marley, the Young Innovator of the Year award winner, and classmate Jacob Marinock won the tecBRIDGE High School Business Plan Competition for developing a plan to make a medical device for dialysis patients, called a Fistula Stimulator, more efficient.



Jocelyn Sterenchock presents Carolina Polanco Pozo with the Young Entrepreneur of the Year award at the Greater Hazleton Chamber's award ceremony in October.



The Hazleton Area School District had strong representation at the regional tecBRIDGE Business Plan award ceremony as senior Perla Villegas won the BIG Idea Essay Competition, sophomores Kaitlyn Marley and Jacob Marinock won the High School division, and Academy of Sciences alumni, Joseph Halcisak, took home the Wild Card award for the overall event.

Economic Development Committee

This year, the Economic Development Department worked hard to establish and maintain relationships with local businesses and industries through the Engage! program, participated in a Latino business outreach campaign, and secured loans and grants for three major CAN DO projects.

CAN DO's staff visited nearly 60 businesses through Engage!, a statewide business retention and expansion program that is coordinated by the Pennsylvania Department of Community and Economic Development, in addition to several Latino business walks throughout Downtown Hazleton and other organization-based outreach programs to interact with local industries.

The overall goal of these outreach initiatives is to build relationships with the businesses of Greater Hazleton by connecting with key decision makers. Once the relationship is formed, CAN DO may assist business and industry members by identifying the appropriate local, state and federal resources to meet their needs for growth or retention. Additionally, these visits help to reveal helpful data such as the number of new jobs being created, open positions within these companies, wage rates, benefits, and other workforce patterns.

As part of these visits, CAN DO had the opportunity to tour the newly-operational Nexii facility within the City of Hazleton, as well as the local Amazon facility where department staff learned more about the work that is done within the Hazleton distribution center and how it connects to other centers throughout the tri-state area. CAN DO staff also met with an existing commercial flooring distribution center that is looking to relocate its manufacturing operations to Hazleton, resulting in the creation of roughly 40 full-time manufacturing jobs in the area.

To further its connection with the Latino business community,

CAN DO partnered with the Downtown Hazleton Alliance for Progress to perform a series of business walks. These walks were designed to educate the main street business

community of the many ways CAN DO can assist with business planning, financing, and general technical and/or operational services, which is part of the organization's strategic plan. Overall, these visits helped local business owners to interact with someone at CAN DO and begin building a relationship of familiarity and trust.

CAN DO holds park association meetings for both Humboldt and Valmont to remain informed about the activities and concerns of the companies in these parks. These meetings have allowed CAN DO officials to have a direct connection with company officials and improve its relationships with the

companies in the parks.

In September, the Economic Development Committee organized a meeting of the Valmont Park Association. Members of the association, West Hazleton Borough, and CAN DO met to discuss West Hazleton Borough's plan for replacing the deteriorating bridge on Jaycee Drive in the park.

Internally, the Economic Development Department created

a package request to the Pennsylvania Industrial Development Authority (PIDA) that resulted in CAN DO being approved for a \$2 million loan at 1.50% for 15 years to assist in the development of the Amapharm project, located on Site 19 in the CAN DO Corporate Center. The closing on the loan is pending.

Staff also worked to apply for additional grant funding from the Abandoned Mine Land Economic Revitalization (AMLER) program to



Staff worked with Fermin Diaz of the Hazleton Launchbox to visit several Hispanic owned businesses throughout the area.



Dominic J. Yannuzzi, PE, CM, outlines details of the steps being taken by West Hazleton to make extensive upgrades to a bridge in the Valmont Industrial Park during a meeting of the Valmont Park Association.

aid in the completion of the Humboldt Industrial Park Bureau of Abandoned Mine Reclamation (BAMR) project. This project started in 2019 to improve 40 acres of mine-scarred land in Humboldt North with the intent of making the site suitable for development in the future.

In keeping with CAN DO's strategic plan to continue participating in the revitalization of the City of Hazleton, the Economic Development Department worked to secure

more than \$500,000 in grant funding for the ongoing revitalization of the 11,000 square-foot vacant property at 21-23 West Broad Street in the core block of downtown Hazleton's central business district.

In addition to the \$236,500 Keystone Communities Program grant that has been approved, CAN DO has submitted applications and is awaiting approval for a \$99,000 grant from the United States Department of Agriculture through the Rural Business Development Grant (RBDG) program and a \$250,000 local share account (LSA) grant from the Pennsylvania Department of Community and Economic Development. The funding that is received will be used to complete additional construction needs, including the installation of firewalls, sprinkler and HVAC systems, plumbing, electrical, and other critical infrastructure required to meet business codes.

The project is expected to resume this fall of 2022, once all necessary funding has been secured. CAN DO plans to use tangible projects, such as this one, to show the organization's long-term commitment to the City of Hazleton and its

belief that the downtown area can become a destination for Greater Hazleton and Northeastern Pennsylvania as a whole. Over the last five years, CAN DO has invested more than \$2.5 million into downtown Hazleton projects.



As part of the ENGAGE! program, CAN DO visited the Nexii facility in Hazleton.

Additionally, as part of the organization's goal to encourage and support entrepreneurial growth, CAN DO's focus remains on serving as a liaison between CAN DO's clients and partners to ensure that the clients are

getting immediate assistance with their requests. The organization plans to continue to assist small and start-up businesses with identifying the best path forward to becoming viable businesses and receiving government funding.

CAN DO has also pledged \$50,000 to StartUp NEPA, a new angel investment fund spearheaded by NEPA Alliance, which is designed to provide equity investments in

start-up and early-stage small businesses within the region. Although it's primarily designed to support start-ups and small businesses located within Northeastern Pennsylvania, the fund may extend help to businesses in other east coast states as well. So far, approximately \$300,000 has been invested into the fund through pledged contributions from community partners including Ben Franklin Technology Partners, SEDCO and NEPA Alliance themselves.

The Economic Development Committee continues to work together to identify challenges and explore solutions regarding access to capital for the businesses and industries within the area.



Local officials from CAN DO and the Chamber of Commerce joined PFNonwovens at its ribbon cutting on a new production line.



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Fiscal Year 2022

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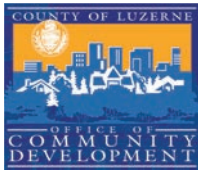
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1984-2020



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Hugh L. Campbell, III**
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Robert K. Gicking**
1976-1979



Paul Cerula**
1979-1982



John H. Wright, Jr.**
1982-1985



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1993-1994



Donald M. Pachence
1988-1991



Eugene M. Dougherty
1991-1993



Gary F. Lamont
1994-1997



Dr. Terrance M. Eyerly
1997-2000



Joseph M. DeBias
2000-2003



Robert J. Moisey
2003-2006



E. Thomas Sandrock
2006-2009



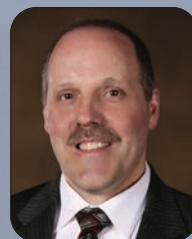
John J. Spevak
2009-2012



Llewellyn F. Dryfoos III
2012-2015



John Madden Ph.D.
2015-2018



William Magnotta
2018-2021

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