



DISCOVER
Lancaster

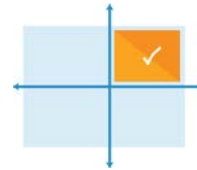
2020 Strategic Plan

Strategic Planning Engagement

In January 2018, the Discover Lancaster Board of Directors met to discuss a new three-year strategic plan.

Intervistas Consulting was retained to organize and facilitate the retreat.

Prior to the retreat the management team, Board of Directors, members, and other partners and stakeholders completed a comprehensive DestinationNEXT survey. This resulted in 147 responses from a wide array of stakeholder groups from around the Lancaster region.



DestinationNEXT Assessment

147 Responses

- 20 Staff
- 8 Board of Directors
- 11 Meeting & Event Planners
- 12 Tour Operators
- 7 Chambers of Commerce
- 89 Bureau Partners and Stakeholders

Major Accomplishments during the last 3 years

- Broadened the brand and changed the name of the organization to Discover Lancaster
- Reimagined all marketing and advertising strategies
- Substantially lessened the **County vs City** conflict
- Conducted research and implemented an advocacy campaign to generate appreciation about the power of tourism
- Improved relationships with community leaders
- Developed a solid, cohesive board
- Made significant inroads in the area of researching competitive challenges, funding needs and best revenue generation options
- Began the shift in mindset from association focus to ROI focus

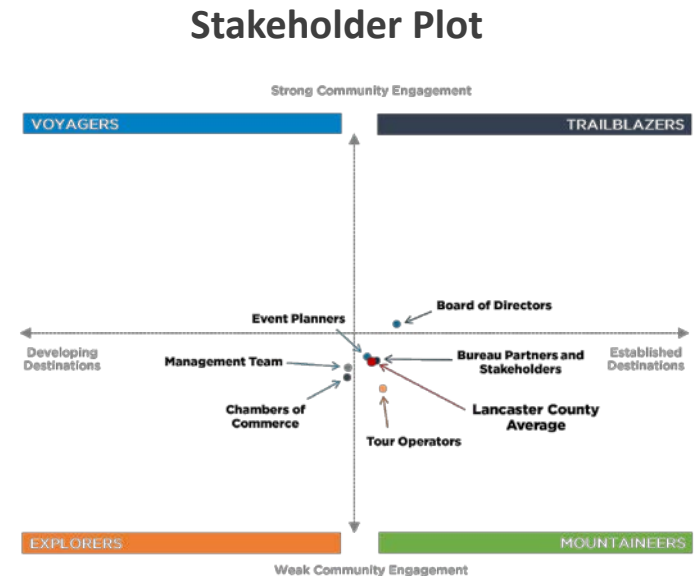
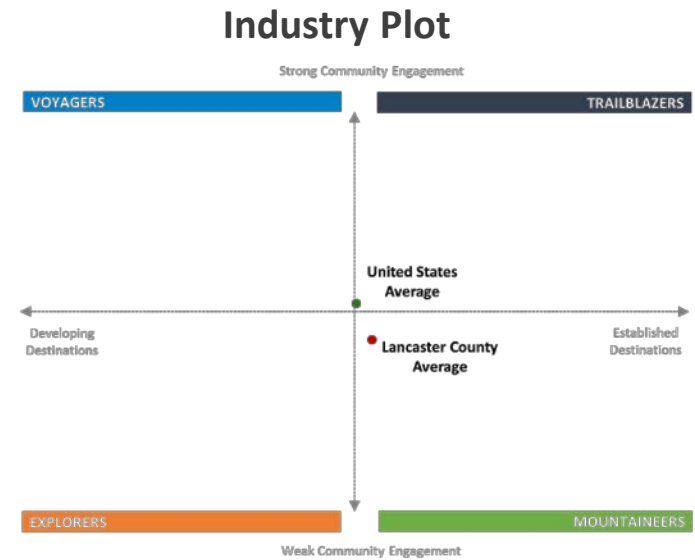
DestinationNEXT Assessment

The results of the DestinationNEXT Assessment completed by Discover Lancaster's stakeholders placed them in the Mountaineers scenario, with above average scores for destination strength and below average scores for community support & engagement.

- *A Destination Mountaineer realizes some benefits of tourism however, must realize their potential and work to improve community support and engagement.*

The Industry plot on the right shows the position of Lancaster relative to other destinations that have completed a DestinationNEXT assessment.

The stakeholder plot shown to the right signals that there was scattered alignment amongst the various stakeholder groups that participated in the assessment.



DestinationNEXT Key Takeaways

- Currently in Mountaineers quadrant with above industry average destination strength and below industry average community support & engagement
- Stakeholder groups are not closely aligned on the perception of the destination



Destination Opportunities

- International brand
- Road capacity
- Public transportation
- Air access
- Bicycle-friendly
- Sporting facilities & events
- Convention Center capacity & events



Community Support & Engagement Opportunities

- Funding
- Tourism master plan
- Local community support
- Corporate support

IDEAL FUTURE

The Board prioritized a list of potential accomplishments for Discover Lancaster during the next three years.

Rank	Ideal Future	Level of Importance
1	Secure a path to dependable funding	8.9
2	Improve relationship with city & county stakeholders	8.7
3	Evaluate the business model of Discover Lancaster	8.3
4	Develop a new marketing strategy to optimize the effectiveness of the organization in this digital economy	8.0
5	Continue to evolve the brand for Discover Lancaster	8.0
6	Coalesce the support of the hospitality sector	7.9
7	Increase community and public support of tourism	7.8
8	Determine future direction of visitor center	7.0
9	Improve governance of the organization	6.8
10	Complete a reorganization of Discover Lancaster	6.2
11	Expand involvement and engagement of organizations from outlying regions	6.2

Strategic Goals



Goal 1: Evolve and Elevate the Brand



**To be a top-tier
small destination in the U.S.**



Goal 2: Unlock Community & Stakeholder Engagement



Goal 3: Cultivate a Thriving Organization

Goal 1: Evolve and Elevate the Brand

Objective

Continue to
Evolve the
Brand for
Lancaster

- a) **Develop new marketing strategies to optimize the effectiveness of the organization in this digital economy**
- b) **Align sales resources with destination assets and competitive challenges.**
- c) **Determine future direction of Visitors Center**

Goal 2: Unlock Community & Stakeholder Engagement

Objective

Build Stronger Partnerships

- a) Improve relationships with public officials
- b) Increase community stakeholder's and public support of tourism
- c) Leverage the support of the current membership

Goal 3: Cultivate a Thriving Organization

	Objective
Strengthen the Organization and the Tourism Industry	a) Secure a path to dependable funding
	b) Evaluate the business model of Discover Lancaster
	c) Implement long-term governance strategy
	d) Align and develop staff competencies with evolving organizational responsibilities

A photograph of a rural road scene. In the foreground, a horse trailer is driving away on a paved road. To the right, there are white fences, a grassy field, and a utility pole. In the background, a house is visible on a hill. The text is overlaid on the right side of the image.

MISSION

**To inspire people
to visit and Discover Lancaster**

VISION

**To be a top-tier
small destination in the U.S.**

Values

- Integrity
- Passion for the Vision
- Innovative
- Guest-centric

Guest-centric
Innovative
Passion
Integrity
Vision