10-YEAR TOURISM MASTER PLAN

CITY OF LANCASTER, PA

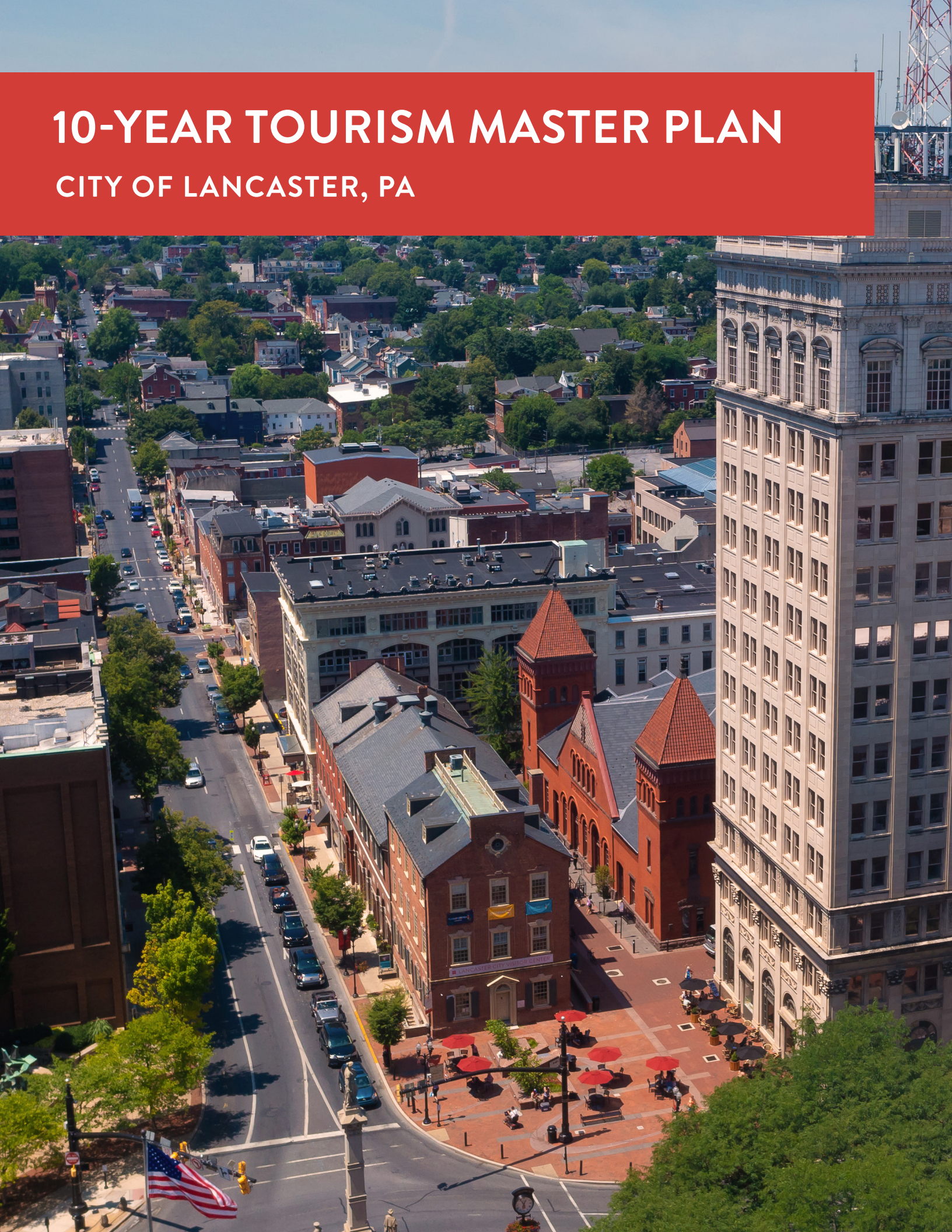


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Bead Works
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Benchmark Construction
CARGAS
Lancaster Central Market
Champs Barber School
Christiane David Gallery
Church World Service
Common Wheel
Community First Fund
Crispus Attucks Community Center – Community Action Partnership
Decades Lancaster
Demuth Foundation
Department of Public Safety
Department of Public Works
Ecklin Development
EDC – Lancaster County
Elite Coach
Executive Coach
Fig Industries
Franklin & Marshall College
Freinman Stoltzfus Gallery
Fulton Theatre
Happy Happy Joy Joy!
High Companies
Indian Organization of Lancaster County
Isaac's Restaurants
Islamic Community Center of Lancaster
Jewish Community Alliance of Lancaster
Karen Anderer Fine Art
Keisha Finnie, Artist
Lancaster Art Vault
Lancaster Arts Hotel
Lancaster Asian American & Pacific Islanders
Lancaster Chamber
Lancaster Clean Water Partners
Lancaster County Community Foundation
Lancaster County
Lancaster Gift Box
Lancaster Marriott at Penn Square
Lancaster Online
Lancaster Parking Authority
Lancaster Recreation Commission
Lancaster Science Factory
Lancaster Stormers
Larkstone
LNP LancasterOnline
Lifecare Centers of America
Meeder Development Corporation
Mezcla Ice Cream
Move It Studio
National Travel Center
Neighbors Café & Community Center
PA College of Art & Design
PA State Senate
Penn Medicine
PCA&D
PhotOlé Photography
Pocket Books Shops
Pottery Works
Red Raven Art Gallery
Red Rose Walking Food Tour
Sai Flys Drones
Spanish American Civic Association
Sullivan Consult, LLC
TFB Hospitality
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Vintage C&Y Shop
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And, more than 3,000 local residents who participated in surveys, focus groups, interviews, and validation sessions to ensure this plan effectively represented the diverse needs, vision, and priorities of the City of Lancaster.



EXECUTIVE SUMMARY

PURPOSE:

The City of Lancaster developed its first-ever Tourism Master Plan (TMP) to prepare an actionable roadmap for enhancing the quality of life benefits that the tourism economy brings to residents and business owners locally.

The plan thoughtfully recognizes and integrates tourism, as a major pillar of the local economy, into larger interdisciplinary citywide strategic planning, prioritization, and investment strategy.

The Tourism Master Plan is designed to be implemented over the next 10 years. Each recommendation is categorized into short-term (1-3 years), mid-term (4-7 years), and long-term (8-10 years) objectives to deliver a phased, iterative, strategic, and manageable approach to program development and maturation.

The full list of recommended actions is available at the end of this document.

To help align diverse stakeholders around a shared collaborative vision and execution strategy, the city, and its consultants, Eddy Alexander, used a community-led, data-backed, and industry expert-supported process to develop this plan. This plan was designed to expedite progress and enhance community access to the resulting cultural and economic benefits it supports.

VISION:

Lancaster City envisions a future where authentic, sustainable tourism enriches the historic community, empowers the local economy, and enhances quality of life for all residents while elevating the city's reputation as the vibrant cultural and economic heart of Pennsylvania Dutch Country.



FUNDING:

This first-ever Tourism Master Plan for the City of Lancaster, was made possible by two generous grants from the High Foundation ($150k) and the Pennsylvania Department of Community and Economic Development ($100k).

The year-long project was the first official citywide effort at this scale specifically designed to integrate visitor considerations and economic benefits into local planning efforts. It is thoughtfully aligned to the city's existing comprehensive plan and builds upon academic research and proven destination development best practices. It is centered on local cultural, artistic, natural, and historic assets, as well as opportunities that uniquely exist in Lancaster City. It has been guided by experienced partners who specialize in helping communities maximize their economic and quality of life potential through tourism.

OBJECTIVES:

Lancaster City, PA recognizes that it can leverage strategic tourism planning, thoughtful destination development, informed promotional investment, and effective management best practices to:

- Generate sustainable economic growth through the local tourism economy
- More authentically and consistently communicate the community's uniquely welcoming, historic, and multi-faceted value proposition to visitors
- Position tourism as a catalyst for economic development, attracting future investment and growth opportunities to the local economy
- Strengthen the city's position as the economic hub of Lancaster County and the broader Dutch Country Roads region
- Preserve and enhance the independent business ecosystem that makes Lancaster City distinctive
- Improve quality of life for residents with increased shopping, dining, and entertainment activity options

METHODOLOGY:

The City of Lancaster Department of Neighborhood Engagement partnered with Eddy Alexander, an international award-winning tourism and economic development marketing and growth strategy consulting firm, to design and facilitate a community-led, data-backed analysis of the community's current assets, aspirations, concerns, priorities, and objectives.

The community stakeholder engagement strategy used to develop the Lancaster City Tourism Master Plan involved an extensive, inclusive, and multi-phase approach designed to ensure representation and input from a wide range of stakeholders.

This process included local, regional, and visitor surveys, focus groups, interviews, live polling events, public validation workshops, and minority group representation checks and supplements. These efforts ensured that the plan accounted for the views of all neighborhoods, cultures, age groups, and business types, as well as the needs and desires of existing and target visitors.

More than 3,500 stakeholders actively contributed to the planning process.



ACTION PLAN:

To realize the vision, Lancaster City has identified 143 detailed recommendations strategically mapped to the priorities outlined in the 'Our Future Lancaster' Comprehensive Plan. These recommendations align with seven specific goals that address the primary functions of place-based hospitality, tourism, and destination marketing and management responsibilities:

Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)

Designate a dedicated DMO to collaborate with state and regional counterparts in effectively promoting Lancaster City's unique history, culture, arts, architecture, food, and people.

Goal 2: Implement Industry Best Practices

Leverage the DMO to quickly adopt industry-standard operational best practices, accelerating the realization of cultural, economic, and quality of life benefits for Lancaster City.

Goal 3: Strengthen Branding, Marketing, and Promotion

Align and manage local branding, marketing, and promotional efforts to increase visitor awareness, consideration, and preference for travel to Lancaster City.

Goal 4: Foster Product Development

Identify opportunities for product development and collaborate with local stakeholders to create new offerings that support visitation growth goals.

Goal 5: Advocate for the Visitor Economy

Utilize the DMO as Lancaster City's official destination advocacy arm. Collaborate with state, regional, and national tourism organizations to ensure consistent regional promotion and develop programs that enhance the local visitor economy.

Goal 6: Champion Destination Sustainability

Use the DMO to develop policies, procedures, funding models, and campaigns that protect local assets and attractions. Focus on mitigating environmental impacts of visitor trends, balancing community needs with economic benefits, and ensuring long-term environmental and financial sustainability.

Goal 7: Pursue Data-Driven Decision-making

Conduct ongoing research to inform decision-making, prioritize investments, allocate resources effectively, benchmark performance, and mature the destination marketing and management program over time.

ACCOUNTABILITY:

Over the next ten years, the impact and success of the City of Lancaster's Tourism Master Plan implementation efforts should be routinely and systematically measured by:

Economic Impact

- Direct Visitor Spending
- Indirect Visitor Spending
- Sales Tax Collections
- New Business Licenses

Citizen Satisfaction/Quality of Life

- Local Net Promoter Score
- Local Assets, Attraction, and Experience Growth

Reputation Lift

- Average Length of Stay
- Repeat Visitation
- Net Promoter Score

Detailed recommendations on measurement strategy and performance management are included in the marketing program outline provided.



GOAL AND PURPOSE OF THE TOURISM MASTER PLAN

IN 2023, Lancaster County experienced a 4.3% year-over-year increase in tourism spending, welcoming approximately 9.92 million visitors who spent an estimated $2.58 billion. This spending supported 25,679 jobs in the county, including 16,922 direct industry positions. The total economic impact of tourism reached $3.4 billion.

Additionally, according to Discover Lancaster's Visitor Economy Report, authored by Tourism Economics and published in May 2024, the tourism industry generated substantial state and local tax revenue, effectively saving each Lancaster County household an estimated $1,169 in taxes.

While total visitation and visitor spending data inside the city limits has not historically been tracked, researchers estimate that approximately 11% of the total, or approximately $285 million, is currently being spent by visitors in Lancaster City stores, restaurants, hotels, and entertainment venues each year. These spending patterns underpin the importance of tourism to the local economy - creating local jobs, contributing to the local tax base, and as a result, helping to pay for important community services while stimulating additional business investment and economic opportunity.

Beyond the money, local tourism plays a crucial role in enhancing cultural exchange and understanding, supporting the preservation of historic resources, catalyzing investments in public spaces and infrastructure, and fostering civic pride and community identity.

Through careful planning and implementation, a tourism master plan seeks to balance the many economic and cultural opportunities related to local tourism growth with community goals and priorities including preservation of community character, quality of life for residents, and economic sustainability for the local small and independent business sector.

The goal of the Tourism Master Plan (TMP) is to guide the development of Lancaster City's tourism industry while serving as a blueprint for future tourism-related products, services, programming, and opportunities. The TMP was designed to integrate city programming and events aimed at increasing tourism with the opportunity to highlight and embrace the authenticity and uniqueness of the city which is rich in history and diversity. The TMP also focuses planning efforts, investment, and activities on promoting the city as a destination.

Lancaster City has a long history of comprehensive planning, but this is its first-ever tourism master plan. This plan recognizes the changing nature of tourism and incorporates thoughtful predictions about future trends into its recommendations. This TMP is designed to ensure the city adopts a modern approach to destination management and encompasses broader citywide initiatives and considerations, such as economics, workforce, and business recruitment, into the planning process to increase visitor spending and cultural appreciation, strengthen the local economy, and provide equitable benefit for the entire community.

For many communities, strategic tourism planning is fundamental to ensuring sustainable

economic growth, preserving community character, and maximizing the benefits of visitor spending while minimizing negative impact on local quality of life.

A well-crafted tourism master plan serves as both a roadmap and a framework for decision-making, helping to align resources, coordinate stakeholders, and achieve community-optimized outcomes.

The Comprehensive Plan, adopted by City Council in the Fall of 2023, specifically addressed the interconnected nature of land use and development, housing needs, the movement of people and goods, community facilities and utilities, compatibility of existing and proposed development (locally and with neighboring municipalities), natural and historic resource protection, and the reliability of future water supply. The 'Our Future Lancaster' Comprehensive Plan focuses City efforts on four strategic priorities: 1) strong neighborhoods, 2) safe places, 3) a sustainable economy, and 4) sound government. Together, these priorities paint a unified vision for a stronger, more equitable city.

While until now, the City of Lancaster had not pursued a similar comprehensive planning effort to ensure tourism, which is a major driver of the local economy, was fully integrated into this larger vision, nor fully considered how tourism can help support, advance, and help fund the city's larger goals and objectives, the 2023 'Our Future Lancaster' Comprehensive Plan also didn't ignore tourism. It specifically identified nine policy objectives driven directly by tourism that would drive future planning and prioritization. Accordingly, this plan has prioritized the same.

Per the 2023 Comprehensive plan, the City of Lancaster will:

- Recognize and support tourism and hospitality as a significant contributor to Lancaster City's economy. Ensuring that tourism initiatives are authentic and culturally inclusive (Policy EEO-3.6:)
- Complete a tourism master plan and expand partnerships with Discover Lancaster to expand local, regional and mid-Atlantic tourism (Action EEO-3.6A)
- Refine and promote the city's brand so it remains fresh, identifiable and compelling both locally and in the mid-Atlantic region (Policy EEO-3.1)
- Continue to position Downtown Lancaster as the economic engine of Lancaster City and the metro region (Policy PB-2:)
- Bolster historic and cultural tourism as an economic development tool (Policy SNH-2.2)
- Design and maintain high-quality public spaces for social interaction (Policy CPP-3.2)
- Recognize arts' potential to enrich residents, contribute to economic vitality, and enhance civic identity (Policy BCC-5.1)
- Activate public spaces through events, performances and programming (Policy BCC-5.2)
- Integrate public art into the built environment and infrastructure projects (Policy BCC-5.5)

The Lancaster City Tourism Master Plan uses these guidelines and recommendations to create a roadmap for advancing the future tourism economy in partnership with more than 3,500 community stakeholders who helped inform, shape, and prioritize this strategy.

Tourism is cross functional and cross disciplinary. Through the development of this Tourism Master Plan, the deep interconnected nature of tourism and quality of life in Lancaster City was prioritized. The final tourism action plan

recommendations clearly and independently map to 37 unique city policies and all five planning systems outlined in the 'Our Future Lancaster' Comprehensive Plan. Its success contributes to many different, and often unexpected aspects of a community's dynamic.

This is intentional. The Tourism Master Plan has been developed in close alignment with the 'Building on Strength' Economic Development Strategic Plan, which serves as Lancaster City's comprehensive framework for economic growth through 2030. As noted in the 'Building on Strength' 2024 update, tourism represents a cornerstone of Lancaster City's economy, with visitors contributing approximately $2.58 billion to the local economy in 2023. Both plans recognize the vital role of tourism as an economic driver and emphasize similar priorities: enhancing Lancaster City's authentic character, supporting independent businesses, promoting cultural diversity, and ensuring equitable development across commercial hubs.

While 'Building on Strength' focuses on broader economic investment strategies, this Tourism Master Plan provides specialized, complementary guidance for maximizing Lancaster City's tourism potential while preserving the unique qualities that make this city distinctive. Together, these plans create a unified vision for a Lancaster City that thrives economically while maintaining its welcoming tradition, cultural richness, and historic charm.

In addition to aligning with the City of Lancaster's 'Building on Strength' plan, this Tourism Master Plan strategically connects with Pennsylvania's 10-year economic development strategy (2024-2033). With the Commonwealth recently increasing its tourism promotional funding from $4M to $19M annually, Lancaster City is positioned to leverage this renewed state commitment.

This plan also directly supports Pennsylvania's five key goals: investing in economic growth to compete, making government work at the speed of business, opening doors of opportunity for all Pennsylvanians, innovating to win, and building vibrant and resilient regions. The state's recognition of tourism as a major economic engine aligns perfectly with the local vision for creating multilevel synergy between city, county, and state tourism initiatives.

As Pennsylvania implements its expanded tourism program, Lancaster City will be poised to benefit from and contribute to these state efforts through strategic partnerships, grant opportunities, and coordinated marketing initiatives. This alignment will multiply the impact of local investments and ensure Lancaster City's distinctive tourism assets are showcased within the broader context of Pennsylvania's destination offerings.

The timing of this tourism master planning effort will be particularly valuable, as the City of Lancaster, Discover Lancaster, Visit Hershey and Harrisburg, and the Commonwealth of Pennsylvania all stand ready to start strategic new chapters. Each of these organizations is actively making thoughtful new plans to invest in tourism as a local economic driver. They are each welcoming new leaders and planning to strategically leverage the opportunity tourism creates for meaningful cultural education and idea exchange. And, they all are ready to use tourism to build resident pride and prosperity.

Now, working together in greater alignment, the City of Lancaster, inclusive of its many different departments, neighborhoods, businesses, organizations, and individual contributors, also has a clear strategy for how it will leverage tourism to elevate the unique profile of Lancaster City.

With strong and growing infrastructure, strategic statewide attention, and increasing research to support strategic alignment between tourism and economic development, Lancaster City has picked an opportune time to explore ways to enhance the city's image, support its local businesses, and authentically invite visitors to experience all they have to offer.


& THINGS WITH WHEELS





RESEARCH




MARKET
ROMANCING
BIKE
SHARE

METHODOLOGY AND PROCESS

THE CITY OF Lancaster Bureau of Tourism & Promotions selected Eddy Alexander in the fall of 2023 to develop Lancaster City's first-ever Tourism Master Plan. Based in Roanoke, Virginia, the international award-winning firm brought proven experience helping communities develop tourism, economic development, and destination strategies nationwide.

The project team implemented an advanced multi-channel, multilingual, multi-touchpoint community stakeholder engagement process to ensure the final plan included diverse perspectives. The outreach effort was branded as the 'Welcome Lancaster Initiative' and featured:

- A dedicated city project website
- Coverage in multiple local news outlets
- A multilingual direct mail campaign sent to every home and business within the city and surrounding neighborhoods
- Collaboration with faith-based leaders and local nonprofit networks.
- Social media posting and project amplification in partnership with over 20 organizations
- Fliers distributed at libraries, the welcome center, and neighborhood hubs
- Table tents distributed at local restaurants and markets
- Highlights in the annual mayor's address

Recognizing Lancaster City's distinction as one of the most diverse cities in America, language translation services were provided in-person, on fliers, via call-in translation services, and through auto-translation technology embedded in web and survey platforms.

Every local resident and business was invited to participate multiple times and in various ways over the course of a year-long engagement period.

More than 3,500 local stakeholders ultimately participated in a community engagement effort that combined quantitative and qualitative methods as well as detailed segmentation to ensure statistical representation and nuanced understanding of community perspectives and priorities.

Continuous outreach and segmentation analysis ensured balanced representation across age, gender, ethnicity, socioeconomic background, business sectors, location, time as a resident, and cultural communities, creating a robust foundation for inclusive strategic planning.

When gaps were identified, the city collaborated with community leaders to activate supplemental outreach efforts, including adding special interview and focus group sessions.

This proactive stakeholder outreach ensured:

- Community-Centric Planning: Aligning the tourism strategy with the needs, aspirations, and priorities of residents and local businesses
- Balanced Representation: Addressing both resident and visitor perspectives for equitable development
- Focus on Inclusivity: Emphasizing multiculturalism and diversity
- Validation and Feedback: Leveraging open community workshops to confirm findings and refine strategic recommendations

The Lancaster City Tourism Master Planning process was broken into four phases:

Phase 1 – Destination Assessment and Data Collection: Researchers conducted extensive evaluations from November 2023 through November 2024, including:



- Analysis of the current state of travel (at the international, national, state, and regional levels)
- Six multi-day site visits to assess local tourism infrastructure first-hand
- Analysis of visitor geolocation data and census demographics
- Creation of a comprehensive tourism business database
- Peer community benchmarking
- Risk and gap analysis of current tourism offerings

Phase 2 – Community Engagement:
Given Lancaster City's status as one of America's most diverse cities per capita, and at the city's specific direction, researchers prioritized inclusive outreach through:

Community Survey and Forums

- **2,946 community survey responses**, provided a 95% confidence level with ±1.8% margin of error
- **1,355 responses specifically from in-city households** (46% of total), delivered a 95% confidence level with ±3% margin of error for resident-specific survey insights
- Multilingual accessibility for **243 total languages** (direct translations were provided for English, Spanish, Swahili, Arabic and technology-assisted translations were provided for 239 additional languages).
- WCAG and Section 508 compliance considerations and **in-person support at the library and welcome center** offered more inclusive accessibility
- Two public validation workshop sessions included **50+ community participants**
- Two business owner polling and discussion workshops included **30+ local independent businesses owners**
- **14 sector-specific focus groups** spanning transportation, arts, retail, entertainment, and lodging

- **Over 100 one-on-one interviews** with community leaders, business owners, and public officials

Note: This engagement process was designed to ensure balanced representation across age, gender, ethnicity, socioeconomic background, business sector, and cultural community.

Phase 3 – Market Analysis:

The research team synthesized findings through:

- Comprehensive literature review of tourism trends and best practices
- Cross-tab analysis of existing city plans and initiatives
- The application of Eddy Alexander's proprietary Destination Maturity Model (EADMM)

This analysis examined:

- Existing asset and attraction portfolio
- Visitor experience feedback
- Infrastructure needs and opportunities
- Destination SWOAT – Strengths, Weaknesses, Opportunities, Aspirations, and Threats
- The necessary balance between tourism growth and quality of life

The Eddy Alexander team employed qualitative and quantitative analysis techniques, utilizing their proprietary Destination Management Maturity Model (EADMM) to assess the current state of Lancaster City's tourism economy, destination potential, as well as opportunities for further maturation and community benefit.

This framework helped identify opportunities to enhance Lancaster City's 'Our Future Lancaster' Comprehensive Plan.

Phase 4 – Recommendations & Action Planning

The resulting recommendations address:

- Branding and positioning
- Business and workforce development needs
- Destination development and local market maturation opportunities
- Destination management and operations best practices
- Future research needs
- Government affairs and destination advocacy
- Marketing and promotion
- Product development opportunities
- Sustainability initiatives
- Sustainable funding strategies
- Continued community stakeholder engagement

This final tourism master plan was then developed to provide detailed recommendations, key considerations, programmatic strategies, and aspirational opportunities to propel the community forward.

Outcomes and Deliverables

The City of Lancaster Tourism Master Plan outlines:

- Key research findings
- An inventory of Local Tourism Economy Anchor Assets
- Recommended funding sources, management models, and governance strategies
- Detailed, actionable recommendations to improve Lancaster City's tourism economy while preserving its unique character and ensuring equitable growth.

This methodical approach allowed the Tourism Master Plan to reflect both community aspirations and market realities while providing actionable recommendations for the City of Lancaster's tourism development over the next decade.

INDUSTRY BACKGROUND: THE STATE OF TRAVEL

THE DEVELOPMENT OF Lancaster's first Tourism Master Plan represented an unprecedented effort to understand, inform, and shape the City's tourism future with data-backed confidence, comprehensive community engagement, and trusted subject matter expert advice.

Researchers collected, analyzed, and synthesized a variety of primary and secondary sources and used this information to develop actionable recommendations included in the Tourism Action Plan summarized at the end of this report. They started by assessing the current state of travel at the international, national, state, and regional level.

GLOBAL CONTEXT

THE GLOBAL TRAVEL and tourism sector has demonstrated remarkable resilience over the past decade. Following the unprecedented shutdown during the COVID-19 pandemic in 2020, the industry has rebounded and become one of the world's strongest economic drivers.

By the end of 2024, the World Travel & Tourism Council (WTTC) projects the industry will have contributed a record $11.1 trillion—approximately 10% of Global Domestic Product (GDP)—surpassing pre-pandemic benchmarks across most key performance indicators.

This recovery, driven by pent-up demand and strategic investment in tourism promotion and destination development, has provided unprecedented insight into tourism's vital role in economic stability. The industry has emerged as not just a leading job creator but a powerful catalyst for broader economic and social benefits. Its influence extends across multiple sectors including:

- Lodging and short-term rentals
- Food and beverage
- Transportation
- Retail
- Recreation and entertainment
- Cultural and social services

Looking ahead, despite global economic uncertainty and geopolitical tensions, the tourism sector's growth trajectory remains strong. The WTTC forecasts the global tourism ecosystem will reach $16 trillion in economic contribution by 2034, reflecting the industry's fundamental role in driving economic growth, cultural exchange, and quality of life improvements for communities worldwide.

Shifting Priorities:

Today's tourism landscape looks markedly different from its pre-pandemic predecessor. The industry's recovery has been accompanied by significant shifts in consumer behavior, technological adoption, and social priorities.

Today, there are five key trends that are shaping the future of global tourism:

1. The resurgence of business travel, adapting to new corporate priorities and patterns
2. The rise of "bleisure" travel, as professionals increasingly blend business trips with leisure experiences

3. Growing emphasis on diversity, equity, inclusion, and belonging (DEIB) in tourism offerings and marketing, even as political debate around these same topics continues to swirl
4. Integration of artificial intelligence in travel planning and experience management
5. Heightened focus on environmental sustainability and responsible tourism practices

These emerging trends present both opportunities and challenges for destinations worldwide, and their implications for Lancaster City will be carefully examined throughout this plan.



TOURISM IN THE UNITED STATES

THE UNITED STATES travel and tourism industry reached new heights in 2023, generating $1.2 trillion in direct spending, contributing $2.8 trillion to the U.S. economy, and supporting over 15 million American jobs. According to the World Travel & Tourism Council (WTTC) 2024 Economic Impact Research, this represents the sector's strongest economic contribution to date.

Domestic tourism has been the primary engine of this growth. A resurgence in road trips and national park visits has energized both urban and rural destinations across the country. Experience-driven tourism has also flourished, with travelers seeking more authentic connections to the places they visit, often through food and beverage experiences, outdoor recreation, and cultural heritage exploration.

While iconic destinations like Las Vegas, Orlando, and New York have returned to prominence, lesser-known regions, many of which invested American Rescue Plan Act of 2021 (ARPA) dollars into tourism promotion for the first time and continued to grow their programs based on the positive results, are finding predictable success by offering authentic, off-the-beaten-path experiences.

International travel, while improving, continues its recovery trajectory. Current international visitor spending of $156.1 billion still lags 25% behind 2019 levels. However, the National Travel and Tourism Office (NTTO) projects a robust recovery, forecasting 91 million international visitors by 2026 — a milestone expected to arrive a full year ahead of previous estimates. This recovery is being actively supported through coordinated promotion efforts by the Tourism Policy Council and U.S. Department of Commerce, who are working to position the U.S. as a diverse and accessible destination.

Additionally, the business travel sector has emerged as a particularly powerful economic catalyst. The Global Business Travel Association reports that each 1% growth in business travel generates remarkable returns: 60,000 new jobs, $2.9 billion in wages, $1.2 billion in tax revenue, and $4.8 billion in GDP. This impact is being further amplified by the rise of "bleisure" travel.

Despite current inflation, growing numbers of cost-conscious travelers, and some air travel constraints, industry forecasts remain optimistic for continued growth through 2025 and beyond. The U.S. travel and tourism sector has demonstrated its resilience and continues to be a cornerstone of economic growth.



PENNSYLVANIA TOURISM

AS A FOUR-SEASON destination strategically located within driving distance of multiple major U.S. population centers, Pennsylvania's tourism industry represents one of the state's largest economic engines. In 2022, the industry generated $76.7 billion in economic impact, supported 486,871 jobs, contributed $4.7 billion in state and local taxes, and attracted 192.4 million visitors.

The state's competitive advantage stems from its rich blend of experiences—from iconic urban destinations to serene rural landscapes. Tourism leaders are positioning around historical tourism, outdoor recreation, agritourism, and cultural experiences in alignment with current consumer preferences and travel trends.

However, from 2017-2023, Pennsylvania's tourism investment and promotion efforts lagged behind neighboring states. Without competitive funding, centralized coordination, or established grant programs common in other states, Pennsylvania struggled to maximize its tourism potential. That began to change in the spring of 2024 when Governor Josh Shapiro proposed a $15 million increase in tourism funding, and raised the state allocation from $4 million to $19 million annually. This sparked a series of strategic developments, including the appointment of marketing veteran Anne Ryan as deputy secretary of tourism and the launch of two major campaigns: "Great American Getaway" and "It's Fall-ier in Pennsylvania," which positioned the state as an ideal vacation destination.

Building on this momentum, Pennsylvania's tourism office is now developing a comprehensive suite of new programs and strategies to support continued growth. These initiatives include new destination development grants, enhanced cooperative marketing opportunities, increased investment in historical sites and outdoor attractions, expanded cultural programming, and improved regional coordination. Together, these programs aim to fully leverage Pennsylvania's four-season appeal and diverse product while supporting local tourism partners across the state.

Mid-Atlantic State Tourism Budget Comparison

State	Annual Budget	Key Program/Note	Comparison to PA
New York	$47.5-60M	I LOVE NY campaign	Significantly higher than PA
Virginia	$21-25M	Virginia is for Lovers	Higher than PA
Pennsylvania	$19M	Great American Getaway	New 2024 budget
New Jersey	$17-20M	Hotel occupancy fees	Comparable to PA
Maryland	$12-15M	Tourism development districts	Lower than PA
Ohio	$10-12M	Ohio. Find It Here	Lower than PA
West Virginia	$7-9M	Outdoor recreation focus	Significantly lower than PA
Delaware	$2-3M	Public-private partnerships	Significantly lower than PA

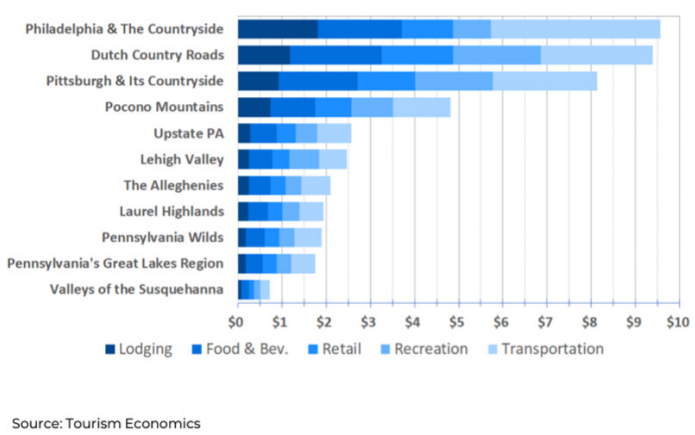
Neighboring state tourism budgets as of July 2024

REGIONAL TOURISM

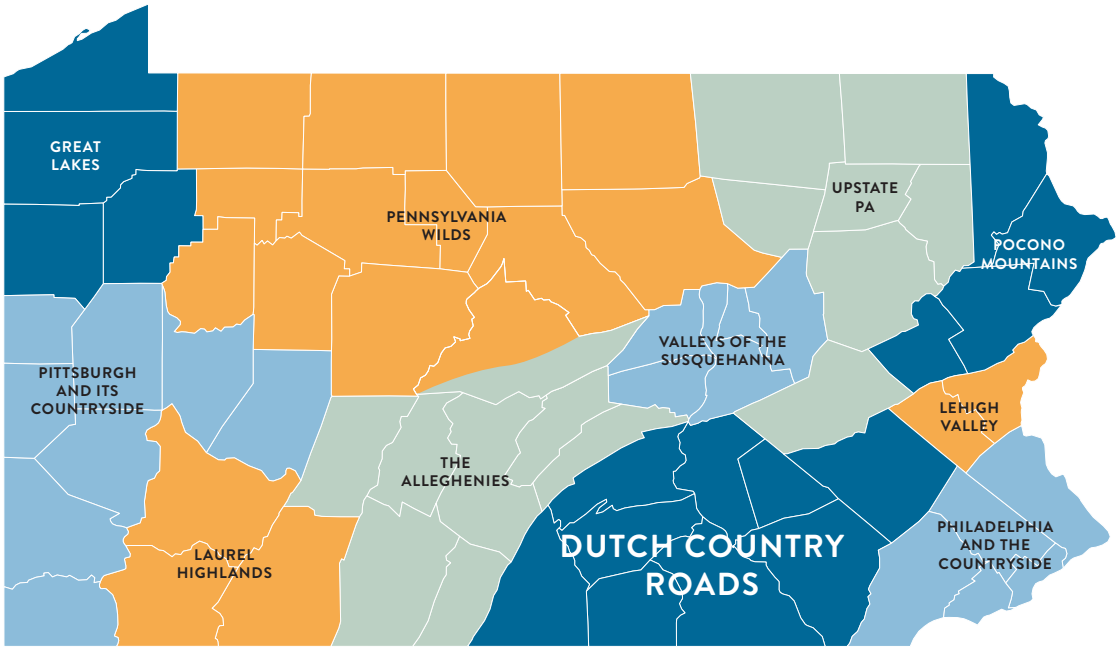
IN ADDITION TO building out the state-wide tourism program, Ryan and her team are also looking for ways to support Pennsylvania's tourism landscape at the regional level.

The state is divided into eleven distinct tourism regions. Two are powerhouse districts—Philadelphia/Countryside and Dutch Country Roads. Together, they generate more than 57% of total statewide recreational spending. Dutch Country Roads exemplifies Pennsylvania's tourism diversity. It encompasses all of Lancaster, Berks, and York Counties, along with portions of Cumberland, Franklin, Lebanon, and Dauphin counties. The region creates a compelling tourism tapestry woven around five urban hubs: Allentown, Hershey, Lancaster, Reading, and York.

Here, visitors can experience bustling city centers and serene countryside, explore diverse historic attractions, immerse themselves in rich cultural experiences, enjoy family entertainment destinations, and discover scenic recreation opportunities.



The State of Pennsylvania is broken up into 11 tourism regions. Philadelphia and the surrounding countryside is the largest region followed by the Dutch Country Roads region which includes Lancaster City and County.



The Dutch Country Roads region is home to some of the oldest Amish communities in the country as well as historical attractions like Gettysburg and Wheatland (home of former president James Buchanan), downtown Lancaster City, and popular cultural attractions like Hershey Park and Dutch Wonderland. The region also offers a variety of outdoor adventures and experiences with significant recent investment in riverwalks, parks, hiking and biking trails, and more.

DUTCH COUNTRY ROADS
Visitor Spending

Visitor Spending rose 18% in the Dutch Country Roads region in 2022, reaching a new record high of $9.4 billion, $300 million above 2019 (pre-pandemic levels).

Dutch Country Roads, Visitor Spending by Category

Amounts in $ millions, 2021-2022 % change

County, 2022	Lodging	Food & beverages	Retail	Recreation	Transportation	Total
Adams	$87.4	$154.3	$121.9	$179.4	$193.2	$736.3
Berks	$92.0	$224.1	$181.1	$181.2	$304.8	$983.2
Cumberland	$110.8	$217.0	$149.0	$168.0	$242.4	$887.3
Dauphin	$353.6	$491.6	$373.6	$623.9	$618.3	$2,461.0
Franklin	$41.6	$91.5	$61.7	$75.6	$107.9	$378.2
Lancaster	$359.0	$552.1	$476.6	$470.4	$614.3	$2,472.4
Lebanon	$30.4	$72.0	$52.1	$52.6	$89.4	$296.4
Perry	$2.3	$14.1	$10.3	$7.4	$23.2	$57.3
York	$109.8	$256.2	$185.1	$223.1	$344.3	$1,118.4
Dutch Country Roads	**$1,186.8**	**$2,072.9**	**$1,611.5**	**$1,981.6**	**$2,537.9**	**$9,390.6**
Percent Change	**21.4%**	**16.3%**	**8.5%**	**25.5%**	**20.2%**	**18.3%**
County, 2021						
Adams	$75.7	$136.3	$114.5	$144.1	$159.9	$630.4
Berks	$81.4	$197.2	$170.6	$145.9	$259.3	$854.3
Cumberland	$95.4	$190.7	$140.5	$141.0	$207.4	$775.0
Dauphin	$280.3	$415.0	$338.2	$467.1	$505.4	$2,005.9
Franklin	$35.6	$80.7	$58.0	$59.3	$91.3	$325.1
Lancaster	$293.7	$470.2	$438.9	$409.8	$512.2	$2,124.7
Lebanon	$26.0	$61.9	$48.8	$42.4	$79.7	$258.8
Perry	$1.7	$11.8	$9.3	$6.4	$18.1	$47.2
York	$87.9	$217.8	$166.9	$162.8	$278.6	$914.0
Dutch Country Roads	**$977.6**	**$1,781.6**	**$1,485.8**	**$1,578.7**	**$2,111.8**	**$7,935.5**

Lodging includes short-term rentals and other 2nd home spending
Transportation includes both ground and air transportation

TOURISM ECONOMICS

Sources: STR, County bed tax revenues, PA DOR, Tourism Economics

LANCASTER COUNTY TOURISM

LANCASTER COUNTY has long been celebrated as a vibrant tourism destination, with Discover Lancaster playing a leading role in featuring the county's rich rural heritage and historical appeal. As Lancaster City has evolved into a vibrant urban center with its own unique character, the City has strengthened its partnership with Discover Lancaster to enhance the promotion of its attractions, events, and stories within regional marketing efforts. This collaboration has already yielded valuable results, including more robust promotion of the city's performing arts, diverse culinary scene, and city amenities. Building on this momentum, the City's Tourism Master Plan aims to ensure Lancaster City's distinct identity as a welcoming and creative destination is both defined and celebrated as an essential part of Lancaster County's tourism landscape. Discover Lancaster has recently filled critical gaps in promoting the City and has expanded its support for showcasing Lancaster's unique offerings. At the same time, there is a clear need for the City to develop its own distinctive brand that complements and enhances Lancaster County's broader tourism efforts, thereby elevating the entire region and benefiting residents, businesses, and visitors alike.

Discover Lancaster**,** is the official Destination Marketing Organization (DMO) of Lancaster County and plays a pivotal role in supporting the county's $3.4 billion tourism economy, which is a cornerstone of the region's economic vitality.

Discover Lancaster operates as a tourism development engine focused on five key strategic functions:

- Integrated Sales: driving group travel and partnerships
- Marketing: promoting the county's diverse attractions
- Public Relations: managing brand reputation and media outreach
- Partnership Development: collaborating with local businesses and stakeholders
- Visitor Services Programs: enhancing on-the-ground visitor experiences

Historically, it has anchored the county's marketing strategy around Lancaster County's distinctive Amish heritage and historical roots. This focused approach has successfully established strong national and international brand recognition and driven loyal and predictable group travel and tour visitation to the county.

However, in recent years, Lancaster City has advocated for greater recognition of their unique assets and attractions, which don't always align with the county's traditional countryside narrative. Discover Lancaster has also expanded its marketing to showcase the region's broader appeal — specifically highlighting the culinary scene, performing arts venues, and athletic facilities.

Recent performance metrics suggest the expanded strategy is delivering results. In the summer of 2023, lodging demand grew by 1%, revenue increased by 2%, and website users—a key indicator of future travel—rose by 24%.

Building on this momentum, Discover Lancaster's new three-year strategic plan aims for 3% annual growth in visitor spending while reinforcing its vision: "Lancaster County is a timeless place for all to gather, explore, and rejuvenate."

As a 501-C6 nonprofit organization, Discover Lancaster is majority funded by a portion of the 5% local tourism occupancy tax (sometimes called a hotel or bed tax). This tax

is collected countywide on all local hotel and short-term rental stays.

The funding of Discover Lancaster is governed by Pennsylvania Consolidated Statutes, Title 16, Section 1770.10, which authorizes counties of the third class, including Lancaster County, to levy a hotel room rental tax. A portion of this revenue must be dedicated to the county's tourism promotion agency.

In 2023, Lancaster County's Hotel Tax Revenue is just under $13 million annually (~$12.9 million). Discover Lancaster receives 38% of the county's hotel tax revenue or about $4.9 million which is about 83% of their annual budget.

The rest of their budget comes from:

- Membership Dues & Partner Programs
- Advertising Revenue

The remaining 62% of Lancaster County's annual bed tax revenue, approximately $8 million, is allocated to the Lancaster County Convention Center Authority.

The Lancaster Visitor Economy includes:



$2.6B
Direct Visitor Spending

$3.4B
Total Economic Impact

25,679
Total Jobs Supported

$242M
State & Local Taxes Generated

***2023 Data*

The Lancaster County (inclusive of Lancaster City, PA) visitor economy is made up of $2.6B in direct visitor spending which builds a $3.4B total economic impact and supports more than 25,000 local jobs.

TOURISM AND TRAVEL INDUSTRY TRENDS

Business Travel Resurgence

Business travel is rebounding as companies once again resume face-to-face meetings, conferences, and events. Despite widely available virtual meeting technologies, demand for in-person interactions is helping to fill hotels and conference centers nationwide.

According to The Global Business Travel Association's 2023 Business Travel Index (BTI), **business travel spending is forecasted to continue growing at a compound annual growth rate of 6.95%** from 2025 to 2028, potentially surpassing $2 trillion by 2028. And, according to Deloitte's 2024 Corporate Traveler Survey, **60% of business travelers reported plans to attend at least one event in 2024**.

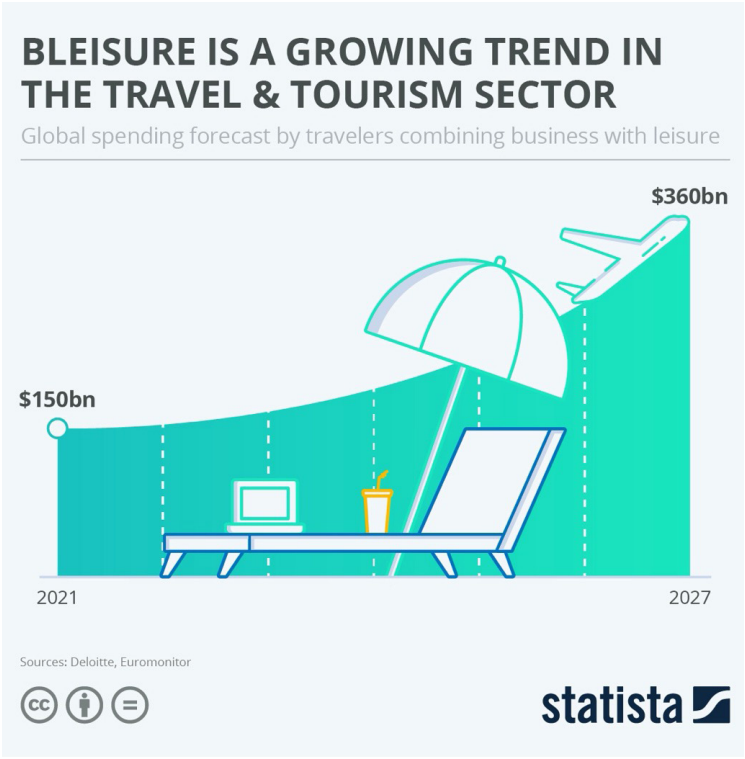
"Bleisure" Travel is on the Rise

Business travelers are combining work trips with leisure more frequently, representing a new industry trend known as "bleisure" or "blended" travel. According to Statista, the global **"bleisure" tourism market was valued at $594 billion in 2023, with projections suggesting it could grow to $3.5 trillion by 2033**. This growth is largely driven by American business travelers, who take at least **405 million long-haul business trips annually, adding leisure time to about 60% of these journeys**.

According to the American Hotel & Lodging Association, **89% of business travelers express a desire to extend their next business trip to include some leisure time**. Most "bleisure" trips (70%) consist of two or three night stays.



The 2024 business travel forecast predicts global business travel spending will reach $1.48 trillion USD by the end of the year, an increase on 2019 spending which held a previous record of $1.43 trillion. By 2028, business travel is projected to exceed $2.0 trillion.
Source: 2024 GBTA Business Travel Index Outlook – Annual Global Report and Forecast ("GBTA BTI™") published by the Global Business Travel Association (GBTA) and made possible by Visa.



According to a recent Euromonitor forecast, "bleisure" travel is expected to more than double between 2021 and 2027.

International Travel Growth

International travel to the United States is expected to grow over the next few years. While key U.S. international travel feeder markets including Europe and the broader Americas have already surpassed their 2019 visitor benchmarks, travelers from regions such as the Middle East and Asia, especially China, have been slower to return to traveling following the COVID-19 Pandemic.

These markets are expected to increase their outbound tourism over the next few years. While the result of the shifting global trade landscape in the spring of 2025 may slow some of this anticipated growth, the United States is playing host to several high-profile global events that should continue to feed international travelers into Pennsylvania. With the **2026 FIFA World Cup (games in Philadelphia), the 2026 U.S. semiquincentennial America250 Celebration (National with heavy focus on the east coast, including Pennsylvania), and the 2027 Special Olympics World Games (Pittsburgh)** on the horizon, the United States, and particularly the Commonwealth of Pennsylvania, is well-positioned to benefit from inbound international travel.

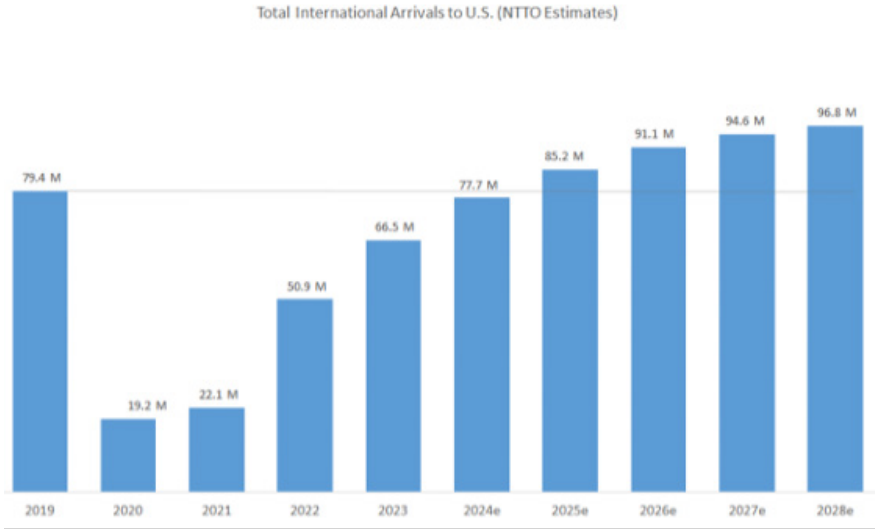
Sustainable Travel Preferences

Sustainability in tourism has become more than a trend; it's now a significant factor in travel decision-making. According to Booking.com **78% of global travelers planning to stay at sustainable properties and 81% have noted that sustainable travel is important to them**. Formal recognition of related operational policies and commitments through certifications and voluntary trade associations is becoming an increasingly important differentiator, as many industry businesses work to promote their efforts to develop sustainable tourism through programs such as walking food tours, green building tours, and intentional agricultural tourism experiences that attract environmentally conscious visitors.

Diversity Equity, Inclusion, and Belonging (DEIB) Policies are Impacting Traveler Decision-making

Despite active shifts in U.S. political discourse related to DEI, DEIB commitment remains a significant influencing factor in traveler decision-making both in the United States and abroad. The 'Journeys for All' study by Expedia Group highlights that **42% of underserved**

travelers—such as those who are Black, Latino, LGBTQIA+, or disabled—feel limited by their identities when planning travel. Nearly three-quarters of these travelers report being more likely to book with companies demonstrating a strong commitment to diversity and inclusion.



According to NTTO, there were 66.5 million international visits the U.S. in 2023, reflecting 31% annual growth, but still represents just 84% of pre-pandemic levels showcasing significant opportunity for sub-market growth over the next few years.

Travel organizations are responding by proactively creating accessible and welcoming experiences that cater to diverse cultural backgrounds, abilities, and social groups. These efforts are having an impact. According to Expedia Group's 2024 Inclusive Travel Insights Report, **nearly 80% of consumers have made travel decisions based on how well they feel represented in travel advertising** and **70% of respondents reported that they are willing to pay more for travel experiences that are inclusive of all travelers, regardless of race, gender identity, sexual orientation, ability, or background.**

Accessibility and Universal Design

Similarly, the push for better accessibility in travel is growing. This includes making physical spaces, such as hotels, transportation, and attractions, more accessible to travelers with a variety of different abilities, as well as improving the digital experience for booking and accessing travel services. This push goes beyond basic ADA accessibility and 508 compliance laws and funding mandates. Multiple planning and certification programs are now available, and increasingly valuable pursuits for destinations looking to showcase their intentionality around creating welcoming environments that account for diversity across language, lifestyle, ethnic background, age, health and condition-friendly considerations that affect travel for millions of people

Mental Health and Wellness Tourism

Wellness travel is increasingly being tailored to include diverse groups of travelers, including those from marginalized communities, providing safe spaces for visitors to focus on mental health and personal wellness.

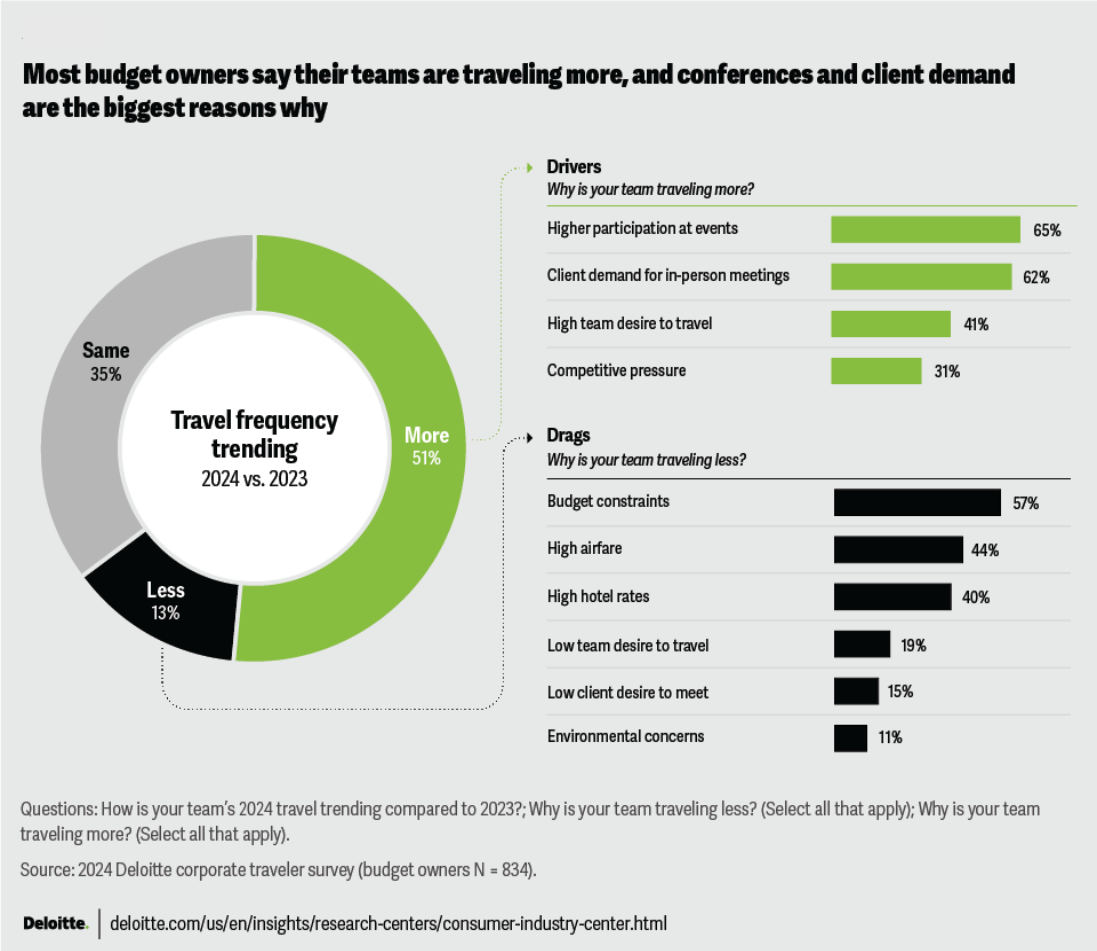
According to the Global Wellness Institute's 2023 Global Wellness Tourism Economy report, **the U.S. is a dominant player in the wellness tourism market, representing 24% of wellness tourism trips and 39% of all expenditures globally**. According to the Global Wellness Institute's 2023 report, in 2022, **international wellness tourists spent an average of $1,764 per trip, which is 41% more than the typical international tourist. Domestic wellness tourists spent $668 per trip, representing a 175% premium over the average domestic tourist.** According to the Global Wellness Institute's latest Global

Wellness Economy Monitor, the travel wellness segment is projected to continue to grow rapidly, with wellness tourism spending expected to increase by 16.6% annually through 2027.

Integration of Emerging Technology

Tourism technology is advancing quickly and offering powerful new tools and capabilities to destination management organizations and tourism related businesses alike. New tools are being used to enhance personalized customer experiences, automate high-quality customer service experiences, and even predict traveler preferences.

These capabilities are helping travel companies provide more tailored and efficient services to meet customer needs but are also raising traveler expectations along the way. As consumers expectations around customer service change, businesses will need to evolve, adopt, and adapt to keep pace.



86% of budget owners report their teams traveled the same or more in 2024 when compared to 2023. Most travel managers expect their company' spend to grow in both 2024 (73%) and 2025 (58%). For those projecting gains, expectations average out to 14% to 15% each year.

DATA-DRIVEN DISCOVERY

COMMUNITY SURVEY RESULTS

Core Community Perceptions

A community survey was conducted to collect information and emotional sentiment related to local tourism, attractions and assets, community values and perceptions, and industry goals. The data collected helped the research and planning team identify the region's differentiators and refine the recommended go-to-market strategy outlined in this plan.

The survey included approximately 60 questions but the use of display logic meant some participants received additional follow-on questions in specific areas which made the total survey question count variable by participant.

Lancaster City residents reported deep pride in the city and researchers noted that the local Net Promoter Scores (NPS) were the highest they had ever collected indicating a strong sense of local pride and a high local quality of life. Survey participants also expressed a clear and consistent vision for their community's identity, repeatedly describing the city in terms of its cultural richness, historical relevance, and forward-leaning ethos.

Themes:

- **Diverse and Multicultural:** Residents take particular pride in Lancaster City's status as one of America's most diverse cities per capita
- **Independent and Creative**: Residents, nonprofit leaders, and businesses all put strong emphasis on supporting local independent entrepreneurs and linked this need to the ability to maintain the city's unique character



- **Artistic and Welcoming:** There was strong and consistent recognition of both the formal arts scene (inclusive of performing arts) and the creative spirit that permeates daily life
- **Safe, Friendly, and Walkable:** Despite some noted concerns about the general perception of safety, residents consistently described a safe, friendly, and welcoming community that they consistently said they feel comfortable exploring on foot day or night
- **Historic and Beautiful:** Participants showed deep appreciation for the way the community blends and balances its charming architectural heritage with contemporary vibrancy

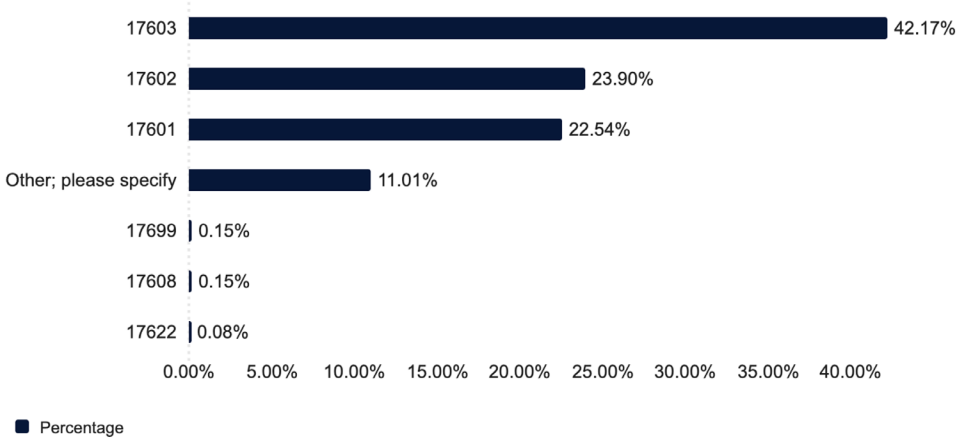
Residents also expressed desire for some changes:

- **They felt largely left out of the county's tourism program:** Residents reported feeling the county's narrative strategy was mostly about the "Amish," "rural farmland" and "buffets" and didn't adequately cover what their culturally diverse urban setting had to offer
- **They wanted to see the city invest in city-centric marketing:** 90% of survey participants felt increased tourism and visitation was good for the city. Many felt the city had lots of unique assets and attractions to offer, that the city's unique urban environment was worthy of dedicated promotion, and that marketing needed to try to attract a "different type of traveler"
- **They desired increased attention on History and Heritage:** Residents reported they were proud of the city's diverse history and unique heritage and the many ways it connects with the larger American story. They consistently expressed that they hoped this plan would help elevate these stories and connection points
- **They wanted a heavier focus on promoting the Arts:** Participants were proud of the local arts scene but several expressed that treasured places like Gallery Row were losing their identity over time and that performing arts venues were at risk if their high value offerings weren't promoted more heavily
- **More Culinary Storytelling**: Residents were incredibly proud of the local food scene. They felt the local story extends well beyond the celebrated local markets and includes fresh and prepared local food that has evolved from a variety of global traditions.



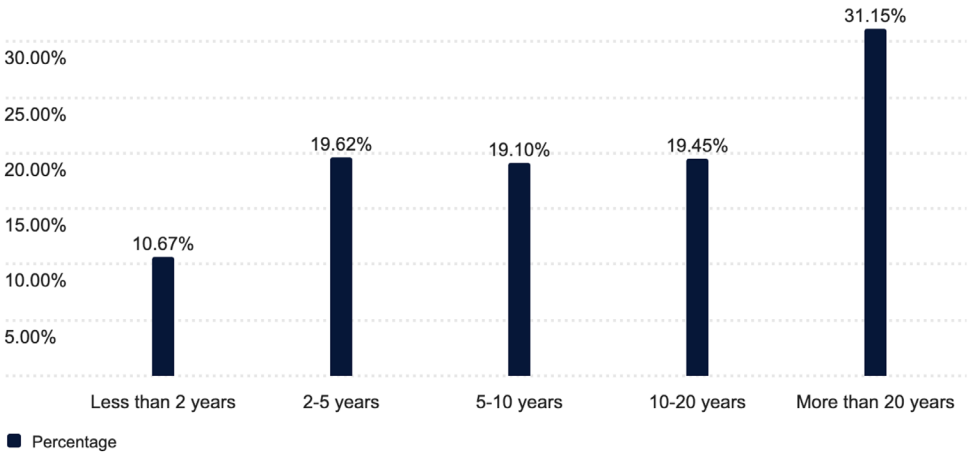
COMMUNITY SURVEY: REGIONAL RESIDENT OUTLOOK

My home zip code is _____. – Selected Choice



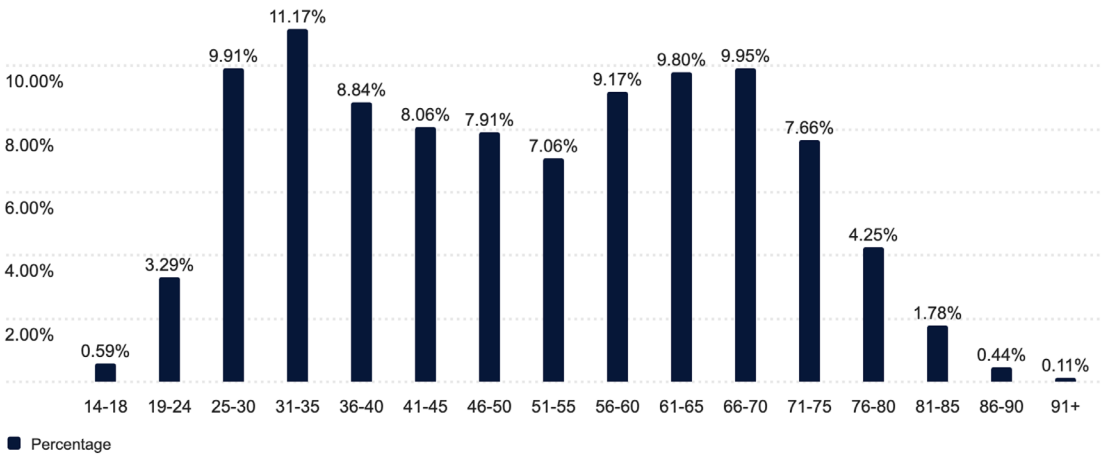
All Respondents

How long have you lived in Lancaster City?



City Respondents

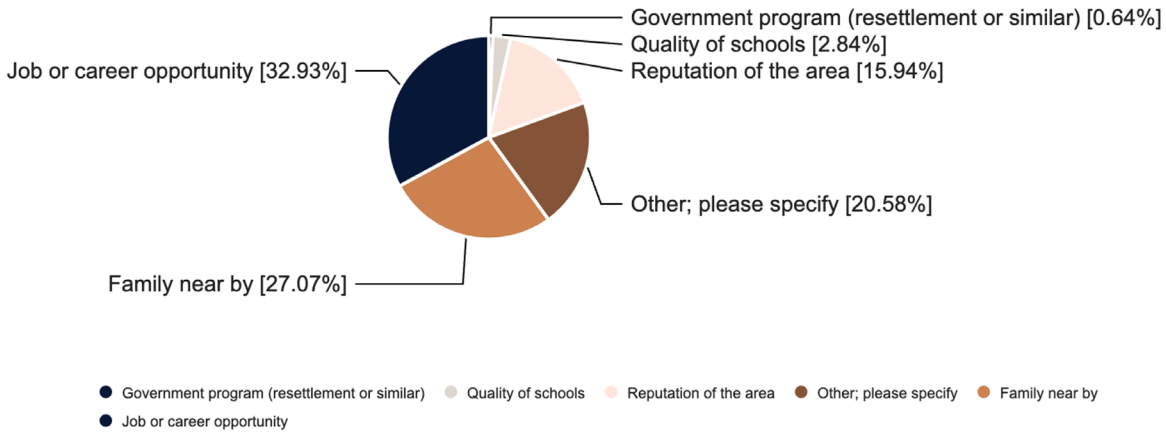
MY AGE IS BETWEEN:



Median Age: 41*

All Respondents

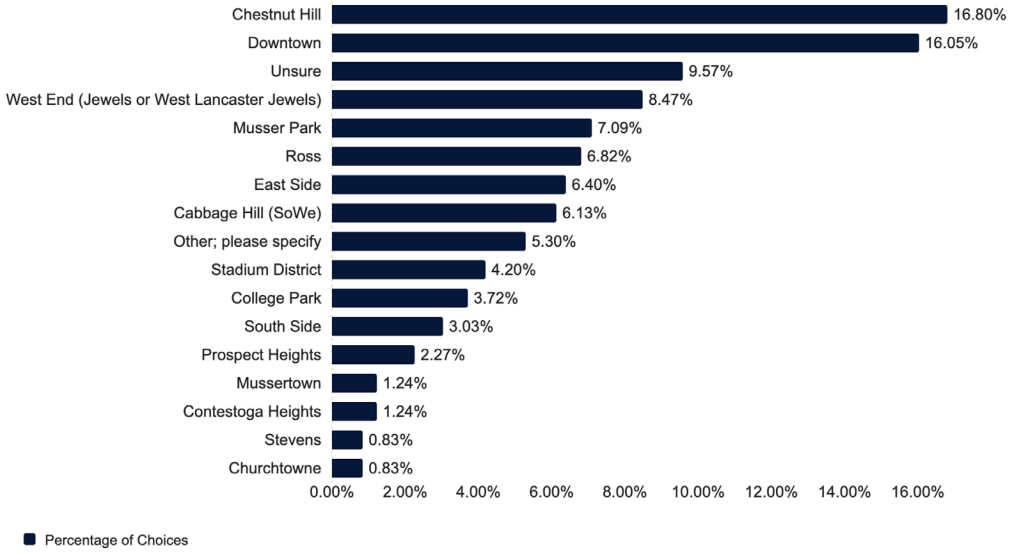
Why did you move here?



All Respondents

COMMUNITY SURVEY: REGIONAL RESIDENT OUTLOOK

I consider myself a part of the _____community/communities.
(Please select up to three of the most relevant area identifiers.)



City Respondents

I consider myself a part of the _____community/communities. - Other
(Please select up to three of the most relevant area identifiers.)

Common responses:

- Manheim Township
- East Hempfield
- Grandview Heights
- Hempfield
- Hamilton Park
- Millersville
- Lititz
- Willow Street

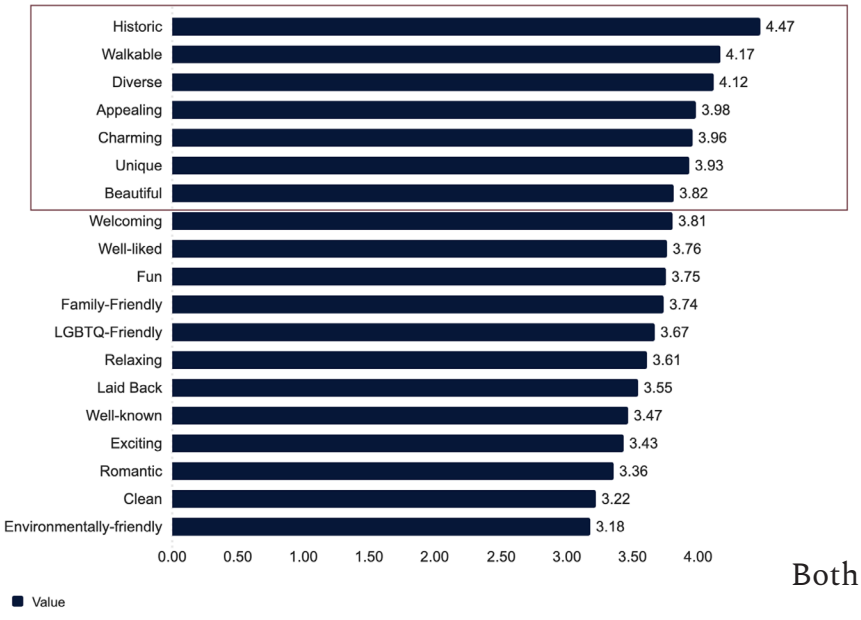
All Respondents

WHAT UNIQUE ASSETS OR ATTRACTIONS WOULD YOU MOST LIKE TO SEE PROMOTED AS A PART OF THE LANCASTER CITY TOURISM MARKETING EFFORTS?

- Restaurants and Entertainment
  - Central & Southern Market
  - Tellus360
  - Decades
  - Zoetropolis
  - Downtown local restaurants
- Shopping
  - King Street
  - 300 Block of N. Queen St.
  - Building Character
  - Gallery Row
- History & Architecture
  - Underground Railroad
  - King Street
  - Penn Square
- Arts
  - Art Museums
  - Gallery Row
  - Local Artist
  - Fulton Theatre
- Museums
  - Lancaster Museum of Art
  - North Museum of Science and Art
  - Science Center
  - Demuth Museum
  - Thaddeus Stevens

All Respondents

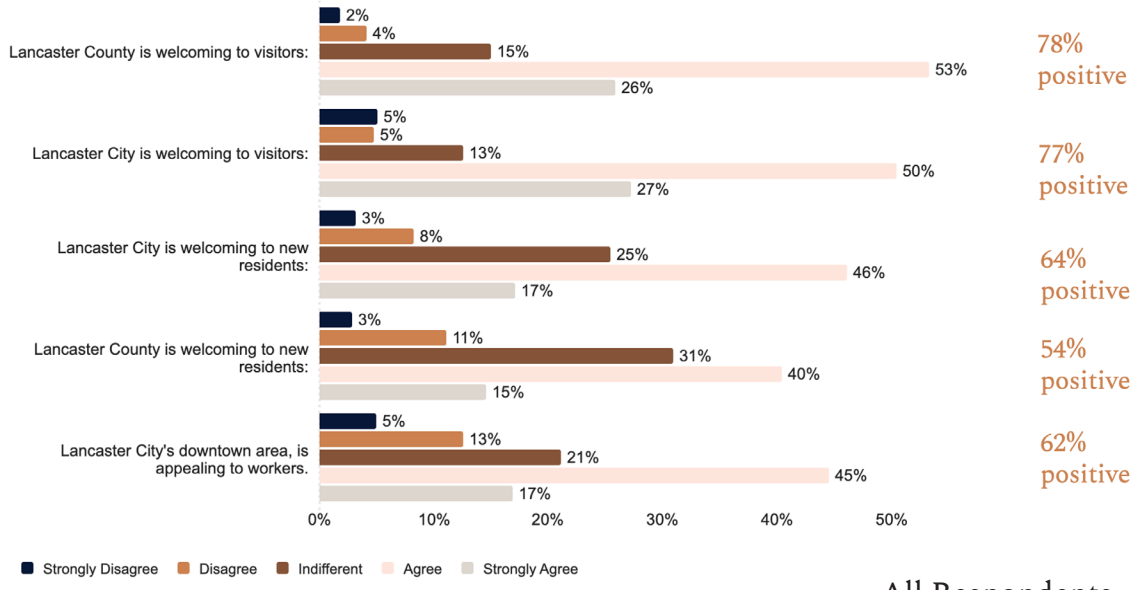
I BELIEVE LANCASTER CITY AREA IS GENERALLY... 5 = STRONGLY AGREE, 1 = STRONGLY DISAGREE



Both

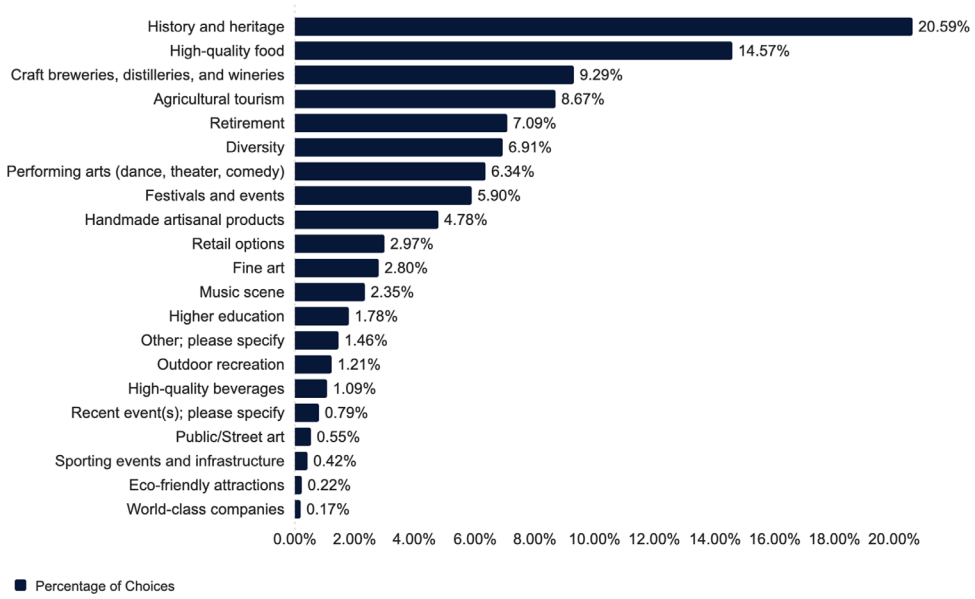
COMMUNITY SURVEY: REGIONAL RESIDENT OUTLOOK

I BELIEVE THAT...



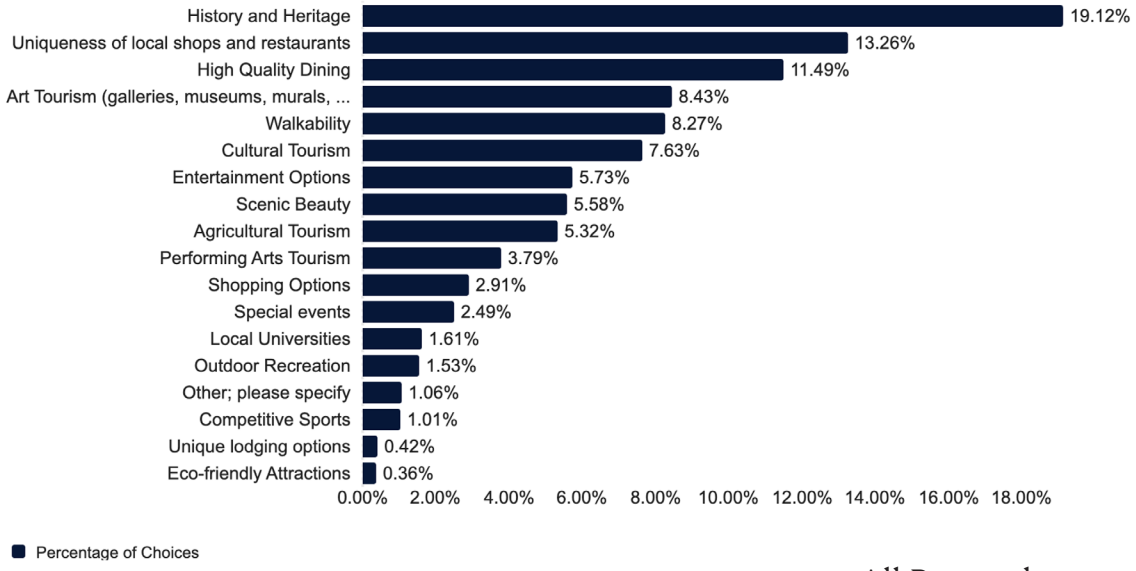
All Respondents

Today, the City of Lancaster is best known for... (Please select up to three)



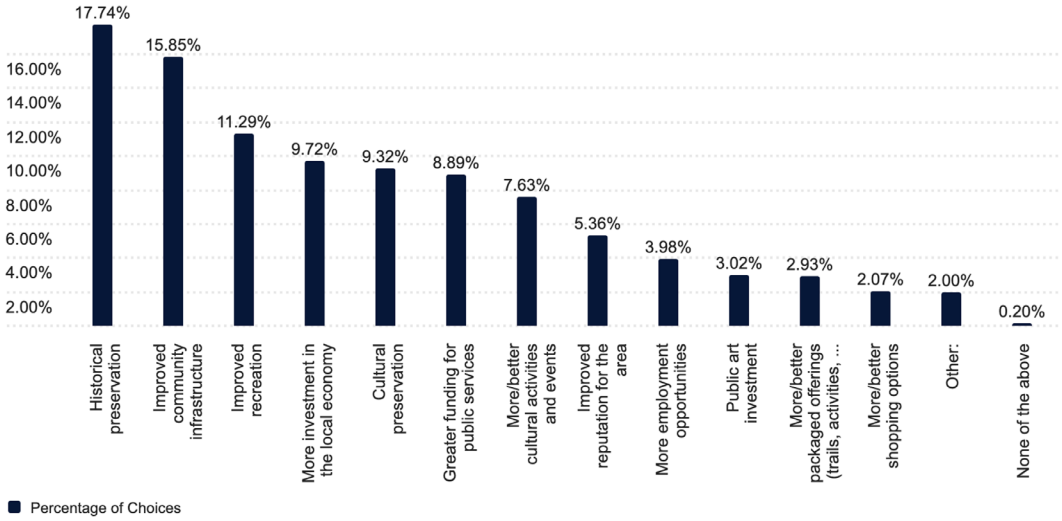
All Respondents

RIGHT NOW, I BELIEVE LANCASTER CITY'S GREATEST APPEAL TO TOURIST IS: (PLEASE SELECT UP TO THREE OPTIONS)



All Respondents

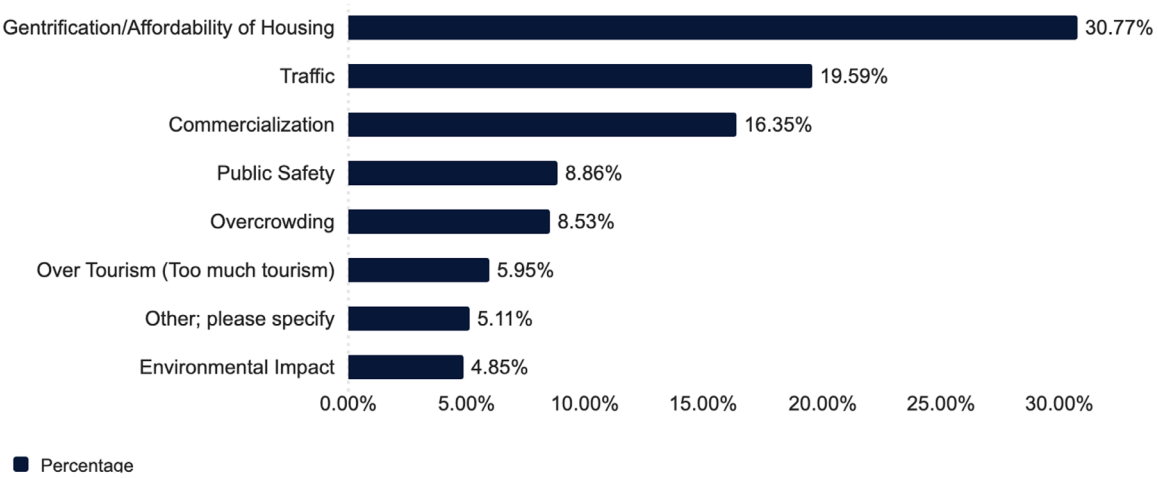
There are several well studied benefits of tourism marketing programs in communities. Which of the following are most important to you? (Please select up to three options)



All Respondents

COMMUNITY SURVEY: REGIONAL RESIDENT OUTLOOK

Of the potential downsides of local tourism marketing, this is the greatest concern for me:



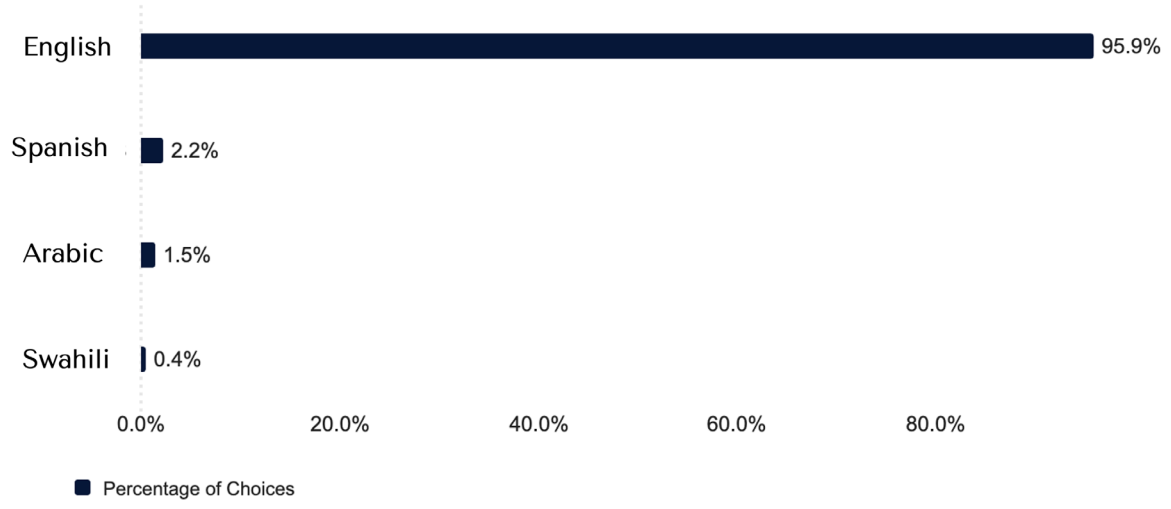
All Respondents

Of the potential downsides of local tourism marketing, this is the greatest concern for me: - Other

Common Themes:

- Preservation of Lancaster history and life
- Raising taxes
- Funding resident needs
- Architectural preservation
- Environmental impact
- Homelessness

Survey report —Language survey was taken in:



All Respondents



VALIDATION PROCESS AND KEY FINDINGS

TWO 90-MINUTE public validation workshops were held in the summer of 2024. These sessions provided crucial feedback to validate survey data and verify researcher interpretation. Both sessions were open to the public and heavily promoted. One session was hosted at The Mix community center and one at Millersville University's Ware Center for Performing Arts. At each, researchers observed residents' strong desire for:

Strong Community Alignment on Identity

Participants saw:

- The city as diverse, independent, creative, artistic, historic, charming, and welcoming
- An opportunity for city-centric tourism promotion to better reflect these characteristics
- Clear differentiation between the city and the county's identity

Community Development Priorities

Participants expressed a desire for:

- Enhanced city-centric promotional efforts
- Additional connectivity/support mechanisms for small, independent business
- More balanced regional storytelling, "beyond Amish culture"
- Expanded local evening activities, programming, and entertainment options
- Focus on equitable economic development across all city quadrants

Community Concerns

Participants expressed concerns around:

- Housing affordability and accessibility
- Traffic and parking management
- Homelessness and social services
- Business hour consistency
- Infrastructure upgrade needs



COMMUNITY FOCUS GROUPS AND INTERVIEWS

SEVERAL SMALL GROUPS of local residents were invited to participate in additional focus groups to explore key topics including transportation, history, multicultural dynamics, entrepreneurship, and similar. These free-flowing conversations repeatedly led to discussions around a few common and notable topics that seemed to remain top of mind across the community:

Community Identity and Values

- Pride in "Welcoming Culture" tradition
- Appreciation for diversity and multiculturalism
- Desire to support local entrepreneurs
- Concern about over-representation of Amish narrative
- Pride in local food quality and diversity
- Appreciation for historic architecture

Infrastructure and Accessibility

- Parking concerns/perceptions
- Traffic concerns/perceptions
- The importance of walkability
- Desire for continued investment in bike-friendly infrastructure
- Accessibility of attractions

Development and Opportunities

- Excitement about Conestoga River Project
- Excitement about the Thaddeus Stevens and Lydia Hamilton Smith Center
- Desire for more music venues and nighttime entertainment
- Need to distribute tourism benefits throughout the city
- Specific interest in developing the visitor economy in the Southeast quadrant
- Drive to increase Queen Street corridor foot traffic

Community Concerns and Communications

- Respectful discussion of complex issues (homelessness, housing costs, etc.)
- Desire to correct misperceptions about safety, parking, and accessibility
- Interest in city-centric storytelling and promotion
- Recognition of different visitor preferences for city vs. county
- Prioritization of small/independent local businesses

BUSINESS COMMUNITY PRIORITIES AND PERSPECTIVES

THROUGH FOCUSED POLLING and discussion workshops, business owners provided significant feedback and articulated several priority concerns.

Overall, local business owners were proud to call the City of Lancaster home. They described the community as "vibrant," "diverse," "unique," and "friendly."

When asked about vision and aspirations, respondents expressed a desire to prioritize authenticity, to support one another, to improve infrastructure, and to increase inclusion, especially with segments of the population that may not have historically had equitable access to prosperity. Business owners also echoed the broader resident feedback with a strong desire to continue nurturing the city as a "welcoming location" that is also a nice place for people to live."

Local business stakeholders believe that the diversity of Lancaster City was its greatest strength. They also noted the variety and diversity of businesses, residential enthusiasm, local passion and entrepreneurship, and walkability of the area were key strengths that could be further capitalized on through this planning process.

However, business owners named several significant concerns including homelessness, affordability, current city communications and marketing, and downtown parking accessibility which they perceived as current weaknesses. They also noted several potential threats including gentrification, visitor safety concerns (even if these concerns were more about perception or reputation rather than confirmed crime or safety incidents), over-expansion at the expense of historic architecture preservation, chain- or franchise-based retail, and increasing costs and inflation. They indicated that they hoped these threats could be proactively managed.

Business owners were proud of Lancaster City but believed that the business community could be further supported by investing in the creation of a city-specific tourism marketing and promotion function. Business owners expressed that they most often receive support from the city with marketing, advertising, promotions, networking and event planning support. However, when asked their level of satisfaction with the support received, only 34.62% of respondents reported that they were currently satisfied.

When asked about opportunities for Lancaster City to support its local businesses, respondents expressed interest in having more marketing, advertising, and promotion support, as well as access to additional financial assistance or grants, and professional development opportunities for both management and front-line workers.



The business stakeholders polled expressed interest and enthusiasm around the idea of attending city-sponsored trainings, business support, and professional development programs in order to improve business operations, efficiency and industry performance citywide.

Similarly, in order to improve local promotions for the city and its businesses, the majority of respondents indicated that they may be willing, or would be willing, to contribute to a local promotions fund (26% indicating “yes” and 61% indicating “maybe”).

Pennsylvania allows for Tourism Business Improvement Districts (TBIDS) which work in a similar fashion to the Downtown Investment District (DID) program. Operators in a specific area can self-select to authorize a TBID which would then trigger a localized collection of funds to support a tourism marketing programs supporting that same designated area.

However, because of the overlapping footprint of Lancaster City’s Downtown Core and the current DID program, as well as the location of the businesses most likely to be interested in pursuing a TBID program, implementing a TBID as originally envisioned by the state could be challenging.

One potential solution that could be further explored would be a direct allocation of a set percentage of DID funding that could get automatically allocated to a tourism marketing fund each year.



BUSINESS COMMUNITY GOALS

Enhanced Marketing Support

- Desire for coordinated citywide promotion
- Request for more tools and training to help individual businesses market more effectively
- Collaborative promotional opportunities

Professional Development

- Management training programs
- Front-line worker skill development
- Industry-specific education

Financial Resources

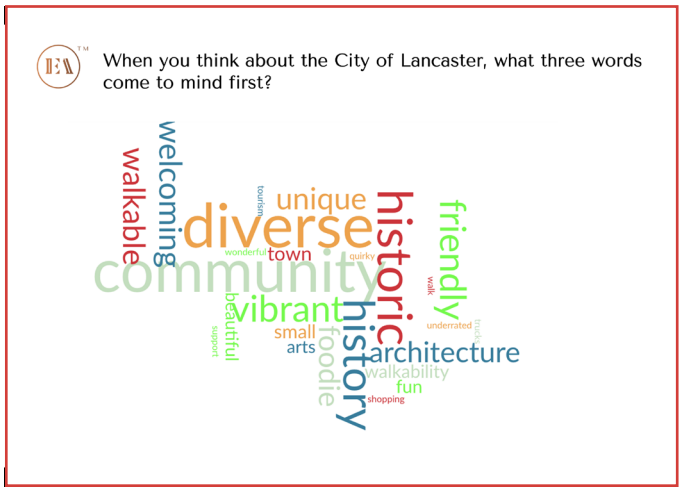
- Grant program accessibility
- Investment opportunity awareness
- Development of more funding mechanisms for small and independent local businesses

District Coordination

- Hours standardization support
- Event planning alignment
- Seasonal strategy development

Infrastructure Improvements

- Enhanced parking solutions that reduce perceived barriers to access
- Streetscape enhancements
- Refreshed signage and wayfinding



Recommendations for Lancaster City Retail Districts:

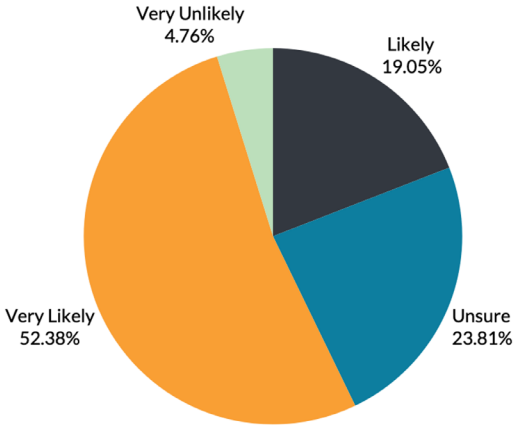
1. Establish core business hours for each district
2. Communicate changes widely and well in advance
3. Consider seasonal district planning
4. Coordinate special events with corresponding hours
5. Create and promote standardized district-wide holiday schedules
6. Maintain accurate and up to date hours across all platforms
7. Emphasize and enhance digital fluency and marketing expertise



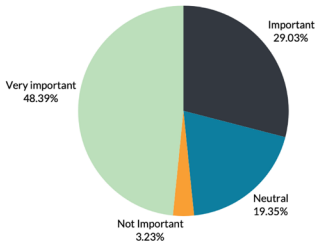


BUSINESS OWNER PERSPECTIVES AND PRIORITIES

How likely would you be to participate in city-sponsored training, business support, or professional development programs?



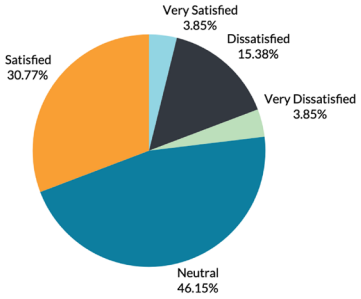
How important is the health of the local tourism economy to your business?



What do you consider the city's greatest strengths?



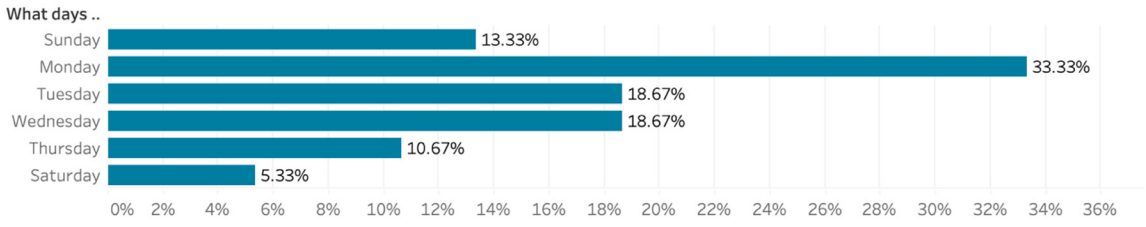
How satisfied are you with business support resources provided in Lancaster City?



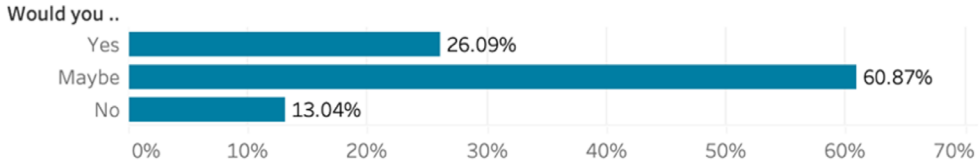
What do you consider the city's greatest weaknesses?



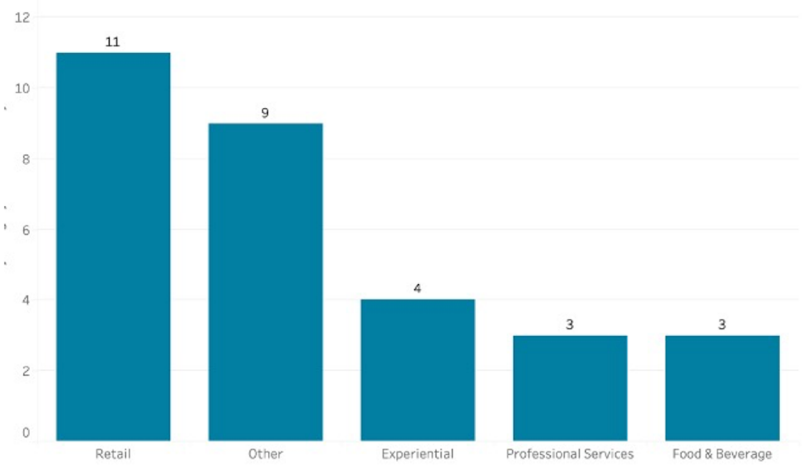
What days of the week is your business closed?



Would you be willing to voluntarily contribute to a local promotions fund in order to create a city-specific destination marketing program designed to help drive increased visitation and visitor spending in the city?



What industry category best describes your business?



VISITOR TRAFFIC ANALYSIS

Aggregate cell phone geolocation data was used to conduct visitor demographic and behavior analysis. This provided a large sample size and helped researchers to better understand visitor demographics, travel patterns, and feeder markets at scale. The study focused on visitors who traveled to Lancaster City and County between June 2023 and July 2024, resided more than 50 miles away, and stayed in the area more than four hours.



Methodology Note: Cell phone based geolocation research captures a large study sample which allows for visitor counting. However not every visitor carries a cell phone, not all visitors with cell phones were likely to have location services during the study period, and not every phone will ping every tower. That said, this data is considered reliable as it is extrapolated from a large data set but it is not likely to be 100% complete. Therefore, total counts and comparisons in this section should be considered indicative and trustworthy but not absolute.

LANCASTER CITY VISITOR ANALYSIS

Key Metrics:

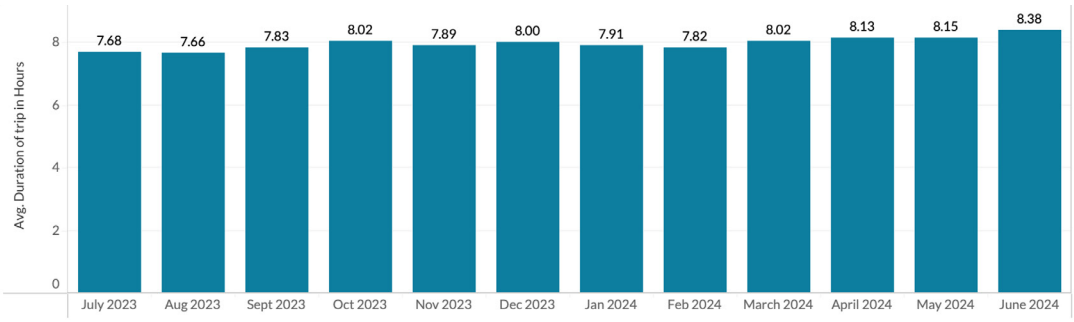
- 141,710 unique visitors to Lancaster City
- Visitor types:
  - 42% day visitors
  - 70% overnight visitors

Note: These categories overlap due to repeat visitors making different trip types

Visitation Patterns:

- **Average day trip duration:** 7.96 hours (median: 6.87 hours)
- **Average overnight stay:** 1.69 days (median: 1.03 days)
- **Return visitation:** 49.5% made multiple trips
- **First-time visitors:** 50.6% single trip visitors during the study period

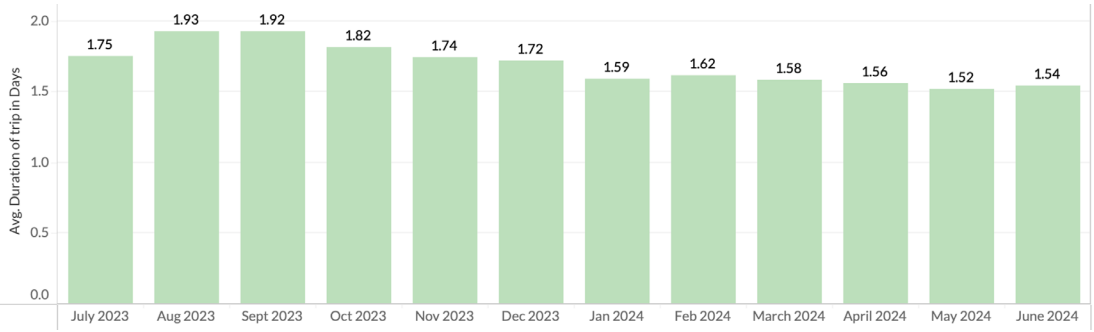
Daytrip — Duration (Hours) Bar Chart



Daytrip duration by month chart

	July 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	March 2024	April 2024	May 2024	June 2024
Avg. Duration of trip in Hours	7.68	7.66	7.83	8.02	7.89	8.00	7.91	7.82	8.02	8.13	8.15	8.38
UberMedia ID	4,699	6,201	6,367	7,305	6,876	6,853	6,796	6,540	7,120	6,109	5,780	5,946
Max. Duration of trip in Hours	23.67	23.88	23.89	23.93	23.88	23.75	23.79	23.63	23.90	23.61	23.96	23.87
Min. Duration of trip in Hours	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Overnight — Duration (Days) Bar Chart



Overnight duration by month chart

	July 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	March 2024	April 2024	May 2024	June 2024
Avg. Duration of trip in Days	1.75	1.93	1.92	1.82	1.74	1.72	1.59	1.62	1.58	1.56	1.52	1.54
Distinct count of UberMedia ID	9,080	11,364	11,846	13,811	13,221	13,104	10,444	10,880	11,878	11,554	10,764	11,826
Max. Duration of trip in Days	30.99	30.97	29.99	30.99	30.03	30.99	30.81	28.98	30.94	29.96	30.97	26.59
Min. Duration of trip in Days	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17

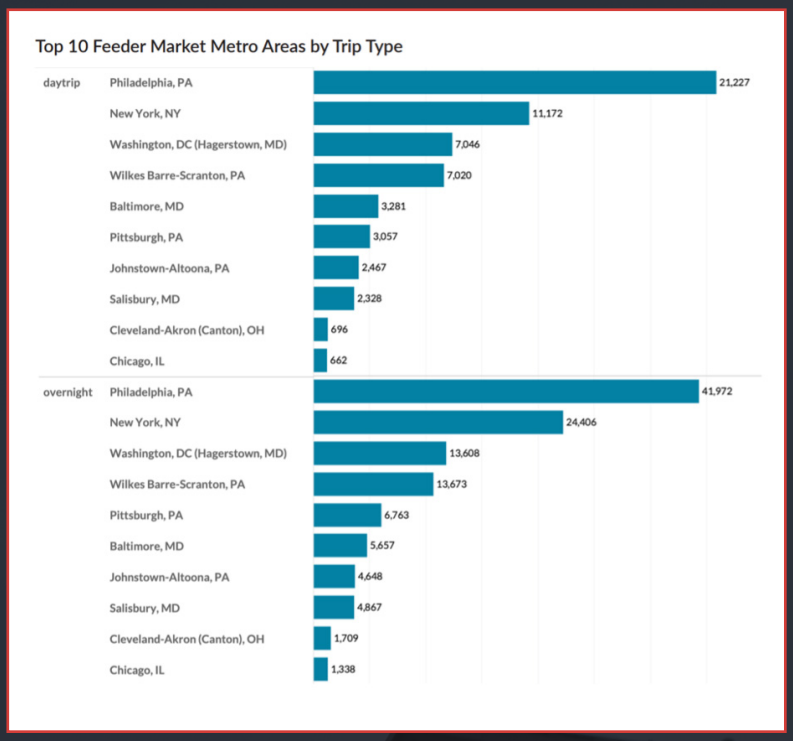
GEOGRAPHIC ORIGINS

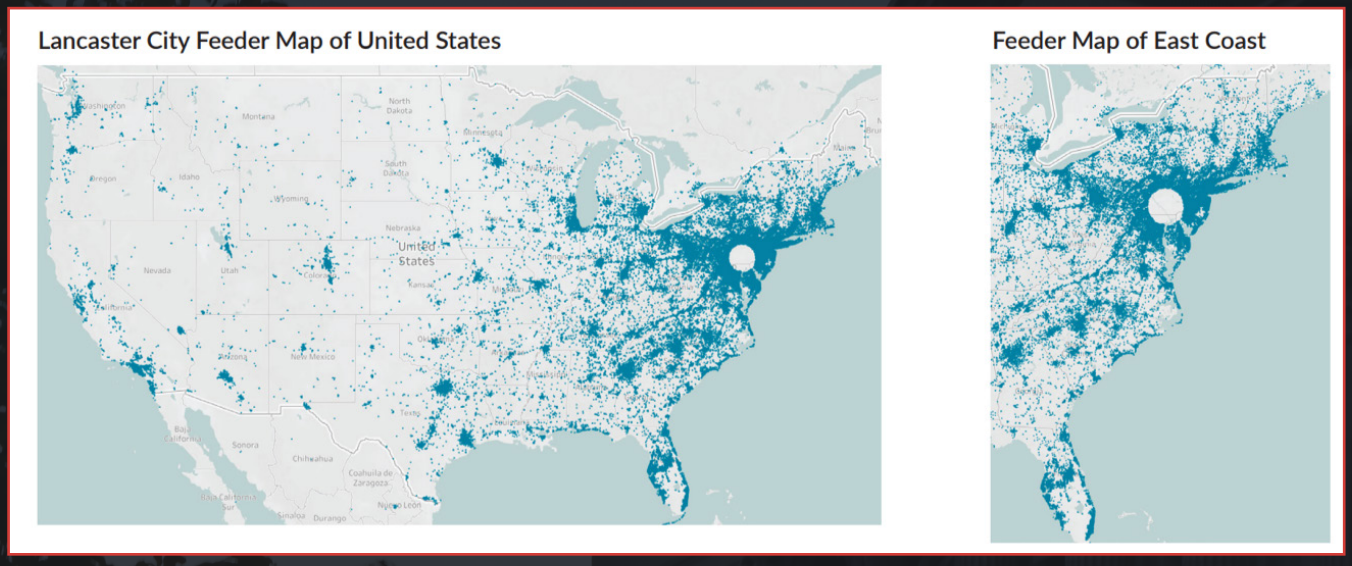
Top State Level Feeder Markets:

1. Pennsylvania: 38.47%
2. New York: 16.79%
3. Washington, D.C.: 8.00%
4. Maryland: 5.72%
5. Florida: 3.51%

Top Metro Feeder Markets:

1. Philadelphia, PA (22.85%)
2. New York, NY (14.07%)
3. Washington, D.C. (8.00%)
4. Wilkes Barre-Scranton, PA (7.17%)
5. Pittsburgh, PA (3.74%)





CITY VISITOR DEMOGRAPHIC PROFILE

Demographic Analysis of Lancaster City visitation reveals a diverse visitor base with broad demographic representation:

Age Distribution

- Remarkably even spread across age groups
- 8-17% representation per decade from 18-65+
- Slight skew toward 25-54 age range

Education & Income

- 32.33% hold higher education degrees:
- 20.01% bachelor's degree
- 12.32% advanced degree

Median Household Income

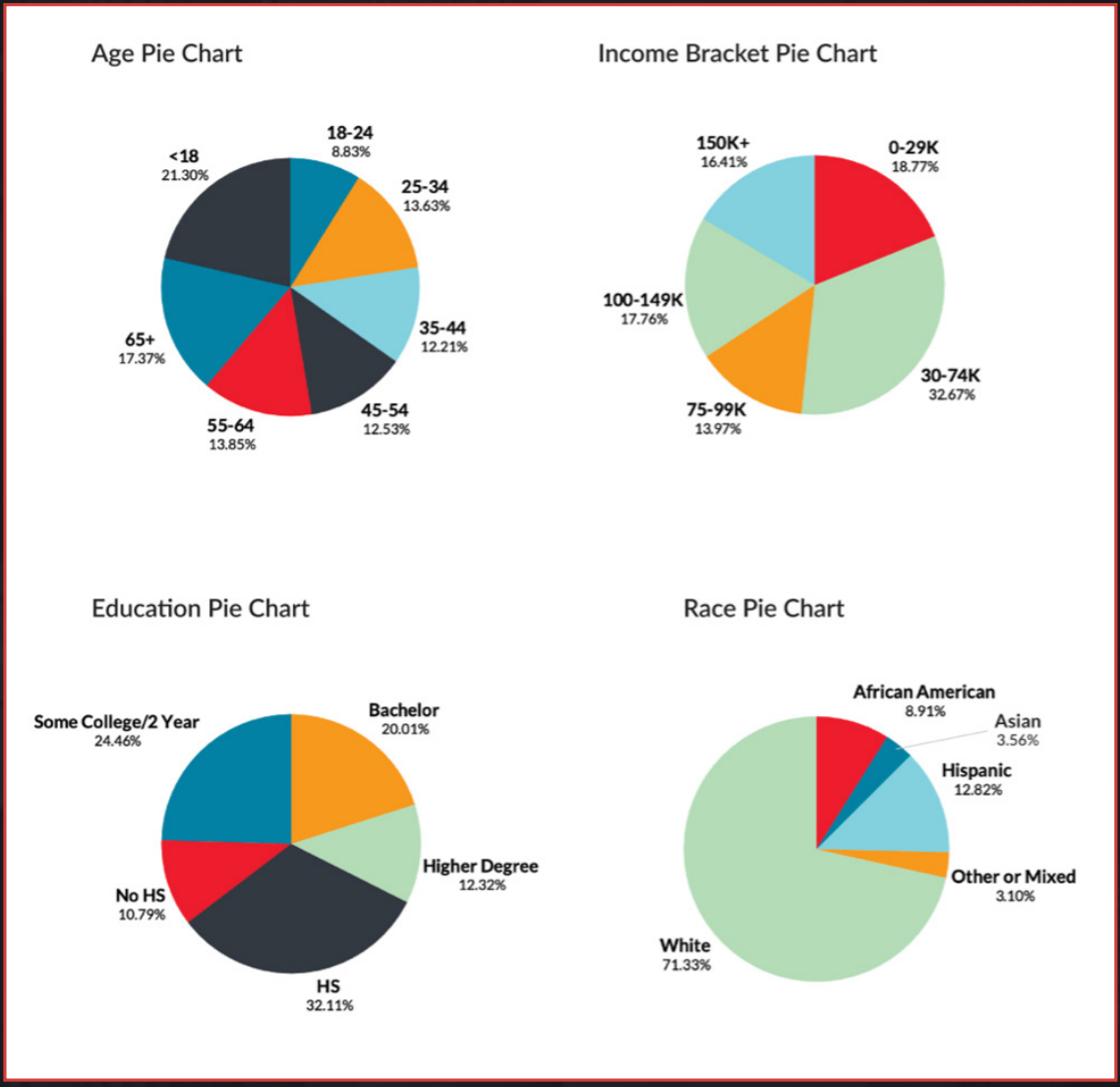
- $79,377

Average Home Value

- $247,154

Ethnic Diversity

- 71.33% White
- 12.82% Hispanic
- 8.91% African American
- 3.56% Asian
- 3.1% Other/Mixed ethnicity



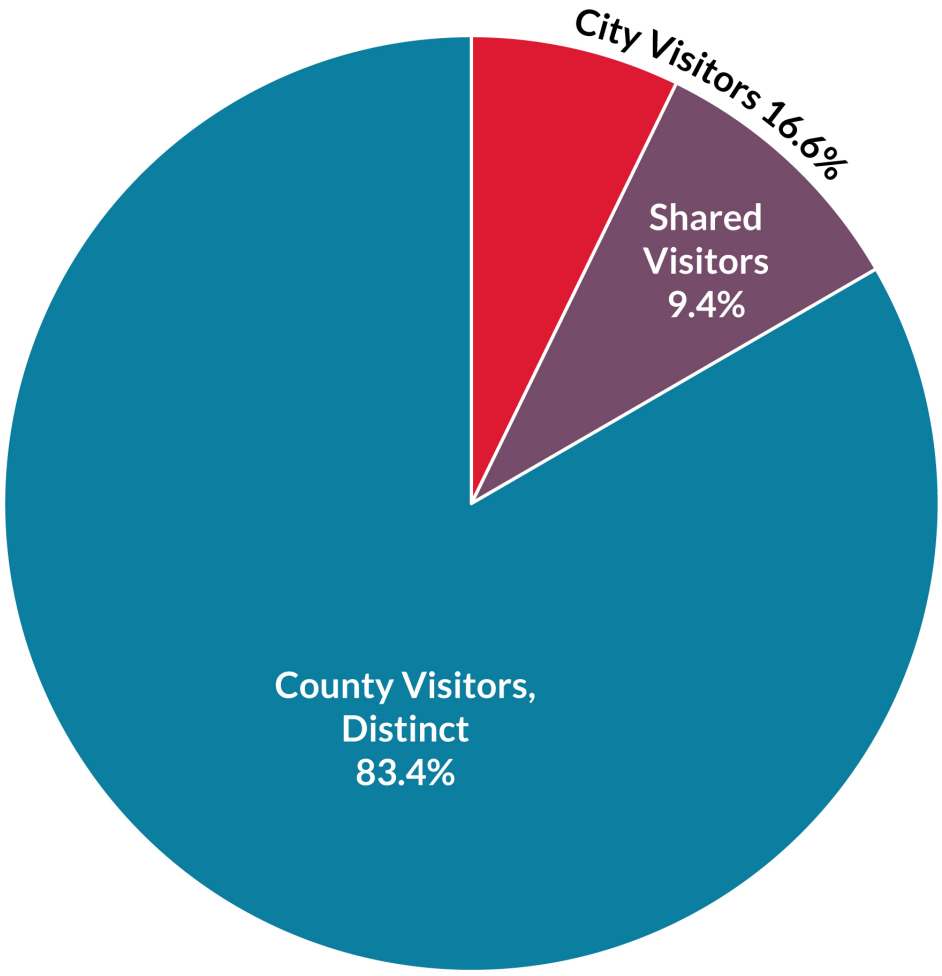
CITY VS. COUNTY COMPARISON

TO FURTHER ANALYZE this information in context, researchers also studied visitors who stayed in Lancaster County for more than four hours and resided outside a 50-mile radius during this same time-period. This provided an opportunity to compare-and-contrast visitor profiles accordingly.

The research revealed some similarities and some distinctions between the two destinations and highlighted several significant opportunities for further market and destination development in the City of Lancaster.

Visitor Volume:

- County: 709,810 visitors
- City: 141,710 visitors
- 11.3% of the county's 700,000+ captured visitors (80,198) spent 4+ hrs in city during their trip(s)



Only 11% of Lancaster County Visitors also spent 4 or more hours in the City of Lancaster.

Demographic Variations:

Income Levels:

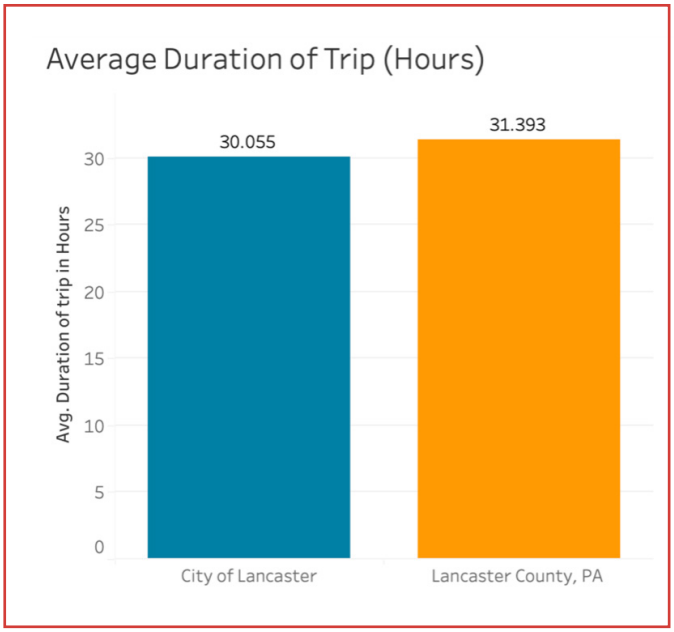
- Visitors to the county had an average household income of approximately $3,000 more per year than the city
- City visitors: $79,377 median household income
- County visitors: $82,553 median household income

Education:

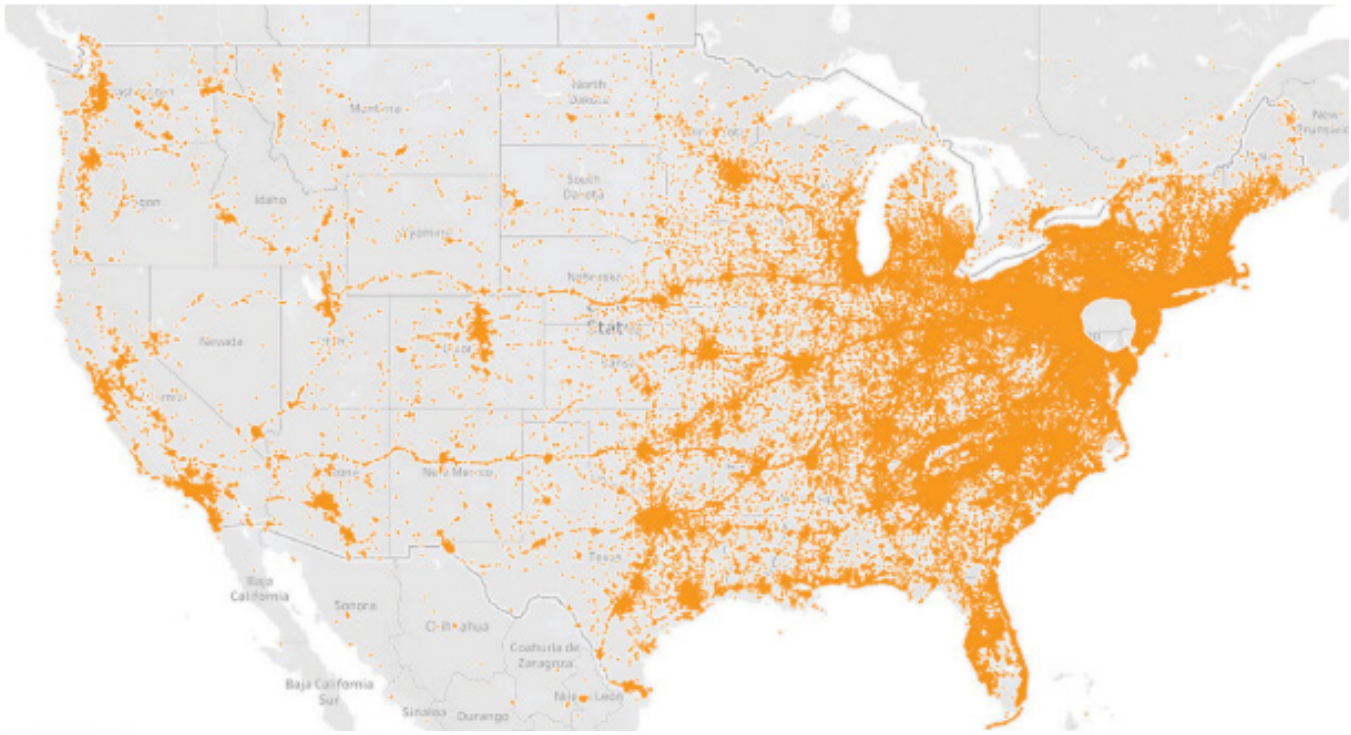
- Visitors to both the city and county had similar educational backgrounds
- City: 32.33% college educated
- County: 32.70% college educated

Ethnic Composition:

- Higher Hispanic visitation in city (12.82% city vs 10.59% county)
- Lower White/Caucasian visitation in city (71.33% city vs 73% county)



Lancaster County Feeder Map of United States



TOP FEEDER MARKETS

A "feeder market" refers to a geographical location or demographic group that provides a significant number of customers to a larger, more central market. Essentially, it's a source of business for a specific business or industry. In tourism, feeder markets are usually specific regions that travel to a given destination with more frequency than other locations. Identifying these markets allows the city and its businesses to tailor their marketing and sales strategies to leverage these trends to reach and attract the most relevant visitors with the greatest probability of conversion or visitation.

COMPARISON	STATES	METROS
CITY	Pennsylvania (38.47%) New York (16.79%) Washington, D.C.* (8.00%) Maryland (5.72%) Florida (3.51%) Virginia (3.06%) Ohio (2.08%) North Carolina (2.38%) Texas (1.64%) Georgia (1.35%)	Philadelphia, PA (22.85%) New York, NY (14.07%) Washington, DC (8.00%) Wilkes Barre-Scranton, PA (7.17%) Pittsburgh, PA (3.74%) Baltimore, MD (3.43%) Johnstown-Altoona, PA (2.5%) Salisbury, MD (2.3%) Harrisburg, Lebanon-York, PA (1.99%) Boston, MA (1.3%)
COUNTY	Pennsylvania (26.98%) New York (19.66%) Washington, D.C.* (9.97%) Ohio (4.18%) Maryland (3.95%) Florida (3.81%) Virginia (3.76%) North Carolina (2.79%) Texas (1.99%) Illinois (1.66%)	New York, NY (16.59%) Philadelphia, PA (11.14%) Washington, DC (9.97%) Wilkes Barre-Scranton, PA (7.08%) Pittsburgh, PA (4.40%) Johnstown-Altoona, PA (3.44%) Salisbury, PA (2.33%) Chicago, IL (1.4%) Cleveland-Akron (Canton), OH (1.39%) Norfolk-Portsmouth- Newport News, VA (1.35%)

**As Washington D.C. is not a state, we have used DMA data that may overlap with Virginia and Maryland.*



VISITOR SURVEY INSIGHTS

IN ADDITION TO studying visitor movement patterns and demographic make-up using quantitative data, researchers conducted a six-week visitor survey to gather and analyze qualitative impressions. The survey was open to travelers across the country that self-reported that they visit Mid-Atlantic destinations and included participants familiar with Lancaster City whether or not they had visited previously.

The survey received 231 responses and 151 completed surveys. Data from partial survey feedback was included in question analysis.

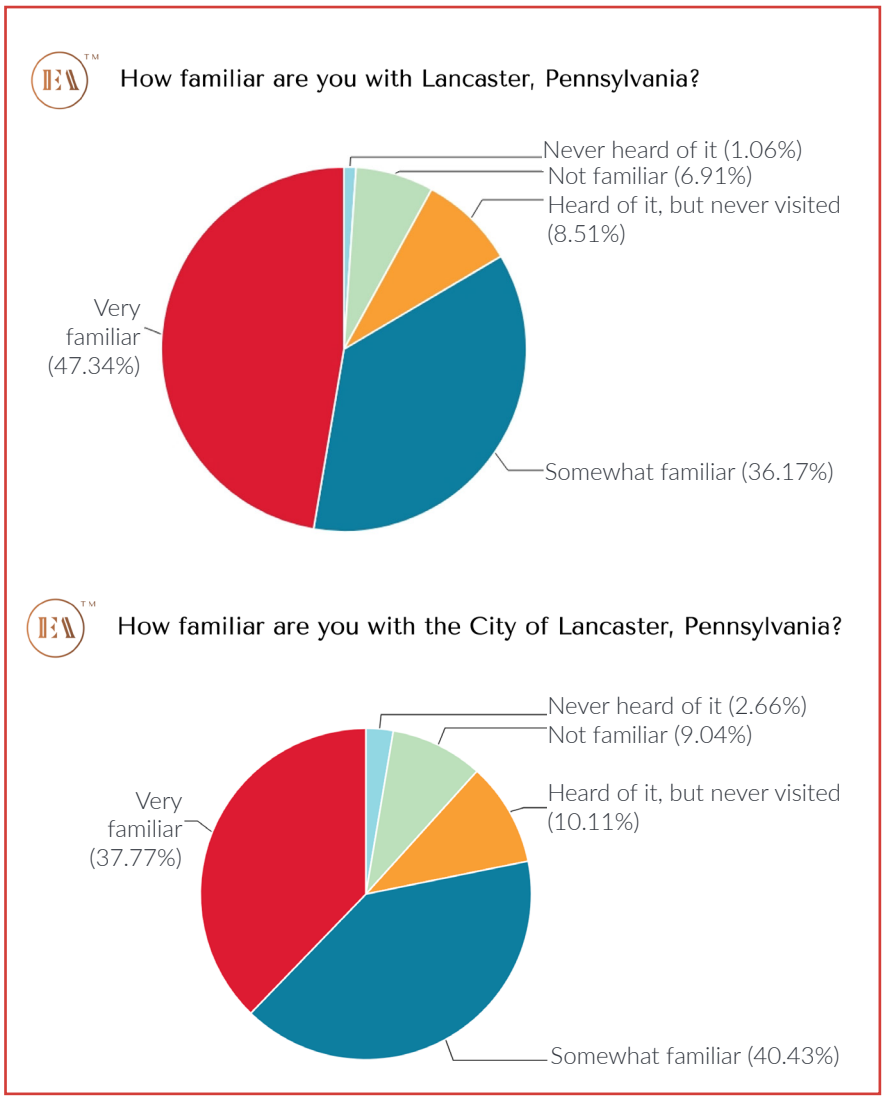
The survey ran from the beginning of October to the middle of November 2024, and it provided additional insights into visitor preferences and behaviors:

Visitor Survey Participant Demographics:

- Gender: 63.82% female, 34.67% male, 1.51% other/prefer not to say
- Age: Majority 25-54, with strong 65+
- Household: 87.69% multi-person
- 87.77% of participants had visited the county at least once
- 85.71% of visitors had visited the city at least once

Traveler Familiarity and Brand Awareness

The majority of respondents said they were either “very familiar” or “somewhat familiar” with Lancaster City. However, these figures were lower than those that measured broader awareness of Lancaster, PA more generally.



Trip Duration:

- 52.04% typically stay 1-3 days
- 34.18% typically stay 4-6 days
- 11.22% typically stay 7-10 days

Travel Companions:

- Most frequent: spouse/partner
- Secondary: friends (82%) and/or school-aged children (24%)

Transportation:

- 94.90% arrive by car
- 30.61% use air travel
- 16.33% arrive by train

Accommodation Preferences:

- 66.67% prefer chain hotels
- 52.91% use vacation rentals
- Notable overlap indicating situation-based choices and limited competition

Travel Motivations:

- Relaxation
- Culture and history
- Visiting friends/family

Activity Preferences:

- 73.68% seek scenic views/ nature
- 71.05% visit local markets/ shops
- 68.95% prioritize food/culinary experiences

Destination Selection Factors:

- Cost and affordability
- Available attractions
- Safety and cleanliness

Traveler Perceptions:

Public perceptions of Lancaster City reveal that visitors believe the city has great cultural heritage, offers unique culinary experiences, and showcases unique local crafts. Words like “restaurant,” “fun,” “historic,” “cultural,” and “positive” were used most frequently when survey participants were asked to describe current perceptions of the City of Lancaster.

Individuals noted that more events, parking, and entertainment might encourage more visitation to the city.

How would you describe your current perception of the City of Lancaster, PA?

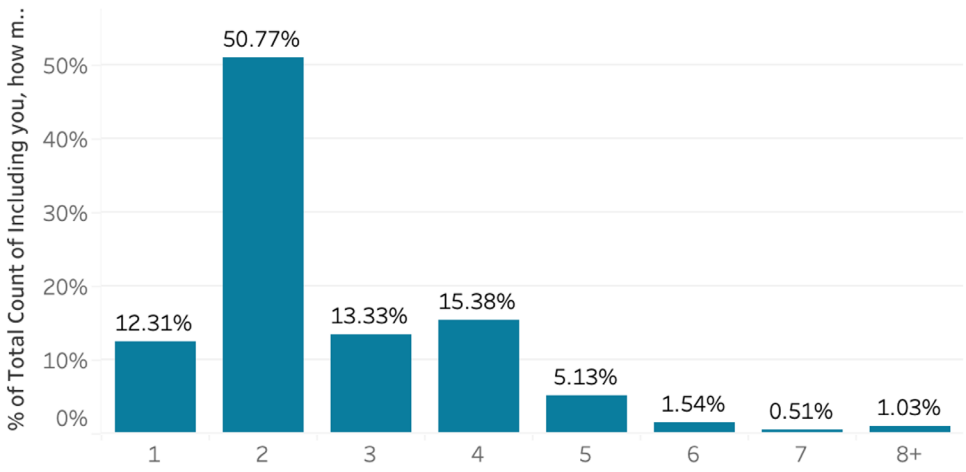


What might encourage you to visit the City of Lancaster, PA or to visit again soon?

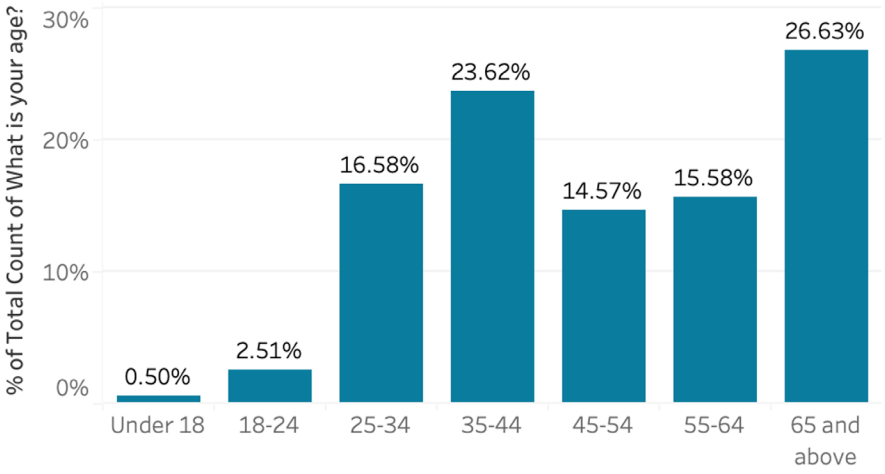


VISITOR SURVEY QUESTION HIGHLIGHTS

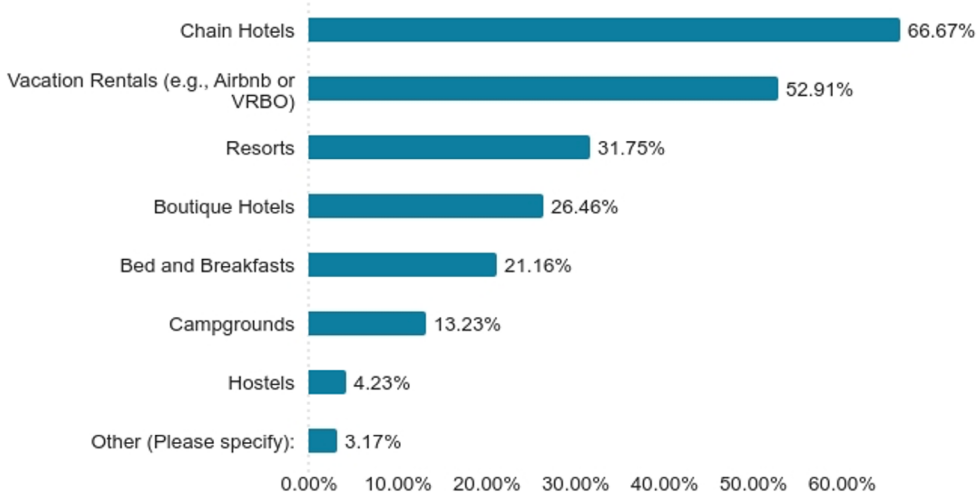
Including you, how many people currently live in your household?



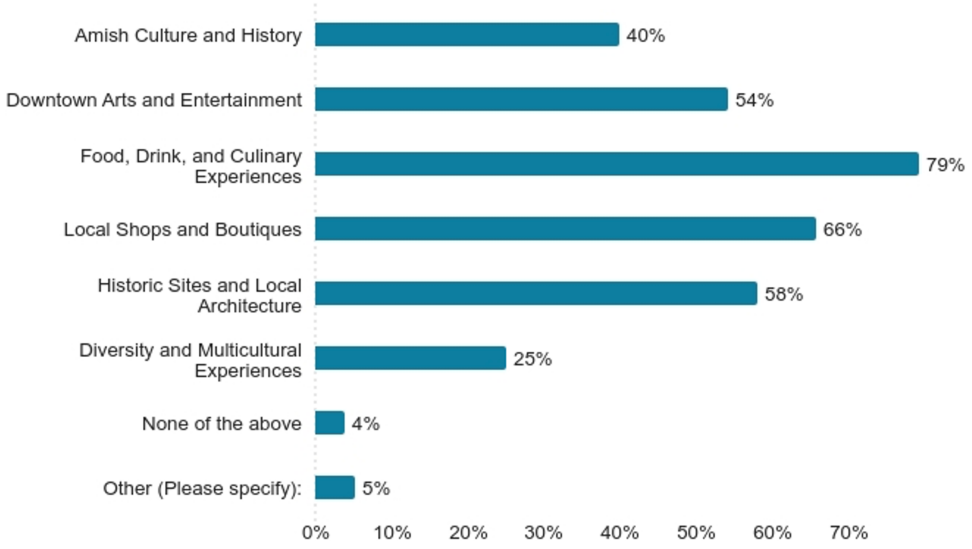
What is your age?



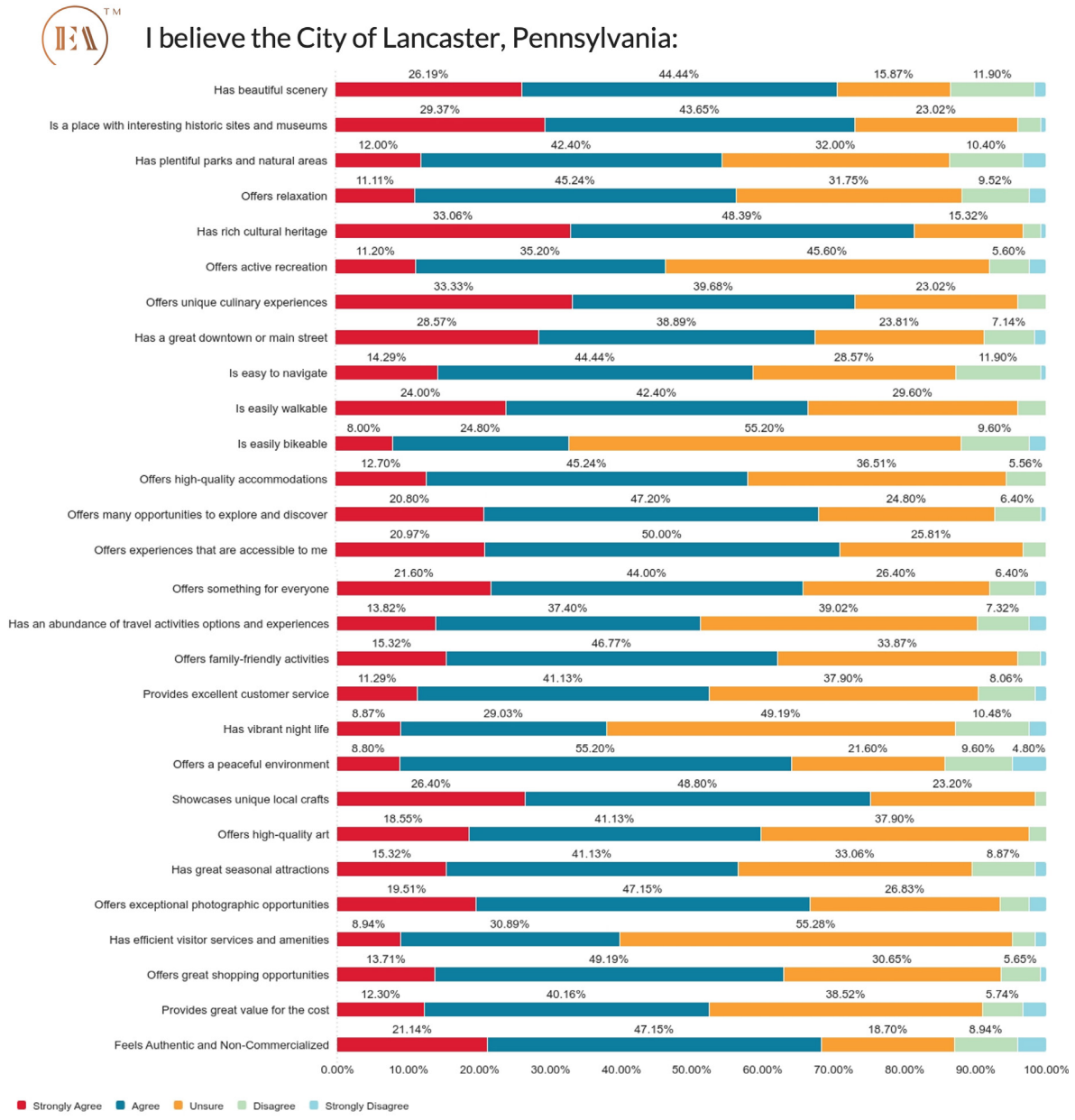
What type of accommodation do you usually prefer/seek out when traveling? (Please select all that apply) - Selected Choice



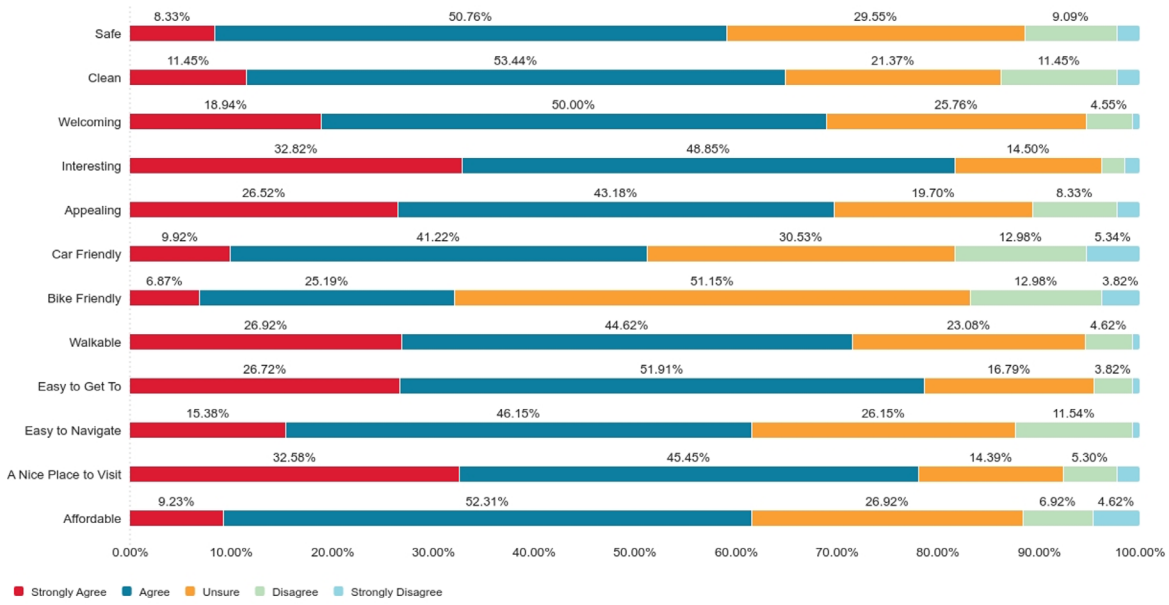
What assets in the City of Lancaster, Pennsylvania are you most likely to be interested in?



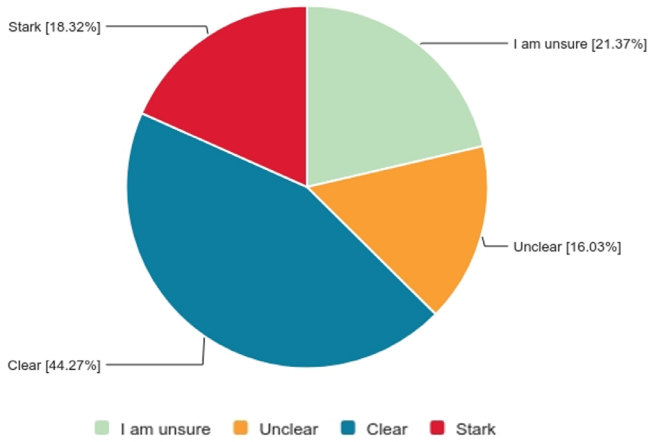
VISITOR SURVEY QUESTION HIGHLIGHTS



The City of Lancaster, Pennsylvania is...

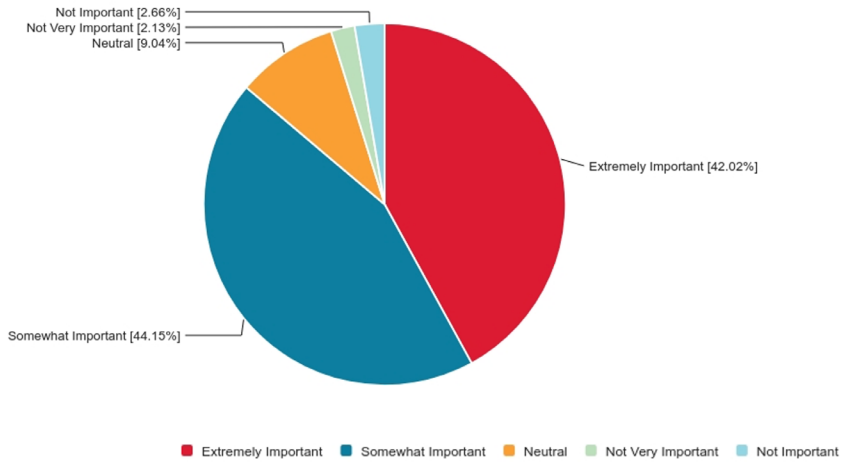


I believe the differences between Lancaster County, Pennsylvania and the City of Lancaster, Pennsylvania are:

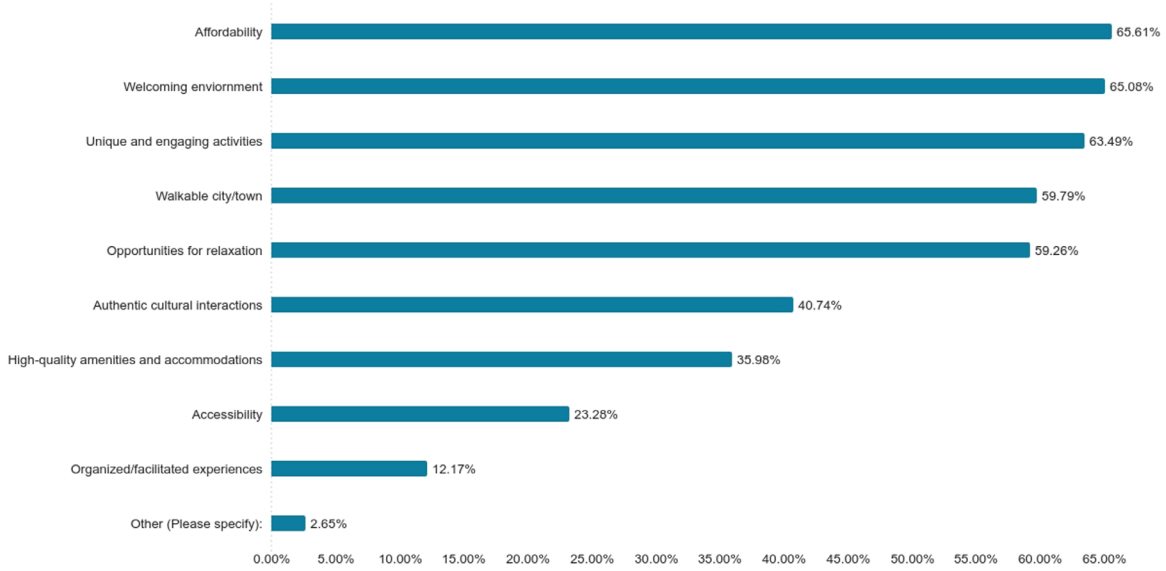


VISITOR SURVEY QUESTION HIGHLIGHTS

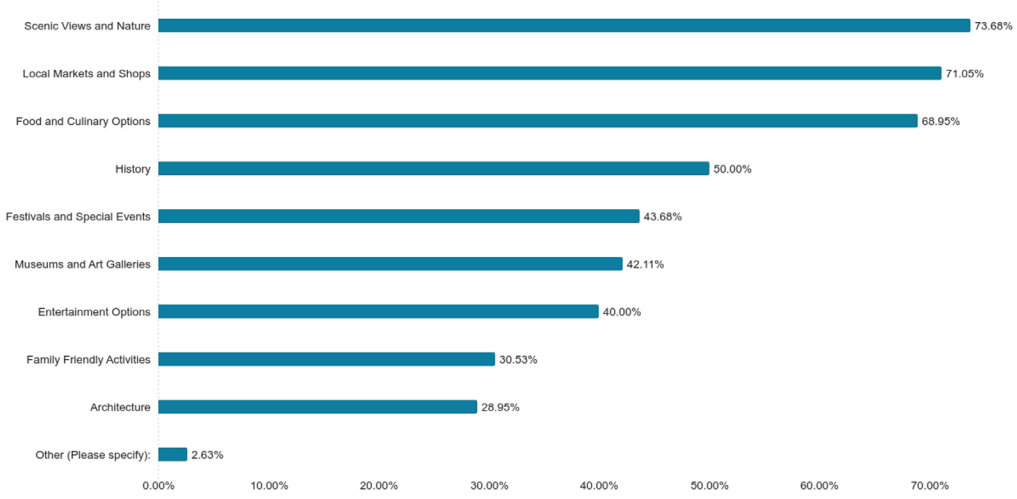
How important are local dining options when choosing a travel destination?



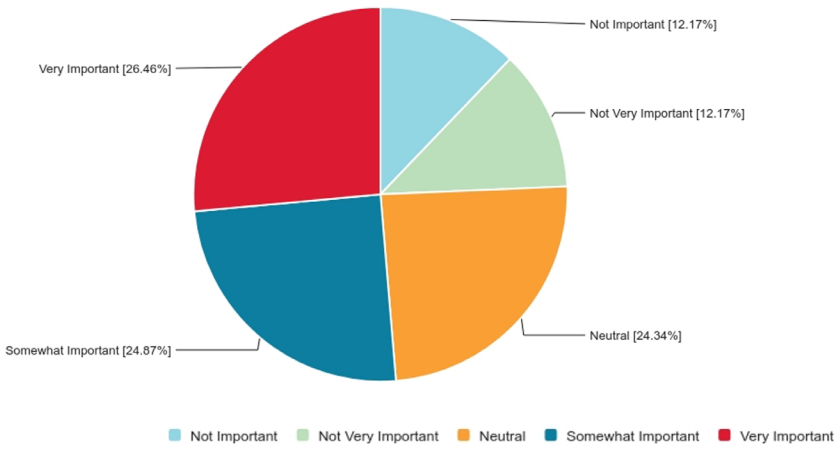
What are your expectations for a memorable travel experience?



Which of the following experiences interest you the most when traveling?

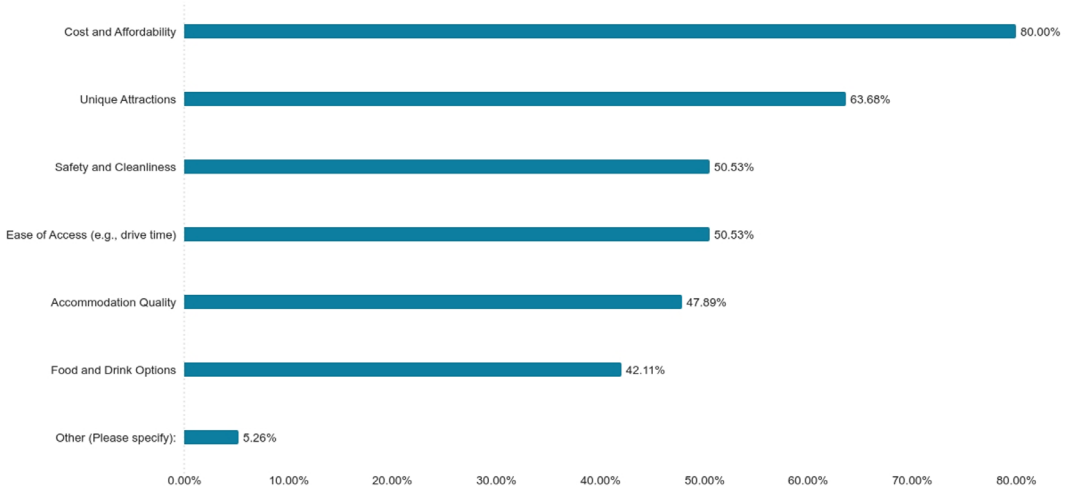


How important is the availability of family-friendly activities in your travel planning/decision-making?

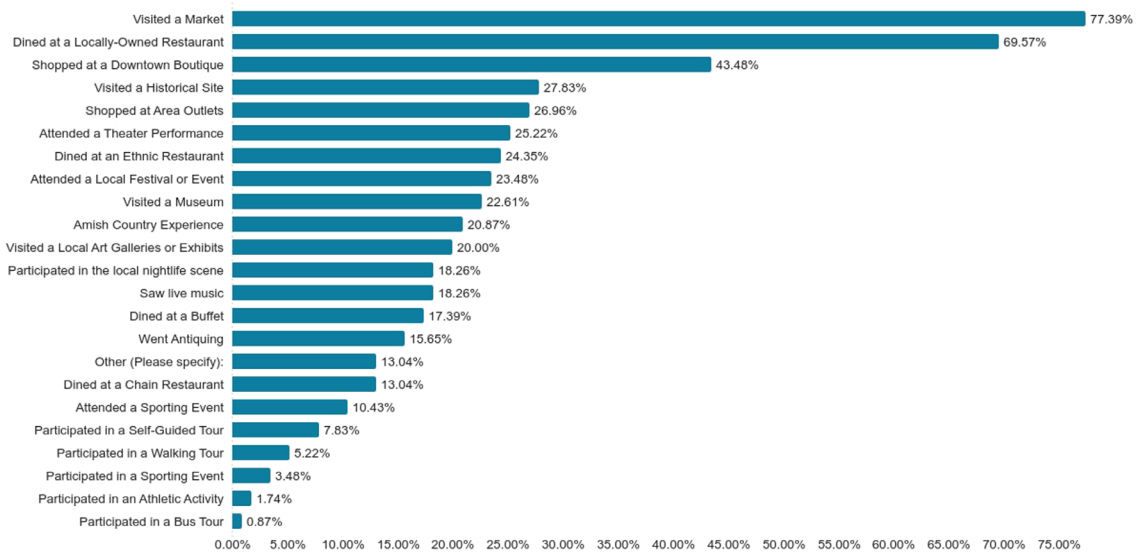


VISITOR SURVEY QUESTION HIGHLIGHTS

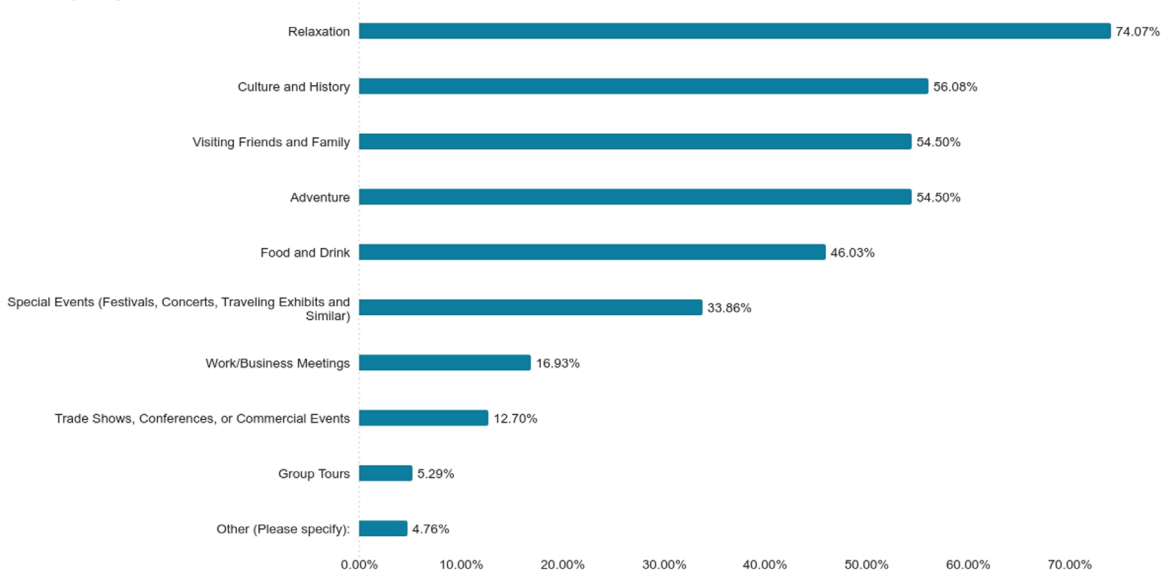
What factors influence your choice of travel destination the most?



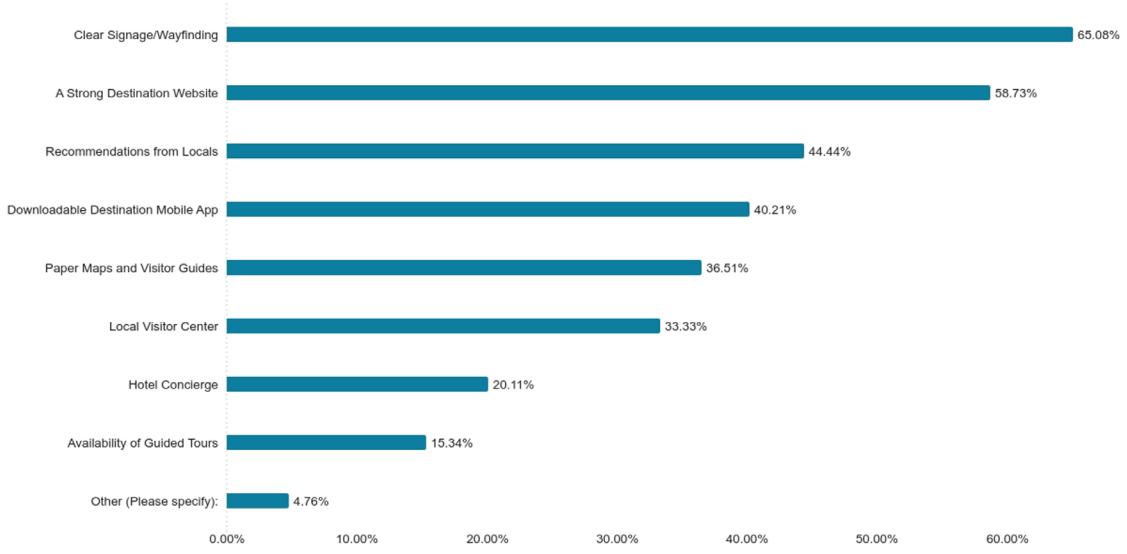
When you last visited the Lancaster, Pennsylvania area, which of the following activities did you participate in?



What typically motivates you to travel?



When it comes to navigating a new destination, what is most helpful to you?




FILTER COFFEE 3
ESPRESSO 3
SINGLE ORIGIN COFFEE A.Q.
MACCHIATO 3.5
ONE AND ONE 4
CAPPUCCINO 4
LATTE 4.5
MOCHA 5.5
CHAI 4.5
A.Q.



SYNTHESIS



COMMON THEMES ACROSS RESEARCH METHODS

Cross-Channel Findings

Local residents and business owners consistently described Lancaster City as:

- "Diverse"
- "Multicultural"
- "Independent"
- "Creative"
- "Artistic"
- "Beautiful"
- "Historic"
- "Welcoming"
- "Kind"
- More approachable than luxurious
- More calm than adventurous
- More laid back than formal
- More playful than serious
- More bold than understated
- More simple than complex
- More urban than rural
- More classic than modern
- More handmade than digital

Locals also highlighted concerns related to:

- Housing affordability
- Gentrification
- The need and desire to keep local retail and business independent
- The need and desire to keep Lancaster City welcoming in an increasingly politicized environment

Locals and visitors both shared concerns regarding:

- "Parking"
- "Safety"
- "Homelessness"
- "Hours of operation"
- "Lack of promotion and general awareness" of "what there is to see and do" and "what is going on at any given moment"

Through direct responses to the Visitor Survey, Lancaster City visitors described the city as:

- "Beautiful"
- "Historic"
- "Culturally vibrant"
- "Walkable"
- "Affordable"
- "Clean"
- "Easy to get to"
- "Hip"
- "Trendy"
- "Quaint"
- "Artsy"
- "A great place to explore"

Visitors reported they were most interested in the city's:

- Food, drink, and culinary experiences (80%)
- Local shops and boutiques (67%)
- Historic sites and local architecture (60%)
- Downtown arts and entertainment (57%)
- Amish culture and history (41%)

Notably, 63% of visitors reported they felt like the differences between Lancaster County and Lancaster City were either Stark (19%) or Clear (44%) and both locals and visitors repeatedly expressed concerns that the regional "Amish" brand narrative didn't fit the city's current offerings, appeal, or welcoming ethos.

Analysis across all research methods revealed consistent patterns and priorities to help guide this planning effort.

CULTURAL ELEMENTS

Lancaster City's cultural identity emerged as a central theme with several key components:

Welcoming Tradition:

- Deep-rooted hospitality culture
- Authentic 300+ years of local welcoming tradition
- Emphasis on diversity and inclusivity
- Strong community pride
- Multi-generational engagement

Celebration of Diversity:

- Recognition and appreciation of multicultural heritage
- Active embrace of new cultural influences
- Integration of various traditions into city events, programming, and businesses
- Cross-cultural collaboration
- Multi-generational visitor appeal
- Equity consideration

Independent Business Focus:

- Strong support for local entrepreneurs
- Preference for unique retail experiences
- Resistance to chain store proliferation
- Emphasis on offering authentic local experiences

Culinary Excellence:

- Diverse dining options
- Farm-to-table emphasis
- Multicultural food scene
- Local market culture
- Strong market scene
- Infrastructure priorities

Assets and Attractions to Protect:

- High-interest historic assets
- Architectural beauty and charm
- Walkability
- Diversity of infrastructure across attraction categories
- Quality and diversity of local food options
- Strong museum network
- Strong local arts scene

Infrastructure

Research consistently highlighted several infrastructure needs:

Mobility:

- Parking availability and the perceptions thereof
- Downtown traffic management (concerns about recently increased congestion)
- Desire for enhanced walkability (safety, lighting, wayfinding)
- Improved bicycle infrastructure (awareness that this is being worked on)
- Public transportation options (reliability of buses, evening access, and third shift concerns, desire to "bring back the trolleys")

Improved Access & Navigation:

- Attraction accessibility (nearby parking, parking time limits, hours of operation, signage)
- Wayfinding improvements (out of date)
- Multi-modal transportation integration
- More foot traffic needed on South Queen Street to support local small and independent retailers

Maintenance & Management:

- Historic preservation
- Public space maintenance
- Streetscape improvements
- Utility upgrades
- Vacant buildings (but with high rents)


XVIII

DEVELOPMENT OPPORTUNITIES

Stakeholders expressed enthusiasm, excitement and appreciation for several projects already underway:

Major Projects Pending:

- Conestoga Riverfront Development
- Thaddeus Stevens and Lydia Hamilton Smith Center
- Recent entertainment district growth
- Queen Street corridor enhancements

They also identified multiple development priorities they hoped to see considered as a part of this plan:

District Development:

More vacant building activation

- Arts scene and district promotion
- Historic preservation
- Historic asset promotion
- More mixed-use development
- More night-life enhancements
- Neighborhood retail/commercial districts or corridors

Economic Equity:

- Better distribution citywide of tourism benefits
- Inclusive growth strategies
- Continued local business support
- Additional workforce development services
- Historic preservation and charm protection
- More distinctive neighborhood identities

Strategic Objectives

- City-centric promotion - a need for more intentional, effective, and consistent marketing "at all levels"
- Balanced storytelling, moving beyond the Amish narrative
- Safety & parking perception/reputation management
- Economic benefit and sustainability/ affordability for local small and independent businesses



PERCEPTION ALIGNMENT

Research revealed important alignments as well as a few gaps between local and visitor perceptions:

Shared Positive Perceptions:

- Historic character
- Cultural vibrancy
- Architectural beauty
- Food scene quality
- Arts community

Common Concerns:

- Parking accessibility
- Safety perceptions
- Operating hours
- Promotional awareness
- Navigation challenges

Unique Local Concerns:

- Housing affordability
- Gentrification pressure
- Independent business preservation
- Cultural authenticity



FINDINGS SUMMARY

As part of the tourism master planning process, a SWOAT analysis (Strengths, Weaknesses, Opportunities, Aspirations, and Threats) was conducted to assess the destination's current position and future potential. This framework identifies internal and external factors influencing tourism development, while also capturing the community's aspirations for long-term success. The insights gained help shape strategic recommendations that are both grounded in reality and aligned with the destination's vision for growth.

STRENGTHS

Physical Assets:

- Historic city
- Rich architectural heritage
- Diverse museums (history, art, science, craft) and attractions (restaurants, abundant small and independent retail, markets, hotels, historic sites)
- Experiential offerings
- Cultural facilities
- Central geographic location
- Multi-modal accessibility: road, rail, air, bike, walkability
- Well-maintained public space
- Adequate area hotel rooms/product
- Growing entertainment scene
- Well maintained parks and greenspaces

Cultural Resources:

- Unique and authentic community story
- Variety of well-established local tours
- Multiple category visitor appeal
- Strong arts presence
- Independent business culture
- Multicultural heritage
- Culinary excellence
- Beloved local events

Operational Advantages:

- Adequate baseline lodging capacity
- Established event calendar
- Growing entertainment options
- Strong local partnerships
- Quality product and service reputation
- Reputation for honest and hospitable people
- Shared values around smart growth, and preserving city's history, architecture, and charm

WEAKNESSES

Marketing Challenges:

- City/county brand misalignment/fracture
- Product awareness issues
- Perceptions around parking, safety, asset quality and quantity are diverting potential visitation
- Inconsistent messaging- varying quality and effectiveness
- Limited promotional reach - No clear funding mechanism for tourism promotion
- Limited and often fragmented marketing efforts
- Notable product awareness gaps

Operational Issues:

- Inconsistent business hours
- Uneven geographic visitor distribution
- Limited evening activities
- Navigation challenges (congestion, bus hours, signage, parking concerns)

Infrastructure Needs:

- Parking perception issues
- Safety perception issues
- Traffic management
- Outdated wayfinding
- Corridor/Neighborhood connectivity
- Public transport limitations

OPPORTUNITIES

Funding & Partnership:

- State tourism budget increase ($4M to $19M)
- New leadership region-wide creates new collaboration potential (Discover, Hershey/ Harrisburg, Dutch Country Roads, state)
- Streamline economic development services across an active and robust partner landscape
- Public-private partnerships
- Investment attraction
- State and national program alignment and cross-promotion
- State and national grant programs
- Crime Prevention Through Environmental Design (CPTED) investment and promotion
- New Home Rule City status provides opportunity to reimagine tourism and related promotional strategy

Product Development:

- Promote new Thaddeus Stevens and Lydia Hamilton Smith Center
- Develop plans for new museums (welcoming black history and/or religious freedom)
- Support and activate Conestoga River initiative
- Entertainment District creation and promotion
- Cultural program expansion
- Placemaking
- Hub and spoke corridor development
- Amtrak programming
- Create a regional watchmakers tour in partnership with Discover and neighboring communities
- Campaign to highlight the city's culinary excellence and farm-to-table/fresh local sourcing narrative
- Welcome center upgrades and potential Lancaster City "Welcoming Museum"
- Pedestrian path from train station to downtown Lancaster City
- Three-season outdoor music/performance venue or amphitheater
- Alternative transportation: Trolley/Pedicab culture

Market Expansion:

- County Convention Center programming and alignment
- "Bleisure" market growth
- Intentional entertainment and retail district development with wrap around services and business owner support (consider stadium district)
- International Tourism (2026 World Cup in Philadelphia PA, American Sesquicentennial celebrations)
- Sustainability tourism
- Cultural heritage tourism
- Strategically promote the Living the Experience (Underground Railroad Oral History Performance) Program in partnership with Bethel AME Church
- Connectivity to Black History, Underground Railroad, Emancipation, Civil War/Civil Rights, Religious Freedom history programs
- Align with National Civil War and Civil Rights promotional efforts
- Digital transformation (added capabilities for website, digital promotion, and business empowerment)
- Regional partnerships (formation of hub councils to enhance planning and collaboration)



ASPIRATIONS

- Authentic, sustainable tourism enriches this historic community, empowers the local economy, and enhances quality of life for all residents
- Elevated city reputation as the vibrant cultural and economic heart of Pennsylvania Dutch Country
- Equitable access to the financial benefits of tourism for all city residents
- Thriving creative community
- Reliable preservation of historic architecture and charm
- Strong support for small, local, and independent businesses
- Competitive city-centric tourism marketing program
- Enhanced visitor awareness, consideration, and economic impact
- Higher profile historic asset recognition
- Better/more direct access and connectivity to state tourism office and other collaborative and well-aligned tourism promotion initiatives

THREATS*

Environmental:

- Growing homelessness population/visibility
- Infrastructure & space limitations
- Historic preservation costs
- State of the economy
- Local airport has limited service
- Train station is disconnected from downtown core

Operational:

- Business sustainability
- Operating cost increases
- Workforce shortages
- Competition intensity (especially with outlets and chains in the county)
- Market volatility
- Political/demographic tensions between the city and county

Structural:

- Funding constraints (all of Transient Occupancy Tax, TOT, goes to the county)
- No formal DMO at the City level
- Parking issues/Perception of parking issues/ limitations
- Different city and county priorities has caused some city residents and business owners to fear they are "missing out" with existing regional tourism campaigns and promotional efforts
- Limitations on traditional city funding mechanisms (Tourism Occupancy Tax collections, Tourism Business Improvement Districts and similar)
- Duplication of effort across the economic development landscape
- Gaps in business recruitment and retention focus areas
- Lack of tour bus parking and strategic/ intentional bus loading/unloading locations in the downtown core, close to major attractions
- Narrow streets with notable traffic congestion in some areas
- Public safety/perception of public safety challenges
- Unclear roles and responsibility, duplicity, and informality related to core tourism and economic development functions

**This list is provided in order of topic priority and community concerns.*




GALLERY GROW
PLANT BAR
GALLERY GROW
PLANT BAR
OPEN NOW
TUES & THUR: 10AM-5PM
FRI & SAT: 10AM-6PM
MAXIMUM OCCUPANCY: 15



INDUSTRY ASSESSMENT & MARKET ANALYSIS

LANCASTER CITY TOURISM ASSETS AND OPPORTUNITIES

LOCATION AND HISTORICAL CONTEXT

LANCASTER CITY, PA occupies 7.4 square miles in the lower Susquehanna Valley of Southeastern Pennsylvania, serving as the heart of Pennsylvania's Dutch Country Roads tourism region and the larger Lancaster Metropolitan Area (population 540k-560k). Located 71 miles west of Philadelphia, 38 miles southeast of Harrisburg, 85 miles north of Baltimore, and 170 miles southwest of New York City, Lancaster City's central position makes it highly accessible to major East Coast population centers.

The city's story is deeply rooted in its long and steady welcoming tradition. This began over 300 years ago with English and German settlers seeking religious freedom in the 1700s, and included the Amish and Mennonite communities who continue to call the region home. The spirit of community-wide hospitality and acceptance deepened during the pre-Civil War era when Lancaster City became a crucial Underground Railroad hub, with prominent citizens like Thaddeus Stevens and Lydia Hamilton Smith working to help freedom seekers passing through the region.

As Lancaster City evolved into an industrial center, it welcomed waves of European immigrants, creating vibrant neighborhoods and diverse cultural traditions. This welcoming tradition persists into modern times, with Lancaster City gaining national recognition for its successful refugee resettlement programs following the Vietnam War. The city's dedication to hospitality earned it official designation as a "Welcoming City" by Welcoming America in 2019. It was the first city in Pennsylvania to earn the honor.

For longer than the United States of America has existed as a country, Lancaster City has demonstrated that its greatest strength lies in its ability to embrace newcomers while preserving its authentic small-city charm and closely held sense of community. This commitment is evident today in the city's diverse neighborhoods, multicultural celebrations, and comprehensive support systems, including highly visible language access programs, immigrant business initiatives, and community integration services.

Interestingly, among the overwhelmingly positive feedback about Lancaster City's welcoming nature, only one contrary note emerged in the research – a single visitor survey respondent noted, "Mindset is not very welcoming to outsiders. Instead of embracing people who mispronounce Lancaster, we criticize them." While this represents a minor point in the data, it is reinforced with merchandise on sale throughout the city that demonstrates proper pronunciation of "Lancaster." The locals typically pronounce the name as "LANG-kuh-ster" or "LANG-kis-ter" with emphasis on the first syllable and the middle syllable being softened or almost dropped.

This differs from the British pronunciation of Lancaster (as in Lancaster, England), which tends to be pronounced as "LAN-cas-ter" with more emphasis on all syllables.

The Pennsylvania pronunciation reflects the regional speech patterns of the area and has become an identifier of local knowledge. Outsiders and tourists often pronounce it the British way ("LAN-cas-ter"), which can immediately identify them as non-locals.


HAPPY
HANUKKAH
LANC

Modern Lancaster City

Today's Lancaster City seamlessly blends its colonial past with contemporary living, offering well-preserved historic architecture alongside a thriving downtown district often described as "Lovely," "Charming," "Quaint," or "Slightly European."

Following significant revitalization in recent decades, the city has emerged as a hub for arts and culture, featuring numerous galleries, theaters, music venues, and a very strong food and beverage scene. With a population around 60,000, the City of Lancaster maintains a small-city charm while offering metropolitan amenities, including varied shopping districts and a robust arts scene.

The city's well-documented commitment to historic and environmental preservation alongside urban development has created a unique environment where independent businesses, artists, families, young professionals, and retirees all flourish.

The city's dedication to sustainability and community development has earned it recognition as a model for small city renewal, making it an attractive destination for both residents and visitors seeking a blend of historical richness, meaningful local charm, and modern urban living.

TRANSPORTATION & ACCESS

Air Access

Lancaster City's air connectivity is serviced through four regionally accessible airports:

- Lancaster Airport (LNS), just 6 miles north in the town of Lititz, offers limited commercial service through Southern Airways Express plus charter and private aviation access
- Harrisburg International Airport (MDT), 40 miles away, provides direct flights through multiple carriers to major hubs including Charlotte, Philadelphia, Washington, D.C., Detroit, Chicago, Boston, Atlanta, and Florida destinations
- Philadelphia International Airport (PHL) and Baltimore International Airport (BWI), both within 80-85 miles, offer full domestic and international service and many discount options



Rail Service

The historic Queen Street Amtrak Station, located at 53 McGovern Avenue, near Franklin & Marshall College, serves as a vital transportation hub. This Art Deco style station, built in 1929 and listed on the National Register of Historic Places, underwent major renovation from 2009-2011 and is currently receiving additional platform and station upgrades.

The station serves approximately 450,000+ passengers annually (pre-pandemic figures) with 12-14 daily trains in each direction on both the Keystone Corridor (Harrisburg-Philadelphia-New York) and the Pennsylvanian Corridor (Pittsburgh-Philadelphia-New York).

While current ridership is reportedly slightly lower than previous formal pre-pandemic counts, the station maintains full service with strong amenities including a ticket counter, waiting room, restrooms, vending machines, café, onsite parking and public transit access, bike racks and rentals, and a pedestrian drop-off area.

The Amtrak station's connectivity to major urban markets and Amtrak's proven promotional models and partnerships with other communities represents tremendous opportunity for the City of Lancaster's tourism economy.

Highway Connectivity

Lancaster City's accessibility is enhanced by the presence of five major highways: U.S. Route 30 running east-west through the city, PA Routes 72 (north-south) and 222, PA 283, and the nearby PA turnpike (I-76). This central location in Southeastern Pennsylvania, positioned between major metropolitan areas, has established Lancaster City primarily as a drive-market destination.

Local Transportation

Within the city, residents and visitors utilize multiple transportation options including:

- Red Rose Transit Authority (public transportation)
- Bike infrastructure (riding, rentals, and dedicated lanes)
- Taxi services
- Ridesharing through Lyft and Uber
- Several group motorcoach companies
- Extensive pedestrian infrastructure

The city is actively implementing Lancaster County's new Active Transportation Master Plan, which aims to transform the countywide transportation network with corridor improvements, new mobility hubs, and an interconnected trail network. These initiatives serve to support both visitor accessibility and higher resident quality of life.

Parking Infrastructure

Lancaster Parking Authority manages between 3,500 and 4,000 parking spaces through:

- Seven public parking garages
- Approximately 1,100-1,200 metered street spaces
- Approximately 500-600 spaces in public surface lots
- Additional private lots owned by businesses and churches
- Special use parking for hotels, the convention center, and residential permits

While a 2018/2019 Kimley-Horn study found adequate overall parking supply, perception issues persist. Approximately 95-100% of downtown commercial district parking requires payment, and 65-75% of city spaces are paid access or permit controlled, leaving 25-35% as unregulated parking.

Both locals and visitors report challenges finding convenient parking, particularly around Penn Square, Prince Street, and South Queen Street. Common concerns include tight spaces, safety perceptions in unattended lots, inadequate wayfinding, and general navigation comfort. These perception issues merit attention as they impact downtown economic activity regardless of actual availability.



ENTERTAINMENT

The city values its high-quality art scene and is home to permanent facilities as well as many popular annual events. It offers incredible food, local science, history, art, and craft museums, as well as independent and local artist-owned galleries and performing arts venues that host theater, music, and dance performances,

Lancaster City offers much more to see and do than a visitor might first expect or even discover during a single trip. However, discovering these assets and attractions often requires more work on the part of the visitor than it does in similarly positioned destinations.

Anchor attractions currently include:

- Lancaster Central Market
- Southern Market Center
- Fulton Theatre
- Lancaster Science Factory
- Lancaster Museum of Art
- Demuth Museum
- North Museum of Nature and Science
- The Ware Center
- Wheatland Estate (the former home of President James Buchanan)
- Living the Experience at Bethel Church

Two highly anticipated new projects include 1) the soon-to-open Thaddeus Stevens and Lydia Hamilton Smith Center, which will celebrate the lives of two of the city's most famous abolitionists, and 2) the new Conestoga River Project, which will include waterfront trails, and kayak and canoe access points, bank stabilization, environmental conservation, and water quality improvement efforts, enabling the community to better leverage its waterfront.

Food & Beverage Scene

Lancaster City has become Central Pennsylvania's premier dining destination, with over 100 establishments including restaurants, cafes, eateries, breweries, distilleries, and coffee shops. This culinary landscape blends Pennsylvania Dutch traditions with multicultural influences and farm-to-table innovation, earning recent recognition from several prestigious publications.

The historic "Lancaster Central Market" and the recently revitalized "Southern Market" anchor a walkable dining scene that radiates throughout downtown. From upscale farm-to-table restaurants to authentic international eateries, walk-up markets, and cozy BYOBs, the city's offerings are enriched by local craft breweries, coffee roasters, and an emerging cocktail culture, all supported by the county's agricultural bounty.

Over recent years, organic dining districts have emerged across the city including along Prince Street, Gallery Row, and the 300 Block of North Queen Street. Notable collaboration exists among establishments in these areas, with many cross-promoting and featuring items from partner businesses.

However, a persistent challenge remains: many visitors arrive expecting country farm cooking or tour-bus-oriented buffets, unaware of the city's sophisticated culinary landscape.

The city's diverse food scene represents a significant promotional opportunity as evidenced by recent articles in the New York Times and Food & Wine Magazine that specifically tout the quality of Lancaster City's restaurants.

Events & Festivals

Lancaster City, Pennsylvania offers a vibrant local events calendar that includes more than

30 major annual events and festivals that draw more than 100,000 visitors to the city each year. The city hosts many exciting gatherings that generate more than $2.3 million in local economic impact annually.

Lancaster City Restaurant Week is held each March, and features 40+ participating restaurants. Seasonal arts celebrations like Keys for the City energize the streetscape by filling city corners and alleyways with vibrantly painted, open-access pianos (and their music), raising awareness for arts in education for the last 15 years. Similarly, the biannual ArtWalk has been highlighting local shops and galleries and celebrating the city's love of art, craft, and artisan traditions since 1965.

Summer comes alive with Lancaster Open Streets, a free family-friendly event that temporarily transforms Water Street into a paved playground to facilitate community connectedness.

Long's Park Summer Music Series, which celebrated its 60th anniversary in 2024, provides free community concerts. Celebrate Lancaster, a celebration of the city's vibrant

Treasured Lancaster City Events

Lancaster City is home to many beloved local festivals and events that are hosted annually and occur throughout the year. These events are produced by a variety of active community organizations and several represent collaborative efforts which provide added stability for the events themselves and the local tourism economy at large.

Event Name	Month/Season	Organizer
Lancaster Lunar New Year Festival	February	Lancaster Asian Americans & Pacific Islanders
Lancaster City Restaurant Week	March	Lancaster City Alliance
Lancaster Roots & Blues	March	Rich Ruoff Productions
Launch Music Festival	April	Launch Music Conference
Lancaster Festival of Voices	April	Music for Everyone
F&M Emerging Writers Festival	April	Franklin & Marshall University
Lancaster Pride Festival	June	Lancaster Pride
Red Rose Run	June	Lancaster Family YMCA
Celebrate Lancaster	June	City of Lancaster
Juneteenth Jubilee	June	City of Lancaster
Long's Park Summer Music Series	June-Aug	Long's Park Amphitheater Foundation
African American Cultural Fair and Parade	May/June	The African American Cultural Alliance of Lancaster
Indie Retail Week	July	City of Lancaster
San Juan Bautista Hispanic Festival	July	San Juan Bautista Catholic Church
Long's Park Art Festival	August	Long's Park Amphitheater Foundation
Lancaster Craft BeerFest	September	Lancaster Craft BeerFest LLC
Lancaster Fête en Blanc	September	Lancaster City Alliance
Lancaster Veg Fest	September	Lancaster VegFest
One World Festival	September	One World Festival Lancaster
Hispanic Heritage Month	October	City of Lancaster
Mayor's Tree Lighting	November	City of Lancaster
Lancaster Ice Festival	November	North Museum
Lancaster Extra Give	November	Lancaster County Community Foundation
The Red Rose Film Festival	November	Red Rose Film Festival
Red Rose Drop	December	City of Lancaster
Lancaster City for the Holidays	December	City of Lancaster
Lancaster Shops Late	Decemeber	City of Lancaster and Lancaster City Alliance
First Fridays	Monthly	Lancaster City Alliance
Lancaster Open Streets	Spring	Lancaster City Alliance
Lancaster Art Walk	Spring/Fall	Lancaster City Art Galleries
Keys for the City	Summer	Music for Everyone
Binn's Park Movie Nights	Summer	City of Lancaster

residents and cultures happens each August in Ewell Plaza & Binns Park.

The Craft Beerfest showcases over 70 craft breweries, and hosts 40+ food vendors. Holiday celebrations, including the Mayor's Tree Lighting, a 60-year tradition, and the New Year's Eve Red Rose Drop festivities in Penn Square bring the community together during winter months.

The city embraces its multicultural identity through events like the Lunar New Year Celebration and Hispanic Heritage Festival both held at Ewell Plaza & Binns Park. The One World Festival at Franklin and Marshall College (F&M) also highlights diverse global representation, including Asian, Indian, Greek, Latin, Hispanic, African, Irish, German, Italian, and Jewish traditions.

Lodging

The City of Lancaster, Pennsylvania has four local hotels with a total of 787 hotel rooms:

The Lancaster Marriott at Penn Square (attached to the Downtown Convention Center)

- ~ 416 rooms
- Features multiple suite configurations

The Holiday Inn (located two blocks from the convention center)

- ~215 rooms
- Mix of standard rooms and suites

The Cork Factory Hotel

- ~ 93 rooms
- Mix of standard rooms and suites

The Lancaster Arts Hotel

- ~63 rooms
- Includes suites and standard rooms

The city is also home to 125-130 properly licensed short term rental (STR) units.

On May 10, 2024, Lancaster City Council updated Lancaster City's STR and Homestay ordinance in an effort to better balance local business and quality of life objectives and more clearly define what properties can and can't be used as STRs and homestay facilities.

Visitors to Lancaster City also choose to stay at hotels just outside city limits – they are primarily located along Routes 30, 283, and 462. There are also more 1,000 STRs available throughout the county. These additional nearby lodging options significantly increases the total room inventory available to city visitors.

Meeting Space

The City of Lancaster, Pennsylvania has a number of places for meetings and events. The four local hotels offer more than 102,000 sq. ft. of reservable space making up the majority, but not all of this rentable space.

The Lancaster Marriott at Penn Square and the co-located **Lancaster Convention Center** is the largest event center

- 90,000 sq. ft. of meeting space (combined with Convention Center)
- Heritage Ballroom: 27,000 sq. ft.
- Freedom Ballroom: 9,000 sq. ft .
- Multiple breakout rooms and flexible spaces

The Holiday Inn

- ~5,000 sq. ft. of meeting space
- Grande Ballroom
- Imperial Blue Ballroom
- The Imperial Restaurant private dining
- Several conference rooms
- Proximity allows The Holiday Inn to be used as auxiliary meeting space when the Lancaster Convention Center is hosting large conventions and events.

The Cork Factory Hotel

- ~5,000 sq. ft. of meeting space
- The Baker's Table: 3,750 sq. ft.
- Cork & Cap Restaurant private dining
- Several smaller meeting rooms

The Lancaster Arts Hotel

- ~2,000 sq. ft. of meeting space
- Gallery space: 1,300 sq. ft.
- Board Room
- Small breakout spaces

Public/municipal spaces, cultural/arts venues, historic venues, churches/religious facilities, and other social venues offer meeting room and space rentals but do not offer lodging onsite. They are often subject to more strict usage restrictions.

Cultural/Arts Venues:

Lancaster City has multiple rentable cultural and arts venues:

- Fulton Theatre (Main Theater and Tell Studio)
- Ware Center at Millersville University (theater space, meeting rooms, and performance spaces)
- Southern Market Center (various meeting rooms, event space, and a commercial kitchen)
- Tellus 360 (multiple event spaces, various room sizes, private rooms)
- Zoetropolis (theater space, restaurant/bar lounge, patio)
- Decades (bowling alley, arcade, and group gathering/catering spaces)
- Lancaster Art Vault
- The Trust Performing Arts Center
- Roschel Performing Arts Center at F&M College
- Marion Court Room
- The Village Nightclub
- Many other local restaurants with smaller rooms for meetings and events

Historic, Religious, and Nonprofit Facilities:

Several other venues offer additional rentable space locally, including:

- The Stevens and Smith Historic Site (meeting spaces and educational facilities)
- Lancaster Central Market (full market rental, special event space)
- Local churches and nonprofit facilities (YMCA, Elks Lodge, Moose Lodge, and The Mix Community Center)
- The YWCA Lancaster (meeting rooms, multi-purpose rooms, gymnasium)

The abundance of local traditional and non-traditional meeting space is a unique attribute and one that lends itself well to creative showcases and events.

The city might consider whether a fringe or comedy festival, large scale arts showcase, music festival, or similar event series could be hosted citywide using a variety of unique meeting spaces in which to showcase talent while highlighting the city's unique culture, artistic affinity, and historic architecture.

Wedding Destination Status & Market Opportunity

The global destination wedding market was valued at $39.2 Billion in 2024, and it is expected to reach $171.1 Billion by 2033, with an anticipated growth rate (CAGR) of 17.3%. In recent years, Lancaster City has emerged as a distinctive wedding destination, where historic architecture meets modern sophistication. The city offers a combination of beautiful hotels, well-appointed venues, high-quality catering and restaurant options, and many local pocket parks. It offers a highly accessibly and affordable destination which all taken together creates a compelling business case as an appealing destination for celebrations of all sizes.

From the grandeur of the Lancaster Marriott's 9,696 sq. ft. ballroom to the intimate charm of historic venues, the City of Lancaster offers settings for every wedding vision.

While not the only venues in the city, five signature spaces exemplify Lancaster City's unique appeal. The Lancaster Marriott at Penn Square anchors the offerings, accommodating up to 500 guests while providing professional

planning services and coordinated accommodations. In the heart of downtown, the Imperial Ballrooms showcase the modern all-inclusive trend with two distinctive spaces with a city-view terrace. The Excelsior, a national historic landmark, brings vintage charm and contemporary sophistication together, hosting one wedding per day for 125 to 275 guests in its multi-faceted spaces including the very unique Catacombs. The Cork Factory Hotel transforms industrial heritage into elegant celebration spaces, featuring exposed brick walls, chandeliers, and comprehensive wedding services, including an on-site design boutique. The city's newest wedding venue is Trust46 on the corner of Duke and King Street. The iconic Georgian Revival Bank building blends historic charm with modern sophistication, radiates class and grandeur, and accommodates up to 400 guests with a 6,500 sq. ft. ballroom, luxury restrooms, and a finishing kitchen.

The wedding market represents significant economic potential for Lancaster City. Pennsylvania hosts over 70,000 weddings annually, with couples spending an average of $28,000 per celebration in a $1.96 billion statewide market.

Each wedding brings an average of 134-144 guests who generate both direct revenue through venue rentals, catering, and professional services, and secondary spending via hotel stays, dining, shopping, and entertainment.

Lancaster City's walkable downtown environment, strong lodging portfolio, and mix of historic and modern venues all help position the city to capture a larger share of this spending.

Further, wedding celebrations help balance seasonal tourism patterns, support small business growth, and generate tax revenue from out-of-market visitors. By supporting enhanced coordination between venues, accommodations, and local vendors, and strategic destination brand development and marketing support, the City of Lancaster could strengthen its position as a premier regional wedding destination while driving significant new revenue into the local economy.

Retail Landscape

Lancaster City's retail environment exemplifies the marriage of historic charm and modern commerce, with an emphasis on local and artisanal offerings.

The downtown core along King and Prince streets houses independent bookstores, music shops, gift boutiques, home goods stores, locally-made crafts, specialty food retailers, and craft beverage purveyors — many operating from beautifully preserved historic buildings.

Distinctive retail districts extend beyond the downtown core, with the 300 Block of North Queen Street offering the most notable specialized shopping experience. Less concentrated but equally important, retail establishments often anchor outlying neighborhoods, presenting opportunities for expanded placemaking and neighborhood identity development.

Recent national retail trends have aligned favorably with Lancaster City's offerings, as consumers increasingly seek experiential retail and locally-made products. This alignment supports the community's strongly expressed priority of preserving independent business culture.

The retail economy in Lancaster City currently faces both opportunities and challenges related to visitor perceptions and operational consistency however.

Inconsistent or limited business hours across retail establishments and restaurants may be dampening the visitor experience. Many stores are closed for business Sunday-Wednesday with minimal lunch or evening options throughout the week. This pattern creates barriers for visitors

who expect accessibility but find that operating hours undermine their ability to take full advantage of the city's unique retail offerings.

A coordinated approach to operating hours, particularly in key retail corridors, represents a significant opportunity to enhance Lancaster City's retail competitiveness.

Digital presence represents another frontier of opportunity for Lancaster City's retail community. While the charm of physical stores remains central to the city's appeal, today's consumers increasingly discover and evaluate retail options through digital channels. Many of Lancaster City's independent retailers maintain limited online visibility, with missing or inconsistent information about hours, offerings, and visitor amenities. Research shows that 84% of consumers check store hours before visiting, highlighting the importance of accurate online information. Supporting retailers with enhanced digital tools, skills, and education could substantially increase visitor capture rates and strengthen the overall retail ecosystem.

Lancaster City's retail experience also presents opportunities for more deliberate storytelling with clear opportunities to highlight local makers and their crafts. As visitors increasingly seek authentic connections through retail experiences, elevating the stories behind products can increase the marketable value of the products themselves.

Lancaster City's rich manufacturing heritage, paired with its contemporary maker culture, provides abundant source material for creating distinctive retail narratives. Collaborative initiatives that highlight the craftsmanship, history, and innovation behind local products could differentiate Lancaster City's retail offerings in an increasingly homogenized marketplace and reinforce the city's reputation as a destination for unique, high-quality goods.

While competition from large outlet malls with highway-adjacent locations and abundant easy-access parking on the outskirts of the city presents known challenges to Lancaster City foot traffic, strategic cross-promotion in these peripheral shopping areas could help address this challenge.





COMMUNITY VALUES

The Eddy Alexander team found evidence of clear values alignment citywide. Citizens shared that they were proud of their welcoming tradition and desired economic growth, but they wanted to grow responsibly while protecting the city's history, architecture, and charm. Residents and business owners alike sought solutions to community challenges like homelessness that prioritize neighborly "respect for the individual(s)." Residents wanted to help ensure the sustainability of Lancaster City's valued business, cultural, and natural assets and attractions.

This strong values alignment is unusual in cities of this size. It can be leveraged as a tremendous asset as the city builds out its community brand, visitor value proposition, local story, and destination marketing strategy.

Of course, these values should also continue to inform the city's destination development strategy.

Destination Stewardship and Sustainability

Destination stewardship is a holistic approach to tourism management that aims to protect and enhance the cultural, environmental, and social characteristics of a place while developing its economic potential through tourism. It involves collaborative management between local communities, governments, nonprofit organizations, businesses, and visitors to ensure tourism benefits all stakeholders while preserving the destination's unique identity and resources.

In the City of Lancaster, destination stewardship starts with identifying the community goals, priorities, and concerns – a process which was begun through this tourism master planning effort. However, it also extends beyond the planning process and should include future travel and tourism implementation efforts which should continuously account for:

Cultural Preservation

- Safeguarding local traditions and heritage sites
- Supporting authentic cultural experiences
- Ensuring respectful cultural exchange
- Maintaining architectural character
- Supporting local artists and cultural institutions

Community-wide Benefit

- Involving residents in tourism decision-making
- Maintaining quality of life for locals
- Ensuring the visitor economy supports the entire community
- Creating quality employment opportunities
- Supporting local businesses and entrepreneurs

Economic Sustainability

- Developing year-round tourism opportunities
- Diversifying tourism products and experiences
- Managing visitor quality, quantity, and distribution to prevent overtourism
- Targeting appropriate pricing strategies
- Investing in infrastructure sustainably

Visitor Management

- Educating tourists about responsible behavior
- Dispersing visitors across time and space
- Implementing carrying capacity/load limits when needed
- Encouraging longer stays with deeper visitor engagement
- Creating authentic experiences that benefit visitors and locals alike

Environmental Protection:

- Managing visitor impact on natural resources
- Implementing local conservation and beautification programs where needed
- Developing plans to protect biodiversity and wildlife habitats
- Managing waste and promoting recycling
- Identifying ways to monitor and reduce tourism's carbon footprint

To achieve a healthy tourism economy that meets these objectives, successful destination stewardship requires:

- Strong partnerships between the public and private sector
- Long-term commitment, strategic investment, and ongoing planning and monitoring
- Continuous community engagement and support
- Investment in both infrastructure and human resources
- Regular assessment and adaptation of management strategies



VISITOR EXPERIENCE AND DESIGN

Over the past 15 years, Lancaster City has undergone a remarkable transformation, evolving from a city working to overcome urban challenges into a vibrant cultural destination. The downtown core has seen significant revitalization and North Queen Street has transformed from a place with many underutilized spaces to a bustling district of restaurants, boutiques, and art galleries.

The city has also experienced a noticeable restaurant boom, with dozens of new eateries, reinforcing Lancaster City's growing reputation as a respected epicurean destination. Additionally, investment in the city's arts and culture scene have been substantial, with venues like the Fulton Theatre undertaking major renovations and expansion projects.

The development of 101 North Queen Street is transforming a former department store into a mixed-use anchor property, and Southern Market's recent renovation into a popular new multicultural food hall, represent successful adaptive reuse of historic architecture in the context of the city's uniquely diverse and welcoming narrative.

The Lancaster County Convention Center and Marriott Hotel continue to successfully host overnight visitors, business travelers, and events as evidenced by hotel occupancy and booking trends that show it is on track to have its best year ever in 2025.

Cultural offerings have also expanded significantly, with new museums and galleries opening, including additional exhibition spaces and the expansion of First Friday events. The city has also seen growth in its entertainment options, from new performance venues to craft beverage focused establishments. Street festivals, pop-up events, and regular programming in public spaces like Binns Park have also increased substantially.

Recent infrastructure investment includes improvements to streetscapes, lighting, and parking facilities, and the city has increased their focus on sustainability and walkability – implementing bike lanes and pedestrian-friendly improvements.

All of this focused attention and investment is paying off. The city has seen improved safety metrics in its downtown core and surrounding neighborhoods, with violent crime dropping 41% from 2005 to 2022 (latest available figures). This improvement correlates with increased foot traffic, business activity, and residential development in the center of the city.

Significant private investment has also followed public initiatives, with numerous historic buildings renovated for new uses. Several new construction projects are adding to the city's housing and commercial inventory.

However, in the recent years following the COVID-19 pandemic, Lancaster City, like many others, has continued to grapple with challenges including a growing homeless population, slower foot traffic in core retail districts, and inflationary pressure and workforce limitations that are making it harder for businesses locally to keep consistent hours of operation.

These realities have had a negative effect on local tourism and, as the city seeks to build on its recent success, support its independent business owners, and enhance its local economy, it must be prepared to play a bigger role in tourism strategy and promotion in order to more fully reap any associated benefits.

Tourism is a dynamic industry, one that can economically lift communities relatively quickly, drive up local quality of life, and help fund local resident and business services at scale.

However, it is also notoriously fractured and vulnerable. Small independent businesses create incredible appeal, but they often lack the resources required to implement large scale action plans, training protocols, and promotional campaigns that protect the connectivity and long term sustainability of the tourism economy. This is why many communities proactively invest in tourism promotion through a formal destination marketing organization (DMO) charged with optimizing the industry's positive impact on the local economy.

Lancaster City is currently home to more than 500 local tourism businesses and attractions. Approximately 450 of these are independent or single location entities (Note: Some businesses meet the criteria for more than one category, therefore the total exceeds 100%).

- 25% restaurants/food service businesses
- 5% bars or night life related businesses
- 35% retail businesses
- 15% services businesses
- 10% cultural/entertainment businesses
- 5% historic sites/museums
- 3% parks/public space based attractions
- 2% hotels/lodging related businesses
- 10% are short term rentals (STRs) or other infrastructure related assets

While visitors often associate the Lancaster name with Amish traditions and scenic farmland, the city holds a more urban appeal. Within a mostly walkable, historic environment, Lancaster City offers direct access to unique architecture, significant independent retail and trade traditions, high-density cultural diversity, high-quality food and dining, and rich and varied entertainment activities that include museums, performance arts experiences, sporting events, and festivals.

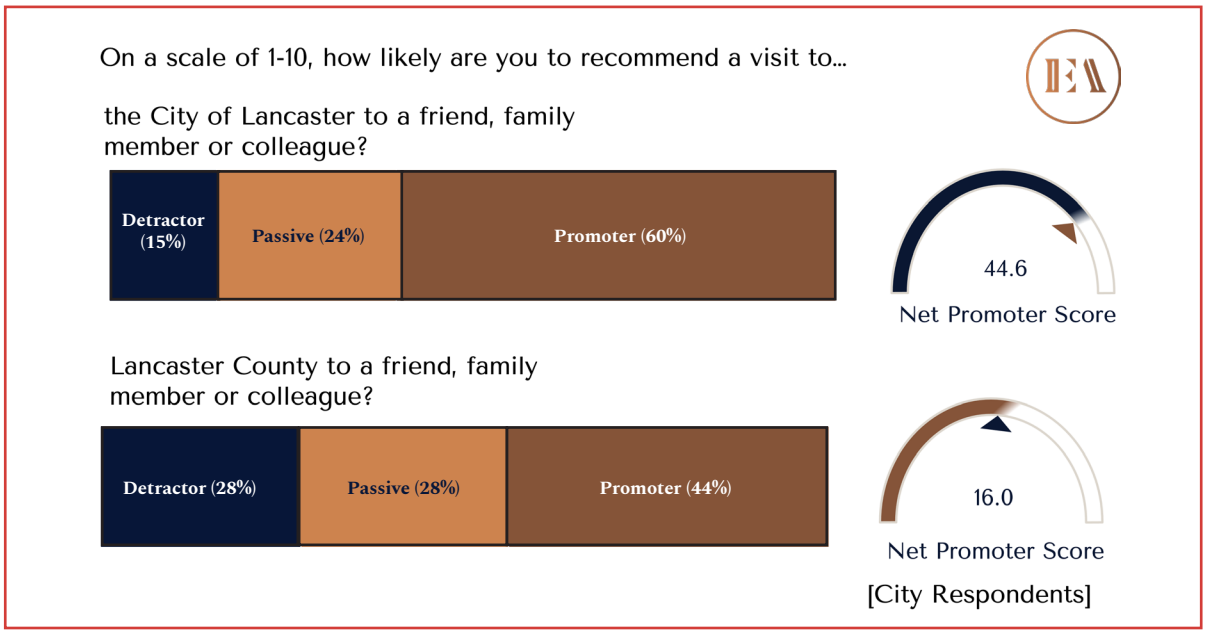
While the Amish community is an important part of the broader Dutch Country Roads regional story, for Lancaster City, it is only one thread in a rich tapestry of local histories, cultures, and experiences that comprise a diverse community with proud traditions and global perspectives.

To capitalize on this differentiation, and strategically build the local tourism economy, the city must invest in increasing awareness around what it has to offer as a destination. Tourism industry stakeholders must work to streamline, coordinate, and elevate the visitor value proposition, increase promotional outreach, and drive experience-based storytelling into known feeder markets in order to effectively increase the visitor pipeline and support the diverse network of local residents, businesses, and service providers that make the city unique.

Accordingly, the City of Lancaster must develop new mechanisms for sharing authentic city-centric stories about all there is to see and do locally. They should work to align offerings to create consistently high-quality visitor experiences that build destination affinity and loyalty over time.

The city can enhance its tourism impact by investing strategically beyond the Welcome Center and annual events, driving greater economic growth and stakeholder engagement.

Over the last twelve months, geolocation data has demonstrated that less than 12% of visitors to Lancaster County spent four or more hours inside the city limits during their trip. This data provided clear evidence that the current regional-marketing-first approach is not sufficiently supporting the city's economic



needs or cultural desire to welcome visitors into the city at scale.

As a result of this tourism master planning effort, the city must find ways to invest in strategic advertising and public relations campaigns that measurably raise awareness, consideration, and preference for visiting Lancaster City specifically. They should begin a proactive effort to encourage visitors to visit, to explore, to stay longer, spend more, come back often, and recommend a trip to friends and colleagues.

When done right, these efforts can be expected to result in increased community pride, driving up local resident and business owner satisfaction as measured by Net Promoter Scores (NPS).

It's worth noting Lancaster City residents are already very proud of what the city has to offer, and NPS scores collected during the Discovery phase of this project were the highest citywide baselines the research team had ever registered. NPS can be used to measure segmented group sentiment as well, including business owners, visitors and perspective visitors.

PRODUCT DEVELOPMENT AND PLANNING

The City of Lancaster has done a great deal to revitalize its downtown core over the last 15 years. Local independent restaurants, stores, and retail experiences are gaining notoriety and driving enhanced interest in downtown Lancaster City.

Efforts to decrease vacancies, encourage the development of walkable centralized districts, and beautify public spaces have been deemed widely successful and should continue to be nurtured through tourism promotion, business support, and ongoing stakeholder collaboration.

First and foremost, proactive, strategic, and ongoing city-centric destination promotion will help the city ensure these investments continue to pay off and help attract additional financial resources that can be leveraged to help activate additional placemaking efforts in the four quadrants that stretch beyond the downtown core.

Further development and planning efforts should carefully consider industry trends.

LOCAL ALIGNMENT WITH INDUSTRY TRENDS

Leveraging Business Travel Growth

The rebound of business travel is bringing renewed energy and activity to Lancaster City's downtown core, and the Convention Center is already poised to help recognize the economic benefits of this trend with current booking showcasing a strong trajectory for 2025 visitation. This is good news for the local downtown district which relies heavily on conference and convention activity to drive year-round foot traffic.

To maintain this momentum and support the local small and independent business ecosystem in increasingly uncertain economic times, Lancaster City should be prepared to use this increased volume to build local brand awareness, affinity, and market attention with proactive city advertising, event promotions, coordinated destination marketing and cross-promotion activities, including proactive public relations and media outreach – especially around incoming conferences.

Further, local hotels, restaurants, coworking spaces, and meeting and event facilities should take advantage of the current uptick in corporate travel by proactively marketing their offerings to executives affiliated with the region's top employers.

The city can further elevate these efforts by developing dedicated landing page content that promotes the availability of local meeting and event space on the Visit Lancaster website. Cross-promotion between tourism and economic development initiatives and outreach campaigns can also help ensure the city is maximizing the value of business travel and using tourism as a front door to economic development.



Capitalizing on "Bleisure" Travel

The growth in "bleisure" travel presents significant opportunities for Lancaster City. Longer stays are good for local hotels, but they also translate into more meals in local restaurants, more time to shop, to visit local museums and/or performance venues, and offer increased opportunity to fall in love with something special at a local gallery or boutique.

Increased coordination and cross-promotion between event organizers, hotels, restaurants, and arts and retail establishments can help ensure marketing efforts are cost effective and productive, schedules are optimized, and valuable opportunities aren't missed.

The existing Lancaster City Welcome Center and the Visit Lancaster City website are two critical pieces of infrastructure that can serve as a centralized repository for source information but marketing technology such as a strong Customer Relationship Management (CRM) database, and visitor and stakeholder newsletters, and customizable email marketing systems with engagement analytics will help take connection opportunities from responsive to transformational.

International Tourism Opportunities

The City of Lancaster is well positioned to participate in upcoming international events and should look for opportunities to partner with Brand USA, Visit Pennsylvania, Amtrak, Visit Philadelphia, MATPRA, and the International Society of Travel Writers to publicize its story and ensure that the city is placed in front of international travelers interested in American history, arts, culture, and entertainment.

International travelers are especially interested in discovering history that is uniquely American. Lancaster City's connection to history (American Civil Rights, Black history, and diverse multicultural immigration trends) is a valuable tourism asset that represents tremendous opportunity for further destination product development and storytelling.

International campaigns should highlight the city's close proximity to major metros via Amtrak, but also its easily accessible, historically and culturally relevant attractions. Key assets to promote include cultural and historical sites such as Bethel AME Church's 'Living the Experience' performance, the new Thaddeus Stevens and Lydia Hamilton Smith Center, the Demuth Museum, and the Amtrak route from Lancaster City to Philadelphia itself (the only place where the Underground Railroad was documented as going above ground on an actual railroad).

The City of Lancaster can emphasize its role as the most diverse city per capita in the United States, showcase its farm-to-table standards, and highlight its Dutch Country heritage as it highlights its culinary story and international sophistication. The city's small independent boutiques, bespoke retail scene, and strong artisan traditions hold strong appeal for international travelers looking for unique and highly authentic American experiences during their stay.

Lancaster City has an opportunity to position itself as both a historic destination as well as a welcoming multicultural community that offers easy access to unique American experiences, beautiful scenery, independent retail, affordable hand-crafted goods, and a tremendous food and arts scene which is all easily accessible via a short train trip from many other well-trafficked U.S. destinations including New York City, Philadelphia Pennsylvania, and Washington, D.C.

Sustainable Travel

Lancaster City is uniquely positioned to capitalize on the shift toward sustainable tourism through its impressive combination of historical preservation, agricultural heritage,

and modern sustainable initiatives. The city's crown jewel, Lancaster Central Market, perfectly exemplifies the intersection of cultural preservation and sustainable food systems, while embodying the farm-to-table movement that increasingly attracts conscious travelers.

The City of Lancaster's sustainable assets extend far beyond its local food system. The city's commitment to green infrastructure, including expanding bike lanes, electric vehicle charging stations, and public transportation, demonstrates practical environmental stewardship.

The preservation and adaptive reuse of historic buildings throughout downtown showcases how cultural heritage and sustainability can work hand-in-hand. Meanwhile, the city's network of parks, urban gardens, and public squares provides green spaces that enhance both visitor experience and environmental health.

The region's richness of Amish and Mennonite agricultural traditions also offers unique opportunities to showcase sustainable farming practices that have endured for generations. They appeal to travelers interested in both cultural heritage and environmental stewardship and should not be ignored.

Marketing these initiatives effectively will require a multi-faceted approach, highlighting Lancaster City's commitment to sustainability across digital platforms, partnership development, and event programming. By emphasizing these sustainable practices and cultural assets, Lancaster City can attract conscientious travelers while helping to preserve the city's unique character for future generations.

Diversity, Equity, Inclusion, and Belonging (DEIB)

Lancaster City has long held a leadership position with regards to inclusivity policies and practices. This is a strategic advantage in tourism, and industry stakeholders should continue to showcase their welcoming commitment and openness to travelers of all backgrounds and categories through targeted programs, memberships, affiliations, and campaigns as these opportunities become available.

Some programs to consider might include:

Accessibility:

- Certified Autism Center™ (IBCCES)
- Age-Friendly Cities Network (WHO)

  Note: The City of Lancaster has already begun pursuit. See https://www.cityoflancasterpa.gov/age-friendly/ for updates and additional information.

Cultural Diversity:

- UNESCO Creative Cities Network

Family Travel:

- Family Destination Guide Certification

Tourism Industry Programs:

- Destinations International's DMAP Certification
- Global Sustainable Tourism Council (GSTC) Certification

LGBTQ+ Tourism:

- TAG Approved® Certification
- International Gay & Lesbian Travel Association (IGLTA) Membership

Wellness Tourism

Penn Medicine Lancaster General Health has a strong presence in Lancaster City. Their focus on wellness and community health already attracts short-term stays in the city. Amtrak has also reported that many people travel to Lancaster City for medical treatment via rail, potentially highlighting an opportunity for the city to explore more intentional partnerships that support wellness travel to the region. For example, bundling hotels, wellness

assessments or treatments, train travel, and local arts programming might offer a way to strategically showcase the city's assets and values, while highlighting its high quality of life with a segment of traveler that is looking to slow down and appreciate what their destination has to offer. This would also allow the city to take advantage of the enhanced spending patterns this audience segment tends to offer.

Leveraging Technology

Technology is changing the tourism marketing game — at a breakneck speed. It is offering powerful new tools and capabilities that can be used to enhance personalized traveler experiences, automate high-quality customer service experiences, and even predict and respond to individual traveler preferences. These capabilities are helping destinations and travel companies provide more tailored and efficient services to meet customer needs but are also raising traveler expectations along the way.

Accordingly, the integration of emerging tourism technology should be embraced and embedded into the budget, workflow, and standard practices of the Lancaster City Bureau of Tourism and Promotions. These tools can be leveraged in any number of ways to advance community goals, but to become, and stay, a top destination, Lancaster City must focus on meeting elevated traveler expectations.

Accessibility

Lancaster City's commitment to accessibility builds upon its well-established welcoming tradition. The city has consistently demonstrated these values through policies and practices that promote inclusive access across various situations and circumstances.

As visitors increasingly engage with Lancaster City digitally before physically experiencing the city, accessibility must extend to the online environment. All industry stakeholders, particularly the Lancaster City Bureau of Tourism and Promotions and broader city communications departments, should prioritize digital accessibility standards, including the federal 508 compliance and international W3C's accessibility guidelines (WCAG). This means ensuring videos include closed captioning or transcripts, web designs incorporate proper color contrast, and all digital content is compatible with screen readers. While requiring concerted effort, these digital standards present an opportunity to actively demonstrate Lancaster City's inclusive values and provide technical benefits like search engine optimization (SEO) enhancements as well.

This commitment to accessibility must seamlessly continue in the physical environment as well. City leaders face the ongoing challenge of balancing Lancaster City's historic architecture and charm with practical considerations including ADA compliance, age-friendly design, bike and pedestrian infrastructure, and effective public transportation. Much of this work is already underway, but it should be a continual process of optimization. By addressing both digital and physical accessibility, Lancaster City can fully honor its welcoming tradition while meeting the diverse needs of all visitors and residents.

Equitable Tourism Development

Continuing to look for ways to develop additional neighborhood attractions and interest hubs beyond the downtown core will help spread the economic benefits of tourism to more residents all around the city. Increasing tourism product and developing distinctive zones, each with their own anchor attractions, will also allow for longer visits and connect more locals to the power of entrepreneurship.

OTHER NOTABLE CONSIDERATIONS

Authentic Representation and Cultural Experiences

Since the COVID-19 pandemic, travelers are increasingly seeking authentic cultural travel experiences that celebrate and respect the heritage of local communities.

For example, Discover Lancaster has long promoted local Amish traditions as part of the region's appeal and this strategy has been very successful for the region at large. To stay true to the intentions of cultural sensitivity, the City of Lancaster should proactively engage and ensure planning representation and cultural reviews of all content showcasing local cultures that may be non-native to the content creator. This is a best practice that will provide added value, as visitors appreciate the authenticity of the materials they access when they arrive and locals are respected and empowered by proactive efforts to ensure accuracy in all storytelling.

Culinary Experiences

The City of Lancaster offers a diverse culinary landscape with regional specialties and international cuisines. Food tours and local dining experiences are often trip highlights for visitors. The city has a tremendous opportunity to play up its food scene and use it to showcase its superlative as the most diverse city per capita in the United States. By showcasing the abundant farm-to-table offerings available locally, and using it to connect to region's well-established Dutch-Country heritage regionally, the city can use its food scene to attract cultural travelers who are statistically more likely to stay longer, spend more, and invest in the long-term success and sustainability of the community.

Distinctive Shopping

Lancaster City's small independent boutiques, bespoke retail scene, and strong artisan traditions hold strong appeal for international travelers looking for unique and highly authentic American experiences during their stay. However, shop owners expressed concerns about reduced foot traffic that was hurting their business. Care should be taken to support efforts to drive coordinated activity and special events in independent retail districts.

Visual and Performing Arts

Lancaster City's arts scene has a long and proud tradition. Places like Gallery Row and the Fulton Theatre are popular destination for out-of-town visitors. Care should be taken to support and develop programming that highlights these unique assets and showcases local art as a critical component of the Lancaster City experience.



LOCAL TOURISM, ECONOMIC DEVELOPMENT, AND BUSINESS SUPPORT PARTNERSHIPS

LANCASTER CITY HAS undergone a remarkable transformation in recent decades, evolving into a vibrant cultural destination that seamlessly blends its historical charm with contemporary living. With strategic investments in the downtown core, expansion of arts and entertainment offerings, and a commitment to sustainability and inclusivity, the City has positioned itself as an appealing destination for residents and visitors alike.

Today's tourism and economic development successes are driven by the combined efforts of many important organizations who are all finding creative ways to showcase Lancaster City's rich heritage, vibrant culture, and business-friendly ecosystem.

Leading the City's tourism efforts, the Department of Neighborhood Engagement (DoNE) has played a central role in advancing the City's first Tourism Master Plan. The Department creates impactful engagement across multiple entry points, from welcoming guests to City Hall to supporting neighborhood development and local businesses and designing communications that promote Lancaster's story and welcome guests to the City of Lancaster through its Welcome Center. Through community development programming, special events, and destination marketing, the Department works to connect residents and visitors to the City's diverse experiences and attractions.

DoNE works closely with the Department of Community Planning and Economic Development (CPED), which is dedicated to strengthening communities and driving Lancaster's sustainable growth. CPED oversees programs that support safe and affordable housing, high-quality public spaces, and the preservation of Lancaster's built and natural environments through planning efforts. Through this collaboration, the City integrates community engagement, planning, and economic development to improve quality of life and ensure Lancaster continues to thrive as a welcoming, dynamic destination.

By focusing on engagement as both a culture and an operational approach, the Department of Neighborhood Engagement is driving quality of life in Lancaster City, delivering services, fostering belonging, and creating experiences that strengthen the City's identity as a place where everyone is welcome."

The City of Lancaster Bureau of Tourism & Promotions:

The City of Lancaster Bureau of Tourism & Promotions is collectively responsible for the management of the City of Lancaster Welcome Center, local business promotions (mostly through the city's social media, Visit Lancaster City website, newsletters, and social media), and events such as Indie Retail Week, The Mayor's Christmas Tree Lighting, and the Red Rose Drop, as well as the production of the official City of Lancaster Visitor Guide.

Lancaster Office of Promotion (LOOP)

The Lancaster Office of Promotion, known as LOOP, operates within the Bureau of Tourism and Promotions as the City's hub for events, tourism services, and communications. LOOP manages Lancaster's calendar of special events and festivals, including signature traditions such as Celebrate Lancaster, the Red Rose Run, Hispanic Heritage Month, and the newest event Juneteenth. These events attract tens of thousands of attendees annually and foster a strong sense of civic identity and community pride. LOOP oversees event permitting and vendor coordination while also managing



communications that promote Lancaster as a welcoming and vibrant destination.

The City of Lancaster Department of Community Planning and Economic Development (CPED)

The Department of Community Planning and Economic Development (CPED) is comprised of two major divisions of three bureaus each, which work together to build strong neighborhoods and elevate quality of life for all people who live, work, and play in the City of Lancaster.

The department manages a range of programs that aim to support business and job creation, facilitate safe and affordable housing options, improve the quality of local built and natural environments, champion the design of civic spaces and facilities, and ultimately protect and enhance the health and wellness of local residents and community members.

Engaging with stakeholders across its programs, CPED gleans meaningful input in the execution of its mission. It actively engages with other agencies, community organizations, and neighborhood associations promoting the equity, prosperity, and sustainable development of the city.

CPED also staffs and guides many city boards, authorities, and commissions, including the Lancaster Property Reinvestment Board, the Public Art Advisory Board, the Redevelopment Authority of the City of Lancaster, the Lancaster City Land Bank Authority, the Planning Commission, the Zoning Hearing Board, the Historical Commission, and several other bodies that help to manage change and shape growth in the city.

Lancaster City Alliance

Lancaster City Alliance (LCA) is a nonprofit organization dedicated to driving economic growth, supporting local businesses, and enhancing neighborhoods in Lancaster City.

Through strategic partnerships, LCA fosters investment, revitalization, and community engagement to create a vibrant, inclusive, and sustainable city. Key initiatives include business support programs, façade improvement grants, the City Revitalization & Improvement Zone (CRIZ), and the 'Building On Strength' economic development plan.

LCA also manages two highly-visible support teams that work to enhance quality of life in Lancaster. The Ambassador Team wears red shirts and patrols on foot and bike. They provide safety services, answer questions, and assist businesses. The Clean Team wears blue shirts and focuses on keeping the

DID clean and tidy for residents, businesses, and visitors.

Additionally, LCA manages programs like Downtown Dollars and the Downtown Investment District to ensure a thriving urban core. By connecting stakeholders, advocating for smart development, and providing essential resources, LCA plays a vital role in shaping Lancaster City's future.

The Lancaster Downtown Investment District Authority (DID)

The Lancaster Downtown Investment District Authority (DID) was created in 1992 by property owners in the city's central business district to develop and administer business improvements and provide administrative services in the downtown district. Property owners participate in a special assessment that raises money to fund services and amenities that help to support a vibrant downtown.

The Lancaster Downtown Investment District is located in the heart of Lancaster City. Since its creation in 1992, the DID has undergone two boundary expansions at the request of property owners. The DID has an 11-member board of directors consisting of city residents, business owners, and stakeholders.

EDC of Lancaster County

EDC is the leading organization dedicated to promoting business development and expansion within Lancaster County, Pennsylvania. A private, not-for-profit, non-government organization, founded in 1960, EDC works on a number of fronts to promote the economic well-being of our communities. Whether entrepreneurs and investors are starting up a new business, expanding their presence locally, or considering a corporate relocation, EDC can assist businesses with everything from site location to financing.

Discover Lancaster

Discover Lancaster serves as the county's DMO and tourism marketing agency, promoting everything there is for visitors to see and do in the area. They are funded primarily by County tax dollars, most of which are collected through countywide tourism occupancy taxes (sometimes referred to as hotel bed tax).

ASSETS Lancaster

ASSETS Lancaster provides individuals with resources to successfully start, manage, and grow their businesses. The ASSETS model includes a 13-week business design and management program, one-to-one business counseling services, a mentoring program, technology training, and resources through the ASSETS Center for Small Business Development, a business incubator located in Lancaster City. All ASSETS programs and services are provided in English and Spanish.

SCORE

Since 1964, SCORE has educated and mentored over 17 million small business owners and entrepreneurs nationwide. The SCORE Susquehanna Valley Chapter supports local entrepreneurs by providing mentorship from seasoned business professionals who work to connect them to a variety of local business support resources. The local SCORE chapter also hosts a variety of events and webinars across the Lancaster-Lebanon area throughout the year.

Cultivate Lancaster Entrepreneurship Coalition

ASSETS and the Lancaster City Alliance created the first Cultivate Lancaster in December 2015. What began as a biannual workshop series has since evolved into a collaborative initiative led by the Cultivate Lancaster Entrepreneurship Coalition of over 20 nonprofit, for-profit, government, and educational institutions that is dedicated to providing emerging entrepreneurs and micro businesses with:

- Opportunities to meet, network & share their experiences
- Direct channels to learn about & engage with local small business support services
- Easy access to tools, resources & programming that's tailored for startups & entrepreneurs

The Cultivate Lancaster Entrepreneurship Coalition

meets regularly to discuss entrepreneur- and startup-focused programming needs, to identify opportunities for collaboration across its member organizations, and to create shared goals aimed at broadening and strengthening the network of Lancaster's resource providers.

Community First Fund (Recently Renamed Finanta Credit Union)

A federally certified Community Development Financial Institution (CDFI), the Community First Fund provides loans and technical assistance to small business owners, affordable housing developers, and community groups.

The Business and Reference Center (BRC) at Lancaster Public Library

The Business and Reference Center (BRC) is located on the main floor of the Lancaster Public Library on Duke Street and is staffed by experienced business reference librarians. Here, organizations receive personal one-on-one assistance to help answer business- and nonprofit-related questions in a friendly environment that is equipped with electronic databases, print resources (most items available for loan using a Lancaster County public library card), and a multifunctional copier/printer/fax/scanner available for public use. The majority of their services are free of charge.

Coworking Spaces and Collaboratives

Coworking Spaces and Collaboratives help small businesses and startups get established in their first few years of operations. Lancaster is home to many of these spaces such as The Art Vault, Lancaster Coworking, Warehouse210, and The Candy Factory. These facilities offer tailored services to the unique needs of remote workers, startups, freelancers, artists, and nonprofits and include workspaces, conference rooms, and television and podcast studios.

Local Business Collaborations and Storytelling

Several other informal groups have also formed across the city to pool resources and promote business interests. Businesses along Gallery Row, South Queen Street, Prince Street, and other areas have begun looking for strategic ways to collaborate and cross-promote their offerings in an effort to help share the story of what Lancaster City has to offer visitors, lower the cost burden of advertising, and drive-up foot traffic in their respective business districts.

All of these efforts are further supported by organizations like the Lancaster Chamber of Commerce and media outlets including Fig, Lancaster Online, Fine Living Lancaster, Lancaster County Magazine, ABC27 News, CBS21, and FOX43.

Building Capacity and Future Alignment

Lancaster City's strong collection of public, private, and nonprofit organizations works closely together to maintain a supportive and business friendly culture, and the results are speaking for themselves.

However, as the city continues to mature its focus, there is an opportunity to build capacity and increase alignment, ensuring adequate coverage across important new areas of focus. Balancing programming and investment efforts across each of the following categories of community economic development support can enhance the city's business services, tourism, and entrepreneurship landscape:

Business Attraction

- Business friendly promotion
- Site development
- Incentive packages

Business Retention

- Networking and engagement
- Technical assistance
- Scale-up support
- Access to capital

Entrepreneurship & Innovation

- Business planning
- Mentorship
- Professional development
- Connectivity

Workforce Development

- Skills training
- Educational partnerships
- Career pathway planning
- Trailing spouse resource development

Community Development

- City planning
- Infrastructure improvements
- Main Street programs
- Downtown revitalization
- Housing Initiatives

Tourism & Destination Development

- Market intelligence
- Destination development
- Brand management
- Experience design
- Asset and attraction promotion
- Welcome center resource management
- Event management

To gain efficiencies, while honoring the powerful transformation work that has recently been achieved, the city should work with its strategic partners to more clearly assess, define, and, where needed, collaboratively refocus each organization's primary roles and responsibilities.

This will help to ensure adequate coverage, depth, and specialization across each priority need and help stakeholders citywide benefit fully from increasingly coordinated city economy building efforts and promotional investment.

Once this new framework for citywide economic development, planning, and promotion is refined, the city and its partners should leverage a strategic industry hub maturation program to further strengthen industry connectivity and support services.

These more focused industry specific events and collaboration sessions need not replace cross-industry collaboration and networking efforts that already exist. However, they should be organized to include greater focus on bringing industry-specific businesses together. Consider forming a local lodging group, restaurant owners group, performing arts group, galleries and art collectives group, and a retail boutique group and encouraging them to work together to organize and identify opportunities for cross-promotion, shared resourcing, and high-value collaboration in alignment with citywide strategic plans. This kind of collaboration can drive down operational costs segment-wide and drive-up production and service capacity across the city.

Community advisory councils should be established with clear governance and term limits to ensure continuous infusion of fresh perspectives.

Statewide Priorities

As these industry maturation efforts evolve, it will be important to keep the State of Pennsylvania's Economic Development strategy, resources, and new tourism program enhancements in mind.

According to Pennsylvania's 10-year economic development strategy (2024-2033), the State is focused on becoming a premier state for business, innovation, and economic opportunity by focusing on five key goals:

1. Invest in Economic Growth to Compete
2. Make Government Work at the Speed of Business
3. Open Doors of Opportunity for All Pennsylvanians
4. Innovate to Win
5. Build a Vibrant and Resilient Region

The state has identified strategic opportunities in agriculture, energy, life sciences, manufacturing, and robotics and technology, and it has officially recognized tourism as a major economic engine. They have prioritized several strategic initiatives including boosting site development and preparedness, streamlining business incentives with increased funding, reforming permitting processes, expanding support for small and

disadvantaged businesses, strengthening workforce development and higher education alignment, launching innovation funds and entrepreneurial support at the state level, and investing in regional development and infrastructure. To accomplish these goals effectively statewide, they are counting on local government support, specifically naming the following expectations of local government partners:

- The development and implementation of regional strategies
- Participation in the Pennsylvania Regional Challenge program
- Strategic downtown and main street development efforts
- Help identifying and developing sites for business attraction
- Engagement in statewide workforce development initiatives

By bringing the city's business support services, infrastructure planning, and promotion efforts into closer alignment, reducing any friction created by mission overlap, and increasing collaboration between each anchor entities and the keystone state, the City of Lancaster will benefit from rapid advancement towards strategic objectives.

Connecting the Dots

By aligning the efforts of its key tourism stakeholders, leveraging emerging industry trends, and strategically investing in initiatives that enhance the visitor experience and appeal to diverse traveler segments, the city can solidify its reputation as a premier metropolitan destination within the broader Pennsylvania Dutch Country region.

Thoughtful product development, targeted marketing, and a relentless focus on meeting evolving traveler expectations will be critical as Lancaster City seeks to increase visitation, extend stays, and drive greater economic impact from its existing tourism economy.

With the right mix of vision, collaboration, and execution, Lancaster City is poised to become a shining example of how a small city can harness the power of tourism to transform its economic and community landscape.




TENNIS BALL LAUNCHER
TENNIS BALL LAUNCHER
Carl Sagan
Katherine Johnson



RECOMMENDATIONS

DESTINATION MANAGEMENT ORGANIZATION

TO PROMOTE LANCASTER CITY effectively as a destination, the city should designate and fund an official destination marketing organization (DMO) who will be directly responsible for city-centric destination marketing and reputation management, industry stakeholder coordination and alignment, anchor event management and promotion, strategic tourism partnerships, group sales support, destination development planning, city-specific welcome center operations, and performance measurement and accountability reporting.

The DMO should work collaborative with the county's DMO, Discover Lancaster, and the Commonwealth of Pennsylvania's Office of Tourism but focus more narrowly on city-specific promotions, campaigns, demand generation, and visitor experience management.

As the primary entity responsible for promoting and developing tourism inside the city, the new DMO will act as the driving force behind destination branding and marketing, attracting visitors through strategic campaigns, digital marketing, and promotional content creation. Moving forward, this team will play a crucial coordination role by bringing together various stakeholders including local businesses, government departments, and tourism operators to advocate for a cohesive visitor experience and a thriving local tourism economy.

Beyond marketing, the DMO will actively participate in destination development by identifying emerging growth opportunities, supporting infrastructure improvements, and advising on tourism policy. The DMO will also provide essential visitor services through welcome center management. They will also oversee strategic anchor events, facilitate capacity building programs locally, develop strategic services, and manage digital platforms including the destination website, social media accounts, and affiliate page content to enhance the local visitor experience.

The goal of the DMO is to manage the city's investment in the local economy by driving increased tourism revenue, creating opportunity for more local employment, and attracting new investment in tourism infrastructure. Through these combined efforts, the DMO will effectively serve as the backbone of the city's tourism industry, working to ensure its sustainable growth and success.

To assess the best operational strategy to address these organizational needs, researchers looked at current service coverage, supplemental program delivery needs, program resourcing, and required skills.

After carefully evaluating the current resource landscape, community feedback and partner capabilities, Eddy Alexander recommends that the City of Lancaster leverage the Bureau of Tourism and Promotions as its official destination marketing organization charged with ongoing citywide branding, marketing, media and influencer relations, visitor experience advocacy, welcome center management, and future destination development and planning. This office is already carrying many of the responsibilities of a destination marketing organization but will need to right size resourcing to make room for anchor components like advertising, public relations, and strategic content development that are not yet being deployed at the level expected for a city of this size.

Bureau leadership should ideally bring tourism experience as well as proven marketing industry

and communications experience, media buying and public relations strategy expertise, and an understanding of the unique and collaborative role public service organizations play in promoting entities they do not directly control.

This important function must balance both internal community interests with known best practices in tourism marketing and promotion in order to ensure predictable return on investment and reliable economic impact.

As the central hub for Lancaster City's tourism strategy, planning, and promotion, the Bureau of Tourism and Promotions will need to be properly resourced to balance internal community interests with established best practices in destination marketing.

As a first step, City Council should officially designate the Bureau of Tourism and Promotions as the official Destination Marketing Organization (DMO) for the City of Lancaster. Then, the Bureau can begin to spearhead the priority efforts required to establish impact at scale:

1. **Funding Sustainability:** Develop and confirm a predictable and sustainable funding model and resourcing landscape to support effective marketing and promotion efforts that drive meaningful increases in visitation.
2. **City Tourism Rebrand:** Update the city's tourism brand using a community-informed, industry best practice led process to account for contextually relevant use cases and ongoing competitive placements. The branding process should provide more than



just a new logo. It should include a full-scale system for written, verbal, print, and multimedia communications for promoting the city across paid, earned, borrowed, and owned channels and platforms.

3. **Digital Technology Upgrades:** Update the Visit Lancaster City digital ecosystem to better align promotional efforts to latest consumer trends. Lancaster City should be prepared to partner with the state on their future infrastructure investments and should itself invest in new technology that allows local business owners access to control the accuracy and timeliness of their own listings and event postings. This will increase accuracy, build collaboration, and align with industry best practices nationwide.
4. **Advertising and Lead Generation:** Develop a programmatic lead generation advertising strategy to measurably increase prospective visitor awareness, affinity, and conversions for the community. This should start with a "locals first" audience focus, building awareness and brand affinity for Lancaster City's tourism assets across Lancaster City and County and then extend into known feeder markets and strategic whitespace as identified in this planning process.
5. **Public Relations:** Develop a strategic earned media and influencer outreach program to gain third party amplification of the Lancaster City story. Targeting should align to brand pillars and message house strategy as further defined in the brand development process. Earned media and influencer engagement is a top of the funnel awareness building technique, but channels should be selected and prioritized according to their realistic potential to impact travel to, and spending in, the city.
6. **Destination Development:** Strategically partner with Lancaster City planning, recreation, transportation, public works, parking, and public safety teams, the Lancaster Bureau of Tourism and Promotions Advisory Board, Lancaster City Alliance, Discover Lancaster, and the many private businesses and nonprofit organizations who make up the tourism ecosystem locally. Partnerships should drive strategic advancement around key in-progress initiatives (Transportation Plan, Thaddeus Stevens and Lydia Hamilton Smith Center, Conestoga River Project) as well as new opportunities identified through this planning process (Amtrak Corridor planning and development, Freedom and the Underground Railroad Experience Hub). The goal will be to increase efficacy, reduce duplication of effort, and help the visitor economy grow by elevating hospitality and service standards, increasing marketing skills and digital fluency, and supporting business success while encouraging entrepreneurial development.
7. **Content Marketing:** Develop a content strategy that leverages local storytelling to engage more digital traffic, move visitors around the city more equitably, and drive up average length of stay which will directly support visitor economic impact. This content should be data-informed based on search traffic indicators and should highlight key areas of strategic brand platform focus as directed by the brand strategy guidelines when adopted. To gain efficiency, all content should be developed with a syndication model. This will increase utilization of each new piece, help connect the pre-trip planning process to the local experience, and lower the cost to implement and manage over time.
8. **Group Sales Support:** Finally, the DMO should seek to partner with the local hotels and event centers to connect industry leads to group sales, conference planners, and strategic exposure opportunities (like film) for the city and its offerings.


LESSONS in CHEMISTRY
POCKET BOOK SHOP
LANC PENN
BOOKS



The brand, marketing, and public relations program can be leveraged to help drive up the quality of local visitor experiences. This is achieved through its implementation across wayfinding and directional signage, welcome and engagement points that anchor the visitor journey, a more informed and empowered professional staff presence, and the delivery of accurate and consistent local information.

Over time, the city can begin to engage with organizations like the Mid-Atlantic Tourism Public Relations Alliance (MATPRA), The PA Restaurant Travel and Lodging Alliance, Destinations International (DI) and more to continue to leverage its position as an official city DMO to build more connections and drive impact through enhanced industry collaborations.

Funding:

To succeed, the DMO will require sustainable funding and community collaboration, supported by proven industry best practices.

Based on in-depth competitive analysis Eddy Alexander has established that a budget of $1.8-$2.5M in Year 1, growing to $3.2M by Year 5 is the appropriate target to reduce risk and maximize efficiency with this new program.

The city should seek to secure program funding according to the following schedule:

- **Year 1:** $1.5 - $1.8M
- **Year 2:** $1.6 – $2.1M
- **Year 3:** $2.0 – $2.5M
- **Year 4:** $2.3 - $2.8M
- **Year 5:** $2.5 - $3.2M

These funds should initially be allocated as:

- Marketing: 40-45% (Digital 15-20%, Traditional 10-12%, Content 8-10%, Social 5-7%)
- Staffing: 25-30% (Leadership 8-10%, Marketing Team 7-8%, Sales Staff 5-6%)
- Operations: 15-20% (Welcome Center 5-7%, Technology 4-5%, Analytics 3-4%)
- Program Development: 10-15% (Events 4-5%, Partner Programs 3-4%, Education 2-3%)

ROI Targets:

For every $1 million spent, the City of Lancaster should aim to:

- Generate $3 million-$4 million in additional tax revenue
- Drive 300,000-400,000 website visits
- Achieve 5-7% increase in social engagement
- Engage 50-75% of the city's tourism industry partners

This effort would represent some new city spending and may require additional fundraising efforts. To reach these targets, the city can consider the possibility of public-private partnerships, an entertainment tax, and/or a tourism improvement district (TID) designation.

Economic Impact:

As a part of the tourism master planning process, the City of Lancaster studied the amount of visitor traffic coming into the city as well as local hotel capacity and occupancy trends. These market impacts are significant as detailed in the research provided in this report.

When maturing the destination marketing program, the City of Lancaster should establish ongoing processes and procedures to measure these same KPIs (key performance indicators) over time.

The Destination Marketing Organization should be especially concerned with a specific set of key performance indicators which can be leveraged to measure performance, efficacy, and impact of the promotions strategy and investment. See page 116.

CRITICAL KPIS

Over the next ten years, the impact and success of the City of Lancaster's Tourism Master Plan implementation efforts should be routinely and systematically measured by:

Economic Impact

- Direct visitor spending
- Indirect visitor spending
- Sales tax collections
- New business licenses

Citizen Satisfaction/Quality of Life

- Local Net Promoter Score
- Local assets, attraction, and product growth

Reputational Lift

- Average length of stay
- Repeat visitation
- Visitor Net Promoter Score

To do this well, the city's Destination Marketing Organization should strive to collect and review performance reports that independently benchmark progress against goals. The resources needed to provide this, include:

- Market level hotel occupancy and rate reports
- Visitor geolocation analysis
- Visitor profile and demographic data collection
- Local and visitor Net Promoter Score surveying
- Business license database and registry updates
- Local market credit card spending reports

Many communities choose to retain a market advisory firm or marketing agency of record and bundle these services into that contract as a reoccurring service. However, depending on city resources and staff data processing capabilities and experience, these assessments may also be completed in-house.



DESTINATION MANAGEMENT BEST PRACTICES

Build a Strong Organizational Foundation

- Establish the Bureau of Tourism and Promotions as the centralized authority for branding, marketing, visitor experience management, and tourism development citywide
- Secure initial funding of $1.8 million -$2.5 million to support the first year of this plan, target growth to $3.2 million budget annually by Year 5. Plan to support this program with diverse revenue streams (grants, sponsorships, memberships, and advertising)
- Ensure sustainable funding by establishing operational practices to pursuing continuous partnerships with local government, private entities, and state/national grant issuing organizations

Prioritize Integrated Marketing and Branding Efforts

- Develop a unified, community-informed visual identity and messaging platform. Ensure that your brand development program is aligned to be 50% authentic and 50% aspirational in order to leverage it to advance the community towards its stated goals and objectives
- Invest in a data-backed, digital-first strategy, allocating 20%+ of the media and technology budget to digital channels to align with traveler consumption patterns and priorities
- Create a modern, user-friendly website with advanced UX capabilities and deploy a targeted content strategy that amplifies Lancaster City's unique stories and experiences across earned, paid, owned, and borrowed distribution channels

Focus on High-Impact Initiatives

Allocate resources strategically:

- 40-45% for marketing and advertising (digital, traditional, content, social)
- 25-35% for staffing, ensuring competitive compensation to attract top talent (can include agency or consulting service fees)
- 10-15% for operations, including technology, welcome center operations, and analytics
- 10-15% for program development, such as events, grant programs, and industry stakeholder education
- Launch signature programs and campaigns to differentiate Lancaster City from regional competitors

Leverage Data to Drive Decisions

- Implement robust performance measurement systems, collecting data on visitor demographics, spending patterns, and satisfaction
- Establish KPIs as recommended, including economic impact (visitation counts, visitor spending, repeat visitation, average length of stay), citizen satisfaction (Local Net Promoter Score), and visitor reputation (Review Sentiment and Visitor Net Promoter Score)
- Use insights from data to optimize marketing campaigns and demonstrate ROI to stakeholders

Foster Stakeholder Collaboration

- Actively engage with city planning, economic development, transportation, and private-sector partners to align tourism goals with broader community objectives
- Support local businesses and entrepreneurs through grants, cooperative advertising, and industry education
- Build a partner network to enhance collaboration and amplify marketing efforts

Establish a Phased Growth Plan

- Start-Up Phase: Focus on digital infrastructure, baseline metrics, and stakeholder engagement



- Growth Phase: Expand marketing reach, develop signature programs, and increase staff capacity
- Maturity Phase: Optimize operations, lead destination development, and innovate visitor experiences

Drive Responsible Economic and Social Impact

- Target an ROI of $3-$4 in tax revenue and $200-$300 in visitor spending for every $1 invested
- Increase visitation, extend length of stay, and boost repeat visitation through high-quality experiences
- Strengthen the local economy by creating opportunities for businesses and supporting quality of life improvements for residents.

Consider Organizational Growth Stage

- As a start-up, the DMO should initially focus on establishing funding resources, building digital infrastructure, developing relationships, and formalizing the local partnership network, and establishing baseline performance metrics.
- After 2-3 years, the organizations should begin expanding marketing reach and scaling advertising and PR programs for greater impact, developing signature programs, and increasing staff expertise with industry conference attendance and other professional development opportunities.
- After 5 years, the DMO should be ready for strategic growth, innovating offerings, optimizing efficiency and leading destination development. Having achieved competitive program budget levels, program leadership can shift focus to developing systems for predictable, repeatable outcomes and performance benchmarks, scaling partnerships, and incentivizing partners to implement best practices that will help them scale performance as well.

Implement Marketing Program

- Lancaster City should leverage the following outline provided to manage the new DMO effectively and begin working the outlined 10-year Tourism Action Plan.

As the Bureau of Tourism and Promotions implements this recommended marketing program on behalf of the City of Lancaster, and all its tourism stakeholders, they should prioritize proven program success drivers, including:

Partner Engagement

- Regular stakeholder communication
- Clear value proposition
- Collaborative programs

Sustainable Funding

- Diverse revenue streams
- Long-term agreements
- Regular increases

Data-Backed Decisioning

- Strong content creation
- Digital first investments

Performance Measurement

- Clear metrics
- DMO and stakeholder accountability

Staff Development

- Competitive compensation
- Professional development
- Industry certification

Key focus areas for the DMO should include:

Identifying Sustainable Funding and Resourcing

Securing a predictable and sustainable funding model is critical for the DMO to implement effective marketing and promotion strategies at scale. Adequate resourcing will be required to support paid media, public relations, content creation, and other high-impact initiatives. The ultimate long-term solution may involve a combination of city budget allocations, hotel occupancy taxes, and strategic partnerships.

To get started, this report outlines a number of grant opportunities that can help launch the program, demonstrate the office's value, and build up to a more sustainable long-term model.

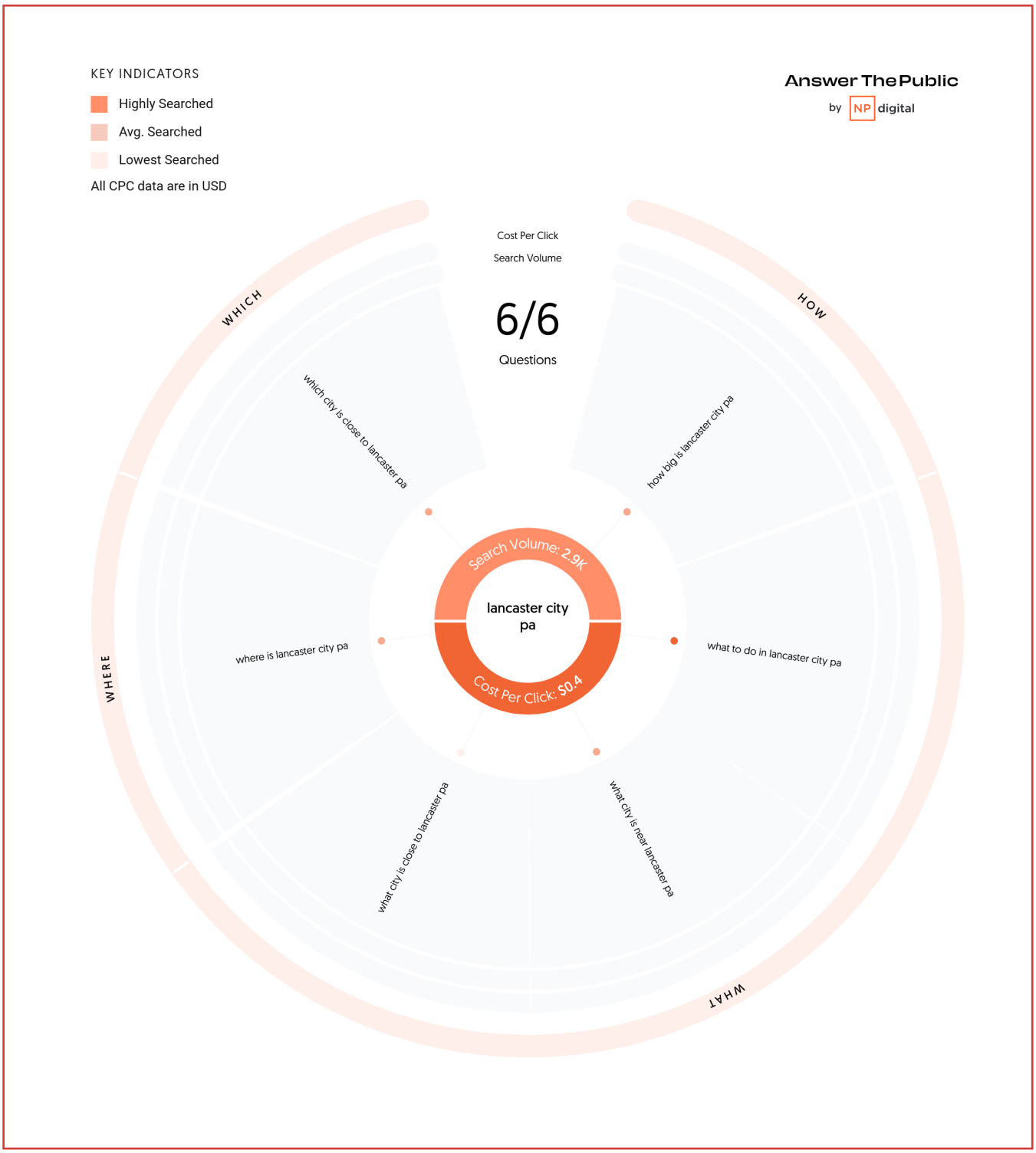
Comprehensive Branding and Digital Ecosystem

The DMO should spearhead a community-informed, industry best-practice-led branding process to develop a comprehensive visual identity system and messaging platform. This brand foundation should then be applied across the city's digital properties, including a modern, user-friendly website, to align promotional efforts with evolving consumer trends.

Initially, the DMO should seek to raise $1.8 million to $2.5 million in sustainable annual income to support a competitive program that meets community expectations, effectively positioning the city as a desirable travel destination in key urban feeder markets. A well-run program at this scale has the potential to raise the local impact of tourism by more than $25 million annually.

Data-Driven Promotion and Storytelling

Leveraging market intelligence and traveler data, the DMO should develop programmatic paid media strategy and targeted earned media/influencer outreach plans. These efforts should be supported by a data-informed content strategy that highlights Lancaster City's unique stories and experiences to drive visitation, extend length of stay, and increase economic impact.





Stakeholder Collaboration and Alignment

The DMO must work closely with the city's various planning, transportation, public works, and economic development entities, as well as private sector partners, to ensure cohesive destination management and planning. This collaboration should focus on elevating hospitality standards, enhancing the visitor experience, demonstrating and sharing promotional best practices, encouraging industry collaboration, supporting local businesses and entrepreneurs, and transparently partnering with the community to achieve set performance goals.

Continuous Improvement and Measurement

Establishing key performance indicators and systematic data collection processes will allow the DMO to measure the impact of its initiatives over time. This data-driven approach will inform ongoing refinements to the marketing strategy and help justify continued investment in tourism promotion.

By following these best practices, the Lancaster City Bureau of Tourism and Promotions can evolve into a highly effective destination marketing organization that drives increased visitation, extends average length of stay, and supports enhanced economic impact for the city. With the right blend of strategic vision, stakeholder alignment, and operational execution, Lancaster City can position itself as a premier tourism destination within the Pennsylvania Dutch Country region.

Update the Welcome Center

Using funds recently and generously allocated through the City Revitalization Improvement Zone (CRIZ), the City of Lancaster is making plans to update the Welcome Center in Penn Square. The facility is aging and many of the planned upgrades are required to ensure safety codes and federal compliance standards are met.

However, as a part of this effort, the city should explore developing more than a place for brochures and maps to be distributed, and focus on creating a more modern interpretive center dedicated to inviting visitors to understand the city's history, culture, and welcoming traditions in greater detail.

By thinking of the Welcome Center as more of a "welcome museum" or "interpretive center" that unlocks the story of the city's 300 years of welcoming tradition, the facility in Penn Square can become an important destination in its own right and serve as a strategic jumping off point for visitors to begin citywide exploration.

Continuing to leverage Penn Square as the hub for travelers seeking to explore the city is a valuable prospect, and continuing to invite local tour guides and other similarly positioned mobile experience guides to collaborate in a similar way is ideal. However, the city should keep in mind that visitors content consumption behaviors are rapidly evolving and that multiple satellite visitor locations or digital experience hubs may soon be needed at multiple points around the city. Places like South Queen Street, the Lancaster City Amtrak station, local parks, and Bethel AME Church could be ideal locations to consider for digital kiosks, mini-rack centers, or visitor concierge desks that help strategically move visitors around the city.

To further enhance the local visitor experience, the city should continue to build-out strategic itineraries and interaction points that can curate a positive visitor experience. This strategy has already proved effective. The 20 existing itineraries currently available were downloaded more than 24,000 times in 2024 alone. Understanding Lancaster City visitors' oft-cited desire to embrace the walkability of the city, care should be taken to build itineraries around multiple anchor areas that can enable a 'park once and explore' experience. By building out multiple high-value districts in this way, the city can increase the attention they get from each visitor and encourage longer stays with more experiences per trip.

Once this strategy is further defined, the program can be implemented and the city can begin to use it to update wayfinding, build business partner toolkits, and increase experience quality and connectivity with strategic partner training, cross-promotion, and coordination. See wayfinding plan on pg. 156.

All efforts should include print, digital, and interactive visitor touch points – and work together to create an omnichannel brand experience that drives awareness, differentiation, reach, recall, resonance, and affinity over time.

By helping visitors understand where they are going and what they can expect to find when they arrive, the city can then highlight its offerings from a more confident position and lean into the reality that Lancaster City is an important part of the larger Pennsylvania and Dutch Country Roads regional story.

By implementing the following best practices, Lancaster City can achieve sustainable tourism growth and maximize economic impact:

STRATEGIC DMO FRAMEWORK & IMPLEMENTATION GUIDE

EXECUTIVE SUMMARY

This comprehensive destination marketing and development plan provides a strategic framework for establishing and growing a successful tourism program for a city of approximately 60,000 residents. The plan integrates brand development, marketing communications, industry engagement, and professional development to create a sustainable tourism ecosystem that benefits the entire community.

FRAMEWORK PURPOSE & OBJECTIVES

This outline aims to help the new DMO:

- Establish a compelling destination brand that authentically represents the community
- Create effective marketing and communications strategies to drive visitation
- Develop programs that support and enhance local tourism businesses
- Build community engagement and professional development opportunities
- Measure and track tourism's positive impact on the local economy

STRATEGIC FRAMEWORK

1. Destination Brand Development & Strategy

Brand Discovery Process

Use this Tourism Master Plan research to confirm understanding of:

Community Values
- Stakeholder interviews and focus groups
- Community surveys and input sessions
- Analysis of existing planning documents
- Documentation of community priorities

Visitor Research
- Current visitor profiles
- Target market analysis
- Perception studies
- Visitor journey mapping

Competitive Analysis
- Review of comparable destinations
- Market positioning
- Unique selling proposition development
- Opportunity identification

Brand Platform Development

Core Value Proposition
- Brand essence and positioning
- Key differentiators
- Brand promise
- Experience pillars

Brand Architecture
- Brand personality
- Voice and tone guidelines
- Messaging framework
- Target audience personas

Visual Identity System
- Logo and design elements
- Typography and color palette
- Photography style guide
- Video guidelines
- Asset management protocols

2. Integrated Marketing Communications Strategy

Paid Media Strategy

Annual Planning Framework
- Seasonal campaign structure
- Media mix optimization
- Geographic targeting
- Budget allocation model
- Performance metrics

Channel Strategy
- Digital advertising
- Print media
- Broadcast opportunities
- Out-of-home placements
- Emerging platforms

Digital Marketing Program

Website Development

- User experience optimization
- Content strategy
- SEO/SEM implementation
- Analytics and tracking
- Conversion optimization

Content Marketing

- Editorial calendar
- Asset development
- Distribution strategy
- Performance measurement
- Content partnerships

Earned Media & Influencer Program

Media Relations

- Press kit development
- Story mining and pitching
- Media hosting program
- Measurement framework
- Crisis communications

Influencer Partnerships

- Partner selection criteria
- Campaign structure
- Content guidelines
- ROI measurement
- Long-term relationship building

3. Industry Engagement & Support Programs

Cooperative Marketing Program

Partnership Levels

- Participation options
- Cost-sharing models
- Benefits structure
- Integration opportunities
- Performance tracking

Tourism Grant Program

Program Structure

- Eligibility criteria
- Application process
- Evaluation framework
- Reporting requirements
- Impact measurement

Business Support Services

Resource Development

- Marketing toolkit
- Asset sharing platform
- Technical assistance
- Industry communications
- Partner portal



4. Professional Development Program

Marketing Education Series

Workshop Program

- Digital marketing fundamentals
- Social media best practices
- Content creation
- Photography/video skills
- Analytics and reporting

Hospitality Training

Certification Program

- Customer service excellence
- Cultural competency
- Accessibility awareness
- Service recovery
- Crisis management

Tourism Ambassador Program

Program Structure

- Curriculum development
- Certification process
- Recognition program
- Continuing education
- Networking events

5. Implementation Framework

Year 1 Priority Actions

1. Brand development & launch
2. Website development
3. Initial marketing campaign
4. Industry program development
5. Professional development launch

Budget Framework

- Personnel
- Marketing & advertising
- Industry programs
- Professional development
- Operations & administration

Performance Metrics

- Visitor statistics
- Economic impact
- Partner engagement
- Community benefit
- Program effectiveness





DESTINATION ACTION PLAN

RECOMMENDED DMO ACTIVITIES AND PROGRAM PRIORITIES

There will be many tasks and responsibilities for the DMO in the months ahead. The following list can be used to help prioritize these efforts, activities, and initiatives, in alignment with this report's recommendations.

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Continue to celebrate Indie Retail week, Small Business Saturday, and Shop Local campaigns but evaluate whether these functions are best led by Lancaster Bureau of Tourism and Promotions or Lancaster City Alliance, or if the efforts could be collaboratively produced to amplify impact while reducing administrative burden.	Short-term	Lancaster Bureau of Tourism and Promotions, LCA, City Comms, Businesses	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.2, Promoting Local Shopping; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Develop a business coverage (operating hours) coordination program to help keep more businesses open more often.	Short-term	Lancaster Bureau of Tourism and Promotions, LCA, Retail owners, Restaurant owners, Convention Center Authority	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.5, Local Business Information
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Formalize the official DMO designation.	Short-term	City Council, Mayor's Office, DoNE, Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Join MATPRA (Mid-Atlantic Tourism Public Relations Alliance).	Short-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Participate in regional collaboration and planning workshop(s) to develop new collaborative regional messages and campaigns for the broader Dutch Country Roads Region.	Short-term	Visit PA, Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Cumberland Valley, Explore Franklin County, Destination Gettysburg, PA's Americana Region, Visit Hershey & Harrisburg, Visit Lebanon Valley, Explore York.	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Support the formation of industry segment councils.	Short-term	Segments include retail, restaurants, attractions, recreation and events, lodging, arts and entertainment and transportation.	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Add landscaping and gateway signage along major city entrances and exit corridors. See wayfinding plan on pg. 156. Note: some cities partner with local businesses who sponsor beautification efforts through annual or seasonal programs with advertising benefits, social media exposure, or signage benefits. These programs can be cash or volunteer and donation based.	Mid-term	Lancaster Bureau of Tourism and Promotions, CPED, DPW, PennDOT, Public-Private and Nonprofit Organizations	Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.5, Gateways and Wayfinding; Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.4, Streetscapes
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Add light pole banners on major corridors and thoroughfares through the city.	Mid-term	DoNE, LCA, CPED, DPW	Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.4, Streetscapes; Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.5, Gateways and Wayfinding
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Consider policy, grant, promotion, and programming options to support "bring back Gallery Row" efforts.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, CPED, Arts & Entertainment Council	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.3, Space for the Arts; Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Continue developing EV Tourism Infrastructure.	Mid-term	Lancaster Parking Authority, CPED, LCA, Lancaster Bureau of Tourism and Promotions, DPW and Convention Center Authority	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.7, Electric Vehicles and Supporting Infrastructure

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Create state grant awareness/readiness programming to help businesses successfully secure new state development and marketing funds.	Mid-term	LCA, Lancaster Bureau of Tourism and Promotions, Chamber of Commerce, Small Business Administration, ASSETS	Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox; Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.3, Small Business Grants and Loans
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Create Tourism Industry Professional Development series with courses in hospitality, customer service, marketing, cultural sensitivity and welcoming tradition, industry collaboration for economic impact. Strongly consider sending front line public employees (including police officers) through the hospitality and customer service course. Ensure Marketing Course curriculum includes brand strategy, messaging, and narrative alignment.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, Workforce Development Board, Visit PA, DoNE, Lancaster City	Planning System 2 - Expanding Economic Opportunity, Element 1 - Economic Mobility, Policy EEO 1.4, Meeting Employer Workforce Needs; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Create and enhance last mile train station connectivity: Consider implementing/ upgrading hotel shuttle service or city bus connectivity program to make it easier to visitors to take the train to Lancaster City then catch a lift directly downtown to local hotels, align local bus schedule to train schedules to promote more public transit use, and consider direct shuttle service to the downtown core including trolley service, and bike rentals (extend existing network), add/ streamline taxi/ride share line.	Mid-term	Amtrak, Red Rose Transit, City Transportation Dept, DoNE, Lancaster Bureau of Tourism and Promotions, LCOEDP, CPED	Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.6, Mobility Hubs and Intermodal Connections; Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.4, Transit Service Quality; Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.2, Bicycle Infrastructure
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Refresh the citywide Public Arts and Placemaking Strategy prioritizing future investments in public art in alignment with the broader comprehensive plan objectives, community priorities, historic preservation goals, and the Tourism Master Plan in order to continue to help balance the desire for "vibrant public spaces" and "charming historic atmosphere."	Mid-term	Lancaster Bureau of Tourism and Promotions, DoNE, EDC, PCAD, F&M, Millersville-Ware Center, Public Art Advisory Board, DPW, Office of Public Art	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.5, Art in Capital Planning and Private Development Projects; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.1, Preservation in City Processes
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Develop a local Tourism stakeholder sponsorship/marketing grants program to support organic community led and DMO aligned destination development, destination marketing, and brand storytelling as a means to foster partnerships between our local tourism stakeholders. The intention of the "Tourism Sponsorship" is to help stakeholders create and promote new experiences that elevate community presence, attract new visitors, and support the local economy.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, CPED	Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Develop a Bus Friendly Streets Management Strategy. Identify and create additional loading and unloading zones by major group tour attractions, designate secure bus parking lots, and develop a bus tour driver incentive program (i.e., market bucks at Southern or Central Market during their stay or a free gift at the welcome center – hat or sweatshirt).	Mid-term	Lancaster Parking Authority, CPED, LCA, Lancaster Bureau of Tourism and Promotions, DPW and Convention Center Authority, City Police, PA Bus Association, American Bus Association, Discover Lancaster	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.6, Parking; Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.4, Congestion Management
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Develop multilingual "You are welcome here" window clings and desktop/check-out counter "placemats" for businesses to increase authenticity and visibility for visitors.	Mid-term	Lancaster Bureau of Tourism and Promotions, DoNE, LCA, Businesses	Planning System 5 - Building Community and Capacity, Element 4 - Supporting Socialization and Engagement, Policy BCC 4.3, Inclusive Involvement; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Develop a sustainability storytelling strategy.	Mid-term	Lancaster Bureau of Tourism and Promotions, City Comms, Faith-based organizations, Lancaster History	Planning System 4 - Growing Green, Element 3 - Promoting A Sustainable Built Environment, Policy GG 3.2, Sustainable Community Strategies
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Distribute prominent PR placements to tourism industry stakeholders with bundled and high impact E-alerts, social media shares, and inclusion in newsletters. Use placements as third party validation to demonstrate impact, build community pride, encourage investment, and drive additional stakeholder collaborations around emerging trends, noted themes, and similar.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, City Comms	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Establish quarterly/bi-annual industry sub-sector councils to increase industry coordination, collaboration, and planning. Use the time with each group to share industry and program updates, useful resources, and encouragement. Continuously showcase value by noting each council's challenges and celebrating their wins. Support the council's goals where appropriate.	Mid-term	Tourism Industry Stakeholders, Lancaster Bureau of Tourism and Promotions, Lancaster City Alliance, DONE	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Launch a civic placemaking initiative/ competition. Present a series of classes on the economic power of placemaking. Invite all tourism businesses, universities, local nonprofits, and the general public to participate in a visioning contest to create ideas for new activations citywide. Provide a list of places that the city hopes to be reimagined or let the submissions come in organically. Consider self-selected team submissions, and ask for stakeholders' help adopting an identified place that could be reimagined. Partner with local funders to develop grants to make the top performing or most popular projects happen. Provide guidelines for ensuring the space plan supports the community's larger brand positioning strategy, then incentivize action with a small materials grant. Celebrate local places and ideas created through the brand maker program with great fanfare, use social media reels, press releases, and teasers to drive interest and excitement community wide. Feature makers and the backstories behind the places they made. Consider an end of campaign community ambassador party where you can bring together space makers, trained ambassadors, and industry stakeholders for a community tourism pep rally style event.	Mid-term	Lancaster Bureau of Tourism and Promotions, Bureau of Civic Engagement, LCA, Chamber of Commerce, F&M, Millersville-Ware Center, PCAD, ASSETS, CPED, Convention Center Authority, City Council, DoNE, City Comms, EDC, Lancaster Recreation Commission, Office of Public Art, Businesses, Penn Medicine, Partners with a Purpose, City Residents, DID, Discover Lancaster and Private-Public Organizations	Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.2, Public Realm Design; Planning System 5 - Building Community and Capacity, Element 4 - Supporting Socialization and Engagement, Policy BCC 4.3, Inclusive Involvement; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Launch a tourism ambassador program to educate passionate local stakeholders about the tourism economy and prepare them to serve as VIP hosts and event volunteers for strategic initiatives.	Mid-term	Lancaster Bureau of Tourism and Promotions, Visit PA and Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 5 - Building Community and Capacity, Element 4 - Supporting Socialization and Engagement, Policy BCC 4.3, Inclusive Involvement
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Support and promote "ASSETS'" local business plan competition and mentorship program (as well as similar programs locally as offered). Encourage local tourism stakeholders to participate and support it as a driver of additional industry investment as well.	Mid-term	ASSETS, Lancaster Bureau of Tourism and Promotions, Chamber of Commerce, LCA, Entrepreneurs	Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Hold quadrant-based destination visioning workshops to capture locals' and visitors' ideas and buy-in. Carefully consider the needs, desires, and impacts of a wide variety of traveler types including: Meetings, events, conferences, leisure, business, sports, special interest, cultural heritage, family, culinary travelers, retirees, and international visitation. Consider revising annual quality of life survey to incorporate destination visioning questions for residents.	Mid-term	DoNE, Lancaster Bureau of Tourism and Promotions, Faith-based Organizations, Lancaster Recreation Commission, LCA, Convention Center Authority, University and Colleges, Businesses and Local residents	Planning System 5 - Building Community and Capacity, Element 4 - Supporting Socialization and Engagement, Policy BCC 4.3, Inclusive Involvement; Planning System 5 - Building Community and Capacity, Element 4 - Supporting Socialization and Engagement, Policy BCC 4.3, Action BCC 4.3 A, Engaging Under-Represented Groups
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Pursue Main Street America designation to increase eligibility for grant funding. Leverage existing plans and reformat to create competitive submission.	Mid-term	LCA, CRIZ, DID, DoNE, Lancaster Bureau of Tourism and Promotions, CPED	Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Create an experience development program with an eye toward quickly establishing and elevating two regional events to signature status. These events should be designed to attract visitation and drive repeat travel year after year. They can be used to help bring the Lancaster City brand to life in the eyes of the public and help add depth and dimension to your visitor landscape while more permanent businesses and structures are being developed and launched. Consider a shoulder season Living History Festival and something like Celebrate Lancaster or the One World Festival for this purpose.	Long-term	Lancaster Bureau of Tourism and Promotions, Lancaster History, Thaddeus Stevens, City Comms, Visit PA, Discover Lancaster, DoNE including Language services	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Action BCC 5.2 A, Promoting and Facilitating Special Events; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Implement digital parking availability system with exterior count signage.	Long-term	Lancaster Parking Authority, DPW, CPED	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.6, Parking; Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Action 2.6 A, Parking Management Strategies
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Launch parking availability website linked to real time availability data.	Long-term	Lancaster Parking Authority, DPW, CPED	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.6, Parking; Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Action 2.6 A, Parking Management Strategies

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Launch a school age explorer program, like Little Rangers program. Workbooks get picked up from the welcome center, completed, and returned for a passport that allows explorers to earn sticker badges or a souvenir.	Long-term	Lancaster Bureau of Tourism and Promotions, LCA, Retail owners, Restaurant owners, School District and Office of Public Art	Planning System 2 - Expanding Economic Opportunity, Element 1 - Economic Mobility, Policy EEO 1.7, Public School Partnerships; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Meet with the Pennsylvania Historical and Museum Commission (PHMC) and Visit Pennsylvania to talk about Lancaster City's desire to build out the city's historical storytelling, especially around the Civil War/Civil Rights connections and its welcoming tradition and museum/interpretive center idea. Discuss recommended roadmap, available state resources, cross-promotion, and partnership potential.	Long-term	Pennsylvania Historical and Museum Commission (PHMC), Visit PA, Lancaster Bureau of Tourism and Promotions, Thaddeus Stevens, Lancaster History	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.3, Inclusive Preservation
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Pursue Placement on the U.S. Civil Rights Trail. The Trail, which highlights over 130 significant sites across 15 states, continues to expand by incorporating landmarks that played pivotal roles in the American civil rights movement. For instance, in 2022, 14 new sites were added, including locations in Tennessee, Missouri, Louisiana, and Virginia. The U.S. Civil Rights Trail primarily highlights sites in the Southern United States, reflecting the region's central role in the civil rights movement. However, the Cleveland Civil Rights Trail in Ohio was recognized as the North's first civil rights trail addition. Because of its strategic location, and the relatively few accessible civil rights hubs in the North, a cluster of civil rights trail additions in the City of Lancaster could make the city a hub for domestic and international visitors interested in the civil war, black history, civil rights, or human rights more broadly. To propose a new site for inclusion, interested parties should contact the trail's administrators and work in partnership with the state tourism agency. The process typically involves demonstrating the site's historical significance, its connection to the civil rights movement, and its current accessibility to the public. By adding new attractions, the trail aims to provide a comprehensive and inclusive narrative that highlights the broader country's struggle for civil rights in the United States.	Long-term	U.S. Civil Rights Trail, Civil War Trails, Visit PA Tourism Office, African American Historical Society of South Central Pennsylvania, the History Departments at local Universities, Crispus Attucks Center of Lancaster	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.3, Inclusive Preservation; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Pursue and support membership in Civil War Trails for the Amtrak Keystone Line, Whipper, Smith Rail Car Sculpture (to be developed), Bethel AME Church, and Thaddeus Stevens and Lydia Hamilton Smith Center. This initiative, similar to but distinct from the U.S. Civil Rights Trail, spans over 1,500 sites across six states, welcomes the inclusion of new locations that hold historical significance from the Civil War era. To add a site, interested parties should contact Civil War Trails, Inc., to discuss the site's relevance and the process involved. The initial package for adding a site costs $3,000, covering the design, fabrication, and installation of the interpretive sign, as well as directional signage and inclusion on printed maps and the website. Each site also requires an annual sponsorship to ensure ongoing maintenance and marketing.	Long-term	U.S. Civil Rights Trail, Civil War Trails, Visit PA Tourism Office, African American Historical Society of South Central Pennsylvania, the History Departments at local Universities, Crispus Attucks Center of Lancaster	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.3, Inclusive Preservation; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 1: Establish a City-Specific Destination Marketing and Management Organization (DMO)	Refresh local wayfinding to align with new branding and positioning strategy and add new anchor assets and attractions. Begin to transition from a downtown focus only to a Hub and Spoke strategy, continuing to promote downtown as the core but supplementing the city's story and authenticity with quadrant-based retail corridor "spoke" promotion designed to increase visitor exploration, length of stay, and economic contribution citywide. Increase Amtrak Station signage. Work with Discover Lancaster and PennDOT to increase local airport directional signage.	Long-term	Lancaster Bureau of Tourism and Promotions, CPED, PennDOT, DPW, LCA, DID, Amtrak, Discover Lancaster, Lancaster Airport, Department of Public Safety	Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.5, Gateways and Wayfinding; Planning System 1 - Strengthening Neighborhoods and Housing, Element 3 - Targeting Investment and Revitalization, Policy SNH 3.1, Priority Commercial Hubs and Corridors; Planning System 1 - Strengthening Neighborhoods and Housing, Element 3 - Targeting Investment and Revitalization, Policy SNH 3.1, Action SNH 3.1A, Hub and Corridor Map
Goal 2: Implement Industry Best Practices	Work with city leadership and local industry stakeholders to develop an adequate and sustainable source of predictable annual funding to the destination marketing program. Tourism programs leverage many benefits from being able to plan more than one year in advance for advertising campaigns, destination development programs, and similar.	Short-term	City Council, Lancaster Bureau of Tourism and Promotions, Mayor's Office, Tourism Stakeholders (including lodging)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 5 - Building Community and Capacity, Element 3 - Sustaining Quality Public Services, Policy BCC 3.9, Capital Improvement Planning
Goal 2: Implement Industry Best Practices	Collect and maintain a robust database of area attractions, points of interest, and business and partner contact information.	Short-term	Lancaster Bureau of Tourism and Promotions, LCA, Chamber of Commerce, Lancaster City Permitting Department	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.5, Local Business Information

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 2: Implement Industry Best Practices	Collect and maintain a robust database of visitors and prospective visitors who have expressed interest in the City of Lancaster, and use it for remarketing. Follow all relevant laws and best practices for information security, as well as proper opt-in and opt-out procedures.	Short-term	Lancaster Bureau of Tourism and Promotions, Tourism Partners, Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 2: Implement Industry Best Practices	Collect professional partner photos, video, and b-roll as well as associated waivers to add to the library.	Short-term	Lancaster Bureau of Tourism and Promotions, Tourism Partners, Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Conduct an annual business owners survey to update contact database, collect specialty information, event details, and promotional assets from each business. Use this to create and promote special interest promotions and visitor resources.	Short-term	Lancaster Bureau of Tourism and Promotions, LCA, Discover Lancaster, Tourism businesses	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.5, Local Business Information; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.5, Action EEO 3.5 A, Business Registry
Goal 2: Implement Industry Best Practices	Consider whether an AI chat bot should be added to the Visit Lancaster City website as a UX enhancement.	Short-term	Lancaster Bureau of Tourism and Promotions, Department of Administrative Services	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 2: Implement Industry Best Practices	Create financial processes for media buying, insertion orders, audits and make-goods, if media buying will be done in-house (or consider outsourcing through AOR).	Short-term	Lancaster Bureau of Tourism and Promotions (or AOR)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Increase collaboration through working groups, trade association involvement, and collaboration with industry trade groups. Take part in an advocacy group with the PRLA.	Short-term	PRLA, Lancaster Bureau of Tourism and Promotions, Visit PA, U.S. Travel Association	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 2: Implement Industry Best Practices	Meet quarterly with Discover Lancaster and align relevant campaigns to Discover Lancaster's regional initiatives, ask them to cross-promote city initiatives as well.	Short-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 2: Implement Industry Best Practices	Work with elected officials and stakeholders to develop a sustainable and predictable financial model for supporting tourism and continuously funding each of the core functional areas of destination marketing and management annually.	Short-term	Lancaster Bureau of Tourism and Promotions, Mayor's Office, City Council, Tourism Stakeholders	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 5 - Building Community and Capacity, Element 3 - Sustaining Quality Public Services, Policy BCC 3.9, Capital Improvement Planning
Goal 2: Implement Industry Best Practices	Increase the relevancy of the Welcome Center with increased hours of operation, setting the model for downtown businesses to follow.	Short-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 2: Implement Industry Best Practices	Select a digital asset management vendor. Develop and tag the photo/ video asset library.	Short-term	Lancaster Bureau of Tourism and Promotions, City Comms, Discover Lancaster, Lancaster Recreation, LCA, Tourism Partners	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Pursue all relevant Visit PA Grants. As a top destination for tourism and a destination with a formal Tourism Master Plan aligned to state strategy, Lancaster City has a good opportunity to secure funding for program development, marketing promotions, and historic preservation, and asset maintenance projects.	Mid-term	Lancaster Bureau of Tourism and Promotions, DoNE, CPED, Lancaster History, Visit PA, Thaddeus Stevens and Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.6, Action SNH 2.6A, Historic Preservation Fund; Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan
Goal 2: Implement Industry Best Practices	Conduct extranet training (or similar) to teach industry stakeholders how to manage their Visit Lancaster City listings on the new website.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.5, Local Business Information
Goal 2: Implement Industry Best Practices	Develop and facilitate industry input with coordinated quarterly stakeholder meetings. These sessions should provide an update on the local tourism events calendar, marketing campaigns, and industry trends and be used to identify challenges and opportunities, share best practices, encourage industry collaboration, and position the DMO to serve as the leading resource for strategic tourism planning advocacy and support citywide.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 2: Implement Industry Best Practices	Develop a blog strategy and templates. Then, leverage the new brand positioning, audience research, SEO research, community values, and comprehensive plan priorities to build strategic content calendar.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Develop a comprehensive PR earned media plan.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Develop a content syndication plan.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Develop a destination influencer strategy.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 2: Implement Industry Best Practices	Develop a local cooperative marketing program to encourage additional leverage, private sector contributions, and more complete campaign alignment citywide.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 2: Implement Industry Best Practices	Develop new internal (Stakeholder) and external (Prospective Visitor) quarterly newsletter templates.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Develop a new tourism destination website. Update the platform to modernize functionality. To allow for industry stakeholder listing self-management, automation integrations, auto-collect event calendar capabilities, partner self-service modules, visitor 'Build Your Own' personalized itinerary capabilities, embedded translation functionality, blog categorization, and content tagging, integrate the new brand and positioning strategy, align to industry best practices and new state infrastructure investments. Implement new brand positioning and segmentation strategy, incorporate community values and comp plan priorities, link social platforms to embed UGC that professionally feature events, activities, culinary, craft beverages, lodging and other hospitality lures in digital forums. Consider investing in robust CRM and CMS platform(s) to help unify records, communications and impact tracking across the wide and diverse industry partners. Consider adding an e-commerce platform to promote local merchandize and virtual business support.	Mid-term	Lancaster Bureau of Tourism and Promotions, DONE, City Comms, Discover Lancaster, Language Services	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 2: Implement Industry Best Practices	Develop a shot list and host a multi-location destination photo shoot with models. Consider leisure, business, and group travel audiences and promotional needs. Capture still and video b-roll.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, DoNE	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Develop a social media strategy and templates, leverage new brand positioning, audience research, community values, and comprehensive plan priorities to build a strategic content calendar.	Mid-term	Lancaster Bureau of Tourism and Promotions (staffing will need to be addressed)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Establish and implement KPI tracking, reporting, and accountability structure as outlined in TMP.	Mid-term	Lancaster Bureau of Tourism and Promotions (Develop a Tourism Advisory Council)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan
Goal 2: Implement Industry Best Practices	Establish office roles and responsibilities and reporting infrastructure as outlined in TMP.	Mid-term	Lancaster Bureau of Tourism and Promotions (Develop a Tourism Advisory Council)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 2: Implement Industry Best Practices	Manage ad buy (Digital, Insertion Orders, Audits). Consider AOR support.	Mid-term	Lancaster Bureau of Tourism and Promotions (AOR)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Implement digital asset management toolset and enterprise tagging strategy. Develop, organize, and accurately label up-to-date digital asset library of appropriately licensed and released promotional photography and videography of the region and its top tourism assets, attractions, and things to do. Ensure you have wide representation of traveler types, including ethnicity, age, and ability diversity, as well as the diversity of types of activities to showcase the welcoming nature of the community and the abundance of activities and offerings available in this region.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Set up GA4, remarketing codes, and campaign pixels.	Mid-term	Lancaster Bureau of Tourism and Promotions, Department of Administrative Services (IT)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Socialize the brand toolkit and develop guidelines for partner use, cobranding, licensing reviews (as relevant), and partner extensions.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, DoNE, Discover Lancaster, Visit PA and share with tourism stakeholders/businesses	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	Take advantage of available grants, co-ops, and partnership programs to drive larger and more sophisticated promotional campaigns that maximize target audience reach, resonance, recall, and influence.	Mid-term	Lancaster Bureau of Tourism and Promotions, Visit PA, Discover Lancaster, City Departments	Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 2: Implement Industry Best Practices	To ensure the tourism industry remains healthy, vibrant, and economically productive, it is important to maintain open lines of communication with your public, partners, and stakeholders, monitor visitor traffic year over year, and continuously gauge local sentiment and enthusiasm toward visitation. Develop a standard set of KPIs that you will measure and report on annually as recommended in TMP.	Mid-term	Lancaster Bureau of Tourism and Promotions (Develop a Tourism Advisory Council)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan
Goal 2: Implement Industry Best Practices	Partner with Visit PA and Discover Lancaster to take advantage of existing programming, ad campaigns, grants, and subject matter expertise.	Mid-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Visit PA	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale; Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 2: Implement Industry Best Practices	Publish an Annual Tourism Impact Report. Share it with government officials, industry stakeholders, and community partners at the local, regional, and state levels.	Mid-term	Lancaster Bureau of Tourism and Promotions, City Comms, DoNE	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 2: Implement Industry Best Practices	Evaluate and consider whether the existing email marketing system is fully optimized and has the automation capabilities required to scale your program. Select and implement new tools as needed to fully integrate with your CRM.	Long-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop a FIFA-World Cup campaign to attract international visitation to Lancaster City while this event is being hosted by Philadelphia. Consider messaging, creative, channels, partners, and package offerings.	Short-term	Lancaster Bureau of Tourism and Promotions, Visit PA, Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop and implement a citywide destination advertising strategy aligned to the new brand positioning strategy, comprehensive plan priorities, and adopted city policies. Consider "Real Lancaster" positioning strategy in alignment with the new brand guidelines.	Short-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 3: Strengthen Branding, Marketing, and Promotion	Host an annual FAM Tour for Discover Lancaster staff to ensure they are kept up to date on the city's strategy, asset and attraction portfolio, and upcoming plans. Use the time together to brainstorm collaboration and promotion opportunities for the upcoming year.	Short-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 3: Strengthen Branding, Marketing, and Promotion	Invite all newly elected city and county officials to participate in a FAM Tour to learn more about the city, its tourism assets and positioning, and the importance of tourism to the local economy.	Short-term	City Council, Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Board of Supervisors, Mayor's Office	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 3: Strengthen Branding, Marketing, and Promotion	Keep in close contact with the Convention Center Sales Team and hotel concierge departments. Encourage local information dissemination to local tourism businesses and stakeholders so everyone understands when large groups will be in town, what major events and activities are happening, and encourage coordination, collaboration, and cross-promotion of special offers. This could become a regular weekly or monthly city tourism stakeholder newsletter or it can be managed as e-alerts. Either way, it should be part of the city's broader content strategy.	Short-term	Lancaster Bureau of Tourism and Promotions, LCA, Lancaster Convention Center Authority, Businesses	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.5, Local Business Information

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 3: Strengthen Branding, Marketing, and Promotion	Partner with Lancaster History to ensure heavy promotion of the Thaddeus Stevens and Lydia Hamilton Smith Center opening during its first two years of operation. Leverage PR resources to reach national and international publications, invite tour operators, an engage relevant national nonprofits who can serve as future lead sources. Consider a special event to host VIP guests (Smithsonian, Civil War Trails, U.S. Civil Rights Trail, AAA, NARM, etc) for a networking party and private museum tour (projected 2025 opening).	Short-term	Lancaster Bureau of Tourism and Promotions, Lancaster History, Thaddeus Stevens and Lydia Hamilton Smith Center, Discover Lancaster, LCA, City Comms, Visit PA, African American Historical Society of South Central Pennsylvania, media	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.3, Inclusive Preservation; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 3: Strengthen Branding, Marketing, and Promotion	Promote safe city initiatives and events. Highlight tourism industry successes with the media to help combat negative perceptions about safety across the region. Changing perceptions takes time but a steady drumbeat of good news and lots of television attention on positive stories helps expedite this process.	Short-term	LCPD, Lancaster Bureau of Tourism and Promotions, DONE, Lancaster City Alliance, Local Arts Councils, Tourism Stakeholders	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Connecting People and Places, Element 2; Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop a new brand and positioning strategy for Visit Lancaster City using TMP research.	Short-term	Lancaster Bureau of Tourism and Promotions, Lancaster City Comms, CPED, DoNE	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan
Goal 3: Strengthen Branding, Marketing, and Promotion	Align new messaging and primary signature visual assets with an official annual visitors guide that compliments the city's assets portfolio and positioning strategy to both the community and to visitors. Publish enough copies that these booklets can be distributed at visitors centers, hotels, and restaurants throughout the community, distributed through state welcome centers, and mailed out to prospective visitors and meeting or group travel planners who request them through the proposed new tourism website.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 3: Strengthen Branding, Marketing, and Promotion	Create and implement a "Locals First" campaign to reintroduce the city as a desirable destination. Educate locals countywide about what is in their own backyard. Use this campaign to counteract negative narratives, entice local influencers, and drive meaningful market shifts.	Mid-term	Lancaster Bureau of Tourism and Promotions (AOR)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.2, Promoting Local Shopping; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 3: Strengthen Branding, Marketing, and Promotion	Create a “Stay and Play” invitation program. Partner with hotels to invite business travelers to stay a few extra days to explore and enjoy all the city has to offer.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop a "Explore by Bike" program and campaign to encourage visitors to explore the city by bike, highlight new trails, easy bike rentals, and safety improvements.	Mid-term	Lancaster Bureau of Tourism and Promotions, Public Works, Lancaster Recreation Commission, bike shop business owners	Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.2, Bicycle Infrastructure; Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.3, Micro Mobility System
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop a standard set of promotional services available to all tourism related businesses that hold valid city licenses. Consider a ramp up program to incentivize entrepreneurs to start or expand tourism based businesses that align with the city's vision. Help to share and enrich the abundant and diverse landscape by 1) offering many diverse "things to do" across categories, 2) making historic and cultural assets more accessible to locals and visitors alike, and 3) generating sustainable job growth and tax base revenue growth for the community.	Mid-term	Lancaster Bureau of Tourism and Promotions, ASSETS	Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop targeted itineraries and campaigns to attract schoolteachers and administrators to plan overnight group field trips to the city during the shoulder and off-seasons.	Mid-term	Lancaster Bureau of Tourism and Promotions, Local Assets, Attractions, and Tourism Stakeholders	Planning System 2 - Expanding Economic Opportunity, Element 1 - Economic Mobility, Policy EEO 1.7, Public School Partnerships; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop and implement an earned media and public relations strategy focused on strategic media relations, press events, family tours, influencer engagement, annual desk side pitching, and industry event participation. Consider engaging an agency that maintains travel writer and influencer relationships, industry association participation, and similar to help increase ROI from these efforts.	Mid-term	Lancaster Bureau of Tourism and Promotions (AOR)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop and publish a set of day trip and multi-day trip itineraries on the website, cross-promote via social media, and use these to help visitors plan their trips and help local businesses recruit group travelers.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop a digital destination network by partnering with online travel agencies (OTAs), Amtrak, bus companies, local hotels, local airlines, and similar to share accurate information about your destination through established partnerships and vendor partners with far reaching feeder market networks.	Mid-term	Lancaster Bureau of Tourism and Promotions, CPED, Red Rose Transit, Lancaster Parking Authority, EDC, Amtrak, Lancaster Airport Authority, Lodging Council (to be developed)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop an Urban Lancaster experience strategy and hashtag campaign to target young professionals and help differentiate the destination from the rural Lancaster experience.	Mid-term	Lancaster Bureau of Tourism and Promotions, Lancaster County Chamber's Young Professionals Network (YPN), Colleges/ Universities	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 3: Strengthen Branding, Marketing, and Promotion	Embrace and protect the Dutch Country Roads position as the number two visitor economy in the state, second only to the Philadelphia metro area. Prioritize continued collaborative, promotional, and strategic partnerships with the County of Lancaster, Discover Lancaster, Visit Harrisburg/Hershey PA, and smaller surrounding towns and communities to support a vibrant local tourism economy, authentic regional brand reputation, and a diverse set of assets and attractions that delight visitors. Consider co-funded campaign models to leverage partner resources to achieve shared goals and objectives.	Mid-term	Visit PA, Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Cumberland Valley, Explore Franklin County, Destination Gettysburg, PA's Americana Region, Visit Hershey & Harrisburg, Visit Lebanon Valley, Explore York	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 3: Strengthen Branding, Marketing, and Promotion	Establish a robust email marketing program to engage visitors and prospective visitors about all there is to see and do in the region, encourage first time visitation as well as repeat visitation, incentivize travel, and distribute timely information about local venues, events, and activities.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 3: Strengthen Branding, Marketing, and Promotion	Implement anchor event program to strategically invest in community-led events that align with Discover Lancaster Tourism promotion strategy. Build in three tiers of support with a mentorship model to encourage event growth and maturation over time.	Mid-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Lancaster Recreation Commission, DoNE, Lancaster History, Transportation & Events Council	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Action BCC 5.2 A, Promoting and Facilitating Special Events; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 3: Strengthen Branding, Marketing, and Promotion	Implement a content marketing strategy. Consider Internal and External Audiences, Day and Overnight Trip planners, and brand segmentation focus areas as separate funnels that need to be developed and implemented.	Mid-term	Lancaster Bureau of Tourism and Promotions (AOR), Language Services	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 3: Strengthen Branding, Marketing, and Promotion	Participate in the state welcome center content distribution program.	Mid-term	Lancaster Bureau of Tourism and Promotions (AOR), Welcome Centers	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 3: Strengthen Branding, Marketing, and Promotion	Produce and release weekly social media video segments highlighting interviews with one local asset, attraction, or business leader onsite at their location. Content should include a quick site tour, and interviews should focus on what the attraction offers. They should include mention of what else there is to see and do nearby. These segments should be shot "live from" style, but they should be prerecorded and then spliced and tagged to help build up the Visit Lancaster City b-roll video library. The "show" should be released at the same time and places each week to build up a loyal audience, and partners should be encouraged to share and cross-promote via their social media channels as well. These videos reach visitors, but they also help educate locals about recreational opportunities, build a local sense of pride, and increase cross-promotion around the community, driving up average visitor lengths of stay and retreat trip planning. Consider partnering with a local university film or marketing program to offer a high-quality candidate a paid internship or fellowship opportunity looking to build their professional portfolio, but don't miss the opportunity to have your staff use these filming sessions as an opportunity to be present in the community, listen to local stakeholders, and promote recent projects and activities as well as upcoming events.	Mid-term	Lancaster Bureau of Tourism and Promotions, City Comms	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 3: Strengthen Branding, Marketing, and Promotion	Recognize the importance of road travel to Lancaster City's current tourism economy. Make regional American Automobile Association (AAA) office visits, especially along major access routes such as I-76, I-283, I-83, I-81, U.S. Route 30, U.S. Route 222, PA Route 23, and PA Route 283, and seek new partnerships to help distribute destination promotional materials to reach their more than 60M members (representing more than 1/4 of all U.S. households). Additionally, don't forget to include AAA Magazine editors on your press distribution and pitch lists.	Mid-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Visit PA	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop satellite information distribution points (Amtrak, the Lancaster County Convention Center, The Fulton Theatre, The Lancaster Science Factory, The Outlet Mall, and similar). Consider rack stands but also digital kiosks and video experiences in strategic locations throughout the city and county.	Mid-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster, The Lancaster County Convention Center Authority, Amtrak	Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.5, Gateways and Wayfinding; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 3: Strengthen Branding, Marketing, and Promotion	Continue to promote and facilitate a few anchor special events and activities that celebrate Lancaster City's history, outdoor environment, and scenic resources, including the Conestoga River. Dedicate a portion of the advertising budget to driving external visitation at anchor events through digital advertising in drive-market locations (3.5 hour drive radius). Engage partners to take on some of the event planning responsibilities to ensure long-term sustainability of community activities.	Long-term	Lancaster Bureau of Tourism and Promotions (AOR)	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Action BCC 5.2 A, Promoting and Facilitating Special Events; Planning System 4 - Growing Green, Element 2 - Providing Accessible Parks, Recreation & Open Spaces, Policy GG 2.1, Parks and Recreation Facilities
Goal 3: Strengthen Branding, Marketing, and Promotion	Create "Park Once and Explore" maps and itineraries to show people what is around each city parking garage and develop a distribution strategy (consider in-garage racks).	Long-term	Lancaster Bureau of Tourism and Promotions, Parking Authority, EDC	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.6, Parking; Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.5, Gateways and Wayfinding
Goal 3: Strengthen Branding, Marketing, and Promotion	Develop a PR campaign around the city's parking improvements, visitor programming, transportation investments, and increased accessibility.	Long-term	Lancaster Bureau of Tourism and Promotions, Parking Authority, EDC	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.6, Parking; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	Build a local film office (can be part of Lancaster Bureau of Tourism and Promotions) to promote movie production in Downtown Lancaster. The American film and television industry supports 2.74 million jobs and pays out $242 billion in total wages. Further, productions contribute to local economies by utilizing services such as lodging, transportation, and catering, thereby boosting local businesses. Perhaps more importantly, approximately 80 million international tourists chose destinations primarily based on their appearance in films or television series (2017 research) and locations featured in popular films often experience long-term increases in visitor numbers, enhancing the destination's profile and economy. Film productions also often fosters cultural exchange, enriching local communities through interactions with diverse visitors, and build and leave behind or fund valuable infrastructure enhancements that locals and visitors enjoy. Partner with the state and regional film office to showcase community as a prime location for film and television productions by offering resources such as location scouting assistance, crew and vendor directories, established policies and streamlined permitting, volunteer network access, and information on the state's film tax credit program.	Mid-term	Pennsylvania Film Office, Greater Philadelphia Film Office, Central Pennsylvania Film Commission and Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox; Planning System 2 - Expanding Economic Opportunity, Element 1 - Economic Mobility, Policy EEO 1.1, Raising Household Income
Goal 4: Foster Product Development	Develop an 'Authentic Local Lancaster-Made' Products Sold Inside artisan network certificate and promotion program.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, Chamber of Commerce, Retail Council	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.2, Promoting Local Shopping; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.4, Creative Capital
Goal 4: Foster Product Development	Develop and promote the business case for heritage tourism, and use it to recruit and develop new investment and business support that focuses on helping to share the region's authentic history through programming, placemaking, and accessible storytelling. Consider managing a grant program aligned to this objective.	Mid-term	DoNE, Lancaster History, Thaddeus Stevens, Tour Guides, LCA, African American Historical Society of South Central PA, Lancaster City Historical Commission	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox
Goal 4: Foster Product Development	Create a "We Serve Farm Fresh & Locally Grown" food program to support culinary positioning.	Mid-term	Lancaster Bureau of Tourism and Promotions, ASSETS, Central Market, Lancaster County Planning for Agritourism, EDC	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.2, Promoting Local Shopping

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	Create a Lancaster City greenspaces, pathways, and blueways map to promote outdoor recreation in the city.	Mid-term	Lancaster Bureau of Tourism and Promotions, DPW, CPED, Lancaster Recreation, Conestoga River Club, local bike and running communities	Planning System 4 - Growing Green, Element 2 - Providing Accessible Parks, Recreation & Open Spaces, Policy GG 2.3, Interconnected Parks and Trail System; Planning System 4 - Growing Green, Element 2 - Providing Accessible Parks, Recreation & Open Spaces, Policy GG 2.1, Parks and Recreation Facilities
Goal 4: Foster Product Development	Create a student travel discount program with Amtrak, modeled after the VA program.	Mid-term	Lancaster Bureau of Tourism and Promotions, Amtrak, Visit PA, Colleges and Universities	Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.6, Mobility Hubs and Intermodal Connections; Planning System 2 - Expanding Economic Opportunity, Element 1 - Economic Mobility, Policy EEO 1.7, Public School Partnerships
Goal 4: Foster Product Development	Develop and implement group travel itineraries and incentive programs. Consider inclusive packaging, discount passes, group hosts or tour guides, transportation, special speakers, public entertainment, or behind the scenes access, and include convenient parking and drop off locations.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, Lancaster Parking Authority, PA Bus, Visit PA and Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.6, Parking
Goal 4: Foster Product Development	Partner with Amtrak to create destination packages including lodging, meals, and attractions.	Mid-term	Lancaster Bureau of Tourism and Promotions, Amtrak, Visit PA, Discover Lancaster	Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.6, Mobility Hubs and Intermodal Connections; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 4: Foster Product Development	Identify partners to offer Lancaster City photography tours. These guided sessions for visitors and budding photographers can focus on helping them capture architectural details and cityscapes as well as find off-the-beaten path locations to explore.	Mid-term	Lancaster Bureau of Tourism and Promotions, ARB, Lancaster History	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism
Goal 4: Foster Product Development	Identify partners to help develop an off or shoulder season Architecture and Design Festival with events celebrating architectural heritage including lectures, exhibits, and open-house tours of historic buildings.	Mid-term	Lancaster Bureau of Tourism and Promotions, ARB, Lancaster History	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Action BCC 5.2 A, Promoting and Facilitating Special Events

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	Partner with Discover Lancaster, the local Lancaster County Farm Bureau, and city restaurants to host a multi-state butter sculpture competition with city-related categories like local architecture, local history, outdoor adventures, arts and crafts, welcoming tradition, multiculturalism, fine food and beverages, and upcoming events to link the local brand with the regional brand, attract out of state visitors, and focus more media and visitor attention on what downtown Lancaster City offers. Invite famous people with ties to the area (Jonathan Groff, Taylor Kinney, Adam Cole, and Beth Behrs, etc.) to judge, raise the star power and interest, and increase the number of competitive entries. Promote the event in metro feeder markets like NYC, Baltimore, D.C., and Philadelphia.	Mid-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Lancaster County Farm Bureau, Local City Restaurant Owners, Visit PA, Amtrak	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Action BCC 5.2 A, Promoting and Facilitating Special Events
Goal 4: Foster Product Development	Partner with the local restaurant community to produce a heritage dining weekend during the shoulder or off-season. This should be distinct from Restaurant Week, but should encourage hotels to offer a unique dining experience tied to local history and heritage in some way. Waiters can dress up from a certain time period, restaurants could offer live performances during the meal, and/or the menu could be inspired by a relevant time period and offered with educational briefings delivered by volunteers or waiters. This weekend of unique dining experiences citywide should be heavily promoted and be used to cross-promote the city's culinary scene and unique historic heritage. Partner with local media outlets to promote, and consider selling sponsorships to connect in the nonprofit community.	Mid-term	Local Restaurants, Lancaster History, Local Museums (could offer extended hours to further leverage and extend the events value), Ambassadors could be deployed to build buzz and help move people around the city	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 4: Foster Product Development	Update the Welcome Center facility at Penn Square and reorganize displays to create an interpretive experience focused on the city's welcoming history, culture, and inclusionary traditions.	Mid-term	DID, DoNE, Lancaster Bureau of Tourism and Promotions, EDC	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 5 - Building Community and Capacity, Element 4 - Supporting Socialization and Engagement, Policy BCC 4.3, Inclusive Involvement

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	"Bring back the trolley" and not just for special events. Create a traveler circuit that runs on a regular schedule and has stops at major attractions throughout the city. Enhance fleet to add more trolleys in the network. Consider if you can make the fare free (perhaps with proof of visitor status – license, room key card, or similar) and consider using onboard A/V system to develop local history, culture, and heritage interpretive components. Offering transportation options that match the historic charm of a location can increase visitor interest and cross-promotion through social networks.	Mid-term	Lancaster Bureau of Tourism and Promotions, Red Rose Transit, Parking Authority, EDC	Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.4, Transit Service Quality; Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.5, Transit Circulation Around the City
Goal 4: Foster Product Development	Continue to support and develop the Conestoga River project, investing in local trails, parks, and greenway systems as well as public art, seating, and gathering spaces. As new assets come online, commit to active and prioritized promotion of recreational amenities along the river. This encourages outdoor activities, tourism, and community engagement. Enhanced conservation efforts improve water quality, promote biodiversity, and bolster flood resilience. Educational and workforce development opportunities related to environmental health and water systems, and mixed-use development at strategic locations (including Engleside, Bridgeport, and Sunnyside) stimulate economic growth and integrate the river into the city's asset and attraction portfolio.	Mid-term	DPW, Lancaster Bureau of Tourism and Promotions, EDC, Lancaster Recreation Commission	Planning System 4 - Growing Green, Element 2 - Providing Accessible Parks, Recreation & Open Spaces, Policy GG 2.3, Interconnected Parks and Trail System; Planning System 4 - Growing Green, Element 1 - Conserving and Restoring Natural Resources, Policy GG 1.6, Water Quality; Planning System 4 - Growing Green, Element 2 - Providing Accessible Parks, Recreation & Open Spaces, Policy GG 2.1, Parks and Recreation Facilities
Goal 4: Foster Product Development	Create bundled shoulder season excursion packages bookable through the welcome center and promote via the newsletter, Discover Partnership, and strategic partnerships with relevant local assets and attractions.	Long-term	Lancaster Bureau of Tourism and Promotions, Discover Lancaster, Tourism Partners	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 4: Foster Product Development	Develop Visit Lancaster City excursion bundles (Arts, Wellness Weekend, History, Festival), and promote them directly through partnerships including Discover Lancaster and Visit PA.	Long-term	Lancaster Bureau of Tourism and Promotions, Tourism partners, Visit PA and Discover Lancaster	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	Brand and promote Lancaster City as a cornerstone of the American Emancipation story, leveraging its rich historical assets and cultural heritage to build a compelling narrative of progress and inclusivity. Lancaster City's story is not only a reflection of its past but an ongoing journey of a city that continues to inspire and lead on the most challenging issues of our time. Investing in Lancaster City's historical narrative, particularly its role in the American Emancipation story, presents a significant opportunity to attract Black American travelers with substantial spending power. In 2019, Black U.S. leisure travelers spent approximately $109.4 billion on travel, accounting for 13.1% of the U.S. leisure travel market. It also represents a significant opportunity for the city to attract more international visitors who are particularly interested in the American Civil Rights story, something seen as uniquely American. Develop Targeted Marketing Campaigns: Create promotional materials that emphasize Lancaster City's historical significance in Black history and its ongoing commitment to diversity and inclusion. Enhance Visitor-Experiences: Invest in interactive exhibits, guided tours, and events that authentically represent Black history and culture, providing enriching experiences for visitors. Collaborate with Black Travel Organizations: Partner with groups such as the Black Travel Alliance to promote Lancaster City as a must-visit destination for Black travelers."	Long-term	Lancaster Bureau of Tourism and Promotions, African American Historical Society of South Central Pennsylvania, Bethel AME Church, the Smithsonian Institute, Visit PA, Lancaster History, Pennsylvania Hallowed Grounds (PAHG), Pennsylvania Historical and Museum Commission (PHMC), Crispus Attucks Center of Lancaster	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.3, Inclusive Preservation; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 4: Foster Product Development	Build a life-size, interactive Whipper and Smith Train Box Car sculpture with hidden compartment detail and interpretive signage near the parking lot site.	Long-term	Lancaster Bureau of Tourism and Promotions, U.S. Civil Rights Trail, Civil War Trails, Visit PA Tourism Office, African American Historical Society of South Central Pennsylvania, the History Departments at local Universities, The Smithsonian Institute, the African American Museum in Philadelphia (AAM) (Could serve as a mentor, partner, future audience referral source), Pennsylvania Historical and Museum Commission (PHMC), Pennsylvania Historical and Museum Commission (PHMC), Crispus Attucks Center of Lancaster	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	Create a "History Comes Alive" Festival in the Spring, and host live interpretive actors/historians to bring history to life. Explore if there is a way to get local school children and university students involved.	Long-term	Lancaster Bureau of Tourism and Promotions, Local School District, Colleges and Universities, Lancaster History, DPW, Thaddeus Stevens, Discover Lancaster, DoNE	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Action BCC 5.2 A, Promoting and Facilitating Special Events
Goal 4: Foster Product Development	Create quadrant hub/corridor strategy with wrap-around support using Visit Boston Model. Every quadrant gets a visitation session, grant support, placemaking, and promotion support rotating on a four-year cycle.	Long-term	Lancaster Bureau of Tourism and Promotions, DoNE, Community Engagement, Lancaster History, Faith-based organizations, property owners, CPED	Planning System 1 - Strengthening Neighborhoods and Housing, Element 3 - Targeting Investment and Revitalization, Policy SNH 3.1, Priority Commercial Hubs and Corridors; Planning System 1 - Strengthening Neighborhoods and Housing, Element 3 - Targeting Investment and Revitalization, Policy SNH 3.1, Action SNH 3.1A, Hub and Corridor Map
Goal 4: Foster Product Development	Develop a first-of-its kind rail gallery. Work with rail adjacent properties in the city to host a curated, supersized, and cleanly formatted, interchangeable canvas mural gallery to feature original artwork that can be viewed from the trains. Use this public "exhibit space" to keep Lancaster City, its art scene, and its rail accessibility in the news regionally and beyond by hosting regularly changing curated shows and using strategic earned media/PR channels to promote new placements and viewing opportunities. By creating an ever-changing Lancaster City Art Gallery, you can inexpensively create a new destination attraction that reinforces your brand position and can drive additional rail traffic. It can feed Gallery Row and other important local attractions that highlight the importance of art, craft, and artisan traditions citywide.	Long-term	Lancaster Bureau of Tourism and Promotions, CRIZ, DID, CPED	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.3, Space for the Arts; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 4: Foster Product Development	Develop an Amtrak station entertainment district (and possible hotel) visioning campaign, RFI, and funding/incentive plan. Involve the state, and consider selling the naming rights to help fund the initiative.	Long-term	Lancaster Bureau of Tourism and Promotions, CRIZ, DID, CPED	Planning System 3 - Connecting People and Places, Element 1 - Expanding Mobility Options and Access, Policy CPP 1.6, Mobility Hubs and Intermodal Connections; Planning System 2 - Expanding Economic Opportunity, Element 2 - Encouraging and Directing Growth, Policy EEO 2.2, Economic Development Toolbox
Goal 4: Foster Product Development	Develop and promote citywide *en plein air* painting and performance art (busking) policies to encourage live art and vibrant and activated streetscapes citywide.	Long-term	Lancaster Bureau of Tourism and Promotions, DoNE, EDC, PCAD, F&M, Millersville-Ware Center, Public Art Advisory Board, DPW, Office of Public Art	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.4, Creative Capital

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	Partner with a projection mapping and narrative development firm to develop a History and Heritage Projection Festival to drive off-season visitation. Suggest running for 10-30 days in the evenings and making it an event that can be driven through or viewed while walking through Penn Square, Ewell Plaza, and the corridor in between. Use the buildings in the downtown core as the canvas to create a visual projection display that uniquely and beautifully highlights the city's ties to history, cultural heritage, and 300+ years of welcoming traditions.	Long-term	Lancaster History, Rock Lititz, The Ware Center, The Fulton Theatre and other local resources	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces
Goal 4: Foster Product Development	Partner with private business owners to strategically add murals, hanging umbrellas, and lights to the inner alley "walls" on buildings that line the path between the train station and City Hall. This builds out more space for artistic expression, and developing the pathway as an art walk destination in its own right. Consider turning different one-block stretches into different themed installations to create an engaging experience that changes from block to block. Promote this area to travel influencers as activations develop.	Long-term	CRIZ, DID, DoNE, Lancaster Bureau of Tourism and Promotions, EDC	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces; Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.4, Streetscapes
Goal 4: Foster Product Development	Partner with Visit PA and PRLA to assess and explore the possibility of building a world-class local culinary lab and training facility in the city that can be jointly leveraged as a test and showcase kitchen as well as a food-based business incubation center. Use it to develop the local workforce pipeline and promote the city's position as a top culinary destination.	Long-term	Lancaster Bureau of Tourism and Promotions, CPED, Colleges/ Universities, PRLA, NRA (National Restaurant Association), Restaurant Council	Planning System 2 - Expanding Economic Opportunity, Element 1 - Economic Mobility, Policy EEO 1.4, Meeting Employer Workforce Needs; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 4: Foster Product Development	Partner with local investors to create a Food Truck and Market Hub with small performance stage in the SE quadrant near the brewery. Make this space distinct from Central Market and Southern Market, but use it to build a market district between the three unique city markets. Take inspiration from the Loading Dock in Gadsden, Alabama, a converted old warehouse turned into a hub for food trucks, pop-up restaurants, and artisan market activity. Create a dynamic space for community interaction and entrepreneurship and activate with full day programming breakfast, mid-morning, lunch, afternoon, dinner, evening, and late-night activities. Intentionally build a hip and versatile atmosphere including picnic tables, hanging lights, sand pit and yard games, fire pits, and more. Think about this market as a four-season third space for community gatherings and events, more formal than a park but relaxed, inviting and multi-functional. Elevate the space with meaningful and engaging public art (even better if the art can be interactive in nature). Plan this space as a hub for future activations and investments to grow around.	Long-term	Lancaster Bureau of Tourism and Promotions, Crispus Attucks Center of Lancaster, The Mix, African American Historical Society of South Central Pennsylvania, EDC, DPW	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions; Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.2, Public Realm Design; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.2, Arts and Culture in Public Spaces
Goal 4: Foster Product Development	Launch an artist-in-residence program. Offer three month fellowships for artists in residency hosted at a strategic city location (Penn Square Welcome Center, Gallery Row, S. Queen Street). Partner with artists to host events and create digital "behind-the-scenes" content that showcases the city's culture, history, and beauty. Leverage authentic artist interpretations to highlight the brand, build reach, and increase awareness, consideration, and preference for Lancaster City as a destination.	Long-term	Lancaster Bureau of Tourism and Promotions	Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.4, Creative Capital; Planning System 5 - Building Community and Capacity, Element 5 - Celebrating Arts and Culture, Policy BCC 5.3, Space for the Arts
Goal 5: Advocate for the Visitor Economy	Develop an "Industry Week" or "Industry Day" perks program to demonstrate how important tourism is to the local economy.	Short-term	Lancaster Bureau of Tourism and Promotions, Lancaster City Comms, LCA, Convention Center Authority	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 5: Advocate for the Visitor Economy	Join PRLA and participate in industry events.	Short-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 5: Advocate for the Visitor Economy	Work with city and county leadership, Visit PA, PRLA, and/or align government relations advocacy positions and activities in support of the tourism industry, economic goals, and community quality of life needs.	Short-term	Lancaster Bureau of Tourism and Promotions, Visit PA, PRLA, Discover Lancaster, City Council, County Officials, CPED, EDC	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 5: Advocate for the Visitor Economy	Engage with the broader Visit PA system and DMO network. To raise the destination profile with industry influencers statewide, welcome other DMOs to visit Lancaster City and host them for strategic FAM Tours at least biannually. Additionally, as the state tourism office ramps up, look for strategic opportunities to host travel, tourism, and hospitality industry conferences and events in Lancaster City.	Mid-term	Convention Center Authority, Visit PA, Discover Lancaster, Lancaster Bureau of Tourism and Promotions, PRLA	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 5: Advocate for the Visitor Economy	Leverage annual National Tourism Week celebrations to educate, energize, and engage local stakeholders around the importance of tourism to enhance local collaborations and update vision plans that ensure continuous local industry advancement.	Mid-term	Lancaster Bureau of Tourism and Promotions, City Council, Convention Center Authority, Discover Lancaster, Visit PA, state-elected officials, and partners and stakeholders	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 6: Champion Destination Sustainability	Establish a public safety working group to proactively monitor and discuss public safety through the lens of tourism. Seek representation from local police, fire, EMS organizations, as well as the local hospital, and meet 2-4 times per year to discuss the impacts that tourism and the state of local safety and security have on each other. Work to develop collaborative solutions to pressing problems, apply industry best practices from other communities, and proactively develop new programs where needed to mitigate potential concerns. Transparently communicate tourism safety and security strengths, weaknesses, opportunities, and threats in a special section of the annual report.	Mid-term	Lancaster Bureau of Tourism and Promotions, LCA, Fire, Police, Penn Medicine, CPED, DPW, Union Healthcare, Department of Public Safety, F&M, PennDOT	Planning System 3 - Connecting People and Places, Element 3 - Creating Vibrant Public Spaces and Streets, Policy CPP 3.8, Safe and Welcoming Downtown and Neighborhood Experience; Planning System 5 - Building Community and Capacity, Element 3 - Sustaining Quality Public Services, Policy BCC 3.8, Emergency Management Planning
Goal 6: Champion Destination Sustainability	Consider whether any attractions need to move to timed tickets or limited access to limit negative impacts on locals.	Long-term	Destination Attractions, Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.8, Local Attractions
Goal 6: Champion Destination Sustainability	Create green event planning guidelines and stakeholder resource kit.	Long-term	Lancaster Bureau of Tourism and Promotions, LCA, DPW	Planning System 4 - Growing Green, Element 3 - Promoting A Sustainable Built Environment, Policy GG 3.2, Sustainable Community Strategies

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 6: Champion Destination Sustainability	Develop a "like the locals" responsible tourism pledge and offer a free Lancaster City water bottle sticker to those who participate. Follow up with a thank you email reminding visitors that it's pretty here because they visited responsibly and "guests like you are welcome back anytime." Then use the email to cross-promote upcoming events and activities.	Long-term	Lancaster Bureau of Tourism and Promotions	Planning System 4 - Growing Green, Element 3 - Promoting A Sustainable Built Environment, Policy GG 3.2, Sustainable Community Strategies; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector
Goal 6: Champion Destination Sustainability	Develop a building preservation education program.	Long-term	Historical Commission, CPED, HARB	Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.1, Preservation in City Processes; Planning System 1 - Strengthening Neighborhoods and Housing, Element 2 - Preserving Our Legacy, Policy SNH 2.2, Historic and Cultural Education and Tourism
Goal 6: Champion Destination Sustainability	Launch a "Keep Our Streets Clean" stakeholder waste planning and reduction initiative.	Long-term	Lancaster Bureau of Tourism and Promotions, LCA, DPW	Planning System 5 - Building Community and Capacity, Element 3 - Sustaining Quality Public Services, Policy BCC 3.4, Trash and Waste; Planning System 4 - Growing Green, Element 3 - Promoting A Sustainable Built Environment, Policy GG 3.3, Solid Waste Reduction
Goal 6: Champion Destination Sustainability	Work proactively with Lancaster County and State Officials to advocate for increased investment in both Lancaster City and Lancaster County tourism promotion	Long-Term	Discover Lancaster, Visit Pennsylvania	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale
Goal 6: Champion Destination Sustainability	Evaluate potential sources of sustainable funding to resource the city's needs for ongoing tourism promotion, product development, and partner support to secure, maintain, and enhance the economic benefits of the local visitor economy community-wide. Consider whether creating a Dedicated Tourism Fund and/or Entertainment Tax can support the desired long-term market competitive position, including lead generation campaigns, as well as provide adequate grant matching resources. Develop strategies to balance income sources to provide equal input from public and private sector funders with regular supplements from available grant programs as they become available. Currently, funding for the Bureau of Tourism and Promotions relies on two-part model: 40% General Fund support 60% secured through grants and sponsorships.	Long-Term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Hospitality Sector; Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.4, Economic Partnerships at Neighborhood and Community Scale

CATEGORY	TASK	PRIORITY	RECOMMENDED PARTNERS	RELATED POLICIES
Goal 7: Pursue Data-Driven Decision-making	Conduct a hotel study to better understand current community needs and capacity to increase visitation. We acknowledge space for additional new build hotel properties is limited, but if capacity needs are identified then additional planning would best be pursued sooner rather than later.	Short-term	Lancaster Bureau of Tourism and Promotions, CPED, LCA (Lodging Council)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan
Goal 7: Pursue Data-Driven Decision-making	Update the parking study to better understand current community needs and capacity to increase car-based visitation. Recognizing the economic power of visitor spending, consider offering free parking options in high-visitation districts, free one-hour parking in retail zones, or free two-hour parking with validation or proof or purchase programs as a part of this process.	Short-term	Lancaster Parking Authority, Lancaster Bureau of Tourism and Promotions, CPED, DPW	Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Policy CPP 2.6, Parking; Planning System 3 - Connecting People and Places, Element 2 - Enhancing System Safety and Efficiency, Action 2.6 A, Parking Management Strategies
Goal 7: Pursue Data-Driven Decision-making	Conduct SEO research to inform a content development and positioning strategy.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.1, City Brand and Marketing
Goal 7: Pursue Data-Driven Decision-making	Monitor visitation demographics and market trends to determine if additional programming outreach or product development is needed to effectively welcome and serve visitors.	Mid-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan; Planning System 5 - Building Community and Capacity, Element 4 - Supporting Socialization and Engagement, Policy BCC 4.3, Inclusive Involvement
Goal 7: Pursue Data-Driven Decision-making	Conduct a formal project review to assess, update, and identify plan gaps and adjustment needs every four to six years. Begin efforts to refresh the tourism master plan between years eight and nine so that as this plan expires, the new one will be ready to implement without a gap in coverage.	Long-term	Lancaster Bureau of Tourism and Promotions (AOR)	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan
Goal 7: Pursue Data-Driven Decision-making	Conduct an annual market movement study.	Long-term	Lancaster Bureau of Tourism and Promotions	Planning System 2 - Expanding Economic Opportunity, Element 3 - Boosting Local Economy and Entrepreneurs, Policy EEO 3.6, Action EEO 3.6 A, Tourism Master Plan

PLANNING GUIDANCE:
LANCASTER CITY WAYFINDING

Effective wayfinding systems support longer visitor stays, more economic activity, and more visitor positive experiences. Wayfinding plays a critical role in helping visitors and newcomers navigate the city and discover key attractions. The system should be designed to ease navigation, create more rapid familiarity with surroundings, and to provide a sense of increased psychological safety that encourages more extensive exploration.

Because visitors explore the city on foot, via cars and public transit, and by bike, the wayfinding system must account for the navigation needs of multimodal transportation methods.

This strategy outlines a phased, scalable approach that supports Lancaster City's evolving tourism vision while aligning with upcoming branding and placemaking initiatives.

Vision:

To create a cohesive, multi-layered, accessible, and identity-rich wayfinding system that reflects Lancaster City's unique character, guides visitors through the city's key districts and destinations, and integrates seamlessly with the city's forthcoming brand and upgraded digital infrastructure.

Primary Goals:

- Reinforce the city's new brand and storytelling framework
- Improve visitor navigation and access to key cultural, historical, and environmental assets
- Encourage longer and broader exploration throughout the city
- Layer in digital tools for language access, ADA compliance, and enhanced storytelling experiences

Wayfinding Best Practices:

- **Sign Placement Hierarchy:** Welcome > Directional (Vehicular and Pedestrian) > Placemaking > Interpretive > Trail Markers
- **Readability:** Sans-serif fonts, 4-6 second reading time for vehicular signs, high contrast for legibility
- **ADA Compliance:** Font sizes, tactile maps, audio QR features
- **Digital Layering:** Beacons or QR codes that lead to mobile-friendly, multilingual, multimedia-enhanced digital content

TIMING

Align development efforts to follow on new city tourism branding effort

Defer major design and content development of new wayfinding signage until the city's branding and marketing campaign is complete.

Rationale:

- The forthcoming branding project will define a new visual identity, tone, and messaging for the City of Lancaster and its tourism offerings.
- Wayfinding signage should reflect and reinforce this identity.
- As part of the branding project, additional sub-brands or coding systems may be created to elevate specific assets, areas, trails, and/or districts. These should be incorporated into the city's wayfinding system.
- Integrating wayfinding design into the branding scope will ensure a consistent visitor experience across physical and digital touchpoints.

APPROACH

Develop a tourism sub-branding and district framework

Use the assets inventory and visitor behavior observations noted in this report and the upcoming branding project to define thematic "tourism districts" and "tourism trails" that organize the city's diverse experiences and attractions into distinct places and routes that can be individually promoted and further developed over time. Strategically select activity hubs that are scattered throughout the city to spread economic impact of visitation citywide.

Purpose:

- Helps visitors easily understand what each part of the city offers.
- Offers flexibility for changes in business mix and development over time.
- Supports consistent marketing, storytelling, and signage throughout the visitor journey.
- Encourages longer stays and repeat visitation by showcasing more of what the city offers.

Key Elements:

- Develop sub-brands for walkable areas and itineraries (e.g., *Gallery Row*, *Market Square*, *Rail and Stadium District*, *Freedom & Justice Trail*, *One World Taste Trek*, etc.) that reflect the character and activities in each.
- Develop an evergreen labeling system that describes a district's identity or activity type. Do not rely solely on traditional neighborhood names.
- Districts should be both navigational (clear to find) and narrative (rich in story in culture).

SIGN TYPE	PURPOSE
Gateway/Welcome Signs	Mark city entry points, provide positive first impression
Vehicular Directional	Guide drivers to parking, major districts, and attractions
Pedestrian Directional	Help walkers explore Downtown and districts
Map Kiosks	Offer orientation, highlight destinations, and QR access
Interpretive Markers	Tell stories of history, culture, architecture, and nature
District ID Signs	Reinforce district identities and local narratives (often light pole banners, murals, electric box branding, and similar to help keep implementation costs down)

PRELIMINARY GROUPINGS FOR CONSIDERATION/ BRAND DEVELOPMENT	CONNECTED ASSETS/POTENTIAL THEME
Penn Square	Central Market, Convention Center, Penn Square, Lancaster Central Market
Gallery Row	Arts & galleries near 100 block of N. Prince
Theater District	Fulton Theatre, historical churches
Innovation Row	Science Factory, startup hubs near James Street
Queens Collective	300 block of N. Queen shopping, cafes, culture
Rail District	Amtrak station, stadium, historic train history
Conestoga Riverfront	Trails, river access, parks
Lemon Village	Retail, dining, and pocket park potential around Lemon Street Market
Craft Brew Trails	Southwest city brewery and events district
One World Taste Trek	Citywide international cuisine showcase

**These names and asset grouping opportunities should be further refined with community input during the branding process.*

TASK 1

Refresh Downtown Wayfinding Maps (Keep Current Location)

Maintain the existing placement of Downtown Lancaster wayfinding map kiosks and signs, but fully redesign the content and maps to be clear, colorful, and timeless. Keep the "you are here" indicators, but also showcase surrounding offerings using an icon system (Theater, Retail, Restaurants, Markets, Parks, Historic Buildings, etc.). Allow for further customization and storytelling through the inclusion of scannable beacon or QR code technology that offers an extended, language-agnostic, digital experience that is accessible via mobile device.

Content Should Include:

- A new citywide map aligned with the district/sub-brand and trail system framework
- New graphics should include anchor attraction symbols, nearby services, public restrooms, and public transit access points
- New branding elements, colors, and typefaces
- QR codes linking to a digital version (see task 7)
- Distance to major attractions, featured districts, nearby neighborhoods, or trail access points

High-Priority Attractions to Highlight:

Anchor Attractions

- Lancaster Central Market
- Southern Market
- Penn Square/Visitor Welcome Center
- Lancaster County Convention Center

- Thaddeus Stevens & Lydia Hamilton Smith Center
- Gallery Row (100 block N. Prince Street)
- 300 block of N. Queen Street

Cultural & Historic Landmarks

- Fulton Theatre
- Bethel AME Church
- Wheatland
- Historic Trinity Church/Duke & Orange Street corridor
- The Ware Center at Millersville University
- Penn Medicine
- Lancaster Museum of Art
- Demuth Museum

Science & Family Attractions

- Lancaster Science Factory
- North Museum of Nature and Science
- Clipper Magazine Stadium

Recreation & Environment

- Long's Park
- Buchanan Park
- Conestoga River Greenway & Access Point
- Reservoir Park/Musser Park/Brandon Park
- Linear Park Trail (South Duke to South Plum)
- Ewell Plaza & Binns Park

Higher Education Institutions

- Franklin & Marshall
- Millersville University
- Thaddeus Stevens College of Technology
- Pennsylvania College of Art & Design

TASK 2

Expand Directional Wayfinding (Priority Vehicular and Pedestrian Intersections) Citywide

Install additional wayfinding signage at key intersections beyond the downtown core (e.g., Harrisburg Pike, King Street, Prince Street, Queen Street). These can be mounted on existing light poles, traffic signals, or freestanding posts.

Content Should Include:

- Neighborhood/district names for orientation (as developed/confirmed during upcoming branding process)
- Nearby attraction symbols (icons for food, shopping, history, etc.)
- Directional arrows to show the way to major attractions
- Upcoming districts or attractions on the current route with distance measurements to manage expectations

Recommended Locations:

Vehicular Directional Signs

- Harrisburg Pike at College Ave
- Prince Street & King Street intersections
- Walnut & Duke Street corridor
- Near Amtrak Station roundabout
- New Holland Ave & Church Street

Pedestrian Wayfinding Posts

- As currently placed at major intersections within Downtown Core (e.g., Queen/King, Queen/Chestnut)
- At edges of each district as identified
- Near public parking garages and Red Rose transit hubs
- Lancaster Center Market plaza
- Amtrak Station plaza

- Clipper Magazine Stadium
- Penn Square
- North Museum
- Riverfront access at Conestoga Greenway

TASK 3

Add Gateway Signage on Ingress Routes

Install brand-aligned gateway signage at major entry points to the city to signal arrival and establish a sense of place. Consider landscaping/beautification strategy as part of the budgeting and planning process to ensure these entry points serve as welcoming indicators of the high-quality local assets, attractions, and offerings available on the other side.

Suggested Routes for Further Planning, Evaluation, and Prioritization Include:

- Route 30 (Lincoln Highway) at Harrisburg Pike Interchange

  This route runs through Downtown Lancaster and is a major artery connecting various towns and cities. It welcomes visitors coming from York, Gettysburg, or Harrisburg. It is also near Park City Center and provides access to Franklin & Marshall College.

- Route 222 South at Oregon Pike

  This route is a regional connector that passes through the city and intersects with U.S. 222 and U.S. 30. It welcomes visitors arriving from the north (Reading, Allentown) and connects to the suburbs and retail areas. Because this location sits outside the city, cross-jurisdictional coordination will be required. If not possible, consider McGovern or Marshall as alternative entry points.

- Route 222 Northbound

  This southern access point into the city is a main point of entry. It features high commuter and visitor traffic year-round.

- Route 462 (Lincoln Highway East)

  This route is the main eastern arterial road in Lancaster City and intersects with U.S. 222 and U.S. 30 and becomes East King Street. It is the key entry for visitors coming from Amish Country, Strasburg, Dutch Wonderland, and Eastern Lancaster County.

- Columbia Avenue (Route 462 West)

  This route is the main western arterial road in Lancaster City and becomes King Street. It is the main entry point from Columbia, Mountville, and western townships and features high commuter and visitor traffic year-round.

- Millersville Pike (Manor Street) / West End Ave / Hershey Ave

  This route is a significant arterial road for residents and visitors approaching from Manor Township, Millersville, and surrounding rural areas. The corridor has ongoing development potential. While not as high-capacity as other highlighted routes, it supports a steady stream of daily and regional visitors.

TASK 4

Add Welcoming Gateway and Wayfinding Signage at Strategic Public Transit & Pedestrian Arrival Points

Use a combination of smaller-scale gateway signs, branded columns, murals, and landmark pylons to welcome visitors on foot as they arrive at:

- The Lancaster Amtrak Station

  The Lancaster City Amtrak Station is one of the most significant arrival points for out-of-town visitors to the city. It would be ideal to install signage at both the platform exit and by the main parking entrance and exits.

  While plans for the development of a pedestrian trail connection the station to the downtown core is already underway, additional signage clearly marking this path and providing more information about the distances between the station and major

area attractions can improve the use of bike rentals and other assets already in place.

- The Red Rose Transit Authority Queen Street Station

  A larger scale wayfinding kiosk by the Red Rose Transit Queen Street Station can add visual orientation for public transit users arriving downtown, helping to welcome them and connect them to the other pedestrian wayfinding system engagement points they will find throughout the city.

- North Prince Street near Clipper Magazine Stadium

  This location has high visitor traffic counts, often related to sporting events, and is a key gateway to northern downtown.

These signs:

- Should integrate with new city branding
- Include lighting, landscaping, and public art
- Provide additional opportunities for interpretive messaging about Lancaster City's identity and history, districts, and trails

TASK 5

Layer in Interpretive & Contextual Signage

The new wayfinding system could also be supplemented with a system of interpretive signs throughout the city to highlight Lancaster City's historic, architectural, cultural, and environmental assets. Some of this work has already begun but a systematic planning effort that includes key partners engaged in studying the regions assets will be helpful in ensuring the accuracy, prioritization, and alignment of these efforts and will add strength to future grant applications that might help fund the future build out of these signs, systems, and trails.

Types of Interpretive Signage:

- Historic markers (e.g., Underground Railroad, Colonial landmarks)
- Architectural highlights (e.g., notable buildings and design styles)
- Eco signage in parks and green spaces (flora, fauna, sustainability)
- Cultural highlights
- Urban trail markers

Design Consideration:

- Co-branded under the citywide wayfinding system
- Unified in style but adaptable in content and placement
- Urban settings and more temporary trails may also call for less permanent markers (window stickers, movable plaques, and similar)

Potential Locations:

- Outside the Bethel AME Church
- In front of the Convention Center near the entrance to Thaddeus Stevens & Lydia Hamilton Smith Center
- At the Science Factory
- Along the Conestoga Greenway
- In Long's Park and Buchanan Park
- Near all new museums or anchor visitor attractions as proposed (target one wayfinding sign with map within a two-block distance of all anchor assets)

TASK 6

Digital Integration

All non-digital wayfinding signage and map kiosks should have a discreet, well-placed QR code or beacon that allows visitors to directly link to a mobile-optimized city tourism website for expanded information.

This landing page should offer:

- Auto-translation capabilities to increase language accessibility

- Expanded multimedia content where available (e.g., place-based video tours or interviews, historic images, audio guides, timelines and similar, project profiles)
- Nearby activity listings ideally with extranet connection so accurate information can be provided and updated by attraction and event managers
- Interactive mapping connections to enable easily activated GPS wayfinding

Future Tools to Consider Adding as Resources Allow:

- Digital itinerary builder
- Accessibility filters (ADA-friendly routes, sensory-friendly spaces)
- Augmented reality layers

TASK 7

Develop an "Outer Lancaster Bureau of Tourism and Promotions" Connection Strategy

Longer term, coordinate with transportation and planning teams to create a secondary asset Lancaster Bureau of Tourism and Promotions that intentionally builds assets, art connections, retail and restaurant experiences, and thoughtful trails that bring people from the outer limits of the city into the downtown core and vice versa.

Implementation Ideas:

- Incorporate additional signage into bike routes and transit stops
- Add branded wayfinding for trails, riverwalks, and future greenways
- Connect city gateways with nearby county tourism nodes and trails

IMPLEMENTATION TIMING

The Lancaster City wayfinding plan is not yet fully funded and will be reliant on additional foundational branding work that has yet to be secured. However, the proposed plan could be implemented according to the following phases and should be an ongoing point of discussion for city leaders as they think about transportation, building plans, economic development, and tourism investment over the next ten years.

PHASE	ACTIVITIES
1	Complete branding & district framework development
2	Design system: develop sign templates, iconography, district palettes
3	Site audit and location confirmation for new signage
4	Fabrication planning, project estimates, and fundraising plan
5	Fabricate and install priority signs & digital layer build out
6	Priority level two expansion as resources allow
7	Priority level three expansion as resources allow
8	Develop an Outer Loop connection strategy
Ongoing	Conduct continuous evaluation of wayfinding performance, make continuous digital content updates, monitor engagement

NEXT STEPS

1. **Advance this Strategy with Branding RFP Scope Acknowledgment** to ensure district framework, visual identity, and signage design are unified.
2. **Engage Stakeholders** from neighborhoods, tourism, parks, and history groups to inform district identities and source opportunities for authentic and engaging interpretive content that helps reinforce the city tourism brand.
3. **Conduct a Full Signage Audit** to evaluate the condition of existing wayfinding infrastructure, specific placement of new signage, and maintenance plan for wayfinding system.
4. **Develop Budget and Identify Funding Opportunities** (e.g., infrastructure funds, grants, public-private partnerships, and similar) for signage fabrication and installation.
5. **Develop a Strategy and Funding Plan** for continuous maintenance of wayfinding.


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This Tourism Master Plan was prepared for the City of Lancaster and their authorized partners by Eddy Alexander. The plan is intended as a guiding document. Strategies and recommendations are subject to change based on future conditions, budget availability, and policy direction. Funding was generously provided by the High Foundation and the Pennsylvania Department of Community & Economic Development.

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