

Tourism Promotion Assistance Grant Program
Lancaster County Marketing & Performance Plan

SITUATION ANALYSIS

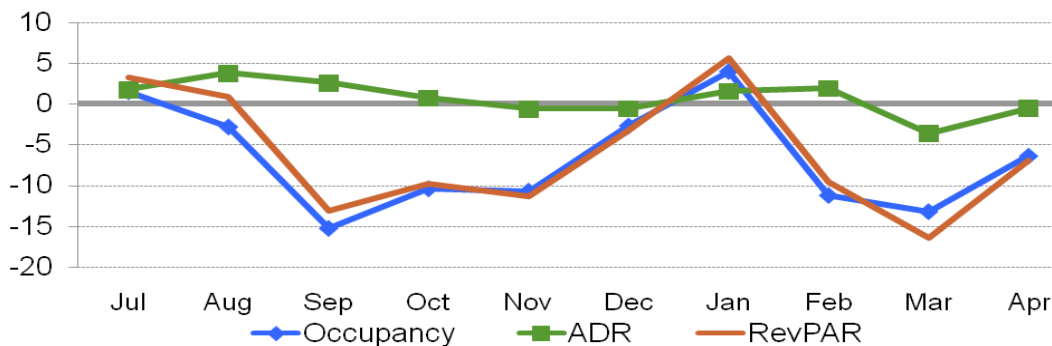
- Identify overall marketing goals for the fiscal year, including analysis of challenges & issues



Our primary goal is to increase overnight stays in Lancaster County by 2%. We will employ a number of tactics to achieve this goal including continuation of our “Wake up in Lancaster County” marketing campaign (with all advertising directed at price point and underscoring our value message). We have assumed ownership of the Lancaster County Reservation Center, previously operated by Lancaster County hoteliers, and have implemented the online group and corporate reservation system, “Passkey.”

As the July 2008 – April 2009 STR Report graph below illustrates, despite a downturn in the economy, ADR has remained nearly static (an increase of less than 1%) compared with prior year numbers, due in part to a continuing shift between group and transient business in the marketplace. A modest drop in occupancy (-3.8%) was mirrored by a drop in revenue of 4.6% (\$100,116,112 for July 2008 – April 2009 as compared with \$104,617,286 for July 2007 – April 2008).

Monthly Percent Change



The strong run our B&Bs -- which comprise the second largest (160 B&Bs) and most diverse B&B community in the eastern US -- experienced in 2008 has subsided to some extent, due in great part to a weakening international market and the financial wariness that has spread to the more affluent B&B audience. We continue to promote this community as a distinctively Lancaster overnight option and anticipate this being one of the first markets to show recovery.

Among our other marketing goals for 2009/10, we will:

- **New → Begin to fulfill the promise of our new vision, “Lancaster County is the most compelling experiential destination in America.”**

The Board of Directors went through an exhaustive process in 2008 to formulate a new vision and build a strategic plan upon it. The plan is for 2009-11 and establishes firm strategic priorities based upon the vision. Those strategic priorities are:

- **Branding Strategy:** PA Dutch CVB will develop a branding strategy.
- **City Tourism Products:** The city is recognized for having exciting products that will be promoted as part of the county’s tourism mix.
- **County’s Rich Culture:** PA Dutch CVB will promote Lancaster County’s rich culture ranging from the Amish to the arts in a variety of ways to different audiences.
- **Meeting and Convention Destination:** PA Dutch CVB has an appropriate and important role in promoting the convention center and will act accordingly. Further, Lancaster County will be recognized as a leading mid-market meeting and convention destination with significant product countywide.
- **New Tourism Products:** PA Dutch CVB will assume leadership for developing new (bricks & mortar) tourism products for Lancaster County.
- **Niche Marketing:** PA Dutch CVB will incorporate niche marketing into the CVB’s overall marketing strategy.

Niche: As a strategy, niche marketing’s aim is to be a big fish in a small pond. Marketing identifies needs, wants and requirements that are poorly addressed or not being addressed by other entities. Then, goods and services to satisfy them are developed, creating a niche market.

The new vision – “Lancaster County is the most compelling experiential destination in America” -- provides a building block to manage all of the diverse assets of the destination and ensure that the product offering is fresh and interactive to attract emerging markets such as Gen X and Gen Y travelers.

(More information about the strategic plan and vision is included in the enclosed brochure.)

- **Grow our Convention/Meetings market by 4%.**
With the opening of the new Lancaster County Convention Center and adjoining host Marriott scheduled for June 2009, we have exponentially increased our convention and meetings inventory and are now uniquely positioned to sell Lancaster County to the mid-size meetings and convention market in the Mid-Atlantic region. With three dedicated sales managers and a director selling to this market, we are now penetrating more markets such as MD/DC and VA, Philadelphia and DE, and are attracting more upscale corporate and association clients that are looking for new product and brand. Each salesperson has a dedicated call quota and room night goal encompassing the whole county. Our goal is to provide new qualified convention leads not only for the

Convention Center, but for the entire county. The Meetings Department meets biweekly to review on average 30-50 convention leads in the pipeline with the goal to collectively convert a minimum of 50% of them to definite bookings. Additionally, in August 2008, we launched a dedicated effort to develop and establish a sports market initiative. This entailed one of our sales managers to focus 70% of their time prospecting, researching and actively soliciting sporting events. This effort was supported by an intern brought in to conduct a sports venue audit and inventory of our facility assets.

The Convention Center leads input by the Meetings Department during FY 2008-09 increased 12% over FY 2007-08.

- **During the 2009 summer season the PA Dutch CVB will target our leisure market within our existing key feeder markets and extend our reach into new markets, both geographic and demographic in our primary demo of women 25-54.**
The Philadelphia and New York/New Jersey markets are still a large source for our visiting guests and we will continue to target those markets with maintenance schedules with our new “value” testimonial television campaign in July and August.

New → We will also be opening two new markets – the Baltimore DMA and Washington, DC – with this same message.

New → Through our Dutch Country Roads regional partnership, the eight participating CVBs will target the Baltimore and Philadelphia DMA’s with a radio campaign during June and July (see enclosed media schedule). In addition we are opening additional partnerships with the Hershey Harrisburg CVB and the Berks County CVB.

- **Grow our web-based visibility and usability by continually improving upon our website and by engaging in the social conversations and communities taking place.**

New → Though we continue to refresh and improve our existing site, we have reached a point where we risk diminishing returns on engagement with our end-users. In response, we’ve planned for a comprehensive website overhaul to better align with our strategic and marketing priorities, enhance users’ experience on the site, increase the site’s visibility, and ultimately convert more web visitors to actual destination visitors. Through a comprehensive RFP process we have selected an interactive agency to implement this website redesign to launch in November 2009.

We will continue to expand our successful Google Adwords program which has not only provided a consistent stream of traffic to our website, but has also boosted our relevancy in natural search results, resulting in a top 3 ranking in many of our targeted keywords.

New → In June of 2008, our Communications Department delved into the Social Media realm. The market we are reaching through our social media efforts is one that we do not adequately reach with our traditional media – teens through mid 20s. We created pages on Facebook and Twitter initially in June, and then added YouTube and Flickr in July. We experimented with what worked, and took the first month to set up the page

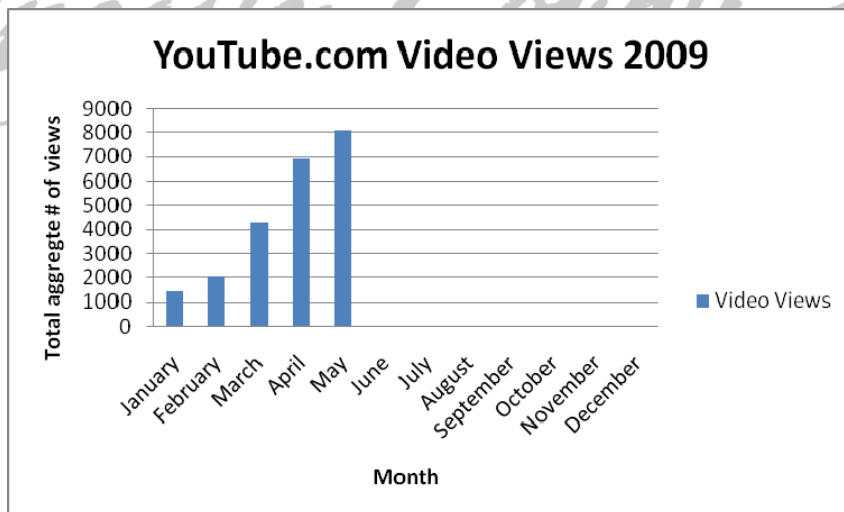
with the information we wanted to promote. While the growth was slow at first, it has grown steadily, and continues to be well worth the effort.

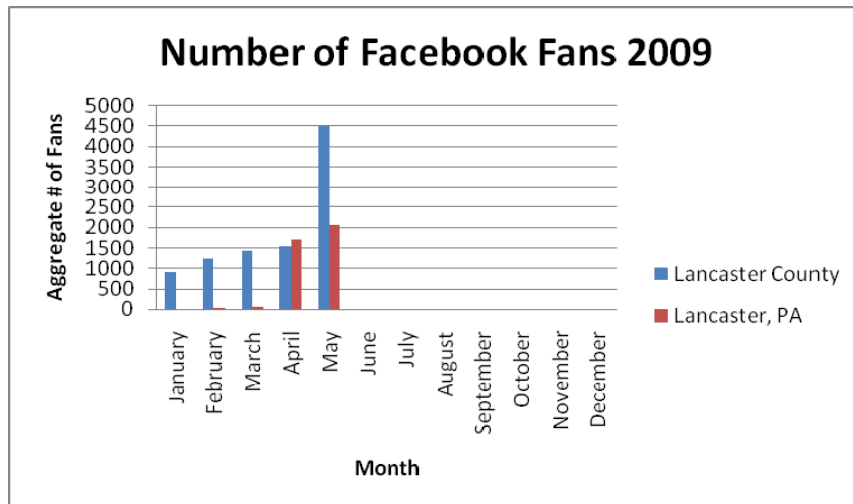
We are monitoring and facilitating our social media initiatives daily through outlets such as YouTube, Twitter, Flickr and Facebook by direct engagement with end-users (Twitter and Facebook), creating original content tagged with appropriate searchable metadata, and by soliciting pre-existing content from attractions or end-users to leverage with our traditional marketing initiatives.

We are also using our social media outlets to help promote the PA Tourism Office's initiatives, such as the Groundhog Day Campaign, and the Peter Arthur Stories. We are able to link to those messages on Twitter, Facebook, and our blog.

In addition, we launched our blog in mid-December 2008. Our blog, www.padutchcountryblog.com, is a companion blog to our traditional website, which highlights and features local attractions, restaurants, and events. The blog features writers from both within and without the employ of the PA Dutch CVB and is written in an informal and casual writing style. The blog format enables end-users to comment on and react to postings through which staff members can then engage or answer related questions.

The following two charts demonstrate the substantial growth of our Facebook and YouTube sites.





- Facilitate new product development and ensure the quality of existing product**
 Lancaster is a mature destination and with that comes the positive of being a brand recognized and revered by our key markets, along with the challenges of reinvestment in existing tourism assets, and the development of new product to meet the demands of next generation consumers.

New → In the coming weeks, the Lancaster County Convention Center and adjoining Lancaster Marriott at Penn Square will open in downtown Lancaster. Both properties offer the very latest in amenities, technology, and visitor experience. The Convention Center provides more than 90,000 square feet of combined space for conventions, events, and trade shows. This new \$170-million integrated facility is ideal for groups ranging in size from 5 to 5,000 in a location that is convenient to northeast metropolitan cities – but not as demanding on the budget.

We have marketed this new property extensively through paid and earned media campaigns as well as through trade show participation and the efforts of our meeting and convention sales staff.

New → In 2009/10 we are partnering with other entities focused on this destination's future viability as an economic driver; and will hire an individual focused on recruiting new bricks and mortar tourism product.

The vast majority of Lancaster County tourism businesses are committed to reinvestment and offering consumers a positive guest experience. Our organization is dedicated to providing resources to these entities to assure their success. In the year ahead, our properties will see a pronounced increase in educational offerings, articles and other resources aimed at encouraging continual reinvestment in properties and ongoing assessment and improvement of their visitor experience. We will also be incorporating Trip Advisor-like widgets on our website, which will enable participating properties to share third party testimonials via customer reviews.

New → In the second half of 2009, we will be assisting at least one potential major new bricks and mortar effort by conducting – in collaboration with an independent firm – a feasibility study.

New → In the past year, with the assistance of Eastwick Marketing, we have encouraged our members to develop approximately 20 new experiential offerings. Recognizing that we also have existing experiential product throughout the county, we have conducted an online survey to help us establish an inventory of all experiential product so that we can better package and promote it. We will continue to work with members to develop new product and enhance existing as we work to achieve our vision: “Lancaster County is the most compelling experiential destination in America.”

New → Additionally, we have implemented a new Code of Ethics, which more heavily considers the opinions and concerns of visitors and, in non-correcting situations, enables our Board of Directors to expel a property from membership, thereby vastly reducing their exposure to travelers. After the recent international accreditation of this CVB by DMAI, it was felt by the Board that stronger standards need to be put into place.

We continue to partner with the Lancaster County Planning Commission (LCCP) following the re-launch of their newly revamped Lancaster County Heritage program (a nationally recognized heritage tourism program), designed to improve the visitor experience through better interpretation and to raise awareness of *authentic* local resources and experiences. We are also working with the LCCP on a related thematically-based initiative focused specifically on Lancaster city tourism product and aimed at ensuring a coordinated message and positive experience for visitors.

- **Increase the group tour market**

Lancaster County has been a long-time favorite destination of travelers to Pennsylvania, and the unique Amish culture combined with “modern-day” attractions, theatre and shopping has established the region as a popular group tour destination. In fact, Lancaster County was voted in the Top 10 U.S. destinations by OMCA tour operators for 2008.

Traditionally, our tour market segment has consisted primarily of senior citizens, religious groups and students with an emphasis on passive or educational tour content. Today’s group tour traveler is demanding more. They want to touch, smell and taste the destination. They want to become intimately involved in the culture and experience for themselves by “doing” rather than by just “seeing”. Tour participants want a hands-on experience; one that is not available to the general public but provides a memorable and interactive adventure.

In January 2009, at the American Bus Association’s (ABA’s) annual Marketplace, we launched our experiential tour program to the group tour market. A profile sheet and microsite promote a series of 20 Experiential Tours that provide visitors with the opportunity to roll up their sleeves and get involved. Levels of participation vary from behind the scenes to hands-on to immersion. The promotion – which was met with enthusiasm – provides tour operators that frequently offer Lancaster County as a

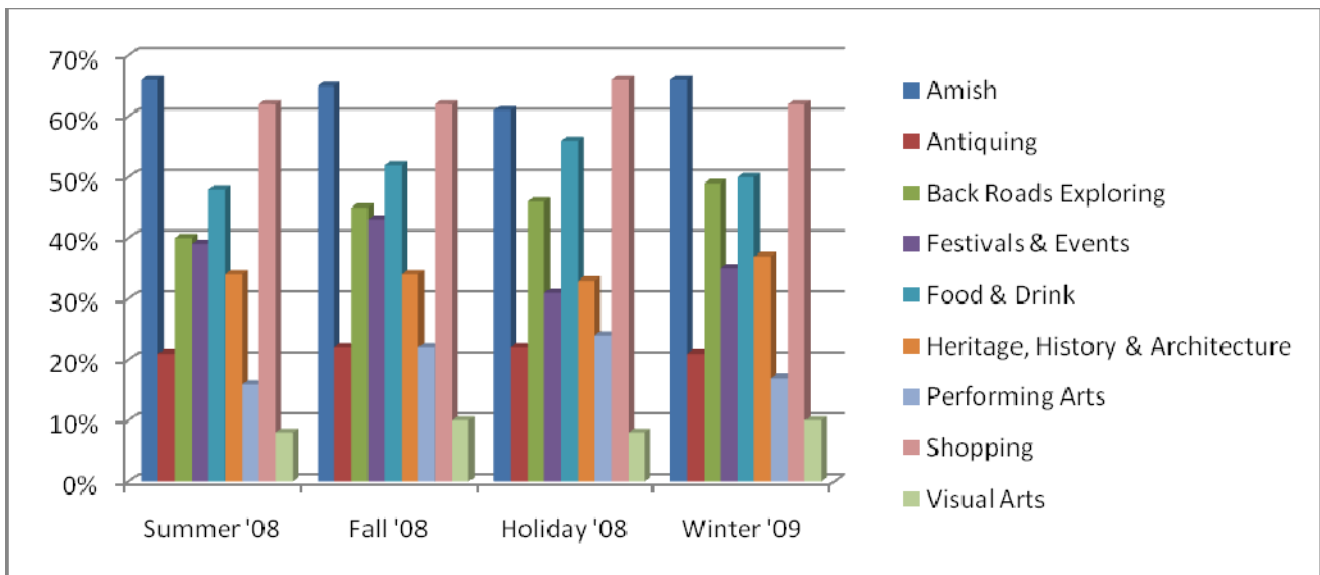
destination to re-brand their itineraries and provide fresh new experiences to recapture their repeat clientele.

- **The competitive landscape**

More than 11 million visitors come to Lancaster each year, spending (as of 2007) \$1.8 billion on a wide variety of goods and services. These dollars, according to DK Shifflet, translate into about \$818 million in direct economic impact. Additionally, travel and tourism generates about \$460 million in tax revenues.

Located within a 3-hour drive of 14% of the U.S. population, we are enviably accessible to key metropolitan areas whose residents seek us out for the reasons identified below, according to an ongoing survey of travel planners visiting the PA Dutch CVB website between mid-July 2008 through March 31, who may or may not have visited our destination previously (n=2,676). The survey continues to be promoted on the PaDutchCountry.com home page.

Reasons for Planning / Considering a Visit to Lancaster County



Our proximity to key metropolitan areas also bodes well for us in the international market. As such, we will market Lancaster County as an ideal balance to the city portion of a trip that can be experienced in, for example, Philadelphia, New York and Washington DC.

When polled as to what places other than Lancaster County were you/are you considering for a getaway, respondents rated alternative out-of-state getaway options in the following order: various shore points; Williamsburg, VA; Florida; and Washington D.C.

- **Inventory of key assets and partners**

While by no means all inclusive lists, the information below captures the essence of who we are.

Nature & Outdoors:

Thousands of acres of prime farmland, the Susquehanna River basin, river towns and a high percentage of hiking trails are a feature of the landscape.

Asset/Partner	Attendance
Covered Bridges Driving Tours	na
Parks & Preserves	na
Birding in Lancaster County	na
Water activities (canoeing, kayaking, fishing)	na
Mud Sales – a dozen each spring	75,000-100,000
Balloon Rides Daily	
Kitchen Kettle Village	800,000 – 1,000,000
Lancaster Barnstormers	400,000
Village Greens mini-golf course	55,000

History & Heritage:

Lancaster County is blessed with a rich living heritage in our Amish and Mennonite communities; a city with a page in the history of our country (having served as the capital of the nation on September 27, 1977, and the capital of the Commonwealth from 1799 – 1812); numerous towns and villages such as Ephrata and Columbia that exhibit spectacular old world architecture; a plethora of museums such as the Lancaster Quilt and Textile Museum, Landis Valley Museum & Village, and the Railroad Museum of Pennsylvania; and our covered bridges, unique fixtures of our history and heritage.

Asset/Partner	Attendance
Amish Farm & House	75,000
Amish Experience	89,000
National Toy Train Museum	50,000
Ephrata Cloister	
Landis Valley Museum	64,000
National Watch & Clock Museum	15,000
President James Buchanan's Wheatland	13,500
Railroad Museum of Pennsylvania	160,000
Strasburg Rail Road	400,000
Heritage Center Museum	30,000
Aaron & Jessica's Buggy Rides	50,000
Plain & Fancy Restaurant	450,000
Lancaster Quilt & Textile Museum	

Cultural:

The destination offers a large number of cultural experiences especially in Lancaster city such as the Fulton Theatre, a National Historic Landmark. The countryside is adorned with a great deal of artisan trails and antiquing opportunities that provide the guest a flavor of the region.

Asset/Partner	Attendance
Fulton Theatre	130,000
Bethel AME's Living the Experience	3,500
Biblical Tabernacle	60,000
Renninger's Antiques	
Eldreth Pottery Factory Showroom & Tour	15,000
Cackleberry Farm Antique Mall	27,000
Stoudt's Antiques	45,000
Queen Anne's Lace Antiques	

Entertainment:

The area includes theatres such as the spectacular Sight and Sound Millennium Theatre, and excels in the family entertainment arena with attractions such as Dutch Wonderland, HersheyPark and the Strasburg Rail Road.

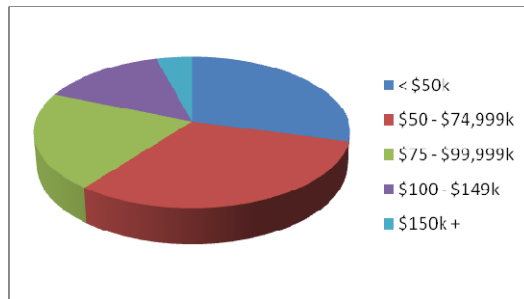
Asset/Partner	Attendance
American Music Theatre	
Dutch Wonderland	470,000
PA Renaissance Faire	250,000
Sight & Sound Millennium Theatre	680,000
Sight & Sound Living Waters Theatre	120,000
Dutch Apple Dinner Theatre	115,000
Rainbow Dinner Theatre	60,000
Cherry Crest Adventure Farm	83,000
Hersheypark	2,700,000
Nissley Vineyards "Music in the Vineyards"	30,000
Long's Park's Summer Music Series	80,000
Lancaster Barnstormers (baseball)	400,000

- **Identify key markets and target audiences for advertising and promotional activities**

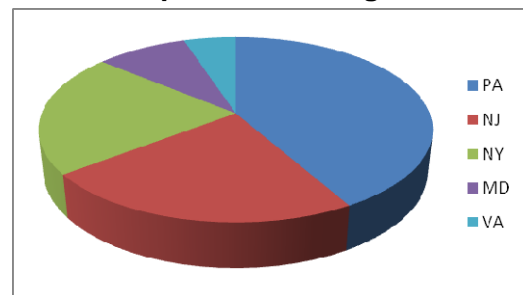
A Travel Planner survey completed by 2,676 visitors to our website during the period of mid-July 2008 through March 31 indicates the following about our audience*:

- 75% of our audience is age 35-64. The largest single age group is age 45-54 (31.5%).
- Household Income, Top Points of Origin, and Type of Getaway Sought are each illustrated in the charts that follow.

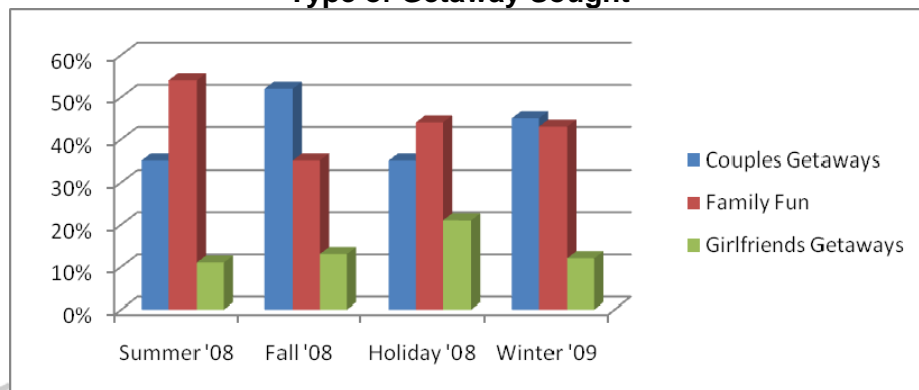
Household Income



Top Points of Origin



Type of Getaway Sought



IDENTIFY TARGET MARKETS/AUDIENCES

Primary target audience

- o Women (in 75% of the cases, they are the travel planner)
- o Age 25-54
- o Our NY, NJ, Philly feeder markets, and introducing two new markets: DC & Baltimore

Secondary target audience

Recognizing that, to ensure the ongoing viability of our destination, we need to appeal to a new, younger audience, we are utilizing social media to introduce Lancaster County to:

- o Teens thru mid-20s
- o A fairly even mix of male & female (though females tend to be more active users)

• **Ties to Regional Partnerships**

During 2008-09 the PA Dutch CVB in conjunction with regional partners in the 8-county Dutch County Roads Region, will conduct aggressive media campaigns using radio and print to promote the region and build the Dutch County Roads brand which hasn't been done effectively up to this point. PA Dutch CVB will contribute media funds to this effort. Specific tactics will include additional website development, public relations efforts, newspaper inserts (FSIs), online advertising, and international trade shows that embrace regional events and promotional seasons. We view 2009/'10 as a pivotal time for the Dutch Country Roads region and are hopeful that the RMP will give us a good start from which to build from.

RESULTS & PERFORMRANCE MEASURES

- Effectiveness of advertising

Historical Data (Summer 2008)

“Wake Up in Lancaster County” branding campaign (Summer 2008)

We continued to promote our Wake Up marketing message during 2008 to encourage visitors to spend the night and stay longer. Television and radio commercials (see enclosed disc) ran for seven weeks June through August in the following markets:

Primary Markets

Philadelphia DMA (radio, cable and network affiliates)
New York DMA (radio, cable and network affiliates)

Secondary Markets

Pittsburgh DMA (radio, cable and network affiliates)
Wilkes Barre/Scranton DMA (radio, cable and network affiliates)

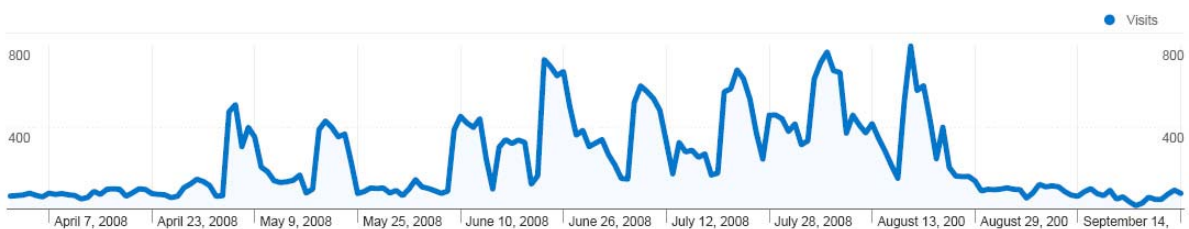
Reach/Frequency (all markets)

Average Weekly Reach: 60%
Average Weekly Frequency: 3X

LancasterCounty.com, which redirects to PADutchCountry.com, was included in all paid advertising as a means of tracking results. As illustrated in the charts below, increases to this domain were reflected when our television campaign aired.

lancastercounty.com Dashboard


Apr 1, 2008 - Sep 30, 2008
Comparing to: Site



Site Usage

 44,965 Visits

 32.27% Bounce Rate

 278,968 Pageviews

 00:05:13 Avg. Time on Site

 6.20 Pages/Visit

 58.47% % New Visits

Value/Testimonial Television (Summer 2009)

While we will continue to support our stay over message, the 2009 campaign (\$946,000) will stress that Lancaster County is a great value when it comes to a vacation destination. In July and August 2009 we will continue to target our key feeder markets – the Philadelphia and New York DMAs. Additionally, with the decrease in the cost of media, we will also be able to afford to add the Baltimore DMA and the Washington DC markets to our buy.

Primary Markets:

Both the New York and Philadelphia DMAs continue to be strong markets for Lancaster County. However, we believe that the economies in both these markets are weak. We will continue a maintenance schedule in both markets and divert funds to two new markets where we believe the economy is somewhat stronger. We will be promoting our value and overnight message in both of these markets. (see enclosed media schedules)

- New York DMA
- Philadelphia DMA

New → Secondary Markets

With the dollars we save by going to maintenance schedules in New York and Philadelphia, we are opening up two new markets, namely the Baltimore DMA and the Washington, DC (Hagerstown DMA) markets. The economy in the suburbs of both of these markets is stronger especially due to the new administration in Washington. We will be promoting our value and overnight message in both of these markets. (see enclosed media schedules)

- Washington, DC
- Baltimore DMA

Our goal is to reach our target audience of W25 – 54 in a six-week period in each market as follows:

Market	Planned Reach	Planned Frequency
New York	75%	6.8
Philadelphia	86%	6
Washington, DC	95%	10
Baltimore	95%	10
HLLY (tentative)	92%	6

(see enclosed media schedule)

We also have member co-op participation with television schedules with Willow Valley Resort & Conference Center and the Strasburg Rail Road, Rockvale Outlet Center, the Pennsylvania Renaissance Faire and the Long’s Park Arts and Crafts Festival. These co-op media buys will increase our advertising expenditure by approximately \$232,500 in the months of June – August. We will also be placing all remaining media buys for Mount Hope Estate and Winery for the PA Renaissance Faire, Celtic Fling and Halloween Daze & Spooky Knights for approximately \$450,000. (see enclosed media schedules)

Radio Advertising (Summer 2009)

The PA Dutch CVB will commit an amount of our 2009 media budget to running traffic sponsorships in Baltimore and DC to support our television campaign and the value message. (see enclosed media schedule)

Direct Response Print Advertising (2009) - The PA Dutch CVB spent approximately \$9,000 on direct response advertising during 2009 adding a new publication – the April issue of *Family Circle* with a circulation of 1.7 million in the Travel South and Travel East editions. The PA Dutch CVB also participated in the Dutch Country Roads regional co-op in the March 29 edition of *America's Best Vacations* with a total circulation in excess of 6 million households.

<u>Publication</u>	<u>Issue Date</u>	<u>Circulation</u>
<i>Family Circle</i>	April	1.7 million (Travel South and East)
<i>American's Best Vacations</i>	March 29	6 million HH's

Member Co-op Print Opportunities (2009) - PA Dutch CVB members participated in several co-op print opportunities to the tune of \$115,000 in cooperative advertising revenues. Publications included the *PA Travel Guide* and *Pursuits Magazine*, the AAA NJ/PA TourBook and Mid-Atlantic CampBook, Woodall's Campground Directory, and multiple inserts in the Long Island edition of *Clipper Magazine*.

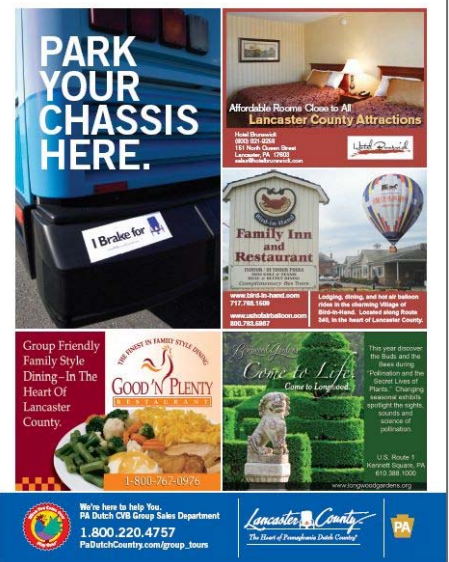
Online Advertising (2009) – We continue to promote our special events and our overnight message to more than 137,000 households each month via clippercoupon.com *Getaway Today to Lancaster*. These e-blasts prompted a monthly average of approximately 2,293 click-throughs at an average cost of \$0.14 per click.

The PA Dutch CVB is also running an SEM program through Google Ad Words that is pacing well within the industry parameters:

Click-through Rate	Average Cost-per-Click
4.5 – 5%	\$1

Advertising – Group Sales -- We initiated and coordinated a first ever co-op print advertising campaign for our members interested in reaching this market. This campaign allows the PA Dutch CVB and its members to increase national exposure, create brand awareness and reduce costs. Publications were selected based on their effectiveness in the group tour industry and their monthly editorial content. Co-op and destination print advertising was placed in the following publications which reached a combined frequency of 84,545:

- *ABA Convention Daily*, January 2009 (5 daily issues during marketplace) – circulation 3,000 each issue, total 15,000
- *Group Travel Leader*, February 2009 – circulation 30,000

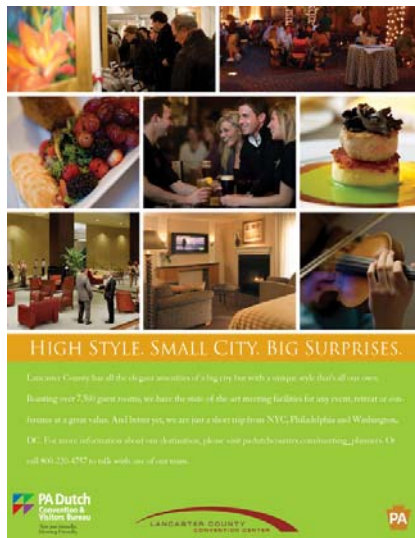


- PACVB Group Tour Visitors Guide, March 2009 – circulation 25,000
- NTA *Courier*, June 2009 – circulation 6,000
- *Bus Tours Magazine*, May/June – circulation 8,100
- Virginia Motorcoach Association Newsletter, summer – circulation 445

Advertising – Meeting & Convention Sales

A series of ads were created in 2008 touting Lancaster’s new Convention Center (“*High style. Small city. Big surprises.*”) and the County’s collection of high end meeting venues. The two ads shown below were run through April 2009 pushing the “pink slipper” campaign and “lobby shot” promoting the LCCC in various industry publications such as *Meetings East, Mid Atlantic Events Magazine, Rejuvenate, MPI – Potomac and Philly Chapter Monthly Magazines.*

The “pink slipper” campaign opened many doors and created a buzz as we became very well recognized and noted at several industry shows. The campaign included a pair of slippers as a gift for meeting planners that met with us and discussed our destination attributes at industry shows or personal calls.



In spring 2009 our new creative was launched and was designed to identify the county’s and the city’s multitude of attractions, energy and urban city feel; this all keeping consistent with

meetings tag “*High Style Small City, Big Surprises.*” In April – June, 2009, the new creative ran in *The National Coalition of Black Meeting Planners Spring Conference Program, Mid Atlantic Events Magazine and Meetings East*. Additionally, the creative will be sent end of May, 2009 to more than 350 exhibit managers that will attend the *National Consumer Shows Annual Conference*. This campaign allows us to ensure meeting professionals that Lancaster is an ideal meetings destination that offers the sophistication, services and amenities rivaling competing markets and tier one destinations.



Publications /E-marketing sites targeted in July 2008-June 2009

- *Religious Conference Management Manager* (August) 4200 circulated
- PaSAE – *Advance Magazine* – (August) 250 circulated
- *Mid Atlantic Events Magazine* (September/October) 22,000 circulated
- NJSAE – *Pace Magazine* (October) 8000 circulated
- MPI – *Potomac Memo* – (October) 1200 circulated
- *Rejuvenate Magazine* (October) 5000 circulated
- *Meetings East* – Hershey /Lancaster Spotlight (November) 22,000 circulated
- Meetings.Net – Electronic Advertising (October – December)
- Medical Meetings - /Meetings Net – (July-August) 12,000 circulated
- *Meetings Media – East* – (April 2009) 22,000 circulated
- *Mid Atlantic Events Magazine* (May-June 2009) 26,000 circulated

New → In spring 2009 we also launched and registered our “**Sport-cation**” campaign and collateral to attract sporting events to our destination. This campaign was launched and incorporated into the opening address at the National Association for Sports Commission Symposium Annual Convention in Colorado Springs to more than 300 sporting event promoters.



Meeting & Convention e-news communications sent to more than 4,000 planners in winter 2008 and 2,500 in spring 2009 netted numerous inquiries, ranging from questions about the new convention center open date, transportation and accessibility, and site visit requests.

Open rate noted below:

July 2008	26%
December 2008	22%
March 2009	25%

- **Room Demand (hotel rooms sold)**

From July 2008 – April 2009 (partial year), 1,087,402 rooms were sold. This compares with 1,150,588 for the same time frame in 2007-2008, and reflects a drop of 5.3%.

- **Number of leads generated**

The Sales Department generated the following leads during 2008/'09 from trade show attendance as well as direct sales efforts. Estimated Economic Impact (EEI), derived from DMAI benchmarks, and room nights are also provided.

Leads Generated during 2008-2009 Fiscal Year

	# Leads	Requested Rooms	EEI
Meeting & Convention	232	103,988	\$119,739,801
Tour & Travel	694	21,341	\$6,909,735
Grand Total	926	125,329	\$126,649,536

as of 5-14-09

Between July 2008 and April 30, 2009 (partial year), the number of transient leads generated by marketing efforts directed at the leisure market is conservatively estimated at 617,000.

2008/'09 proved to be a challenging year for Lancaster County in terms of attraction attendance as well as hotel occupancy and revenues. While ADR remained relatively

flat, we experienced a modest drop in occupancy (3.8%) as well as revenue (4.6%); \$100,116,112 for July 2008 – April 2009 as compared with \$104,617,286 for July 2007 – April 2008. We did, however, seem to be somewhat insulated to the economic woes of the nation due to the fact that we are a value destination and are located within easy driving access of several major metropolitan feeder markets.

- **Room nights sold for meeting/conventions and group tour & travel:**
Using the SimpleView CRM sales management system, we disseminate leads to our partners as well as track information on the quality of the leads generated and leads being booked by our partners. The following information provides a pace report of potential room nights in the meeting/convention and tour & travel markets.

Meeting/Convention:

Monthly Pace Report for July 1, 2008 - June 30, 2011

Meeting & Convention	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Total
2008							925	800	4,983	678	358	165	7,909
2009	2,210	677	540	1,782	576	2,263	5,165	2,000	2,180	2,568	1,283	25	21,269
2010	2,495	2,677	815	4,240	870	1,555	3,260	610	197	1,800	1,720		20,239
2011	450	175	1,703	1,380									3,708
Grand Total	5,155	3,529	3,058	7,402	1,446	3,818	9,350	3,410	7,360	5,046	3,361	190	53,125

* Includes potential business for Meeting/Convention and Reunions to date. Does not include leads marked as Lost Business

as of 5/13/2009

Group Tour & Travel:

Monthly Pace Report for July 1, 2008 - June 30, 2011

Tour & Travel	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Total
2008							1,929	1,765	3,710	3,958	1,307	1,497	14,166
2009	20	70	947	1,827	2,093	3,185	2,005	1,531	4,243	2,754	1,077	665	20,417
2010	60		192	395	154		116	50	60	50		44	1,121
2011													0
Grand Total	80	70	1,139	2,222	2,247	3,185	4,050	3,346	8,013	6,762	2,384	2,206	35,704

* Includes all potential business for Tour & Travel to date. Does not include leads marked as Lost Business

as of 5/13/2009

- **Phone inquiries**
Between July 2008 and April 30, 2009 (partial year), 19,950 individuals called our toll-free line at 1-800-PA-Dutch. In January 2009 we consolidated the operations of the Lancaster County Reservation Center into our CVB which will ensure better guest service as well as higher conversion rates. In light of the Lancaster County Convention Center coming on line we see this development as a positive in that we will be better able to provide housing bureau functions.

With the consolidation of the Reservation Center into our CVB we are able to track the number and outcome of calls for our leisure, group and meetings and conventions markets. We will further segment this information by promotion which, when combined with our web analyses, will enable us to better assess ROI for our various promotions.

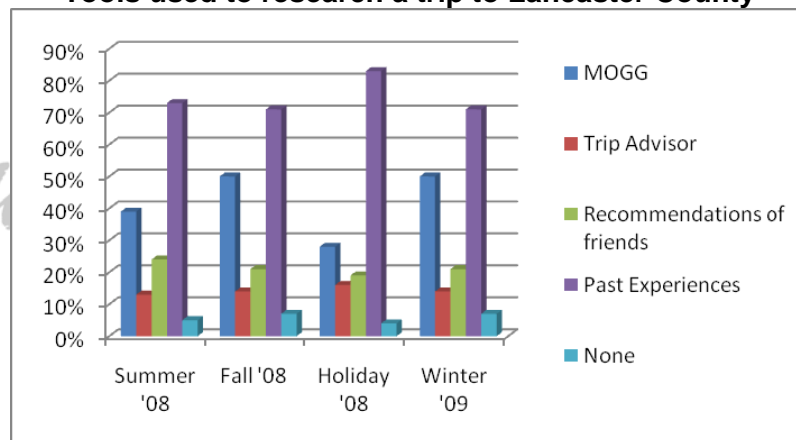
- **Website traffic**

We will continue to track and analyze web traffic as a means of assessing the impact of our advertising efforts (via LancasterCounty.com) and our media relations efforts (via DiscoverLancasterPA.com). Our analyses will also ensure that we keep our finger on the pulse of consumer demand and trends.

- **Brochure distribution**

In 2009 we will distribute nearly 1 million copies of our *Map & Overnight Getaway Guide (MOGG)* to visitors and perspective visitors to Lancaster County. The MOGG is also distributed via the website in a traditional electronic version, as well as a recently launched interactive version allowing end-users to browse through the publication with virtual magazine-style pages and click through links to member properties' websites. In its first two months after launch, the interactive version of the MOGG has achieved more than 3,000 visits, and 83,000 pageviews. The average user spends 6 minutes with the publication averaging 28 page views per visit indicating a high content engagement rate. Additionally, we will distribute 10,000 *Group Planning Guides* during 2008/'09, and will continue to distribute our recently produced *Meeting Planner's Guide*.

Tools used to research a trip to Lancaster County



- **Visitor Center traffic**

The PA Dutch CVB continues to operate a Visitors Center just off Route 30 in Lancaster, which hosted 124,799 guests to the county between July 2008 and May 25, 2009. In anticipation of the new Lancaster County Convention Center opening and in recognition of downtown Lancaster as a burgeoning arts, dining and retail center, we opened a satellite Visitors Center in Penn Square, downtown Lancaster on April 13. As of May 25, this new Center had already welcomed an impressive 5,369 guests.

- **Number of Travel Guide Requests**

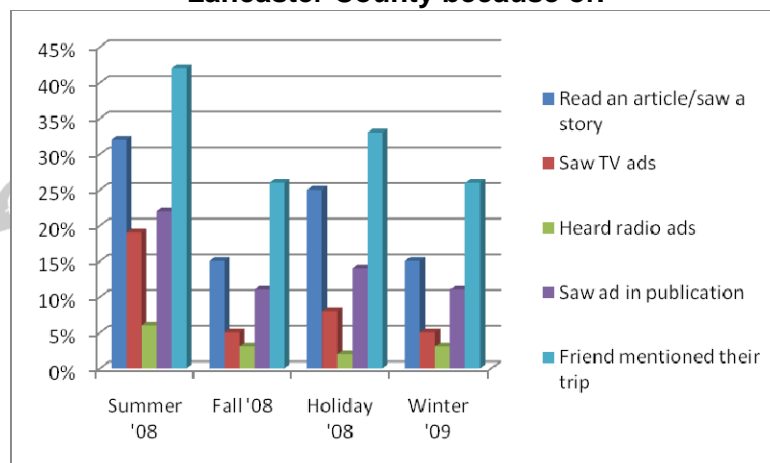
A total of nearly 1,000,000 *Map & Overnight Getaway Guides* were distributed during FY 2008/09. In addition, 18,211 individuals downloaded the *Map & Overnight Getaway Guide (MOGG)* from our website, and in the first two months after its launch 3,018 users accessed the interactive version and 853 users have printed out their own copies of the MOGG from the new interactive version.

- **Impact of PR activities**

During the first 10 months of FY 2008-'09, the PA Dutch CVB reported a domestic earned media ad equivalency of just more than \$4 million and impressions totaling 225 million. The destination was featured in *Family Circle*, *National Geographic Traveler*, the *Washington Post*, WCBS radio, the Travel Channel, the *Philadelphia Inquirer*, NASCAR Online, the Today Show, *Out Traveler*, CNN, the *Baltimore Sun*, *Associated Press*, the *New York Times*, and many other outlets. Coverage of the Lancaster County Convention Center (LCCC) complex also increased significantly, via stories in numerous local and trade publications including *Small Market Meetings*, Hotel Online, *USAE Weekly*, *Meetings East*, *FacilitiesOnline.com*, and *Mid-Atlantic Events*.

We have been pitching a variety of story lines, including: our new hands-on Experiential Tourism offerings; the size and diversity of our B&B community; our winter and spring promotional deals; the local arts scene via “Explore Our Creative Side” theme; Feb.-Apr. “mud sales;” Live & Learn Weekends; holiday getaways; and the LCCC project, plus a variety of meeting/convention and group stories/copy and local stories.

Visitors were prompted to consider a visit to Lancaster County because of:



Visiting Journalists Program:

- Domestic – Nearly 30 domestic visiting journalists toured Pennsylvania Dutch Country during the first 10 months of FY 2008-'09 with assistance from the PA Dutch CVB, including journalists from the *Philadelphia Inquirer*, *Pursuits* magazine, WPVI-TV (Philadelphia), *Huntingdon (WV) Herald-Dispatch*, *AAA World*, *Modern Babies & Children* (Baltimore), PBS, *OC (NJ) Sentinel*, *Leisure Group Travel*, *Main Line Today*, *E-The Magazine*, and numerous freelance writers.
- International – We hosted film crews from Germany and Arabic TV; multiple writers and photographers from each of the UK, France, Australia and Germany; and national radio from Germany.
- Media Visits – We took part in the annual Mid-Atlantic Tourism Public Relations Alliance (MATPRA) Media Marketplace, meeting with 25 writers and editors to discuss upcoming

stories for both the leisure and meetings markets. We also met with 15 writers at the annual Discover America Day media event in Toronto, ON.

We also participated in the Pow Wow media marketplace, and continue to follow up on the 30-plus leads that resulted.

- **Other supporting data**

- From July 2008 – July 2009, in total, more than 1.4 million visits to our website (www.PaDutchCountry.com), 1.0 million unique visitors and 9.6 million page views were logged From May 2008 – May 2009. Visitors spent an average of about six minutes exploring the site. Top-visited pages on our site consistently include: hotel/motel, B&B and general lodging listings; Amish and attractions listings; events calendar; special offers; coupons & discounts; road trips and itineraries; *Map & Overnight Getaway Guide* order form; and directions/maps.
- A comparison of traffic for July 2008 - July 2009 versus the same time period in 2008-2009 shows a 13% increase in visits.
- The average open rate for e-blasts was about 21%, and the average click-through rate per opened e-mail was 36%. Consequently, a significant increase in traffic to padutchcountry.com was experienced on the days the e-mails were sent. On average, visits increased 75% on these days as compared to the average for the respective months.
- Aggressive promotion of our online sweepstakes in various outlets continued to result in positive enhancement of our consumer e-list over the past year. The list grew to more than 116,000 names by the end of the June 2009, up from 21,000 at the same time last year.

- **Discuss impact of marketing and promotional activities on identified markets and targeted demographics**

Our best measures are the STR report as well as the collection of the hotel tax in assessing success related to our identified markets since all of our activities are directed at generating room nights. The actual hotel tax collected between July 1, 2008 and March 31, 2009 (partial year) was \$1,605,363 as compared with \$1,697,124 for the same timeframe in 2007/2008 or a 5.3% decrease. The STR report reveals a modest decrease in revenue of 3.8%.

- **Other info showing our success in attracting visitors to the region**

- Trade Show Attendance and Sales Efforts
A 2008/'09 trade show attendance schedule is included below.

MARKET	DATE	SHOW	LOCATION	# CONTACTS
2008				
Tour	7/7 - 10	FL Motorcoach	Kissimmee, FL	11
M & C	7/17	PA Bar Association (sponsorship)	Baltimore	n/a
Tour	7/19 - 22	GA Motorcoach	Atlanta, GA	21
Tour	8/6 - 10	IMG	Chantilly (Dulles area)	18
M & C	8/9 - 12	MPI World Congress	Las Vegas, NV	30

Tour	8/24 - 28	SC Motorcoach	Columbia, SC	22
Tour	8/26 - 28	Going on Faith Conv.	Davenport, IA	38
Tour	9/5 - 9/9	SYTA	San Antonio, TX	10
M & C	9/10 - 11	Affordable Meetings	Washington, DC	169
Reunion	9/11 - 12	TRN (The Reunion Network)	DC Area-Fairfax	20
Tour	9/16 - 17	Eastern Travel dinner/sales mission	Northeastern PA	6
Tour	9/12 - 15	VA Motorcoach	National Harbor, MD	12
Tour	9/19	Fun Tours/SignaTours	Chesapeake, VA	n/a
Tour	9/29 - 9/30	Discover American Day	Toronto, ON	1
Tour	10/5 - 9	LLAMA Sales Mission	New England area	7
Tour	10/19 - 22	OMCA	Toronto, ON	31
M & C	10/22 - 23	TEAMS Conference	Pittsburgh, PA	0
Tour	10/27 - 28	Conway Tours-2009 Group Travel Expo	Lincoln, RI	n/a
Tour	10/29 - 11/1	World Religious Travel Expo	Orlando, FL	47
M & C	11/10 - 11/13	Rejuvenate	Virginia Beach, VA	26
Tour	11/10 - 13	DMAI Sales Academy	Washington, DC	n/a
Tour	11/11/2008	NJ Motorcoach	Atlantic City, NJ	n/a
Tour	11/15 - 11/19	NTA Convention	Pittsburgh	59
M & C	11/25	Meeting Quest	Wash DC	42
Tour	12/9-12/11	Sales Mission	Virginia	12
M & C	12/3-12/7	National Coalition of Black Meeting Planners	Washington, DC	19
M & C	12/09-12/10	NJSAE/DVSAE Convention	NJ	15
M & C	12/9-12/10	MACE- Potomac Chapter of MPI	Washington, DC	10
2009				
Tour	1/7-1/12	ABA	Charlotte, NC	87
Tour	1/14-1/16	Sales Mission	TX area	3
Tour	1/22-1/24	UMA	Orlando, FL	n/a
M & C	1/26-1/30	RCMA	Grand Rapids, MI	60
M & C	2/7 - 2/10	Meet Different	Atlanta, GA	25
Tour	2/2 - 2/5	TN Motorcoach	Pigeon Forge, TN	22
Int'l	2/10-2/11	RSAA Summit	New York, NY	12
Tour	2/15 - 2/18	NC Motorcoach	Roanoke, VA	21
Tour	2/19 - 2/22	Heartland	Pittsburgh, PA	35
AAA	2/21-2/22	AAA Mid-Atlantic	Philadelphia, PA	n/a
M & C	2/26	Destination Showcase	Washington, DC	36

Tour	2/25-2/26	Yankee Trails	Albany, NY	n/a
AAA	3/6 - 3/8	AAA New England	Foxboro, MA	n/a
Tour	3/16-3/19	Sales Mission	IN area	10
Tour	3/24	PA Bus Association	Harrisburg, PA	n/a
AAA	3/29	AAA South Jersey	Camden, NJ	n/a
M & C	4/14	PASAE	Hershey, PA	21
M & C	4/16	ASAE/GWSAE Springtime	Washington, DC	52
Tour	4/28-4/30	Sales Mission	NY State	9
M & C	4/27-4/29	NASC Symposium	Denver, CO	27
Tour	5/18 - 5/21	Sales Mission	Western NC	---
M & C	5/13 - 5/17	National Coalition of Black Meeting Planners (Sponsorship)	Valley Forge, Pa	---
M & C	5/20-21	Pampi- Education Day/Expo	Valley Forge, Pa	---
Tour	5/16 - 20	Pow Wow	Miami, FL	---
Tour	6/4 - 6	NTA Spring Meet	Monterey, CA	---
M & C	6/4 - 5	Meeting Planner FAM	Lancaster, PA	---
Tour	6/15-6/19	Sales Mission	CT area	---
M & C	6/17-19/09	National Assn of Consumer Shows	Memphis, TN	---
M & C	6/24-6/26/09	Destinations Showcase/Chicago	Chicago	---

PROMOTIONS & SALES

A. Advertising

- **Describe ad campaign, (include various mediums)**
The bulk of our summer 2009 \$1.2 million ad campaign will be spent on television and online advertising.
- **Identify target media markets for planned activities**
Primary Markets (see above)
 Philadelphia DMA,
 NY DMA

Secondary (New) Markets (see above)
 Baltimore DMA
 Washington, DC

Partnerships

New → We have secured multiple corporate sponsors, including Amtrak, PNC Bank, Glaceau, and Avis, whose combined support equates to approximately \$35,000.

Member Co-op Televisions/Radio Opportunities - We also have member co-op participation with television schedules with Willow Valley Resort & Conference Center and the Strasburg Rail Road, Rockvale Outlet Center, the Pennsylvania Renaissance Faire and the Long's Park Arts and Crafts Festival. These co-op media buys will increase our advertising expenditure by approximately \$232,500 in the months of June – August. We will also be placing all remaining media buys for Mount Hope Estate and Winery for the PA Renaissance Faire, Celtic Fling and Halloween Daze & Spooky Knights for approximately \$450,000. (see enclosed media schedules)

Member Co-op Print Opportunities - PA Dutch CVB members participated in several co-op print opportunities to the tune of \$115,000 in cooperative advertising revenues. Publications included the PA Travel Guide and Pursuits Magazine, the AAA NJ/PA TourBook and Mid-Atlantic Campbook, Woodall's Campground Directory, and multiple inserts in the Long Island edition of Clipper Magazine.

Dutch Country Roads Regional Initiatives

Radio – The DCR region will participate in a radio co-op campaign in the Philadelphia and Baltimore DMAs., and Washington DC (Hagerstown DMA) (see enclosed media schedules)

Online – The PA Dutch CVB invited DCR partners to co-op our current SEM Google AdWords program enabling those that chose to join us the opportunity to participate in online marketing they could not afford on their own. If this initiative works well for the participating CVBs (Franklin and Cumberland), we will offer the program to our PA Dutch CVB members.

- **Describe marketing collaboration/coordination with any RMP participation + co-op efforts within your marketing area**
We will be participating in a full spectrum of 2009/'10 Dutch Country Roads programs such as a radio and print brand driving initiatives which we have recommended for the last two years. We feel that it is critical to put media mass behind Dutch County Roads in an effort to move the needle on consumer recognition as the regional assets are outstanding and appeal to a diverse range of guests. Our CVB has also approached Berks County in an effort to formulate regional programs as they fit into the PA Dutch brand quite nicely and they now a part of Dutch County Roads. We are also carving out dollars to promote with the Harrisburg/Hershey CVB in the meeting and tour and travel group areas in addition to leisure initiatives.
- **Consider participating in PA Tourism Office's marketing and branding efforts (PA Travel Guide, Pursuits, PA on Display)**
In 2009 we are running an 1/8 page ad in *PA Travel Guide* and four issues of *Pursuits*, as well as taking advantage of the distribution program the state offers through PA on Display. In 2010 we will again support the *PA Travel Guide* and will again utilize the very much appreciated PA on Display program for our map and guide distribution.

B. Fulfillment and Customer Facilitation

- **Review all promotional materials to be produced to attract visitors (MOGG, niche brochures, newsletters, banners, posters, etc.)**

We publish and distribute 10,000 *Group Planning Guides* and 1 million *Map & Overnight Getaway Guides* annually. We also publish multiple e-newsletters for the leisure traveler, meeting planners, group tour operators and VIPs (key opinion leaders).

- **Discuss partnerships for cost sharing in development and printing**
We charge partners to advertise in both the *Map & Overnight Getaway Guide* and the *Group Planning Guide*. Both are self-liquidating, generating in excess of \$770,000 dollars of partnership revenue.

Over the course of any given year we distribute approximately 1 million Lancaster County *Overnight Map & Getaway Guides* through direct mail, at member properties (655), both PA Dutch CVB Visitors Center, Convention Delegates, AAA offices, and state Welcome Centers.

- **Discuss participation/development of local and regional sign programs to aid tourists and promote assets** - The PA Dutch CVB serves as the main coordinator of the regional signing program on behalf of Dutch Country Roads. We are in the process of planning a regional meeting to ascertain requirements. We have met with the regional PENN DOT Engineer and PTLA officials.
- **Do you operate visitors centers to assist customers?**
We operate two visitors centers: our long-standing center located just off Route 30 in Lancaster and our new satellite visitors center opened April 13, 2009 in Penn Square, downtown Lancaster.
- **Do you provide an 800 number?**
Yes, 1-800-PA-DUTCH. Between July 2008 and April 30, 2009, 19,950 individuals called this widely promoted toll-free line.
- **Have we been instrumental in improving roadway and pedestrian signs for the region**
We have been asked by the commissioners of Lancaster County to serve on committees that provide monetary grants (through an application process) to many tourist-based as well as infrastructure-based projects within the county. We are considered a true partner in these efforts as tourism is recognized as an economic driver in the county as well as a vital industry. We are now involved in a signing program within Lancaster city.

C. Interactive

- **Describe plans to enhance/modify existing site or to participate in a regional site.**
One of eight super-trends identified in DMAI's (Destination Marketing Association International's) recently published *Futures Study* was "Smart and Friendly Websites." DMOs are encouraged to build and continually improved upon state-of-the-art web-based resources that visitors can rely on for their travel decisions; something for which our CVB continues to strive.

In response to the upsurge in visitor preference for researching travel destinations online, we work diligently to continuously enhance the usability, functionality, and measurement of our web presence.

Through a comprehensive RFP process we have selected an interactive agency to implement and redesign our website by the 2nd quarter of the upcoming fiscal year. This redesign will focus on strengthening 5 major online initiatives:

- Increase overall ease of use for the end-user.
- Develop a comprehensive, fun, and easy-to-use itinerary builder weaved throughout the site.
- Create a flexible environment that allows us to better integrate our traditional and non-traditional media campaigns into our web offerings.
- Incorporate new and pre-existing social media content into the overall fabric of the site.
- Increase both web traffic (through enhanced search engine optimization, paid search engine marketing and organic traffic) and online bookings.

We continue our active role on both the Dutch Country Roads regional website (www.dutchcountryroads.com) as a content provider as well as taking a leadership role in monitoring this site's performance and relaying that information to regional partners so we can make informed strategic decisions on the direction of the site.

We have two active contributors to the VisitPA blog (www.thesavvygrouse.com) focusing their posts solely on the Lancaster County region and tying that content into the fabric of our own online initiatives thereby boosting the relevancy for all sites involved.

"The Electronic Culture," one of the eight super-trends discussed in Destination Marketing Association International's (DMAI's) *Futures Study* expands on the need to focus efforts on social networking. We have implemented social technologies such as social networking and community building, and are planning to incorporating user-generated content, as well as content that we have generated on these sites, on our website.

We have expanded our social media interactions since last year, and the sites on which we now have pages include: Twitter, YouTube, Flickr, our blog, and two pages on Facebook, one for Lancaster County as a whole, and one for Lancaster, PA (a more specific page for Downtown Lancaster, on which the message is less about Amish and more about the arts, events, and activities that appeal to this audience). These pages are reaching out to a younger demographic.

We also closely monitor blogs and micro-blogs mentioning our destination and have begun joining in the conversation. In addition to monitoring these conversations, we have also been reaching out to the T-list (top travel-related blogs relevant to our destination).

We have set different goals for each site, based on the measurements available to use.

Our goal for our Twitter page is to consistently be in the top 10% of destinations on the Go See Tell Network ranking list. Currently we are ranked 43 out of 323. The rankings are based on Twitter grade (quality of posts), number of followers, number following, number of updates, and average updates per day.

Our goal for our YouTube page is to post at least 40 member videos by the end of 2009. We plan for these videos to be pulled into our website on member pages to increase the

information available on our website. The videos we shoot and add to our YouTube page also get sent to the member property for their own use, so this is an added benefit for our members.

Our goal for our Flickr page is to increase the number of photo views by 30% by the end of 2009. We also plan on pulling these images into our website on the appropriate member property pages, so our goal is to have at least 20-30% of our member properties represented in photos by the end of 2009.

Our first goal for our blog site is to increase page views by 25% by the end of 2009. Our second goal is to increase the number of posts to three per week by the end of 2009.

Our goal for our Facebook Pages is to continue to add relevant content, which will be measured by interaction of fans, as well as continued growth of the page's fan base by at least 20 new fans per day; also to continue to score 5 stars in Post Quality as rated by Facebook.

We will continue to closely monitor and analyze website traffic patterns as we determine the effectiveness of our promotions and as a means of better understanding our consumer.

- **Identify online marketing efforts or special packaging offers to be developed to increase visitation to site.**

We plan to enhance our current online booking tools to include expanded options beyond just room bookings including, but not limited to, assembling custom packages, adding local attraction tickets and incorporating special deals and discounts. Ultimately, this functionality will be built seamlessly into our redesigned website, making it as easy as possible for the end user to package and purchase Lancaster County inventory.

We are constantly changing offers from our partners which are located on a “Deals and Discounts” area of our site. We feel that this is an important strategy to constantly refresh our offers to build site traffic.

- **Describe database marketing programs.**

We currently send our themed *TravelGuide* e-newsletter to a database of more than 115,000 leisure traveler subscribers, to share information on events and festivals, and deals and discounts.

We have also begun to segment our list of interested leisure travelers by area of interest. In a recent survey of both individuals requesting our *Map & Overnight Getaway Guide (MOGG)* via the fulfillment process and those picking up a MOGG at our Visitor Information Center (n=495), we asked participants to indicate their area of interest. The chart on page 7 summarizes their responses and provides us with the information we need to begin developing niche e-newsletters for specific audiences.



We also use statistical data from our Google AdWords campaign as well as search information for our website in general and on the web as a whole to help us shape the content of our e-newsletters. For example, after noticing an increase in the frequency of certain member

properties showing up in our various data sets we make sure to include mention of those specific properties more often.

	Response Percent
Antiquing	23.6%
Arts & Culture	23.1%
Family Fun	35.5%
Couples Getaways	41.9%
Girlfriends Getaways	18.8%
Festivals & Events	53.3%
Back Roads Explorer	40.0%
Shopping	38.3%
Special Deals & Discounts	55.2%
None of the above	5.7%
Other (please specify)	5.7%

In all of our e-newsletters and promotions targeted at the leisure traveler (including our *TravelGuide* and e-blasts to 137,000 Mid-Atlantic households in partnership with *Clipper Magazine*, we promote overnight stays and provide a link to book a stay.

We have also recently developed e-newsletters for both our meetings and conventions and group tour audiences. The M&C e-newsletter drives home the message of Lancaster County as a premiere destination for mid-size regional meetings and conventions, and sells Lancaster as a vibrant community rich in arts and culture as well as a thriving living heritage.

Our meetings and convention e-newsletter is designed to target professional association and corporate planners to emphasize the affordability, accessibility and attractions that set us apart yet noting we are very comparable to our competition. While we continue to strive to educate planners and create awareness about our state of the art facilities including our new Convention Center, we recognize the extreme competition with surrounding state destinations. We have actively positioned ourselves to be present in major markets and shows and are committed to being strong industry partners in luring planners and business to our region.

Our group tour e-newsletter underscores Lancaster County as a value-based destination with excellent theatre and shopping amidst an idyllic landscape and Amish communities. Recognizing the challenge group tour operators are faced with, we tailored content in the e-newsletters to promote special values, new product and the newly launched experiential tours. E-newsletters were sent to approximately 3,200 tour planners in our database in:

- o November 2008 – open rate was 19.53%

- February 2009 – open rate was 23.32%
 - May 2009 – open rate was 19.98%
 - June 2009 (scheduled)
- **Indicate % of total resources dedicated to interactive marketing activities**
We are dedicating nearly \$300,000 to online activities. While not a substantial increase over last year's investment, we have – despite cuts to our funding – managed to dedicate additional resources to the crucial area.
 - **Required to provide a visible click through button to visitPA.com on web homepage**
This live link currently exists on www.PaDutchCountry.com homepage.

D. Trade Marketing

- **Group Tours**
 - **Describe efforts planned to further develop the group tour market**
A Sales Advisory Committee was formed in 2008. Their mission statement is: “To advise and guide the PA Dutch CVB to become and industry leader of innovative strategies for group travel by creating a vision for future sales and marketing activities and fostering a culture of positive change and teamwork amongst CVB stakeholders.” This committee has met monthly and has been instrumental in identifying and prioritizing niche markets, developed the “Bring Friends, Travel Free” campaign, developed topics for member education and recently formulated plans to develop new overnight product for the student market.
Lancaster County
In addition, staff serves as a co-chair of the PACVB Group Tour Committee charged with managing the statewide motorcoach/group effort and is also chair of the newly formed Dutch Country Roads Group Tour Committee, which will work to attract group tour business to the region.
 - **Identify various market segments and product development efforts**
The PA Dutch CVB Tourism Sales Manager and Lancaster Lodging and Meeting Association representatives will continue to personally call upon individual tour and travel offices on sales missions and sales blitzes. Efforts in 2008/'09 include representation at several large AAA Travel Expos including AAA Southern New England, AAA Southern NY, AAA South Jersey and AAA Mid-Atlantic. Getaways to our region and value products will continue to be our sales messages.

The PA Dutch CVB participated in the International RMP which includes the development of International FIT itineraries through American Driving Vacations. The PA Dutch CVB participated in Pow Wow '09 with CVB members. We will continue our presence at this inbound international trade show in 2010. Additional plans for 2010 include continued participation at RSAA.

New experiential tourism product is in development for the student market. This product is designed to give students a hands-on experience into the life of an Amish child. It will be a 24-hour experience designed to create the need for an overnight in Lancaster.

2009-10 Tourism Sales Trade Show/Marketplace schedule:

DATE	DEPT	SHOW	LOCATION
Jan-09			
1/7 - 1/12	Tour	ABA	Charlotte, NC
1/14 - 1/16	Tour	TX Sales Mission	TX
1/22 - 1/24	Tour	UMA	Orlando, FL
Feb-09			
2/2 - 2/5	Tour	TN Motorcoach	Pigeon Forge, TN
2/10 - 2/11	Int'l	RSAA Summit	New York, NY
2/15 - 2/18	Tour	NC Motorcoach	Roanoke, VA
2/19 - 2/22	Tour	Heartland	Pittsburgh, PA
2/21 - 2/22	AAA	AAA Mid-Atlantic	Philadelphia, PA
2/25 - 2/26	Tour	Yankee Trails	Albany, NY
Mar-09			
3/6 - 3/8	AAA	AAA New England	Foxboro, MA
3/16 - 3/19	Tour	March Sales Mission	IN
3/24	Tour	PA Bus Association	Harrisburg, PA
3/29	AAA	AAA South Jersey	Camden, NJ
Apr-09			
4/28 - 4/30	Tour	NY Sales Mission	NY State
4/26 - 5/1	Tour	SimpleView Summit	Tucson, AZ
May-09			
5/18 - 5/21	Tour	NC Sales Mission	Western NC
5/16 - 20	Tour	Pow Wow	Miami, FL
Jun-09			
6/4 - 6	Tour	NTA Spring Meet	Monterey, CA
6/8 - 6/12	Tour	AAA Southern NY-Grand Opening	Vestal, NY
Ten. 6/15 - 6/19	Tour	CT Sales Mission	CT
Jul-09			
7/18 - 7/21	Tour	GA Motorcoach	Athens, GA
Ten. 7/27 -	Tour	Sales Mission	TBD

7/31			
Aug-09			
8/5 - 8/7	Tour	IMG	Branson
8/17-8/18	Tour	King Ward Tours	Chicopee, Mass
Ten. 8/24-8/28	Tour	Long Island, NY Sales Mission	Long Island, NY
8/24	Tour	Friendship Tours	Bloomfield, CT
8/24-8/28	Tour	SC Motorcoach	Columbia, SC
8/28 - 9/1	Tour	SYTA	Norfolk, VA
Sep-09			
9/14 - 17	Tour	FL Motorcoach	Pensacola, FL
Oct-09			
Ten. 10/19-10/23	Tour	Mass or WV Sales Mission	Mass or WV
Nov-09			
11/8 - 11	Tour	OMCA	London, ON
Ten. 11/2-11/6	Tour	Western VA Sales Mission	Western VA
11/14 - 18	Tour	NTA Convention	Reno, NV
Dec-09			
Ten. 12/7-12/11	Tour	OH or SC Sales Mission	OH or SC
2010			
2/24-2/25	Tour	Yankee Trails	Albany, NY
5/15 - 19	Tour	Pow Wow	Orlando, FL

Sales Missions:

- Scranton/Allentown September 2008
- New Jersey October 2008
- New England November 2008
- Texas January 2009
- Indiana March 2009
- Western PA March 2009
- New York State April 2009
- North Carolina May 2009
- PACVB Mission May 2009
- Connecticut June 2009

Sponsorships:

The PA Dutch CVB participated in sponsorships at ABA, NTA Dine Around and NTA Spring Meet. We also co-sponsored a bus wrap with the Gettysburg CVB at the NTA Convention in Pittsburgh.



Site Inspections/FAM Tours

The PA Dutch CVB conducted 18 individual site inspections for AAA offices, military reunion planners, educational planners, tour operators, and Bank Travel planners. Additionally we hosted 36 tour operators on a post Heartland FAM Tour, 34 group leaders for Kennley Konnection Tours and the Chinese representatives from the Beijing Office.

Training

The PA Dutch CVB conducted a joint training session with the Philadelphia CVB for the top sales agents for Collette Tours at their annual sales meeting. In total 200 agents were trained during the course of 2 days. Additionally we conducted International 101 training for our members featuring market updates from Tourco, Wiechmann and the PA Tourism Office.

- **Meetings and Conventions**

- Outline efforts planned to attract meetings and conventions to your area, and identify various market segments and product development efforts

In 2008-2009 the meetings and convention department has aggressively branched out to various markets to broaden the awareness of Lancaster noting we are a primary mid-level meetings destination. We have been able to successfully connect to several key meeting planners within industry organizations to help with our efforts. Our personal contacts with Helms Briscoe and Conference Direct planners have assisted us greatly in the production of qualified leads. Key areas of focus and relationship building have included membership and committee involvement with the following organizations.

- MPI Potomac Chapter (DC/VA)
- MPI Hershey/Harrisburg
- MPI Philadelphia Chapter: *Bronze Sponsor* with Lancaster County Convention Center
- PCMA. Philadelphia Chapter

We have also stepped up our partnership levels within MPI, PASAE, NCBMP and Meetings Quest as a sponsor to support industry events and gain awareness for our destination and new Convention Center.

By broadening our penetration to new markets, we have been able to secure several key sales presentation opportunities in areas such as DC and VA. Especially noted during our sales presentations is the value message specific to offering meeting packages and facilities that can ultimately reduce their costs substantially by considering a tier 3 destination such as Lancaster. This value messaging has been very strong, specifically for corporate and government planners.

2009-2010 Meeting/ Convention Trade Show schedule:

DATE	DEPT	SHOW	LOCATION
Jan-09			
1/26-1/30	M & C	RCMA	Grand Rapids, MI
Feb-09			
2/7 - 2/10	M & C	Meet Different	Atlanta, GA
2/26	M & C	Destination Showcase	Washington, DC
Mar-09			
Apr-09			
4/14	M & C	PASAE	Hershey, PA
4/16	M & C	ASAE/GWSAE Springtime	Washington, DC
4/27-4/29	M & C	NASC Symposium	Denver, CO
May-09			
5/13 - 5/17	M & C	National Coalition of Black Meeting Planners	Valley Forge, Pa
5/20-21	M & C	Pampi- Education Day/Expo	Valley Forge, Pa
Jun-09			
6/4 - 5	M & C	Meeting Planner FAM	Lancaster, PA
6/17-19/09	M & C	National Assn of Consumer Shows	Memphis, TN
6/24-6/26/09	M & C	Destinations Showcase/Chicago	Chicago
Jul-09			
7/11-14/09	M & C	MPI World (WEC)	Salt Lake, UT
Aug-09			
8/27-8/30	M & C	Connect Marketplace	Las Vegas, NV
Sep-09			
9/9 - 10	M & C	Affordable Meetings	Washington, DC
9/26 - 30	M & C	VA Motorcoach	Lancaster, PA
Oct-09			
10/13-10/17	M & C	TEAMS - Conference	TBD

Nov-09				
11/24	M & C		Meeting Quest	Washington, DC
Dec-09				
12/08-12/09	M & C		NJSAE/DVSAE Conven.	NJ
12/9	M & C		National Coalition of Black Meeting Planners	Washington, DC
2010				
9/???	M & C		Affordable Meetings	Washington, DC

- Identify specific sales/marketing/promotional efforts to be used, and whether these involve partners

Specific to the meeting and convention market:

- **New** → Our “Sports-cation” campaign and sales efforts have enabled us to gain momentum in the sports market as we develop relationships and review event opportunities for Lancaster County. We have been able to successfully secure several major sporting events to the area, most notably, the MLK Volleyball Tournament which debuted in our area in January 2009 representing more than 1,800 room nights and 4,500 visitors. Additional events new to our area such as wrestling and soccer have been made possible due to our dedicated sales efforts. These events are slated for 2009.
- We continue to partner with key regional destinations such as Valley Forge, Philadelphia and Hershey/Harrisburg. Areas of focus include partnering at trade shows in PA blocks and development of a regional direct mail piece to target new markets. Industry events and shows that we have focused on include ASAE Springtime, Destination Showcase-Chicago, and National Coalition of Black Meeting Planners
- Major areas of focus on key markets such as DC and VA, but not limited to, have allowed us to develop new business contacts. As a result, we have been able to host client on several familiarization programs/ site tours highlighting the new Lancaster County Convention Center. We average 3-5 client site visits per month to showcase the new facility and other area meeting sites.
- In May 2008 we hosted 25 professional planners and a sneak preview of the new project. This opportunity resulted in several bookings for the new convention center representing multi-year contracts. A June 2009 event is also slated.
 - Discuss the structural relationship between your marketing group and the meeting facilities that you promote or “sell.”
We emphasize the importance of partnership in all of our activities that involve the development of new business (calls, presentations, trade shows), and encourage all partners with convention and meeting facilities to take advantage of sales opportunities. Additional membership benefits available at no charge to meeting/convention members include added exposure on Meeting Planner microsite, listings in printed meeting/convention materials, access to meeting contacts gained through CVB attendance at various trade shows, and qualified meeting/convention leads via the SimpleView CRM system.

- **AAA and Consumer Shows**

- **Describe any work with AAA/CAA offices to attract visitors to your area.**

We are constantly striving to improve our partnership with AAA/CAA. We have participated jointly with our members in AAA Travel shows for AAA, Mid Atlantic, AAA Southern New England, AAA South Jersey and AAA Southern NY. The Lancaster Lodging & Meetings Association (LLAMA) will be conducting sales training for AAA travel counselors as to what the Lancaster county region has to offer for their members. We are working hard to convince our partners to provide us with product that we can place into packages that would provide AAA with enough incentive to sell them direct.

Our tourism sales manager calls on AAA offices that have group tour departments.

- **Identify the target markets your planned efforts will reach**

We will be pursuing the leisure market, in line with our primary demo.

- **Discuss consumer or other trade show attendance and your efforts to include and support local partners in these efforts.**

AAA is encompassed in our consumer advertising efforts. The Tourism Sales Manager and LLAMA representatives will continue to personally call upon individual offices on sales missions and sales blitzes.

- **International**

- **Describe plans to attract international visitors**

We will focus our marketing efforts on international travelers specifically from the U.K., Germany and Canada. We participated in the International RMP which will facilitate the development of international FIT itineraries through American Driving Vacations.

For more than a decade, Lancaster County has participated in joint international promotions targeting FIT and group travelers from the U.K. and Germany. While overnight stays in our region are modest compared to our portal cities of Philadelphia, Baltimore, and Washington DC, our region adds significant tourism product for international travelers to extend their length of stay within Pennsylvania's borders. We will continue to supplement PA Tourism's initiatives designed to reach this important market by partnering in initiatives where applicable, and providing assistance to our travel partners with navigation throughout our region.

- **Discuss plans to attend various int'l trade shows & participation in stand-alone brochures**

We will attend RSAA in January 2010 and Pow Wow in spring 2010, where we will be represented at both the trade show and in the Media Marketplace. Additionally, we are distributing the MOGG through the Hershey Store outlet in Shanghai.

- **Public Relations**

- **Describe PR activities planned and the markets and target segments for each**

The current "Explore our Creative Side" theme provides opportunities to connect our entire region with travel, arts, crafts, culture, and entertainment writers and producers.

Our new “Experiential” message allows arts, entertainment, outdoor, and other writers to dive into the action with hands-on activities and behind-the-scenes access.

We’re also developing a “Rich Culture” theme along the lines of “from the Amish to the Arts,” highlighting our heritage, artistic, culinary, recreational, and other aspects for writers in those niche markets.

Our supporting strategy for all three campaigns includes special e-blasts, media tours, and pitching.

Writer Assistance

The PA Dutch CVB maintains top-of-mind value among travel writers through an active Visiting Journalists Program and assistance of hundreds of other writers by phone and e-mail. In addition to emphasizing the family value of our destination (particularly during the summer months) and the appeal of Lancaster County as a destination for couples, we will continue to promote the regional appeal under the “PA Dutch Country” brand.

MediaNews E-news

The *Lancaster County MediaNews* e-newsletter is distributed monthly to approximately 800 travel media in our key markets, and mirrors the sales and advertising messages that are being delivered to our key market segments. This integrated approach ensures that our efforts are maximized. Special issues in the year ahead will focus on Lancaster city, the heritage of our area, experiential offerings, and the areas of interest identified by survey participants (see chart on page 7), as well as incorporating timely events and festivals.



Media Marketplaces

In 2009/’10, the PA Dutch CVB will participate in the annual Mid-Atlantic Tourism Public Relations Alliance (MATPRA) Media Marketplace, Pow Wow, and possibly the Travel Media Showcase.

Regional PR Efforts

We are working with our counterparts in the eight other counties of the Dutch Country Roads region to significantly augment our PR partnership. Initial steps include regular regional releases; a standard DCR sentence to include in the info paragraph of each of our own releases; a brief “cheat sheet” of the top selling points in each DCR county to entice writers to do more regional pieces; and regular meetings (which will initially include a 2-3 hour tour around the host county, to better familiarize ourselves with what each of us has to offer the traveler).

Outcomes

The PA Dutch CVB contracts with SimpleView, a web-based contact management service, to manage our media database and to send press releases and pitches to targeted travel media. The program allows us to track media and also keep notes on

media visits, contacts, etc. We also subscribe to BurrellesLuce clipping service and media analysis to track and determine dollar values for earned media efforts.

- **Media events**
We are currently assisting with the PR aspects of plans for a DCR “Tourism Rally” event in Harrisburg, to urge the inclusion of original FY 2008/09 tourism funding levels in the finalized 2009-10 budget, and also with the PR aspects of plans for a “grand opening” event at the Lancaster County Convention Center.
- **Press releases**
We will distribute approximately 20 press releases (in addition to our story pitches, etc.) during FY 2009/’10. These releases will announce promotions, new product (bricks and mortar, as well as new trail guides, etc.), new innovations such as interactive upgrades to our website, and themed news of particular interest to our consumers (see chart on page 7). All of our press releases underscore our value message and encourage travelers to consider a multi-day stay.
- **Meetings w/editorial boards**
Approximately 15 media visits with key travel and trade writers and publications fitting our demo are being planned as part of a PR mission to D.C./Baltimore this summer, and a subsequent one to NYC.
- **Pitching travel writers**
Communications staff will continue to support paid advertising schedules by pitching compatible messages in targeted markets, thereby exponentially increasing the overall value of our marketing initiatives. Story pitches, e-newsletters, and one-on-one meetings will sell our messages, promotions and region. We will also pitch travel writers at several media marketplaces (detailed on the previous page).
- **Describe efforts to promote various events (fairs, festivals, new annual celebrations) and whether they have local or regional appeal.**
Thirty-seven percent of individuals interested in visiting Lancaster County have indicated that they want news of festivals and events. We promote large or particularly unique events that we believe can drive consumers to our destination in several ways:
 - A weekly events sheet distributed to all lodging partners and subsequently given to their guests. The sheet lists events taking place during their stay and encourages repeat visits with a list of major events taking place in the months ahead.
 - Inclusion in couponclipper.com monthly *Getaway Today to Lancaster* e-blast, which reaches 137,000 households.
 - Our monthly *TravelGuide* e-newsletter and – in coming months – our niche e-newsletters, distribute to 116,000 subscribing consumers.
 - Our online events calendar, one of the most highly trafficked pages on our website.
- **Describe any “unique” opportunities we can leverage locally and to the potential visitor**
We will keep the PA Tourism Office apprised of all of our special promotions, and would appreciate assistance in particular with the following:
 - Recognition of Lancaster County as the second largest B&B community – and certainly the most diverse – in the eastern US.

- Promotion of our Explore our Creative Side PR theme and the increasingly robust microsite that lives at PaDutchCountry.com
- The opportunity to travelers – particularly international – to enjoy a country/city vacation, and a reminder that Lancaster is just a 90-minute drive from Philadelphia.
- Reinforcement of our value message.
- Recognition that Lancaster County is about far more than Amish. While the living heritage found in our Amish and Mennonite communities is a strong foundation for our destination and one we will continue to promote, travelers should also recognize Lancaster County for superb shopping opportunities and theatre venues. In addition, we are proud of a burgeoning arts scene in downtown Lancaster which, along with many of our B&Bs, appeals to higher-end, more affluent travelers, hailing from markets such as Baltimore/DC.

REGIONAL PARTNERSHIPS

- Review projects on which we're partnering with other TPAs, heritage park areas, heritage or cultural partners, or corporate sponsors to attract visitors

When polled as to what places other than Lancaster County were you/are you considering for a getaway, respondents identified in-state getaways including Hersheypark and Gettysburg. We plan to work more closely with these partners to ensure that visitors recognize they can take advantage of *all* the Dutch Country Roads region has to offer in a multi-day stay, rather than choosing one destination over another. This will enforce our main goal of increasing overnight stays. If we can do that for the entire Dutch County Roads Region, so much the better. However, discussions are ongoing with the Harrisburg/Hershey CVB for more directed efforts.

We've also partnered with other TPAs in heritage activities (Quest for Freedom and the Underground Railroad) as well as international efforts with the Gettysburg CVB. We also fund and participate in the Lancaster/York Heritage Region.

- How will these partnerships be advertised, marketed, promoted, etc. As you describe your activities, identify market segments targeted such as seniors, boomers, and outdoor enthusiasts. We have used all vehicles at our disposal, but have mostly concentrated upon the electronic vehicles such as the web as well as PR which have brought us success. We have once again retained a consultant (Wendy Nagle) to assist us with the coordination of heritage projects. We have targeted similar demographics as we would for transient and group as we have attempted to weave the message in as often as possible for maximum exposure.

CULTURAL/HERITAGE PRODUCT DEVELOPMENT & PROMOTION

- Discuss your actions to promote cultural and heritage sites and your capacity to build cooperative efforts with arts, historical and cultural organizations to generate broader marketing reach. The promotional support of these assets should be prioritized to reflect visitor readiness as well as financial resources.

We partner with numerous entities including, to name just a few, LancasterARTS, the Pennsylvania Arts Experience, Lancaster city's Downtown Investment District, and the Lancaster County Planning Commission's Heritage Council (which involves upgrading

interpretation at existing Heritage Resources and implementing a “Heritage Communities” destination).

Through our partnerships with these groups as well as with member properties based in the arts, history and culture (many of which are identified on pages 8 & 9), and utilizing advertising dollars as well as earned media and e-marketing efforts, we exponentially increase the visibility of our star destinations-within-the-destination and properties. We prioritize our resources according to the Tourism Development Areas (TDAs) – which identify towns and villages by their tourism readiness – developed by the Lancaster County Planning Commission.

We align our efforts with the Lancaster County Strategic Tourism Development Plan, the development of which was spearheaded by the Lancaster County Planning Commission; as well as with the recently finalized Lancaster city tourism plan. Lancaster city, which is at the forefront of tourism-ready areas within Lancaster County, is a co-op advertising partner that also receives significant exposure through our work with visiting journalists, and group and meeting and convention FAMS. The city is also periodically the sole focus of our *TravelGuide* e-newsletter for consumers and is interspersed in copy and collateral at every turn.

- **Describe your efforts to collaborate and communicate with local and/or regional groups as they develop new assets or enhance existing experiences.**

Regionally, we are an active participant of Dutch Country Roads and, as detailed on page 23, and are planning new advertising, PR and electronic media initiatives to increase our region’s visibility with consumers.

We also actively promote regional initiatives, such as the PA Arts Experience’s trail, as well as members outside our county borders, such as Longwood Gardens. We also invite other CVBs to work with us to develop themed self-driving trails that cross county borders, such as a ghost tour, heritage crafts trail, and market basket trail. We will be developing five new trails in the year ahead, and plan to include a regional focus for several of these.

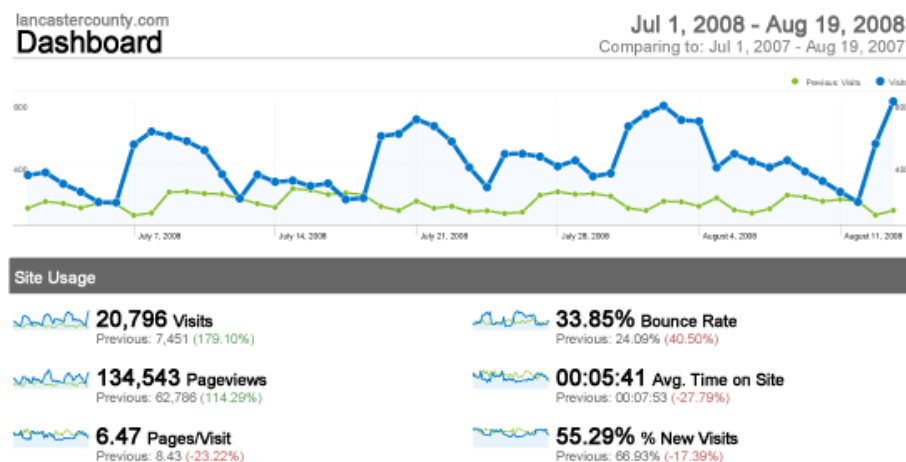
We routinely participate in the marketing meetings held by our towns and villages, GLHMA (Greater Lancaster Hotel and Motel Association), and LLAMA (the Lancaster Lodging and Meeting Association), to help ensure we’re meeting their needs and those of visitors, and to keep our finger on the pulse of the industry.

We assist member properties via media relations consultation (Lancaster Science Factory), web development assistance and marketing (Lancaster County Convention Center), and advertising guidance and co-ops (Strasburg Rail Road, PA Renaissance Faire, etc.). We also work closely with our members to develop new and enhance existing experiential product and promote this to the media and consumers, with the goal of becoming the most compelling experiential destination in America.

- **How was success of marketing activities evaluated/determined**

The STR report as well as the collection of the hotel tax is one measure in assessing success related to our identified markets since all of our activities are directed at generating room nights. The actual hotel tax collected between July 1, 2008 and March 31, 2009 (partial year) was \$1,605,363 as compared with \$1,697,124 for the same timeframe in 2007/2008 or a 5.3% decrease. The STR report reveals a modest decrease in revenue of 3.8%. (see enclosed STR Report)

Another means to determine the success of our marketing efforts is examining the number of visits to www.LancasterCounty.com, the URL we identify on all of our advertising. As illustrated on the graph below, increases in web visitation are evident during ad campaigns.



We have also seen significant spikes in calls received and bookings made as a result of our online promotions, the most recent of which – our spring promotion – had no supporting paid advertising yet, on its own, garnered several hundred calls.

- **Outline scope of any research contracted or conducted to measure project outcomes**
In 2008 we significantly stepped-up our research efforts of our partners, leisure travelers, group tour planners, and meeting planners. Research being conducted during 2008/09 includes the following.
 - A monthly survey of partners to assess their business activity and the economic health of the industry.
 - A quarterly survey of hotel/motel, dining, shopping and attraction partners to identify shifts in the amount of group vs. transient business.
 - A travel planning survey accessible via the homepage on our website explores would-be traveler demographics, identifies who's planning to visit and why (interests and expectations), anticipated length of stay, and how technology savvy they are (so that we can evaluate their readiness for podcasts, etc.). This survey has thus far garnered 2,676 responses and will be conducted continuously throughout the years ahead.
 - **New →** Visitor intercept surveys are conducted in various locations throughout the county to assess who's visiting and why, their experience, and the estimated economic impact of their visit. This seasonal survey will be conducted on an ongoing basis.
 - A survey of 550 individuals to assess their satisfaction with our annual *Map & Overnight Getaway Guide (MOGG)* was conducted last year and is still highly relevant. Survey participants include individuals who requested our *MOGG* via the fulfillment process and

those who were given a *MOGG* at our Visitors Center. This survey will be conducted bi-annually, with our 2008 survey serving as a benchmark.

- **New →** A survey of group tour operators to assess their satisfaction with the Group Planning Guide we publish, and to better understand our audience (their reasons for considering Lancaster, our competition in their estimation, trip planning tools, etc.
- **New →** In partnership with the Lancaster County Planning Commission, we conducted a survey in early 2009 of potential visitors to Lancaster city. In addition to ethnicity, age, education, and income, the survey seeks to identify areas of interest (i.e., From Farm to Table -- Food & farmers' markets, Made in Lancaster -- Products that made the city famous, Standing Up for Justice – Underground Railroad and civil rights). The survey also explores the types of experiences or activities in which individuals are interest (i.e., special events such as street fairs and exhibitions, guided tours w/costumed interpreters, audio tours that can be downloaded to an MP3 player).
- **New →** Meeting planners were surveyed on behalf of a group proposing an electric streetcar system for downtown Lancaster. The survey sought to determine the interest level of those meeting planners who may consider a meeting or convention in our destination in the future.
- **New →** Group tour operators were surveyed upon the launch of a new e-newsletter geared specifically toward this audience, to determine how the newsletter could be improved and to identify the tools group tour operators use to plan their tours to Lancaster.
- **New →** A recently implemented member exit survey helps us identify reasons for dropped memberships, and ultimately helps us to improve our organization where possible based on their input.
- **New →** Members have been surveyed to identify existing experiential product, for both groups and the individual traveler, so that we can ensure we are adequately packaging and marketing existing product. Note: Our new vision is “Lancaster County is the most compelling experiential destination in America.”