

Susquehanna Heritage—2019-2021 Strategic Plan (Final Approved by BOD 1-22-19)

VISION: The Susquehanna Riverlands is a nationally recognized destination for outdoor fun & cultural discovery.

Three Year Goals:

- Engage effectively with all partners who impact the river (8).
- Coordinate & implement state & national conservation & heritage opportunities (1,2,3,4,8).
- Increase visitors to the area (4,5).
- Develop National Heritage Area Management Plan (pending NHA designation) or update State Heritage Area Management Plan (1,2,3,4,5).
- Review & revise organizational structure to ensure maximum effectiveness (7).
- Achieve \$1 million in revenues with 25% from private funding (6).
- Sustain on the water interpretive experiences (2,4,5).

One Year Goals:

- Create and distribute an Annual Report to show Susquehanna Heritage’s impact in the region (8).
- Work with partners to implement projects that advance National Park Service goals (1,2,3,5).
- Launch interpretive programs & site improvements to better link & promote the Zimmerman Center & Columbia Crossing (2,4,5).
- Explore, develop, and implement opportunities to provide on the water interpretive experiences (2,4,5).
- Work with Lancaster Conservancy & other partners to advance Susquehanna Riverlands projects (3,4).
- Secure new funders to support SHC’s work in the river corridor (6).
- Engage a communications consultant to craft communication strategies to support our work (8).

Strategic Focus Areas	Strategic Priorities	Success Indicators
Placemaking: Enhance the quality & appeal of the river’s special places & landscapes.	1. Achieve National Heritage Area designation to enhance visibility for the region & secure support for projects & programs. 2. Connect people to the river’s history & environment through interpretation, programs, & experiences. 3. Engage with communities, organizations, & individuals to promote and enrich the river’s special places, towns, & landscapes.	<ul style="list-style-type: none"> ▪ NHA is approved by Congress & signed by the President. ▪ Programs are mission-focused, well attended, and receive positive reviews. ▪ Number of projects that promote and enrich places, towns, & landscapes. ▪ Number of partners engaged in river-focused projects.
Tourism Development: Increase the visibility & readiness of the river as a visitor destination.	4. Lead & advance initiatives that support tourism development in the Susquehanna Riverlands. 5. Develop & promote the Zimmerman Center & Columbia Crossing as complementary visitor hubs for the river.	<ul style="list-style-type: none"> ▪ Marketing/promotion materials are updated in coordination with sites and attractions along the river. ▪ Tourism initiatives are coordinated with and supported by CVBs. ▪ Number of visitors. ▪ Social media ratings are consistently positive.
Visibility, Viability & Capacity: Secure the funding, staffing, & awareness to achieve our vision.	6. Identify & secure support of major donors, increase mid-level donor engagement, & attract more corporate & EITC contributions. 7. Assess organizational structure, staffing, & Board engagement to ensure capacity to effectively advance strategic priorities. 8. Develop & implement strategies to increase awareness of our work & engage effectively with partners.	<ul style="list-style-type: none"> ▪ Increased private giving. ▪ Number of corporate & individual donors. ▪ Assessment complete & recommendations implemented. ▪ Communications plan complete & recommendations implemented. ▪ Relationships are clarified & strengthened.