



ECCVB ELKHART COUNTY CONVENTION
AND VISITORS BUREAU INC.

TOURISM BUILDING COMMUNITY

BRISTOL ELKHART GOSHEN MIDDLEBURY NAPPANEE WAKARUSA





> ECCVB, Inc. 2012 Business Plan

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> Accountability

Accountability is an integral part of the corporate lexicon. The ECCVB must show how it effectively uses its resources to generate the greatest return on investment for the destination. It is the keeper of data on the industry-wide impact of tourism and through its own efforts significantly contributes to the industry's positive impact.

> ECCVB Organizational Structure

The Elkhart County, IN Convention & Visitors Bureau (ECCVB, a private, nonprofit corporation), is the official tourism advertising/marketing and public/community relations organization for the Elkhart County hospitality industry. The ECCVB represents the interests and needs of potential and actual visitors to Elkhart County and provides its visitor services free of charge. Funding for the ECCVB comes from a lodging tax collected from visitors at the local level by way of Elkhart County lodging facilities with over 30 rooms.

As the champion for the local tourism industry, the ECCVB takes an active role representing sustainable tourism development through affiliations with government, economic development organizations, developers, tourism related businesses and other organizations that align with our mission. The ECCVB develops diverse strategic partnerships to maximize the effectiveness of its research-based marketing programs to bring visitors to Elkhart County.

- A seven member Visitors Commission, appointed by the Elkhart County, IN Executives under the direction of Indiana Law IC 6-9-19, has oversight responsibility for the appropriation of the room tax fund
- A seven member Board of Directors provides fiscal and policy stewardship for the Elkhart County Convention & Visitors Bureau Corporation
- The ECCVB's governance and management is aligned in vision, purpose, values, strategic partnerships and program implementation and assigns the needed resources to accomplish successful outcomes
- For every dollar of room tax invested, there is more than a \$30 return on investment

> ECCVB Mission

The ECCVB is Elkhart County's champion for the local tourism industry through its affiliations with government, economic development organizations, developers, tourism-related businesses and organizations. The ECCVB develops strategic partnerships to maximize the effectiveness of its research-based marketing programs that bring visitors into the county. It represents potential and actual visitors to Elkhart County and surveys them to determine their interests, needs and wants, that may include matters of safety, infrastructure, amenities and services.

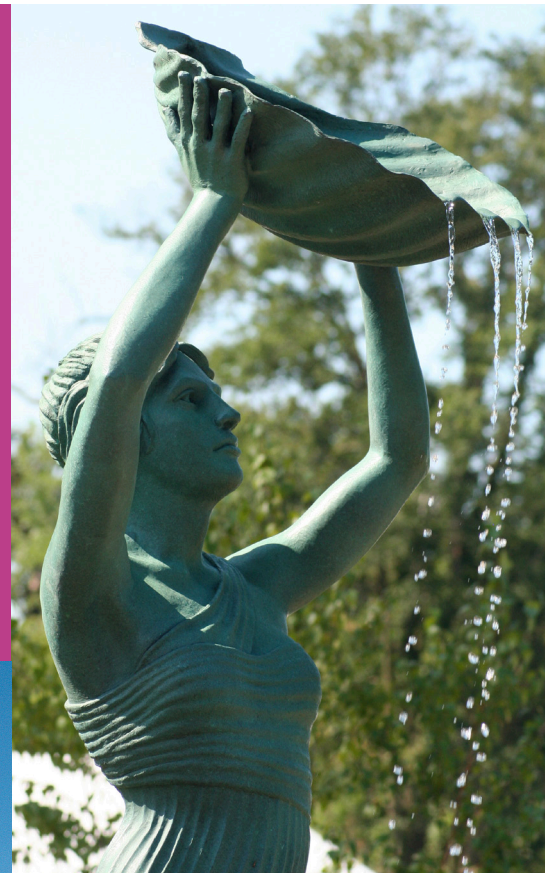
> Organizational Character

The ECCVB maintains the vision, purpose, value, strategic partnerships and program implementation critical to achieving success in today's world. Its governance and management is aligned in these important organizational efforts and assigns the needed resources to accomplish successful outcomes.



> ECCVB Values and Principles

The ECCVB maintains the vision, purpose, value, strategic partnerships and program implementation critical to achieving success in today's world. Its governance and management is aligned in these important organizational efforts and assigns the needed resources to accomplish successful outcomes.



> Destination Vision

Elkhart County, IN will be a globally recognized center for creativity. This reputation will be built by residents who have the courage to take risks and help each other succeed in an environment of tolerance and respect that provides opportunities for all. Outstanding businesses and talented professionals will locate in our county because of excellent schools and rich cultural life enhanced by visitor amenities, safe attractive neighborhoods and vibrant downtowns. Area business development, land use and government initiatives will consider how their actions would have implications on continued sustainable tourism development.



> ECCVB Performance Results

- Total number of ECCVB partnerships: 589
- Total partner dollars invested in co-op programs: \$782,374
- Public Relations Advertising equivalency: \$500,000
- \$200,000 invested in Marketing and Advertising will generate \$20.6 million in visitor spending
- Travel Trade activities will generate \$2,230,000 in group visitor spending
- Heritage Trail Audio Driving Tour distribution will generate \$3 million in visitor spending

Room Tax: \$1.1 million

Other Sources: \$200,000

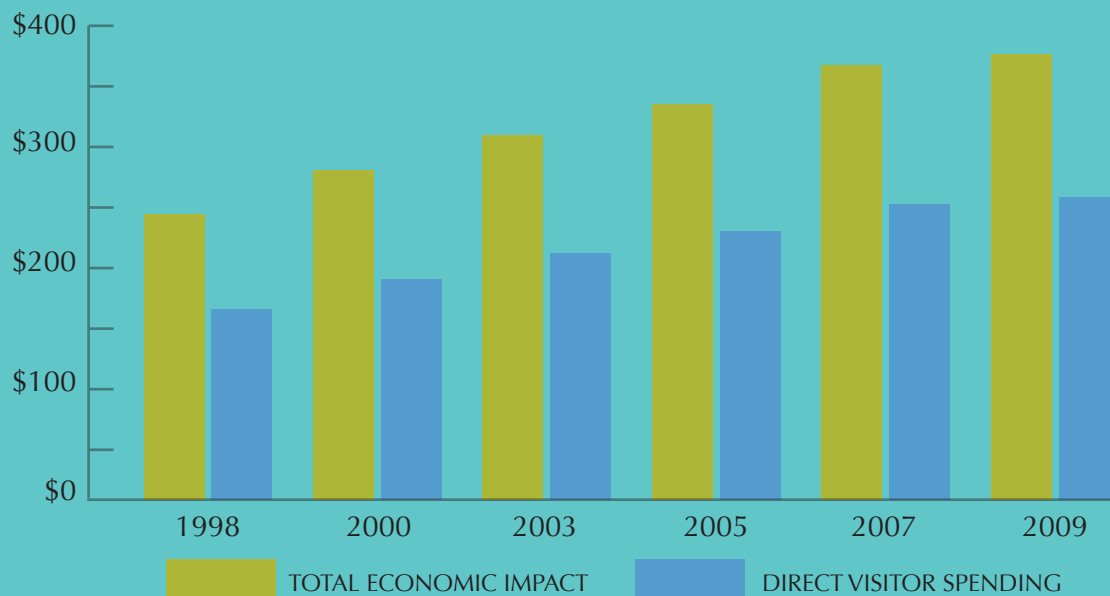
Total Investment: \$1.3 million

Total Return on Investment: \$26,330,000

For every dollar of room tax invested, there is more than a \$20.25 Return on Investment which is clearly and significantly generated through the Elkhart County, IN Convention & Visitors Bureau partnership, sales and marketing efforts.

TOURISM ECONOMIC IMPACT

1998 - 2009



(\$ in millions)
Source: Certec, Inc

A 10 year trend demonstrates an increase in both Economic Impact and Visitor Spending.

> Key Strategic Issues

Development, growth, commercialization, redevelopment, small business management, leadership, and partnerships / collaborations are key issues defined in the strategic planning process.

The community is rooted in entrepreneurship. Continued new development of tourism businesses and events must be managed with a focused approach to authenticity and quality visitor experiences. Small business management is a challenge for entry level business owners, so training programs aimed at assisting new small business owners is important.

Many in the local tourism industry see the appeal of the rural landscape, farms and quaintness of Elkhart County, IN as the image magnet that brings visitors to their businesses. Knowing visitors seek new and interesting experiences, the ECCVB partners with cities and towns in downtown redevelopment to attract locally owned restaurants, shops and business to continually meet visitors' expectations.

The ECCVB Business Plan is developed to address the key issues defined in its strategic plan, and its corporate budget is developed to align with those strategic issues. The ECCVB recognizes tourism is the outcome of good community planning and development, so it must be actively engaged representing the visitors industry as community planning and decision making occurs. Of course, the ECCVB's responsibilities of promoting the area as a visitor destination as defined in its mission are also included in the business plan. All defined goals have activity and performance measures cited.

> Leadership

The ECCVB Commission, Board of Directors and staff are committed to providing leadership in our community. Each individual associated with the ECCVB is expected to be engaged and active in organizations, projects and activities that benefit our communities.

- The ECCVB staff is committed to providing leadership at an international, national, state and local level when it aligns with the mission of our organization
- Leadership is a value and overall performance measure for the ECCVB





> Research

Research is the foundation for all programs presented in the Elkhart County, IN CVB Business Plan. The ECCVB collects data in support of its activities and assesses the impact of its programs on business partners.

Evaluating and designing systems to communicate these findings to stakeholders in an easy-to-understand format is key. Measurement is crucial to translating business strategies into results. Performance measures in the ECCVB Business Plan are integrated with activity measures. The integration of activity and performance measures is an effective agent for the ECCVB to monitor performance and improve its strategic decision making.

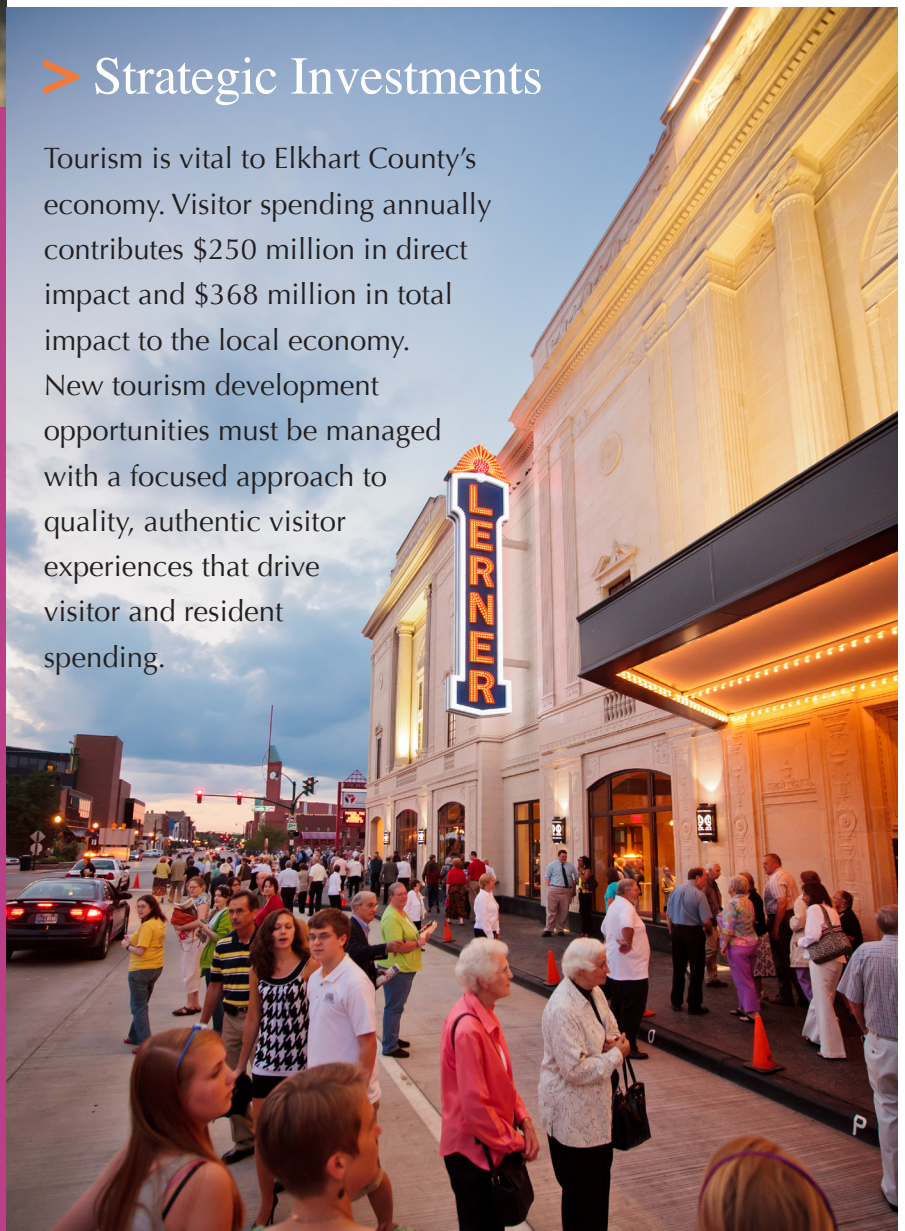
> NITDC

The ECCVB is an active member of the Northern Indiana Tourism Development Commission (NITDC), an alliance of seven CVBs in the northern sector of the state.

With an agreed upon destination brand positioning and strategy, NITDC members collaborate on issues of mutual importance, participate in cooperative marketing programming, realize partnership leveraging with increased market buying influence, conduct credible research-based activities, actively participate on the Executive Committee of the Indiana Toll Road, have a long term toll road marketing agreement and are engaged in an integrated regional website platform aligned to CVB sites and databases.

> Strategic Investments

Tourism is vital to Elkhart County's economy. Visitor spending annually contributes \$250 million in direct impact and \$368 million in total impact to the local economy. New tourism development opportunities must be managed with a focused approach to quality, authentic visitor experiences that drive visitor and resident spending.



> Tourism Development Council

The ECCVB is taking proactive steps to direct new tourism oriented product initiatives. In order to move to the next level, the ECCVB has formed a Tourism Development Council (TDC). This leadership team of representatives from a broad range of traditional and non-traditional tourism industry sectors will take a leadership role in evaluating and stimulating new tourism development opportunities for Elkhart County.

Strategic Plan:

Working with the TDC, the focus for 2012 is to lay the foundation for future proactive efforts by: developing a strategic framework that would identify new tourism development opportunity areas and criteria used to prioritize new initiatives; identifying new targeted products and associated steps that could be used to attract them; and evaluating existing tourism assets to determine if they are being maximized to their fullest potential.

> Building Better Community along the Heritage Trail

The Heritage Trail, a nationally recognized self-guided audio driving route featured in LIFE® and USA Today publications, increases visitor volume, diversity, spending and economic impact for the entire destination. The route travels through Elkhart County and into the area's downtowns introducing visitors to the areas' history, heritage, distinctive attractions, attributes and residents. It is a strong example of how integration and new interpretation via CDs or downloadable MP3 audio tours significantly enhance the attraction potential of existing destination assets. The Heritage Trail serves as the foundation for the following destination-wide programs:

Quilt Gardens along the Heritage Trail

Target audience: Leisure, Group, Resident

The Quilt Gardens along the Heritage Trail, a signature attraction, promotes the area as a premier visitor destination, garners interest from a wide range of audiences and drives increased visitation and visitor spending in Elkhart County. It offers a variety of opportunities for partnerships with local businesses and communities and creates wide-spread community involvement.

Retail Business Clusters along the Heritage Trail

Target audience: Leisure, Group, Resident

Retail Business Clusters along the Heritage Trail showcases the unique businesses and products of this destination's artisans, crafters, culinary specialists and growers located in communities along the route with the goal of increased visitor spending.

Downtowns along the Heritage Trail

Target audience: Leisure, Group, Resident

The downtowns of communities along the Heritage Trail provide an ideal complement to the rural experience. Hometown personalities, signature foods, casual or sophisticated dining, museums, parks, cultural and visual arts, special events, and historical neighborhoods all add to a stay that meets or exceeds visitor expectations

(cont. on page 9)

> Building Better Community along the Heritage Trail (cont)

Heritage Trail Programs Outcomes:

- Creates a foundation for a variety of business and marketing opportunities that generate increased visitor spending at area businesses and attractions
- Provides a one-of-its-kind, destination wide experience that contributes to overnight stays
- Integrates variety and learning into visitors' experiences to make their stay memorable and motivate return visits
- Drives traffic into the downtowns of communities along the Heritage Trail
- Promotes visitor interaction with residents that enhances the visitor's experience and creates resident awareness of the positive impact of tourism on their community

> Arts & Entertainment

The ECCVB recognizes the value dynamic arts and entertainment offerings contribute to the vitality of Elkhart County's communities, the quality of life for residents and to creating a compelling destination for visitors.

Our organization is committed to supporting Elkhart County's existing and emerging arts and entertainment offerings through sponsorships and promotions. The ECCVB staff is actively engaged in committees, projects and activities to build on current successes and inspire new opportunities.



> Redevelopment

The ECCVB recognizes that good planning, development and redevelopment are vital to attracting visitors to a destination. Therefore, the ECCVB is engaged in representing the visitor and the visitor industry in these initiatives:

Elkhart North Gateway Village – Phase II

Target audience: Leisure, Group, Resident, Transient Traveler

Elkhart's North Gateway Village is a front door to Elkhart County and the City of Elkhart. It has the highest density of hotels in the county, and it is where the Visitor Center is located. Elkhart's North Gateway serves as a visitors' introduction to the various unique identities of Elkhart County's retail, attractions, natural settings and urban centers. The ECCVB's role in organizing stakeholders through communication strategies influenced the completion of Phase I of the redevelopment plan and will influence implementation of Phase II. The completed project will improve visitors' first impression of the county and city and enhance the aesthetics of the neighborhood.

Elkhart North Gateway Village Outcome:

- Phase II implementation

Northwest Gateway - Phase II

Target Audience: Leisure, Resident

The Northwest Gateway at Ash Road and Old US 20, serves as the "doormat" to Elkhart County for travelers coming east into the county entering via Old US 20, a heavily traveled corridor. The ECCVB's role to coordinate activities that support the redevelopment of this gateway is part of the ECCVB's program of Building Better Communities.

Northwest Gateway Outcome:

- Completion of final design of Northwest Gateway implementation

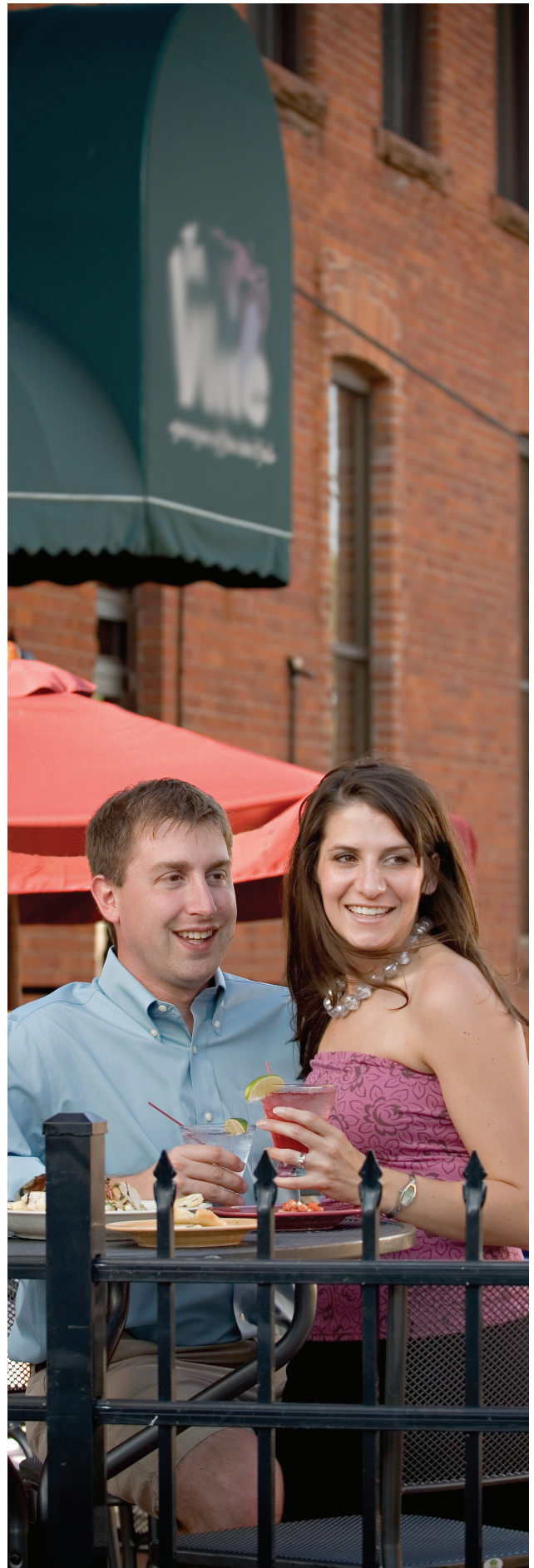
Downtown Elkhart Cultural Corridor

Target audience: Leisure, Group, Resident

Elkhart's North Main Street district that includes Wellfield Botanic Gardens, Ruthmere, Beardsley House, city parks and RiverWalk plus the downtown Arts & Entertainment district, form a unique cluster of activities. This density of attractions and activities serves the community and visitors as an urban cultural and entertainment destination with museums, theatre, performing arts, dining and public gathering places. The Cultural Corridor supports the message of rich cultural density and creates walkable linkages to a wide variety of venues providing multiple activities and extending length of stay.

Downtown Elkhart Cultural Corridor Outcome:

- Create a sustainable cultural corridor investment in downtown



> Tourism and Community Leadership

Diana Lawson, Executive Director

- SoMa Chair
- SoMa Public Relations/Marketing Committee Chair
- Indiana Toll Road Community Advisory Board
- Northern Indiana Tourism Development Commission Board of Directors President
- Elkhart County / Cities
- Horizon 2.0
- Lerner Governing Board, Vice President
- Lerner Strategic Plan Committee
- Quilt Gardens along the Heritage Trail Chair
- WNIT Community Advisory Board
- Wellfield Board of Directors
- Wellfield Nomination Committee
- Wellfield Organizational Development Chair
- Wellfield Tulips & Tunes Event Committee
- Wellfield Marketing Committee Chair
- Wellfield Strategic Planning Committee

Denise Kolb Hernandez, Director of Marketing and Advertising Sales

- Northern Indiana Tourism Development Commission Marketing Committee Member
- Northern Indiana Tourism Development Commission Visitor Services Ad-hoc Taskforce
- Goshen Chamber's Tourism Committee Member
- Middlebury Chamber's Retail and Tourism Committee Member
- Elkhart Jazz Festival Committee Member
- Elkhart County Historical Society Board Member

Mike Huber, Destination Development Manager

- Elkhart County Chamber Coalition Member
- Economic Development Coalition Member
- Northern Indiana Tourism Development Commission Research Ad-hoc Taskforce
- Elkhart Downtown, Inc. Board of Directors
- Downtown Goshen, Inc. Board of Directors Advisory Member
- Middlebury Economic Development Committee Member
- Elkhart County Redevelopment Commission President
- Elkhart Chamber Beautification Council Member
- Elkhart North Gateway Village Steering Committee Member
- Northwest Gateway Steering Committee Chair
- Horizon 2.0 Member
- United Way Education Panel Member

Jackie Hughes, Public Relations Manager

- Elkhart Board of Parks and Recreation
- Elkhart City Plan Commission
- Midwest Travel Writers Association Associate Member
- Northern Indiana Tourism Development Commission Public Relations Ad-hoc Taskforce

Jessica Miller-Barnhart, Technology Marketing Manager

- Northern Indiana Tourism Development Commission Technology Ad-hoc Taskforce
- SoMa Public Relations/Marketing Committee

Sonya Nash, Travel Trade Marketing Manager

- Northern Indiana Tourism Development Commission Group Ad-hoc Taskforce
- Northern Indiana Partnership for the Arts Commission Grant Review Panel Chair
- Nappanee Leadership Academy Advisory Board Member
- Elkhart Sister City Association Board Member
- Quilt Gardens along the Heritage Trail Project Manager
- Michiana Master Gardener

Amanda Eckelbarger, Publications | Graphic Design

- SoMa Public Relations/Marketing Committee

> Elkhart County Convention & Visitors Bureau, Inc. Commission

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> Elkhart County Convention & Visitors Bureau, Inc.

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Anant (A.J.) Patel, Commission President

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> Elkhart County Convention & Visitors Bureau, Inc. Staff

Diana Lawson, FCDME, Executive Director

diana@amishcountry.org

Responsibilities:

- Works directly with the Commission and Board on policymaking and business strategy for the organization
- Oversees all operations of the corporation including finance and personnel
- Serves as the primary spokesperson and CEO for the ECCVB

Amanda Diane Eckelbarger, Publications | Graphic Design

amanda@amishcountry.org

Responsibilities:

- Serves as in-house graphic designer, obtains vendor quotes, and assists with photography and Web initiatives

Denise Kolb Hernandez, Director of Marketing & Advertising Sales

denise@amishcountry.org

Responsibilities:

- Manages sales for organization's print publications, direct marketing initiatives and co-op advertising programs
- Plans and coordinates design/execution of all print publications and collateral materials
- Handles advertising placement and analysis of marketing activities

Mike Huber, Destination Development Manager

mike@amishcountry.org

Responsibilities:

- Coordinates the ECCVB's destination planning and economic development strategies and activities
- Oversees sports/outdoor related tourism activities
- Identifies market strengths and develops strategies to increase tourism

Jackie Hughes, Public Relations Manager

jackie@amishcountry.org

Responsibilities:

- Manages internal and external communications and public relations
- Manages the ECCVB's sponsorship programs and special assigned projects

Jessica Miller-Barnhart, Technology Marketing Manager

jessica@amishcountry.org

Responsibilities:

- Manages all aspects of the organization's technology system
- Manages e-commerce activities and analysis of eMarketing activities

Sonya Nash, Travel Trade Marketing Manager

sonya@amishcountry.org

Responsibilities:

- Manages sales, marketing and advertising for group tours, meetings, event planning and performs related services
- Identifies and develops market strategies for attracting group overnight business
- Manages group product development initiatives

Cindy Ostrom, Office Manager

cindy@amishcountry.org

Responsibilities:

- Manages all office administrative, accounting and facilities functions
- Administers human resources

> Finance and Administration

GOAL To generate spending and economic impact throughout the destination by maintaining best practices in revenue and human resources management.

Finance Objective To have a thorough understanding of and the ability to interpret financial data, by developing accurate and concise financial reports, tracking hospitality trends, and managing income and expenses.

Finance Activity Measures

- Develop a sound 2012 line item budget (January)
- Establish financial ratios and projections (January - December)
- Develop monthly financial reports and statements for the corporation (January - December)
- Perform all accounts receivable and payable for the corporation (January - December)
- Perform as the commission's designated collections administrator for delinquencies (January - December)
- Develop monthly reports on collections activities and hotel occupancy trends (January - December)
- Complete all county, state and federal employee withholding obligations (January - December)
- Complete all grant financial requirements (January - December)
- Maintain a 95% collections rate of lodging tax receipts (January - December)
- Maintain a 95% collections rate of Amish Country Travel Guide contracts (January - December)

Human Resources Objective To manage day-to-day human resource functions and obligations of the corporation by maintaining personnel records and human resource information systems such as health insurance, retirement contributions, supplementary benefits and accrued personal time off for employees.

Human Resources Activity Measures

- Keep current all personnel records for each employee (January - December)
- Update the employee policies and procedures manual (January - December)
- Research benefit plans that best meet employees needs and budgetary requirements of the corporation (April - June)
- Work with all employees to assist with interpretation of benefit plans and filing procedures (January - December)
- Manage the corporate / employee IRA contribution plans (April, July, October, December)
- Track and report all employee personal time off (January - December)
- Distribute Employee Job Satisfaction survey (December)

Building Operations Objective To manage all building operations and personnel associated with the Visitors Center managing contract agreements and personnel

Building Operations Activity Measures

- Oversee all maintenance agreements for building and equipment (January - December)
- Initiate all necessary building / equipment service and repairs (January - December)
- Keep current all building / equipment liability insurance policies (January - December)
- Supervise Visitor Center attendants (January - December)
- Develop Visitor Center attendant schedules and assign appropriate duties (January - December)
- Installation / removal quilt murals on Visitor Center building (May, October)

> Visitor Services

GOAL To generate spending and economic impact throughout the destination by being the official resource providing travel information and visitor services both in-person and online.



Visitor Services Activity Measures

- Provide friendly personal service to an average of 20,000 visitors to the center (January - December)*
- Provide friendly personal service to an average of 3,000 people calling to request Amish Country Travel Guides and general destination questions (January - December)*
- Provide up to date information by distributing over 300,000 local business brochures, maps, regional travel guides, etc. (January - December)*

Driving Tours Activity Measures

- Distribute over 4,100 Heritage Trail Audio Driving Tours via CD and MP3 download (January - December)
- Maintain Trip Tips program weekly to enhance visitor experience (January - December)

VFR / Community Relations Objective To position the Visitor Center and its staff as a resource for local residents and the community at large by providing friendly personal service.

VFR/Community Relations Activity Measures

- Provide the Visitors Center's meeting room as a resource to 150 community group meetings (January - December)
- Develop / distribute 26 issues of *Front Desk Update* to local lodging facilities, attractions, Chambers of Commerce and media (January - December)

Overall Visitor Services Performance Measures

- Convert Heritage Trail rentals to \$3 million in increased visitor spending (including CDs and downloads) (January - December)

** Heritage Trail Performance Metrics is the amount in visitor spending generated by the distribution of the Heritage Trail Visitor Spending = (3.8 people in travel party) X (2.2 days average length of stay) X (\$87 per person per day) = Visitor Spending per Heritage Trail CD. *Includes CDs and MP3 downloads.*

Research Resource:

2009 Economic Impact Report by Certec Inc.

> Advertising Communications

GOAL To generate spending and economic impact throughout the destination by placing advertising that creates brand awareness and persuasive offers to consumers; securing local business co-op investment for advertising.

Regional Advertising Objective To communicate the brand image for Elkhart County and Northern Indiana, increase visitation and leverage advertising dollars through partnerships with the 7-county Northern Indiana Tourism Development Commission (NITDC)

Chicago Tribune Activity Measures

- Total circulation: 794,300
- Total frequency: 14 Sundays (May - September)
- Gross Impressions: 25.3 million
- CVB Investment: \$37,750; Co-op dollars: \$203,500; Total Value of Investment: \$241,250
- 23 co-op partnerships
- Receive an average of 5,665 Unique Visitors to the website during the week following the publication (May - October)
- By leveraging \$37,750 to a partner investment of \$203,500, the ECCVB will communicate the Amish Country /Northern Indiana brand through 25.3 million impressions (May - September)

Midwest Living Activity Measures

- Total circulation - 373,200
- Total frequency - 14 ads, four issues
- Gross impressions: 12.2 million
- 1/3 page ads (May/June & July/August)
- CVB Investment: \$14,285; Total Co-op Dollars: \$85,715; Total Value of Investment: \$100,000
- 8 co-op partnerships
- Receive 4,562 Travel Planner requests from regional advertising (January - December)
- By leveraging \$14,285 to a partner investment of \$85,715, the ECCVB will communicate the Amish Country /Northern Indiana brand through 12.2 million impressions

Indiana Toll Road Travel Directory

- Page, listing & map locator
- Total circulation: 175,000
- Total frequency: 1X (April)
- CVB investment: \$7,222; Total Co-op dollars: \$273,913; Total value of investment: \$281,135
- 140 co-op partnerships
- By leveraging \$7,222 to a partner investment of \$273,913, the ECCVB will communicate the Amish Country /Northern Indiana brand through 36.7 million impressions

NITDC Website Activity Measures

- 100,000 unique users (January - December)
- 1,000,000 webpage view counts (January - December)
- 15,000 search engine referrals (January - December)
- 7 co-op partnerships (January - December)

Advertising Communications *(cont.)*

Specialty Publication Activity Measures

- Garden Glories - IL Garden Club members (9,200; 1X - June / July)
CVB investment: \$400
- American Quilters Society Quilt Show Program / Paducah (37,000; 1X - April)
CVB investment: \$325
- American Quilters Society Quilt Show / Grand Rapids (1X - August)
CVB investment: \$500
- IN Michiana (58,000; 1X - May & June)
CVB investment: \$2,340
- Inside Granger (11,000; 1X - May & June)
CVB investment: \$855
- The Beacher (4,000; 4X - May, June, July)
CVB investment: \$995
- Indiana/IL/MI Garden Tour programs
CVB investment: \$500
- Niche market tracking not available



• State Advertising - Indiana Travel Guide*

- Brochure ad: \$2,100; Listing (Quilt Gardens): \$310
- Total circulation: 500,000
- Total Frequency: 1X (January - December)
- CVB Investment: \$2,410
- 221 partnerships
- By leveraging \$2,410 to a partner investment of \$196,746 in the Indiana Travel Guide, the ECCVB will communicate the Amish Country/Northern Indiana brand through 48 million impressions (January - December)

Indiana Travel Guide | VisitIndiana.com Activity Measures*

- Receive 1,236 Travel Guide requests

VacationFun.com | Madden Media Campaign Activity Measures

- Themed E-blasts (Women 35+/HHI \$50K+; Chicago, Indy & Detroit metros + Northern Indiana / Michigan Lakefront)
- Total reach - 72,000
- Total frequency - 4X (May, June, July & August)
- CVB investment - \$12,500
- Receive an average of 5,562 Unique Visitors to the website during the term of the run (June - August)
- Receive an average of 3,300 Travel Guide requests (June - August)
- Receive an average of 2,500 Leisure blast opt-ins iBrochure fulfillment campaign (June - August)

Love of Quilting / Quilters Club of America / QNNtv.com E-Mail Broadcast Activity Measures

- Fons & Porter Love of Quilting opt-ins (38,382; 1X - May)
- Quilters Club of America opt-ins (6,226 ; 1X - May)
- QNNtv.com opt-ins (2,837; 1X - May)
- Receive a 20% open rate; 5% click-through rate (Fons & Porter) (May - June)
- Receive a 31% open rate; 9% click-through rate (Quilters Club of America) (May - June)
- Receive a 20% open rate; 5% click-through rate (QNNtv) (May - June)

Advertising Coordination Activity Measures

- Research media buys, co-operative ad opportunities and market trends (January - December)
- Manage advertising content, creative and placement (January - December)
- Write copy / select images for 45 insertions (January - December)

Advertising Communications (cont.)

Travel Trade Publications Cooperative Advertising objective To generate qualified tour operator leads and increase sales for local businesses by positioning Amish Country as a premier destination for the group market.

Trade Publications Cooperative Advertising Activity Measures

- Develop 39 co-op partnerships (January)
- Advertise in 3 publications *Going on Faith*, *The Group Travel Leader* and *Bank Travel Management* (January - December)
- Coordinate 13 insertions (February, March, April, May, June, July (2), August, September (2), October (2), December)
- Realize 20 requests for Amish Country information from Travel Trade Publications (January - December)
- By leveraging a partner investment of \$22,500 in Travel Trade Publications, the ECCVB will communicate the Amish Country brand through 144,200 impressions (January - December)

Going on Faith

- Total reach: 6,000
- Total frequency: 6 (February / March, April / May, June / July, August / September, October / November, December 2012/January 2013)
- CVB Investment: \$500
Co-op media dollars: \$6,100
Total Value of Investment: \$6,600

The Group Travel Leader

- Total reach: 20,000
- Total frequency: 5 (March, May, July/August, September, October)
- CVB Investment: \$0
Co-op media dollars: \$12,600
Total Value of Investment: \$12,600

Bank Travel Management

- Total reach: 4,100
- Total frequency: 2 (July / August, September / October)
- CVB Investment: \$0
Co-op media dollars: \$3,800
Total Value of Investment: \$3,800

AmishCountry
NORTHERN INDIANA

Our Top Group Friendly Attractions Welcome You!

Amish Acres Historic Farm
U.S. Highway 8 | Napoleon, IN
800.800.4942 ext. 4 | amishacresinindiana.com
The perfect location for a group trip, corporate conference or retreat. With meeting rooms, meal options and entertainment, groups of all sizes enjoy professional theatre and concerts, guided tours, Amish-buggy rides, wine-tasting, family-style breakfasts, dinner, hearty suppers and lunch, shopping in 6 unique shops and 2 cozy country inns all presented in historic, unique spaces.

Das Dutchman Essenhaus
248 US-20 | Mount Cory, IN
800.455.7477
amishessenhause.com
A pleasant surprise in Northern Indiana Amish Country, we offer all the amenities discriminating travelers most appreciate and more. Discounted spacious, well-appointed and very charming guest rooms, an on-site restaurant, gift shops and stores filled with treasures, a beautiful bakery and outdoor recreation. Everything is nestled within easy walking distance in a park-like setting and we'd love to be your host!

Shipshewana Trading Place
345 S. Main Street | Shipshewana, IN
260.768.4129 | amishindianaquilt.com
Bargain hunting begins May 3rd at the Midwest's largest flea market! But the Trading Place also includes year-round offerings like the Antique Gallery, housing two floors of quality antiques to shops plus weekly antique, livestock and home auctions, and the Farmstead Inn with genuine hometown hospitality and spacious, well-appointed rooms.

All-New FREE Quilt Gardens Tour
Visit 18 supersized gardens and 18 larger-than-life murals planted across the county. Each in vibrant quilt patterns!
The Quilt Gardens Tour™ joins quilting, gardening and art into a one-of-a-kind experience.
Skilled step-on guides know all the area's secrets, places for hands-on fun, and captivating people to make a tour memorable.

Call 800.517.9657 or visit AmishCountry.org/Bank

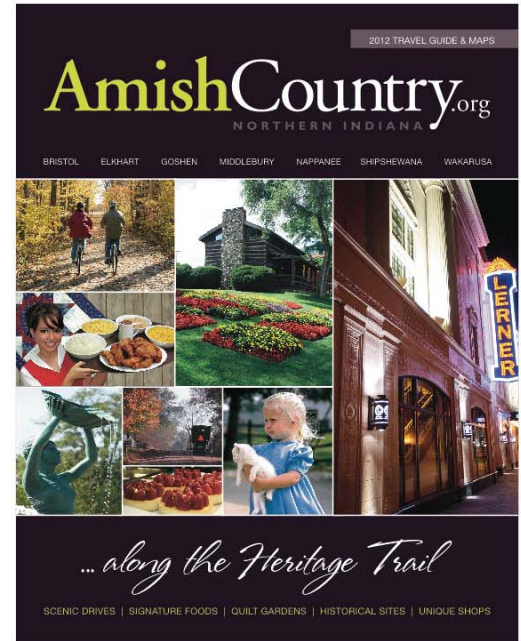
> Marketing Communications

GOAL To generate spending and economic impact throughout the destination by communicating the brand and maximizing awareness through print and social media communications.

Collateral Materials and Sales Objective To manage and strengthen the destination brands through targeted, cost-effective promotional materials development. To reinforce promotion of core products (Heritage Trail, Quilt Gardens, Cities/Towns & themed experiences) with overlapping / tandem messaging for maximum impact.

Travel Guide Activity Measures

- Manage production of 68-page Travel Guide (July - December)
- Prepare project budget & timeline (May)
- Develop advertising sales materials (June)
- Source printing, photography & distribution contracts (May)
- Coordinate editorial content & design (September - November)
- Implement scan tag / mobile device integration (January)
- Update maps (January)
- Complete 300+ advertising sales contacts resulting in 150 signed contracts (August - November)
- Generate 16 weekly sales reports (August - November)
- Manage ad design/approval process (August - November)
- Oversee distribution of 200,000 printed copies (January - December)
- Receive 500 scans via QR codes to AmishCountry.org (March - December)
- Travel Guide advertising sales contracts result in \$180,000 (January - December)
- Travel Guide advertising sales realize \$85,000+ in net profit (January - December)



Heritage Trail Audio Tour Activity Measures

- Produce Heritage Trail / Quilt Gardens along the Heritage Trail map (January)
- Update front lines personnel training materials (April)
- Design 2013 CD packaging (August)
- Monitor distribution (January - December)
- Increase the number of QR code scans to AmishCountry.org from 120 by 20% (January - December)

Quilt Gardens along the Heritage Trail Activity Measures

- Produce rack card (January)
- Update brand management guide (January)
- Develop partner marketing guidelines (January)
- Design retail postcards of garden / mural sites (April)
- Produce Master Gardeners Guidebook (April)
- Coordinate on-site signage production & placement (April - May)
- Achieve 20% response for lodging rate / package promotion (April - June)
- Coordinate host community banner placement (May - June)
- Develop Review Workgroup week-by-week PowerPoint (May - October)
- Produce tour video (October)
- Increase the number of QR code scans to AmishCountry.org (rack card) from 130 by 20% (January - September)

Marketing Communications *(cont.)***Themed Experiences along the Heritage Trail Activity Measures**

Define, develop & promote themed experiences along the Heritage Trail that highlight downtown/seasonal events & activities.

Cultural Corridor / Elkhart

(3-mile walking/driving tour route inclusive of Wellfield Botanic Gardens, five city Museums/historic properties, RiverWalk, parks, outdoor art, dining & architecture)

- Convene workgroup of key stakeholders (January)
- Complete production of Ball State/IOTD video; establish distribution points (January)
- Solicit grants / project development & marketing (January - December)
- Develop goals, objectives & performance measures that align with participating organizations & downtown action plan (June)
- Define route; research points of interest & amenities (June)
- Facilitate research component (June)
- Develop logo, web content & photo / video gallery (September)

Autumn along the Heritage Trail Activity Measures

- Develop messaging that transitions Quilt Garden/mural visitation into autumn events & activities (March - June)
- Research and expand autumn experiences by community (January - June)
- Develop Autumn along the HT lodging package promotion (July)
- Update Autumn Experiences map (July)

Biking Promotion Activity Measures

- Establish relationships with 5 cycling advocacy groups (January - March)
- Develop visitor profile (March)
- Compile comprehensive list of existing bike routes, trail heads & amenities (March)
- Research proximity of lodging options to existing bike trails (March)
- Compile list of bike shops & cycling organizations in IL, MI & IN (January - March)
- Assist in promoting registration to existing cycling events - *Bloom & Zoom / Pumpkinvine* (January - August)
- Promote comprehensive Amish Country experience via pre-event communications to encourage overnight stays (January - October)

Exit 92 Branding & Promotion Activity Measures

- Update key messages to include proximity to downtown cultural corridor, NorthPointe improvements (March)

Visitor Center Awareness Activity Measures

- Maintain regular phone / email communications with lodging / dining establishments (January - December)

Marketing Communications *(cont.)*

Promotional Materials Objective To strengthen the destination and corporate brands and communicate key messages / features through the production, placement and distribution of targeted promotional materials.

Production Management Activity Measures

- Manage content, design and production of 45 print ads targeting leisure, small groups (girlfriend getaways / reunions) and Visiting Friends and Relatives (VFR) markets (January - December)
- Assess and provide photography and / or video content for 12 collateral pieces (January - December)
- Produce 8 videos (Artisans along the Heritage Trail) (January - December)
- Produce 4 video vignettes (fabric / quilt supply shops along the Heritage Trail) (April)
- Produce 1 video segment (Autumn along the Heritage Trail) (August)

Sponsorship Activation Activity Measures

- Confirm key messages (February)
- Define performances measures (February)
- Establish timeline & activation methods (February)
- Coordinate on-site presence / value-adds promoting VFR at ECCVB-sponsored events (March - October)

Group Marketing Activity Measures

- Manage content, design and production of marketing materials:
 - Amish Country Profile Sheet (January)
 - Quilt Gardens along the Heritage Trail Profile Sheet (January)
 - Group Planning Kit (January)
 - FAM Flyer (January)
 - Trade Show Presentation Book (January)
 - Create Destination Group Travel Training Curriculum workbook, certificate and logo (February)
 - Create collateral materials for sister-state Initiative to China (May)
 - Create logo and collateral materials for quilt fabric store product (January - March)

Public Relations Activity Measures

- Update creative aspect and design Amish Country Along the Heritage Trail press materials (January - December)
- Develop creative aspect for Quilt Gardens Along the Heritage Trail press materials (January - December)
- Create CDs and PDFs of press materials (January - December)
- Expand/update photo / video libraries (January - December)

RV Brand Activity Measures

- Update RV Information Kit Materials (April)
 - RV Rally Planning Guide (April)
 - Update Service / Parts Resources and Dealer Tours Listing (January - December)

Commission and Board of Directors Orientation Manual Activity Measures

- Evaluate and update orientation manual inserts (January)

Comprehensive Business Plan Activity Measures

- Manage / Update design / content for comprehensive Business Plan (December)
- Update monthly board report templates (December)

E-Newsletter Activity Measures

- Assess frequency / content for *Travel to Go* newsletter (January)
- Develop production and content schedule for *Travel to Go* (January)
- Develop production / content schedule; assess design for monthly Leisure and Travel Trade eblasts (January)
- Assess design and frequency for *Front Desk Update* (January)

Marketing Communications (cont.)

Internet Marketing Objective To enhance and promote the AmishCountry.org comprehensive database driven website, which will include a persuasive recommendation system, the capacity to conduct research and provide benchmarking indicators.



Website Maintenance Activity Measures AmishCountry.org

- Make needed 2012 updates to all websites and as-needed updates, including adding video for partners, and advertisers (January - December)
- Develop and track New Mobile Site (January - December)
- Add the 2012 Electronic Amish Country Travel Guide to the site (March)
- Create and update three new Themed Trip Ideas (April)
- Produce and distribute Google Analytics web stat reports monthly (January - December)
- Maintain domain name registration (January - December)
- Maintain updates for all pages on AmishCountryTours.org and AmishCountryMedia.org

- Track and analyze monthly web stats including the following (January - December):
 - Generate 200,000 Unique Visits
 - Increase the percentage of users who visit our site by typing the URL or used a bookmark of 12.6% to 13%
 - Increase Repeat Visits from 49,214 by 3%
 - Increase the number of visitors who view any lodging page from 28,500 to 30,000
 - Increase the number of Click throughs to partner websites of 29,000 by 3%
 - Increase the number of Heritage Trail mp3 downloads from 1,017 to 1,200 (CD1)
 - Increase the number of Electronic Amish Country Travel Guide Views from 3,218 to 4,000
 - Generate 200 visits to the Amish Country Group Tour Planner Resources page on AmishCountryTours.org



Social Media Activity Measures - Facebook, Twitter

- Create 2012 Social Media schedule (January)
- Update Amish Country Facebook Fan Page Design (January - December)
- Update Amish Country presence on Facebook and Twitter twice a day with status updates, contests, blog posts, event updates, photos, etc. (January - December)
- Engage users by interacting and responding to Facebook and Twitter inquiries as needed (January - December)
- Feature businesses and communities on Facebook and Twitter weekly (January - December)
- Increase the number of Twitter followers from 1,512 to 1,600 (January - December)
- Generate 600 click-throughs to "more info" link from Twitter and Facebook posts via bitly.com (January - December)

Marketing Communications (cont.)

Social Media Activity Measures - Blog

- Update / post on Amish Country blog 2 times per week (January - December)
- Maintain Amish Country destination blog monthly giveaways and incorporation of Artisan lead-in promoting tips and link to video for the purpose of promoting blog, increasing visits and length of stay to the Amish Country site and partner product sales (May - September)
- Generate 4,200 Unique Visits to the Amish Country Blog (January - December)
- Increase Average Length of Visit to the Amish Country Blog from 3 minutes, 50 seconds by 2% (January - December)
- Generate 2 comments to each blog post increasing relationship with our readers (January - December)
- Generate 10 RSS Amish Country Blog subscriptions (January - December)

Social Media Activity Measures - YouTube and Flickr

- Shoot, edit and upload business Partner videos to Amish Country YouTube channel (January - December)
- Refresh Flickr Photo Gallery (May)
- Update YouTube Channel as needed and generate 10,000 video downloads (January - December)

Quilt Gardens along the Heritage Trail Social Media Objective To communicate the product and increase awareness through several social media applications.

Quilt Gardens along the Heritage Trail Social Media Activity Measures - Website, Facebook, Flickr, Twitter & Blog

- Create 2012 Social Media schedule (January)
- Update Quilt Gardens along the Heritage Trail website with 2012 information, logo, photos and video as applicable throughout the rest of the year (January - December)
- Update Quilt Gardens Facebook Fan Page Design (January)
- Update Quilt Gardens presence on Facebook and Twitter once per day with status updates, contests, blog posts, event updates, photos, etc. (May - October)
- Engage users by interacting and responding to Facebook and Twitter inquiries as needed (January - December)
- Feature businesses and communities on Facebook and Twitter weekly (January - December)
- Increase the number of Twitter followers from 1,700 to 2,000 (January - December)
- Post one Quilt Gardens along the Heritage Trail blog post per week, featuring giveaways, garden updates, photo updates, etc. (April - September)
- Secure one Master Gardener author to contribute one Quilt Gardens along the Heritage Trail blog post per month (May - September)
- Edit and post introductory Quilt Garden video to YouTube (June - September)
- Generate one comment per blog post on the Quilt Gardens blog (January - December)
- Increase the number of visits to the Quilt Gardens along the Heritage Trail blog from 700 to 800 (January - December)
- Generate 10 RSS Quilt Gardens Blog subscriptions (January - December)
- Receive 1,800 downloads of the Quilt Gardens along the Heritage Trail videos (March - December)



Marketing Communications *(cont.)*

Amish Country | Elkhart County E-Marketing Objective To communicate brand image and generate interest through Customer Relationship Marketing (CRM) techniques.

E-Marketing Activity Measures

- Produce and distribute 10 e-blasts to Group Tour Operators (January - December)
- Distribute 1 e-newsletter ad, 1 hyperlink and 6 itineraries on The Group Travel Leader Magazine website (January - December)
- Distribute 1 e-newsletter ad, 1 hyperlink and 6 itineraries on Going on Faith Magazine website (January - December)
- Distribute 1 banner ad, 1 e-newsletter ad, 1 hyperlink and 6 itineraries on Bank Travel Management Magazine website (January - December)
- Produce and distribute 11 e-blasts to Leisure audience (February - December)
- Distribute *Travel To Go* email blasts, featuring national, relevant travel and tourism news topics with a local twist distributed to key influencers, partners and stakeholders bi-monthly (January - December)
- Generate click-throughs visits to group website from e-mail marketing from 300 by 5% (January - December)
- Generate 50 click-throughs visits to Amish Country Group Tour Planner Resources page on AmishCountryTours.org from Group e-mail campaign (January - December)
- Obtain a 7.4% leisure email click-through rate* (January - December)
- Obtain a 3.7% Travel Trade email click-through rate* (January - December)
- Obtain a 4.6% *Travel To Go* email click-through rate* (January - December)

Overall Leisure Advertising/Marketing Communication Performance Measures

- Invest \$200,000 in advertising / marketing which will convert to \$32.8 million in Total Visitor Spending* reflecting both Travel Guide Requests and Unique Website Visits (January - December)
- Total co-op Advertising Investment - \$1,013,932 (Travel Trade = \$21,600) (January - December)
- Total CVB Advertising Investment - \$127,570 (Travel Trade = \$638.35) (January - December)

*Visitor Spending Performance Metrics

Advertising Performance is the amount in visitor spending generated by the ECCVB efforts Visitor Spending = (Total Travel Guide Requests X Conversion Rate 53%) X (3.8 people in travel party) X (2.2 days average length of stay) X (\$87 per person per day)

Website Performance is the amount of visitor spending generated by the ECCVB's website efforts Visitor Spending = (Total Unique Visits X Conversion Rate of 10%) X (3.8 people in travel party) X (2.2 days average length of stay) X (\$86 per person per day)

Research Resource:

2009 Economic Impact Report by Certec Inc.

MailChimp 2010 Email Marketing Benchmarks for Small Business www.mailchimp.com/resources/email_marketing_benchmarks.phtml

> Destination Development

GOAL To generate spending and economic impact throughout the destination by implementing strategies that support redevelopment of targeted areas and support business development through marketing and training activities.

ECCVB PRODUCT DEVELOPMENT ASSESSMENT OBJECTIVE To facilitate an assessment of the Elkhart County tourism product and assets and develop strategies that will result in improved relevance and performance of ECCVB activities.

ECCVB Product Development Assessment Activity Measures

- Facilitate 8-10 meetings of the Tourism Product Development Council (January - December)
- Coordinate past studies, data gathering and research associated with product assessment process (March)
- Assist in implementation of community input sessions related to destination assessment (June)
- Assist in implementation of external surveying and data gathering in support of destination assessment (June)
- Identify key product development opportunities to strengthen existing product and create new product in the destination (October)
- Identify tools and incentives to support new product development opportunities (December)
- Finalize ECCVB strategic plan (December)

SOMA RESEARCH OBJECTIVE To facilitate an assessment of the South Main Street arts and entertainment neighborhood in Elkhart and develop new strategies that will change the perception of the SoMa neighborhood as a desirable place to "live, work, play."



SoMa Research Activity Measures

- Facilitate 12 meetings of the SoMa study group (January - December)
- Participate in on-going meetings of the Arts & Entertainment committee and the gateway and green spaces committee (January - December)
- Coordinate past studies, data gathering and research associated SoMa process (March)
- Assist in implementation of community input sessions related to SoMa assessment (June)
- Identify tools and incentives to support new product development opportunities (December)
- Finalize SoMa strategic plan (December)

ECCVB RESEARCH OBJECTIVE To continue collection of data in support of CVB activities including an assessment of the impact of CVB programs on business partners.

ECCVB RESEARCH ACTIVITY MEASURES

- Work with Nichols Tourism Group and Temple University staff to develop and implement new survey to identify key travel indicators and assess the impact of CVB programs a (March)
- Coordinate data gathering activities for identified key travel indicators including utilization of inquiry database surveying (January, June, December)
- Assist CVB staff with appropriate distribution of all CVB research through quarterly reports and online dashboard (April, July, October, December)

EXIT 92 REDEVELOPMENT OBJECTIVE To coordinate activities that support the North Pointe redevelopment strategies, including activities enhancing the amenities and aesthetics of the North Pointe neighborhood and SR 19 corridor.

EXIT 92 REDEVELOPMENT ACTIVITY MEASURES

- Represent CVB and neighborhood stakeholders as part of Gateway Working Committee at monthly meetings (January - December)
- Create and develop email communications to inform and educate area businesses about key redevelopment project action items (January - December)
- Work with City Redevelopment staff and consulting team to develop materials that would support redevelopment of key North Pointe properties (March)
- Facilitate individual meetings with key property holders to identify relocation/acquisition opportunities (January - December)

Destination Development *(cont.)*

RETAIL BUSINESS CLUSTERS ALONG THE HERITAGE TRAIL OBJECTIVE To develop and implement a program that will create new themes along the Heritage Trail based on the stories and characters behind small businesses that are uniquely Elkhart County. The program will showcase businesses from the agricultural, food, existing woodworking and artisan business clusters.

RETAIL BUSINESS CLUSTERS ALONG THE HERITAGE TRAIL ACTIVITY MEASURES

- Produce 5 "About the Artist" videos for web upload (January - April)
- Support the Director of Marketing in the implementation of marketing activities for marketing / communications (January - December)
- Facilitate 1-2 meetings with program partners to assess program success and identify potential new partners for 2011 (July - August)
- Generate 5 participating business agreements for 2012 (December)
- Facilitate training programs for Retail Business Clusters Along The Heritage Trail program participants (June - September)
- Facilitate end of year meeting to assess 2010 accomplishments and to integrate new 2011 partners (October)

NITDC ART & EARTH TRAIL OBJECTIVE To develop the Northern Indiana Art & Earth Trail in conjunction with NITDC partners. This trail is NITDC's significant new product development initiative, and ECCVB staff will be directly involved with the NITDC staff in implementing the program in 2012.



NITDC ART & EARTH ACTIVITY MEASURES

- Facilitate Marketing training event for A&E Trail participants (March)
- Finalize web and print trail marketing programs (January - March)
- Facilitate trail kick-off event to promote (May)
- Implement communications activities with trail participants to obtain feedback on trail activities (June, September)
- Identify 5 new 2012 trail participating businesses (September - October)
- Develop and map logical driving routes and verify 2013 participating sites (October - November)
- Develop and confirm 2012 partnership agreements (October - November)
- Design and write review (December)

Overall Destination Development Performance Measures

- Phase 2 implementation activities outlined in the North Pointe redevelopment plan will be initiated with an investment of \$500,000 of TIF funds (May)
- The ECCVB will receive \$10,000 in grant funds to support development activities (January - December)
- New Retail Business Clusters Along the Heritage Trail activities will generate partner investment in marketing programs of over \$3,000 (January - December)
- Realize over 50% of participating Retail Business Clusters Along The Heritage Trail businesses reporting an increase in visitor spending (January - December)
- Realize a 35% conversion rate of Quilt Fabric Retail Store questionnaires to opt-in to the Quilt Garden blog (January - March)

> Public Relations

GOAL To generate spending and economic impact throughout the destination by communicating the brand through given media, sponsorship and event participation.

Community Relations Objective To attain broader community support and appreciation among targeted stakeholders for the ECCVB and its important economic development role in Elkhart County.

Board Advocacy Activity Measures

- Execute 2012 Advocacy Action Plan (January - December)
- Facilitate 6 - 7 Advocacy Task Group Meetings (January - November)
- Plan / conduct Advocacy Task Group meeting with state legislators (January - March)
- Realize 70% participation of members involved in Advocacy initiatives (January - December)

Tourism Business and Community Communications Activity Measures

- Facilitate quarterly meetings with ECCVB staff to develop subjects for communications content (January, April, July, October)
- Develop / distribute 4 information communiqués to key influencers (January - December)
- Develop content for 11 issues of *Travel To Go* news brief distributed to community leaders and business partners (January - December)

Festival and Events Activity Measures

- Develop / distribute laminated 2012 local event listings to 150 local tourism businesses (January)
- Distribute 12 PR tips to 12 constituents (January - December)

Sponsorship Program Activity Measures

- Review / update sponsorship policy, guidelines, contracts, expectations, and reporting methods (January)
- Develop unique activation plans for awarded sponsorships (January - August)
- Provide sponsorship education to minimum 5 qualified properties through IEG webinars (January - November)
- Manage sponsorship information dissemination, communication and direction, eligibility of properties, proposal and contract filing and activation for minimum of 5 properties (January - October)
- Monitor all sponsorships to ensure guidelines and deliverables are met and reported (March - December)

Travel Guide Grant Program Activity Measures

- Distribute Travel Guide Assistance Fund grant application announcements/guidelines to all eligible partners (June - August)
- Process \$17,000 in grant awards (January - April)
- Provide 15 not-for-profit organizations the ability to participate in the Travel Guide at an affordable rate (August - November)
- Provide more comprehensive information to the visitor through the Travel Guide (January - December)



Public Relations *(cont.)*

PR Objective To represent the ECCVB in a variety of strategic partnership activities for the purpose of enhancing the awareness of the ECCVB, further its mission and increase knowledge of the destination.

Media Communications Objective To secure editorial coverage and heighten media awareness for Elkhart County as a “must see” tourism destination; and facilitate strategies that communicate key ECCVB messages to a variety of audiences, cultivate community relationships, and generate media interest.

Internal Community Relations, Grant, Festivals and Events Activity Measures

- Develop and locally distribute 2 grant focused releases (June - November)
- Develop and locally distribute 2 locally focused releases (January - November)
- Develop and distribute local event listings/releases/pitches to media for event calendars and other opportunities (January - December)
- Secure 20 local media interviews for placements (January - December)

Internal Exit 92 Activity Measures

- Develop and distribute 1 “Exit 92” locally focused release on improvements (May - July)

Internal Quilt Gardens Along the Heritage Trail Activity Measures

- Develop 11 *Quilt Gardens Update* for 250 community contacts (January - November)
- Develop and implement Quilt Gardens along the Heritage Trail opening media/communications strategy targeting all local media outlets and elected officials (May)
- Facilitate Quilt Gardens along the Heritage Trail speakers program to 10 area service and special interest groups (January - December)

China Partnership

- Facilitate help with media interviews and story idea development for local people involved in China partnership. (May-August)

Downtowns

- Work with downtown development programs and cultural organizations to develop 4 themed story ideas on Art Walk, The Lerner, cultural corridor, cultural walk (January - October)

Along the Heritage Trail Themed Experiences

- Work with Pumpkinvine, local bike groups on developing minimum 2 themed story ideas – fall color, outdoor (January - October)



Public Relations *(cont.)***External Elkhart County ... Along The Heritage Trail Activity Measures**

- Identify 300 qualified leisure, niche, group and social media contacts using Vocus (January - February)
- Update, develop new content, for Along the Heritage Trail media kit to include Quilt Gardens, Amish Country, Artisans, Downtowns, Cultural and themed experiences (January - April)
- Develop 20 unique *Along The Heritage Trail* specific story ideas and pitch to 300 qualified media contacts (February - December)
- Develop / distribute 4 travel / trade specific releases to group related publications (February - October)
- Participate in 1 media marketplace (March - September)
- Plan and facilitate journalist tour in conjunction with SATW in Indianapolis (June - September)
- Plan and facilitate minimum 3 individual journalist tours (May - October)
- Develop and post 20 releases/stories for Really Simple Syndication (RSS) distribution (January - December)
- Generate media pitches /releases to 1,800 qualified contacts (January - December)
- Generate 3,000 visits to media site (January - December)
- Generate 200 qualified media inquiries (January - December)

Overall Public Relations Performance Measures

- Generate 200 media placements, creating 30,000,000 impressions resulting in \$500,000 in advertising equivalency.

> Travel Trade

GOAL To generate spending and economic impact throughout the destination by providing exceptional service to group tour planners, attending trade shows and securing local business co-op investment for advertising and marketing.

Trade Publications Cooperative Advertising objective To generate qualified tour operator leads and increase sales for local businesses by positioning Amish Country as a premier destination for the group market.

Trade Publications Cooperative Advertising Activity Measures

- Distribute 10 Amish Country Group Tour planners (January - December)
- Distribute 10 Amish Country Travel Guides (January - December)
- Create 3 advertising co-op partnerships resulting in a \$22,500 investment (January - December)

Marketing Objective To generate qualified tour operator leads and increase sales for local businesses by positioning Amish Country and the RV Capital of the World as premier destinations for the group market.

Amish Country Tradeshow Activity Measures

- Attend 1 tradeshow: ABA (January)
- Distribute 50 profile sheets (January - February)
- Generate 35 qualified leads (January - November)
- Distribute 20 Amish Country Group Tour Planners (January)
- Distribute 20 Amish Country Travel Guides (January)
- Generate 35 appointments (January)

Amish Country Sales Mission Activity Measures

- Conduct 3 Sales Mission (March - October)
- Distribute 40 profile sheets (March - October)
- Distribute 40 Amish Country Group Tour Planners (March - October)
- Distribute 40 Amish Country Travel Guides (March - October)
- Generate 40 appointments (March - October)
- Develop 6 co-op partnerships (March - October)
- Generate \$2,000 in co-op partnership revenues (March - October)

E-marketing Activity Measures

- Develop 30 co-op e-mail partnerships (January - December)
- Generate 20 requests for information from e-mail campaign (January - December)
- Generate 10 qualified leads for suppliers from email campaign (January - December)

Destination Preview Activity Measures

- Conduct 4 personalized destination previews (January - December)
- Conduct 1 destination-wide destination preview (August)
- Visit 40 suppliers during destination previews (January - December)
- Generate 20 inquiries of destination previews (January - December)



Travel Trade Marketing *(cont.)*

Direct Mail Activity Measures

- Develop a co-op direct mail campaign targeting overnight stays (June - September)
- Reach 2,000 targeted qualified accounts thru direct mail activity (June - September)
- Create 3 co-op partnerships (April - June)
- Generate 10 requests for suggested priced itinerary information (June - December)
- Leverage \$1,500 in partnership investment (April - June)

Services Objective To retain and expand group visits by providing information and customized services to group planners and area stakeholders.

Travel Trade Service Activity Measures

- Distribute 40 Amish Country Group Tour Planners (January - December)
- Distribute 40 Amish Country Travel Guides (January - December)
- Provide service and assistance to 80 clients (January - December)

RV Capital of the World Rally Activity Measures

- Create and promote 4 tour packages for 1 RV Rally (January - October)
- Generate 120 tour participants (May - October)
- Realize \$200 in CVB revenue from RV Rallies (May - October)

Development Objective To convert a buyer's interest in the destination by working with stakeholders to create new product by repackaging existing services and products.



Group Marketing Team Development Activity Measures

- Conduct 10 Destination Group Training sessions (January - December)

Overall Travel Trade Performance Measures

- Create 20 customized itineraries, averaging in 2 days of length, generating \$230,000 in group visitor spending (January - December)
- Generate 60 daytrips and 130 overnight trips resulting in \$2 million in group visitor spending (January - December)
- Maintain average length of group stays to 2 days (January - December)
- Realize \$30,000 in group visitor spending from direct mail promotion (June - September)

> Technology

GOAL To generate spending and economic impact throughout the destination by providing staff with the software, hardware and technical support needed to manage daily responsibilities in an efficient, accountable manner.

Technology Objective To maintain the Bureau's computers, software, database and reporting systems.

Financial - The ECCVB will continue to use Peachtree Accounting software to manage all sales transactions, accounts payable and receivable. The 2011 Peachtree Tax Update will be purchased.

Contact Database - The ECCVB will continue to use SimpleView to use as its primary contact database and will purchase the annual fee for 2012.

Marketing - The ECCVB, in conjunction with NITDC, has undergone a complete redesign of the AmishCountry.org website, the first in 7 years. The ECCVB will continue to update all bureau websites, blogs and message boards and social media applications as needed. Updates will be made in-house. Any updates that cannot be made in house will be outsourced to the existing vendor, VERB. The bureau will continue to utilize BlueSky Email software as its primary email software program and purchase the annual fee for 2012.

Equipment - The ECCVB will continue to monitor existing hardware and software needs for the staff. All computer needs will be upgraded per the Capital Equipment Replacement Plan.

Professional Development - Each staff member is encouraged to obtain training in areas of new software specific to their area of responsibility if needed. Minimum technology use requirements for all staff include the ability to use all Microsoft Office 2007 programs, Simpleview Database, printers and fax machines.

Technology Activity Measures

- IT problem solving as needed (January - December)
- New general software and hardware researched and purchased per Capital Equipment Replacement Plan (January - December)
- Produce, print and distribute 12 reports and 1 business plan to staff and Board and Commission monthly (January - December)
- Provide at least 8 Internet / Web 2.0 training sessions to our partners (March - October)

Database Management Activity Measures

- Accurately enter 17,000 contacts into the database an average of 2,500 a month (January - December)
- Complete and send 1 bulk mailing list and average 200 contacts to the fulfillment house weekly (January - December)
- Assure the accuracy of contact database by doing one duplicate scan and one publication code check monthly (January - December)

> 2012 Capital Replacement Plan

The Elkhart County, IN Convention & Visitor Bureau, Inc has made it a goal to maintain and continually upgrade the current viable equipment.

The focus of the Capital Equipment Replacement Plan is to:

- Maintain current infrastructure (example: Server Maintenance, Application Upgrades)
- Provide necessary tools and technologies to CVB employees (example: PC & Server Replacement, New Software, etc.)
- Maintain office equipment, furniture and vehicle needs

The Capital Plan below outlines the strategic direction for each focus area mentioned above.

Maintaining Existing Infrastructure

- PC Replacement Plan: Replace three employee PC desktops every 5 years, Mac every 4 years and laptops every 4 years
- Server Replacement: Replace server every 4-5 years to achieve 100% network uptime to ensure critical systems remain operational
- Telephone Equipment: Telephone Network: replaced as needed, Cell phones: replaced every 2-3 years
- Network Printer, Scanners, Projectors, Cameras: Replace annually as needed
- Software: Replace server every 4-5 years to achieve 100% network uptime to ensure critical systems remain operational
- Miscellaneous Software, Hardware (external hard drives, keyboards, mice, monitors, battery backup, replacement backup batteries, etc.): Replace annually as needed
- Vehicles: (1) vehicle maintains a 3 year lease, (1) vehicle purchased, replaced as needed (approximately 10years)
- Furniture: Replace as needed, currently all staff offices are equipped to ensure 100% productivity

Request for Exceptions to Replacement:

In some situations, there may be a need to run special software, upgrade an OS or perform unique tasks where a desktop computer, network equipment or server system would require more memory, a faster processor, or a larger hard disk drive than the one currently in use. This situation will be evaluated by the Technology Marketing Manager (TMM) to determine an appropriate upgrade path. The TMM may recommend additional memory, a larger hard disk drive or storage unit, a newer workstation computer, network equipment or server system. While the majority of requests are expected to come at the end of year, requests will be reviewed throughout the year to handle unforeseen changes.

> Terms and Definitions

General

Activity - A physical action taken by the CVB functional area that ultimately supports its mission, e.g., attending a tradeshow, conducting a familiarization tour, writing and distributing a press release.

ECCVB - Elkhart County Convention & Visitors Bureau, Inc.

EDC - Economic Development Commission

EDCEC - Economic Development Corporation Elkhart County

Goal - An overall summary of what the ECCVB wants to accomplish in each departmental area

Innkeeper's Tax - Collected as an additional percent on the room rate in Elkhart County.

Horizon Project - Elkhart County's comprehensive strategic plan.

NITDC - Northern Indiana Tourism Development Commission

Objective - A specific, measureable condition that must be attained in order to accomplish a particular program goal.

Performance Measure - A measure that helps to define and quantify the results of the CVB activity. Implementation of this system of measures will yield actionable tools that the CVB staff can use for short and long term enhancement of its efforts.

RV - Recreational Vehicle

RVIC - Recreation Vehicle Indiana Council

SBI - Small Business Initiative

SMART - Strategic Market Area Research in Tourism

VFR - Visiting friends and relatives

Visitor - One who travels away from home for a distance of at least 50 miles (one way) to stay overnight for business, pleasure, personal affairs, or any other purpose except to commute to work.

Advertising

Frequency - Average number of times households or persons viewed a given program, station or advertisement during a specific time period. This number is derived by dividing the Gross Ratings Points (GRPs) by the Reach.

Gross Rating Point (GRP) - A unit of measurement of audience size. It is used to measure the exposure to one or more programs or commercials, without regard to multiple exposures of the same advertising to individuals. *One GRP = 1% TV households.*

Gross Impressions - Sum of audiences, in terms of people or households viewing, where there is exposure to the same commercial or program on multiple occasions. Two gross impressions could mean the same person was in the audience on two occasions or that two different people had been exposed only once.

Reach - Unduplicated number of individuals or households exposed to an advertising medium at least once during the average week for a reported time period (also known as *Cumulative Audience*).

Public Relations

Advertising Equivalency - A means of converting editorial space in the media into advertising costs, by measuring the amount of editorial coverage and then calculating what it would have cost to buy that space, if it had been advertising.

Circulation - Refers to the number of copies sold of a given publication, at a given time or as averaged over a period of time.

Impressions - The number of those who might have had the opportunity to be exposed to a story that appeared in the media. Sometimes referred to as "opportunity to see." An "impression" usually refers to the total audited circulation of a publication or the audience reach of a broadcast.

Internet / Website

Ad Clicks - Number of times users click on an ad banner.

Ad Views (Impressions) - Number of times an ad banner is (presumably) seen by visitors.

Banner - An ad on a webpage that is usually "hot-linked" to the advertiser's website.

Click-through - Percentage of ad views that resulted in an ad click. Also known as 'ad click rate.'

Hit - A viewing of a webpage/an element on the webpage. If a webpage containing two graphics is viewed by a user, three hits will be recorded - one for the webpage itself and one for each graphic.

Jump Page - A jump page, also known as a "splash page," is a special webpage set up for visitors who clicked on a link in an advertisement. Jump pages can be used to promote special offers or to measure the response to an advertisement.

'Hot' Link - An electronic connection between two websites.

Page Views - Number of times a user requests a webpage that may contain a particular ad.

Unique Visit - Number of different individuals who visit a website within a specific time period.

Valid Hit - A further refinement of hits, valid hits are hits that deliver all information to a user.

Visit - A sequence of requests made by one user at one website. If a visitor does not request any new information for a period of time, known as the "time-out" period, then the next request by the visitor is considered a new visit.

Terms and Definitions *(cont.)*

Travel Industry

Packaged Travel - A package in combination of two or more types of tour components into a product which is produced, assembled, promoted and sold as a package by a tour operator at an all-inclusive price.

Tour Series/Tour Programs - Multiple departures to the same destination throughout the year.

Group Tour - A travel package for an assembly of travelers that has a common itinerary, travel date, and transportation. Group tours are usually prearranged, prepaid, and include transportation, lodging, dining, and attraction admissions.

Independent Travel (IT) - A custom-designed, prepaid travel package with many individualized arrangements. ITs are unescorted and usually have no formal itinerary. Sometimes referred to as FIT.

Travel Trade - Any individual or company that creates and/or markets tours and/or IT packages. Travel trade includes but is not limited to tour operators, travel agents, individual travel planners, online travel companies.

Tour Catalog - A publication by tour wholesalers listing their tour offerings. Catalogs are distributed to retail agents who make them available to their customers.

Economic Impact - Visitor spending generates secondary spending (*indirect and induced*) on the destination's local economy over and above the original visitor spending. These secondary impacts, when combined with the original direct spending, result in the **economic impact**. **Indirect spending** is spending by the destination's travel industry businesses on goods and services from local suppliers.

Induced spending occurs when employees in the destination's travel industry and its suppliers spend their wages in the local economy. This chain of buying and selling among businesses and employees continues until the original direct spending "leaks out" of the local economy. The **economic multiplier** is calculated as total economic impact divided by direct spending.

FAM (Familiarization) Tour - A free or reduced-rate trip offered to travel professionals to acquaint them with what a destination, attraction, or supplier has to offer. FAMs should be considered a sales effort, more than just an educational trip for the travel trade.

Itinerary (Suggested) - A recommended schedule of visitor-oriented activities, usually including entertainment and recreation venues, retail stores and often highlighting unique, one-of-a-kind offerings. Itineraries are often themed: family, romantic, first-time visitor, etc.

Visitor Spending - (number of visitors) X (spending per person per day) X (length of stay).

Hotel Lead - When a group tour or independent tour program inquiry from the travel trade that includes a request for hotel rooms over a specific set/range of dates is forwarded by the CVB sales staff only to those hotels that meet the travel trade's criteria.

Non-hotel Lead - When an inquiry for a group tour or independent tour program not requiring hotel rooms from the travel trade over a specific set/range of dates is forwarded by the CVB sales staff only to those non-hotel tourism industry businesses that meet the travel trade's criteria.

Booking from a Hotel Lead - A booking confirmed in writing from an authorized agent (hotel, travel trade) or by documenting the tour/programs presence in the travel trade's distribution. Channels such as a brochure, website or special sales/marketing program. The booking must be the result of a CVB-generated lead. CVBs should include information on room nights, total visitors and associated visitor spending.

Booking from a Non-hotel lead - Booking confirmed in writing from an authorized agent (hotel, travel trade) or by documenting the tour/programs presence in the travel trade's distribution. Channels such as a brochure, website or special sales/marketing program. The booking must be the result of a CVB-generated lead. CVBs should include information on room nights, total visitors and associated visitor spending.

Project - Heritage Trail									
Downstream: QCT Themed Experiences									
LEISURE									
Date	Research	Creative	Advertising	Marketing	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January - December	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
January - December, Every 4th Thursday	Identify a developer content	Design layout, create hard copy, create web/email copy	Identify opportunities to integrate data subsets in existing ad campaigns	Leisure, Travel Trade, Local distribution, filter data based on marketing campaigns	Collect contacts from database for niche marketing purposes	Press release, ready to run, story ideas	Distribute to partners, stakeholders & interested opt ins	Collect materials, conduct interviews	Story ideas, release news triggers, press kit, Travel Trade
January - December	Update distribution lists, groups, Pub Codes, reports, etc.	n/a	Identify opportunities to integrate data subsets in existing ad campaigns	Promote & place - outside channels	Post on site, Announce on FB, Twitter, Leisure Email, Youtube	n/a	Communicate to area businesses	Establish program guidelines, select participants, develop training materials	website, eBooks, online buys
January - March, 2012	Complete captions (4) & edit (8)	Collect supplemental materials; complete production	n/a	Map, Travel Guide, Hope Blooms garden site sign, unveiling Diana Bennett's Quilt	Develop website page, Announce on FB, Twitter, Leisure Email	Release - (The Gathering, Diana Bennett announcement), Ready-to-run - (Diana Bennett's Quilt, Travel Trade, Leisure Email)	Communicate cause, marketing affiliation to local organizations/residents	VB Retailer strong sessions	story ideas, release news triggers
January 13, 2012	Hope Blooms Along the Heritage Trail	Giveaway insert: Hope Blooms the signage, Travel Guide website content (V4 approval); Collaborate with Vera Bradley on their messaging about the Hope Along the Heritage Trail	Amish Country Travel Guide	Map, Travel Guide, Hope Blooms garden site sign, unveiling Diana Bennett's Quilt	Develop website page, Announce on FB, Twitter, Leisure Email	Release - (The Gathering, Diana Bennett announcement), Ready-to-run - (Diana Bennett's Quilt, Travel Trade, Leisure Email)	Communicate cause, marketing affiliation to local organizations/residents	VB Retailer strong sessions	story ideas, release news triggers
January 15, 2012	Social Media Update	Design templates, make changes as necessary	Incorporate into existing ads	Incorporate into existing ads	Review current strategies/tactics, implement new posting calendar	n/a	n/a	n/a	n/a
January 15, 2012	Midwest Living ad (Map/Jane)	Review design modifications (NITDC)	Identify & develop content	Identify & develop content	Identify & develop content	n/a	n/a	n/a	n/a
January 15, 2012	Theatre publications ad template	Identify & develop content	Identify & develop content	Identify & develop content	Identify & develop content	n/a	n/a	n/a	n/a
January 15, 2012	NITDC toll Road Directory ads	Evaluate (2011) scan tag component	Identify & develop content	Identify & develop content	Identify & develop content	n/a	n/a	n/a	n/a
February 5, 2012	Int'l Quilt Show Festival (Pakicraft) / Program ad	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
February 8, 2012	Gathering of Quilters / Program ad	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
March 1, 2012	"This Week along the HT" Signage (VO)	Sign options, message delivery options & procedure for updates	Identify opportunities to integrate themes in existing ad campaigns	Identify opportunities to integrate themes in existing ad campaigns	Identify opportunities to integrate themes in existing ad campaigns	n/a	n/a	Identify, obtain, recruit participants	n/a
March 1, 2012	Real Business Cluster Marketing Program 2012 (Quilt Shops 4)	Create primary themes, messages and content	Identify opportunities to integrate themes in existing ad campaigns	Utilize Business profile videos	Announce on FB, Twitter, Leisure Email, Youtube	n/a	n/a	n/a	n/a
March 1, 2012	American Quilters Society program ad	n/a	n/a	Targeting Quilters - MW	n/a	n/a	n/a	n/a	n/a
March 3, 2012	Garden Claret ad (April)	n/a	n/a	Targeting Gardeners - IL, garden club members	n/a	n/a	n/a	n/a	n/a
March 15, 2012	Midwest Living ad (June/July)	n/a	n/a	Targeting Woman 50+ - primarily Midwest markets	Announce on FB, Twitter	n/a	n/a	n/a	n/a
March 21, 2012	Michiana Master Gardeners / Program ad	n/a	n/a	Targeting Quilters - MW	n/a	n/a	n/a	n/a	n/a
March 30, 2012	Beauche, IN MichianaCraigslist ads	n/a	n/a	Targeting locals, likelihood homeowners	n/a	n/a	n/a	n/a	n/a
March - November	Leisure Email Blast (1st Thursday - March 1, April 5, May 3, June 7 & 28, August 2 & 30, Oct 4, Nov 1)	Design options, identify content, develop copy, track results	Identify opportunities to integrate themes in existing ad campaigns	n/a	Design layout, distribute, response for social media as applicable	n/a	n/a	Collecting materials	Blog, Facebook, Twitter
April 1, 2012	HT Audio Tour CD - Detroit communications from lines communications	n/a	n/a	n/a	Post updated MP3 files on site, promote on Twitter, Blog, Facebook, site	n/a	n/a	n/a	n/a
April 2, 2012	Real QCT Postcards	Identify distribution sites	n/a	PCR display at each of the distribution sites	Post on site, Announce on FB, Twitter, Leisure Email	n/a	n/a	Confirm distribution sites	Giveaways, sign on guide, mailings
May 4, 2012	QCT Site Signage	Research sign modifications, identify outlets (Chilbin CAD design)	n/a	n/a	Post on Site, Announce on FB, Twitter, Leisure Email, Youtube	Press release, ready to run, story ideas	Cross promotion of QCT sites	n/a	copy is used online, MC guidebook, press release
May 18, 2012	HT Theme - Fall activity (img/messaging)	Update & content	Identify opportunities to integrate themes in existing ad campaigns	n/a	Post on Site, Announce on FB, Twitter, Leisure Email, Youtube	Press release, ready to run, story ideas	n/a	n/a	n/a
May 18, 2012	HT Theme - Cultural Corridor / Elkhart (img/messaging)	Research & develop content	Identify opportunities to integrate themes in existing ad campaigns	n/a	Post on Site, Announce on FB, Twitter, Leisure Email, Youtube	Press release, ready to run, story ideas	n/a	n/a	n/a
May 18, 2012	HT Theme - TBD (Realit & Events) / Croken (img/messaging)	Research & develop content	Identify opportunities to integrate themes in existing ad campaigns	n/a	Post on Site, Announce on FB, Twitter, Leisure Email, Youtube	Press release, ready to run, story ideas	n/a	n/a	n/a
May - August (Dates TBD)	Iron & Pome, QNN, QCA eBooks (3)	Frequency, key messages, design source	Select targeted dates	Targeting Woman 35+ - Chicago, Detroit, Indianapolis & Northern Indiana markets	Post on Site, Announce on FB, Twitter, Leisure Email	n/a	n/a	n/a	Web link, eBooks, niche
May - September	Chicago Tribune ads (14)	Partner rates/packages & associated fees (?)	Confirm insertion dates	Chicago metro, subscription & newsstand	Develop webresponse content	n/a	n/a	n/a	Web, leisure blast, twitter
May - August (Dates TBD)	eBooks (Madaket/madaket)	Frequency, design copy/key messages	Select targeted dates	Targeting Woman 35+, Chicago, Detroit, Indianapolis & Northern Indiana markets	Post on site, promote on Twitter, Blog, Facebook, site	n/a	n/a	n/a	Web link, eBooks, niche
May - August (Dates TBD)	brochure (Madaket/madaket)	Frequency, design copy/key messages	Select targeted dates	Targeting Woman 35+, Chicago, Detroit, Indianapolis & Northern Indiana markets	Post on site, promote on Twitter, Blog, Facebook, site	n/a	n/a	n/a	In-house/partner web sites & eBooks, eBooks, Blogs, FB, Twitter
May 1, 2012	Int'l Quilt Show Festival (Grand Rapids) / Messaging TBD	Cross promotional copy, on-site messaging (QCT)	n/a	Targeting Quilters - MW	Post on site, Announce on FB, Twitter, Leisure Email	n/a	n/a	n/a	n/a
June 15, 2012	Travel Guide 2013 Sites Materials	Develop content, confirm rates	n/a	Update lead list	n/a	n/a	n/a	Collecting materials	Blog, Facebook, Twitter
June - September	QCT Development PP Presentations	Take weekly or bi-weekly photos during tour season	n/a	n/a	n/a	Press release, ready to run, story ideas	Presentations to Garden Clubs Region, Workgroup, QCT Advisors, as needed	n/a	Photos available for all promotional uses
July-October 2012	Travel Guide Assistance Fund	Review 2012 guidelines & goals, disseminate information to key applicant/qualifications, and facilitate timely submission	n/a	n/a	n/a	Press release, ready to run, story ideas	Distribute guidelines & application to all eligible partners & assist with process	Provide not-for-profits reimbursements going ability to participate in Travel Guide	n/a
August 1, 2012	HT Audio Tour CD Pre-design 2012/13	Dub sources & packaging options	n/a	Targeting leisure market segments	Develop e-version (or brochure option) for web, update existing content, post new content on FB, Twitter, Leisure Email, Youtube	Press release, ready to run, story ideas	A celebration & recognition of partners & volunteers associated with the 2012 QCT	Update distribution	Partner website, eBooks, Blog, FB, Twitter
August 15, 2012	Travel Guide 2013	Assess content, ad rates, map enhancements, inclusion of new initiatives	Develop rate card & ad specs	Advertising response piece, local, regional, niche, state, trade show distribution; targeting leisure, group, resident, & media market segments	Post 2013 Sites on site	Press release, ready to run, story ideas	Promote Assistance Fund	Update distribution	Group guide, HT scrip, community PPS (brochures), scan tag directives
September 5, 2012	QCT Celebration Event announcing 2013	Research locations & update invitation list	n/a	Send invitation electronically and mail	Announce on FB, Twitter, Leisure Email, email invitation	Press release, ready to run, story ideas	Facilitate meetings with downtown Elkhart groups	Inspire continued QCT participation	Use video for community presentations, graphics as issue of interest, used in MCQ Guidebook
September 15, 2012	NAACP State Convention ad	Images/messaging	n/a	Crop/meeting planners	Welcome via FB & Twitter	n/a	n/a	n/a	n/a
October 13, 2012	QCT Celebration Video	Review past videos, Concept, messaging & repurposing	n/a	Distribute to partners	Post on site, Announce on FB, Twitter, Leisure Email, Youtube	n/a	Participants are recognized for their involvement	Inspire continued QCT participation	public presentations, grant solicitations, eBooks, brochure content
November 30, 2011	Flower Carpet September 29 - October 13, 2012)	Identify signage, flowers, design, partners	Incorporate into existing ads	n/a	Announce on FB, Twitter, Leisure Email	Press Releases, Story Ideas	Communicate to area businesses, cross promotion, fundraiser for Young Pillars	Facilitate meetings with downtown Elkhart groups	TG, eBook, QCT signage
November 30, 2011	QCT/HT Map (2012)	Printing, queries	Confirm distribution - locations only	Targeting national, local & regional distribution - all markets	Announce on FB, Twitter, Leisure Email	n/a	Provide to area businesses for their distribution	Front lines training & distribution	TG, eBook/brochure links
November 30, 2011	Quarter publications 2012 ad template	Identify key messages	n/a	n/a	Post on site	n/a	n/a	n/a	n/a
December 7, 2011	QCT/HT Rack card	Scan tag options	Confirm distribution - locations only	Leisure targeting local, regional & state distribution	Update online graphics	n/a	n/a	Expand distribution, encourage partner usage / groups	Copy for master gardens guide

MEDIA									
Due Date	Research	Creative	Advertising	Marketing	Internal/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January-March 2012	Evaluate components; identify appropriate media outlets, contacts, niche	Design creative copy	n/a	n/a	Post on site, Twitter, Vocas	Assess availability from ABA, Vocas lists; feedlines; social media; distribute at media events	Highlight local personalities & businesses	Interview opportunities; media attention for businesses	Releases, pitches, group, blog
January-October 2012	Identify appropriate media outlets, contacts, niche	n/a	n/a	n/a	Post on Twitter	Interview niche travel trade; feedline; business	n/a	n/a	n/a
January-November, 2012	Collect up-to-date information on events; determine appropriate media outlets; event information (orig. Vocas)	Create copy	n/a	Feedline; niche event calendar in magazines, newspapers, broadcast	Post on Twitter	Distribute festival information to event calendars & feedlines; Release on Vocas	Distribute PR helps & tips to event organizers; distribute limited event info; help event draw media attention	Facilitate media related help workshop for event planners	Front Desk Updates; limited event listing (see event C; create; group photos)
January - December	Identify schools, clubs, fair, guilds for contributions	n/a	n/a	n/a	Request participation; promote; photo credit	Press releases to local media (seasonally; local clubs)	Communicate to local residents (to supply photos); highlight local resident	Participation with established photo contests; schools, guilds, etc.	In all online and printed materials
January 31, 2012	n/a	Design creative copy	n/a	Lodging & chambers	Update Site Events Calendar; Announce on FB, Twitter; Leisure Email	n/a	events are promoted at front desk	educating front desk on local events	Travel guide, events section of webpage; Front Desk Updates
February 24, 2012	Evaluate components; identify appropriate media outlets, contacts, niche	Design creative copy	n/a	n/a	Post on site, Twitter, Vocas	Distribute releases, pitches; story ideas to print & broadcast media; Release on Vocas	Highlight local personalities & businesses	Interview opportunities; media attention for businesses	Group website; local communities; blog comment
March 16, 2012	Review media interests & preferences; develop pitches/story ideas	Evaluate components; design display if needed	n/a	Pre & post contact with attendees	Post on Twitter	Feedline; regional print & broadcast invited attendees	Highlight local personalities & businesses	Booth partner; interview & promotion of local personalities; business to media	Ready to run, pitches, releases, group, blog
June-October 2012	N regional business editorial database development; transient group market information gathering & group market media contacts	n/a	n/a	n/a	Post releases on site	releases distributed regionally; transient group market releases	Expt 9/2 business media attention	n/a	Group website; local communities; blog content
August - September	Identify appropriate SAUV members; identify local partners	Develop theme; literary pertinent to interest	n/a	Send invitation	Post on Twitter	Local PR/interviews	Working with local businesses	Identify sites, lodging, meals, activities, admission, transportation	Repurposing

BUSINESS / COMMUNITY PARTNERS									
Due Date	Research	Creative	Advertising	Marketing	Internal/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January-October 2012	Develop key messages; working with event/organization for activation strategies	Design activation materials: banners, signs, etc.; create copy	n/a	n/a	Assure ECCVB message on sponsor website; Twitter, Facebook; provide sponsor with links for activation	ECCVB message in support of event tourism	Generate an increased awareness of ECCVB to local residents	Facilitate meetings with sponsors to work on mutually agreeable activation plan	n/a
February 13, 2012	Derive new product offerings; identify potential retail locations; update Brand management policies	Design, create copy; work with merchandise representative	n/a	n/a	Announce on FB, Twitter; Post on site	n/a	Provide local residents with direction on the use of the QCT brand	Distribute PR helps & tips to event organizers	Concess, giveaways, FAMs, visitor center retail, council presentations; Board & Commission with, FAM

NICHE GROUPS / TRAVEL TRADE / RV / HOBBY GROUP									
Due Date	Research	Creative	Advertising	Marketing	Internal/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January - October 3rd Week of Month	Develop copy; identify content; track results	Identify photos	n/a	Create theme/concept/lineaments	Design layout; Distribute; post on blog	Appropriate media in distribution	n/a	Collecting materials; distribute leads	n/a
January - December	Identify partners; track results	Design ads; magazine publication website banner ads; hyperlinks; itineraries; magazine publication e-newsletter ads	Placement dates	Local follow-up profile-sheets, CTP)	Track referrals from ads; create hyperlinks	Editorial pitches; ready to run; distribution	n/a	Collecting materials; distribute leads	Itineraries for clubs; website; follow up
January - December	Identify partners	Design ads; supply video; design banner ad; logo	Placement dates	n/a	Track referrals from ads	Editorial pitches; ready to run; distribution	n/a	Collecting materials	n/a
January - December	Research Specialty Interest Group Initiative (VI; Alumni; Rotary; events; jazz festival; bicycle clubs, etc.)	All aspects of campaign	Included in traditional ad placement	Travel Guide; website	Post on site, email; social media	Press release to pulps	highlight local businesses	n/a	n/a
January 3, 2012	Identify content	Design creative copy	n/a	Distribute at ABA, incoming leads & inquiries; FAM tours	Post on site; track results	n/a	n/a	Collect materials	n/a
January 3, 2012	Identify content	Design	n/a	Use at ABA	n/a	n/a	n/a	Collect materials	n/a
February 18, 2012	Identify partners; identify product; Develop copy	Design bag exterior; design flyer insert	n/a	Website; trade shows; itineraries	Post on site, FB, Twitter; track results; email	Editorial pitches; ready to run; distribution	n/a	Collect materials	n/a
February 27, 2012	Identify partners; identify product; Develop copy	Design bag exterior; design flyer insert	n/a	Website; trade shows; itineraries	Post on site, FB, Twitter; track results; email	Editorial pitches; ready to run; distribution	n/a	Collect materials	n/a
March - October 2012	Identify appointments; partners	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
March 1, 2012	Identify content and compatible pieces; Partner information meeting	Design creative copy	Include in Travel Guide	Distribute in VC, through partners	Post on website	Press release to local media outlets	n/a	n/a	Include in hotel inventory sheet and EDU
March 14, 2012	Determine venues & number of setups	Design banner review	n/a	Provide for special events; trade shows, etc.	n/a	n/a	n/a	Identify volunteer staff	Visitor Center; QCT Celebration
April 2, 2012	Develop/update content; research appropriate media outlets thru Vocas	Design, create copy (2 versions)	n/a	Rally Planners & venues	Post on site; track results	press release to local media & RV publications	create local distribution list (campgrounds -ver 1; small lodging, etc -ver2)	n/a	Front Desk Staff; general event planning; Create 2 versions one w/lodging one w/o lodging
April 2, 2012	Develop/update content; research appropriate media outlets thru Vocas	Design creative copy	n/a	Meeting planners & venues	Post on site; track results	press release to local media & small mng pubs	create local distribution list	n/a	Front Desk Staff; general event planning
July 2, 2012	Identify partners; track results	Design creative copy	n/a	Create itineraries; get logos/softies	develop website content; post on blog	n/a	n/a	Collecting materials; distribute leads	n/a
August 6, 2012	Identify content; track results	Design binder covers; name tags; tabs	n/a	Collate binders	Post on site, FB, Twitter; blog	Local PR/interviews; photo ops; press release	Lead tour	Collect materials; contact partners	n/a
December 18, 2012	Identify content	Design	n/a	Use at ABA	n/a	n/a	n/a	Collect materials	n/a
December 18, 2012	Develop/update content; research appropriate media outlets thru Vocas	Design creative copy	n/a	Distribute at ABA, incoming leads & inquiries; FAM tours	Post on site; track results	Press release to pulps	n/a	Collect materials	n/a
December 18, 2012	Identify content	Design creative copy	n/a	Distribute at ABA, incoming leads & inquiries; FAM tours	Post on site; track results	Press release to pulps	n/a	Collect materials	n/a
December 18, 2012	Identify content	Design creative copy	n/a	Distribute at ABA, incoming leads & inquiries; FAM tours	Post on site; track results	n/a	n/a	Collect materials	n/a

BUSINESS / COMMUNITY PARTNERS									
Due Date	Research	Creative	Advertising	Marketing	Internal/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
December 18, 2012	Identify content	Design, create copy	n/a	Distribute at ABA, incoming leads & inquiries; FAM tours	Post on site; track results	Press release to pulps	n/a	Collect materials	n/a

Project - Destination Development									
East 92, North Maine Redevelopment, Elkhart Arts & Entertainment District									
LIST/RE									
Due Date	Research	Creative	Advertising	Marketing	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
Jan-Dec 2012	Collecting data, developing content	Design, create copy	n/a	Partners & stakeholders	Post business development section of site	Local media distribution	Update distribution list (Board & Commission, Stakeholders, public officials)	Identify partners, collecting primary data, SMART activities	n/a
April 16, 2012	Collect promotional offers Define key messages	Provide content for ads, banners/clings to NITDC	Select placement dates & banner locations	n/a	Develop web support of advertising offers	n/a	Communicate to local businesses that we actively pursued this opportunity for their benefit	Create opportunity for partners to purchase advertising at the exits & barriers	n/a

BUSINESS PARTNERS									
Due Date	Research	Creative	Advertising	Marketing	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
2nd Thursday of the Month January - November	Travel to Co	Content development	n/a	Partners & stakeholders	Post on site, Announce on FB, Twitter, Leasure Email	distribute to local media	Update distribution list	Identify contributors	n/a
4th Wednesday of the Month January - November	Review goals, determine Advocacy leadership, review key messages, develop action plan, determine information to disseminate	Design EC CVB Profile Sheet	n/a	Distribute to invites	Post updated key messages, update all content on Corporate Site	n/a	Facilitate 7-8 Advocacy Group meetings with key community leaders & local officials Distribute four information communitions to key	Invite selected partners to participate in advocacy plan	n/a
January - December Bi-Weekly	Front Desk Update	Design create copy	n/a	Front lines / Hospitality	Email / Fax	n/a	Update distribution list	Communicate to partners to supply contents	n/a
January - December	Building Better Communities/Foursom Product Development Council	Collecting data, developing content	n/a	Partners & stakeholders	Develop business development section of site	Local media distribution	Update distribution list (Board & Commission, Stakeholders, public officials)	Identify partners, collecting primary data, SMART activities	n/a
January 15, 2012	EC CVB Board Orientation Manual	Update content	n/a	Distribute to Board & Commission	Update on Corporate site	n/a	n/a	Identify & inform Board & Commission	n/a
March 3, 2012	QC Organizational Guide Update	Update content	n/a	Distribute to Advisory Board	Update on Corporate Site	n/a	n/a	Identify & inform partners	n/a
December 2, 2011	Business Plan 2012	News triggers	n/a	Partners & stakeholders	Post on Corporate Site	Release of highlights	distribute hard copy	n/a	n/a

SPECIAL PROJECTS									
Due Date	Research	Creative	Advertising	Marketing	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January - September	Talk to manufacturers, RV / Hall of Fame, businesses, hotels	Create welcome signs, messages	n/a	n/a	Post on site Announce on FB, Twitter, Leasure Email	n/a	Update distribution list (Board & Commission, Stakeholders, public officials)	Identify partners, collecting primary data, SMART activities	n/a
May 1, 2012	n/a	Fliers, signs, banners, ads	Local ad placement	Partners & Stakeholders	Announce on FB, Twitter, Leasure Email	Press Releases, Story Ideas	Communicate to area businesses, cross promotion, Greater College Leaver Promote Ads	Meetings with Premier Ads, Leaver, Cochen College	TTC, FDU