



ECCVB ELKHART COUNTY CONVENTION
AND VISITORS BUREAU INC.

TOURISM BUILDING COMMUNITY

BRISTOL ELKHART GOSHEN MIDDLEBURY NAPPANEE WAKARUSA



2015 Place-Based Strategic Tourism Initiatives and Business Plan



ECCVB, Inc. 2015 Place-Based Strategic Tourism Initiatives and Business Plan



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ECCVB Organization Overview



> Stakeholder 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.

> Organization 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 Innkeepers Tax 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 \$21 return on investment

> Mission and Key Focus

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 forms strategic partnerships to maximize the effectiveness of its research-based branded 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. The ECCVB generates incremental visitor demand based on communicating enticing county-wide destination experiences.



> Organization Philosophy

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 organization efforts and assigns the needed resources to accomplish successful outcomes.

> Values and Guiding Principles

The ECCVB focused mission that leads the organization to execute its key activities is built on a foundation of strong values and guiding principles that are:

- *ethical*
- *innovative*
- *collaborative*
- *entrepreneurial*
- *professional*
- *accountable*

These norms are the foundation to perform successfully.



> Destination Vision and Brand Promise

Presently, Elkhart County through its associated destination brand identity of Amish Country Northern Indiana, delivers its visitor promise as a regional collection of unique and progressive cities and towns immersed in rural heritage traditions.

Rich in entrepreneurial drive, it is the epitome of a relaxed pastoral setting devoted to authentic rural cultural experiences and events.



> Amish Country Brand Strategy

- Customer Focused
- Partnership Based
- A demonstrated commitment by the ECCVB and its stakeholders to promoting the brand promise to our visitors
- Communicating the brand using: website, advertising, collateral materials, trade shows, media relations, partnering with stakeholders, events, sponsorships, and all communication channels
- On-going research tracking visitor image of the destination, expectations, and their measure of satisfaction
- Encourage stakeholders to include the Amish Country brand in their communications, and to demonstrate support of the brand promise by being entrepreneurial and authentic in their product offerings

ECCVB 2015 Performance Measures



- Total number of ECCVB partnerships: 570
- Total partner dollars invested in co-op programs: \$924,875
- Public Relations Advertising equivalency: \$400,000
- \$229,286 invested in Marketing and Advertising will generate \$26 million in visitor spending
- Travel Trade activities will generate \$3.8 million in group visitor spending
- Heritage Trail Audio Driving Tour distribution will generate \$3 million in visitor spending

Room Tax: \$1.5 million

Total Return on Investment: \$32,950,000

For every dollar of room tax invested, there is more than a \$22 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

2003 - 2013



(\$ in millions)
Source: Certec, Inc

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

ECCVB & Destination Key Strategic Initiatives



> Place-based Tourism

Place-based Tourism begins with the idea that tourism can help communities enhance and preserve their quality of place. Successful partnerships between tourism and place-based groups - organizations and movements that preserve the cultural, natural, and built environments (museums, parks, historic preservation agencies, government) - work when the players operate with a shared vision and mutually beneficial goals.

As communities, we need to continue to invest in marketing to visitors and also focus on product development – the visitor experience.

That investment has to be both conceptual (product need and design) and supportive (product expertise and financial). Talk of place as an economic stimulator is all around, particularly from the creative economy sector. Place-based tourism simply extends these discussions to hospitality and travel. The goal is to integrate place-based tourism approaches, add a strong dose of the public's voice, and use tourism as a tool to build healthier communities.

> Place-based Tourism Key Strategies

It is crucial to build a tourism strategy that enhances the industry's economic development role; integrates a place-based tourism approach; and protects vital aesthetics through expanded partnerships, increased public education and awareness, and new tools promoting the expansion of businesses, facilities, and events that both attract visitors and improve the quality of life and place for local residents.

These strategies incorporate the following objectives:

- Create a single interlocking brand to effectively market Elkhart County to targeted visitor segments so as to drive overnight stays and new spending
- Link existing assets and integrate into packaged experiences along the Heritage Trail route to spread out the impact of visitor spending, provide structure yet allow for exploration
- Promote the expansion of existing and creation of new facilities and events including the continued development of downtowns for arts, culture, entertainment and entrepreneurship
- Enhance existing assets by displaying and presenting stories / themes in new compelling ways that are attractive to different interest groups, allowing for increased business participation and a role for non-traditional partners
- Educate the community, through advocacy initiatives, on the positive community impact of tourism activity
- Foster partnerships with local government, non-profit organizations, small businesses and residents

> Destination 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.

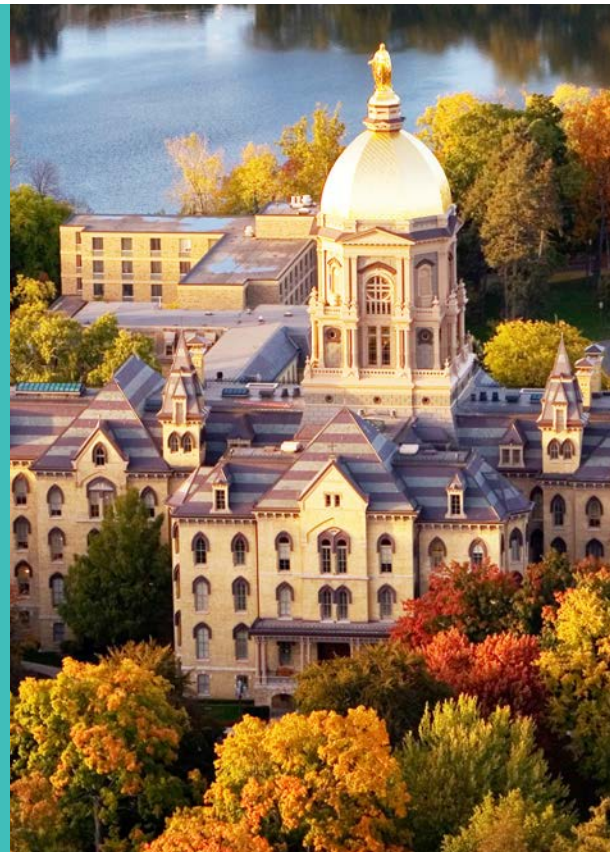
- The ECCVB staff is committed to providing leadership at an international, national, state and local level when it aligns with the mission of our organization
- Leadership is a value and overall performance measure for the ECCVB



> Northern Indiana Tourism Development Commission

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 Indiana Toll Road Advisory Committee, have a long term toll road marketing agreement and are engaged in an integrated regional website platform aligned to CVB sites and databases.





> Destination 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 are integrated with activity measures.

The integration of activity and performance measures is an effective agent for the ECCVB to monitor performance and improve strategic decision making.

> Community Arts and 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.





> Strategic Investment Gains

Tourism is vital to Elkhart County's economy. Visitor spending annually contributes \$273 million in direct impact and \$401 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.

> Quality of Place Initiative

During 2015, ECCVB destination development projects and activities will be organized to support the community's overall Horizon 3.0 Quality of Place objective. ECCVB leadership and staff will manage a significant role in assisting the community through a process that will assess the community's strengths and weaknesses, and benchmark against competing communities. The process will also result in the creation of a vision that the community will aspire to as a place to "Live, Work and Play". Included in the process will be the development of future development and action strategies to guide new investments - both public and private. The strategies outlined during the 2013-2014 Tourism Development Strategic Planning Process will serve as the ECCVB's platform for its participation and advocacy during the Horizon 3.0 process; as such the further implementation of these programs will be organized under this overall objective.

> Building Better Communities ... along the Heritage Trail

Partnership is defined as a relationship between individuals or groups that is characterized by mutual cooperation and responsibility for the achievement of a specified goal. The ECCVB is actively engaged in sound partnerships to address key issues defined in its strategic plan.

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 throughout Elkhart County and into the area's downtowns, introducing visitors to the area's history, heritage, distinctive attractions, attributes and residents.

It is a strong example of how integrating experiences and interpretation via CDs or downloadable MP3 audio tours enhance the attraction potential of existing destination assets.



QUILT GARDENS ALONG THE HERITAGE TRAIL

Target Audience: Leisure, Group, Residents
Partners: Local businesses, attractions and organizations, municipalities, Master Gardeners, volunteers, local artists

The Quilt Gardens along the Heritage Trail, a county-wide, award-winning, signature attraction featuring quilt patterned gardens and quilt art murals, promote the area as a premier visitor destination, garner interest from a wide range of audiences (including media and niche markets) and drive increased visitation and visitor spending in Elkhart County.

The Quilt Gardens along the Heritage Trail has been selected as an American Bus Association (ABA) Top 100 Event for seven consecutive years (2009-2015).

Elkhart County sites include:

Bristol:	1 garden	1 mural	Middlebury:	4 gardens	7 murals
Elkhart:	5 gardens	4 murals	Nappanee:	3 gardens	5 murals
Goshen:	3 gardens	3 murals	Wakarusa:	1 garden	1 mural





> Building Better Communities ... along the Heritage Trail (cont.)

SPONSORSHIP PROGRAM

Target Audience: Elkhart County non-profit organizations and attractions

Partners: Elkhart County non-profit organizations

The ECCVB invests in sponsorships that are mutually beneficial and foster advocacy for the ECCVB and tourism development. Sponsorships are limited to Elkhart County not-for-profits with missions compatible to ECCVB.

Sponsorship program recipients include:

Bike Elkhart & Habitat for Humanity
Downtown Elkhart, Inc.
Downtown Goshen, Inc.
Elkhart County Historical Society
Friends of the Elkhart County Parks
Friends of the Pumpkinvine Nature Trail
Midwest Museum of American Art
Nappanee Chamber of Commerce
Wakarusa Chamber of Commerce
Wellfield Botanic Garden

Bloom & Zoom - Countywide
ArtWalk; Elkhart Jazz Festival - Elkhart
First Fridays - Goshen
Gathering at 5 Medals - Countywide
Bonneyville Celebration - Bristol
Pumpkinvine Bike Ride - Countywide
Elkhart Juried Regional - Elkhart
Apple Festival; 1st Saturdays - Nappanee
Bluegrass Festival; Maple Syrup Festival - Wakarusa
Evening in the Garden

> Community Redevelopment

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

DOWNTOWN DEVELOPMENT PROGRAMS

Target Audience: Leisure, Group, Residents
Partners: Main Street organizations and chambers of commerce; local municipalities and parks departments; downtown businesses; historical, cultural and entertainment attractions and organizations

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 add to meet or exceed visitor expectations and extend their stay.

RIVERWALK CULTURE TRAIL DEVELOPMENT

Target Audience: Leisure, Group, Residents
Partners: Downtown Elkhart historical, cultural and botanical attractions; The Lerner; Elkhart City government and Parks Department

The RiverWalk Culture Trail - a set-your-own pace walking tour - connects three distinctly different downtown Elkhart neighborhoods: Garden District north of the St. Joseph River with gardens, house museums and historic neighborhood; RiverWalk District, a winding path along the Elkhart River lined with public art and welcoming green spaces; and the A&E District with The Lerner, railroad and art museums along Main Street's southern corridor.



> District and Area Redevelopment

The ECCVB also recognizes that redevelopment is vital to attracting visitors to a destination. Therefore, the ECCVB is engaged in representing in these initiatives:

SOMA – A DOWNTOWN ELKHART DEVELOPMENT INITIATIVE

Target Audience: Residents, Partners
Partners: City of Elkhart, Elkhart Redevelopment Commission, The Lerner, Downtown Elkhart, Inc., downtown business and attraction stakeholders

The SoMa implementation plan has been formally adopted by the Elkhart Redevelopment Commission with the expansion of the downtown TIF district to incorporate the downtown boundaries and districts identified through the planning process. The plan will be the guide for all future downtown TIF resource allocations. The plan has defined downtown as the place to “live, work and play”, and assigned specific roles and activities to the primary partner organizations.

To date, implementation activities include a successful “Gateway Mile” branding and marketing campaign, the creation of a \$1.8 million commercial / residential loan fund, and the acquisition and rehabilitation of a dozen residential properties in core SoMa neighborhoods.

ELKHART NORTH GATEWAY REDEVELOPMENT

Target Audience: Residents, Leisure, Partners
Partners: City of Elkhart, Elkhart Redevelopment Commission, hospitality business stakeholders

The ECCVB has taken a leadership role in developing a plan for the redevelopment of Elkhart’s North Gateway and the State Road 19 Corridor, which has resulted in over \$2million of streetscape enhancements along North Pointe Blvd and a comprehensive sign initiative that projects a positive image to visitors to Elkhart and links the North Gateway effectively to Downtown Elkhart. The ECCVB has worked with the City to identify an additional \$600,000 for sidewalks and streetlights in North Pointe and is involved with the design and construction of a multi-use path in the Cassopolis Street Corridor as identified in the original plan. Finally, the ECCVB has initiated a second phase in the continued redevelopment study for the underutilized shopping plaza, assessing the feasibility of sports and recreational uses to build new tax increment and support the existing hospitality business base.



> Regional Development

Northern Indiana Tourism Development Commission (NITDC) will be engaged in a six month branding process being led by the editor of *Midwest Living Magazine* and Meredith Corporation branding executives. The result will define a new image to be adopted by NITDC in all communications.



ECCVB Tourism & Community Leadership Involvement

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 Past President
- Elkhart County / Cities
- Horizon 3.0
- Lerner Governing Board, Vice President
- Lerner Strategic Plan Committee
- Quilt Gardens along the Heritage Trail Chair
- WNIT Community Advisory Board
- Downtown Goshen, Inc. Board Member
- Goshen Theatre Fundraising Committee
- Regional Cities Initiative
- Friends of the Lerner Board

Denise Kolb Hernandez, Director of Marketing and Advertising Sales

- Northern Indiana Tourism Development Commission Marketing Committee Member
- 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
- Elkhart County Museum Association Tourism Liason

Mike Huber, Destination Development Manager

- Economic Development Coalition Member
- Northern Indiana Tourism Development Commission Research Ad-hoc Taskforce
- Elkhart Downtown, Inc.
- Middlebury Economic Development Committee Member
- Elkhart County Redevelopment Commission President
- Elkhart North Gateway Village Steering Committee Member
- Northwest Gateway Steering Committee Chair
- United Way Education Panel Member
- Middlebury Branding Taskforce

Jackie Hughes, Public Relations Manager

- Elkhart Board of Parks and Recreation
- Elkhart City Board of Zoning Appeals
- 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
- Downtown Goshen, Inc. Social Media Committee
- Elkhart County 2016 Bicentennial Committee
- Wellfield Spring Marketplace 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
- Coppes Commons Marketing Committee
- Elkhart County 2016 Bicentennial County Co-Coordinator

Amanda Eckelbarger, Publications | Graphic Design

- SoMa Public Relations/Marketing Committee
- Downtown Goshen, Inc. Marketing Committee
- Elkhart ArtWalk Committee Member
- DMAI 30 Under 30 Member
- Elkhart County 2016 Bicentennial Committee

Elkhart County Innkeepers Tax Commission

Beth Ronzone, President

Red Roof Inn, Manager
2902 Cassopolis Street
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Dan Boecher

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Anant (A.J.) Patel

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Gita Patel

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Beth Ronzone, Commission President

Red Roof Inn, Manager

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p: 574.262.3691 x100

e: i0018@redroof.com

ECCVB, 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 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

ECCVB Priority Activities

> 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 2015 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)
- 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)
- 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 more than 3,800 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 = (3.3 people in travel party) X (2.7 days average length of stay) X (\$96 per person per day) = Visitor Spending per Heritage Trail CD. *Includes CDs and MP3 downloads.*

Research Resource:

2013 Economic Impact Report by Certec Inc.

> Advertising

GOAL To increase spending and economic impact by executing campaigns using targeted media placements that generate brand awareness, promote destination assets and integrate with social/given media messaging.

Advertising Objective by investing in co-operative media buys (in partnership with the Northern Indiana Tourism Development Commission and the Indiana Office of Tourism Development) and Elkhart County-specific placements, the ECCVB will promote destination campaigns and maximize media value.

Chicago Tribune Activity Measures

- 14 print insertions - Sundays (May - September)
- Circulation: 775,150; gross impressions: 25 million
- 108 co-op partnerships
- CVB Investment: \$37,750; Co-op dollars: \$236,250; Total value of investment: \$274,000
- Receive 6,660 Unique Visitors to the website during the week following the publication (May - September)
- By leveraging \$37,750 to a partner investment of \$236,500, the ECCVB will communicate the Amish Country /Northern Indiana brand through 24 million impressions (May - September)

Midwest Living / NITDC Brand Platform Activity Measures

- Development of a new brand platform that will serve as the foundation for all future messaging
- Activation of the first campaign to support the brand
- 7 co-op partnerships
- Investment, activation and performance measures to be finalized in May

Midwest Living / Destination Specific Activity Measures

- (2) 1/3 page ads (May / June and September / October)

NITDC E-Marketing Activity Measures

Themed, regional e-blasts to 20,300 opt-ins

Total frequency: 10X (January - December)

- 7 co-op partnerships
- By leveraging \$7,500 to a partner investment of \$45,000, the ECCVB will communicate the Amish Country/Northern Indiana brand through 2.1 million impressions (January - December)

NITDC Website Activity Measures

- 90,000 unique users (January - December)
- 400,000 webpage view counts (January - December)
- 100,000 search engine referrals (January - December)
- 7 co-op partnerships (January - December)

Indiana Travel Guide

- Brochure lead generation ad: \$2,200; (7) Destination listings: \$2,160
- Circulation: 500,000; Frequency: 1X (January)
- 116 partnerships
- CVB Investment: \$4,360; Total Co-op Dollars: \$67,600; Total value of investment: \$71,960
- By leveraging \$4,360 to a partner investment of \$71,960 the ECCVB will communicate the Amish Country/Northern Indiana brand through 62.5 million impressions (January - December)

Indiana Travel Guide | VisitIndiana.com Activity Measures

- Receive 5,000 Travel Guide requests (January - December)

Indiana Festival Guide

- (1) Full page ad
- Circulation: 500,000; Frequency: 1X (January)
- 102 co-op partnerships
- CVB Investment: \$2,200; Co-op Dollars: \$33,800; Total value of investment: \$43,440
- By leveraging \$2,200 to a partner investment of \$41,240 the ECCVB will communicate the Amish Country/Northern Indiana brand through 51 million impressions (January - December)

I-80/90 Visitor Guide

- (2) Full page ads \$7,120; Feature listing \$470; map locator \$470
- Total circulation: 200,000; Frequency: 1X (April)
- 126 co-op partnerships
- CVB investment: \$8,060; Total Co-op dollars: \$365,485; Total value of investment: \$373,545
- By leveraging \$8,060 to a partner investment of \$259,509, the ECCVB will communicate the Amish Country /Northern Indiana brand through 27 million impressions

I-80/90 Travel Plaza TAP (Tourist Assistance Portal) Kiosks

Dynamic message boards with mobile device integration / 6 Travel Plazas (January - December)

- 44 co-op partnerships
- CVB Investment: \$7,500; partner investment \$94,990 for a total investment of \$102,490
- By leveraging \$7,500 to a partner investment of \$36,940, the program will generate 30,000 click-thru's to partner/ ECCVB websites.

I-80/90 Billboards / Exit 92

- Burkhart (I-80 Eastbound / LaPorte County) April 1 - October 15 / \$4,550
- CBS (I-80 Westbound: Steuben County) May 1 - April 30, 2015 / \$5,460
- Total CVB investment: \$9,600
- Total investment of billboards along the Indiana/Ohio I-80 corridor will promote the Exit 92 brand through 16,352,000 impressions (January - December) the I-80/90 corridor annually

I-80/90 Barrier Plaza Posters / Exit 92

- (10) Posters - Westpoint (Eastbound from Chicago Skyway)
- Gross impressions: 18.3 million annually
- CVB Investment: \$20,000

I-80/90 Toll Booth Windows / Exit 92 - SR 19

- (4) Posters promoting Visitor Center (January - December)
- Gross impressions: 2.572 million annually
- CVB Investment: \$5,000

* 6,000 Travel Guide requests combine all State Advertising publications

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 (June , July & September)
- CVB investment - \$12,000
- Receive 100 Referral Visits from Vacationfun.com to the website during the term of the run (May - October)
- Receive an average of 40 Travel Guide requests (May - October)
- Receive an average of 4,000 Leisure blast opt-ins iBrochure fulfillment campaign (May - October)

- **OR** -

Mlive

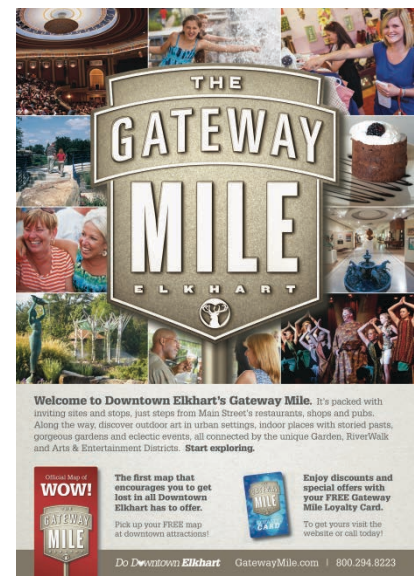
- Michigan focused campaign targeting Grand Rapids DMA to include:
- Responsive rich media banner ads: 260,000 Impressions
- Travel eDeals: 57,000 travel intenders (June)
- (9) full page ads: Grand Rapids Press (circulation: 125,000) Kalamazoo Gazette (circulation: 43,000)
- 4 co-op partnerships (proposed)
- CVB investment: \$11,500
- By leveraging \$11,500 to a partner investment of \$34,500, the ECCVB will communicate the ... along the Heritage Trail brand through 9.2 million impressions and receive an average of 250 Travel Guide requests (June - October)

American Patchwork & Quilting

- (1) 1/3 page ad (June / July)
- Circulation: 391,500
- CVB investment: \$3,776
- Receive an average of 250 Travel Guide requests (May - August)

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: \$200
- American Quilters Society Quilt Show / Grand Rapids (20,000; 1X - August)
CVB investment: \$200
- The Beacher (4,000; 1X - May)
CVB investment: \$415
- Shipshewana Quilt Festival (1X - June)
CVB investment: \$100
- Indiana/IL/MI Garden Tour/Show programs
CVB investment: \$5,410
- Amish Acres performance programs (6X - June - December)
CVB investment: \$800
- Amish Acres Arts & Crafts Festival program (1X - July)
CVB investment: \$2,000
- Premier Arts programs (5X - February- December)
CVB investment: 1,200
- Elkhart Jazz Festival (1X - June)



Travel Trade Partnership Advertising Objective

Develop in partnership with local businesses a strategic advertising campaign for the travel trade market which generates qualified leads and positions Amish Country as a premier destination.

Trade Publications Cooperative Advertising Activity Measures

- Develop 39 co-op partnerships (January)
- Participate in (6) insertions into the Going on Faith magazine in partnership with the South Bend CVB, LaGrange County CVB, Marshall County CVB and Kosciusko County CVB (January - December)
- Advertise in (3) publications *Courier*, *Group Tour Northeastern* and *Bus Tours Magazine* (January - November)
- Coordinate (13) insertions including YouTube video links, itinerary features and online digital ads (January (6), February, March (2), May (2), November (2))
- By leveraging a partner investment of \$23,250 in Travel Trade Publications, the ECCVB will communicate the Amish Country brand through 118,494 impressions (January - December)
- Develop co-op partnership ads with Northern Indiana CVB partners in preparation for the Going on Faith Conference 2015 in South Bend (January - August)

Bus Tours Magazine

- Total reach: 8,872 per issue
- Total frequency: (3) 2/3 page ads (November / December, January / February, March / April), (1) Web Banners (January), (1) Web Itinerary (January), (1) Web Listing (January), (1) Embedded Video (January), (1) Facebook posting and photo gallery (March)
- CVB Investment: \$0
Co-op media dollars: \$6,360
Total Value of Investment: \$6,360

Going on Faith

- Total reach: 6,500 per issue
- Total frequency: (6) Full page ads featuring Northern Indiana with Amish Country highlighted in one issue
- CVB Investment: \$5,000
Co-op media dollars: \$20,000
Total Value of Investment: \$25,000

Courier

- Total reach: 6,000 impressions
- Total frequency: (1) Full page ad (December)
- CVB Investment: \$0
Co-op media dollars: \$4,100
Total Value of Investment: \$4,100

Group Tour Northeastern

- Total reach: 15,626 per issue
- Total frequency: (3) 2/3 page ads (February, May, November), 1-Itinerary feature (May), 1-full page ad (January), 1 YouTube video link with e-magazine feature (March),
- CVB Investment: \$0
- Co-op media dollars: \$12,154
- Total Value of Investment: \$12,119

> Marketing Communications

GOAL To create campaigns that generate brand awareness and increased visitor spending on a platform of leveraged media buys, targeted social messaging and ongoing community-partner-visitor engagement.

2015 Campaign Channels

Exit 92 – Eat Right, Sleep Tight Marketing Objective Promote density and proximity of exit assets, encourage transient traveler stops and boost visitor spending to the 65 million vehicles travelling the Indiana Toll Road annually and the 12.5 million annual visitors to Toll Road travel plazas.

Concentration on outdoor (billboards, toll plaza messaging), indoor (travel plaza kiosks, signage, visitor take-aways) and off-road communications via ECCVB-produced collateral materials. Additional efforts geared to SEO/optimized content via new responsive website (AmishCountry.org) and Exit92.org

... along the Heritage Trail Marketing Objective To increase visitor volume and diversity, expand promotional channels for destination partners and promote linkages with neighboring counties/attractions.

Amish Country... along the Heritage Trail

Promotes the destination's principal tourism driver, communicates its unique selling points and capitalizes on the equity and appeal of the Amish Country brand.

Quilt Gardens & Murals ... along the Heritage Trail (May - September)

Positions a one-of-a-kind signature experience, it's alignment with the AmishCountry and Heritage Trail brands, and its affiliations with seven communities and all destination assets.

Marketing heavily focused on co-operative regional print (Chicago Tribune, Midwest Living, Groups Today), specialty print, web-based promotions (QuiltGardens.com, Vacationfun.com, NorthernIndianaGetaways.com) and ECCVB and partner managed paid and social media channels.

Communities ... along the Heritage Trail

Marketing activity will speak to group & leisure travelers and residents & local stakeholders seeking place-based activity in cities and towns.

Communications geared to building awareness /engagement through web-based communications, social channels, email marketing, package promotion and integration with stakeholder-managed communications and ECCVB-sponsored events.

Core initiatives:

Destination-wide

- Signature events
- Entrepreneur online project

Elkhart

- Gateway Mile Brand / RiverWalk Culture Trail

Goshen

- LoveGoshen Weekender Promotion

Heritage Trail Activity Measures

- Develop creative concept for print & digital media (January)
- Update creative aspect for press materials (January)
- Produce tour map (January)
- Manage partner & frontlines communications updates (January - December)
- Distribute 45,000 maps (March - October)

Quilt Gardens along the Heritage Trail Activity Measures

- Develop creative concept for print & digital media (February)
- Update creative aspect for press materials (November)
- Produce rack card (December)
- Update partner brand management guide & marketing guidelines (December)
- Produce Master Gardeners Guidebook and Quilters Chronicles Guidebook (April)
- Coordinate on-site signage design, production & placement / 30 locations (May)
- Produce 2016 promotional video (October)

Signature Events Activity Measures

- Feature 12 events in Travel Guide (March - December)
- Highlight 12 events in monthly leisure e-blasts/blogs (March - December)
- Promote 15 events in print placements (January - December)
- Position / link 25 events in social messaging (January - December)

Entrepreneur Online Project Activity Measures

- Create website to motivate and inform aspiring entrepreneurs (February)
- Profile 15 successful Elkhart County entrepreneurs (February)
- Provide resources to boost entrepreneurial awareness and facilitate start-ups (February - December)
- Incorporate social media to encourage the exchange of ideas and ongoing discussion (February - December)

Gateway Mile / RiverWalk Culture Trail Activity Measures

- Provide funds for Gateway Mile Loyalty Card co-op print media (May - September)
- Supplement television ad buys (June - August)
- Support brand through on-site visual activation (June - December)
- Update Gateway Mile / RiverWalk Culture Trail app; expand content to include all retail / dining; outdoor art (January - December)
- Secure 1,200 downloads of GM/RCT app (March - October)
- Produce brochure / map (April)
- Distribute 15,000 brochures/maps (March - October)

Love Goshen Promotion Activity Measures

- In partnership with Eyedart Creative Studio, develop weekender package promotion pairing cultural / First Fridays themes, Good of Goshen brand (January - April)
- Establish goals and performance measures (February)
- Confirm implementation plan – tactics, media placements & creative aspect (March)
- Launch (May)



Promotional Materials Objective To develop and distribute targeted, persuasive collateral that strengthens destination brands, communicates key experiences and encourages ongoing engagement.

Travel Guide Activity Measures

- Manage sales, content & production of 68-page Amish Country Travel Guide / 2016 edition (July - December)
- Complete 150 contracts resulting in \$190,000 in total sales; realize \$100,000 in net profit / 2016 edition
- Oversee distribution of 200,000 printed copies / 2015 edition (February - December)

Production / Content Management Activity Measures

- Develop comprehensive content grid integrating paid, digital & social schedules
- Manage content, frequency and metrics for *Front Desk Update*, *Leisure & Travel Trade eblasts*
- Develop content & creative for 60 print ads targeting leisure/group/resident/VFR markets (January - December)
- Manage copy, photography and videography for 400 pieces of marketing/sales collateral (January - December)
- Secure partner-generated blog content for 12 posts (March - October)
- Produce 3 video segments using GoPro camera (May - October)
- Schedule 6 photo shoots highlighting Heritage Trail assets/activity (January - December)

Group Marketing Activity Measures

- Manage production of Amish Country /Quilt Gardens Profile Sheets, Group Planning Guide, Co-op Ads, Itineraries, Templates, FAM Flyer and Trade Show Presentation (January - December)

RV Brand Activity Measures

- Produce RV Rally Planning Guide (January)
- Develop map RV-specific points of interest (April)

Sponsorship Activation Activity Measures

- Confirm key messages, performance measures & activation methods (March - October)

Social Media Marketing Objective To increase brand awareness, enhance engagement, generate qualified contacts, create a fun environment with a casual tone, and support both leisure and group advertisers/partners by sharing their content and helping them facilitate and engage their customer/visitor. The initiative will also boost SEO and provide more solid measurement capabilities to show the process from engagement to conversion.

Website Maintenance Activity Measures AmishCountry.org

- Launch newly designed Amish Country website, make needed 2015 updates to all websites, including all advertiser updates and new content pages, 2015 Electronic Travel Guide and any as-needed updates as the year progresses. (January - December)

Facebook Objective To increase brand awareness, engagement, and partner support; build relationship between visitors and the CVB Staff and partners.

- Share two organic posts per day sharing stories, events and quality photos, engaging fans with polls, opinions, and recommendations), sharing partner posts, press mentions and staff highlights. (January - December)
- Increase engagement from 10% to 12%

Twitter Objective To promote on-site travel concierge, increase engagement (favorites, retweets, direct questions /answers)

- Create and use new hashtags, monitor and engage with event attendees, direct question follow ups, Listen and respond to relevant conversations, promote hashtags/call to action in all print marketing (i.e. ask your question @amishcountry)
- Increase engagement from 27% to 30%

Blog Objective To serve as a content holder (temporary event “web pages”, email copy, contests) third level brand support and to increase SEO

- Post expanded content for emails, contests, and website content (January - December)
- Generate 100 click-thru’s from email blasts (January - December)

Pinterest Objective To serve as an idea and planning tool for advance planners, dreamers; platform to share partner content

- Post from AmishCountry.org to our boards in applicable categories, brand awareness and engagement, share a mix of relevant imagery - both brand-related and fun, and follow our local advertisers/partners
- Track engagement: Pins, Re-pins, and Followers

Instagram Objective To Inspire potential visitors, gather non-professional images of the destination for present and future use, SEO, brand awareness and engagement, hashtags, non-professional video sharing

- Post engaging destination using relevant/popular hashtags, follow and like local advertisers / partners
- Increase engagement from 35 Likes and Comments by 5%

YouTube/Vimeo Objective To increase brand awareness and engagement, viral sharing, video content holder

- Post current and future pre-produced and non-professional destination videos (January - December)
- Increase engagement: from 7,651 Views by 3%, 11 Likes by 3%, and 13 Shares by 3% (January - December)

Amish Country | Elkhart County E-Marketing Objective To generate awareness, highlight key visitation drivers, provide travel recommendations, and drive web traffic

E-Marketing Activity Measures

- Receive 15% click to open rate from 12 *Amish Country* email blasts to Leisure audience (March - December)
- Receive 7% click to open rate from 12 *Quilt Gardens Insider* email blasts to Quilt Gardens audience (January - December)
- Receive 10% click to open rate from 12 *Group Travel Trade* email blasts to Travel Trade audience (January - December)
- Receive 10% click to open rate from 12 *Front Desk Update* email blasts to lodging facility front desk personnel and advertiser/partners audience (January - December)
- Generate 300 opt-ins to quarterly email blasts targeting local leisure audiences (April - December)

Overall Leisure Advertising/Marketing Communication Performance Measures

Invest \$229,286 in advertising / marketing which will convert to \$26 million in Total Visitor Spending* reflecting both Travel Guide Requests (printed & electronic and Unique Website Visits (January - December)

Total CVB advertising investment / Leisure - \$224,286

- Total CVB advertising investment / Travel Trade - \$5,000
- Total co-op advertising investment / Leisure - \$877,625
- Total co-op advertising investment / Travel Trade - \$47,250

*Visitor Spending Performance Metrics | Research Resource: 2013 *Economic Impact Report* by Certec Inc.

Advertising Performance is the amount in visitor spending generated by the ECCVB efforts Visitor Spending = (Total Travel Guide Requests X Conversion Rate 53%) X (3.1 people in travel party) X (2.7 days average length of stay) X (\$96 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 (3.1 people in travel party) X (2.7 days average length of stay) X (\$96 per person per day)

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

ECCVB Research Activity Measures

- In partnership with NITDC, work with Nichols Tourism to implement a new image and perception survey to identify and assess the impact of ECCVB programs on how Visitors perceive Elkhart County as a destination (January - December)
- As a part of this process, work with Nichols Tourism to implement a complimentary survey to identify and assess how residents of Elkhart County view the community as a place to live. (January - December)
- Work with CERTEC to implement a Visitor Profile Survey that will enhance the information collected through the economic impact report related to visitor and trip characteristics of actual visitors to the destination (January - December)
- Assist ECCVB staff with appropriate distribution of all ECCVB research (January - December)

Horizon 3.0 - Quality of Place

During 2015, the projects and activities for destination development will be organized to support the community's overall Horizon 3.0 quality of place objective. ECCVB leadership and staff will manage a significant role in assisting the community through a process that will assess the community's strengths and weaknesses, and benchmark against competing communities. The process will also result in the creation of a vision that the community will aspire to as a place to live, work, and play. Included in the process will be the development of future development projects and action strategies to guide future investments - both public and private. The strategies outlined during the 2013-2014 tourism development strategic planning process will serve as the ECCVB's platform for its participation and advocacy during the Horizon 3.0 process, as such the further implementation of these programs will be organized under this overall objective.

Quality of Place Assessment Objective To facilitate completion of the Horizon 3.0 Elkhart County Quality of Place assessment, in support of the Regional Cities initiative. The process will include an assessment of tourism product and community assets, and will develop strategies that will result in improved relevance and performance of ECCVB tourism development activities identified in the Tourism Development Strategic Planning process.

Quality of Place Assessment Activity Measures

- Facilitate 6+ meetings of the Quality of Place Steering Committee (January - December)
- Engage consultant to lead assessment process (March)
- Identify funding resources to implement Quality of Place Assessment (March)
- Prioritize longer term resources and identify key constituencies, developing plan to engage and motivate (December)

Downtown Redevelopment Objective As one of the 4 Tourism Development Pillars, this objective relates to working with each community in Elkhart County to achieve success with Downtown Development Objectives through active participation and technical assistance

Downtown Redevelopment Activity Measures

- Maintain a leadership position in Downtown Elkhart, Inc. in the implementation of the 2015 SoMa Work Plan Objective (January - December)
- Work with SoMa Play and Arts stakeholders to implement a Public Art Commission in 2015 (January - December)
- Work with Beardsley Avenue Corridor stakeholders on the development of a streetscape improvement program (January-December)

Downtown Redevelopment Activity Measures (cont)

- Continue participation on the Goshen Theatre Board working toward the opening and operation of the facility as the organization raises funds for renovation in 2016 (January - December)
- Work with Nappanee Chamber of Commerce and City officials on the development of a Market Street Corridor development and marketing campaign (January - December)
- Work with County Redevelopment Commission and Middlebury Town officials on gateway corridor aesthetic enhancements (January - December)

Exit 92 Redevelopment Objective To coordinate activities that support the North Pointe redevelopment strategies, including activities to enhance the amenities and aesthetics of the North Pointe neighborhood and SR 19 corridor. This includes participating in a leadership role in researching the feasibility of sports and recreation as a future redevelopment strategy for the neighborhood.

Exit 92 Redevelopment Activity Measures

- Facilitate the creation of a Exit 92 / SR 19 Corridor stakeholder group to provide critical input and advocacy for redevelopment projects with the corridor (March)
- Represent ECCVB and neighborhood stakeholders as part of Gateway Working Committee in support of redevelopment planning activities - including infrastructure projects that will result in new sidewalks, streetlights and a multi-purpose path along the entire SR 19 Corridor from North Pointe to Bristol Street (January - December)
- On behalf of the Elkhart Redevelopment Commission, facilitate the completion of a 2nd phase of the feasibility study related to indoor and outdoor sports facility development – including an analysis of the impact of proposed development that would result from development of the facility. (January - December)
- Work with City and US Signcrafters on development and installation of new Gateway Signage at Exit 92/North Pointe Gateway (June)
- Continue to facilitate individual meetings with key property holders to identify relocation/acquisition opportunities (January - December)

Outdoor Recreation Objective To coordinate activities that support the strategies identified in the Tourism Development Plan to link, enhance and create outdoor recreation opportunities in Elkhart County. This includes participating in a leadership role in research and technical assistance, along with supporting existing stakeholder groups.

Outdoor Recreation Activity Measures

- Work with existing bicycle stakeholder groups to identify opportunities for enhancing bicycle infrastructure in Elkhart County. Items could include new path development opportunities, signage, marketing, etc (January - September)
- Work with paddling and fishing stakeholders to develop content that will support a stronger emphasis on Downtown Elkhart's strengths in these areas. (January - December)
- Identify infrastructure gaps and opportunities that will support Downtown Elkhart's strengths as an outdoor recreation destination (January - December)
- Work with Elkhart County Redevelopment Commission and RV/MH Hall of Fame to explore feasibility of expanded RV Event Facility at Exit 96 (January - December)

Unique Lodging Objective To coordinate activities that support the strategies identified in the Tourism Development Plan to support the continued development of unique lodging opportunities in Elkhart County. This includes participating in a leadership role in research and technical assistance, along with supporting existing stakeholder groups.

Unique Lodging Activity Measures

- Work with Elkhart and Goshen downtown organizations on the distribution of the Boutique Hotel market studies and support City officials in the activities related to the development of these facilities (January - December)
- Engage Elkhart County Parks Department in discussion regarding the feasibility of potential lodging opportunities at Ox-Bow Park (March)

NITDC Art & Earth Trail Objective To continue implementation of the Northern Indiana Art & Earth Trail in conjunction with NITDC partners. During 2014, the route was analyzed and strengthened. For 2015, the Trail will be implemented again as the Art & Earth Trail, but the branding and thematic elements will be evaluated for possible changes in 2016.

NITDC Art & Earth Activity Measures

- Implement communications activities with trail participants to obtain feedback on trail activities (January - June)
- Brainstorm new themes and branding concepts based on assessment of existing product and identification of future product opportunities (January - June)
- Create and test new branding and theme concepts (June - September)
- Implement sales based on final branding and theme concepts (September - December)



Overall Destination Development Performance Measures

- Downtown Elkhart Redevelopment activities will result in \$1,000,000 of total public and private investment
- Phase 2 implementation activities outlined in the North Pointe redevelopment plan - sidewalks and streetlights within North Pointe and along SR 19 – will be completed with an investment of \$500,000
- Phase 3 implementation activities outlined in the North Pointe redevelopment plan (signage activities) will be initiated with an investment of \$200,000 of TIF funds
- The SR 19 Corridor multi-use corridor development study will be completed with an investment of \$50,000

> Public Relations

GOAL To generate advocacy for the ECCVB among stakeholders and community partners and influence increased visitor spending by communicating Elkhart County's quality of place initiatives and cultivating interest in the destination through given media, social media, and sponsorship.

Community Relations Objective To attain broader community support and awareness of the ECCVB among targeted stakeholders and community partners for its role in community and economic development that integrates place-based tourism key strategies that both attract visitors and improve the quality of place for local residents.

Board Advocacy Activity Measures

- Execute 2015 Advocacy Action Strategies (January - December)
- Develop and disseminate monthly ECCVB activity communique to Commission and Board members (January - December)
- Develop one page overview of ECCVB key place-based tourism initiatives for Advocacy (January - February)
- Facilitate 7 Advocacy Task Group Meetings (January - November)
- Plan / conduct one Advocacy Task Group meeting with state legislators (January - March)
- Realize 70% participation of members involved in Advocacy initiatives (January - December)

Tourism Business and Community Quality of Place Communications Activity Measures

- Facilitate quarterly meetings with ECCVB staff to develop quality of place subjects for communications content (January, April, July, October)
- Develop / distribute (2) quality of place information communiqués to local / state elected officials (January - November)
- Develop and execute communications campaign to regularly recognize community partners' accomplishments and send personalized letters of congratulations (January - December)
- Continue service on Elkhart Park Board and Plan Commission

Festival and Events Activity Measures

- Develop / distribute laminated 2015 local event listings to 150 local tourism businesses (January)
- Distribute monthly PR tips to 12 constituents (January - December)
- Develop and execute campaign to congratulate festival and event organizers at the completion of events

Sponsorship Program Activity Measures

- Develop and execute comprehensive activation plan that communicates ECCVB's role in the community and its quality of place initiatives (January - February)
- Review / update sponsorship, guidelines, expectations, and reporting methods (January / February)
- Provide sponsorship education to minimum 6 partners through IEG webinars (January - November)
- Manage sponsorship information dissemination, communication, eligibility, proposal and contract filing and activation for minimum 8 properties (January - December)
- 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 \$17,900 in grant awards (January - April)
- Provide 17 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)

PR Objective To represent the ECCVB in a variety of strategic partnership activities for the purpose of furthering its mission and enhancing the awareness of the ECCVB by promoting its role in sustainable, place-based tourism development, quality of place key initiatives and to increase knowledge of the destination that drives visitation.

Media Communications Objective To secure editorial coverage and heighten media interest for Elkhart County as a valued tourism destination and place to live; facilitate communicating key ECCVB messages and initiatives to a variety of audiences including leisure/group travelers and resident/local stakeholders; cultivate community relationships; promote tourism development and quality of place initiatives.

Internal Community Relations, Grant, Festivals / Events, Activity Measures

- Develop and locally distribute 2 grant focused releases (June - November)
- Develop and locally distribute minimum 6 community or event focused releases / story idea pitches / posts (February - November)
- Develop and distribute 12 local event pitches/listings to media for event calendars and other opportunities (February - November)

Internal Quality of Place Activity Measures

- Work with communities' downtown development and cultural organizations to develop and pitch 6 local story ideas on Gateway Mile, Good of Goshen and other downtown quality of place specific happenings (March - November)
- Work with downtown development and cultural organizations, monitor and repurpose existing content to develop and distribute 5 quality of place releases targeted to Indiana Business (March - November)
- Secure 10 local quality of place media interviews (January - December)

Internal Exit 92 Activity Measures

- Working with NITDC develop and distribute 2 locally focused story ideas and/or releases - one focusing on value of regional alliance and one on "Exit 92" value to destination (May - October)

Internal Quilt Gardens Along the Heritage Trail Activity Measures

- Develop 9 *Quilt Gardens Update* for 250 community contacts (February - October)
- Develop and pitch 2 locally focused story ideas/releases for new Quilt Gardens and Murals (April - May)
- Develop and implement Quilt Gardens along the Heritage Trail opening communications strategy targeting all local elected officials (May)
- Develop and distribute 2 locally focused media alerts specific to Quilt Gardens opening activities (May)
- Develop Quilt Gardens media materials for October celebration and announcements (September)
- Secure 5 Quilt Gardens interviews (May - September)



External Elkhart County ... along the Heritage Trail Activity Measures

- Amish Country, Quilt Gardens, Communities / Downtowns

Communications to broader regional, Midwest and beyond outlets and contacts

- Identify 250 qualified leisure, niche, group and social media contacts (January - March)
- Update and develop new content for Along the Heritage Trail media materials and profile sheet including: Quilt Gardens, Amish Country, Downtowns/Communities, Outdoor and themed experiences (January - June)
- Develop 20 unique Along The Heritage Trail specific story ideas and pitch to qualified media contacts (January - December)
- Follow 30 qualified niche specific (food, culture, travel, family, gardening, quilting) bloggers (February - December)
- Develop/distribute 9 travel/trade specific releases to group related publications (February - October)
- Participate in (1) media marketplace (March - September)
- Host (5) travel or niche specific journalists and/bloggers for journalist overview tours (February - November)
- Develop and post (12) releases for Really Simple Syndication (RSS) distribution (January - December)
- Generate story ideas and/or releases to 1,000 qualified contacts (January - December)
- Generate (2) PR Web Releases (January - April)
- Generate 2,000 visits to media site (January - December)
- Generate 150 qualified media inquiries (January - December)

Overall Public Relations Performance Measures

- Generate 250 media placements (print, broadcast, on-line, blog), yielding 80,000,000 impressions resulting in \$400,000 in advertising equivalency (January - December)

> Travel Trade

GOAL To convert a buyer's interest and extend overnight stays in the destination by developing partnerships with local businesses and working with stakeholders to create new product and refresh and update existing product to create new buyer interest.

Marketing Development 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 thru attendance at tradeshow, giving sales presentations and conducting direct mail campaigns, sales missions, e-mail campaigns, group website, social media strategies, trade publication co-op advertising campaigns and destination preview tours.

Marketing Development Activity Measures

- Attend 4 tradeshow: ABA, Heartland, TAP Dance, and OMCA (January - November)
- Conduct 1 Sales Mission: Midwest (September)
- Generate 12 e-mail campaigns (January - November)
- Conduct 4 personalized destination previews and 1 destination wide preview tour (January - December)
- Conduct 3 direct mail postcard campaigns (March - August)
- Advertise in 3 publications *Courier*, *Group Tour Northeastern* and *Bus Tours Magazine* (January - December)
- Coordinate 13 insertions including YouTube video links, itinerary features and online digital ads (January (6), February (1), March (2), May (2), November (2))
- Participate in 6 insertions into the *Going on Faith* magazine in partnership with the South Bend CVB, LaGrange County CVB, Marshall County CVB and Kosciusko County CVB (January - December)
- Coordinate monthly group website updates and social media strategies (January - December)
- Generate 130 qualified leads and appointments (January - December)
- Generate 300 visits to the Travel Trade Group Planner Resources page on AmishCountryTours.org (January - December)
- Generate 30,000 Unique Page Views and 300 Sample Itinerary Downloads on the Travel Trade Website (January - December)
- Generate a 10% Travel Trade email click- to-open rate* (January - December)



Services Development Objective To retain and expand group visits by developing services and providing information to group planners in partnership with area stakeholders thru the distribution of Group Tour Planners, Travel Guides, Profile Sheets, DVD's, digital photography, and suggested itineraries.

Services Development Activity Measures

- Provide service and assistance to 200 clients (January - December)

Partnership Development Objective To retain and develop a group marketing team with area stakeholders engaged and involved in working together to generate leads and increase sales thru networking sessions, partnership opportunities, and educational programming.

Partnership Development Activity Measures

- Develop 10 co-op partnerships from marketing development activities (January - October)
- Participate in a co-op partnership with the LaGrange County, Marshall County, Kosciusko County, and South Bend CVB's to sponsor the Going on Faith Conference 2015 in South Bend (January - August)
- Develop co-op tradeshow booth, conference promotions, and FAM visits with Northern Indiana partners in preparation for the Going on Faith Conference 2015 in South Bend (January - August)
- Participate in a co-op partnership with the Indiana Office of Tourism for the ABA 2015 and ABA 2016 Marketplaces (January - December)
- Develop the Northern Indiana Motorcoach Trail in partnership with the LaGrange County, Marshall County, Kosciusko County and South Bend CVB's to be promoted at the ABA 2015 Marketplace Indiana Office of Tourism Booth (January)
- By leveraging a partner investment of \$23,250 in Travel Trade Publications, the ECCVB will communicate the Amish Country brand through 118,494 impressions (January - November)
- Generate \$4,000 in additional co-op partnership revenues (February - October)



Overall Travel Trade Performance Measures

- Create 75 customized itineraries, averaging in 2.5 days of length, generating \$1.1 million in group visitor spending (January - December)
- Generate 125 daytrips and 125 overnight trips resulting in \$2.75 million in group visitor spending (January - December)
- Maintain average length of group stays to 2 days (January - December)
- Realize \$100,000 in group visitor spending from direct mail promotion (February - December)

> 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 2015 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 2015.

Marketing - 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 WhatCounts/Publicaster Email software as its primary email software program and purchase the annual fee for 2015.

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 / Social Media training sessions to our partners (March - October)

Database Management Activity Measures

- Accurately enter 19,000 contacts (Travel Guide Requests) into the database (January - December)
- Complete and send 1 bulk mailing to the fulfillment house weekly (January - December)
- Assure the accuracy of contact database by doing one duplicate scan, one publication code check annually and one overall Member/Partner updated (and as needed) (March)

ECCVB 2015 Capital Replacement

> 2015 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/mobile devices: 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 10 years)
- 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 & Definitions

> 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.

DEI - Downtown Elkhart Inc.

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

SoMa - South Main Street, Elkhart, IN initiative

SMART - Strategic Market Area Research in Tourism

TDC - Tourism Product Development Council

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*).

ROI - Return on Investment

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.

PR Web - Online Press Release distribution company

PR Web Media Deliveries - This report provides you with information on which media outlets received your news release via e-mail or news feed

PR Web Online Pickup - Customized searches in PR Web, Google, and Yahoo! that show some of the Web sites that have picked-up the PR Web release.

Internet / Website

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

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.

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

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

Social Media - Website, Emails, Blog, YouTube, Pinterest, Flickr, Facebook, Twitter

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

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.

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: Downtowns, QGT, Themed Experiences

	LEISURE									
Date		Research	Creative	Advertising/Marketing	Target Market	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
October 1, 2015	Chamber Publications 2016 ad template	Identify key message(s)	Design layout, create copy	Ad	All	n/a	n/a	n/a	n/a	n/a
October 1, 2015	Indiana Festival Guide ad	Identify & develop content. Evaluate past performance, track current performance	Ad design, add pub code to CRM	Ad	Local, regional, partners, niche	Integrate w/Social Media Schedule	n/a	n/a	Neighborhood Association concept	n/a
November 1, 2015	Regional/Specialty publication ad template	Update pub codes, reports, etc. Research & confirm placements. Evaluate past performance, track current performance	Establish key messages, draft copy, design	Ads	Local, regional, partners, niche	n/a	n/a	n/a	n/a	Social media
January - October, Every 4th Thursday	QGT Insider Update (Jan 19, Feb 16, Mar 16, Apr 20, May 18, Jun 15, Jul 20, Aug 17, Sep 21, Oct 19)	Identify & develop content. Evaluate past performance, track current performance	Design layout, create hard copy, create web/email copy	n/a	Quilt Gardens partners & stakeholders	Repurpose stories & photos on FB, Twitter.	Consider materials for story idea/release possibility	Distribute to partners, stakeholders & interested opt ins	Collect materials, conduct interviews	Story ideas, release news triggers, Travel Trade, Social Media
January - December, 2015	Monthly staff meeting to review business plan activities & results (Jan 19, Feb 16, Mar 16, Apr 20, May 18, Jun 15, Jul 20, Aug 17, Sep 21, Oct 19, Nov 16)	Define objective(s)	n/a	n/a	Staff	n/a	n/a	n/a	n/a	n/a
January 1, 2015	ECCVB Board/Commission informational materials	Content updates - Binder, other	Design	n/a	Internal	n/a	n/a	n/a	n/a	n/a
January 15, 2015	Social Media Schedule	Identify all printed materials to add icons. Evaluate past performance, track current performance	Design templates, make changes as necessary	Coordinate w/print campaigns	Staff	Review current strategies/tracking, Create new Social Media Schedule	n/a	n/a	n/a	n/a
January 15, 2015	NITDC Toll Road Directory Ads	Identify & develop content. Evaluate past performance, track current performance	Ad design, add pub code to CRM	Ad	Toll Road Pass-through traffic	n/a	n/a	All destination partners	n/a	n/a
January 15, 2015	E-mail marketing content grid	Select & schedule content & define metrics. Evaluate past performance, track current performance	n/a	Integrate w/print campaigns	Staff	Integrate w/Social Media Schedule	Integrate with PR Schedule	n/a	NITDC Foodie & A&E Trails, DEI, DGI where applicable	Website, story ideas, blogs, travel trade, RV
January 31, 2015	Premier Arts / program ad template	Identify & develop content. Evaluate past performance, track current performance	Design layout, create copy	Ad	Local	n/a	n/a	TBD	Showing support of the arts while communicating destination messages	Cultural Trail
February 1, 2015	Midwest Living ad (May/June)	Review design opps to complement NITDC insertions; track performance	Design in-house, add pub code to CRM	Ad	Woman 45+; primarily Midwest markets	Integrate with existing print/social schedules	n/a	n/a	Enhanced marketing of business partners with themed regional messages	n/a
February 7, 2015	Gathering of Quilters (April 2015) / Program ad	Identify & develop content. Evaluate past performance, track current performance	Design, add pub code to CRM	Ad	Quilters - MW	Incorporate into existing Social Media Schedule, update CVB developed webpage	n/a	n/a	n/a	n/a
February 15, 2015	Exit 92 TollBooth poster(s)	Identify messages & co-op partners	Design posters	Integrate w existing Northpoint signage	Local/regional/visitors	n/a	n/a	SoMa Stakeholders	RCT Partners	n/a
February 24, 2015	AQS Show (Paducah) / Program ad	Identify & develop content. Evaluate past performance, track current performance	Design, add pub code to CRM	Ad	Quilters - MW	Post welcome on Facebook, Twitter	n/a	n/a	n/a	n/a
February 1, 2015	Launch AmishCountry website (Wordpress)	Identify contact, layout, rates	Design, layout, collateral materials	Community/Resident section of Amish Country Website	Woman 45+; primarily Midwest markets, Local, Residents	Incorporate into existing Social Media Schedule	Consider materials for media alert	n/a	n/a	n/a
March 30, 2015	HT Audio Tour CD - Content Updates	Identify content updates. Evaluate past performance, track current performance	Asses/update existing materials	HT Audio Tour CD	All	Post updated MP3 files on site	Press Release	Promote the entire destination by providing a developed route that links seven communities	Use the Heritage Trail as a route to communicate themes & special events	All
March 30, 2015	HT Audio Tour CD Packaging 2015/16	Dub sources & packaging options. Evaluate past performance, track current performance	Review/update POP; evaluate components/design	HT Audio Tour CD Packaging 2013/14	Leisure	Post new thumbnail on site	n/a	n/a	n/a	n/a
March - November 2015	TAP - Kiosk Messaging	Define key messages, create schedule, identify content & links. Track performance.	Develop in partnership with NITDC	Ad	Toll Road transient traffic	Incorporate into ECCVB & NITDC media schedules	n/a	Differentiate Elkhart Exit 92; position as optimal along toll Road	Bridge pass-thru traffic to destination businesses	All
March - November, 2015	Leisure Email Blast (1st & 3rd Thursdays: April 2, May 7, June 4 & 18, July 2 & 16, August 6, Sept 3, Oct 1, Nov 5	Review design options, identify content, develop copy. Evaluate past performance, track current performance	Identify photo(s)/video(s)/brochure tie-ins	Emails	Leisure	Repurpose for social media as applicable	n/a	Communicate to local businesses when they are featured	Encourage local businesses to provide content & feedback on promotions	n/a
March - December 2015	RiverWalk Culture Trail App Updates	Identify & develop content	Define content enhancements - photo(s)/video/audio	Ads, partner websites	Residents & visitors - all segments	Incorporate into ECCVB & Partner Social Media Schedules	n/a	Communicate quality of place; enhancement of A&E District	Elevate arts/downtown presence; encourage synergies w events, restaurants & hotels	All
March 1, 2015	American Patchwork & Quilting ad	Review design opps; track performance	Design in-house, add pub code to CRM	Ad	Woman 35+ Midwest	Integrate with existing print/social schedules	n/a	n/a	n/a	Social media
March 1, 2015	Amish Acres / program ad template	Identify & develop content. Evaluate past performance, track current performance	Design layout, create copy	Ad	Regional, local	n/a	n/a	TBD	Showing support of the arts while communicating destination messages	Cultural Trail
March 1, 2013	Elkhart, Mishawaka, South Bend River Trail Mobile App Development & Soft Launch	Identify distribution channels; track performance	Finalize map, design & copy	Brochure/map	Local, residents	Incorporate into ECCVB & Partner Social Media Schedules	Press Release	Communicate multi county partnership, quality of place	Partnership with St. Joseph County businesses & organizations	All
March 15, 2015	Travel Guide 2016 Rate Card	Review key messages; confirm rates	Draft copy, design	Sales Piece	Existing & potential clients	n/a	n/a	Communicate the value of the Travel Guide in influencing where dollars are spent	An opportunity to forge relationships w/new partners	n/a
June - September, 2015	Travel Guide Assistance Fund Materials	Review guidelines & goals, check applicant qualifications	n/a	n/a	Qualified Elkhart County not-for-profits wishing to advertise	n/a	Releases announcing fund available & announcing awards	Distribute guidelines & application to all eligible partners & assist with process	Provide not-for-profits reimbursements giving ability to participate in Travel Guide	n/a
March 31, 2015	Garden Glories ad (April)	n/a	Design layout, create copy	Ad	Gardeners - IL, garden club members	n/a	n/a	n/a	n/a	n/a
March 21, 2015	Michiana Master Gardeners / Program ad	n/a	Design layout, create copy	Ad	Quilters - MW	n/a	Release on event	n/a	n/a	n/a
April 1, 2015	Master Gardeners and Quilters Chronicles Guidebook	Assign writer(s); identify content. Evaluate past performance, track current performance	Design layout, create copy, design CADs	Amish Country Site	Leisure, niche	Incorporate into existing Social Media Schedules	n/a	n/a	n/a	n/a
April 1, 2015	Gateway Mile / RCT Brochure	Identify distribution channels	Finalize map, design & copy	Brochure/map	All	Incorporate into ECCVB & Partner Social Media Schedules	Press Releases, story ideas/pitches	Communicate quality of place; enhancement of A&E District	Elevate arts/downtown presence; encourage synergies w events, restaurants & hotels	All
April 1, 2015	Midwest Living ad (July/August)	Review design modifications (NITDC) evaluate past performance, track current performance	Supply copy points/photography or design in-house, add pub code to CRM	Ad	Woman 50+; primarily Midwest markets	n/a	n/a	n/a	Enhanced marketing of business partners with themed regional messages	n/a
April 1, 2015	Shipshewana Quilt Festival Program ad	n/a	n/a	Ad	Regional/visitors	n/a	n/a	n/a	n/a	n/a
April 1, 2015	The Beacher ad	n/a	Design layout, create copy	Ad	Lakefront homeowners	n/a	n/a	n/a	n/a	n/a

	LEISURE (cont)									
Date		Research	Creative	Advertising/Marketing	Target Market	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
February 20, 2015	Retail QGT Postcards (Elkhart)	Identify distribution sites	Design & create copy	n/a	All	n/a	n/a	n/a	Confirm distribution sites	Giveaways, step on guide, mailings
April 1, 2015	Electronic brochure: VacationFun.com TBD	Frequency, design opps/key messages. Evaluate past performance, track current performance	Develop copy, evaluate/supply photos/videos/links	iBrochure	Woman 35+, Chicago, Detroit, Indianapolis & Northern Indiana markets	Integrate w/Social Media Schedule	n/a	Communicate to local businesses when they are featured	Encourage businesses to use link in their communications	In-house/partner web sites
April 1, 2015	Mlive Co-op TBD	Frequency, key messages, offers(), select targets/drop dates(). Evaluate past performance, track current performance	Develop copy, evaluate/supply photos/videos/links	Eblasts	Woman 35+, Chicago, Detroit, Indianapolis & Northern Indiana markets	Integrate w/Social Media Schedule	n/a	Communicate to local businesses when they are featured	n/a	Web link, e-blasts, niche
April 30, 2015	QGT On-site signage	Research sign modifications, identify outlets. Obtain CAD design. Evaluate past performance, track current performance	Design & create copy	Signage	All	n/a	n/a	Cross promotion of QGT sites	n/a	MG guidebook, press release
May - September, 2015	Eblasts: Madden-VacationFun.com (4) - TBD	Frequency, design opps/key messages, select targets/drop dates(). Evaluate past performance, track current performance	Develop copy, evaluate/supply photos/videos/links	Eblasts	Woman 35+, Chicago, Detroit, Indianapolis & Northern Indiana markets	Integrate w/Social Media Schedule	n/a	Communicate to local businesses when they are featured	n/a	Web link, e-blasts, niche
May - September, 2015	Chicago Tribune ads (14)	Identify content, frequency, offers. Evaluate past performance, track current performance	Supply copy/copy points & photography	Ads	Chicago metro, subscription & newsstand	Integrate w/Social Media Schedule	n/a	Communicate to local businesses when they are featured	n/a	n/a
May - November 2015	2016 Travel Guide	Assess content, map enhancements, new initiatives, print quantity & distribution. Evaluate past performance, track current performance	Assess design options, social media enhancements, source photography, writers/photographers	2015 Travel Guide	All	Develop e-version for web, update existing advertisers & new content on site, update photos/photo galleries, community pages	Press Release	n/a	Enhance relationship with existing partners & create opportunities for new partnerships	Group pubs, HT script, community PP's, iBrochure(s), scan tag directives
June - September, 2015	QGT Development PP Presentations	Take weekly or bi-weekly photos during tour season	Update PP template, insert photo graphics	PowerPoint Presentations	QGT Review Workgroup	Update all online galleries, Integrate w/Social Media Schedule	n/a	n/a	n/a	Photos available for all promotional uses
June 6, 2015	AQS Program Ad (Grand Rapids)	Identify content, offers	Design, add pub code to CRM	Program Ad	Quilters - MW	n/a	n/a	n/a	n/a	n/a
September 4, 2015	QGT Celebration Event announcing 2016	Research locations & update invitation list	Design Overview PP, Design PP Announcing 2016 sites, design invitation, create invitation copy, create announcement speech, create Insider for distribution at event	QGT Celebration Event announcing 2016	Local	QGT Email, email invitation	Develop 2016 media materials, invite media	A celebration & recognition of partners & volunteers associated with the 2015 QGT	Inspire continued QGT participation	Use video for community presentations, graphics as issue of Insider, used in MG Guidebook, Social Media
October 1, 2015	QG Celebration Video	Review concepts, vendor options, messaging & repurposing. Evaluate past performance, track current performance	Produce	QGT Celebration Video	Partners, groups	Post on site, Announce on FB, Twitter, Leisure Email, YouTube	n/a	Participants are recognized for their involvement	Inspire continued QGT participation	Public presentations, grant solicitations, eblasts, iBrochure content
November 21, 2015	QGT/HT Rack card (2016)	Research modifications, identify outlets. Evaluate past performance, track current performance	Evaluate content components; design layout, create copy	QGT/HT Rack card 2015	All	Update online graphics	n/a	n/a	Expand distribution; encourage partner usage / groups	n/a
December 5, 2015	PCMG Garden Show Program & Web Banner	Identify key message(s)	Design layout, create copy	Ad	Local, regional, partners, niche	n/a	n/a	n/a	Links to garden-related organizations/businesses	n/a
January 1, 2016	QGT/HT Map (2016)	Review content revisions/additions, quantify distribution; source printing. Evaluate past performance, track current performance	Design, make changes as necessary. Confirm distribution outlets	QGT/HT Map (2015)	All	Post on site, integrate w/Social Media Schedule	n/a	Provide to area businesses for their distribution	Front lines training & distribution	TG, eblast/iBrochure links

	MEDIA									
Due Date		Research	Creative	Advertising/Marketing	Target Market	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January-April 2015	Media Kit - Along the Heritage Trail, Quilt Gardens, Downtowns Quality of Place, Amish Country	n/a	Design, create copy	Press Materials	All media	Post on Site	All media and media events	Highlight local personalities & businesses & events	Interview opportunities, media attention for businesses & events	Releases, pitches, group, blog
January-April 2015	Story Ideas - Along the Heritage Trail	Review & update current story ideas; identify new subjects. Identify appropriate media outlets, contacts. Evaluate past performance, track current performance	Design, create copy	Story Ideas	All media	Post on Site	All media	Highlight local personalities, businesses & events	Interview opportunities, media attention for businesses & events	E-blasts, releases, pitches, group, blogs
January-December 2015	Media Database List Creation	Identify qualified media in print, broadcast and social media	n/a	n/a	All media	Post on Site	Leisure; niche; travel trade; freelance; business; bloggers	n/a	Help downtown organizations, event planners w/media lists/contacts	E-blasts, releases, pitches, group, blogs
January-December 2015	Update Photo/Video Library	Evaluate current library for needs. Identify events, organizations, etc. for contributions	n/a	n/a	Area photographers	Request participation, promote, photo credit	Use with releases, pitches, story ideas & supply photography for media inquiries	Communicate to local events, organizations (to supply photos)	Participation with established events, organizations, attractions and photo contests	In all online & printed materials
January-December 2015	Festival/Event Press Materials & Listings	Collect up-to-date information on events and determine appropriate outlets for information distribution	Create copy	Festival/Event Press Materials	Freelance journalists, bloggers, newspapers, magazines, broadcast & niche	Post on Site	Broadcast, print and social media calendars	Distribute PR helps & tips to event organizers; distribute laminated event listing to local businesses; help event obtain media attention	Help event planners garner media attention	Front Desk Updates, laminated event listing calendar, blogs; NITDC; group eblasts
January 1, 2015	Laminated Festival/Event Listing	Collect up to date information on events	Design, create copy	Laminated Festival/Event Listing	Lodging, chambers, local businesses	Update Site Events Calendar	n/a	Highlight local events	Awareness of local events	Travel guide, events section of webpage, Front Desk Updates, eblasts, blogs
March-April 2015	Media Marketplace Profile Sheet	Review and update content; identify new subjects. Evaluate past performance, track current performance	Evaluate components; design display if needed	Media Marketplace Profile Sheet	Marketplace attendees and future media contacts	Post releases on site	Freelance, regional print & broadcast invited attendees, bloggers	Highlight local personalities & businesses	Promotion of local personalities/business to media	Ready to run, pitches, releases, group, blog
April-May 2015	Media Marketplaces	Determine media attending, affiliations and interests	Design display if needed, MTWA program insertion	Media Marketplaces	MTWA members, Indianapolis region media, freelancers	n/a	MTWA members, freelance, regional print & broadcast, bloggers	Promote local events, attractions, communities and personalities	Invite local organizations/event to Indianapolis to participate; garner media attention for people, places and events in destination	n/a
April-May 2015	Quilt Gardens Opening Announcement	Define key messages, determine audience & media contacts, determine presentation gifts	Design handouts and create copy; design gift packaging/presentation	Quilt Gardens Opening Announcement	Local government officials, local media, QG participants, residents	Post on Site	Local media alert	Promote involvement of local communities, volunteers, economic impact, popularity with niche, group & leisure travelers	Create awareness of event's economic impact destination-wide, generating complementing events and community pride	Group website, blog content

	NICHE (SPORTS / TRAVEL TRADE / RV / HOBBY GROUP)									
Due Date		Research	Creative	Advertising/Marketing	Marketing	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January - December, 2015	Travel Trade Servicing, Information Requests and Itinerary Development	Evaluate past performance, track current performance	Design, Create copy/itineraries; Distribute Travel Guides, Group Tour Planners, Quilt Garden Rack Cards, Itineraries, QG DVD	Itineraries, Group Tour Planner, QGT Rack Card, QGT DVD, Travel Guides	Update/Create themes/concepts/itineraries	Post on website, integrate content w/Social Media Schedule	press release to pubs of new itineraries	Highlight local businesses, develop new partnerships and group friendly stops	Develop new business partnerships and group friendly stops	all
January - December, 2015	RV Rally Master Servicing, Small Meeting Planner Servicing Information Requests and Tour Program Development	Evaluate past performance, track current performance	Use existing templates	Itineraries, Group Tour Planner, QGT Rack Card, Travel Guides	Update/Create themes/concepts/itineraries	Post on website, integrate content w/Social Media Schedule	n/a	Highlight local businesses, develop new partnerships and rally/meeting friendly stops	Develop new business partnerships and group friendly stops	all
January - December, 2015	Travel Trade Publications Co-op Ads 2015	Identify partners. Evaluate past performance, track current performance	Design ads, magazine publication website banner ads, hyperlinks, itineraries, video posts	Travel Trade Publications Co-op Ads 2015	Lead follow-up (profile sheets, GTP)	Track referrals from ads, create web pages & hyperlinks	n/a	n/a	Collecting materials, distribute loads	Itineraries for eblasts, website, follow up
January - November, 2015 [Varies but 3rd Week of Month]	Travel Trade E-Blasts (Jan 29, Feb 19, Mar 19, Apr 16, May 21, Jun 18, Jul 16, Aug 20, Sep 17, Oct 15, Nov 19)	Develop copy, identify content. Evaluate past performance, track current performance	Identify photos	Eblasts	Create themes/concept/itineraries	Design layout, integrate content into Social Media Schedule	Develop releases/pitches to appropriate media with timely topics new offerings	n/a	Collecting materials, distribute loads	n/a
March 2, 2015	Group Direct Mail co-op with Amish Acres focusing on Fall in Amish Country	Develop content, track results	Design, create copy	Group Direct Mail co-op with Amish Acres focusing on Fall in Amish Country	Create itinerary	Develop website content. Integrate w/Social Media Schedule	Fall pitches/releases to trade pubs	n/a	n/a	n/a
March 2, 2015	Small Meeting Planners Guide 2015	Develop/update content; research appropriate media outlets thru Vocas	Design, create copy	Small Meeting Planners Guide 2015	Rally Planners & venues	Post on site, integrate w/ Social Media Schedule, track results	Announcement release to appropriate media outlets	n/a	n/a	Front Desk Staff, general event planning
January 7, 2015	Brown Bag Tour 2015	Update partners, product, develop copy	Design bag exterior, design flyer insert	Brown Bag Tour	Website, tradeshows, itineraries	Post on site, integrate w/ Social Media Schedule, track results	Pitches; story ideas on any new inclusions to trade pubs	n/a	Collect materials	n/a
January - August 2015	Northern Indiana Sponsorship Activation for Going on Faith-South Bend-2015	Develop participation and partnerships with LaGrange, Marshall, Kosciusko and South Bend CVB's	Design ads, create copy/handouts for Going on Faith 2015 Conference Booth, including potential signage, Post-FAM Tour	Going on Faith Publication Co-op Ads 2015 with Northern CVB partners	Create participation/theme/concept	Post on website, integrate content w/Social Media Schedule	Develop releases/pitches to religious publications with timely topics about conference	Highlight local businesses, develop new partnerships and group friendly stops	Develop new business partnerships and group friendly stops	n/a
August - September 2015	Sales Mission (September)	Identify appointments, partners	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
May 1, 2015	RV Map	Content & distribution channels	Design, create copy	RV Dealers & service providers; rally attendees	n/a	Post on-site, integrate with rally planning materials	n/a	RV Community	RV partner connection & service provision	online
February 6, 2015	RV Rally Planners Guide 2015	Develop/update content; research appropriate media outlets thru Vocas	Design, create copy	RV Rally Planners Guide 2015	Rally Planners & venues	Post on site, integrate w/ Social Media Schedule, track results	Announcement release to appropriate media outlets	n/a	n/a	Front Desk Staff, general event planning
April - August 2015	Group Direct Mail Postcard Co-op 2015 for 2016 - 3 day/2 night--Quilt Gardens	Identify partners, track results	Design, create copy	Group Direct Mail Postcard Co-op 2015 for 2016 - 3 day/2 night --Quilt Gardens	Create itineraries/back-ages/offers	Post on site, integrate w/ Social Media Schedule, track results	n/a	n/a	Collecting materials, distribute loads	n/a
January 7, 2015	Delicious Stitches/Pieces Pies & Posies Tour Update	Update partners, product, develop copy	Design flyer	Delicious Stitches Tour	Website, tradeshows, itineraries	Post on site, integrate w/ Social Media Schedule, track results	Pitches; story ideas; ready to run/releases	n/a	Collect materials	n/a
8/6-8/2015	FAM 2015 (Going on Faith Post Card Delegates)	Identify content, track results	Design binder covers, nametags, tabs	n/a	Collate binders	Post on site, integrate w/ Social Media Schedule, track results	Photo opps & announcement release to trade	Lead tour	Collect materials, contract partners	n/a
October 1, 2015	Travel Trade Publications Co-op Ads 2016	Identify partners	Design ads, supply video, design banner ad, logo	Travel Trade Publications Co-op Ads 2016	n/a	Post on site, integrate w/ Social Media Schedule, track results	n/a	n/a	Collecting materials	n/a
May 29, 2015	Tradeshow Presentation 2016	Identify content	Design	Tradeshow Presentation 2016	Use at Tap Dance, Going on Faith, OMCA, et al	n/a	n/a	n/a	Collect materials	n/a
November 1, 2015	Group Tour Planner 2016	Develop/update content; research appropriate media outlets thru Vocas	Design, create copy	Group Tour Planner 2016	Distribute as follow up to tradeshows, incoming leads & inquiries, FAM tours, sales missions, co-op ad leads, direct mail inquiries, et al	Post on site, integrate w/ Social Media Schedule, track results	Press release to pubs	n/a	Collect materials	n/a
November 1, 2015	FAM Flyer 2015	Identify content	Design, create copy	FAM Flyer 2015	Distribute at ABA, incoming leads & inquiries, FAM tours	Post on site, integrate w/ Social Media Schedule, track results	n/a	n/a	Collect materials	n/a
May 29, 2015	Amish Country Profile Sheet 2016	Identify content	Design, create copy	Amish Country Profile Sheet 2016	Distribute as follow up to tradeshows, incoming leads & inquiries, FAM tours, sales missions, co-op ad leads, direct mail inquiries, et al	Post on site, integrate w/ Social Media Schedule, track results	n/a	n/a	Collect materials	n/a

Project - Destination Development: Exit 92, North Pointe Redevelopment, Elkhart Arts & Entertainment District, Nappanee, Goshen Theatre, RV Rally & Camping Research, Tourism Development Council, RiverWalk Cultural Trail, Destination Signage Program Research

	BUSINESS / COMMUNITY PARTNERS									
Due Date		Research	Creative	Advertising	Marketing	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January - December 2015	SoMa Redevelopment Plan Implementation	Collecting data, developing content	Design, create copy	n/a	Partners & stakeholders	Integrate w/Social Media Schedule	Local media announcement	Update distribution list (Board & Commission, Stakeholders, public officials)	Identify partners, collecting primary data, SMART activities	n/a
January - December 2015	Northpoint Gateway Signage	Funding sources; key messages; design, production & vendor options	Design, create copy	n/a	Partners & stakeholders	Integrate w/Social Media Schedule	Local media announcement	Partner boards & members, Exit 92 partners, restaurants	City & Exit 92 Partners	n/a
January - December 2015	Downtown Elkhart Outdoor Recreation Theme Development	Collecting data, developing content	Design, create copy	n/a	Partners & stakeholders	Integrate w/Social Media Schedule	Local media/regional w/new & expanded events	Partner boards & members, RCT partners, restaurants	TBD	TBD
January - December 2015	Goshen Theatre/First Fridays	TBD	TBD	TBD	TBD	Integrate w/Social Media Schedule	Local media/regional w/new & expanded events	TBD	TBD	TBD
March 14, 2015	QGT Merchandise	Define new product offerings	Design, create copy; work with merchandise representative	QGT Merchandise	n/a	Announce on FB, Twitter, Post on site	n/a	Provide local retailers with direction on the use of the QGT brand	Allowing retailers/merchandisers to use the QGT brand to promote their product	Contests, giveaways, FAM's, visitor center retail, council presentations, Board & Commission gifts, FAM
March 31, 2015	Exit 92 Transient Travel Marketing	Collect promotional offers Define key messages	Provide content for ads, banners/clings to NITDC	Select placement dates & banner locations	n/a	Integrate w/Social Media Schedule	Local media on transient market value to destination	Communicate to local businesses that we actively pursued this opportunity for their benefit	Create opportunity for partners to purchase advertising at the exits & banners	n/a
April 1, 2015	RCT District Signage (1 per)	Define district specific messages; design & vendor	Design, create copy	TBD	Partners & stakeholders	Integrate w/Social Media Schedule	Local media announcement	Partner boards & members, SoMa Partners, restaurants	City & Trail Partners	n/a

Due Date	BUSINESS PARTNERS	Research	Creative	Advertising	Marketing	Internet/Social Media	Media	Community Relations	Partnership Development	Repurposing Applications
January - March, 2015	Horizon 3.0 - Quality of Place/Regional Cities	Collecting data, developing content	Design, create copy	n/a	Partners & stakeholders	Integrate w/Social Media Schedule	Local media distribution	Update distribution list (Board & Commission, Stakeholders, public officials)	Identify partners, collecting primary data, SMART activities	n/a
Monthly January-November 2015	ECCVB Commission & Board	Collect data of monthly ECCVB activity highlights to develop content	Design template, create copy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
4th Wednesday of the Month - January to November 2015	ECCVB Advocacy	Review goals and key messages; consider strategies for 2015; develop agendas for meetings; plan advocacy meetings/communications with state legislators	Design ECCVB Profile Sheet	n/a	Local key stakeholders; local government; state legislators	Post updated key messages, update all content on Corporate Site	n/a	Facilitate Advocacy Group meetings with key community leaders & local officials; Distribute information communiques to key influencers; conduct meeting w/our area's state legislators	Invite selected partners to participate in advocacy action plan	n/a
January - March, 2015	Front Desk Update	Content	Design, create copy	n/a	Front lines / hospitality	Integrate w/Social Media Schedule	n/a	Update distribution list	Communicate to partners to supply contents	n/a
January 15, 2015	Building Better Communities/tourism Product Development Council	Collecting data, developing content	Design, create copy	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
December 1, 2015	ECCVB Board Orientation Manual	Update content	Design, create copy	n/a	Distribute to Board & Commission	Update on Corporate site	n/a	n/a	Inform Board & Commission	n/a
December 1, 2015	Business Plan 2016	News triggers	Design, create copy	n/a	Partners & stakeholders	Post on Corporate Site	Release of highlights	distribute hard copy	n/a	n/a