



**ECCVB** ELKHART COUNTY CONVENTION  
AND VISITORS BUREAU INC.

**TOURISM BUILDING COMMUNITY**

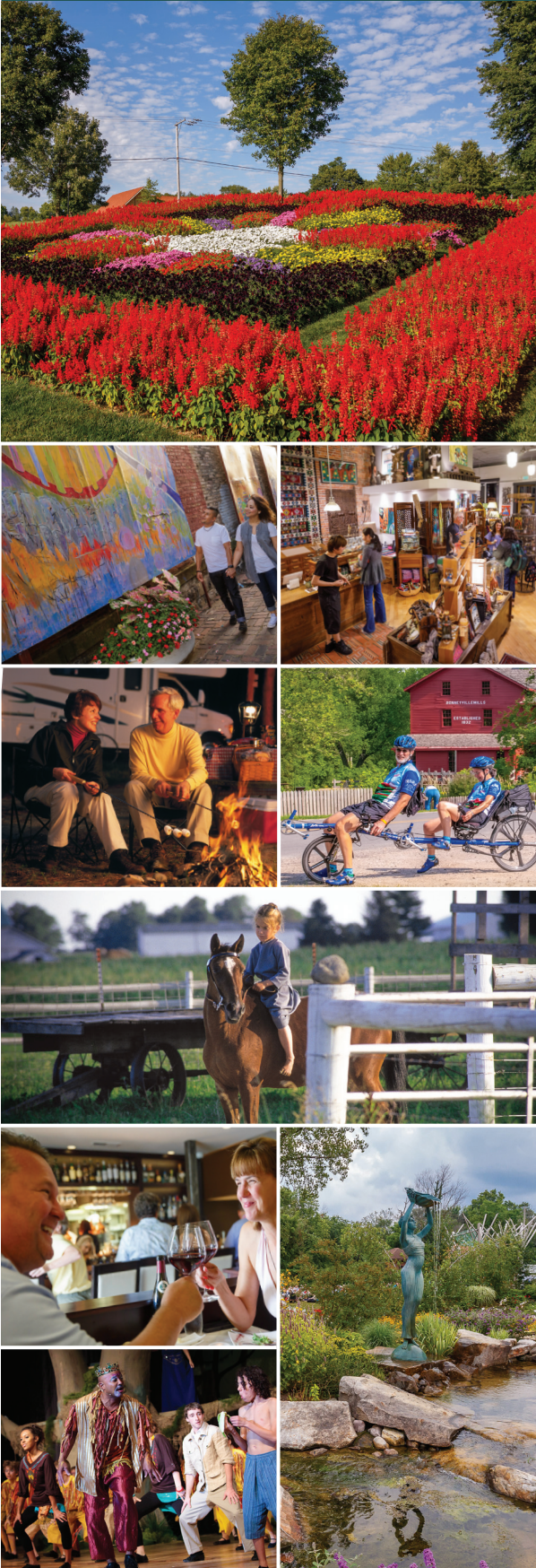
ELKHART GOSHEN MIDDLEBURY NAPPANEE BRISTOL WAKARUSA







# ECCVB, Inc. 2018 Place-Based Key Initiatives and Business Plan



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*\* For pages 1-18, please reference 2018 Place-Based Key Initiatives and Business Plan.*



## > COMMUNICATIONS - ADVERTISING

**GOAL** To increase destination awareness and economic impact using paid and co-op channels that generate brand awareness, promote destination assets and optimally engage defined market segments.

**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.

### REGIONAL AND LOCAL CO-OPS

#### NITDC Regional Marketing Co-op Activity Measures

- Integrated marketing campaign and strategy for Indiana's Cool North (regional web, print, email, digital, social, video)
- Toll Road visitors guide, 125,000 distribution, inside front cover ad and opposite inside front cover ad: partner CVB investment \$9,840
- Brochure distribution (Area Guide, Exit 92, Museums, and Quilt Gardens) at Toll Road plazas: \$11,100 (January - December) - **Ongoing**
- Partnerships 7 | Impressions: 2.1 million
- CVB investment: \$34,500 | Total Co-op dollars: 241,500 | Total value of investment: \$276,000
- By leveraging \$34,500 to a partner investment of \$241,500 the ECCVB will communicate the Elkhart County / Northern Indiana assets across multiple advertising platforms including social media, digital and print; Total value of investment: \$276,000 (January - December) - **Ongoing**
- Unique Website Visits and Page Views Received (January - December) - **(YTD 99,134 | 116,466)**

#### Indiana Travel Guide | VisitIndiana.com Activity Measures

- Brochure lead generation ad and listings (January) - **Complete**
- Circulation: 500,000 | Partnerships: 112 | Impressions: 62.5 million
- CVB investment: \$4,480 | Total Co-op dollars: \$64,580 | Total value of investment: \$69,060
- By leveraging \$4,480 to a partner investment of \$64,580 the ECCVB will communicate the Elkhart County / Northern Indiana assets through 62.5 million impressions; Total value of investment: \$69,060 (January - December) - **Ongoing**
- Heritage Trail Adventures Area Guide requests received (January - December) - **(YTD 3,714)**

#### Visit Indiana | Indiana Office of Tourism Development Marketing Co-op Activity Measures

- Integrated Marketing Campaign (Billboard, TV, Print, Digital, Web, Social Media, Gorilla Marketing, Influencers)
- Impressions: 190,680,600 | Partnerships: 6 | Households reached : 11 million (April - September) - **Complete**
- CVB investment: \$75,000; Total Co-op dollars: \$225,000; Total value of investment: \$300,000
- By leveraging \$75,000 to a partner and state investment of \$225,000 the ECCVB will communicate Elkhart County assets to 11 million households; Total value of investment: \$300,000 (April - September) - **Complete**
- Website referrals received (January - December) - **(YTD 7,956)**

#### Indiana Festival Guide Activity Measures

- Full page ad (**August**) Circulation: 500,000 | Partnerships: 90 | Impressions: 51 million
- CVB investment: \$3,825 | Total Co-op dollars: \$46,400 | Total value of investment: \$50,225
- By leveraging \$3,825 to a partner investment of \$46,400 the ECCVB will communicate the Elkhart County / Northern Indiana assets through 51 million impressions (January - December) - **Ongoing**

#### Admail Campaign Activity Measures

- Bi-weekly email campaign targeting 900,000 Chicago area residents
- CVB investment: \$15,000; Total Co-op dollars: \$15,000; Total value of investment \$30,000
- By leveraging \$15,000 to a partner investment of \$15,000 the ECCVB will communicate Elkhart County assets to 900,000 Chicago area residents (April - October) - **Complete**
- Open rate and Click-through rate received (April - October) - **(YTD Open Rate 10% | 900 Referrals)**

REGIONAL AND LOCAL CO-OPS (Cont.)**Good of Goshen Partner Campaign Support**

- In partnership with Eyedart Creative Studio and 6 other partners to develop engaging content and digital promotion that supports Goshen's vibrant community to residents and visitors
- CVB investment: \$7,000; Partner investment: \$108,000; Total value of investment \$115,000
- By leveraging \$7,000 to a partner investment of \$108,000 the ECCVB will communicate Elkhart County assets across digital platforms; Total value of investment: \$115,000 (January - December) - **Ongoing**
- Social Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (January - December)  
- **(YTD 417,600 Impressions | 12,773 Engagements | 2,204 Link Clicks)**

**Gateway Mile Partner Campaign Support**

- In partnership with the Gateway Mile to develop engaging content and digital promotion that supports and communicates Gateway Mile assets (shops, restaurants and events) to residents and visitors
- CVB investment: \$40,000; Partner investment: \$106,450; Total value of investment \$146,450
- By leveraging \$40,000 to a partner investment of \$106,450 the ECCVB will communicate Elkhart County assets across digital platforms; Total value of investment: \$146,450 (January - December) - **Ongoing**
- Social Facebook Impressions, Engagement, Link Clicks received (January - December)  
- **(YTD 1.96 million Impressions | 153 k Engagements | 3,634 Link Clicks)**

REGIONAL ADVERTISING ACTIVITY MEASURES**OUTDOOR****I-80/90 Billboards / Exit 92**

- Burkhart, LaMar, Connor: I-80/90 Eastbound (8) Lake, LaPorte, St. Joseph & Elkhart Counties (April - December) - **Ongoing**
- Outfront: I-80/90 Westbound (3) Elkhart & Steuben Counties (April - December) - **Ongoing**
- 20.5 million impressions (April - December) - **Ongoing**
- Partner investment: \$66,900, CVB investment: \$13,760, Total investment: \$80,660

**I-80/90 Barrier Plaza Posters and Banners / Exit 92**

- (10) Posters - Westpoint / Eastbound from Chicago Skyway (April - December) - **Ongoing**
- Gross impressions: 18.3 million annually
- CVB investment: \$25,000
- (10) Posters - Eastpoint / Westbound from Ohio Turnpike (April - December) - **Ongoing**
- Gross impressions: 9 million annually
- Partner investment: \$16,500
- Toll Road Travel Plaza Banners at MM91 Eastbound: partner investment \$6,750

**I-80/90 Travel Plaza Video Screens**

- (4) Screens in 4 plazas messaging Exit 92 assets (April - December) - **Ongoing**
- Gross impressions: 10 million annually
- CVB investment: \$7,500

REGIONAL ADVERTISING ACTIVITY MEASURES (Cont.)**DIRECT MAIL**

- Polybag Heritage Trail Adventures Area Guide with Midwest Living to a portion of their Chicago area subscriber list reaching 27,900 readers (May) - **Complete**
- CVB investment: \$20,000

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES**Quilt Garden Print Advertising and Promotional Materials Activity Measures****PCMGA Gardening Show Program**

- Porter County (2,000 attendance, 4,000 emails, 18,000 page views; 1X: January) - **Complete**
- CVB investment: \$325

**National Garden Clubs convention program**

- Grand Rapids (700; 1X: May) - **Complete**
- CVB investment: \$500

**PCMGA Garden Walk Program**

- Grand Rapids (2,000 attendance, 4,000 emails, 18,000 page views; 1X: July) - **Complete**
- CVB investment: \$100

**Garden Clubs of IL, Garden Glories**

- Illinois Garden Club members (9,200; 1X: June / July) - **Complete**
- CVB investment: \$400

**American Quilters Society Quilt Show**

- Paducah (37,000; 1X: April) - **Complete**
- CVB investment: \$474
- Grand Rapids (20,000; 1X: August) - **Complete**
- CVB investment: \$450

**Shipshewana Quilt Festival**

- Festival program (4,000; 1X: June) - **Complete**
- CVB investment: \$100

**Amish Acres Arts & Crafts Festival**

- Festival program (60,000; 1X: August) - **Complete**
- CVB investment: \$2,000

**Heritage Trail Print Advertising and Promotional Materials Activity Measures****Midwest Living**

- (1) 1/2 page (358,000 Out and About May/June) - **Complete**
- (1) 1/3 page (358,000 Out and About July/August) - **Complete**
- CVB investment \$14,987

**SPECIALTY AND CHAMBER PUBLICATION ADVERTISING ACTIVITY MEASURES (cont.)****TravelIN**

- (1) Full page (300,000 distributed April/May/June) - **Complete**
- (1) Full page (300,000 distributed July/August/September)
- CVB investment \$4,170

**Premier Arts / Downtown Elkhart Gateway Mile**

- Performance programs (30,000; 7X: March - December) - **(YTD 6)**
- CVB investment: \$1,000

**Amish Acres Round Barn Theatre**

- Performance programs (70,000; 7X: April - December) - **(YTD 6)**
- CVB investment: \$800

**The Beacher**

- Weekly newspaper (4,000; 1X: May) - **Complete**
- CVB investment: \$415

**Chamber Publications (Elkhart, Goshen, Middlebury, Nappanee)**

- Chamber Member Directories and Tourism Brochures (5X: August - November) - **(YTD 4)**
- CVB investment: \$1,780

**Miscellaneous Local Publications**

- In Progress (25,000; February) - **Complete**
- CVB investment: \$350
- Elkhart County Living Magazine (25,000; June) - **Complete**
- CVB investment: \$600

**Local Media Channels Activity Measures****Direct Mail**

- Heritage Trail Adventures Travel Guide Insert in The Hart (May) - **Complete**
- CVB investment: \$600



**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) - **Complete**
- Advertise in 5 publications *Group Tour Northeastern, Leisure Group Travel, Bus Tours Magazine, Group Travel Leader, and Select Traveler* (January - December) - **(YTD 5 for 10 months)**
- Coordinate 74 insertions including YouTube video links, social media posts, e-newsletters, online itinerary pages, photo galleries, and print ads (January (7), February (7), March (6), April (5), May (6), June (6), July (7), August (5), September (13), October (4), November (5), December (4)) - **(YTD 66)**

#### Select Traveler

- Total reach: 5,000 per issue
- Total frequency: (2) full page ads (Indiana editorial feature issue May/June plus July/August); (5) Web Itineraries (January - December); (1) Web Listing/Link (January - December); (1) full page Marquee Listing (July); (1) Trip Search Link (January - December) - **(YTD 2 full page ads, 10 months of 5 web itineraries, 1 full page marquee listing, 10 months trip search links)**
- CVB Investment: \$0; Co-op media dollars: \$4,000; Total value of investment: \$4,000 - **Complete**

#### Leisure Group Travel

- Total reach: 20,000 per issue
- Total frequency: (1) Full page ad Indiana annual issue (January) - **Complete**
- CVB investment: \$0; Co-op media dollars: \$3,675; Total value of investment: \$3,675 - **Complete**

#### Group Travel Leader

- Total reach: 17,000 per issue
- Total frequency: (2) full page ads (March & October) - **Complete**
- CVB investment: \$0; Co-op media dollars: \$6,000; Total value of investment: \$6,000 - **Complete**

#### Bus Tours Magazine

- Total reach: 20,000 per issue
- Total frequency: (4) 1/2 page ads (Sept/Oct, Nov/Dec, May/June, Nov/Dec) - **(YTD 3)**
- CVB investment: \$0; Co-op media dollars: \$4,698; Total value of investment: \$4,698 - **Complete**

#### Group Tour Northeastern

- Total reach: 15,500 per print issue, 12,500 per e-newsletter, 3,000 per social media post
- Total frequency: (3) 1/2 page ads (February, May, November), (6) months YouTube video link with e-magazine feature (January -June), (1) full page ad Indiana annual issue (January), (1) exclusive e-blast including itinerary and banner ad (August), (2) Facebook mention, (8) Twitter Posts, (1) Blog post (September) - **(YTD 2 half-page ads, 6 months YouTube, 1 full page ad, 1 exclusive eblast/banner ad, 2 Facebook mentions, 5 Twitter posts, 1 blog post)**
- CVB investment: \$0; Co-op media dollars: \$14,223.55; Total value of investment: \$14,223.55 - **Complete**



## > COMMUNICATIONS - MARKETING

**GOAL** To create campaigns that generate destination awareness and increased spending on a platform of paid, earned and given media channels, interest-specific messaging and ongoing community engagement.

### **2018 Campaign Channel Summaries**

**Vibrant Communities ... along the Heritage Trail Campaign Channel** To speak to group and leisure travelers, residents and local stakeholders seeking place-based activity in cities and towns and their connections to the Heritage Trail / Quilt Gardens experience.

Communications will build awareness / engagement and increased spending through geo / behavioral targeting, social channels, local publications, email marketing and integration with stakeholder-managed communications and ECCVB-sponsored events.

**Exit 92 Marketing Campaign Channel** To promote I-80/90 Exit 92 as the best option for transient traveler stops, communicate the density and proximity of familiar brands, and maximize opportunities created by travel plaza closures/upgrades. The campaign will target the 65 million vehicles travelling the Indiana Toll Road annually.

The campaign will communicate easy access, density and familiar trusted lodging and dining choices at Exit 92 (January - December) resulting in increased demand and return visits with longer stays. Promotions include indoor travel plaza placements (Indiana and Ohio) and outdoor signage placement and messaging. Placements include coupons, travel app advertising, Twitter and logo-specific billboards.

**Getaway Stays Campaign Channel** To promote assets highlighting experiences based on interest and lifestyle resulting in an increased demand for Friday - Saturday overnights year-round. The campaign will target niche-specific visitor segments such as outdoor enthusiasts, families, couples, repeat visitors and VFR.

The campaign will highlight weekend-specific options and detailed itineraries. Marketing will include, digital and social media channels (Facebook, Twitter and Instagram) and geographic and behavioral targeting. Media placements will consist of digital, social media and personalized website experiences based on user behavior.

**Recreation/Active Transportation Campaign Channel** To extend destination appeal to outdoor enthusiasts by continuing development and boosting promotion of Elkhart County's extensive system of trails and waterways.

The campaign will market current outdoor assets and complementing experiences and work in partnership with stakeholders to continue to develop and enhance the tools and products that facilitate a positive visitor experience (Maps, signage, amenities and online resources). Marketing will include digital, social media channels (Facebook, Twitter and Instagram) and personalized web content based on user interest, location and demographics.

**Group/Travel Trade Campaign Channel** 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.

The campaign will focus on three core elements of activity including marketing engagement with itinerary and experience development along with customer service and partnership development that will feature and enhance products and services specific to the group / motorcoach market segment.

**Heritage Trail Marketing Objective** To speak to group and leisure travelers, residents and local stakeholders seeking place-based activity in cities and towns and their connections to the Heritage Trail / Quilt Gardens experience.

#### Heritage Trail Activity Measures

- Communicate and collaborate ongoing marketing campaigns with partners to promote Elkhart County to visitors and residents (January - December) - **Ongoing**
- Update creative concept for print and digital media (February) - **Complete**
- Coordinate talent and production of revised Heritage Trail audio driving tour content (January - May) - **Complete**
- Promote and distribute 3,000 Heritage Trail audio driving tours via CD and MP3 download (January - December) - **(YTD 2,834)**
- Produce and distribute 40,000 Heritage Trail maps (March - December) \$5,500 - **(YTD 30,920)**
- Launch revised Heritage Trail audio tour with new delivery system via mobile app Tour Buddy - **(YTD launch delayed until 2019 due to Visitor Center move)**
- Promote local assets to residents and out-of-market visitors via Bound 360 website content personalization (January - December) - **Ongoing**
- Bound 360 Click-Through Rate, impressions and Site Clicks received - **(YTD Click-Through Rate 1.70% | Impressions 1,039,907 | Site Clicks 17,652)**
- Promote cities and towns and Heritage Trail assets to residents via direct mail/insertion in special Goshen News publication, The Hart, reaching 10,000 local residents (May) - **Complete**
- Research and develop content for mini book/Experience Elkhart County; a collection of unique product experiences along the Heritage Trail (January - May) \$1,500 - **Complete**
- Coordinate and implement a campaign to promote the mini-book/Experience Elkhart County to residents (May - December) - **Ongoing**
- Promote cities and towns and Heritage Trail assets to drive market/Chicago area via direct mail/polybag insertion of the Travel Guide with Midwest Living reaching 27,900 residents (May) - **Complete**
- Produce and distribute 10,000 Historic Downtown Walking Tours rack cards (April - October) \$500 - **Ongoing**
- Promote community downtown walking tours to local residents and leisure travelers via social media channels (Facebook, Twitter and Instagram) (May - October) - **Complete**

#### Quilt Gardens along the Heritage Trail Activity Measures

- Update creative concept for print and digital media (January) - **Complete**
- Produce and distribute 30,000 rack cards (January - September) \$4,200 - **Complete**
- Update partner brand management guide and marketing guidelines (January) - **Complete**
- Update and create new copy for Quilt Garden signs and murals (April) - **Complete**
- Coordinate and facilitate new sign materials and construction, on-site signage design, production and placement for 29 Quilt Garden and Quilt Mural locations (April) - **Complete**
- Produce and post Master Gardeners Guidebook and Quilters Chronicles Guidebook on website (May) - **Complete**
- PDF downloads of the Master Gardener Guidebook (January - December) - **(YTD 758)**
- PDF downloads of the Quilters Chronicles guide (January - December) - **(YTD 266)**
- QuiltGardens.com PageViews (January - December) - **(YTD 27,572)**



**Exit 92 Marketing Objective** To promote I-80/90 Exit 92 as the best option for transient traveler stops, communicate the density and proximity of familiar brands and maximize opportunities created by travel plaza closures/updates

**Exit 92 Activity Measures**

- Confirm ad placements and establish timelines (January) - **Complete**
- Confirm and place 11 outdoor signs (January - February) - **Complete**
- Confirm and place 7,500 rack cards for distribution at 7 Ohio Toll Road plazas (January - December) \$3,150 - **Ongoing**
- Confirm and place Toll booth barrier window signage (eastbound & westbound) placement (January) - **Complete**
- Toll Road Exit-by-Exit Guide ad placement (250,000 printed) (January) - **Complete**
- Toll Road map ad placement (125,000 printed) (January) - **Complete**
- Promote Exit 92 access via (Waze, Yelp) (January - December) - **Ongoing**

**Getaway Stays Marketing Objective** To promote assets highlighting experiences based on interest, lifestyle and demographic that results in an increase in demand for Friday - Saturday overnights year-round. The campaign will target niche-specific visitor segments such as outdoor enthusiasts, repeat visitors and VFR.

**Getaway Stays Activity Measures**

- Repurpose and develop new content highlighting experiences and activities based on interest and demographic (January – October) - **Ongoing**
- Promote assets highlighting weekend experiences via targeted digital and social media buys, Facebook, Instagram, email, and website (April - October) - **Ongoing**
- PDF downloads of the Weekend itinerary (April - December) - **(YTD 356)**

**Outdoor Recreation Marketing Objective** To extend destination appeal to outdoor enthusiasts by continuing development and boosting promotion of Elkhart County's extensive system of trails and waterways.

**Outdoor Recreation Activity Measures**

- Work with outdoor stakeholders (bike shop owners and club organizers) to identify distribution of the Activity Guide (January - March) - **Complete**
- Enhance Outdoor section of CVB website to highlight Elkhart County's extensive system of trails, waterways, and other outdoor activities (January - March) - **Complete**
- Repurpose and develop new content highlighting experiences and activities based on interest, lifestyle and demographic (January - April) - **Complete**
- Promote assets highlighting outdoor activities based on interest via targeted digital and social media buys on Facebook, Instagram, email, and website (April - October) - **Complete**
- Distribute outdoor activity guides (April - December) - **(YTD 210)**
- PDF downloads of the Elkhart County Bicycling/Walking Trail guide (May - October) - **(YTD 570)**
- PageViews of the outdoor pages of CVB website (April - October) - **(YTD 1,904)**
- PDF downloads of the Outdoor Itineraries (April - October) - **(YTD 450)**

**Group/Travel Trade Marketing Engagement & 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 Engagement & Development Activity Measures**

- Attend 6 tradeshow: ABA, Select Traveler Conference, Tennessee Motorcoach Association, Midwest Marketplace, TAP Dance, NTA (January - December) - **(YTD 5)**
- Conduct 1 Sales Mission: Midwest (October) - **Complete (2)**
- Generate 11 e-newsletters (January - November) - **(YTD 10)**
- Conduct 2 personalized destination previews, 1 Christian Tours Group Leader Preview tour and 1 destination wide preview tours (January - December) - **(YTD 5 personalized destination previews, 1 Christian Tours Group Leader Preview, and 2 destination wide previews)**
- Insert 17,000 pieces of the Heritage Trail Adventures Area Guide in a polybag with the Group Tour Magazine (March) - **Complete**
- Coordinate advertisements in 5 publications, Leisure Group Travel, Bus Tours Magazine, Group Tour Northeastern, Group Travel Leader and Select Traveler (January - December) - **(YTD 5 pubs for 10 month)**
- Coordinate monthly group website updates and social media strategies (January - December) - **Ongoing**
- Qualified leads and appointments generated (January - December) - **(YTD 222)**
- Visits to the Travel Trade Group Planner Resources page (January - December) - **(YTD 136)**
- Unique Page Views on Group site (January - December) - **(YTD 11,209)**
- PDF downloads of Group Sample Itineraries (January - December) - **(YTD 1045)**

**Group/Travel Trade 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) - **(YTD 201)**

**Group/Travel Trade 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**

- Participate in a Co-op partnership with the Indiana Office of Tourism for the ABA 2018 and ABA 2019 Marketplaces (January - December) - **(YTD 2018 Complete)**
- Conduct a direct mail co-op postcard campaign with Amish Acres (October) - **CANCELLED**
- Generate \$3,000 in additional Co-op partnership revenues (February - October) - **(YTD \$2,150)**

**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**

- Coordinate and collaborate refresh / redesign of 2019 Heritage Trail Adventures Area Guide (January - June) - **Complete**
- Manage sales, content and production of 68-page 2019 Heritage Trail Adventures Area Guide (July - December) - **Ongoing**
- Complete 150 contracts resulting in \$180,000 in total sales; realize \$85,000 in net profit (July - December) - **(YTD Contracts 144 | Total Sales \$182,524)**
- Oversee distribution of 200,000 printed copies of 2018 Heritage Trail Adventures Area Guide (February - December) - **(YTD 167,821)**

**Promotional Materials Objective** (Cont.)**Production / Content Management Activity Measures**

- Develop comprehensive content grid integrating paid, digital and social schedules (January) - **Complete**
- Manage content, frequency and metrics for Front Desk Update, Leisure, Business to Business, Travel Trade and Quilt Garden Insider e-newsletters (January - December) - **Ongoing**
- Develop content and creative for print ads targeting leisure / group / resident / VFR markets (January - December) - **(YTD 93)**
- Manage copy, photography and videography for marketing / sales collateral (January - December) - **(YTD 291)**
- Create up to 20 video (social, video, Animoto, produced) segments highlighting downtowns and Heritage Trail assets / activities (April - December) - **(YTD 14)**
- Schedule 4 photo shoots highlighting Heritage Trail assets / activities (January - December) - **(YTD 3)**
- Develop content for Bound 360 website personalization (January - December) - **Ongoing**
- Create content and develop 70 emails to promote Elkhart County assets (January - December) - **(YTD 60)**

**Group Marketing Activity Measures**

- Manage production of Amish Country / Quilt Gardens Profile Sheets, Group Itinerary and Experience Guide, Co-op ads, itineraries, templates, FAM fliers and trade show presentations (January - December) - **Ongoing**

**Sponsorship Activation Activity Measures**

- Confirm key messages, performance measures and activation methods (March - October) - **Ongoing**

**Elkhart County Digital Marketing Objective** To generate awareness, highlight key visitation drivers, provide travel recommendations, and drive web traffic.

**E-Marketing Activity Measures**

- Send 12 Leisure e-newsletters (January - December) - **(YTD 10)**
- Send 10 Quilt Gardens Insider e-newsletters (January - October) - **Complete**
- Send 11 Group / Travel Trade e-newsletters (January - November) - **(YTD 10)**
- Send 24 Front Desk Update e-newsletters to lodging facility front desk personnel and advertiser / partners audience (January - December) - **(YTD 20)**
- Send 12 Business to Business e-newsletters (January - December) - **(YTD 10)**

**Website Activity Measures**

- Manage and update website content (January - December) - **Ongoing**
- Monitor monthly website analytics (January - December) - **Ongoing**
- Review and fix platform errors (January - December) - **Ongoing**

**Digital Activity Measures****YELP / Exit 92**

- Targeted digital ads and / or enhanced profile (March - October) - **Ongoing**
- Views and Leads on Yelp business page (January - December) - **(YTD Views 999 | Leads 103)**
- CVB investment: \$5,000

**WAZE / Exit 92**

- Targeted digital "billboard" displays to drivers based upon location
- Actions taken on app (January - December) - **(YTD Actions 1,996)**
- CVB investment: \$1,500

**Promotional Materials Objective** (Cont.)**Social Activity Measures**

- Place eight sponsored posts and 25 non-paid posts on Facebook & Instagram each month (January - December)
  - **Ongoing**
- Place 200 non-paid posts on Twitter each month (January - December) - **Ongoing**
- CVB Investment: \$20,000

Facebook & Instagram Paid/Organic Strategy Statistics January - October, 2018							
	Impressions	Reach	Engagement	All Clicks	Click Thru Rate	Video Views	Total Fans
Paid	532,818	333,532	72,740	15,945	3.0%	50.2k	1,094
All	1.2 m		21.6k			75.7k	12.5k

**Overall Leisure & Group/Travel Trade Advertising/Marketing Communication Activity Measures**

- Total Co-op investment / Group-Travel Trade - \$23,328 - **YTD (\$20,656)**
- Total CVB advertising investment / Group-Travel Trade - \$11,672 - **YTD (\$9,832)**
- Total CVB advertising investment / Leisure - \$247,251 - **(YTD \$236,165)**
- Total Value of Co-op investment / Leisure - \$986,735 - **(YTD \$983,895)**

**Overall Leisure & Group/Travel Trade Advertising/Marketing Communication Performance Measures**

- Invest \$247,251 in advertising and marketing which will convert to \$25 million in Total Visitor Spending\* reflecting both Area Guide [printed and electronic] and Unique Website Visits (January - December)
  - **(YTD \$20,460,352)**
- Create 75 customized itineraries, averaging in 2.5 days of length, generating \$1.1 million in group visitor spending
  - **YTD (82 itineraries, 2.35 days, \$1,102,408)**
- Generate 125 daytrips and 125 overnight trips resulting in \$2.75 million in group visitor spending
  - **YTD (112 daytrips, 78 Overnights, \$1,989,004)**
- Maintain average length of group stays to 2 days - **(YTD 1.93)**
- Realize \$100,000 in group visitor spending from group direct mail promotion - **(YTD \$0)**

**Social Activity Terms**

Impressions: The number of times your ads were on screen.

Reach: The number of people who saw your ads at least once. Reach is different from impressions, which may include multiple views of your ads by the same people.

Total Clicks: The number of clicks on links appearing on your ad or Page that direct people to your sites off Facebook as a result of your ad.

Click Through Rate: The number of clicks you received divided by the number of impressions.

Video Views: The number of times your video was viewed for at least 10 seconds.

Page Likes: The number of likes of your Facebook Page attributed to your ads or organic reach.

**\* Visitor Spending Performance Metrics**

Advertising Performance is the amount in visitor spending generated by the ECCVB efforts Visitor Spending - (Total Travel Guide Requests X Conversion Rate 56%) X (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 per person per day)

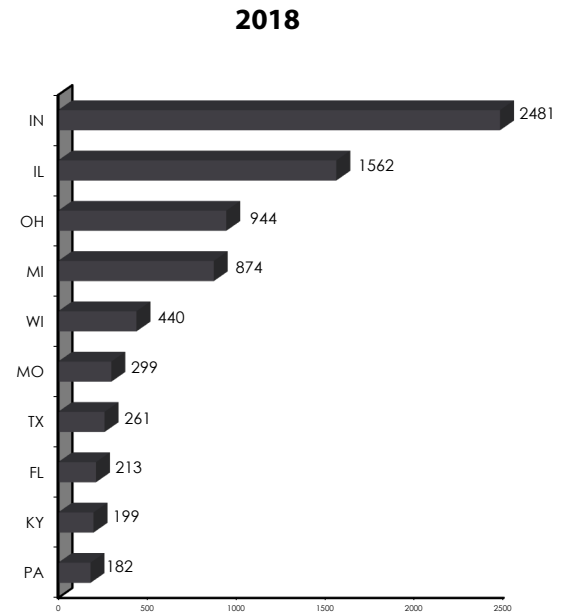
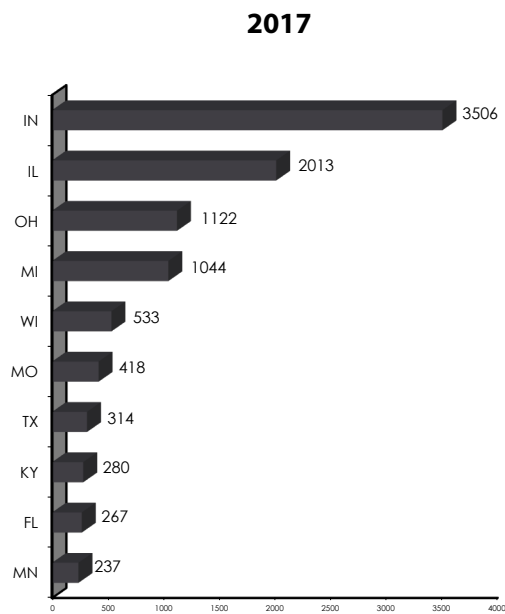
Website Performance is the amount of visitor spending generated by the ECCVB's website efforts Visitor Spending - (Total Unique Visits X Conversion Rate of 10%) X (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 per person per day)

Research Resource:

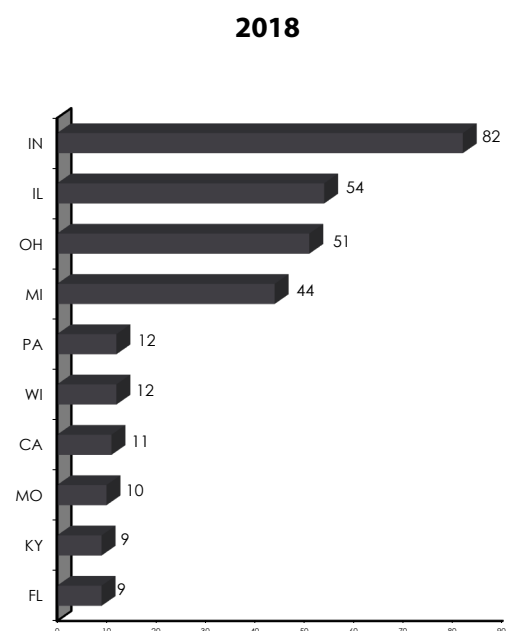
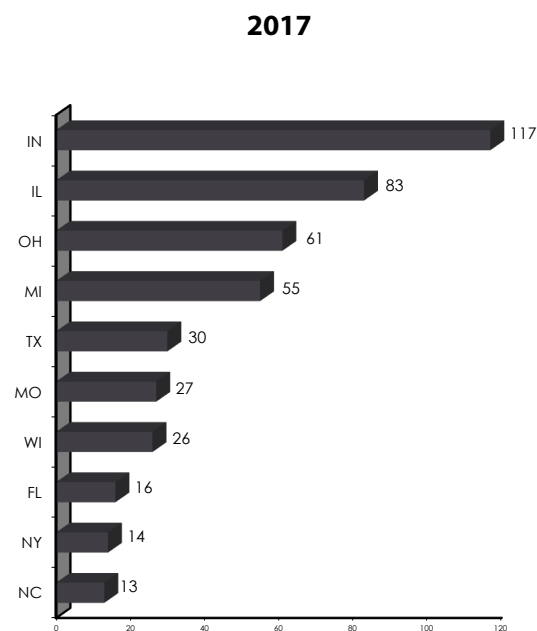
2017 Economic Impact Report by Certec Inc.



### Top 10 States YTD

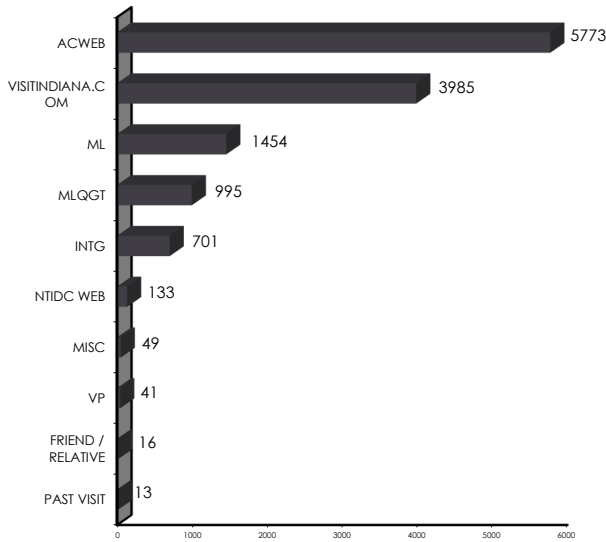


### Top 10 States October

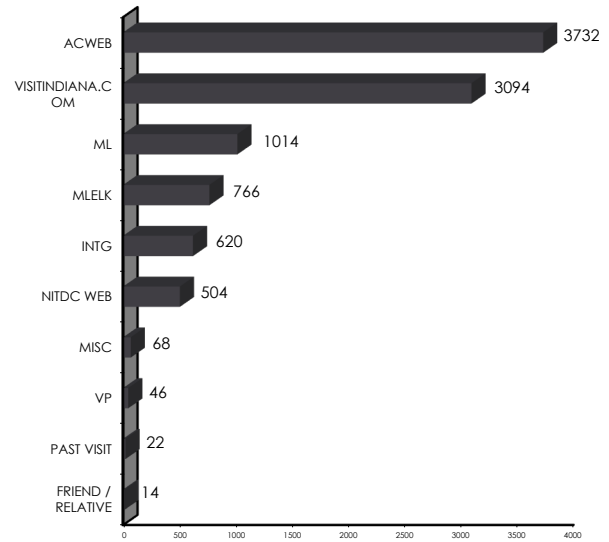


### Top 10 Sources YTD

2017

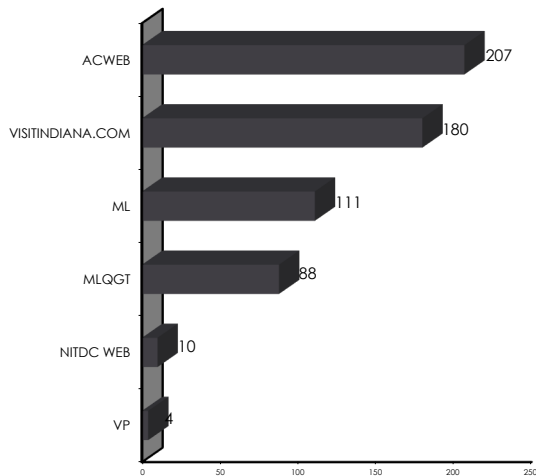


2018

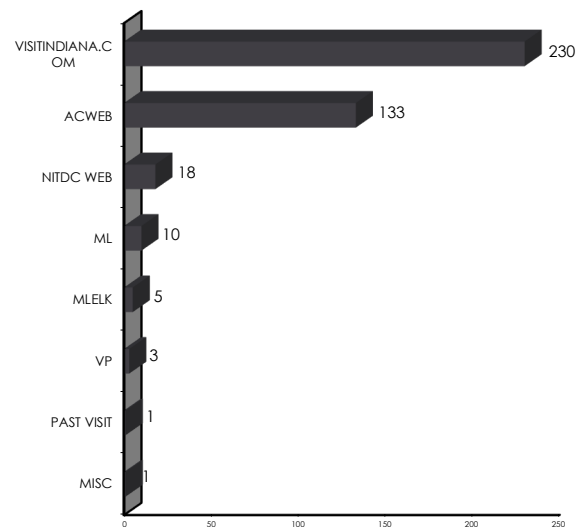


### Top 10 Sources October

2017



2018



<b>ELKHART COUNTY CVB INQUIRY &amp; COLLATERAL DISTRIBUTION REPORT 2017 - 2018 COMPARISON</b>		
	<b>May - August 2017</b>	<b>May - August 2018</b>
<b>Total Visitor Information Requests</b>	<b>129,007</b>	<b>91,756</b>
<b>Total Collateral Sent</b>	<b>123,204</b>	<b>81,149</b>
<b>Visitors To Center*</b>	<b>7,927</b>	<b>6,013</b>
<b>Total Visitor Center Distribution*</b>	<b>16,270</b>	<b>17,017</b>
<b>Total Bulk Distribution*</b>	<b>142,262</b>	<b>83,447</b>
<b>Total Collateral Distributed</b>	<b>411,772</b>	<b>273,001</b>
<i><b>*In 2017, 52,000 pieces of Seward Johnson collateral were distributed. We also had an increase in Area Guide and map distribution.</b></i>		

<b>Amish Country Website Statistics</b>					
	<b>Oct-17</b>	<b>Oct-18</b>	<b>YTD 2017</b>	<b>YTD 2018</b>	<b>Difference/Ave.</b>
<b>Traffic Analysis</b>					
Total Visits/Sessions	22,573	20,534	295,217	222,488	-24.64%
Unique Visitors	18,810	17,659	242,478	183,281	-24.41%
New Visitors	17,689	16,939	230,488	175,721	-23.76%
Average Visit Duration	2:53	2:10	2:28	2:11	2:19
Average Time on Page	1:35	1:34	1:18	1:17	1:17
Search Engine Referral	15,275	10,087	169,547	112,191	-33.83%
Click Thrus to Partner Websites	8,215	6,061	107,130	72,925	-31.93%
Electronic Travel Guide Views	207	129	2,815	2,408	-14.46%





## > COMMUNICATIONS - PUBLIC RELATIONS

**GOAL** To generate increased awareness among local residents, potential visitors, stakeholders and community partners about the wide diversity of experiences and quality-of-place amenities in Elkhart County and to encourage participation in the civic life of the community.

**Content Management Objective** To create and maintain a program of compelling and valuable content that engages local and visitor audiences, reinforcing Elkhart County's position as a vibrant destination and attractive place to live, work and play.

### **Content Management Activity Measures**

- Develop and maintain an editorial calendar integrating website content, GetSmart, social media actions, paid media campaigns and e-marketing initiatives (January - December) - **Ongoing**
- Maintain a protocol for content editing, encompassing website, e-marketing, paid media (January - December) - **Ongoing**

### **Content Creation Activity Measures**

- Develop and publish 52 place-making-related articles for distribution via various ECCVB channels, supporting each of the 2017 campaigns and projects (January - December) - **(YTD 92)**
- Research and develop new and ongoing communications initiatives targeting the local / regional audience on quality-of-place activities within the destination (January - December) - **Ongoing**

**Community Relations Objective** To build awareness for the mission of the ECCVB and the critical role it plays in the Elkhart County hospitality industry and place-making and to support quality-of-place projects in the community.

### **Board / Commission Advocacy Activity Measures**

- Work with the ECCVB director to facilitate 5 joint meetings of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December) - **(YTD 4)**
- Prepare and communicate meeting agendas and past meeting minutes in advance of the meetings (January - December) - **Ongoing**
- Record the actions at each meeting by taking minutes (January - December) - **Ongoing**
- Facilitate 12 Advocacy meetings (informal information - sharing meetings) of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December) - **(YTD 9)**
- Work with the ECCVB director to manage the membership of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors by identifying the positions in which the office holder's term is expiring (October - December) - **Ongoing**

### **Vibrant Communities Activity Measures**

- Participate in Vibrant Communities administrative activities as part of organizing team and aide to implementation steering committee (January - December) - **Ongoing**
- Manage communications plan for Vibrant Communities and the Little BIG Idea Grant (January - December) - **Ongoing**
- Participate in outreach activities in support of Vibrant Communities and the Little BIG Idea Grant program (January - December) - **Ongoing**

### **B2B Communications Activity Measures**

- Produce and distribute 12 e-newsletters for ECCVB stakeholders - elected officials, business and community leaders, hospitality industry partners, etc. (January - December) - **(YTD 11)**
- Facilitate regular meetings and ongoing collaboration of communications professionals representing public sector of Elkhart County (January - December) - **Ongoing**
- Distribute 12 public relations tips to community partners via targeted email lists (January - December) - **(YTD 11)**
- Develop and distribute laminated 2017 local event listings to 150 local tourism businesses (January) - **Complete**
- Research and develop an audio-visual presentation on ECCVB key messages and quality-of-place initiatives for staff use at public events. (January - March) - **Complete**
- Research and develop a program to increase capacity within community partners for public relations and social media actions (January - June) - **Complete**

## Community Relations Objective (Cont.)

**Sponsorship Program Activity Measures**

- Review sponsorship practices and revise internal guidelines (January) - **Complete**
- Develop activation measures that support the ECCVB's key initiatives - i.e. support of website / social media presence, Vibrant Communities, connectivity (February) - **Complete**
- Create a sponsorship kit containing instructions, preferred copy, required actions and post-event report form for use by partners. (January - February) - **Complete**
- Provide 3 sponsorship education opportunities via IEG webinars (January - December) - **(YTD 1 IEG was acquired mid-year and stopped offering this service)**
- Manage sponsorship information dissemination, communication, eligibility, proposal and contract filing and activation for 12 properties (January - December) - **Ongoing**

**Travel Guide Assistance Fund Activity Measures**

- Distribute Travel Guide Assistance Fund grant application announcements/guidelines to all eligible partners (July - August) -- **Complete**
- Process \$18,021.00 in grant awards (January - July) - **Complete**
- Provide 18 not-for-profit organizations the ability to participate in the Heritage Trail Adventures Area Guide at an affordable rate (August - November) - **Ongoing**

**Public Relations Objective** To maintain a positive relationship with media sources which have an interest in the ECCVB destination and to encourage frequent and affirmative mentions of the destination's assets and attributes.

**Press Releases Activity Measures**

- Produce and distribute 18 press releases to local and regional media (January - December) - **(YTD 18)**

**Targeted Campaigns Activity Measures**

- Create and distribute 4 targeted media campaigns supporting Quilt Gardens, outdoor recreation, and arts & culture experiences (January - August) - **(YTD 3)**
- Plan for and host a FAM tour for outdoors journalists attending the Outdoors Writers Association convention in Fort Wayne in 2018 (January - June) - **Complete**

**Outreach Activity Measures**

- Develop key messages for Media Marketplace (January - March) - **Complete**
- Attend Media Marketplace (March) - **Complete**
- Visits to media site received (January - December) - **(YTD 2,501)**
- Generate 150 qualified media inquiries (January - December) - **(YTD 133)**

**Overall Public Relations Performance Measures**

- Generate 800 media placements (print, broadcast, online, blog), yielding 100,000,000 impressions resulting in \$1,000,000 in advertising value (January - December) - **(YTD 1,090 media placements, 577,312,488 impressions, \$3,156,697.12 in advertising value)**

## > 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.

### **Vibrant Communities - Quality of Place**

During 2018, the projects and activities for destination development will be organized to strengthen the ECCVB's commitment to the overall Vibrant Communities quality of place objective. ECCVB leadership and staff will manage a significant role in assisting the community through a process that will implement the priority strategies identified through the Vibrant Communities Planning Process. The strategies outlined during the 2013-2014 tourism development strategic planning process served as the ECCVB's platform for its participation and advocacy during the Vibrant Communities process, as such the further implementation of these programs will be organized under this overall objective.

**Vibrant Communities Objective** To facilitate implementation of the Vibrant Communities Action Agenda. In collaboration with the Community Foundation of Elkhart County, the Vibrant Community implementation process will include a community led structure to prioritize developed strategies and create accountability for investment in Community of Place projects throughout Elkhart County.

### **Vibrant Communities Activity Measures**

- Development of Elkhart County Asset Map (July-October) - **(YTD 5 progress meetings, asset priorities and mapping vendor under development, Draft map complete)**
- Create and Implement Strategy to Present DNA Results (September-November) - **(YTD 9 meetings, Base presentation complete, stakeholder groups identified, key messages complete, schedule for stakeholder meetings in development)**
- Review of Agenda Items for prioritization (January) - **(YTD 7 meetings - Vibrant Communities Steering Committee Retreat facilitated in January, 3 task forces meetings facilitated, Task Force champion identification complete)**
- Identification and engagement of community champions (January - March) - **(YTD 1 Task forces will met in February, project champion identification included in Task Force work agenda, task force champion identification complete. First Community Champions Roundtable convened in September)**
- Development of structure/toolbox for project champions (April) - **(YTD Mission/Vision tool presented to task forces, will be utilized by identified champions)**
- Facilitate/Convene project implementation meetings (March - December) - **(YTD 6)**
- Facilitate strategic technical assistance workshops (2 - 4 Total, January - June) - **(This has shifted to creating advocacy toolbox for steering committee and other VC advocates, key messages and base presentations under development, printed support materials in development)**
- Develop reporting protocol (June)
- Identify funding resources to implement Quality of Place Activities (Ongoing January - December) - **(YTD 1 CreatiNg Places (IHCD) is a matching grant program through Patronicity, up to \$100,000 via crowdfunding)**
- Perform Action Agenda Audit reviewing status and next steps; enFocus to provide draft - **Complete**

### **Downtown and Gateway District Redevelopment**

The ECCVB recognizes that good planning and development are vital to attracting visitors to a destination. The downtowns of communities along the Heritage Trail provide an ideal complement to the rural experience. Therefore, the ECCVB is engaged in representing the visitor and the visitor industry in these initiatives.

**Community Based 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.

### Community Based Downtown Redevelopment Activity Measures

- Through Vibrant Communities Implementation, facilitate the implementation of Action Agenda projects with a downtown focus (January - December) - **(YTD 1 Two VC Task Forces have identified priority action items with downtown focus for implementation in 2018)**
- Continue leadership on the Goshen Theatre Board working toward strategic planning and implementation of community fundraising (January - December) - **(YTD 10 Meetings as chair of personnel committee for managing director hire, capital campaign has reached \$1.8m private, received \$1m Foundation Grant, \$1.6m in Regional Cities and City of Goshen match in process – total of \$4.5m received toward \$5.2m goal, New managing director has been hired and will start June 11; strategic/business plan draft - Completed)**
- Work with Middlebury Chamber to increase Middlebury Town Center Capacity (January - December)
  - **(YTD 1, new town center committee meeting facilitated in May, 12 confirmed members, and development of strategic priorities underway)**
- Continue implementation of Downtown wayfinding signage and kiosk program - Nappanee (October)

**Downtown Live. Work. Play Capacity Grants Objective** The ECCVB has committed to increasing the success of the downtown initiatives by building the capacity of stakeholder organizations to implement Live/Work/Play strategies. The ECCVB will create a new technical assistance grant program, providing administrative resources allowing existing stakeholder organizations to expand their ability to provide new services. The ECCVB will actively engage stakeholder organizations to identify the gaps in existing services, and create an approach to most effectively fill the service gaps.

### Downtown Live. Work. Play. Capacity Grants Activity Measures

- Manage Grant reporting requirements to ECCF (June) - **Complete**
- Facilitate and evaluate grantee progress reports and continued funding eligibility (March, June, October, December) - **(YTD 2 meetings with Elkhart Chamber to discuss Elkhart Business Recruitment program refinements, end of quarter meetings facilitated with Elkhart and Middlebury)**
- Develop and implement community strategy adjustments as warranted (January - December) - **(YTD 2 Elkhart downtown strategies adjusted with new Chamber leadership, Middlebury has added staff capacity to implement LWP objectives and facilitate Town Center objectives)**

**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 positioning Exit 92 to be the premier Toll Road exit through visitor enhancements as a future redevelopment strategy for the neighborhood.

### Exit 92 Redevelopment Activity Measures

- Assist in presentation and consensus building for Cassopolis Streetscape -Toll Road Bridge Enhancements (January - December)
  - **(YTD 8 meeting facilitated between City and County design stakeholders to bring consistency between bridge projects at Exit 92 & Exit 96, open held for Cassopolis St stakeholders; meeting with Mayor and redevelopment officials held for approval to move forward with preliminary design proposal to INDOT and ITA)**
- Facilitate developer contacts to generate interest in possible redevelopment activities (January - December)
  - **(YTD 2 contacts, Mike Higbee/Herman Renfro & Andy Card – KlipschCard Development, new owners of shopping plaza have been engaged in development meetings; streetscape and realignment approved and construction documents to 60% for stakeholder review and to proceed for spring letting)**
- Continue to refine and develop messaging around Hospitality support for Exit 92 Redevelopment Activity Measures (January - December) - **(YTD 1 Exit 92 Campaign results presented to Redevelopment Commission)**
- Create public safety communication strategy to assist Police Department and Hotel operators in information sharing and enhanced public safety activities (January - December) - **(YTD 0)**



**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**

- Provide leadership and support for Friends of Quaker Trace organization to strengthen community support for goals of County-wide Trail Connectivity (January - December) - **(YTD 2 meeting to develop messaging for County Council support, engagement of advocates through Friends of QT discussed and under development)**
- Implement a Blue Ways Master Plan that would connect Bristol to CR 17 boat launch and include expanded paddling infrastructure at CR 17 Boat Launch (January - December) - **(YTD 4, County Redevelopment TIF funding has been allocated to do design and planning with County Parks at CR 17 Boat Launch, planning and design underway, participation in EnFocus Waterways planning process - strategic planning process facilitated with assistance from US DNR)**
- Provide support and technical assistance to RV Hall of Fame for expansion of Event and Rally Facility (January - December) - **(YTD 5 Meetings and support provided to facilitate further study of market demands and facility usage between RV Hall and private development entity)**
- Provide Support and technical assistance for the development of Nappanee RV Park (January - December) - **(Newmar partnership will not happen, project is on hold)**

**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. In addition, the ECCVB will continue in a research partnership with Destination Think! in 2018 to continue the development of place identity and destination DNA, and to support strategic marketing activities and campaigns targeting identified niche segmentations, consumer passions and visitor journeys.

#### **ECCVB Research Activity Measures**

- Facilitate the 2017 Certec Economic Impact Study (January - December) - **(YTD Contract signed, research will be conducted over the summer) (Completed)**
- Based on findings from NITDC Strategic Retreat, identify regional research needs and develop protocol for collaboration and implementation (January - December) - **(YTD NITDC Retreat in early February, results will inform research needs)**
- Develop research parameters to support a County-wide communications and messaging campaign (January - December) - **Ongoing**
- Continue place identity development and destination DNA development (March-January) - **(YTD 2 workshops with Destination Think!)**
- Identify and study 3 distinct niche segmentations relevant to Elkhart County's DNA for targeted marketing and messaging campaigns (January - October) - **Complete (workshops and 3 calls with DT!)**
- Identify customer passionography for niche segment customers (October - November)
- Conduct customer journey mapping research for identified niche segmentations (November - December)
- Develop a strategy to align core destination experiences and create new product experiences with niche segmentation customer desires (November - December)

#### **Destination Experience Development**

In 2018, the ECCVB will continue activating new product development initiatives through a comprehensive experiential development strategy. This strategy is based on collaboration with existing partners to link and enhance signature offerings as well as engineer new, engaging and immersive experiences.

#### **Destination Experience Development Activity Measures**

- Identify existing experiential programs within the destination (January - December) - **Ongoing**
- Conduct discussions with local stakeholders socializing the idea and concept of developing new authentic memorable experiences (January - November) - **Ongoing**
- Continue researching, developing, communicating and marketing high quality, enlightening and entertaining public tour experiences led by locals in order to demonstrate that Elkhart County is an exceptional place to live, work, play and visit. (January - December) - **Ongoing**

**Overall Destination Development Performance Measures**

- The ECCVB will receive and administer \$120,000 in grant funding from the Community Foundation of Elkhart County and the City of Elkhart Redevelopment Commission related to the Live / Work / Play Capacity Grant Program (December)
- The ECCVB will receive and administer \$60,000 from the Community Foundation of Elkhart County related to the Vibrant Communities Implementation and facilitation of the Little Big Ideas Program (December)

## > 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 14,000 visitors to the Visitor Center (January - December) - **(YTD 9,662)**
- Provide friendly personal service to an average of 1,400 people calling to request Heritage Trail Adventures Area Guides and general destination questions (January - December) - **(YTD 877)**
- Provide up-to-date local business brochures, maps, regional travel guides, etc. distributed (January - December) - **(YTD 26,191)**

### Driving Tours Activity Measures

- Heritage Trail Audio Driving Tours (CD and MP3) distributed (January - December) - **(YTD 2,834)**

**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 Visitor Center's meeting room as a resource to 100 community group meetings (January - December) - **(YTD 134)**
- Develop and distribute 26 Front Desk Update e-newsletters to local lodging facilities, attractions, Chambers of Commerce and media (January - December) - **(YTD 20)**

### Overall Visitor Services Performance Measures

- Convert Heritage Trail rentals to \$2 million\* in increased visitor spending (including CDs and downloads) (January - December) - **(\$2,407,256.28)**

*\* 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 (2.2 days average length of stay) X (\$117 per person per day) = Visitor Spending per Heritage Trail CD. Includes CDs and MP3 downloads.*

*Research Resource:*

*2017 Economic Impact Report by Certec Inc.*



## > FINANCE

**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 2018 line item budget (January) - **Complete**
- Establish financial ratios and projections (January - December) - **(YTD 10)**
- Develop monthly financial reports and statements for the corporation (January - December) - **(YTD 10)**
- Perform all accounts receivable and payable for the corporation (January - December) - **(YTD 10)**
- Perform as the Commission's designated collections administrator for delinquencies (January - December) - **(YTD 10)**
- Develop monthly reports on collections activities and hotel occupancy trends (January - December) - **(YTD 10)**
- Complete all county, state and federal employee withholding obligations (January - December) - **(YTD 10)**
- Complete all grant financial requirements (January - December) - **(YTD 10)**
- Maintain a 95% collections rate of lodging tax receipts (January - December) - **(YTD 10)**
- Maintain a 95% collections rate of Heritage Trail Adventures Area Guide contracts (January - December) - **(YTD 10)**

**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) - **(YTD 10)**
- Research benefit plans that best meet employee's needs and budgetary requirements of the corporation (January - December) - **(YTD 10)**
- Work with all employees to assist with interpretation of benefit plans and filing procedures (January - December) - **(YTD 10)**
- Manage the corporate / employee IRA contribution plans (April, July, October, December) - **(YTD 3)**
- Track and report all employee personal time off (January - December) - **(YTD 10)**
- Distribute Employee Professional Development Survey (December)

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

### Building Operations Activity Measures

- Oversee all maintenance agreements for building and equipment (January - December) - **(YTD 9)**
- Initiate all necessary building / equipment service and repairs (January - December) - **(YTD 9)**
- Supervise Visitor Center attendants (January - December) - **(YTD 9)**
- Develop Visitor Center attendant schedules and assign appropriate duties (January - December) - **(YTD 9)**
- Oversee installation and removal of Quilt Mural on Visitor Center building (May, October) - **Complete**



## > 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 2018 Peachtree Tax Update will be purchased.

**Contact Database** - The ECCVB will continue to use Simpleview as its primary contact database and will purchase the annual fee for 2018.

**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 Campaigner email software as its primary email software program and purchase the annual fee for 2018.

**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 2010 programs, Simpleview Database, printers and fax machine.

### **Technology Activity Measures**

- IT problem solving as needed (January - December) - **Ongoing**
- New general software and hardware researched and purchased per Capital Equipment Replacement Plan (January - December) - **Ongoing**
- Produce, print and distribute 1 business plan to staff and Board and Commission (January) - **Complete**
- Produce, print and distribute 12 reports to staff and Board and Commission monthly (January - December) - **(YTD 10)**
- Provide at least 3 Social Media Education Workshops through TwoSix Digital (includes 5 private consulting sessions for partners (March - December) - **Complete**
- Provide 15 30 minute one-on-one Social Media consulting sessions for partners through TwoSix Digital on first come, first serve basis (March - December) - **Complete**

### **Database Management Activity Measures**

- Accurately enter 20,000 contacts (Heritage Trail Adventures Area Guide Requests) into the database (January - December) - **Ongoing**
- Complete and send 1 bulk mailing to the fulfillment house weekly (January - December) - **Ongoing**
- 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) - **Complete**





## > 2018 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 to determine an appropriate upgrade path. Recommendations may include additional memory, a larger hard disk drive or storage unit, a newer workstation computer, network equipment or server system. While the majority of requests are expected to come at the end of year, requests will be reviewed throughout the year to handle unforeseen changes.



## > Terms and Definitions

### **General**

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

**CVB/ECCVB** - Elkhart County Convention & Visitors Bureau, Inc.

**CFEC** - Community Foundation of Elkhart County

**DEI** - Downtown Elkhart Inc.

**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

**NITDC** - Northern Indiana Tourism Development Commission

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

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

**RV** - Recreational Vehicle

**RVIC** - Recreation Vehicle Indiana Council

**SBI** - Small Business Initiative

**SMART** - Strategic Market Area Research in Tourism

**VFR** - Visiting friends and relatives

**Vibrant Bucks Micro-Grant Program** - The micro-grant program created by the Vibrant Communities initiative will allow individuals, small groups and community arts and cultural organizations, among others, to seek funds to carry out fun, creative projects that take place in Elkhart County

**Vibrant Communities Initiative** - This initiative is focused on quality-of-place issues, those qualities such as arts and culture, parks, downtowns, neighborhoods, that make a city or town a better place to live. An Action Agenda is being implemented in 2017 based on the input gathered in 2016 from hundreds of residents from all over Elkhart County

**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.*

**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** - Sum of audiences, in terms of people or households viewing a publication, where there is exposure to the same publication 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.

**IEG** - This organization is an industry-recognized leader in the area of sponsorships. Through its website, sponsorship.com, and an annual conference, online reports and events, it is a source for insights, training and networking.

**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.

**MarketingProfs** - Industry leader for modern marketing tools, training, strategies, articles, online seminars, and discussion forums.

**Media Marketplace** - Annual conference organized by state tourism, bringing together travel media writers with tourism organizations, major hotel properties, attractions and transportation companies.

**Meltwater** - Online service used to track media coverage, establish contacts with media professionals and influencers, and distribute press releases and story pitches.

**Digital/Website**

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

**All Clicks** - The number of clicks on your ads.

**Click-thru Rate** - The number of clicks received on ads per number of impressions.

**Hyperlink** - An electronic connection between two websites.

**Engagement** - Engagement Rate is a metric that social media marketers use to measure a brand's effectiveness at engaging their audience. Typically engagement rate takes your comments, likes, shares, actions divided by fans/followers.

**Bound 360** - A personalization platform that allows you to serve targeted experiences to website visitors in real-time.

**Impressions** - Impressions are the number of times a post from your Page is displayed, whether the post is clicked or not. People may see multiple impressions of the same post.

**Link Click-Through Rate (LCTR)** - The percentage of times people saw your ad and performed a click (all).

**Page Likes** - The number of likes of your Facebook Page attributed to your ads or organic reach.

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

**Reach** - The number of people who saw your ads at least once.

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

**Total Clicks (Actions)** - The total number of actions people took that are attributed to your ads. Actions may include engagement or clicks.

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

**Video Views** - The number of times your video was viewed for at least 10 seconds.

**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.

**YELP** - A website and mobile app that publishes crowd-sourced reviews about local businesses.

**Waze** - Targeted Digital "billboard" that displays information to drivers based on their location.

**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.

<b>ELKHART COUNTY CVB INQUIRY &amp; COLLATERAL DISTRIBUTION REPORT 2017 - 2018 COMPARISON</b>		
	<b>May - August 2017</b>	<b>May - August 2018</b>
<b>Visitor Information Requests</b>		
Telephone Inquiries	112	78
Business Calls Only	581	572
Information Calls Only	602	361
E-MAIL INFORMATION ONLY	20	11
Unique Internet Inquiries	127,512	90,483
Live Chat	80	201
Live Chat Offline	100	50
<b>Total</b>	<b>129,007</b>	<b>91,756</b>
<b>Collateral Sent</b>		
Collateral Requested by E-mail/Web	2,600	1,448
Cooperative Advertising	578	1,340
Non-Advertising Requests	187	89
Advertising Requests	1,491	2,245
Electronic Vacation Planner	1,697	1,315
<b>Direct Mail</b>		
HTML Email (Group & Leisure)	107,651	74,712
<b>Total</b>	<b>123,204</b>	<b>81,149</b>
<b>Visitors To Center</b>	<b>7,927</b>	<b>6,013</b>
<b>Visitor Center Distribution</b>		
Vacation Planner	746	1,053
Area Map Pad Maps	1,276	1,250
Collateral Materials Elkhart County	9,289	9,584
Collateral Materials Regional/State	3,815	4,256
Heritage Trail CDs	504	377
Heritage Trail Downloads	406	415
Resident Collateral	234	82
<b>Total</b>	<b>16,270</b>	<b>17,017</b>
<b>Bulk Distribution</b>		
Vacation Planner	47,605	37,820
Area Map Pad Maps	28,780	23,050
Collateral Materials Elkhart County	64,725	21,047
Collateral Materials Regional/State	549	760
Heritage Trail CDs	603	770
<b>Total</b>	<b>142,262</b>	<b>83,447</b>
<b>Total Collateral Distributed</b>	<b>411,772</b>	<b>273,001</b>
<b>Driving Tour Free Distribution</b>		
Heritage Trail Driving Tour	1,107	1,147
Heritage Trail Driving Tour MP3	406	415
<b>Total Heritage Trail Driving Tour Distribution</b>	<b>1,513</b>	<b>1,562</b>
<i><b>In 2017, 52,000 pieces of Seward Johnson collateral were distributed. We also had an increase in Area Guide and map distribution.</b></i>		