

ECCVB ELKHART COUNTY CONVENTION
AND VISITORS BUREAU INC.

TOURISM BUILDING COMMUNITY

ELKHART GOSHEN MIDDLEBURY NAPPANEE BRISTOL WAKARUSA



2019 PLACE-BASED KEY INITIATIVES & BUSINESS PLAN





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ORGANIZATION STRUCTURE

The Elkhart County, Indiana, Convention & Visitors Bureau (ECCVB) is a private, nonprofit corporation. It serves as the official tourism advertising/promotions 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 more than 30 rooms.

As the champions for quality of place initiatives and place promotion, the ECCVB takes an active role representing sustainable development through affiliations with government, economic development organizations, developers, tourism-related businesses and other organizations that align with its mission.

The ECCVB develops diverse strategic partnerships to maximize the effectiveness of its research-based promotions programs and development initiatives in Elkhart County.

- *A seven-member Innkeepers Tax Commission, appointed by the Elkhart County government executives under the direction of Indiana Law IC 6-9-19, has oversight responsibility for the appropriation of the lodging tax fund.*
- *A seven-member Board of Directors provides fiscal and policy stewardship for the Elkhart County Convention & Visitors Bureau Corporation.*
- *The ECCVB employs a 10-person staff which manages its various programs and operations and provides support to the area's hospitality industry.*
- *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.*



The ECCVB is a member of the **Northern Indiana Tourism Development Commission (NITDC)**, a northern Indiana alliance. With an agreed-upon destination brand positioning and strategy, NITDC members:

- *Collaborate on issues of mutual importance;*
- *Participate in cooperative promotions programming;*
- *Conduct credible research-based activities;*
- *Contribute to an integrated regional website that draws information from member websites and databases*

WHO WE ARE



ACCOUNTABILITY

Accountability is an integral part of the corporate culture. The ECCVB must show how it effectively uses its resources to generate the greatest return on investment for the destination. It monitors and analyzes many sources of data on the industry-wide impact of tourism in the Elkhart County area, and reports how it contributes positively to the hospitality industry.

The Innkeepers Tax Commission and Board of Directors meet bi-monthly. At these meetings, the two bodies receive reports on performance metrics and discuss and act on policy initiatives and priorities.



STRONG VALUES AND GUIDING PRINCIPLES

The ECCVB is guided in its daily activities by a foundation built on strong values and guiding principles that are:

- *Ethical*
- *Innovative*
- *Collaborative*
- *Inclusive*
- *Entrepreneurial*
- *Professional*
- *Accountable*

These norms are the foundation to perform successfully.

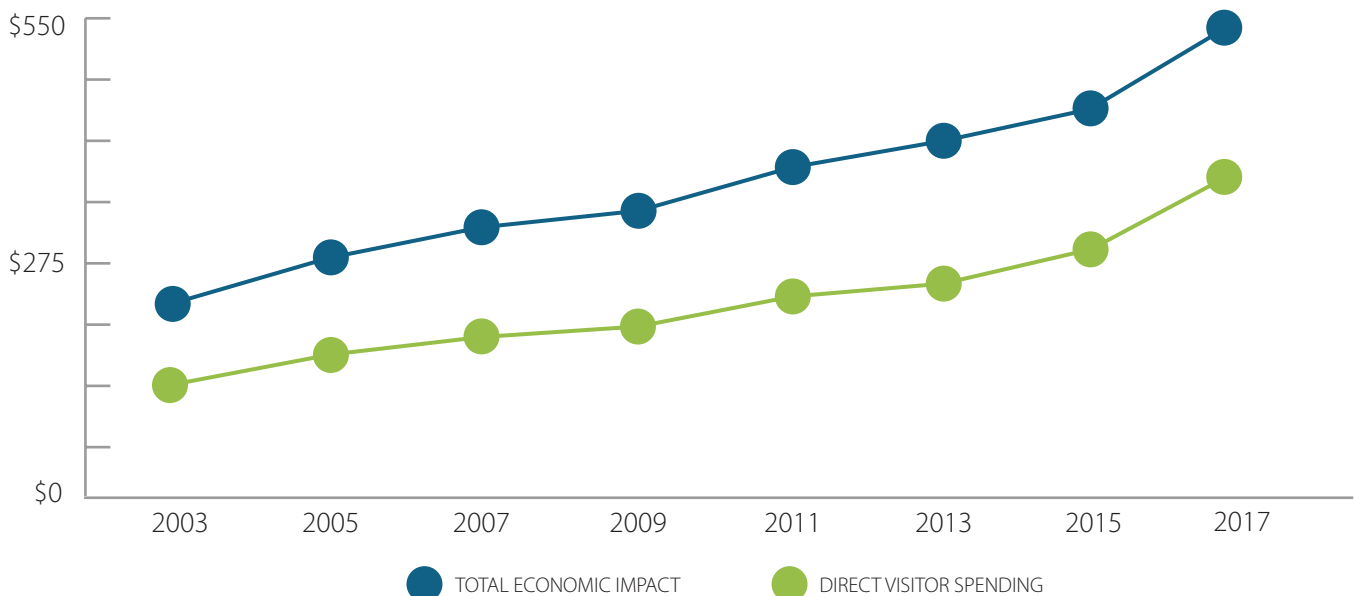
2018 PERFORMANCE RESULTS

- Total number of ECCVB partnerships: **977**
 - Total partner dollars invested in co-op programs: **\$922,926**
 - Public Relations Advertising equivalency: **\$4 million***
 - \$246,212 invested in Promotions and Advertising generated **\$22.5 million in visitor spending***
 - Travel Trade activities generated **\$4 million in group visitor spending***
 - Heritage Trail Audio Driving Tour distribution generated **\$2.5 million in visitor spending***
 - Based on total Innkeepers Tax collected in 2018, **the ECCVB leveraged \$1 collected into \$15 of visitor spending.**
- * 2018 Total Return on Investment is \$33 million which is clearly and significantly generated through the ECCVB advertising, promotions and sales efforts.



TOURISM ECONOMIC IMPACT TREND

2017 Total Visitor Spending: \$550 million



(\$ in millions) | Source: Certec, Inc | Economic impact reports are commissioned biennially.
A 14-year trend demonstrates an increase in both Economic Impact and Visitor Spending.

MISSION AND KEY STRATEGIES



The ECCVB is Elkhart County's champion for place-making initiatives through its affiliations with government, residents, stakeholders, developers, and tourism-related businesses and organizations. The ECCVB forms strategic partnerships to maximize the effectiveness of its research-based branded promotions programs and development activities that highlight Elkhart County as an outstanding place to live, work and play.

It advocates for all Elkhart County communities by connecting visitors' needs and interests with the amenities, products and services provided by community partners and by leveraging relationships and staff expertise to enhance the quality of place of downtowns, neighborhoods and rural spaces. The ECCVB develops, executes and manages a broad range of programs that connect visitors with its hospitality partners while adhering to an overall vision of continuous development throughout Elkhart County.

To achieve its annual strategic goals, the ECCVB targets particular programs for emphasis through sponsorship and promotions activities, collaboration with partners and community organizations, and development and planning initiatives.

Quality of place is the driving force behind the ECCVB's strategies and initiatives. The ECCVB focuses its resources on promoting, advocating and enhancing arts and cultural assets, the natural and built environment, and deepening the emotional bond shared by residents and visitors to Elkhart County's communities.

For 2019, the key pillars of the ECCVB's strategies are:

PLACE IDENTITY (pg 7): The foundation for the ECCVB's messages is its understanding of the essence of Elkhart County's identity. This identity will enable the development of bedrock communications vehicles and enhancements to the customer journey.

VISITOR EXPERIENCES (pg 7-8): From Amish Country to the Heritage Trail to Quilt Gardens, Elkhart County offers a wealth of experiences for cultural exploration, creative expression and just kicking back and relaxing.

VIBRANT COMMUNITIES (pg 8-9) : Supporting quality of place throughout Elkhart County by championing projects, celebrating successes and driving greater resident engagement increases emotional attachment and attractiveness for development.

RELATIONSHIPS (pg 9): The ECCVB's already strong relationships with partners will be enhanced further while also developing and building new connections with critical stakeholders to Elkhart County's success.



PLACE IDENTITY



COMMUNITY OF MAKERS: Craftsmanship, quality and pride reside at the heart of who Elkhart County is - it is in our DNA. Deepening our understanding of what makes our community unique led to the creation of a new brand identity and supporting messages. This new brand message and narrative developed to convey the essence of Elkhart County will be shared with our many partners as part of the development of coordinated campaigns.



THE CUSTOMER JOURNEY: Building on the findings of the niche research will inform research on how visitors learn about Elkhart County and experience the destination. We will work with partners to identify promising opportunities to enhance communications and lower barriers that visitors may encounter here.

HERITAGE TRAIL: Few things have connected Elkhart County's vibrant and distinctive communities as well as the Heritage Trail audio driving tour. As the county continues to evolve, the ECCVB will explore improvements in content and delivery that will keep this singular attraction relevant for a new era.



VISITOR EXPERIENCES



COMMUNICATING TO THE NICHES: Honing the focus of the Elkhart County's brand identity enabled research activities to reveal Cultural Explorers, Creatives and Roadtrippers as important niches. These groups of highly motivated travelers representing interests in Amish Country, the arts, and recreational vehicle and camping experiences will be in the spotlight of promotions and continued research.

2019 KEY Pillars

VISITOR EXPERIENCES (CONT)

SIGNATURE EVENTS: One-of-a-kind events bring together residents and visitors alike in celebrations of the best Elkhart County has to offer. The Quilt Gardens unite passions for public art, gardening, quilting and history. From the Elkhart Jazz Festival and Elkhart County 4-H Fair to the Nappanee Apple Festival, Wakarusa Maple Syrup Festival, Bristol Homecoming and Middlebury Summer and Fall festivals, Elkhart County loves to throw parties that welcome everyone.



CULTURAL EXPLORER: The allure of Amish heritage and way of life is a powerful draw for anyone who loves to delve into history. The inquisitive travelers of the Cultural Explorer niche represent a potent opportunity to build Elkhart County's reputation. From Amish Country to the rich collection of museums, historic locations and local folklore, adventures are offered to enrich the mind and invite visitors to explore and follow their curious minds.

VIBRANT COMMUNITIES



EXPANDING THE CIRCLE: One of the strengths of Vibrant Communities' mission to advance quality of place has been its ability to draw key decision-makers from all sectors into its orbit. Leaders from the business world, public sector and the non-profit community have all leaned on the principles of quality of place in making decisions. To expand this core, organizers are planning activities that invite in young professionals, reach policymakers at a regional level and build awareness among residents.

CELEBRATING SUCCESSES: Vibrant Communities' communications channels act as cheerleaders for projects throughout Elkhart County by sharing news and updates through multiple channels, from website to email and social media. This positive approach, including highlighting diverse personalities and their affection for their hometown, reinforces Vibrant Communities movement ultimate goal to inspire people to love Elkhart County.



VIBRANT COMMUNITIES (CONT)



COMING TOGETHER: The Vibrant Communities movement is not a one-way street. Rather, it welcomes bottom-up innovation and engagement through the Little BIG Idea Grant program and 365 Vibrant People. The movement has inspired a number of festivals and events, which have sparked even more activities that bring residents and visitors together.

RELATIONSHIPS

VISITOR CENTER: Within Elkhart County, our relationship with visitors and residents begins at the Visitor Center. The plans to open a new and tastefully equipped Visitor Center is our opportunity to invite residents to enjoy Elkhart County and see their community in a new way. Stakeholders will also see the value of the center and connect more deeply with the destination.



KEY INFLUENCERS: Strengthening relationships with residents will help communicate the value the ECCVB, tourism and hospitality delivers to Elkhart County. Celebrating the often-overlooked city/county employees whose unsung work improve the visitor experience expresses the value of these services.



GETTING SOCIAL: Whether on social media, small-group settings or meetings, ECCVB staff interactions will work to build on quality-of-place messaging that encourage everyone to love Elkhart County and communicate that to their own circles.

ECCVB SPONSORSHIPS

Via its sponsorship program and other collaborative efforts, the ECCVB supports non-profit organizations and civic partners which conduct activities, festivals or events. These actions build stronger community relationships, encourage visits from around the region and reinforce the area's position as attractive communities.

The ECCVB is committing more than \$160,000 (this includes sponsorship, Travel Guide Assistance Fund, Little BIG Idea Grant, and Live Work Play) in 2019 to sponsoring events, assisting partners with advertising, and increasing capacity for placemaking projects.

Events and initiatives supported in 2018 include:

ELKHART COUNTY

- *Amish Country B&B Group*
- *Bike Elkhart Quilt Gardens Ride*
- *Friends of Elkhart County Parks*
- *Gathering at Five Medals*
- *Little BIG Idea Grant projects*
- *Elkhart County Seek, Heroes of Hope*
- *Pumpkinvine Bike Ride*
- *RV/MH Hall of Fame and Museum*

TOWN OF BRISTOL

- *Elkhart Civic Theatre*
- *Little BIG Idea Grants - Lunar Lunch*
- *Town of Bristol*

CITY OF ELKHART

- *Elkhart ArtWalk*
- *Elkhart Bike Night*
- *Elkhart Jazz Festival*
- *Elkhart Juried Regional (Midwest Museum of American Art)*
- *Elkhart Parks & Recreation*
- *Gateway Mile*
- *Greater Elkhart Chamber of Commerce*
- *Hall of Heroes Comic Con*
- *Little BIG Idea Grants - Pots of Grace, Canvas and Kool Aid*
- *Live Work Play capacity grant*
- *Moose Rugby Grounds*
- *Friends of the National New York Central Railroad Museum*
- *Premier Arts*
- *Ruthmere*
- *Wellfield Botanic Gardens*



CITY OF GOSHEN

- *Downtown Goshen Inc.*
- *Elkhart County 4-H Fairgrounds*
- *Good of Goshen*
- *Goshen Chamber of Commerce*
- *Goshen First Fridays*
- *Little BIG Idea Grants - Goshen Rocks, Shine Through Slime*
- *Live Work Play capacity grant*
- *River Bend Film Festival*

TOWN OF MIDDLEBURY

- *Little BIG Idea Grants projects - Faces of Middlebury*
- *Live Work Play capacity grant*

CITY OF NAPPANEE

- *Little BIG Idea Grants*
- *Flower Gardens Art in Bloom, Anti-Bullying Program*
- *Live Work Play capacity grant*
- *Nappanee Apple Festival*
- *Nappanee Chamber of Commerce*

TOWN OF WAKARUSA

- *Wakarusa Bluegrass Festival*
- *Wakarusa Maple Syrup Festival*

ECCVB TOURISM & COMMUNITY LEADERSHIP INVOLVEMENT

DIANA LAWSON, FCDME Chief Executive Officer

- Northern Indiana Tourism Development Commission Board of Directors
- Elkhart County / Cities
- Vibrant Communities
- Lerner Governing Board, Vice President
- Friends of the Lerner Board, Vice President
- Lerner Strategic Plan Committee
- WNIT Community Advisory Board
- Downtown Goshen, Inc. Board Member
- Regional Cities Initiative
- MACOG Active Transportation Steering Committee
- enFocus Board of Directors
- South Bend / Elkhart Partnerships Regional Board
- South Bend / Elkhart Regional Talent Attraction & Retention

AMANDA ECKELBARGER Senior Creative Design Manager

- Destinations International 30 Under 30 Member
- Indiana Tourism Association Professional Development Committee
- Indiana Tourism Association Annual Conference Awards Committee Co-Chair
- Indiana Tourism Association Annual Conference Planning Committee
- Northern Indiana Tourism Development Commission Marketing Committee
- Elkhart County Food Council Team Member

JON HUNSBERGER Director of Destination Development

- American Planning Association Member
- American Planning Association - Indiana Chapter Board of Directors
- Vibrant Communities Organizing Team
- Regional Cities Talent Attraction Committee
- MACOG Trail Branding Steering Committee

JANIS LOGSDON Director of Advertising Sales and Leisure Promotions

- Elkhart County Historical Society Board Vice President
- Northern Indiana Tourism Development Commission Marketing Committee

TERRY MARK Director of Communications and Public Relations

- Vibrant Communities Organizing Team
- Vibrant Communities Communications Team Chair
- Vibrant Communities Little BIG Idea Grant Committee
- Elkhart County Countywide Communicators Group
- Elkhart Community Schools, Human Services Schools of Study Design Team

JESSICA MILLER-BARNHART Senior Technology Marketing Manager

- Northern Indiana Tourism Development Commission Technology Ad-hoc Taskforce
- Northern Indiana Tourism Development Commission Marketing Committee

SONYA NASH, CTIS, CTP Director of Group & Experiential Sales and Promotions

- Northern Indiana Partnership for the Arts Commission Grant Review Panel Chair
- Quilt Gardens along the Heritage Trail Project Manager
- Michiana Master Gardener
- Indiana Department of Tourism ABA Planning Committee

CINDY OSTROM Director of Finance and Administration

- Vibrant Communities Organizing Team
- Regional Cities Talent Attraction Committee

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DIANA LAWSON, FCDME
Chief Executive Officer

diana@eccvb.org

Responsibilities:

- Researches, develops, leads, and facilitates the overall strategic and operational responsibilities regarding staff, programs, expansion, and execution of the ECCVB's mission and goals to be Elkhart County's champion for the local tourism industry.
- Collaborates directly with the Commission and Board, along with community partners, on the collaborative vision, policymaking and business strategy for the organization.
- Serves as the primary spokesperson and Chief Executive Officer for the ECCVB.

AMANDA ECKELBARGER
Senior Creative Design Manager

amanda@eccvb.org

Responsibilities:

- Manages all aspects of the creative design areas and provides support for the ECCVB team by developing, creating and updating the visual brand and content for the promotions and collateral materials to provide quality branding, along with accurate and timely publication to attract interest and meet the overall organizational goals.

MINDY ENGLE
Destination Concierge

mindy@eccvb.org

Responsibilities:

- Provides professional, friendly, and personal service to visitors and callers of the Visitor Center to generate spending and economic impact throughout the destinations.
- Represents the direct and official resource to visitors of the Center by providing travel information and other visitor services in-person, over the phone, and online.

JON HUNSBERGER
Director of Destination Development

jon@eccvb.org

Responsibilities:

- Researches, develops, leads, executes and facilitates destination development strategies and related activities that support new and redevelopment of targeted attraction areas.
- Develops, leads, and supports strategic business development through strategic development, promotions, guidance, and related training activities that will generate investments and increased economic impact throughout the destination locations.

JANIS LOGSDON
Director of Advertising Sales and Leisure Promotions

janis@eccvb.org

Responsibilities:

- Researches, develops, leads, facilitates, and executes the solicitation of leisure advertising sales and promotions that generate brand awareness, promote destination assets and optimally engage leisure visitors towards destination visits and spending, utilizing cooperative advertising efforts, paid, earned, and owned media channels, along with other promotions resources.

MIKE LONG**Destination Concierge****mike.long@eccvb.org**

Responsibilities:

- Provides professional, friendly, and personal service to visitors and callers of the Visitor Center to generate spending and economic impact throughout the destinations.
- Represents the direct and official resource to visitors of the Center by providing travel information and other visitor services in-person, over the phone, and online.

TERRY MARK**Director of Communications and Public Relations****terry@eccvb.org**

Responsibilities:

- Researches, develops, leads, executes and facilitates the organizational communications and public relations aspects for the organization, utilizing various platforms and messaging vehicles along with ongoing community engagement initiatives that will influence increased community/stakeholder awareness, sentiment, and synergies of the ECCVB, along with ultimate increased local / visitor attraction to Elkhart County.

JESSICA MILLER-BARNHART**Senior Technology Marketing Manager****jessica@eccvb.org**

Responsibilities:

- Manages all of the Bureau's technology systems, including hardware, software, servers, devices, phones, staff / partner training and support, along with website and database management to support the daily technical activities effectively that generate over-all organizational goal attainment.

SONYA NASH**Director of Group & Experiential Sales and Promotions****sonya@eccvb.org**

Responsibilities:

- Researches, develops, leads, facilitates, and executes sales and promotions strategies through partnerships with local businesses and stakeholders to create or refresh destination experiences that will convert or create buyer interest and extend overnight stays in the destination locations for groups.
- Leads related sales and marketing efforts, including convention / meeting and group tour sales, along with destination enhancements, entertainment and event planning, and other related group support services.

CINDY OSTROM**Director of Finance and Administration****cindy@eccvb.org**

Responsibilities:

- Researches, develops, leads, executes and facilitates all office administrative, financial and accounting, visitor center, human resources and facilities functions for the Bureau to ensure overall compliance, organizational effectiveness, and continual efficiencies towards the respective financial, customer, and team member goals of the organization.

ECCVB, INC. PRIORITY ACTIVITIES

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.

OVERALL OBJECTIVE: By investing in co-operative media buys and Elkhart County specific placements, the ECCVB will develop, coordinate and implement destination campaigns and maximize media value.

REGIONAL AND LOCAL CO-OPS

NITDC INDIANA'S COOL NORTH REGIONAL PROMOTIONS CO-OP ACTIVITY MEASURES

Integrated promotion campaigns and strategy to message Indiana's Cool North brand through regional web, print, email and digital.

- Toll Road Exit-by-Exit Guide inside front cover ad and opposite inside front cover ad (January - December)
 - Partnerships: 4 | Circulation: 100,000
 - CVB investment: \$9,840
- Toll Road map ad (January - December)
 - Partnerships: 4 | Circulation: 80,000
 - CVB investment: \$0
- Brochure distribution (Area Guide, Exit 92, Museums, and Quilt Gardens) at Toll Road plazas (January - December)
 - Partnerships: 4 | Impressions: 2.1 million
 - CVB investment: \$11,100
- I-80/90 Travel Plaza Video Screens (Exit 92 messaging) on (4) screens in (4) plazas (April - December)
 - Partnerships: 4 | Gross impressions: 10 million annually
 - CVB investment: \$7,500
- Custom digital ad campaign promoting Quilt Gardens along the Heritage Trail to a highly retargeted audience (June)
 - Partnerships: 2
 - CVB investment: \$8,000 | NITDC investment: \$2,000 | Total value of investment: \$10,000
- Custom digital ad campaign promoting fall activities and festivals along the Heritage Trail to a highly retargeted audience (August/September)
 - Partnerships: 2
 - CVB investment: \$8,000 | NITDC investment: \$2,000 | Total value of investment: \$10,000
- Social media one week blitz campaign promoting Quilt Gardens along the Heritage Trail on Facebook and Instagram to a highly retargeted audience (July/August)
 - Partnerships: 2
 - CVB investment: \$2,400 | NITDC investment: \$600 | Total value of investment: \$3,000
- Social media one week blitz campaign promoting fall color and activities along the Heritage Trail on Facebook and Instagram to a highly retargeted audience (October)
 - Partnerships: 2
 - CVB investment: \$2,400 | NITDC investment: \$600 | Total value of investment: \$3,000
- By leveraging a \$34,500 membership investment to a partner membership investment of \$103,500 the ECCVB will communicate the Elkhart County / Northern Indiana assets across multiple advertising platforms including social media, digital and print.
 - Total value of membership investment: \$138,000

REGIONAL AND LOCAL CO-OPS (cont)

INDIANA TRAVEL GUIDE | VISITINDIANA.COM ACTIVITY MEASURES

- Brochure lead generation ad and listings (January - December)
 - 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
- Track Heritage Trail Adventures Area Guide requests received (January - December)
- 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

INDIANA FESTIVAL GUIDE ACTIVITY MEASURES

- Full page ad (January - December)
 - Partnerships: 90 | Circulation: 500,000 | 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.
 - Total value of investment: \$50,225

GOOD OF GOSHEN PARTNER CAMPAIGN SUPPORT

Develop engaging content and digital promotion that supports Goshen's vibrant community to residents and visitors.

- Custom digital ad campaign promoting assets in and around the City of Goshen (January - December)
 - Partnerships: 7
 - 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 assets in and around the City of Goshen across digital platforms.
 - Total value of investment: \$115,000

GATEWAY MILE PARTNER CAMPAIGN SUPPORT

Develop engaging content and digital promotion that supports and communicates Gateway Mile assets (shops, restaurants and events) to residents and visitors.

- Custom digital ad campaign promoting assets along downtown Elkhart's Gateway Mile (January - December)
 - CVB investment: \$35,000 | Partner investment: \$35,000 | Total value of investment \$70,000
- By leveraging \$35,000 to a partner investment of \$35,000 the ECCVB will communicate downtown Elkhart's Gateway Mile assets across digital platforms.
 - Total value of investment: \$70,000

REGIONAL ADVERTISING ACTIVITY MEASURES

I-80/90 OUTDOOR BILLBOARDS

- Exit 92 Campaign to promote the density and proximity of familiar and trusted lodging and dining brands as well as locally owned and operated properties and access to engaging attractions at Exit 92 (April - December)
 - Burkhart, LaMar, Connor: I-80/90 Eastbound (8) Lake, LaPorte, St. Joseph & Elkhart Counties
 - Outfront: I-80/90 Westbound (3) Elkhart & Steuben Counties
 - Partnerships: 2 | Gross Impressions: 20.5 million annually
 - CVB investment: \$13,760 | Partner investment: \$66,900 | Total investment: \$80,660
- Elkhart County Visitor Center campaign to promote the new location (April - December)
 - Outfront: I-80/90 Westbound (1) Elkhart at the Exit 92 off-ramp
 - Gross Impressions: 20.5 million annually
 - CVB investment: \$5,400

MIDWEST LIVING DIRECT MAIL

- Polybag Heritage Trail Adventures Area Guide with Midwest Living to a portion of their Chicago area subscriber list (May)
 - Distribution: 27,900
 - CVB investment: \$17,000

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

QUILT GARDEN PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- National Garden Clubs - Grand Rapids (May)
 - Convention program distribution: 700
 - CVB investment: \$500
- PCMGA Garden Walk - Grand Rapids (July)
 - Convention program distribution : 2,000 | Conference Attendee eNewsletters: 4,000 | Conference Website page views: 18,000
 - CVB investment: \$100
- Garden Clubs of IL, Garden Glories (June /July)
 - Magazine distribution: 9,200
 - CVB investment: \$400
- American Quilters Society Quilt Show - Paducah (April)
 - Convention program distribution : 37,000
 - CVB investment: \$474
- American Quilters Society Quilt Show - Grand Rapids (August)
 - Convention program distribution : 20,000
 - CVB investment: \$450
- Shipshewana Quilt Festival (June)
 - Festival program distribution: 4,000
 - CVB investment: \$100
- Amish Acres Arts & Crafts Festival (August)
 - Festival program distribution: 60,000
 - CVB investment: \$2,000

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES (cont)

HERITAGE TRAIL PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- Midwest Living - Out and About 1/2 page ad (May/June)
 - Magazine distribution: 358,000
 - CVB investment: \$9,192
- Midwest Living - Out and About 1/3 page ad (June/July)
 - Magazine distribution: 358,000
 - CVB investment: \$6,154
- TravelIN - Full page ad (April/May/June & July/August/September)
 - Magazine distribution: 300,000
 - CVB investment: \$4,170
- Premier Arts - Full page ad (March - December)
 - Performance program distribution: 30,000
 - CVB investment: \$1,000
- Amish Acres Round Barn Theatre - Full page ad (April - December)
 - Performance program distribution: 70,000
 - CVB investment: \$800
- The Beacher - Full page ad (May)
 - Weekly newspaper distribution: 4,000
 - CVB investment: \$415
- Elkhart / Goshen / Middlebury / Nappanee Chamber Member Directories and Tourism Brochures ads (August - November)
 - CVB investment: \$1,780
- In Progress - Full page ad (February)
 - Magazine distribution: 25,000
 - CVB investment: \$350
- Elkhart County Living Magazine (June)
 - Magazine distribution: 25,000
 - CVB investment: \$600
- Elkhart Lions Club Lions Tales Annual Newspaper (October)
 - Newspaper distribution: 3,500
 - CVB investment: \$350

LOCAL MEDIA DIRECT MAIL CHANNELS ACTIVITY MEASURES

- Heritage Trail Adventures Area Guide insert in The Hart (May)
 - Magazine distribution: 10,000
 - CVB investment: \$600
- Elkhart County Visitor Center relocation promotional postcard distributed to Elkhart County residents (July)
 - Post card distribution: 50,000
 - CVB investment: \$15,000

SPECIALTY AND CHAMBER PUBLICATION AND PROMOTIONAL MATERIALS ACTIVITY MEASURES (cont)

TRADE PUBLICATIONS COOPERATIVE ADVERTISING ACTIVITY MEASURES

Objective: Develop in partnership with local businesses a strategic advertising campaign for the travel trade market targeting the cultural adventurer and creative explorer niche audiences which generates qualified leads and positions Amish Country as a premier destination.

- Develop 150 Co-op partnerships through print, eNewsletter, FAM tours, trade shows and digital ad buys (January - December)
- Coordinate 198 insertions including YouTube video links, custom eblasts, eNewsletter, online itinerary pages, photo galleries, custom content articles, belly bands, travel guide poly bag inserts, and print ads (January (18), February (16), March (16), April (16), May (20), June (17), July (15), August (15), September (17), October (18), November (15), December (15))
- Advertise in 5 publications: Group Tour Northeastern, Leisure Group Travel, Group Travel Leader, Red Hat Celebrations, and Select Traveler (January - December)
 - Select Traveler
 - Total reach: 5,000 per print issue, 15,000 per custom content article, 24,000 per eNewsletter
 - Total frequency: (1) Custom Content Article (September), (1) Digital Custom Content eNewsletter article (October), (5) Web Itineraries (January - December); (1) Web Listing/Link (January - December); (1) Trip Search Link (January - December)
 - Partnerships: 4
 - CVB Investment: \$1,655 | Co-op media dollars: \$1,345 | Total value of investment: \$3,000
 - Leisure Group Travel
 - Total reach: 20,000 per issue
 - Total frequency: (1) Full page ad Indiana annual issue (January), (1) Full page Itinerary, written & inserted online & in print (June), (1) Site Inspection full page article online & in print (October), 1 photo listing in the annual Group Travel Destinations Directory (January), (1) year run of online video links for 12 months
 - Partnerships: 4
 - CVB investment: \$0 | Co-op media dollars: \$8,265 | Total value of investment: \$8,265
 - Group Travel Leader
 - Total reach: 16,000 per eblast, 15,000 per print publication, 24,000 per eNewsletter
 - Total frequency: 1) Custom Content Article (May), (1) Digital Custom Content eNewsletter article (May), (1) Custom eblast (May), (1) full page ad (September), (5) Web Itineraries (January - December); (1) Web Listing/Link (January - December); (1) Trip Search Link (January - December)
 - Partnerships: 4
 - CVB investment: \$4,000 | Co-op media dollars: \$3,000 | Total value of investment: \$7,000
 - Red Hat Celebrations
 - Total reach: 2,500 per frequency
 - Total frequency: (3) custom eNewsletters (February, May, October), unlimited events on website directory (January - December)
 - Partnerships: 4
 - CVB investment: \$1,085 | Co-op media dollars: \$0 | Total value of investment: \$1,085
 - Group Tour Northeastern
 - Total reach: 15,500 per print issue, 12,500 per eNewsletter
 - Total frequency: (1) full page "NEXT STOP" ad (March), (1) full page ad Indiana annual issue (January), (1) Belly Band Wrap around cover (June), (1) exclusive eNewsletter including itinerary and banner ad (April), (1) Travel Guide insertion with publication (May)
 - Partnerships: 4
 - CVB investment: \$5,500 | Co-op media dollars: \$11,000 | Total value of investment: \$16,500

COMMUNICATIONS - PROMOTIONS

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.

LEISURE PROMOTIONS

HERITAGE TRAIL PROMOTIONS ACTIVITY MEASURES

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 experience.

- Communicate and collaborate ongoing promotion campaigns with partners to promote Elkhart County to visitors and residents (January - December)
- Update creative concept for print and digital media (February)
- Promote and distribute Heritage Trail audio driving tours (3,000 produced) via CD and MP3 download (January - December)
- Produce and distribute Heritage Trail maps (March - December)
 - Production: 40,000 maps
 - CVB investment: \$5,500
- Launch revised Heritage Trail audio tour with new delivery systems (June)
- Promote cities and towns and Heritage Trail assets to residents via direct mail/insertion of area guide in special Goshen News publication, The Hart, reaching 10,000 local residents (May)
- 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 28,100 residents (May)
- Promote Elkhart County assets through the power and reach of a Midwest Living digital campaign with a geo target in the Chicago market (June - July)
- Promote Elkhart County assets through a sponsored post on "Only in Indiana's" Facebook page (July)
- Produce and distribute Historic Downtown Walking Tours rack cards (April - October)
 - Production: 10,000
 - CVB investment: \$500

QUILT GARDENS ALONG THE HERITAGE TRAIL ACTIVITY MEASURES

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 Quilt Gardens experience.

- Update creative concept for print and digital media (January)
- Produce and distribute rack cards (January - September)
 - Production: 30,000
 - CVB investment: \$4,200
- Update partner brand management guide and promotion guidelines (January)

LEISURE PROMOTIONS (cont)

QUILT GARDENS ALONG THE HERITAGE TRAIL ACTIVITY MEASURES (cont)

- Update and create new copy for Quilt Garden signs and murals (March)
- Coordinate and facilitate new sign materials and construction, on-sign signage design, production and placement for 28 Quilt Garden and Quilt Mural locations (April)
- Produce Master Gardeners Guidebook and Quilters Chronicles Guidebook (May)

EXIT 92 ACTIVITY MEASURES

Objective: To promote I-80/90 Exit 92 as the best option for transient traveler stops and to communicate the density and proximity of familiar lodging and dining brands.

- Confirm ad placements and establish timelines (January)
- Confirm and place 11 outdoor billboards along I-80/90 Toll Road (January - February)
- Confirm and place rack cards for distribution at 7 Ohio Toll Road plazas (\$3,150) (January - December)
 - Production: 7,500
 - CVB investment: \$3,150
- Confirm Toll Road Exit-by-Exit Guide ad placement (January)
- Confirm Toll Road map ad placement (January)

GETAWAY STAYS ACTIVITY MEASURES

Objective: To promote assets highlighting experiences based on interest and lifestyle resulting in economic impact as well as an impact on reputation and appeal to both residents and visitors. The campaign will target niche-specific visitor segments.

- Repurpose and develop new content highlighting experiences and activities based on interest and niches (January - December)

ELKHART COUNTY VISITOR CENTER PROMOTIONS ACTIVITY MEASURES

Objective: To create awareness and expand the appeal of the new Elkhart County Visitor Center to visitors and residents. The campaign will market the new Visitor Center to bring awareness and highlight the assets, tools (maps and brochures) and staff knowledge of Elkhart County and the region. Promotions will include digital, direct mail, email and personalized web content based on user interest, location and demographics.

- Develop and distribute a Visitor Center rack card (June)
 - Production: 10,000
 - CVB investment: \$500
- Develop and promote a Visitor Center open house to local residents, stakeholders, government leaders and beyond through direct mail and targeted digital campaign (August)
- Develop and distribute a direct mail postcard to Elkhart County residents promoting the Visitor Center as an expert resource for information attractions, restaurants, shopping, experiences and events throughout the region (July)

GROUP/TRAVEL TRADE PROMOTIONS

ENGAGEMENT & DEVELOPMENT ACTIVITY MEASURES

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 tradeshows, giving presentations and conducting direct mail campaigns, sales missions, e-mail campaigns, group website updates, social media strategies, trade publication co-op advertising campaigns and destination preview tours.

- Attend 6 tradeshows: ABA, Select Traveler Conference, Heartland Travel Showcase, Midwest Marketplace, TAP Dance, Boomers in Groups (January - October)
- Conduct 2 Sales Missions: Midwest (September - October)
- Conduct 2 personalized destination previews, 1 Select Travel Conference PRE-FAM and 1 destination wide preview tour (January - December)
- Insert 17,000 copies of the Heritage Trail Adventures Area Guide in a polybag with the Group Tour Magazine (May)
- Coordinate advertisements in 5 publications Group Tour Northeastern, Leisure Group Travel, Group Travel Leader, Red Hot Celebrations, and Select Traveler (January - December)
- 180 Qualified leads and appointments generated (January - December)

SERVICES DEVELOPMENT ACTIVITY MEASURES

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 Experiences Guides, Travel Guides, Profile Sheets, and digital photography.

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

PARTNERSHIP DEVELOPMENT ACTIVITY MEASURES

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

- Participate in a co-op partnership with the Indiana Office of Tourism for the ABA 2019 Marketplace (January - December)
- Conduct a direct mail postcard campaign targeting 2020 arrivals for the creative explorer niche groups (April)
- Generate \$2,000 in additional co-op partnership revenues (February - November)

PROMOTIONAL PRINT AND DIGITAL MATERIALS (cont)

TRAVEL GUIDE ACTIVITY MEASURES

Objective: To develop and distribute a persuasive travel guide that strengthens destination brands, communicates key experiences and encourages (ongoing) engagement.

- Coordinate and collaborate refresh / redesign of 2020 Travel Guide (January - June)
- Manage sales, content and production of 68-page 2020 Travel Guide (July - December)
- Complete 150 contracts resulting in \$180,000 in total sales; realize \$85,000 in net profit (July - December)
- Oversee distribution of 200,000 printed copies of 2019 Heritage Trail Adventures Area Guide (February - December)
- Manage electronic version of 2019 Heritage Trail Adventures Area Guide for digital distribution (February)

PRODUCTION / CONTENT MANAGEMENT ACTIVITY MEASURES

Objective: To develop content and creative for web, print, email and digital targeting leisure / group / resident / VFR markets.

- Develop comprehensive content grid integrating paid, digital and social schedules (January)
- Manage content, frequency and metrics for Front Desk Update, Leisure, Business to Business, Travel Trade and Quilt Garden Insider eNewsletters (January - December)
- Manage copy, photography and videography for promotion / sales collateral (January - December)
- Create video content highlighting Heritage Trail assets, experiences and activities that focus on niche interests (April - December)
- Schedule photo shoots highlighting Heritage Trail assets / activities (January - December)
- Develop content for Bound 360 website personalization (January - December)
- Create content and develop 70 eNewsletters to promote Elkhart County assets (January - December)

GROUP PROMOTIONS ACTIVITY MEASURES

Objective: To develop and distribute persuasive print and digital collateral that communicates key group experiences for group markets.

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

OVERALL LEISURE & GROUP-TRAVEL TRADE ADVERTISING/PROMOTIONS COMMUNICATION ACTIVITY MEASURES

- Leisure Promotions (January - December)
 - Total CVB advertising investment: \$324,490 | Total value of co-op investment: \$548,945
- Group/Travel Trade Promotions (January - December)
 - Total CVB advertising investment: \$15,400 | Total co-op investment: \$24,600

OVERALL LEISURE & GROUP/TRAVEL TRADE ADVERTISING/PROMOTIONS COMMUNICATION PERFORMANCE MEASURES

- Invest \$256,131 in advertising and promotions which will convert to \$22 million in Total Visitor Spending* reflecting both Area Guide Travel Guide [printed and electronic] and Unique Website Visits (January - December)
- 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 group direct mail promotion (January - December)

* **Visitor Spending Performance Metrics (Research Resource: 2017 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 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)

COMMUNICATIONS - DIGITAL

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.

OVERALL OBJECTIVE: To generate awareness, highlight key visitation drivers, provide travel recommendations, and drive conversation, engagement and web traffic across digital channels. Digital campaigns will position Elkhart County, Indiana as a potential or repeat destination. They will create destination brand awareness and highlight experiences and assets that align with visitor, group and resident interest and lifestyle.

ELKHART COUNTY DIGITAL PROMOTIONS ACTIVITY MEASURES

- Promote I-80/90 Exit 92 and its high density of assets through targeted campaigns across digital channels (January - December)
 - CVB investment: \$15,000
- Promote the Heritage Trail and its assets and experiences through targeted campaigns across digital channels (January - December)
 - CVB investment: \$20,000
- Promote the Visitor Center to leisure and group travelers and residents through targeted campaigns across digital channels (June - December)
 - CVB investment: \$0
- Digital Audience Growth Campaign (July - August)
 - CVB investment: \$8,500

ENEWSLETTER PROMOTIONS ACTIVITY MEASURES

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

WEBSITE ACTIVITY MEASURES

- Manage and update website content (January - December)
- Track and analyze overall site monthly website analytics (January - December)
- Review and remedy platform errors (January - December)
- Track Unique Page Views to the Travel Trade Group Planner Resources page (January - December)

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 site(s) 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.

WEBSITE ACTIVITY MEASURES (cont)

- Track Unique Page Views on Group site (January - December)
- Track PDF downloads of Meeting Guide (January - December)
- Track PDF downloads of Group Profile (January - December)
- Track PDF downloads of Group Sample Itineraries (January - December)
- Track Unique Page Views of Media Site (January - December)
- Track Unique Page Views of Quilt Gardens Site (January - December)
- Track Unique Page Views of RV Site (January - December)
- Track PDF downloads of Leisure Itineraries (January - December)

DIGITAL ACTIVITY MEASURES

- Bound 360
 - Promote local assets to residents and out-of-market visitors via Bound 360 website content personalization (January - December)
 - Track and analyze Bound 360 Click-Through Rate, impressions and Site Clicks received (January - December)
- WAZE / Exit 92
 - Track and analyze traveler “actions” on targeted digital “billboard” displays served based on location via app (January - December)
 - CVB investment: \$1,500
- Midwest Living
 - Promote Elkhart County assets by leveraging Midwest Living’s audience and geo targeting to Chicago audience (June - July)
 - Track and analyze Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (June - July)
 - CVB investment: \$15,000
- Only in Indiana
 - Promote Elkhart County assets by leveraging ‘Only in Indiana’s’ audience (June)
 - Track and analyze Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (June)
 - CVB investment: \$1,000
- Cities and towns of Elkhart County Promotion
 - Promote the assets of the cities and towns of Bristol, Nappanee/Wakarusa and Middlebury to increase the destination awareness of Elkhart County (April - October)
 - Track and analyze Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - October)
 - CVB investment: \$15,000

SOCIAL ACTIVITY MEASURES

- Facebook and Instagram
 - Place sponsored posts and non-sponsored posts each month (January - December)
 - Track and analyze engagement, impressions, click-through rate, cost per click, video views and fans (January - December)
 - Total CVB investment: \$20,000
- Twitter
 - Place non-sponsored posts each month (January - December)

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.

OVERALL OBJECTIVE: To support the ECCVB's vital role in Elkhart County economic development, and tourism and hospitality interests, by creating and sharing valuable content that engages local and visitor audiences, advocating and supporting quality-of-place projects, and maintaining a positive relationship with media sources to encourage frequent and affirmative messaging.

CONTENT MANAGEMENT AND CREATION ACTIVITY MEASURES

- Develop and maintain an editorial calendar integrating website content, social media actions, paid media campaigns and eNewsletter initiatives (January - December)
- Maintain a protocol for content editing, encompassing website, eNewsletter, paid media (January - December)
- Develop, edit and/or publish at least 52 place-making-related articles for distribution via various ECCVB channels, supporting 2019 campaigns and projects (January - December)

ECCVB BOARD OF DIRECTORS / INNKEEPERS TAX COMMISSION ADVOCACY ACTIVITY MEASURES

- Work with the ECCVB CEO to facilitate up to 6 joint meetings of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December)
- Prepare and communicate meeting agendas and past meeting minutes in advance of the meetings (January - December)
- Record the actions at each meeting by taking minutes (January - December)
- Facilitate up to 12 Advocacy meetings (informal information - sharing meetings) of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December)
- Work with the ECCVB CEO 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)

VIBRANT COMMUNITIES ACTIVITY MEASURES

- Participate in Vibrant Communities administrative activities as part of organizing team (January - December)
- Develop a Vibrant Communities communications plan and manage communications activities with third-party vendors and stakeholders as necessary (January - December)
- Participate in outreach and implementation activities in support of the Little BIG Idea Grant program and other initiatives as necessary (January - December)

B2B COMMUNICATIONS ACTIVITY MEASURES

- Produce and distribute 12 eNewsletters for ECCVB stakeholders including elected officials, business and community leaders, hospitality industry partners (January - December)
- Facilitate regular meetings and ongoing collaboration of communications professionals representing public sector of Elkhart County (January - December)

COMMUNICATIONS - PUBLIC RELATIONS

B2B COMMUNICATIONS ACTIVITY MEASURES (cont)

- Distribute 12 public relations tips to community partners via targeted email lists (January - December)
- Develop and distribute laminated 2019 local event listings to 150 local tourism businesses (January)
- Research and develop an audio-visual presentation on ECCVB key messages and quality-of-place initiatives for staff use at public events (January - March)
- Develop and coordinate an outreach strategy to introduce place identity/brand identity to internal and external stakeholders (January - December)
- Develop and coordinate an outreach strategy to introduce the renovated Visitor Center (January - June)
- Develop and coordinate an outreach strategy for key internal stakeholders (January - September)
- Develop and coordinate implementation of an outreach strategy with recreational vehicle industry leaders (January - December)

SPONSORSHIP PROGRAM ACTIVITY MEASURES

- Implement revised sponsorship protocol (January - February)
- Confirm key messages, performance measures and activation methods (March - October)
- Communicate sponsorship program expectations and standards with pertinent partners (January - April)
- Research and develop a recognition program for sponsored events and organizations (January - May)
- Administer sponsorship program, Travel Guide Assistance Fund, and Community Support & Engagement programs (January - December)
- Review sponsorship practices and revise internal guidelines as necessary (October - December)

MEDIA RELATIONS ACTIVITY MEASURES

- Produce and distribute 18 press releases to local and regional media (January - December)
- Create and distribute 4 targeted media campaigns supporting the Heritage Trail, Quilt Gardens, and Cultural Explorer, Creatives and Roadtrippers niches (January - August)
- Develop key messages for and attend Media Marketplace (January - March)
- Research, develop a bi-annual report on ECCVB key measures for external and internal use (January - June)
- Track qualified media inquiries (January - December)

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)

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 promotions and training activities.

OVERALL OBJECTIVE: During 2019, 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 ACTIVITY MEASURES

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 quality of place projects throughout Elkhart County.

- Create and implement Strategy to Present DNA Results (January - June)
- Facilitate/convene project implementation meetings (January - December)
- Facilitate creating advocacy toolbox for steering committee and other Vibrant Communities advocates, key messages and base presentations under development, printed support materials in development (January - December)
- Develop reporting protocol (June)
- Identify funding resources to implement Quality of Place activities (January - December)

DOWNTOWN LIVE/WORK/PLAY CAPACITY GRANTS ACTIVITY MEASURES

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.

- Manage grant reporting requirements to Community Foundation of Elkhart County (January - December)
- Facilitate and evaluate grantee progress reports and continued funding eligibility (March, June, October, December)
- Implement community strategy adjustments as warranted (January - December)

EXIT 92 REDEVELOPMENT ACTIVITY MEASURES

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.

- Continue to refine and develop messaging around hospitality support for Exit 92 Redevelopment Activity Measures (January - December)
- Facilitate/conduct 10 guided tour experiences for Exit 92 front-line staff to increase awareness of destination assets (March - September)

DESTINATION DEVELOPMENT

OUTDOOR RECREATION ACTIVITY MEASURES

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.

- Provide support and technical assistance to MACOG for multi-county trail branding effort to strengthen community support for goals of Trail Connectivity (January - December)

RESEARCH ACTIVITY MEASURES

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 promotion activities and campaigns targeting identified niche segmentations, consumer passions and visitor journeys.

- Develop research parameters to support a County-wide communications and messaging campaign (January - December)
- Continue participation in the Destination Think! Tourism Sentiment Index research and report program (January - December)
- Continue place identity development and destination DNA development (January - December)
- Continue study of 3 niches segmentations (Cultural Explorer, Roadtrippers, Creatives) relevant to Elkhart County's DNA for targeted promotions and messaging campaigns (January - December)
- Continue customer journey mapping research for identified niche segmentations (January - March)
- Develop countywide vibrancy metrics through IUSB, enFocus, and Vibrant Communities collaboration (January - June)
- Email strategy and development analysis and plan (March)
- Collaborate with the Community Foundation of Elkhart County to develop the community dashboard (January - December)
- Develop downtown vibrancy metrics to measure Vibrant Communities impact; enFocus collaboration (January - June)

DESTINATION EXPERIENCE DEVELOPMENT ACTIVITY MEASURES

Objective: In 2019, 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.

- Develop a strategy to align core destination experiences and create new product experiences with niche segmentations through experience alignment (January - December)
- Identify existing experiential programs within the destination that align with niche segmentations (January - December)
- Conduct discussions with local stakeholders socializing the idea and concept of developing new authentic memorable experiences that align with niche segmentation (January - November)
- Research and coordinate development of revised Heritage Trail script (January - December)
- Facilitate 3 workshops with TwoSix Digital to provide digital promotions education to partners (March, April, September)

DESTINATION WEBSITE DEVELOPMENT ACTIVITY MEASURES

Objective: In 2019, the ECCVB will develop a new website. The new website will be a clean, easy to navigate, database driven structure that will serve as the primary resource to group and leisure travelers interested in Elkhart County, Indiana as a potential or repeat destination. The website will also be a resource to support all strategic promotion activities and campaigns targeting identified niche segmentations, consumer passions and visitor journeys.

- Research and select new website development vendor through RFP process (January)
- Create project timeline for website development and launch (February)
- Website development process (February - July)
- Launch new website (August)

DESTINATION NEWSLETTER DEVELOPMENT ACTIVITY MEASURES

Objective: In 2019, the ECCVB will conduct an extensive review and overall assessment of current eNewsletter campaign efforts including list health, timing of messages and content satisfaction through a recipient survey and best practice methodology.

- Develop eNewsletter strategy to reflect research findings including objectives, key messages, format, content integration and measurement (April)
- Launch new eNewsletter strategy (May)

ECCVB RELOCATION AND OUTFITTING ACTIVITY MEASURES

- Manage relocation to new ECCVB location (January - June)

ECCVB IDENTITY PROCESS ACTIVITY MEASURES

- Research and recruit consultant to guide the ECCVB through the identity process (January - July)

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 in 2019 from the Community Foundation of Elkhart County related to the Vibrant Communities Implementation (January - 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.

OVERALL 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.

VISITOR SERVICES ACTIVITY MEASURES

- Provide friendly personal service to visitors to the Visitor Center (January - December)
- Provide friendly personal service to people calling to request Heritage Trail Adventures Area Guides and general destination questions (January - December)
- Provide and distribute up-to-date local business brochures, maps, regional travel guides and other materials as requested (January - December)

DRIVING TOURS ACTIVITY MEASURES

- Track Heritage Trail Audio Driving Tour distribution via CDs and MP3 downloads (January - December)

VFR / COMMUNITY RELATIONS ACTIVITY MEASURES

- Provide the Visitor Center's meeting room as a resource to community group meetings (January - December)

OVERALL VISITOR SERVICES PERFORMANCE MEASURES

- Track economic impact from Heritage Trail CD distribution (January - December)

Heritage Trail Performance Metrics (Research Resource: 2017 Economic Impact Report by Certec Inc.) 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 person, per day. Includes CDs and MP3 downloads.

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

FINANCIAL ACTIVITY MEASURES

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.

- Develop a sound 2019 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 Heritage Trail Adventures Area Guide contracts (January - December)

HUMAN RESOURCES ACTIVITY MEASURE

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.

- Keep current all personnel records for each employee (January - December)
- Research benefit plans that best meet employee's 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 Professional Development Survey (December)

BUILDING OPERATIONS ACTIVITY MEASURE

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

- 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)
- Oversee installation and removal of Quilt Mural on Visitor Center building (May, October)

CAPITAL REPLACEMENT PLAN

2019 CAPITAL REPLACEMENT PLAN

GOAL: To maintain and continually upgrade the current viable equipment.

Objective: To maintain current infrastructure (example: server maintenance, application upgrades), provide necessary tools and technologies to CVB employees (example: PC & Server replacement, new software, etc.) and 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 & DEFINITIONS

TERMS & 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

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

Little Big Idea Grant (LBIG) - 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 - 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.

TERMS & DEFINITIONS

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, eNewsletters, 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.

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 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 pr 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.