

WE BELIEVE IN HERE.

2021 BUSINESS PLAN & PLACE-BASED KEY INITIATIVES

Elkhart County experienced many things in the last year.

RESILIENCE.

COMMUNITY.

LOVE.

But we're ready for the next chapter.

THE **ELKHART COUNTY CVB** KNOWS ELKHART COUNTY AS WELL AS ANYONE.

We were incorporated in 1988 as a private non-profit organization dedicated to promoting Elkhart County, Indiana and to championing quality of place for the benefit of all.

We see the best in Elkhart County and share that with anyone who will listen.

We get behind projects that help Elkhart County get even better.

We're champions of all things that add to Elkhart County's distinctive culture – the arts, fun events, festivals, parks and trails.

Our *Heritage Trail* is a love note to Elkhart County's glorious past, and it's also a bridge to our future. Our *Quilt Gardens along the Heritage Trail* exude pride and love of what's beautiful in life.

Elkhart County doesn't stand still. We keep moving. We're makers. We make things right, and we make it to last. Elkhart County stands the test of time.

WE BELIEVE IN HERE ... NOW MORE THAN EVER.

HERE'S THE DEAL: WE LEARNED A LOT IN 2020.

When Elkhart County is faced with challenges – a global pandemic, economic struggles, social unrest – our friends, neighbors, and businesses come together.

We cooked food for those who needed a hot meal, and packed boxes of essentials to help tide over families. We cheered on our kids and their teachers as they adapted to remote learning. We ordered takeout and gift certificates, enveloping our restaurants and bars in a hug. We sang songs, shared laughs – yes, even did some work – on Zoom.

We showed that we loved each other, loved our community, and wanted to be together.

Over and over again, we wrote love notes to each other, both large and small.

We gave generously to food pantries. We created funny, inspirational, encouraging signs and put them in our windows for our neighbors to see on their walks. We learned to wear masks and social distance to protect each other.

We planted Quilt Gardens. It was our love note to everyone – giant splashes of color, beauty, life along the Heritage Trail, the connection that brings the entire county together.

THIS MUCH WE KNOW: ELKHART COUNTY DOESN'T STAND STILL.

We keep moving. We're makers. We make it right and we make it to last – to stand the test of time, because others are counting on us.

IT'S JUST IN OUR DNA.

And it's what our residents, our neighbors and our stakeholders told us. Combining their thoughts from workshops, small-group discussions and online surveys led us to this unmistakable conclusion:

If the people of Elkhart County agree on one thing, it is the essence of their DNA ...

We are a community of makers.

This simple statement rang true for all of us. It connected the generations, the rise of our economy, the growth of our cities and neighborhoods. Our shared story was one of craftsmanship.

WHAT DOES IT MEAN TO BE A MAKER?

Recreational vehicles flourish here, just as other industries, from musical instruments to kitchen cabinets to health care products saw their heyday in earlier eras. Artists thrive here too in our entrepreneurial ecosystem.

In 2020, that also meant learning how to make personal protective equipment (PPE), perfecting carryout and curbside pickup, and getting into a groove on Zoom for meetings, socializing and more.

But time marches on.

Elkhart County, Indiana makes things, and we're Well Crafted.



WE'VE NEVER BEEN MORE EXCITED FOR A NEW YEAR.

*A new year means:
Beginnings. A fresh start. Days full of possibilities.*

So let's get started and turn a new page.

**THIS
IS
OUR
STORY**



WHO WE ARE

The Elkhart County, IN Convention & Visitors Bureau (ECCVB) is a private non-profit corporation serving as the official tourism advertising and public relations champion for Elkhart County.

WE BELIEVE IN HERE.

We are accountable to the Elkhart County Innkeepers Tax Commission, created by state law to administer the innkeepers tax collected from Elkhart County lodging properties with 30 or more rooms. The tax commission contracts with the ECCVB, a non-profit organization, and appoints the ECCVB Board of Directors to manage its activities.

The ECCVB staff's decades of experience working with Elkhart County's tourism and hospitality interests led to the development and launch of hugely successful programs such as the Heritage Trail audio driving tour, the Quilt Gardens along the Heritage Trail, and the annual area guide.

The ECCVB's body of work has expanded in collaboration with the Community Foundation of Elkhart County to convene the Vibrant Communities movement to advocate for quality of place in all our vibrant cities, towns and scenic countryside.

Quality of place defines the essence of everything we stand for as a champion for Elkhart County.

Elkhart County's community of makers is full of amazing stories from our past and our present. Because We Believe in the Power of Stories, we take as our mission to share and amplify our unique qualities .

“ *Storytelling is what it's all about. It all works together. If we are successful at getting our messaging right, we'll raise all boats. Communicating in the right tone. Communicating to the right audience. It's all so important. We need to be ready to go, to hit the ground running.* ”

- Elaine Bedel, CEO, Indiana Destination Development Corp.

Quality of place is the single most important source of civic satisfaction. The more beautiful, welcoming and diverse the city, the happier and more prosperous its residents will be, and the enthusiasm and passion instilled in visitors will shine through in every way.

As champions of quality of place for Elkhart County, we're moved by three principles that guide our actions, inform our relationships, and reinforce our resolve.

WE BELIEVE IN INSPIRATION

From Elkhart to Goshen and Nappanee, from Middlebury and Bristol to Wakarusa and Millersburg, our communities – downtowns, neighborhoods, rural spaces – are filled with people brimming with creativity and imaginative thinking.

That passion is the spark, empowering residents and investors. It will light the way for initiatives that build neighborhoods, champion the arts, culture and future generations of leaders, and draw new investment.

WE BELIEVE IN INNOVATION

Imaginative thinking fuels the solutions to meet any challenge now and in the future. Whatever we need, our residents have what it takes to come up with new ways to doing things at home, work and play. Yes, play, because if life isn't fun then what's the point?

It takes people to think outside the box, and that's what our community of makers — we call them our Champion Placemakers — do. When we put our minds to it and work together, there are few things we can't achieve. In loving where we live, we unite and boost the talent that calls Elkhart County home.

WE BELIEVE IN COLLABORATION

We'll do it together. Working hand in hand with each other. Problem solving with the best and brightest. Finding value in every mind we connect to and every idea no matter who thought of it. We leave no one behind, and we move forward together.

This is how you move mountains — joining with local stakeholders and partners on cooperative advertising across the region and advocating on behalf of all of northern Indiana. The Indiana's Cool North campaign, I-80/90 Exit 92 campaign, The Gateway Mile campaign, Heritage Trail audio driving tour, Quilt Gardens and more — none of that happens without strong partnerships.

That is our DNA, and Elkhart County's DNA.

OVERALL PERFORMANCE

TOURISM SENTIMENT SCORE™

Developed by our partners at Destination Think!, the Tourism Sentiment Score™ measures Elkhart County’s ability to generate positive word of mouth about tourism assets. It is an aggregate score focused on online conversations that reference or affect a potential traveler’s perceptions of Elkhart County.

The Tourism Sentiment Score™ in the first year of measurement was 23, and Elkhart County showed tremendous growth by advancing it to 33 in the second year. This reflects the investment by Elkhart County’s vibrant communities and partners in programming, aesthetics, and talent. Overall, Elkhart County is challenged a little when it comes to broad-based sentiment (scoring on the lower end of the spectrum). That said, there are a few specific areas in which it is performing quite well:



Festivals + Events; Music + Performance Art; Museums and Galleries

These areas (with the inclusions of Camping + RV) based on the data indicate the potential opportunity for conversation growth.

ECONOMIC IMPACT

Calculated for dozens of destinations around the U.S., Certec, Inc. combines boots-on-the-ground research and industry data to calculate how much economic activity is created by visitors to Elkhart County as well as the investments made by local businesses in its employees, supplies, services and capital projects. This tourism economic impact trend shows the dramatic positive value tourism and hospitality creates for us.



(\$ in millions) | Source: Certec, Inc

Economic impact reports are commissioned biennially - 2019 research data delayed because of COVID-19

SO NOW WHAT?

*Elkhart County is special.
It's special because of who we are and what we do.*

We Believe in Here. Now let's get going.

**HERE'S
WHAT
WE'RE
DOING**

WE BELIEVE IN HERE

It's easy to just say the words, but when it really matters, we put the words ***We Believe in Here*** into action. We are inspired to act because we love Elkhart County. We will innovate to find new ways to serve our community. We will collaborate and build stronger teams and lift us all into the future.

Here's how all of this will play out:

WE BELIEVE IN COMMUNITIES

Our families, friends, neighbors, favorite places, churches and schools sustain us. They're part of our brightest days and also at our side when times are tough.

Strong neighborhoods — with abundant places to gather, resilient businesses, appealing parks, diverse cultural opportunities, excellent schools, and support systems — are the foundation for strong cities, towns and rural spaces.

The work of Vibrant Communities, our grassroots collaboration with the Community Foundation of Elkhart County, will bring the brightest minds from around the county to build even stronger communities.

We'll amplify the community pride we feel by providing the tools and connections to empower us to shout it out to the world. We're Well Crafted and we know it. The world will know it too.

WE BELIEVE IN PEOPLE

Champion Placemakers live in every corner of Elkhart County, and around each is a community of makers. From exquisite historical experiences to finely crafted goods to meals and beverages that leave your mouth watering, Champion Placemakers carry the flag for Elkhart County. Well Crafted is in their blood.

But it's not that simple — the talent, drive, energy, persistence, support that they need is a story in and of itself.

Those memories connect all of us, building community, pride and affection for each other as well as new friends.

And it's our growing circle of friends — those connections, relationships and the collaboration that comes from it — that will lift us.

WE BELIEVE IN FUN

What made 2020 such a difficult year was the social disconnection we felt as festivals, concerts, sports and parties fell by the wayside. It took some creativity, but Elkhart County is figuring out how to bring events back in a safe way. We're going to take it to another level.

The Heritage Trail connects it all together — our downtowns pulsing with an urban vibe, our Champion Placemakers bursting with energy and pride, Amish Country destinations exuding a quiet charm, Quilt Gardens painting our life in vivid colors, and more.

And that's just the start — festivals of all kinds celebrating the arts, food, and our beautiful parks and outdoor spaces. That's our community showing we just love to have fun. After a year like 2020, we could all use some more fun in our lives.

WE BELIEVE IN US

Elkhart County is our home. When the community needed us, we didn't hesitate. We weren't alone either. From our largest employers and entrepreneurial risktakers, to downtowns and rural areas, to our vibrant neighborhoods and people, we show how much we love Elkhart County.

Because We Believe in Here, the Elkhart County CVB will continue to learn what our community and our visitors need from us as an organization. We will explore how our name may need to be revised to better reflect our dynamic role in promoting Elkhart County and championing quality of place for the benefit of all.

We're not going to answer those questions ourselves, and the answers will likely be an ongoing work-in-progress. This much is sure: We have the relationships and connections to get started. And we have the drive to form new collaborations that are needed for Elkhart County.

HOW DOES ALL THIS HAPPEN?

We believe in making plans, working hard and working smart. Our staff has assembled a detailed plan for achieving our goals. Dig in to the specifics on the following pages:

<i>Communications - Advertising</i>	13
<i>Communications - Promotions</i>	19
<i>Communications - Digital</i>	25
<i>Public Relations</i>	29
<i>Destination Development</i>	33
<i>Visitor Services</i>	39
<i>Finance</i>	41



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, and Quilt Gardens) at Toll Road plazas (January - December)
 - Partnerships: 4 | Impressions: 2.1 million
 - CVB investment: \$11,100
- By leveraging a \$34,500 membership investment to a partner membership investment of \$69,000 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: \$103,500

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 Elkhart County 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

REGIONAL AND LOCAL CO-OPS *(cont)*

GATEWAY MILE PARTNER CAMPAIGN SUPPORT

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

- Custom digital ad campaign promoting Hotel Elkhart’s grand opening in downtown Elkhart’s Gateway Mile (June)
 - CVB investment valued at: \$2,000
- Custom digital ad campaign promoting assets along downtown Elkhart’s Gateway Mile (January - December)
 - CVB investment valued at: \$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

I-80/90 EXIT 92 CAMPAIGN ACTIVITY MEASURES

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.

OUTDOOR BILLBOARDS

- Confirm and maintain 14 outdoor billboards along I-80/90 Toll Road (January - December)
 - Burkhart, LaMar: I-80/90 Eastbound (9) Lake, LaPorte, St. Joseph & Elkhart Counties
 - Outfront: I-80/90 Westbound (4) Elkhart & Steuben Counties
 - Partnerships: 2 | Gross Impressions: 20.5 million annually
 - CVB investment: \$13,760 | Partner investment: \$66,900 | Total investment: \$80,660
- Confirm and maintain Elkhart County Visitor Center billboard at the Exit 92 off-ramp (January - December)
 - Outfront: I-80/90 Westbound (1) Elkhart
 - Gross Impressions: 20.5 million annually
 - CVB investment: \$5,400

PRINT

- Confirm and maintain rack cards distribution at (7) Ohio Toll Road plazas (January - December)
 - Distribution: 7,500
 - CVB investment: \$0

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES

QUILT GARDEN PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- American Quilters Society Quilt Show - Paducah (April)
 - Convention program distribution : 37,000
 - CVB investment: \$474

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

QUILT GARDEN PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

- Shipshewana Quilt Festival (June)
 - Festival program distribution: 4,000
 - CVB investment: \$100
- 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

HERITAGE TRAIL PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- Premier Arts - full page ad (March - December)
 - Performance program distribution: 30,000
 - CVB investment: \$1,000
- The Round Barn Theatre - full page ad (April - December)
 - Performance program distribution: 70,000
 - CVB investment: \$800
- Midwest Living - Out and About 1/3 page ad (June/July)
 - Magazine distribution: 358,000
 - CVB investment: \$6,154
- Elkhart / Goshen / Middlebury / Nappanee Chamber Member Directories and Tourism Brochures ads (August - November)
 - CVB investment: \$1,780
- Elkhart Lions Club Lions Tales Annual Newspaper (October)
 - Newspaper distribution: 3,500
 - CVB investment: \$120

LOCAL MEDIA ACTIVITY MEASURES

DIRECT MAIL

- Insert Elkhart County Area Guide in The Hart (May)
 - Magazine distribution: 10,000
 - CVB investment: \$600

MULTI-MEDIA (PRINT, BROADCAST, OUTDOOR)

- Promote custom content focusing on the stories of businesses participating in a “Love Local” campaign through local multi-media channels (May - December)
 - CVB investment: \$5,000

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

TRADE PUBLICATIONS COOPERATIVE ADVERTISING ACTIVITY MEASURES

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

- Develop co-op partnerships through print, eNewsletter, FAM tours, sales missions, trade shows and digital ad buys (January - December)
- Coordinate insertions including custom eblasts, eNewsletters, online itinerary pages, photo galleries, custom content articles, retargeted digital campaigns, travel guide poly bag inserts, and print ads (January - December)
- Advertise in 3 publications either thru digital or print mediums: Leisure Group Travel, Red Hot Celebrations, and Group Tour Northeastern (January - December)
 - Leisure Group Travel
 - Total reach: 20,000 per issue
 - Total frequency: (1) full page print advertisement in the Indiana Group Travel Planner, (1) Bounce Back Tour Itinerary promotion in partnership with US Tours, (1) site inspections containing custom content by professional travel writers targeting niche group travel audiences distributed online and in print, (1) Itinerary, written and inserted online and in print targeting new niche audiences
 - Partnerships: 1
 - CVB Investment: \$5,390 | Co-op media dollars: \$2,895 | Total value of investment: \$8,285
 - Red Hot Celebrations
 - Total reach: 2,500 per frequency
 - Total frequency: (2) custom eNewsletters, unlimited events on website directory (March)
 - Partnerships: 1
 - CVB investment: \$500 | Co-op media dollars: \$500 | Total value of investment: \$1,000
 - Group Tour Northeastern
 - Total reach: 15,500 per print issue, 12,500 per eNewsletter, 13,000 per digital retargeting
 - Total frequency: (1) 1/3 page ad Indiana annual issue (January), (1) Travel Guide insertion with publication (May), (1) digital retargeting campaign (July), (1) Belly Band wrap around the Heritage & History annual Issue (July)
 - Partnerships: 2
 - CVB investment: \$13,439 | Co-op media dollars: \$4,805 | Total value of investment: \$18,244

ECONOMIC RECOVERY CONTINGENCY PLAN

With the trajectory of an expected economic recovery in 2021 from the effects of the COVID-19 pandemic on travel and tourism existing in theory, but with little supporting data to make projections, a better-than-expected performance may allow for additional activities to support Elkhart County's tourism and hospitality interests. In weighing which activities to implement, ECCVB staff will evaluate factors such as potential return on investment, alignment with ongoing activities, and impact on ongoing financial goals.

REGIONAL AND LOCAL CO-OPS

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

- 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

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

I-80/90 EXIT 92 CAMPAIGN ACTIVITY MEASURES

- Confirm and place full page print ad in University of Notre Dame Football Program (April)
 - Distribution: 560,000
 - CVB investment: \$9,500

MIDWEST LIVING ACTIVITY MEASURES

- Tri-fold direct mail insert communicating Elkhart County's niche/audience segments to Midwest Living's subscriber base in an expanded regional distribution (Southwest Michigan, Indianapolis, Fort Wayne, Ohio) 3 times (March/April, May/June, July/August)
 - Distribution: 27,900
 - CVB investment: \$15,000

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES

QUILT GARDEN PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- In Progress - full page ad (February)
 - Magazine distribution: 25,000
 - CVB investment: \$350
- The Beacher - full page ad (May)
 - Weekly newspaper distribution: 4,000
 - CVB investment: \$415

ECONOMIC RECOVERY CONTINGENCY PLAN *(cont)*

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

HERITAGE TRAIL PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- National Garden Clubs - Grand Rapids (May)
 - Convention program distribution: 700
 - CVB investment: \$500
- Elkhart County Living Magazine (June)
 - Magazine distribution: 25,000
 - CVB investment: \$600
- Garden Clubs of IL, Garden Glories (June / July)
 - Magazine distribution: 9,200
 - CVB investment: \$400
- Midwest Living - Out and About 1/3 page ad (August / September)
 - Magazine distribution: 358,000
 - CVB investment: \$6,154

TRADE PUBLICATIONS COOPERATIVE ADVERTISING ACTIVITY MEASURES

- Small Meeting Market Magazine – (1) 1/2 page ad in the Historic Venue editorial issue (October); (1) custom content article and custom eBlast (September)
 - Magazine distribution: 10,000
 - CVB investment: \$2,000
- Sports Planning Guide - Indiana Edition - (1) 1/2 page ad in Indiana edition with (1) full page site inspection (October)
 - Magazine distribution: 12,000
 - CVB investment: \$4,500
- Going on Faith - History, Farm & Factory Tours editorial issue 1/2 page ad (Fall)
 - Magazine distribution: 17,500
 - CVB investment: \$1,470
- Midwest Meetings Magazine & Guide Book - (1) full page ad in the Fall 2021 Issue featuring Indiana venues targeting 2022 sales (September); (1) full page ad in the Annual 2022 Guidebook (November)
 - Magazine distribution: 35,000
 - CVB investment: \$6,000
- Group Travel Leader - (1) custom content article and dedicated eBlast in Arts & Culture issue (September); featured video online (January - September); (1) Indiana editorial issue 1/2 page ad (November / December)
 - Magazine distribution: 17,500
 - CVB investment: \$9,500



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.

- Update ad creative concept for print and digital media buys (January - April)
- Communicate and collaborate ongoing promotion campaigns with partners to promote Elkhart County to visitors and residents (January - December)
- Promote and distribute Heritage Trail audio driving tours (3,000 produced) via CD and jump drive (January - December)
- Produce and distribute Heritage Trail folded maps (March - December)
 - Production: 35,000
 - CVB investment: \$5,500
- Produce and distribute Historic Downtown Walking Tours rack cards (April - October)
 - Production: 10,000
 - CVB investment: \$500
- Promote cities and towns and Heritage Trail assets via a Tails along the Heritage Trail campaign utilizing video that focuses on locals and their recommendations (June - December)
- 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 residents (July)

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 partner brand management guide and promotion guidelines (January)
- Update and create new copy for Quilt Garden signs and murals (March)
- Update creative concept for print and digital media (April)
- Coordinate and facilitate new sign materials and construction, on-sign signage design, production and placement for Quilt Garden and Quilt Mural locations (April)
- Produce and distribute rack cards (May - September)
 - Production: 30,000
 - CVB investment: \$2,000
- Produce Master Gardeners Guidebook and Quilters Chronicles Guidebook (May)

GROUP/TRAVEL TRADE PROMOTIONS

ENGAGEMENT & DEVELOPMENT ACTIVITY MEASURES

Objective: To generate qualified tour operator and group planner leads and increase sales for local businesses by positioning Amish Country, Elkhart County and the RV Capital of the World as Well Crafted premier destinations for the group market thru attendance at tradeshow either in person or virtually, giving presentations and conducting direct mail campaigns, sales missions either in person or virtually, e-mail campaigns, digital campaigns, group website updates, social media strategies, trade publication co-op advertising campaigns and destination preview tours either in person or virtually.

- Conduct (2) in person destination wide preview tours and (2) personal preview tours (January - December)
- Coordinate advertisements in (3) publications Group Tour Northeastern, Leisure Group Travel and Red Hot Celebrations (January - December)
- Generate (80) Qualified leads and appointments (January - December)
- Attend, either in person or virtually, (4) tradeshow: ABA, Heartland Travel Showcase, Midwest Marketplace, TAP Dance (February - April)
- Insert 17,000 copies of the Heritage Trail Adventures Area Guide in a polybag with the Group Tour Magazine (June)
- Conduct (2) in person or virtual Sales Missions: Midwest (September - October)

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 through the distribution of Group Experiences Guides, Travel Guides, Profile Sheets, eNewsletters and digital photography.

- Provide service and assistance to 100 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 through networking sessions, partnership opportunities, and educational programming.

- Participate in a collaborate partnership with industry peers in the state of Indiana positioning Elkhart County as a top-tier group destination within the state (January - December)
- Collaborate with local stakeholders, hoteliers and regional partners to provide education, inspiration and partner sharing opportunities (January - December)
- Generate \$600 in additional co-op partnership revenues (February - November)
- Conduct (1) co-op partnership direct mail postcard campaign targeting for the cultural explorer niche (April - July)

PROMOTIONAL PRINT AND DIGITAL MATERIALS

TRAVEL GUIDE ACTIVITY MEASURES

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

- Coordinate and collaborate design of 2021 Elkhart County Supplemental Area Guide (January - March)
- Manage content and production of 40-page 2021 Elkhart County Supplemental Area Guide (April - May)
- Manage electronic version of 2021 Elkhart County Supplemental Area Guide for digital distribution (May)
- Coordinate and collaborate refresh / redesign of 2022 Elkhart County Area Guide (May - July)
- Oversee distribution of 100,000 printed copies of 2021 Elkhart County Supplemental Area Guide (June - December)
- Manage sales, content and production of 72-page 2022 Elkhart County Area Guide (July - December)
- Complete (100) contracts for the 2022 Elkhart County Area Guide resulting in \$125,000 in total sales; realize \$60,000 in net profit (July - December)

PRODUCTION / CONTENT MANAGEMENT ACTIVITY MEASURES

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

- Manage content, frequency and metrics for Leisure, Business to Business, and Travel Trade eNewsletters (January - December)
- Manage copy, photography and videography for promotion / sales collateral (January - December)
- Manage creation of and promote custom content focusing on storytelling of Champion Placemakers and highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December)
- Manage creation of and promote video content focusing on storytelling of Champion Placemakers and highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December)
- Schedule photo shoots highlighting Heritage Trail assets / activities (January - December)
- Create content and develop 46 eNewsletters to promote Elkhart County assets (January - December)
- Manage creation of and promote custom content focusing on the stories of businesses participating in a “Love Local” campaign (January - December)
- Manage a digital storytelling series with the Well Crafted brand and 2020 Champion Placemakers including potential distribution on social media, website and podcast services (June - December)

PROMOTIONAL PRINT AND DIGITAL MATERIALS (cont)

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 PERFORMANCE MEASURES

- Leisure Promotions (January - December)
 - Total CVB advertising investment: \$326,450 | Total value of co-op investment: \$523,225
- Group/Travel Trade Promotions (January - December)
 - Total CVB advertising investment: \$19,329 | Total value of co-op investment: \$8,200
- Invest \$326,450 in advertising and promotions which will convert to \$12,865,655 in Total Visitor Spending* reflecting both Area Guide Travel Guide [printed and electronic] and Unique Website Visits (January - December)
- Create (40) customized itineraries, averaging 2 days of length, generating \$750,000 in group visitor spending (January - December)
- Generate (75) daytrips and (50) overnight trips resulting in \$1.5 million in group visitor spending (January - December)
- Maintain average length of group stays to 2 days (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)

ECONOMIC RECOVERY CONTINGENCY PLAN

With the trajectory of an expected economic recovery in 2021 from the effects of the COVID-19 pandemic on travel and tourism existing in theory, but with little supporting data to make projections, a better-than-expected performance may allow for additional activities to support Elkhart County's tourism and hospitality interests. In weighing which activities to implement, ECCVB staff will evaluate factors such as potential return on investment, alignment with ongoing activities, and impact on ongoing financial goals.

GROUP PROMOTIONS ACTIVITY MEASURES

- Attend the Missouri Travel Showcase (April)
- Conduct (1) additional in person destination wide preview tour (September - December)
- Conduct (1) additional direct mail postcard campaign targeting the creative explorer niche (September - December)
- Attend Connect Midwest Network Tradeshow (October)



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 the Well Crafted destination brand through Champion Placemaker experiences, including video, that focus on niche audiences across digital channels (January - December)
 - Place sponsored posts and non-sponsored posts each month (January - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (January - December)
 - Total CVB investment: \$10,000
- Promote cities and towns and Heritage Trail assets via a “Tales along the Heritage Trail” campaign utilizing video that focuses on locals and their recommendations (January - December)
 - Place sponsored posts and non-sponsored posts each month (June - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (January - December)
 - Total CVB investment: \$10,000
- Promote the Visitor Center to leisure and group travelers and residents through targeted campaigns across digital channels (January - December)
 - CVB investment: \$1,000
- Digital audience growth sweepstakes promoting a weekend giveaway with Jazz Festival, Billy Joel tickets and an overnight stay (April)
 - CVB investment: \$4,000
- Work with TwoSix Digital to promote an event in the cities and towns of Bristol, Nappanee and Middlebury to increase attendance and build their Facebook audience for re-targeting (April - October)
 - Track Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - October)
 - CVB investment: \$7,500
- Work with TwoSix Digital on a digital campaign to promote the Quilt Gardens to a highly re-targeted audience (April - October)
 - Track Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - September)
 - CVB investment: \$5,000
- Promote I-80/90 Exit 92 and its high density of assets through targeted campaigns across digital channels (April - December)
 - CVB investment: \$2,500
- Google ad words campaign to promote the Well Crafted destination brand through Champion Placemaker experiences, including video, that focus on niche audiences across digital channels (April - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (June - December)
 - CVB investment: \$20,000
- Promoting content focusing on the stories of businesses participating in a “Love Local” campaign (May - December)
 - CVB investment: \$2,500

ENEWSLETTER PROMOTIONS ACTIVITY MEASURES

- Send (11) Group / Travel Trade eNewsletters (January - November)
- Send (12) Business to Business eNewsletters (January - December)
- Send (11) Leisure eNewsletters (February - December)

WEBSITE ACTIVITY MEASURES

- Manage and update website content (January - December)
- Manage and update targeted content to specific audiences based on location and interest-based criteria via SimpleView Dynamic website content personalization module (January - December)
- Track and analyze overall site monthly website analytics (January - December)
- Review and remedy platform errors (January - December)
- Manage SEO Account Plan (January - December)
- Track Unique Page Views to the Travel Trade Group Planner Resources page (January - December)
- Track Unique Page Views on Group site (January - December)
- Track PDF downloads of Meeting Guide (January - December)
- Track PDF downloads of RV Rally Planners 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)
- Track PDF downloads of Sports Facilities Guide (April - December)

ECONOMIC RECOVERY CONTINGENCY PLAN

With the trajectory of an expected economic recovery in 2021 from the effects of the COVID-19 pandemic on travel and tourism existing in theory, but with little supporting data to make projections, a better-than-expected performance may allow for additional activities to support Elkhart County's tourism and hospitality interests. In weighing which activities to implement, ECCVB staff will evaluate factors such as potential return on investment, alignment with ongoing activities, and impact on ongoing financial goals.

DIGITAL ACTIVITY MEASURES

- Increase the promotion of the Well Crafted destination brand through Champion Placemaker experiences, including video, that focus on niche audiences across digital channels (January - December)
 - Place sponsored posts and non-sponsored posts each month (January - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (January - December)
 - Additional Total CVB investment: \$20,000
- Increase the promotion of the cities and towns and Heritage Trail assets via a Tails along the Heritage Trail campaign utilizing video that focuses on locals and their recommendations (January - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (January - December)
 - Place sponsored posts and non-sponsored posts each month (June - December)
 - Additional Total CVB investment: \$20,000
- Increase the promotion of the Visitor Center to leisure and group travelers and residents through targeted campaigns across digital channels (January - December)
 - Additional CVB investment: \$1,000
- Increase the Google ad words campaign to promote the Well Crafted destination brand through Champion Placemaker experiences, including video, that focus on niche audiences across digital channels (April - December)
 - Track and analyze engagement, impressions, click-through rate, cost per click, video views and fans (June - December)
 - Additional Total CVB investment: \$40,000
- Increase the digital audience growth sweepstakes promoting a weekend giveaway with Jazz Festival, Billy Joel tickets and an overnight stay (April)
 - Additional CVB investment: \$4,000
- Increase the investment with TwoSix Digital to promote an event in the cities and towns of Bristol, Nappanee and Middlebury to increase attendance and build their Facebook audience for re-targeting (April - October)
 - Track Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - October)
 - Additional CVB investment: \$7,500
- Increase the investment with TwoSix Digital on a digital campaign to promote the Quilt Gardens to a highly re-targeted audience (April - October)
 - Track Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - September)
 - Additional CVB investment: \$5,000
- Promote Champion Placemaker niche content, including video targeting travel trade, group and meetings markets through targeted campaigns across digital channels (April - December)
 - CVB investment: \$4,000
- Execute a local resident communications, sales and services plan targeting small meetings, wedding, and reunions to be held in Elkhart County as part of a "Host it Here" campaign across digital channels (April - December)
 - CVB investment: \$2,000



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

- Create and manage an editorial calendar integrating website content, social media actions, paid media campaigns, eNewsletter initiatives, and digital video content (January - December)
- Maintain a protocol for content editing, encompassing website, eNewsletter, paid media (January - December)
- Create and implement a content plan across website, digital, social media, and print collateral channels leveraging our core of Champion Placemakers (January - December)
- Align communications activities with developing trends in the marketplace (January - December)
- Create content and manage storytelling framework defining the ECCVB corporate story (June - December)

ECCVB ADVOCACY ACTIVITY MEASURES

- Facilitate up to (6) joint meetings of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December)
- Perform administrative functions for the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December)
- Implement an advocacy meeting plan to connect the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - December)
- Implement Community Thank You actions acknowledging Elkhart County partners, stakeholders and volunteer groups which support quality of place efforts (January - December)
- Facilitate up to (12) meetings with Elkhart County stakeholders to develop relationships and better understanding of partnership opportunities (January - December)
- 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)

COMMUNICATIONS - PUBLIC RELATIONS

VIBRANT COMMUNITIES ACTIVITY MEASURES

- Administer Vibrant Communities activities in cooperation with community partners, including the Organizing Team, and project team leaders and members (January - December)
- Manage a multi-platform Vibrant Communities communications plan encompassing website, social media and other media channels, utilizing third-party vendors and stakeholders as necessary (January - December)

BUSINESS TO BUSINESS COMMUNICATIONS ACTIVITY MEASURES

- Manage a public relations strategy to communicate the Well Crafted destination brand, including the Heritage Trail and Quilt Gardens, to relevant stakeholders and partners (January - December)
- Create and manage a communications plans, including emails and social media channels, to ECCVB stakeholders including elected officials, business and community leaders, hospitality industry partners that highlight priority ECCVB initiatives (January - December)
- Facilitate regular meetings and ongoing collaboration and mentorship of communications professionals representing Elkhart County organizations (January - December)
- Implement an ongoing outreach strategy with ECCVB stakeholders in the recreational vehicle industry to align with Elkhart County destination brand and niche audiences (July - December)

SPONSORSHIP PROGRAM ACTIVITY MEASURES

- Promote, manage and support community-based quality-of-place events consistent with the ECCVB Sponsorship Program, Area Guide Assistance Fund, and Community Support & Engagement programs (January - December)
- Develop and implement a strategy to increase participation in sponsorship program in traditionally underserved communities of Elkhart County (January - December)
- Implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Elkhart County destination brand (January - December)
- Review sponsorship practices and revise internal guidelines as necessary (October - December)

MEDIA RELATIONS ACTIVITY MEASURES

- Implement a regular periodic communications tool for local and regional media (January - December)
- Manage a media relations campaign highlighting the Well Crafted destination brand and ECCVB key initiatives such as Heritage Trail and Quilt Gardens (January - December)
- Track qualified media inquiries (January - December)
- Implement a media relations actions in support of the “Love Local” campaign (July - 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)

ECONOMIC RECOVERY CONTINGENCY PLAN

With the trajectory of an expected economic recovery in 2021 from the effects of the COVID-19 pandemic on travel and tourism existing in theory, but with little supporting data to make projections, a better-than-expected performance may allow for additional activities to support Elkhart County's tourism and hospitality interests. In weighing which activities to implement, ECCVB staff will evaluate factors such as potential return on investment, alignment with ongoing activities, and impact on ongoing financial goals.

SPONSORSHIP PROGRAM ACTIVITY MEASURES

- Promote and support additional community-based quality-of-place events consistent with the ECCVB Sponsorship Program (January - December)
 - CVB investment: up to \$60,000
- Implement a recognition program for sponsored events and organizations to launch in 2022 (January - December)
 - CVB investment: \$2,000

MEDIA RELATIONS ACTIVITY MEASURES

- Implement outreach activities with relevant influencers and bloggers to build interest in Elkhart County destination and set stage for future FAM visits (July - December)
 - CVB investment: \$5,000
- Implement a process to create a biannual report on ECCVB key measures for external and internal use (October - December)
 - CVB investment: \$5,000



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: To provide community partner support through research, collaboration and resources to activate and enhance the physical environment and quality of place that make Elkhart County a desirable, competitive, and economically vibrant place.

VIBRANT COMMUNITIES ACTIVITY MEASURES

Objective: To facilitate the discovery and implementation of the New 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.

- Develop and implement community dashboard in collaboration with the Community Foundation of Elkhart County (January - May)
- Plan and implement Vibrant Communities legislative visit for state and regional leaders (January - September)
- Facilitate quarterly Community Champions Roundtables (January - November)
- Develop, plan and implement up to two youth engagement activities (January - December)
- Develop strategy for implementation of placemaking academy (January - December)
- Identify and apply for funding resources to implement quality of place activities based on identified niches (January - December)
- Implement Vibrant Neighborhoods and Champions Initiatives county-wide (January - December)

I-80/90 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 I-80/90 Exit 92 Redevelopment Activity Measures (January - December)
- Facilitate/conduct guided tour experiences for hotel front-line staff to increase awareness of destination assets along the Heritage Trail (March - September)

DESTINATION DEVELOPMENT

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.

- Continue participation in the Destination Think! Tourism Sentiment Index™ research and report program (January - December)
- Facilitate Certec Economic Impact Study (January - December)

DESTINATION EXPERIENCE DEVELOPMENT ACTIVITY MEASURES

Objective: 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.

- Identify Champion Placemakers in Elkhart County's DNA niche segments (Cultural Explorers/Amish Country, Cultural Explorers/Historical and Creatives) and conduct workshops to define and develop stories and authentic memorable experiences that align with niche segmentation (January - February)
- Develop content that aligns with defined niches and destination DNA (January - March)
- Develop engaging digital opportunity at the Visitor Center to encourage residents and visitors to share their experience (January - May)
- Research, identify and develop a "Tales along the Heritage Trail" campaign (January - May)
- Develop and install interactive Visitor Center "Believe" sign (January - May)
- Research, develop and create content for a digital storytelling series featuring the Well Crafted Brand and the 2020 Champion Placemakers (January - May)
- Develop an outreach strategy and facilitate discussions with ECCVB stakeholders in the recreational vehicle industry to align with the Well Crafted destination brand and niche audiences (January - November)
- Identify existing experiential programs within the destination that align with niche segmentations (January - December)
- Research and develop a Destination Experience Team (January - December)
- Conduct (3) workshops with Champion Placemaker's in 3 niches segments, Cultural Explorers/Amish Country, Cultural Explorers/Historical and Creatives, to develop stories that align with niche segmentation (March - September)
- Facilitate two workshops with TwoSix Digital to provide digital promotions education to partners (April - September)

DESTINATION SMALL MEETINGS & CONFERENCE DEVELOPMENT ACTIVITY MEASURES

Objective: The ECCVB will position Elkhart County as the home of a Vibrant and changing environment of expanding hotel and event spaces, sporting facilities and recreational assets that position Elkhart County as an excellent location to welcome family reunions, weddings, youth sports events and Indiana statewide and Regional association meetings.

- Research and develop a local resident communications, sales and services plan targeting small meetings, wedding, and reunions to be held in Elkhart County as part of a “Host it Here” campaign (January - March)
- Develop a Sports Facilities Guide for Elkhart County (January - April)
- Research and collaborate with local officials to determine feasibility of Elkhart County hosting their association meetings and events (January - December)
- Collaborate with Team Indiana on sporting event initiatives and promotions that align with Elkhart County assets (January - December)
- Identify and offer services, information and assistance to Sports Rights Event Holders conducting South Bend Elkhart Region sporting events (January - December)
- Submit replies to any RFP or bid packages deemed feasible and appropriate for Elkhart County (January - December)
- Update the Meetings and Events Guide for Elkhart County (June)

COMMUNITY BASED DOWNTOWN REDEVELOPMENT ACTIVITY MEASURES

Objective: Working with each community in Elkhart County to achieve success with Downtown Development Objectives through active participation and technical assistance.

- Develop strategic plan for content creation and promotion of a “Love Local” campaign (January - May)
- Continue leadership on the Goshen Theater Board through implementing phase one and strategic planning for phase two (January - December)
- Continue leadership on the Downtown Goshen Inc. Board through implementing the strategic plan (January - December)

PUBLIC RELATIONS DESTINATION DEVELOPMENT ACTIVITY MEASURES

Objective: Developing awareness and effective strategies to address significant issues of public concern in Elkhart County.

- Develop messaging platforms of ECCVB key messages and quality-of-place initiatives, including a biannual report and audio-visual presentation, for external and internal distribution (January - March)
- Develop a periodic communications tools on ECCVB key initiatives to local and regional media (January - April)
- Develop an Advocacy meeting plan to connect members of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - May)
- Research a recognition program for ECCVB sponsored events and organizations (January - May)

DESTINATION DEVELOPMENT

PUBLIC RELATIONS DESTINATION DEVELOPMENT ACTIVITY MEASURES *(cont)*

- Develop engagement tools and programs to assist ECCVB sponsorship partners in aligning with the Elkhart County Well Crafted destination brand (January - June)
- Research and implement education and training opportunities and resources on diversity and inclusion for ECCVB staff (January - June)
- Research and develop a framework for collecting and distributing ECCVB's corporate history (January - June)
- Develop media and public relations strategy to support the "Love Local" campaign (January - June)
- Develop a strategy to increase participation in ECCVB sponsorship program from traditionally underserved communities in Elkhart County (January - August)
- Research and develop a potential influencer event for 2022 (January - December)
- Research and evaluate a potential corporate name change that better reflects our dynamic role in promoting Elkhart County and championing quality of place (January - December)
- Research data collection and analysis workshop to assist ECCVB Sponsorship Program partners (October - December)

OVERALL DESTINATION DEVELOPMENT PERFORMANCE MEASURES

- The ECCVB will receive and administer up to \$160,000 in grant funds from the Community Foundation of Elkhart County related to the Vibrant Communities projects and New Action Agenda Implementation (January - December)

ECONOMIC RECOVERY CONTINGENCY PLAN

With the trajectory of an expected economic recovery in 2021 from the effects of the COVID-19 pandemic on travel and tourism existing in theory, but with little supporting data to make projections, a better-than-expected performance may allow for additional activities to support Elkhart County's tourism and hospitality interests. In weighing which activities to implement, ECCVB staff will evaluate factors such as potential return on investment, alignment with ongoing activities, and impact on ongoing financial goals.

RESEARCH ACTIVITY MEASURES

- Conduct an experience gap assessment along the Heritage Trail; consultant collaboration (March - November)

DESTINATION EXPERIENCE DEVELOPMENT ACTIVITY MEASURES

- Develop experiential guide companion piece for Heritage Trail audio driving tour (April - June)

COMMUNITY BASED DOWNTOWN REDEVELOPMENT ACTIVITY MEASURES

- Add downtown kiosks in Nappanee and refresh existing kiosks countywide (January - December)

OUTDOOR RECREATION ACTIVITY MEASURES

- Provide support to City of Elkhart Next Level grant for Maple-Heart Trail signage and wayfinding (April - August)



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 residents and visitors to the Visitor Center (January - December)
- Provide friendly personal service to people calling to request the Elkhart County Area Guide 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)
- Provide an engaging digital opportunity at the Visitor Center to encourage residents and visitors to share their experience (January - December)

DRIVING TOURS ACTIVITY MEASURES

- Track Heritage Trail Audio Driving Tour distribution via CDs, USB, 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, Mp3, and USB 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.



FINANCE

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 2021 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 Elkhart County 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)
- Work with all employees to assist with interpretation of benefit plans and filing procedures (January - December)
- Track and report all employee personal time off (January - December)
- Manage the corporate / employee IRA contribution plans (April, July, October, December)
- Research benefit plans that best meet employee's needs and budgetary requirements of the corporation (April - June)
- 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 of Quilt Mural on Visitor Center building (May)
- Oversee removal of Quilt Mural on Visitor Center building (October)

WE'LL GET IT DONE.

Our plans are in place.

Who's taking charge?

Glad you asked.

**HERE'S
HOW
WE'RE
DOING
IT**



ELKHART COUNTY CVB, INC BOARD OF DIRECTORS

Levi King

ECCVB, Inc. Board of Directors President

King Corporation, Owner

P. O. Box 11 | Middlebury, IN 46540

p: 574.596.6954 | e: levijojo61@gmail.com

Eleanor Billey

ECCVB, Inc. Board of Directors Vice President

319 Terry Lane | Mishawaka, IN 46544

p: 574.250.2780 | e: ebbilley@gmail.com

Larry App

ECCVB, Inc. Board of Directors Secretary/Treasurer

19933 CR 16 | Bristol, IN 46507

p: 574.848.9284 | e: larry@roundstonellc.com

Dan Bearss

Alliance Marketing Group, President

110 West Waterford Street | Wakarusa, IN, 46573

p: 574.862.2275 | e: dbearss@nitdc.com

Brian Hoffer

Kindig & Sloat, Partner

102 Heritage Parkway / PO Box 31 | Nappanee, IN 46550-0031

p: 574.773.7996 | e: bhoffer@kindigandsloat.com

Arvis Dawson

228 South Main Street, Apt 1 | Elkhart, IN 46516

p: 574.536.1970 | e: arvisdawson@gmail.com

Dan Shoup

Innkeepers Tax Commission President

Cardinal Bus Company

P. O. Box 271 / 201 Winslow | Middlebury, IN 46540

p: 574.825.9405 | e: dshoup@cardinalbuses.com

ELKHART COUNTY CVB, INC STAFF

Jon Hunsberger

Executive Director

jon@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.*
- *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.*
- *Serves as the primary spokesperson and Executive Director for the ECCVB.*

Amanda Eckelbarger

Director of Destination Brand Management

amanda@eccvb.org

Responsibilities:

- *Overseeing all aspects of the Elkhart County, IN destination 'Well Crafted' and ECCVB 'We Believe In Here' brand strategies with the goal of promoting each brand image within the relevant marketplace.*
- *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.*

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 overall 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.*

ELKHART COUNTY CVB TOURISM & COMMUNITY LEADERSHIP INVOLVEMENT



Jon Hunsberger

Executive Director

- *Elkhart County Redevelopment Commission Member*
- *Vibrant Communities Organizing Team*
- *Vibrant Communities Legislative Visit Project Team*
- *South Bend Elkhart Regional Partnership Talent Attraction Committee*
- *Downtown Goshen, Inc Board Member*
- *Goshen Theater, Inc Board Member*

Amanda Eckelbarger

Director of Destination Brand Management

- *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*
- *Elkhart Leadership Academy Graduate*

Janis Logsdon

Director of Advertising Sales and Leisure Promotions

- *Northern Indiana Tourism Development Commission Marketing Committee*

Terry Mark

Director of Communications and Public Relations

- *Vibrant Communities Organizing Team Member*
- *Vibrant Communities Communications Team Chair*
- *Vibrant Communities Legislative Visit Project Team*
- *Elkhart County Countywide Communicators Group*
- *Elkhart County Museum Association Team*
- *Elkhart Community Schools, School of Human Services Study Design Team*
- *Elkhart County COVID Response 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 Statewide Group Partner Chair*

Cindy Ostrom

Director of Finance and Administration

- *Vibrant Communities Organizing Team*
- *Vibrant Communities Legislative Visit Project Team*



ADDENDUM

CAPITAL REPLACEMENT PLAN

The Capital Plan below outlines the strategic direction the ECCVB will use to maintain current infrastructure (*example: server maintenance, application upgrades*), provide necessary tools and technologies to ECCVB employees (*example: PC & Server replacement, new software, etc.*) and maintain office equipment, furniture and vehicle needs.

Maintaining Existing Infrastructure

PC Replacement Plan

Replace 3 -4 employee PC desktops every 5 years, Mac every 4 years and laptops every 4 years

Server Software Upgrade

Maintain updated software license for 100% network uptime to ensure critical systems remain operational

Telephone Equipment

Telephone Network: maintain updated software and equipment as needed

Cell phones/mobile devices: replaced every 2 - 3 years

Network Printer, Scanners, Projectors, Cameras

Replace annually as needed

Software

Maintain updated software license 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

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.

CFEC - Community Foundation of Elkhart County

COVID-19 - Global pandemic that led to a dramatic loss of human life worldwide and presented an unprecedented challenge to public health, food systems, the world of work and especially the tourism and hospitality industry worldwide.

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

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.

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

VFR - Visiting friends and relatives

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

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

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.

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.

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.

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.

Reach - The estimated number of people that might engage in or see content in an article whether in a printed, broadcast or online publication.

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.

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.

Hyperlink - An electronic connection between two websites.

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.

SEO - Search Engine Optimization

Simpleview Dynamic Content - A personalization platform that allows you to serve targeted experiences to website visitors.

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

Sprout Social - Online service tool that is used to schedule and monitor social media marketing.

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.

User Generated Content (UGC) - Content that customers create featuring a brand or destination, that can be used in that brand's marketing strategies.

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.

Travel Industry

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.

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

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.

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.

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.

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.

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.

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

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

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.

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