

**WE
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**FEBRUARY 2022
BOARD REPORT**

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

Objective: To develop an 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) - **Ongoing**
 - Partnerships: 4 | Circulation: 100,000
 - CVB investment: \$9,840
- Toll Road map ad (January - December) - **Ongoing**
 - Partnerships: 4 | Circulation: 80,000
 - CVB investment: \$0
- Brochure distribution (Area Guide, Exit 92, and Quilt Gardens) at Toll Road plazas (January - December) - **Ongoing**
 - 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) - **Ongoing**
 - 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) - **(YTD 707)**
- 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

COMMUNICATIONS - ADVERTISING

REGIONAL AND LOCAL CO-OPS (cont)

INDIANA FESTIVAL GUIDE ACTIVITY MEASURES

- Full page ad (January - December) - **Ongoing**
 - 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

GATEWAY MILE PARTNER CAMPAIGN SUPPORT

Objective: To develop engaging content and digital promotions that supports and communicates Gateway Mile assets (shops, restaurants, museums, parks, trails and events) to residents and visitors.

- Custom digital ad campaign and print materials promoting assets along downtown Elkhart's Gateway Mile (January - December) - **Ongoing**
 - 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

Objective: 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) - **Ongoing**
 - 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) - **Ongoing**
 - Outfront: I-80/90 Westbound (1) Elkhart
 - Gross Impressions: 20.5 million annually
 - CVB investment: \$5,400
- Confirm and place full page ad in University of Notre Dame Football Program (April) - **Complete**
 - Distribution: 560,000
 - CVB investment: \$9,500

PRINT

- Confirm and maintain rack cards distribution at (7) Ohio Toll Road plazas (January - December) - **Ongoing**
 - Distribution: 7,500
 - CVB investment: \$2,200

SPECIALTY 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
- National Garden Clubs - Grand Rapids (May)
 - Convention program distribution: 700
 - CVB investment: \$500
- Shippshewana Quilt Festival (June)
 - Festival program distribution: 4,000
 - CVB investment: \$100
- Garden Clubs of IL, Garden Glories (June /July)
 - Magazine distribution: 9,200
 - CVB investment: \$500
- PCMGA Garden Walk - Grand Rapids (July)
 - Convention program distribution : 2,000
 - CVB investment: \$100
- American Quilters Society Quilt Show - Grand Rapids (August)
 - Convention program distribution : 20,000
 - CVB investment: \$450

HERITAGE TRAIL PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- Premier Arts - full page ad (January - December) - **(YTD 1)**
 - Performance program distribution: 30,000
 - CVB investment: \$1,000
- Midwest Living - Out and About 1/3 page ad (July/August)
 - 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

SPECIALITY 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 partnerships through print, eNewsletters, FAM tours, trade shows and digital ad buys (January - December) - **Ongoing**
- Coordinate insertions including online itinerary pages, custom content articles, retargeted digital campaigns, and print ads (January - December) - **Ongoing**
- Advertise in (6) publications either thru digital or print mediums: Group Tour Northeastern, Leisure Group Travel, Going on Faith, Select Traveler, Group Travel Leader and Byways Magazine (January - December) - **Ongoing**
 - Group Tour Northeastern
 - Total reach: 12,500 per print issue, 13,000 per digital retargeting
 - Total frequency: (1) full page, back cover, print advertisement in the Indiana annual issue (January), (1) digital retargeting campaign (June), (4) 1/3 page print advertisements (February, May, August, November), (1) sponsored digital customized sponsored article (April)
 - Partnerships: 1 | CVB investment: \$14,394.50 | Co-op media dollars: \$5412.50 | Total value of investment: \$19,807 - **(YTD CVB: \$5,974 Co-op: \$950)**
 - Leisure Group Travel
 - Total reach: 20,000 per issue
 - Total frequency: (1) full page print advertisement within the Indiana featured editorial (January), (1) site inspection containing custom content by professional travel writers targeting niche group travel audiences distributed online and in print (June), (1) itinerary, written and inserted online and in print targeting new niche audiences (October)
 - Partnerships: 1 | CVB Investment: \$4087.50 | Co-op media dollars: \$4087.50 | Total value of investment: \$8,175 - **(YTD: CVB: \$3,125, Co-op: \$950)**
 - Going on Faith
 - Total reach: 10,000 per issue
 - Total frequency: (1) full page print advertisement in Amish featured editorial (Spring)
 - Partnerships: 1 | CVB Investment: \$1,155 | Co-op media dollars: \$1,155 | Total value of investment: \$2,310 - **(YTD: CVB: \$0, Co-op: \$1,155)**
 - Select Traveler
 - Total reach: 8,500 per issue
 - Total frequency: (1) 1/2 page print advertisement within the Indiana featured editorial (January)
 - Partnerships: 1 | CVB Investment: \$2,050 | Co-op media dollars: \$0 | Total value of investment: \$2,050 - **(YTD: CVB: \$0, Co-op: \$0)**
 - Group Travel Leader
 - Total reach: 33,000 per issue
 - Total frequency: (1) 1/3 page print advertisement within the Indiana featured editorial (June)
 - Partnerships: 1 | CVB Investment: \$1,650 | Co-op media dollars: \$0 | Total value of investment: \$1,650 - **(YTD: CVB: \$0, Co-op: \$0)**
 - Byways Magazine
 - Total reach: 4,000 per issue
 - Total frequency: (4) full page digital sponsored content featured advertorials with URL links and YouTube Well Crafted video links (February, April, June and August)
 - Partnerships: 1 | CVB Investment: \$3,750 | Co-op media dollars: \$0 | Total value of investment: \$3,750 - **(YTD: CVB: \$0, Co-op: \$0)**



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 activities in cities and towns and their connections to the Heritage Trail experience.

- Update ad creative concept for print and digital media buys (January - April) - **Ongoing**
- Communicate and collaborate ongoing promotion campaigns with partners to promote Elkhart County to visitors and residents (January - December) - **Ongoing**
- Promote and distribute Heritage Trail audio driving tours (3,000 produced) via CD, USB, and streaming (January - December) - **Ongoing**
- Produce and distribute 10,000 Historic Downtown Nappanee & Middlebury Walking Tours rack cards (April - October)
- Produce and distribute 35,000 Heritage Trail folded maps (May - December)

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 (April)
- Update and create new copy for Quilt Garden signs and murals (April)
- 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 30,000 rack cards (May - September)
- Produce Master Gardeners Guidebook and Quilters Chronicles Guidebook (May)
- Seward Johnson Epic Art Adventures Activity Measures
 - Develop creative concept for print and digital media (January) - **Complete**
 - Produce and distribute 20,000 rack cards (April - September)
 - Produce and distribute 10,000 Seward Johnson Epic Art Guides (April - September)

GROUP/TRAVEL TRADE PROMOTIONS

GROUP ENGAGEMENT 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 through 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) - **(YTD 0)**
- Coordinate advertisements in (6) publications Group Tour Northeastern, Leisure Group Travel, Going on Faith, Select Traveler, Group Travel Leader and Byways Magazine (January - December) - **Ongoing**
- Generate (120) Qualified leads and appointments (January - December) - **(YTD 69)**
- Attend (6) tradeshow: ABA, Heartland Travel Showcase, Midwest Marketplace, Tennessee Motorcoach Association, Missouri Travel Marketplace, and Accent Heartland (January - December) - **(YTD 2)**

GROUP SERVICES 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 150 clients (January - December) - **(YTD 11)**

GROUP PARTNERSHIP 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 collaborative partnership with industry peers in the state of Indiana positioning Elkhart County as a top-tier group destination within the state (January - December) - **Ongoing**
- Collaborate with local stakeholders, hoteliers and regional partners to provide education, inspiration and partner sharing opportunities (January - December) - **Ongoing**
- Conduct (1) co-op partnership direct mail postcard campaign targeting for the cultural explorer niche (April - July)

PROMOTIONAL PRINT AND DIGITAL MATERIALS

ELKHART COUNTY AREA GUIDE ACTIVITY MEASURES

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

- Oversee distribution of 175,000 printed copies of 2022 Elkhart County Area Guide (January - December) - **Ongoing**
- Manage electronic version of 2022 Elkhart County Area Guide for digital distribution (February) - **Complete**
- Coordinate and collaborate design of 2023 Elkhart County Area Guide (April - June)
- Manage sales, content and production of 72-page 2023 Elkhart County Area Guide (June - December)
- Complete (100) contracts for the 2023 Elkhart County Area Guide resulting in \$170,000 in total sales; realize \$60,000 in net profit (June - December)

PRODUCTION / CONTENT MANAGEMENT ACTIVITY MEASURES

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

- Create content and develop 46 eNewsletters to promote Elkhart County assets (January - December) - **(YTD 6)**
- Manage content, frequency and metrics for Leisure, Business to Business, and Travel Trade eNewsletters (January - December) - **Ongoing**
- Manage copy, photography and videography for promotion / sales collateral (January - December) - **Ongoing**
- Manage creation of and promote custom content focusing on storytelling of partners 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) - **Ongoing**
- Manage creation of and promote video content focusing on storytelling of partners 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) - **Ongoing**
- Schedule photo and video shoots highlighting Heritage Trail assets / activities (January - December) - **(YTD 0)**
- Create and Manage a digital storytelling series focusing on the Well Crafted brand with distribution on social media, website and podcast services (January - December) - **(YTD 8)**

COMMUNICATIONS - PROMOTIONS

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 attendance and presentations (January - December) - **Ongoing**

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

- Leisure Promotions (January - December) - **(YTD CVB: \$14,753; co-op \$126,657)**
 - Total CVB advertising investment: \$317,750 | Total value of co-op investment: \$513,725
- Group/Travel Trade Promotions (January - December) - **(YTD CVB: \$10,254; co-op: \$3,055)**
 - Total CVB advertising investment: \$28,242 | Total value of co-op investment: \$9,500
- Invest \$326,450 in advertising and promotions which will convert to \$17,467,552 in Total Visitor Spending* reflecting both Area Guide Travel Guide [printed and electronic] and Unique Website Visits (January - December) - **(YTD \$2,221,687)**
- Create (75) customized itineraries, averaging 2 days of length, generating \$1,200,000 in group visitor spending (January - December) - **(YTD 47 itineraries, 2.68 average days, \$873,155 spending)**
- Generate (100) daytrips and (75) overnight trips resulting in \$1.9 million in group visitor spending (January - December) - **(YTD 86 daytrips, 18 overnight trips, \$1,576,853 spending)**
- Maintain average length of group stays to 2 days (January - December) - **(YTD 1.95)**

* **Visitor Spending Performance Metrics (Research Resource: 2019 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 people in travel party) X (2 days average length of stay) X (\$122.80 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 people in travel party) X (2 days average length of stay) X (\$122.80 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 the destination brand and its assets along the Heritage Trail across digital channels (January - December) - **Ongoing**
- Place sponsored posts and non-sponsored posts each month (January - December) - **Ongoing**
 - Track engagement, impressions, click-through rate, cost per click, video views and followers (January - December) - **Ongoing**
 - Total CVB investment: \$35,000
- Promote the Heritage Trail and its assets and experiences utilizing mobile passport programs (January - December) - **Ongoing**
 - Develop mobile exclusive passport programs featuring the Quilt Gardens, Heritage Trail, and Seward Johnson exhibit (May - December)
 - Track participants, check-ins, length of visit and engagement (May - December)
 - Total CVB investment: \$13,500
- Promote an event in the cities and towns of 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: \$8,000
- Promote the Quilt Gardens and Seward Johnson through in-app ads (May- December)
 - CVB investment: \$8,000
 - Track Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (May - September)
 - Track and analyze website monthly website analytics (January - December) - **Ongoing**
- Promote I-80/90 Exit 92 and its high density of assets through in-app ads (April - December)
 - CVB investment: \$7,500
- Google ad words campaign to promote the destination brand and its assets along the Heritage Trail across digital channels (April - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (January - December) - **Ongoing**
 - CVB investment: \$20,000
- Promote custom content focusing on the stories of businesses participating in a “Love Local” campaign through local multi-media channels (May - December)
 - CVB investment: \$4,000

COMMUNICATIONS - DIGITAL

NEWSLETTER PROMOTIONS ACTIVITY MEASURES

- Send (11) Group / Travel Trade eNewsletters (January - November) - **(YTD 2)**
- Send (12) Business to Business eNewsletters (January - December) - **(YTD 1)**
- Send (11) Leisure eNewsletters (February - December) - **(YTD 2)**

WEBSITE ACTIVITY MEASURES

- Manage and update website content (January - December) - **Ongoing**
- Manage and update targeted content to specific audiences based on location and interest-based criteria via SimpleView Dynamic website content personalization module (January - December) - **Ongoing**
- Track and analyze overall site monthly website analytics (January - December) - **Ongoing**
- Review and remedy platform errors (January - December) - **Ongoing**
- Manage SEO Account Plan (January - December) - **Ongoing**
- Track Page Views to the Travel Trade Group Planner Request Info page (January - December) - **(YTD 16)**
- Track Unique Page Views on Group site (January - December) - **(YTD 575)**
- Track PDF downloads of Meeting Guide (January - December) - **(YTD 4)**
- Track PDF downloads of RV Rally Planners Guide (January - December) - **(YTD 2)**
- Track PDF downloads of Heritage Trail/Quilt Gardens Map (January - December) - **(YTD 249)**
- Track PDF downloads of Group Profile (January - December) - **(YTD 2)**
- Track Page Views of Group Sample Itineraries (January - December) - **(YTD 471)**
- Track Unique Page Views of Media Site (January - December) - **(YTD 219)**
- Track Unique Page Views of Quilt Gardens Site (January - December) - **(YTD 874)**
- Track Unique Page Views of RV Site (January - December) - **(YTD 1,682)**
- Track Page Views of Leisure Itineraries (January - December) - **(YTD 87)**
- Track Page Views to the Sports Facilities Guide page (April - December) - **(YTD 67)**
- Track Unique Page Views of Meetings Site (January - December) - **(YTD 235)**

COMMUNICATIONS - PUBLIC RELATIONS

GOAL: To generate increased awareness among residents, 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 content (January - December) - **Ongoing**
- Maintain a protocol for content editing, encompassing website, eNewsletter, paid media, digital content (January - December) - **Ongoing**
- Create and implement a content plan across website, digital, social media, and print collateral channels leveraging our core of Champion Placemakers (January - December) - **Ongoing**
- Align communications activities with developing trends in the marketplace (January - December) - **Ongoing**

ECCVB ADVOCACY ACTIVITY MEASURES

- Facilitate up to (6) joint meetings of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December) - **YTD 1**
- Perform administrative functions for the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December) - **Ongoing**
- 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) - **Ongoing**
- Implement Community Thank You actions acknowledging Elkhart County partners, stakeholders and volunteer groups which support quality of place efforts (January - December) - **Ongoing**
- Implement advocacy messaging incorporating ECCVB history, performance metrics and context through channels including website, slide-deck presentation, and collateral material. (January - April) - **Ongoing**
- Facilitate up to (12) meetings with Elkhart County stakeholders to develop relationships and better understanding of partnership opportunities (January - December) - **(YTD 3)**
- Assist 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)
- Implement a community giveback activity/program connected to Quilt Gardens. (April - September)

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, and third-party vendors. (January - December) - **Ongoing**
- 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) - **Ongoing**

BUSINESS TO BUSINESS COMMUNICATIONS ACTIVITY MEASURES

- Create and manage a communications plans, including monthly emails (12 or more) and social media channels, to ECCVB stakeholders including elected officials, business and community leaders, hospitality industry partners that highlight priority ECCVB initiatives (January - December) - **(YTD 2)**
- Facilitate regular meetings and ongoing collaboration and mentorship of communications professionals representing Elkhart County organizations (January - December) - **Ongoing**

SPONSORSHIP PROGRAM ACTIVITY MEASURES

- Promote, manage, provide follow-up, 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) - **Ongoing**
- Develop and implement a strategy to increase participation in sponsorship program in traditionally underserved communities of Elkhart County (January - December) - **Ongoing**
- Implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Elkhart County destination brand (January - December) - **Ongoing**
- Review sponsorship practices and revise internal guidelines as necessary (October - December)

MEDIA RELATIONS ACTIVITY MEASURES

- Create and implement a public event to celebrate and promote Quilt Gardens and Epic Art Adventures (April - May)
- Create and manage a media relations campaign, including hosting up to 10 travel journalists on FAM tours highlighting the Well Crafted destination brand and ECCVB key initiatives such as Heritage Trail, Quilt Gardens and Epic Art Adventures (January - December) - **Ongoing**
- Create and distribute up to 12 press releases or story pitches to local, regional and travel media. (January - December) - **(YTD 4)**
- Track and respond to qualified media inquiries (January - December) - **Ongoing**

OVERALL PUBLIC RELATIONS PERFORMANCE MEASURES

- Generate (800) media placements (print, broadcast, online, blog), yielding 100,000,000 impressions resulting in \$1,000,000 in advertising value (January - December) - **(YTD 119 placements, 1,083,586,621 impressions, \$10,023,175.81 advertising value)**

DESTINATION DEVELOPMENT

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

- Facilitate Vibrant Communities Steering Committee meetings (January - August) - **Ongoing**
- Facilitate Vibrant Communities Outreach Team meetings (January – May) - **Ongoing**
- Continue implementation of the Vibrant Neighborhoods and Champions Initiatives county-wide (January - December) - **Ongoing**
- Continue implementation of the Vibrant Neighborhoods Micro-grant Program (January - December) - **Ongoing**
- In partnership with issue-based task forces, facilitate community-based implementation meetings (January - December) - **Ongoing**
- Initiate Vibrant Communities Listen and Learn (Phase 1) to identify progress, new ideas and investment Opportunities (February) - **Complete**
- Initiate Vibrant Communities Community Summit (Phase 2) to celebrate progress and determine next steps (April)
- Facilitate Vibrant Communities Task force meetings (June)
- Initiate Vibrant Communities Roadshow (Phase 3) to identify priorities and missing elements (July)
- Identify and apply for funding resources to implement quality of place activities based on identified niches (July - 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.

- Refine and develop messaging around hospitality support for I-80/90 Exit 92 Redevelopment Activity Measures (January - December) - **Ongoing**
- 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™ (TSI Live) (January - December) - **Ongoing**
- Facilitate Certec Economic Impact Study (January - December) - **Ongoing**
- Continue UberMedia/Near research and analysis for Quilt Gardens and Epic Art Adventures (January - December) - **Ongoing**
- Continue services with STR reports to track overnight stays in Elkhart County (January - December) - **Ongoing**

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.

- Create an Elkhart County Epic Art Adventures Advisory Workgroup (July)
- Develop and implement an Epic Art Adventures countywide art trail utilizing Seward Johnson sculptures and local/regional public art (January - May) - **Ongoing**
- 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) - **Ongoing**
- Develop content that aligns with defined niches and destination DNA (January - December) - **Ongoing**
- Research and develop a digital storytelling series (52) featuring the Well Crafted Brand with Champion Placemakers, partners, small business, community leaders and non-profits (January - December) - **Ongoing**
- Identify existing experiential programs within the destination that align with niche segmentations (January - December) - **Ongoing**
- Conduct (10) programs with Champion Placemakers, partners, small business, community leaders and non-profits to socialize destination brand and educate and align on storytelling and digital marketing strategies (January - December) - **(YTD 0)**

DESTINATION SMALL MEETINGS & CONFERENCE DEVELOPMENT ACTIVITY MEASURES

Objective: 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.

- Create a Small Meetings Market Profile Sheet (July)
- 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 as part of a B2B campaign (January - December) - **Ongoing**
- Research and collaborate with local officials to determine feasibility of Elkhart County hosting their association meetings and events (January - December) - **Ongoing**
- Insert “Host it Here” content in each monthly B2B newsletter and on website (January - December) - **Ongoing**
- Collaborate with Team Indiana on sporting event initiatives and promotions that align with Elkhart County assets (January - December) - **Ongoing**
- Identify and offer services, information and assistance to Sports Rights Event Holders conducting South Bend Elkhart Region sporting events (January - December) - **Ongoing**
- Submit replies to any RFP or bid packages deemed feasible and appropriate for Elkhart County (January - December) - **(YTD 2)**
- Develop and implement a LinkedIn B2B digital communications strategy contracting with digital strategist experts (June - August)
- Update the Meetings and Events Guide for Elkhart County (August)
- Update the Sports Facilities Profile Sheet for Elkhart County (August)

COMMUNITY BASED DOWNTOWN REDEVELOPMENT ACTIVITY MEASURES

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

- Continue leadership on the Goshen Theater Board (January - December) - **Ongoing**
- Continue leadership on the Downtown Goshen Inc. Board (January - December) - **Ongoing**
- Continue leadership on the Elkhart County Redevelopment Commission (January - December) - **Ongoing**
- Research and develop a strategic plan for content creation and promotion of a “Love Local” campaign (July - December)
- Facilitate the development implementation of Action Agenda projects with a downtown focus (August - December)

DESTINATION DEVELOPMENT

PUBLIC RELATIONS DESTINATION DEVELOPMENT ACTIVITY MEASURES

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

- 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 - February) - **Complete**
- 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) - **Ongoing**
- Research potential community giveback activity/program involving Quilt Gardens promotion (January - March) - **Ongoing**
- Research a recognition program for ECCVB sponsored events and organizations (January - May) - **Ongoing**
- Research data collection and analysis workshop to assist ECCVB Sponsorship Program partners (January - May) - **Ongoing**
- Develop activation and engagement tools or programs to assist ECCVB sponsorship partners in aligning with the Elkhart County Well Crafted destination brand (January - June) - **Ongoing**
- Research and implement education and training opportunities and resources on diversity, equity and inclusion for ECCVB staff and partner/stakeholders (January - December) - **Ongoing**

OVERALL DESTINATION DEVELOPMENT PERFORMANCE MEASURES

- Work with consultants to develop a 5-year strategic plan (January - June) - **Ongoing**
- The ECCVB will administer at least \$200,000 in grant funds from the Community Foundation of Elkhart County related to the Vibrant Communities projects and New Action Agenda Implementation (January - December) - **Ongoing**

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 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) - **Ongoing**
- Provide friendly personal service to people calling to request the Elkhart County Area Guide and general destination questions (January - December) - **Ongoing**
- Provide and distribute up-to-date local business brochures, maps, regional travel guides and other materials as requested (January - December) - **Ongoing**
- Provide an engaging digital opportunity at the Visitor Center to encourage residents and visitors to share their experience (January - December) - **Ongoing**

DRIVING TOURS ACTIVITY MEASURES

- Track Heritage Trail Audio Driving Tour distribution via CDs, USB, and MP3 downloads (January - December) - **(YTD 71)**

VFR / COMMUNITY RELATIONS ACTIVITY MEASURES

- Provide the Visitor Center's meeting room as a resource to community group meetings (January - December) - **(YTD 10)**

OVERALL VISITOR SERVICES PERFORMANCE MEASURES

- Track economic impact from Heritage Trail CD, USB, and MP3 distribution (January - December) - **(YTD \$52,312.80)**

Heritage Trail Performance Metrics (Research Resource: 2019 Economic Impact Report by Certec Inc.) is the amount in visitor spending generated by the distribution of the Heritage Trail.

- Visitor Spending = (3 people in travel party) X (2 days average length of stay) X (\$122.80 per person per day) = Visitor Spending per person, per day. Includes CD, USB, and distribution



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 2022 line item budget (January) - **Complete**
- Establish financial ratios and projections (January - December) - **(YTD 2)**
- Develop monthly financial reports and statements for the corporation (January - December) - **(YTD 2)**
- Perform all accounts receivable and payable for the corporation (January - December) - **(YTD 2)**
- Perform as the Commission's designated collections administrator for delinquencies (January - December) - **(YTD 2)**
- Develop monthly reports on collections activities and hotel occupancy trends (January - December) - **(YTD 2)**
- Complete all county, state and federal employee withholding obligations (January - December) - **(YTD 2)**
- Complete all grant financial requirements (January - December) - **(YTD 2)**
- Maintain a 95% collections rate of lodging tax receipts (January - December) - **(YTD 2)**
- Maintain a 95% collections rate of Elkhart County Area Guide contracts (January - December) - **(YTD 2)**

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) - **(YTD 2)**
- Work with all employees to assist with interpretation of benefit plans and filing procedures (January - December) - **(YTD 2)**
- Track and report all employee personal time off (January - December) - **(YTD 2)**
- Manage the corporate / employee IRA contribution plans (April, July, October, December) - **(YTD 0)**
- Research benefit plans that best meet employee's needs and budgetary requirements of the corporation (April - December) - **(YTD 0)**
- Distribute Employee Professional Development Survey (December) - **Complete**

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) - **(YTD 2)**
- Initiate all necessary building / equipment service and repairs (January - December) - **(YTD 2)**
- Supervise Visitor Center attendants (January - December) - **(YTD 2)**
- Develop Visitor Center attendant schedules and assign appropriate duties (January - December) - **(YTD 2)**
- Oversee installation of Quilt Mural on Visitor Center building (May) - **(YTD 0)**
- Oversee removal of Quilt Mural on Visitor Center building (October) - **(YTD 0)**