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FEBRUARY 2023 BOARD REPORT

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DIVERSIFY

ECCVB MARKETING, SALES & SERVICES STRATEGY

The objective of the ECCVB tourism marketing, sales & service strategy is to drive the destination brand awareness and visitor conversion among broader and more diverse target audiences that include the niche markets identified by Destination Think! There are three targeted strategies for the leisure travel market and three for the group travel market.

DIVERSIFY PILLAR GOAL

Diversify the destination visitor base to better integrate multiple generations and interests. We expect to achieve higher travel conversion and extend stays by increasing the county's brand awareness and aligning experiences with an expanded market.

DIVERSIFY PILLAR TARGET MARKETS OF FOCUS

- Arts and cultural heritage tourism
- Outdoor recreation and adventure travel
- Visiting friends & relatives and pass-thru travel
- Group meeting and social/reunion travel
- Sports event tourism
- Group tour travel

WELL CRAFTED DESTINATION

Tactics

- Create and manage a content plan integrating website content, social media actions, paid media campaigns, eNewsletter initiatives, and digital content (January - December) - **Ongoing**
- Manage photo and video shoots highlighting Heritage Trail assets / activities (January - December) - **Ongoing**
- Produce and promote custom digital content focusing on storytelling of partners and highlighting Heritage Trail assets and experiences that focus on niche audiences (January - December) - **Ongoing**
- Place ads in publications that target the external visitor and internal resident (January - December) - **Ongoing**
- Develop and update existing mobile Heritage Trail passport program (January - December) - **Ongoing**
- Promote the Heritage Trail assets and experiences utilizing mobile passport programs (January - December) - **Ongoing**
- Promote mobile destination passport program (January - December) - **Ongoing**
- Refresh existing and create new trip ideas and itineraries to align with niche audiences (January - December) - **Ongoing**
- Manage Google ad campaign to promote the destination brand and its assets along the Heritage Trail across digital channels (January - December) - **Ongoing**
- Produce and distribute eNewsletters to promote Elkhart County assets (January - December) - **Ongoing**
- Host travel journalists on FAM tours highlighting the Well Crafted destination brand (January - December) - **Ongoing**
- Produce and distribute press releases and story pitches to local, regional, national and travel media (January - December) - **Ongoing**

Metrics

- Track mobile passport program participants, check-ins, prize pick redemptions (January - December) - **(YTD 61 Sign Ups; 0 Check-ins; 1 Redemptions)**
- Track Well Crafted digital promotion engagement, impressions, click-through rate, cost per click, video views and fans (January - December) - **(YTD Engagement 27,782; Impressions 419,891; Post Link Clicks 3,377; Cost Per Click .05; Video Views 1,327; Fans 23,262)**
- Track Google ad campaign promoting of the destination brand and its assets along the Heritage Trail across digital channels quarterly (March, June, September, December)
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December) - **(YTD 105 placements, 1,012,575,727 impressions, \$9,366,325.46 AVE)**
- Track unique page views of Media Site (January - December) - **(YTD 286)**
- Track unique page views of RV Site (January - December) - **(YTD 1,696)**
- Track unique page views of Leisure Itineraries (January - December) - **(YTD 215)**

HERITAGE TRAIL

Tactics

- Promote Heritage Trail audio driving tour (January - December) - **Ongoing**
- Manage Heritage Trail wayfinding signage and inventory (January - December) - **Ongoing**
- Produce Heritage Trail maps (January) - **Complete**

Metrics

- Track Heritage Trail audio driving tours distribution via CD, USB, and streaming (January - December) - **(YTD 55)**
- Track Heritage Trail printed map distribution (January - December) - **(YTD 500)**
- Track PDF downloads of Heritage Trail map (January - December) - **(YTD 347)**
- Track unique page views to the Heritage Trail page (January - December) - **(YTD 659)**

Heritage Trail Performance Metrics is the amount in visitor spending generated by the distribution of the Heritage Trail (Research Resource: 2021 Economic Impact Report by Certec Inc.)

- *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*

QUILT GARDENS ALONG THE HERITAGE TRAIL*Tactics*

- Update and create new copy and new sign backers for Quilt Gardens and Quilt Murals (January - April) - **Ongoing**
- Update creative concept for print and digital media (January - April) - **Ongoing**
- Confirm and maintain rack card distribution at Indiana Toll Road and Ohio Turnpike plazas (January - September) - **Ongoing**
- Produce and place ads in publications that target the quilting and/or gardening market (January - December) - **Ongoing**
- Update mobile Quilt Gardens passport programs (January - December) - **Ongoing**
- Promote mobile Quilt Gardens passport program participants, check-ins, prize pick redemptions (January - December) - **Ongoing**
- Update partner brand management guide and promotion guidelines (April)
- Produce and distribute Master Gardeners Guidebook and Quilters Chronicles Guidebook (May - September)
- Produce and distribute Quilt Gardens rack cards (May - September)
- Promote the Quilt Gardens through in-app ads (May - December)

Metrics

- Track mobile passport program participants, check-ins, prize pick redemptions (January - December) - **(YTD 0)**
- Track rack card distribution (January - December) - **(YTD 400)**
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December) - **(YTD 105 placements, 1,012,575,727 impressions, \$9,366,325.46 AVE)**
- Track unique page views of Quilt Gardens Site (January - December) - **(YTD 930)**
- Track PDF downloads of Master Gardeners Guidebook (May - September)
- Track PDF downloads of Quilter's Chronicles (May - September)
- Track Facebook, Twitter, Instagram, in-app impressions, engagement, link clicks received (June - September)

ELKHART COUNTY AREA GUIDE*Tactics*

- Develop and produce electronic version of 2023 Elkhart County Area Guide for digital distribution (January) - **Complete**
- Update creative concept for digital media (January - February) - **Ongoing**
- Oversee distribution of 175,000 printed copies of 2023 Elkhart County Area Guide (January - December) - **Ongoing**
- Confirm and maintain distribution at Indiana Toll Road and Ohio Turnpike plazas (January - December) - **Ongoing**
- Coordinate and collaborate design of 2024 Elkhart County Area Guide (April - June)
- Manage sales, content and production of the 2024 Elkhart County Area Guide (June - December)

Metrics

- Track distribution of 2023 Elkhart County Area Guide (January - December) - **(40,601)**
- Track electronic version of 2023 Elkhart County Area Guide for digital distribution (January - December) - **(YTD 95)**

VISITING FRIENDS AND RELATIVES (VFR)

Tactics

- Develop website landing page (February) - **Complete**
- Develop and produce direct mail pieces for VFR campaign (March, September)
- Promote on social media channels (March - October)
- Distribute direct mail postcards targeting the local market (April, October)

Metrics

- Track Facebook, Twitter, Instagram impressions, engagement, link clicks received (March - October)
- Track distribution (April, October)

ELKHART COUNTY EVENT CALENDAR

Tactics

- Develop and produce event calendar campaign materials, billboard, digital graphics, direct mail (January - February) - **Complete**
- Schedule direct mail postcards targeting local market (April)

Metrics

- Track distribution (April - December)
- Track website link clicks received (April - December)
- Track unique page views of Event Calendar (January - December) - **(YTD 2,099)**

INDIANA TRAVEL GUIDE & VISITINDIANA.COM

Tactics

- Brochure lead generation ad and listings (January - December) - **Ongoing**

Metrics

- Track Elkhart County Area Guide requests received (January - December) - **(YTD 770)**

INDIANA FESTIVAL GUIDE

Tactics

- Produce and place full page ad (January - December) - **Ongoing**

NITDC INDIANA'S COOL NORTH REGIONAL PROMOTIONS CO-OP

Tactics

- Produce and place Toll Road Exit-by-Exit Guide ad (January - December) - **Ongoing**
- Produce and place Toll Road Exit-by-Exit Guide map ad (January - December) - **Ongoing**

DIVERSIFY

DOWNTOWN ELKHART PROMOTIONS CO-OP

Tactics

- Manage a digital ad campaign and print materials promoting assets in Downtown Elkhart (January - December) - **Ongoing**

Metrics

- Track Facebook and Instagram impressions, engagement, link clicks received (March, June, September, December)

EXIT 92 PROMOTIONS CO-OP

Tactics

- Refine and develop messaging around hospitality support for I-80/90 Exit 92 Activity Measures (January - December) - **Ongoing**
- Confirm and maintain outdoor billboards along I-80/90 Toll Road (January - December) - **Ongoing**
- Confirm and maintain rack card distribution at Indiana Toll Road and Ohio Turnpike plazas (January - December) - **Ongoing**
- Confirm and place full page ad in University of Notre Dame Football Program (April)
- Promote I-80/90 Exit 92 and its high density of assets through in-app ads (April - December)

Metrics

- Track rack card distribution (January - December) - **(YTD 0)**
- Track in-app ad impressions received (June - December)

SMALL MEETINGS MARKET

Tactics

- Produce and place print and digital content in publications that target small meeting and event planners looking for Midwest or Indiana destinations (January - December) - **Ongoing**
- Conduct in person meeting planner preview tours (January - December) - **Ongoing**
- Create and distribute press releases or story pitches to regional small meetings market media (January - December) - **Ongoing**
- Attend trade shows targeting small meeting markets (January - December) - **Cancelled**
- Provide services, information and assistance to meeting and event planners (January - December) - **Ongoing**
- Produce and distribute RV Rally Planners Guide (January - December) - **Ongoing**
- Generate and develop new meeting market contacts, leads, appointments and RFPs (January - December) - **Ongoing**
- Create and manage a digital retargeting campaign (March - May) - **Ongoing**
- Create and distribute Small Meeting Market eNewsletters (June - August)

Metrics

- Track unique page views of Meetings Site (January - December) - **(YTD 303)**
- Track unique page views to the Meeting Planner Request information page (January - December) - **(YTD 14)**
- Track PDF downloads of RV Rally Planners Guide (January - December) - **(YTD 1)**

SPORTS MARKET

Tactics

- Place print ad in publication that target sports rights holders and sports event planners (January - December) - **Ongoing**
- Create and distribute press releases or story pitches to local, regional and travel media for the sports market (January - December) - **Ongoing**
- Collaborate with Team Indiana on sporting event initiatives and promotions that align with Elkhart County assets (January - December) - **Ongoing**
- Provide services, information and assistance to sporting event organizers (January - December) - **Ongoing**

Metrics

- Track unique page views to the Sports Facilities Profile Sheet (January- December) - **(YTD 2)**
- Track unique page views to the Sports Information page (January - December) - **(YTD 47)**

TRAVEL TRADE MARKET

Tactics

- Produce and place print and digital insertions in publications that target tour operators and group planners (January - December) - **Ongoing**
- Conduct in person travel trade destination preview tours (January - December) - **Ongoing**
- Attend tradeshows targeting tour operators and group planners (January - December) - **Ongoing**
- Produce and distribute Travel Trade eNewsletters (January - December) - **Ongoing**
- Provide services, information and assistance to tour operators and group planners (January - December) - **Ongoing**
- Generate customized daytrip and overnight itineraries which extend stays and provide economic impact (January - December) - **Ongoing**
- Update and create group profiles and itineraries (January - December) - **Ongoing**

Metrics

- Track unique page views on group site (January - December) - **(YTD 771)**
- Track PDF downloads of group profiles (January - December) - **(YTD 3)**
- Track page views of group sample itineraries (January - December) - **(YTD 580)**
- Track unique page views to the travel trade group request information page (January - December) - **(YTD 16)**
- Track travel trade leads and appointments (January - December) - **(YTD 50)**

*** Visitor Spending Performance Metrics (Research Resource: 2021 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)



CURATE

ECCVB DESTINATION DEVELOPMENT STRATEGY

The objective of the ECCVB curate strategy is to actively engage in product and community development activities that support the organization's role as a Destination Architect. This strategy approach will assist existing and new partners with development and delivery of more engaging experiences that align with the destination Well Crafted brand and targeted audiences while being synergistic with existing assets.

CURATE PILLAR GOAL

Encourage, support and assist the development of more diverse and engaging experiences throughout the county and its communities. We expect to expand connections with local RV manufacturers to increase their awareness of opportunities within the Elkhart County tourism space.

CURATE PILLAR TARGET MARKETS OF FOCUS

- Event Support & Development
- Small Business Support
- Outdoor Recreation
- RV Manufacturer Engagement
- Vibrant Communities Implementation

DESTINATION EXPERIENCE DEVELOPMENT

Tactics

- Facilitate development of a signature county-wide experience that aligns with Well Crafted and DNA niches (January - December) - **Ongoing**
- Develop an outreach strategy and facilitate discussions with ECCVB stakeholders in the RV industry to align with the Well Crafted destination brand and niche audiences (January - December) - **Ongoing**
- Identify existing and develop new experiential programs within the destination that align with niche segmentations (January - December) - **Ongoing**
- Research and test extending the Quilt Gardens along the Heritage Trail season (January - December) - **Ongoing**
- Develop a strategy to deliver core destination experiences to new markets through digital advertising (January - December) - **Ongoing**

OUTDOOR RECREATION DEVELOPMENT

Tactics

- Research and develop outdoor experiences in collaboration with local stakeholder organizations (January - December) - **Ongoing**

RV EXPERIENCE DEVELOPMENT

Tactics

- Explore RV Experience concept for the destination (January - December) - **Ongoing**
- Facilitate discussions with local RV Industry and community stakeholders socializing the idea and concept of developing new RV Experience concept for the destination (March - December)

VIBRANT COMMUNITIES

Tactics

- Manage and coordinate Vibrant Communities activities in cooperation with community partners, including the Organizing Team, project team leaders and third-party vendors (January - December) - **Ongoing**



BALANCE

ECCVB RESOURCE & MANAGEMENT STRATEGY

The objective of the ECCVB Balance strategy is to engage in research that informs and guides development and promotion investment. Research findings will help guide a balanced approach between tourism promotion and development.

BALANCE PILLAR GOAL

Balance the areas of focus of the ECCVB to optimize its potential and lead the visitor industry and communities. Operate as a fiscally responsible and highly performing destination organization through a highly effective team and leveraged partnerships.

BALANCE PILLAR TARGET MARKETS OF FOCUS

- Elkhart County Innkeeper Tax Commission Members
- ECCVB Board of Directors
- ECCVB Staff
- Industry suppliers / vendors
- Industry partners

DESTINATION RESEARCH

Tactics

- Develop research reporting parameters to stakeholders and partners (January - February) - **Ongoing**
- Conduct a comprehensive sports facility audit, market analysis and strategic action plan (January - May) - **Ongoing**
- Continue participation in the Destination Think! Tourism Sentiment Index™ / TSI Live (January - December) - **Ongoing**
- Facilitate Certec Economic Impact Study (January - December) - **Ongoing**
- Continue services with STR reports to track overnight stays in Elkhart County (January - December) - **Ongoing**
- Collect and report findings of STR data (January - December) - **Ongoing**
- Analyze and communicate trends in Zartico reports (January - December) - **Ongoing**
- Combine insights from multiple data streams into an Executive Summary (January - December) - **Ongoing**
- Develop dynamic visualizations for up to two Elkhart County events (July, September)

FINANCIAL MANAGEMENT

Tactics

- Develop a sound 2023 line-item budget (January) - **Complete**
- Establish financial ratios and projections (January - December) - **Ongoing**
- Develop monthly financial reports and statements for the corporation (January - December) - **Ongoing**
- Perform all accounts receivable and payable for the corporation (January - December) - **Ongoing**
- Perform as the Commission's designated collections administrator for delinquencies (January - December) - **Ongoing**
- Develop monthly reports on collections activities and hotel occupancy trends (January - December) - **Ongoing**
- Complete all county, state and federal employee withholding obligations (January - December) - **Ongoing**
- Complete all grant financial requirements (January - December) - **Ongoing**
- Maintain a 95% collections rate of lodging tax receipts (January - December) - **Ongoing**
- Maintain a 95% collections rate of Elkhart County Area Guide contracts (January - December) - **Ongoing**

HUMAN RESOURCE MANAGEMENT

Tactics

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

VISITOR CENTER SERVICES

Tactics

- Provide friendly personal service in-person and digitally (January - December) - **Ongoing**
- Provide and distribute Elkhart County Area Guide, up-to-date local business brochures, maps, regional travel guides and other materials in an appealing Visitor Center (January - December) - **Ongoing**



ADVOCATE

ECCVB STAKEHOLDER & RESIDENT RELATIONS STRATEGY

The objective of the ECCVB is to build a better understanding of the tourism industry's contributions to economic vitality and resident quality of place.

ADVOCATE PILLAR GOAL

Build relationships and advocate on behalf of the ECCVB and the tourism industry ensuring the recognized role of tourism and its economic impact. Inform and advocate on the importance and value of tourism and the ECCVB's vital role as the leader and expert of the destination's tourism development and promotion.

ADVOCATE PILLAR TARGET MARKETS OF FOCUS

- Elkhart County Innkeeper Tax Commission Members
- ECCVB Board of Directors
- Elected and Appointed Officials
- Industry partners
- Trade associations
- Media
- Residents

ECCVB ADVOCACY

Tactics

- Communicate and collaborate ongoing promotion campaigns with partners (January - December) - **Ongoing**
- Assist event organizers to increase attendance and build their digital audience for re-targeting (January - December) - **Ongoing**
- Develop and implement an advocacy meeting plan to connect the Elkhart County Innkeeper Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - December) - **Ongoing**
- Distribute community Thank You Notes acknowledging Elkhart County partners, stakeholders and volunteer groups which support quality of place efforts (January - December) - **Ongoing**
- Facilitate meetings with Elkhart County stakeholders to develop relationships and better understanding of partnership opportunities (January - December) - **Ongoing**
- Produce and distribute Business to Business eNewsletters (January - December) - **Ongoing**
- Update and distribute key messages on the value of quality of place (January - December) - **Ongoing**

PUBLIC RELATIONS

Tactics

- Develop and distribute key messages on the value of tourism and its economic impact on the destination (January - December) - **Ongoing**

ECCVB SPONSORSHIP PROGRAMS

Tactics

- 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 increased participation in sponsorship program from traditionally underserved communities of Elkhart County (January - December) - **Ongoing**
- Implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Elkhart County Well Crafted destination brand (January - December) - **Ongoing**
- Host the 2023 Indiana Tourism Association Annual Conference providing experiences, services, promotions and programming (March)
- Update sponsorship practices and internal guidelines as necessary (October - December)