

**WE
BELIEVE
IN HERE.**



**2024 ELKHART COUNTY CVB
BUSINESS PLAN**





**THE ELKHART COUNTY CVB
BELIEVES IN BEING THE
STEWARD FOR ELKHART
COUNTY'S WELL CRAFTED
LIFE AND EXPERIENCES.**

**CRAFTSMANSHIP AND
ENTREPRENEURIAL SPIRIT
DEFINE ELKHART COUNTY.**

**IT IS WHAT
WE **LOVE**
ABOUT OUR
COMMUNITY.**

**IT IS WHY
WE BELIEVE
IN HERE.**



**ELKHART
COUNTY
CVB**



The Elkhart County, IN Convention & Visitors Bureau is Elkhart County's champion for tourism promotion and placemaking initiatives through a diverse set of working relationships across all sectors. We are passionate about our destination and have a strong desire to strengthen the community's reputation, economic position and vitality.

The Elkhart County CVB tells the story of Elkhart County through strategic partnerships. We highlight Elkhart County as an outstanding place to live, work, play and visit.

ELKHART COUNTY, IN CONVENTION & VISITORS BUREAU ORGANIZATIONAL STRUCTURE

- Incorporated in 1988.
- Private, 501(c)(6) non-profit corporation.
- Serves as the official tourism advertising / marketing and public / community relations organization for the Elkhart County hospitality industry through an annual contract with the Elkhart County Innkeeper Tax Commission.
- Funding source includes a 5 percent lodging tax collected from visitors at Elkhart County lodging facilities with more than 30 rooms plus other revenue.

VALUES AND GUIDING PRINCIPLES

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

VISION STATEMENT

Elkhart County is a Well Crafted, year-round destination that embodies a diversity of arts and cultural attractions, vibrant downtowns, sports and outdoor adventures, grounded in craftsmanship and an entrepreneurial spirit, attracting multi-generational audiences.

MISSION STATEMENT

The Elkhart County CVB is the county's champion for tourism promotion and placemaking initiatives. We achieve economic vitality and enhanced quality of place through diverse affiliations and collaborations.

ELKHART COUNTY, IN CONVENTION & VISITORS BUREAU ACCOUNTABILITY

- A seven-member Elkhart County Innkeeper Tax Commission, appointed by the Elkhart County government executives, oversees the lodging tax and contracts with the Elkhart County CVB.
- A seven-member Board of Directors provides fiscal and policy stewardship for the Elkhart County CVB.
- The Elkhart County Innkeeper Tax Commission and Elkhart County CVB Board of Directors meet concurrently bi-monthly.
- The Elkhart County CVB employs a professional staff to manage programs and operations, support the area's hospitality industry, and operate the Elkhart County Visitor Center.



ELKHART COUNTY IS A COMMUNITY OF MAKERS. IT IS IN OUR DNA.



THE WELL CRAFTED DESTINATION BRAND RESONATES DEEPLY BECAUSE ELKHART COUNTY VALUES WHAT IT CREATES.

The Elkhart County CVB undertook a destination strategic planning process in 2022 to further support Elkhart County and the Well Crafted destination brand.

In 2024, we are continuing implementation of this long-term strategic plan. We will build on Elkhart County's established strengths and prioritize future initiatives. This will allow us to navigate through shifting dynamics and to reinforce our position and reputation as the champion for the local hospitality industry and community placemaking.

The Elkhart County CVB will use the strategic plan as a roadmap to the future prosperity of Elkhart County residents and the tourism industry.

The plan thoughtfully assesses Elkhart County's strengths and challenges while identifying opportunities to build on tourism, hospitality and placemaking assets across the Elkhart County CVB's products and partnerships. The Elkhart County CVB's efforts will utilize four strategic pillars to maximize outcomes associated with the identified market opportunities. These pillars are:



DIVERSIFY *(Market)*



BALANCE *(Manage)*



CURATE *(Develop)*



ADVOCATE *(Champion)*

DIVERSIFY

This pillar is focused on external visitors, with the goal of expanding the target visitor audiences to integrate a broader mix of both generations and interests. The Well Crafted destination brand inspires three distinct audiences: Cultural Explorers, Creatives and Roadtrippers.

The Elkhart County CVB is well positioned to grow and expand its communications and promotional activities. Doing so will grow and strengthen messages that will reach deeper into and expand the target audiences.

CURATE

This pillar has a product and experience focus, with the goal of expanding and creating new experiences that support the diversified audiences, while complementing existing assets and audiences.

The considerable tourism, hospitality and placemaking assets already in place in Elkhart County provide ample opportunity to develop and expand new experiences.

BALANCE

This pillar has an Elkhart County CVB organizational focus, with the goal of aligning staffing, resources and research to adequately support the Diversify and Curate pillar activities.

While relationships lie at the core of the Elkhart County CVB's activities, data is essential to support that foundation. To achieve its goals, the Elkhart County CVB will use research to provide the knowledge needed for problem solving and making informed decisions.

ADVOCATE

This pillar has a communication focus with the goal of creating awareness of the benefits of the tourism industry, as well as the Elkhart County CVB in its role as a champion for placemaking within the local community.

Through Vibrant Communities quality of place initiative, the Elkhart County CVB has built a compelling and well-accepted belief in the power of placemaking's role in economic vitality. By continuing to establish the Well Crafted destination brand through communications and public relations activities, we will strengthen the vital role of the Elkhart County CVB in this critical economic sector.



The ECCVB's strategic plan builds on Elkhart County's established strengths and positions us to reinforce our role as the champion for the local hospitality industry and community placemaking.

The plan's four strategic pillars – Diversify (Market), Curate (Develop), Balance (Manage), and Advocate (Champion) – will maximize outcomes associated with the identified market opportunities.





ELKHART COUNTY CVB

KEY PRIORITY PROJECTS

VIBRANT COMMUNITIES & PLACEMAKING ●●●

The Elkhart County CVB has established as part of its mission to be a champion for placemaking in the community. The basic principles of placemaking create community vibrancy through investments in aesthetics, amenities, activation of public spaces and gateways. These same factors directly impact the experiences of visitors regardless of the primary driver of their visit.

RELATIONSHIPS & ADVOCACY ●●

The Elkhart County CVB will build on its strong relationships with partners while also developing and building new connections with key stakeholders, community leaders and influencers to advance Elkhart County's success.

EXPERIENCES & DEVELOPMENT ●●●

From Amish Country to the Heritage Trail and Quilt Gardens, Elkhart County offers a wealth of experiences. We will continue to build on our existing experiences while identifying new experiences that speak to a diversified audience.

OUTDOOR RECREATION & YOUTH SPORTS ●●●

Development of trails, greenways and blueways that connect communities has created an opportunity. We will continue to work with partners to curate and communicate Elkhart County's parks, trails, and outdoor experiences. We will also continue to build on our existing youth sports experiences while identifying new opportunities to further growth in this niche.

RESEARCH ●●●

The Elkhart County CVB will integrate metrics that demonstrate effectiveness and undertake necessary research and data collection to develop key performance indicators (KPIs). Making progress on strategic initiatives will require the identification of metrics that best measure impact, rather than activity, in critical areas.

WE BELIEVE IN HERE



The Elkhart County CVB's core values lead naturally into support for Elkhart County's key initiatives, activities and programs. These outreach programs in our local communities also help broaden our networks. Our \$696,610 investment in event sponsorships, area guide assistance, Vibrant Communities, downtown support, arts and culture support, product development, and targeted co-op community campaigns build better communities for residents and visitors.

- Vibrant Communities, partnership with Community Foundation of Elkhart County
- Sponsor of leadership programs of Greater Elkhart and Goshen chambers of commerce
- Downtown Elkhart and I-80/90 Exit 92 partnership with Elkhart City Redevelopment Commission
- Investment in 2024 local events, programs and product development such as:
 - *Elkhart Jazz Festival*
 - *Goshen First Fridays*
 - *Arts on the Millrace*
 - *Elkhart River Queen*
 - *Nappanee Apple Festival*
 - *Elkhart County Symphony*
 - *Midwest Museum of American Art Juried Regional*
 - *Hispanic Heritage Month Festival*
 - *Premier Arts*
 - *Elkhart ArtWalk*
 - *Elkhart Civic Theatre*
 - *River Bend Film Festival*
 - *Elkhart Art League*
 - *Wakarusa Maple Syrup Festival*
 - *Elkhart County Garden Tour*
 - *Pumpkinvine Nature Trail*
 - *Elkhart County Historical Museum*
 - *Moose Rugby Grounds*
 - *Taste of the Gardens at Wellfield*
 - *Hall of Heroes Comic Con*
 - *Elkhart County Quilt and Fiber Expo*
 - *Ruthmere Museum*
 - *Elkhart Public Library Curbside Concerts*
 - *Winter Wonderland Holiday Lights at Wellfield*
- Member of local, regional, state and national associations, including:
 - *Greater Elkhart, Goshen, Nappanee, Wakarusa and Middlebury chambers of commerce*
 - *Destinations International*
 - *American Bus Association*
 - *Indiana Chamber of Commerce*
 - *Indiana Tourism Association*
 - *Team Indiana*
 - *Northern Indiana Tourism Development Commission*
 - *Economic Development Corporation of Elkhart County*
 - *Elkhart County Museum Association*
- Sponsor of multiple events and programs operated by non-profits across Elkhart County through Sponsorship, Area Guide Assistance Fund, and Community Support Grant programs

TOURISM IN ELKHART COUNTY: MAKING AN IMPACT

**FOR EVERY \$1 OF VISITOR ASSESSMENT,
A VISITOR SPENDS \$210. WITHOUT VISITOR
SPENDING, RESIDENTS WOULD HAVE TO PAY
AN ADDITIONAL \$308 IN TAXES TO MAINTAIN
CURRENT GOVERNMENT SERVICES.**

- Approximately **\$816 million** in total annual economic impact
- Visitors spend nearly **\$600 million** in a year
- Tourism and hospitality businesses invest an additional **\$220 million**
- Workers in Elkhart County tourism and hospitality earn over **\$150 million** in wages
- Nearly **7,000 jobs** are supported by tourism and hospitality activities in Elkhart County
- Total visitor spending results in nearly **\$43 Million** of local taxes collected (Halo Effect)

Estimates are based on CERTEC, INC's biannual assessment



ECCVB STRATEGIC DIRECTION

- Expanding the destination Well Crafted brand awareness through collaborative storytelling and cross promotion resulting in conversions among broader and more diverse target audience segments.
- Enhancing visitor and resident experiences through increased product development activities and a focus on improvements to quality of place.
- Securing and managing the resources to lead the organization's program of work that strives to balance marketing, communications and expanded development activities.
- Providing the tourism voice and heightened engagement to support our partners.

THE STRATEGIC PLAN AND THE FOUR PILLARS DEFINE OUR TACTICS FOR THE 2024 BUSINESS PLAN

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DIVERSIFY

ECCVB MARKETING, SALES & SERVICES STRATEGY

The objective of the ECCVB tourism marketing, sales & services 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 travel
- Outdoor recreation and adventure travel
- Visiting friends & relatives and pass-thru travel
- Group meeting and social/reunion travel
- Youth sports travel
- 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)
- Manage photo and video shoots highlighting Heritage Trail assets / activities (January - December)
- 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)
- Produce and place print ads in publications targeting the external visitor and internal resident (January - December)
- Update, manage, and promote mobile passport programs (January - December)
- Refresh existing and create new trip ideas and itineraries aligning with niche audiences (January - December)
- Manage Google PPC ad campaign to promote the destination brand and its assets along the Heritage Trail across digital channels (January - December)
- Produce and distribute eNewsletters to promote Elkhart County assets (January - December)
- Host travel journalists on FAM tours highlighting the Well Crafted destination brand (January - December)
- Produce and distribute press releases and story pitches to local, regional, national and travel media (January - December)
- Manage and promote a Well Crafted Champions campaign integrating blog, video, podcast and social media elements (January - December)
- Manage and promote a video campaign integrating partner brands with the Elkhart County Well Crafted brand (January - December)
- Manage and promote a Well Crafted Elkhart County foodie campaign (January - December)
- Distribute Well Crafted promotional kits for regional and national travel journalists (April - June)
- Manage, distribute and promote a Roadtrippers campaign focused on the RV audience (April - December)

Metrics

- Track mobile passport program participants, check-ins, prize pick redemptions (January - December)
- Track Well Crafted paid and organic digital promotions (January - December)
- Track Google PPC ad campaign promoting the destination brand and its assets along the Heritage Trail across digital channels (March, June, September, December)
- Track destination digital ad campaign results (January - December)
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December)
- Track Media website analytics (January - December)
- Track RV website analytics (January - December)
- Track Views of Leisure Itineraries (January - December)
- Track Well Crafted Champions campaign results (January - December)
- Track partner brand campaign results (January - December)
- Track Foodie campaign results (January - December)
- Track Well Crafted Elkhart County promotional kit campaign to regional and national travel journalists (April - December)
- Track Roadtrippers campaign results focused on the RV audience (April - December)

HERITAGE TRAIL

Tactics

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

Metrics

- Track Heritage Trail audio driving tours distribution via CD, USB, and streaming (January - December)
- Track Heritage Trail printed map distribution (January - December)
- Track PDF downloads of Heritage Trail map (January - December)
- Track Heritage Trail page website analytics (January - December)

QUILT GARDENS ALONG THE HERITAGE TRAIL

Tactics

- Update and create copy for Quilt Gardens and Quilt Murals signs (January - April)
- Update creative concept for print and digital media (January - April)
- Confirm and maintain rack card distribution at Indiana Toll Road and Ohio Turnpike plazas (January - September)
- Produce and place ads in publications targeting the quilting and/or gardening market (January - December)
- Update and promote mobile Quilt Gardens passport program (January - December)
- Update partner brand management guide and promotion guidelines (April)
- Produce and distribute Quilt Gardens rack cards (May - September)

Metrics

- Track mobile passport program analytics (January - December)
- Track rack card distribution (January - December)
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December)
- Track Quilt Gardens website analytics (January - December)
- Track Facebook, X (Twitter), Instagram paid and organic analytics (June - September)

ELKHART COUNTY AREA GUIDE

Tactics

- Develop and produce electronic version of 2024 Elkhart County Area Guide for digital distribution (January)
- Update creative concept for digital media (January - February)
- Oversee distribution of 150,000 printed copies of 2024 Elkhart County Area Guide (January - December)
- Confirm and maintain distribution at Indiana Toll Road and Ohio Turnpike plazas (January - December)
- Coordinate and collaborate design of 2025 Elkhart County Area Guide (April - June)
- Manage sales, content and production of the 2025 Elkhart County Area Guide (June - December)

Metrics

- Track distribution of 2024 Elkhart County Area Guide (January - December)
- Track digital distribution of 2024 electronic version of Elkhart County Area Guide (January - December)

ELKHART COUNTY EVENT CALENDAR

Tactics

- Develop, produce, and distribute event calendar direct mail postcard (January - March)
- Manage a digital campaign (January - December)

Metrics

- Track distribution (April)
- Track Event Calendar website analytics (January - December)
- Track Facebook, X (Twitter), Instagram analytics (January - December)

VISITING FRIENDS AND RELATIVES (VFR)

Tactics

- Promote on social media channels (January - December)
- Update website landing page (February)

Metrics

- Track Locals website page analytics (January - December)
- Track Facebook, X (Twitter), Instagram analytics (January - December)

INDIANA TRAVEL GUIDE & VISITINDIANA.COM

Tactics

- Develop and produce brochure lead generation ad and listing ads (January)

Metrics

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

INDIANA FESTIVAL GUIDE

Tactics

- Produce and place full page ad (January)

NITDC INDIANA’S COOL NORTH REGIONAL PROMOTIONS CO-OP

Tactics

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

DOWNTOWN ELKHART PROMOTIONS CO-OP

Tactics

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

Metrics

- Track Facebook and Instagram analytics (March, June, September, December)

EXIT 92 PROMOTIONS CO-OP*Tactics*

- Refine and develop messaging for I-80/90 Exit 92 assets (January - December)
- Confirm and maintain outdoor billboards along I-80/90 Toll Road (January - December)
- Confirm and maintain rack card distribution at Indiana Toll Road and Ohio Turnpike plazas (January - December)
- 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 and experiences through in-app ads (April - December)

Metrics

- Track rack card distribution (January - December)
- Track in-app ad impressions received (May - December)

SMALL MEETINGS MARKET*Tactics*

- Produce and place content in print and digital publications targeting small meeting and event planners searching for Midwest or Indiana destinations (January - December)
- Identify and promote relevant small meetings events to local and regional media (January - December)
- Provide services, information and assistance to meeting and event planners (January - December)
- Produce and distribute Meeting Planner Guide (January - December)
- Produce and distribute RV Rally Planner Guide (January - December)

Metrics

- Track Meetings website analytics (January - December)
- Track PDF downloads of Meeting Planner Guide (January - December)
- Track PDF downloads of RV Rally Planner Guide (January - December)
- Track meeting market contacts, leads, and RFPs (January - December)

YOUTH SPORTS MARKET*Tactics*

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

Metrics

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

TRAVEL TRADE MARKET

Tactics

- Produce and place print and digital insertions in publications targeting tour operators and group planners (January - December)
- Conduct in-person FAM tours (January - December)
- Attend tradeshow targeting tour operators and group planners (January - December)
- Produce and distribute Travel Trade eNewsletters (January - December)
- Provide services, information and assistance to tour operators and group planners (January - December)
- Update and create group profiles and customized daytrip and overnight itineraries (January - December)

Metrics

- Track Travel Trade website analytics (January - December)
- Track PDF downloads of Travel Trade profile sheet (January - December)
- Track travel trade leads and appointments (January - December)

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 Well Crafted destination 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 the local RV industry to increase their awareness of opportunities within the Elkhart County tourism space. We will continue to work with partners to curate and communicate Elkhart County's parks, trails, and outdoor experiences.

CURATE PILLAR TARGET MARKETS OF FOCUS

- Event Support & Development
- Small Business Support
- Outdoor Recreation
- RV Industry Engagement
- Youth Sports Market Engagement
- Vibrant Communities Implementation

DESTINATION EXPERIENCE DEVELOPMENT

Tactics

- Continue outreach and activation of signature countywide experience aligning with Well Crafted and DNA niches (January - December)
- Research and develop countywide seasonal experiential art exhibitions activating and aligning with Well Crafted and DNA niches (January - December)
- Research and develop immersive and engaging experiences aligning with niche segmentations (January - December)
- Research and develop new interactive Visitor Center experience aligning with the Well Crafted destination brand (January - December)
- Develop a Well Crafted Champions campaign integrating blog, video, podcast and social media elements (January - March)
- Research and develop Elkhart County Well Crafted video campaign integrating partner brands (January - May)
- Research and develop a Well Crafted Elkhart County foodie campaign (January - March)
- Develop Well Crafted promotional kits for regional and national travel journalists (January - March)

OUTDOOR RECREATION DEVELOPMENT

Tactics

- Research and develop outdoor experiences in collaboration with local stakeholder organizations (January - December)
- Facilitate discussions with park and trail stakeholders on amenity wayfinding signage (January - December)
- Continue development and activation of countywide blueways experiences aligning with Well Crafted and DNA niches (January - December)

RV EXPERIENCE DEVELOPMENT

Tactics

- Develop an outreach strategy and facilitate discussions with RV industry stakeholders connecting RV travelers with Elkhart County assets (January - December)
- Develop a Roadtrippers influencer campaign for the RV family audience (January - December)

VIBRANT COMMUNITIES

Tactics

- Manage and coordinate Vibrant Communities activities in cooperation with community partners (January - December)

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 - April)
- Facilitate Certec Economic Impact Study (January - December)
- Collect and report findings of STR data (January - December)
- Analyze and communicate trends in Zartico reports (January - December)
- Analyze and communicate downtown hotel study findings (January - June)
- Combine insights from multiple data streams into an Executive Summary (January - December)
- Develop dynamic visualizations for up to four Elkhart County events (January, March, July, December)
- Research and perform a youth sports facility feasibility study (January - December)

FINANCIAL MANAGEMENT

Tactics

- Develop a sound 2024 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 RESOURCE MANAGEMENT

Tactics

- 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)
- Oversee and report all employee personal time off (January - December)
- Manage the corporate / employee SRA contribution plans (April, July, October, December)
- Research benefit plans that best meet employee's needs and corporation budgetary requirements (January - December)
- Distribute Employee Professional Development Survey (December)

VISITOR CENTER SERVICES

Tactics

- Provide friendly personal service in-person and digitally (January - December)
- 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)

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)
- Assist event organizers to increase attendance and build their digital audience for re-targeting (January - December)
- Develop and implement an advocacy meeting plan connecting the Elkhart County Innkeeper Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - December)
- Distribute community Thank You Notes acknowledging Elkhart County partners, stakeholders and volunteer groups which support quality of place efforts (January - December)
- Facilitate meetings with Elkhart County stakeholders developing relationships and better understanding of partnership opportunities (January - December)
- Produce and distribute B2B eNewsletters (January - December)
- Update and distribute key messages on the value of quality of place (January - December)
- Develop and implement a strategy engaging local stakeholders to integrate Well Crafted messaging (January - December)

PUBLIC RELATIONS

Tactics

- Develop and distribute key messages on the value of tourism and its economic impact on the destination (January - December)
- Develop and implement public speaking training for ECCVB staff and stakeholders (January - December)
- Attend regional and national media marketplace events representing the Elkhart County destination (January - December)

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)
- Develop increased participation in sponsorship program from traditionally underserved communities of Elkhart County (January - December)
- Evaluate, develop, and implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Elkhart County Well Crafted destination brand (January - December)
- Update sponsorship practices and internal guidelines as necessary (October - December)

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JON HUNSBERGER, CDME

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 Elkhart County Innkeeper Tax Commission and Elkhart County CVB Board of Directors, 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.
- Elkhart County CVB Executive Leadership Team.

JANIS LOGSDON

Assistant Director

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.
- Develops, leads and supports staff projects to ensure the organization meets or exceeds its goals.
- Elkhart County CVB Executive Leadership Team.

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 Executive Leadership Team.

AMANDA ECKELBARGER

Director of Destination Branding
and Data Intelligence
amanda@eccvb.org

Responsibilities:

- Oversees the sourcing, analyzing, and reporting of data and provides analysis to inform decision making.
- Oversees all aspects of the 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 team by developing, creating and updating the visual branding to attract interest and meet the overall organizational goals.

LAURI LAWS

Destination Concierge
frontdesk@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

Director of Technology
and Digital Media Strategies
jessica@eccvb.org

Responsibilities:

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

ELKHART COUNTY CVB TOURISM & COMMUNITY LEADERSHIP

JON HUNSBERGER, CDME

- Urban Land Institute Member
- South Bend Elkhart Regional Partnership Board of Directors
- South Bend Elkhart Regional Partnership Talent Attraction Committee
- Northern Indiana Tourism Development Commission Board of Directors, President
- Northern Indiana Advocates Advisory Board Member
- Elkhart County Redevelopment Commission President
- Vibrant Communities Organizing Team
- Connect in Elkhart County Strategic Plan Committee
- Downtown Goshen, Inc. Board of Directors
- Goshen Theater, Inc. Board of Directors
- Goshen Theater, Inc. Strategic Programming and Planning Committee Chair
- Elkhart Rotary Club Member

JANIS LOGSDON

- Northern Indiana Tourism Development Commission Marketing Committee

AMANDA ECKELBARGER

- Destinations International 30 Under 30 Alumni Council Member
- Destinations International 30 Under 30 Alumni Engagment Committee
- Indiana Tourism Association Board of Directors
- Indiana Tourism Association Professional Development Committee Chair
- Indiana Tourism Conference Planning Committee
- Northern Indiana Tourism Development Commission Marketing Committee

TERRY MARK

- Vibrant Communities Organizing Team
- Tolson Center Board of Directors
- Tolson Center External Communications Committee
- Elkhart Community Schools, School of Human Services Advisory Panel
- Elkhart County Museum Association

JESSICA MILLER-BARNHART

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

CINDY OSTROM

- Vibrant Communities Organizing Team

