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**BUSINESS PLAN**





# OCTOBER 2025 BOARD REPORT

*Proudly prepared by*







# 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 ELKHART COUNTY DESTINATION

*Strategy: Elevate awareness and engagement with Elkhart County's Well Crafted brand by implementing a cohesive marketing plan that integrates content creation, media campaigns, and promotions, targeting various audiences through digital, print, and influencer partnerships, while showcasing local attractions and unique experiences.*

### 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 Elkhart County assets and activities (January - December) - **Ongoing**
- Produce and place print ads targeting the external visitor and internal resident (January - December) - **(YTD 4)**
- Refresh existing and create new suggested leisure and group itineraries aligning with niche audiences (January - December) - **Ongoing**
- Produce and distribute Leisure eNewsletters to promote Elkhart County assets (January - December) - **(YTD 10)**
- Host travel journalists on FAM tours highlighting the destination (January - December) - **(YTD 23)**
- Produce and distribute press releases and story pitches highlighting the destination to local, regional, national and travel media (January - December) - **(YTD 11)**
- Manage and promote a Well Crafted Champions campaign (January - December) - **Ongoing**
- Manage and promote a Well Crafted foodie campaign (January - December) - **Ongoing**
- Manage and promote Elkhart County Restaurant Weeks campaign (January - March) - **Complete**
- Distribute Well Crafted promotional kits for regional and national travel journalists (April - December) - **Ongoing**
- Manage and promote an influencer campaign focused on a girlfriend getaway audience (April - December) - **Complete**
- Manage and promote a Well Crafted campaign to cross-promote partner brands (May - December) - **Ongoing**
- Manage and promote a Well Crafted Brewery campaign in partnership with local stakeholders (September - October) - **Complete**

### Metrics

- Track Well Crafted paid and organic digital promotions (January - December) - **(YTD Profile Performance Summary: Impressions 7,887,816; Engagement 31,905; Post Link Clicks 3,093; Video Views 163,142; Fans 28,817)**
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December) - **(YTD 1,149 Placements; 9,918,375,856 Reach; \$91,744,976.78 AVE)**
- Track Media website analytics (January - December) - **(YTD Views 1,390; Users 963)**
- Track RV website analytics (January - December) - **(YTD Views 13,645; Users 6,762)**
- Track Users and Views of Leisure Itineraries/Blogs (January - December) - **YTD Views 6,172; Users 4,951**
- Track Blog Post analytics (January - December) - **(YTD Top 5 Blog Posts: Halloween, 4<sup>th</sup> of July, Quilt Gardens Itinerary, Quilt Gardens Locations, 4H Fair)**
- Track Well Crafted Champions campaign results (January - December) - **(YTD Impressions 9,501; Engagements 355; Post Link Clicks 29; Video Views: 459)**
- Track Well Crafted foodie campaign (January - December) - **(YTD Eat Good Local influencer: Followers 4,035; Cubiletes Views 114,131 ; Interactions: 965, Wedgewood Brewing Views 347,26 ; Interactions 596, Ruhe Views 45,804 ; Interactions 963, Corner Bar Views 68,008 ; Interactions 0)**
- Track Elkhart County Restaurant Weeks campaign results (February - March) - **Complete (Facebook Organic: Impressions 4,898; Engagements 251; Link Clicks 108; QR Code Scans 293; Website Views 17,857; Users 10,554; Video Views 141; Paid: Impressions 397,000; Engagement 22,000, Link Clicks 8,500; Average Cost Per Click .37)**
- Track Well Crafted Elkhart County promotional kit campaign to regional and national travel journalists (April - December) - **(YTD 35)**
- Track influencer campaign results focused on a female audience (April - December) - **Complete (Instagram (IG) Reels: Plays 6.1k, Engagement 258, Impressions 4.5K; IG Post Views 9.3k, Engagements 222, Impressions 3.7k; TikTok Shortform Plays 1.2K, Engagements 63, Impressions 1.2K; TikTok Longform Plays 1.9K, Engagement 67, Impressions 1.8K)**
- Track Elkhart County Brewery campaign results (October - December) - **Complete (Facebook Organic: Impressions 12,140; Engagements 394; Link Clicks 15; Website Views 1,182; Users 1,024; Video Views 107; Paid: Impressions 759,448; Engagement 1,089, Link Clicks 2,156; Average Cost Per Click .81)**
- Track Well Crafted Elkhart County promotional kit campaign to regional and national travel journalists (April - December) - **(YTD 35)**

## DIVERSIFY

### HERITAGE TRAIL

**Strategy:** Enhance and promote the Heritage Trail experience through wayfinding tools and custom digital content that highlights the trail's unique assets and attractions throughout the year.

#### Tactics

- Produce Heritage Trail maps (January) - **Complete**
- Promote Heritage Trail audio driving tour (January - December) - **Ongoing**
- Manage Heritage Trail wayfinding signage and inventory (January - December) - **Ongoing**
- Produce and promote custom digital content highlighting Heritage Trail assets and experiences (January - December) - **Ongoing**

#### Metrics

- Track Heritage Trail audio driving tours distribution via CD, USB, and streaming (January - December) - **(YTD 1,923)**
- Track Heritage Trail printed map distribution (January - December) - **(YTD 6,800)**
- Track PDF downloads of Heritage Trail map (January - December) - **(YTD 5,496)**
- Track Heritage Trail page website analytics (January - December) - **(YTD Views 9,484; Users 5,220)**

### QUILT GARDENS ALONG THE HERITAGE TRAIL

**Strategy:** Revitalize, elevate and sustain the Quilt Gardens and Quilt Murals experience by updating creative concepts and expanding marketing efforts through targeted ads and specialized itineraries.

#### Tactics

- Update creative concept for print and digital media (January - March) - **Complete**
- Update and create copy for production of Quilt Gardens and Quilt Murals signs (January - April) - **Complete**
- Update partner brand management guide and promotion guidelines (January - April) - **Complete**
- Coordinate and facilitate new Quilt Mural materials and production for murals in Bristol, Wakarusa and Nappanee (January - May) - **Complete**
- Produce and distribute Quilt Gardens rack cards (January - September) - **Complete**
- Confirm and maintain rack card distribution at Indiana Toll Road and Ohio Turnpike plazas (January - September) - **Complete**
- Produce and place ads targeting the quilting and/or gardening market (January - December) - **Complete (8)**
- Create and promote Quilt Gardens specialized itinerary (January - December) - **Complete**

#### Metrics

- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December) - **Complete (YTD 1,149 Placements; 9,918,375,856 Reach; \$91,744,976.78 AVE)**
- Track Quilt Gardens website analytics (January - December) - **Complete (Views 18,089; Users; 9,696; Blog Views 9,862)**
- Track Quilt Gardens specialized itinerary (January - December) - **Complete (Views 3,868; Users 1,325)**
- Track PDF downloads of Quilt Gardens map (January - December) - **Complete (5,496)**
- Track paid and organic analytics (April - December) - **Complete (Impressions 74,801; Engagement 5,916; Post Link Clicks 309)**
- Track rack card distribution (May - September) - **Complete (3,825)**

## ELKHART COUNTY AREA GUIDE

*Strategy: Maximize the reach and impact of the Elkhart County Area Guide through comprehensive production, distribution, and digital integration, ensuring broad visibility and engagement across regional and digital platforms.*

### Tactics

- Develop and produce electronic version of 2025 Elkhart County Area Guide for digital distribution (January) - **Complete**
- Update creative concept for digital media (January - February) - **Complete**
- Confirm and place Elkhart County Area Guide with regional publication distribution (January - May) - **Complete**
- Oversee distribution of 150,000 printed copies of 2025 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 2026 Elkhart County Area Guide (April - November) - **Ongoing**
- Manage sales, content and production of the 2026 Elkhart County Area Guide (June - December) - **Ongoing**
- Track distribution of 2025 Elkhart County Area Guide (January - December) - **Complete**
- Track digital distribution of 2025 electronic version of Elkhart County Area Guide (January - December) - **(YTD 2,207)**

## ELKHART COUNTY EVENT CALENDAR

*Strategy: Increase awareness among residents and visitors about diverse activities and events happening in the area, encouraging community engagement and participation.*

### Tactics

- Develop, produce, and distribute event calendar direct mail postcard (January - March) - **Complete**
- Create and manage a campaign integrating billboards, print, media, and digital promotion (January - December) - **Ongoing**

### Metrics

- Track Event Calendar website analytics (January - December) - **(YTD Views 140,570; Users 53,662)**
- Track paid and organic analytics (January - December) - **(YTD Impressions 153,135; Engagements 4,551; Post Link Clicks 538, QR Code Scans 515)**
- Track postcard distribution (April) - **Complete (12,333)**

## ELKHART COUNTY CO-OP CAMPAIGNS

*Strategy: Leverage advertising opportunities by collaborating with various partners at a local, regional and state level, enhancing visibility and driving tourism and engagement to the Elkhart County area.*

## INDIANA TRAVEL GUIDE & VISITINDIANA.COM

### Tactics

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

### Metrics

- Track Elkhart County Area Guide requests received (January - December) - **(YTD 3,393)**

## INDIANA FESTIVAL GUIDE

### Tactics

- Produce and place full page ad (January) - **Complete**

## DIVERSIFY

### ELKHART COUNTY CO-OP CAMPAIGNS (cont)

#### INDIANA'S COOL NORTH

##### *Tactics*

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

##### *Metrics*

- Track Elkhart County Area Guide requests received (January - December) - **(YTD 165)**

#### DOWNTOWN ELKHART PROMOTIONS

##### *Tactics*

- Manage a campaign using digital, print, and media promoting Downtown Elkhart assets and experiences (January - December) - **Ongoing**

##### *Metrics*

- Track digital campaign analytics (March, June, September, December) - **(YTD Facebook: Page Views 30K, Page Impressions 1.76M, Followers 32K, Video Views 156K, Instagram: Engagement 2,121; Website: Views 17K, Users 7.6K)**

#### EXIT 92 PROMOTIONS

##### *Tactics*

- Refine and develop messaging for I-80/90 Exit 92 assets (January - December) - **Ongoing**
- Produce and distribute general Exit 92 rack card (January - December) - **Ongoing**
- Confirm and maintain outdoor billboards along I-80/90 Toll Road (January - December) - **(YTD 15)**
- Confirm and maintain collateral distribution at Indiana Toll Road and Ohio Turnpike plazas (January - December) - **Ongoing**
- Update website pages (February) - **Complete**
- Confirm and place full page ad in University of Notre Dame Football Program (April) - **Complete**
- Promote I-80/90 Exit 92 and its high density of assets and experiences through in-app ads (April - November) - **Ongoing**
- Produce and distribute commercial trucking specific Exit 92 rack card (May - December) - **Ongoing**
- Produce and distribute fold out Exit 92 lodging map (June - December) - **Ongoing**

##### *Metrics*

- Track general rack card distribution (January - December) - **(YTD 16,600)**
- Track website page analytics (January - December) - **(YTD Views 13,991; Users 13,525)**
- Track in-app ad impressions received (May - December) - **(YTD Impressions 1,644,293; Unique Impressions 191,211; Clicks 13,369)**
- Track commercial trucking rack card distribution (June - December) - **(YTD 500)**
- Track lodging map distribution (July - December) - **(YTD 2,000)**

#### SMALL MEETINGS MARKET

***Strategy: Engage small meeting and event planners by leveraging targeted content, media promotion, partnership programs, and direct communication to drive awareness, site visits, and meeting opportunities in Elkhart County.***

##### *Tactics*

- Produce and place content in print and digital publications targeting small meeting and event planners (January - December) - **(YTD 2)**

## SMALL MEETINGS MARKET (cont)

### *Tactics*

- Identify and promote relevant small meetings events to local and regional media (January - December) - **Ongoing**
- Provide services, information and assistance to meeting and event planners (January - December) - **Ongoing**
- Update and distribute Meeting Planner Guide (January - December) - **Ongoing**
- Update and distribute RV Rally Planner Guide (January - December) - **Ongoing**
- Update website pages (January - December) - **Ongoing**

### *Metrics*

- Track Meetings website analytics (January - December) - **(YTD Views 3,316; Users 1,201)**
- Track PDF downloads of Meeting Planner Guide (January - December) - **(YTD 58)**
- Track PDF downloads of RV Rally Planner Guide (January - December) - **(YTD 22)**
- Track meeting market contacts, leads, and RFPs (January - December) - **(YTD 36)**

## YOUTH SPORTS MARKET

***Strategy: Promote Elkhart County as a premier destination for youth sports through ad placements, collaboration and comprehensive support to sporting event organizers.***

### *Tactics*

- Place print ad in publications targeting sports rights holders and sports event planners (January - December) - **(YTD 1)**
- Create and distribute press releases or story pitches to local, regional and travel media for the Elkhart County sports market (January - December) - **(YTD 2)**
- Collaborate with Team Indiana on sporting event initiatives and promotions aligning with Elkhart County assets (January - December) - **Ongoing**
- Provide services, information, promotional assets, and assistance to sporting event organizers (January - December) - **Ongoing (YTD 4 - GLVC, NAIA, Moose Rugby, ETS Sports)**

### *Metrics*

- Track PDF downloads of the Sports Facilities Profile Sheet (January - December) - **(YTD 18)**
- Track website page analytics (January - December) - **(YTD Views 548; Users 404)**

## TRAVEL TRADE MARKET

***Strategy: Actively engage and attract tour operators and group planners by leveraging targeted print and digital content, FAM tours, trade shows, and tailored itineraries while providing ongoing support and follow-up.***

### *Tactics*

- Produce and place print and digital insertions in publications targeting tour operators and group planners (January - December) - **(YTD 12)**
- Produce, promote, and host FAM tour (January - December) - **(YTD 1)**
- Attend trade shows targeting tour operators and group planners (January - December) - **(YTD 3 - ABA, Heartland, ICON)**
- Produce and distribute Travel Trade eNewsletters to promote Elkhart County assets (January - December) - **(YTD 10)**
- Provide services, information and assistance to tour operators and group planners (January - December) - **(YTD 140)**
- Produce and distribute customized daytrip and overnight itineraries (January - December) - **(YTD 29)**
- Produce and send direct mail postcard (April - December) - **(Shifted to digital campaign)**
- Update and create group profile sheet for travel trade shows (December)

### TRAVEL TRADE MARKET (cont)

#### *Metrics*

- Track Travel Trade website analytics (January - December) - **(YTD Views 4,355; Users 2,453)**
- Track PDF downloads of Travel Trade profile sheet (January - December) - **(YTD 17)**
- Track travel trade show leads and appointments (January - December) - **(YTD 109)**
- Track follow up to tradeshow attendees (January - December) - **(YTD 92)**
- Track direct mail postcard (April - December) - **(YTD 0, not started yet)**

**ELKHART COUNTY DIGITAL PROMOTIONS METRICS**

**Facebook, Instagram Analytics April – June (Quarter 2)**

<b>Facebook Audience/Fans</b>	<b>Facebook Impressions</b>	<b>Facebook Engagements</b>
20,332	2,540,841	4,385
<b>Instagram Audience/Fans</b>	<b>Instagram Impressions</b>	<b>Instagram Engagements</b>
2,981	23,290	634

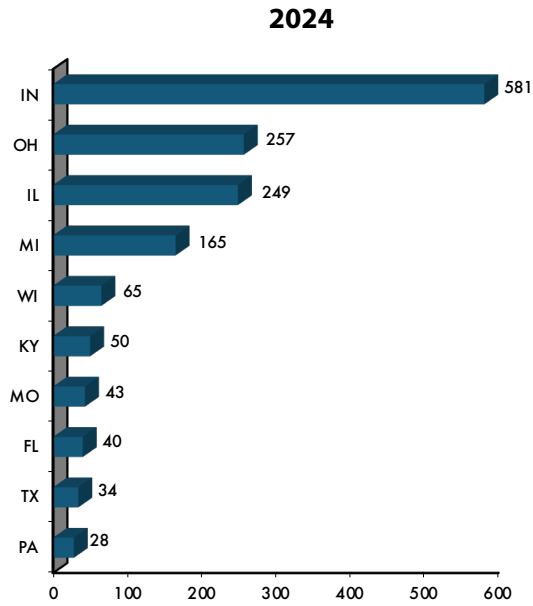
**Digital Performance Analytics Resource:** Q4 2022 Global Facebook Advertising Benchmark Report. AdBraze: A trusted source for industry standard ad analytics in the industry. AdBraze.com

**Social Activity Terms**

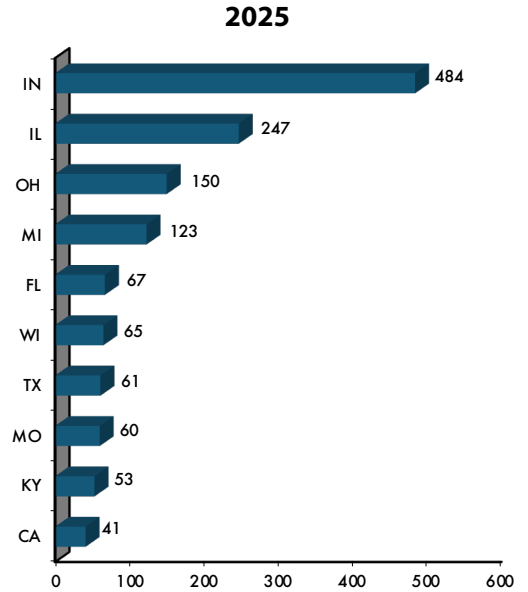
- Impressions: Impressions: the number of times ads from the selected campaigns were displayed to a user during the reporting period
- CPM (Cost per Impression): The average cost per 1000 impressions across selected campaigns
- CPCon (Cost per Conversion): The Cost per Conversion or average cost for a single conversion across selected campaigns.
- Link Clicks: The total number of times users clicked on your ads driven by selected campaigns
- CPC (Cost per Link Click): The average cost per link click
- CTR (Link Click Through Rate: The percentage of times people saw your ad and performed a link click
- Engagement: The total number of engagements across Twitter, Facebook, Instagram, and LinkedIn
- CPE (Cost per Engagement): The average cost for a single engagement across selected campaigns
- Video Views: The total number of times a video was viewed, driven by selected campaigns. For Facebook and Instagram, the views are calculated based on the number of times your video played for at least 3 seconds, or for nearly its total length if it's shorter than 3 seconds

## Area Guide Requests: Top 10 States - Quarter 3

July 1 through September 30



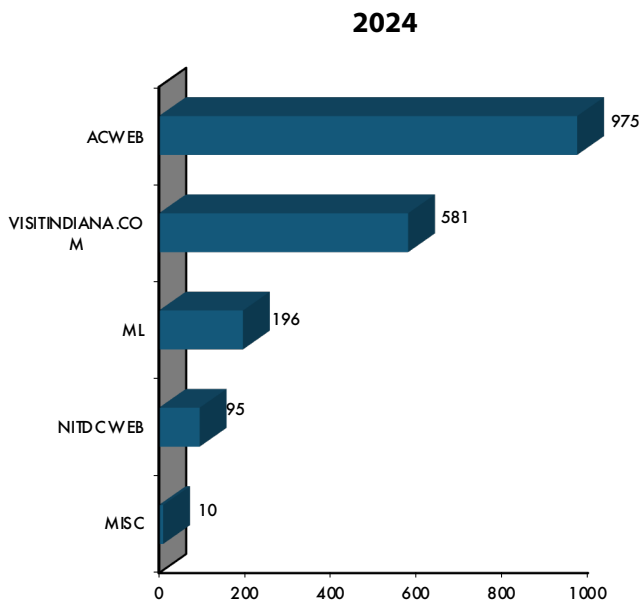
All States July - September, 2024: 1,857



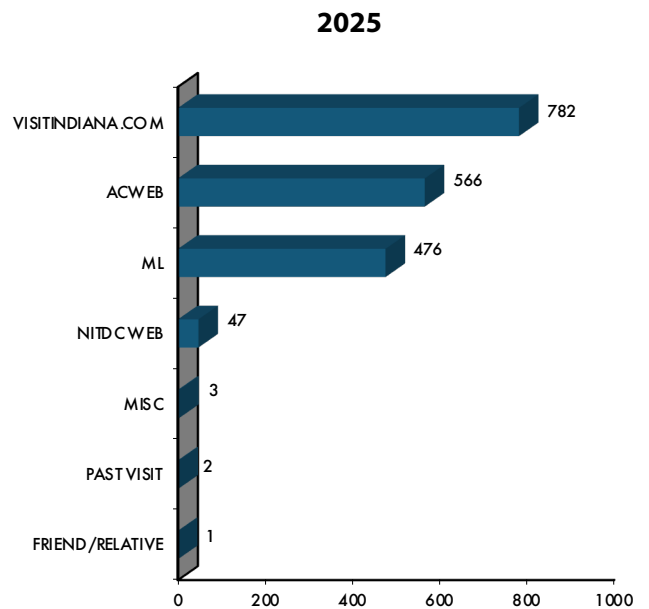
All States July - September, 2025: 1,877

## Area Guide Requests: Top 10 Sources - Quarter 3

July 1 through September 30



All Sources July - September, 2024: 1,857



All Sources July - September 2025: 1,877

ELKHART COUNTY CVB INQUIRY & COLLATERAL DISTRIBUTION REPORT 2024 - 2025 COMPARISON								
	Jul-24	Jul-25	Aug-24	Aug-25	Sep-24	Sep-25	Qtr 3, 2024	Qtr 3, 2025
<b>Total Visitor Information Requests</b>	50,013	42,701	42,184	42,467	43,763	36,884	135,960	122,052
<b>Total Distribution Direct Mail</b>	12,672	11,360	12,598	10,646	11,304	11,617	36,574	33,623
<b>Visitors To Center</b>	1,533	857	1,543	899	1,262	505	4,338	2,261
<b>Total Visitor Center Distribution</b>	1,717	1,014	3,604	1,469	951	758	6,272	3,241
<b>Total Bulk Distribution</b>	12,847	2,185	5,875	405	2,050	35	20,772	2,625
<b>Total Collateral Distributed</b>	77,249	57,260	64,261	54,987	58,068	49,294	199,578	161,541



# **CURATE**

## **ECCVB DESTINATION DEVELOPMENT STRATEGY**

The ECCVB curate strategy aims 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 developing and delivering more engaging experiences that align with the Well Crafted destination brand and targeted audiences while being synergistic with existing assets.

### **CURATE PILLAR GOAL**

To stimulate spending and economic growth, we will implement strategies that support tourism development in strategic areas through promotional and training activities. We aim to promote, support, and facilitate the creation of a broader range of engaging experiences across the county and its communities.

### **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

**Strategy:** *Innovate and diversify Elkhart County's tourism offerings by researching and developing niche-aligned experiential campaigns, cross-promotions, and partnerships with both traditional and non-traditional stakeholders, while enhancing visitor engagement and feedback integration across seasonal, culinary, and cultural experiences.*

### Tactics

- Develop Well Crafted promotional kits for regional and national travel journalists (January - March) - **Complete**
- Research and develop a Well Crafted campaign to cross-promote partner brands (January - April) - **Complete**
- Develop a Well Crafted brewery campaign in partnership with local stakeholders (January - August) - **Complete**
- Research and develop a Well Crafted farm-to-table food experience (January - December) - **Ongoing**
- Research and develop countywide seasonal experiential art exhibitions activating and aligning with niche segmentation (January - December) - **Ongoing**
- Research and develop immersive and engaging experiences aligning with niche segmentation (January - December) - **Ongoing**
- Research new experiences in the Visitor Center aligning with niche segmentation (January - December) - **Ongoing**
- Develop and foster partnerships with both traditional tourism stakeholders and non-traditional ones to diversify the tourism offerings (January - December) - **Ongoing**
- Research and develop a feedback system to gather insights from stakeholders on ongoing experience development, ensuring their needs and expectations are met while remaining aligned with the ECCVB's strategic direction and brand messaging (January - December) - **Ongoing**
- Research the viability and implementation of a countywide music promotion program (January - December) - **Ongoing**
- Research the viability and implementation of a tourism development fund (July - December) - **Ongoing**
- Research and develop a Well Crafted 2026 restaurant and dining-focused campaign (August - December) - **Ongoing**
- Research and develop a Well Crafted 2026 brewery experience in partnership with local stakeholders (August - December) - **Ongoing**

## GROUP EXPERIENCE DEVELOPMENT

**Strategy:** *Create a collaborative framework among local stakeholders, hoteliers, and regional partners to enhance the destination's overall tourism ecosystem.*

### Tactics

- Research and develop a strategy for local stakeholders, hoteliers and regional partners to provide education, inspiration, and partner-sharing opportunities (January - December) - **Ongoing**

## OUTDOOR RECREATION DEVELOPMENT

**Strategy:** *Collaborate with local stakeholders in developing and enhancing outdoor experiences, including improved park and trail wayfinding and activating blueways experiences that align with niche market segments.*

### Tactics

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

## RV EXPERIENCE DEVELOPMENT

***Strategy: Enhance and initiate engaging experiences for RV visitors in Elkhart County through collaboration with the RV industry and by communicating activities that resonate with the destination brand.***

### *Tactics*

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

## VIBRANT COMMUNITIES

***Strategy: Partner with the Community Foundation of Elkhart County to manage and coordinate Vibrant Communities activities by fostering creative ideation and community stakeholder engagement.***

### *Tactics*

- Facilitate community stakeholder discussions on amenity wayfinding and gateway signage (January - December) - **(YTD 2)**
- Manage and coordinate Vibrant Communities activities in cooperation with community partners (January - December) - **(YTD 18)**
- Foster and facilitate opportunities for creative ideation, innovation, and brainstorming conversations (January - December) - **Ongoing**
- Research, develop, and activate a new project implementation program for emerging communities (February - August) - **(YTD 1)**





# **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

**Strategy:** *Enhance informed decision-making and stakeholder engagement by collecting, analyzing, and reporting comprehensive tourism and economic impact data, while identifying opportunities to support strategic development initiatives.*

### Tactics

- Develop research reporting parameters to stakeholders and partners (January - April) - **Complete**
- Explore tax-related funding opportunities to support new tourism development activities (January - July) - **Complete**
- Facilitate Certec Economic Impact Study (January - December) - **Complete**
- Collect and report findings of STR data (January - December) - **(YTD 44 weekly/9 monthly)**
- Analyze and communicate trends in Tourism Economics Symphony reports (January - December) - **(YTD 10)**
- Combine insights from multiple data streams into an Executive Summary (January - December) - **(YTD 10)**
- Identify and map local assets, including cultural, recreational, and historical sites, to create a comprehensive experience overview (January - December) - **Ongoing**
- Develop and implement a strategy to engage stakeholders in advancing youth sports facility investment (January - December) - **Ongoing**

## FINANCIAL MANAGEMENT

**Strategy:** *Achieve financial stability and operational efficiency while ensuring compliance with all financial obligations.*

### Tactics

- Develop a sound 2025 line-item budget (January) - **Complete**
- Establish financial ratios and projections (January - December) - **(YTD 10)**
- Develop monthly financial reports and statements for the corporation (January - December) - **(YT 10)**
- Perform all accounts receivable and payable for the corporation (January - December) - **(YTD 10)**
- Perform as the Commission's designated collections administrator for delinquencies (January - December) - **(YTD 10)**
- Develop monthly reports on collections activities and hotel occupancy trends (January - December) - **(YTD 10)**
- Complete all county, state and federal employee withholding obligations (January - December) - **(YTD 10)**
- Complete all grant financial requirements (January - December) - **Ongoing**
- Maintain a 95% collections rate of lodging tax receipts (January - December) - **(YTD 10)**
- Maintain a 95% collections rate of Elkhart County Area Guide contracts (January - December) - **(YTD10)**

## HUMAN RESOURCE MANAGEMENT

**Strategy:** *Enhance employee engagement and satisfaction by maintaining accurate personnel records, providing comprehensive benefits support, managing contributions, and evaluating development opportunities*

### Tactics

- Keep current all personnel records for each employee (January - December) - **(YTD 10)**
- Work with all employees to assist with interpretation of benefit plans and filing procedures (January - December) - **(YTD 10)**
- Oversee and report all employee personal time off (January - December) - **(YTD 10)**
- Manage the corporate / employee SRA contribution plans (January - December) - **(YTD 10)**
- Research benefit plans that best meet employee's needs and corporation budgetary requirements (January - December) - **(YTD 10)**
- Distribute Employee Professional Development Survey (December)

## VISITOR CENTER SERVICES

**Strategy:** *Deliver exceptional customer experiences by offering friendly, personalized service and providing comprehensive, up-to-date resources at the Visitor Center.*

### Tactics

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

**Strategy:** *Strengthen relationships with key stakeholders and elected representatives by fostering collaboration,, communicating the economic benefits of tourism, and supporting local partners through targeted engagement, recognition, and strategic messaging.*

### 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**
- Update 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) - **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 developing relationships and better understanding of partnership opportunities (January - December) - **(YTD 39)**
- Produce and distribute B2B eNewsletters (January - December) - **(YTD 10)**
- Update and distribute key messages on the value of quality of place (January - December) - **(YTD 21)**
- Implement a strategy engaging local stakeholders to integrate Well Crafted messaging (January - December) - **Ongoing**
- Develop and create an annual report communicating the economic benefits of tourism to key stakeholders (January - December) - **Ongoing**
- Develop, create, and implement advocacy events communicating the economic benefits of tourism and facilitating connections between key stakeholders (January - December) - **Ongoing**
- Develop and create a Well Crafted hospitality frontline staff communication and training plan (March - December) - **Ongoing**

## PUBLIC RELATIONS

**Strategy:** *Amplify the value and economic impact of tourism in Elkhart County by distributing targeted advocacy messages, participating in media events, and engaging with travel media.*

### Tactics

- Develop and implement distribution plan for advocacy messages, including the annual report and handout, on the value of tourism and its economic impact on the destination (January - December) - **Ongoing**
- Attend regional and national media marketplace events representing the Elkhart County destination (January - December) - **(YTD 2)**
- Produce and distribute a quarterly tourism eNewsletter for travel media (March, June, September, December) - **(YTD 3)**

## ECCVB SPONSORSHIP PROGRAMS

**Strategy:** *Enhance community engagement by supporting quality of place events, increasing sponsorship program participation from underserved communities, and aligning sponsorship initiatives with the Well Crafted brand through updated practices and engagement tools.*

### 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**
- Evaluate, develop, and implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Well Crafted destination brand (January - December) - **Ongoing**
- Update sponsorship practices and internal guidelines as necessary (October - December) - **Ongoing**