

**WE  
BELIEVE  
IN HERE.**

 **2023 ELKHART COUNTY CVB  
BUSINESS PLAN**

A person is working in a workshop, their arm and shoulder visible, covered in dust or paint. They are wearing a dark tank top. The background is a workshop with various tools and materials.

# **CRAFTSMANSHIP ENTREPRENEURIAL SPIRIT**

**THESE WORDS  
ARE WHAT DEFINE  
ELKHART COUNTY.**

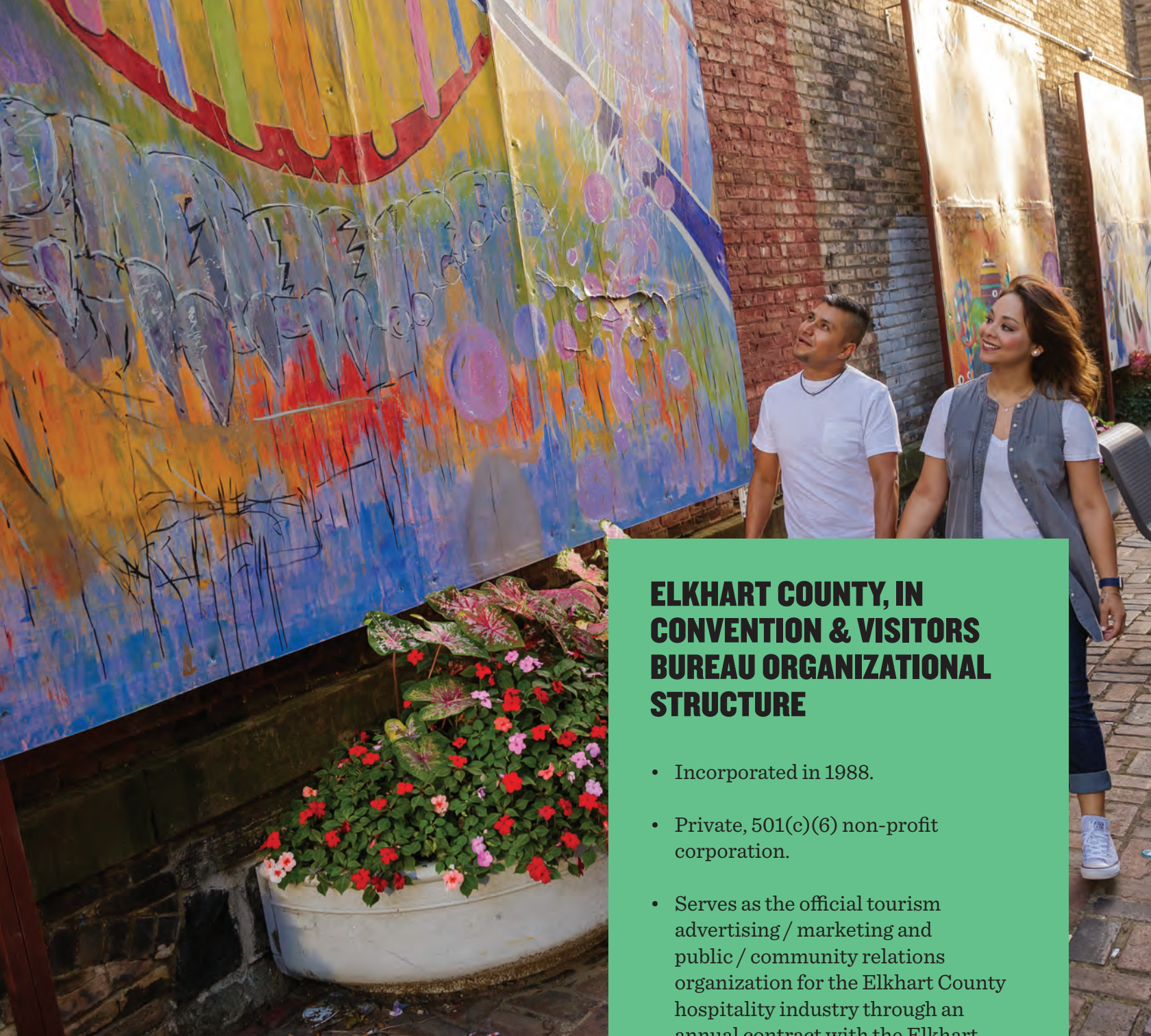
**IT IS WHAT WE  
LOVE ABOUT  
OUR COMMUNITY.**

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

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







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 for all its residents.

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 lodging tax and contract 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 operates 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 EMBODIES THAT IDENTITY THROUGH HOW IT VALUES WHAT IT CREATES AND HOW IT EMBRACES QUALITY OF PLACE.

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

In 2023, we will begin implementation of this long-term strategic plan that builds on Elkhart County's established strengths and prioritize future initiatives that navigate through the changing dynamics to reinforce its position and reputation as the champion for both 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 its many diverse stakeholders.

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 complimenting 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

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### 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 their 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 ●●

Development of trails, greenways and blueways that connect communities has created an opportunity. We will work with partners to curate and communicate Elkhart County's parks, trails, and outdoor experiences.

### 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 \$404,000 investment in event sponsorships, area guide assistance. Vibrant Communities, downtown support, arts & culture support, and targeted co-op community campaigns build better communities for residents and visitors.

- Vibrant Communities, partnership with Community Foundation of Elkhart County
- Downtown Elkhart and I-80/90 Exit 92 partnership with Elkhart City Redevelopment Commission
- 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 leadership programs of Greater Elkhart and Goshen chambers of commerce
- Sponsor of multiple events and programs operated by non-profits across Elkhart County through Sponsorship, Area Guide Assistance Fund, and Community Support Grant programs
- Investment in 2023 local events and programs such as:
  - *Elkhart Jazz Festival*
  - *Goshen First Fridays*
  - *Arts on the Millrace*
  - *Nappanee Apple Festival*
  - *Midwest Museum of American Art Juried Regional*
  - *Hispanic Heritage Month Festival*
  - *Premier Arts*
  - *Elkhart Art Walk*
  - *Elkhart Civic Theatre*
  - *Elkhart Art League*
  - *Wakarusa Maple Syrup Festival*
  - *Elkhart County Garden Tour*
  - *Pumpkinvine Nature Trail*
  - *Taste of the Gardens at Wellfield*
  - *Hall of Heroes Comic Con*
  - *Elkhart County Quilt & Fiber Show*
  - *Winter Wonderland Holiday Lights at Wellfield*
  - *Indiana Black Expo, Elkhart Chapter*



# ELKHART COUNTY CVB

## 2021 PERFORMANCE RESULTS

**1,044** TOTAL NUMBER OF ECCVB PARTNERSHIPS

**\$523,225**  
TOTAL PARTNER DOLLARS  
INVESTED IN CO-OP PROGRAMS

\$326,450 INVESTED IN PROMOTIONS  
AND ADVERTISING GENERATED  
**\$24.7 MILLION** in visitor  
spending\*

TRAVEL TRADE  
ACTIVITIES GENERATED  
**\$4.3 MILLION** in group  
visitor spending\*

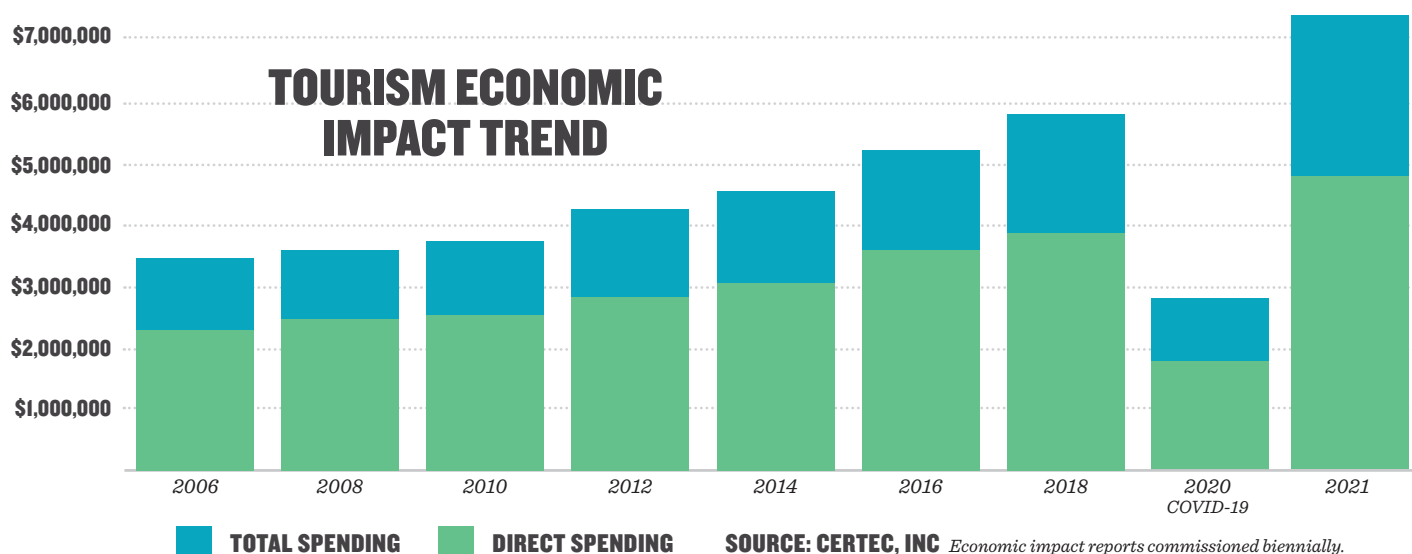
**\$56.5 MILLION**  
PUBLIC RELATIONS  
ADVERTISING EQUIVALENCY\*

HERITAGE TRAIL AUDIO DRIVING  
TOUR DISTRIBUTION GENERATED  
**\$3.1 MILLION** IN VISITOR  
SPENDING\*

based on total Innkeeper Tax collected  
in 2021, the ECCVB leveraged \$1 collected  
into \$36 of visitor spending.

\*2021 TOTAL RETURN ON INVESTMENT  
**\$88.6 MILLION**

which is clearly and significantly  
generated through the ECCVB  
advertising, promotions & sales efforts.





# ECCVB STRATEGIC DIRECTION

- Driving the destination Well Crafted brand awareness and 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 2023 BUSINESS PLAN

<b>DIVERSIFY .....</b>	<b>14</b>
<b>CURATE .....</b>	<b>20</b>
<b>BALANCE .....</b>	<b>22</b>
<b>ADVOCATE .....</b>	<b>24</b>









# **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)
- 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)
- Place ads in publications that target the external visitor and internal resident (January - December)
- Develop and update existing mobile Heritage Trail passport program (January - December)
- Promote the Heritage Trail assets and experiences utilizing mobile passport programs (January - December)
- Promote mobile destination passport program (January - December)
- Refresh existing and create new trip ideas and itineraries to align with niche audiences (January - December)
- Manage Google 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)

### *Metrics*

- Track mobile passport program participants, check-ins, prize pick redemptions (January - December)
- Track Well Crafted digital promotion engagement, impressions, click-through rate, cost per click, video views and fans (January - December)
- Track Google ad campaign promoting of the destination brand and its assets along the Heritage Trail across digital channels (January - December)
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December)
- Track unique page views of Media Site (January - December)
- Track unique page views of RV Site (January - December)
- Track unique page views of Leisure Itineraries (January - December)

## HERITAGE TRAIL

### *Tactics*

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

### *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 unique page views to the Heritage Trail page (January - December)

***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)
- 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 that target the quilting and/or gardening market (January - December)
- Update mobile Quilt Gardens passport programs (January - December)
- Promote mobile Quilt Gardens passport program participants, check-ins, prize pick redemptions (January - December)
- 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)
- 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 unique page views of Quilt Gardens Site (January - December)
- 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)
- Update creative concept for digital media (January - February)
- Oversee distribution of 175,000 printed copies of 2023 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 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)
- Track electronic version of 2023 Elkhart County Area Guide for digital distribution (January - December)

## **VISITING FRIENDS AND RELATIVES (VFR)**

### *Tactics*

- Develop website landing page (February)
- 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)
- 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)

## **INDIANA TRAVEL GUIDE & VISITINDIANA.COM**

### *Tactics*

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

### *Metrics*

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

## **INDIANA FESTIVAL GUIDE**

### *Tactics*

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

## **NITDC INDIANA'S COOL NORTH REGIONAL PROMOTIONS CO-OP**

### *Tactics*

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

## **DOWNTOWN ELKHART PROMOTIONS CO-OP**

### *Tactics*

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

### *Metrics*

- Track Facebook and Instagram impressions, engagement, link clicks received (January - December)

**EXIT 92 PROMOTIONS CO-OP***Tactics*

- Refine and develop messaging around hospitality support for I-80/90 Exit 92 Activity Measures (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 through in-app ads (April - December)

*Metrics*

- Track rack card distribution (January - December)
- 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)
- Conduct in person meeting planner preview tours (January - December)
- Create and distribute press releases or story pitches to regional small meetings market media (January - December)
- Attend trade shows targeting small meeting markets (January - December)
- Provide services, information and assistance to meeting and event planners (January - December)
- Produce and distribute RV Rally Planners Guide (January - December)
- Create and manage a digital retargeting campaign (March - May)
- Create and distribute Small Meeting Market eNewsletters (June - August)

*Metrics*

- Track unique page views of Meetings Site (January - December)
- Track unique page views to the Meeting Planner Request information page (January - December)
- Track PDF downloads of RV Rally Planners Guide (January - December)
- Generate and develop new meeting market contacts, leads, appointments and RFPs (January - December)

**SPORTS MARKET***Tactics*

- Place print ad in publication that target 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 sports market (January - December)
- Collaborate with Team Indiana on sporting event initiatives and promotions that align with Elkhart County assets (January - December)
- Provide services, information 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 that target tour operators and group planners (January - December)
- Conduct in person travel trade destination preview 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 itineraries (January - December)

### *Metrics*

- Track unique page views on group site (January - December)
- Track PDF downloads of group profiles (January - December)
- Track page views of group sample itineraries (January - December)
- Track unique page views to the travel trade group request information page (January - December)
- Generate travel trade leads and appointments (January - December)
- Generate customized daytrip and overnight itineraries which extend stays and provide economic impact (January - December)

### **\* 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*

- Lead development of a signature county-wide experience that aligns with Well Crafted and DNA niches (January - December)
- 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)
- Identify existing and develop new experiential programs within the destination that align with niche segmentations (January - December)
- Research and test extending the Quilt Gardens along the Heritage Trail season (January - December)
- Develop a strategy to deliver core destination experiences to new markets through digital advertising (January - December)

## **OUTDOOR RECREATION DEVELOPMENT**

### *Tactics*

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

## **RV EXPERIENCE DEVELOPMENT**

### *Tactics*

- Explore RV Experience concept for the destination (January - December)
- 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)

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

## **FINANCIAL MANAGEMENT**

### *Tactics*

- Develop a sound 2023 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)
- Track 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 (April - 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 to connect 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 to develop relationships and better understanding of partnership opportunities (January - December)
- Produce and distribute Business to Business eNewsletters (January - December)
- Update and distribute key messages on the value of quality of place (January - December)

## PUBLIC RELATIONS

### *Tactics*

- Develop and distribute key messages on the value of tourism and its economic impact on the 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)
- Implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Elkhart County Well Crafted destination brand (January - December)
- 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)

# ELKHART COUNTY INNKEEPER TAX COMMISSION

## **DAN SHOUP, PRESIDENT**

121 River Park Drive, Middlebury, IN 46540  
p: 574.536.5730 | e: dshoup118@gmail.com

## **GITA PATEL, VICE PRESIDENT**

Quality Inn & Suites / Elkhart, Owner / Operator  
121 South Dr. MLK Jr. Boulevard, South Bend, IN 46601  
p: 574.904.4136 | e: gpatel@jskhotel.com

## **RICK JENKINS, SECRETARY / TREASURER**

R&S Jenkins Properties, owner  
25530 CR 54, Nappanee, IN 46550  
p: 574.903.3688 | e: ricjen49@gmail.com

## **SCOTT C. BAKER**

Best Western Inn, Owner  
900 Lincolnway East, Goshen, IN 46526  
p: 574.349.0789 | e: info@bwgoshen.com

## **DOUG RISSE**

The Exchange, Owner / Partner  
212 South Main Street, Suite 7, Goshen, IN 46526  
p: 574.538.3040 | e: doug@theexchangeoshen.com

## **ANANT (A.J.) PATEL**

JSK Hospitality & Development, President & CEO  
121 South Dr. MLK Jr. Boulevard, South Bend, IN 46601  
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## **BETH RONZONE**

Red Roof Inn, Manager  
2902 Cassopolis Street, Elkhart, IN 46514  
p: 574.262.3691 x100 | e: i0018@redroof.com



**LEVI KING, PRESIDENT**

King Corporation, Owner  
P. O. Box 11 | Middlebury, IN 46540  
p: 574.596.6954 | e: levijojo61@gmail.com

**DAN BEARSS, VICE PRESIDENT**

Alliance Marketing Group, President  
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**LARRY APP, SECRETARY / TREASURER**

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**BRIAN HOFFER**

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**ARVIS DAWSON**

Elkhart City Council, President  
228 South Main Street, Apt 1 | Elkhart, IN 46516  
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**BRITTANY SHORT**

Community Foundation of Elkhart County,  
Connect in Elkhart County Project Director  
240 East Jackson Boulevard, Suite 104  
Elkhart, IN 46516  
p: 574.295.8761 | e: brittany@inspiringgood.org

**DAN SHOUP**

Elkhart County Innkeeper Tax Commission President  
121 River Park Drive, Middlebury, IN 46540  
p: 574.536.5730 | e: dshoup118@gmail.com

# ELKHART COUNTY CVB BOARD OF DIRECTORS

# ELKHART COUNTY CVB STAFF

## **JON HUNSBERGER, CDME**

Executive Director

[jon@eccvb.org](mailto: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](mailto: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](mailto: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.

## **MIKE LONG**

Destination Concierge  
mike.long@eccvb.org

### Responsibilities:

- Provides professional, friendly, and personal service to visitors and callers of the Visitor Center to generate spending and economic impact throughout the destinations.
- Represents the direct and official resource to visitors of the Center by providing travel information and other visitor services in-person, over the phone, and online.

## **TERRY MARK**

Director of Communications  
and Public Relations  
terry@eccvb.org

### Responsibilities:

- Researches, develops, leads, executes and facilitates the organizational communications and public relations aspects for the organization, utilizing various platforms and messaging vehicles along with ongoing community engagement initiatives that will influence increased community / stakeholder awareness, sentiment, and synergies of the ECCVB, along with ultimate increased local / visitor attraction to Elkhart County.

## **JESSICA MILLER-BARNHART**

Senior Technology Marketing Manager  
jessica@eccvb.org

### Responsibilities:

- Manages all of the 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.

## **SONYA NASH, CTIS, CTP**

Director of Group & Experiential Sales  
and Promotions  
sonya@eccvb.org

### Responsibilities:

- Researches, develops, leads, facilitates, and executes sales and promotions strategies through partnerships with local businesses and stakeholders to create or refresh destination experiences that will convert or create buyer interest and extend overnight stays in the destination locations for groups.
- Leads related sales and marketing efforts, including convention / meeting and group tour sales, along with destination enhancements, entertainment and event planning, and other related group support services.

# 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
- South Bend Elkhart Regional Partnership Telling Our Story Task Force Chairperson
- Northern Indiana Tourism Development Commission Board of Directors
- 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, Vice President
- Goshen Theater, Inc. Strategic Programming and Planning Committee Chair
- Elkhart Rotary Club Member
- Elkhart Leadership Academy Council Member
- Elkhart Health & Aquatics Center Advisory Committee

## **JANIS LOGSDON**

- Northern Indiana Tourism Development Commission Marketing Committee

## **AMANDA ECKELBARGER**

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

## **TERRY MARK**

- Vibrant Communities Organizing Team
- 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

## **SONYA NASH, CTIS, CTP**

- Indiana Statewide Group Partner Chair
- Northern Indiana Partnership for the Arts Commission Grant Review Panel Chair
- Quilt Gardens along the Heritage Trail Project Manager
- Michiana Master Gardener

## **CINDY OSTROM**

- Vibrant Communities Organizing Team







