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FEBRUARY 2021 BOARD REPORT



COMMUNICATIONS - ADVERTISING

GOAL: To increase destination awareness and economic impact using paid and co-op channels that generate brand awareness, promote destination assets and optimally engage defined market segments.

OVERALL OBJECTIVE: By investing in co-operative media buys and Elkhart County specific placements, the ECCVB will develop, coordinate and implement destination campaigns and maximize media value.

REGIONAL AND LOCAL CO-OPS

NITDC INDIANA'S COOL NORTH REGIONAL PROMOTIONS CO-OP ACTIVITY MEASURES

Integrated promotion campaigns and strategy to message Indiana's Cool North brand through regional web, print, email and digital.

- Toll Road Exit-by-Exit Guide inside front cover ad and opposite inside front cover ad (January - December) - **Ongoing**
 - Partnerships: 4 | Circulation: 100,000
 - CVB investment: \$9,840
- Toll Road map ad (January - December) - **Ongoing**
 - Partnerships: 4 | Circulation: 80,000
 - CVB investment: \$0
- Brochure distribution (Area Guide, Exit 92, and Quilt Gardens) at Toll Road plazas (January - December) - **Ongoing**
 - Partnerships: 4 | Impressions: 2.1 million
 - CVB investment: \$11,100
- By leveraging a \$34,500 membership investment to a partner membership investment of \$69,000 the ECCVB will communicate the Elkhart County / Northern Indiana assets across multiple advertising platforms including social media, digital and print.
 - Total value of membership investment: \$103,500

INDIANA TRAVEL GUIDE | VISITINDIANA.COM ACTIVITY MEASURES

- Brochure lead generation ad and listings (January - December) - **Ongoing**
 - Circulation: 500,000 | Partnerships: 112 | Impressions: 62.5 million
 - CVB investment: \$4,480 | Total Co-op dollars: \$64,580 | Total value of investment: \$69,060
- Track Elkhart County Area Guide requests received (January - December) - **(YTD 355)**
- By leveraging \$4,480 to a partner investment of \$64,580 the ECCVB will communicate the Elkhart County / Northern Indiana assets through 62.5 million impressions.
 - Total value of investment: \$69,060

REGIONAL AND LOCAL CO-OPS *(cont)*

GATEWAY MILE PARTNER CAMPAIGN SUPPORT

Develop engaging content and digital promotion that supports and communicates Gateway Mile assets (shops, restaurants, museums, parks, trails and events) to residents and visitors.

- Custom digital ad campaign promoting Hotel Elkhart's grand opening in downtown Elkhart's Gateway Mile (June)
 - CVB investment valued at: \$2,000
- Custom digital ad campaign promoting assets along downtown Elkhart's Gateway Mile (January - December) - **Ongoing**
 - CVB investment valued at: \$35,000 | Partner investment: \$35,000 | Total value of investment \$70,000
- By leveraging \$35,000 to a partner investment of \$35,000 the ECCVB will communicate downtown Elkhart's Gateway Mile assets across digital platforms.
 - Total value of investment: \$70,000

I-80/90 EXIT 92 CAMPAIGN ACTIVITY MEASURES

Exit 92 Campaign to promote the density and proximity of familiar and trusted lodging and dining brands as well as locally owned and operated properties and access to engaging attractions at Exit 92.

OUTDOOR BILLBOARDS

- Confirm and maintain 14 outdoor billboards along I-80/90 Toll Road (January - December) - **Ongoing**
 - Burkhart, LaMar: I-80/90 Eastbound (9) Lake, LaPorte, St. Joseph & Elkhart Counties
 - Outfront: I-80/90 Westbound (4) Elkhart & Steuben Counties
 - Partnerships: 2 | Gross Impressions: 20.5 million annually
 - CVB investment: \$13,760 | Partner investment: \$66,900 | Total investment: \$80,660
- Confirm and maintain Elkhart County Visitor Center billboard at the Exit 92 off-ramp (January - December) - **Ongoing**
 - Outfront: I-80/90 Westbound (1) Elkhart
 - Gross Impressions: 20.5 million annually
 - CVB investment: \$5,400

PRINT

- Confirm and maintain rack cards distribution at (7) Ohio Toll Road plazas (January - December) - **Ongoing**
 - Distribution: 7,500
 - CVB investment: \$0

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES

QUILT GARDEN PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- American Quilters Society Quilt Show - Paducah (April)
 - Convention program distribution : 37,000
 - CVB investment: \$474

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

QUILT GARDEN PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

- Shipshewana Quilt Festival (June)
 - Festival program distribution: 4,000
 - CVB investment: \$100
- PCMGA Garden Walk - Grand Rapids (July)
 - Convention program distribution : 2,000
 - Conference Attendee eNewsletters: 4,000 | Conference Website page views: 18,000
 - CVB investment: \$100

HERITAGE TRAIL PRINT ADVERTISING AND PROMOTIONAL MATERIALS ACTIVITY MEASURES

- Premier Arts - full page ad (March - December)
 - Performance program distribution: 30,000
 - CVB investment: \$1,000
- The Round Barn Theatre - full page ad (April - December)
 - Performance program distribution: 70,000
 - CVB investment: \$800
- Midwest Living - Out and About 1/3 page ad (June/July)
 - Magazine distribution: 358,000
 - CVB investment: \$6,154
- Elkhart / Goshen / Middlebury / Nappanee Chamber Member Directories and Tourism Brochures ads (August - November)
 - CVB investment: \$1,780
- Elkhart Lions Club Lions Tales Annual Newspaper (October)
 - Newspaper distribution: 3,500
 - CVB investment: \$120

LOCAL MEDIA ACTIVITY MEASURES

DIRECT MAIL

- Insert Elkhart County Area Guide in The Hart (May)
 - Magazine distribution: 10,000
 - CVB investment: \$600

MULTI-MEDIA (PRINT, BROADCAST, OUTDOOR)

- Promote custom content focusing on the stories of businesses participating in a “Love Local” campaign through local multi-media channels (May - December)
 - CVB investment: \$5,000

SPECIALTY / CHAMBER PUBLICATION PROMOTIONAL MATERIALS ACTIVITY MEASURES *(cont)*

TRADE PUBLICATIONS COOPERATIVE ADVERTISING ACTIVITY MEASURES

Objective: Develop in partnership with local businesses a strategic print and digital advertising campaign for the travel trade market targeting the cultural adventurer and creative explorer niche audiences which generates qualified leads and positions Amish Country and Elkhart County as a premier Well Crafted destination.

- Develop co-op partnerships through print, eNewsletter, FAM tours, sales missions, trade shows and digital ad buys (January - December) - **Ongoing**
- Coordinate insertions including custom eblasts, eNewsletters, online itinerary pages, photo galleries, custom content articles, retargeted digital campaigns, travel guide poly bag inserts, and print ads (January - December) - **Ongoing**
- Advertise in 3 publications either thru digital or print mediums: Leisure Group Travel, Red Hot Celebrations, and Group Tour Northeastern (January - December) - **Ongoing**
 - Leisure Group Travel
 - Total reach: 20,000 per issue
 - Total frequency: (1) full page print advertisement in the Indiana Group Travel Planner, (1) Bounce Back Tour Itinerary promotion in partnership with US Tours, (1) site inspections containing custom content by professional travel writers targeting niche group travel audiences distributed online and in print, (1) Itinerary, written and inserted online and in print targeting new niche audiences
 - Partnerships: 1
 - CVB Investment: \$5,390 | Co-op media dollars: \$2,895 | Total value of investment: \$8,285 - **(YTD 2, co-op \$1,650)**
 - Red Hot Celebrations
 - Total reach: 2,500 per frequency
 - Total frequency: (2) custom eNewsletters, unlimited events on website directory (March)
 - Partnerships: 1
 - CVB investment: \$500 | Co-op media dollars: \$500 | Total value of investment: \$1,000
 - Group Tour Northeastern
 - Total reach: 15,500 per print issue, 12,500 per eNewsletter, 13,000 per digital retargeting
 - Total frequency: (1) 1/3 page ad Indiana annual issue (January), (1) Travel Guide insertion with publication (May), (1) digital retargeting campaign (July), (1) Belly Band wrap around the Heritage & History annual Issue (July)
 - Partnerships: 2
 - CVB investment: \$13,439 | Co-op media dollars: \$4,805 | Total value of investment: \$18,244 - **(YTD 2, CVB \$3,175)**



COMMUNICATIONS - PROMOTIONS

GOAL: To create campaigns that generate destination awareness and increased spending on a platform of paid, earned and given media channels, interest-specific messaging and ongoing community engagement.

LEISURE PROMOTIONS

HERITAGE TRAIL PROMOTIONS ACTIVITY MEASURES

Objective: To speak to group and leisure travelers, residents and local stakeholders seeking place-based activity in cities and towns and their connections to the Heritage Trail experience.

- Update ad creative concept for print and digital media buys (January - April) - **Ongoing**
- Communicate and collaborate ongoing promotion campaigns with partners to promote Elkhart County to visitors and residents (January - December) - **Ongoing**
- Promote and distribute Heritage Trail audio driving tours (3,000 produced) via CD and jump drive (January - December) - **Ongoing**
- Produce and distribute Heritage Trail folded maps (March - December)
 - Production: 35,000
 - CVB investment: \$5,500
- Produce and distribute Historic Downtown Walking Tours rack cards (April - October)
 - Production: 10,000
 - CVB investment: \$500
- Promote cities and towns and Heritage Trail assets via a Tails along the Heritage Trail campaign utilizing video that focuses on locals and their recommendations (June - December)
- Promote cities and towns and Heritage Trail assets to residents via direct mail/insertion of area guide in special Goshen News publication, The Hart, reaching 10,000 residents (July)

QUILT GARDENS ALONG THE HERITAGE TRAIL ACTIVITY MEASURES

Objective: To speak to group and leisure travelers, residents and local stakeholders seeking place-based activity in cities and towns and their connections to the Quilt Gardens experience.

- Update partner brand management guide and promotion guidelines (March)
- Update and create new copy for Quilt Garden signs and murals (March)
- Update creative concept for print and digital media (April)
- Coordinate and facilitate new sign materials and construction, on-sign signage design, production and placement for Quilt Garden and Quilt Mural locations (April)
- Produce and distribute rack cards (May - September)
 - Production: 30,000
 - CVB investment: \$2,000
- Produce Master Gardeners Guidebook and Quilters Chronicles Guidebook (May)

GROUP/TRAVEL TRADE PROMOTIONS

ENGAGEMENT & DEVELOPMENT ACTIVITY MEASURES

Objective: To generate qualified tour operator and group planner leads and increase sales for local businesses by positioning Amish Country, Elkhart County and the RV Capital of the World as Well Crafted premier destinations for the group market thru attendance at tradeshow either in person or virtually, giving presentations and conducting direct mail campaigns, sales missions either in person or virtually, e-mail campaigns, digital campaigns, group website updates, social media strategies, trade publication co-op advertising campaigns and destination preview tours either in person or virtually.

- Conduct (2) in person destination wide preview tours and (2) personal preview tours (January - December) - **(YTD 0)**
- Coordinate advertisements in (3) publications Group Tour Northeastern, Leisure Group Travel and Red Hot Celebrations (January - December) - **Ongoing**
- Generate (80) Qualified leads and appointments (January - December) - **(YTD 24)**
- Attend, either in person or virtually, (4) tradeshow: ABA, Heartland Travel Showcase, Midwest Marketplace, TAP Dance (February - April) - **(YTD 1)**
- Insert 17,000 copies of the Heritage Trail Adventures Area Guide in a polybag with the Group Tour Magazine (June)
- Conduct (2) in person or virtual Sales Missions: Midwest (September - October)

SERVICES DEVELOPMENT ACTIVITY MEASURES

Objective: To retain and expand group visits by developing services and providing information to group planners in partnership with area stakeholders through the distribution of Group Experiences Guides, Travel Guides, Profile Sheets, eNewsletters and digital photography.

- Provide service and assistance to 100 clients (January - December) - **(YTD 17)**

PARTNERSHIP DEVELOPMENT ACTIVITY MEASURES

Objective: To retain and develop a group promotion team with area stakeholders engaged and involved in working together to generate leads and increase sales through networking sessions, partnership opportunities, and educational programming.

- Participate in a collaborate partnership with industry peers in the state of Indiana positioning Elkhart County as a top-tier group destination within the state (January - December) - **Ongoing**
- Collaborate with local stakeholders, hoteliers and regional partners to provide education, inspiration and partner sharing opportunities (January - December) - **Ongoing**
- Generate \$600 in additional co-op partnership revenues (February - November) - **(YTD \$0)**
- Conduct (1) co-op partnership direct mail postcard campaign targeting for the cultural explorer niche (April - July)

PROMOTIONAL PRINT AND DIGITAL MATERIALS

TRAVEL GUIDE ACTIVITY MEASURES

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

- Coordinate and collaborate design of 2021 Elkhart County Supplemental Area Guide (January - March) - **Ongoing**
- Manage content and production of 40-page 2021 Elkhart County Supplemental Area Guide (April - May)
- Manage electronic version of 2021 Elkhart County Supplemental Area Guide for digital distribution (May)
- Coordinate and collaborate refresh / redesign of 2022 Elkhart County Area Guide (May - July)
- Oversee distribution of 100,000 printed copies of 2021 Elkhart County Supplemental Area Guide (June - December)
- Manage sales, content and production of 72-page 2022 Elkhart County Area Guide (July - December)
- Complete (100) contracts for the 2022 Elkhart County Area Guide resulting in \$125,000 in total sales; realize \$60,000 in net profit (July - December)

PRODUCTION / CONTENT MANAGEMENT ACTIVITY MEASURES

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

- Manage content, frequency and metrics for Leisure, Business to Business, and Travel Trade eNewsletters (January - December) - **Ongoing**
- Manage copy, photography and videography for promotion / sales collateral (January - December) - **Ongoing**
- Manage creation of and promote custom content focusing on storytelling of Champion Placemakers and highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December) - **Ongoing**
- Manage creation of and promote video content focusing on storytelling of Champion Placemakers and highlighting Heritage Trail assets and experiences that focus on the niche audiences of Cultural Explorer/Amish Country, Cultural Explorer/Historical and Creatives (January - December) - **Ongoing**
- Schedule photo shoots highlighting Heritage Trail assets / activities (January - December) - **(YTD 0)**
- Create content and develop 46 eNewsletters to promote Elkhart County assets (January - December) - **(YTD 7)**
- Manage creation of and promote custom content focusing on the stories of businesses participating in a “Love Local” campaign (January - December) - **The grant for this project which was submitted by the EDC was not approved, therefore this project has been cancelled**
- Manage a digital storytelling series with the Well Crafted brand and 2020 Champion Placemakers including potential distribution on social media, website and podcast services (June - December)

PROMOTIONAL PRINT AND DIGITAL MATERIALS (cont)

GROUP PROMOTIONS ACTIVITY MEASURES

Objective: To develop and distribute persuasive print and digital collateral that communicates key group experiences for group markets.

- Manage production of Amish Country Profile Sheets, Group Experience Guide, co-op ads, itineraries, templates, FAM fliers and trade show presentations (January - December) - **Ongoing**

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

- Leisure Promotions (January - December) - **(YTD \$31 CVB, \$4,732, \$177,376)**
 - Total CVB advertising investment: \$326,450 | Total value of co-op investment: \$523,225
- Group/Travel Trade Promotions (January - December) - **(YTD \$3,644 CVB, \$1,650 co-op)**
 - Total CVB advertising investment: \$19,329 | Total value of co-op investment: \$8,200
- Invest \$326,450 in advertising and promotions which will convert to \$12,865,655 in Total Visitor Spending* reflecting both Area Guide Travel Guide [printed and electronic] and Unique Website Visits (January - December) - **(YTD 1,961,191)**
- Create (40) customized itineraries, averaging 2 days of length, generating \$750,000 in group visitor spending (January - December) - **(YTD 39 itineraries, avg 2.64 days, \$752,030)**
- Generate (75) daytrips and (50) overnight trips resulting in \$1.5 million in group visitor spending (January - December) - **(YTD 46 daytrips, 50 overnights, \$1,268,768)**
- Maintain average length of group stays to 2 days (January - December) - **(YTD 1.96)**

* **Visitor Spending Performance Metrics (Research Resource: 2017 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 (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 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 (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 per person per day)*

COMMUNICATIONS - DIGITAL

GOAL: To create campaigns that generate destination awareness and increased spending on a platform of paid, earned and given media channels, interest-specific messaging and ongoing community engagement.

OVERALL OBJECTIVE: To generate awareness, highlight key visitation drivers, provide travel recommendations, and drive conversation, engagement and web traffic across digital channels. Digital campaigns will position Elkhart County, Indiana as a potential or repeat destination. They will create destination brand awareness and highlight experiences and assets that align with visitor, group and resident interest and lifestyle.

ELKHART COUNTY DIGITAL PROMOTIONS ACTIVITY MEASURES

- Promote the Well Crafted destination brand through Champion Placemaker experiences, including video, that focus on niche audiences across digital channels (January - December) - **Ongoing**
 - Place sponsored posts and non-sponsored posts each month (January - December) - **Ongoing**
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (January - December) - **Ongoing**
 - Total CVB investment: \$10,000
- Promote cities and towns and Heritage Trail assets via a “Tales along the Heritage Trail” campaign utilizing video that focuses on locals and their recommendations (January - December) - **Ongoing**
 - Place sponsored posts and non-sponsored posts each month (June - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (January - December) - Ongoing
 - Total CVB investment: \$10,000
- Promote the Visitor Center to leisure and group travelers and residents through targeted campaigns across digital channels (January - December) - **Ongoing**
 - CVB investment: \$1,000
- Digital audience growth sweepstakes promoting a weekend giveaway with Jazz Festival, Billy Joel tickets and an overnight stay (April)
 - CVB investment: \$4,000
- Work with TwoSix Digital to promote an event in the cities and towns of Bristol, Nappanee and Middlebury to increase attendance and build their Facebook audience for re-targeting (April - October)
 - Track Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - October)
 - CVB investment: \$7,500
- Work with TwoSix Digital on a digital campaign to promote the Quilt Gardens to a highly re-targeted audience (April - October)
 - Track Facebook, Twitter, Instagram Impressions, Engagement, Link Clicks received (April - September)
 - CVB investment: \$5,000
- Promote I-80/90 Exit 92 and its high density of assets through targeted campaigns across digital channels (April - December)
 - CVB investment: \$2,500
- Google ad words campaign to promote the Well Crafted destination brand through Champion Placemaker experiences, including video, that focus on niche audiences across digital channels (April - December)
 - Track engagement, impressions, click-through rate, cost per click, video views and fans (June - December)
 - CVB investment: \$20,000
- Promoting content focusing on the stories of businesses participating in a “Love Local” campaign (May - December)
 - CVB investment: \$2,500 - **The grant for this project which was submitted by the EDC was not approved, therefore this project has been cancelled**

ENEWSLETTER PROMOTIONS ACTIVITY MEASURES

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

WEBSITE ACTIVITY MEASURES

- Manage and update website content (January - December) - **Ongoing**
- Manage and update targeted content to specific audiences based on location and interest-based criteria via SimpleView Dynamic website content personalization module (January - December) - **Ongoing**
- Track and analyze overall site monthly website analytics (January - December) - **Ongoing**
- Review and remedy platform errors (January - December) - **Ongoing**
- Manage SEO Account Plan (January - December) - **Ongoing**
- Track Page Views to the Travel Trade Group Planner Request Info page (January - December) - **(YTD 22)**
- Track Unique Page Views on Group site (January - December) - **(YTD 526)**
- Track PDF downloads of Meeting Guide (January - December) - **(YTD 4)**
- Track PDF downloads of RV Rally Planners Guide (January - December) - **(YTD 3)**
- Track PDF downloads of Group Profile (January - December) - **(YTD 3)**
- Track Page Views of Group Sample Itineraries (January - December) - **(YTD 243)**
- Track Unique Page Views of Media Site (January - December) - **(YTD 193)**
- Track Unique Page Views of Quilt Gardens Site (January - December) - **(YTD 650)**
- Track Unique Page Views of RV Site (January - December) - **(YTD 2,074)**
- Track Page Views of Leisure Itineraries (January - December) - **(YTD 199)**
- Track Page Views to the Sports Facilities Guide page (April - December)



COMMUNICATIONS - PUBLIC RELATIONS

GOAL: To generate increased awareness among local residents, potential visitors, stakeholders and community partners about the wide diversity of experiences and quality-of-place amenities in Elkhart County and to encourage participation in the civic life of the community.

OVERALL OBJECTIVE: To support the ECCVB's vital role in Elkhart County economic development, and tourism and hospitality interests, by creating and sharing valuable content that engages local and visitor audiences, advocating and supporting quality of place projects, and maintaining a positive relationship with media sources to encourage frequent and affirmative messaging.

CONTENT MANAGEMENT AND CREATION ACTIVITY MEASURES

- Create and manage an editorial calendar integrating website content, social media actions, paid media campaigns, eNewsletter initiatives, and digital video content (January - December) - **Ongoing**
- Maintain a protocol for content editing, encompassing website, eNewsletter, paid media (January - December) - **Ongoing**
- Create and implement a content plan across website, digital, social media, and print collateral channels leveraging our core of Champion Placemakers (January - December) - **Ongoing**
- Align communications activities with developing trends in the marketplace (January - December) - **Ongoing**
- Create content and manage storytelling framework defining the ECCVB corporate story (June - December)

ECCVB ADVOCACY ACTIVITY MEASURES

- Facilitate up to (6) joint meetings of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December) - **(YTD 1)**
- Perform administrative functions for the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors (January - December) - **Ongoing**
- Implement an advocacy meeting plan to connect the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - December) - **Ongoing**
- Implement Community Thank You actions acknowledging Elkhart County partners, stakeholders and volunteer groups which support quality of place efforts (January - December) - **(YTD 0)**
- Facilitate up to (12) meetings with Elkhart County stakeholders to develop relationships and better understanding of partnership opportunities (January - December) - **(YTD 2)**
- Manage the membership of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors by identifying the positions in which the office holder's term is expiring (October - December)

COMMUNICATIONS - PUBLIC RELATIONS

VIBRANT COMMUNITIES ACTIVITY MEASURES

- Administer Vibrant Communities activities in cooperation with community partners, including the Organizing Team, and project team leaders and members (January - December) - **Ongoing**
- Manage a multi-platform Vibrant Communities communications plan encompassing website, social media and other media channels, utilizing third-party vendors and stakeholders as necessary (January - December) - **Ongoing**

BUSINESS TO BUSINESS COMMUNICATIONS ACTIVITY MEASURES

- Manage a public relations strategy to communicate the Well Crafted destination brand, including the Heritage Trail and Quilt Gardens, to relevant stakeholders and partners (January - December) - **Ongoing**
- Create and manage a communications plans, including emails and social media channels, to ECCVB stakeholders including elected officials, business and community leaders, hospitality industry partners that highlight priority ECCVB initiatives (January - December) - **Ongoing**
- Facilitate regular meetings and ongoing collaboration and mentorship of communications professionals representing Elkhart County organizations (January - December) - **Ongoing**
- Implement an ongoing outreach strategy with ECCVB stakeholders in the recreational vehicle industry to align with Elkhart County destination brand and niche audiences (July - December)

SPONSORSHIP PROGRAM ACTIVITY MEASURES

- Promote, manage and support community-based quality-of-place events consistent with the ECCVB Sponsorship Program, Area Guide Assistance Fund, and Community Support & Engagement programs (January - December) - **Ongoing**
- Develop and implement a strategy to increase participation in sponsorship program in traditionally underserved communities of Elkhart County (January - December) - **Ongoing**
- Implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Elkhart County destination brand (January - December) - **Ongoing**
- Review sponsorship practices and revise internal guidelines as necessary (October - December)

MEDIA RELATIONS ACTIVITY MEASURES

- Implement a regular periodic communications tool for local and regional media (January - December) - **Ongoing**
- Manage a media relations campaign highlighting the Well Crafted destination brand and ECCVB key initiatives such as Heritage Trail and Quilt Gardens (January - December) - **Ongoing**
- Track qualified media inquiries (January - December) - **Ongoing**
- Implement a media relations actions in support of the “Love Local” campaign (July - December)

OVERALL PUBLIC RELATIONS PERFORMANCE MEASURES

- Generate (800) media placements (print, broadcast, online, blog), yielding 100,000,000 impressions resulting in \$1,000,000 in advertising value (January - December) - **YTD 83 placements, 333,253,687 impressions, \$3,082,596.20 AVE**



DESTINATION DEVELOPMENT

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

OVERALL OBJECTIVE: To provide community partner support through research, collaboration and resources to activate and enhance the physical environment and quality of place that make Elkhart County a desirable, competitive, and economically vibrant place.

VIBRANT COMMUNITIES ACTIVITY MEASURES

Objective: To facilitate the discovery and implementation of the New Vibrant Communities Action Agenda. In collaboration with the Community Foundation of Elkhart County, the Vibrant Community implementation process will include a community-led structure to prioritize developed strategies and create accountability for investment in quality of place projects throughout Elkhart County.

- Develop and implement community dashboard in collaboration with the Community Foundation of Elkhart County (January - May) - **Ongoing**
- Plan and implement Vibrant Communities legislative visit for state and regional leaders (January - September) - **Ongoing**
- Facilitate quarterly Community Champions Roundtables (January - November) - **Ongoing**
- Develop, plan and implement up to two youth engagement activities (January - December) - **Ongoing**
- Develop strategy for implementation of placemaking academy (January - December) - **Ongoing**
- Identify and apply for funding resources to implement quality of place activities based on identified niches - **Ongoing** (January - December)
- Implement Vibrant Neighborhoods and Champions Initiatives county-wide (January - December) - **Ongoing**

I-80/90 EXIT 92 REDEVELOPMENT ACTIVITY MEASURES

Objective: To coordinate activities that support the North Pointe redevelopment strategies, including activities to enhance the amenities and aesthetics of the North Pointe neighborhood and SR 19 corridor. This includes participating in a leadership role in researching positioning Exit 92 to be the premier Toll Road exit through visitor enhancements as a future redevelopment strategy for the neighborhood.

- Continue to refine and develop messaging around hospitality support for I-80/90 Exit 92 Redevelopment Activity Measures (January - December) - **Ongoing**
- Facilitate/conduct guided tour experiences for hotel front-line staff to increase awareness of destination assets along the Heritage Trail (March - September)

DESTINATION DEVELOPMENT

RESEARCH ACTIVITY MEASURES

Objective: To continue collection of data in support of ECCVB activities including an assessment of the impact of CVB programs on business partners.

- Continue participation in the Destination Think! Tourism Sentiment Index™ research and report program (January - December) - **Ongoing**
- Facilitate Certec Economic Impact Study (January - December) - **Ongoing**

DESTINATION EXPERIENCE DEVELOPMENT ACTIVITY MEASURES

Objective: The ECCVB will continue activating new product development initiatives through a comprehensive experiential development strategy. This strategy is based on collaboration with existing partners to link and enhance signature offerings as well as engineer new, engaging and immersive experiences.

- Identify Champion Placemakers in Elkhart County's DNA niche segments (Cultural Explorers/Amish Country, Cultural Explorers/Historical and Creatives) and conduct workshops to define and develop stories and authentic memorable experiences that align with niche segmentation (January - February) - **Ongoing**, 2021 class 1 identified & workshop content developed
- Develop content that aligns with defined niches and destination DNA (January - March) - **Ongoing**
- Develop engaging digital opportunity at the Visitor Center to encourage residents and visitors to share their experience (January - May)
- Research, identify and develop a "Tales along the Heritage Trail" campaign (January - May) - **Ongoing** (initial list of participants identified)
- Develop and install interactive Visitor Center "Believe" sign (January - May)
- Research, develop and create content for a digital storytelling series featuring the Well Crafted Brand and the 2020 Champion Placemakers (January - May) - **Ongoing**
- Develop an outreach strategy and facilitate discussions with ECCVB stakeholders in the recreational vehicle industry to align with the Well Crafted destination brand and niche audiences (January - November) - **Ongoing**
- Identify existing experiential programs within the destination that align with niche segmentations (January - December) - **Ongoing**
- Research and develop a Destination Experience Team (January - December) - **Ongoing**
- Conduct (3) workshops with Champion Placemaker's in 3 niches segments, Cultural Explorers/Amish Country, Cultural Explorers/Historical and Creatives, to develop stories that align with niche segmentation (March - September)
- Facilitate two workshops with TwoSix Digital to provide digital promotions education to partners (April - September)

DESTINATION SMALL MEETINGS & CONFERENCE DEVELOPMENT ACTIVITY MEASURES

Objective: The ECCVB will position Elkhart County as the home of a Vibrant and changing environment of expanding hotel and event spaces, sporting facilities and recreational assets that position Elkhart County as an excellent location to welcome family reunions, weddings, youth sports events and Indiana statewide and Regional association meetings.

- Research and develop a local resident communications, sales and services plan targeting small meetings, wedding, and reunions to be held in Elkhart County as part of a “Host it Here” campaign (January - March) - **Ongoing**
- Develop a Sports Facilities Guide for Elkhart County (January - April) - **Ongoing**
- Research and collaborate with local officials to determine feasibility of Elkhart County hosting their association meetings and events (January - December) - **Ongoing**
- Collaborate with Team Indiana on sporting event initiatives and promotions that align with Elkhart County assets (January - December) - **Ongoing**
- Identify and offer services, information and assistance to Sports Rights Event Holders conducting South Bend Elkhart Region sporting events (January - December) - **Ongoing**
- Submit replies to any RFP or bid packages deemed feasible and appropriate for Elkhart County (January - December) - **Ongoing**
- Update the Meetings and Events Guide for Elkhart County (June)

COMMUNITY BASED DOWNTOWN REDEVELOPMENT ACTIVITY MEASURES

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

- Develop strategic plan for content creation and promotion of a “Love Local” campaign (January - May) - **Cancelled (The grant for this project which was submitted by the EDC was not approved)**
- Continue leadership on the Goshen Theater Board through implementing phase one and strategic planning for phase two (January - December) - **Ongoing**
- Continue leadership on the Downtown Goshen Inc. Board through implementing the strategic plan (January - December) - **Ongoing**

PUBLIC RELATIONS DESTINATION DEVELOPMENT ACTIVITY MEASURES

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

- Develop messaging platforms of ECCVB key messages and quality-of-place initiatives, including a biannual report and audio-visual presentation, for external and internal distribution (January - March) - **Ongoing**
- Develop a periodic communications tools on ECCVB key initiatives to local and regional media (January - April) - **Ongoing**
- Develop an Advocacy meeting plan to connect members of the Elkhart County Innkeepers Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - May) - **Ongoing**
- Research a recognition program for ECCVB sponsored events and organizations (January - May) - **Ongoing**

DESTINATION DEVELOPMENT

PUBLIC RELATIONS DESTINATION DEVELOPMENT ACTIVITY MEASURES *(cont)*

- Develop engagement tools and programs to assist ECCVB sponsorship partners in aligning with the Elkhart County Well Crafted destination brand (January - June) - **Ongoing**
- Research and implement education and training opportunities and resources on diversity and inclusion for ECCVB staff (January - June) - **Ongoing**
- Research and develop a framework for collecting and distributing ECCVB's corporate history (January - June) - **Ongoing**
- Develop media and public relations strategy to support the "Love Local" campaign (January - June)
- **Cancelled (The grant for this project which was submitted by the EDC was not approved)**
- Develop a strategy to increase participation in ECCVB sponsorship program from traditionally underserved communities in Elkhart County (January - August) - **Ongoing**
- Research and develop a potential influencer event for 2022 (January - December) - **Ongoing**
- Research and evaluate a potential corporate name change that better reflects our dynamic role in promoting Elkhart County and championing quality of place (January - December) - **Ongoing**
- Research data collection and analysis workshop to assist ECCVB Sponsorship Program partners (October - December)

OVERALL DESTINATION DEVELOPMENT PERFORMANCE MEASURES

- The ECCVB will receive and administer up to \$160,000 in grant funds from the Community Foundation of Elkhart County related to the Vibrant Communities projects and New Action Agenda Implementation (January - December) - **Ongoing**



VISITOR SERVICES

GOAL: To generate spending and economic impact throughout the destination by being the official resource providing travel information and visitor services both in-person and online.

OVERALL OBJECTIVE: To position the Visitor Center and its staff as a resource for local residents and the community at large by providing friendly personal service.

VISITOR SERVICES ACTIVITY MEASURES

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

DRIVING TOURS ACTIVITY MEASURES

- Track Heritage Trail Audio Driving Tour distribution via CDs, USB, and MP3 downloads (January - December) - **(YTD 62)**

VFR / COMMUNITY RELATIONS ACTIVITY MEASURES

- Provide the Visitor Center's meeting room as a resource to community group meetings (January - December) - **(YTD 0)**

OVERALL VISITOR SERVICES PERFORMANCE MEASURES

- Track economic impact from Heritage Trail CD, Mp3, and USB distribution (January - December) - **(YTD \$52,664.04)**

Heritage Trail Performance Metrics (Research Resource: 2017 Economic Impact Report by Certec Inc.) is the amount in visitor spending generated by the distribution of the Heritage Trail.

- Visitor Spending = (3.3 people in travel party) X (2.2 days average length of stay) X (\$117 per person per day) = Visitor Spending per person, per day. Includes CDs and MP3 downloads.



FINANCE

GOAL: To generate spending and economic impact throughout the destination by maintaining best practices in revenue and human resources management.

FINANCIAL ACTIVITY MEASURES

Objective: To have a thorough understanding of and the ability to interpret financial data, by developing accurate and concise financial reports, tracking hospitality trends, and managing income and expenses.

- Develop a sound 2021 line item budget (January) - **Complete**
- Establish financial ratios and projections (January - December) - **(YTD 2)**
- Develop monthly financial reports and statements for the corporation (January - December) - **(YTD 2)**
- Perform all accounts receivable and payable for the corporation (January - December) - **(YTD 2)**
- Perform as the Commission's designated collections administrator for delinquencies (January - December) - **(YTD 2)**
- Develop monthly reports on collections activities and hotel occupancy trends (January - December) - **(YTD 2)**
- Complete all county, state and federal employee withholding obligations (January - December) - **(YTD 2)**
- Complete all grant financial requirements (January - December) - **(YTD 2)**
- Maintain a 95% collections rate of lodging tax receipts (January - December) - **(YTD 2)**
- Maintain a 95% collections rate of Elkhart County Area Guide contracts (January - December) - **(YTD 2)**

HUMAN RESOURCES ACTIVITY MEASURE

Objective: To manage day-to-day human resource functions and obligations of the corporation by maintaining personnel records and human resource information systems such as health insurance, retirement contributions, supplementary benefits and accrued personal time off for employees.

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

BUILDING OPERATIONS ACTIVITY MEASURE

Objective: To manage all building operations and personnel associated with the Visitor Center managing contract agreements and personnel.

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