

2021 Business Plan



SUPPORTING OUR COMMUNITY PARTNERS THROUGH PANDEMIC RECOVERY

In summer/fall 2020, as the pandemic continued, Hamilton County Tourism's staff connected with local elected officials and community/business leaders to seek input and advice on how HCT could best support them in beginning recovery in 2021. That HCT 2023 Recovery Plan provides the foundation for the 2021 HCT Business Plan.

RECOVERY PLAN OVERALL GOAL

Hamilton County will create pathways to recovery to reclaim a thriving tourism economy by 2023.

KEY AREAS OF FOCUS

Sports Tourism
Leisure Travel
Intelligence & Education
Efficient Operations
Support Social & Environmental Programs
Meetings/Group Market Recovery

For more information on how Hamilton County Tourism is continuing to focus forward during the pandemic, check out [VisitHamiltonCounty.com/Industry](https://www.visithamiltoncounty.com/Industry) or email Brenda Myers, President/CEO, at bmyers@hamiltoncountytourism.com.

RECOVERY GOAL 1: *increase confidence and resiliency among consumers and industry partners.*

In 2021, HCT plans to:

- A.** Provide structured opportunities to support businesses through resident and visitor promotions (e.g. food-themed promotions and programs like Bandwango) with special emphasis on Winter and Holidays 2021 to help sustain sales for these struggling small businesses.
- B.** Provide more structure around annual niche summits and educational programs with a regular calendar of educational events and programs for community partners spread throughout the year. Explore how these can continue to provide meaningful content in creative ways.
- C.** Provide direction to visitors and residents on how to experience Hamilton County in a safe and responsible manner, as appropriate, and anchor all messages with this in mind.
- D.** Support the Hamilton County Sports Authority as it begins its redevelopment plan with strategies to support local sports organizations through recovery.
- E.** Consistently strive to grow knowledge through tested methodologies and innovations, including identifying and reporting key performance indicators to support recovery.
- F.** Activate a diversity, equity and inclusion policy program and engage in community conversations around these important issues while also better representing diversity in our marketing and communications.

RECOVERY GOAL 2: *Increase visitation to Hamilton County as the nation emerges from the pandemic.*

In 2021, HCT plans to:

- A.** Create micro-marketing and promotional campaigns and adjust those quarterly until a clear path toward traditional, layered long-term marketing planning is apparent. Especially in the early part of 2021, reliance on digital and social media marketing channels will be important to allow for flexibility.
 - Launch several Bandwango Passport promotions (Great Dine Out & Tenderloin Tuesdays)
 - Collaborate with the digital team to assist with digital activations to support recovery.
 - Reactivate photo shoots for new products and to expand image spectrum.
- B.** Continue to maintain awareness about meeting in Hamilton County and sell future dates as Hamilton County to sports, social and meeting groups for future dates as pent-up demand for in-person gatherings will happen.
- C.** Support Grand Park's ability to maintain and even increase market share through event hosting support, awareness raising, and even support of infrastructure investments. Help the county, region and state also realize its importance and support additional revenue streams is important.
- D.** Maintain an accurate calendar of events and determine how best to communicate the county's hospitality-focused activities to partners, residents and visitors.
- E.** Provide ongoing implementation but also evaluation of existing KPIs to measure recovery of the community and the travel economy and ensure they are relevant in this "new normal."

RECOVERY GOAL 3: *Revitalize the Hamilton County Tourism operations and culture.*

In 2021, Hamilton County Tourism plans to:

- A.** Continue to support a cohesive but also vibrant work culture while implementing flexible work protocols that allow employees to thrive despite the uncertainty of the times.
- B.** Support HCT staff members as they continue to tackle expanded roles given the ongoing reduction in staff by providing an environment conducive to learning, sharing, flexibility and compassion.
- C.** Adopt and implement the organization's new value system and explore new ways to support these core values that drive the organization through recovery.
- D.** Support ongoing best practices for budgeting, financial management, grantmaking and forecasting to stabilize and improve the organization's operating position by year-end.
- E.** Support goals that lead to a more environmentally sustainable future through responsible tourism, community action and include a focus on central Indiana's most important water source, the White River.