



Visit
**HERSHEY &
HARRISBURG**

Business Plan

FY 2022/2023

FISCAL YEAR 22-23

PROPOSED OPERATING BUDGET

PROJECTED REVENUE

Hotel Room Tax	\$2,500,000
Grants	\$1,000,000
Partnership/Co-op Marketing	\$232,000
Events	\$86,000
Miscellaneous	\$4,000

Total Projected Revenue **\$3,822,000**

PROJECTED EXPENSES

Marketing/Communications	\$1,456,400
Sales, Partnership, Services	\$555,050
Management & Operations	\$732,436
Community Relations	\$487,500
Sports & Events Authority	\$468,700

Total Projected Expenses **\$3,700,086**



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Visit
**HERSHEY &
HARRISBURG**

ORGANIZATIONAL OBJECTIVES

According to the 2021 Destination NEXT Futures Study, the future of destination organizations revolves around three transformational opportunities. Destination leadership needs to leverage all three of these opportunities collectively to effectively lead their organizations forward.

1 DESTINATION ALIGNMENT

Because of COVID-19, there is now much greater awareness at the municipal, town, and county level of how and why governments, community organizations, and the visitor industry are all linked. Destinations of all sizes are more competitive in the global visitor economy when government, community and industry priorities, are aligned as much as possible.



TRENDS

- Greater industry, community, and government alignment is driving destination competitiveness.
- Organizations are increasingly developing strategic alliances across multiple economic sectors to leverage resources.
- Resident sentiment is becoming a key measurement.
- There is a greater focus on diversity, equity, and inclusion.

STRATEGIES

- Enhance engagement with the local community to manage future considerations for the visitor economy.
- Better integrate tourism, economic development, and talent attraction.
- Form more strategic alliances outside the visitor industry.
- Expand engagement with universities, research institutions, and advanced/creative industries to better attract high-value business events.
- Broaden our impact and relevance in the community.



2 SUSTAINABLE DEVELOPMENT

The visitor industry has talked about the critical importance of economic, sociocultural, and environmental sustainability for decades, and Covid-19 showed why it's critical. A balanced approach for sustainable development and managed growth is key for destination organizations to increase their relevance and impact.

TRENDS

- Customers are increasingly seeking a unique, authentic travel experience.
- Dynamic outdoor experiences are in greater demand.
- "Placemaking" is prioritized to benefit both locals and visitors.
- Destinations are looking at sustainability much more broadly, encompassing economic, social and environmental impacts.

STRATEGIES

- Focus on developing authentic experiences for the customer.
- Be more involved in economic development initiatives.
- Connect visitor experience with the quality of life of residents in my community.
- Develop a sustainable tourism and events strategic framework.

3 VALUES BASED MARKETING

The overall quality of a destination's visitor experience includes what local communities value, and how residents are striving to achieve their collective goals. Repeat visitors return to the same destinations because they want to be part of a community where the local cultural DNA aligns with their own identity and priorities.

TRENDS

- Content creation and dissemination by the public across all platforms drives the destination brand and experience.
- Travelers demanding more personalized information, control, and interaction.
- Video becomes the new currency of destination marketing and storytelling.

STRATEGIES

- Focus significant attention on content creation and dissemination strategies.
- Build the destination brand around local community goals, values, and creative energy.
- Invest more resources into video content to market the destination.
- Increase and prioritize messaging for the high-value, mindful visitor who contributes more to our community, economically and otherwise.



SALES

The Sales Department is responsible for promoting the Hershey Harrisburg Region to the travel trade as a destination to host their business and to serve as a conduit to facilitate client – partner sales opportunities.

TARGET MARKETS



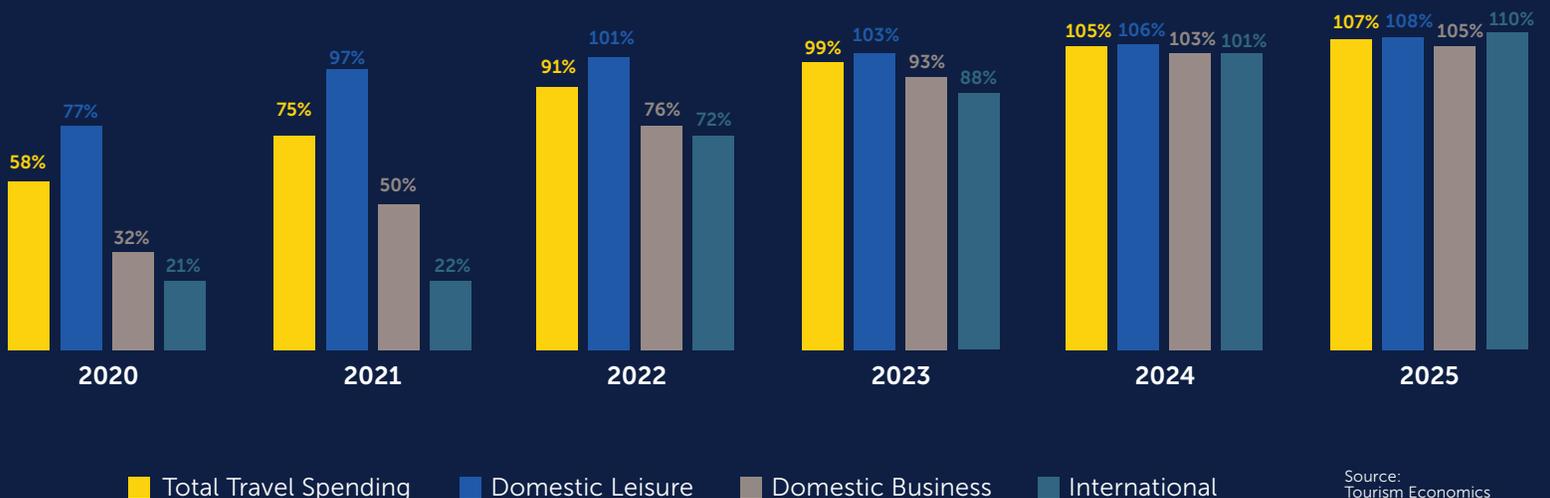
Meetings & Conventions



Tour & Travel/
International



RECOVERY FORECAST FOR DOMESTIC AND INTERNATIONAL TRAVEL SPENDING % RECOVERED COMPARED TO 2019



Source: Tourism Economics

MEETINGS & CONVENTIONS/SMERF

State of the Market: The rebound of business travel, meetings, events, and conventions, which suffered disproportionately greater losses than the overall travel industry, has begun its climb to recovery with full recovery anticipated in 2024. Staffing changes over the past two years have led to less experienced staff and manpower and has created a need to forge new relationships.

FORECAST

- Transient and group domestic business travel are expected to reach 2019 levels in late 2024.
- The association and trade market will return faster than corporate travel as membership-based organizations rely heavily on in-person events to deliver member value and benefits.
- As of February 2022, two thirds of business travelers felt confident that they could travel safely.
- Teleconference/Zoom fatigue will likely spur near-term pent-up demand.

24%

of business travelers plan to take more trips to attend conferences and tradeshows than they did pre-pandemic.

WHILE JUST 17% EXPECT TO TRAVEL LESS

KEY TARGET MARKETS

- ASSOCIATION
- CORPORATE
- SMERF



TRENDS

- Business event customers are looking for better collaboration with destinations to achieve greater business outcomes.
- Hybrid events have decreased hotel room nights but planners cite cost and manpower challenges in their desire to shift away from hybrid events.
- Business meeting planners are increasingly booking midsize cities over large cities.
- Combined business and leisure travel is becoming more popular.
- Meetings are shorter and booked in shorter windows.
- Attendees are turning to short-term rentals over room blocks.

VHH OBJECTIVES

- Increase convention business hotel room nights by increasing our lead-to-definite booking ratio.
- Strengthen existing relationships with meeting planners to identify new expectations for growth and future meetings.
- Create more opportunities for partners to connect with planners.
- Create unique selling attributes to reach more planners in untraditional ways.
- Research the importance of DEI, Green meetings, hybrid events, and other emerging trends and their potential impact on planners that source our region.



MEETINGS & CONVENTIONS/SMERF CONT.



VHH STRATEGIES

- Develop a Meeting Planner Focus Group/Client Advisory Board to address relevant Meeting planner topics, destination strengths and weaknesses, promotional materials, and incentives. Share results with local hospitality partners to enhance attractiveness to Hershey & Harrisburg.
- Create messaging to capitalize on trending destination strengths such as the popularity of midsize city appeal and bleisure travel.
- Leverage our region's priority economic sectors to generate business events through regular discussions and collaboration with the Chamber and DCED.
- Continue targeted trade show attendance, hosting client site tours, and client events.

PROPOSED TRADE SHOW SCHEDULE

- CVent Connect
- Connect Association
- Connect Florida
- Connect DC
- PCMA
- PASAE Annual Expo
- RCMA Emerge
- HelmsBriscoe
- Destination East
- Small Meetings Market
- MPI Summer and Fall Outings

GOALS

50% LEAD TO DEFINITE CONVERSION RATIO

INCREASE OPPORTUNITY FOR PARTNER/PLANNER ENGAGEMENT

TOUR & TRAVEL/INTERNATIONAL

State of the Market



DOMESTIC GROUP

Travel is on the rise in the United States. Booking patterns are far from normal, with operators reporting both longer booking windows than normal in tandem with unusual short-term demand as travelers make last-minute decisions based on current travel conditions. Fuel prices and driver shortages could hinder a full return, but pent-up demand is showing a strong desire to travel.



INTERNATIONAL

Overseas arrivals to the U.S. remain at -52% of the pre-pandemic numbers. With Pennsylvania faring slightly better at -47%. One of the Hershey Harrisburg Region's top markets, India, has been leading the return showing only a -28% drop from pre-COVID. While China had been our primary inbound international market historically, this market will be much slower to rebound.

FORECAST

DOMESTIC GROUP TOUR

While the picture for 2022 is still evolving, there is cause for realistic optimism in the U.S., where signs are pointing toward a continuation of the momentum that built around group travel in Q4 of 2021, however elevated hotel rates and local supplier staffing challenges will impact the rebound.

INTERNATIONAL

Due to lessening travel restrictions and pent-up demand international travel is predicting to return to 88% of 2019 arrivals in 2023, 98% in 2024 and 106% in 2025. However, looming COVID restrictions and mandates, along with high inflation and gas prices could impact its return.

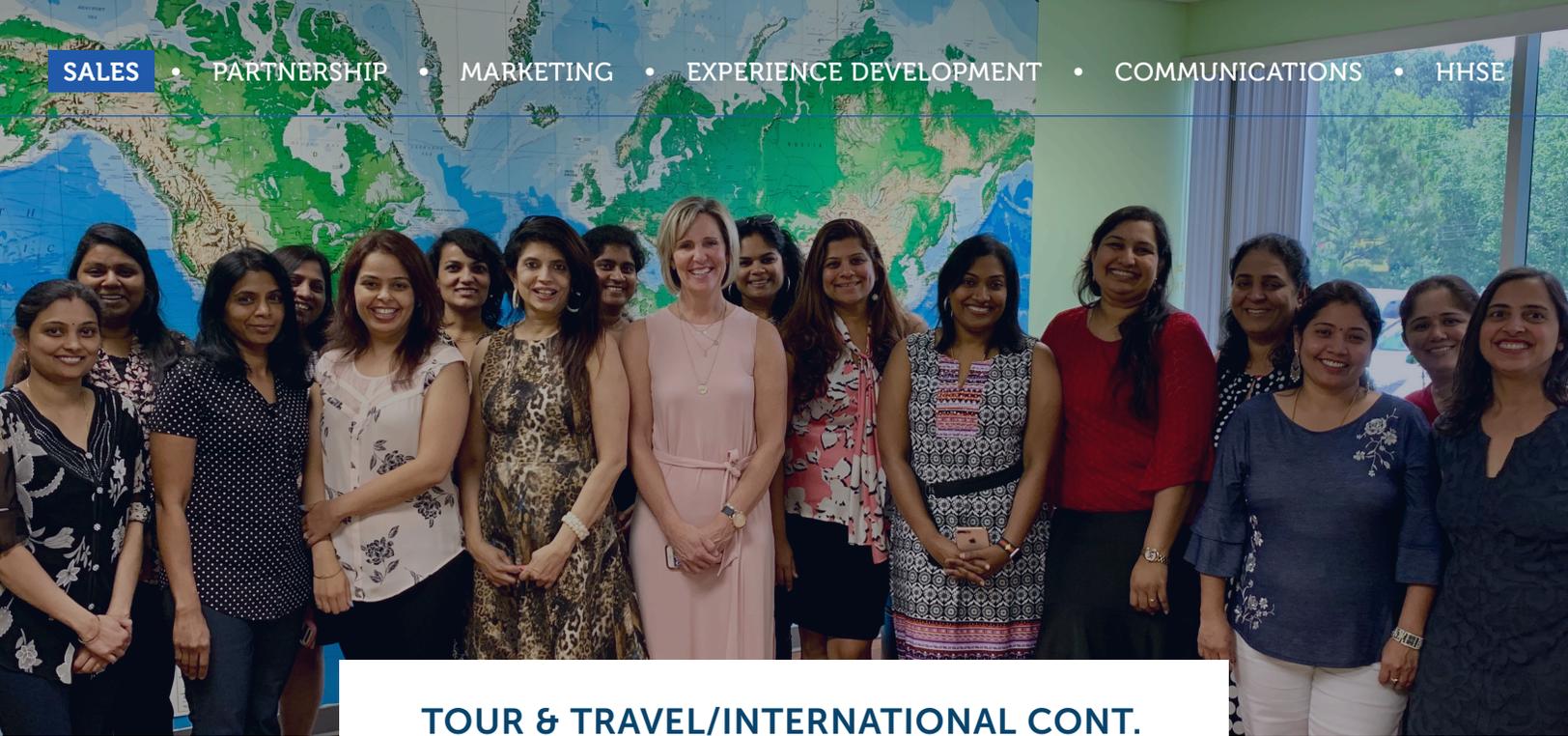
KEY TARGET MARKETS

- MOTOR COACH OPERATORS
- TOUR OPERATORS
- INTERNATIONAL INBOUND RECEPTIVE OPERATORS
- INTERNATIONAL TOUR OPERATORS

INTERNATIONAL VISITS TO THE U.S.

Forecasted recovery for top 10 origin markets, relative to 2019 (Index, 2019=100)

	2020	2021	2022	2023	2024
Canada	23	12	65	88	106
Mexico	38	51	92	101	102
United Kingdom	15	14	55	86	105
China	13	7	43	71	90



TOUR & TRAVEL/INTERNATIONAL CONT.

TRENDS

- Student travel has the highest growth potential.
- Smaller group tour groups are preferred as people are willing to pay more to travel in more intimate groups with more personalized service.
- Tours that feature cultural and immersive experiences and/or less-visited destinations continue to grow in popularity as they tend to attract well-traveled, repeat clients who are less fazed by the ups and downs of COVID.
- Interest in unique touring is on the rise. Those who travel on the heels of a pandemic are often repeat and/or more experienced travelers looking to try something different.

VHH OBJECTIVES

- Maintain active presence at key industry trade shows and marketplaces.
- Shift resources from the previously booming China market to the markets seeing faster returns.
- Continue to stay abreast of industry trends and prepare to pivot and capitalize on opportunities.
- Increase international room nights.
- Strengthen client relationships stunted due to staff turnovers.

VHH STRATEGIES

- Leverage new partnership with former Dutch Country Roads CVBs (Lancaster and Gettysburg) to collectively promote the region to tour planners.
- Supplement sales initiatives through new PA Tourism grant to target domestic group tour operators.
- Support the key receptive operator partners that include overnights in the region.
- Rebuild relationships with key receptive operators through trade show meetings and in person sales calls.
- Support statewide or regional partner initiatives when they align with our markets. This includes PA receptions at industry events.
- Attend trade shows expected to produce the highest ROI.

PROPOSED TRADE SHOW SCHEDULE

- SYTA
- NTA
- ABA
- IPW
- RTO ORLANDO
- RTO WEST
- RTO EAST

GOALS

50% LEAD TO DEFINITE CONVERSION RATIO

ADDITIONAL DESTINATION SALES & MARKETING INITIATIVES VIA NEW REGIONAL & STATEWIDE PARTNERSHIPS

PARTNERSHIP



DMO PARTNERSHIP TRENDS

- DMO/CVBs are changing their advocacy approach to sell value of visitor economy more effectively to government.
- There is a greater focus on equity, diversity, and inclusion in the workplace and across the supply chain.
- Enhanced engagement with the local community will manage future considerations for the visitor economy.
- Expand engagement with universities, research institutions and advanced/creative industries to better attract high-value business events.

VHH STRATEGIES

- Form more strategic alliances outside the visitor industry.
- Diversify revenue sources to expand current funding levels.
- Develop outreach programs in the local community to broaden our networks.
- Better integrate tourism, economic development, and talent attraction.
- Develop strategies to attract events and visitation to our community.

VHH TACTICS

- Facilitate partner interactions through VHH networking events.
- Plan and promote educational opportunities.
- Conduct outreach to previous VHH Partners to identify new contacts/prospects.
- Leverage relationships to assist with identifying/introduction to prospective partners.
- Collaborate with internal VHH team to identify potential new Partner benefits.
- Conduct discovery sessions to identify/understand prospect needs.
- Develop customized pricing and benefit packages.
- Face-to-face engagements to enhance visibility of VHH and Partnership benefits.
- Leverage networking opportunities to broaden prospect base.

GOALS

- BUILD UPON CURRENT HOSPITALITY PARTNER BASE.
- INCREASE ENGAGEMENT/OUTREACH TO CURRENT AND PROSPECTIVE PARTNERS.
- BROADEN PARTNERSHIP PROSPECTS AND BENEFITS TO ATTRACT STRATEGIC COMMUNITY PARTNERSHIPS.
- INTEGRATE VHH INTO THE LOCAL COMMUNITY, WHILE GENERATING INCREMENTAL REVENUE THROUGH CUSTOMIZED PARTNER PACKAGES.



MARKETING

After years of honing marketing tactics to meet our goal of driving visitation from target markets, the Covid-19 pandemic reset our historic data, changed expectations, and forced us to adjust. One fundamental truth that came from that process was that our local and regional population during that time (and still today) have been a major contributing factor to the success of our tourism businesses. While our primary markets will always be outside of the local area, our goals have broadened to include efforts to remind local markets about the wealth of experiences so close to home.

TRENDS

- **Philadelphia** is a significant, consistent, and foundational market for us across all the seasons.
- **New York** DMA dominates summer visitation but drops off on the other 3 seasons.
- **Washington DC** DMA remains extremely consistent for spend across the four seasons (almost always 15% of spend).
- **Pittsburgh** DMA spend is just below DC for almost each season and thus will now move into our primary outer market list.
- **Baltimore** DMA has a relatively low % of spend on Hotels and Lodging but a very high percentage of spend on Restaurants & Dining indicating that it's overwhelmingly a daytrip market.
- **Wilkes-Barre/Scranton** spend in market is 4% or below in every season, thus they will likely not be included in ad buys in the foreseeable future.

Spring and fall

have a similar market makeup.

SUMMER MONTHS (JUNE, JULY, AND AUGUST) ACCOUNT FOR ALMOST 50% OF OUTER MARKET CONSUMER SPENDING FOR THE ENTIRE YEAR.

Local spend

is crucial to the financial success of local tourism-related businesses.

CAMPAIGN CALENDAR: 90% OF MARKETING'S BUDGET GOES DIRECTLY INTO THE ADVERTISING CAMPAIGN LINE ITEM.

PRIMARY OUTER MARKET CAMPAIGNS: (SEASONAL)



Fall
Mid September through end of October



Holiday
Mid-November through Mid-December



Early Spring
March through Mid-April



Summer
Mid-April through May



LOCAL/REGIONAL CAMPAIGNS

The Local/Regional campaign calendar will be primarily driven by new Experience Development projects, as well as continued promotion of existing trails and guides.

VHH STRATEGIES

SHOWCASE AUTHENTIC VISITOR CONTENT

Utilize Crowdriff to display curated User Generated Content on our website.

- Implement Crowdriff UGC galleries on key landing pages on our website to showcase visitors enjoying their experiences.
- Utilize specific functionality in Crowdriff to enhance our SEO by providing additional pathways between our content and Google as well as adding to our internal linking structure.

EMBRACE DATA

Utilize software that allows us to monitor trends in visitor credit card spending in categories like Dining, Entertainment, Lodging, Transportation, etc.

- Utilize and provide existing and new streams of data to organizational leadership and stakeholders to assist in strategic planning.
- Evaluate 3 years of credit card spend data to assist in seasonal outer market spend allocation.
- Utilize website analytics to inform messaging and content development.

SUPPORT NEW VHH PRODUCTS AND EXPERIENCES

Execute creative campaigns and content creation for new trails & experiences.



HIGHLIGHT OUR CULTURAL ASSETS

Promote Dauphin County as a diverse and inclusive place to relax and enjoy.

- Increase the diversity (race, age, gender, etc.) of our photo & video library.
- Explore options to reach specific demographics of likely travelers in our target markets and ensure that the ad creative reflects them.
- Highlight family destinations as attractive experiences for Latino travelers and neighbors.

TARGETED MESSAGING ON APPLICABLE PLATFORMS

- Ensure efficiency in campaign spending to reach the maximum number of likely travelers in our target markets via programmatic display and video advertising.
- Utilize Social advertising campaigns to reach consumers with specific interests.
- Utilize Paid Search to capture visitors who are actively researching travel, attractions, etc.
- Reach more potential visitors in the offline world with targeted billboard campaigns.
- Add our local/regional market into our advertising mix focused on more targeted experiences.

BE THE VISUAL STORYTELLER

- Continue to enhance our in-house capabilities in photo & video capture and production.
- Expand our library of photo and video assets to support both VHH and Partner marketing initiatives.
- Distribute compelling images and video content into our target markets through paid and non-paid tactics.

MEET THEM WHERE THEY ARE

- Attend one or more consumer travel shows to speak to potential visitors in person in our target markets.
- Provide a print inspirational guide for travelers who prefer to research off screen.
- Leverage mobile activations.



EXPERIENCE DEVELOPMENT

GOALS

- TO LEVERAGE ASSETS IN THE REGION TO DEVELOP NEW EXPERIENCES
- TO BROADEN VHH'S EXPERIENCES FOCUSED ON THE REGION'S DIVERSITY, CULTURE, AND OPPORTUNITIES
- TO LEVERAGE EXISTING TECHNOLOGY PLATFORMS AND PARTNERSHIPS TO INCREASE VISITATION AND ECONOMIC IMPACT
- TO RESEARCH NEW TECHNOLOGY OPPORTUNITIES FOR CURRENT AND FUTURE APPLICATIONS
- TO USE DATA TO ASSESS, MAINTAIN, AND ENHANCE EXISTING ENGAGEMENT PROGRAMS ACCORDING TO MARKET TRENDS
- TO CONTINUALLY EVALUATE AND ENHANCE EXISTING EXPERIENCES



FORECAST

- Travelers are interested in unique, authentic travel experiences that showcase a wide diversity of businesses, cultures, institutions, and the natural landscape of a destination.
- Visitors will also seek out more personalized interactions with destinations.
- Visitors and locals will show an increased demand for outdoor experiences and short-stay trips.
- Interactive, digital travel programs will continue to grow in popularity.
- Travelers are much more intentional about spending locally and supporting independent businesses.



EXISTING TRAILS



THE BLACK TRAVEL EXPERIENCE



• STRATEGIES FOR EXISTING TRAILS & EXPERIENCES

- Continue to research trends in the industry and adapt to the changing visitation landscape.
- Support existing trails with marketing materials and marketing campaigns based on program goals and feasibility.
- Secure renewals and identify new businesses to participate.
- Continual evaluation and enhancement of experiences utilizing analytics and research.
- Continue to learn and leverage interactive digital technologies.
- Re-engage known audiences with product updates and special events news via e-mail, text, and mobile push notifications.
- Work to match our increasingly diverse portfolio of experiences with similarly focused events.





CONCEPTS FOR NEW TRAILS & EXPERIENCES IN 2023 AND BEYOND

Research and explore new concepts for viability and sustainability in the Hershey & Harrisburg market.



Cultural Diversity



Destination Savings Pass



Historic Walking Tour



Food Tour



STRATEGIES FOR NEW TRAILS & EXPERIENCES

- Build upon our existing cultural experiences and research additional elements that showcase our region's diversity and culture.
- Strive to create a wider range of experiences and trails to appeal to more diverse interest groups, families, and friends.
- Conduct discovery activities such as:
 - Define product/experience.
 - Research potential engagement tactics.
 - Identify potential partners/stakeholders.
- Execute kick off & development meetings with product development and marketing team.

ADDITIONAL ACTIVITIES

- Increase promotional presence for Trails & Experiences at events and festivals in Dauphin County.
- Maintain connections with local/regional DMOs to identify trends in the industry.
- Attend the Digital Travel Conference.
- Research new product offerings/business in Dauphin County for experience development consideration.



COMMUNICATIONS

External Communications

VHH brand and mission-focused messaging for media relations, community awareness, and crisis management.

Internal Communications

Partner messaging related to VHH Executive and Departmental updates industry trends, and media relations, community awareness, and crisis management efforts.

Content

Audience-specific website, social media, and marketing campaign copy aligned with the region's tourism assets in Family, Couples, Outdoor, and Trails & Experiences categories.



VHH OBJECTIVES

- Elevate VHH brand awareness and highlight Executive and Departmental projects and achievements to local stakeholders including Partners, government, media, and residents as well as to statewide and regional audiences.

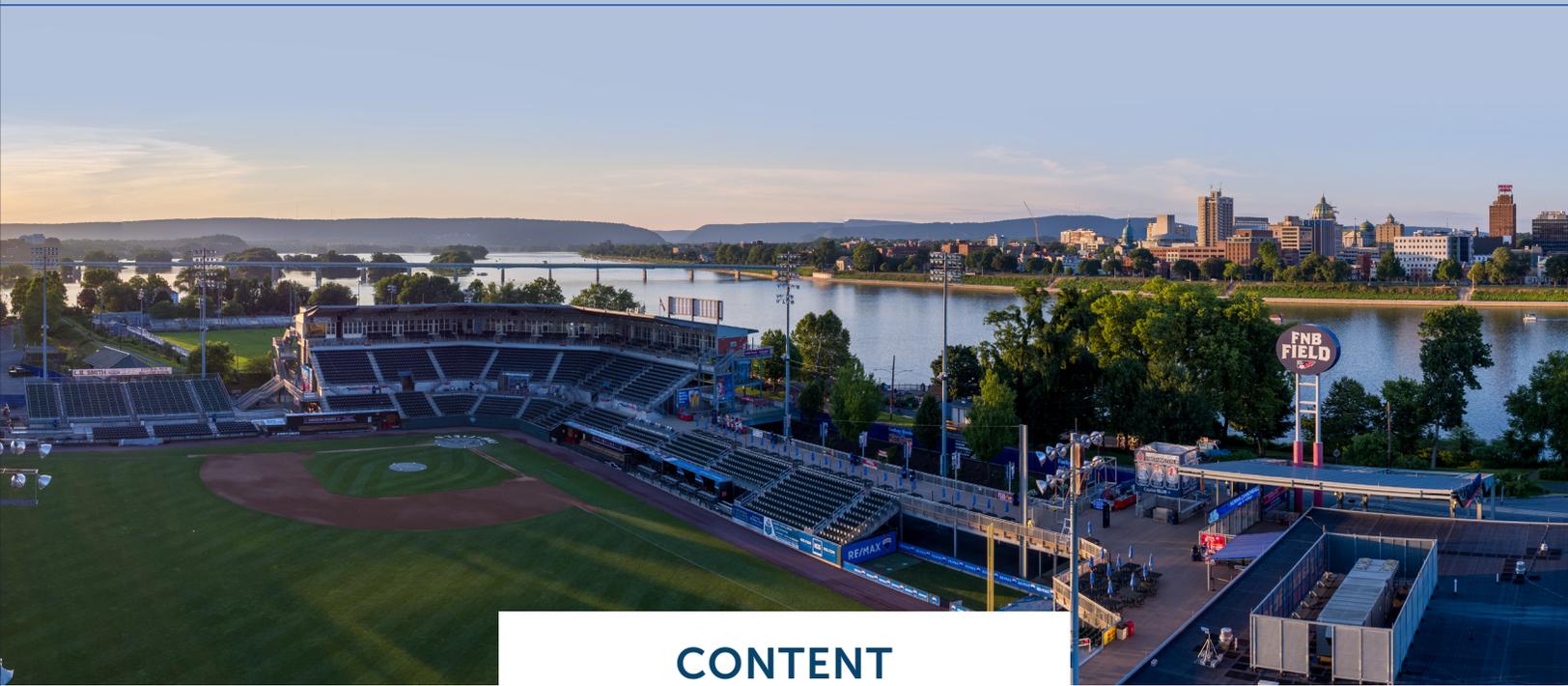
VHH STRATEGIES

- Update Media section of VisitHersheyHarrisburg.org with current story ideas and angles.
- Position VHH as local journalists' go-to source and voice for tourism-related news and events in our region.
- Communicate VHH efforts to expand content, guides, and travel resources designed to highlight the region's diversity, events, and culturally significant historical moments.
- Engage travel and/or lifestyle media from target drive markets.
- Evaluate media monitoring/measuring tools.
- Collaborate with local tourism businesses to provide optimal access and content development.

ADDITIONAL VHH STRATEGIES

- Trade Shows & Media Missions
- Mid-Atlantic Travel PR Alliance (MATPRA)
- Visit PA Media Mission (New York)
- Partner Outreach & Engagement to support media visits, develop new story pitches, and share VHH-developed content.
- Engage local media to strengthen local stakeholder awareness of VHH projects.





CONTENT



OBJECTIVES

- Be the region’s “storyteller.”
- Inspire travel to The Hershey Harrisburg Region from guests in target drive markets.

ADDITIONAL STRATEGIES

- Trade Shows & Educational Conferences
- Content Marketing World



VHH WEBSITE STRATEGIES

- Showcase the region’s diverse tourism assets through descriptive website copy.
- Build a Content Calendar to inform areas of asset needs and content deployment.
- Maintain and update “evergreen” website content.
- Identify themes or businesses for in-depth content profiles.



VHH SOCIAL STRATEGIES

- Utilize content calendar to showcase the region’s diverse tourism assets.
- Evaluate social media tools to streamline posting.
- Encourage visitor engagement via shared photos, comments, and hashtags.
- Evaluate current and emerging social media platforms.
- Explore opportunities for seasonal or themed contests and giveaways.





The mission of the Hershey Harrisburg Sports & Events Authority is to promote sports tourism and events initiatives in the Hershey Harrisburg Region, to forge mutually beneficial partnerships with new and existing clients, support locally produced events to expand audiences, encourage participation in physical activity and community events as a means to increase overall health and wellness for persons of all ages and abilities, and drive economic development as it relates to sports and events tourism.

INDUSTRY TRENDS

Source: Sports ETA State of the Industry Report

- The frequency of live events is increasing as postponements and cancellations decrease.
- Event organizers are planning further ahead for future events.
- Sports & Events facility expansion rates and developments are at an all-time high.

LOCAL ECONOMIC IMPACT FOR HHSE'S TOP 20 EVENTS IN 2022 IS EXPECTED TO RETURN TO 2018 PRE-PANDEMIC LEVELS.

POTENTIAL LOCAL ECONOMIC IMPACT FOR 2022:

\$130 million



2022 Event: July 14-17 at FNB Field on City Island.

- The Big 26 Baseball Classic is an annual all-star event featuring high school athletes from Pennsylvania and Maryland. The event also features the Buddy Program to include and uplift special needs athletes.
- Big 26 continues to build on strong relationships with national brands like Marucci Sports and Gatorade in efforts to provide a world-class experience.
- **Goals:** Secure a Presenting Sponsorship and increase local awareness to define the Big 26 Baseball Classic as a "can't miss" community baseball event.

HHSE OWNED EVENT : BIG 26® BASEBALL CLASSIC



DESTINATION STRENGTHS



LOCATION

Convenient Mid-Atlantic location offers easy access for millions of potential participants and attendees.



VERSATILE VENUES

Expansive, updated, & multi-purpose indoor and outdoor spaces accommodate a wide variety of events.



DEDICATED TEAM

The team's 30+ years of combined industry experience offers superior client support.

MARKETING & COMMUNICATIONS

- Utilize new print pieces such as profile sheets for our overall destination, Hershey venues, and the Pennsylvania Farm Show Complex & Expo Center to reinforce the region's image as a convenient and versatile Mid-Atlantic destination for sports tournaments and special events.
- Customize Bid Book pages to highlight the specific assets and amenities event operators are most interested in.
- Identify opportunities for media exposure in local, regional, and national print, digital, or broadcast outlets.

TRADE SHOWS

- Connect Sports
- SPORTS Relationship Conference
- Sports ETA 4S Summit
- TEAMS 2023
- Sports Express
- Sports ETA Symposium
- Nat'l Association of Consumer Shows
- IAEE Expo Expo

SALES

STRATEGIES

- Leverage PA Sports membership to elevate visibility of the destination through tradeshow sponsorships, advertising, and marketing.
- Deploy new prospecting tools such as PlayEasy to identify and target prospective groups.
- Promote the development of sports facilities that will serve as community assets, increase quality of life, and drive economic impact.
- Develop partnerships with facility management teams. Jurisdictional leadership, parks and recreation, private management and other facility stakeholders are vital partners to grow events and increase economic impact.
- Focus on retaining and growing key tournaments.
- Position our team as valuable resource for event organizers to continually grow annual tournaments and support new events.
- Capitalize on growing trend of Esports as a commercialized platform, highlighting the standard-setting success of Harrisburg University's Esports program and the recent investment in gaming capabilities at Whitaker Center.
- Strengthen efforts to maximize our region's LGBTQ+ inclusivity to foster a welcoming environment in sports & events. (Organizers want to connect with destinations with high MEI ratings - a rating that examines how inclusive municipal laws, policies, and services are of LGBTQ+ people who live and work there.)



GOALS

- Increase economic impact of sports and events business by 10% over pre-COVID levels.
- Conduct site visits by qualified events rights holders.
- Target trending markets like Esports, pickleball, etc.
- Examine possibilities for next HHSE-owned event.



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