

Draft 5-9-08

# Washington County Tourism Initiative Draft Final Report



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## Acknowledgements:

### Washington County Education & Culture Committee

- Mary A. Krumbiegel, Chairperson
- Maurice Strupp, Vice-Chairperson
- Kenneth W. Brandt
- Daniel R. Knodl
- Herbert J. Tennes

### Survey Design & Assistance

- Craig Farrell, West Bend Chamber of Commerce
- Doug Johnson, Washington County Administration
- Roger Kist, Washington County Convention & Visitors Bureau
- Professor David Marcouiller, UW-Madison Department of Urban & Regional Planning
- Candy Shoop, Volunteer Center of Washington County

### Tourism Stakeholder Summit Facility Host

- Nancy Justman, Washington County Fair Park

### Tourism Stakeholder Summit Volunteer Table Hosts

- Dan Anhalt, UW-Washington County & West Bend Economic Development Corp.
- Doreen Buntrock, Economic Development / Washington County
- Toby Cotter, Village of Richfield
- Craig Hoepfner, City of West Bend
- Kim Infalt, Hartford Area Chamber of Commerce
- Mary Krumbiegel, Ag & Industrial Society
- Lisa Rogers, Washington County Historical Society

### Staff Support

- Helen Neal, UW-Extension Washington County

## **Background: Washington County Tourism Initiative**

On December 4, 2007, the Washington County Education & Culture Committee instructed Paul Roback, Community Development Educator at UW-Extension Washington County, to undertake the Washington County Tourism Initiative.

### ***Issue Statement:***

What is the best approach for promoting tourism with our county and its communities that has the widest base of support from the many identified interest groups?

### ***Desired Outcome:***

To build consensus with a variety of tourism related stakeholders in Washington County in order to identify and address community needs in the development of a countywide tourism strategy.

In order to address this issue and to achieve the desired outcome, an action plan was developed.

Phase I– Conduct face-to-face meetings with key stakeholders in tourism related organizations in Washington County. This includes the Convention and Visitors Bureau, Fair Park, Economic Development Washington County, local chambers of commerce, local municipal administrators, non-profits and downtown business improvement districts.

Phase II– Implement an on-line survey to solicit input from staff of tourism related organizations, board members of organizations that have a tourism component, elected and/or appointed officials and owners and/or employees of tourism related businesses.

Phase III– Conduct a half-day event with key tourism stakeholders that will include a facilitated discussion in order to achieve the desired outcome of this project.

The following report is the result of these efforts.

## **Phase I: Tourism Initiative Meetings with Key Stakeholders**

Over twenty meetings were conducted with tourism stakeholders in Washington County. A complete list of meeting contacts has been included on the following page. Key issues identified during these meetings include;

- Marketing & promotion
- Coordination & collaboration
- Defining appropriate countywide tourism structure
- Funding
- Defining tourism market & audience
- Misunderstanding the role of the CVB
- County expectations for their investments
- Relationship missteps & corrections
- Communication issues
- Fairly universal feeling of we can do better, but no shared vision of where we want to go

## **Tourism Initiative Meeting Schedule**

### **Meetings / Discussions Conducted**

11-28-07 Jay Shambeau- Village of Kewaskum Administrator  
12-5-07 Maureen Murphy- Village of Slinger Administrator  
12-13-07 Jack Caldwell- ED/WC  
12-13-07 Andy Gumm- ED/WC  
12-13-07 Doreen Buntrock- ED/WC  
12-13-07 Roger Kist- CVB  
12-17-07 Toby Cotter- Village of Richfield Administrator  
1-7-08 Rebecca Conde- CVB & Museum of WI Art  
1-7-08 Tom Lidtke- Museum of WI Art  
1-10-08 Craig Farrell- West Bend Area Chamber  
1-11-08 Nancy Justman- Fair Park  
1-15-08 Lisa Rogers- County Historical Society Director of Marketing  
1-22-08 Kim Infalt- Hartford Chamber  
1-25-08 Lyn Grgich- Germantown Chamber  
1-30-08 Josie Minskey- Downtown West Bend Association  
1-30-08 Tanya Albrecht- Downtown West Bend Association  
1-31-08 David Schornack- Village of Germantown Administrator  
1-31-08 Dan Anhalt- Economic Development West Bend & UW-Washington County  
2-5-08 Del Beaver- Village of Jackson  
2-14-08 Gary Koppelberger- City of Hartford Administrator  
2-18-08 Justin Drew- Planner, City of Hartford  
2-21-07 Dennis Melvin- City of West Bend Administrator  
3-4-08 Judith Berndt- Hartford BID Director  
4-8-08 Mike Schmal- Executive Director, Fond du Lac CVB  
4-25-08 Tom Robbins- Schauer Arts and Activities Center

### **Meetings with Boards & Committees**

12-6-07 Economic Development / Washington County (ED/WC)  
12-7-07 Washington County Convention and Visitors Bureau  
1-7-08 ED/WC Marketing Committee

### **Meetings Scheduled**

There are currently no additional meetings scheduled.

### **Scheduling in Progress**

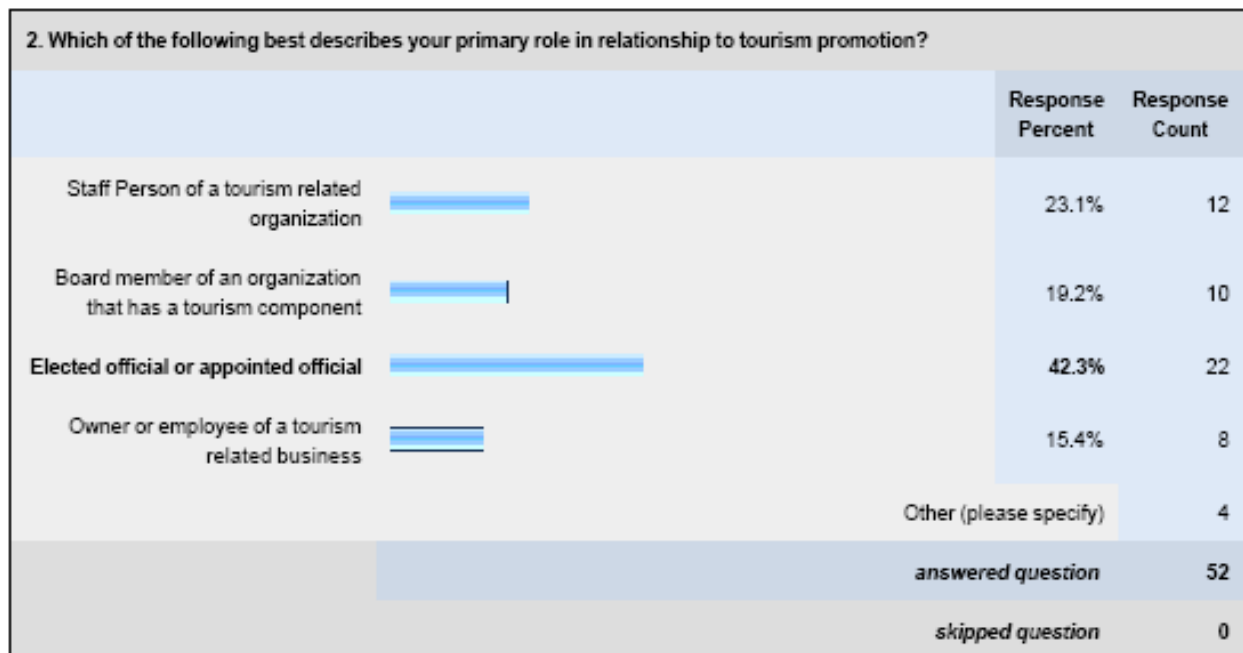
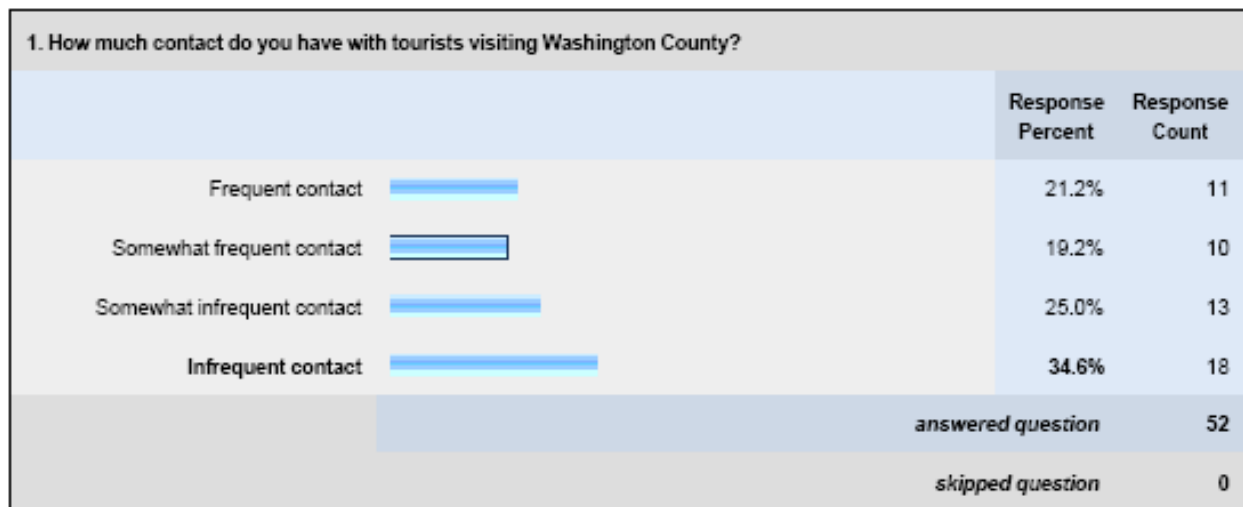
Ron Lyon at Holy Hill

## Phase II: Tourism Initiative Survey Report

In order to solicit input from a variety of tourism stakeholders, a survey instrument was adapted from the University of Montana Institute of Tourism and Recreation Research. Input was solicited from Dave Marcouiller (UW-Madison), Doug Johnson (County Administration), Roger Kist (Convention & Visitors Bureau) & Craig Farrell (West Bend Chamber of Commerce). The survey was placed on-line, utilizing Survey Monkey, with assistance from Candy Shoop (Volunteer Center of Washington County). The survey was previewed by six test subjects prior to implementation.

The survey targeted staff of tourism related organizations, board members of organizations that have a tourism component, elected and/or appointed officials and owners and/or employees of tourism related businesses.

The survey was available on-line from February 2nd – 15th, 2008 and 51 completed core questions, which includes questions three through eight.



**Question 3: If someone asks you what attractions they should visit in Washington County, what specific attractions would you tell them that they should visit?**

<b>Tourism Destination</b>	<b># of Responses</b>	<b>% of 51 Survey Responders</b>
Holy Hill	39	76%
Museum of Wisconsin Art	28	55%
Parks- Local, County & State (Kettle Moraine, Pike Lake, Lizard Mound & Richfield Historic)	24	47%
Washington County Historical Society / Courthouse Museums	19	37%
Washington County Fair Park & Fair	15	29%
Hartford Auto Museum	13	25%
Various Lakes and Rivers / Big Cedar	13	25%
Schauer Arts Center	11	22%
Recreation Trails (Hiking, Walking, Ice Age, Bike, Eisenbahn, Sculpture Walk & Riverwalk)	10	20%
Cabelas	9	18%
Kettle Moraine / Topography / Landscape	7	14%
Golf / Erin Hills / WBCC	6	12%
Sunburst Ski Area	4	8%
Bass Bell Museum	4	8%
Historic Downtown West Bend	3	6%
Kettle Moraine JazzFest	3	6%
West Bend Farmers Market	3	6%
Restaurants	2	4%
Rural Countryside / Open Space	2	4%
Bike ride on rural roads	1	2%
Chandelier Ballroom	1	2%
Downtown Hartford and West Bend	1	2%
Farm Land	1	2%
New Housewares Museum	1	2%
Pheasant Hunting	1	2%
Regal Factory Outlet Store	1	2%
Shalom Wildlife Center	1	2%
Shopping	1	2%
Slinger Speedway	1	2%
Specific Events	1	2%
St Agnes Historic Site	1	2%
<b>Total</b>	<b>227</b>	

4. Please indicate your level of agreement or disagreement with each of the following statements regarding tourism in Washington County. Please circle your answers.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know	Rating Average	Response Count
I think the current tourism promotion structure in Washington County is adequate.	23.5% (12)	43.1% (22)	23.5% (12)	0.0% (0)	9.8% (5)	2.00	51
I support increased tourism promotion and advertising to out-of-county visitors.	3.9% (2)	5.9% (3)	47.1% (24)	43.1% (22)	0.0% (0)	3.29	51
Increased tourism would be beneficial for Washington County and its communities.	2.0% (1)	2.0% (1)	41.2% (21)	52.9% (27)	2.0% (1)	3.48	51
Tourism promotion by the Washington County Convention and Visitors Bureau benefits my local community.	7.8% (4)	7.8% (4)	58.8% (30)	17.6% (9)	7.8% (4)	2.94	51
<i>answered question</i>							51
<i>skipped question</i>							1

5. Please indicate your level of agreement or disagreement with each of the following statements regarding tourism in Washington County. Please circle your answers.

	Strongly Disagree	Diasagree	Agree	Strongly Agree	Don't Know	Rating Average	Response Count
Tourism promotion by the Convention and Visitors Bureau benefits Washington County economically.	5.9% (3)	5.9% (3)	52.9% (27)	31.4% (16)	3.9% (2)	3.14	51
The Convention and Visitors Bureau is the appropriate organization to promote Washington County to out-of-county visitors.	9.8% (5)	5.9% (3)	49.0% (25)	19.6% (10)	15.7% (8)	2.93	51
Communities are communicating well countywide on local tourism promotion activities	11.8% (6)	56.9% (29)	13.7% (7)	0.0% (0)	17.6% (9)	2.02	51
<i>answered question</i>							51
<i>skipped question</i>							1

6. Please indicate your level of agreement or disagreement with each of the following statements regarding tourism in Washington County. Please circle your answers.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know	Rating Average	Response Count
My local community adequately promotes local tourism.	7.8% (4)	41.2% (21)	31.4% (16)	5.9% (3)	13.7% (7)	2.41	51
Local community support is needed for a successful countywide tourism strategy.	3.9% (2)	5.9% (3)	47.1% (24)	43.1% (22)	0.0% (0)	3.29	51
Washington County and its local communities are a good place for increased tourism investment by businesses.	2.0% (1)	0.0% (0)	54.9% (28)	35.3% (18)	7.8% (4)	3.34	51
<i>answered question</i>							51
<i>skipped question</i>							1

## **Question 7: What is missing from Washington County tourism promotion that you would like to see in the future?**

### **Marketing & Promotion**

- One central publication of all community events from throughout the county; one funnel or hub to filter through info and promote both in and out of the county. It is disjointed - need better cooperation between communities to support each other. Ex. Don't have 3 (or whatever number) good events going on all at the same time that draw the same target market away from each other. Instead of competing, would like to see more cooperative building; piggy-back on each other
- WCVB web site needs to have links to all municipalities in the county. All communities need to have their maps on the web site as well.
- Improved website
- This may already exist and is just not publicized, but some type of website or e-mail subscription service that would provide information on countywide activities and events, similar to OnMilwaukee.com and other services.
- Promotion Brochures
- History and development book
- More exposure for the Cultural community!
- Eco-tourism -- focus on promoting the natural landscape
- Tours; Also, I think it is important to try and identify at least two sites/activities within each community that may be of interest to tourists.
- More promotion to surrounding counties. Day trip destinations for families
- We need more stores in West Bend that people would want to visit or even restaurants
  - 1-Utilize Highway billboards
  - 2-Determine source of origin, then promote via various media
  - 3-Mailings
- Aggressive marketing

### **Coordination & Collaboration**

- The effort needs to be a joint movement for the entire County. Collectively we have a lot to offer; individually each town/city/municipality doesn't have enough.
- A coordinated effort between the various communities and community based organizations with a county wide effort. It currently seems like every man/woman for their selves.
- Cooperation among the various municipalities
- Better management and more involvement from the private sector
- Coordinated effort by all communities.
- A high profile coordinated effort; facility enhancement
- Coordination and a willingness to participate in a countywide organization that speaks with one voice as opposed to having each community trying to promote itself.
- Confidence in a County wide effort
- County wide compilation of funds and promotions
- Cooperation from motels & chambers of commerce
- Coordinated plan and strategies for tourism promotion which have the support of businesses, local government and county government.
- Business not knowing about Washington County tourism promotions.
- Better communication of economic impact tourism has on the specific communities.
- Definition of what tourism is (our community doesn't necessarily a tourist destination, but I think it does benefit from aggregate countywide tourism)
- In each community, a designated tourism entity ie: municipal, visitor center, chamber, etc.... as a go to for collecting and disbursing tourism information.
- Help from Washington County, ie: WCCVB, in developing my community's tourism identity to work into (mesh with) the county's tourism plan.
- A long-term strategic plan, shared with individual communities



## **Question 7: What is missing from Washington County tourism promotion that you would like to see in the future? (Continued)**

### **Defining Appropriate Countywide Tourism Structure & Organizational Capacity**

- There is no cohesive vision for WC tourism. We need an individual with extensive tourism experience and a track record of success to lead this effort.
- Washington County is thriving and growing. We would like to see Roger get some assistance. He works very hard - but can only do so much. We would like to see additional participation by the board or added staff. In this way, the Tourism promotion can operate as it should - proactively. We rely on tourist dollars to help fund our business. Right now, we get more assistance from the Chamber than from Washington County Tourism.
- An effective tourism promotion plan & organization
- Stronger leadership and a new division of tourism, drop the convention and visitors bureau, it's not working.
- There is no cohesive vision for WC tourism. We need an individual with extensive tourism experience and a track record of success to lead this effort.
- Tourism development and association management needs to be a logical not political organization of key stakeholders. Business' that are likely to bring in the majority of tourists should be promoted the most and should have the biggest voice. They should be encouraged, even incentives to work with the hotels, restaurants and peripheral tourism business to play on our strengths and not dilute our ability by not focusing on our strong points
- A consistent effort and strategy that is designed to increase tourism to the county. We need more than just county flyers being left in racks at various businesses throughout the county

### **Funding**

- The proper use of the Room Tax that is collected by the four communities that have motels and the Room Tax
- Funding by the Communities that benefit from events held in the County
- Lack of a big enough budget to do the job it needs to.
- Money and local municipality participation

### **Tourism Market & Audience**

- Please define tourism as you are using it in your survey; out of county (if so how many miles), out of state, out of country? Each is a target market with differing interest and spending habits
- Much goes on that even residents of our cities don't even know about

## **Question 8: How should Washington County fund countywide tourism promotion in the future?**

### **County**

- I believe that the County should contribute more to the county wide effort. Once communities see the impact a good solid CVB can have they would in time also contribute.
- Thru funds provided to economic development committee
- It seems that there should be one focus for the county. Now there is a divided approach. Let's combine county tourism and economic development
- Funds should come from the County
- Through tax dollars and county board commitment.
- County sales tax. A small amount of the annual countywide sales tax should be used to promote tourism. It will pay for itself.
- The County Sales Tax
- Proportionate share of county sales tax
- If the communities will not share or use the Room Tax the way it should then Washington County Government will need to step up to the plate - one source would be the 1/2% sales tax
- Sales Tax

### **Local Municipal**

- Should use all of the room tax, and more support from the County!
- Cities and Villages should be paying a portion of their hotel/motel surtax to support tourism. They are the beneficiaries
- Receive a percentage of the room tax paid by visitors to the area
- Proper use of hotel room tax

### **Combination of Funding Sources**

- Room taxes, where applicable, should be used at least in part. A portion of the sales tax could also be designated.
- The room tax should go ONLY to tourism, used by a county-wide organization, supplemented by a portion of the sales tax, or a new sales tax
- Continue hotel tax and increase county & municipal contributions to tourism budget
- County and local support
- Since the County is the primary benefactor from the sales tax, the County should play a large role. Local government should either be proportionally assessed with options (TIF Districts, Room Tax, or General Fund) for Countywide Tourism Promotion which should be under the umbrella of the WCDC for a coordinated effort.
- Utilize State grants and existing hotel tax and cities/villages funding. Just better utilization.
- Emphasis on hotel room taxes, with secondary support from county property taxes and business advertising/ memberships.
- Taxes
- County Levy, sales tax, grants

## **Question 8: How should Washington County fund countywide tourism promotion in the future? (Continued)**

### **Private Sector**



- I think businesses and organizations can pay a fee to belong to the tourism board.... similar to the chamber structure. This along with County assistance would create a financially healthy tourism board
- Businesses benefit from tourism and hopefully they are helping to fund the promotion
- Partially from business
- From the private sector. No public/government money
- Businesses need to recognize that they need to do more promotion to attract new customers. They often promote effectively in their own community, but fail to get their message out beyond.


### **Miscellaneous**





- I would have them fund a new structure that is a tourism association, something like Dodge Co. does and we used to do here in the County
- Fundraiser/corporate contributions
- Advertisements, brochures, events
- Define the markets segments (by demographic, geographic and social graphic traits). Identify different niches and look for low cost means of reaching your audience. Work with clubs, teams, civic groups and business to reach the different segments using email, flyers and word of mouth. Invest, support and aid in promotion of the events that draw your target markets into the county. For example do you have a list of the competitions (ie. bike races, golf tournaments, softball tournaments, Snow board contest...) and how far the competitors are like to travel for it? How likely is an attendee to a farmers market or festival to travel over 10, 25, 50, 100 miles for the event?
- I'm not sure of how it currently is done, but if each community gets x amount parceled out to them to do whatever they want, I would not be in favor of this. We need a central clearing mechanism that can see the ""big"" picture and allocate funds to areas so that they piggy-back and build up each other. Make better and smarter use of limited resources, reduce duplications.
- Drop the wasted stadium tax support and instead use some of that money for our own tourism promotion - is that unjust tax going to go on forever. At the very least Wash Co. should be allowed a tourism booth at the stadium we help support!

### **Unknown**

- I am not familiar with how it is funded now
- no opinion
- don't know

9. Gender			Response Percent	Response Count
Male			67.3%	33
Female			32.7%	16
<i>answered question</i>				49
<i>skipped question</i>				3

10. Race / Ethnicity			Response Percent	Response Count
Black (not of Hispanic origin)			0.0%	0
Asian or Pacific Islander			0.0%	0
American Indian or Alaskan Native			0.0%	0
Hispanic			0.0%	0
White (not of Hispanic origin)			100.0%	49
Other (please specify)				0
<i>answered question</i>				49
<i>skipped question</i>				3

11. Age			Response Percent	Response Count
<18			0.0%	0
18-34			2.0%	1
35-49			32.7%	16
50-64			46.9%	23
65+			18.4%	9
<i>answered question</i>				49
<i>skipped question</i>				3

## **Phase III: Tourism Stakeholder Summit**

May 1, 2008

–Room 112 at Fair Park

–1:00-4:00PM

Invited Participants

–Tourism Stakeholders

–1-2 reps. from every organization

Summit Objective

–A facilitated discussion on how best to proceed in promoting tourism with our county and its communities that has the widest base of support from the many identified interest groups?

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## **THE WASHINGTON COUNTY TOURISM CAFÉ**



May 1, 2008  
1:00PM - 4:00PM  
Washington County Fair Park



## Tourism Summit Participants

There were a total of 36 participants at the Summit, which included representatives from county government, local municipal government, chambers of commerce, economic development groups, cultural institutions and tourism related businesses. Seventy-eight percent of those invited to the Summit were able to attend. One evaluation of the Summit did note that there was limited representation from tourism based private sector businesses.

First	Last	Title	Organization
Dale	Anderson		Wisconsin Automotive Museum
Dan	Anhalt	Dir. Cont. Ed	UW-Washington County & Econ. Dev. West Bend
Chip	Beckford	Exec. Director	Washington County Historical Society
Judith	Bernd	Director BID	Downtown Hartford Business Improvement District
Charlene	Brady	Supervisor	Washington County Board- Germantown
Doreen	Buntrock	President	Economic Development Washington County
Jack	Caldwell	Exec. Director	Economic Development Washington County
Rebecca	Conde	President	Washington County Convention & Visitors Bureau
Toby	Cotter	Administrator	Village of Richfield
Lois	Evans	Board Member	CVB & EDWC
Craig	Farrell	Exec. Director	West Bend Area Chamber of Commerce
Bob	Gannon	President	West Bend Area Chamber of Commerce
Lynn	Grgich	Exec. Director	Germantown Chamber of Commerce
Craig	Hoepfner	Director	City of West Bend, Dept. of Parks, Rec., & Forestry
Kim	Infalt	Exec. Director	Hartford Area Chamber of Commerce
Doug	Johnson	Administration	Washington County
Nancy	Justman	Exec. Director	Washington County Fair Park
Roger	Kist	Exec. Director	Washington County Convention & Visitors Bureau
Dan	Knodl	Supervisor	Washington County Board- Germantown
Mary	Krumbiegel	Board Member	Ag & Industrial Society
Will	Masters	Board Member	CVB- Restaurant operator
Dennis	Melvin	Administrator	City of West Bend
Marilyn	Merten	Board Member	Washington County Board
Bill	Meyers	Board Member	Washington County Board
Ken	Miller	Board Member	Ag & Industrial Board
Josephine	Minsky	Exec. Director	Downtown West Bend Association
Gail	Murphy	Board Secretary	Downtown Hartford Business Improvement District
Maureen	Murphy	Administrator	Village of Slinger
Sam	Patel	Board Member	CVB- hotel operator
Diane	Pedersen	President	Village of Richfield
Tom	Robbins	Exec. Director	Schauer Arts & Activities Center
Lisa	Rogers	Dir. Of Marketing	Washington County Historical Society
Jay	Shambeau	Administrator	Village of Kewaskum
Herb	Tennies	Chairman	Washington County Board
Kathy	Weberg	President	Richfield Historical Society
Robyn	Wilkinson		Schauer Arts & Activities Center

### Unable to attend

Del	Beaver	Administrator	Village of Jackson
Andy	Gumm	Past President	Economic Development Washington County
Julie	Kugler		Germantown Holiday Express
Jim	Langer	Trustee	Village of Germantown
Thomas	Lidtke	Exec. Director	Museum of Wisconsin Art
Werner	Wolpert	Exec. Director	Hartford Area Development Corporation
Jean	Woskoski		Washington County Historical Society

### Invited

Gary	Koppelberger	Administrator	City of Hartford
Ron	Lyon		Holy Hill
Dave	Shornack	Administrator	Village of Germantown

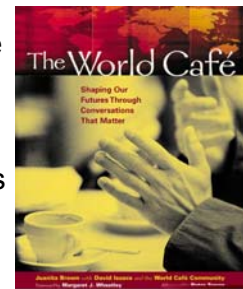


**What if a conversation begun today could ripple out and create new possibilities?**

## Tourism Summit Format

The Summit started with background information on the issue statement and desired outcome of the Washington County Tourism Initiative. A brief review of the tourism stakeholder survey results was also provided. Research was provided on tourism promotion models for the Fond du Lac Convention and Visitors Bureau, the Dodge County Tourism Association and the Tourist Zone Commission in Door County (Appendix B). Additionally, tourism expenditure data provided by the Wisconsin Department of Tourism was reviewed (Appendix C).

The remainder of the Tourism Summit was dedicated to a facilitated dialogue among tourism stakeholders. Based on concepts developed by Juanita Brown, author of “The World Café,” the Washington County Tourism Café was designed to foster constructive dialogue, access collective intelligence and create innovative possibilities for action. “The World Café” approach has been used successfully by the business community, governments and non-profits.



Three sets of small group, 3 to 6 people, conversations were held. One person at each table volunteered to serve as a table host in order to encourage discussion and to capture comments from the table participants (complete table host notes are located in Appendix D). After each twenty minute conversation, table participants rotated tables in order to join new conversations. The table host remained at the table and welcomed new table participants and provided a review of comments from the previous conversation. Each conversation explored the question; “What is the best approach for promoting tourism with our county and its communities that has the widest base of support from the many identified interest groups? “

At the completion of the table conversations, a facilitated dialogue with all summit participants identified the collective insights from the table conversations. Participants were encouraged to share their “aha moments” and begin to outline possible next steps in the tourism initiative. These insights and next steps are documented on the next page.

## **Collective Insights**

- Cooperation among agencies in the county need to promote all of the events in the county
- Kiosks listing all events, where to go, how to get there and cost- place in hotels, restaurants, Schauer Center, Old Courthouse, etc.
- Brand identity- family friendly county
- What is the target audience
- Funding- need to fund at \$500,000 using the room tax, currently CVB is funded at \$65,000
- Create a strategic plan- how much money is needed and for what activities?
- A new model is needed that all can participate in and help fund
- Drop “convention” and become a “Visitors Bureau”
- How do you capture pass-through visitors
- Be a tourist in your own backyard bus tours- residents in county may not be aware of all local attraction or have visited them
- Use sales tax for countywide, room tax for local
- Develop restroom stall sign advertising promoting attractions and events- captive audience
- Need to promote bike trail
- Start with identifying a structure
- Develop a vision in how to package the county
- Marketing in a box- attractions, hotels & restaurants
- Need to identify fresh money versus recycled money- money spent by county residents versus out of county residents
- Trip planner for individuals and groups
- Needs to be a countywide effort with everyone participating with the strategic plan
- Need for market research
- \$350,000 budget as a starting point
- Professional marketing help and staff
- Economy of scale by having a countywide organization
- Need to track expenditures versus outcomes
- Educate taxpayers on advantages of tourism- do they support tax dollars to go towards tourism promotion?
- Educate front-line staff at all attractions and hospitality industry- need to be aware of all attractions and events
- Sales tax must be used to reduce the property tax, the county utilizes a portion for capital projects in order to reduce future dept- tourism funding from the county can only come from the property tax
- Tourism entities pay a lot in property taxes
- Both the CVB and the chambers are doing tourism, maybe we need a countywide chamber of commerce?
- The function of the Chamber is to support their members, including tourism related members. Although not the primary mission of the chamber, tourism promotion supports their members and the quality of life of the community

## **Next Steps**

- Need for a visioning session with the people in attendance today, as well as those missing (Holy Hill, Slinger Speedway and City of Hartford were specifically mentioned)
- How many successful countywide models are out there?
- Locals can't handle the bigger events alone
- Maybe vision will attract others who have not participated today
- Municipalities and the county need to come together
- Citizens and business people need to get out and encourage their elected officials to attend meetings and participate in this process



## Appendix A: Tourism Stakeholder Survey

Washington County is undertaking a study to determine the best approach for promoting tourism with our communities. Our purpose is to develop a tourism strategy that has the widest base of support among the many local stakeholders impacted by county tourism. To accomplish this, UW-Extension Washington County has been working to build consensus by meeting with a variety of tourism related stakeholders in order to identify and address community needs in the development of a countywide tourism strategy.

This survey has been developed to gather input from a wide range of tourism stakeholders in Washington County. This includes, but is not limited to, the Convention and Visitors Bureau, Chambers of Commerce, local community officials, area non-profits, Fair Park and the Washington County Board. If you are member of any of these organizations or operate a tourism related business in Washington County, please take a few minutes to complete this survey by February 15th. Your response is confidential and the results will be compiled and reported in the aggregate. The results will be shared with the tourism stakeholders listed previously and information on how to obtain the survey results will be provided to you upon completion of the survey. Your honest and frank response is greatly appreciated.

1) How much contact do you have with tourists visiting Washington County?

Please check only one.

- Frequent contact
- Somewhat frequent contact
- Somewhat infrequent contact
- Infrequent contact

2) Which of the following best describes your primary role in relationship to tourism promotion?

Please check only one.

- Staff Person of a tourism related organization
- Board member of an organization that has a tourism component
- Elected official or appointed official
- Owner or employee of a tourism related business
- Other (please specify: \_\_\_\_\_)

3) If someone asks you what attractions they should visit in Washington County, what specific attractions would you tell them that they should visit? (please list up to five answers)

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Questions 4-6

Please indicate your level of agreement or disagreement with each of the following statements regarding tourism in Washington County. Please circle your answers.

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Don't Know</b>
I think the current tourism promotion structure in Washington County is adequate.	1	2	3	4	0
I support increased tourism promotion and advertising to out-of-county visitors.	1	2	3	4	0
Increased tourism would be beneficial for Washington County and its communities.	1	2	3	4	0
Tourism promotion by the Washington County Convention and Visitors Bureau benefits my local community.	1	2	3	4	0
Tourism promotion by the Convention and Visitors Bureau benefits Washington County economically.	1	2	3	4	0
The Convention and Visitors Bureau is the appropriate organization to promote Washington County to out-of-county visitors.	1	2	3	4	0
Communities are communicating well countywide on local tourism promotion activities	1	2	3	4	0
My local community adequately promotes local tourism.	1	2	3	4	0
Local community support is needed for a successful countywide tourism strategy.	1	2	3	4	0
Washington County and its local communities are a good place for increased tourism investment by businesses.	1	2	3	4	0

7) What is missing from Washington County tourism promotion that you would like to see in the future?

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8) How should Washington County fund countywide tourism promotion in the future?

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We ask that you voluntarily respond to the questions below. The cumulative demographic information will be used to enhance our programming efforts.

Gender:  Male  Female

Race/Ethnicity:

- Black (not of Hispanic origin)
- Asian or Pacific Islander
- American Indian or Alaskan Native
- Hispanic
- White (not of Hispanic origin)

Age:

- <18
- 18-34
- 35-49
- 50-64
- 65+

**Thank you for your participation!**

If you are interested in receiving a copy of the survey results, please send an e-mail to Helen Neal ([helen.neal@co.washington.wi.us](mailto:helen.neal@co.washington.wi.us)) at UW-Extension Washington County

Survey developed by Paul Roback, Community Development Educator, UW-Extension, Washington County  
Survey adapted from the University of Montana Institute of Tourism and Recreation Research

## Appendix B: Research of Tourism Promotion Models

At the request of the Education and Culture Committee, several tourism promotion models were explored. These include;

- Convention and Visitors Bureau– Fond du Lac CVB
- Tourism Association– Dodge County
- Tourist Zone Commission– Door County

### Fond du Lac Convention and Visitors Bureau

- Receives about \$400,000 in room tax revenue from City of Fond du Lac & Village of North Fond du Lac
- They employ five full-time and four part-time employees
- Their focus is to attract overnight lodging, but they also market to day trips
- They have two full-times sales people, which work on attracting motorcoach, conventions, sports and reunions
- 25% of budget is for marketing
- 70% of time spent on marketing, 30% on conventions
- The conduct a yearly strategic planning and report against planning outcomes at monthly board meetings



Fond du Lac County CVB Building along Highway 41

### Dodge County Tourism Association

- Purchasing a \$250 ad in visitors guide includes membership to tourism association
- There are about 50 members, which contribute \$12,500 to the organization. Additionally, the County contributes about \$15,000
- The organization has no staff and contracts with a consultant for website development and marketing
- The consultant offers coop ads in Chicago papers & TV. This is offered at an additional cost beyond membership
- Part of budget goes to county for fulfillment
- Room tax dollars generated by local communities goes to local activities and organizations



Dodge County Tourism Web Page

## Door County Visitors Bureau

### History

- Historically, there was a countywide chamber that promoted the entire county. They had about a \$300,000 marketing budget.
- In Sturgeon Bay, there is a CVB that is a separate entity from chamber
- In order to increase tourism funding, a Tourism Tax Zone Commission (TZC) was created two years ago.
- All communities in the county participate in the TZC, except for Sturgeon Bay

### Tourism Tax Zone Commission (TZC)

- Each community whose room tax goes to TZC has a representative on the TZC board
- Funding for the TZC comes from the 5.5% room tax on all hotels, motels, B&Bs, guest houses and campgrounds
- 30% of room tax stays with local community
- 70% of room tax goes to the TZC. 4% is retained with TZC for administration and 66% is dedicated to separate tourism entity, the Door County Visitors Bureau

### Door County Visitor Bureau

- Contracts with the TZC for \$1.6 million and receives this funding in monthly installments
- 100% of TZC money is used for marketing
- The total budget for the Visitor Bureau of \$2.3 million
- Money from membership and other sources pays for administration
- 11 full-time, 2 part-time & numerous volunteers
- The Bureau strives to maintain “Top of Mind Awareness” as a vacation destination.
- They spend marketing dollars on print media
- Maintain relationships with travel writers & media members
- Offer a diverse menu of member services
- Staffed visitor center with extended hours during the busy season
- Inn Line info kiosks, which features an on-line screen that allows visitors to view all events occurring in the county, make hotel accommodations and view Bureau members websites. This is a secure network, which allows visitors to make purchases.



Door County Visitor Center

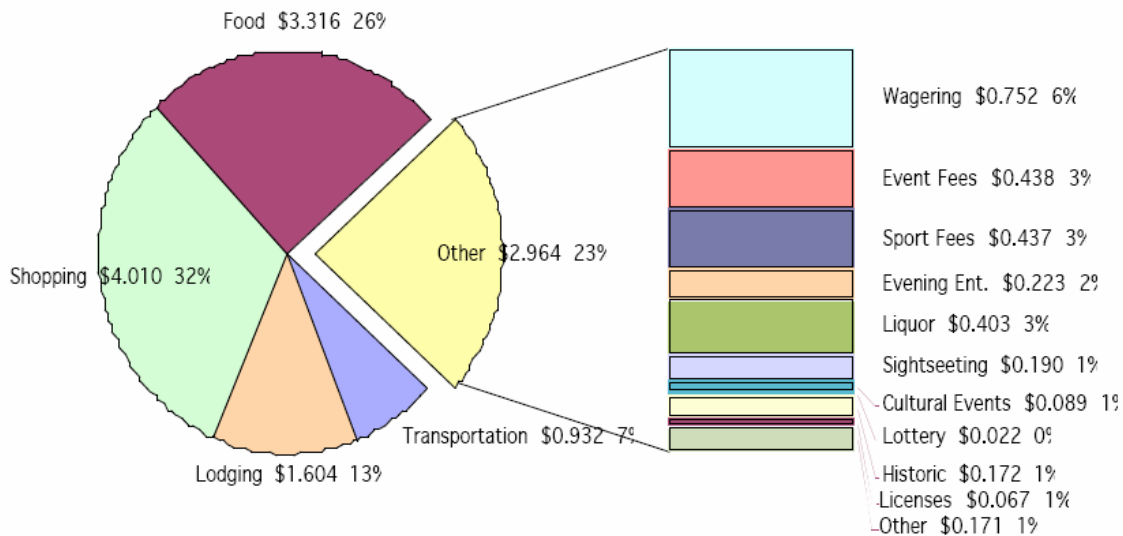


Inn Line Info Kiosk

## Appendix C: Tourism Expenditures

The following information was obtained from the report “The Economic Impact of Expenditures by Travelers on Wisconsin: Calendar Year 2006” and is available on-line from the Wisconsin Department of Tourism. ([http://agency.travelwisconsin.com/Research/EconomicImpact\\_Active/2006\\_full\\_report.pdf](http://agency.travelwisconsin.com/Research/EconomicImpact_Active/2006_full_report.pdf)) The report was prepared by Davidson-Peterson Associates and it measures the economic benefits Wisconsin residents and governments derive from the dollars spent by travelers.

The following pie chart illustrates the total estimated Wisconsin traveler expenditures in 2006. The largest expenditure categories were for shopping and food.



**Total: \$12.826 Billion**

## Washington County Tourism Expenditures

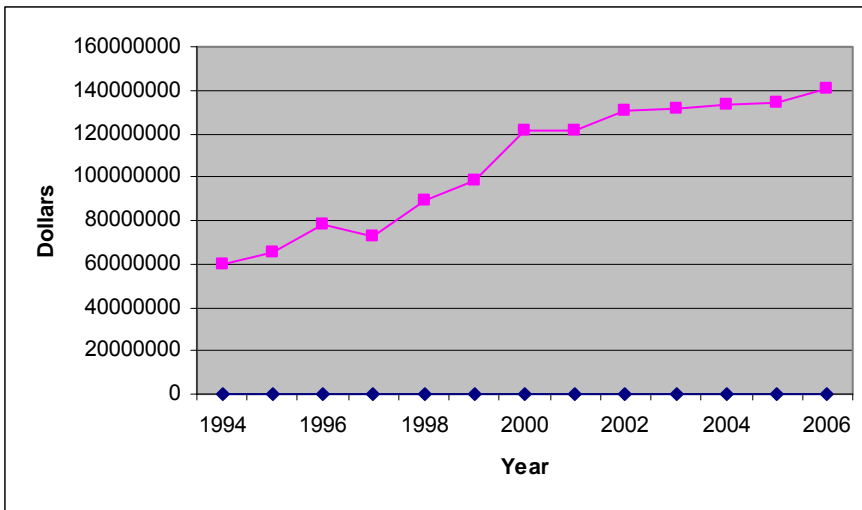
Washington County’s total tourism expenditures for 2006 was \$140,353, 916. This was a 134% increase from 1994, the first year data is available in the WI Department of Tourism report. Compared with other counties, Washington County was ranked 22nd in total tourism expenditures in 2006, which was an increase from the 2002 rank of 27th. As compared with the other tourism models explored in this report, Door County is ranked 11th, Fond du Lac County is ranked 21st and Dodge County is ranked 39th. The top six counties in tourism expenditures listed in order are Milwaukee, Dane, Sauk, Waukesha, Brown and Walworth.

Washington County has experienced a fairly substantial increase in population from 1994-2006. The increase in tourism expenditures by friends and families visiting the new county residents would impact total tourism expenditures.

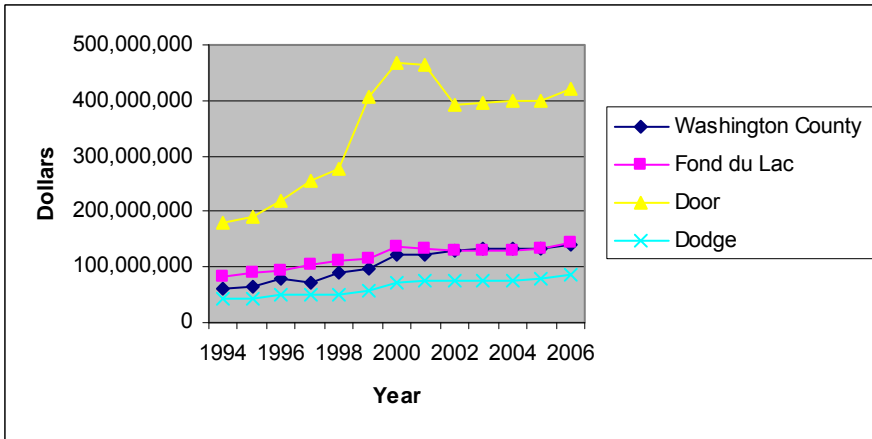
### 1994-2006 Percentage Increase in Tourism Expenditures

County	% Change
Dane	161%
Dodge	107%
Door	133%
Fond du Lac	73%
Milwaukee	65%
Ozaukee	119%
Sauk	272%
Sheboygan	213%
Washington	134%
<b>State</b>	<b>123%</b>

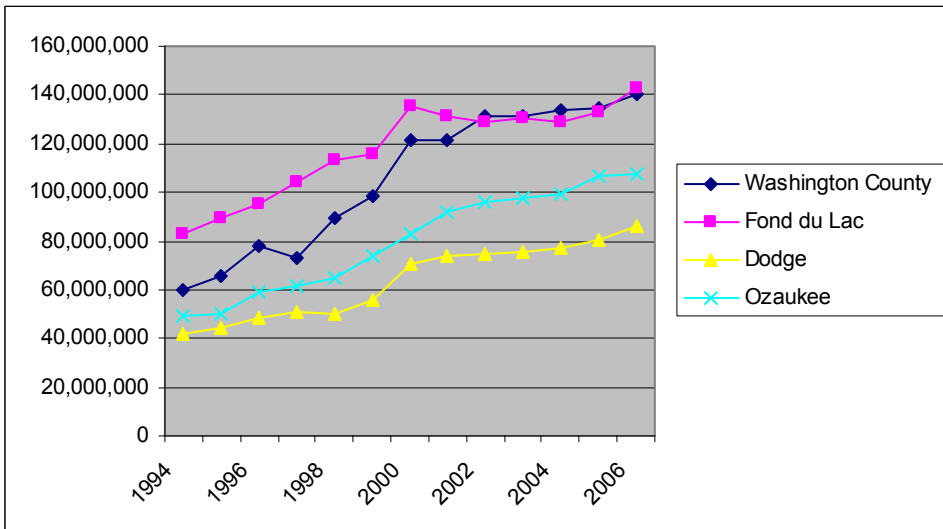
## Tourism Expenditures in Washington County: 1994-2006



## County Tourism Expenditures: 1994-2006



## County Tourism Expenditures: 1994-2006



## Appendix D: Table Host Notes

### Conversation I

WCCVB - \$180,000 "Only Have A Guide"
Funding Shortage * increase tax via restaurants and gas stations
County vs. Individual Communities
WIU - Spread Out \$
Needed: * Coordination * Effectiveness
Break up local promotion vs. regional/promotions/marketing
Focus on local tourism cannibalizes \$
Need to bring in fresh tourism \$ outside Washington Co.
Need for countywide vision that packages the county as an experience
Weekend/day tripper destination
Trip planner approach to tourism
Concerns expressed over municipalities' ability to cooperate
Funding * How to get the municipalities to contribute room tax ? * Who are we trying to reach and how do we approach them?
Available tour packages for visitors
Find out how many tourists come, where they are from and what brought them here
From Wisconsin: * Niche Market? * Develop
Who do we see as tourists?
Where is funding? Who is contributing?
Economic Development/Chambers/CVB
Staff needed to get duties done * Marketing isn't free, you need to spend \$ to make \$
Keep the brand in front of people
County
Best approach: Have one organization promote tourism. Should it be CVB or another organization? Structure needs to be determined
Countywide instead of each community
What is the objective of CVB?
Pick the entity * How does it effect economy (tourism)? * What is Washington Co?



## Conversation I: Continued

Who are the potential feeders into Washington County? <ul style="list-style-type: none"><li>* Milwaukee</li><li>* Green Bay</li><li>* Madison</li><li>* Minneapolis</li><li>* Chicago - a little</li></ul>
Business and leisure traffic
Washington Tourism Bureau (Name) Drop "Convention" name
Agreement of what our market is within county
All communities - if they see benefit <ul style="list-style-type: none"><li>* County sales tax</li><li>* Portion of Room Tax</li></ul>
Separate building for tourism
Brochure: Should promote events better
Outside of brochure: <ul style="list-style-type: none"><li>* Germanfest</li><li>* Auto Museum</li><li>* Fair</li><li>* Richfield Historical Society</li></ul>
Membership high \$ for non profit
Germantown upset other communities haven't contributed, needs to be equitable
Could each separate organization place \$ into CVB: <ul style="list-style-type: none"><li>* Hire Marketing Director</li><li>* Hire consultant</li></ul>
Advertise where? Regional, SE Wisconsin, local, Chicago?
Billboard Hwy 41: <ul style="list-style-type: none"><li>* Part of which would change - listing most upcoming events</li><li>* Place smaller billboards indoors at other attractions within the county</li></ul>
Cooperation among agencies and attraction in county to promote events such as flyers in communities
Territory Issues
Funding at one source could help with territory - promote just one
Too many individual efforts at promotion
Holy Hill - Basilica in 2007
What are we selling? <ul style="list-style-type: none"><li>* Kettle Moraine</li><li>* Holy Hill</li></ul>
What is market for Door County, Dells, Branson, Yellowstone: <ul style="list-style-type: none"><li>* How are we different/same?</li></ul>
Family Friendly County
Funding needs to be centralized
Will Hartford and West Bend accept Holy Hill as a major tourist attraction?

## Conversation II

How do we define what we are trying to sell?
Create awareness amongst community members as to the benefits to the community
Importance of countywide and countywide funded entity: <ul style="list-style-type: none"> <li>* assures funding stability and predictability of resources</li> <li>* economies of scale</li> <li>* countywide buy-in</li> </ul>
Concerns expressed over municipalities' ability to cooperate.
Determine what we are marketing?
Central Entity?
Is a tourism in a central location/countywide worthwhile?
Can there be a collective vision? Throughout the county? <ul style="list-style-type: none"> <li>* What and Who?</li> <li>* What are the reasons why we need a county driven CVB?</li> <li>* More cost effective?</li> </ul>
Need
Can Washington County hold conventions here?
Do we focus on tourism marketing or convention marketing?
Best approach: To make a decision if it is worth it being countywide and true
Centralized countywide effort for everyone to agree
List of events posted in each city pooled in 1 central location
Collaboration: <ul style="list-style-type: none"> <li>* events - online with phone number</li> </ul>
Electronic billboard with county events - don't know location
Each community - promotes own events (now)
Bus Groups
Be a tourist in your own backyard: <ul style="list-style-type: none"> <li>* Visitors</li> <li>* Attractive landscapes</li> <li>* West Bend</li> <li>* Hartford</li> <li>* Germantown</li> </ul>
Sales Tax for funding County
Room Tax for community
Need to know which events (Schauer Arts) needing to advertise
Whole county generate ads
Small Old Courthouse, Museum of Art, Schauer Arts, hotels, restaurants
Define a goal of keep score of success for our tourism \$
Mini Electronic visitor center, hotels, restaurants, filling station, golf courses and where to find entertainment, other events, shopping
Experience - Door County
Tourism from outside is needed

**Conversation II: Continued**

"You can do anything here" destination target. Milwaukee/Chicago
Funding - budget is needed
Everyone is sharing this job
Focus - economic development stay focused
Hartford/West Bend - room fixed \$500,000 room tax in county <ul style="list-style-type: none"> <li>- \$75,000 CVB funding</li> <li>- Where should dollars go?</li> </ul>
Sales Tax dollars to tourism
Funding is needed <ul style="list-style-type: none"> <li>* Goals/objectives/strategic plan needed to develop a program for county sales tax amount to further consolidate tourism</li> </ul>
Create strategic vision of what we are trying to accomplish <ul style="list-style-type: none"> <li>* set objectives</li> <li>* create measurable accountability</li> </ul>
30 years ago historically - bring in residents from outside of the county - that was goal
Zoning in communities can be a barrier - change from farming to urban
Tourism guide doesn't represent county?
Where is the marketing expertise? Outside assistance needed
Tourism budget 6% only towards marketing - \$4,000
Have room tax and come into "one pot" for use by entire county
Shift some sales tax to tourism
Collective force
Event focus tourism. Potential weekend visitors.
Better promotion
Be a tourist instead of going after convention. No convention center. Change name of CVB.
We are on the way to other locales and a ..... Instead being
Possibly - not enough hotel rooms available

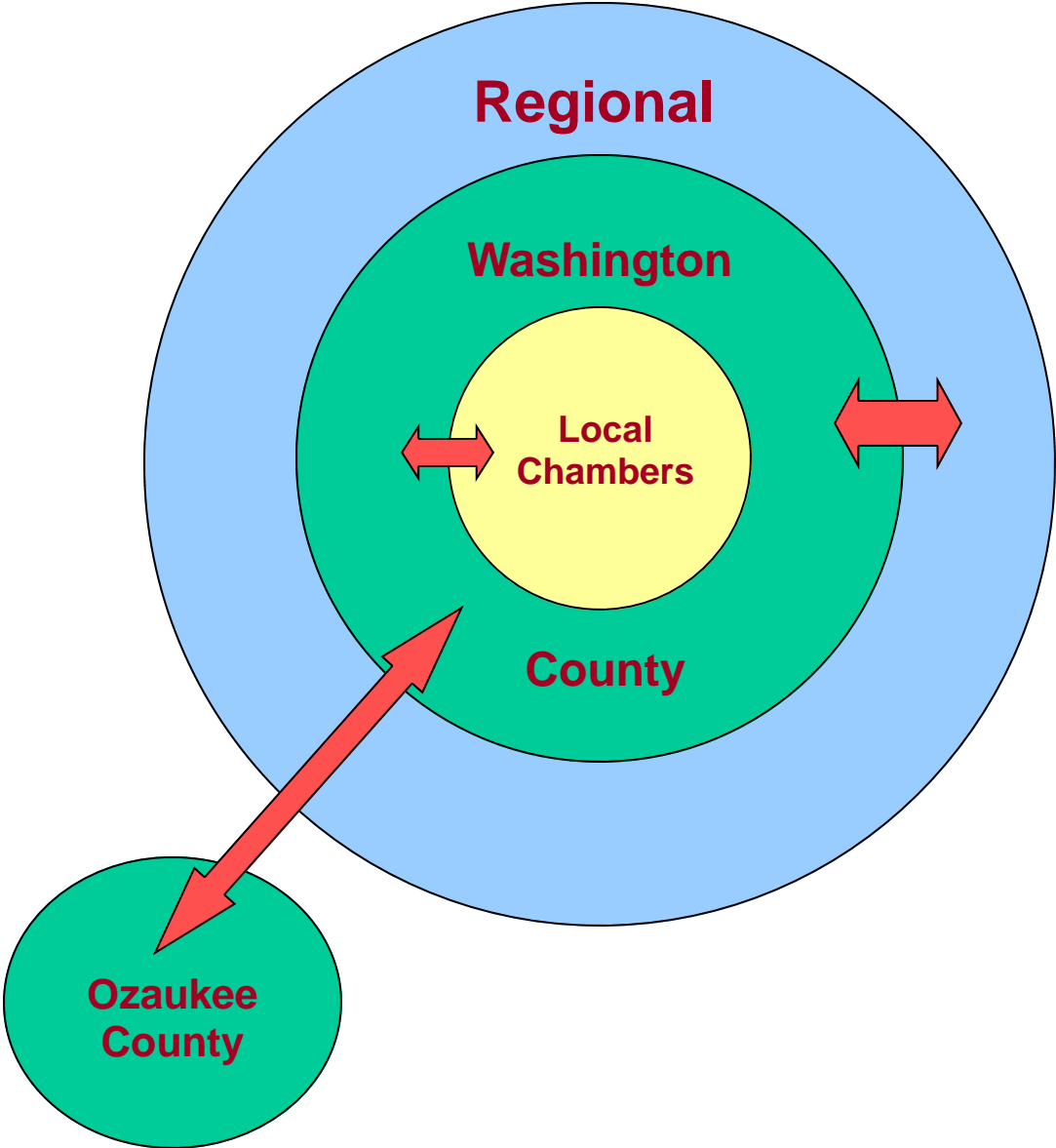
### Conversation III

Need new \$ from outside of county
Need collaboration
Pitches to groups, conventions
County sales tax* \$350,000
Future: <ul style="list-style-type: none"><li>* Professional marketing</li><li>* More staff needed, including support</li><li>* Decent budget needed</li></ul>
Need to define our marketing regions
Identify by destination sites and identify those restaurants, hotels, activities that wrap around it
Create package trip approach with a dedicated central trip planner for Washington County
Need to sell concept to each municipality and show benefit to the population centers
Some felt functionally the activities should fall under EDWC and others felt they were very different audiences
Funding discussion: <ul style="list-style-type: none"><li>* County funding</li><li>* Tax authority district - difficult to gain acceptance</li></ul>
Promote to you - who are we promoting to: <ul style="list-style-type: none"><li>* How you promote - look within</li></ul>
Figure out who we are. Tourism fills hotels Super 8 most are from WI
Attitudes regarding events
Role of County - expertise is needed
County is the leader in tourism, objectives, plans and strategic plan are needed to create a new model, headed by county structure, to determine levels of funding which can include: Tourism - Plan how to get tools <ul style="list-style-type: none"><li>* Bump up room tax (countywide)</li><li>* Additional sales tax</li></ul>
What grand mission?
Pool resources countywide
Create vision for Washington County, and experience: <ul style="list-style-type: none"><li>* Radio, T.V. and ads</li></ul>
Strategic Vision of what we want to do - objectives
Keep score: How these/our CVB tourism funding \$ spent are succeeding
Take convention name out of CVB
Need a countywide organization

**Conversation III: Continued**

<p>What are benefits of countywide Organization?          Promote - Why it is better:</p> <ul style="list-style-type: none"> <li>* economy of scale</li> <li>* strength in numbers</li> <li>* One message</li> <li>* critical mass</li> <li>* central advertising by 1 organization in many areas - regional and local</li> </ul>
<p>Could hire consultant/Marketing Director</p>
<p>Local elected officials need to be involved in Strategic vision</p>
<p>Funding: Who should fund?          *City, local levee, sales tax, room tax</p>
<p>Mission Statement - what are we trying to accomplish?</p>
<p>Tax payers don't understand advantages of tourism</p>
<p>Educate the community - they are our best ambassadors</p>
<p>Be a tourist in your own county program.</p>
<p>Bus tour - reinstate this? Do this for staff</p>
<p>"Concierge for the County"</p>
<p>Agreement for countywide tourism and all money in one pot and an agreement</p>
<p>Whole area - coop the costs in outlying areas</p>
<p>Washington County Tourism Council</p>
<p>Chambers work with county and count</p>
<p>Need a pot for the entire community</p>
<p>Market research</p>
<p>Tourism vs. convention          drop the convention part in Washington County</p>
<p>Washington County is an overnight destination</p>
<p>Pool \$ together; think about being part of the entire community</p>
<p>Communities need to come together to work together to promote each other</p> <ul style="list-style-type: none"> <li>* need trust in each other</li> <li>* too territorial</li> <li>* think of the big picture</li> </ul>
<p>Getting people into county          * Billboards advertising - courthouse monthly events</p>
<p>Using different places such as: Cabela's, Holy Hill, event board</p>
<p>Website</p>
<p>Different marketing ideas such as events on bathroom stalls like MPTC promoting all county events</p>
<p>Village Halls, town halls, city halls, hotels at events</p>
<p>Bike trail</p>

Flow Chart Developed by a Table During Conversation III



## Appendix E: Evaluation Results from Tourism Stakeholder Summit

### Washington County Tourism Stakeholder Summit May 1, 2008 ~ 1:00pm - 4:00pm Washington County Fair Park, Room 112 Evaluation

Please take a few minutes to complete an evaluation of the Tourism Stakeholder Summit. Be brief and frank. Include your negative and positive comments. Your name is not required. Your evaluation is appreciated.

1. Reviewing the following was helpful in order to frame today's discussion.

	Not Helpful		Neutral		Very Helpful	Total
Survey Results	1	2	3	4	5	4.0
Tourism Models	1	2	3	4	5	4.2
County Travel Expenditures	1	2	3	4	5	3.9

#### Comments

- Additional info- how much of room tax for compared communities, expenses of other organizations and percentage of marketing, payroll, etc. What other communities have as attractions to promote.
- Expenditures were not telling the true picture
- Not large enough participants in survey
- Not enough detail on the models

2. The Tourism Café format:

	Strongly Disagree		Neutral		Strongly Agree	Total
Created a hospitable environment	1	2	3	4	5	4.5
Encouraged everyone's contribution	1	2	3	4	5	4.5
Connected diverse perspectives	1	2	3	4	5	4.4
Allowed an opportunity to meet new people	1	2	3	4	5	4.4
Allowed the exploration of ideas	1	2	3	4	5	4.5

#### Comments

- I loved it!
- Good session.
- Limited representation at meeting from tourism based private sector businesses

3. Sharing collective insights allowed table conversations to be shared with the larger group.

Strongly Disagree		Neutral		Strongly Agree	<b>Total</b>
1	2	3	4	5	<b>4.6</b>

Comments

- Smaller groups makes sharing more comfortable
- Great job!
- Good!

4. Overall, how would you rate my facilitation of today's session?

Poor		Neutral		Excellent	<b>Total</b>
1	2	3	4	5	<b>4.4</b>

Comments

- Good job! Hard to bring it all together.
- Enjoyed the experience.
- Great job, Paul
- Great job for someone who is new to the county

5. Additional Remarks:

- We have arrived at a cross-roads where a distinction needs to be made between how we can most effectively promote tourism at the community level versus the county level.
- It seems like a very divided focus: where's the money coming from? Vs. what are Washington County's marketing efforts? The fact is marketing can always use more money, but is it using what it has effectively?
- Keep up the communication- it never ends
- Need to follow-up, we need a professional and solid approval entity countywide
- Great job
- It would have been good to have the history of the CVB prior to discussion and to be familiar with their current mission and vision. We were operating from our own personal perspective, which can be skewed.

We ask that you voluntarily respond to the questions below. The cumulative demographic information will be used to enhance our programming efforts.

Gender: **(13)** Male **(12)** Female

Race/Ethnicity:

- 0** Black (not of Hispanic origin)
- 1** Asian or Pacific Islander
- 0** American Indian or Alaskan Native
- 0** Hispanic
- 19** White (not of Hispanic origin)

Age:

- (0)** <18
- (2)** 18-34
- (7)** 35-49
- (10)** 50-64
- (5)** 65+

Zip code:

- (1)** 53012 **(1)** 53033 **(1)** 53086
- (3)** 53022 **(2)** 53040 **(3)** 53090
- (5)** 53027 **(1)** 53076 **(6)** 53095

**Number of participants- 36**  
**Number of completed surveys- 27**  
**Completion rate- 75%**