

**Preparing Door County Tourism
For Long Term Success**

**THE DOOR COUNTY
STRATEGIC DESTINATION MARKETING
AND MANAGEMENT PLAN**

**Developed for the Door County Strategic Planning Coalition
in partnership with the Door County Chamber of Commerce
and Visitor & Convention Bureau**

By



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Introduction

“Vision without action is a dream. Action without vision is a nightmare”, states an old Japanese Proverb.

This Strategic Plan has been designed to provide long range visioning —through an actionable blueprint of directional recommendations — to assist in producing the most successful destination tourism performance model for Door County’s tourism industry.

It was developed with significant input from literally hundreds of Chamber/VCB members and other industry partners throughout the County, all of whom are passionate about tourism and its contribution to Door County’s way of life; in many ways, this strategic plan belongs to each and every one of them.

We urge a detailed review, with an open mind regarding the findings and recommendations of this plan. And we encourage continued discussion, deliberation and collective partnership with Door County’s tourism industry partners to achieve the long-term success that the community deserves.

Developing this Strategic Planning Process

Nationally recognized, award-winning destination tourism marketer Marshall Murdaugh developed this Strategic Plan using a model specifically tailored and approved by the Strategic Planning Coalition.

The former Chairman of the internationally recognized Association of Travel Marketing Executives, Murdaugh has developed more than fifty successful performance- based programs for diverse destinations including Miami, Savannah, The State of Maine, Palm Springs, Niagara Falls Canada, Los Angeles, Fort Worth, Central Pennsylvania, and the Pocono Mountains of Pennsylvania.

Murdaugh’s career experience includes a thirty- year track record of achievement as President and CEO for many of America’s most successful destinations, including New York City, Atlantic City, Memphis and the State of Virginia, where he developed the award- winning “Virginia is for Lovers” campaign that brought billion dollar visitor spending increases there.

He is thoroughly familiar with destination marketing development throughout America as a former Board member and Tourism Committee Chair of the International Association of Convention and Visitor Bureaus. Last year Murdaugh authored the important chapter on Destination Marketing in the new industry textbook, “Fundamentals of Destination Management and Marketing.”

He is the recipient of the coveted Career Achievement Award from the Association of Travel Marketing Executives and the first Special Citation from the US Department of Commerce for distinguished service in development of the Visit USA Program.

The Strategic Planning Program Components For Door County

In response to the Door County Strategic Planning Coalition’s request for proposal and their subsequent direction, this program was specifically tailored for the community as follows.

Three major component parts were included to help prepare Door County for long-term success:

- **Part I — A Destination Assessment and Diagnostics Analysis for the market**
- **Part II — A Marketing Approach** for the Chamber/VCB that can most effectively deliver a consolidated marketing effort, including the necessary financial and manpower resources to deliver incremental visitor business and its positive impacts to the entire region.
- **Part III — A Management Approach** for addressing and resolving long range broad-based tourism issues and requirements affecting the industry, the destination marketing organization and county stakeholders.

At the outset of this plan, our pledge was: *To provide an unbiased, diagnostic assessment approach to determine and then recommend the optimum program model and relevant marketing initiatives that will best work for Door County.*

Our sole objective interest—on behalf of the community—has always been to recommend the most effective and pragmatic programming, operational and marketing model for Door that is dependent on the community’s own special and diverse needs.

Part I. The Destination Assessment and Diagnostics Analysis

We began with a thorough market review of the destination, the community of local and regional partners, stakeholders and local agencies—particularly the Chamber/VCB as well as other marketing efforts, and the marketplace, as guided by customer research.

Our Part One Assessment included the following tasks:

1. **Prior to onsite work, a thorough review was made of all major operational and marketing materials** (including research studies, contracts and related materials, organizational charts, job descriptions, marketing plans, mission statements, goals and quantifiable productivity deliverables, budget, procedures and processes, etc.)
2. **An in-depth community site inspection was taken**, highlighted by principal tourism/travel/meeting amenities/facilities. This proved to be a helpful requirement for future planning and provided additional discussion with community stakeholders throughout the county.
3. **A community-wide SWOC Analysis was conducted**—exploring Community and Agency marketing and management Strengths Weaknesses, Challenges and Opportunities). With the assistance of the Chamber/VCB, we invited members and other key stakeholders to a number of focus group meetings, including government, other primary business recipients and staff. All input was incorporated into the SWOC analysis which was intended to build upon Door County’s previous 2004 Assessment by identifying and probing current market conditions and concerns, providing additional direction for our work and offering new opportunities for identifying potential long-term success.
4. **Follow-up individual meetings were then taken** with appropriate agencies, including government, business and agency leadership. Individual personal interviews were also conducted of additional key community stakeholders, community leaders, and other constituents.
5. **A review was then conducted of appropriate VCB staff** and current processes, marketing initiatives and performance results. Key local marketers were also individually interviewed to review programs and resulting success.
6. **Current marketing plans, marketing agreements and contracts were requested from the VCB and reviewed pending availability** including mission statement, goals, objectives

and work strategies. Program priorities were analyzed, along with current budgets and funding sources.

7. **Major marketing, sales and services programs** were analyzed, including direct marketing, collateral materials, publicity and communications, web site, etc.

Our Diagnostics Approach

Throughout this Assessment Process above, we employed a diagnostic approach to determine the current effectiveness of both qualitative and quantitative efforts, analyzing results based on industry standards, best business practices, our own special competitive analyses, and other techniques as required.

The Leisure Visitor Profile Analysis for Door County—This projectable Internet based study was produced by Equation Research, Internet leaders in tourism research, to clarify Door County’s demographic market. The Study provides motivational information to help us hone in on and draw additional visitors, determine destination awareness, and answer a number of important marketing questions for guiding new marketing efforts.

The Door County Stakeholder Analysis—A basic requirement for destination strategic planning—was produced by Performance Management of Stamford, CT., noted management consultants to the tourism industry and corporate America. This analysis helped frame the opinions, interests and desires of local stakeholders in VCB program support and development. This follows up on the identified weakness in the Chamber’s Strategic Planning Report of January 2006: That there was a need to build consensus and broader support from stakeholders.

Note: In the body of this document, we have incorporated 1) highlights and recommendations of the Visitor Profile Study and 2) the principal questions and resulting findings of the Stakeholder Analysis. In addition, the complete Visitor Profile Study and the numerous Stakeholder Assessment comments are enclosed as part of this report’s addendum.

Part II: Determining Destination Market Needs

Following Part One Assessment and Diagnostics Analysis, we began work on Part Two, focusing on what we learned from the Visitor Profile study. We then provide a new destination positioning, opportunities for a major new “Destination Door County” campaign to attract new visitors, related funding requirements and impediments to progress as outlined in both the initial SWOC Analysis and the Chamber/VCB Stakeholder Assessment survey that is detailed in the next section.

Part III: Determining Destination Tourism Management Needs

Next, following analysis of the Stakeholder assessment, we developed recommendations for delivering an optimum Destination Marketing Organization Model for the VCB to assure success, including governance and market performance recommendations.

We begin the Strategic Plan with a brief overview of current conditions.

Situation Analysis: Door County Tourism Today

By any measurement, tourism is big business in Door County.

Last year, visitor travel expenditures on the Peninsula were an estimated \$398.98 million dollars—putting the county in 6th place throughout the State for total travel spending by visitors.

In fact, tourism has been part of the economic fabric of the county since the late 1800s, when visitors arrived by steamship from Chicago and Milwaukee during the Memorial Day to Labor Day period. Back in 1940, Door County hosted an estimated 17,000 visitors. Then in 1969, National Geographic Magazine featured Door County in a major article. This attention spurred heightened visitor interest and the County began enjoying a new and continued period of rapid travel growth.

While the tourism industry continues to flourish in Door County, the destination has been adversely impacted in recent years by a growing number of tourism communities who are outspending the County to attract new visitors.

For the past few years, as other state and regional communities have continued to grow their marketing budgets to produce greater share of customer attention and resulting market share, the Door County Chamber/CVB's budget and program effort have remained virtually flat and stagnant.

The Door County Chamber's current marketing effort is about \$660,000, compared to Madison's \$2.1 million annual budget, Green Bay's \$1.6 million, Chippewa Valley's \$921, 000 –and the larger efforts of Milwaukee at \$6 million and the Wisconsin Dells \$8.3 million.

These communities, along with numerous others throughout the State, region and country, are armed principally with hotel dedicated tax funding from travelers (a funding source that has not been implemented in Door County). As a result, competitors with Door County are consistently increasing their share of mind and market at the expense of the Door County Chamber's tourism promotion program.

In year 2000 for example, Door County enjoyed a 4.2% market share of State visitor expenditures, but for 2003, and again in 2005, the market share declined to 3.3%. There is also anecdotal information that suggests the retail market is slowly eroding and hotel occupancy is declining due to these competitive factors.

Assessing Community Strengths, Weaknesses, Opportunities & Challenges: The Door County SWOC Analysis

As part of our diagnostics evaluation process, we invited VCB staff, Chamber/VCB Members and other interested local business leaders and residents to a series of meetings, and then incorporated their observations and recommendations into this Assessment.

We are indebted to the many participants for their candid comments and thoughtful recommendations. The names of most participants are included in the addendum of this Plan.

Here are the collective findings of this Community SWOC Analysis.

Strengths

- Door County has a wonderful pristine environment
- The region is clean and safe
- Friendly people
- Scenic, natural beauty, open spaces
- 300 miles of shoreline, more than any other U.S. County
- There is an abundance of diverse outdoor recreation and activities, including golf, wineries, and other special amenities
- It provides visitors with a “genuine” sense of place
- It has a Scandinavian Heritage—the personification of the Country’s Heartland”, with a rich maritime history and a tradition of hosting visitors
- Enjoys national name recognition
- Unlike many destinations, Door County has no negative consumer perceptions affecting the visitor market
- Surrounded by water: The Peninsula is a great visitor attribute
- Cultural arts/variety
- Diversity of visitor experiences and appeals
- Spectacular star-gazing according to Astronomy Magazine
- Bird-watching
- More lighthouses per square mile than anyplace around
- Homemade gifts that represent the destination
- The “rural feel” of its agricultural tradition
- Agricultural products; apples, cherries, wine and beer
- A dedicated Chamber/VCB Staff
- Convenient proximity to major population centers
- The personal touch of local business owners
- Local restaurants rather than fast food franchises
- Entrepreneurial spirit
- Numerous festivals and celebrations
- A good inventory of State and county parks
- Strong tourism testimonials of others for the County
- Great diversity of visitor product
- Unique retail shopping
- Top quality and variety of restaurants
- The character and personality of sub-brands (communities such as Fish Creek, Egg Harbor, Ephraim, Sturgeon Bay, etc.)
- Excellent cost/value relationship for visitors
- Strong base of participatory business support for Chamber/CVB programs
- An inventory of shipwrecks for “adventure tourism” exploration
- The Wisconsin State Tourism’s interest and support through grants, leads and awareness programs
- Web information on hotel availability

Weaknesses

- There is no ongoing traditional Chamber/CVB destination marketing plan or performance measures for evaluating their success
- A perceived lack of business standard management practices at the VCB
- Inadequate marketing budget to compete with other communities that could produce effective marketing results for the County
- Lack of stakeholder confidence in Chamber/CVB leaders ability to develop and support the kind of strong market funding mechanism and required marketing plan to build new awareness and business vs. the competition
- Lack of business consensus on direction of tourism efforts from the Chamber/VCB
- Distant relationship with government
- Disenfranchised business owners who have concerns about Chamber/CVB performance results
- Lack of support by seasonal residents for tourism development
- Ongoing weak communications between industry sectors and the Chamber/VCB
- Many businesses not open year round
- Diminished labor force
- Limited year round employment
- Limited expanded seasonal opportunities
- Brand identity: who are we to the customer?
- Loss of young families year round
- Lack of understanding from local government of the Chamber/VCB role and resulting tourism benefits
- Perception that minorities are unwelcome
- The visitor perception of high costs in Door County
- Limited affordable housing for tourism sector service personnel
- The disconnect between the Northern and Southern Door visitor industry
- An aging visitor population
- Transportation challenges, including lack of convenient air service, inadequate parking, not pedestrian friendly
- Long off-season: lack of year-round business
- Not enough for kids to see and do
- Lack of an assessment to plan for new market development
- Parochialism: Internal county competition from communities: The splintering of efforts, and a lack of consolidation, rather than a strong community “umbrella” program under which all entities can stand and benefit.
- Not keeping up with industry progress and business marketing standards
- The potential for overdevelopment

Challenges

- Effectively competing with other regional and national destinations for the tourism dollar
- Addressing both weekend stays vs. long- term visitors
- Producing leadership’s buy-in for this strategic planning process
- Filling the technology needs and services of today’s traveler
- Popularizing the destination without destroying its popularity and its value for future generations

- Avoiding the loss of self: Door County’s uniqueness as a tourism product
- Educating residents on the benefits of tourism that enhance their life style and reduce their taxes
- Reaching the impulse travel market
- Building local support for a funding mechanism in order to develop a plan of increased chamber/cvb manpower and financial resources
- Increasing shoulder season traffic when marketing costs are higher to achieve results
- Understanding today’s—and tomorrow’s— visitor demographics
- Developing ongoing chamber/VCB measurements of success: Delivering an ongoing program of Return on Investment that clarifies future performance success for the agency
- Holding on to employees in the industry
- Providing health care for employees
- Being a strong business model through long range planning
- Building community unity

Opportunities

- Developing a brand for Door County, focusing on its personality and motivational attributes for visitors that separate it from other competitors
- Developing a plan for the Chamber/VCB to produce quantifiable, incremental business for the community
- A Chamber sponsored series of marketing forums to produce alliances and a new direction; examples, a Tourism Summit for new program kickoff, a “Camp Creative” for marketing input from members. Producing roundtables where business constituents can share and partner together, including media publicity, sales, infrastructure development, etc.
- Identify land opportunities for public enjoyment: natural conservancy, land trust, forestry programs, beach access, etc.
- Develop a Gateway Visitor Welcome Center at an appropriate Southern entry to Door County. This would replace the existing Center and serve the entire County.
- Producing higher confidence and credibility in the Chamber/VCB
- Learn more about the visitor through Washington Island ferry line surveys
- Being effectively proactive in response to Chamber/CVB member needs
- Build on today’s cooperative business community spirit
- Align organizations and business for maximum performance
- Continuous and never ending evaluation of effort and enhancement of the Chamber/VCB program
- Building a coalition of unified support with all levels of government for the Chamber/VCB and Door County’s tourism industry
- Make everything that the Chamber/VCB does quantifiable
- Marketing the coastal waterways
- Reassess opportunities for an ongoing membership drive
- Develop new partnership opportunities, coalitions
- Use media relations to build new Door County customer awareness
- Strengthen our internal selling effort
- Identify Chamber/VCB objectives that comprise the parameters of work for the agency
- Build belief in tourism: that marketing will produce new results

- Plan and produce new funding sources including foundation grants
- Launch a new program of local volunteerism including visitor center/service programs
- Enhancing service for visitors throughout the county
- Develop a Chamber committee to assess and address the ongoing issues of sustainable tourism; public policy issues such as effective zoning, building practices, energy resources, agricultural issues, etc.
- Address small meetings and conference opportunities that could extend the season, along with other ways to stretch tourism through shoulder seasons
- Recognize that government is our tourism partner and reach out to them in this regard

Note: many of these recommendations are discussed in detail throughout this Plan. A number of thoughts and comments made herein were also corroborated through the Visitor Profile Study and in the Chamber/VCB Stakeholder Assessment.

Visitor Profile Analysis

Next, following this stakeholder SWOC Analysis, we went directly to the customer, through projectable research. The process was designed to determine consumer perceptions of Door County, its market potential and other key factors for new market planning.

Equation Research of Charleston, SC, the industry leader in this Internet based research process, produced this study, focusing on the three hundred mile drive market, which provides the majority of leisure visitors to Door County.

Here is a brief description of the research process, along with a partial list of recent Equation Research clients.

For this online consumer survey, Equation used an online research panel, considered to be the deepest and highest quality online survey panel in the country. Over 4.8 million consumers in the U.S. and Canada have agreed, in advance, to complete online research surveys.

Equation is the largest and most frequent user of this online survey panel, which matches the 2000 US census data within 1%. When panel members are recruited, they complete an extensive personal profile that goes way beyond the normal demographics of age, gender, location, income, etc. As a result, Equation is able to select survey participants according to more than 120 lifestyle characteristics, including travel interest and activity.

A Partial List of Clients includes:

American Airlines	Heritage Hotels of America
American Express Publishing	Hilton
American Medical Women's Association	Home Depot
Aruba Department of Tourism	Hong Kong Tourism Board
Atlantic City Conv. & Visitors Authority	Marriott Hotels & Resorts
Baltimore Tourism	Maryland Dept. of Tourism
Barbados	Meeting News Magazine
Bermuda Department of Tourism	Microsoft
Broadmoor Hotel	National Geographic Channel
Business Travel News Magazine	New Zealand Tourism
Business Week	Omaha Convention & Visitors Bureau
Colorado Tourism	Orlando Convention & Visitors Bureau
Conde Nast Publications	Public Relations Society of America (PRSA)
Crowne Plaza Hotels & Resorts	Successful Meetings Magazine
Crown Royal	Travel & Leisure Magazine
Cunard	T&L Golf magazine
Dallas CVB	United Airlines
Discover Card	USA Today
Fairfax County, VA Tourism	US Airways
Glamour	Walt Disney World Co.

Visitor Study Summary of Tourism Research Findings

Highlights and principal recommendations follow. The comprehensive 68-page Visitor Profile Study is found in the addendum of this plan.

Door County's prospective visitor market is predominantly middle-aged.

- 77% are prospects are between the ages 30 and 60 years old.
- 61% are between 40 and 60 years old.
- Only 2.6% fall into the 25-29 year-old range, suggesting this is a low-yield tourism sector.

Prospective visitors have money.

- 74% of prospects have an annual household income of \$50,000 - \$100,000.
- 44.5% of prospects earn between \$75,000 - \$125,000.

Door County prospects travel often for leisure.

- More than 63% take 2 - 5 leisure trips a year.
- 40% take 2-3 leisure trips per year.

Visitor prospects fall into two major categories:

- Couples constitute approximately 48% of prospects.
- Families including children represent 30% of prospects.

Prospects plan ahead for their vacations.

- 15% plan 2-4 weeks in advance.
- 30% plan 1-2 months before.
- Another 30% take 2-4 months for planning.
- Only 4.8% plan less than 2 weeks in advance, suggesting a limited "impulse" segment that might be responsive to short-term promotional offers.

To support their vacation planning, people ...

- Search the Internet (84%) - it's the fundamental planning tool today.
- Contact local or state tourism offices (63.6)/
- Ask friends, family and colleagues for suggestions and feedback (46%).
- Directly e-mail or call hotels, activities or attractions (41%).
- 32.7% read seasonal visitors guides or brochures.
- Read the travel section of their newspaper (31%).

People look for a mix of familiar and new vacation destinations (62%).

- Generally, only 16% plan to return to a favorite place.
- 22% look for the new.

Travel arrangements are increasingly booked directly through Internet or online services.

- 56% go online to book their vacations.
- 28% booked directly through a hotel, airline, or car rental company.

Short-stay vacations continue to be preferred.

- Just 21% of your prospects take seven-day vacations, while another 11% will stay 8-10 days.
- 54 % stay between 3-6 days.

Average vacation spending is segmented:

- The majority are prospects (47%) spend \$1000-\$2500.
- An additional 11% average \$2500-\$5,000.
- Short stay visitors spend \$1000 or less (39%).

The things that matter most for an ideal vacation destination include:

- Good value for money (73%)
- Beautiful scenery (73%)
- Safe place to walk around (68%)
- Friendly place (67%)
- Attractive climate (65%)
- Easy to get around (58%)
- Lots to do there (56%)

The most important things Door County prospects like to do on vacation are:

- Soak up the flavor of the destination (95%)
- Lean back and relax (94%)
- Enjoy the outdoors (90%)

Door County enjoys positive awareness among its tourism competitors.

- 99% of prospects are familiar with the Wisconsin Dells
- 92% respond to Mackinac Island
- 91% are familiar with Door County
- Prospects are less familiar with ... Lake Geneva (90%), Kohler/Sheboygan (82%), Galena (74%), Traverse City (70%), Minocqua/Eagle River (66%).

Door County is rated ...

- The friendliest vacation destination among its competitors
- The safest and most secure destination, second only to Mackinac Island by a slight margin
- Among the highest scores for all competitive destination attributes

Consistent with the most important factors for selecting the ideal vacation destination, among the most important reasons past visitors chose Door County are:

- Beautiful scenery
- Attractive climate
- Friendly place
- Safe place to walk around
- Lots to do there
- Easy to get around

Door County enjoys very high satisfaction ratings among past visitors.

- 53% of visitors say they were "very satisfied"
- 41% say they were "somewhat satisfied"

Door County gets high marks from both past visitors and prospects.

- 71% of people surveyed rate Door County as either a "great" or "good" place to visit

Past visitors report that ...

- People feel safe and secure when visiting Door County (97%)
- Door County is friendly (95%)
- Visitors can be entertained for days in Door County (84%)
- Door County is a good value for the money (72%)

Past visitors will return to Door County.

- 41% of visitors indicate they are likely to return within two years
- 24% of visitors remain open to return visit

Notwithstanding high levels of familiarity with Door County, respondents reflect an unusually low level of awareness of specific attributes and attractions within Door County, including...

- Being ranked among America's Top 10 Resort Sites
- Being Lake Michigan's 75-mile peninsula
- More than 100 art galleries and museums
- Lighthouses
- 300 miles of beaches/shoreline, more than any other county in the US

Door County is perceived as being affordable.

- 89% of respondents describe Door County as either "somewhat expensive" or "about average"
- 68% describe Door County as an "affordable vacation destination"
- Vacationing in Door County is "money well spent" (71%)
- "It's what I would expect to pay at other vacation destinations" (68%)

Key Findings/Implications/Recommendations

Door County is recognized as a genuine and viable leisure destination.

- It enjoys an unusually high level of general awareness and familiarity in relation to its tourist to competitors.

However, Door County's Destination Appeal Recognition is low. Although there is general awareness of Door County, there is little recognition of its major motivational amenities. For examples:

- Only 38.3%, or less than four out of ten, know of its important "Peninsula value"— and less than one in three, or 31.2%, recognize that its has 300 miles of shoreline.
- Historical fishing villages—which contribute so much to the County's personality—are known only by about one of four (26.4%).
- Only one out of five (18.3%) know that Door boasts more than 100 art galleries and museums.

The most important things people seek in a leader vacation destination... they find in Door County.

- Friendliness, climate, scenery, safety and security, plenty to do, good food, convenience, etc. are the reasons they visit Door County — and the top things they look for in a leisure destination.

Satisfaction exceeds expectation. Door County delivers.

- Very often satisfaction falls short of expectation (people hope for more than they actually experienced). Visitors to Door County are happy with their visit.
- Since Door County makes good on its leisure/vacation promise to visitors, it's reasonable to presume that an increase in potential visitor expectations will produce a comparable increase in the number of visitors.

Door County is a great visitor value experience—with 68.3% perceiving that it is affordable and is a destination worth money well spent (70.5%).

Marketing Opportunity—The couples and family markets (47.8% and 29.5% respectively) are the two primary consumer audiences for future marketing. These high demographic, drive- visitors should be targeted for both weeklong stays and shorter getaways.

Market Strengths—Major motivational appeals, in addition to the Peninsula and shoreline features, include: local sightseeing, natural beauty, diverse dining options, indigenous shopping and arts and culture.

The ongoing variety of festivals, events and celebrations will add immediacy to marketing messages—particularly in media publicity. Name recognition for villages and towns should also be stressed, including Sturgeon Bay, Ephraim, Sister Bay, Fish Creek, etc.

Then the broad based destination appeals should be wrapped in the invitation to a high value, friendly, reassuringly comfortable and relaxing destination.

Strategic Recommendations

Describe and demonstrate that Door County is a place where people can relax.

- Since "Leaning back and relaxing" and "Soaking up the flavor of the destination" are what visitors describe is what they really want to do on a leisure vacation, a context of "ease", "convenience" and "comfort" will strengthen all messages about sales attributes.

Target past visitors.

- The high satisfaction scores of past visitors— combined with a strong indication of their likelihood to return within two years— makes them high-priority, high-value market targets.
- Under these circumstances, past visitors to Door County are likely to be more responsive to promotional offers. Likewise, they may represent an opportunity to expand mid-week occupancy.

Extend the length of visitors' stay.

Since 65% of visitors stay 1-3 days (or 83% stay 1-4 days) even a slight increase in length of stay will have a significant impact on both occupancy and revenues.

This suggests targeting past guests, time-flexible seniors, special interest travelers and similar groups for value added length-of- stay promotions.

Concentrate on value; minimize discount/dilution.

- The strength of familiarity and awareness, strong competitive position, unique tourism attributes, high satisfaction ratings and positive "affordability" perception encourages maximizing marketing focus on value, avoiding promotional discounting.
- Effort should be focused on the clear and effective articulation of the destination's genuine attributes and attractions — presented in a fresh and relevant matter so that people can envision the possibility of enjoying what they are actually seeking.

Respond to the Internet opportunity.

- Studies consistently report that 80% or more consumers use the Internet for the planning of their leisure vacations. 81% of the respondents have not visited the Door County web site. It's increasingly important to develop an effective online marketing strategy that parallels today's Internet leaders. (See the chapter on Internet and Web development in "Fundamentals of Destination Management and Marketing" from the International Association of CVBs).

The Need for Brand Assessment and Development—Pending available funding, the Chamber should consider development of a brand assessment process that would:

- Clearly define points of differentiation to distance Door County from all other competitors.
- Create a "promise" for stakeholders that frames the destination experience.
- Produce a more engaged hospitality constituency and local governmental support.

- Increases revenues and profitability for the destination and its partners.

To begin the process, Chamber staff management should review the DMAI sponsored textbook, “Destination BrandScience ” and its processes, which are now being implemented by numerous destinations.

Market Positioning for Door County

Tourism destinations are most successful when they are honest in their marketing approaches—appealing to consumers with campaigns that sell the strengths of the community that meet the required expectations and interests of visitors.

Yet a number of tourism destinations have recently tried to be something that they are not. The customer is quick to perceive this, and usually rejects these approaches. For example, in recent years, Las Vegas attempted a family-appeal campaign that was summarily dismissed. Today Bermuda is attempting to lighten up its staid and conservative appeal with a new “beach and sizzle” campaign touting seaside parties, conga lines and a disco anthem. We conclude that this, too, shall pass.

Door’s Destination Appeal

To reiterate, Door County should market to its great diversity of visitor appeals that meet the broadest needs of both the family and couples markets that have been the mainstay of the County’s viable visitor industry.

At the same time, we recommend including the ongoing variety of festivals, events and celebrations as a way of breathing more life into the ongoing palette of visitor offerings that includes local sightseeing, indigenous shopping, arts and culture, the great outdoors and diverse dining experiences, to name just a few.

Primary target audience

We need to consistently target the high demographic drive- visitor who has the required disposable income to visit this high- value destination for both weeklong stays and shorter getaways.

Message delivery

The campaign should stress convenient accessibility to Door County and the peninsula’s benefits of relaxing, uniqueness and diversity of visitor experience— and how it delivers on the promise of creating memories that people will take home and remember for a lifetime.

For example, fun and memorable message approaches, that set the destination apart from others, should include ones like these:

“No jacket required—flip-flops mandatory”

“Slip into something casual, convenient, relaxing and memorable. Wisconsin’s fabulous Door County Peninsula.”

And a message for those heading home following their Door County visit (who have a high propensity for repeat visitation here)

“To our Door County Visitors: We’re sorry to see you go—and we’ll look forward to seeing you again soon!”

A Recommended Approach For A Major New Chamber Tourism Marketing Campaign

First, we wish to stress the importance of initially preparing a plan for a new marketing campaign *before new funding initiatives are sought.*

Throughout America, to garner new destination funding, marketing plans must always precede funding implementation, because recipients— particularly government and the hotel industry, which usually collect the tax—want to see the anticipated performance results before they support new funding programs.

Our challenge in that regard is that we do not currently know the parameters of the potential funding amount for the campaign. That will be determined, based on the funding mechanisms later agreed upon by the Chamber.

However, we believe the following provides a credible campaign plan approach that can later be tailored and modified up or down, based on available resources.

“DESTINATION DOOR COUNTY”

Announcing the Chamber’s new \$1 million dollar tourism marketing campaign to bring thousands of new visitors and millions more in travel spending that will help keep our community thriving and successful.

Tourism is big business in Door County, with travelers here contributing an estimated \$13,685.00 each year for every man, woman and child living in the County.

Yet for many travelers, Door County has been a best-kept secret, as nearby competitive tourism destinations have been outspending us for visitor attention—But not anymore.

The Chamber has designed this exciting, aggressive ongoing campaign that is designed to:

Build new top of mind brand awareness with consumers through publicity and advertising that will motivate more people to select Door County for their upcoming travel plans. As a result, we’ll deliver thousands of new hotel room stays and millions of new dollars in visitor expenditures.

Here are highlights of the New “Destination Door County Peninsula Campaign.”

- **We’ll launch a major year round, brand- oriented publicity program on TV, radio and in the press** to tell potential visitors about the great travel diversity of Door County— Our plan includes: personally reaching every free-lance travel writer in America, inviting them to see first hand what we offer customers; a year round schedule of targeted press releases, photos and appealing special interest stories about the County’s wide array of amenities, special events, festivals, and celebrations, dining, etc.
- **We’ll advertise Door County’s compelling visitor appeals in upscale magazines to reach the high demographic of impulse travelers** (with such special interest books as

outdoor, culture and arts, food and wine, boating/fishing, and many more, including nearby city magazines and Midwest Living. Scheduled ads will run during the late spring/summer/early fall period. We'll drive traffic to our website and provide a call center number for information response as well.

- **We'll introduce an innovative new internet based campaign** (America's favorite way to shop travel destinations) that will allow us to reach people planning their next trip—and we'll then follow up on their inquiries for visitor information to “close the deal” with them.
- **We will target new emerging markets for Door County, too, with sales programs aimed at the lucrative small corporate meetings market and the group tour travel market.** The meetings market holds great potential for our shoulder-season business. And the group tour market is another untapped potential for Door County. We'll reach both of these opportunities through sales calls, direct mail and the Internet.
- **Next, we'll work on increasing the length of visitor's stays while enhancing the value of their experience here to encourage repeat visitation**—objectives of our new county-wide outreach plan for local visitor information centers. Because It's time to tell our story with a collective bigger voice--and we'll call on all of our tourism partners to be apart of that important effort.
- **Finally, we plan to build new business partnerships throughout the County—producing new members to support this program**, providing new marketing strategies to publicize these business partners to new customers and provide stakeholder forums for enhanced effort, along with ongoing training and educational offerings to help grow our business.

And Here's How We'll Produce Proven Performance Results and Return on Investment (ROI)

- **We'll track our success in “converting” visitors through our new advertising program that will produce thousands of new hotel room night stays and resulting visitor spending in excess of \$20 million dollars.** The program incorporates an Internet based plan from industry leader Ebrains that has proven so successful for a number of tourism clients, including The Wisconsin Tourism Office. They will qualify and deliver inquiries to us from travel shoppers—and will then measure, as a result, those who later came to Door County and the travel expenditures they made. (See analysis at end of section.)
- **We'll also measure the effectiveness of our publicity outreach for “Destination Door County” by evaluating the value of articles** based on their readership, how we “move the needle” of public awareness and the equivalent dollar value of this coverage in advertising lineage rates. A nationally recognized independent press clipping service will monitor our success.
- **And we'll produce new meetings and group tour business** and then share those dollar volume results throughout the year.
- **Finally, our community outreach will build new stakeholder partnerships,** participation with the Chamber in new marketing initiatives and resulting positive results that we'll update everyone on throughout the campaign.

The Internet program for Door County—here’s how it works: Ebrains has negotiated arrangements with about 100 major national tourism related websites, such as greeting cards, map/information services, etc. When visitors request a Door County offer on one of these sites, the destination’s message then appears and visitors are invited to inquire. Consumers opt- in to receive destination information, but are screened to assure that we are only receiving qualified inquiries. At a \$300,000 purchase, Ebrains would guarantee highly qualified inquirers at a cost of \$4.95 each. Fully 30% of these inquirers are then guaranteed to convert to actual visits. This is estimated to deliver about 20,000 visitor parties and about 60,000 room nights for an economic impact exceeding \$20 million dollars—a 60 to 1 return on investment from the initial \$300, 0000 ad purchase. Final Economic impact spending would be confirmed through an independent third party conversion analysis.

(Note: Program details on Ebrains have been made available to Staff management.)

“Destination Door County Peninsula” Budget and Manpower Resource Allocations

Brand-oriented Publicity Program	\$150,000
TV, Radio and in the Press to build customer awareness and new interest to visit. Includes 2 media positions.	
Ad Campaign	
• <input type="checkbox"/> Upscale Magazines	\$200,000
To reach high demographic travelers	
• New Internet-based Campaign	\$300,000
(America’s favorite way to shop travel destinations)	
New Market Development:	
• Small corporate meetings market	\$100,000
Includes sales manager, direct mail, internet program, collateral material.	
• Group tour travel market	100,000
Includes sales manager, direct mail, trade shows, collateral materials.	
Integration of Countywide Visitor Welcome Center Service	\$50,000
To increase visitor length of stay. Includes visitor service coordinator.	
Chamber Business Member Development	\$50,000
To support this marketing campaign. Includes membership manager who is incentivized for performance.	

Total Costs: \$1 million

Funding the Critical Needs for Door County Marketing

How does the Door County VCB compare to America's average bureau? Door's staff size of seven is just about half the median number of 11 full-time employees for the average US bureau.

And when it comes to budget, Door's current annual \$660,000 gross revenue pales in comparison to the average bureau's \$4,344,688. budget (according to the latest CVB Profile Analysis from the Destination Marketing Association International).

What's more, it is a distinct disadvantage when compared to other competitor communities within the state and throughout the region in travel marketing dollars and productive economic impact visitor expenditure growth results.

The Optimum Budget for Door County

What size of bureau budget is required to level the playing field for Door County in effectively competing in today's hotly competitive tourism marketplace?

The VCB should aspire to at least the tripling of its current budget—which has been flat compared to competitors for several years. Keep in mind that there has never been a study to conclude a significant diminishing return on visitor marketing. So Door can certainly produce higher volumes of measurable business with an expanded budget for its future marketing efforts.

Chamber/CVB Funding Options

Some in the community have suggested that because Door County is a unique destination, that there should also be a unique and innovative funding source to fulfill its mission. Unfortunately, this is a non-sequitor that leads to an illogical conclusion.

To be sure, Door County—like many other destinations—boasts a number of unique traits. But feasible, productive funding sources for destination marketing organizations are extremely limited.

In the section that follows, we have discussed all of the proven, pragmatic opportunities that the 500-plus CVB members of the Destination Marketing Association International have identified and developed over time as principal sources for their funding needs. We also discuss inherent challenges in Door County for many of these potentials.

1. Membership Development

Viewed primarily as a supplement to CVB funding throughout the industry, the average US bureau with a membership program produces about 20% of its total revenue from dues paying members.

If this were the formula in Door County, the budget could be in the \$3.6 million dollar range based on its current \$660,000 budget, which is now primarily derived from member dues.

2. Menu-based “Pay to Play” Initiatives

A supplement to across the board member participation is menu-based programming, sometimes referred to as “pay to play.”

These initiatives are designed to provide additional services to members who agree to provide additional financial remuneration for their partnership participation. The most popular menu based programs include:

Funding from Private Sources, as received by other bureaus, may include:

- Print advertising
- Web site advertising/Links
- Coop advertising
- Promotional Participation
- Event Hosting
- Publication Sales
- Visitor Information Center(s) sales
- Service Fees
- Convention Registration
- Corporate Sponsorships
- Chamber of Commerce
- Business Improvement District
- Convention Center Building Revenue
- Donated (non-cash) Produces and services
- Investment Income
- Other

Other Donated Services as received by other bureaus may include:

- Travel and entertainment
- Sales/marketing/promotion
- Bookkeeping/accounting
- Car(s)
- Computer services
- Equipment
- Postage
- Printing
- Rent
- Volunteer staff
- Other

3. In-kind services

Monitoring the receipt of funds and services provided to the bureau by its various constituents and program is an effective way of determining the total marketing weight of the Chamber/CVB's efforts—although it doesn't affect the increase of actual resources. Never the less, the Chamber/VCB should begin to monitor and report all additional resources collected, including grants from the State, publications' advertising, room night accommodations provided for client familiarization tours, other hosting and volunteer services, participation in trade shows, etc. This in-kind category should be added to the member revenue produced to reflect the Chamber/CVB's total marketing effort.

4. Other Coalitions, Alliances, Partnerships and Sponsorships

Corporate partners who are interested in reaching potential new customers may provide major funding for future Chamber/CVB efforts. Programs may include such diverse opportunities as special event sponsorships, the refurbishing, decorating or furniture and fixtures for the administrative offices or visitor kiosks, comp or reduced ticket fares for transportation including limousine and airline services, and a whole host of purveyor support. This, however, is a labor intensive, time consuming initiative that is usually provided by larger bureaus with greater staff time capability, special expertise and access to supplier markets.

However, one potential opportunity is forging a closer partnership and sponsorship with Door County Government. The Chamber should consider and announce that it is indeed a true partner

with government. And we believe there is an excellent opportunity for the County to provide financial support if a specifically tailored marketing program with concrete benefits could be presented to them. But again, as with the proposed major funding need, the VCB staff should first produce the plan concept and then request funding support.

Our concept would be to produce a:

“Door County Tourism News Bureau”

A new Chamber program designed to: Produce higher volumes of awareness of Door County that would lead to new visitor interest, desire and action to visit. This exciting, ongoing program would:

- Provide year round media coverage of the County’s wealth of festivals, special events and celebrations.
- Employ dissemination of seasonal/monthly press releases, special stories and photographs to help sell the allure of Door County’s seasonal special offerings.
- Host travel writers throughout the year and provide new incentives for added media exposure.
- Monitor and evaluate the annual success of this program based on the numbers of media serviced, the number of favorable articles printed, the number of potential visitors reached, and the estimated value of the coverage, had we been required to purchase it in comparable advertising lineage rates.

It is recommended that the County be requested to provide \$50,000 to fund this initiative prior to the end of the calendar year to conform to their budget planning period, and then ask the Villages to support the program with \$2,000 additional contributions, for a total of about \$60,000. This amount should fully fund the program for writing, photography, press release distribution and clipping service evaluation. But again, the plan must be fully produced by the staff prior to requests for funding.

5. Employing general fund appropriations & new taxation

Some constituents have urged that consideration be given to increasing the local Door County sales tax by a percentage point and having those funds earmarked or dedicated to produce the Chamber/CVB marketing effort. If such a funding initiative were successfully achieved, the monies would be allocated to the County’s General Fund and subject to the interest of a whole host of community constituents.

Indeed, this funding concept is fraught with difficulty and competitive impediments from other agencies and entities that would lobby for a share of these new funds— as is now the case in numerous communities throughout the country. These would include cultural and arts consortiums, the marine industry, other social, environmental, economic development and local citizen groups, not to mention the special needs identified by County officials and their constituents. After all, local residents as well as visitors would pay this taxing initiative. And residents with numerous special interests will quickly step forward to request proportionate shares of these newly collected dollars.

Another problem with allocation to the Chamber/VCB is that this program is far more prone to reductions by County officials annually, based on demonstrated community need—in comparison to a dedicated hotel tax that is paid only by visitors.

6. Restaurant Tax

Although about 40 US reporting bureaus now profit from a community restaurant tax, with 56.5 percent of collections used for cvb marketing, this taxing opportunity is not available in Wisconsin.

7. Foundation Grants

A relatively new alternative funding opportunity for bureaus is Foundation Grants.

Indeed, Door County can profit from this new opportunity for bureau funding—and it doesn't take a lot of effort, energy or special expertise. Nor is it necessary to hire specialized staff positions, employ grant writers, or spend an inordinate time researching foundations to produce results. However, it should be noted that this funding is not designed for long-term efforts, but rather for startup programs or one to three-year duration.

There are more than 70,000 private and community foundations in the US today and many are located in the Wisconsin area.

With little fanfare, a number of convention and visitor bureaus have confidentially learned to unlock the potential for funding support from some of these foundations—principally company-sponsored corporate foundations or community foundations that have a principle fund or endowment and make grants, primarily to other nonprofit organizations. Grants in the form of cash, goods and services have been made to numerous bureaus for such diverse needs as:

- Hospitality and educational training programs
- Cultural tourism promotion
- Package tour development
- Convention and sports marketing
- Advertising
- Visitor center development
- Internet marketing support

The initial challenge is understanding the culture of foundations and matching their funding mission interests with the objectives of the Door County Chamber/VCB.

Grant makers typically fund nonprofit organizations that qualify for public charity status under section 501 c (3) of the Internal Revenue Code (for purposes of: education, culture, arts, etc. A new C3 is required to receive funds, but this is quite easy and inexpensive. And the existing board of directors can serve both agencies.

The one-stop resource for grant success is the Foundation Center. Located in midtown of New York City, the Center's mission is to support and improve institutional philanthropy and help grant seekers succeed.

A virtual tour of the Foundation Center's excellent website will answer most questions.

Staff management should Go to the Center's website: www.FDNCenter.org . and click on the “Learning Lab”, then find the “Orientation to Grant seeking.”

Download and copy the entire orientation program for non-profits. Some of the highlights will include:

- Research tools and resources
- How to establish a 501c3
- Answers to most questions about funding
- How to create a list of foundation prospects

- How to write a proposal (there is a two-part short course here)
- How to submit your proposal

We recommend that this program be managed by membership.

8. State Tourism Office Grants

The State Tourism Program’s Joint Effort Marketing Plan (JEM) provides matching funds for destination efforts, including three-year programs for new events, promotions and new market development. The concept allows for a 75% State-25% Chamber dollar match the first year, 50-50 the second, and 25% State-75% County dollar contribution in the third year. The Chamber began taking advantage of these initiatives twelve years ago, and is currently involved in a match for a dining program developed by the State.

Due to the Chamber’s limited annual budget, they are only able to provide a maximum of \$40,000 in any given year. And until such time as the annual marketing budget can be substantially increased, this program will produce only limited additional funding for marketing expansion.

9. Local dedicated hotel tax

The number one resource for CVB funding throughout America is the hotel tax paid by travelers, which is regarded as a user fee by most communities.

Here in Wisconsin, it is the preferred funding source for destination marketing. The following chart tracks some Wisconsin CVBs who shared this information with the Door Chamber/VCB.

Wisconsin Destination budgets, room tax percentage of budget and room tax % rate:

Destination	Total Budget	% of Budget	Room Tax %
Beloit	\$425,000	90%	8%
Chippewa Valley	\$921,704	83%	6-7%*
Door County	\$650,000	0%	0%
Eagle River	Did not provide	Did not provide	4.50%
Fox Cities	\$760,000	85-90%	5-6%*
Green Bay	\$1,600,000	3%	8%
Janesville	\$300,000	98%	8%
Kenosha	\$900,000	90%	8%
Madison	\$2,100,000	55%	8%
Manitowoc	\$313,000	48%	6%
Marshfield	\$216,760	100%	6%
Milwaukee	\$6,000,000	75%	9%
Oshkosh	\$495,000	42%	8%
Racine	\$850,000	88%	8%

Stevens Point	\$330,000	95%	8%
Sturgeon Bay (City)	\$350,000	70%	4%
Wausau	\$731,700	73%	5 ½ - 8%*
Wisconsin Dells	\$8,329,000	80%	4 ½ - 5%*
Wisconsin Rapids	\$215,000	100%	8%

*** These destinations receive room tax from multiple municipalities and the rate varies municipality by municipality.**

Throughout America, The dedicated hotel tax now averages about 12.2 % wherever it is employed. And for communities with bureaus having budgets of \$10 million dollars or more, the taxable rate then rises to an average of 14.2%.

The point is that consumers are not price sensitive to paying these taxes. Indeed, the positive use of dedicated taxes in Wisconsin to fuel tourism development is supported by a recent study produced by the Wisconsin Taxpayers Association. For more than three decades, Wisconsin cities, villages and towns have been collecting dedicated room taxes, and the study provides strong ammunition to conclude that Door County would substantially profit if it were to introduce such an initiative.

For background, the current sales tax on Door County rooms is just 5.5 %; 5% from the state and .5 from the County. Thus, if a countywide 6.7% hotel occupancy tax were implemented and paid by the traveler to Door (the state dedicated tax average is 6.85% for reporting competing Wisconsin destinations)—it would increase the total checkout rate to the national average rate of 12.2%.

The following scenario would allow Door County to mount an aggressive \$2 million dollar- plus marketing campaign capable of producing higher volumes of visitation and resulting business receipts throughout the county. Here’s how it would work:

The recommended new 6.7% pass-through to the visitor would produce an estimated additional \$1,846,000. for Door County marketing after 30% of the collections were allocated to community needs in accordance with the provisions of the dedicated tax plan now available in Wisconsin. This dedicated tax initiative would probably necessitate a substantial reduction in CVB membership dues from its accommodations partners by as much as 50% to \$300,000 annually. But added to the new tax support of \$1.846 million, the bureau would then be armed with an aggressive annual program budget of \$2,146,000.

If countywide implementation is pursued, one issue to be resolved is how to partner effectively with Door County communities who will wish to be a recipient of this taxing effort. For example, the Sturgeon Bay VCB implemented its 4% hotel user fee in 1998, which now provides about 70% of the agency’s total \$350,000 budget. We recommend that agreements be developed between the Chamber/VCB with local jurisdictions to forge an integrated partnership effort throughout the County. In Sturgeon Bay’s case, it seems reasonable that they should continue to receive this proportionate portion of room tax while merging marketing efforts with the Chamber VCB that make good marketing sense to both boards.

Note: Results are based on Chamber estimates of 3,919 available rooms during high season, the estimated year round occupancy of 40% or 571,955 room nights at an average daily room rate of \$80, which would produce about \$45,756,000 in hotel receipts, multiplied times the 6.7 % recommended pass- through visitor tax, delivering \$3,065,000. About 30% of this amount is estimated for return to localities for infrastructure and event development.

10. Voluntary Marketing Assessment by Hotels

As an alternative source of funding, a relatively new and innovative self-assessment initiative by hoteliers could also double the Chamber's budget to more than a million dollars for performance-based marketing.

Several destinations have recently introduced a hotel-approved program of voluntary supplemental marketing support through visitor fees. In Toronto, Canada, for instance—where no enabling hotel taxing legislation is available—the accommodations industry has recently agreed to impose and collect a percentage fee from guests on all rooms and services, and then provide the total funding directly to the CVB. Prior to this action, the bureau agreed to a new marketing agreement with the hotels using these proposed funds. While this appears to be a productive effort, in that hotel guests make the majority of visitor expenditures throughout the community, the bureau-marketing program is now virtually controlled and directed by these hoteliers.

In Myrtle Beach, South Carolina, where the CVB receives about half of its funding from member contributions and the other fifty percent through a traditional dedicated hotel tax, it is also now initiating this type of hotel-based voluntary program. Participating hotels there have agreed to levy a \$1.00 charge for each filled room night. The monies collected will be provided to the bureau for special marketing needs as identified by the participating hotels. Of Myrtle Beach's total inventory of about 89,000 rooms, it now has about 20,000 of them signed up for participation, which should produce about \$3.5-\$4 million for the first full year.

The CVB currently plans to use the funds for advertising, public relations publicity and other tactical marketing initiatives designed to produce new customer awareness, and ultimately higher volumes of business for both the hotel properties and the destination. (An extra benefit for Myrtle Beach is that they helped persuade the State to pass legislation allowing it to provide a full 100% matching grant for such programming by CVBs totaling up to a \$5 million dollar cap annually).

This concept may have application for Door County if there is a collective will from the hotel community to support such an ongoing voluntary effort. Keep in mind that only participating hotels should be able to oversight the program by serving on a special marketing committee created for that purpose. (This is in accordance with the governance of this effort in both Toronto and Myrtle Beach).

One benefit of this program, compared to Wisconsin's available tourism tax plan, is that it would avoid the requirement of sharing revenue with localities, who have the potential of receiving up to 30% of collected community dedicated hotel tax receipts for infrastructure, and in our opinion, development costs for events. The marketing of those events should also be under the expanded umbrella promotion program of the Door County Chamber/VCB.

To begin this voluntary program:

1. Hotel executives should meet to determine potential allocation of funds if such a program were to be implemented. We recommend that the program be funded through a levy of \$2.00 per room night filled, which, with 50% of the Door County rooms participating, or 285,977 annual room nights participating @ \$2.00 per room night). When added to the current Chamber budget of \$660,000, this initiative would about double the marketing program's size to \$1.2 million dollars.
2. There need not be uniformity in designating the name of the funding levy for each property. However, consideration should be given to standardizing the fee by naming it, "Door County Tourism Marketing Fee Assessment" or something similar.
3. Assess the Hotels' agreement to participate and to support a countywide marketing effort that is earmarked for special advertising/marketing efforts.

4. The Chamber/Bureau would then develop a detailed marketing plan for hotel approval, complete with a quantifiable performance based reporting system to assure results. Hotel Participants would OK a written signed agreement for both the collection plan and concurrence with the marketing program.
5. Following successful development, the Chamber should reach out to other constituents such as attractions and restaurants for program inclusion.

Door County's #1 Challenge to Development of the Required Marketing/Funding Plan

There appears to be general consensus for an expanded campaign and funding mechanism to support it.

However, according to extensive input from business and community leaders, it appears that Door County's principal challenge in producing a truly competitive budget and functioning tourism marketing effort is:

The lack of member/stakeholder confidence in the Chamber/VCB's ability to develop and lead an effective, performance based marketing program that can produce new visitor business results for the community.

This pervasive belief among members is born out by participants in the SWOC Assessment as well as in the weak assessments of the Chamber/VCB in the Stakeholder Survey that follows.

Next, we review the Stakeholder Assessment findings. Then we follow-up by offering new management recommendations for the Chamber to enhance community support and help prepare for introduction of the new marketing campaign plan and funding program.

Findings of the Chamber Stakeholder Assessment

Recognizing that Stakeholder perceptions and needs-fulfillment are one of the most important barometers of an organization's health, we employed industry leader Performance Management of Stamford Connecticut to conduct this confidential Internet based survey of VCB stakeholders and members.

Background of experience and clients

Performance Management has fifteen years experience in the CVB industry, balanced by depth of working with start-ups, pre-and post IPOs, as well as major world-class multinationals such as IBM, Xerox, GE, AIG and 250 other corporations and not-for-profit clients.

They have also worked extensively with leading not-for-profits such as the Institute of International Education (Fulbright scholarships and international exchanges), the Winthrop Rockefeller Foundation, and NISH (National Industries for the Severely Handicapped).

Convention & Tourism Industry Clients include:

Anchorage	Knoxville	Sacramento
Anaheim	Little Rock	St. Louis
Atlanta	Miami	Washington DC
Baltimore	Memphis	
Baton Rouge	Minneapolis	
Cincinnati	Mobile	
Dallas	Newport County	
Detroit	New York	
Denver	Norfolk	
Des Moines	Pasadena	
Durham	Pittsburgh	
Fort Worth	Phoenix	
Gtr. New Haven	Reno	
Indianapolis	Richmond	
Irving	Rhode Island	
Kansas City	San Jose	

STAKEHOLDER SURVEY OVERVIEW

We are pleased to present the results of your Member and Stakeholder Survey, conducted during late June and early July this year. The objectives of the Survey are as follows:

- To provide members and stakeholders with the opportunity to express their opinions freely;
- To provide the Door County Chamber with essential feedback and information for problem-solving and planning;
- To identify areas that need to be addressed;
- To improve the quality of service to the community.

❑ **Response Rate:**

- The survey was sent to some eleven hundred members and stakeholders. There were 239 responses, all submitted online via the Internet.
- The response rate was approximately 22%. We normally expect solid results to be in the 15% to 25% response rate range to have a meaningful sample of opinions.

The responses from the various groups identified were as follows:

Type/Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restau-rant	Retail	Other
239	16	17	13	22	17	19	15	5	12	48	55

The location of the respondents was as follows:

Location of Respondents	Comb.	Board	Attraction Culture & Arts	Attraction, Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restau-rant	Retail	Other
North of Sturgeon Bay	166	7	15	11	16	11	18	13	2	10	33	30
South of Sturgeon Bay	4			1							1	2
Sturgeon Bay Area	69	9	2	1	6	6	1	2	3	2	14	23

Chamber Member	Comb.	Board	Attraction Culture & Arts	Attraction Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restau-rant	Retail	Other
Yes	186	14	11	10	21	15	15	14	1	7	38	40
No	52	1	6	3	1	2	4	1	4	5	10	15

❑ **Rating Scale:**

We use a 1-5 scale to measure the degree to which a respondent agrees or disagrees with the statements made in the survey. As a frame of reference, the rating system is as follows:

- 5 = Exceptional
- 4 = Exceeds expectations
- 3 = Meets expectations
- 2 = Below expectations
- 1 = Failing

❑ **Interpretation of Ratings:**

Based on input from the many surveys we have conducted, the following guidelines provide a frame of reference for interpreting the results:

> 4.6	Exceptional (and unusual)
4.4 – 4.6	Excellent
4.0 – 4.3	Strong
3.5 – 3.9	Solid, satisfactory
3.0 – 3.4	Less than satisfactory
2.5 – 2.9	Weak
< 2.5	Some serious problems

❑ **Format of Results:**

Your survey results are shown below, as follows:

- Summary results
- Analysis of results
- Responses to questions

Summary Results: In the summary results, the table, which follows, provides your category averages, broken out by the various stakeholder and member groups. The board responses have been shown separately. We also list the highest scores in a separate table, as well as the lowest scores, to celebrate the areas of success while also emphasizing the areas which will need the most attention.

Analysis of Results: The detailed results are shown in tabular format by category with line item scores arranged in descending order. Comments made by the various groups of members and stakeholders follow each category.

Responses to Questions: This section contains all the narrative comments in response to the open-ended questions. These comments provide additional insight into attitudes and perceptions of members and stakeholders.

Notes regarding Responses: We found only one duplicate response during our process of sorting and cleaning the data and eliminated it. There was also only one response from “Attraction, other” which was therefore included with “Attraction, outdoor recreation”

❑ **Typical Appropriate Responses to the Survey Results:**

- Report the results to:
 - Your staff
 - Your board
 - Your members and stakeholders, indicating major learning points and key issues to be addressed.
- Celebrate the high scores.
- Form *ad hoc* task forces, where appropriate, to brainstorm solutions to the areas you believe require attention.
- Used specialized consulting services to address more deep-rooted problems.

Summary Results

Categories	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Number of Respondents	239	16	17	13	22	17	19	15	5	12	48	55
Quality Customer Service	3.6	3.8	3.3	3.8	3.7	3.6	3.7	3.6	3.1	3.6	3.8	3.5
Community Outreach and Awareness Program	3.0	3.2	2.7	3.4	3.0	3.1	3.0	2.6	3.1	2.8	3.0	3.1
Community Outreach	2.7	3.3	2.1	2.8	2.5	3.0	2.9	2.1	3.0	2.4	2.8	2.6
Fulfilling Its Mission	2.6	3.0	2.2	2.9	2.3	2.8	3.0	2.2	3.2	2.4	2.6	2.6
Promoting the Door County Area	2.6	3.0	2.1	3.1	2.2	2.8	3.1	2.0	3.2	2.3	2.7	2.6
Leadership for Visitor Related Economic Development	2.4	2.9	1.9	2.5	2.1	2.7	2.6	2.1	2.9	2.2	2.6	2.5
Overall Average	2.8	3.2	2.4	3.1	2.6	2.9	3.1	2.4	3.1	2.5	2.8	2.8
Destination's Infrastructure/Services	2.9	2.8	2.5	3.0	2.9	2.9	3.3	2.7	2.6	2.8	3.0	2.8

❑ **Summary:**

- The overall average is 2.8, towards the top of the weak range.
- The highest rated category was Quality Customer Service at a satisfactory 3.6.
- Four of the six categories were in the weak range with Leadership for Visitor Related Economic Development very weak at 2.4.
- The overall average from Board members was 3.2, much higher than the overall average, indicating some disconnect.
- Attraction, Culture & Arts and Hotel Motel were the lowest rated categories at a very weak 2.4 each. Followed by Restaurant at 2.5.
- There were few high scores with the top five being in the satisfactory range.
- There were a large number of extremely weak scores, as shown in the table that follows.
- Members/stakeholders North of Sturgeon Bay give the Chamber/VCB lower marks than those in the Sturgeon Bay area; examples: fulfilling its mission (2.4 compared to 3.0) promoting the Door County Area (2.4 vs. 3.1) leadership for economic development (2.6 vs. 3.2). Overall rating, 2.6 for North of Sturgeon Bay vs. 3.2 in the Sturgeon Bay area.

❑ **High Scores:**

Line Items	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Courtesy	3.9	4.0	3.7	4.0	4.0	3.7	3.9	3.8	3.0	4.0	4.0	3.8
Timeliness in response	3.6	3.8	3.4	3.8	3.6	3.6	3.5	3.4	3.0	3.7	3.7	3.5
Accuracy	3.5	3.8	2.9	3.7	3.6	3.5	3.7	3.5	3.3	3.4	3.8	3.4
Knowledge	3.5	3.6	3.1	3.8	3.5	3.6	3.6	3.5	3.0	3.2	3.7	3.3
Producing and distributing visitor guides, maps, and other merchandising materials	3.5	3.6	3.2	3.5	3.3	3.5	3.8	3.0	3.8	3.2	3.6	3.5

❑ **Low Scores:**

Line Items	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
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Seeking out and attracting new visitor markets	2.1	2.3	1.4	2.9	1.8	2.3	2.6	1.4	2.3	1.8	2.0	2.2
Providing impetus for new construction (e.g. new hotels, attractions, restaurants etc.)	2.1	1.9	1.4	2.4	2.0	2.6	2.6	2.1	2.3	2.0	2.0	2.1
Helping to create jobs	2.2	2.5	1.8	2.7	2.1	2.4	2.5	1.9	3.0	2.0	2.1	2.0
Communicating economic impact to stakeholders	2.2	2.6	2.1	2.3	1.7	2.4	2.5	1.9	2.8	1.9	2.3	2.3
Expanding the local tax base	2.3	2.7	1.8	2.6	2.0	2.4	2.6	1.7	3.0	2.3	2.2	2.3
Creating quantifiable economic impact on destination	2.3	2.9	1.7	2.5	1.8	2.5	2.5	2.0	2.8	1.9	2.3	2.4
Pursuing positive national and regional coverage of Door County's tourism product	2.3	3.1	1.7	2.9	1.9	2.7	2.9	1.4	3.3	2.0	2.4	2.3
Collaborating with other economic development partners.	2.4	3.2	1.8	2.4	2.2	2.6	2.3	2.1	2.8	2.1	2.6	2.4
Member Orientations	2.5	2.5	1.9	3.1	2.6	2.8	2.4	2.2	N/A	2.4	2.5	2.5
Positively impacting the local business economy	2.5	3.0	2.4	2.6	2.0	2.6	2.9	2.1	3.3	2.3	2.4	2.4
Marketing and promoting the county to create awareness	2.5	2.8	2.1	2.9	2.0	2.6	3.1	1.7	3.3	2.3	2.5	2.6
Being the chief advocate for visitor-related economic development	2.5	2.6	1.9	2.5	2.1	2.9	2.7	2.3	3.0	2.5	2.8	2.5
Branding and promoting Door County's identity	2.5	3.4	2.0	3.0	2.2	2.9	3.0	1.8	3.3	2.2	2.5	2.4
Keeping the hospitality community informed about and involved with visitor-related issues	2.5	3.1	2.1	2.6	2.3	2.7	2.7	1.9	3.0	2.3	2.7	2.6
Creating economic impact	2.5	2.9	2.3	3.0	2.1	2.6	3.1	2.1	2.8	2.2	2.5	2.7
Bringing visitors to the area	2.6	2.9	2.1	3.2	1.9	2.6	3.0	1.9	3.3	2.1	2.5	2.8
Attracting Door County area visitors	2.6	2.9	2.2	2.9	2.0	2.4	3.1	1.8	2.8	2.2	2.7	2.7
Developing partnership opportunities for member cooperative marketing and advertising	2.6	2.9	2.1	3.2	2.0	2.8	3.0	2.1	3.0	2.3	2.9	2.4
Being the focal point for research and information about the visitor sector	2.6	2.9	1.9	2.6	2.3	2.9	2.8	2.3	3.0	2.5	2.7	2.7
Member educational workshops and seminars	2.6	2.6	2.1	2.8	2.9	2.5	2.7	2.2	N/A	2.6	2.8	2.6
Door County Chamber participation in roundtables and other problem-solving forums	2.6	3.4	1.9	2.3	2.5	3.1	2.9	2.0	3.0	2.4	2.7	2.6
Sharing and networking information	2.7	3.2	2.3	3.0	2.4	2.7	2.9	2.1	3.0	2.4	2.7	2.6
Developing/participating in coalitions, partnerships and alliances	2.7	3.1	2.1	3.0	2.8	3.1	2.7	1.8	3.0	2.3	2.7	2.6
Door County Chamber involvement in the community (committees, boards, partnerships).	2.7	3.5	2.0	2.8	2.4	3.1	3.0	2.5	3.0	2.5	2.8	2.5
Stressing customer service to visitors	2.7	3.1	2.1	3.0	2.9	2.7	3.1	2.7	3.3	2.6	2.8	2.6

(All of the detailed responses from stakeholders to the individual questions are included in the addendum of this Strategic Plan).

Door County Chamber of Commerce and Visitor & Convention Bureau
2006 Member and Stakeholder Survey

July 2006

Location of Respondents:		North of Sturgeon Bay										Sturgeon Bay Area						
		Comb	Board	Comb	Attraction culture & arts	Attraction outdoor	B&B/Inn	Condo/hotel	Hotel (cottage)	Hotel/motel	Other	Restaurant	Retail	Comb	B&B/Inn	Condo/hotel	Retail	Other
Category																		
Fulfilling Its Mission																		
Creating economic impact	2.5	2.9	2.3	1.9	2.9	2.1	2.1	3.1	1.9	2.5	2.1	2.2	3.1	2.2	3.3	3.1	3.0	3.0
Serving Door County Chamber area visitors	3.2	3.7	3.0	2.6	3.0	2.9	3.1	3.6	2.7	3.0	2.8	3.0	3.6	2.7	3.5	3.9	3.5	3.5
Encouraging visitors to see and do more while they are in the Door County area	3.1	3.5	2.9	2.5	3.2	2.9	3.0	3.3	2.5	2.8	2.6	2.7	3.5	2.8	3.5	3.7	3.4	3.4
Attracting Door County area visitors	2.6	2.9	2.3	2.1	2.8	2.1	2.1	3.1	1.7	2.4	2.1	2.3	3.1	1.7	3.0	3.4	3.2	3.2
Positively impacting the local business economy	2.5	3.0	2.3	2.1	2.5	1.9	2.3	2.9	2.1	2.3	2.2	2.2	2.8	2.0	3.2	2.9	2.7	2.7
Expanding the local tax base	2.3	2.7	2.1	1.4	2.5	1.9	2.3	2.6	1.7	2.1	2.4	2.0	2.7	2.3	2.6	2.7	2.6	2.6
Providing impetus for new construction (e.g. new hotels, attractions, restaurants etc.)	2.1	1.9	2.0	1.3	2.4	2.0	2.7	2.6	2.2	2.0	1.9	2.0	2.3	2.0	2.6	2.2	2.3	2.3
Linking visitors and the businesses that serve them	2.9	3.3	2.7	2.2	3.0	2.7	3.1	2.9	2.7	2.8	2.6	2.7	3.2	2.5	3.5	3.4	2.9	2.9
Helping to create jobs	2.2	2.5	2.1	1.7	2.6	2.2	2.1	2.4	1.9	2.0	1.9	1.9	2.4	2.0	2.8	2.5	2.1	2.1
Category Average	2.6	3.0	2.4	2.0	2.8	2.3	2.5	3.0	2.2	2.5	2.3	2.4	3.0	2.3	3.1	3.1	2.9	2.9
Promoting the Door County Area																		
Producing and distributing visitor guides, maps, and other merchandising materials	3.5	3.6	3.3	3.0	3.4	3.2	3.2	3.8	2.8	3.4	3.1	3.3	4.0	3.7	4.0	4.4	3.7	3.7
Bringing visitors to the area	2.6	2.9	2.3	1.9	3.0	1.9	2.3	3.0	1.7	2.7	2.0	2.3	3.0	1.8	3.0	3.1	3.0	3.0
Marketing and promoting the county to create awareness	2.5	2.8	2.2	1.9	2.7	2.1	2.2	3.1	1.5	2.3	2.2	2.1	3.1	2.0	3.2	3.4	3.0	3.0
Branding and promoting Door County's identity	2.5	3.4	2.2	1.7	2.8	2.2	2.7	3.0	1.6	2.2	2.1	2.1	3.1	2.0	3.3	3.5	2.9	2.9
Stressing customer service to visitors	2.7	3.1	2.6	1.6	2.9	2.6	2.6	3.1	2.6	2.6	2.5	2.5	3.1	3.3	2.8	3.2	2.7	2.7
Pursuing positive national and regional coverage of Door County's tourism product	2.3	3.1	2.0	1.4	2.8	1.9	2.5	2.9	1.3	2.0	1.9	1.9	2.9	1.8	3.0	3.4	2.7	2.7
Seeking out and attracting new visitor markets	2.1	2.3	1.9	1.3	2.8	1.7	2.0	2.7	1.2	2.0	1.7	1.7	2.6	1.8	2.8	2.8	2.5	2.5
Developing partnership opportunities for member cooperative marketing and advertising	2.6	2.9	2.3	2.0	2.9	1.9	2.4	3.0	2.0	2.3	2.1	2.5	3.1	2.5	3.3	3.6	2.8	2.8
Category Average	2.6	3.0	2.4	1.9	2.9	2.2	2.5	3.1	1.8	2.4	2.2	2.3	3.1	2.4	3.2	3.4	2.9	2.9
Quality Customer Service																		
Courtesy	3.9	4.0	3.8	3.5	3.9	4.2	3.4	3.9	3.8	4.0	4.1	3.8	4.1	3.4	4.2	4.6	3.8	3.8
Overall Customer Service	3.7	3.9	3.5	3.1	3.5	3.7	3.3	3.8	3.5	3.6	3.7	3.6	3.9	3.5	4.2	4.2	3.7	3.7
Timeliness in response	3.6	3.8	3.5	3.1	3.6	3.7	3.3	3.6	3.5	3.5	3.8	3.5	3.7	3.3	4.0	4.1	3.5	3.5
Accuracy	3.5	3.8	3.4	2.6	3.5	3.6	3.3	3.7	3.5	3.2	3.4	3.6	3.9	3.5	3.8	4.1	3.7	3.7
Knowledge	3.5	3.6	3.4	2.9	3.7	3.5	3.4	3.6	3.5	3.1	3.4	3.5	3.9	3.5	4.0	4.1	3.7	3.7
Category Average	3.6	3.8	3.5	3.1	3.7	3.7	3.3	3.7	3.5	3.5	3.7	3.6	3.9	3.4	4.0	4.2	3.7	3.7
Community Outreach and Awareness Program																		
Member newsletters	3.2	3.7	3.1	2.5	3.6	3.3	3.1	3.0	2.8	3.3	3.0	3.0	3.5	2.8	3.8	3.6	3.6	3.6
Annual report and meeting	2.9	3.3	2.8	2.5	3.4	3.1	2.9	2.9	2.5	3.0	2.6	2.6	3.2	2.6	3.4	3.3	3.1	3.1
Door County Chamber Website	3.4	3.7	3.3	2.9	3.1	3.4	3.4	3.7	3.2	3.4	3.2	3.0	3.7	3.0	3.3	4.2	3.6	3.6
Member Mixers	3.2	3.4	3.1	2.6	3.6	3.3	3.4	2.9	2.9	3.3	2.7	3.1	3.5	2.6	3.0	4.1	3.5	3.5
Member Orientations	2.5	2.5	2.4	1.8	3.2	2.8	2.7	2.4	2.2	2.4	2.5	2.1	2.7	2.0	3.0	3.1	2.8	2.8
Member educational workshops and seminars	2.6	2.6	2.5	1.9	2.9	2.9	2.3	2.7	2.1	2.7	2.7	2.3	3.0	2.8	2.8	3.7	2.7	2.7
Category Average	3.0	3.2	2.9	2.4	3.3	3.1	3.0	3.0	2.6	3.1	2.8	2.7	3.3	2.6	3.2	3.7	3.2	3.2

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Community Outreach																			
Developing/participating in coalitions, partnerships and alliances	2.7	3.1	2.4	1.9	3.0	2.8	2.7	2.7	1.8	2.4	2.3	2.5	3.1	2.7	3.8	3.2	3.0		
Door County Chamber participation in roundtables and other problem-solving forums	2.6	3.4	2.3	1.7	2.3	2.5	2.9	2.8	2.0	2.3	2.4	2.4	3.0	2.4	3.4	3.3	3.0		
Sharing and networking information	2.7	3.2	2.4	1.9	2.9	2.5	2.6	2.9	2.0	2.3	2.5	2.4	3.2	2.3	3.0	3.4	3.1		
Door County Chamber involvement in the community (committees, boards, partnerships).	2.7	3.5	2.4	1.8	2.5	2.4	2.9	3.0	2.4	2.3	2.5	2.5	3.1	2.5	3.4	3.3	2.8		
Category Average	2.7	3.3	2.4	1.8	2.7	2.6	2.8	2.9	2.0	2.3	2.4	2.4	3.1	2.5	3.4	3.3	3.0		
Leadership for Visitor Related Economic Development																			
Creating quantifiable economic impact on destination	2.3	2.9	2.0	1.6	2.3	1.7	2.1	2.5	1.9	2.0	1.8	2.1	2.8	2.0	3.4	2.8	2.9		
Communicating economic impact to stakeholders	2.2	2.6	2.0	1.8	2.0	1.6	2.2	2.5	1.9	2.0	1.9	2.0	2.7	1.8	2.8	3.0	2.6		
Being the chief advocate for visitor-related economic development	2.5	2.6	2.3	1.7	2.3	2.0	2.6	2.7	2.3	2.0	2.6	2.5	3.1	2.2	3.6	3.2	3.0		
Being the focal point for research and information about the visitor sector	2.6	2.9	2.3	1.6	2.3	2.3	2.5	2.8	2.3	2.2	2.6	2.5	3.2	2.2	3.6	3.3	3.3		
Keeping the hospitality community informed about and involved with visitor-related issues	2.5	3.1	2.3	1.8	2.4	2.4	2.3	2.8	1.8	2.3	2.3	2.3	3.0	2.2	3.4	3.3	3.0		
Collaborating with other economic development partners	2.4	3.2	2.1	1.6	2.2	2.1	2.1	2.3	2.0	2.1	2.1	2.3	2.9	2.3	3.8	3.0	2.7		
Category Average	2.4	2.9	2.1	1.7	2.3	2.0	2.3	2.6	2.1	2.1	2.2	2.3	3.0	2.1	3.4	3.1	2.9		
Overall Rating	2.8	3.2	2.6	2.1	3.0	2.6	2.7	3.1	2.3	2.6	2.5	2.5	3.2	2.5	3.4	3.4	3.1		
The Destination's Infrastructure/Services																			
Public transportation	1.6	1.8	1.5	1.1	1.7	1.5	1.9	2.1	1.5	1.4	1.4	1.5	1.7	2.3	2.2	1.7	1.6		
Transportation to/from airport	1.7	1.6	1.6	1.4	1.9	1.8	1.9	2.0	1.7	1.5	1.2	1.6	2.0	2.0	2.0	2.1	2.1		
Hotel concierge service	2.5	2.6	2.4	1.9	2.3	2.6	3.0	2.6	2.5	2.0	3.0	2.8	2.5	2.7	2.5	2.6	2.5		
Visitor-friendly locals	3.4	3.6	3.4	3.1	3.5	3.6	3.7	3.5	3.3	3.3	3.3	3.4	3.4	3.3	3.8	3.5	3.2		
Signage	2.7	2.4	2.7	2.1	2.8	2.5	2.6	3.3	2.6	2.7	3.1	2.6	2.7	2.5	2.6	2.6	2.7		
Visitor information	3.3	3.3	3.2	2.7	3.6	3.2	3.3	3.3	2.9	3.1	3.1	3.6	3.6	3.2	3.3	3.9	3.5		
Attitude of police (friendly, helpful)	3.1	3.1	3.2	2.8	2.7	3.6	3.2	3.5	3.1	3.4	2.8	3.3	2.9	3.0	3.3	2.6	2.8		
Parking	2.9	3.0	2.8	2.3	2.9	2.9	2.8	3.2	2.4	2.9	2.8	2.9	3.3	3.2	3.0	3.8	2.8		
Roads	3.4	3.3	3.4	3.1	3.6	3.5	3.1	3.6	3.2	3.5	3.6	3.5	3.5	3.5	3.5	3.9	3.0		
Access to attractions	3.5	3.4	3.4	2.9	3.6	3.3	3.3	3.7	3.2	3.6	3.1	3.6	3.6	3.7	3.5	3.8	3.3		
Category Average	2.9	2.8	2.8	2.4	2.9	2.9	2.9	3.2	2.7	2.8	2.8	3.0	3.0	3.0	3.0	3.1	2.8		

Building Confidence in the Chamber/VCB By Maximizing Agency Performance

As mentioned earlier—based on the collective opinions of Door County Tourism Industry Stakeholders in both the SWOC Analysis and Stakeholder Assessment—we recommend that the Chamber/VCB Board address the issue of VCB confidence in planning and producing an action plan for funding and marketing. There appears to be a priority need for the VCB to work with community partners to foster positive change: to build necessary coalitions with the hotel industry and other industry sectors that can provide a productive new beginning of opportunity for the County’s tourism industry.

The tourism community has an optimistic spirit

It is important to keep in mind that surveyed stakeholders consistently expressed an optimistic spirit about this issue. They said that they were very willing to participate, and were supremely confident in this effort’s potential success. But for this to occur, they concluded, it will take new, strong and effective leadership from Bureau management for a productive marketing effort to become a reality for Door County.

To this end, we now offer a number of pragmatic recommendations designed to provide best business practices for VCB management, governance and marketing that can most effectively bring about these positive changes.

Performance Enhancement Recommendations

In order for a tourism destination to achieve optimal success, an important requisite must be an effective, business -standard destination marketing organization in place (convention and visitor bureau) that regardless of its size and budget effectively operates on behalf of the community.

The effective CVB should deliver a successful, umbrella program for its tourism business constituents that assists them in enhancing their profit potential through the production of new visitor business to the destination.

Profile of The Successful Tourism Bureau

How, then, should we interpret success? What is the profile today’s successful bureau and how can the Door County Chamber emulate its requirements for business excellence?

There are basically three major areas or success criteria, which when taken collectively, provide generally recognized standards for evaluating today’s successful bureau

Criteria I:

The Bureau delivers performance of economic development benefits in fulfilling its core mission

First, the bureau's productivity results, or "economic impacts," are based on the attraction of incremental visitors through various market segments. These results are:

- ❑ Quantifiable
- ❑ Forecast in advance as a series of goals
- ❑ Reportable to Bureau leadership, stakeholders and other community constituents.

In other words, the bureau forecasts its future successful achievements and provides them in advance to its constituent community.

Criteria II:

The Bureau provides marketing and management excellence through its research, planning, execution and evaluation steps.

As such, the agency strives to deliver the highest standards of performance in the areas of:

- ❑ Economic impact results against market segments
- ❑ Successfully planned, designed and executed marketing initiatives and a business standard marketing plan
- ❑ Reporting and accountability systems
- ❑ Long- and short-term planning
- ❑ Goal-setting, tracking and delivery
- ❑ Staff and program performance evaluation, professional staff development and employee compensation and recognition
- ❑ Community partnerships and alliance- building to galvanize tourism industry interests, stretch resources and leverage success.

This is really the core work of the successful Bureau, and the most successful of them employ state of the art management systems that are found throughout the industry today.

Criteria III:

The Bureau is the recognized leader in the community for effective tourism development

On the surface, this last criterion appears to be extremely subjective. But the bureau's assessment should be impartially evaluated by asking all stakeholders to address and evaluate the agency.

Without question, today's CVB should be well regarded for its local leadership position. Stakeholders (i.e. hotels, attractions, art and cultural institutions, related businesses and other associations, government, etc.) should look to the bureau as the focal point for destination management and marketing, planning, coordinating community stakeholder efforts, research and long range visioning.

In other words, through leadership of the CEO, the Bureau's role is that of the voice of the industry, the inspiration, the chief lobbying organization and the chief cheerleading organization.

It should also closely monitor and manage key marketing issues affecting the destination such as the need for competitive market funding, sustainable tourism issues, infrastructure requirements, visitor amenities and service issues.

How can the Door County Chamber/VCB match these criteria for excellence?

In the opinion of the consultant, it can confidently do so: By focusing on requirements for new Executive staff and Board Leadership, new governance and management systems, a marketing plan and resulting performance deliverables—and the resulting enhanced confidence from all of its stakeholders.

This is certainly not an insurmountable task. The Staff has a positive attitude and good skill sets that need to be honed based on industry standards and a pro-active program rather than its current reactive mode.

Many on the Board appear prepared to tackle and affect positive change. And stakeholders throughout the County have said that they are optimistic and willing to collectively join in a renewed commitment to build a positive new and expanded program for the long-term success of the Chamber/VCB and the tourism industry of Door County.

Renaming the Organization

Throughout the tourism industry, Chambers of Commerce are not recognized today as the traditional destination marketing organization, with only 5% of bureaus operating today as either divisions of Chambers, or solely as the local Chamber function. And the Chamber operating model for tourism is being employed less as each New Year passes.

Today, America's local Chamber of Commerce model mainly operates as a non-profit business league in concert with broad based industry and government, and devoted to advocacy, new business development and a much broader mission than traditional tourism development.

Also, the use of "Convention" bureau in the agency name mistakenly positions Door County as a large meetings destination, which is inaccurate—and may also be a deterrent to community recognition as principally a leisure visitor destination.

Therefore, we recommend that the Door County Chamber of Commerce and Visitors & Convention Bureau change its name to more accurately reflect its core mission of tourism development. The recommended new title is:

Door County Peninsula Visitor Bureau

A New Mission Statement and Objectives: Laying the Foundation for Performance Success

The Mission Statement

A well-crafted mission statement should reflect the purpose and core responsibility of the agency.

It is the clear reason for the existence of the VCB—why the bureau is in business—and all business planning and developments that follow must subscribe to it as the foundation of purpose. Therefore, it is critical that there be clarity and consensus around the mission.

In our judgment, the bureau's current mission statement is too broad-based and requires a more focused approach. It now reads:

“ The Door County Chamber of Commerce and Visitor & Convention Bureau is an association that promotes Door County as a single destination for sustainable tourism and provides products, programs and services for the benefits of its members, visitors, and the residents of our community.”

We recommend that it be replaced with a statement explaining that the VCB:

- Is the official marketing agency for government and community tourism development for the County
- Produces incremental economic impacts or benefits for the community and its tourism business partners
- Focuses on leisure travel development

Our recommended mission statement is:

“The Door County Peninsula Visitor Bureau is the County’s official tourism marketing organization whose mission is to generate incremental economic impact for the community through the attraction of visitors.”

Developing New Objectives

The Mission Statement should then be followed by broad-based objectives that support it by establishing the ongoing work and responsibilities of the agency.

We recommend the following objectives:

1. **Generate positive awareness** of Door County as a destination of choice for travelers.
2. **Stimulate interest and desire** on the part of consumers to take action and visit.
3. **Maximize the length and frequency of stay** to increase economic generation and enhance the value of the visitor's experience.
4. **Increase the business volume of Door County's tourism business partners** and constituents while applying the principles of sustainable tourism.
5. **Proactively support the development of additional tourism products** and services to enhance the visitor experience.
6. **Maintain a research base** for the County's tourism industry.
7. **Create positive awareness, support and participation in the Visitors Bureau** and its marketing programs.

All future plans—including the strategic plan, the marketing plan, and department and individual performance objectives must flow from the mission statement and these broad based bureau objectives.

Then each objective will be carried out by a series of strategies, which are followed by specific work programs or tactics that can be modified over time, based on changing market conditions and other evolving needs.

This is the business framework that charts the course for the organization. It should be made available to community stakeholders, incorporated in the Annual Marketing Plan, special reports and revisited as part of the Bureau's Strategic Planning Process.

Endorsing the Consolidated Approach to Destination Marketing

The concept of “consolidated marketing” recognizes that: a stronger marketing program for a destination—including counties and regions—results when all visitor interests, market segments and business interests are effectively combined under one umbrella program to effectively leverage results.

Rather than stand-alone efforts of one community or one market segment such as cultural tourism and the arts, restaurants, nightlife, or special leisure markets, the strengths of Door County’s collective diversity will offer multiple opportunities for today’s visitor market—and at the same time provide greater funding resources to reach multiple, mutual objectives.

Most successful destination-marketing organizations throughout the country successfully employ this approach.

In Door County, a number of villages have ramped up their own promotional efforts. While this may be advantageous in producing new visitor product and local promotions, an important axiom of tourism marketing is that:

As geographic distance increases between Door County and the potential consumer, so does the relative lack of awareness of all of the visitor amenities that exist here.

This is why most destination-marketing organizations today seek to produce regional marketing partnerships that can deliver more motivational attractions and visitor attributes to entice the visitor. This is the principal benefit of strong, aligned and integrated relationships between Sturgeon Bay, Ephraim, Sister Bay, and the complete inventory of Door County tourism product under the Door County Chamber/VCB umbrella marketing effort.

Recommended Marketing Plan Format for Door County

Without a marketing plan and supportive budget, destination-marketing organizations tend to be reactive organizations that make decisions through committee. But with such a plan that is customer focused, the agency then has a pro-active guide for effective integration of effort and program management and evaluation.

The following recommended marketing plan for Door County is a standard, successful model employed throughout the industry. It allows for providing strategic direction against target markets, outlines detailed plans for success, forecasts specific results by individual and effort, and delivers a step-by-step series of action steps or work tactics.

Developing this marketing plan will also help prioritize the work of the bureau by analyzing market opportunities collectively, and based on anticipated returns and related costs. Rather than programs produced through multiple committees in a reactive and segregated approach, the marketing plan, with its proactive approach, should forge stronger community alliances over time, foster team spirit and strengthen common purpose throughout the bureau and its membership.

This plan should also reach for success across all bureau programs through the use of an integrated approach that provides synergism of effort. Under direction of the executive director, It should be produced with full staff team input and support, with the conviction that the final plan belongs to everyone on the staff and to the local community of tourism industry interests. Therefore, key

community leaders and constituent groups should also provide initial input.

Goal Delivery

Following the first year of implementation, goals can be established by using benchmarked first-year results as a guide. For effective goal delivery, individual staff should be encouraged to initially develop measurable objectives from the bottom up, using the benchmarking report and other market data as guides. This approach provides their opportunity to envision their own targets and commit to delivery.

Then a collaborative effort should be conducted with management for any goal adjustments in relationship to current market support, market conditions, etc

Marketing Plan Outline

The new marketing plan should include:

- **An Executive summary**, including a detailed review of the implementation process
- **The Bureau's destination marketing process** — How new visitor business will be attracted to the Door County community through coordinated group action.
- **Plan highlights** — including major quantifiable and productive goals to be achieved.
- **Introduction** — Including the marketing mission, visioning process and value statements that chart the course for success.
- **Major objectives** The cascading objectives that encompass the comprehensive response to the mission statement should be included here as parameters of the plan development. All programming of the bureau should fit within the parameters of these seven objectives, which we offered under the "Mission Statement" section.).

The Marketing Plan's principal building blocks then follow:

- **Marketplace complications** — all the impediments or roadblocks to success, including *perceived* complications. These can be drawn from the VCB Stakeholder assessment, the SWOC Analysis and the Visitor Profile Analysis provided in this Plan
- **Major challenges** — competitive city hotel inventories, other marketing budgets, economic conditions, etc. that unfavorably impact Door County's ability to create customer share of mind and market. Again, much of this information is included herein for staff use.
- **Marketplace Opportunities** — where the new doors to success can be opened. These may be developed in partnership with key members and the board.
- **Departmental Reports and Productivity Goals** — These comprehensive sections are the core of the plan. Each department or area will produce a detailed business plan including:
 - Specific department mission
 - Relevant regional/national trends
 - Current year productivity/activity achievements (following the first year's benchmarking effort).
 - Planned highlights for the New Year
 - Projected sales goals in firm numbers, comparing them to work of the current year

- (again, this can be accomplished following the first year's results)
- Each market segment should be specifically addressed, incorporating each specific marketplace complications
 - Their competitive analysis
 - Major strategies to be undertaken
 - Primary target audiences to be reached
 - Specific tactics or work programs to accomplish the strategies.
- **A comprehensive marketing calendar should** list all major strategies by month, containing trade shows, sales forums and sales missions to be undertaken, media relations /advertising and direct mail placed, Publications /collateral to be produced, major membership development initiatives, etc. This component will offer numerous opportunities for stakeholder participation and other marketing alliances.
 - **A detailed budget**

Measuring Door County VCB performance

When Door County's tourism economy is strong, is that the effective measurement of the Bureau's efforts? Not any more than a weak tourism market should conclude that the bureau's efforts are not satisfactory.

Instead, to consistently evaluate the VCB's ongoing success, it should have in place a comprehensive monthly and annual analysis of all of the specific marketing activity and productivity that it produces.

This report becomes the bureau's mirror. It is the measurement response to the agency's mission statement. It is singularly the most important tool used for measuring ongoing bureau performance. It should also be employed as the genesis for developing the Bureau's goal-setting process (forecasting the pre-determined delivery of bureau productivity measurements after year one).

The document should report categories by month, compared to the previous month, and year-to-date, culminating with an annual report that compares final results to past year's efforts.

This report should be disseminated to principal constituents, made available to all through the members' only portion of the web site, used to highlight the bureau's annual report, marketing plan and other communications programs for the community.

Therefore, Door County VCB should principally measure its success by consistently delivering and reporting:

- Promotional activity
- Marketing productivity

Promotional Activity includes such work as literature distributed, visitors serviced at information centers, sales calls made and publicity releases issued. As more promotional activity is produced and targeted appropriately, there should be corresponding increases, over time in marketing productivity.

Marketing productivity is the most important output for CVBs. These business measurements include business booked and resulting room night revenue, hotel reservations made and resulting economic impacts, as well as other important indicators of the organization's successful selling efforts on behalf of the community. In all cases, after the first year's benchmarking, productivity can and should be forecast and stated as goals to be delivered.

The most important productivity measurements for the Door County bureau should be:

- **New leisure visitors generated** via advertising impressions and the internet through inquiry conversion studies, and resulting economic impact
- **Bureau member support**, including dues, alternative funding from business partners and additional non-dues revenue provided for expanded marketing initiatives
- **Positive media publicity impressions produced** of credible travel stories to influence travel decisions and resulting \$ value in comparable advertising space costs

With implementation of an expanded marketing effort, we would also incorporate:

- **The number of meetings booked**, resulting room nights and economic impact
- **New tour operator sales leads generated and attendant dollar value**

These represent the key performance indicators to be reported at Board level.

Listed next are examples of the other performance measures for the monthly and annual marketing report.

Media Publicity

Publicity generated in circulation
Value in \$ cost of ad lineage rate
Press releases issued
Calls to writers
Media inquiries serviced
Individual writer site visits hosted
Writer group familiarization tours hosted

Membership

Total members
Total dues revenue
Renewal—no. of members
Renewal Revenue
Retention Rate
Loss rate
No. of new members
New member revenue
Member revenue by category (provided in categories, such as member listing fees, advertising support, etc.

Meetings Development

Sales calls made to meeting planners
Sales leads generated to properties
Bookings produced
Attendant Room nights generated
Economic impact produced

Tour Development

Sales calls made to tour planners
Sales leads generated to properties
Group tour Bookings produced
Attendant Room nights generated
Economic impact produced
Group tour programs booked

Visitor Center

Visitors serviced

Marketing Report

Collateral distributed
Web user sessions produced

This comprehensive report will deliver annual results that should then be used as the initial benchmarking step in developing goals for the second and subsequent years.

Following the Monthly Marketing Report and the development of relevant productivity goals, the Bureau should have a quick way for analyzing performance throughout the year against each pre-determined goal.

To this end, a Consolidated Marketing Analysis is recommended. This one-page senior management report tracks all productivity categories, comparing the annual goal for each program, against monthly and year to date results.

Tourism Bureau Governance: The Traditional Roles of the Board, Staff and Committees

In today's successful management model for the Association Management Industry throughout America—including traditional Chambers and Convention and Visitor Bureaus—here is how principal responsibilities are aligned to assure performance excellence, regardless of agency size.

What Boards Do:

- They set the long-range course for the organization by providing vision, values and strategic direction
- Establish its mission and its principal broad-based objectives
- Frame policy directives
- Work to coalesce government and community interests for tourism development
- Manage the Executive Director
- Appoint Committees and Task Forces
- Approve the budget, business plan and marketing plan, performance goals to be achieved, along with major purchases
- Establish salary ranges for the staff
- Individually serve as communications conduits to represent the board and VCB, listening to member questions/ needs and passing them along to the President, Board, committees or executive director.

What Committees and Task Forces Do:

- They frame issues and program needs, make and approve broad based recommendations and give the staff general direction to accomplish assignments.

What the Staff does:

- Prepare and write the Marketing Plan and gain approval and consensus from stakeholders
- Develop and execute the work of the VCB in response to the Board's broad based direction
- Evaluate the program's success and consistently share it with the Board and all of the agency's constituents in a series of meetings that stress a review of plans, progress and problems.
- Frame issues for the Board and Committees/Task Forces, providing research based information on the front end so that members of the governing bodies can make more intelligent directional recommendations.
- Pro-actively offer recommendations for the Board/Committees' consideration
- The Executive Director manages the staff and assures performance success through goals that are approved by the Board

The Chamber's Committee Process

At the Chamber, the current committees now at work function more as hands-on project development volunteers, who are involved in the minute creative and planning details of programs and projects, rather than as policy directives. This breeds low staff morale and is an inappropriate model for successful strategic marketing program development.

In contrast, committees at work in other bureaus are usually charged with making a situational assessment. Then they broadly frame the specific market needs and recommend anticipated results to be achieved. The development of the actual project, including strategies and work tactics, is then left to the able staff to produce and implement, evaluating success measurements achieved and reporting back to the committee for additional guidance and direction.

Unfortunately, results generated by hands-on committees are rarely market based, are usually not developed by relying on a foundation of customer research and in some cases are not designed with mechanisms designed to track and evaluate success.

New Governance Recommendations

In light of these industry best business governance practices, we offer these new governance recommendations:

1. We encourage the Chamber Board to re-establish the appropriate responsibilities for the current committees in accordance with successful industry standards outlined above.
2. In addition, we recommend that the following industry-standard information and policies for board governance be approved by the Board and offered to new members as part of their orientation.
3. Next, we recommend that the Board plan an orientation session with an association expert who could further assist in review of principals and processes for successful board and committee governance. Issues should include the use of the title "Board Chairman" for the Chair person, rather than "President" which is usually the title of the Staff CEO/Executive Director; the use of standing committees vs. limited-use task forces, etc.

In summary, the Board should be mindful that its role is strategic and advisory, not tactical or day-to-day—that is the responsibility of the executive director. The executive director should be held accountable by the Board for successful accomplishment of its mission in accordance with a marketing and business plan.

The Board of Directors should not interfere with daily operations. Instead, they should be responsible for approving the annual plan, providing goals for the executive director, evaluating his/her performance based on an efficient and effective working office, and how well the organization's goals are accomplished. (A clear delineation of responsibilities is included in the next section).

Benefits of this new governance structure:

Clear delineation of responsibilities; the strength of this governance is as follows:

- The authority to move the organization forward rests in the hands of the person the board should hold responsible for the success or failure of the organization's mission accomplishment, (the executive director).
- The VCB day-to-day operations should take direction from only the ED; One Executive Leader, one direction, with evaluation based upon performance of duties.
- The Executive Director receives direction and guidance from the Board of Directors via approval of a marketing plan, job description, and priority list of goals to accomplish. The BOD evaluates the ED based upon how well he/she accomplishes these initiatives.

Bureau Governance Guidelines

Listed below are the traditional responsibilities for a Staff President/CEO/ED and a Board of Directors that are standard with the US association community and Convention and Visitor Bureau industry. The Door County Board should review and adopt as appropriate.

Task	Board	Administrator/CEO
Long term goals (1 year or more)	Approves	Recommends, provides input
Short-term goals (Less than 1 year)	Monitors	Establishes & carries out
Day-to-day operations, program development	no role	Makes all management decisions
Marketing plan & budget	Approves	Develops and recommends
Capital purchases over \$50,000	Approves	Prepares requests
Decisions on building, renovation, leasing and expansion over \$25,000	Makes decisions, assumes responsibility	Recommends (could also sign contracts if given authority)
Supply purchases	Establishes policy and budget for supply	Purchases according to board policy
Major repairs over \$10,000	Approves	Obtains estimates, prepares recommendations
Minor repairs \$10,000 and under	Policy should include amount to be spent without board approval	Authorizes repairs up to pre-arranged amount
Emergency repairs	Works with administrator	Notifies board chairperson & acts with concurrence
Fees	Adopts policy	Develops fee schedules
Billing credit and collections	Adopts policy	proposes and implements policy
Hiring of staff	No role	Approves all hiring
Staff deployment, assignments	No role	Establishes assignments
Termination of staff	No role	Makes final determination and decisions
Staff grievances	No role	Grievances generally stop at administrator level
Personnel policies	Adopts	Recommends, administers
Staff salaries	Allocates line item for salaries in budget	Approves salaries with recommendations from supervisory staff
Staff evaluation	Evaluates only Administrator	Evaluates other staff

Policies for Board Consideration

We encourage the Board to review its processes for governance and match the model for CVB excellence that is at work throughout the industry.

Suggested approaches follow:

I. BOARD GOVERNANCE PARAMETERS AND STYLE

The Board should approach its tasks in a manner that emphasizes outward vision, encourages diverse viewpoints, strategic and proactive leadership in a clear distinction between Board and staff roles.

In this spirit, the Board will:

1. Focus chiefly on organizational policy making, which is directed towards achieving long-term goals, while delegating to the staff the administrative or programmatic means of attaining those ends.
2. Direct, control and inspire the Bureau through the establishment of the broadest organizational values and policies.
3. Model the principles of Board excellence by governing with honor and integrity, by fulfilling appropriate self-imposed commitments in matters of attendance, policy-making principles, and respect for clarified roles, by speaking with one voice, and by resisting any tendency to stray from governance processes adopted in Board policies.
4. Be accountable to the funding sources and membership for competent, conscientious, and effective accomplishment of its obligations as a body. No officer, individual, or committee of the Board will usurp this role or hinder this commitment.
5. Monitor and regularly discuss the Board's own process and performance.
6. Ensure the continuity of its governance capability by continuous Board development and training.

II. BOARD JOB DESCRIPTION

The function of the Board is to lead the Bureau toward the desired outcomes and ensure that they occur. The Board's specific contributions are necessary for proper governance and management.

Consequently, the contribution of the Board should be:

1. To serve as the link between the Bureau, its funding sources, and the community in which it operates. (This is a critical issue; for the Board Chairman to participate in dealing with the highest level of government relations issues, including funding, governmental contract negotiations, Mayoral interests, etc. A fully coordinated government relations plan should be developed to foster that enhanced reputation with support from the Chairman and CEO).
2. To write governing policies, which, at the broadest level, address:
 - a. Goals - As established from time to time in strategic plans and other planning processes.
 - b. Executive Permission - That establish the prudence and ethical boundaries of acceptable executive activity, decision-making, and organizational responsibility.
 - c. Governance Process - Specifying how the Board conceives, carries out, and monitors its own task.
 - d. Board/CEO Relationship - Outlining how roles and responsibilities are determined and monitored.
3. To assure effective performance of, and appropriate compensation for, the Chief Executive Officer.

III. BOARD MEMBER CODE OF CONDUCT

The Board expects ethical and business-like conduct of itself, as a body, and of each of its members, as individuals. This commitment includes proper use of authority and appropriate decorum in-group and financial behavior when acting as Board members. Meetings of the Board should be conducted in a traditional business-like environment, although they may be followed by a social function such as a reception or dinner.

1. Board members must represent unconflicted loyalty to the interest of the Bureau and its constituents. This accountability supersedes any conflicting loyalty such as that to advocacy of interest groups and membership on other boards or in other organizations. This accountability supersedes the personal interests of any Board member acting as an individual consumer of the Bureau's services.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board members and the Bureau except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
 - b. Board members must not use their positions to obtain for themselves, family members, or close associates, employment with the Bureau.

- c. Should a Board member be considered for employment, he or she must temporarily withdraw from Board deliberations, voting and access to applicable Board information.
 - d. Should staff decide to engage a member company to provide services necessary to the operation of the headquarters building or necessary to the operation of the Bureau itself, such a decision shall not require deliberations by the Board of Directors.
3. Board members may not attempt to exercise individual authority over the Bureau except as explicitly set forth in Board policies.
- a. Board members' interaction with the Chief Executive Officer or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above.
 - b. Board members' interaction with public, press, or other entities must recognize the same limitation and the similar proscription of any Board member or Board members to speak for the Board. Notwithstanding this, Board members must recognize that the public, media, or other entities may consider them to be speaking for the Board or the Bureau, and must act accordingly.
 - c. Board members will make no judgments of the Chief Executive Officer or staff performance except as outlined in explicit policies (when fully articulated and approved).

**ADDITIONAL CVB GOVERNANCE POLICIES
FOR BOARD CONSIDERATION**

POLICY TYPE: EXECUTIVE PERMISSIONS

POLICY TITLE: COMPENSATION & BENEFITS FOR EMPLOYEES

1. The Chief Executive's Officer's compensation and benefits may change only upon permission of the Executive Committee.
2. The Chief Executive Officer will have sole responsibility for the Bureau staff including hiring, termination, performance evaluation, salaries, benefits, and assignment responsibilities.

All assignments of the staff will be through the Chief Executive Officer. (The CEO will make the Executive Committee aware of any salary increase that was 5% above the mean annual increase.)

POLICY TITLE: COMMUNICATION & COUNSEL TO THE BOARD

1. Perform the duties of the office within the context of commonly accepted Bureau ethics, as well as adhere to applicable governmental laws and regulations.
2. Inform the Board of relevant trends affecting the Bureau and the business community.

POLICY TITLE: STAFF TREATMENT

The Chief Executive Officer will:

1. Follow all appropriate national, state and local labor laws when interviewing and hiring employees and will not promise or guarantee permanent employment to any employee.
2. Abide by all applicable governmental laws and regulations, including, but not limited to: labor laws, Equal Employment Opportunity (EEO) laws, ADA regulations, etc.
3. Treat all employees with respect and dignity.

POLICY TITLE: FINANCIAL PLANNING

The Chief Executive Officer will:

1. Propose an annual budget for adoption by the Board at least 30 days prior to the beginning of the subsequent fiscal year that reflects the priorities established by the Bureau's Board of Directors.
2. Propose a balanced budget unless otherwise approved by the Board.
3. See that an independent outside audit of the Bureau's financial records is conducted annually. A report of such audit is to be presented to the Board.

POLICY TITLE: FINANCIAL CONDITION

The Chief Executive Officer will:

1. Collect and disburse funds for the Bureau within the confines of the established annual budget and maintain expenses within income unless otherwise authorized by the Board of Directors.
2. Provide monthly and quarterly financial records to the Executive Committee and Board, which indicate the status of the annual budget and financial condition of the Bureau.
3. Have the authority to move monies from one line item to another line item as long as it does not affect the overall budget of the Bureau and as long as the Board-approved priorities of the Bureau are satisfied.
4. Abide by the financial procedures and investment policies established by the Board.

POLICY TITLE: ASSET PROTECTION

The Chief Executive Officer will:

1. Establish and maintain reasonable and prudent business practices to deter liability claims.
2. Maintain adequate insurance against theft, casualty losses, and liability claims.
3. Assure that assets are adequately maintained, protected, and not risked unnecessarily.
4. Assure that staff responsible for handling the Bureau's funds and assets is bonded.

POLICY TYPE: BOARD-CEO RELATIONSHIP

POLICY TITLE: DELEGATION TO THE CHIEF EXECUTIVE OFFICER

1. All Board authority delegated to staff is delegated through the Chief Executive Officer, so that all authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the Chief Executive Officer.
2. The Chief Executive Officer will implement the policies of the Board.
3. The Chief Executive Officer is accountable to the Board of Directors and reports directly to the Chairperson, who acts on behalf of the Board of Directors.

POLICY TITLE: CHIEF EXECUTIVE OFFICER JOB DESCRIPTION

The Chief Executive Officer's job description is annually reviewed and may be revised. This revision may take place if in the judgment of the Chief Executive Officer and the Board, (through the Chairperson) it is deemed necessary when the Chief Executive Officer's contract is re-negotiated or otherwise by mutual consent between the Chief Executive Officer and the Board.

POSITION TITLE: Chief Executive Officer
REPORTS TO: Board of Directors, through Board Chairperson

PURPOSE: Position is accountable for directing and managing the staff and operations of the Bureau to ensure successful accomplishment of strategic goals, on behalf of the Board of Directors and membership.

ESSENTIAL JOB FUNCTIONS:

1. Develops the annual marketing and business plan of the Bureau, working with the Board of Directors, members and staff, consistent with the vision and mission of the Bureau. Directs the staff in the development of programs to implement and accomplish plan objectives.
2. Serves as spokesman for Bureau and its membership. Meets with funding sources, members and the community to provide information regarding business concepts, issues that impact commerce, and Bureau programs and services. Makes presentations at business events and other meetings and articulates the Bureau's vision, mission, and position on issues. Represents the interests of members to other private and public constituencies.
3. Works with the Board of Directors on the development of policy, formulation of plans, and oversight of Bureau operations. Guides the deliberations and activities of the Board and provides input and support to committees and task teams. Responsible for the effective governance of the Bureau, ensuring compliance with all applicable laws and regulations.
4. Works with staff to distinguish member needs, prospective changes in industry and in the business environment, and to identify opportunities for new programs and new directions for the organization. Participates in program formulation, development and implementation.
5. Ensures the effective utilization of financial and human resources. Is solely responsible for the acquisition, direction and management of the staff of the Bureau. Provides direction and

guidance to functional directors and reviews proposed changes in operational policies and practices.

OTHER JOB FUNCTIONS:

Participates in coalitions with other related organizations.

INTERNAL RELATIONSHIPS:

Senior management report to the Chief Executive Officer.

EXTERNAL RELATIONSHIPS:

The Chief Executive Officer is appointed by the Board of Directors and operates under the immediate control of the Chairperson. The Chief Executive Officer has regular contact with the elected officers, the Board of Directors, committees and task forces. Maintains personal contact with the membership, funding sources and elected officials to the greatest degree possible. Maintain appropriate relations with business leaders, related organizations, media and trade press to enhance the image of the Bureau and the attainment of its objective.

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

1. The Board monitors the performance of the Chief Executive Officer.
2. The Chairperson of the Board and the Chief Executive Officer will meet to determine what data will be required from each to complete the Chief Executive Officer's performance evaluation, salary review and/or contract modification. In addition to other data, the Chief Executive Officer will provide a list of performance standards, which have previously been agreed to by the Chief Executive Officer and the Chairperson as acceptable and responsible measures of past performance. The Chief Executive Officer will also provide a recommended list of performance standards that will be used for the subsequent year.
3. The Chairperson and Chief Executive Officer will determine what pertinent information may be needed by the Executive Committee for performance evaluation, salary increase, incentive payment, and/or contract modifications.
4. The Chairperson will meet with the Chief Executive Officer and complete a performance evaluation and salary/benefits review. The Chairperson may, at his/her discretion, appoint a Compensation Committee to participate in the evaluation.
5. The Chairperson will present the recommendation for the performance evaluation and remuneration and/or contract changes to the Board of Directors, for input and approval, in closed session.
6. The Chairperson may call a special meeting of the Board of Directors to review the current issues or seek additional direction at any time.
7. The Chairperson will be responsible for the Board's compliance with the Chief Executive Officer's contract or other terms of employment. Contract discussions and negotiations will be conducted between the Chairperson and the Chief Executive Officer.

Evaluating the CVB President & CEO

The Board's evaluation of the chief executive officer requires a disciplined, written business model that incorporates as much objective criteria as possible, and including both qualitative and quantitative components.

The criteria should be reviewed and agreed to by both parties at the beginning of the evaluation period. And the Board, or its designated committee (such as the Executive Committee or a smaller chosen compensation/evaluation task force) should meet with the President and provide this annual evaluation, and resulting approved compensation, following each year's completion.

Here are the standard categories included for evaluation.

- 1. Qualitative components** (usually amounting to 50% of the evaluation).
Each of these categories should be assigned a percentage, which may vary somewhat dependent on Board interests, but will aggregate total 50% of the evaluation.
 - Board relations
 - Fiscal management
 - Annual marketing/business plan development and tactical execution
 - Staff management
 - Stakeholder relations, community leadership provided

- 2. Quantitative components** (usually amounting to 50% of the evaluation).
Based on predetermined goals established by the Executive Director and agreed to by the board at the beginning of the evaluation period. Again, these categories may be weighted, with some receiving a higher percentage, but in the aggregate totaling 50% of the entire evaluation.
 - Market Funding plan developed and implemented
 - Number of members and \$ revenue generated
 - Positive media publicity produced as measured in circulation
 - Advertising messages/web measurements delivered and conversion of visitors determined along with dollar generation

The Executive Director's Job Description

All of these written criteria should be spelled out in detail as part of the Executive Director's written job description. The board may also include additional "Personal Performance Objectives" or deliverables with the advance understanding of the ED.

Board/Executive Committee Composition & Scheduling

The Board-- To enhance the need for community inclusion in the organization, we recommend that the Board bylaws be changed:

1. To double the Board size from 18 to 36.

2. The Board can be more representative of the County's diverse tourism interests by clarifying in writing future board representation by both geographic designations of business associations and by tourism categories:

- Geographic: The dozen or so business associations should include those of the Sturgeon Bay Chamber, Ephraim, Baileys Harbor, Fish Creek, Egg Harbor, etc.
- The industry tourism categories: category designated seats should include a proportionately larger number from the accommodations industry because of their financial support, followed by representation categories of: arts, restaurants, retail and recreation.
- In addition, we recommend that a designated board seat be provided to the Door County Government Administrator, or his designate.

3. Board Meetings should be held quarterly.

The Executive Committee—representation should be expanded from 7 to either 9 or at maximum 11. The Committee should meet monthly to conduct and approve the work of the Bureau between quarterly board meetings.

Establishing Committees and Task Forces

Traditionally, committees are developed for dealing with “big picture”, ongoing needs, such as the Executive Committee, Budget and Finance Committee and Strategic Planning.

Short term Task Forces are formed to address tactical needs and are then eliminated following program implementation. Examples could be Web/Internet, other new program development, new research, etc.

We also recommend the elimination of the marketing and research committee, collateral committee, etc. After all, marketing is the principal mission of the agency under direction of the Board. With executive staff management leadership, the marketing plan should be developed by the Executive Director with staff input and then approved by the Board and its principal stakeholders. Therefore, there should be no need for these committees.

We also recommend a new board committee on Sustainable Tourism. This issue is mentioned in the bureau’s mission statement, but seems to be mostly absent from any ongoing VCB action. We believe the committee could review successful programs with applications for Door County, such as the Cape Cod Commission that works with government and industry there. Issues such as appropriate zoning, environmental opportunities such as bike trails, shoulder season programs to maintain visitor volumes while increasing job opportunities may have merit. A collaborative effort with other agencies is recommended.

Executive Director Oversight and Responsibilities

The Executive Director currently has six direct reports –an unwieldy requirement that is about twice the number as the industry standard. Add to that her reporting responsibilities to the Board, VCB Members and other major community stakeholders, along with each and every standing committee of the agency, which she has been directed to personally attend.

This is clearly an unmanageable and unproductive arrangement, which requires nearly a third of the CEO’s work time, according to her estimates.

Currently, her supervision involves the following direct reports, although no prescribed, consistent management meeting schedule has been established, as it should be.

Direct reports are:

- Membership

- Marketing
- Publications
- IT
- Office Manager
- Administration/Bookkeeping

We recommend enhancing the CEO's staff governance by reducing direct reports to three as follows:

- Publications and IT should report to Marketing
- Admin/Bookkeeping should report to the Office Manager, as does the visitor center

This would now create just three direct reports: marketing, membership and office manager.

In addition, we find no justification for the CEO to attend committee meetings whenever another staffer serves as board liaison, in accordance with direction from the board.

Other Relevant Issues

The Membership program- should be enhanced immediately by hiring another sales manager. This would allow both the current and new employee to carry realistic sales management requirements of about 400 members so they could effectively interface with all members. Employee compensation should be based on a combination of salary and incentive pay based on new member and retention deliverables.

Priority Research Needs for Door County

There are two separate areas for future consideration in the delivery of research:

1. Market Research—that delivers knowledge of market impacts and volumes, which can be used to measure the County’s success in tourism development.

This information can also be a resource for local government and individual Door County business partners in assessing their own needs by comparisons with business increases .

Examples of priority need may include:

- **Door County Monthly Tourism Barometer**—a monthly and year-to-date trend analysis of major business indicators. This can be produced by a local college or at staff level. Categories include: hotel room occupancy and room nights generated, attractions, road visitor counts, Welcome Center attendance, restaurant receipts, etc. An alternative is the use of Smith Travel Research to produce detailed analyses on hotel room usage/expenditures for the County.
- **Analysis of State and County annual visitor expenditures**—Provided by The Wisconsin Tourism Office. The VCB can then extrapolate their shares of state tourism expenditures, tax revenue and job generation. l
- **Analysis and comparisons of CVBs**; staffing, board structure, methodologies, marketing effort funding, etc.—Provided by the Destination Marketing Organization International, of which the County VCB is a member.

2. Marketing research –that helps the County VCB become more effective in developing marketing plans and initiatives to attract more visitors. Examples include:

- **Visitor profile analysis**--We recommend that this study be scheduled every five years to determine changes in market conditions, destination awareness, etc.
- **Stakeholder/member assessment**—A standard business practice for CVBs, many reassess member needs with an internet survey every year or two.
- **Media relations evaluation/clipping service**—an effective, low cost program provided by firms who search and collect clippings or articles and evaluate them based on circulation and the comparative cost of advertising lineage rates.

Creating Hotel Demand Amidst new Condo Development

A steady increase in recent condominium development in Door County-- produced through hotel conversion-- has substantially reduced the number of accommodations for the discretionary visitor market. Correspondingly, this emerging trend has sparked concern among local tourism leaders who see the long-term negative impact of this development in hosting additional visitors.

However, if the Chamber/ CVB leadership can galvanize its collective efforts to create a new, long term funding mechanism for the agency that provides competitive marketing for the County, this destination marketing support will, over time, stimulate new visitor demand. And resultingly, higher visitor demand will ultimately stimulate the business development of new hotel product to accommodate incremental new visitorship.

In addition, a competitive marketing program presence of the Chamber/VCB will provide incentives for business entrepreneurs to consider new visitor product that can boost shoulder season potentials. Examples include Spas with the ability to host small conferences. This trend could later afford Door County strong business from hundreds of potential corporate clients now located in urban feeder markets within easy driving reach. We have included this initiative in the recommended "Destination Door County Marketing Plan."

The Next Step: A Final Recommendation

Now that this Plan has been completed, in many ways the work has just begun.

The Coalition has made great strides in coalescing community interest, building stakeholder participation to produce this plan and in so doing, working in partnership with the Chamber/VCB to produce a road map for future success.

If we are to meet the long-range needs of the Chamber and community, the numerous recommendations contained herein should now be analyzed and discussed. Then community consensus should be reached, and implementation agreed upon as soon as feasible.

The window of opportunity is limited. Action is required now.

To undertake this critically important assignment, we recommend:

That the Chamber request that the Strategic Planning Coalition's Steering Committee-- which is comprised of many Chamber members-- now officially be appointed to serve as the Chamber's new ex-officio Strategic Planning Committee. Its mission: to research and bring the Chamber Board recommendations from this Strategic Plan for implementation.

REPORT ADDENDUM

STAKEHOLDER ASSESSMENT DETAILED RESULTS

Response to the question: What do you understand to be the Mission of the Door County Chamber?

Board Member:

- To promote the businesses of Door County. It should be changed to promote Door County as a destination.
- To promote business in Door County.
- To promote tourism, year 'round in a sustainable manner.
- Marketing Door County.
- To promote and market ALL business members of the Chamber of Commerce, including tourism, industrial and manufacturing.
- Rather than quote what is written, my feeling is to represent the membership's interests and promote Door County as a single destination to appropriate markets and market segments.
- Promotes Door County as a tourist destination and assists its members to attract more visitors.
- To promote Door County as a great destination!!
- To promote sustainable tourism, with Door County being a single destination, and promote and provide benefits to its members.
- Promoting Door County as a single tourism destination.
- To promote tourism and local businesses.
- Support and promote tourism industry.
- Promote Door County as one entity to support and maintain tourism and to make our County a better place to live, work and encourage sustainable visitors.
- Promote sustainable tourism and economical growth for the whole county. Southern, Northern. and for all entities.
- To promote sustainable tourism to the benefit of our member businesses and the community.

Attraction (culture and arts):

- To Market Door County outside of Door County to bring tourists to Door County.
- "Heads and Beds" Promoting the lodging industry - all other attractions are secondary to the goal of filling hotel rooms.
- To promote tourism and visitors to Door County.
- Promote the area as a tourist destination.
- Promote tourism.
- To promote tourism as essential to Door County's commercial success.
- To promote Door County as a tourist destination.
- Provide information, set up promotions, track inquires (Bus Tour Groups or agencies), market all of Door County, and show the great diversity of this peninsula. Note: I have been trying for three years to obtain a listing of group tours that come to Door County. I have been told that this information is not available. How can I reach bus touring groups if no records are kept of their inquiries?
- To act as an information bureau for Door County visitors.
- To attract visitors to Door County. It is not about labor or industry issues. The Chamber really should be called a visitors/tourist center.
- The Door County Chamber markets local businesses for the purpose of tourism/economic growth.
- Promote Door County.
- Heads in beds.
- To promote the economy of Door County in all its venues.
- To promote ALL aspects of Door County!
- To provide tourists information on our area, including marketing the area to potential tourists.
- To promote the county as a premier destination.

Attraction (outdoor recreation):

- To promote the assets that Door County has to offer and to continually encourage commercial, professional, industrial and tourism-based businesses to work together to draw people to the county, therefore supporting our community and personal livelihoods.
- To try to bring visitors to Door County.
- Promote business in DC.
- Promote tourism and get people to come to Door County.
- Promote Door County as a unique business and tourist destination.
- To serve its members, promote Door County and tourism, help brand Door County as a premier vacation destination.
- To promote the interest and provide knowledge and networking to Door County visitors and businesses.
- Promote businesses of Door County.
- Advertise to bring people into the county and provide those people with what to do and where to stay.
- Promote tourism.
- To promote tourism in Door County.
- To promote Door County as a destination and assist businesses.

Attraction, other:

- Marketing Door County.

B&B/Inn:

- To keep their jobs.
- To promote all of Door County as one destination.
- To promote Door County tourism.
- To promote tourism in Door County.
- Promote and encourage tourism.
- To promote tourism in Door County and establish economic development. Be an integral part of finding workers, helping to establish health care, housing and assistance.
- To market and promote tourism in Door County.
- Promote Door County as a place to spend a renewing vacation for tourists or a place to grow a business for the entrepreneur.
- To market and promote Door County as a single destination.
- Bring visitors to Door County.
- Promoting business and the economic well being of Door County.
- Promote tourism in Door County; serve as a professional organization for the businesses of the area.
- Promote tourism in Door County.
- To promote tourism.
- To promote tourism in our area.
- Promote tourism.
- The mission is to promote Door County as a destination location for visitors, and to promote services for residential consumers.
- I would hope it's to present Door County as the premier natural attraction area.
- To promote Door County as a destination spot.
- To promote Door County and make it a great place to visit and live.
- Mission of the Chamber, as I understand it to be, is to promote the entire county, help visitors by providing answers to questions, printed materials, etc., and to advertise Door County far and wide...and to keep DC businesses informed about promotional opportunities that come along so we can make best advantage of them.

Condo/hotel:

- To provide its members with excellent marketing of the Door County Area.
- Promote and retain Door County tourism.
- To promote tourism to Door County.
- To promote Door County, especially the tourism end of the spectrum.
- Promote Door County - bring visitors to Door County - preferably overnight visitors.... and in doing this, they are serving their members.
- To promote business and tourism in the Door County area.
- To promote the economic welfare of Door County through the promotion of Tourism industry, and other economic endeavors. Tourism seems to be the largest sector of the economy.
- To promote DOOR COUNTY to the world!!

- To promote Door County as a vacation destination so as to help its members reach their full sales potential.
- To promote tourism in Door County.
- I don't know what it is.
- To promote Door County as a destination for sustainable tourism.
- To offer members advertising benefits to better market their business.
- Promote tourism to the Door County area.

Hotel (cottage):

- To promote business, travel and information for Door County.
- Spend money.
- Primarily to promote Door County as a tourist destination, not only in the Midwest, but throughout the country.
- Yes.
- To market and promote the whole county.
- Promote Door County Tourism.
- To contribute to the success of its members by promoting Door County as a premier tourism destination.
- Promote tourism on the peninsula.
- Promote tourism in Door County.
- To market the county as a destination - not just Sturgeon Bay.
- To promote Door County to visitors and businesses.
- To Promote Door County Tourism.
- Being helpful to tourists to make sure they enjoy their vacation - that is more my impression. Really I have no clue the actual mission statement. I even went to the new web site to locate the mission statement and could not locate it.
- Promoting Door County in such a way as to encourage visitors -- hopefully, long-time, repeat visitors.
- To increase tourism to the County.
- Promote tourism and business.

Hotel/Motel:

- To promote the economic growth of Door County and to maintain the integrity of the current business climate.
- Promote Door County industry and the number one industry is tourism.
- Bring visitors to lodging places in Door County.
- Promote and create top-of-mind awareness for the Door County business community.
- Promote Door County Tourism, provide information to visitors to the Area.
- To help promote and maintain tourism in Door County.
- To promote business with a special emphasis on tourism in Door County.
- To promote tourism and business to areas (markets) in the Midwest U.S.
- Promote Door County.
- Promote Door County.
- To help promote member's business. To help members promote their business. Help visitors to our area to have a great vacation or business experience.
- Promoting Door County as a tourist destination.
- To promote Door County.

Local Government:

- Promote tourism.
- To serve DC business and play a leadership role in marketing the Peninsula; to come up with creative ideas to bring people to DC.
- Support all business in Door County with specific emphasis on tourism promotion.
- Market the county as a single destination.

Restaurant:

- To promote businesses who join the Chamber.
- To encourage tourism in Door County.
- Promote all of Door County as a tourism destination.
- To promote Door county as a beautiful and exciting place to vacation.
- To promote tourism in Door County.

- To attract and educate tourists.
- To promote business development and execute a cohesive marketing program to promote new tourism and retain existing tourism base.
- Attract visitors and dollars to Door County.
- Promote tourism and business in Door County in an accurate, fair, and equitable manner. Knowledgeable staff needs to answer the tourist's questions and requests accurately.
- To improve tourism and to support business new and old and make Door County the destination point of the Midwest.
- Promote tourism in Door County and assist members towards improving their business.

Retail:

- To promote tourism and business in Door County.
- Have no idea.
- Support sustainable tourism in Door County.
- To get heads in beds
- Increase the economic impact of the travel and hospitality industry by attracting visitors.
- Not sure.
- Marketing.
- Inform and Attract Visitors.
- Promote tourism.
- To increase tourism for the WHOLE county, but there seems to be a tendency to promote So. Door over No. Door. To also NOT promote activities and the varied arts and scenic beauty that has been the overriding draw for many decades.
- To have information available to inquiries regarding its paid members. To promote the businesses of the paid members.
- Promote business and tourism to the area.
- The mission of the DCCC is to inform visitors, guests and residents of the things the Door County peninsula has to offer in terms of beauty, attractions, cultural events, and other aspects of Door County.
- To support local business while marketing the Door County area for vacation, business and residency.
- To market Door County as a premier destination for visitors and vacationers.
- Promote Tourism.
- Haven't seen much "mission" really. I would think it would be to attract tourists to the Door while at the same time helping to preserve our area and keep it unique which is the reason for the draw in the first place.
- To bring tourism to the county via different media.
- To promote business in Door County.
- To promote business, in particular tourism, in Door County.
- Support local businesses by promoting tourism and networking opportunities within the business community.
- To inform potential visitors and to assist them in finding the information and facilities they request.
- To promote Door County as a vacation wonderland.
- To promote tourism in Door County.
- Attract visitors to Door County (goals, strategies and tactics should flow from this mission).
- To make Door County visible around the Midwest and beyond.
- Promoting Door County.
- (1)Promote/advertise/strengthen county commerce, state and nationwide; (2) assist visitors with directions, maps, info; (3) interface and coordinate with members regarding business stats, trends, promotions (4)act as ombudsman regarding legal & legislative matters (5) act as county PR (6) other business-related actions on behalf of and in lieu of members. [The list is not necessarily inclusive, but a basic off-the-cuff list.]
- Promote business in Door County.
- To promote Door County as a tourist attraction.
- To market Door County as a tourist destination and to support the local businesses in their pursuit of economic success.
- To represent all businesses in their region in the enhancement of revenue. I discontinued my membership because of this failure on their part!
- To market Door County as a tourist destination.
- To promote Door County to visitors.
- To bring visitors to Door County; to promote the county to visitors.
- To market and promote Door County as a tourist destination.
- Promote tourism and resident shoppers to increase business.

- Market Door County.
- To bring visitors to Door County and increase revenue for the county through tourism.
- To encourage visitors to visit Door County.
- To promote Door County to visitors.
- To promote the economic growth and stability of Door County. This includes bringing new industry/ increased tourism into the area and having the well being of local business owners looked after.

Other:

- Promote tourism throughout the Door peninsula.
- I don't understand the mission from their actions.
- Market Door County as a vacation destination, as well as, business and residential community.
- To promote tourism in Door County.
- The mission of the Door County Chamber should be to promote tourism in Door County; this has not been as of late (5 years) their most ambitious undertaking. The Chamber should take a more aggressive marketing approach to promoting tourism especially in Northern Door County, and not be so concerned with just the happenings of Sturgeon Bay. They also should try to initiate activities--weekend and otherwise--geared to promoting events that could be concentrated throughout the County--not just a fishing tournament, for example, geared toward Sturgeon Bay. They should also take an active participation in promoting individual Village events, such as Fry Bal in Ephraim (especially in 2006) which wasn't even mentioned until people made phone calls to find out why there was no mention of the event on the Chamber's website--one had to go to the Ephraim website for info.
- Attract people to come to Door County.
- To promote Door County as a whole, keep the visitors coming back.
- Promote all Door County business entities.
- To promote hotels and restaurants.
- Yes.
- To promote Door County.
- To promote tourism for the county which in turn creates a viable economy.
- To promote Door County as a vacation destination, to provide support for the members to assist in increasing the number of visitors and to in turn increase the revenue for both individual owners of businesses and the county as a whole.
- Increase business to Door County.
- To promote Door County chiefly outside the area, to attract visitors.
- To attract visitors to the area and provide them with information about lodging, restaurants and other services to utilize during their visit.
- To promote tourism, with a particular focus to extending "the season" so as to not overburden the peninsula in the summer (but keep levels as they are in the summer) -- get more visitors here in spring, fall, and winter.
- Currently: To promote the business interests of its members to visitors of Door County. Hopefully: To act as a conduit of information and public relations in and of the Door County Peninsula.
- Promotion of Door County tourism as a vital, continuing economic force...hate the buzzword 'sustainable', but quality, enduring, respectful manner might get at the same concept.
- To promote Door County.
- To promote local business through year round residents and seasonal visitors.
- Promotion of tourism.
- To promote a healthy business climate in Door County.
- To provide information for visitors and assist in promoting businesses.
- To promote all of the Door County Peninsula.
- Yes.
- Positive promotion of the businesses, attractions and activities that can reinforce the Door County Peninsula as one of the top 10 tourist destinations in the Midwest.
- To provide information to tourists. To give tourists a sense of comfort and safety when choosing a business from the website.
- I understand that the purpose of the Mission is create a marketing plan that will enhance ALL businesses in Door County. I also understand the importance of the community coming together on this as a group instead of individual sections of Door County!
- "Outsider" hostility.
- To promote Door County, its businesses and amenities to individuals and groups outside of the area.
- To promote and serve Door County business.

- Yes.
- To promote Door County as a Tourist Destination.
- To market the entirety of Door County as a tourism destination.
- To promote and foster the growth of business in Door County.
- Promote Door County as a tourist destination.
- Drive tourism, assist businesses.
- To assist employers and bring in tourists and businesses.
- Support business by marketing Door County, including not only tourism, but also to draw seasonal and permanent residents, as well as businesses to locate in Door County.
- To improve the business culture of Door County.
- Serve the best interests of DC: health of residents, environment and culture.
- To market Door County and its businesses and promote the well being of the communities and citizens.
- To promote tourism in Door County.
- Promote the Door County Peninsula to attract the tourist trade.
- To promote tourism in Door County for the benefit of both local businesses and visitors.
- To promote and educate Door County to visitors, potential landowners, and businesses.
- Market Door County to bring in more visitors.
- To get people to come and see our beautiful part of the world.
- Promoting Door County as a great place to visit/vacation.

Fulfilling Its Mission	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Creating economic impact	2.5	2.9	2.3	3.0	2.1	2.6	3.1	2.1	2.8	2.2	2.5	2.7
Serving Door County Chamber area visitors	3.2	3.7	2.9	3.2	2.8	3.2	3.6	2.8	4.0	2.9	3.3	3.2
Encouraging visitors to see and do more while they are in the Door County area	3.1	3.5	2.8	3.4	2.9	3.2	3.4	2.7	4.3	2.6	3.1	3.1
Attracting Door County area visitors	2.6	2.9	2.2	2.9	2.0	2.4	3.1	1.8	2.8	2.2	2.7	2.7
Positively impacting the local business economy	2.5	3.0	2.4	2.6	2.0	2.6	2.9	2.1	3.3	2.3	2.4	2.4
Expanding the local tax base	2.3	2.7	1.8	2.6	2.0	2.4	2.6	1.7	3.0	2.3	2.2	2.3
Providing impetus for new construction (e.g. new hotels, attractions, restaurants etc.)	2.1	1.9	1.4	2.4	2.0	2.6	2.6	2.1	2.3	2.0	2.0	2.1
Linking visitors and the businesses that serve them	2.9	3.3	2.5	3.2	2.7	3.3	2.9	2.7	3.5	2.6	2.9	2.8
Helping to create jobs	2.2	2.5	1.8	2.7	2.1	2.4	2.5	1.9	3.0	2.0	2.1	2.0
Category Average	2.6	3.0	2.2	2.9	2.3	2.8	3.0	2.2	3.2	2.4	2.6	2.6

Comments:

Board Member:

- The Chamber guides visitors to their destinations and helps in planning their vacations, meetings, etc.
- I feel the entire marketing strategy has to be changed and probably get a different ad agency too.
- In most cases it is not fulfilling its mission but, given its budget, I don't know if it can. That's why the strategic marketing plan is necessary, to see if the chamber can be more effective with the resources it has and what can it accomplish if it had more resources.
- The Chamber works very hard to encompass all area businesses. Everyone living in Door County is touched by the tourism industry.
- Growth is not necessarily in our best interest.
- Always room for improvement.
- Some efforts overlap with Door County Economic Development Corporation.

Attraction (culture and arts):

- I don't believe that the Chamber is an economic driver or that they see themselves as responsible for job creation. Their primary purpose seems to be promotional. I suppose this indirectly creates jobs, but is certainly not the message or articulated goals I get from the chamber materials.
- Declining visitor ship over the past 7 years is indicative of a CVB that is not succeeding in its Mission statement.
- We need constant feed back from the Chamber. They need to do a better job of promoting Heritage Tourism. We have more than Light Houses. They need to help showcase the non-profit historical offerings. Our \$600.00 ad in the Go Guide is not bringing in Tours.
- I do not feel that the Chamber is interested in creating jobs, a population base or a tax base that would keep our local schools and industries from dying. I feel that the Chamber's primary interest is tourism.
- Need to do a better job of "packaging" Door County as a cultural/historical/environmental destination for the cultural/historical tourist. We are a PENINSULA.
- For the n/a responses, I have no way to measure if or how much the mission is being fulfilled.
- The Door Community is not promoted to its full benefit. We are fragmented and disassociated from each other, the arts and businesses. There is a real competitive edge to the community's relationships to each other.

Attraction (outdoor recreation):

- I don't fully understand the Chamber's relationship to attracting businesses to D.C.. I would prefer they lobby to keep D.C. a tourist destination, than support unchecked (& ugly) sprawl & growth.

- The cost of membership is just too much for us.

Attraction, other:

- No growth is an OK policy... what about failing to guard the "natural" attractions that we "sell" to visitors?

B&B/Inn:

- The Chamber as it is currently structured is struggling to market and promote the county in a professional and creative way. They have used the same marketing firm for years with limited results. They are very nice people, but are not getting results. My business is way down this year. We participate in the Chamber promotions, and try to be involved, but we are not getting results. We ask our guests if there is anything that we can do to make their stay more enjoyable, but they say that they are happy and there is nothing that we should change. After being in business for more than 10 years, we are troubled that business is declining so much. We hope that the entire structure of the Chamber, including the board, will be looked at and will follow the professional suggestions of Marshall Murdaugh.
- I have little or no knowledge of the impact the Chamber has on visitors. I can say I see little direct return for my dollars spent with the Chamber, although I feel if I don't join I will lose out. I guess I feel 'trapped' into membership - and it is very, very expensive for the small business.
- Creating jobs means nothing if you don't have people available to work.
- When I check "meeting expectations" that is a very positive comment, and should be taken as a neutral rating. I guess it means we have high expectations of the Chamber and when they are met, it is expected.
- The Chamber does try to inform visitors of the amenities of Door County once they are here. They do not seem to be prepared to provide the direction and guidance to increase the economic impact that they have on DC.
- Our Chamber is a non factor.
- They do what they can with very little money which has become a glorified tourist information center.
- I'm not sure how to judge the last 4 questions, but I feel the Chamber is failing to have much of an impact on area businesses. It's not in the lead, being creative with leadership that's innovative and knows how to be seen with little in the way of \$\$\$\$. We need leaders with tremendous charisma and people skills. One of the only ways to make something happen with so little advertising money is by having leadership that knows how to make media contacts and promote Door County in creative ways that don't involve advertising dollars.
- We have not had a single room night since the middle of last November that has been a result of the huge dues and fees we pay to the Chamber, so at this time it appears as useless to us as the SBCDC with its abandoned building and bizarre location. We do not feel the Chamber has been involved in doing anything to stop the building of hideous, disgusting chain motels all over out on our highway...structures and situations pretty much guaranteed to stop people from coming into and enjoying all Sturgeon Bay has to offer, nor has it helped in any way toward the moratorium on condo building that we've desperately needed in DC for over a decade. To us, it's definitely a failing grade at this time.

Condo/hotel:

- Financial restrictions are a part of their challenge. Like most of the businesses, they tend to spread themselves too thin.
- I have seen a decrease in the Chamber's help in the last 4 years....
- We need new faces in the Chamber which will hopefully bring new ideas. Jon Jarosh replaced Tom Lyons as Marketing Director and we have not heard from him for as long as he has had the position. In the last couple of years over \$150K has been spent on outside consulting firms to tell us what we are doing right or wrong. I thought that was the chamber's job!!
- Chamber has been using some of the same techniques as 10 years ago. Need to change with the times and be more innovative.
- According to the SB School District results, our school population is declining. What is the reason we cannot attract families to Sturgeon Bay?

Hotel (cottage):

- Would like to add an answer column named "unsure." For the sake of this survey I used the N/A column for this answer. FYI
- The DC Chamber is not proactive in challenging themselves to review their own performance. While they "work very hard", what they are working on is not working for this County thereby expending energy and dollars ineffectively.
- We have not been attracting new visitors. We need to do this.

- There is little connection between the Chamber and economic development. Totally reactive operation; no forward thinking.
- We feel as if the Chamber forgets about the small businesses who have been operating for a long time, focusing on the larger ones, with more economic "clout"

Hotel/Motel:

- Aside from the one billboard on Hwy 57 I haven't seen or heard of the Chamber actively promoting new business in Door County.
- The Chamber has failed miserably to promote Door County and also to communicate with its members. We have been on a severe downward slide for the past five years and only now is it becoming public and an attempt to do something about it. A little too late in our opinion. Karen Raymore and the whole board of directors should go. We need to start fresh and communicate with and between the members.
- I feel that the Chamber is trying to improve in many areas, I feel the northern part of Door County is sometimes forgotten. They are following some of the suggestions given by hired evaluators. There are problems with over-development, lack of funds, etc. I feel Door County is in at a turning point and I am not sure where it truly is going - but a lot of us smaller businesses (ma & pa) are struggling. I really only have contact with Karen occasionally. And Phil thru e-mail, so I cannot really say much about what the Chamber areas are doing - but I do know I appreciate Phil's e-mails - I do feel I am being kept up with what is going on more than ever before.

Local Government:

- With the Chamber's budget constraints, they do an incredible job.

Restaurant:

- I think the Chamber has lost sight of how to sell the county - it appears to meet the needs of those who come, but it seems less and less successful in getting people to visit the peninsula.
- I have always been able to communicate quickly with any Chamber employee.
- The Chamber is doing a reasonable job assisting tourists once they are in the county. However, they are not attracting enough people to our area.
- I do not feel currently that being a Chamber member would benefit me. Therefore I do not feel as though I can properly fill out the above and below surveys
- The Chamber does a good job once a visitor is in Door County but needs to improve in marketing Door County to new visitors.
- It is time for a new Chamber Executive Director. There is too much unrest at least in the Northern part of the County over the lack of leadership of Karen Raymore.
- Local tourism businesses are likely not operating near capacity, thus there is no need for additional construction.

Retail:

- I feel that the Chamber staff has good intentions; however, they are missing the mark. If the director Karen Raymore has felt for the last five years at least that the county is in desperate need of a room tax, then she should have had the leadership skills to make that happen. I have nothing against Karen or the staff personally; however, I think that they are not taking the organization in the right direction. I purchased a business here 7 years ago and I have seen declining sales. The Chamber does not seem to be attracting the right kind of visitor to our area. There definitely needs to be a change in leadership if we are ever to prosper as a community.
- This is our 4th season in business and we have yet to be contacted by the Chamber for membership
- The Chamber does a good job with the people it gets. It doesn't do a good job getting people here in the first place.
- Dull, dull, dull and not attuned to retail and nature vs. lodging.
- The Chamber does a fantastic job considering the limited funding resources it has available.
- I understand that the Chamber is limited by funds. I believe they are doing a decent job with what they have to work with.
- I believe the Chamber better serves the lodging industry than the retail sector but I also understand that most of the calls received are probably for lodging.
- Maybe my expectations are too high!
- I personally have no way of evaluating for our visitors. We needed help getting Gibraltar Road on their map. It was a struggle.

- Chamber staff is friendly and does a good job.
- It is difficult to find galleries on the web site. Since this county has substantial arts, theatre, and music, the art galleries should be a prime promotion.
- The chamber has consistently directed work to vendors outside of the county instead of supporting home based businesses.
- With the economy as poor as it has been since we opened our business it's hard to answer this survey!
- There is only so much they can do with a tiny marketing budget.
- Door County needs to pursue the construction of a Destination Resort that will draw people here YEAR ROUND. Local business people can not survive the Winter lulls, especially with such high overhead that is intrinsic to this area. We need a high visibility-family oriented resort, such as the Kalahari Resort in the Dells. It offers an outstanding water park, along with many amenities that draw tourists year round. This economy can not prosper on summer visitors that are here for a few days, many camping and spending little money. If the weather is poor, there is little for kids to do and I think that Door County is losing it' "luster" as a vacation area. Society is different than 20-30 years ago, and families demand and expect more attractions that will both draw them and hold them here.

Other:

- Although they do a nice job with Ininline and are super supportive and helpful to their members when you call; I have found that they are useless in locating support services or offering advice on how to improve/market your business, how to target markets, etc. As a vacation home rental they have been useless in recommending how to secure cleaning personnel, caretakers, support services, maintenance personnel, etc. If you ask them for names for such workers, businesses they say they can't name specifics or don't know of anyone. They don't even make a suggestion, i.e. call local churches, community groups, put ads in newspapers, etc. Basically, I've been on my own all the way with running my business and I live out of state. So you can imagine what it's like not to have references or suggestions for people, plumbers, etc. You just try your luck and hope it works out. I view them as an organization strictly to take your dues/payment and put you out there on Ininline and that's it. But I'm booked all summer/fall and can't complain. They recommended I use their employment database/job opportunities, which I did, but I never got a call from anyone and I noticed that most of the prospective employee listing was outdated and old. So I use them primarily for Ininline only and I've learned the business on my own, as well as, securing support services, etc. I think they need to do more for the smaller businesses, like mine, as I am hearing that others like me are taking their financial resources and using other internet listings instead of paying the chamber dues. They also do very little to keep out of state business owners in the loop. If I don't ask how a particular meeting went, there's no follow up. In fact, they don't even take notes/minutes of meetings and disperse them to members (which I've asked for) so in a way you're left out of the dark about what they are doing besides taking your dues and Ininline.
- Chamber needs to have their house cleaned and put in order with people that are qualified to operate a business such as the Chamber and are energetic and want to promote tourism and not just be caught up in all the politics.
- Perhaps new construction isn't a good thing. Seasonal jobs mostly. What kind of an economic impact is the question. These questions are too open ended, so the answers can't reflect accurately.
- The senior management of the Chamber has been virtually non-existent as evidenced by the drop of the tourism economy in the last 6 years.
- I find the Chamber to be ineffectual.
- This survey seems kind of strange, given the structure and mission of the DC Chamber — some of the items above are the purview of the Door County Economic Development Corporation, not the Chamber.
- I don't think the job of the Chamber should include the creation of jobs or economic development issues to prospective business. That is why we have an economic development corporation in Door County..
- Each of the above is achievable and has been achieved, I'm sure, but measurement from our perspective is impossible to determine.
- The ability of the Chamber to meet or exceed objectives is limited by their financial limitations.
- I really can't say that I know what I'm talking about on the preceding questions. Just subjective impressions. The question leading into this series of questions is very unclear. Should be a full sentence like: "Do you feel that the Chamber is fulfilling its mission in the following areas?"
- It would be hard to find a group of such dedicated individuals who work so hard, and accomplish so much, in an always-eager and competent fashion, anywhere else!
- I think the Chamber is improving, but really needs to promote the county as a whole and create MORE PR throughout the state, mid-west and the country...there seems to be a lack of knowledge on how to do that through the Chamber.

- Our only contact (done on our time, expense, and effort) has been not satisfactory.
- Increased reach and the creation of a Door County brand is needed.
- Not sure that "new construction" is really something the county needs to pursue - plenty of "old construction" is lying empty and/or could stand restoration.
- The Chamber seems to provide more resources for building and destroying what visitors come to Door County to see and enjoy.
- Yes, to service industry jobs but we all know it is the living wages jobs that are needed.

Promoting the Door County Area	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Producing and distributing visitor guides, maps, and other merchandising materials	3.5	3.6	3.2	3.5	3.3	3.5	3.8	3.0	3.8	3.2	3.6	3.5
Bringing visitors to the area	2.6	2.9	2.1	3.2	1.9	2.6	3.0	1.9	3.3	2.1	2.5	2.8
Marketing and promoting the county to create awareness	2.5	2.8	2.1	2.9	2.0	2.6	3.1	1.7	3.3	2.3	2.5	2.6
Branding and promoting Door County's identity	2.5	3.4	2.0	3.0	2.2	2.9	3.0	1.8	3.3	2.2	2.5	2.4
Stressing customer service to visitors	2.7	3.1	2.1	3.0	2.9	2.7	3.1	2.7	3.3	2.6	2.8	2.6
Pursuing positive national and regional coverage of Door County's tourism product	2.3	3.1	1.7	2.9	1.9	2.7	2.9	1.4	3.3	2.0	2.4	2.3
Seeking out and attracting new visitor markets	2.1	2.3	1.4	2.9	1.8	2.3	2.6	1.4	2.3	1.8	2.0	2.2
Developing partnership opportunities for member cooperative marketing and advertising	2.6	2.9	2.1	3.2	2.0	2.8	3.0	2.1	3.0	2.3	2.9	2.4
Category Average	2.6	3.0	2.1	3.1	2.2	2.8	3.1	2.0	3.2	2.3	2.7	2.6

Comments:

Board Member:

- It's a funding issue.
- The Chamber seems to be aware of the new and changing markets each year.
- The Chamber needs a strategic marketing plan. We think we know who are customers are but what media will reach them and why aren't they coming? After administration, member services and visitor center expenses, we currently have about \$225,000 left with which to bring visitors to Door County. This is spent on internet and PR. Any effective plan is going to require more money.
- Door County has fallen behind other destinations in terms of awareness to our key markets. We are lacking funding to effectively compete with other destinations and because of that our number of visitors has eroded. Positive stories about the area has helped to attract new visitors, but with so many more destinations competing for the travelers dollars we need to reintroduce Door County to our key markets and reestablish a presence.
- For the amount of money that they have to work with they do a good job. Advertising costs money, and with the limited funding they have I believe that they do an above average job!
- Limited marketing budget makes a lot of marketing impossible.
- Regional excellent. National needs improvement. Not enough funds.

Attraction (culture and arts):

- The Chamber has an extremely limited budget which affects its ability to market nationally. However, there are too many publications (chamber and others) competing for attention. No visitor unfamiliar with the area could decipher all of the information. The only strategy I have heard for attracting new visitors is the gay and lesbian travel market. Interesting, but not a solution. Finally, as a non-lodging organization, the cooperative advertising opportunities offered are not at all interesting to me - "romancing the season" - ugh!
- The DCCC is under funded and lacks the visionaries and skilled experts to brand, market and promote our exceptional product
- All Community Civic Associations need to start working together. An example is that in order to post materials or leave brochures at other village tourist centers, you must join their association. We need to get visitors to move around on the peninsula and take part in a vast array of activities that this peninsula offers. It's time for cooperation instead of self interests.
- The Chamber is only part of the picture. Each tourism-based organization and individual town spends a great deal of money in attracting visitors to the county.
- Do not promote being a cultural destination.

- Working for a non-profit arts organization is challenging in today's market. It is very disturbing that the arts are not more appropriately stressed to our visitors. I truly feel, although our Chamber protests to the contrary, that the arts are not promoted as strongly as they could be.
- How can they pursue national coverage with their budget?

Attraction (outdoor recreation):

- Advertising is too expensive for small operations.
- Need ability to distribute brochures to local businesses and do brochure exchange easier.
- Really don't know.

B&B/Inn:

- The visitor guide is good; it should be combined with the GO guide. Should not have 2 separate books. The Chamber has not had the money to pursue national coverage for DC. The cooperative marketing and advertising has brought us limited results, at our expense. We have tried to be involved with most of the promotions, but have found that our results are the same whether we participate or not.
- I appreciate suggestions for member cooperative marketing. It would be most helpful if there was follow through to bring the two entities together.
- Frankly, I think the Chamber has been doing pretty much the same thing for the last 10 years or so - and I'm not sure it's moved with the times. I think we've simply sat back and rested on our laurels, and I believe we're missing out on opportunities by doing that.
- They have good ideas, but wrong direction.
- They need to combine the visitor guides into one useful booklet. The past few years, there has been a significant decline in visitors to DC. We try to participate in the cooperative marketing and advertising campaigns that they have, but seem to still not have success with that. The Chamber staff is very cordial and customer service oriented. They need to get some creative marketing savvy people on board to come up with some outstanding ideas. Unfortunately, this is not possible without the funding.
- Our Chamber is out of date in structure and performance.
- Absolutely uncompetitive financially to enable "top of mind awareness."
- Partnership opportunities are still far too expensive for the small business owner.
- Since our business is not seeing any improvement, but rather less and less income and guests each year for the past 5 years, we can't say we have any idea what the Chamber is doing to promote Door Co. and where, but we continually beg them to stop pumping money into Wisconsin, Illinois where everyone already knows we exist, and put it into national and international advertising...for which there are even grants to help with costs. Without seeing the bigger picture — i.e. that the entire world is there outside these few Midwestern states, we're never going to see things improve here. If they don't start working toward attracting REAL vacationers who spend time and dollars here, instead of one-nighters from Green Bay and within a couple hundred miles of here, we are all doomed. Lodging members pay astronomical dues, and we find paying hundreds, even thousands EXTRA and above that for "advertising opportunities" to be something we can never afford to take part in; smaller businesses simply can't manage the additional expense of having to pay so much extra for most of the advertising the Chamber does.

Condo/hotel:

- As far as I can see, the Chamber takes on as much as it can to help promote Door County. They do an exceptional job with the budget they have to work with.
- Business has dropped off significantly in the last 5 years....due to some conditions beyond the Chamber's control; however, the initiatives they have tried have failed in my opinion. Even the room tax issue has been suggested by them two times and both times there has been no follow through. My understanding is that there were board members blocking the issue and therefore their hands were tied!!!! This troubles me greatly, and we the hotels, restaurants, shops, etc have suffered greatly by lack of leadership and a progressive approach. Yes, they have sought out expert advice but until Dave Elliot went out on his own, it was like a boat at sea with no wind, oars, motor or energy to move! Floundering.
- The only person we hear from at the Chamber is Phil Berndt, who is the man seeking out new members.
- If the Chamber would have made the push for a room tax like they said they were going to last winter, they would be able to generate the necessary resources needed to accomplish the above goals.
- Expectations need to be raised?
- At a recent WI Innkeepers Conference, they discussed the importance of partnering with local businesses and attractions to provide guests with a complete vacation experience. It seems we could do a better job of this,

because of the exceptional natural landscape we naturally have to offer. I like the idea of offering guests sample itinerary plans depending on their interests.

Hotel (cottage):

- The DC Chamber doesn't work outside of their comfort zone and hasn't been able to get their arms around the County in general.
- We're doing the same things in different ways which are not helping. Again, the market which is focused on is Sturgeon Bay or slightly north of that location.
- Love the new web site. However, searching on it - isn't the best. I was trying to search on fireworks on 6/31 and received 0 results. After page by page/link by link searching I located a section on special occasions I think it was and it gave a list of items coming up. I think your search needs to be greatly improved. The search field should be available on all of your web pages.
- We would like to see more emphasis placed on the traditional family vacation — these are the folks who will return over and over again.

Hotel/Motel:

- A new national awareness using updated marketing techniques are needed (web, cable TV ads, etc.) We need to attract NEW visitors to area and not just rely on return visitors. Listings with Expedia, Travelocity, Trip advisor and other major travel search engines. It would help to do this as a community as they will not look at small individual properties.
- Nothing new and innovative being done. Kingdom so Delicious is a joke when pamphlets are handed out midway through the month it is occurring. Also this only serves part of the membership yet takes big money from the state which could be better used elsewhere. No evidence of any creative, economical promotional programs such as familiarization tours for writers and appropriate parties.
- I am really unclear as to what exactly the Chamber is doing in this area. They have a new website which is easier to navigate - but I liked the serenity of the other home page. I guess I need more information regarding this area.

Local Government:

- Creative marketing is not in the Chamber's tool box.

Restaurant:

- The Go-Guide is a great tourist tool.
- There are too many publications which duplicate each other. One publication that encompasses the current Go Guide and Visitors Guide would be useful. The Chamber does not seem to work with the local advancement groups to market the county in a cohesive manner.

Retail:

- I realize that the Chamber has a very limited marketing budget. That being said, it should have been the director's main objective to increase funding through a room tax. From what I understand, the Chamber attends conferences around the United States. If every other tourist destination has additional funding for promotion, mainly through room tax, then that should have been implemented here years ago.
- One market segment that the Chamber has ignored is the day visitor segment. I estimate that 1/3 of our retail business is from day visitors from Green Bay, Appleton, etc. It is my impression that this market has been ignored by the Chamber. I have also found that our day visitor customers often become "heads in beds" customers especially in the off-season.
- The Chamber continues to be enlightened and proactive rather than reactive to situations and events in Door County
- Branding, promoting and marketing the area is lacking. The Chamber needs to create awareness/coverage more thoroughly.
- I trust the Chamber to do a good job. We also, in our little corner, try to promote Door County and its many artists and cultural events.
- How is this different from the first set of questions?
- For 2-3 weeks running in early June, the travel section of the Chicago Tribune was filled with ads from every community in Wisconsin except Door County. Chicago visitors are a key element to Door County. How could such a major and vital metropolis be ignored? Where was Door County?
- Any business not directly related to accommodations is poorly represented by the Chamber.
- Visitors still don't consider Sturgeon Bay a part of Door County. The city government needs to start working toward this goal to increase a tourism attitude instead of trying to make us a suburb of Green Bay.

- Sometimes they are a little "cocky" - we're Door County and everyone should fall at our feet. But they still only have a very limited budget to do anything with. I did not like the last Vacation Guide. It did not look polished or professional.
- The Chamber does an OK job of promoting the usual attractions that Door County is noted for. Problem is....we're not drawing the next generation in here. Younger singles and families have more sophisticated tastes and expectations. Not everyone is into hiking + biking, or just sightseeing. When it rains here or the weather is lousy.....there's little to do, especially for younger kids.

Other:

- The Chamber is not very creative with their guides. That is left to the businesses. We have to pay someone else to create our ads. It is much easier to work with other publications. They are more eager to please!
- They tell me they have a limited budget and can't reach out like they would like to. I think the new web site is fabulous compared to the old outdated one; however, it's a positive start in the right direction. I don't think they work hard enough to promote to local businesses how shabby and tired the villages look. I wish they would conduct meetings with local shopkeepers about planting flowers, painting and updating run down buildings, presenting some sort of image. These businesses charge a lot for their products/wares; yet don't bother to maintain the appearance of the building. I recently brought neighbors up who have never been to Door County before and they actually stated "what's the big deal." They are world travelers and thought that the towns were run down and that they charged way too much food, etc. (for a scoop of ice cream at a Bailey's harbor joint for instance). So I'm glad Door County is waking up about how we are perceived and how we need to improve.
- They don't brand and promote Door County, just it's members and many people (such as ourselves) won't be members because our 'special' interests didn't seem important to the Chamber. We don't know how good the Chamber is at this, we aren't visitors.
- Lacking in assistance for small businesses such as "Mom & Pop" hotels by focusing on programs, advertising, etc. which would be beneficial to large hotels or very upscale business. Cost is a problem when you are small and have a limited budget for advertising to work with.
- The Go Guide is fine and I know of business owners who are happy with the advertising venue it provides. However, the woman who assembles the Go Guide is not a professional graphic designer, and as far as I can tell is salaried (annually!) to produce the book. As someone who is extremely familiar with what it takes to put together a publication, the position seems very wasteful. She may do more than I'm aware of, but from the outside looking in I have to raise an eyebrow when I see that the book is made up of camera-ready ads and an index (really — an annual position for that?). Also, the Go Guide serves to promote Door County internally. There is a use for the publication, but should that really be the focus of the Chamber's marketing efforts?
- The co-op ads that I have seen are not well-designed. The individual ads get lost and there is no cohesive message.
- Many of the above areas in question should be the primary objective of the DC Chamber. Branding Door County in a tasteful way so as not to become cliché or cheeky with such an approach. Establish focus groups to research and define our Door County niche so that it is speaking in terms of what is most lucrative to Door County commerce. Seek out new visitor markets by sending our reps into other places in the US and World on a regular basis to glean information on what works elsewhere. We need more global awareness for the global market we are in. Establishing Door County regionally is missing the mark. Visitor base should be expanded to brand and include international tourism and nationally recognized branding as an exclusive retreat for discriminating tastes. Further, additional deconstruction of the Northeast Wisconsin stereotype needs attention when it comes to branding. If anyone associates Door County with cheesehead-toting Green Bay Packer whackos, then Door County branding will have failed.
- The newspaper coop ads seem scattergun and somewhat ineffective. What about co-op radio or TV? Brand seems strong, at least in Midwest. Too many travel pieces are blasé...same old same old, using tiresome "Cape Cod of the Midwest." Shoot the person who thought up that line! How have new markets been developed or encouraged? (The niche markets from bicycling and motorcycling to birding and wind surfing, etc.?)
- Again - make it a clear question.
- Would like to see the Chamber and other major influencers (magazines, other major online resources etc) be more fully integrated into the total message the Chamber delivers to potential visitors - so the potential visitors have all the resources available to them as they make a destination decision. The goal of the Chamber is not to get more people to their website, but to get more people to Door County. And integrated a total message with other players is key.

- On the two questions above where we replied Meets Expectations, our assessment is based upon the fact that the Chamber does about as much as it can with limited resources.
- There seems to be a disconnect with the individual communities and the Chamber has done little to promote or "get the word out" about Door County as a beautiful experience. The Chamber has relied on the older community to continue its journey back to Door County without promoting to the younger generation or getting a new group of travelers to the county.
- We don't know what other efforts the Chamber takes, but their efforts with our company were less than satisfactory.
- Too much focus on selling ads and not enough on serving the members. I was even told that there is the possibility of hiring an individual to do outside ad sales for the publication - ridiculous!
- I don't understand why the Chamber does not support Door County Magazine. It is the only paid distribution publication getting the name on bookstores and magazine racks throughout the country. An advertising trade would have cost nothing, yet it was turned down?

Quality Customer Service	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Courtesy	3.9	4.0	3.7	4.0	4.0	3.7	3.9	3.8	3.0	4.0	4.0	3.8
Overall Customer Service	3.7	3.9	3.4	3.7	3.6	3.6	3.8	3.5	3.0	3.5	3.8	3.6
Timeliness in response	3.6	3.8	3.4	3.8	3.6	3.6	3.5	3.4	3.0	3.7	3.7	3.5
Accuracy	3.5	3.8	2.9	3.7	3.6	3.5	3.7	3.5	3.3	3.4	3.8	3.4
Knowledge	3.5	3.6	3.1	3.8	3.5	3.6	3.6	3.5	3.0	3.2	3.7	3.3
Category Average	3.6	3.8	3.3	3.8	3.7	3.6	3.7	3.6	3.1	3.6	3.8	3.5

Comments:

Board Member:

- A very good, dedicated staff.
- I like the staff and feel they do a good job on taking care of the membership.
- There have been several situations that the front desk staff has not been very helpful to possible new members and are not familiar with everyone's business. Test calls are made often and the results are not good. When this is brought to a board member they do not react on this and tend to blow it off. We need someone who will follow through and correct the problems.
- Always helpful and accommodating.
- The staff is always helpful and friendly. I had just talked to some friends who stopped in on their way to their hotel, and said that the person who helped them was really friendly and was interested in giving them as much information as they wanted.
- Always room for improvement.

Attraction (culture and arts):

- Everyone is extremely friendly, but the knowledge of Door County and ALL of its offering is minimal. Visitors are sent to the same ten or so businesses over and over.
- I think the staff at the Chamber works very hard. They try to direct people as best they can given the information provided to them and the overall strategy being undertaken by the organization.
- Promote all peninsula areas not just the Sturgeon Bay area. They have their own Visitors Center with good financing.
- We have waited for and not received Go Guides, web site corrections and have experienced inefficiency in marketing activities.
- Need more materials and packaging that promote the whole PENINSULA as a cultural destination.
- I feel that the staff is very friendly and enjoy my interaction with all staff members.

Attraction (outdoor recreation):

- I've dealt with Phil and Karen Raymore, and they were both great—enthusiastic, knowledgeable and helpful.

Attraction, other:

- An insider organization where members nominate members and the board elects the board... where members dislike non-members.

B&B/Inn:

- Although our personal experience with the Chamber has been favorable, we have spoken to fellow business people who have not felt the same. Many have not joined the Chamber because of the lack of follow-up and communication to recruit new members. From the standpoint of being polite and courteous, they are all pleasant people.
- Not open when I'm available to get there: nights and weekends.
- They are customer service oriented. Sometimes the information is disseminated too close to deadlines, causing us to miss out on opportunities to be part of a marketing campaign.
- They are knowledgeable locally just totally ineffective and in fact hurt us anywhere away from Door County.
- No need for improvement, the staff although unfunded for promoting the area does a great job of serving the visitor once here.

- Always VERY helpful!
- Calls and e-mails are responded to quickly. Projects seem to take longer, i.e. Inline reservation system is not adequate and has been "going to change" for over a year. Our business must purchase the service in order to have link to website, however, the Inline service is not needed so basically we pay extra for a link. It is a huge waste of our resources.
- I know they all care and that everyone at the Chamber works their head off, and I think the coalition and recent communication and interaction with people from outside the area who have good experience and can help us with ideas and information is really a great thing. I believe all the Chamber people do care to see things be better here, I just feel there is good action being taken but that it should not have taken so many down turning bad years in a row to get the ball rolling.

Condo/hotel:

- We give the Chamber an amount of brochures at the beginning of the season. I don't recall ever getting a call from anyone stating that we were out of brochures.
- The staff projects a very friendly and professional image.

Hotel (cottage):

- Cathy Lynch has been wonderful to work with for our website. She is terrific and really helped get us up and going in no time.
- I have received wonderful service. The only thing I would add since you do host our web sites, information on services that we can use to help us. For example, we have a cottage in Sister Bay but live 4 hours away. It is very hard to locate lawn services and cleaning services without being up there and having a phone book available. It would be great if you could provide some references. - Perhaps you do and I am just not aware of location on site.
- We don't feel that, as I mentioned before, the smaller businesses are marketed the same as the larger ones.

Hotel/Motel:

- Everyone we have ever talked to has been great.
- Not impressed. Have appeared before the board or a meeting twice and still unsatisfied with the lack of communication and resolution of problems.
- What contact I have had with the staff has always been positive.

Restaurant:

- They are very helpful with my personal issues, however, I certainly feel like the county is not marketed outside of northeastern Wisconsin.
- They help me with all sorts of web site stuff, by sending me links and giving me ideas to better my site.
- The staff is very courteous and timely in responding. More advanced knowledge of travel trends and quantitative tourism data is needed. For example, is the average stay shorter or longer, what is the average amount spent in Door County by a tourist, what type of traveler is coming to Door County (age/income, etc). All this would be helpful in business planning for new and existing businesses.
- I'm not sure that the Chamber leadership is fully aware of business trends in the area. They are also unwilling to provide data broadly to the members.

Retail:

- I have had several issues handled quickly and most of the staff is very accommodating and friendly.
- We participated in last years "Passport to the Kingdom" program. No one bothered to contact me for this year's event so we have been left out.
- They have been consistently helpful!
- I have never referred anyone to them nor never used them. I was one of the Village's Business Council Presidents for several years and never, ever received one mailing nor correspondence from them because my business wasn't a member.
- Chamber staff is very helpful and cooperative to its members.
- Reminder...members are customers too, and should be treated as such.
- I have no problems with the staff's abilities, it's just funding and application of talents that needs improvement.
- Everyone is courteous and tries hard...getting Gibraltar Road on the map was the only thing we had to keep trying for over the years.
- Excellent staff.

- Any business not directly related to accommodations is poorly represented by the Chamber.
- Staff is outstanding.
- Do not care that much about retail because we are not one of their main financial supporters. Also if you are having trouble financially with this down turn, they are not very understanding.

Other:

- The staff is super; they just appear limited with resources. The main emphasis seems to hand out brochures, market the County; but I think a good Chamber will go beyond that. But personally, the staff is wonderful. They're very helpful when you call.
- The Chamber talks out of both sides of their ass when it comes to info distributed for the Door County businesses—especially for Northern Door County.
- Seem to know what's going on in Sturgeon Bay but not the other communities. Will always promote Sturgeon Bay to callers first.
- They are a great group of people working at the Chamber's office. Friendly, and go out of their way to help what you are looking for.
- The people at the Chamber are courteous, and I can't judge the organization as a tourist would, but at the end of the day I do question the value of a membership. In other words, they might be "timely" enough, but for what the membership costs "instantaneous" is the desired effect.
- Having knowledgeable customer service is so important. If working hard to generate interest and calls occurs, then having someone able to deal with every question in a knowledgeable manner is a must. For e.g. a Door County Wedding market is almost non-existent because no one has organized a list of vendors. Lists of caterers, cooks, suppliers, locations, etc. should be at the finger tips of every Chamber employee. No such market should ever be over looked and simple flow diagrams of these types of niches should be created and adhered to. Additionally, someone at the Chamber should be calling every business to be sure they are still around. Who wants to be told about a business service that no longer exists?
- I have generally had good response and experience. Other Island businesses however claim to have poor response, no brochures in racks, and so on. We are happy to have whatever support we can get, but again, can't measure that support very easily.
- OUTSTANDING.
- I haven't called as a prospective guest to the area, but I have found that the front desk responders only focus on the immediate attractions and don't give a fair shake to the other smaller attractions, each customer service rep should know exactly where to take a hike, ride a bike or see a play in the community, I am not sure if that is being accomplished now.
- A couple of times when I entered the building I was not even greeted! Once I even had to interrupt conversations between staff to get their attention.
- They're great!

Community Outreach and Awareness Program	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Member newsletters	3.2	3.7	2.9	3.8	3.1	3.4	3.0	2.8	3.3	2.9	3.2	3.3
Annual report and meeting	2.9	3.3	2.8	3.6	3.0	3.1	2.9	2.5	3.3	2.6	2.9	2.9
Door County Chamber Website	3.4	3.7	3.2	3.3	3.3	3.4	3.6	3.1	3.3	3.3	3.4	3.4
Member Mixers	3.2	3.4	2.8	3.6	3.1	3.3	2.9	2.8	3.3	2.8	3.4	3.3
Member Orientations	2.5	2.5	1.9	3.1	2.6	2.8	2.4	2.2	N/A	2.4	2.5	2.5
Member educational workshops and seminars	2.6	2.6	2.1	2.8	2.9	2.5	2.7	2.2	N/A	2.6	2.8	2.6
Category Average	3.0	3.2	2.7	3.4	3.0	3.1	3.0	2.6	3.1	2.8	3.0	3.1

Comments:

Board Member:

- The Chamber offers plenty of meeting opportunities. How about a Saturday morning meeting or workshop?
- The Chamber could use additional educational workshops on timely issues for the members. Mixers in the summer should happen to get people together all year.
- Don't know about the last two, have never used any of them. Mixers are nice, but find them difficult to go to because of my job.
- Need more workshops on customer service for member's and non member's employees.

Attraction (culture and arts):

- The newsletters via email have been helpful, but many of us have dial up and they take forever to download so I loose interest. The annual meeting is something that we have to pay to attend. The web site is FINALLY useful. It was horrible for much too long. The mixers should be stopped. No business comes from them and the same people attend them all and the Chamber board members only talk to each other at the mixers. I was not aware that there is such a thing as member orientations. The educational workshops are sporadic, are rarely on a useful topic and are not led by people who most would consider an expert in the field being discussed.
- I have only been to a couple of Chamber mixers. I didn't get much out of the experience. I'm not sure what is supposed to be accomplished - networking? The same people are always camped out together, there is little to no exchange of information besides putting your business card in a fish bowl for a prize.
- Conduct courtesy calls to advertisers and members on a regular basis so that immediate concerns can be addressed.
- Communications with non-members. A business that cares greatly about the community but cannot afford the money or time to be a full time member. We are all in this together in promoting the County so its website and print communication that tells our story.
- I am not sure what is meant by the educational workshops and seminars...I do get Phil's emails and I feel he is doing a good job. Yes, I attend the mixers and they are fun, but I sit with the people I know and really don't meet anyone new. Is there something else I should be getting??

B&B/Inn:

- The meetings and reports have been rather generic. In a positive way, they have said not much. We don't come out of meetings feeling that the marketing efforts will be much different. Don't know about member orientations. We have been members for too long. We have not had the opportunity to attend many workshops. Time constraints have usually been in the way.
- Online news letter I don't read. When it was in print a few days or a week later when I had time to sit I'd read it over from cover to cover. I'm not sure we are notified when it is ready on line. I am most interested in the statistics of the visitors.
- Does a good job here; many members are completely uninvolved and unreachable for a variety of reasons.
- The e-mail updates have been pretty timely. The updates to the website are good. We enjoy the mixers and opportunity to network with other business owners. I am not familiar with any type of orientation. Education workshops have been available, but not always timely, or convenient. Also limited in subjects. They need to do more to help business's market themselves.
- Ok internally with members.

- Cost of membership is way too expensive....not enough consideration given to the smallest members.
- What orientation? We have only been in Door County for three years and there was no orientation as a new member. You have to ask questions to find out how it works. Mixers are very intimidating for a new member. Everyone knows each other and it is very hard to "mix."

Condo/hotel:

- The email communication is exceptional.
- We used to have educational workshops and seminarshaven't had those in years...much needed.
- I am not real familiar with the process of soliciting new members. I have been to a workshop which was interesting. I have not seen the newsletter. The website could be a little friendlier as far as booking hotel reservations on line if possible.

Hotel (cottage):

- Too little too late
- Mixers are a tired method being reused. Many business owners don't have the time to attend a party in "the season" and down times are not utilized. There is a disconnect between the business owners and the Chamber in general.
- Again, same focus with different covers. The website is improved - the timeliness is something of a joke considering they are representing the whole county. It's not volume, it's quality.
- I was not aware of these other offerings so I just checked NA.
- We primarily use the Chamber to list our cottage through a partnership with Ininline. It would have been helpful had we had more advance notice about the significant change in the appearance of the web site and how things were going to be changed in appearance prior to the change being made. I felt a little foolish in explaining it to people, not knowing the appearance and how you link to our property had changed. This is a minor criticism. Overall, we are extremely happy with the Chamber and how the partnership to market our cottage and communicate with prospective renters has worked out.
- Love the new web site. I would encourage you to have maybe a chat room (of some sort) for members who have rental properties to share ideas with each other or refer others if needed. For example, I could submit a Question to the group to hear if anyone recommends a lawn service or cleaner in my area.

Hotel/Motel:

- Unfortunately we have not been able to attend because of timing and/or not being able to leave our business. The new website is much improved.
- Most of the time, mixers, etc. are held during the off season when many, many businesses are closed. Also they are almost always held south of egg harbor. Do not communicate regularly via slow mail or any other way with the membership on how business is doing or what is being done to promote it or problems they are encountering like lack of funds.

Local Government:

- Only members get the mailings and information which makes it hard for non-members to participate. I am not a member so I am completely unaware of any of these items.

Restaurant:

- I want to know more about marketing trends and tips to promote my business.
- I enjoy the newsletter, but have not received one yet this year.

Retail:

- Since Phil Berndt has started as membership director, the emails and updates have been more frequent which has been helpful.
- New website is much better!
- Who has time to read another newsletter or go to another meeting? I wouldn't mind attending some of these functions if I didn't have so many other business, community and personal obligations.
- I have never been invited to a member orientation, and/or educational workshops/seminars. Some useful seminars might be - Customer Service/Customer Empathy. Some businesses just don't get it, and can't figure out why they're doing so poorly - it's poor customer service.
- We are exceptionally busy so don't get to many meetings. Aside from retail we are both busy with making and teaching in the fields of pottery and dance.

- The annual meeting is held in the middle of the afternoon before the dinner is served. It should be held after dinner. Dinner being served at 6:00 PM Followed by the annual meeting. Most businesses are open and members are working when the annual meeting is held. All members should be made aware of all committee meetings in advance, at least two days before hand. Members should be encouraged to attend if they have an interest in the things on the agenda.
- Any business not directly related to accommodations is poorly represented by the chamber.
- Chamber Cafe's are great.
- Mixers are an excellent chance to meet other members.
- We used to get emails all the time, now almost never - ???

Other:

- I have appreciated Phil's emails. However, I didn't even know these were available until a friend from the Ephraim Business Council submitted my email address to him.
- These may be great, but because I live out of state I can't attend them. They are often held during the week which isn't useful for out of town members. My gripe is that they don't distribute minutes regarding these meetings, etc. and when you ask for info on what happened you don't receive it. I wish they would list the minutes on line and we could review them and I also wish that information packets of what was covered could be downloaded to members who can't attend. They are very, very, very weak in this area. As for the question below, the communications you receive are numerous; but they don't always contain any information that you can use. For example, who cares if they are having a meeting/orientation, etc. if you can't attend it and can't access the information, it's all rather meaningless.
- The last series of questions is a joke, right? Let's face it, the Chamber puts on a good facade, but underneath all the putty and paint, we still have a Chamber that fails to fulfill its obligation to the business.
- When new businesses open and also when someone buys an existing business there is no guidance from the Chamber whatsoever.
- They offer orientations and seminars? Who knew...
- We're great at patting ourselves on the back and affording opportunities for get-togethers. This is unfortunate. I'd prefer to never meet my colleagues at Chamber events: instead be told by the Chamber where/who/when/etc. my local business association meets and let them deal with the camaraderie - perhaps reporting back to a liaison at the Chamber after an event. The Chamber should remain a promotional vehicle and voice for visitors first and a local social outlet last.
- Don't have a lot of contact with the Chamber, and can't make the mixers (don't think we could cut the time even if they were held on Washington Island). We have participated in the annual business day in spring, as much to get personal contact with DC Chamber staff as to meet other county businesses...and less to get actual prospects. We believe we have low visibility within the county, and have lots of room to improve our image and our relationship with the rest of the county. What news I do gain in Chamber direction is generally from the DC Advocate pages. The website has not been a good one (for visitor use) and I'm not given to reading the Chamber news (if there is any) on the computer screen.
- Phil has done an excellent job of communicating upcoming events, info, etc. Much more than ever seen in past.
- These responses only represent my own experience - or lack of it.
- I have made my presence available to the Chamber, otherwise there isn't an outreach to the members, and communication seems to be really unavailable to the new members, other than a letter indicating the dues are due each year.
- The new website is great and they do a fairly nice job of hosting mixers. I've never heard of a member orientation and workshops and seminar opportunities are few.
- I am not aware of what orientations for new members consist of and have not been to any educational workshops.

Communications you receive from the Door County Chamber		
Just right?	129	56%
Too little?	94	41%
Too much?	6	3%

Best method to receive communications from the Door County Chamber		
Newsletters		
Email	203	86%
Fax	6	3%
Letter	26	11%
Invitations to Events		
Email	192	82%
Fax	5	2%
Letter	37	16%

Community Outreach	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Developing/participating in coalitions, partnerships and alliances	2.7	3.1	2.1	3.0	2.8	3.1	2.7	1.8	3.0	2.3	2.7	2.6
Door County Chamber participation in roundtables and other problem-solving forums	2.6	3.4	1.9	2.3	2.5	3.1	2.9	2.0	3.0	2.4	2.7	2.6
Sharing and networking information	2.7	3.2	2.3	3.0	2.4	2.7	2.9	2.1	3.0	2.4	2.7	2.6
Door County Chamber involvement in the community (committees, boards, partnerships).	2.7	3.5	2.0	2.8	2.4	3.1	3.0	2.5	3.0	2.5	2.8	2.5
Category Average	2.7	3.3	2.1	2.8	2.5	3.0	2.9	2.1	3.0	2.4	2.8	2.6

Comments:

Board Member:

- Door County's greatest problem is factionism, community vs. community, local government vs. business, the good old boys vs. the outsiders. The only organization that could help to bridge these differences of opinion is the Chamber but they have failed to do so. The Chamber has lost its focus and become mired in issues it should not be involved in. Instead of being part of the solution they have become part of the problem.
- Personally not that involved in the day to day administration of the Chamber business
- The Chamber has made inroads in terms of tourism impact awareness with the County Board. Tourism industry importance should be continually stressed with county, local and state government elected officials. The Chamber has been a catalyst for ideas and should be proactive on partnerships that perpetuate the mission of the Chamber. The Chamber is highly respected at the state level and is looked at as a tourism leader. Locally the impact and importance of the tourism industry should be touted continuously.
- Director and staff very informed re community involvement. Tries to work closely with associations.

Attraction (culture and arts):

- The Chamber participates on many alliances etc., but the focus of many of those falls into political lobbying efforts. One year the Chamber spent much of its time lobbying for a September 1 school start date! How does

this bring visitors to Door County? The chamber staff and board members need to spend their time, efforts and budget doing the Door County Chamber of Commerce's business - not the business of our politicians or other groups in and out of Door County.

- The Chamber does try to get involved, but I really don't see the results. I think often times the politics of one venture versus another comes into play. Also whether or not someone is a paying Chamber member is a major consideration, even if the non-chamber member is important to the overall vitality and economic diversity of the community.
- Representation on the Chamber boards needs to include at least one person from each Door County Community (members and non-members).
- I am disappointed in how the director presents herself in public. I wish she were more polished and less "loud."

B&B/Inn:

- Since the inception of the marketing coalition, the Chamber has taken an active role. They are truly trying to make the changes that are needed. They are open to the constructive feedback. Now we hope that they will do something with the feedback they receive. The Chamber has not been involved in any community committees, boards or partnerships in the 10+ years that we have been involved.
- The Chamber seems to follow its own agenda. It appears to me that the Chamber's primary goal is to keep the Chamber alive - not necessarily to serve its members.
- It is great to see the Chamber actively involved in the Marketing Coalition, even though they know that there will be some necessary changes to their structure, or at least we hope that is the case. They do not get involved in individual communities.
- They do not involve themselves in Village matters.
- For members who want to be involved opportunities exist.

Condo/hotel:

- Unless I as an individual make myself available to the Chamber, I don't hear from them....When you work 70+ hours a week, that is difficult.
- It is critical that we seek an outside source to evaluate our tourist destination to get an unbiased opinion of all that Door County has to offer. And then look to establish partnerships to best promote Door County to potential guests and new markets.

Hotel (cottage):

- While the Chamber does talk to government and vice versa, the Chamber should be more involved. Tourism IS the industry of this County and government needs to understand and support that industry in a more proactive way.
- The Chamber insulates itself and subsequently if it is involved, has a pack of "routine responses" for why they don't do or are doing something. Very defensive group.
- Create a chat room for members of rental properties.

Hotel/Motel:

- It seems as there has been a realization that things need to change and the Chamber has been willing to help make those changes. This rating is for actions taken over the last couple of months.
- I am not really sure about any of this to be honest.
- See too little, too late. The Chamber wasn't even the one that got this coalition together.
- When I have discussed the unfair cost of belonging to the chamber it goes no where. I don't feel that small family motels that make in one year what the larger condos make in one month should have to pay the same chamber dues. It's just an "oh well" that is how it was setup by someone years ago and the only answer is the tourism tax. Bullshit!

Restaurant:

- My sense is that the Chamber is by default divisive given that only members get named of lists of things to do for example. By naming only members, tourists are not well served. I know it is a conundrum, but when information is based on Chamber members, not on the community, there is a credibility issue with the Chamber lists and publicity. I really wish there was a way to promote the whole, not just the members, even though somehow members should get more service.
- Karen served as a judge for our "Door County idol" contest. She was great.
- This was a difficult section to address since we are not involved in this aspect of the Chamber.

Retail:

- The Chamber needs to make their presence felt in Northern Door County. Several of my customers had trouble locating my store and the Chamber couldn't give them my location. This was frustrating since we have been Chamber members for years. If the staff is mainly in an office in Sturgeon Bay, they cannot really know what businesses are doing in Northern Door. Even though there are 800 something members, the Chamber needs to know where specific businesses are located. Members who don't renew their memberships should be contacted and asked why. There should be a greater effort made to recruit more members to increase the Chamber's revenues.
- I don't really notice the Chamber in the community and I'm pretty involved in a lot of different organizations. I would encourage greater involvement by the Chamber in other community organizations to build a broader base of relationships within the community beyond the hospitality industry and.
- Have no knowledge of other than what I hear from other business owners, hear on the street or what I read in the advocate.
- If anything Chamber personnel are too active in other organizations and groups and need to concentrate on their own mission.
- I am pleased to see the Chamber's involvement with the Marketing Coalition.
- Chamber needs to be involved in evaluating the overbuilding. We hear many complaints about that. Covering the landscape with condos! Not good!
- Suggestions re emails: Phil's newsletters should be more targeted relating to subject matter, i.e. less lengthy; Jon should communicate regarding marketing efforts, e.g. Kingdom So Delicious, etc.
- Any business not directly related to accommodations is poorly represented by the Chamber.
- Would suggest that you do more for Sturgeon Bay businesses to promote us to locals. Seems that there is an attitude that SBVCB is taking care of that so DC Chamber doesn't get involved.

Other:

- Again, out of town members have no idea about this. I want to know about all of this because it's critical for my business. I plan to retire to Egg Harbor in 8 years so I care about the county very much. If things are going on in the county, it affects me too, even though I don't reside there full time. If things go poorly in Door County, I'm sitting on a major loss of income from my rental. This may result in having to sell it. I wish they would keep all members better informed regarding the business/community sectors and what they do with them.
- The Chamber does not actively encourage participation in any of these forms.
- Baileys Harbor formed a Community Assoc. versus a business assoc. a few years ago. This was due to a lack of volunteers for festivals, etc. Many of the business in Baileys Harbor are small and staffed by the owners with some minimal outside help. This new association has created a problem for the business owners because many of the Board Members are community members versus business owners. The Board needs guidance from the Chamber to be able to work effectively as a group.
- I don't know enough about the Chamber's involvement in these areas to comment
- Members of the Chamber board are active in many other ancillary organizations. That's good enough. I don't think that Chamber Board members or representatives need to be at every community event. Attending every event goes way too far beyond the primary objective of promoting Door County. Making businesses aware of each other and their respective local business associations should be enough. If coalitions of owners get together on their own perhaps the Chamber could make their facilities available. In EVERY case, issues of anti-trust should be examined carefully and avoided at all cost. I don't think the Chamber has in mind to set a coalition of shop owners together to discuss price-fixing. Or I should hope they never do. Cooperative advertising should be the impetus of individual members, not the chamber. The Chamber should be so busy creating the right vibe and brand for Door County so as not to have time for coalitions or weighty committees.
- Washington Island has been underrepresented on the Chamber Board these past 16 or so years. Our company appreciated Karen's visit to bring us up to speed on Chamber activities this past May.....and we understand there are many directions and pressures on Karen and her staff to produce results. We do support them and wish to work with them, not in spite of or against them, or the other County businesses!
- Not really sure, since I haven't attended a lot of the meetings for the coalition.
- Very few people in the community know who the Chamber director is - the director needs to be more visible.
- Because of the nature of our business and the amount of publications the Chamber produces, we may have been looked upon, in the past, an adversary, instead of a partner.
- Phil is a member of our organization's Employer Services Committee and has helped us ALOT!
- Communications - suggest letter with brief email concurrent transmission.

Leadership for Visitor Related Economic Development	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Creating quantifiable economic impact on destination	2.3	2.9	1.7	2.5	1.8	2.5	2.5	2.0	2.8	1.9	2.3	2.4
Communicating economic impact to stakeholders	2.2	2.6	2.1	2.3	1.7	2.4	2.5	1.9	2.8	1.9	2.3	2.3
Being the chief advocate for visitor-related economic development	2.5	2.6	1.9	2.5	2.1	2.9	2.7	2.3	3.0	2.5	2.8	2.5
Being the focal point for research and information about the visitor sector	2.6	2.9	1.9	2.6	2.3	2.9	2.8	2.3	3.0	2.5	2.7	2.7
Keeping the hospitality community informed about and involved with visitor-related issues	2.5	3.1	2.1	2.6	2.3	2.7	2.7	1.9	3.0	2.3	2.7	2.6
Collaborating with other economic development partners.	2.4	3.2	1.8	2.4	2.2	2.6	2.3	2.1	2.8	2.1	2.6	2.4
Category Average	2.4	2.9	1.9	2.5	2.1	2.7	2.6	2.1	2.9	2.2	2.6	2.5

Comments:

Board Member:

- To be successful as a tourist destination we must appeal to as many demographic groups as possible but especially to families. Door County has some work to do in this area. If not, these people will go elsewhere to spend their money.
- The perception is that the City of Sturgeon Bay Visitors Bureau is in direct competition with the Chamber of Commerce.
- Tourism economic impact figures should be highly touted to local elected officials as a positive...not a negative. Certain groups hold this information very closely guarded because they don't want anyone to infringe on their "piece of the pie."
- Chamber staff and board aware of dissatisfied members and non members continue to improve relationships.

Attraction (culture and arts):

- Let's move beyond the 300 mile radius for visitors. Just this week I had a bus tour from South Dakota. Many come from other distant areas but feel they are not getting the information that they need to set up exciting activities while spending a few days in Door County.
- The chamber has become self serving. We were members for five years before we dropped out. Not once did anyone from the Chamber staff come in and say welcome to Door County, we are glad you started a business here. When was the last time a member of your staff actually got out from behind their computer screen to talk to a member?
- Need to bring more folks from the Urban Land Institute to speak on the "kind" of development we want in this county. I was surprised by their presentation and the "green" presentation they gave.
- In my humble opinion, I think much of the Chamber's failures should be laid at the feet of the director and board.

Attraction (outdoor recreation):

- Don't know enough to comment.
- One can not deny the impact that tourism has in the County, but I think the DCEDC is the leader in developing the needed local infrastructure for all businesses.

B&B/Inn:

- Don't know if they collaborate or not. Don't know what they do.
- I think these questions are very vaguely constructed and hard to answer.
- This is an area that is lacking for DC. The leadership is not outstanding in its field. Leaving a limited effort at coordinating the efforts for the Chamber. This was evidenced in a recent dinner get together with the state director of tourism. She was introduced, but nothing was discussed about what could be done to improve the tourism in DC, or what she could do for us either.

- Our Chamber has followed the same approach for many years and now is outdated terribly. Any bad PR we have gotten has not been addressed and still lingers.
- Leadership potential is there given the resources to pursue.

Condo/hotel:

- It seems to me with the number of employees at the Chamber, the executive director would have more time to really spearhead these activities instead of relying on individuals to do her job.
- Have no idea what is being done now in these areas.
- Attractions and innovation in my opinion have always been the key to driving your customer base and also retaining.
- Again, I think it is important to partner with local attractions and provide our guests with additional attractions. Develop itinerary brochures to offer guests and their families several options depending of their interests.

Hotel (cottage):

- This category addresses most of the issues our DC Chamber is not involved with at all or minimally. The performance has been reactive - not proactive.
- Although they'd see it differently, they are not leading anything - again, reactive as opposed to proactive.

Hotel/Motel:

- This area seems to be improving.
- None of the above is being done to any degree of benefiting the members.

Local Government:

- I assume the above refers to the Chamber.

Restaurant:

- The underlying economic differences between the resident workers and the relatively well-off visitors needs attention.
- I think the Chamber needs to analyze and be accountable for more outcome results, such as room occupancy and retail sales figures. Other measures such as web site hits and number of brochures passed out are only process measures.

Retail:

- Some of our local government understands that tourism helps sustain the area. Others don't understand what tourism brings to the area.
- The Chamber's information is always biased because it is dominated by the hotel segment of the visitor industry (at one point you did all your surveying in hotel lobbies). I was once told that because the hotels pay the bulk of the dues, all economic information and, in fact, the entire organization was structured to support that segment of the industry. There wasn't a place for other stakeholders to address their specific concerns and interests (for example retailers and the importance of day visitors to their businesses).
- Do not have enough info to comment here.
- I would like to see the Chamber quantify and disseminate periodic economic results, e.g. monthly or quarterly. Based on experience with previous trade groups, comparative data in percentage change from year ago period would be very helpful. Economic sectors such as Lodging, Specialty Retail, Restaurant, Attraction, etc could be set-up.
- Any business not directly related to accommodations is poorly represented by the Chamber.

Other:

- I don't know what the Chamber does with this since I don't receive minutes from meetings and they aren't available for members who cannot attend.
- It has been a long time since the Chamber staff has taken a leadership role in the county. They have become reactive instead of proactive.
- So this is one of the Chamber's duties? Please tell them so.
- Didn't understand all these questions.
- If they are in fact doing any of the things above, then they are simply failing to communicate that they do them.
- I don't think the board or employees of the Chamber realize this is their responsibility.

- We need/deserve a results-oriented plan.
- "Creating quantifiable economic impact on destination"? Speak English!
- Again, I believe the Econ Dev. Corp should bear a majority of this burden and co-op directly with the Chamber and the REALTOR community on the commercial barometer. Establishing a technology base with redundant data service and a tech or "business" park in Sturgeon Bay with local professional office space in other townships would go a long way to building a sustainable professional business community within the tourist infrastructure.
- I'm not familiar with any of these parameters.
- I visited with the Economic Development when I started my business, and there wasn't one follow-up email, letter or call. I assume I wasn't that viable to the community, but a welcoming into the community may have been nice.

The Destination's Infrastructure/Services	Comb.	Board	Attraction, Culture & Arts	Attraction, Outdoor	B&B/Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
Public transportation	1.6	1.8	1.1	1.7	1.7	2.0	2.0	1.5	1.3	1.4	1.6	1.5
Transportation to/from airport	1.7	1.6	1.4	2.0	1.8	1.9	2.0	1.6	1.8	1.3	1.7	1.8
Hotel concierge service	2.5	2.6	1.9	2.3	2.6	2.8	2.6	2.4	1.0	3.0	2.7	2.3
Visitor-friendly locals	3.4	3.6	3.2	3.5	3.5	3.7	3.6	3.5	2.8	3.3	3.4	3.2
Signage	2.7	2.4	2.4	2.9	2.5	2.6	3.3	2.7	2.0	3.3	2.6	2.7
Visitor information	3.3	3.3	3.0	3.5	3.2	3.3	3.3	3.0	3.5	3.3	3.7	3.2
Attitude of police (friendly, helpful)	3.1	3.1	2.9	2.9	3.4	3.3	3.5	3.1	2.0	2.8	3.1	3.1
Parking	2.9	3.0	2.5	2.9	3.0	2.9	3.3	2.5	3.3	2.8	3.2	2.9
Roads	3.4	3.3	3.3	3.6	3.5	3.3	3.7	3.3	4.0	3.6	3.6	3.3
Access to attractions	3.5	3.4	3.1	3.7	3.4	3.4	3.8	3.1	4.0	3.2	3.7	3.4
Category Average	2.9	2.8	2.5	3.0	2.9	2.9	3.3	2.7	2.6	2.8	3.0	2.8

Comments:

Board Member:

- I dislike billboards.
- All very good information services.
- Roads in Door County are worse than other areas of Wisconsin and roads in Wisconsin are way worse than roads in other States. It's bad!
- There is minimal public transportation due to the current "drive to" destination in which we exist. The airport access to Door County is laughable to attain realistic increases in travelers from outside driving distance. Our airport and related infrastructure needs to be dramatically improved to compete for travelers from around the country and internationally. Large Carrier affiliated air service from larger markets (Chicago Minneapolis, Detroit) could improve "world wide" accessibility to Door County. Helpfulness from hotel/resort staff and related service businesses is usually highly regarded but cannot be taken for granted. Signage for available parking areas would improve perceptions that there are parking issues.
- Our infrastructure is limited at this time. Technology limited in Northern Door.

Attraction (culture and arts):

- Our public transportation is almost non-existent. Door County Trolley has filled a niche and they do so much to promote the county and work with local businesses to bring visitors to your door. The signage is a problem because EVERY village and town has their own rules and color palettes, etc. making it so difficult and frustrating to businesses. These rules are not business friendly. The visitor centers are again, manned by untrained workers who give out misinformation and wrong information. There is no continuity from village to village. The turnover at the hotels is too high to get anyone trained with the proper information and most of them do not seem to care.
- Visitor information centers are filled with stuff. I don't know if people can even sift through all of the info. The Chamber has one location in Sturgeon Bay. Local information centers are staffed (if there is someone on hand) by local residents. Organizationally, it is difficult to ensure that all of these spots have my information on hand and that the staff even knows who we are and what we do.
- Visitors expect friendly, informed public personnel. Make visitors feel at home, they will come back time and time again.
- Locals are friendly depending on the time of year - need to improve upon that at the end of summer and early fall. Airport transportation is lacking - need to improve upon that. Signage should be small and directional - get rid of the large billboards everywhere. Parking needs to be addressed in every village - we are small villages along the water's edge - that's our charm and why folks come to visit - let's not destroy public access to the water and promote more green space along the water's edge - walking paths, bike paths, parks. Visitors don't come to see condos!
- I really am not sure how some of these questions should be addressed. Does public transportation refer to getting around the county for all of us, including the tourists?
- What does this have to do with the Chamber?

Attraction (outdoor recreation):

- Speed limit signage should be better if they're going to enforce it as much as they do. Billboard signage is just ugly and wouldn't attract me as a tourist; nor would new shopping centers on Rte.42/57. I think we ought to preserve Door County's natural beauty and character and restrain development — to preserve our real treasure, which is our natural resources. No one wants to visit a place that looks just like every other sprawling suburb.
- We need public transportation and each town needs higher visible walkway access for pedestrians. We also need to make wider bike paths on each road, preferably off the road all around Door County.

Attraction, other:

- No vision of a sustainable model for preservation of natural beauty.

B&B/Inn:

- There is not public transportation in DC. There are limited services from the airport. Can't speak for all hotel concierge service.
- Would like county-wide bike path off the dangerous highways.
- I am concerned about the proliferation of billboards. Bob Hastings was much more pro-active in this area than the present Chamber administration. We have had guests comment on this (billboards) as being one of the things they do not like about Door County. "Condos" is the other most mentioned negative.
- DC does not have any public transportation to speak of. The local people and hotels do for the most part go out of their way for visitors. The police are professional. Parking is an issue in many areas. Roads are in very good condition. That goes for the winter months too. Signage is an issue. There are too many billboards, and nothing being done to stop them. Getting to look like the Dells!
- You need a car to take advantage of Door County but that is not a problem because you have to drive to the area to begin with.
- We have an incredible product that no one knows about for lack of marketing funds and expertise.
- Local police department appears somewhat "relaxed" in regards to speeding vehicles, and I've seen more than one "cruiser" roll through a stop sign
- As a Sturgeon Bay business we dropped out of the SBCDC years ago because they refuse to move back out to the highway so the fees were wasted and we completely disagree with the situation with them and the way they are using/abusing room tax money. So I have answered a failing mark for Visitor Information for Sturgeon Bay ONLY — ALL the other visitor information offices do a fantastic job (and for 10 tons less in salaries and on no room tax monies at all). Sturgeon Bay has a BIG problem and none of us knows why this is allowed to go on year after year; it's so many of us. As long as the defunct "Sturgeon Bay is Closed" looking building sits empty on the highway, this organization and our "visitors center" is useless to all but one business.

Condo/hotel:

- Ephraim has some strict regulations regarding signage. Ephraim also spent hundreds of thousands of dollars to buy a motel next to Wilson's Restaurant...which was to benefit all of Ephraim!! It benefited only one business....Wilson's. It gave them 15-20 more parking spaces. Guy who sold it was on the zoning board.....so, the good old boy network is in place in Ephraim.
- When soliciting group business from the Milwaukee/Chicago area we are lacking with accommodations for larger airplanes and then an established shuttle service. (At least that I am aware of)

Hotel (cottage):

- We are in the Egg Harbor area and convenient parking is limited at most times. Also many of our guests like to bike or walk into town but Division Rd and many other roads are narrow and/or don't have a shoulder. Would be nice to have one side of the roads widened and add a bike/walking lane.

Hotel/Motel:

- The entire community needs to recognize that even though they are not directly involved with tourism - it is still the "bread and butter" of this area's economy and as such local governments need to support it.
- Chamber offices should be staffed on weekends, Friday night and some holidays (4th of July, Labor Day, Memorial Day).

Restaurant:

- There is no public transportation or ways to get from the airport to Door County.
- Fish Creek gets congested.

- Many of these issues vary greatly from village to village.

Retail:

- Thankfully, each of our towns has their own information center and tourists are able to find more specific information on the smaller towns. Most hotel, shop, and restaurant owners are very good about referring tourists to neighboring businesses. We have a great area; we just need more help getting the right people to the county.
- Store owners open for the 4th of July and close the middle of October and then bellyache that there is NO BUSINESS. Stores rarely open other times of the year. Customer service is a joke.
- I think we've got much appeal to destinations that would travel via air, but the nearest main airport is Green Bay. How do we make it easier to get people from the airport?
- In our retail store, we go out of our way to provide visitor information and assistance. I haven't really noticed that level of service universally in the County.
- Parking in Sturgeon Bay is horrible. Police are over zealous in ticketing parking.
- I'm not sure I really understood the application of this last group of questions? As relates to my particular area or Sturgeon Bay? Or the whole county? I answered for my particular area north of F. Creek.
- We personally try to be helpful...passing out maps, free info, periodicals, etc...It is appreciated by our visitors.
- Signage: way too many big billboards. Wish a chamber committee (to cover billboard members, not necessarily a committee headed by chamber staff) to work toward curtailing the big signs. Lady Bird Johnson had the right idea. What ever happened to that?
- Any business not directly related to accommodations is poorly represented by the Chamber.

Other:

- One tiny example: Liberty Grove invested considerable funds to erect a large sign just south of Sister Bay announcing "You are now entering Liberty Grove" Totally confusing to any tourist, especially since they are entering Sister Bay. Liberty Grove is a tax location, not on any map and of no interest to anyone.
- Restaurant staff are sometimes unpredictable and food inconsistent; even in some of the finer establishments. Many of my guests complain that the quality doesn't match the price. Also that there is so little Healthy types of food in restaurants. I think this is based on high staff turnover; which I wish the Chamber would address. Service personnel I meet with that work for me complain all the time that they have to have 2 or more jobs to maintain a lifestyle there. It appears to not be able to keep families living in Door County due to the high cost of living and low paying work. High school and college kids who reside in the county tell me they can't stay after graduation because there's no work or decent jobs. That concerns me. This is the greatest fear I have about Door County....its ability or inability to attract families and sustain housing for them. I see a lot of older people residing in Door County and not enough younger ones, especially off season. I wish the Chamber would address this issue better. I rarely see police but roads are pretty well maintained it appears. And getting to the airport is pretty easy, but I have no idea if there is service for those who don't rent a car. I've never seen taxis in Door County.
- Visitor friendly locals?
- Most life-long residents of Northern Door County and new retirees who have relocated resent tourists and can be very rude. Lack of communication between communities and their individual information centers. Lack of knowledge by staff of the individual info centers as to locations and activities available in other communities than their own. Very rude employees in shops, galleries, lodging, restaurant.
- Not bike or pedestrian friendly. NO public transportation, unless you have a vehicle, can get between towns.
- I think the Chamber's retort to poor marks in the infrastructure category of this survey will almost certainly involve finger-pointing toward local governments, individual businesses etc. That, in a nutshell, summarizes the problem with the Chamber. They need to become persuasive on these critical points. They are alternately passive and defensive which is infuriating to many business owners, myself included.
- I put "N/A" for signage because: 1. I want to see billboards GONE from the entire county. 2. I want to see an attractive, uniform sign design standard and code somehow adopted county-wide. Individual municipalities could design their own signs, but they should all be basically the same as far as size, font, etc. I'd like to see WISDOT signs disallowed somehow, too. Let's keep DC quaint!!!
- Public Transportation? Where? This should be someone's PRIORITY ONE! There is no other place on the planet with as much to offer as Door County that doesn't offer some form of public transportation. The Chamber doesn't have time for this as an organization but I would support the County Board giving less \$\$ to the Chamber if it meant we would have public busing running from 7am-Midnight.
- As a ferry service, we consider ourselves as close as any in Door County to year around public transportation (published daily schedule with fewer than two days per year missed...). We compete against an 'excursion'

ferry during peak season for similar customers. We rely on all of the above for customers to find us. The narrow highways, while a detriment to someone ferry-bound in a hurry, are also one of the best choices in scenic drives anywhere, and create anticipation and expectations on the part of drivers who proceed to the end of the peninsula.

- I have no idea what this is referring to.
- Door County locals have always had issues with outsiders...the Police department has not, in my opinion been a friendly asset. A visitor should not be greeted into a speed trap in southern Sturgeon Bay.
- Airport is insufficient to support a national destination. Signage needs to be improved in every community.
- Having worked in places like Orlando, I feel that the businesses need to understand that every little thing we do individually impacts the big picture, i.e. the hours a business is open, friendly customer service, having a staff that is educated on the county, in case they are asked a question, etc. Having been a tourist in Door County, in the past, I did not feel that the customer service was very good... especially toward the end of the season.
- From a visitor's view point Door County lacks visible direction signs. This causes countless amounts of frustration and disappointment. We have no visible Concierge service; they need to see how the Chicago Hotels do business.

Responses to Questions

In your opinion, is the Door County Chamber recognized as the leader of Door County's visitor industry?

	Comb.	Board	Attraction Culture & Arts	Attraction, Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restau-rant	Retail	Other
Yes	158	12	8	12	15	12	12	13	2	8	28	36
No	70	3	8	1	6	3	7	2	2	4	17	17

Comments:

Board Member:

- More of a business-support focused organization.
- The DCC should be the leader in any effort to bring visitors to Door County and to promote a comprehensive and cooperative program that all businesses and communities can support. Unfortunately that has not been the case. The tourism business has become highly competitive with just about every community trying to get a piece of the action. Business as usual is a plan for failure.
- Sturgeon Bay Visitors Bureau should merge with the Chamber of Commerce.
- It is recognized as that, but we don't feel the affects of the leadership.
- I feel that people have lost trust in the Chamber. The Coalition has been wonderful. People are starting to become more involved again. It has been very exciting.
- The Chamber is the "go to" organization when it comes to tourism in Door County.
- Yes, for years I know of many businesses who do NO other marketing than that thru the Chamber. There are however many other great publications and methods of advertising, but for the "Bang for the Buck" the Chamber is the best.
- YES, emphasis the importance of working together for the whole of the County. Members and non members.

Attraction (culture and arts):

- I think they are the largest organization and certainly the most well represented outside the county, but I'm not sure they are THE leader. There are too many other groups, websites and local organizations all competing and trying to market to the visitor industry.
- It is recognized as the leader..... and reviled in many ways for not listening or responding to and communicating with it's constituency...i.e. Door County businesses in the tourism industry.
- This question is poorly worded—I cannot respond accurately as I don't understand the question.
- Visitors want local or village information centers as they travel around the Door.
- Since it is the only game in town that does not mean you have leadership qualities, only that you are unchallenged and collecting your paychecks!
- BUT, I would like to see the Chamber expand as I've mentioned before to more cultural destination.
- I think most of the businesses, arts, and individuals do what they need to do to promote themselves. As a marketing person, I do not rely on the Chamber to do my promotions.

Attraction (outdoor recreation):

- We're members, and their emails really keep me up-to-date.
- Along with local business associations.
- I feel that is where people find first for their internet searches about Door County.
- I think they are recognized as leaders for promoting and providing tourism information. I'm not sure how we are looked upon by others in the industry. Do other communities talk about us like we talk about Wisconsin Dells?

Attraction, other:

- A lunch club...

B&B/Inn:

- I'm not really sure how to answer this one - recognized by whom?
- Too much competition between individual village info offices for leadership in the industry.
- They are supposed to be the leader of Door County's visitor industry, but they are lacking skills to do so. Many business people will not join the Chamber because they do not see the value. We are members, and do see the value, but it could be much better. As mentioned earlier, they need to bring on staff, some dynamic creative marketing experts to lead DC to a better position for bringing tourists to the area. It seems that any time there is an opportunity to work with the media, they chose the same businesses every time. There needs to be more done to promote the unknowns.
- They think they are the leader but have become a non factor.
- At least it probably is in Wisconsin and neighboring states; have no idea if it's recognized by anyone in any other state or country as any and all business we get from outside our immediate area ALWAYS comes by way of national and international websites we're listed on, never from anything to do with the Chamber.

Condo/hotel:

- They are the only ones at this point doing it!!!! I think that the villages have had to pick up their work!
- It should be the leader, but is currently lacking a strong leader to do the job.
- It may be recognized as the leader, but it often fails to lead and its reputation has become tarnished.
- Yes, it has to be because of its existence and it should be. It needs to be concerned with the whole county and not just one city.
- I think the Door County Economic Development Corporation is looking to generate new business and therefore attract new families/ boost the economy.
- Within the state our destination is very well respected - Karen Raymore is respected by her peers.

Hotel (cottage):

- But they fall short of their target goal.
- Has not changed to meet modern standards of visitor promotion.
- The DC Chamber should be gladiator for the County.
- www.doorcounty.com says it all. The website is how almost all of our visitors find us.
- Not much has been done in recent years to promote growth in tourism. We are over-lodged and have adequate accommodations to attract more visitors.
- Yes, but only because they are the only game in town.

Hotel/Motel:

- By default.
- I think we look to the Chamber as the leader and the general feeling has been that of disappointment.
- The Chamber is the leader, but it is doing a very poor job.
- I think the Chamber's presence is known, however not to the extent it should be.
- Only by default and tradition.
- There is no one else. The small local visitor centers are just that - local. The Chamber might help to promote and link the local VCBs.
- They are the lead in promoting Door County through a variety of media.

Local Government:

- This question should be ranking in terms of how good a job are they doing in their self-assigned task. Rating 1.

Restaurant:

- Much of Northern Door needs have not been seen or recognized by the city-based Chamber.
- I don't feel that there is a leader.
- I think that they are doing their best and are our scapegoat...they can't help it if we don't have inexpensive family activities...and that our motel and food prices are sky high!
- I feel that my local civic assoc is more effective.
- This is not a yes-no question. I believe that the many civic associations do a better job than the Chamber but the Chamber is County wide even though it is doing a poor job.

Retail:

- Even though they are the main organization of record, I have a hard time labeling them as a "leader." Most of the business community has lost faith in their ability to effectively sustain business, let alone help it grow.
- Leader by default perhaps. What other organization is there?
- I think it has lost credibility in the business community. It is however the only county-wide organization available.
- Nothing else.
- They are the leaders and continue to provide the necessary leadership to market Door County to the world.
- The leader because there is no other to compare.
- Plenty tourism based businesses do their own outside marketing. Also, there are a few formidable tourism based websites generating business for the County.
- We assume it is where people go when they want info or help with their visit here.
- Any business not directly related to accommodations is poorly represented by the Chamber.
- Extremely under funded - Sometimes they are a little full of themselves.

Other:

- They are seen as the leaders for lack of something better, but they are also seen as bloated, corrupt and fairly ineffective.
- The fact that a separate coalition with separate funding was needed, is proof that the Chamber failed all of its members. If it did its job, you wouldn't need the coalition. You have spent endless funds asking outside consultants to tell you what to do and then you have ignored them.
- I suppose it is.
- It feels like the Chamber is a necessary evil for the businesses to use as a way to get our message to visitors.
- Not sure we know who the leader of the Door County visitor industry is—it surely is not the Chamber though.
- I don't know how it is recognized, but many people express frustration etc.
- The Chamber's weaknesses are demonstrated by the increased amount of support for the smaller Village business organizations. There has been no effort to unify the business community.
- Because there is no one else representing us, I feel that it is the only option and the only recognizable group at this time.
- Unless people call or write the Chamber, I don't think they get the information out.
- It should be, but I and others question its effectiveness in a leadership role. It is the "leader" insofar as no one else is.
- Individual businesses seem to do more out of the area marketing than the Chamber does.
- That's not to say they are doing well at it however.
- Find new and better ways to communicate, to get across data on 'how are we doing?'
- Other than the grass roots sponsorship of the Marketing Coalition there is no other parties involved.
- I just don't know.
- People naturally assume this for most destination areas.
- Dumb question...who else is there?
- They have a beautiful building, lots of employees, but really no leadership in the community, in fact they seem a little flustered with day to day activities, and really don't see out of the office building...they really need to research the area, get out, meet with businesses and communicate!
- They are the leader, simply because there is no other. At times it appears that the individual civic associations do a better job at promotion than does the Chamber.
- Yes because they are the only county visitor organization.
- Its website ranks well for Door County related search terms but not well for Midwest vacation or travel destination terms. If you are looking to specifically come to Door County you will most likely find the site in the search results. If you are looking for Midwest destination or travel spot, forget about it.
- Note - the next question "scale" is confusing - 5 is "exceptional" using the scale above

Overall Satisfaction Rating for Door County Chamber											
Comb.	Board	Attraction Culture & Arts	Attraction, Outdoor	B&B/ Inn	Condo Hotel	Hotel Cottage	Hotel Motel	Local Govt.	Restaurant	Retail	Other
2.7	3.3	2.3	3.3	2.3	2.8	3.3	2.3	3.0	2.5	2.8	2.7

What best describes your perceptions of the Door County Chamber?

Board Member:

- Smart, hard-working, open people. Pulled in too many ways. Need to answer to funding sources causes too much effort to go into business focused support instead of tourism.
- ineffective
- Dramatically under-funded by the membership and county/local governments.
- Accommodating, friendly and very good for
- We pay a lot of dues and I don't feel they know much about our property, there is poor communication.
- The executive committee tries to run things their way and pressures the board to follow. The executive committee and the board to some extent are not too open to criticism. Not too willing to implement suggestions from members.
- I believe the Chamber staff, board and committees are concerned and dedicated. Tourism is down. The Chamber knows that and knows it has got to change that. This is why they did a destination assessment and wanted the strategic marketing plan. From that, the Chamber needs a better, more effective marketing plan. I believe the Chamber staff, board and committees, with guidance, are very capable of implementing such a plan, if they have the resources.
- I feel that the Chamber has a lot of issues and has no direction.
- Working very hard to do the best job they can with very limited resources.
- I have always supported the actions and mission of the Chamber. It is the best "bang for buck" to assist in becoming a successful business in Door County. The staff does all they can do with comparatively very little money to work with. The organization is almost completely funded by hoteliers and needs to work to encompass all County businesses.
- An organization that is interested in marketing the county and in preservation of the image of the county. It is an organization that needs to have better marketing to the Midwest, but until they have the financial ability to reach out, it will limit its scope of influence.
- Doing the best they can with limited funding.
- A group of volunteers who work hard to maintain business for all of Door County. A group of volunteers who LOVE the County and try their hardest to maintain that which we love most about the county.
- Promote sustainable tourism.

Attraction (culture and arts):

- There are lots of well meaning people working very hard at talking about everything they are doing for tourism in Door County.
- Personally, I respect the individuals working at the chamber. There are many things outside their control - money, changing demographics, etc. However, I do not think they are thinking outside the box. They work in a traditional model of promoting the lodging industry and using that as a measure for their organization's success.
- More a tourist information center than a true chamber of and for commerce
- Arrogant, critical of members, unable to send newsletters or emails (wrong address, you're further down the list so emails are not yet available to you, etc.) Cocky, rude answers to member's questions.
- They are generally well-meaning, but don't have the knowledge or resources to do the job and fulfill their mission.
- Ingrown, ill informed, inflexible, not creative, largely un-trained in marketing and promoting other than as protégés' of other chamber leaders.
- Good people but not effective in their roles.
- Not very innovative.
- Unable to discuss new ideas.
- Out of touch with the gem that we have here called Door County. This could be a national destination!

- Doing a good job with the available resources.
- Still heads in beds.
- Blasé at best. I do not go to them for information. And I certainly do not see the Chamber as my marketing agent.
- That they are under appreciated and take the blame for anything and everything that goes wrong. I feel Door County is full of business owners who are always looking for a scapegoat and if things are going well, they don't give the credit to the Chamber but if things are going bad...it is all the Chamber's fault. You only get out of the Chamber what you put into it.
- Real advocates of the County!

Attraction (outdoor recreation):

- The Chamber does not seem to be attempting to market Door County as a single attraction, but rather spends too much time and energy focusing on single towns. Aside from current coalition efforts, the only people who seem to be drawn to the county are real estate developers.
- A source of information for tourists.
- Outdated, under funded, underperforming.
- Hardworking, enthusiastic promotion of Door County— from people who really love the county.
- Not enough money to market all that Door County has to offer. We cannot compete with the Dells with the limited dollars that we have.
- Informed, helpful, proactive.
- Good for bigger businesses, no good for start-ups and small operations.
- Hard working, but too complicated because of the variety of levels. Too expensive to market in multiple publications and multi-level web links.
- I'd like to see the encouragement of the Chamber to get year round businesses here, less on tourism, more production jobs for year round residents and tax payers - especially in Northern Door.
- Tourism focused.
- I think the public perception has a limited focus on visitor assistance. They may want to put some emphasis and reiterating ALL their services and involvement.

Attraction, other:

- A tired organization headed by a non-creative low energy team.

B&B/Inn:

- Keep to their own, not willing to knock on doors to talk to people and membership. Thinking the people serve them.
- Friendly, and ready to offer some suggestions.
- Stated earlier - their primary goal seems to be to justify their own existence.
- Very nice people. Enthusiastic bunch. But directionless.
- I feel they are doing the best that they can with limited funds available.
- From our perspective, Door County is a tourism related economy. When the tourism business is good, we do well. When tourism has an off year, we do too, but this is to be expected from time to time. Each year is not always going to be better than the last and one should plan for that. The Chamber is there to promote tourism, but it is not their fault if the County suffers an off season or two.
- They are a group of very nice people, who are customer service oriented, but not creative marketing directors. They lack the original ideas to make people want to come to DC. The same campaigns are used from year to year, with limited results. I have to reevaluate whether it is worth while to participate in many of the cooperative advertising, because we typically do not even get enough business to pay for the ad.
- None of them had any marketing, PR or advertising experience before their Chamber job. They do not know what they are supposed to do.
- They have become a visitor information center; their limited budget prevents them from being a promotional entity for the area.
- Always helpful. Knowledgeable. Have limitations on marketing due to funding. However, our dues are high.
- I believe they work well with the potential guest to Door County or someone stopping in for information. That's about it.
- Focus is more northern Door than the entire county
- Not as effective as it needs to be. Statistics they give are not usable tool and accuracy is questionable; i.e. occupancy percentage report does not compare similar lodging facilities and few lodgers participate. I think focus is lacking. They can't be all things to all people. I think all people you come in contact with at the chamber are friendly and have a good guest service perspective.

- Helpful people who want to see things be better, floundering around for much too long, hoping to pull us out of a horrific situation in our county...while supposedly the rest of the nation is doing quite well economically and tourism places elsewhere in the state are doing as well as we used to do here. I'm afraid years of not working forcefully and actively with local and county governments to do everything possible to keep DC from being destroyed by condo tenements and other eyesores is something we are all paying for now. When I lived up north, I know folks there figured the Chamber only worked for the people in Sturgeon Bay — now I've been here for 6 years, and many of us here feel it's the other way around.

Condo/hotel:

- Cooperative working to meet needs and goals.
- Self-centered. Worried about their own survival and control more than the success of area businesses.
- They do what they can with the budget they have to work with. I think they take a lot of criticism from people that don't understand the position they are in financially.
- Defeated by the lack of funding....at a loss about what to do....limited by their board or leadership.
- The Chamber needs to do more to encourage new visitors to come to the area. It has had a laid back attitude for too long assuming that repeat visitors will provide enough of a base for all members to survive in this overgrown tourist destination.
- People in the Chamber have been there too long!! They have no new ideas....and no positive impact. I keep hearing about a room tax so that we can give the Chamber more money to promote the county....if they spend it via the same old tired methods....what good can be accomplished.
- They seem to have a lot of excuses for not getting much accomplished.
- It is an organization that needs organizing and updating. It is stuck in the past. It often spins its wheels: it studies a pertinent subject but often there is no follow-up action.
- The Chamber is under budget for the area they are responsible for marketing. It is critical that we target not only visitors in the mid-west but also internationally.
- They try hard, and do the best they can since they do not have enough money to spend to adequately promote the area.

Hotel (cottage):

- GREAT! I wish I had them in my home town.
- If your relatives work there they help you, I have not received a rental from them in 3 years.
- Provides hardcopy advertising for the visitor who comes into the Chamber office. Very little personal attention. Finding a place to stay by way of the Chamber website is a confusing process.
- Very friendly and efficient staff.
- Visitor centric.
- A very nice group of people stuck in a hamster's wheel. They working feverishly but have no idea where they're going.
- Concentration on tourism, not quality and growth (using to the max what we have and not over building to the detriment of the area)
- Committed. Caring.
- More reactive than proactive. It costs a lot of money to be a member, and I'm not sure we are getting benefits and results to justify the expense.
- Not enough \$ spent on tourism promotion. Director not fully involved in tourism promotion.
- Reactive, defensive and working hard at maintaining status quo. Not in a leadership role and don't know that it is possible to change that because of the reaction you get from them - protective of their jobs.
- Helpful and friendly. They seem to care not only about visitors but members.
- It is much too expensive for the small business person in Door County of which there are many.
- Great staff to work with. Very helpful.
- I think the Chamber is doing its best to increase visitors to the area.

Hotel/Motel:

- Lack of direction coupled with mediocre execution compounded by a lack of funding.
- My negative feelings have been changing as of late. It is good to see possible changes for the future. The ratings that I have given may not be high, but if they were all 5's this survey would not be necessary. My hopes are that my opinions will change for the better in the near future.
- Lacking vision.
- Send flowers to its funeral!

- An organization that is lacking focus and insight from its board of directors. Current committee structure is ineffective.
- Apparently not keep up with the task of increasing visitors and average time spent in the area.
- I think they do a decent job considering the money they have to work with. I don't think Karen Raymore is seen in the community as a leader. She is a very nice person. I am nice too, but I'm not running the Chamber. It seems the Chamber relies on marketing as it was back in the day, but change is in the air and she and the Chamber need to see that.
- Incompetent.
- They do get information out to the public, but I do not believe the high cost that I pay to belong is equal to other businesses that earn the same gross income that I do. Being a motel, I pay much more (8% of my gross income goes to the Chamber) and I feel it should be split more equally. The Chamber does bring business to Door County, especially when someone can type www.doorcounty.com and come up all of our advertising.
- Failing to fulfill its mission.
- Large staff with no weekend or holiday participation or hours.
- Does not spend money wisely.
- I feel they have a lot of work to do - but they are trying to make every effort to please the membership and are trying to change and address various issues.
- They cast a wide net as far as seeking out future tourism opportunities.

Local Government:

- I view them as an organization that concentrates on the Sturgeon Bay area.
- Underfunded, underfunded, underfunded, unfunded, underfunded... MARKETING costs money! Creativity costs money!
- Knowledgeable and energetic staff leading the county in visitor promotion.

Restaurant:

- I see the Chamber as defensive and unable to really participate in relationships with other business promotion associations. It seems to run its own show and expect us to tag along. It is hard to feel a part of the Chamber.
- They are a group that works to promote Door County. They do not seem to work outside of Door County. I feel that they work to promote the county out of their office in Sturgeon Bay, basically by answering people's questions that come in, or issue materials to people that call up.
- Good people doing good work with a small budget.
- Lack of direction, lack of appropriate funding, ideas have become stale; very few changes in many years, poor leadership.
- Although I wish to support the local Chamber, as a restaurant I do not feel it is effective enough to offset the cost of dues and advertising.
- The staff is strong on task oriented issues such as publications, etc. The staff appears weaker in looking at broader issues and trends.
- Complacent/defensive/under-funded.
- I was on the Chamber Board and not asked to serve again by the 5 man executive board due to trying to make changes that Northern Door members wanted, but the Executive Board totally controls the Board.
- They are helpful and informative.
- The Chamber does an acceptable job passing out brochures and maintaining a website.

Retail:

- Well intentioned, yet severely lacking.
- Lazy.
- They are good with people, but poor with marketing.
- Weak leadership, no vision, too local.
- The Chamber is the exclusive domain of the hotel segment of the industry.
- They are doing the best they can but are hindered by inadequate resources to attract as many visitors to the area as would be possible with adequate funding, such as a room tax.
- Very weak.
- Doing same as 5 years ago...no new ideas...not serving needs of retailers or northern Door...Needs new leader.
- They do a good job.
- Very ineffective and out of date with the major changes taking place, especially in northern DC. The Chamber is still trying to market the "tourist" the same way they did 10, 20, 30 years ago and that tourist has changed.

How the tourist travels, why and how the tourist finds/selects his destination and even his family have all changed. Activities (can't think of the right word), scenic beauty, music, all of the arts should be heavily stressed...a mood should be created. With the tremendous building 2nd, 3rd homes as well as condos, the ma & pa motels and business are suffering. It almost seems like the Chamber should be marketing as a package the "relaxing mood" of the county, stressing its beauty, the slowing down of time, take a load off, no need to fight the traffic, leave the city behind and come find yourself in beautiful Door County, where the sound of the gulls, shoreline waters and slower pace can calm the frazzled spirits. I could go on and on but won't. The Chamber is missing its mark, in my opinion. It needs to refocus. Thanks, Dave, for what you are doing.

- I think there should be outreach done to new businesses with an on-site visit and an invitation to join. The friends committee seemed to address this.
- A hard working staff having too much with little in terms of funding. Staff is very dedicated and believes in and supports their mission statement.
- Low on funds and people to attract today's vacationer. Need a broad marketing strategy.
- They are focused mostly on filling rooms. I don't think they focus on retail and activities, or try to target "day-trippers."
- It should work to promote tourism; I'm not sure how to quantify how effective they are.
- Not doing their job and some of the staff over paid.
- Ineffectual.
- Well intentioned staff that lacks focus and direction.
- Nice people who have always been in charge.
- Understaffed and underfunded.
- My impression is the Chamber promotes lodging and ignores the retail experience of the county.
- They need a new direction to market the county for today's tourist.
- I guess the dues get higher and higher, but don't feel I'm getting more for it.
- Ineffective. Not in touch with the needs of the businesses.
- Organized, strong team of people. Good website, excellent (highway) location.
- A group of semi-related and un-qualified individuals who employ each other for their own gain and direct their revenue streams to chosen vendors outside the county!
- Outstanding, quality.
- Excellence.
- Great job.
- Doing business for the same way for the last 25 years+.
- Weak. No new ideas to bring visitors to the county. People are tired of the same old thing! Give them a reason to visit.
- Very involved in community.
- Living in the past "glories" of Door County when tourism revolved around more simple activities like hiking, biking and camping. The current and next generations expect more entertainment oriented activities. Good or bad, that's the way life is now days. Door County "peaked" in the 90's, and is now lagging. Door County Chamber personnel seem to resent an area like the Dells, and it's true it's very "touristy." But, their economy is prospering. Door doesn't need to be like the Dells, but a few major quality year-round attractions that attract tourism \$\$\$ are really needed. Also, we're not attracting younger people to stay and live here. An area CANNOT prosper catering to retirees. What happens when the "old guard" dies off?

Other:

- Bloated, corrupt, ineffective, clique, exclusive and exclusionary, small minded.
- A place where visitors can go to receive paper information and materials about Door County and its members.
- Ineffective, top-heavy, overstaffed and off-strategy, and completely inexperienced in marketing or market research. Not serving their membership with the one thing they need: research about the Door County tourist psychographics and demographics on an annual basis. Benchmark studies that will track the market they are supposed to be marketing to.
- They try hard, but perhaps they lack the training or knowledge regarding what's happening country wide. I think that the latest marketing assessment shook them up; but I also think local businesses, especially the large scale business, may create wedges and are fearful of changes the Chamber proposes. This is probably the nature of the beast...how do they get everyone involved and make changes that benefit us best. That's true leadership, but easier said than done. In such a small county, I would imagine those in power don't like to give it up easy or perhaps don't listen as well to the Chamber. So maybe they have it rough trying to convince members to move in new directions. Probably politics among members makes things more difficult

for the Chamber. I think the Chamber wants to move forward and is having some difficulty pulling its members into the 21st century.

- An organization that lacks day to day involvement with its members and the visitors to the county.
- The Chamber has lost its ability and forgotten its mission to promote tourism and events in Door County—especially northern Door County, and has become very adept at skirting issues and answering questions that concern the above.
- Focus on Sturgeon Bay. Reactive not proactive. Defensive.
- The hub of all the information center. Without the Chamber Office the county would be lost.
- Inept leadership.
- Not an organization that benefits us.
- Ineffective Board, that is constantly bickering over smaller issues and, as a result, is never able to deal with the larger issues that face this community.
- The Chamber appears to lack the marketing talent necessary to promote the peninsula (i.e. start thinking out of the box and quit using the same old marketing vehicles).
- At present we are very disappointed with the Chamber. As a small business owner we feel left out and at times without guidance for new directions to take. It seems as if the Chamber only focuses on the large business and more affluent ones, while leaving the small guy out. Pictures are always of the large resorts, fancier restaurants. The Chamber seems to have forgotten that for example, smaller lodging facilities also provide excellent customer service and provide a segment of people with an attractive business. It is a special niche. I am disappointed with the lack of communication from the Chamber and lack of assistance with problems which occur in the hospitality area of Door County. I think they must look at the whole picture rather than just focusing on one group of visitors.
- A glorified wayside!
- Nice people work there, but I do not feel they are fulfilling their responsibility to the "mission." In my line of work I talk to business owners up and down the peninsula and very few, if any, feel that the overall health of the tourism industry is good. Nor do they feel it's going in the right direction at the moment (efforts of the Coalition notwithstanding).
- A friendly place to get some helpful information - basically a visitor's center.
- While my consulting firm is not a Chamber member, I have had many dealings, in a variety of contexts, with Chamber staff and board members. I have always had very positive experiences.
- Too local so as to get way too political with every decision (small mindedness). I think their Board of Directors includes too many people (everyone has an agenda and fears change). I applaud the leadership's efforts in getting help from the outside and constructively taking whatever criticism comes of it. I think they try too hard to please too many people and eventually miss the target with respect to effectively finding new market opportunities by constantly reevaluating what/who we are. Instead, focus on branding a consistent message (like, life is really, really good here) to the outside world and establishing new markets like conventions, weddings or great lakes cruise ships anchoring off some of our villages.
- Friendly people, hard working, repeating programs from the past (maybe not having time enough to step back and examine which are best); driven in work product by committees (are too many voices helpful or distracting?) (Do the loudest and closest to HQ get heard the most?)
- Not enough staff or funds; existing staff/funds not working effectively and efficiently as a collaborative effort to sustain a tourism industry that keeps the right customers coming back.
- Well managed. Poorly led.
- There is a bit of a division between the Sturgeon Bay area and the northern area - wish the Chamber more visible breaking this down.
- Trying more now than before to have an impact.
- All positive. Wish we had a few million to give the Chamber — they're all so good, we can only imagine what they might achieve with adequate funding.
- My perception is that they have a gold mine to promote, and don't know how to move forward, they mottle through day to day routines without breaking out of the box. If I didn't reach out to them for help in some things, I may never hear from them until it is due time!!
- Poor.
- A dog struggling to keep its head above water.
- A good, enthusiastic group that does a great job without having to resort to an unnecessary room tax to get its job done.
- Disconnected from the business community and other visitor centers. They should be uniting the visitor centers, instead there is total disconnect
- Helpful in an arm's reach sort of way. There's a distance that they keep.

- Run by an ineffective board that is too large to make decisions and does not charge the director and staff with achieving measurable results. Staff is likely overpaid for the results produced in the past years.
- It is time to reinvent the wheel. We are in need of the county wide room tax.
- They really want to help the community.
- An absolute necessity for tourism related businesses, but has not adequately tackled the division (competition) between communities or North/South division.
- Too focused on tourism.
- Supportive and communicative.
- That they are more a visitor and convention bureau than a chamber of commerce. There are not a lot of benefits to being a chamber member if you are a non-tourist based business.
- Pleasant courteous well organized.
- A place I would send visitors to if they had never been to Door County. There is an overall feeling that different avenues are competing for visitor attention - key to the door vs. Door County guide, etc.
- Closed ranks.
- It to expensive for the little bus. WE Cannot pay what they want. It does not mean that we do not want be in loop. Of what is being done or what we could do to help.
- Overall great job. Wish that town visitor centers worked better with them, and with each other, to create more unified "front"/collaborative efforts though.

Additional suggestions for the Door County Chamber to improve the way it does business or increase its impact on Door County:

Board Member:

- Web-Site refocused and expanded to aid tourists looking for info.
- Focus exclusively and without exception to bringing visitors to DC and promoting the business membership.
- The Chamber needs to be, and should have been, much more visible/vocal about the incredibly positive impact that tourism has on the Door County economy. Zoning has been pathetic throughout the county — we are killing the 'goose that laid the golden egg.'
- Find a way not to have cottages rentals in the city of Sturgeon Bay be a Pandora's box in Door County.
- Re-structure the Chamber membership and advertising opportunities. Completely re-do the marketing and get a different ad agency.
- We currently have a problem; tourism sales are down. When you have a current problem, you look to see what are the most effective current resources to solve the problem, not what resources may be available 5 to 10 years down the road. Room tax for Door County is a currently available resource and probably the most effective over the longer term. Let us use it. A 4% room tax on top of a 5-1/2% state and county sales tax would be a 9-1/2% total tax. A less than double digit tax would be acceptable to our visitors.
- Don't be afraid of change. Change is good.
- Continue to look for ways to study the impact of increasing demand for seasonal residences in Door County and what effect it will have on proposed funding sources. Is there a way to capitalize on the development to positively impact tourism?
- I think the Chamber needs to figure out a way to get more marketing and money for marketing. Every year that goes by, where our competition is spending many times what we spend, is another year where we are losing customers. If you're in business, it does no good having inventory, if you don't let your customers know you have it. We have inventory, but we have no way to let the people know we have it. When the Dells, Milwaukee, Madison, Chicago, Green Bay, the "North Woods" are reminding you every evening on TV and in the papers they have things to do, but we can only remind people a few times each year; they forget about us, and go elsewhere. WE NEED THEM TO THINK ABOUT US AND COME HERE!
- Secure additional funding to promote tourism and develop shoulder seasons.
- More marketing money and better cooperation from businesses.
- Our Director has been appointed to the State Tourism Board, and that is a great impact for our county.

Attraction (culture and arts):

- Train your staff members to be advocates for ALL of Door County. The staff of the Chamber should be the most informed people about Door County on the planet. Stop worrying about whether a business is a member and start serving the County. Feature our geography and beauty instead of a single business.
- I think the Chamber needs to recognize that Door County (at least northern Door) has changed. There are fewer and fewer traditional hotels, motels and cottages. Door County is a second home community and these home owners bring friends and family to the community. The measure of success in the future will not be "heads and beds", but the diversity of the economic base the community can sustain - arts, environment, retail, lodging (as part of a whole) and restaurants.
- Begin to listen. Think before publishing comments on the front page of the paper. Become involved with the tourist industry on a national level rather than local power struts.
- Get a board of directors and a qualified staff who can dedicate all of their energies to marketing Door County adequately in a global marketplace and go get the funds to do so!!!
- Stronger marketing personnel. I am not very knowledgeable about how the board functions so can't respond to their effectiveness.
- New and more creative ways of attracting visitors. How about a county wide Summer Fest similar to Milwaukee Fest with different nationalities featured at various time.
- More focus on the cultural arts sector of Door County less on the festivals.
- Support the room tax, so you can have more capital for advertising.
- More money.
- Advertise as a Peninsula, packaging, cultural tourist destination, highlighting the cultural/artist community and the natural highlights surrounded by water that we already have.
- Need to remember that promotion of new construction (condos, "imported" businesses that have little to do with what Door County inherently has to offer, etc.) may provide short term benefits but long term, may end up destroying the very essence of what makes Door County a unique place to visit and in which to live.

Progress and change are inevitable — the key is how they are carried out. Not a new idea here, just a reminder of what bottom line is truly most important.

- Where do I start???? I think you need to start with the board and director. Are they supportive?? We are doing this assessment but will they support it?? We need to work together as a county and we're not. The entire county needs to be on board, not south, Sturgeon Bay, and north, but as an entire entity. How we do that is the question.
- Keep the faith...get a room tax and then use the marketing plan to make improvements where needed.
- Fewer publications -

Attraction (outdoor recreation):

- Continue to develop website and link to member's websites (already done) but also make sure to offer what each website offers. No offense intended to web designers, but I have heard a good amount of negative feedback on the new design. I'm sure hearts and focus was all in the right spot, just didn't seem to hit on a universal, user-friendly, Door County guide. Too difficult for people not familiar with the geography of Door County to find businesses.
- Promote more about fishing the waters around Door County. D.C. is surrounded by water, with many fishing opportunities. I meet a lot of people that have no idea of the fishery we have here. The waters off Lake Michigan have true "World Class Fishing." I believe the Chamber can promote more to fishermen.
- Room tax for more money to budget.
- Maybe a open to the public Northern Door office, where the public can pick up info like the office in Sturgeon Bay.
- Small room tax.
- Have an advertising and membership program that caters to "mom and pop" operations.
- Simplify web page. Make purchase gift certificates next to each web link more prominent on each activity attraction and hotel webpage. Make only one publication.
- Try to get the merchants, restaurants, and hotels to lower their prices, at least during the "off season." Comments I have heard from our customers is that it's become too expensive to come to Door County.
- I would like to see a greater commitment toward year-round industries, or is that the responsibility of the Door County Economic Development Corp.?
- Two words.... Room Tax.

Attraction, other:

- Pull the ripcord, land in a safe spot and try to build a fire.

B&B/Inn:

- Fire all of them and expand the base for membership.
- Help follow through on suggestions. The cost of items such as membership, web Innlne, and sponsoring the map is too high for small business.
- Unfortunately, I have no constructive suggestions. I simply feel that the Chamber has taken my money for a number of years, and I don't think I've gotten a real return on my dollars. Unfortunately, I'm stuck - it's the only game in town.
- Get the word out there. Especially editorials in travel magazines.
- Get the county unified and go after the room tax, seeking more aggressive marketing through other media and national exposure. We need to go beyond the 300 mile radius.
- Make the Board of Directors smaller, eliminate some of the committees, hire an innovative Chamber Director, hold meetings for members regarding how to spend money to market, excite members about a program to build Door County business and explain how increased dues will pay for it.
- Continuing on the above observation, I hope the Chamber will not lose focus on who we are (as a County and destination) and our natural resources. I do get concerned with some of the changes happening in Sturgeon Bay and the approach to Northern Door. Highway 42/57 is becoming another "anywhere USA" and that is unfortunate. Luckily the downtown area is still unique, but many tourists heading for Northern Door do not experience it; they only see what is along 42/57.
- Need to reelect the board. There are too many close minded people in the decision making positions. We are in a totally different world than we were even 5 years ago. People's demands are totally different, and they have no loyalty to anything any more. They need to see what is in it for them. And we are not delivering. Restructuring the Chamber of Commerce and Board of Directors is a good start.
- Given additional funding (room tax) they are well positioned to begin the actual promotion of the area given some focus as to who our guests are and how to connect with them.

- Impose a uniform lodging tax throughout the county for increased marketing dollars.
- We could be a national destination - increase PR and promotion on a national basis.
- I would take a member's orientation now so I could better understand how it works. While I think about getting more involved, I hesitate because I am not sure how effective the organization is and I'm not sure I want to be a part of that.
- Get out of the box and advertise and promote Door County in GOOD national and international publications, to travel offices all over Europe and Great Britain where there's one on every block because they all travel so much and right now the Euro is worth twice what it was 5 years ago, so to Brits and Europeans now everything's "cheap" here. Get out of Illannoy and stop wasting tons of funds advertising on every TV station in Wisconsin...and start using the money they do have for much better advertising and promotion...to the nation and the world. Stop seeing DC as Podunk and a "getaway" one-nighter situation and bring it back to being the real vacation place it used to be. Start encouraging, if any building at all, the building of the wonderful small cabin lakeside type resorts that exist all over northern Wisconsin and that are full all the time with people staying for a full week, two weeks every summer, and help stop the tearing down of anything we used to have like that ... just for the building of McMansions and other junk all over our shores. People can see this crap at home, they want to come to see Door County because it was different...now more and more of them every year are disappointed and swear they're never coming back.

Condo/hotel:

- Need an equitable way to charge for membership. Need room tax to fund marketing and promotion.
- They have a big job....I think we may need new blood that is trained in Destination Tourism industry...from an experienced team to pull us out of this...I think that even with the help of Mr. Murdaugh, we need new blood and leadership.
- Get in some new people starting with the director....and then start pounding the pavement. Until then, the only thing that benefits us as a business as a member of the Chamber is the Vacation Guide....and we pay a hefty price for that (including our membership fees, etc.).
- They need to push for the room tax. Don't wait to figure out how to spend the money first. Go for the maximum allowed, and then have an executive director and others at the Chamber that are qualified to spend the money in the appropriate areas.
- Hours of operation...need to be open on weekends and Friday nights!
- Reduce number of board members to make it more productive and cohesive. Drop "Chamber" name because it isn't a chamber of commerce and hasn't been for some time.
- Door County Chamber should search our new ideas and new associates to be part of their organization. They seem to rely on the same old members and seem to be afraid to seek out new people with experience and creativity.
- We need to increase marketing dollars. It seems the most effective way to do that is to implement a county wide room tax to offer a greater tax base for marketing purposes.
- React quicker, admit failures and communicate statewide tourism statistics better.

Hotel (cottage):

- Treat everyone the same, get rid of Raymore.
- Needs to implement the suggestions outlined in the visitor/tourism assessment done last summer (2005). We wouldn't be needing a new assessment if this had been done.
- Keep the impact of tourism in the minds of your businesses to show the importance and continue to draw attractions and businesses that will improve the economic base to draw greater tourism numbers.
- Be willing to challenge what and how you've been doing business. Look for ways to quantify your efforts, programs etc. Get out of all those committee meetings and spend more time with your constituents and listen. Get some training yourself to get new ideas and to validate the good stuff you're doing.
- Improve InnLine. It is an important link. Have additional visitor centers throughout the county.
- Listen to the results of this survey.
- Good question; it (the Chamber) is a business but not functioning at all like one.
- Chat room.
- I believe the overdevelopment of condominiums to the area is hurting the "little guy." Namely people like me who own a basic cottage business. We cannot compete with the condos and time-share run accommodations with all the amenity's they can offer. The Door County of the past and the uniqueness is lost. We are saturated with luxury accommodations and high-priced homes. The "locals" can't continue to afford to live in

the area. I believe we need to put a stop to the condos and high end homes and think about the people that live here year round and consider the needs they and the upcoming generation have.

- Decrease membership and Innsite. These fees for a small cottage such as ours are exorbitant, and should better reflect revenue potential of the member entity.

Hotel/Motel:

- Results driven should replace activity driven.
- Remember Northern Door. Door County extends far beyond Sturgeon Bay. Promote, promote, promote. Door County is one of our country's best kept secrets. Let's let the cat out of the bag so to speak. Growth with planning is good. It doesn't have to be so overwhelming that the county loses its charm.
- Implement suggestions set forth with last year's study. Promotion of Whole County not just banner ads for those who can afford to place more ads.
- New Director with proper background and experience and leadership.
- Increase its marketing budget.
- Produce a typical or proposed budget for spending the increased monies a county wide room tax might bring in.
- Continue to evaluate your impact on the community and membership. If I had any great suggestions I would have already voiced them - they have listened when I have spoken.

Local Government:

- Develop better partnerships with the local advancement organizations. Attend their meetings.
- Why is this survey all about the Chamber? We cannot expect the Chamber to do a good job of marketing if they do not have the financial resources. Also, in Northern Door, businesses have a knee jerk reaction to blaming the Chamber for their own marketing shortcomings. Finally, there are too many marginal businesses that really shouldn't exist... and guess who they blame when their product doesn't sell?

Restaurant:

- Get Door County name in more markets and more frequently.
- The Chamber has spent the last couple of years in a "reactive" mode. The Chamber should be looked at by the community in a leadership role and as a valuable resource. Up until more recently, most businesses in Door County were unaware that the Chamber was underfunded to produce and implement a marketing plan. These are the type of conversations that should have been made to businesses when the county was doing well. It is harder to do such a sales pitch now during an economic downturn.
- A great number of Northern Door Chamber members want a Northern Door Chamber. They are tired of waiting for this Chamber to straighten out their problems that aren't recognized by Karen and the executive board. Let's change this organization, not start a new one. Getting a new game plan along with a new Executive Director to implement it would be a great start to mending the wounds in this County. I believe changes in the executive board are also necessary.
- The Chamber needs to make the entry level of membership more affordable, so that more small businesses can join.
- Make the mixers a non-drinking mixer...well, then few would come. Maybe have more mixers at village halls...less gossip and drinking.
- We need more accountability by the Chamber management for the over success of tourism. We need the Chamber leadership to take a leading role in educating and informing local leaders on how our tourism results are fairing. Actual results need to be reviewed and discussed so our elected leaders do not continue to labor under false assumptions that tourism continues to go just great.

Retail:

- Find an executive director who will be able to bring about constructive and much needed change. Most of the business community will support a room tax if they feel as though the money will be effectively spent through a qualified Chamber staff. As it stands, a lot of the reservation in supporting a room tax is that business owners do not have confidence in the current leadership of the Chamber.
- Call on each and every business in Door County before May 31 of the year.
- PUSH for a countywide room tax!!!
- Get the room tax and stop the BS. Stop so many festivals and stress people, arts, nature.
- While it is certainly a critical aspect of the industry, there is more to tourism than just putting heads in beds. Change your dues structure if you have to but broaden your focus to support all segments of the tourism industry.

- Increase membership by being effective.
- BRING BACK BOB.
- When you stop at the Wisconsin information centers on the interstate highways, you are bombarded with information on the Dells. You have to ask for the information on Door County.
- Provide it with more funding.
- Detailed plan to create awareness of the beauty in Door. Attract families from everywhere. More advertising and marketing.
- To follow the suggestions in the Tourism Assessment that was completed last year.
- Treat the Door as a whole. Not just Sturgeon Bay as an only option for tourists.
- New leadership (board and director).
- I would like to see more national and regional coverage of Door County.
- Help promote Smart Growth and efforts of towns to retain their historical flavor. We are sadly losing it here in Fish Creek...though many of us have tried.
- Implement the room tax and the 1/2 % sale tax for the entire county so the chamber has a larger budget for advertising Door County.
- Presuming a significantly larger budget, increased advertising with a unified theme (perhaps a new theme?) directed at the upper Midwest (I'm not convinced, as some may be, that we have captured the hearts and minds of residents who are a "tankful away").
- Work harder to get all of the local organizations in touch with the Chamber and each other.
- I know this is difficult because some members over shout the silent majority but be more of a local legislative advocate on issues such as completing a countywide room tax, billboard ordinance, etc.
- Most of the budget should be used to promote and advertise Door County to potential visitors.
- Hire university educated marketers and do away with patronage practices that are rife throughout the county!
- Get more marketing out to potential visitors.
- Provide it with more resources (money, staff).
- Market to eco-tourists, and other niche groups.
- Reinvent itself to produce the results needed by its members in today's world. Change it's name to the Door County Visitor Center. You can tack on Convention bureau if you want.
- WE NEED A ROOM TAX!!!!!!
- Approach new businesses and inform them of their services and fees. Increase advertising of Door County including any feature story opportunities.
- Network much more aggressively with key travel and lifestyle media.....Magazines especially. We need more visibility on a national basis. Also, the tourists from Iowa, Missouri, and Oklahoma seem to have increased the past few years. Promote in those states.

Other:

- Less politics and more tourism.
- Better opportunities for communication with members. Better vacation planning assistance for visitors. Advertising on television.
- Clean house. Reduce staff and salaries and spend the money on research. Serve the membership.
- Tackle the issue of families fleeing the county. These families are needed to make Door County flow and work in all the ways necessary. It can't be a great resort destination if we can't find workers or form small businesses. The graying of Door County is apparent and needs to be addressed. How can we keep college grads and an all age's community, in addition, to our retired population. They need to keep all members abreast of what's going on within the chamber (good and bad). This way all the power, ideas, comments and concerns don't continue to remain in the hands of the most powerful locals/businesses whose needs may not always be beneficial for the entire county or whose needs are more self serving. Work on developing/maintaining an image for the county. All the condo's and new construction is changing the face of the county. Some of it is good, but some just doesn't fit. Work more closely with preserving the environment and greening of the county. Continue to seek out advice from national groups....what gives me hope is that the Chamber recognized last year when they hired the marketing strategist that we needed to improve....let's keep that going so that everyone benefits.
- The Chamber needs to recognize that the tourism environment has changed and we (D.C. businesses) need funds generated from visitor tax dollars to attract the right demographic of visitor to the county.
- Start over with a whole new group. Let the coalition point them in the right direction.
- Be who you are. Expand focus to Door County. Listen to other communities. Get involved with solutions and offer assistance to smaller communities.
- Create a more open forum.

- The Chamber should get more involved with the local business councils and their programs and activities.
- Increase communications with individual associations to help with communications between communities. Increase with problem solving pertinent to a business. Work on increasing the length of stay in Door County. There are many, many things to do.
- The Chamber needs to be re-structured and held to a standard of professionalism — they should be a leader in the Midwest especially! The lowest common denominator of resort areas is simply not good enough.
- The Chamber needs to take a more proactive role in driving visitor traffic to Door County.
- I think there ought to be a measure of travel incorporated into what the Chamber does. Such travel would incorporate global trends outside of what they are saying at commerce conferences, to include travel to similar destinations to determine what they are doing right and how such destinations are branding themselves and being successful at it. Additionally, the GRB airport is running more direct flights to additional cities in Georgia and Texas (for example). Those two markets MUST be aware that we exist as a reprieve from sun scorched gridlock. How are our literature distributions going in these markets? Should we run TV spots with some of the airlines? I tend to think so. That would mean co-oping with a national company (airlines) in getting people here. It may just mean an advertisement in an in-flight magazine.
- First-class web site; I know from time to time there have been marketing seminars, and this is one area we are 'seat of the pants' on, for the most part. Occasional professional direction would be helpful in guiding our marketing dollars.
- Create a cross-marketing campaign that allows each business, no matter of size, to competitively promote its positive contribution to the tourism industry.
- Outreach programs to learn from successful efforts elsewhere. Door County seems to only look at its past and not work towards its future.
- Develop tourism by promoting preservation of Door County's historic character.
- Make the forms simpler and shorter and reduce the fees.
- More partnerships with major Door County destination influencers - so one message is delivered and information is easily accessible so that people can more easily choose Door County as their destination of choice
- First, would love to see a merger with the Sturgeon Bay Chamber/Visitors Bureau — the combination of resources, and elimination of the somewhat unnecessary and nonproductive Sturgeon Bay entity would likely help to boost the overall Peninsula, as well as eliminate redundancy in the tourism arena. Second, would love to see the DC Chamber, and the Peninsula, profiled in an appropriate business publication — we believe it is deserved, could be used as an example to many other areas and businesses for marketing, and would serve to carry the underlying message about the majesty of Door County and all it has to offer.
- Emails about meetings to attend are great. I wish we would get more information about what the Chamber does to promote Door County.
- Get out of the office, research other chambers, don't sit in front of a computer and website browse...reach out to the businesses and ask if they can help!
- Collaboration. Open-mindedness. Cooperation.
- Take a good look at the structure of the board as well as the capabilities of the current staff. Focus on getting a room tax passed. Create and implement an organized marketing plan. EVALUATE AND MAKE CHANGES WHEN NECESSARY. Stay flexible and be willing to embrace change.
- I have to admit I was surprised the mission statement speaks only to serving the tourism industry. Most chambers I've known do not cater to just one segment of local business and industry, no matter how important that one segment might be.
- The Chamber should be supporting the local visitor centers and encouraging cross promotion between communities—They should be letting everyone know that we all should be working together instead of falling into the north south controversy.
- Wouldn't a bigger budget be nice, so that we could compete with the counties that garner more visitors (i.e. Brown, Milwaukee, Dane)?!?!?
- Hire / appoint a CEO. The CEO can build his team and focus the direction and mission of the Chamber. The board needs to be reorganized or downsized so that the CEO is empowered to make decisions and implement change. That staff can then be held responsible for its actions, decisions and results. A scaled down board can provide immediate direction and help setup goals for the team to achieve.
- Hold education seminars for new employees, for things like customer service, Door County information about the county, etc. Encourage all businesses to stay open as late as possible. Do a better job at promoting the county to people when they are here. Seaworld send a van full of musicians (including someone dressed like Shamu) around to area hotels to promote Seaworld to visitors, while they are in the Orlando area. Need a

destination spa or two and a few more things to do other than shop. Also, I have heard many people say that they come here in winter and go home early because there is nothing going on.

- Keep up the good work - they are a constant work in progress, which we all have to be and they are doing a great job overall!
- Up to the Chamber professionals.
- Need to focus more on world class cultural development.
- Further support cohesive nonprofit agency data.
- Assisting business especially the hospitality industry in acquiring qualified help not just warm bodies.
- I know that we cannot give our service away, but if they could make it so some of the small businesses could be in the Chamber, it might help.

Additional comments or suggestions:

Board Member:

- I'm for a rooming tax.
- In one of the first questions on the top of this survey you ask for primary business. Many of us operate several businesses or have several entities associated with our main business. For example, I own a motel but my charter business associated with the motel is its own entity. The answers above reflect my motel business. I would have different answers for the charter business. Many resorts up here also have retail shops.
- I look forward to a new beginning!! Thank you Marshall!!
- I know that some members complain about the Chamber and what the Chamber does. I also know that the Chamber is always welcoming people to attend the committee meetings, and takes their opinions seriously. I also know that if you ask many of the members who complain about the organization, they are the ones that rarely if ever attend any of the meetings, or have stated their opinions in writing or by phone. I believe that some of the people who speak out the loudest need to review their own contributions and consider what they could do to help the Chamber and the community. We need a community that is involved if we want to market ourselves as a place where people want to come.
- If you aren't part of the solution - you're part of the problem.
- Our Chamber staff is doing a great job with limited funds. Is open to constructive criticism to improve.

Attraction (culture and arts):

- Look out the window on any given day while you work and go about your daily life in Door County? HOW HARD CAN IT BE TO SELL THIS PLACE!!!?
- As a member of the marketing and research board I have one indicative comment.....Upon the presentation of the 2006 Go guide I went ballistic what with another photo on the cover showing empty bicycles....last year an empty sailboat...the year before empty chairs. I let my feelings known each year and each year the Pubs. committee keeps promoting "Empty door county" and that is what is happening, despite the urging of Roger Brooks to include people, despite my rantings. I think it is indicative of a serious disconnect between the various subcommittees, leadership and the BOD. It might seem like a small thing but to me it is a large issue.
- Every community and all businesses need to work together.
- Educate yourself on marketing. We have a situation where business has gotten so bad for merchants in Door County that it took an outside group to shake things up. You all have been just collecting your salaries for too long and there is too much distance from your members in your minds of why you are paid. You don't have a clue of what it takes to run a business up here during the season!
- The concept of an all encompassing membership is very appealing. My husband quit the Chamber because we felt the membership did not benefit him. Possibly a more inclusive membership would be more active participants in the entire promotion process if everyone felt part of the community.

Attraction (outdoor recreation):

- Overall I think the chamber does a very good job getting information to visitors with their catalogs. Promoting the fishery we have here will give visitors another reason to come to D.C.
- Reduce advertising costs (somehow).
- Thanks for the hard work, there is a lot of room for improvement. Put more energy into the web/maps/and making sure Door County stays a pedestrian accessible area! Walking, Hiking, Biking, Skating and Kayaking.
- There are ALOT of states and areas looking for the tourist \$. We need to become more competitive.
- I feel the Sturgeon Bay Visitor and Convention Bureau does not provide any additional services that the DC Chamber or the DCEDC provide.
- I know the topic of room tax has a long history of split support, but in recent years, the local municipal governmental climate seems more open to the idea.

Attraction, other:

- Keep matches dry.

B&B/Inn:

- Get a flight shuttle to Sturgeon Bay! And rental car. Make it easy for people to get here and get around.
- I am on the Planning Committee for Ephraim and we are very focused in keeping our stretch of Highway 42 through Ephraim continuing to look like "Ephraim", while allowing changes to occur.

- There are too many close minded people in DC. Many have businesses that are only opened seasonally, and with limited hours. They need to look at staying open into the evenings during the season. Try to make it visitor friendly. Right now that is not the case. If the villages do not come up with special events to bring in people, the Chamber does not do anything in that regard. This needs to change. Having been an active individual in the Ephraim Business Council, a long time member of the Chamber of Commerce and on the village board, I have tried everything to keep my self connected to the resources that are available in DC. The past few years have seen a definite decline, although we have maintained our market share, it has been a struggle. It would be great if the Chamber could work with individual businesses to give them feedback on what they can do to make improvements, i.e. marketing efforts, services to the customers. The one time that I asked for some feedback they said that they really could not do that. That was quite a few years ago, but I have not asked since. I do not believe in criticizing if I do not have the answers, so I do not like to sound negative. I am not a marketing expert. I can use direction in that regard, but even working with a public relations person did not give me any better results. I am at a point that I wonder if I would be better off selling my business and looking elsewhere for an opportunity. However, this is where we wanted to spend the rest of our lives.
- It's CRAZY that Wisconsin Dells spends more than 10 times the amount for marketing that Door County spends. Get the word out about Door County, not just in the Green Bay paper.
- I really look forward to positive change that could come from this survey. I think we have good people in an ineffective set up.
- Where was anybody looking when Fish Creek disappeared? Is this one-condo-from-one-end-of-town-to-the-other the way it's all going to go here? Is there ANYBODY out there trying to stop any of this? One of our most beautiful villages is now obliterated...and with it will go the good shopping dollars as visitors to Fish Creek go this year, see how hideous the town is, and vow never to return. Is this the way we are all headed now...plastic coated eyesores everywhere we look? If so, forget tourism and it's time for us all to find some other way to earn a pittance of a living.

Condo/hotel:

- It is a frightening time as a business owner in Door County. It is going to take at least 1 - 3 years to see a change and I am afraid that many of us will not be able to hold on that long, or will want to wait around that long.
- Its approach has been: "Let them come to us." - meaning prospective members. It has to go after them and give them valuable reasons to join.
- The Door County Chamber needs to be innovative in marketing the record number of natural attractions. Door County has more miles of coastline than any other US County: Nearly 300 wave-lapped miles when the shores of the 75-mile long peninsula are combined with those of a dozen or so nearby islands. (This was taken for the June issue of Minnesota Monthly)

Hotel (cottage):

- I've had nothing but a positive experience with the Chamber. My membership paid for itself in 24 hours. All of my guests have used the site to find my Cabin and used the website for information to plan their trip. I still haven't utilized all it has to offer. I live in the Chicago area and I constantly see advertising by the state tourism and the Chamber. I also notice that after an ad, my phone rings or I'm e-mail. So I know it's working for me. I'd rather pay double in membership fees than have to deal with taxes. Thanks for all the good work.
- I am not staying with the Chamber when my dues come up in July. It is money wasted.
- Keep up the good work!
- Don't come to any business group with a user and/or room tax without having a plan first. And if we do have a room tax, let's make sure that the condos, private cottages etc. are also having to jump through this hoop, not just the legitimate business owner.
- Continue promoting to southern Wisconsin and northern Illinois.

Hotel/Motel:

- I have questioned the value of my membership over the last couple of years and it is good to see that the Chamber has realized this general dissatisfaction and appears to want to make changes/improve opinions among members.
- It's not about the Chamber; it's about a strategic marketing plan! We all know how bad the Chamber is.
- The executive director spends too much time and effort with organizations outside the Chamber (i.e. Governor's Council, Green Fund, Wisconsin CVB's, etc.) There are many more qualified people to represent Door County in these capacities.

- I used to be against room tax as did most of the innkeepers I know. Now I am not so sure. I see the money it brings in, but I would like to talk to some of the innkeepers in Sturgeon Bay to find out what they think. It still is the same mentality in Door County. The lodging and bigger restaurants and shops keep the Chamber going, but there are tons of businesses that are not members. They don't get how ALL of us need to join forces in order for things to work in a positive way. Yet they are the first to whine when business is down. Now they want to tax my guests. Many of these people have never paid a dime to promote this county. It is a shame. I really feel that if everyone were to join the Chamber, the county wouldn't be in the predicament it is today. I would support the room tax if need be, but I still would be a little ticked off at all those leaches.
- Please work with local governments on the results of this survey as Sister Bay village government does not seem to think that tourism is important
- Show the lodging sector how a room tax will not cost them additional fees, i.e. reimbursement for credit card fees, additional accounting, etc.

Local Government:

- I have reservations about ever getting Southern Door, Sturgeon Bay, and Northern Door to work together in marketing the Peninsula as a whole. A good example of the mind set of too many businesses is their reluctance to force a room tax. Without drastic change, I predict that in 4-5 years we will again bring in marketing consultant to help make the county a competitive tourist destination.
- The Chamber lobbied for the state to add the Highway 57 segment (Sturgeon Bay to Sister Bay) to the national network, which allows much larger semi trucks than previously allowed. "Specifically, this means there will be no overall length limitation for a tractor semi-trailer combination, a double bottom or an automobile haul-away on the affected highway segment." The sight of large semi trucks barreling down "the Quiet Side" leaves a bad taste in many people's mouth and bad will towards the Chamber. It's hard to imagine that the payoff to business owners in terms of reduced transportation costs will ever cover the negative effects of allowing trucks normally seen on interstates traveling at the speed of traffic on an interstate. Highway 57 is NOT a convenient bypass for the Highway 42 businesses. The use of Highway 57 should not be allowed to serve only the economic interests of Highway 42 businesses while destroying the character of businesses and residences along Highway 57.

Restaurant:

- The Chamber has to take a role in educating elected officials in the city and county on what the real trends in tourism are. They need to help us with issues such as high property taxes and poor government support for tourism.

Retail:

- Drop the Chamber of Commerce designation and identify yourself as the DC Visitor and Convention Bureau. The Chamber appropriately focuses on tourism and does not address the broad issues of business, commerce and economic development—there are other agencies which do that. Why say your a chamber of commerce when, in fact, you are not. You are a visitor and convention bureau.
- Northern Door is easy to Market...Should have its own Tourist Bureau and collect its own room tax...Let Sturgeon Bay have its room tax and the Chamber...When you try to market all of DC in 1 book or web site it is near impossible...I don't want my ad next to Super 8 or Wal-Mart. The fact is my customers know that DC STARTS at Egg Harbor and ends at Rock Is.
- I think the people who work at the information centers on the highway should be more informed about DC.
- Room tax is needed to assist the Chamber to reach its goals. How about a second home owner tax too?
- Enjoyed the increased communication via email. Overall I think the Chamber does a great job. We all wish we knew the magic formula that would get people to DC.
- Rebuild the chamber from the top down. Encourage unity or unification between competing organizations, i.e. SBV&CC and the Chamber of Commerce, etc.
- If it wants to keep the name Chamber of Commerce then become a chamber of commerce and not just a chamber of tourism.
- Again, Door County really needs to step up to the plate and seek additional venues to draw tourist/business oriented industry here. We can survive on 4-5 months of higher volume, and expect two shipbuilding companies to keep the economy afloat.

Other:

- It's obvious that I don't have a very high opinion of the Chamber. The opinion comes from 12 years of dealing with DCC & DCEDC from within and without. I'm no better or worse off being out of it than I was being in

it. But I save several hundred dollars a year on membership and I save even more of my time by not making myself available to the brain-picking vultures in charge.

- The question missing on your survey is this one, for members only. How would you rate your overall satisfaction with the performance of the Chamber on behalf of its membership? What do you want/expect from the Chamber as a member?
- Change is good and I look forward to seeing things improve in the county. We've got a great product and a county worth preserving, so I hope everyone works together to improve things.
- I believe being involved in this process is the first step in the right direction. We can't let the results of this study sit on the shelf.
- The Chamber should be eliminated and turned into the Door County Visitor Bureau. It should be run by professionals who are trained in the tourism industry, who understand the needs and wants of the different business and lodgings that are associated with the County, the people who run this should also be extremely familiar and well-versed with our County's many attractions and beauty, not just be in the business to collect a paycheck and go home at night. The problem over the past 5 years is that there has been a lack of interest on behalf of the so-called Chamber, and it is very evident that it is taking its toll in a large way on all the businesses in the County. I'm sure that everyone that cares about their business hopes that it is not too late to bring about change for the better. And if it's going to take a room tax to accomplish this, so be it, but the current regime at present in all honesty should not be permitted to handle one dime of the room tax monies because they won't get it right.
- This survey is a disappointment. I thought you were hired to do a survey of ideas about marketing Door County, not to evaluate the Chamber. It is a waste of time and money to evaluate the Chamber. There is nothing here that I am interested in evaluating. I hope you will be having meetings to seek and discuss new ideas. I also hope your time lines are more reasonable than the busiest time of the year in Door County.
- It is time for a change in leadership in the Chamber. It appears that the Chamber is populated with a bunch of "8 to 5, give me my paycheck and don't bother me on the weekends" type of leadership personnel.
- Room tax. We need a room tax.
- Continue with approving a county-wide room tax. Use the money on local transportation, travel research on behalf of the Chamber and in identifying a brand for Door County. Publish, publish, publish,,, to all the new markets in any/every publication that will take an article. If the Chamber submits 20 articles per month with photos to 20 different publications (guess what?) the word will get out as long as the brand is consistent. Replace the Board of Directors with individuals who can embrace the power of the global market we are in. Cease offering local mixers and let that be the job of individual business associations. These have become little more than occasions for individuals to build consensus on bullshit local issues that weigh down the operations of the Chamber. Develop a strategic plan through focus groups and incorporate that into a brand new rewrite of the Chamber's Business plan. 24 months later, review the business plan with more focus groups and rewrite/revise it. Build the review contingency into the plan itself so the organization is consistently fresh and in touch with the changing market.
- I am pleased we will be down to one booklet in the future....less added cost...felt for some time it was a necessity if that was the piece handed out.
- Form cooperative groups (like the Cape Cod Commission) to reach bi-lateral agreements among all of the villages and towns in Door County.
- Bring back Bob Hastings. The Chamber isn't nearly as good as it was under his leadership.
- The Go Guide is a very important advertising vehicle. Unfortunately its deadline comes at a time when funds are dipping low for many of us.
- Also, last year I asked a question, as a member. In the email I stated that I wasn't sure that I was asking the correct person, but would appreciate any information they could give me. Even other people to talk to. I never got a response. Even simply saying they couldn't help and didn't know who I should speak to would have been nice.
- PR...PR...PR...get the word out to radio, TV, travel magazines...this county is one of the most attractive communities in this country. I have been all over, state-to-state, and find the sunsets here are to die for, the natural settings, the water shoreline...the list goes on.
- Develop multiple websites that focus on specific aspects of the tourism industry that can be marketed along with the main site. Cross linking may help to improve search engine listing. Highly focused sites such as Hunter, Fishing, Dining, Lodging, Shopping will allow a visitor to find what they are most interested in and further improve the chance that a focused site will rank well for non-specific Door County search terms. The Chamber also needs to explore online viral marketing and partnerships that drive traffic to its and members' websites.
- I think the web site and email communication has improved greatly.

- My "scores" are not too accurate for the tourist part - since our business is helping the community find employment; that part of their business is not something I'm completely aware of.
- The Chamber is doing a great job overall in my opinion
- Thanks for what you do!

“Other” Types of Businesses Responding to the Survey	
Accounting Firm	Non profit, charitable organization
Advertising/Graphic Design	Non-profit
advertising/marketing creative services	online resource
B&B Inn, Motel & Log Cabin	Publishing
combination of motel and restaurant	Publishing
Community service agency	Real Estate
consulting/engineering/design firm	Real estate
Day Spa	real estate
DISTRIBUTOR	Real Estate
Economic Development	Real Estate Sales
education	Realtor of Golf Community
environmental consultant	Rental of Private Home
Farm Market	Service
Ferry - service; attraction; entertainment	service
financial institution	Service
GENERAL CONTRACTOR	service (B to B)
Golf Club/Development	Services-Sturg (main) and Sis locations
information center	specialty retail: fine craft studio/gall
insurance agency	State Park
Internet Services	Vacation Home Rental
Local media	Visitor Center
Log Cabin Rental	Visitor Center
Manufacturing & Sales	Visitor Center
Manufacturing and Retail Bakery	Volunteer Center - Volunteer Vacations
Marketing consultant	We are a quilt shop
marketing consultant	we have two separate businesses
Motel/Log Cabins	winery & farm market
Newspaper	

REPORT ADDENDUM

Community Stakeholder Meeting Participants

June 1 Meeting—Baileys Harbor

Geri Ballard: Owner, Black Walnut Guest House
Kevin Bauldry: Manager, Homestead Suites Resort
Mary Becker: Hotel Manager, Stone Harbor Resort
Norm Becker: Owner, Journeys End Motel & Cabins
Sue Becker: Owner, Journeys End Motel & Cabins
Dina Boettcher: Owner, Boettcher Communications
Cathy Bovard: Owner, Colonial Garden B & B
Bill Brown: General Manager, Glidden Lodge Beach Resort
Yvonne Brown:
Traci Busch: General Manager, Waterbury Inn Resort
Curt Campbell: Owner, Olierie
Bill Chaudoir: Executive Director, Door County Economic Development Corporation
Kaye Christman: Managing Director, American Folklore Theatre
Tim Christofferson: Owner, The Ephraim Inn
Jan Comstock: Executive Director, Francis Hardy Gallery
Myles Dannhausen Jr: News Editor, Peninsula Pulse
Roy Elquist: Owner, Wilson's Ice Cream Parlor
Lou Emanuelson: Architect, Emanuelson Architect Door Design Center
AJ Frank: President, Door County Trolley
Paige Funkhouser: Reporter, Door County Advocate
Renee Gebauer: Owner, TR Pottery
Nancy Grube: Owner, Bluffside Motel
Brian Hacubarth: General Manager, Summertime Restaurant
Lana Hall: Manager, Ephraim Shores Motel
Stephany Heald: Owner, Birdies of Door County
Julie Hermann: Owner, Julies Park Café & Motel
Peg Hoenen: Owner, Panorama
Joan Holiday: Owner, Blacksmith Inn on the Shore
Sue Jarosh: Owner, Jacksonport Craft Cottage
Madeline Johnson: Co Owner, Peninsula Pulse
Tina Kendrick: Owner, Village View Motel
Becky Kerwin: Planner, Door County
Deb Krause: Owner, Bay Breeze Resort
Robert Kufrin: Village Administrator, Village of Sister Bay
Erin Lautenbach: General Manager, Orchard Country Winery & Market
W. Lemberg: Historian, Eagle Bluff Lighthouse
Ruby Lemberg: Tour Coordinator, Eagle Bluff Lighthouse
Cindy Livingston: Manager, Alpine Resort
Mara Lowrey: Bar & Restaurant Manager, BaySide Tavern
Jan Luser: Owner, Cinnamon Windmill
Debra MacDonald: Owner, Wink Swimwear
Robert MacDonald: Owner, Bayside Tavern
Sarah Martin: Manager, Wilson's Ice Cream Parlor
Becky McKee: Executive Director, Sturgeon Bay Visitor & Convention Bureau
Natalie Neddersen: Owner, Eagle Harbor Inn
John Nelson: Manager, Ephraim Shores
Mark Nelson: Sales Manager, Brilliant Cities
Karen Nordahl: , Sail Door County
Kevin Nordahl: Realtor, Door County Board of Realtors
Megan O'Meara: Owner, O'Meara Irish House, LLC
Jewel Peterson Ouradnik: Owner/Manager, The Wagon Trail Resort
Annie Peil: Owner, Orphan Annies Schoolhouse Inn
Sam Perhlman: Economics Development Manager, Door County Economic Development Corporation

Patti Podges: PR/Marketing, Door Community Auditorium
Bob Pohl: Sales Manager, Door Reminder
Jason Polecheck: Management, Bayside Tavern
Dick Rack: President, Door County Kayak Tours
Marise Redmann: Owner, Settlement Courtyard Inn
Dick Sandretti: Managing Director, Door Community Auditorium
Valerie Merre-Schlick: Fish Creek Kite Co.
Judy Schumacher: President, Ad Quest Promotions, Inc
Paul Schumacher: Owner, Discovery Map
Sue Sherman: Owner, Village Green Lodge
Carol Skare: Owner, The Cookery Restaurant
Dick Skare: Owner, The Cookery Restaurant
Dennis Statz: Owner, White Lace Inn
Judy Steger: Sales/Marketing, Door County Advocate
Denise Stillman: Vice president, Foremost Management, Bridgeport Resort/Westwood Shores/Newport Resort/Inn at Little Sister Hill
Jill Sunstrom: Sales & Marketing, The Wagon Trail Resort
Sue Sunstrom: Manager/Owner, Little Sister Resort & Fred & Fuzzy's
Thor Thoreson: Owner, Gills Rock Stoneware
Patrick Tomkelaine: Owner, Door Design, LLC
Carrie Viste: General Manager, Orchard Country Winery & Market
Di Wagner: Secretary, ERA Starr Realty
Cindy Weber: Owner, Homespun Touch
Kay Wilson: Owner, Harbor View Resort/Pioneer Acres
Steve Wood: Owner, Wood Orchard Market
Dorie Zimmerman: Owner/Artist, Beetle & Poker

June 1—Door County Chamber Staff at Baileys Harbor Town Hall

Karen Raymore, Executive Director
Phil Berndt, Membership Director
Ann Birnschein, Publications Director
Jon Jarosh, Marketing Director
Debbie Kamark, Office Manager
Cathy Lynch, IT Director

June 19—Sturgeon Bay Officials at the Chamber offices

Dennis McIntosh, Mayor of Sturgeon Bay; Dina Boettcher, Owner, Boettcher Communications; Jane Herlitz, Owner, Revisions; Becky McKee, Executive Director, Sturgeon Bay Visitor & Convention Bureau; Kevin O'Donnell, City administrator

June 20 -Crossroads at Big Creek

Dina Boettcher: Owner, Boettcher Communications
Justin Borkovetz: Tech, Baylakes Information Systems
Bill Brown: General Manager, Glidden Lodge Beach Resort
Gary Cadwallader: Resident
Sheila Cadwallader: Resident
Dave Eliot: Peninsula Pulse
Paige Funkhouser: Reporter, Door County Advocate
Terry Goetleman: Owner, Fred & Company
Joe Jarosh: Owner, Jacksonport Craft Cottage & Jacksonport Area Business Association
Becky Kerwin: Planner, Door County Planning Committee
Peg Koenen: Owner/Manager, Koenen's Panorama
John Lowry: Owner, Blue Dolphin
Jan Luser: Owner, Cinnamon Windmill
Becky McKee: Executive Director, Sturgeon Bay Visitor & Convention Bureau
Orie Milton: Sales & Marketing, Horseshoe Bay Golf Club
Loren Peil: Owner, Orphan Annie's

Patti Podgers: PR/ Marketing Manager, Door Community Auditorium
Bob Ryan: County Board Supervisor – District 3
Greg Swain: Owner, Baylakes Information Systems
Annie Williams:

June 21-- Door Community Auditorium, Fish Creek

Douglas Blahnik: , Gibraltar Historical Association
Paul Burton: President, Village of Ephraim
Laurie Culp: Owner, Nordic Lodge
Sarah Doneff Nelson: Owner, Boudoir
Ron Flittner: Owner, Tannenbaum Holiday Shop
Marcia Friedman: Owner, Marcia Friedman Gallery
Madeline Johnson: Owner, Peninsula Pulse
Rise Kaiser: , Kaiser Collection
Jim Kinney: Resident,
Susan Kinney: Resident,
Debbie Krause: Owner, Bay Breeze Resort
Lynn Krause Weddig: Owner, Applecreek Resort
Ann Lardiere: Owner, Geoffrey Lardiere Gallery
Geoffrey Lardiere: Owner, Geoffrey Lardiere Gallery
Dan Lautenbach: Owner, Mistletoe Holiday house
Jan Lautenbach: Owner, Mistletoe Holiday house
Krista Lawell: Legal Assistant, Pinkert Law Firm LLP
Diane Ludwigsen: Owner, The Spa at Sacred Grounds
Heidi Meyer: Owner, Mistletoe Holiday house
Claire Murphy: Owner, Door County Lighthouse Inn
Frank Murphy: Innkeeper, Door County Lighthouse Inn
Kate Peterson: Owner, Baby Bella
Nancy Rafal: , Harbor Nest Appartments
Dick Skare: Owner, The Cookery
Larry Stein: Manager, Meadow Ridge Resort
Gary Straub: Owner, Azure
Terry Street: Owner, Trollhaugen Lodge
Jeff Turner: Owner, All I Want for Christmas
Kathy Turner: Owner, All I Want for Christmas

June 21—Washington Island Stakeholders Meeting

At Baileys Harbor, County and Community Officials

Charlie Most, Jr., Chairman, Door County Board of Supervisors
Denise Blindo, Sister Bay Village President
Bruce Hill, Egg Harbor Village President