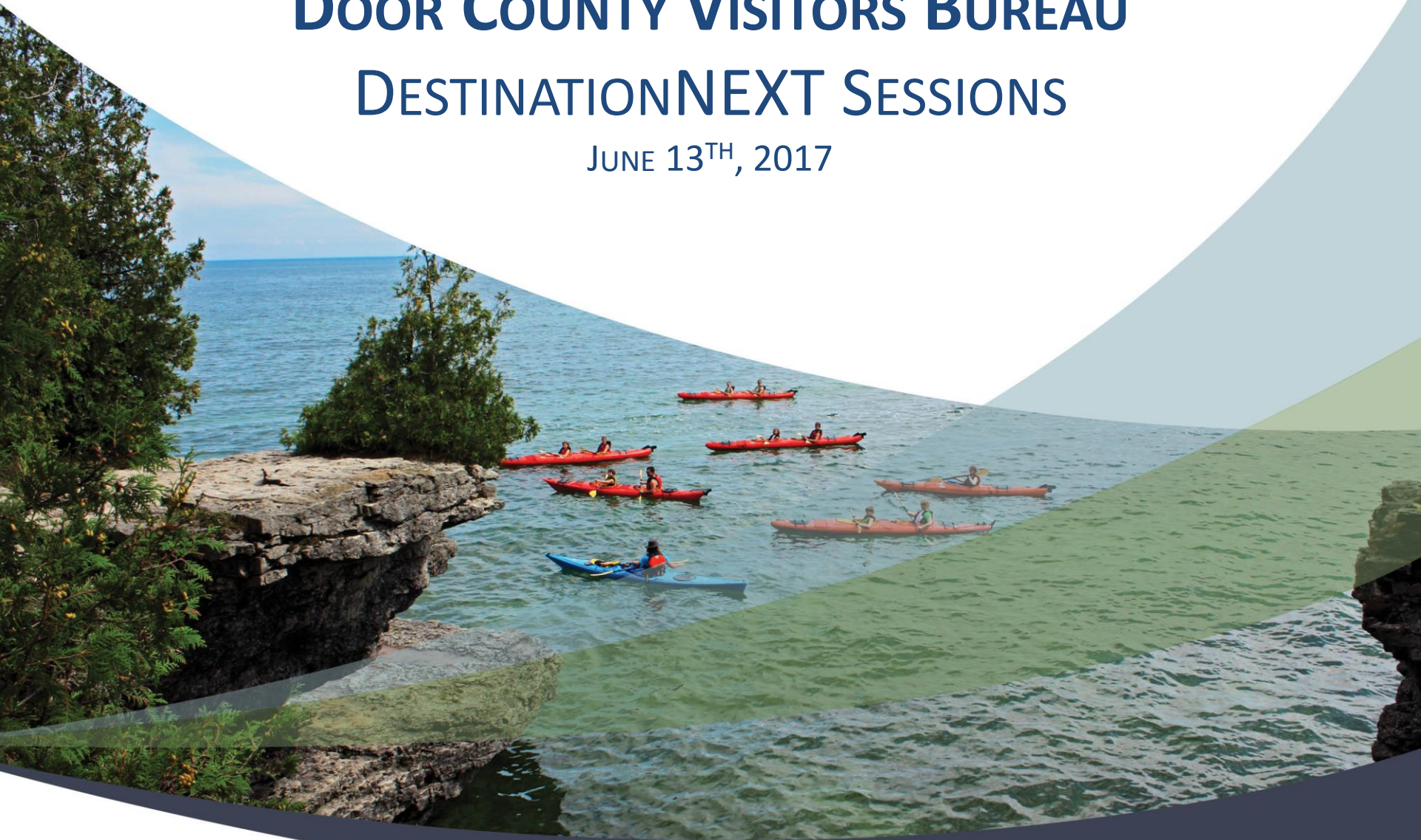


DOOR COUNTY VISITORS BUREAU

DESTINATIONNEXT SESSIONS

JUNE 13TH, 2017



InterVISTAS
AVIATION | TRANSPORTATION | TOURISM

A photograph of a wooden building with a wall covered in graffiti. The building is on the left side of the frame. To the right, there is a dock with a sailboat. The sun is setting over the water, creating a bright orange glow. Two people are standing on the dock. A wooden bench is in the foreground. The sky is clear and blue.

VISITOR EXPERIENCE CENTERS

ABOUT DESTINATIONNEXT

- **Sponsor:**

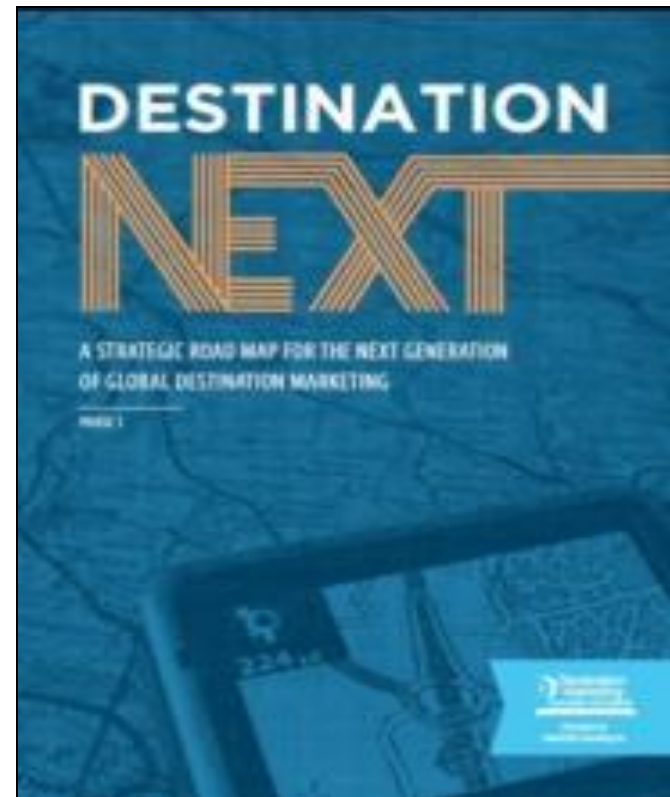
Destination Marketing Association International (DMAI), funded by a grant from the Destination & Travel Foundation

- **Vision:**

Provide DMOs with a powerful new assessment tool and practical actions and strategies for sustainable success in a dramatically changing world

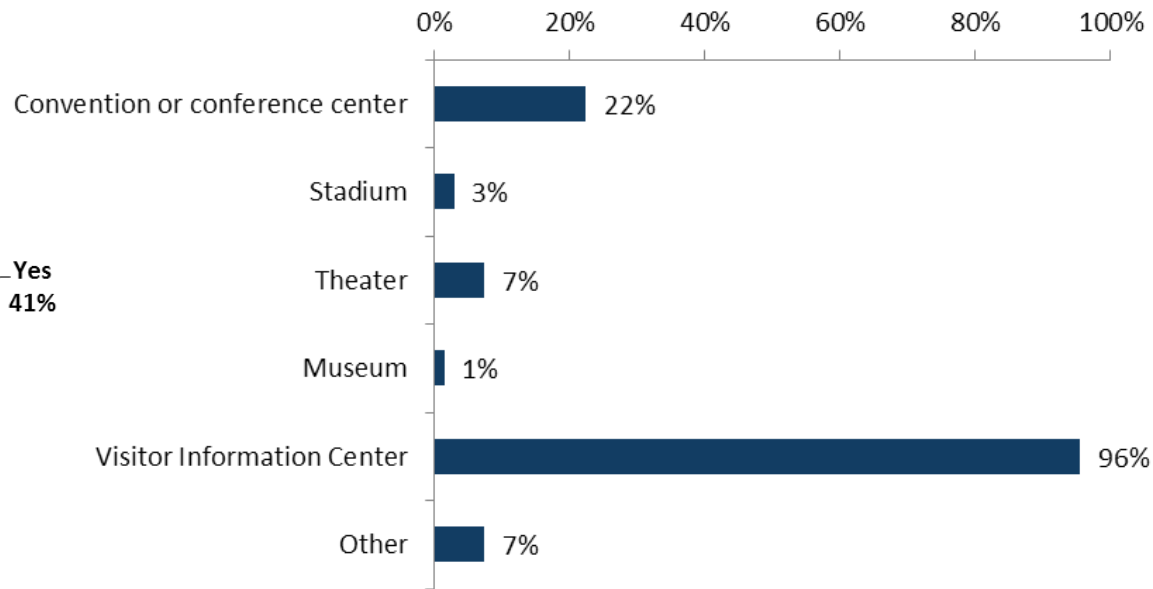
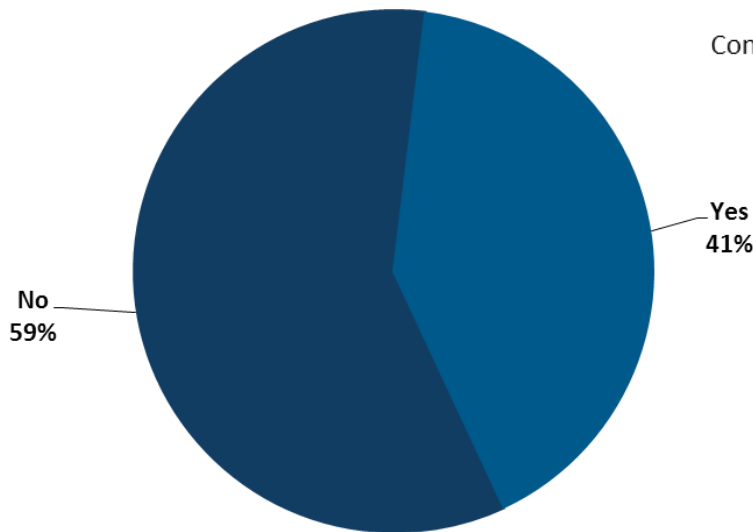
- **Two Phases:**

1. Futures Study on Key Trends in Industry
2. Scenario Model & NEXTPractices



DMO PROFILE - 3. Are you responsible for the management and operation of a community-based venue?

3a. If Yes, please indicate which type



ECONOMIC IMPACT



State of Washington

User of Visitor Center	Non-User of a Visitor Center
Average spend \$1,766	Average spend \$774
Average length of stay 14 days	Average length of stay 6 days


Source: State of Washington: Visitor center usability study

HISTORIC ROLE OF VISITOR CENTERS

- Provide information on attractions, lodging, and maps
- Racks of brochures
- Often at point of entry



2014 FUTURES STUDY: CONSUMER EXPECTATIONS

- 
- 5 Personalized travel experiences
 - 7 Value and experience brands more important for meeting planners
 - 8 Experiencing local's way of life
 - 9 Faster travel decision making
 - 10 Online ordering the norm
 - 13 Destination brand more important to consumers
 - 15 Rise of short-trips/mini-vacations
 - 17 Peer-to-peer buyer influence driving customer purchases

2017 FUTURES STUDY: ENGAGEMENT & CONTENT CURATION

1. My DMO will invest more effort and resources into video content to market the destination.
2. My DMO will focus significant attention to content creation and dissemination strategies.
4. My destination will develop ways to connect with customers through all stages of their experience, from awareness to interest to booking to visiting to post-visit.
8. My DMO will design digital customer engagement primarily around mobile platforms.
9. My DMO will place greater emphasis on engaging with customers in two-way conversations.

TECHNOLOGY

- Immersive centers
 - Touch screens
 - Interactive PC's
 - iPads
- Virtual Reality



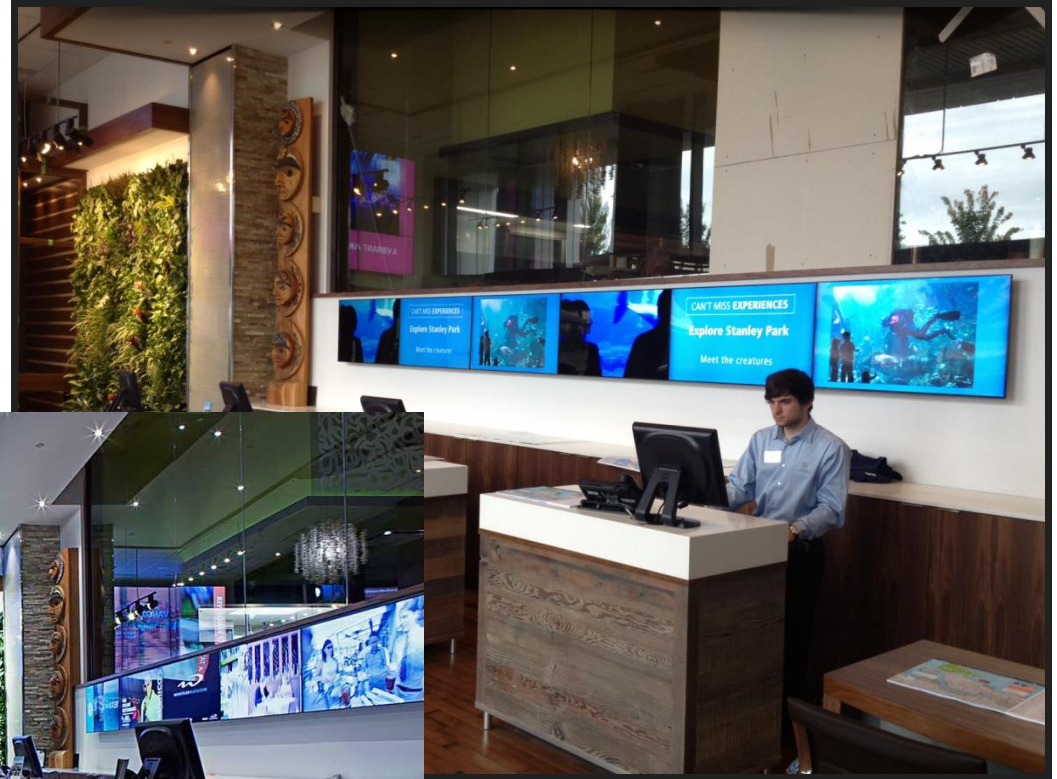
MOBILE CENTERS

- Mobile units
- Effective at events



VANCOUVER, BRITISH COLUMBIA

- Video displays
- Ticket sales

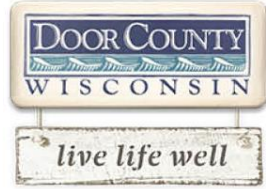


MONTEREY, CALIFORNIA

- Interactive
- Marine sanctuary



STONEHENGE, UNITED KINGDOM



- Wi-Fi
- Interactive guide on personal device



GRAND CANYON, ARIZONA

- Video tour
- Interactive exhibits



NASHVILLE, TENNESSEE

- Entertainment
- Souvenirs



FORT MCMURRAY, ALBERTA



- Free T-shirts
- Local artisans



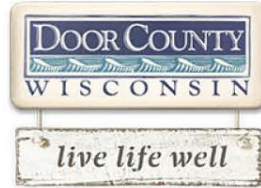
BRECKENRIDGE, COLORADO



- Educational games
- Sense of place



COMOX, BRITISH COLUMBIA



- Rock wall
- Nature exhibits



VISITOR CENTER OF THE FUTURE



- Immersive technologies
- Video
- Wi-Fi
- Gift shops
- Traveler lounge
- Self-serve



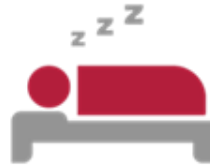
© JOHN L. DENGLER | DENGLERIMAGES.COM

BENEFITS

- Stronger brand
- Customer loyalty
- Member benefits
- Increased visitor spending
- Increased community engagement




Total Visitors



Average Length of Stay



Average Spending

A person in a red life vest is kayaking on a blue lake. In the background, a white lighthouse stands on a small island surrounded by green trees. The sky is clear and blue. A large, semi-transparent dark blue arc is overlaid on the left side of the image, containing the text.

DESTINATIONNEXT OVERVIEW & SELF-ASSESSMENT RESULTS

About DestinationNEXT

- **Sponsor:**

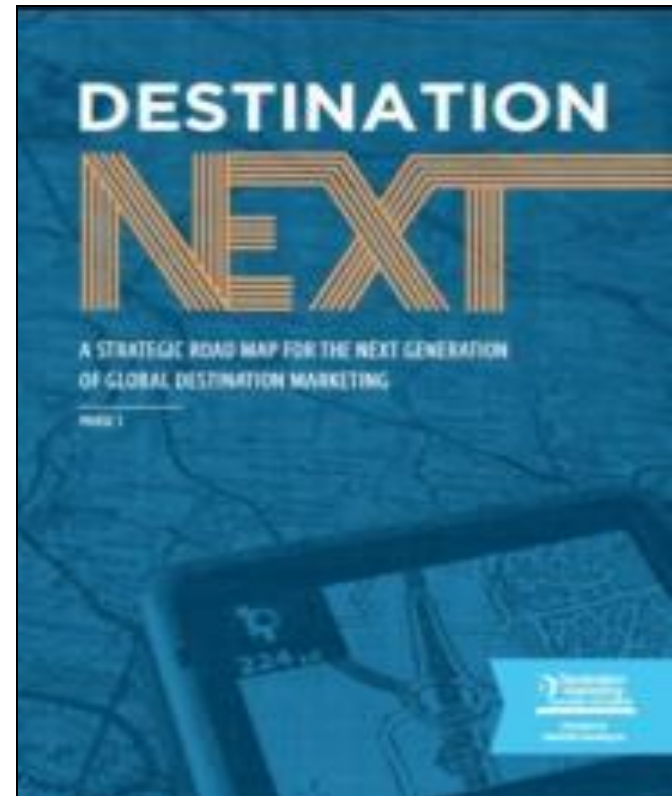
Destination Marketing Association International (DMAI), funded by a grant from the Destination & Travel Foundation

- **Vision:**

Provide DMOs with a powerful new assessment tool and practical actions and strategies for sustainable success in a dramatically changing world

- **Two Phases:**

1. Futures Study on Key Trends in Industry
2. Scenario Model & NEXTPractices





Phase 1 Futures Study





DMO Leadership Survey

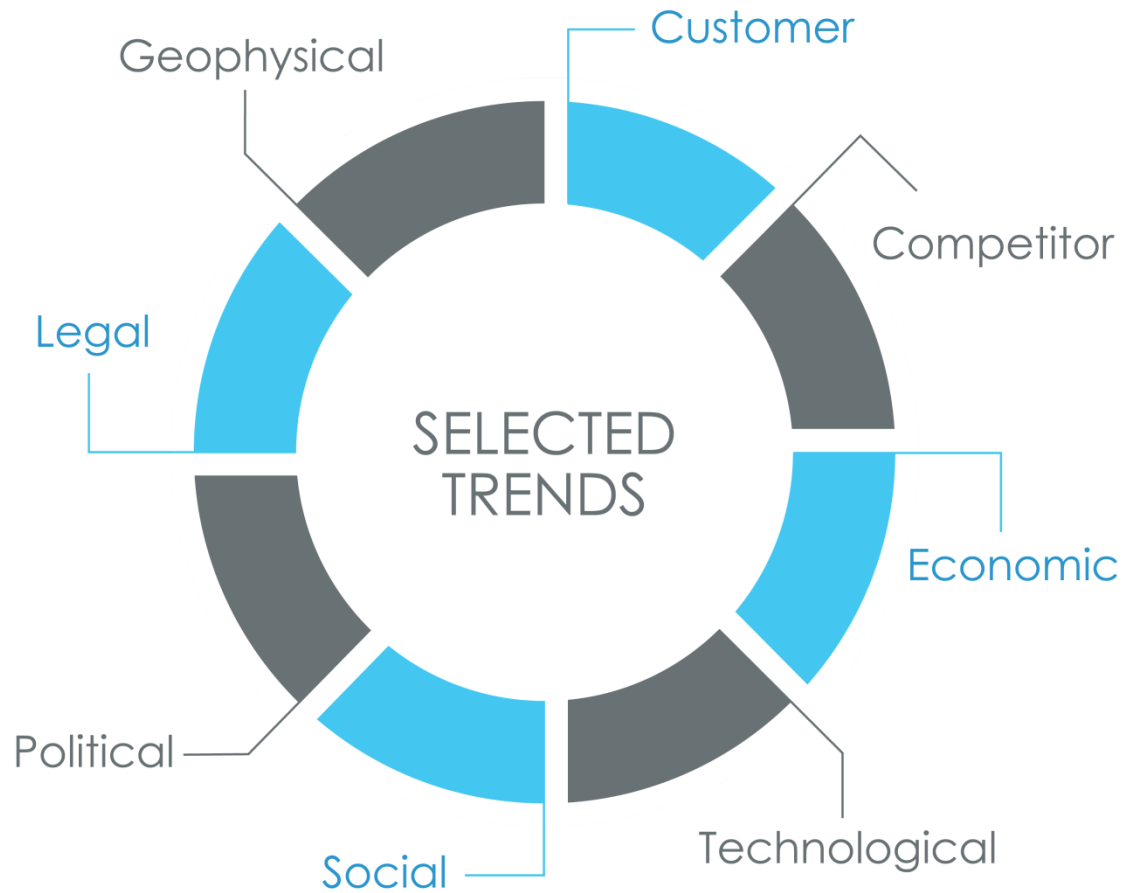


Futurist Panel



Industry Panel

WE IDENTIFIED 64 MAJOR TRENDS



WE DEVELOPED 49 POTENTIAL OPPORTUNITIES

WE SPOKE TO YOU



361

Responses



327

DMOs



36

Countries



34

Supplier
Companies



DMO Responsibilities

Leisure	9%
Group	9%
Both	82%



DMO Budget

<\$1M	24%
\$1-2M	20%
\$2-5M	23%
\$5-20M	25%
>\$20M	8%



Key Trends




Technology

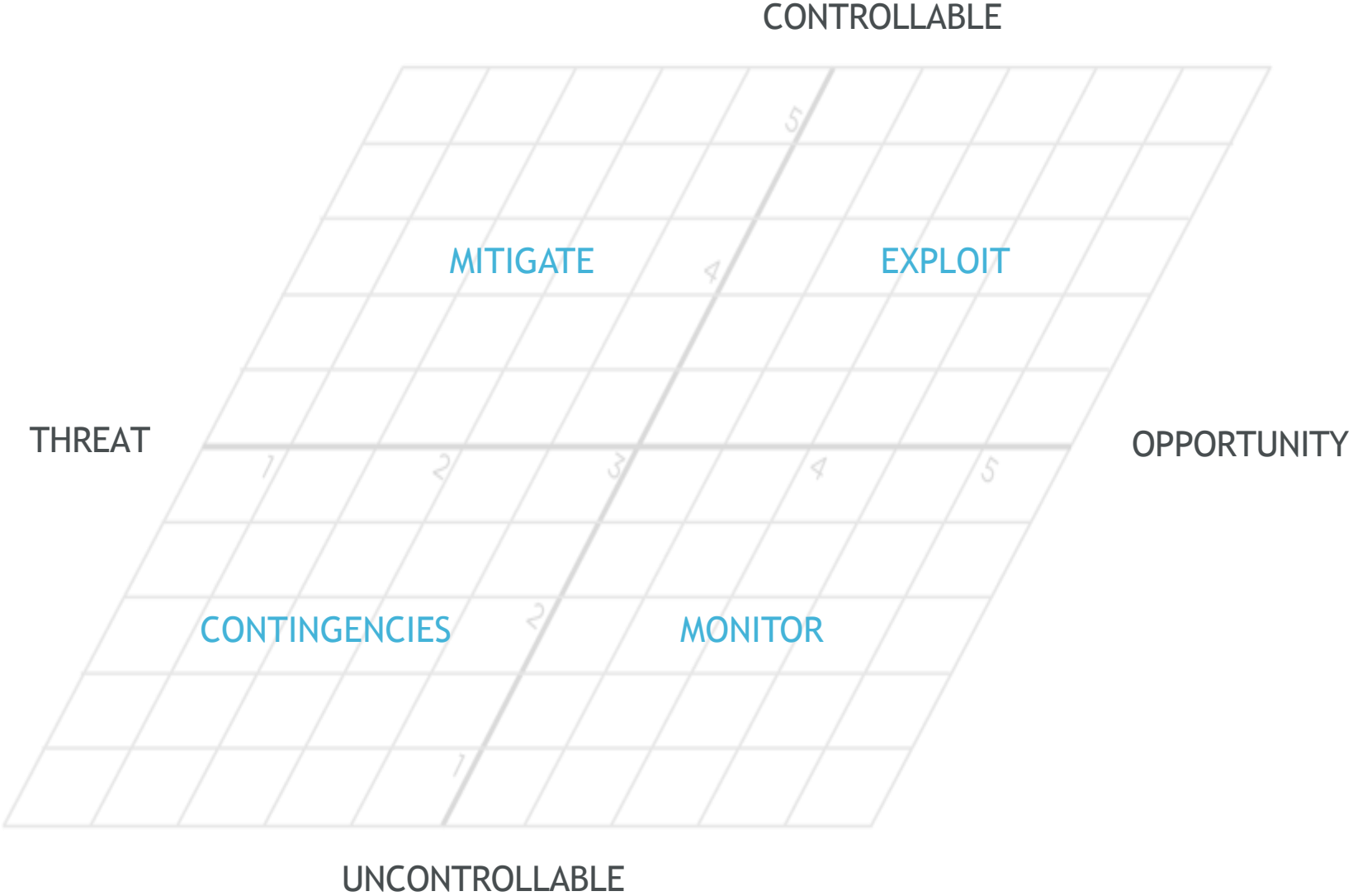


Customer
Expectations

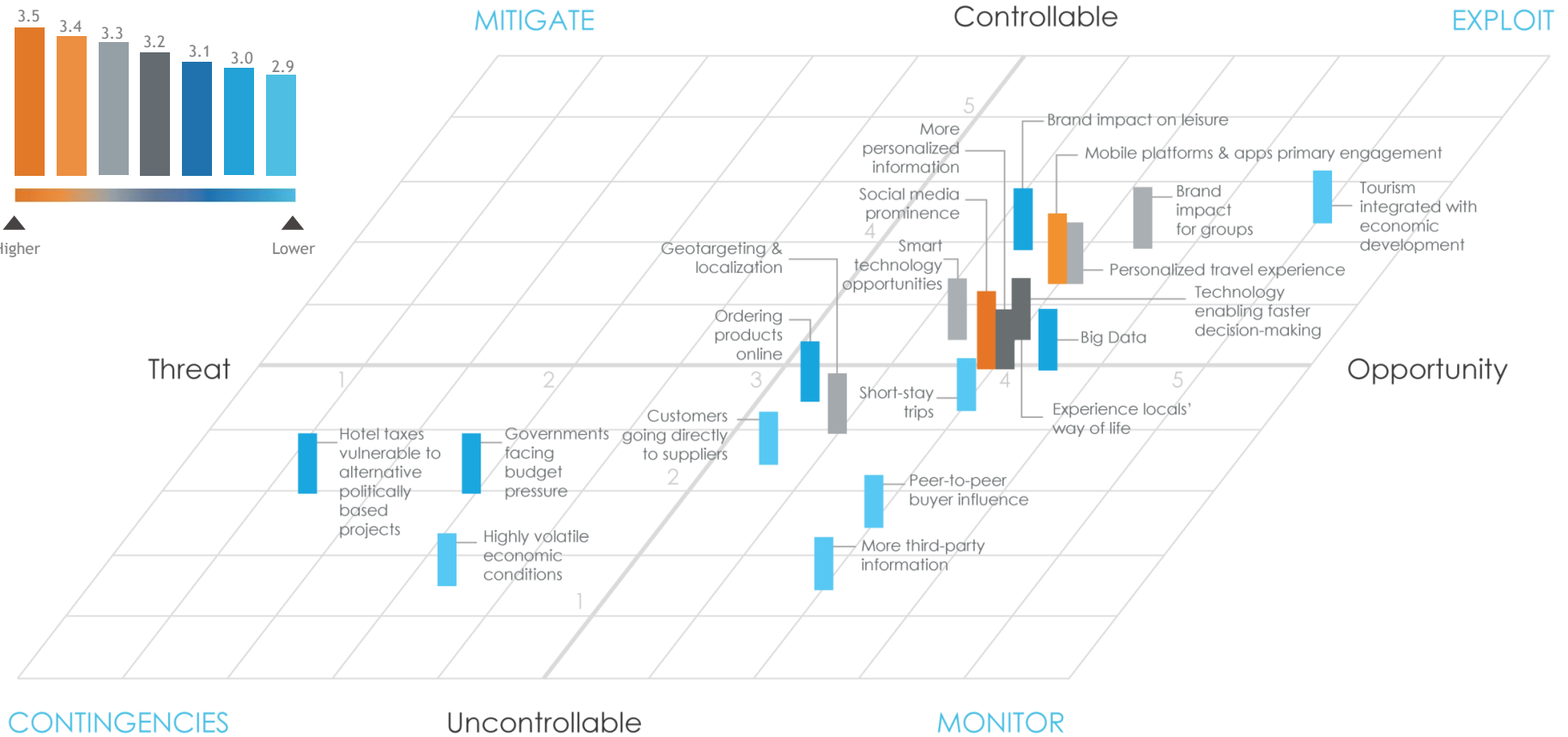
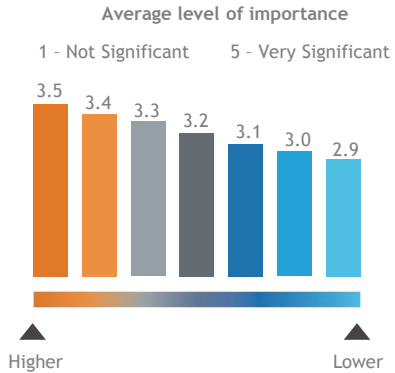
CONSUMER EXPECTATIONS

- 5 Personalized travel experiences
 - 7 Value and experience brands more important for meeting planners
 - 8 Experiencing local's way of life
 - 9 Faster travel decision making
 - 10 Online ordering the norm
 - 13 Destination brand more important to consumers
 - 15 Rise of short-trips/mini-vacations
 - 17 Peer-to-peer buyer influence driving customer purchases
- 
- A group of hikers is seen from behind, walking along a paved trail in a forest. The hiker in the foreground is wearing a grey jacket and a large backpack. In the distance, other hikers are visible, and a red van is parked on the side of the trail. The background shows a scenic view of mountains and a lake under a clear sky.

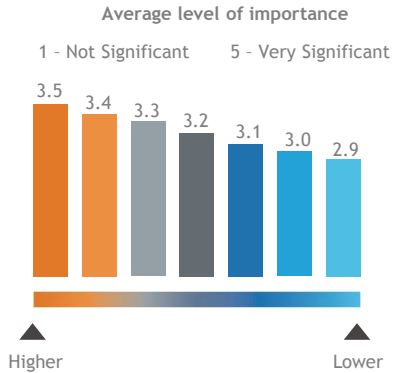
FUTURE MAP - TOP 20 TRENDS



FUTURE MAP - TOP 20 TRENDS

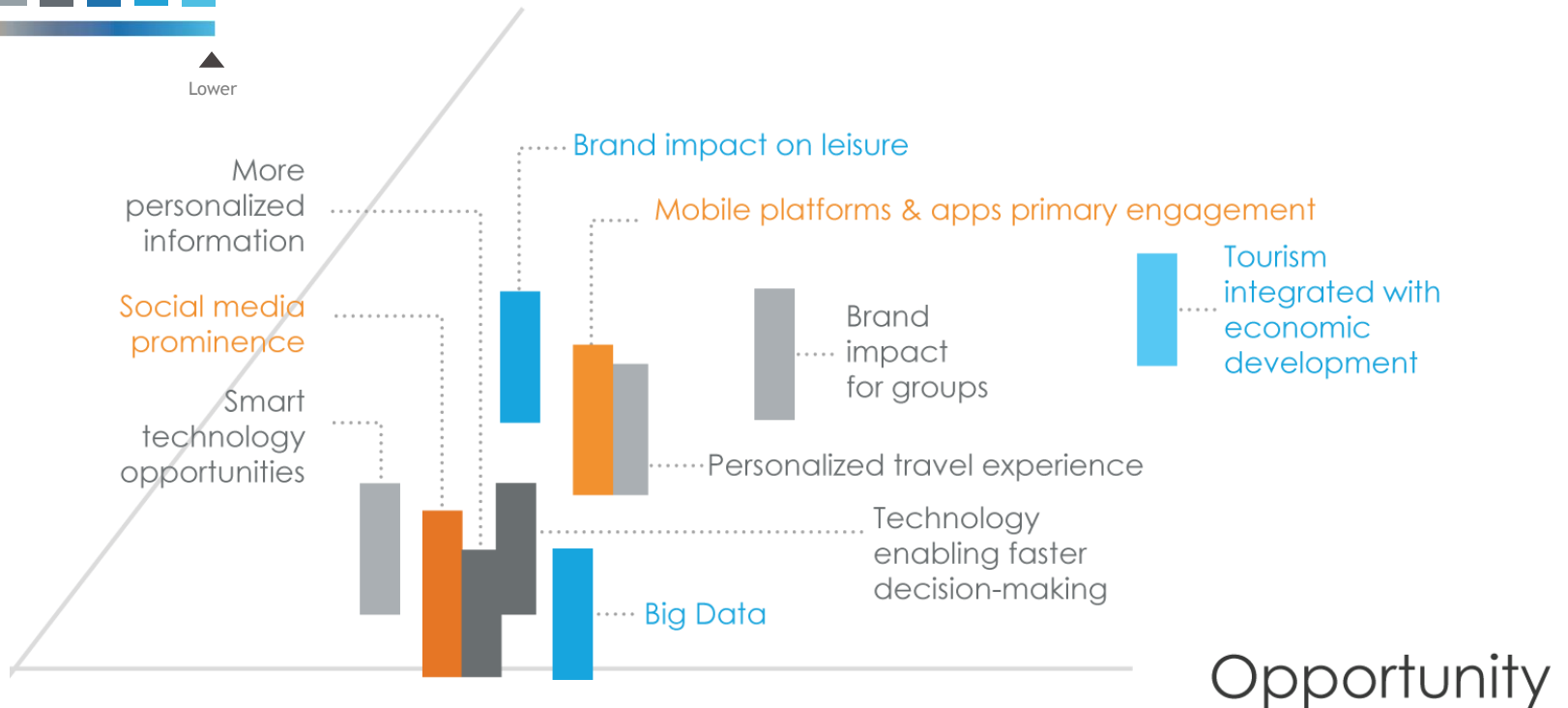


FUTURE MAP - TOP 20 TRENDS



Controllable

EXPLOIT



Transformational Opportunities



#1: Broadcast to Engagement

Interacting with & leveraging the new marketplace



#2: Brand Building

Building & protecting the destination brand



#3: Collaboration & Partnerships

Evolving the DMO business model



1. Engagement

- Travelers typically visit 22 websites in 9.5 web-sessions when researching a trip
- 76% of consumers today feel advertisements are “very” or “somewhat exaggerated”
- 92% of consumers trust peer recommendations more so than advertisements
- 85% of travelers use their smartphone while abroad
- 74% of travelers use social media while on vacation



#2. Brand Building

New DMO Start-up
Change in role from today

Rank	Role	Change in Rank
1	Brand marketing	+1
2	Destination and product development	+3
3	Meeting and convention sales	-2
4	Destination information resource	Same
5	Leisure sales (group and independent)	-2
6	Visitor experience servicing	+2
7	Industry advocate and association leader	Same
8	Major event partner/developer	+1
9	Convention services	-3
10	Venue management and operations	Same



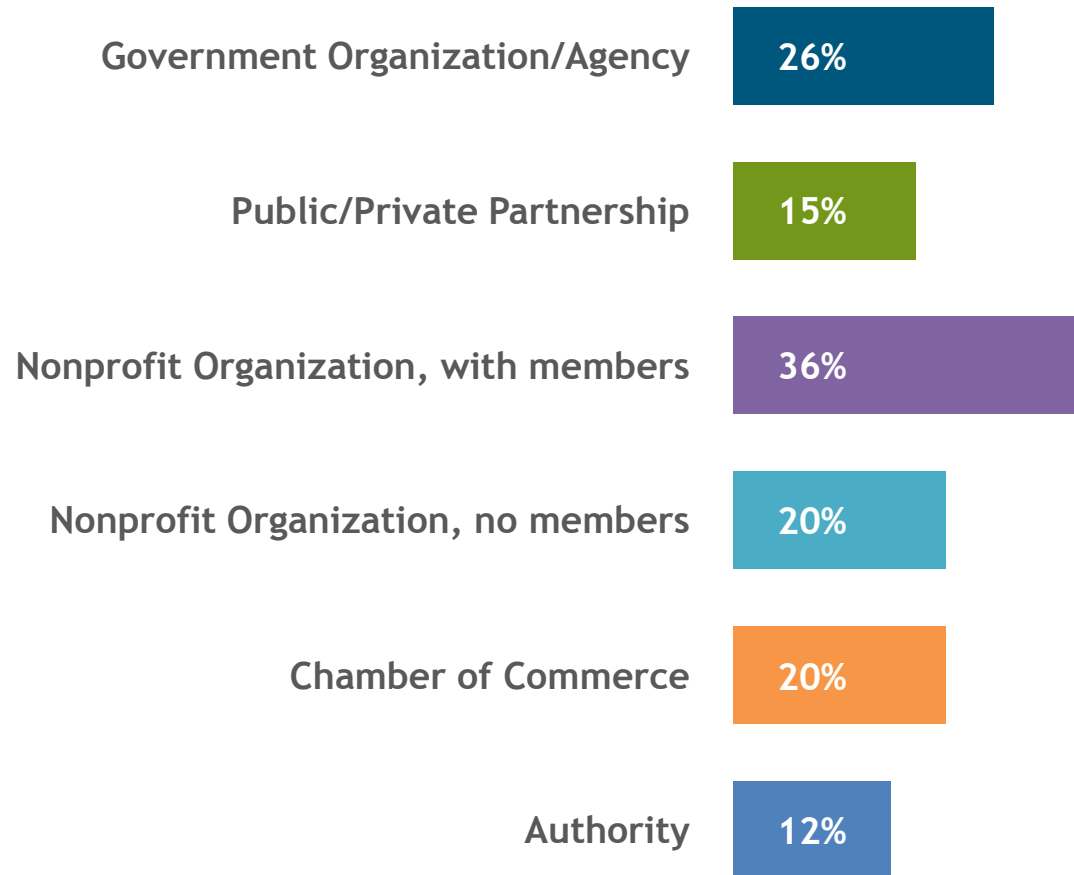
2. Brand Building

- Play central role in advocacy for destination
- Connect visitor experience with quality of life of residents
- Greater role as cultural champion of destination
- Participate in building platforms for the visitor experience
- Balance need for growth with responsible and sustainable development
- Play a greater role in policy and product development



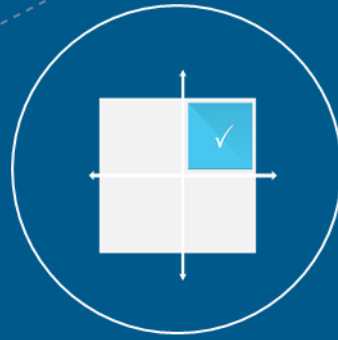
3. New Business Model

Business Model of Future
Change Expected in Next 5 Years



Different Realities for DMOs/CVBs



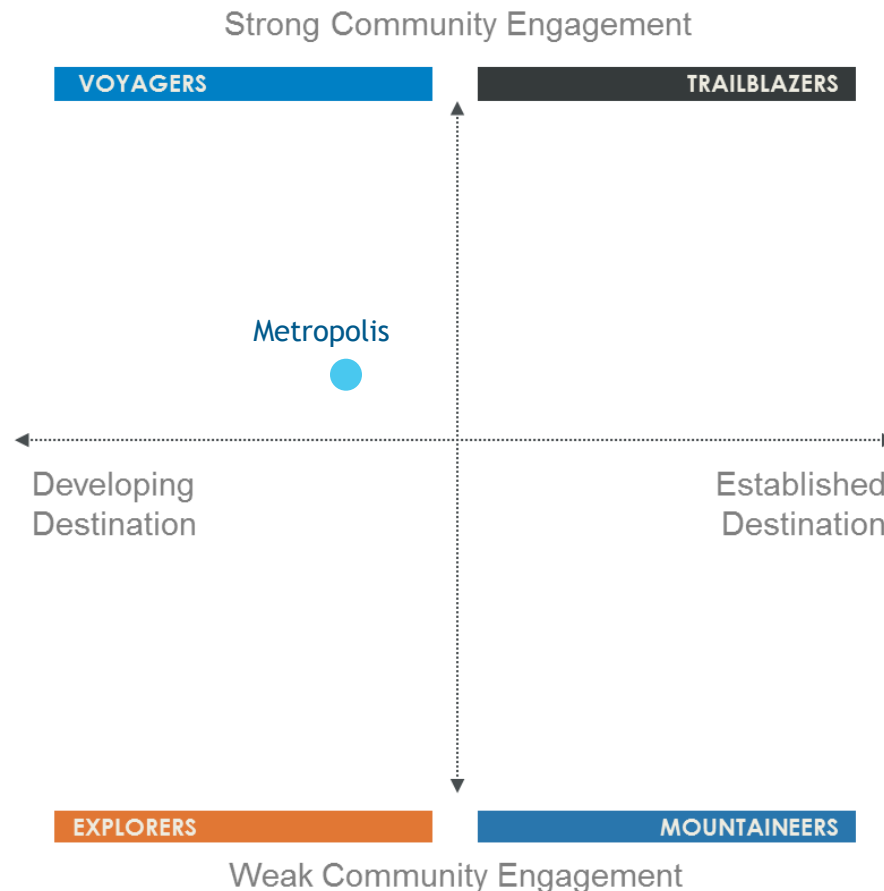


Diagnostic Tool

Purpose of Diagnostic Tool

Scenario model intended to be strategic diagnostic tool,
not a benchmarking index to rank DMOs, CVBs or destinations

**Objective self-assessment to help identify
priorities and strategies for the future**



Destination Strength Variables



Destination Performance



Brand



Accommodation



Attractions and
Entertainment



Convention
and Meeting Facilities

Destination Strength



Air Access



Events



Sporting and
Recreation Facilities



Communication and
Internet Infrastructure



Mobility and Access

Community Support Variables



Effective DMO
Governance Model



Membership Strength
and Support



Industry Support



Local Community Support



Effective Advocacy Program

Community Support & Engagement



Workforce



Hospitality Culture



Regional Cooperation



Funding Support
and Certainty

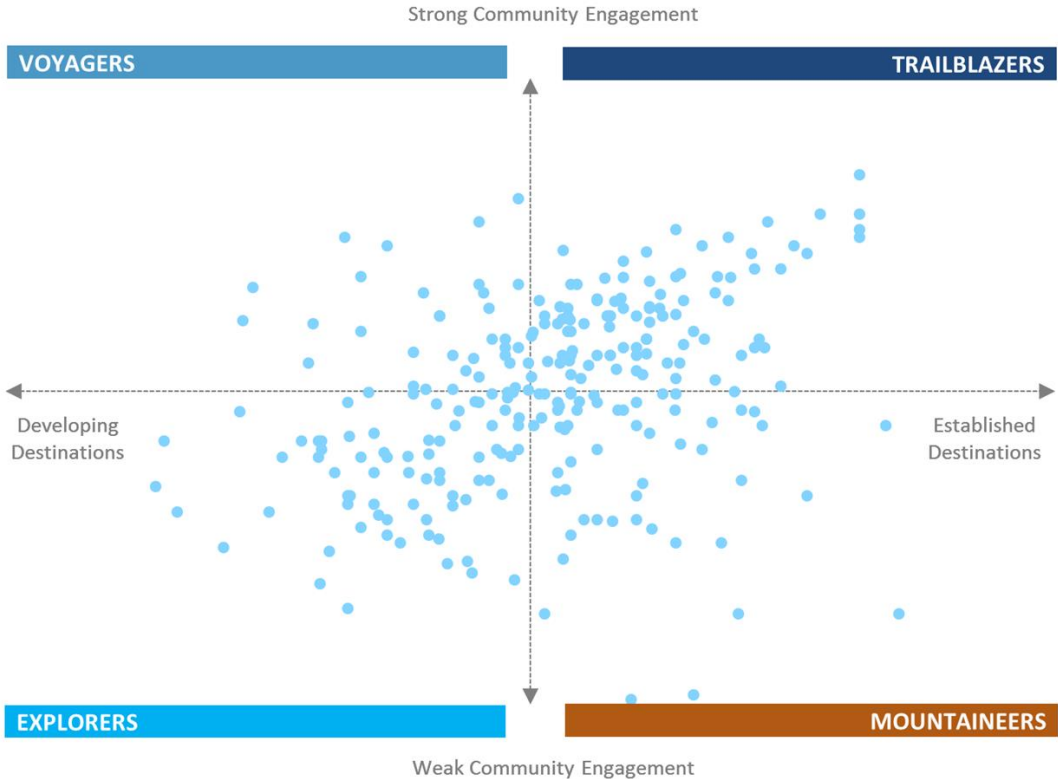


Economic Development

By the Numbers



300
destinations
from 18
countries



By the Numbers



300

destinations
from 18
countries



95

detailed
assessments
completed in
10 countries



50

underway or
planned,
including 3
other
countries



60

in discussions,
including
15 other
countries

USA, Canada,
Mexico, Switzerland,
Colombia, Korea
Guatemala, Taiwan,
Denmark
Australia

Dominican Republic,
El Salvador, Brazil

Peru, Argentina, Dubai,
Germany, Honduras,
Chile, New Zealand,
United Kingdom,
Thailand, Micronesia,
Philippines, Russia,
Ghana, Nigeria

Destinations Completed - U.S.



Maine

PROVIDENCE - WARWICK
Conventions & Visitors Bureau
DISCOVER NEWPORT
RISE OF ISLAND

Olympia Lacey-Tumwater
VISITOR & CONVENTION BUREAU

BIG-SKY
CHAMBER OF COMMERCE

CHEYENNE
Live the Legend

Visit SALT LAKE

SONOMA COUNTY
TOURISM
MODESTO
CALIFORNIA

MONTEREY
Inspired moments in meetings

ALBUQUERQUE
CONVENTION & VISITORS BUREAU

visit Anaheim

BEVERLY HILLS
CONFERENCE & VISITORS BUREAU
Love Beverly Hills

Newport BEACH
& COMPANY

Laguna Beach

Visit tucson

www.VISITABQ.ORG
ALBUQUERQUE
CONVENTION & VISITORS BUREAU

Visit LONGMONT
COLORADO

COLORADO SPRINGS
CONVENTION & VISITORS BUREAU

DENVER
The Mile High City

LOVELAND
COLORADO
LOVELAND HAS LOVE

FORT WORTH
CONVENTION & VISITORS BUREAU

FRISCO
CONVENTION & VISITORS BUREAU

ARLINGTON
CONVENTION & VISITORS BUREAU

Minneapolis
City of Nature

greater green bay
A New Destination
CONVENTION & VISITORS BUREAU

Visit Milwaukee
CONVENTION & VISITORS BUREAU

ROSEVILLE
VISITOR ASSOCIATION

MADISON
GOING & RETURNING TO VISIT

CATCH
DES MOINES

explore
LAWRENCE

visit WICHITA

JOPLIN
MUSIC CITY
Conventions and Visitors Bureau

Little Rock

greater green bay
A New Destination
CONVENTION & VISITORS BUREAU

FOX CITIES
CONVENTION & VISITORS BUREAU

real racine
CONVENTION & VISITORS BUREAU

visit Lansing
MICHIGAN
CONVENTION & VISITORS BUREAU

GO
greatlakesbay

ANN ARBOR
Area Conventions and Tourism Bureau
Doing Life Differently

BLOOMINGTON

Louisville
CONVENTION & VISITORS BUREAU

visit hamilton county
INDIANA

Visit PITTSBURGH

MARYLAND

VIRGINIA BEACH
CONVENTION & VISITORS BUREAU

visit Raleigh

DURHAM
CONVENTION & VISITORS BUREAU

COLUMBIA
CONVENTION & VISITORS BUREAU

visit MYRTLE BEACH
DUTH CAROLINA

ALCUSTA
CONVENTION & VISITORS BUREAU

HILTON HEAD ISLAND-BLUFFTON
CHAMBER OF COMMERCE

visit SARASOTA
COUNTY
CONVENTION & VISITORS BUREAU

DISCOVER
THE PALM BEACHES
FLORIDA

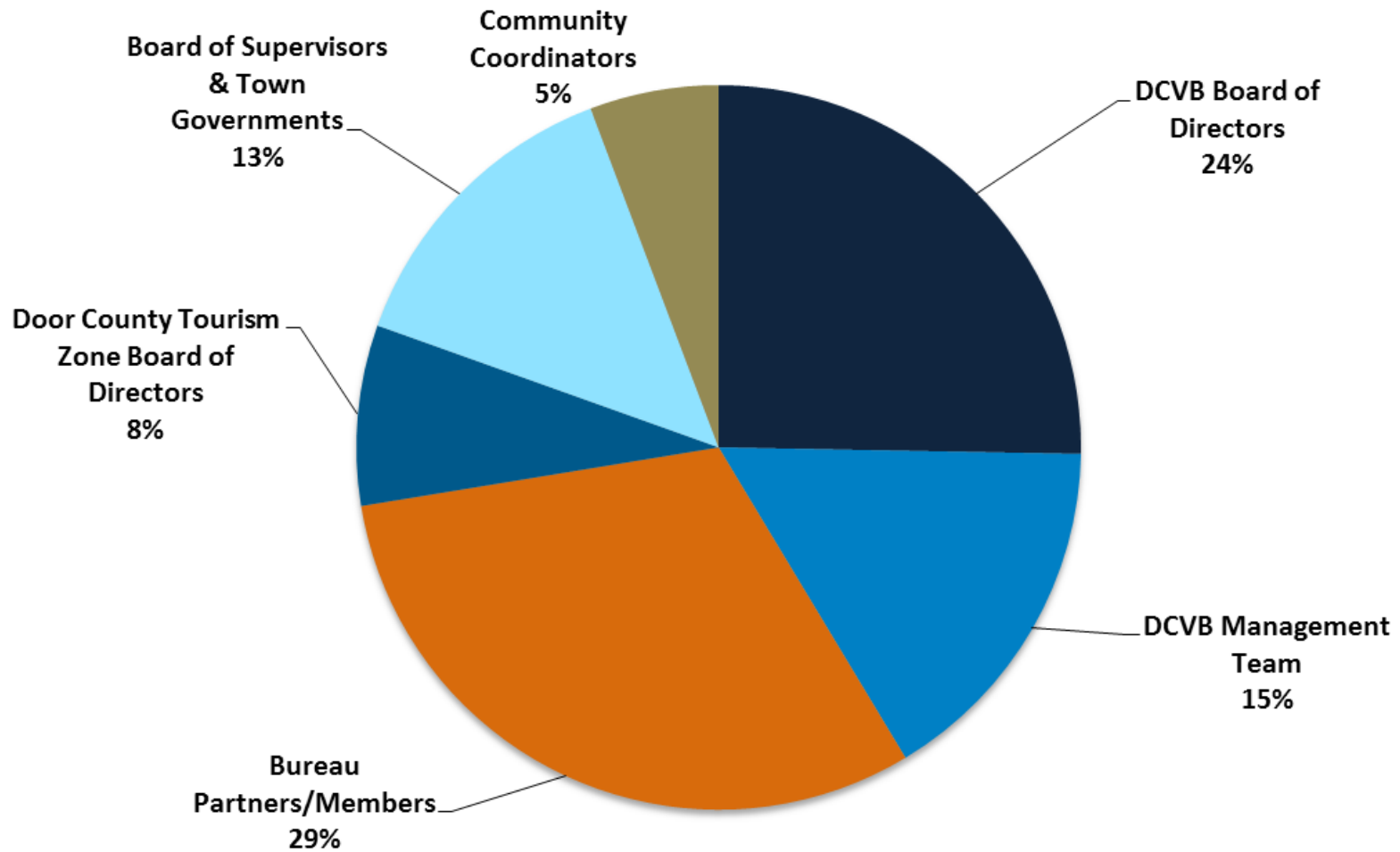
MULTI-USER ONLINE DIAGNOSTIC TOOL RESULTS: DOOR COUNTY, WI

DOOR COUNTY
VISITORS BUREAU

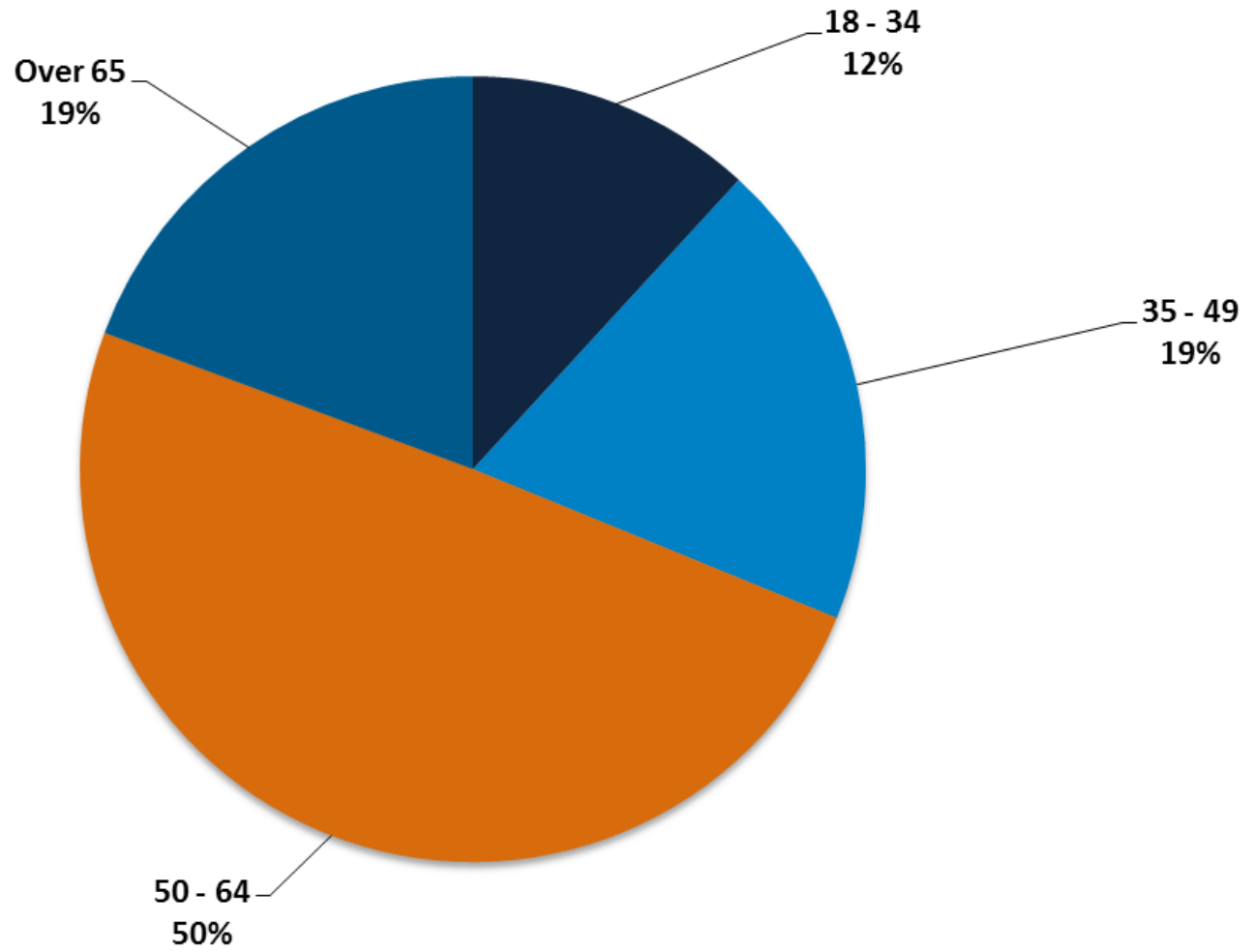
JUNE 13, 2017

DESTINATION
NEXT

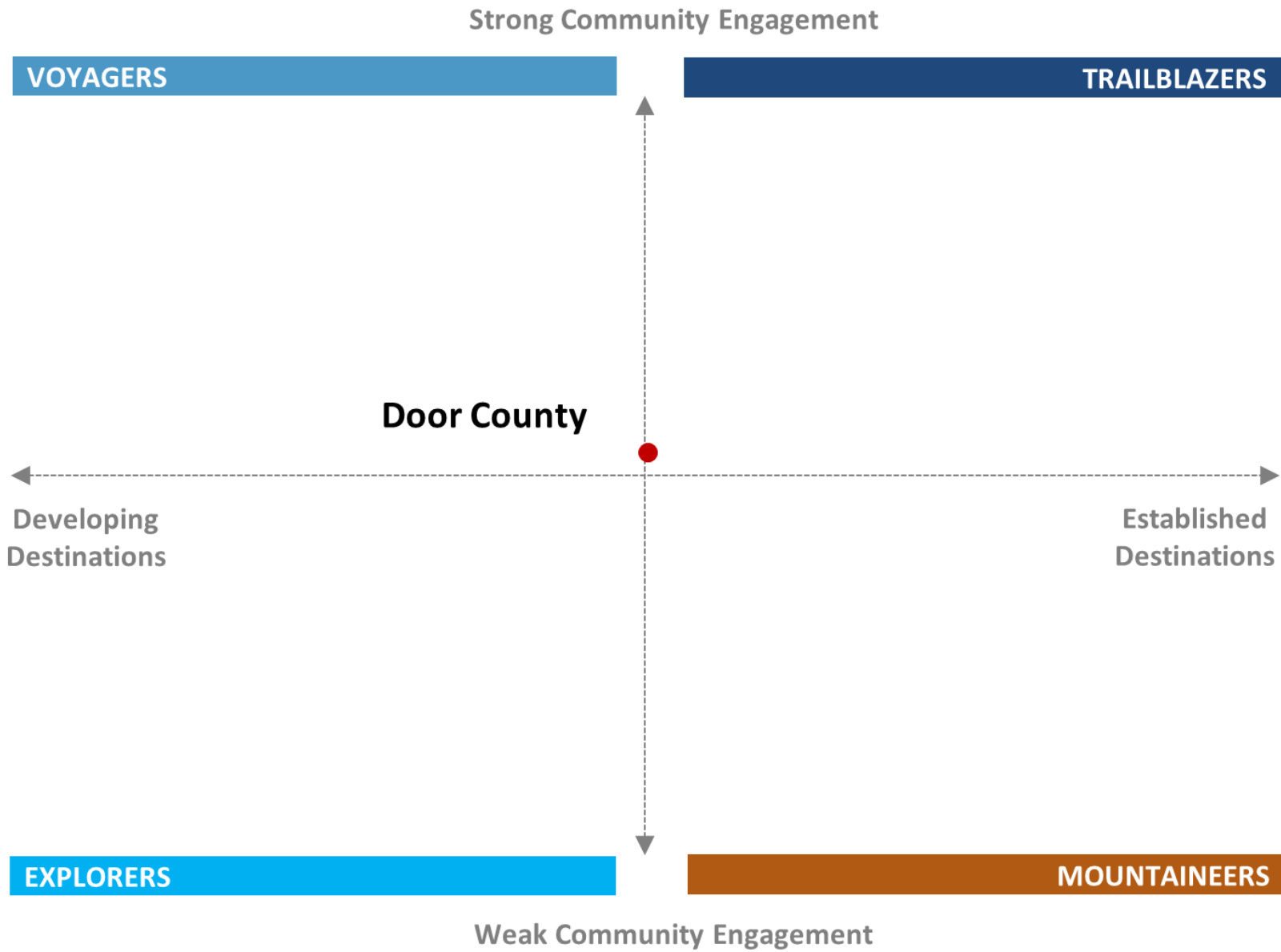
93 RESPONSES



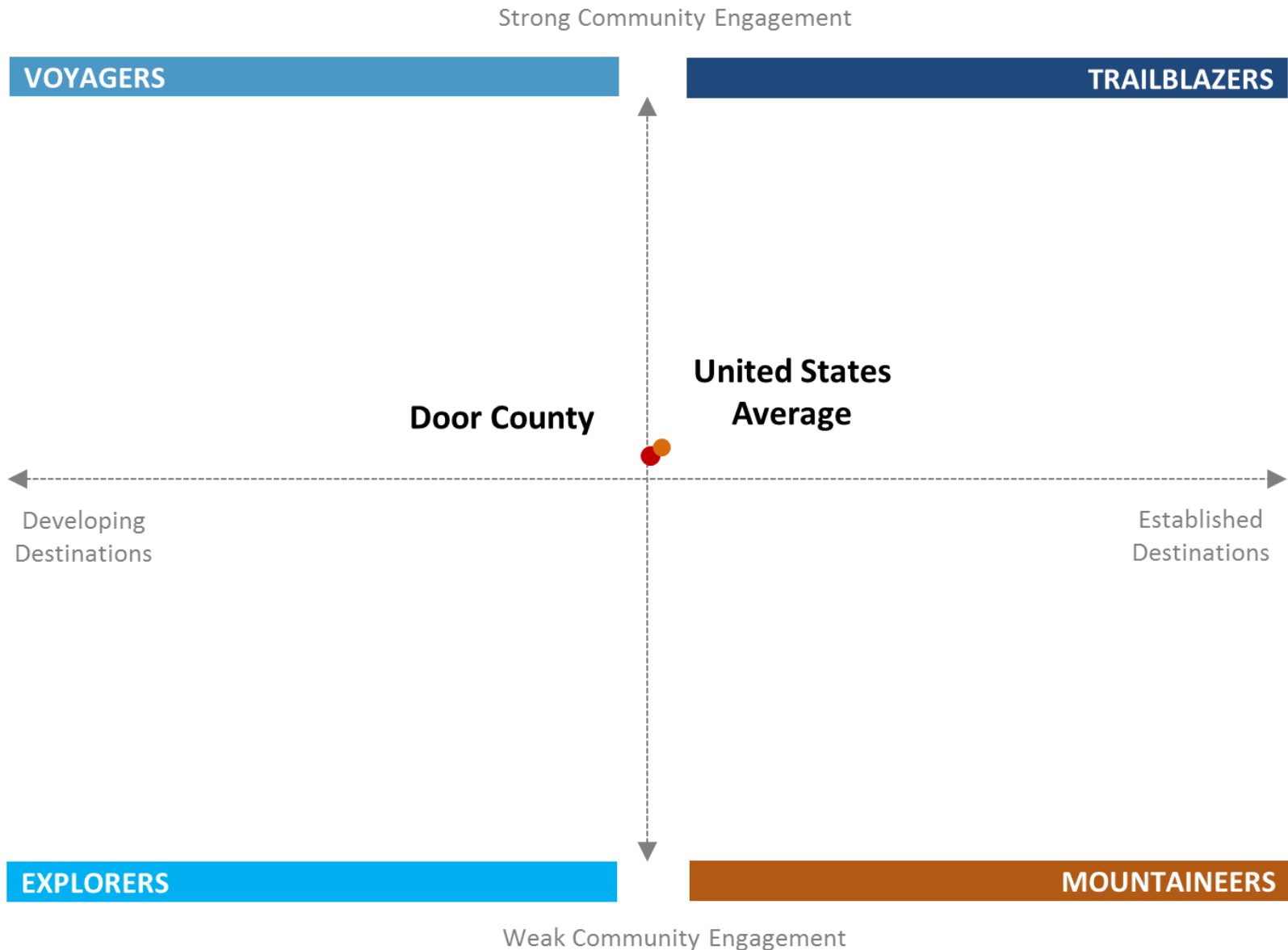
AGE DEMOGRAPHIC



DOOR COUNTY OVERALL ASSESSMENT - INDUSTRY



DOOR COUNTY OVERALL ASSESSMENT - UNITED STATES



TRAILBLAZERS

These DMO's and destinations realize the benefits of their tourism vision and work to keep the community and marketplace engagement fresh and relevant.

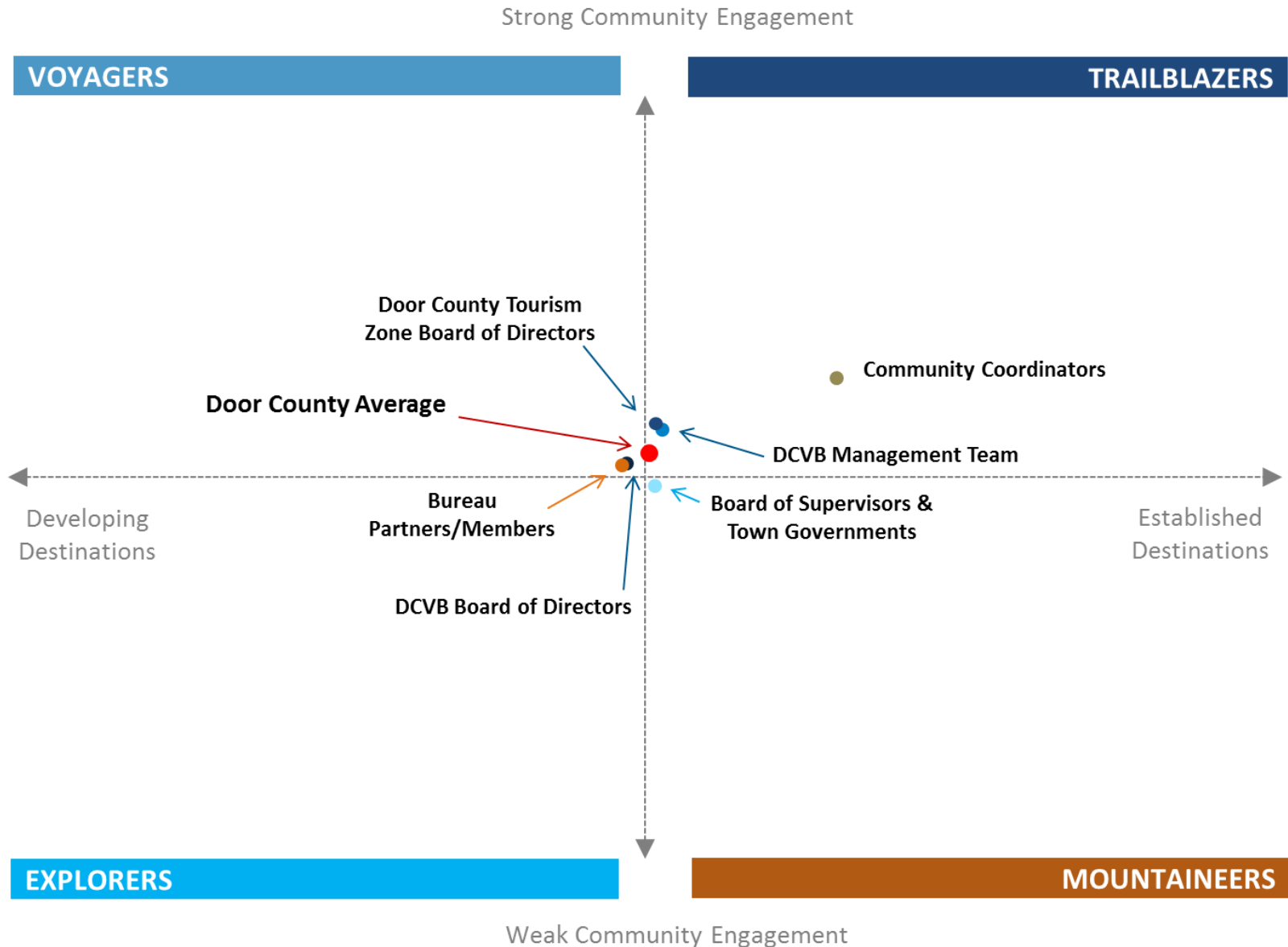
Key Strategic Challenges

- Avoiding complacency
- Continuing to evolve the destination that delivers a compelling and authentic marketplace experience
- Keeping your eye on the ball

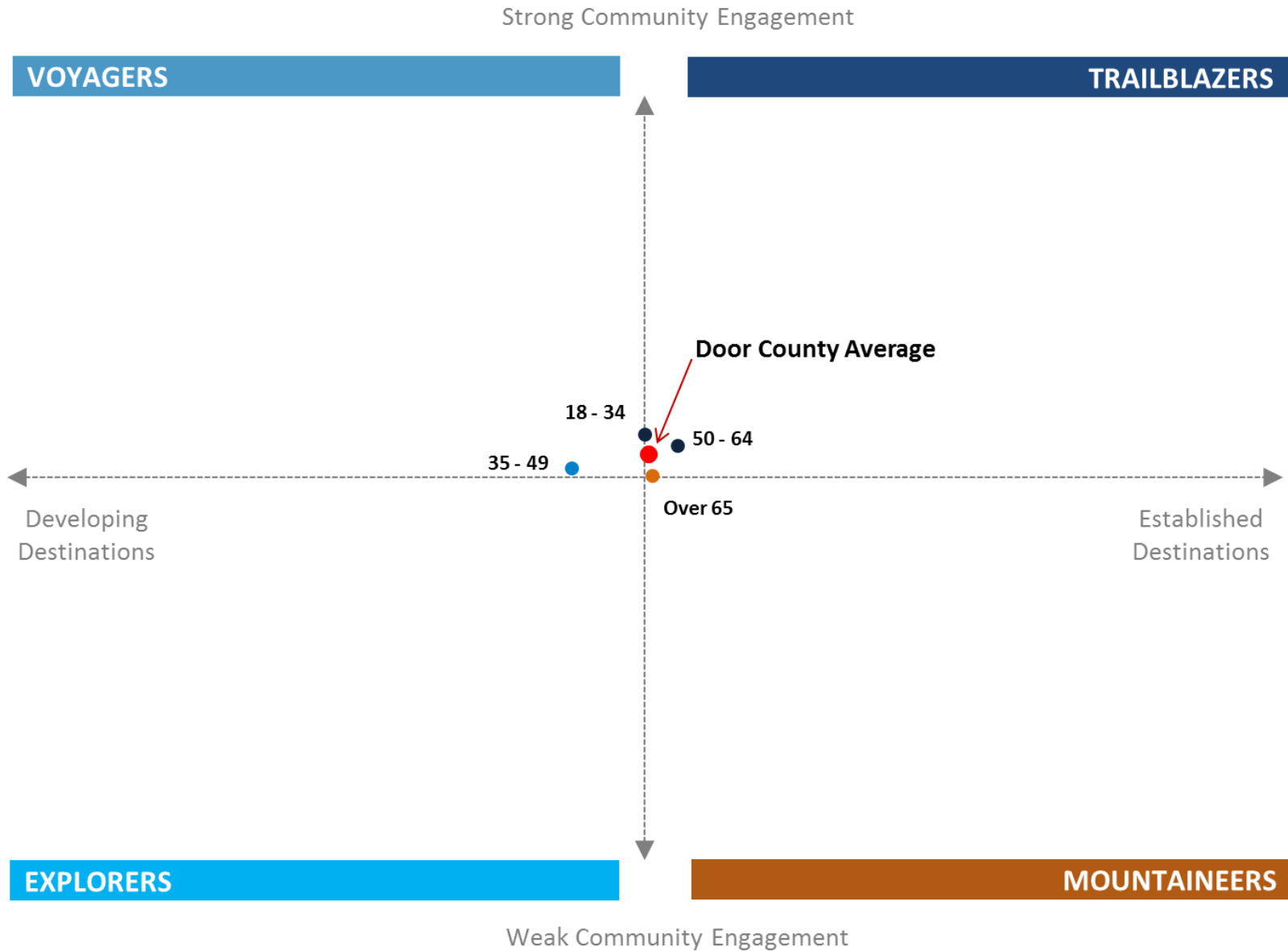
Strong Community Engagement



DOOR COUNTY OVERALL ASSESSMENT - STAKEHOLDER







DOOR COUNTY OVERALL ASSESSMENT - AGE GROUP







DESTINATION STRENGTH RANKINGS - GLOBAL AVERAGES



	Relative Importance	Perceived Performance
 Brand	1 st	7 th
 Destination Performance	2 nd	1 st
 Attractions & Entertainment	3 rd	3 rd
 Accommodation	4 th	4 th

DESTINATION STRENGTH RANKINGS - DOOR COUNTY



	Relative Importance	Perceived Performance
 Attractions & Entertainment	1 st	2 nd
 Accommodation	2 nd	4 th
 Brand	3 rd	3 rd
 Communication & Internet Infrastructure	4 th	7 th

DESTINATION STRENGTH: REPORT CARD

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Door County Average	Standard Deviation	Industry Average	Door County Average	Standard Deviation
Attractions & Entertainment	12%	11.4%	1%	3.68	4.36	0.49
Accommodation	12%	11.4%	1%	3.42	3.56	0.64
Brand	13%	11.3%	1%	3.21	3.84	0.53
Communication & Internet Infrastructure	7%	11.3%	1%	3.32	3.03	0.81
Destination Performance	12%	11.0%	1%	3.83	4.37	0.53
Mobility & Access	7%	10.9%	1%	3.04	2.94	0.72
Events	9%	9.8%	1%	3.73	3.54	0.64
Sports & Recreation Facilities	9%	8.3%	2%	3.32	3.16	0.97
Convention & Meeting Facilities	10%	7.7%	1%	3.12	3.01	0.65
Air Access	9%	6.9%	2%	2.90	2.51	0.91

DESTINATION STRENGTH - Door County	3.50
INDUSTRY AVERAGE DESTINATION STRENGTH	3.49

RESULTING SCENARIO TRAILBLAZERS

Note: **Green** shading signifies that the destination **outperformed** the industry average by greater than 0.2.
Yellow shading signifies that the destination **underperformed** the industry average by greater than 0.2 but less than 0.4.
Red shading signifies that the destination **underperformed** the industry average by greater than 0.4.

DESTINATION STRENGTH: REPORT CARD - STAKEHOLDER GROUP

Variable	Door County Average	Perceived Performance (1-5 scale)						
		DCVB Board of Directors	DCVB Management Team	Bureau Partners/ Members	Tourism Zone Board of Directors	Supervisors & Town Governments	Community Coordinators	Economic Development Board
Attractions & Entertainment	4.36	4.40	4.63	4.27	4.19	4.19	4.71	4.23
Accommodation	3.56	3.49	3.45	3.70	3.58	3.51	3.94	3.30
Brand	3.84	3.79	4.02	3.66	3.78	3.82	4.44	4.11
Communication & Internet Infrastructure	3.03	2.86	3.39	2.81	3.13	3.05	3.90	2.93
Destination Performance	4.37	4.35	4.69	4.19	4.47	4.18	4.65	4.56
Mobility & Access	2.94	2.91	2.95	2.79	3.22	3.15	3.13	2.82
Events	3.54	3.46	3.51	3.52	3.27	3.58	4.40	3.64
Sports & Recreation Facilities	3.16	2.93	2.68	3.16	3.33	3.45	4.25	3.80
Convention & Meeting Facilities	3.01	2.81	3.04	3.08	2.97	3.01	3.68	3.00
Air Access	2.51	2.48	2.00	2.40	2.75	2.82	3.50	2.90

DESTINATION STRENGTH **3.50**

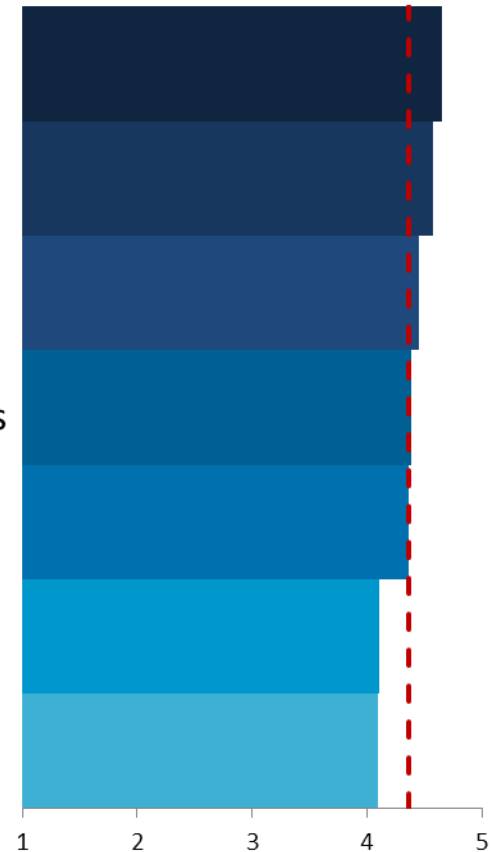
INDUSTRY AVERAGE DESTINATION STRENGTH **3.49**

RESULTING SCENARIO **TRAILBLAZERS**

Note: **Green** shading signifies that the stakeholder group **outperformed** the destination average by greater than 0.2.
Yellow shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.2 but less than 0.4.
Red shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.4.

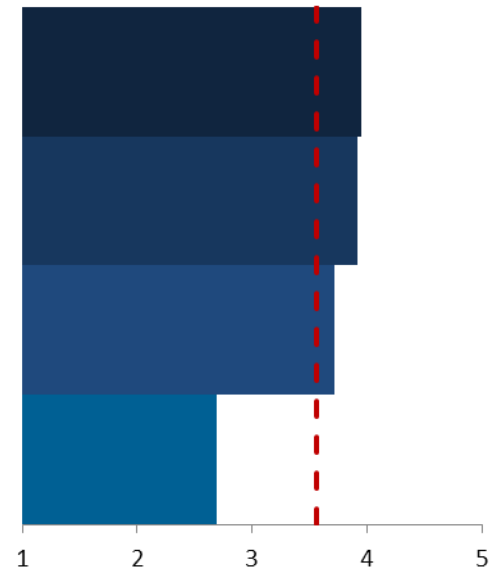
ATTRACTIONS & ENTERTAINMENT

- High-quality and wide-ranging arts and cultural attractions
- Wide diversity of parks and bike trails
- Unique and high-quality dining options
- There are authentic and unique attractions and entertainment opportunities
- Unique/vibrant communities that are attractive/accommodating to visitors
- Large, famous attractions that cause people to stay
- Door County offers diverse/high-quality shopping opportunities



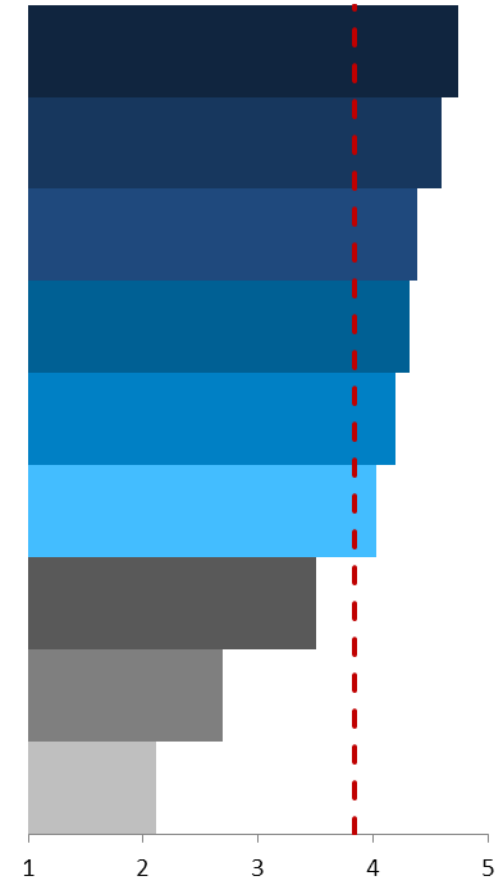
ACCOMMODATION

- Location of accommodation options meets visitor needs
- Diversity of accommodation price options
- Adequate accommodations capacity
- Sufficient number of large, headquarter hotels to meet demand



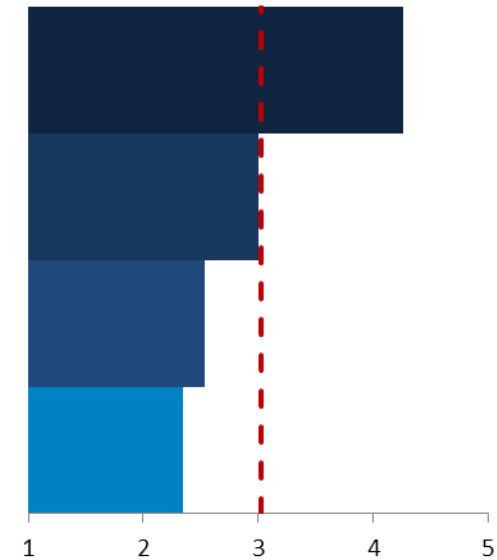
BRAND

- Known for being safe, clean, and secure for visitors
- Known as being healthy and an outdoor, active city
- Established brand that is simple, memorable, and market-tested
- Known for having a lot of things to see and do
- Main icon image is water
- Known as an environmentally conscious and sustainable destination
- Appeals to a wide range of visitors
- Known as a high-tech, innovative city
- Prepared to become an international tourism destination



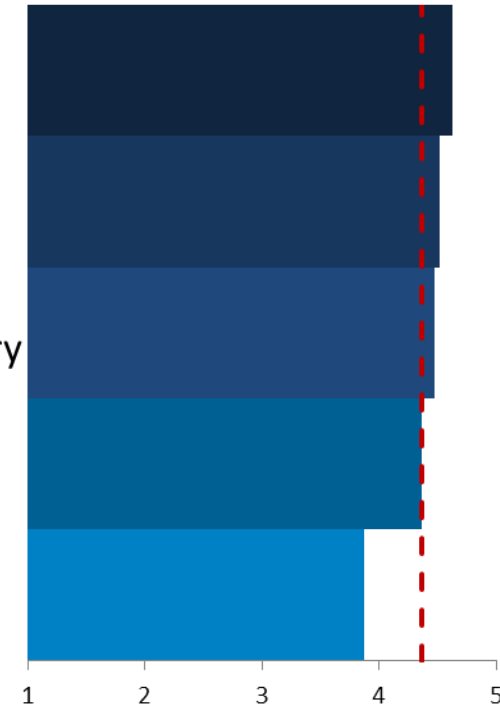
COMMUNICATION & INTERNET INFRASTRUCTURE

- Industry uses and leverages social media to support the brand
- Wi-Fi access in meeting/conference facilities
- Wi-Fi in outdoor/public areas with high visitor traffic
- Mobile and Internet coverage/availability



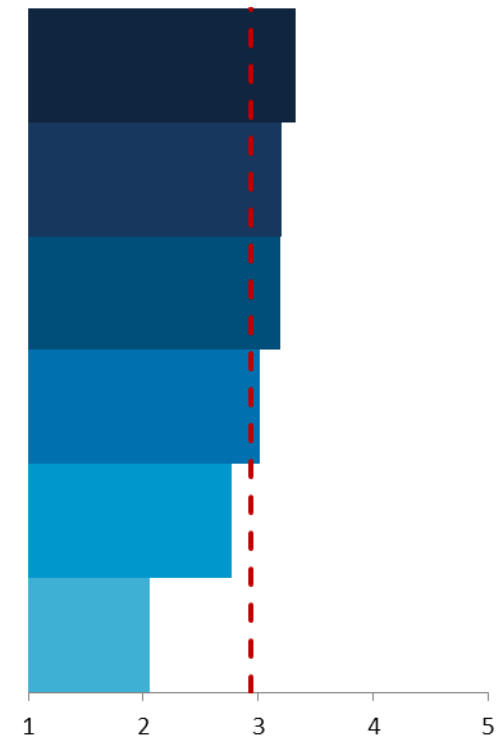
DESTINATION PERFORMANCE

- Adequately measures and tracks the performance of our tourism industry
- Positive growth in overnight visitation
- Communicating the performance and economic impact of our tourism industry
- Hotels are performing well (e.g. Occupancy, RevPAR)
- Successfully converting leads for meetings and conventions



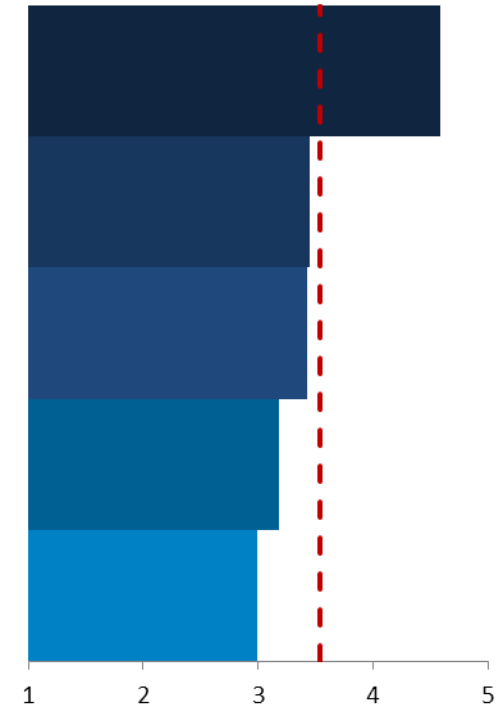
MOBILITY & ACCESS

- Great directional signage and wayfinding
- Good quality roads that can easily handle traffic
- Bicycle-friendly city with easy, well-marked bike routes
- Good access and services for those with disabilities
- Known as a walkable area
- Adequate public transportation



EVENTS

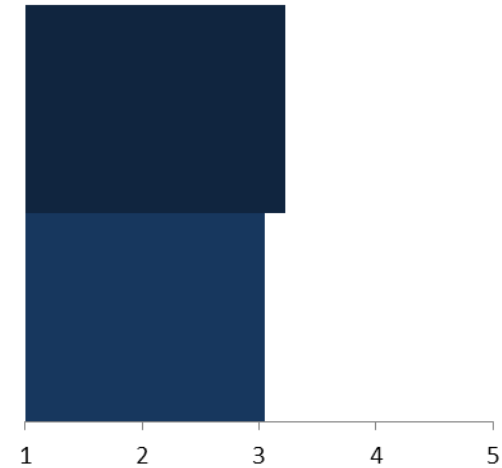
- Abundance of parks and outdoor spaces for handling special events
- Local government is cooperative and supportive
- Offers a year-long series of major events that drive economic impact
- Citizens are supportive of hosting major national or international events
- Diverse facilities/venues with capacity and availability



SPORTS & RECREATION FACILITIES

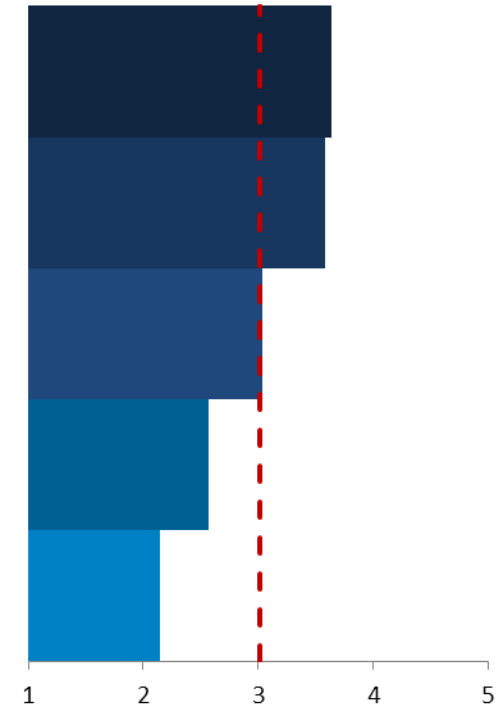
■ Venues to host youth sporting events

■ Sports leadership are engaged/helpful in pursuing sports events



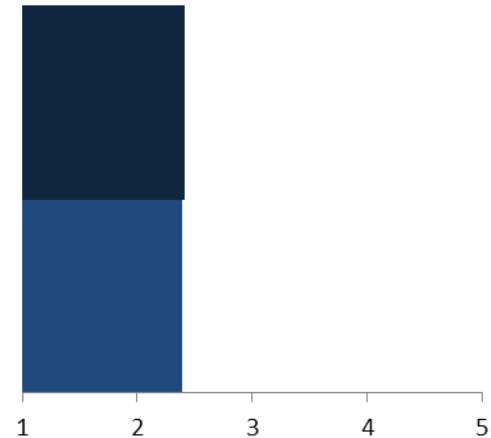
CONVENTION & MEETING FACILITIES

- Good, unique off-site venues for special events
- Hotels/meeting venues take full advantage of the views
- Abundance of professional and experienced convention services suppliers
- Necessary facilities to compete today
- Necessary facilities to compete for the next 10 years



AIR ACCESS

- Airport offers a true destination "sense of place"
- Airport is a state-of-the-art facility with capacity to grow



COMMUNITY SUPPORT & ENGAGEMENT - GLOBAL AVERAGES



Relative Importance

Perceived Performance



Funding Support
and Certainty

1st

10th



Industry Support

2nd

3rd



Effective DMO
Governance Model

3rd

2nd







Local Community
Support

4th

4th

COMMUNITY SUPPORT & ENGAGEMENT RANKING - DOOR COUNTY



	Relative Importance	Perceived Performance
 <p>Hospitality Culture</p>	1 st	6 th
 <p>Funding Support & Certainty</p>	2 nd	2 nd
 <p>Workforce</p>	3 rd	10 th
 <p>Local Community Support</p>	4 th	8 th

COMMUNITY SUPPORT & ENGAGEMENT: REPORT CARD

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Door County Average	Standard Deviation	Industry Average	Door County Average	Standard Deviation
Hospitality Culture	10%	10.3%	1%	3.55	3.89	0.74
Funding Support & Certainty	13%	10.3%	1%	3.06	4.10	0.76
Workforce	9%	10.3%	1%	3.16	2.04	0.67
Local Community Support	11%	10.1%	1%	3.60	3.85	0.63
Effective Advocacy Program	9%	10.0%	1%	3.39	3.61	0.66
Membership Strength & Support	7%	10.0%	1%	3.42	3.93	0.68
Industry Support	12%	9.9%	1%	3.70	4.14	0.69
Economic Development	9%	9.8%	1%	3.91	3.89	0.67
Effective DMO Governance Model	11%	9.8%	1%	3.74	3.85	0.78
Regional Cooperation	9%	9.6%	1%	3.58	3.95	0.65

COMMUNITY SUPPORT & ENGAGEMENT - Door County	3.72
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT	3.60

RESULTING SCENARIO TRAILBLAZERS

Note: **Green** shading signifies that the destination **outperformed** the industry average by greater than 0.2.
Yellow shading signifies that the destination **underperformed** the industry average by greater than 0.2 but less than 0.4.
Red shading signifies that the destination **underperformed** the industry average by greater than 0.4.

COMMUNITY SUPPORT & ENGAGEMENT: REPORT CARD - STAKEHOLDER GROUP

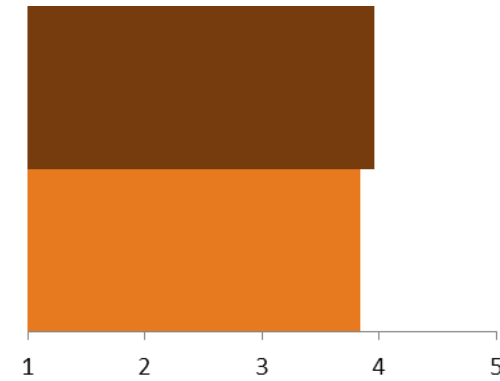
Variable	Perceived Performance (1-5 scale)							
	Door County Average	DCVB Board of Directors	DCVB Management Team	Bureau Partners/ Members	Tourism Zone Board of Directors	Supervisors & Town Governments	Community Coordinators	Economic Development Board
Hospitality Culture	3.89	3.77	4.25	3.94	3.92	3.59	4.00	3.70
Funding Support & Certainty	4.10	4.27	4.14	4.04	4.50	3.64	4.25	4.00
Workforce	2.04	2.02	2.04	1.90	2.42	2.09	2.13	2.20
Local Community Support	3.85	3.73	3.90	3.94	3.50	3.85	4.00	4.07
Effective Advocacy Program	3.61	3.50	3.64	3.56	3.67	3.52	4.08	4.00
Membership Strength & Support	3.93	3.84	3.89	3.90	3.92	4.00	4.50	3.90
Industry Support	4.14	4.07	4.46	4.00	4.58	3.86	4.63	3.90
Economic Development	3.89	3.75	3.94	3.83	3.99	3.78	4.75	4.12
Effective DMO Governance Model	3.85	3.93	4.14	3.62	3.92	3.50	4.50	4.00
Regional Cooperation	3.95	3.84	4.11	3.88	4.25	3.73	4.38	4.20
COMMUNITY SUPPORT & ENGAGEMENT								3.72
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT								3.60

RESULTING SCENARIO **TRAILBLAZERS**

Note: **Green** shading signifies that the stakeholder group **outperformed** the destination average by greater than 0.2.
Yellow shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.2 but less than 0.4.
Red shading signifies that the stakeholder group **underperformed** the destination average by greater than 0.4.

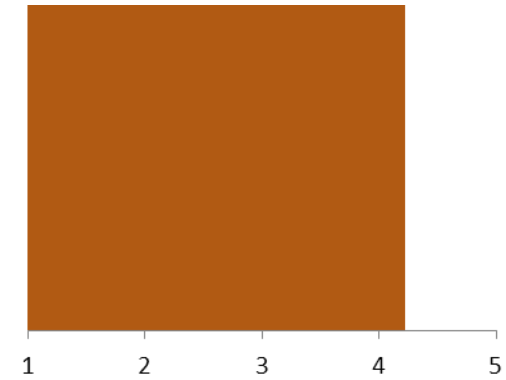
HOSPITALITY CULTURE

- Reputation for offering high-quality customer service
- Hospitality culture that welcomes visitors and improves their experience



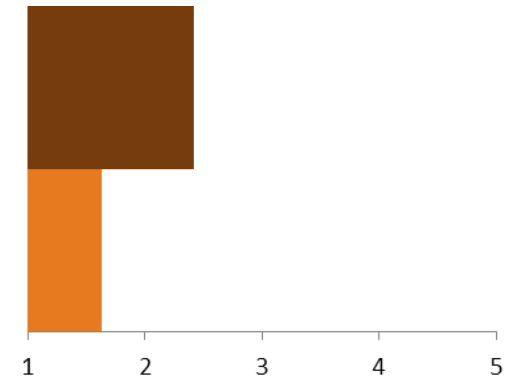
FUNDING SUPPORT & CERTAINTY

■ Stable & sufficient revenue sources to fund their strategies



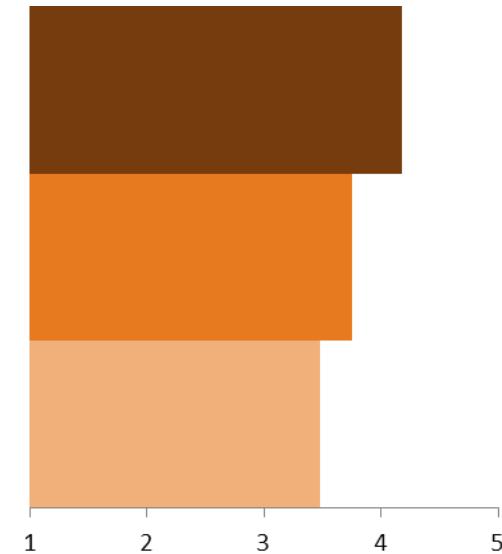
WORKFORCE

- Hospitality industry is able to attract and retain a high-quality workforce
- Workforce is stable and has a positive labor relations environment



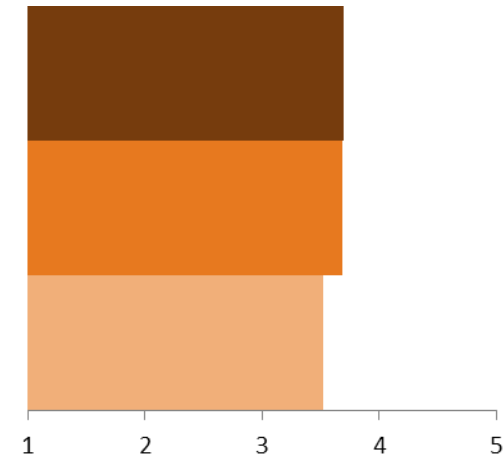
LOCAL COMMUNITY SUPPORT

- Tourism industry gets positive media coverage locally
- Locals have a general understanding/positive perception of tourism
- DCVB has great corporate support



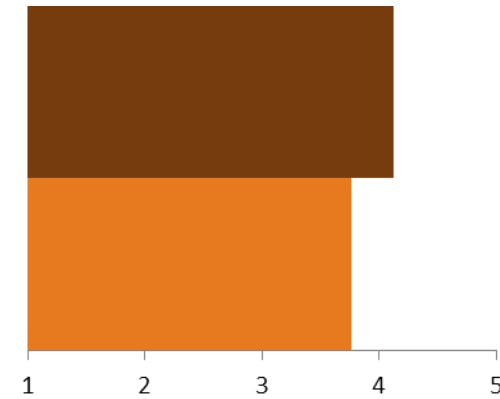
EFFECTIVE ADVOCACY PROGRAM

- Local government is supportive of DCVB programs and the tourism industry
- Advocacy program is successful in educating government
- Local government relies on DCVB for input on destination management



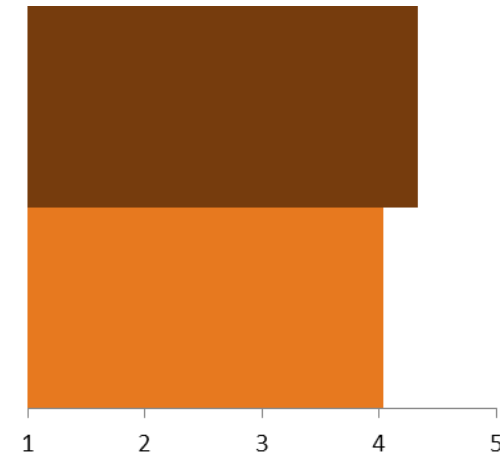
MEMBERSHIP STRENGTH & SUPPORT

- Businesses benefit from being a partner
- DCVB's partners are active, engaged and supportive



INDUSTRY SUPPORT

- DCVB is seen as a leader in the state and regional tourism industry
- Industry leaders/stakeholders are supportive of DCVB



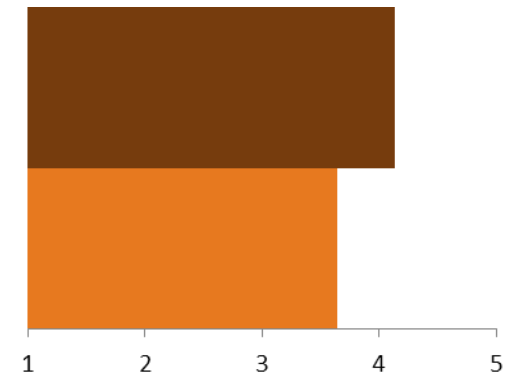
ECONOMIC DEVELOPMENT

- Tourism and the meetings industry are identified as key economic drivers
- DCVB has a good working relationship with economic development leaders
- Tourism industry is vital in our community's economic strategies
- There is a tourism master plan for Door County



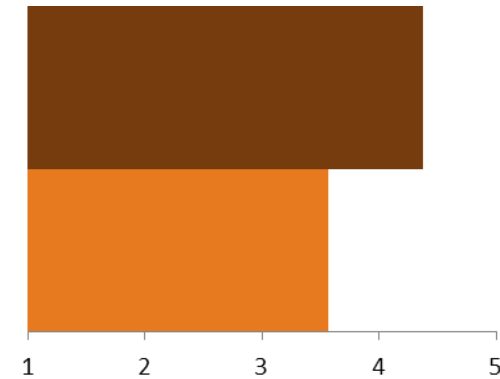
EFFECTIVE DMO GOVERNANCE MODEL

- DCVB has an effective governance structure
- Local leaders are engaged in DCVB's governance structure



REGIONAL COOPERATION

- DCVB marketing efforts have broad economic benefits across the region
- There is broad collaboration and coordination among tourism partners



KEY TAKEAWAYS

- Currently in Trailblazers quadrant with slightly above industry average destination strength and community support & engagement
- Stakeholders are closely aligned on perceptions about destination



Destination Opportunities

- Large meeting hotels
- International visitor readiness
- Public Wi-Fi
- Mobile internet coverage
- Access for those with disabilities
- Walkability throughout the County
- Public transportation
- Diverse event venues
- Sports facilities
- Convention/meeting facilities
- Air Access



Community Support & Engagement Opportunities

- Workforce
- Tourism master plan
- Corporate and community support

In your opinion, what one thing could Door County do to become a better or world-class visitor destination?

Workforce (30%)

- Form and participate in a committee to study workforce and seasonal housing issues
- Lack of staff has caused the quality of service to decline. Better training for those in the service industry is important for maintaining a good reputation.
- Address economic, housing and support factors which enable Door County to retain a core of industry workers over the seasons and conducive to attracting young adults to permanently locate in Door County.

Communications Infrastructure (25%)

- Even though guests come to get away from it all they still want to be connected. The area needs to work on getting internet/Wi-Fi and cellular services throughout the entire county.
- Blanket Wi-Fi and cell phone service over the entire county
- Increase access to broadband, so that visitors and residents have better connectivity. This would also attract entrepreneurs who may want to work from home. Housing is a critical need all over the county, not just in northern Door.

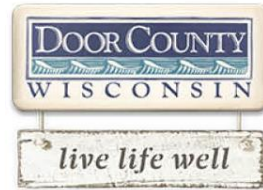
Air and Mobility Access (23%)

- Increased transportation options. Would love to have trolley transportation for visitors and guests in Sturgeon Bay as it adds to the feel of the tourism destination. Transportation to and from Green Bay is a missed market in my opinion, especially for Sturgeon Bay.
- Create pedestrian and biking paths between communities.
- Improved regional air service from larger airports to open up markets that are not only within driving distance.



STRATEGIC PLANNING SESSION

STRATEGIC PLAN ELEMENTS



IDEAL FUTURE

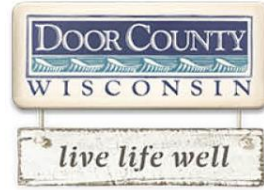


IDEAL FUTURE



Rank	Ideal Future	Level of Importance	Role of DCVB
1	Develop a new event strategy to generate more visitations	9.4	Lead
2	Secure a stable workforce	9.4	Support
3	Continue to be a leading organization in the digital marketing space	9.3	Lead
4	Increase county and local governmental support for tourism	8.3	Lead
5	Increase regional collaboration with information centers throughout the county	8.1	Lead
6	Create a tourism master plan for Door County	8.1	Lead
7	Redevelop "Jobs in Door County" website	8.0	Lead
8	Improve communication infrastructure	8.0	Support
9	Improve visitor center experience	7.6	Lead
10	Collaborate with economic development agencies	7.5	Support
11	Improve general public and corporate community support	7.5	Lead/Support
12	Continue to promote environmental sustainability	7.3	Support
13	Improve customer service for members as well as visitors	7.1	Lead
14	Expand office space and facilities	6.9	Lead
15	Expand membership revenue base	6.8	Lead
16	Improving the coordination and effectiveness of community coordinators	6.6	Lead
17	Review governance and operation of the Board	6.5	Lead
18	Diversify into new markets (e.g. foodies, etc...)	6.2	Lead
19	Create a standardized way-finding throughout the county	6.1	Support
20	Diversify revenue streams	5.9	Lead
21	Improve Countywide transportation options for county visitors	5.9	Support
22	Address accessibility and mobility issues	5.8	Support
23	Promote development of a new sports venue	5.7	Support
24	Expand airport runway	5.3	Support

IDEAL FUTURE



- **Keep all 19 communities within the tourism zone**
 - Continue to communicate with all the communities
 - Initiative to visit each community and present on the successes of tourism
- **Secure a stable workforce**
 - Designate a lead to be involved with other organizations
 - Possibly create a transportation option from Green Bay
 - Create a task force to determine on how to address this issue
- **Continue to be a leading organization in the digital marketing space**
 - Ensure that the staff have the resources



VISION & MISSION



CURRENT VISION

Having established a national brand image for Door County, the Door County Visitor Bureau is a leader in community and membership partnerships. The DCVB is the region's premiere destination marketing organization, known for its organizational excellence, sustainable tourism initiatives and recognized county-wide as the catalyst for the economic growth in tourism for the area.

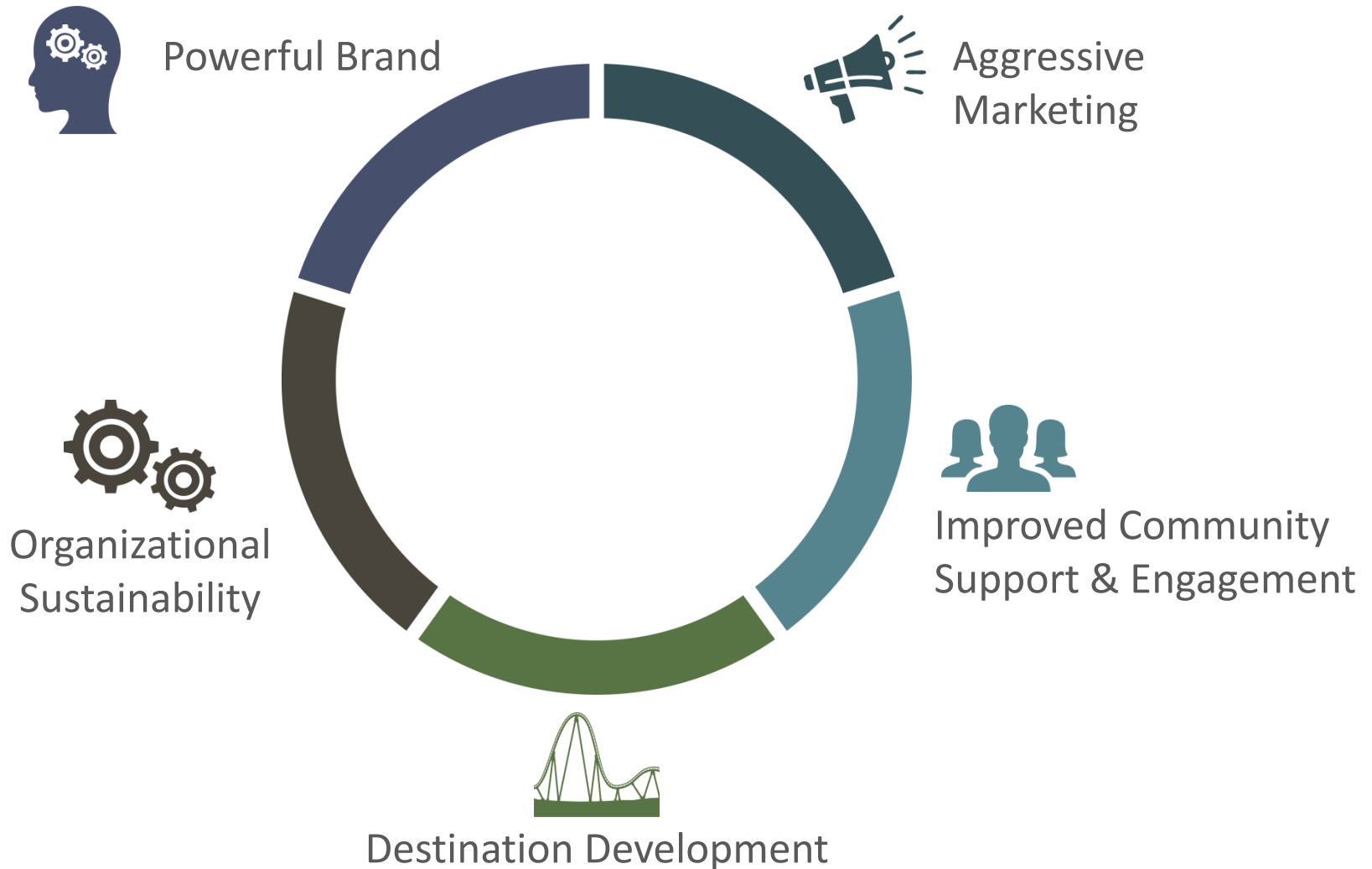
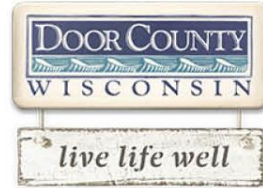
CURRENT MISSION

The Door County Visitor Bureau is the official tourism marketing organization for Door County, whose mission is to generate incremental economic impact for the community by attracting visitors with strategies that ensure sustainable tourism.

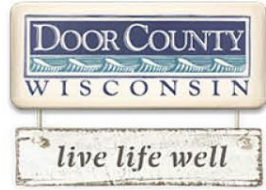
STRATEGIC GOALS & OBJECTIVES



PROPOSED STRATEGIC GOALS



GOAL 1: Powerful Brand



Objective

Lead



(a) Continue to promote environmental sustainability

• [Insert Targets]

GOAL 2: Aggressive Marketing



Objective

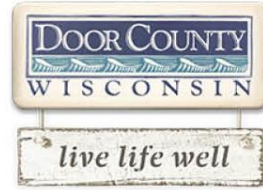
Lead



(a) Continue to be a leading organization in the digital marketing space

- [Insert Targets]

GOAL 3: Improved Community Engagement & Support



Objective

Lead



• [Insert Targets]

(a) Keep all 19 communities within the tourism zone

(b) Increase county and local governmental support for tourism

(c) Increase regional collaboration with information centers throughout the county

(d) Improve general public and corporate community support

GOAL 4: Destination Development



Objective

Lead



• [Insert Targets]

(a) Secure a stable workforce

(b) Create a tourism master plan for Door County

(c) Redevelop 'Jobs in Door County' website

(d) Collaborate with economic development agencies

GOAL 5: Organizational Sustainability



Objective

Lead



• [Insert Targets]

(a) Improve communication infrastructure

(b) Improve visitor center experience

(c) Improve customer service for members as well as visitors

(d) Expand office space and facilities

(e) Expand membership revenue base