

WADMC Retreat Notes
Bruton Heights Education Center
April 10, 2017

Attendees:

WADMC Members: Kevin Onizuk, Scott Foster, David Cromwell, Ron Kirkland, Andrea Sardone, Neal Chalkley, Walt Zaremba, Karen Riordan, Phil Emerson, Rita McClenny

Chamber/Alliance Staff: Dave Potter, Corrina Ferguson, Bob Harris

Facilitator: Susan Rucker

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

Strengths	Weaknesses
Partnership Engagement Product Efficiency Diversity of Board/Team World Class Brands Accessibility to Water Cuisine & Craft Beverages	Funding Model Economy/National Security Product – New/evolving Perception One budget/entity to manage tourism promotion with unified Marketing goals Diversity of Board Funding/Model Change to Legislation Risky Lack of local awareness for revenue growth
Opportunities	Threats
Diversity of Offerings Funding Model/Public/Private Strategy Legislation Advocacy Regional DMO's Cuisine & Craft Beverages Accessibility to Water Regional Focus Education of Local Citizens W & M College Regional Public/Private Partnerships	Change Political National Economy Public/Private Investment Macroeconomics & Inflation Legislative Changes/Local Gov't. Eliminating Funding Competitive Travel Market Changing Consumer Behavior Infrastructure – product, logistics, transportation Economy

The top three items identified after merging the two SWOT's:

- Funding Model
- WADMC Representatives and how relates to Alliance structure
- How to address the legislation

Next Steps:

Action Plan for WADMC Modernization & Enhancement

- Address the Legislation
 - Funding Model
 - Organizational Structure/Representation
 - How do DMO & Attractions Interact? How have the roles changed from 2004 – 2017?
 - Build timeline to get to the legislation

Establish a committee made up of Corrina Ferguson, Kevin Onizuk, Karen Riordan tasked with developing a strategic initiative:

- Mission/Goals – something everyone can rally around
- White Paper – Educate on the tourism industry in general and how WADMC compares
- Position Paper – What WADMC is asking for:
 - Funding, organization, representation
- Legislation Proposal
- Legislation Action

To succeed, must:

- Build Locality Buy In
- Consider Infrastructure Role
- Have a position & resolution on Timeshare/Sharing Economy
- Identify a measurable result to achieve
- Build a reasonable timeline

Follow-up Items:

- Compare % of rate versus flat \$2/room night revenue model. Compare Williamsburg's base with other destinations.
- What is the role of infrastructure?
- Need to discuss the role of DMO & Major Attractions. Is this considered complimentary or competing or incremental?
- Is there a need for a long-range plan? Who are we? What do we want to be?
- Need to look at structure and determine what is the right relationship with the Alliance?
- Look into a deeper dive into Asheville's tourism development. There are similarities with Williamsburg.

The next full WADMC meeting will be June 19, 4:00 PM @ The Williamsburg Area Chamber & Tourism Alliance.

Respectfully submitted by,

David M. Potter
WADMC Account Manager

Addendum

The group placed dots to show their degree of agreement to the following questions:

WADMC's organizational structure helps it achieve the mission.

Disagree 1 ** 2 ** 3 4 ** 5 6 *** 7 * Agree

I understand the mission of WADMC.

Disagree 1 2 3 ** 4 * 5 6 ***** 7 * Agree

WADMC represents all types of tourism businesses in the area.

Disagree 1 2 3 4 ** 5 6 ***** 7 ** Agree

The mission of WADMC helps the organization where I am employed.

Disagree 1 * 2 * 3 4 ** 5 6 7 ***** Agree

WADMC is effective at achieving its mission.

Disagree 1 ** 2 * 3 4 5 **** 6 ** 7 * Agree

WADMC has the financial resources it needs to accomplish its mission.

Disagree 1 ***** 2 * 3 * 4 5 * 6 7 Agree

I understand the business model of WADMC.

Disagree 1 2 * 3 **** 4 * 5 6 *** 7 * Agree

WADMC should develop a plan to gain additional resources.

Disagree 1 2 3 4 5 ** 6 7 ***** Agree