

CHEESE TOURISM IN WISCONSIN: ISSUES & PROSPECTS



Laurie S. Z. Greenberg
Cultural Landscapes, LLC
for the
Dairy Business Innovation Center
May 2006

**CHEESE TOURISM IN WISCONSIN:
ISSUES AND PROSPECTS**

TABLE OF CONTENTS

EXECUTIVE SUMMARY

I. INTRODUCTION	1
Purpose of the paper.	
What is agritourism?	
II. AGRITOURISM: WHAT WE KNOW.....	2
Introduction	
Consumer demand for agritourism	
Building a profile of on-farm agritourists in the U.S.	
Motivations of agritourists	
Marketing and agritourism	
III. CASE STUDIES OF CHEESE TOURISM.....	5
Shelburne Farms. Shelburne, Vermont	
Cowgirl Creamery and Tomales Bay Foods. Point Reyes Station, CA	
Sweet Home Farm. Elberta, Alabama	
Arborea. Bubbio, Asti, Italy	
Case studies: Lessons learned	
IV. RECOMMENDATIONS FOR CHEESE TOURISM IN WISCONSIN.....	12
Introduction	
Recommendations for individual businesses	
V. CONCLUSIONS.....	18
VI. REFERENCES CITED.....	19
APPENDIX. SELECTED SOURCES OF INFORMATION FOR DEVELOPING CHEESE TOURISM ENTERPRISES IN WISCONSIN.....	21

CHEESE TOURISM IN WISCONSIN: ISSUES AND PROSPECTS

EXECUTIVE SUMMARY

This study was designed for Wisconsin cheese makers and other dairy processors who are interested in expanding or developing tourism for their businesses. This report describes the basic concept of agricultural tourism, or “agritourism”, provides a summary and analysis of existing studies and papers, and makes recommendations for Wisconsin cheese makers (and other dairy processors) for further developing tourism as an income stream.

Agritourism is the experience of visiting a farm or other agricultural enterprise for education, recreation, entertainment or for engaging in activities of the farm or enterprise. Agritourism opportunities for tourists tend to focus on creating a memorable visit. Target audiences can include local residents (rural or urban), school groups, out of state tourists and others.

Very few existing studies of agritourism offer examples or advice specifically for cheese or dairy tourism, but existing agritourism studies can be useful to better understand the target audience for cheese tourism on-farm or at a factory.

More than 60 million tourists visit a farm each year in the U.S. Agritourism is one of the fastest growing segments of the tourism market in the U.S. and has the potential to raise \$24.6 billion a year.

This study describes and analyzes four businesses (outside Wisconsin) that offer cheese tourism. Several key issues emerge: 1) The businesses described are located near large urban areas or highways that have heavy traffic; 2) Personal satisfaction of owners and employees with their work is important; 3) Conserving the unique character and authenticity of the business is attractive to tourists; 4) Assuring that staff have effective people skills is critical; 5) Allowing staff to get a break from tourists is advised; 6) Each business seeks ways to educate the public about their products, production and the industry; and 7) Methods for marketing cheese tourism are different for each business.

The following recommendations are provided for individual dairy processors who are interested in developing new tourism businesses (or expanding existing ones): 1) Conduct a feasibility study to assess the potential for tourism at your site; 2) Conserve the integrity and unique character of the business; 3) Plan facilities and services with care; 4) Seek advice for strengthening retail stores; 5) Address people-related issues; 6) Attend to regulatory, licensing and insurance requirements; and 7) Connect to a tourism network.

The Appendix of the report provides a list of several websites, agencies and organizations related to agritourism and cheese tourism.

I. INTRODUCTION

Purpose of the paper

This study was designed for Wisconsin cheese makers and other dairy processors interested in expanding or developing income opportunities in tourism. This report describes the basic concept of agricultural tourism, or “agritourism”, provides a summary and analysis of existing studies and papers, analyzes four case studies of cheese tourism and makes recommendations for Wisconsin cheese makers (and other dairy processors) for further developing tourism as an income stream to complement other income-generating activities. The Appendix has a short list of relevant websites and references.

Information gathered for this study comes from agritourism studies conducted by state agencies examining agritourism opportunities as supplementary income for farmers. While a lot is written about agritourism in the United States, few published studies focus specifically on tourism for dairy processors. Most agritourism studies are concerned with on-farm (or on-ranch) business start-ups or expansions. While these studies do not directly address artisan, specialty or commodity cheese factories or other dairy processors, the data and information they provide are the best available for predicting the potential for consumer interest and tourism dollars available to be spent on such businesses. Furthermore, much of this material offers information, creative ideas and new opportunities for Wisconsin businesses interested in expanding agritourism opportunities for their businesses.

What is agritourism?

A general definition of agricultural tourism, or ‘agritourism’ is: the experience of visiting a farm or other agricultural enterprise for education, enjoyment, recreation, entertainment and/or for engaging in activities of the farm or enterprise. Defined in this way, the businesses that engage in agritourism can be on or off-farm and the activities in which agritourists engage can also be quite broad. Some potential agritourism services that Wisconsin cheese businesses can offer are listed below.

POTENTIAL AGRITOURISM SERVICES FOR WISCONSIN BUSINESSES

Any operation

Educational publications
Dining, Snacks
Lodging
Maps, Trails
Tours-guided or self-guided
Museum or exhibits
Lectures, videos
Retail store/shop

Viewing or observation area

Farmstead dairy operations

Hay rides
Field walks
Hiking trails
Wildlife observation
Birdwatching
Cheese making or other dairy processing

Other common agritourism activities and events in the U.S. include: petting zoos, pick-your-own farm events, community-supported agriculture (CSA) operations, harvest and holiday festivals (such as Christmas tree cutting, Halloween pumpkin picks, sheep shearing, maple syrup-making and other seasonal events and activities).

Agritourism opportunities for tourists tend to focus on creating a memorable visit. The intent may be to offer tourists 'a farming experience' by introducing them to unique crops, foods, animals, and historic or natural features on the property. Increasingly, farms also attract tourists with corn mazes, concerts, craft projects and other forms of art and entertainment. In some cases, these enterprises and experiences related to agriculture are referred to as 'agritainment'.

Target audiences for agritourism are diverse. Many farmers offer on-farm experiences for school groups and have adapted their operations to accommodate bus tours of school children during certain seasons of the year and for special events. Agritourism can be directed at groups of family and friends who arrive, either spontaneously or as a planned leisure time activity. The target tourist market may be local residents, either rural or urban, or tourists from outside the region or state. Minimal agritourism in the U.S. offers culinary experiences, though this type of specialty tourism is far more common in parts of Europe.

In existing reports on agritourism, relatively few authors acknowledge agricultural businesses or venues other than farms as part of agritourism. While the majority of agritourism opportunities are at farms, agritourism can also include visits to food processors such as cheese factories, wineries and breweries. While much less is written about this type of agritourism, many of these types of businesses are described on the Internet (and some are listed in the Appendix of this paper). Reviewing studies of on-farm agritourism and analyzing cheese businesses that offer tourism (off-farm) can offer insights into the possibilities and challenges for Wisconsin dairy processors exploring cheese tourism for their own businesses.

II. AGRITOURISM: WHAT WE KNOW

Introduction

This section summarizes existing relevant information from published papers on agritourism. None of these published studies specifically examines agritourism opportunities or experiences for cheese makers or other dairy processors. However, the studies included in this report provide the best picture available about the motivations and current practices of people who visit rural areas and spend disposable income on agritourism. These studies can also offer accumulated insights and advice on how to plan and manage agritourism businesses from those currently in operation.

Likewise for Wisconsin farmstead milk processors, some of the published studies about on-farm tourism elsewhere will be directly relevant. While few of these published studies addresses artisan or specialty cheese factories, the data and

information they provide are the best available for predicting the potential for consumer interest and tourism dollars available to be spent on such businesses.

Consumer demand for agritourism

About how many people currently engage in agritourism today? Estimates of demand for agritourism, at the national level, tend to use data from other studies. One data set from the National Survey on Recreation and the Environment (NSRE) was used to draw conclusions about on-farm visitors and rural 'sightseeing'. By extrapolating from a sample of 20,000 survey respondents in the U.S., the authors of this study estimated that more than 62 million people visited farms in this country in 2000-2001 (Barry and Hellerstein 2004). In another study conducted by the Travel Industry Association of America, about 2/3 of adults in the U.S. (87 million people) visited a rural area in a recent three year period and 90% of those visits were for leisure enjoyment (Miller 2006).

On the supply side for agritourism, only about 2% of farms in the U.S. currently generate income from agritourism, but those farms earned \$800 million in 2005 from agritourism (Carpio, Wohlgenant and Boonsaeng 2006). The same authors, from North Carolina State University, predict that the potential for agritourism income in the U.S. is \$24.6 billion a year.

Besides the above estimates of agritourism at the national level, some studies have been conducted by state agencies. These studies assess existing and potential agritourism opportunities for individual states. For example, in Vermont, 2,200 farms earned a total of \$19.5 million in 2002, with about \$8,900 going to each of the farms that received tourists (New England Agricultural Statistics Service 2002).

Although large sets of data specifically on agritourism are rare, agritourism practices can also be found bundled within studies of outdoor recreation trends in the U.S. Information can be extracted from these studies for analyzing the potential of agritourism or cheese tourism. For example, overall participation in outdoor recreation activities (which includes sightseeing, farm visits and rural tourism) has increased at least at the same level as the population has increased since the 1960s (Cordell 2004) in the U.S. Additionally, there is a trend in total tourism toward overall growth, with per capita spending on tourism increasing, and family travel by car increasing (Randall and Gustke 2003, 2005), particularly since September 11, 2001.

Nature tourism and agritourism are the two fastest growing segments of the tourism market in the U.S., with 30% growth expected in the period 1997-2007 (Purdue, no date).

Building a profile of on-farm agritourists in the U.S.

Who are the people that engage in agritourism? A profile of the 'average' agritourist has been generated from a few surveys of visitors to farms. Based on

national data, the typical on-farm visitor ('agritourist') is in their early 40's, has some college education and has an average family income of \$50,000 (Barry and Hellerstein 2004). Another study found that on-farm visitors are younger, have more education, a higher household income and tend to have more family members than people who do not visit farms (Carpio, Wohlgenant and Boonsaeng 2006). When making an on-farm visit, the average tourist spent \$45 for all expenses (including travel, food and souvenirs) and traveled approximately 80 miles for the farm visit (Barry and Hellerstein 2004).

Motivations of agritourists

Understanding the various motivations for agritourism can aid Wisconsin businesses to target their offerings to meet the expressed needs of tourists. Surveys are the typical means used to ask tourists directly about their reasons for visiting farms. Not all surveys agree, though differences may be due to different response options offered in surveys.

In California, the top four reasons given by tourists for visiting a farm or a ranch were: 1) To buy fresh/homemade products; 2) To [enjoy] nature; 3) To buy from a farmer; and 4) To relax, to be on vacation (Jolly and Reynolds 2005).

In a national study, the top three reasons given for U.S. farm visits were: 1) To enjoy rural scenery; 2) To visit family or friends; and 3) To learn about/appreciate where food comes from (Barry and Hellerstein 2004).

Another motivation for travel to rural areas has to do with seeking relief from the demands of everyday life. Tourists also engage in rural travel seeking new opportunities to relax (Randall and Gustke 2005).

Another area of research that may reveal useful information about motivations for agricultural tourism examines how people perceive and value farmland and rural landscapes. How the public values farmland does not necessarily translate into agritourism, but may offer a glimpse of what's behind some of the motivations for rural tourism in this country.

Three reasons emerge to explain why people support the protection of farmland and rural landscapes in the U.S. First, consumers are concerned about assuring sources of safe, domestically produced foods (Irwin, Nickerson and Libby 2003). This has been a growing concern since September 11, 2001 and subsequent related media and homeland security regulatory changes. Second, concerns about protecting farmland come from the desire to support local producers and family farms (Irwin, Nickerson and Libby 2003). A third reason why tourists in the U.S. are concerned about the protection of farmland is to conserve rural landscapes and wildlife habitat (Fleischer and Tsur 2000; Hellerstein et al. 2002). Some people want to assure the long-range protection of rural landscapes for aesthetic reasons (Rumbletree Incorporated 2003), for future posterity and for past sentimentality. People also want to conserve rural landscapes for recreational activities such as birdwatching and nature-related tourism. In fact, bird watching

was the fastest growing type of nature-related tourism in the U.S. in 2002 (Maetzold 2002).

Marketing and Agritourism

What do we know about marketing agritourism to the public? Word of mouth marketing (information obtained directly from friends or family) is far more important than any other means of learning about farms for farm tourists. In one study, 58% of on-farm tourists cited word-of-mouth as the way they'd learned about the farm they visited (Barry and Hellerstein 2004). Another study conducted in New York State, says that 39% of agritourists and 58% of the agritourism businesses they polled cited word-of-mouth as the means by which visitors made their way to the agritourist sites visited (Hilchey and Kuehn 2001). In the same study from New York State, newspaper advertising and business signs each brought in about the same number of tourists (about 18% each). The Hilchey and Kuehn study also mentions newsletters, direct mail, business brochures, television, radio and newspaper as additional (though more costly) means of marketing agritourism.

IV. CASE STUDIES OF CHEESE TOURISM

Four cheese businesses outside Wisconsin that offer cheese tourism are described below. These businesses represent four different types of cheese tourism offerings for the public and are located in diverse geographical locations. Information for describing these businesses came from a combination of sources: Internet, personal visits and brief telephone interviews. Following the descriptions is a brief section that analyzes findings from the four case studies:

- 1. Shelburne Farms. Shelburne, Vermont.**
- 2. Cowgirl Creamery. Point Reyes Station, California.**
- 3. Sweet Home Farm. Elberta, Alabama.**
- 4. Arborea. Bubbio, Langhe, Italy.**

Shelburne Farms. Shelburne, Vermont

Shelburne Farms is a 1,400-acre working farm with an inn, restaurant, nature center and retail shop all on the same site. It is a non-profit organization and a National Historic Landmark dedicated to environmental education and promoting a conservation ethic. Located in western Vermont along the shore of Lake Champlain, Shelburne Farms offers visitors views of rural Vermont, the lake and its shoreline and of the Adirondack Mountains in New York State (across the lake). There are also many on-site activities, educational programs, a restaurant and a retail shop.

Shelburne Farms was created as a model agricultural estate in 1886 by Dr. William Seward and Lila Vanderbilt Webb (its owners at the time). Landscape architect Frederik Law Olmsted drafted the original design for the farm's agricultural and forest land. In the 1950s a dairy herd was established at Shelburne Farms and two decades later the farm was converted to non-profit

ownership, with a mission “to cultivate a conservation ethic in students, educators and the general public by teaching and demonstrating the stewardship of natural and agricultural resources”

(<http://www.shelburnefarms.org/about/history.shtm>).

Shelburne Farms has a 400-acre working dairy farm and cheese making operation. The farm has a herd of 200 registered Brown Swiss cows. Cows are rotationally grazed and do not receive added hormones. About 107 cows are milked, averaging 60 lbs of milk per day per animal. The dairy has a swing parlor built in 1995. The operation is managed to provide milk for the farm’s cheese making operation and as a means to teach about sustainable agriculture.

Cheese making at Shelburne Farms started in 1980. The cheese making operation currently produces about 100,000 pounds of raw milk, farmhouse cheddar cheese each year, some of which is smoked. Most of the cheese is produced as blocks and is waxed; the rest is clothbound. Shelburne Farms cheeses have won numerous national awards.

The cheese making operation is open to visitors during five months of the year (between May and October). Fees for entry into the facility are \$6.00/adult and \$4.00/child. Several different types of education programs about cheese are carried out throughout the year.

School visits are common at Shelburne Farms. Another education program, called *Pasture to Palate*, is a three-day course that gives visitors a hands-on experience on the farm. The course offers a farm tour of the barns and pastures and involves participants in making cheese. The course also includes tours of other Vermont artisanal cheese makers’ operations and participation in a cheese tasting reception. The cost of this course is \$500 per participant (with meals included but the cost of rooms not included).

Forestland at Shelburne Farms is an attraction for visitors. It is certified as sustainably managed by the Forest Stewardship Council (<http://www.fscus.org/> an international organization that maintains specific standards to assure sustainable harvesting and management practices).

Rooms at the inn at Shelburne Farms range in price from \$150-400/night (depending on the size of the room, the amenities and the view). The retail store on-site offers visitors the chance to buy cheese produced at Shelburne Farms as well as a variety of other foods from Vermont, craft items from around the state and books about agriculture and the environment. Portions of the Shelburne Farms facility can be rented out for special meetings and events and provide an additional source of income.

In addition to on-site offerings for the public, Shelburne Farms maintains year-round Internet cheese sales and a mail order ‘Cheese Club’ with 10% discounts for minimum purchases. Additionally, Shelburne Farms’ non-profit status allows

tourists and other supporters to become members and to make tax-deductible donations.

Cowgirl Creamery and Tomales Bay Foods. Point Reyes Station, CA. Peggy Smith and Sue Conley founded these two companies in Point Reyes Station, California, in the late 1990's. Both women had backgrounds as chefs and as owner-managers of different restaurants. In 1993, Peggy and Sue founded Tomales Bay Foods in rural and picturesque Point Reyes Station, California.

Point Reyes Station is in Marin County, California, about an hour's drive north of San Francisco's Golden Gate Bridge. Proximity to the city makes Cowgirl Creamery an easy half-day trip, by car, for the more than six million people who live in the San Francisco Bay Area as well as for tourists from elsewhere. Point Reyes Station attracts three million tourists a year. Besides the town, nearby attractions for visitors include the Point Reyes National Seashore, a bird observatory, a marine mammal center and Muir Woods. The town is also an hour's drive from Sonoma and Napa; a visit to the creamery can easily be combined with day's road trip to several California wineries, other cheese factories and assorted tourist sites and shops in the region.

Sue and Peggy created Tomales Bay Foods to showcase and market locally-produced foods—cheeses and fluid milk from Marin County as well as locally-raised organic vegetables and fruits. In 1997, they began renovation of an old barn in the center of Point Reyes Station that would house several small specialty shops and is now the site of their cheese making operation (Cowgirl Creamery).

Publicity about their business venture was an important element in bringing customers to their store and attracting consumers to their cheeses. The California Milk Advisory Board provided marketing assistance. Several feature articles, including one in the *New York Times*, featuring Cowgirl Creamery, were important opportunities that contributed to their business success.

Early production at Cowgirl Creamery focused on four fresh cheeses: crème fraiche, cottage cheese, fromage blanc and quark. Cowgirl now produces four American original cheeses as well as the four fresh cheeses that initially launched the operation. All of their cheeses are produced with milk from the Straus Family Farm, just up the road from Tomales Bay Foods.

The building in Point Reyes Station is a destination in itself with its variety of shops and fine foods. All the cheese is made in a small room that is enclosed by glass and visible from the inside the building. Visitors can watch the Cowgirl cheese maker at work and see the cheeses on aging racks through observation windows. The building also houses Cowgirl's own artisanal cheese counter as well as a deli, an outlet for locally grown organic produce and a few other shops.

Cowgirl Creamery also has a retail store in San Francisco and one in Washington, D.C. (opened in 2006) for the sale of artisan cheese.

Sweet Home Farm. Elberta, Alabama

Sweet Home Farm is a farmstead cheese making operation in southern Alabama, 10 miles north of the Gulf Coast. The farm is 40 miles west of Mobile, Alabama, and 25 miles east of Pensacola, Florida, half a mile from a state highway, on a dirt road. Alyce Birchenough and Doug Wolbert have owned and operated Sweet Home Farm since 1984. They keep 40 dairy cattle and 20 beef cattle on the 60-acre farm. Cows are on pasture year-round due to the warm climate. Doug and Alyce purchase all grain fed to the cattle. The dairy cows are Guernseys; twenty are milked. Hand-made cheese, produced by Alyce, is the major source of income for the farm. Most of the cheese is sold from a small, on-farm retail store.

The farm enjoys a constant influx of tourists and other visitors much of the year: retirees, vacationers, students on spring break, seasonal residents and beachgoers along the Gulf Coast. As one of only two dairy farms in Baldwin County, the farm is a novelty for local visitors as well. Growth of golf resorts and condominium development in the region also contribute to their customer base.

The biggest season for cheese sales is the period from a week before Thanksgiving to New Year's Day. They earn one-third of their annual income during that period, from customers buying cheese for holiday entertainment or as gifts. After the holiday season, they close down the farm to visitors for three or four weeks in January to clean out the cheese coolers, focus on repairs and recover from the intense holiday season.

Doug and Alyce split responsibilities for milking and herd management. Doug manages all farm maintenance and mechanical needs and Alyce makes and markets the cheese. Alyce devotes three days a week to cheese making, producing about 15-17,000 pounds of cheese a year. They sell everything they make in three or four days each week. Cheese prices start at \$9.00 a pound at the on-farm shop. A limited amount of cheese is sold to a few local restaurants and wine shops.

The on-farm retail store is a room 12 x 16' in size. A coffin case holds 15-20 cheeses. All cheese is cut to order; nothing is pre-packaged. One part-time person helps out in the store 3-4 days a week when Alyce is making cheese. The store is open four days a week from 10:00 a.m. to 5:00 p.m.

Alyce uses cheese sampling liberally because it sells the cheese. Service is also important. Alyce and the other salesperson attend to customers, offer them cheeses to taste, engage them in conversation, describe the cheese making process and answer their questions. Customers can have their cheese vacuum-packed, can buy a cooler for transport and can have the cheese packed in ice. Other merchandise available includes dried fruits, nuts, crackers, honey, a limited amount of beef from their herd and surplus vegetables and herbs from the garden.

Only a small portion of the farm is accessible to visitors; the rest is visible but fenced off. A viewing area allows visitors to see young cows, heifers, and chickens.

Park benches are available for picnics. While customers sometimes ask about seeing the cheese plant, the farm is not set up to allow this. Alyce and Doug have never promoted the idea of tours on the farm. Their promotional materials and sales pitches for the farm promote only the cheese shop. Their brochure simply describes the cheeses and the hours of the retail shop.

Recently, Sweet Home Farm entered into a cooperative marketing network with other farms in the local area. The farms are all within 8-10 miles of one another, so it is feasible to visit all of them in an afternoon. The group of farmers formed an organization called 'Bounty of Baldwin' and joined the Chamber of Commerce as a single member. The farms produce a variety of products: vegetables, fruits, flowers, honey, Alyce's cheese and other products. Brochures for the group are distributed at each farm and at the Chamber of Commerce. In the past, Alyce and Doug had the Department of Agriculture distribute their farm brochures. This turned out to be fairly expensive as many brochures were taken, with few resulting visitors. The new marketing approach offers promotions and a brochure featuring local farms. It is more focused on agricultural products for tourists and local visits than the old marketing method and so far appears to be a more effective means of attracting tourists with appropriate interests to their farm.

Arbiora. Bubbio, Asti, Italy

Arbiora is a small company that combines the services of affinage (cheese maturing and preparation for sale), cheese tourism, and wholesale distribution of specialty foods from the Roccaverano region of Italy, southwest of Milan. This region is well known throughout Europe for its regional foods, particularly wine, cheeses, hazelnuts and truffles.

Arbiora was founded by Gian Domenico Negro, a native of Roccaverano. Gian Domenico's family members have been wine makers in the region for many generations. He founded his business to sell and distribute the wines of Roccaverano, particularly those produced by his family. Over time, he became concerned about the survival of indigenous goat's milk cheeses of his native region. He realized that someone would need to market these specialty cheeses, in order to secure income for the producers, or these traditional cheeses would likely disappear.

In 1995, Gian Domenico created a company, Arbiora, based in the region, in a town called Bubbio. From there he could easily reach the farms of the cheese producers and could use the site for cheese aging, for receiving tourists and as a home base to market specialty foods from the region. In 1998, Gian Domenico was able to secure the support of Slow Food's Foundation for Biodiversity to approve eight of the 18 producers he worked with as members of a new presidia sponsored by Slow Food. Slow Food is an organization dedicated to protecting the production and distinctions of regional foods throughout the world. Presidia are groups of donors and concerned citizens whose efforts are designed to support producers to conserve foods that are in danger of extinction. A further means of support for the goat's milk cheeses produced in Roccaverano was achieving P.O.D. protection

from the European Union for Robiola di Roccaverano cheeses. This status prevents producers from making, labeling or marketing cheeses with this name unless they reside within the region and are certified as producers.

Arbiora works with several producers of goat's milk cheese. Among them is a couple, Mariolina Taschetti and Piermario Combu, who live about 20 minutes from Bubbio in the Roccaverano region. This farm is an easy stop as part of a visit to Arbiora. The couple produces goat's milk cheeses that are traditional from the region. Though not originally from the area, they settled in the region and set up a goat farm. Mariolina learned to make cheese from an elderly neighbor who taught her traditional cheese making as practiced in the region for many years. The couple currently milk 45-50 goats and make several types of cheese.

When the cheeses are between 3-5 days old, Gian Domenico takes them to his aging rooms in Bubbio. He buys the cheeses outright from the producers, ages them and sells them to his customers throughout Italy.

Arborio's main facility is an ancient brick building in picturesque Bubbio, on the edge of an agricultural valley lined with vineyards, farmland, forest and small towns. Several buildings in Bubbio date back to the 14th Century and are attractive to tourists. These include a church, a castle and several private homes and businesses. Sections of the building occupied by Arbiora were built in each of the last three centuries. Gian Domenico has renovated sections of the property and continues to work on the remainder of the building as a long-term project.

The basement of Arbiora's building houses three temperature- and humidity-controlled rooms. Each room is glassed-in so that the cheeses are visible to visitors from the underground basement viewing area. Upstairs is a reception room where visitors are invited to taste several varieties of goat's milk cheese. Future expansion of the business will include a library featuring materials on local and regional foods, a meeting room for educational programs, a sales area and other attractions for tourists.

Case studies—lessons learned

The four case studies described above were selected to represent distinctive types of businesses offering different cheese tourism experiences. Despite the range in businesses, services offered, varied locations and different character of the businesses, these cases share some common characteristics:

Location. For each of these case studies, proximity to a large city or highway where tourists already travel is important to attract visitors. Each has found ways to tap into existing flows of traffic, local events and festivals and to cooperate with other local businesses to bring in customers. All also take advantage of a variety of other nearby tourist attractions that help to bring tourists to the cheese businesses.

People skills. The people involved (owners or employees) with each of these businesses are enthusiastic about their business and about working with visitors. Those attending to visitors directly are well informed and passionate about the cheeses and the business. Establishing rapport with visitors, engaging them in conversation and getting them to taste the cheeses are all strategies used to gain the interest of visitors and to sell cheese.

Telling the story. During visits, considerable time and energy is spent to tell customers about the lives and histories of the people involved. Who are they and how did the producers come to be making the products they make? What were the decisions that led up to the present business? What values led to today's operation? In all the above cases, the story was told person-to-person. In some cases, the story was also available in writing—in a brochure and/or on a website. It is likely that customers retell the stories when they return home as they share the food with friends and family. This retelling and tasting at home can reinforce a positive memory about the visit, reaffirm a connection with the business and can lead to return visits and additional visitors.

Conserving authenticity. Each of the businesses described above has a unique character that is expressed through many aspects of the business: in the history of the product, site or region, in the layout and presentation of the facilities, in the products and their labels and in the way visitors are received. Staying true to this individual character creates a consistent and authentic image of the business. The distinctive character and ambiance is an important attraction for customers.

Customer education. In each of these cases, considerable time and effort are put into describing the entire process of production. Visitors want to see the animals and hear about their treatment. They want to have at least a basic understanding of how to make cheese and what factors contribute to making the product. Each of the businesses described above has distinctive characteristics and a unique role in the dairy industry. All attempt to describe the relationship among landscape, livestock and cheese flavor. All emphasize terroir or the flavors imparted to the milk that are unique to their region. All allow customers time to taste the cheeses and ask questions.

Getting a break from visitors. It is hard for the same people to be available to customers every day of the year. Closing down or finding educable employees who can responsibly take over temporarily can offer a needed break. Breaks can provide needed rest for both owners and employees. They also allow time for attending to regular operations of the business and catching up on needed tasks. This time for recuperation assures a more sustainable operation. In each of these cases there are also portions of the facility that are off-limits to visitors to allow for regular operations without disruption.

Personal satisfaction. People have to like what they are doing for a living. For most businesses, work is constant in both attending to both production and supply needs as well as meeting the public. For many operations that receive visitors,

there are few days off. Family vacations can be rare or impossible. If the daily work does not offer a good quality life, the business is unlikely to be sustainable. It is mandatory that each person involved with the business (owner or employee) is aware of his or her own personal reasons for being involved with the business. This enables people to target their energies, assign responsibilities and assure worker satisfaction.

Marketing. Each of these cases has a different target market that is based on their location, set of products and services and the vision for their business. Each business budgets for marketing. Each reserves time to talk with customers: to cultivate their interest in the business and products. Testing different markets and learning from these experiences has helped identify the best target for limited marketing dollars. In most cases, cooperating with other businesses and agencies that promote tourism and agriculture contribute to continued business success.

V. RECOMMENDATIONS for CHEESE TOURISM in WISCONSIN

Introduction

Many dairy processors in Wisconsin already engage in agritourism. Some offer plant tours, have retail stores or observation areas and sponsor special events; these visits constitute agritourism. For Wisconsin businesses that wish to extend services to tourists, or those not currently engaged in tourism but are thinking about doing so, the following set of recommendations offer some guidance. The recommendations offered here were derived from the research and trends reported on above. These recommendations are for individual businesses seeking to further develop agritourism as a supplementary income stream in Wisconsin.

Recommendations for individual businesses

Before launching any type of new business or business expansion, a period of analysis and research is essential. Conducting a full and objective assessment of the potential market, existing facility, labor and financial resources is the best way to diminish the risks associated with any new business venture. Regardless of the scale or type of business initiative, this type of feasibility analysis will help assess a fabulous idea and determine if it might work out, or point out if it is not a good investment of time and capital.

While assessing the feasibility of a tourist business is no different than with any other type of business, agritourism businesses do have some unique requirements. Below is a brief outline of some of the major issues for dairy processors who are considering developing or expanding an agritourism business in Wisconsin.

Assessing your business for agritourism. As you begin to explore the option of a new agritourism enterprise, you will want to conduct an assessment of the assets of your business and its potential for agritourism. It is best if this assessment is conducted in a way that is objective, setting aside the passion you have for the idea. Like any feasibility study, your intent is to try to uncover any aspects of the

potential business that might prevent it from being viable. It's better to discover the potential pitfalls before investing time and money. (See http://www.uwcc.wisc.edu/manual/chap_5.html for one description of how to conduct a feasibility study.)

Also, be certain to weigh the new set of demands brought on by the proposed business against its possible benefits. Several existing publications are designed to aid farmers and ranchers as they explore agritourism options for their business. (See Kuehn et al. 1998 and Southern Maryland RC & D Board 2004, for example).

If your feasibility study demonstrates that the agritourism plan you have conceived can be profitable, conducting a full business plan is your next step. Since feasibility studies and business plans for agritourism have the same elements as those for any other type of business, the same resources for business planning can be used.

Location and landscape. An important part of assessing a business for potential agritourism offerings involves taking an objective look at the setting and its attributes. Examine the geographical characteristics of the business.

What is the size of the potential tourist market that is within a day's trip from your facility? How attractive is the surrounding landscape? Are the roads leading to your business in good condition? Are there distinctive features that could interest tourists? Are there any natural or protected areas? Historic sights? Wildlife habitats? What is the likelihood of attracting an adequate number of tourists so that your investment in launching a tourist business will be justified?

Are there other nearby attractions that complement your own proposed offerings? What basic services (such as restaurants, motels or other overnight accommodations and gas stations) exist near enough to be of use to the tourists that would visit your operation?

Conserving the integrity of business character. One of the reasons why there are so many models for agritourism businesses is that each business develops a set of offerings and services that create a unique experience. You can design that experience to reflect the unique aspects of your enterprise, your products and your region. Be sure to do what is necessary to maintain the unique character of your business. It may help to limit the services, hours or days that you open your facility to the public.

As mentioned above, most tourists are looking for an experience when they engage in agritourism. That experience is more appealing if it is a genuine reflection of what you do and what's unique about what you do. The more distinctive your offerings, the easier it will be for customers to distinguish you and your business from others that they know and visit.

Facilities and services. One summary paper on the needs and motivations of agritourists says that a business is most likely to be successful when it is set up to provide tourists with three important things: 1) Something to see; 2) Something to do; and 3) Something to buy (Adam 2004). This very simplified summary of needs is a useful way to begin thinking about the offerings of your cheese tourism business.

What tourism services will you offer? Depending on the type of tourist offerings you intend to provide, you may need to make physical changes in your facility to accommodate the new business. Check with local authorities on the requirements for the type of agritourism business you are thinking about (see below). Remember, too, that tourists come with a series of needs that you'll need to accommodate: bathrooms, food, adequate parking, shelter from inclement weather, entertainment and/or educational activities, souvenirs and additional nearby places to visit.

What plans do you have for limiting access for tourists? Will your tourism business be seasonal, offered on only specific days of the year, or year-round? Will visitors come and wander on their own or will you offer planned tours, activities and events? Will you set up limited areas for visitors—for example a room with an observation window for viewing cheese making or milking? If yours is a farmstead operation, how will you offer people access to your farm and yet limit the places they can explore? How can you accommodate visitors and still get your work done each day? What new buildings, additions, parking areas and signs might you need?

Among the services a business can offer, consider a simple educational effort featuring cheese making and Wisconsin's dairy industry. Find ways to help visitors better understand the process of cheese making or other milk processing. What is distinctive about your business and its products? What is your role in the state or national industry? If you have a master cheese maker in-house, be sure to flaunt it. Help tourists understand the education and training of cheese makers. Display awards, ribbons and photos of awards ceremonies. Explain the importance of the organizations that granted those awards to your professional cheese makers. Describe the process of judging and how your products were reviewed and selected. The more customers understand about the professional network in which you operate, the more they will appreciate and value you and your products.

Retail stores. Retail stores are already an important part of cheese tourism in Wisconsin and are among the most common tourism services offered by the state's specialty dairy processors. Nearly three-quarters of the specialty dairy processors in Wisconsin have retail stores (Greenberg 2005).

If you have a retail store, or are looking at establishing one, consider getting some help to select, display and sell your goods. Visit the Fancy Food Show, attend the American Cheese Society annual conference and look for specialty cheese shops in

Wisconsin, Chicago, the Twin Cities and wherever you travel. How are products displayed? What foods are paired with cheeses and other dairy products? Are there similar products you could sell in your store? Look at the offerings at *Savor Wisconsin* (<http://www.savorwisconsin.com/>) for products that can expand your existing product lines to new items from Wisconsin. If merchandized as complements to your products, these other items can help sell your own cheeses and other dairy products. Cheese boards, knives and serving trays can also be a good addition to your retail store. Make sure that the products you choose for resale match the same fine quality of products that come out of your own facility.

Most tourists want to take something home with them. What type of souvenirs can you offer that are consistent with your business's image? Do you have a selection of items in different price ranges to 'match every pocketbook'? Do you offer items for children? Look into diversifying offerings in your retail store---as long as new items are consistent with your company's vision and image. An estimated 70% of tourists to rural destinations spent money on gifts and souvenirs, with food, local crafts and clothing being the things they spend the most money on---after lodging and meals (North Central Regional Extension 1992). Do what you can to offer these goods to tourist.

If your retail shop or store is small, try simply changing and updating your displays to help boost sales. Do you know someone who is good at design, merchandising or marketing? Do they recommend a different floor layout, special lighting or other new ways to display products? What do customers see as they walk in the door? Are there ways that you can improve their first impression? Can you do a better job of drawing them in with an attractive display or product to taste that is within view of the door? Good quality products will 'sell themselves' if you can get them into the mouths of customers so be sure to have plenty of products to taste.

Use a retail store to extend the image of your company and products to those who visit. Create an experience that reflects your business. Most tourists respond well to a welcoming atmosphere that will invite them to get to know you and your business as well as the quality of your products.

Build loyal customers. Find creative ways to encourage people to come back. In-store coupons and other incentives work for some stores. Be sure to give them a way to keep in touch until their next visit (website information, e-sales, mail order, a flyer or brochure with addresses of other retail outlets for your products). Have promotional materials and maps to advertise upcoming local events and other, nearby destinations.

What else can you do to make it easier for customers to buy your products? Will you ship for them if they want to share your products with friends and family elsewhere? Do you sell Styrofoam coolers and freezer packs that they can use to get your products home safely? Do you sell snack sizes of popular items that

either reseal or are small enough for eating on the road? When planning for the needs of your visitors, consider how you want to be treated when you travel.

People. Many issues can arise within your family and among other employees when adding tourism to a business. Evaluate the personalities of your family members and employees who work with you. Objectively determine whether having on-site visitors would work—and under what circumstances. Be sure to assess your situation, the personalities involved and your lifestyle preferences. If someone does not enjoy receiving visitors, find them another job to do. A greeter who enjoys their job will sell product.

What special talents or experience do you have among your family and employees that could serve the needs of tourists? How willing and able are people to have direct contact with tourists? How can you assure that the experience will be positive for all involved? Get a realistic view of the abilities and willingness of your employees.

Businesses that offer agritourism often are forced to put their employees and families on display. Beth Kennett, of Liberty Hill Farm in Rochester, Vermont, says that opening the door to tourists makes the experience akin to living in a fishbowl. She advises that families only go into agritourism if they are secure and comfortable with that kind of public exposure (Kennett and Kennett 2003).

What new labor demands can be expected? How will peoples' job responsibilities be altered with the addition of tourism? Will some work or activities be dropped? Will people have to add on to existing responsibilities or will new employees or volunteers be brought in to attend to these new demands? Can the farm's operations handle the possible disruptions that are likely to be caused by having visitors around?

The issues associated with people and personal contact with visitors cannot be underestimated. ***The single factor most closely associated with success in on-farm agritourism businesses is the attitudes and behavior of farmers and their families toward the visitors*** (Clemens 2004a). Make sure that personal contact and a positive experience are a part of your plans.

Regulatory, licensing and insurance requirements. What are the regulatory and licensing requirements for the tourism operation you propose? Which agencies regulate this type of operation in your area? Conduct a thorough study of all the required permits and licenses. It may be necessary to check regulations at multiple levels: local (city, town, township), county, state or other. Consider the regulators and inspectors as resource people who can and should help you review your options and understand the requirements. It is best to consult with these people early on when you develop your business idea. Bring them in for planning meetings when you discuss issues over which they may have jurisdiction, both in-house and with contractors. What are the financial implications of complying with these regulations? Be sure to include these costs in your budget plans.

Check with your insurance company about liability issues and the recommended coverage to assure protection of your business and personal assets. Some insurance companies can add additional liability coverage to an existing insurance policy to cover tourists. In other cases, the coverage you will need may necessitate a separate policy and possibly even a separate insurer to cover tourism. Policies and insurance premiums will vary by type of business and by location. When discussing liability issues with your insurance agent, it is important to be very specific about the exact activities and offerings you plan to make available to tourists. Not all policies offer coverage of all types of activities or sale of food and other items. Be sure to protect your customers, your business and your personal assets.

In a survey of 140 agritourism operators in West Virginia, 56% of the business owners cited liability insurance as an “overwhelming obstacle” (West Virginia Department of Agriculture 2005). Early assessment of this important requirement is recommended.

Besides checking with your insurance agent about liability issues, talk with other business people who are doing something similar to what you propose. There may be several ways to approach the business you are considering. Advice from someone already doing something similar can likely save you both time and money.

Connecting with a tourism network. It is possible for an individual business in a good location to establish a customer base as a stand-alone agritourism destination. However, it is much more common for agritourism enterprises to be connected to a community, a regional tourism board or a state program that promotes tourism. An ATTRA study that summarizes essential aspects of running agritourism businesses claims that in most cases, three elements need to be in place: 1) Small businesses; 2) Agriculture-related events; and 3) Regional promotion (Adam 2004). Both events and regional promotion require that individual businesses cooperate under some type of network or other entity that promotes regional tourism.

Most folks find that their businesses benefit from being connected with other businesses that offer tourism. Check with local Chambers of Commerce and Wisconsin state agencies (see Appendix) for ongoing tourism events and promotions. Try to take part in a larger tourism network. Cooperation for marketing can offer greater impact than doing it on your own. Networks can pool resources and seek wider support than individual businesses. Share literature on your business with other local businesses. Have a display of brochures and maps that lead people to other nearby tourist sites. Look into creating a system of signs that reflects the businesses involved and directs tourists to each site.

Take advantage of existing advertising and streams of tourists. Look into local festivals or other special events where your business might fit in. These could

include holiday and harvests events, farmers' markets and other attractions. It is good to rely on others who can offer additional tourist services. Tourists tend to have multiple needs and interests. No single business can fulfill everyone's needs, so find ways to cooperate with other businesses and agencies.

CONCLUSIONS

In summary, while some Wisconsin cheese makers and other dairy processors already offer tourism services, this study examines future tourism opportunities for those dairy processors interested in expanding existing services or those interested in initiating tourism as a new income stream.

There is potential for growth in agritourism in the U.S. More than 62 million people in the U.S. currently enjoy agritourism. Trends suggest that leisure tourism to rural areas will continue to increase in the foreseeable future, offering ample opportunity for growth in cheese tourism for Wisconsin businesses.

Tourism can offer Wisconsin companies added income and an alternative income stream that can help increase financial stability and business sustainability. Tourism is also an excellent means to build a loyal base of customers and to educate the public about individual businesses and Wisconsin's dairy industry.

Critical planning and management practices for cheese tourism have been summarized from the four case studies described. These examples and others on the Internet can help Wisconsin companies plan tourism enterprises while taking advantage of the experiences and innovations of others.

Efforts to stimulate cheese tourism in Wisconsin could effectively meet the demands and interests of the tourists described in the literature by building on Wisconsin's strengths: its rich cheese heritage and the unique characteristics of the state's individual businesses.

Entrepreneurs initiating new agritourism opportunities related to cheese and other milk processing would benefit from following general guidelines for business development in assessing real opportunities and challenges, conducting business planning and addressing regulatory issues. Assuring that friendly people who are passionate about the business and its products and unique character are available to greet and interact with tourists is an essential ingredient for a successful cheese tourism business. Finally, connecting to existing tourism offerings will improve any effort.

Wisconsin has multiple strengths for developing cheese tourism. These include: the businesses that comprise the cheese industry, the people involved, the products manufactured and the rich heritage of cheese in the state. A concerted effort to build on Wisconsin's image for excellent quality cheese could benefit these businesses, the state's economy and bring enjoyable, educational and tasty experiences to millions of tourists each year.

REFERENCES CITED

Adam, Katherine L. 2004. Entertainment farming and agri-tourism: Business Management Guide. Fayetteville, AR: ATTRA. National Sustainable Agriculture Information Service. <http://attra.ncat.org/attra-pub/entertainment.html>

Barry, James J. and Daniel Hellerstein. 2004. Farm recreation. In Outdoor recreation for the 21st Century. H. Ken Cordell, ed. State College, PA: Venture Publishing Inc.

Carpio, Carlos E., Michael Wohlgenant and Tullaya Booonsaeng. 2006. The demand for agritourism in the United States. Paper presented at the Southern Agricultural Economics Association Annual Meeting, Orlando, FL. February 5-8, 2006.

Clemens, Roxanne. 2004a. Keeping farmers on the land: Agritourism in the European Union. Ames: Center for Agricultural and Rural Development, Iowa State University.

Cordell, H. Ken. 2004. Outdoor recreation for the 21st Century. State College, PA: Venture Publishing Inc.

Fleischer, A. and Y. Tsur. 2000. Measuring the recreational value of agricultural landscape. *European review of agricultural economics* 27(3):385-398.

Greenberg, Laurie S.Z. 2005. Specialty cheese in Wisconsin: Opportunities and challenges. UW-Madison Center for Integrated Agricultural Systems, July 2005. http://www.cias.wisc.edu/archives/2005/06/30/specialty_cheese_in_wisconsin_opportunities_and_challenges/index.php

Hellerstein, D., C. Nickerson, J. Cooper, P. Feather, D. Gadsby, D. Mullarkey, A. Tegene, and C. Barnard. (2002). "Farmland Protection: The Role of Public Preferences for Rural Amenities." AE Report No.815, USDA/Economic Research Service, Washington, DC.

Hilchey, Duncan and Diane Kuehn. 2001. Agritourism in New York: A Market Analysis. Ithaca: Cornell University. <http://media.cce.cornell.edu/hosts/agfoodcommunity/fap/agtourmktfs.pdf>

Irwin, Elena G., Cynthia J. Nickerson, and Larry Libby (2003). "What Are Farmland Amenities Worth?" *Choices*, 3rd Quarter.

Jolly, Desmond A. and Kristin A. Reynolds. 2005. Consumer demand for agricultural and on-farm nature tourism. Davis, CA: University of California Small Farm Center.

Kennett, Bob and Beth Kennett. 2003. Liberty Hill Farm. Ames: Agriculture Marketing Resource Center. Value-Added Business Profile. October 2003. <http://www.agmrc.org/NR/rdonlyres/389DA6E2-BAD5-4519-A7DF-B9E273E51EA0/0/libertyhillfarm.pdf>.

Kuehn, Diane, Duncan Hilchey, Douglas Ververs, Kara Lynn Dunn and Paul Lehman. 1998. Considerations for agritourism development. Oswego, NY: New York Sea Grant.

Maetzold, James. 2002. Nature-based tourism and agritourism trends: Unlimited opportunities. Presentation at a conference: Future Farms 2002: A supermarket of ideas. Norman, OK. November 15-16, 2002.

Miller, Malinda. 2006. Agritourism profile. Ames: Iowa State University, for AgMRC. <http://www.agmrc.org/agmrc/commodity/agritourism/agritourism/agritourismprofile.htm>

New England Agricultural Statistics Service. 2002. Vermont Agri-Tourism 2002. Concord, NH: New England Agricultural Statistics Service.

North Central Regional Extension. 1992. Marketing crafts and other products to tourists: A guide for craft producers, craft retailers, communities, tourist attractions and hospitality services. North Central Regional Extension Publication #445. Lincoln: University of Nebraska, IANR Communications and Computing Services, Lincoln.

Purdue University. (No date.) Agritourism. Purdue: Purdue Tourism and Hospitality Research Center. <http://fred.enterprise.purdue.edu/wps/portal/s.155/7042>

Randall, Judy L. and Larry D. Gustke. 2005. Top ten travel and tourism trends. Randall Travel Marketing. <http://www.rtmnet.com/>

Rumbletree Incorporated 2003. New Hampshire Department of Agriculture, Marketing Research and recommendations.

West Virginia Department of Agriculture. 2005. West Virginia Agritourism Survey Results. http://www.wvagriculture.org/news_releases/2005/5-26-05.htm

APPENDIX. SELECTED SOURCES OF INFORMATION FOR DEVELOPING CHEESE TOURISM ENTERPRISES IN WISCONSIN

The following is a selection of useful websites and resources for developing tourism opportunities among dairy businesses in Wisconsin.

Agritourism-general sources:

“Agritourism World: Discover the world of agriculture”,
<http://www.agritourismworld.com/>

California Agritourism Database. <http://www.calagtour.org/>

Dairy, cheesery and inn. Siler City, North Carolina
<http://www.celebritydairy.com/>

Farmstop.com is a national directory of farms that are open for agritourists to visit. <http://www.farmstop.com/index.htm>

Heritage tourism is one form of agritourism. Alternative enterprises – Heritage tourism: How to use your land’s legacy to benefit the public and boost your bottom line. Washington, DC: Natural Resources Conservation Service, U.S. Department of Agriculture.
http://www.nrcs.usda.gov/technical/ress/altenterprise/info_heritage.pdf#search=%22nrcs%20alternative%20enterprises%20heritage%20tourism%22

Farmstead dairies engaged in agritourism:

Wisconsin Dairy Farm Tour Directory. Wisconsin Department of Agriculture, Trade and Consumer Protection (WI-DATCP).
<http://www.growwisconsindairy.org/FarmTours/TourDirectory/region.asp>

Cow dairy with tours, retail store and corn maze.
Sturgeon Bay, Wisconsin
<http://www.dairyview.com/>

Farmstead dairy and on-farm retail store.
Bernville, PA.
http://www.nrcs.usda.gov/technical/RESS/altenterprise/success_lesher.pdf

Organic dairy farm hosts weddings, school tours, events.
Stevinson, CA
http://www.nrcs.usda.gov/technical/RESS/altenterprise/success_azevedo.pdf

On-farm dairy and bottling operation with dairy and garden tours
Canton, GA

<http://www.caglesdairy.com/index.htm>

Selected cheese and food trails:

La Route de fromages fines de Quebec.

<http://www.routedesfromages.com/en/accueil.asp>

Sonoma County Food Trails.

<http://www.farmtrails.org>

The Vermont Cheese Trail

Autumn in the country: In a land of leaves, seeking cheese.

The New York Times, October 7, 2005

<http://query.nytimes.com/gst/fullpage.html?sec=travel&res=9404E3DB1E30F934A35753C1A9639C8B63>

Travelers' Guide to Wisconsin Cheese, Beer & Wine.

Wisconsin Milk Marketing Board.

<http://www.wisdairy.com/AllAboutCheese/cheesetourmap.aspx>

Tourism in Wisconsin

The Wisconsin Department of Tourism

(<http://www.travelwisconsin.com/index.html>)

Joint Effort Marketing (JEM) Grant program, Wisconsin Department of Tourism: (<http://agency.travelwisconsin.com/Programs/jem.shtm>).

Wisconsin Food & Culture tourism.

<http://www.wirural.org/Food&CultureTourism.htm>).

Wisconsin Heritage Tourism.

<http://agency.travelwisconsin.com/Programs/heritage.shtm>.