

A photograph of the Shreveport skyline at sunset or sunrise, with a vibrant rainbow arching over the city. The skyline includes several prominent skyscrapers, with the Regions Bank building on the left and the Raymond James building on the right. A large, white, stylized script text 'Plan' is overlaid on the lower half of the image, with '2021' in a bold, yellow, sans-serif font below it. The words 'Tourism Business' are written in a smaller, white, script font above the 'Plan' text.

Tourism Business Plan 2021

SHREVEPORT-BOSSIER CONVENTION AND TOURIST BUREAU
www.Shreveport-Bossier.org



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Letter From The President



Stacy Brown

*Shreveport-Bossier Convention
and Tourist Bureau President*

Tourism Needs the Community's Support as it Recovers from Economic Losses Due to COVID-19

COVID-19 has had a dramatic impact on Shreveport-Bossier's visitor economy. It's forced us at the Shreveport-Bossier Convention and Tourist Bureau to rethink the organization's short and long-term strategic priorities. We believe it is important to address fundamental questions like how the community comes together to optimize overall visitor volume and spending.

This plan has been carefully crafted with stakeholder focus groups in the public and private sectors, a recovery workshop for the Tourist Bureau's board of directors and staff, and a planning session to fine tune strategies.

What we came up with was a plan to provide a recovery road map meant to guide the Tourist Bureau and its partners to an urgent and unified response to the far-reaching impacts of COVID-19. The recovery plan outlines tangible actions to be taken over the next one to three years.

Given the volatility of the current COVID-19 environment, this recovery plan will be a living document which is regularly reviewed and adapted to reflect changing circumstances and to monitor our progress.

This plan, we realize, can't be done by the Tourist Bureau alone if we want to truly bring the community together and have the greatest economic recovery. One of those critical projects that require the input of many is a new community brand inclusive of all industries, in addition to tourism. The rally cry for a new brand has been heard, and we will be reaching out to all sectors of our community for financial, intellectual and community feedback. When this brand is complete, we want it to be something that reflects who we are as a community and we want it to be something that everyone from economic development to healthcare and small non-profits and cultural organizations will embrace and proudly use.

Sure COVID-19 has created some hurdles and downfalls, but it has also created some opportunities for us to move forward in a positive, unified way. We will continue to build the tourism economy in Shreveport-Bossier with your help.

Sincerely,

A handwritten signature in black ink that reads "Stacy A. Brown". The signature is fluid and cursive, with a large, stylized "S" and "B".

Stacy Brown, CDME
President

Our Vision & Mission

The Shreveport-Bossier Convention and Tourist Bureau and its board of directors are united in their vision for the future of the cities' visitor economy. The new vision and mission statements for the organization provide direction for the sustainable growth of Shreveport-Bossier based on the shared interests of stakeholders, visitors and the local community.



Vision

- ➔ To elevate Shreveport-Bossier, Louisiana as the must-experience cultural and outdoor capital of the Ark-**LA**-Tex

Mission

- ➔ Enriching life through tourism



3-Year Strategic Goals

To achieve Shreveport-Bossier Convention and Tourist Bureau's vision, there are four new strategic goals for the organization. The specific objectives for each are listed on the following pages.

- ➔ Strategic Sales & Marketing
- ➔ Collaborative Experience Development
- ➔ Innovative Organization
- ➔ Proactive Community Engagement

#1

Strategic Sales and Marketing

Targets	Initiative	Lead	FY 2021	FY 2022	FY 2023
<p>→ New brand strategy by September 2021</p> <p>→ Attain direct visitor spending of \$786.49 million based on 95% of 2019 numbers by 2022. (Source: <i>Tourism Spending in Louisiana Parishes 2019 Report</i>)</p> <p>→ 106,168 room nights booked by 2021; 124,042 by 2022; and 135,384 by 2023. (Source: <i>2019 Simpleview Reports and Expedia Reports</i>)</p>	Develop a new community brand strategy in partnership with the public sector, community organizations and business leaders.	<p>» Stacy Brown</p> <p>» Brandy Evans</p>	✓		
	Support greater coordination and community-wide promotion of events.	» Brandy Evans	✓	✓	✓
	Pursue target, regional drive, and fly market opportunities through leisure, sports, group tours, and conventions.	<p>» David Bradley</p> <p>» Kelly Wells</p>	✓	✓	✓
	Expand cooperative marketing partnerships for attractions, events and other tourism-related partners.	» Brandy Evans	✓	✓	✓
	Create and share content with non-typical tourism partners to expand awareness of tourism assets.	» Brandy Evans	✓	✓	✓

#2

Collaborative Experience Development

Targets	Initiative	Lead	FY 2021	FY 2022	FY 2023
<p>→ Complete Destination Management Plan with partners by September 2021.</p> <p>→ Obtain commitment to convert Stageworks or alternative multi-purpose sports facility by June 2021.</p> <p>→ Connect hospitality industry to existing workforce development and customer service training programs by May 2021.</p>	Identify a blockbuster event.	<p>» Stacy Brown</p> <p>» Board of Directors</p>	✓		
	Complete a destination management plan with public sector, community organizations and business leaders.	» Stacy Brown	✓		
	Support expanded development of outdoor recreational infrastructure and services.	» Kelly Wells	✓	✓	✓
	Collaborate on future strategy of indoor recreational sports facility.	» Kelly Wells	✓		
	Support further development of entertainment districts.	<p>» Stacy Brown</p> <p>» Board of Directors</p>	✓	✓	✓
	Connect hospitality industry to existing workforce development and customer service training programs.	<p>» Brandy Evans</p> <p>» David Bradley</p>	✓		



#3

Proactive Community Engagement

Targets	Initiative	Lead	FY 2021	FY 2022	FY 2023
<ul style="list-style-type: none"> → Relaunch the Be a Fan of Shreveport-Bossier Ambassador Program by March 2021. → Launch collaborative campaign to promote events and community pride by May 2021, in conjunction with National Travel and Tourism Week. → Launch the annual Athlete Awards Banquet in May 2021. 	Elevate business support and involvement.	<ul style="list-style-type: none"> » Brandy Evans » Kelly Wells 	✓	✓	✓
	Develop advocacy campaign to improve resident sentiment.	<ul style="list-style-type: none"> » Stacy Brown » Brandy Evans 	✓	✓	✓
	Expand regional collaboration.	<ul style="list-style-type: none"> » Brandy Evans 	✓	✓	✓
	Expand organization's advocacy efforts.	<ul style="list-style-type: none"> » Stacy Brown » Board of Directors 	✓	✓	✓

#4

Innovative Organization

Targets	Initiative	Lead	FY 2021	FY 2022	FY 2023
<ul style="list-style-type: none"> → Hit revenue target of \$4.74 million by the end of 2023. → Starting in 2022 set aside a percentage of the budget for operating reserves. → Put a Diversity Equity Inclusion strategy in place by end of 2021. 	Build more public-private partnerships.	<ul style="list-style-type: none"> » Stacy Brown » Kelly Wells » Board of Directors 	✓	✓	✓
	Expand advocacy and initiatives related to diversity, equity and inclusion.	<ul style="list-style-type: none"> » Taylor Gullatt 	✓	✓	✓
	Review board governance to diversify specific business skills and protect assets (eg. Attorney, CPA).	<ul style="list-style-type: none"> » Stacy Brown » Kelly Wells » Board of Directors 	✓	✓	✓
	Explore new revenue streams.	<ul style="list-style-type: none"> » Stacy Brown » Taylor Gullatt 	✓	✓	✓

Administration

Department Goals

The Administration Department exists to provide leadership, financial stewardship and resource distribution for the continual progress of tourism in Shreveport-Bossier by ensuring the organization is run effectively and efficiently.



Here are the strategies that will be implemented to drive results and help the organization achieve its overall goals.

#1 Strategic Sales and Marketing

- Provide staff with tools and insights that will allow them to perform their duties in the most efficient, cost-effective way.

#2 Collaborative Experience Development

- Develop a community-centric Destination Management Plan that provides a research-driven approach to capitalize on the destination's strengths, identifies new opportunities for growth and creates a plan for long-term development.
- Facilitate ongoing partnerships to address issues identified in the 2019 Destination Next Plan that specifically addresses litter and the perceived crime issues that residents, business leaders, government employees, and visitors identified as top issues that adversely affect tourism.
- Develop an advocacy plan to help the gaming industry remain competitive.
- Develop an advocacy plan for the board of directors to support collaborative projects that move the destination forward for future development.
- Utilize the research-driven product development opportunities that come from the Destination Management Plan to create collaboration, resources and partners for future projects.

#3 Proactive Community Engagement

- Secure community partners to financially contribute and participate in the creation of the Destination Management Plan that will address product development, branding, infrastructure, and other destination enhancement initiatives.



#4 Innovative Organization

- ➔ Reach \$3.8 million in hotel tax revenue in 2021 (down 16% vs. 2019), \$4.3 million in 2022 (down 5% vs. 2019), and \$4.6 million in 2023 (up 2% vs. 2019).
- ➔ Develop research-based guidelines and funding protocol to support future product development efforts.
- ➔ Executive staff continues to serve on national boards of directors in tourism, convention and sports marketing to stay connected and competitive in sales efforts.
- ➔ Develop a plan to promote diversity and inclusion both internally and externally.
- ➔ Continually review and analyze the performance of vendors to ensure the organization is receiving the best goods and services for the best price.

Communications Department Goals

The Communications Department is responsible for positive promotion of the destination through advertising, social media, public relations, printed marketing collateral, and visitor experiences. Promotional efforts inspire travel for leisure, group, convention, and sports visitors.



Here are the strategies that will be implemented to drive results and help the organization achieve its overall goals.

#1 Strategic Sales and Marketing

- Work with brand company on research, focus groups and other strategic efforts to secure diverse participation in branding initiative to be complete by September 2021.
- Expand, strategic local marketing efforts of www.SBFunGuide.com to support community-wide promotion of events.
- Launch regional campaigns aimed to generate 25,000 sold hotel room nights by December 2021 and increase to 28,500 by 2023.
- Create a toolkit of materials that can be shared with partners that includes logos, fact sheet, videos, list of tourism resources, etc. that can be distributed once a quarter and launched in conjunction with National Travel and Tourism Week.
- Create a content marketing plan for meetings and groups to boost sales.

#2 Collaborative Experience Development

- Work with brand company on coordination of focus groups, research efforts and other initiatives to establish a Destination Management Plan to be complete by September 2021.
- Promote new and existing workforce development initiatives to local hospitality partners.
- Support and assist in evaluating Shreveport-Bossier's tourism assets and increasing local and regional awareness.
- Support and assist with creation and curation of training materials involved in workforce initiative.
- Begin research and audit to identify tourism assets in neighborhoods and entertainment districts to be completed by December 2021.
- Add neighborhood and entertainment information, itineraries and experiences to www.SBFunGuide.com.
- Promote cooperative opportunities to tourism partners.



#3 Proactive Community Engagement

- ➔ Relaunch the quarterly Be a Fan of Shreveport-Bossier Ambassador Program in 2021.
- ➔ Work with cities, chambers of commerce, hospitality partners, and other identified partners on a local campaign for National Travel and Tourism Week, May 2-8, 2021.
- ➔ Develop resident sentiment survey tool and distribute in the first quarter of 2021 and resend annually in 2022 and 2023 to monitor progress.
- ➔ Develop quarterly/seasonal digital visitor guide supplement that features Shreveport-Bossier partners and celebrates their contributions, fostering stronger community relationships.
- ➔ Develop tourism partner sentiment survey tool for hotels, attractions, restaurants, and event planners and distribute in the first quarter of 2021 and resend annually in 2022 and 2023.
- ➔ Communicate value of marketing efforts and share report with partners once a quarter.
- ➔ Increase tourism partner participation in Google My Business.

#4 Innovative Organization

- ➔ Identify marketing opportunities to promote diversity and inclusion on all materials.
- ➔ Identify a broader scope of local businesses to purchase service or products from.
- ➔ Continued education efforts will be ongoing to stay informed on digital trends and capitalize on them.
- ➔ Support, assist with diversity, equity and inclusion initiatives.
- ➔ Actively ensure that the Shreveport-Bossier Attractions Association board of directors, membership, and organizational events are diverse. Will proactively seek and invite all local tourism partners to participate in an inclusive organization.
- ➔ Seek more Black and minority-owned restaurants to participate in 318 Restaurant Week.

Convention & Tourism Sales Department Goals

The Convention and Tourism Sales Department provides expert sales and customer service strategies to secure returning and new conventions and group tours for the destination through direct sales, promotions, site visits, trade shows, and other initiatives.



Here are the strategies that will be implemented to drive results and help the organization achieve its overall goals.

#1 Strategic Sales and Marketing

- ➔ Target sales with a plan to return to 2019 production levels within three years.
- ➔ Targeted approach to secure citywide conventions, social, military, education, religious and fraternal groups (SMERF), meetings, group tours, and opportunities for individual hotels.
- ➔ Tradeshow attendance at proven shows and sales missions to assigned markets.
- ➔ Identify and utilize local festivals and events to entertain and conduct site visits highlighting the region's assets.
- ➔ Target the regional Dallas-Fort Worth, Houston and New Orleans chapters of Meeting Planners International (MPI) to secure meetings.
- ➔ Partner with Louisiana Travel Association (LTA) to represent Shreveport-Bossier at six group tour-related tradeshows.
- ➔ Conduct and organize a minimum of two in-market familiarization trips for meeting planners and group tour operators.

#2 Collaborative Experience Development

- ➔ Offer quarterly education for partners to collaborate and package experiences.
- ➔ Engage attractions and hotels to work together and encourage collaboration.
- ➔ Continue to develop packages and work with hotels and partners to create valued opportunities for individual and smaller group travelers.
- ➔ Increase efforts with the Shreveport Convention Center and Hilton Shreveport to solicit opportunities for citywide conventions.
- ➔ Identify and promote a blockbuster annual event to grow the economic impact for the region.
- ➔ Continue to build and partner with the holiday programs including the Louisiana Holiday Trail of Lights and other local organizers to support group tourism for the period of November to December.



#3 Proactive Community Engagement

- ➔ Relaunch the Family Reunion Workshop inviting the local community and businesses to participate.
- ➔ Offer in-market education to increase room nights sold through wholesale travel organizations.
- ➔ Invite tourism partners to participate in sales missions and site visits with the sales team.
- ➔ Assist partners with proactive marketing and sales tools to assist with direct sales at the hotel properties.
- ➔ Work with chambers of commerce, local government, and state tourism officials to seek meeting opportunities.
- ➔ Create and promote the Meeting Services Tool Kit that stimulates bookings with local businesses and partners.
- ➔ Develop a 'Keep it in the Neighborhood Program' designed to refer visitors to neighboring hotels when they are sold out.
- ➔ Continue to assist the local businesses with creating visitor experiences and conventioner programs in the areas surrounding the Shreveport Convention Center, Red River District in downtown Shreveport, and Louisiana Boardwalk Outlets and East Bank District in Bossier City.

#4 Innovative Organization

- ➔ Identify and participate with state programs with direct sales activities.
- ➔ Seek diverse vendors from the local market whenever possible to keep the economic impact at home.
- ➔ Be leaders in projecting true diversity and inclusion.
- ➔ Continue to leverage local partnerships to assist with meeting and group sales.

Shreveport-Bossier Sports Commission Goals

The Shreveport-Bossier Sports Commission is a division of the Shreveport-Bossier Convention and Tourist Bureau that works in partnership with the City of Shreveport, City of Bossier City, Caddo Parish Commission, Bossier Parish Police Jury, and Red River Waterway Commission. The Sports Commission brings government, business and hospitality partners together to develop, support, and promote the growth of sports events that impact overall destination marketing, tourism and sales efforts in the region.



Here are the strategies that will be implemented to drive results and help the organization achieve its overall goals.

#1

Strategic Sales and Marketing

- ➔ Advocate for the Shreveport-Bossier Sports Commission so that citizens, governmental entities, and public and private organizations understand the role of the Sports Commission.
- ➔ Work with the local, regional, and national sporting community to attract them to the area utilizing existing public and private venues.
- ➔ Continue to look at the rural parishes to attract sporting events that support those communities.
- ➔ Develop Sports Commission brand awareness through public relations, cross-promotion with event organizers, signage opportunities, speaking at community events, and social/digital promotions.
- ➔ Redevelop the SB Sports Connector Program and introduce an annual team member sponsorship opportunity that covers all events not related to the Red River Balloon Rally.
- ➔ Work with area media partners to promote events and sports commission activities via social media, digital and traditional platforms.
- ➔ Continue being an active participant in Team Louisiana to keep sporting events in the state.
- ➔ Continue attending tradeshow that fit the objectives that the Sports Commission has set to attract new and current sporting events to the area.

#2

Collaborative Experience Development

- ➔ Work with partners to develop events and use their fan base to cross promote sports events.
- ➔ Grow partnership with the chambers to continue growing the Sports Biz Challenge and to find unique ways to engage the Sports Commission and the business community.
- ➔ Explore new ideas on hosting events that engage the community from a participant standpoint.
- ➔ Use sporting events to promote more non-traditional venues.



#3 Proactive Community Engagement

- ➔ Create opportunities for local officials, board members, and other entities to attend prospective sporting events that would fit in Caddo and Bossier Parish and surrounding rural parishes.
- ➔ Team up with area businesses to offset expenses and grow the events by utilizing trade and/or other financial commitments.
- ➔ Work with local businesses to develop additional volunteer groups and increase volunteer opportunities.
- ➔ Continue to meet with community advisory council on an annual or quarterly basis to promote the Sports Commission and its partners.
- ➔ Share the economic impact with the community to advocate for the Sports Commission's initiatives to grow sports tourism.
- ➔ Redevelop local organizing committees to support sports events.

#4 Innovative Organization

- ➔ Support community initiatives by sponsoring Athlete of the Week, Athlete of the Year Awards, etc.
- ➔ Track Sports Commission marketing efforts to generate website, public relations and social media engagement.
- ➔ Showcase emerging sports through local media partners to generate more awareness and support of sports events in the local community.
- ➔ Continue product development efforts to spur development of new or repurposed indoor sporting venues to attract larger sporting events for the community.
- ➔ Intellectual collaboration and input from staff and partners that allow the Sports Commission to continue being effective and efficient.

2020 Board of Directors & Staff



2020 Board of Directors

Jason McKinney, Chairman

Louisiana Restaurant Association

Ashley Davis, Vice Chairman

Bossier City Mayor's Office

Dick Bremer, Treasurer

Greater Shreveport Chamber of Commerce

Pam Glorioso, Secretary

Bossier Office of Community Services

Sandy Cimino

Bossier Chamber of Commerce

Wanda Bennet

Bossier Parish Police Jury

Edie Festavan

Caddo Commission

Randy Slagle

Caddo Rural Municipalities

Taylor Jamison

Shreveport-Bossier African American Chamber of Commerce

Shelli Murphy

Shreveport-Bossier Attractions Association

Beth Smiley

Shreveport-Bossier Attractions Association

Joanna Folse-Alexander

Shreveport-Bossier Hotel/Motel Association (Bossier)

Rob Brown

Shreveport-Bossier Hotel/Motel Association (Bossier)

Jason Roberts

Shreveport-Bossier Hotel/Motel Association (Shreveport)

Emma Hebert

Shreveport-Bossier Hotel/Motel Association (Shreveport)

Matthew Snyder

Shreveport Mayor's Office

Administration Department

Stacy Brown

President

Taylor Gullatt

Vice President of Operations

Charlotte Rice

Executive Assistant

Ruth Hunter

Finance Director

Communications Department

Brandy Evans

Vice President of Communications

Pat Gill

Internet and Systems Manager

Aly Velasquez

Marketing Manager

Liz Crews

Graphic Design Manager

Shalisa Roland

Public Relations/Digital Content Manager

Lila Davis

Visitor Center Manager

Betty Walpool

Visitor Services Specialist

Convention & Tourism Sales Department

David Bradley

Vice President of Sales and Services

Jessica Rodgers

Regional Convention Sales Manager

Suzanne Card

Convention Sales Manager

Erica Telsee

Tourism Sales Manager

Shreveport-Bossier Sports Commission

Kelly Wells

Executive Director

Nicholas Kopka

Logistics Manager

Matthew Hammock

Partner/Sponsor Manager

Sara Aymond

Sports Sales Manager

Allyson Walker

Marketing Manager



| *Contact Us*



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