

VISIT SHREVEPORT-BOSSIER 3 YEAR

STRATEGIC Plan 2024



[VisitShreveportBossier.org](https://www.VisitShreveportBossier.org)

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STACY BROWN

*Visit Shreveport-Bossier
President*

LETTER FROM THE PRESIDENT

Shreveport-Bossier is a place with enough flavor, style, and soul for two cities. We're not the same, but we're not all that different, either. All of us want to share what's special about our home. We all want to see our area grow and show off what we've already grown together. And even though we have a lot to be proud of, we also know we have many more opportunities in our shared future to be the communities we want to be.

People who live, work, and play here are diverse, creative, resilient, and community-minded. We love to have fun. We're real. We don't put on airs. And we make no apologies for that. We encourage residents to look around with open hearts and minds to see everything we have to offer. Lean in and get involved! We know you'll find a community that welcomes you with open arms.

We are Visit Shreveport-Bossier (VSB), previously known as the Shreveport-Bossier Convention & Tourist Bureau. Our name is new, but our mission is still to show visitors how our communities are alive with music, art, food, festivals, history, and adventure. We all win when people travel to our cities and parishes, stay in our hotels, eat somewhere amazing, listen to our incredible music, and experience our many dynamic events and attractions.

In addition to showcasing what is, Visit Shreveport-Bossier is invested in what could be. As we embark on a new chapter, we want to introduce our three-year strategic goals, a roadmap designed to propel Shreveport-Bossier into a future of growth and prosperity. These goals are not just about tourism; they are about cultivating a thriving local community. The future is bright for our area, and with community commitment, government support, and other partnerships, these goals are the blueprint for our future growth together.

Through these goals, we aspire to make Shreveport-Bossier a destination that not only captures the imagination of travelers but also becomes a source of pride for residents. We may be two cities, but we have one heart that connects us all when it comes to making our communities more vibrant places to live. As we like to say, "Find Your Place. Find Your People." We have a vast and diverse range of both. When people visit us, they see we're not like anywhere else. They explore a little bit of this, a little bit of that, and they find a whole lot of US.

Sincerely,

Stacy A. Brown, CDME
President

PURPOSE STATEMENT

Shreveport
Bossier

TWO CITIES. ONE HEART. UNITING
COMMUNITIES THROUGH TOURISM, SPORTS,
FESTIVALS AND EVENTS.



CORE VALUES

- 1 DIVERSE:** THERE'S DIVERSITY IN OUR PEOPLE, OUR PERSPECTIVES, AND OUR EVENTS.
- 2 CREATIVE:** THINGS GROW HERE. IT'S IN OUR ROOTS. WE BUILD, CREATE, HEAL, AND INNOVATE.
- 3 RESILIENT:** WE ARE UNAPOLOGETIC AND HOPEFUL. WE STAND UP FOR WHAT WE BELIEVE IN AND FOR EACH OTHER.
- 4 COMMUNITY-MINDED:** THE RED RIVER RUNS BETWEEN US BUT DOESN'T DIVIDE US.
- 5 REAL:** WE HAVE ENOUGH FLAVOR, STYLE, AND SOUL FOR TWO CITIES. FIND YOUR PLACE AND YOU'LL FIND YOUR PEOPLE.





ENOUGH
Flavor,
STYLE
AND SOUL
FOR TWO CITIES.

3-YEAR STRATEGIC GOALS

To fulfill Visit Shreveport-Bossier's purpose statement, there are four new strategic goals for the organization. The specific objectives for each are listed on the following pages.

- ▶ STRATEGIC SALES & MARKETING**

- ▶ COLLABORATIVE DESTINATION MANAGEMENT**

- ▶ PROACTIVE COMMUNITY ALIGNMENT**

- ▶ SUSTAINABLE ORGANIZATION**



STRATEGIC GOALS

1 STRATEGIC SALES & MARKETING

TARGETS	STRATEGIC INITIATIVES	LEAD
<p>Increase room nights 5% YOY for next 3 years</p> <p>Complete development of 10 itineraries by Q1 2024</p> <p>Launch new meetings campaign by end of 2024</p> <p>Launch new sports campaign by end of 2024</p>	Capitalize on the new brand to foster unity and community pride.	All staff
	Increase partner use and buy-in of our community brand.	CEO/Marketing/ Destination Development
	Continue to develop meeting sales strategies and materials.	Sales/Marketing
	Continue to develop sports and events strategies.	Sports/Marketing
	Develop market itineraries and experiences.	Sales/Marketing/ Destination Development

2 COLLABORATIVE DESTINATION MANAGEMENT

TARGETS	STRATEGIC INITIATIVES	LEAD
<p>Identify key players and music assets by end 2024</p> <p>Launch new inner-city connector for events in 2024</p> <p>Activate outdoor recreation grants by 2024</p>	Increase our advocacy for waterfront and downtown development.	CEO/EVP/Destination Development
	Improve the overall welcome experience at major gateways for all modes of travel.	CEO/EVP/Destination Development/ Marketing
	Secure partners and funding to increase sports tourism infrastructure.	CEO/EVP/Sports
	Support the development of inner-city transportation/connector and tour operator.	CEO/EVP/Destination Development
	Advocate for upgrades at major transportation corridors.	CEO/EVP/Destination Development
	Co-lead the development of a music trail/ museum and music festival.	All Staff
	Increase our role in air service development.	CEO
	Develop grants to support outdoor recreation small business development.	CEO/EVP/Destination Development

STRATEGIC GOALS (CONT.)

3 COMMUNITY ALIGNMENT

TARGETS	STRATEGIC INITIATIVES	LEAD
<p>Establish a blight coalition by Q1 2024</p> <p>Host RCMA conference in 2026</p>	Increase our advocacy for addressing blight and cleanliness (Shreveport Environmental Court, Shreveport Green, Keep Bossier Beautiful, Love the Boot).	CEO/Operations/ Destination Development
	Expand collaboration with faith-based communities to foster civic pride and attract more religious meetings and events.	CEO/Operations/ Destination Development
	Expand quarterly forums to support minority-owned small business development (VSB, DDA, MPC, Cities, Parishes, NLEP, EAP, Chambers).	CEO/Operations/ Destination Development
	Provide greater support for creator economy.	All staff
	Increase advocacy and solutions for addressing crime and public safety.	CEO/Operations/ Destination Development
	Expand community engagement and messaging.	All staff

4 SUSTAINABLE ORGANIZATION

TARGETS	STRATEGIC INITIATIVES	LEAD
<p>Establish AI training by Q1 2024</p> <p>Audit all non-sustainable material usage across the organization</p>	Increase collaboration with public and private sectors to secure funding for VSB.	CEO/Sports
	Increase technology education and capabilities for staff (AI, training, accounting, data sharing).	Operations
	Improve sustainability efforts for all internal processes and materials.	Sales/Marketing/ Operations
	Prioritize staff development in market.	CEO/Operations

ADMINISTRATION DEPARTMENT GOALS

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

1 STRATEGIC SALES & 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

- ▶ Begin implementation of the 10-year 2023 Destination Master 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 challenges identified in the Destination Master Plan 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 and staff to support collaborative projects that move the destination forward for future development.
- ▶ Utilize the research-driven product development opportunities that come from the Destination Master Plan to create collaboration, resources and partners for future projects.

3 PROACTIVE COMMUNITY ENGAGEMENT

- ▶ Secure community partners to financially contribute and participate in the implementation of the Destination Master Plan that addresses product development, branding, infrastructure, and other destination enhancement initiatives.

4 INNOVATIVE ORGANIZATION

- ▶ Reach **\$5.7 million** in hotel tax revenue in **2024 (+2% YOY)**, **\$5.8 million** in **2025 (+2% YOY)**, and **\$5.9 million** in **2026 (+2% YOY)**.
- ▶ 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.
- ▶ Review and analyze vendor performance to ensure the organization is obtaining optimal goods and services at the most competitive prices.

MARKETING & 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.

1 STRATEGIC SALES & MARKETING

- ▶ Make VisitShreveportBossier.org and the Visit Shreveport-Bossier app the authority on what is happening in our area.
- ▶ Year-round, uninterrupted SEM strategy to lure visitors to our site.
- ▶ Continue to push the community brand messaging.
- ▶ Build and execute data-driven marketing plans.
- ▶ Assist conventions and sports teams through advertising and collateral support.

2 COLLABORATIVE EXPERIENCE DEVELOPMENT

- ▶ Work collectively to execute the Destination Master Plan.
- ▶ Help develop a new blockbuster event.
- ▶ Re-imagine visitor touch points.
- ▶ Support workforce development initiatives.
- ▶ Collaborative Experience Development.
- ▶ Engage with diverse communities to support their initiatives.
- ▶ Update the airport and downtown Visitor Centers.
- ▶ Continued engagement to help promote National Travel & Tourism week.
- ▶ Partner and promote local vendors and businesses.

3 PROACTIVE COMMUNITY DEVELOPMENT

- ▶ Work with cities, chambers of commerce, hospitality partners, and other identified partners on a local campaign for National Travel and Tourism Week.
- ▶ Communicate value of marketing efforts and share report with partners once a quarter.

4 INNOVATIVE ORGANIZATION

- ▶ Showcase EDI initiatives in Bureau materials and marketing plans.
- ▶ Utilize relevant data from our third-party providers to make better informed decisions.
- ▶ Share relevant data with partners.
- ▶ Highlight the diversity of Shreveport-Bossier through all marketing channels.
- ▶ Stay ahead of emerging platform trends.



CONVENTION & TOURISM 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.

1 STRATEGIC SALES & MARKETING

- ▶ Develop a marketing campaign with incentives targeting need periods.
- ▶ Attendance at trade shows targeting meetings and event planners.
- ▶ Utilizing local festivals/events to entertain and conduct site visits to better highlight our region.
- ▶ Presence at various trade shows to drive new business to market.

2 COLLABORATIVE EXPERIENCE DEVELOPMENT

- ▶ Reignite the group tour effort through strategic marketing, servicing inquiries, and building and maintaining a vibrant itinerary program for group and individual travelers adaptable to all market segments.
- ▶ Biannual education for partners to collaborate and stay current with the travel industry.
- ▶ Engage attractions and hotels to work together and encourage collaboration.
- ▶ Increase efforts with Citywide-TRIAD offers to increase opportunities for areawide business for conventions with an extra incentive for need periods.
- ▶ Continue to include local partners in the solicitation and closing process for meetings and conventions, creating an atmosphere of true partnership and buy-in for areawide business. This has been effective with closing good economic impact events.
- ▶ Identify and promote a blockbuster annual event with a local organization with a proven track record of new and innovative activities that will attract visitors and continue to grow economic impact for the region. Work with local festivals and Mardi Gras Krewes to attract strong attendance outside the day tripper drive market.

CONVENTION & TOURISM DEPARTMENT GOALS (CONT.)

3 PROACTIVE COMMUNITY DEVELOPMENT

- ▶ Citywide-Triad efforts, including incentives to help attract needed business.
- ▶ Assist and educate partners with proactive tools the communications and marketing team creates for consumer sales. The plan is to include the local hotel and attraction associations.
- ▶ Work with chambers, local government, and state tourism officials to promote the Visit Shreveport-Bossier and Sports Commission brands, seek opportunities, and close business for the community.
- ▶ Create a services tool kit pointing visitors and planners to local attractions, businesses, and Visit Shreveport-Bossier partners.
- ▶ Continue to assist local businesses in creating visitor experiences and conventioner programs in the districts where visitors can mix with locals and help the local economy.
- ▶ Continue collaborating with communities east of Shreveport Bossier on the I-20 corridor to attract frequent individual travelers, tour groups, and sports events creating demand.

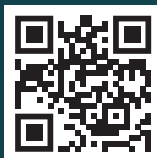
4 INNOVATIVE ORGANIZATION

- ▶ Be leaders in projecting true diversity and inclusion and lead by example. Both in human resources hiring practices and business relationships.
- ▶ Include all area businesses in the opportunities they can benefit from.
- ▶ Seek and develop best practices to attract and keep high-valued groups and travelers from all market segments.
- ▶ Promote and tout the example of diverse history and work with LOT on the Civil Rights Trail program. Show our local history.
- ▶ Continue to show results for effort with regimented tools for recording effort and results.

**WE DON'T
JUST HAVE A
GOOD TIME
WE *Revel* IN IT.**



WE LIVE EVERY DAY LIKE IT'S A *Festival.* SOMETIMES WE DON'T EVEN NEED A REASON TO CELEBRATE



MAKE EVERY
MOMENT COUNT
DOWNLOAD THE APP!





SHREVEPORT–BOSSIER SPORTS COMMISSION GOALS

The Shreveport-Bossier Sports Commission, a division of Visit Shreveport-Bossier, collaborates with local government entities such as the City of Shreveport, the City of Bossier City, the Caddo Parish Commission, the Bossier Parish Police Jury, and the Red River Waterway Commission to develop, support, and promote sports events, enhancing the region's destination marketing and tourism efforts.

1 STRATEGIC SALES & MARKETING

- ▶ Advocate for the Shreveport-Bossier Sports Commission locally to citizens, government officials, and the business community to understand the role and mission of the sports commission.
- ▶ Work with local, regional, and national sporting event organizers to attract them to the market and commit to multi-year agreements with our destination.
- ▶ Continue to promote the rural areas to attract sporting events that support those communities.
- ▶ Work closely with LOT and Team Louisiana to promote a united sports effort throughout the state.
- ▶ Roll out the Shreveport-Bossier Sports Commission brand awareness through public relations, cross-promotion with event organizers, signage opportunities, speaking engagements at community events, and social/digital promotions.
- ▶ Work with area media partners to promote events and activities via social media, digital, and traditional platforms.
- ▶ Attend industry tradeshows and sales missions to attract new and current sporting events to the community.

2 COLLABORATIVE EXPERIENCE DEVELOPMENT

- ▶ Work with partners and event organizers to develop events and use their fan base to cross-promote activities.
- ▶ Grow partnerships with first responders and healthcare to find unique ways to engage our local medical community.
- ▶ Explore new ideas for hosting events that engage the community from a participant standpoint.
- ▶ Use sporting events to promote more non-traditional venues.

SHREVEPORT-BOSSIER SPORTS COMMISSION GOALS (CONT.)

3 PROACTIVE COMMUNITY DEVELOPMENT

- ▶ Include local officials, board members, and other entities to attend prospective events that fit in Caddo and Bossier Parishes.
- ▶ Team up with area businesses to host events.
- ▶ Work with area businesses and organizations to develop additional volunteer groups and increase volunteer opportunities.
- ▶ Share the economic impact with the community to advocate for the Sports Commission initiatives to grow sports tourism.
- ▶ Develop local organizing committees to support sports events.

4 INNOVATIVE ORGANIZATION

- ▶ Support community initiatives by sponsoring Athlete of the Week and Battle of the Bags.
- ▶ Implement sports commission marketing efforts to generate website traffic, public relations, and social media engagement.
- ▶ Showcase emerging sports through local media partners to generate awareness and community support.
- ▶ Continue product development efforts to spur the development of new or repurposed indoor sporting venues to attract larger sporting events for the community.
- ▶ Intellectual collaboration and input from staff and partners to allow the sports commission to continue being effective and efficient through a comprehensive sports facility and market study.

FIND YOUR
PLACE
FIND YOUR
People





ACTIVITY CALENDAR

The Visit Shreveport-Bossier Activity Calendar below highlights some of the major events scheduled in 2024. These include festivals, public relations campaigns, community outreach projects, as well as sports and meetings/conventions hosted in Shreveport-Bossier. All events are subject to change. For questions about any of these, please email info@visitshreveportbossier.org.

2024

LEGEND: ■ EVENT ■ MEETING/CONVENTION ■ SPORTS ■ COMMUNITY

JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE

■ Rose Parade	■ Mardi Gras Parades	■ 318 Restaurant Week	■ SBAA Seminar	■ Excellence in Hospitality Awards	■ Let the Good Times Roll Festival
■ SBAA Seminar	■ LSHAA State Wrestling	■ NCWA Championships & Convention	■ Getaways Quarterly Contest	■ National Travel & Tourism Week	
■ Getaways Quarterly Contest		■ Louisiana Probation & Parole Officers Conference	■ GCAC Track & Field Championships	■ Mudbug Madness	
■ MLK Dreamkeepers Weekend		■ National Square Dance Convention	■ Archery Shooter Association	■ Red River Rumble F1 Powerboat Competition	
			■ Love the Boot Week		
			■ Louisiana NENA/APCO		
			■ Louisiana Fire Chiefs Association		

JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER

■ SBAA Seminar	■ Diamond Youth Baseball World Series	■ Red River Revel	■ SBAA Seminar	■ SRS Crown Championship / Pet Palooza	■ Holidays on the Red
■ Getaways Quarterly Contest	■ International Council of Corvette Collectors	■ Battle of the Bags	■ Getaways Quarterly Contest	■ Holidays on the Red	■ LSU vs. Grambling Women's Basketball Game
■ Centerpoint Energy Red River Balloon Rally	■ LTA Summit		■ Red River Revel	■ GCAC Volleyball	■ Radiance Technologies Independence Bowl
■ Diamond Youth Baseball World Series	■ Louisiana Municipal Association		■ Culinary Trails	■ Rockets Over the Red	
■ International Council of Corvette Collectors			■ SRS Crown Championship / Pet Palooza		

2024 BOARD OF DIRECTORS & STAFF

2024 BOARD OF DIRECTORS & STAFF

BETH SMILEY, CHAIR

Shreveport-Bossier Attractions Association

JEROME DUBOSE, VICE CHAIRMAN

Bossier Chamber of Commerce

CHARLES JOHNSON, TREASURER

Shreveport Mayor's Office

ANDREA BUTLER, SECRETARY

Shreveport-Bossier Attractions Association

JASON ROBERTS

Shreveport-Bossier Hotel/Motel Association

ROB BROWN

Shreveport-Bossier Hotel/Motel Association

TIFFANY EVANS

Greater Shreveport Chamber of Commerce

JOANNE FAYARD

Bossier Office of Community Services

PAM GLORIOSO

Bossier Parish Police Jury

CASEY HARTLEY

Caddo Parish Commission

BILLY ANDERSON

African American Chamber of Commerce

JASON MCKINNEY

Louisiana Restaurant Association

RANDY SLAGLE

Appointed by Caddo Rural Municipalities

ADMINISTRATION

STACY BROWN

President & CEO

AARON BRONSON

Executive Vice President

CHARLOTTE RICE

Director of Administration

RUTH HUNTER

Finance Director

LILA DAVIS

Visitor Center Manager

BETTY WALPOOL

Visitor Services Specialist

CANDY WELCH

Visitor Services Specialist

FAYE TAYLOR

Visitor Services Specialist

COMMUNICATIONS

KATHARYN DEVILLE

Vice President of Marketing and Communications

ALEX EINERSON

Senior Marketing Manager

DESIREE FREY

Marketing Manager

ALLIE DOSS

Digital Marketing Manager

EMMA BOONE

Public Relations & Digital Content Manager

CONVENTION & TOURISM SALES

DAVID BRADLEY

Vice President of Business Development

SUZANNE CARD

Convention Sales Manager

JESSICA RODGERS

Convention Sales Manager

CLAIRE GUIN

CRM Sales/Service Coordinator

SHREVEPORT-BOSSIER SPORTS COMMISSION

DAVID BRADLEY

Vice President of Business Development

SARA AYMOND NELMS

Director of Sports

MATT HAMMOCK

Senior Sponsorship Manager


CICELY PARSON


Event Manager


TERESA MANLEY


Event Manager


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