

Louisiana Tourism Collegium 2010

Final Report

June 2001



Louisiana



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Summary Report Louisiana Tourism Collegium 2010

I. EXECUTIVE SUMMARY

In 1999, research noted that “...there are some early warning signs that Louisiana’s tourism industry is entering a stage of maturity after 12-15 years of expansion and development.” Data collected for 1997 and 1998 indicated that growth in certain key sectors of the industry had peaked, and that a slowdown and decline for the industry were possible. Many factors had contributed to this situation, and it was suggested that visionary thinking and concerted actions by government and the private sector were needed in order to stabilize and reverse the situation.

Thus, Lieutenant Governor Kathleen Babineaux Blanco convened 80 Louisiana tourism leaders to meet in Baton Rouge on November 28-29, 2000. The meeting, entitled *Louisiana Tourism Collegium 2010*, had as its primary purpose that of discussing key issues likely to affect the state’s tourism industry in the next 10 years, and identifying necessary public and private sector strategies to address the most significant ones. The Lieutenant Governor appointed a small Collegium Planning Committee, led by the Louisiana Sea Grant College Program at LSU, which prepared six background papers during the summer of 2000 on the key issues deemed to be of greatest significance to the state’s tourism industry in the coming decade: Workforce Development, Product Development, Marketing, Technology, Quality of Life, and Tourism Infrastructure. In the interest of impartiality, out-of-state tourism and recreation experts from Florida, Oregon, Delaware, Texas, and South Carolina facilitated the focus group discussions.

The 80 participants were assigned to specific groups based on their knowledge of and experience with the subject as well as their understanding of tourism’s future needs and concerns. The six papers (which participants received in advance), served as the point of departure for the focus group discussions. They contained annotated information regarding the existing situation for each particular issue, likely developments in the next decade, and a discussion of the most critical issues that the industry will confront. The Planning Committee also provided some stimulating questions of specific relevance to Louisiana’s tourism industry.

Although the participants deliberated in six independent focus groups, common or recurring themes and some ideas concerning strategic directions for future action emerged from the two days of dialogue.

Theme 1. Enhancing Visitors’ Experiences Is Needed to Counter the Competition. The tourism marketplace is dynamic and the competition for visitors intense. If Louisiana is to sustain tourism growth in the next decade, it must constantly strive to enhance its visitors’ experiences to insure recurring visitations and visitor referrals. In order to respond to this challenge, the participants proposed four strategic directions: (1) improving the quality of many of the state’s smaller attractions and adding new tourism products; (2) developing and maintaining visitor-oriented facilities and services in order to assist visitors once they arrive in Louisiana; (3) building more “pride in place” among the state’s residents, and (4) training front-

line tourism staff and other service personnel who come into frequent contact with Louisiana's visitors.

Theme 2. A Long-Term Educational Campaign to Educate Louisianians on the Significance of the Hospitality Industry Needs to Be Undertaken. The participants concluded that there is a need to help develop the industry as a career choice for Louisianians of all ages and skill levels, and insure the public's continued support in the state and local policy arena. The industry proposed addressing this issue by: (1) developing a sustained, public relations effort designed to instill state pride and a positive image for the industry among the state's residents, and (2) preparing constant reminders for legislators, parish, and local officials regarding the economic enhancement provided by the industry.

Theme 3. All Promotional Strategies Must Be Constantly Revisited to Reflect the Dynamic Changes in the Marketplace. A rapidly changing U.S. and regional population picture and technology will shape much of tourism marketing's future direction. Louisiana's tourism leaders recommended that the state increase the amount of market research that is conducted, and that serious consideration be given to broadening the focus of promotional efforts to include more conventions and carefully targeted niche markets.

The Collegium's Planning Committee, after having reviewed the information generated during the focus group meetings, concluded that greater specificity was needed concerning directions and proposed actions. Too, there is a need for prioritization when one considers the many suggestions that were proposed to Lieutenant Governor Blanco. To this end, the Planning Committee suggests the following near-term actions:

1. Lieutenant Governor Blanco should convene selected members of the hospitality industry within the next several months. The visionary, 10-year thinking down-the-road process would benefit from having a group of 30 or so individuals (or smaller groups of up to ten persons each, if more appropriate) craft some practical approaches for tackling the most critical issues. The group or groups would then provide state government and the tourism industry with more specific actions that could be undertaken, and help set priorities for industry-wide response.

Several issues merit additional discussions. The Education and Training group, for instance, expressed a need for additional meeting(s) with the objective of improving inter-institutional coordination mechanisms, and identifying funding for training and education. The Infrastructure group felt strongly that the tourism industry needs to become more involved in the development aspects of the state's entire public infrastructure. The Product Development group advocates more rail corridors, state parks, bicycle paths, state-of-the technology welcome centers, improved directional signage, etc. The Quality of Life group recommended that a "Livable Louisiana" program be developed to help address the issue of lack of community pride that unfortunately remains very apparent in many of the state's communities.

The Planning Committee also made some suggestions regarding who should attend the next large meeting or smaller group meetings. If several smaller groups are reconvened for topical discussions such as those noted for the Education and Training and Quality of Life groups, then

the core of the invitees should be drawn from those who attended the particular focus group discussions during the Collegium. Several other persons could be invited from a list of names suggested by some Collegium participants, the facilitators, industry groups, and state officials. In the event that only one large meeting of 30 or so persons is convened by the Lieutenant Governor, then some key Collegium participants should be invited along with representatives from selected statewide and regional organizations.

2. Convene a Marketing Roundtable before the end of 2001. The Collegium's third recurring theme was one that suggested a need for periodic revisits of marketing and promotion strategies in light of the dynamic changes that are taking place in the tourism marketplace. As was discussed in the Technology and Marketing focus groups, particular attention needs to be given to the increased role being played by technology in all marketing aspects, not just promotion. They urged that advanced market research be conducted and that development initiatives that target on-line clientele be planned and implemented. The state should capitalize on the phenomenal growth being experienced in the use of the existing DCRT web sites. These and other marketing-related discussions can take place during a Marketing Roundtable. The Planning Committee envisions a daylong meeting of 25-30 geographically balanced, marketing experts. The Roundtable would methodically discuss two- to five-year demographic, technological and other trends and their implications for Louisiana's tourism, analyze current and planned marketing programs and make some recommendations as to marketing strategies that ought to be pursued.

II. BACKGROUND and INTRODUCTION

A. Purpose

A Collegium or "meeting of (Louisiana tourism) peers" was convened on November 28-29, 2000 at the Pennington Biomedical Research Center in Baton Rouge, by Lieutenant Governor Kathleen Babineaux Blanco. The meeting was for the purpose of (a) discussing key issues likely to affect the state's tourism industry in the next 10 years, and (b) identifying necessary public and private sector strategies to address these issues. The 80 participants (See Appendix 1-*List of Participants*) received, in advance, background papers on six key issues that had been deemed by industry, government and academic leaders to be of greatest significance to the state's tourism industry in the coming decade. The papers were entitled:

Education and Training: Workforce Development and Customer Service

Product Development: Keeping Up With Changing Demand

Marketing: What Needs to Happen?

Technology: Conducting Business in an Era of Rapid Innovations

Quality of Life: Preserving Tourism Assets for the Future

Tourism Infrastructure: Essentials for Maintenance and Development

They were prepared during the summer of 2000 by the Louisiana Sea Grant College Program at LSU (Sea Grant), in close cooperation with a Planning Committee designated by Lieutenant Governor Blanco and Mr. Philip J. Jones, Secretary of the Department of Culture, Recreation,

and Tourism. Additional input and review of the papers was provided by six out-of-state tourism and recreation experts that eventually served as facilitators of the six focus group discussions that took place during the Collegium. Dr. Mark Bonn, Professor at the Dedman School of Hospitality at Florida State University chaired the Education and Training group. Dr. Marion Clarke, the recently retired Marine Extension Program Leader with the Florida Sea Grant College Program at the University of Florida facilitated the discussions of the Product Development group.

Mr. James Falk, the Marine Extension Program Leader with the Delaware Sea Grant College Program at the University of Delaware, led the discussions of the Marketing group. Dr. Bruce DeYoung, a Visiting Professor at LSU and Professor at Oregon State University's College of Business Administration and Oregon Sea Grant College Program facilitated the discussions for the Technology focus group. Dr. Thomas Potts, an Associate Professor with the Strom Thurmond Institute of Government and Public Affairs at Clemson University chaired the Quality of Life group. Tourism Infrastructure discussions were led by Mr. Dewayne Hollin, Coastal Business Management Specialist with the Texas Sea Grant College Program at Texas A & M University.

For the better part of two days, the six focus groups deliberated to define:

Existing challenges/critical topics that are likely to grow in significance and magnitude during the next decade, and

Possible recommendations or strategies that the public and private sectors can adopt to help meet these challenges.

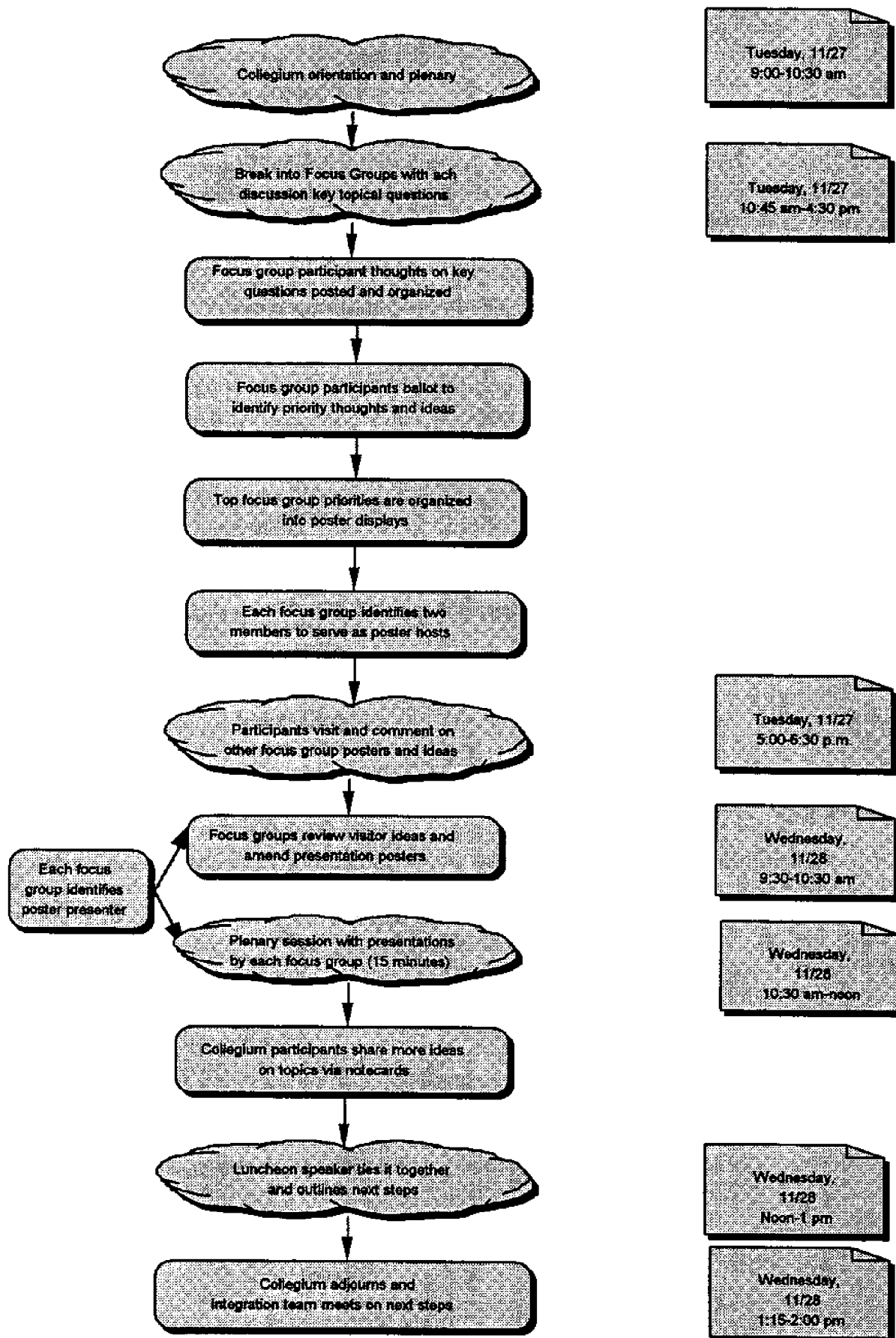
B. Discussions' Process

After welcoming remarks by Ms. Barbara H. Roy, Assistant Secretary, Office of Tourism, and Lt. Governor Blanco, Dr. Suzanne Cook, Senior Vice-President for Research, Travel Industry Association of America delivered the keynote address entitled, "Tourism Futures: Looking Out to 2020" (*Appendix 2*). Following an orientation on the Collegium process (*Figure 1*) by Sea Grant's Mr. Michael Liffmann, each of the groups adjourned to their respective meeting rooms.

For ease of discussion and continuity purposes, the multiple questions (and sub-questions) that appeared in each of the background papers ("Key Questions for Focus Group Participants") were prioritized and posted in the various meeting rooms. They served as the subjects of discussion and focus for the participants. During the course of the two-day meeting, the participants devoted over eight hours to responding to the questions, grouping the responses, and establishing priorities (responses to key questions can be found in *Appendix 3*).

On the Collegium's final day, each group made 15-minute presentations that highlighted the priorities and main recommendations. Focus group presentations appear in *Appendix 4*.

Figure 1. Tourism Collegium 2010: Vision Development Process



The initial questions posed to the focus group participants were:

Education and Training

1. Are workforce shortages confined to particular geographic or specialized occupational areas? (What skills are needed to sustain the industry? What can be done?)
2. Should governments become more involved in the industry's workforce problems? (Is the industry unified enough to address the issue or is institutional fragmentation a problem? What can be done?)
3. Has any particular sector of Louisiana's tourism industry begun experimenting with "innovative ways" for addressing workforce needs? (If so, give examples or if not, share suggestions)
4. Is there a need for a tourism/hospitality training model(s)? (If so, who should be responsible for the required action(s)? What institutional structures or relationships exist that could develop answers to these questions?)
5. The issue of funding for training is a major one. Are there models in other states and countries, which might apply to Louisiana's needs?
6. Are there any other critical workforce issues that the tourism industry needs to address?

Product Development

1. How can we increase the number of visitors to Louisiana's existing attractions and events?
2. What events or attractions can be added to Louisiana's product mix to continue attracting visitors?
3. What kind of public-private programs need to exist to improve the quality of Louisiana's attractions?
4. What "threats" loom on the horizon for Louisiana's attractions? What actions need to be taken to avert crises?
5. Can we foresee any other product development issues that merit attention and action?

Marketing

1. How safe is the state's .03 percent sales tax dedication for tourism marketing? (Is there an alternative(s) to the dependence on this source? Is privatization an opportunity worth exploring?)

2. What, if anything, can be said or done to prevent the redirection of local marketing and promotion funds for other economic development purposes? (Can the tourism industry propose alternatives for local governments?)
3. Is Louisiana targeting the proper markets --boomers, seniors, travel trade, international, southeastern states, etc--or should we head in new directions? (What media should be used to effectively reach new target markets?)
4. What events, attractions, or attributes (food, music, history, outdoors, etc.) should be considered for marketing Louisiana over the next 10 years?
5. What and how can we better package so that we can most effectively reach the desired target audiences?
6. Do we need additional public-private partnerships to facilitate marketing? (How can we improve on the existing arrangements?)

Technology

1. What technology-based strategies should Louisiana's tourism industry adopt and pursue to increase its tourism market share?
2. What can be said about Louisiana's presence on the Web? (Its communities? Its attractions?) Has everyone bought-in? How do we keep the presence fresh? What are the budgetary implications?)
3. Are we using enough technology to satisfy tourists' information needs once they get here? (Low power radio, kiosks, etc.)
4. Are we using technology to interact with our visitors once they have returned home? (Are we learning the extent of their satisfaction with their Louisiana experiences and getting suggestions for improvements?)
5. What kind of technological developments are taking place in the hospitality sector of the industry that might affect infrastructure needs?
6. Are there opportunities for public attractions and private enterprises to collaborate in co-marketing on-line? (Can you suggest some demonstration projects efforts involving these parties?)
7. Are Louisiana tourism businesses and organizations transacting business and exchanging information on the Web? (How can this be facilitated?)

Quality of Life

1. Are there any looming environmental threats that could jeopardize tourism growth? (Are cultural travelers likely to continue coming to the state? If these are concerns, what can be done to address them?)
2. Does the tourism industry need to get more involved in preserving natural resources or should that be left entirely to resource management agencies? (How about cultural and historical heritage resources?)
3. Should the tourism industry tackle quality of life concerns in Louisiana? (Should this involvement be at the state level or just locally? Should a strategy be devised to do this?)
4. Should state government, namely DCRT and the Lieutenant Governor's Office, take a more expansive view of their mission and work on issues affecting the livability of the communities that are dependent on the tourism industry?
5. Does Louisiana need to develop and promote a sustainable tourism strategy?
6. Are there any other quality of life issues that the tourism industry needs to address? (For instance, downtown revitalization and Main Street efforts. Is the tourism industry doing as much it can to help address these types of community development efforts? What else can or should be done?)

Public Infrastructure

1. Is Louisiana's public tourism infrastructure in shape to cope with projected growth? (What can be done?)
2. Should Louisiana have a tourism infrastructure development policy? (If so, who should take the lead? What would be a logical next step?)
3. Is there a need for the industry to recommend state and regional infrastructure priorities? (If so, what would be the most effective mechanism(s) to do this? Who should take the lead?)
4. What can the tourism industry do to help ease conflicts over infrastructure development issues that have been surfacing in many host communities?
5. What do you envision as the next major infrastructure projects that will help sustain tourism growth well into the next decade? (What do you think is our largest public infrastructure challenge that might result in a decline in tourism in the next decade unless it is addressed?)
6. What can be done to provide stable funding bases for tourism projects? (Bricks and mortar? Operations and maintenance? State parks? Should we look into tourism infrastructure building programs like the ones in Illinois and Montana? Are there any other arrangements that appear to

have worked elsewhere? Is privatization part of the answer? If so, what aspects? Who should take the lead?)

III. RECURRING THEMES AND STRATEGIC DIRECTIONS

Although the participants deliberated in independent focus groups, common threads or recurring themes emerged (*Figure 2*). The themes highlight the important challenges and opportunities for Louisiana's tourism industry, as it prepares for the first decade of the 21st. century. The three themes, in no particular order, involve a need to:

- * Enhance visitors' experiences
- * Educate Louisianians, from all walks of life, about the hospitality industry
- * Frequently revisit promotional strategies to reflect a changing marketplace and newer technology

Theme 1. Enhancing Visitors' Experiences is Needed to Counter the Competition

If Louisiana is to sustain tourism growth in the next decade, then the industry and state government must constantly strive to enhance visitors' experiences. There is an ongoing need to insure recurring visitations and visitor referrals. The tourism marketplace is dynamic, and competition for visitors is intense. Tourists expect and demand more partly because they have become more experienced. Their tastes, values, and interests are constantly changing and they have become sufficiently sophisticated so as to discern quality.

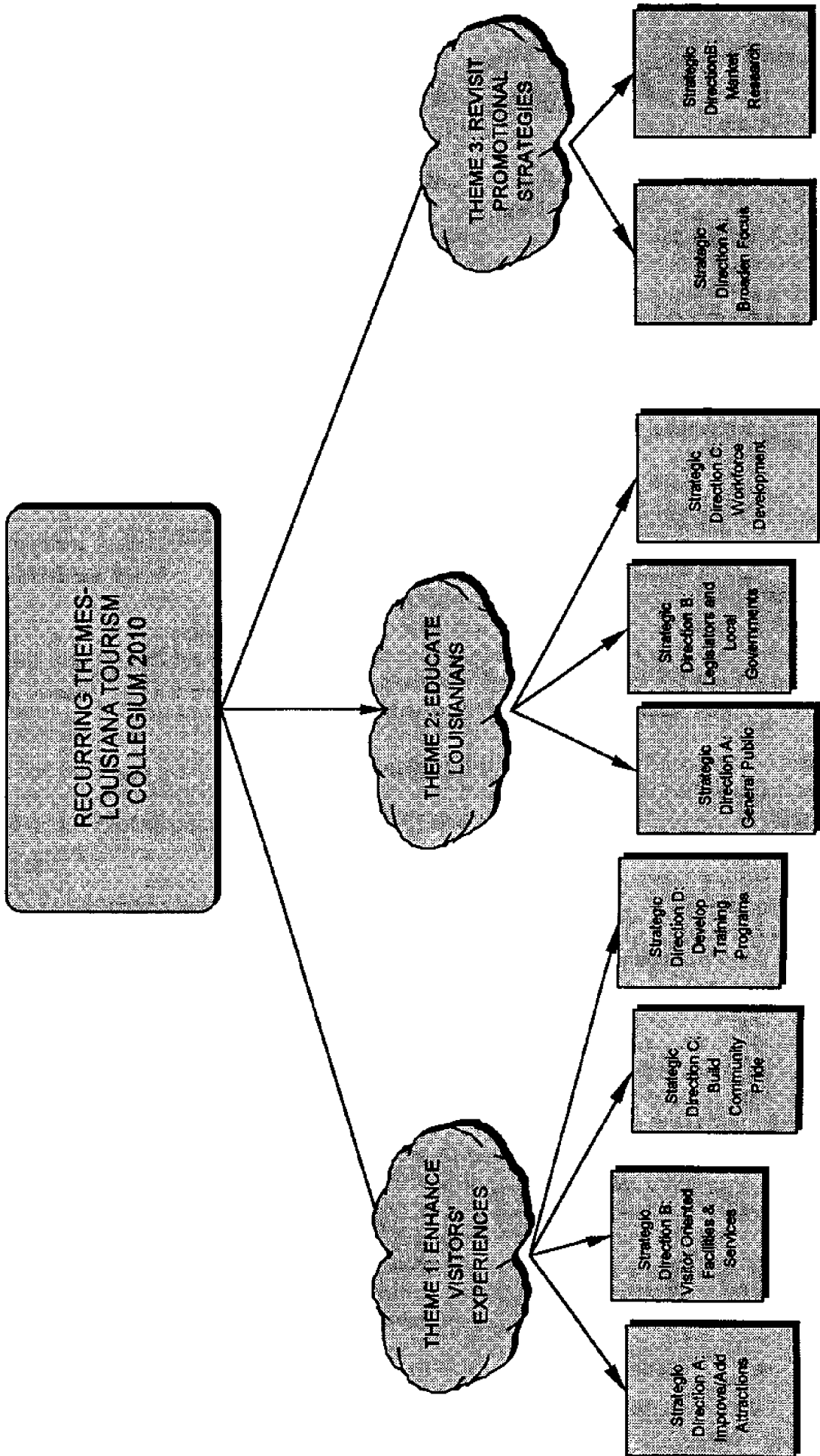
Louisiana can respond to this tourism marketplace challenge by devising strategies and implementing steps that address issues relative to (1) existing and future tourism products, (2) the quality of visitors' facilities and services, (3) building of community pride, and (4) improving customer service. In addition, improvements and developments to the state's tourism infrastructure are needed to accommodate growth and attract new visitors.

Strategic Direction A. We must improve the quality of many of our smaller attractions and add new tourism products.

Louisiana's tourism industry and its products are, by and large, entering a stage of maturity after 12-15 years of rapid expansion and development. They now confront intense competition, product life cycles that need refreshing, changing demographic profiles, as well as changes in consumer preferences. Smaller attractions are particularly vulnerable and new methods are needed that will enable owners/operators to better respond to a fluid and dynamic marketplace. E-commerce opportunities, in particular, should be stressed so as to ensure that no one is left behind.

Arguably, attractions and events are the engines, which generate pleasure travel. Louisiana's tourism products appear to be in a favorable position from an overall consumer demand standpoint, but we cannot afford to rest on our laurels. We need to develop quality new products and refresh established ones so that they appeal to past as well new travelers. Expanding the

"What Will It Take To Sustain Tourism Growth in the Next Ten Years?"



tourism product inventory can be a means for encouraging repeat visitation or attracting new visitors with differing interests. Possibilities include more outlet malls, health spas, additional golf courses, interactive museums/attractions, destination theme parks, and water-based tourism.

New products may also be designed to appeal to cultural and natural heritage travelers wanting “learning-type” vacations. They seek quality, authentic products that do not jeopardize the resources, which they came to visit, and by extension, added value to their experience. Louisiana should also consider developing new tourism products that emphasize our unique cuisine, musical diversity, arts and crafts, and antiques.

Strategic Direction B. Visitor-oriented facilities and services must be developed and maintained in order to assist visitors once they arrive in Louisiana. Significant attention needs to be given to Louisiana’s major gateways—highway entrances and airports, notably New Orleans International Airport.

Tourism development is inextricably linked to facilities and services. Historically, destinations and tourist attractions only achieved significance when they became readily accessible to visitors, and the facilities and services were deemed more than adequate by travelers. If Louisiana is to remain competitive, then transportation systems and public facilities and services will have to be a top tourism industry priority.

Louisiana's main highways and roads remain in urgent need of repair and the brunt of the negative impacts is being felt at local and regional levels. In addition, the state’s major highway gateways require increased attention through beautification efforts and ongoing, second-to-none, maintenance programs. It is not too early to be considering further upgrades of the state’s welcome centers and rest stops. Such facilities are essential. Security risks and highway litter problems persist, particularly at interstate interchanges, and although the signage situation has improved dramatically during the last decade, much still remains to be accomplished and sustained on this front.

Air service into and throughout Louisiana needs to be improved, and particular attention needs to be given to supporting increased intrastate air service. The New Orleans International Airport (NOIA) plays a very significant role in state tourism development and requires extensive infrastructure investments. The high cost of new construction could well be contained with completion and approval of NOIA’s current master plan for development.

Rail transportation could play a more significant role to transport passengers to and through Louisiana. A state of the technology, intrastate rail system and historic rail tours would not only improve access to the state’s attractions, but would serve as attractions in and of themselves.

We must constantly seek ways for enriching the Louisiana travel experience while selling the entire state. Some modern technologies provide excellent and cost-effective means for communicating with visitors while they are driving through the state. For instance, tourists often have information needs that are not satisfied by billboards or publications. Internet technology is evolving rapidly and motorist information systems will provide easy access to this type of

medium. We should also increase the number and locations of interactive kiosks. Wireless data transfer and low power radio offer similar opportunities to communicate with our visitors once they arrive.

Strategic Direction C. Community pride remains a significant issue and Louisianans need to have more “pride in place” if visitors are to have premier experiences.

Community pride and ongoing support are necessary preconditions for sustainable tourism development, and many host communities in our state are concerned over issues that affect the necessary “pride in place”. Many are preoccupied over issues such as maintenance and protection of natural and cultural settings, health and safety, traffic, and the deteriorating state of public infrastructure. To compound matters, conflicts between communities and tourism interests are almost inevitable considering the growing volume of visitors to our state. Tourism will be cited as creating or exacerbating many of the aforementioned problems.

A degradation or loss of community pride and visible controversies over sustainability and compatibility will diminish the quality of visitors’ experiences, and ultimately result in the loss of interest on the part of tourists in a particular area, and perhaps the state as a whole. These emerging concerns need to be proactively addressed. Ignoring them in the near-term will only delay the inevitable.

The Lieutenant Governor’s Office and DCRT can provide the leadership that is needed to get Louisiana’s tourism industry to help address the problem by agreeing to broaden its mission beyond merely focusing on delivering tourism services. The industry has a favorable reputation, speaks loudly, and is very influential at the state and community levels. Community pride can be addressed through a concerted, long term and all-inclusive “Livable Louisiana” program. Such a program would have as its mission that of educating our citizens regarding measures needed to enhance the quality of our lives. Communities will have to buy-in to the concept and help shape the favorable experiences for visitors.

Louisiana must develop a sense of place that will help us achieve pride in our places. The litter and dumping issue is the most common, visible manifestation of the problem, and we may never effectively address this visible problem without solving the broader, community pride issue.

Strategic Direction D. Front-line tourism staff and other service personnel come into frequent contact with Louisiana’s visitors. Orientation and skills training programs need to be instituted and maintained to make our state even more hospitable and to improve the workforce.

Louisiana must continue to strive to create a very welcoming atmosphere for visitors by consistently providing high quality services within the hospitality industry. This aspect is perhaps the single most important ingredient for ensuring repeat clientele and setting us apart from the competition. Training programs for front-line staff and other personnel should be available for all persons who meet and serve tourists.

Consistent, high quality training does not just happen; it must be carefully planned, and a long term, institutionalized training process needs to be adopted throughout the state in order to be effective over time. It cannot simply be a sporadic effort, and requires serious commitment on the part of the institutions and organizations involved in assisting the industry. This ranges from state and local governments, to schools and colleges and universities, as well as trade organizations. There is a high level of turnover in most front-line staff and service positions and a continuous stream of new workers need to be trained in hospitality skills as well as the provision of visitor information. Front-line employees need to (1) have a good understanding of visitor needs and expectations, (2) be given tips and techniques for successful communications and customer service, and (3) have solid information about attractions and services, state and local tourism facts, figures, and answers to the age-old question, "So, what is there to do around here?"

Modern technology can be used to provide such training. Distance learning centers at educational institutions can make use of satellite and Internet technology to provide much of the training in a cost-effective manner.

Theme 2. A Long-Term Campaign to Educate Louisianans on the Significance of the Hospitality Industry is Needed

A long-term, educational campaign that focuses on the significance of the hospitality industry and targets the state's citizens is needed for two main reasons. First, there is a need to help position the industry as a career choice for Louisianians of all ages and skill levels. Residents need to be consistently reminded about employment opportunities within this rapidly expanding service sector. Employee recruitment and retention is a major challenge. Nationally, for instance, the U.S. Department of Commerce projects employment in hotels, motels, and other lodging places to increase 18 percent over the 1998-2008 period, faster than the 15 percent growth projected for all industries combined. Job opportunities, they predict, will be concentrated in the largest occupations—chefs and cooks, hotel desk clerks, janitors and cleaners, including housekeepers.

The second reason for educating Louisianians on the importance of the industry is the ongoing need to insure the public's continued support in the state and local policy arena. The state's residents—and their government representatives--need to be constantly informed about the industry's economic significance. This is particularly important as the state and its communities seek to cope with fiscal problems, while at the same time having to sustain growth by enhancing visitors' experiences and expanding marketing efforts.

Strategic Direction A. The general public must be constantly educated on the economic and social worth of the hospitality industry.

A sustained, public relations effort designed to instill state pride and a positive image for the industry should be undertaken. Such an effort should feature testimonials from individuals involved in the many facets of the industry, endorsements from prominent industry personalities,

and information regarding the economic importance of the industry, and how it offers career choices for people of all ages, ethnic groups, and skill levels.

It is not just the general public that needs to be reminded of the industry's economic significance to the state. Employers, who are often reluctant to allow their employees to participate in career development training opportunities, need to be reminded of the positive impact of training on the corporate bottom-line.

Strategic Direction B. Legislative and local governments, as well as the industry itself, need to be constantly reminded about the merits of the hospitality industry.

Legislators, parish and local officials need constant reminders regarding the economic enhancement that is provided by the industry, and the steady turnover of public officials makes it imperative that the hospitality industry devise and maintain an ongoing educational campaign. The issue becomes particularly critical when competition for scarce public dollars becomes more intense, and dollars heretofore set aside for relevant infrastructure or product development are in jeopardy, or there is a need to preserve the funding dedicated to state marketing.

One way to effectively engage public officials is to actively participate in identifying state and regional infrastructure priorities which benefit and support tourism, including sewer and water systems.

Strategic Direction C. Better coordination of government entities involved in workforce development is urgently needed.

The state's tourism industry faces many workforce challenges, notably recruiting, training, retaining, and continuing education. The industry must become better organized, unified on issues related to training, and prepared to dedicate resources for training of all levels of employment. There is also a need for standardization of skills sets among institutions of higher learning. More money is not necessarily the answer rather an improved alignment of what is available already.

Theme 3. Promotional Strategies Must be Constantly Revisited to Reflect the Dynamic Changes in the Marketplace

Promotional strategies must be constantly revisited to reflect the dynamic changes in the marketplace. The tourism marketplace is growing, changing, and very volatile. A rapidly changing U.S. population picture and technology will shape much of tourism marketing's future direction. Similar demographic trends are being observed in the seven surrounding states that constitute Louisiana's primary market area, and many major sectors of the tourism industry are hurriedly responding to these changes.

Marketing is the single most important focus of Louisiana's tourism industry, and the primary consumer target markets are families consisting of adults ages 25-54, with children at home, and household incomes of \$35,000 + per year. Also, those frequent travelers making four or more

trips to the state per year. The state's secondary target markets are seniors, over age 55, with no children at home and having incomes of over \$30,000 per year. African-Americans and Hispanics between the ages of 25 and 54 with household incomes of over \$25,000 are also secondary targets of the state's marketing efforts. Other domestic niche markets that are being pursued include adventure and cultural-historical travelers. Media plans have been developed for Louisiana's top 20 major markets in Texas, Arkansas, Mississippi, Alabama, and west Florida. Louisiana also promotes internationally in cooperation with representatives in Canada, Germany, the United Kingdom, France, Brazil, Mexico and Central America, and Italy.

Strategic Direction A. In light of a rapidly changing population picture and technological innovations, Louisiana should broaden the focus of its promotional efforts.

Several focus groups suggested that Louisiana consider modifying its advertising strategy to include more targeted niche marketing. In their opinion, more resources need to be allocated to developing and sustaining a vibrant natural and cultural-heritage based tourism product, while continuing to expand the state's global presence. These efforts would be aided by developments in information technology that will enable the state to more cost-effectively compete in new and expanded markets.

The promotion of conventions is primarily the responsibility of CVBs and local governments. A statewide promotional effort that targets conventions would increase the total number of visitors to the state, according to the recommendations of a focus group.

Strategic Direction B. There is a distinct need to increase the amount of market research that is conducted.

The most significant role in marketing the state is played by the Office of Tourism. Forecast, recent, and real-time information are essential. Not only for being able to determine the needs and wishes of the ever-changing marketplace, but also to insure that the proper components of Louisiana's tourism product are made available.

There is thus an ongoing need for information that can only be collected through market research and planning. Marketing is much more than selling, and actual promotion should only take a fraction of the marketing resources that are actually expended. More needs to be dedicated to research. Louisiana needs much more information about new and target markets, customer attitudes, and preferences. There are constant changes in the identity of visitors, their tastes, values, and interests. There are changes also in the kinds, types, and levels of competition; changes in the consumer culture, and of course, issues such as aforementioned political, economic and technological realities that are in constant flux. These data will contribute to the development of new products, and help all remain "fresh" and competitive.

More Louisiana tourism market research can: (1) provide useful information to tourist attractions and other operators that will help reduce their risk; (2) provide an information base that will lead to new markets; (3) enable OT and other organizations to stay in touch with the market, identify trends, and anticipate changes so that responses can be developed on the basis of

facts versus perceptions; (4) reduce the risk of unexpected changes and enable quick modifications to react to changes; (5) aid by looking into traveler attitudes concerning Louisiana's tourism products.

IV. SUGGESTED COLLEGIUM FOLLOW-UP ACTIONS

By all accounts, the Collegium was successful. The six focus groups held productive discussions concerning the biggest challenges and most critical topics facing the state's tourism industry in the next 10 years. The groups also made some specific recommendations that tourism interests--state, local and private--should consider adopting in order to satisfactorily address the issues.

The recommendations issued by the groups were synthesized into common threads or themes and further divided into the nine strategic directions described above. The Collegium's Planning Committee, after having had the opportunity to review all of the above information, reconvened to answer the question: "Where do we go from here?"

The Planning Committee concluded that greater specificity was needed concerning the directions and proposed actions. Too, there is a need for prioritization when one considers the many suggestions that were proposed to Lieutenant Governor Blanco. To this end, the Planning Committee suggests the following near-term actions:

1. Lieutenant Governor Blanco should convene selected members of the hospitality industry within the next several months. This follow-up action is recommended as a result of suggestions made by the Education and Training, Marketing, Quality of Life, and Infrastructure focus groups. The visionary, 10-year thinking down-the-road process would benefit from having a group of 30 or so individuals (or smaller groups of up to ten persons each, if more appropriate) craft some practical approaches for tackling the most critical issues. The group or groups would then provide state government and the tourism industry with more specific actions that could be undertaken, and help set priorities for industry-wide response.

Several issues merit additional discussions. The Education and Training group, for instance, expressed a need for additional meeting(s) with the objective of improving inter-institutional coordination mechanisms, and identifying funding (through resource mapping) for training and education.

The Infrastructure group felt strongly that the tourism industry needs to become more involved in the development aspects of the state's entire public infrastructure. The group suggested that the Office of the Lieutenant Governor take the lead on this front, and help develop a tourism infrastructure development policy that would then fit into the state's overall master plan for infrastructure development. Such a proactive role would also (1) encourage other components of the tourism industry to become more involved in this critical aspect of the state's economic, social and environmental well-being, (2) enhance tourism's visibility with other departments, and (3) improve the feasibility of introducing new and/or improving existing tourism products, such as the ones proposed by the Product Development Group--historic rail corridors, state parks, bicycle paths, state-of-the technology welcome centers, improved directional signage, etc.

The Quality of Life group recommended that a “Livable Louisiana” program be developed to help address the issue of lack of community pride that unfortunately remains very apparent in many of the state’s communities. The focus group acknowledged that the community pride issue transcends the Department, but felt strongly that leadership was necessary. The Office of the Lieutenant Governor and DCRT can play significant roles in raising awareness and improving this situation statewide. Under any circumstance, “pride in place” approaches need to be incorporated into DCRT’s strategic plan and the topic will be the theme of the 2001 Louisiana Rural Tourism Development Conference.

Who should attend this next large meeting or smaller group meetings? If several smaller groups are reconvened for topical discussions such as those noted for the Education and Training and Quality of Life groups, then the core of the invitees should be drawn from those who attended the particular focus group discussions during the Collegium. Several other persons could be invited from a list of names suggested by some Collegium participants, the facilitators, industry groups, and state officials. In the event that only one large meeting of 30 or so persons is convened by the Lieutenant Governor, then some key Collegium participants should be invited along with representatives from selected organizations that would include LTPA, LRA, LHMA, LAA, and the LACVB. The larger group would be directed to provide suggested approaches for addressing the six strategic directions proposed under themes 1 (Enhancing Visitors’ Experiences) and 2 (Educating Louisianians).

In the longer term, and once the group or groups have met and provided greater specificity on the suggested plans of action, then perhaps they might consider establishing a coalition/consortium/alliance-type arrangement whose primary purpose would be to promote addressing the topics identified as being of priority.

2. Convene a Marketing Roundtable before the end of 2001. The Collegium’s third recurring theme was one that suggested a need for periodic revisits of marketing and promotion strategies in light of the dynamic changes that are taking place in the tourism marketplace. As was discussed in the Technology and Marketing focus groups, particular attention needs to be given to the increased role being played by technology in all marketing aspects, not just promotion. Both groups noted that rapid changes are taking place on the information technology front and the volume of e-commerce transactions is growing exponentially. They urged that advanced market research be conducted and that development initiatives that target online clientele be planned and implemented. The state should capitalize on the phenomenal growth being experienced in the use of the existing DCRT web sites.

These and other marketing-related discussions can take place during a Marketing Roundtable. The Planning Committee envisions a day-long meeting of 25-30 geographically-balanced, marketing experts representing OT, Peter A. Mayer, large hotels and restaurants, major attractions and special events, and CVBs with significant marketing budgets. The Roundtable would methodically discuss two- to five-year demographic, technological and other trends and their implications for Louisiana’s tourism, analyze current and planned marketing programs—not just OT’s, but also those of other significant marketers such as New

Orleans, large casinos and other major attractions, large CVBs, etc.—and make some recommendations as to marketing strategies that ought to be pursued.

It could also make recommendations as to DCRT's role in the electronic marketing era. Should the Department consider hiring a marketing specialist with experience in e-commerce to facilitate online marketing? Should it consider conducting more online research to determine who uses the DCRT web sites? Should the Department conduct additional conversion research of online users to determine the effectiveness of the existing sites? Other ideas?

It can be concluded that Louisiana's tourism industry and government leaders are well aware of the changing economic, social and technological landscape that is facing the industry. It is also apparent, that the industry is poised to tackle most of the significant issues, many of which are contentious, that pose a threat to sustaining the industry's progress during the latter part of the twentieth century. Furthermore, there is a widespread consensus that more needs to be done to properly develop a plan(s) of action. After all, the challenges related to the changing environment, sustaining momentum, redesigning and rethinking how the Louisiana's tourism industry goes about doing business are often daunting. But, commitment is essential and those attending the Louisiana Tourism Collegium 2010 are prepared to take on the challenges of developing the industry to remain competitive, yet compatible with the state's overall goals.

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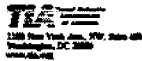
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***Appendix 2—“Tourism Futures:
Looking Out to 2020”***

TOURISM FUTURES LOOKING OUT TO 2020

Presented by
Dr. Suzanne Cook
Senior Vice President, Research



MANY FUTURES

- *The Long Boom*, Schwartz, Leyden and Hyatt
- *2025, Scenarios of U.S. and Global Society Reshaped by Science and Technology*, Coates, Mahaffie and Hines
- *Gray Dawn*, Peterson
- *Bowling Alone*, Putnam
- *Prime Time*, Freedman

In 1942, IBM forecast the world demand for computers at five.

*"Heavier than air machines are impossible."
(Physicist William Thompson, Lord Kelvin,
1895)*

*"By AD 2000 one can retire with a comfortable
income at age 50; and retirement will be
compulsory at 60..." (R. G. Ruste, American
Heritage, 1967)*

DRIVERS OF CHANGE

How will They Interact to Influence Travel
Behavior?

- Demographics as Destiny
- Technological Imperative
- Scientific Possibilities
- Global Opportunities
- Environmental Realities

QUESTIONS FOR TODAY

- Who will be tomorrow's travelers and what will they do?
- How will technology and changing work/leisure patterns affect the nature of travel planning and travel itself?
- What role will travel play in our lives in 2020?
- What can we do to help create our most desirable future?

Over 1 Billion Domestic Person-trips

+

48.5 Million International Visitors



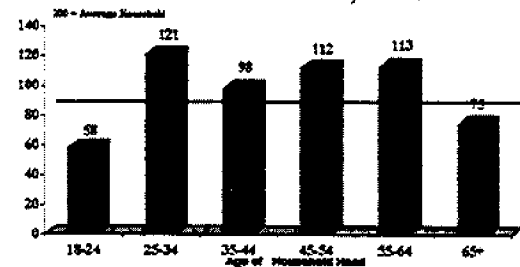
Source: Travel Industry Association of America and Tourism Operators/Associations/Trade Administrations

DOMESTIC TRIP VOLUME BY AGE OF HOUSEHOLDER, 1999

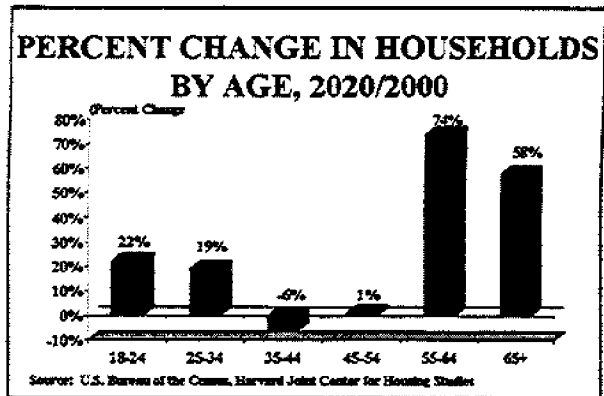
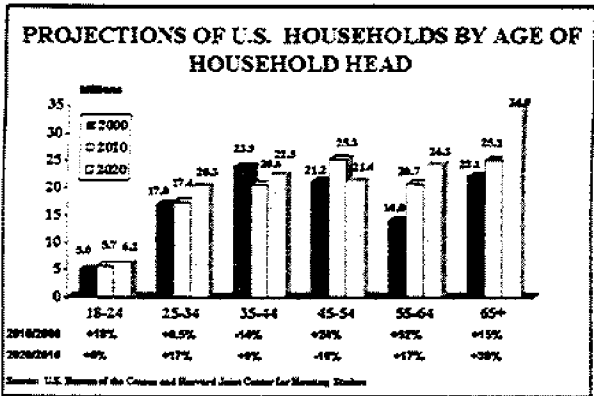
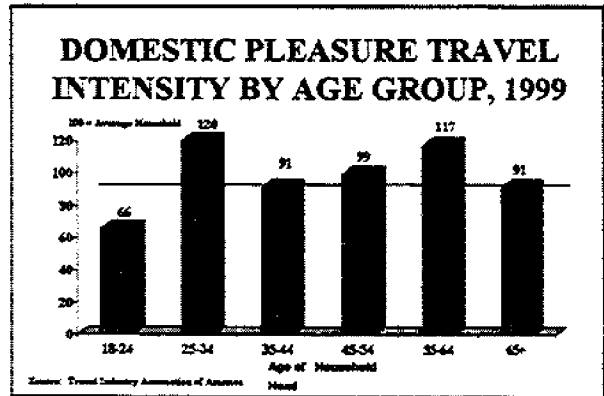
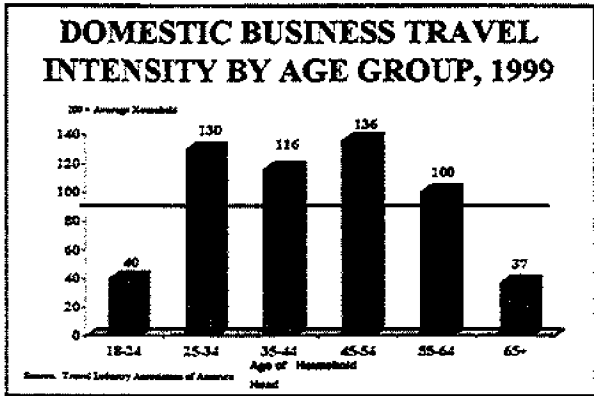
• Gen X'ers (And some Echo Boomers)		(23%)
- 18 - 24	15.9 million	(3%)
- 25 - 34	117.8 million	(21%)
• Boomers (45%)		
- 35 - 44	131.5 million	(23%)
- 45 - 54	127.9 million	(22%)
• Matures (31%)		
- 55 - 64	86.2 million	(15%)
- 65+	92.6 million	(16%)

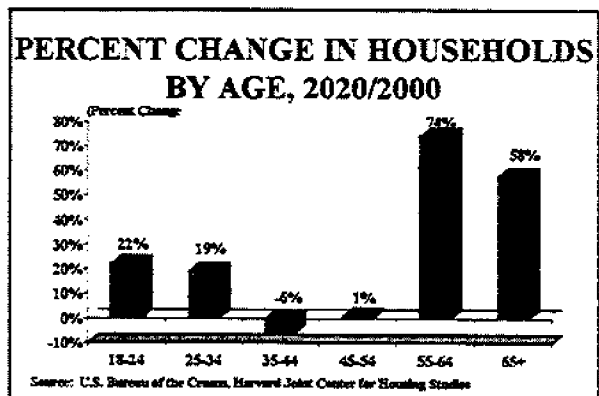
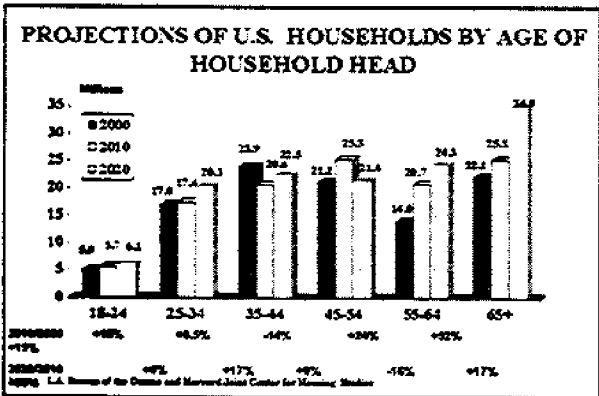
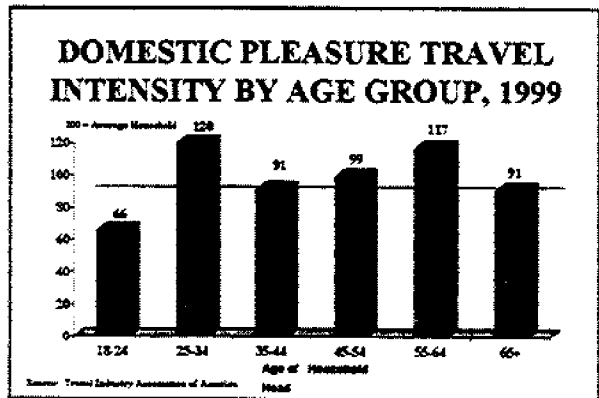
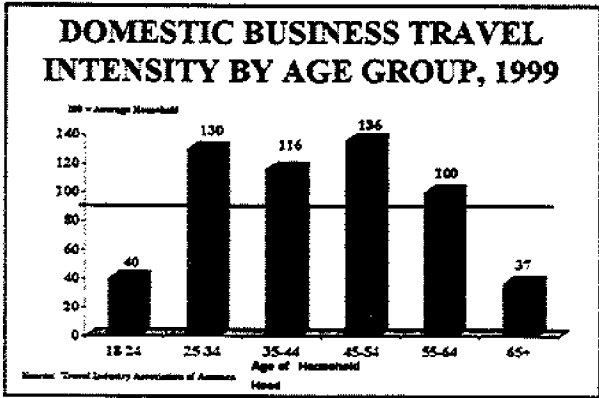
Source: Travel Industry Association of America

DOMESTIC TRAVEL INTENSITY BY AGE GROUP, 1999



Source: Travel Industry Association of America

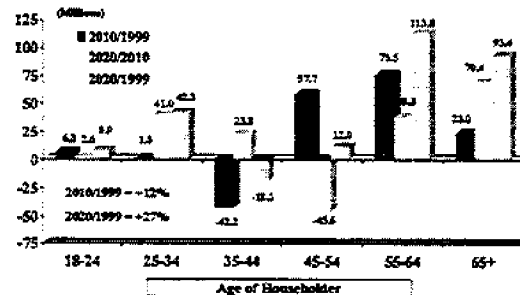




“JUNIOR” MATURES (AGE 55 - 64) MORE LIKELY THAN OTHER TRAVELERS TO...

- Have above-average travel intensities
- Travel farther away from home
- Stay away from home longer
- Include two or more destinations in one trip
- Engage in more activities
- Travel with only one other household member, likely their spouse
- Spend more per trip

POTENTIAL BASE-LEVEL GAIN/LOSS IN DOMESTIC PERSON-TRIPS, 2020/1999



GROWTH IN TRAVEL INTENSITY BY AGE, 1995/1977

Overall +55%

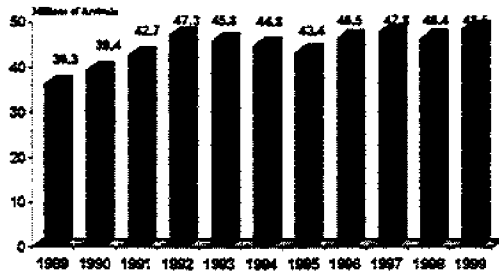
- 18-24 +71%
- 25-34 31%
- 35-44 +31%
- 45-54 +69%
- 55-65 +90%
- 65+ +98%

Source: U.S. Bureau of Census, Bureau of Transportation Statistics

WITH SAME GAIN IN TRAVEL INTENSITY OVER NEXT 20 YEARS

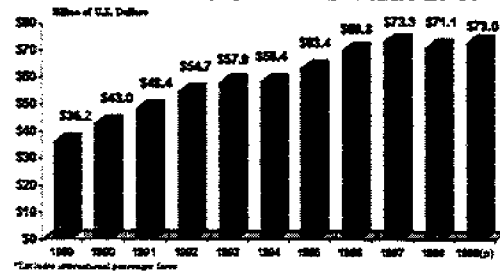
- Could see a doubling of travel volume
- And even greater gains in travel volumes of older Americans
- Traditional family market (25 - 44) will still be big and will grow modestly due to Echo Boomers
- But Mature market (55+) will be bigger and growing rapidly

**INTERNATIONAL ARRIVALS TO U.S.
UP 37% OVER 1989**



Source: Tourism Industries/International Trade Administration

**INTERNATIONAL RECEIPTS IN U.S.
NEARLY DOUBLE OVER 1989***



*Excludes international passenger fares
Source: Tourism Industries/International Trade Administration

WTO 2020 VISION FORECASTS

- 1.6 Billion International Tourist Arrivals
- \$2 Trillion in International Tourist Spending
- But still only 7% of World Population
- 102.4 million U.S. arrivals (+111% over 1999)
- 123.3 Million U.S. Departures (+111% Over 1999)

**IMPORTANT REASONS FOR
U.S. FAMILY VACATIONS**

(% of 1998 Family Vacationers)

Family Togetherness	86%
Get Away from Stress	69
Rest and Relaxation	68
Visit Friends/Relatives	48
Excitement/New Experiences	41
Physical Activity	32
New Places/People	30
For Luxury/Feel Pampered	17

Source: Smart Vacator & Gardner and Travel Industry Association of America

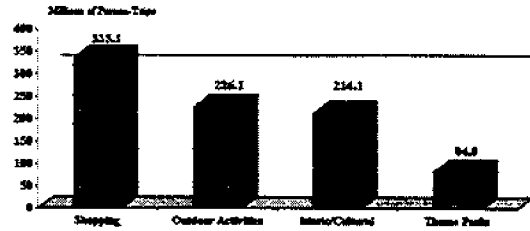
TOP 10 ACTIVITIES AMONG DOMESTIC TRAVELERS, 1999

- | | |
|------------------------------|-----|
| 1. Shopping | 31% |
| 2. Outdoor Recreation | 14 |
| 3. Historical Places/Museums | 13 |
| 4. Cultural Events | 9 |
| 5. Beaches | 8 |
| 6. National/State Parks | 8 |
| 7. Nightlife/Dancing | 8 |
| 8. Gambling | 8 |
| 9. Theme/Amusement Parks | 6 |
| 10. Sports Events | 5 |



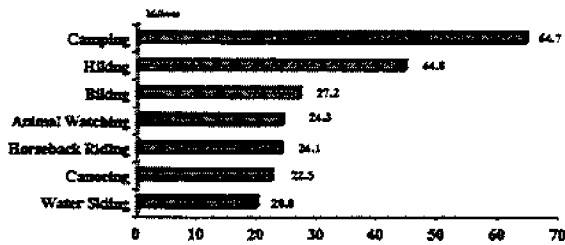
Source: Travel Industry Association of America

U.S. DOMESTIC TRAVEL VOLUME BY ACTIVITY, 1999



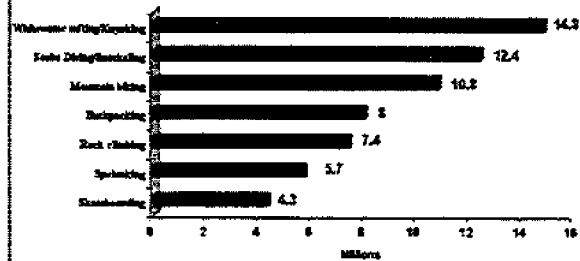
Source: Travel Industry Association of America

SOFT ADVENTURE ACTIVITIES (On Trips in Last 5 Years)



Source: Travel Industry Association of America

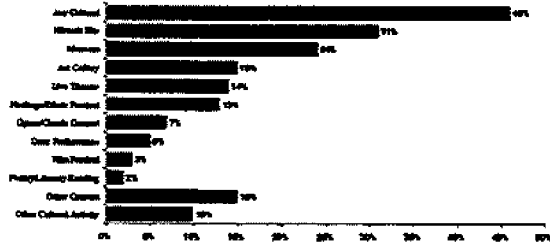
HARD ADVENTURE ACTIVITIES (On Trips in Last 5 Years)



Source: Travel Industry Association of America

CULTURAL, ARTS, HERITAGE OR HISTORIC ACTIVITIES AND EVENTS INCLUDED ON TRIPS IN PAST YEAR

(% of U.S. Adults)



Source: Americans for the Arts, Travel Industry Association of America

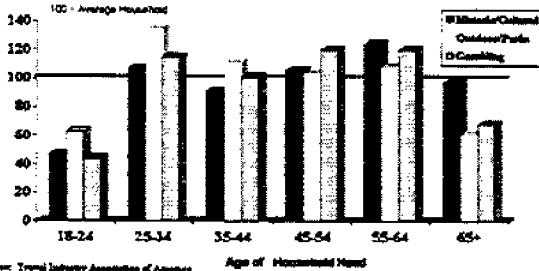
TOP 10 ACTIVITIES AMONG DOMESTIC TRAVELERS 55+, 1999

1. Shopping 29%
2. Historical Places/Museums 15
3. Cultural Events 12
4. Gambling 11
5. Outdoor Recreation 11
6. National/State Parks 8
7. Beaches 7
8. Nightlife/Dancing 5
9. Sports Events 4
10. Theme/Amusement Parks 4



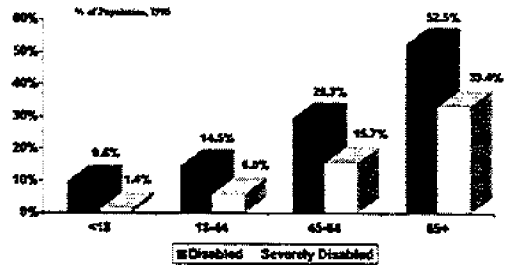
Source: Travel Industry Association of America

TRAVEL ACTIVITIES INTENSITY BY AGE GROUP, 1999

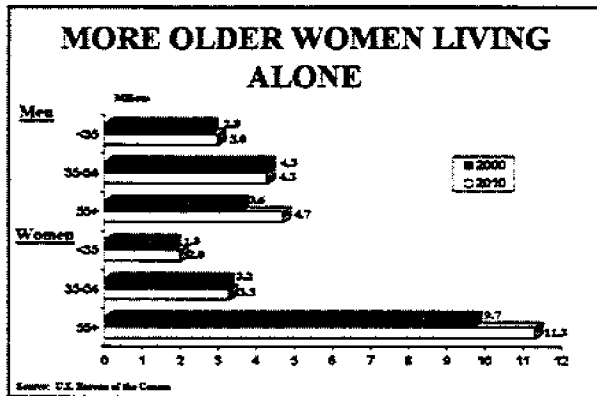


Source: Travel Industry Association of America

DISABILITY INCREASES WITH AGE



Source: U.S. Bureau of the Census



FUTURISTS' VIEWS OF AGING IN AMERICA

- Higher wealth accumulation and fewer children will permit many to enjoy retirement lifestyle significantly different from previous generations
- Changing nature of retirement – 80% of Boomers expect to work at least part-time
- Focus on ways to improve and revitalize health, later on enhancement of human capabilities
- America today lacks a compelling vision of later life (*Prime Time*, Freedman)

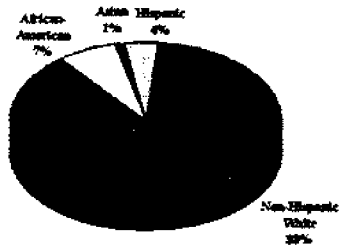


AMERICA'S LOSS OF SOCIAL CAPITAL

- Across wide range of activities, there has been a striking decline in civic engagement and social capital
- Due to social changes such as two-career families, suburban sprawl, influence of TV and, most importantly, generational shifts in values
- Need to address both the supply of opportunities for civic engagement and demand for these opportunities

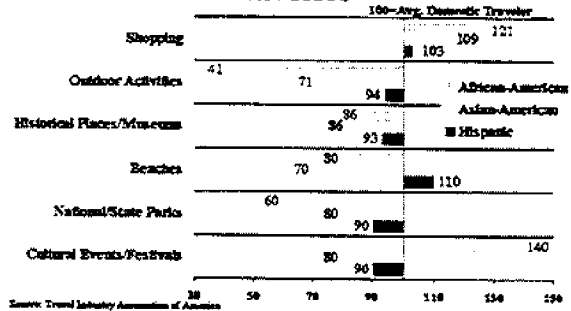
Living Alone, Pateman

MORE THAN 1 OUT OF 10 U.S. TRAVELERS IS A MINORITY



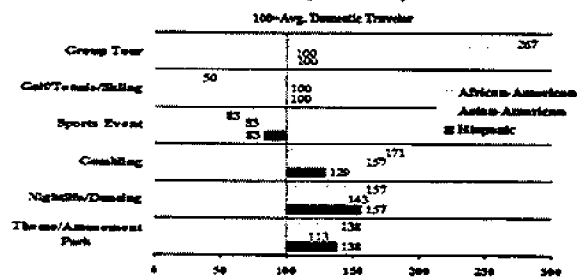
Source: Travel Industry Association of America

Trip Activity Comparison to All Travelers



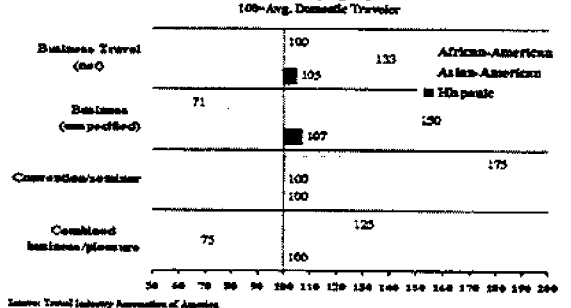
Source: Travel Industry Association of America

Trip Activity Comparison to All Travelers (cont'd)

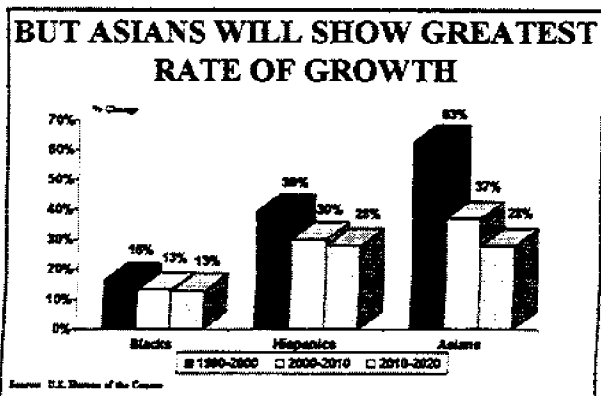
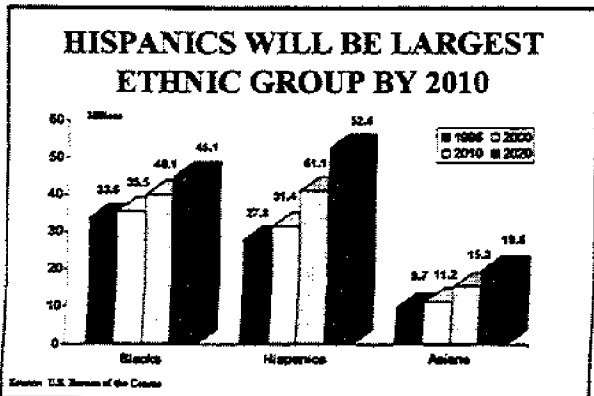
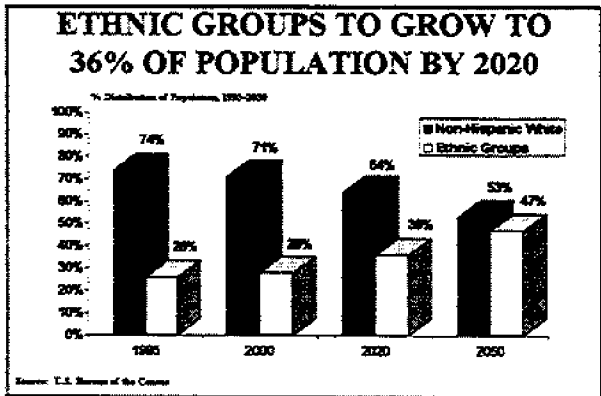
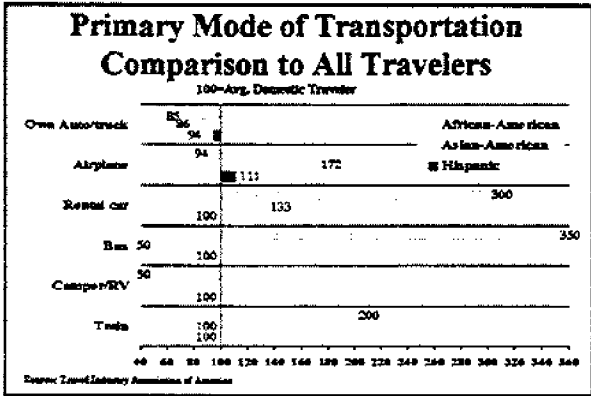


Source: Travel Industry Association of America

Business Travel Comparison to All Travelers



Source: Travel Industry Association of America

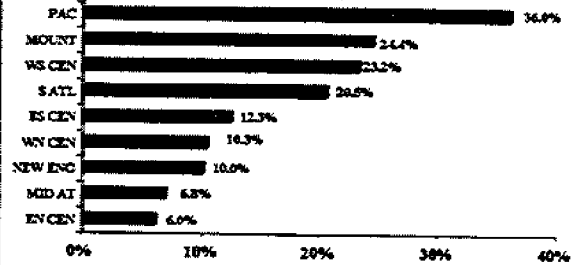


NEW IMMIGRANTS

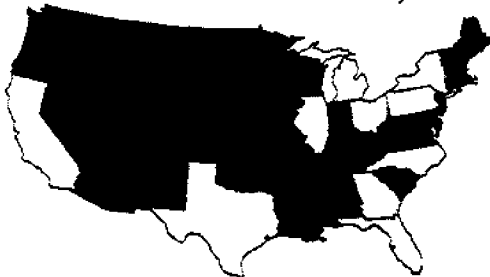
- Immigration to U.S. has accelerated dramatically during last decade, especially from Latin America and Asia
- Concentrated in California, New York, Texas and Florida (2/3 of all immigrants)
- New immigrants and their children will account for more than half the 50 million new residents who will be added during new 25 years
- Many attempting to maintain cultural identities

Source: Miller Institute

POPULATION GROWTH MOST RAPID IN WEST, 2020/2000



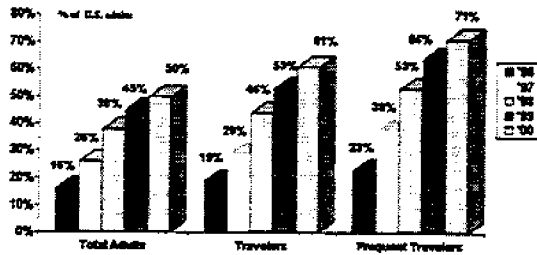
TOP 10 STATES OF ORIGIN OF U.S. RESIDENT TRAVELERS, 1999



TOP 10 STATES OF DESTINATION OF U.S. RESIDENT TRAVELERS, 1999

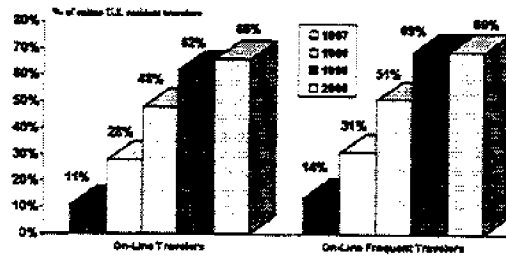


U.S. ONLINE POPULATION 1996 - 2000



Source: Travel Industry Association of America

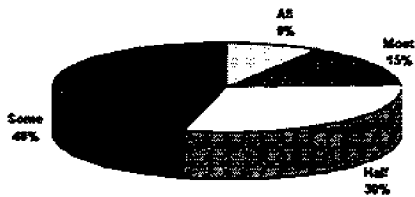
U.S. ONLINE TRAVEL PLANNING 1996 - 2000



Source: Travel Industry Association of America

SHARE OF TRAVEL PLANNING THROUGH INTERNET, 2000

Among U.S. online travelers who used Internet to plan



Source: Travel Industry Association of America

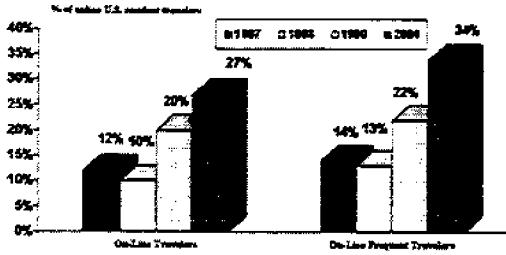
OTHER SOURCES OF TRAVEL PLANNING INFORMATION

(Among Internet users who did not do
100% of travel planning on-line)

	18-34	35-54	55+
Call or visit a travel agent	54%	52%	63%
Call or visit a travel company	64	52	61
Call or visit a tourism office	24	24	30
Travel guides, books or magazines	58	55	37
Newspaper travel section	25	23	44
Friends, family or co-workers	80	60	65
Other mentions	2	2	2

Source: Travel Industry Association of America

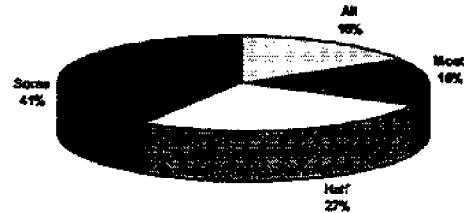
U.S. ONLINE TRAVEL BOOKING 1997 - 2000



Source: Travel Industry Association of America

SHARE OF TRAVEL RESERVATIONS THROUGH INTERNET, 2000

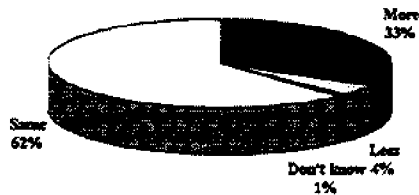
Among U.S. online travelers who used Internet to book



Source: Travel Industry Association of America

INTENDED USE OF INTERNET FOR TRAVEL PLANS NEXT YEAR

% of U.S. online travelers who used Internet for planning



Source: Travel Industry Association of America

ON-LINE TRAVEL FORECASTS

- Online population in U.S. will double from 107.5 million today to 210 million in 2004
- Internet users 55+ will be fastest growing segment
- Total U.S. Internet commerce - \$80.5 billion in 1999, will reach \$1 trillion by 2004, 65.5% CAGR
- On-line travel spending will rise from \$6.5 billion (5% of bookings) to \$28 billion (14%) by 2005
- Total online air ticket sales will grow from \$5.3 billion in 1999 to \$18.3 billion in 2004, to make up 18% of sales

Source: Forrester, Cruise Group, Iqvia Communications

ON-LINE POPULATIONS, 1999

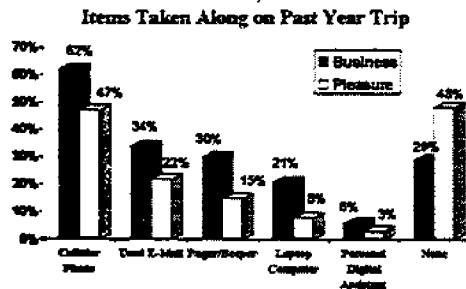
	<u>Millions</u>	<u>% of Population</u>
U.S.	108.1	59%
Japan	32.4	33%
United Kingdom	14.1	33%
Germany	18.1	29%
France	8.8	22%
Brazil	5.2	21% (Urban)

Source: Angus Reid

CHANGING NATURE OF WORK AND LEISURE

- Blurring of boundaries of space and time for work and leisure
- Dramatic growth in distributed work and work flexibility
- Reduced need to travel solely for business, but combined business/leisure and leisure travel will grow
- Both business and leisure travel more motivated by self-actualization

TRAVELERS STAYING "WIRED" WHILE AWAY, 2000



Source: Travel Industry Association

TECHNOLOGY FORECASTS

- Multi-media connectivity this decade
- Technology to become more ubiquitous and invisible
- More and more can participate in group activities without leaving home
- Enhanced control over information flow through "knowbots" – intelligent software agents
- Rise of WAP – Wireless Application Protocol
- Virtual reality - try before you buy

LIKELY CHANGES IN TRIP PLANNING

- Increasing Importance of Specialty/Ethnic Media
- Continued Growth in Use of Internet - Worldwide
- Rising Influence of "Third Party" Sources
- Use of Personal Agents
- "Collaborative" Planning
- "Mobile Information Society" - Wireless Technologies
- More Planning While On the Trip

TRANSPORTATION FORECASTS

- By 2010, hybrid vehicles
- By 2020, IVHY Systems
- Hypersonic travel – could be common by 2025
- Big gains in travel speed, efficiency and safety because of improved efficiency through computerized logistics

CONSUMER TRENDS LIKELY TO BUILD

- U.S. will become a more heterogeneous nation, but more regionally homogeneous as we cluster
- More culturally diverse
- More fragmented
- New focus on individual
- New types of marketing
- Increasingly involved in product/service design

CONSUMER TRENDS LIKELY TO BUILD

- More focus on doing well while doing good
- Increasing emphasis on quality of life and lifestyle enhancement
- Growing interest in making contribution to society
- Rising emphasis on environment and sustainability
- Rise in secular spirituality

CONSUMER TRENDS LIKELY TO BUILD

- Education more recognized and promoted as a lifelong goal to enhance self-actualization - personal best
- Leisure as learning
- Merit badge mentality
- Increased mobility and changing views of ownership

TYPES OF TOURISM LIKELY TO GROW

- Visit Friends/Relatives (VFR)
- Intergenerational/Grand-Travel
- Combined Business and Leisure Travel
- Enrichment Tourism
- Health/Revitalization/Enhancement Tourism
- Eco-Tourism and Soft Adventure
- "Legacy" Travel
- International Travel (In and Out-Bound)
- Virtual Travel

Appendix 3–Responses to Key Questions

Education and Training

1. Are workforce shortages confined to particular geographic or specialized occupational areas?
(What skills are needed to sustain the industry? What can be done?)

- Ability to adapt and change frequently
- Interpersonal skills
- Self-respect
- Team work
- Honesty
- Attitude/passion is very important
- Knowledge of successful job performance, show up on time – do the job
- I believe the most important skill is the internal motivator within the person which is the desire to please someone else
- Passion
- Attitude
- Etiquette – international guests (1)
- Work ethics (4)
- Ethics
- Communication (5)
- Problem solving skills (2)
- Creative writing
- Computer/technological internet
- Computer skills
- Basic math
- Technical reading and writing
- Human resource skills (2)
- Industry needs to agree on job titles/categories
- Industry needs to look into industry based standards/certifications
- Consistant career training – education path (1)
- Job imbedded training (1)
- Better sales training for CVB staff members
- Customer service
- Product knowledge (4)
- Destination geography
- Product knowledge
- Attractions training
- Cultural awareness
- Sales and marketing skills
- Form new “participatory” partnerships with industry and education “consortium” (4)
- Industry to get organized in regions, identify needs, what can we do with education (1)
- State needs to recognize the skills of a hospitality professional as a professional

- Permanent state director of tourism to administer strategic plans
- Coordinated infrastructure for education system and state office of tourism, 10 year strategic plan
- Restaurant labor, shortage labor/support level
- Awareness of community
- Education and training of non-industry state workers (i.e.: police and state troopers) (4)
- Develop industry training model – maybe look at construction, manufacturing
- What can be done – job shadowing (2)
- What can be done – mentoring
- Government sponsored in school – early education 3rd – 7th grade: 1. opportunity to see attractions, 2. see museums, 3. tour a hotel complex, 4. tour a restaurant
- Local tourism industry – education at middle and secondary school level
- Pop-up book for early learning similar to “construction” or “operation” on “hotels” or “restaurants”
- Work with k-12 actively
- School aged children should be exposed to “tourism” and local tourist attractions and how they relate to the local community
- Workforce shortages are found in every geographical area of the LA tourism industry, skills needed: economic impact of industry, customer service, training is critical to future (2)
- Skills – customer service, positive attitude, knowledge of attractions/destination, return on investment ideas regarding hospitality industries
- Needs of generic public to understand levels (i.e.: B.S. hotel mgt. vs votech training
- Skill certification recognition (5)
- Skills – customer service training, communications skills, service attitude and people skills
- Customer service
- Go into public schools superintendents and sell hospitality as skills building in areas of communication, customer service, technology (2)

2. Should governments become more involved in the industry’s workforce problems? (Is the industry unified enough to address the issue or is institutional fragmentation a problem? What can be done?)

- Community/education focus on educating to needed levels (3)
- Educating residents about value of tourism
- Government should be involved in the largest \$ industry in state – educate the public – provide resources/incentive for training/marketing
- State funding of continuing ed, customer service and attractions training (so no cost to employers)
- Coordination of industry constituents, i.e. hotels, restaurants, attractions (2)
- Industry must be more organized – need consensus on what issues are before can work on issues locally, regionally, state wide

- No, the industry is not unified, industry must come together as one, invest in training of all levels of employment at existing jobs
- Coordination of government entities such as educators/colleges, votech schools, k-12 schools (5)
- Don't need tons more \$, govt, bureaucracy, but better use, alignment of what's available
- Better communication/agreement between institutions of higher education as to the skill sets needed – “standardization” or certification standards (1)
- Employer awareness of benefits of spending resources on training (1)
- Government needs to give priority to this industry for research dollars! Research dollars to improve industry (4)
- Government can provide resources to educational institutions to provide critical workforce
- Take politics out of tourism – have consistent long-term leadership – on state level
- LA board of regents initiative for distance education in hospitality (it has never been one of the 4 or 5 identified topics) to create elementary training modules for all state employers to use as desired (2)

3. Has any particular sector of Louisiana's tourism industry begun experimenting with “innovative ways” for addressing workforce needs? (If so, give examples or if not, share suggestions)

- Children's museum LRA
- LRA pro start program (5)
- LA tourism industry sponsors “hospitality fair,” local, regional, state competition (4)
- Middle school/high school hospitality fairs (like science fairs)
- LTPA school of travel and tourism, computer course/tourism classes (1)
- Think global, act local! Form local partnerships that link statewide
- Metrovision – industry consortia (at risk youth, welfare to work, etc), link with service providers, organize specialized training
- Metrovision – industry consortia HT&T; CA also link with other consortia – finance, construction, teaching
- Seamless educational progression –bachelors (3)

4. Is there a need for a tourism/hospitality training model(s)? (If so, who should be responsible for the required action(s)? What institutional structures or relationships exist that could develop answers to these questions?)

- Yes
- Articulation
- Promote development of hospitality academies in high schools (outside N.O. area) across state (3)
- *Industry associations need to spearhead development of regional consortia (5)*
- Training should be individually customized

- Yes, create knowledge of hosp/tourism, begins with schools (all levels), business mgrs/ceo/gm/owners – awareness of needs
 - Create knowledge base of career paths in hospitality
5. The issue of funding for training is a major one. Are there models in other states and countries which might apply to Louisiana's needs?
- Mentoring concept
 - State of New York state legislature funding training – “New York loves you” (1)
 - Yes, but suggest do mapping of existing resources and align for more effective use (5)
6. Are there any other critical workforce issues that the tourism industry needs to address?
- Directly related occupations that affect tourism industry – police, taxi, service stations, etc (3)
 - Available training in all areas of LA (i.e. rural and urban) (3)
 - Expanding convention center in BR (1)
 - Perception of tourism within the state to business/government/schools (4)
 - Industry perception
 - Recognizing the nature/attitudes/life style choices/motivations of younger generation (1)

Public Infrastructure

1. Is Louisiana's public tourism infrastructure in shape to cope with projected growth? (What can be done?)
- Signage (6)
 - Improve signage along interstates and access roadways to major attractions
 - Provide an effective system of tourist oriented directional and business logo signs (1)
 - Need expanded funding for Tea 21 and scenic by-way (federal) programs to enhance signage in local areas (1)
 - Need additional or completed north/south east/west 4 lanes across state in north and south LA. Example hwy 84 and 6 between I-20 and I-10
 - Signage should be consistent, recognizable, professionally constructed and maintained
 - Need a comprehensive substandard road use survey to evaluate roads especially those which would impact tourism destinations
 - Transportation system, especially highways, roads and bridges, have not kept pace with growth. This is true in the larger cities as well as the rural areas. Since the majority of our visitors arrive via our roadways this is a key to the future development of tourism in Louisiana (2)
 - Provide improved advanced information systems for construction delays, road closures, highway advisory radio, internet information (web pages)

- Solve I-10 bottleneck in Baton Rouge at foot of Mississippi River bridge (90% federally funded?)
- Roads (13)
- Improve ride and road safety
- Make rest area maintenance a higher priority at DOTD (federal funds?)
- Upgrade, add new rest area facilities which are modern, and well maintained, and secure
- Emphasize roadside maintenance issues such as litter pick up and mowing
- Rest areas (9)
- Assuming infrastructure is inadequate – lay groundwork for monetary demands and needs with legislature and private sector
- Research possible funding for problem areas/projects, explore combining public and private resources
- Explore funding issues, public and private to meet demand
- Money – who, where, how – LA money free road, other states pay
- Funding (2)
- Additional state and federal funding for rural and municipal sewer and water projects (1)
- Master plan (6)
- Looking at the possibly changing tourism demographics changes may need to be made in easy access methods of travel – how to get there from here to there with the least amount of care and worry (1)
- No! not at this time – all components in infrastructure development need to work toward same goal. Need to organize, prioritize, implement !! service!! Maintain!! Via commissions – committees – leadership
- Implement KLB's master plan for attacking litter problems
- Project needs for different areas of the state: rural or urban, community wide, area wide, and state wide
- Assess needs based upon population estimates
- Examine successful states of like size and resources to see how they met the challenge
- If not progressing, develop master plan! Long range planning
- Identify future needs and prioritize
- Identify and prioritize current problem areas. Identify persons/agencies in a position to make changes
- Educating (8)
- Education and orientation to local gov on infrastructure improvement needs state dept to assist here
- Create a plan for educating persons/agencies as to their responsibilities, potential problems and solutions
- Conventions – part of master plan?
- New convention facilities are an important aspect in the states competitiveness for large meetings. However, extensive research needs to be conducted to make sure all of the components necessary (such as the appropriate size, attached hotels, etc.) are put into place before construction
- State parks – part of master plan?

- Access to water ways improved and to include not only launching ramp but also lighted fishing piers
- State parks need to be improved throughout the state. However, an emphasis should also be placed on accessibility and signage (including advertising) to ensure the facilities are used.
- Business – could help if educated with repair – long run
- Increase spending on awareness programs to educated tourists about tourism opportunities in state
- Communities need to work in regional concepts to take advantage of standardizing and combining and solving infrastructure problems, i.e. services, roads, zoning, potential growth
- Air service (6)
- Key to aviation infrastructure around the state is to build from the NOIA base. This can be accomplished through the development of affordable, but profitable “intra-state” air service between NOIA and other LA cities. At least six-seven key cities lack non-stop service
- The Louisiana market per the airline industry is a “low yield” market. To increase cost to the airline user is to force some air carrier to choose to place limited revenue producing assets – “airplanes” in more “profitable markets” airlines do not serve all markets. New construction plans plus old cost means higher costs
- Based on it’s current master plan, New Orleans International Airport has the capacity to meet the needs of domestic and international traffic for the twenty year planning window. Key to this is support to implement and finance this master plan.
- The development of international traffic demands infrastructure across state lines. This is particularly true for international traffic which takes longer vacations and looks for multiple destinations.
- Today New Orleans, both in conventions and tourism, remains the #1 draw. As trends take visitors to visit New Orleans and look for a second destination on the same trip, we must be careful not to destroy the 1st draw New Orleans, especially true international
- Not at this time. Improve air service statewide, especially New Orleans (INT’L hub) other transportation such as the highways and rail are behind the times.
- Litter program needs to include strict fines for enforcement

2. Should Louisiana have a tourism infrastructure development policy? (If so, who should take the lead? What would be a logical next step?)

- Yes, we need a policy. Would have to begin with support from government because our Lt. Gov is very much a “doer” and leader, she would be great to head the program. Would need support of legislature to produce results
- Yes a policy is needed. Lead should be CRT and DED. Organize public, private dialog to develop policy
- Should infrastructure plan be developed for tourism to include other areas of economic develop so conflict does not develop later (8)

- If a development policy is needed, certainly the tourism industry needs to be involved as well as local governments and related agency heads. Ultimately, the governor and legislature will have to adopt and enact such a policy for the state (1)
- The LA dept of tourism along with representatives from the industry, commerce and different regions across the state, should work together to create a developmental policy, also, consider representatives of parish governments (1)
- Yes, the department of tourism should take the lead and work with public and private entities to coordinate long range plans
- LA needs an infrastructure policy. The lead should be taken by the Lt. Governor; in cooperation with the state legislature and the governor of the state of LA
- Office of Lt. Gov should take lead role in development of policy as it will transcend other depts and will require a coordinated effort not only with state depts and private sector but with parish depts also
- Yes it should have a policy, group made up of all dept of state who deal with tourism
- The development of an intra-state air company should be supported through initial stages with funding and operationally as it grows. Lead: state dept of economic development
- Development of air service to all the state requires creation and support of “initial entry point” namely NOIA and “redistribution to connecting destinations” each point in the distribution chain enhances the other. Lead – NOIA airport operator
- Locate and review tourism infrastructure plans that exist to date: DOTD, air, shipping, rail, utilities and water, parks and museums, and the states meeting facilities to start the process of putting a development policy together
- An infrastructure development policy needs to prioritize types of transportation as well as locations. I.e. majority travel on roadways, and use New Orleans as a hub and spoke, DOTD could possibly take the lead
- Next step
- Yes, develop a policy – La SeaGrant has done a good job in past in bring in state gov. and local together to develop a policy and assist in carrying through for local support of policy must gain local support
- Yes, develop policy, need to include police jury association and LMA strongly, must be good representation from all areas of state
- Yes, LA should have a development policy with coordination of limited resources we can exponentially increase our success rates. The lead should be an organization comprised of leaders from key industries, actively operating/funding such industry
- Next step – create a committee which transcends all depts involved to build on ideas developed in this collegium

3. Is there a need for the industry to recommend state and regional infrastructure priorities? (If so, what would be the most effective mechanism(s) to do this? Who should take the lead?)

- Multiple lists will result from ranking priorities. Allow for multiple lists/multiple rankings and look to an academic bipartisan committee to merge list

- The tourism industry should recommend state and regional infrastructure priorities. The development policy should prioritize the needs and the Lt. Governor should take the lead (9)
- Limited resources demand priorities. A mechanism should be developed utilizing a cost/benefit analysis of direct and indirect benefits from each item on the priority list, with a ranking matrix. Compilation and analysis should be done by an independent agency (1)
- Yes, mechanism – led by dept of tour, input from tourism industry representatives, other state agencies (DOTD, DEQ, etc) commerce police juries/parish governments
- The lead should be taken by the state departments directly involved (DOTD, DEQ, etc) working together with the benefit of their knowledge of growth trends, maintenance, etc.
- Of course the industry should impact state and regional priorities – who else will willingly take on the task. This type of meeting now in progress is an effective method – needs to be under the auspices of the state office of tourism, the governor and the legislature (for funding)
- Yes, industry needs to have input, needs to be kept informed. State (Gov, Lt Gov, legislature) should lead in this effort with support from leaders of industry
- The lead agency needs to coordinate all infrastructure improvements/additions with the hospitality industry. For example: if a major attraction, such as a casino, will be affected by road/exit closures the taxing should be discussed with them in order to maximize state revenue also, the local tourist bureau needs to be kept informed in order to relay that info to traveling public
- Yes, there is a need, must have local input – mandate through legislature – include chambers, tourist comm., police juries, local towns. Input from agencies such as DOTD, DEQ, DED (2)
- Recommendations are needed for regional priorities. This could be a part of policy development discussions. Lead – LTPA (1)
- Yes, many times parish governments make decisions based on politics (popularity) rather than need or an eye to the future growth of the parish
- Private industry needs to set priorities as they are better equipped to know what needs to be done to attract tourists and move them throughout the state. Identify what works and what doesn't
- The industry should recommend priorities based on research. How do the visitors travel? Which way (direction) do they travel?
- This is a need. Finding money – the board of everything
- Funding demands that many times the operator or procurer of the funding should lead in ranking of priorities for key elements of the plan
- Yes, utilize existing tourism or economic development regional commissions or if there isn't one, create it. Legislature can recommend this for public and private – congress can create or coop with other legislatures
- Yes, form pacts with other states – can serve private and public sector – economic development districts can take the lead

4. What can the tourism industry do to help ease conflicts over infrastructure development issues that have been surfacing in many host communities?

- Again develop a long range plan taking into account the needs of each community as much as possible. Tourism dept could take the lead in this
- Concerted activities to promote projects which promote tourism can help advance success by adding research, travel programs jointly supported, increasing effectiveness of marketing
- Run for local government offices, serve on regulatory boards and commissions
- Work with local host governments in assessing further development – regulating future development – planning expanded development (2)
- Much of the world knows us by what we write about ourselves. As we are more and more global, the written word will move the traveler to choose areas where conflict is not so evident. Tourism can help the message.
- Communication is a key. Host communities need to know the big picture and how it affects them. Ability to have input in the process is also important (2)
- DED and CRT to do orientation and training to help pull together local goals. It helps for locals to understand over-all visions.
- Educate the general public. Get the media involved. Openly support the people who make the difficult and sometimes unpopular decisions (6)
- Educate the tourism and government communities on the importance of working together and the importance of tourism growth planning for the area
- Work with host communities, ask for input, support their efforts, offer assistance, keep the industry informed, continue to educate industry via training and sharing (4)
- Develop a volunteer public speaker group these educated and informed speakers can influence public opinion as well as local government
- Set up grant programs for communities
- As overlapping projects go after the same funding source, conflicts result. Tourism, by having a ranked list of priorities can help move the argument to conclusion with support for its projects

5. What do you envision as the next major infrastructure projects that will help sustain tourism growth well into the next decade? (What do you think is our largest public infrastructure challenge that might result in a decline in tourism in the next decade unless it is addressed?)

- Roads and Highways (11)
- Highway development to meet the expanding traffic and population (6)
- Widening I-10 at new bridge in Baton Rouge (eastbound exit off bridge) Perkins road area, widening I-12 from O'Neal to Hammond
- Roadway improvements including directional and information signs
- If roads are not improved, visitors will detour
- Improvement of LA's highways and roads

- Transportation!! East/West – I-10 and I-20 and development such as Hwy 84 and 6, North/South such as I-49 and Hwy 171, very important with retirement inducement and tourism (1)
- Extension of I-49, North/South
- 1. Transportation – interstate/air/train/bus, 2. highways, 3. signage, safety (road)
- Alternative forms of transportation are a key to the future (roads are now) other forms could include: rail, air and water
- Connect across state lines through light – rail projects/air svc. Recognize LA can benefit as the second step from Florida point of entry if we are convenient to reach (1)
- Development of state historical areas (2)
- State needs to plan to include a water development or conservation board for the state to address future water needs, as Texas and Colorado have (1)
- New airport costs vs. costs of renovating old
- New Orleans Int'l Airport vs. the development of a Mississippi Int'l regional airport
- Better air service statewide will enhance the development of tourism in LA
- Airport growth and improvement (1)
- New Orleans airport ?something? and the traffic problems with it, to and from the city, home, to be the major project that should draw the most ?something?
- Support/develop intrastate air service connecting non-stop to New Orleans, this is essential to increase out of state tourism (8)
- Challenge – high costs new construction of airports will be paid for mostly by airline fees and charges. Higher costs will drive air svc away. Also recall airlines plan relatively short term in one to five years max (2)
- As different forces battle over funding of New Orleans versus a new airport, we energize the effort to plan a new airport, regionally outside LA, possibly Miss.

6. What can be done to provide stable funding bases for tourism projects? (Bricks and mortar? Operations and Maintenance? State parks? Should we look into tourism infrastructure building programs like the ones in Illinois and Montana? Are there any other arrangements that appear to have worked elsewhere? Is privatization part of the answer? If so, what aspects? Who should take the lead?)

- To maximize federal aviation funds, for the ten year window, emphasis should be placed on current facilities to assure completion of the master plan to assure capacity (2)
- Toll roads, tax litter, make sure we are preserving our parks (4)
- Federal assistance, taxes, toll roads, privatization could work, however it would become so political. No consistency in future.
- The grant program would need to be well funded to be able to really have an affect. Would suggest state and local funding.
- Infrastructure banks and grant programs are needed.
- No to privatization. Yes to infrastructure banks, dedicated funds (by legislature), toll roads and bridges, and to federal assistance and grants

- The British example of privatization has BAA has resulted in higher entry costs. A similar outcome could result as “profit” becomes the motivator for the operator
- Careful privatization can mean the trade off, losing federal funding/Mkt funds (revenue bonds) and only replacing, not increasing total funding. Lose much more, as developer seeks to recover his through higher fees.
- Private sector funding in form of cash, manpower or long term guarantees for improvements, expansion and development (3)
- Consider privatization of various state projects like state parks (I believe Georgia has) private public programs such as Cypress Bend (private, local, and state funds) use 4 cent sales tax to provide local match for state capital dollars (1)
- Privatization can come in small doses – a department program – e.g. airports can do just concessions, or a parking lot. This encourages new funding sources, while controlling ultimate user costs if done correctly (3)
- Dedicated taxes and federal assistance, possibly look at toll roads for better highway transportation (15)
- Link 10 year industrial tax incentives to protection and preservation of historic and cultural sites resources, dedicated
- Dedicated funds to improve transportation should be better guided
- Sales tax from tourism must help pay for infrastructure enhancements, operation, maintenance (8)

Quality of Life

1. Are there any looming environmental threats that could jeopardize tourism growth? (Are cultural travelers likely to continue coming to the state? If these are concerns, what can be done to address them?)

- Environment, water pollution, how: the citizens of LA are the polluters of our waters along with industry and coops, how can tourists be expected to keep our waters clean. Solutions? DEQ, parks, wildlife and fisheries can focus clean up that will lead to tourist attractions scuba/swimming/general water sports
- Water pollution
- Future limits on available water supplies. Impacts from inadequate aquifer recharge, saltwater intrusion into aquifers, etc.
- Water quality problems
- Improve water quality
- Eliminate toxic waste
- Eliminate/work to recover and revitalize brownfields, downtowns, strip malls, etc.
- Hurricanes and flood threat
- Non-point source pollution
- Petro-chemical business rules legislator
- Preserve/create public green space in communities
- Rapid growth of urban areas

- Reintroduction of riverine waters to the wetlands – enhanced fishing (bass tournaments, birding)
- State can research and then educate at local level “best practices” found elsewhere , ex. smart growth
- Offer technical assistance to implement and adapt “best practices”
- Make local residents more aware of their environment. Re-awaken “pride in place,” involve them in the process
- Develop/nurture community spirit/pride
- Encourage communities to prepare ordinances to improve or eliminate abandoned buildings
- Educate public (Louisianans – citizens) importance of culture, preservation, and natural resources
- Diversity is not well understood or appreciated (2)
- Urban reforestation/preservation
- Sustainable forestry practices are a must. Tourists don’t come to see clear cuts.
- Over fishing of the Gulf. Twenty fish species reported to be at risk of extinction. This impacts tourism as well as local residents
- Interpretation is key to educate

2. Does the tourism industry need to get more involved in preserving natural resources or should that be left entirely to resource management agencies? (How about cultural and historical heritage resources?)

- Encourage (fund) cultural awareness in schools – language, music, history
- Build a national jazz museum (living) (2)
- Role of industry is possibly to use interpretation as an education and awareness tool to bring issues to light and bring people to the table (appropriate role is probably not regulation per se) (2)
- Fund national campaigns for initiatives such as CARA
- Use technology to share models web – list serves – long distance learning
- Connect and educate on-line agency to agency (1)
- Use advertising or promotions that support environmental conservation
- Educate – program and agency staff about department programs, public and tourism professional
- Educate tourism professionals about main street (1)
- Develop programming that will educate the public (both children and adults) on preservation
- Re-educate landowners – show that, for example, agritourism uses of farmland are just as profitable
- Integrate environmental education into ecotourism venues (coastal erosion, endangered species recovery effort, successes) (1)
- How can tourism industry enhance preservation: natural – do partnerships with industries who depend upon tourism (and with nonprofit organizations) cultural – form a “watch

guard" situation in localities to monitor negative tourism impact on residents which would in turn, threaten that locality's tourism (1)

- Establish – friend groups to further the cause of environmental issues and preserving natural and cultural resources
- Find \$ - partners to fund documentation of oral histories from our older coastal residents (before they die)
- Offer tax incentives to corporations doing business in LA to assist with \$'s to preserve cultural treasures in the state (1)
- A cultural/sociological representative should be present on key wetland restoration bodies (e.g. CWPPRA, ABP, etc.) (1)
- T.A. from tourism for historical and cultural sites, i.e. Sharon, Leni, CPA, LPA, and LTPA
- Participate in community groups (DDD, main street, etc.) to develop urban areas
- Nurture-nature based tourism – bird watching is growing fast
- People need money and technical assistance
- Tourism support for historical attractions
- Identify culturally significant sites (ex: Fort Livingston on Grande Terre) that are currently deteriorating, an inventory of concern

3. Should the tourism industry tackle quality of life concerns in Louisiana? (Should this involvement be at the state level of just locally? Should a strategy be devised to do this?)

- Educate industry: quality of life equals quality of visitor experience, do it for yourself first (2)
- Sponsor forums to find balance between preservation and use
- Hands on tourism opportunities for participatory tourism to increase national awareness and education
- Establish a link between the tourism industry associations and education programs such as urban forestry
- Inventory and celebrate all community based efforts/groups which do environmental restoration/enhancement (1)
- Mobilize forces investigate ways to put programs (educational tourism) on wheels! (1)
- Trade show of service followed by networking opportunities industry should sponsor
- ID/survey of programs, tours, etc. publish/provide industry wide to public
- Develop enhancement/enrichment tourism (for all ages youth to mature adults)
- Establish a two way relationship between tourists' quality of life needs and tourism providers' quality of life needs
- Include tourism on governor's wetlands taskforce
- Quality of life involvement should be at both state and local levels. Devise a monetarily realistic coalition between Lt. Gov.'s office, CRT, small towns, cities, and rural communities so that there is an "understanding" of exactly what tourism goals are. Many towns have no idea what CRT is or does. (1)
- Develop cultural events, recreational opportunities, etc. for residents first.

- Use interpretation skills in the industry to educate and make aware
- Create (or at least identify) funding sources to help locals preserve, interpret to improve quality of life

4. Should state government, namely DCRT and the Lieutenant Governor's Office, take a more expansive view of their mission and work on issues affecting the livability of the communities that are dependent on the tourism industry?

- Work within agencies and organizations to define livability, sustainability and the importance of such (and relationships to tourism development)
- DCRT might benefit from a new office (using and reorganizing existing programs, people): office of heritage development
- Who can determine why the many existing litter programs are not working or making progress towards changing attitudes/behaviors?
- What is the role of the internet here?
- Give the primary responsibility of examining/education/identifying quality of life to CRT – largest workforce with biggest budget, Lt. Gov – the muscle, the association and CVB's, incorporated cities, towns, rural areas. Disperse from top, down making sure that each level understands upper and lower level (2)
- Getting in loop
- Embrace the challenges
- Use LSU extension service to do a state wide education program (1)
- Grass roots education on quality of life issues
- How do we get buy-in? not top down?? Recreate and awaken sense of place and pride, must come from bottom up
- Directive from governor
- Nonprofit organization – mission: to identify quality of life issues and to educate and involve local community groups and tourist attractions, hotels, restaurants, etc. in the need to work together to achieve an excellent quality of life
- Governor who leads
- Clarify state park's mission, re: preservation
- Viable strategy needs to be as inclusive as possible and on-going, not just a one shot deal until we all get it. Issues need to be reinforced repeatedly and endorsed and promulgated by leaders at various levels
- Maybe state needs a nonprofit group to shepherd this process (2)
- Find balance between industry needs/goals and quality of life

5. Does Louisiana need to develop and promote a sustainable tourism strategy?

- Clarify what quality of life means to tourism industry (9)
- Quality of life is true community development. LA DED is not addressing this right now (tourism as sustainable economic development) (4)

- Identify and present the best of LA's quality of life and inject that into business and economic development realms. Tourism can represent quality of life externally. Topic of next tourism conference.
- Folk life and natural history research and education to help people re-connect with their sense of place (sense of place = pride in place) (4)
- Develop/design "Livable Louisiana" – a program to educate, promote, and enhance quality of life statewide (11)
- Tourism industry (#2 in the state) has a good reputation and a loud voice. It should take a leadership position in both natural and cultural issues since they are all inter-related. We need both a clean environment and attractions to keep tourism flourishing whether it's cultural or natural (6)
- Invite/involve nonprofit agencies/organizations/businesses to participate (particularly those not typically included and may not be their primary responsibility) (9)
- Leverage resources through partnerships (state, federal, community and business)
- Private industry partnerships with state and federal agencies
- Better utilize agency resources (film, photo, program) to enhance awareness of Louisiana and its history
- Include not-for-profits in planning tourism in sensitive habitat areas
- Find out who's doing what (10)
- Planning, coordination of existing resources and service (6)
- Ask for regular input from department of natural resources, wildlife and fisheries, dept of health and human services, department of environmental quality for tourism impacts feedback (4)
- Utilize elderly as volunteers and children for bright ideas (4)
- Lobby state/federal government to buy and preserve more land (ex. forested wetlands in St. James and St. John parishes) (7)
- Learn how to involve local folks in shaping the tourism experience by asking them: Save what, for whom? Share what, with whom? Develop what, for whom? (4)
- Pride of place – local buy in (6)
- Urban sprawl removing green space (9)
- Preserve, replant neutral grounds, small parks and green space within cities (4)
- LA's problems with the environment (cancer alley) and coastal erosion and crime may negatively impact tourism (11)
- Coastal deterioration/erosion
- Disappearing coastline (ex – negative impact on birding, etc.)
- Coastal land loss threatens industry and culture of southern Louisiana
- Coastal erosion – need for greater efforts, larger amount of funding
- Rapid loss of coastal wetlands
- Environmental threats – air quality (3)
- Educate tourism staffs on wetland loss and air – water quality issues (5)
- Air quality, how: to respiratory handicapped (large number in US) and the 65+, poor air quality standards are a big deterrent to a travel destination; solutions: include AQI (air quality index) telephone info phone and internet numbers in all travel brochures, tourist

centers, etc. – to prepare the public, work with legislature and nonprofit organizations for cleaner air concerns (2)

- Litter (2)
- LTPA and highest state officials should accept and endorse quality of life issues as important to tourism as attractions, restaurants, lodging, etc. identify quality of life as the major issue of the next statewide conference on tourism (4)
- Have “quality of life” hands on event for tourism providers (4)
- New Orleans reputation as a “party hardy” city discourages visitors looking for more positive experiences. Promotion should emphasize history, the arts, cultural heritage issues (6)
- Loss of historic sites. Increase funding for stabilizing historic properties. New program is in place but with limited funding (4)
- Highways substandard in rural areas of beauty (4)
- Confront myths of the south, seek authenticity in all interpretive offerings (5)

6. Are there any other quality of life issues that the tourism industry needs to address? (For instance, downtown revitalization and Main Street efforts. Is the tourism industry doing as much as it can to help address these types of community development efforts? What else can or should be done?)

- Tourism industry (#2 in the state) needs to work together to get as much clout in BR as oil and gas and liquor industry has. Keep delivering the message that tourism delivers and that quality of life issues are as important as food, lodging, etc. for a successful tourism program (2)
- Funding sources and mechanisms to do projects that improve quality of life
- Fight PODUNC mentality (Poorly Organized Development Unaware of Necessary Conservation)
- Involve the children, they have bright ideas. Could be through teacher’s website – asking for ideas or create a sort of CRT liaison club (sort of like pelican’s boys’ state) in schools. They will be in our positions in 10 to 20 years.
- Sensitive tourism development plan for NO, one in progress now
- Exhibit more boundaryless behaviors within/between local, state, and federal agencies and other groups (2)
- Tourism numbers increasing and LA has great appeal to the cultural traveler
- Loss of traditional ways of life (ex. commercial fishing and trapping)
- Lack of true cultural preservation and presentation
- Need more preservation of old buildings and neighborhoods (communities), rather than destruction
- Preservation of the archaeology of the state, underwater (1)
- Increase performance venues appropriate for visitors (the local bank or school gyms, expected amenities not always available)
- Provide cultural climate, increase public art (program in place) and public art projects
- Hotels/lodging in rural areas

- Termite threat to living and non-living resources (trees, buildings, etc.)
- Rapid changes within the Atchafalaya basin (siltation, etc.)
- Environmental threats – natural areas (protection)
- Preserving our natural history
- Integrated vs. piecemeal approach both within and outside government

Individual Definitions of Quality of Life

- Pursue life with choices for health, peace, happiness
- Understanding and appreciating diverse points of view
- Any and all factors (natural and cultural) that impact directly or indirectly upon one's appreciation of a person, place, or thing
- Anything that makes you feel good about yourself or others and your surroundings or enhances your ability to do so
- "Quality of Life" is goal neutral – we need a qualifier – enhanced, improved, better
- It is the golden rule in action: with respect to people the environment, family, institutions
- Ultimately the definition of "quality of life" is location specific rather than define it – we need to identify a process that will help the concept be defined/implemented locally
- Being in an atmosphere that is stimulating socially, culturally, aesthetically, and free of litter
- Having a life worth living
- The state of mind and being (place) which one is able to live, work and play happily and healthily
- Think about it outside the context of "tourism." Are people happy? Do they feel fulfilled? Quality of life is the measure of a person's happiness and availability of opportunities to feel fulfilled
- Quality of life measures the health of a community. It measures each part of the mix that makes a place livable. These qualities should be measurable for residents first, then visitors, because a quality community automatically translates into a quality visitor experience.
- Every human should have an environment that allows them to reach their potential
- Quality of life: the fulfillment and realization of those things in life that nurture the well being of existence
- Green space, quiet space, reflection time
- Quality of life, to participate in a healthy, safe, stimulating, productive, enjoyable environment. As it relates to tourism – provide to citizens and tourist and opportunity to experience "quality of life" for monetary benefit
- Quality of life includes all aspects of community that relate to residents first and to visitors: sense of self/sense of place, attitude, pride, knowledge, health, clean environment (natural and cultural)
- Sense of identity – sense of self, sense of place
- Quality of life: the social, cultural and ecological environment that support our human potential

- A clean environment, a robust and stable economy
- Healthy, natural habitat
- A measure (or level) of consciousness where self and place/role are one

Marketing

1. How safe is the state's .03 percent sales tax deduction for tourism marketing? (Is there an alternative(s) to the dependence on this source? Is privatization an opportunity worth exploring?)

- Privatization of spending the dollars would improve ROI by elimination of government waste and use of non government principles would overall efficiencies (private tourism corporation) (2)
- Not safe; desperate need to educate local legislation delegation to this need; points to need of privatization or need for more public/private collaboration; must explore all options while prevailing on legislation to keep this in place and then expand funding
- As to privatization it would have to come from hotels, attractions, restaurants and unless the taxes they're currently paying aren't eliminated, I don't see them coming up with additional funds
- .03% is very unsafe, privatization is worth looking into
- Educate general public about value of tourism (8)
- Educate legislature on return on investment (1)
- Better education of "officials" to help them truly understand the impact of marketing dollars spent and ROI (3)
- Educate state officials that for every tourism dollar spent it brings in seven times (3)
- Keep the confidence of the legislature, proven results.
- State funding is not safe based on each new fiscal year, education to public officials industry at large
- .03% tax should be safer as industry becomes more important economically
- "Dedication" or dedicated funds can change from session to session.
- Not safe: always at risk – especially due to question #2
- Marketing plan for legislature, needed to insure funding/each tax \$ spent is investment (7)
- PAC, elect officials that understand tourism (12)
- The money is always in jeopardy. The best way to ensure that it doesn't go away is to participate in TravelPAC to educate/lobby our legislators
- Develop regional partnerships with neighboring states (5)
- It is never safe – from year to year – always questionable. Public/private partnership should be further explored
- Alternative source, hotel/motel tax dedicated to the state marketing fund
- Very unsafe, subject to reduction or omission. An alternative is other revenue sources, i.e. car rental taxes/rebates to state
- Matching funds, encourage partnerships

2. What, if anything, can be said or done to prevent the redirection of local marketing and promotion funds for other economic development purposes? (Can the tourism industry propose alternatives for local governments?)

- Educate local legislature on return on investment
- Educating and lobbying for tourism, not just politicians the public through public relations campaigns
- Education, political leadership, honest...
- If private funds were co-mingled with public funds, it would be more difficult for local governments to feel "entitled" to these specifically dedicated funds (2)
- Put pressure on local leaders to watch-dog use of funds – voters unite (2)
- Tourist dollars have become "target" for many non-related topics from capital projects to city services fire, police, etc.
- Have local government report all spending
- Develop close/open rapport with policy makers
- Familiarize policy makers with tourism attractions, both natural and corporate (2)
- Educate, inform, enlighten policy makers of the economic impact of tourism
- Local government should seek input on who runs tourism in the area. The people who hire tourism officials know nothing about tourism. The tourism positions (CVB's) become political
- Education on value of tourism, officials and public (6)
- Education, industry does poor job of telling its story and how marketing works (4)
- Educate, must have legislators support to keep funds directed to marketing and promotion (9)
- Get the message out that tourism is an investment not an expense (10)
- Get more involvement by those entities that also benefit from tourism, not just hotels
- Change semantics of tourism vs business/leisure travelers (1)
- Tourism dollar updates posted on billboards, at banks, etc., weekly tourism reports (8)
- Display decals: "This business benefits from tourism" (2)
- Clocks – tourists spent \$ today (7)

3. Is Louisiana targeting the proper markets -- boomers, seniors, travel trade, international, southeastern states, etc -- or should we head in new directions? (What media should be used to effectively reach new target markets?)

- Spend more money overseas to really make an impact – not just scratch the surface (8)
- Seek out the emerging countries who will be in a better financial position to travel and mkt to them now (1)
- Spend more on research and combine research efforts with marketing regions (3)
- There needs to be a re-evaluation of how marketing dollars are being allocated against specific targets (1)
- Fish where the fish are and give them the bait they want

- LA should consider all that LA has to offer – but not every ad. More target/segment marketing should go into each ad – more directed (13)
- Multi cultural marketing (1)
- Senior market is key in 2010. Adapt marketing to their likes and desires (1)
- Doing good job in current markets but so much more could be done through the travel trade to reach the international market
- Create marketing that reach the minority markets in a big way (1)
- Revisit growth in ages sectors and ethnic considerations, more media
- National market places need to be a priority (1)
- Need to use more humor in advertising
- More advertising in travel trade media (4)
- LA has become comfortable using the same media year after year. Needs to completely review and perhaps – rethink the media used (3)
- More national reach with promotions and advertising
- Advertise in major markets in Midwest, northeast and California to target demographics (5)
- Devise plans that promote (educate) cross-sell with in state
- On web and niche marketing efforts
- Redirect advertising to larger cities, continue to focus and increase marketing as southern U.S.
- Revisit internet usage – more
- More internet advertising and constantly develop the web (12)
- Bring some of the northern money down to LA (1)
- LA does good job of geographic marketing – should target by market segments better
- Continue these markets, utilize gateway cities other than NO, need to expand geographic areas, current media uses and expanded computer usage.
- LA is targeting the proper markets – should be expanded beyond SE USA, use internet media
- Our targeting methodologies need to improve and be better defined overall
- I think we are targeting geographic areas correctly – for now. But there is tremendous room for growth
- Do more target/niche marketing for various areas of the state (7)
- Do more joint marketing with other cities/states
- Visitors know no state/parish line, partner (7)
- Review policy of (limited) regional marketing (1)
- Need more rifle marketing vs. broad base netting, i.e. throw it (marketing) out and see what is caught (1)

4. What events, attractions, or attributes (food, music, history, outdoors, etc.) should be considered for marketing Louisiana over the next 10 years?

- Civil war history, military history, outdoor recreation
- Historical attractions – civil war sites, sugar cane plantations, cotton plantations (2)

- Our unique history and culture
- LA needs resorts with golf, spas, tennis, fine dining in order to compete for the boomer travel dollars (1)
- LA needs to develop retirement communities and service to more effectively capture the retiring boomers (2)
- Plantations – historically and culturally correct stories (7)
- The “intimate” story of LA, “the real deal” (2)
- Reality tourism emersion (3)
- Summer music festival to attract intl visitors (5)
- Create a Louis Armstrong festival (2)
- Festivals, music and food
- Market LA festivals at other festivals in and out of state (11)
- Festivals with specific cultural flavors, heritage
- Festivals, plantations, music, food, fun (1)
- Special events/festivals
- Combination packages offering food, music, outdoors, travel the state N to S
- Create more off season events, food-music
- Food – get our internationally recognized celebrity chef to help get the message – most do but not collaboratively
- More niche mkt – golf, family, gay, gaming (20)
- New important market – golfers (2)
- As boomers and echo boomers increase “gaming” will be even more attractive (1)
- Meetings need more state support (3)
- Adventure, outdoors activity, nature tourist (4)
- Eco-venture
- Develop specialized agri-tours (1)
- Sportsman’s paradise, help explain
- Charter fishing and hunting
- Friendly people (2)
- Mild climate
- Easy drive from different points (diverse offerings)
- Our unique areas of the state
- The most unique things in the state should be included – either editorially or in ad space
- Julia Jump, NO art walk – Lafayette visual arts
- Fabulous museums statewide
- Bring back the LA hayride (1)
- Homeport cruising and pre and post stays (6)

5. What and how can we better package so that we can most effectively reach the desired target audiences?

- Do away with 5 marketing regions (7)

- Lose 5 regions
- More regional advertising (in-state)
- Get creative with ?donuts? and how media placement buys are considered (1)
- Matching funds for viable partnerships to encourage them
- Partner with nearby states
- Make buying synergies fair and consistent
- Lose the politics and focus on marketing what the consumer wants (4)
- Take out political education
- Attract world class art exhibits
- Collaborations in marketing with LTPA, LAA, LRA, LaHMA and LACVB's and rental car assoc (9)
- ID what target is "pulled" by which target and market against what works "regional adv" (2)
- More research
- Research those incentives that are effective
- Study travelers through LA, where are they coming from and where are they going?
- So go new Orleans, so goes the state (4)
- Write attractive itineraries targeted to different markets
- Develop itineraries with neighboring states (1)
- Reality tours (1)
- Allow individual participation to the businesses instead of counting on the CVB only to participate
- Provide state visitor centers with route maps that the traveler is interested in following, offering the businesses along that route participation opportunities
- Educate the smaller CVB's and members how to package and it's importance
- Provide effective and creative ways to package
- Package the entire state – enhance segment of budget to support package program
- "But have you really seen Louisiana" – package "the rest" of LA to the 12m visitors in NO (5)
- Put itineraries together based on consumers travel patterns (6)
- Provide ways to better market the packages (3)
- Affinity packages – food, music and by geographic areas that make sense to consumers (1)
- Package alternate methods of transportation with tourism businesses
- Create local and regional tour packages

6. Do we need additional public-private partnerships to facilitate marketing? (How can we improve on the existing arrangements?)

- Need more private/public, example – Disney
- Yes, the state should provide more (1)
- Funding to private (LTPA) endeavors (1)
- Get state plan in front of private sector sooner – i.e. during planning cycle (8)

- Partnerships are the way of the future – team up with attractions, hotels, and restaurants
- Create the itinerary and then solicit private participation from co. on the itinerary
- Partner niche partners
- Need more partnerships, should offer the small businesses small opportunities, such as mailings, itineraries etc (1)
- Yes, smaller \$ amounts for smaller businesses
- LA hospitality coalition (14)
- More strategic approach with market plans (2)
- Absolutely! Form a marketing committee made up of LOT, LTPA, attractions, hotels, media, festivals, to write a 5 year marketing plan
- Coordinate public private partner, need to have a facilitator for target marketing
- More co-op with state in overall campaigns
- Lose the politics – casinos are here to stay – let’s collaborate
- Participate in key travel opportunities – ads and tradeshow
- If you can sell a dome, you can sell a state
- Marketing money should be allocated based on the percent of tourism dollars that come into the state
- Be fair and consistent
- Re-approach overall budget allocations – ties back to 5
- Bring car rental agencies into the mix
- Collaborative efforts with the rental car agencies and attractions, hotels, restaurants (5)
- Co-op with mid size charter airlines to raise seat capacity (3)
- Other important issues
- Designate official tourism ambassadors
- Competition of non-profits with private sector for same revenue stream??
- Sports marketing should be included at the office of tourism
- We are an international state, but don’t act like one, multi lingual signage

Product Development

1. How can we increase the number of visitors to Louisiana’s existing attractions and events?

- LA should create an antique and rug season, lower taxes at that time (9)
- Experience swamp life, not just view it
- Question the foreign visitors as to what attracts them to Louisiana
- Differentiate our product (1)
- Enhance collaboration among tourist attractions by focus area: family attractions, music festivals, food events, eco tours (3)
- Increase private/public partnerships
- Foreign language friendly (7)
- Visitor security
- Get listed on yellow pages on web
- Create, maintain and consistently update website information (2)

- Develop a web page – state – regional – local – individual business
- Improve transport, railroad linkage – Texas to Mobile – or farther, runs daily and includes tourism destinations (2)
- Enhance public transportation system – airports and trains (8)
- Improve air service to New Orleans (2)
- Airline hub, better or easier means of getting to our state
- Transportation convenient/reasonable
- More advertising to our local markets. Louisiana residence awareness to what we have to offer in our own state
- Maintain adequate promotional materials and respond immediately to inquiries
- Improve, enhance and maintain quality of physical infrastructure (3)
- Certainly the internet is an obvious, however, we as an industry need to continue to plan statewide promotions such as the Franco Fete, etc. to allow all sectors of industry to take advantage of such an umbrella effort
- Need training programs for restaurant workers, gas station, hotel
- Market to snow birds (5)
- Combined conventions
- Convention/tourist event cooperation (3)
- Coordinated publicity
- Cooperative media promotion combining large and small attractions
- Increase opportunities for co-op advertising local/state
- Cross market each other's attractions and events in an area (6)
- Grow fishing industry (5)
- Increase in hotel rooms in New Orleans
- National PBS TV program on Louisiana music – like “Austin City Limits”
- Encourage – underwrite public art
- Create a Louisiana image (4)
- Educate in attraction interpretation and creation
- Leverage new products (1)
- Save Harrah's (7)
- Rewrite Louisiana history book in public schools
- Upgrade quality of attractions and tours (2)
- Encourage uniquely Louisiana itineraries (2)
- Ag tours
- Offer itineraries – trails, corridors (4)
- Offer themed tours to different attractions (2)
- Identify state's cultures. Promote related products to areas with related populations (9)

2. What events or attractions can be added to Louisiana's product mix to continue attracting visitors?

- More shopping, outlet malls (1)
- Increase number of nature based tourism areas (1)

- Marketing – focus on outdoor activities available to the tourist (in the sportsman paradise) – water sports, hunting, fishing (4)
- Increase number of trails – hiking, biking, nature
- Make effort to connect sites and attractions across state (3)
- More family type of attraction “children friendly” (6)
- Focus at the state level on multi-cultural tourism opportunities – family reunions, etc. (2)
- With the rise in interest of eco-tourism, we need to continue to add these types of services in the state. At the same time we need to assist these operators in making the best partnerships in their respective larger neighboring destinations (1)
- Need to better promote LA as an outdoor state with hiking trails, boating, etc.
- Develop more existing natural/eco resources located in rural communities – waterways, green areas, shores (11)
- Nascar track (5)
- Wireless – wap road assistance for medical emergencies, accommodate growing 55+ market (2)
- More large and unique family attractions (3)
- Create a longevity and health attraction (i.e. health Cajun cooking seminars)
- Add more golf (3)
- Hurricane history, multi media
- Industrial tours (1)
- Story of Baton Rouge
- Spanish Louisiana
- Ethno tourism (fr. – Hungarian etc)
- Louisiana’s great women tour
- Louisiana folklore and literary festival
- Rolling down the river festival – link attractions and events chronologically (3)
- Major health spa (5)
- Targeted marketing, retire afr-am
- Craft fair focused on LA artists and regional
- Innovate
- Atchafalaya
- La music museum/hall of fame (7)
- Flood of 1927 (1)
- Mazes
- Open bayou Lafouche for boat rides (1)
- New attraction related to oil and gas industry – such as tours of off-shore oil platforms
- Create a statewide year long food festival, integrate existing events, create one large event – i.e. taste of Chicago as destination event
- Events that focus on history, culture and heritage (2)
- Permanent “village” (living history) showcasing LA cultures and history (1)
- Establish major culinary institute – classes for future professionals and tourist (7)

- “Learning Experiences” learning about ways to generate music – how does a clarinet work? How is that different from a voice?
- Interactive exhibits (learning, experiential)

3. What kind of public-private programs need to exist to improve the quality of Louisiana’s attractions?

- Seed money needs to be provided for brick and mortar for tourism infrastructure from the state and from CVBs (10)
- Federal and state owned sites: look at it as an asset (1)
- Partnerships: locals have the culture, state and federal governments have the resources
- Develop partnerships
- Create partnerships between for profit and nonprofit attractions (3)
- Communication between public and private interests need to be fostered. Partnerships will increase the potential for more tourism development
- Find local private underwriters for parish wide tourism projects
- Code of ethics for tourism providers
- Standards for tour guides (enforced by ?), certification
- Program to assist with interpretation of sites and landmarks (6)
- Rural museums need funding “jumpstart programs” coop advertising local/state (2)
- Cities and state must invest in established areas while developing new mes. The pie can’t always be equally divided
- Need legislation limiting liability (10)
- Establish legislation which will encourage, public, private investment such as state matches for private investment in tourism development (3)
- State troopers offices located at rest areas (13)
- Staff resources available to nonprofits and small med. Attractions: business planning, marketing, strategic planning, develop a talent pool – i.e. center for effective nonprofit management
- Better training programs – focus on customer service to enhance positive word of mouth from LA visitors
- Education (7)
- Opportunities for tourist to take care of the resources while learning about them
- Encourage inter-parochial promotion (1)
- Authenticity in events/products (4)
- Pilot a cultural resource investigation at one rural community
- Need stat grant funds for outdoor/eco tourism facilities (5)
- Best practices (1)
- Effective use of tourism taxes to promote tourism
- Tax incentive for preserving natural habitats
- Create incentives – award for the “Best in Louisiana” (1)
- Establish a state restoration tax credit for historic properties (5)
- Tax incentives for creating resorts in rural areas (8)

- Give tax breaks for capital improvements (3)
- Increase incentives to enhance products – tax abatement – prop. taxes

4. What “threats” loom on the horizon for Louisiana’s attractions? What actions need to be taken to avert crises?

- We need to make certain that attractions understand the role of changing demographics, and how to respond
- Louisiana food is an attraction today local restaurants are being threatened by national chains, we need to give more advertising support to Louisiana food products by cooperative advertising
- Poorly trained and undereducated workforce
- State programs OCD, parks, museums, etc. need more money to hire more professional staff, not suffer staff cuts. State salaries need increase to hire professionals (6)
- High school training program (3)
- Loss of industry in NO area – continued reliance upon tourism – the pressure is on, growth of service industry
- Outsiders giving marketing plans, plans of action, etc.
- Listen to the people closest to the resource
- Tourism management and infrastructure planning needed to protect over utilized areas (2)
- Diminishing control of quality destinations as number increase. Assist assoc./orgs that monitor memberships
- Growth and aggressiveness of Mississippi Gulf Coast. (3)
- Visitor support service need consistency (days, hours of operation, etc)
- Low income and education levels of local population
- Hospitality training academy (6)
- Lack of geographic connectivity between attraction, too spread out.
- Must be unique and maintain individuality (3)
- Too many generic programs at similar attractions – need to present different stories
- Mediocre, bland, boring attractions (2)
- Major hurricane – recovery time extensive (1)
- Safety crisis – random acts of violence in urban areas
- New Orleans negative safety perception
- Deterioration of roads
- Transportation issues (accessibility, directions)
- ADA incompatible
- Maintain tax free shipping (5)
- Threat – state budget freezes and cut backs affect state-owned assisted parks and museum sites (4)
- Decline in state government revenues – causing budget cuts to Department of Recreation, Culture and Tourism
- Formosan termites destruction of historic sites/buildings
- Improvement of local population from gambling

- Too much similarity – not enough diversity, i.e. why is historical tourism so heavily linked to plantations?
 - Hotels are out pricing families and travel groups in favor of convention and business travelers
 - Caricaturing of culture (1)
 - Lack of racial diversity in tourism/attractions circles (2)
 - Reduction in airline service – no hub
 - Lack of adequate air service – need New Orleans to be air hub
 - Mississippi Gulf Coast airport, large regional airport between BR and NO (1)
 - Historic landmarks at risk – more funding for preservation, educational programs – importance of preservation (9)
5. Can we foresee any other product development issues that merit attention and action?
- Must deliver what is promised. Franco Fete is not just French signage or special menus. A festival is not just a band and popcorn (1)
 - Better signage
 - Better highway signage, “attractions” (12)
 - Statewide public transit (5)
 - Bullet train (150mph) with stops in Shreveport, Alex, Lafayette, BR, NO (7)
 - Historic tour train system (8)
 - Technology integration “must” happen (3)
 - The whole state is one large “cruise ship”
 - Tie together different areas of the state (4)
 - Work with Mississippi Gulf Coast
 - Regional development – history: LA during the taming of the Mississippi River was involved with neighboring MS and AK, world wars: defense industries
 - Sports market (7)
 - Life after gaming (4)
 - Upgrade rest stops (6)
 - Creole is different culture than Cajun (6)
 - Don’t get too caught up in the “mature” tourist thinking (4)
 - Need an inventory by major cities of tourism assets and liabilities (1)
 - Certainly the retirement initiative has great merit and should have emphasis. We need to assist communities in planning for these development and also recruit investment from developers for that type of facility
 - State needs to take a serious look at the convention market, state needs at least one representative for just the convention market, state needs to increase the funding for the convention market (6)
 - Entrances into state should be stunning, allocate 5m/yr and 2 mi per state line (10)
 - Put insurance companies and agri-business together to talk liabilities
 - Education: 1. front-line service industry, 2. children (2)

Technology

1. What technology-based strategies should Louisiana's tourism industry adopt and pursue to increase its tourism market share?

- LOT ad budget should be adjusted to reflect internet use. Example: rather than continue to print 1 million tour guides – adjust quantity since info is on website (5)
- Financial investment should be reprioritized from TV ad buys to increased presence on world wide web
- Rentable internet appliances
- Help the “little guys” get up to speed – e.g., rural areas, small museums, etc.
- Products such as “rocket disk” which have direct dial capability produced for distribution (business card sized web cd) (4)
- “Push” technology (large amounts of info out to large number of people, ex. newsletters)
- CD ROMs as a promotional piece
- Encourage multi-media cooperation – www, TV, radio, etc. – in promoting tourism
- GPS marketing solutions (global positioning satellite)
- Use of technology like “fan cards” to make use of specific message to specific audience
- Find 2 use suitable online marketing venues to drive traffic to tourism web site to enable e-commerce and profiling. Use banners and contests.
- Call to action on all print and media to website to increase bookings and trips to Louisiana
- Bar codes on printed items that can be scanned to direct a user to more info (cat-scanner – barcode.com) (2)
- Develop permission based profiling and let all Louisiana based tourism entities and businesses share contacts (5)
- Aggregate all tourism and hospitality biz's in a single shared database
- Use finger scanners at locations to enhance a visit. Profiling of course this is opt-in
- Hire company to ensure 1st page placement of Louisiana tourism.com for relevant key word searches on major search engines (3)
- Database of converted visitors? Email info to them or specials for repeat visitors. We are using direct mail to previous inquirers
- “XML” integration on sites to syndicate information

2. What can be said about Louisiana's presence on the Web? (Its communities? Its attractions? Has everyone bought-in? How do we keep the presence fresh? What are the budgetary implications?)

- Budget is a huge factor. Economic development needs to come to the table with tax incentives
- Budgetary implications are not that much of a worry in dealing with web as compared to other media expenses

- Viral marketing
- More lively with virtual tours
- Could be more lively – music, video clips
- Enhance broadband features – audio/video (1)
- Use audio to share music, bird songs, a Louisiana speech patterns and accents, oral histories
- Emphasis Louisiana as a destination for music (mp3), food (recipes), and fun (entertaining content) (2)
- Adding scenic byways with maps, attracting eco-traveler
- Video, audio
- Online and real world scavenger hunt
- Needs more “feature rich” presentation to enable the “virtual visit” concept; dynamic demographics; enhanced events/reservations capabilities
- LA’s presence on the web does not have foreign language capacity
- Extend brand and reach with multi-language site (1)
- Participate in national and international efforts
- Translate site into multiple languages (3)
- Websites with the ability to be read in different languages – reaching specific groups
- Real-time language translator
- Currency conversion
- Promote Louisiana Travel to industry more fully-encourage them to use local CVB sites as well as their own
- Independent properties need an effective presence
- Buy-ins by the industry are building. B and Bs within one year went from completely opposing Turbotrip to totally embracing it
- Develop more interest in rural areas for web participation, virtual tours of nature/eco and cultural events
- Culture and heritage is a primary selling tool for LA...many communities need to increase web presence, knowledge is the key to trusting technology
- LA tour sites need to focus on extending the stay of a visitor to Louisiana
- How to keep it fresh? Create new promotion vehicles that offer products in new way. Example – New Orleans, St. Tammany, Baton Rouge, and Lafayette are part of south coast USA 4 state marketing group. This gives LA beaches to promote state
- Continues efforts on search engines, but also continued banner placement – travelers are computer savvy
- Adding travel agent section adding more interactive pr section
- Add articles more often – promote rotating items on home page
- Continuously change content, such as a revolving promotion of upcoming festivals and events. Always include opportunity for e-commerce
- Allow businesses on the site the ability to go online and update their own site
- Use portal site to list deals, specials, sales, cost reductions and encourage portal listers to provide them. Women make most family travel decisions and they are the most frequent users of internet where they bookmark specific sites that save them time and money

- Could be better orchestrated – create one stop “shopping”
- Increase awareness (traffic) of site through affiliations with other travel related sites
- Commerce portals compete – need to develop an umbrella to promote commerce sites
- Maybe take advantage e-mail or similar portal concept (1)
- Increase partnerships with affiliate companies for content – artistdirect.com, discover.com, etc.
- Need to work on cooperations between LT.com and InfoLa.com, some duplication of effort (2)
- No! I can’t find Louisiana gifts.
- Not a great deal yet
- Highlight LA tourism gems in educational settings (k-12 and universities), (grow more internal tourists)
- Educational institution link (1)
- Ahead of our time compared to other state, but the vast amount of competing sites makes us have to keep up the pace
- Technology training and education, blackboard applications which can be accessed via the web
- Offer on-line “courses” that introduce Louisiana’s culture to travelers (distance education), train audiences (professionals and visitors)
- Chambers, CVB’s, economic development, and community need to come together to form tech education organizations (1)
- Educate the industry on how to use the internet to conduct business, LTPA School of Travel and Tourism
- LA needs to help train “On Star” operators about all LA has to offer
- The internet is a tool not a salvation
- It’s not comprehensive some folks are left out
- Internet presence needs to be part of the overall marketing mix
- Technology recycling programs
- Little guys may buy-in but don’t have the money to buy in
- Facilitation takes education and leadership. Difficult due to number of small businesses in LA travel industry
- Tech aware staff/public

3. Are we using enough technology to satisfy tourists’ information needs once they get here? (Low power radio, kiosks, etc.)

- Connected anywhere concept
- More users, more content, more bandwidth
- Digital receipts
- Incubation of technology clusters (1)
- Positive press about biz’s using technology to inspire others
- Technology managers and consultants are essential within the community
- Technology transfer biz to education to consumer

- Data centers as incubators to spawn new industries
- Drive up/through electronic kiosks with tourist information and booking capabilities
- Kiosk in front of Jackson Square with camera – click-shoot-email (1)
- Promote digital photography – emails from LA while on vacation
- Add interactive kiosks through out walking tours and attractions, hotel lobbies, airport
- No, better traffic management and travel information (weather, alternate routes)
- Roadside construction and traffic delay warnings
- No, need for connectivity on the road. Kiosk in tour centers need to expand to businesses
- Utilize gas station TV's to speak to in-state or out-of-state visitors. Pay at pump-card is swiped-we know who they are
- Kiosks at historic sites – include information on nearby attractions
- Kiosks are currently in place at many welcome centers – should be installed at major attractions and hotels
- Designated (sign) connected destinations (logo)
- No, but we are trying with services like TurboTrip and soon web enabled state park reservation system. Soon welcome centers will be wired with fast, fiber optic cable for live access to internet. TurboTrip and other service providers will migrate to TCPIP delivery through multi-screen kiosks in welcome centers that will provide useful info to travelers such as road and weather conditions
- More free-standing kiosks (online and interactive) where travelers concentrate – airports, welcome centers, attractions
- Dial up ability in a welcome center to check personal e-mail
- Free web connections at tourist information centers
- Kiosks at all state welcome centers with internet access, phone limitations

4. Are we using technology to interact with our visitors once they have returned home? (Are we learning the extent of their satisfaction with their Louisiana experiences and getting suggestions for improvements?)

- Be scientific about surveying visitor satisfaction
- We have contact us section on site providing venue for comments. We've received both good and bad and have responded
- Attractions/hotels/tours etc. should survey visitors before leaving
- No, we need to establish an ongoing dialog. Currently we focus on conversions that don't rate experience
- Solicit online surveys from visitors with awards or discounts
- No, we don't even do that with traditional travelers attracted via traditional print and electronic ads. We must hook them at kiosks with incentive programs and get them to register with address, phone and e-mail for a follow up combined conversion and satisfaction survey that could be conducted on a sample of those who registered online (3)
- Statement – be aware of privacy concerns. Don't trick visitor and spam
- Is it important to be in contact with visitors once they have returned home?

- Most online e-mails which are sent unsolicited are deleted quickly
- Retrieving data from visitors once they return home is difficult even with incentives
- Use technology to influence a bounce back visitor
- Utilize data gathered from research on names/emails to respond appropriately to specific groups (target market)
- No, collect data at every opportunity – put a face on all tourists; share data with locals
- Develop a tracking system to analyze traffic to web site and share with Louisiana tourism organizations and businesses, i.e. web trends
- Hire electronic marketing expert for tourism to review and plan electronic promotion to assure internet marketing is done cost effectively through traditional conversion analysis to determine the actual value of a web hit and measure look to book (9)
- More highly-targeted use of guest book information and capturing email from traditional inquirers for follow-up
- Mail panel survey to gain better conversion understanding in relation to return on investment
- Use of banner/cookie technology to gain more concrete conversion numbers (get a better understanding of visitors versus guest book inquirers (5)
- Perhaps a little too fragmented; maybe more of a linked approach to selling LA
- LouisianaTravel.com needs a sense of community by building an ongoing dialogue
- Interactive online newsletters
- Focus e-mail efforts on specific groups with tailored messages that match the demo/psyco graphics of the visitor
- Capture e-mail in other means than through internet ad addresses with permission to newsletter
- Partner with companies like bizrate
- Track clicks, track some action on site-follow-up with these folks. Companies like Emerge can follow up on their sites without invading them with spam-optional banners they click
- Publish results of surveys of visitor satisfaction
- Tie in to profiling respond to all
- Publicize improvements that were based on visitors' suggestions
- Conquer fear of feedback, educate the masses on the need to know
- Comments via internet: how was visit etc, how could we do better etc, what else could we offer etc
- Share overall results with tourist organizations and businesses. Use successes as PR

5. What kind of technological developments are taking place in the hospitality sector of the industry that might affect infrastructure needs?

- Use of GPS systems in cars at rental agencies allow advertisers to speak to them
- Scenic byways audio tours through wireless players
- Low power radio with driving tours or driving in general (ex. Creole nature trail, Avery Island, Baton Rouge to Shreveport) (1)

- Low power radios are already considered primitive technology
- Wireless infrastructure for visitors (3)
- Pursue use of wireless technology – send message to guest book inquirer when landing in New Orleans airport. Send specific messages to specific audiences
- Ensure attraction and businesses/services are included on GPS and/or WAPS included in vehicles
- Wireless standards for cross market compatibility
- Wireless – medium needed to ensure that small and medium businesses will be represented
- Project 3G broadband wireless by 2002 so “location based services” will be hot as users of wireless info appliances – i.e. phones are tracked and informal on a just in time basis. i.e. not a restaurant guide that you have to sort through, but one that tells you about the one just around the corner without being asked. Huge potential phone knows where you are and informs you what’s nearby
- Smaller businesses are getting online – having uses for computer, etc. – need for delivery/computer access (1)
- Seen with kiosks need for better phone/computer service in remote areas (1)
- State agencies should be mandated to have common site – economic development, tourism, ag. Etc. could help promote each other (5)
- Promote internet usage at all LA libraries
- As smaller areas gain more access to larger web audiences, perhaps need to build up areas – road, air, data, phone.
- Internet access in welcome centers (3)
- More available cellular/web (use of satellite) in remote areas.

6. Are there opportunities for public attractions and private enterprises to collaborate in co-marketing on-line? (Can you suggest some demonstration projects efforts involving these parties?)

- Yes, business sites linking to events sites, state parks, etc.
- Connect bed and breakfasts with historic sites
- B and B’s with cultural tours
- Huge potential for synergy. Co-market a bed and breakfast with a state historic site and you hook an entire family while marketing each individually reaches a smaller market. Audubon zoo and aquarium of Americas and casino and bourbon street = a complete family vacation with something for everyone
- Problems remain in that this is still highly competitive business – private sector industry (even CVBs) need to maintain their competitive edge
- T1 access via Ethernet in hotel rooms provide big pipes. We need to use them by offering printed URL’s in the rooms for restaurants (include menu) and nearby attractions
- More hotels using dataports and business centers
- Instant travel planner (4)
- Complete online packages hotel, attractions, restaurant with flight and car rentals

- Online retail stores offer discounts with purchased packages – visitors can buy LA items after they visit that they missed, but saw or liked while here
- Encourage private/public sector to make use of tourist destinations for seminars, retreats, etc. (minimal money)
- Increase private sector to include links to tourist related sites (minimal money)
- Realtime reservation network
- Cross links
- Yes, universities offering travel/entertainment info/links (on big game days)
- Yes, festival organizers featuring local retail and high tech businesses (like food processor, music industry)
- Connectivity in tourist attractions

7. Are Louisiana tourism businesses and organizations transacting business and exchanging information on the Web? (How can this be facilitated?)

- Biggest hinder is airlines could help sell LA as destination but are not doing so.
- Use smart cards to initiate coupons
- Smart card coupons
- Use free phone cards to distribute advertising message
- LA has 420 hits under yahoo>rec.>travel>regions>us states>LA> complete list 168 - Mississippi, 204 - Arkansas, 1147 - Texas; so LA does roughly twice as much as Mississippi and Arkansas and 1/3 of what Texas does
- Travel business on the web can be increased by providing free site creation and hosting reasoning that the cost to state to provide free service will be more than covered by increased visitation and sales tax revenue
- Discounted internet connectivity
- Fund technology incentives
- Encourage links on LT.com – number of businesses have site but haven't linked yet (1)
- The state to allow the sharing of its content with other Louisiana based web sites (public and private) to allow greater dissemination of tourist attraction resulting in greater travel interest (1)
- Develop strategies to enable small rurals to piggy back on larger urbans (more blended package deals; joint marketing, etc.) (1)
- Develop a resource to educate on plug and play e-commerce opportunities
- On-line bookings could eventually eliminate state's major expenditures on advertising to travel agents and travel package promotions (3)
- Expand use of industry offering goods online – perhaps we come up with an e-commerce model for LT.com
- Establish a Louisiana search engine
- One site to market Louisiana products and souvenirs with links to shops
- Could offer an e-commerce sector on the site/tour guide (3)
- Increase booking capabilities on the site – expand horizontally- restaurants, golftimes, theater tickets

- **Encourage more participation implementation of on-line booking: travel and tours, attractions, and hotels**
- **Extranets – develop medium to ensure all Louisiana businesses can be represented in top producers intranet**
- **TV channel for regional promotions or loop video at welcome centers, airport, etc.**
- **Yes, especially online room bookings and ticket purchases to attractions and events**

Appendix 4–Focus Group Presentations

Focus Group Presentations–November 29, 2000

EDUCATION AND TRAINING

1. State Pride- Positive Image

- Internal Marketing
- Testimonials
- Importance of economic impact
- Career choice for people of all ages, skill levels, including minorities

- Educate legislators, parish and local officials on economic enhancement
- E.g., govt. officials to job shadow individuals

- Establish Hospitality Industry Consortium
 - Consisting of a cross section of business, education, students, government, and communities
 - Local or regional chapters
 - Statewide level consortium that includes the Lt. Gov. and LDOL
 - Focus Issues:
 - More minorities in management
 - Educate employers on positive impact of training on bottom line
 - Education
 - Integrate HT&T into K-Post curriculum
 - FL environmental education foundation curriculum model
 - Site visits
 - HT&T Fair
 - Educator P/S D
 - Articulation agreements
 - Customer Service Skills Training
 - Front Line Service Training (Shreveport-Bossier's "Winning Guests Through Service")

2. Funding for Training and Education

- Resource Mapping
- Matching Grants Programs
 - Associations (LRA, etc.)
 - CVBs
 - Incumbent Workers
 - Workforce Investment Board Youth Councils
 - LA Board of Regents
 - LEQSF

PRODUCT DEVELOPMENT

1. Develop methods to increase professionalism and quality of the states's smaller attractions in order to improve the tourism product in LA
2. Develop new large attractions that will substantially increase and sustain the critical mass of national and international visitors (such as outlet malls, spas, golf courses, interactive museums/attractions, destination theme parks, water tourism, etc)
3. Private sector tax incentives for tourism development
4. Develop state of the art intrastate rail system and historic rail tours
5. Improve air service/port throughout and into Louisiana
6. Beautify and maintain major highway entrances into Louisiana
7. Improve visitor services—upgrade and maintain welcome centers and rest stops. Increase directional signage.
8. Legislation limiting insurance liability awards to encourage investments in tourism
9. Encourage visitor safety by relocating state trooper stations adjacent to rest stops.
10. Allocate resources to develop and sustain a vibrant nature-based tourism product.
11. Provide training opportunities for front-line tourism staff and service personnel in communities
12. Develop new tourism products that emphasize LA's unique cuisine, music, art, antiques
13. Increase number of visitors to LA through statewide convention promotions

MARKETING

1. LA should change its advertising policy to include more targeted niche marketing
2. Create a LA Hospitality Coalition to develop public-private partnerships that facilitate marketing
3. The LA Hospitality Coalition should take the lead in educating legislators, general public, local govt. officials, and others about the value and importance of tourism in order to preserve dedicated funding.
4. LA should continue to expand its global presence to increase market share

5. LA should continue to expand and enhance its use of information technology to compete in the global marketplace.
6. Adopt a consistent brand image for LA that will sustain us until 2010
7. Encourage a more collaborative effort in tourism marketing research among all interested parties and dissemination of results.
8. Create a LA Ambassador Program with native celebrities

INFRASTRUCTURE

Tourism is an industry that is essential to the future of the state of LA

Goal—to sustain tourism growth and prepare for projected growth the following priorities must be established. Growth, maintenance, improvements and development, motorist info systems, welcome centers, and secure rest areas and services

Additional dedicated funding to improve transport. system: state and local taxes, toll roads, and federal funding.

The tourism industry should recommend state and regional infrastructure priorities. Prioritization should take place under Lt. Gov. and using cost/benefit analysis to rank priorities. Final recommendation to be included in DOTD Intermodal Transportation Plan.

Input into the updating of the existing intermodal plan, including current problem areas and projections of future needs, with analysis of alternatives.

Educate state and local govt. as to specific needs and benefits of infrastructure investment choices, which benefit and support tourism, including sewer and water systems.

Support intrastate air service. Contain the high cost of new construction with completion of current NOIA master plan projects

Suggest private/public partnerships in limited areas after cost-benefit analyses are completed. Don't limit any sector from creating new tourism attractions.

Tourism Infrastructure

Framework of tourism

- bricks and mortar-bridges, roads, trains, airports, water disposal system, sewer, attractions
- indirect amenities-security, aesthetics, motorist information systems, signs, education, kiosks
- tools- education, well informed staff, understanding by the general public

QUALITY OF LIFE

A Livable Louisiana Through Tourism

Definition of Quality of Life: A healthy environment that nurtures the well-being of communities and allows individuals to reach their potential.

Problem: Lack of Community Pride (Identity)

Solution: Develop “Livable Louisiana”: A program to educate, coordinates, and implement enhanced quality of life standards

Tourism industry has a good reputation and a loud voice. It should take a leadership position in both natural and cultural issues, since they are interrelated.

Litter issue: Most common, visible manifestation of the problem. We may never effectively address the litter problem without solving the lack of “Pride in Place”

Who will implement this? The Lt. Governor and DCRT must start the process of raising awareness of the QoL issue (conference in May 2001)

Buy-in must happen within the industry and communities

The tourism industry should also address QoL issue as a major theme for an upcoming conference (in addition to the May 2001 conference).

Education

Clarify definition of QoL

Inject QoL into business and economic development

QoL is community development

Folk life and natural history research and education to help people reconnect to place

Sense of place=Pride in Place

Coordination

Participation should be all-inclusive (public and private)

Identify entities and agencies and their services and responsibilities

Use mature adults and children as volunteers

Lobby more for land purchases

Learn how to involve local residents in shaping the visitor experience-save what, for whom?
Share what, for whom? Develop what? For whom?

Implementation (Technical Assistance, Program Development, Funding)

Increase funding for historic preservation

Authenticity

LTPA, state officials, etc. should endorse and promote QoL

QoL should be major theme at next statewide tourism conference

Have QoL hands-on events for tourism providers

Promotion should be more positive experiences: history, arts, culture

Encourage implementation of programs to address environmental issues

Encourage improved infrastructure

TECHNOLOGY

(1) Tracking, Profiling, Conversion

Use of gathered data to re-market to potential customers and confirm visitation.

- Hire e-marketing specialist @ LOT to facilitate online marketing and conversion.
- Use of banner/cookie technology to facilitate conversion.
- Capture e-mail and get permission to remarket from both traditional and Internet sources.
- Explore opportunities for sharing data with tourism industry.
- Enhance web-based tools measuring visitor satisfaction.

(2) Expand existing e-commerce on site

- Add e-commerce section to tour guide/site.
- Direct more travelers to the site.
- Educate on use of e-commerce.
- Promote extranets to top producers to include La. Tourism in their offerings.
- Develop search engines to locate products/services.

(3) Kiosks

A visitor enhancement designed to sell all of La. once visitor arrives.

- Increase numbers and locations.
- Refine technology of kiosks.

(4) Wireless Data Transfer/Low Power Radio

- Used to transfer information to a portable digital appliance.
- Future use to track and broadcast pertinent, opt-in information. Build standardized system throughout the state.

(5) On-line Co-marketing Opportunities

- Partnerships must exist (Increase Cross Linking).
- Packages should be inclusive/complimentary.
- Instant Travel Planner- broad search based on consumer preferences.

(6) Enhance Web & Other Electronic Delivery

Develop strategy to incorporate more effective use of multi-media and interactive technology to enrich Internet experience.

- Audio/Video -Mapping -Scavenger Hunt -Multi-Lingual
- Cultural/Local Charm -Events Calendar

(7) Education

To ensure that no one is left behind, education is a key element for Louisiana Tourism 2010.

- Audience-domestic, in-state, international consumers/students, and legislature.
- Tourism providers
- Culture/history training and training in use of technology.
- On-line training with links to educational institutions.

