

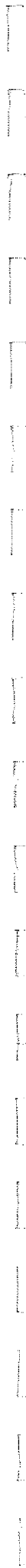
Louisiana Community Tourism Needs Assessment: Toward A Five-Year Plan



LOUISIANA
SEA GRANT
College Program

Center for Wetland Resources
Louisiana State University

Louisiana
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Appendix B

Community Tourism Development Technical Assistance Programs

What Other States Are Doing

**Louisiana Community Tourism
Needs Assessment:
Toward A Five-Year Plan**

LOUISIANA COMMUNITY TOURISM DEVELOPMENT: Toward A Five-Year Plan

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LOUISIANA COMMUNITY TOURISM NEEDS ASSESSMENT: TOWARD A FIVE-YEAR PLAN

I. BACKGROUND

Many factors have influenced the economic well-being and competitiveness of rural communities throughout Louisiana. The most significant element is that the agricultural, fisheries, oil and gas production and manufacturing sectors, the traditional sources of jobs and income for the state's rural regions, suffered severely during the 1980s. During that same decade, the state's communities were also greatly affected by the reduction in revenues that flowed to them from federal and state sources. The resulting social and economic disruptions prompted many Louisiana rural communities to seriously consider economic growth alternatives.

Tourism development presents a practical strategy for economic diversification for many of the state's communities. There are several reasons why this industry shows promise for Louisiana. First, the industry is in an overall growth mode. According to a 1989 report issued by the United States Travel and Tourism Administration, travel and tourism is now ranked as the third largest retail-service industry in the United States and is forecast to be number one by the end of the century (USTTA 1989).

Second, many state, parish and municipal officials and economic development practitioners, who in the past had largely ignored the industry's impact and often viewed tourism as a trivial activity, have recognized that the industry can play a vital role in revitalizing their communities. It is certainly not a panacea, but with careful planning, it does present an opportunity for development (NCRI 1990).

Third, Louisiana has recently refocused its economic development strategy in response to a national trend. Small and young businesses have assumed a major role in state and local economies. Studies have shown that the birth of new firms and the expansion of young firms were a significant source of job growth in the 1980s (Luke 1988). Thus, Louisiana's past development strategy that stressed recruitment of out-of-state industries, primarily manufacturers, has been replaced with an approach that focuses on fostering the retention and expansion of existing, in-state enterprises and the formation of new ones. We are observing that this "home-grown" initiative, along with the recognition of tourism as a viable economic development alternative, is increasingly leading to the establishment of programs that include rural small businesses and tourism development considerations.

Finally, there are several other reasons why tourism presents an opportunity for smaller communities with few alternatives: today's tourists are seeking authenticity and the great outdoors, and Louisiana has much to offer in this regard; the labor force requires minimal training; tourism places a minimal demand on existing public facilities, like schools and hospitals; and tourism is environmentally clean. (University of Missouri 1986).

United States Travel Data Center (USTDC) statistics indicate that the travel industry, particularly tourism travel, has been prospering in Louisiana as a whole since 1980. Travel expenditures increased from \$2.9 billion in 1980 to over \$4.0 billion in 1988 (+38%). During that same period, travel-generated payrolls increased from \$573 million to \$804 million (+40%) and employment rose by four percent from 74,000. The dollar figures have not been adjusted for inflation.

The New Orleans metropolitan area, more specifically the parishes of Orleans and Jefferson, were the primary beneficiaries of the increased level of tourism activities. Expenditures rose by 53 percent to nearly three billion dollars; payroll rose by nearly 50 percent to over 580 million; and employment in the area increased from 46,500 to 53,800 (+16%).

On the other hand, the 55 predominantly rural parishes of Louisiana did not benefit as much from the growth of this industry as did the New Orleans metro area. In fact, the rural areas experienced a decline in their share of the state's total during the same years (Table 1). The decline can be attributed to sharp decreases in business-related travel without an accompanying increase in leisure travel.

TABLE 1
IMPACT OF TRAVEL ON LOUISIANA AND ITS RURAL PARISHES
1980-1988

	Travel Expend.	Travel Payroll	Jobs
STATE			
1980	\$2.9 bil.	\$573 mil.	70,585
1988	\$4.0 bil.	\$804 mil.	74,275
Change	+38%	+40%	+5%
RURAL			
1980	\$266 mil.	\$48 mil.	7,225
1988	\$359 mil.	\$61 mil.	6,375
Change	+35%	+27%	-12%
RURAL AS PERCENT OF STATE TOTAL			
1980	9.2%	8.3%	10.2%
1988	8.9	7.5	8.6

Since 1986, the Louisiana Sea Grant College Program at LSU and several partners, including various offices within the Department of Culture, Recreation and Tourism, have been working with Louisiana communities to help them assess tourism and outdoor recreation development opportunities and to provide local leaders with future direction. An interdisciplinary task force has been working with coastal and several north Louisiana parishes to (1) encourage economic leadership and diversification; (2) build awareness of the potential economic significance of tourism and recreation; and (3) improve the competence of tourism leaders.

We have observed a distinct change in attitude. Most rural leaders now recognize that (1) we have many natural, cultural, historical and man-made attractions that are of interest to other Louisianians and persons from other states and countries; (2) tourists are interested in seeing and enjoying our many resources; and (3) that the industry, despite some drawbacks, can be an ingredient in a local economy.

II. THE COMMUNITY TOURISM INDUSTRY IN LOUISIANA

It is important that several points be clarified concerning community tourism. First, is there such a thing as a "tourism industry?" After all, we have traditionally associated the word "industry" with the manufacturing of products. The answer is yes, but unlike manufacturing or mining, tourism is not a separable, identifiable sector. It is rather a cross-section of several Standard Industrial Classification (SIC) categories which supply services and facilities to the traveling public. The industry is represented in most SIC categories, notably trade, services, transportation, light manufacturing, real estate and finance, agriculture and government.

Then, too, there is the on-going debate about who is a "tourist". Not everyone defines a "tourist" in the same way. Some argue that tourists are those who travel at least 100 miles from home; others say that only out-of-staters qualify as tourists. Some are even more restrictive and limit the labeling of an individual as a tourist to one who overnights in the community.

For Louisiana community tourism development purposes, we are defining tourists as those traveling to a community from some other location and who do not plan to stay permanently. Tourists can thus be those individuals that are just passing through the area; those visiting the sites, friends and relatives; the business travelers and conventioners; in-staters, etc.

Furthermore, it is very important that we recognize that every Louisiana community is affected by some form of tourism. Some towns and smaller cities have, in fact, developed an economy around the activities and needs of tourists. Communities along interstate highways are good examples. Others have the potential of doing so. (University of Missouri, 1986).

There are many examples of successful community tourism projects in Louisiana. These accomplishments have been typically achieved through unaided community or bootstrap efforts that have not involved substantial public or private investments. Many attractions have been established based on local natural, cultural and historical assets.

If this industry is to achieve its potential, it will require more attention from state authorities and educators. In the near term more attention needs to be devoted to addressing the financial, technical and information needs of local tourism decision makers from both the public and private sectors.

The 1984 World's Fair, Louisiana Open House and Sea Grant's work have succeeded in making local leaders aware of their communities' opportunities and heightened their expectations. Those leaders now want to know how to convert the potential into a reality.

III. LOUISIANA'S COMMUNITY TOURISM DEVELOPMENT NEEDS ASSESSMENT PROCESS

Despite the advances made by many Louisiana communities in tourism development, there still remains a sizable void in know-how, and assistance is desperately needed, both technical and financial. The first step in filling this gap is to more accurately identify the nature of these needs.

Thus in October 1990, the Office of Tourism (the Office), Department of Culture, Recreation and Tourism (DCRT) and the Louisiana Sea Grant College Program (Sea Grant) undertook a statewide initiative to address the tourism-related technical assistance and information concerns of Louisiana's rural communities. The initiative was to conclude with the formulation of an action plan for meeting these needs.

The Office and Sea Grant recognized that development of a community tourism assistance plan required a major collaborative effort, not just unilateral framing by the agency or the university program. It was agreed that as an initial step in the process, extensive input would be sought from state, local, and federal government entities, along with the private sector and the state's colleges and universities.

The cornerstone for obtaining local and regional input was the conduct of 11 regional workshops they were held throughout the state over a three-month period during the winter of 1990-1991. Each workshop had as its primary objective to have its invited participants prepare a list of priority technical assistance and information needs. The list would be interpreted as the consensus opinion of that region.

Simultaneously, research was conducted into the nature and extent of the technical and information assistance services that are now provided to tourism-related interests within the state as well as other states. That information is presented in appendices A and B.

A. Louisiana Community Tourism Development Workshops

The Office and Sea Grant, in consultation with the Louisiana Travel Promotion Association, subdivided the state into 11 regions that coincided with (a) already established or planned regional associations; or (b) the general marketing boundaries of urban convention and visitor bureaus; or (c) travel corridors. See Figure 1.

The same organizations, plus the Louisiana Cooperative Extension Service, then identified workshop coordinators for each region. Individuals were selected based on their experience or interest in community tourism matters. The Coordinator's main role was to identify up to 20 persons that would serve as a pool of participants for 10 workshop slots. The coordinators were instructed that the 20-person pool was to represent a broad cross-section of regional tourism interests. They were asked to involve other community, state and industry knowledgeable. Sea Grant, the Office and the Regional Coordinator selected the Working Group participants. In no instance were there more than 10 invited participants. In selecting the participants, careful consideration was given to having as many segments of the community tourism industry represented as possible. While this was not possible on a region-by region basis, it was emphasized for the state as a whole. The 10 participants, plus the Coordinator, comprised the Regional Working Group. The Coordinators were:

Acadiana Trail- Mr. Donald Sattler, President Acadiana Trail Association, Eunice

Bayou- Betty Reed, Houma-Terrebonne Tourist Commission, Houma

Capital and Florida- Danny Clement, Capital Resource Conservation and Development Council, Denham Springs

Central Acadiana- Bobbie Eastin, Louisiana Travel Promotion Association, St. Martinville

Northeast Corridor- Sue Nugent, Louisiana Cooperative Extension Service, Winnsboro

Piney Hills- Linda Graham, City of Ruston

Red River Valley-North- Betty Jones, Natchitoches Parish Tourist Commission, Natchitoches

Red River Valley-South- L.D. Pete Stacks, Kisatchie Delta Economic Development District, Alexandria

Southeast- Cheryl Geiger, Louisiana Cooperative Extension Service, Chalmette

Southwest- Wendell McClure, Louisiana Travel Promotion Association, Jennings

Western Corridor- Roy Ades, Beauregard Tourist Commission, DeRidder

The invited participants were notified by phone and mail and were given instructions on how to prepare for the six-hour workshop. The workshop's format involved three hours of presentations and a three-hour structured, group process where the attendees worked in each other's presence, but generated ideas independently.

For the process, Sea Grant chose a well-established, brainstorming approach known as the "nominal group technique" or NGT. The NGT enables participants to generate ideas, combine them, reach a consensus and ultimately establish priorities. A significant benefit of NGT is that it is nonthreatening and is thus excellent for the very diverse and fragmented tourism industry. This diversity has always complicated the process of establishing specific needs of this industry for which information and technical assistance are required.

The approach was very successful for accomplishing the project's objective. Ten steps were used in the process. (Appendix C). Basically, the participants generated ideas in writing in response to a very carefully formulated question: "What kind of information or assistance do you need to get you where you want to be in tourism development in two to three years?". Facilitators then recorded the various ideas and encouraged extensive group interaction to discuss the ideas. The ideas were ultimately voted on and rank-ordered to establish priorities.

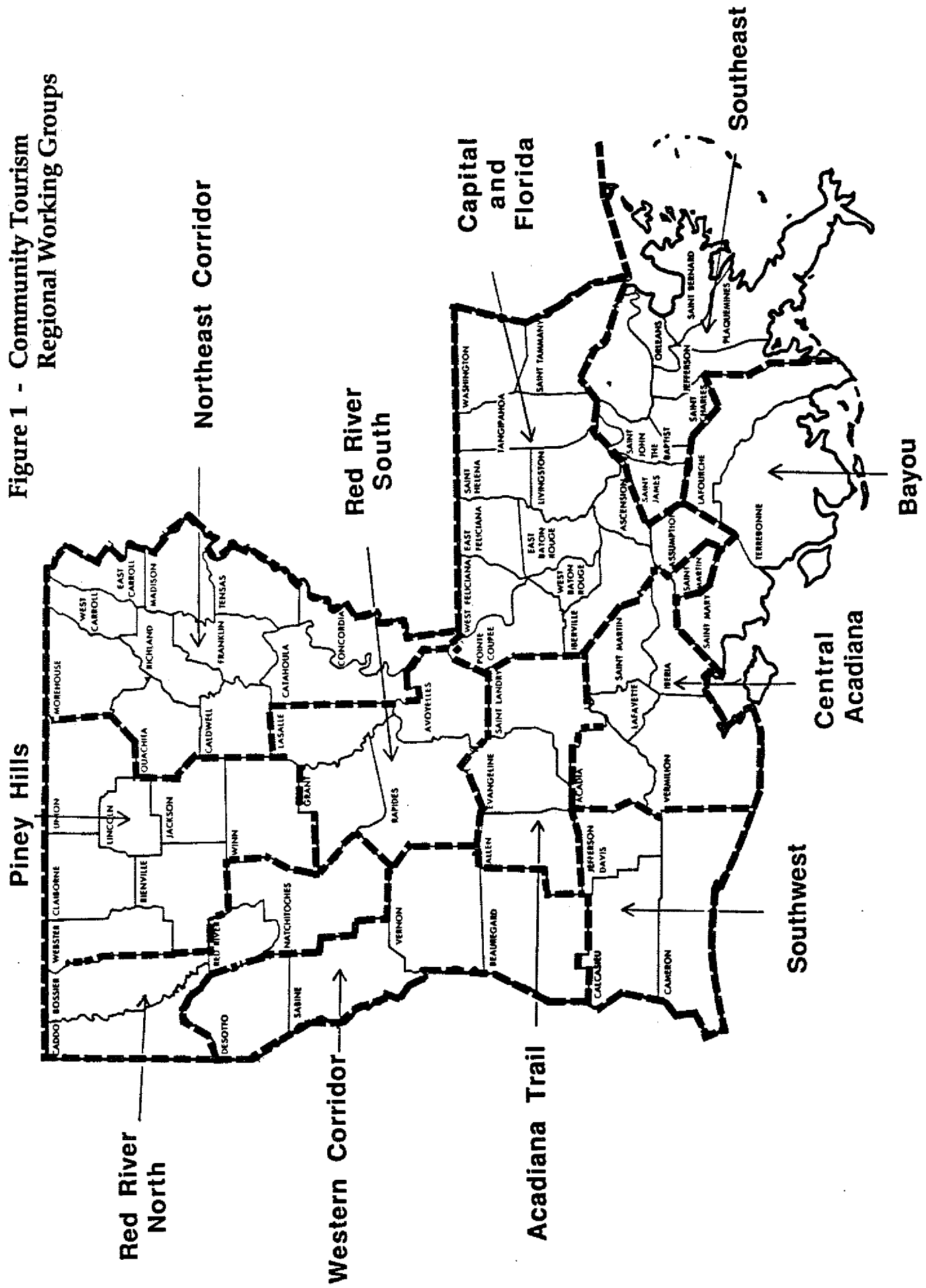
The names, affiliations and assistance-needs opinions of the participants in the 11 workshops, appear in Appendix D.

B. Priority Information and Technical Assistance Needs

The responses given at the eleven regional workshops were summarized by Sea Grant and placed in six broad categories: [1] training, education and awareness; [2] state and regional coordination; [3] attractions development; [4] marketing and promotion; [5] funding sources; and [6] tourism preparedness.

These categories are further defined in Figure 2. The figure also provides a comparison of the top ten priority assistance needs between the various state regions. It is important to note that the numbers represent the priority of individual ideas identified through the needs assessment process. It is not an attempt to compare groups.

**Figure 1 - Community Tourism
Regional Working Groups**



The purpose of this figure is to merely illustrate categorical similarities in information and technical assistance needs. For instance, the Acadiana Trail working group gave top, fourth, fifth and ninth priority to training, education and awareness needs. On the other hand, those participating in the Capital and Florida group gave this same category third, seventh, ninth and tenth priority and rated marketing and promotion needs as number one.

Workshop attendees identified an urgent need for a statewide community tourism assistance initiative. There is also a widespread recognition of the fact that (1) there is a great diversity of needs; (2) the needs cannot be addressed by any single entity; and (3) there are constraints for the delivery of the services.

The details concerning the type and magnitude of the required assistance are presented in the next section of this report. There is simply no way that a single agency or organization can provide these services. But, a well-coordinated effort with strong central leadership can begin to tackle the issue and make meaningful progress in short order. It will require the involvement of several state agencies and regional organizations; interested municipal and parish governments; colleges, universities and vocational schools; the convention and visitor bureaus and the Louisiana Travel Promotion Association.

The next step in planning for the community tourism initiative should thus be to have the above noted organizations identify what specifically they can do in the near term to address the needs and what kind of support they will need in order to accomplish the work. Leadership is essential for the planning and actual implementation of this step. It is logical that the Department of Culture, Recreation and Tourism assume this leadership role. The menu is sizable, and financial, time and manpower constraints make it virtually impossible to address all of these issues. Nevertheless priorities and responsibilities can be identified and the resources to most effectively address the problems can be marshalled by a state agency.

The consensus opinions of the 11 groups have been consolidated and paraphrased by Sea Grant. They appear below, in alphabetical order, under the aforementioned categories.

1. TRAINING, EDUCATION AND AWARENESS

This category received the most responses. Project participants in 10 of the 11 regions cited the need to further enlighten business and government leaders about tourism as an industry and its significance to the economy; build community awareness of local, regional and state attractions; and provide more training for local leaders, industry professionals and front-line personnel.

a. Training

There is an urgent need for **HOSPITALITY TRAINING PROGRAMS** for those who greet the visitors to our state. Louisiana's visitors' service businesses or hospitality

industry employees need to be trained on how to become better state "ambassadors". For instance, employees need to:

- * know about the value of tourism to their communities;
- * be knowledgeable about their communities in order to respond to tourist inquiries;
- * know what products and services are sought by visitors;
- * be involved in civic, pride-building projects.

LEADERSHIP TRAINING for new and aspiring leaders in the industry is also critical. Communities need assistance on how to set priorities, spend limited dollars, and improve local decision-making capabilities. The training should include sessions on community tourism development, planning, time management, communications, meetings, data collection and analysis, marketing, conflict resolution, etc.

TOURISM-ORIENTED BUSINESSES need assistance if tourism is to become a major generator of jobs and income in small communities. Our regional university-based Small Business Development Centers (SBDCs) should devote more of their assistance activities to tourism-related enterprises.

TOURISM PROFESSIONALS would greatly benefit from more continuing education programs. Seminars and workshops on subjects such as market research techniques, economic impact, public relations, innovative financing, and community involvement would be helpful.

TOURISM PROFESSIONALS also need training in how to involve more local citizens in tourism development projects such as historic preservation, litter control, downtown revitalization, and planning new and improving established events and activities.

VOLUNTEERS should be better trained at local levels in order to increase their professional capacities and add more citizen participation to the tourism development process. This will also enable communities to recruit and train more volunteers, and thus help carry out the plans. A good way to start is to make potential volunteers aware of what type of information is already available about Louisiana and its attractions. The visitor welcome centers and bureaus throughout the state can play major roles in familiarizing volunteer groups.

b. Education and Awareness

The **BUSINESS COMMUNITY** and **ECONOMIC DEVELOPMENT GROUPS** also need to be made aware that tourism is an industry, and that this industry has business development opportunities. In order to do this, we must be able to relate tourism's economic

Figure 2

1991 Louisiana Community Tourism Needs Assessment
A Comparison of Top 10 Priority Needs

ASSISTANCE NEED CATEGORY	REGIONAL WORKSHOPS*										
	AT	CF	BY	SW	PH	RRN	RRS	W	NE	SE	CA
Training ^A	1,4,9	3,9,10	1,8	—	—	—	—	—	9	—	7
Education and Awareness ^B	5	7	4	1	2,6, 7,8	2	—	5	1,4, 6,7	4,5,10	2,6
State & Regional Coordination ^C	3	2	3	9	4,10	3,7,10	6,8	—	10	10	10
Attractions Development ^D	6,8	6,8	2,10	10	9	6,8,10	5	7,9,10	—	3,5,9	—
Marketing and Promotion ^E	7,10	1	6,7,9	3,4,5,8	—	4,10	2	1,4	2,5	7,10	8
Funding Sources ^F	—	10	5	2	3	—	1,3,9 10	2,6,8	3,8	2,6	4,5 10
Tourism Preparedness ^G	2	4,5	—	6,7	1,5	1,5,9	4,7	3,10	10	1	1,3

*AT = Acadiana Trail; CF = Capital and Florida; BY = Bayou; SW = Southwest; PH = Piney Hills;
RRN = Red River North; RRS = Red River South; W = Western; NE = Northeast; SE = Southeast;
CA = Central Acadiana.

- A. **Training** - Hospitality industry, local business community, tourism leaders, tourism enterprises
- B. **Education/Awareness** - Local awareness/information, DCRT staff, schools, in-state
- C. **State and Regional Coordination** - Regional networking, state government
- D. **Attractions Development** - Facility/service development, analyses of opportunities, existing attractions
- E. **Marketing and Promotion** - Advertising/promotion, market characteristics, statistics/information, planning
- F. **Funding Sources** - Sources, grant-writing, local attractions
- G. **Tourism Preparedness** - Signage, cleanup, beautification, planning, trails, maps

NOTE: Conducted by Louisiana Sea Grant College Program, LSU Center for Wetland Resources and the Office of Tourism, Louisiana Department of Culture, Recreation and Tourism. Format for this figure adapted from Extension and Parks, Texas A&M University.

significance to the community and prepare materials for distribution to the business community and economic development groups.

LOCAL OFFICIALS need to be made aware and constantly reminded that tourism is a development opportunity, not some trivial activity. Educational programs that target these leaders are needed.

It is imperative that we educate **LOUISIANA CITIZENS** about our many cultures. Educational programs should target adults as well as young people. In the individual communities, school children need programs on heritage, homeland and culture. This will help instill a sense of pride and result in increased involvement in community activities. We need to use local school systems to preserve and promote Louisiana's heritage and history.

In addition, we need to build an awareness amongst **OUR CITIZENS** about Louisiana's natural environment and the outdoor recreational opportunities associated with it. In particular the opportunities associated with the Kisatchie National Forest, the Mississippi and Red Rivers, state and national parks, wildlife management areas and national wildlife refuges, Toledo Bend, beaches, cycling, sport fishing, birding and other passive recreation opportunities.

It is also important that we **RE-EDUCATE THE TOURISM COMMUNITY** with accurate and credible information about the meaning of tourism to the area.

We need to plan for the involvement of all **TOURISM-DEPENDENT BUSINESSES**. Too many do not understand that all visitors are tourists. In particular, we need to target service stations, restaurants, attractions, etc.

The **STATE OFFICE OF TOURISM** should help organize selected tourism professionals and lay persons that will help inform all segments of Louisiana's population about the state's tourism resources. The State's assistance is needed for conducting local awareness campaigns. A resource directory would be helpful for those interested in developing community tourism.

More **STATE TOURISM OFFICIALS AND STAFF** need to become familiar with north Louisiana's attractions and activities. More familiarization (FAM) tours are suggested. A centralized information system and increased state/local networking are suggested means for closer cooperation. In addition, rural areas should be better represented in state office-sponsored FAM tours for writers and others.

2. STATE AND REGIONAL COORDINATION

a. Regional and local

We need to **PROMOTE NETWORKING AMONG TOURISM GROUPS**, both private and public, and share information on activities and attractions. These activities would help keep tourists in the area for a longer period of time. Examples include the need to tie the Los Adaes project with the Ft. Jean Baptiste State Commemorative Area and the need to link the communities and events along U.S. 190. Projects such as these would help unify communities.

REGIONAL TOURISM CLEARINGHOUSES should be established along tourism corridors (e.g. I-49, U.S. 165, Great River Road and U.S. 171) to help track activities and events; distribute information; promote the planned development of attractions, and to assist with financial matters and grant-writing.

b. State

A **DIVISION OF COMMUNITY TOURISM** should be established within DCRT. It should be staffed by a person(s) that can work with rural areas for tourism development.

Individuals within the **OFFICE OF TOURISM** need to be assigned regional responsibilities, and they should be able to help around the state with developing tourism ideas, organizing volunteers that can help with financial planning, co-op advertising, etc.

The state's **OFFICE OF TOURISM** should establish and maintain an automated, centralized information repository that is accessible by all bureaus and tourist commissions.

We need a **ONE-STOP SERVICE FOR TOURISM DEVELOPMENT** that provides, among other things, financial assistance for profit and non-profit businesses. The assistance would be in the form of low interest loans, grants, incentives, etc.

The state's **WELCOME CENTERS** desperately need physical upgrading and staff development. A regional, Lower Mississippi Delta Visitor Information Center should be established.

3. ATTRACTIONS DEVELOPMENT

a. Assessment of Opportunities

We need to identify, develop, and protect **CULTURAL SITES** throughout the area. There should be continuity to the development. Initial focus might be on the Native

American heritage, but attention also needs to be paid to other cultural groups, particularly African-Americans, as well as the state's agri-industrial heritage.

Many areas need assistance in **IDENTIFYING TOURISM DEVELOPMENT OPPORTUNITIES**. They need help in inventorying their tourism resources/assets.

We need to foster the development of **RECREATION OPPORTUNITIES** associated with the Red River navigation project. This should be done in concert with local, state, and federal agencies.

RESEARCH AND DEVELOPMENT ASSISTANCE is needed to identify new attractions and help retain tourism-related businesses (marinas, motels, restaurants, etc.)

Smaller tourist commissions need assistance in developing more **SIDETRIPS** from the major tourist destination centers, particularly New Orleans. The same holds true in the Toledo Bend area.

b. Facilities and Services Development

The **BLACK CULTURAL EXPERIENCE** needs to be incorporated into our tourism development efforts.

A **MAJOR RESORT** in the south Toledo Bend area is needed. There is also an urgent need for more public facilities in the Toledo Bend area, i.e., RV hook-ups, restrooms, showers, running water, etc.

A **PROFESSIONAL FISHING GUIDE LICENSE PROGRAM** needs to be developed. The funds from such a program can be dedicated to out-of-state advertising of Louisiana's sport fishing opportunities.

PUBLIC TRANSPORTATION to attractions in the outlying parts of the New Orleans metropolitan area, such as Barataria, Kenner, Destrehan, etc., needs to be investigated.

4. MARKETING AND PROMOTION

a. Information

We need a **COMPUTER LINK-UP** with the Office of Tourism that can serve as an electronic bulletin board. We need to access statistics that are relevant to our areas and attractions; information on events, tours, groups, etc.

MORE DETAILED AND SITE-SPECIFIC STATISTICS on visitors to an area are needed. More research information that can be used by rural areas needs to be compiled and disseminated by the State Office of Tourism. It should be able to provide information about point of origin, destination, their specific interests, etc. Also, more information is needed about retirement trends, tourist visitations and economic impact and, tourism markets.

SMALLER COMMUNITIES and **TOURIST COMMISSIONS** operating with no or few funds require information on how to attract/share visitors from/with other areas in the state.

We need to **UPDATE TOURISM INFORMATION** literature, videos, etc. particularly the materials that promote the rural areas of the state.

b. **Advertising and Promotion**

A long-range commitment from **DCRT** for co-op advertising needs to be made.

Assistance is needed to develop **EFFECTIVE BROCHURES**.

We need increased **LOCAL AND REGIONAL PROMOTION** (a) site-specific events; (b) outdoor attractions, such as all-terrain vehicle, horse-back riding, and hiking trails; (c) federal and state parks and facilities; and (d) historical aspects.

We should produce **MORE REGIONAL CO-OP PUBLICATIONS** featuring accommodations, activities, events, etc.

More advertisement of **NORTHWEST LOUISIANA AND THE TOLEDO BEND REGION** is needed (including billboards, videos, etc.).

More technical and financial help is needed for **PRINTING AND DISTRIBUTING BROCHURES** on local points of interest and historical sites.

An inexpensive **RADIO CHANNEL** to broadcast tourist information would be helpful for areas with considerable interstate traffic.

Assistance is required to develop interesting and usable **REGIONAL TOUR GUIDES**.

We need increased **STATE** promotion of both the Mississippi River and the Historic River Road as well as our natural environment, and recreational opportunities associated with it.

c. **Planning**

COOPERATIVE MANAGEMENT PLANNING is needed for tourism development. Areas should be identified and better communications should be established.

Many communities around the state need help in **DEVELOPING MARKETING PLANS**.

The state needs a **LONG RANGE PLAN** for the development of tourism, that includes rural tourism.

There is a need a for cohesive **REGIONAL MARKETING PLANS** which define target markets; set realistic, attainable goals and specify approaches for achieving the goals.

5. **FUNDING SOURCES**

a. **Sources**

Local groups also need information on funding sources for **BROCHURES**.

The state needs reliable and long term **CO-OP ADVERTISING FUNDING**, and should also include in-state advertising under the co-op program.

Assistance is needed to identify where funds can be obtained to **INVEST AND DEVELOP LOCAL ATTRACTIONS**. Communities and developers also need to know how to tap such financial sources (e.g. gifts, grants, private investor, state monies, etc.). A directory or listing would be helpful.

Small tourist commissions either are underfunded or have no source of monies. They need guidance regarding **SOURCES OF FUNDS**.

Assistance is also needed in **WRITING PROPOSALS** for funding of local tourism support businesses.

b. **State and Local Attractions**

There is a need for a stable and recurring funding source for the **CONSTRUCTION AND OPERATION OF STATE FACILITIES** that are used by residents and out-of-state visitors, particularly state parks and commemorative areas.

Help is needed on how to obtain funding for **RURAL MUSEUMS**.

A STATE REVOLVING FUND PROGRAM that earmarks funds for historic preservation, much like the ones in several other states, is needed for Louisiana.

6. TOURISM PREPAREDNESS

We need **ADEQUATE MAPS FOR THE RURAL AREAS** of the state. They should include parish roads; hiking, biking, and horseback riding trails; byways, etc.

The **BAYOUS AND WATERWAYS** also need to be cleaned up so that tourists and area residents can use them.

We must be prepared for visitors. **CLEAN UP OUR HIGHWAYS!**
But volunteer efforts are not enough. We need a well-funded, state litter control/cleanup program for our state, parish and local roads and highways.

We need more assistance from the **DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT AND THE U.S. FEDERAL HIGHWAY ADMINISTRATION** to provide us with more and better signage, including for places that are "off the beaten path".

I-49 needs signage and information distribution centers that help direct travelers to the communities in close proximity to the corridors. Also, the rest areas must be activated as soon as possible.

We need to address **SIGNAGE** needs. We need directional signs to the communities, sites, and attractions and should remember that we have a need to serve our foreign visitors. To this end, DCRT needs to work in cooperation with DOTD's Office of Highways.

DOTD needs a program to identify and improve **SUBSTANDARD ROADS** to tourist attractions.

A major cleanup of **TOLEDO BEND LAKEFRONT PROPERTIES** is needed, particularly the removal of eyesores and health/safety hazards, through zoning ordinances and restrictions.

Since we are about to dedicate more funds to advertise the state and its many attractions, we need to do something about improving and enhancing our **TOURISM INFRASTRUCTURE**, i.e. roads, trails, byways, waterways, signage, maps, welcome centers, beautification, etc.

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Appendix A

**Louisiana Community Tourism
Development**

Technical Assistance Guide

June 1991

Technical and Information Assistance For Community Tourism Development In Louisiana

State Agencies

Person/Organization/Agency

Assistance/Support/Resources

Louisiana Department of Culture, Recreation and Tourism

Office of Tourism

P. O. Box 94291
Baton Rouge, LA 70804-9291
504/342-8135

- technical workshops & seminars
- seminars
- local organization assistance
- promotional literature
- information distribution
- calendar of events
- in-state market section
- research information
- information on the economic benefits of tourism
- state master plan
- Louisiana Travel Journal
- Louisiana Travel Pulse

Office of Cultural Development

Division of the Arts

P. O. Box 44247
Baton Rouge, LA 70804
504/342-8180

- grants procurement assistance
- informative programs literature
- arts education programs

Division of Archaeology

P. O. Box 44247
Baton Rouge, LA 70804
504/342-8170

- publications
- site inspections
- classroom archaeology publication for teachers

Folklife Division

P. O. Box 44247
Baton Rouge, LA 70804
504/342-8183

- storytelling literature & suggestions
- resource lists
- organizing arts agencies
- marketing assistance for crafts
- Louisiana crafts newsletter

Person/Organization/Agency

Assistance/Support/Resources

**Louisiana Department of Culture,
Recreation and Tourism (cont.):**

Office of Cultural Development
Division of Historic Preservation
P. O. Box 44247
Baton Rouge, LA 70804
504/342-8160

- monthly publications
- advise for historic property owners
- workshops & literature
- Main Street program
- restoration advice/assistance
- site inspections

**Office of Litter Control &
Recycling**
Louisiana Department of CRT
P. O. Box 94291
Baton Rouge, LA 70804
504/342-8148

- literature & publications
- workshops
- videos & other materials on
loan basis
- educational programs
- recycling market directory
- beautification assessment

Office of State Parks
Division of Outdoor Recreation
P.O. Box 44426
Baton Rouge, LA 70804-4426
Baton Rouge, LA 70804-4426
504/342-8186

- local comprehensive recreation
planning tips
- recreation assessments
- grants assistance for outdoor recreation
facilities
- handbook of grants
- 5 year state wide master plan

Division of Park Operations
P. O. Box 44426
Baton Rouge, LA 70804-4426
504/342-8111

- tips on local park planning
- local park design assistance

Office of Film and Video
P. O. Box 94291
Baton Rouge, LA 70804-9291
504/342-8150

- workshops & publications/mailings
- help with local organization & planning
- technical seminars
- works closely with local groups

Other State Agencies:

**Louisiana Department of
Wildlife and Fisheries**
P. O. Box 98000
Baton Rouge, LA 70898
504/765-2934

- technical & general audiences publications
- LA Conservationist Magazine & TV production
- hunting & fishing licenses information
- film & videos
- Project Wildflower education programs
- Aquatic education programs
- Hunter education programs
- Landowners technical assistance programs
- boating safety project
- public courses upon request and at large

**Louisiana Office of Rural
Development**
Office of the Governor
P. O. Box 94004
Baton Rouge, LA 70804-9004
504/342-5173

- specialized workshops
- grant writing assistance
- rural resource team
- annual conference
- works with rural communities to help with their needs and finding solutions to their problems

**Louisiana Department of Agriculture
and Forestry**
P. O. Box 94302 - Capitol Station
Baton Rouge, LA 70804-9302
504/922-1234

- produces market bulletin
- provides information
- sells trees
- helps with surplus property
- loan assistance program for new agriculture businesses
- seminars on chemical use
- mosquito control program
- assistance in marketing with food related products

Person/Organization/Agency**Assistance/Support/Resources**

**Louisiana Department of
Transportation Development**

P. O. Box 94245

Baton Rouge, LA 70804

504/379-1200

Office of Traffic & Planning

P. O. Box 94245

Baton Rouge, LA 70804

504/358-9131

Office of Maintenance

P. O. Box 94245

Baton Rouge, LA 70804

504/379-1502

- maintains 9 district offices throughout the state to serve all local areas

- produces highway maps
- signage regulations
- signage information

- litter control
- highway rest stops
- provides information

Louisiana Department of Economic Development**Office of Commerce & Industry****Development Division**

P. O. Box 94185

Baton Rouge, LA 70804

504/342-5893

- provides Louisiana businesses with information, guidance, access to sources of financing, new and expanded markets, and innovative manufacturing processes
- provides assistance through cooperative efforts with local utility companies, regional planning districts and area chambers of commerce
- counsel colleagues and local governments in developing economic development strategies
- promote job retention and expansion of existing Louisiana industries
- train and assist local economic development professionals
- provides local community developers, volunteers and part-time economic developers training on techniques for improving local economies through the Louisiana Community Economic Development Institute (LCEDI)

Louisiana's Eight Economic Development Districts

**The eight districts listed below
provide the following types
of services:**

- produce literature
- provide training workshops
- help with surplus property
- assistance with business planning
- one-stop shopping for data &
information pertaining to new and
existing businesses

District 1: Regional Planning Commission
333 St. Charles Ave., Suite 900
New Orleans, LA 70130
504/568-6611 or 523-1432

- **Parishes Served:** Jefferson, Orleans,
St. Bernard, St. Tammany, Plaquemines

District 2: Capital Regional Planning Commission
333 North Nineteenth Street
P. O. Box 3355
Baton Rouge, LA 70821
504/383-5203

- **Parishes Served:** Ascension, East Baton
Rouge, East Feliciana, Iberville, Livingston,
Point Coupee, St. Helena, Tangipahoa,
Washington, West Baton Rouge, West Feliciana

District 3: South Central Planning and Development
Commission
P. O. Box 846
Thibodaux, LA 70302
504/446-0514

- **Parishes Served:** Assumption, Lafourche,
St. Charles, St. James, St. John the Baptist,
Terrebonne

District 4: Evangeline Economic & Planning Dist.
P. O. Box 90070
Lafayette, LA 70509
318/233-3215

- **Parishes Served:** Acadia, Evangeline,
Iberia, Lafayette, St. Landry, St. Martin,
St. Mary, Vermillion

**Eight Economic Development
Districts (Continued)**

District 5: Imperial Calcasieu Regional Planning &
Development Commission
P. O. Box 3164
Lake Charles, LA 70602
318/433-1771

- **Parishes Served:** Allen, Beauregard,
Calcasieu, Cameron, Jefferson Davis

District 6: Kisatchie-Delta Regional Planning &
Development District
P. O. Box 12248
Alexandria, LA 71315-2248
318/487-5454

- **Parishes Served:** Avoyelles, Catahoula,
Concordia, Grant, LaSalle, Rapides,
Vernon, Winn

District 7: The Coordinating & Development Corporation
P. O. Box 37005
Shreveport, LA 71103
318/226-7557

- **Parishes Served:** Bienville, Bossier, Caddo,
Claiborne, DeSoto, Lincoln, Natchitoches,
Red River, Sabine, Webster

District 8: North Delta Regional Planning &
Development District, Inc.
2115 Justice Street
Monroe, LA 71201
318/387-2572

- **Parishes Served:** Caldwell, East Carroll,
Franklin, Jackson, Madison, Morehouse,
Ouachita, Richland, Tensas, Union, West Carroll

Consultant: Louisiana Association of Planning &
Development Districts Mr. Gerald Mouton
8622 Grant Street
New Orleans, LA 70127
504/264-4866

Other Groups and Organizations

Louisiana Convention & Visitor Bureaus - Local/Area/Regional Tourism Organizations.

- convention & visitor bureaus and local/area tourism organizations offer various kinds of technical assistance. To find out if your local/area bureau or organization can provide you with this type of assistance please contact them directly.
- periodic studies prepared on visitor characteristics
- market origin information
- advertising conversion studies
- assist in cooperative promotion programs with hotels/motels, restaurants and attractions - provide promotional literature

1. Ascension Parish Tourist Commission
P. O. Box 576
Gonzales, LA 70737
504/647-5779
2. Atchafalaya Delta Tourist Commission
P. O. Box 2332
Morgan City, LA 70381
504/395-4905
3. Baton Rouge Area Convention & Visitors Bureau
P. O. Drawer 4149
Baton Rouge, LA 70821
504/383-1827
4. Beauregard Tourist Commission
P. O. Box 1174
DeRidder, LA 70634
318/463-5534

Louisiana Convention & Visitor Bureaus (Continued)

5. East Feliciana Tourist Information Center
Box 667
Jackson, LA 70748
504/634-7155
6. Desoto Parish Tourist Commission
P. O. Box 1327
Mansfield, LA 71052
318/872-1177
7. Gonzales Tourist Center
1006 West Highway 30
Gonzales, LA 70737
504/647-9512
8. Greater New Orleans Tourist and
Convention Commission
1520 Sugar Bowl Drive
New Orleans, LA 70112
504/566-5032
9. Houma-Terrebonne Tourist Commission
P. O. Box 2792
Houma, LA 70361
504/868-2732
10. Iberia Parish Tourist Commission
2690 Center Street
New Iberia, LA 70560
318/365-1540
11. Iberville Parish Tourist Commission
200 Main Street
Plaquemine, LA 70765
504/687-0641
12. Jefferson Parish Tourist Information Center
300 Veterans Highway
I-10
Kenner, LA 70062
504/468-7527
13. City of Kenner
Office of Tourism
1903 Short Street
Kenner, LA 70065
504/468-7228

**Louisiana Convention & Visitor
Bureaus (Continued)**

14. Lafayette Convention Commission
P. O. Box 52066
Lafayette, LA 70505
318/232-3737
800/346-1958
15. Lafourche Parish Tourist Commission
P. O. Box 340
Raceland, LA 70394-0340
504/537-6131
16. Lower Bayou Teche Tourist Commission
P. O. Box 706
Franklin, LA 70538
318/828-3631
17. Monroe/West Monroe Convention Bureau
P. O. Box 6054
Monroe, LA 71211-6054
318/387-5691
18. Morgan City Tourist Center
725 Myrtle Street
Morgan City, LA 70380
504/384-3343
19. Natchitoches Parish Tourist Commission
P. O. Box 411
Natchitoches, LA 71457
318/352-8072
20. Opelousas Tourism & Activities Committee
441 East Grolee Street
Opelousas, LA 70570
318/948-4731
21. Point Coupee Tourist Center
Rt. 1, Box 70-M
New Roads, LA 70760
504/638-9858
22. Rapides Parish Convention Bureau
P. O. Box 8110
Alexandria, LA 71306
318/443-9513

Louisiana Convention & Visitor Bureaus (Continued)

23. Ruston-Lincoln Parish Convention Bureau
P. O. Box 150
Ruston, LA 71273
318/255-2031
24. Sabine Parish Tourist Commission
920 Fisher Road
Many, LA 71449
318/256-5880
25. St. Martinville Tourist Commission
P. O. Box 9
St. Martinville, LA 70582
318/988-5409
26. St. Tammany Parish Tourist Commission
600 N. Highway 190 --Suite 15
Covington, LA 70433
504/892-0520
800/634-9443
27. Shreveport-Bossier Convention Bureau
P. O. Box 1761
Shreveport, LA 71166
318/222-9391
800/551-8682
28. Southwest Louisiana Convention Bureau
P. O. Box 1912
Lake Charles, LA 70602
318/436-9588
29. Tangipahoa Parish Tourist Commission
2612 South Morrison Blvd.
Hammond, LA 70403
504/542-7520
30. Vernon Parish Tourist Commission
P. O. Box 1228
Leesville, LA 71496-1228
318/238-0783
31. West Baton Rouge Tourist Center
2855 Interstate Frontage Road
Port Allen, LA 70767
504/344-2920
32. Cameron Parish Tourist Commission
P.O. Box 388
Cameron, LA 70631
318/775-5222
33. Jefferson Davis Parish Tourist Commission
P.O. Drawer 1249
Jennings, LA 70546
800/264-5521

Regional Tourism Organizations**Acadiana Trail Association**

P. O. Box 1362
Eunice, LA 70535
318/457-2971

- membership organization
- produces regional literature
- regional promotion
- provides regional networking

Capital Resource Conservation & Development Council, Inc.

2191 B. Tower Drive
P. O. Box 1296
Denham Springs, LA 70727
504/389-0730

- By-ways project
- assists with local/parish organization
- produces regional literature
- regional promotions
- provides regional networking

Piney Hills Country Association

P. O. Box 280
Ruston, LA 71273
318/251-8621

- membership organization
- produces regional literature
- regional promotions
- regional networking

Local Chambers of Commerce

* See local telephone directory for your Chamber of Commerce address and telephone number.

- chambers of commerce across the state offer various forms of assistance to local areas. Call the one nearest your town.
- provide specific information about particular cities, including facts about:
 - census data and projections
 - employment outlooks
 - economic forecasts
 - educational institutions
 - meeting location
 - local amusements
 - cultural events - historic sites
 - local maps and travel routes

Louisiana Association of Fairs and Festivals

Rt. 2, Box 430-N
Many, LA
318/256-6055

- annual convention
- publication listing
- membership organization
- festival calendar
- networking
- workshops/seminars

Louisiana Hotel/Motel Association

330 Exchange Place, # 102
New Orleans, LA 70130
504/525-2264

- membership organization
- publications
- annual conference
- numerous membership benefits

Person/Organization/Agency**Assistance/Support/Resources**

Louisiana Municipal Association
P. O. Box 4327
Baton Rouge, LA 70821
504/344-5001

- membership organization
- maintains office
- monthly publication to members
- weekly publications during legislative sessions
- annual conference
- legal advice to municipals and elected officials
- workshops and seminars
- sponsors Mayor's Day at the State Legislature
- presents orientation for newly elected municipal officials
- provides some research for municipalities

Louisiana Restaurant Association
2800 Veterans Blvd - Suite # 160
Metairie, LA 70002
504/831-7788

- membership organization
- publications to members
- data on annual number of restaurants, sales by parish
- sales info on segments of food service industry.
- provide speakers for meetings

Louisiana Travel Promotion Assoc.
P. O. Box 4003
Baton Rouge, LA 70821
504/346-1857

- provides latest tourism information
- provides answers to business problems
- publicizes the importance of tourism as an industry
- monitors state governmental regulations and lobbies for funding for the state agency

Louisiana Travel Promotion Assoc.
(Continued)

- puts together cooperative marketing plan for the state tourism industry
- presents workshops and seminars on tourism topics
- holds annual conference
- produces promotional literature
- distributes promotional literature to state visitor centers
- assists in organizing familiarization (FAM) tours

Louisiana Small Business Development Centers:

- provide counseling
- coordinate and conduct continuing education programs
- serve as informational resource centers
- serve as a clearinghouse and referral service

1. Louisiana Small Business Development Center
State Director
Northeast Louisiana University
Monroe, LA 71209
318/342-5506
2. Northeast Louisiana University
Small business Development Center
Monroe, LA 71209
318/342-1224
3. Louisiana Tech University
Small Business Development Center
Box 10318, Tech Station
Ruston, LA 71272-0048
4. LSU-Shreveport
Small Business Development Center
College of Business Administration
1 University Place
Shreveport, LA 71115
318/797-5144

Louisiana Small Business Development Centers - Continued

5. Northwestern State University
Small Business Development Center
College of Business Administration
Natchitoches, LA 71497
318/367-6611
6. McNeese State University
Small Business Development Center
College of Business Administration
Lake Charles, LA 70609
318/475-5629
7. University of Southwestern Louisiana
Small Business Development Center
College of Business Administration
Box 43732
Lafayette, LA 70504
318/265-5344
8. Louisiana Department of Economic Development
P. O. Box 94185
Baton Rouge, LA 70804
504/342-0899
9. Capital Small Business Development Center
9613 Interine Avenue
Baton Rouge, LA 70809
504/922-0998
10. Southeastern Louisiana University
Small Business Development Center
College of Business Administration
Box 522, University Station
Hammond, LA 70402
504/549-3831
11. University of New Orleans
Small Business Development Center
College of Business Administration
New Orleans, LA 70148
12. International Trade Center
University of New Orleans
Small Business Development Center
College of Business Administration
New Orleans, LA 70148

Louisiana Small Business Development Centers - Continued

13. Southern University-New Orleans
Small Business Development Center
College of Business Administration
New Orleans, LA 70126
504/288-5308
14. Loyola University
Small Business Development Center
College of Business Administration
Box 134
New Orleans, LA 70118
504/865-3474
15. Nicholls State University
Small Business Development Center
College of Business
Thibodaux, LA 70310
504/448-4242

**University of New Orleans
School of Hotel, Restaurant &
Tourism Management
Lakefront
New Orleans, LA 70148
504/286-6385**

- offers a 4-year Bachelor of Science program
- offers 800 hours of fixed experience in the hospitality industry
- offers a 18-month exchange program with France
- awards \$30,000 to \$40,000 in annual scholarships
- provides program information literature on request

**University of Southwestern LA
School of Restaurant
Administration
USL Box 40399
Lafayette, LA 70504-0399
318/231-6577**

- training in restaurant management
- training for the food service industry

**Louisiana State University
Louisiana Cooperative Extension Service
Knapp Hall
Baton Rouge, LA 708
504/388-4141**

- workshops & seminars
- leadership training programs
- downtown revitalization
- literature & public information on many topic related to rural communities
- publishes parish resource directory

Person/Organization/Agency**Assistance/Support/Resources**

Louisiana State University
Sea Grant College Program
Center for Wetlands Resources Bldg.
Baton Rouge, LA 70803-7507
504/388-6448

- technical assistance for coastal communities
- tourism assessments
- economic assessments
- research, workshops & conferences
- public information
- marine education
- Aquanotes publication

NATIONAL ORGANIZATIONS*

American Automobile Association
8111 Gatehouse Road
Falls Church, Virginia
703/222-6000

- provides travel books & maps
- campaigns for good streets & highway safety
- promotes cooperation between member clubs

American Society of Travel Agents
4400 MacArthur Boulevard
Washington, D. C. 20007
202/965-7520

- maintains travel hall of fame
- conducts research
- offers education

American Youth Hostels
P. O. Box 37613
Washington, D. C. 20013-7613
202/783-6161

- sponsors inexpensive, educational and recreational trips (domestic and international)
- develops low-cost overnight accommodations (hostels)

* Tourism USA - Guidelines for Tourism Development - was utilized in developing a portion of this listing. Also, Texas A & M University, Texas agriculture Extension Service, Department of Recreation & Parks, and the Louisiana Department of Culture, Recreation & Tourism.

Person/Organization/Agency**Assistance/Support/Resources**

National Tour Association
North American Headquarters
546 East Main Street
Lexington, Kentucky 40508
606/253-1036

- trade association-membership tour operators
- promotes increased public interest in motorcoach travel
- maintains tour industry standards
- monthly magazine, bimonthly newsletter
- economic impact research available to members and non-members
- educational seminars, conferences
- track legislative bills related to travel

Institute of Certified Travel Agents
P. O. Box 56
148 Linden Street
Wellesley, Maine 02181
617/237-0280

- develops educational programs to increase the competency level in the travel industry
- provides certification & educational programs
- conducts research
- maintains library

North American Travel Assoc.
1790 Broadway, Suite 711
New York, New York 10019
718/858-5483

- disseminates travel destination information concerning North America
- provides sources of up-to-date market information
- develops North American Tourist industry

Society of American Travel Writers
1120 Connecticut Ave., Suite 940
Washington, D. C. 20036
202/785-5567

- assist travelers by providing accurate destination, facility and service reports
- protects persons freedom of control of travel
- strives for preserving historic sites and nature conservation

Person/Organization/Agency**Assistance/Support/Resources**

Tourist House Association of America

R.D.2, Box 355A
Greentown, Penn. 18426
717/857-0856

- promotes travel by organizing bed and breakfast accommodations for travelers
- publishes Bed and Breakfast U.S.A.

Travel & Tourism Research Association

P. O. Box 8066, Foothill Station
Salt Lake City, Utah 84108
801/581-3351

- provides leadership in travel research
- provides reference service
- maintains library
- publishes Journal of Travel Research

Travel Industry Association of America

1899 L. Street, N.W., Suite 600
Washington, D. C. 20036
202/293-1433

- increase public awareness on the economic importance of travel
- promotes domestic and international travel through campaigns, education and improvements of services

United States Tour Operators Association

211 East 51st Street, Suite 4B
New York, NY 10022
212/944-5727

- encourages and supports professional and financial integrity in tourism
- provides information about tour operators activities
- serves as clearing-house for information

United States Travel Data Center

1899 L. Street, N.W.
Washington, D. C. 20036
202/293-1040

- membership organization
- monthly printout of tourism statistics travel expenditures in U. S.
- conferences and forums
- National Travel Survey of tourism trends throughout U. S. - quarterly and annual reports
- catalog of other publications

Person/Organization/Agency**Assistance/Support/Resources**

United States Travel and Tourism Administration

Department of Commerce
Washington, D. C. 20230
202/377-0140

- provides public & private sector with current research and marketing intelligence
- provide technical guidelines on international tourism marketing opportunities
- distribute materials published by U. S. public & private sector to markets abroad
- provide professional counsel in response to trade inquiries and gives technical assistance in tour planning
- provides publication: Guidelines for Tourism Development

Tennessee Valley Authority

Mr. Gale Trussell
Tourism Development Specialist
601 West Summit Hill Drive
Old City Hall Building, 2C - 41B
Knoxville, Tennessee 37902-1499
615/632-7410

- rural tourism development assistance
- workshops and seminars
- literature on tourism development
- literature on marketing
- how-to publications
- one on one consultation

National Park Service

Jean Lafitte National Historic Park
U. S. Customhouse
423 Canal Street
New Orleans, LA 70130
504/589-2636

- provide data regarding numbers of visitors, land acreage, budgets, etc.
- some funding assistance available (matching)
- facilities inventories, state maps, park specific publications
- permitting on park land

United States Army Corps of Engineers

Lower Mississippi Valley Division
P. O. Box 80
Vicksburg, Mississippi 39180
601/634-5000

- regulate navigable water, wetlands
- technical advice to government agencies
- produce recreation maps by districts
- annual report

Person/Organization/Agency**Assistance/Support/Resources**

Vicksburg District
P. O. Box 60
Vicksburg, Mississippi 39180
601/634-5000

New Orleans District
P. O. Box 60267
New Orleans, LA 70160-0267
504/865-1121

United States Forest Service
Kisatchie National Forest
P. O. Box 5500
Pineville, Louisiana 71360
318/473-7160

- produces newsletter (free)
- training for volunteer fire departments
- promotes forestry
- technical assistance to private landowners
- provides National Forest Recreation Guide

United States Dept. of Commerce
2027 One American Place
Baton Rouge, LA 70825
504/389-0227

- economic development planning
- advice about public works and technical assistance programs through the U. S. Economic Development Administration
- community visits
- one on one consultation

Tourism Literature*

Selected Books and Manuals

Tourism Overview

Tourism: Principles, Practices, Philosophies by Robert W. McIntosh and Charles R. Goeldner (John Wiley and Sons, Inc., 605 Third Avenue, New York, NY 10158, 1986. 564 pp.)

A leading textbook on tourism; divided into five parts and 16 chapters. The five parts are: 1. Understanding Tourism: Its Nature, History, and Organization; 2. Motivation for Travel and Choosing Travel Products; 3. Tourism Supply, Demand, Economics, and Development; 4. Essentials of Tourism Marketing and Research; 5. Tourism Practices and Prospects. The textbook is readable and contains numerous informative tables and photographs. Although primarily for college and university courses in tourism it can provide useful information and guidance for tourism organizations and Chambers of Commerce.

The Tourism System: An Introductory Text by Robert Christie Mill and Alastair M. Morrison (Prentice-Hall, Inc., Englewood Cliffs, New Jersey, 07632, 1985, 457 pp.)

A well-written, thorough text for use by practitioners and students in tourism. In 16 chapters, the text focuses on both market issues of tourism (travel motivation, decision-making, influences on travel, travel purchase, purposes of travel), the destination mix, modes to travel, tourism and economic/social planning, tourism policy formation, tourism regulations, tourism marketing and promotion.

The Travel Industry by Chuck Y. Gree and Dexter J. L. Choy (The AVI Publishing Company, 250 Post Road East, P. O. Box 831, Westport, Connecticut, 06881, 1981, 283 pp., \$21.50)

Provides a basic understanding of travel and tourism for the beginning practitioner and student. Divided into six parts: 1. Overview of the Travel Industry; 2. Government Role & Public Policy; 3. Tourism Development; 4. Selling Travel; 5. Transportation Services; 6. Hospitality & Related Services. The book is well-written and easy to read.

* Tourism USA - Guidelines for Tourism Development - was utilized in developing a portion of this listing.

Tourism, an Exploration by Jon Van Harssel (National Publishers of the Black Hills, Inc., 521 Kansas City Street, Rapid City, South Dakota, 57701, 1982, 373 pp.. \$18.00)

A combination text and workbook, this is an introduction to the travel and tourism field. Heavy emphasis is placed on the retail and wholesale travel market. A good book for the casual reader. The book is a compilation of articles from trade publications, contributions from notable personalities in the tourism field, introductory comments. Seven chapters: 1. The History of Tourism; 2. Components of Tourism; 3. Why People Travel; 4. The Economic and Social Impact of Tourism; 5. The Role of Government in Tourism; 6. Destination Development; 7. The Future of Tourism.

The Tourism Business by Donald E. Lundberg (CBI Publishing Company, Inc., 51 Sleeper Street, Boston, Massachusetts 02210, 1980, 334 pp.)

A general, readable text for the practitioner providing an overall survey of tourism components and tourism destination development. Fourteen chapters.

Tourism Planning by Clare Gunn (Crane Russak and Company, Inc., 3 East 44th Street, New York, NY 10017, 1979, 378 pp.)

An overview and planning text describing both the building blocks for tourism development and concepts for guiding future growth and improvement. Tourism is discussed as a system comprised of five fundamental components (people, attractions, transportation, services-facilities, information areas). Tourism Planning provides basic information to stimulate interest in planning at all levels with the end result being better tourism. The book is recommended for academicians, students and professionals in the field of tourism development.

The Tourist Gaze - Leisure and Travel in Contemporary Societies by John Urry, (The University of Lancaster, 1990, 192 pp. \$45.00 - \$18.95 paper)

This publication examines the concept of tourism from a sociological perspective, demonstrating that tourism is a unique and central element in contemporary society. With his primary focus on the changing nature of tourism, the author reveals its connection to the broader cultural changes of postmodernism. The publication has seven chapters: 1. The Tourist Gaze; 2. Mass Tourism and the Rise and Fall of the Seaside Resort; 3. The Changing Economics of the Tourist Industry; 4. Working Under the Tourist Gaze; 5. Cultural Changes and the Restructuring of Tourism; 6. Gazing on History; and 7. Tourism, Culture and Social Inequality. NEW PUBLICATION distributed by Sage Publications, Inc., 2455 Teller Road, Newbury Park, CA 91320

World Class Service by Germaine W. Shames and W. Gerald Glover (International Press, P. O. Box 768, Yarmouth, Maine 04096, 1989, 218 pp.)

This publication deals with cultural differences in the hospitality, travel and tourism industry. The implications of world-class service, which is sensitive not only to the cultural predispositions of the customers but also to the dynamics of the organizational culture and to the culture of the employees and the locale, are explored from four major operational perspectives - business strategy, marketing, human resource development, and customer contact. This book should be read by every manager working in the travel and tourism hospitality and service industries, by the trainers and consultants whom they employ, and by all those who consider themselves students of international or domestic cross-cultural business operations.

Community Development

Tourism U. S. A. Guidelines for Development by the University of Missouri, Department of Recreation and Parks, University Extension - Glen Weaver, Project Director (published and distributed by United States Travel and Tourism Administration [U.S.T.T.A.], Department of Commerce, H - 1982, Washington, D. C. 20230, Attn: Tourism USA, 1986, 1991, 225 pp., \$5.00)

An excellent resource for community leaders. The manual's six chapters are: 1. Appraising Tourism Potential; 2. Planning for Tourism; 3. Assessing Product and market; 4. Marketing Tourism; 5. Visitor Services; 6. Sources of Assistance. The manual uses a workbook format to assist leaders with community tourism development. This book lists sources of assistance including USTTA and other Federal Agencies and programs such as:

- Programs affecting natural resources
- Programs affecting recreation
- Programs affecting historical attractions
- Programs affecting cultural attractions
- Programs affecting business development
- Programs affecting community development
- Programs affecting community facilities (except recreation)
- Programs affecting labor and training
- Programs affecting transportation.

Essential reading for every community considering tourism development.

Distributed by the United States Travel and Tourism Administration [U.S.T.T.A.], Department of Commerce, H - 1982, Washington, D. C. 20230, Attn: Tourism USA - \$5.00 fee [checks made payable to Tourism USA] (202/377-0140).

Tourism: A Community Approach by Peter E. Murphy (Methuen, Inc., 29 West 35th Street, New York, New York 10001, 1985, 200 pp. \$19.95 paper)

A well-written book which thoroughly explores the theme that a destination community should have substantial input into the development of its tourist facilities and services for the full benefit of both tourists and residents alike. The book is divided into five sections with a total of eleven chapters. Some of the chapters are: Scope and Nature of Tourism, Issues in Tourism, Environmental-accessibility issues, Economic Cycles and Benefits of Tourism, Tourism Planning Goals and Methods, and Tourism as a Community Industry. Extensively referenced with examples from destination areas throughout North America and England.

Creating Economic Growth and Jobs through Travel and Tourism: A Manual for Community and Business Developers by West Virginia University (published by the U.S. Department of Commerce, Economic Development Administration, Economic Research Division. For sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, 1981, 315 pp.)

The manual describes a demonstration tourism development projection in West Virginia. The research assessment and planning process used is extensively detailed. Twelve chapters are organized in 3 sections: 1. Overview of Tourism and Economic Development; 2. Assessments; 3. Implementation and Evaluation.

Marketing and Management

The Marketing of Hospitality Services Edited by Peter J. Stevens and Ken W. McCleary (Hospitality Publications, Inc., P. O. Box 448, Okemos, Michigan 48864, 1986, 314 pp.)

A collection of 50 short articles written for those with a basic understanding of marketing. The articles are organized into 10 parts which include: Marketing Information and Research; Place and Packaging Concept Design; Menuing; Evaluation, Improvement, Pricing; Promotional Strategy Merchandising.

The Psychology of Leisure Travel: Effective Marketing and Selling of Travel Services by Edward J. Mayo and Lance P. Jarvis (CBI Publishing Company, Inc., 51 Sleeper Street, Boston, Massachusetts 02210, 1981, 152 pp..)

Written by respected consultants and educators in the tourism industry, the basic objectives of the book are to explain why people travel and to help describe the various travel-related decisions that tourists make. These include destination decisions, mode of transportation, lodging, and use of travel agencies. The book is unique in that it examines in detail the travel behavior of individuals from interesting psychological points.

Others

Folk Festivals - A Handbook for Organization and Management by Joe Wilson and Lee Udall (University of Tennessee Press, 228 pp.. \$14.95)

A complete guidebook showing festival organizers how to master the complexity of presenting folklore and folk artists to the general public. This is a valuable resource for arts endowment agencies, historical associations, cultural tourism groups and others concerned with preserving traditional folk culture.

Starting Right - A Basic Guide to Museum Planning by Gerald George and Cindy Sherrell-Leo (141 pp.. \$12.95)

In this straightforward, easy-to-read prose, free of technical jargon, Starting Right defines what a museum is both philosophically and historically, discusses the pros and cons of establishing a museum, outlines where to get help, and proffers advice on all aspects of museums from the choice of buildings through collections care, registration, exhibits, conservation, and staffing to financial management and fundraising.

Researching, Writing, and Publishing Local History by Thomas E. Felt (179 pp.. \$13.95)

This resourceful, engagingly written handbook offers detailed advice on all aspects of researching (historical inquiry, note-taking, materials of history), writing (sources, documentation, copyright), and publishing (design, production, marketing) and local history.

The Good Guide - A Source book for Interpreters, Docents and Tour Guides by Allison L. Brinder and E. Sue McCoy (Ironwood Press, 147 pp. \$14.95)

This innovative source book provides help in organizing and preparing tours, gives information about tour groups, and offers sound suggestions for personal communication.

COMMUNITY TOURISM DEVELOPMENT TECHNICAL ASSISTANCE PROGRAMS

WHAT OTHER STATES ARE DOING

Preface

In January, 1991, a survey of 49 states was conducted by the Louisiana Department of Culture, Recreation and Tourism, Office of Tourism, with the assistance of the Louisiana State University Sea Grant College Program. This survey was to establish the nature, if any, of the rural or community tourism technical and information assistance services provided by these states.

A letter and two-page survey questionnaire, a copy of which is provided at the end of this document, were sent to each state. The following information was obtained from the 26 states that responded to this survey.

State of Alabama

Contact Person: Francis H. Smiley
Special Projects Coordinator
Alabama Bureau of Tourism & Travel
532 South Perry Street
Montgomery, Alabama 36104
Phone: 205/242-4169 or 1-800-ALABAMA
FAX: 205/264-7060

PROGRAM DESCRIPTION

The Alabama Bureau of Tourism and Travel does not have a community tourism development division. They do, however, offer a matching grants program. This program provides assistance to non-profit Alabama organizations that promote travel and vacation business to Alabama on a 50/50 matching basis.

The three categories for which matching funds can be obtained are: comprehensive marketing plan/project, individual projects and special events.

State of California

Contact Person: Sharon Smith-Hansgen
Manager, In-state Program - Rural Tourism
801 K-Street, Suite 1600
Sacramento California 95814
Phone: 916/322-2881

PROGRAM DESCRIPTION:

The "Rural Tourism Program" in the state of California was organized in 1986. The program's goal is to stimulate travel to lesser-known areas of California and to assist designated rural regions in the development of tourism marketing programs.

PROGRAM COMPONENTS:

Rural Regions Tourism Grant Program: A \$100,000 grant program is administered by the Office of Tourism. Its primary objective is to assist regional organizations with their marketing programs. Each regional tourism organization can be awarded up to \$12,000 to help defray the cost of attending travel shows and state-sponsored sales missions; developing booth exhibits and; sponsoring regional familiarization tours for professional travel planners and media.

The Department of Commerce's Rural Tourism Marketing Advisory Committee: Created by the Department of Commerce in 1987, this advisory body is comprised of two representatives from each of the eight tourism organizations that qualify for the grants program. The eight regions are: (1) Gold Country (2) High Sierra (3) Inland Empire (4) Shasta Cascade (5) North Coast (6) Central Coast (7) Central Valley, and (8) Deserts. The committee provides a forum for rural regions to communicate their needs and concerns to the department; in turn, regional representatives disseminate information to the rural regions concerning the State's marketing activities and promotional opportunities.

Community Projects: Regional Brochures: Brochures for the eight regions are developed and distributed to regional representatives. They are then distributed in fulfillment packets; at travel trade consumer shows and; sales missions by rural regional organizations.

Annual Rural Tourism Conference: The fall conference focuses on tourism marketing techniques and opportunities for the rural regions and smaller

communities to increase their share of California tourism market. Four have been held to date.

In-State Sales Missions:

A special in-state sales missions program, to include coordination of California sections at major in state travel shows, has been developed for the rural regions. The program's aim is to assist rural areas in developing and expanding the in-state tourism markets. Missions are scheduled for California metropolitan areas, where they target professional travel planners from corporations, tour companies, parks and recreation districts, senior citizen organizations and military facilities, as well as media.

Driving Tours/AAA:

In cooperation with the California State Automobile Associations, a "Driving Tours" booklet was developed, which features 23 tours through rural regions. The Automobile Association (north and south) is distributing 500,000 copies of the 48-page booklet to AAA members. The State Office of Tourism is distributing 60,000 via special requests.

AVIS Frequent Flyer Program:

To stimulate travel to the rural regions, a direct mail campaign was launched in November 1989 by the AVIS car rental company, in cooperation with the State Office of Tourism. The promotion included a nine-panel brochure listing discounts from participating attractions and lodging facilities in the eight rural regions. AVIS offered special incentives to frequent auto rentals located in California metropolitan areas; the rural regions offered 20% discounts on lodging and attractions from November 1-June 30, 1990.

Rural Regions Radio Promotions:

To increase interest in vacationing in California's rural regions, the state will continue its rural regions radio promotions. Vacation Prize Packages, donated and packaged by the participating regions, will be promoted on metropolitan radio stations during the spring and summer 1991.

Adventures Guide:

An outdoor adventures guide was published in May 1990. The comprehensive guide lists businesses that offer recreational opportunities, such as hot air ballooning, rafting, canoeing, etc. The guide was jointly produced by the Office of Tourism and the Los Angeles Daily News, a major daily newspaper. Private sector advertising and distribution by AVIS, Kodak, and REI outlets made this publication financially feasible. A 1991 edition will be published in the Spring of 1991.

Media Familiarization Tours:

Quarterly media familiarization tours for domestic writers, coordinated by the Office of Tourism, focuses on the rural regions.

- **Literature and other aids:**

Various publications are available on the programs in California. Although produced for their own communities use, the California office will consider providing these for others to use. Contact the office listed for such information.

State of Connecticut

Contact Person: Anthony Davenport
Director, Communications Services
Connecticut Department of Economic Development
865 Brook Street
Rocky Hill, CT 06067-3405
Phone: 203/258-4288

PROGRAM DESCRIPTION

The state of Connecticut provides tourism development programs and services through the Marketing Division of the Connecticut Department of Economic Development. The programs offered are aimed at enhancing the economic impact of the state's visitor attractions and facilities. The programs are aimed at :

1. creating a year-round tourism industry;
2. promoting that industry through a mix of public relations, publicity, advertising, and direct sales;
3. assisting private-sector operators and local tourism districts in their marketing programs;
4. developing new attractions and helping to renovate existing tourism facilities; and
5. selling Connecticut as a location for motion picture and television production.

Technical assistance is provided by division personnel. They are available to assist private-sector travel suppliers. Also available are media lists--both consumer and trade, sales leads, and "How to..." resource materials and research data.

Connecticut's major effort at organizing tourism promotion in the private sector involves its 19 tourism districts and clusters of contiguous towns with an accumulated population of at least 85,000. While financed directly by a percentage of the state sales tax on accommodations, these districts are considered to be in the private sector, and thus do not answer to the state department.

State of Delaware

Contact Person: Catherine Wheeler, Director
Delaware Office of Tourism
Post Office Box 1401
Dover Delaware 19903
Phone: 302/739-4271
Fax: 302/739-5749

PROGRAM DESCRIPTION

The state of Delaware Development Office offers advice and consultation. The office also has matching grants funding programs available for marketing implementation and research. While the office has worked with rural communities on tourism marketing and development, the state does not have a formal plan or program for doing so.

State of Florida

Contact Person: Barry E. Pitegoff
Florida Division of Tourism
107 West Gains Street #501C
Tallahassee Florida 32399-2000
Phone: 904/488-4952
Fax: 904/487-0132

PROGRAM DESCRIPTION

The state of Florida does not have any specific programs in technical assistance. They will, however, provide aid to those who ask for assistance.

The Office of Tourism participates with the Florida Department of State in the "Main Street Program" for small communities.

State of Georgia

Contact Person: Hanna Ledford
Department of Industry Trade & Tourism
285 Peachtree Center Ave.N.E.
Atlanta Georgia 30303-1232
Phone: 404/656-3589
Fax: 404/651-9063

PROGRAM DESCRIPTION

Georgia's Technical Assistance Program is called "Down Home Dollars". It was organized in 1989 and serves both rural and urban communities. The program includes a "Down Home Dollars" kit with a questionnaire designed to assist local communities better understand, demonstrate, and realize the tourism potential of their area.

PROGRAM GOALS

The first goal of this program is to develop an overview of the local area as a tourist destination. The process of completing the kit questionnaire provides an opportunity to inventory the tourism assets and to better understand the role of tourism in the economic health of the area.

The second goal is to project the economic benefits of growth in tourism. Using the scenarios of types of visitors who could be attracted to the area, the economic growth model computes a conservative estimate of the direct effect of new visits in terms of dollars spent by tourists, jobs, income, and taxes created.

The third goal is to produce program materials, produce an interpretive "How To..." book, and assist communities as requested.

- **Literature and other aids:**

Literature, video material and a kit are available on the "Down Home Dollars" program from the State of Georgia. Write or phone the office in the Georgia Department of Industry Trade and Tourism to obtain information regarding this material.

State of Idaho

Contact Person: Heidi Graham
Idaho Department of Commerce
700 West State Street
Boise, Idaho 83720
Phone: 208/334-2470

PROGRAM DESCRIPTION

The state of Idaho tourism assistance program is called "Idaho Regional Travel & Convention Grant Program". It was organized in 1981 and serves all urban and rural communities. Two employees monitor the grant program, which consists of grants awarded to non-profit organizations for tourism promotion. In 1991, the amount of 1.2 million dollars will be disbursed.

State of Iowa

Contact Person: Tracy Kuehl
Iowa Dept. of Economic Development.
200 East Grand Avenue
Des Moines Iowa 50309
Phone: 515/242-4751

PROGRAM DESCRIPTION

The T.E.A.M. (Tourism Enhancement and Marketing) Iowa Approach was organized in the winter of 1990-1991 and operates under the Department of Tourism. The program serves both rural and urban communities and is staffed by two full-time employees. Their primary duties are technical support to communities engaged in tourism development. An extensive array of programs and services is available.

PROGRAM COMPONENTS

Tourism Technical Support Staff - The Iowa Division of Tourism's technical support staff provides information about Iowa's tourism industry, issue-specific tourism consultations, and program referral services.

T.E.A.M. Iowa - A total of twenty (20) tourism professionals from across Iowa regularly volunteer their time and talents for the advancement of Iowa's tourism industry. These individuals have been trained in a wide variety of areas related to tourism development. Included among the areas of technical expertise are: organizational development, marketing plans, group travel, public relations, publications, promotional selling, hospitality training and available tourism resources.

Community Economic Preparedness Program (CEPP) - This program provides a certification for local entities which seek a basic knowledge of the tourism industry and its future for their community. It is a twelve-month program.

T.E.A.M. II - An advanced two-year training and certification program, the Tourism Enhancement and Marketing II Program provides a structured and intensive planning process for developing the tourism industry. T.E.A.M. II advocates a holistic approach to tourism development and combines the principles of self-help with technical assistance to insure long-term success. The four main components of the T.E.A.M. II Program are:

- A. Organization
- B. Marketing and Promotion
- C. Visitors' Services, and
- D. Local Resource Enhancement and Development.

OTHER GROUPS INVOLVED

1. Iowa State University Cooperative Extension Service
2. Iowa Department of Cultural Affairs
3. Iowa Humanities Board
4. TEAM Iowa members

• **Literature and other aids:**

The State of Iowa has printed materials and other information available on their T.E.A.M. program. Write or phone the office in the Iowa Department of Economic Development to obtain information regarding this program.

State of Kentucky

Contact Person: Barbara Atwood
Kentucky Research Branch Mgr.
22 floor Capital Plaza Tower
Frankfort, Kentucky 40601-0000
Phone: 502/564-4930
Fax: 502/564-5695

PROGRAM DESCRIPTION

The state of Kentucky does not offer a formal tourism development technical assistance program for its rural communities. On a very limited basis, however, the research branch provides information to potential developers in both rural and urban communities.

The Kentucky Cabinet for Economic Development provides technical assistance to rural communities for all their economic development projects.

- **Literature and other aids:**

The State of Kentucky has printed various research publications that are available through the Kentucky Department of Travel Development.

State of Maryland

Contact Person: Katherine M. Hax, Researcher
Maryland Office of Economic Development
217 East Redwood St.
Baltimore, MD 21202
Phone: 301/333-6611

PROGRAM DESCRIPTION

The state of Maryland technical assistance program is called "Office of Tourism Development" and was organized in the early 1960s. This program serves both rural and urban communities in the state. The entire department (26 staff people) is involved in the program. The program duties include tourism marketing and product development. The office provides assistance with grants, offers consulting and a certification program.

State of Minnesota

Contact Person: Colleen K. Tollefson
Minnesota Department of Trade & Economic
Development
Division of Tourism
375 Jackson Street
St. Paul, Minnesota 55101
Phone: 800/657-3637
Fax: 612/297-2333

PROGRAM DESCRIPTION

The state of Minnesota technical assistance program serves both urban and rural communities with a population of 150-400,000 people. The name of the program is "Community Meetings". Eight staff members have duties consisting of helping communities develop tourism through area assessments, financial assistance through joint venture programs, tourism loan programs, educational seminars, regional advertising, regional brochures, and overall leadership and assistance programs.

OTHER GROUPS INVOLVED

1. Minnesota Department of Natural Resources
2. Minnesota Health Department
3. Minnesota Historical Society
4. University of Minnesota Tourism Center, and
5. Minnesota Department of Transportation

• Literature and other aids:

The State of Minnesota has printed various specific publications on the community tourism issue. A primary piece is available on the Community Meetings Program. Contact the Minnesota Department of Trade and Economic Development for information.

State of Mississippi

Contact Person: Vera M. Daimwood
Associate Manager Tourism Services
Post Office Box 849
Jackson Mississippi 39205
Phone: 601-359-3297
Fax: 800-647-2290

PROGRAM DESCRIPTION

The state of Mississippi program which helps both urban and rural areas with tourism development is called "Circuit Rider". It reaches communities with populations of 2,000-49,000. The program is conducted by two individuals who establish area meetings to assist the communities by assessing their tourism potential. The program encourages small communities to join nearby communities in order to co-op events, fairs or festivals; establish B & B's; and share "how to ideas" on things such as training front-line people in the tourism industry.

The program was designed to reach small communities and to aid them in tourism development. It is named "Circuit Rider", because the workers charged with implementing the program contact communities who have not been reached in the past and need assistance in tourism development.

OTHER AGENCIES INVOLVED

1. University of Southern Mississippi in Hattiesburg, Miss.
2. Mississippi Arts Commission
3. Mississippi Hotel/Motel Association
4. Mississippi Restaurant Association
5. Mississippi Power Co.
6. Mississippi Convention & Visitor Bureaus
7. Chambers of Commerce and Mayor's offices
8. The Tennessee Valley Authority (TVA)

• Literature and other aids:

The State of Mississippi, along with some of the other agencies involved in the "Circuit Rider" program, have many publications and other information available for tourism development. These materials will be of special interest to rural communities and those just beginning their community tourism effort. Write or phone the office in the Mississippi Office of Tourism to obtain information regarding these materials.

State of Missouri

Contact Person: Kathy Bonney
Missouri Division of Tourism
Truman State Office Building
P. O. Box 1055
Jefferson City, MO 65102
Phone: 314/751-4133

PROGRAM DESCRIPTION

The State of Missouri has a technical assistance program called the "Tourism TEAM". The Tourism TEAM (an acronym for Team Effort Advances Missouri) provides a formal structure for this united effort.

The program works as follows: A bank of volunteers state wide is at the heart of the TEAM program. These volunteers give their time and expertise to help Missouri communities initiate tourism and increase its role in the local economy. When the state's Tourism Division receives a request for assistance for a tourism project, several volunteers are activated by matching their expertise with each community needs and assets. All communities are given an equal opportunity to benefit from the Tourism TEAM Program.

State of Montana

Contact Person: Clint Blackwood
Tourism Development Coordinator
Travel Montana
Montana Department of Commerce
Helena Montana 59620
Phone: 406/444-8654
Fax: 406/444-2808

PROGRAM DESCRIPTION

Montana does not have a formal technical assistance program for community tourism development. Travel Montana is, however, actively developing a technical assistance program for community tourism development with other agencies, such as the Extension Service, Department of Agriculture and U. S. Forest Service. Currently they offer workshops on topics such as group travel promotion; how to effectively work with movie and commercial promotions and; workshops on international tourism. They also offer a comprehensive "Superhost" program for communities around the state. Not necessarily technical in nature, it does offer a good background in hospitality services.

Contact Person: Jerry L. Tavegia
Local Development Officer
Business Development Division
Montana Department of Commerce
Helena Montana 59620
Phone: 406/444-4378
Fax: 406/444-3923

PROGRAM DESCRIPTION

Through the Business Development Division of the Montana Department of Commerce, a program is offered called Montana Certified Communities Program. Organized in 1985, the program serves all communities in the state. Montana's Certified Communities Program is a statewide economic development effort designed to educate and stimulate local development organizations, including economic development corporations and Chambers of Commerce to exercise optimal influence over their economic environment, including tourism.

PROGRAM REQUIREMENTS

The requirements for state certification include:

1. development of a local economic information center
2. preparation of a statistical community profile
3. conducting a comprehensive inventory and catalog of vacant buildings and commercial property
4. identification of all existing businesses
5. construction, administration and analysis of a business attitude survey
6. development of visual and written promotional materials for response to business location inquiries
7. development of a five-year strategic plan and, a one-year action plan with specific objectives, deadlines, and responsible personnel

TO QUALIFY FOR THE PROGRAM

Certified Community candidates are given multiple on-site instruction sessions totaling approximately 20 hours in the fundamentals of business retention, physical and market expansion for existing businesses, new business development and techniques for business recruitment. Upon completion of instructional sessions and required task assignments, a simulated prospect location visit is utilized to evaluate community preparedness. It generally requires 300 - 500 hours of collective community labor to complete the process. Most communities are able to achieve certification standards within a 12 month period. State certification is effective for three years.

PROGRAM OBJECTIVE

The long-term objective of the Certified Communities program is to establish an active network for local development organizations statewide that will respond professionally and consistently to local economic development concerns and opportunities, including tourism development.

ASSISTANCE PROVIDED

Technical assistance is provided to communities for local economic development, including tourism development. Assistance in marketing, financing, business recruitment, international trade and federal contracting is available to Certified Communities from the Montana Department of Commerce.

State of Nebraska

Contact Person: Todd Kirshenbaum
Nebraska Division of Tourism
Post Office Box 94666
Lincoln Nebraska 68509-4666
Phone: 402/471-3795 or 800-228-4307
Fax: 402/471-3778

PROGRAM DESCRIPTION

The state of Nebraska technical assistance program is called Tourism Assessment Resource/Growth Evaluation Team (T.A.R.G.E.T.). It was organized in 1990 and is currently directed by four staff members. This program serves communities with a population of under 10,000 people. The technical assistance provided by the program consists of site visits by teams representing the Division of Tourism, Research, and various others, depending on the community's request. Field service communities and advisory committees also work with the program to aid in its success.

HOW THE PROGRAM WORKS

The TARGET program provides the opportunity for a community to enlist the help of an outside team of professionals in assessing the strengths and weakness of their community, identifying ways to enhance the strengths and meeting the challenges.

Six steps are implemented by participating communities as follows:

1. The formation of a tourism committee
2. The inventory of the community's tourism resources
3. The assessment of the community's tourism potential
4. The design of specific programs and a plan of action
5. The successful implementation of the programs
6. An annual reassessment to continually improve each program every year.

This six-step process offers communities with existing programs a tool by which to reassess their efforts in light of the changing trends in travel patterns. And, for those communities interested in beginning tourism development, the process provides those basic guidelines so necessary when undertaking a new endeavor of any type.

ASSISTANCE PROVIDED

The State Department of Economic Development's field service representatives are available to communities to assist in the formation of the tourism committee, the inventory process and follow-up prior to the team's actual visit. The field representative, as well as representatives from the Nebraska Tourism Division are available to provide technical assistance on the implementation and reassessment portions of the program.

Since it is often hard for many communities to objectively analyze their own tourism potential, the Travel and Tourism Division of the Nebraska Department of Economic Development will organize a team visit to the community to help with this process. The team will evaluate not only the communities' available tourism resources, but also help identify those areas where growth can be achieved. The evaluation team is composed of Nebraska Department of Economic Development staff, a member of the Tourism Advisory Committee and, when possible, other professionals in the travel industry. Prior to this team visit, the local tourism committee must be formed and the inventory completed and returned to the state department.

OTHER GROUPS INVOLVED

Other groups involved with the state department in the T.A.R.G.E.T. program include:

1. Nebraska Roads Department
2. Nebraska Games and Parks Department
3. Nebraska Historical Society
4. State Universities
5. Field Service Representatives
6. Members of the Nebraska Tourism Advisory Committee

• Literature and other aids:

The State of Nebraska offers literature and other information on the T.A.R.G.E.T. program. Write or phone the Nebraska Division of Tourism to obtain more information.

State of Nevada

Contact Person: Larry Friedman
Grants & Research Manager
Nevada Commission on Tourism
Capitol Complex
Carson City, Nevada 89710
Phone: 702/687-4322 or 800-237-0772
Fax: 702/687-6779

PROGRAM DESCRIPTION

The state of Nevada does not offer a formal program of technical assistance for community tourism development. The Commission on Tourism does, however, have a Rural Nevada Tourism Grants Program. This program was designed to make available matching grants to promote travel and tourism in rural Nevada. Besides this, the commission works with the five areas of the state in marketing and promotion.

The Commission also held the 1990 Rural Round-up. This event will become an annual seminar that will supplement the programs offered at the state annual conference on tourism. The Rural Round-up addressed the economic importance of tourism for the entire community and included sessions on:

1. Putting Heads In Beds-motel marketing
2. How To Put Together An Effective Brochure
3. Effective Direct Mail Campaigning
4. Marketing With Little or No Money
5. From Fam Trips to Press Kits, Working With Media
6. Research, The Way To Justify Dollars Spent
7. Corporate Dollars For Your Special Events
8. Flyer/Newsletter Design For Little Money.

The Round-up also addressed how rural and urban Nevada can work more closely together in planning for tourism.

State of Ohio

Contact Person: Ms. Rosalind Fultz, Manager
Office of Tourism Development
Ohio Department of Tourism
P. O. Box 1001
Columbus, OH 43266-0001
Phone: 614/466-8844

PROGRAM DESCRIPTION

The state of Ohio Travel and Tourism Division has always emphasized technical assistance for the private sector, although a formal program name has never been assigned to this service. Technical assistance has always been recognized by the department staff as both an explicit and implicit job responsibility. Technical assistance is provided upon request and is not based on population. Those requesting assistance are primarily tourism marketers and business people, as well as representatives of tourism and economic development groups. The tourism industry in all of the five marketing regions of the "Ohio...The Heart of It All!" program are routinely served through such technical assistance.

The type of technical assistance provided by the division is primarily marketing. Other areas include funding for marketing and infrastructure projects; travel and tourism research and public policy; and start-up assistance for new events and local community tourism organizations.

OTHER GROUPS INVOLVED

Other entities and individuals who routinely collaborate with the Division of Travel and Tourism in providing technical assistance include:

1. Ohio Department of Development -
 - A. Division of Marketing
 - B. Community Development Division
 - C. Small & Developing Business/Minority Business Development/Women's Resource Center
 - D. Business Development Division
 - E. International Trade Division
 - F. The Governor's Office of Appalachia
 - G. The Buy Ohio Program Office

2. Ohio Department of Transportation
3. Ohio Department of Natural Resources
4. Ohio Arts Council
5. Ohio Historical Society
6. Ohio Historic Preservation Office
7. Ohio Joint Program in the Arts and Humanities
8. Ohio State University Cooperative Extension Service
9. Ohio Humanities Council
10. Ohio Tourist Councils, Associations and Societies
11. Ohio Educators
12. Appalachian Regional Commission

State of Oklahoma

Contact Person: Jerry L. Welch
Planning Coordinator
500 Will Rogers Building
Oklahoma City Oklahoma 73105
Phone: 405/521-2973

PROGRAM DESCRIPTION

The state of Oklahoma's technical assistance Program was organized in 1989 and is called "Product Development". The project is managed by three staff members, whose duties are to provide technical support for those interested in enhancing, developing and packaging tourism attractions, facilities and services. The program reaches both urban and rural communities with a population of under 100,000, that is, all of the state's communities except Tulsa and Oklahoma City.

OTHER GROUPS INVOLVED

1. Oklahoma local Chambers of Commerce
2. Lakes and countries associations
3. Oklahoma Department of Commerce
4. Oklahoma Arts Councils
5. Oklahoma Vo-Tech Schools
6. Oklahoma Small Business Development Centers
7. Oklahoma Small Business Institutes
8. Oklahoma Historical Society
9. Oklahoma's state universities

State of Oregon

Contact Person: Robin L. Owens
Oregon Economic Development Department
775 Summer Street, N. E.
Salem, Oregon 97310-0000
Phone: 503/373-1270
Fax: 503/581-5115

ASSISTANCE PROVIDED

The state of Oregon technical assistance program is called Matching Grants-Museum Grants and was organized in 1986. This program serves both rural and urban communities and all citizens can apply for this assistance. At the present time one person heads up this program. His duties include administration of all aspects of the matching grants program. Museum Grants are subcontracted to the Oregon Historical Society for Administration.

In addition, the Oregon Tourism Division of the Economic Development Department provides the following technical assistance:

1. Public speaking
2. Research, information, resources
3. Industry-related seminars
4. Tourism product assessment
5. Marketing plan development
6. Revenue-raising (room tax)

State of South Carolina

Contact Person: Martha E. Beckman
South Carolina Department of Parks,
Recreation & Tourism
1205 Pendleton Street
Columbia South Carolina 29201
Phone: 803/734-0130
Fax: 803/734-0670

PROGRAM DESCRIPTION

The state of South Carolina technical assistance program is called "Community Development Division" and was organized in September 1989. The project is monitored by a staff consisting of 13 people. Their duties are without bound in the urban and rural areas of the state.

PROGRAM GOALS

The goals of the South Carolina Department of Parks, Recreation and Tourism Community Development Division is to help extend the full benefits of tourism and recreation to all of South Carolina, especially the rural and small town areas. The division coordinates with other programs of the department of Parks, Recreation and Tourism and works in conjunction with other state, regional and local agencies and organizations.

SERVICES AND PROGRAMS PROVIDED

Services and programs managed by the South Carolina Department of Parks, Recreation and Tourism Community Development Division include the following:

1. Implementation of a cooperative agreement with the state development board and working relationship with other state agencies in support of goals of the State Coordinating Council on Economic Development.
2. Acts as liaison with the eleven regional tourism organizations, local chambers of commerce, development agencies, and other regional and local agencies interested in the expansion of tourism and recreation opportunities in their respective areas.
3. Development of new tourism and recreation attractions and cultural and heritage events in cooperation with regions and local communities. Also, assistance

is provided to private sector developers, including permitting regulations and coordinated support efforts with federal, state, regional and local development and regulatory agencies.

4. Support to developers of retirement facilities, local communities and agencies interested in attracting retirees as part of their economic development efforts and with the Retirement Communities Association, Commission on Aging and other organizations. Also, offers support for improved transportation facilities and other infrastructure needed to adequately serve present and future tourism-recreation needs.

5. Tracking of industry development, through information from travel information centers, regional tourism organizations and other sources, and presentation of Jobmakers awards to businesses that create new jobs within the tourism industry.

6. Management of a five-county rural development effort through the Allendale Tourism Development Center, aimed at reviving and stimulating economic growth in the area counties.

7. Initiation of a new rural development program in cooperation with the Old 96 District Commission, to include a new tourist information office.

8. Recruitment of people for educational and career opportunities in the tourism, hospitality, recreation and park fields through participation in high school career days and other forums throughout the state.

9. Cooperation with tourism and hospitality industry in human resource support needs, such as Job Service referrals, summer employment recruitment, and development of needed transportation, housing and day care services related to employees.

10. Sponsorship or support of workshops to examine what resources a community has to promote, and to share information on development of new events, bed-and-breakfast inns and other tourism-recreation facilities.

11. Assistance to landowners and farmers in development of farm vacations, fishing ponds, hunting areas and other recreation available for a fee to visitors and residents.

12. Support of the South Carolina Downtown Development Association and local communities in efforts to include recreation and tourism to help revitalize economic activity and improvements in towns and cities.

13. Use of state park resources to support local educational and conservation programs as well as economic progress in adjacent rural areas, such as a new golf course and new parts in different counties.

14. Support for and working relationships with the Governor's Rural Improvement Division, Agriculture Department, Development board, Clemson University's PSA and PRTM Departments, the Joint Legislative Rural Caucus and other agencies devoted to rural area development.

15. Coordination of educational workshops and programs for local governments on the Accommodations Tax Act as designated by the General Assembly. Presentation of PRT/South Carolina Travel and Tourism Forum annual awards to communities that best use Accommodations Tax funds for tourism promotion and recreational and cultural development.

•Literature and other aids:

The State of South Carolina Department of Parks, Recreation and Tourism Community Development Division offers literature and other information on their programs to assist rural areas (including an excellent Bed and Breakfast "How To"). Write or phone the Division to obtain more information regarding this material.

State of Tennessee

Contact Person: Carolyn Brackett
Tennessee Department of Tourism Development
Post Office Box 23170
Nashville Tennessee 37202
Phone: 615/741-7994
Fax: 615/741-7225

PROGRAM DESCRIPTION

The state of Tennessee technical assistance program is called " Heritage Tourism Initiative" and was organized in February 1990. It is under the Tennessee Department of Tourism Development. The program involves one full time state coordinator and others as needed. This employee serves as a liaison between the National Trust for Historic Preservation and the project communities coordinating all activities in each area.

The Heritage Tourism Initiative program serves rural communities by bringing in expert consultants in marketing, museum development, hospitality training, preservation and other areas, as needed.

OTHER GROUPS INVOLVED

1. Tennessee Historical Commission
2. Tennessee Arts Commission
3. Tennessee Main Street Program
4. National Trust for Historic Preservation
5. Tennessee Department of Economic and Community Development

State of Texas

Contact Person: Phil Davis
Manager of Special Tourism Projects
P. O. Box 12728, Capitol Station
Austin, Texas 78711
Phone: 512/320-9587

PROGRAM DESCRIPTION

Since 1990, Texas has a program entitled "AIM HIGH", that served both rural and urban communities. The program is under the Small Business Division of the Texas Department of Commerce.

The program is designed to promote business development and retention, tourism and economic growth in communities throughout the state. The Texas Department of Commerce feels this can be accomplished through existing business expansions, new business development, tourism-related events, exporting, entrepreneurial projects and community revitalization. The Aim High program offers training for Texas communities to initiate or enhance their economic development activities.

ASSISTANCE AND SERVICES PROVIDED

The following is provided through the Aim High program:

1. Basic Economic Development - provides a comprehensive 2-day training for the community Economic Development Coordinator to assess opportunities, learn techniques, and develop an economic development strategy.
2. Hospitality Training - complements travel and tourism activities by providing training to front line employees and managers with guidelines for "Texas Friendly" behavior.
3. Festival/Community Assessment - assesses a community's potential for hosting an annual festival or tourism event. This is followed up by training on how to organize and implement a festival or event.
4. Ambassadorial Training - trains the community coordinator to do business with people of different cultures and includes an overview of business protocol as well as customs and etiquette for doing business with Japan, Taiwan, Korea, Mexico, Germany, or Canada.

5. Advanced Training - includes economic development conferences hosted by the Texas Department of Commerce to provide updated information and training in current economic development issues, trends, and programs.

6. Aim High Orientations - provides an overview of the Texas Department of Commerce's many programs to coincide with training efforts by the state's utilities, economic development organizations, and other state agencies.

OTHER GROUPS INVOLVED

1. National Trust for Historic Preservation
2. Texas Travel Industry Association
3. Texas Department of Highways & Public Transportation
4. Texas Parks & Wildlife Department
5. Texas Center for Historic Resources
6. Texas Historical Commission
7. Texas State Historical Association
8. Texas Department of Recreation, Parks & Tourism
9. Texas Department of Agriculture
10. Texas A & M University

•Literature and other aids:

The State of Texas Department of Commerce offers literature on their Aim High Program. Write or phone the Department's contact person to obtain more information regarding this material.

State of Utah

Contact Person: Ann King
Utah Travel Council
Council Hall, Capital Hill
Salt Lake City, Utah 84114-0000
Phone: 801/538-1030
Fax: 801/538-1399

PROGRAM DESCRIPTION

The State of Utah does not offer any type of technical assistance to rural communities. By policy of the state board of commissioners, the Utah Travel Council has been spending their funds on out-of-state promotional efforts. These advertisements benefit all areas of the state.

State of Virginia

Contact Person: John D. Watt, III
Director, Community Development
Virginia Division of Tourism
1021 East Cary Street
Richmond, VA 23214
Phone: 804/786-2051

PROGRAM DESCRIPTION

The state of Virginia has a technical assistance program, called "Community Tourism Development", that was organized in 1988. The program is managed by the Virginia Department of Economic Development, Division of Tourism. This program serves both rural and urban areas of the state. Besides the manager, three other staff people at the division are involved in the program.

ASSISTANCE PROVIDED

Through the Virginia Division of Tourism Community Tourism Development program the following is provided:

1. Consulting services
2. Technical assistance
 - A. Case by case consultation
 - B. Seminars
3. Leadership development
4. Strategic planning
5. Conference/workshop facilitation

OTHER GROUPS INVOLVED

1. Virginia Tech University
2. Virginia Department of Housing and Community Development

State of West Virginia

Contact Person: Julie Kampschorr
West Virginia Department of Commerce,
Labor & Environmental Resources
Division of Tourism and Parks
2101 Washington Street, East
Charleston West Virginia 25305
Phone: 800/Call-WVA
Fax: 304/348-0108

PROGRAM DESCRIPTION

The state of West Virginia handles community tourism development through Concord College in Athens, West Virginia. Concord College has been designated as the state's Tourism Research and Development Center.

State of Wyoming

Contact Person: Wil Madrid
Wyoming Department of Commerce
Division of Administration
Barrett Building
Cheyenne Wyoming 82002
Phone: 307/777-6548

PROGRAM DESCRIPTION

The state of Wyoming technical assistance program is called "Matching Funds" and is headed by the Wyoming Department of Commerce, Division of Administration. The program was organized in 1981 and its staff is one full-time employee and one contract employee. It serves only the rural areas of the state and reaches communities with a population of 450 to 54,000.

The duties of the Matching Funds program Grants Supervisor is to review applications, meet with the review "sub-committee" of the Wyoming Travel Advisory Board to make recommendations, meet with the full board to award grants, review request for payments, pay recipients, and to conduct periodic workshops.

OTHER ASSISTANCE PROVIDED

The Wyoming Division of Tourism staff advises communities and tourism organizations on advertising, brochure design, and other technical assistance, if requested. The Grants Supervisor and the Division of Tourism staff conduct periodic workshops to assist chambers of commerce, visitors councils and other tourism related organizations and businesses.

- **Literature available**

The Wyoming Travel Commission Matching Funds Program has published its guidelines. They are available upon request. To obtain more information, please contact the Wyoming Division of Tourism .

Letter Sent

The following is an example of the letter sent to each state's Office of Tourism:

January 7, 1990

Mr. Richard Matty, Administrator
Wisconsin Division of Tourism
Post Office Box 7970
Madison, WI 53707

Dear Mr. Matty:

For the past five years, the Louisiana Sea Grant College Program at Louisiana State University (LSU) and several partners, including various offices within the Louisiana Department of Culture, Recreation and Tourism (LDCRT), have been working with Louisiana communities in an effort to assess tourism and outdoor recreation development opportunities and to provide local leaders with future direction. Previously ignored as a serious economic resource and generator of local revenue, such opportunities are being hailed as alternatives for communities, especially in rural areas, that desperately need new sources of jobs and income.

LSU's Sea Grant Program and LDCRT are now collaborating in the preparation of a technical assistance plan aimed at developing community tourism resources. Part of the plan involves contacting other states to establish what, if anything, they are doing to provide tourism technical assistance to the rural communities of their state.

We are therefore asking for your assistance. Do you have a community tourism development - technical assistance program in your state? If so, would you assist us by answering the enclosed questionnaire? The information will be most helpful to us as we complete our plan. (We would also appreciate you sending us information on all types of technical assistance programs in your state directed towards tourism or other forms of economic development.)

I would appreciate a quick response to this letter as we are trying to get information ready for a series of state wide workshops that we will be conducting at the end of this month.

Thank you very much for your help and for the information you will provide for this research. Of course we will be happy to share our information with you as soon as we have completed our plan.

If you have any questions or need additional information, please contact me at 504/342-8135 or Mike Liffmann of the LSU Sea Grant Program at 504/388-6290.

I look forward to hearing from you soon.

Sincerely,

Carola Ann Andrepont
Louisiana Department of Culture, Recreation and Tourism
Office of Tourism

Questionnaire Sent

The following is an example of the questionnaire sent with each letter:

COMMUNITY TOURISM TECHNICAL ASSISTANCE PROGRAM

STATE OF UTAH

Name of program/project: _____

When was it organized? _____

Who manages this program/project? _____

What Department is it under? _____

What types of Communities are served by this program? ____ rural ____ urban ____ both

Population of Communities reached: _____

How many staff people at the department are involved in this project? _____

What are their duties? _____

List of other state departments/agencies, organizations, universities, etc. that work with you on this program/project:

What type of technical assistance do you provide? _____

Do you provide any printed materials for this program/project? _____

Describe: _____

Who else in your state works with you on this program/project? _____

In your opinion, has this program/project been successful? _____

Describe:

Problems encountered through this program/project: _____

What other government agencies provide technical assistance to communities, especially in the rural areas of your state?

CONTACT PERSON: _____

Title: _____

Address: _____

Telephone Number(s) _____ / _____ - _____

_____ / _____ - _____

Please list additional information on attached sheets as necessary. Please include any printed information you have on this program/project.

*Return to: Carola Ann Andrepont - Louisiana Office of Tourism - P. O. Box 94291 (900 Riverside North) - Baton Rouge, LA 70804- 9291
Phone #: 504/342-8135 FAX #: 504/342-3207

Appendix C

Louisiana Community Tourism Needs Assessment Process

LOUISIANA COMMUNITY TOURISM ASSISTANCE PLAN

- STEP 1** **Set up groups and facilitator**
- STEP 2** **Discovery. Silent generation of ideas in response to The Question. Note cards.**
Time: 10 minutes
- STEP 3** **Facilitator writes down all responses on flip-chart beginning with top item. Round-robin. Repeats-ok. No discussion.**
Time: 30 minutes
- STEP 4** **Each group looks at all recorded items. Discussion. "Owners"—combine similar statements, eliminate duplicates. Facilitator writes up list on new flip-chart sheet.**
Time: 20 minutes
- STEP 5** **Groups vote. Rank 1-5, based on The Question. Assign value of 0-100 to the items.**
Time: 10 minutes

LOUISIANA COMMUNITY TOURISM ASSISTANCE PLAN

- STEP 6** Groups break. Facilitators and Liffmann tabulate and record Top 10 of each group on flip-chart.
Time: 20 minutes
- STEP 7** Groups combine into one. Looks at 20 recorded items. "Owners"—combine similar statements, eliminate duplicates, etc. Facilitator writes up list on new flip-chart sheet.
Time: 15 minutes
- STEP 8** Groups vote. Rank 1-5 based on The Question. Assign value of 0-100 to the items.
Time: 10 minutes
- STEP 9** Facilitators and Liffmann tabulate and report RWG's consensus.
Time: 20 minutes
- STEP 10** Wrap-up
Time: 30 minutes

Appendix D

Priority Technical and Informational Needs, by Region

Participants in Regional Working Groups

ACADIANA TRAIL REGION

1. We need to educate the business community about the tourism industry. There is a need to:
 - a. build an awareness of the economic significance to the community;
 - b. develop a guide for tourism business development;
 - c. train our service business or hospitality industry employees on how to be "ambassadors".
2. We need to develop and improve tourism infrastructure, i.e. roads, waterways, litter control, trails, etc.
3. We need to promote networking among tourism groups, both private and parish, and share information on activities and attractions.
4. The regional working group needs follow-up training in the form of additional workshop(s).
5. We need to educate the Louisiana public at-large about our many cultures, their background and activities.
6. Assessments are needed of the area to identify tourism industry development opportunities.
7. We need information on how to attract/share visitors from/with other areas in the state.
8. We need help in inventorying our tourism resources/ assets.
9. Those of us who are potential leaders in the tourism industry need some leadership training.
10. We should produce regional co-op publications featuring accommodations, activities, events, etc.

ACADIANA TRAIL REGION

Donald Sattler
Acadiana Trail
P.O. Box 1362
Eunice, LA 70535

Fred Ashy
Mayor of Kinder
P.O. Box 63
Kinder, LA 70648

Bertney Langley
P.O. Box 846
Elton, LA 70532

Sharon Fontenot
Eunice Chamber of Commerce
255 West Walnut
Eunice, LA 70535

Gary Soileau¹
P.O. Box 155
Krotz Springs, LA 70750²

Frank Elder¹
Quality Inn
4501 I-49
Opelousas, LA 70570

Todd Ortego
St. Landry Tourist Comm.
255 West Walnut
Eunice, LA 70535

Max Hemlin
Ville Platte Chamber of Commerce
P.O. Box 331
Ville Platte, LA 70506

Wilbert Guillory/ Paul Scott
Rte. 4, Box 331
Opelousas, LA 70570

Buddy Hennigan¹
Mayor of DeQuincy
P.O. Box 968
314 Third Street
DeQuincy, LA 70633

¹ unable to attend

BAYOU REGION

1. We need to plan on how to get all tourism-dependent businesses involved in tourism. Examples of these businesses include service stations, restaurants, attractions, etc.
2. We need help in developing more sidetrips from the major tourist destination centers, particularly New Orleans.
3. We need a central clearinghouse for information at the regional level.
4. It is imperative that we educate local officials and citizens-at-large on the economic benefits that can be realized from tourism development.
5. Assistance is needed to identify where funds can be obtained to invest and develop local attractions.
6. We need help in developing an interesting and usable regional tour guide.
7. The state should pursue a strong national and in-state public relations campaign that focuses on our attractions.
8. We need a manual, much like the "Main Street" manual; to help guide community tourism development.
9. Many communities in our area need help in developing marketing plans.
10. The Department of Culture, Recreation and Tourism needs a bigger budget for community assistance projects.

BAYOU REGION

Betty Reed
Houma-Terrebonne Tourist Commission
P.O. Box 2792
Houma, LA 70361

Mary Ann Chesson
Chesson & Assoc.
2745 W. Main Street
Houma, LA 70361
(504) 868-9494

Vic Lafont
South LA Economic Council
P.O. Box 2048, NSU Station
Thibodaux, LA 70310
(504) 448-4485

Melinda Diez
Atchafalaya Delta Tourist Comm.
P.O. Box 2332
Morgan City, LA 70381
(504) 395-4905

Williams H. Mathews
E. St. Mary Chamber of Commerce
P.O. Box 2606
Morgan City, LA 70381
(504) 384-3830

Myra Fanguy / Millie Erny
City of Houma
4174 Highway 56
Houma, LA 70363
(504) 873-6799

Dale /Beverly Price
Laurel Valley Museum
P.O. Box 235
Raceland, LA 70394
(504) 537-6128

Ethel Knoblock
City of Thibodaux
626 Jackson
Thibodaux, LA 70301
(504) 447-3501

Roland Stansbury
Tri-City Historic & Main
Street Project
P.O. Box 337
Morgan City, LA 70381
(504) 384-1165 or 384-2384

Al Kuhlman
The Forest Restaurant/Hotel
P.O. Box 1069
Franklin, LA 70538
(318) 828-1810

T. J. Thayer
Town of Grand Isle
2666 La. Highway 1
Grand Isle, LA 70358
(504) 767-3150

CAPITAL AND FLORIDA REGION

1. We need a computer link-up with the Office of Tourism that can serve as an electronic bulletin board. We need to access statistics that are relevant to our areas and attractions; information on events, tours, groups, etc.
2. We need to be able to "one-stop-shop" at the Office. Individuals within the Office need to be assigned regional responsibilities, and they should be able to help us with developing tourism ideas; organizing volunteers that can help with financial planning, co-op advertising, etc.
3. Businesses need assistance if tourism is to become a major generator of jobs and income. Our university-based Small Business Development Centers should devote some of their activities to tourism-related enterprises.
4. We must be prepared for visitors. Clean up our highways!
5. We need to address signage needs. We need directional signs to the communities, sites, and attractions and should remember that we have a need to serve our foreign visitors.
6. Cycling is a tourism development opportunity for this and other regions of the state. We need that a State department, either CRT or Transportation, set up a coordination office to plan and develop this outdoor tourism opportunity.
7. Local governing bodies need to be made aware and reminded that tourism is a development opportunity, not some frivolous activity. Educational programs that target these leaders are needed.
8. We need help in identifying and developing local attractions.
9. We need to expand the educational opportunities available to our citizens in the hospitality and culinary industries.
10. (tie). We need a state revolving program that earmarks funds for historic preservation, much like the ones in several other states.
10. (tie). We need a hospitality training program for those who greet the visitors to our area.

CAPITAL AND FLORIDA REGION

Danny Clement
Capital Resource Conservation and Development Council
P.O. Box 1296
Denham Springs, LA 70727-1296

Nita April¹
Tangipahoa Parish Campground Assn.
P.O. Box 6691
Robert, LA 70455
(504) 345-9244

Will Mangham
Rosedown Plantation
177 East Riveroaks Dr.
Baton Rouge, LA 70815
(504) 925-1039 or 635-3332

Carolyn Andre'
Pointe Coupee Parish Tourist Ctr.
P.O. Box 584
Bougon, LA 70773
(504) 638-9858

Skip Smart
Livingston Eco. Dev. Corp.
P.O. Box 1330
Denham Springs, LA 70727
(504) 664-9611

Marilyn Bateman
Bogalusa Chamber of Commerce
608 Willis Ave.
Bogalusa, LA 70427
(504) 735-5731

Nicole Spangenberg
Madisonville Tourist Comm.
30 Dogwood Drive
Covington, LA 70433
(504) 892-7865

Carolyn Bennett
Foundation for Historic Louisiana
900 North Boulevard
Baton Rouge, LA 70802
(504) 387-2464

John Stone
St. Helena Overall Economic
Development Committee
P.O. Box 486
Greensburg, LA 70441
(504) 222-6942 or 222-4622

Bill Keller
Governor's Advisory Council
For Bicycling
P.O. Box 24937
New Orleans, LA 70148
(504) 283-4484

Peggy Taylor
Amite Bed & Breakfast
307 N. Duncan
Amite, LA 70422
(504) 748-6669

¹ unable to attend

CENTRAL ACADIANA REGION

1. We need more assistance from the Department of Transportation and Development and the U.S. Federal Highway Administration to provide more and better signage. This should include signage for places that are "off the beaten path".
2. Educational programs are needed to familiarize the following groups with (a) what attractions the area has to offer;
(b) the economic significance of tourism and recreation;
(c) what products and services are sought by visitors:
 - * Local governments;
 - * Economic development groups;
 - * Citizenry;
 - * Front-line employees at hotels, restaurants, etc.;
 - * Merchants.
3. We need assistance to prioritize and spend limited dollars in the most useful manner, and improve local decision-making capabilities.
4. There needs to be more information prepared and given to local areas on what technical and financial assistance is available for tourism and recreation development. For instance, how to co-op brochures, receive matching funds, grant sources, etc.
5. DCRT needs to give more assistance in the form of grant monies for the promotion of local areas.
6. We need assistance to involve more local citizens in tourism development projects; such as: historic preservation, litter control, downtown revitalization, planning new and improving established events and activities.
7. Continuing education is needed for tourism and recreation professionals.
8. We need assistance to develop local marketing plans.
9. We need information on how to identify possible local investors so that we can encourage more tourism-related businesses.
10. Increased regional networking is needed among communities in order to keep the tourists longer in the area.

CENTRAL ACADIANA REGION

Bobbie Eastin
LTPA
217 Theresa Drive
St. Martinville, LA 70582

Mark Allemand
McGee's Landing
1104 Huval Street
Breux Bridge, LA 70517
(318) 228-8519

Denise Ferguson
Lafayette Parish Parks and
Recreation Commission
213 Cricklade Court
Youngsville, LA 70592
(318) 856-7221

Jane Breaux
Iberia Parish Tourist Comm.
2690 Center Street
New Iberia, LA 70560
(318) 365-1540

Kay Fortier
P.O. Box 31
Jeanerette, LA 70544
(318) 276-4408

Jane Bulliard
St. Martinville Tourist Comm.
P.O. Box 379
St. Martinville, LA 70582
(318) 233-2360

Pam Gaspard
City of Abbeville
101 North State Street
Abbeville, LA 70510
(318) 893-8550

James Domingue
Crowley Chamber of Commerce
P.O. Box 2125
Crowley, LA 70527-2125
(318) 788-0177

Becky Lamm
Acadia Parish Tourist Comm.
P.O. Box 2125
Crowley, LA 70527-2125
(318) 788-1307

Jean Kaufmann
Holiday Inn -New Iberia
2801 Center St.
New Iberia, LA 70560
(318) 367-1201

Charles Steen¹
Steen Cane Syrup
P.O. Box 339
Abbeville, LA 70511-0339
(318) 893-1654

¹ unable to attend

NORTHEAST REGION

1. We need to educate ourselves about what type of information is available about Louisiana and its attractions. One place to start is the welcome centers in Vidalia and Mound.
2. We need more promotion of Louisiana and its attractions, including the wildlife management areas and state and national wildlife refuges.
3. Funds are needed to establish more local tourism businesses.
4. We need to recruit and train volunteer leaders to help us carry the plans through.
5. We need to update tourism information literature, videos, etc. particularly about the rural areas of the state.
6. An educational team comprised of tourism professionals and lay persons needs to be organized to inform all segments of Louisiana's population about the state's resources.
7. We need assistance in conducting local awareness campaigns.
8. We need help in locating funding sources for tourism-related projects. A directory or list would be helpful.
9. On-going leadership training programs are needed for local areas.
10. (tie). The welcome centers need physical upgrading and staff development.
10. (tie). The communities need to unite behind projects.

NORTHEAST REGION

Sue Nugent
Louisiana Cooperative Extension Service
Courthouse Building
210 Main Street
Winnsboro, LA 71295

Bill Breed
Louisiana Wildlife and Fisheries
P.O. Box 4004
Monroe, LA 71211

Kathy Carlson
NLU, SBDC
700 University Ave.
Monroe, LA 71203
(318) 342-1224

John Ed Bartmess
Catahoula Parish Tourism Comm.
P.O. Box 4
Enterprise, LA 71425

Pat Guercio
U.S. Hwy 84, VIP Center
Vidalia, LA 71373
(318) 336-7008

Eloise Edwards
Home Economics
LSU Extension Service
202 A Sparrow Street
Lake Providence, LA 71254

Lee Carboneaux
Louisiana Wildlife and
Fisheries
Rt. 3, Box 324
Marksville, LA 71351
(318) 487-5055

Vera Ervin
Mound Office of Tourism
P.O. Box 1312
Tallulah, LA 71284-1312
(318) 574-5674

Reatagae Wooden
114 North Cedar
Tallulah, LA 71282

Doris Pollard
P.O. Box 465
St. Joseph, LA 71266
(318) 766-3269

PINEY HILLS REGION

1. We need a plan for the development of Louisiana's tourism-related infrastructure. Included should be roads, trails, litter control and beautification.
2. We need assistance with developing an educational program for tourism that targets adults and young people. We need hospitality training, basics of tourism, self-administered surveys, public relations, planning, etc. assistance. For the community's children we need programs on heritage, homeland and culture to help instill a sense of pride and how to become involved in community activities.
3. We need help in obtaining funds for project development.
4. There needs to be a person at the state office that can work with rural areas for tourism development.
5. We need adequate maps of rural areas of the state that include parish roads; hiking, biking, horseback riding trails; byways, etc.
6. More state tourism officials need to become more familiar with north Louisiana's attractions and activities. FAM tours are suggested.
7. We need to re-educate the community with accurate and credible information about the meaning of tourism to the area.
8. The rural areas should be better represented in state office-sponsored FAM tours for writers and others.
9. Research and development assistance is needed for new attractions and to help retain existing and future tourism-related businesses (marinas, motels, restaurants, etc.)
10. Increased regional networking is needed among the communities in order to keep the tourists longer in the area.

PINEY HILLS REGION

Linda Graham
Mayor's Office, City of Ruston
P.O. Box 280
Ruston, LA 71273

Mildred Allen¹
1021 Cooper Drive
Jonesboro, LA 71251
(318) 259-3644

Sandra Jackson
Route 1
Box 235 F
Cotton Valley, LA 71018
(318) 832-5240

Julianne Cole
P.O. Box 419
Arcadia, LA 71001
(318) 263-2736

Max Kelly
1201 Maple Street
Winnfield, LA 71483
(318) 628-2064

Sue Edmunds
Ruston/Lincoln Convention Bureau
P.O. Box 150
Ruston, LA 71270
(318) 255-2031

Troy Smith
First Street
Hodge, LA 71249
(318) 259-8753 or 259-2361

Larry Emory
101 Dori Drive
Farmerville, LA 71241
(318) 368-2236

Liz Trammell
P.O. Box 274
Dubach, LA 71235
(318) 777-3495

Sue Gruber
Chamber of Commerce
Minden, LA 71005
(318) 377-4240

Don Terry
131 E. Main
Haynesville, LA 71038
(318) 624-0963

¹ unable to attend

RED RIVER VALLEY - NORTH REGION

1. Signage is needed and information distribution centers must be set up along I-49; the communities in close proximity to the corridors and the rest areas must be activated as soon as possible.
2. Tourism-related education/training programs are needed:
 - a. to build an awareness of the opportunities associated with the Kisatchie National Forest and other outdoor recreation attractions;
 - b. for employees of the hospitality industry;
 - c. for local citizens and schools, in order to build an awareness of local attractions and instill a sense of civic pride;
 - d. for volunteers, in order to increase their professional capacities; and
 - e. for businesses and economic development groups, to build an awareness of tourism and the opportunities associated with the industry
3. We need a one-stop service for tourism development that provides, among other things, financial assistance for profit and non-profit businesses. The assistance would be in the form of low interest loans, grants, incentives, etc.
4. We need increased local and regional promotion, marketing and advertising of (a) site-specific events; (b) outdoor attractions, such as all-terrain vehicle, horse-back riding, and hiking trails; (c) federal and state parks and facilities; and (d) historical aspects.
5. The state needs to be cleaned up. Volunteer efforts, however, will not suffice. State and local funding has to be provided.
6. We need to continue enhancing the recreation opportunities that will arise from the Red River navigation project through work with local, state and federal agencies.
7. State, regional and local coordination is needed in order to tie the Las Adaes project with the Ft. Jean Baptiste State Commemorative Area.
8. The black cultural experience needs to be incorporated into our tourism development efforts.

RED RIVER VALLEY - NORTH REGION

9. The state needs a long range plan for the development of tourism, which would include rural tourism.
- 10.(tie) We need to identify, develop and protect cultural sites throughout the area. There should be continuity to the development. Initial focus might be on the Indian heritage, but attention also needs to be paid to other cultural groups as well as the agri-industrial heritage (e.g. turpentine manufacturers, etc.).
- 10.(tie) We need a regional clearinghouse, along the corridor, for attractions and events.
- 10.(tie) We need assistance with effective brochure development and related technical assistance.

RED RIVER VALLEY - NORTH REGION

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RED RIVER VALLEY - SOUTH REGION

1. Local groups need help in putting together brochures. In particular, they need information on funding sources for brochures; what to include; and when and how to distribute them.
2. We need a cohesive regional marketing plan which defines target markets; sets realistic, attainable goals and specific approaches to achieve those goals.
3. We need information on available public and private funding sources for tourism-support businesses and non-profit organizations.
4. The bayous and waterways need to be cleaned-up so that tourists and area residents can use them.
5. A resource directory is needed for community persons interested in developing tourism.
6. An office of rural tourism should be established within DCRT.
7. Cooperative management planning is needed for tourism development. Areas should be identified and better communications should be established.
8. A regional tourism clearinghouse should be established for financial assistance and grant writing.
9. Help is needed on how to obtain funding for rural museums, particularly the proposed Louisiana Rural Museum at the old Lecompte school.
10. Assistance is needed in writing proposals for funding of local tourism support businesses.

RED RIVER VALLEY - SOUTH REGION

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SOUTHEAST REGION

1. We need more signage in several specific areas (e.g. international, highway, directional, historic landmarks, and attractions).
2. We need assistance with organizing and funding local/area/parish tourist commissions and organizations.
3. Need to promote both the Mississippi River and the historic River Road.
4. We need help with educating local officials and business leaders about the benefits of tourism as an economic development tool.
5. We need to promote more of Louisiana's natural environment and the recreational opportunities associated with it.
6. We need in-state education concerning sites and other tourist attractions and the use of citizens as ambassadors.
7. We need help with monies for preserving historic, cultural, natural, and environmental resources that improve the state's image.
8. Local and regional tourism entities need to be more involved in the marketing plan formulated for Louisiana.
9. We need public transportation to outlying attractions, such as: Barataria, Kenner, Destrehan, etc.
- 10.(tie) We need to utilize local school systems to preserve and promote Louisiana's heritage and history.
- 10.(tie) We need a regional lower Mississippi Delta Visitor Information Center.
- 10.(tie) We need more detailed statistics on visitors to our area from the State Office of Tourism. Information should include: point of origin, destination, their specific interests, etc.

SOUTHEAST REGION

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SOUTHWEST REGION

1. Education Programs are needed for the following purposes:
 - a. to inform local/area/regional citizens of the benefits of tourism;
 - b. hospitality training for tourism industry (i.e. service stations, restaurants, etc.); and
 - c. to inform elected officials and community leaders about the tourism industry (e.g. gifts, grants, private investors, state monies, etc.), to develop tourist attractions and sites.
2. Communities need assistance in how to tap financial sources (e.g. gifts, grants, private investor, state monies, etc.) in order to develop tourist attractions and sites
3. There is a need to increase promotion of beaches and other outdoor resources (e.g. birding, fishing, hunting, boating, etc.).
4. More technical and financial help is required for the printing and distributing of brochures on local points of interest and historical sites.
5. An inexpensive radio channel to broadcast tourist information both state-wide and regionally is needed.
6. Cooperation must be obtained from the state highway department (DOTD) to promote tourism development (e.g. signage, rules, etc.).
7. A litter control/cleanup program for the state, including highway maintenance for state, parish and local roads and highways, is necessary.
8. We need a long range commitment from DCRT for co-op advertising.
9. Centralized information system and networking for close cooperation is necessary.
10. A professional guide license program would be helpful. Funds could be dedicated to out-of-state advertising of Louisiana outdoor/recreational tourism.

SOUTHWEST REGION

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WESTERN REGION

1. More advertisement of northwest Louisiana and the Toledo Bend region is needed (including billboards, videos, etc.).
2. There is a need for a stable and recurring funding source for the construction and operation of state facilities that are used by residents and out of state visitors, particularly state parks and commemorative areas.
3. DOTD needs a program to identify and improve substandard roads to tourist attractions.
4. More research information that can be used by rural areas needs to be compiled and disseminated. Particularly:
 - * Retirement trends;
 - * Tourist visitations and economic impact;
 - * Tourism markets.
5. Training programs are needed for local schools and businesses, in order to:
 - * Train employees concerning the value of tourism;
 - * Respond to tourist inquiries;
 - * Promote civic pride.
6. Information is needed about funding sources for local projects.
7. We need a major resort area in the south Toledo Bend area.
8. The state needs reliable and long term co-op advertising funding and should also include in-state advertising under the co-op program.
9. There is an urgent need for more public facilities in the Toledo Bend area; i.e. RV hook-ups, restrooms, showers, running water, etc.
10. (tie). Assistance is needed for organizing regional tours.
10. (tie). A major cleanup of lakefront properties is needed, particularly the removal of eyesores and health/safety hazards, through zoning ordinances and restrictions.

WESTERN REGION

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