

STRATEGIC PLAN 2030

PLANNING METHODOLOGY

Previous documents and reports:

- Itineraries and marketing materials
- Previous branding and marketing studies
- 2019 Destination Next Strategic Roadmap
- Short Term Rentals and AirDNA reports
- Louisiana Office of Tourism visitor data
- Plantation visitor data and analytics
- -State and local area plans

Case studies of destination markets:

- -Savannah, GA
- -Lafayette, LA
- -Galveston, TX
- California Wine Country

- Best practices in crisis management
- Interviews with regional tourism stakeholders and RPTC staff and board members
- Virtual interactive workshops:
- Louisiana Office of Tourism
- A community focus group with diverse representatives from in-state and prime out-of-state markets
- Participants from the RPTC Strategic Planning Steering Committee
- -The RPTC staff
- Brand assessment and strategy survey
- Plan document development

ECONOMIC IMPACTS

| | | | — BY PARISH — | |
|---------------------------------------|----------------------------------|-----------------|-----------------|-------------------------|
| | LOUISIANA'S RIVER PARISHES | ST. CHARLES | ST. JAMES | ST. JOHN THE BAPTIST |
| Tourist Spending | \$163 million | \$67.61 MILLION | \$23.14 MILLION | \$72.67 MILLION |
| Payroll Earnings | \$59 million | \$24.25 MILLION | \$8.3 | \$26.07 MILLION |
| Jobs | 2,120 | 880 | 300 | 940 |
| State and Local Taxes Generated | \$16.6 | \$6.86 MILLION | \$2.35 MILLION | \$7.37 MILLION |
| Tax Relief per Household | \$394 (average) | \$365.63 | \$297.24 | \$478.01 |

VISITOR PROFILE



AVERAGE VISITOR AGE

40%

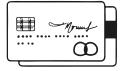
GENXERS (AGES 40-55)

32%

BOOMERS (AGES 56-74)

\$105,205





\$128

AVERAGE
DAILY
SPENDING
PER PERSON
PER DAY



VISITORS ARE MORE LIKELY
TO DRIVE & VISIT IN
Spring



10%

OF VISITORS
ARE TRAVELING
FOR WORK

VISITORS STAY AN AVERAGE OF 1.98 overnights





69%
VISITORS
EMPLOYED



14%
VISITORS
ARE FROM
HOUSTON

TARGET MARKETS

60%+

VISITORS TO LOUISIANA'S RIVER PARISHES FROM WITHIN THE STATE

LARGEST IN-STATE VISITOR MARKETS

23%

22%

10%

9%

BATON ROUGE

NEW ORLEANS

LAFAYETTE

MONROE

LARGEST OUT-OF-STATE LOUISIANA VISITOR MARKETS

Domestic

ILLINOIS

TENNESSEE

OKLAHOMA

ARKANSAS

GEORGIA WASHINGTON D.C.

International

CANADA

MEXICO

U.K.

JAPAN

GERMANY

CHINA

AUSTRALIA

ITALY

FRANCE

BRAZIL

TEXAS

MISSISSIPPI

FLORIDA

ALABAMA

VIRGINIA -

DESTINATION NEXT STUDY TRENDS

- A unique and authentic travel experience
- Data tracking and analytics
- Smart tech- and mobile tech-driven experiences
- Dissemination and sharing of travel information, social media
- Control, customization and localization
- Community participation, collaboration, and partnerships across sectors to develop tourism
- Air acces
- Self enrichment
- · Sustainability in economic, social, environmental, and cultural impacts
- The importance of the destination brand

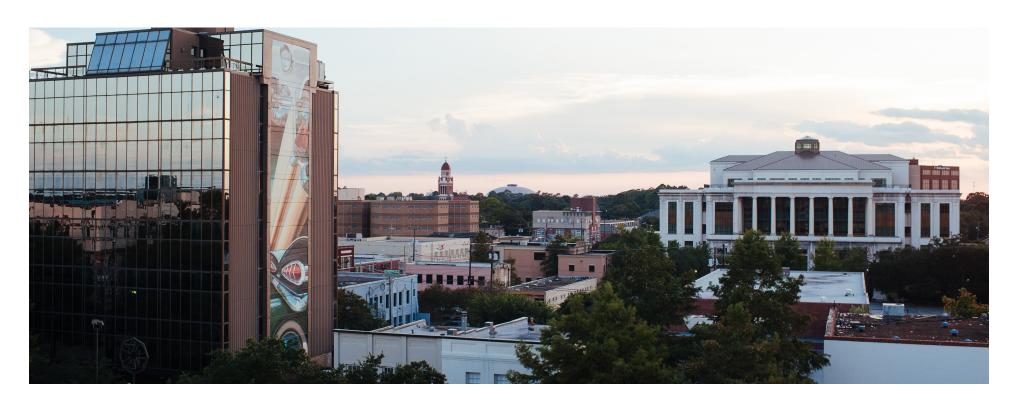
PEER MARKETS: SAVANNAH

- Build itineraries and brands around topics, experiences, and holidays
- Pursue groups such as students, adventure or scouting groups, and business travelers that stay or return for leisure
- Consider developing a Tourism Advisory Committee



PEER MARKETS: LAFAYETTE

- Collaborate with restaurants for community-wide culinary celebrations like "Eat Lafayette"
- Work with local public and nonprofit entities to support dynamic, walkable downtowns and historic districts to incentivize hospitality and tourismbased business investment



PEER MARKETS: GALVESTON

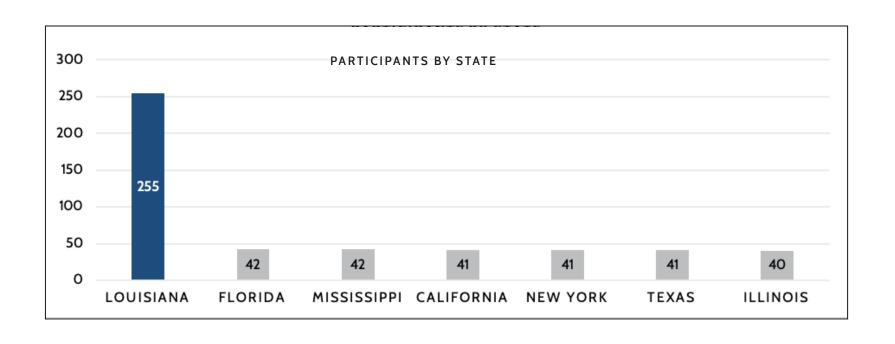
- Develop a network of knowledgeable and engaged tourism ambassadors
- Work with tourism partners to develop a multi-attraction product like the "Island Pass" and market it through visitors centers and partner businesses
- Capitalize on historical and cultural storylines and architecture to enhance the destination feel and brand

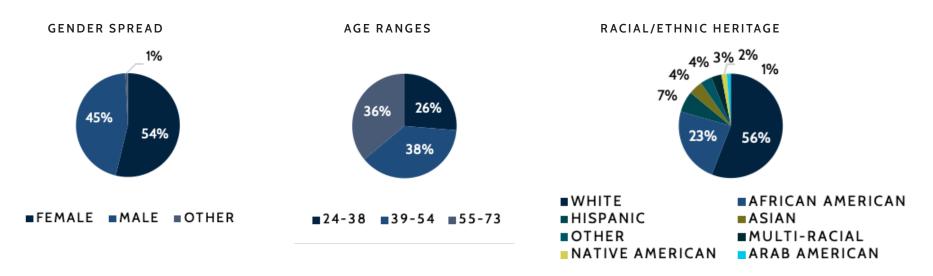


PEER MARKETS: CA WINE COUNTRY

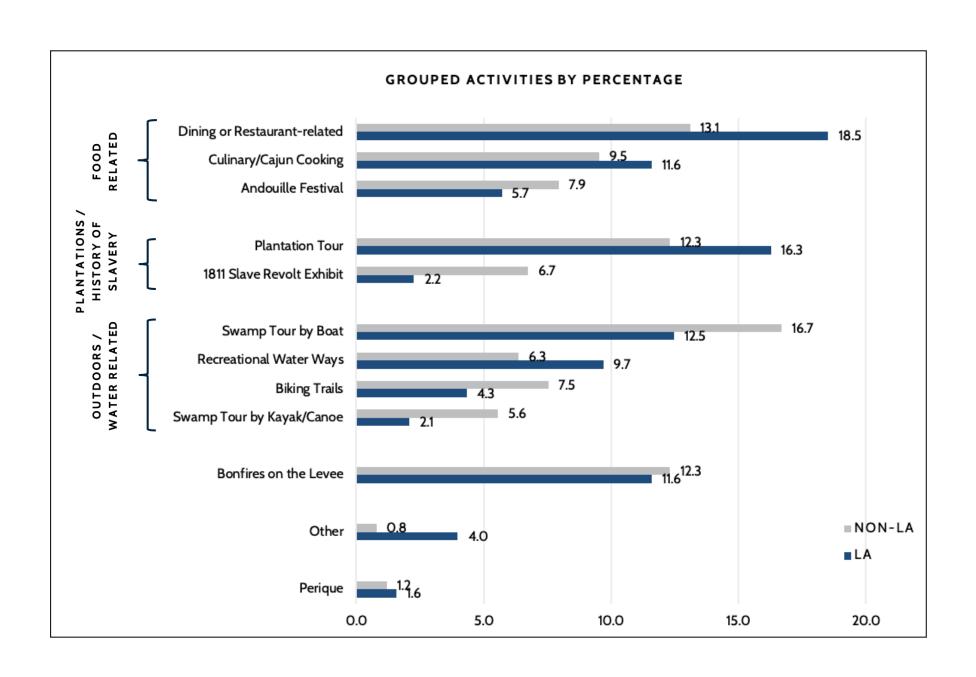
- Communicate regularly with elected officials and create awareness in the community by volunteering, running local campaigns, and actively engaging the tourism industry
- Create a market-driven tourism workforce development program to help the local economy while enhancing the visitor experience

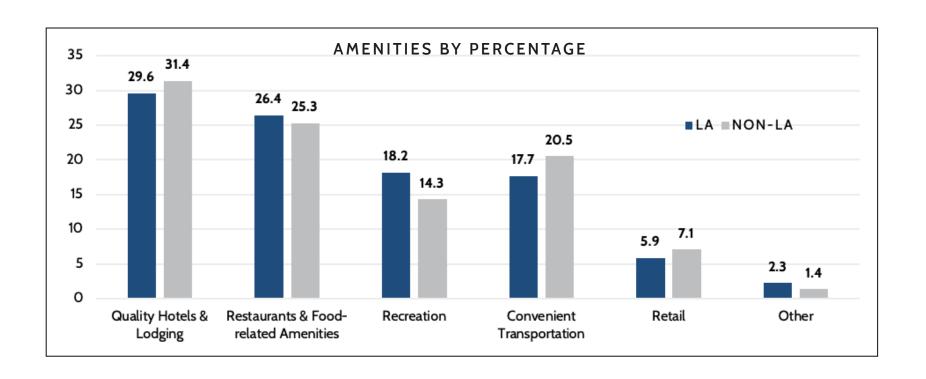


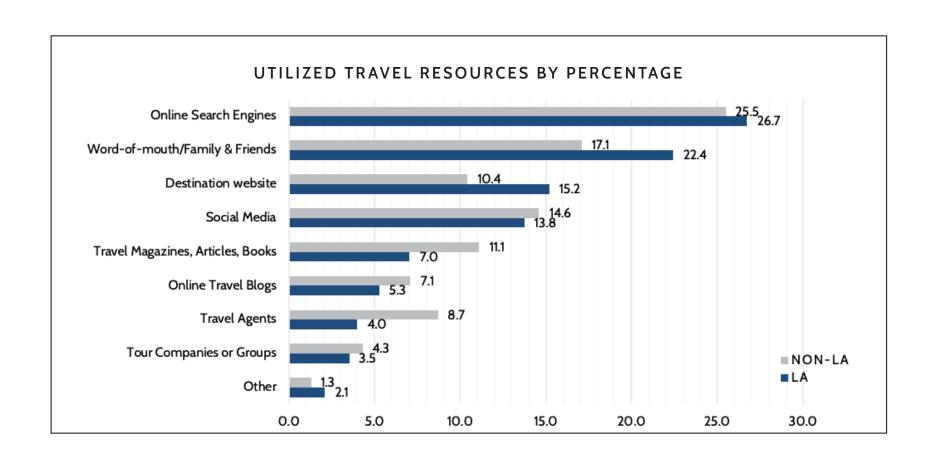












INTERVIEWS AND ROUNDTABLES

- The River Culture: Tell the stories of the river, the culture, and the people and places along the river
- Diversify: Find ways to get people to stick around after the plantation tour
- **Grow Assets:** Invest where you are lacking nightlife, live music, restaurants, bike trails, rental shops, transportation
- Look to Industry: The industry sector is a key untapped resource as both an asset and a market
- Hospitality Workforce: Extend the impact of tourism through educating a hospitality workforce to create and fill jobs
- Measure Success: The community will buy in if you measure, communicate, and advocate for tourism and its impact
- Connectivity: Investing in infrastructure will be critical, especially connectivity through transportation options

INTERVIEWS AND ROUNDTABLES

- Message > Product: Refine consumable product offering to align with river culture brand offering
- Cruise Control: Proposed cruise terminal can anchor new product and infrastructure that will also serve broader tourism
- International Appeal: Some of the most recognizable products for international visitors, but that market is on hold
- Outdoors, Dining, Entertainment: Focus group visitors like to get outside for adventure and culinary and performance-based experiences when traveling
- Digital Marketing Efforts: Support tourism partners through digital marketing, virtual products, and training for a strong digital presence
- RV Options: Explore the possibility of creating more RV park options for tourists



VISION

A global leader in cultural, culinary, and outdoor recreation and tourism.

MISSION

To develop and grow an enriching, inclusive, tourism offering in Louisiana's River Parishes through innovation, collaboration, and promotion of our region's assets.

~ LOUISIANA'S ~ DIVERSITIES MAISSION



PLANTATION COUNTRY



BONFIRE - COUNTRY-



Explore Real Adventure

Experience Real History

Taste Real Flavor

Discover Real Holiday Tradition

Remember Real Bravery



- l. A Community that Champions Tourism
- 2. 360 Degrees of River Culture
- 3. Capitalizing on New Markets
- 4. Transportation within Parishes
- 5. Self-Guided Travel Options
- 6. A Crisis-Ready Destination
- 7. Organizational Excellence

A COMMUNITY THAT CHAMPIONS TOURISM

STRATEGIC INITIATIVE:

1A / CONSISTENT DATA COLLECTION

| Goal | Streamline a process for consistent data collection from tourism partners to provide a clear understanding of impacts and trends that is shareable with the community. |
|--------------------|---|
| Action Steps | i. Data-Tracking Vision and Infrastructureii. Tracking and Synthesisiii. Data Communications and Annual Report |
| Time Frame | Begin data-tracking vision development in Q1 2022, publish first annual report in Q2 2022, and begin reporting out on data regularly to the commission and partners in Q3 2022. |
| Success Metrics | Establishment of a useful data-tracking infrastructure and dashboard Publication and distribution of an annual report Number of tourism partners sharing data on a regular basis Ability of commission to make decisions based on data presentations |

A COMMUNITY THAT CHAMPIONS TOURISM

STRATEGIC INITIATIVE:

1B / COMMUNITY ENGAGEMENT

| Goal | Engage community leaders and members through formal structures to promote tourism in Louisiana's River Parishes . |
|--------------------|--|
| Action Steps | i. Tourism Advisory Committee (TAC)ii. Tourism Ambassador Programiii. Tourism Workforce Development |
| Time Frame | Begin TAC meetings in Q1 2022, launch the ambassador program in Q3 2022, launch workforce training program in 2024. |
| Success Metrics | A full, engaged TAC holding regular meetings and successfully meeting its own targets and objectives Impacts on policy decisions at local levels that result from TAC recommendations Ambassador participation/certification numbers Number of high schools engaged Percentage of industry partners with certified employees Establishment of a tourism workforce development program Growth in tourism jobs and wages |

360 DEGREES OF RIVER CULTURE

STRATEGIC INITIATIVE:

2A / NARRATIVE EXPANSION AND CONNECTION

| Goal | Expand and diversify Louisiana's River Parishes narrative and make connections among the various attractions and stories. |
|--------------------|---|
| Action Steps | i. River Culture Prioritiesii. Genealogy Tourism: The Headwaters Projectiii. The River Pass and Visitors Center Experience |
| Time Frame | Begin Q1 2021 with a goal of launching the River Pass and having visitor centers improved by 2023. |
| Success Metrics | Individual associated project-specific metrics for River Culture Priorities Establishment of Headwaters Project sites and visitation numbers Analytics for utilization of digital Headwaters Project assets Successful branding and improvements to visitor centers Implementation and sales of the River Pass Participation from tourism partners |

CAPITALIZING ON NEW MARKETS

STRATEGIC INITIATIVE:

3A / NEW MARKETS INFRASTRUCTURE AND GROWTH

| Goal | Generate more tourism activity and revenues from new and growing potential markets including cruise passengers, professional/industry meetings, and family and spectator sports. |
|--------------------|--|
| Action Steps | i. Organizational Capacity for New Markets ii. Meeting Facilities and Convention Centers iii. A Major Recreational Sports Hub iv. River Cruise Tourism v. Tourism District and Cluster Development vi. Agricultural, Industrial, and Film Industry Tourism |
| Time Frame | Onboard new sales team member in Q1 2021 to kickstart this initiative and continue these efforts for the foreseeable future. |
| Success Metrics | Sales team members hitting sales targets Growth in meeting and group sales revenues Construction of a major meeting/convention facility Successful execution of regional sports events Construction of major sports complex Establishment and development of relevant districts Increase in overall tourism spending Spending by cruise passengers across River Parishes tourism attractions/businesses Stronger partnerships and visitation rates with agricultural and industrial stakeholders Increase in regional hotel/motel occupancy rates |

TRANSPORTATION WITHIN PARISHES

STRATEGIC INITIATIVE:

4A / MULTI-MODAL CONNECTIONS

| Goal | Provide a convenient, safe, and easy-to-use shuttle option that also incorporates multimodal transportation for visitors to travel between and among tourism product clusters and attractions within the River Parishes. |
|--------------------|--|
| Action Steps | i. Rideshare Advocacyii. A Well-Planned Shuttle Connectoriii. Additional Modes of Transportation |
| Time Frame | Begin rideshare advocacy immediately, research and planning for a shuttle in Q1 2023, shuttle service in place by Q1 2024, multimodal enhancements ongoing thereafter. |
| Success Metrics | Entry of rideshare companies into Louisiana's River Parishes Establishment of a shuttle system Number of partners and local governments participating Increase in tourist travel between tourism clusters and attractions across all three parishes Establishment and use of multimodal transportation infrastructure Positive ratings from tourists on accessibility and quality of transportation within the River Parishes |

SELF-GUIDED TRAVEL OPTIONS

STRATEGIC INITIATIVE:

5A / DIGITAL TOURS

| Goal | Invest in digital, audio, and app-guided tours to increase and enhance virtual experiences for visitors. |
|--------------------|---|
| Action Steps | i. Digital Tour Developmentii. Digital Tour Marketing and Distribution |
| Time Frame | Content currently under development, target Q3 2021 to launch first tour, continue ongoing tour development and maintenance. |
| Success Metrics | Partner participation in tours and tour promotions Participation analytics for visitors (and locals) using tours Positive feedback and ratings of tours by participants Increased engagement and spending with partners across the parishes resulting from the tours |

SELF-GUIDED TRAVEL OPTIONS

STRATEGIC INITIATIVE:

5B / A HIGH-END RV OPTION

| Goal | Develop an additional high-quality RV park for tourists. |
|--------------------|---|
| Action Steps | i. High-End RV Park Developmentii. RV Park Marketing and Programming |
| Time Frame | Begin feasibility study in Q2 2021 and support project as long as needed. |
| Success Metrics | Development and opening of a high-quality RV park Utilization of a high-quality RV park by tourists and a resulting increase in revenues for tourism partners in each parish |

A CRISIS-READY DESTINATION

STRATEGIC INITIATIVE:

6A / A MORE CRISIS-RESILIENT DESTINATION

| Goal | Develop the tourism assets and experiences of Louisiana's River Parishes over time to be diversified and resilient to continue to thrive even during and after times of crisis. |
|--------------------|--|
| Action Steps | i. Diversified Tourism Productsii. Resilient Partners |
| Time Frame | This work has already begun and should continue indefinitely. |
| Success Metrics | Minimized financial impacts and faster recovery times for River Parishes tourism during and after times of crisis Diversification of successful tourism assets and visitors |

ORGANIZATIONAL EXCELLENCE

STRATEGIC INITIATIVE:

7A / COMMISSION AND ADVISORY ENGAGEMENT

| Goal | Establish an RPTC committee and advisory structure that can help the organization realize its strategic goals with partner participation and commission oversight. |
|--------------------|--|
| Action Steps | i. Committee Establishmentii. Committee Implementation |
| Time Frame | Committees should be identified in Q1 2021 and continue to operate until goals are achieved. |
| Success Metrics | Establishment of and healthy participation in committees Meaningful updates delivered to commission on a regular basis for each committee Achievement of strategic goals associated with respective committees |

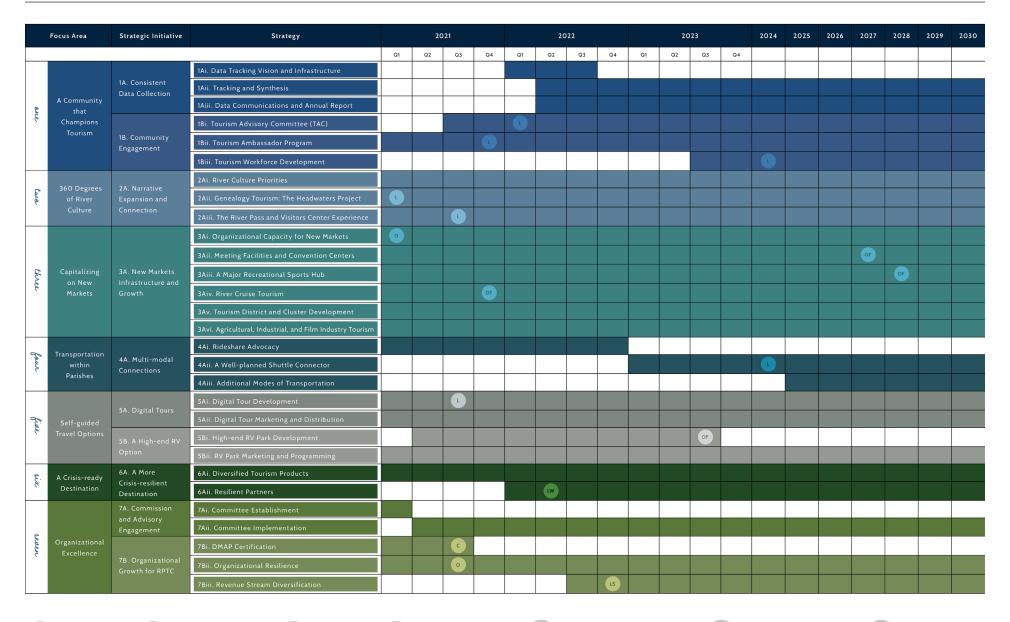
ORGANIZATIONAL EXCELLENCE

STRATEGIC INITIATIVE:

7B / ORGANIZATIONAL GROWTH FOR RPTC

| Goal | Build an RPTC organization that is prepared with the plans and systems in place to withstand crises. |
|--------------------|---|
| Action Steps | i. DMAP Certificationii. Organizational Resilienceiii. Revenue Stream Diversification |
| Time Frame | This work has already begun and should continue indefinitely, hire staff in Q3 2021, launch diversification strategy in Q4 2022. |
| Success Metrics | Successful DMAP certification Maintenance of a target reserve amount Successful implementation of a modernized and usable contacts database Positive feedback from tourism partners on the ability of RPTC to respond and serve as a resource during actual times of crisis Successful diversification of revenue streams |

IMPLEMENTATION















ANNUAL PLANNING LIFECYCLE

FEBRUARY

- Staff gathers data and measures success to date of strategic plan initiatives
- Committees and staff convene to evaluate ongoing relevance of strategic plan initiatives and timelines
- Committees and staff draft strategic plan initiative objectives for subsequent year

MARCH

- Executive Director
 presents organizational
 performance on strategic
 plan initiatives for
 discussion
- Executive Director
 proposes strategic plan
 initiative objectives
 for upcoming year for
 commission approval

APRIL

- Staff develops annual implementation plans for committees and strategic plan initiatives
- Staff coordinates with respective committee chairs to review draft annual plans and draft related budget needs
- Staff submits annual plans to Executive Director

ANNUAL PLANNING LIFECYCLE

MAY

- Executive Director compiles annual plans into a single draft RPTC annual plan document
- Executive Director consolidates draft budget
- Executive Director
 presents draft annual
 plan and draft budget to
 commission for discussion
- Executive Director refines budget and annual plan (if needed) based on commission discussion

JUNE

- Commission adopts final annual plan and budget
- Commission designates subsequent year committee members/ changes

JULY

- Executive Director rolls out budget
- Staff and committees implement annual plan tasks

