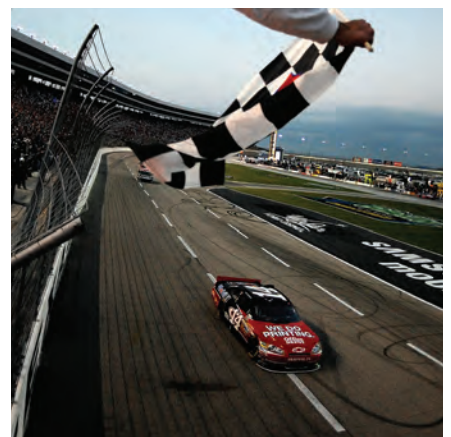
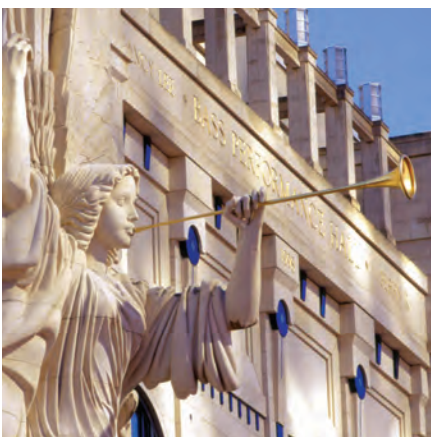



**ALL  
IN** 2015  
ANNUAL  
REPORT

**FORT WORTH**  
Convention & Visitors Bureau



# IMPACT *of* TOURISM 2015

**8.5 Million**  
visitors

**19,350**  
jobs

**\$1.9 Billion**  
direct annual economic impact

**\$111 Million**  
local tax revenues

**\$597**  
tax relief per household

## International Visitors

5 percent of total  
16 percent of spending total

Source: 2015 Study by Tourism Economics,  
An Oxford Economics Company

*Fort Worth has blossomed.  
More visitors are discovering  
our city and growing  
the impact of tourism.*

# ALL IN *this* TOGETHER

*Famous as the place "where the west  
begins," Fort Worth's neighborhoods,  
attractions, artists and chefs are  
writing new chapters in our story.  
With a shared vision for hospitality,  
Fort Worth is all in this together.*



## 2015 ANNUAL REPORT

### TABLE OF CONTENTS

5	MAYOR'S MESSAGE
7	CHAIRMAN'S MESSAGE
9	PRESIDENT'S MESSAGE
21	STRATEGIC PRIORITIES
22	MEETINGS & CONVENTIONS
24	MARKETING
26	INTERNATIONAL
28	THE FORT WORTH HERD
30	FORT WORTH FILM COMMISSION
31	FORT WORTH SPORTS MARKETING
32	SPECIAL PARTNERS
33	ADVANCE FORT WORTH
34	SALES COMMITTEE
34	MARKETING COMMITTEE
34	FRIENDS OF THE FORT WORTH HERD
34	DESTINATION ADVISORY BOARD
35	FY2016 MARKETING PLAN



## RESPONSIBLE GROWTH

Business and leisure tourism plays an important role in our effort to drive our local economy and boost awareness of Fort Worth around the nation and world.

Responsible growth across the city enhances Fort Worth for our residents and increases our ability to attract visitors.

- Sundance Square Plaza has given us a central gathering space and the No. 1 photo opportunity in Fort Worth. Just ask ESPN.
- Institutions in the Cultural District continue more than a century of investment in world-renowned art and architecture.
- The Stockyards is a top draw for people who want to learn more about our Western heritage. Now visitors want even more when they go. After much discussion we are moving forward with development plans that also protect tradition and authenticity.
- Emerging neighborhoods to the south, east and along the Trinity River provide new opportunities for those seeking a local experience.
- DFW International Airport now has direct flights to 56 international destinations, a vital engine for business and tourism growth.
- We have a plan to enhance our downtown convention infrastructure, including a much-needed 1,000-room hotel, commuter rail to DFW Airport in 2018 and expansion of convention facilities on the current arena site in the early 2020s.
- Recreation and healthy living options – in demand among people who travel – are blossoming with the popular Blue Zones effort and development along the Trinity River and Trails.

Thank you for supporting responsible growth in our city that is so important to visitors and residents alike, and for extending your unmatched hospitality to all those who come see us here.

A handwritten signature in blue ink, which appears to read "Betsy Price". The signature is fluid and cursive.

**BETSY PRICE**  
Mayor, City of Fort Worth

## BOARD OF DIRECTORS

**RANDALL GIDEON, Chairman\***  
Gideon Holdings, LLC

**ANDY TAFT, Vice-Chairman\***  
Downtown Fort Worth, Inc.

**DAVE FULTON, Secretary\***  
Hilton Fort Worth

**SUSAN ALANIS\*\***  
City of Fort Worth

**LARRY ANFIN**  
Community Volunteer

**BRAD BARNES\*\***  
SW Expo & Livestock Show

**HENRY BORBOLLA**  
Ciera Bank

**JESSICA BRANDRUP\*\***  
Kimbell Art Museum

**GARY BRINKLEY, Immediate Past Chairman\***  
Stockyards Station

**JENNIFER BROOKS**  
Brooks Educational Consultants

**JIM CAMPBELL**  
DFW Marriott Hotel & Golf Club

**RICHARD CASAREZ, P.E.**  
Oncor Electric Delivery

**ANDREW CASPERSON\***  
Omni Fort Worth Hotel

**DAVID COOKE\***  
City of Fort Worth

**JULIE FAVER-DYLLA\*\***  
Hotel Association of Tarrant County

**MAE FERGUSON\*\***  
Fort Worth Sister Cities International

**TRACY GILMOUR**  
Sundance Square

**KELLY GRAHAM**  
Omni Fort Worth Hotel

**JOHN HERNANDEZ**  
Fort Worth Hispanic Chamber of Commerce

**DEVOYD JENNINGS\*\***  
Fort Worth Metropolitan Black  
Chamber of Commerce

**GREG KALINA**  
Del Frisco's Double Eagle  
Steak House

**DIONE KENNEDY\*\***  
Performing Arts Fort Worth

**BRENDA KOSTOHRZ**  
Hickman Investments

**LISA LANKES\***  
Justin Brands, Inc.

**MIKE MICALLEF**  
Reata Restaurant/  
JMK Holdings Management

**KENTON NELSON\*\***  
Texas Motor Speedway

**PAUL PAINE\*\***  
Fort Worth South, Inc.

**CAROL RIGGS\*\***  
Bureau of Engraving & Printing

**BRANT RINGLER\*\***  
ESPN Events/Lockheed Martin  
Armed Forces Bowl

**VAN ROMANS\*\***  
Fort Worth Museum  
of Science and History

**DENNIS SHINGLETON\***  
Fort Worth City Council  
District 7

**KIRK SLAUGHTER\*\***  
City of Fort Worth

**MICHAEL TOTHE\*\***  
Colonial Country Club

**JERRE TRACY\*\***  
Historic Fort Worth, Inc.

**MELONYE WHITSON\*\***  
Fort Worth Chamber of Commerce

**KAREN WILEY\*\***  
Arts Council of Fort Worth & Tarrant County

**ALEXIS WILSON\*\***  
Fort Worth Zoo

**JULIE WILSON\***  
Reasons Group Inc.

**ANN ZADEH**  
Fort Worth City Council  
District 9

\*Executive Committee  
\*\*Ex Officio

as of September 30, 2015



## RETURN ON INVESTMENT

The Fort Worth Convention & Visitors Bureau is advancing its mission to generate a strong return on the city's investment in tourism, contribute to the local economy and advocate for enhancements to our quality of life.

In fiscal year 2015, under the leadership of my fellow Board members and President and CEO Bob Jameson, our organization took important steps to advance these goals:

- Established the Fort Worth Sports Marketing department to build on our success attracting NCAA, youth and other amateur sports tournaments.
- Created the Fort Worth Film Commission to support the growing number of filmmakers in movies and television seeking to do work here.
- Continued an important grant program for arts organizations that generate hotel stays.
- Exceeded goals for booking meetings and engaging prospective visitors using personal outreach and sophisticated online tools.
- Commissioned new research to better understand the number and quality of our visitors.

Thank you for supporting this organization and our continuing mission to advance Fort Worth.

**RANDY GIDEON**  
Chairman, Board of Directors

## FORT WORTH CONVENTION & VISITORS BUREAU STAFF

**ROBERT L. JAMESON**  
President & CEO

**LINDA JINGLES**  
Executive Assistant

### MEETING SALES

**JOHN CYCHOL**  
Vice President of Meeting Sales

**MELANIE HOOVER**  
Assistant Vice President of Meeting Sales

**JUANA BARBA-ADAME**  
Convention Sales Assistant

**TONI BARNETT**  
National Sales Manager –  
Executive Business Meetings

**PAOLA BOWMAN**  
Event Sales & Services Manager

**VELEDA DEWBERRY**  
National Sales Manager

**JOSH DILL**  
National Sales Manager –  
Sports

**DOUGLAS J. DVORAK**  
Director of Sales –  
Midwest Region

**ROGER FREEMAN**  
Director of Sales –  
Eastern Region

**JULIE GORMAN**  
Director of Sales –  
Western Region

**CARRIE HUFF**  
Senior National Account Director

**ELIZABETH STORY**  
Convention Sales Assistant

**STACEY D. JOHNSON**  
Director of Sales –  
Mid-Atlantic Region

**ANDREA TIMBES**  
CRM Analyst

**MARY WILSON**  
Director of State Accounts

### MARKETING

**MITCH WHITTEN**  
Vice President of Marketing

**IRENE CHASE**  
Tourism Sales & Marketing Coordinator

**JESSICA CHRISTOPHERSON**  
Director of Public Relations  
& Film Marketing

**MATTHEW CLEMENT**  
Marketing & Partnerships Manager

**SARAH COVINGTON**  
Public Relations Manager

**PATTI CRABTREE**  
Assistant Manager –  
Stockyards Visitor Center

**DENISE HAWKINS**  
Director of Volunteers  
& Visitor Services

**TOM MARTENS**  
Art Director

**ESTELA MARTINEZ-STUART**  
Director of Tourism

**CISSY NIXON**  
Marketing Coordinator

**DRU OLIVER**  
General Services Assistant

**BILL PHILLIPS**  
Manager –  
Stockyards Visitor Center

**JAKE SILLAVAN**  
Interactive Producer

**RICH THORNTON**  
Manager –  
Main Street Information Center

**PERRY WHITTEN**  
Assistant Manager –  
Main Street Information Center

### CONVENTION SERVICES

**NANNETTE EILAND**  
Director of Convention Services

**STEPHANIE GARCIA**  
Convention Services Coordinator

**HEATHER HUHN**  
Convention Services Manager

**APRIL MONTEZ**  
Convention Services Manager

### FINANCE & ADMINISTRATION

**LINDA G. DE JESUS**  
Vice President of Finance  
& Administration

**CHERYL WILSON**  
Finance & Human Resource  
Specialist

**FRAN COLLINS**  
Receptionist

**DEBBIE PETTIGREW**  
Receptionist

### THE FORT WORTH HERD

**KRISTIN JAWORSKI**  
Trail Boss

**DEWAYNE WALDRUP**  
Herd Operations Supervisor

**COURTNEY GRAY**  
Herd Coordinator

as of September 30, 2015



## IMPACT OF TOURISM

In fiscal year 2015 the Fort Worth Convention & Visitors Bureau delivered important returns on our investment in tourism.

Every key indicator increased, demonstrating the growing appeal of Fort Worth as a visitor destination:

- More than 8.5 million visitors traveled to our city for business and leisure.
- Tourism generated a \$1.9 billion economic impact.
- Visitor spending generated \$111 million in tax revenues in 2015, providing an estimated \$597 savings for each household.
- Our visitor economy now supports 19,360 jobs in Fort Worth.
- Coverage of Fort Worth as a destination has tripled in the past three years, topping \$20 million in public relations value.

Demand for our hotels continues to rise. We need to add hotel inventory to keep up with rising demand. From 2014 to 2015 hotel occupancy increased from 66 to 68 percent across the city, and 69 to 71 percent downtown. Hotel occupancy tax collection rose 5.1 percent, underscoring the strength of the market.

The short- and long-term benefits are clear: Promoting tourism grows our local economy and promotes awareness of Fort Worth around the world.

I would like to thank our Board of Directors, key partners including Texas Tourism and DFW International Airport, my staff and community stakeholders like you for making these tremendous results possible.

**BOB JAMESON**  
President & CEO



# ALL IN *for* TOURISM

*Welcoming visitors  
to our modern city  
with western flair*



# ALL IN *for* CONVENTIONS

*Dreaming of room to  
welcome all those who  
want to meet here*



# ALL IN *for* CHAMPIONS

*Competing to host  
more athletes, tournaments  
and fans*





# ALL IN *for* ACTION

*Rolling out the  
red carpet  
for filmmakers*



# ALL IN *for* FORT WORTH

*Connecting visitors with  
businesses and enhancing  
our quality of life*



## STRATEGIC PRIORITIES

*The Fort Worth Convention & Visitors Bureau has adopted five strategic priorities to increase market understanding and pursue competitive advantages with a focus on leadership, creativity, innovation and results.*

### **DESTINATION ARCHITECTURE**

Initiate programs to enhance the destination and motivate community organizations to develop products and infrastructure that increase visitor spending and the city's quality of life.

### **FUNDING AND FINANCE**

In cooperation with the City of Fort Worth, pursue initiatives that result in the long-term funding competitiveness and stability for the FWCVB.

### **TRAINING AND TECHNOLOGY**

Adopt technology and best practices that ensure efficiency in internal processes and help the FWCVB engage visitors through online tools and communities.

### **COMMUNITY AWARENESS**

Educate and engage stakeholders about the visitor industry and the impact of successful destination marketing.

### **ORGANIZATIONAL PLANNING**

Support long-term strategic planning aligned with the mission and ensure the annual commitment of resources to supporting goals.

# MEETINGS & CONVENTIONS



## STUDY: EXPAND CAPACITY

Fort Worth is in talks with developers to add a 1,000-room hotel on the east side of the convention center after a study called for adding a second large hotel for meetings.

According to Rob Hunden, of Hunden Strategic Partners, the city needs to add 1,400 hotel rooms downtown and expand the convention center to remain competitive for large meetings.

The city is losing business because it cannot accommodate demand from large conventions, many wanting to book in just one or two hotels, Hunden said.

Although attracted to downtown's charm and amenities, some planners have chosen other cities to avoid booking in dozens of smaller properties.

The area around the convention center, adjacent to the Lancaster corridor, is poised for significant expansion and enhancements for the next decade.

In addition to the 1,000-room hotel, plans call for:

- Adding mid-sized hotels, including the Sinclair on Main Street between the Convention Center and Sundance Square, and the Hampton Inn & Suites on Ninth at Commerce.
- Straightening Commerce Street near the Convention Center and Texas A&M University School of Law, which would create new blocks for development.
- Connecting downtown and DFW International Airport with TexRail commuter rail in 2018.
- Completing Pinnacle Place, to the south of the Center, in 2016.

The report was commissioned by the City of Fort Worth and the Fort Worth Convention & Visitors Bureau.

EVENT	ATTENDEES	CONTRACT ROOMS
Kenneth Copeland Ministries Southwest Believers' Convention	8,000	9,897
Premier Designs Annual Rally	9,500	6,841
Southwest Veterinary Symposium Annual Meeting	5,000	4,666
Texas Emergency Medical Services Annual Conference	2,500	4,405
AcuSport Corporation Business Conference	1,400	4,390

## FY15 RESULTS: MEETINGS MEAN BUSINESS

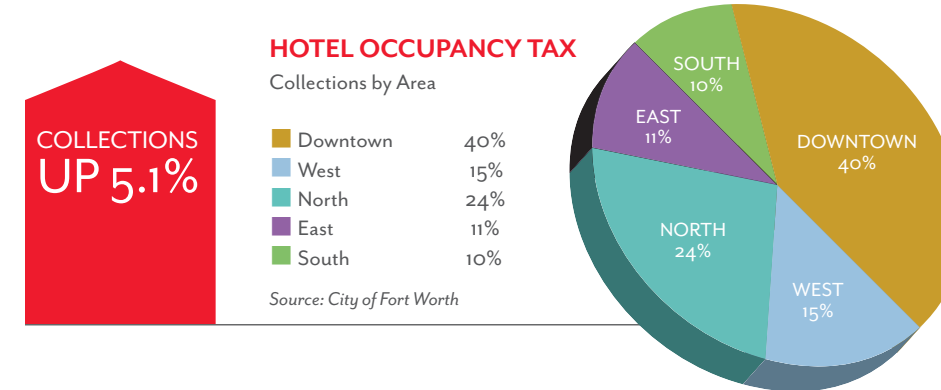
Events	397	-12%	Occupancy	2014	2015	Room Rate	2014	2015	RevPAR*	2014	2015
Room Attendance	126,423	+8%	Fort Worth	66%	68%	Fort Worth	\$96.67	\$99.13	Fort Worth	\$63.77	\$67.79
Show Attendance	619,819	+29%	Downtown	69%	71%	Downtown	\$161.76	\$164.70	Downtown	\$111.55	\$116.73
Room Nights	230,306	3%									

\*Revenue Per Available Room Source: Smith Travel Research

## STRONG FUTURE BOOKINGS

Long-term hotel room bookings by the FWCVB is strong after market softness in 2015 and 2016. In fact, three of four future rooms contracted are in 2017-2019.

YEAR	TOTAL ROOM NIGHTS
2017	93%
2018	95%
2019	92%



## CELEBRATING AVIATION

Aviation, the city's largest employer and a leading industry, took center stage at Sundance Square Plaza during a special event in fall 2015. The Alliance Air Show and Red Bull brought a virtual reality exhibition and engagement event to downtown to promote the events.



## HONORING SERVICE

Michelle Brown received the 2015 Bring Meetings Home Award for securing the 2,500-person Delta Sigma Theta regional conference for Fort Worth. The award was presented at an annual luncheon hosted by Devoyd Jennings, president and CEO of the Fort Worth Metropolitan Black Chamber of Commerce, and FWCVB President and CEO Bob Jameson. Tarrant County Commissioner Roy C. Brooks was honored with the William "Bill" Pickett Legacy Award for his advocacy for the region.



## LOCAL CONNECTIONS

Many conventions select Fort Worth because of special opportunities to feature local organizations. The Southwest Veterinary Symposium, which brings 5,000 people to downtown, partnered with the Fort Worth Zoo in 2015 in their program. The Convention Services team plays a vital role in connecting meeting planners with local resources to create distinctive experiences.





# MARKETING THE CITY

## STUDY UPDATES FW BRAND

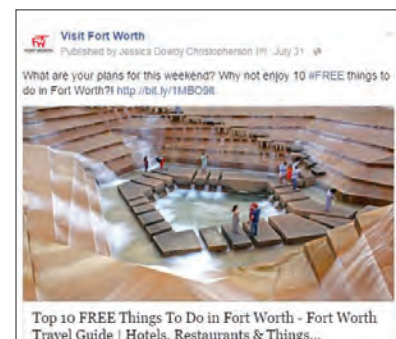
Prospective visitors are getting a modern view of Fort Worth after FWCVB updated the brand image it projects to the world. Using the city's western heritage as the main differentiation with other cities, new marketing also features more neighborhoods and attractions with modern graphic design. "Cowboys and culture mean more than boots and ballet shoes. We are a western city that has grown up with modern amenities attractive to visitors," says Bob Jameson, FWCVB president and CEO.

Marketing includes new:

- Logo with modern typefaces
- Mobile, interactive website
- Updated photography
- Advertising campaigns
- Dozens of new videos

Two consumer campaigns have been launched. Drive-in visitors will see "Westropolitan" advertising, emphasizing the modern look of the city to compete against other Texas cities. National and international markets will learn "It's the Texas You Want," aligning Fort Worth with bold, iconic themes of the state for those who want that authentic experience.

The new branding was developed in partnership with the Pavlov agency and included qualitative and quantitative research of visitors, locals and meeting planners. The study showed that the western appeal remains strong while new developments are also important to tourism.



## REACH & ENGAGEMENT

### Top Facebook Reach & Engagement

Top 10 Free Things to Do:	78,579 reached	(3,768 likes, comments, shares)
Top Golf to Fort Worth:	73,946 reached	(1,261 likes, comments, shares)
Top Late Night Bites:	54,533 reached	(1,439 likes, comments, shares)

## PUBLIC RELATIONS STRENGTH

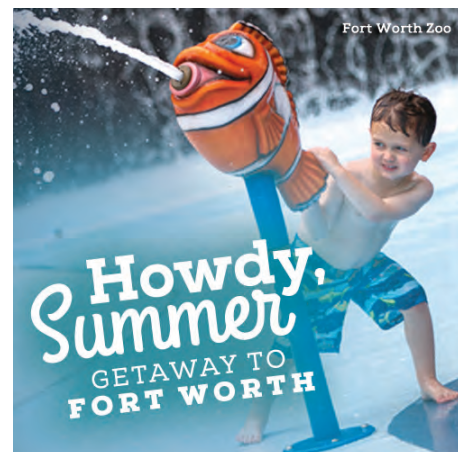
Stories pitched by FWCVB generated **\$20,071,918** in ad-equivalent value. Outreach included hosting 164 journalists in Fort Worth and holding the first Fort Worth-in-New York event in a decade. Guests included The Today Show, *Travel & Leisure*, *Huffington Post* and top travel media.

YEAR	PR VALUE
FY15	<b>\$20,071,918</b>
FY14	\$11,576,029
FY13	\$6,298,313

## SUMMER CAMPAIGN: ROI & VALUE

FWCVB's summer advertising campaign reached audiences in drive-in Texas markets and key national markets.

- Generated 5,426 attributed room nights
- Increased consumer e-mail database by 12,800
- Increased share of search and bookings vs. regional comp set
- Tracked one visit to Fort Worth per 1,312 paid media exposures
- Visitors who saw the campaign paid 6.5% higher average daily rate for hotel stay



## BOLD, NEW WEBSITE

The new FortWorth.com is reaching more prospective travelers and adding value to the destination.

- Launched November 2014
- New modern design
- Mobile-friendly, sizes to any screen
- Trip-planning tools
- Meeting-planning features
- 1,637,662 unique visitors first year, 20% increase
- Web visitors more likely to book hotel rooms at higher rates

UNIQUE VISITS  
UP 20%



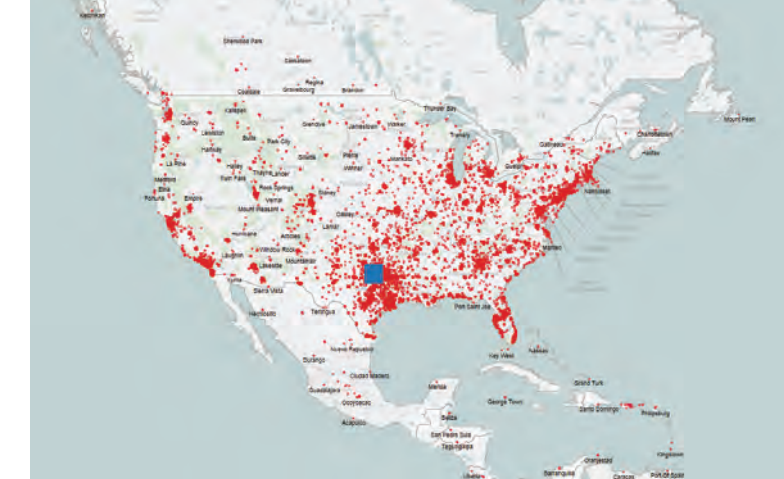
## POWER OF E-MAIL

More than 40,000 people signed up for Fort Worth updates by adding their e-mail to the FWCVB database. E-mail marketing remains one of the most influential forms of outreach to inspire travel to Fort Worth, according to research.

- E-mail campaigns one of the top 5 most-effective advertising efforts
- FWCVB retains more than 80% of e-mail subscribers database year to year
- More than 44,000 emails acquired, more than half through campaigns with Pandora



Instagram  
Most Liked FY15  
598 likes,  
39 Comments



## TRACKING ARRIVALS

Using the latest technology in advertising and research, FWCVB is identifying cities across the state and nation from which Fort Worth visitors originate. These metrics help determine where public relations and other outreach efforts are deployed.

- FWCVB engages technology partners to influence and track visitor and arrival activity
- 71% of all tracked arrivals originated in 9 states: TX, CA, FL, IL, OK, CO, NY, GA and MI
- 75% of tracked arrivals interact with FWCVB digital media 12 times before visiting
- 68% of tracked arrivals visit Fort Worth within 15-30 days

## STOCKYARDS ADVENTURE PASS

In 2015 FWCVB created the Stockyards Adventure Pass, a one-stop ticket that includes attractions throughout the district. The pass is sold through the Stockyards Visitor Center and includes stops at Billy Bob's Texas, Texas Cowboy Hall of Fame and the Stockyards Historic Walking Tour. The pass was created in response to questions from visitors wanting more to do in the Stockyards after they watch the Fort Worth Herd cattle drive.



Instagram  
Most Commented  
311 Likes,  
69 Comments



# INTERNATIONAL IMPACT

## INTERNATIONAL VISITORS RETURN DIVIDENDS FOR FORT WORTH

Visitors from abroad represent 4.9 percent of total visitors to the city. But because they spend more than domestic tourists they represent 16 percent of total visitor spending. In addition to local attractions, DFW International Airport and the strong Texas economy are helping grow this base. To further boost international visitation, FWCVB has signed international marketing agreements with the Dallas Convention & Visitors Bureau in four growing markets: U.K., Australia, Germany and China. American Airlines and its Oneworld partners have direct routes to these markets.

DFW has direct flights to 56 international destinations. The joint marketing agreements between the cities' CVBs allow them to deliver a bigger message to more media and tour operators than they would with separate efforts. Mayor Betsy Price and Dallas Mayor Mike Rawlings have identified regional collaboration as a vital tool for increasing international investment in tourism to the DFW region.

### TRAVEL BOOKINGS

**FIT BOOKINGS  
UP 15%**

FWCVB recorded 27,898 FIT hotel night bookings – travel arranged without a packaged tour, such as with an online travel agency or international tour operator.

### MEDICAL TOURISM



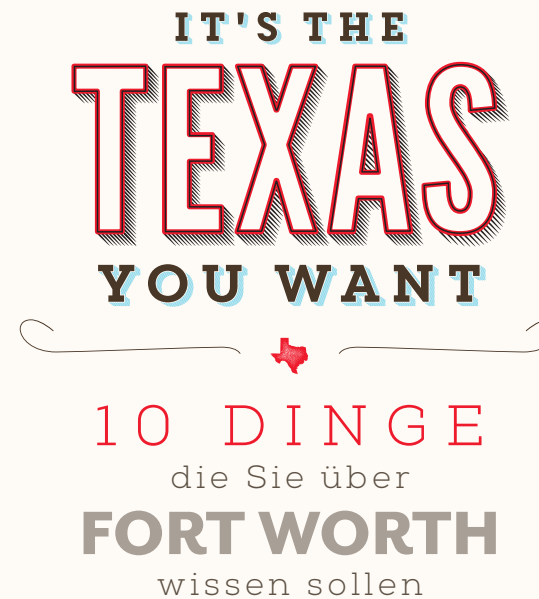
Cook Children's Medical Center is promoting its services abroad as more foreign nationals seek health care in the United States. Their visits can last months. FWCVB is supporting the outreach by providing visitor information and helping negotiate long-term hotel stays.

## Global Highlights

### EUROPE

More than 10,000 Brits entered the "Howdy, Fort Worth" vacation sweepstakes as FWCVB continued marketing efforts in the U.K., the largest overseas source of visitors to Texas.

Partnering with Brand USA, Texas Tourism, British travel agents and London-based *Escapism* magazine, FWCVB sponsored the campaign January through June 2015.



A similar campaign ran in Germany. Both efforts received financial support from Brand USA, the United States' destination marketing organization. In June, DFW Airport hosted a trade and tourism mission with Mayors Price and Rawlings to the U.K. and Germany.

### AUSTRALIA

Served by daily DFW-Sydney non-stops, Fort Worth is getting more attention down under.

- Advertising invited Aussies to "Think Big. Think Texas." and book travel to DFW.
- Fort Worth and Dallas CVBs conducted a mission to Sydney, Brisbane and Perth to promote the region with tour operators, travel partners and travel media.
- As a result of the mission, the New Zealand-Australia publication and website *Mindfood* (top left) published a 10-page photo essay and story about Fort Worth, featuring the Stockyards and Water Gardens.

### TOP MARKETS



### MEXICO

Clay Pigeon restaurant Owner and Chef Marcus Paslay (above right) was selected to represent the state for a cooking event with Chef Fran del Piero at Mexico City's Mit (pronounced "meat") Steak Bar.

More than 100 travel trade partners and tourism media attended the event, hosted by Texas Tourism.

### CHINA

In 2015 Fort Worth was selected to host Active America China, the only show in North America dedicated to building inbound Chinese tourism. Active America recruits up to 100 top travel leaders in China to attend the three-day event. China is projected to become one of the top sources of tourism to the United States. American Airlines has direct flights between DFW and Beijing, Shanghai and Hong Kong.



In 2014 an estimated 101,000 travelers from China visited Texas, generating a direct spending impact of \$224 million across the state. Travel from China nearly doubled compared to the previous year and the market forecast is for continued growth.

Texas Tourism is the presenting sponsor of the conference, with support from American Airlines, Dallas Convention & Visitors Bureau, DFW International Airport and Grapevine Convention & Visitors Bureau.

The conference will take place in March 2016.



# FORT WORTH HERD

The Mission of the Fort Worth Herd is to preserve, enhance and share Fort Worth's distinctive Western heritage through an authentic experience appealing to visitors of all ages.

CATTLE DRIVE ATTENDANCE

**724,827**

EDUCATIONAL PROGRAM ATTENDANCE

**13,076**

FUNDS RAISED

**\$67,362**

MEDIA COVERAGE VALUE

**\$10,906,084**

### HISTORY IN ACTION

"Longhorns are linked to the image of Texas. However it is not easy to find a place to see them live. If you are close to Fort Worth and have never seen the cattle before, by all means, go see the herd... You will have an experience to cherish for life."

- Visitor from Florida



### GENEROUS SUPPORT: FRIENDS OF THE FORT WORTH HERD

The Friends of the Fort Worth Herd (pictured above, listed on page 34) provides vital resources and support throughout the year. The Herd is owned and operated by the Fort Worth Convention & Visitors Bureau. Lead supporters include:

[www.shopautobahn.com](http://www.shopautobahn.com)



### COMMITMENT TO EDUCATION

In FY15 more than 13,000 students participated in the Fort Worth Herd's educational programs. These efforts give children of all ages hands-on experiences with roping, saddling and other authentic Western experiences. Enhancing these programs and incorporating teacher feedback are future priorities.



### MEDIA POWER

In FY15 the Fort Worth Herd drove home more than \$10 million in media coverage last year, more than doubled the previous year's \$4.7 million.



Univision

Travel Channel Japan

Travel Channel UK *Road Rivals*

Dick Vitale Allstate March Mayhem

*National Geographic*

*Texas Highways Magazine*

DIY Network

Amazing Race China

*MindFood Magazine*  
(left)

### AMBASSADORS ON HORSEBACK

The Fort Worth Herd operation includes a team that cares for 22 head of cattle and 12 horses, conduct the twice-daily drive and greet visitors in the Stockyards National Historic District.

**LUKE BREWER**

*Drover*

**BRADY FRYE**

*Horse Trainer*

**GERALD WEST**

*Barn Attendant*

**ETHAN GRAVES**

*Drover*

**COURTNEY GRAY**

*Herd Coordinator*

**TIM GRAY**

*Horse Trainer*

**JOSE HERNANDEZ III**

*Drover*

**WAYNE HICKMAN**

*Drover*

**JEFF HOFFMAN**

*Drover*

**KYLE HOUP**

*Drover*

**JOEL JENNINGS**

*Drover*

**KRISTIN JAWORSKI**

*Trail Boss*

**DAVID MANGOLD**

*Drover*

**ROBERT LITTLE**

*Drover*

**TYLER PETERSON**

*Drover*

**MATT ROLSTON**

*Drover*

**KENNETH SANSOM**

*Drover*

**BRENDA TAYLOR**

*Drover*

**DEWAYNE WALDRUP**

*Herd Operations Supervisor*

**BRANDON WHITEHEAD**

*Drover*

**JEFF WILLIAMS**

*Drover*

# FORT WORTH FILM COMMISSION



## NEW MARKETING FOR FILM BUSINESS

The Fort Worth Film Commission has been created to foster more productions in the city, boost the economic impact of the industry here and help support the long-term creative climate for television, movies and commercials.

The Fort Worth Film Commission became officially recognized by the Association of Film Commission International and Texas Association of Film Commissions in October 2015. Representatives from the Texas Film Commission, Sundance Square leadership, donors, Dallas Film Commissioner and sponsors joined Mayor Price and FWCVB President and CEO Bob Jameson for the launch announcement.

The Commission is a division of the Fort Worth Convention & Visitors Bureau and was created in partnership with the Fort Worth Chamber of Commerce and with support from private-sector partners.



### LONE STAR FILM SOCIETY

The Lone Star Film Society is a vital partner of the Fort Worth Film Commission. The Society, which produces the Lone Star Film Festival, brings filmmakers and fans to Sundance Square each fall, helping promote the industry in Fort Worth. In 2015, the Film Commission was a major sponsor of the Festival.

Actor Malcolm McDowell and his wife, Kelley, at the Lone Star Film Festival.

## CONTRIBUTORS TO THE FILM COMMISSION



## WHY A FILM COMMISSION?

- Attract production of film, television, video, advertising, games, animation and emerging media.
- Showcase Fort Worth to the world and boost economic development, tourism and awareness to the city.
- Build on Fort Worth's reputation as a leader in the arts with new focus on the moving picture.

## MARKETING MISSIONS/ TRADE SHOWS WITH TEXAS FILM COMMISSION

- Sundance Film Festival, Park City, Utah, January 2016
- SXSW Film, Austin, March 2016
- AFCI Locations Show, Los Angeles, April 2016
- Texas Film Commission Brunch, Los Angeles, June 2016

## RECENT FILMING ACTIVITY

- Cooking Channel "East Meets West"
- ExxonMobil National TV Commercial
- Lifetime Network "The Haunting Of"
- HGTV "We Bought the Farm"
- Grammy Awards, Square Space Commercial

## FILM COMMISSIONER

Jessica Christopherson has been named film commissioner of the Fort Worth Film Commission.



She has been with the Fort Worth Convention & Visitors Bureau for four years, and also serves as director of public relations and film marketing. Christopherson has extensive experience in television production and promotion, including Fox Broadcasting Co. in Los Angeles. She was recognized with a Lone Star Emmy in 2008.

## SUPPORT THE COMMISSION

The Fort Worth Film Commission relies on donations from private partners who want to help attract moving picture productions here, resulting in jobs, spending and promotion of our city. To learn more contact Jessica Christopherson, film commissioner, Jessica.Christopherson@FortWorth.com, 817.698.7842.

## Highlights

### NATIONAL RECOGNITION

NCAA Women's Gymnastics National Championship returns to Downtown Fort Worth in April 2016 for the second consecutive year. In 2015 the 3-day competition was broadcast live online through the ESPN3 platform and rebroadcast multiple times on ESPNU.

At the TEAMS Conference in November, The 2015 championship was recognized as the Best Collegiate Multi-sport or Multi-discipline Event in the nation by *SportsTravel Magazine*. TEAMS stands for Travel, Events and Management in Sports.

The TEAMS award was based on:

- Superior organization of and attendance at the event.
- Superior experience for competitors and/or spectators.
- Host city or venue served to enhance the event.



Receiving the Best Collegiate Multi-Sport Event at the TEAMS. Pictured (l-r) Tim Schneider, Publisher of SportsTravel Magazine; Josh Dill, promoted to director of Fort Worth Sports Marketing; David Knight, CEO of Knight-Eady Sports Group and Jeff Jarnecke, Director of Championships & Alliances for the NCAA.

### INCREASING RESULTS

- In 2015 sports-related events in Fort Worth jumped to 65 from 48, a 35 percent increase.
- Sports-related room nights per year have increased almost 40 percent since 2013.
- FWCVB was nominated as the "Member of the Year" for the National Association of Sports Commissions.

### EVENTS BOOKED & SUPPORTED

- |             |            |
|-------------|------------|
| Auto Racing | Equestrian |
| Baseball    | Gymnastics |
| Cheer       | Football   |
| Chess       | Rodeo      |
| Dance       | Running    |



# FORT WORTH SPORTS

## SPORTS MARKETING ESTABLISHED

In 2015 FWCVB established Fort Worth Sports Marketing, an effort dedicated to bringing more spectator and participation games and tournaments to the city.

According to a study commissioned by FWCVB:

- Fort Worth's downtown is compact and walkable, and the city has excellent special event options such as Sundance Square and the Stockyards.
- Sports Marketing effort should create a healthy sports culture in the destination, not just booking room nights.
- The Fort Worth community is uniquely positioned to play off of the cowboy/western theme when soliciting sports business.

Source: Huddle Up Group, 2015 study

### KEY CONFERENCES

- TEAMS Conference
- US Sports Congress
- NASC Sports Event Symposium
- Big 12 Coaches Meetings
- USA Gymnastics National Congress
- Connect SPORTS





## SPECIAL PARTNERS

The Fort Worth Convention & Visitors Bureau extends its appreciation to these regional, national and international partners for their generous contributions and support.



## ADVANCE FORT WORTH

Advance Fort Worth is a partnership program comprised of organizations that provide annual support for the Fort Worth Convention & Visitors Bureau. In recognition of their generosity, the FWCVB extends opportunities to connect them with travelers who visit the city for leisure and business.

### CHAMPION PARTNERS



### PREMIER PARTNER

- Briggs Freeman
- Cantina Laredo Gourmet Mexican Food
- The Capital Grille
- Cook Children's
- Eddie V's Prime Seafood
- Ruth's Chris Steak House
- Vestar

### CONVENTION MARKETING PARTNERS

- A+ Student Staffing
- ACCESS Texas
- Alley Cats Entertainment Center
- Allied PRA Dallas/ Fort Worth
- The Ashton Depot
- Fort Worth Museum of Science and History – Sodexo
- Fossil Rim Wildlife Center
- Four Day Weekend
- Hoffbrau Steak
- Lagniappe Productions

- Lone Star Park
- Main Event – Fort Worth
- Shuttle/ExecuCar DFW
- Ultimate Ventures
- Waterchase Golf Club
- Wells Fargo
- Wildcatter Ranch

### TOURISM MARKETING PARTNERS

- Cowtown Cycle Party
- as of September 30, 2015

For more information contact Matt Clement, marketing & partnership manager, [MattClement@FortWorth.com](mailto:MattClement@FortWorth.com) or 817.698.7836.

## SALES COMMITTEE

<b>KELLY GRAHAM, Chair</b> Omni Fort Worth Hotel	<b>GARY GRIGGS</b> Hilton Fort Worth	<b>JENNY MUZIK</b> Omni Fort Worth Hotel	<b>LAUREN VAN ZANDT</b> Holiday Inn Express Downtown <i>as of September 30, 2015</i>
<b>FELESHIA COCHRAN</b> Fort Worth Convention Center	<b>LANCE HAMILTON</b> Trinity Food & Beverage	<b>BRIDGET SHELTON</b> Embassy Suites Fort Worth	
<b>GRANT CROSSLIN</b> Radisson Fort Worth Fossil Creek	<b>JACKIE LORIA</b> Freeman Company	<b>MARK STEVENS</b> Radisson Fort Worth Fossil Creek	
<b>FRAN FAIRCHILD</b> Marriott Sales - DFW/Fort Worth	<b>CHARLES MAYER</b> Fort Worth Convention Center	<b>ANDREA TRUE</b> Sheraton Fort Worth Hotel	

## MARKETING COMMITTEE

<b>TRACY GILMOUR, Chair</b> Sundance Square	<b>BECKY FETTY</b> Downtown Fort Worth Inc.	<b>MATT OLIVER</b> Trinity River Vision	<b>SHANNA WEAVER</b> Fort Worth Stock Show & Rodeo
<b>LARRY AUTH</b> Omni Hotels	<b>KELLY GRAHAM</b> Omni Fort Worth	<b>STACEY PIERCE</b> Streams & Valleys	<b>ALEXIS WILSON</b> Fort Worth Zoo
<b>ANDRA BENNETT</b> Fort Worth Chamber of Commerce	<b>MEGAN HENDERSON</b> Fort Worth South	<b>MARY JO POLIDORE</b> DFW International Airport	<b>JASON WISE</b> Bass Hall <i>as of September 30, 2015</i>
<b>JESSICA BRANDRUP</b> Kimbell Art Museum	<b>MARGARET KELLY</b> Texas Christian University	<b>HOLLAND SANDERS</b> Fort Worth Opera	
<b>JAIME CARLIN</b> Texas Motor Speedway	<b>NATE KRIEGER</b> Stockyards Championship Rodeo	<b>CHRIS SPINKS</b> Billy Bob's Texas	
<b>MAGGIE ESTES</b> The Cliburn	<b>PAM MINICK</b> Gentle Giants/The American Rancher	<b>HEIDI SWARTZ</b> Cowtown Marathon	

## FRIENDS OF THE FORT WORTH HERD

<b>EXECUTIVE COMMITTEE</b>	<b>HUB BAKER</b> Stockyards Championship Rodeo	<b>PHILIP JOHNSTON</b> Johnston Legal Group	<b>SCOTTY O'BRYAN</b> Senior Security Benefits Inc.
<b>PAM MINICK, Chair</b> Gentle Giants/The American Rancher	<b>KADEE COFFMAN</b> Gentle Giants	<b>JOE KIMBALL</b> Pettitt & Kimball, PLLC	<b>TONY PETTITT</b> Pettitt & Kimball, PLLC
<b>GARY BRINKLEY</b> Stockyards Station	<b>JACK EDMONDSON</b> Legends of Texas	<b>KATHERINE KOLSTAD</b> Chute Help, Inc.	<b>JEFF POSEY</b> RideTV
<b>LARRY BARKER</b> Autobahn Motorcar Group	<b>SAL ESPINO</b> Fort Worth City Council District 2	<b>BRENDA KOSTOHRZY</b> Hickman Companies	<b>LAURA STANDLEY</b> Texas Longhorn Breeders Association of America
<b>DOUG HARMAN</b> Harman Consulting	<b>DEANNA GARCIA</b> Fort Worth Hispanic Chamber of Commerce/ The T	<b>KEELY KOSTOHRZY</b> Hickman Companies	<b>AMY WEATHERHOLTZ</b> Texas Longhorn Breeders Association of America
<b>BOARD OF DIRECTORS</b>	<b>LOLA HARDISTY</b> Lavender Pathways Photography	<b>JIM LANE</b> Attorney at Law	<b>GEORGE WESTBY</b> Quick Park <i>as of September 30, 2015</i>
<b>JIM AUSTIN</b> Jim Austin Online/National Multicultural Western Heritage Museum		<b>STEVE MURRIN</b> River Ranch	

## DESTINATION ADVISORY BOARD

<b>MEETINGS GROUP</b>	<b>JOANN FREEL, CMP</b> National Association of EMS Educators	<b>SHELLEY MARTINEK, CMP</b> APRO/Association of Progressive Rental Organizations	<b>LEISURE GROUP</b>	<b>JASON MCALISTER</b> Wildcatter Ranch
<b>MIKE ADAMS</b> Kinsley Meetings	<b>MICHAEL GRUBB</b> Southern Gas Association	<b>PATRICIA PALACIOS</b> GlobauxSource	<b>ANDREW COLLINS</b> Travel Writer	<b>BRADY MCCARTHY</b> Orbitz Worldwide
<b>MARK BICE</b> HPN Global	<b>ANNETTE HICKS, CMP</b> Texas Food & Fuel Association	<b>D.W. RUTLEDGE</b> Texas High School Coaches Association	<b>DAVID DUNHAM</b> Texas Monthly	<b>GREG STALEY</b> U.S. Travel Association
<b>BITSY BURNS</b> Southwest Veterinary Symposium	<b>DONNA JOHNSON</b> Courtesy & Associates	<b>GARY SCHIRMACHER, CMP</b> Experient, A Maritz Travel Company	<b>JOHN EISSLER</b> Freeman Co.	<b>JAKE STEINMAN</b> NAJ Group
<b>DAREL COOK</b> Promotional Products Association International	<b>TIM LAMONT</b> HelmsBriscoe	<b>KIM STRUBLE</b> National Association of Counties	<b>LIZ FLEMING</b> Travel Writer	<b>DIANNE TURNER</b> Brand USA <i>as of September 30, 2015</i>
<b>KATHY DUNDEE</b> Texas Association of School Boards	<b>TINA MARSHALL</b> AcuSport	<b>ANNA VANGOY</b> Nation's Best Sports	<b>ROB KAZMIERSKI</b> aRes Travel	
<b>PAT DWYER</b> SmithBucklin & Associates			<b>SANDI KERTH</b> Tour-rific of Texas	
			<b>MARCUS MERCADO</b> Travel Writer	

## FORT WORTH CONVENTION & VISITORS BUREAU FISCAL YEAR 2016 MARKETING PLAN

Submitted to the City of Fort Worth July 31, 2015

Fort Worth continues to experience record numbers of visitors for business and leisure travel. Significant enhancements to city districts were completed and further plans for attractions, infrastructure and hotels are regularly announced. Now is the time to accommodate demand for more visitors and manage the incredible opportunities ahead.

### HIGHLIGHTS OF VISITOR IMPACT

#### Leisure, Business and Convention

- \$1.6 billion in economic impact
- 6.5 million visitors to our city
- 14,000 hospitality jobs
- \$443 million in direct earnings from employment

Source: D.K. Shifflet & Associates and State of Texas, Office of the Governor, Economic Development and Tourism, as reported in FWCVB Annual Report 2014.

## ADMINISTRATION

FWCVB has established processes for strategic planning that will ensure that the organization meets yearly goals and plans for long-term growth, needs and success. These programs will continue to play a key role in FY16.

### STRATEGIC PRIORITIES

Initiate programs to enhance the destination and motivate community organizations to develop products and infrastructure that increase visitor spending and the city's quality of life.

**Funding and Finance:** In cooperation with the City of Fort Worth, pursue initiatives that result in the long-term funding competitiveness and stability for the FWCVB.

**Training and Technology:** Adopt technology and best practices that ensure efficiency in internal processes and help the FWCVB engage visitors through online tools and communities.

**Community Awareness:** Educate and engage stakeholders about the visitor industry and the impact of successful destination marketing.

**Organizational Planning:** Support long-term strategic planning aligned with the mission and ensure the annual commitment of resources to supporting goals.

## PLANNING AND COMMUNICATION OPPORTUNITIES

**Board of Directors Retreat:** Held annually to review FWCVB short- and long-term goals and plans.

**Staff Leadership Retreat:** Held annually with the CEO, vice presidents and directors to plan for the year ahead and review long-term needs.

**Destination Advisory Boards:** Convened annually with travel, tourism and convention experts and customers to provide feedback about our destination, including suggestions for growth, as well as to discuss trends in our industry. There is one DAB for leisure travel and another DAB dedicated to business meetings and conventions.

**Sales Committee:** A monthly meeting of downtown hotel sales directors who coordinate efforts to book convention-related site visits and bookings.

**Marketing Committee:** A quarterly meeting of marketing directors from area partners who provide feedback on FWCVB outreach strategies.

**Annual Meeting and Annual Report:** Annual event and publication to report progress and plans to stakeholders. This allows stakeholders and partners to understand the organization's direction and in turn plan for their potential involvement with us.

**Quarterly Letter:** Issued by the CEO to stakeholders, providing bullet-point updates on our progress and plans.



## MEETINGS AND CONVENTIONS

### CONVENTION SALES

#### MISSION

Promote Fort Worth as a top convention destination and ensure outstanding meeting experiences to drive demand for facilities, room nights and local businesses.

#### SALES OVERVIEW

The FWCVB Convention Sales Team promotes Fort Worth as one of the foremost meeting and convention destinations in the nation. Meeting planners give Fort Worth high marks for its local flavor and accessible downtown, factors that help keep demand high.

The Convention Sales team supports bookings for hotels and event facilities through a dedicated presence based in Fort Worth with full-time representation in five key markets: Washington, D.C., Austin, Chicago, the Northeast and the Western United States.

Forecast for major conventions in 2016 is not as strong as recent years, but favorable economic conditions will generate growth in year-over-year demand and revenue generation from midsize and smaller meetings.

Hotel booking continues to reflect strong demand. As of June 30:

Occupancy Average Daily Rate  
City of Fort Worth 68.8% \$100.63  
Downtown Properties 72.6% \$167.95

Substantial short-term bookings are no longer uncommon. Short-term needs for 2015-16 will require different strategies than efforts dedicated to long-term booking opportunities in 2019 and beyond.

Fort Worth is losing bids for larger conventions because there are not enough hotel rooms in proximity to the convention center to accommodate these meetings and the high demand for downtown accommodations.

Despite the loss of certain meeting bids, the long-term forecast is favorable and will likely sustain or even surpass the current growth rate.

In response to the 2014 Market & Feasibility Study, the City of Fort Worth aims to develop a 1,000-room hotel on the east side of the Convention Center. The Study called for adding 1,400 hotel rooms to the downtown hotel package. In addition to downtown, there is product development interest in other areas of the city, including the Cultural District and Alliance.

A second convention hotel would complement the Fort Worth Omni on the west side of the convention facility. It would also be adjacent to train service from DFW International Airport to downtown, planned to arrive in 2018.



**STRATEGY:** Pursue short-term bookings to address needs and opportunities in 2015-16.

#### TACTICS

- Offer meeting planners a “You Stay, We Pay” room rebate program, limited to new bookings for 2015-16, that offers financial incentives based on occupancy, up to 1,000 rooms.
- Encourage local groups to book a meeting here and promote the benefits and importance of “Bring Meetings Home.”
- Reach meeting planners through targeted digital marketing and social media.

**STRATEGY:** Pursue long-term bookings to address needs and opportunities in 2019-20.

#### TACTICS

- Offer meeting planners an adapted “You Stay, We Pay” room rebate program, limited to larger new bookings for 2019-20, that offers financial incentives based on occupancy. Building a strong group base of business is critical to the destination’s success in those years.
- Encourage local groups to book a meeting here and promote the benefits and importance of “Bring Meetings Home.”
- Reach meeting planners through targeted digital marketing and social media.

**STRATEGY:** Identify new accounts to enhance future sales.

#### TACTICS

- Shift emphasis in destination education programs from quantity of events and attendees to fewer, more specialized opportunities for meeting planners to draw the best prospective customers.
- Identify new prospects by enhancing our partnership with a specialized meetings industry-marketing vendor.
- Host customer entertainment events in key markets Austin, Washington, D.C., Chicago and New York.
- Enhance the “Bring Meetings Home” program to identify new business from companies with Fort Worth headquarters or significant local presence.
- Host an annual recognition event for local businesses, community members and customers who help bring meetings business to Fort Worth.

**STRATEGY:** Develop a yearly, integrated marketing plan to reach event management, logistics and meeting resource companies.

#### TACTICS

- Increase targeted advertising and promotions through trade partners.
- Work closely with Fort Worth Convention Center staff to identify weeks and months when bookings needed most.
- Research and identify accounts that are a good fit for Fort Worth and work proactively with hotels to produce bids for submittal.
- Conduct monthly Sales Committee Meetings with key members of the city’s hospitality industry to discuss business development strategies such as reviewing target periods and key accounts.

**STRATEGY:** Establish a sports commission as a new department to leverage the city’s facilities and secure more sports-related meetings and events.

#### TACTICS

- Evaluate consultant’s study conducted in FY15 and determine priorities for future.
- Enhance FWCVB’s voice in sports marketing through personal outreach by the sales manager, targeted marketing and online engagement.
- Partner with TCU and other local higher education institutions on potential NCAA and BIG 12 Conference championship events and business meeting opportunities.

- Partner with the City of Fort Worth Parks and Community Services to evaluate bidding opportunities and the ability to use facilities for such events.
- Identify future event opportunities with University Interscholastic League.
- Identify key need periods and facilities to generate new business.

### TRADE SHOWS AND CONFERENCES

The following is a list of tradeshow, conferences and client networking events members of the FWCVB sales team will attend in 2015-16.

- IMEX America
- Collinson Rejuvenate Marketplace
- American Express INTER[action]
- ConferenceDirect CEO Summit
- MPI Hill Country Chapter Texas Education Conference
- National Coalition of Black Meeting Planners Education Conference
- Society of Government Meeting Planners Annual Conference
- Nursing Organizations Alliance Fall Summit
- U.S. Sports Congress Annual Conference
- IAEE Annual Meeting & Exhibition EXPO
- Association Forum Holiday Showcase
- Professional Convention Management Association Convening Leaders
- PBR Customer Event in NYC
- Connect Texas
- Southwest Showcase
- Collinson Diversity Marketplace
- International Franchise Association Annual Conference
- Meeting Professionals International WEC
- DMAI Destinations Showcase
- ASAE Springtime
- Georgia MPI Annual Customer Event
- IMEX Frankfurt
- DFW Association Executives Association Day 2016

- ConferenceDirect Annual Partners Meeting
- National Association of Sports Commissions Sports Event Symposium
- Cities of Big 12 Spring Meeting
- U.S. Sports Congress Sponsor Forum
- TSAE Summer Event
- IAEE Central Texas Chapter Summer Event
- Helms Briscoe Annual Business Conference
- Direct Selling Association Annual Meeting
- Collinson Collaborate Marketplace
- Professional Conference Managers Association Education Conference
- CESSE Annual Meeting
- DMAI Annual Convention
- ASAE Annual Meeting
- Collinson Connect & Connect Sports Marketplaces
- HPN Partner Conference
- Texas Society of Association Executives Annual Meeting
- Congressional Black Caucus Annual Legislative Conference



## CONVENTION SERVICES

### MISSION

Outstanding services and contact between visitors and the Fort Worth hospitality community is the focal point of the Convention Services Team. The team strategically works in collaboration with the Fort Worth hospitality partners to enhance the meeting planner and convention attendee experience. The goal is to provide exceptional service that leads to a return to the city, therefore increasing economic impact.

### OVERVIEW

In a city known for warm and friendly hospitality, the mission of the team is to be a reliable source of information from the time of confirmation through completion of a meeting or event in the city. The department has earned numerous awards, including *Meetings & Conventions* magazine's Gold Service Award.

Convention Services is evolving as meeting planners and event organizers seek more creative ways to showcase their customers and the local flavor of the host city. Planners also seek more innovative ways to engage and attract prospective attendees.

**STRATEGY:** Provide meeting planners and event organizers innovative tools to engage their audiences.

### TACTICS

- Leverage the new FortWorth.com, with self-service tools including photography, video, logos, itineraries and more.
- Research ways that social media and event technology could be used to engage prospective attendees.
- Engage partners to ensure we are providing the best resources and newest venues to our meeting/event customers.
- Promote housing services for increased room night actualization.
- Provide community resources including sustainability and community service/volunteer information as well as health and wellness initiatives.
- Identify sports service opportunities.

### ACTION CALENDAR

- Event Service Professionals Association Annual Conference
- Professional Convention Management Association (PCMA)
- Convening Leaders

- Sales & Services Blitz
- Valentine's Dinner
- DMAI
- TACVB Annual Conference
- Simpleview Summit
- National Association of Sports Commissions

### ATTENDANCE-BUILDING TRIPS

- National Business Aviation Association - Schedulers/Dispatchers
- Warehousing Education and Research Council
- American Helicopter Society International
- CIS Conference, Inc.
- Conference for the Advancement of Mathematics Teaching
- Institute of Electrical and Electronics Engineers
- Airports Council International-North America
- IEEE - International Test Conference
- 2 Extra Pre-Promotion Events

## MARKETING

### MISSION

Promote and enhance the value of the Fort Worth brand so that it offers a compelling experience and value for conventions and tourism. Promote business through aggressive public relations, advertising, social media and other online engagement, advertising, visitor services and activities with area partners.

### OVERVIEW

Building on recent staff alignments, the Marketing Department is working to coordinate messaging and outreach to consumers, meeting planners, travel trade, media and visitors in town. This integrated approach supports outreach to markets domestic and international with multi-channel support from business-to-business, media and consumer marketing.

FWCVB seeks to modernize the Fort Worth brand with a new logo and advertising campaign that builds on the city's western heritage and at the same time reflects the many new offerings for visitors. Marketing efforts will promote the wide offerings in arts, culture, western heritage, sports, shopping, recreation and more.

We will create a sense of urgency to plan travel to Fort Worth, especially through promotions and online engagement.

## PUBLIC RELATIONS & ADVERTISING

**STRATEGY:** Engage prospective visitors, media and travel trade in new ways through owned media online channels.

### TACTICS

- Leverage the new website, FortWorth.com, to engage customers in travel planning and exploration across our destination. People who visit FortWorth.com are 4x more likely to visit Fort Worth.
- Increase social media engagement with more use of video, images and best practices recommended by an FY15 study.
- Curate local social media content and share with prospective travelers.

**STRATEGY:** Engage audiences through targeted advertising or paid media that reaches prospects in the right place and at the right time.

### TACTICS

- Deploy substantial digital advertising to reach the most likely travelers to Fort Worth.
- Prioritize segments to talk to based on sophisticated market research.
- Identify opportunities in markets where advertising efforts will have the greatest impact on prospective visitors.

• Focus message on experiences most relevant to those likely to travel here and meet in Fort Worth.

• Support hotel room bookings via promotions with online travel agents (e.g., Expedia) and influencers (e.g., TripAdvisor).

**STRATEGY:** Engage audiences through "earned media" (i.e., public relations), particularly to influencers and influential journalists.

### TACTICS

- Connect and further relationships with domestic and international travel writers who can have the most impact on potential travelers and meeting planners.
- Increase engagement with partners like the State of Texas and DFW International Airport to take advantage of and share costs for media mission opportunities to Fort Worth.
- Leverage our New York-based PR agency, which specializes in travel and tourism to penetrate high-profile publications, travel and consumer writers, editors and TV producers.

- Monitor PR effectiveness with a sophisticated dashboard that measures the impact and tone of articles distributed online, via social media channels and in print publications.

**STRATEGY:** Execute a tightly defined international strategy focused on top countries that send travelers to Texas. While 70 percent of our visitors come from within 300 miles of Fort Worth, international visitors are increasing, stay longer and spend more.

#### TACTICS

- Partner with the Dallas CVB in Australia and China, sharing costs for missions, advertising, market research, public relations and product development with the travel trade.
- Focus efforts on top markets: Mexico, Canada, UK, Germany, Brazil, China and Australia.
- Increase outreach with Spanish-language media (traditional and online), including multicultural familiarization trips.
- Leverage strategic partnerships including Texas Tourism in the Office of the Governor's Economic Impact and Tourism, Brand USA and DFW International Airport and the Dallas Convention & Visitors Bureau to extend our efforts.

#### TOURISM

**STRATEGY:** Increase the production of tourism hotel leads and partner referrals by promoting Fort Worth, with our partners, as a premier destination for group, incentive and leisure travel.

#### TACTICS

- Continue to conduct training and presentations to the travel trade in key domestic and international markets.
- Identify travel promotion opportunities with key partners, airlines and the travel trade market.
- Develop and promote Fort Worth outreach and education in key languages.

**STRATEGY:** Increase bookings from domestic and international customers.

#### TACTICS

- Partner with BRAND USA, receptive operators, tour operators and airlines on co-op promotion and advertising opportunities.
- Use Online Travel Agencies (OTAs) like Expedia, Orbitz to increase awareness of Fort Worth hotel offerings, special events and attractions.

- Host educational familiarization trips and sites for the trade.
- Develop opportunities in emerging markets, especially the Midwest.
- Increase visibility and use of the booking engine on FortWorth.com to increase overall room night production.
- Develop dynamic package offerings with hotel and attraction partners.
- Work with FWCVB Community Grant recipients to maximize room nights.

**STRATEGY:** Increase tourism related to multicultural markets.

#### TACTICS

- Leverage partnerships with local organizations, especially Chamber of Commerce, the Fort Worth Hispanic Chamber, Fort Worth Sister Cities International, the Fort Worth Metropolitan Black Chamber and the North Texas LGBT chamber.
- Create co-op advertising and promotion opportunities for these markets.



#### VISITOR SERVICES

#### STRATEGIES & TACTICS

**STRATEGY:** Identify and execute opportunities to create remote visitor information stations during festivals and other major city events.

#### TACTICS

- Create criteria for when remote or mobile information stations would best serve visitors.

- Explore opportunities and costs for a constructing a mobile information station, from a pop-up tent to a Fort Worth-branded vehicle.
- Research best practices for staffing.

**STRATEGY:** Enhance the downtown visitor center.

#### TACTICS

- Redesign the space to create a must-stop destination for visitors, one that uses modern retail strategies and displays to lure pedestrian traffic.
- Study offering potential services such as ability to purchase (e.g., tickets to a festival or Sundance Square gift card), see a temporary photography exhibit or an interesting photo opp.
- Redesign the exterior signage to be more obvious to pedestrian traffic.
- Develop criteria for the brochure program.
- Activate the visitor center during major downtown festivals and events.
- Create a plan to staff the visitor center during evenings Thursday through Saturday, when visitor traffic is high.

### THE FORT WORTH HERD

#### MISSION

Enhance the distinctive western heritage of the Stockyards National Historic District through an authentic experience appealing to visitors of all ages. In its 16-year history more than 7 million people have watched the twice-daily cattle drive and participated in Herd educational programs.

#### OVERVIEW

The Fort Worth Herd provides a unique and engaging experience for visitors to the Stockyards National Historic District. The Herd cattle drive operates twice daily on historic Exchange Avenue.

**STRATEGY:** Ensure on-time daily operations.

#### TACTICS

- Conduct twice-daily cattle drive at 11:30 a.m. and 4 p.m. on Exchange Avenue in the Stockyards National Historic District.
- Serve as ambassadors on horseback, engaging with audiences from around the world and answering questions about Fort Worth's western heritage.
- Ensure well-being and care of livestock and horses.



**STRATEGY:** Expand educational programming.

#### TACTICS

- Ensure educational program is current with Texas Essential Knowledge & Skills (TEKS) state requirements.
- Distribute evaluation survey to participating teachers to assist in maintaining excellent rating and incorporate improvement suggestions.
- Continue enhancing Cow Camp to engage audiences and appeal to children.

**STRATEGY:** Enhance Herd awareness and fundraising.

#### TACTICS

- Continue to engage and leverage the expertise of Friends of the Fort Worth Herd, the nonprofit organization supporting special needs of The Herd.
- Expand trading card initiative to increase brand awareness and drive traffic to The Herd webpage and social media sites.
- Boost webpage and social media awareness through co-op promotions.
- Increase financial support in the form of corporate sponsorships and grants and in-kind donations.
- Use special-event steer to maximize special appearance opportunities with corporate groups, events and meetings.
- Host annual fundraising gala to raise profits to support funding of education program and marketing efforts.



PRINTED IN FORT WORTH



**FORT WORTH**  
Convention & Visitors Bureau

#AllinFortWorth