



FW FORT WORTH
Convention & Visitors Bureau

Things to Do

2016
ANNUAL
REPORT



IMPACT *of* TOURISM ₂₀₁₆

8.8 Million
visitors

22,583
jobs

\$2.3 Billion
annual economic impact
direct & indirect spending

\$116 Million
local tax revenues

\$598
tax relief per household

International Visitors

5 percent of total
15 percent of spending total

Source: 2016 Study by Tourism Economics,
An Oxford Economics Company



*Visitors have so many things to do. Discover historic places.
Explore amazing museums. Enjoy culinary wonders.*

*We also have things to do. Support our destination and partners.
Lift Fort Worth's profile around the world. Attract more travelers to
our city to increase the economic impact of tourism.*



TABLE OF CONTENTS

5 MAYOR'S MESSAGE
7 CHAIRMAN'S MESSAGE
9 PRESIDENT'S MESSAGE
25 STRATEGIC PRIORITIES
26 MEETINGS & CONVENTIONS
28 MARKETING
30 INTERNATIONAL
32 FORT WORTH SPORTS MARKETING
34 THE FORT WORTH HERD
35 FORT WORTH FILM COMMISSION
36 SPECIAL PARTNERS
36 LEADERSHIP & CHAMPION PARTNERS
36 FORT WORTH HERD SPONSORS
36 FILM COMMISSION SPONSORS
37 SALES COMMITTEE
37 MARKETING COMMITTEE
37 FRIENDS OF THE FORT WORTH HERD
38 FILM COMMISSION ADVISORY BOARD
38 DESTINATION ADVISORY BOARD
39 FY2017 MARKETING PLAN



THE FUTURE LOOKS BRIGHT

In 2016 Fort Worth retained its distinction as one of the fastest-growing cities in the U.S., and it's easy to see why. Our wonderful quality of life, world-class culture and attractions, welcoming people and business-friendly atmosphere make Fort Worth a truly great place to live or visit.

What locals may not realize is the power of our development and quality of life to attract visitors who want to experience Fort Worth for themselves.

From securing American Airlines' new headquarters to landing Facebook's billion-dollar data center, economic development added to the buzz about Fort Worth. Our emphasis on a free-market system ensured that useful services like Uber and Lyft could operate in our city unencumbered, a key selling point to visitors.

As we look forward, many exciting projects are underway that will further enhance the visitor economy:

- A \$175 million plan in the Fort Worth Stockyards Historic District to revitalize the area while retaining its authentic character
- The new TEXRail commuter rail system, a crucial link between downtown Fort Worth and DFW International Airport
- The new Fort Worth Multipurpose Arena, which will create a grand new entrance to the Cultural District and provide a spectacular venue for events of all kinds
- New shops, restaurants and hotels in Sundance Square, Clearfork and other districts
- Expansion of our trails and fitness initiatives like Blue Zones and FitWorth, which add to our vibe as a healthy, active city
- Our exciting Trinity River Vision Project that has received full federal funding, destined to transform the north side of downtown
- Plans to expand convention facilities, which will raise our status as a preferred meeting destination

I am incredibly grateful to everyone involved in these far-reaching efforts, which are certain to make Fort Worth an even better city for both residents and visitors.

BETSY PRICE
Mayor, City of Fort Worth

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MAE FERGUSON**
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Sundance Square

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Armed Forces Bowl

VAN ROMANS**
Fort Worth Museum
of Science and History

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Arts Council of Fort Worth & Tarrant County

ALEXIS WILSON**
Fort Worth Zoo

JULIE H. WILSON*
Reasons Group Inc.

ANN ZADEH
Fort Worth City Council
District 9

*Executive Committee
**Ex Officio

as of September 30, 2016



INVESTING DOLLARS WISELY

Bringing tourism and convention business to Fort Worth is essential to our economy. Visitors, after all, mean business. And so does the Fort Worth Convention & Visitors Bureau.

- In fiscal year 2016, the FWCVB played a vital role in returning \$116 million in tax dollars to the city by bringing visitors and encouraging spending.
- We are a committed advocate for new projects and redevelopment that enhance our tourism and convention offerings, from the Fort Worth Stockyards and the Fort Worth Multipurpose Arena to more intangible assets such as free public Wi-Fi and amenities for international visitors.
- The FWCVB is making wise investments in technology to expand outreach to travelers and meeting planners through digital and social media networks.
- New strategic partnerships will allow us to promote the city even more effectively. In 2016 we announced a joint marketing agreement with DFW Airport and VisitDallas in key international markets, including Australia, the U.K., Germany and China. In addition, a mutually beneficial partnership with the Arlington Convention & Visitors Bureau will help us jointly market attractions and hotels in Tarrant County.

I encourage you to read all about the FWCVB's activities in this annual report. Join us in our mission to attract visitors to Fort Worth and raise our city's profile on the world stage.

RANDY GIDEON
Chairman, Board of Directors

2016 FORT WORTH CONVENTION & VISITORS BUREAU STAFF

ROBERT L. JAMESON
President & CEO

LINDA JINGLES
Executive Assistant

MEETING SALES

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Vice President of Meeting Sales

MELANIE HOOVER
Assistant Vice President of Meeting Sales

JUANA BARBA-ADAME
Convention Sales Assistant

VELEDA DEWBERRY
Director of Sales –
Southeast Region

JOSH DILL
Director of Sports Marketing

DOUGLAS J. DVORAK
Director of Sales –
Midwest Region

ROGER FREEMAN
Director of Sales –
Eastern Region

JULIE GORMAN
Director of Sales –
Western Region

KAYLA GOSTNELL
Sports Coordinator

CARRIE HUFF
Senior National Account Director

ALEX REDLIN
National Sales Manager –
Executive Business Meetings

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Director of Sales –
Mid-Atlantic Region

ELIZABETH STORY
Convention Sales Assistant

ANDREA TIMBES
CRM Analyst

MARY WILSON
Director of Sales –
Central Texas Region

MARKETING

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Vice President of Marketing

IRENE CHASE
Tourism Sales & Marketing Coordinator

JESSICA CHRISTOPHERSON
Director of Marketing
& Film Commissioner

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Public Relations Manager

PATTI CRABTREE
Stockyards Visitors
Information Center Manager

DENISE HAWKINS
Director of Visitor Services

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Creative Director

ESTELA MARTINEZ-STUART
Director of Tourism

CISSY NIXON
Marketing Coordinator

DRU OLIVER
General Services Assistant

MEGHAN RIDDLESPURGER
Main Street Visitor Center Manager

JAKE SILLAVAN
Online Manager

BEN WATSON
Marketing Manager

CONVENTION SERVICES

NANNETTE EILAND
Director of Convention Services

STEPHANIE GARCIA
Convention Services Manager

HEATHER HUHN
Convention Services Manager

APRIL MONTEZ
Convention Services Manager

PAOLA BOWMAN
Convention Services Manager

FINANCE & ADMINISTRATION

LINDA G. DE JESUS
Vice President of Finance
& Administration

CHERYL WILSON
Finance & Human Resource
Manager

FRAN COLLINS
Receptionist

THE FORT WORTH HERD

KRISTIN JAWORSKI
Trail Boss

DEWAYNE WALDRUP
Herd Operations Supervisor

COURTNEY ROGERS
Herd Coordinator

as of September 30, 2016



THINGS TO DO

If you're a visitor to Fort Worth, you always have plenty of things to do, from strolling through world-class museums to exploring the American West.

As we boost our local economy through tourism and meetings, the Fort Worth Convention & Visitors Bureau has lots of things to do, too. In 2016 our staff and our partners worked tirelessly to deliver outstanding results.

Last year the visitor economy generated \$2.3 billion in economic impact and employed more than 22,500 people.

The past year saw major progress in many areas of our city:

- The Fort Worth Zoo announced a \$90 million expansion
- Firestone & Robertson Distilling Co. broke ground on a new distillery
- Sundance Square increased programming in its popular Plaza
- Fort Worth hosted the once-in-a-lifetime *Lonesome Dove* Reunion & Trail
- Near Southside continued its revitalization as a fun, funky urban development
- Fort Worth Opera attracted international acclaim with its original work *JFK*
- Fort Worth Museum of Science and History marked its 75th anniversary by announcing a bold new digital future and flyover theater experience
- Fort Worth's music scene was in the spotlight with Grammy nominee with Leon Bridges and Austin Allsup, a top 10 finalist on *The Voice*

At the FWCVB, we oversaw many exciting developments:

- Experienced strong convention bookings, with the number of "citywide" conventions – those with 1,100+ rooms on peak night – increasing to 11, more than 2015 and 2016 combined
- Celebrated the 35th anniversary of the Kenneth Copeland convention, one of our largest annual gatherings
- Announced the largest convention in Fort Worth history, the National Beta Club, with 15,000 attendee room nights in 2020
- Launched the Fort Worth Film Commission, Fort Worth Ale Trail, Fort Worth Sports Marketing and Tri Fort Worth
- Partnered to create the Hear Fort Worth music association

Now we must work together to provide our visitors even more things to do, such as tours, tastings, festivals and other experiences.

Thanks to our Board of Directors, partners, staff and community stakeholders who play such an important role in our continuing success.

BOB JAMESON
President & CEO

DEDICATED TO
DEBBIE PETTIGREW
1954-2016



PLACES TO GO

Development of the Fort Worth Stockyards improves one of our most popular attraction while retaining its authentic Western atmosphere.



PEOPLE TO SEE

Fort Worth is a gateway for many international visitors who come to discover Texas the way they want it.



RIVERS TO CROSS

*Exciting new developments connect many
parts of the city to the Trinity River Corridor.*



GLASSES *TO RAISE*

*Thanks to local entrepreneurs,
visitors can taste Fort Worth in many
new breweries and distilleries.*



MUSIC

TO PLAY

The Fort Worth music scene is vibrant and buzz-worthy, with national and international audiences grooving to the city's sounds.



RACES

TO RUN

Fort Worth Sports Marketing and events like Tri Fort Worth help the city score more games and fans.



MOVIES TO MAKE

Producers are setting up cameras in film-friendly Fort Worth for movies, television shows and commercials, creating local jobs and investing in the economy.



STRATEGIC PRIORITIES

The Fort Worth Convention & Visitors Bureau has adopted four strategic priorities to fulfill its mission to welcome the world to Fort Worth.

DESTINATION ARCHITECTURE

Support and advocate for enhancements to the Fort Worth experience that attract visitors and contribute to the city's quality of life.

CUSTOMER ENGAGEMENT

Increase connections with meeting customers and prospective leisure visitors through personal outreach, engaging events, social media and other tools that foster strong relationships.

ORGANIZATIONAL SUSTAINABILITY

Ensure long-term strategic planning and the commitment of resources to supporting the organization's goals.

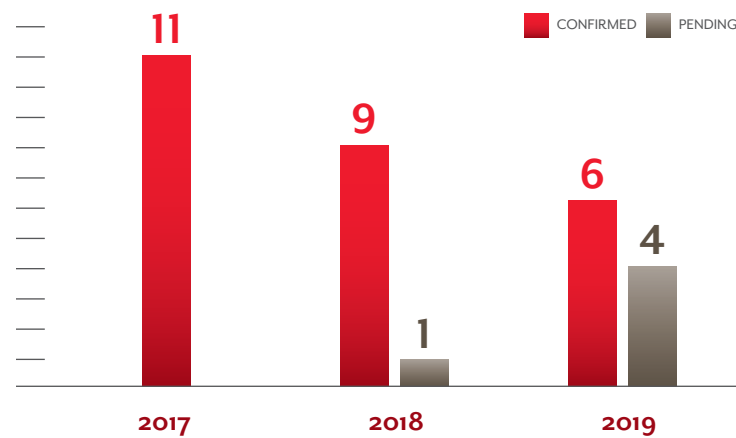
COMMUNITY AWARENESS

Educate and engage stakeholders and businesses about the benefits of tourism, conventions, visitor spending and the impact of successful destination marketing.



STRONG CONVENTION BOOKINGS

CITYWIDE BOOKINGS ON PACE



Citywide conventions have 1,100 or more rooms on peak night. In 2016 Kenneth Copeland Ministries, with more than 8,000 attendees, celebrated 35 years of the Southwest Believers' Convention (above), held in Fort Worth since its start.

RECORD CONVENTION BOOKED

15,000

TOTAL ROOM NIGHTS

National Beta Club selected Fort Worth for its summer 2020 meeting, representing the single largest convention ever booked here. The convention represents more than 15,000 room nights. National Beta Club – the nation's largest independent, non-profit, educational youth organization – has helped nearly seven million students and awarded \$5 million in scholarships.



HONORING SERVICE

The legacy of a theater pioneer and long-serving educators were honored at the annual Bring Meetings Home luncheon co-hosted by the Fort Worth Metropolitan Black Chamber of Commerce and the Fort Worth Convention & Visitors Bureau. Honorees were Gail Lewis, a 40-year educator who brought the National Alliance of Black School Educators convention to Fort Worth; Dennis Dunkins, who served Fort Worth ISD for many decades and helped bring conventions to the city; and the late Rudy Eastman, who founded Jubilee Theatre with his wife, Marian, who accepted the award (shown with Tarrant County Commissioner Roy C. Brooks and FWMBCC President and CEO Devoyd Jennings).



EXPERIENCING THE CITY

Meeting planners with the power to deliver conventions worth millions in economic impact are seeing Fort Worth like never before. FWCVB is creating experiences to engage prospective customers.

In Washington, D.C., home to hundreds of national associations, Fort Worth teamed up with Memphis, Baltimore and other BBQ towns for Six in the City to showcase the cities' unique food and music. Rising star and *The Voice* contestant Austin Allsup was Fort Worth's featured musical talent.

For a group of meeting planners visiting Fort Worth for the first time, FWCVB created a special showcase. The evening at the Mopac Event Center included Heim BBQ, cowboy hat steaming and music by Grady Spencer & The Work.



ARENA POINTS TO MORE GROWTH

In less than a decade Fort Worth could complete several massive projects that will dramatically boost the city's appeal to visitors.

The new Multipurpose Arena is scheduled to open in 2019, bringing concerts and other events attractive to visitors and locals alike. Within several years of that opening, work is expected to begin replacing the saucer-like downtown arena with flexible meeting and event space – a more attractive bookend to Main Street opposite the Tarrant County Courthouse. In recent years Fort Worth has lost more than 232,000 room

nights and \$199 million economic impact because of inadequate convention facilities. A new, 1,000-room convention center hotel is also being considered, close to the station where TEXRail will connect downtown with DFW International Airport.

CONGRESSIONAL BLACK CAUCUS

FWCVB and the Fort Worth Metropolitan Black Chamber partnered to promote the city during the Congressional Black Caucus in Washington, D.C. Congressman Marc Veasey hosted a reception where the two organizations promoted Fort Worth as a meetings destination.

FY16 RESULTS: MEETINGS MEAN BUSINESS

Events	399	+1%
Room Attendance	188,129	+50%
Show Attendance	849,584	+38%
Room Nights	258,455	+13%

Occupancy	2016	2015
Fort Worth	70.7%	68%
Downtown	72.2%	71%

Room Rate	2016	2015
Fort Worth	\$100.46	\$99.13
Downtown	\$162.49	\$164.70

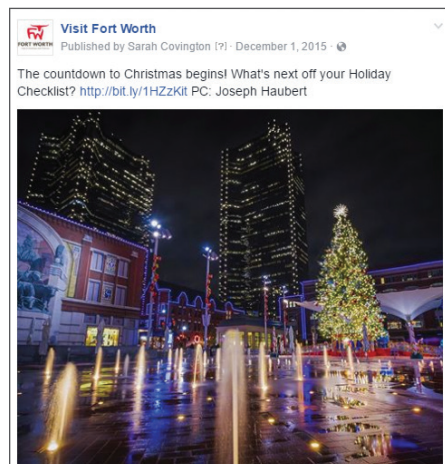
RevPAR*	2016	2015
Fort Worth	\$71.05	\$67.79
Downtown	\$117.29	\$116.73

*Revenue Per Available Room Source: Smith Travel Research

MARKETING THE CITY

SOCIAL MEDIA SOARS

FWCVB's investment in social media puts the spotlight on attractions across the city.



Most Shared Facebook Post

Holiday Countdown



Most Engaging Tweet

Billy Currington Concert at Billy Bob's Texas



Most Liked Instagram

Fort Worth Stockyards Hotel and Sign



Most Engaging Instagram

Repost of @WhateverYouAre, Sundance Square Tree

ALE TRAIL BOOSTS BREWERIES

FWCVB connected the dots for visitors hunting one of the hot trends in 2016: craft beer. The Fort Worth Ale Trail highlights the area's 10 craft breweries. The popular beer passport landed articles in *Southern Living*, *Forbes*, *Smart Meetings* and the Travel Channel, which named Fort Worth one of the country's top 10 beer cities. Prizes for finishing part or all of the Trail include t-shirts and a Dickies gift card.



PR REACH \$30 MILLION

Coverage of Fort Worth placed by the FWCVB PR team in 2016 hit \$30 million in public relations value. That's double the amount of coverage just two years ago.



ARCHITECTURAL DIGEST

Top Domestic Media Hits

1. *USA Today*: 50 Scrumptious Ice Cream Flavors (Melt, Gypsy Scoops)
2. *New York Daily Post*: Fort Worth It
3. *Architectural Digest*: F&R Distilling
4. *TheStreet.com*, *Travel + Leisure*, *Thrillist*: Rockin' the River
5. *InStyle.com*: MAIN ST. Arts Festival
6. *Southern Living*: 5 Ice Cream Flavors (Gypsy Scoops, Melt)
7. *MSN.com*, *US News & World Report*: 10 Must-See Underrated Cities



ONLINE CONTENT SPIKES

BLOG READERSHIP

[↑ 137%]

Readers love seeing the latest on Fort Worth. Blog readership has more than doubled over the past three years.

Top 5 Blogs in 2016

- Urban Pokémon Hunting
- Top 10 Free Things to Do in Fort Worth
- Fort Worth Family Fun in September
- 7 Ridiculously Good Breakfast Places
- Family Time on a Dime

MAIN STREET VISITOR CENTER

Visitors downtown can get an introduction to Amon Carter, Quanah Parker and more Fort Worth history in the new Main Street Visitor Center in Sundance Square. The space at 508 Main Street was renovated with architects BOKA Powell to feature a timeline of the city's history and a retail store for Fort Worth-branded swag. An exhibit of historic artifacts was curated by the Fort Worth Museum of Science and History.

Visitor traffic doubled in the first month after re-opening. The center features a media wall sponsored by Pinnacle Bank and new glass front and interior lighting to attract pedestrians. Managers promote merchandise and pop-up events on social media.



MUSEUMS IN SPOTLIGHT

In 2016 the five core museums of the city's famed Cultural District were honored with the Hospitality Award for their incredible offerings for visitors. The award – a statue of a man extending a Shady Oak hat, as legendary Amon Carter did for visitors – was presented at the FWCVB's 2016 Annual Meeting. This was the first known time a collective honor was bestowed on these institutions: Kimbell Art Museum, Modern Art Museum of Fort Worth, Amon Carter Museum of American Art, Fort Worth Museum of Science and History, and National Cowgirl Museum and Hall of Fame.



Top 4 Markets by visitor spending

1. Dallas
2. Austin
3. Houston
4. Los Angeles

Source: Buxton

FORTWORTH.COM

[↑ 1.8M visitors]

Enhancements that made FortWorth.com more dynamic and personal helped attract 1.8 million visitors to the website last year.

Features include:

- Dynamic social media feed throughout site
- Pop-up airfare prices to DFW from visitor's city
- Increased blog posts



SXSW FORT WORTH HOUSE

For the first time Fort Worth music was showcased at SXSW with a Fort Worth House, a day-long lineup hosted by FWCVB to promote the city. Performers included Green River Ordinance, Luke Wade, Reagan James and Jake Paleschic.

"FIT" BOOKINGS JUMP

[↑ 14%]

2016 31,874
2015 27,997

FIT = free independent travelers to Fort Worth – people who book their own travel instead of through a group.





INCREASING CHINA TOURISM

Fort Worth-based American Airlines offers direct flights from Shanghai, Beijing and Hong Kong to DFW International Airport, and travel from China to Texas is increasing. Fort Worth wants to boost its share of the market.

In March FWCVB hosted Active America China, the largest U.S. conference exclusively for China tour operators. The event brought 75 of the highest-qualified decision makers to the city, along with 100 representatives from other U.S. cities and travel services.

FWCVB's hosting of Active America China was supported by Texas Tourism in the Office of the Governor, American Airlines and DFW International Airport. Additional sponsors included VisitDallas, Tax Free Shopping and the Grapevine Convention & Visitors Bureau.

In addition to showing off the Stockyards National Historic District, a major attraction for Chinese visitors, the conference held its opening reception in Sundance Square Plaza. Singer-songwriter Luke Wade performed, with opening piano selections by Cliburn medalist and Shanghai native Fei-Fei Dong.

Chinese travelers stay longer and spend more than most international travelers to the U.S., making them an important customer segment for Fort Worth and Texas.

International at a Glance

5%

International visitors share of total tourism to Fort Worth

15%

International visitor spending as share of total tourism spend in Fort Worth

1.79 million

Overseas visitors to Texas (excluding Canada and Mexico)

\$1.8 billion

Overseas spending in Texas

6

Texas rank among international visitors, tied with Massachusetts and ahead of Illinois

\$1,015

Average amount spent per overseas visitor in Texas

58

Direct international routes serving DFW International Airport



BRIDGES WITH MEXICO

Flights to Mexico make up about a third of DFW Airport's 58 international direct routes, and the nation is the No. 1 source of foreign visitors to Texas. In 2016 FWCVB increased its marketing activities to Mexican consumers to show the city's appeal for family travel, sports and the arts. FWCVB developed and promoted new sports travel packages including downtown and airport hotels, promoted by key tour operators Mundomex and Viajes Palacio. Mayor Betsy Price led a mission to Mexico in 2016 with Dallas Mayor Mike Rawlings and a delegation of regional tourism and business leaders. Henry Borbolla, a member of the airport and FWCVB boards, and President and CEO Bob Jameson accompanied the mayor (left). FWCVB also increased its presence at tourism trade shows and training for Mexican tour operators.



MEDICAL TOURISM RESULTS

FWCVB supports Cook Children's international medical tourism program, which markets the health care system's services abroad. Patients and their families typically stay in Fort Worth for weeks or months. Last year the program generated 1,000 hotel room nights. In addition to helping negotiate room rates, FWCVB provides information about local and regional things to do and hosts visiting physicians and media from the Middle East, Latin America and other markets. As plans call for increased outreach in Mexico, FWCVB and Cook will develop new marketing materials with the Fort Worth Hispanic Chamber of Commerce.



沃斯堡
牛仔和文化之城

INTERNATIONAL WELCOME

Approximately 111,000 Chinese residents visited the state in 2015, up 9 percent over the previous year. China is the fifth-largest source of overseas visitors to Texas and the third-largest for visitor spending, with a \$122 million direct impact.

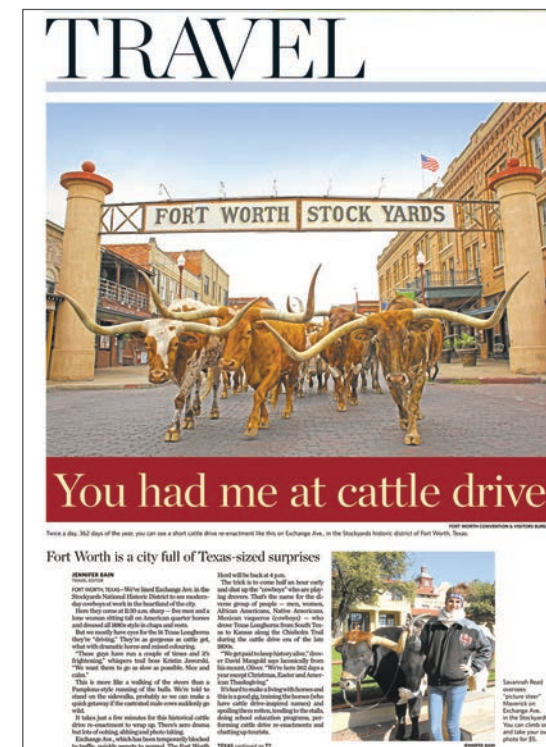
Before Active America China, FWCVB hosted a seminar for the local hospitality industry to discuss amenities and services that Chinese travelers are looking for. Texas Tourism, American Airlines and WCT Events participated.

FWCVB and VisitDallas have a joint marketing agreement in China.



CHINESE TOURISM IN TEXAS

- 111,000 Chinese visitors to Texas in 2016
- 9 percent increase YOY
- Fifth-largest source of overseas visitors
- Third-highest in visitor spending
- \$122 million direct impact



Top International Markets

1. Mexico
2. Canada
3. United Kingdom
4. Australia
5. China

Top International Media Hits

1. Toronto Star (Canada) left
2. Vancouver Sun (Canada)
3. MindFood Magazine (Australia) below
4. Escape News (Australia)
5. Telemundo.com (Mexico)

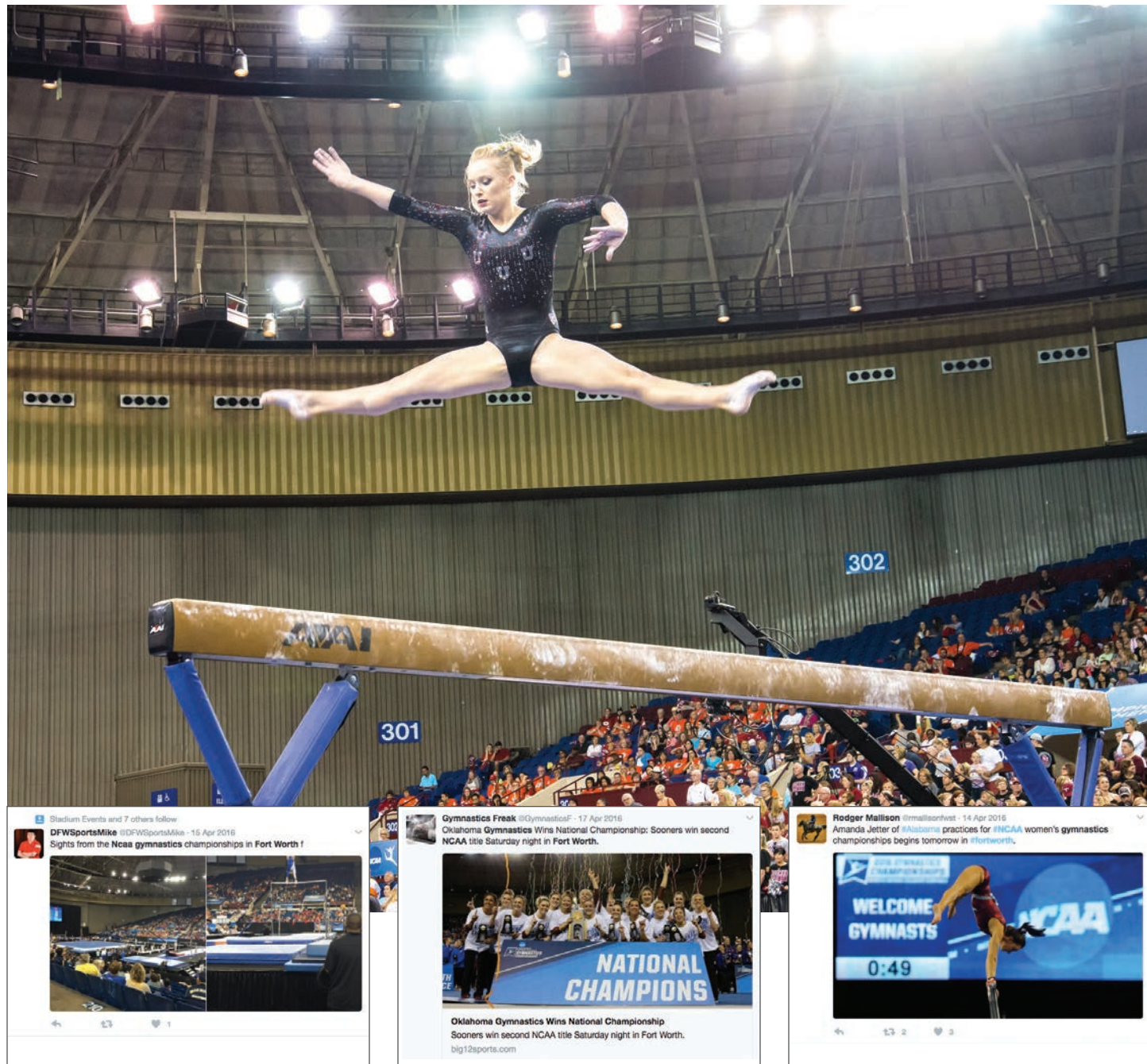
BIG ON COWBOYS BIG ON CULTURE

BRITISH OPT IN

More than 11,700 people in Britain entered for a chance to win a trip to Fort Worth and Dallas during a 2016 marketing campaign. The total surpassed the campaign goal by 63 percent. The campaign targeted UK leisure travelers age 30-65 and recorded 23,000 unique visitors to a special microsite. The marketing effort generated 6.3 million impressions. Most popular content: Western heritage, sports and dining. This was the third consecutive year for Fort Worth's consumer campaign in the U.K., the state of Texas' largest source of overseas visitors.



SPORTS POWER



SOCIAL MEDIA ENHANCES NCAA

Social media traffic generated more than 49 million impressions during the NCAA women's gymnastics national championship, which Fort Worth hosted for the second consecutive year in 2016.

FWCVB created a social media monitoring station to engage the audience. When one visitor tweeted for restaurant ideas, the social media team surprised them with Sundance Square gift cards. Another poster who said she was chilly received a blanket.

FWCVB is increasing its use of social media in all departments. The Convention Services team is planning to use social media to engage more meeting visitors attending conferences in Fort Worth. Twitter, Facebook and other platforms can also be used to help build attendance for conventions in the months and weeks leading up to the event.

NCAA Social Report

49,405,722

Impressions

6,537

Posts

2,595

Users



SPORTS EXECs MEET FOR BUSINESS AND CHARITY

Leaders of amateur sports held their 2015 U.S. Sports Congress in Fort Worth. The event brings together decision makers and senior executives from the world of amateur sport who represent sport governing bodies, the destinations who desire to host their events as well as industry suppliers.

As part of the conference, attendees joined Mayor Betsy Price for a charity build-a-bike event (above) to assemble and donate cycles to the Boys & Girls Clubs of Greater Fort Worth.

HONORING SPEEDWAY'S 20TH

FWCVB celebrated Texas Motor Speedway's 20th anniversary with a special "Sports Huddle" luncheon in downtown Fort Worth. TMS owner Bruton Smith and President Eddie Gossage received a proclamation from Mayor Betsy Price. Price and Gossage welcomed NASCAR champion Kevin Harvick to Fort Worth (below) after Harvick drove the mayor to the event. This inaugural sports luncheon was produced by FWCVB's new Sports Marketing department.



INDUSTRY HONORS

Fort Worth Sports Marketing was recognized by *SportsTravel* for the second consecutive year for hosting the NCAA Women's Gymnastics Championships. The award for best collegiate multi-discipline event was announced at the annual TEAMS conference: Travel, Events and Management in Sports, the world's largest gathering of event organizers and travel planners from the sports industry.

WILL ROGERS LANDS PRESTIGIOUS SHOW

Will Rogers Memorial Center landed the prestigious Snaffle Bit Futurity, one of the largest and most prestigious events in the Western performance horse industry. The National Reined Cow Horse Association (NRCHA) announced in 2016 that it will move its Snaffle Bit Futurity to Fort Worth for three years, with a projected annual economic impact of \$7 million. NRCHA committed to hold the Snaffle Bit Futurity in Fort Worth in 2017-19, with options for the following two years. The event had been held in Reno, Nev., since its beginning in 1970. The bid for the event was led by the City of Fort Worth's public events team, with support from FWCVB.



HERD HIGHLIGHTS

TEACHING THE COWBOY WAY

In 2016 more than 17,500 school children attended educational programs taught by the Fort Worth Herd's drovers, a 35 percent increase over the previous year. Programs include hands-on experiences such as roping and saddling.



HONORING A LEGEND

The American Cowboy Gala honored WBAP radio legend Hal Jay for his longtime support for Fort Worth's Stockyards National Historic District. Jay and his wife, Ann, are shown with Pam Minick, president of Friends of the Fort Worth Herd, and Trail Boss Kristin Jaworski. The gala benefits the Friends and Cowtown Coliseum.

AMBASSADORS ON HORSEBACK

JOSE HERNANDEZ II
Drover

KRISTIN JAWORSKI
Trail Boss

CHRIS MACON
Drover

SHAWN MENDIVE
Herd Assistant

COURTNEY ROGERS
Herd Coordinator

DEWAYNE WALDRUP
Herd Operations Supervisor

WAYNE HICKMAN
Drover

DONALD LEE
Drover

DAVID MANGOLD
Drover

TYLER PETERSON
Drover

DOUG SINGER
Drover

BRANDON WHITEHEAD
Drover

JEFF HOFFMAN
Drover

ROBERT LITTLE
Drover

TODD MCMANN
Drover

ISABELLE RODRIGUES
Drover

BRENDA TAYLOR
Drover

JEFF WILLIAMS
Drover

CATTLE DRIVE ATTENDANCE

704,585

EDUCATIONAL PROGRAM ATTENDANCE

17,588

FUNDS RAISED BY FRIENDS OF THE FORT WORTH HERD

\$76,337

MEDIA COVERAGE VALUE

\$6,773,002

MEDIA HIGHLIGHTS

The Fort Worth Herd generated more than \$6.7 million worth of media coverage in 2016, from the cover of *D Magazine* to international publications.

Tabi Chanel Japan

D Magazine

Toronto Star

CMT Southbound

Associated Press

Star-Telegram

Washington Times

RFD TV

Desperate Landscapes

New York Daily News

America Journal (Germany)

The Sunday Sun (UK)

2015-16 Project Highlights

Texas Flip & Move – DIY Network

Lone Star Restoration – History Channel

A Ghost Story – independent film

Bad Idea Gone Wrong – independent film

Bomb City – independent film

Foolish Things – independent film

The Colonel – independent film

Exxon Mobil commercial

Papa John's Pizza commercial

Rack Room Shoes commercial

Helzberg Diamonds commercial

BOOST FOR FORT WORTH FILM

Impact of the Fort Worth Film Commission since its launch in October 2015:

PROJECTS ASSISTED

150

PROJECTS FILMED IN FORT WORTH

70

CREW CONTACTS ADDED TO FORT WORTH PRODUCTION DIRECTORY

90+

PITCHED PROJECTS*

25

AVAILABLE LOCATIONS IN DIRECTORY AND GROWING

224

*Major network television shows, independent films, commercials and non-scripted programming



FILMING FORT WORTH

FILM COMMISSION MEETS FIRST-YEAR GOALS

Created in October 2015 to foster more productions in the city, the Fort Worth Film Commission (FWFC) has boosted the economic impact of the local industry and helped support the long-term creative climate here for movies, television, commercials and gaming.

Since its launch, the Commission has worked with National Geographic, Food Network, History, DIY, Cooking Channel, Travel Channel and producers of national and regional commercials. FWFC also pitched major TV and motion picture projects domestically and internationally.

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 (see page 36). FWFC is officially recognized by the Association of Film Commissioners International and Texas Association of Film Commissions.



CONNECTING WITH FILMMAKERS

Working with the Texas Film Commission and Texas Association of Film Commissions, the Fort Worth Film Commission has promoted Fort Worth as a great location at high-profile film festivals and tradeshow. The Film Commission has also become a sponsor of the Lone Star Film Festival.

- Lone Star Film Festival, Fort Worth
- Sundance Film Festival, Park City, Utah
- SXSW, Austin
- Austin Film Festival
- AFCI Locations & Global Finance Show, Los Angeles
- Dallas International Film Festival
- Dallas VideoFest
- Film Texas Brunch, Los Angeles

SPECIAL PARTNERS

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



LEADERSHIP & CHAMPION PARTNERS



FRIENDS OF THE FORT WORTH HERD



FORT WORTH FILM COMMISSION CONTRIBUTORS



For more information contact Ben Watson, marketing & partnership manager, BenWatson@FortWorth.com or 817.698.7836.

2016 SALES COMMITTEE

KELLY GRAHAM , Chair Omni Fort Worth Hotel	MICHELE CONNORS Marriott Sales - DFW/Fort Worth	CHARLES MAYER Fort Worth Convention Center	KAREN RODGERS Freeman Company
GEORGIANA BARHAM Embassy Suites Fort Worth	KIM DINSMOOR Sheraton Fort Worth Hotel	JENNY MUZIK Omni Fort Worth Hotel	BRIDGET SHELTON Embassy Suites Fort Worth
BOBBY BEDSOLE Holiday Inn Express Downtown	GARY GRIGGS Hilton Fort Worth	VICKY PATTERS Sheraton Fort Worth Hotel	MARK STEVENS Radisson Fort Worth Fossil Creek <i>as of September 30, 2016</i>
LAUREN BROWN Hilton Garden Inn Fort Worth Medical Center	LANCE HAMILTON Trinity Food & Beverage	SAMANTHA PONCE Omni Fort Worth Hotel	
FELESHIA COCHRAN Fort Worth Convention Center	BRITTANY JOHNSON Marriott Sales - DFW/Fort Worth	LORI PRESTWOOD Worthington Renaissance Hotel	

2016 MARKETING COMMITTEE

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ANDRA BENNETT Fort Worth Chamber of Commerce	MEGAN HENDERSON Fort Worth South	MATT OLIVER Trinity River Vision	ALEXIS WILSON Fort Worth Zoo
JESSICA BRANDRUP Kimbell Art Museum	MARGARET KELLY Texas Christian University	STACEY PIERCE Streams & Valleys	JASON WISE Bass Hall <i>as of September 30, 2016</i>
MATT BROCKMAN Fort Worth Stock Show & Rodeo	NATE KRIEGER Stockyards Exchange	MARY JO POLIDORE DFW International Airport	
MAGGIE ESTES The Cliburn	PAM MINICK Gentle Giants/The American Rancher	HOLLAND SANDERS Holland Collective	
BECKY FETTY Downtown Fort Worth Inc.	KENTON NELSON Texas Motor Speedway	CHRIS SPINKS Billy Bob's Texas	

2016 FRIENDS OF THE FORT WORTH HERD

EXECUTIVE COMMITTEE	HUB BAKER Stockyards Championship Rodeo	PHILIP JOHNSTON Johnston Legal Group	SCOTTY O'BRYAN Senior Security Benefits Inc.
PAM MINICK , Chair Gentle Giants/The American Rancher	KADEE COFFMAN Gentle Giants	JOE KIMBALL Pettitt & Kimball, PLLC	TONY PETTITT Pettitt & Kimball, PLLC
GARY BRINKLEY City of Saginaw	JACK EDMONDSON Legends of Texas	KATHERINE KOLSTAD Chute Help, Inc.	JEFF POSEY RideTV
LARRY BARKER Autobahn Motorcar Group	SAL ESPINO Fort Worth City Council District 2	BRENDA KOSTOHRZY Hickman Companies	LAURA STANDLEY Fort Worth Stock Show & Rodeo
DOUG HARMAN Harman Consulting	DEANNA GARCIA Fort Worth Hispanic Chamber of Commerce/ The T	JIM LANE Attorney at Law	AMY WEATHERHOLTZ Texas Longhorn Breeders Association of America
BOARD OF DIRECTORS	LOLA HARDISTY Lavender Pathways Photography	STEVE MURRIN River Ranch	GEORGE WESTBY Quick Park <i>as of September 30, 2016</i>
JIM AUSTIN Jim Austin Online/National Multicultural Western Heritage Museum		KEELY NEZWORSKI Hickman Companies	

2016 FORT WORTH FILM COMMISSION ADVISORY BOARD

RED SANDERS, Chair* <i>Red Productions</i>	BECKY FETTY <i>Downtown Fort Worth Inc.</i>	JOHN HERNANDEZ* <i>Fort Worth Hispanic Chamber of Commerce</i>	TONY PRENGER* <i>Pinnacle Bank</i>
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MICHAEL APPLEMAN <i>Cantey Hangar</i>	MIKE FISHER <i>Near South Studios</i>	DR. TRICIA JENKINS <i>TCU</i>	CHRIS SPINKS <i>Billy Bob's Texas</i>
JOSHUA BLOCK <i>Niles City Sound</i>	MICHAEL FLETCHER* <i>RIDE TV</i>	CHRIS JUEN <i>Out of Order Studios</i>	ROBERT STURNS* <i>City of Fort Worth</i>
STEVEN CAMP <i>Ten10 Entertainment</i>	NATHAN FLETCHER <i>RIDE TV</i>	FRAN LONG <i>Tarrant County College</i>	JOEL TIMMER* <i>TCU</i>
SHANNA CATE <i>Trinity River Vision Authority</i>	MIKE GAYLER* <i>MCG Group</i>	CHAD MATHEWS* <i>Lone Star Film Society</i>	BECKY TURNER <i>Actress</i>
ROSS CONNER <i>Hotchkiss Insurance</i>	TRACY GILMOUR* <i>Sundance Square</i>	JOSH MILLS <i>Ten10 Entertainment</i>	BART WEISS* <i>UTA</i>
WARREN COOK <i>JAG Productions</i>	DUKE GREENHILL <i>J.O. Design</i>	JUSTIN MULLER <i>Muller Holdings</i>	MELOYNE WHITSON* <i>Fort Worth Chamber of Commerce</i>
NEIL CREQUE <i>Writer + Producer</i>	CHAD GUNDERSEN <i>Out of Order Studios</i>	MATTIE PARKER* <i>City of Fort Worth</i>	<i>*Executive Committee</i>
ERICA ESTRADA <i>Fort Worth Chamber of Commerce</i>	JAMES HAWTHORNE <i>Arlington Film Society</i>	CHANNING GODFREY PEOPLES <i>Writer + Director</i>	<i>as of September 30, 2016</i>
JARROD FAY <i>Near South Studios</i>	MEGAN HENDERSON <i>Near Southside Inc.</i>	TOSAWI PENA <i>Film + Television Consultant</i>	

2016 DESTINATION ADVISORY BOARD

MEETINGS GROUP	JOANN FREEL, CMP <i>National Association of EMS Educators</i>	SHELLEY MARTINEK, CMP <i>APRO/Association of Progressive Rental Organizations</i>	LEISURE GROUP	SANDI KERTH <i>Tour-rific of Texas</i>
MARK BICE <i>HPN Global</i>	MICHAEL GRUBB <i>Southern Gas Association</i>	TIM NIEDECKEN <i>Texas and Southwestern Cattle Raisers Association</i>	ANDREW COLLINS <i>Travel Writer</i>	JASON MCALISTER <i>Wildcatter Ranch</i>
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CAMERON CURTIS <i>Texas Speech-Language-Hearing Association</i>	GRACE JAN <i>Management Solutions Plus</i>		LIZ FLEMING <i>Travel Writer</i>	JAKE STEINMAN <i>NAJ Group</i>
KATHY DUNDEE <i>Texas Association of School Boards</i>	DONNA JOHNSON <i>Courtesy & Associates</i>		ROB KAZMIERSKI <i>aRes Travel</i>	DIANNE TURNER <i>Brand USA</i>
				<i>as of September 30, 2016</i>

FORT WORTH CONVENTION & VISITORS BUREAU FISCAL YEAR 2017 MARKETING PLAN

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 continue to be announced. The strategies in this report anticipate and support increased demand, advocate for enhancements to our city, promote Fort Worth around the world and manage the incredible opportunities ahead.

MISSION STATEMENT

Promote Fort Worth as a premier business and leisure destination, enriching Fort Worth's hospitality industry and the community's quality of life.

HIGHLIGHTS OF VISITOR IMPACT

Leisure, Business and Convention

- \$2.3 billion in economic impact
- 8.8 million visitors to our city
- 22,583 hospitality jobs
- \$116 million in local sales taxes
- \$598 per household saved per year in taxes generated by tourism

Source: *Tourism Economics*



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 FY17.

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.

Destination Architecture: Support and advocate for enhancements to the Fort Worth experience that attract visitors and contribute to the city's quality of life.

Customer Engagement: Increase connections with meeting customers and prospective leisure visitors through personal outreach, engaging events, social media and other tools that foster strong relationships.

Organizational Sustainability: Ensure long-term strategic planning and the commitment of resources to supporting the organization's goals.

Community Awareness: Educate and engage stakeholders and business about the benefits of tourism, conventions, visitor spending and the impact of successful destination marketing.



PLANNING AND COMMUNICATION OPPORTUNITIES

Board of Directors Retreat: Held annually to review FWCVB long- and short-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 and growth opportunities.

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

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

Services Update for Hospitality Partners: Quarterly meeting with hotel and hospitality partners to update on new venues, events and developments.

Film Commission Executive Committee and Advisory Board: These groups help direct efforts to increase production of TV, film and commercials in the city, bringing economic impact with them.

Annual Meeting and Annual Report: Annual event and publication to report progress and plans to stakeholders and encourage their involvement.

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.

The forecast for major conventions in 2017 is not as strong as recent years, but favorable economic conditions will generate growth in year-over-year demand and create revenue from midsize and smaller meetings.

Hotel bookings continue to reflect strong demand. As of May 30:

OCCUPANCY	AVERAGE	DAILY RATE
City of Fort Worth	70.9%	\$102.35
Downtown Properties	73.9%	\$167.53

Substantial short-term bookings are no longer uncommon. Short-term needs for 2016-17 will require different strategies than efforts dedicated to long-term booking opportunities in 2019 and beyond. Bookings for 2017-19 are on pace.

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 Omni Fort Worth Hotel on the west side of the convention facility. It could also be adjacent to TexRail commuter rail service from DFW International Airport to downtown, planned to arrive in 2018.

STRATEGY: Pursue short-term bookings to address needs and opportunities in 2016-17.

TACTICS

- Offer meeting planners a “you stay, we pay” room rebate program, limited to select new bookings and offering financial incentives based on occupancy, up to 1,000 total room nights.
- Encourage local groups to book a meeting here and promote the benefits and importance of bringing 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.

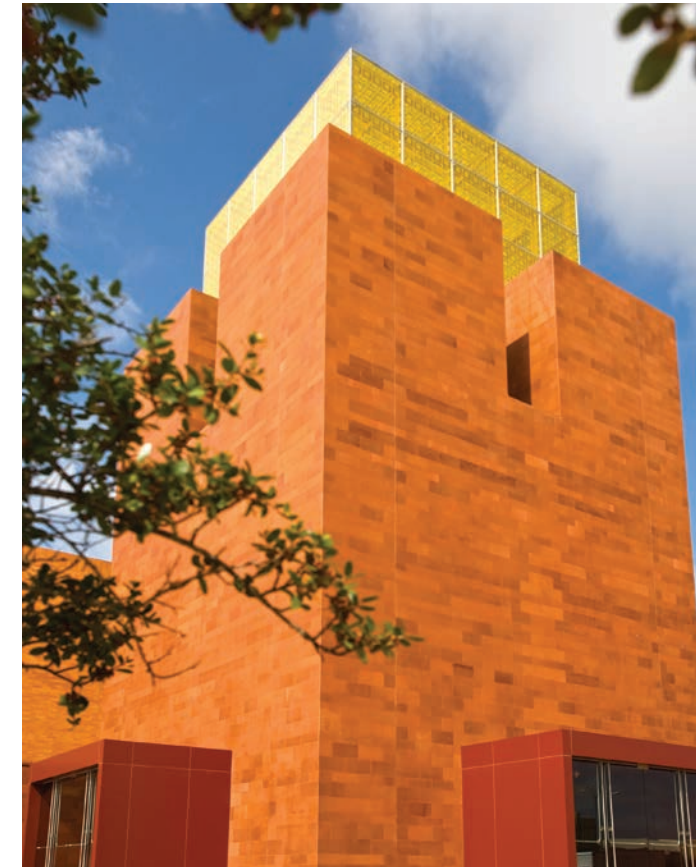
TACTICS

- Offer meeting planners an adapted “you stay, we pay” room rebate program, limited to larger new bookings at the Fort Worth Convention Center for 2019-20, that provides 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 bringing 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 a 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 are 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: Continue efforts in the sports market and leverage the city’s facilities to secure more sports-related meetings and events.

TACTICS

- Continue to implement sports consultant’s recommendations.
- 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 the University Interscholastic League.
- Identify key need periods and facilities to generate new business.

TRADE SHOWS AND CONFERENCES

The following is a list of trade shows, conferences and client networking events that members of the FWCVB sales team will attend in 2016-17.

- IMEX America
- Connect Faith
- 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 Convene
- PBR Customer Event in NYC
- Connect Specialty
- Southwest Showcase
- Connect Diversity
- International Franchise Association Annual Conference
- Meeting Professionals International WEC
- DMAI Destinations Showcase
- ASAE Xperience Design Project
- Georgia MPI Annual Customer Event
- IMEX Frankfurt
- IMEX America
- DFW Association Executives Association Day 2017
- ConferenceDirect Annual Partners Meeting
- National Association of Sports Commissions Sports Event Symposium
- 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
- Professional Conference Managers Association Education Conference
- CESSE Annual Meeting
- DMAI Annual Convention
- ASAE Annual Meeting
- Connect Sports
- HPN Partner Conference
- Texas Society of Association Executives Annual Meeting
- Congressional Black Caucus Annual Legislative Conference



CONVENTION SERVICES

MISSION

Convention Services is a highly productive team that serves as a liaison to over 300 meeting planners annually to ensure overall customer satisfaction. The team strategically works in collaboration with Fort Worth hospitality partners to support the meeting planner/event organizer and enhance the convention/event attendee experience, increasing economic impact as a result.

OVERVIEW

In a city known for warm and friendly hospitality, the team aims to be a reliable source of information from the time of confirmation through completion of a meeting or event in the city. Meeting planners rely on the expertise of the Convention Services Team to provide creative ways to connect partners and showcase local flavor to enhance their events and attract prospective attendees. The department has earned numerous awards, including *Meetings & Conventions* magazine's Gold Service Award.

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

TACTICS

- Leverage the new FortWorth.com meeting planner toolkit, which includes self-service resources like photography, video, logos, itineraries and more.
- Offer digital marketing tools and content to promote Fort Worth.
- Employ social media strategies to engage attendees before and during their event.
- Engage partners to ensure we provide the best resources and newest venues to meeting and event customers.
- Provide Destination Education opportunities for qualified planners showcasing unique and diverse opportunities in Fort Worth.
- Develop promotional and attendance-building materials that engage attendees.

- 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.
- Facilitate a customer satisfaction survey with a goal of 95 percent satisfaction rating.
- Conduct quarterly meeting with Convention Center and full-service hotels to network and discuss upcoming conventions and opportunities.

ACTION CALENDAR

Event Service Professionals Association Annual Conference
Professional Convention Management Association (PCMA) – Convening Leaders
Valentine's Dinner in Austin, Texas
DMAI
TACVB Annual Conference
Simpleview Summit
CMP Conclave
TxACOM
MPI
PartyFest
Celebrate Fort Worth
Fort Worth Initiative
Steer FW
Connect Meetings

ATTENDANCE-BUILDING TRIPS

The Convention Services Team will promote Fort Worth to build future attendance at conventions and meetings in Fort Worth, especially:

Texas Emergency Medical Services – Dallas, TX
Texas Association of School Business Officials – Austin, TX
SME-Rapid – Pittsburgh, PA
National Rural Water Association – Reno, NV
American Angus Association – Indianapolis, IN
Texas Association for Health, Physical Education, Recreation and Dance – Galveston, TX



MARKETING

MISSION

Promote and enhance the value of the Fort Worth brand so that it offers a compelling experience for conventions and tourism. Promote business through aggressive public relations, advertising, social media and further online engagement, 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 enables outreach to both domestic and international markets with multi-channel support from business-to-business, media and consumer marketing.

FWCVB has modernized 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 promote the wide selection of experiences in arts, culture, Western heritage, sports, shopping, recreation and more.

We will continue to 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 through owned media online channels.

TACTICS

- Leverage the website FortWorth.com to engage customers in travel planning and encourage them to explore our city. Strong content

development and integration of social media into the website increased conversion from Facebook to FortWorth.com by more than 140 percent in FY16.

- Increase social media engagement with more use of video, images and best practices recommended by a FY16 study.
- Integrate social media content produced by local influencers and direct it to prospective visitors. Engage these locals as an extension of our content team.



STRATEGY: Engage audiences through targeted paid advertising, including paid social 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 customer segments based on ongoing market research, including new information from Buxton, Adara, Sojern and TripAdvisor.
- Drive traffic to FortWorth.com.
- Focus our message on experiences most relevant to those likely to travel here and meet in Fort Worth, especially in the categories of Western heritage, arts and culture, culinary and recreation.

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

TACTICS

- Engage domestic and international travel writers, photographers, bloggers and social media influencers to produce positive comment about visiting Fort Worth.
- Increase engagement with partners such as 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 reach high-profile publications, travel and consumer writers, editors and TV producers, including *The New York Times* and *American Way*.
- 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 VisitDallas in Australia, UK, Germany 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 Department, Brand USA, DFW International Airport and VisitDallas 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 and 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.
- Work with the new Visit DFW regional tourism coalition.

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.

FILM COMMISSION

STRATEGY: Increase economic impact by securing productions of television, film, video games and more through the Fort Worth Film Commission.

TACTICS

- Work with productions to identify Fort Worth locations and crew.
- Represent Fort Worth city and district filming regulations to help productions do business here.
- Cultivate visibility and appreciation for film productions to create a film-friendly environment and, long-term, support growth of the city’s creative class.



VISITOR SERVICES

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

TACTICS

- Create criteria for situations when remote or mobile information stations would best serve visitors.
- Explore opportunities and costs for 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

- Leverage the newly redesigned space to create a must-stop destination for visitors, one that uses modern retail strategies and displays to lure pedestrian traffic.
- Launch retail operation and evaluate results for first year.
- Activate the visitor center during major downtown festivals and events.
- Expand hours to reach maximum number of visitors.



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 17-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 and visitor experience.

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.
- Perform Cow Camp during events and peak weekends to engage audiences.
- Participate in the Stockyards Adventure Pass, by reservation.

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 education program and marketing efforts.
- Launch GoFundMe account to initiate new fundraising campaigns.



PRINTED IN FORT WORTH



FORT WORTH
Convention & Visitors Bureau

#ThingsToDo2017